

**TOWN OF WINCHESTER  
TOWN MANAGER'S FINANCIAL PLAN**

**FISCAL YEAR 2016**



**RICHARD C. HOWARD, TOWN MANAGER**

**MARK J. TWOGOOD, ASSISTANT TOWN MANAGER**

**STACIE A. WARD, TOWN COMPTROLLER**

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# **SECTION I**

## **TRANSMITTAL LETTER**



# Town of Winchester

Richard C. Howard  
Town Manager

Town Manager  
71 Mt. Vernon Street  
Winchester, MA 01890  
Phone: 781-721-7133  
Fax: 781-756-0505  
townmanager@winchester.us

February 13, 2015

The Honorable Finance Committee and Board of Selectmen  
Town of Winchester  
Town Hall  
71 Mount Vernon Street  
Winchester, MA 01890

Dear Committee and Board Members:

Attached is the Manager's budget proposal for FY 2016. As is usually the case, the proposals contained in this document are the product of a collective effort of our financial team and all municipal departments. Additionally the budget takes into account the budgetary deliberations of the School Administration and the School Committee.

This budget has been compiled in improving economic times for the State and National economies. However, there are concerns about the State budget conditions for both the current fiscal year and FY 2016. Incoming Governor Charlie Baker has indicated that a substantial deficit in the State's FY2015 budget (estimated to be near \$750,000,000) will not affect the local aid for this year. Our budget proposal for FY2016 is estimated without the Governor's proposals for local aid going forward. Recent estimates have projected that the State's tax revenue is expected to grow by nearly 5% in FY2016.

So although this budget is prepared without the benefit of at least the Governor's budget proposal we do have the advantage of having all contractual costs accounted for with labor agreements (there will be an Article presented at Spring Town Meeting for approval of a contract for firefighters), and we have signed a rate contract for health care benefits that keeps rates at constant levels.

With these concerns in mind, we will review first our proposals for current Revenue estimates:

(table next page)

REVENUES	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget Projection
<b>Recurring Revenues</b>			
Property Tax Revenue	60,668,946	63,586,505	65,891,396
Property tax to Cap & Bldg Stab Funds	3,477,042	3,563,968	3,653,067
New Growth Revenue	753,264	697,784	600,000
State Aid	8,811,965	9,021,935	9,221,935
School Building Assistance	672,082	672,085	672,082
Water & Sewer	4,242,043	4,295,639	4,229,972
<b>Debt Exclusion Override Revenues</b>			
McCall	545,453	501,053	459,491
Lincoln	352,760	341,838	328,304
Immediate Repairs	93,684	84,494	21,309
Wright-Locke Farm	143,327	144,938	57,975
Vinson-Owen	1,193,267	1,231,535	1,313,310
High School	0	40,435	222,356
adjustments - from reserves for debt premiums	(107,359)	(139,866)	
<b>Stabilization Fund Revenues</b>			
Building Stabilization	2,874,887	2,777,117	2,696,039
Capital Stabilization	800,411	1,418,556	555,906
<b>Other</b>			
Parking Meter Fund	152,000	137,000	102,000
Cemetery Perpetual Care	125,000	246,000	70,000
Indirects	1,394,135	1,447,783	1,418,440
Other	84,337	14,193	0
<b>Free Cash &amp; Overlay</b>			
FC to fund annual budget (capital + retiring debt)	0	995,265	820,197
FC to one-time capital/other uses	0	82,767	0
FC to Deferred Maintenance	0	0	100,000
FC to Recreation (Fund FY13 deficit)	0	0	0
Fund Balance reserved for debt premiums	107,359	139,866	0
<b>LOCAL RECEIPTS</b>			
Motor Vehicle Excise	3,396,688	3,090,000	3,400,000
Meals Tax	148,753	148,000	148,000
Penalties & Interest	241,483	240,000	240,000
Pilot Payment	98,432	98,000	98,000
Solid Waste Fees	1,389,718	1,385,000	1,385,000
Fees (includes Ambulance fees)	881,562	880,000	890,000
Rentals	56,373	55,000	55,000
Cemetery	248,233	248,000	248,000
Other Departmental	77,991	77,000	77,000
Licenses & Permits	1,401,033	1,400,000	1,400,000
Special Assessments	28,660	25,000	25,000
Fines & Forfeits	40,235	40,000	40,000
Investment Income	29,838	25,000	25,000
Medicaid Reimbursement	289,057	50,000	100,000
Misc. Recurring	0	0	25,000
Misc. Non-recurring	296,134	0	0
<b>TOTAL LOCAL RECEIPTS</b>	<b>8,624,189</b>	<b>7,761,000</b>	<b>8,156,000</b>
<b>TOTAL</b>	<b>95,008,792</b>	<b>99,061,890</b>	<b>100,589,779</b>

Revenue projections are built on conservative assumptions for all major categories. Allowable property tax increase of approximately \$1,600,000 and projected new growth of \$600,000 make up the vast majority of projected new revenue increases from FY2015.

State Aid increases are estimated at \$200,000 over last year. Local receipts estimates are in keeping with recent trends in all major categories. Most importantly the proposed use of free cash is equal to the amount proposed to be expended by the Capital Stabilization funds on a one-time annual basis.

Otherwise, Revenue balances evenly against Expenditures as follows:

<b>EXPENDITURES</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>
Operating Budgets				
Total Municipal Departments	20,085,549	21,104,158	21,935,400	21,812,472
Total Education	39,619,249	41,298,493	43,681,742	43,544,179
Total Undistributed	17,550,749	18,774,395	18,433,679	18,358,679
Capital Appropriations				
Current Year Expenditures	8,252,394	8,123,673	7,021,487	7,021,487
Capital Fund Transfers	3,973,042	4,089,968	4,283,264	4,283,264
Non-Appropriated				
State Assessments	512,225	525,215	535,719	535,719
Cherry Sheets	0	46,562	47,959	47,959
Overlay	0	473,322	485,155	406,047
Other	4,296,367	4,625,367	4,642,662	4,579,972
<b>TOTAL GROSS EXPENSES</b>	<b>94,289,574</b>	<b>99,061,153</b>	<b>101,067,068</b>	<b>100,589,779</b>

Within Expenditures there are several noteworthy trends. School spending is proposed at the level recommended by the Superintendent. If additional local aid is received beyond what is estimated, this additional resource should be directed to the school system to meet spending levels recommended by the School Committee.

Healthcare spending is projected slightly above last year’s budget levels. We have negotiated a zero rate increase for FY 2016. Over the last three fiscal years, increases to health care costs have averaged just less than 2% annually, which substantially alters a previous trend that was unsustainable. Any surplus within the estimated amount can be devoted to OPEB obligations. Conservative fiscal organizations such as the Massachusetts Taxpayers Foundation, have validated this approach.

Within municipal departments there are several minor personnel initiatives. Expenditures for energy and trash disposal have been reduced due to good leadership within the DPW department. FY 2016 will be the final year of three year contracts for all labor groups. We will have to negotiate new contracts that will allow increasing personnel costs to live within anticipated revenue sources.

Recommendation on Capital initiatives will continue to be by management so as to match up with available resources within the two Capital Stabilization funds. Expenditures for additional, strategic capital needs can be considered with one time expenditures from resources depending on availability of resources and effectiveness of outcome of a particular project. Naturally, critical emergency capital repairs will be prioritized and we should continue to invest in strategic upgrades to expand the life cycle of systems and equipment.

Finally, there are two major Board initiatives that Town Meeting and/or the entire community will need to consider. The disposition of land at Wright-Locke Farm is a priority that several boards have worked on over the last seven years. Most recently, the current Board has invested considerable time and effort into a process that will hopefully deliver a successful and acceptable disposition of the asset that Town meeting can approve of in the Spring 2015 meeting. While the decision has no direct impact on the annual budget effort, the outcome will have an impact on the property tax burden and by extension, a possible impact on taxpayers’ willingness to support other major capital initiatives that need to be funded with additional resources through debt exclusion votes.

Simultaneously, the Board is producing a plan for the implementation of Project 6 of the Town’s Flood Mitigation Program at Skillings Field. In addition to the flood mitigation work at Skillings, soil remediation must be performed in accordance with the Massachusetts Environmental Protection Act (MEPA). Resources for this major project, estimated to cost approximately \$12M will have to come in substantial part from additional sources outside of annual

budgetary expenditures. Because savings and disruption of athletic activities can be achieved if this project is merged into the final phase of the Winchester High School project, now is the appropriate time for the project to come before the community for consideration. Whether or not a debt exclusion is authorized, the Town will have to budget resources to perform the soil remediation work, estimated to cost between \$3M and \$4M.

As we have noted in the past, it has been many years since an operational override has been successfully supported. Within the next several budgetary cycles, additional resources, either from local property taxation or from the Commonwealth, may be needed to support the level of service that is contained in this budget effort.

**RESERVES**

A primary goal of the last several budgetary efforts has been to stem the reliance on Reserves/free cash as a budget balancing revenue tool. Additionally, there has been a concerted effort to keep reserves within acceptable policy levels (i.e., 6% to 10% of gross revenue estimates). This budget and the attending table established that those goals have been achieved. Sustaining the desired level of Reserves will require discipline and a strategic use and replenishment of resources driving the ensuing budgetary efforts.

<b>Operating Reserves</b>	
Free Cash 7/1/14	3,935,552
General Stabilization Fund	4,220,000
<b>Total Operating Reserves (uncommitted)</b>	<b>8,155,552</b>
Free Cash used Fall 2014	(82,767)
Free Cash for Operating Budget 2016	(820,197)
Free Cash for deferred maintenance Budget 2016	(100,000)
Free Cash Replenishment 2015	800,000
<b>Total</b>	<b>7,952,588</b>
Total Estimated FY2016 Revenue	100,589,779

<b>Operating Reserves</b>	
Free Cash 7/1/14	3,935,552
General Stabilization Fund	4,220,000
<b>Total Operating Reserves (uncommitted)</b>	<b>8,155,552</b>
Free Cash used Fall 2014	(82,767)
Free Cash for Operating Budget 2016	(820,197)
Free Cash for deferred maintenance Budget 2016	(100,000)
Free Cash Replenishment 2015	800,000
<b>Total</b>	<b>7,952,588</b>
Total Estimated FY2016 Revenue	100,589,779
% of reserves	7.91%

**CONCLUSION**

This budget proposal continues to follow the trends established since FY 2013. Most importantly, FY 2016 revenue vs. expenses is balanced. Reliance upon reserves is essentially limited to affordable, one-time, amortized capital expenditures. Growth in healthcare costs have been averted and additional available resources have been devoted to future post-employment liabilities. Resources for public schools have been modest but steady. We continue to enjoy the highest credit rating for major debt issuances. Costs have been reduced in areas like energy and trash disposal.

As we have noted many times in the past, we are heavily, almost reliant on local property tax resources in order to provide the level of services that are contained in this budget. That fundamental fact will not change unless there is a new revenue sharing formula between the Commonwealth and its partnering communities.

As always, our goal is to provide exceptional service with the resources that are available. I want to thank all those who contributed to this effort, especially Stacie Ward, Comptroller, Mark Twogood, Assistant Town Manager and Jennifer Cafarella of our staff.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard C. Howard". The signature is fluid and cursive, with a large loop at the end.

Richard C. Howard  
Town Manager

## **SECTION II**

### **SUMMARIES**

Dept. Code	FY14	FY15	FY16	FY16	FY16	
	Actual	Budget	Request	Manager	FinCom	
GENERAL GOVERNMENT						
1210	Town Manager - Administration	601,843	614,554	627,570	624,070	0
1520	Human Resources	0	70,015	92,074	92,074	0
1310	Finance Committee	2,192	6,000	6,000	6,000	0
1330	Comptroller	312,510	325,500	367,276	367,276	0
1340	Assessor	212,341	290,635	293,675	265,633	0
1350	Collector/Treasurer	322,691	407,100	410,321	410,321	0
1360	Audit	70,875	95,000	76,000	76,000	0
1410	Planning and Community Development	712,404	841,262	843,476	841,376	0
1400	Planning Board	103,600	136,669	118,983	118,583	0
1610	Town Clerk	358,927	374,631	362,929	362,929	0
1510	Legal	530,128	345,000	375,000	375,000	0
1530	Data Processing	432,816	466,722	589,797	577,112	0
1540	General Services	112,680	130,800	130,800	130,800	0
<b>Total General Government</b>		<b>3,773,007</b>	<b>4,103,888</b>	<b>4,293,901</b>	<b>4,247,174</b>	<b>0</b>
CULTURE						
6110	Library	1,671,871	1,789,743	1,800,690	1,800,690	0
6940	Archival Center	8,186	10,682	11,665	11,665	0
169411	Historical Commission	0	1,500	16,500	16,500	0
<b>Total Culture</b>		<b>1,680,057</b>	<b>1,801,925</b>	<b>1,828,855</b>	<b>1,828,855</b>	<b>0</b>
HEALTH/SOCIAL						
5110	Health	267,740	290,115	311,916	297,457	0
5410	Council on Aging	242,982	248,648	271,042	249,620	0
5420	Veterans' Services	28,382	32,955	51,068	51,068	0
<b>Total Health/Social</b>		<b>539,104</b>	<b>571,718</b>	<b>634,026</b>	<b>598,145</b>	<b>0</b>

Dept. Code	FY14	FY15	FY16	FY16	FY16	
	Actual	Budget	Request	Manager	FinCom	
PUBLIC SAFETY						
2110	Police Department	4,165,796	4,274,635	4,391,444	4,391,444	0
2210	Fire Department	3,997,276	4,169,972	4,573,438	4,533,118	0
2420	Sealer of Weights and Measures	7,014	9,565	9,424	9,424	0
<b>Total Public Safety</b>		<b>8,170,086</b>	<b>8,454,172</b>	<b>8,974,306</b>	<b>8,933,986</b>	<b>0</b>
PUBLIC WORKS						
	DPW	5,278,225	5,770,155	5,802,012	5,802,012	0
4171	Snow and Ice	645,071	402,300	402,300	402,300	0
<b>Total Public Works</b>		<b>5,923,296</b>	<b>6,172,455</b>	<b>6,204,312</b>	<b>6,204,312</b>	<b>0</b>
<b>Total Municipal Departments</b>		<b>20,085,549</b>	<b>21,104,158</b>	<b>21,935,400</b>	<b>21,812,472</b>	<b>0</b>
EDUCATION						
	Schools	39,429,364	41,141,823	43,521,742	43,384,179	0
3610	Vocational School	189,885	156,670	160,000	160,000	0
<b>Total Education</b>		<b>39,619,249</b>	<b>41,298,493</b>	<b>43,681,742</b>	<b>43,544,179</b>	<b>0</b>
UNALLOCATED EXPENSES			135,916	175,000	175,000	
<b>Total Municipal and Education Budget</b>		<b>59,704,798</b>	<b>62,538,567</b>	<b>65,792,142</b>	<b>65,531,651</b>	<b>0</b>
UNDISTRIBUTED						
1910	Energy	2,491,102	2,360,196	2,166,113	2,166,113	0
Personnel Benefits						
9110	Contributory Retirement	3,806,367	3,889,699	4,019,991	4,019,991	0
9170	Non-Contributory Retirement	29,807	35,000	36,000	36,000	0
9120	Workers' Compensation	484,694	375,000	475,000	425,000	0
9130	Unemployment Compensation	68,127	100,000	100,000	100,000	0
9140	Health Insurance	9,431,495	9,795,000	9,900,000	9,875,000	0
9150-9160	F.I.C.A./Medicare Tax & Refunds	684,000	780,000	820,000	820,000	0
1962	GASB 45 Fund	100,000	470,000	0	0	

Dept. Code		FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Miscellaneous						
9450	General Insurance	326,208	343,000	351,575	351,575	0
9430	Reserve Fund	0	400,000	400,000	400,000	0
9460	Environmental Remediation Services	96,780	121,500	140,000	140,000	0
	Parking Initiative	0	60,000	25,000	25,000	0
	WPS Master Plan	0	45,000	0	0	0
1714	Tax Abatement Interest/Service Fees	32,168	0	0	0	0
<b>Total Undistributed</b>		<b>17,550,749</b>	<b>18,774,395</b>	<b>18,433,679</b>	<b>18,358,679</b>	<b>0</b>
Capital Appropriations						
Current Year Expenditures						
	Capital Articles (General Fund Revenues)	220,000	223,000	220,000	220,000	
	Capital Articles (from Free Cash)	803,000	0	0	0	
	Capital Articles (from FinCom Reserve Fund)	0	0	0	0	
	Capital Articles (from Cemetery)	20,000	176,000	0	0	
	Capital/Building Stabilization Fund (Direct Appropriations)	0	746,000	0	0	
	Capital Deferred Maintenance (from Free Cash)	0	0	100,000	100,000	
1711	Funded Debt	5,019,326	4,864,451	4,678,301	4,678,301	0
1712	Interest on Funded Debt	2,190,068	2,114,222	2,023,187	2,023,187	0
<b>Sub-Total Current Year Expenditures</b>		<b>8,252,394</b>	<b>8,123,673</b>	<b>7,021,487</b>	<b>7,021,487</b>	<b>0</b>
Capital Fund Transfers						
1961	Building Stabilization - Annual Appropriation	2,427,372	2,488,056	3,653,067	3,653,067	
1962	Capital Stabilization - Annual Appropriation	1,049,670	1,075,912	0	0	
	Capital/Building Stabilization Fund - Retiring Debt	466,000	496,000	600,197	600,197	
	Energy Champion Rebate	30,000	30,000	30,000	30,000	
<b>Sub-Total Capital Fund Transfers</b>		<b>3,973,042</b>	<b>4,089,968</b>	<b>4,283,264</b>	<b>4,283,264</b>	<b>0</b>

Dept. Code	FY14	FY15	FY16	FY16	FY16	
	Actual	Budget	Request	Manager	FinCom	
Miscellaneous						
9450	General Insurance	326,208	343,000	351,575	351,575	0
9430	Reserve Fund	0	400,000	400,000	400,000	0
9460	Environmental Remediation Services	96,780	121,500	140,000	140,000	0
	Parking Initiative	0	60,000	25,000	25,000	0
	WPS Master Plan	0	45,000	0	0	0
1714	Tax Abatement Interest/Service Fees	32,168	0	0	0	0
<b>Total Undistributed</b>		<b>17,550,749</b>	<b>18,774,395</b>	<b>18,433,679</b>	<b>18,358,679</b>	<b>0</b>
Capital Appropriations						
Current Year Expenditures						
	Capital Articles (General Fund Revenues)	220,000	223,000	220,000	220,000	
	Capital Articles (from Free Cash)	803,000	0	0	0	
	Capital Articles (from FinCom Reserve Fund)	0	0	0	0	
	Capital Articles (from Cemetery)	20,000	176,000	0	0	
	Capital/Building Stabilization Fund (Direct Appropriations)	0	746,000	0	0	
	Capital Deferred Maintenance (from Free Cash)	0	0	100,000	100,000	
1711	Funded Debt	5,019,326	4,864,451	4,678,301	4,678,301	0
1712	Interest on Funded Debt	2,190,068	2,114,222	2,023,187	2,023,187	0
<b>Sub-Total Current Year Expenditures</b>		<b>8,252,394</b>	<b>8,123,673</b>	<b>7,021,487</b>	<b>7,021,487</b>	<b>0</b>
Capital Fund Transfers						
1961	Building Stabilization - Annual Appropriation	2,427,372	2,488,056	3,653,067	3,653,067	
1962	Capital Stabilization - Annual Appropriation	1,049,670	1,075,912	0	0	
	Capital/Building Stabilization Fund - Retiring Debt	466,000	496,000	600,197	600,197	
	Energy Champion Rebate	30,000	30,000	30,000	30,000	
<b>Sub-Total Capital Fund Transfers</b>		<b>3,973,042</b>	<b>4,089,968</b>	<b>4,283,264</b>	<b>4,283,264</b>	<b>0</b>
<b>Total Capital</b>		<b>12,225,436</b>	<b>12,213,641</b>	<b>11,304,752</b>	<b>11,304,752</b>	<b>0</b>

Dept. Code	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Non-Appropriated					
State Assessments	512,225	525,215	535,719	535,719	0
Cherry Sheets	0	46,562	47,959	47,959	0
Overlay	0	473,322	485,155	406,047	0
<b>Total Non-Appropriated</b>	<b>512,225</b>	<b>1,045,099</b>	<b>1,068,833</b>	<b>989,725</b>	<b>0</b>
Other					
Water & Sewer	4,063,480	4,295,639	4,229,972	4,229,972	
Recreation General Fund Subsidy	149,324	193,812	237,690	175,000	
Prior Year deficits - Recreation deficit	83,563	0	0	0	0
Free Cash to General Stabilization Fund		0	0	0	0
	<b>4,296,367</b>	<b>4,489,451</b>	<b>4,467,662</b>	<b>4,404,972</b>	<b>0</b>
<b>TOTAL GROSS EXPENSES</b>	<b>94,289,574</b>	<b>99,061,153</b>	<b>101,067,068</b>	<b>100,589,779</b>	<b>0</b>

## **SECTION III**

### **SERVICE PROGRAMS**

## TOWN MANAGER

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	556,672	548,654	566,170	562,670	0
Other Expenses	45,171	65,900	61,400	61,400	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>601,843</b>	<b>614,554</b>	<b>627,570</b>	<b>624,070</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	2	2	2	2	
Clerical	2.6	2.6	2.6	2.6	
Professional/Technical	1	2.15	1	1	
<b>TOTAL</b>	<b>5.6</b>	<b>6.75</b>	<b>5.6</b>	<b>5.6</b>	

### Program Description

Administration component of the budget covers the expenses of the Board of Selectmen and the salaries and administrative costs of the Town Manager's Office. The five elected members of the Board of Selectmen are the chief policy-making authority of the Town. The Town Manager is the Chief Administrative Officer for the Town. The Board of Selectmen appoints the Town Manager, and most of his duties and responsibilities are detailed in the Town Charter, first adopted in 1975. The Manager is responsible for the day-to-day affairs of the Town. He appoints department heads and employees not serving directly under elected boards and fixes their salaries within adopted personnel guidelines in the Compensation Plan. The Town Manager is responsible for the enforcement of State Law, Town By-Laws and the Town Charter. The Manager is also responsible for preparing and administering the Town's annual budget, purchasing supplies and materials for all Town agencies, and awarding all contracts for all agencies including Education.

### Budget Statement

The budget funds the current staffing levels and provides funding for the hiring of a Human Resource Officer.

### Mission Statement

The mission of the Town Manager's Office is to lead the strategic direction and business operations of Town government, to support the policy and licensing role of the Board of Selectmen, and to ensure open and responsive municipal services to the citizens and businesses of the Town of Winchester.

Ranking of Services:

1. Maintain effective and efficient fiscal practices and service delivery to the citizens of the Town.
2. Support the Board of Selectmen by preparing policy documentation and analysis, administration of meetings, and implementation of decisions.
3. Prepare the Town's annual budget proposal and financial plan.
4. Negotiate collective bargaining agreements, administer personnel practices, and maintain effective labor relations.
5. Represent the Town's financial and strategic interest before Regional, State, and Federal government agencies.

### FY 2016 Objectives

- Continue to work on Town's flood mitigation projects:
  - Complete design and commence construction of Mt Vernon Street bridge and Scalley Dam
  - Complete design for Skillings Field culvert project
- Assist Board of Selectmen in disposition of Wright Locke Farm property
- Assist the EFPBC with the Winchester High School reconstruction project
- Monitor newly implemented Downtown Parking Plan

- Intersection improvements at Forest Street at Brookside Road, Clematis Street and Cross Street and Holton Street at Cross Street

### **Prior Year's Accomplishments**

- Completed preliminary design of Skillings Field culvert
- Assisted the EFPBC with submission of the Winchester High School reconstruction to the MSBA
- Working with DPW and Trash Pickers Advisory Committee evaluated and extended SMART program
- Obtained \$2.5M Environmental Bond Bill for funding Scalley Dam and Mt Vernon Street Bridge reconstruction.
- Assisted Planning Board in hiring new full-time planner.
- Implemented Board of Selectmen's Downtown Parking Plan
- Implemented various traffic calming measures throughout Town working with TAC (Traffic Advisory Committee) and Town's traffic consultant.
- Finalization of all municipal collective bargaining agreements through FY2016.
- Assisted Board of Selectmen in implementing significant changes to retiree health insurance contribution rates.

## HUMAN RESOURCES/ADA

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	0	0	80,874	80,874	0
Other Expenses	0	0	11,200	11,200	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>92,074</b>	<b>92,074</b>	<b>0</b>
<b>STAFFING</b>					
Director			0.8	0.8	
Clerical			0.46	0.46	
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>1.26</b>	<b>1.26</b>	<b>0</b>

### Program Description

The Human Resources department is responsible for all personnel and human resources functions of Town administration. The office ensures operational and administrative compliance with personnel by-law, policies, procedures and collective bargaining contracts and all Federal and State employment and labor relations statutes, regulations and procedures including: workers compensation, unemployment insurance, COBRA, ADA, EEO/AA, HIPAA, etc. Adheres to requisite confidentiality while managing applicable public records/information requirements to meet the needs of the Town to develop and maintain the workforce as part of the Town-wide efforts to provide effective, efficient, responsible municipal services. The Human Resources Director also serves as the Town's ADA Officer.

### FY2016 Goals and Objectives

- Creation of a part-time administrative assistant position to assist in the day to day operation of the department
- Continued transition of human resources functions to the Human Resources Department
- Increased employee trainings in areas of need
- Creation of an employee handbook after Personnel Policy Guide is approved
- Creation of an employee orientation program

### Prior Year's Accomplishments

- The Human Resources Department is now well established and employees and department heads consistently seek out assistance and advice from the staff. The Human Resources Director has worked to address various state and federal compliance requirements as well as to bring in HR functions that were previously handled by other departments in town.
- The HIPAA policy manual was completely reviewed and amended with the assistance of EBS Foran and is now in place. The Human Resources Director was appointed as the Town's HIPAA Compliance Officer and has taken steps to ensure the Town's HIPAA compliance by working with department heads who handle HIPAA sensitive information.
- Review of the current Personnel Policy Guide was implemented with the Human Resources Director meeting with each department head to gain insight into needed changes. The Personnel Board and Town management have reviewed the majority of changes to date. It is expected that the newly revised guide will be presented at Spring 2015 Town Meeting for approval.

## FINANCE COMMITTEE

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	2,192	3,500	3,500	3,500	0
Other Expenses	0	2,500	2,500	2,500	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>2,192</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>
<b>STAFFING</b>					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

### Program Description

The Finance Committee consists of fifteen voters appointed for staggered three-year terms. Five appointments are made annually by appointing committee consisting of the Moderator, and the Chairman of the Board of Selectmen and Finance Committee respectively. Under the provision of the Town Charter and By-Laws, the Finance Committee receives and reviews the proposed budget submitted by the Town Manager, and after public hearings, submits a budget to the Town Meeting. The ongoing function of the Committee is to act upon requests for “transfers”; i.e., appropriations from the Reserve Fund to meet extraordinary and unforeseen needs of Town departments and agencies which may arise during the course of the fiscal year.

### Budget Statement

This budget is level funded.

## COMPTROLLER

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	310,276	322,830	359,606	359,606	0
Other Expenses	2,234	2,670	7,670	7,670	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>312,510</b>	<b>325,500</b>	<b>367,276</b>	<b>367,276</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	2	2	2	2	
Clerical	0	0	0	0	
Professional/Technical	2	2	2	2	
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	

### Program Description

The Comptroller is appointed by the Board of Selectmen and is responsible by Town Charter and State statute for the general and budgetary accounting records of the Town, preparation of payroll and accounts payable warrants, auditing of the books of various departments, preparation of various financial reports of a statutory and/or administrative nature, methods of installation and supervision of all accounting records of the Town, standard practices relating to account matters, and the continuous audit of Town accounts. Additionally, the Comptroller is administratively responsible for employee group insurance and is Chairman of the Retirement Board.

### Budget Statement

The Fiscal 2016 budget has increased in both Personal Services and Other Expenses due to potential retirements.

### FY2016 Objectives

- The Fiscal 2016 Personal Services budget reflects contractual and other adjustments to salaries
- The Fiscal 2016 Other Expenses budget reflects an increase due to an increase in memberships, specifically for the Comptroller's membership to the Massachusetts Certified Public Accounting Association.

### Prior Year Accomplishments

- Increase timeliness and efficiency of annual audit and commence the audit in September of 2015
- Close Fiscal Year 2015 prior to September 15
- Obtain Department of Revenue's certification of free cash by September 30

## ASSESSOR

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	179,996	232,885	235,925	207,883	0
Other Expenses	32,345	57,750	57,750	57,750	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>212,341</b>	<b>290,635</b>	<b>293,675</b>	<b>265,633</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	2.6	2.6	2.6	2	
Professional/Technical	0	0	0	0	
<b>TOTAL</b>	<b>3.6</b>	<b>3.6</b>	<b>3.6</b>	<b>3</b>	

### Program Description

The Board of Assessors consists of three members elected by the voters for three-year terms. The Board is part-time and meets weekly at Town Hall. Assessors are required by Massachusetts law to value all real and personal property within their community. They also have responsibility for motor vehicle excise tax bills originated by the Registry of Motor Vehicles. By keeping values at the market standard, the Assessors assist in maximizing the resources available to fund municipal services.

### Mission Statement

The Assessor's Office is committed to uniformly and accurately valuing all property, both real and personal, located within Winchester as required by Massachusetts law and to facilitate local taxation.

### Ranking of Services:

1. The annual valuation of all real and personal property.
2. The administration of exemptions and abatement for real estate taxes
3. The administration of motor vehicle and boat excise taxes.
4. Assisting the public in their request for information.
5. Assisting other Town departments in their requests for information.

### FY2016 Objectives

- Complete timely revaluation
- Continue with re-inspection
- Photograph new construction
- Reorganize office staff

### Prior Year Accomplishments

- Complete State revaluation
- Completed condo adjustment
- Refunded money from budget

## COLLECTOR/TREASURER

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	274,991	301,250	299,971	299,971	0
Other Expenses	47,700	105,850	108,350	108,350	0
Equipment	0	0	2,000	2,000	0
<b>TOTAL</b>	<b>322,691</b>	<b>407,100</b>	<b>410,321</b>	<b>410,321</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	2	2	2	2	
Clerical	2	2	2	2	
Professional/Technical	0	0	0	0	
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	

### Program Description

The Treasurer/Collector is responsible for all monies that the Town receives and dispenses. The duties and responsibilities of this office are defined in various chapters of Massachusetts General Law. The primary functions of the Treasurer include maintenance of Town funds, custodian of the Board of Retirement and various special trust funds, and investment of Town revenue. The Collector's responsibilities include collecting real estate and auto excise taxes, collecting water/sewer bills, maintaining procedures for collecting parking tickets, issuing municipal lien certificates, reconciling warrants for payroll and payable, and issuing checks.

### Mission Statement

The Town of Winchester's Collector/Treasurer Office is responsible for managing and directing the tax collection process and for planning, coordinating and directing the Town's cash management.

Ranking of Services:

1. Provide billing and collection services.
2. Ensure that tax and other bills are created and distributed correctly to enhance timely and accurate collection
3. Safeguard the monetary assets of the Town through accounts payable, payroll, and bank account maintenance and reconciliations
4. Work in conjunction with the Town's financial advisor to maximize opportunities for debt borrowing, refunding, and payments.
5. Evaluate the implement new features and enhancements for the Town's automated financial system (MUNIS) for applications and efficiency improvements.

