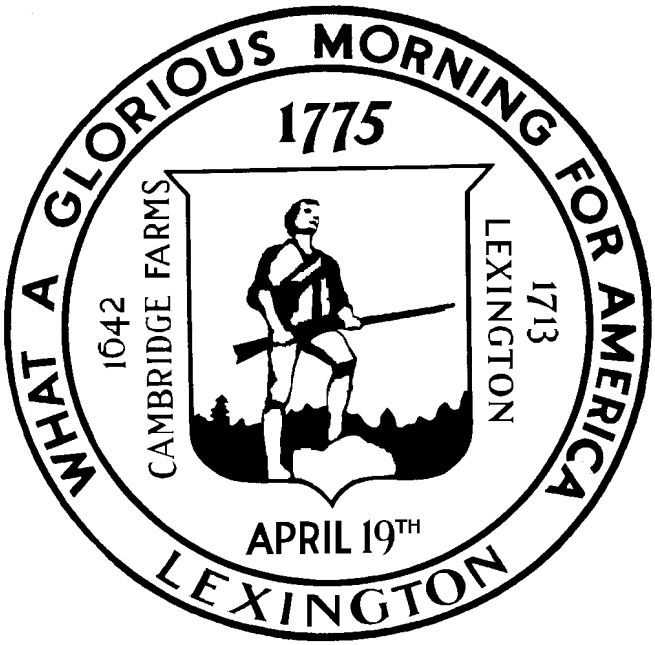
TOWN OF LEXINGTON, MASSACHUSETTS



FISCAL YEAR 2017
TOWN MANAGER'S PRELIMINARY BUDGET & FINANCING PLAN
JANUARY 11, 2016

Town of Lexington
Town Manager's Office

Carl F. Valente, Town Manager
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January 11, 2016

The Honorable Board of Selectmen, Appropriation Committee and Capital Expenditures Committee:

I am hereby submitting the FY2017 Town Manager's Preliminary Budget and Financing Plan.

Preliminary Budget - In Summary

This budget, as submitted, is **balanced** given the revenue assumptions presented in Section II of this document and presented at Financial Summit II.

Key Recommendations

In light of the goals and priorities of the Board of Selectmen and the discussions at Financial Summits I-III, this preliminary budget includes the following key recommendations:

- Municipal and School Department Revenue Allocations – The Superintendent of Schools and Town Manager's recommended budgets are $1,896,947 less than the amounts allowable per the Revenue Allocation Formula presented at Financial Summit III. It is recommended that these funds be redirected to the Capital Stabilization Fund to potentially offset the costs of anticipated capital projects over the coming five years.
- Municipal Program Improvement Requests (PIR's) – $318,046 ($264,521 general fund only) of a total of $1,092,349 in municipal PIR's requested are being recommended, which includes two part-time positions. Given the operating budget challenges the Town may face over the coming three years due to increasing school enrollments, the Town Manager and Superintendent of Schools have made a concerted effort to limit new programs that may not be sustainable in future years.
- Capital Budget – It is recommended that certain projects planned for in the five-year capital improvement plan be deferred to future years. Deferring these capital projects will provide the Selectmen with flexibility in managing the operating and capital budget (i.e., debt service) over the next three years while the Town manages the impact of increasing school enrollments.

- Capital Stabilization Fund – Given the capital projects anticipated over the next five years, to be funded both within and outside of the property tax levy limit, every effort has been made to continue to appropriate funds to the Capital Stabilization fund. $4,996,947 is recommended to be added to this fund.
- Contingency Budget Amount – In planning the proposed operating and capital budget, there are unknowns in revenue projections (e.g., State Aid), proposed operating budgets (e.g., employee benefits/health insurance), certain capital project estimates, as well as potentially competing funding priorities of the Board of Selectmen, School Committee and the financial committees. This preliminary budget provides for $983,261 in unallocated funds that can be directed towards any of these purposes during the review and vetting process.
- School Expansion Projects - This Preliminary Budget includes preliminary construction estimates for the Town's two middle schools. We know, however, that there are other elementary and high school capital projects in the planning stages. Section XI-Capital, Table V provides a list of all potential capital projects that may be candidates for a debt exclusion vote. This table includes an estimate of the related debt service for each of these projects.

Budget Highlights

This document includes General Fund operating budgets, the Capital budget, Enterprise Fund budgets and proposed Community Preservation Act funded projects.

A comparison of the FY2016 appropriated budget to the FY2017 recommended General Fund budget is shown below:

	FY2016 Appropriated	FY2017 Recommended Budget	$ Change	% Change
Lexington Public Schools	$ 92,060,316	$ 97,727,216	$ 5,666,900	6.16%
Minuteman High School	$ 1,172,736	$ 1,493,400	$ 320,664	27.34%
Shared Expenses	$ 50,614,515	$ 51,310,873	$ 696,357	1.38%
Municipal Departments	$ 33,594,270	$ 34,621,920	$ 1,027,650	3.06%
Cash Capital-Tax Levy and Free Cash	$ 4,871,905	$ 5,474,789	$ 602,884	12.37%
Other	$ 10,904,668	$ 7,975,533	$ (2,929,134)	-26.86%
Total - General Fund Only	$ 193,218,411	$ 198,603,731	$ 5,385,321	2.8%
LPS Recommended Budget for FY17 includes benefits for new proposed positions which, if approved, becomes a Shared Expense				

Budget Schedule

This is a comprehensive budget, including both the Town Manager's recommendations and the Superintendent of School's proposed budget. In keeping with the schedule established by the Board of Selectmen, the key upcoming FY17 budget dates are:

- **January 14, 2016** – Summit IV to review this Preliminary budget;
- **February 11, 2016 –** Summit V, if needed, to discuss outstanding FY17 operating and capital budget issues;
- **February 22, 2016** - Board of Selectmen vote of its final recommended budget;
- **February 29, 2016** - The recommended budget will be forwarded to the Appropriation Committee, Capital Expenditures Committee and Town Meeting.

- **March 28, 2016** – Earliest date Town Meeting may consider financial articles.

Preliminary Budget and Financing Plan

To facilitate your review of this document, some of the salient aspects of this budget are highlighted below:

1. ***FY2017 Projected Revenues***

- ***Revenue Projections (Section II)*** – General fund operating revenues are projected to increase by $5,416,902 or 2.8 percent over FY2016 projected revenues.

  Lexington's budgeted and actual revenue growth for prior years are shown below:

	Budgeted	Actual
FY2016	4.2%	NA
FY2015	3.6%	2.7%
FY2014	6.9%	9.0%
FY2013	4.7%	5.1%
FY2012:	4.0%	4.6%
FY2011:	3.9%	5.3%
FY2010:	3.4%	4.6%
FY2009:	5.8%	4.7%

- **Revenue Allocation Formula** – Each year, the Town Manager recommends the allocation of projected revenues that can be applied to fund the operating budget in the next fiscal year. This formula was developed in 2006 by the Town Manager, Assistant Town Manager for Finance and Superintendent of Schools and was re-affirmed by the Selectmen, financial committees and School Committee at Financial Summit III (December 10, 2015).

  The amounts shown in this Preliminary Budget and Financing Plan represent the Town Manager's and Superintendent of School's recommended FY2017 budget, inclusive of benefits for new employees. The Superintendent's budget is pending review and adoption by the School Committee. All budgets are pending review by the Board of Selectmen. The proposed municipal and school budgets compare to the revenue allocation as follows:

	Schools	Municipal	Total
FY17 Revenue Allocation	**$ 98,654,323**	**$ 35,983,383**	**$ 134,637,706**
FY17 Recommended Budget	**$ 97,727,216**	**$ 35,013,542**	**$ 132,740,758**
Difference	**$ 927,107**	**$ 969,840**	**$ 1,896,947**

  It is recommended that the total of these two amounts, $1,896,947, be added to the Capital Stabilization Fund, in addition to other amounts, which can then be

used to partially mitigate the debt service impacts for capital projects proposed in this and future years' capital plans.

- ***Potential New Revenue Sources for Future Consideration*** – The Town Manager is proposing the evaluation of five new revenue sources, pending concurrence by the Board of Selectmen:
    - Stormwater Management Fee. With the federal mandates under the National Pollution Discharge Elimination System (NPDES), the Town is now expending nearly $1,000,000 annually as part of the capital budget to comply with its NPDES permit and the Town's stormwater regulations, in addition to approximately 1.7 FTE of Engineering staff time. The NPDES permit is expected to be renewed in January 2016 and these capital and operating budget impacts will continue and possibly increase. In response to this mandated program, a number of municipalities nationwide including some in Massachusetts have instituted a Stormwater Management Fee to offset capital costs of managing stormwater emanating from private properties. Staff is seeking direction from the Board of Selectmen regarding its interest in considering such a fee. If so, an analysis and recommendations will be made at a future date.
    - Cemetery Burial Fees – Because of the demands on the FY17 Capital budget, it is recommended that design funds for the replacement or rehabilitation of the DPW cemetery building at Westview Cemetery be deferred. A feasibility study, funded in FY16, is close to completion. We believe that an increase in cemetery burial plot fees could cover much of the capital debt service of this proposed facility. The fees were last increased in 2005. Staff is seeking direction from the Board of Selectmen regarding its interest in considering adjusting burial fees. If so, an analysis and recommendations will made at a future date.
    - Tax Foreclosure on Delinquent Properties – While the Town has a very strong property tax collection rate, there are 10 properties that have outstanding balances greater than $100,000 and are more than five years overdue. There are tax liens on these properties and the Treasurer/Collector's Office adds a statutory 16 percent interest rate on the overdue amount, so the Town will eventually collect the overdue amount plus interest. The Town has the potential to recover $2.1 million by moving these 10 properties into foreclosure. These funds could be used to augment the Capital Projects Stabilization Fund. We are recommending that the Treasurer's budget be increased by $10,150 for the legal expenses associated with the foreclosure process.
    - Parking Fee – Three years ago the Town received a grant to cover the purchase, installation and operating costs of an electric vehicle charging station. That charging station was installed in the Edison Way parking lot. Other than the $.25 per hour parking

rate (increasing to $.50 in March 2016), electric vehicle users pay no further amount for using this charging station. With this grant now ending, the Town has had to budget an additional $7,200 annually for the maintenance costs of this charging station. Staff is seeking direction from the Board of Selectmen regarding its interest in adjusting the parking meter rates for the spaces assigned solely for electric vehicle charging. If so, an analysis and recommendations will be made at a future date.

- Hartwell Avenue Solar – While not a new revenue source in the context of the items above, the Town is also working on a solar facility at the Hartwell Avenue Compost facility. With the approval of the Board of Selectmen, the Sustainable Lexington Committee and DPW are working to bring a 2.4 kWh solar array to the Compost facility. If this facility becomes a reality, it has the potential for offsetting $223,000 of the Town's utility costs. This offset or savings would likely begin no sooner than January 2017. Due to the uncertainty on the timing of this project, no utility savings are included in this preliminary budget, although a prorated payment-in-lieu of taxes (PILOT) payment is included in the FY17 Revenue projections.

2. ***Departmental Budget Summary***

- **Section III** of this document reflects the School Department operating budget proposed by the Superintendent of Schools and summarized in the table shown below:

Lexington Schools	FY16 Appropriation	FY17 Superintendent's Recommended Budget [1]	$ Change	% Change [2]
Compensation/Expenses	$ 92,060,316	$ 97,727,216	$ 5,666,900	6.2%

[1] *Includes $433,917 in employee benefit costs for proposed new positions which, if approved, will be transferred to the Employee Benefits budget.*

[2] *The percent increase from FY16, excluding the $433,917 in benefit costs, is 5.7 percent.*

The Superintendent's proposed budget, presented to the School Committee on January 12, 2016, can be found on the School Department Website at http://lps.lexingtonma.org/Page/7718

- **Section IV** of this document includes all Shared Expenses. Overall, Shared Expenses are increasing by approximately $934,579 or 1.9 percent.

A summary table of Shared Expenses is shown below:

Shared Expenses	FY2016 Appropriation	FY2017 Recommended Budget	$ Change	% Change
Contributory Retirement	$ 5,255,537	$ 5,505,537	$ 250,000	4.8%
Non-Contributory Retirement	$ 13,810	$ 13,837	$ 27	0.2%
Employee Benefits	$ 25,250,981	$ 25,816,987	$ 566,006	2.2%
Unemployment	$ 200,000	$ 200,000	$ -	0.0%
Workers Compensation	$ 643,112	$ 736,002	$ 92,890	14.4%
Property & Liability Insurance	$ 860,309	$ 675,952	$ (184,356)	-21.4%
Uninsured Losses	$ 200,000	$ 225,000	$ 25,000	12.5%
Debt Service [1]	$ 7,212,135	$ 7,244,443	$ 32,308	0.4%
Reserve Fund	$ 900,000	$ 900,000	$ -	0.0%
Facilities Department	$ 10,078,631	$ 9,993,116	$ (85,515)	-0.8%
Total	$ 50,614,515	$ 51,310,873	$ 696,358	1.4%

1 This is gross debt service, excluding any use of the Capital Projects Stabilization Fund to offset the High School Modulars debt service.

- **Sections V to X** of this document include the recommended budgets for each municipal department. Municipal department managers initially submit level-service budget requests. A level-service budget is defined as the funds necessary to replicate the current level of services provided and to meet all legal requirements, including collective bargaining requirements and State or federal mandates. Any increases proposed beyond level-service are shown in each departmental budget as Program Improvement Requests (PIR) submitted by the Department manager for evaluation by the Town Manager. A table of all Program Improvements Requests can be found in the Appendix, located in Section XII of this document.

  Key PIR's recommended by the Town Manager in the FY2017 municipal department budgets include:

  1. Add one part-time staff person for the Department of Recreation and Community Programs. It is recommended that this position be funded from the General Fund in FY17, and the Recreation Enterprise Fund in subsequent fiscal years;

  2. Add one part-time staff person to the Economic Development Department for staffing the Visitor's Center, funded from revenues at the Gift Shop (Revolving Fund);

  3. Increases to the DPW budget of $45,000 that are necessary to prepare the Hartwell Avenue Compost Facility for the solar project.

  4. A $60,000 increase for the DPW budget for engineering consulting services in lieu of the $102,452 requested for a new senior engineer. While the workload in Engineering justifies this position, we believe it is not prudent to take on new staffing at this time. In the alternative, this

additional $60,000 will be used to for limited engineering consulting services to assist with the workload.

The following table provides a summary of the FY2016 to FY2017 changes in municipal department budget requests, as recommended by the Town Manager:

Municipal Budgets	FY2016 Restated Budget [1]	FY2017 Recommended Budget	$ Change	% Change
Public Works	$ 8,777,104	$ 8,988,614	$ 211,510	2.4%
Police	$ 6,741,405	$ 6,774,543	$ 33,138	0.5%
Fire	$ 6,379,387	$ 6,425,755	$ 46,368	0.7%
Library	$ 2,374,295	$ 2,459,653	$ 85,358	3.6%
Human Services	$ 1,206,234	$ 1,207,314	$ 1,080	0.1%
Land Use Departments	$ 2,129,848	$ 2,232,642	$ 102,794	4.8%
Selectmen	$ 665,512	$ 673,249	$ 7,736	1.2%
Town Manager	$ 761,255	$ 814,149	$ 52,894	6.9%
Salary Adjustment Account	$ 511,081	$ 784,441	$ 273,360	53.5%
Town Committees	$ 75,000	$ 51,500	$ (23,500)	-31.3%
Finance	$ 1,821,137	$ 1,892,924	$ 71,787	3.9%
Town Clerk	$ 442,507	$ 487,356	$ 44,849	10.1%
Information Services	$ 1,709,505	$ 1,829,781	$ 120,276	7.0%
Total	$ 33,594,270	$ 34,621,920	$ 1,027,650	3.1%

[1] Departmental budgets are restated when collective bargaining agreements are reached after Town Meeting. When this happens the Selectmen are asked to vote to transfer funds from the Salary Adjustment Account to the appropriate departmental budget. These anticipated transfers are reflected in the FY2016 Restated Budget column.

3. ***Reserves/Trusts*** – The Town maintains a variety of reserve funds. The reserve funds that are for unforeseen purposes, including a buffer for reductions in operating revenues, are generally adequate at the current levels.

   The proposed budget also includes recommendations to increase certain reserves/trusts that are for targeted purposes, as shown in the tables below:

   OPEB Trust Fund – The purpose of this Trust fund is to continue to fund the Town's Retiree Health Insurance Liability. The present value (Town's liability) of these future benefits is approximately $190,000,000.

Trust Fund	FY 2013 Appropriated	FY 2014 Appropriated	FY 2015 Appropriated	FY 2016 Appropriated	FY 2017 Recommended
Other Post Employment Benefits Trust Fund	$ 500,000	$ 750,000	$ 1,119,000	$ 1,200,000	$ 1,512,318

The current balance in the OPEB Trust Fund is $6,978,443 as of 12/31/2015

Capital Projects Stabilization Fund - The Town is planning for a number of significant capital projects over the next five years including improvements/additions to four schools, a new fire station, a renovated police station, Center Streetscape improvements, Hartwell Avenue infrastructure improvements, an expanded Visitor's Center, a new Hastings School, and the purchase of 20 Pelham Road, the former Armenian Elementary School property.

It is recommended, and shown in the following table, that the Town appropriate to the Capital Stabilization Fund an additional $4,996,947 to be used to partially offset the debt service for these future projects. The sources of this proposed amount include:

- $3,100,000 of Free Cash, proposed for this Stabilization fund at Summit II and Summit III; and
- $1,896,947 in tax levy funds resulting from the Town Manager and Superintendent of Schools proposed FY17 operating budgets being less than allocated under the Revenue Allocation model.

Capital Projects Stabilization Fund
Proposed Appropriation To and Uses Of

Capital Projects Stabilization Fund	FY 2013 Appropriated	FY 2014 Appropriated	FY 2015 Appropriated	FY 2016 Appropriated	FY 2017 Recommended
Appropriation To Stabilization Fund	$ 1,600,000	$ 3,983,240	$ 5,910,726	$ 9,447,832	$ 4,996,947
Prior Year Balance		$ 1,600,000	$ 3,983,240	$ 8,024,966	$ 16,637,231
Subtotal-Available for Appropriation	$ 1,600,000	$ 5,583,240	$ 9,893,966	$ 17,472,798	$ 21,634,178
Appropriation From Stabilization Fund					
Bridge/Bowman/Estabrook Debt Service Tax Relief	$ -	$ 1,600,000	$ 950,000	$ 215,000	$ -
High School Modulars and Other Municipal Capital Projects	$ -	$ -	$ 919,000	$ 620,567	$ 751,000
Subtotal	$ -	$ 1,600,000	$ 1,869,000	$ 835,567	$ 751,000
Projected Balance of Fund	$ 1,600,000	$ 3,983,240	$ 8,024,966	$ 16,637,231	$ 20,883,178

excludes interest income earned

4. ***Capital Budget (Section XI)*** – Consistent with the 2009 recommendations of the Selectmen's ***Fiscal Task Force,*** the proposed capital budget continues to make important progress in addressing the Town's list of planned capital projects. Given the significant capital projects anticipated in coming years, however, a number of otherwise planned capital projects are being deferred to preserve flexibility for future year's budgets. Deferred capital projects can be seen in Section XI-Capital, Table VIII. The capital budget recommendations include nearly $92 million for a variety of capital projects for FY2017, including approximately $68 million for likely excluded debt projects.

Capital Requests Summary				
	Free Cash/Tax Levy	Other Financing Sources [1]	Debt	Total
General Fund	$ 5,214,164	$ -	$ 7,190,507	$ 12,404,671
Proposed Excluded Debt Projects	$ -	$ -	$ 67,492,000	$ 67,492,000
Chapter 90/Other Funding	$ -	$ 8,633,790	$ -	$ 8,633,790
Water Enterprise	$ -	$ 220,500	$ -	$ 220,500
Sewer Enterprise	$ -	$ 177,500	$ 1,768,000	$ 1,945,500
Recreation Enterprise	$ -	$ 65,000	$ -	$ 65,000
Community Preservation Act [2]	$ -	$ 999,530	$ -	$ 999,530
Total (all Funds)	**$ 5,214,164**	**$ 10,096,320**	**$ 76,450,507**	**$91,760,991**

[1] Chapter 90/Other Funding includes $973,165 in Chapter 90 Aid for street improvements, $850,000 of private funding for the Cary Library Internal Reconfiguration project, $230,625 from the Parking Meter Fund for parking meter replacements, $30,000 from the Traffic Mitigation Stabilization Fund for Transportation Mitigation, and $6,550,000 in state funding for the Massachusetts Avenue-3 Intersections Improvement

[2] Includes both Town and non-Town CPA funded projects.

5. ***Policy Issues***: Policy issues to be reaffirmed or addressed by the Board of Selectmen in finalizing this preliminary budget include:

- **Appropriate <u>to</u> the Capital Stabilization Fund –** Whether to support the appropriation of $4,996,947 to this Stabilization Fund to be used to offset the debt service for planned capital projects.
- **Appropriate <u>from</u> the Capital Stabilization Fund** – Whether to continue to use funds from this Stabilization Fund to mitigate within-levy debt service for the High School Modular classroom project. For FY 17, $751,000 is recommended for this purpose. In FY16, $620,567 was used for this purpose.
- **Appropriate to the Other Post-Employment Benefits (OPEB) –** Whether to support the appropriation of $1,512,318 to the OPEB Trust Fund. This amount is comprised of $312,318 in Medicare D rebates from the federal government and $1,200,000 made available from the Health Insurance Claims Trust Fund as a result of the Town joining the fully insured Group Insurance Commission program.
- **Unallocated Revenues for Contingencies** – This recommended budget includes approximately $983,000 in revenues set aside for contingencies, primarily for two potential purposes:

    1. State Aid less than projected; and/or
    2. GIC health insurance premiums greater than estimated.

State aid is currently estimated to increase by $236,000 or 2% in FY2017. The Governor's proposed FY2017 budget will be presented on January 27, 2016, providing a first indication of State Aid for FY2017. The Legislature will likely approve the FY2017 State budget, however, after the conclusion of Town Meeting. The Town's Group Insurance Commission (GIC) health insurance rates will not be known until early March. This $983,000 in unallocated revenues, therefore, would be available to offset lower than estimated State Aid or greater than estimated health insurance rates.

Concluding Thoughts
A Sustainable and Transparent Budget Reflecting Board of Selectmen Goals and Priorities

In his 2013 tribute to Nelson Mandela, A Man Can Make a Difference, Will Gumede writes of Mandela's leadership qualities: "Someone who occupies a position of authority and exercises power is not necessarily a leader. Leadership is about the quality of an individual's actions, behavior and vision."

In presenting this FY2017 Preliminary Budget, the Senior Management Team and I are committed to working with the Board of Selectmen and financial committees in striking a balance in the allocation of projected revenues for Town services, educational programs and capital improvements in a manner that will be sustainable for the community, as has been articulated through the leadership actions, behaviors and visions of the Selectmen and various policy and advisory committees.

The budget decisions you will have to make are not easy ones, particularly in light of the many important capital projects facing the Town in the coming years. The previous policy decisions by the Board of Selectmen to establish reserve funds have placed the Town in a sound financial condition for FY2017. We must continue to be vigilant in our financial planning, however, as our school population continues to increase, placing new demands on operating and capital budgets.

The Operating and Capital budgets are about priorities. These budgets should be strategic in explaining what we do, why we do it, when we do it, and how we propose to invest the resources of our taxpayers to achieve the results our community desires. While focusing on long-term priorities sometimes takes a back seat to the immediate demands placed on Town officials, it is important to effect a balance among these competing demands. We hope this document is helpful in this regard.

In preparing this Preliminary Budget, Town and School Department staff strived to create a document that presents the budget in a manner that meets the requirements and expectations of our boards, committees, Town Meeting members and residents. The best way for the Selectmen, our financial committees, Town Meeting members and residents to explore Town operations in depth and with a critical eye is for us to be as transparent as we can in everything we do. This FY17 Preliminary Budget proposes close to $199,000,000 in General Fund spending, $22,000,000 in Enterprise Fund spending, $3,200,000 in Revolving Fund spending and $92,000,000 in capital projects. We hope it is comprehensive enough so that the readers understand where Town revenue comes from and what it is spent on, yet succinct enough that the details are not overwhelming. Each year I challenge myself and the staff to improve this budget document, but know we can always do better and welcome comments to do so.

As I submit my eleventh operating and capital budget to the Board of Selectmen I continue to witness and appreciate the Board of Selectmen's commitment to our residents through transparency and integrity in policy setting and management of Town affairs. This commitment is also seen by the dedication and actions of our hundreds of

volunteers, committee members and Town Meeting Members whose primary desire is to preserve Lexington as a quality community.

The Board of Selectmen can be proud of the standard it has set that we are **one** Community, not a series of unrelated entities and constituent groups. The operating and capital budget the Board recommends to Town Meeting is the single most important policy document considered each year. It reflects many competing interests, but in the end has been and should continue to be a reflection on what is best for the Town as a whole. I look forward to working with the Selectmen to address the Town's challenges in the coming years, as the one community we are.

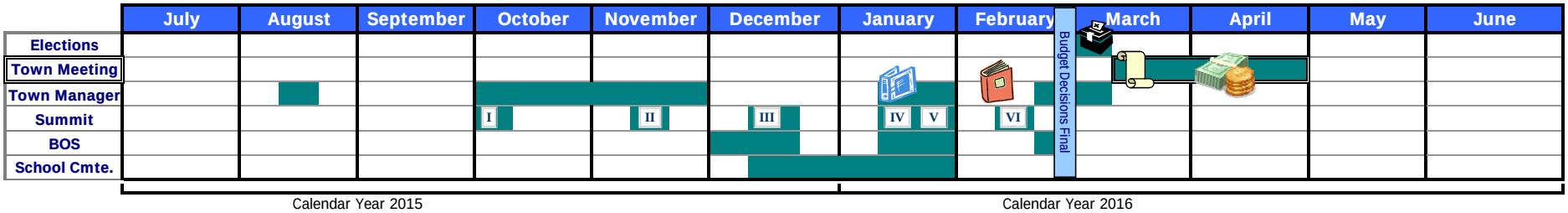
Very truly yours,

Carl F. Valente

Town Manager

Town of Lexington

FY2017 Budget Process



Important Dates

August 2015

Issuance of Capital and Operating Budget Guidelines

October 2015

I	Summit I - Financial Indicators & Projections	October 8th
	Discuss Guidelines and Drivers	
	Town Manager Review of Capital Budget Requests	

November 2015

II	Summit II - Revenue Projection and Allocation	November 12th
	Town Manager Review of Operating Budget Requests	

December 2015

	Municipal Budget Workshops with Selectmen	
	School Committee Hearings on Budget	
III	Summit III - Revenue Allocation	December 10th

January 2016

	Submittal of FY2017 Superintendent's Recommended Budget to SC	January 5th
	Submittal of FY2017 Manager's Recommended Budget to BOS	January 11th
IV	Summit IV - Review of FY2017 Town Manager's Preliminary Budget	January 14th

February 2016

VI	Summit V - Comment and Budget Deliberations	February 11th (tent.)
	Board of Selectmen Vote on the FY2017 Recommended Budget	
	Budget Decisions and Deliberations Concluded	February 22nd
	FY2017 Recommended Budget submitted to Town Meeting	February 29th

March 2016

Municipal Election	March 7th
Town Meeting Commences	March 21st
Budget Presentations by Town Manager and Superintendant	March 23rd (tent.)
Town Meeting Begins Budget Deliberations	March 28th (tent.)

Summary of Revenues and Expenditures

The summary below shows revenues & expenditures for the Town of Lexington for FY 2014-2017. It reflects actual results of FY2014 and FY2015, FY2016 estimated revenues and budgeted expenditures submitted to the Department of Revenue for the certification of the FY2016 tax rate, and the budget recommendations of the Town Manager and School Superintendent for FY2017 budget and projected revenues to support those recommendations.

Revenue Summary	FY2014 Actual	FY2015 Actual	FY2016 Recap	FY2017 Projected
Tax Levy	$ 141,842,484	$ 148,212,539	$ 154,750,150	$ 161,138,273
State Aid	$ 10,214,580	$ 11,193,462	$ 11,568,637	$ 11,804,630
Local Receipts	$ 14,909,146	$ 13,756,778	$ 11,682,878	$ 12,130,550
Local Receipts not shown on Recap	$ -	$ -	$ 197,336	$ -
Available Funds	$ 12,473,510	$ 11,012,293	$ 15,654,839	$ 13,093,204
Other Available Fund: Use of Capital Stabilization Fund	$ -	$ 919,000	$ 620,567	$ 751,000
Revenue Offsets	$ (1,644,621)	$ (2,492,221)	$ (2,905,154)	$ (1,943,061)
Enterprise Funds (Indirect)	$ 1,497,405	$ 1,487,905	$ 1,617,576	$ 1,629,135
Total General Fund	**$ 179,292,504**	**$ 184,089,756**	**$ 193,186,829**	**$ 198,603,731**
General Fund Expenditure Summary				
Education				
Lexington Public Schools	$ 79,964,816	$ 85,272,802	$ 92,060,316	$ 97,727,216
Minuteman Regional School	$ 1,474,265	$ 1,244,384	$ 1,172,736	$ 1,493,400
sub-total Education	$ 81,439,081	$ 86,517,186	$ 93,233,052	$ 99,220,616
Municipal Departments	$ 30,406,706	$ 31,764,082	$ 33,594,270	$ 34,621,920
Shared Expenses				
Benefits & Insurance	$ 26,780,824	$ 27,637,044	$ 32,423,749	$ 33,173,314
Debt (within-levy)	$ 5,409,996	$ 6,523,281	$ 7,212,135	$ 7,244,443
Reserve Fund	$ -	$ -	$ 900,000	$ 900,000
Facilities	$ 9,667,013	$ 9,894,474	$ 10,078,631	$ 9,993,116
sub-total Shared Expenses	$ 41,857,833	$ 44,054,799	$ 50,614,515	$ 51,310,873
Capital				
Cash Capital (designated)	$ 6,919,202	$ -	$ 4,642,987	$ 5,474,789
sub-total Capital	$ 6,919,202	$ -	$ 4,642,987	$ 5,474,789
Other				
Other (allocated)	$ 5,101,056	$ 7,049,726	$ 10,904,668	$ 6,992,272
Other (unallocated)	$ -	$ -	$ -	$ 983,261
sub-total Other	$ 5,101,056	$ 7,049,726	$ 10,904,668	$ 7,975,533
Total General Fund	**$ 165,723,878**	**$ 169,385,793**	**$ 192,989,493**	**$ 198,603,731**
Surplus / (Deficit)	**$ 13,568,626**	**$ 14,703,963**	**$ 197,337**	**$ 0**

Program Summary

ELEMENT DESCRIPTION	A FY2014 Actual	B FY2015 Actual	C FY2016 Appropriation	D FY2017 Request	E FY2017 Add/Delete	D FY2017 Recommended	E (D-C) Change $	F (E/C) Change %
Operating Budget- General Fund Expenses								
Program 1000: Education								
1100 Lexington Public Schools	$ 79,964,816	$ 85,272,802	$ 92,060,316	$ 97,727,216		$ 97,727,216	$ 5,666,900	6.16%
1200 Regional Schools	$ 1,474,265	$ 1,244,384	$ 1,172,736	$ 1,493,400		$ 1,493,400	$ 320,664	27.34%
Total Education	**$ 81,439,081**	**$ 86,517,186**	**$ 93,233,052**	**$ 99,220,616**	**$ -**	**$ 99,220,616**	**$ 5,987,564**	**6.42%**
Program 2000: Shared Expenses								
2110 Contributory Retirement	$ 4,717,542	$ 4,919,154	$ 5,255,537	$ 5,505,537	$ -	$ 5,505,537	$ 250,000	4.76%
2120 Non-Contributory Retirement	$ 13,087	$ 13,447	$ 13,810	$ 13,837	$ -	$ 13,837	$ 27	0.19%
2130 Employee Benefits (Hlth/Dental/Life/Medicare)	$ 20,726,889	$ 21,173,375	$ 25,250,981	$ 25,802,415	$ 14,571	$ 25,816,987	$ 566,006	2.24%
2140 Unemployment	$ 217,608	$ 238,470	$ 200,000	$ 200,000	$ -	$ 200,000	$ -	0.00%
2150 Workers' Comp.*(MGL Ch. 40, Sec. 13A&13C)*	$ 360,179	$ 402,508	$ 643,112	$ 734,765	$ 1,237	$ 736,002	$ 92,890	14.44%
2160 Property & Liability Insurance	$ 706,487	$ 802,581	$ 860,309	$ 675,952	$ -	$ 675,952	$ (184,357)	-21.43%
2170 Uninsured Losses *(MGL Ch. 40, Sec. 13)**	$ 39,033	$ 87,510	$ 200,000	$ 225,000	$ -	$ 225,000	$ 25,000	12.50%
sub-total 2100 Benefits	*$ 26,780,824*	*$ 27,637,044*	*$ 32,423,749*	*$ 33,157,506*	*$ 15,808*	*$ 33,173,314*	*$ 749,565*	*2.31%*
2210 Payment on Funded Debt	$ 4,657,772	$ 5,490,412	$ 5,169,842	$ 5,891,565	$ -	$ 5,891,565	$ 721,722	13.96%
2220 Interest on Funded Debt	$ 694,599	$ 971,079	$ 939,550	$ 1,090,273	$ -	$ 1,090,273	$ 150,723	16.04%
2230 Temporary Borrowing	$ 57,625	$ 61,790	$ 1,102,743	$ 262,605	$ -	$ 262,605	$ (840,138)	-76.19%
sub-total 2200 Debt Services	*$ 5,409,996*	*$ 6,523,281*	*$ 7,212,135*	*$ 7,244,443*	*$ -*	*$ 7,244,443*	*$ 32,308*	*0.45%*
2310 Reserve Fund			$ 900,000	$ 900,000	$ -	$ 900,000	$ -	0.00%
sub-total 2300 Reserve Fund	*$ -*	*$ -*	*$ 900,000*	*$ 900,000*	*$ -*	*$ 900,000*	*$ -*	*0.00%*
2400 Facilities	$ 9,667,013	$ 9,894,474	$ 10,078,631	$ 9,993,116	$ -	$ 9,993,116	$ (85,515)	-0.85%
Total Shared Expenses	**$ 41,857,833**	**$ 44,054,799**	**$ 50,614,515**	**$ 51,295,065**	**$ 15,808**	**$ 51,310,873**	**$ 696,357**	**1.38%**
Program 3000: Public Works			$ 10,098,631					
3100-3500 DPW Personal Services	$ 3,664,252	$ 3,997,277	$ 3,781,947	$ 3,805,156	$ 25,000	$ 3,830,156	$ 48,209	1.27%
3100-3500 DPW Expenses	$ 5,221,298	$ 5,369,351	$ 4,995,158	$ 5,051,258	$ 107,200	$ 5,158,458	$ 163,300	3.27%
Total Public Works	**$ 8,885,551**	**$ 9,366,628**	**$ 8,777,104**	**$ 8,856,414**	**$ 132,200**	**$ 8,988,614**	**$ 211,510**	**2.41%**
Program 4000: Public Safety								
4100 Law Enforcement Personal Services	$ 5,481,197	$ 5,580,343	$ 5,920,136	$ 5,931,169	$ -	$ 5,931,169	$ 11,033	0.19%
4100 Law Enforcement Expenses	$ 689,831	$ 733,024	$ 821,269	$ 843,373	$ -	$ 843,373	$ 22,104	2.69%
sub-total 4100 Law Enforcement	*$ 6,171,028*	*$ 6,313,367*	*$ 6,741,405*	*$ 6,774,543*	*$ -*	*$ 6,774,543*	*$ 33,138*	*0.49%*
4200 Fire Personal Services	$ 4,860,501	$ 5,398,636	$ 5,811,037	$ 5,867,505	$ -	$ 5,867,505	$ 56,468	0.97%
4200 Fire Expenses	$ 502,748	$ 520,253	$ 568,350	$ 558,250	$ -	$ 558,250	$ (10,100)	-1.78%
sub-total 4200 EMS/Fire	*$ 5,363,249*	*$ 5,918,889*	*$ 6,379,387*	*$ 6,425,755*	*$ -*	*$ 6,425,755*	*$ 46,368*	*0.73%*
Total Public Safety	**$ 11,534,278**	**$ 12,232,256**	**$ 13,120,792**	**$ 13,200,298**	**$ -**	**$ 13,200,298**	**$ 79,506**	**0.61%**
Program 5000: Culture & Recreation								
5100 Library Personal Services	$ 1,887,828	$ 1,866,567	$ 1,988,796	$ 2,051,126	$ -	$ 2,051,126	$ 62,330	3.13%
5100 Library Expenses	$ 257,004	$ 271,339	$ 385,499	$ 401,524	$ 7,003	$ 408,527	$ 23,028	5.97%
Total Culture & Recreation	**$ 2,144,832**	**$ 2,137,906**	**$ 2,374,295**	**$ 2,452,650**	**$ 7,003**	**$ 2,459,653**	**$ 85,358**	**3.60%**
Program 6000: Human Services								
6000 Human Services Personal Services	$ 479,473	$ 463,004	$ 498,591	$ 514,935	$ 10,000	$ 524,935	$ 26,344	5.28%
6000 Human Services Expenses	$ 612,315	$ 610,862	$ 707,643	$ 688,819	$ (6,440)	$ 682,379	$ (25,264)	-3.57%
Total Human Services	**$ 1,091,789**	**$ 1,073,867**	**$ 1,206,234**	**$ 1,203,754**	**$ 3,560**	**$ 1,207,314**	**$ 1,080**	**0.09%**
Program 7000: Office of Land Use, Health and Development								
7100 Office of LU/Health/Develop. Personal Services	$ 1,358,506	$ 1,513,599	$ 1,771,691	$ 1,818,489	$ -	$ 1,818,489	$ 46,798	2.64%
7100 Office of LU/Health/Develop. Expenses	$ 197,047	$ 368,852	$ 358,157	$ 370,115	$ 44,038	$ 414,153	$ 55,996	15.63%
Total Office of LU/Health/Development	**$ 1,555,553**	**$ 1,882,451**	**$ 2,129,848**	**$ 2,188,604**	**$ 44,038**	**$ 2,232,642**	**$ 102,794**	**4.83%**

Program Summary

ELEMENT	DESCRIPTION	A FY2014 Actual	B FY2015 Actual	C FY2016 Appropriation	D FY2017 Request	E FY2017 Add/Delete	D FY2017 Recommended	E (D-C) Change $	F (E/C) Change %
Program 8000: General Government									
8110	Selectmen Personal Services	$ 111,887	$ 119,765	$ 138,687	$ 146,424	$ -	$ 146,424	$ 7,736	5.58%
8110	Selectmen Expenses	$ 68,854	$ 91,934	$ 103,325	$ 104,325	$ (1,000)	$ 103,325	$ -	0.00%
8120	Legal	$ 416,621	$ 434,000	$ 410,000	$ 410,000	$ -	$ 410,000	$ -	0.00%
8130	Town Report	$ 7,500	$ 4,680	$ 13,500	$ 13,500	$ -	$ 13,500	$ -	0.00%
sub-total 8100	*Board of Selectmen*	*$ 604,862*	*$ 650,379*	$ 665,512	$ 674,249	*$ (1,000)*	$ 673,249	$ 7,736	1.16%
8210-8220	Town Manager Personal Services	$ 617,579	$ 636,241	$ 546,170	$ 564,064	$ -	$ 564,064	$ 17,894	3.28%
8210-8220	Town Manager Expenses	$ 173,405	$ 165,948	$ 215,085	$ 245,085	$ 5,000	$ 250,085	$ 35,000	16.27%
8230	Salary Transfer Account* *(MGL Ch.40, Sec 13D)*	$ 673,588	$ 290,690	$ 511,081	$ 784,441	$ -	$ 784,441	$ 273,360	53.49%
sub-total 8200	*Town Manager*	*$ 1,464,572*	*$ 1,092,879*	$ 1,272,335	$ 1,593,589	$ 5,000	$ 1,598,589	$ 326,254	25.64%
8310	Financial Committees	$ 7,559	$ 6,476	$ 7,500	$ 8,000	$ -	$ 8,000	$ 500	6.67%
8320	Misc. Boards and Committees	$ 3,276	$ 1,813	$ 19,500	$ 4,500	$ -	$ 4,500	$ (15,000)	-76.92%
8330	Town Celebrations Committee	$ 29,956	$ 40,980	$ 48,000	$ 38,000	$ 1,000	$ 39,000	$ (9,000)	-18.75%
sub-total 8300	*Town Committees*	*$ 40,791*	*$ 49,270*	*$ 75,000*	*$ 50,500*	*$ 1,000*	*$ 51,500*	$ (23,500)	-31.33%
8400	Finance Personal Services	$ 1,251,874	$ 1,223,727	$ 1,358,262	$ 1,394,929	$ -	$ 1,394,929	$ 36,667	2.70%
8400	Finance Expenses	$ 374,901	$ 431,907	$ 462,875	$ 487,845	$ 10,150	$ 497,995	$ 35,120	7.59%
sub-total 8400	*Finance*	*$ 1,626,774*	*$ 1,655,633*	*$ 1,821,137*	*$ 1,882,774*	*$ 10,150*	*$ 1,892,924*	$ 71,787	3.94%
8500	Town Clerk Personal Services	$ 347,171	$ 312,420	$ 333,132	$ 362,681	$ -	$ 362,681	$ 29,549	8.87%
8500	Town Clerk Expenses	$ 123,249	$ 114,059	$ 109,375	$ 124,675	$ -	$ 124,675	$ 15,300	13.99%
sub-total 8500	*Town Clerk*	*$ 470,420*	*$ 426,480*	*$ 442,507*	*$ 487,356*	*$ -*	*$ 487,356*	$ 44,849	10.14%
8600	IS Personal Services	$ 355,598	$ 458,967	$ 759,055	$ 798,881	$ -	$ 798,881	$ 39,826	5.25%
8600	IS Expenses	$ 631,686	$ 737,367	$ 950,450	$ 1,030,900	$ -	$ 1,030,900	$ 80,450	8.46%
sub-total 8600	*IS*	*$ 987,284*	*$ 1,196,334*	*$ 1,709,505*	$ 1,829,781	$ -	$ 1,829,781	$ 120,276	7.04%
Total General Government		**$ 5,194,704**	**$ 5,070,974**	**$ 5,985,996**	**$ 6,518,249**	**$ 15,150**	**$ 6,533,399**	**$ 547,403**	**9.14%**
Total Municipal		**$ 30,406,706**	**$ 31,764,082**	**$ 33,594,270**	**$ 34,419,969**	**$ 201,951**	**$ 34,621,920**	**$ 1,027,650**	**3.06%**
Operating Department Summary									
Education Operating		**$ 81,439,081**	**$ 86,517,186**	**$ 93,233,052**	**$ 99,220,616**	**$ -**	**$ 99,220,616**	**$ 5,987,564**	**6.42%**
Shared Expenses		**$ 41,857,833**	**$ 44,054,799**	**$ 50,614,515**	**$ 51,295,065**	**$ 15,808**	**$ 51,310,873**	**$ 696,357**	**1.38%**
Municipal Operating		**$ 30,406,706**	**$ 31,764,082**	**$ 33,594,270**	**$ 34,419,969**	**$ 201,951**	**$ 34,621,920**	**$ 1,027,650**	**3.06%**
		$ 153,703,620	**$ 162,336,067**	**$ 177,441,838**	**$ 184,935,650**	**$ 217,759**	**$ 185,153,409**	**$ 7,711,571**	**4.35%**
Capital									
Capital Requests (Cash-GF)		$ 4,855,174	$ 3,524,891	$ 2,190,082	$ 2,760,625	$ -	$ 2,760,625	$ 570,543	26.05%
Building Envelope & Systems Set-Aside		$ 173,954	$ 178,302	$ 182,760	$ 187,329	$ -	$ 187,329	$ 4,569	2.50%
Streets Set-Aside		$ 1,890,074	$ 2,254,924	$ 2,270,145	$ 2,526,835	$ -	$ 2,526,835	$ 256,690	11.31%
								$ -	
Total Capital		**$ 6,919,202**	**$ 5,958,117**	**$ 4,642,987**	**$ 5,474,789**	**$ -**	**$ 5,474,789**	**$ 831,802**	**17.92%**
Other									
33 Marrett Road Property Acquisition		$ 3,560,000	$ -	$ -	$ -	$ -	$ -	$ -	-
33 Marrett Road Phase I Building Improvements		$ 322,816	$ -	$ -	$ -	$ -	$ -	$ -	
Unallocated		$ -	$ -	$ -	$ 983,261	$ -	$ 983,261	$ 983,261	-
Set-Aside for Unanticipated Current Fiscal Year Needs		$ -	$ -	$ -	$ 200,000	$ -	$ 200,000	$ 200,000	-
Set-Aside for Tax Levy Support of Community Center Program (Transfer to Article 5, 2015 ATM)		$ -	$ -	$ 216,836	$ 232,807	$ 20,200	$ 253,007	$ 36,171	-
Allocated to Debt Service/Capital Projects/Building Renewal Stabilization Fund		$ 3,983,240	$ 5,910,726	$ 9,447,832	$ 3,100,000	$ 1,896,947	$ 4,996,947	$ (4,450,885)	-47.11%
Senior Service Program		$ 20,000	$ 20,000	$ 20,000	$ 30,000	$ -	$ 30,000	$ 10,000	50.00%
OPEB Trust Fund		$ 775,000	$ 1,119,000	$ 1,200,000	$ 1,512,318	$ -	$ 1,512,318	$ 312,318	26.03%
Warrant Articles				$ 20,000	$ -	$ -	$ -	$ (20,000)	-
Total Other Articles		**$ 8,661,056**	**$ 7,049,726**	**$ 10,904,668**	**$ 6,058,386**	**$ 1,917,147**	**$ 7,975,533**	**$ (2,929,134)**	**-26.86%**
General Fund Total		**$ 169,283,878**	**$ 175,343,910**	**$ 192,989,493**	**$ 196,468,825**	**$ 2,134,906**	**$ 198,603,731**	**$ 5,614,239**	**2.91%**

Section II: Revenues

This section includes detailed information about FY2017 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 FY2017 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 expenses. In FY2017, Total General Fund Revenues are projected to increase by approximately $5.4 million, or 2.8%. Net General Fund Revenues, those available to support school and municipal operating budgets, are projected to increase by $8.3 million, or 4.7%.

					FY 16-17 Change	
General Fund Revenue Summary	**FY14 Actual**	**FY15 Actual**	**FY16 Recap**	**FY17 Projected**	**$**	**%**
Property Tax Levy (Table 1)	$ 141,842,484	$ 148,212,539	$ 154,750,150	$ 161,138,273	$ 6,388,124	4.1%
State Aid (Table 2)	$ 10,214,580	$ 11,193,462	$ 11,568,637	$ 11,804,630	$ 235,993	2.0%
Local Receipts (Table 3)	$ 14,909,146	$ 13,756,778	$ 11,682,878	$ 12,130,550	$ 447,672	3.8%
Local Receipts not shown on Recap	$ -		$ 197,336		$ (197,336)	-
Total Local Receipts	$ 14,909,146	$ 13,756,778	$ 11,880,214	$ 12,130,550	$ 250,336	2.1%
Available Funds (Table 4)	$ 12,473,510	$ 11,012,293	$ 15,654,839	$ 13,093,204	$ (2,561,635)	-16.4%
Other Available Funds - Use of Capital Stabilization Fund (Table 4a)	$ -	$ 919,000	$ 620,567	$ 751,000	$ 130,433	21.0%
Revenue Offsets (Table 5)	$ (1,644,621)	$ (2,492,221)	$ (2,905,154)	$ (1,943,061)	$ 962,092	-33.1%
Enterprise Receipts (Table 6)	$ 1,497,405	$ 1,487,905	$ 1,617,576	$ 1,629,135	$ 11,559	0.7%
Total General Fund Operating Revenues	**$ 179,292,504**	**$ 184,089,756**	**$ 193,186,829**	**$ 198,603,731**	**$ 5,416,902**	**2.8%**
Less - Revenues Set-Aside for Designated Purposes	$ 16,129,376	$ 14,405,660	$ 16,348,222	$ 13,513,181	$ (2,835,041)	-17.3%
Net General Fund Revenues	**$ 163,163,128**	**$ 169,684,096**	**$ 176,838,607**	**$ 185,090,550**	**$ 8,251,943**	**4.7%**

Detailed Description:

Property Tax Levy: The FY2017 property tax levy is projected to increase approximately $6.4 million, or 4.1%. The projected levy is a function of the FY2016 levy limit increased by 2.5% per Proposition 2 1/2, plus an increment for new growth. FY2017 new growth will be a function of construction activity for the period July 1, 2015 to June 30, 2016. FY2017 new growth is estimated at $2,500,000 based on a review of historical data on new growth.

State Aid: FY2017 state aid is projected to increase 2.0% from its FY2016 level. Final FY2017 state aid numbers are likely to be known in June 2016 when the Legislature adopts, and the Governor signs, the FY2017 State budget.

Local Receipts: FY2017 projections for each category of receipt are based on the history of actual collections and projections of 3 and 5 year historical averages, unless otherwise specified in the supplemental tables of this document. FY2017 local receipts are estimated to increase by approximately $250,000 or 2.1% over FY16 estimates. A major contributor to this growth is an increase in the estimate for building permit fees of approximately $98,000 and an increase in rental revenue to underwrite projected debt service to finance the replacement of the roof at the Munroe Center for the Arts.

Revenue Summary

	FY14 Actual	FY15 Actual	FY16 Recap	FY17 Projected	FY16-17 Change $	FY16-17 Change %
Table 1: Property Tax Levy						
Tax Levy	$ 135,440,316	$ 141,843,659	$ 148,286,733	$ 154,769,047	$ 6,482,314	4.4%
Prop. 2.5%	$ 3,386,008	$ 3,546,091	$ 3,709,681	$ 3,869,226	$ 159,545	4.3%
New Growth	$ 3,017,335	$ 2,896,983	$ 2,772,633	$ 2,500,000	$ (272,633)	-9.8%
Override/Excess Levy Capacity	$ (1,175)	$ (74,194)	$ (18,897)	$ -	$ 18,897	-
Subtotal	**$ 141,842,484**	**$ 148,212,539**	**$ 154,750,150**	**$ 161,138,273**	**$ 6,388,124**	**4.1%**
Table 2: State Aid						
Chapter 70	$ 8,657,571	$ 9,584,428	$ 9,968,536	$ 10,167,907	$ 199,371	2.0%
Charter School Reimbursement	$ 12,628	$ 1,786	$ 893	$ 900	$ 7	0.8%
Unrestricted General Government Aid	$ 1,326,917	$ 1,363,715	$ 1,412,809	$ 1,441,065	$ 28,256	2.0%
Veterans' Benefits & Exemptions	$ 147,543	$ 169,557	$ 139,502	$ 147,861	$ 8,359	6.0%
Offsets (School Lunch & Library)	$ 69,921	$ 73,976	$ 46,897	$ 46,897	$ -	0.0%
Subtotal	**$ 10,214,580**	**$ 11,193,462**	**$ 11,568,637**	**$ 11,804,630**	**$ 235,993**	**2.0%**
Table 3: Local Receipts						
Motor Vehicle Excise Tax	$ 4,695,332	$ 4,941,045	$ 4,693,654	$ 4,600,000	$ (93,654)	-2.0%
Other Excise	$ 1,608,573	$ 1,698,096	$ 1,401,644	$ 1,496,300	$ 94,656	6.8%
Penalties & Interest	$ 670,076	$ 522,301	$ 333,130	$ 346,000	$ 12,870	3.9%
PILOT's	$ 535,492	$ 564,588	$ 565,458	$ 617,000	$ 51,542	9.1%
Rentals	$ 384,180	$ 287,082	$ 253,592	$ 350,670	$ 97,078	38.3%
Departmental-Schools	$ 807,116	$ 601,557	$ 481,935	$ 504,580	$ 22,645	4.7%
Departmental-Municipal	$ 1,604,149	$ 1,632,981	$ 1,792,376	$ 1,866,000	$ 73,624	4.1%
Licenses & Permits	$ 1,689,164	$ 1,836,144	$ 1,533,613	$ 1,702,000	$ 168,387	11.0%
Special Assessments	$ 103,086	$ 43,110	$ 19,777	$ 13,000	$ (6,777)	-34.3%
Fines & Forfeits	$ 376,800	$ 284,355	$ 331,210	$ 321,000	$ (10,210)	-3.1%
Investment Income	$ 278,458	$ 304,213	$ 276,489	$ 314,000	$ 37,511	13.6%
Miscellaneous Non-Recurring	$ 2,156,721	$ 1,041,307	$ -	$ -	$ -	-
Local Receipts not shown on Recap	$ -	$ -	$ 197,336	$ -	$ (197,336)	-
Subtotal	**$ 14,909,146**	**$ 13,756,778**	**$ 11,880,214**	**$ 12,130,550**	**$ 250,336**	**2.1%**
Table 4: Available Funds						
Parking	$ 335,000	$ 335,000	$ 395,000	$ 625,625	$ 230,625	58.4%
Cemetery	$ 105,000	$ 105,000	$ 105,000	$ 105,000	$ -	0.0%
Free Cash	$ 11,650,931	$ 9,380,309	$ 13,087,810	$ 10,995,579	$ (2,092,231)	-16.0%
Health Claims Trust Fund	$ -	$ 1,000,000	$ 1,858,947	$ 1,200,000	$ (658,947)	-35.4%
Transp.Demand Mgmt. Stab. Fund	$ 90,000	$ 88,000	$ 137,000	$ 137,000	$ -	0.0%
Traffic Mitigation Stabilization Fund	$ -	$ -	$ -	$ 30,000	$ 30,000	-
Avalon Bay School Enrollment Mitigation Fund	$ 250,000	$ 49,096	$ -	$ -	$ -	-
Balances from Prior Yr. Capital Articles	$ 42,579	$ 54,888	$ 71,082	$ -	$ (71,082)	-100.0%
Subtotal	**$ 12,473,510**	**$ 11,012,293**	**$ 15,654,839**	**$ 13,093,204**	**$ (2,561,635)**	**-16.4%**
Table 4a: Other Available Funds						
Capital Stabilization Fund	$ -	$ 919,000	$ 620,567	$ 751,000	$ 130,433	21.0%
Subtotal	**$ -**	**$ 919,000**	**$ 620,567**	**$ 751,000**	**$ 130,433**	**21.0%**
Table 5: Revenue Offsets						
Cherry Sheet Assessments	$ (795,309)	$ (811,754)	$ (817,550)	$ (846,164)	$ (28,614)	3.5%
Cherry Sheet Offsets					$ -	-
School Lunch	$ (30,207)	$ (26,514)	$ -	$ -	$ -	-
Public Libraries	$ (39,714)	$ (47,462)	$ (46,897)	$ (46,897)	$ -	0.0%
Overlay (abatements)	$ (779,391)	$ (953,485)	$ (750,000)	$ (750,000)	$ -	0.0%
Health Withholding Account Deficit	$ -	$ -	$ (647,057)	$ -	$ 647,057	-100.0%
Snow Deficit	$ -	$ (653,006)	$ (643,650)	$ (300,000)	$ 343,650	-53.4%
Subtotal	**$ (1,644,621)**	**$ (2,492,221)**	**$ (2,905,154)**	**$ (1,943,061)**	**$ 962,092**	**-33.1%**
Table 6: Enterprise Receipts						
Water	$ 818,689	$ 789,275	$ 898,614	$ 877,411	$ (21,203)	-2.4%
Wastewater (Sewer)	$ 450,116	$ 465,030	$ 478,354	$ 503,898	$ 25,544	5.3%
Recreation	$ 228,600	$ 233,600	$ 240,608	$ 247,826	$ 7,218	3.0%
Subtotal	**$ 1,497,405**	**$ 1,487,905**	**$ 1,617,576**	**$ 1,629,135**	**$ 11,559**	**0.7%**
Gross General Fund Revenues	**$ 179,292,504**	**$ 184,089,756**	**$ 193,186,829**	**$ 198,603,731**	**$ 5,416,902**	**2.8%**
Revenues Set Aside for Designated Expenses	**$ 16,129,376**	**$ 14,405,660**	**$ 16,348,222**	**$ 13,513,181**	**$ (2,835,041)**	**-17.3%**
Net General Fund Revenues Available for Appropriation	**$ 163,163,128**	**$ 169,684,096**	**$ 176,838,607**	**$ 185,090,550**	**$ 8,251,943**	**4.7%**

Available Funds: Available Funds are projected to decrease by approximately $2.6 million or 16.4%. This decrease is driven predominantly by two factors. The first is a decrease in free cash. Approximately $13.087 million of free cash - inclusive of approximately $12.8 million from the 7/1/14 certification and $479,609 from the 7/1/15 certification - was used to support the FY16 operating budget, cash capital and contributions to the Capital Stabilization Fund. Free Cash was certified by the Department of Revenue as of 7/1/15 at $11,487,187. This amount, less the $479,608 that was appropriated at the November 2015 special town meeting, leaves a residual balance of free cash to support the FY17 budget of $10,995,579, thus accounting for the decrease in free cash from FY16 to FY17. The second factor is a decrease of approximately $659,000 in the proposed use of the Town's Health Claims Trust Fund to underwrite the Town's share of FY17 GIC premiums. In FY17, it is proposed that $1.2 million be used for this purpose thus freeing up $1.2 million in the tax levy to continue progress in funding the Town's OPEB liability.

Other components of Available Funds include the proposed use of parking meter receipts, cemetery funds, and the Transportation Demand Management and Traffic Mitigation Stabilization Funds. The use of Parking Meter Funds is increasing by $230,625 to fund the continuing replacement of meters in the downtown area. In FY16, $620,567 was appropriated from the Capital Stabilization Fund to fund the ongoing mitigation of the within-levy debt service impacts of the financing of the LHS modular classrooms construction. It is proposed that $751,000 be appropriated in FY17 to continue mitigation of debt service to hold increases to a 5% target.

