

Section V: Program 3000: Public Works

This section includes detailed information about the FY2023 Operating Budget & Financing Plan for the Department of Public Works (DPW). It includes:

- 3000-3500 DPW Summary V-3
- 3100 DPW Administration & Engineering V-8
- 3200 Highway V-12
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Mission: The Department of Public Works is a professional team dedicated to enhancing the quality of life in Lexington and supporting the Town's core values. We make every effort to maximize the efficient, effective use of our resources in the support, maintenance and upkeep of the infrastructure, public lands and programs. We are committed to public safety and providing prompt, courteous, quality service to our customers and each other.

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

Along with the day-to-day duties of DPW staff, many are also actively involved or work with Town committees. Those committees include the Permanent Building Committee, the Tree Committee, the Center Committee, the Water and Sewer Abatement Board, the Capital Expenditures Committee, the Appropriation Committee, the Transportation Safety Group, the Bicycle Advisory Committee, the Commission on Disabilities, the Monuments and Memorials Committee, the Sustainability Committee, the Noise Advisory Group and the Recreation Committee. These, and other staff, also work collaboratively on internal committees and teams.

Departmental Initiatives:

1. Coordinate Administrative and Operations functions to maintain a functionally efficient organization.
2. Continue working with Town committees to ensure sustained engagement of residents.
3. Ensure staff accessibility and participation for training and advancement opportunities.

Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
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	1
Office Manager	1	1	1	1
Department Account Assistant**	2.6	2.6	2.6	2.6
Department Assistant - Pub Grounds/ Cemetery	1	1	1	1
Department Lead Assistant	1	1	1	1
Town Engineer	1	1	1	1
Assistant Town Engineer	1	1	1	1
Senior Civil Engineer***	2	3	3	3
Engineering Assistant***	4	3	3	3
Engineering Aide	0.7	0.7	0.7	0.7
Supt. of Equipment, Highways & Drains	1	1	1	1
Highway Foreman	1	1	1	1
Crew Chief	6	6	6	6
Heavy Equipment Operators	16	16	16	16
Information Coordinator	1	1	1	1
Seasonal Laborer	1.7	1.7	1.7	1.1
Equipment Foreman	1	1	1	1
Mechanic	4	4	4	4
Superintendent of Public Grounds	1	1	1	1
Leadmen	7	7	7	7
Arborists	3	3	3	3
Cemetery Foreman	1	1	1	1
Department of Public Works - Compost Revolving Fund				
Superintendent of Environmental Services	1	1	1	1
Compost Facility Foreman	1	1	1	1
Leadman****	—	—	—	1
Heavy Equipment Operator****	2	2	2	1
Seasonal Laborer	0.7	0.7	0.7	0.7
Total FTE	65.3	65.3	65.3	65.1
Total FT/PT	62 FT/8 PT	62 FT/8 PT	62 FT/8 PT	63 FT/5 PT

Explanatory Notes

*The FY2023 budget recommends transitioning the DPW Management Analyst to full-time as a program improvement.

**Full-time Dept. Account Assistant shown as 0.6 from General Fund; 0.4 is charged to Water/Sewer Enterprise.

***A program improvement in FY2021 promoted an Engineering Assistant to Senior Engineer.

****The FY2023 budget recommends upgrading a Heavy Equipment Operator to a Leadman as a program improvement.

Budget Recommendations:

The FY2023 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 \$13,279,640. The recommended budget is a \$535,342, or 4.20% increase from the FY2022 budget.

The FY2023 recommended Public Works General Fund operating budget is \$11,968,145, which is a \$440,002, or 3.82% increase from the FY2022 General Fund budget.

The General Fund operating budget for Compensation is \$4,877,999, and reflects a \$182,799 or 3.89% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments, as well as the inclusion of a program improvement to expand the hours of the DPW Management analyst.

The General Fund operating budget for Expenses is \$7,090,146 and reflects a \$257,203 or 3.76% increase.

The combined FY2023 recommended Revolving Fund budgets (see page V-7) are \$1,311,495 which is a \$95,340 or 7.84% increase from the FY2022 budget, which includes a position upgrade at the Hartwell Avenue compost site.

Please see the division sections on the following pages for a detailed explanation of the FY2023 budget changes.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Transition PT Compost Site Attendant to FT	\$ 32,429	\$ 16,874	\$ 49,303	\$ —	\$ —	\$ —	\$ 49,303
W-6 position upgrade	\$ 2,496	\$ —	\$ 2,496	\$ 2,496	\$ —	\$ 2,496	\$ —
Transition DPW Management Analyst from PT to FT	\$ 24,121	\$ 350	\$ 24,471	\$ 24,121	\$ 350	\$ 24,471	\$ —
Assistant Superintendent for Public Grounds	\$ 83,895	\$ 17,621	\$ 101,516	\$ —	\$ —	\$ —	\$ 101,516

3000-3500 DPW Summary

Budget Summary:

Funding Sources (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 8,314,553	\$ 9,344,507	\$ 10,603,745	\$ 10,981,494	\$ 377,749	3.56 %
Enterprise Funds (Indirects)	\$ 595,723	\$ 624,564	\$ 519,198	\$ 614,351	\$ 95,153	18.33 %
Fees, Charges and Available Funds						
Parking Fund	\$ 72,900	\$ 72,900	\$ 72,900	\$ —	\$ (72,900)	-100.00 %
Cemetery Trust	\$ 90,038	\$ 72,925	\$ 50,000	\$ 70,000	\$ 20,000	40.00 %
Cemetery Prep Fees	\$ 272,443	\$ 237,123	\$ 230,000	\$ 250,000	\$ 20,000	8.70 %
Misc. Charges for Service	\$ 197	\$ 114	\$ 200	\$ 200	\$ —	— %
Licenses & Permits	\$ 129,145	\$ 143,175	\$ 52,100	\$ 52,100	\$ —	— %
Total 3100-3500 DPW Gen'l Fund	\$ 9,474,999	\$10,495,308	\$ 11,528,143	\$ 11,968,145	\$ 440,002	3.82 %

Appropriation Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 4,165,247	\$ 4,746,049	\$ 4,695,200	\$ 4,877,999	\$ 182,799	3.89 %
Expenses	\$ 5,309,752	\$ 5,749,259	\$ 6,832,943	\$ 7,090,146	\$ 257,203	3.76 %
Total 3100-3500 DPW Gen'l Fund	\$ 9,474,999	\$10,495,308	\$ 11,528,143	\$ 11,968,145	\$ 440,002	3.82 %

Program Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Total 3110 Administration	\$ 655,805	\$ 660,102	\$ 693,469	\$ 738,687	\$ 45,218	6.52 %
Total 3120 Town Engineering	\$ 915,241	\$ 930,378	\$ 1,015,497	\$ 1,080,193	\$ 64,696	6.37 %
Total 3130 Street Lighting	\$ 237,224	\$ 123,287	\$ 228,200	\$ 203,500	\$ (24,700)	-10.82 %
Total 3210 Highway	\$ 1,209,584	\$ 1,305,787	\$ 1,636,717	\$ 1,695,756	\$ 59,039	3.61 %
Total 3220 Equipment Maint.	\$ 731,408	\$ 753,403	\$ 840,179	\$ 921,051	\$ 80,872	9.63 %
Total 3230 Snow Removal	\$ 974,463	\$ 1,447,960	\$ 1,522,967	\$ 1,585,694	\$ 62,727	4.12 %
Total 3310 Parks	\$ 1,261,614	\$ 1,418,322	\$ 1,436,075	\$ 1,545,793	\$ 109,718	7.64 %
Total 3320 Forestry	\$ 409,077	\$ 525,200	\$ 552,426	\$ 523,391	\$ (29,035)	-5.26 %
Total 3330 Cemetery	\$ 299,721	\$ 344,843	\$ 393,778	\$ 405,634	\$ 11,856	3.01 %
Total 3410 Refuse Collection	\$ 924,683	\$ 952,423	\$ 980,996	\$ 1,010,426	\$ 29,430	3.00 %
Total 3420 Recycling	\$ 1,213,048	\$ 1,265,853	\$ 1,478,817	\$ 1,468,095	\$ (10,722)	-0.73 %
Total 3430 Refuse Disposal	\$ 643,130	\$ 767,750	\$ 749,022	\$ 789,925	\$ 40,903	5.46 %
Total 3100-3500 DPW Gen'l Fund	\$ 9,474,999	\$10,495,308	\$ 11,528,143	\$ 11,968,145	\$ 440,002	3.82 %

Object Code Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 3,811,785	\$ 3,975,546	\$ 4,254,374	\$ 4,422,844	\$ 168,470	3.96 %
Prior Year Retro Payments	\$ —	\$ 191,964	\$ —	\$ —	\$ —	— %
Overtime	\$ 353,462	\$ 578,539	\$ 440,826	\$ 455,155	\$ 14,329	3.25 %
<i>Personal Services</i>	<i>\$ 4,165,247</i>	<i>\$ 4,554,085</i>	<i>\$ 4,695,200</i>	<i>\$ 4,877,999</i>	<i>\$ 182,799</i>	<i>3.89 %</i>
Contractual Services	\$ 4,047,039	\$ 4,372,826	\$ 5,077,985	\$ 5,189,746	\$ 111,761	2.20 %
Utilities	\$ 358,913	\$ 399,893	\$ 459,008	\$ 516,400	\$ 57,392	12.50 %
Supplies	\$ 832,584	\$ 939,898	\$ 1,199,450	\$ 1,280,500	\$ 81,050	6.76 %
Small Capital	\$ 71,216	\$ 36,641	\$ 96,500	\$ 103,500	\$ 7,000	7.25 %
<i>Expenses</i>	<i>\$ 5,309,752</i>	<i>\$ 5,749,259</i>	<i>\$ 6,832,943</i>	<i>\$ 7,090,146</i>	<i>\$ 257,203</i>	<i>3.76 %</i>
Total 3100-3500 DPW Gen'l Fund	\$ 9,474,999	\$10,303,345	\$ 11,528,143	\$ 11,968,145	\$ 440,002	3.82 %