### FY2015 Objectives

- Continue to improve the Town's on line bill payment system to allow for more payment methods and easier access, and explore other vendors providing this service to municipalities.
- Begin the process of allowing for electronic billing for real estate tax bills.
- Continue to make improvements to the MUNIS General Billing System processing to improve efficiency of collections for Police & Fire details, as well as DPW billing.
- Continue to make improvements and upgrades to the Parking Ticket Collection System to make the collection and processing more efficient, and to begin the process of making payment of parking tickets available on line.
- Continue to review and make appropriate changes to the Town's banking services to improve efficiency, reduce costs, and increase investment income.
- Review all procedures and implement improvements to the cash management system.
- Continue to work with the School Department to improve procedures for the handling of all Student Activities fund accounts.
- Review all outstanding bonds for the possible refunding at lower interest rates.

- Continue to coordinate the investment of the newly established Retiree Healthcare Trust Fund with the Commissioners of Trust Funds.
- Review current vendor, and explore alternative vendors to be used for non-renewal marking for parking tickets at the RMV in order to improve processing and collection efficiency.
- Continue to manage tax title accounts, and move delinquent accounts into tax title more timely and efficiently to improve collections.
- Issue all long term debt, as well as all short term debt renewals.
- Continue to manage and improve the newly established parking programs at various lots throughout the Town.

## **Prior Year's Accomplishments**

- Oversaw the issuance of all General Obligation Bonds and all short term Bond Anticipation notes for the Wright-Locke Farm Project, the High School Feasibility Study, High School Construction Project and other projects.
- Reviewed and made appropriate changes in the Town's banking services to improve efficiency, reduce costs, increase investment income, and comply with State statutes.
- Improved time frames for placing water liens on Real Estate tax accounts. Accounts are now liened for all water bills outstanding for six months or more. This was the third step in moving these time frames up from eighteen months. This measure has increased the amount of outstanding water receivables liened, and improved water collections rates.
- Coordinated the investment of the newly established Retiree Healthcare Trust Fund.
- Served on the Audit Advisory Committee, overseeing the Town's annual audit.
- Coordinated with the Police Department, the Parking Hearings Officer, the IT Department, and the Police Computer System vendor, improvements and upgrades to the Parking Ticket Collection System that will make collection and processing more efficient. Continue to work toward making the payment of parking tickets available on line.
- Improved the system for the collection and depositing of Parking Meter funds to insure timelier bank deposits. Negotiated an agreement with bank to transport the Town's meter coins with the bank covering most of the costs.
- Served on the Parking Committee that has implemented new parking programs at both the Wedgemere Commuter Rail Station and the Aberjona Parking Lot, to include establishing a cash management program as well as implementing the credit card processing system.
- Improved the Town's on line bill payment system to allow for more payment methods and easier access, as well as making the process more efficient and user friendly.
- Reviewed all outstanding bonds for the possible refunding at lower interest rates.
- Reviewed all procedures and implemented improvements to the cash management system

## PLANNING AND COMMUNITY DEVELOPMENT

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	644,616	760,952	758,092	758,092	0
Other Expenses	67,788	80,310	85,384	85,384	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>712,404</b>	<b>841,262</b>	<b>843,476</b>	<b>843,476</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	4	4	4	4	0
Clerical	2	2	2	2	0
Professional/Technical	3.41	3.41	3.41	3.41	0
<b>TOTAL</b>	<b>9.41</b>	<b>9.41</b>	<b>9.41</b>	<b>9.41</b>	<b>0</b>

### Program Description

The Department incorporates the divisions of Planning, Building, Engineering, and Conservation. The Department is responsible for all planning and community development issues in the Town. The Planning and Community Development Department reports to the Town Manager and provides staff assistance to the Planning Board and Board of Appeal. This agency is also responsible for grantmanship.

### Budget Statement

There are various changes in the division budgets that make up this department as a result of Board of Selectmen recommendation to strengthen the Town's capacity for management of municipal capital projects and private development. See specific comments in the budget divisions that follow.

### FY2016 Objectives

See SUB-PROGRAMS for details

### Prior Year Accomplishments

See SUB-PROGRAMS for details

## PLANNING DEPARTMENT

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	13,083	14,117	15,250	15,250	0
Other Expenses	19,031	33,150	33,150	33,150	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>32,115</b>	<b>47,267</b>	<b>48,400</b>	<b>48,400</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	0	0	0	0	
Clerical	0.25	0.25	0.25	0.25	
Professional/Technical	0	0	0	0	
<b>TOTAL</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0</b>

### Program Description

The Planning Division provides staff assistance to the Town Manager, Planning Board and other Town agencies on all planning and community development issues.

### FY2016 Objectives

- Provide administrative assistance to the Planning Board.
- Provide project management services to assist with the implementation of various capital improvement projects.
- Provide professional service, as needed to assist the Town Manager's office and other Town departments.

### Prior Year Accomplishments

- Provide administrative assistance to the Winchester Planning Board
- Provide project management services to assist with the implementation of various capital improvement projects.

## ENGINEERING

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	320,286	413,612	407,804	407,804	0
Other Expenses	35,630	33,090	33,790	33,790	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>355,916</b>	<b>446,702</b>	<b>441,594</b>	<b>441,594</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	3	3	3	3	
Clerical	0.75	0.75	0.75	0.75	
Professional/Technical	1	1	1	1	
<b>TOTAL</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>0</b>

### Program Description

The Engineering Department is dedicated to meeting the needs of all Town departments, boards, committees, and the residents of Winchester. This office maintains custody of all plans and engineering records for the Town and is involved in various studies consisting of drainage, traffic, water, sewer, flood mitigation, and other public works and planning projects. The Engineering Department is responsible for conducting engineering-related plan reviews and field inspections related to private development projects falling under the jurisdiction of the Planning Board, Zoning Board of Appeals, and Conservation Commission. The Engineering Department is also the issuing authority for commuter and Town Center employee parking permits.

### Mission Statement

The mission of the Engineering Department is to improve the quality of life in the Town of Winchester by assisting in the planning, design, construction, and maintenance of municipal infrastructure systems, including water, sewer, and stormwater management.

Ranking of Services:

1. Provide engineering services and related data to all Town departments, boards, committees, and the general public.
2. Assist with the planning, design, and construction management of various capital improvement projects, including water, sewer, and drainage projects, and the Town's flood mitigation projects.
3. Review proposed private development projects and inspect construction of the project's infrastructure to ensure that they meet the requirements of the Town.
4. Update and enhance the Town's Geographic Information System (GIS), which serves as the basis for the Town's assessor's and zoning maps.
5. In conjunction with the DPW, administer the Town's NPDES Phase II stormwater permit.

### FY2016 Objectives

- Assist the Town Manager's office with implementation of the Town's Flood Mitigation Program, including Project 4 – Mount Vernon Street bridge improvements, Project 6 – Skillings Field Culvert addition, and upstream mitigation at the Scalley Dam in Woburn.
- Administer the current NPDES Phase II stormwater permit and assist with the development of the Notice of Intent to respond to the new permit requirements, expected to be issued by EPA in 2016. Administer the Town's rain barrel program.
- Assist with the planning, design, and construction management of various water, sewer, drainage, and transportation-related capital projects, including projects to remove infiltration and inflow (I&I) from the Town's sewer system.
- Complete engineering reviews of private development project submitted to the Winchester Planning Board, Zoning Board of Appeals, and Conservation Commission.
- Assist in the design, permitting, and construction management of improvements to the Low Level Outlet at the South Reservoir.
- Provide inspectional services for on-going Town and private development projects.
- Lead the Town's Working Group on the long-term redesign of the Winchester Center Commuter Rail Station.

- Oversee the design of the Tri-Community Bikeway/Greenway project in conjunction with MassDOT, the Town of Stoneham, and the City of Woburn.
- Work with the Traffic Advisory Committee (TAC) and the Board of Selectmen in developing safe pedestrian and motor vehicle transportation policies.
- Assist the Town Manager's office with the implementation of the parking plan for the Town Center area and Wedgemere Train Station.
- Participate in the construction management of the Winchester High School renovation project.

### **Prior Year's Accomplishments**

- Assisted in the design, permitting, and/or construction oversight of various capital improvement projects including flood mitigation improvements at the Center Falls Dam; repairs to the Main Street bridge; repairs to the Washington Street bridge sidewalk; various sewer improvement projects to remove sources of infiltration and inflow; and improvements to the Low Level Outlet at the South Reservoir.
- Coordination with various public utilities on grants of location and infrastructure improvements, including a large gas main replacement project on Main Street.
- Participated in the permitting and construction management of the Winchester High School renovation project.
- Completed inspectional services for a variety of private development projects.
- Worked with the Town's traffic consultant to finalize design for traffic improvements at the intersection of Holton Street and Cross Street, and in the Forest Street/Brookside Avenue neighborhood.
- Successfully implemented new pay-by-space parking meters at the Wedgemere Commuter Rail Station and three locations in the Town Center, in coordination with the Town Manager's office.
- Provided technical review for numerous private development projects.
- Administered the Town's Community Rating System (CRS) program, which provides discounts to homeowners on their flood insurance.

## BUILDING DEPARTMENT

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	257,700	271,789	272,026	272,026	0
Other Expenses	10,321	11,700	15,800	15,800	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>268,021</b>	<b>283,489</b>	<b>287,826</b>	<b>287,826</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	0.83	0.83	0.83	0.83	
Professional/Technical	1.7	1.7	1.7	1.7	
<b>TOTAL</b>	<b>3.53</b>	<b>3.53</b>	<b>3.53</b>	<b>3.53</b>	<b>0</b>

### Program Description

The Building Division is responsible for applying an enforcing the State Building code to all construction within Winchester. In addition, the Building Commissioner acts as the Zoning Enforcement Officer pursuant to Massachusetts law, making formal determinations on the applicable use of land. The Building Department provides staff support to the Zoning Board of Appeals and serves as a resource to the Town when designing and constructing municipal buildings and related projects.

### Mission Statement

The mission of the Building Department is to ensure the health and safety of the public through enforcement of the State Building code and to help protect the character and quality of life in Winchester through enforcement of the Town's Zoning By-Laws and related regulations.

### Ranking of services:

1. Daily inspections of all building projects
2. Review and approve plans for building permit applications
3. Review request for zoning interpretations and investigate complaints of zoning violations.
4. Conduct annual safety inspections of buildings used for public use, such as daycare, hospital, clubs, restaurants, etc.
5. Maintain records of all business carried out by the Building Department.

### FY2016 Objectives

The Building Department would like to purchase a copy machine/scanner for the office. The Building Department is looking into acquiring more permanent containers for the storage of archived plans. The Building Department is researching for a computer program which would allow us to input, maintain, store and generate reports for all permits issued by the department by address. Work with the High School Redevelopment Team to complete inspections promptly while maintaining regular inspection schedule for permitted construction being performed throughout the Town.

### Prior Year Accomplishments

The Building Department is continuing to build a digital library for building plans. All inspectors completed continuing education requirements. The Building Department has maintained efficient and courteous service. The Building Department is working with the Energy Management Committee to provide HERS Rating and Solar Array installation reports.

## BOARD OF APPEALS

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	11,177	11,768	12,412	12,412	0
Other Expenses	817	870	870	870	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>11,994</b>	<b>12,638</b>	<b>13,282</b>	<b>13,282</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	0	0	0	0	
Clerical	0.17	0.17	0.17	0.17	
Professional/Technical	0	0	0	0	
<b>TOTAL</b>	<b>0.17</b>	<b>0.17</b>	<b>0.17</b>	<b>0.17</b>	<b>0</b>

### Program Description

The Board of Appeals consists of 3 full members and 3 alternate members appointed for 3-year terms by the Board of Selectmen. The Board of Appeals hears and decides administrative appeals from the order and decisions of the Building Commissioner, hears and decides applications for special permits upon which the Board is empowered to act under the Zoning By-Law, and hears and decides petitions for variances from the provisions of both the Zoning By-Law and Building Code of the Commonwealth.

### Budget Statement

The budget is level funded.

### Statistics:

Cases Heard -

2009 - 33  
 2010 - 39  
 2011 - 23  
 2012 - 37  
 2013 - 27  
 2014 - 29

## CONSERVATION COMMISSION

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	42,370	49,666	50,600	50,600	0
Other Expenses	1,989	1,500	1,774	1,774	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>44,358</b>	<b>51,166</b>	<b>52,374</b>	<b>52,374</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	0	0	0	0	0
Clerical	0	0	0	0	0
Professional/Technical	0.71	0.71	0.71	0.71	0
<b>TOTAL</b>	<b>0.71</b>	<b>0.71</b>	<b>0.71</b>	<b>0.71</b>	<b>0</b>

### Program Description

The Conservation Commission is appointed by the Board of Selectmen and is responsible for protecting the Town's natural resources.

### Mission Statement

The Commission implements the Conservation Commission Act, the Wetlands Protection Act, and the Winchester Wetlands Bylaw, and oversees implementation of the Open Space and Recreation Plan and manages conservation areas.

### Rankings of Services:

1. Implement the Wetlands Protection Act and the Winchester Wetlands Bylaw.
2. Maintain conservation areas and improve trails.
3. Administer the Open Space and Recreation Plan.
4. Provide assistance to the Town on conservation and environmental issues, including planning for open space preservation, acquiring land and conservation restrictions and serving on other Town boards and committees.
5. Public awareness and education programs.

### FY2016 Objectives

- Provide assistance to permitting the Aberjona River flood control plan.
- Implement the Open Space and Recreation Plan.
- Maintain conservation areas and trails.
- Process filings; provide environmental information and assistance to applicants.
- Distribute information to public regarding natural resources.
- Provide volunteer opportunities for town youth groups.
- Develop a policy and guidelines for invasive species management.
- Work with the Town to upgrade Davidson Park
- Provide assistance with migratory fish habitat restoration.
- Begin work on the "Aberjona Initiative", a landscaped restoration plan along Mill and Judkins Ponds.

### Prior Year's Accomplishments

- Provided assistance to Town in permitting Aberjona River flood control plan and ecological restoration.
- Provided assistance to town in management of water quality in Mystic Lakes, Winter Pond and Wedge Pond.
- Worked with neighborhood groups for the management of invasive plant species.
- Maintained conservation areas.
- Processed filings; provided environmental information and assistance to applicants.
- Implemented education program, increasing public awareness of value of resource areas.

- Worked with Town to develop plan for upgrade of Davidson Park.
- Updated Open Space and Recreation Plan

**External Funding Source**

Wetlands Protection Act Fund

## PLANNING BOARD

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	80,527	93,069	87,033	87,033	0
Other Expenses	23,073	43,600	31,950	31,550	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>103,600</b>	<b>136,669</b>	<b>118,983</b>	<b>118,583</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical					
Professional/Technical					
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>

### Program Description

The duties of the Planning Board are spelled out in the Town's Charter, which are as follows: "The Planning Board shall make studies and prepare plans concerning the resources, possibilities and needs of the Town. The Planning Board shall have the power to regulate the subdivision of land within the Town by the adoption of the rules and regulations governing such development. The Planning Board shall annually report to the Town giving the information regarding the condition of the Town and any plans or proposals known to it affecting the resources, possibilities and needs of the Town. The Planning Board shall have all of the powers and duties given to planning boards under the constitution and the General Laws of the Commonwealth, and such additional powers and duties as may be authorized by the Charter, by by-law or by other Town Meeting vote."

### Budget Statement

The FY2016 budget provides for standard step increases for the planning staff and level funding of professional services expenses. The Planning Board has been successful in using the professional services funds to match and leverage technical assistance grants from State agencies and private foundations. This has allowed the Board to advance Town planning projects without adding additional costs to the budget.

### Mission Statement

The Planning Board is responsible for making studies and preparing plans concerning the resources, possibilities and needs of the Town. By Town Charter and State statute, the Board is to prepare and approve the Town's master plan, and develop and propose zoning bylaws to Town Meeting. The Board is also responsible for regulating the subdivision of land within the Town by the adoption of rules and regulations governing development. The Planning Board is required to report annually to the Town giving information regarding the condition of the Town and any plans or proposals known to it affecting the resources, possibilities and needs of the Town.

### FY 2016 Objectives

- **Master Plan.** The sections below for Phase II of the Master Plan need to be completed. transportation/circulation, cultural/historical, open space/natural resources/recreation, infrastructure/town facilities and governance of development.
- **Town Center Initiative.** Over the past 5 years, economic development and additional housing downtown has been at the forefront of the Planning Board's agenda. The Planning Board will work to pass the rezoning of the Center Business District at Town Meeting in order to implement many goals of the Master Plan Phase I.
- **Wright-Locke Farm.** The Planning Board will work with the Board of Selectmen and other municipal boards and commissions to consider options for the development and preservation of the Wright-Locke Farm.
- **Grants.** The Board intends to pursue additional technical assistance and other grant opportunities for economic development, Brownfield's redevelopment, historic preservation, and greenway/river way restoration.

- **Historic Properties Inventory.** The Planning Board will support the Winchester Historical Commission in their efforts to expand their knowledge and inventory of historic properties within the community.
- **Zoning Code.** Correct several inconsistencies within the Zoning Code: dimensional requirements, duplicate or unclear definitions, and zoning classifications.
- **Grants.** Secure grants for river-related projects, community housing, energy-related initiatives, and Community Preservation.
- **General Planning.** The Board will work to improve coordination and communications between the Planning Board and its staff and other municipal boards, commissions and staff.

### **Prior Year's Accomplishments**

- **Town Center Initiative.** Continued to work with the Massachusetts Smart Growth Alliance grant, funded by the Barr and Ford Foundations, on new zoning for the Central Business District. Consultant contracts were generated for additional MAPC consultant time as well as for publicity and outreach and urban design work. A design advocate was also hired to assist in representing the town in negotiating with the MBTA on the design of the Winchester Center train station. Additionally, an historic preservation and parking consultant were hired to guide us in the drafting of the CBD bylaw.
- **Master Plan.** Continued work on Phase II of the Winchester Master Plan with the Master Plan Steering Committee.
- **Parking Plan.** Finalized work on the Parking Plan in the town center. Pay stations, lines, and signs to be fully implemented by January 1, 2015.
- **ANRs.** Reviewed Approval Not Required (ANR) plans. ANR applications are typically requests to subdivide existing lots to create additional buildable lots or to change lot lines. By State law, the Winchester Planning Board must determine that the lots meet the frontage and legal access requirements and do not qualify as subdivisions.
- **BOA Petitions.** Advised the Zoning Board of Appeals on applications for special permits and variances.
- **Routine and Long-Range Planning Issues.** Addressed various long-range planning issues and responded to routine town staff and citizen inquiries about planning and subdivision projects.

## TOWN CLERK

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	306,853	317,116	307,824	307,824	0
Other Expenses	52,075	57,515	55,105	55,105	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>358,927</b>	<b>374,631</b>	<b>362,929</b>	<b>362,929</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	1	1	1	1	
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>

### Program Description

The Office of the Town Clerk provides many services to the community of Winchester. As the primary provider of information, the Town Clerk's Office serves as the Chief Election Official, Official Recording Officer, Public Records Officer, Licensing Official, Clerk of Town Meeting, Town Hall Records Administrator, Registrar of Vital Statistics, Registrar of Voters and Conflict of Interest Liaison Officer.

### Mission Statement

It is the mission of the Town Clerk's Office to provide excellent customer service to the general public along with fostering educational opportunities to those citizens who may be interested in the structure of our Town Government, its electoral process and the many opportunities for citizens to become engaged in local government.

### FY 2016 Objectives

- Continue to add offerings to the general public via the website (i.e. permits, applications, requests, online purchasing of various departmental offerings)
- Research the policies and procedures that govern the Elected and Appointed Boards and Commissions as it pertains to Open Meeting Laws and the Conflict of Interest Laws. Update the existing guide to assist the members to be sure the town upholds the requirements under the law.
- Continue to implement cost saving measures regarding the administration of workflow in the Town Clerk's Office.
- Design curriculum, offer poll worker training for the new electronic voting machines.
- Review, update and enhance the Conflict of Interest training database for compliance throughout the organization. Offer training courses on Open Meeting Law and Conflict of Interest Law to the appointed and elected officials of the town.
- Aim to successfully administer the Annual, Presidential and General Elections for 2015-2016.
- Continue to communicate through electronic means to the Town Meeting Members as it pertains to the work of the spring and Fall Town Meetings.
- Work cooperatively with the Town Manager on any and all requests to support and assist departments within the organization.
- Continue to work with the Winchester League of Women Voters to offer voter registration sessions to high school seniors prior to graduation from Winchester High School. Provide educational information regarding the absentee ballot process.

Continue to update and maintain the Town Meeting Indexes of all activity of the town meeting.

### Prior Year's Accomplishments

- Successfully administered the 2014 Annual Town Census and created the List of Resident Book.
- Successfully administered the 2014 Annual Town Election, State Primary and General State Election where the voter turnout at the state elections was consistently greater than the state average.
- Assisted in the rollout of the Town's Official website managed by Civic Plus. Additionally created opportunity for greater online services through sales of the SMART (save money and recycle trash) permits online.

- Maintained the online conflict of interest educational training for over 1000 municipal town employees and elected/appointed volunteers.
- Implemented the Massachusetts Public Health VIP vital records program. All birth records, death records and burial permits are now recorded through an online paperless environment where recording fees can be collected electronically.
- Continued indexing town's vital record collection of 20<sup>th</sup> century birth records.
- Worked collaboratively with the Archives Advisory Committee to administer and supervise the Town Archives.
- Received capital funding for the purchase of new electronic voting machines to be implemented in the 2016 Presidential Election cycle.

## LEGAL

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	0	0	0	0	0
Other Expenses	530,128	345,000	375,000	375,000	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>530,128</b>	<b>345,000</b>	<b>375,000</b>	<b>375,000</b>	<b>0</b>
<b>STAFFING</b>					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

### Program Description

The Legal budget provides funds for all legal services for various Town agencies and offices. The Town Counsel advises various commissions, boards, committees, and departments. He prepares or reviews contracts and other legal instruments for the Town, represents the Town in litigation, and generally supervises all legal matters. Included in this budget item are legal services not directly handled by Town Counsel, such as fees for special counsel retained for extraordinary legal matters as deemed necessary by the Board of Selectmen. This budget also provides funds for the labor counsel for collective bargaining and various disputes.

## DATA PROCESSING

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	72,971	125,227	108,800	108,800	78,300
Other Expenses	295,536	264,500	336,825	336,825	351,825
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>368,507</b>	<b>389,727</b>	<b>445,625</b>	<b>445,625</b>	<b>430,125</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical					
Professional/Technical	1	1	0.5	0.5	
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>1.5</b>	<b>1.5</b>	<b>0</b>

### Program Description

The Data Processing Department reports to the Town Manager and is responsible for managing all of the Town's main computer hardware and software systems and providing support services to all the departments. It also maintains the fiber-optic network connecting all Town and School buildings.

### Budget Statement

This budget has increased due to additional fees related to MUNIS, MS Office and new maintenance contracts.

### FY2016 Objectives

- Retire the last Server 2003 Town Servers.
- Complete the move for the GIS software to be hosted offsite.
- Complete Phase 1 of the Ethernet upgrade project.
- Continue to maintain the Fiber Optic Network infrastructure.
- Update desktops, laptops, printers, and Application Software.

### Prior Year Accomplishments

- Retired the last Server 2000 Town Server
- Started Phase 1 of the Ethernet Cabling Upgrade project.
- Started the GIS software to be hosted offsite.
- Successfully moved the Town's website to a new provider
- Upgraded desktops, laptops, printers, and Application Software as needed.
- Maintained the Fiber Optic network infrastructure.
- Connected a third Internet Provider to give both the Municipal and Schools a third redundant internet connection.
- Worked with the School's IT Department to resolve network issues.

## GENERAL SERVICES

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services					
Other Expenses	112,680	130,800	130,800	130,800	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>112,680</b>	<b>130,800</b>	<b>130,800</b>	<b>130,800</b>	<b>0</b>
<b>STAFFING</b>					
Managerial					
Clerical					
Professional/Technical					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Program Description

The General Services program supports many Town offices. The services are an administrative responsibility of the Comptroller. Supported by this program are the purchase and inventory of commonly used office, printing, and reproducing supplies for the Town Hall offices, Council on Aging, Fire and Police Departments. Also supported are central mailing, printing, maintenance of office machines, and operation of intercommunication systems, and costs for storage of certain microfilmed Town records.

### Budget Statement

This budget is level funded.

## LIBRARY

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	1,300,079	1,397,646	1,404,005	1,404,005	0
Other Expenses	359,010	378,597	383,185	383,185	0
Equipment	12,782	13,500	13,500	13,500	0
<b>TOTAL</b>	<b>1,671,871</b>	<b>1,789,743</b>	<b>1,800,690</b>	<b>1,800,690</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	2	2	2	2	
Clerical	8.86	8.89	8.89	8.89	
Professional/Technical	9.71	10.11	10.11	10.11	
Public Works	1.43	1.53	1.53	1.53	
<b>TOTAL</b>	<b>22</b>	<b>22.53</b>	<b>22.53</b>	<b>22.53</b>	<b>0</b>

### Program Description

The Winchester Public Library is under the jurisdiction of a five-member elected Board of Trustees. The Library disseminates information on a broad array of topics related to work, school, and personal life; provides lifelong learning opportunities for adults and children; and endeavors to improve the quality of life for its patrons by providing current topics and titles for their relaxation and reflection. Professional reference librarians guide users to its collection of current materials as well as the combined resources of the Minuteman Library Network and the worldwide resources of information available through technology. The Library serves as a community center, connecting citizens to community groups, organizations, and local resources while helping to build a strong sense of community.

### Budget Statement

This budget fulfills all requirements for state certification by the Massachusetts Board of Library Commissioners. In FY '15 we added a non-benefitted fifteen hour per week librarian, with additional clerical support, to allow the Children's Room to be open until 8PM weeknights instead of closing at 7PM. This has been successful and will continue. We are continuing to phase-in town funding of Sunday hours.

### Mission Statement

The Winchester Public Library is a dynamic community resource that endeavors to improve the quality of life for its Library patrons by providing

- The resources, services and support they need to make informed decisions, resolve issues or answer questions.
- Children and teens with the programs, services and materials they need to success in school and satisfy their educational and recreational interests as they grow from infants to young adults.
- The resources they need to explore topics of personal interest and to support intellectual growth throughout their lives.
- A safe and welcoming physical space to meet and interact with others or to sit quietly and read and have access to the ever-growing resources and services available through the library's web site.

To accomplish these endeavors, the Library relies upon a professional staff, a broad collection of current materials in a variety of formats, suitable information technology, and a well-maintained facility for patrons.

### FY 2016 Objectives

- Continue to phase-in town funding of personnel costs for Sunday hours from mid-October through mid-May.
- Serve as expert information guides to the various forms of electronic resources. Increase the number of hands-on computer classes and opportunities for individual instruction, as well as offering classes on topics of current interest.

- Extend the digitization project for the Winchester Star, providing online, searchable access to the archived collection.
- Continue our collaborative relationship with other organizations that benefit patrons learning English as a second language and for adult literacy.
- Promote library services outside the walls of the Library through programs such as Winchester Reads (a Town-wide reading initiative) and Rush Out and Read (teens reading aloud to children), as well as volunteers leading book discussions at nursing homes and senior housing and volunteer delivery of books to homebound patrons.
- Offer a second weekly session of “Step into Storytime” for graduates of Patty Cake Place.

### **Prior Year’s Accomplishments**

- Promoted the use of the Library as a community center by providing meeting space for community groups, sponsoring book discussion groups, arranging for monthly exhibits of local artists, providing the Friends of the Library sponsored programs for children and adults, and offering classes taught by librarians as well as community based professionals.
- Promoted library services outside the walls of the Library through programs such as Winchester Reads (a Town-wide reading initiative) and Rush Out and Read (teens reading aloud to children, which celebrated its 20<sup>th</sup> anniversary in 2012), as well as volunteers leading book discussions at nursing homes and senior housing and volunteer delivery of books to homebound patrons. Collaborations with the Jenks Center include professional assistance with personal electronic devices and book discussion groups.
- New phone system was installed. Funded by our State Aid award for certified libraries.
- A major network-wide software upgrade was installed affecting both staff and public interface functionality. Borrowed eBooks and eAudiobooks are now integrated into the patron’s online account.

### **External Funding Sources**

The Library receives outside funds from four different sources: state aid, grants, donations from private individuals, and endowment and trust fund income.

The Library is eligible each year for a state aid program that is contingent upon the Library meeting state certification requirements. This aid is used to supplement Town funds. In FY 2014 we received \$27,472.

The Library applies for grants to fund outreach efforts, special programs, and projects. This year the Winchester Co-Operative Bank funded our Summer ROAR program with a grant of \$5,244. In FY 2014 gifts from individuals, all with specified intentions, totaled \$8,211. These gifts from private individuals are held in a designated gift account and used for their intended purpose – typically books in honor or memory of someone, museum passes, benches, etc. From the Mass. Board of Library Commissioners we received a grant of \$7,407 through the Library Services and Technology Act (LSTA) for “Science is Everywhere” to promote improved STEM learning.

Private donations have led to the establishment of Trust Fund accounts and the Endowment Fund. Trust Fund income (15,753) is used to make up the difference between the state mandated materials budget and the Town appropriation. Gifts to the Endowment Fund totaled \$30,686. Endowment Fund income (\$32,210) is restricted to enriching and enhancing Library operations and services.

We are grateful for the support of our Friends of the Library. They received grants from the John and Mary Murphy Foundation, En Ka, and the Rotary Club of Winchester as well as generous contributions from private individuals. This year a grant of \$3,000 from the John and Mary Murphy Foundation funded special events for the Summer Reading Program. The Friends fund all of our adult and children’s programming throughout the year, Express book collection, museum passes, and the library newsletter sent to all households in Winchester.

## Statistics

	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
<b>Hours open per week</b>	65	65	65	65	65
<b>Circulation</b>	578,032	562,628	554,951	531,261	521,298
<b>Reference questions</b>	60,545	59,593	60,606	56,240	56,065
<b>Visitors</b>	312,192	294,683	292,735	282,411	278,219
<b>Number of registered Winchester borrowers</b>	14,045	13,842	13,981	14,038	14,111
<b>Network loans to Winchester</b>	54,252	56,405	56,634	57,362	57,406

## ARCHIVAL CENTER

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	0	0	0	0	0
Other Expenses	8,186	10,682	11,665	11,665	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>8,186</b>	<b>10,682</b>	<b>11,665</b>	<b>11,665</b>	<b>0</b>
<b>STAFFING</b>					
Managerial					
Clerical					
Professional/Technical					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Program Description

The Archival Center functions as the repository for historical documents, photographs and media pertaining to the history of the town of Winchester. It is located on the ground floor of Town Hall and is supervised by the Town Clerk and overseen by the Archives Advisory Committee. It is a member of the Collaborative for Documenting Winchester's History, which comprises the AAC, Town Clerk, Library Director, the curator of the Winchester Historical Society, and a representative of the Historical Commission.

### Mission Statement

The Archival Center is dedicated to collecting and preserving materials that document all aspects of Winchester history and the lives of its residents; it facilitates public access to the information contained within these collections.

1. The Center collects, organizes, and conserves documents relative to Winchester history (excluding public records preserved by the Town Clerk).
2. The Center provides public access to the collections and provides information to other town departments, researchers, and the public.
3. The Center organizes and catalogs its collections so they are available electronically through the Center's database and on-line exhibits.
4. The Center works cooperatively with the Collaborative on preservation issues of historical resources town-wide.

### FY2016 Objectives

- To maintain regular open hours at the Archival Center so that town staff and the public have access to reference service and records. Professional services budget for the Reference Archivist reflects these hours.
- To increase the images and content in the online catalog so that more information is available to the Town Departments and the public via the internet (statistics show that most inquiries are now on-line with 1285 individuals accessing the catalog in the first 11 months of 2014). Professional services budget includes an increase to the hourly rate to reflect the training and skills required to do this work.
- To increase public awareness of the collections and encourage public participation in documenting the community's history through exhibits and outreach to the Library and schools.
- To solicit donations of significant collections of photographs and documents related to the history of Winchester and add them to the collection.
- To work with the Town Clerk and the Winchester Historical Society to evaluate the long-term needs of the town's historic assets.