Revenue Offsets: Revenue Offsets are projected to decrease by approximately $962,000 or 33.1%. Revenue Offsets represent the set-aside of a portion of projected revenues needed for particular purposes including:

(1) the component of state aid (Public Library aid reimbursement) that is distributed as Cherry Sheet aid, but, in fact, is a categorical grant that is not available to support general fund operations;
(2) cherry sheet assessments - estimated charges to be levied by the Commonwealth to cover the costs of state and regional services provided to the Town. Cherry Sheet Assessments assume a 3.5% increase in FY 2016;
(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 FY17 decrease in total revenue offsets is driven primarily by 2 factors. The first is a decrease in the FY17 set-aside for snow and ice deficits from the FY16 actual of $643,650 to $300,000 in FY17 to cover the possibility of incurring a FY16 snow and ice deficit. The second is that in FY16 the DOR required the Town to finance a $647,000 Health Withholding Account deficit. This offset is $0.00 in FY17.

Enterprise Receipts: Enterprise Receipts are increasing by 0.7%, or $11,560 based on an updated indirect cost analysis. 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.

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 on the next page.

		Financing Sources				
		Tax Levy	Free Cash	Other	Total	Notes
1	**Set-Aside for Unanticipated Current Fiscal Year Needs**		$ 200,000		$ 200,000	Reserved for appropriation at the 2016 annual town meeting to fund supplemental appropriations to the FY16 budget.
2	**Other Post-Employment Benefits (OPEB)**	$ 1,200,000	$ 312,318		$ 1,512,318	$1.2 million in tax levy made available from the proposed use of this amount from the Health Insurance Claims Trust Fund to fund FY17 Health Insurance.
3	**Unallocated**		$ 983,261		$ 983,261	Set-aside for as yet identified FY17 purposes.
4	**Cash Capital**		$ -	$ 260,625	$ 260,625	
5	**Capital Stabilization Fund**	$ 1,896,947	$ 3,100,000		$ 4,996,947	To meet future capital/debt service needs.
6	**Appropriate From Capital Stabilization Fund**			$ 751,000	$ 751,000	To mitigate debt service impact of LHS Modular Buildings construction financing. Preliminary debt service projections indicate no need to draw funds in FY17.
7	**Street Improvement Program**	$ 2,526,835			$ 2,526,835	Consistent with long-term street maintenance plan.
8	**Municipal Building Envelope and Systems**	$ 187,329			$ 187,329	Initially funded in 2006 override; increases by 2.5% per year.
9	**Senior Tax Work-Off Program**	$ 30,000			$ 30,000	
10	**Set-Aside for Tax Levy Support of Community Center Program (Transfer to Article 5)**	$ 253,007			$ 253,007	
11	**Subtotal**	**$ 6,094,118**	**$ 4,595,579**	**$ 1,011,625**	**$ 11,701,322**	
12	**Operating Budget**	$ -	$ 3,900,000		$ 3,900,000	$3,900,000 of Free Cash to support the FY17 operating budget.
13	**Grand Total**	**$ 6,094,118**	**$ 8,495,579**	**$ 1,011,625**	**$ 15,601,322**	

[1] "Other" financing source for Debt Service Mitigation is the Capital Projects/Debts Service Reserve/Building Renewal Stabilization Fund.

Section III: Program 1000: Education

This section includes detailed information about the FY2017 Operating Budget & Financing Plan for education. It includes:

- 1100 Lexington Public Schools III-2
- 1200 Minuteman Regional School III-9

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

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

Budget Guidelines: On September 8, 2015, the School Committee voted the FY17 budget guidelines and requested that the Superintendent present a level-service budget that addresses nine areas noted below. For purposes of clarification, a level-service budget is defined as the funds necessary to replicate the current level of services provided and to meet all legal requirements, including current collective bargaining requirements and special education laws.

In order to provide for the educational needs of Lexington students, the Superintendent will develop a fiscal year 2017 budget that will:

1. Ensure all legal mandates will be met.

2. Include sufficient operating and capital funds to –
   (a) continue the current level of services;
   (b) be responsive to projected enrollment growth and corresponding needs: staffing, instructional supplies, and facility needs;
   (c) move the district forward in meeting the increasing demands for technology and technology services in our different education settings.

3. Ensure professional staffing guidelines will be met.

4. Maintain capital assets in order to support the instructional program, protect the physical assets of the Town of Lexington, and ensure the health and safety of our students and staff.

5. Continue to identify and plan alternatives that will provide services in more cost-effective ways.

6. Identify ways to reduce costs, if there are not sufficient monies available to fund a level-service budget.

7. Identify a small number of high leverage new academic or prosocial programs or supports in anticipation of the potential elimination of Thursday afternoon half-days at the elementary level, as a result of the potential implementation of a World Language program in FY2018 at

the elementary level.

8. Identify those funds necessary, should the district adapt a re-districting plan that addresses space needs for all students, as well as feeder patterns for special education programs.

9. Complete year two (of two) addressing the adequacy of department and/or school per pupil expenditure levels.

Recommended Budget and Summary of Significant Budget Changes: The recommended budget for 2016-2017 is $97,727,216, which requires an additional $5,666,900. The FY17 request represents an increase of 6.16% over the FY16 appropriation.

Appropriation Summary	FY 13 Actual	FY 14 Actual	FY 15 Actual	FY 2016 Budget	FY 2016 Budget (adj)	FY 2017 Recommended	Dollar Increase	Percent Increase
Salary and Wages	$ 64,117,953	$ 68,264,740	$ 73,057,650	$ 78,675,324	$ 78,627,324	$ 81,785,398	$ 3,158,074	4.02%
Expenses	$ 10,314,624	$ 10,807,819	$ 12,215,151	$ 13,384,992	$ 13,432,992	$ 15,507,901	$ 2,074,909	15.45%
Total 1100 Lexington Public Schools	$ 74,432,577	$ 79,072,559	$ 85,272,801	$ 92,060,316	$ 92,060,316	$ 97,293,299	$ 5,232,983	5.68%
* Amounts show 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)					Workers Comp)	$ 433,917	30.00	FTE
Total Recommended						$ 97,727,216	$ 5,666,900	6.16%
Unallocated from Revenue Allocation Model						$ 927,107		

As described above, the total recommended budget increase is 6.16% over the FY2016 appropriation, inclusive of benefits, Medicare, and Worker's Comp costs associated with new positions. For comparison, the FY16 budget recommended an increase of 7.00% ($6,060,171) above the FY15 appropriation, inclusive of benefits, Medicare, and Worker's Comp costs associated with new positions.

The FY17 budget recommends that the salaries and wages line increase by $3,158,074 (or 4.02%) to support the addition of 30.00FTE included in this budget. For comparison, the FY16 budget recommended an increase of $5,178,473 (or 7.05%) to accommodate the recommended increase of 46.61 FTE.

The expense line is recommended to increase by $2,074,909 (or 15.45%) over the FY2016 appropriation. The increase in the expense budget is largely driven by three main factors. These include the increases in the Regular Ed Transportation, Special Ed Transportation, and Tuition budget lines. These three budget lines are recommended to increase by $1,738,970. This is approximately 84% of the recommended expense budget increase. The remaining 16% of the increase ($335,939) is a function of per-pupil adjustments, cost of living adjustments, and other minor expense requests. For comparison, the FY16 budget recommended an increase of $257,915 (or 1.96%), which was reduced by $773,580 due to the 50% reduction in High Risk Category of Tuition. The FY17 budget recommendation re-instates 100% funding of the High Risk category as described later in the Budget Overview.

The major drivers in the recommended school budget are a result of the following explained in further detail:

Negotiated Salary Increases: The FY17 budget includes funding for all negotiated bargaining unit increases and non-union positions. This includes both step increases and cost of living adjustments (COLA). Estimated amounts are used for contracts that remain unsettled and also for non-bargaining units. The current status of contracts and expiration dates can be seen below:

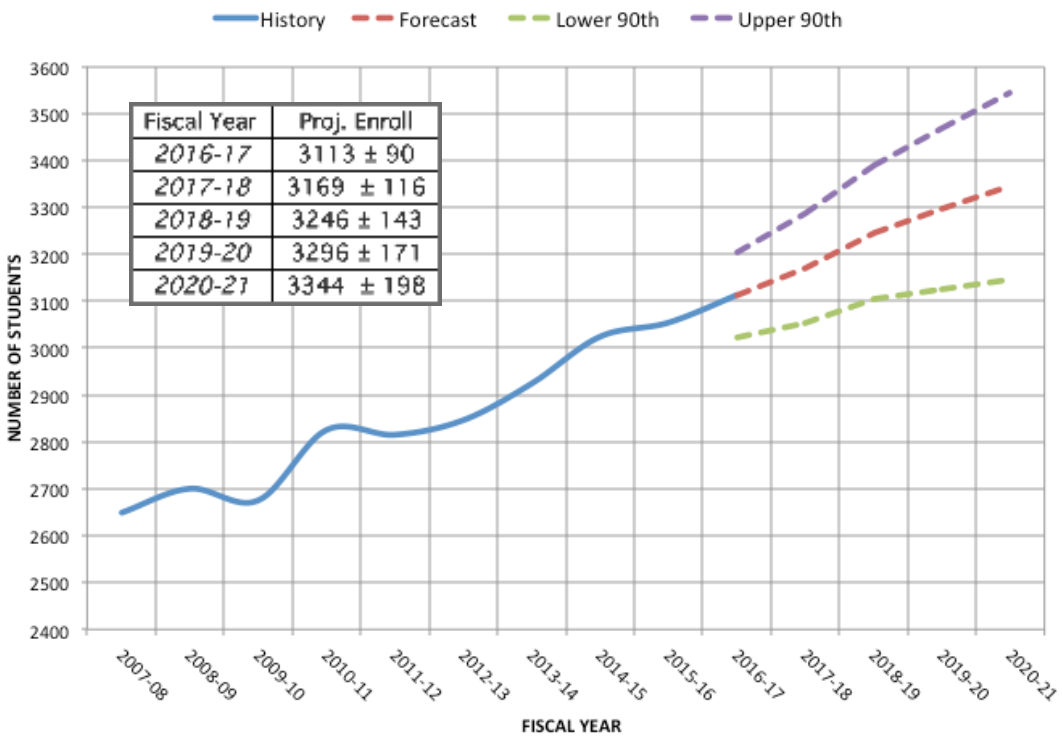
Bargaining Unit	Contract Term
LEA Unit A	09/1/15-8/31/18
LEA Unit C	09/01/12-08/31/15
LEA Unit D	07/01/12-06/30/15
LEA Tech Unit	07/01/12-06/30/15
ALA - Administrators	07/01/15-06/30/17

Enrollment Increases and Corresponding New Positions: During the past five years, enrollment at Lexington Public Schools has increased by 552 students (+8.7%), or an average of 110 students per year (1.7% per year). Growth over the past five years has been most consistent and sustained when reviewing the last eight year period. These past increases have had a direct impact on the School Department operating budget each year to accommodate these new students and maintain the level of programming offered by Lexington Public Schools.

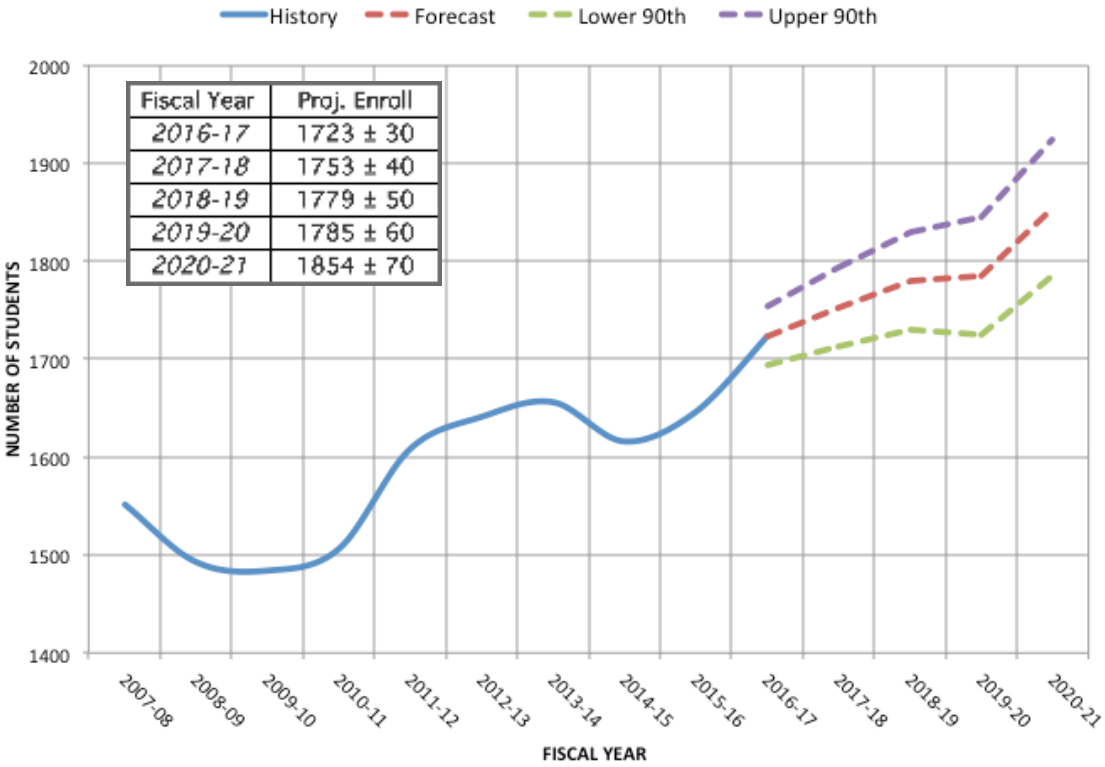
The District has completed an update in the fall of 2015 to the projections completed by the Enrollment Working Group last year. The updated projections are higher than the last year's Enrollment Working Group's numbers with narrower confidence intervals. These projections show that next year, the K-12 enrollment is projected to increase by 149 students (6,866 to 7,015), which is an increase of 2.17%. Over the full five year period the projection shows a total increase of 612 students (for a total of 7,478 students) from FY2015-16 levels (or about 1.8% per year).

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

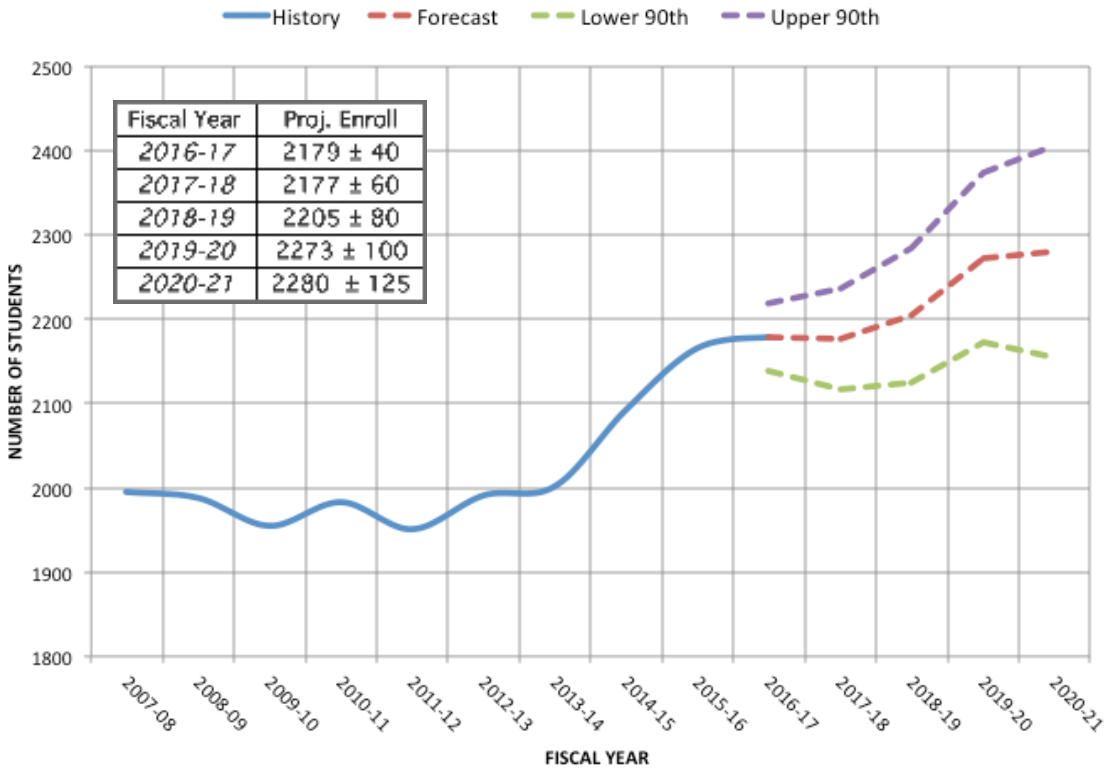
Elementary School Enrollment: History and Forecast for FY2017 to FY2021 (HDM)



Middle School Enrollment: History and Forecast for FY2017 to FY2021 (CSM)



High School Enrollment: History and Forecast for FY2017 to FY2021 (CSM)



In order to address the increasing enrollment projected for FY2016-17 (149 students, or 2.17%), additional positions are included in the recommended budget. A total of 23.49 FTE is linked with the increasing enrollment in Lexington, and the necessary staffing needed to maintain the quality and level of service. In total, the recommended increase in staffing for the 2016-17 budget year is 30.0 FTE. Historical trends (based on FY14-16) indicate that approximately 14.25 FTEs are required to address enrollment and mandate requirements for every 1% increase in student population. FY2016-17 is indicating a projected increase in enrollment of 2.17%. Based on this data, it would indicate a need of 30.93 additional FTE for FY2016-17, which is above the total recommended increase.

Re-districting, Capital Projects, and Salary Differential: The FY17 budget includes funding of $35,000 to have a consultant assist with further re-districting efforts as a result of the increasing enrollments, capacity constraints with current facilities, and upcoming major building projects. Additionally, the FY17 budget includes additional positions to address the re-allocation of resources that will happen as a result of re-districting decisions in the FY17 budget year. A review of the salary differential was conducted to evaluate whether an adjustment would be recommended. The salary line has continued to return funds consistently despite the actual FTEs exceeding the budgeted FTEs each year. Also, the addition of increased unallocated positions to address enrollment and re-districting have prepared us to better address new position requests after the approval of the FY17 budget. Based on this decision and past trends in salary differential it is recommended that this increase by $500,000 (from $500,000 to $1,000,000 as a budget offset).

Increased Special Education Costs: The FY2017 budget includes an increase of $1,122,806 to fund the cost of out of district tuitions next year. The Fiscal Year 2015-16 budget included a recommendation to reduce the High Risk Category of the Tuition budget by 50%, or $773,580. This decision has been closely monitored by the School Department during the beginning of FY2015-16's budget cycle. A detailed review of FY2015-16 and the last two budget year's was conducted.

	FY2014	FY2015	FY2016 (projected)
High Risk Budget	$1,645,452	$1,195,325	$1,547,160
SC HR Budget Adjustments			-$773,580
Net High Risk Budget	$1,645,452	$1,195,325	$773,580
Total Tuition Surplus / (Deficit)	**$852,485**	**$61,145**	**-$757,000**
High Risk cut reversal	$0	$0	$773,580
Difference	**$852,485**	**$61,145**	**$16,580**
Percent of High Risk Returned	**51.81%**	**5.12%**	**1.07%**

The table above outlines the tuition budget surplus (deficit) by fiscal year relative to the High Risk budget of that year. In Fiscal Year 2016 the High Risk budget was reduced by 50% based on the Fiscal Year 2014 actuals, which indicated a large surplus. It should be noted, at the time the Fiscal Year 2016 budget was being created Fiscal Year 2015 final figures were not available. Fiscal Year 2015 actual experience resulted in a significantly lower return of funds, indicating that the 50% cut in FY2016 would result in a deficit. The chart includes adjustments to Fiscal Year 2016 to have a consistent comparison with prior fiscal years where the High Risk budget was not reduced by 50%. Even if the FY2016 had not been reduced, it would provide a negligible return of funds, as highlighted in the table. In actuality, the school department will need to transfer funds into the High Risk Special Education budget in FY2016 to cover the deficit caused by the 50% cut in FY2016. As a result, the above table illustrates that budgeting practices in the Tuition line have improved over time and supports the practice of budgeting the High Risk portion of the Fiscal Year 2017 Tuition budget at 100%. This will continue to be monitored very closely to track trends.

Based on this information, and the data from FY2014-15 and FY2015-16 budget cycles, the budget recommendation includes reinstating the High Risk portion of the Tuition line to 100%. This change is included in the $1,122,806 increase described above.

The FY17 budget includes funds to add a total of 7.73 FTE for the Special Education Department that are required due to an increase in the number of students with special needs and students with more challenging needs. The increase in demand for special education services is related to the overall increase in the student population and more students with significant needs moving into Lexington. Our investment in building in-house capacity now means we can provide higher quality educational services in all nine schools and avoid some placements in out-of-district schools and the corresponding transportation costs. A detailed listing of all new positions can be found in the Recommended Budget section.

Transportation Costs

Regular Education Transportation - Regular Education Transportation is recommended to increase $392,043 to address increases in enrollment. In FY2016, a total of three buses were added to address overcrowding on buses. Also, two additional after school buses were added to accommodate increased enrollment in the program. Further, an increase in rates for FY2017 is also included in the budget. The FY2017 budget plans for the potential addition of two additional buses. This recommendation is made based on historical trends along with the upcoming re-districting plans. FY2017 is the final year of a five-year agreement with C&W Transportation.

Special Education Transportation - Special Education Transportation is recommended to increase $224,121 to address additional service needs for in-district transportation for expanding in-district programs, additional out of district student transportation, and the anticipated increase in rates. FY2017 is the 2nd year of a five year agreement.

Per Pupil Expenditure and Consumer Price Index (CPI) Adjustments: The FY17 budget includes funds to adjust expense budgets by a CPI of 1.8% to account for annual increases in costs. Additionally, those budgets with per pupil expenditures have been updated based on the October 1, 2015 enrollment data. Further, additional funding for year 2 of 2 to address the elementary principal school expense budgets is included. The total recommendation to address these increases is $223,317. A detailed listing of expense budgets can be found in the Expenses section of the budget.

Elementary World Language: At the request of the School Committee during its December 15, 2015 School Committee meeting, the recommended FY17 budget includes funds to add a 0.25 FTE position to assist the Assistant Superintendent of Curriculum and Instruction with the development, planning, and details related to the K-5 World Language Program. Additional funding ($50,000) is also included to convene task forces to address the re-structuring of the elementary school day. This is required because additional programming would be needed if this program were phased in at the K-5 levels. Initial estimates presented by staff anticipate this program implementation to cost approximately $1,500,000 and $1,800,000.

Program Improvement Needs: The FY17 budget includes funds to add 1.95 positions to address important programmatic needs. The total cost of these recommended programmatic improvements is $143,683.

Budget Documents are available at http://lps.lexingtonma.org/Page/7718

1200 Minuteman Regional School

Budget Overview: The Regional School subprogram provides funding to pay the assessment levied by the Minuteman Regional Vocational Technical School District to support the operations of the Minuteman Science-Technology High School. Minuteman Tech is a regional school, located in Lexington and Lincoln, which provides technical and academic education for students in grades 9-12 from the 16-town Minuteman district.

Minuteman Tech's programs include courses in biotechnology, environmental technology, computer programming, printing, commercial art, cosmetology, child care, carpentry, drafting, auto body repair and welding, as well as four-year academic and college preparatory programs. In addition, adults 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.

	10/1/2010	10/1/2011	10/1/2012	10/1/2013	10/1/2014	10/1/2015
High School Students	54	53	53	47	41.5	49.5
Post Graduate Students	9	8	7	5	3	2
Total	**63**	**61**	**60**	**52**	**44.5**	**51.5**

Appropriated/Authorized Staffing:

No staff is charged to this budget.

1200 Minuteman Regional School

Budget Recommendations

The FY2017 Town Manager's recommended budget for the Minuteman Regional School assessment is $1,493,400. This is a preliminary estimate which is a $320,664, or 27.34% increase over the FY2016 budget. It is anticipated that final assessments for FY17 will be approved by the Minuteman School Committee in February.

1200 Minuteman Regional School

Town of Lexington, Massachusetts

Budget Summary:

Funding Sources	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Recommended	Dollar Increase	Percent Increase
Tax Levy	$ 1,474,266	$ 1,244,384	$ 1,172,736	$ 1,493,400	$ -	$ 1,493,400	$ 320,664	27.34%
Enterprise Funds (Indirects)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Directed Funding (Revolving Funds)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Total 1200 Minuteman	**$ 1,474,266**	**$ 1,244,384**	**$ 1,172,736**	**$ 1,493,400**	**$ -**	**$ 1,493,400**	**$ 320,664**	**27.34%**

Appropriation Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Expenses	$ 1,474,266	$ 1,244,384	$ 1,172,736	$ 1,493,400	$ -	$ 1,493,400	$ 320,664	27.34%
Total 1200 Minuteman	**$ 1,474,266**	**$ 1,244,384**	**$ 1,172,736**	**$ 1,493,400**	**$ -**	**$ 1,493,400**	**$ 320,664**	**27.34%**

Level-Service Requests	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Recommended	Dollar Increase	Percent Increase
Total 1200 Minuteman Regional School	$ 1,474,266	$ 1,244,384	$ 1,172,736	$ 1,493,400	$ -	$ 1,493,400	$ 320,664	27.34%
Total 1200 Minuteman	**$ 1,474,266**	**$ 1,244,384**	**$ 1,172,736**	**$ 1,493,400**	**$ -**	**$ 1,493,400**	**$ 320,664**	**27.34%**

Object Code Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Overtime	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Compensation	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	-
Contractual Services	$ 1,474,266	$ 1,244,384	$ 1,172,736	$ 1,493,400	$ -	$ 1,493,400	$ 320,664	27.34%
Utilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Supplies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Small Capital	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Expenses	*$ 1,474,266*	*$ 1,244,384*	*$ 1,172,736*	*$ 1,493,400*	*$ -*	*$ 1,493,400*	*$ 320,664*	27.34%
Total 1200 Minuteman	**$ 1,474,266**	**$ 1,244,384**	**$ 1,172,736**	**$ 1,493,400**	**$ -**	**$ 1,493,400**	**$ 320,664**	**27.34%**

Section IV: Program 2000: Shared Expenses

This section includes detailed information about the FY2017 Operating Budget & Financing Plan for shared expenses. It includes:

- 2100 Employee Benefits IV-2
- 2200 Debt Service IV-8
- 2300 Reserve Fund IV-12
- 2400 Public Facilities IV-16

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2100 Employee Benefits & Insurance

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, property and casualty insurance, 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 the date of hire - make up the majority of the funding of the pension system.

- 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 to finance: (1) the cost of health insurance for active Town and School Department employees, and retirees; (2) the cost of dental insurance for active Town and School Department employees, and retirees; (3) the cost of life insurance for active Town and School Department employees and retirees; and (4) the Town's 1.45% share of Medicare tax for all employees hired after 1986.

- Unemployment Compensation: The cost of unemployment payments for eligible employees separated from Town or School Department employment. The Town self-insures for this expense.

- Workers' Compensation: The medical costs incurred by Town and School employees injured on the job, medical costs of former public safety employees who retired on accidental disability, and for "stop loss" insurance to mitigate the Town's exposure to extraordinary work-related medical claims. The Town largely self-insures for this expense, but purchases premium-based stop loss coverage for extraordinary claims.

- 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:

Staff support is provided through the Town Manager's Office, Human Resources and Finance Department. Portions of the salaries of four employees are charged to the general fund health insurance budget and property and liability insurance budget.

Budget Recommendations:

The FY2017 recommended All Funds Employee Benefits and Insurance budget is $33,241,959. This is a $729,493 or 2.24% increase from the FY2016 budget. The recommended budget includes the benefits costs (health, dental, life, Medicare and workers' compensation) for all proposed new benefits-eligible municipal positions.

Changes Include:

1. A $250,000, or 4.76% increase in Contributory Retirement based on a funding schedule included in the January 1, 2015 actuarial valuation of the Lexington Retirement System. This schedule would result in full funding of the system's unfunded liability by 2025.

2. A $52,034 or 3.52% increase in the Town's contribution for Medicare Tax based on FY2015 actual costs, projected FY2016 and FY2017 salaries and wages, and historical rates of increase in this tax;

3. An $460,319 or 2.02% increase in the health insurance budget (All Funds). The FY2017 budget is based on an increase of 5.0% on health insurance premiums across all plans; the addition of thirty (30) School positions and one (1) Town position; the addition of eighty-two (82) subscribers (new retiree subscribers and active employees currently not enrolled in the Town's plan subscribing in the future; which includes active employees switching from individual to family plans).

4. A $31,776 or 3.17% increase in dental insurance costs (All Funds) based on estimated increase in premium rates of 4% for FY 2017;

5. A $1,805 or 7.78% increase in life insurance costs based on projected enrollments;

6. Level-funding of unemployment insurance based on a projection of a consistent number of claimants for FY2017;

7. A $92,890 or 14.44% increase in workers' compensation costs based on FY2015 actual experience, the continuation of $100,000 to finance the medical costs of former public safety employees who retired due to work-related injuries; the continuation of efforts to build a reserve balance in this continuing balance account; and stop-loss insurance for new municipal and school positions recommended in the FY17 budget;

8. A $184,357, or 21.43% decrease in the costs of property and liability insurance based on a rebid of the insurance package.

9. A $25,000, or 12.50% increase in the budget for uninsured losses. The balance in this continuing balance account as of December 30, 2015, is $645,198.

Budget Summary:

Funding Sources (All Funds)	FY 2014 Actual	FY 2015 Actual	FY 2016 Appropriated	FY2017 Requested	Manager's Add/Del	FY2017 Mgr's. Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 26,251,085	$ 27,109,893	$ 31,851,497	$ 32,568,086	$ 15,808	$ 32,583,894	$ 732,397	2.30%
Enterprise Funds (Indirects)	$ 529,739	$ 526,378	$ 572,252	$ 589,420		$ 589,420	$ 17,168	3.00%
Directed Funding (Revolving Funds)	$ 79,009	$ 83,502	$ 88,717	$ 68,645		$ 68,645	$ (20,072)	-22.62%
Total 2100 Employee Benefits	**$ 26,859,833**	**$ 27,719,773**	**$ 32,512,466**	**$ 33,226,151**	**$ 15,808**	**$ 33,241,959**	**$ 729,493**	**2.24%**

Appropriation Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY 2016 Appropriated	FY2017 Requested	Manager's Add/Del	FY2017 Mgr's. Rec.	Dollar Increase	Percent Increase
Compensation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Benefits	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Expenses	$ 26,859,833	$ 27,719,773	$ 32,512,466	$ 33,226,151	$ 15,808	$ 33,241,959	$ 729,493	2.24%
Total 2100 Employee Benefits	**$ 26,859,833**	**$ 27,719,773**	**$ 32,512,466**	**$ 33,226,151**	**$ 15,808**	**$ 33,241,959**	**$ 729,493**	**2.24%**

Level-Service Requests (All Funds)	FY 2014 Actual	FY 2015 Actual	FY 2016 Appropriated	FY2017 Requested	Manager's Add/Del	FY2017 Mgr's. Rec.	Dollar Increase	Percent Increase
Total 2110 Contributory Retirement	$ 4,717,542	$ 4,919,154	$ 5,255,537	$ 5,505,537		$ 5,505,537	$ 250,000	4.76%
Total 2120 Non-Contributory Retirement	$ 13,087	$ 13,447	$ 13,810	$ 13,837		$ 13,837	$ 27	0.19%
Total 2130 Medicare	$ 1,312,882	$ 1,404,332	$ 1,478,328	$ 1,530,069	$ 293	$ 1,530,362	$ 52,034	3.52%
Total 2130 Health Insurance General Fund	$ 18,656,684	$ 18,776,932	$ 22,750,714	$ 23,217,346	$ 13,756	$ 23,231,102	$ 480,389	2.11%
Total 2130 Health Insurance Non-General Fund	$ 77,833	$ 81,652	$ 85,283	$ 65,213		$ 65,213	$ (20,070)	-23.53%
Total 2130 Dental Insurance General Fund	$ 739,287	$ 968,888	$ 998,745	$ 1,030,000	$ 522	$ 1,030,522	$ 31,778	3.18%
Total 2130 Dental Insurance Non-General Fund	$ 1,176	$ 1,078	$ 3,434	$ 3,432		$ 3,432	$ (2)	-0.07%
Total 2130 Life Insurance	$ 18,036	$ 23,222	$ 23,195	$ 25,000		$ 25,000	$ 1,805	7.78%
Total 2140 Unemployment	$ 217,608	$ 238,470	$ 200,000	$ 200,000		$ 200,000	$ -	0.00%
Total 2150 Workers Compensation	$ 360,179	$ 402,508	$ 643,112	$ 734,765	$ 1,237	$ 736,002	$ 92,890	14.44%
Total 2160 Property & Liability Insurance	$ 706,487	$ 802,581	$ 860,309	$ 675,952		$ 675,952	$ (184,357)	-21.43%
Total 2170 Uninsured Losses	$ 39,033	$ 87,510	$ 200,000	$ 225,000		$ 225,000	$ 25,000	12.50%
Total 2100 Employee Benefits	**$ 26,859,833**	**$ 27,719,773**	**$ 32,512,466**	**$ 33,226,151**	**$ 15,808**	**$ 33,241,959**	**$ 729,493**	**2.24%**

Object Code Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY 2016 Appropriated	FY2017 Requested	Manager's Add/Del	FY2017 Mgr's. Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 93,640	$ 91,365	$ 111,587	$ 112,256	$ -	$ 112,256	$ 668	0.60%
Overtime	$ -	$ -	$ -		$ -	$ -	$ -	-
Compensation	*$ 93,640*	*$ 91,365*	*$ 111,587*	*$ 112,256*	*$ -*	*$ 112,256*	*$ 668*	-
Contractual Services	$ 26,766,193	$ 27,628,408	$ 32,400,879	$ 33,113,896	$ 15,808	$ 33,129,704	$ 728,825	2.25%
Utilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Supplies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Small Capital	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Expenses	*$ 26,766,193*	*$ 27,628,408*	*$ 32,400,879*	*$ 33,113,896*	*$ 15,808*	*$ 33,129,704*	*$ 728,825*	2.25%
Total 2100 Employee Benefits	**$ 26,859,833**	**$ 27,719,773**	**$ 32,512,466**	**$ 33,226,151**	**$ 15,808**	**$ 33,241,959**	**$ 729,493**	**2.24%**

Appropriations Summary (General Fund Only)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 93,640	$ 91,365	$ 111,587	$ 112,256		$ 112,256	$ 668	0.60%
Expenses	$ 26,687,184	$ 27,545,678	$ 32,312,162	$ 33,045,251	$ 15,808	$ 33,061,059	$ 748,897	2.32%
Total 2100 Employee Benefits	**$ 26,780,824**	**$ 27,637,044**	**$ 32,423,749**	**$ 33,157,506**	**$ 15,808**	**$ 33,173,314**	**$ 749,565**	**2.31%**

Appropriations Summary (Non-General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation						$ -	$ -	-
Expenses	$ 79,009	$ 82,730	$ 88,717	$ 68,645		$ 68,645	$ (20,072)	-22.62%
Total 2100 Employee Benefits	**$ 79,009**	**$ 82,730**	**$ 88,717**	**$ 68,645**	**$ -**	**$ 68,645**	**$ (20,072)**	**-22.62%**

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 should help to slow the future growth of this large cost driver.

The Town and the Public Employees Committee (PEC) have successfully negotiated a three (3) year successor agreement to remain in the GIC through Fiscal Year 2018.

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

Table 1: Health Insurance Enrollments (1)

	Actual Subscribers November 2011 (FY 2012)	Actual Subscribers November 2012 (FY 2013)	Actual Subscribers November 2013 (FY 2014)	FY 2016 Budget Based on Actual Subscribers plus Additional Projected Lives shown below November 2014 (FY 2015)	FY 2017 Budget Based on Actual Subscribers plus Additional Projected Lives shown below November 2015 (FY 2016)
Subscribers					
Town					
Individual	72	67	74	81	85
Family	192	186	191	187	176
subtotal	**264**	**253**	**265**	**268**	**261**
School					
Individual	321	317	333	337	358
Family	506	505	506	498	478
subtotal	**827**	**822**	**839**	**835**	**836**
Retirees	1034	1112	1152	1189	1,222
subtotal	**2125**	**2187**	**2256**	**2292**	**2319**
Additional projected lives for budget purposes FY 2017					
Position Vacancies					
Individual				11	8
Family				17	12
subtotal				**28**	**20**
Estimated Open Enrollment / Qualifying Events (2)					
Individual				9	8
Family				16	28
Retirees				20	50
subtotal				**45**	**86**
Total	**2125**	**2187**	**2256**	**2365**	**2425**
New Positions FY 2017					
School (3)				45	30
Municipal				13	1
Facilities Dept.				0	0
subtotal				**58**	**31**
Estimated Reduction in Subscribers FY 2017					
School					
Retirees				(28)	(35)
Total	**2125**	**2187**	**2256**	**2395**	**2421**

(1) The subscriber counts above do not include COBRA subscribers, but includes 9 employees who are not General Fund

(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 school budget as recommended by the Superintendent and assumes that each full-time equivalent will subscribe to Town's insurance. The cost is estimated at a composite rate based on school personnel enrollment.

Table 2: Health Insurance Budget: FY 2012 - 2017							
	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY2015 Actual	Budgeted FY2016	Projected FY2017	Percentage Increase FY2016 to FY2017
Town (1)	$ 3,679,243	$ 3,397,070	$ 3,577,673	$ 3,390,995	$ 4,190,087	$ 4,010,013	-4.30%
School (2)	$ 10,576,185	$ 9,851,024	$ 9,957,423	$ 9,682,870	$ 12,053,737	$ 11,786,588	-2.22%
Retirees	$ 6,976,588	$ 5,026,524	$ 5,364,397	$ 5,547,215	$ 6,390,235	$ 7,035,114	10.09%
Total	$ 21,232,015	$ 18,274,618	$ 18,899,493	$ 18,621,080	$ 22,634,059	$ 22,831,714	0.87%
EdJobs Offset (3)	$ (557,007)	$ -	---	---	---	---	---
Mitigation Fund (4)	$ -	$ 1,120,000	---	---	---	$ 300,000	---
Early Retiree Reinsurance Program (5)			$ (336,492)				
Medicare Part B Penalty (6)	$ -	$ 101,205	$ 93,683	$ 89,886	$ 116,655	$ 99,388	-14.80%
Net Budget Amount	$ 20,675,008	$ 19,495,823	$ 18,656,684	$ 18,710,966	$ 22,750,714	$ 23,231,102	2.11%

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

(2) FY2017 does not include costs of benefits for 30 new positions recommended by the Superintendent.

(3) EdJobs was a federal stimulus grant provided to school departments.

(4) Mitigation Fund is a one (1) time cost in FY17 per the agreement between the Town and the Public Employee Committee (PEC).

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

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

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2200 Debt Service

Mission: To manage the issuance of Town debt in a manner which contains issuance and interest costs and 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 and temporary borrowing, both authorized by Town Meeting as well as for capital projects being proposed to the 2017 Annual Town Meeting. Also included in these figures are debt issuance costs and interest on abatements. Debt service on water and sewer enterprise projects is shown in elements 3610 and 3710. Debt voted to be exempt from Proposition 2 ½, while not appropriated by Town Meeting, is shown for informational purposes.

Authorized/Appropriated Staffing:

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

2200 Debt Service

Budget Recommendations:

Combined gross FY2017 debt service - inclusive of Within-Levy and Exempt debt service - is increasing by $828,002, or 5.37%.

Within-Levy debt service is increasing by $32,308, or 0.45%. It should be noted that FY2016 budget is inclusive of a supplemental appropriation of $479,609 voted at the November, 2015 special town meeting to retire a short term note issued to finance the replacement of a fire truck. The original appropriation as adopted at the 2015 Annual Town Meeting was $6,732,527, which was mitigated by $620,567 from the Capital Stabilization Fund yielding net debt service of $6,111,960. FY17 debt service is recommended at $7,244,443 which is inclusive of one project that will be funded with new revenue. Debt Service net of this project is $7,172,923, which when mitigated with the proposed use of $751,000 in Capital Stabilization Funds, yields an increase in net debt service of 5% which is the target rate of increase used in managing within-levy debt service. The FY17 proposed capital projects are described in greater detail in the Section XI: Capital Investment in this book.

FY16 gross exempt debt service was $8,539,697, which was mitigated by $215,000 from the Capital Stabilization Fund yielding net debt service of $8,324,697. FY17 gross exempt debt service is projected at $8,998,575. If no mitigation is applied, this yields an increase of $673,878, or 8.1%. The increase in debt service is driven by project costs to finance various school projects to address growing enrollment as well the prospective acquisition of a property on Pelham Road. These projects are described in greater detail in debt Section XI: Capital Investment. For the purpose of this exempt debt estimate, it is assumed that the various school projects and acquisition of the Pelham Road property will be placed on a debt exclusion ballot by the Board of Selectmen and approved by the voters.

2200 Debt Service

Budget Summary:

Funding Sources (All Funds)	FY2014 Actual	FY2015 Estimated	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 13,937,650	$ 15,103,973	$ 15,415,016	$ 16,243,017	$ -	$ 16,243,017	$ 828,002	5.37%
Enterprise Funds (Indirects)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Fees & Charges	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Total 2200 Debt Service	**$ 13,937,650**	**$ 15,103,973**	**$ 15,415,016**	**$ 16,243,017**	**$ -**	**$ 16,243,017**	**$ 828,002**	**5.37%**

Appropriation Summary (All Funds)	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Expenses	$ 13,937,650	$ 15,103,973	$ 15,415,016	$ 16,243,017	$ -	$ 16,243,017	$ 828,002	5.37%
Total 2200 Debt Service	**$ 13,937,650**	**$ 15,103,973**	**$ 15,415,016**	**$ 16,243,017**	**$ -**	**$ 16,243,017**	**$ 828,002**	**5.37%**

Level-Service Requests (Within Levy Debt)	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 2210 Within-Levy Principal	$ 4,657,772	$ 5,490,412	$ 5,169,842	$ 5,891,565	$ -	$ 5,891,565	$ 721,722	13.96%
Total 2220 Within Levy Interest	$ 694,599	$ 971,079	$ 939,550	$ 1,090,273	$ -	$ 1,090,273	$ 150,723	16.04%
Total 2230 Temporary Borrowing[1]	$ 57,625	$ 61,790	$ 1,102,743	$ 262,605	$ -	$ 262,605	$ (840,138)	-76.19%
Total 2200 Within-Levy Debt Service	**$ 5,409,996**	**$ 6,523,281**	**$ 7,212,135**	**$ 7,244,443**	**$ -**	**$ 7,244,443**	**$ 32,308**	**0.45%**
Use of Capital Stabilization Fund to mitigate debt service impacts of LHS modular buildings construction and other	$ -	$ (919,000)	$ (620,567)	$ (751,000)	$ -	$ (751,000)	$ (130,433)	21.02%
Net 2200 Within-Levy Debt Service	**$ 5,409,996**	**$ 5,811,641**	**$ 6,732,527**	**$ 6,493,443**	**$ -**	**$ 6,493,443**	**$ (239,084)**	**-3.55%**

Level-Service Requests (Exempt Debt)	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Change	Percent Change
Total 2200 Exempt Debt Service	**$ 8,527,654**	**$ 8,373,332**	**$ 8,539,697**	**$ 8,998,575**	**$ -**	**$ 8,998,575**	**$ 458,878**	**5.37%**
Use of tax levy (FY2013) and Capital Stabilization Fund (FY2014-FY2016) to mitigate debt service impacts of Bridge/Bowman and Estabrook Projects	$ 1,600,000	$ 950,000	$ 215,000	$ -	$ -	$ -	$ (215,000)	-100.00%
Net 2200 Exempt Debt Service	**$ 6,927,654**	**$ 7,423,332**	**$ 8,324,697**	**$ 8,998,575**	**$ -**	**$ 8,998,575**	**$ 673,878**	**8.09%**
Total 2200 Debt Service	**$ 13,937,650**	**$ 15,103,973**	**$ 15,415,016**	**$ 16,243,017**	**$ -**	**$ 16,243,017**	**$ 828,002**	**5.37%**

Object Code Summary (All Funds)	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Overtime	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Compensation	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	$ -	$ -	*0.00%*
Contractual Services	$ 13,937,650	$ 15,103,973	$ 15,415,016	$ 16,243,017	$ -	$ 16,243,017	$ 828,002	5.37%
Utilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Supplies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Small Capital	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Expenses	*$ 13,937,650*	*$ 15,103,973*	*$ 15,415,016*	*$ 16,243,017*	*$ -*	$ 16,243,017	$ 828,002	*7.54%*
Total 2200 Debt Service	**$ 13,937,650**	**$ 15,103,973**	**$ 15,415,016**	**$ 16,243,017**	**$ -**	**$ 16,243,017**	**$ 828,002**	**5.37%**

[1] FY2016 adjusted for additional appropriation of $479,609 voted at the November, 2015 STM #2 to retire a short term note issued to finance the purchase of a Fire Truck replacement.

2300 Reserve Fund

Mission: To provide for extraordinary and unforeseen expenses.

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

Authorized/Appropriated Staffing:

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

2300 Reserve Fund

Budget Recommendations:

The FY2017 Town Manager's recommendation for the Reserve Fund is $900,000, which represents no increase over the FY2016 appropriation.

2300 Reserve Fund

Budget Summary:

Funding Sources	FY2014 Actual	FY2015 Estimated	FY2016 Estimated	FY2017 Request	Manager's Add/Del	FY2017 Projected	Dollar Increase	Percent Increase
Tax Levy	$ -	$ -	$ 900,000	$ 900,000	$ -	$ 900,000	$ -	0.00%
Enterprise Funds (Indirects)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Directed Funding (Revolving Funds)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Total 2300 Reserve Fund	**$ -**	**$ -**	**$ 900,000**	**$ 900,000**	**$ -**	**$ 900,000**	**$ -**	**0.00%**

Appropriation Summary	FY2014 Actual	FY2015 Appropriation	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Expenses	$ -	$ -	$ 900,000	$ 900,000	$ -	$ 900,000	$ -	0.00%
Total 2300 Reserve Fund	**$ -**	**$ -**	**$ 900,000**	**$ 900,000**	**$ -**	**$ 900,000**	**$ -**	**0.00%**

Level-Service Requests	FY2014 Actual	FY2015 Appropriation	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Recommended	Dollar Increase	Percent Increase
Total 2300 Reserve Fund	$ -	$ -	$ 900,000	$ 900,000	$ -	$ 900,000	$ -	0.00%
Total 2300 Reserve Fund	**$ -**	**$ -**	**$ 900,000**	**$ 900,000**	**$ -**	**$ 900,000**	**$ -**	**0.00%**

Object Code Summary	FY2014 Actual	FY2015 Appropriation	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Overtime	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Compensation	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	*0.00%*
Contractual Services	$ -	$ -	$ 900,000	$ 900,000	$ -	$ 900,000	$ -	0.00%
Utilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Supplies	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Small Capital	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Expenses	*$ -*	*$ -*	*$ 900,000*	*$ 900,000*	*$ -*	*$ 900,000*	*$ -*	*0.00%*
Total 2300 Reserve Fund	**$ -**	**$ -**	**$ 900,000**	**$ 900,000**	**$ -**	**$ 900,000**	**$ -**	**0.00%**

Note: The FY2014 and FY2015 budgets for the Reserve Fund were $900,000 in each year. In FY2014, a total of $118,000 was transferred for supplemental funding of property and liability insurance ($76,000) and for Patriot's Day security ($42,000). In FY2015, a total of $289,620 was transferred for supplemental funding for Economic Development contractual services ($69,120), Economic Development part-time wages ($17,500), Economic Development supplies ($17,500), Board of Health contractual services ($11,500), Facilities Capital - LHS Modular Classrooms ($150,000), and Board of Selectmen legal services ($24,000). The Economic Development transfers were in support of the Town assumption of operations of the Lexington Visitor Center in September of 2014.

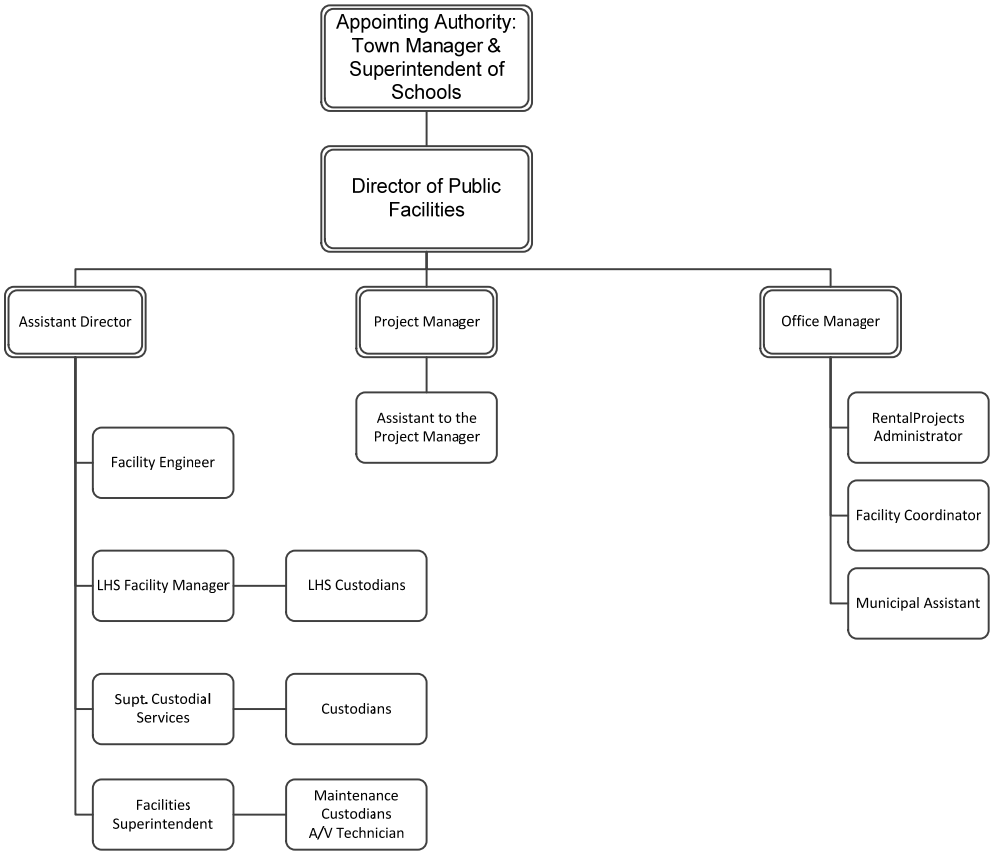
2400 Public Facilities

Mission: The mission of the Department of Public Facilities is to manage the efficient operation and maintenance of Town buildings, preserve facility and equipment assets of the Town, and plan and implement capital improvements. This mission will be accomplished through 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 Rental Revolving Fund are managed by the staff.

Departmental Initiatives:

1. Support the operation of the Community Center.
2. Support the School Master Planning process.
3. Implement other priority projects.



2400 Public Facilities

Authorized/Appropriated Staffing

School Facilties 2410	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Request
Maintenance Staff [1]	10	10	11	11
Custodian [2]	48	48	48	49
Sub-total FTE	58	58	59	60
Municipal Facilities 2420				
Superintendent	0	0	0	0
Foreman [3]	1	1	0	0
Technician [4]	1	1	0	0
Custodian [5]	9	9	10	10
Sub-total FTE	11	11	10	10
Shared Facilities 2430				
Administrative Asst - Facility Coordinator	1	1	1	1
Administrative Asst - Clerical/ Rental Administrator	1	1	1	1
Office Manager	1	1	1	1
Municipal Assistant - Part time	0.5	0.5	0.5	0.5
Director of Public Facilties	1	1	1	1
Assistant Director of Public Facilties	1	1	1	1
Superintendent of Custodial Services	1	1	1	1
Project Mananger	1	1	1	1
Facility Superintendent	1	1	1	1
Facility Engineer	1	1	1	1
Event Manager [6]	1	1	1	1
LHS Facility Manager	1	1	1	1
Sub-total FTE [7]	11.5	11.5	11.5	11.5
Total FTE	**80.5**	**80.5**	**80.5**	**81.5**

Notes:

[1] Two additional maintenance staff in FY 2014, funded from a reduction in contractual services (plumbing and carpentry) and due to new contract language that licensed staff can work in all DPF managed buildings.

[2] FY17 includes 1 additional staff at LHS resulting from two prefab buildings.

[3] Foreman position replaced by Head Custodian position.

[4] Municipal Technician replaced by Electrican in School (townwide) Maintenance Staff

[5] Three additional staff funded in FY14 to maintain the property at 39 Marret Road, the Community Center site.

[6] Event Manager hours increased to full time.

[7] FTE count does not include full time Assistant Project Manager expensed to construction projects

2400 Public Facilities

Budget Recommendations:
The FY2017 recommended All Funds Department of Public Facilities budget inclusive of the General Fund operating budget, the Building Rental Revolving Fund and the PEG Access Revolving Fund - which funds staff that provides technical support to governmental programming - is $10,472,877. The recommended budget is a $47,137, or 0.45% decrease from the FY2016 budget.

The Department of Public Facilities FY2017 recommended General Fund operating budget – inclusive of the Education Facilities, Municipal Facilities and Shared Facilities divisions - is $9,993,116, which is an $85,515, or 0.85% decrease from the FY2016 General Fund budget.

The General Fund operating budget for Compensation is $5,002,406, and reflects a $141,012, or 2.90% increase, which is attributable to the cost of prospective step increases and prospective cost-of-living adjustments.

The General Fund operating budget for Expenses is $4,990,710 and reflects a $226,527, or 4.34% decrease which is, in large part, driven by reductions in utility costs for natural gas and electricity of $106,547 and a reduction in small capital of $86,000 from the one-time FY2016 purchase of an aerial bucket truck.

