

Section V: Program 3000: Public Works

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

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- 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 customers and to each other.

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

Along with the day to day duties, many DPW staff are also actively involved or work with Town committees. Those committees include the Permanent Building Committee, the Tree Committee, the Center Committee, the Water/Sewer Abatement Board, the Sidewalk Committee, the Capital Expenditures Committee, the Energy Committee, the Electric Utility Ad-Hoc Committee, the Transportation Safety Group, the Bicycle Advisory Committee, and the Recreation Committee. These, and other staff, also work collaboratively on internal committees and teams.

Departmental Initiatives:

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

3000 – 3500 DPW Summary

Authorized/Appropriated Staffing

<u>Authorized/Appropriated Staffing</u>				
	FY 2014 Budget	FY2015 Budget	FY2016 Budget	FY2017 Recommended
Department of Public Works - General Fund				
Director of Public Works	1	1	1	1
Manager of Operations	1	1	1	1
Management Analyst	0.6	0.6	0.6	0.6
Office Manager	1	1	1	1
Municipal Clerk	0	0	0	0
Department Account Clerk ¹	2.6	2.6	2.6	2.6
Department Clerk - Pub Grounds/Cemetery	1	1	1	1
Department Lead Clerk	1	1	1	1
Town Engineer	1	1	1	1
Assistant Town Engineer	1	1	1	1
Senior Civil Engineer	1	1	1	1
Engineering Assistant	3	4	4	4
Engineering Aide	0.7	0.7	0.7	0.7
Supt of Equipment, Highways & Drains	1	1	1	1
Crew Chief	6	6	6	6
Laborer	0	0	0	0
Heavy Equipment Operators	10	10	12	12
Grader/Shovel Operator	1	1	1	1
Information Coordinator	1	1	1	1
Seasonal Laborer	2.2	2.2	2.2	2.2
Highways and Drains Foreman	1	1	1	1
Equipment Foreman	1	1	1	1
Mechanic	4	4	4	4
Superintendent of Public Grounds	1	1	1	1
Laborer-Truck Driver	3	3	1	1
Leadmen	7	7	7	7
Senior Arborist	2	2	2	2
Tree Climber	2	2	2	2
Cemetery Foreman	1	1	1	1
Department of Public Works - Compost Revolving Fund				
Superintendent of Environmental Services	1	1	1	1
Crew Chief	1	1	1	1
Heavy Equipment Operators	1	1	1	1
Seasonal Heavy Equipment Operator		0.5	0.5	0.5
Seasonal Laborer	0.7	0.7	0.7	0.7
Total FTE	61.8	63.3	63.3	63.3
Total FT/PT	57 FT/10 PT	58 FT/10 PT	58 FT/10 PT	58 FT/10 PT

Explanatory Notes

¹FT 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 FY2017 recommended All Funds Public Works budget inclusive of the General Fund operating budget and the Burial Containers, Compost Operations, Lexington Tree Fund, Minuteman Household Hazardous Waste, and Regional Cache – Hartwell Avenue revolving funds is \$9,919,525. The recommended budget is a \$266,935, or 2.77% increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2016 budget at the 2015 annual town meeting.

The FY2017 recommended Public Works General Fund operating budget is \$9,032,239, which is a \$199,571, or 2.26% increase from the restated FY2016 General Fund budget.

The General Fund operating budget for Compensation is \$3,948,781, and reflects a \$111,270 or 2.90% increase, which is attributable to the cost of prospective salary step increases as well as the cost of living adjustment for the AFSCME Local 1703 (DPW workers) union contract recently settled through FY2018. FY17 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on June 30, 2016. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The General Fund operating budget for Expenses is \$5,083,458 and reflects a \$88,300, or 1.77% increase.

The combined FY17 recommended Revolving Fund budgets (see page V-6) are \$887,286 which is a \$67,364 or 8.22% increase over FY16.

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

Program Improvement Requests:

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

3000 – 3500 DPW Summary

Town of Lexington, Massachusetts

Budget Summary:

Funding Sources	FY 2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 7,911,618	\$ 8,339,049	\$ 7,796,241	\$ 7,976,381	\$ 180,140	0.61%
Enterprise Funds (Indirects)	\$ 642,088	\$ 638,015	\$ 693,846	\$ 714,661	\$ 20,815	3.00%
Fees, Charges and Available Funds						
Parking Fund	\$ 42,616	\$ 89,698	\$ 72,074	\$ 72,074	\$ -	0.00%
Cemetery Trust	\$ 120,000	\$ 120,000	\$ 105,000	\$ 105,000	\$ -	0.00%
Cemetery Prep Fees	\$ 122,087	\$ 133,079	\$ 127,824	\$ 127,200	\$ (624)	-0.49%
Misc. Charges for Service	\$ 883	\$ 629	\$ 3,094	\$ 700	\$ (2,394)	-77.38%
Licenses & Permits	\$ 46,258	\$ 46,158	\$ 34,590	\$ 36,223	\$ 1,633	4.72%
Revolving Funds						
Burial Containers	\$ 26,538	\$ 29,060	\$ 40,000	\$ 40,000	\$ -	0.00%
Compost Operations	\$ 445,925	\$ 452,501	\$ 534,922	\$ 612,286	\$ 77,364	10.72%
Tree	\$ 24,999	\$ 24,823	\$ 45,000	\$ 45,000	\$ -	0.00%
MMHP	\$ 145,727	\$ 147,420	\$ 180,000	\$ 180,000	\$ -	0.00%
Regional Cache at Hartwell Ave	\$ 942	\$ 1,669	\$ 20,000	\$ 10,000	\$ (10,000)	-50.00%
Total 3100-3500 DPW All Funds	\$ 9,529,682	\$ 10,022,101	\$ 9,652,590	\$ 9,919,525	\$ 266,935	2.77%

Appropriation Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 3,871,183	\$ 4,229,394	\$ 4,089,594	\$ 4,219,656	\$ 130,061	3.18%
Expenses	\$ 5,532,486	\$ 5,723,518	\$ 5,442,008	\$ 5,540,308	\$ 98,300	1.81%
Benefits	\$ 42,614	\$ 29,526	\$ 57,094	\$ 55,000	\$ (2,094)	-3.67%
Debt Service (Revolving Fund)	\$ 83,400	\$ 39,663	\$ 63,894	\$ 104,561	\$ 40,667	63.65%
Total 3100-3500 DPW	\$ 9,529,682	\$ 10,022,101	\$ 9,652,590	\$ 9,919,525	\$ 266,935	2.77%

Program Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Total 3110 Administration	\$ 572,026	\$ 589,273	\$ 610,294	\$ 610,568	\$ 274	0.04%
Total 3120 Town Engineering	\$ 644,420	\$ 649,149	\$ 769,436	\$ 830,059	\$ 60,623	7.88%
Total 3130 Street Lighting	\$ 377,754	\$ 304,859	\$ 306,902	\$ 265,302	\$ (41,600)	-13.55%
Total 3210 Highway	\$ 1,100,483	\$ 1,075,496	\$ 1,303,336	\$ 1,328,802	\$ 25,466	1.95%
Total 3220 Road Machinery	\$ 730,489	\$ 769,337	\$ 718,241	\$ 642,697	\$ (75,544)	-10.52%
Total 3230 Snow Removal	\$ 1,744,540	\$ 2,235,573	\$ 1,132,946	\$ 1,188,024	\$ 55,079	4.86%
Total 3310 Parks	\$ 1,009,264	\$ 978,175	\$ 1,071,432	\$ 1,140,301	\$ 68,870	6.43%
Total 3320 Forestry	\$ 289,385	\$ 310,143	\$ 439,494	\$ 460,591	\$ 21,097	4.80%
Total 3330 Cemetery	\$ 310,834	\$ 300,534	\$ 346,411	\$ 361,867	\$ 15,456	4.46%
Total 3410 Refuse Collection	\$ 764,603	\$ 779,561	\$ 795,153	\$ 811,056	\$ 15,903	2.00%
Total 3420 Recycling	\$ 1,391,711	\$ 1,416,101	\$ 1,585,946	\$ 1,679,663	\$ 93,717	5.91%
Total 3430 Refuse Disposal	\$ 594,174	\$ 613,900	\$ 573,000	\$ 600,594	\$ 27,594	4.82%
Total 3100-3500 DPW All Funds	\$ 9,529,682	\$ 10,022,101	\$ 9,652,590	\$ 9,919,525	\$ 266,935	2.77%