Budget Summary - Revolving Funds*

Funding Sources (Non-General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Regional Cache - Hartwell Avenue	\$ 10,659	\$ 9,248	\$ 50,000	\$ 50,000	\$ —	— %
Lexington Tree Fund	\$ 86,450	\$ 54,120	\$ 70,000	\$ 75,000	\$ 5,000	7.14 %
Burial Containers	\$ 44,705	\$ 35,680	\$ 50,000	\$ 60,000	\$ 10,000	20.00 %
Compost Operations	\$ 673,846	\$ 804,309	\$ 790,000	\$ 855,000	\$ 65,000	8.23 %
Minuteman Household Hazardous Waste	\$ 153,800	\$ 206,854	\$ 260,000	\$ 260,000	\$ —	— %
Total 3100-3500 DPW Rev. Funds	\$ 969,461	\$ 1,110,211	\$ 1,220,000	\$ 1,300,000	\$ 80,000	6.56 %

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

Appropriation Summary (Non-General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Regional Cache - Hartwell Avenue (3110)						
Expenses	\$ 10,550	\$ 1,883	\$ 50,000	\$ 50,000	\$ —	— %
Tree Revolving Fund (3320)						
Expenses	\$ 887	\$ 23,450	\$ 70,000	\$ 75,000	\$ 5,000	7.14 %
Burial Containers Revolving Fund (3330)						
Expenses	\$ 29,690	\$ 21,815	\$ 50,000	\$ 60,000	\$ 10,000	20.00 %
Compost Operations Rev. Fund (3420)						
	\$ 824,841	\$ 889,409	\$ 786,155	\$ 866,495	\$ 80,340	10.22 %
Compensation	\$ 325,354	\$ 352,623	\$ 357,167	\$ 361,082	\$ 3,915	1.10 %
Expenses	\$ 211,938	\$ 245,515	\$ 188,500	\$ 194,000	\$ 5,500	2.92 %
Benefits	\$ 70,246	\$ 85,714	\$ 77,487	\$ 83,938	\$ 6,451	8.33 %
Debt	\$ 217,303	\$ 205,557	\$ 163,001	\$ 227,475	\$ 64,474	39.55 %
Minuteman Household Hazardous Waste (3420)						
Expenses	\$ 133,954	\$ 255,449	\$ 260,000	\$ 260,000	\$ —	— %
Total 3100-3500 DPW Rev. Funds	\$ 999,920	\$ 1,192,004	\$ 1,216,155	\$ 1,311,495	\$ 95,340	7.84 %

Budget Summary - All Funds

Appropriation Summary (All Funds)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 4,490,600	\$ 5,098,672	\$ 5,052,367	\$ 5,239,081	\$ 186,714	3.70 %
Expenses	\$ 5,696,770	\$ 6,297,370	\$ 7,451,443	\$ 7,729,146	\$ 277,703	3.73 %
Benefits (Revolving Funds)	\$ 70,246	\$ 85,714	\$ 77,487	\$ 83,938	\$ 6,451	8.33 %
Debt Service (Revolving Fund)	\$ 217,303	\$ 205,557	\$ 163,001	\$ 227,475	\$ 64,474	39.55 %
Total 3100-3500 DPW All Funds	\$10,474,919	\$11,687,313	\$ 12,744,298	\$ 13,279,640	\$ 535,342	4.20 %

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

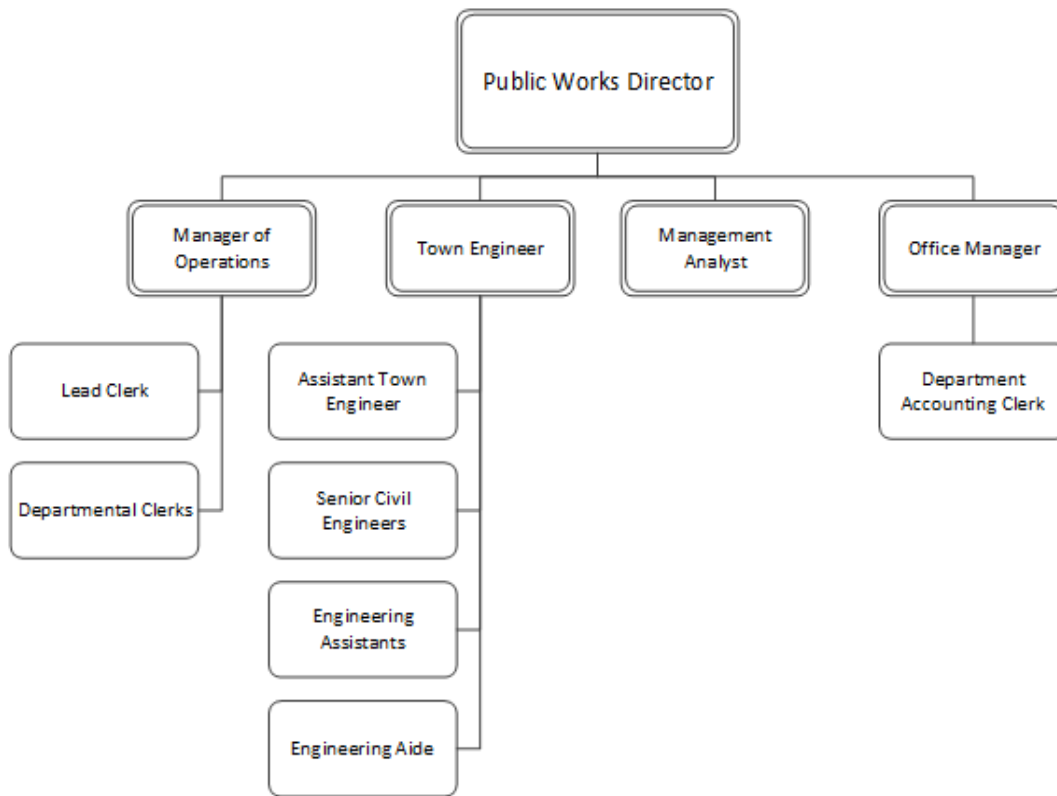
Budget Overview:

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

Staff also support various committees including the Permanent Building Committee, the Center Committee, the Capital Expenditures Committee, the Conservation Committee, the Energy Committee, the Bicycle Advisory Committee, the Tree Committee, and Sustainable Lexington.

Division Initiatives:

1. Continue use of work order system to ensure efficient and effective customer response.
2. Collaborate across divisions to focus on reducing paper use throughout the organization and look for digital options for use and storage.
3. Maintain and create a diverse and talented workforce by utilizing improved employee recruitment processes and continuing to promote professional growth and development of staff.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
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	1
Office Manager	1	1	1	1
Department Lead Assistant	1	1	1	1
Department Account Assistant**	2.6	2.6	2.6	2.6
Subtotal FTE	7.2	7.2	7.2	7.6
Subtotal FT/PT	7 FT/1 PT	7 FT/1 PT	7 FT/1 PT	8 FT/0 PT
Element 3120: Engineering				
Town Engineer	1	1	1	1
Assistant Town Engineer	1	1	1	1
Senior Civil Engineer***	2	3	3	3
Engineering Assistant***	4	3	3	3
Engineering Aide	0.7	0.7	0.7	0.7
Subtotal FTE	8.7	7.7	8.7	8.7
Subtotal FT/PT	8 FT/1 PT	8 FT/1 PT	8 FT/1 PT	8 FT/1 PT
Total FTE	15.9	14.9	15.9	15.9
Total FT/PT	15 FT/2 PT	15 FT/2 PT	15 FT/2 PT	16 FT/1 PT

* 1 FT Assistant split between DPW, Water & Sewer

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

Budget Recommendations:

The FY2023 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 \$2,072,380. The recommended budget is a \$85,214 or 4.29% increase from the FY2022 budget.

The recommended FY2023 Administration and Engineering General Fund operating budget is \$2,022,380 which is a \$85,214, or 4.40% increase from FY2022. Of this amount, \$1,581,480 is for Compensation and reflects a \$48,514 or 3.16% increase, which is attributable to the cost of contractually obligated step increases, as well as a program improvement to make the DPW Management Analyst full-time. Compensation does not include any estimate of prospective cost of living increases for contracts expiring on or before June 30, 2022. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager’s budget.

The recommended FY2023 Administration and Engineering General Fund operating budget for Expenses is \$440,900 and reflects a \$36,700, or 9.08% increase. This is a net change, with increases of \$61,000 or 42.33% in Engineering to reflect the cost of developing the Stormwater enterprise proposal among other projects, offset by decreases of \$(24,700) or (11.32)% in the Street Lighting budget, realizing savings in electricity and maintenance expenses due to the LED Street Light conversion.

