

Section V: Program 3000: Public Works

This section includes detailed information about the FY2018 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
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3000 – 3500 DPW Summary

Town of Lexington, Massachusetts

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 our 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 Capital Expenditures Committee, the Energy Committee, the Electric Utility Ad-Hoc Committee, the Transportation Safety Group, the Bicycle Advisory Committee and the Recreation Committee, as well as other internal committees and teams.

Departmental Initiatives:

1. Continue the American Public Works Association re-accreditation process.
2. Continue the storm water initiatives in response to the new NPDES permit.
3. Support the implementation of People GIS Asset Management and Work Order System.
4. Work with Energy Committee and Sustainability Committee to improve energy efficiencies.

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

	FY2015 Budget	FY2016 Budget	FY2017 Budget	FY2018 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	0.6
Office Manager	1	1	1	1
Department Account Assistant ¹	2.6	2.6	2.6	2.6
Department Assistant - Pub Grounds/Cemetery	1	1	1	1
Department Lead Assistant	1	1	1	1
Town Engineer	1	1	1	1
Assistant Town Engineer	1	1	1	1
Senior Civil Engineer	1	1	1	2
Engineering Assistant	4	4	4	4
Engineering Aide	0.7	0.7	0.7	0.7
Supt. of Equipment, Highways & Drains	1	1	1	1
Highway Foreman	1	1	1	1
Crew Chief	6	6	6	6
Heavy Equipment Operators	7	12	12	12
Grader/Shovel Operator	1	1	1	1
Information Coordinator	1	1	1	1
Seasonal Laborer	2.2	2.2	1.7	1.7
Equipment Foreman	1	1	1	1
Mechanic	4	4	4	4
Superintendent of Public Grounds	1	1	1	1
Laborer-Truck Driver	6	1	1	1
Leadmen	7	7	7	7
Senior Arborist	2	2	2	2
Tree Climber	2	2	2	2
Cemetery Foreman	1	1	1	1
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	0.5
Seasonal Laborer	0.7	0.7	0.7	0.7
Total FTE	63.3	63.3	62.8	63.8
Total FT/PT	59 FT/10 PT	59 FT/10 PT	59 FT/9 PT	60 FT/9 PT

Explanatory Notes¹ FT Dept. Acct. Clerk shown as 0.6 from General Fund; 0.4 is charged to Water and Sewer Enterprise.

3000 – 3500 DPW Summary

Town of Lexington, Massachusetts

Budget Recommendations:

The FY2018 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 \$10,355,361. The recommended budget is a \$420,185, or 4.23% increase over the restated FY2017 budget. The FY2017 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2017 budget at the 2016 annual town meeting.

The FY2018 recommended Public Works General Fund operating budget is \$9,393,686, which is a \$347,194, or 3.84% increase from the restated FY2017 General Fund budget.

The General Fund operating budget for Compensation is \$4,050,807, and reflects an \$87,772 or 2.21% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments. FY2018 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on June 30, 2017. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager’s budget.

The General Fund operating budget for Expenses is \$5,342,880 and reflects a \$259,422 or 5.10% increase.

The combined FY2018 recommended Revolving Fund budgets (see page V-6) are \$961,675 which is a \$74,388 or 8.38% increase over FY2017.

Please see the division sections on the following pages for a detailed explanation of the FY2018 budget changes.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Senior Civil Engineer*	\$ 19,134	\$ 17,258	\$ 36,392	\$ (7,345)	\$ 8,964	\$ 1,619	\$ 34,773
Pavement Markings	\$ 120,000	\$ -	\$ 120,000	\$ 75,000		\$ 75,000	\$ 45,000
Landscape Maintenance at Munroe Cemetery	\$ 5,000	\$ -	\$ 5,000	\$ 5,000		\$ 5,000	\$ -
Street Tree Health Assessments	\$ 50,000	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ 50,000	\$ -
Heavy Equip Operator @ Compost Facility PT to FT**	\$ 20,596	\$ 15,972	\$ 36,568	\$ -	\$ -	\$ -	\$ 36,568

*Senior Engineer targeted to begin employment no earlier than November 1, 2017. Professional Services has been reduced by \$60,000 to partially fund this new position.

**Compost Revolving Fund - Staffing will be revisited once solar project is complete and windrow utilization has been established.

3000 – 3500 DPW Summary

Town of Lexington, Massachusetts

Budget Summary:

Funding Sources	FY2015 Actual	FY2016 Actual	FY2017 Estimated	FY2018 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 8,423,483	\$ 7,768,185	\$ 8,125,014	\$ 8,582,706	\$ 457,692	4.12%
Enterprise Funds (Indirects)	\$ 657,599	\$ 562,367	\$ 638,811	\$ 588,560	\$ (50,251)	-7.87%
Fees, Charges and Available Funds						
Parking Fund	\$ 6,961	\$ 8,208	\$ 8,208	\$ 8,000	\$ (208)	-2.53%
Cemetery Trust	\$ 105,000	\$ 105,000	\$ 105,000	\$ 48,500	\$ (56,500)	-53.81%
Cemetery Prep Fees	\$ 133,079	\$ 125,588	\$ 127,200	\$ 126,000	\$ (1,200)	-0.94%
Misc. Charges for Service	\$ 629	\$ 698	\$ 700	\$ 700	\$ -	-
Licenses & Permits	\$ 39,878	\$ 33,637	\$ 41,559	\$ 39,220	\$ (2,339)	-5.63%
Revolving Funds						
Burial Containers	\$ 29,060	\$ 36,340	\$ 40,000	\$ 40,000	\$ -	-
Compost Operations	\$ 452,501	\$ 607,842	\$ 612,287	\$ 686,675	\$ 74,388	12.15%
Lexington Tree Fund	\$ 24,823	\$ 40,421	\$ 45,000	\$ 45,000	\$ -	-
Minuteman Household Hazardous Waste	\$ 147,420	\$ 147,872	\$ 180,000	\$ 180,000	\$ -	-
Regional Cache - Hartwell Ave.	\$ 1,669	\$ 1,358	\$ 10,000	\$ 10,000	\$ -	0.00%
Total 3100-3500 DPW All Funds	\$10,022,101	\$ 9,437,516	\$ 9,933,779	\$ 10,355,361	\$ 421,582	4.24%

Appropriation Summary (All Funds)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 4,229,394	\$ 4,057,433	\$ 4,233,910	\$ 4,333,151	\$ 99,241	2.34%
Expenses	\$ 5,723,518	\$ 5,303,266	\$ 5,540,308	\$ 5,802,880	\$ 262,572	4.74%
Benefits	\$ 29,526	\$ 30,934	\$ 55,000	\$ 56,650	\$ 1,650	3.00%
Debt Service (Revolving Fund)	\$ 39,663	\$ 45,883	\$ 104,561	\$ 162,681	\$ 58,119	55.58%
Total 3100-3500 DPW	\$10,022,101	\$ 9,437,516	\$ 9,933,779	\$ 10,355,361	\$ 421,582	4.24%

Program Summary (All Funds)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Total 3110 Administration	\$ 589,273	\$ 593,012	\$ 616,722	\$ 603,733	\$ (12,989)	-2.11%
Total 3120 Town Engineering	\$ 649,149	\$ 752,545	\$ 834,350	\$ 826,628	\$ (7,722)	-0.93%
Total 3130 Street Lighting	\$ 304,859	\$ 270,846	\$ 265,302	\$ 257,853	\$ (7,449)	-2.81%
Total 3210 Highway	\$ 1,075,496	\$ 1,209,614	\$ 1,330,860	\$ 1,413,783	\$ 82,923	6.23%
Total 3220 Road Machinery	\$ 769,337	\$ 664,290	\$ 642,697	\$ 678,639	\$ 35,942	5.59%
Total 3230 Snow Removal	\$ 2,235,573	\$ 1,196,662	\$ 1,188,024	\$ 1,257,822	\$ 69,798	5.88%
Total 3310 Parks	\$ 978,175	\$ 1,044,482	\$ 1,142,052	\$ 1,160,161	\$ 18,110	1.59%
Total 3320 Forestry	\$ 310,143	\$ 355,440	\$ 460,591	\$ 518,236	\$ 57,645	12.52%
Total 3330 Cemetery	\$ 300,534	\$ 355,613	\$ 361,867	\$ 374,731	\$ 12,864	3.55%
Total 3410 Refuse Collection	\$ 779,561	\$ 795,153	\$ 811,056	\$ 846,800	\$ 35,744	4.41%
Total 3420 Recycling	\$ 1,416,101	\$ 1,626,858	\$ 1,679,664	\$ 1,801,407	\$ 121,743	7.25%
Total 3430 Refuse Disposal	\$ 613,900	\$ 573,000	\$ 600,594	\$ 615,567	\$ 14,973	2.49%
Total 3100-3500 DPW All Funds	\$10,022,101	\$ 9,437,516	\$ 9,933,779	\$ 10,355,361	\$ 421,582	4.24%