### Prior Year's Accomplishments

- The Town Clerk assumed administrative responsibility for the Archival Center. The transition has been smooth, with the Clerk, Archivist, and the Archives Advisory Committee working collaboratively on policy and

practice. Ellen Knight continued as Reference Archivist, Jo-Ann Michalak joined the Archives Advisory Committee, and Nancy Schrock served as its chair.

- Beginning in September 2014, the Center increased open hours to 6 hours per week (3 hours on Monday and Thursday) staffed by a reference archivist who assisted walk-in patrons and answered email and phone questions from a variety of individuals, organizations, and businesses. As a result, on-site use of the Archives collections increased.
- The reference archivist assisted town departments and boards and introduced the new Town Planner to its resources.
- Use of the online catalog continued to climb. By the end of November, 1285 users had done 7475 searches, most of them for photographs and postcards, using keywords provided by our comprehensive indexing.
- The Archives continues to produce exhibits of historical collections in the case outside of the Town Clerk's Office and online on the Town website, for example, recognizing the 100<sup>th</sup> anniversary of the beginning of World War I and drawing attention in October to National Archives Month with a variety of items from the collections.

## HISTORICAL COMMISSION

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	0	1,500	1,500	1,500	0
Other Expenses	0	0	15,000	15,000	0
Equipment					
<b>TOTAL</b>	<b>0</b>	<b>1,500</b>	<b>16,500</b>	<b>16,500</b>	<b>0</b>
<b>STAFFING</b>					
Clerical					
<b>TOTAL</b>			<b>0</b>	<b>0</b>	<b>0</b>

### Mission Statement

The Winchester Historical Commission is charged with the preservation, protection, and development of our town's historical or archeological assets, and the establishment of protective measures of these assets for future generations.

### Budget Statement

The budget's request of \$15,000 is funding that would benefit Winchester's many historic and cultural resources. The existing town-wide survey forms from the 1970's no longer meet the requirements of effective preservation planning and many of the forms contain little of the information currently required to perform effective preservation planning. Through survey (*Inventory of Historic and Archaeological Assets of the Commonwealth of Massachusetts*), resources are systematically recorded using photographs, detailed architectural description and analysis, and a narrative of social, architectural, and regional history. Information is assembled into multi-page forms used by the Massachusetts Historical Commission that are permanently stored for use at the state and local level to perform the initial steps in the process to develop tools for preserving historical assets, including further documentation through National Register listing and the establishment of state-enabled and local by-laws such as demolition delay ordinances, Neighborhood Conservation Districts, Local Historic Districts, Heritage Districts, Local Landmarks and zoning ordinances.

These funds will be used to engage a preservation consultant to conduct a survey of a portion of the historic resources in Winchester and update our records and archives effectively so that the Winchester Historical Commission can continue our mission in an effective, efficient, and educated manner to benefit the Town of Winchester as a whole.

## BOARD OF HEALTH

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	225,227	237,040	257,746	243,287	0
Other Expenses	42,513	53,075	54,170	54,170	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>267,740</b>	<b>290,115</b>	<b>311,916</b>	<b>297,457</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Nurse	0.66	0.8	1	1	
Community Health Program Mn	0	0.49	0.49	0.49	
<b>TOTAL</b>	<b>2.66</b>	<b>3.29</b>	<b>3.49</b>	<b>3.49</b>	<b>0</b>

### Program Description

The mission of the Board of Health is to promote a healthy community by protecting the public's health and well-being through prevention and control of communicable disease and environmental health hazards.

### Budget Statement

The Town Manager supports the full-time position of the Public Health Nurse when proportionally funded by a revolving account.

### Mission Statement

The mission of the Board of Health is to promote a healthy community by protecting the public health and well-being through prevention and control of communicable disease and environmental health hazards.

Ranking of Services:

1. Provide medical services including disease surveillance and education, health screenings and vaccination clinics.
2. Inspect, enforce, and issue permits for State and local regulations including housing, food establishments, swimming pools and beaches, recreational camps for children and nuisance conditions.
3. Conduct emergency public health preparedness planning for infectious disease outbreaks, biological, and chemical incidents.
4. Provide animal and mosquito-borne disease prevention and control services.
5. Evaluate and consult with public agencies and private entities on environmental issues including indoor air quality, development proposals, and hazardous material releases and waste sites.

### FY 2016 Goals

- Collaborate with Police and Fire Departments to install and operate a 24/7 kiosk for the collection of sharps/needles from residents.
- Adopt new tobacco regulations that will: ban all flavored tobacco products from sale and ban smoking on specific public property including, but not limited to: playgrounds, playing/sports fields and on the grounds of public buildings.
- Coordinate new catch basin mosquito larvicide program.
- Hold school-based flu immunization clinic program in every school in collaboration with the School Department for the 6<sup>th</sup> year.
- Implement community health programming to reduce risky behavior among youth including, alcohol, tobacco and drug use.
- Update Emergency Dispensing Site Plans and conduct site activation drill.
- Carry out all mandatory inspection and permitting requirements: food service, housing, pools, camps for children, wells, etc.
- Conduct routine annual public immunization clinics including: flu/pneumonia/tetanus

- Conduct health screenings for blood pressure and TB.
- Contract with U.S. Wildlife Service for Canada geese control.
- Provide annual household hazardous waste and medication collection day.
- Hold annual rabies clinic for cats and dogs.

### Prior Year Accomplishments

- Passed and implemented new tobacco regulations to ban sales of tobacco and nicotine delivery products to anyone under 21 years.
- Obtained grant funding from the MA Department of Public Health for the purchase of a sharps/needle kiosk.
- Implemented new tick-testing grant program provided through grant funding from the MA Governor’s Office. This allowed for free testing of ticks in Winchester that identified tick-borne pathogens.
- Enrolled in two electronic software systems of the MA Department of Public Health: Massachusetts Immunization Information System and the Electronic Death Registry System.
- School-based flu clinics were held for the fifth year with strong collaboration between the Health Department and School Department. Clinics were held in each of the seven school buildings during the school day. Both FluMist and the flu shot were administered:
  - 1,772 flu vaccinations given to students (includes booster doses).
- General Public Flu Clinics – 7 clinics held:
  - 1,622 vaccinations for flu
  - 23 Pneumonia shots
- Administered 400 doses of High-Dose flu vaccine. Third year High-Dose offered.
- Conducted 21 blood pressure clinics at the Jenks Center.
- Provided TB screenings throughout the year.
- Routinely inspected and permitted: all food service activities, camps for children, pools, and beach.
- Contracted for mosquito control and surveillance of West Nile Virus with the Eastern Middlesex Mosquito Control District.
- Provided household hazardous waste collection day: 11,641 lbs of waste collected and properly disposed.
- Contracted with U.S. Wildlife Service for Canada geese control.
- In addition to holding monthly meetings of the Winchester Coalition for a Safer Community (WCSC), the Community Health Program Manager (CHPM) arranged for the following programming (highlights):
  - App Night – review of apps middle school students may be using.
  - Distractology – driving simulator at High School to show effects of texting while driving.
  - Community Forum – panel presentation to community focusing on risky behaviors, such as heroin use.
- The CHPM partnered with the school system to present the findings of the 2013 Youth Risk Behavior Surveillance results.
- The CHPM collaborated with the Police Department to launch an anonymous text tip line.
- WCSC in cooperation with the Police Department and Winchester Hospital, conducted a medication collection day. The medication kiosk in the Police Station lobby continues to accept medication from the public all year round. In total, 524 lbs of medication were safely disposed of.

### Permit Revenue

	<b>2014</b>
Asbestos Removal	\$ 2,550
Burial	11,320
Camps	800
Dumpsters	17,500
Food	24,695
Pools	1,050
Tobacco	1,400
Transfer Station	15,760
Wells	400
<b>TOTAL</b>	<b>\$ 75,475</b>

**Communicable Disease Surveillance Cases - 2014**

Arbovirus (other)	3
Babesiosis	2
Calicivirus/Norovirus	1
Campylobacteriosis	8
Cryptosporidiosis	2
Dengue Fever	1
Erlichiosis	2
Giardia sis	1
Group A streptococcus	4
Hepatitis B (chronic)	19
Hepatitis C (chronic)	7
Human Granulocytic Anaplasmosis	4
Influenza	35
Legionellosis	3
Lyme Disease	40
Malaria	1
Measles	4
Mumps	1
Pertussis(and other Bordetella species)	4
Rocky Mountain Spotted Fever	1
Salmonellosis	5
Shiga toxin producing organism	1
Streptococcus Pneumoniae	1
Typhus Fever	1
Varicella	5
Vibrio sp.	1
West Nile Infection	1

**Total** **158\***

\*This number reflects confirmed, probable, suspect and revoked cases.

**External Funding**

Below is a listing of external funding that the Board of Health should receive for FY16. Please note that the funding is not guaranteed from year to year and while the BOH anticipates receiving the funds, it is not a certainty.

- Emergency Preparedness funds from the MA Department of Public Health – The BOH anticipates receiving approximately \$2,000 in FY15 for training and communication purposes.
- Revolving Fund: In accordance with Massachusetts General Law, Chapter 44, Section 53 ½, this fund is voted each year at Town Meeting to set up an account to receive monies, charged for public health programs, such as flu clinics. Expenses include the cost of the vaccine, printing costs, staff time, and other supplies. Approximately \$40,000 is collected from Medicare and private health insurance claims and fees for flu vaccination.

## COUNCIL ON AGING

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	237,052	242,403	264,690	243,270	0
Other Expenses	5,930	6,245	6,352	6,350	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>242,982</b>	<b>248,648</b>	<b>271,042</b>	<b>249,620</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	1	1	1.5	1	
Professional/Technical	1.6	1.5	1.5	1.5	
<b>TOTAL</b>	<b>3.6</b>	<b>3.5</b>	<b>4</b>	<b>3.5</b>	<b>0</b>

### Program Description

The Council on Aging (COA) is the local government agency, established by Massachusetts Law, to meet the needs of older adults within the community. The mission of the Winchester COA is to identify the needs of Winchester's seniors and to meet those needs through service, education and advocacy. The COA is governed by an eleven member Board appointed by the Selectmen. The Board has hired a professional staff to assist in carrying out its Mission. The services provided by the COA include:

1. Social services and oversight to frail seniors living alone without support systems. Social services available to all seniors include transportation, in-home services, housing assistance, mental health counseling, information and referral, and handy man services.
2. Health services to promote wellness, coordinate community and healthcare resources and monitor physical progress at home.
3. Weekly nutritional meals
4. Financial and legal services
5. Managing the Community Reimbursement Program to reduce the local tax burden on eligible senior citizens.

In addition the Council sponsors many education programs regarding senior entitlements and other issues of importance to seniors. The COA is concerned with long range community planning for seniors as well as coordination with other communities and with the Executive Office of Elder Affairs.

### FY 2016 Objectives

- Plan with the Winchester Seniors Association for the transfer of activities, programs and staff during the renovation of the Jenks Center.
- Consider expansion of secretarial staff which currently consists of one Full time secretary.
- Evaluate telephone system in light of the Jenks expansion plans.
- Continue to provide many services and programs to the seniors of Winchester through our budget, grants and external funding.
- Continue to encourage seniors to take advantage of programs such as "Green Energy" audits and other cost saving programs.

### Prior Year's Accomplishments

- Provided baseline services, i.e., health, financial, legal, educational and social services as well as ongoing programs, the nutrition site and transportation.
- Organized the Savvy Senior Symposium to meet the needs of present day seniors and baby boomers. The title was "Savvy Seniors Maintain Their Vitality". This addressed normal aging, improving cognitive functioning, the benefit of exercise and good nutrition, and adding meaning to one's life. Over two hundred seniors attended.
- Sponsored the National Council on Aging program on "Balance". This is one of a series of national programs which has demonstrated better health and cost effectiveness.

- Completed initial plans to register seniors in The Winchester Senior Alert Program.
- Entered a written agreement with Mount Vernon House to use their van to transport our seniors.
- Continued to provide baseline services, i.e., health, financial, legal, educational, and social services as well as ongoing programs, the nutrition site and transportation.
- Received a grant from the Cummings Foundation for the expansion and development of programs and services for seniors. Initiated the Following Activities Under This Grant:
  - Increased transportation for all seniors and especially for those unable to drive or who have no support systems. Specifically we established grocery shopping through the Mount Vernon House Van and we established a voucher taxi system for seniors when our volunteer drivers are not available.
  - Expanded educational nutritional programs
  - Established evening seminars for those seniors unable to get to day programs because of work or caregiving.
- Plan to expand nursing outreach
- Implemented Winchester Alert System for seniors.
- Established “Green Energy” a program designated to help eligible seniors with home energy saving devices.
- Continued National Council on Aging programs, which assist seniors in the self management of their healthcare.
- Assisted Senior Housing to obtain air conditioners

### **External Funding Services**

The Formula Grant is given by the state to every community in the Commonwealth. It is so named because it provides \$8.00 for every senior within a community based on the 2010 federal census. Each year the legislature can raise or lower this amount. Winchester uses this grant to provide programming and services, which are not provided by the municipality, to our seniors.

The Grant for Winchester is \$37,432. Of this amount \$18,956 is spent on senior transportation, this includes gas for volunteer drivers who transport seniors within Winchester (5 days a week, 7 hours a day), medical transportation and emergency taxi fares. Minuteman Senior Services receives \$5,876 to provide nutrition supplies and the nutrition site manager. Two thousand (\$2,000) is used for postage for the monthly Newsletter. The Financial Counselor has a stipend of \$4,200.00. The remaining monies (\$5,500) pay for State and National dues, Board trainings, periodicals, flyers, posters, educational programs etc.

In addition, Salter Health Care pays the bill for two days van transportation to the Eating Program. Finally the Cooperative Bank provides \$2500 a year to buy the books for the Literary Lunch.

The Cummings Foundation awarded the COA \$20000.00 from the Cummings Foundation to expand programming.

## Statistics

### Caseload Statistics –Year 2014

Nurse	97
Social Worker	142
Financial Counselor	68
Attorney	88

### *Services Provided*

	Served	Contacts
Assessment of New Clients & management of existing clients	239	467
Counseling (Mental Health)	141	1,178
Group Support	33	106
Housing Assistance	13	14
Health Screening	34	143
Follow up Health Services	21	77
Community Service Reimbursement Program	45	179
Financial Counseling	130	200
Home Repairs	17	15
Congregate Meals	35	1,494
Transportation	143	3638

### *Programs*

Intergenerational Events	9	
Educational Events	30	800
Non Elders Served	250	300

## VETERAN'S SERVICES

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	8,420	8,712	8,725	8,725	0
Other Expenses	19,962	24,243	42,343	42,343	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>28,382</b>	<b>32,955</b>	<b>51,068</b>	<b>51,068</b>	<b>0</b>
<b>STAFFING</b>					
Managerial					
Clerical					
Professional/Technical					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Program Description

State statute requires each Massachusetts municipality to administer the State's General Assistance to Veterans program rather than require this assistance to filter through the regional general welfare services offices located in various areas of the State. The Veterans' Agent assists Winchester veterans in obtaining payments they are permitted to receive under various State and Federal laws. The Town is reimbursed for 75% of the payments made. It is noted that over the past several years the annual requirements and payments to eligible veterans has declined.

## POLICE DEPARTMENT

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	3,923,301	4,032,311	4,122,264	4,122,264	0
Other Expenses	173,695	173,524	200,380	200,380	0
Equipment	68,800	68,800	68,800	68,800	0
<b>TOTAL</b>	<b>4,165,796</b>	<b>4,274,635</b>	<b>4,391,444</b>	<b>4,391,444</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	1.5	1.5	1.5	1.5	
Professional/Technical	4.5	4.5	4.5	4.5	
Police Superior	11	11	11	11	
Police Patrol	25.5	25.5	25.5	25.5	
Public Works	0.5	0.5	0.5	0.5	
Crossing Guards (part time)	24	24	25	25	
<b>TOTAL</b>	<b>68</b>	<b>68</b>	<b>69</b>	<b>69</b>	<b>0</b>

### Program Description

The Police Department's primary function is the enforcement of laws and protection of life and property. This includes prevention of crime, preservation of the peace, law enforcement and detection of violators. When law violators are detected, they can be cited, summonsed or arrested. The Police Department responds to emergencies, provides for the efficient movement of motor vehicle and pedestrian traffic, trains and supervises school crossing guards, animal control officer, public safety dispatchers, and the parking enforcement officer. The Police Department over the past several years has committed to the philosophy of community policing by forming alliances and partnerships with other communities, community groups, instituting new programs and the use of technology. Through an alliance with NEMLEC (North Eastern Massachusetts Law Enforcement Council), the Police Department shares valuable resources with 59 other police departments in northeastern Massachusetts. Locally, the Police Department works closely with many community groups and organizations, such as the School Department, WCSC (Winchester Coalition for a Safer Community through the Health Department) and the Multicultural Network. Community Policing based programs include the STARS Programs (Safety in our schools) and our on-going "Violence in the Work Place" education program for our local businesses and Town departments. Through the use of our Web Page, Twitter, and Facebook, the Department continues to educate the community in crime prevention and public safety activities.

### Budget Statement

The budget reflects an adequate level of funding to support the Administration, Patrol Division, Investigative Division, the School Resource Officer program and Civilian Dispatch staffing. It also addresses the repetitive upgrading and replacement of vehicles, equipment, technology and associated maintenance. It also addresses the need for increased Parking Enforcement capabilities. This Budget also reflects an increase in overtime to meet required firearms training and also reflects an increase in other expenses to fund a maintenance contract to maintain the Police, Fire and DPW communications system which became a necessity upon the retirement of the Town's Radio Maintenance Officer.

### Mission Statement:

The mission of the Winchester Police Department is to provide the highest level of public safety and service to the citizens, visitors and the business community. We emphasize impartiality, honest, integrity, and professionalism in protecting the future and enhancing the quality of life for everyone in the Town of Winchester.

### Ranking Services

1. Patrol the community to respond immediately to emergencies, reports of law violations, citizen assistance, and preliminary investigators.
2. Receive calls for service and dispatch the necessary manpower and equipment to respond.

3. Investigate criminal activity by personnel trained in crime scene protection and control, evidence collection and preservation, school safety, and the arrest and prosecution of the perpetrators.
4. Plan, schedule, train and supervise personnel and administer the services and funds allotted to the Department.
5. Administer and supervise school crossing guards and parking enforcement activities.

### **FY 2016 Objectives**

- Through a capital request, complete the renovation of the Public Safety Building by seeking funding to upgrade the Police Department's indoor Firearms Training facilities.
- Further enhance the department's CAD system for better access and display of the department's in-house records, integrated state networks information, and silent dispatching to mobile units in the field using I-Pad devices.
- Complete the transition to a new chief of police, which will occur in FY16.

### **Prior Year's Accomplishments**

- FY2015 objective to hire and promote personnel has been completed. This has been a several year process and personnel levels in the department should be fairly stable for the next several years. The Police Department will have 1 Patrol Officer opening in late FY15 and this will be filled in early FY16.
- The department has moved forward with its network capabilities and training in the use of technology to ferret and resolve internet fraud, threats and other crimes. Specialized training and equipment being provided by the U.S. Secret Service to further this endeavor.
- During FY2015 the department upgraded its network domain by migrating from 2003 controllers to 2008 controllers. We also upgraded the department's Exchange Server by migrating from a 2003 exchange server to a 2010 exchange server. In late FY15 or early FY16, the network firewalls will be upgraded, completing the network upgrade, stabilizing the network for the next several years. This was accomplished without requesting additional funding.

### **External Funding**

The only external funding the Police Department received for FY2014 are two reimbursable grants from the **State 911 Department**. The two grants are the **State 911 Training Grant** which is reimbursable up to \$10,637 and the **State 911 Support and Incentive Grant** which is reimbursable up to \$47,803.

The Training Grant is to assist in training, certifying and recertifying our 911 PSAP (Public Safety Answering Position) operators in various aspects of public safety dispatching. This training is on-going annually.

The Support and Incentive grant can be used to purchase certain equipment directly associated with our Dispatch Center (Fire, Police and EMS) or to provide additional PSAP operator coverage during certain times of the day or evening where it is determined needed.

These grants have to be applied for annually and availability is subject to State funding.

## FIRE DEPARTMENT

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	3,788,314	3,910,998	4,271,364	4,271,044	0
Other Expenses	185,627	228,974	269,574	229,574	0
Equipment	23,334	30,000	32,500	32,500	0
<b>TOTAL</b>	<b>3,997,276</b>	<b>4,169,972</b>	<b>4,573,438</b>	<b>4,533,118</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Fire Officers	13	13	13	13	
Fire Fighters	32	32	32	32	
<b>TOTAL</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>0</b>

### Program Description

The Fire Department operates two stations: Central Station at 32 Mount Vernon Street and the West Side Station at 45 Lockeland Road. Two fire engines, one aerial ladder truck and one ambulance are staffed with a minimum of 9 firefighters on each of 4 duty shifts; a staffing level below the current professional standard. The department is responsible for: Fire Protection - response to fire emergencies, rescue operation, and protection of property. Also required for this operation is maintenance of equipment and training of personnel to adequately respond to emergencies; Fire Prevention - fire inspections of both public and private buildings to ensure compliance with all safety requirements of laws and regulations; Emergency Medical Assistance - staffing, training, and materials for the delivery of quality emergency medical care.

### FY2016 Objectives

- Seek funding for additional firefighters through a Federal grant program.
- Complete state certification of Winchester's Emergency Medical Services Zone Plan.
- Continue planning and advocacy for Phase 3 of Central Fire Station renovations.
- Continue to seek state and federal monies, as well as training resources, to enhance the operation of the fire department and the safety of the public.
- Streamline and refine training program for Paramedics and EMT's to ensure compliance with both national and state standards.

### Prior Year's Accomplishments

- Completed phase 2 implementation of an improved firefighter safety program through acquisition of firefighter turnout gear (Federal grant funded).
- Enhanced the use of the community-wide emergency notification system known as *Winchester Aware*.
- Continued Firefighter Rapid Intervention Team and Firefighter Survival training to improve safety of firefighters working in dangerous atmospheres and environments.
- Updated Fire Reporting System software.
- Improved police and fire communication systems by upgrading radio antenna sites with fiber optic equipment (Federal grant funded).
- Upgraded ability to respond to water rescue emergencies with purchase of new boat.
- Completed vehicle specifications and purchased replacement ambulance.
- Transitioned all Paramedics and EMT's from state to national registration and certification.

### External Funding Sources

The fire department has been the recipient of several grants from a variety of sources since FY'00. These grants are not guaranteed on an annual basis and are in some cases highly competitive. Monies received from these sources have reduced the town's budgetary burden for services or equipment that is necessary for the operation of the department. Since the department has become highly reliant upon these recurring funding sources, any loss of these funds would have a significant impact on future capital and operating budgets.

**Federal Firefighters Assistance Grant**                      **\$ 44,800**                      **Turnout Gear**  
Prior awards were utilized to purchase firefighter protective clothing, firefighter breathing equipment, and portable radio equipment.

**SAFE Grant**    **\$ 7,700**    **Educational Materials**  
The Student Awareness Fire Education (SAFE) Grant is received annually to assist in the funding of educational programs for the public, particularly those for school aged and senior citizens.

**Public Health Grant**    **\$ 3,500**    **Decontamination Unit**  
Massachusetts DPH annually reimburses the town for training, performance, and participation with a mobile Mass Decontamination Unit.

**Emergency Planning Grant**    **\$4,530**    **Communications Upgrade**  
Federal Emergency Management Agency provided this emergency management grant to improve infrastructure of communication systems. This grant was used to install fiber optic links for police and fire radio systems.

**Emergency Planning Grant**    **\$4,960**    **Community Notification System**  
Federal Emergency Management Agency provided this grant used to offset the contractual cost for the Town's community notification system (Winchester Aware).

**Local Equipment Grant**    **\$6,000**    **Rescue Boat**  
Private donations from American Alarm & Communications, the Chamber of Commerce, and the Town Day Committee allowed for the purchase of a new rescue boat.

## SEALER OF WEIGHTS AND MEASURES

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	5,584	7,543	7,402	7,402	0
Other Expenses	1,430	2,022	2,022	2,022	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>7,014</b>	<b>9,565</b>	<b>9,424</b>	<b>9,424</b>	<b>0</b>
<b>STAFFING</b>					
Managerial					
Clerical					
Professional/Technical					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Program Description

The purpose of this department is to certify and approve all of the Town's weighing and measuring systems as required under state law. The majority of the work is with scales and gas station meters checking for their accuracy. Oil trucks are also checked periodically and annually.

### FY 2016 Objectives

1. Certify new five-gallon test measure devise certified at state lab.
2. Continue to perform re-weights on grocery store products.
3. Obtain state assistance in price checking & scanner accuracy.

### Prior Year's Accomplishments

1. Collected \$1782 in fees.
2. Continued to get State Certification and was trained on new vehicle tank meters.
3. Purchased and restocked all weights & measures equipment as needed.
4. Responded and rectified some consumer complaints with oil deliveries and gas station purchases.

### Statistics

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Sealed Devises	139	154	163	130
Consumer Savings	1,384	1,429	2163	TBD
Merchant Savings	5,436	0	1053	TBD

## DEPARTMENT OF PUBLIC WORKS (DPW)

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	3,375,303	3,637,523	3,766,072	3,766,072	0
Other Expenses	1,884,172	2,113,132	2,016,440	2,016,440	0
Equipment	18,749	19,500	19,500	19,500	0
<b>TOTAL</b>	<b>5,278,225</b>	<b>5,770,155</b>	<b>5,802,012</b>	<b>5,802,012</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	4	4	4	4	
Clerical	2.4	2.4	2.4	2.4	
Public Works	24	22	22	22	
Professional/Technical	7	8	8	8	
Custodians - School	24	25	25	25	
Custodians - Public Works	1	1	1	1	
<b>TOTAL</b>	<b>62.4</b>	<b>62.4</b>	<b>62.4</b>	<b>62.4</b>	<b>0</b>

### MISSION STATEMENT:

The mission of the Public Works Department is to maintain and improve public health and safety for the citizens of Winchester through the maintenance, repair and improvement of the Town's infrastructure including municipal and school buildings, streets and sidewalks, parks, water and sewer systems, fleet maintenance and refuse disposal. The sub-programs that provide these services include Administration, Maintenance, Buildings, Garage, Transfer Station, Cemetery and Snow and Ice. The Water and Sewer is budgeted separately as a self-supporting enterprise.

## DPW - ADMINISTRATION

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	304,477	318,484	316,271	316,271	0
Other Expenses	12,515	20,600	20,600	20,600	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>316,991</b>	<b>339,084</b>	<b>336,871</b>	<b>336,871</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	2	2	2	2	
Clerical	2	2	2	2	
Professional/Technical					
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>

### Program Description

This sub-program of the Public Works budget is responsible for developing and monitoring departmental operating and capital budgets as well as the Town's Energy budget. This sub-program provides support for all D.P.W. divisions including the preparation of payroll, accounts payable and receivable, and preparation of specifications and bid documents for contract administration for school and municipal buildings.

### FY 2016 OBJECTIVES

- Working with Project Manager and Energy Conservation Coordinator to revive the Town's first power purchase agreement (PPA) at the DPW, Ambrose School and new Vinson Owen School since bidder terminated construction and contractual obligation.
- Work with Energy Coordinator on Phase II of the conversion of Town-owned, decorative lighting to LED fixtures.
- Continue to review operational expenses for opportunities to achieve reduction in expenses.
- Continue to evaluate new options for energy tracking software to monitor accurate energy consumption and statistics on all Town buildings.

### PRIOR YEAR'S ACCOMPLISHMENTS

- Worked with Energy Conservation Coordinator, Town Manager and Finance Committee to approve and implement conversion of Town-owned cobra head streetlights to LED as part of the MAPC consortium bid.
- In conjunction with the Energy Conservation Coordinator, implemented the Town's 3<sup>rd</sup> Green Communities Grant in the amount of \$250,000 toward the payoff of LED streetlight lease.
- Successfully implemented the SMART Pilot program at the Transfer Station for 500 residents for CY 2014. Pilot participants increased recycling by 17%.
- Working with DPW management, procured and implemented web-based software for new work order system within DPW sub-divisions. Trained PT's and administrative staff on entering work orders and updating status within program.
- Submitted and received grant from EnKa Society for purchase of the Town's 10<sup>th</sup> Big Belly Solar trash compactor/recycling bin.

## DPW MAINTENANCE

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	804,123	905,743	947,205	947,205	0
Other Expenses	319,517	354,767	357,767	357,767	0
Equipment	18,749	19,500	19,500	19,500	0
<b>TOTAL</b>	<b>1,142,389</b>	<b>1,280,010</b>	<b>1,324,472</b>	<b>1,324,472</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Professional/Technical	1	1	1	1	
Public Work	13	13	13	13	
<b>TOTAL</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>0</b>

### Program Description

This is the largest (non-Water & Sewer) component of the D.P.W. and annually maintains 98 miles of streets and all municipal and school grounds, including roadway maintenance, repair, surfacing and sidewalk repair. In addition, it includes (1) roadway cleaning, litter control, dead animal pick-up, and accident cleanup; (2) traffic control including line and crosswalk painting, street sign construction, repair and installations, and traffic signal repair; (3) arbor maintenance including street tree removal and trimming, insect control, storm cleanup, and Christmas tree light setup; (4) horticulture including tractor and hand mowing, pruning and planting, fertilizing, insect and litter control, and irrigation system maintenance; (5) play fields including rolling and leveling, fence and barrier maintenance, bleacher assembly and disassembly & repair; (6) ground maintenance of parks and around Town Hall and Library; and (7) major maintenance of school grounds.

### FY 2016 Objectives

- Continue to implement Big Belly Solar compactors with recycling in Town center.
- Continue street paving program.
- Continue sidewalk repair program including ADA issues.
- Continue flood-related projects including clean-up of Aberjona River.
- Continue tree planting program.
- Continue to expand new street signs program.
- Continue the ongoing effort to improve maintenance of open space and recreational areas.
- Continue to review cost-saving measures in the Department.

### Prior Year's Accomplishments

- With Chapter 90 funds, contractor hired to resurface south Main Street to the Medford line, Hollywood Road, Chesterford Road, Chester Street, Kenwin Road, Samoset Road and Oxford Street.
- New sidewalk construction and 12 ADA ramps installed on Johnson Rd.
- Completed sidewalk repairs on Allen Road, Fletcher Street, Florence Street, Pine Street, Edgehill Road and Ridgefield Road.
- Installed new sod at Lincoln School.
- Installed new \_\_\_ signs down town.
- Loamed and seeded Manchester Field (100 CY loam).
- Planted 38- new trees in town as part of the Street Tree program.
- Added two (2) new Big-Belly Compactors in the Town Center.

## Statistics

	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
Roadway Resurfacing	9streets9 streets	9 streets	8 streets	
Park/Playground Maintenance	51 acres51 acres	51 acres	51 acres	
Sidewalks Repaired	1200 feet	1400 feet	1700 feet	1300 feet
ADA Ramps Installed	30Each 27Each	12 Each	8 Each	

## DPW Buildings

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	1,602,293	1,740,916	1,766,793	1,766,793	0
Other Expenses	544,347	592,139	595,293	595,293	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>2,146,640</b>	<b>2,333,055</b>	<b>2,362,086</b>	<b>2,362,086</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1	1	1	1	
Public Works	1	1	1	1	
Professional/Technical	4	4	4	4	
Custodians - School	25	25	25	25	
Custodians - Public Works	1	1	1	1	
<b>TOTAL</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>0</b>

### Program Description

This division is responsible for the maintenance and repair of all school and municipal buildings and for custodial services at all schools and most municipal buildings.