Object Code Summary (All Funds)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 3,320,187	\$ 3,532,107	\$ 3,736,180	\$ 3,808,476	\$ 72,296	1.94%
Overtime	\$ 550,996	\$ 697,287	\$ 353,415	\$ 411,180	\$ 57,765	16.34%
Personal Services	\$ 3,871,183	\$ 4,229,394	\$ 4,089,594	\$ 4,219,656	\$ 130,061	3.18%
Contractual Services	\$ 3,883,061	\$ 3,988,885	\$ 3,844,532	\$ 3,974,732	\$ 130,200	3.39%
Utilities	\$ 356,038	\$ 433,408	\$ 420,557	\$ 345,657	\$ (74,900)	-17.81%
Supplies	\$ 1,225,285	\$ 1,228,256	\$ 1,111,902	\$ 1,139,402	\$ 27,500	2.47%
Small Capital	\$ 68,102	\$ 72,971	\$ 65,017	\$ 80,517	\$ 15,500	23.84%
Expenses	\$ 5,532,486	\$ 5,723,518	\$ 5,442,008	\$ 5,540,308	\$ 98,300	1.81%
Benefits	\$ 42,614	\$ 29,526	\$ 57,094	\$ 55,000	\$ (2,094)	-3.67%
Debt	\$ 83,400	\$ 39,663	\$ 63,894	\$ 104,561	\$ 40,667	63.65%
Total 3100-3500 DPW All Funds	\$ 9,529,682	\$ 10,022,101	\$ 9,652,590	\$ 9,919,525	\$ 266,935	2.77%

Object Code Summary (General Fund)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 3,132,804	\$ 3,322,220	\$ 3,505,621	\$ 3,572,102	\$ 66,481	1.90%
Overtime	\$ 531,448	\$ 675,057	\$ 331,890	\$ 376,679	\$ 44,789	13.50%
Personal Services	\$ 3,664,252	\$ 3,997,277	\$ 3,837,510	\$ 3,948,781	\$ 111,270	2.90%
Contractual Services	\$ 3,632,603	\$ 3,697,060	\$ 3,511,332	\$ 3,621,532	\$ 110,200	3.14%
Utilities	\$ 356,038	\$ 433,408	\$ 420,557	\$ 345,657	\$ (74,900)	-17.81%
Supplies	\$ 1,164,556	\$ 1,175,684	\$ 998,252	\$ 1,035,752	\$ 37,500	3.76%
Small Capital	\$ 68,102	\$ 63,201	\$ 65,017	\$ 80,517	\$ 15,500	23.84%
Expenses	\$ 5,221,298	\$ 5,369,351	\$ 4,995,158	\$ 5,083,458	\$ 88,300	1.77%
Total 3100-3500 DPW General Fund	\$ 8,885,551	\$ 9,366,628	\$ 8,832,668	\$ 9,032,239	\$ 199,571	2.26%

Approp Summary (General Fund)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 3,664,252	\$ 3,997,277	\$ 3,837,510	\$ 3,948,781	\$ 111,270	2.90%
Expenses	\$ 5,221,298	\$ 5,369,351	\$ 4,995,158	\$ 5,083,458	\$ 88,300	1.77%
Total 3100-3500 DPW General Fund	\$ 8,885,551	\$ 9,366,628	\$ 8,832,668	\$ 9,032,239	\$ 199,571	2.26%

3000 – 3500 DPW Summary

Town of Lexington, Massachusetts

Budget Summary (continued):

Approp Summary (Non-Gen Fund)	FY 2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 206,931	\$ 232,117	\$ 252,084	\$ 270,875	\$ 18,791	7.45%
Total 3420 Recycling: Compost	\$ 206,931	\$ 232,117	\$ 252,084	\$ 270,875	\$ 18,791	7.45%
Expenses	\$ 311,187	\$ 354,167	\$ 446,850	\$ 456,850	\$ 10,000	2.24%
Total 3110 Admin: Regional Cache	\$ 942	\$ 1,669	\$ 20,000	\$ 10,000	\$ (10,000)	-50.00%
Total 3320 Forestry: Tree Fund	\$ 24,999	\$ 24,823	\$ 45,000	\$ 45,000	\$ -	0.00%
Total 3330 Cemetery: Burial Containers	\$ 26,538	\$ 29,060	\$ 40,000	\$ 40,000	\$ -	0.00%
Total 3420 Recycling: Compost	\$ 112,981	\$ 151,195	\$ 161,850	\$ 181,850	\$ 20,000	12.36%
Total 3420 Recycling: MMHP	\$ 145,727	\$ 147,420	\$ 180,000	\$ 180,000	\$ -	0.00%
Benefits	\$ 42,614	\$ 29,526	\$ 57,094	\$ 55,000	\$ (2,094)	-3.67%
Total 3420 Recycling: Compost	\$ 42,614	\$ 29,526	\$ 57,094	\$ 55,000	\$ (2,094)	-3.67%
Debt	\$ 83,400	\$ 39,663	\$ 63,894	\$ 104,561	\$ 40,667	63.65%
Total 3420 Recycling: Compost	\$ 83,400	\$ 39,663	\$ 63,894	\$ 104,561	\$ 40,667	63.65%
Total 3100-3500 DPW Non-General Fund	\$ 644,132	\$ 655,473	\$ 819,922	\$ 887,286	\$ 67,364	8.22%

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3100 DPW Administration & Engineering

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

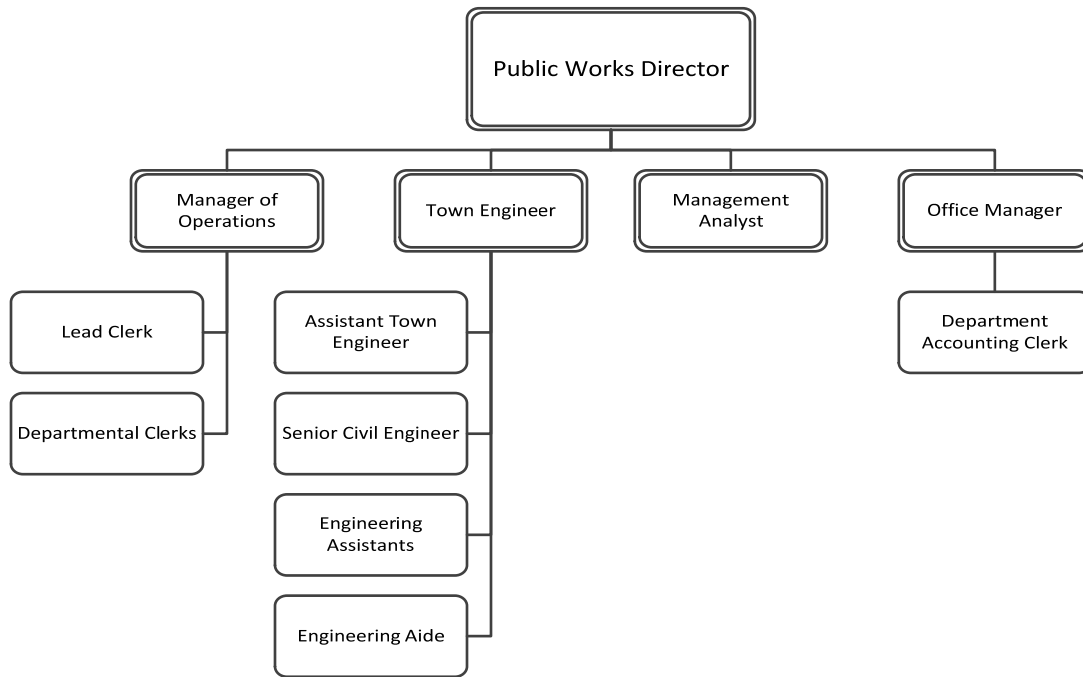
Budget Overview:

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

Staff also support various committees including the Permanent Building Committee, Center Committee, Capital Expenditures Committee, Energy Conservation Committee, Bicycle Advisory Committee, Tree Committee, and Water and Sewer Abatement Board.