The FY2023 recommended Regional Cache Revolving Fund request is funded at \$50,000, which is level-funded from FY2022. The fund collects and spends fees paid by member towns for borrowing the equipment.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Transition DPW Management Analyst from PT to FT	\$ 24,121	\$ 350	\$ 24,471	\$ 24,121	\$ 350	\$ 24,471	\$ —

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,260,500	\$ 1,131,593	\$ 1,440,202	\$ 1,521,603	\$ 81,401	5.65%
Enterprise Funds (Indirects)	\$ 416,727	\$ 437,185	\$ 442,964	\$ 448,477	\$ 5,513	1.24%
Fees & Charges						
Charges for Service	\$ 197	\$ 114	\$ 200	\$ 200	\$ —	—%
Licenses & Permits	\$ 129,145	\$ 143,175	\$ 52,100	\$ 52,100	\$ —	—%
Parking Fund	\$ 1,700	\$ 1,700	\$ 1,700	\$ —	\$ (1,700)	-100.00%
Total 3100 - General Fund	\$ 1,808,270	\$ 1,713,767	\$ 1,937,166	\$ 2,022,380	\$ 85,214	4.40%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,413,455	\$ 1,439,150	\$ 1,532,966	\$ 1,581,480	\$ 48,514	3.16%
Expenses	\$ 394,815	\$ 274,617	\$ 404,200	\$ 440,900	\$ 36,700	9.08%
Total 3100 - General Fund	\$ 1,808,270	\$ 1,713,767	\$ 1,937,166	\$ 2,022,380	\$ 85,214	4.40%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Total 3110 DPW Administration	\$ 655,805	\$ 660,102	\$ 693,469	\$ 738,687	\$ 45,218	6.52%
Total 3120 Engineering	\$ 915,241	\$ 930,378	\$ 1,015,497	\$ 1,080,193	\$ 64,696	6.37%
Total 3130 Street Lighting	\$ 237,224	\$ 123,287	\$ 228,200	\$ 203,500	\$ (24,700)	-10.82%
Total 3100 - General Fund	\$ 1,808,270	\$ 1,713,767	\$ 1,937,166	\$ 2,022,380	\$ 85,214	4.40%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,410,811	\$ 1,428,923	\$ 1,519,106	\$ 1,567,491	\$ 48,385	3.19%
Overtime	\$ 2,644	\$ 10,227	\$ 13,860	\$ 13,989	\$ 129	0.93%
<i>Personal Services</i>	<i>\$ 1,413,455</i>	<i>\$ 1,439,150</i>	<i>\$ 1,532,966</i>	<i>\$ 1,581,480</i>	<i>\$ 48,514</i>	<i>3.16%</i>
Contractual Services	\$ 246,370	\$ 170,346	\$ 228,400	\$ 285,300	\$ 56,900	24.91%
Utilities	\$ 130,019	\$ 95,096	\$ 112,400	\$ 102,400	\$ (10,000)	-8.90%
Supplies	\$ 18,165	\$ 9,131	\$ 62,400	\$ 52,200	\$ (10,200)	-16.35%
Small Capital	\$ 261	\$ 44	\$ 1,000	\$ 1,000	\$ —	—%
<i>Expenses</i>	<i>\$ 394,815</i>	<i>\$ 274,617</i>	<i>\$ 404,200</i>	<i>\$ 440,900</i>	<i>\$ 36,700</i>	<i>9.08%</i>
Total 3100 - General Fund	\$ 1,808,270	\$ 1,713,767	\$ 1,937,166	\$ 2,022,380	\$ 85,214	4.40%

Budget Summary - Revolving Funds*

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Regional Cache - Hartwell Ave.	\$ 10,659	\$ 9,248	\$ 50,000	\$ 50,000	\$ —	—%
Total 3100 - Revolving Funds	\$ 10,659	\$ 9,248	\$ 50,000	\$ 50,000	\$ —	—%

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

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Regional Cache - Hartwell Ave.						
Expenses	\$ 10,550	\$ 1,883	\$ 50,000	\$ 50,000	\$ —	—%
Total 3100 - Revolving Funds	\$ 10,550	\$ 1,883	\$ 50,000	\$ 50,000	\$ —	—%

Budget Summary - All Funds

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,413,455	\$ 1,439,150	\$ 1,532,966	\$ 1,581,480	\$ 48,514	3.16%
Expenses	\$ 405,365	\$ 276,499	\$ 454,200	\$ 490,900	\$ 36,700	8.08%
Total 3100 - All Funds	\$ 1,818,820	\$ 1,715,650	\$ 1,987,166	\$ 2,072,380	\$ 85,214	4.29%

Mission: The Highway Division maintains the town streets, sidewalks and stormwater 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 Equipment Maintenance Division ensures the Town's fleet is operational and well maintained by performing repairs, preventive maintenance and managing the fuel management program.

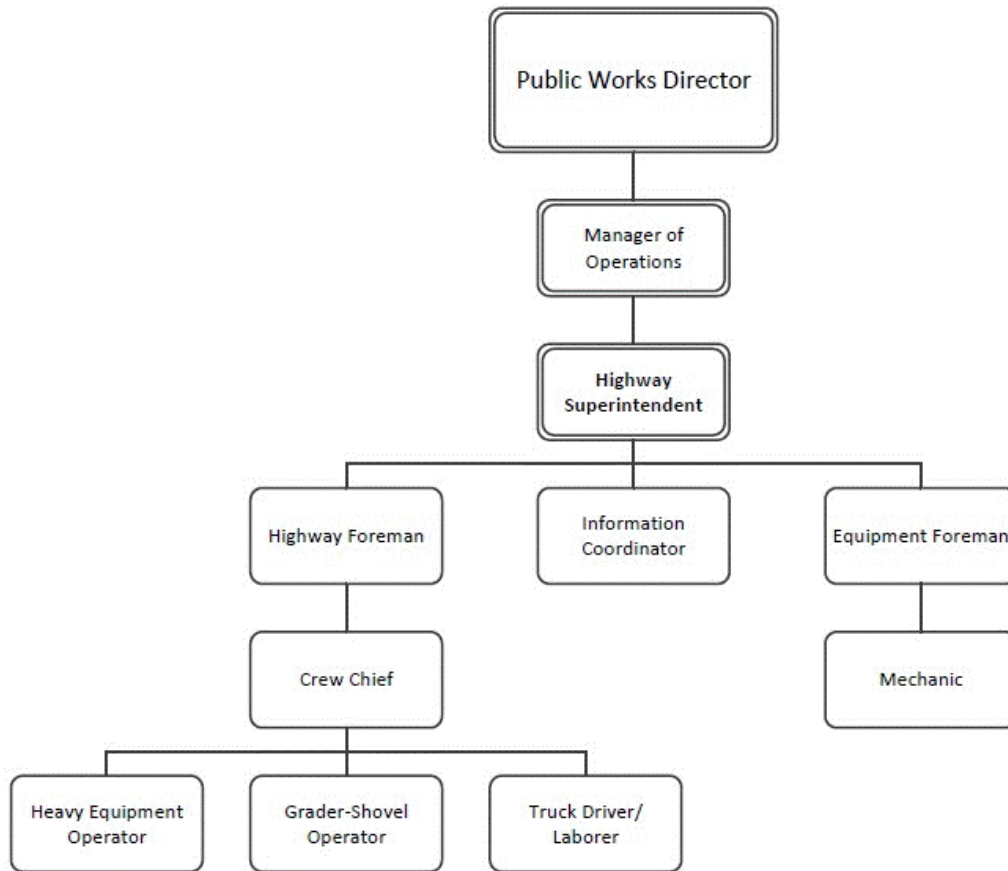
Budget Overview: The Highway Division includes Highway Maintenance, Equipment Maintenance and Snow Removal.

- 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.
- Equipment Maintenance 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 sidewalks based on the 2020 BETA sidewalk assessment report.
2. Continue with MS4 permitting requirements including street sweeping, catch basin cleaning, culvert cleaning and brook cleaning.
3. Take proactive measures to clean and repair catch basins townwide.
4. Provide timely and efficient response to road hazards that arise on Town roads.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
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
Leadman	2	2	2	2
Shovel Operator	1	1	1	1
Heavy Equipment Operator	5	5	5	5
Information Coordinator	1	1	1	1
Seasonal Laborer	0.5	0.5	0.5	0.5
Subtotal FTE	13.5	13.5	13.5	13.5
Subtotal FT/PT	13 FT/1 PT	13 FT/1 PT	13 FT/1 PT	13 FT/1 PT
Element 3220: Equipment Maintenance				
Equipment Foreman	1	1	1	1
Mechanic	4	4	4	4
Subtotal FTE	5	5	5	5
Subtotal FT/PT	5 FT/0 PT	5 FT/0 PT	5 FT/0 PT	5 FT/0 PT
Total FTE	18.5	18.5	18.5	18.5
Total FT/PT	18 FT/1 PT	18 FT/1 PT	18 FT/1 PT	18 FT/1 PT

Budget Recommendations:

The FY2023 recommended Highway budget inclusive of the Highway Maintenance, Equipment Maintenance and Snow Removal divisions is \$4,202,501. The recommended budget is a \$202,638, or 5.07%, increase from the FY2022 budget.