### FY 2016 Objectives

- Continue to make strides in efficiency related to work requesting, completion and tracking through expansion of new Facility Dude work order system.
- Work with Energy Conservation Coordinator, Town Manager and Finance Committee to implement conversion of Town-owned lighting to higher efficiency LED where allowable.
- Be an intricate part of the High School renovation project and inject oversight, support and assistance to building project team and members of the school community.
- Continue to review operations for opportunities to achieve reduction in expenses.
- Continue to evaluate new options for energy tracking software to monitor accurate energy consumption and statistics on all Town buildings.

### Prior Year's Accomplishments

- Moved forward with upkeep and remediation of the Town's commitment to address aging fuel storage tanks, eliminating the abandoned underground tanks at Muraco School and the Sanborn House along with updating plans and training employees on prevention and spill response.
- Completed some power outage/primary electrical feed projects that were challenging due to the coordination with utilities. New primary and secondary power feed to Muraco School, power restoration to Waterfield Train Station and various street lights.
- Major involvement and resource commitment to High School enabling phase in order to open building on schedule for fall classes along with a shorter than average summer break in the schools. This challenge was met in all the schools that shouldered the load of summer programs, classes and trainings.
- Major overhaul of Lincoln School HVAC system as well as work done to other buildings realized significant gains in energy efficiency. This was achieved through re-commissioning, added environmental controls and general mechanical repairs.
- Small renovation/facelift to McCall auditorium. Plaster repairs, ceiling and wall painting, lighting dimmer panel rebuild, repairs to seating, foyer matting, etc.
- Masonry work on water treatment plant to repair failing parapet flashing and failing sealants causing leaks.
- Applied for and received grant to initiate web base work order and data tracking system.
- Made significant improvements to Transfer Station related to employee working conditions and safety.

### STATISTICS

**Maintenance of 1,055,953 square feet of public buildings.**

## DPW Garage

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	176,327	184,609	190,143	190,143	0
Other Expenses	181,253	183,950	197,050	197,050	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>357,580</b>	<b>368,559</b>	<b>387,193</b>	<b>387,193</b>	<b>0</b>
<b>STAFFING</b>					
Public Works	3	2	2	2	
Professional/Technical	1	1	1	1	
<b>TOTAL</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>

### Program Description

The Garage maintains over 120 vehicles and/or equipment in the D.P.W fleet, police cruisers, and Town vehicles in other departments. In addition, the Garage is responsible for maintaining the mechanical equipment at the Transfer Station.

### FY 2016 Objectives

- Procure a new tractor for the Transfer Station in FY16.
- Continue to work with operators to achieve optimum maintenance on machines, i.e. greasing and cleaning, for increasing longevity.
- Continue to maintain Transfer Station conveyer belt.
- Continue to keep mechanics up to date with diagnostic tools, training, etc.

### Prior Year's Accomplishments

- Updated software for fleet maintenance repairs and costs.
- Purchased new utility pickup vehicle with additional warranty for Buildings Department.

### Statistics

	<b>Vehicles</b>	<b>Construction Equipment</b>
DPW	12	66
Water/Sewer	10	14
Police	18	
Board of Health	1	
Engineering	1	
Building Inspector	1	

## DPW Transfer Station

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	372,061	369,987	426,884	426,884	0
Other Expenses	728,665	854,980	733,980	733,980	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>1,100,726</b>	<b>1,224,967</b>	<b>1,160,864</b>	<b>1,160,864</b>	<b>0</b>
<b>STAFFING</b>					
Professional/Technical	1	1	1	1	
Public Works	5	5	5	5	
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>

### Program Description

The primary purpose of this program is to provide the most economical and convenient way to dispose of trash and to recycle items to secondary markets. Recycling results in savings by reducing the amount of material requiring incineration. The Transfer Station, located off Swanton Street, receives refuse from commercial haulers, local businesses, residents and landscapers. There are three components to the operation: operating the refuse collection building and hauling refuse to the Wheelabrator North Andover Incinerator; recycling waste ban items as well as supervising the swap shop area, clothing and book collection areas; and managing the yard waste and composting areas producing marketable wood chips and screened or unscreened compost.

### FY 2016 Objectives

- Continuation of the SMART Pilot Program that began on January 1, 2014 will continue for another year with a maximum of 700 families participating. This will be an increase from the 471 families that participated in the program in CY 2014. The 2015 permit fee for this program will be \$50 and the Smart trash bags will be \$10 for a sleeve of (10) 16 gallon bags and \$20 for a sleeve of (10) 33 gallon bags. The collection center for the SMART program will be located behind the old incinerator building. A DPW dump truck will be used to collect the 16 gallon and 33 gallon SMART trash bags. Our fourth commercial recycling compactor will be used to collect only SMART pilot recycling.
- Continue to improve recycling rates by getting more families and commercial haulers involved with single stream recycling. The expanded SMART pilot program should free up more parking spaces near the three residential recycling compactors and attract more recycling.
- Negotiations with Wheelabrator North Andover and Covanta incinerator management teams this year will guarantee substantially lower trash tipping fees for the next 5 years.
- Negotiations with Casella Recycling this year may give us the opportunity to get additional recycling equipment and fully expand the SMART program to cover all Winchester residents.
- Continue to compost most of the fall season leaves onsite to create screened compost for residential and town use. Spring/Summer yard waste will be removed as excess by a landscaping company for further processing. Continue to collect brush to be tub ground by contractors into marketable wood chips.

### Prior Year's Accomplishments

- Completed FY14 using single stream recycling with Casella Recycling Zero-Sort for all users of the Transfer Station. 1744 tons of recycling was collected during that year. During FY13 1737 tons were collected.
- The SMART pilot program has almost completed the first year. Early results have shown that most people using the program like it. Tonnage reports since March 2014 have shown about a 10 ton per month average for yellow bag trash and 15 tons per month for recycling. This is about a .25 ton rate average of trash disposal per family for the 471 families in the program. This compares to a one ton trash rate average for the other 4500 families with the green \$190 sticker fee.
- Transfer Station staff created over 2000 cubic yards of screened compost using a rented trommel screener and a borrowed dirt shaker this past year. This soil is provided to users of the transfer station free of charge. We will continue this process again this year to save the cost of removing yard waste to another site by hired landscaping vendors.

- Recycling of metal, Freon appliances, electronics, books, clothing, rechargeable batteries, mercury items, and fluorescent tubes continued for another year.

**Statistics**

	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
Recycle Tonnage	1448	1575	1737*	1744
Compost Tonnage	2085	2370	2554	2007
Solid Waste Tonnage	9440	9389	8784	8760**

\*Casella Recycling Zero-Sort or Single Stream recycling started during FY13 and helped increase recycling tonnages saving on trash tipping fees.

\*\*Solid Waste Tonnage remained at the lowest amount in over 25 years again this yea

## DPW Cemetery

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	116,023	117,784	118,776	118,776	0
Other Expenses	97,875	106,696	111,750	111,750	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>213,898</b>	<b>224,480</b>	<b>230,526</b>	<b>230,526</b>	<b>0</b>
<b>STAFFING</b>					
Clerical	0.4	0.4	0.4	0.4	
Professional/Technical	1	1	1	1	
<b>TOTAL</b>	<b>1.4</b>	<b>1.4</b>	<b>1.4</b>	<b>1.4</b>	<b>0</b>

### Program Description

Wildwood Cemetery is a municipal cemetery owned by the town, located off Palmer Street. The cemetery is managed and operated by the Department of Public Works. A five-member Cemetery Advisory Committee advises the Board of Selectmen on policy matters relating to the operation and development of the facility. Wildwood Cemetery was conceived and artistically designed as a “rural garden cemetery” for the benefit of Winchester Citizens.

### FY 2016 Objectives

- Finalize Willow Avenue Sidewalk, plant shrubbery, install irrigation and mark-out graves.
- Oversee the installation of the Columbaria Niche Wall in the Dell.
- Work with Cemetery Advisory Committee to market Columbaria Niche Wall.
- Expand Saraco Way Monument Section.
- Continue maintenance of cemetery trees.
- Bid new contract for landscaping service; which will include maintenance of Quarry Area and Saraco Way field.
- Make Office Building improvements.
- Continue updating street and pathway signage.

### Prior Year’s Accomplishments

- Obtained Town Meeting approval of Columbarium Niche Wall.
- Purchased Chevrolet 1-ton dump truck for cemetery grounds with Capital appropriation of Permanent Care Funds.
- Expanded irrigation system and added timers at front entrance
- Contracted Donlon Construction to install asphalt binder as a first step in completing the Willow Avenue sidewalk.
- Continued maintenance of trees, brush, and plantings. Contracted BMC Corp to do bush removal. Contracted (8) stump grinding.
- Installed 55 headstone/marker foundations.
- Contracted LaRovere Construction Company to install 638 LF Cape Cod Berm.

### STATISTICS

	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
Interments	126	120	129	131
Sites Purchased	49	40	50	68
Total Income	276,475	291,870	341,605	280,020

## DPW Snow & Ice

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	267,054	125,600	125,600	125,600	0
Other Expenses	359,222	251,700	251,700	251,700	0
Equipment	18,796	25,000	25,000	25,000	0
<b>TOTAL</b>	<b>645,071</b>	<b>402,300</b>	<b>402,300</b>	<b>402,300</b>	<b>0</b>
<b>STAFFING</b>					
Managerial					
Clerical					
Professional/Technical					
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Program Description

The function of this program is to maintain roads, streets and sidewalks during snow and ice season and to provide for a safe traveling environment to residents and visitors of Winchester. The Snow and Ice budget covers the overtime cost as well as the cost of supplies and materials and equipment repair and rental associated with the removal of snow and ice from the Town's streets and sidewalks.

### FY 2016 Objectives

- Exploring options for installation GPS (global positioning service) units on salter vehicles to monitor locations to maximize efficiency of snow and ice operations.
- Continue to maintain improved response time during icing conditions.
- Continue evaluation of routes and resources to appropriately service all routes.
- Continue to maintain safe roadways for general public and safety vehicles.
- Implement seven-year program to replace 35-year-old plow blades with new power angle plows for improved plowing operations.

### Prior Year's Accomplishments

- Maintained roads, sidewalks and school grounds during a winter that produced 67 inches of snow.
- The DPW performed four (9) full-scale operations and 26 sand and salt operations for a total of 35 events.
- The DPW performed two nights of snow removal in the downtown area.

### STATISTICS

	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>
Plowable Storms	7	5	4	9
Snowfall	84"	16"	70.5"	67"
Road Salt	2,858 tons	800 tons	2,600 tons	3,302 tons
Road Sand	523 tons	385tons	439 tons	433 tons
Sand & Salt Incidents	17	5	26	26

## **EDUCATION**

Central Office/System Services

Senior High School

McCall Middle School

Ambrose Elementary

Lincoln Elementary

Lynch Elementary

Muraco Elementary

Vinson Owen Elementary

Special Education

Pupil Services

Technology

Athletics

Vocational Education

**Winchester Public Schools  
Office of the Superintendent of Schools**

**February 2, 2015**

**To: Mr. Richard Howard  
Town Manager**

The School Department hereby submits its FY16 Budget request of \$43,521,744, an increase of \$2,379,921 over the FY15 School Department Budget which represents an increase of 5.78%. Please note that this budget request includes all costs associated with the third and final year of collective bargaining agreements with all School Department employees. FY16 budget growth related to contractual obligations is 3.8 %.

This FY16 Budget request will maintain current level of services; fund increased requirements for mandated services in both Special Education and English Language Learning programs; fund teaching staff FTE's necessary to address enrollment increases (though smaller than in previous years); provide the resources to expand our special education "co-teaching" pilot initiative to all five elementary schools as well as continuing this initiative at the high school; provide a modest addition to the transportation budget in anticipation of a new contract, and finally, fund the athletic department budget with an additional \$43,574 as part of the School Committee's multi-year effort to fully fund the athletic program through a combination of appropriation resources and user fees.

Although there remain other critical and pressing needs, the School Committee understands the current fiscal constraints and is foregoing other program quality improvement initiatives at this time.

The School Department's budget request was approved unanimously by the School Committee at their January 29, 2015 meeting. Their action followed a budget development process which included numerous presentations by administrators to the School Committee, a number of meeting based discussions along with a separate budget development work session, all in addition to their annual Public Hearing on the proposed budget. This FY16 Budget request has been developed with an understanding of the Town's limited fiscal resources and the School Committee's responsibility to balance the needs of Winchester public school students and staff.

The School Committee has worked diligently in their attempt to keep the proposed budget to a reasonable level. In reviewing the previous three School Department operating budgets it is noted that the average budget growth for each of the previous three years is 4.8%. It is also noted that over the three previous years the average budget growth related to contractual obligations is 2.91%. Given that the contractual obligations for FY16 represent an almost 1% increase over the previous three year average, the School Committee's proposed FY16 Budget is proportionately in line with the average budget growth in recent years.

The School Committee's FY16 Proposed Budget includes the resources necessary to address five key components:

**a) Contractual Obligations**

**\$1,560,397** will fund the last year of a three year agreement with each of the School Committee's bargaining units as well as adjustments for all non-union personnel. This amount includes all annual wage adjustments, step increases and column moves as well as being adjusted for known retirees. This amount also includes the agreement with the new Superintendent of Schools and includes a modest increase for athletic coaching stipends (the first in nearly 15 years).

**b) Federal and State Mandates**

Although there are numerous annual costs associated with federal and state educational mandates, the School Committee's FY16 Budget request includes funds for special education and English language learning (ELL) program mandates only. The base budget will be able to continue to fund appropriate levels of service for other state mandates, including the state accountability and educator evaluation programs.

The breakout of the **\$355,753** increase in these mandated costs are:

- \$ 63,954 - out-of-district tuition
- \$226,889 - additional 5.2 FTE (SE)

- \$ 25,000 - increase in special education transportation
- \$ 28,905 - professional services ( testing materials)
- \$ 11,005 - additional 0.2 FTE ELL)

**c) Enrollment**

Although school enrollment continues to grow, the 2015-16 school year growth is expected to be 0.75% or a net gain of 34 students. This represents a smaller level of growth than in previous years. Enrollment projections show that the high school can expect an increase of seventeen (17) students. We anticipate elementary school enrollment will remain constant (although final kindergarten numbers are still to be determined), and middle school enrollment is projected to increase by twenty-five (25) students. The **\$203,596** increase due to enrollment and class size guidelines will fund an additional 1.0 classroom teacher FTE at the elementary level; an additional 2.2 FTE at the middle school (2.0 FTE for half of an 8<sup>th</sup> grade teaching team and 0.2FTE for an additional section of French Language), and an additional 0.5 FTE for high school classes.

**d) Program Improvement**

The **\$192,591** request for program improvement will be used to fund the equivalent of 2.5 FTE in order to expand a current year special education “co-teaching” pilot program into all five elementary schools. The “co-teaching” model pairs special education and classroom teachers in providing core content instruction in an integrated classroom setting. This model has been successful this school year at three schools and enables students with IEP’s to receive instruction in their mainstream classrooms as opposed to being pulled out of those classrooms for separate special education services. At the high school level a similar successful pilot program at the ninth grade level will be expanded to grade ten with an additional 1.0 FTE.

**e) Other Expenses**

This request for **\$67,584** represents a modest increase in an effort to, over-time, fully fund the athletic program budget (\$43,574) and to fund what is an anticipated increase in our regular day transportation contract (30,000). These two items are offset by a \$5,990 decrease in the Ambrose and Lynch expense lines.

The high school interscholastic athletic budget has been underfunded for a number of years. The two major sources of revenue that fund this budget are the town appropriation and user fees paid by parents of participants. User fees were increased for the 2014-15 school year and currently fund approximately 58% with the town appropriation funding approximately 36% of the budget. The remainder is funded through individual team (“booster club”) fundraising which puts tremendous pressure for the needed additional support on parents and the broader community as well. The requested additional athletic department funding will still leave a budget gap of \$40,000.

The School Committee and Administration acknowledge that there are difficult financial pressures that are faced by the town. We welcome the opportunity, through this process, to work closely and collaboratively with the Town Manager, Finance Committee and the Board of Selectmen. We fully understand that given these pressures, careful and prudent planning, caution, flexibility and perhaps creativity are warranted.

We look forward to continuing the budget discussion as we move forward towards Town Meeting.

Respectfully submitted,  
 William H. McAlduff, Jr.  
 Superintendent of Schools

<b>PROGRAM COSTS</b>	<b>FY14 Budget</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 Fincom</b>
Personal Services	34,152,233	33,783,448	35,547,006	37,770,482	0	0
Other Expenses	4,832,929	5,212,252	5,132,757	5,233,275	0	0
Equipment	465,503	433,664	462,060	517,985	0	0
<b>TOTAL</b>	<b>39,450,665</b>	<b>39,429,364</b>	<b>41,141,823</b>	<b>43,521,742</b>	<b>43,384,179</b>	<b>0</b>

<b>STAFFING</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Managerial	5	5	5	0	0
Principal/Assistant	12	14	14	0	0
Directors/Coordinators	11	11	12	0	0
School Resource Officer	0	0	0	0	0
Teacher	308.37	319.61	328.81	0.00	0.00
Teacher Specialists	28.60	31.70	32.70	0.00	0.00
Guidance Counselor	10.10	10.10	10.10	0.00	0.00
Nurse	7.43	8.10	8.10	0.00	0.00
Occupational Therapists	4.43	4.80	5.00	0.00	0.00
Librarian	6.00	6.80	6.80	0.00	0.00
Professional/Technical	7.00	7.50	7.50	0.00	0.00
ELL Instructor	6.90	8.20	8.40	0.00	0.00
Special Needs Instructor	13.00	9.00	9.00	0.00	0.00
Aides	42.50	47.00	49.00	0.00	0.00
Clerical	28.00	28.14	28.14	0.00	0.00
Trainer	0.00	0.00	0.00	0.00	0.00
Faculty Manager	0.00	0.00	0.00	0.00	0.00
Coaches	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>490.33</b>	<b>511.35</b>	<b>524.95</b>	<b>0.00</b>	<b>0.00</b>

## CENTRAL OFFICE

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	2,000,294	2,228,377	2,395,600	0	0
Other Expenses	863,412	737,910	715,910	0	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>2,863,705</b>	<b>2,966,287</b>	<b>3,111,510</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	3.00	4.00	4.00		
Clerical	6.00	6.00	6.00		
Directors/Coordinators	5.00	5.40	6.40		
School Resource Officer	0.00	0.00	0.00		
Librarian	0.00	0.00	0.00		
<b>TOTAL</b>	<b>14.00</b>	<b>15.40</b>	<b>16.40</b>	<b>0.00</b>	<b>0.00</b>

### Program Description

Central Office houses the following School Department Administration: Superintendent, Assistant Superintendent for Curriculum and Instruction, Business Office and Directors/Coordinators for regular education.

### FY 2016 Goals

- Provide staff development that focuses on strategies that increase student engagement in academic work and on strategies that provided differentiated instruction options within classrooms
- Coordinate the variety of elementary schools' literacy programs through leadership of the district's literacy coordinator
- Continue to explore alternative scheduling options that increase staff collaboration in all schools
- Continue to implement tech plan under the PowerEd UP
- Expand co-teaching model
- Refine, revise and implement DDM (District Determined Measures) throughout the district

### Prior Year's Accomplishments

- Complete final phase of the switching and wireless infrastructure project
- Implemented educator evaluation software throughout the district
- Establish Literacy Coordinator position
- Establish BCBA position
- Piloted co-teach model at elementary and high school levels

## SENIOR HIGH SCHOOL

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	5,760,174	6,130,657	6,451,814	0	0
Other Expenses	291,457	313,032	313,032	0	0
Equipment	5,686	10,005	10,005	0	0
<b>TOTAL</b>	<b>6,057,317</b>	<b>6,453,694</b>	<b>6,774,851</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal/Assistant	3.00	3.00	3.00		
Teachers	67.20	72.40	72.90		
ELL Instructor	1.00	1.00	1.00		
Librarian	1.00	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	7.54	7.54	7.54		
<b>TOTAL</b>	<b>80.74</b>	<b>85.94</b>	<b>86.44</b>	<b>0.00</b>	<b>0.00</b>

### Principal Budget Message

Winchester High School is a comprehensive high school serving 1209 students in Grades 9-12. Exploratory areas of instruction include: Technology/Engineering, Computer Education, Art, Music, and Wellness (Physical Education/Health and Family and Consumer Science). Projected enrollment for the 2015-16 school year is 1226. The WHS community is looking forward to the 3 year phased rebuild of the school. The US Department of Education named WHS a 2013 National Blue Ribbon High School.

### School Accomplishments FY14-15

- Winchester High was named a named a Massachusetts Department of Secondary Education Commendation School for its high achievement, progress, and narrowing of proficiency gaps in student population.
- Winchester High School demonstrated 100% MCAS passage rate achievement (**English:** Advanced – 80%; Proficient – 20%; Failing – 0% and **Mathematics:** Advanced – 84%; Proficient – 15%; Failing – 0%) and student growth scores for the school population as a whole and for all subgroups above target.
- Winchester High School was recognized by U.S. News and World Report as one of the “Best High Schools” in the Nation – Gold Medal Award; Top 1.5% of 22,000 plus schools.

### School Goals FY15-16 (Winchester High School Improvement Plan 2014-2016)

- Strengthen the teaching and learning environment in the school with the continued implementation of the new state performance regulations for teacher evaluation.
- Expand the availability and innovative use of technology for teaching, learning and administration.
- Plan for the coming three year phased rebuild of Winchester High beginning in July 2014.

**Projected Enrollments**

<b>Grades</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Total</b>
<b>FY15 Actual</b>	336	282	316	275	1209
<b>FY16 Projected</b>	305	328	278	315	1226

**Average Class Size per District Guidelines**

Grade 9	20-24
Grade 10	20-24
Grade 11	20-24
Grade 12	20-24

# McCALL MIDDLE SCHOOL

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	5,167,315	5,335,880	5,642,151	0	0
Other Expenses	196,877	196,453	196,453	0	0
Equipment	9,648	3,753	3,753	0	0
<b>TOTAL</b>	<b>5,373,840</b>	<b>5,536,086</b>	<b>5,842,357</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal/Assistant	3.00	3.00	3.00		
Teachers	61.70	63.80	66.00		
ELL Instructor	1.00	1.00	1.00		
Librarian	1.00	1.00	1.00		
Clerical	3.00	3.00	3.00		
<b>TOTAL</b>	<b>69.70</b>	<b>71.80</b>	<b>74.00</b>	<b>0.00</b>	<b>0.00</b>

## Principal Budget Message

McCall Middle School is a comprehensive middle school serving 1073 students in Grades 6-8. The projected enrollment for FY16 is 1098, which represents an increase in enrollment. Enrollment is projected to continue to increase at McCall for the next few years.

As McCall’s enrollment continues to increase so too will our class sizes unless we are able to hire additional staff. At the present time there are 700 students in grades 7 & 8. This number will increase to 730 next year and then 725 and then 766 and then 786. At the present time we offer Spanish, Italian, and French to our grades 7 & 8 students. With the anticipated increase in enrollment, we will need to offer an additional section of foreign language for the upcoming school year. At the present time we offer 3 sections of Italian in grades 7 & 8 but we only offer a total of 5 sections of French between the two grades. We would like to add an additional section of French to insure that we can offer three sections of French in both grades 7 & 8 and to address the increase of 30 students in grades 7 & 8 next year.

## School Accomplishments FY14-15

Three key components combine to offer McCall students an outstanding middle school experience: the Core Program consisting of English, Foreign Language (French, Italian, and Spanish), Math, Science, and Social Studies; the Exploratory Program consisting of Art, Computer Education, Family & Health Science, Music, Physical Education, and Technology/Engineering; and the after-school Extracurricular Activities Program with over twenty activities.

McCall students, staff, and parents/guardians supported the school’s core values of respect for self and others and service to others with a series of programs and activities including fundraisers such as Pennies for Patients, Haven for Hunger Food Drive, Cradles to Crayons, Read Boston, Muscular Dystrophy, Walk for Hunger, & Winchester’s Got Lunch.

## School Goals 2014-2016

- **Curriculum and Instruction:**
  - **Continue to close the achievement gap between our high needs subgroup and our aggregate.**
  - The objective of this goal is to ensure that all students have support in order to reach or exceed proficiency targets.
- **School Climate:**
  - **Continue to enhance and strengthen school climate and culture for staff and students.**
  - The objective of this goal is to continue to promote a positive school climate.

- **Technology:**
  - **Expand and improve the use of technology for teaching, learning, and communication in support of the district vision.**
  - The objective of this goal is to ensure that the students and staff at McCall have access to educational technology that will enrich the teaching and learning environment.

**FY15 Actual Enrollment**

<b>Grade</b>	<b>Students</b>	<b>Sections</b>	<b>Ratio</b>
<b>6</b>	373	16	23.31
<b>7</b>	365	17	21.47
<b>8</b>	335	15	22.33
<b>Total</b>	1073	48	22.35

**FY15 Projected Enrollment**

<b>Grade</b>	<b>Students</b>	<b>Teachers</b>	<b>Ratio</b>
<b>6</b>	358	16	22.38
<b>7</b>	375	17	22.06
<b>8</b>	365	15	24.33
<b>Total</b>	1098	48	22.88

**Average Class Size per District Guidelines**

Grade 6	20-24
Grade 7	20-24
Grade 8	20-24

# AMBROSE ELEMENTARY SCHOOL

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	2,303,262	2,276,612	2,431,010	0	0
Other Expenses	64,090	74,380	71,200	0	0
Equipment	577	0	0	0	0
<b>TOTAL</b>	<b>2,367,929</b>	<b>2,350,992</b>	<b>2,502,210</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal	1.50	1.50	1.50		
Teachers	30.01	28.07	29.07		
ELL Instructor	0.40	0.40	0.40		
Librarian	0.80	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
<b>TOTAL</b>	<b>34.71</b>	<b>32.97</b>	<b>33.97</b>	<b>0.00</b>	<b>0.00</b>

## Principal Budget Message

Our goal at Ambrose is to continue to provide a quality and well-balanced education for all of our students. The budget process is just one of the many important processes that allow us to accomplish this goal. We continue to strive for classroom enrollments to be that outlined by the School Committee guidelines. In addition, our request for increases in related services FTEs will help us achieve our goal of building a specialized learning center that is superior.

## School Accomplishments FY14-15

- The implementation of the c-teaching model in grade four has been a great success for students, families, and teachers alike. This model allows out talented regular education and special education staff to together build a model classroom that meets all students right where they are as learners. The community that has been built thus far is one that has high expectations for all its students, is extremely loving and understanding, and is full of risk-taking on behalf of the students. Each day they are feeling the successes from the risks being taken.
- Due to a large number of retirements the school year prior, we have welcomed in five new professional staff members that have brought a wealth of experiences, knowledge, and expertise to our already talented community. We are thankful for each of them and lucky to have them.
- Ambrose is once again a Level I school as a result of MCAS testing.

## School Goals FY15-16

- Continue to expand our existing co-teaching model.
- To improve our use of current technology available and to provide proper professional development when implementing new technology tools.
- To continue to successfully implement the evaluation tool in order to ensure its effectiveness.

**FY15 Actual Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	70	4	17.50
<b>Grade 1</b>	67	3	22.33
<b>Grade 2</b>	80	4	20.00
<b>Grade 3</b>	78	4	19.50
<b>Grade 4</b>	89	4	22.25
<b>Grade 5</b>	74	4	18.50
<b>Total</b>	458	23	19.91

**FY16 Projected Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	66	3	22.00
<b>Grade 1</b>	77	4	19.25
<b>Grade 2</b>	69	4	17.25
<b>Grade 3</b>	75	4	18.75
<b>Grade 4</b>	77	4	19.25
<b>Grade 5</b>	86	4	21.50
<b>Total</b>	450	23	19.57

**Average Class Size per District Guidelines**

Grade K-2	18-20
Grade 3-5	20-22

# LINCOLN ELEMENTARY SCHOOL

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	2,484,234	2,477,206	2,595,113	0	0
Other Expenses	55,823	63,885	64,340	0	0
Equipment	560	1,070	615	0	0
<b>TOTAL</b>	<b>2,540,616</b>	<b>2,542,161</b>	<b>2,660,068</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal	1.00	1.50	1.50		
Teachers	29.12	27.34	27.34		
ELL Instructor	1.00	1.00	1.00		
Librarian	0.80	0.80	0.80		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
<b>TOTAL</b>	<b>33.92</b>	<b>32.64</b>	<b>32.64</b>	<b>0.00</b>	<b>0.00</b>

## Principal Budget Message

Lincoln School is a K-5 elementary school, which currently serves 411 students. With a projected enrollment of 397 for the FY 2016, we have not requested any additional staffing. We will monitor enrollment numbers throughout the year with the goal of low class sizes informing any future staffing adjustments.

The per pupil expense allotment will be used to provide the necessary curriculum and student supplies.

## School Accomplishments FY14-15

- Academic Performance- Attainment of all achievement target goals as measured by 2014 MCAS scores for all grades and subjects tested.
- Collaboration -Use of grade level common planning meetings focused on curriculum, assessment, and child study issues.
- Civic and Charitable Initiatives Student participation in clothing, food, toy, and health product collections.
- All staff and students successfully participated in the social/emotional learning program, RULER.
- The Lincoln School Green Team is made up of staff, parent volunteers, and our students who focus on bringing greater awareness of environmentally friendly practices to our school community. Some of the topics addressed by the team include sponsoring Walk to School Days and collaborating with the Safe Routes to School program; performing Lunch Trash Audits and sharing results with the community; the dissemination of Anti-Idling and Green Team pledges; hosting enrichment programs on energy conservation, pedestrian and bicycle safety, and Earth-friendly practices.

## School Goals FY15-16

In alignment with the district goals, Lincoln School will:

- Increase the use of quantitative and qualitative data to drive and inform differentiated instruction and assessment in all classrooms in order to meet the needs of all learners.
- Expand the use of technology for instruction and communication through collaboration, coaching by the instructional technology specialist, and professional development opportunities.

- Pilot co-teaching models and additional structures to create flexible groupings in both literacy and math in various grade levels, in order to effectively differentiate instruction and meet the academic needs of all learners.
- Continue to develop the emotional skills of children and adults through the use of the RULER Program.
- Continue to promote student participation in civic and charitable activities.
- The Green Team will continue to build upon its successful efforts in trying to increase greater participation of students walking to school; increase student and staff awareness with attention to proper recycling and reducing unnecessary waste; continue to work collaboratively as a Safe Routes to School and Massachusetts Green Team member.

**FY15 Actual Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	59	3	19.67
<b>Grade 1</b>	73	4	18.25
<b>Grade 2</b>	48	3	16.00
<b>Grade 3</b>	73	4	18.25
<b>Grade 4</b>	72	4	18.00
<b>Grade 5</b>	83	4	20.75
<b>Total</b>	408	22	18.55

**FY16 Projected Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	55	3	18.33
<b>Grade 1</b>	68	4	17.00
<b>Grade 2</b>	73	4	18.25
<b>Grade 3</b>	49	3	16.33
<b>Grade 4</b>	70	4	17.50
<b>Grade 5</b>	81	4	20.25
<b>Total</b>	396	22	18.00

Average Class Size per District Guidelines

Grade K-2	18-20
Grade 3-5	20-22

# LYNCH ELEMENTARY SCHOOL

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	2,346,711	2,572,747	2,717,823	0	0
Other Expenses	58,127	65,792	67,235	0	0
Equipment	330	6,253	2,000	0	0
<b>TOTAL</b>	<b>2,405,167</b>	<b>2,644,792</b>	<b>2,787,058</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal	1.50	2.00	2.00		
Teachers	26.44	28.42	28.42		
ELL Instructor	1.30	2.40	2.60		
Librarian	0.80	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
<b>TOTAL</b>	<b>32.04</b>	<b>35.82</b>	<b>36.02</b>	<b>0.00</b>	<b>0.00</b>

## Principal Budget Message

Lynch is a busy and welcoming community, currently serving about 440 kindergarten through grade five. We are proud of our inclusive community and honored to offer the town’s only pre-school program, several district wide learning centers as well as welcoming students who speak over 40 different languages. We believe in our Core Values and believe that our Lynchies show us each day that "Life at Lynch" is great!