The FY17 Facilities Department recommended PEG Access Revolving Fund request is $20,926 which is effectively level funding of the FY16 budget. The Board of Selectmen budget includes additional spending associated with the PEG Revolving Fund. The Building Rental Revolving Fund budget request is $458,835, an increase of $37,969, or 9.02% which is primarily attributable to prospective increases in wages for staff charged to this account and increases in utility costs.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
NONE REQUESTED							

2400 Public Facilities

Budget Summary:

Funding Sources (All Funds)	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected	Manager's Add/Del	FY 2017 Mgr. Rec'd	Dollar Increase	Percent Increase
Tax Levy	$ 9,669,741	$ 9,898,969	$ 10,078,631	$ 9,993,116	$ -	$ 9,993,116	$ (85,515)	-0.85%
Revolving Funds								
Building Rental Revolving Fund	$ 391,166	$ 383,781	$ 420,866	$ 458,835	$ -	$ 458,835	$ 37,969	9.02%
PEG Revolving Fund	$ 10,000	$ 13,970	$ 20,516	$ 20,926	$ -	$ 20,926	$ 410	2.00%
Total 2400 Public Facilities	**$ 10,070,907**	**$ 10,296,720**	**$ 10,520,014**	**$ 10,472,877**	**$ -**	**$ 10,472,877**	**$ (47,137)**	**-0.45%**

Appropriation Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY 2016 Appropriated	FY 2017 Request	Manager's Add/Del	FY 2017 Mgr. Rec'd	Dollar Increase	Percent Increase
Compensation	$ 4,714,174	$ 4,925,160	$ 5,119,651	$ 5,274,617	$ -	$ 5,274,617	$ 154,966	3.03%
Expenses	$ 5,354,004	$ 5,367,065	$ 5,387,237	$ 5,178,710	$ -	$ 5,178,710	$ (208,527)	-3.87%
Benefits	$ 2,728	$ 4,495	$ 13,126	$ 19,550	$ -	$ 19,550	$ 6,424	48.94%
Total 2400 Public Facilities	**$ 10,070,907**	**$ 10,296,720**	**$ 10,520,014**	**$ 10,472,877**	**$ -**	**$ 10,472,877**	**$ (47,137)**	**-0.45%**

Program Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY 2016 Appropriated	FY 2017 Request	Manager's Add/Del	FY 2017 Mgr. Rec'd	Dollar Increase	Percent Increase
Education Facilities	$ 7,206,946	$ 7,385,377	$ 7,318,860	$ 7,343,998	$ -	$ 7,343,998	$ 25,138	0.34%
Municipal Facilities	$ 1,793,617	$ 1,754,897	$ 1,954,776	$ 1,919,262	$ -	$ 1,919,262	$ (35,514)	-1.82%
Shared Facilities	$ 1,070,344	$ 1,156,446	$ 1,246,378	$ 1,209,616	$ -	$ 1,209,616	$ (36,762)	-2.95%
Total 2400 Public Facilities	**$ 10,070,907**	**$ 10,296,720**	**$ 10,520,014**	**$ 10,472,877**	**$ -**	**$ 10,472,877**	**$ (47,137)**	**-0.45%**

Object Code Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY 2016 Appropriated	FY 2017 Request	Manager's Add/Del	FY 2017 Mgr. Rec'd	Dollar Increase	Percent Increase
Salaries & Wages	$ 4,188,097	$ 4,383,139	$ 4,699,756	$ 4,832,909	$ -	$ 4,832,909	$ 133,152	2.83%
Overtime	$ 526,078	$ 542,021	$ 419,894	$ 441,708	$ -	$ 441,708	$ 21,814	5.20%
Personal Services	*$ 4,714,174*	*$ 4,925,160*	*$ 5,119,651*	*$ 5,274,617*	*$ -*	*$ 5,274,617*	$ 154,966	*3.03%*
Contractual Services	$ 1,343,433	$ 1,386,048	$ 1,348,060	$ 1,346,560	$ -	$ 1,346,560	$ (1,500)	-0.11%
Utilities	$ 3,205,852	$ 3,194,209	$ 3,091,977	$ 2,985,430	$ -	$ 2,985,430	$ (106,547)	-3.45%
Supplies	$ 699,331	$ 685,871	$ 732,200	$ 717,720	$ -	$ 717,720	$ (14,480)	-1.98%
Small Capital	$ 105,389	$ 100,937	$ 215,000	$ 129,000	$ -	$ 129,000	$ (86,000)	-40.00%
Expenses	*$ 5,354,004*	*$ 5,367,065*	*$ 5,387,237*	*$ 5,178,710*	*$ -*	*$ 5,178,710*	$ (208,527)	*-3.87%*
Benefits	*$ 2,728*	*$ 4,495*	*$ 13,126*	*$ 19,550*	*$ -*	*$ 19,550*	$ 6,424	*48.9%*
Total 2400 Public Facilities	**$ 10,070,907**	**$ 10,296,720**	**$ 10,520,014**	**$ 10,472,877**	**$ -**	**$ 10,472,877**	**$ (47,137)**	**-0.45%**

Appropriations Summary (General Fund Only)	FY 2014 Actual	FY 2015 Actual	FY 2016 Appropriated	FY 2017 Request	Manager's Add/Del	FY 2017 Mgr. Rec'd	Dollar Increase	Percent Increase
Compensation	$ 4,482,549	$ 4,689,947	$ 4,861,394	$ 5,002,406	$ -	$ 5,002,406	$ 141,012	2.90%
Expenses	$ 5,184,464	$ 5,204,527	$ 5,217,237	$ 4,990,710	$ -	$ 4,990,710	$ (226,527)	-4.34%
Total 2400 Public Facilities	**$ 9,667,013**	**$ 9,894,474**	**$ 10,078,631**	**$ 9,993,116**	**$ -**	**$ 9,993,116**	**$ (85,515)**	**-0.85%**

Appropriations Summary (Non-General Fund)	FY 2014 Actual	FY 2015 Actual	FY 2016 Appropriated	FY 2017 Request	Manager's Add/Del	FY 2017 Mgr. Rec'd	Dollar Increase	Percent Increase
Personal Services	**$ 231,625**	**$ 235,213**	**$ 258,256**	**$ 272,211**	**$ -**	**$ 272,211**	**$ 13,954**	**5.40%**
Building Rental Revolving Fund	$ 221,625	$ 221,243	$ 242,663	$ 256,065	$ -	$ 256,065	$ 13,402	5.52%
PEG Revolving Fund	$ 10,000	$ 13,970	$ 15,594	$ 16,146	$ -	$ 16,146	$ 552	3.54%
Expenses	**$ 169,541**	**$ 162,538**	**$ 170,000**	**$ 188,000**	**$ -**	**$ 188,000**	**$ 18,000**	**10.59%**
Building Rental Revolving Fund	$ 169,541	$ 162,538	$ 170,000	$ 188,000	$ -	$ 188,000	$ 18,000	10.59%
Benefits	**$ 2,728**	**$ 4,495**	**$ 13,126**	**$ 19,550**	**$ -**	**$ 19,550**	**$ 6,424**	**48.94%**
Building Rental Revolving Fund	$ 2,728	$ 4,495	$ 8,204	$ 14,770	$ -	$ 14,770	$ 6,566	80.04%
PEG Revolving Fund	$ -	$ -	$ 4,922	$ 4,780	$ -	$ 4,780	$ (143)	-2.90%
Total 2400 Public Facilities	**$ 403,894**	**$ 402,246**	**$ 441,382**	**$ 479,761**	**$ -**	**$ 479,761**	**$ 38,378**	**8.70%**

Section V: Program 3000: Public Works

This section includes detailed information about the FY2017 Operating Budget & Financing Plan for Public Works (DPW). It includes:

- 3000-3500 DPW Summary V-2
- 3100 DPW Administration & Engineering V-7
- 3200 Highway V-11
- 3300 Public Grounds V-15
- 3400 Environmental Services V-20
- 3600 Water Enterprise V-24
- 3700 Sewer Enterprise V-28

3000 – 3500 DPW Summary

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. The Department makes every effort to maximize the efficient, effective use of Town resources in the support, maintenance and upkeep of the infrastructure, public lands and programs. Staff is committed to public safety and providing prompt, courteous quality service to both customers and to each other.

Budget Overview: The Department of Public Works is comprised of multiple divisions including Administration and Engineering, Highway, Public Grounds and Environmental Services. 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, 160 pieces of equipment, 9 parks, 4 cemeteries, the Pine Meadows golf course, 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, many DPW staff are also actively involved or work with Town committees. Those committees include the Permanent Building Committee, the Tree Committee, the Center Committee, the Water/Sewer Abatement Board, the Sidewalk Committee, the Capital Expenditures Committee, the Energy Committee, the Electric Utility Ad-Hoc Committee, the Transportation Safety Group, the Bicycle Advisory Committee, and the Recreation Committee. These, and other staff, also work collaboratively on internal committees and teams.

Departmental Initiatives:

1. Begin the American Public Works Association re-accreditation process.

2. Continue the storm water initiatives in preparation for the new NPDES permit.

3. Support the implementation of GIS.

4. Work with Energy Committee and Sustainability Committee to improve energy efficiencies.

Authorized / Appropriated Staffing

Authorized/Appropriated Staffing	FY 2014 Budget	FY2015 Budget	FY2016 Budget	FY2017 Recommended
Department of Public Works - General Fund				
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
Municipal Clerk	0	0	0	0
Department Account Clerk[1]	2.6	2.6	2.6	2.6
Department Clerk - Pub Grounds/Cemetery	1	1	1	1
Department Lead Clerk	1	1	1	1
Town Engineer	1	1	1	1
Assistant Town Engineer	1	1	1	1
Senior Civil Engineer	1	1	1	1
Engineering Assistant	3	4	4	4
Engineering Aide	0.7	0.7	0.7	0.7
Supt of Equipment, Highways & Drains	1	1	1	1
Crew Chief	6	6	6	6
Laborer	0	0	0	0
Heavy Equipment Operators	10	10	12	12
Grader/Shovel Operator	1	1	1	1
Information Coordinator	1	1	1	1
Seasonal Laborer	2.2	2.2	2.2	2.2
Highways and Drains Foreman	1	1	1	1
Equipment Foreman	1	1	1	1
Mechanic	4	4	4	4
Superintendent of Public Grounds	1	1	1	1
Laborer-Truck Driver	3	3	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
Department of Public Works - Compost Revolving Fund				
Superintendent of Environmental Services	1	1	1	1
Crew Chief	1	1	1	1
Heavy Equipment Operators	1	1	1	1
Seasonal Heavy Equipment Operator		0.5	0.5	0.5
Seasonal Laborer	0.7	0.7	0.7	0.7
Total FTE	**61.8**	**63.3**	**63.3**	**63.3**
Total FT/PT	**57 FT/10 PT**	**58 FT/10 PT**	**58 FT/10 PT**	**58 FT/10 PT**

Explanatory Notes

[1]FT Dept. Acct. Clerk shown as 0.6 from General Fund; 0.4 is charged to Water and Sewer Enterprise.

Budget Recommendations:

The FY2017 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 $9,873,220. The recommended budget is a $276,194, or 2.88% increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The FY2017 recommended Public Works General Fund operating budget is $8,988,614, which is a $211,510, or 2.41% increase from the restated FY2016 General Fund budget.

The General Fund operating budget for Compensation is $3,830,156, and reflects a $48,209 or 1.27% increase, which is attributable to the cost of prospective salary step increases. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is $5,158,458 and reflects a $163,300, or 3.27% increase.

The combined FY16 recommended Revolving Fund budgets are $884,606 which is a $64,684 or 7.89% increase over FY16.

Please see the division sections on the following pages for a detailed explanation of the FY2017 budget changes.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Senior Civil Engineer	$ 86,052	$ 16,400	$ 102,452	$ 60,000	$ -	$ 60,000	$ 42,452
Pavement Markings	$ 120,000		$ 120,000	$ -	$ -	$ -	$ 120,000
Increase OT Highway	$ 25,000	$ 363	$ 25,363	$ -	$ -	$ -	$ 25,363
Electric Vehicle Charging Station	$ 7,200		$ 7,200	$ 7,200	$ -	$ 7,200	$ -
Leaf Vacuum System	$ 15,000		$ 15,000	$ 15,000	$ -	$ 15,000	$-
Disposal Forestry Materials	$ 15,000		$ 15,000	$ 15,000	$ -	$ 15,000	$-
Disposal of Excavated Materials - Cemetery	$ 10,000		$ 10,000	$ 10,000	$ -	$ 10,000	$-
Landscape Maintenance - Cemetery	$ 5,000		$ 5,000	$ -	$ -	$ -	$ 5,000
Increase OT Parks	$ 25,000	$ 363	$ 25,363	$ 25,000	$ 363	$ 25,363	$ -
Heavy Equip. Oper. To FT*	$ 19,600	$ 15,437	$ 35,037	$ -	$ -	$ -	$ 35,037
Disposal of Compost Tailings*	$ 20,000	$ -	$ 20,000	$ 20,000	$ -	$ 20,000	$ -

Budget Summary:

Funding Sources	FY 2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 7,911,618	$ 8,339,049	$ 7,740,677	$ 7,800,556	$ 132,200	$ 7,932,756	$ 192,079	0.77%
Enterprise Funds (Indirects)	$ 642,088	$ 638,015	$ 693,846	$ 714,661	$ -	$ 714,661	$ 20,815	3.00%
Fees, Charges and Available Funds								
Parking Fund	$ 42,616	$ 89,698	$ 72,074	$ 72,074	$ -	$ 72,074	$ -	0.00%
Cemetery Trust	$ 120,000	$ 120,000	$ 105,000	$ 105,000	$ -	$ 105,000	$ -	0.00%
Cemetery Prep Fees	$ 122,087	$ 133,079	$ 127,824	$ 127,200	$ -	$ 127,200	$ (624)	-0.49%
Misc. Charges for Service	$ 883	$ 629	$ 3,094	$ 700	$ -	$ 700	$ (2,394)	-77.38%
Licenses & Permits	$ 46,258	$ 46,158	$ 34,590	$ 36,223	$ -	$ 36,223	$ 1,633	4.72%
Revolving Funds								
Burial Containers	$ 26,538	$ 29,060	$ 40,000	$ 40,000	$ -	$ 40,000	$ -	0.00%
Compost Operations	$ 445,925	$ 452,501	$ 534,922	$ 589,606	$ 20,000	$ 609,606	$ 74,684	10.22%
Tree	$ 24,999	$ 24,823	$ 45,000	$ 45,000	$ -	$ 45,000	$ -	0.00%
MMHP	$ 145,727	$ 147,420	$ 180,000	$ 180,000	$ -	$ 180,000	$ -	0.00%
Regional Cache at Hartwell Ave	$ 942	$ 1,669	$ 20,000	$ 10,000	$ -	$ 10,000	$ (10,000)	-50.00%
Total 3100-3500 DPW All Funds	**$ 9,529,682**	**$ 10,022,101**	**$ 9,597,026**	**$ 9,721,020**	**$ 152,200**	**$ 9,873,220**	**$ 276,194**	**2.88%**

Appropriation Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 3,871,183	$ 4,229,394	$ 4,034,031	$ 4,075,531	$ 25,000	$ 4,100,531	$ 66,501	1.65%
Expenses	$ 5,532,486	$ 5,723,518	$ 5,442,008	$ 5,488,108	$ 127,200	$ 5,615,308	$ 173,300	3.18%
Benefits	$ 42,614	$ 29,526	$ 57,094	$ 55,000	$ -	$ 55,000	$ (2,094)	-3.67%
Debt Service (Revolving Fund)	$ 83,400	$ 39,663	$ 63,894	$ 102,381	$ -	$ 102,381	$ 38,487	60.24%
Total 3100-3500 DPW	**$ 9,529,682**	**$ 10,022,101**	**$ 9,597,026**	**$ 9,721,020**	**$ 152,200**	**$ 9,873,220**	**$ 276,194**	**2.88%**

Program Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 3110 Administration	$ 572,026	$ 589,273	$ 610,294	$ 610,568	$ -	$ 610,568	$ 274	0.04%
Total 3120 Town Engineering	$ 644,420	$ 649,149	$ 769,436	$ 770,059	$ 60,000	$ 830,059	$ 60,623	7.88%
Total 3130 Street Lighting	$ 377,754	$ 304,859	$ 306,902	$ 265,302	$ -	$ 265,302	$ (41,600)	-13.55%
Total 3210 Highway	$ 1,100,483	$ 1,075,496	$ 1,287,363	$ 1,288,959	$ 7,200	$ 1,296,159	$ 8,796	0.68%
Total 3220 Road Machinery	$ 730,489	$ 769,337	$ 711,932	$ 705,225	$ -	$ 705,225	$ (6,707)	-0.94%
Total 3230 Snow Removal	$ 1,744,540	$ 2,235,573	$ 1,128,216	$ 1,172,216	$ -	$ 1,172,216	$ 44,000	3.90%
Total 3310 Parks	$ 1,009,264	$ 978,175	$ 1,053,859	$ 1,064,519	$ 40,000	$ 1,104,519	$ 50,661	4.81%
Total 3320 Forestry	$ 289,385	$ 310,143	$ 432,943	$ 432,454	$ 15,000	$ 447,454	$ 14,511	3.35%
Total 3330 Cemetery	$ 310,834	$ 300,534	$ 341,983	$ 343,085	$ 10,000	$ 353,085	$ 11,102	3.25%
Total 3410 Refuse Collection	$ 764,603	$ 779,561	$ 795,153	$ 811,056	$ -	$ 811,056	$ 15,903	2.00%
Total 3420 Recycling	$ 1,391,711	$ 1,416,101	$ 1,585,946	$ 1,656,983	$ 20,000	$ 1,676,983	$ 91,037	5.74%
Total 3430 Refuse Disposal	$ 594,174	$ 613,900	$ 573,000	$ 600,594	$ -	$ 600,594	$ 27,594	4.82%
Total 3100-3500 DPW All Funds	**$ 9,529,682**	**$ 10,022,101**	**$ 9,597,026**	**$ 9,721,020**	**$ 152,200**	**$ 9,873,220**	**$ 276,194**	**2.88%**

Object Code Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 3,320,187	$ 3,532,107	$ 3,688,386	$ 3,704,068	$ -	$ 3,704,068	$ 15,682	0.43%
Overtime	$ 550,996	$ 697,287	$ 345,645	$ 371,464	$ 25,000	$ 396,464	$ 50,819	14.70%
Personal Services	*$ 3,871,183*	*$ 4,229,394*	*$ 4,034,031*	*$ 4,075,531*	*$ 25,000*	*$ 4,100,531*	*$ 66,501*	*1.65%*
Contractual Services	$ 3,883,061	$ 3,988,885	$ 3,844,532	$ 3,869,732	$ 105,000	$ 3,974,732	$ 130,200	3.39%
Utilities	$ 356,038	$ 433,408	$ 420,557	$ 420,657	$ -	$ 420,657	$ 100	0.02%
Supplies	$ 1,225,285	$ 1,228,256	$ 1,111,902	$ 1,132,202	$ 7,200	$ 1,139,402	$ 27,500	2.47%
Small Capital	$ 68,102	$ 72,971	$ 65,017	$ 65,517	$ 15,000	$ 80,517	$ 15,500	23.84%
Expenses	*$ 5,532,486*	*$ 5,723,518*	*$ 5,442,008*	*$ 5,488,108*	*$ 127,200*	*$ 5,615,308*	*$ 173,300*	*3.18%*
Benefits	*$ 42,614*	*$ 29,526*	*$ 57,094*	*$ 55,000*	*$ -*	*$ 55,000*	*$ (2,094)*	*-3.67%*
Debt	*$ 83,400*	*$ 39,663*	*$ 63,894*	*$ 102,381*	*$ -*	*$ 102,381*	*$ 38,487*	*60.24%*
Total 3100-3500 DPW All Funds	**$ 9,529,682**	**$ 10,022,101**	**$ 9,597,026**	**$ 9,721,020**	**$ 152,200**	**$ 9,873,220**	**$ 276,194**	**2.88%**

Object Code Summary (General Fund)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 3,132,804	$ 3,322,220	$ 3,457,827	$ 3,468,194	$ -	$ 3,468,194	$ 10,367	0.30%
Overtime	$ 531,448	$ 675,057	$ 324,120	$ 336,962	$ 25,000	$ 361,962	$ 37,842	11.68%
Personal Services	*$ 3,664,252*	*$ 3,997,277*	*$ 3,781,947*	*$ 3,805,156*	*$ 25,000*	*$ 3,830,156*	*$ 48,209*	*1.27%*
Contractual Services	$ 3,632,603	$ 3,697,060	$ 3,511,332	$ 3,536,532	$ 85,000	$ 3,621,532	$ 110,200	3.14%
Utilities	$ 356,038	$ 433,408	$ 420,557	$ 420,657	$ -	$ 420,657	$ 100	0.02%
Supplies	$ 1,164,556	$ 1,175,684	$ 998,252	$ 1,028,552	$ 7,200	$ 1,035,752	$ 37,500	3.76%
Small Capital	$ 68,102	$ 63,201	$ 65,017	$ 65,517	$ 15,000	$ 80,517	$ 15,500	23.84%
Expenses	*$ 5,221,298*	*$ 5,369,351*	*$ 4,995,158*	*$ 5,051,258*	*$ 107,200*	*$ 5,158,458*	*$ 163,300*	*3.27%*
Total 3100-3500 DPW General Fund	**$ 8,885,551**	**$ 9,366,628**	**$ 8,777,104**	**$ 8,856,414**	**$ 132,200**	**$ 8,988,614**	**$ 211,510**	**2.41%**

Approp Summary (General Fund)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 3,664,252	$ 3,997,277	$ 3,781,947	$ 3,805,156	$ 25,000	$ 3,830,156	$ 48,209	1.27%
Expenses	$ 5,221,298	$ 5,369,351	$ 4,995,158	$ 5,051,258	$ 107,200	$ 5,158,458	$ 163,300	3.27%
Total 3100-3500 DPW General Fund	**$ 8,885,551**	**$ 9,366,628**	**$ 8,777,104**	**$ 8,856,414**	**$ 132,200**	**$ 8,988,614**	**$ 211,510**	**2.41%**

Budget Summary (continued):

Approp Summary (Non-Gen Fund)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	**$ 206,931**	**$ 232,117**	**$ 252,084**	**$ 270,375**	**$ -**	**$ 270,375**	**$ 18,291**	**7.26%**
Total 3420 Recycling: Compost	$ 206,931	$ 232,117	$ 252,084	$ 270,375	$ -	$ 270,375	$ 18,291	7.26%
Expenses	**$ 311,187**	**$ 354,167**	**$ 446,850**	**$ 436,850**	**$ 20,000**	**$ 456,850**	**$ 10,000**	**2.24%**
Total 3110 Admin: Regional Cache	$ 942	$ 1,669	$ 20,000	$ 10,000	$ -	$ 10,000	$ (10,000)	-50.00%
Total 3320 Forestry: Tree Fund	$ 24,999	$ 24,823	$ 45,000	$ 45,000	$ -	$ 45,000	$ -	0.00%
Total 3330 Cemetery: Burial Containers	$ 26,538	$ 29,060	$ 40,000	$ 40,000	$ -	$ 40,000	$ -	0.00%
Total 3420 Recycling: Compost	$ 112,981	$ 151,195	$ 161,850	$ 161,850	$ 20,000	$ 181,850	$ 20,000	12.36%
Total 3420 Recycling: MMHP	$ 145,727	$ 147,420	$ 180,000	$ 180,000	$ -	$ 180,000	$ -	0.00%
Benefits	**$ 42,614**	**$ 29,526**	**$ 57,094**	**$ 55,000**	**$ -**	**$ 55,000**	**$ (2,094)**	**-3.67%**
Total 3420 Recycling: Compost	$ 42,614	$ 29,526	$ 57,094	$ 55,000	$ -	$ 55,000	$ (2,094)	-3.67%
Debt	**$ 83,400**	**$ 39,663**	**$ 63,894**	**$ 102,381**	**$ -**	**$ 102,381**	**$ 38,487**	**60.24%**
Total 3420 Recycling: Compost	$ 83,400	$ 39,663	$ 63,894	$ 102,381	$ -	$ 102,381	$ 38,487	60.24%
Total 3100-3500 DPW Non-General Fund	**$ 644,132**	**$ 655,473**	**$ 819,922**	**$ 864,606**	**$ 20,000**	**$ 884,606**	**$ 64,684**	**7.89%**

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3100 DPW Administration & Engineering

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

Budget Overview:

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

Staff also support various committees including the Permanent Building Committee, Center Committee, Capital Expenditures 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. Begin the process of reaccreditation through the American Public Works Association.

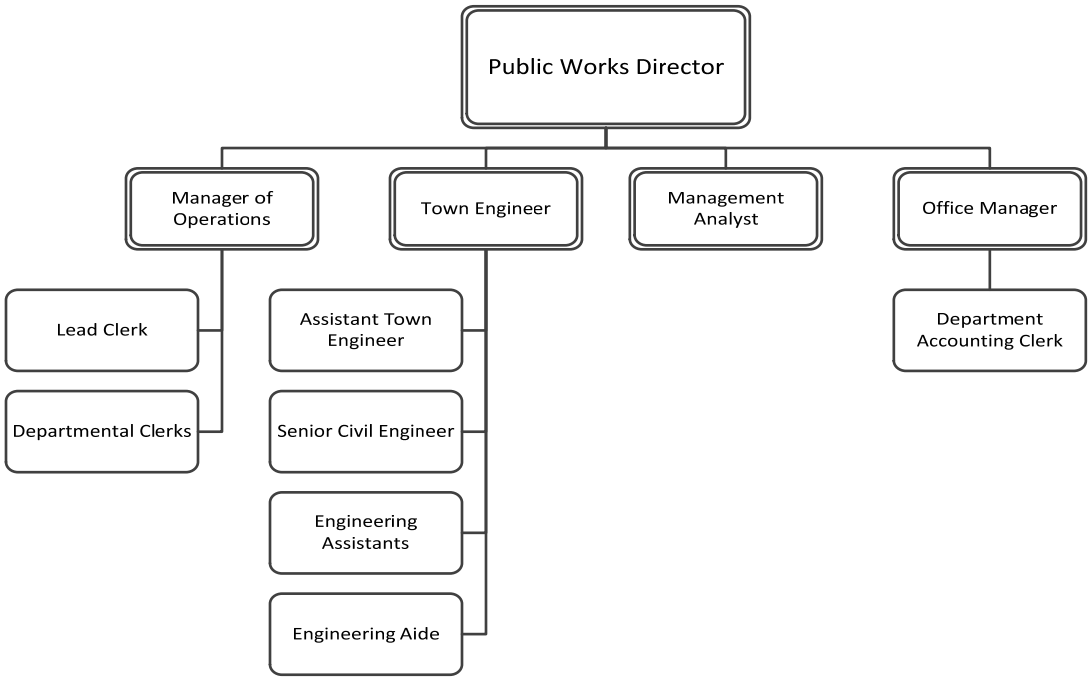
3. Expand pavement management program techniques through research and application.

4. Improve asset management capabilities.

5. Continue to explore options to better track street lighting outages and methods to enhance response time to outages.

6. Continue to work with the Energy Committee and Lighting Options Committee to find energy savings for street lights.

7. Continue to proactively maintain a cost effective lighting system which reduces outage frequency and down time.



Authorized / Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Recommended
Element 3110: DPW Administration				
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 Clerk	1	1	1	1
Department Account Clerk*	2.6	2.6	2.6	2.6
sub-total FTE	**7.2**	**7.2**	**7.2**	**7.2**
sub-total FT/PT	**6 FT/2 PT**	**6 FT/2 PT**	**6 FT/2 PT**	**6 FT/2 PT**
Element 3120: Engineering				
Town Engineer	1	1	1	1
Assistant Town Engineer	1	1	1	1
Senior Civil Engineer	1	1	1	1
Engineering Assistant	3	4	4	4
Engineering Aide	0.7	0.7	0.7	0.7
sub-total FTE	**6.7**	**7.7**	**7.7**	**7.7**
sub-total FT/PT	**6 FT/1 PT**	**7 FT/1 PT**	**7 FT/1 PT**	**7 FT/1 PT**
Total FTE	**13.9**	**14.9**	**14.9**	**14.9**
Total Full/Part Time	**12 FT/3 PT**	**13 FT/3 PT**	**13 FT/3 PT**	**13 FT/3 PT**

***1 FT Clerk split between DPW, Water & Sewer**

Budget Recommendations:

The FY2017 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 $1,705,929. The recommended budget is a $19,297 or 1.14% increase from the restated FY2016 budget. The budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The recommended FY2017 Administration and Engineering General Fund operating budget is $1,695,929 which is a $29,297, or 1.76% increase from the restated FY2016 General Fund budget. Of this amount, $1,216,502 is for Compensation and reflects a $20,097 or 1.68% increase, which is attributable to the cost of prospective salary step increases. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The recommended FY2017 Administration and Engineering General Fund operating budget for Expenses is $479,427 and reflects a $9,200, or 1.96% increase. The most notable changes in the Expense Budget are in the Street Lighting Division, which is decreasing by $41,800; a net change primarily driven by a decrease of $42,100 reflecting the end of a lease agreement that was in place to fund the purchase and installation of the induction street lights; offset by a recommended program improvement of $60,000 for Professional Services within the Engineering division for outside engineering services.

The FY17 recommended Regional Cache Revolving Fund request is funded at $10,000, a $10,000 decrease from FY2016 to bring the budget in line with actual experience.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Senior Civil Engineer	$ 86,052	$ 16,400	$ 102,452	$ 60,000	$ -	$ 60,000	$ 42,452

Note: Request for additional Civil Engineer replaced by additional funds for outside engineering services.

Budget Summary:

Funding Sources	FY 2014 Actual	FY 2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 1,198,530	$ 1,160,686	$ 1,329,286	$ 1,268,491	$ 60,000	$ 1,328,491	$ (796)	-0.06%
Enterprise Funds (Indirects)	$ 345,856	$ 340,383	$ 318,028	$ 335,179	$ -	$ 335,179	$ 17,151	5.39%
Fees & Charges	-	-	-	-	-	-	-	-
Charges for Service	$ 883	$ 629	$ 3,094	$ 700	$ -	$ 700	$ (2,394)	-77.38%
Licenses & Permits	$ 46,258	$ 39,878	$ 36,223	$ 41,559	$ -	$ 41,559	$ 5,336	14.73%
Parking Fund	$ 2,673	$ 1,705	$ 2,145	$ 2,120	$ -	$ 2,120	$ (26)	-1.20%
Regional Cache at Hartwell Ave	$ 942	$ 1,669	$ 20,000	$ 10,000	$ -	$ 10,000	$ (10,000)	-50.00%
Total 3100 DPW Admin. & Engineering	**$ 1,594,200**	**$ 1,543,281**	**$ 1,686,632**	**$ 1,645,929**	**$ 60,000**	**$ 1,705,929**	**$ 19,297**	**1.14%**

Appropriation Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 1,073,869	$ 1,158,498	$ 1,196,405	$ 1,216,502	$ -	$ 1,216,502	$ 20,097	1.68%
Expenses	$ 520,331	$ 384,783	$ 490,227	$ 429,427	$ 60,000	$ 489,427	$ (800)	-0.16%
Total 3100 DPW Admin. & Engineering	**$ 1,594,200**	**$ 1,543,281**	**$ 1,686,632**	**$ 1,645,929**	**$ 60,000**	**$ 1,705,929**	**$ 19,297**	**1.14%**

Program Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 3110 DPW Administration	$ 572,026	$ 589,273	$ 610,294	$ 610,568	$ -	$ 610,568	$ 274	0.04%
Total 3120 Engineering	$ 644,420	$ 649,149	$ 769,436	$ 770,059	$ 60,000	$ 830,059	$ 60,623	7.88%
Total 3130 Street Lighting	$ 377,754	$ 304,859	$ 306,902	$ 265,302	$ -	$ 265,302	$ (41,600)	-13.55%
Total 3100 DPW Admin. & Engineering	**$ 1,594,200**	**$ 1,543,281**	**$ 1,686,632**	**$ 1,645,929**	**$ 60,000**	**$ 1,705,929**	**$ 19,297**	**1.14%**

Object Code Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 1,067,597	$ 1,151,249	$ 1,183,085	$ 1,202,982	$ -	$ 1,202,982	$ 19,898	1.68%
Overtime	$ 6,272	$ 7,249	$ 13,320	$ 13,520	$ -	$ 13,520	$ 200	1.50%
Personal Services	*$ 1,073,869*	*$ 1,158,498*	*$ 1,196,405*	*$ 1,216,502*	*$ -*	*$ 1,216,502*	$ 20,097	1.68%
Contractual Services	$ 315,361	$ 239,951	$ 274,525	$ 219,625	$ 60,000	$ 279,625	$ 5,100	1.86%
Utilities	$ 114,112	$ 115,150	$ 130,402	$ 130,402	$ -	$ 130,402	$ -	0.00%
Supplies	$ 90,551	$ 27,759	$ 84,800	$ 78,400	$ -	$ 78,400	$ (6,400)	-7.55%
Small Capital	$ 308	$ 1,922	$ 500	$ 1,000	$ -	$ 1,000	$ 500	100.00%
Expenses	*$ 520,331*	*$ 384,783*	*$ 490,227*	*$ 429,427*	*$ 60,000*	*$ 489,427*	$ (800)	-0.16%
Total 3100 DPW Admin. & Engineering	**$ 1,594,200**	**$ 1,543,281**	**$ 1,686,632**	**$ 1,645,929**	**$ 60,000**	**$ 1,705,929**	**$ 19,297**	**1.14%**

Program Summary (General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 1,073,869	$ 1,158,498	$ 1,196,405	$ 1,216,502	$ -	$ 1,216,502	$ 20,097	1.68%
Expenses	$ 519,389	$ 383,114	$ 470,227	$ 419,427	$ 60,000	$ 479,427	$ 9,200	1.96%
Total 3100 DPW Admin. & Engineering	**$ 1,593,258**	**$ 1,541,612**	**$ 1,666,632**	**$ 1,635,929**	**$ 60,000**	**$ 1,695,929**	**$ 29,297**	**1.76%**

Appropriation Summary (Non-General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Expenses	**$ 942**	**$ 1,669**	**$ 20,000**	**$ 10,000**	**$ -**	**$ 10,000**	**$ (10,000)**	**-50.00%**
Total 3110 Admin: Regional Cache	$ 942	$ 1,669	$ 20,000	$ 10,000	$ -	*$ 10,000*	$ (10,000)	-50.00%
Total 3100 DPW Admin. & Engineering	**$ 942**	**$ 1,669**	**$ 20,000**	**$ 10,000**	**$ -**	**$ 10,000**	**$ (10,000)**	**-50.00%**

3200 Highway

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

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

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

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

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

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

Division Initiatives:

1. Continue with the repair and replacement of regulatory signs per the Retro-reflectivity study conducted in 2013.

2. Take proactive measures to repair catch basins town wide.

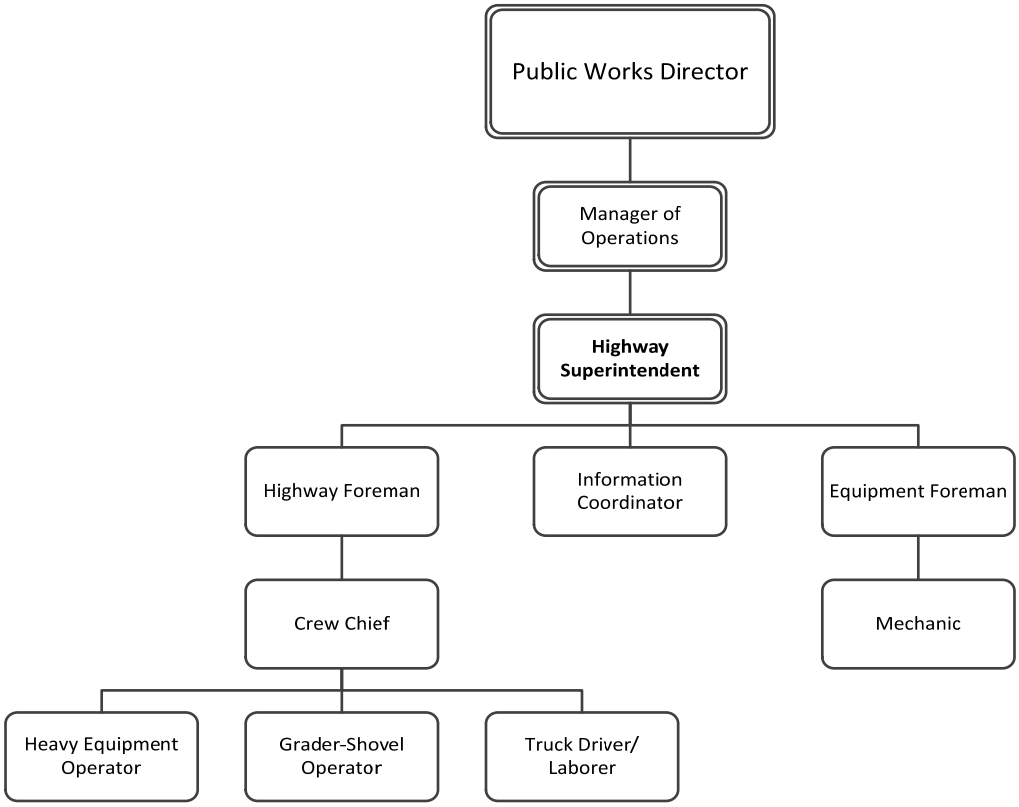
3. Refine the preventative maintenance program with new technologies.

4. Implementation of web-based technologies that improve efficiency.

5. Refine the use of enhanced liquids with salt in order to enhance the treatment processes and reduce salt consumption.

6. Continue researching new technologies that will improve the efficiency of snow removal operations.

7. Continue researching and utilizing composite plow edge technology.



Authorized / Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Recommended
Element 3210: Highway Maintenance				
Supt. of Equipment, Highways & Drains	1	1	1	1
Highway Foreman	1	1	1	1
Crew Chief	2	2	2	2
Laborer/Truck Driver	0	1	0	0
Heavy Equipment Operators	5	4	5	5
Leadman	2	2	2	2
Gradel/Shovel Operator	1	1	1	1
Information Coordinator	1	1	1	1
Seasonal Laborer[1]	1	1	1	0.5
sub-total FTE	**14**	**14**	**14**	**13.5**
sub-total FT/PT	**13 FT/2 PT**	**13 FT/2 PT**	**13 FT/2 PT**	**13 FT/1 PT**
Element 3220: Road Machinery				
Equipment Foreman	1	1	1	1
Mechanic	4	4	4	4
sub-total FTE	**5**	**5**	**5**	**5**
sub-total FT/PT	**5 FT/0 PT**	**5 FT/0 PT**	**5 FT/0 PT**	**5 FT/0 PT**
Total FTE	**19**	**19**	**19**	**19**
Total Full/Part Time	**18 FT/2 PT**	**18 FT/2 PT**	**18 FT/2 PT**	**18 FT/2 PT**

Budget Recommendations:

The FY2017 recommended Highway budget inclusive of Highway Maintenance, Road Machinery and Snow Removal divisions is $3,173,600. The recommended budget is a $46,089, or 1.47%, increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The budget for Compensation is $1,271,851 and reflects a $5,112, or 0.40% decrease, which is attributable to replacement of retiring staff at lower steps partially offset by the cost of prospective step increases. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The budget for Expenses is $1,901,749 and reflects a $51,200 or 2.77% increase which includes an addition of $7,200 in Highway expenses for a recommended program improvement for the operation of the electric vehicle charging station (triggered by the end of grant funding for the station), a decrease in Road Machinery expenses of $6,707 and an increase in Snow Removal expenses of $44,000. The biggest driver of the increase in Snow Removal expenses is for snow plow contractors and lease agreements.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Pavement Markings	$ 120,000		$ 120,000	$ -	$ -	$ -	$ 120,000
Increase OT	$ 25,000	$ 363	$ 25,363	$ -	$ -	$ -	$ 25,363
Electric Vehicle Charging Station	$ 7,200		$ 7,200	$ 7,200	$ -	$ 7,200	$ -

Budget Summary:

Funding Sources	FY 2014 Actual	FY 2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 3,341,079	$ 3,852,502	$ 2,967,632	$ 2,943,718	$ 7,200	$ 2,950,918	$ (16,714)	-0.6%
Enterprise Funds (Indirects)	$ 202,450	$ 195,920	$ 126,955	$ 189,872	$ -	$ 189,872	$ 62,917	33.1%
Fees & Charges	-	-	-	-	-	-	-	-
Parking Fund	$ 31,983	$ 31,983	$ 32,924	$ 32,810	$ -	$ 32,810	$ (115)	-0.3%
Total 3200 Highway	**$ 3,575,512**	**$ 4,080,405**	**$ 3,127,511**	**$ 3,166,400**	**$ 7,200**	**$ 3,173,600**	**$ 46,089**	**1.47%**

Appropriation Summary (General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 1,426,564	$ 1,639,711	$ 1,276,963	$ 1,271,851	$ -	$ 1,271,851	$ (5,112)	-0.40%
Expenses	$ 2,148,948	$ 2,440,695	$ 1,850,549	$ 1,894,549	$ 7,200	$ 1,901,749	$ 51,200	2.77%
Total 3200 Highway	**$ 3,575,512**	**$ 4,080,405**	**$ 3,127,511**	**$ 3,166,400**	**$ 7,200**	**$ 3,173,600**	**$ 46,089**	**1.47%**

Program Summary (General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 3210 Highway Maintenance	$ 1,100,483	$ 1,075,496	$ 1,287,363	$ 1,288,959	$ 7,200	$ 1,296,159	$ 8,796	0.68%
Total 3220 Road Machinery	$ 730,489	$ 769,337	$ 711,932	$ 705,225	$ -	$ 705,225	$ (6,707)	-0.94%
Total 3230 Snow Removal	$ 1,744,540	$ 2,235,573	$ 1,128,216	$ 1,172,216	$ -	$ 1,172,216	$ 44,000	3.90%
Total 3200 Highway	**$ 3,575,512**	**$ 4,080,405**	**$ 3,127,511**	**$ 3,166,400**	**$ 7,200**	**$ 3,173,600**	**$ 46,089**	**1.47%**

Object Code Summary (General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 1,016,078	$ 1,098,811	$ 1,042,906	$ 1,025,154	$ -	$ 1,025,154	$ (17,752)	-1.70%
Overtime	$ 410,486	$ 540,899	$ 234,057	$ 246,697	$ -	$ 246,697	$ 12,640	5.40%
Personal Services	*$ 1,426,564*	*$ 1,639,711*	*$ 1,276,963*	*$ 1,271,851*	*$ -*	*$ 1,271,851*	*$ (5,112)*	*-0.40%*
Contractual Services	$ 979,600	$ 1,118,196	$ 762,600	$ 780,100	$ -	$ 780,100	$ 17,500	2.29%
Utilities	$ 210,421	$ 272,836	$ 251,480	$ 251,480	$ -	$ 251,480	$ -	0.00%
Supplies	$ 913,714	$ 996,323	$ 779,652	$ 806,152	$ 7,200	$ 813,352	$ 33,700	4.32%
Small Capital	$ 45,213	$ 53,340	$ 56,817	$ 56,817	$ -	$ 56,817	$ -	0.00%
Expenses	*$ 2,148,948*	*$ 2,440,695*	*$ 1,850,549*	*$ 1,894,549*	*$ 7,200*	*$ 1,901,749*	*$ 51,200*	*2.77%*
Total 3200 Highway	**$ 3,575,512**	**$ 4,080,405**	**$ 3,127,511**	**$ 3,166,400**	**$ 7,200**	**$ 3,173,600**	**$ 46,089**	**1.47%**

3300 Public Grounds

Mission: The Public Grounds Division, working with other Town Departments, user groups and concerned citizens, support 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 of the safety and playability of these fields.

The Forestry staff maintains 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 supports the Recreation, Tree and Bicycle Advisory Committees.

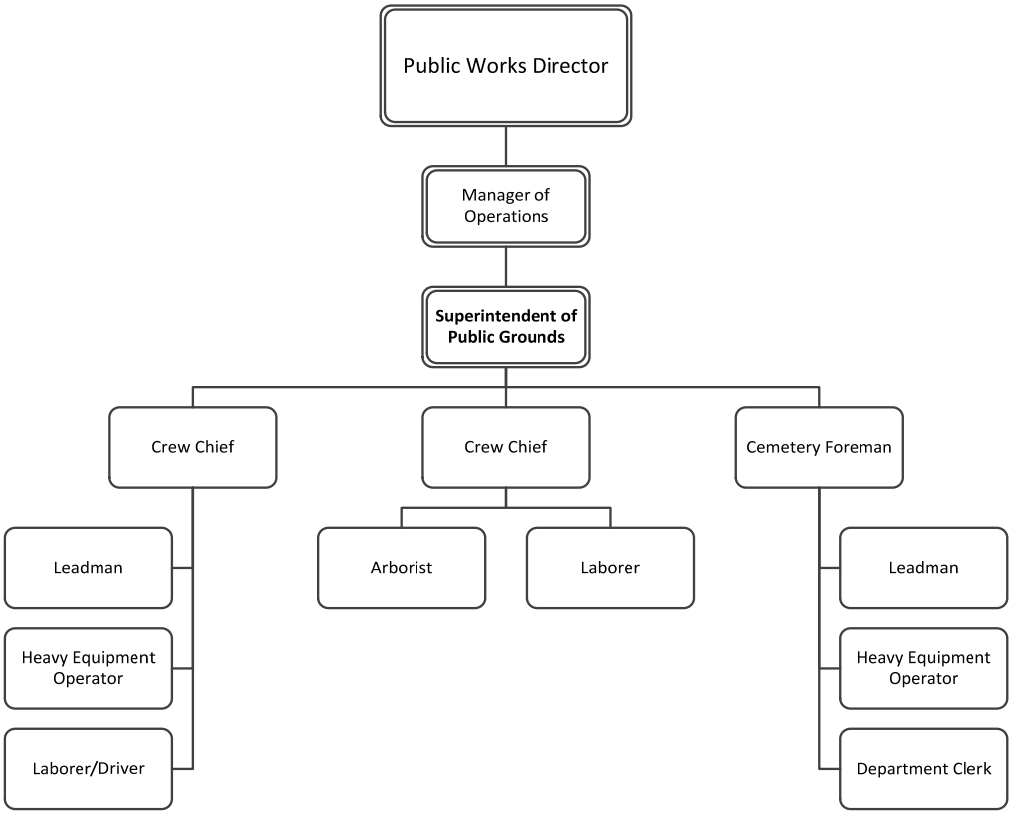
Division Initiatives:

1. Develop a program to improve two turf areas per year. This past year the areas worked on were the Fiske and Diamond School fields.

2. Continue the implementation of planting at least one hundred and thirty 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 FY2017 plantings will come from the Tree Nursery and bare root trees from a supplier.

3. Continue the implementation of a proactive tree maintenance program to minimize hazard trees and perform timely tree pruning to promote good tree health, safety and aesthetics.

4. Continue the GPS location of graves at Westview Cemetery and begin plans for the other cemeteries.


Public Works Director
Manager of Operations
Superintendent of Public Grounds
Crew Chief
Crew Chief
Cemetery Foreman
Leadman
Heavy Equipment Operator
Laborer/Driver
Arborist
Laborer
Leadman
Heavy Equipment Operator
Department Clerk

Authorized / Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Recommended
Element 3310: Parks Division				
Superintendent of Public Grounds	1	1	1	1
Crew Chief	3	3	3	3
Leadman	4	4	4	4
Heavy Equipment Operator	4	2	6	6
Laborer-Truck Driver	3	5	1	1
sub-total FTE	**15**	**15**	**15**	**15**
sub-total FT/PT	**15 FT/0 PT**	**15 FT/0 PT**	**15 FT/0 PT**	**15 FT/0 PT**
Element 3320: Forestry Division				
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
sub-total FTE	**5.6**	**5.6**	**5.6**	**5.6**
sub-total FT/PT	**5 FT/2 PT**	**5 FT/2 PT**	**5 FT/2 PT**	**5 FT/2 PT**
Element 3330: Cemetery Division				
Cemetery Foreman	1	1	1	1
Crew Chief	0	0	0	0
Leadman	1	1	1	1
Heavy Equipment Operator	1	1	1	1
Department Clerk	1	1	1	1
Seasonal Laborer	0.6	0.6	0.6	0.6
sub-total FTE	**4.6**	**4.6**	**4.6**	**4.6**
sub-total FT/PT	**4 FT/2 PT**	**4 FT/2 PT**	**4 FT/2 PT**	**4 FT/2 PT**
Total FTE	**25.2**	**25.2**	**25.2**	**25.2**
Total Full/Part Time	**24 FT/4 PT**	**24 FT/4 PT**	**24 FT/4 PT**	**24 FT/4 PT**

***Seasonal Laborers in 3320 Forestry have been funded since FY2013.**

Budget Recommendations:

The FY2017 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 $1,905,058, which is a $76,274, or 4.17% increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The combined Parks, Forestry and Cemetery FY2016 recommended General Fund operating budget is $1,820,058 which is a $76,274 or 4.37% increase from the restated FY2016 General Fund budget.

The combined Parks, Forestry and Cemetery General Fund operating budget for Compensation is $1,341,803 and reflects a $33,224 or 2.54% increase, which is attributable to a program improvement for additional Overtime of $25,000 as well as the cost of prospective step increases. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The combined Parks, Forestry and Cemetery General Fund operating budget for Expenses is $478,255 and reflects a $43,050 or 9.89% increase. The Parks Division expense budget is increasing by $17,450, or 6.86%, driven primarily by the recommended Program Improvement Request of $15,000 for a leaf vacuum system. The Forestry Division expense budget is increasing $15,500, or 12.72% attributable to a recommended Program Improvement Request of $15,000 for additional funding for disposal of forestry materials. The Cemetery Division expense budget is increasing by $11,102, or 3.68%, driven primarily by a recommended Program Improvement Request of $10,000 for additional funding for disposal of cemetery materials. These two program improvement requests are solely driven by the Town's plan to install a solar array at the Hartwell Compost Facility.

The combined FY17 revolving fund budgets are level funded at $85,000.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Leaf Vacuum System	$ 15,000		$ 15,000	$ 15,000	$ -	$ 15,000	$-
Disposal Forestry Materials	$ 15,000		$ 15,000	$ 15,000	$ -	$ 15,000	$-
Disposal of Excavated Materials - Cemetery	$ 10,000		$ 10,000	$ 10,000	$ -	$ 10,000	$-
Landscape Maintenance - Cemetery	$ 5,000		$ 5,000	$ -	$ -	$ -	$ 5,000
Increase OT Parks	$ 25,000	$ 363	$ 25,363	$ 25,000	$ 363	$ 25,363	$ -

Budget Summary:

Funding Sources	FY 2014 Actual	FY 2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 1,177,587	$ 1,171,353	$ 1,386,880	$ 1,409,274	$ 65,000	$ 1,474,274	$ 87,394	6.30%
Enterprise Funds (Indirects)	$ 121,296	$ 121,296	$ 117,384	$ 113,760	$ -	$ 113,760	$ (3,624)	-3.09%
Fees & Charges	-	-	-	-	-	-	-	-
Cemetery Prep Fees	$ 139,063	$ 122,321	$ 134,520	$ 127,024	$ -	$ 127,024	$ (7,496)	-5.57%
Directed Funding	-	-	-	-	-	-	-	-
Cemetery Trust	$ 120,000	$ 120,000	$ 105,000	$ 105,000	$ -	$ 105,000	$ -	0.00%
Revolving Funds	-	-	-	-	-	-	-	-
Burial Containers	$ 26,538	$ 29,060	$ 40,000	$ 40,000	$ -	$ 40,000	$ -	0.00%
Tree	$ 24,999	$ 24,823	$ 45,000	$ 45,000	$ -	$ 45,000	$ -	0.00%
Total 3300 Public Grounds	**$ 1,609,483**	**$ 1,588,853**	**$ 1,828,784**	**$ 1,840,058**	**$ 65,000**	**$ 1,905,058**	**$ 76,274**	**4.17%**

Appropriation Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 1,163,819	$ 1,199,068	$ 1,308,579	$ 1,316,803	$ 25,000	$ 1,341,803	$ 33,224	2.54%
Expenses	$ 445,664	$ 389,785	$ 520,205	$ 523,255	$ 40,000	$ 563,255	$ 43,050	8.28%
Total 3300 Public Grounds	**$ 1,609,483**	**$ 1,588,853**	**$ 1,828,784**	**$ 1,840,058**	**$ 65,000**	**$ 1,905,058**	**$ 76,274**	**4.17%**

Program Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 3310 Parks Division	$ 1,009,264	$ 978,175	$ 1,053,859	$ 1,064,519	$ 40,000	$ 1,104,519	$ 50,661	4.81%
Total 3320 Forestry	$ 289,385	$ 310,143	$ 432,943	$ 432,454	$ 15,000	$ 447,454	$ 14,511	3.35%
Total 3330 Cemetery	$ 310,834	$ 300,534	$ 341,983	$ 343,085	$ 10,000	$ 353,085	$ 11,102	3.25%
Total 3300 Public Grounds	**$ 1,609,483**	**$ 1,588,853**	**$ 1,828,784**	**$ 1,840,058**	**$ 65,000**	**$ 1,905,058**	**$ 76,274**	**4.17%**

Object Code Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 1,049,129	$ 1,072,159	$ 1,231,836	$ 1,240,058	$ -	$ 1,240,058	$ 8,222	0.67%
Overtime	$ 114,690	$ 126,909	$ 76,743	$ 76,745	$ 25,000	$ 101,745	$ 25,002	32.58%
Personal Services	*$ 1,163,819*	*$ 1,199,068*	*$ 1,308,579*	*$ 1,316,803*	*$ 25,000*	*$ 1,341,803*	*$ 33,224*	*2.54%*
Contractual Services	$ 202,147	$ 155,245	$ 262,530	$ 265,280	$ 25,000	$ 290,280	$ 27,750	10.57%
Utilities	$ 31,504	$ 45,422	$ 38,675	$ 38,775	$ -	$ 38,775	$ 100	0.26%
Supplies	$ 189,431	$ 181,180	$ 211,300	$ 211,500	$ -	$ 211,500	$ 200	0.09%
Small Capital	$ 22,582	$ 7,939	$ 7,700	$ 7,700	$ 15,000	$ 22,700	$ 15,000	194.81%
Expenses	*$ 445,664*	*$ 389,785*	*$ 520,205*	*$ 523,255*	*$ 40,000*	*$ 563,255*	*$ 43,050*	*8.28%*
Total 3300 Public Grounds	**$ 1,609,483**	**$ 1,588,853**	**$ 1,828,784**	**$ 1,840,058**	**$ 65,000**	**$ 1,905,058**	**$ 76,274**	**4.17%**

Appropriation Summary (General Fund Only)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 1,163,819	$ 1,199,068	$ 1,308,579	$ 1,316,803	$ 25,000	$ 1,341,803	$ 33,224	2.54%
Expenses	$ 394,127	$ 335,902	$ 435,205	$ 438,255	$ 40,000	$ 478,255	$ 43,050	9.89%
Total 3300 Public Grounds	**$ 1,557,946**	**$ 1,534,970**	**$ 1,743,784**	**$ 1,755,058**	**$ 65,000**	**$ 1,820,058**	**$ 76,274**	**4.37%**

Appropriation Summary (Non-General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	*$ -*	$ -	-
Expenses	*$ 51,537*	*$ 53,883*	*$ 85,000*	*$ 85,000*	*$ -*	*$ 85,000*	$ -	0.00%
Total 3320 Forestry	$ 24,999	$ 24,823	$ 45,000	$ 45,000	$ -	$ 45,000	$ -	0.00%
Total 3330 Cemetery	$ 26,538	$ 29,060	$ 40,000	$ 40,000	$ -	$ 40,000	$ -	0.00%
Total 3300 Public Grounds	**$ 51,537**	**$ 53,883**	**$ 85,000**	**$ 85,000**	**$ -**	**$ 85,000**	**$ -**	**0.00%**

3400 Environmental Services

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

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

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

FY2017 is the fifth year of a five year contract with JRM Hauling and Recycling Inc. The total refuse and recycling contract was $1,489,200 in FY2014, $1,518,984 in FY2015 and $1,549,364 in FY2016. In FY2017, curbside refuse collection will increase $15,903, or 2%.

The Town is currently under contract with Wheelabrator in North Andover for refuse disposal through June 30, 2020.

Division Initiatives:

1. Continue to oversee enforcement of mandatory recycling by-law and State waste ban regulations implemented by curbside collection vendor.

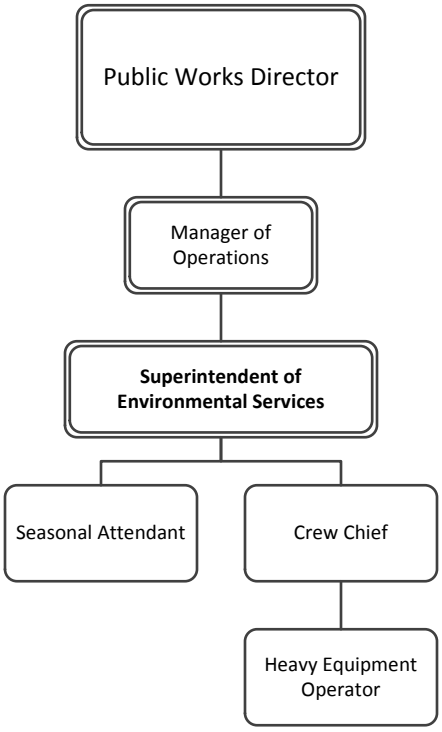
2. Draft Refuse Collection Request for Proposal (RFP) Bid Specifications for next contract

3. Develop a new landscape contractor yard waste disposal permit program.

4. Participate in the implementation of solar panels at the Hartwell Avenue Compost Facility.

5. Examine recycling opportunities for the Lexington Business community.

6. Continue to explore future alternative disposal options for municipal solid waste.



Authorized / Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Recommended
Element 3420: Recycling (Compost Fac.)**				
Superintendent of Environmental Services	1	1	1	1
Crew Chief	1	1	1	1
Heavy Equipment Operator	1	1	1	1
Seasonal Heavy Equipment Operator		0.5	0.5	0.5
Seasonal Attendant	0.7	0.7	0.7	0.7
sub-total FTE	**3.7**	**4.2**	**4.2**	**4.2**
sub-total FT/PT	**3 FT/1 PT****	**3 FT/1 PT****	**3 FT/1 PT****	**3 FT/1 PT****
Total FTE	**3.7**	**4.2**	**4.2**	**4.2**
Total Full/Part Time	**3 FT/1 PT**	**3 FT/1 PT**	**3 FT/1 PT**	**3 FT/1 PT**
Total FTE	**61.8**	**63.3**	**63.3**	**62.8**
Total Full/Part Time	**57 FT/10 PT**	**58 FT/ 10 PT**	**58 FT/ 10 PT**	**58 FT/ 10 PT**

Explanatory Notes

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

Budget Recommendations:

The recommended FY2017 All Funds Environmental Services budget inclusive of the General Fund operating budgets for the Refuse Collection, Recycling and Refuse Disposal divisions and the Compost Operations and Minuteman Household Hazardous Waste Program Revolving Funds is $3,088,633, which is a $134,534 or 4.55% increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

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

The combined General Fund Refuse Collection, Recycling and Refuse Disposal operating budget for Expenses is $2,299,027 and reflects a $59,850 or 2.67% increase. The Refuse Collection expense budget is recommended at $811,056, an increase of $15,903, or 2.0% and is attributable to the cost escalator in the Town's contract for refuse collection with JRM. The Recycling expense budget is recommended at $887,377 an increase of $16,353, or 1.88% to cover projected increases in the cost of curbside collection of paper & cardboard, containers, 24 curbside yard waste collections, appliances, large scrap metal items, and electronic waste. The Refuse Disposal expense budget is recommended at $600,594, an increase of $27,594 or 4.82% attributable to a 2.5%, or $1.58, increase in the Town's tipping fee per ton. Total refuse disposal tonnage for FY17 is projected to be 9,300 tons.