Object Code Summary (All Funds)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 3,532,107	\$ 3,641,325	\$ 3,822,730	\$ 3,915,852	\$ 93,122	2.44%
Overtime	\$ 697,287	\$ 416,108	\$ 411,180	\$ 417,299	\$ 6,119	1.49%
Personal Services	\$ 4,229,394	\$ 4,057,433	\$ 4,233,910	\$ 4,333,151	\$ 99,241	2.34%
Contractual Services	\$ 3,988,885	\$ 3,839,946	\$ 3,974,732	\$ 4,199,339	\$ 224,607	5.65%
Utilities	\$ 433,408	\$ 342,877	\$ 345,657	\$ 385,633	\$ 39,976	11.57%
Supplies	\$ 1,228,256	\$ 1,060,457	\$ 1,139,402	\$ 1,147,408	\$ 8,006	0.70%
Small Capital	\$ 72,971	\$ 59,986	\$ 80,517	\$ 70,500	\$ (10,017)	-12.44%
Expenses	\$ 5,723,518	\$ 5,303,266	\$ 5,540,308	\$ 5,802,880	\$ 262,572	4.74%
Benefits	\$ 29,526	\$ 30,934	\$ 55,000	\$ 56,650	\$ 1,650	3.00%
Debt	\$ 39,663	\$ 45,883	\$ 104,561	\$ 162,681	\$ 58,119	55.58%
Total 3100-3500 DPW All Funds	\$10,022,101	\$ 9,437,516	\$ 9,933,779	\$ 10,355,361	\$ 421,582	4.24%

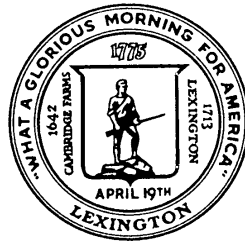
Object Code Summary (General Fund)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 3,322,220	\$ 3,407,654	\$ 3,586,356	\$ 3,668,527	\$ 82,171	2.29%
Overtime	\$ 675,057	\$ 398,156	\$ 376,678	\$ 382,279	\$ 5,601	1.49%
Personal Services	\$ 3,997,277	\$ 3,805,810	\$ 3,963,034	\$ 4,050,807	\$ 87,772	2.21%
Contractual Services	\$ 3,697,060	\$ 3,420,317	\$ 3,621,532	\$ 3,843,139	\$ 221,607	6.12%
Utilities	\$ 433,408	\$ 342,877	\$ 345,657	\$ 385,633	\$ 39,976	11.57%
Supplies	\$ 1,175,684	\$ 974,693	\$ 1,035,752	\$ 1,043,608	\$ 7,856	0.76%
Small Capital	\$ 63,201	\$ 59,986	\$ 80,517	\$ 70,500	\$ (10,017)	-12.44%
Expenses	\$ 5,369,351	\$ 4,797,873	\$ 5,083,458	\$ 5,342,880	\$ 259,422	5.10%
Total 3100-3500 DPW General Fund	\$ 9,366,628	\$ 8,603,683	\$ 9,046,492	\$ 9,393,686	\$ 347,194	3.84%

3000 – 3500 DPW Summary*Town of Lexington, Massachusetts***Budget Summary (continued):**

Approp Summary (General Fund)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 3,997,277	\$ 3,805,810	\$ 3,963,034	\$ 4,050,807	\$ 87,772	2.21%
Expenses	\$ 5,369,351	\$ 4,797,873	\$ 5,083,458	\$ 5,342,880	\$ 259,422	5.10%
Total 3100-3500 DPW General Fund	\$ 9,366,628	\$ 8,603,683	\$ 9,046,492	\$ 9,393,686	\$ 347,194	3.84%

Approp Summary (Non-Gen Fund)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Regional Cache - Hartwell Avenue (3110)	\$ 1,669	\$ 1,358	\$ 10,000	\$ 10,000	\$ -	-
Expenses	\$ 1,669	\$ 1,358	\$ 10,000	\$ 10,000	\$ -	-
Tree Revolving Fund (3320)	\$ 24,823	\$ 40,421	\$ 45,000	\$ 45,000	\$ -	-
Expenses	\$ 24,823	\$ 40,421	\$ 45,000	\$ 45,000	\$ -	-
Burial Containers Revolving Fund (3330)	\$ 29,060	\$ 36,340	\$ 40,000	\$ 40,000	\$ -	-
Expenses	\$ 29,060	\$ 36,340	\$ 40,000	\$ 40,000	\$ -	-
Compost Operations Rev. Fund (3420)	\$ 452,501	\$ 607,842	\$ 612,287	\$ 686,675	\$ 74,388	12.15%
Compensation	\$ 232,117	\$ 251,623	\$ 270,876	\$ 282,344	\$ 11,468	4.23%
Expenses	\$ 151,195	\$ 279,403	\$ 181,850	\$ 185,000	\$ 3,150	1.73%
Benefits	\$ 29,526	\$ 30,934	\$ 55,000	\$ 56,650	\$ 1,650	3.00%
Debt	\$ 39,663	\$ 45,883	\$ 104,561	\$ 162,681	\$ 58,119	55.58%
Minuteman Household Haz. Waste (3420)	\$ 147,420	\$ 147,872	\$ 180,000	\$ 180,000	\$ -	-
Expenses	\$ 147,420	\$ 147,872	\$ 180,000	\$ 180,000	\$ -	-
Total 3100-3500 DPW Non-General Fund	\$ 655,473	\$ 833,832	\$ 887,287	\$ 961,675	\$ 74,388	8.38%

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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:

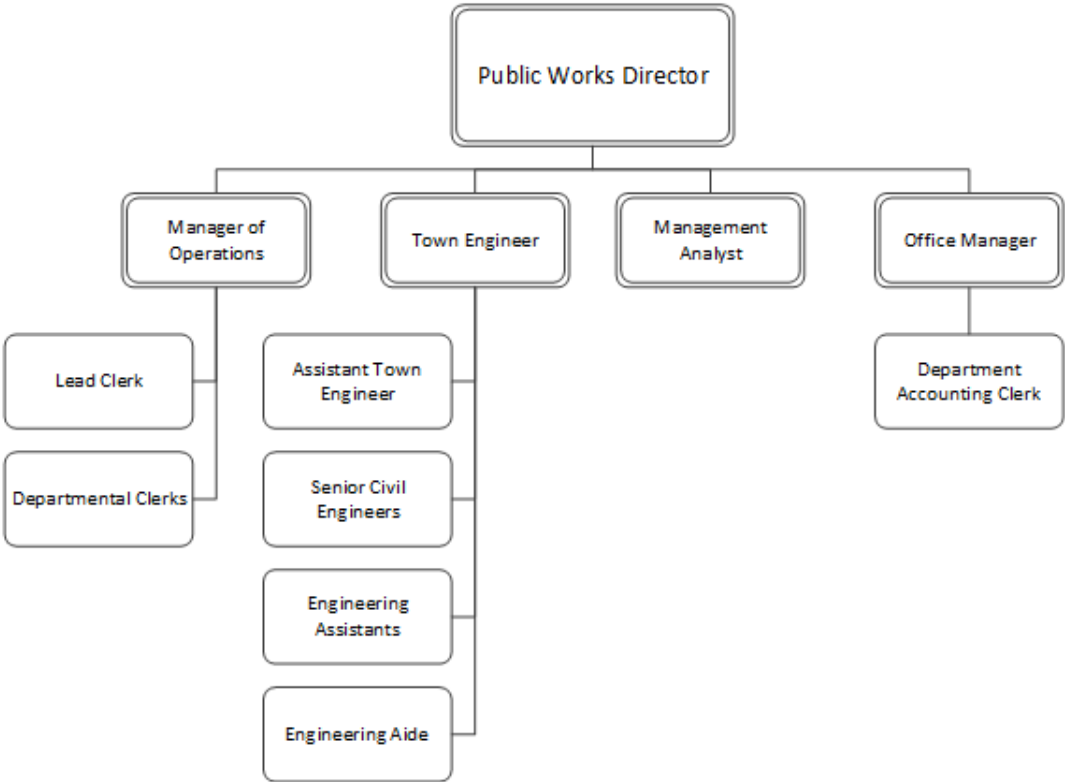
DPW Administration includes Administration, Operations, Engineering and Street Lighting. DPW Administration and Oversight staff plan, manage, coordinate, schedule and direct the department's activities. Staff are responsible for preparing budgets, monitoring expenditures, developing bid specifications 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, Energy Conservation Committee, Bicycle Advisory Committee, Tree Committee and Water and Sewer Abatement Board.

Division Initiatives:

1. Continue to streamline Operations and Administration office assignments and functions for efficiency.
2. Continue reaccreditation process through the American Public Works Association.
3. Expand pavement management program techniques through research and application.
4. Improve asset management capabilities through use of PeopleGIS.
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.