## School Accomplishments FY14-15

- We continue to collaborate on lessons, differentiation and concentration on the needs of each student at weekly Collaborative Team Meetings.
- We saw greater than expected gains in our MCAS scores by focusing on instruction, student achievement and providing extended learning opportunities for all of our students (especially those who may be at risk at not scoring proficient). We have currently moved to Level 1 State Accountability Status due to our high achievement and closing achievement gaps.
- We have applied for several large grants that will have great impact on our campus. We were lucky to receive a generous grant through WFEE to create an outdoor classroom and garden space in one of our courtyards. In addition, we are currently creating a Multicultural Mosaic mural for our front lobby with the support of an artist-in-residence through generous contributions from the Massachusetts STARS Grant, the Winchester Multicultural Network and the Lynch Parents' Association.

## School Goals FY15-16

- Continue to build on success with student achievement by focusing on curriculum changes, family outreach, and providing schedules that will maximize intervention sessions.
- Continue to improve facility upgrades and technology priorities to provide for a collaborative learning environment. Plans include art room updates and removal of old lockers.

**FY15 Actual Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	74	4	18.50
<b>Grade 1</b>	82	4	20.50
<b>Grade 2</b>	74	4	18.50
<b>Grade 3</b>	66	4	16.50
<b>Grade 4</b>	78	4	19.50
<b>Grade 5</b>	67	3	22.33
<b>Total</b>	441	23	19.17

**FY16 Projected Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	70	4	17.50
<b>Grade 1</b>	88	4	22.00
<b>Grade 2</b>	78	4	19.50
<b>Grade 3</b>	71	4	17.75
<b>Grade 4</b>	69	3	23.00
<b>Grade 5</b>	76	4	19.00
<b>Total</b>	452	23	19.65

**Average Class Size per District Guidelines**

Grade K-2	18-20
Grade 3-5	20-22

# MURACO ELEMENTARY SCHOOL

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	2,454,863	2,374,206	2,491,224	0	0
Other Expenses	55,205	57,426	61,607	0	0
Equipment	1,240	7,579	3,398	0	0
<b>TOTAL</b>	<b>2,511,307</b>	<b>2,439,211</b>	<b>2,556,229</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal	1.00	1.50	1.50		
Teachers	29.28	26.44	26.44		
ELL Instructor	1.60	1.40	1.40		
Librarian	0.80	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
<b>TOTAL</b>	<b>34.68</b>	<b>32.34</b>	<b>32.34</b>	<b>0.00</b>	<b>0.00</b>

## Principal Budget Message

Muraco School serves a population of 413 students in grades K-5. The projected enrollment for FY16 is 411.

I am delighted to report that we successfully piloted a co teaching model in fourth grade. This is a research based model where two licensed teachers are working together to meet the needs of their students. A fourth grade general educator and a special needs teacher planned, designed, and implemented differentiated lessons to best meet their diverse group of learners, and the students thrived in this setting. We are requesting an additional .5 FTE special needs teacher with the purpose of expanding the co teaching model.

In regards to supplies and materials, our plan is to expand our leveled libraries in the classrooms and our shared book closet. We have many gaps in our collection, especially nonfiction text that ties to the curriculum. It is critical to the success of our students to have a variety of books at their level in all areas of the content.

Additionally, we need to update the furniture in the library and art room.

## School Accomplishments FY14-15

- Common assessments were selected at each grade level and administered to measure students' progress in math. Data from these assessments was used to design instruction to best meet students' needs.
- Educators completed training on the new social/emotional curriculum, RULER.
- Continued to develop differentiated units/lessons according to students' readiness, content, interest, and learning profile.
- Successfully piloted a co teaching model in grade 4.
- All staff explored Google for Educators, and has begun to utilize many features of this package.
- Educators continued to share their expertise with colleagues.

## School Goals FY15-16

- Embed the social/emotional curriculum, RULER, into instruction.
- Expand the co teaching model to another grade level.
- Continue to develop differentiated units/lessons according to students' readiness, interest, and learning profile.
- Continue to provide training and collaboration opportunities to meaningfully embed technology into the curriculum.
- Continue to find ways to enhance our home/school partnership.

**FY15 Actual Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	57	3	19.00
<b>Grade 1</b>	62	3	20.67
<b>Grade 2</b>	68	4	17.00
<b>Grade 3</b>	81	4	20.25
<b>Grade 4</b>	76	4	19.00
<b>Grade 5</b>	62	3	20.67
<b>Total</b>	406	21	19.33

**FY16 Projected Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	54	3	18.00
<b>Grade 1</b>	61	3	20.33
<b>Grade 2</b>	64	3	21.33
<b>Grade 3</b>	74	4	18.50
<b>Grade 4</b>	84	4	21.00
<b>Grade 5</b>	74	4	18.50
<b>Total</b>	411	21	19.57

## Average Class Size per District Guidelines

Grade K-2	18-20
Grade 3-5	20-22

## VINSON-OWEN ELEMENTARY SCHOOL

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	1,971,376	2,147,860	2,255,593	0	0
Other Expenses	57,172	65,188	66,948	0	0
Equipment	2,171	3,692	1,932	0	0
<b>TOTAL</b>	<b>2,030,718</b>	<b>2,216,740</b>	<b>2,324,473</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Principal	1.00	1.50	1.50		
Teachers	23.52	26.34	26.34		
ELL Instructor	0.60	1.00	1.00		
Librarian	0.80	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
<b>TOTAL</b>	<b>27.92</b>	<b>31.84</b>	<b>31.84</b>	<b>0.00</b>	<b>0.00</b>

### Principal Budget Message

The Vinson-Owen School serves a population of 429 students in grades K-5. The projected enrollment for FY16 is expected to be 435.

While Vinson-Owen only added one new staff position this past year, a teaching assistant in kindergarten, we are anticipating the need to add three new positions this year. Specifically, we are requesting an additional special education teacher to support the expansion of the Language Based Learning Disabilities program. In addition, we're looking to add a 0.5 special education teacher to support the co-teaching model. Finally, we are requesting an additional teaching assistant to meet IEP compliance.

In regards to supplies and materials, we are continuing to need additional leveled books for our shared book closets. In addition, we will use this money to buy reproducible materials that support math and literacy instruction.

### School Accomplishments FY 14-15

#### Goal #1: "We are VO"

- We developed a mission statement and 5 core values- responsibility, kindness, honesty, confidence, and respect.

#### Goal #2: Datadriven instruction

- As part of our commitment to excellence, we held monthly data meetings, in which we used data to plan for differentiated instruction, with the goal of challenging each student appropriately.

#### Goal #3: Socialemotional development

- We used elements of the Ruler Approach (newly adopted town-wide program) to help students understand emotions and to help promote healthy student-to-student relationships. We rolled out two RULER tools with students, the Charter and the Mood Meter.

### School Goals FY 15-6

#### Goal #1: "We are family"

- We are promoting family at the classroom level using morning meeting.
- We are promoting family by grade level and cross grade level by holding bi-monthly community meetings for both lower elementary (K-2<sup>nd</sup> grade) and upper elementary (3<sup>rd</sup>-5<sup>th</sup> grade).
- We are promoting family for the school at large by conducting monthly core values assemblies.

#### Goal #2: Data-driven instruction

- We are continuing to hold monthly data-team meetings in which teams of teachers and specialists are

collaborating on instructional practices and determining interventions that can meet the needs of specific students.

**Goal #3: Social-emotional development**

- We are continuing to use the RULER approach to help support the social-emotional development of students. This year, we are rolling out two new RULER tools- the Metamoment and the Blueprint.

**FY15 Actual Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	58	3	19.33
<b>Grade 1</b>	77	4	19.25
<b>Grade 2</b>	72	4	18.00
<b>Grade 3</b>	69	3	23.00
<b>Grade 4</b>	83	4	20.75
<b>Grade 5</b>	68	3	22.67
<b>Total</b>	427	21	20.33

**FY16 Projected Enrollment**

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K</b>	54	3	18.00
<b>Grade 1</b>	61	3	20.33
<b>Grade 2</b>	82	4	20.50
<b>Grade 3</b>	83	4	20.75
<b>Grade 4</b>	73	3	24.33
<b>Grade 5</b>	82	4	20.50
<b>Total</b>	435	21	20.71

**Average Class Size per District Guidelines**

Grade K-2	18-20
Grade 3-5	20-22

## SPECIAL EDUCATION

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	7,155,456	7,692,930	8,420,950	0	0
Other Expenses	3,369,597	3,316,347	3,434,206	0	0
Equipment	2,741	7,911	7,911	0	0
<b>TOTAL</b>	<b>10,527,794</b>	<b>11,017,188</b>	<b>11,863,067</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1.00	1.00	1.00		
Directors/Coordinators	5.00	5.00	5.00		
Teachers	41.10	46.80	52.30		
Teacher Specialists	25.60	26.70	27.70		
Special Needs Instructors	13.00	9.00	9.00		
Aides	36.50	41.00	43.00		
Occupational Therapists	4.43	4.80	5.00		
Clerical	4.60	4.60	4.60		
<b>TOTAL</b>	<b>131.23</b>	<b>138.90</b>	<b>147.60</b>	<b>0.00</b>	<b>0.00</b>

### Director Budget Message

The Office of Special Education provides Special Education services to students with disabilities from ages 3-22. Such services are determined by each student's special education TEAM, and documented in their IEP (Individualized Education Program).

### Department Accomplishments FY14-15

- Continue to provide mandated services in a cost effective manner
- As student needs increase in all schools, provide staffing and specialized programming to meet the special education needs of existing students within the district whenever possible.

### School Goals FY15-16

- Cost avoidance for out of district tuition and transportation realized as a result of in-district services for students.
- Continued assessment of programmatic needs to improve instructional and educational opportunities for our students

## Special Education

### Enrollments by Programs

	In District	Collaborative Out of District	Private Day School	Residential School
Preschool	24	1	1	0
Kindergarten	26	0	1	0
Elementary (Grades 1-5)	227	2	3	0
Middle School (Grades 6-8)	203	2	14	1
High School (Grades 9-12, SP)	181	9	17	1
<b>Totals</b>	<b>661</b>	<b>14</b>	<b>36</b>	<b>2</b>

### Totals by Age Group

Preschool	26
Kindergarten	27
Elementary (Grades 1-5)	232
Middle School (Grades 6-8)	220
High School (Grades 9-12, SP)	208
<b>Totals</b>	<b>713</b>

## PUPIL SERVICES

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	1,660,390	1,775,797	1,810,657	0	0
Other Expenses	4,197	3,400	3,400	0	0
Equipment	0	0	0	0	0
<b>TOTAL</b>	<b>1,664,587</b>	<b>1,779,197</b>	<b>1,814,057</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Teacher Specialists	3.00	5.00	5.00		
Guidance Counselors	10.10	10.10	10.10		
Nurses	7.43	8.10	8.10		
<b>TOTAL</b>	<b>20.53</b>	<b>23.20</b>	<b>23.20</b>	<b>0.00</b>	<b>0.00</b>

### Department Budget Message

The Office of Pupil Services provides nursing, guidance and career counseling, and home school liaison services to all students in the district.

### School Accomplishments FY14-15

- As enrollment and student needs increase in our Middle School and High School, provide increased staffing to address the guidance needs of all students within the schools.

### School Goals FY15-16

- Maintained guidance staffing at the Middle School and High School to keep student-to-counselor ratio within School Committee guidelines

# TECHNOLOGY

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	479,513	534,734	558,547	0	0
Other Expenses	210,002	238,944	238,944	0	0
Equipment	139,914	141,000	141,000	0	0
<b>TOTAL</b>	<b>829,429</b>	<b>914,678</b>	<b>938,491</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Managerial	1.00	0.00	0.00		
Professional/Technical	7.00	7.50	7.50		
Clerical	1.86	2.00	2.00		
<b>TOTAL</b>	<b>9.86</b>	<b>9.50</b>	<b>9.50</b>	<b>0.00</b>	<b>0.00</b>

## Department Budget Message

The Technology Department supports acquisition and maintenance of hardware, software and network infrastructure, provides training to faculty and staff on administrative programs, and is the primary reporting source for data on both students and staff to the DESE.

## School Accomplishments FY14-15

- Continued to upgrade and enhance the district’s network to support expanding use of technology, including the addition of wireless student devices in elementary schools, middle school and high school
- Continue infrastructure upgrades to create a fully redundant network for all school and town buildings
- Launch Google Apps for Education

## School Goals FY15-16

- Continue to support and train the teachers to use the myriad of technology resources throughout the school
- Replacement of aging machines for the teachers and students.
- Instructional Technology Specialist continues to co-teach in multiple disciplines.
- Continue to support the administration, faculty and students with their technology needs.
- Continue to upgrade and enhance the district network to support the expansive use of technology throughout the district.

# ATHLETICS

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
Personal Services	0	0	0	0	0
Other Expenses	0	0	0	0	0
Equipment	270,797	280,797	347,371	0	0
<b>TOTAL</b>	<b>270,797</b>	<b>280,797</b>	<b>347,371</b>	<b>0</b>	<b>0</b>
<b>STAFFING</b>					
Director	1.00	1.00	1.00		
Trainer	0.00	0.00	0.00		
Faculty Manager	0.00	0.00	0.00		
Coaches	0.00	0.00	0.00		
<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>

## Program Description

The Winchester Athletic Program is established to provide students with opportunities to achieve the highest degree of sportsmanship, fair play and excellence in an atmosphere of mutual respect. We strive to enrich the educational development of all participants and help prepare students for leadership roles in society.

## Sport and Student Athletes Participating

		2013-2014	2014-2015
		Actual	Projected
Cheerleading	Fall	30	28
Cross Country (B)	Fall	51	82
Cross Country (G)	Fall	41	37
Field Hockey	Fall	49	53
Football	Fall	73	81
Golf	Fall	16	16
Soccer (Boys)	Fall	64	77
Soccer (G)	Fall	63	50
Swim (G)	Fall	43	41
Volleyball (G)	Fall	53	44
Basketball (B)	Winter	45	45
Basketball (G)	Winter	34	34
Gymnastics	Winter	23	23
Ice Hockey (B)	Winter	57	57
Ice Hockey (G)	Winter	28	28
Indoor Track (B)	Winter	54	54
Indoor Track (G)	Winter	53	53
Ski	Winter	58	58
Swim (B)	Winter	17	17
Wrestling	Winter	21	21
Baseball	Spring	50	50
Lacrosse (B)	Spring	72	72
Lacrosse (G)	Spring	58	58
Sailing	Spring	16	16
Softball	Spring	31	31
Tennis (B)	Spring	26	26
Tennis (G)	Spring	24	24
Track (B)	Spring	68	68
Track (G)	Spring	87	87
Volleyball (B)	Spring	26	26
Ultimate (Coed)	Spring	47	47
<b>Total</b>		<b>1378</b>	<b>1404</b>

## VOCATIONAL EDUCATION

<b>PROGRAM COSTS</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Personal Services	0	0	0	0	0
Other Expenses	189,885	156,670	160,000		0
Equipment				0	0
<b>TOTAL</b>	<b>189,885</b>	<b>156,670</b>	<b>160,000</b>	<b>0</b>	<b>0</b>

### Program Description

This program funds the Town's assessment to the Northeast Metro Technical School District, a school available to Winchester students who prefer to pursue a vocational/technical secondary education. The School was formed by agreement of 12 Massachusetts communities in 1964. The formula for assessment of costs is directly related to the enrollment of students from the participating communities.

TOWN MANAGER	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	601,154	549,874	541,904	557,920	557,920	
51161 SICK LEAVE BUYBACK - NON-UNION	1,500	2,138	1,500	2,500	2,500	
TOTAL PERMANENT	602,654	552,012	543,404	560,420	560,420	0
51251 TEMPORARY	2,250	1,647	2,250	2,250	2,250	
TOTAL TEMPORARY	2,250	1,647	2,250	2,250	2,250	0
51359 OVERTIME	3,000	3,014	3,000	3,500		
TOTAL OVERTIME	3,000	3,014	3,000	3,500	0	0
<b>PERSONAL SERVICES TOTAL</b>	<b>607,904</b>	<b>556,672</b>	<b>548,654</b>	<b>566,170</b>	<b>562,670</b>	<b>0</b>
52101 OFFICE SUPPLIES	4,000	5,608	4,000	5,500	5,500	
52103 PRINTING AND REPRODUCTION SUPPLIES	700	0	700	500	500	
52105 COMPUTER SUPPLIES	100	0	100	100	100	
52106 BOOKS AND PERIODICALS	600	0	600	400	400	
52180 FOOD & GROCERIES	1,100	1,568	1,100	2,000	2,000	
TOTAL SUPPLIES & MATERIALS	6,500	7,176	6,500	8,500	8,500	0
53101 PRINTING STATIONERY	1,600	194	1,600	1,200	1,200	
53102 PRINT BKS DIR	0	0	0	0	0	
53105 DPTMENTL REPORTS	2,000	0	2,000	1,000	1,000	
53110 TELEPHONE TOWN BLDGS	4,500	6,092	4,500	6,200	6,200	
53115 ADVERTISING	5,500	921	5,500	5,000	5,000	
53117 AUTO ALLOWANCE	9,600	4,200	9,600	8,000	8,000	
53118 PROF SERVICES	2,500	16,051	17,500	13,000	13,000	
53122 TRAVEL	2,000	1,011	2,000	2,000	2,000	
53123 OUT OF STATE TRAVEL	0	0	0	0	0	
52221 OTHER - GRANT MATCHING FUNDS	0	0	0	0	0	
53161 R&M FURNITURE/EQUIPMENT	0	377	0	0	0	
53166 TUITION	8,000	1,499	8,000	8,000	8,000	
TOTAL CONTRACTUAL SERVICES	35,700	30,345	50,700	44,400	44,400	0
54101 DUES AND MEMBERSHIPS	6,000	7,519	6,000	8,000	8,000	
54106 INSURANCE/SURETY	2,700	130	2,700	500	500	
TOTAL CHARGES & OBLIGATIONS	8,700	7,649	8,700	8,500	8,500	0
<b>EXPENSES TOTAL</b>	<b>50,900</b>	<b>45,171</b>	<b>65,900</b>	<b>61,400</b>	<b>61,400</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOWN MANAGER TOTAL</b>	<b>658,804</b>	<b>601,843</b>	<b>614,554</b>	<b>627,570</b>	<b>624,070</b>	<b>0</b>

HUMAN RESOURCES/ADA		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101	PERMANENT	0	0	62,315	80,874	80,874	
	TOTAL PERMANENT	0	0	62,315	80,874	80,874	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>0</b>	<b>0</b>	<b>62,315</b>	<b>80,874</b>	<b>80,874</b>	<b>0</b>
52101	OFFICE SUPPLIES	0	0	1,000	1,000	1,000	
52105	COMPUTER SUPPLIES	0	0	200	200	200	
52106	BOOKS AND PERIODICALS	0	0	500	500	500	
52180	FOOD & GROCERIES	0	0	500	500	500	
	TOTAL SUPPLIES & MATERIALS	0	0	2,200	2,200	2,200	0
53101	PRINTING STATIONERY	0	0	500	500	500	
53102	PRINT BKS DIR	0	0	1,000	1,000	1,000	
53118	PROF SERVICES	0	0	2,000	5,500	5,500	
53122	TRAVEL	0	0	500	500	500	
53166	TUITION	0	0	1,000	1,000	1,000	
	TOTAL CONTRACTUAL SERVICES	0	0	5,000	8,500	8,500	0
54101	DUES AND MEMBERSHIPS	0	0	500	500	500	
	TOTAL CHARGES & OBLIGATIONS	0	0	500	500	500	0
	<b>EXPENSES TOTAL</b>	<b>0</b>	<b>0</b>	<b>7,700</b>	<b>11,200</b>	<b>11,200</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>HUMAN RESOURCES TOTAL</b>	<b>0</b>	<b>0</b>	<b>70,015</b>	<b>92,074</b>	<b>92,074</b>	<b>0</b>

FINANCE COMMITTEE		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51251	TEMPORARY	3,500	2,192	3,500	3,500	3,500	
	TOTAL TEMPORARY	3,500	2,192	3,500	3,500	3,500	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>3,500</b>	<b>2,192</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>0</b>
53101	PRINTING AND REPRODUCTION SUPPLIES	2,500	0	2,500	2,500	2,500	
	TOTAL SUPPLIES & MATERIALS	2,500	0	2,500	2,500	2,500	0
54101	DUES AND MEMBERSHIPS	0	0	0	0	0	0
	TOTAL CHARGES & OBLIGATIONS	0	0	0	0	0	0
	<b>EXPENSES TOTAL</b>	<b>2,500</b>	<b>0</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FINANCE COMMITTEE TOTAL</b>		<b>6,000</b>	<b>2,192</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>

COMPTROLLER	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	314,381	309,602	320,580	345,806	345,806	
51161 SICK LEAVE BUYBACK - NON-UNION	1,580	673	2,250	5,261	5,261	
TOTAL PERMANENT	315,961	310,276	322,830	351,067	351,067	0
51251 TEMPORARY	0	0	0	8,539	8,539	0
TOTAL OVERTIME	0	0	0	8,539	8,539	0
<b>PERSONAL SERVICES TOTAL</b>	<b>315,961</b>	<b>310,276</b>	<b>322,830</b>	<b>359,606</b>	<b>359,606</b>	<b>0</b>
52101 OFFICE SUPPLIES	270	0	270	270	270	
TOTAL SUPPLIES & MATERIALS	270	0	270	270	270	0
53101 PRINTING STATIONERY	100	0	100	100	100	
53110 TELEPHONE TOWN BLDGS	800	670	800	800	800	
53118 PROF SERVICES	0	0	0	5,000	5,000	
53122 TRAVEL	100	512	100	100	100	
53166 TUITION	1,000	697	1,000	1,000	1,000	
TOTAL CONTRACTUAL SERVICES	2,000	1,879	2,000	7,000	7,000	0
54101 DUES AND MEMBERSHIPS	300	355	400	400	400	
TOTAL CHARGES & OBLIGATIONS	300	355	400	400	400	0
<b>EXPENSES TOTAL</b>	<b>2,570</b>	<b>2,234</b>	<b>2,670</b>	<b>7,670</b>	<b>7,670</b>	<b>0</b>
55103 OFFICE EQUIPMENT	0	0	0	0	0	
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COMPTROLLER TOTAL</b>	<b>318,531</b>	<b>312,510</b>	<b>325,500</b>	<b>367,276</b>	<b>367,276</b>	<b>0</b>

ASSESSOR	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	222,507	174,502	232,385	235,425	207,383	
51155 SICK LEAVE BUYBACK - NON-UNION	3,015	0	0	0	0	
TOTAL PERMANENT	225,522	174,502	232,385	235,425	207,383	0
51359 OVERTIME	500	5,494	500	500	500	
TOTAL OVERTIME	500	5,494	500	500	500	0
<b>PERSONAL SERVICES TOTAL</b>	<b>226,022</b>	<b>179,996</b>	<b>232,885</b>	<b>235,925</b>	<b>207,883</b>	<b>0</b>
52101 OFFICE SUPPLIES	250	231	250	250	250	
52106 BOOKS AND PERIODICALS	500	0	500	500	500	
TOTAL SUPPLIES & MATERIALS	750	231	750	750	750	0
53101 PRINTING STATIONERY	750	208	750	750	750	
53106 REPRODUCTION SVC	50	0	50	50	50	
53110 TELEPHONE TOWN BLDGS	1,300	654	1,300	1,300	1,300	
53117 AUTO ALLOWANCE	3,500	5,857	3,500	3,500	3,500	
53118 PROF SERVICES	25,000	23,217	48,700	48,700	48,700	
53128 COM R&M TOOLS & EQUIPMENT	500	395	500	500	500	
53149 CO/R&M FURN & OFFICE	750	498	750	750	750	
53161 R&M FURNITURE/EQUIPMENT	750	619	750	750	750	
TOTAL CONTRACTUAL SERVICES	32,600	31,448	56,300	56,300	56,300	0
54101 DUES AND MEMBERSHIPS	700	666	700	700	700	
TOTAL CHARGES & OBLIGATIONS	700	666	700	700	700	0
<b>EXPENSES TOTAL</b>	<b>34,050</b>	<b>32,345</b>	<b>57,750</b>	<b>57,750</b>	<b>57,750</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ASSESSOR TOTAL</b>	<b>260,072</b>	<b>212,341</b>	<b>290,635</b>	<b>293,675</b>	<b>265,633</b>	<b>0</b>

TREASURER/COLLECTOR	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	268,322	270,296	291,827	292,221	292,221	
51155 SICK LEAVE BUYBACK - NAGE	5,540	3,944	8,173	6,000	6,000	
51161 SICK LEAVE BUYBACK - NON-UNION	750	750	750	750	750	
TOTAL PERMANENT	274,612	274,991	300,750	298,971	298,971	0
51251 TEMPORARY	500	0	500	1,000	1,000	
TOTAL TEMPORARY	500	0	500	1,000	1,000	
<b>PERSONAL SERVICES TOTAL</b>	<b>275,112</b>	<b>274,991</b>	<b>301,250</b>	<b>299,971</b>	<b>299,971</b>	<b>0</b>
52101 OFFICE SUPPLIES	1,100	1,090	1,200	1,200	1,200	
TOTAL SUPPLIES & MATERIALS	1,100	1,090	1,200	1,200	1,200	0
53101 PRINTING STATIONERY	550	222	550	550	550	
53110 TELEPHONE TOWN BLDGS	700	664	700	700	700	
53115 ADVERTISING	1,500	452	1,500	1,500	1,500	
53118 PROF SERVICES	46,950	44,629	52,700	55,100	55,100	
53122 TRAVEL	300	194	1,200	1,200	1,200	
TOTAL CONTRACTUAL SERVICES	50,000	46,160	56,650	59,050	59,050	0
54101 DUES AND MEMBERSHIPS	700	450	700	700	700	
54129 BANK SERVICE CHARGES	0	0	47,000	47,000	47,000	
53166 TUITION	0	0	300	400	400	
TOTAL CHARGES & OBLIGATIONS	700	450	48,000	48,100	48,100	0
<b>EXPENSES TOTAL</b>	<b>51,800</b>	<b>47,700</b>	<b>105,850</b>	<b>108,350</b>	<b>108,350</b>	<b>0</b>
55103 OFFICE EQUIPMENT				2,000	2,000	
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>
<b>TREASURER/COLLECTION TOTAL</b>	<b>326,912</b>	<b>322,691</b>	<b>407,100</b>	<b>410,321</b>	<b>410,321</b>	<b>0</b>

PLANNING & COMMUNITY DEVELOPMENT	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	711,512	632,236	746,810	742,804	742,804	0
51155 SICKLV BUYBACK WOCA	6,742	2,792	6,742	7,374	7,374	0
51161 SICK LEAVE BUYBACK - NON UNION	1,607	1,586	1,607	1,914	1,914	0
TOTAL PERMANENT	719,861	636,614	755,159	752,092	752,092	0
51251 TEMPORARY	0	5,794	1,000	1,000	1,000	0
TOTAL TEMPORARY	0	5,794	1,000	1,000	1,000	0
51359 OVERTIME	3,750	2,208	4,793	5,000	5,000	0
TOTAL OVERTIME	3,750	2,208	4,793	5,000	5,000	0
<b>PERSONAL SERVICES TOTAL</b>	<b>723,611</b>	<b>644,616</b>	<b>760,952</b>	<b>758,092</b>	<b>758,092</b>	<b>0</b>
52101 OFFICE SUPPLIES	3,750	3,005	3,750	5,250	5,250	0
52103 PRINTING AND REPRODUCTION SUPPLIES	9,100	8,379	11,300	11,700	11,700	0
52105 COMPUTER SUPPLIES	300	0	300	300	300	0
52106 BOOKS AND PERIODICALS	750	494	750	750	950	0
52123 HARDWARE	50	0	50	50	50	0
52138 SUPPLIES, AUTOMOBILE	400	0	400	400	400	0
TOTAL SUPPLIES & MATERIALS	14,350	11,878	16,550	18,450	18,650	0
53101 PRINTING STATIONERY	1,550	875	1,550	1,550	1,550	0
53106 REPRODUCING SVC	1,500	0	1,500	1,500	1,500	0
53110 TELEPHONE TOWN BLDGS	5,110	4,177	4,990	5,214	5,214	0
53115 ADVERTISING	1,500	1,775	1,500	1,500	1,500	0
53117 AUTO ALLOWANCE	7,200	7,977	7,200	8,000	8,000	0
53118 PROF SERVICES	40,000	38,441	42,000	42,000	42,000	0
53122 TRAVEL	450	106	450	500	500	0
53128 COM R&M TOOLS & EQUIPMENT	500	0	500	500	500	0
53161 R&M FURNITURE/EQUIPMENT	700	0	700	2,500	700	0
53166 TUITION	1,000	1,140	1,000	1,250	1,250	0
53167 TUITION	600	275	600	600	600	0
TOTAL CONTRACTUAL SERVICES	60,110	54,766	61,990	65,114	63,314	0
54101 DUES AND MEMBERSHIPS	1,683	1,145	1,770	1,820	1,320	0
TOTAL CHARGES & OBLIGATIONS	1,683	1,145	1,770	1,820	1,320	0
<b>EXPENSES TOTAL</b>	<b>76,143</b>	<b>67,788</b>	<b>80,310</b>	<b>85,384</b>	<b>83,284</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PLANNING &amp; COMMUNITY DEVELOPMENT TOTAL</b>	<b>799,754</b>	<b>712,404</b>	<b>841,262</b>	<b>843,476</b>	<b>841,376</b>	<b>0</b>

PLANNING	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	13,500	13,083	14,117	15,250	15,250	
TOTAL PERMANENT	13,500	13,083	14,117	15,250	15,250	0
<b>PERSONAL SERVICES TOTAL</b>	<b>13,500</b>	<b>13,083</b>	<b>14,117</b>	<b>15,250</b>	<b>15,250</b>	<b>0</b>
52101 OFFICE SUPPLIES	500	103	500	500	500	
52103 PRINTING AND REPRODUCTION SUPPLIES	500	82	500	500	500	
52106 BOOKS AND PERIODICALS	50	0	50	50	50	
TOTAL SUPPLIES & MATERIALS	1,050	185	1,050	1,050	1,050	0
53110 TELEPHONE TOWN BLDGS	650	231	650	650	650	
53115 ADVERTISING	1,000	175	1,000	1,000	1,000	
53118 PROF SERVICES	20,000	18,441	30,000	30,000	30,000	
53122 TRAVEL	50	0	50	50	50	
53161 R&M FURNITURE/EQUIPMENT	200	0	200	200	200	
53166 TUITION	200	0	200	200	200	
TOTAL CONTRACTUAL SERVICES	22,100	18,847	32,100	32,100	32,100	0
<b>EXPENSES TOTAL</b>	<b>23,150</b>	<b>19,031</b>	<b>33,150</b>	<b>33,150</b>	<b>33,150</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PLANNING TOTAL</b>	<b>36,650</b>	<b>32,115</b>	<b>47,267</b>	<b>48,400</b>	<b>48,400</b>	<b>0</b>