The budget for Compensation is \$1,536,201, and reflects an increase of \$41,046 or 2.75%, which is attributable to the cost of contractually obligated step increases and cost of living adjustments in the contract with Public Works staff.

The budget for Expenses is \$2,666,300 and reflects a \$161,592 or 6.45% increase which includes an anticipated \$56,000 increase (23.4%) in the cost of gasoline and diesel fuel due to current market conditions, as well as inflationary increases in supplies and materials across the division. The guardrail replacement program started in FY2020, and the bicycle sharerow program initiated in FY2018, both continue in FY2023.

Program Improvement Requests:

None requested.

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$2,756,367	\$3,342,711	\$ 3,852,429	\$ 4,133,590	\$ 281,161	7.30%
Enterprise Funds (Indirects)	\$ 87,888	\$ 93,240	\$ 76,234	\$ 68,911	\$ (7,323)	-9.61%
Fees & Charges						
Parking Fund	\$ 71,200	\$ 71,200	\$ 71,200	\$ —	\$ (71,200)	-100.00%
Total 3200 Highway	\$2,915,455	\$3,507,151	\$ 3,999,863	\$ 4,202,501	\$ 202,638	5.07%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$1,347,861	\$1,601,662	\$ 1,495,155	\$ 1,536,201	\$ 41,046	2.75%
Expenses	\$1,567,594	\$1,905,489	\$ 2,504,708	\$ 2,666,300	\$ 161,592	6.45%
Total 3200 Highway	\$2,915,455	\$3,507,151	\$ 3,999,863	\$ 4,202,501	\$ 202,638	5.07%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Total 3210 Highway Maintenance	\$1,209,584	\$1,305,787	\$ 1,636,717	\$ 1,695,756	\$ 59,039	3.61%
Total 3220 Equipment Maintenance	\$ 731,408	\$ 753,403	\$ 840,179	\$ 921,051	\$ 80,872	9.63%
Total 3230 Snow Removal	\$ 974,463	\$1,447,960	\$ 1,522,967	\$ 1,585,694	\$ 62,727	4.12%
Total 3200 Highway	\$2,915,455	\$3,507,151	\$ 3,999,863	\$ 4,202,501	\$ 202,638	5.07%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$1,099,287	\$1,124,698	\$ 1,191,917	\$ 1,222,877	\$ 30,960	2.60%
Prior Year Retro Payments	\$ —	\$ 84,899	\$ —	\$ —	\$ —	—%
Overtime	\$ 248,574	\$ 392,064	\$ 303,238	\$ 313,324	\$ 10,086	3.33%
<i>Personal Services</i>	<i>\$1,347,861</i>	<i>\$1,601,662</i>	<i>\$ 1,495,155</i>	<i>\$ 1,536,201</i>	<i>\$ 41,046</i>	<i>2.75%</i>
Contractual Services	\$ 760,662	\$ 950,752	\$ 1,229,400	\$ 1,256,000	\$ 26,600	2.16%
Utilities	\$ 181,248	\$ 218,867	\$ 269,908	\$ 328,300	\$ 58,392	21.63%
Supplies	\$ 563,623	\$ 705,066	\$ 920,400	\$ 991,000	\$ 70,600	7.67%
Small Capital	\$ 62,062	\$ 30,804	\$ 85,000	\$ 91,000	\$ 6,000	7.06%
<i>Expenses</i>	<i>\$1,567,594</i>	<i>\$1,905,489</i>	<i>\$ 2,504,708</i>	<i>\$ 2,666,300</i>	<i>\$ 161,592</i>	<i>6.45%</i>
Total 3200 Highway	\$2,915,455	\$3,507,151	\$ 3,999,863	\$ 4,202,501	\$ 202,638	5.07%

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

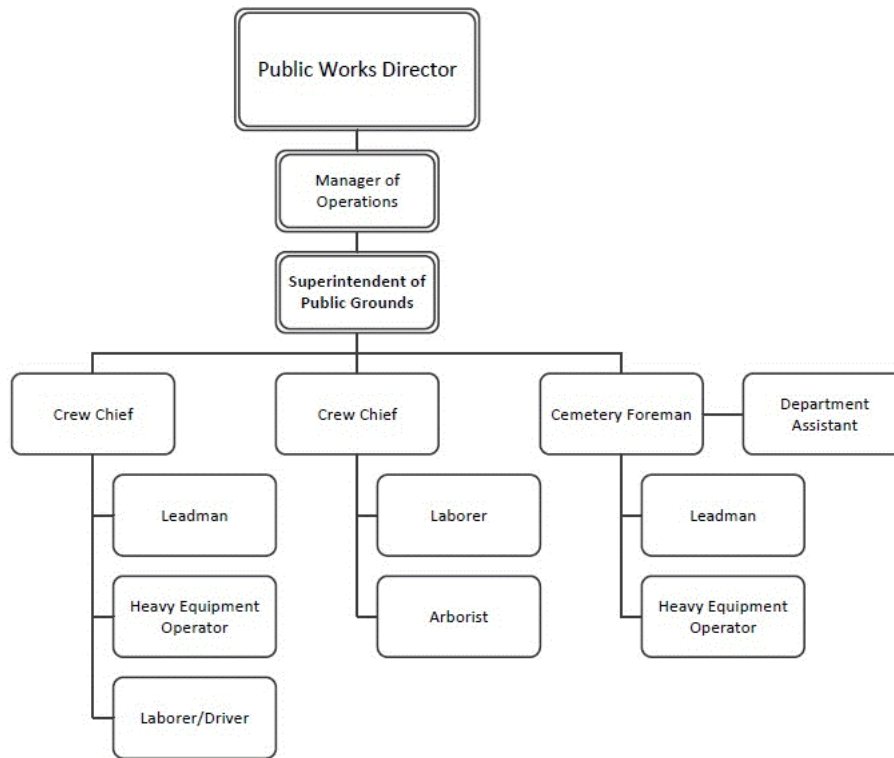
Budget Overview: The Public Grounds Division is comprised of the Parks, Forestry and Cemetery functions.

- The Parks staff maintain 9 parks, 12 playgrounds, 28 conservation areas, 41 athletic fields, 12 school grounds, 4 tennis facilities, 3 historical sites, the pool and reservoir complexes as well as the Town's bicycle, fitness and conservation trails totaling approximately 630 acres. Lexington's athletic fields are used by many groups, which put excessive demands on these facilities. The new turf program has continued to make a marked improvement in the safety and playability of these fields.
- The Forestry staff maintain approximately 10,000 street trees, an undetermined number of trees on Park and Conservation lands and numerous shrub bed plantings on park, cemetery, school and conservation properties and along right-of-ways.
- The Cemetery staff is responsible for the administration and maintenance of four cemeteries including 21.5 acres in Westview, 6.9 acres in Munroe, 1.28 in Colonial and 0.5 acres in Robbins.

Staff support the Recreation, Tree and Bicycle Advisory Committees.

Division Initiatives:

1. Continue the implementation of a proactive park maintenance program to provide safe, well-maintained, aesthetically pleasing parks, athletic fields and public ground areas.
2. Continue to improve two turf areas per year; the Center Complex baseball and football fields are targeted for FY2023.
3. Continue to implement a proactive tree maintenance program to minimize hazard trees and provide safe, well-maintained, aesthetically pleasing parks, athletic fields and public ground areas.
4. Continue the GPS location of graves at Westview Cemetery and begin plans for the other cemeteries.
5. Oversee construction of the new cemetery building.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
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	8	8	8	8
Subtotal FTE	16	16	16	16
Subtotal FT/PT	16 FT/0 PT	16 FT/0 PT	16 FT/0 PT	16 FT/0 PT
Element 3320: Forestry Division				
Crew Chief	1	1	1	1
Arborists	3	3	3	3
Heavy Equipment Operator	1	1	1	1
Seasonal Laborer	0.6	0.6	0.6	0.3
Subtotal FTE	5.6	5.6	5.6	5.3
Subtotal 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
Leadman	1	1	1	1
Heavy Equipment Operator	1	1	1	1
Department Assistant	1	1	1	1
Seasonal Laborer	0.6	0.6	0.6	0.3
Subtotal FTE	4.6	4.6	4.6	4.3
Subtotal FT/PT	4 FT/2 PT	4 FT/2 PT	4 FT/2 PT	4 FT/1 PT
Total FTE	26.2	26.2	26.2	25.6
Total FT/PT	25 FT/4 PT	25 FT/4 PT	25 FT/4 PT	25 FT/2 PT

Budget Recommendations:

The FY2023 recommended All Funds Public Grounds budget inclusive of the General Fund operating budgets for the Parks, Forestry and Cemetery divisions and the Burial Containers and Lexington Tree Fund Revolving Funds is \$2,609,818, which is a \$107,539 or 4.30% increase over the FY2022 budget.

The combined Parks, Forestry and Cemetery FY2023 recommended General Fund operating budget is \$2,474,818 which is a \$92,539 or 3.88% increase from the FY2022 General Fund budget.

The combined Parks, Forestry and Cemetery General Fund operating budget for Compensation is \$1,760,318 and reflects a \$93,239 or 5.59% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments in the contract with Public Works staff.