3100 DPW Administration & Engineering



Authorized/Appropriated Staffing

	FY2015 Budget	FY2016 Budget	FY2017 Budget	FY2018 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	0.6
Office Manager	1	1	1	1
Department Lead Assistant	1	1	1	1
Department Account Assistant*	2.6	2.6	2.6	2.6
Subtotal FTE	7.2	7.2	7.2	7.2
Subtotal FT/PT	7 FT/1 PT	7 FT/1 PT	7 FT/1 PT	7 FT/1 PT
Element 3120: Engineering				
Town Engineer	1	1	1	1
Assistant Town Engineer	1	1	1	1
Senior Civil Engineer	1	1	1	2
Engineering Assistant	4	4	4	4
Engineering Aide	0.7	0.7	0.7	0.7
Subtotal FTE	7.7	7.7	7.7	8.7
Subtotal FT/PT	7 FT/1 PT	7 FT/1 PT	7 FT/1 PT	8 FT/1 PT
Total FTE	14.9	14.9	14.9	15.9
Total Full/Part Time	14 FT/2 PT	14 FT/2 PT	14 FT/2 PT	15 FT/2 PT

*1 FT Assistant split between DPW, Water & Sewer

3100 DPW Administration & Engineering

Budget Recommendations:

The FY2018 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 \$1,688,214. The recommended budget is a \$29,557 or 1.72% decrease from the restated FY2017 budget. The FY2017 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2016 budget at the 2016 annual town meeting.

The recommended FY2018 Administration and Engineering General Fund operating budget is \$1,678,214 which is a \$28,160, or 1.65% decrease from the restated FY2017 General Fund budget. Of this amount, \$1,289,624 is for Compensation and reflects a \$62,677 or 5.11% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments, the shift of \$27,000 from Professional Services to Internships for stormwater monitoring, as well as the funding of a program improvement request to hire a second Senior Civil Engineer. FY2018 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on June 30, 2017. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The recommended FY2018 Administration and Engineering General Fund operating budget for Expenses is \$388,590 and reflects a \$90,837, or 18.95% decrease. The most notable changes in the Expense Budget are in the Engineering Division, which is decreasing by \$85,550; a net change primarily driven by shifts from Professional Services to: 1) Seasonal part-time wages for interns to conduct stormwater monitoring (\$27,000); and 2) Regular Wages for a recommended program improvement to hire a second Senior Civil Engineer (\$60,000).

The FY2018 recommended Regional Cache Revolving Fund request is funded at \$10,000, the same funding level as FY2017.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Senior Civil Engineer*	\$ 19,134	\$ 17,258	\$ 36,392	\$ (7,345)	\$ 8,964	\$ 1,619	\$ 34,773

*Senior Engineer targeted to begin employment no earlier than November 1, 2017. Professional Services has been reduced by \$60,000 to partially fund this new position.

3100 DPW Administration & Engineering

Budget Summary:

Funding Sources	FY2015 Actual	FY2016 Actual	FY2017 Estimated	FY2018 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,160,246	\$ 1,261,921	\$ 1,338,936	\$ 1,282,134	\$(56,802)	-4.24%
Enterprise Funds (Indirects)	\$ 340,383	\$ 318,028	\$ 335,179	\$ 366,160	\$ 30,981	9.24%
Fees & Charges						
Charges for Service	\$ 629	\$ 698	\$ 700	\$ 700	\$ -	-
Licenses & Permits	\$ 39,878	\$ 33,637	\$ 41,559	\$ 39,220	\$(2,339)	-5.63%
Parking Fund*	\$ 2,145	\$ 2,120	\$ 2,120	\$ -	\$(2,120)	-100.00%
Regional Cache - Hartwell Ave.	\$ 1,669	\$ 1,358	\$ 10,000	\$ 10,000	\$ -	0.00%
Total 3100 DPW Admin. & Engineering	\$ 1,543,281	\$ 1,616,403	\$ 1,716,374	\$ 1,688,214	\$(28,160)	-1.64%

Appropriation Summary (All Funds)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,158,498	\$ 1,184,988	\$ 1,226,947	\$ 1,289,624	\$ 62,677	5.11%
Expenses	\$ 384,783	\$ 431,415	\$ 489,427	\$ 398,590	\$(90,837)	-18.56%
Total 3100 DPW Admin. & Engineering	\$ 1,543,281	\$ 1,616,403	\$ 1,716,374	\$ 1,688,214	\$(28,160)	-1.64%

Program Summary (All Funds)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Total 3110 DPW Administration	\$ 589,273	\$ 593,012	\$ 616,722	\$ 603,733	\$(12,989)	-2.11%
Total 3120 Engineering	\$ 649,149	\$ 752,545	\$ 834,350	\$ 826,628	\$(7,722)	-0.93%
Total 3130 Street Lighting	\$ 304,859	\$ 270,846	\$ 265,302	\$ 257,853	\$(7,449)	-2.81%
Total 3100 DPW Admin. & Engineering	\$ 1,543,281	\$ 1,616,403	\$ 1,716,374	\$ 1,688,214	\$(28,160)	-1.64%

Object Code Summary (All Funds)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,151,249	\$ 1,180,111	\$ 1,213,427	\$ 1,275,951	\$ 62,524	5.15%
Overtime	\$ 7,249	\$ 4,876	\$ 13,520	\$ 13,673	\$ 153	1.13%
Personal Services	\$ 1,158,498	\$ 1,184,988	\$ 1,226,947	\$ 1,289,624	\$ 62,677	5.11%
Contractual Services	\$ 239,951	\$ 246,391	\$ 279,625	\$ 196,490	\$(83,135)	-29.73%
Utilities	\$ 115,150	\$ 125,280	\$ 130,402	\$ 122,000	\$(8,402)	-6.44%
Supplies	\$ 27,759	\$ 57,974	\$ 78,400	\$ 78,600	\$ 200	0.26%
Small Capital	\$ 1,922	\$ 1,770	\$ 1,000	\$ 1,500	\$ 500	50.00%
Expenses	\$ 384,783	\$ 431,415	\$ 489,427	\$ 398,590	\$(90,837)	-18.56%
Total 3100 DPW Admin. & Engineering	\$ 1,543,281	\$ 1,616,403	\$ 1,716,374	\$ 1,688,214	\$(28,160)	-1.64%

Program Summary (General Fund)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,158,498	\$ 1,184,988	\$ 1,226,947	\$ 1,289,624	\$ 62,677	5.11%
Expenses	\$ 383,114	\$ 430,058	\$ 479,427	\$ 388,590	\$(90,837)	-18.95%
Total 3100 DPW Admin. & Engineering	\$ 1,541,612	\$ 1,615,045	\$ 1,706,374	\$ 1,678,214	\$(28,160)	-1.65%

Appropriation Summary (Non-Gen'l Fund)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Regional Cache - Hartwell Avenue	\$ 1,669	\$ 1,358	\$ 10,000	\$ 10,000	\$ -	-
Expenses	\$ 1,669	\$ 1,358	\$ 10,000	\$ 10,000	\$ -	-
Total 3100 DPW Admin. & Engineering	\$ 1,669	\$ 1,358	\$ 10,000	\$ 10,000	\$ -	0.00%

* Parking Fund reflects a restatement of expenses in FY2018.

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.

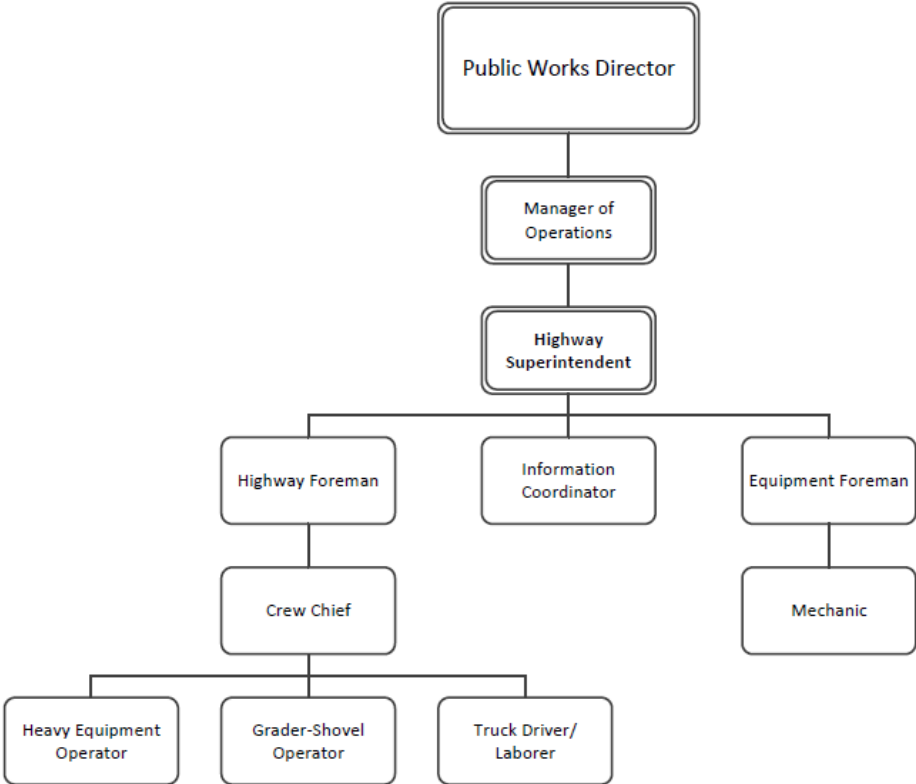
Snow Removal is responsible for removing snow and treating 155 miles of roads and 62 miles of sidewalks.