Division Initiatives:

1. Continue to streamline Operations and Administration office assignments and functions for efficiency.
2. Begin the process of reaccreditation through the American Public Works Association.
3. Expand pavement management program techniques through research and application.
4. Improve asset management capabilities.
5. Continue to explore options to better track street lighting outages and methods to enhance response time to outages.
6. Continue to work with the Energy Committee and Lighting Options Committee to find energy savings for street lights.
7. Continue to proactively maintain a cost effective lighting system which reduces outage frequency and down time.



Authorized/Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Recommended
Element 3110: DPW Administration				
Director of Public Works	1	1	1	1
Manager of Operations	1	1	1	1
Management Analyst	0.6	0.6	0.6	0.6
Office Manager	1	1	1	1
Department Lead Clerk	1	1	1	1
Department Account Clerk*	2.6	2.6	2.6	2.6
sub-total FTE	7.2	7.2	7.2	7.2
sub-total FT/PT	6 FT/2 PT	6 FT/2 PT	6 FT/2 PT	6 FT/2 PT
Element 3120: Engineering				
Town Engineer	1	1	1	1
Assistant Town Engineer	1	1	1	1
Senior Civil Engineer	1	1	1	1
Engineering Assistant	3	4	4	4
Engineering Aide	0.7	0.7	0.7	0.7
sub-total FTE	6.7	7.7	7.7	7.7
sub-total FT/PT	6 FT/1 PT	7 FT/1 PT	7 FT/1 PT	7 FT/1 PT
Total FTE	13.9	14.9	14.9	14.9
Total Full/Part Time	12 FT/3 PT	13 FT/3 PT	13 FT/3 PT	13 FT/3 PT
*1 FT Clerk split between DPW, Water & Sewer				

3100 DPW Administration & Engineering

Town of Lexington, Massachusetts

Budget Recommendations:

The FY2017 recommended All Funds Administration and Engineering budget inclusive of the General Fund operating budgets for Administration, Engineering and Street Lighting and the Regional Cache Revolving Fund which funds the operation of the cache - a repository of emergency equipment at the Hartwell Avenue compost facility for use by contributing member communities - is \$1,705,929. The recommended budget is a \$19,297 or 1.14% increase from the restated FY2016 budget. The budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2016 budget at the 2015 annual town meeting.

The recommended FY2017 Administration and Engineering General Fund operating budget is \$1,695,929 which is a \$29,297, or 1.76% increase from the restated FY2016 General Fund budget. Of this amount, \$1,216,502 is for Compensation and reflects a \$20,097 or 1.68% increase, which is attributable to the cost of prospective salary step increases. FY17 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on June 30, 2016. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

The recommended FY2017 Administration and Engineering General Fund operating budget for Expenses is \$479,427 and reflects a \$9,200, or 1.96% increase. The most notable changes in the Expense Budget are in the Street Lighting Division, which is decreasing by \$41,800; a net change primarily driven by: 1) a decrease of \$42,100 reflecting the end of a lease agreement that was in place to fund the purchase and installation of the induction street lights; and (2) a recommended program improvement of \$60,000 for Professional Services within the Engineering division for outside engineering services.

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

Program Improvement Requests:

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

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

3100 DPW Administration & Engineering

Town of Lexington, Massachusetts

Budget Summary:

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

Appropriation Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,073,869	\$ 1,158,498	\$ 1,196,405	\$ 1,216,502	\$ 20,097	1.68%
Expenses	\$ 520,331	\$ 384,783	\$ 490,227	\$ 489,427	\$ (800)	-0.16%
Total 3100 DPW Admin. & Engineering	\$ 1,594,200	\$ 1,543,281	\$ 1,686,632	\$ 1,705,929	\$ 19,297	1.14%

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

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

Program Summary (General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,073,869	\$ 1,158,498	\$ 1,196,405	\$ 1,216,502	\$ 20,097	1.68%
Expenses	\$ 519,389	\$ 383,114	\$ 470,227	\$ 479,427	\$ 9,200	1.96%
Total 3100 DPW Admin. & Engineering	\$ 1,593,258	\$ 1,541,612	\$ 1,666,632	\$ 1,695,929	\$ 29,297	1.76%

Appropriation Summary (Non-General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Expenses	\$ 942	\$ 1,669	\$ 20,000	\$ 10,000	\$ (10,000)	-50.00%
Total 3110 Admin: Regional Cache	\$ 942	\$ 1,669	\$ 20,000	\$ 10,000	\$ (10,000)	-50.00%
Total 3100 DPW Admin. & Engineering	\$ 942	\$ 1,669	\$ 20,000	\$ 10,000	\$ (10,000)	-50.00%

3200 Highway

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

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

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

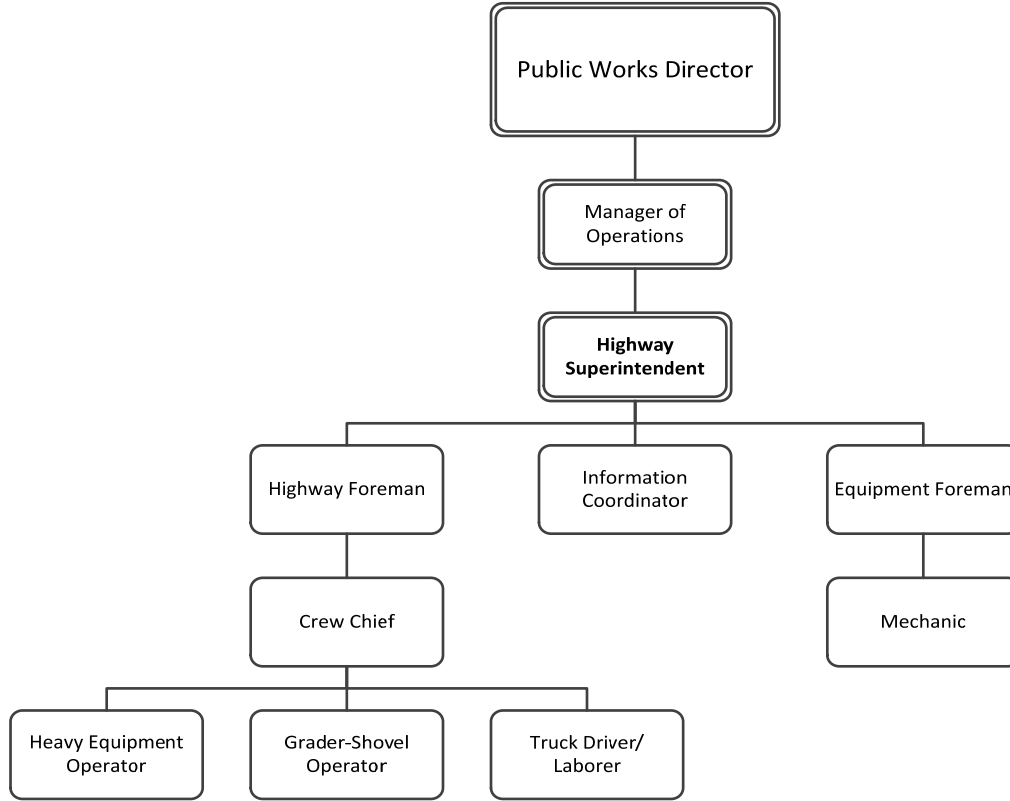
Road Machinery is responsible for the repair and preventive maintenance of 160 vehicles, rolling stock and equipment.