The combined Parks, Forestry and Cemetery General Fund operating budget for Expenses is \$714,500 and reflects a \$(700) or (0.10)% decrease, which is a net change reflecting removal of a one-time expense for \$40,000, offset by inflationary increases in supplies and materials throughout the division.

The combined FY2023 revolving fund budgets are funded at \$135,000, an increase of \$15,000.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Assistant Superintendent for Public Grounds	\$ 83,895	\$ 17,621	\$ 101,516	\$ —	\$ —	\$ —	\$ 101,516

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,516,823	\$ 1,884,177	\$ 2,102,279	\$ 2,057,855	\$ (44,424)	-2.11%
Enterprise Funds (Indirects)	\$ 91,108	\$ 94,139	\$ —	\$ 96,963	\$ 96,963	—%
Fees & Charges						
Cemetery Prep Fees	\$ 272,443	\$ 237,123	\$ 230,000	\$ 250,000	\$ 20,000	8.70%
Directed Funding						
Cemetery Trust	\$ 90,038	\$ 72,925	\$ 50,000	\$ 70,000	\$ 20,000	40.00%
Total 3300 - General Fund	\$ 1,970,413	\$ 2,288,364	\$ 2,382,279	\$ 2,474,818	\$ 92,539	3.88%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,403,930	\$ 1,705,237	\$ 1,667,079	\$ 1,760,318	\$ 93,239	5.59%
Expenses	\$ 566,482	\$ 583,127	\$ 715,200	\$ 714,500	\$ (700)	-0.10%
Total 3300 - General Fund	\$ 1,970,413	\$ 2,288,364	\$ 2,382,279	\$ 2,474,818	\$ 92,539	3.88%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Total 3310 Parks Division	\$ 1,261,614	\$ 1,418,322	\$ 1,436,075	\$ 1,545,793	\$109,718	7.64%
Total 3320 Forestry	\$ 409,077	\$ 525,200	\$ 552,426	\$ 523,391	\$ (29,035)	-5.26%
Total 3330 Cemetery	\$ 299,721	\$ 344,843	\$ 393,778	\$ 405,634	\$ 11,856	3.01%
Total 3300 - General Fund	\$ 1,970,413	\$ 2,288,364	\$ 2,382,279	\$ 2,474,818	\$ 92,539	3.88%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,301,688	\$ 1,421,925	\$ 1,543,351	\$ 1,632,476	\$ 89,125	5.77%
Prior Year Retro Payments	\$ —	\$ 107,065	\$ —	\$ —	\$ —	—%
Overtime	\$ 102,243	\$ 176,248	\$ 123,728	\$ 127,842	\$ 4,114	3.33%
<i>Personal Services</i>	<i>\$ 1,403,930</i>	<i>\$ 1,705,237</i>	<i>\$ 1,667,079</i>	<i>\$ 1,760,318</i>	<i>\$ 93,239</i>	<i>5.59%</i>
Contractual Services	\$ 284,660	\$ 275,117	\$ 447,600	\$ 421,500	\$ (26,100)	-5.83%
Utilities	\$ 47,646	\$ 85,929	\$ 76,700	\$ 85,700	\$ 9,000	11.73%
Supplies	\$ 225,283	\$ 216,287	\$ 180,400	\$ 195,800	\$ 15,400	8.54%
Small Capital	\$ 8,893	\$ 5,794	\$ 10,500	\$ 11,500	\$ 1,000	9.52%
<i>Expenses</i>	<i>\$ 566,482</i>	<i>\$ 583,127</i>	<i>\$ 715,200</i>	<i>\$ 714,500</i>	<i>\$ (700)</i>	<i>-0.10%</i>
Total 3300 - General Fund	\$ 1,970,413	\$ 2,288,364	\$ 2,382,279	\$ 2,474,818	\$ 92,539	3.88%

Budget Summary - Revolving Funds*

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Dollar Increase	Percent Increase
Lexington Tree Fund	\$ 86,450	\$ 54,120	\$ 70,000	\$ 75,000	\$ 5,000	7.14%
Burial Containers	\$ 44,705	\$ 35,680	\$ 50,000	\$ 60,000	\$ 10,000	20.00%
Total 3300 - Revolving Funds	\$ 131,155	\$ 89,800	\$ 120,000	\$ 135,000	\$ 15,000	12.50%

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

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Lexington Tree Revolving Fund						
Expenses	\$ 887	\$ 23,450	\$ 70,000	\$ 75,000	\$ 5,000	7.14%
Burial Container Revolving Fund						
Expenses	\$ 29,690	\$ 21,815	\$ 50,000	\$ 60,000	\$ 10,000	20.00%
Total 3300 - Revolving Funds	\$ 30,577	\$ 45,265	\$ 120,000	\$ 135,000	\$ 15,000	12.50%

Budget Summary - All Funds

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,403,930	\$ 1,705,237	\$ 1,667,079	\$ 1,760,318	\$ 93,239	5.59%
Expenses	\$ 597,059	\$ 628,392	\$ 835,200	\$ 849,500	\$ 14,300	1.71%
Total 3300 - All Funds	\$ 2,000,989	\$ 2,333,630	\$ 2,502,279	\$ 2,609,818	\$107,539	4.30%

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

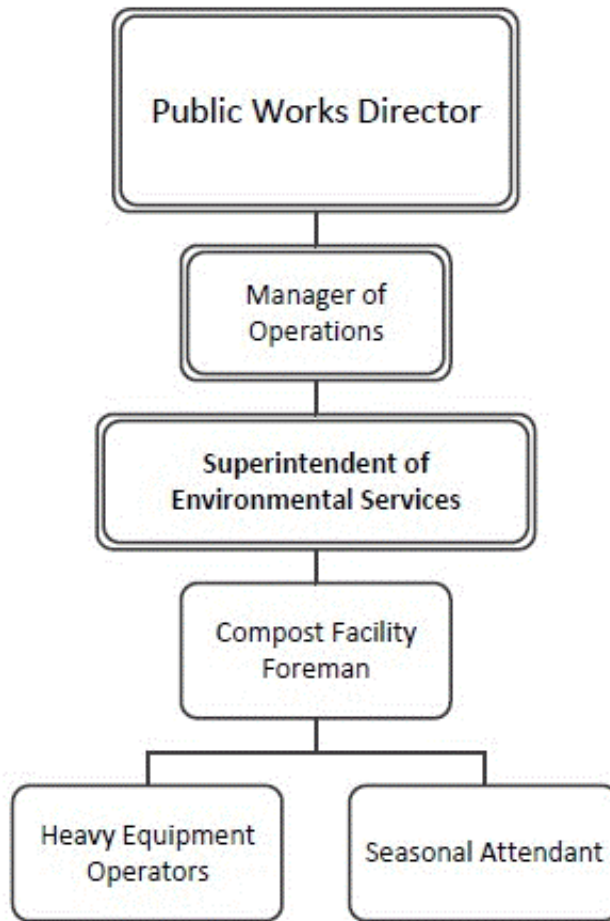
Budget Overview: The Environmental Services Division includes Refuse Collection and Disposal, Recycling, Yard Waste and Appliance/Electronic Waste.

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

The Town entered into a 5-year contract for the collection of trash and recyclables with E. L. Harvey & Sons, Inc. beginning July 1, 2018 and running through June 30, 2023. The Town is currently under contract with Wheelabrator in North Andover for refuse disposal through June 30, 2025.

Division Initiatives:

1. Work with E. L. Harvey & Sons to continue a manual refuse and manual single stream recycling collection service. Oversee enforcement of mandatory recycling bylaw and State waste bans regulations.
2. Continue to support programs to divert organics from residential trash. Since May 2018, DPW has provided over 1,000 specialized green carts to residents participating in a food scraps program. Lexington Public Schools divert approximately 100 tons of organics throughout the school year.
3. Continue to assess markets and pricing for compost, loam, leaf, bark mulch and yard waste disposal permits.
4. Continue to support Zero Waste activities and programs, to promote waste reduction programs at public events such as Discovery Day, community fairs and other events.
5. Complete implementation of DPW yard/compost facility operation's plan including gate installation, security and conservation improvements.
6. Explore and implement new revenue opportunities.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Element 3420: Recycling* (Compost Facility)				
Superintendent of Environmental Services	1	1	1	1
Compost Facility Foreman	1	1	1	1
Leadman**	—	—	—	1
Heavy Equipment Operator	2	2	2	1
Seasonal Attendant	0.7	0.7	0.7	0.7
Subtotal FTE	4.7	4.7	4.7	4.7
Subtotal FT/PT	4 FT/1 PT*	4 FT/1 PT*	4 FT/1 PT*	4 FT/1 PT*
Total FTE	4.7	4.7	4.7	4.7
Total FT/PT	4 FT/1 PT	4 FT/1 PT	4 FT/1 PT	4 FT/1 PT

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

**The FY2023 budget requests upgrading a Heavy Equipment Operator to a Leadman as a program improvement.

Budget Recommendations:

The recommended FY2023 All Funds Environmental Services budget inclusive of the General Fund operating budgets for the Refuse Collection, Recycling and Refuse Disposal divisions and the Compost Operations and Minuteman Household Hazardous Waste Program Revolving Funds is \$4,394,941, which is a net \$139,951 or 3.29% increase from the FY2022 budget.