The FY17 revolving fund budgets are recommended at $789,606, a $74,684, or 10.45% increase. Minuteman Household Hazardous Waste Program Revolving Fund is level-funded at $180,000. The Compost Operations Revolving Fund is recommended at $609,606 a $78,684, or 13.96% increase which reflects an $18,291 increase in compensation (attributed to an increase in overtime of $12,977 as well as step and cost of living increases), a $20,000 increase in expenses driven totally by a recommended Program Improvement request of $20,000 for disposal of compost tailings related to the planned installation of solar panels at the Hartwell Avenue Compost Facility. In addition, debt service is increasing by $38,487 to reflect the projected cost of short-term financing and long-term debt issuance costs of a loader and windrow turner funded in the FY16 capital budget.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Heavy Equip. Oper. To FT	$ 19,600	$ 15,437	$ 35,037	$ -	$ -	$ -	$ 35,037
Disposal of Compost Tailings	$ 20,000	$ -	$ 20,000	$ 20,000	$ -	$ 20,000	$ -

Budget Summary:

Funding Sources	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Request	Manager's Add/Del	FY2017 Projected	Dollar Increase	Percent Increase
Tax Levy	$ 2,158,835	$ 2,209,641	$ 2,239,177	$ 2,299,027	$ -	$ 2,299,027	$ 59,850	2.67%
Revolving Funds	-	-	-	-	-	-	-	-
Compost Operations	$ 445,925	$ 452,501	$ 534,922	$ 589,606	$ 20,000	$ 609,606	$ 74,684	13.96%
MHHP Operations	$ 145,727	$ 147,420	$ 180,000	$ 180,000	$ -	$ 180,000	$ -	0.00%
Total 3400 Enviromental Services	**$ 2,750,487**	**$ 2,809,562**	**$ 2,954,099**	**$ 3,068,633**	**$ 20,000**	**$ 3,088,633**	**$ 134,534**	**4.55%**

Appropriation Summary (All Funds)	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	$ 206,931	$ 232,117	$ 252,084	$ 270,375	$ -	$ 270,375	$ 18,291	7.26%
Expenses	$ 2,417,543	$ 2,508,256	$ 2,581,027	$ 2,640,877	$ 20,000	$ 2,660,877	$ 79,850	3.09%
Benefits	$ 42,614	$ 29,526	$ 57,094	$ 55,000	$ -	$ 55,000	$ (2,094)	-3.67%
Debt Service (Revolving Fund)	$ 83,400	$ 39,663	$ 63,894	$ 102,381	$ -	$ 102,381	$ 38,487	60.24%
Total 3400 Enviromental Services	**$ 2,750,487**	**$ 2,809,562**	**$ 2,954,099**	**$ 3,068,633**	**$ 20,000**	**$ 3,088,633**	**$ 134,534**	**4.55%**

Program Summary (All Funds)	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Recommended	Dollar Increase	Percent Increase
Total 3410 Refuse Collection	$ 764,603	$ 779,561	$ 795,153	$ 811,056	$ -	$ 811,056	$ 15,903	2.00%
Total 3420 Recycling	$ 1,391,711	$ 1,416,101	$ 1,585,946	$ 1,656,983	$ 20,000	$ 1,676,983	$ 91,037	5.74%
Total 3420 Refuse Disposal	$ 594,174	$ 613,900	$ 573,000	$ 600,594	$ -	$ 600,594	$ 27,594	4.82%
Total 3400 Enviromental Services	**$ 2,750,487**	**$ 2,809,562**	**$ 2,954,099**	**$ 3,068,633**	**$ 20,000**	**$ 3,088,633**	**$ 134,534**	**4.55%**

Object Code Summary (All Funds)	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	$ 187,383	$ 209,887	$ 230,559	$ 235,874	$ -	$ 235,874	$ 5,315	2.31%
Overtime	$ 19,548	$ 22,230	$ 21,525	$ 34,502	$ -	$ 34,502	$ 12,977	60.29%
Personal Services	*$ 206,931*	*$ 232,117*	*$ 252,084*	*$ 270,375*	*$ -*	*$ 270,375*	*$ 18,291*	*7.26%*
Contractual Services	$ 2,385,953	$ 2,475,492	$ 2,544,877	$ 2,604,727	$ 20,000	$ 2,624,727	$ 79,850	3.14%
Utilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Supplies	$ 31,590	$ 22,994	$ 36,150	$ 36,150	$ -	$ 36,150	$ -	0.00%
Small Capital	$ -	$ 9,770	$ -	$ -	$ -	$ -	$ -	-
Expenses	*$ 2,417,543*	*$ 2,508,256*	*$ 2,581,027*	*$ 2,640,877*	*$ 20,000*	*$ 2,660,877*	*$ 79,850*	*3.09%*
Benefits	*$ 42,614*	*$ 29,526*	*$ 57,094*	*$ 55,000*	*$ -*	*$ 55,000*	$ (2,094)	-3.67%
Debt	*$ 83,400*	*$ 39,663*	*$ 63,894*	*$ 102,381*	*$ -*	*$ 102,381*	$ 38,487	60.24%
Total 3400 Enviromental Services	**$ 2,750,487**	**$ 2,809,562**	**$ 2,954,099**	**$ 3,068,633**	**$ 20,000**	**$ 3,088,633**	**$ 134,534**	**4.55%**

Appropriation Summary (General Fund Only)	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Expenses	$ 2,158,835	$ 2,209,641	$ 2,239,177	$ 2,299,027	$ -	$ 2,299,027	$ 59,850	2.67%
Total 3400 Enviromental Services	**$ 2,158,835**	**$ 2,209,641**	**$ 2,239,177**	**$ 2,299,027**	**$ -**	**$ 2,299,027**	**$ 59,850**	**2.67%**

Appropriation Summary (Non-General Fund)	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	**$ 206,931**	**$ 232,117**	**$ 252,084**	**$ 270,375**	**$ -**	**$ 270,375**	**$ 18,291**	**7.26%**
Total 3420 Recycling	$ 206,931	$ 232,117	$ 252,084	$ 270,375	$ -	$ 270,375	$ 18,291	7.26%
Expenses	**$ 258,708**	**$ 298,615**	**$ 341,850**	**$ 341,850**	**$ 20,000**	**$ 361,850**	**$ 20,000**	**5.85%**
Total 3420 Recycling: Compost Operations	$ 112,981	$ 151,195	$ 161,850	$ 161,850	$ 20,000	*$ 181,850*	$ 20,000	12.36%
Total 3420 Recycling: MMHP	$ 145,727	$ 147,420	$ 180,000	$ 180,000		$ 180,000	$ -	0.00%
Benefits	**$ 42,614**	**$ 29,526**	**$ 57,094**	**$ 55,000**	**$ -**	**$ 55,000**	**$ (2,094)**	**-3.67%**
Total 3420 Recycling	$ 42,614	$ 29,526	$ 57,094	$ 55,000	$ -	$ 55,000	$ (2,094)	-3.67%
Debt	**$ 83,400**	**$ 39,663**	**$ 63,894**	**$ 102,381**	**$ -**	**$ 102,381**	**$ 38,487**	**60.24%**
Total 3420 Recycling	$ 83,400	$ 39,663	$ 63,894	$ 102,381	$ -	$ 102,381	$ 38,487	60.24%
Total 3400 Enviromental Services	**$ 591,652**	**$ 599,921**	**$ 714,922**	**$ 769,606**	**$ 20,000**	**$ 789,606**	**$ 74,684**	**10.45%**

3600 Water Enterprise

Mission: The Water/Sewer Division provides safe drinking water by regular monitoring and testing of water and maintaining and improving the water system 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.

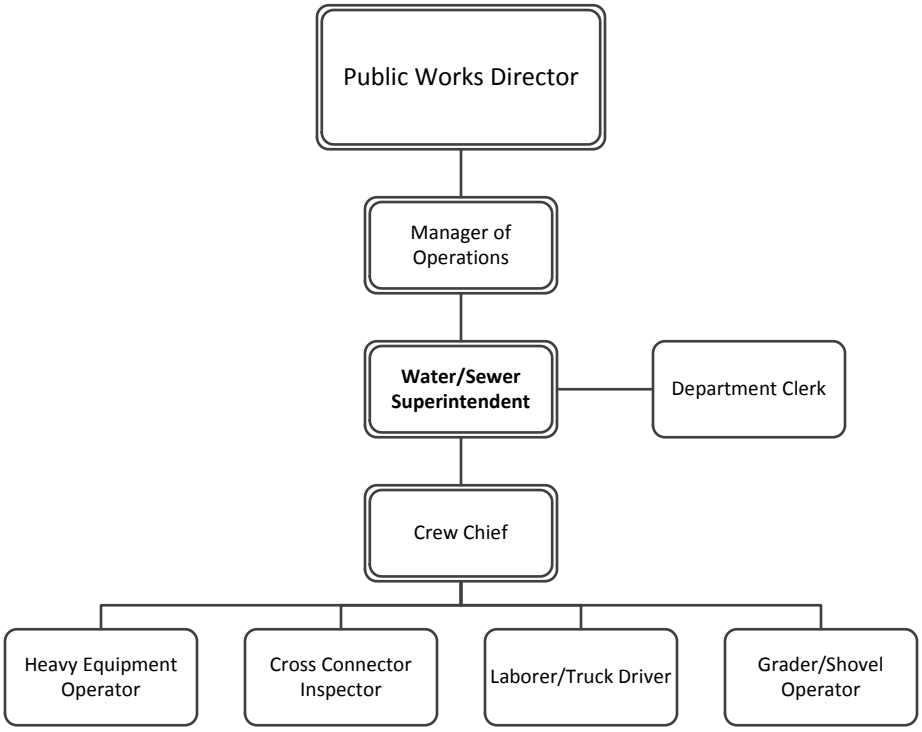
The Water Operations maintains and repairs the water system that delivers water to Lexington homes and businesses through 154 miles of water mains, 1500 fire hydrants and two water towers that store 3.24 million gallons of water. The Town has a three-block inclining rate structure to encourage water 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.

Departmental Initiatives:

1. Continue seeking out the last 2 percent of meters that have not been changed out.
2. Implement a backflow/cross connection program.
3. Reduce the amount of Pit Meters in Town and change out the manual reads on the ones that cannot be eliminated.
4. Continue to update all the water connection "paper tie cards" for GIS implementation.
5. Begin the reaccreditation process with the American Public Works Association.



Authorized/Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Recommended
Supt of Water & Sewer	0.5	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 Clerk	0.2	0.2	0.2	0.2
Meter Reader/Laborer	0	0	0	0
Total FTE	**10.7**	**10.7**	**10.7**	**10.7**
Total Full/Part Time	**10 FT/2 PT**	**10 FT/2 PT**	**10 FT/2 PT**	**10 FT/2 PT**

Budget Recommendations:

The FY2017 recommended Water operating budget is $10,682,638 inclusive of indirect costs. The recommended budget is a $659,687 or 6.58% increase over the FY2016 budget.

The budget for Compensation is $699,218, and reflects a $3,539 or 0.51% increase, which is attributable to increases for the cost of prospective step increases and increases attributable to prospective cost-of-living adjustments.

The budget for Expenses is $404,025 which is an increase of $14,625, or 3.76% over FY16 attributable to a recommended Program Improvement request of $13,125 for disposal of excavated materials related to the planned solar installation at the Hartwell Avenue Compost Facility.

Debt service is recommended to decrease by $6,787 or 0.50%.

The MWRA Assessment is projected at $7,364,658, which is a $659,514 or 10.00% increase from FY16. The MWRA will issue its preliminary assessment in February and its final assessment in June.

Indirect payments to the General Fund to cover costs incurred by the General Fund in support of water operations are projected at $877,411, a decrease of $21,203, or 2.36%.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Disposal of Excavated Materials	$ 13,125	$ -	$ 13,125	$ 13,125	$ -	$ 13,125	$ -

Budget Summary:

Funding Sources	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Projected	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Enterprise Funds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Retained Earnings	$ 500,000	$ 500,000	$ 275,000	$ 150,000	$ -	$ 150,000	$ (125,000)	0.00%
User Charges	$ 8,971,238	$ 9,440,624	$ 9,448,950	$ 10,220,513	$ 13,125	$ 10,233,638	$ 784,687	8.30%
Connection Fees	$ -		$ -		$ -	$ -	$ -	0.00%
Investment Income	$ 7,676	$ 7,492	$ 7,500	$ 7,500	$ -	$ 7,500	$ -	0.00%
Fees & Charges	$ 293,335	$ 331,629	$ 291,500	$ 291,500	$ -	$ 291,500	$ -	0.00%
Total 3600 Water Enterprise	**$ 9,772,249**	**$ 10,279,745**	**$ 10,022,950**	**$ 10,669,513**	**$ 13,125**	**$ 10,682,638**	**$ 659,687**	**6.58%**

Appropriation Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 626,677	$ 593,594	$ 695,679	$ 699,218	$ -	$ 699,218	$ 3,539	0.51%
Expenses	$ 395,016	$ 386,371	$ 389,400	$ 390,900	$ 13,125	$ 404,025	$ 14,625	3.76%
Debt	$ 1,258,627	$ 1,378,688	$ 1,344,114	$ 1,337,326	$ -	$ 1,337,326	$ (6,787)	-0.50%
MWRA	$ 5,555,065	$ 6,035,893	$ 6,695,144	$ 7,364,658	$ -	$ 7,364,658	$ 669,514	10.00%
Indirects	$ 818,689	$ 789,275	$ 898,614	$ 877,411	$ -	$ 877,411	$ (21,203)	-2.36%
Total 3600 Water Enterprise	**$ 8,654,075**	**$ 9,183,821**	**$ 10,022,950**	**$ 10,669,513**	**$ 13,125**	**$ 10,682,638**	**$ 659,687**	**6.58%**

Program Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 3610 Water Operations	$ 2,280,321	$ 2,358,653	$ 2,429,192	$ 2,427,444	$ 13,125	$ 2,440,569	$ 11,377	0.47%
Total 3620 MWRA	$ 5,555,065	$ 6,035,893	$ 6,695,144	$ 7,364,658	$ -	$ 7,364,658	$ 669,514	10.00%
Indirects	$ 818,689	$ 789,275	$ 898,614	$ 877,411	$ -	$ 877,411	$ (21,203)	-2.36%
Total 3600 Water Enterprise	**$ 8,654,075**	**$ 9,183,821**	**$ 10,022,950**	**$ 10,669,513**	**$ 13,125**	**$ 10,682,638**	**$ 659,687**	**6.58%**

Object Code Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 498,974	$ 444,411	$ 554,783	$ 551,907	$ -	$ 551,907	$ (2,876)	-0.52%
Overtime	$ 127,704	$ 149,183	$ 140,896	$ 147,311	$ -	$ 147,311	$ 6,415	4.55%
Personal Services	*$ 626,677*	*$ 593,594*	*$ 695,679*	*$ 699,218*	*$ -*	*$ 699,218*	*$ 3,539*	*0.51%*
Contractual Services	$ 120,239	$ 158,228	$ 188,900	$ 189,900	$ 13,125	$ 203,025	$ 14,125	7.48%
Utilities	$ 10,993	$ 13,025	$ 5,500	$ 5,500	$ -	$ 5,500	$ -	0.00%
Supplies	$ 251,794	$ 188,934	$ 161,000	$ 161,500	$ -	$ 161,500	$ 500	0.31%
Small Capital	$ 11,990	$ 26,184	$ 34,000	$ 34,000	$ -	$ 34,000	$ -	0.00%
Expenses	*$ 395,016*	*$ 386,371*	*$ 389,400*	*$ 390,900*	*$ 13,125*	*$ 404,025*	*$ 14,625*	*3.76%*
Debt	*$ 1,258,627*	*$ 1,378,688*	*$ 1,344,114*	*$ 1,337,326*	*$ -*	*$ 1,337,326*	*$ (6,787)*	*-0.50%*
MWRA	*$ 5,555,065*	*$ 6,035,893*	*$ 6,695,144*	*$ 7,364,658*	*$ -*	*$ 7,364,658*	*$ 669,514*	*10.00%*
Indirects	*$ 818,689*	*$ 789,275*	*$ 898,614*	*$ 877,411*	*$ -*	*$ 877,411*	*$ (21,203)*	*-2.36%*
Total 3600 Water Enterprise	**$ 8,654,075**	**$ 9,183,821**	**$ 10,022,950**	**$ 10,669,513**	**$ 13,125**	**$ 10,682,638**	**$ 659,687**	**6.58%**

3700 Sewer Enterprise

Mission: The Sewer Division ensures the proper and safe discharge of wastewater through the operation of pumping stations and by maintaining and improving the wastewater system 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.

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

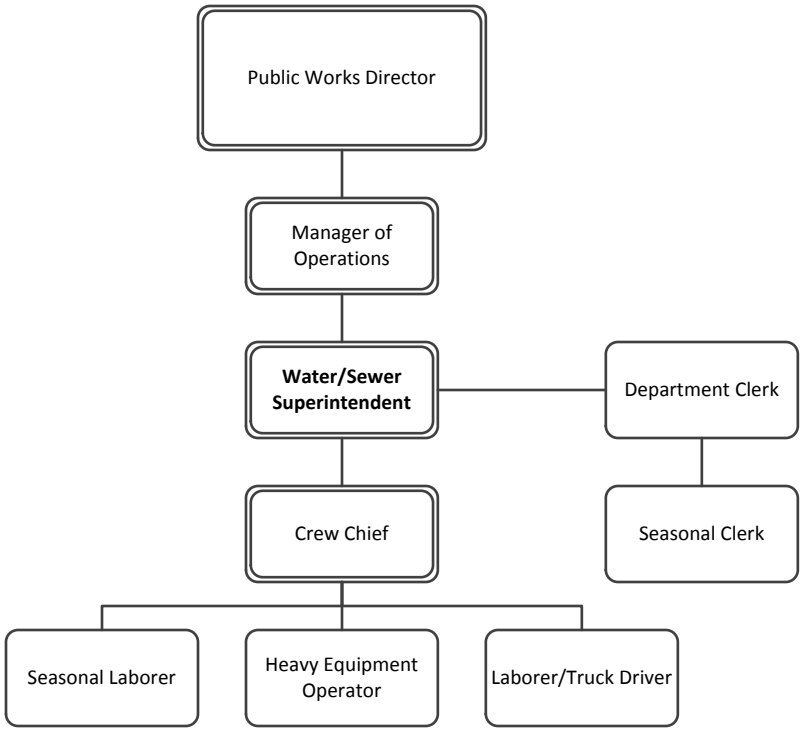
Indirect support from the General Fund reflects Wastewater Enterprise Fund expenses (benefits, insurance, engineering support) that are appropriated in the General Fund. The Wastewater Enterprise Fund, therefore, reimburses the General Fund for these expenses through an indirect cost transfer.

Departmental Initiatives:

1. Continue the Sewer Collection System flushing program and root removal in all problem areas.

2. Continue to educate the public as to the costs and problems created by Inflow & Infiltration.

3. Begin the reaccreditation process through the American Public Works Association.



Authorized / Appropriated Staffing

	FY 2014 Budget	FY2015 Budget	FY2016 Budget	FY2017 Request
Supt of Water & Sewer	0.5	0.5	0.5	0.5
Crew Chief	1	1	1	1
Heavy Equipment Operator	2	2	2	2
Department Clerk	0.2	0.2	0.2	0.2
Seasonal Clerk	0.4	0.4	0.4	0.4
Seasonal Laborer	0.3	0.3	0.3	0.3
Total FTE	**4.4**	**4.4**	**4.4**	**4.4**
Total Full / Part Time	**3 FT / 4 PT**	**3 FT / 4 PT**	**3 FT / 4 PT**	**3 FT / 4 PT**

Explanatory Notes:
Seasonal Clerk works out of the Engineering Office but is funded by Sewer Enterprise.

Budget Recommendations:

The FY2017 recommended Sewer operating budget, inclusive of indirect costs, is $9,838,684 a $687,131, or 7.51% increase over the FY2016 budget.

The budget for Compensation is $298,234 and reflects a $1,317 or 0.44% increase, which is a net change attributable to increases for the cost of prospective step increases, increases attributable to prospective cost-of-living adjustments, and replacement of staff at lower steps.

The budget for Expenses is $347,525 which is an increase of $1,875, or 0.54% attributable to a recommended Program Improvement Request of $1,875 for disposal of excavated materials related to the planned solar installation at the Hartwell Avenue Compost Facility.

Debt service is recommended to decrease by $38,622 or 3.64%.

The MWRA Assessment is projected at $7,667,194, which is a $687,131 or 10.00% increase from FY16. The MWRA will issue its preliminary assessment in February and its final assessment in June.

Indirect payments to the General Fund for those costs borne by the General Fund in support of sewer operations are projected at $503,898, an increase of $25,544 or 5.34%.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Disposal of Excavated Materials	$ 1,875	$ -	$ 1,875	$ 1,875	$ -	$ 1,875	$ -

3700 Sewer Enterprise

Funding Sources	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Projected	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	-	-	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-	-	-
Retained Earnings	$ 100,000	$ 50,000	$ -	$ -	$ -	$ -	$ -	---
User Charges	$ 9,449,498	$ 9,313,395	$ 8,831,553	$ 9,516,809	$ 1,875	$ 9,518,684	$ 687,131	7.78%
Connection Fees	$ 3,334	$ 1,802	$ -	$ -	$ -	$ -	$ -	---
Investment Income	$ 7,056	$ 6,241	$ 6,000	$ 6,000	$ -	$ 6,000	$ -	0.00%
Fees & Charges	$ 541,778	$ 554,798	$ 314,000	$ 314,000	$ -	$ 314,000	$ -	0.00%
Total 3700 Sewer Enterprise	**$ 10,101,666**	**$ 9,926,236**	**$ 9,151,553**	**$ 9,836,809**	**$ 1,875**	**$ 9,838,684**	**$ 687,131**	**7.51%**

Appropriation Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 174,223	$ 217,497	$ 296,917	$ 298,234	$ -	$ 298,234	$ 1,317	0.44%
Expenses	$ 336,397	$ 334,817	$ 345,650	$ 345,650	$ 1,875	$ 347,525	$ 1,875	0.54%
Debt	$ 1,112,818	$ 1,199,243	$ 1,060,456	$ 1,021,834	$ -	$ 1,021,834	$ (38,622)	-3.64%
MWRA	$ 7,014,300	$ 7,177,387	$ 6,970,176	$ 7,667,194	$ -	$ 7,667,194	$ 697,018	10.00%
Indirects	$ 450,116	$ 465,030	$ 478,354	$ 503,898	$ -	$ 503,898	$ 25,544	5.34%
Total 3700 Sewer Enterprise	**$ 9,087,854**	**$ 9,393,974**	**$ 9,151,553**	**$ 9,836,809**	**$ 1,875**	**$ 9,838,684**	**$ 687,131**	**7.51%**

Program Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 3710 Sewer Enterprise	$ 1,623,438	$ 1,751,557	$ 1,703,023	$ 1,665,718	$ 1,875	$ 1,667,593	$ (35,430)	-2.08%
Total 3720 MWRA	$ 7,014,300	$ 7,177,387	$ 6,970,176	$ 7,667,194	$ -	$ 7,667,194	$ 697,018	10.00%
Indirects	$ 450,116	$ 465,030	$ 478,354	$ 503,898	$ -	$ 503,898	$ 25,544	5.34%
Total 3700 Sewer Enterprise	**$ 9,087,854**	**$ 9,393,974**	**$ 9,151,553**	**$ 9,836,809**	**$ 1,875**	**$ 9,838,684**	**$ 687,131**	**7.51%**

Object Code Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 142,464	$ 166,303	$ 231,972	$ 230,334	$ -	$ 230,334	$ (1,639)	-0.71%
Overtime	$ 31,760	$ 51,194	$ 64,944	$ 67,900	$ -	$ 67,900	$ 2,956	4.55%
Personal Services	*$ 174,223*	*$ 217,497*	*$ 296,917*	*$ 298,234*	*$ -*	*$ 298,234*	*$ 1,317*	*0.44%*
Contractual Services	$ 99,058	$ 146,556	$ 144,900	$ 144,900	$ 1,875	$ 146,775	$ 1,875	1.29%
Utilities	$ 100,975	$ 137,161	$ 119,500	$ 119,500	$ -	$ 119,500	$ -	0.00%
Supplies	$ 124,979	$ 38,241	$ 67,750	$ 67,750	$ -	$ 67,750	$ -	0.00%
Small Capital	$ 11,385	$ 12,859	$ 13,500	$ 13,500	$ -	$ 13,500	$ -	0.00%
Expenses	*$ 336,397*	*$ 334,817*	*$ 345,650*	*$ 345,650*	*$ 1,875*	*$ 347,525*	*$ 1,875*	*0.54%*
Debt	*$ 1,112,818*	*$ 1,199,243*	*$ 1,060,456*	*$ 1,021,834*	*$ -*	*$ 1,021,834*	*$ (38,622)*	*-3.64%*
MWRA	*$ 7,014,300*	*$ 7,177,387*	*$ 6,970,176*	*$ 7,667,194*	*$ -*	*$ 7,667,194*	*$ 697,018*	*10.00%*
Indirects	*$ 450,116*	*$ 465,030*	*$ 478,354*	*$ 503,898*	*$ -*	*$ 503,898*	*$ 25,544*	*5.34%*
Total 3700 Sewer Enterprise	**$ 9,087,854**	**$ 9,393,974**	**$ 9,151,553**	**$ 9,836,809**	**$ 1,875**	**$ 9,838,684**	**$ 687,131**	**7.51%**

Budget Summary:

Section VI: Program 4000: Public Safety

This section includes detailed information about the FY2017 Operating Budget & Financing Plan for public safety. It includes:

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

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4100 Law Enforcement

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

Budget Overview: The Police Department is comprised of seven divisions: Administration, Patrol and Enforcement, Traffic Bureau, Investigations, Dispatch, Animal Control and Crossing Guards. In FY2015, the Police Department responded to 14,336 calls for service with 603 crimes investigated.

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

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

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

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

The Dispatch division is comprised of nine civilian dispatchers responsible for directing the proper resources to over 15,500 service calls that require a police, fire or medical unit response; in FY2015 they answered 5,800 9-1-1 calls and almost 30,000 telephone calls.

The Animal Control division entered into an agreement to share a full-time Animal Control Officer (ACO) with the Town of Bedford in October of 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.

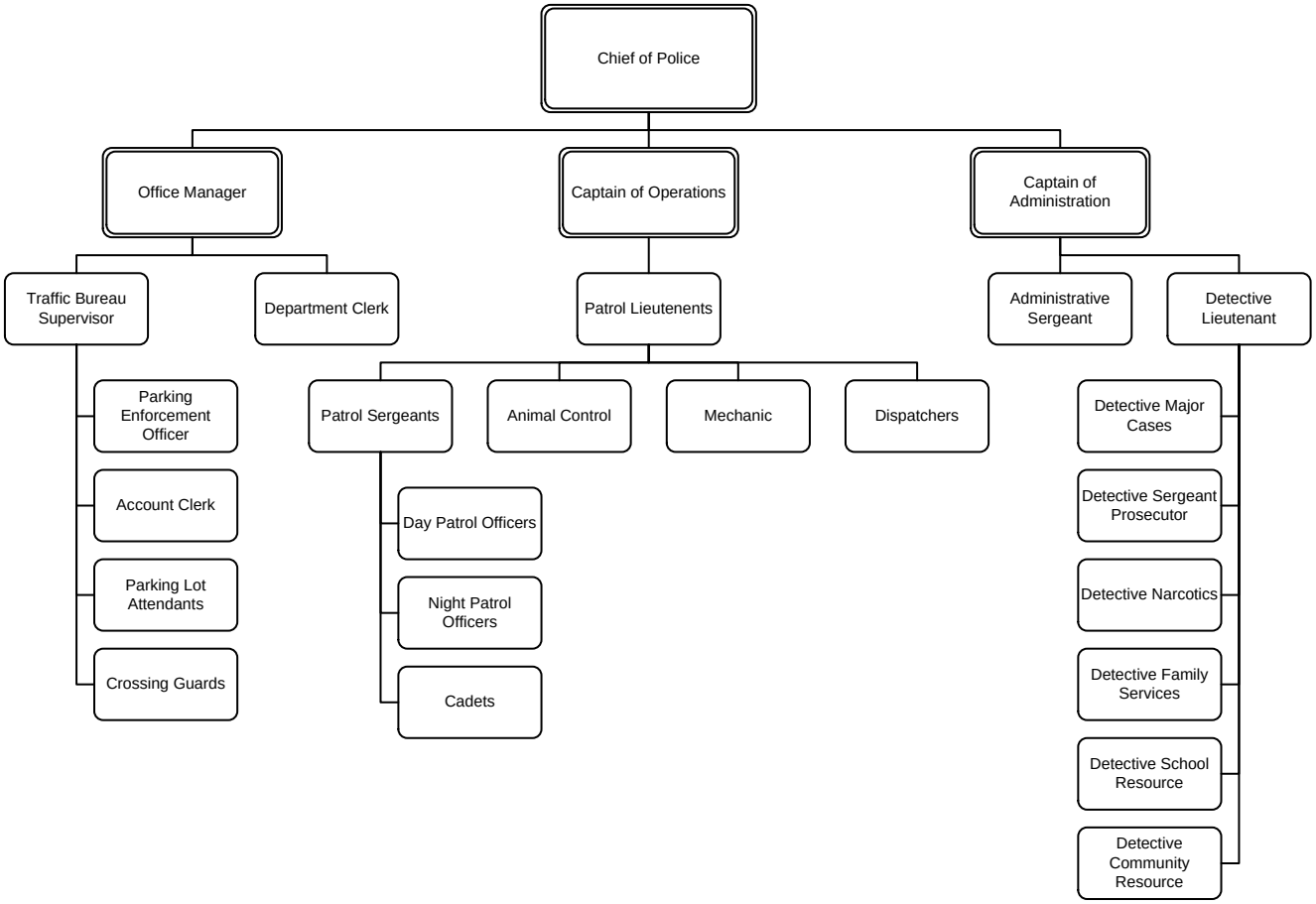
The School Crossing guard program has 16 part-time civilian members who cover 14 school crossings during the school year.

Departmental Initiatives:

1. Identify and begin implementation of a Police/Fire/Emergency dispatching and record keeping software application.

2. Review and realign current staffing to meet current trends in call volume and traffic/pedestrian/bicycle safety initiatives.

3. Assist the Board of Selectmen with planning, budgeting and constructing a new police station and improvements to the Hartwell Avenue outdoor firing range.



Authorized / Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Recommended
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	28	28	29	29
Lieutenant (Detective)	1	1	1	1
Sergeant (Detective-Prosecutor)	1	1	1	1
Detectives; Major Case	2	2	2	2
Family Services Detective	1	1	1	1
School Resource Officer	1	1	1	1
Community Resource Officer	1	1	1	1
Narcotics/Vice Detective	1	1	1	1
Cadets	1.03	1.03	2.06	2.04
Parking Enforcement Officer	1	1	1	1
Dispatcher	9	9	9	9
Office Manager	1	1	1	1
Traffic Bureau Supervisor	1	1	1	1
Department Clerk	1	1	1	1
Department Account Clerk	1	1	1	1
Mechanic	1	1	1	1
Animal Control - 1 part-time	0.54	0.54	0.54	0
Parking Lot Attendants - 8 part-time	3.1	3.1	3.1	2.81
Crossing Guards - 16 part-time	3.48	3.48	3.48	3.48
FTE Total	**72.2**	**72.2**	**74.18**	**73.33**
	49 Officers	49 Officers	50 Officers	50 Officers
FT - PT Total	**64FT/27PT**	**64FT/27PT**	**65FT/29PT**	**65FT/29PT**

Overall staff changes from FY2014 to FY2017:

FY 14 - New Administrative Sergeant position funded; Middle School SRO replaced with Community Resource Officer

FY 16 - Cadets increased from 2 to 4 in FY2016. Cadets work 18 hours per week.

FY 16 - Additional funding for the 50th officer

FY 17 - Animal Control changed to a contracted service from the Town of Bedford at 27 hours/week

Budget Recommendations:

The FY2017 recommended Police Department budget is $6,774,543 a $33,138, or 0.49% increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting as well as the recent settlement of the LPA contract.

The budget for Compensation is $5,931,169, and reflects an $11,033, or 0.19% increase, which is a net change attributable to the cost of prospective step increases. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The budget for Expenses is $843,373 and reflects a $22,104, or 2.69% increase which is a net change primarily due to the Animal Control Officer function changing from on-staff personnel to an inter-municipal agreement with the Town of Bedford.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
NONE REQUESTED			$ -	$ -	$ -	$ -	$-

4100 Law Enforcement

Town of Lexington, Massachusetts

Budget Summary

Funding Sources (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Estimate	Dollar Increase	Percent Increase
Tax Levy	$ 5,410,949	$ 5,646,681	$ 5,980,179	$ 6,033,693		$ 6,033,693	$ 53,514	0.89%
Fees & Charges								
Fees	$ 116,654	$ 114,067	$ 108,354	$ 112,545	$ -	$ 112,545	$ 4,191	3.87%
Fines & Forfeitures	$ 376,800	$ 284,355	$ 345,000	$ 321,000	$ -	$ 321,000	$ (24,000)	-6.96%
Licenses & Permits	$ 3,700	$ 2,350	$ 2,918	$ 2,350	$ -	$ 2,350	$ (568)	-19.45%
Parking Meter Fund*	$ 262,926	$ 265,914	$ 304,954	$ 304,954		$ 304,954	$ -	0.00%
Total 4100 Law Enforcement	**$ 6,171,028**	**$ 6,313,367**	**$ 6,741,405**	**$ 6,774,543**	**$ -**	**$ 6,774,543**	**$ 33,138**	**0.49%**

Appropriation Summary	FY 2014 Actual	FY2015 Actual	FY2016[1] Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 5,481,197	$ 5,580,343	$ 5,920,136	$ 5,931,169	$ -	$ 5,931,169	$ 11,033	0.19%
Expenses	$ 689,831	$ 733,024	$ 821,269	$ 843,373	$ -	$ 843,373	$ 22,104	2.69%
Total 4100 Law Enforcement	**$ 6,171,028**	**$ 6,313,367**	**$ 6,741,405**	**$ 6,774,543**	**$ -**	**$ 6,774,543**	**$ 33,138**	**0.49%**

Program Summary	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 4110 Police Administration	$ 1,215,805	$ 1,253,235	$ 1,340,482	$ 1,350,283	$ -	$ 1,350,283	$ 9,801	0.73%
Total 4120 Patrol & Enforcement	$ 3,115,541	$ 3,275,029	$ 3,415,798	$ 3,455,592	$ -	$ 3,455,592	$ 39,794	1.16%
Total 4130 Traffic Bureau	$ 304,806	$ 308,275	$ 377,247	$ 382,560	$ -	$ 382,560	$ 5,314	1.41%
Total 4140 Investigations	$ 757,596	$ 714,475	$ 752,998	$ 747,150	$ -	$ 747,150	$ (5,848)	-0.78%
Total 4150 Dispatch	$ 598,205	$ 594,708	$ 664,845	$ 631,030	$ -	$ 631,030	$ (33,816)	-5.09%
Total 4160 Animal Control	$ 35,321	$ 23,892	$ 40,706	$ 58,600	$ -	$ 58,600	$ 17,893	43.96%
Total 4170 Crossing Guards	$ 143,756	$ 143,752	$ 149,329	$ 149,329	$ -	$ 149,329	$ -	0.00%
Total 4100 Law Enforcement	**$ 6,171,028**	**$ 6,313,367**	**$ 6,741,405**	**$ 6,774,543**	**$ -**	**$ 6,774,543**	**$ 33,138**	**0.49%**

Object Code Summary	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 4,704,023	$ 4,697,976	$ 5,170,661	$ 5,178,516	$ -	$ 5,178,516	$ 7,855	0.15%
Overtime	$ 777,174	$ 882,367	$ 749,475	$ 752,653	$ -	$ 752,653	$ 3,179	0.42%
Personal Services	*$ 5,481,197*	*$ 5,580,343*	*$ 5,920,136*	*$ 5,931,169*	*$ -*	*$ 5,931,169*	*$ 11,033*	*0.19%*
Contractual Services	$ 226,237	$ 200,363	$ 263,800	$ 315,474	$ -	$ 315,474	$ 51,674	19.59%
Utilities	$ 135,823	$ 130,489	$ 138,007	$ 114,845	$ -	$ 114,845	$ (23,162)	-16.78%
Supplies	$ 152,657	$ 201,715	$ 196,750	$ 186,660	$ -	$ 186,660	$ (10,090)	-5.13%
Small Capital	$ 175,114	$ 200,456	$ 222,712	$ 226,394	$ -	$ 226,394	$ 3,682	1.65%
Expenses	*$ 689,831*	*$ 733,024*	*$ 821,269*	*$ 843,373*	*$ -*	*$ 843,373*	*$ 22,104*	*2.69%*
Total 4100 Law Enforcement	**$ 6,171,028**	**$ 6,313,367**	**$ 6,741,405**	**$ 6,774,543**	**$ -**	**$ 6,774,543**	**$ 33,138**	**0.49%**

*The revenue from the Parking Meter Fund includes parking permits, fees from the Depot Square lot, and meter revenue.
[1]FY2016 Salaries have been restated to reflect the settlement of the LPA contract for FY13-FY15, and the LMEA settlement for FY16-FY17.

4200 Fire & Rescue

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

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

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

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

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

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

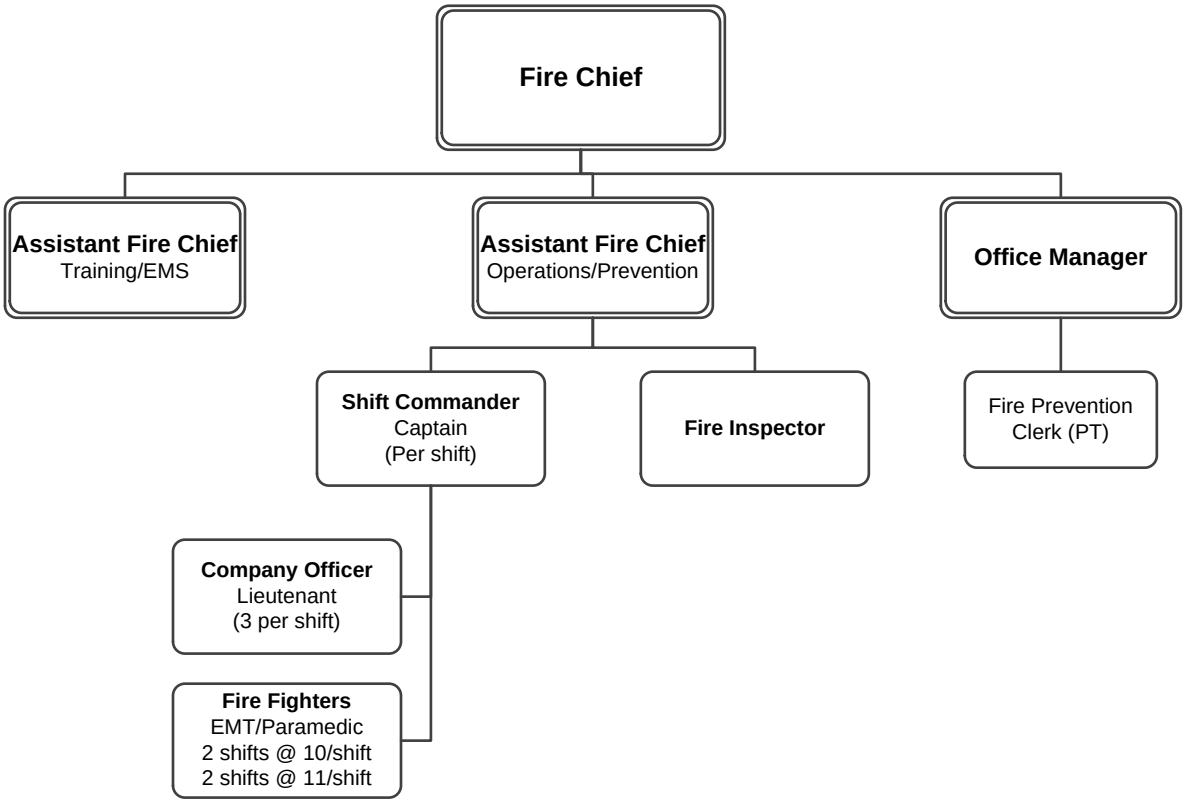
The Emergency Management division is responsible for communications with the Federal Emergency Management Agency (FEMA) and the Massachusetts Emergency Management Agency (MEMA) as well as reviewing and commenting on numerous Town-wide emergency operation plans. The Chief serves as the Emergency Management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

Departmental Initiatives:

1. Identify suitable location for a new fire headquarters.

2. Continue steps to implement new public safety software.

3. Increase fire safety education to Lexington seniors.



Authorized/Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Recommended
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	38	38	42	42
Firefighters/Paramedics (Grant Funding)*	4	4	0	0
Municipal Clerk	0.71	0.86	0.86	0.86
FTE Total	**63.71**	**63.86**	**63.86**	**63.86**
Full-Time/Part-time Total	**63FT/1PT**	**63FT/1PT**	**63FT/1PT**	**63FT/1PT**

Explanatory Notes:

*4 full-time positions were funded through the SAFER grant award, but federal funding expired as of January 2015. At the expiration of the grant, the Town assumed funding of these positions, which accounts for the increase of Firefighters/Paramedics from 28 in FY15 to 42 in FY16.

Budget Recommendations:

The FY2017 recommended General Fund Fire Department budget is $6,425,755. The recommended budget is a $46,368 or 0.73% increase over the restated FY2016 budget. The FY2016 budget is restated to reflect cost of living increases that resulted from the conclusion of collective bargaining after the FY2016 budget was adopted at the 2015 annual town meeting.

The recommended budget for Compensation is $5,867,505, and reflects a $56,468, or 0.97% increase, which is attributable to the cost of contractually obligated step increases. Compensation does not include any estimate of prospective cost of living increases. Funds for these prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The budget for Expenses is $558,250 and reflects a $10,100 or 1.78% decrease. The reduction is due to lower fuel costs and a reduction in the repair budget due to the newer age of the fleet.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Additional Ambulance Staffing (2FTEs)	$ 140,600	$ 31,857	$ 172,457	$ -	$ -	$ -	$ 172,457

Budget Summary:

Funding Sources (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Projected	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 4,329,068	$ 4,854,365	$ 5,060,603	$ 5,107,644	$ -	$ 5,107,644	$ 47,040	0.93%
Enterprise Funds (Indirects)	-	-	-	-	-	-	-	-
Fees & Charges	-	-	-	-	-	-	-	-
Ambulance Fees[1]	$ 963,526	$ 1,012,005	$ 1,267,255	$ 1,267,255	$ -	$ 1,267,255	$ -	0.00%
Fire Department Fees	$ 66,955	$ 50,170	$ 48,612	$ 48,507	$ -	$ 48,507	$ (105)	-0.22%
Licenses & Permits	$ 3,700	$ 2,350	$ 2,918	$ 2,350	$ -	$ 2,350	$ (568)	-19.45%
SAFER Grant	$ 238,018	$ 193,087	$ -	$ -	$ -	$ -	$ -	-
Total 4200 Fire/EMS	**$ 5,601,267**	**$ 6,111,977**	**$ 6,379,387**	**$ 6,425,755**	**$ -**	**$ 6,425,755**	**$ 46,368**	**0.73%**

Appropriation Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 5,098,519	$ 5,591,724	$ 5,811,037	$ 5,867,505	$ -	$ 5,867,505	$ 56,468	0.97%
Expenses	$ 502,748	$ 520,253	$ 568,350	$ 558,250	$ -	$ 558,250	$ (10,100)	-1.78%
Total 4200 Fire/EMS	**$ 5,601,267**	**$ 6,111,977**	**$ 6,379,387**	**$ 6,425,755**	**$ -**	**$ 6,425,755**	**$ 46,368**	**0.73%**

Program Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 4210 Fire Administration	$ 396,051	$ 439,534	$ 436,683	$ 445,416	$ -	$ 445,416	$ 8,734	2.00%
Total 4220 Fire Prevention	$ 203,715	$ 215,544	$ 226,929	$ 228,213	$ -	$ 228,213	$ 1,284	0.57%
Total 4320 Fire Suppression	$ 4,863,155	$ 5,322,377	$ 5,557,176	$ 5,586,626	$ -	$ 5,586,626	$ 29,449	0.53%
Total 4240 Emergency Medical Services	$ 133,892	$ 130,559	$ 152,600	$ 159,500	$ -	$ 159,500	$ 6,900	4.52%
Total 4250 Emergency Management	$ 4,454	$ 3,964	$ 6,000	$ 6,000	$ -	$ 6,000	$ -	0.00%
Total 4200 Fire/EMS	**$ 5,601,267**	**$ 6,111,977**	**$ 6,379,387**	**$ 6,425,755**	**$ -**	**$ 6,425,755**	**$ 46,368**	**0.73%**

Object Code Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 4,410,060	$ 4,706,466	$ 4,976,037	$ 5,012,505	$ -	$ 5,012,505	$ 36,468	0.73%
Overtime	$ 688,459	$ 885,259	$ 835,000	$ 855,000	$ -	$ 855,000	$ 20,000	2.40%
Personal Services	*$ 5,098,519*	*$ 5,591,724*	*$ 5,811,037*	*$ 5,867,505*	*$ -*	*$ 5,867,505*	*$ 56,468*	*0.97%*
Contractual Services	$ 275,209	$ 242,364	$ 305,850	$ 297,200	$ -	$ 297,200	$ (8,650)	-2.83%
Utilities	$ 59,072	$ 56,849	$ 62,350	$ 57,400	$ -	$ 57,400	$ (4,950)	-7.94%
Supplies	$ 151,526	$ 135,038	$ 163,650	$ 162,550	$ -	$ 162,550	$ (1,100)	-0.67%
Small Capital	$ 16,942	$ 86,002	$ 36,500	$ 41,100	$ -	$ 41,100	$ 4,600	12.60%
Expenses	*$ 502,748*	*$ 520,253*	*$ 568,350*	*$ 558,250*	*$ -*	*$ 558,250*	*$ (10,100)*	*-1.78%*
Total 4200 Fire/EMS	**$ 5,601,267**	**$ 6,111,977**	**$ 6,379,387**	**$ 6,425,755**	**$ -**	**$ 6,425,755**	**$ 46,368**	**0.73%**

Appropriation Summary (General Fund Only)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 4,860,501	$ 5,398,636	$ 5,811,037	$ 5,867,505	$ -	$ 5,867,505	$ 56,468	0.97%
Expenses	$ 502,748	$ 520,253	$ 568,350	$ 558,250	$ -	$ 558,250	$ (10,100)	-1.78%
Total 4200 Fire/EMS	**$ 5,363,249**	**$ 5,918,889**	**$ 6,379,387**	**$ 6,425,755**	**$ -**	**$ 6,425,755**	**$ 46,368**	**0.73%**

Appropriation Summary (Non General Fund)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation			$ -	$ -	$ -	$ -	$ -	-
4230 Fire Suppression	$ 238,018	$ 193,087	$ -	$ -	$ -	$ -	$ -	-
Total 4200 Fire/EMS	**$ 238,018**	**$ 193,087**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**-**

1 The FY2016 increase in ambulance fees includes only the compensation portion of the fees associated with the new paramedic positions approved for FY16. The balance of the increase is attributed to fees collected to cover the benefits portion of the positions and is reflected in the benefits summary on page IV-4.

Section VII: Program 5000: Culture & Recreation/Community Programs

This section includes detailed information about the FY 2017 Operating Budget & Financing Plan for culture & recreation services. It includes:

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

5100 Cary Memorial Library

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

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

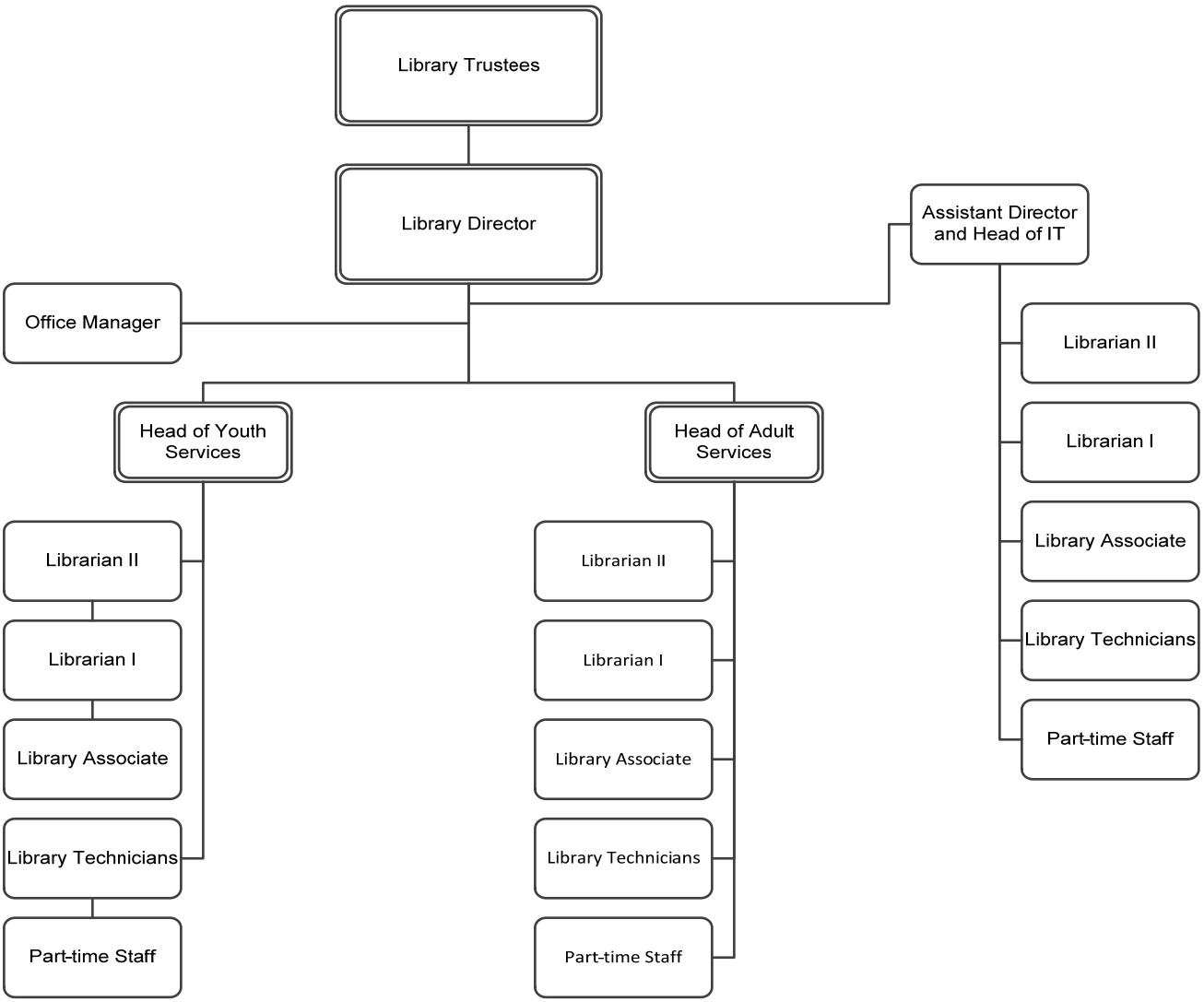
- General and Technical Services includes the administrative staff as well as the supply, equipment, and network membership costs.

- Adult Services includes all adult library, technology, and bibliographic services staff as well as adult, teen, and audiovisual materials.

- Youth Services includes all children's library staff and also includes library materials for children.

Departmental Initiatives:

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



Authorized/Appropriated Staffing:

	FY 2014 Budget	FY2015 Budget	FY2016 Budget	FY2017 Recommended
Library Director	1	1	1	1
Assistant Director/Head of Technology	1	1	1	1
Office Manager	1	1	1	1
Head of Adult Services	1	1	1	1
Head of Technology	1	1	0	0
Head of Youth Services	1	1	1	1
Circulation Supervisor	1	1	1	0
Librarians	9	9	10	10
Library Associates	2	2	2	6
Library Technicians	14.6	14.6	14.6	11.3
Adult Pages	1.3	1.3	1.3	1.6
Student Pages	0.6	0.6	0.6	0.6
Total FTE	**34.5**	**34.5**	**34.5**	**34.5**
Total FT/PT	**26FT/22PT**	**26FT/22PT**	**26FT/22PT**	**26FT/22PT**

Budget Recommendations:

The FY2017 recommended General Fund Library budget is $2,459,653, which is an $85,358, or 3.60% increase over the appropriated FY2016 budget.

The General Fund operating budget for Compensation is $2,051,126, and reflects a $62,330, or 3.13% increase, which is attributable to the cost of contractually obligated step increases. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is $408,527 and reflects a $23,028, or 5.97% increase, which is primarily driven by increases for supplies and materials and a program improvement request of $7,003 for collaborative technology.

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 request which substantially closed this funding gap.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Clickshare System	$ 7,003	$ -	$ 7,003	$ 7,003	$ -	$ 7,003	$ -

Budget Summary:

Funding Sources	FY 2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Projected	Dollar Increase	Percent Increase
Tax Lew	$ 2,144,832	$ 2,137,906	$ 2,374,295	$ 2,452,650	$ 7,003	$ 2,459,653	$ 85,358	3.60%
Total 5100 Library	**$ 2,144,832**	**$ 2,137,906**	**$ 2,374,295**	**$ 2,452,650**	**$ 7,003**	**$ 2,459,653**	**$ 85,358**	**3.60%**

Appropriation Summary	FY 2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 1,887,828	$ 1,866,567	$ 1,988,796	$ 2,051,126	$ -	$ 2,051,126	$ 62,330	3.13%
Expenses	$ 257,004	$ 271,339	$ 385,499	$ 401,524	$ 7,003	$ 408,527	$ 23,028	5.97%
Total 5100 Library	**$ 2,144,832**	**$ 2,137,906**	**$ 2,374,295**	**$ 2,452,650**	**$ 7,003**	**$ 2,459,653**	**$ 85,358**	**3.60%**

Program Summary	FY 2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 5110 General & Technical Services	$ 394,997	$ 397,396	$ 428,974	$ 444,747	$ 7,003	$ 451,750	$ 22,776	5.31%
Total 5120 Adult Library	$ 1,358,525	$ 1,326,903	$ 1,481,632	$ 1,443,969	$ -	$ 1,443,969	$ (37,663)	-2.54%
Total 5130 Children's Library	$ 391,310	$ 413,607	$ 463,689	$ 563,935	$ -	$ 563,935	$ 100,245	21.62%
Total 5100 Library	**$ 2,144,832**	**$ 2,137,906**	**$ 2,374,295**	**$ 2,452,650**	**$ 7,003**	**$ 2,459,653**	**$ 85,358**	**3.60%**

Object Code Summary	FY 2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 1,844,910	$ 1,821,736	$ 1,945,796	$ 2,007,266	$ -	$ 2,007,266	$ 61,470	3.16%
Overtime (Sunday Premium)	$ 42,918	$ 44,831	$ 43,000	$ 43,860	$ -	$ 43,860	$ 860	2.00%
Personal Services	*$ 1,887,828*	*$ 1,866,567*	*$ 1,988,796*	*$ 2,051,126*	*$ -*	*$ 2,051,126*	*$ 62,330*	*3.13%*
Contractual Services	$ 79,529	$ 82,459	$ 91,031	$ 95,831	$ -	$ 95,831	$ 4,800	5.27%
Utilities	$ 9,801	$ 10,502	$ 12,200	$ 12,200	$ -	$ 12,200	$ -	0.00%
Supplies	$ 135,363	$ 146,426	$ 246,268	$ 257,493	$ -	$ 257,493	$ 11,225	4.56%
Small Capital	$ 32,310	$ 31,952	$ 36,000	$ 36,000	$ 7,003	$ 43,003	$ 7,003	19.45%
Expenses	*$ 257,004*	*$ 271,339*	*$ 385,499*	*$ 401,524*	*$ 7,003*	*$ 408,527*	*$ 23,028*	*5.97%*
Total 5100 Library	**$ 2,144,832**	**$ 2,137,906**	**$ 2,374,295**	**$ 2,452,650**	**$ 7,003**	**$ 2,459,653**	**$ 85,358**	**3.60%**

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5200 Recreation & Community Programs

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: In 1991, the Recreation Department began to operate as an Enterprise Fund whereby program and facility fees cover the cost of operations. As such, the operating budget may increase or decrease year to year to meet changes in enrollment and facility use demands. In 2015, the Recreation Department was reorganized and renamed the Department of Recreation and Community Programs. The Director of Recreation and Community Programs, through the Recreation Committee, sets program fees with the approval of the Board of Selectmen. The operating budget supports staff who manage and deliver programs along with the supplies needed to operate those programs.

Program revenues (Recreation, Pine Meadows Golf Club and Lexington Community Center) also help fund Capital Improvement Projects and financially support other Town services through indirect transfers. In FY2017, the Department is contributing $247,826 to the General Fund to cover the costs of employee benefits and indirect services funded in the General Fund that support the services provided by the Department's Recreation and Pine Meadows Golf Course Divisions. The Fund also contributes $100,000 towards the debt payment for Lincoln Park.

The Department offers a wide variety of leisure, socialization and recreational opportunities for individuals of all ages and abilities. Recreation and leisure programs that were formerly provided by the Human Services Department are now being offered by the Department of Recreation and Community Programs. General program areas include: summer youth clinics, camps and classes, tennis, aquatics, youth, adult & "Forever Young" programs, leagues and special events. Departmental staff plan, schedule and coordinate programs, activities and special events using facilities that include the Lexington Community Center, schools, Cary Hall, neighborhood parks and playgrounds, tennis and basketball courts, playing fields, the Irving H. Mabee Pool Complex, the Old Reservoir, Pine Meadows Golf Club, the Jack Eddison Memorial Bikeway, Teresa & Roberta Lee Fitness-Nature Path and other hiking/nature trails.