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

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

Division Initiatives:

1. Continue with the repair and replacement of regulatory signs per the Retro-reflectivity study conducted in 2013.
2. Take proactive measures to repair catch basins town wide.
3. Refine the preventative maintenance program with new technologies.
4. Implementation of web-based technologies that improve efficiency.
5. Refine the use of enhanced liquids with salt in order to enhance the treatment processes and reduce salt consumption.
6. Continue researching new technologies that will improve the efficiency of snow removal operations.
7. Continue researching and utilizing composite plow edge technology.



Authorized/Appropriated Staffing

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

3200 Highway

Budget Recommendations:

The FY2017 recommended Highway budget inclusive of Highway Maintenance, Road Machinery and Snow Removal divisions is \$3,159,523. The recommended budget is a \$5,000, or 0.16%, increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2016 budget at the 2015 annual town meeting.

The budget for Compensation is \$1,332,774 and reflects a \$28,800, or 2.21% increase, which is attributable to replacement of retiring staff at lower steps partially offset by the cost of prospective step increases and the cost of living adjustment for the AFSCME Local 1703 settled through FY2018. FY17 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on June 30, 20416. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager’s budget.

The budget for Expenses is \$1,826,749 and reflects a \$23,800 or 1.29% decrease which includes an addition of \$7,200 in Highway expenses for a recommended program improvement for the operation of the electric vehicle charging station (triggered by the end of grant funding for the station), a decrease in Road Machinery expenses of \$75,000 attributable to favorable FY17 fuel bids and an increase in Snow Removal expenses of \$44,000. The biggest driver of the increase in Snow Removal expenses is for snow plow contractors and lease agreements for three loaders and a sidewalk tractor for snow removal.

Program Improvement Requests:

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

3200 Highway

Budget Summary:

Funding Sources	FY 2014 Actual	FY 2015 Actual	FY2016 Estimated	FY2017 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 3,341,079	\$ 3,852,502	\$ 2,994,644	\$ 2,936,842	\$ (57,802)	-2.0%
Enterprise Funds (Indirects)	\$ 202,450	\$ 195,920	\$ 126,955	\$ 189,872	\$ 62,917	33.1%
Fees & Charges	-	-	-	-	-	-
Parking Fund	\$ 31,983	\$ 31,983	\$ 32,924	\$ 32,810	\$ (115)	-0.3%
Total 3200 Highway	\$ 3,575,512	\$ 4,080,405	\$ 3,154,523	\$ 3,159,523	\$ 5,000	0.16%

Appropriation Summary (General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,426,564	\$ 1,639,711	\$ 1,303,974	\$ 1,332,774	\$ 28,800	2.21%
Expenses	\$ 2,148,948	\$ 2,440,695	\$ 1,850,549	\$ 1,826,749	\$ (23,800)	-1.29%
Total 3200 Highway	\$ 3,575,512	\$ 4,080,405	\$ 3,154,523	\$ 3,159,523	\$ 5,000	0.16%

Program Summary (General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Total 3210 Highway Maintenance	\$ 1,100,483	\$ 1,075,496	\$ 1,303,336	\$ 1,328,802	\$ 25,466	1.95%
Total 3220 Road Machinery	\$ 730,489	\$ 769,337	\$ 718,241	\$ 642,697	\$ (75,544)	-10.52%
Total 3230 Snow Removal	\$ 1,744,540	\$ 2,235,573	\$ 1,132,946	\$ 1,188,024	\$ 55,079	4.86%
Total 3200 Highway	\$ 3,575,512	\$ 4,080,405	\$ 3,154,523	\$ 3,159,523	\$ 5,000	0.16%

Object Code Summary (General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,016,078	\$ 1,098,811	\$ 1,064,066	\$ 1,074,853	\$ 10,786	1.01%
Overtime	\$ 410,486	\$ 540,899	\$ 239,908	\$ 257,922	\$ 18,014	7.51%
<i>Personal Services</i>	<i>\$ 1,426,564</i>	<i>\$ 1,639,711</i>	<i>\$ 1,303,974</i>	<i>\$ 1,332,774</i>	<i>\$ 28,800</i>	<i>2.21%</i>
Contractual Services	\$ 979,600	\$ 1,118,196	\$ 762,600	\$ 780,100	\$ 17,500	2.29%
Utilities	\$ 210,421	\$ 272,836	\$ 251,480	\$ 176,480	\$ (75,000)	-29.82%
Supplies	\$ 913,714	\$ 996,323	\$ 779,652	\$ 813,352	\$ 33,700	4.32%
Small Capital	\$ 45,213	\$ 53,340	\$ 56,817	\$ 56,817	\$ -	0.00%
<i>Expenses</i>	<i>\$ 2,148,948</i>	<i>\$ 2,440,695</i>	<i>\$ 1,850,549</i>	<i>\$ 1,826,749</i>	<i>\$ (23,800)</i>	<i>-1.29%</i>
Total 3200 Highway	\$ 3,575,512	\$ 4,080,405	\$ 3,154,523	\$ 3,159,523	\$ 5,000	0.16%

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3300 Public Grounds

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

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

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

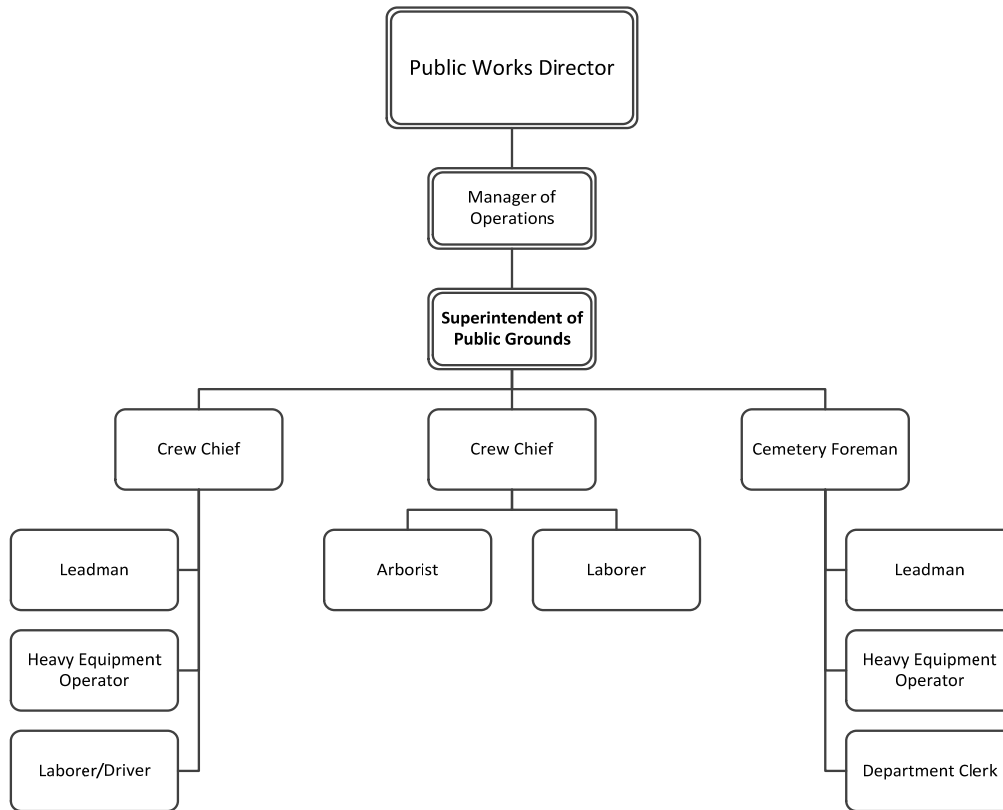
The Forestry staff maintains approximately 10,000 street trees, an undetermined number of trees on Park and Conservation lands and numerous shrub bed plantings on park, cemetery, school and conservation properties and along right-of-ways.