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

The combined General Fund Refuse Collection, Recycling and Refuse Disposal operating budget for Expenses is \$3,268,446 and reflects a \$59,611 or 1.86% increase. The Refuse Collection expense budget is recommended at \$1,010,426, a increase of \$29,430 or 3.00%, and the Recycling expense budget is recommended at \$1,468,095 a decrease of \$(10,722) or (0.73)%, both of which reflect the Town’s contracts for refuse and recycling collections. The Recycling decrease also reflects the current market for disposal of recycled materials, which has recently begun to stabilize; and is anticipated to decrease by \$(78,000) or (19.60)%. The Refuse Disposal expense budget is recommended at \$789,925, an increase of \$40,903 or 5.46%, attributable to a 3.24% or \$2.61 increase in the Town’s tipping fee per ton. Total refuse disposal tonnage for FY2023 is projected to be 9,500 tons, an increase of 200 tons due to higher usage while residents have been home during the pandemic.

The FY2023 revolving fund budgets are recommended at \$1,126,495, a \$80,340 or 7.68% net increase. The Minuteman Household Hazardous Waste Program Revolving Fund is level-funded at \$260,000. The Compost Operations Revolving Fund is recommended at \$866,495, a \$80,340 or 10.22% increase, which reflects actual expenses, as well as a program improvement to upgrade a heavy equipment operator to a leadman.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Transition PT Compost Site Attendant to FT	\$ 32,429	\$ 16,874	\$ 49,303	\$ —	\$ —	\$ —	\$ 49,303
W-6 position upgrade	\$ 2,496	\$ —	\$ 2,496	\$ 2,496	\$ —	\$ 2,496	\$ —

3400 Environmental Services

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$2,780,861	\$2,986,026	\$ 3,208,835	\$ 3,268,446	\$ 59,611	1.86 %
Total 3400 - General Fund	\$2,780,861	\$2,986,026	\$ 3,208,835	\$ 3,268,446	\$ 59,611	1.86 %

Appropriation Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Expenses	\$2,780,861	\$2,986,026	\$ 3,208,835	\$ 3,268,446	\$ 59,611	1.86 %
Total 3400 - General Fund	\$2,780,861	\$2,986,026	\$ 3,208,835	\$ 3,268,446	\$ 59,611	1.86 %

Program Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Total 3410 Refuse Collection	\$ 924,683	\$ 952,423	\$ 980,996	\$ 1,010,426	\$ 29,430	3.00 %
Total 3420 Recycling	\$1,213,048	\$1,265,853	\$ 1,478,817	\$ 1,468,095	\$ (10,722)	-0.73 %
Total 3430 Refuse Disposal	\$ 643,130	\$ 767,750	\$ 749,022	\$ 789,925	\$ 40,903	5.46 %
Total 3400 - General Fund	\$2,780,861	\$2,986,026	\$ 3,208,835	\$ 3,268,446	\$ 59,611	1.86 %

Object Code Summary (General Fund)	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Overtime	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Personal Services</i>	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Contractual Services	\$2,755,348	\$2,976,612	\$ 3,172,585	\$ 3,226,946	\$ 54,361	1.71 %
Utilities	\$ —	\$ —	\$ —	\$ —	\$ —	— %
Supplies	\$ 25,514	\$ 9,414	\$ 36,250	\$ 41,500	\$ 5,250	14.48 %
Small Capital	\$ —	\$ —	\$ —	\$ —	\$ —	— %
<i>Expenses</i>	<i>\$2,780,861</i>	<i>\$2,986,026</i>	<i>\$ 3,208,835</i>	<i>\$ 3,268,446</i>	<i>\$ 59,611</i>	<i>1.86 %</i>
Total 3400 - General Fund	\$2,780,861	\$2,986,026	\$ 3,208,835	\$ 3,268,446	\$ 59,611	1.86 %

Budget Summary - Revolving Funds*

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Dollar Increase	Percent Increase
Compost Operations Rev. Fund	\$ 673,846	\$ 804,309	\$ 790,000	\$ 855,000	\$ 65,000	8.23 %
Minuteman Haz. Waste Rev. Fund	\$ 153,800	\$ 206,854	\$ 260,000	\$ 260,000	\$ —	— %
Total 3400 - Revolving Funds	\$ 827,647	\$1,011,163	\$ 1,050,000	\$ 1,115,000	\$ 65,000	6.19 %

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

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Compost Operations Rev. Fund	\$ 824,841	\$ 889,409	\$ 786,155	\$ 866,495	\$ 80,340	10.22%
Compensation	\$ 325,354	\$ 352,623	\$ 357,167	\$ 361,082	\$ 3,915	1.10 %
Expenses	\$ 211,938	\$ 245,515	\$ 188,500	\$ 194,000	\$ 5,500	2.92 %
Benefits	\$ 70,246	\$ 85,714	\$ 77,487	\$ 83,938	\$ 6,451	8.33 %
Debt	\$ 217,303	\$ 205,557	\$ 163,001	\$ 227,475	\$ 64,474	39.55 %
Minuteman Haz. Waste Rev. Fund	\$ 133,954	\$ 255,449	\$ 260,000	\$ 260,000	\$ —	—%
Expenses	\$ 133,954	\$ 255,449	\$ 260,000	\$ 260,000	\$ —	— %
Total 3400 - Revolving Funds	\$ 958,793	\$1,144,856	\$ 1,046,155	\$ 1,126,495	\$ 80,340	7.68 %

Budget Summary - All Funds

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Appropriation	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 325,354	\$ 352,623	\$ 357,167	\$ 361,082	\$ 3,915	1.10 %
Expenses	\$3,126,753	\$3,486,989	\$ 3,657,335	\$ 3,722,446	\$ 65,111	1.78 %
Benefits (Revolving Fund)	\$ 70,246	\$ 85,714	\$ 77,487	\$ 83,938	\$ 6,451	8.33 %
Debt Service (Revolving Fund)	\$ 217,303	\$ 205,557	\$ 163,001	\$ 227,475	\$ 64,474	39.55 %
Total 3400 - All Funds	\$3,739,655	\$4,130,883	\$ 4,254,990	\$ 4,394,941	\$ 139,951	3.29 %

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

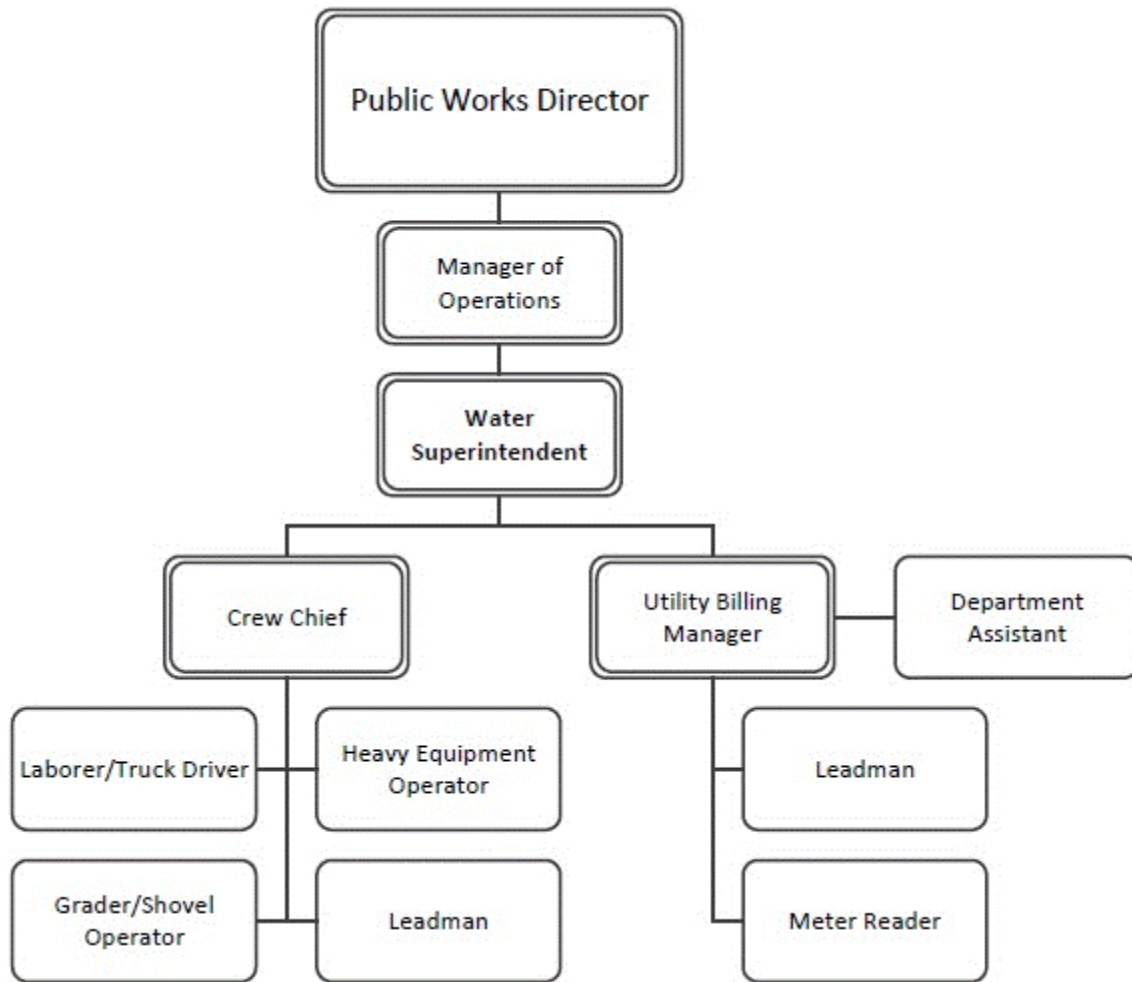
Budget Overview: The Water Division budget is comprised of Water Operations, Massachusetts Water Resources Authority (MWRA) purchases and indirect support from the General Fund.