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.

3200 Highway



Authorized/Appropriated Staffing

	FY2015 Budget	FY2016 Budget	FY2017 Budget	FY2018 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
Laborer/Truck Driver	1	0	0	0
Heavy Equipment Operator	4	5	5	5
Leadman	2	2	2	2
Grader/Shovel Operator	1	1	1	1
Information Coordinator	1	1	1	1
Seasonal Laborer	1	1	0.5	0.5
Subtotal FTE	14	14	13.5	13.5
Subtotal FT/PT	13 FT/2 PT	13 FT/2 PT	13 FT/1 PT	13 FT/1 PT
Element 3220: Road Machinery				
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	19	19	18.5	18.5
Total Full/Part Time	18 FT/2 PT	18 FT/2 PT	18 FT/1 PT	18 FT/1 PT

3200 Highway

Budget Recommendations:

The FY2018 recommended Highway budget inclusive of the Highway Maintenance, Road Machinery and Snow Removal divisions is \$3,350,244. The recommended budget is an \$188,663, or 5.97%, increase over the restated FY2017 budget. The FY2017 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2017 budget at the 2016 annual town meeting.

The budget for Compensation is \$1,338,529 and reflects a \$3,696 or 0.28% increase, which is attributable to replacement of retiring staff at lower steps partially offset by contractually obligated step increases and cost of living adjustments. FY2018 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on June 30, 2017. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager’s budget.

The budget for Expenses is \$2,011,716 and reflects a \$184,967 or 10.13% increase which includes an addition of \$75,000 in Highway expenses for a program improvement for the installation and maintenance of bicycle sharrows and bike lanes on town roadways, an expected increase of \$37,000 in diesel fuel costs for both Road Machinery and Snow Removal, and an increase in other Snow Removal expenses of \$54,500. The biggest driver of the increase in Snow Removal expenses is for snow plow contractors and lease agreements for three loaders and a sidewalk tractor for snow removal.

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	
Pavement Markings	\$ 120,000	\$ -	\$ 120,000	\$ 75,000		\$ 75,000	\$ 45,000

3200 Highway

Budget Summary:

Funding Sources	FY2015 Actual	FY2016 Actual	FY2017 Estimated	FY2018 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 3,851,561	\$ 2,910,801	\$ 2,938,900	\$ 3,206,208	\$ 267,308	9.1%
Enterprise Funds (Indirects)	\$ 195,920	\$ 126,955	\$ 189,872	\$ 136,037	\$ (53,835)	-28.4%
Fees & Charges	-	-	-	-	-	-
Parking Fund*	\$ 32,924	\$ 32,810	\$ 32,810	\$ 8,000	\$ (24,810)	-75.6%
Total 3200 Highway	\$ 4,080,405	\$ 3,070,566	\$ 3,161,581	\$ 3,350,244	\$ 188,663	5.97%

Appropriation Summary	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,639,711	\$ 1,346,584	\$ 1,334,832	\$ 1,338,529	\$ 3,696	0.28%
Expenses	\$ 2,440,695	\$ 1,723,982	\$ 1,826,749	\$ 2,011,716	\$ 184,967	10.13%
Total 3200 Highway	\$ 4,080,405	\$ 3,070,566	\$ 3,161,581	\$ 3,350,244	\$ 188,663	5.97%

Program Summary	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Total 3210 Highway Maintenance	\$ 1,075,496	\$ 1,209,614	\$ 1,330,860	\$ 1,413,783	\$ 82,923	6.23%
Total 3220 Road Machinery	\$ 769,337	\$ 664,290	\$ 642,697	\$ 678,639	\$ 35,942	5.59%
Total 3230 Snow Removal	\$ 2,235,573	\$ 1,196,662	\$ 1,188,024	\$ 1,257,822	\$ 69,798	5.88%
Total 3200 Highway	\$ 4,080,405	\$ 3,070,566	\$ 3,161,581	\$ 3,350,244	\$ 188,663	5.97%

Object Code Summary	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,098,811	\$ 1,079,061	\$ 1,076,911	\$ 1,076,738	\$ (173)	-0.02%
Overtime	\$ 540,899	\$ 267,523	\$ 257,921	\$ 261,791	\$ 3,870	1.50%
Personal Services	\$ 1,639,711	\$ 1,346,584	\$ 1,334,832	\$ 1,338,529	\$ 3,696	0.28%
Contractual Services	\$ 1,118,196	\$ 769,995	\$ 780,100	\$ 920,650	\$ 140,550	18.02%
Utilities	\$ 272,836	\$ 147,266	\$ 176,480	\$ 213,458	\$ 36,978	20.95%
Supplies	\$ 996,323	\$ 753,897	\$ 813,352	\$ 816,608	\$ 3,256	0.40%
Small Capital	\$ 53,340	\$ 52,825	\$ 56,817	\$ 61,000	\$ 4,183	7.36%
Expenses	\$ 2,440,695	\$ 1,723,982	\$ 1,826,749	\$ 2,011,716	\$ 184,967	10.13%
Total 3200 Highway	\$ 4,080,405	\$ 3,070,566	\$ 3,161,581	\$ 3,350,244	\$ 188,663	5.97%

* Parking Fund reflects a restatement of expenses in FY2018.

3300 Public Grounds

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

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

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

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

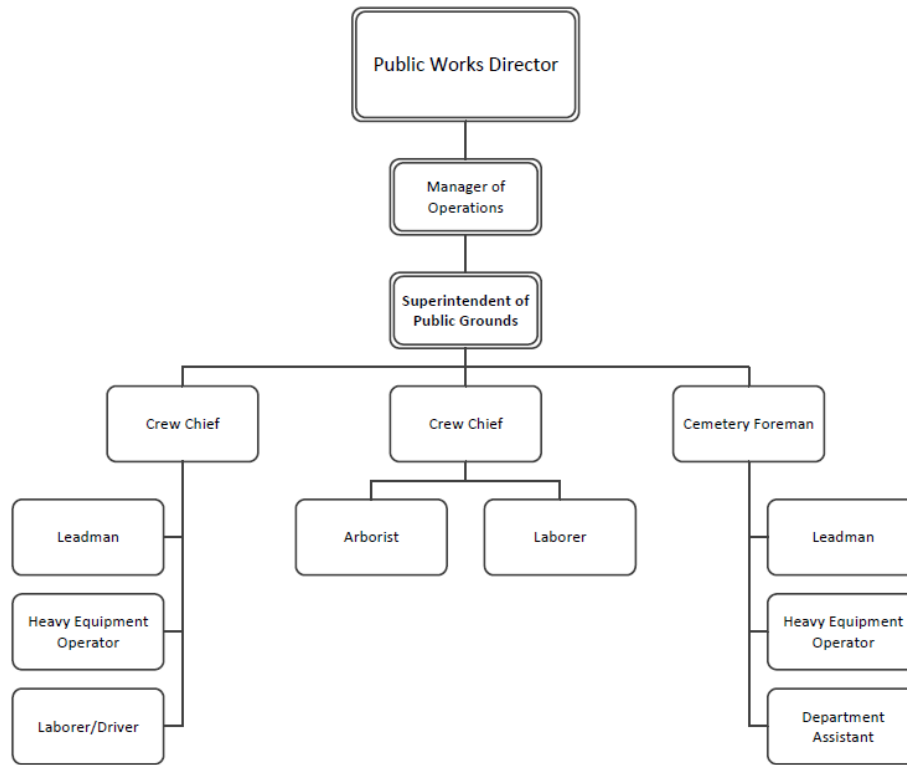
The Cemetery staff is responsible for the administration and maintenance of four cemeteries including 21.5 acres in Westview, 6.9 acres in Munroe, 1.28 in Colonial and 0.5 acres in Robbins.

Staff support the Recreation, Tree and Bicycle Advisory Committees.

Division Initiatives:

1. Develop a program to improve two turf areas per year. In 2016, the target areas were the fields at the Fiske and Diamond Schools.
2. Continue the implementation of planting at least 130 trees per year in the Town Right-of Ways, parks, public grounds areas, and setback areas on private property. It is anticipated that the trees for the FY2018 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 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.

3300 Public Grounds



Authorized/Appropriated Staffing

	FY2015 Budget	FY2016 Budget	FY2017 Budget	FY2018 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	2	6	6	6
Laborer-Truck Driver	5	1	1	1
Subtotal FTE	15	15	15	15
Subtotal 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
Subtotal FTE	5.6	5.6	5.6	5.6
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	0.6
Subtotal FTE	4.6	4.6	4.6	4.6
Subtotal 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

3300 Public Grounds

Budget Recommendations:

The FY2018 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 \$2,053,129, which is a \$88,619 or 4.51% increase over the restated FY2017 budget. The FY2017 budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2017 budget at the 2016 annual town meeting.