Departmental Initiatives:

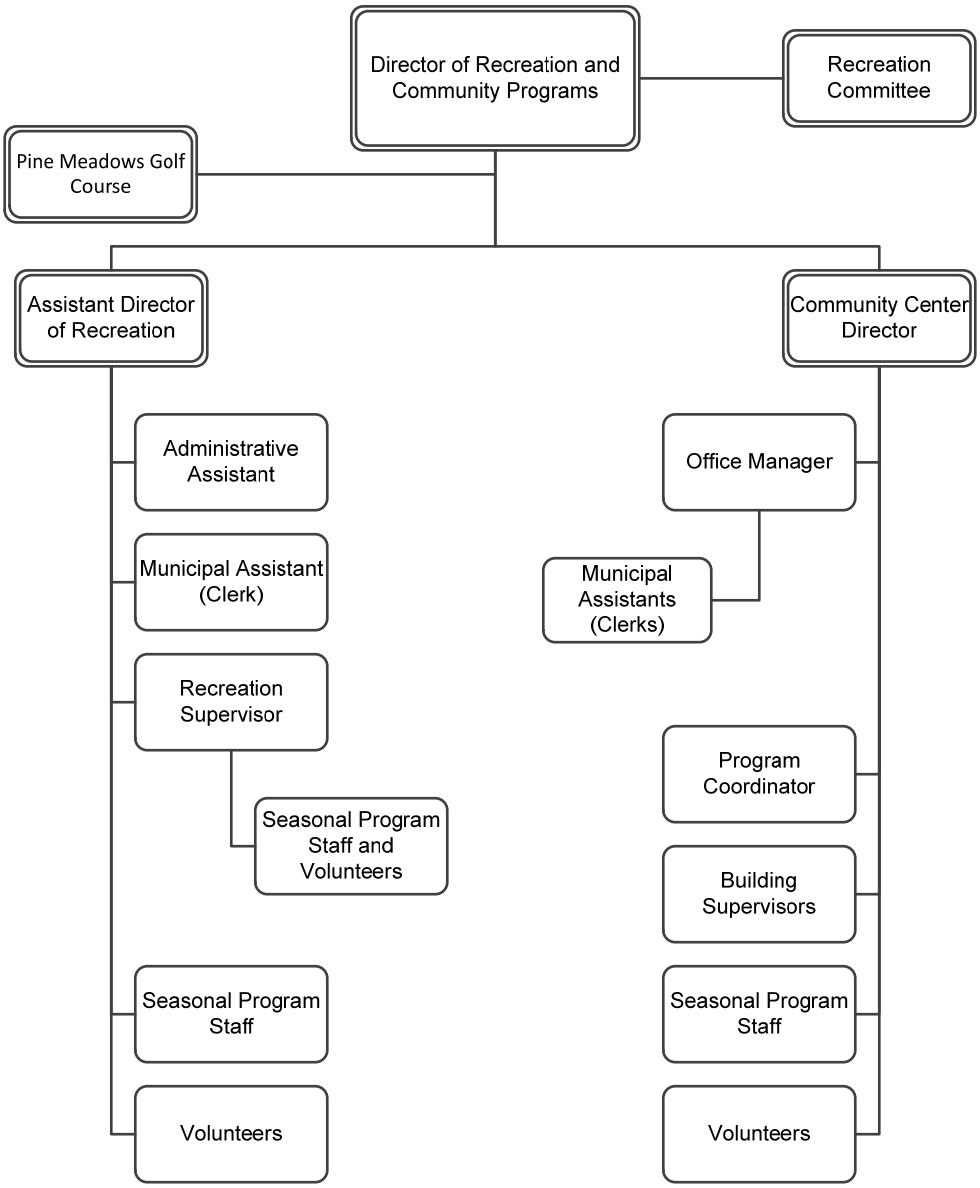
1. Continue to implement a comprehensive Community Center Program.

2. Provide a comprehensive, on-going training program for all staff and volunteers at the Community Center.

3. Continued implementation of the Recreation Strategic Plan.

4. Manage active Recreation construction projects.

5. Complete an ADA accessibility study to develop a transition plan to be incorporated into future Recreation capital improvements.



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

Authorized/Appropriated Staffing

Program: 5000 Culture & Recreation **Subprogram:** 5210 Recreation

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Request
Director of Recreation and Community Programs	0	0	1	1
Director of Recreation	1	1	0	0
Assistant Director	1	1	1	1
Municipal Assistant (Clerk)	1.34	1.34	1.34	1.34
Administrative Assistant	1	1	1	1
Recreation Supervisor	1	1	1	1
Seasonal (Part Time)	175+/-	175+/-	175+/-	175+/-
Total FTE	**5.34 FTE + Seasonal**	**5.34 FTE + Seasonal**	**5.34 FTE + Seasonal**	**5.34 FTE + Seasonal**
Total	**5FT/1PT + Seasonal**	**5FT/1PT + Seasonal**	**5FT/1PT + Seasonal**	**5FT/1PT + Seasonal**

Program: 5000 Culture & Recreation **Subprogram:** 5230 Community Center

	FY 2014 Budget	FY 2015 Budget	FY 2016 Request	FY 2017 Request
Community Center Director	0	0	1	1
Office Manager	0	0	1	1
Municipal Assistant (Clerk)[1]	0	0	1.5	2
Program Coordinator	0	0	1	1
Evening/Weekend Bld Supervisor	0	0	1	1
Seasonal (Part Time)	0	0	50+/-	50+/-
Total FTE	**0**	**0**	**5.5 FTE + Seasonal**	**6 FTE + Seasonal**
Total	**0**	**0**	**5FT/1PT + Seasonal**	**6 FTE + Seasonal**

[1]Municipal Assistant (Clerk) hours increased to full-time in FY17.

Budget Recommendations:

The FY2017 recommended budget for the Department of Recreation and Community Programs - comprised of the Pine Meadows Golf Course operation, and Recreation and Community Center programming - is $2,874,113. The recommended budget is a $31,674 or 1.11% increase over the FY2016 budget and is driven primarily by the addition of funding for the operation and programming of the Lexington Community Center, which opened in FY2016. It should be noted that historically the Recreation and Community Programs Department operating budget has been supported solely from program fees. In FY16, 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 FY2017, with $253,007 being proposed in General Fund support of the Community Center operations, which includes a recommended Program Improvement Request for additional hours for the Transaction Counter Clerk, which is described in greater detail below.

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

The recommended budget for Compensation is $1,190,742, and reflects a $63,112, or 5.60% increase which is driven by the cost of prospective step increases, prospective cost-of-living adjustments as well as a recommended Program Improvement Request increasing the Transaction Counter Clerk (Municipal Assistant) from a part-time to a full-time position, adding $20,200 (plus benefits to be budgeted in Shared Expenses) to the FY2017 General Fund support of the Community Center. This will allow the department to increase programming and it is expected that in FY2018 this increase in hours will be offset by additional revenues generated by the augmented programming allowing these costs to be absorbed in the Enterprise Fund.

The recommended budget for Expenses is $1,335,545 and reflects a $38,656 or 2.81% decrease from FY2016 due to the removal of a one-time vehicle replacement in FY2016.

The recommended budget for Expenses for the operation of the Pine Meadows Golf Course of $541,575 reflects a net increase of $2,730, or 0.51% due to adjustments of multiple budget line items with the most notable being a $2,000 increase in the annual cost of the contract for the management of the golf course and a $2,500 increase in lease costs for the utility and golf carts. These increases are offset by small decreases in other line items.

There is an increase of $7,218, or 3.0% in indirect payments to the General Fund to support those costs incurred in the general fund that support the Recreation Enterprise Fund.

Budget Summary

Funding Sources	FY 2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ -	$ -	$ 216,836	$ 232,807	$ 20,200	$ 253,007	$ 36,171	16.68%
Enterprise Funds	$ -	$ -	$ -	$ -	$ -	$ -	-	-
Retained Earnings	$ 375,000	$ 375,000	$ 375,000	$ 375,000	$ -	$ 375,000	$ -	-
Recreation User Charges	$ 1,246,469	$ 1,280,593	$ 1,009,079	$ 1,012,996	$ -	$ 1,012,996	$ 3,917	0.39%
Community Center User Charges	$ -	$ -	$ 435,187	$ 454,810		$ 454,810	$ 19,623	4.51%
Golf User Charges	$ 762,688	$ 775,337	$ 800,000	$ 775,000	$ -	$ 775,000	$ (25,000)	-3.13%
Bond Premiums & Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Investment Income	$ 3,898	$ 3,353	$ 3,300	$ 3,300	$ -	$ 3,300	$ -	0.00%
Total 5200 Recreation	**$ 2,388,054**	**$ 2,434,282**	**$ 2,842,439**	**$ 2,853,913**	**$ 20,200**	**$ 2,874,113**	**$ 31,675**	**1.11%**

Appropriation Summary	FY 2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 648,607	$ 657,739	$ 1,127,630	$ 1,170,542	$ 20,200	$ 1,190,742	$ 63,112	5.60%
Expenses	$ 963,274	$ 981,628	$ 1,374,201	$ 1,335,545	$ -	$ 1,335,545	$ (38,656)	-2.81%
Debt Service	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ -	$ 100,000	$ -	0.00%
Indirect Costs (Trans. to Gen. Fund)	$ 228,600	$ 233,600	$ 240,608	$ 247,826	$ -	$ 247,826	$ 7,218	3.00%
Total 5200 Recreation	**$ 1,940,481**	**$ 1,972,967**	**$ 2,842,439**	**$ 2,853,913**	**$ 20,200**	**$ 2,874,113**	**$ 31,674**	**1.11%**

Program Summary	FY 2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 5210 Recreation	$ 1,221,115	$ 1,254,496	$ 1,411,062	$ 1,357,054	$ -	$ 1,357,054	$ (54,009)	-3.83%
Total 5220 Pine Meadows	$ 490,766	$ 484,870	$ 538,745	$ 541,475	$ -	$ 541,475	$ 2,730	0.51%
Total 5230 Community Center	$ -	$ -	$ 652,023	$ 707,558	$ 20,200	$ 727,758	$ 75,735	11.62%
Indirect Costs	$ 228,600	$ 233,600	$ 240,608	$ 247,826	$ -	$ 247,826	$ 7,218	3.00%
Total 5200 Recreation	**$ 1,940,481**	**$ 1,972,967**	**$ 2,842,439**	**$ 2,853,913**	**$ 20,200**	**$ 2,874,113**	**$ 31,674**	**1.11%**

Object Code Summary	FY 2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 648,607	$ 657,739	$ 1,127,630	$ 1,170,542	$ 20,200	$ 1,190,742	$ 63,112	5.60%
Overtime	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Personal Services	*$ 648,607*	*$ 657,739*	*$ 1,127,630*	*$ 1,170,542*	*$ 20,200*	*$ 1,190,742*	*$ 63,112*	*5.60%*
Contractual Services	$ 836,079	$ 820,744	$ 1,146,891	$ 1,136,425	$ -	$ 1,136,425	$ (10,466)	-0.91%
Utilities	$ 52,183	$ 51,320	$ 62,845	$ 61,575	$ -	$ 61,575	$ (1,270)	-2.02%
Supplies	$ 73,772	$ 77,210	$ 130,165	$ 128,045	$ -	$ 128,045	$ (2,120)	-1.63%
Small Capital	$ 1,240	$ 32,353	$ 34,300	$ 9,500	$ -	$ 9,500	$ (24,800)	-72.30%
Expenses	*$ 963,274*	*$ 981,628*	*$ 1,374,201*	*$ 1,335,545*	*$ -*	*$ 1,335,545*	*$ (38,656)*	-2.81%
Debt	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ 100,000*	*$ -*	*$ 100,000*	*$ -*	0.00%
Indirect	*$ 228,600*	*$ 233,600*	*$ 240,608*	*$ 247,826*	*$ -*	*$ 247,826*	*$ 7,218*	3.00%
Total 5200 Recreation	**$ 1,940,481**	**$ 1,972,967**	**$ 2,842,439**	**$ 2,853,913**	**$ 20,200**	**$ 2,874,113**	**$ 31,674**	**1.11%**

Program Improvement Requests:

	Request			Recommended			
Description	**Salaries and Expenses**	**Benefits (to be budgeted in Shared Expenses)**	**Total Requested**	**Salaries and Expenses**	**Benefits (to be budgeted under Shared Expenses)**	**Total**	**Not Recommended**
Community Center Clerk part-time to full time	$ 20,200	$ 15,445	$ 35,645	$ 20,200	$ 15,445	$ 35,645	$ -

Section VIII: Program 6000: Human Services

This section includes detailed information about the FY2017 Operating Budget & Financing Plan for Human Services. It includes:

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

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6100-6200 Human Services

Mission: The Lexington Human Services Department ensures that core social services – which include outreach, assessment, advocacy, financial support, educational programming, cultural outreach and the promotion of health and well-being for residents of all ages—are provided to the community. In collaboration with other Town and school departments, community groups and government agencies, the Lexington Human Services Department is committed to providing leadership in identifying unmet needs and making sure that service delivery is available and accessible to all. The department is dedicated to the delivery of services in a professional manner that respects the dignity of each individual served.

Budget Overview: The Human Services Department is organized to provide service delivery to residents of all ages. Assistant Directors, Managers and Coordinators oversee the following department divisions: Administration and Community Programs, Senior Services, Youth and Family Services, Veterans' Services, and Transportation Services.

In February 2013, the towns of Lexington and Bedford signed an inter-municipal agreement forming the Lexington-Bedford Veterans District. Under this agreement, Lexington's Veterans Services Officer became the District Director, and the town of Lexington hired a PT Veterans Services Officer to work primarily in the Town of Bedford. The towns of Lexington and Bedford share expenses, with Bedford providing a portion of the District Director salary, and assuming full responsibility for the salary and expenses of the PT Veterans Services Officer. Both towns have benefited from this new district with increased outreach and support to veterans.

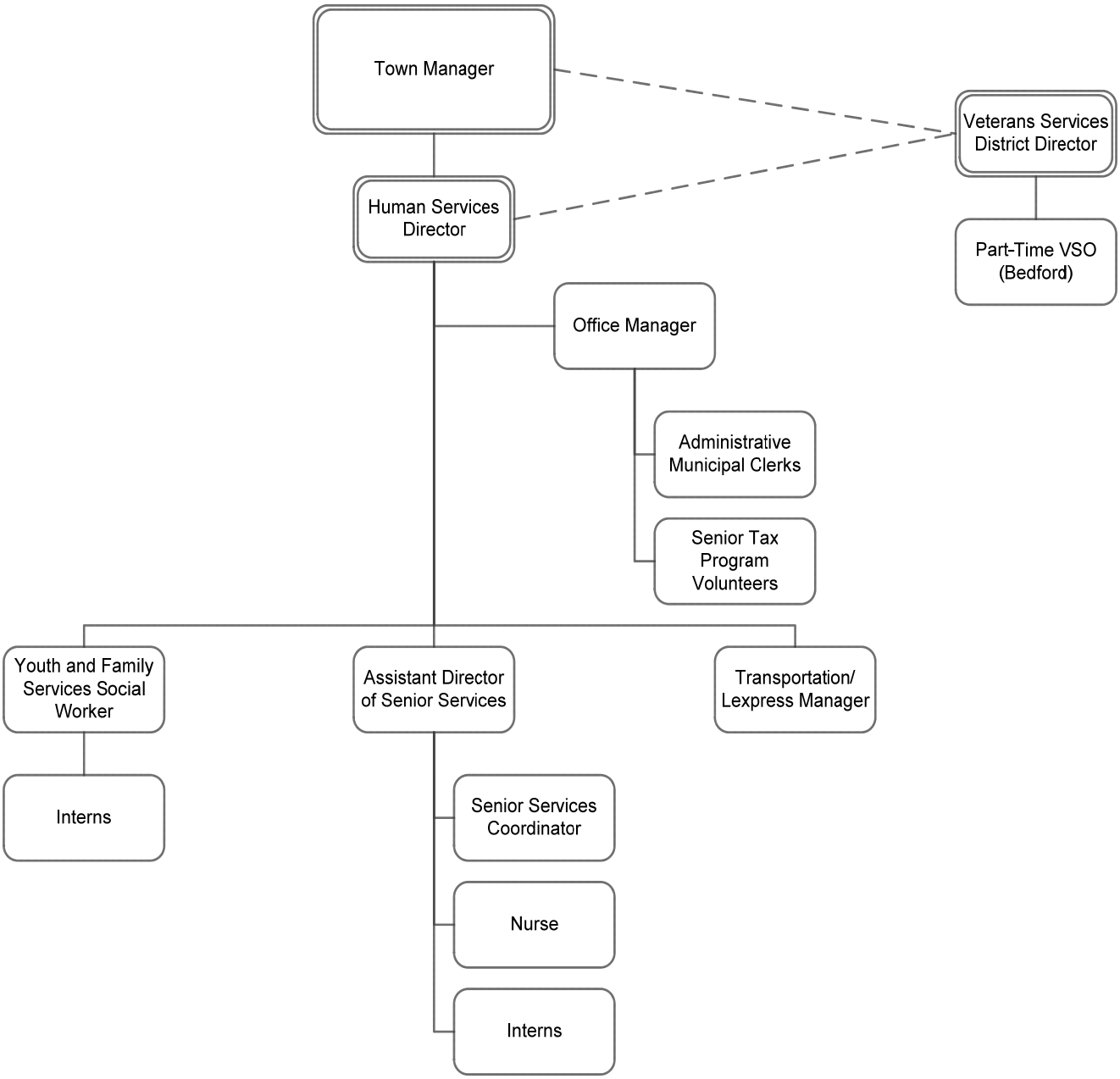
Departmental Initiatives:

1. Evaluate efficiencies in the operation and administration of the Human Services and Transportation programs.

2. Collaborate with the Department of Recreation and Community Programs to provide best practices in shared customer service, operations and safety at the Community Center.

3. Collaborate with Town departments, schools and the community to assess unmet needs for youth and families and provide relevant programming at the Community Center and in the community.

4. Continued focus on outreach to the Lexington community to inform residents of the programs and services available for all ages.


Town Manager
Veterans Services District Director
Human Services Director
Part-Time VSO (Bedford)
Office Manager
Administrative Municipal Clerks
Senior Tax Program Volunteers
Youth and Family Services Social Worker
Assistant Director of Senior Services
Transportation/ Lexpress Manager
Interns
Senior Services Coordinator
Nurse
Interns

Authorized / Appropriated Staffing:

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Recommended
Director of Human Services	1	1	1	1
Assistant Director of Senior Services[1]	0.8	0.8	1	1
Youth and Family Services Social Worker [2]	1	1	1	1
Youth and Family Services Program Coordinator[3]	-	0.8	-	-
Municipal Clerk (Part Time)[3]	0.5	0.5	-	-
Senior Services Coordinator	1	1	1	1
Senior Services Nurse	0.42	0.42	0.42	0.42
Office Manager	1	1	1	1
Municipal Clerk (Part Time)	0.5	0.5	0.5	0.5
Veterans' Services District Director [4]	1	1	1	1
Veterans' Services Officer	0.4	0.4	0.51	0.51
Youth Program Coordinator	0.8	-	-	-
Transportation Services Manager [5]	1	1	0.69	0.69
Transportation Clerk	0.6	0.6	0.6	0.6
Total FTE	**10.0**	**10.0**	**8.7**	**8.7**
Total FT / PT	**5 (FT) / 8 (PT)**	**6(FT) / 7(PT)**	**6(FT) / 5(PT)**	**6 (FT) 5 (PT)**

Explanatory Notes:

(1) The Assistant Director of Senior Services hours increased from 28 to 35 hours'/week in FY2014.
(2) The Assistant Director of Youth Service position was reorganized in FY2014 to create a Full Time Assistant Director of Youth and Family Services and part time (28hrs/week) Youth and Family Program Services Coordinator. In 2014, the Assistant Director of Youth and Family Services position was renamed to Youth and Family Services Social Worker.
(3) The Youth and Family Program Coordinator position was moved to the Department of Recreation and Community Programs in FY2016.
(4) This position was the Veterans' Services Officer in FY12 and FY13. As part of Veterans' District agreement with the Town of Bedford, the Veterans' Services District Director supervises the part time Veterans' Services Officer (VSO). The VSO is 100% funded by the Town of Bedford.
(5) The Transportation Services Manager hours increased from 28 to 35 hours/week in FY2014, and decreased to 24 hours (.69) in FY2016.

Budget Recommendations:

The FY2017 recommended All Funds Human Services budget inclusive of the General Fund operating budget, Executive Office of Elderly Affairs and MBTA grants, and the Community Programs Revolving Fund is $1,444,966. The recommended budget is a $1,010 or 0.07% increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The Human Services FY2017 recommended General Fund operating budget is $1,207,314, which is a $1,080 or 0.09% increase from the restated FY2016 General Fund budget.

The General Fund operating budget for Compensation is $524,935, and reflects a $26,344, or 5.28% increase, which is attributable to the cost of prospective step increases as well as the transfer of $10,000 in expenses from Youth and Family Services contractual services to Senior Services part-time wages to increase the hours of the Outreach Assistant. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is $682,379 and reflects a $25,264, or 3.57% decrease, which is a net change primarily driven by a decrease in projected Veteran's Benefits of $20,000, the transfer of $10,000 from Youth and Family contractual services to Senior Services part-time wages, and $3,560 for passenger counters for the Lexpress busses ($1,400 one-time cost for four tablets and $2,160 for annual software support).

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
6120 - Senior Services Outreach Assistant	$ 10,000	$ -	$ 10,000	$ -	$ -	$ -	$ 10,000
6210 - Transportation Passenger Counter	$ 3,560		$ 3,560	$ 3,560	$ -	$ 3,560	$ -

Budget Summary:

Funding Sources (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Projected	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 931,431	$ 897,068	$ 939,410	$ 956,286	$ 3,560	$ 959,846	$ 20,436	2.18%
Veteran Benefits Reimbursement	$ 70,490	$ 92,504	$ 72,437	$ 70,468	$ -	$ 70,468	$ (1,969)	-2.72%
Community Program Revolving Fund	$ 63,617	$ 45,701	$ 100,000	$ 75,000	$ -	$ 75,000	$ (25,000)	-25.00%
Fees								
Lexpress Fares	$ 89,867	$ 80,215	$ 88,707	$ 86,000	$ -	$ 86,000	$ (2,707)	-3.05%
Available Funds			$ -	$ -	$ -	$ -	$ -	-
Grants/Regional Funding Veterans	$ 123,322	$ 145,778	$ 151,802	$ 162,652	$ -	$ 162,652	$ 10,850	7.15%
TDM Allocation	$ 90,000	$ 88,000	$ 91,600	$ 91,000		$ 91,000	$ (600)	-0.66%
Total 6000 Human Services All Funds	**$ 1,278,727**	**$ 1,261,266**	**$ 1,443,956**	**$ 1,441,406**	**$ 3,560**	**$ 1,444,966**	**$ 1,010**	**0.07%**

Appropriation Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 554,269	$ 542,101	$ 579,889	$ 599,186	$ 10,000	$ 609,186	$ 29,297	5.05%
Expenses	$ 724,458	$ 719,164	$ 864,067	$ 842,220	$ (6,440)	$ 835,780	$ (28,287)	-3.27%
Total 6000 Human Services All Funds	**$ 1,278,727**	**$ 1,261,266**	**$ 1,443,956**	**$ 1,441,406**	**$ 3,560**	**$ 1,444,966**	**$ 1,010**	**0.07%**

Program Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 6110 Administration	$ 199,953	$ 217,358	$ 197,601	$ 205,961	$ -	$ 205,961	$ 8,361	4.23%
Total 6120 Community Programs	$ 107,260	$ 93,631	$ 142,263	$ 121,892	$ -	$ 121,892	$ (20,371)	-14.32%
Total 6130 Supportive Living	$ 1,832	$ 3,250	$ -	$ -	$ -	$ -	$ -	0.00%
Total 6140 Veterans' Services	$ 193,256	$ 188,193	$ 245,573	$ 232,773	$ -	$ 232,773	$ (12,799)	-5.21%
Total 6150 Youth & Family Services	$ 69,755	$ 54,470	$ 99,745	$ 95,564	$ (10,000)	$ 85,564	$ (14,181)	-14.22%
Total 6160 Services for Youth	$ 41,335	$ -	$ -	$ -	$ -	$ -	$ -	-
Total 6170 Senior Services	$ 122,599	$ 123,375	$ 168,794	$ 178,953	$ 10,000	$ 188,953	$ 20,160	11.94%
Total 6210 Transportation Services	$ 542,737	$ 580,989	$ 589,980	$ 606,261	$ 3,560	$ 609,821	$ 19,841	3.36%
Total 6000 Human Services	**$ 1,278,727**	**$ 1,261,266**	**$ 1,443,956**	**$ 1,441,406**	**$ 3,560**	**$ 1,444,966**	**$ 1,010**	**0.07%**

Object Code Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 554,269	$ 542,101	$ 579,889	$ 599,186	$ 10,000	$ 609,186	$ 29,297	5.05%
Overtime	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Personal Services	*$ 554,269*	*$ 542,101*	*$ 579,889*	*$ 599,186*	*$ 10,000*	$ 609,186	*$ 29,297*	*5.05%*
Contractual Services	$ 697,515	$ 682,364	$ 823,242	$ 799,689	$ (6,440)	$ 793,249	$ (29,993)	-3.64%
Utilities	$ 2,284	$ 2,745	$ 3,624	$ 3,924	$ -	$ 3,924	$ 300	8.28%
Supplies	$ 24,659	$ 32,055	$ 34,701	$ 35,607	$ -	$ 35,607	$ 906	2.61%
Small Capital	$ -	$ 2,000	$ 2,500	$ 3,000	$ -	$ 3,000	$ 500	20.00%
Expenses	*$ 724,458*	*$ 719,164*	*$ 864,067*	*$ 842,220*	*$ (6,440)*	*$ 835,780*	*$ (28,287)*	*-3.27%*
Total 6000 Human Services	**$ 1,278,727**	**$ 1,261,266**	**$ 1,443,956**	**$ 1,441,406**	**$ 3,560**	**$ 1,444,966**	**$ 1,010**	**0.07%**

Appropriations Summary (General Fund Only)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 479,473	$ 463,004	$ 498,591	$ 514,935	$ 10,000	$ 524,935	$ 26,344	5.28%
Expenses	$ 612,315	$ 610,862	$ 707,643	$ 688,819	$ (6,440)	$ 682,379	$ (25,264)	-3.57%
Total 6000 Human Services	**$ 1,091,789**	**$ 1,073,867**	**$ 1,206,234**	**$ 1,203,754**	**$ 3,560**	**$ 1,207,314**	**$ 1,080**	**0.09%**

Appropriations Summary (Non-General Fund)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	**$ 74,796**	**$ 79,097**	**$ 81,298**	**$ 84,251**	**$ -**	**$ 84,251**	**$ 2,953**	**3.63%**
6120 Community Programs EOEA Grant	$ 9,655	$ 9,655	$ 9,655	$ 9,655	$ -	$ 9,655	$ -	*0.00%*
6140 Veterans' Services: Regional Funding	$ 26,221	$ 30,522	$ 32,723	$ 35,676		$ 35,676	$ 2,953	*9.02%*
6170 Senior Services: EOEA Grant	$ 38,920	$ 38,920	$ 38,920	$ 38,920	$ -	$ 38,920	$ -	*0.00%*
Expenses	**$ 112,143**	**$ 108,302**	**$ 156,424**	**$ 153,401**	**$ -**	**$ 153,401**	**$ (3,023)**	**-1.93%**
6120 Community Programs: EOEA Grant	$ 6,711	$ 7,699	$ 10,200	$ 14,506	$ -	$ 14,506	$ 4,306	*42.22%*
6120 Community Programs: Revolving	$ 63,617	$ 45,701	$ 100,000	$ 75,000		$ 75,000	$ (25,000)	*-25.00%*
6140 Veterans' Services: Regional Funding	$ 1,815	$ 1,493	$ 1,815	$ 1,815		$ 1,815	$ -	*0.00%*
6170 Senior Services: EOEA Grant	$ -	$ 3,409	$ 4,409	$ 8,000	$ -	$ 8,000	$ 3,591	*81.45%*
6210 Transportation Services: MBTA Grant	$ 40,000	$ 50,000	$ 40,000	$ 54,080	$ -	$ 54,080	$ 14,080	*35.20%*
Total 6000 Human Services	**$ 186,939**	**$ 187,399**	**$ 237,722**	**$ 237,652**	**$ -**	**$ 237,652**	**$ (70)**	**-0.03%**

Section IX: Program 7000: Office of Land Use, Health and Development

This section includes detailed information about the FY2017 Operating Budget & Financing Plan for community development. It includes:

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

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7100 Program Summary

Mission: The Office of Land Use, Health and Development includes those departments that manage and promote residential and commercial development in Lexington while protecting the health and safety of residents through local bylaws and regulations, as well as state statutes and regulations, in the areas of public health, building code, zoning, wetland protection 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 Office of Land Use, Inspectional Services and Economic Development is comprised of: Building and Zoning, Conservation, Health, the Planning Department and the Economic Development Office.

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

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

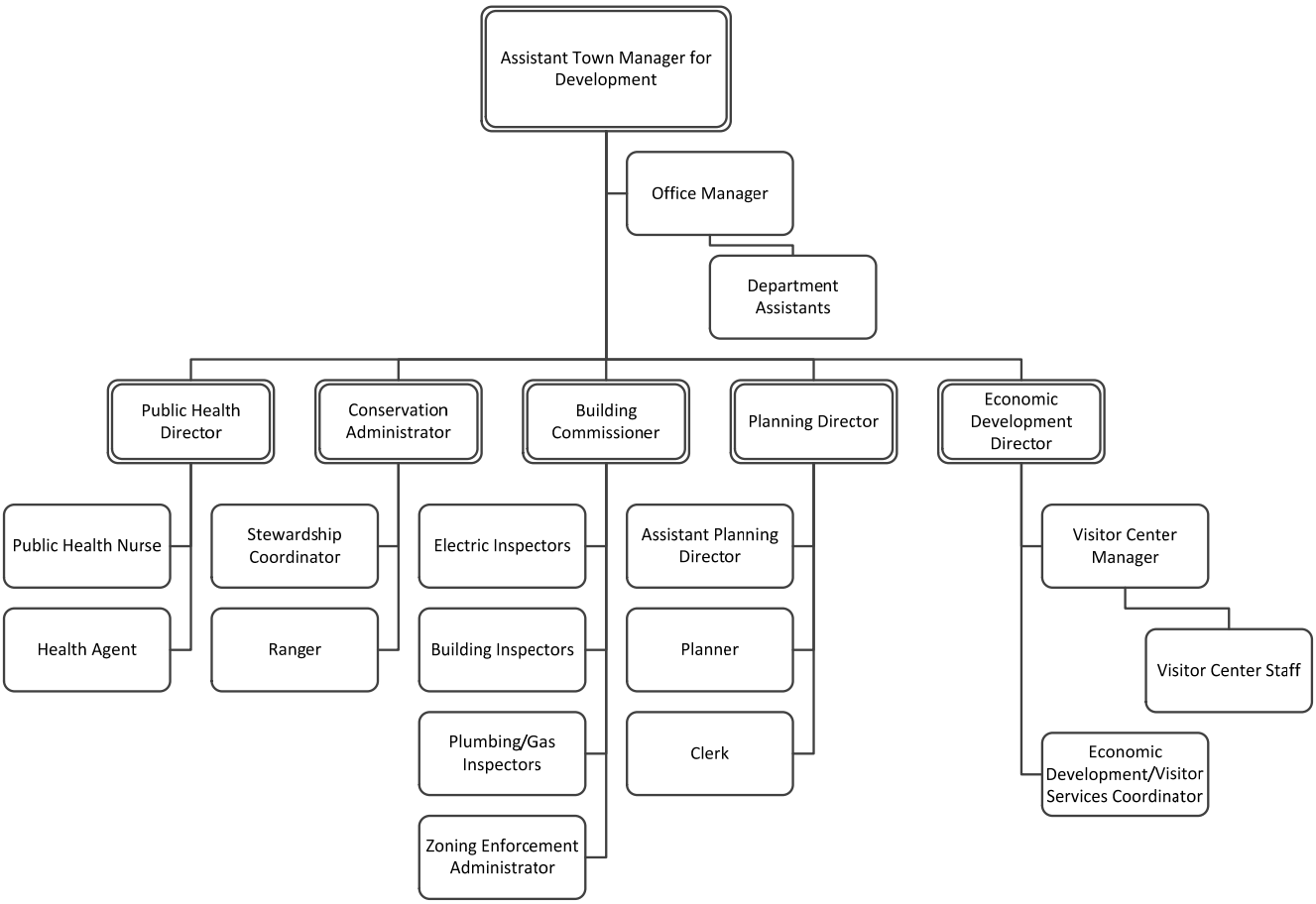
The Health Department is responsible for enforcing State and local health codes, administering health screening and vaccination programs, evaluating community health needs and developing intervention programs to prevent disease and disability.

The Planning Department 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 CM District, and the review of planned development district proposals that go to Town Meeting. In addition, the staff engages in short and long term planning in regard to growth and development issues in Lexington, being active participants in various committees dealing with issues of transportation, affordable housing and economic development, as well as participating in regional and statewide initiatives.

The Economic Development Office works to encourage new investment and support our local businesses. It serves as a liaison for businesses and works to address business-related issues from Center parking to updating land use policy. The Office also works to retain and expand local businesses by providing information, conducting research, supporting a visitor-based economy, and leveraging State economic development tools and resources designed to improve the business environment. In September, 2014, the Economic Development Office took over responsibility for managing the Visitors Center after the Chamber of Commerce ended their long-time agreement with the Town to do so. In addition, at the request of the Board of Selectmen the Economic Development Office will provide additional staff support to the Tourism Committee regarding their operational activities and visitor programs.

Office Initiatives:

1. Effect the transition to the newly created Office of Land Use, Inspectional Services and Economic Development.



Authorized / Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Request
Assistant Town Manager			1	1
Administration Department Office Manager	1	1	1	1
Administration DepartmentAssistants	4	4	4	4
Economic Development Director	1	1	1	1
Economic Development/Visitor Center Coordinator			1	1
Visitor Services Manager[1]			1	1
Visitor Center Staff (6PT)[1]			4.75	4.75
Visitor Center PT Assistant Manager[2]				0.56
Battle Green Guides	1	1	Seasonal	Seasonal
Liberty Ride Coordinator	0.7	0.7	0.7	0.7
Liberty Ride Guides	0	0	Seasonal	Seasonal
Planning Director	1	1	1	1
Assistant Planning Director	1	1	1	1
Planner	0.63	1	1	1
Planning Dept. Clerk/Admin. Assistant	1	1	1	1
Conservation Administrator	1	1	1	1
Stewardship Coordinator	1	1	1	1
Land Use Ranger	0.25	0.25	0.25	0.25
Land Management Interns	Seasonal	Seasonal	Seasonal	Seasonal
Public Health Director	1	1	1	1
Health Agent	1	1	1	1
Health Nurse[3]	0.6	0.6	0.6	0.6
Building Commissioner	1	1	1	1
Building Inspectors	2	2	2	2
Plumbing and Gas Inspector	1	1	1	1
Zoning Enforcement Administrator	1	1	1	1
Electric Inspectors	1	1	1	1
Part-Time Electric Inspector	PT	PT	PT	PT
Part-time Plumbing Inspector	PT	PT	PT	PT
sub-total FTE	**22.78**	**23.15**	**29.9**	**30.45714286**
Total FT / PT	**19FT / 6PT + Seas.**	**20FT / 5PT + Seas.**	**22FT / 11PT + Seas.**	**22FT / 11PT + Seas.**

Explanatory Notes:

[1]These Visitor Center positions were previously employees of the Chamber of Commerce via a contract with the Town. The Chamber funded the staff support of the Visitors Center through the gift shop revenues. In September 2014 the Town took over the Visitor Center Operations at the request of the Chamber.

[2]Position added in FY2017.

[3]The Full-Time Public Health Nurse is shared between Lexington (.6) and Belmont (.4) per Nursing Services Agreement executed in FY 2009.

Budget Recommendations:

The FY2017 recommended All Funds Office of Land Use, Health and Development budget inclusive of the General Fund operating budget, the Liberty Ride, Visitor Center and Health Program Revolving Funds, is $2,721,047. The recommended budget is a $180,328 or 7.10% increase over the restated FY2016 budget. The FY2016 budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The FY2017 recommended Land Use, Health and Development General Fund operating budget is $2,232,642 which is a $102,794, or 4.83% increase from the restated FY2016 General Fund budget.

The General Fund operating budget for Compensation is $1,818,489 and reflects a $46,798 or 2.64% increase, which is attributable to the cost of prospective step increases. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is $414,153 and reflects a $55,996 or 15.63% increase which is primarily driven by recommended program improvements throughout the budget.

The FY17 recommended budget for the Health Program, Liberty Ride, and Visitor Center revolving funds is $488,405, a $77,534, or 18.87%, increase driven primarily by increases for expenses for the Visitor Center as well as a recommended program improvement for additional staffing at the Visitor Center.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
7110 - Building and Zoning: Massachusetts Building Code Update	$ 2,900		$ 2,900	$ 2,900			$ -
7120 - Administration: Land Study Master Plan 1	$ 50,000		$ 50,000	$ 25,000			$ 25,000
7120 - Administration: Land Study Master Plan 2	$ 60,000		$ 60,000	$ 25,000			$ 35,000
7130 - Conservation: Conservation Tractor Implements	$ 1,700		$ 1,700	$ 1,700			$ -
7200 - Planning : Comprehensive Plan Update	$ 150,000		$ 150,000				$ 150,000
7340 - Visitor's Center: Part-time Assistant Manager (Revolving Fund)	$ 18,525		$ 18,525	$ 18,525			$ -

Budget Summary:

Funding Sources (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ (724)	$ 194,269	$ 618,077	$ 587,701	$ 44,038	$ 631,739	$ 13,661	2.21%
TDM Stabilization Fund	$ -	$ -	$ 45,400	$ 46,000		$ 46,000	$ 600	1.32%
Liberty Ride Revolving Fund	$ 212,347	$ 201,735	$ 279,871	$ 284,174	$ -	$ 284,174	$ 4,303	1.54%
Visitor Center Revolving Fund	$ -	$ 82,595	$ 117,000	$ 171,706	$ 18,525	$ 190,231	$ 73,231	62.59%
Health Department Revolving Fund	$ 9,141	$ 12,447	$ 14,000	$ 14,000	$ -	$ 14,000	$ -	0.00%
Fees & Charges						-	$ -	
Departmental Fees	$ 93,312	$ 90,469	$ 82,889	$ 82,891		$ 82,891	$ 2	0.002%
Licenses & Permits	$ 1,462,964	$ 1,597,712	$ 1,383,482	$ 1,472,013		$ 1,472,013	$ 88,530	6.40%
Total 7100	**$ 1,777,041**	**$ 2,179,228**	**$ 2,540,719**	**$ 2,658,484**	**$ 62,563**	**$ 2,721,047**	**$ 180,328**	**7.10%**

Appropriation Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 1,413,417	$ 1,600,798	$ 1,914,896	$ 1,974,245	$ 18,525	$ 1,992,770	$ 77,874	4.07%
Expenses	$ 363,624	$ 578,430	$ 625,823	$ 684,239	$ 44,038	$ 728,277	$ 102,454	16.37%
Total 7100	**$ 1,777,041**	**$ 2,179,228**	**$ 2,540,719**	**$ 2,658,484**	**$ 62,563**	**$ 2,721,047**	**$ 180,328**	**7.10%**

Level-Service Requests (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 7110 Building & Zoning	$ 444,824	$ 533,694	$ 569,425	$ 582,454	$ 2,900	$ 585,354	$ 15,929	2.80%
Total 7120 Administration	$ 233,290	$ 249,321	$ 380,811	$ 416,277	$ 50,000	$ 466,277	$ 85,465	22.44%
Total 7130 Conservation	$ 195,697	$ 235,258	$ 239,667	$ 234,103	$ 1,700	$ 235,803	$ (3,864)	-1.61%
Total 7140 Health	$ 264,609	$ 282,438	$ 302,425	$ 304,457	$ -	$ 304,457	$ 2,032	0.67%
Total 7200 Planning	$ 304,223	$ 331,118	$ 362,087	$ 355,097	$ -	$ 355,097	$ (6,990)	-1.93%
Total 7310 Economic Development	$ 334,399	$ 547,399	$ 686,305	$ 766,097	$ 7,963	$ 774,060	$ 87,755	12.79%
Total 7100	**$ 1,777,041**	**$ 2,179,228**	**$ 2,540,719**	**$ 2,658,484**	**$ 62,563**	**$ 2,721,047**	**$ 180,328**	**7.10%**

Object Code Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 1,407,434	$ 1,584,011	$ 1,894,044	$ 1,949,254	$ 18,525	$ 1,967,779	$ 73,734	3.89%
Overtime	$ 5,984	$ 16,787	$ 20,852	$ 24,991	$ -	$ 24,991	$ 4,139	19.85%
Personal Services	*$ 1,413,417*	*$ 1,600,798*	*$ 1,914,896*	*$ 1,974,245*	*$ 18,525*	*$ 1,992,770*	*$ 77,874*	*4.07%*
Contractual Services[1]	$ 318,788	$ 455,352	$ 498,275	$ 512,377	$ 39,150	$ 551,527	$ 53,252	10.69%
Utilities	$ 9,963	$ 10,155	$ 13,752	$ 13,752	$ -	$ 13,752	$ -	0.00%
Supplies	$ 33,885	$ 101,105	$ 102,796	$ 155,110	$ 4,888	$ 159,998	$ 57,202	55.65%
Small Capital	$ 988	$ 11,819	$ 11,000	$ 3,000	$ -	$ 3,000	$ (8,000)	-72.73%
Expenses	*$ 363,624*	*$ 578,430*	*$ 625,823*	*$ 684,239*	*$ 44,038*	*$ 728,277*	*$ 102,454*	*16.37%*
Total 7100	**$ 1,777,041**	**$ 2,179,228**	**$ 2,540,719**	**$ 2,658,484**	**$ 62,563**	**$ 2,721,047**	**$ 180,328**	**7.10%**

Appropriation Summary (General Fund)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 1,358,506	$ 1,513,599	$ 1,771,691	$ 1,818,489	$ -	$ 1,818,489	$ 46,798	2.64%
Expenses	$ 197,047	$ 368,852	$ 358,157	$ 370,115	$ 44,038	$ 414,153	$ 55,996	15.63%
Total 7100	**$ 1,555,553**	**$ 1,882,451**	**$ 2,129,848**	**$ 2,188,604**	**$ 44,038**	**$ 2,232,642**	**$ 102,794**	**4.83%**

Appropriation Summary (Non-General Fund)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation								
7320 - Liberty Ride Revolving Fund	$ 54,911	$ 56,515	$ 83,255	$ 78,800	$ -	$ 78,800	$ (4,455)	-5.35%
7340 - Visitor Center	$ -	$ 30,684	$ 59,950	$ 76,956	$ 18,525	$ 95,481	$ 35,531	59.27%
	$ 54,911	**$ 87,199**	**$ 143,205**	**$ 155,756**	**$ 18,525**	**$ 174,281**	**$ 31,076**	**21.70%**
Expenses								
7140 - Health Program Revolving Fund	$ 9,141	$ 12,447	$ 14,000	$ 14,000	$ -	$ 14,000	$ -	-
7320 - Liberty Ride Revolving Fund	$ 157,436	$ 145,220	$ 196,616	$ 205,374	$ -	$ 205,374	$ 8,758	4.45%
7340 - Visitor Center	$ -	$ 51,911	$ 57,050	$ 94,750	$ -	$ 94,750	$ 37,700	66.08%
	$ 166,577	**$ 209,578**	**$ 267,666**	**$ 314,124**	**$ -**	**$ 314,124**	**$ 46,458**	**17.36%**
Total 7100	**$ 221,488**	**$ 296,777**	**$ 410,871**	**$ 469,880**	**$ 18,525**	**$ 488,405**	**$ 77,534**	**18.87%**

7110 Building and Zoning

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

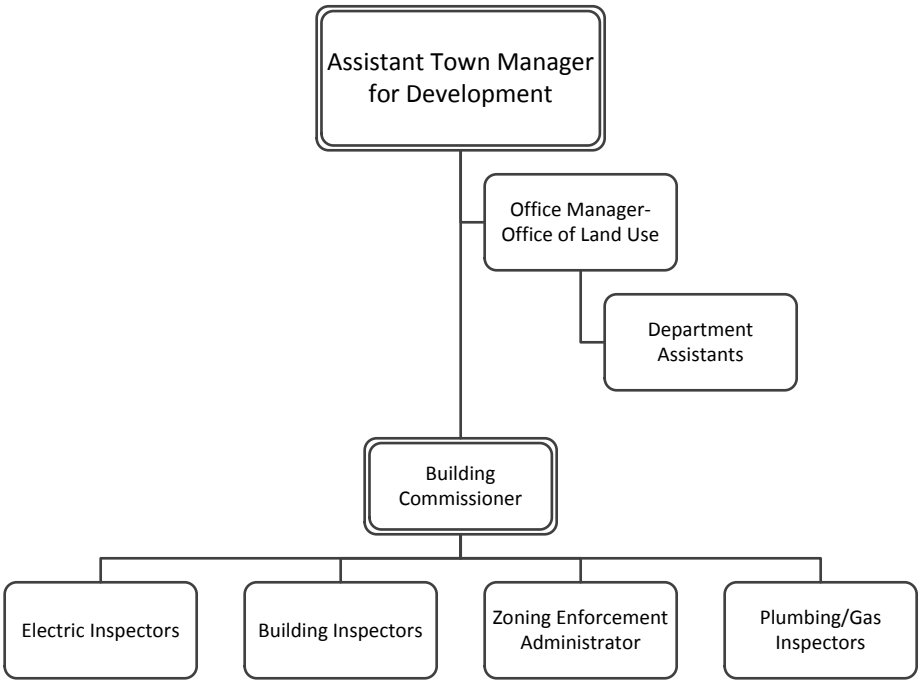
Budget Overview: The Building and Zoning Department enforces state building, electrical, plumbing, gas and mechanical codes, Architectural Access Board Regulations, and local zoning by-laws. Staff, comprised of the Building Commissioner, Building Inspectors, Electrical Inspector, Plumbing & Gas Inspector,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

Departmental Initiatives:

1. Implement transition from the Eight Edition of the Massachusetts State Building Code to the Ninth Edition, including training for local contractors.

2. Continue to streamline the on-line permitting process and shorten approval time.

3. Implement View Permit for zoning requests.



Authorized / Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Request
Building Commissioner	1	1	1	1
Building Inspectors	2	2	2	2
Plumbing and Gas Inspector	1	1	1	1
Zoning Enforcement Administrator	1	1	1	1
Electric Inspectors	1	1	1	1
Part-Time Electric Inspector	PT	PT	PT	PT
Part-time Plumbing Inspector	PT	PT	PT	PT
Part-time Building Inspector	-	-	PT	PT
Total FTE	**6**	**6**	**6**	**6**
Total FT / PT	**6FT / 2PT**	**6FT / 2PT**	**6FT / 3PT**	**6FT / 3PT**

Budget Recommendations:

The FY2017 recommended Building and Zoning budget is $585,354 a $15,929 or 2.80% increase over the restated FY2016 budget. The FY2016 budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The recommended budget for Compensation is $516,814 and reflects a $13,029, or 2.59% increase, which is attributable to staff step increases. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The recommended budget for Expenses is $68,540 and reflects a $2,900, or 4.42% increase over FY16 attributable to a program improvement of $2,900 to update the Massachusetts State Building Code books to the Ninth Edition.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Massachusetts Code Book Update	$ 2,900		$ 2,900	$ 2,900		$ 2,900	$ -

Budget Summary:

Funding Sources	FY 2014 Actual	FY 2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ (979,820)	$ (1,049,808)	$ (787,226)	$ (873,909)	$ 2,900	$ (871,009)	$ (83,783)	10.64%
Directed Funding								
Departmental Fees	$ 11,765	$ 15,155	$ 13,646	$ 14,350		$ 14,350	$ 704	5.16%
Licenses and Permits	$ 1,412,878	$ 1,568,347	$ 1,343,005	$ 1,442,013		$ 1,442,013	$ 99,007	7.37%
Total 7110 Building and Zoning	**$ 444,824**	**$ 533,694**	**$ 569,425**	**$ 582,454**	**$ 2,900**	**$ 585,354**	**$ 15,929**	**2.80%**

Appropriation Summary	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 403,267	$ 474,736	$ 503,785	$ 516,814	$ -	$ 516,814	$ 13,029	2.59%
Expenses	$ 41,556	$ 58,959	$ 65,640	$ 65,640	$ 2,900	$ 68,540	$ 2,900	4.42%
Total 7110 Building and Zoning	**$ 444,824**	**$ 533,694**	**$ 569,425**	**$ 582,454**	**$ 2,900**	**$ 585,354**	**$ 15,929**	**2.80%**

Program Summary	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 7110 Building and Zoning	$ 444,824	$ 533,694	$ 569,425	$ 582,454	$ 2,900	$ 585,354	$ 15,929	2.80%
Total 7110 Building and Zoning	**$ 444,824**	**$ 533,694**	**$ 569,425**	**$ 582,454**	**$ 2,900**	**$ 585,354**	**$ 15,929**	**2.80%**

Object Code Summary	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 401,895	$ 471,059	$ 498,785	$ 511,253	$ -	$ 511,253	$ 12,468	2.50%
Overtime	$ 1,373	$ 3,677	$ 5,000	$ 5,561	$ -	$ 5,561	$ 561	11.22%
Personal Services	*$ 403,267*	*$ 474,736*	*$ 503,785*	*$ 516,814*	*$ -*	*$ 516,814*	*$ 13,029*	*2.59%*
Contractual Services	$ 28,126	$ 49,962	$ 54,060	$ 54,060	$ -	$ 54,060	$ -	0.00%
Utilities	$ 6,150	$ 6,372	$ 7,480	$ 7,480	$ -	$ 7,480	$ -	0.00%
Supplies	$ 7,280	$ 2,624	$ 4,100	$ 4,100	$ 2,900	$ 7,000	$ 2,900	70.73%
Small Capital	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Expenses	*$ 41,556*	*$ 58,959*	*$ 65,640*	*$ 65,640*	*$ 2,900*	*$ 68,540*	*$ 2,900*	*4.42%*
Total 7110 Building and Zoning	**$ 444,824**	**$ 533,694**	**$ 569,425**	**$ 582,454**	**$ 2,900**	**$ 585,354**	**$ 15,929**	**2.80%**

7120 Administration

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

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

Departmental Initiatives:

1. Transition responsibilities from Town Manager to the Assistant Town Manager for Development.

2. Improve public information regarding permitting requirements and procedures for prospective business owners and commercial tenants.

3. Increase efficiency in providing administrative support to boards and committees.

Authorized / Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Request
Assistant Town Manager			1	1
Department Assistants	4	4	4	4
Office Manager	1	1	1	1
Total FTE	**5**	**5**	**6**	**6**
Total FT / PT	**5**	**5**	**6**	**6**

Budget Recommendations:

The recommended FY2017 General Fund budget for the Office of Administration is $466,277, an $85,465, or 22.44%, increase over the restated FY2016 budget.

The General Fund operating budget for Compensation is $393,671 and reflects a $28,919, or 7.93% increase, which is attributable mainly to the hiring of new staff at a salary greater than projected during the FY16 planning process. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is $72,606 and reflects a $56,546, or 352.09% increase which is primarily driven by the recommendation of two program improvements for land studies totaling $50,000 and additional expenses associated with the hiring of the Assistant Town Manager for Development.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Land Study Master Plan 1	$ 50,000		$ 50,000	$ 25,000		$ 25,000	$ 25,000
Land Study Master Plan 2	$ 60,000		$ 60,000	$ 25,000		$ 25,000	$ 35,000

Budget Summary:

Funding Sources	FY 2014 Actual	FY 2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 219,763	$ 232,883	$ 362,941	$ 399,137	$ 50,000	$ 449,137	$ 86,195	23.75%
Directed Funding								
Departmental Fees	$ 13,526	$ 16,438	$ 17,870	$ 17,140		$ 17,140	$ (730)	-4.08%
Total 7120 Administration	**$ 233,290**	**$ 249,321**	**$ 380,811**	**$ 416,277**	**$ 50,000**	**$ 466,277**	**$ 85,465**	**22.44%**

Appropriation Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 223,857	$ 224,550	$ 364,751	$ 393,671	$ -	$ 393,671	$ 28,919	7.93%
Expenses	$ 9,432	$ 24,770	$ 16,060	$ 22,606	$ 50,000	$ 72,606	$ 56,546	352.09%
Total 7120 Administration	**$ 233,290**	**$ 249,321**	**$ 380,811**	**$ 416,277**	**$ 50,000**	**$ 466,277**	**$ 85,465**	**22.44%**

Program Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 7120 Administration	$ 233,290	$ 249,321	$ 380,811	$ 416,277	$ 50,000	$ 466,277	$ 85,465	22.44%
Total 7120 Administration	**$ 233,290**	**$ 249,321**	**$ 380,811**	**$ 416,277**	**$ 50,000**	**$ 466,277**	**$ 85,465**	**22.44%**

Object Code Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 220,510	$ 218,585	$ 357,351	$ 384,224	$ -	$ 384,224	$ 26,872	7.52%
Overtime	$ 3,348	$ 5,966	$ 7,400	$ 9,447	$ -	$ 9,447	$ 2,047	27.66%
Personal Services	*$ 223,857*	*$ 224,550*	*$ 364,751*	*$ 393,671*	*$ -*	*$ 393,671*	*$ 28,919*	*7.93%*
Contractual Services	$ 5,400	$ 7,708	$ 7,994	$ 10,506	$ 50,000	$ 60,506	$ 52,512	656.89%
Utilities	$ -	$ -	$ -	$ 600	$ -	$ 600	$ 600	0.00%
Supplies	$ 4,032	$ 6,562	$ 8,066	$ 11,500	$ -	$ 11,500	$ 3,434	42.57%
Small Capital	$ -	$ 10,500	$ -	$ -	$ -	$ -	$ -	-
Expenses	*$ 9,432*	*$ 24,770*	*$ 16,060*	*$ 22,606*	*$ 50,000*	*$ 72,606*	*$ 56,546*	*352.09%*
Total 7120 Administration	**$ 233,290**	**$ 249,321**	**$ 380,811**	**$ 416,277**	**$ 50,000**	**$ 466,277**	**$ 85,465**	**22.44%**

7130 Conservation

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

Budget Overview: The Conservation Office responsibilities include administering, interpreting, and enforcing all applicable State laws and Local codes; counseling, guiding, and educating the public on environmental issues; researching and reporting on relevant issues for the Commission meetings to aid the Commission in key decision making; enforcing permit conditions through construction inspections, and managing conservation areas and the Land and Watershed Stewardship Program. The Conservation Administrator manages and supervises the Conservation staff and operations and, along with the Conservation Stewardship Coordinator, performs administrative, supervisory, professional, and technical work in connection with managing and directing comprehensive environmental programs.

The Conservation Division 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.

Departmental Initiatives:

1. Continue to implement the Laserfiche Document Imaging Software for conservation records.

2. Implement the conservation module of the View Permit on-line permitting software.

3. Implement the numerous conservation land management projects including meadows preservation, Lower Vine Brook path reconstruction and Parker Meadow ADA Trail Design.

4. Support the Greenway Corridor Committee with the implementing the ACROSS Lexington project.

Authorized / Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Request
Conservation Administrator	1	1	1	1
Stewardship Coordinator	1	1	1	1
Land Use Ranger	0.25	0.25	0.25	0.25
Seasonal Land Management Interns	Seasonal	Seasonal	Seasonal	Seasonal
Total FTE	**2.25**	**2.25**	**2.25**	**2.25**

Total FT / PT	**2FT / 1PT + Seas.**	**2FT / 1PT + Seas.**	**2FT / 1PT + Seas.**	**2FT / 1PT + Seas.**

Budget Recommendations:

The recommended FY2017 General Fund Conservation budget is $235,803, a $3,864, or 1.61% decrease from the restated FY2016 budget. The FY2016 budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The General Fund operating budget for Compensation is $201,846 and reflects a $4,931, or 2.50% increase, which is attributable to the cost of prospective step increases. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is $33,957 and reflects an $8,795, or 20.57% decrease which is primarily driven by the elimination of one-time expenses for FY2016 partially offset by an FY17 program improvement for the purchase of conservation tractor implements.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Conservation Tractor Implements	$ 1,700		$ 1,700	$ 1,700		$ 1,700	$ -

Budget Summary:

Funding Sources	FY 2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 162,946	$ 198,931	$ 210,994	$ 205,403	$ 1,700	$ 207,103	$ (3,891)	-1.84%
Directed Funding								
Fees	$ 32,751	$ 36,326	$ 28,672	$ 28,700		$ 28,700	$ 28	0.10%
Total 7130 Conservation	**$ 195,697**	**$ 235,258**	**$ 239,667**	**$ 234,103**	**$ 1,700**	**$ 235,803**	**$ (3,864)**	**-1.61%**

Appropriation Summary	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 161,407	$ 186,253	$ 196,915	$ 201,846	$ -	$ 201,846	$ 4,931	2.50%
Expenses	$ 34,290	$ 49,005	$ 42,752	$ 32,257	$ 1,700	$ 33,957	$ (8,795)	-20.57%
Total 7130 Conservation	**$ 195,697**	**$ 235,258**	**$ 239,667**	**$ 234,103**	**$ 1,700**	**$ 235,803**	**$ (3,864)**	**-1.61%**

Program Summary	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 7130 Conservation	$ 195,697	$ 235,258	$ 239,667	$ 234,103	$ 1,700	$ 235,803	$ (3,864)	-1.61%
Total 7130 Conservation	**$ 195,697**	**$ 235,258**	**$ 239,667**	**$ 234,103**	**$ 1,700**	**$ 235,803**	**$ (3,864)**	**-1.61%**

Object Code Summary	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 161,079	$ 183,937	$ 194,940	$ 199,739	$ -	$ 199,739	$ 4,800	2.46%
Overtime	$ 328	$ 2,316	$ 1,975	$ 2,106	$ -	$ 2,106	$ 131	6.64%
Personal Services	*$ 161,407*	*$ 186,253*	*$ 196,915*	*$ 201,846*	*$ -*	*$ 201,846*	*$ 4,931*	*2.50%*
Contractual Services	$ 24,765	$ 41,456	$ 30,561	$ 24,286	$ -	$ 24,286	$ (6,275)	-20.53%
Utilities	$ 2,012	$ 2,143	$ 2,371	$ 2,371	$ -	$ 2,371	$ -	0.00%
Supplies	$ 7,512	$ 5,406	$ 9,820	$ 5,600	$ 1,700	$ 7,300	$ (2,520)	-25.66%
Small Capital	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Expenses	*$ 34,290*	*$ 49,005*	*$ 42,752*	*$ 32,257*	*$ 1,700*	*$ 33,957*	*$ (8,795)*	*-20.57%*
Total 7130 Conservation	**$ 195,697**	**$ 235,258**	**$ 239,667**	**$ 234,103**	**$ 1,700**	**$ 235,803**	**$ (3,864)**	**-1.61%**

7140 Health

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

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

Departmental Initiatives:

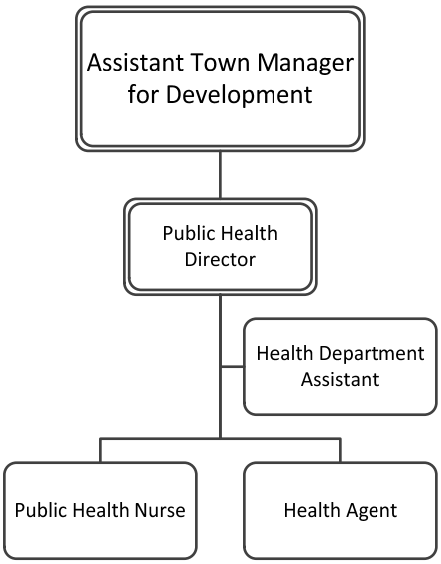
1. Continue Public Health emergency planning and recovery efforts due to a communicable disease threat, (*Pandemic Influenza Response*).