The Water Operations maintains and repairs the water system that delivers water to Lexington homes and businesses through 154 miles of water mains, 1,747 fire hydrants and two water towers that store 3.24 million gallons of water. The Town has a three-block inclining rate structure to encourage water conservation. As a customer uses more water, the water rate for the additional units increases. Customers are billed twice per year. The Town also sells water to the Town of Bedford at the MWRA wholesale rate plus an administrative fee. The MWRA provides water to Lexington and greater Boston.

Indirect support from the General Fund reflects Water Enterprise Fund expenses (benefits, insurance and engineering support) that are appropriated in the General Fund. The Water Enterprise Fund, therefore, reimburses the General Fund for these expenses through an indirect cost transfer. In FY2023, the Water Enterprise Fund will contribute to the Other Post-Employment Benefits (OPEB) Trust Fund in a funding level that matches the contributions of the General Fund.

Departmental Initiatives:

1. Continue with the Hydrant Maintenance Program.
2. Continue working with the vendor implementing the Automatic Meter Reading System (AMR).
3. Implement a valve/hydrant maintenance and/or backflow/cross connection program.
4. Continue to evaluate water usage, to move towards conservation efforts.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Superintendent of Water & Sewer	0.5	0.5	0.5	0.5
Utility Billing Manager	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-Meter Reader	1	1	1	1
Department Assistant	0.2	0.2	0.2	0.2
Total FTE	11.2	11.2	11.2	11.2
Total FT/PT	10 FT/3 PT	10 FT/3 PT	10 FT/3 PT	10 FT/3 PT

Budget Recommendations:

The FY2023 recommended Water operating budget is \$12,707,237, inclusive of indirect costs. The recommended budget reflects a \$82,771 or 0.66% increase from the FY2022 budget.

The budget for Compensation is \$875,670, and reflects a \$10,216 or 1.18% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments in the contract with Public Works staff.

The budget for Expenses is \$533,500 which is an increase of \$19,200, or 3.73% from FY2022, and is due to an increase in professional development to support training and licenses for several new staff members, as well as inflationary increases in supplies and materials.

In FY2021, a new budget category of Cash Capital was initiated to begin to transition the ongoing water main replacement program to being funded directly by user charges instead of debt financing. This is the third year of an 11-year transition to move the entire \$2,200,000 annual program to cash financing. In doing so, rate payers will save a considerable amount on interest costs in the long-term. The FY2023 recommendation for cash capital is \$600,000.

Debt service is recommended to increase by \$44,952 or 3.81%.

The preliminary MWRA Assessment is \$8,493,467, which is a \$(250,445) or -2.86% decrease from FY2022. The final assessment will be issued in June 2022.

In FY2023, it is recommended that the Water Enterprise Fund continue contributing to the Other Post-Employment Benefits Trust Fund, which was initiated in FY2018.

Indirect payments to the General Fund for those costs borne by the General Fund in support of water operations are projected at \$977,093, an increase of \$58,848 or 6.41%.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Assistant Superintendent for Water/Sewer	\$ 83,895	\$ 17,621	\$ 101,516	\$ —	\$ —	\$ —	\$ 101,516

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Enterprise Funds						
Retained Earnings	\$ —	\$ —	\$ —	\$ —	\$ —	—%
User Charges	\$ 10,594,289	\$ 13,560,393	\$ 12,316,466	\$ 12,399,237	\$ 82,771	0.67%
Meter Charges	\$ 44,896	\$ 75,844	\$ 35,000	\$ 35,000	\$ —	—%
Investment Income	\$ 17,931	\$ 6,399	\$ 8,000	\$ 8,000	\$ —	—%
Fees & Charges	\$ 399,794	\$ 265,633	\$ 265,000	\$ 265,000	\$ —	—%
Total 3600 Water Enterprise	\$ 11,056,910	\$ 13,908,268	\$ 12,624,466	\$ 12,707,237	\$ 82,771	0.66%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 660,929	\$ 834,114	\$ 865,454	\$ 875,670	\$ 10,216	1.18%
Expenses	\$ 420,436	\$ 467,078	\$ 514,300	\$ 533,500	\$ 19,200	3.73%
Cash Capital	\$ —	\$ 200,000	\$ 400,000	\$ 600,000	\$ 200,000	50.00%
Debt	\$ 1,192,000	\$ 965,096	\$ 1,179,794	\$ 1,224,746	\$ 44,952	3.81%
MWRA	\$ 7,413,364	\$ 8,006,399	\$ 8,743,912	\$ 8,493,467	\$ (250,445)	-2.86%
OPEB	\$ 2,761	\$ —	\$ 2,761	\$ 2,761	\$ —	—%
Indirects	\$ 894,573	\$ 930,001	\$ 918,245	\$ 977,093	\$ 58,848	6.41%
Total 3600 Water Enterprise	\$ 10,584,063	\$ 11,402,688	\$ 12,624,466	\$ 12,707,237	\$ 82,771	0.66%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Recommended	Dollar Increase	Percent Increase
3610 Water Operations	\$ 2,273,365	\$ 2,266,288	\$ 2,559,548	\$ 2,633,916	\$ 74,368	2.91%
3620 MWRA	\$ 7,413,364	\$ 8,006,399	\$ 8,743,912	\$ 8,493,467	\$ (250,445)	-2.86%
Cash Capital	\$ —	\$ 200,000	\$ 400,000	\$ 600,000	\$ 200,000	50.00%
OPEB	\$ 2,761	\$ —	\$ 2,761	\$ 2,761	\$ —	—%
Indirects	\$ 894,573	\$ 930,001	\$ 918,245	\$ 977,093	\$ 58,848	6.41%
Total 3600 Water Enterprise	\$ 10,584,063	\$ 11,402,688	\$ 12,624,466	\$ 12,707,237	\$ 82,771	0.66%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 543,405	\$ 598,162	\$ 681,660	\$ 689,487	\$ 7,827	1.15%
Prior Year Retro Payments	\$ —	\$ 54,507	\$ —	\$ —	\$ —	—%
Overtime	\$ 117,523	\$ 181,445	\$ 183,794	\$ 186,183	\$ 2,389	1.30%
<i>Personal Services</i>	<i>\$ 660,929</i>	<i>\$ 834,114</i>	<i>\$ 865,454</i>	<i>\$ 875,670</i>	<i>\$ 10,216</i>	<i>1.18%</i>
Contractual Services	\$ 183,763	\$ 247,112	\$ 269,800	\$ 279,800	\$ 10,000	3.71%
Utilities	\$ 18,143	\$ 18,032	\$ 17,000	\$ 17,000	\$ —	—%
Supplies	\$ 192,234	\$ 198,018	\$ 202,500	\$ 211,700	\$ 9,200	4.54%
Small Capital	\$ 26,296	\$ 3,916	\$ 25,000	\$ 25,000	\$ —	—%
<i>Expenses</i>	<i>\$ 420,436</i>	<i>\$ 467,078</i>	<i>\$ 514,300</i>	<i>\$ 533,500</i>	<i>\$ 19,200</i>	<i>3.73%</i>
Cash Capital	\$ —	\$ 200,000	\$ 400,000	\$ 600,000	\$ 200,000	50.00%
Debt	\$ 1,192,000	\$ 965,096	\$ 1,179,794	\$ 1,224,746	\$ 44,952	3.81%
MWRA	\$ 7,413,364	\$ 8,006,399	\$ 8,743,912	\$ 8,493,467	\$ (250,445)	-2.86%
OPEB	\$ 2,761	\$ —	\$ 2,761	\$ 2,761	\$ —	—%
Indirects	\$ 894,573	\$ 930,001	\$ 918,245	\$ 977,093	\$ 58,848	6.41%
Total 3600 Water Enterprise	\$ 10,584,063	\$ 11,402,688	\$ 12,624,466	\$ 12,707,237	\$ 82,771	0.66%

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

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

The Sewer Division maintains the wastewater system that serves 99 percent of Town residences and businesses through 34 miles of trunk lines, 119 miles of street lines and 10,326 service connections. There are also ten sewage-pumping stations operated by the Sewer Division. The Town has a three-block inclining rate structure to encourage conservation. Customer sewer usage is determined based on water usage over the same period, with the exception of meters dedicated to outdoor irrigation.