ENGINEERING	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	387,351	319,970	409,097	402,604	402,604	
51155 SICKLV BUYBACK WOCA	3,750	0	3,750	4,200	4,200	
TOTAL PERMANENT	391,101	319,970	412,847	406,804	406,804	0
51359 OVERTIME	750	316	765	1,000	1,000	
TOTAL OVERTIME	750	316	765	1,000	1,000	0
<b>PERSONAL SERVICES TOTAL</b>	<b>391,851</b>	<b>320,286</b>	<b>413,612</b>	<b>407,804</b>	<b>407,804</b>	<b>0</b>
52101 OFFICE SUPPLIES	2,000	1,449	2,000	2,000	2,000	
52103 PRINTING AND REPRODUCTION SUPPLIES	8,600	8,297	10,800	11,200	11,200	
52105 COMPUTER SUPPLIES	300	0	300	300	300	
52106 BOOKS AND PERIODICALS	100	61	100	100	100	
52123 HARDWARE	50	0	50	50	50	
52138 SUPPLIES, AUTOMOBILE	400	0	400	400	400	
TOTAL SUPPLIES & MATERIALS	11,450	9,806	13,650	14,050	14,050	0
53101 PRINTING STATIONERY	500	0	500	500	500	
53106 REPRODUCING SVC	1,000	0	1,000	1,000	1,000	
53110 TELEPHONE TOWN BLDGS	3,360	3,068	3,240	3,240	3,240	
53115 ADVERTISING	500	1,600	500	500	500	
53118 PROF SERVICES	20,000	20,000	12,000	12,000	12,000	
53122 TRAVEL	200	106	200	250	250	
53128 COM R&M TOOLS & EQUIPMENT	500	0	500	500	500	
53161 R&M FURNITURE/EQUIPMENT	500	0	500	500	500	
53166 TUITION	500	900	500	750	750	
TOTAL CONTRACTUAL SERVICES	27,060	25,674	18,940	19,240	19,240	0
54101 DUES AND MEMBERSHIPS	500	150	500	500	500	
TOTAL CHARGES & OBLIGATIONS	500	150	500	500	500	0
<b>EXPENSES TOTAL</b>	<b>39,010</b>	<b>35,630</b>	<b>33,090</b>	<b>33,790</b>	<b>33,790</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ENGINEERING TOTAL</b>	<b>430,861</b>	<b>355,916</b>	<b>446,702</b>	<b>441,594</b>	<b>441,594</b>	<b>0</b>

BUILDING & ZONING	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	255,139	247,992	265,103	264,910	264,910	
51155 SICKLV BUYBACK WOCA	2,479	2,792	2,479	2,630	2,630	
51161 SICK LEAVE BUYBACK - NON UNION	1,179	1,121	1,179	1,486	1,486	
TOTAL PERMANENT	258,797	251,905	268,761	269,026	269,026	0
51251 TEMPORARY	0	5,794	1,000	1,000	1,000	
TOTAL TEMPORARY	0	5,794	1,000	1,000	1,000	0
51359 OVERTIME	1,000	0	2,028	2,000	2,000	
TOTAL OVERTIME	1,000	0	2,028	2,000	2,000	0
<b>PERSONAL SERVICES TOTAL</b>	<b>259,797</b>	<b>257,700</b>	<b>271,789</b>	<b>272,026</b>	<b>272,026</b>	<b>0</b>
52101 OFFICE SUPPLIES	900	405	900	2,400	2,400	
52106 BOOKS AND PERIODICALS	300	266	300	300	300	
TOTAL SUPPLIES & MATERIALS	1,200	671	1,200	2,700	2,700	0
53101 PRINTING STATIONERY	900	464	900	900	900	
53106 REPRODUCING SVC	100	0	100	100	100	
53110 TELEPHONE TOWN BLDGS	1,100	655	1,100	1,100	1,100	
53117 AUTO ALLOWANCE	7,200	7,977	7,200	8,000	8,000	
53122 TRAVEL	100	0	100	100	100	
53161 R&M FURNITURE/EQUIPMENT	0	0	0	1,800	1,800	
53167 TUITION	600	275	600	600	600	
TOTAL CONTRACTUAL SERVICES	10,000	9,371	10,000	12,600	12,600	0
54101 DUES AND MEMBERSHIPS	500	280	500	500	500	
TOTAL CHARGES & OBLIGATIONS	500	280	500	500	500	0
<b>EXPENSES TOTAL</b>	<b>11,700</b>	<b>10,321</b>	<b>11,700</b>	<b>15,800</b>	<b>15,800</b>	<b>0</b>
55103 OFFICE EQUIPMENT	0	0	0	0	0	
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BUILDING &amp; ZONING TOTAL</b>	<b>271,497</b>	<b>268,021</b>	<b>283,489</b>	<b>287,826</b>	<b>287,826</b>	<b>0</b>

<b>BOARD OF APPEALS</b>		<b>FY14 Budget</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
51101	PERMANENT	9,255	9,285	9,255	9,868	9,868	
51155	SICKLV BUYBACK WOCA	513	0	513	544	544	
	TOTAL PERMANENT	9,768	9,285	9,768	10,412	10,412	0
51359	OVERTIME	2,000	1,891	2,000	2,000	2,000	
	TOTAL OVERTIME	2,000	1,891	2,000	2,000	2,000	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>11,768</b>	<b>11,177</b>	<b>11,768</b>	<b>12,412</b>	<b>12,412</b>	<b>0</b>
52101	OFFICE SUPPLIES	250	239	250	250	250	
52106	BOOKS AND PERIODICALS	300	167	300	300	300	
	TOTAL SUPPLIES & MATERIALS	550	406	550	550	550	0
53101	PRINTING STATIONERY	150	411	150	150	150	
53106	REPRODUCING SVC	100	0	100	100	100	
	TOTAL CONTRACTUAL SERVICES	250	411	250	250	250	0
54101	DUES AND MEMBERSHIPS	70	0	70	70	70	
	TOTAL CHARGES & OBLIGATIONS	70	0	70	70	70	0
	<b>EXPENSES TOTAL</b>	<b>870</b>	<b>817</b>	<b>870</b>	<b>870</b>	<b>870</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BOARD OF APPEALS TOTAL</b>		<b>12,638</b>	<b>11,994</b>	<b>12,638</b>	<b>13,282</b>	<b>13,282</b>	<b>0</b>

CONSERVATION	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	46,267	41,905	49,238	50,172	50,172	
51161 SICK LEAVE BUYBACK - NON UNION	428	464	428	428	428	
TOTAL PERMANENT	46,695	42,370	49,666	50,600	50,600	0
<b>PERSONAL SERVICES TOTAL</b>	<b>46,695</b>	<b>42,370</b>	<b>49,666</b>	<b>50,600</b>	<b>50,600</b>	<b>0</b>
52101 OFFICE SUPPLIES	100	810	100	100	100	
TOTAL SUPPLIES & MATERIALS	100	810	100	100	100	0
53106 REPRODUCING SVC	300	0	300	300	300	
53110 TELEPHONE TOWN BLDGS	0	224	0	224	224	
53118 PROF SERVICES	0	0	0	0	0	
53122 TRAVEL	100	0	100	100	100	
53166 TUITION	300	240	300	300	300	
TOTAL CONTRACTUAL SERVICES	700	464	700	924	924	0
54101 DUES AND MEMBERSHIPS	613	715	700	750	750	
TOTAL CHARGES & OBLIGATIONS	613	715	700	750	750	0
<b>EXPENSES TOTAL</b>	<b>1,413</b>	<b>1,989</b>	<b>1,500</b>	<b>1,774</b>	<b>1,774</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CONSERVATION TOTAL</b>	<b>48,108</b>	<b>44,358</b>	<b>51,166</b>	<b>52,374</b>	<b>52,374</b>	<b>0</b>
<b>TOTAL PLANNING AND COMMUNITY DEVELOPMENT</b>	<b>799,754</b>	<b>712,404</b>	<b>841,262</b>	<b>843,476</b>	<b>843,476</b>	<b>0</b>

PLANNING BOARD		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101	PERMANENT	81,731	75,687	93,069	87,033	87,033	
	TOTAL PERMANENT	81,731	75,687	93,069	87,033	87,033	0
51359	OVERTIME	0	4,840	0	0	0	0
	TOTAL OVERTIME	0	4,840	0	0	0	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>81,731</b>	<b>80,527</b>	<b>93,069</b>	<b>87,033</b>	<b>87,033</b>	<b>0</b>
52101	OFFICE SUPPLIES	100	1,263	100	150	150	
52103	PRINTING AND REPRODUC SUPPLIES	1,700	0	1,700	1,700	1,700	
52105	COMPUTER SUPPLIES	0	0		1,200	1,200	
52106	BOOKS AND PERIODICALS	200	0	200	100	100	
	TOTAL SUPPLIES & MATERIALS	2,000	1,263	2,000	3,150	3,150	0
53115	ADVERTISING	3,000	2,446	3,000	3,000	3,000	
53118	PROFESSIONAL SERVICES	19,500	19,182	38,100	25,000	25,000	
53122	TRAVEL	400	182	500	250	250	
53161	R&M FURNITURE/EQUIPMENT	400	0	0	150	150	
	TOTAL CONTRACTUAL SERVICES	23,300	21,810	41,600	28,400	28,400	0
54101	DUES AND MEMBERSHIPS	400	0	0	400	0	
	TOTAL CHARGES & OBLIGATIONS	400	0	0	400	0	0
	<b>EXPENSES TOTAL</b>	<b>25,700</b>	<b>23,073</b>	<b>43,600</b>	<b>31,950</b>	<b>31,550</b>	<b>0</b>
55103	OFFICE EQUIPMENT						
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PLANNING BOARD TOTAL</b>		<b>107,431</b>	<b>103,600</b>	<b>136,669</b>	<b>118,983</b>	<b>118,583</b>	<b>0</b>

CLERK	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	275,569	265,308	270,620	274,532	274,532	
51155 SICK LEAVE BUYBACK - UNION	500	0	500	0	0	
51161 SICK LEAVE BUYBACK - NON UNION	500	750	750	500	500	
TOTAL PERMANENT	276,569	266,058	271,870	275,032	275,032	-
51251 TEMPORARY	21,176	26,011	29,496	19,792	19,792	
TOTAL TEMPORARY	21,176	26,011	29,496	19,792	19,792	0
51359 OVERTIME	7,000	5,545	8,250	7,000	7,000	
51365 OFF DUTY	5,000	9,239	7,500	6,000	6,000	
TOTAL OVERTIME	12,000	14,784	15,750	13,000	13,000	0
<b>PERSONAL SERVICES TOTAL</b>	<b>309,745</b>	<b>306,853</b>	<b>317,116</b>	<b>307,824</b>	<b>307,824</b>	<b>0</b>
52101 OFFICE SUPPLIES	14,428	8,241	5,250	5,350	5,350	
52106 BOOKS AND PERIODICALS	750	182	500	500	500	
TOTAL SUPPLIES & MATERIALS	15,178	8,423	5,750	5,850	5,850	0
53101 PRINTING STATIONERY	18,400	24,177	23,000	21,900	21,900	
53106 REPRODUCING SVC	5,000	1,230	7,000	8,000	8,000	
53108 POSTAGE - GEN SERVI	0	3,078	0	0	0	
53110 TELEPHONE TOWN BLDGS	1,360	1,842	1,360	1,400	1,400	
53115 ADVERTISING	750	310	750	750	750	
53116 BIND & BK REPAIRS	500	0	500	750	750	
53118 PROF SERVICES	7,000	8,356	12,500	10,000	10,000	
53122 TRAVEL	500	0	500	500	500	
53161 R&M FURNITURE/EQUIPMENT	4,000	4,488	4,900	4,700	4,700	
53166 TUITION	850	0	850	850	850	
TOTAL CONTRACTUAL SERVICES	38,360	43,482	51,360	48,850	48,850	0
54101 DUES AND MEMBERSHIPS	405	170	405	405	405	
54102 RENTALS AND STORAGE	0	0	0	0	0	
TOTAL CHARGES & OBLIGATIONS	405	170	405	405	405	0
<b>EXPENSES TOTAL</b>	<b>53,943</b>	<b>52,075</b>	<b>57,515</b>	<b>55,105</b>	<b>55,105</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CLERK TOTAL</b>	<b>363,688</b>	<b>358,927</b>	<b>374,631</b>	<b>362,929</b>	<b>362,929</b>	<b>0</b>

LEGAL	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
53118 PROF SERVICES	0	12,470	0	0	0	
533081 LEGAL EXPENSES / IN	320,000	320,034	240,000	255,000	255,000	
533082 LEGAL EXPENSES / OUT	215,000	197,624	105,000	120,000	120,000	
LEGAL EXPENSES	535,000	530,128	345,000	375,000	375,000	0
<b>EXPENSES TOTAL</b>	<b>535,000</b>	<b>530,128</b>	<b>345,000</b>	<b>375,000</b>	<b>375,000</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LEGAL TOTAL</b>	<b>535,000</b>	<b>530,128</b>	<b>345,000</b>	<b>375,000</b>	<b>375,000</b>	<b>0</b>

DATA PROCESSING		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT		82,081	81,151	87,751	123,718	123,718	
	TOTAL PERMANENT	82,081	81,151	87,751	123,718	123,718	0
51251 TEMPORARY		0	0	0	0	0	
	TOTAL TEMPORARY	0	0	0	0	0	0
51359 OVERTIME		0	0	0			
	TOTAL OVERTIME	0	0	0	0	0	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>82,081</b>	<b>81,151</b>	<b>87,751</b>	<b>123,718</b>	<b>123,718</b>	<b>0</b>
52105 COMPUTER SUPPLIES		33,600	44,433	46,000	46,000	46,000	
52137 SUPPLIES, SMALL EQUIPMENT		0	0	0	0	0	0
	TOTAL SUPPLIES & MATERIALS	33,600	44,433	46,000	46,000	46,000	0
53101 PRINTING & STATIONERY		25,000	21,581	25,000	25,000	25,000	
53110 TELEPHONE TOWN BLDGS		2,000	952	2,000	2,000	2,000	
53115 ADVERTISING		0	0	0	0	0	
53118 PROF SERVICES		286,625	280,567	42,600	42,600	42,600	
53238 S/W & MAINTENANCE RENEWALS		0	0	258,771	344,879	332,194	
53122 TRAVEL		100	0	100	100	100	
53161 R&M FURNITURE/EQUIPMENT		500	287	500	500	500	
53166 TUITION		4,000	3,845	4,000	5,000	5,000	
	TOTAL CONTRACTUAL SERVICES	318,225	307,232	332,971	420,079	407,394	0
	<b>EXPENSES TOTAL</b>	<b>351,825</b>	<b>351,665</b>	<b>378,971</b>	<b>466,079</b>	<b>453,394</b>	<b>0</b>
<b>DATA PROCESSING TOTAL</b>		<b>433,906</b>	<b>432,816</b>	<b>466,722</b>	<b>589,797</b>	<b>577,112</b>	<b>0</b>

GENERAL SERVICES		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
PERSONAL SERVICES TOTAL		0	0	0	0	0	0
52101 OFFICE SUPPLIES		14,000	5,669	14,000	14,000	14,000	
TOTAL SUPPLIES & MATERIALS		14,000	5,669	14,000	14,000	14,000	0
53101 PRINTING STATIONERY		20,800	10,893	20,800	20,800	20,800	
53108 POSTAGE - GEN SERVICES		76,500	82,858	76,500	76,500	76,500	
53110 TELEPHONE TOWN BLDGS		1,500	1,004	1,500	1,500	1,500	
53161 R&M FURNITURE/EQUIPMENT		4,500	2,242	4,500	4,500	4,500	
TOTAL CONTRACTUAL SERVICES		103,300	96,998	103,300	103,300	103,300	0
54101 DUES AND MEMBERSHIPS		0	0	0			
54102 RENTALS AND STORAGE		13,500	10,014	13,500	13,500	13,500	
TOTAL CHARGES & OBLIGATIONS		13,500	10,014	13,500	13,500	13,500	0
<b>EXPENSES TOTAL</b>		<b>130,800</b>	<b>112,680</b>	<b>130,800</b>	<b>130,800</b>	<b>130,800</b>	<b>0</b>
EQUIPMENT TOTAL		0	0	0	0	0	0
<b>GENERAL SERVICES TOTAL</b>		<b>130,800</b>	<b>112,680</b>	<b>130,800</b>	<b>130,800</b>	<b>130,800</b>	<b>0</b>

LIBRARY	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	1,221,846	1,187,587	1,251,438	1,265,556	1,265,556	0
51155 SICKLV BUYBACK WOCA	0	0	0	0	0	0
51161 SICK LEAVE BUYBACK - NON UNION	5,500	4,186	5,465	6,665	6,665	0
TOTAL PERMANENT	1,227,346	1,191,772	1,256,903	1,272,221	1,272,221	-
51251 TEMPORARY	99,369	75,744	101,446	90,000	90,000	0
TOTAL TEMPORARY	99,369	75,744	101,446	90,000	90,000	0
51359 OVERTIME	34,377	32,562	39,297	41,784	41,784	0
TOTAL OVERTIME	34,377	32,562	39,297	41,784	41,784	0
<b>PERSONAL SERVICES TOTAL</b>	<b>1,361,092</b>	<b>1,300,079</b>	<b>1,397,646</b>	<b>1,404,005</b>	<b>1,404,005</b>	<b>0</b>
52101 OFFICE SUPPLIES	15,825	14,245	15,825	15,825	15,825	0
52103 PRINTING AND REPRODUC SUPPLI	875	669	875	875	875	0
52106 BOOKS AND PERIODICALS	232,000	231,996	235,262	240,000	240,000	0
52113 CLEANING SUPPLIES	1,200	1,065	1,200	1,200	1,200	0
52115 HOUSEHOLD SUPPLIES	2,300	2,537	2,300	2,500	2,500	0
52116 ELECTRICAL SUPPLIES	800	975	800	800	800	0
52123 HARDWARE	400	299	400	400	400	0
52125 PAINTING SUPPLIES	400	57	400	350	350	0
52143 SMALL TOOLS & IMPLANT	150	229	200	300	300	0
52153 CHEMICALS	850	830	850	850	850	0
52180 FOOD & GROCERIES	200	97	150	200	200	0
TOTAL SUPPLIES & MATERIALS	255,000	252,999	258,262	263,300	263,300	0
53101 PRINTING & STATIONERY	4,750	3,145	4,750	4,500	4,500	0
53107 POSTAGE	3,300	3,410	3,300	3,300	3,300	0
53110 TELEPHONE TOWN BLDGS	2,000	2,036	2,000	2,000	2,000	0
53115 ADVERTISING	400	58	400	400	400	0
53122 TRAVEL	1,450	1,503	1,450	1,450	1,450	0
53124 CLEAN & SANITARY	18,000	12,950	18,000	18,000	18,000	0
53125 LANDSCAPING	6,000	5,181	5,500	5,500	5,500	0
53128 COM R&M TOOLS&EQUIPMENT	1,600	355	1,650	1,650	1,650	0
53143 R&M BLDG&STRUCT	18,000	17,099	18,000	18,000	18,000	0
53161 R&M FURNITURE/EQUIPMENT	450	347	1,200	1,000	1,000	0
53166 TUITION	500	190	500	500	500	0
53172 CONTRACTUAL SERVICE	62,000	58,892	62,500	62,500	62,500	0
TOTAL CONTRACTUAL SERVICES	118,450	105,167	119,250	118,800	118,800	0

LIBRARY	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
54101 DUES AND MEMBERSHIPS	1,085	844	1,085	1,085	1,085	0
TOTAL CHARGES & OBLIGATIONS	1,085	844	1,085	1,085	1,085	0
<b>EXPENSES TOTAL</b>	<b>374,535</b>	<b>359,010</b>	<b>378,597</b>	<b>383,185</b>	<b>383,185</b>	<b>0</b>
533101 FURNITURE AND FIXTURES	13,500	12,782	13,500	13,500	13,500	0
<b>EQUIPMENT TOTAL</b>	<b>13,500</b>	<b>12,782</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>	<b>0</b>
<b>LIBRARY TOTAL</b>	<b>1,749,127</b>	<b>1,671,871</b>	<b>1,789,743</b>	<b>1,800,690</b>	<b>1,800,690</b>	<b>0</b>

LIBRARY ADMINISTRATION	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	252,275	252,804	259,303	259,303	259,303	
51155 SICK LEAVE BUYBACK - NAGE	0	0	0	0	0	
51161 SICK LEAVE BUYBACK - NON UNION	1,500	1,150	1,500	2,250	2,250	
TOTAL PERMANENT	253,775	253,954	260,803	261,553	261,553	-
<b>PERSONAL SERVICES TOTAL</b>	<b>253,775</b>	<b>253,954</b>	<b>260,803</b>	<b>261,553</b>	<b>261,553</b>	<b>0</b>
52101 OFFICE SUPPLIES	1,825	1,726	1,825	1,825	1,825	
52103 PRINTING AND REPRODUC SUPPLI	875	669	875	875	875	
TOTAL SUPPLIES & MATERIALS	2,700	2,395	2,700	2,700	2,700	0
53107 POSTAGE	2,750	2,606	2,750	2,500	2,500	
53110 TELEPHONE TOWN BLDGS	2,000	2,036	2,000	2,000	2,000	
53115 ADVERTISING	400	58	400	400	400	
53122 TRAVEL	600	635	600	600	600	
TOTAL CONTRACTUAL SERVICES	5,750	5,336	5,750	5,500	5,500	0
54101 DUES AND MEMBERSHIPS	500	388	500	500	500	
TOTAL CHARGES & OBLIGATIONS	500	388	500	500	500	0
<b>EXPENSES TOTAL</b>	<b>8,950</b>	<b>8,119</b>	<b>8,950</b>	<b>8,700</b>	<b>8,700</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LIBRARY ADMINISTRATION TOTAL</b>	<b>262,725</b>	<b>262,074</b>	<b>269,753</b>	<b>270,253</b>	<b>270,253</b>	<b>0</b>

LIBRARY SERVICES	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	887,643	862,032	918,346	928,727	928,727	
51161 SICK LEAVE BUYBACK - NON UNION	4,000	3,036	3,965	4,415	4,415	
TOTAL PERMANENT	891,643	865,068	922,311	933,142	933,142	-
51251 TEMPORARY	99,369	75,744	101,446	90,000	90,000	
TOTAL TEMPORARY	99,369	75,744	101,446	90,000	90,000	0
51359 OVERTIME	21,233	20,921	26,141	28,628	28,628	
TOTAL OVERTIME	21,233	20,921	26,141	28,628	28,628	0
<b>PERSONAL SERVICES TOTAL</b>	<b>1,012,245</b>	<b>961,732</b>	<b>1,049,898</b>	<b>1,051,770</b>	<b>1,051,770</b>	<b>0</b>
52101 OFFICE SUPPLIES	14,000	12,519	14,000	14,000	14,000	
52106 BOOKS AND PERIODICALS	232,000	231,996	235,262	240,000	240,000	
52180 FOOD & GROCERIES	200	97	150	200	200	
TOTAL SUPPLIES & MATERIALS	246,200	244,612	249,412	254,200	254,200	0
53101 PRINTING & STATIONERY	4,750	3,145	4,750	4,500	4,500	
53107 POSTAGE	550	804	550	800	800	
53122 TRAVEL	850	868	850	850	850	
53128 COM R&M TOOLS & EQUIPMENT	1,300	100	1,300	1,300	1,300	
53166 TUITION	500	190	500	500	500	
53172 CONTRACTUAL SERVICE	62,000	58,892	62,500	62,500	62,500	
TOTAL CONTRACTUAL SERVICES	69,950	64,000	70,450	70,450	70,450	0
54101 DUES AND MEMBERSHIPS	585	456	585	585	585	
TOTAL CHARGES & OBLIGATIONS	585	456	585	585	585	0
<b>EXPENSES TOTAL</b>	<b>316,735</b>	<b>309,068</b>	<b>320,447</b>	<b>325,235</b>	<b>325,235</b>	<b>0</b>
55101 FURNITURE AND FIXTURES	13,500	12,782	13,500	13,500	13,500	
<b>EQUIPMENT TOTAL</b>	<b>13,500</b>	<b>12,782</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>	<b>0</b>
<b>LIBRARY SERVICES TOTAL</b>	<b>1,342,480</b>	<b>1,283,582</b>	<b>1,383,845</b>	<b>1,390,505</b>	<b>1,390,505</b>	<b>0</b>

LIBRARY MAINTENANCE		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT		81,928	72,750	73,789	77,526	77,526	
	TOTAL PERMANENT	81,928	72,750	73,789	77,526	77,526	-
51359 OVERTIME		13,144	11,641	13,156	13,156	13,156	
	TOTAL OVERTIME	13,144	11,641	13,156	13,156	13,156	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>95,072</b>	<b>84,392</b>	<b>86,945</b>	<b>90,682</b>	<b>90,682</b>	<b>0</b>
52113 CLEANING SUPPLIES		1,200	1,065	1,200	1,200	1,200	
52115 HOUSEHOLD SUPPLIES		2,300	2,537	2,300	2,500	2,500	
52116 ELECTRICAL SUPPLIES		800	975	800	800	800	
52123 HARDWARE		400	299	400	400	400	
52125 PAINTING SUPPLIES		400	57	400	350	350	
52143 SMALL TOOLS & IMPLMT		150	229	200	300	300	
52153 CHEMICALS		850	830	850	850	850	
	TOTAL SUPPLIES & MATERIALS	6,100	5,991	6,150	6,400	6,400	0
53124 CLEAN & SANITARY		18,000	12,950	18,000	18,000	18,000	
53125 LANDSCAPING		6,000	5,181	5,500	5,500	5,500	
53128 COM R&M TOOLS & EQUIPMENT		300	255	350	350	350	
53143 R&M BLDG & STRUCT		18,000	17,099	18,000	18,000	18,000	
53161 R&M FURNITURE/EQUIPMENT		450	347	1200	1,000	1,000	
	TOTAL CONTRACTUAL SERVICES	42,750	35,832	43,050	42,850	42,850	0
	<b>EXPENSES TOTAL</b>	<b>48,850</b>	<b>41,823</b>	<b>49,200</b>	<b>49,250</b>	<b>49,250</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LIBRARY MAINTENANCE TOTAL</b>		<b>143,922</b>	<b>126,215</b>	<b>136,145</b>	<b>139,932</b>	<b>139,932</b>	<b>0</b>

ARCHIVES	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
PERSONAL SERVICES TOTAL	0	0	0	0	0	0
52101 OFFICE SUPPLIES	1,200	180	500	400	400	
TOTAL SUPPLIES & MATERIALS	1,200	180	500	400	400	0
53101 PRINTING & STATIONERY	0	0	0	0	0	
52106 BOOKS AND PERIODICALS	100	0	0	0	0	
53110 TELEPHONE TOWN BLDGS	230	216	230	250	250	
53116 BINDING & BOOK REPAIRS	100	0	0	0	0	
53118 PROF SERVICES	6,470	7,438	9,600	10,575	10,575	
TOTAL CONTRACTUAL SERVICES	6,900	7,654	9,830	10,825	10,825	0
54101 DUES AND MEMBERSHIPS	100	352	352	440	440	
TOTAL CHARGES & OBLIGATIONS	100	352	352	440	440	0
<b>EXPENSES TOTAL</b>	<b>8,200</b>	<b>8,186</b>	<b>10,682</b>	<b>11,665</b>	<b>11,665</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ARCHIVES TOTAL</b>	<b>8,200</b>	<b>8,186</b>	<b>10,682</b>	<b>11,665</b>	<b>11,665</b>	<b>0</b>

HISTORICAL COMMISSION		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51251 TEMPORARY		0	0	1,500	1,500	1,500	
	<b>PERSONAL SERVICES TOTAL</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>0</b>
53118 PROF SERVICES		0	0	0	15,000	15,000	
	<b>EXPENSES TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>
<b>HISTORICAL COMMISSION TOTAL</b>		<b>0</b>	<b>0</b>	<b>1,500</b>	<b>16,500</b>	<b>16,500</b>	<b>0</b>

HEALTH		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101	PERMANENT	224,250	224,898	236,040	255,671	241,212	
	TOTAL PERMANENT	224,250	224,898	236,040	255,671	241,212	-
51251	TEMPORARY	0		0	1,075	1,075	0
	TOTAL TEMPORARY	0	0	0	1,075	1,075	0
51359	OVERTIME	1,000	329	1,000	1,000	1,000	
	TOTAL OVERTIME	1,000	329	1,000	1,000	1,000	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>225,250</b>	<b>225,227</b>	<b>237,040</b>	<b>257,746</b>	<b>243,287</b>	<b>0</b>
52101	OFFICE SUPPLIES	700	499	700	700	700	
52103	PRINTING AND REPRODUC SUPPLI	600	589	600	600	600	
52106	BOOKS AND PERIODICALS	100	0	100	100	100	
52179	MEDICAL & DENTAL	800	184	1,000	1,000	1,000	
	TOTAL SUPPLIES & MATERIALS	2,200	1,273	2,400	2,400	2,400	0
53101	PRINTING STATIONERY	300	48	300	300	300	
53110	TELEPHONE TOWN BLDGS	1,000	455	1,000	1,000	1,000	
53115	ADVERTISING	100	0	100	100	100	
53118	PROF SERVICES	45,970	40,039	48,075	49,170	49,170	
53122	TRAVEL	400	178	700	700	700	
53166	TUITION	250	250	250	250	250	
	TOTAL CONTRACTUAL SERVICES	48,020	40,970	50,425	51,520	51,520	0
54101	DUES AND MEMBERSHIPS	250	270	250	250	250	
	TOTAL CHARGES & OBLIGATIONS	250	270	250	250	250	0
	<b>EXPENSES TOTAL</b>	<b>50,470</b>	<b>42,513</b>	<b>53,075</b>	<b>54,170</b>	<b>54,170</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>HEALTH TOTAL</b>	<b>275,720</b>	<b>267,740</b>	<b>290,115</b>	<b>311,916</b>	<b>297,457</b>	<b>0</b>

<b>COUNCIL ON AGING</b>	<b>FY14 Budget</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
51101 PERMANENT	232,824	234,229	238,081	260,190	238,770	
51155 SICKLV BUYBACK NAGA	2,815	2,823	2,822	3,000	3,000	
51161 SICKLV BUYBACK	1,500	0	1,500	1,500	1,500	
TOTAL PERMANENT	237,139	237,052	242,403	264,690	243,270	-
<b>PERSONAL SERVICES TOTAL</b>	<b>237,139</b>	<b>237,052</b>	<b>242,403</b>	<b>264,690</b>	<b>243,270</b>	<b>0</b>
52101 OFFICE SUPPLIES	800	800	812	826	826	
52105 COMPUTER SUPPLIES	478	478	485	493	493	
TOTAL SUPPLIES & MATERIALS	1,278	1,278	1,297	1,319	1,319	0
53101 PRINTING STATIONERY	1,277	1,277	1,296	1,318	1,318	
53110 TELEPHONE TOWN BLDGS	1,729	1,479	1,729	1,758	1,758	
53122 TRAVEL	569	569	577	587	587	
53161 R&M FURNITURE/EQUIPMENT	272	272	276	281	281	
53166 TUITION	1,043	1,043	1,058	1,075	1,075	
TOTAL CONTRACTUAL SERVICES	4,890	4,640	4,936	5,021	5,019	0
54102 RENTALS AND STORAGE	12	12	12	12	12	
TOTAL CHARGES & OBLIGATIONS	12	12	12	12	12	0
<b>EXPENSES TOTAL</b>	<b>6,180</b>	<b>5,930</b>	<b>6,245</b>	<b>6,352</b>	<b>6,350</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COUNCIL ON AGING TOTAL</b>	<b>243,319</b>	<b>242,982</b>	<b>248,648</b>	<b>271,042</b>	<b>249,620</b>	<b>0</b>