2. Continue Food Establishment Emergency Operations planning efforts to prevent disease transmission due to loss of utilities or water & sewer service infrastructure.

3. Continue partnering with *Human Services*, *Police*, *Fire* and *Building* to plan a unified response to occupied properties found to be in an unsanitary condition or unfit for human habitation. Abandoned properties may also be discussed as necessary.

4. Provide *food safety* and public health *disease prevention* educational outreach to targeted demographics based on needs identified in the Demographic Task Force's Report.

5. Implement *View* Permit software to improve the customer's experience in obtaining various Board of Health permits. Permits include but are not limited to retail food service, temporary food service events, swimming pool operation, retail tobacco sales, rDNA Biosafety, Animal Keeping and Summer Camps.



Authorized / Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Request
Public Health Director	1	1	1	1
Health Agent	1	1	1	1
Health Nurse *	0.6	0.6	0.6	0.6
Total FTE	**2.6**	**2.6**	**2.6**	**2.6**
Total FT / PT	**2FT / 1PT**	**2FT / 1PT**	**2FT / 1PT**	**2FT / 1PT**

*The full-time Public Health Nurse is shared between Lexington (.6) and Belmont (.4) per Nursing Services Agreement executed in FY 2009.

Budget Recommendations:

The recommended FY2017 All Funds Health budget inclusive of the General Fund operating budget and the Health Program Revolving Fund, which funds health clinics, is $304,457. The recommended budget is a $2,032, or 0.67% increase over the restated FY2016 budget. The FY2016 budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The FY2017 recommended Health General Fund operating budget is $290,457, which is a $2,032, or 0.70% increase over the restated FY2016 General Fund budget.

The General Fund operating budget for Compensation is $228,995 and reflects a $4,912, or 2.19% increase, which is attributable to the cost of prospective step increases. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is $61,462 and reflects a $2,880, or 4.48% decrease which is primarily driven by the reduction of one-time expenses for FY16 partially offset by increases in staff education and the contract for the annual mosquito control program.

The FY17 recommended Health Programs Revolving Fund is recommended at $14,000 which is unchanged from the FY16 authorization.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
NONE REQUESTED	$ -		$ -	$ -		$ -	$ -

Budget Summary:

Funding Sources	FY 2014 Actual	FY 2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 205,382	$ 240,626	$ 247,948	$ 260,457	$ -	$ 260,457	$ 12,509	5.05%
Permits	$ 50,086	$ 29,365	$ 40,477	$ 30,000		$ 30,000	$ (10,477)	-25.88%
Health Department Revolving Fund	$ 9,141	$ 12,447	$ 14,000	$ 14,000		$ 14,000	$ -	0.00%
Total 7140 Health	**$ 264,609**	**$ 282,438**	**$ 302,425**	**$ 304,457**	**$ -**	**$ 304,457**	**$ 2,032**	**0.67%**

Appropriation Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 203,508	$ 211,931	$ 224,083	$ 228,995	$ -	$ 228,995	$ 4,912	2.19%
Expenses	$ 61,101	$ 70,507	$ 78,342	$ 75,462	$ -	$ 75,462	$ (2,880)	-3.68%
Total 7140 Health	**$ 264,609**	**$ 282,438**	**$ 302,425**	**$ 304,457**	**$ -**	**$ 304,457**	**$ 2,032**	**0.67%**

Program Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 7140 Health	$ 264,609	$ 282,438	$ 302,425	$ 304,457	$ -	$ 304,457	$ 2,032	0.67%
Total 7140 Health	**$ 264,609**	**$ 282,438**	**$ 302,425**	**$ 304,457**	**$ -**	**$ 304,457**	**$ 2,032**	**0.67%**

Object Code Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 203,392	$ 211,605	$ 221,856	$ 226,768	$ -	$ 226,768	$ 4,912	2.21%
Overtime	$ 117	$ 326	$ 2,227	$ 2,227	$ -	$ 2,227	$ 0	0.00%
Personal Services	*$ 203,508*	*$ 211,931*	*$ 224,083*	*$ 228,995*	*$ -*	*$ 228,995*	*$ 4,912*	*2.19%*
Contractual Services	$ 48,602	$ 56,004	$ 64,281	$ 61,401	$ -	$ 61,401	$ (2,880)	-4.48%
Utilities	$ 1,363	$ 1,640	$ 1,801	$ 1,801	$ -	$ 1,801	$ -	0.00%
Supplies	$ 11,136	$ 12,863	$ 12,260	$ 12,260	$ -	$ 12,260	$ -	0.00%
Small Capital	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Expenses	*$ 61,101*	*$ 70,507*	*$ 78,342*	*$ 75,462*	*$ -*	*$ 75,462*	*$ (2,880)*	*-3.68%*
Total 7140 Health	**$ 264,609**	**$ 282,438**	**$ 302,425**	**$ 304,457**	**$ -**	**$ 304,457**	**$ 2,032**	**0.67%**

Appropriations Summary (General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 203,508	$ 211,931	$ 224,083	$ 228,995	$ -	$ 228,995	$ 4,912	2.19%
Expenses	$ 51,960	$ 58,060	$ 64,342	$ 61,462	$ -	$ 61,462	$ (2,880)	-4.48%
Total 7140 Health	**$ 255,468**	**$ 269,991**	**$ 288,425**	**$ 290,457**	**$ -**	**$ 290,457**	**$ 2,032**	**0.70%**

Appropriations Summary (Non-General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Expenses								
7140 Health Programs Revolving Fund	$ 9,141	$ 12,447	$ 14,000	$ 14,000	$ -	$ 14,000	$ -	0.00%
Total 7140 Health	**$ 9,141**	**$ 12,447**	**$ 14,000**	**$ 14,000**	**$ -**	**$ 14,000**	**$ -**	**0.00%**

7200 Planning

Mission: The Planning Board and the Planning Department helps residents to envision and work toward a community that serves the need of all its citizens and to manage growth and change. Supported by the Planning staff, the Board administers the Zoning By-law and reviews and permits applications for residential and commercial development.

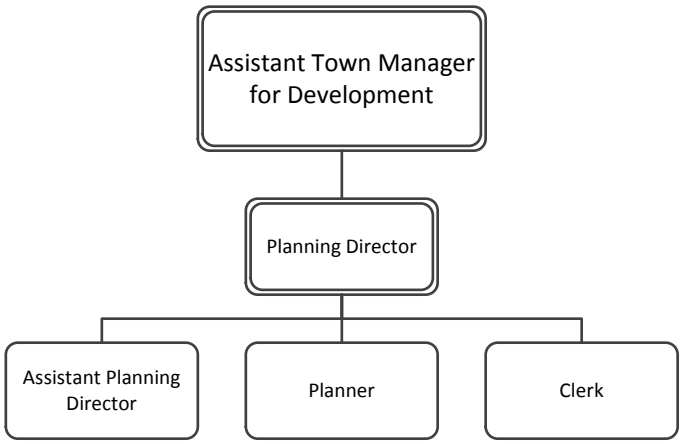
Budget Overview: The Planning Department supports the Planning Board in the administration of the Subdivision Regulations, the determination of adequacy of unaccepted streets, the granting of special permits for residential development, site plan review and granting of special permits within the CM District and the review of planned development district proposals that go to Town Meeting. In addition, the staff engages in short and long term planning in regard to growth and development issues in Lexington, being active participants in various committees dealing with issues of transportation, affordable housing and economic development, as well as participating in regional and statewide initiatives. The planning staff participates on the Development Review Team, the Economic Development Advisory Committee, the Housing Partnership Board, the Traffic Safety Group, Parking Management Group, Transportation Forum and the HOME Consortium.

Departmental Initiatives:

1. Complete the update to the Board's Subdivision and Zoning Regulations, including administrative aspects (permit tracking and online access).

2. Continue to develop and enhance the Town's various transportation initiatives.

3. Continue to develop and draft zoning bylaw changes identified as highly desirable during the 2014 recodification.



Authorized / Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Request
Planning Director	1	1	1	1
Assistant Planning Director	1	1	1	1
Planner	0.63	1	1	1
Department Clerk/Adminstrative Assistant	1	1	1	1
Total FTE	**3.63**	**4**	**4**	**4**
Total FT / PT	**3 (FT) / 1 (PT)**	**4(FT)**	**4(FT)**	**4(FT)**

Budget Recommendations:

The FY2017 recommended Planning Department budget is $355,097. The recommended budget is a $6,990, or 1.93% decrease from the restated FY2016 budget. The budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The recommended budget for Compensation is $308,397 and reflects an $11,015 or 3.45% decrease, which is attributable to the replacement of retired staff with lower salary positions, partially offset by step increases for current staff. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The recommended budget for Expenses is $46,700 and reflects a $4,025, or 9.43% increase, attributable mainly to the increase in cost for the Town's participation in the Regional Housing Services Office.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Comprehensive Plan Update	$ 150,000		$ 150,000			$ -	$ 150,000

Budget Summary:

Funding Sources	FY 2014 Actual	FY 2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Lewy	$ 268,953	$ 308,568	$ 339,386	$ 332,396	$ -	$ 332,396	$ (6,990)	-2.06%
Fees	$ 35,270	$ 22,550	$ 22,701	$ 22,701	$ -	$ 22,701	$ -	0.00%
Total 7200 Planning	**$ 304,223**	**$ 331,118**	**$ 362,087**	**$ 355,097**	**$ -**	**$ 355,097**	**$ (6,990)**	**-1.93%**

Appropriation Summary	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 275,503	$ 302,467	$ 319,412	$ 308,397	$ -	$ 308,397	$ (11,015)	-3.45%
Expenses	$ 28,720	$ 28,651	$ 42,675	$ 46,700	$ -	$ 46,700	$ 4,025	9.43%
Total 7200 Planning	**$ 304,223**	**$ 331,118**	**$ 362,087**	**$ 355,097**	**$ -**	**$ 355,097**	**$ (6,990)**	**-1.93%**

Program Summary	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 7200 Planning	$ 304,223	$ 331,118	$ 362,087	$ 355,097	$ -	$ 355,097	$ (6,990)	-1.93%
Total 7200 Planning	**$ 304,223**	**$ 331,118**	**$ 362,087**	**$ 355,097**	**$ -**	**$ 355,097**	**$ (6,990)**	**-1.93%**

Object Code Summary	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 274,684	$ 300,042	$ 315,162	$ 304,147	$ -	$ 304,147	$ (11,015)	-3.50%
Overtime	$ 819	$ 2,425	$ 4,250	$ 4,250	$ -	$ 4,250	$ -	0.00%
Personal Services	*$ 275,503*	*$ 302,467*	*$ 319,412*	*$ 308,397*	*$ -*	*$ 308,397*	*$ (11,015)*	*-3.45%*
Contractual Services	$ 26,008	$ 26,605	$ 38,375	$ 42,400	$ -	$ 42,400	$ 4,025	10.49%
Utilities	$ -	$ -	$ 600	$ -	$ -	$ -	$ (600)	0.00%
Supplies	$ 2,712	$ 2,046	$ 3,700	$ 4,300	$ -	$ 4,300	$ 600	16.22%
Small Capital	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Expenses	*$ 28,720*	*$ 28,651*	*$ 42,675*	*$ 46,700*	*$ -*	*$ 46,700*	*$ 4,025*	*9.43%*
Total 7200 Planning	**$ 304,223**	**$ 331,118**	**$ 362,087**	**$ 355,097**	**$ -**	**$ 355,097**	**$ (6,990)**	**-1.93%**

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7300 Economic Development

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

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

Budget Overview: the Economic Development budget is divided into four elements: the Economic Development Office, the Liberty Ride, Tourism and the Visitor Center.

Economic Development: The Economic Development Director is tasked with strengthening the commercial tax base and providing services to existing and prospective businesses. The Economic Development Office is supported by the Economic Development Advisory Committee and the Economic Development Director serves as liaison to the Lexington Center Committee and the Tourism Committee.

The Liberty Ride: This trolley tour of Lexington and Concord serves as the only public transportation link to the area's historic sites. The ridership continues to increase, and in 2017 the Liberty Ride will celebrate its 15th season. As a revolving fund, the Liberty Ride is funded through ticket sales.

Tourism: The Battle Green Guides, who serve as ambassadors for the Town, teach residents and visitors about our rich history, and encourage them to visit our historic sites and shop and dine in town. The funding from this program provides guide coverage on the Battle Green form April through October. Marketing funds enabled the production and distribution of Lexington's first official Visitor's Guide and new international marketing materials.

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

Departmental Initiatives:

Economic Development Office

1. Implement parking rate recommendations from the Lexington Center Parking Management Plan.

2. Secure twenty-five parking spaces that are currently not part of the public parking inventory.

3. Secure funding for year four of the REV Shuttle Bus.

4. Engage stakeholders in Hartwell and East Lexington to identify long-term development opportunities.

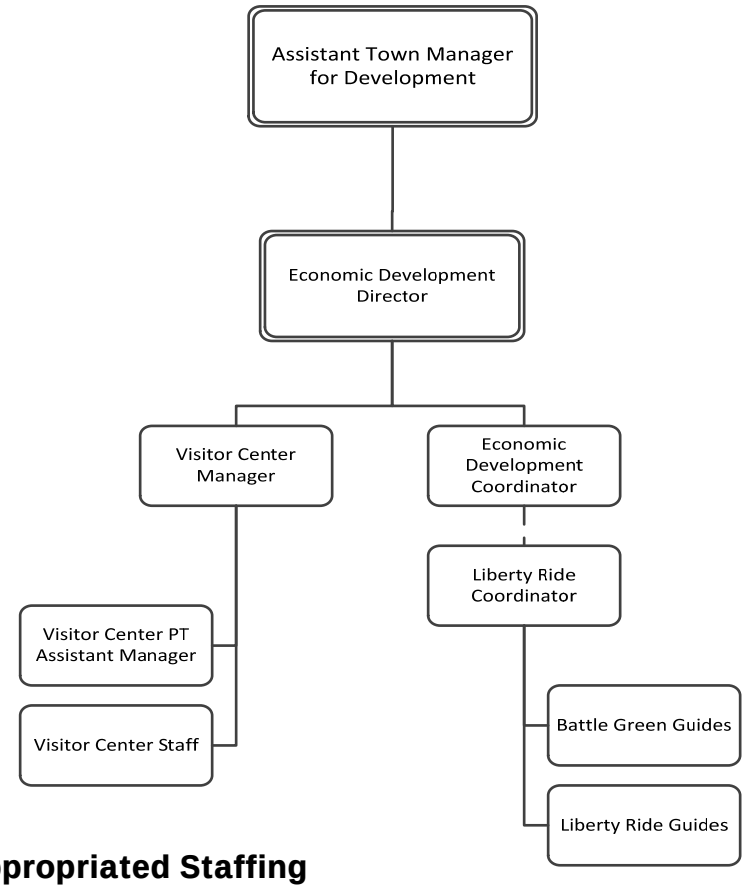
Tourism/Visitor Activities

1. Engage the new Economic Development Coordinator in marketing efforts.

2. Develop standards to track and measure the impact of tourism investments.

3. Install new point of sale system at the Visitors Center.

4. Create a social media program for the Visitors Center and other visitor services.



Authorized / Appropriated Staffing

	FY 2014 Budget	FY2015 Budget	FY2016 Budget	FY2017 Request
Economic Development Director	1	1	1	1
Economic Development Coordinator			1	1
Visitor Center Manager			1	1
Visitor Center Staff (6PT)			4.75	4.75
Visitor Center Assistant Manager[1]				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
Total FTE	**1.7**	**1.7**	**8.45**	**9.01**
Total FT/PT	**1FT/1PT + Seas.**	**1FT/1PT + Seas.**	**3FT/7PT + Seas.**	**3FT/8PT + Seas.**

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.

[1]New position proposed for FY17.

Budget Recommendations:

The FY2017 recommended All Funds Economic Development budget inclusive of the General Fund operating budget and the Liberty Ride and Visitor Center Revolving Funds is $774,060. The recommended budget is a $87,755, or 12.79% increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The FY2017 recommended General Fund Economic Development operating budget is $299,655, which is a $10,221, or 3.53% increase from the restated FY2016 General Fund budget.

The recommended General Fund operating budget for Compensation is $168,767, and reflects a $6,021, or 3.70% increase, which is attributable to the a new position being hired at a salary greater than the FY16 projection, as well as the cost of prospective step increases. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The recommended General Fund operating budget for Expenses is $130,888, a $4,200, or 3.32% increase which is attributed to a $3,000 increase in professional development as well as several small increases in several line items. 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, as well as level-funded costs associated with tourism and marketing events. Additionally, the Town provides a limited amount of General Fund support in the amount of $18,788 to the Visitor Center (level funded from FY2016) while they transition to a self-supporting operation. The Town's share of the REV bus is proposed to be funded with an appropriation from the Transportation Demand Management (TDM) Stabilization Fund. In addition, the recommended expense budget includes $1,000 in expenses transferred from the Board of Selectmen budget to cover the Town's memberships in the Boston and Greater Merrimack Valley Visitor Centers.

The recommended FY17 Liberty Ride Revolving Fund request is $284,174 which is a $4,303, or 1.54% increase over FY16. This increase attributed to small increases in several expense line items, offset by a savings created by a change in the method of payment for the Liberty Ride Coordinator from an annual stipend to an hourly basis.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Part-time Assistant Manager - Visitor Center	$ 18,525		$ 18,525	$ 18,525		$ 18,525	$ -

Budget Summary:

Funding Sources	FY 2014 Actual	FY 2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 122,052	$ 345,664	$ 244,034	$ 264,217	$ 1,000	$ 253,655	$ 9,621	3.94%
TDM Stabilization Fund	$ -	$ -	$ 45,400	$ 46,000	$ -	$ 46,000	$ 600	1.32%
Liberty Ride Revolving Fund	$ 212,347	$ 201,735	$ 279,871	$ 284,174		$ 284,174	$ 4,303	1.54%
Visitor Center Revolving Fund	$ -	$ 82,595	$ 117,000	$ 171,706	$ 18,525	$ 190,231	$ 73,231	62.59%
Total 7300 Economic Development	**$ 334,399**	**$ 547,399**	**$ 686,305**	**$ 766,097**	**$ 19,525**	**$ 774,060**	**$ 87,755**	**12.79%**

Appropriation Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 145,874	$ 200,861	$ 305,951	$ 324,523	$ 18,525	$ 343,048	$ 37,097	12.13%
Expenses	$ 188,525	$ 346,538	$ 380,354	$ 441,574	$ (10,562)	$ 431,012	$ 50,658	13.32%
Total 7300 Economic Development	**$ 334,399**	**$ 547,399**	**$ 686,305**	**$ 766,097**	**$ 7,963**	**$ 774,060**	**$ 87,755**	**12.79%**

Program Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 7310 Economic Development Office	$ 87,045	$ 226,927	$ 249,634	$ 271,417	$ (11,562)	$ 259,855	$ 10,221	4.09%
Total 7320 Liberty Ride	$ 212,347	$ 201,735	$ 279,871	$ 284,174	$ -	$ 284,174	$ 4,303	1.54%
Total 7330 Tourism	$ 35,007	$ 36,141	$ 39,800	$ 38,800	$ 1,000	$ 39,800	$ -	0.00%
Total 7340 Visitor Center	$ -	$ 82,595	$ 117,000	$ 171,706	$ 18,525	$ 190,231	$ 73,231	62.59%
Total 7300 Economic Development	**$ 334,399**	**$ 547,399**	**$ 686,305**	**$ 766,097**	**$ 7,963**	**$ 774,060**	**$ 87,755**	**12.79%**

Object Code Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 145,874	$ 198,783	$ 305,951	$ 323,123	$ 18,525	$ 341,648	$ 35,697	11.67%
Overtime	$ -	$ 2,078	$ -	$ 1,400	$ -	$ 1,400	$ 1,400	-
Personal Services	*$ 145,874*	*$ 200,861*	*$ 305,951*	*$ 324,523*	*$ 18,525*	*$ 343,048*	*$ 37,097*	*12.13%*
Contractual Services	$ 185,887	$ 273,616	$ 303,004	$ 319,724	$ (10,850)	$ 308,874	$ 5,870	1.94%
Utilities	$ 438	$ -	$ 1,500	$ 1,500	$ -	$ 1,500	$ -	0.00%
Supplies	$ 1,211	$ 71,603	$ 64,850	$ 117,350	$ 288	$ 117,638	$ 52,788	81.40%
Small Capital	$ 988	$ 1,319	$ 11,000	$ 3,000	$ -	$ 3,000	$ (8,000)	-
Expenses	*$ 188,525*	*$ 346,538*	*$ 380,354*	*$ 441,574*	*$ (10,562)*	*$ 431,012*	*$ 50,658*	*13.32%*
Total 7300 Economic Development	**$ 334,399**	**$ 547,399**	**$ 686,305**	**$ 766,097**	**$ 7,963**	**$ 774,060**	**$ 87,755**	**12.79%**

Approprations Summary (General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 90,963	$ 113,662	$ 162,746	$ 168,767	$ -	$ 168,767	$ 6,021	3.70%
Expenses	$ 31,089	$ 149,407	$ 126,688	$ 141,450	$ (10,562)	$ 130,888	$ 4,200	3.32%
Total 7300 Economic Development	**$ 122,052**	**$ 263,069**	**$ 289,434**	**$ 310,217**	**$ (10,562)**	**$ 299,655**	**$ 10,221**	**3.53%**

Approprations Summary (Non-General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation								
7320 Liberty Ride	$ 54,911	$ 56,515	$ 83,255	$ 78,800	$ -	$ 78,800	$ (4,455)	-5.35%
7340 Visitor Center	$ -	$ 30,684	$ 59,950	$ 76,956	$ 18,525	$ 95,481	$ 35,531	59.27%
	$ 54,911	$ 87,199	$ 143,205	$ 155,756	$ 18,525	$ 174,281	$ 31,076	21.70%
Expenses								
7320 Liberty Ride	$ 157,436	$ 145,220	$ 196,616	$ 205,374	$ -	$ 205,374	$ 8,758	4.45%
7340 Visitor Center	$ -	$ 51,911	$ 57,050	$ 94,750	$ -	$ 94,750	$ 37,700	66.08%
	$ 157,436	$ 197,131	$ 253,666	$ 300,124	$ -	$ 300,124	$ 46,458	18.31%
Total 7300 Economic Development	**$ 212,347**	**$ 284,330**	**$ 396,871**	**$ 455,880**	**$ 18,525**	**$ 474,405**	**$ 77,534**	**16.34%**

Section X: Program 8000: General Government

This section includes detailed information about the FY2017 Operating Budget & Financing Plan for general government. It includes:

- 8100 Board of Selectmen X-2
- 8200 Town Manager X-6
- 8300 Town Committees X-10
- 8400 Finance X-14
- 8500 Town Clerk X-19
- 8600 Information Services X-23

8100 Board of Selectmen

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

Budget Overview: This budget includes funding for the Selectmen's Office, Town Counsel and the Annual Town Report.

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

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

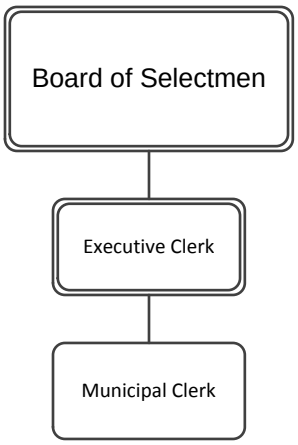
Staff maintain over 300 Selectmen appointments to more than 40 committees. In addition, the Selectmen's Office notifies Lexington residents of all national, state and local elections.

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

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

Departmental Initiatives:

1. Evaluate sites for a main Fire Station and develop plans for renovation and/or reconstruction of Fire and Police stations.



Authorized / Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Request
Executive Clerk	0.94	0.94	1	1
Municipal Clerk	1.00	1	1	1
Total FTE	**1.94**	**1.94**	**2.00**	**2.00**
Total FT / PT	**1 FT/ 1 PT**	**1 FT/ 1 PT**	**2FT**	**2FT**

Budget Recommendations:

The FY2017 recommended All Funds Board of Selectmen budget inclusive of the General Fund operating budget and the PEG Access Revolving Fund which funds the Town's annual contract with LexMedia, is $1,223,394. The recommended budget is a $3,882, or 0.32% increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The Selectmen's FY2017 recommended General Fund operating budget is $673,249, which is a $7,736, or 1.16% increase from the restated FY2016 General Fund budget.

The General Fund operating budget for Compensation is $151,424, and reflects a $7,736, or 5.38% increase, which is attributable to the cost of prospective salary increases. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is $521,825 and has been reduced by $1,000 to reflect the transfer of this amount to the Economic Development/Tourism budget for the Merrimack Valley and Greater Boston Visitor's Center dues.

The recommended FY17 budget for legal expenses is unchanged from FY16 at $410,000. The recommended budget for the annual Town Report is $13,500 which is unchanged from FY16.

The FY16 recommended PEG Access Revolving Fund request is $550,146 which is a $3,854 or 0.70% decrease from FY16.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
NONE REQUESTED			$ -	$ -	$ -	$ -	$-

Budget Summary:

Funding Sources (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del[1]	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 518,666	$ 570,380	$ 585,259	$ 593,963	$ (1,000)	$ 592,963	$ 7,703	1.32%
Enterprise Funds (Indirects)	$ 1,021	$ 1,015	$ 1,103	$ 1,136	$ -	$ 1,136	$ 33	0.00%
Revolving Funds								
PEG Access	$ 514,209	$ 430,031	$ 554,000	$ 550,146	$ -	$ 550,146	$ (3,854)	-0.70%
Fees								
Licenses & Permits	$ 85,175	$ 78,985	$ 79,150	$ 79,150		$ 79,150	$ -	0.00%
Total 8100 Board of Selectmen	**$ 1,119,071**	**$ 1,080,410**	**$ 1,219,512**	**$ 1,224,394**	**$ (1,000)**	**$ 1,223,394**	**$ 3,882**	**0.32%**

Appropriation Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 135,161	$ 133,735	$ 163,687	$ 167,569		$ 167,569	$ 3,882	2.37%
Expenses	$ 983,910	$ 946,675	$ 1,055,825	$ 1,056,825	$ (1,000)	$ 1,055,825	$ -	0.00%
Total 8100 Board of Selectmen	**$ 1,119,071**	**$ 1,080,410**	**$ 1,219,512**	**$ 1,224,394**	**$ (1,000)**	**$ 1,223,394**	**$ 3,882**	**0.32%**

Program Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 8110 Selectmen's Office	$ 180,741	$ 211,699	$ 242,012	$ 250,749	$ (1,000)	$ 249,749	$ 7,736	3.20%
Total 8120 Legal	$ 416,621	$ 434,000	$ 410,000	$ 410,000	$ -	$ 410,000	$ -	0.00%
Total 8130 Town Report	$ 7,500	$ 4,680	$ 13,500	$ 13,500	$ -	$ 13,500	$ -	0.00%
Total 8140 PEG Access	$ 514,209	$ 430,031	$ 554,000	$ 550,146	$ -	$ 550,146	$ (3,854)	-0.70%
Total 8100 Board of Selectmen	**$ 1,119,071**	**$ 1,080,410**	**$ 1,219,512**	**$ 1,224,394**	**$ (1,000)**	**$ 1,223,394**	**$ 3,882**	**0.32%**

Object Code Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 135,161	$ 133,735	$ 163,687	$ 167,569	$ -	$ 167,569	$ 3,882	2.37%
Overtime	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
Personal Services	*$ 135,161*	*$ 133,735*	*$ 163,687*	*$ 167,569*	*$ -*	*$ 167,569*	*$ 3,882*	*2.37%*
Contractual Services	$ 966,283	$ 919,256	$ 1,029,825	$ 1,030,825	$ -	$ 1,030,825	$ 1,000	0.10%
Utilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Supplies	$ 17,626	$ 19,469	$ 25,000	$ 25,000	$ (1,000)	$ 24,000	$ (1,000)	-4.00%
Small Capital	$ -	$ 7,950	$ 1,000	$ 1,000	$ -	$ 1,000	$ -	-
Expenses	*$ 983,910*	*$ 946,675*	*$ 1,055,825*	*$ 1,056,825*	*$ (1,000)*	*$ 1,055,825*	$ -	0.00%
Total 8100 Board of Selectmen	**$ 1,119,071**	**$ 1,080,410**	**$ 1,219,512**	**$ 1,224,394**	**$ (1,000)**	**$ 1,223,394**	**$ 3,882**	**0.32%**

Appropriation Summary (General Fund)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 111,887	$ 119,765	$ 143,687	$ 151,424	$ -	$ 151,424	$ 7,736	5.38%
Expenses	$ 492,975	$ 530,614	$ 521,825	$ 522,825	$ (1,000)	$ 521,825	$ -	0.00%
Total 8100 Board of Selectmen	**$ 604,862**	**$ 650,379**	**$ 665,512**	**$ 674,249**	**$ (1,000)**	**$ 673,249**	**$ 7,736**	**1.16%**

Appropriation Summary (Non General Fund)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 23,274	$ 13,970	$ 20,000	$ 16,146	$ -	$ 16,146	$ (3,854)	-19.27%
Expenses	490,935	416,061	534,000	534,000	-	$ 534,000	$ -	0.00%
PEG Access	$ 514,209	$ 430,031	$ 554,000	$ 550,146	$ -	$ 550,146	$ (3,854)	-0.70%
Total 8100 Board of Selectmen	**$ 514,209**	**$ 430,031**	**$ 554,000**	**$ 550,146**	**$ -**	**$ 550,146**	**$ (3,854)**	**-0.70%**

[1]Fees for membership in the Greater Boston and Greater Merrimack Valley Visitor's Centers transferred to Economic Development in FY17.

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

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

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

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

Departmental Initiatives:

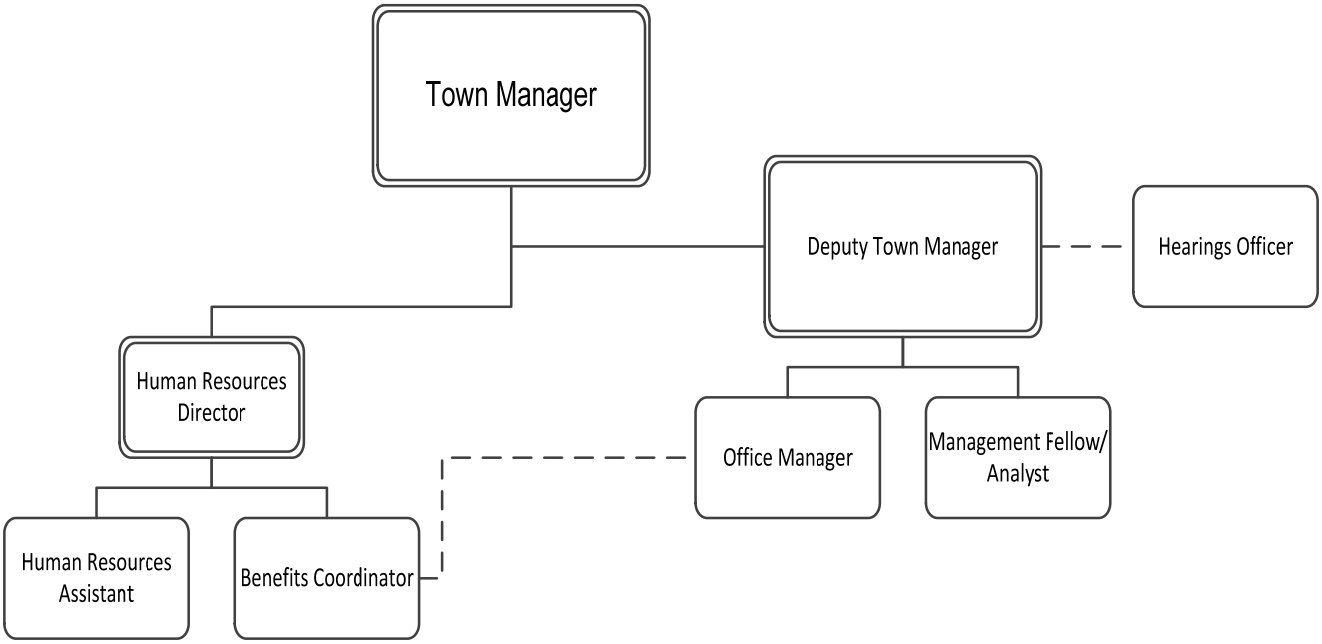
1. Continue to work on internal controls by revising existing policies and developing new policies that may be necessary to ensure the protection of assets that are vulnerable to abuse.

2. Continue the work of the Technology Committee and identify ways to best use technology to meet both the internal needs of the organization as well as the needs of residents and customers.

3. Develop organizational sustainability by passing on institutional knowledge, engaging mid-level managers in organization decision-making and selecting and training qualified individuals. It is anticipated that in FY17 it will be necessary to recruit 4-5 Senior Managers.

4. Work to ensure that municipal services address the needs of Lexington's culturally diverse community.

5. Expand public communications by developing a comprehensive and coordinated plan for engaging the community.



Authorized/Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Request
Town Manager	1	1	1	1
Deputy Town Manager	1	1	1	1
Office Manager/Special Events Coordinator	1	1	1	1
Benefits Coordinator	1	1	1	1
Assistant to the Town Manager[1]	1	1	0	0
Human Resources Director	1	1	1	1
Hearing Officers[2]	0.12	0.12	0.12	0.12
Management Fellow/Analyst	1	1	1	1
Human Resources Assistant	1	1	1	1
Total FTE	**8.12**	**8.12**	**7.12**	**7.12**
Total Full/Part Time	**8 FT / 2 PT**	**8 FT / 2 PT**	**8 FT / 2 PT**	**8 FT / 2 PT**

(1) Position reassigned to Information Technology in FY2015

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

Budget Recommendations:

The FY2017 recommended Town Manager's budget inclusive of the Town Manager's Office and Human Resources is $814,149. The recommended budget is a $52,894, or 6.95% increase over the restated FY2016 restated budget. The budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The recommended FY17 budget for Compensation is $564,064, and reflects a $17,894, or 3.28% increase, attributable to the cost of prospective step increases as well as additional compensation for the Management Fellow. FY17 Compensation does not include any estimate of prospective cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The recommended FY17 budget for Expenses is $250,085 and reflects a $35,000, or 16.27% increase which is net change attributable to a $10,000 increase in legal services for labor counsel and a $25,000 increase in professional services for the Human Resources department. Professional Services includes a $20,000 program improvement for a classification study for the AFSCME Local 1703 (DPW workers) as well as increases for assessment centers held every three years for Fire Captains and Lieutenants.

The department's budget also includes prospective amounts for all municipal department contractual settlements for FY2017 in the Salary Adjustment Account. The Account is for anticipated collective bargaining settlements, other wage increases and for compensated leave payments due certain employees at retirement. Once contractual settlements are reached, funds are transferred from this account to the appropriate departmental budget upon a vote of the Board of Selectmen. Contracts that are currently being negotiated whose outcome will affect the Salary Adjustment Account include AFSCME DPW; AFSCME Dispatch; AFSCME Custodians and Police Superiors and Patrolmen. Contracts that expire at the end of FY16 are also included in the Salary Adjustment account and are comprised of Crossing Guards, Fire Fighters, and the Lexington Municipal Management Association.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Classification and Compensation Study	$20,000	$ -	$ 20,000	$ 20,000	$ -	$ 20,000	
Administrative Assistant	$ 53,144	$ 15,923	$ 69,067	$ -	$ -	$ -	$ 69,067

Budget Summary:

Funding Sources	FY 2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Projected	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 364,383	$ 472,955	$ 451,280	$ 484,179	$ 5,000	$ 489,179	$ 37,899	8.40%
Enterprise Funds (Indirect)	$ 42,421	$ 42,152	$ 45,825	$ 47,200	$ -	$ 47,200	$ 1,375	3.00%
Available Funds	-		-		-	-	-	-
Rentals*	$ 384,180	$ 287,082	$ 264,150	$ 277,770	$ -	$ 277,770	$ 13,620	5.16%
Total 8200 Town Manager	**$ 790,984**	**$ 802,189**	**$ 761,255**	**$ 809,149**	**$ 5,000**	**$ 814,149**	**$ 52,894**	**6.95%**

Appropriation Summary	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 617,579	$ 636,241	$ 546,170	$ 564,064	$ -	$ 564,064	$ 17,894	3.28%
Expenses	$ 173,405	$ 165,948	$ 215,085	$ 245,085	$ 5,000	$ 250,085	$ 35,000	16.27%
Total 8200 Town Manager	**$ 790,984**	**$ 802,189**	**$ 761,255**	**$ 809,149**	**$ 5,000**	**$ 814,149**	**$ 52,894**	**6.95%**

Program Summary	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 8210 Organizational Dir. & Admin.	$ 556,302	$ 569,583	$ 515,691	$ 531,028	$ -	$ 531,028	$ 15,337	2.97%
Total 8220 Human Resources	$ 234,682	$ 232,605	$ 245,564	$ 278,121	$ 5,000	$ 283,121	$ 37,557	15.29%
Total 8200 Town Manager	**$ 790,984**	**$ 802,189**	**$ 761,255**	**$ 809,149**	**$ 5,000**	**$ 814,149**	**$ 52,894**	**6.95%**

Object Code Summary	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 617,579	$ 636,241	$ 546,170	$ 564,064	$ -	$ 564,064	$ 17,894	3.28%
Overtime	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Personal Services	*$ 617,579*	*$ 636,241*	*$ 546,170*	*$ 564,064*	*$ -*	*$ 564,064*	*$ 17,894*	*3.28%*
Contractual Services	$ 150,281	$ 132,707	$ 180,850	$ 210,850	$ 5,000	$ 215,850	$ 35,000	19.35%
Utilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Supplies	$ 19,510	$ 15,176	$ 14,735	$ 14,735	$ -	$ 14,735	$ -	0.00%
Small Capital	$ 3,613	$ 18,066	$ 19,500	$ 19,500	$ -	$ 19,500	$ -	0.00%
Expenses	*$ 173,405*	*$ 165,948*	*$ 215,085*	*$ 245,085*	*$ 5,000*	*$ 250,085*	*$ 35,000*	*16.27%*
Total 8200 Town Manager	**$ 790,984**	**$ 802,189**	**$ 761,255**	**$ 809,149**	**$ 5,000**	**$ 814,149**	**$ 52,894**	**6.95%**

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

Budget Summary - Salary Adjustment (8230)

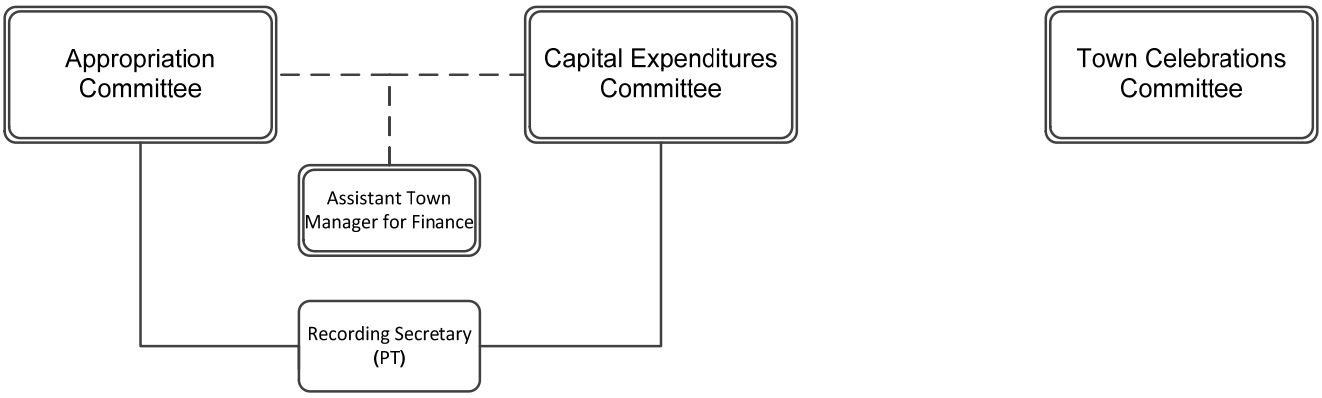
Funding Sources	FY 2014 Balance	FY2015 Balance	FY2016 Restated	FY2017 Projected	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 673,588	$ 290,690	$ 511,081	$ 784,441	$ -	$ 784,441	$ 273,360	53.49%
Total 8200 Town Manager	**$ 673,588**	**$ 290,690**	**$ 511,081**	**$ 784,441**	**$ -**	**$ 784,441**	**$ 273,360**	**53.49%**

Program Summary	FY 2014 Balance	FY2015 Balance	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 8230 Salary Adjustment	$ 673,588	$ 290,690	$ 511,081	$ 784,441	$ -	$ 784,441	$ 273,360	53.49%
Total 8200 Town Manager	**$ 673,588**	**$ 290,690**	**$ 511,081**	**$ 784,441**	**$ -**	**$ 784,441**	**$ 273,360**	**53.49%**

8300 Town Committees

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

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



Authorized/Appropriated Staffing

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

Budget Recommendations:

The FY2017 Town Manager's recommended Town Committees budget is $51,500. This is a $23,500 or 31.33% decrease from the FY2016 budget. Compensation is increasing $500, or 8.33% with expenses decreasing by $24,000 or 34.78%.

The expense decrease is attributed to a one-time FY2016 expenditure for contractual services ($15,000) for a Vision 20/20 study on demographic changes in Lexington as well as for a one-time FY2016 supplies expense for staging ($6,000). The FY2017 budget includes a program improvement of $1,000 for supplies for the Martin Luther King Day celebration.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Martin Luther King Celebration	$ 1,000		$ 1,000	$ 1,000		$ 1,000	

8300 Town Committees

Budget Summary:

Funding Sources	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 40,791	$ 49,270	$ 75,000	$ 50,500	$ 1,000	$ 51,500	$ (23,500)	-31.33%
Total 8300 Town Committees	**$ 40,791**	**$ 49,270**	**$ 75,000**	**$ 50,500**	**$ 1,000**	**$ 51,500**	**$ (23,500)**	**-31.33%**

Appropriation Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 4,283	$ 6,143	$ 6,000	$ 6,500	$ -	$ 6,500	$ 500	8.33%
Expenses	$ 36,509	$ 43,126	$ 69,000	$ 44,000	$ 1,000	$ 45,000	$ (24,000)	-34.78%
Total 8300 Town Committees	**$ 40,791**	**$ 49,270**	**$ 75,000**	**$ 50,500**	**$ 1,000**	**$ 51,500**	**$ (23,500)**	**-31.33%**

Program Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 8310 Financial Committees	$ 7,559	$ 6,476	$ 7,500	$ 8,000	$ -	$ 8,000	$ 500	6.67%
Total 8320 Misc. Boards & Committees	$ 3,276	$ 1,813	$ 19,500	$ 4,500	$ -	$ 4,500	$ (15,000)	-76.92%
Total 8330 Town Celebrations	$ 29,956	$ 40,980	$ 48,000	$ 38,000	$ 1,000	$ 39,000	$ (9,000)	-18.75%
Total 8300 Town Committees	**$ 40,791**	**$ 49,270**	**$ 75,000**	**$ 50,500**	**$ 1,000**	**$ 51,500**	**$ (23,500)**	**-31.33%**

Object Code Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 4,283	$ 6,143	$ 6,000	$ 6,500	$ -	$ 6,500	$ 500	8.33%
Overtime	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Compensation	*$ 4,283*	*$ 6,143*	*$ 6,000*	*$ 6,500*	*$ -*	*$ 6,500*	*$ 500*	*8.33%*
Contractual Services	$ 2,292	$ 1,107	$ 19,000	$ 4,000	$ -	$ 4,000	$ (15,000)	-78.95%
Utilities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Supplies	$ 34,216	$ 42,020	$ 50,000	$ 40,000	$ 1,000	$ 41,000	$ (9,000)	-18.00%
Small Capital	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Expenses	*$ 36,509*	*$ 43,126*	*$ 69,000*	*$ 44,000*	*$ 1,000*	*$ 45,000*	*$ (24,000)*	*-34.78%*
Total 8300 Town Committees	**$ 40,791**	**$ 49,270**	**$ 75,000**	**$ 50,500**	**$ 1,000**	**$ 51,500**	**$ (23,500)**	**-31.33%**

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8400 Finance

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, the Assessing Office and the Utility Billing 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.

The Utility Division's primary function is the operation of the Town's utility billing system and the issuance of monthly and semi-annual water and sewer bills.

Departmental Initiatives:

Assessing:

1. Administer a 6-year, cyclical annual inspection program for interior and exterior inspection and comply with requirements of the DOR pertaining to the FY18 triennial recertification of values.

2. Develop a protocol for regular data entry of permits and deeds into Vision to mitigate backlogs.

3. Embark on cross-training program among Assessing Department employees to promote staff capacity at all times.

4. Activate GIS functionality in Vision software and train staff in its use.

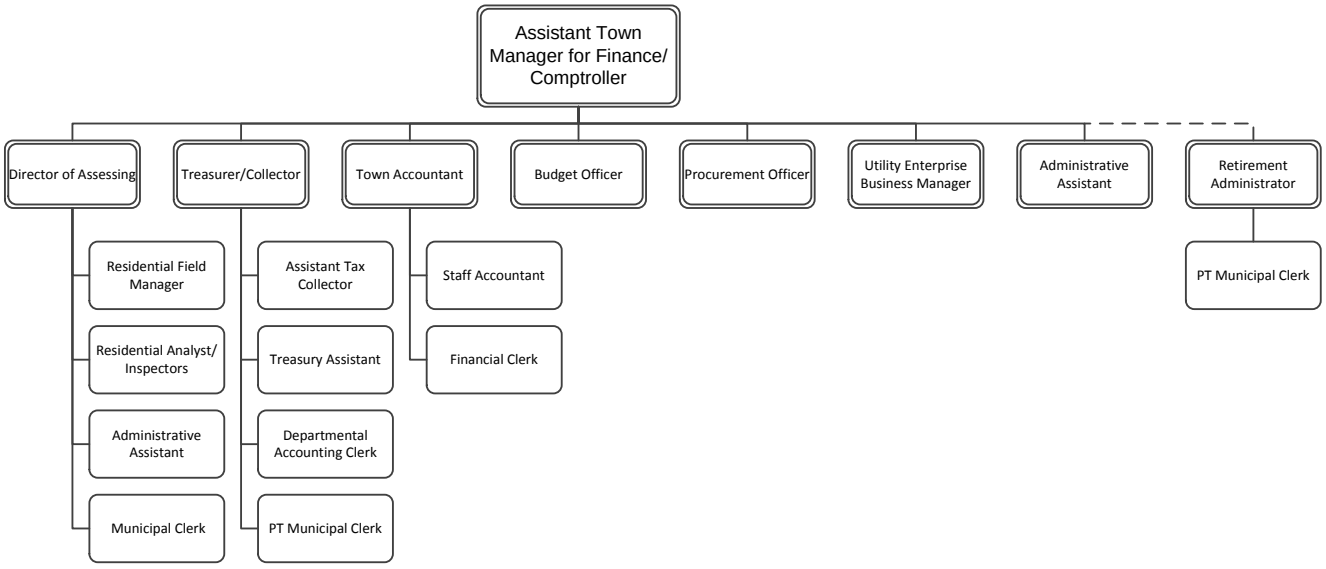
Comptroller:

1. Implement general billing for miscellaneous receivables.

Treasurer/Collector:

1. Bid bill printing services.

2. Develop tax foreclosure policy recommendation.



Authorized / Appropriated Staffing

Element 8410: Comptroller	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Requested
Asst. Town Manager for Finance/Comptroller	1	1	1	1
Town Accountant	1	1	1	1
Staff Accountant	1	1	1	1
Procurement Officer	1	1	1	1
Financial Clerk	1	1	1	1
Budget Officer	1	1	1	1
Administrative Assistant	0.4	0.4	0.4	0.4
sub-total FTE	**6.40**	**6.40**	**6.40**	**6.40**
sub-total FT/PT	**6 FT / 1PT**	**6 FT / 1PT**	**6 FT / 1PT**	**6 FT / 1PT**
Element 8420: Treasurer / Collector				
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
sub-total FTE	**4.46**	**4.46**	**4.46**	**4.46**
sub-total FT/PT	**4 FT/1 PT**	**4 FT/1 PT**	**4 FT/1 PT**	**4 FT/1 PT**
Element 8430: Assessor				
Director of Assessing	1	1	1	1
Residential Field Manager [1]	2	1	1	1
Residential Analyst/Inspector	1	2	2	2
Office Manager [2]	1	1	1	1
Municipal Clerks	0.60	0.60	1.10	1.10
sub-total FTE	**5.60**	**5.60**	**6.10**	**6.10**
sub-total FT/PT	**5FT/2PT**	**5FT/2PT**	**5FT/3PT**	**5FT/3PT**
Element 8440: Utility Billing				
Utility Enterprise Business Manager	1	1	1	1
sub-total FTE	**1.00**	**1.00**	**1.00**	**1.00**
sub-total FT/PT	**1 FT/0 PT**	**1 FT/0 PT**	**1 FT/0 PT**	**1 FT/0 PT**
Total FTE	**17.46**	**17.46**	**17.96**	**17.96**
Total FT/PT	**16 FT/4 PT**	**16 FT/4 PT**	**16 FT/5 PT**	**16 FT/5 PT**

[1] In FY15 this position was classified as Commercial Appraiser. It was recast as Residential Field Manager as a result of a reorganization of the Assessing Office implemented in the Fall of 2015.

[2] In FY15 this position was classified as Administrative Assistant. It was recast as Office Manager as a result of a reorganization of the Assessing Office implemented in the fall of 2015.

Budget Recommendations:

The FY2017 recommended Finance Department budget is 1,892,924. The recommended budget is a $71,787, or 3.94% increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that resulted from the conclusion of collective bargaining after the FY2016 budget as adopted at the 2015 annual town meeting.

The recommended budget for Compensation is $1,394,929, and reflects a $36,667, or 2.70% increase, which is attributable primarily to the cost of contractually obligated step increases. FY17 Compensation does not include any estimate of prospective cost of living increases for personnel whose contracts expire on 6/30/16. Funds for prospective cost of living increases for these personnel are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The recommended budget for Expenses is $497,995 and reflects a $35,120 or 7.59% attributable to increases in lease costs for a copier and mail machine, increases in legal and appraisal services for defending commercial and industrial assessed values at the Appellate Tax Board, as well as a recommended Program Improvement Request for Tax Title Foreclosure services.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Assessor-Administrative Assistant	$ 45,000	$ 15,805	$ 60,805	$ -	$ -	$ -	$ 60,805
Treasurer-Tax Title Foreclosure	$ 10,150	$ -	$ 10,150	$ 10,150	$ -	$ 10,150	

Budget Summary:

Funding Sources	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 1,369,601	$ 1,397,463	$ 1,536,497	$ 1,594,321	$ 10,150	$ 1,604,471	$ 57,824	3.76%
Enterprise Funds (Indirects)	$ 225,094	$ 223,666	$ 243,159	$ 250,453	$ -	$ 250,453	$ 7,295	3.00%
Fees & Charges								
Charges for Services	$ 32,079	$ 34,504	$ 41,482	$ 38,000	$ -	$ 38,000	$ (3,482)	-8.39%
Total 8400 Finance	**$ 1,626,774**	**$ 1,655,633**	**$ 1,821,137**	**$ 1,882,774**	**$ 10,150**	**$ 1,892,924**	**$ 71,787**	**3.94%**

Appropriation Summary	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 1,251,874	$ 1,223,727	$ 1,358,262	$ 1,394,929	$ -	$ 1,394,929	$ 36,667	2.70%
Expenses	$ 374,901	$ 431,907	$ 462,875	$ 487,845	$ 10,150	$ 497,995	$ 35,120	7.59%
Total 8400 Finance	**$ 1,626,774**	**$ 1,655,633**	**$ 1,821,137**	**$ 1,882,774**	**$ 10,150**	**$ 1,892,924**	**$ 71,787**	**3.94%**

Program Summary	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 8410 Comptroller	$ 632,251	$ 609,342	$ 675,443	$ 692,756	$ -	$ 692,756	$ 17,313	2.56%
Total 8420 Treasurer/Collector	$ 390,489	$ 378,209	$ 384,676	$ 387,108	$ 10,150	$ 397,258	$ 12,582	3.27%
Total 8430 Assessing	$ 528,568	$ 592,533	$ 684,451	$ 725,408	$ -	$ 725,408	$ 40,957	5.98%
Total 8440 Utility Billing	$ 75,467	$ 75,550	$ 76,567	$ 77,503	$ -	$ 77,503	$ 935	1.22%
Total 8400 Finance	**$ 1,626,774**	**$ 1,655,633**	**$ 1,821,137**	**$ 1,882,774**	**$ 10,150**	**$ 1,892,924**	**$ 71,787**	**3.94%**

Object Code Summary	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 1,251,874	$ 1,223,727	$ 1,358,262	$ 1,394,929	$ -	$ 1,394,929	$ 36,667	2.70%
Overtime	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Personal Services	*$ 1,251,874*	*$ 1,223,727*	*$ 1,358,262*	*$ 1,394,929*	*$ -*	*$ 1,394,929*	*$ 36,667*	*2.70%*
Contractual Services	$ 329,199	$ 384,915	$ 413,665	$ 438,305	$ 10,150	$ 448,455	$ 34,790	8.41%
Utilities	$ 5,901	$ 345	$ 2,070	$ 1,350	$ -	$ 1,350	$ (720)	-34.78%
Supplies	$ 39,800	$ 45,937	$ 47,140	$ 48,190	$ -	$ 48,190	$ 1,050	2.23%
Small Capital	$ -	$ 710	$ -	$ -	$ -	$ -	$ -	-
Expenses	*$ 374,901*	*$ 431,907*	*$ 462,875*	*$ 487,845*	*$ 10,150*	*$ 497,995*	*$ 35,120*	*7.59%*
Total 8400 Finance	**$ 1,626,774**	**$ 1,655,633**	**$ 1,821,137**	**$ 1,882,774**	**$ 10,150**	**$ 1,892,924**	**$ 71,787**	**3.94%**

Mission: The Town Clerk is the keeper of records for the Town. The Office of the Town Clerk is the primary repository of official documents for the Town, and the custodian of and recording office for official Town and vital records. Responsibilities include issuing marriage licenses, recording vital statistics, issuing dog licenses, registering businesses, and conducting the annual Town Census. The Town Clerk's Office conducts elections in conformance with State and local laws and, with the Board of Registrars, processes voter registrations and certifications. The Town Clerk reports to the Chief Information Officer (whose position is funded in the Information Services Budget – 8600).

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

Town Clerk Administration: The Town Clerk acts as the Town's recording officer, registrar of vital statistics, and chief election official. The Town Clerk is the official record-keeper of Town Meeting, certifies bylaws, Town Meeting appropriations and other official actions, signs notes for borrowing, and certifies official documents. The Town Clerk also registers all vital events within Lexington, records and preserves birth, marriage and death records to provide a basis for the Commonwealth's central vital records system and serves as Burial Agent. The Town Clerk is the 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.

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

Elections: This element includes administration of local, state and national elections along with the monitoring of candidate certifications and referenda and initiative petitions. Staff provide information on campaign finance laws, election procedures, ballot initiatives, and voter information. Election preparations are coordinated with, and receives support from, various town departments including Public Works, Public Facilities, Police, and Lexington Public Schools.

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

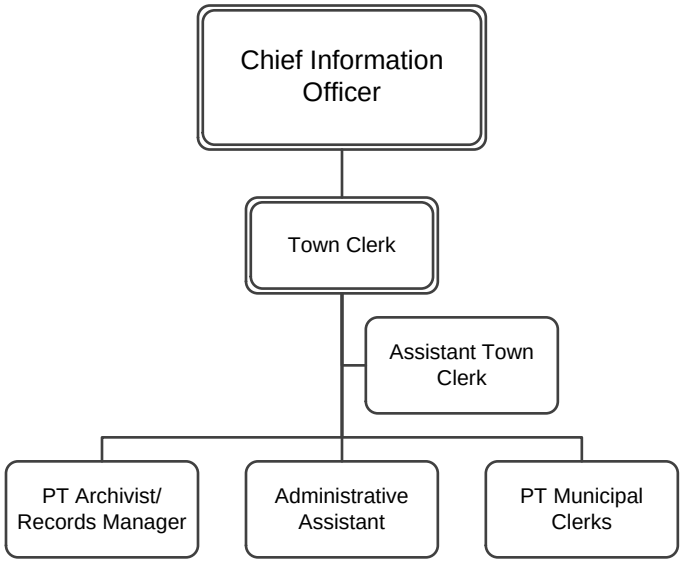
Departmental Initiatives:

1. Continued development of coordinated Archives & Records Management Program;

2. Enhancement and further implementation of Laserfiche Document Imaging System for records retention, electronic access, and archives/records portal.