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

Staff supports the Recreation, Tree and Bicycle Advisory Committees.

Division Initiatives:

1. Develop a program to improve two turf areas per year. This past year the areas worked on were the Fiske and Diamond School fields.
2. Continue the implementation of planting at least one hundred and thirty trees per year in the Town Right-of Ways, parks, public grounds areas, and setback areas on private property. It is anticipated that the trees for the FY2017 plantings will come from the Tree Nursery and bare root trees from a supplier.
3. Continue the implementation of a proactive tree maintenance program to minimize hazard trees and perform timely tree pruning to promote good tree health, safety and aesthetics.
4. Continue the GPS location of graves at Westview Cemetery and begin plans for the other cemeteries.



3300 Public Grounds

Authorized/Appropriated Staffing

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

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

3300 Public Grounds

Budget Recommendations:

The FY2017 recommended All Funds Public Grounds budget inclusive of the General Fund operating budgets for the Parks, Forestry and Cemetery divisions and the Burial Containers and Lexington Tree Fund Revolving Funds is \$1,962,759, which is a \$105,423, or 5.68% increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2016 budget at the 2015 annual town meeting.

The combined Parks, Forestry and Cemetery FY2016 recommended General Fund operating budget is \$1,877,759 which is a \$105,423 or 5.95% increase from the restated FY2016 General Fund budget.

The combined Parks, Forestry and Cemetery General Fund operating budget for Compensation is \$1,399,504 and reflects a \$62,373 or 4.66% increase, which is attributable to a program improvement for additional Overtime of \$25,000 as well as the cost of prospective step increases and the cost of living increase for the AFSCME Local 1703 contract that has been recently settled through FY2018. FY17 Compensation does not include any estimate of prospective cost of living increases for contracts expiring on June 30, 2016. Funds for prospective increases are budgeted for in the Salary Adjustment account within the Town Manager's budget.

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

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

Program Improvement Requests:

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

3300 Public Grounds

Budget Summary:

Funding Sources	FY 2014 Actual	FY 2015 Actual	FY2016 Estimated	FY2017 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ 1,177,587	\$ 1,171,353	\$ 1,415,433	\$ 1,531,975	\$ 116,543	8.23%
Enterprise Funds (Indirects)	\$ 121,296	\$ 121,296	\$ 117,384	\$ 113,760	\$ (3,624)	-3.09%
Fees & Charges	-	-	-	-	-	-
Cemetery Prep Fees	\$ 139,063	\$ 122,321	\$ 134,520	\$ 127,024	\$ (7,496)	-5.57%
Directed Funding	-	-	-	-	-	-
Cemetery Trust	\$ 120,000	\$ 120,000	\$ 105,000	\$ 105,000	\$ -	0.00%
Revolving Funds	-	-	-	-	-	-
Burial Containers	\$ 26,538	\$ 29,060	\$ 40,000	\$ 40,000	\$ -	0.00%
Tree	\$ 24,999	\$ 24,823	\$ 45,000	\$ 45,000	\$ -	0.00%
Total 3300 Public Grounds	\$ 1,609,483	\$ 1,588,853	\$ 1,857,337	\$ 1,962,759	\$ 105,423	5.68%

Appropriation Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,163,819	\$ 1,199,068	\$ 1,337,132	\$ 1,399,504	\$ 62,373	4.66%
Expenses	\$ 445,664	\$ 389,785	\$ 520,205	\$ 563,255	\$ 43,050	8.28%
Total 3300 Public Grounds	\$ 1,609,483	\$ 1,588,853	\$ 1,857,337	\$ 1,962,759	\$ 105,423	5.68%

Program Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Total 3310 Parks Division	\$ 1,009,264	\$ 978,175	\$ 1,071,432	\$ 1,140,301	\$ 68,870	6.43%
Total 3320 Forestry	\$ 289,385	\$ 310,143	\$ 439,494	\$ 460,591	\$ 21,097	4.80%
Total 3330 Cemetery	\$ 310,834	\$ 300,534	\$ 346,411	\$ 361,867	\$ 15,456	4.46%
Total 3300 Public Grounds	\$ 1,609,483	\$ 1,588,853	\$ 1,857,337	\$ 1,962,759	\$ 105,423	5.68%

Object Code Summary (All Funds)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 1,049,129	\$ 1,072,159	\$ 1,258,470	\$ 1,294,267	\$ 35,798	2.84%
Overtime	\$ 114,690	\$ 126,909	\$ 78,662	\$ 105,237	\$ 26,575	33.78%
Personal Services	\$ 1,163,819	\$ 1,199,068	\$ 1,337,132	\$ 1,399,504	\$ 62,373	4.66%
Contractual Services	\$ 202,147	\$ 155,245	\$ 262,530	\$ 290,280	\$ 27,750	10.57%
Utilities	\$ 31,504	\$ 45,422	\$ 38,675	\$ 38,775	\$ 100	0.26%
Supplies	\$ 189,431	\$ 181,180	\$ 211,300	\$ 211,500	\$ 200	0.09%
Small Capital	\$ 22,582	\$ 7,939	\$ 7,700	\$ 22,700	\$ 15,000	194.81%
Expenses	\$ 445,664	\$ 389,785	\$ 520,205	\$ 563,255	\$ 43,050	8.28%
Total 3300 Public Grounds	\$ 1,609,483	\$ 1,588,853	\$ 1,857,337	\$ 1,962,759	\$ 105,423	5.68%

Appropriation Summary (General Fund Only)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 1,163,819	\$ 1,199,068	\$ 1,337,132	\$ 1,399,504	\$ 62,373	4.66%
Expenses	\$ 394,127	\$ 335,902	\$ 435,205	\$ 478,255	\$ 43,050	9.89%
Total 3300 Public Grounds	\$ 1,557,946	\$ 1,534,970	\$ 1,772,337	\$ 1,877,759	\$ 105,423	5.95%

Appropriation Summary (Non-General Fund)	FY 2014 Actual	FY 2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenses	\$ 51,537	\$ 53,883	\$ 85,000	\$ 85,000	\$ -	0.00%
Total 3320 Forestry	\$ 24,999	\$ 24,823	\$ 45,000	\$ 45,000	\$ -	0.00%
Total 3330 Cemetery	\$ 26,538	\$ 29,060	\$ 40,000	\$ 40,000	\$ -	0.00%
Total 3300 Public Grounds	\$ 51,537	\$ 53,883	\$ 85,000	\$ 85,000	\$ -	0.00%

3400 Environmental Services

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

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

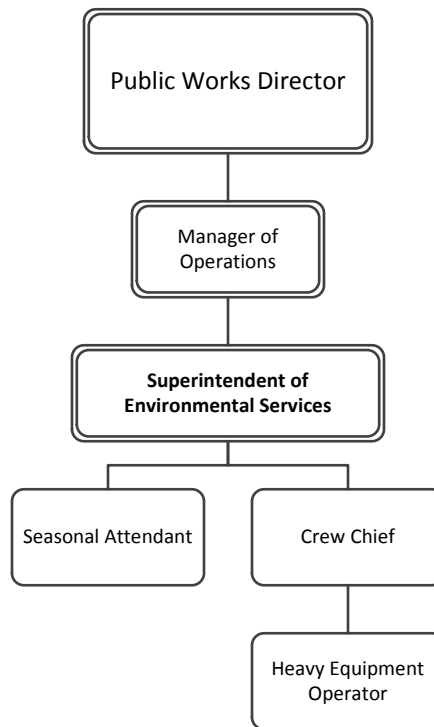
Refuse collection is the curbside collection of non-recyclable residential solid waste and the separate collection of large appliances and yard waste. Recycling is the curbside collection of recyclable products, management of yard waste operations at the Hartwell Avenue Compost Facility, operation of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

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

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

Division Initiatives:

1. Continue to oversee enforcement of mandatory recycling by-law and State waste ban regulations implemented by curbside collection vendor.
2. Draft Refuse Collection Request for Proposal (RFP) Bid Specifications for next contract
3. Develop a new landscape contractor yard waste disposal permit program.
4. Participate in the implementation of solar panels at the Hartwell Avenue Compost Facility.
5. Examine recycling opportunities for the Lexington Business community.
6. Continue to explore future alternative disposal options for municipal solid waste.