The combined Parks, Forestry and Cemetery FY2018 recommended General Fund operating budget is \$1,968,129 which is an \$88,619 or 4.71% increase from the restated FY2017 General Fund budget.

The combined Parks, Forestry and Cemetery General Fund operating budget for Compensation is \$1,422,654 and reflects a \$21,399 or 1.53% increase, which is attributable to the cost of contractually obligated step increases and cost of living adjustments. FY2018 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on June 30, 2017. Funds for prospective increases are captured in the Salary Adjustment account within the Town Manager's budget.

The combined Parks, Forestry and Cemetery General Fund operating budget for Expenses is \$545,475 and reflects a \$67,220 or 14.06% increase, which is primarily attributable to program improvement requests of \$5,000 for additional landscaping at Munroe Cemetery and \$50,000 for the first of a multi-year program for assessing the health of street trees, the removal of one-time funding of \$14,700 for a leaf vacuum system, combined increases of \$11,400 to the Parks and Cemetery water budgets to reflect actual experience, as well as various incremental adjustments to other budget lines.

The combined FY2018 revolving fund budgets are level funded at \$85,000.

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	
Landscape Maintenance at Munroe Cemetery	\$ 5,000	\$ -	\$ 5,000	\$ 5,000		\$ 5,000	\$ -
Street Tree Health Assessments	\$ 50,000	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ 50,000	\$ -

3300 Public Grounds

Town of Lexington, Massachusetts

Budget Summary:

Funding Sources	FY2015 Actual	FY2016 Actual	FY2017 Estimated	FY2018 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,175,595	\$ 1,330,803	\$ 1,533,550	\$ 1,707,266	\$ 173,716	11.33%
Enterprise Funds (Indirects)	\$ 121,296	\$ 117,384	\$ 113,760	\$ 86,363	\$ (27,397)	-24.08%
Fees & Charges						
Cemetery Prep Fees	\$ 133,079	\$ 125,588	\$ 127,200	\$ 126,000	\$ (1,200)	-0.94%
Directed Funding						
Cemetery Trust	\$ 105,000	\$ 105,000	\$ 105,000	\$ 48,500	\$ (56,500)	-53.81%
Revolving Funds						
Burial Containers	\$ 29,060	\$ 36,340	\$ 40,000	\$ 40,000	\$ -	-
Lexington Tree Fund	\$ 24,823	\$ 40,421	\$ 45,000	\$ 45,000	\$ -	-
Total 3300 Public Grounds	\$ 1,588,853	\$ 1,755,536	\$ 1,964,510	\$ 2,053,129	\$ 88,619	4.51%

Appropriation Summary (All Funds)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,199,068	\$ 1,274,238	\$ 1,401,255	\$ 1,422,654	\$ 21,399	1.53%
Expenses	\$ 389,785	\$ 481,297	\$ 563,255	\$ 630,475	\$ 67,220	11.93%
Total 3300 Public Grounds	\$ 1,588,853	\$ 1,755,536	\$ 1,964,510	\$ 2,053,129	\$ 88,619	4.51%

Program Summary (All Funds)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Total 3310 Parks Division	\$ 978,175	\$ 1,044,482	\$ 1,142,052	\$ 1,160,161	\$ 18,110	1.59%
Total 3320 Forestry	\$ 310,143	\$ 355,440	\$ 460,591	\$ 518,236	\$ 57,645	12.52%
Total 3330 Cemetery	\$ 300,534	\$ 355,613	\$ 361,867	\$ 374,731	\$ 12,864	3.55%
Total 3300 Public Grounds	\$ 1,588,853	\$ 1,755,536	\$ 1,964,510	\$ 2,053,129	\$ 88,619	4.51%

Object Code Summary (All Funds)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,072,159	\$ 1,148,481	\$ 1,296,018	\$ 1,315,838	\$ 19,820	1.53%
Overtime	\$ 126,909	\$ 125,757	\$ 105,237	\$ 106,816	\$ 1,579	1.50%
Personal Services	\$ 1,199,068	\$ 1,274,238	\$ 1,401,255	\$ 1,422,654	\$ 21,399	1.53%
Contractual Services	\$ 155,245	\$ 183,214	\$ 290,280	\$ 359,400	\$ 69,120	23.81%
Utilities	\$ 45,422	\$ 70,331	\$ 38,775	\$ 50,175	\$ 11,400	29.40%
Supplies	\$ 181,180	\$ 222,361	\$ 211,500	\$ 212,900	\$ 1,400	0.66%
Small Capital	\$ 7,939	\$ 5,392	\$ 22,700	\$ 8,000	\$ (14,700)	-64.76%
Expenses	\$ 389,785	\$ 481,297	\$ 563,255	\$ 630,475	\$ 67,220	11.93%
Total 3300 Public Grounds	\$ 1,588,853	\$ 1,755,536	\$ 1,964,510	\$ 2,053,129	\$ 88,619	4.51%

Appropriation Summary (General Fund)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,199,068	\$ 1,274,238	\$ 1,401,255	\$ 1,422,654	\$ 21,399	1.53%
Expenses	\$ 335,902	\$ 404,536	\$ 478,255	\$ 545,475	\$ 67,220	14.06%
Total 3300 Public Grounds	\$ 1,534,970	\$ 1,678,775	\$ 1,879,510	\$ 1,968,129	\$ 88,619	4.71%

Appropriation Summary (Non-Gen'l Fund)	FY2015 Actual	FY2016 Actual	FY2017 Restated	FY2018 Recommended	Dollar Increase	Percent Increase
Lexington Tree Revolving Fund	\$ 24,823	\$ 40,421	\$ 45,000	\$ 45,000	\$ -	-
Expenses	\$ 24,823	\$ 40,421	\$ 45,000	\$ 45,000	\$ -	-
Burial Container Revolving Fund	\$ 29,060	\$ 36,340	\$ 40,000	\$ 40,000	\$ -	-
Expenses	\$ 29,060	\$ 36,340	\$ 40,000	\$ 40,000	\$ -	-
Total 3300 Public Grounds	\$ 53,883	\$ 76,761	\$ 85,000	\$ 85,000	\$ -	-

3400 Environmental Services

Town of Lexington, Massachusetts

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

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

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

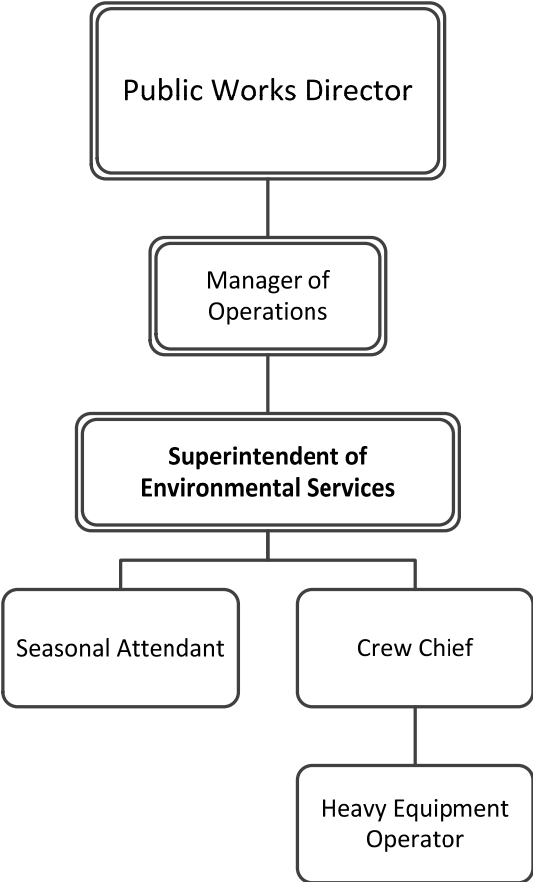
The Town's five-year contract and one-year extension with JRM Hauling and Recycling, Inc. will end on June 30, 2018. A new bid will be released in 2017 for a new five-year contract beginning in FY2019. The Town is currently under contract with Wheelabrator in North Andover for refuse disposal through June 30, 2020.

Division Initiatives:

1. Continue to oversee enforcement of mandatory recycling by-law and State waste ban regulations implemented by curbside collection vendor.
2. Develop a new landscape contractor yard waste disposal permit program.
3. Update work plan for Hartwell Avenue due to solar construction project.
4. Examine recycling opportunities for the Lexington Business community.
5. Continue to explore future alternative disposal options for municipal solid waste.