VETERANS SERVICES		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101	PERMANENT	8,557	8,420	8,712	8,725	8,725	
	<b>PERSONAL SERVICES TOTAL</b>	<b>8,557</b>	<b>8,420</b>	<b>8,712</b>	<b>8,725</b>	<b>8,725</b>	<b>0</b>
52101	OFFICE SUPPLIES	0	0	0	0	0	
52106	BOOKS AND PERIODICALS	0	0	0	0	0	
52112	FLAGS	2,550	2,131	2,550	2,550	2,550	
52136	AGRICULTURE AND HORTICULTURE	1,930	1,406	1,930	1,930	1,930	
52180	FOOD & GROCERIES	0	0	0	0	0	
	<b>TOTAL SUPPLIES &amp; MATERIALS</b>	<b>4,480</b>	<b>3,537</b>	<b>4,480</b>	<b>4,480</b>	<b>4,480</b>	<b>0</b>
53118	PROF SERVICES	0	0	0	18,000	18,000	0
53122	TRAVEL	200	0	200	300	300	
	<b>TOTAL CONTRACTUAL SERVICES</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>18,300</b>	<b>18,300</b>	<b>0</b>
54101	DUES AND MEMBERSHIPS	75	0	75	75	75	
54112	DIRECT CASH GRANTS	13,825	14,207	16,638	16,638	16,638	
54115	MEDICAL, SURGICAL	250	0	250	250	250	
54122	FOOD & CLOTHING ASSIST	300	0	300	300	300	
54126	CURRENT CHARGES	2,300	2,218	2,300	2,300	2,300	
	<b>TOTAL CHARGES &amp; OBLIGATIONS</b>	<b>16,750</b>	<b>16,425</b>	<b>19,563</b>	<b>19,563</b>	<b>19,563</b>	<b>0</b>
	<b>EXPENSES TOTAL</b>	<b>21,430</b>	<b>19,962</b>	<b>24,243</b>	<b>42,343</b>	<b>42,343</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>VETERANS TOTAL</b>	<b>29,987</b>	<b>28,382</b>	<b>32,955</b>	<b>51,068</b>	<b>51,068</b>	<b>0</b>

POLICE	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	3,161,633	3,069,559	3,234,875	3,305,911	3,305,911	0
51145 HOLIDAY	114,149	109,602	117,453	118,182	118,182	0
51155 SICKLV BUYBACK WOCA	5,134	2,823	2,823	2,995	2,995	0
51157 SICKLV BUYBACK - SUPER OFFIC	67,031	48,109	54,152	56,367	56,367	0
51158 SICKLV BUYBACK - POLICE OFFI	51,305	55,420	88,275	62,485	62,485	0
51161 SICK LEAVE BUYBACK - NON UNION	18,000	3,300	3,750	18,750	18,750	0
TOTAL PERMANENT	3,417,252	3,288,814	3,501,328	3,564,690	3,564,690	0
51251 TEMPORARY	166,322	142,757	177,253	181,714	181,714	0
TOTAL TEMPORARY	166,322	142,757	177,253	181,714	181,714	0
51359 OVERTIME	320,741	463,026	332,760	346,000	346,000	0
53163 SICK LEAVE COVERAGE	14,114	6,558	6,770	15,660	15,660	0
53164 COURT TIME	14,200	22,147	14,200	14,200	14,200	0
TOTAL OVERTIME	349,055	491,730	353,730	375,860	375,860	0
<b>PERSONAL SERVICES TOTAL</b>	<b>3,932,629</b>	<b>3,923,301</b>	<b>4,032,311</b>	<b>4,122,264</b>	<b>4,122,264</b>	<b>0</b>
52101 OFFICE SUPPLIES	4,000	5,627	11,344	4,500	4,500	0
52103 PRINTING AND REPRODUC SUPPLIES	400	1,900	400	1,000	1,000	0
52106 BOOKS AND PERIODICALS	250	0	250	250	250	0
52113 CLEANING SUPPLIES	4,500	2,804	4,500	4,500	4,500	0
52115 HOUSEHOLD SUPPLIES	1,600	1,565	1,600	1,600	1,600	0
52117 FIRE ALARM SUPPLIES	0	0	0	0	0	0
52123 HARDWARE	800	185	800	800	800	0
52125 PAINTING SUPPLIES	200	0	200	200	200	0
52138 SUPPLIES , AUTOMOTIVE	6,700	4,250	6,700	6,700	6,700	0
52142 TIRES, TUBES & CHAINS	8,850	8,793	6,600	7,600	7,600	0
52143 SMALL TOOLS & IMPLMT	100	170	100	100	100	0
52180 FOOD & GROCERIES	1,600	822	1,600	1,600	1,600	0
52181 PUBLIC SAFETY SUPPLY	16,700	17,690	12,700	15,500	15,500	0
52184 CLOTHING & UNIFORM	26,600	29,056	25,100	27,100	27,100	0
52186 SUPPLIES & MATERIALS	2,950	1,230	2,950	2,950	2,950	0
52217 AUXILIARY UNIFORMS/EQUIPMENT	3,500	1,249	3,500	3,500	3,500	0
TOTAL SUPPLIES & MATERIALS	78,750	75,343	78,344	77,900	77,900	0

POLICE	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
53101 PRINTING & STATIONERY	2,900	3,578	2,900	2,900	2,900	0
53107 POSTAGE	900	525	900	900	900	0
53110 TELEPHONE TOWN BLDGS	23,450	28,012	24,450	26,450	26,450	0
53115 ADVERTISING	150	165	150	150	150	0
53118 PROF SERVICES	3,000	2,574	3,000	18,000	18,000	0
53122 TRAVEL	2,200	490	2,200	2,200	2,200	0
53127 R&M AUTOMOTIVE	10,100	7,695	10,100	9,600	9,600	0
53128 COM R&M TOOLS & EQUIPMENT	24,400	27,068	24,400	33,000	33,000	0
53138 R&M BLDG & STRUCT	50	0	50	50	50	0
53143 AMBROSE/R&M BLDG & STRUC	3,500	2,631	3,500	3,500	3,500	0
53167 TUITION	15,000	14,571	13,000	15,000	15,000	0
TOTAL CONTRACTUAL SERVICES	85,650	87,307	84,650	111,750	111,750	0
54101 DUES AND MEMBERSHIPS	750	1,435	1,730	1,730	1,730	0
54115 MEDICAL, SURGICAL	1,000	1,535	1,000	1,000	1,000	0
54117 PAYMENTS TO MUNICIPALITIES	7,800	8,075	7,800	8,000	8,000	0
TOTAL CHARGES & OBLIGATIONS	9,550	11,045	10,530	10,730	10,730	0
<b>EXPENSES TOTAL</b>	<b>173,950</b>	<b>173,695</b>	<b>173,524</b>	<b>200,380</b>	<b>200,380</b>	<b>0</b>
55109 PUBLIC SAFETY	68,800	68,800	68,800	68,800	68,800	0
<b>EQUIPMENT TOTAL</b>	<b>68,800</b>	<b>68,800</b>	<b>68,800</b>	<b>68,800</b>	<b>68,800</b>	<b>0</b>
<b>POLICE TOTALS</b>	<b>4,175,379</b>	<b>4,165,796</b>	<b>4,274,635</b>	<b>4,391,444</b>	<b>4,391,444</b>	<b>0</b>

<b>POLICE ADMINISTRATION</b>	<b>FY14 Budget</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
51101 PERMANENT	308,263	328,928	247,716	251,833	251,833	
51145 HOLIDAY	9,588	9,760	5,919	5,921	5,921	
51155 SICKLV BUYBACK WOCA	5,134	2,823	2,823	2,995	2,995	
51157 SICKLV BUYBACK - SUPER OFFIC	5,239	5,273	160	0	0	
51158 SICKLV BUYBACK - POLICE OFFI	0	0	0	0	0	
51161 SICK LEAVE BUYBACK - NON UNION	15,000	750	750	15,750	15,750	
TOTAL PERMANENT	343,224	347,534	257,368	276,499	276,499	0
51251 TEMPORARY						
TOTAL TEMPORARY	0	0	0	0	0	0
51359 OVERTIME	15,000	17,488	15,234	15,000	15,000	
51360 OT-SECTY	0	0	0	0	0	
53163 SICK LEAVE COVERAGE	0	0	0	0	0	
TOTAL OVERTIME	15,000	17,488	15,234	15,000	15,000	0
<b>PERSONAL SERVICES TOTAL</b>	<b>358,224</b>	<b>365,021</b>	<b>272,602</b>	<b>291,499</b>	<b>291,499</b>	<b>0</b>
52101 OFFICE SUPPLIES	4,000	5,627	4,000	4,500	4,500	
52106 BOOKS AND PERIODICALS	250	0	250	250	250	
52142 TIRES, TUBES & CHAINS	150	0	400	400	400	
52180 FOOD & GROCERIES	500	579	500	500	500	
52181 PUBLIC SAFETY SUPPLY	700	1,130	700	1,000	1,000	
52184 CLOTHING & UNIFORM	750	0	750	750	750	
52217 AUXILIARY UNIFORMS/EQUIPMENT	3,500	1,249	3,500	3,500	3,500	
TOTAL SUPPLIES & MATERIALS	9,850	8,586	10,100	10,900	10,900	0
53101 PRINTING & STATIONERY	500	984	500	700	700	
53107 POSTAGE	600	525	600	600	600	
53115 ADVERTISING	150	165	150	150	150	
53118 PROF SERVICES	3,000	2,574	3,000	18,000	18,000	
53122 TRAVEL	400	38	400	400	400	
53167 TUITION	250	0	250	250	250	
TOTAL CONTRACTUAL SERVICES	4,900	4,286	4,900	12,100	20,100	0
54101 DUES AND MEMBERSHIPS	500	1,435	1,480	1,480	1,480	
54102 RENTALS AND STORAGE	0	0	0	0	0	
TOTAL CHARGES & OBLIGATIONS	500	1,435	1,480	1,480	1,480	0
<b>EXPENSES TOTAL</b>	<b>15,250</b>	<b>14,307</b>	<b>16,480</b>	<b>24,480</b>	<b>32,480</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>POLICE ADMINISTRATION TOTAL</b>	<b>373,474</b>	<b>379,328</b>	<b>289,082</b>	<b>315,979</b>	<b>323,979</b>	<b>0</b>

POLICE PATROL		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101	PERMANENT	2,246,681	2,133,345	2,267,898	2,333,197	2,333,197	
51145	HOLIDAY	93,692	88,403	96,749	96,890	96,890	
51157	SICKLV BUYBACK - SUPER OFFIC	61,497	42,837	48,129	50,501	50,501	
51158	SICKLV BUYBACK - POLICE OFFI	36,751	46,359	58,113	54,051	54,051	
	TOTAL PERMANENT	2,438,621	2,310,943	2,470,889	2,534,639	2,534,639	0
51251	TEMPORARY		0				
	TOTAL TEMPORARY	0	0	0	0	0	0
51359	OVERTIME	221,518	359,319	228,796	242,000	242,000	
53163	SICK LEAVE COVERAGE	7,344	2,775	0	8,250	8,250	
51364	COURT TIME	13,000	20,511	13,000	13,000	13,000	
51365	OFF DUTY						
	TOTAL OVERTIME	241,862	382,605	241,796	263,250	263,250	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>2,680,483</b>	<b>2,693,548</b>	<b>2,712,685</b>	<b>2,797,889</b>	<b>2,797,889</b>	<b>0</b>
52101	OFFICE SUPPLIES	0	0	7,344	0	0	0
52142	TIRES, TUBES & CHAINS	8,000	8,793	5,500	6,500	6,500	
52180	FOOD & GROCERIES	1,100	243	1,100	1,100	1,100	
52181	PUBLIC SAFETY SUPPLY	15,500	16,320	11,500	14,000	14,000	
52184	CLOTHING & UNIFORM	23,000	26,075	21,000	23,000	23,000	
52186	SUPPLIES & MATERIALS	200	0	200	200	200	
	TOTAL SUPPLIES & MATERIALS	47,800	51,431	46,644	44,800	44,800	0
53101	PRINTING & STATIONERY	2,400	2,594	2,400	2,200	2,200	
53122	TRAVEL	800	431	800	800	800	
53128	COM R&M TOOLS&EQUIPMENT	15,000	14,939	15,000	15,000	15,000	
53167	TUITION	14,000	13,783	12,000	14,000	14,000	
	TOTAL CONTRACTUAL SERVICES	32,200	31,747	30,200	32,000	32,000	0
54115	MEDICAL, SURGICAL	1,000	1,535	1,000	1,000	1,000	
54117	PAYMETS TO MUNICIPALITIES	0	0	0	0	0	
	TOTAL CHARGES & OBLIGATIONS	1,000	1,535	1,000	1,000	1,000	0
	<b>EXPENSES TOTAL</b>	<b>81,000</b>	<b>84,714</b>	<b>77,844</b>	<b>77,800</b>	<b>77,800</b>	<b>0</b>
55109	PUBLIC SAFETY	68,800	68,800	68,800	68,800	68,800	
	<b>EQUIPMENT TOTAL</b>	<b>68,800</b>	<b>68,800</b>	<b>68,800</b>	<b>68,800</b>	<b>68,800</b>	<b>0</b>
	<b>POLICE PATROL TOTAL</b>	<b>2,830,283</b>	<b>2,847,062</b>	<b>2,859,329</b>	<b>2,944,489</b>	<b>2,944,489</b>	<b>0</b>

<b>POLICE INVESTIGATION</b>	<b>FY14 Budget</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
51101 PERMANENT	217,123	213,160	313,265	320,317	320,317	
51145 HOLIDAY	8,869	8,957	12,785	13,371	13,371	
51157 SICKLV BUYBACK - SUPER OFFIC	295	0	5,863	5,866	5,866	
51158 SICKLV BUYBACK - POLICE OFFI	12,094	8,968	30,162	8,434	8,434	
TOTAL PERMANENT	238,381	231,084	362,075	347,988	347,988	0
51359 OVERTIME	17,215	18,549	17,430	18,000	18,000	
51364 COURT TIME	1,200	1,635	1,200	1,200	1,200	
TOTAL OVERTIME	18,415	20,185	18,630	19,200	19,200	0
<b>PERSONAL SERVICES TOTAL</b>	<b>256,796</b>	<b>251,269</b>	<b>380,705</b>	<b>367,188</b>	<b>367,188</b>	<b>0</b>
52103 PRINTING AND REPRODUC SUPPLI	400	1,900	400	1,000	1,000	
52142 TIRES, TUBES & CHAINS	600	0	600	600	600	
52181 PUBLIC SAFETY SUPPLY	500	239	500	500	500	
52184 CLOTHING & UNIFORM	1,500	534	1,500	1,500	1,500	
52186 SUPPLIES & MATERIALS	2,500	1,230	2,500	2,500	2,500	
TOTAL SUPPLIES & MATERIALS	5,500	3,904	5,500	6,100	6,100	0
53122 TRAVEL	1,000	21	1,000	1,000	1,000	
53167 TUITION	750	788	750	750	750	
TOTAL CONTRACTUAL SERVICES	1,750	809	1,750	1,750	1,750	0
54101 DUES AND MEMBERSHIPS	250	0	250	250	250	
TOTAL CHARGES & OBLIGATIONS	250	0	250	250	250	0
<b>EXPENSES TOTAL</b>	<b>7,500</b>	<b>4,712</b>	<b>7,500</b>	<b>8,100</b>	<b>8,100</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>POLICE INVESTIGATION TOTAL</b>	<b>264,296</b>	<b>255,981</b>	<b>388,205</b>	<b>375,288</b>	<b>375,288</b>	<b>0</b>

POLICE COMMUNICATION		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101	PERMANENT	231,426	247,965	239,447	238,003	238,003	
51145	HOLIDAY	2,000	2,482	2,000	2,000	2,000	
51161	SICKLV BUYBACK - NON UNION	2,250	1,800	2,250	2,250	2,250	
	TOTAL PERMANENT	235,676	252,247	243,697	242,253	242,253	0
51251	TEMPORARY	56,807	11,630	57,907	58,000	58,000	
	TOTAL TEMPORARY	56,807	11,630	57,907	58,000	58,000	0
51359	OVERTIME	54,200	52,885	55,700	55,390	55,390	
51363	SICK LEAVE COVERAGE	6,770	3,784	6,770	7,410	7,410	
	TOTAL OVERTIME	60,970	56,669	62,470	62,800	62,800	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>353,453</b>	<b>320,545</b>	<b>364,074</b>	<b>363,053</b>	<b>363,053</b>	<b>0</b>
52184	CLOTHING & UNIFORM	500	42	500	500	500	
	TOTAL SUPPLIES & MATERIALS	500	42	500	500	500	0
53110	TELEPHONE TOWN BLDGS	23,000	27,430	24,000	26,000	26,000	
53128	COM R&M TOOLS & EQUIPMENT	9,400	12,129	9,400	18,000	18,000	
	TOTAL CONTRACTUAL SERVICES	32,400	39,558	33,400	37,500	44,000	0
54117	PAYMETS TO MUNICIPALITIES	7,800	8,075	7,800	8,000	8,000	
	TOTAL CHARGES & OBLIGATIONS	7,800	8,075	7,800	8,000	8,000	0
	<b>EXPENSES TOTAL</b>	<b>40,700</b>	<b>47,675</b>	<b>41,700</b>	<b>46,000</b>	<b>52,500</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>POLICE COMMUNICATION TOTAL</b>	<b>394,153</b>	<b>368,221</b>	<b>405,774</b>	<b>409,053</b>	<b>415,553</b>	<b>0</b>

POLICE MAINTENANCE	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	21,736	21,643	22,462	22,411	22,411	
51158 SICKLV BUYBACK - POLICE OFFI	2,460	94	0	0	0	
TOTAL PERMANENT	24,196	21,737	22,462	22,411	22,411	0
TOTAL TEMPORARY	0	0	0	0	0	0
51359 OVERTIME	0	0	2,460	2,460	2,460	
TOTAL OVERTIME	0	0	2,460	2,460	2,460	0
<b>PERSONAL SERVICES TOTAL</b>	<b>24,196</b>	<b>21,737</b>	<b>24,922</b>	<b>24,871</b>	<b>24,871</b>	<b>0</b>
52113 CLEANING SUPPLIES	4,500	2,804	4,500	4,500	4,500	
52115 HOUSEHOLD SUPPLIES	1,500	1,565	1,500	1,500	1,500	
52123 HARDWARE	700	185	700	700	700	
52125 PAINTING SUPPLIES	200	0	200	200	200	
52138 SUPPLIES, AUTOMOBILE	6,500	4,250	6,500	6,500	6,500	
52143 SMALL TOOLS & IMPLMT	100	170	100	100	100	
TOTAL SUPPLIES & MATERIALS	13,500	8,975	13,500	13,500	13,500	0
53127 R&M AUTOMOTIVE	10,000	7,695	10,000	9,500	9,500	
53143 AMBROSE/R&M BLDG & STRUC	3,500	2,631	3,500	3,500	3,500	
TOTAL CONTRACTUAL SERVICES	13,500	10,326	13,500	13,000	13,000	0
<b>EXPENSES TOTAL</b>	<b>27,000</b>	<b>19,301</b>	<b>27,000</b>	<b>26,500</b>	<b>26,500</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>POLICE MAINTENANCE TOTAL</b>	<b>51,196</b>	<b>41,037</b>	<b>51,922</b>	<b>51,371</b>	<b>51,371</b>	<b>0</b>

SCHOOL TRAFFIC		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT		103,801	91,245	110,257	106,370	106,370	
	TOTAL PERMANENT	103,801	91,245	110,257	106,370	106,370	0
51251 TEMPORARY		109,515	131,127	119,346	123,714	123,714	
	TOTAL TEMPORARY	109,515	131,127	119,346	123,714	123,714	0
51359 OVERTIME		1,500	2,527	1,500	1,500	1,500	
	TOTAL OVERTIME	1,500	2,527	1,500	1,500	1,500	0
<b>PERSONAL SERVICES TOTAL</b>		<b>214,816</b>	<b>224,899</b>	<b>231,103</b>	<b>231,584</b>	<b>231,584</b>	<b>0</b>
52184 CLOTHING & UNIFORMS		500	1,992	1,000	1,000	1,000	
	TOTAL SUPPLIES & MATERIALS	500	1,992	1,000	1,000	1,000	0
<b>EXPENSES TOTAL</b>		<b>500</b>	<b>1,992</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SCHOOL TRAFFIC TOTAL</b>		<b>215,316</b>	<b>226,891</b>	<b>232,103</b>	<b>232,584</b>	<b>232,584</b>	<b>0</b>

<b>DOG CONTROL</b>	<b>FY14 Budget</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
51101 PERMANENT	32,603	33,274	33,830	33,780	33,780	
51161 SICK LEAVE BUYBACK NON UNION	750	750	750	750	750	
TOTAL PERMANENT	33,353	34,024	34,580	34,530	34,530	0
51359 OVERTIME	11,308	12,257	11,640	11,650	11,650	
TOTAL OVERTIME	11,308	12,257	11,640	11,650	11,650	0
<b>PERSONAL SERVICES TOTAL</b>	<b>44,661</b>	<b>46,282</b>	<b>46,220</b>	<b>46,180</b>	<b>46,180</b>	<b>0</b>
52115 HOUSEHOLD SUPPLIES	100	0	100	100	100	
52123 HARDWARE	100	0	100	100	100	
52138 SUPPLIES, AUTOMOBILE	200	0	200	200	200	
52142 TIRES, TUBES & CHAINS	100	0	100	100	100	
52184 CLOTHING & UNIFORMS	350	412	350	350	350	
52186 SUPPLIES & MATERIALS	250	0	250	250	250	
TOTAL SUPPLIES & MATERIALS	1,100	412	1,100	1,100	1,100	0
53107 POSTAGE	300	0	300	300	300	
53110 TELEPHONE TOWN BLDGS	450	582	450	450	450	
53127 R&M AUTOMOTIVE	100	0	100	100	100	
53138 R&M BLDG & STRUCT	50	0	50	50	50	
TOTAL CONTRACTUAL SERVICES	900	582	900	900	900	0
TOTAL CHARGES & OBLIGATIONS	0	0	0	0	0	0
<b>EXPENSES TOTAL</b>	<b>2,000</b>	<b>994</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DOG CONTROL TOTAL</b>	<b>46,661</b>	<b>47,276</b>	<b>48,220</b>	<b>48,180</b>	<b>48,180</b>	<b>0</b>

FIRE	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	3,198,946	3,057,652	3,209,389	3,524,566	3,524,566	0
51145 HOLIDAY	164,492	141,806	169,654	187,855	187,855	0
51155 SICKLV BUYBACK WOCA	3,106	2,992	3,242	3,106	3,106	0
51157 SICKLV BUYBACK - SUPER OFFIC	135,539	97,680	142,116	134,140	134,140	0
51159 SICKLV BUYBACK - FIREFIGHTER	6,377	6,377	6,377	6,832	6,832	0
51161 SICK LEAVE BUYBACK - NON UNION	750	750	750	750	750	0
51901 CLOTHING ALLOWANCE	19,725	26,275	19,725	24,750	24,750	0
TOTAL PERMANENT	3,528,935	3,333,532	3,551,253	3,881,999	3,881,999	0
51359 OVERTIME	300,608	454,783	312,884	338,755	338,435	0
53163 SICK LEAVE COVERAGE	46,861	0	46,861	50,610	50,610	0
TOTAL OVERTIME	347,469	454,783	359,745	389,365	389,045	0
<b>PERSONAL SERVICES TOTAL</b>	<b>3,876,404</b>	<b>3,788,314</b>	<b>3,910,998</b>	<b>4,271,364</b>	<b>4,271,044</b>	<b>0</b>
52101 OFFICE SUPPLIES	8,500	8,281	8,500	8,500	8,500	0
52103 PRINTING AND REPRODUC SUPPLIES	400	212	400	400	400	0
52105 COMPUTER SUPPLIES	1,000	959	1,000	1,000	1,000	0
52106 BOOKS AND PERIODICALS	1,000	813	1,000	1,000	1,000	0
52113 CLEANING SUPPLIES	2,000	2,040	2,000	2,000	2,000	0
52115 HOUSEHOLD SUPPLIES	1,200	1,199	1,200	1,200	1,200	0
52116 ELECTRICAL SUPPLIES	740	740	740	740	740	0
52117 FIRE ALARM SUPPLIES	11,000	6,695	11,000	11,000	11,000	0
52123 HARDWARE	300	187	300	300	300	0
52125 PAINTING SUPPLIES	600	312	600	600	600	0
52127 PLUMBING, HEATING & VENTILAT	200	72	200	200	200	0
52138 SUPPLIES , AUTOMOTIVE	18,900	17,480	18,900	18,900	18,900	0
52142 TIRES, TUBES & CHAINS	3,600	3,429	3,600	3,600	3,600	0
52143 SMALL TOOLS & IMPLMT	1,600	1,699	1,600	1,600	1,600	0
52179 MEDICAL & DENTAL	24,000	23,283	24,434	24,434	24,434	0
52181 PUBLIC SAFETY SUPPLY	8,000	6,636	8,000	8,000	8,000	0
52184 CLOTHING & UNIFORM	13,900	11,529	33,900	21,000	21,000	0
52186 SUPPLIES & MATERIALS	1,400	1,293	1,400	1,400	1,400	0
TOTAL SUPPLIES & MATERIALS	98,340	86,859	118,774	105,874	105,874	0

FIRE	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
53101 PRINTING & STATIONERY	1,350	705	1,350	1,350	1,350	0
53107 POSTAGE	300	100	300	300	300	0
53110 TELEPHONE TOWN BLDGS	15,000	12,798	15,000	15,000	15,000	0
53115 ADVERTISING	200	0	200	200	200	0
53118 PROF SERVICES	10,000	9,504	10,000	10,000	10,000	0
53122 TRAVEL	2,000	1,217	2,000	2,000	2,000	0
53124 CLEAN & SANITARY	1,000	1,000	1,000	1,000	1,000	0
53127 R&M AUTOMOTIVE	6,750	6,864	6,750	6,750	6,750	0
53128 COM R&M TOOLS & EQUIPMENT	3,500	3,233	3,500	3,500	3,500	0
53138 R&M BLDG & STRUCT	3,000	2,055	3,000	3,000	3,000	0
53160 R&M ALARM	750	538	750	750	750	0
53166 TUITION	34,000	32,708	34,000	34,000	34,000	0
53170 AV RENTAL	0	0	0	0	0	0
53172 CONTRACTUAL SERVICES	27,200	24,934	27,200	80,700	40,700	0
53303 LICENSE REIMBURSEMENT	2,000	825	2,000	2,000	2,000	0
TOTAL CONTRACTUAL SERVICES	107,050	96,482	107,050	160,550	120,550	0
54101 DUES AND MEMBERSHIPS	1,650	1,491	1,650	1,650	1,650	0
54102 RENTALS AND STORAGE	500	368	500	500	500	0
54115 MEDICAL, SURGICAL	1,000	428	1,000	1,000	1,000	0
TOTAL CHARGES & OBLIGATIONS	3,150	2,287	3,150	3,150	3,150	0
<b>EXPENSES TOTAL</b>	<b>208,540</b>	<b>185,627</b>	<b>228,974</b>	<b>269,574</b>	<b>229,574</b>	<b>0</b>
55101 FURNITURE AND FIXTURES	500	500	500	500	500	0
55103 OFFICE EQUIPMENT	500	500	500	500	500	0
55109 PUBLIC SAFETY	19,000	18,832	24,000	26,500	26,500	0
55112 EQUIPMENT, NOT OTHERWISE CLA	5,000	3,502	5,000	5,000	5,000	0
<b>EQUIPMENT TOTAL</b>	<b>25,000</b>	<b>23,334</b>	<b>30,000</b>	<b>32,500</b>	<b>32,500</b>	<b>0</b>
<b>FIRE TOTALS</b>	<b>4,109,944</b>	<b>3,997,276</b>	<b>4,169,972</b>	<b>4,573,438</b>	<b>4,533,118</b>	<b>0</b>

<b>FIRE ADMINISTRATION</b>	<b>FY14 Budget</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
51101 PERMANENT	187,583	187,502	193,265	194,492	194,492	
51145 HOLIDAY	5,295	5,245	5,529	5,431	5,431	
51155 SICKLV BUYBACK WOCA	3,106	2,992	3,242	3,106	3,106	
51161 SICKLV BUYBACK - NON UNION	750	750	750	750	750	
51901 CLOTHING ALLOWANCE	600	1,200	600	600	600	
<b>TOTAL PERMANENT</b>	<b>197,334</b>	<b>197,688</b>	<b>203,386</b>	<b>204,379</b>	<b>204,379</b>	<b>0</b>
51359 OVERTIME	3,000	684	3,000	3,000	3,000	
<b>TOTAL OVERTIME</b>	<b>3,000</b>	<b>684</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>
<b>PERSONAL SERVICES TOTAL</b>	<b>200,334</b>	<b>198,372</b>	<b>206,386</b>	<b>207,379</b>	<b>207,379</b>	<b>0</b>
52101 OFFICE SUPPLIES	250	105	250	250	250	
52103 PRINTING AND REPRODUC SUPPLIES	400	212	400	400	400	
52105 COMPUTER SUPPLIES	1,000	959	1,000	1,000	1,000	
52186 SUPPLIES & MATERIALS	200	172	200	200	200	
<b>TOTAL SUPPLIES &amp; MATERIALS</b>	<b>1,850</b>	<b>1,447</b>	<b>1,850</b>	<b>1,850</b>	<b>1,850</b>	<b>0</b>
53101 PRINTING & STATIONERY	300	315	300	300	300	
53107 POSTAGE	200	0	200	200	200	
53115 ADVERTISING	200	0	200	200	200	
53122 TRAVEL	400	60	400	400	400	
53128 COM R&M TOOLS & EQUIPMENT	800	800	800	800	800	
<b>TOTAL CONTRACTUAL SERVICES</b>	<b>1,900</b>	<b>1,175</b>	<b>1,900</b>	<b>1,900</b>	<b>1,900</b>	<b>0</b>
54101 DUES AND MEMBERSHIPS	1,050	929	1,050	1,050	1,050	
54115 MEDICAL, SURGICAL	1,000	428	1,000	1,000	1,000	
<b>TOTAL CHARGES &amp; OBLIGATIONS</b>	<b>2,050</b>	<b>1,357</b>	<b>2,050</b>	<b>2,050</b>	<b>2,050</b>	<b>0</b>
<b>EXPENSES TOTAL</b>	<b>5,800</b>	<b>3,979</b>	<b>5,800</b>	<b>5,800</b>	<b>5,800</b>	<b>0</b>
55101 FURNITURE AND FIXTURES	500	500	500	500	500	
55103 OFFICE EQUIPMENT	500	500	500	500	500	
<b>EQUIPMENT TOTAL</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>0</b>
<b>FIRE ADMINISTRATION TOTAL</b>	<b>207,134</b>	<b>203,351</b>	<b>213,186</b>	<b>214,179</b>	<b>214,179</b>	<b>0</b>