Authorized/Appropriated Staffing

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

Explanatory Notes

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

3400 Environmental Services

Budget Recommendations:

The recommended FY2017 All Funds Environmental Services budget inclusive of the General Fund operating budgets for the Refuse Collection, Recycling and Refuse Disposal divisions and the Compost Operations and Minuteman Household Hazardous Waste Program Revolving Funds is \$3,091,313, which is a \$137,214 or 4.64% increase over the restated FY2016 budget. The budget is restated to reflect cost of living increases that were negotiated subsequent to the adoption of the FY2016 budget at the 2015 annual town meeting.

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

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

The FY17 revolving fund budgets are recommended at \$792,286, a \$77,364, or 10.82% increase. Minuteman Household Hazardous Waste Program Revolving Fund is level-funded at \$180,000. The Compost Operations Revolving Fund is recommended at \$612,286 a \$77,364 or 14.46% increase which reflects an \$18,791 increase in compensation (attributed to an increase in overtime of \$12,977 as well as step and cost of living increases), and a \$20,000 increase in expenses driven totally by a recommended Program Improvement request of \$20,000 for disposal of compost tailings related to the planned installation of solar panels at the Hartwell Avenue Compost Facility. In addition, debt service is increasing by \$40,667 to reflect the projected cost of short-term financing and long-term debt issuance costs for a loader and windrow turner funded in the FY16 capital budget.

Program Improvement Requests:

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

3400 Environmental Services

Budget Summary:

Funding Sources	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Recommended	Dollar Increase	Percent Increase
Tax Levy	\$ 2,158,835	\$ 2,209,641	\$ 2,239,177	\$ 2,299,027	\$ 59,850	2.67%
Revolving Funds	-	-	-	-	-	-
Compost Operations	\$ 445,925	\$ 452,501	\$ 534,922	\$ 612,286	\$ 77,364	14.46%
MHHP Operations	\$ 145,727	\$ 147,420	\$ 180,000	\$ 180,000	\$ -	0.00%
Total 3400 Environmental Services	\$ 2,750,487	\$ 2,809,562	\$ 2,954,099	\$ 3,091,313	\$ 137,214	4.64%

Appropriation Summary (All Funds)	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 206,931	\$ 232,117	\$ 252,084	\$ 270,875	\$ 18,791	7.45%
Expenses	\$ 2,417,543	\$ 2,508,256	\$ 2,581,027	\$ 2,660,877	\$ 79,850	3.09%
Benefits	\$ 42,614	\$ 29,526	\$ 57,094	\$ 55,000	\$ (2,094)	-3.67%
Debt Service (Revolving Fund)	\$ 83,400	\$ 39,663	\$ 63,894	\$ 104,561	\$ 40,667	63.65%
Total 3400 Environmental Services	\$ 2,750,487	\$ 2,809,562	\$ 2,954,099	\$ 3,091,313	\$ 137,214	4.64%

Program Summary (All Funds)	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Total 3410 Refuse Collection	\$ 764,603	\$ 779,561	\$ 795,153	\$ 811,056	\$ 15,903	2.00%
Total 3420 Recycling	\$ 1,391,711	\$ 1,416,101	\$ 1,585,946	\$ 1,679,663	\$ 93,717	5.91%
Total 3420 Refuse Disposal	\$ 594,174	\$ 613,900	\$ 573,000	\$ 600,594	\$ 27,594	4.82%
Total 3400 Environmental Services	\$ 2,750,487	\$ 2,809,562	\$ 2,954,099	\$ 3,091,313	\$ 137,214	4.64%

Object Code Summary (All Funds)	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 187,383	\$ 209,887	\$ 230,559	\$ 236,374	\$ 5,815	2.52%
Overtime	\$ 19,548	\$ 22,230	\$ 21,525	\$ 34,502	\$ 12,977	60.29%
Personal Services	\$ 206,931	\$ 232,117	\$ 252,084	\$ 270,875	\$ 18,791	7.45%
Contractual Services	\$ 2,385,953	\$ 2,475,492	\$ 2,544,877	\$ 2,624,727	\$ 79,850	3.14%
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	-
Supplies	\$ 31,590	\$ 22,994	\$ 36,150	\$ 36,150	\$ -	0.00%
Small Capital	\$ -	\$ 9,770	\$ -	\$ -	\$ -	-
Expenses	\$ 2,417,543	\$ 2,508,256	\$ 2,581,027	\$ 2,660,877	\$ 79,850	3.09%
Benefits	\$ 42,614	\$ 29,526	\$ 57,094	\$ 55,000	\$ (2,094)	-3.67%
Debt	\$ 83,400	\$ 39,663	\$ 63,894	\$ 104,561	\$ 40,667	63.65%
Total 3400 Environmental Services	\$ 2,750,487	\$ 2,809,562	\$ 2,954,099	\$ 3,091,313	\$ 137,214	4.64%

Appropriation Summary (General Fund Only)	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Expenses	\$ 2,158,835	\$ 2,209,641	\$ 2,239,177	\$ 2,299,027	\$ 59,850	2.67%
Total 3400 Environmental Services	\$ 2,158,835	\$ 2,209,641	\$ 2,239,177	\$ 2,299,027	\$ 59,850	2.67%

Appropriation Summary (Non-General Fund)	FY2014 Actual	FY2015 Actual	FY2016 Restated	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 206,931	\$ 232,117	\$ 252,084	\$ 270,875	\$ 18,791	7.45%
Total 3420 Recycling	\$ 206,931	\$ 232,117	\$ 252,084	\$ 270,875	\$ 18,791	7.45%
Expenses	\$ 258,708	\$ 298,615	\$ 341,850	\$ 361,850	\$ 20,000	5.85%
Total 3420 Recycling: Compost Operations	\$ 112,981	\$ 151,195	\$ 161,850	\$ 181,850	\$ 20,000	12.36%
Total 3420 Recycling: MMHP	\$ 145,727	\$ 147,420	\$ 180,000	\$ 180,000	\$ -	0.00%
Benefits	\$ 42,614	\$ 29,526	\$ 57,094	\$ 55,000	\$ (2,094)	-3.67%
Total 3420 Recycling	\$ 42,614	\$ 29,526	\$ 57,094	\$ 55,000	\$ (2,094)	-3.67%
Debt	\$ 83,400	\$ 39,663	\$ 63,894	\$ 104,561	\$ 40,667	63.65%
Total 3420 Recycling	\$ 83,400	\$ 39,663	\$ 63,894	\$ 104,561	\$ 40,667	63.65%
Total 3400 Environmental Services	\$ 591,652	\$ 599,921	\$ 714,922	\$ 792,286	\$ 77,364	10.82%