3. Elections: Ongoing review of town/state/federal elections with statutory requirements to provide legal and accessible elections to Lexington voters, while identifying potential location/building issues due to municipal and school construction projects.

4. Implementation of the Commonwealth of Massachusetts Electronic Vital Records Systems for births and marriages.



Authorized/Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Request
Town Clerk	1	1	1	1
Assistant Town Clerk	1	1	1	1
Administrative Assistant	1	1	1	1
Municipal Clerk	0.91	1.03	1.03	1.03
Archivist/Records Manager	0.46	0.46	0.46	0.46
Total FTE	**4.37**	**4.49**	**4.49**	**4.49**
Total FT/PT	**3 FT/ 3 PT**	**3 FT/ 3 PT**	**3 FT/ 3 PT**	**3 FT/ 3 PT**

Budget Recommendations:

The FY2017 recommended Town Clerk budget is $487,356 which is a $44,849 or 10.14% increase from the FY2016 budget.

The budget for Compensation is $362,681 and reflects a $29,549, or 8.87% increase, which is attributable to (1) increases in staffing and expenses for three elections in FY2017 versus the two to be held in FY16 and (2) contractually obligated step increases. FY2017 compensation does not include any estimate for cost of living increases. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The budget for Expenses is $124,675 and reflects a $15,300, or 13.99% increase which is driven primarily by the increase in the number of elections in FY2017.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
Municipal Assistant - Additional Hours	$ 8,842	$ 15,281	$ 24,123	$ -	$ -	$ -	$ 24,123

Budget Summary:

Funding Sources	FY 2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Projected	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Levy	$ 383,851	$ 340,319	$ 359,805	$ 403,435	$ -	$ 403,435	$ 43,630	12.13%
Enterprise Funds (Indirects)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	-
Directed Funding	$ -	$ -	$ -	$ -			$ -	0.00%
Fees: Town Clerk	$ 37,085	$ 37,041	$ 35,955	$ 35,800	$ -	$ 35,800	$ (155)	-0.43%
Licenses & Permits: Town Clerk	$ 49,485	$ 49,120	$ 46,748	$ 48,122	$ -	$ 48,122	$ 1,374	2.94%
Total 8500 Town Clerk	**$ 470,420**	**$ 426,480**	**$ 442,507**	**$ 487,356**	**$ -**	**$ 487,356**	**$ 44,849**	**10.14%**

Appropriation Summary	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 347,171	$ 312,420	$ 333,132	$ 362,681	$ -	$ 362,681	$ 29,549	8.87%
Expenses	$ 123,249	$ 114,059	$ 109,375	$ 124,675	$ -	$ 124,675	$ 15,300	13.99%
Total 8500 Town Clerk	**$ 470,420**	**$ 426,480**	**$ 442,507**	**$ 487,356**	**$ -**	**$ 487,356**	**$ 44,849**	**10.14%**

Program Summary	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 8510 Town Clerk Administration	$ 289,688	$ 254,618	$ 281,552	$ 288,585	$ -	$ 288,585	$ 7,033	2.50%
Total 8520 Board of Registrars	$ 15,316	$ 14,763	$ 16,825	$ 17,325	$ -	$ 17,325	$ 500	2.97%
Total 8530 Elections	$ 127,985	$ 118,684	$ 95,725	$ 131,114	$ -	$ 131,114	$ 35,389	36.97%
Total 8540 Records Management	$ 37,431	$ 38,415	$ 48,405	$ 50,333	$ -	$ 50,333	$ 1,928	3.98%
Total 8500 Town Clerk	**$ 470,420**	**$ 426,480**	**$ 442,507**	**$ 487,356**	**$ -**	**$ 487,356**	**$ 44,849**	**10.14%**

Object Code Summary	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 341,458	$ 305,226	$ 330,132	$ 354,317	$ -	$ 354,317	$ 24,185	7.33%
Overtime	$ 5,713	$ 7,194	$ 3,000	$ 8,364	$ -	$ 8,364	$ 5,364	178.80%
Personal Services	*$ 347,171*	*$ 312,420*	*$ 333,132*	*$ 362,681*	*$ -*	*$ 362,681*	*$ 29,549*	*8.87%*
Contractual Services	$ 85,802	$ 101,920	$ 95,600	$ 109,800	$ -	$ 109,800	$ 14,200	14.85%
Utilities	$ 1,830	$ 2,520	$ 3,500	$ 3,500	$ -	$ 3,500	$ -	0.00%
Supplies	$ 9,891	$ 9,620	$ 10,075	$ 11,175	$ -	$ 11,175	$ 1,100	10.92%
Small Capital	$ 25,726	$ -	$ 200	$ 200	$ -	$ 200	$ -	0.00%
Expenses	*$ 123,249*	*$ 114,059*	*$ 109,375*	*$ 124,675*	*$ -*	*$ 124,675*	*$ 15,300*	*13.99%*
Total 8500 Town Clerk	**$ 470,420**	**$ 426,480**	**$ 442,507**	**$ 487,356**	**$ -**	**$ 487,356**	**$ 44,849**	**10.14%**

8600 Information Services Department

Mission: The Information Services Department provides information technology services and resources to all Town staff, including accounting and payroll applications, along with other core technology related services for municipal and school departments.

Budget Overview: The Information Services Department (IS) supports, maintains and manages the Town's information technology systems (hardware, software and web sites) that are critical elements of service delivery and program management for all of the Town's departmental operations. Services provided include: hardware and software support for all information technology activities in all municipal operations; staff training; maintenance of financial management hardware and software (MUNIS) that serves town and school departments; electronic mail and internet access; support of the Town's website on the internet and intranet; phone voice over internet protocol (VoIP) infrastructure and applications; head end management and support; and co-management, with School Department Information Technology staff, of the Town's wide-area network that connects 30 town and school buildings.

Departmental Initiatives:

1. Improve network and services resiliency through installation of redundant network pathways and failover hardware (switches and servers).

2. Expand wireless capability to additional municipal buildings.

3. Manage self service enhancements and improvements for Town employees and residents including on-line permitting and improved on-line document management and resources.

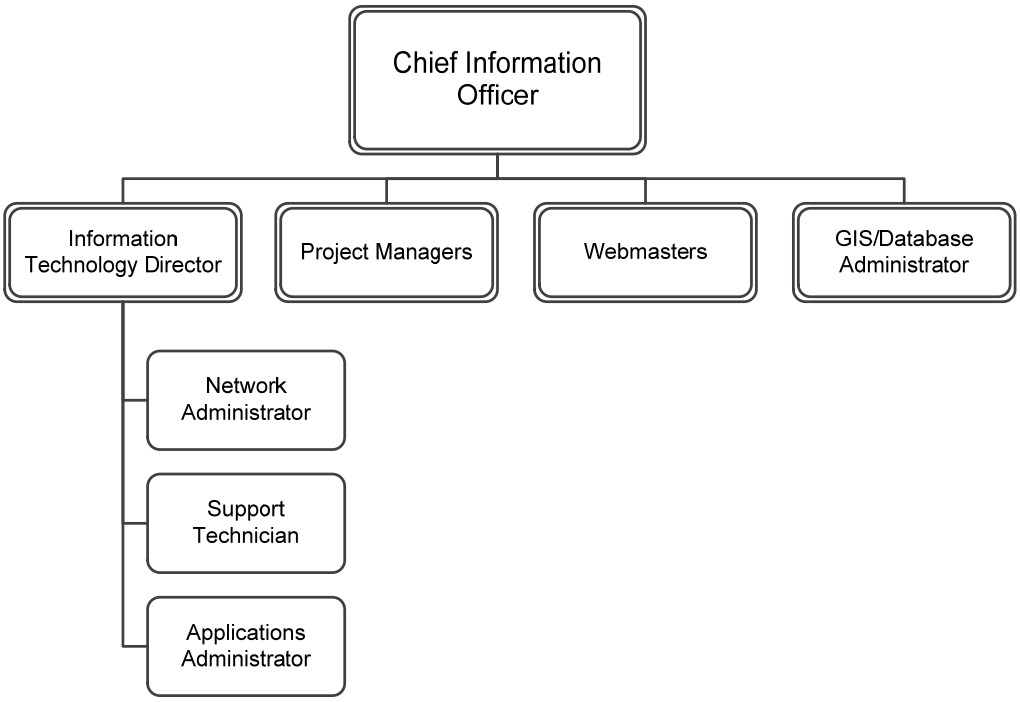
4. Continue implementation of VoIP phone systems to municipal and school buildings.

5. Develop GIS based improvements, including meeting new state GIS standards and delivering GIS on-line with improved function and information.

6. Update and support Town website capabilities for departments and users.

7. Identify, create and support "born digital" paperless workflow and efficiencies.

8. Through the use of technology, build a sustainable communications framework and develop methods for community engagement to meet organizational goals.



Authorized and Appropriated Staffing:

	FY2014 Budget	FY2015 Budget	FY2016 Budget	FY2017 Recommended
Chief Information Officer	0	1	1	1
Information Technology Director	1	1	1	1
Project Manager[1, 2]	0	0	1.8	1.8
Network Administrator	1	1	1	1
GIS/Database Administrator	1	1	1	1
Support Technician	1	1	1	1
Applications Administrator	0	0	1	1
Webmaster	1	1	2	2
Total FT/PT	**5 FT**	**6 FT**	**9.8**	**9.8**
Total FTE	**5**	**6**	**9.8**	**9.8**

[1]The Project Manager position was transferred from the Town Manager's Office to the Information Services Department in FY2015. The funding remained in the TMO budget for FY2015 and transferred to the IS budget in FY2016. In FY2016 the position was reduced to a 0.8 FTE.

[2]The Project Manager position was partially funded via Capital Article 2015/11P for FY2016. The split for FY16 was 80% Capital and 20% IS. The funding to support this position will be transitioned into the Information Services operating budget. In FY2017 the IS budget will fund 60% of the salary and the capital article will fund the remaining 40% of the salary.

Budget Recommendations:

The FY2017 recommended Information Services budget is $1,829,781. The recommended budget is a $120,276, or 7.04% increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that were not included in the FY2016 budget as adopted at the 2015 annual town meeting.

The recommended budget for Compensation is $798,881, and reflects a $39,826, or 5.25% increase, which includes adjustments in compensation due to employee contractual settlements and prospective step increases, as well as an increase in the portion of the full-time Project Manager's salary borne by the operating budget from 20% in FY16 to 60% in FY17. FY17 Compensation does not include any estimate of prospective cost of living increases for contracts that expire on 6/30/16. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The recommended budget for Expenses is $1,030,900 and reflects an $80,450, or 8.46% increase. Major factors driving the increase are the growing cost of software maintenance for both existing licenses as well as new application support contracts, the continuation of the transfer of responsibility for Town phone systems and the accompanying utility costs, an increase in mobile services costs due to mobile data needs and the additional costs for LAN hardware and software costs for IS support of the Library.

Program Improvement Requests:

	Request			Recommended			
Description	Salaries and Expenses	Benefits (to be budgeted in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (to be budgeted under Shared Expenses)	Total	Not Recommended
NONE REQUESTED							

8600 Information Services Department

Budget Summary:

Funding Sources	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Tax Lewy	$ 930,243	$ 1,139,654	$ 1,647,885	$ 1,766,313	$ -	$ 1,766,313	$ 118,428	7.19%
Enterprise Funds (Indirects)	$ 57,041	$ 56,680	$ 61,619	$ 63,468	$ -	$ 63,468	$ 1,849	3.00%
Total 8600 Information Services	**$ 987,284**	**$ 1,196,334**	**$ 1,709,505**	**$ 1,829,781**	**$ -**	**$ 1,829,781**	**$ 120,276**	**7.04%**

Appropriation Summary	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Compensation	$ 355,598	$ 458,967	$ 759,055	$ 798,881	$ -	$ 798,881	$ 39,826	5.25%
Expenses	$ 631,686	$ 737,367	$ 950,450	$ 1,030,900	$ -	$ 1,030,900	$ 80,450	8.46%
Total 8600 Information Services	**$ 987,284**	**$ 1,196,334**	**$ 1,709,505**	**$ 1,829,781**	**$ -**	**$ 1,829,781**	**$ 120,276**	**7.04%**

Program Summary	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Total 8610 IT Administration	$ 987,284	$ 1,196,334	$ 1,709,505	$ 1,829,781	$ -	$ 1,829,781	$ 120,276	7.04%
Total 8600 Information Services	**$ 987,284**	**$ 1,196,334**	**$ 1,709,505**	**$ 1,829,781**	**$ -**	**$ 1,829,781**	**$ 120,276**	**7.04%**

Object Code Summary	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Request	Manager's Add/Del	FY2017 Mgr's Rec.	Dollar Increase	Percent Increase
Salaries & Wages	$ 353,511	$ 457,185	$ 756,055	$ 795,744	$ -	$ 795,744	$ 39,690	5.25%
Overtime	$ 2,087	$ 1,781	$ 3,000	$ 3,137	$ -	$ 3,137	$ 137	4.55%
Personal Services	*$ 355,598*	*$ 458,967*	*$ 759,055*	*$ 798,881*	*$ -*	*$ 798,881*	$ 39,826	*5.25%*
Contractual Services	$ 443,188	$ 474,980	$ 700,500	$ 757,000	$ -	$ 757,000	*$ 56,500*	8.07%
Utilities	$ 1,800	$ 37,043	$ 80,200	$ 93,400	$ -	$ 93,400	$ 13,200	16.46%
Supplies	$ 32,273	$ 3,561	$ 24,250	$ 26,500	$ -	$ 26,500	$ 2,250	9.28%
Small Capital	$ 154,425	$ 221,783	$ 145,500	$ 154,000	$ -	$ 154,000	$ 8,500	5.84%
Expenses	*$ 631,686*	*$ 737,367*	*$ 950,450*	*$ 1,030,900*	*$ -*	*$ 1,030,900*	$ 80,450	*8.46%*
Total 8600 Information Services	**$ 987,284**	**$ 1,196,334**	**$ 1,709,505**	**$ 1,829,781**	**$ -**	**$ 1,829,781**	**$ 120,276**	**7.04%**

Section XI: Capital Investment

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 all of the following criteria:

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

CAPITAL POLICY FRAMEWORK

The FY2017 Capital Budget was developed within the capital policy framework initially adopted by the Board of Selectmen in 1991, and subsequently amended in 2006 and 2009 to ensure adequate planning and funding for capital investment, particularly cash capital projects within the general fund. This capital investment strategy includes the following major elements:

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

FIVE-YEAR CAPITAL PROGRAM

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

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

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

- **Cash Financing** – The Town regularly appropriates available funds (i.e., cash financing) from the general and enterprise funds to finance certain capital investment projects. Examples of available funds are unreserved fund balance (free cash), tax levy, enterprise fund retained earnings, specialized stabilization funds and, when available, unexpended balances of prior years' capital articles.

- **Debt** – The Town has traditionally financed large dollar value capital projects with debt. Depending upon the project, the debt service resulting from debt-funded capital projects can be financed from a variety of sources including the General Fund (either within the Levy Limit or from a voter approved Proposition 2 ½ debt exclusion), Enterprise and Revolving Funds or the Community Preservation Fund (see discussion of the CPA below).

- **Other Sources** – The Town uses dedicated state aid and grant funding to finance capital investment when these funds are available.

- **Community Preservation Act (CPA) Funds** – Beginning in FY07, 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 FY08, the Town began to receive State matching funds to supplement the local surcharge. Receipts for FY16 from the surcharge and state matching funds are preliminarily estimated at $5 million.

FY 2017 CAPITAL FINANCING STRATEGY

The proposed financing plan for the recommended FY2017 capital budget is shown in the table below.

Capital Requests Summary

	Free Cash / Tax Levy	Other Financing Sources [1]	Debt	Total
General Fund	$ 5,214,164	$ -	$ 6,970,507	$ 12,184,671
Proposed Excluded Debt Projects	$ -	$ -	$ 67,492,000	$ 67,492,000
Chapter 90/Other Funding	$ -	$ 8,853,790	$ -	$ 8,853,790
Water Enterprise	$ -	$ 220,500	$ -	$ 220,500
Sewer Enterprise	$ -	$ 177,500	$ 1,768,000	$ 1,945,500
Recreation Enterprise	$ -	$ 65,000	$ -	$ 65,000
Community Preservation Act [2]	$ -	$ 999,530	$ -	$ 999,530
Total (all Funds)	**$ 5,214,164**	**$ 10,316,320**	**$ 76,230,507**	**$91,760,991**

[1] Chapter 90/Other Funding includes $973,165 in Chapter 90 Aid for street improvements, $850,000 of private funding for the Cary Library Internal Reconfiguration project, $230,625 from the Parking Meter Fund for parking meter replacements, $30,000 from the Traffic Mitigation Stabilization Fund for Transportation Mitigation, and $6,550,000 in state funding for the Massachusetts Avenue-3 Intersections Improvement

[2] Includes both Town and non-Town CPA funded projects.

The following table, FY2017 Recommended Capital Budget, lists all FY2017 projects recommended by the Town Manager 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.

FY 2017 Recommended Capital Budget

Department	Project Description	Recommendation	Requested Funding Source(s)
Economic Development	Parking Meter Replacements - Phase 2	$ 230,625	Parking Meter Fund
Economic Development	Grain Mill Alley Improvements	TBD	CPA
Conservation	Wright Farm Needs Assessment and Feasibility Study	$ 35,000	CPA
Traffic Safety Group (TSG)	Transportation Mitigation	$ 30,000	Traffic Mitigation Stab. Fund
Total Community / Economic Development		**$ 295,625**	
Fire & Rescue	Ladder Truck Replacement	$ 875,000	GF Debt
Fire & Rescue	Public Safety Radio Stabilization	$ 90,000	Free Cash
Total Public Safety		**$ 965,000**	
Library	Cary Library Internal Reconfiguration Project	$ 850,000	Private Funding
Rec.& Community Programs	Pine Meadows Improvements	$ 65,000	Recreation RE
Rec.& Community Programs	Park and Playground Improvements	$ 75,000	CPA
Rec.& Community Programs	Town Pool Renovation	$ 166,000	CPA
Rec.& Community Programs	Park Improvements - Athletic Fields	$ 120,000	CPA
Rec.& Community Programs	Park Improvements- Hard Court Resurfacing	$ 61,000	CPA
Rec.& Community Programs	Granite Forest at Lincoln Park	$ 30,000	CPA
Total Culture and Recreation		**$ 1,367,000**	
Public Facilities	Townwide Roofing Program	$ 176,400	GF Debt
Public Facilities	School Building Envelopes and Systems Program	$ 215,000	Free Cash
Public Facilities	LHS Heating Systems Upgrade	$ 186,000	GF Debt (Exempt)
Public Facilities	Municipal Building Envelopes and Systems	$ 187,329	Tax Levy
Public Facilities	Building Flooring Program	$ 150,000	Free Cash
Public Facilities	Public Facilities Bid Documents	$ 100,000	Free Cash
Public Facilities	Hastings School Renovation/Replacement	$ 1,500,000	GF Debt (Exempt)
Public Facilities	Diamond Middle School Renovations -Construction	$ 44,541,900	GF Debt (Exempt)
Public Facilities	Clarke Middle School Renovations -Construction	$ 21,264,100	GF Debt (Exempt)
Public Facilities	School Traffic Safety Improvements	$ 25,000	GF Debt
Public Facilities	Security Camera Upgrade to Digital from Analog	$ 49,500	Free Cash
Public Facilities	Munroe School Roof	$ 298,000	GF Debt/Lease Revenue
Public Facilities	LHS Security Evaluation and Upgrade	$ 25,000	Free Cash
Public Facilities	LHS Guidance Space Mining - Design	$ 13,800	Free Cash
Public Facilities	LHS Nurse Office and Treatment Space - Design	$ 17,000	Free Cash
Public Facilities	LHS Fitness Center/Athletic Training Floor	$ 41,220	Free Cash
Public Facilities	Munroe Center for the Arts Window Study	$ 30,000	CPA
Total Public Facilities Department		**$ 68,820,249**	

FY 2017 Recommended Capital Budget (continued)

Department	Project Description	Recommendation	Requested Funding Source(s)
Public Works	Center Streetscape Improvements	$ 2,700,000	GF Debt
Public Works	DPW Equipment Replacement	$ 755,000	GF Debt/Free Cash/Water
Public Works	Street Improvements	$ 3,500,000	Tax Lew/Chapter 90
Public Works	Storm Drainage Improvements and NPDES Compliance	$ 340,000	GF Debt
Public Works	Sanitary Sewer System Investigation and Improvements	$ 1,000,000	Wastewater Debt/Wastewater RE
Public Works	Hydrant Replacement Program	$ 150,000	Free Cash/Water RE
Public Works	Pump Station Upgrades	$ 800,000	Wastewater Debt
Public Works	Implementation	$ 390,000	GF Debt
Public Works	Mass Ave - Three Intersections Improvement	$ 6,900,000	Free Cash / State Funding
Public Works	Sidewalk Improvements, Additions and Designs	$ 600,000	GF Debt
Public Works	Town Wide Culvert Replacement	$ 390,000	GF Debt
Public Works	Town-wide Signalization Improvements	$ 125,000	Free Cash
Public Works	Minuteman Bikeway Wayfinding	$ 120,000	CPA
Public Works	Antony Park Construction	$ 60,000	CPA
Public Works	Cary Memorial Library Walkway Replacement	$ 149,500	GF Debt
Public Works	Munroe Center for the Arts Parking Lot	$ 220,000	Private Funding
Public Works	Pleasant Street sidewalk	$ 175,000	GF Debt
Total Public Works Department		**$ 18,374,500**	
Lexington Public Schools	School Furniture, Equipment & Systems Program	$ 186,087	Free Cash
Lexington Public Schools	LPS Technology Capital Request	$ 1,198,000	Free Cash/GF Debt
Total Lexington Public Schools		**$ 1,384,087**	
Information Services	Replace Town Wide Phone Systems-Phase V	$ 21,000	Free Cash
Information Services	Head End Equipment Replacement/Packet Shaper - Phase V	$ 150,000	Free Cash
Town Clerk	Election System Upgrade	$ 81,000	Free Cash
Selectmen	Pelham Road Property Acquisition	TBD	GF Debt (Exempt)
Total General Government		**$ 252,000**	0
Non-Governmental Projects	Munroe Tavern Archaeological Dig	$ 15,000	CPA
Non-Governmental Projects	Lexington Arts and Crafts Society - Parson's Gallery Lighting Renovation	$ 24,280	CPA
Non-Governmental Projects	Keeler Farm Community Housing Acquisition	TBD	CPA
Non-Governmental Projects	Greeley Village Rear Door and Porch Preservation	$ 263,250	CPA
Total Non-Governmental Projects		**$ 302,530**	
Total FY 2017 Recommendations - All Funds		**$ 91,760,991**	

CAPITAL PLAN BY FINANCING SOURCE

The following pages include tables that show the recommended FY2017 capital projects by financing source:

General fund debt;
Wastewater fund debt;
Proposition 2 ½ excluded debt
Cash capital (i.e., current revenue).
Water fund debt;
Recreation and Community Programs fund debt;
Revolving fund debt; and

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.

FY2017 RECOMMENDED PROJECTS - GENERAL FUND DEBT (Table I)

Town of Lexington - FY 2016 Budget
FY 2017 Manager's Recommended Budget: Capital Projects

TABLE I: FY2017 RECOMMENDED PROJECTS - GENERAL FUND DEBT

		AMOUNT FINANCED	TERM	INTEREST RATE	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
MUNICIPAL PROJECTS										
1	Ladder Truck Replacement	$ 875,000	10	4.0%		$ -	$ 17,500	$ 122,500	$ 119,000	$ 115,500
2	Center Streetscape Improvements	$ 2,700,000	20	4.0%		$ -	$ 54,000	$ 243,000	$ 237,600	$ 232,200
3	DPW Equipment Replacement ($755,000)	$ 449,000	5	4.0%		$ 8,980	$ 107,760	$ 104,168	$ 100,576	$ 96,984
4	Storm Drainage Improvements and NPDES Compliance	$ 340,000	10	4.0%		$ 6,800	$ 47,600	$ 46,240	$ 44,880	$ 43,520
5	Comprehensive Watershed Stormwater Management Study and Implementation	$ 390,000	10	4.0%		$ 7,800	$ 54,600	$ 53,040	$ 51,480	$ 49,920
6	Sidewalk Improvements, Additions and Designs	$ 600,000	5	4.0%		$ 12,000	$ 144,000	$ 139,200	$ 134,400	$ 129,600
7	Town Wide Culvert Replacement	$ 390,000	10	4.0%		$ 7,800	$ 54,600	$ 53,040	$ 51,480	$ 49,920
8	Cary Memorial Library Walkway Replacement	$ 149,500	5	4.0%		$ 2,990	$ 35,880	$ 34,684	$ 33,488	$ 32,292
9	Pleasant Street sidewalk	$ 175,000	5	4.0%		$ 3,500	$ 42,000	$ 40,600	$ 39,200	$ 37,800
	Subtotal	**$ 6,068,500**				**$ 49,870**	**$ 557,940**	**$ 836,472**	**$ 812,104**	**$ 787,736**
FACILITIES PROJECTS										
1	Townwide Roofing Program	$ 176,400	10	4.0%		$ 3,528	$ 24,696	$ 23,990	$ 23,285	$ 22,579
	Subtotal	**$ 176,400**				**$ 3,528**	**$ 24,696**	**$ 23,990**	**$ 23,285**	**$ 22,579**
SCHOOL PROJECTS										
1	LPS Technology Capital Request ($1,196,000)	$ 427,607	5	4.0%		$ 8,552	$ 102,626	$ 99,205	$ 95,784	$ 92,363
	Subtotal	**$ 427,607**				**$ 8,552**	**$ 102,626**	**$ 99,205**	**$ 95,784**	**$ 92,363**
PROJECTS TO BE FUNDED WITH NEW REVENUE										
1	Munroe School Roof	$ 298,000	5	4.0%		$ 71,520	$ 69,136	$ 66,752	$ 64,368	$ 59,600
	Subtotal	**$ 298,000**				**$ 71,520**	**$ 69,136**	**$ 66,752**	**$ 64,368**	**$ 59,600**
	TOTAL LEVY SUPPORTED GROSS DEBT SERVICE	**$ 6,970,507**				**$ 133,470**	**$ 754,398**	**$ 1,026,419**	**$ 995,541**	**$ 962,278**
	AUTHORIZED LEVY SUPPPORTED DEBT SERVICE				**FY2016**	**FY2017**	**FY2018**	**FY2019**	**FY2020**	**FY2021**
A	Subtotal - Approved and Issued Levy Supported Debt Service					$ 5,236,236	$ 3,939,100	$ 3,258,135	$ 2,239,948	$ 1,487,808
B	Subtotal - Estimated Debt Service - Approved and Unissued Levy Supported Debt Service (short and long-term debt)					$ 1,826,160	$ 2,746,796	$ 2,936,278	$ 2,783,993	$ 2,684,843
C	**Summary - Debt Service on authorized debt**					**$ 7,062,396**	**$ 6,685,896**	**$ 6,194,413**	**$ 5,023,941**	**$ 4,172,650**
D	Subtotal - Projected New Levy Supported Net Debt Service					$ 133,470	$ 754,398	$ 1,026,419	$ 995,541	$ 962,278
E	Subtotal - Other Debt-related costs					$ 48,577	$ 38,640	$ 39,992	$ 41,392	$ 42,841
F	**TOTAL - PROJECTED LEVY SUPPORTED DEBT SERVICE**				**$ 6,732,527**	**$ 7,244,443**	**$ 7,478,933**	**$ 7,260,825**	**$ 6,060,873**	**$ 5,177,769**
G	**PROPOSED USE OF STABILIZATION FUNDS TO MITIGATE DEBT SERVICE IMPACTS OF LHS MODULAR BUILDINGS CONSTRUCTION PROJECT**				$ (620,567)	$ (751,000)	$ (785,000)	$ (1,190,000)	$ (620,000)	$ (233,000)
H	**PROJECTED LEVY SUPPORTED DEBT SERVICE**				**$ 6,111,960**	**$ 6,493,443**	**$ 6,693,933**	**$ 6,070,825**	**$ 5,440,873**	**$ 4,944,769**
I	**PROJECTED NET LEVY SUPPORTED DEBT SERVICE (ex. Projects to be Funded with New Revenue)**				**$ 6,111,960**	**$ 6,420,273**	**$ 6,624,797**	**$ 6,004,073**	**$ 5,376,505**	**$ 4,885,169**

Municipal Projects

1. **Ladder Truck Replacement - $875,000 (General Fund Debt):** This FY17 request would fund the purchase of a new aerial ladder truck for the Fire Department. The current truck is almost 17 years old and used on a daily basis. The required repairs for the aging truck have steadily increased, with over $60,000 spent for major repairs in FY12. Front line apparatus are generally utilized as first line vehicles for 10-12 years and then in a reserved capacity but the ladder truck has been used in a primary position for its entire life span. FY17 funding would be used to purchase a vehicle similar in size and equipped comparably to the existing truck. The primary design of the ladder truck allows the vehicle to conduct rescues, perform roof ventilation and provide firefighting capabilities through the water way at the end of the ladder.

2. **Center Streetscape Improvements – Phase 1 of 3 - $2,700,000 (General Fund Debt):** This project requests funds to improve and restore the sidewalk surface, streetscape and pedestrian safety in Lexington Center. Project improvements will also include lighting, intersection upgrades and lane configuration adjustments. Previous appropriations for the project have funded traffic modeling and design and development plans. Additional requests for construction are expected in future funding cycles. The estimated total cost of all three phases in $8 million.

3. **DPW Equipment Replacement - $755,000 ($449,000 General Fund Debt, $15,000 Free Cash, $145,500 Water Fund Retained Earnings, $145,500 Wastewater Fund Retained Earnings):** This is an annual request to replace equipment that is beyond its useful life and whose mechanical condition no longer meets the requirements of the Department of Public Works (DPW). The DPW has an inventory of 146 pieces of equipment including sedans, hybrid SUVs, construction vehicles and specialized equipment used to mow parks, plow snow, repair streets and complete a variety of other projects. Without regular equipment replacement, the efficiency and cost effectiveness of the DPW's operations would be handicapped due to equipment down time and excessive repair costs. The FY2017 request, by funding source, is shown in the table below.

   Each piece of equipment is inventoried with original and current replacement cost, state of condition and replacement time interval. Replacement intervals vary from 5 to 25 years, and are based on manufacturer recommendations and use (type and duration). The selection of vehicles to be replaced begins with the proposed replacement date. Then each vehicle is assessed as to its mechanical condition and work requirements. The systematic replacement program defines what equipment is expected to need replacement during the next five years, with the intent of preventing any unexpected emergency purchases. Annual updates are conducted by the Road Machinery Division, Division Superintendents and reviewed by the Manager of Operations and the Director of Public Works.

   The table below shows each piece of equipment recommended and its proposed financing source.

	GF Debt	Free Cash	Water RE	Sewer RE	Total
1-F550 Pick Up with Plow	$ 9,000		$ 60,500	$ 60,500	$ 130,000
1-Rubber Tire Loader with 3 Yard Capacity			$ 85,000	$ 85,000	$ 170,000
2- F450 Dump Trucks with Plows (Public Grounds)	$ 200,000				$ 200,000
1-Holder Tractor with Snow Blower (Public Grounds)	$ 140,000	$ 15,000			$ 155,000
1-F450 Dump Truck with Plow (Highway Division)	$ 100,000				$ 100,000
	$ 449,000	$ 15,000	$ 145,500	$ 145,500	$ 755,000

4. **Storm Drainage Improvements and NPDES Compliance - $340,000 (General Fund Debt):** This is an annual request. $40,000 is estimated for the compliance with the construction related portions of the National Pollutant Discharge and Elimination System (NPDES) minimum control measures as mandated by EPA in the storm water general permit issued to the Town. This includes the development and submittal of the Notice of Intent and Stormwater Management Program (SWMP) as required by the EPA as well as illicit discharge, detection and elimination. A new EPA NPDES permit is expected to be issued to the Town in January 2016. Requirements measures include illicit discharge detection and elimination, and BMP (best management practices) installation and retrofits. $300,000 will be used to repair/replace drainage structures encountered during the road resurfacing program, repair other drainage areas of concern in town and improve stormwater issues discovered during the NPDES investigation work.

   This request will provide funds to restore the function of select town drainage systems. Much of the town has been developed and old systems are inadequate. There are many trouble spots in the watersheds of the Vine Brook, Mill Brook, Beaver Brook, and Kiln Brook as well as other areas throughout town. Recent drainage installation and rehabilitation included Spring Street and Woburn Street. Paul Revere Road has been completed. Illicit discharge detection and elimination has been ongoing in the Vine Brook and Mill Brook which are areas identified to have contamination.

5. **Comprehensive Watershed Storm Water Management Implementation - $390,000 (General Fund Debt**): This is an annual request. DPW-Engineering and Conservation are collaborating on addressing drainage/brook management issues. The Charles River, Shawsheen River, and Mystic River watershed management plans have all been completed with funding from prior authorizations. Design work is completed and construction is underway for the daylighting and drainage improvements at Willards Woods and the bank stabilization at Vine Brook in the Saddle Club Road area. The Whipple Brook area design is also underway. This request is for the continuing design / implementation of the watershed plans and for the construction of priorities established in the watershed plans. Staff has reviewed the three watershed plans and developed a likely prioritization schedule with built-in flexibility pending unforeseen changes. The requested funding will be used to move forward with the determined prioritized areas. Please note that there is some overlap with the Town Wide Culvert Replacement project, as some of these projects include culvert work as well as stream management work. Possible priority areas include the Valleyfield area design (which is within the Clematis Brook area) and the Whipple Brook area construction.

6. **Sidewalk Improvements, Additions and Design- $600,000 (General Fund Debt):** This is an annual request to rebuild and/or repave existing asphalt sidewalks and to begin design work on new sidewalks. FY16 funding was increased from prior years in order to address the Selectmen's goal of improving the overall condition of existing sidewalks and providing new sidewalks. Recommended FY17 funding continues funding at this accelerated level.

   DPW, in conjunction with various committees and other town departments develops a list each year of the sidewalks most in need of repair/replacement. There are four determining factors that dictate the repair of a sidewalk 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, and 4) Is the general condition of the sidewalk poor, fair or good which dictates treatments such as full reconstruction, overlay or patching? All work will be ADA compliant. DPW has worked with Fay, Spofford & Thorndike, a pavement consulting firm, to compile a sidewalk condition survey that will help prioritize sidewalk repair locations.

   Candidate projects for funding in FY17 include Emerson Garden Road (north and south), Hathaway Road, Waltham Street – from LHS Driveway to Forest Street and Brookside to Blossomcrest, Massachusetts Avenue – Bow Street to Fottler Avenue (north and south), Turning Mill Road – phase II from #18 to end, Charles Street, Daniels Street and Aerial Street.

   The history of prior Sidewalk appropriations is:

FY08	FY09	FY10	FY11	FY12	FY13	FY14 [1]	FY15	FY16
$ 100,000	$ 275,000	$ -	$ 200,000	$ 200,000	$ 300,000	$ 400,000	$ 400,000	$ 600,000

[1] Does not include $200,000 of a $600,000 appropriation that was designated for the construction of a Hartwell Avenue mixed use path

7. **Town Wide Culvert Replacement - $390,000 (General Fund Debt):** This is an annual program request. On-going culvert inspections and ongoing watershed management planning efforts have identified culverts in town that are near or at failure. The Watershed Management Plans have identified a number of these failing culverts.

Of the funding requested, $250,000 is an estimate of construction costs necessary for culvert replacement with $65,000 for design, permitting, and bidding. The remainder is for contingencies. The North Lexington Brook culvert at Revere Street, the Bikeway culvert near Camellia place and the Concord Avenue culvert at Hardy's Brook are all permitted with bids having been awarded, and are currently in the early stage of construction. Future designs and replacements include but are not limited to the following: Valleyfield and Waltham Street at the Clematis Brook which has been identified in the Watershed Management Plan. Please note that there is some overlap with the Comprehensive Stormwater Management project as some of these projects include culvert work as well as stream management work.

8. **Cary Memorial Library Walkway Replacement - $149,500 (General Fund Debt):** The walkway surrounding the Cary Memorial Library is in disrepair and poses a hazard to library patrons and personnel. FY17 funds are requested for replacement of the walkway in its entirety. The walkway receives regular maintenance for areas with significant segregation of the stones from the concrete mixture but they are expected to continue to degrade over time and repair work would be extensive. Replacement of the current walkway will significantly improve safety and accessibility to the building and also minimize maintenance work and related costs.

9. **Pleasant Street Sidewalk - $175,000 (General Fund Debt):** This funding would be used to complete the sidewalks along Pleasant Street in those areas that currently have no sidewalks. The section of roadway near the proposed sidewalk installations was identified as an area of high priority in a recent report on sidewalk conditions. Nearby schools, the Minuteman Bikeway, MBTA bus stops and a local farm are all in proximity and the proposed project would improve pedestrian safety and provide greater mobility for those utilizing the nearby destinations.

Department of Public Facilities Projects

1. **Town Wide Roofing Program - $176,400 (General Fund Debt):** The Central Administration Building's roof has been identified as a priority in the Department of Public Facilities 20-year Roof Master Plan. FY17 funds are requested to stop water infiltration with a specific focus on the A-framed roof. An internal venting system and external heat tape were installed but have proven ineffective due to significant snow totals. The proposal includes removal of the roof shingles from the front elevation, the addition of an ice and water shield under the new shingles and added venting. In addition to preventing water leaks, ice dams and associated damage, the replacement of the roofing systems may result in the reduction of funds budgeted for emergency roof repairs.

School Projects

1. **LPS Technology - $1,198,000 ($427,607 General Fund Debt and $770,393 Free Cash):** This request addresses the District's Strategic Goal for enhancing the capacity to utilize technology as an instructional and administrative tool. This technology equipment includes technology workstations (desktops, laptops, and mobile devices), printers/peripherals, interactive projection systems, network head-end equipment, and improved wireless network delivery systems for the High School and middle schools.

This capital improvement project would provide the funding for:

- *Technology Workstations* (Desktops, Laptops, Mobile Devices) - $550,000 is requested of which $490,000 is to replace aging computers that will be 5-6 years old during FY16 with up-to-date technology workstations. Approximately 525 computers during FY17 will need replacement. $60,000 will be allocated to the final year of a three year plan to make sure all six of our elementary schools are equitable in their technology.
- *Expanding One-To-One Mobile Technology Initiative at Grade 8 Middle Schools* - $295,000 is requested to provide every Grade 7 student (590 students) at Diamond and Clarke Middle schools an iPad for use at home and school.
- *Expanding Individualized Mobile Tablet initiative in High School* - $55,000 is requested to expand and further embed our current mobile technology initiative at the High School to provide mobile tablets (e.g., iPads) to additional 9th grade classrooms so that these classes can utilize the iPads on a regular basis to engage in classroom activities supported by technology.
- *Technology Peripherals - $30,000 is requested to purchase and replace old printers, document readers, and projection systems through the district as the building needs arise.*
- *Upgrading District and Building Networks* - $178,000 is requested to upgrade networks at schools. In FY16, the existing wireless network topology at the high school and two middle schools was successfully reconfigured through the doubling of the number existing access points at all three schools and through the replacement of existing wireless access points by more powerful units at the high school. However, additional work is needed to be done in order to handle the geometric growth in the use of mobile technology at the schools over the last several years as well as for the need to handle other technology devices such as VOIP phone systems. Accordingly, money is requested to (1) upgrade the backbone to 10GB from the district head-end to Fiske, Bridge, Bowman, Harrington, and Hastings ($105,000), (2) upgrade the connections at Clarke and Diamond between the main network cabinets (MDF) and the secondary network cabinets (IDF) and ($55,000), and (3) install the necessary technology system in order to upgrade to Active Directory for all users ($18,000)
- *Interactive Projector/Whiteboards Units* - $90,000 is requested allow the Lexington School District to replace SMART interactive projection systems and existing ceiling projector systems purchased 2009 and earlier with replacement projectors and interactive projectors. Current units have come to end of life and need to be replaced. Twenty-two classrooms grades 3-12 require such replacement units. The request will also allow us for the installation of new units in three High School rooms without such units in place. During the last fiscal year, the school district completed a four year process of equipping nearly all Grade 3 through 12 classrooms with interactive projector/whiteboard units.

Projects to be Funded with New Revenue

1. **Munroe School Roof - $298,000 (General Fund Debt to be financed with increased lease fees from the Munroe School for the Arts):** A building assessment completed in 2007 identified that a new roof would likely be required for the Munroe School during calendar year 2016. During the last year, building users have reported leaks in the roof and the Munroe Center provided funds to make the repairs. This FY17 request is for

funds to install a new roof on the building in order to prevent continued leaks and potential damage to structural elements and personal property. The project will be financed through the issuance of debt whose debt service will be funded with an increase in lease payments by the Munroe Center for the Arts to the Town.

FY2017 RECOMMENDED PROJECTS - WATER FUND DEBT (Table II)

Town of Lexington - FY 2016 Budget
FY 2017 Manager's Recommended Budget: Capital Projects

TABLE II: FY2017 RECOMMENDED PROJECTS - WATER DEBT

	PROJECT	AMOUNT FINANCED	DEBT SERV. YEARS	ESTIMATED INT. RATE	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
1	None Proposed	$ -	0	0.0%		$ -	$ -	$ -	$ -	$ -
	TOTAL	$ -				$ -	$ -	$ -	$ -	$ -

	AUTHORIZED WATER DEBT SERVICE	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
A	Subtotal: Authorized and Issued Water Debt Service		$ 1,188,079	$ 1,137,057	$ 1,042,887	$ 820,347	$ 785,878
B	Subtotal - Estimated Debt Service - Approved and Unissued Water Debt Service (short and long-term debt)		$ 149,247	$ 128,474	$ 139,264	$ 135,092	$ 130,920
C	**Summary: Debt Service on Authorized Debt**		$ 1,337,326	$ 1,265,532	$ 1,182,150	$ 955,439	$ 916,797
D	Subtotal: Projected Debt Service on Proposed Capital Projects		$ -	$ -	$ -	$ -	$ -
E	Subtotal - Other Debt-related costs		$ -	$ -	$ -	$ -	$ -
F	**TOTAL PROJECTED WATER DEBT SERVICE**	$ 1,379,622	$ 1,337,326	$ 1,265,532	$ 1,182,150	$ 955,439	$ 916,797

No recommendations for debt financing.

FY2017 RECOMMENDED PROJECTS - WASTEWATER FUND DEBT (Table III)

Town of Lexington - FY 2017 Budget
Table III: FY 2017 Manager's Recommended Budget: Capital Projects

TABLE III: FY2017 RECOMMENDED PROJECTS - WASTEWATER DEBT

	PROJECT	AMOUNT FINANCED	DEBT SERV. YEARS	ESTIMATED INT. RATE	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
1	Sanitary Sewer System Investigation and Improvements ($1,000,000)	$968,000	10	4.0%		$ 19,360	$ 135,520	$ 131,648	$ 127,776	$ 123,904
2	Pump Station Upgrades	$ 800,000	10	4.0%		$ 16,000	$ 112,000	$ 108,800	$ 105,600	$ 102,400
	TOTAL	1,768,000				$ 35,360	$ 247,520	$ 240,448	$ 233,376	$ 226,304

	AUTHORIZED SEWER DEBT SERV.	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
A	Subtotal: Authorized and Issued Sewer Debt Service		$ 888,624	$ 784,755	$ 739,532	$ 698,920	$ 555,611
B	Subtotal - Estimated Debt Service - Approved and Unissued Sewer Debt Service (short and long-term debt)		$ 87,851	$ 301,598	$ 302,026	$ 293,093	$ 284,161
C	**Summary: Debt Service on Authorized Debt**		$ 976,474	$ 1,086,353	$ 1,041,558	$ 992,013	$ 284,161
D	Subtotal: Projected Debt Service on Proposed Capital Projects		$ 35,360	$ 247,520	$ 240,448	$ 233,376	$ 226,304
E	Subtotal - Other Debt-related costs		$ 10,000	$ 10,350	$ 10,712	$ 11,087	$ 11,475
F	**TOTAL PROJECTED SEWER DEBT SERVICE**	$ 1,220,843	$ 1,021,834	$ 1,344,223	$ 1,292,718	$ 1,236,476	$ 521,940

1. **Wastewater System Investigation and Improvements - $1,000,000 ($968,000 Wastewater Debt, $32,000 Wastewater Retained Earnings):** This is an annual request for rehabilitation of sanitary sewer infrastructure. Engineering investigation and evaluation will be done on sewers in various watersheds. Work will include replacement or repair of deteriorated sewers and manholes identified throughout Town. Sewage leaks and

overflows present a direct danger to the health of the community through transmission of waterborne diseases. In addition, the Town's assessment by the MWRA for sewage treatment is based, in part, on total flow through the meter at the Arlington town line, so excessive flow of storm water in the sewer results in unnecessarily higher sewage bills.

Projects may be eligible for MWRA grant/loan program funding. Further identification, prioritization, and repair of sanitary sewer in the town reducing inflow and infiltration into the system has been ongoing in several sewer basins in town. Recent completed work in town includes sewer basin Area 6 (Tophet swamp), Area 7 (Reed St area), Area 10 (Marrett, Lincoln, School Street areas), Area 3 (Adams Street, Grant Street, Saddle Club area), Area 9 (Parker Street area), and Area 14 (Bow Street area.) Possible future areas of removal are Area 4 and Area 5 which are along the easterly and westerly side of Lowell Street from Laconia Street to the Arlington Town line.

2. **Pump Station Upgrades - $800,000 (Wastewater Debt):** This is an ongoing program for upgrade of the stations including bringing them in compliance with federal (OSHA) regulations, equipment replacement and generator installations. Lexington has 10 Sewer pumping stations valued at over $6 million. In July 2013 a detailed evaluation and capital plan was developed for the town with the assistance of Wright-Pierce. This includes a detailed engineering survey of the pumps stations to determine current and future needs as well as a time table and probable costs for the proposed work. FY17 funding is requested for full pump station replacement which will likely be used for the Marshall Road Pump Station as shown in year 4 of the Capital Improvement Plan developed by Wright-Pierce. Installation of back-up generators at Concord Avenue and Potter Pond pump stations as well as other upgrades at Potter Pond have recently been completed and significant improvements to the main pump station are underway that include HVAC upgrades, the installation of variable frequency drives on all the pumps to minimize wear and tear, save energy and eliminate hammering in the force main, and the installation of a surge tank.

FY2017 RECOMMENDED PROJECTS – RECREATION FUND DEBT (Table IV)

Town of Lexington - FY2017 Budget
FY 2017 Manager's Recommended Budget: Capital Projects

TABLE IV: FY2017 RECOMMENDED PROJECTS - RECREATION and COMMUNITY PROGRAMS DEBT

	PROJECT	AMOUNT FINANCED	DEBT SERV. YEARS	ESTIMATED INT. RATE	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
	None Proposed	$ -	1	0.0%		$ -	$ -	$ -	$ -	$ -
	TOTAL	$ -				$ -	$ -	$ -	$ -	$ -

		AUTHORIZED REVENUE SUPPPORTED DEBT SERV.	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
A	Subtotal	Approved and Issued Revenue Supported Debt Service [1]		$100,000	$100,000	$100,000	$ -	$ -
B	Subtotal	Approved and Unissued Revenue Supported Debt Service		$ -	$ -	$ -	$ -	$ -
C	Summary	**Approved Revenue Supported Debt Service**		**$100,000**	**$100,000**	**$100,000**	**$ -**	**$ -**
D	Subtotal	Projected Debt Service on Proposed Capital Projects		$ -	$ -	$ -	$ -	$ -
E		Other Debt-related costs		$ -	$ -	$ -	$ -	$ -
F	**TOTAL PROJECTED DEBT SERVICE**		**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$ -**	**$ -**

[1] $100,000 is an offset to the exempt debt service for bonds issued pursuant to a 2002 authorization for the reconstruction of the Lincoln Park athletic field and parking lot. The source of the offset is the Recreation and Community Programs Enterprise Fund

No recommendations for debt financing.

FY2017 RECOMMENDED PROJECTS – FUNDING THROUGH PROPOSITION 2 ½ DEBT EXCLUSION (Table V)

Town of Lexington - FY2017 Budget
FY 2017 Manager's Recommended Budget: Capital Projects

TABLE V: FY2017 RECOMMENDED PROJECTS - FUNDING THROUGH PROPOSITION 2 1/2 DEBT EXCLUSION

	PROJECT	AMOUNT FINANCED	DEBT SERV. YEARS	ESTIMATED INT. RATE	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Projects for Consideration - Spring 2015 Town Meeting										
1	LHS Heating Systems Upgrade - Design	$ 186,000	10	4%		$ 3,720	$ 26,040	$ 25,296	$ 24,552	$ 23,808
2	Hastings School Renovation/Replacement - Design	$ 1,500,000	30	4%		$ 30,000	$ 110,000	$ 108,000	$ 106,000	$ 104,000
3	Diamond Middle School Renovations -Construction	$ 44,541,900	30	4%		$ -	$ 3,266,406	$ 3,207,017	$ 3,147,628	$ 3,088,238
4	Clarke Middle School Renovations -Construction	$ 21,264,100	30	4%		$ -	$ 1,559,367	$ 1,531,015	$ 1,502,663	$ 1,474,311
5	Pelham Road Property Acquisition	TBD	30	4%		TBD	TBD	TBD	TBD	TBD
	PROJ. NEW EXCLUDED DEBT SERVICE	**$ 67,492,000**				**$ 33,720**	**$ 4,961,813**	**$ 4,871,328**	**$ 4,780,843**	**$ 4,690,357**
Authorizations Voted for School Master Plan Design										
1	Article 2 - March 23, 2015 Annual Town Meeting	$ 4,080,000	variable	4%		126,488	677,674	656,355	635,037	158,384
2	Article 2 - December 2, 2015 Annual Town Meeting	$ 5,386,000	variable	4%		143,627	1,141,466	1,104,425	1,067,384	1,030,343
3	Article 4 - Engineering Study - 20 Pelham Road	$ 150,000	5	4%		3,000	36,000	34,800	33,600	32,400
						273,115	**1,855,140**	**1,795,580**	**1,736,020**	**1,221,127**
Projected Debt Service - Potential Future Projects										
1	Hastings School Renovation/Replacement - Construction (2017 ATM) (assumed MSBA reimbursement at 32%)	$ 39,780,000	30	4%		$ -	$ -	2,917,200	2,864,160	2,811,120
2	Pre-Kindergarten Program Space Renovations - Design (2017 ATM)	$ 771,750	30	4%		$ -	$ -	56,595	55,566	54,537
3	Pre-Kindergarten Program Space Renovations - Construction (2018 ATM)	$ 10,253,250	30	4%		$ -	$ -		751,905	738,234
4	LHS Heating Systems Upgrade - Improvements (2017	$ 12,625,000	10	4%		$ -	$ 110,888.89	693,056	1,258,589	1,696,600
5	Fire Station - Design (2017 ATM)	$ 1,000,000	30	4%		$ -	$ -	73,333	72,000	70,667
6	Fire Station - Construction (2018 ATM)	$ 18,200,000	30	4%		$ -	$ -		1,334,667	1,310,400
7	Police Station - Design (2018 ATM)	$ 1,000,000	30	4%		$ -	$ -		73,333	72,000
8	Police Station - Construction (2019 ATM)	$ 18,800,000	30	4%		$ -	$ -			1,378,667
						$ -	**$ 110,889**	**$ 3,740,184**	**$ 6,410,220**	**$ 8,132,224**

	APPROVED AND PROPOSED EXCLUDED DEBT SERVICE	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Subtotal	Approved and Issued Excluded Debt Service		7,938,830	7,690,949	7,327,631	$ 7,051,468	6,353,004
Subtotal	Approved and Unissued Excluded Debt Service		$ 133,086	$ 729,866	$ 706,987	$ 684,108	205,896
TOTAL	**Approved Excluded Debt Service**		**8,071,917**	**8,420,814**	**8,034,618**	**7,735,577**	**6,558,900**
Subtotal	Projects for Consideration - Spring 2015 Town Meeting		$ 231,053	$ 5,512,986	$ 5,412,294	$ 5,311,601	$ 5,210,909
Subtotal	Authorizations Voted for School Master Plan Design		$ 273,115	$ 1,855,140	$ 1,795,580	$ 1,736,020	$ 1,221,127
Subtotal	Projected Debt Service - Potential Future Projects		$ -	$ 110,889	$ 3,740,184	$ 6,410,220	$ 8,132,224
Subtotal	Other Debt Related Costs		$ 414,472	$ 299,828	$ 163,001.89	$ 104,044.06	$ -
TOTAL APPROVED AND PROPOSED EXCLUDED DEBT SERVICE		**8,539,697**	**8,990,557**	**16,199,657**	**19,145,678**	**21,297,462**	**21,123,161**
Less use of Capital Project Stabilization Funds to Mitigate Debt Service Impacts of Bridge/Bowman and Estabrook Projects		$ 215,000	$ -	$ -	$ -	$ -	$ -
	Net Debt Service	8,324,697	8,990,557	16,199,657	19,145,678	21,297,462	21,123,161

Note: All debt service is projected on the basis of annual level principal and declining debt service. Total Approved and Proposed Excluded Debt Service is inclusive of projections for the financing of the purchase of the Pelham Road property.

1. **LHS Heating Systems Upgrade – Design - $500,000 (Candidate for Debt Exclusion vote):** The 2014 Annual Town Meeting appropriated $75,000 to evaluate options to determine the most cost effective approach to replace HVAC systems at Lexington High School that have operated beyond their life cycles. The analysis presented by the consulting engineers presented several options and the 2015 Annual Town Meeting appropriated $150,000 to fund the design of one of those options. The proposed project includes converting the steam boilers and steam unit ventilators to a highly efficient condensing boiler and hot water distribution system. This FY17 request seeks funds for design development and construction documents as the next step in the process. It is expected that construction funds will be requested at a future Town Meeting. The new HVAC system will improve the educational environment while also making the systems energy efficient, easier to maintain and more reliable.

2. **Hastings School Renovation/Replacement - $1,500,000 (Candidate for Debt Exclusion vote):** The School Committee and Board of Selectmen approved for the Superintendent to submit a Statement of Interest (SOI) to the Massachusetts School Building Authority (MSBA) in February and March of 2015. The SOI outline the districts need to have a study performed on the Hastings Elementary School due to overcrowding and the age of existing building systems. Response from the MSBA is anticipated in January 2016. If the response is positive, the Town would have 90 days to seek Town Meeting approval of

project funding for a Feasibility and Schematic Design Study. If all this comes to pass, the MSBA would reimburse Lexington for part of the work, at a percentage to be determined, but the percentage is expected to be a minimum of 32%.

3. **Diamond Middle School Renovations – Construction Funding - $44,541,900 (Candidate for Debt Exclusion vote):** Funding for design of renovations to the Diamond Middle School was voted at special town meetings in March and December 2015 to address enrollment that exceeds the carrying capacity of the school. This request is for construction funding for these renovations.

4. **Clarke Middle School Renovations – Construction Funding - $21,264,100 (Candidate for Debt Exclusion vote):** Funding for design of renovations to the Clarke Middle School was voted at special town meetings in March and December 2015 to address enrollment that exceeds the carrying capacity of the school. This request is for construction funding for these renovations.

5. **Pelham Road School Accessibility Analysis - $150,000 (Candidate for Debt Exclusion vote):** There are critical site accessibility issues that need to be reviewed and addressed to determine if this is a valid and safe site to establish a school or other Town use. This funding would allow for a thorough analysis of access and egress potential of the Pelham Road site as well as design of selected alternatives. This would include vehicular, bus, and emergency access as well as pedestrian accessibility to the community center from the site. Sight distance and safety will also be critical aspects of this analysis and design.

FY2017 RECOMMENDED PROJECTS – Compost Revolving Fund (Table VI)

Town of Lexington - FY 2017 Budget
FY 2017 Manager's Recommended Budget: Capital Projects

TABLE VI: FY2017 RECOMMENDED PROJECTS -Compost Revolving Fund

	PROJECT	AMOUNT FINANCED	DEBT SERV. YEARS	ESTIMATED INT. RATE	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
	None Proposed	$ -				$ -	$ -	$ -	$ -	$ -
	TOTAL	$ -				$ -	$ -	$ -	$ -	$ -

		AUTHORIZED REVENUE SUPPPORTED DEBT SERV.	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
A	Subtotal	Approved and Issued Revenue Supported Debt Service		$ 43,088	$ 36,725	$ 35,525	$ 34,325	$ 28,125
B	Subtotal	Approved and Unissued Revenue Supported Debt Service		$ 59,293	$ 189,428	$ 182,896	$ 176,364	$ 169,832
C	Summary	**Approved Revenue Supported Debt Service**		**$ 102,381**	**$ 226,153**	**$ 218,421**	**$ 210,689**	**$ 197,957**
D	Subtotal	Projected Debt Service on Proposed Capital Projects		$ -	$ -	$ -	$ -	$ -
E		Other Debt-related costs		$ -	$ -		$ -	$ -
F	**TOTAL PROJECTED DEBT SERVICE**		**$ -**	**$ 102,381**	**$ 226,153**	**$ 218,421**	**$ 210,689**	**$ 197,957**

No recommendations for debt financing.