3400 Environmental Services

Town of Lexington, Massachusetts



Authorized/Appropriated Staffing

	FY2015 Budget	FY2016 Budget	FY2017 Budget	FY2018 Request
Element 3420: Recycling* (Compost Facility)				
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	0.5
Seasonal Attendant	0.7	0.7	0.7	0.7
Subtotal FTE	4.2	4.2	4.2	4.2
Subtotal FT/PT	3 FT/2 PT*	3 FT/2 PT*	3 FT/2 PT*	3 FT/2 PT*
Total FTE	4.2	4.2	4.2	4.2
Total Full/Part Time	3 FT/2 PT	3 FT/2 PT	3 FT/2 PT	3 FT/2 PT

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

3400 Environmental Services

Budget Recommendations:

The recommended FY2018 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 \$3,263,774, which is a \$172,460 or 5.58% increase over the FY2017 budget.

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

The combined General Fund Refuse Collection, Recycling and Refuse Disposal operating budget for Expenses is \$2,397,099 and reflects a \$98,072 or 4.27% increase. The Refuse Collection expense budget is recommended at \$846,800, an increase of \$35,774 or 4.41%, and the Recycling expense budget is recommended at \$934,732 an increase of \$47,355 or 5.34%, both of which reflect increases in the Town's contracts for refuse and recycling collections which were extended for one year into FY2018, and will be rebid in 2017 for FY2019. The Refuse Disposal expense budget is recommended at \$615,567, an increase of \$14,973 or 2.49%, attributable to a 2.5% or \$1.61 increase in the Town's tipping fee per ton. Total refuse disposal tonnage for FY2018 is projected to be 9,300 tons.

The FY2018 revolving fund budgets are recommended at \$866,675, a \$74,388 or 9.39% increase. Minuteman Household Hazardous Waste Program Revolving Fund is level-funded at \$180,000. The Compost Operations Revolving Fund is recommended at \$686,675 a \$74,388 or 12.15% increase which reflects an \$11,468 increase in compensation (attributable to step and cost of living increases), and a \$58,119 increase in debt service payments for a loader and windrow turner purchased to accommodate the smaller footprint from the solar panel installation.

Program Improvement Requests:

Description	Request			Recommended			Not Recommended
	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total Requested	Salaries and Expenses	Benefits (reflected in Shared Expenses)	Total	
Heavy Equip Operator @ Compost Facility PT to FT**	\$ 20,596	\$ 15,972	\$ 36,568	\$ -	\$ -	\$ -	\$ 36,568

**Compost Revolving Fund - Staffing will be revisited once solar project is complete and windrow utilization has been established.

3400 Environmental Services

Town of Lexington, Massachusetts

Budget Summary:

Funding Sources	FY2015 Actual	FY2016 Actual	FY2017 Estimated	FY2018 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 2,209,641	\$ 2,239,297	\$ 2,299,027	\$ 2,397,099	\$ 98,072	4.27%
Revolving Funds	-	-	-	\$ -	\$ -	-
Compost Operations	\$ 452,501	\$ 607,842	\$ 612,287	\$ 686,675	\$ 74,388	12.15%
MHHP Operations	\$ 147,420	\$ 147,872	\$ 180,000	\$ 180,000	\$ -	-
Total 3400 Environmental Services	\$ 2,809,562	\$ 2,995,011	\$ 3,091,314	\$ 3,263,774	\$ 172,460	5.58%

Appropriation Summary (All Funds)	FY2015 Actual	FY2016 Actual	FY2017 Appropriation	FY2018 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 232,117	\$ 251,623	\$ 270,876	\$ 282,344	\$ 11,468	4.23%
Expenses	\$ 2,508,256	\$ 2,666,572	\$ 2,660,877	\$ 2,762,099	\$ 101,222	3.80%
Benefits	\$ 29,526	\$ 30,934	\$ 55,000	\$ 56,650	\$ 1,650	3.00%
Debt Service (Revolving Fund)	\$ 39,663	\$ 45,883	\$ 104,561	\$ 162,681	\$ 58,119	55.58%
Total 3400 Environmental Services	\$ 2,809,562	\$ 2,995,011	\$ 3,091,314	\$ 3,263,774	\$ 172,460	5.58%

Program Summary (All Funds)	FY2015 Actual	FY2016 Actual	FY2017 Appropriation	FY2018 Recommended	Dollar Increase	Percent Increase
Total 3410 Refuse Collection	\$ 779,561	\$ 795,153	\$ 811,056	\$ 846,800	\$ 35,744	4.41%
Total 3420 Recycling	\$ 1,416,101	\$ 1,626,858	\$ 1,679,664	\$ 1,801,407	\$ 121,743	7.25%
Total 3420 Refuse Disposal	\$ 613,900	\$ 573,000	\$ 600,594	\$ 615,567	\$ 14,973	2.49%
Total 3400 Environmental Services	\$ 2,809,562	\$ 2,995,011	\$ 3,091,314	\$ 3,263,774	\$ 172,460	5.58%

Object Code Summary (All Funds)	FY2015 Actual	FY2016 Actual	FY2017 Appropriation	FY2018 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 209,887	\$ 233,671	\$ 236,374	\$ 247,325	\$ 10,951	4.63%
Overtime	\$ 22,230	\$ 17,952	\$ 34,502	\$ 35,020	\$ 518	1.50%
Personal Services	\$ 232,117	\$ 251,623	\$ 270,876	\$ 282,344	\$ 11,468	4.23%
Contractual Services	\$ 2,475,492	\$ 2,640,346	\$ 2,624,727	\$ 2,722,799	\$ 98,072	3.74%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies	\$ 22,994	\$ 26,226	\$ 36,150	\$ 39,300	\$ 3,150	8.71%
Small Capital	\$ 9,770	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 2,508,256	\$ 2,666,572	\$ 2,660,877	\$ 2,762,099	\$ 101,222	3.80%
Benefits	\$ 29,526	\$ 30,934	\$ 55,000	\$ 56,650	\$ 1,650	3.00%
Debt	\$ 39,663	\$ 45,883	\$ 104,561	\$ 162,681	\$ 58,119	55.58%
Total 3400 Environmental Services	\$ 2,809,562	\$ 2,995,011	\$ 3,091,314	\$ 3,263,774	\$ 172,460	5.58%

Appropriation Summary (General Fund)	FY2015 Actual	FY2016 Actual	FY2017 Appropriation	FY2018 Recommended	Dollar Increase	Percent Increase
Compensation	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 2,209,641	\$ 2,239,297	\$ 2,299,027	\$ 2,397,099	\$ 98,072	4.27%
Total 3400 Environmental Services	\$ 2,209,641	\$ 2,239,297	\$ 2,299,027	\$ 2,397,099	\$ 98,072	4.27%

Appropriation Summary (Non-General Fund)	FY2015 Actual	FY2016 Actual	FY2017 Appropriation	FY2018 Recommended	Dollar Increase	Percent Increase
Compost Operations Revolving Fund	\$ 452,501	\$ 607,842	\$ 612,287	\$ 686,675	\$ 74,388	12.15%
Compensation	\$ 232,117	\$ 251,623	\$ 270,876	\$ 282,344	\$ 11,468	4.23%
Expenses	\$ 151,195	\$ 279,403	\$ 181,850	\$ 185,000	\$ 3,150	1.73%
Benefits	\$ 29,526	\$ 30,934	\$ 55,000	\$ 56,650	\$ 1,650	3.00%
Debt	\$ 39,663	\$ 45,883	\$ 104,561	\$ 162,681	\$ 58,119	55.58%
Minuteman Hazardous Waste Rev. Fund	\$ 147,420	\$ 147,872	\$ 180,000	\$ 180,000	\$ -	-
Expenses	\$ 147,420	\$ 147,872	\$ 180,000	\$ 180,000	\$ -	-
Total 3400 Environmental Services	\$ 599,921	\$ 755,714	\$ 792,287	\$ 866,675	\$ 74,388	9.39%