3600 Water Enterprise

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

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

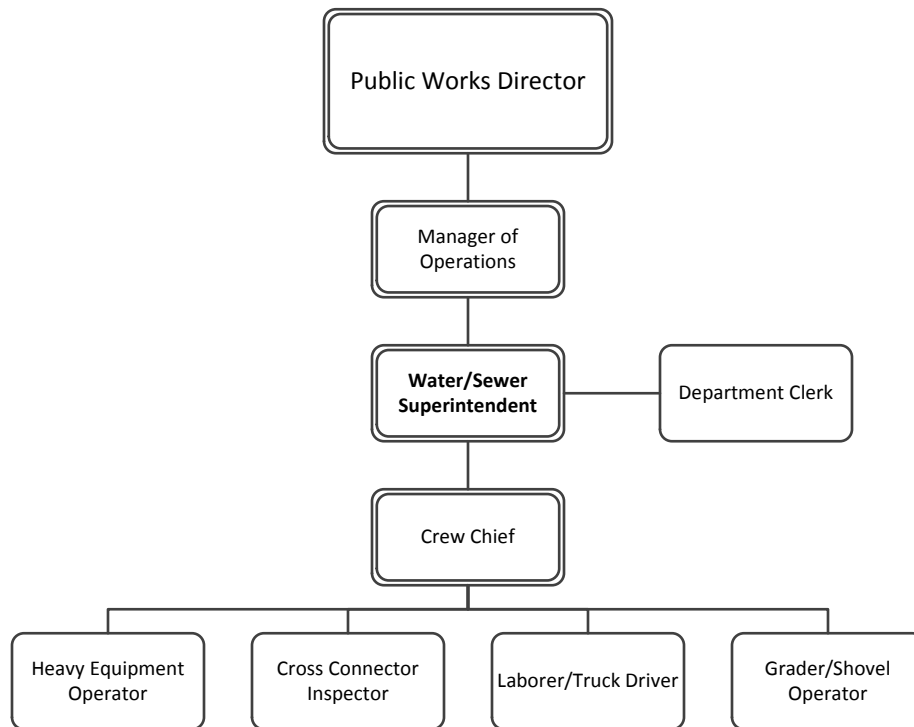
The Water Operations maintains and repairs the water system that delivers water to Lexington homes and businesses through 154 miles of water mains, 1500 fire hydrants and two water towers that store 3.24 million gallons of water. The Town has a three-block inclining rate structure to encourage water conservation. As a customer uses more water, the water rate for the additional units increases. Customers are billed twice per year. The Town also sells water to the Town of Bedford at the MWRA wholesale rate plus an administrative fee.

The MWRA provides water to Lexington and greater Boston.

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

Departmental Initiatives:

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



Authorized/Appropriated Staffing

	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Recommended
Supt of Water & Sewer	0.5	0.5	0.5	0.5
Crew Chief	2	2	2	2
Grader-Shovel Operator	1	1	1	1
Leadman/Cross Connector Inspector	2	2	2	2
Heavy Equipment Operator	4	4	4	4
Laborer-Truck Driver	1	1	1	1
Department Clerk	0.2	0.2	0.2	0.2
Meter Reader/Laborer	0	0	0	0
Total FTE	10.7	10.7	10.7	10.7
Total Full/Part Time	10 FT/2 PT	10 FT/2 PT	10 FT/2 PT	10 FT/2 PT

3600 Water Enterprise

Budget Recommendations:

The FY2017 recommended Water operating budget is \$10,767,852 inclusive of indirect costs. The recommended budget is a \$744,901 or 7.43% increase over the FY2016 budget.

The budget for Compensation is \$699,218, and reflects a \$3,539 or 0.51% increase, which is attributable to increases for the cost of prospective step increases and the recently settled AFSCME Local 1703 contract, offset by the replacement of staff at lower steps.

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

Debt service is recommended to increase by \$64,463 or 10.21%.

The MWRA Preliminary Assessment is \$7,378,622, which is a \$683,478 or 10.21% increase from FY16. The MWRA will issue its final assessment in June.

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

Program Improvement Requests:

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

3600 Water Enterprise

Town of Lexington, Massachusetts

Budget Summary:

Funding Sources	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Projected	Dollar Increase	Percent Increase
Tax Levy	\$ -	\$ -	\$ -	\$ -	\$ -	-
Enterprise Funds	\$ -	\$ -	\$ -	\$ -	\$ -	-
Retained Earnings	\$ 500,000	\$ 500,000	\$ 275,000	\$ 281,000	\$ 6,000	0.00%
User Charges	\$ 8,971,238	\$ 9,440,624	\$ 9,448,950	\$ 10,187,852	\$ 738,901	7.82%
Connection Fees	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Investment Income	\$ 7,676	\$ 7,492	\$ 7,500	\$ 7,500	\$ -	0.00%
Fees & Charges	\$ 293,335	\$ 331,629	\$ 291,500	\$ 291,500	\$ -	0.00%
Total 3600 Water Enterprise	\$ 9,772,249	\$ 10,279,745	\$ 10,022,950	\$ 10,767,852	\$ 744,901	7.43%

Appropriation Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 626,677	\$ 593,594	\$ 695,679	\$ 699,218	\$ 3,539	0.51%
Expenses	\$ 395,016	\$ 386,371	\$ 389,400	\$ 404,025	\$ 14,625	3.76%
Debt	\$ 1,258,627	\$ 1,378,688	\$ 1,344,114	\$ 1,408,576	\$ 64,463	4.80%
MWRA	\$ 5,555,065	\$ 6,035,893	\$ 6,695,144	\$ 7,378,622	\$ 683,478	10.21%
Indirects	\$ 818,689	\$ 789,275	\$ 898,614	\$ 877,411	\$ (21,203)	-2.36%
Total 3600 Water Enterprise	\$ 8,654,075	\$ 9,183,821	\$ 10,022,950	\$ 10,767,852	\$ 744,901	7.43%

Program Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Recommended	Dollar Increase	Percent Increase
Total 3610 Water Operations	\$ 2,280,321	\$ 2,358,653	\$ 2,429,192	\$ 2,511,819	\$ 82,627	3.40%
Total 3620 MWRA	\$ 5,555,065	\$ 6,035,893	\$ 6,695,144	\$ 7,378,622	\$ 683,478	10.21%
Indirects	\$ 818,689	\$ 789,275	\$ 898,614	\$ 877,411	\$ (21,203)	-2.36%
Total 3600 Water Enterprise	\$ 8,654,075	\$ 9,183,821	\$ 10,022,950	\$ 10,767,852	\$ 744,901	7.43%

Object Code Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 498,974	\$ 444,411	\$ 554,783	\$ 551,907	\$ (2,876)	-0.52%
Overtime	\$ 127,704	\$ 149,183	\$ 140,896	\$ 147,311	\$ 6,415	4.55%
Personal Services	\$ 626,677	\$ 593,594	\$ 695,679	\$ 699,218	\$ 3,539	0.51%
Contractual Services	\$ 120,239	\$ 158,228	\$ 188,900	\$ 203,025	\$ 14,125	7.48%
Utilities	\$ 10,993	\$ 13,025	\$ 5,500	\$ 5,500	\$ -	0.00%
Supplies	\$ 251,794	\$ 188,934	\$ 161,000	\$ 161,500	\$ 500	0.31%
Small Capital	\$ 11,990	\$ 26,184	\$ 34,000	\$ 34,000	\$ -	0.00%
Expenses	\$ 395,016	\$ 386,371	\$ 389,400	\$ 404,025	\$ 14,625	3.76%
Debt	\$ 1,258,627	\$ 1,378,688	\$ 1,344,114	\$ 1,408,576	\$ 64,463	4.80%
MWRA	\$ 5,555,065	\$ 6,035,893	\$ 6,695,144	\$ 7,378,622	\$ 683,478	10.21%
Indirects	\$ 818,689	\$ 789,275	\$ 898,614	\$ 877,411	\$ (21,203)	-2.36%
Total 3600 Water Enterprise	\$ 8,654,075	\$ 9,183,821	\$ 10,022,950	\$ 10,767,852	\$ 744,901	7.43%