FY2017 RECOMMENDED PROJECTS – CASH CAPITAL (Table VII)

Town of Lexington - FY 2017 Budget
FY 2017Manager's Recommended Budget: Capital Projects

TABLE VII: FY2017 RECOMMENDED FUNDING FROM REVENUES (Cash by Source)

	PROJECT	Free Cash	Tax Levy	Water Retained Earnings	Sewer Retained Earnings	Recreation Retained Earnings	CPA [1]	Other Funding [2]	TOTAL COST
SCHOOL PROJECTS									
1	School Furniture, Equipment & Systems Program	$ 186,087							$ 186,087
2	LPS Technology Capital Request	$ 770,393							$ 770,393
	SUBTOTAL	$ 956,480	$ -	$ -	$ -	$ -	$ -	$ -	$ 956,480
FACILITIES									
1	Cary Library Internal Reconfiguration Project							$ 850,000	$ 850,000
2	School Building Envelopes and Systems Program	$ 215,000							$ 215,000
3	Municipal Building Envelopes and Systems		$ 187,329						$ 187,329
4	Building Flooring Program	$ 150,000							$ 150,000
5	Public Facilities Bid Documents	$ 100,000							$ 100,000
6	Security Camera Upgrade to Digital from Analog	$ 49,500							$ 49,500
7	LHS Security Evaluation and Upgrade	$ 25,000							$ 25,000
8	LHS Guidance Space Mining - Design	$ 13,800							$ 13,800
9	LHS Nurse Office and Treatment Space - Design	$ 17,000							$ 17,000
10	LHS Fitness Center/Athletic Training Floor	$ 41,220							$ 41,220
11	Munroe Center for the Arts Window Study						$ 30,000		$ 30,000
12	School Traffic Safety Improvements	$ 25,000							$ 25,000
	SUBTOTAL	$ 636,520	$ 187,329	$ -	$ -	$ -	$ 30,000	$ 850,000	$ 853,849
MUNICIPAL PROJECTS									
1	Parking Meter Replacements - Phase 2							$ 230,625	
2	Grain Mill Alley Improvements						TBD		TBD
3	Public Safety Radio Stabilization	$ 90,000							$ 90,000
4	Wright Farm Needs Assessment and Feasibility Study						$ 35,000		$ 35,000
5	Replace Town Wide Phone Systems-Phase V	$ 21,000							
6	Head End Equipment Replacement/Packet Shaper - Phase V	$ 150,000							$ 150,000
7	Transportation Mitigation							$ 30,000	$ 30,000
8	DPW Equipment Replacement	$ 15,000		$ 145,500	$ 145,500				$ 306,000
9	Street Improvements		$ 2,526,835					$ 973,165	$ 3,500,000
10	Wastewater System Investigation and Improvements ($1,000,000)				$ 32,000				$ 32,000
11	Hydrant Replacement Program	$ 75,000		$ 75,000					$ 150,000
12	Mass Ave - Three Intersections Improvement	$ 350,000						$ 6,550,000	$ 6,900,000
13	Town-wide Signalization Improvements	$ 125,000							$ 125,000
14	Minuteman Bikeway Wayfinding						$ 120,000		$ 120,000
15	Antony Park Construction						$ 60,000		$ 60,000
16	Munroe Center for the Arts Parking Lot							$ 220,000	$ 220,000
17	Pine Meadows Improvements					$ 65,000			$ 65,000
18	Park and Playground Improvements						$ 75,000		$ 75,000
19	Town Pool Renovation						$ 166,000		$ 166,000
20	Park Improvements - Athletic Fields						$ 120,000		$ 120,000
21	Park Improvements- Hard Court Resurfacing						$ 61,000		$ 61,000
22	Granite Forest at Lincoln Park						$ 30,000		$ 30,000
23	Election System Upgrade	$ 81,000							$ 81,000
	SUBTOTAL	$ 907,000	$ 2,526,835	$ 220,500	$ 177,500	$ 65,000	$ 667,000	$ 8,003,790	$ 12,316,000
OTHER CPA FUNDED PROJECTS									
1	Munroe Tavern Archaeological Dig						$ 15,000		$ 15,000
2	Lexington Arts and Crafts Society - Parson's Gallery Lighting Renovation						$ 24,280		$ 24,280
3	Keeler Farm Community Housing Acquisition						TBD		$ -
4	Greeley Village Rear Door and Porch Preservation						$ 263,250		$ 263,250
	SUBTOTAL	$ -	$ -	$ -	$ -	$ -	$ 302,530	$ -	$ 302,530
	TOTAL	$ 2,500,000	$ 2,714,164	$ 220,500	$ 177,500	$ 65,000	$ 999,530	$ 8,853,790	$ 15,530,484

[1] CPA totals do not include proposed FY2017 administrative budget of $150,000, $25,000 for the Community Center Preservation Restriction Endowment and $1.7 million for debt service.

[2] Proposed funding for the annual street resurfacing program is comprised of $2,526,835 of tax levy dollars of which $624,061 derives from a 2001 operating budget override, and an anticipated distribution of $973,165 of Chapter 90 funds. Over and above the $624,061 in tax levy dollars from the 2001 override, additional amounts are recommended and are based on the following: the continued funding of $281,234 of tax levy support that was initiated in FY12 and maintained in FY13; the continued funding of $164,850 of tax levy support that was initiated in FY13; $1.1 million derived from health insurance savings, which reflects an increase from the $850,000 allocated in FY14 for street improvements, and $341,089 from FY17 estimated tax levy revenue to provide a level of funding estimated to move the Town toward a targeted pavement condition index (PCI) of 85.

School Projects

1. **System Wide School Furniture, Equipment and Systems - $186,087 (Free Cash):** The School Department submits annual requests for replacement of classroom and office furniture that has reached the end of its useful life. The FY17 request will support new furniture for increased enrollment and staff and additional classroom space for Lexington Children's Place.

   The FY17 Furniture, Equipment and Systems Replacement Program includes requests for:

   - Student, Teacher and Staff Desks and Chairs
   - Additional Classroom Furniture and Equipment for Lexington Children's Place
   - Principal's Office furniture at Harrington
   - Cafeteria Tables

- Bookshelves
- Activity Tables
- Stand-Up Student Desks
- Corkboard/ Markerboards
- Stools
- Supply Cabinets
- Computer Tables
- Filing Cabinets

Total: $112,421

Special Education:

- (5) Augmentative Communication Devices for Students: $29,656.00
- Five-Year Replacement Cycle for Upgrades on Classroom FM Sound Systems: $5,000

Total: $34,656

Health Services:

- Hearing and Vision Equipment
  - (7) Optec Vision Testing System
  - (10) Interacoustics Screening Audiometer

Total: $29,010

District:

- LPS District Redistricting Furniture Purchases

Total: $10,000

2. **LPS Technology - $1,198,000 ($427,607 General Fund Debt and $770,393 Free Cash):** *see detailed description in section I - General Fund Debt financed projects*.

Department of Public Facilities Projects

1. **Cary Library Internal Reconfiguration Project - $850,000 (Private Funding):** The Cary Memorial Library plans to reconfigure several library spaces. The project includes creating a new teen space on the library's lower level, moving the Adult Fiction and World Languages collections to the main level, adding four study rooms and a public engagement space, and reconfiguring the main desk, computers and copy/print services. This project is a result of the library's 2014 Strategic Planning Process and identifies areas for improvement to enhance library services. The library has experienced an influx of teens in the afternoons who currently utilize areas on the main level. Relocating the space to the lower level provides more opportunities for teens to work in groups and study socially. In addition to mitigating the impact on the main level, the move allows the library to house their highly circulated Chinese collection and World Language collection on the main floor. Reconfiguring the main desk and electronic resources allows staff to easily assist patrons and putting bookshelves on wheels will allow for the creation of auditorium space when needed. A public engagement space will allow for thoughtful, creative and participatory projects for the community. This project will be funded through private donations.

2. **School Building Envelope and Systems - $215,000 (Free Cash):** This project involves performing annual prioritized design, repairs and modifications to prevent deterioration of school building exteriors and building systems. Proper maintenance of school buildings requires continual investment in the building envelope and building systems. This includes but is not limited to repair of damaged panels and siding, re-caulking and weatherproofing windows and doors, repainting the wood exterior and extraordinary repairs to mechanical systems. Small, individual items such as failure of a specific door or window or small painting projects will continue to be funded through the operating budget. FY 2017 will prioritize the Central Administration Building's window repairs and caulking replacement.

3. **Municipal Building Envelope and Systems - $187,329 (Tax Levy):** This ongoing capital request, originally approved for funding in the 2006 Proposition 2 ½ Override, includes repair/replacement projects for the maintenance and upgrade of municipal buildings and systems. Repairs to roofs, windows, mechanical and electrical systems, and interior finishes are required on a continual basis to maintain town facilities for their intended function. The public building infrastructure will always need to be maintained, repaired, and upgraded to prevent structural deterioration and avoid safety hazards. The projects within this program do not increase the size of the public building stock and therefore do not result in increased utility usage or maintenance costs. This year's request intends to implement extraordinary repairs at Cary Memorial Library, including the south entrance door system and improvements to mitigate large amounts of ice dams that form during the winter season.

4. **School Building Flooring Program - $150,000 (Free Cash):** This is a multi-year project that will replace carpet, vinyl tile, and ceramic tile flooring systems are beyond their useful life. Flooring systems must be replaced periodically to insure the surfaces are safe and cleanable. Worn or broken flooring creates a tripping hazard, can provide harborage for bacteria and water, and is difficult to clean. Smaller repairs of flooring components are funded through the operating budget. This is the seventh year of this program and new flooring systems have been installed in Clarke stairwells, classrooms, and auditorium, Hastings main corridor, Diamond School, and Central Administration and LHS. In FY 2017, flooring systems in Cary Memorial Library will be replaced at a value of approximately $50,000, in coordination with a planned renovation of interior spaces. Replacement of additional spaces will be prioritized in the spring of 2016.

5. **Public Facilities Bid Documents - $100,000 (Free Cash):** This is an annual request for funding of professional services to produce design development, construction documents, and/or bid administration services for smaller school projects in anticipation of requests for construction funding at town meeting that that have a high probability of approval. This will insure that the projects can be completed in the then-current construction season, which is particularly important for the timely completion of such projects given the short window between the end of school in June and the beginning of school the following August.

6. **Security Camera Upgrade to Digital from Analog - $49,500 (Free Cash):** This project requests funds to upgrade the older analog security camera system to the newer evacqVision digital security camera system at the Public Services Building. FY16 funding was approved for camera system upgrades for the Fiske and Harrington Elementary Schools and the Lexington High School request was consolidated with a new request to evaluate its specific needs. The older analog cameras, some in service since 2005, are losing picture

quality and require replacement. The new camera monitoring system requires installation of a network server and software licenses for IP addressable digital cameras. All other systems are currently on the IP based network.

7. **LHS Security Evaluation and Upgrade - $25,000 (Free Cash):** This project will assess the current security systems and door hardware issues at Lexington High School and generate a recommendation of a security standard to be employed in all buildings due to its campus structure. The entire high school requires updates to key entry and alarm and security systems. LHS is an older facility in an isolated location and has multiple outside doors. An adequate security system would safeguard school assets in terms of equipment and building and reduce the potential for disruption of educational services due to vandalism. FY17 funding will be used to provide engineering and design for school security systems, including locking systems, access control, monitoring and video surveillance.

8. **LHS Guidance Space Mining – Design - $13,800 (Free Cash**): Increased student enrollment has necessitated the hiring of additional school counselors and space in the high school is at a premium. The proposed project would make more efficient use of existing space by space mining the Dean/Counselor space in the Math Building. The high school has an existing student support model that clusters each Dean/Counselor team in a specific location on campus. The cluster model provides a 'home base' for students and student teams, organized by homeroom location. One of the goals of this model is to provide a smaller feel on a larger campus and to ensure that Dean/Counselor teams are in close proximity throughout the day. Space mining this area in the Math Building would create a calm, private place for counselors to meet with students. Funds requested are for design of these proposed projects.

9. **LHS Nurse Office and Treatment Space – Design - $17,000 (Free Cash):** The Health Office at LHS requires a remodel of the existing space in order to adequately care for the needs of the student population. Higher enrollment and special programming have caused student health care needs to increase and the current facility does have the capability to meet such demand. The three nurses have limited space for confidential evaluations, treatment and monitoring. The request includes the addition of approximately five treatment/rest beds, improvements to the treatment area and improved efficiency to the welcome and evaluation areas. The existing office has some potential for reconfiguration but additional space is likely needed to accommodate approximately 300 square feet for the treatment bed area. An adjacent storage area could potentially be used for the expansion. Funds requested are for design of these proposed projects.

10. **LHS Fitness Center/Athletic Training Floor - $41,220 (Free Cash):** This project proposes the installation of a new interlocking floor system in the Athletic Training Room and Fitness Center at LHS. Currently, the Athletic Training Room and half of the Fitness Center have a painted cement floor and the other half of the Fitness Room has an interlocking rubber floor system which is approximately 12-14 years old. The proposal would install a new interlocking rubber floor system in both areas. Scheduled PE classes are held in both areas during the school day. The Athletic Training Room serves as the after-school sports healthcare facility, logging over 6,000 student visits per year. The Fitness Center is open before and after school and experiences consistently high traffic from both students and staff. The current rubber flooring in the Fitness Room has a significant loss of traction, making the area unsafe for students performing weight bearing exercises. The painted cement area is also an injury-prone surface. Both the rubber floor and painted

cement surfaces are impossible to clean, despite custodians best efforts. The athletic training staff faces constant challenges trying ensure an effective level of cleanliness for the floor surface when caring for student athletes in what is considered a healthcare facility. Current conditions are not conducive to both the health and safety of staff and students.

11. **Munroe Center for the Arts Window Study - $30,000 (CPA):** The Munroe Center for the Arts seeks funds to complete a study of the 117 windows at their facility. The windows are believed to be original to the 110 year-old building and thus in poor condition. The proposed engineering study will provide recommendations for the replacement or restoration of the windows, construction documents and cost estimates. The Munroe Center anticipates that additional CPA funds will be requested in FY18 to complete the replacement or restoration, based on the study's recommendation.

12. **School Traffic Safety Improvements - $25,000 (Free Cash):** The School Committee commissioned a Traffic and Mitigation Study of school sites in February 2014. The resulting report contained findings that indicated additional study and mitigation measures were required to improve traffic safety in and around Lexington's schools. A multi-year program was implemented to include studies, design and construction documents and implementation.

    The 2014 Annual Town Meeting appropriated funds for studies at the Bridge Elementary School and Lexington High School (LHS). The Bridge study is complete but $25,000 in additional funds are required to complete the LHS study. This FY17 request seeks those supplemental funds to complete the LHS study.

    Additional funding requests are expected in future fiscal years as each school site progresses through study, construction document and construction funding phases. The goal of the project is to improve safety for students and staff by providing clear and uniform traffic safety and mitigation on school properties.

Municipal Projects

1. **Parking Meter Replacements – Phase 2 - $230,265 (Parking Meter Fund):** In 2015, Town Meeting approved funding for the replacement of 121 parking meters along Mass Ave. This FY17 request would replace the remaining 402 meters with the new technology meters. Updating the parking meters is part of a comprehensive parking management plan designed to optimize Lexington Center's parking supply for both long and short-term users. The new technology provides users with various payment options, including the ability to pay with credit cards and smartphones. The new meters also offer flexibility to implement rate changes and provide an enhanced ability to collect and report parking utilization data to make informed policy decisions.

2. **Grain Mill Alley Design Implementation – TBD (CPA):** This project is pending acceptance of a legal agreement between the Town and the property's adjacent property owners. If the project moves forward, the request would bring the conceptual design to completion and fund construction of the project.

3. **Public Safety Radio Stabilization - $90,000 (Free Cash):** This FY17 request will fund Phase II of the Public Safety Radio Stabilization Project. $90,000 was appropriated in FY16 for Phase I which is currently underway and includes the relocation of some equipment,

conversion from copper lines to fiber optic lines and addressing emergency power to additional repeater sites. The Motorola radios in dispatch may require an upgrade due to software issues and may delay completion of Phase I. Phase II includes expansion of the wireless connection between the main system and outlying devices by adding antennae locations to the Cary Memorial Building and the Public Services Building and the creation of a redundant repeater system at the DOT site. This two-phase project addresses the recommendations of a 2013 radio study that identified options for improving reliability and redundancy to the Public Safety Radio System.

4. **Wright Farm Barn Needs Assessment and Feasibility Study - $35,000 (CPA):** At the 2012 Annual Town Meeting, voters approved the purchase of a significant portion of the Wright Farm, a 12.6 acre parcel of land located on Grove Street. The Wright Family retained one lot (approximately one acre), including a house, garage and barn on which there was granted an option of later purchase by the Town. At the 2015 Annual Town Meeting, voters approved $618,000 to fund the purchase of the remaining parcel of land by the Town, including the barn which is in some disrepair. This project requests funds to conduct a feasibility study of the barn to determine if it can be utilized as an environmental education facility. The feasibility study would consist of a structural analysis, needs assessment and architectural assessment.

5. **Replace Town Wide Phone Systems-Phase V - $21,000 (Free Cash):** The FY17 request for this multi-phase project will fund Phase V of the Town Wide Telephone Replacement Project. At the 2008 Annual Town Meeting, $30,000 was appropriated to fund a needs assessment for the replacement of phone systems in all town and school buildings. The recommendation of the consultant was for the Town to replace existing municipal and school phone systems with VoIP phone systems. Subsequent Town Meetings have appropriated additional funds for the various phases of the project. To-date, the new VoIP phone systems have been installed in the Town Office Building, Lexington High School, the School Administration Building and the Community Center. The bulk of the system cores were installed at Lexington High School and Public Services Building in FY14. Project completion is expected during FY16 at the two fire stations, Cary Memorial Building and Clarke and Diamond Middle. Phase V proposes the replacement of the phone systems at the Cary Memorial Library. The unified phone system replaces existing telephone systems that have become unreliable and expensive to maintain. The VoIP phones provide enhanced technology and centralized administration by offering better call quality and delivering better customer service.

6. **Head End Equipment Replacement/Packet Shaper - Phase V - $150,000 (Free Cash):** This project is a multi-phase project to replace aging equipment or add equipment that functions as the Town wide core or head end for the Town network. The head end is made up of many components including, but not limited to, routers, switches, DNS servers, firewalls, access control devices, e-mail spam filters, and web access control devices. The overall purpose of the head end is to provide security and to manage network traffic. This capital covers the cost to replace aged end-of-life (EOL) equipment and to cover the cost of purchasing additional equipment for core security as new security needs are defined.
The FY2017 request is for the purchase of a bandwidth management and packet shaping appliance for installation in the Town core to serve the needs of municipal and school users. Our bandwidth needs and utilization within the Town have grown significantly. As we add bandwidth to meet these needs, we wish to add intelligent management and control over the use of the bandwidth to help control the utilization. This will also help ensure that

critical services that require bandwidth get the bandwidth needed through bandwidth prioritization.

7. **Transportation Mitigation - $30,000 (Traffic Mitigation Stabilization Fund):** This request supports the efforts of the Transportation Safety Group. TSG is staffed by the Planning, Engineering, School, and Police Departments. FY17 funds will be used to evaluate and develop construction cost estimates for future capital requests. Between FY 2008 and 2011, Town Meeting appropriated funds to collect data, perform analyses, review citizen requests, and make recommendations for various town-wide transportation improvements in support of the Traffic Mitigation Group. When TMG was dissolved in 2012, the Traffic Safety Advisory Committee became the group charged with overseeing these funds. In October of 2014, the Town further reorganized its operations, reconstituting TSAC as the Transportation Safety Group. This request is also part of the response to the 2015 Annual Town Meeting's adoption of Article 45, which prioritized town-wide pedestrian and cyclist safety improvements.

   Transportation safety plays a critical role in Lexington's high quality of life. Investigating potential problems and maintaining compliance with current standards and best practices help to ensure the safety of drivers, bicyclists and pedestrians in Lexington. Determining the need, or lack thereof, for new enhancements or facilities is vital to maintaining public safety.

8. **DPW Equipment Replacement - $755,000 ($449,000 General Fund Debt, $15,000 Free Cash, $145,500 Water Fund Retained Earnings, $145,500 Wastewater Fund Retained Earnings):** *see detailed description in section I - General Fund Debt financed projects*.

9. **Street Improvements - $3,500,000 ($2,526,835 Tax Levy, $973,165 of Chapter 90 funds):** This is an annual request for the street resurfacing and maintenance program. It is comprised of $2,526,835 of Town funds and $973,165 of the estimated FY17 Chapter 90 distribution. 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 under development. A pavement management system is utilized to assist in analyzing the road network and selecting roadways for repairs. This model is kept updated on a regular basis. The funding requested will provide a level of funding estimated to move the Town toward a targeted pavement condition index (PCI) of 85.

Street Improvements - Financing Components

		FY17 St. Improvements
2001 Override Increased by 2.5% per year	$	639,662
Maintenance of unallocated revenue from FY12 Revenue Allocation Model	$	281,234
Maintenance of unallocated revenue from FY13 Revenue Allocation Model	$	164,850
FY14 Health Insurance Savings	$	1,100,000
Additional FY17 Tax Levy Funding	$	341,089
Estimated Chapter 90 Aid	$	973,165
	$	3,500,000

10. **Wastewater System Investigation and Improvements - $1,000,000 ($968,000 Wastewater Debt, $32,000 Wastewater Retained Earnings):** *see detailed description in section III – Wastewater Fund Debt financed projects*.

11. **Hydrant Replacement Program - $150,000 ($75,000 Free Cash, $75,000 from Water Enterprise Retained Earnings):** This is an ongoing replacement program designed to maintain the integrity of the fire protection system throughout town. The Town of Lexington has 1,500 fire hydrants in its fire protection system. Faulty hydrants need to be replaced annually to meet safety requirements. A list of hydrants needing replacement each year is generated during the annual inspection and flushing of hydrants by the Water Department and the Fire Department as well as hydrants being replaced for Based on discussions between the Water Department and the Fire Department the target goal is to replace approximately 60 hydrants per year. With a replacement cost of approximately $2,500 per hydrant the capital request will ensure the continued operability of the fire protection system. A total of 328 hydrants (approximately 22% of the system) have been replaced. Hydrants typically have a 50 year life unless they are damaged.

12. **Mass Ave - Three Intersections Improvement - $6,900,000 ($6,550,000 of State Transportation Improvement Plan (TIP) funding; $350,000 Free Cash):** This ongoing project includes the design of the major intersections on Mass Ave from Marrett Road to Pleasant Street (intersections include Pleasant Street, Maple Street and Marrett Road) to mitigate congestion and address safety concerns for vehicles, cyclists and pedestrians. $125,000 was appropriated by the 2010 Annual Town Meeting for 25% of the design. $500,000 was appropriated by the 2014 Annual Town Meeting to complete the design plans and bid specifications. The 25% design plans were submitted to MassDOT and all comments received as of September 2014. Public hearings and meetings have also been held.

    MassDOT Transportation Improvement Plan (T.I.P) construction funding is anticipated to cover the cost of the project. Construction estimates value the project at approximately $6.5 million. The project has scored high in project ratings which help determine eligibility and scheduling.

    The FY17 request seeks funds for temporary construction easements; permanent acquisition is not anticipated. Federal requirements for land acquisition require the Town to appraise and offer to purchase the temporary easement based on the appraised value. As the process moves forward, it will be determined if there are any potential non-participatory costs that the Town will be responsible for funding.

13. **Town-wide Signalization Improvements - $125,000 (Free Cash)**: This is an annual request for funds to update traffic and pedestrian signals in Lexington. A signal inventory and compliance study has been completed. The study includes ADA compliance, condition assessment; signal timing, delays, and prioritized recommendations. FY17 funding is to implement items that have been identified in the study and other issues that are identified by the Transportation Safety Group (TSG) to improve the signals for all users. Potential locations for FY17 funding includes the intersections of Bedford Street at Worthen Road, Lowell Street at East Street, Lowell Street at North Road and improved pedestrian crossings along Mass Avenue. Data Collection analysis and design is assumed to be approximately 20% of the total cost. Recent funding has been applied to the construction of the Concord Ave at Waltham Street signal upgrades and to develop conceptual roundabout and signal

alternatives for the intersection of Massachusetts Avenue and Worthen Road. Additionally, traffic data and analysis was conducted at several locations as a precursor to design.

14. **Minuteman Bikeway Wayfinding - $120,000 (CPA):** The 2015 Annual Town Meeting approved $39,000 to fund the design of wayfinding and etiquette signage relating to the Minuteman Bikeway in Lexington. This FY17 request would fund the purchase and installation of approximately 220 signs containing information on bikeway access and etiquette and nearby attractions. The signage is one of the recommendations in the report entitled 'Navigating the Minuteman Bikeway' which was completed with the cooperation of the Bicycle Advisory Committee and representatives from the towns of Arlington and Bedford.

15. **Antony Park Construction - $60,000 (CPA**): In 2010, the Board of Selectmen authorized the Tourism Committee to build a park within Tower Park to commemorate Lexington's sister city, Antony, France. The Town has worked with the Tourism Committee to install a water line at the site and complete initial grading but bids for further construction came back with exceedingly higher costs than what was raised in private donations. This request is for additional funds to complete the construction and supplement private donations. The design will include a sitting wall, pathways, landscaping and a memorial linking the two cities.

16. **Munroe Center for the Arts parking lot - $220,000 (Private Funding):** The parking lot of the Munroe Center for the Arts is in disrepair and requires full reconstruction. The proposed project will reconstruct the parking lot to include additional parking spaces, improved circulation and the installation of a drainage system. The request also recommends the replacement of the Mass Ave crossing controls with rectangular rapid flashing beacons. The improvements will provide a more functional parking area and improved safety for Munroe Center patrons and those who utilize the rear fields for other activities. The project will be financed through the issuance of debt whose debt service will be funded with an increase in lease payments by the Munroe Center for the Arts to the Town.

17. **Pine Meadows Improvements - $65,000 (Recreation and Community Programs Retained Earnings):** This FY17 request will fund the reconstruction of the 4th putting green and the men's tee box on the 8th hole. The unfavorable contours on the 4thgreen have resulted in significant turf injury during the last several winters. Poor surface drainage and underlying drainage have resulted in significant winter kill and a poor putting surface from the loos of turf grass. A Senior Agronomist for the USGA and Pine Meadow's golf course architect have recommended reconstruction of the fourth green to include proper drainage and construction methods. The new green should eliminate past problems of turf loss and disruption of play to golfers supporting Pine Meadows.

    Reconstruction of the men's tee box on the 8th hole (middle tee) would also be funded under this request. The back tee is located in an environmentally sensitive and densely wooded part of the golf course with very little sun. It's also relatively small, which results in fair turf quality that is just able to handle the significant play throughout the golf season. A temporary area in front of the back tee was cut down and is currently used as a middle tee periodically throughout the golf season for the second set of tee markers. This project would reconstruct the middle tee at a slightly higher elevation and greater size with quality

soil and a level tee surface. The existing forward and back tee will be used while the new middle tee is under construction.

18. **Park and Playground Improvements - $75,000 (CPA):** Replacement of the 40 year-old safety fencing at the Center Recreation Complex and at the Muzzey Multipurpose Field comprises this FY17 request. Frost heaves have caused the fence posts to come out of the ground, resulting in fencing that has fallen over. The proposed improvements include the removal, disposal and installation of new chain link fences at both locations. The project also includes installation of an eight foot fence next to the baseball and softballs fields at the Center Recreation Complex to minimize balls from hitting cars along Worthen Road.

19. **Town Pool Renovation Design and Engineering Costs - $166,000 (CPA):** This request will partially fund Phase III of a multi-phase renovation program to the Irving H. Mabee Pool Complex. Phases I and II (approved in 2010 and 2011) are complete. The FY17 request seeks funding to determine the design and engineering costs for replacement of the existing filtration system and additional work required to ensure the successful operation of the pool complex. It is expected that a subsequent FY18 request will fund the construction and implementation of the proposed Phase III upgrades.

20. **Park Improvements- Athletic Fields - $120,000 (CPA):** The FY17 request is for $120,000 to renovate the Adams Park Multipurpose Athletic Field located behind the Waldorf School. Renovations will include laser grading the athletic field, grading for proper drainage and adding permanent park benches. The athletic field is utilized by the Waldorf School and youth organizations and undergoes excessive wear. Timely renovations and replacements are critical in order to provide safe and playable fields for all user groups.

21. **Park Improvements- Hard Court Resurfacing - $61,000 (CPA):** The FY17 request is for $61,000 to rehabilitate the basketball courts at Rindge Park and Kineens Park. This project will include reconstruction of the courts and installation of new backboards and poles. The current surfaces have extensive cracks and frost heaves which require reconstruction. It will also include funding to purchase and permanently install a bike rack at each site.

22. **Granite Forest Pocket Park Construction at Lincoln Park - $30,000 (CPA):** This project proposes construction of a pocket park within Lincoln Park, creating a greenway corridor that will connect the lower park to the upper park. The request for $30,000 in CPA funds would supplement $45,000 in private donations raised by the Lincoln Park Sub-Committee. Design plans call for the installation of granite benches and fixtures and 11 granite pieces donated from the site of the Isaac Mulliken House will be utilized for that purpose.

23. **Election System Upgrade - $81,000 (Free Cash):** FY17 funds are requested for the replacement of the electronic voting system currently used for all elections. Replacement needs include new digital scan tabulators, ballot boxes and related expenses. The current voting system, purchased and implemented in 1999, is supported and serviced on an annual basis to ensure continued operation but has a limited remaining lifespan. Conducting accurate and efficient elections is a critical responsibility of the Town.

Other CPA-Funded Projects

1. **Munroe Tavern Archaeological Dig - $15,000 (CPA):** The Lexington Historical Society plans to add an addition to the Munroe Tavern to house archives and make them more accessible to the public. Their FY17 request for $15,000 would fund the required archaeological dig that precedes construction. In addition to the dig, the project would also include a ground penetrating radar survey of the entire Munroe Tavern site. The survey can help identify other significant features on the property worthy of future exploration.

2. **Lexington Arts and Crafts Society Parsons Gallery Lighting Renovation - $24,280 (CPA):** The Lexington Arts and Crafts Society plans to remove and replace the lighting system in its Parsons Gallery and requests $24,280 in CPA funds to complete the renovation. The Society is also contributing private funds towards the project. After 40 years of use, the existing light fixtures are worn, some are electrically unsafe or cannot be aimed or adjusted and the track system is failing in some locations. The proposal includes replacement of all current fixtures and the track system with an LED system designed for an art gallery.

3. **Keeler Farm Housing Acquisition - $TBD (CPA):** LexHAB requested $185,000 to potentially fund the purchase of one unit of affordable housing at the new Keeler Farm development. The request was presented as a placeholder since LexHAB is pursuing alternate funding for the purchase. If received, the alternate funding would be used to purchase the property in its entirety.

4. **Greeley Village Rear Door and Porch Preservation - $263,250 (CPA):** The Lexington Housing Authority (LHA) requests CPA funds to help finance the preservation of all rear exit doors and porches at Greeley Village. LHA has identified the failing doors and porches as priority needs and will utilize CPA funds in conjunction with an allocation received from the State. The proposal includes replacement of the dilapidated rear doors with new doors and doorframes. The rear porches would be rehabilitated with new steps and railings.

TABLE VIII: DEFERRED FY2017 AND PROPOSED FY2018 TO FY2021 CAPITAL REQUESTS

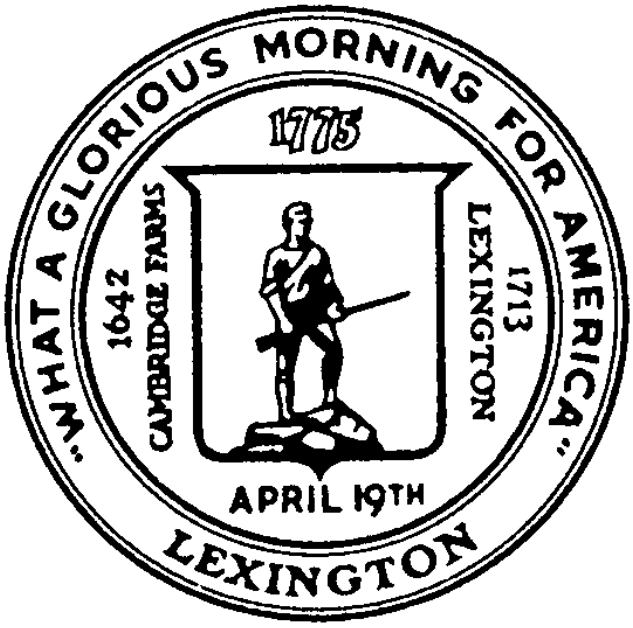
Department	Project Name	Deferred 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTALS
Office of Land Use, Health and Development							
	Transportation Mitigation (Planning)	$ -	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 200,000
	Hartwell Avenue Area Transportation Improvements	$ 75,000	$ -	$ -	$ -	$ -	$ 75,000
		$ 75,000	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 275,000**
Economic Development							
	Grain Mill Alley Improvements	$ -	TBD	$ -	$ -	$ -	TBD
		$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Fire and Rescue							
	Ambulance Replacement	$ -	$ 280,000	$ -	$ -	$ 280,000	$ 560,000
	Fire HQ Exercise Room	$ 80,000		$ -			$ 80,000
	Fire Station Headquarters Replacement	$ -	TBD	TBD	$ -	$ -	TBD
		$ 80,000	**$ -**	**$ -**	**$ -**	**$ -**	**$ 80,000**
Information Services							
	Replace Town Wide Phone Systems-Phase V	$ 203,000	$ 100,000	$ -	$ -	$ -	$ 303,000
	Head End Equipment Replacement - unfunded year	$ -	$ 250,000	$ -	$ 250,000	$ 180,000	$ 680,000
	Municipal Technology Improvement Program- Phase IV	$ -	$ 250,000	$ -	$ 250,000	$ 180,000	$ 680,000
		$ 203,000	**$ 600,000**	**$ -**	**$ 500,000**	**$ 360,000**	**$ 1,663,000**
Police							
	Police Station; Renovation and Add-on Design and Engineering	$ -	$ -	$ -	TBD	TBD	TBD
	Police Outdoor/Indoor Firing Range - Hartwell Avenue	$ -	TBD	$ -	$ -	$ -	TBD
		$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Public Facilities							
	Townwide Roofing Program	$ -	$ 433,200	$ 1,058,500	$ 1,933,384	$ 4,344,595	$ 7,769,679
	School Building Envelope and Systems Program	$ -	$ 221,000	$ 226,000	$ 231,600	$ 237,400	$ 916,000
	LHS Heating Systems Upgrade	$ -	$ 12,864,000	$ -	$ -	$ -	$ 12,864,000
	Municipal Building Envelope and Systems	$ -	$ 192,012	$ 196,812	$ 201,732	$ 206,850	$ 797,406
	School Building Flooring Program	$ -	$ 150,000	$ 125,000	$ 125,000	$ 125,000	$ 525,000
	School Paving Program	$ 153,750	$ 157,593	$ 161,901	$ 166,000	$ 169,848	$ 809,092
	Public Facilities Bid Documents	$ -	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 400,000
	Visitors Center	$ 3,000,000		$ -	$ -	$ -	$ 3,000,000
	Hastings School Renovation/Replacement	$ -	$ 58,500,000	$ -	$ -	$ -	$ 58,500,000
	School Traffic Safety Improvements	$ 203,800	$ 1,311,200	$ 2,234,500	$ 1,235,300	$ 1,077,000	$ 6,061,800
	Public Facilities Mechanical/Electrical System Replacements	$ 423,500	$ 489,000	$ 544,500	$ 605,000	$ 672,000	$ 2,734,000
	LHS Security Evaluation and Upgrade	$ -	$ 289,500	$ -	$ -	$ -	$ 289,500
	Construction	$ 138,000	$ -	$ -	$ -	$ -	$ 138,000
	LHS Nurse Office and Treatment Space - Design	$ 161,000	$ -	$ -	$ -	$ -	$ 161,000
	Building Resiliency Plan	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
	Lexington High School Visual Arts Sinks	$ 32,729	$ -	$ -	$ -	$ -	$ 32,729
	Hastings Elementary Window Air Conditioning	$ 74,650	$ -	$ -	$ -	$ -	$ 74,650
		$ 4,237,429	**$ 74,707,505**	**$ 4,647,213**	**$ 4,598,016**	**$ 6,932,693**	**$ 95,122,856**
Public Works							
	Center Streetscape Improvements	$ -	$ 2,500,000	$ 2,500,000	$ -	$ -	$ 5,000,000
	Automatic Meter Reading System	$ -	$ 657,250	$ 496,000	$ 496,000	$ -	$ 1,649,250
	Equipment Replacement	$ -	$ 973,000	$ 970,000	$ 850,000	$ 925,000	$ 3,718,000
	Street Improvements	$ -	$ 2,526,835	$ 2,526,835	$ 2,526,835	$ 2,526,835	$ 10,107,340
	Storm Drainage Improvements and NPDES compliance	$ -	$ 340,000	$ 340,000	$ 340,000	$ 340,000	$ 1,360,000
	Sanitary Sewer System Investigation and Improvements	$ -	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 4,000,000
	Hydrant Replacement Program	$ -	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 600,000
	Pump Station Upgrades	$ -	$ 800,000	$ 800,000	$ 800,000	$ 800,000	$ 3,200,000
	Comprehensive Watershed Storm Water Management Study and Implementation	$ -	$ 390,000	$ 390,000	$ 390,000	$ 390,000	$ 1,560,000
	Water Distribution System Improvements	$ -	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 4,000,000
	Sidewalk Improvement	$ 200,000	$ 800,000	$ 800,000	$ 800,000	$ 800,000	$ 3,400,000
	Dam Repair	$ -	$ 530,000	$ -	$ -	$ -	$ 530,000
	Battle Green Master Plan - Phase 3	$ -	$ 570,438	$ -	$ -	$ -	$ 570,438
	Town Wide Culvert Replacement	$ -	$ 390,000	$ 390,000	$ 390,000	$ 390,000	$ 1,560,000
	Town-wide Signalization Improvements	$ -	$ 125,000	$ 125,000	$ 125,000	$ 125,000	$ 500,000
	Hartwell Avenue Infrastructure Improvements	$ -	0	$ -	TBD	$ -	TBD
	Municipal Parking lot improvements	$ -	$ 40,000	$ 440,000	$ -	$ -	$ 480,000
	Hartwell Avenue Compost Site Improvements	$ -	$ 500,000	$ -	$ -	$ -	$ 500,000
	Battle Green Streetscape Improvements	$ -	$ 900,000	$ -	$ -	$ -	$ 900,000
	Westview Cemetery Building Renovations Assessment	$ -	TBD	$ -	$ -	$ -	TBD
	Public Parking lot Improvement Program	$ -	$ 40,000	$ 440,000	$ -	$ -	$ 480,000
	Bikeway Bridge Renovations	$ -	$ 368,000	$ -	$ -	$ -	$ 368,000
	Hartwell Avenue Compost Site Improvements	$ 200,000	$ 175,000	$ -	$ -	$ -	$ 375,000
	Battle Green Streetscape Improvements	$ -	$ 3,000,000	$ -	$ -	$ -	$ 3,000,000
	Westview Cemetery Building Assessment	$ 270,000	$ 2,930,000	$ -	$ -	$ -	$ 3,200,000
	Public Parking lot Improvement Program	$ 100,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,100,000
	Staging for Special Events	$ 60,000	$ -	$ -	$ -	$ -	$ 60,000
		$ 830,000	**$ 21,205,523**	**$ 12,867,835**	**$ 9,367,835**	**$ 8,946,835**	**$ 53,218,028**

TABLE VIII: DEFERRED FY2017 AND PROPOSED FY2018 TO FY2021 CAPITAL REQUESTS (continued)

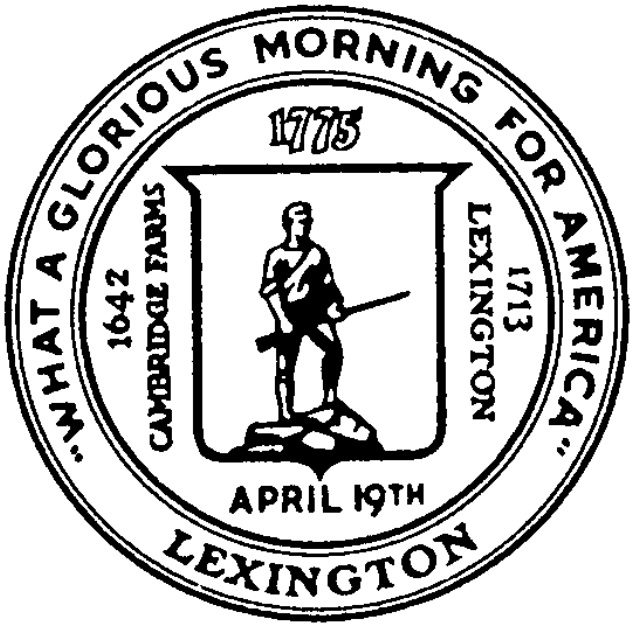
Department	Project Name	Deferred 2017	FY 2018	FY 2019	FY 2020	FY 2021	TOTALS
Recreation							
	Athletic Facility Lighting	$ -	$ 350,000	$ 505,000	$ -	$ -	$ 855,000
	Pine Meadows Improvements	$ -	$ -	$ -	$ 80,000	$ -	$ 80,000
	Park and Playground Improvements	$ -	$ 60,000	$ -	$ 70,000	$ 70,000	$ 200,000
	Town Pool Renovation	$ -	$ 1,620,000	$ -	$ -	$ -	$ 1,620,000
	Park Improvements - Athletic Fields	$ -	$ 125,000	$ 150,000	$ 400,000	$ 75,000	$ 750,000
	Pine Meadows Equipment	$ -	$ 55,000	$ 55,000	$ 50,000	$ 60,000	$ 220,000
	Park Improvements- Hard Court Resurfacing	$ -	$ -	$ 58,000	$ 43,000	$ 65,000	$ 166,000
	Center Track and Field Reconstruction	$ -	$ -	$ 3,000,000	$ -	$ -	$ 3,000,000
			$ 2,210,000	**$ 3,768,000**	**$ 643,000**	**$ 270,000**	**$ 6,891,000**
Schools							
	Food Service Equipment	$ -	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 140,000
	School Furniture, Equipment & Systems Program	$ -	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 800,000
	LPS Technology Capital Request	$ -	$ 1,320,000	$ 1,320,000	$ 1,320,000	$ 1,320,000	$ 5,280,000
			$ 1,555,000	**$ 1,555,000**	**$ 1,555,000**	**$ 1,555,000**	**$ 6,220,000**
Town Clerk							
	Archives & Records Management/Records Conservation & Preservation	$ -	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 80,000
			$ 20,000	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 80,000**
	GRAND TOTAL	**$ 5,425,429**	**$ 100,348,028**	**$ 22,908,048**	**$ 16,733,851**	**$ 18,134,528**	**$ 163,549,884**

Section XII: Appendices

A: Program Improvement Requests
B: Glossary
C: CPA Use Summary



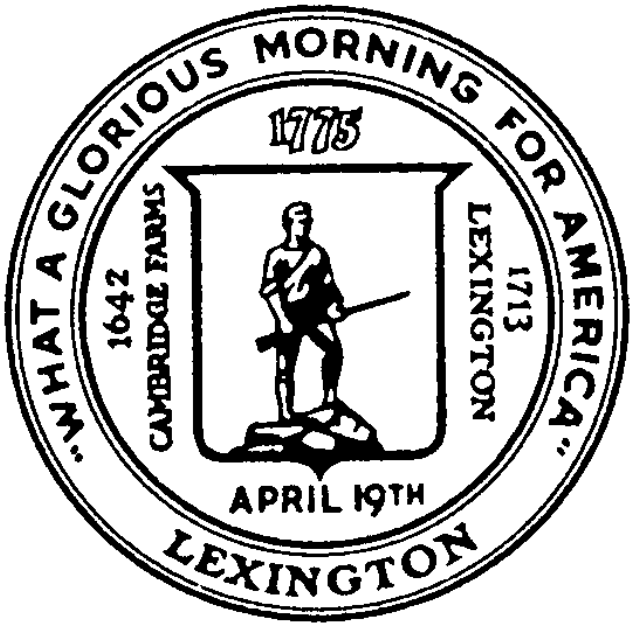
Appendix A: Program Improvement Request Summary



Appendix A: Program Improvement Requests
Shared & Municipal Programs 2000-8000
FY2017 Recommended Budget and Financing Plan

		Departmental Request				Recommendation	
Program	**Description**						
Public Works		**Compensation**	**Expenses**	**Benefits**	**Total**	**Recommended**	**Not Recommended**
3120 - Engineering	Senior Civil Engineer	$ 86,052		$ 16,400	$ 102,452	**$ 60,000**	**$ 42,452**
3210 - Highway	Pavement Markings		$ 120,000		$ 120,000		**$ 120,000**
3210 - Highway	Increase in Overtime Budget	$ 25,000		$ 363	$ 25,363		**$ 25,363**
3210 - Highway	Electric Vehicle Charging Station		$ 7,200		$ 7,200	**$ 7,200**	
3320 - Forestry	Disposal of Forestry Materials		$ 15,000		$ 15,000	**$ 15,000**	
3310 - Parks	Leaf Vacuum System		$ 15,000		$ 15,000	**$ 15,000**	
3310 - Parks	Increase in Overtime Budget	$ 25,000		$ 363	$ 25,363	**$ 25,363**	
3330 - Cemetery	Landscape Maintenance		$ 5,000		$ 5,000		**$ 5,000**
3330 - Cemetery	Disposal of Excavated Materials		$ 10,000		$ 10,000	**$ 10,000**	
3400 - Compost Revolving	Heavy Equipment Operator to full-time	$ 19,600		$ 15,437	$ 35,037		**$ 35,037**
3400 - Compost Revolving	Disposal of Compost Tailings		$ 20,000		$ 20,000	**$ 20,000**	
600 - 610 Water/Sewer	Disposal of Excavated Materials		$ 15,000		$ 15,000	**$ 15,000**	
Total Public Works		***$ 155,652***	***$ 207,200***	***$ 32,562***	***$ 395,414***	***$ 167,563***	***$ 227,852***
Fire		**Compensation**	**Expenses**	**Benefits**	**Total**	**Recommended**	**Not Recommended**
4240 - EMS	Ambulance Staffing - 2 FTEs for 24/7 Coverage	$ 136,600	$ 4,000	$ 31,857	$ 172,457		**$ 172,457**
Total Fire		***$ 136,600***	***$ 4,000***	***$ 31,857***	***$ 172,457***	***$ -***	***$ 172,457***
Library		**Compensation**	**Expenses**	**Benefits**	**Total**	**Recommended**	**Not Recommended**
5100 - Library	Collaborative Technology Tools	$ -	$ 7,003	$ -	$ 7,003	**$ 7,003**	
Total Library		***$ -***	***$ 7,003***	***$ -***	***$ 7,003***	***$ 7,003***	***$ -***
Recreation & Community Programs		**Compensation**	**Expenses**	**Benefits**	**Total**	**Recommended**	**Not Recommended**
700 - Community Center	Transaction Counter Clerk PT - FT	$ 20,200		$ 15,445	$ 35,645	**$ 35,645**	
Total Recreation/Community Center		***$ 20,200***	***$ -***	***$ 15,445***	***$ 35,645***	***$ 35,645***	***$ -***
Human Services		**Compensation**	**Expenses**	**Benefits**	**Total**	**Recommended**	**Not Recommended**
6120 - Senior Services	Increase Hours for PT Outreach Assistant	$ 10,000			$ 10,000		**$ 10,000**
6210 - Transportation	Diver Assisted Passenger Counter		$ 3,560		$ 3,560	**$ 3,560**	
Total Human Services		***$ 10,000***	***$ 3,560***	***$ -***	***$ 13,560***	***$ 3,560***	***$ 10,000***
Office of Land Use, Health and Development		**Compensation**	**Expenses**	**Benefits**	**Total**	**Recommended**	**Not Recommended**
7110 - Bldg & Zoning	Massachusetts Building Code Update	$ -	$ 2,900	$ -	$ 2,900	**$ 2,900**	
7120 - Administration	Land Study Master Plan 1		$ 50,000		$ 50,000	**$ 25,000**	**$ 25,000**
7120 - Administration	Land Study Master Plan 2		$ 60,000		$ 60,000	**$ 25,000**	**$ 35,000**
7130 - Conservation	Conservation Tractor Implements	$ -	$ 1,700	$ -	$ 1,700	**$ 1,700**	
7200 - Planning	Comprehensive Plan Update	$ -	$ 150,000	$ -	$ 150,000		**$ 150,000**
7340 - Visitor Center	PT Assistant Manager Visitor Center	$ 18,525	$ -	$ -	$ 18,525	**$ 18,525**	
Total Office of Land Use, Health and Development		***$ 18,525***	***$ 264,600***	***$ -***	***$ 283,125***	***$ 73,125***	***$ 210,000***
Town Manager's Office		**Compensation**	**Expenses**	**Benefits**	**Total**	**Recommended**	**Not Recommended**
8220 - Human Resources	Administative Assistant	$ 53,144		$ 15,923	$ 69,067		**$ 69,067**
8220 - Human Resources	Classification and Compensation Study		$ 20,000		$ 20,000	**$ 20,000**	
Total Town Manager's Office		***$ 53,144***	***$ 20,000***	***$ 15,923***	***$ 89,067***	***$ 20,000***	***$ 69,067***
Town Committees		**Compensation**	**Expenses**	**Benefits**	**Total**	**Recommended**	**Not Recommended**
8330 - Town Celebrations	Martin Luther King Day Celebration		$ 1,000		$ 1,000	**$ 1,000**	
Total Town Committees		***$ -***	***$ 1,000***	***$ -***	***$ 1,000***	***$ 1,000***	***$ -***
Finance		**Compensation**	**Expenses**	**Benefits**	**Total**	**Recommended**	**Not Recommended**
8420 - Treasurer	Tax Title Foreclosure		$ 10,150		$ 10,150	**$ 10,150**	
8430 - Assessor	Administrative Assistant	$ 45,000		$ 15,805	$ 60,805		**$ 60,805**
Total Finance		***$ 45,000***	***$ 10,150***	***$ 15,805***	***$ 70,955***	***$ 10,150***	***$ 60,805***
Town Clerk		**Compensation**	**Expenses**	**Benefits**	**Total**	**Recommended**	**Not Recommended**
8510 - Administration	Municipal Assistant Hours	$ 8,842		$ 15,281	$ 24,123		**$ 24,123**
Total Town Clerk		***$ 8,842***	***$ -***	***$ 15,281***	***$ 24,123***	***$ -***	***$ 24,123***
	TOTAL	**$ 447,963**	**$ 517,513**	**$ 126,873**	**$ 1,092,349**	**$ 318,046**	**$ 774,303**
					General Fund	**$ 264,521**	
					Non-General Fund	**$ 53,525**	

Appendix B: Glossary



Glossary

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 statues 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.

BOND - A written promise to pay a specified sum of money—called the face value or principal amount—at a specified date in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between notes, usually one year or two years in length, and a bond is that the latter runs for a longer period of time. State statute and the Board of Selectmen establish the length of a bond repayment.

BOND ANTICIPATION NOTE (BAN) – A temporary note issued for no more than one or two years. This is commonly used to defer the initial pay down of debt or to accommodate reimbursement for borrowed notes from a private source or other governmental entity.

BUDGET - A plan of financial operation embodying an estimate of proposed expenditures for a given period with proposed means of financing. Lexington's budget is a financial plan that is established for a single fiscal year that begins on July 1 and ends on June 30.

BUDGET MESSAGE (Town Manager's Transmittal Letter) – The opening section of the budget that provides the Board of Selectmen, Town Meeting Members, and the general public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the recommendations of the Town Manager.

CAPITAL EXPENDITURE - A major, non-recurring expenditure involving land acquisition, construction or major rehabilitation of a facility, or purchase of equipment costing $25,000 or more with a useful life of five years or more.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A financial planning and management tool that identifies public facility and equipment requirements, presents these requirements in order of priority, and schedules them for funding and implementation.

CEMETERY FUND - See Special Revenue Fund.

CHAPTER 90 - Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities through the Transportation Bond Issue for highway construction, preservation and improvement projects that create or extend the life of capital facilities. Routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population and level of employment. Municipalities receive Chapter 90 funds on pre-approved projects on a reimbursement basis.

CHERRY SHEET - The State allocates a portion of generated revenue to municipalities each year for education and general governmental expenditures. The amount of state aid each community will receive is itemized in a financial statement printed on cherry colored paper (thus the name). The amount of reimbursement is a function of the State budget. Towns usually receive notification in late summer, subsequent to the beginning of the fiscal year.

COMMUNITY PRESERVATION ACT (CPA) – is 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 36% in 2009.

COMMUNITY PRESERVATION COMMITTEE (CPC) – this nine-member appointed Committee reviews projects and determines their eligibility under the CPA. Projects that are approved by the Committee are then recommended to Town Meeting, which has the final vote on appropriating funds for each project. Members of the CPC are appointed by the Board of Selectmen (3), Planning Board, Conservation Commission, Recreation Committee, Housing Authority, Housing Partnership and Historical Commission.

COMPETITIVE BIDDING PROCESS – the process following State law requiring that for purchases of $25,000 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 2-1/2 levy limit for the payment of debt service costs, subject to a popular referendum. Two-thirds of the Selectmen and a majority of citizens voting must approve the exclusion. These funds are raised to retire the debt service for the project. They are not added to the tax levy limit for the following fiscal year.

DEBT SERVICE - Payment of interest and principal on an obligation resulting from the issuance of bonds.

DEPARTMENT – A division of the Town that has overall management responsibility for an operation or group of related operations within a functional area.

DEPRECIATION – 1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. 2) That portion of the cost of a capital asset that is charged as an expense during a particular period. Depreciation is based on historic costs not replacement value.

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

ELEMENT - The smallest unit of budgetary accountability, which encompasses specific and distinguishable lines of work performed for the purpose of accomplishing a function for which the Town is responsible.

ENCUMBRANCE – To encumber funds means to set aside or commit funds for a future expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved.

ENTERPRISE FUND - An account supported by user fees for a specific service that the Town operates as a separate "business" (e.g. Water, Sewer, Recreation). Enterprise funds do not depend on taxes for operating revenue as user fee revenue and expenses are balanced over the long run. Budgeting for all Enterprise Funds is done on a Generally Accepted Accounting Practices (GAAP) basis.

EXPENDITURE – Decrease in net financial resources for the purpose of acquiring and providing goods and services.

EXPENSES – Outflows or other using up of assets or incurring of liabilities during a period from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations. Expenses consist of the following objects of expenditure: Utilities, Supplies and Materials, Contractual Services, and Equipment.

FINES & FORFEITURES - Revenue collected from court fines, penalty charges for overdue taxes along with non-criminal fines are included in this category.

FREE CASH - see Budgetary Fund Balance.

FUND BALANCE – The excess of assets over liabilities.

FUNDING SOURCE – The specifically identified funds allocated to meet budget requirements/expenses.

GENERAL FUND - Revenues derived from the tax levy, state aid, local receipts and available funds are considered General Fund revenues. The General Fund is distinguished from Enterprise Funds and Special Revenue Funds.

GFOA – Government Finance Officers Association of the United States and Canada. The G.F.O.A.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 2 ½ 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.

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.

OTHER EXCISE (Hotel/Motel and Jet Fuel) - Lexington hotels and motels charge an 11.7% room tax to guests in accordance with local option legislation. The Town of Lexington receives 6% of this tax in semi-annual installments (See page 12 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.

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 2 ½. 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.

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 2 ½ - 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 2 ½ 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**.

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 and Cemetery 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, Other Post Employment Benefits (OPEB) Fund, and the Capital Projects/Debt Service/Building Renewal Fund.

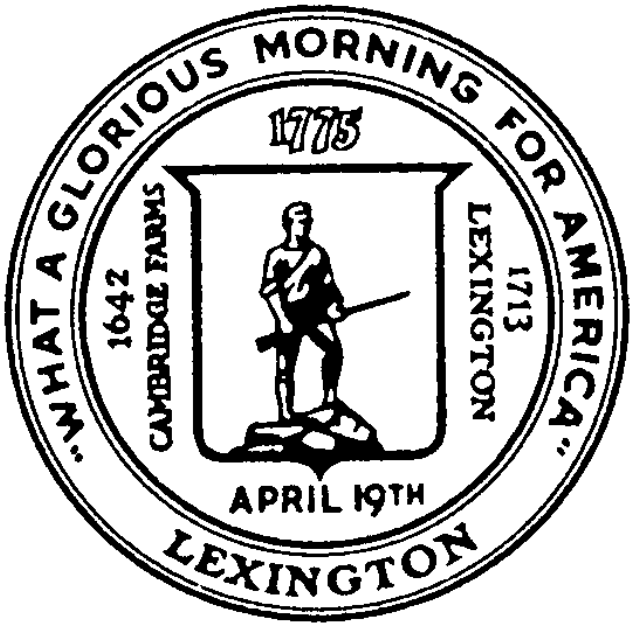
TAX LEVY - The total amount to be raised through real estate and personal property taxes. Lexington property owners pay taxes to the Town based on the assessed value of their real and/or personal property. Each year the Board of Selectmen conducts a tax classification hearing to determine a tax rate. The Town Assessor makes adjustments to real estate values in order to properly reflect fair market value. In addition to real estate, businesses may also pay a personal property tax (set at the commercial rate) based on the value of their professional equipment, furniture and fixtures. The amount of taxes a property owner pays is determined by multiplying the applicable tax rate by the valuation. For example, if the tax rate is $10 and a property's assessed value is $100,000, the property owner will pay $10 times $100,000/1,000, 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 2 ½.

TAX RATE - The amount of tax levied for each $1,000 of assessed valuation.

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

Appendix C: CPA Use Summary



CPA SUMMARY

TO BE PROVIDED UNDER SEPARATE COVER