3600 Water Enterprise

Town of Lexington, Massachusetts

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

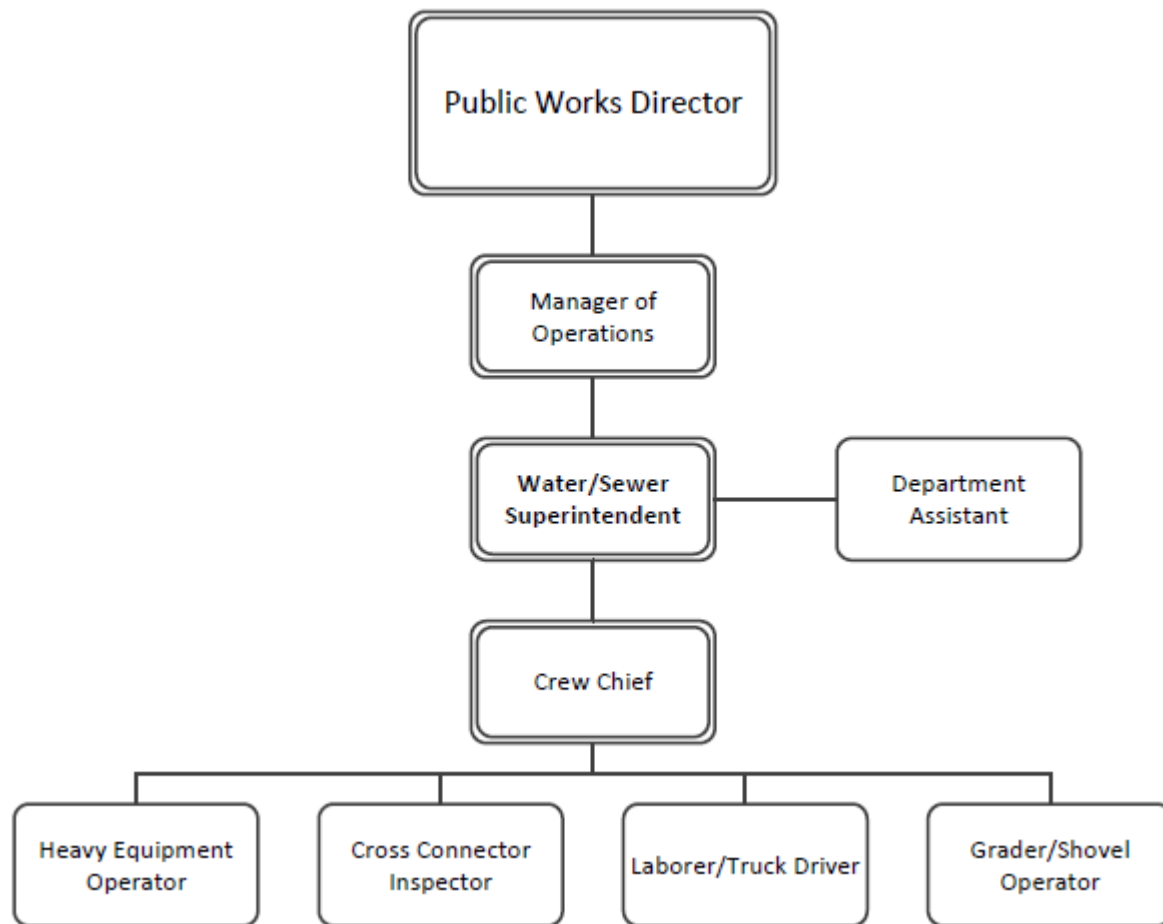
Budget Overview: The Water Division budget is comprised of Water Operations, Massachusetts Water Resources Authority (MWRA) purchases and indirect support from the General Fund.

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

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

Departmental Initiatives:

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



Authorized/Appropriated Staffing

	FY2015 Budget	FY2016 Budget	FY2017 Budget	FY2018 Request
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 Assistant	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

3600 Water Enterprise

Budget Recommendations:

The FY2018 recommended Water operating budget is \$10,751,332 inclusive of indirect costs. The recommended budget is a \$12,441 or 0.12% increase over the FY2017 budget.

The budget for Compensation is \$701,128, and reflects a \$1,910 or 0.27% increase, which is a net increase attributable to additions for step increases and cost of living adjustments, offset by the replacement of staff at lower steps.

The budget for Expenses is \$427,025 which is an increase of \$23,000, or 5.69% over FY2017 attributable to various adjustments to budget lines which reflect historical spending levels.

Debt service is recommended to increase by \$57,852 or 4.11%.

The MWRA Preliminary Assessment is \$7,275,204, which is a decrease of \$74,457 or 1.01% from FY2017. The MWRA will issue its final assessment in June.

In FY2018, it is recommended that the Water Enterprise Fund begin contributing to the Other Post-Employment Benefits Trust Fund, with an initial amount of \$9,089. The relative amount of the contribution as a percentage of 2018 Water Normal Cost (20.43%) corresponds to the General Fund contribution.

Indirect payments to the General Fund to cover costs incurred by the General Fund in support of water operations are projected at \$872,458, a decrease of \$4,953 or 0.56%.

Program Improvement Requests:

None requested.

3600 Water Enterprise

Town of Lexington, Massachusetts

Budget Summary:

Funding Sources	FY2015 Actual	FY2016 Actual	FY2017 Estimated	FY2018 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ -	\$ -	\$ -	\$ -	\$ -	-
Enterprise Funds						
Retained Earnings	\$ 500,000	\$ 275,000	\$ 221,500	\$ 73,000	\$ (148,500)	-
User Charges	\$ 9,440,624	\$ 10,118,443	\$ 10,208,618	\$ 10,369,559	\$ 160,941	1.58%
Meter Charges	\$ 60,076	\$ 70,162	\$ 60,000	\$ 60,000	\$ -	-
Investment Income	\$ 6,133	\$ 8,659	\$ 7,500	\$ 7,500	\$ -	-
Fees & Charges	\$ 271,552	\$ 316,651	\$ 241,273	\$ 241,273	\$ -	-
Total 3600 Water Enterprise	\$ 10,278,386	\$ 10,788,915	\$ 10,738,891	\$ 10,751,332	\$ 12,441	0.12%

Appropriation Summary	FY2015 Actual	FY2016 Actual	FY2017 Appropriation	FY2018 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 593,594	\$ 627,911	\$ 699,218	\$ 701,128	\$ 1,910	0.27%
Expenses	\$ 386,371	\$ 373,934	\$ 404,025	\$ 427,025	\$ 23,000	5.69%
Debt	\$ 1,378,688	\$ 1,307,938	\$ 1,408,576	\$ 1,466,428	\$ 57,852	4.11%
MWRA	\$ 6,035,893	\$ 6,695,144	\$ 7,349,661	\$ 7,275,204	\$ (74,457)	-1.01%
OPEB	\$ -	\$ -	\$ -	\$ 9,089	\$ 9,089	-
Indirects	\$ 789,275	\$ 898,614	\$ 877,411	\$ 872,458	\$ (4,953)	-0.56%
Total 3600 Water Enterprise	\$ 9,183,821	\$ 9,903,541	\$ 10,738,891	\$ 10,751,332	\$ 12,441	0.12%

Program Summary	FY2015 Actual	FY2016 Actual	FY2017 Appropriation	FY2018 Recommended	Dollar Increase	Percent Increase
Total 3610 Water Operations	\$ 2,358,653	\$ 2,309,783	\$ 2,511,819	\$ 2,594,580	\$ 82,761	3.29%
Total 3620 MWRA	\$ 6,035,893	\$ 6,695,144	\$ 7,349,661	\$ 7,275,204	\$ (74,457)	-1.01%
OPEB	\$ -	\$ -	\$ -	\$ 9,089	\$ 9,089	-
Indirects	\$ 789,275	\$ 898,614	\$ 877,411	\$ 872,458	\$ (4,953)	-0.56%
Total 3600 Water Enterprise	\$ 9,183,821	\$ 9,903,541	\$ 10,738,891	\$ 10,751,332	\$ 12,441	0.12%

Object Code Summary	FY2015 Actual	FY2016 Actual	FY2017 Appropriation	FY2018 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 444,411	\$ 499,951	\$ 551,907	\$ 551,607	\$ (300)	-0.05%
Overtime	\$ 149,183	\$ 127,960	\$ 147,311	\$ 149,521	\$ 2,210	1.50%
Personal Services	\$ 593,594	\$ 627,911	\$ 699,218	\$ 701,128	\$ 1,910	0.27%
Contractual Services	\$ 158,228	\$ 137,301	\$ 203,025	\$ 215,525	\$ 12,500	6.16%
Utilities	\$ 13,025	\$ 16,215	\$ 5,500	\$ 10,500	\$ 5,000	90.91%
Supplies	\$ 188,934	\$ 204,777	\$ 161,500	\$ 167,000	\$ 5,500	3.41%
Small Capital	\$ 26,184	\$ 15,641	\$ 34,000	\$ 34,000	\$ -	0.00%
Expenses	\$ 386,371	\$ 373,934	\$ 404,025	\$ 427,025	\$ 23,000	5.69%
Debt	\$ 1,378,688	\$ 1,307,938	\$ 1,408,576	\$ 1,466,428	\$ 57,852	4.11%
MWRA	\$ 6,035,893	\$ 6,695,144	\$ 7,349,661	\$ 7,275,204	\$ (74,457)	-1.01%
OPEB	\$ -	\$ -	\$ -	\$ 9,089	\$ 9,089	-
Indirects	\$ 789,275	\$ 898,614	\$ 877,411	\$ 872,458	\$ (4,953)	-0.56%
Total 3600 Water Enterprise	\$ 9,183,821	\$ 9,903,541	\$ 10,738,891	\$ 10,751,332	\$ 12,441	0.12%

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, with the exception of meters dedicated to outdoor irrigation.