3700 Sewer Enterprise

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

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

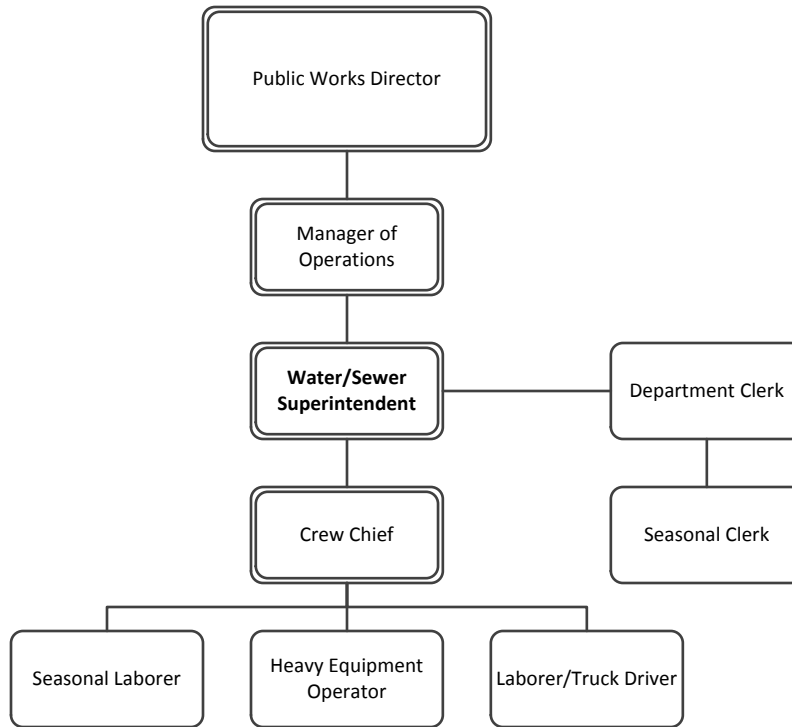
The Sewer Division maintains the wastewater system that serves 99 percent of Town residences and businesses through 34 miles of trunk lines, 119 miles of street lines and 9,524 service connections. There are also ten sewage-pumping stations operated by the Sewer Division. The Town has a three-block inclining rate structure to encourage conservation. Customer sewer usage is determined based on water usage over the same period.

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

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

Departmental Initiatives:

1. Continue the Sewer Collection System flushing program and root removal in all problem areas.
2. Continue to educate the public as to the costs and problems created by Inflow & Infiltration.
3. Begin the reaccreditation process through the American Public Works Association.



Authorized/Appropriated Staffing

	FY 2014 Budget	FY2015 Budget	FY2016 Budget	FY2017 Recommended
Supt of Water & Sewer	0.5	0.5	0.5	0.5
Crew Chief	1	1	1	1
Heavy Equipment Operator	2	2	2	2
Department Clerk	0.2	0.2	0.2	0.2
Seasonal Clerk	0.4	0.4	0.4	0.4
Seasonal Laborer	0.3	0.3	0.3	0.3
Total FTE	4.4	4.4	4.4	4.4
Total Full/Part Time	3 FT/4 PT	3 FT/4 PT	3 FT/4 PT	3 FT/4 PT
Explanatory Notes: Seasonal Clerk works out of the Engineering Office but is funded by Sewer Enterprise.				

3700 Sewer Enterprise

Budget Recommendations:

The FY2017 recommended Sewer operating budget, inclusive of indirect costs, is \$9,441,980 a \$290,427, or 3.17% increase over the FY2016 budget.

The budget for Compensation is \$298,234 and reflects a \$1,317 or 0.44% increase, which is a net change attributable to increases for the cost of prospective step increases and the recently settled AFSCME Local 1703 contract, offset by the replacement of staff at lower steps.

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

Debt service is recommended to decrease by \$79,236 or 7.47%.

The Preliminary MWRA Assessment is \$7,311,103, which is a \$340,927 or 4.89% increase from FY16. The MWRA will issue its final assessment in June.

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

Program Improvement Requests:

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

3700 Sewer Enterprise

Town of Lexington, Massachusetts

Budget Summary:

Funding Sources	FY2014 Actual	FY2015 Actual	FY2016 Estimate	FY2017 Projected	Dollar Increase	Percent Increase
Tax Levy	-	-	-	-	-	-
Enterprise Funds	-	-	-	-	-	-
Retained Earnings	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ -	---
User Charges	\$ 9,449,498	\$ 9,313,395	\$ 8,831,553	\$ 9,121,980	\$ 290,427	3.29%
Connection Fees	\$ 3,334	\$ 1,802	\$ -	\$ -	\$ -	---
Investment Income	\$ 7,056	\$ 6,241	\$ 6,000	\$ 6,000	\$ -	0.00%
Fees & Charges	\$ 541,778	\$ 554,798	\$ 314,000	\$ 314,000	\$ -	0.00%
Total 3700 Sewer Enterprise	\$ 10,101,666	\$ 9,926,236	\$ 9,151,553	\$ 9,441,980	\$ 290,427	3.17%

Appropriation Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Recommended	Dollar Increase	Percent Increase
Compensation	\$ 174,223	\$ 217,497	\$ 296,917	\$ 298,234	\$ 1,317	0.44%
Expenses	\$ 336,397	\$ 334,817	\$ 345,650	\$ 347,525	\$ 1,875	0.54%
Debt	\$ 1,112,818	\$ 1,199,243	\$ 1,060,456	\$ 981,220	\$ (79,236)	-7.47%
MWRA	\$ 7,014,300	\$ 7,177,387	\$ 6,970,176	\$ 7,311,103	\$ 340,927	4.89%
Indirects	\$ 450,116	\$ 465,030	\$ 478,354	\$ 503,898	\$ 25,544	5.34%
Total 3700 Sewer Enterprise	\$ 9,087,854	\$ 9,393,974	\$ 9,151,553	\$ 9,441,980	\$ 290,427	3.17%

Program Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Recommended	Dollar Increase	Percent Increase
Total 3710 Sewer Enterprise	\$ 1,623,438	\$ 1,751,557	\$ 1,703,023	\$ 1,626,979	\$ (76,044)	-4.47%
Total 3720 MWRA	\$ 7,014,300	\$ 7,177,387	\$ 6,970,176	\$ 7,311,103	\$ 340,927	4.89%
Indirects	\$ 450,116	\$ 465,030	\$ 478,354	\$ 503,898	\$ 25,544	5.34%
Total 3700 Sewer Enterprise	\$ 9,087,854	\$ 9,393,974	\$ 9,151,553	\$ 9,441,980	\$ 290,427	3.17%

Object Code Summary	FY2014 Actual	FY2015 Actual	FY2016 Appropriation	FY2017 Recommended	Dollar Increase	Percent Increase
Salaries & Wages	\$ 142,464	\$ 166,303	\$ 231,972	\$ 230,334	\$ (1,639)	-0.71%
Overtime	\$ 31,760	\$ 51,194	\$ 64,944	\$ 67,900	\$ 2,956	4.55%
Personal Services	\$ 174,223	\$ 217,497	\$ 296,917	\$ 298,234	\$ 1,317	0.44%
Contractual Services	\$ 99,058	\$ 146,556	\$ 144,900	\$ 146,775	\$ 1,875	1.29%
Utilities	\$ 100,975	\$ 137,161	\$ 119,500	\$ 119,500	\$ -	0.00%
Supplies	\$ 124,979	\$ 38,241	\$ 67,750	\$ 67,750	\$ -	0.00%
Small Capital	\$ 11,385	\$ 12,859	\$ 13,500	\$ 13,500	\$ -	0.00%
Expenses	\$ 336,397	\$ 334,817	\$ 345,650	\$ 347,525	\$ 1,875	0.54%
Debt	\$ 1,112,818	\$ 1,199,243	\$ 1,060,456	\$ 981,220	\$ (79,236)	-7.47%
MWRA	\$ 7,014,300	\$ 7,177,387	\$ 6,970,176	\$ 7,311,103	\$ 340,927	4.89%
Indirects	\$ 450,116	\$ 465,030	\$ 478,354	\$ 503,898	\$ 25,544	5.34%
Total 3700 Sewer Enterprise	\$ 9,087,854	\$ 9,393,974	\$ 9,151,553	\$ 9,441,980	\$ 290,427	3.17%