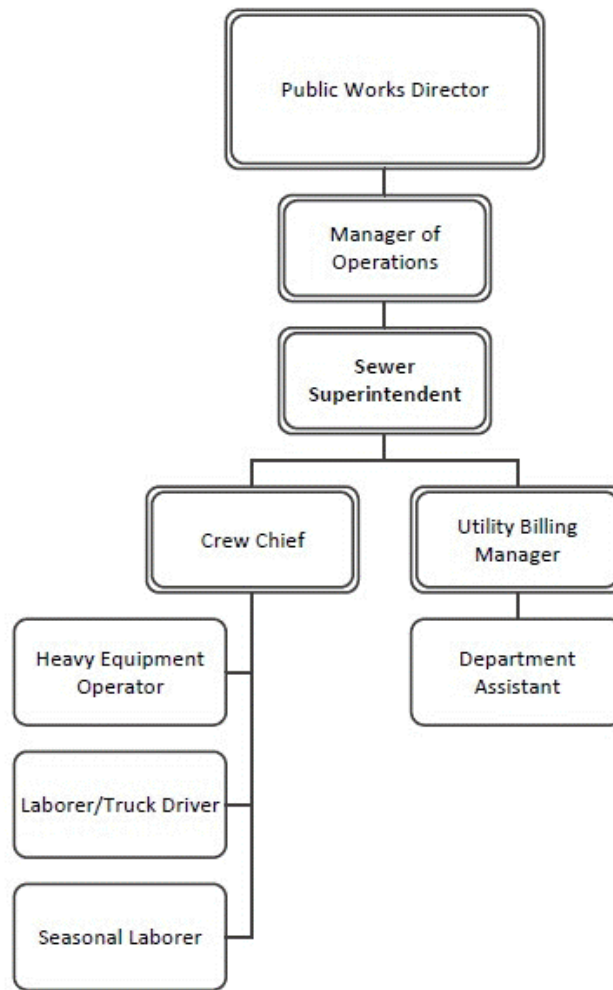
The MWRA provides wastewater treatment to Lexington and greater Boston at the Deer Island treatment facility.

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

In FY2023, the Sewer Enterprise Fund is recommended to contribute to the Other Post-Employment Benefits (OPEB) Trust Fund in a funding level that matches the contributions of the General Fund.

Departmental Initiatives:

1. Continue the pipe flushing program and root removal in all areas.
2. Work with the Water Enterprise Division on the ongoing Automatic Meter Reading System project. (AMR).
3. Continue to educate the public on the costs and problems created by Inflow & Infiltration.



Authorized/Appropriated Staffing

	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Request
Supt. of Water & Sewer	0.5	0.5	0.5	0.5
Utility Billing Manager	0.5	0.5	0.5	0.5
Crew Chief	1	1	1	1
Heavy Equipment Operator	2	2	2	2
Department Assistant	0.2	0.2	0.2	0.2
Seasonal Assistant	0.4	0.4	0.4	0.4
Seasonal Laborer	0.3	0.3	0.3	0.3
Total FTE	4.9	4.9	4.9	4.9
Total FT/PT	3 FT/5 PT	3 FT/5 PT	3 FT/5 PT	3 FT/5 PT

Budget Recommendations:

The FY2023 recommended Sewer operating budget, inclusive of indirect costs, is \$11,798,658, a \$595,388 or 5.31% increase over the FY2022 budget.

The budget for Compensation is \$399,848 and reflects a \$10,069 or 2.58% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments in the contract with Public Works staff.

The budget for Expenses is \$458,400, an increase of \$3,750 or 0.82%, which reflects anticipated inflationary increases for electricity, supplies and materials.

In FY2021, a new budget category of Cash Capital was initiated to begin to transition the ongoing sanitary sewer main replacement program to being funded directly by user charges instead of debt financing. This is the third year of a 10-year transition to move the entire \$1,000,000 annual program to cash financing. In doing so, rate payers will save a considerable amount on interest costs in the long-term. The FY2023 recommendation for cash capital is \$300,000.

Debt service is recommended to increase by \$130,904 or 8.94%.

The preliminary MWRA Assessment is \$8,499,573, which is a \$322,360 or 3.94% increase from FY2022. The final assessment will be issued in June 2022.

In FY2023, it is recommended that the Sewer Enterprise Fund continue contributing to the Other Post-Employment Benefits Trust Fund, which was initiated in FY2018.

Indirect payments to the General Fund for those costs borne by the General Fund in support of sewer operations are projected at \$542,416, a increase of \$28,305 or 5.51%.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Assistant Superintendent for Water/Sewer	\$ 83,895	\$ 17,621	\$ 101,516	\$ —	\$ —	\$ —	\$ 101,516

Budget Summary:

Funding Sources	FY2020 Actual	FY2021 Actual	FY2022 Estimate	FY2023 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ —	\$ —	\$ —	\$ —	\$ —	—%
Enterprise Funds						
Retained Earnings	\$ —	\$ —	\$ —	\$ —	\$ —	—%
User Charges	\$ 9,885,948	\$ 10,763,060	\$ 10,841,270	\$ 11,436,658	\$ 595,388	5.49%
Connection Fees	\$ 695	\$ 773	\$ —	\$ —	\$ —	—%
Investment Income	\$ 14,259	\$ 8,811	\$ 8,000	\$ 8,000	\$ —	—%
Fees & Charges	\$ 514,538	\$ 388,599	\$ 354,000	\$ 354,000	\$ —	—%
Total 3700 Sewer Enterprise	\$ 10,415,439	\$ 11,161,243	\$ 11,203,270	\$ 11,798,658	\$ 595,388	5.31%

Appropriation Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 226,162	\$ 315,205	\$ 389,779	\$ 399,848	\$ 10,069	2.58%
Expenses	\$ 284,781	\$ 325,634	\$ 454,650	\$ 458,400	\$ 3,750	0.82%
Cash Capital	\$ —	\$ 100,000	\$ 200,000	\$ 300,000	\$ 100,000	50.00%
Debt	\$ 1,200,863	\$ 1,243,337	\$ 1,464,513	\$ 1,595,417	\$ 130,904	8.94%
MWRA	\$ 7,837,139	\$ 7,922,359	\$ 8,177,213	\$ 8,499,573	\$ 322,360	3.94%
OPEB	\$ 3,004	\$ —	\$ 3,004	\$ 3,004	\$ —	—%
Indirects	\$ 532,094	\$ 541,663	\$ 514,111	\$ 542,416	\$ 28,305	5.51%
Total 3700 Sewer Enterprise	\$ 10,084,043	\$ 10,448,199	\$ 11,203,270	\$ 11,798,658	\$ 595,388	5.31%

Program Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Recommended	Dollar Increase	Percent Increase
3710 Sewer Enterprise	\$ 1,711,806	\$ 1,884,177	\$ 2,308,942	\$ 2,453,665	\$ 144,723	6.27%
3720 - MWRA	\$ 7,837,139	\$ 7,922,359	\$ 8,177,213	\$ 8,499,573	\$ 322,360	3.94%
Cash Capital	\$ —	\$ 100,000	\$ 200,000	\$ 300,000	\$ 100,000	50.00%
OPEB	\$ 3,004	\$ —	\$ 3,004	\$ 3,004	\$ —	—%
Indirects	\$ 532,094	\$ 541,663	\$ 514,111	\$ 542,416	\$ 28,305	5.51%
Total 3700 Sewer Enterprise	\$ 10,084,043	\$ 10,448,199	\$ 11,203,270	\$ 11,798,658	\$ 595,388	5.31%

Object Code Summary	FY2020 Actual	FY2021 Actual	FY2022 Revised	FY2023 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 197,259	\$ 252,732	\$ 305,063	\$ 314,031	\$ 8,968	2.94%
Prior Year Retro Payments	\$ —	\$ 12,329	\$ —	\$ —	\$ —	—%
Overtime	\$ 28,903	\$ 50,144	\$ 84,716	\$ 85,817	\$ 1,101	1.30%
<i>Personal Services</i>	<i>\$ 226,162</i>	<i>\$ 315,205</i>	<i>\$ 389,779</i>	<i>\$ 399,848</i>	<i>\$ 10,069</i>	<i>2.58%</i>
Contractual Services	\$ 134,846	\$ 131,011	\$ 207,400	\$ 207,400	\$ —	—%
Utilities	\$ 108,424	\$ 111,977	\$ 130,000	\$ 131,000	\$ 1,000	0.77%
Supplies	\$ 41,511	\$ 81,788	\$ 103,250	\$ 105,900	\$ 2,650	2.57%
Small Capital	\$ —	\$ 858	\$ 14,000	\$ 14,100	\$ 100	0.71%
<i>Expenses</i>	<i>\$ 284,781</i>	<i>\$ 325,634</i>	<i>\$ 454,650</i>	<i>\$ 458,400</i>	<i>\$ 3,750</i>	<i>0.82%</i>
Cash Capital	\$ —	\$ 100,000	\$ 200,000	\$ 300,000	\$ 100,000	50.00%
Debt	\$ 1,200,863	\$ 1,243,337	\$ 1,464,513	\$ 1,595,417	\$ 130,904	8.94%
MWRA	\$ 7,837,139	\$ 7,922,359	\$ 8,177,213	\$ 8,499,573	\$ 322,360	3.94%
OPEB	\$ 3,004	\$ —	\$ 3,004	\$ 3,004	\$ —	—%
Indirects	\$ 532,094	\$ 541,663	\$ 514,111	\$ 542,416	\$ 28,305	5.51%
Total 3700 Sewer Enterprise	\$ 10,084,043	\$ 10,448,199	\$ 11,203,270	\$ 11,798,658	\$ 595,388	5.31%