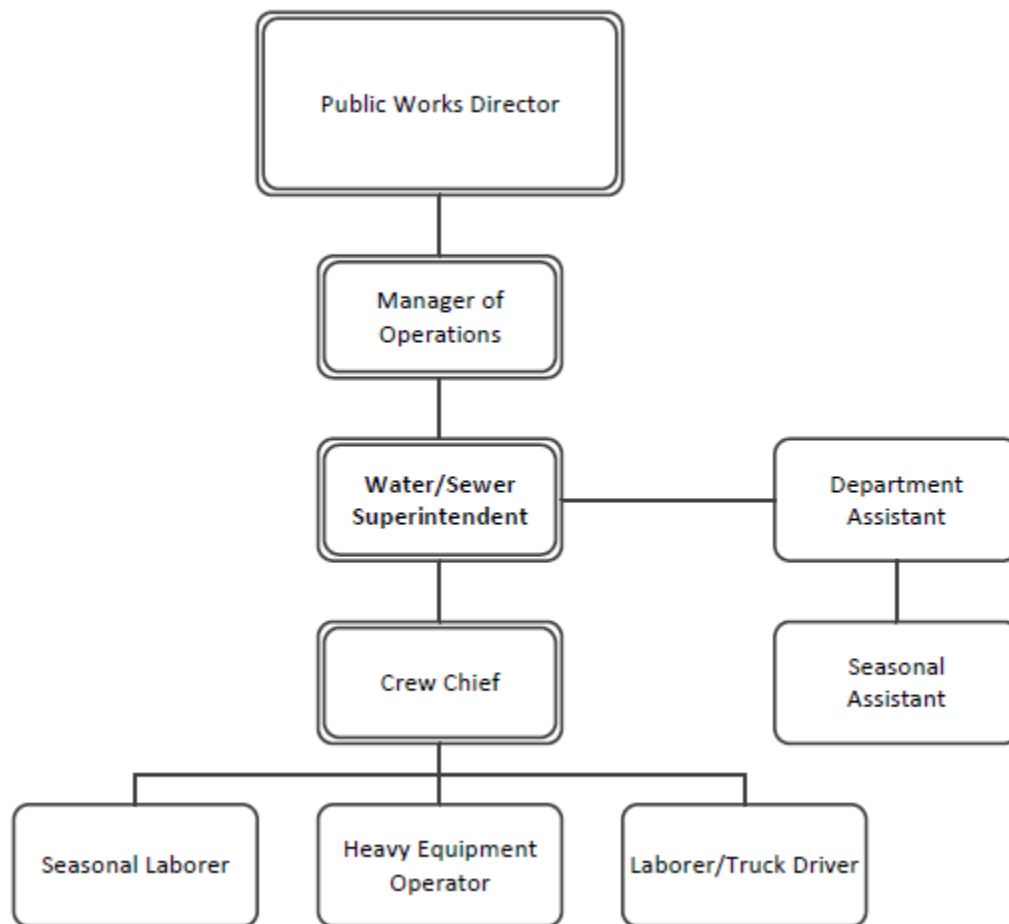
The MWRA provides wastewater treatment to Lexington and greater Boston at the Deer Island treatment facility.

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

Departmental Initiatives:

1. Continue the 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. Continue the reaccreditation process through the American Public Works Association.

3700 Sewer Enterprise



Authorized/Appropriated Staffing

	FY2015 Budget	FY2016 Budget	FY2017 Budget	FY2018 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 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	4.4	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 Assistant works out of the Engineering Office but is funded by Sewer Enterprise.

3700 Sewer Enterprise

Budget Recommendations:

The FY2018 recommended Sewer operating budget, inclusive of indirect costs, is \$9,733,421, a \$336,674 or 3.58% increase over the FY2017 budget.

The budget for Compensation is \$308,749 and reflects a \$10,515 or 3.53% increase, which is attributable to increases for the cost of step increases and cost of living adjustments.

The budget for Expenses is \$356,525, a net increase of \$9,000 or 2.59%. A decrease of \$15,000 in electricity costs due to more efficient variable frequency drives installed in the main pump station is offset by increased maintenance costs for pump stations and generators, as well as recognition in the budget of payments to Arlington for water and sewer usage by Lexington residents.

Debt service is recommended to increase by \$82,129 or 8.37%.

The Preliminary MWRA Assessment is \$7,453,886, which is a \$188,016 or 2.59% increase from FY2017. The MWRA will issue its final assessment in June.

In FY2018, it is recommended that the Sewer Enterprise Fund begin contributing to the Other Post-Employment Benefits Trust Fund, with an initial amount of \$4,085. The relative amount of the contribution as a percentage of 2018 Sewer Normal Cost (20.43%) corresponds to the General Fund contribution.

Indirect payments to the General Fund for those costs borne by the General Fund in support of sewer operations are projected at \$546,827, an increase of \$42,929 or 8.52%.

Program Improvement Requests:

None requested.

3700 Sewer Enterprise

Town of Lexington, Massachusetts

Budget Summary:

Funding Sources	FY2015 Actual	FY2016 Actual	FY2017 Estimated	FY2018 Projected	Dollar Increase	Percent Increase
Tax Levy	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Retained Earnings	\$ 50,000	\$ -	\$ -	\$ -	\$ -	-
User Charges	\$ 9,313,395	\$ 9,216,367	\$ 9,033,747	\$ 9,370,421	\$ 336,674	3.73%
Connection Fees	\$ 1,802	\$ 2,975	\$ -	\$ -	\$ -	-
Investment Income	\$ 6,241	\$ 11,070	\$ 6,200	\$ 6,200	\$ -	0.00%
Fees & Charges	\$ 554,828	\$ 533,274	\$ 356,800	\$ 356,800	\$ -	0.00%
Total 3700 Sewer Enterprise	\$ 9,926,266	\$ 9,763,685	\$ 9,396,747	\$ 9,733,421	\$ 336,674	3.58%

Appropriation Summary	FY2015 Actual	FY2016 Actual	FY2017 Appropriation	FY2018 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 217,497	\$ 209,514	\$ 298,234	\$ 308,749	\$ 10,515	3.53%
Expenses	\$ 334,817	\$ 296,176	\$ 347,525	\$ 356,525	\$ 9,000	2.59%
Debt	\$ 1,199,243	\$ 1,021,867	\$ 981,220	\$ 1,063,349	\$ 82,129	8.37%
MWRA	\$ 7,177,387	\$ 6,970,176	\$ 7,265,870	\$ 7,453,886	\$ 188,016	2.59%
OPEB	\$ -	\$ -	\$ -	\$ 4,085	\$ 4,085	-
Indirects	\$ 465,030	\$ 478,354	\$ 503,898	\$ 546,827	\$ 42,929	8.52%
Total 3700 Sewer Enterprise	\$ 9,393,974	\$ 8,976,087	\$ 9,396,747	\$ 9,733,421	\$ 336,674	3.58%

Program Summary	FY2015 Actual	FY2016 Actual	FY2017 Appropriation	FY2018 Recommended	Dollar Increase	Percent Increase
Total 3710 Sewer Enterprise	\$ 1,751,557	\$ 1,527,557	\$ 1,626,979	\$ 1,728,623	\$ 101,644	6.25%
Total 3720 MWRA	\$ 7,177,387	\$ 6,970,176	\$ 7,265,870	\$ 7,453,886	\$ 188,016	2.59%
OPEB	\$ -	\$ -	\$ -	\$ 4,085	\$ 4,085	-
Indirects	\$ 465,030	\$ 478,354	\$ 503,898	\$ 546,827	\$ 42,929	8.52%
Total 3700 Sewer Enterprise	\$ 9,393,974	\$ 8,976,087	\$ 9,396,747	\$ 9,733,421	\$ 336,674	3.58%

Object Code Summary	FY2015 Actual	FY2016 Actual	FY2017 Appropriation	FY2018 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 166,303	\$ 169,508	\$ 230,334	\$ 239,831	\$ 9,497	4.12%
Overtime	\$ 51,194	\$ 40,006	\$ 67,900	\$ 68,919	\$ 1,019	1.50%
Personal Services	\$ 217,497	\$ 209,514	\$ 298,234	\$ 308,749	\$ 10,515	3.53%
Contractual Services	\$ 146,556	\$ 96,470	\$ 146,775	\$ 166,775	\$ 20,000	13.63%
Utilities	\$ 137,161	\$ 134,528	\$ 119,500	\$ 108,500	\$ (11,000)	-9.21%
Supplies	\$ 38,241	\$ 64,805	\$ 67,750	\$ 67,750	\$ -	-
Small Capital	\$ 12,859	\$ 373	\$ 13,500	\$ 13,500	\$ -	-
Expenses	\$ 334,817	\$ 296,176	\$ 347,525	\$ 356,525	\$ 9,000	2.59%
Debt	\$ 1,199,243	\$ 1,021,867	\$ 981,220	\$ 1,063,349	\$ 82,129	8.37%
MWRA	\$ 7,177,387	\$ 6,970,176	\$ 7,265,870	\$ 7,453,886	\$ 188,016	2.59%
OPEB	\$ -	\$ -	\$ -	\$ 4,085	\$ 4,085	-
Indirects	\$ 465,030	\$ 478,354	\$ 503,898	\$ 546,827	\$ 42,929	8.52%
Total 3700 Sewer Enterprise	\$ 9,393,974	\$ 8,976,087	\$ 9,396,747	\$ 9,733,421	\$ 336,674	3.58%