FIRE FIGHTERS		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101	PERMANENT	2,901,559	2,762,172	2,906,320	3,213,762	3,213,762	
51145	HOLIDAY	154,520	131,885	159,448	177,414	177,414	
51159	SICKLV BUYBACK - FIREFIGHTER	135,539	97,680	142,116	134,140	134,140	
51901	CLOTHING ALLOWANCE	19,125	25,075	19,125	24,150	24,150	
	TOTAL PERMANENT	3,210,743	3,016,812	3,227,009	3,549,466	3,549,466	0
51359	OVERTIME	261,884	417,444	273,884	295,795	295,795	
51363	SICK LEAVE COVERAGE	46,861	0	46,861	50,610	50,610	
	TOTAL OVERTIME	308,745	417,444	320,745	346,405	346,405	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>3,519,488</b>	<b>3,434,256</b>	<b>3,547,754</b>	<b>3,895,871</b>	<b>3,895,871</b>	<b>0</b>
52179	MEDICAL & DENTAL	8,000	7,935	8,000	8,000	8,000	
52181	PUBLIC SAFETY SUPPLY	6,000	5,636	6,000	6,000	6,000	
52184	CLOTHING & UNIFORM	12,900	10,537	32,900	20,000	20,000	
52186	SUPPLIES & MATERIALS	900	822	900	900	900	
	TOTAL SUPPLIES & MATERIALS	27,800	24,931	47,800	34,900	34,900	0
53101	PRINTING & STATIONERY	300	300	300	300	300	
53122	TRAVEL	1,000	814	1,000	1,000	1,000	
53166	TUITION	6,000	6,000	6,000	6,000	6,000	
53172	CONTRACTUAL SERVICES	4,200	4,184	4,200	4,200	4,200	
53303	LICENSE REIMBURSEMENT	2,000	825	2,000	2,000	2,000	
	TOTAL CONTRACTUAL SERVICES	13,500	12,123	13,500	13,500	13,500	0
54101	DUES AND MEMBERSHIP	0	72	0	0	0	0
54102	RENTALS AND STORAGE	500	368	500	500	500	
	TOTAL CHARGES & OBLIGATIONS	500	440	500	500	500	0
	<b>EXPENSES TOTAL</b>	<b>41,800</b>	<b>37,493</b>	<b>61,800</b>	<b>48,900</b>	<b>48,900</b>	<b>0</b>
55109	PUBLIC SAFETY	16,000	16,708	16,000	16,000	16,000	
	<b>EQUIPMENT TOTAL</b>	<b>16,000</b>	<b>16,708</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>0</b>
	<b>FIRE FIGHTER TOTAL</b>	<b>3,577,288</b>	<b>3,488,457</b>	<b>3,625,554</b>	<b>3,960,771</b>	<b>3,960,771</b>	<b>0</b>

FIRE PREVENTION		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101	PERMANENT	88,504	87,475	88,504	94,731	94,731	
51145	HOLIDAY	4,677	4,676	4,677	5,010	5,010	
51159	SICKLV BUYBACK - FIRE FIGHTER	6,377	6,377	6,377	6,832	6,832	
	TOTAL PERMANENT	99,558	98,528	99,558	106,573	106,573	0
51359	OVERTIME	3,906	3,730	4,000	4,320	4,000	
	TOTAL OVERTIME	3,906	3,730	4,000	4,320	4,000	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>103,464</b>	<b>102,258</b>	<b>103,558</b>	<b>110,893</b>	<b>110,573</b>	<b>0</b>
52101	OFFICE SUPPLIES	150	141	150	150	150	
52106	BOOKS AND PERIODICALS	1,000	813	1,000	1,000	1,000	
52181	PUBLIC SAFETY SUPPLY	2,000	1,000	2,000	2,000	2,000	
	TOTAL SUPPLIES & MATERIALS	3,150	1,954	3,150	3,150	3,150	0
53101	PRINTING & STATIONERY	350	0	350	350	350	
53107	POSTAGE	100	100	100	100	100	
53122	TRAVEL	500	310	500	500	500	
	TOTAL CONTRACTUAL SERVICES	950	410	950	950	950	0
54101	DUES AND MEMBERSHIPS	400	330	400	400	400	
	TOTAL CHARGES & OBLIGATIONS	400	330	400	400	400	0
	<b>EXPENSES TOTAL</b>	<b>4,500</b>	<b>2,694</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>FIRE PREVENTION TOTAL</b>	<b>107,964</b>	<b>104,953</b>	<b>108,058</b>	<b>115,393</b>	<b>115,073</b>	<b>0</b>

FIRE COMMUNICATION		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT		8,038	7,179	8,038	7,425	7,425	
	TOTAL PERMANENT	8,038	7,179	8,038	7,425	7,425	0
51359 OVERTIME		15,900	18,333	16,000	17,280	17,280	
	TOTAL OVERTIME	15,900	18,333	16,000	17,280	17,280	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>23,938</b>	<b>25,512</b>	<b>24,038</b>	<b>24,705</b>	<b>24,705</b>	<b>0</b>
52101 OFFICE SUPPLIES		100	100	100	100	100	
52117 FIRE ALARM SUPPLIES		11,000	6,695	11,000	11,000	11,000	
52143 SMALL TOOLS & IMPLMT		1,100	1,054	1,100	1,100	1,100	
	TOTAL SUPPLIES & MATERIALS	12,200	7,849	12,200	12,200	12,200	0
53110 TELEPHONE TOWN BLDGS		15,000	12,798	15,000	15,000	15,000	
53122 TRAVEL		100	33	100	100	100	
53127 R&M AUTOMOTIVE		250	242	250	250	250	
53128 COM R&M TOOLS & EQUIPMENT		1,500	1,093	1,500	1,500	1,500	
53160 R&M ALARM		750	538	750	750	750	
53172 CONTRACTUAL SERVICE		0	0	0	53,500	13,500	
	TOTAL CONTRACTUAL SERVICES	17,600	14,704	17,600	71,100	31,100	0
54101 DUES AND MEMBERSHIPS		200	160	200	200	200	
	TOTAL CHARGES & OBLIGATIONS	200	160	200	200	200	0
	<b>EXPENSES TOTAL</b>	<b>30,000</b>	<b>22,712</b>	<b>30,000</b>	<b>83,500</b>	<b>43,500</b>	<b>0</b>
55112 EQUIPMENT, NOT OTHERWISE CLA		5,000	3,502	5,000	5,000	5,000	
	<b>EQUIPMENT TOTAL</b>	<b>5,000</b>	<b>3,502</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>
<b>FIRE COMMUNICATION TOTAL</b>		<b>58,938</b>	<b>51,727</b>	<b>59,038</b>	<b>113,205</b>	<b>73,205</b>	<b>0</b>

FIRE MAINTENANCE		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101	PERMANENT	7,797	7,918	7,797	8,315	8,315	
	TOTAL PERMANENT	7,797	7,918	7,797	8,315	8,315	0
51359	OVERTIME	9,000	8,983	9,000	9,720	9,720	
	TOTAL OVERTIME	9,000	8,983	9,000	9,720	9,720	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>16,797</b>	<b>16,901</b>	<b>16,797</b>	<b>18,035</b>	<b>18,035</b>	<b>0</b>
52113	CLEANING SUPPLIES	2,000	2,040	2,000	2,000	2,000	
52115	HOUSEHOLD SUPPLIES	1,200	1,199	1,200	1,200	1,200	
52116	ELECTRICAL SUPPLIES	740	740	740	740	740	
52123	HARDWARE	300	187	300	300	300	
52125	PAINTING SUPPLIES	600	312	600	600	600	
52127	PLUMBING, HEATING & VENTILAT	200	72	200	200	200	
52138	SUPPLIES, AUTOMOBILE	16,600	15,180	16,600	16,600	16,600	
52142	TIRES, TUBES & CHAINS	3,000	2,829	3,000	3,000	3,000	
52143	SMALL TOOLS & IMPLMT	300	450	300	300	300	
52186	SUPPLIES & MATERIALS	300	299	300	300	300	
	TOTAL SUPPLIES & MATERIALS	25,240	23,308	25,240	25,240	25,240	0
53124	CLEAN & SANITARY	1,000	1,000	1,000	1,000	1,000	
53127	R&M AUTOMOTIVE	6,500	6,622	6,500	6,500	6,500	
53128	COM R&M TOOLS & EQUIPMENT	1,200	1,340	1,200	1,200	1,200	
53138	R&M BLDG & STRUCTURE	3,000	2,055	3,000	3,000	3,000	
53172	CONTRACTUAL SERVICE	11,000	10,985	11,000	11,000	11,000	
	TOTAL CONTRACTUAL SERVICES	22,700	22,002	22,700	22,700	22,700	0
	<b>EXPENSES TOTAL</b>	<b>47,940</b>	<b>45,311</b>	<b>47,940</b>	<b>47,940</b>	<b>47,940</b>	<b>0</b>
55109	PUBLIC SAFETY	3,000	2,124	3,000	3,000	3,000	
	<b>EQUIPMENT TOTAL</b>	<b>3,000</b>	<b>2,124</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>
	<b>FIRE MAINTENANCE TOTAL</b>	<b>67,737</b>	<b>64,336</b>	<b>67,737</b>	<b>68,975</b>	<b>68,975</b>	<b>0</b>

FIRE AMBULANCE		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT		5,465	5,406	5,465	5,841	5,841	
	TOTAL PERMANENT	5,465	5,406	5,465	5,841	5,841	0
51359 OVERTIME		6,918	5,609	7,000	8,640	8,640	
	TOTAL OVERTIME	6,918	5,609	7,000	8,640	8,640	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>12,383</b>	<b>11,015</b>	<b>12,465</b>	<b>14,481</b>	<b>14,481</b>	<b>0</b>
52138 SUPPLIES, AUTOMOBILE		2,300	2,300	2,300	2,300	2,300	
52142 TIRES, TUBES & CHAINS		600	600	600	600	600	
52143 SMALL TOOLS & IMPLMT		200	195	200	200	200	
52179 MEDICAL & DENTAL		24,000	23,283	24,434	24,434	24,434	
52184 CLOTHING & UNIFORM		1,000	993	1,000	1,000	1,000	
	TOTAL SUPPLIES & MATERIALS	28,100	27,370	28,534	28,534	28,534	0
53101 PRINTING & STATIONERY		400	90	400	400	400	
53118 PROFESSIONAL SERVICES		10,000	9,504	10,000	10,000	10,000	
53166 TUITION		28,000	26,708	28,000	28,000	28,000	
53172 CONTRACTUAL SERVICE		12,000	9,766	12,000	12,000	12,000	
	TOTAL CONTRACUTAL SERVICES	50,400	46,068	50,400	50,400	50,400	0
	<b>EXPENSES TOTAL</b>	<b>78,500</b>	<b>73,438</b>	<b>78,934</b>	<b>78,934</b>	<b>78,934</b>	<b>0</b>
55109 PUBLIC SAFETY				5,000	7,500	7,500	
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>7,500</b>	<b>7,500</b>	<b>0</b>
<b>FIRE AMBULANCE TOTAL</b>		<b>90,883</b>	<b>84,452</b>	<b>96,399</b>	<b>100,915</b>	<b>100,915</b>	<b>0</b>

SEALER OF WEIGHTS & MEASURES	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	7,210	5,584	7,543	7,402	7,402	
TOTAL PERMANENT	7,210	5,584	7,543	7,402	7,402	0
<b>PERSONAL SERVICES TOTAL</b>	<b>7,210</b>	<b>5,584</b>	<b>7,543</b>	<b>7,402</b>	<b>7,402</b>	<b>0</b>
52101 OFFICE SUPPLIES	170	119	170	170	170	
52143 SMALL TOOLS & IMPLMT	1,000	891	1,102	1,102	1,102	
TOTAL SUPPLIES & MATERIALS	1,170	1,010	1,272	1,272	1,272	0
53117 AUTO ALLOWANCE	150	150	150	150	150	
53166 TUITION	350	125	350	350	350	
TOTAL CONTRACTUAL SERVICES	500	275	500	500	500	0
54101 DUES AND MEMBERSHIPS	250	145	250	250	250	
TOTAL CHARGES & OBLIGATIONS	250	145	250	250	250	0
<b>EXPENSES TOTAL</b>	<b>1,920</b>	<b>1,430</b>	<b>2,022</b>	<b>2,022</b>	<b>2,022</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SEALER OF WEIGHTS &amp; MEASURES TOTAL</b>	<b>9,130</b>	<b>7,014</b>	<b>9,565</b>	<b>9,424</b>	<b>9,424</b>	<b>0</b>

<b>DPW ADMINISTRATION</b>	<b>FY14 Budget</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
51101 PERMANENT	286,655	302,899	317,434	315,171	315,171	
51161 SICKLV BUYBACK - NON UNION	0	0	0	0	0	
TOTAL PERMANENT	286,655	302,899	317,434	315,171	315,171	0
51359 OVERTIME	1,000	1,578	1,050	1,100	1,100	
TOTAL OVERTIME	1,000	1,578	1,050	1,100	1,100	0
<b>PERSONAL SERVICES TOTAL</b>	<b>287,655</b>	<b>304,477</b>	<b>318,484</b>	<b>316,271</b>	<b>316,271</b>	<b>0</b>
52101 OFFICE SUPPLIES	2,200	1,752	2,400	2,400	2,400	
52103 PRINTING AND REPRODUC SUPPLIES	0	0	300	300	300	
52106 BOOKS AND PERIODICALS	0	0	300	300	300	
52186 SUPPLIES & MATERIALS	1,000	1,554	1,000	1,000	1,000	
TOTAL SUPPLIES & MATERIALS	3,200	3,306	4,000	4,000	4,000	0
53101 PRINTING & STATIONERY	400	0	400	400	400	
53106 REPRODUCTION SVC	0	0	0	0	0	
53110 TELEPHONE	3,300	1,924	3,300	3,300	3,300	
53115 ADVERTISING	2,000	846	2,000	2,000	2,000	
53118 PROF SERVICES	2,000	1,271	2,000	2,000	2,000	
53122 TRAVEL	300	0	300	300	300	
53166 TUITION	0	0	1,300	1,300	1,300	
53172 CONTRACTUAL SERVICE	3,500	2,388	3,500	3,500	3,500	
TOTAL CONTRACTUAL SERVICES	11,500	6,428	12,800	12,800	12,800	0
54101 DUES AND MEMBERSHIPS	0	0	300	300	300	
54102 RENTALS AND STORAGE	3,500	2,781	3,500	3,500	3,500	
TOTAL CHARGES & OBLIGATIONS	3,500	2,781	3,800	3,800	3,800	0
<b>EXPENSES TOTAL</b>	<b>18,200</b>	<b>12,515</b>	<b>20,600</b>	<b>20,600</b>	<b>20,600</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DPW ADMINISTRATION TOTAL</b>	<b>305,855</b>	<b>316,991</b>	<b>339,084</b>	<b>336,871</b>	<b>336,871</b>	<b>0</b>

DPW MAINTENANCE	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	766,039	724,806	834,818	854,280	854,280	
51155 SICKLV BUYBACK WOCA	1,500	0	1,500	1,500	1,500	
51160 SICK LEAVE BUYBACK - DPW	1,275	338	1,275	1,275	1,275	
51161 SICKLV BUYBACK - NON UNION	750	0	750	750	750	
TOTAL PERMANENT	769,564	725,143	838,343	857,805	857,805	0
51251 TEMPORARY	10,000	5,112	10,000	10,000	10,000	
TOTAL TEMPORARY	10,000	5,112	10,000	10,000	10,000	0
51359 OVERTIME	48,450	58,027	50,400	64,400	64,400	
53165 OFF DUTY	7,000	15,841	7,000	15,000	15,000	
51367 OFF DUTY WATER	0	0	0	0	0	
TOTAL OVERTIME	55,450	73,868	57,400	79,400	79,400	0
<b>PERSONAL SERVICES TOTAL</b>	<b>835,014</b>	<b>804,123</b>	<b>905,743</b>	<b>947,205</b>	<b>947,205</b>	<b>0</b>
52112 FLAGS	400	371	400	400	400	
52116 ELECTRICAL SUPPLIES	1,300	0	1,300	1,300	1,300	
52123 HARDWARE	2,200	1,485	2,200	2,200	2,200	
52125 PAINTING SUPPLIES	2,000	5,390	2,000	5,000	5,000	
52126 ATHLETIC RECREATIONAL	3,500	6,299	3,500	3,500	3,500	
52128 BITUMINOUS PRODUCTS	20,000	26,060	20,000	20,000	20,000	
52129 MASONRY SUPPLIES	2,500	1,915	2,500	2,500	2,500	
52130 SAND, GRAVEL & LOAM	10,000	5,943	10,000	10,000	10,000	
52131 STONE	1,000	294	1,000	1,000	1,000	
52133 READY MIX CONCRETE	15,000	11,783	15,000	15,000	15,000	
52134 LUMBER AND WOOD PRODUCTS	2,300	3,732	2,300	2,300	2,300	
52135 IRON CASTINGS	750	0	750	750	750	
52136 AGRICULTURE AND HORTICULTURE	30,400	30,431	38,000	38,000	38,000	
52137 SUPPLIES, SMALL EQUIPMENT	3,500	479	3,500	3,500	3,500	
52138 SUPPLIES, AUTOMOBILE	0	594	259	259	259	
52140 GAIL OIL & LUBES	0	0	0	0	0	
52143 SMALL TOOLS & IMPLMT	1,500	531	1,500	1,500	1,500	
52152 PIPE & FITTINGS	0	0	0	0	0	
52153 CHEMICALS	1,000	766	1,000	1,000	1,000	
52155 PIPE & FITTINGS	3,500	4,888	3,500	3,500	3,500	
52176 RECREATIONAL SUPPLIES	5,000	8,455	5,000	5,000	5,000	
52181 PUBLIC SAFETY SUPPLIES	15,000	11,735	15,000	15,000	15,000	
52184 CLOTHING & UNIFORMS	8,000	5,893	8,000	8,000	8,000	
52186 SUPPLIES & MATERIALS	6,000	11,032	6,482	6,482	6,482	
TOTAL SUPPLIES & MATERIALS	134,850	138,078	143,191	146,191	146,191	0

DPW MAINTENANCE	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
53110 TELEPHONE	2,500	2,149	2,500	2,500	2,500	
53118 PROF SERVICES	156,000	159,744	185,063	185,063	185,063	
53125 LANDSCAPING	1,200	0	1,200	1,200	1,200	
53126 HIRED EQUIPMENT	13,000	15,340	13,000	13,000	13,000	
53128 COM R&M TOOLS & EQUIPMENT	6,500	3,259	7,222	7,222	7,222	
53143 AMBROSE/R&M BLDG & STRUC	0	0	0	0	0	
53166 TUITION	500	0	500	500	500	
53172 CONTRACTUAL SERVICE	0	0	0	0	0	
53303 LICENSE REIMBURESEMENT	1,500	530	1,500	1,500	1,500	
TOTAL CONTRACTUAL SERVICES	181,200	181,023	210,985	210,985	210,985	0
54101 DUES AND MEMBERSHIPS	500	75	250	250	250	
54126 CURRENT CHARGES	0	341	341	341	341	
TOTAL CHARGES & OBLIGATIONS	500	416	591	591	591	0
<b>EXPENSES TOTAL</b>	<b>316,550</b>	<b>319,517</b>	<b>354,767</b>	<b>357,767</b>	<b>357,767</b>	<b>0</b>
55111 LANDSCAPING EQUIPMENT	19,500	18,749	19,500	19,500	19,500	
<b>EQUIPMENT TOTAL</b>	<b>19,500</b>	<b>18,749</b>	<b>19,500</b>	<b>19,500</b>	<b>19,500</b>	<b>0</b>
<b>DPW MAINTENANCE TOTAL</b>	<b>1,171,064</b>	<b>1,142,389</b>	<b>1,280,010</b>	<b>1,324,472</b>	<b>1,324,472</b>	<b>0</b>

DPW BUILDING	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	480,178	480,116	479,513	464,196	464,196	
51113 CUSTODIANS	1,108,046	1,003,575	1,140,555	1,181,773	1,181,773	
51160 SICK LEAVE BUYBACK - DPW	6,150	5,604	6,150	6,150	6,150	
TOTAL PERMANENT	1,594,374	1,489,295	1,626,218	1,652,119	1,652,119	0
51251 TEMPORARY	12,000	6,192	12,000	12,000	12,000	
TOTAL TEMPORARY	12,000	6,192	12,000	12,000	12,000	0
51359 OVERTIME	97,818	106,806	102,698	102,674	102,674	
TOTAL OVERTIME	97,818	106,806	102,698	102,674	102,674	0
<b>PERSONAL SERVICES TOTAL</b>	<b>1,704,192</b>	<b>1,602,293</b>	<b>1,740,916</b>	<b>1,766,793</b>	<b>1,766,793</b>	<b>0</b>
52113 CLEANING SUPPLIES	0	908	100,000	0	0	
52114 CUST SUP N CONS	100,000	98,863	0	100,000	100,000	
52115 HOUSEHOLD SUPPLIES	0	0	31,043	0	0	
52116 ELECTRICAL SUPPLIES	30,000	17,766	8,500	31,043	31,043	
52123 HARDWARE	8,500	7,643	5,000	8,500	8,500	
52125 PAINTING SUPPLIES	5,000	460	0	5,000	5,000	
52126 ATHLETIC RECREATIONAL	0	0	5,000	5,000	5,000	
52127 PLUMBING, HEATING & VENTILAT	5,000	11,597	0	1,000	1,000	
52130 SAND, GRAVEL & LOAM	0	0	1,000	0	0	
52134 LUMBER AND WOOD PRODUCTS	1,000	1,237	0	0	0	
52136 AGRICULTURE AND HORTICULTURE	0	0	15,000	0	0	
52137 SUPPLIES, SMALL EQUIPMENT	15,000	14,104	2,000	15,000	15,000	
52143 SMALL TOOLS & IMPLMT	2,000	1,004	0	2,000	2,000	
52176 RECREATIONAL SUPPLIES	0	0	600	0	0	
52179 MEDICAL & DENTAL	600	0	9,000	0	0	
52184 CLOTHING & UNIFORMS	9,000	9,675	2,000	9,000	9,000	
52186 SUPPLIES & MATERIALS	2,000	3,263	0	2,000	2,000	
52187 PAINT STRIPPING	0	0	0	0	0	0
TOTAL SUPPLIES & MATERIALS	178,100	166,520	179,143	178,543	178,543	0

DPW BUILDING	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
53110 TELEPHONE TOWN BLDG	13,000	11,904	13,000	13,000	13,000	
53115 ADVERTISING	500	0	500	500	500	
53118 PROF SERVICES	92,150	108,988	95,538	100,000	100,000	
53126 HIRED EQUIPMENT	1,000	0	1,000	1,000	1,000	
53128 COM R&M TOOLS & EQUIPMENT	0	0	0	0	0	
53138 R&M BLDG & STRUCT	244,250	0	297,250	297,250	297,250	
53139 CH/R&M BLDG & STRUCT	0	0	708	0	0	
53140 HS/R&M BLDG & STRUCT	0	60,299	0	0	0	
53141 LY/R&M BLDG & STRUCT	0	19,595	0	0	0	
53142 MC/R&M BLDG & STRUCT	0	18,851	0	0	0	
53143 AMBROSE/R&M BLDG & STRUC	0	17,822	0	0	0	
53144 LI/R&M BLDG & STRUCT	0	65,552	0	0	0	
53145 MU/R&M BLDG & STRUCT	0	19,768	0	0	0	
53146 MY/R&M BLDG & STRUCT	0	2,641	0	0	0	
53147 SANBORN/R&M BLDG & STRUCT	0	0	0	0	0	
53148 VO/R&M BLDG & STRUCT	0	3,047	0	0	0	
53166 TUITION	2,500	603	2,500	2,500	2,500	
53218 PUBLIC SAFETY/R&M BLDG & STR	0	3,725	0	0	0	
53219 DPW/R&M BLDG & STRUCT	0	11,615	0	0	0	
53220 TOWN HALL/R&M BLDG & STRUCT	2,500	33,418	2,500	2,500	2,500	
53303 LICENSE REIMBURESEMENT	0	0	0	0	0	
TOTAL CONTRACTUAL SERVICES	355,900	377,827	412,996	416,750	416,750	0
54101 DUES AND MEMBERSHIPS	0	0	0	0	0	
54126 CURRENT CHARGES	0	0	0	0	0	
TOTAL CHARGES & OBLIGATIONS	0	0	0	0	0	0
<b>EXPENSES TOTAL</b>	<b>534,000</b>	<b>544,347</b>	<b>592,139</b>	<b>595,293</b>	<b>595,293</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DPW BUILDING TOTAL</b>	<b>2,238,192</b>	<b>2,146,640</b>	<b>2,333,055</b>	<b>2,362,086</b>	<b>2,362,086</b>	<b>0</b>

DPW GARAGE	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	173,101	170,297	173,209	177,743	177,743	
51161 SICKLV BUYBACK - NON UNION	0	0	0	1,000	1,000	
TOTAL PERMANENT	173,101	170,297	173,209	178,743	178,743	0
51359 OVERTIME	10,200	6,030	11,400	11,400	11,400	
51367 OFF DUTY WATER	0	0	0	0	0	
TOTAL OVERTIME	10,200	6,030	11,400	11,400	11,400	0
<b>PERSONAL SERVICES TOTAL</b>	<b>183,301</b>	<b>176,327</b>	<b>184,609</b>	<b>190,143</b>	<b>190,143</b>	<b>0</b>
52113 CLEANING SUPPLIES	3,000	2,380	3,000	3,000	3,000	
52116 ELECTRICAL SUPPLIES	0	0	0	0	0	
52123 HARDWARE	3,000	2,502	3,000	3,000	3,000	
52124 WELDING SUPPLIES	3,000	4,619	3,000	6,000	6,000	
52125 PAINTING SUPPLIES	500	880	500	500	500	
52138 SUPPLIES, AUTOMOBILE	92,100	74,535	92,100	92,100	92,100	
52142 TIRES, TUBES & CHAINS	13,000	14,140	13,000	13,000	13,000	
52143 SMALL TOOLS & IMPLMT	2,000	4,066	2,000	2,000	2,000	
52179 MEDICAL & DENTAL	0	0	0	0	0	
52184 CLOTHING & UNIFORMS	2,300	4,418	2,300	2,300	2,300	
52186 SUPPLIES & MATERIALS	10,000	13,848	10,000	10,000	10,000	
TOTAL SUPPLIES & MATERIALS	128,900	121,389	128,900	131,900	131,900	0
53110 TELEPHONE TOWN BLDS	750	461	750	750	750	
53118 PROF SERVICES	12,000	37,414	20,000	30,000	30,000	
53127 R&M AUTOMOTIVE	25,000	20,062	30,000	30,000	30,000	
53128 COM R&M TOOLS & EQUIPMENT	4,000	1,889	4,000	4,000	4,000	
53138 R&M TOOLS & EQUIPMENT	0	38	0	0	0	
53303 LICENSE REIMBURESEMENT	300	0	300	300	300	
TOTAL CONTRACTUAL SERVICES	42,050	59,864	55,050	65,050	65,050	0
54101 DUES AND MEMBERSHIPS	100	0	0	100	100	
TOTAL CHARGES & OBLIGATIONS	100	0	0	100	100	0
<b>EXPENSES TOTAL</b>	<b>171,050</b>	<b>181,253</b>	<b>183,950</b>	<b>197,050</b>	<b>197,050</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>DPW GARAGE TOTAL</b>	<b>354,351</b>	<b>357,580</b>	<b>368,559</b>	<b>387,193</b>	<b>387,193</b>	<b>0</b>

DPW TRANSFER STATION	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	297,803	308,793	308,087	319,984	319,984	
51161 SICKLV BUYBACK - DPW	500	0	500	500	500	
TOTAL PERMANENT	298,303	308,793	308,587	320,484	320,484	0
51359 OVERTIME	44,880	60,517	58,400	103,400	103,400	
51365 OFF DUTY	3,000	2,752	3,000	3,000	3,000	
TOTAL OVERTIME	47,880	63,269	61,400	106,400	106,400	0
<b>PERSONAL SERVICES TOTAL</b>	<b>346,183</b>	<b>372,061</b>	<b>369,987</b>	<b>426,884</b>	<b>426,884</b>	<b>0</b>
52116 ELECTRICAL SUPPLIES	300	0	300	300	300	
52123 HARDWARE	380	0	380	380	380	
52137 SUPPLIES, SMALL EQUIPMENT	0	414	0	0	0	
52150 INCINERATOR SUPPLIES	0	0	0	0	0	
52153 CHEMICALS	0	0	0	0	0	
52181 PUBLIC SAFETY SUPPLY	500	0	500	500	500	
52184 CLOTHING & UNIFORMS	3,500	2,893	3,650	3,650	3,650	
52186 SUPPLIES & MATERIALS	11,000	8,107	11,000	11,000	11,000	
TOTAL SUPPLIES & MATERIALS	15,680	11,413	15,830	15,830	15,830	0
53101 PRINTING & STATIONERY	450	110	450	450	450	
53115 ADVERTISING	600	0	600	600	600	
53118 PROF SERVICES	70,000	47,359	91,450	91,450	91,450	
53126 HIRED EQUIPMENT	32,250	10,400	32,250	32,250	32,250	
53128 COM R&M TOOLS & EQUIPMENT	2,000	3,800	2,000	2,000	2,000	
53164 RECYCLING SERVICES	20,000	24,205	45,000	45,000	45,000	
53165 SOLID WASTE DISPOSAL	660,000	630,732	666,000	545,000	545,000	
53172 CONTRACTURAL SERVICE	400	496	400	400	400	
53303 LICENSE REIMBURESEMENT	1,000	150	1,000	1,000	1,000	
TOTAL CONTRACTUAL SERVICES	786,700	717,252	839,150	718,150	718,150	0
TOTAL CHARGES & OBLIGATIONS	0	0	0	0	0	0
<b>EXPENSES TOTAL</b>	<b>802,380</b>	<b>728,665</b>	<b>854,980</b>	<b>733,980</b>	<b>733,980</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRANSFER STATION TOTAL</b>	<b>1,148,563</b>	<b>1,100,726</b>	<b>1,224,967</b>	<b>1,160,864</b>	<b>1,160,864</b>	<b>0</b>

DPW CEMETERY	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51101 PERMANENT	84,816	74,241	87,034	88,026	88,026	
51160 SICKLV BUYBACK - DPW	0	0	0	0	0	
51161 SICKLV BUYBACK -	750	500	750	750	750	
TOTAL PERMANENT	85,566	74,741	87,784	88,776	88,776	0
51359 OVERTIME	25,000	41,282	30,000	30,000	30,000	
TOTAL OVERTIME	25,000	41,282	30,000	30,000	30,000	0
<b>PERSONAL SERVICES TOTAL</b>	<b>110,566</b>	<b>116,023</b>	<b>117,784</b>	<b>118,776</b>	<b>118,776</b>	<b>0</b>
52112 FLAGS	350	355	350	350	350	
52123 HARDWARE	500	0	500	0	0	
52125 PAINTING SUPPLIES	100	0	100	100	100	
52130 SAND, GRAVEL & LOAN	2,000	3,693	2,000	3,000	3,000	
52133 READY MIX CONCRETE	1,000	907	1,000	1,000	1,000	
52134 LUMBER AND WOOD PRODUCTS	500	0	500	500	500	
52136 ARGICULTURE AND HORTICULTURE	1,896	7,220	1,896	5,000	5,000	
52137 SUPPLIES, SMALL EQUIPMENT	2,500	168	2,500	2,500	2,500	
52138 SUPPLIES , AUTOMOBILE	0	0	0	0	0	
52143 SMALL TOOLS & IMPLMT	1,500	839	1,500	1,500	1,500	
52152 PIPE & FITTINGS	750	741	750	750	750	
52153 CHEMICALS	0	0	0	0	0	
52181 PUBLIC SAFETY SUPPLY	300	0	300	0	0	
52184 CLOTHING & UNIFORMS	0	236	0	0	0	
52186 SUPPLIES & MATERIALS	2,700	2,668	2,700	2,700	2,700	
TOTAL SUPPLIES & MATERIALS	14,096	16,828	14,096	17,400	17,400	0
53101 PRINTING & STATIONERY	250	12	250	250	250	
53116 BIND & BK REPAIRS	200	0	200	200	200	
53118 PROF SERVICES	6,250	8,529	6,250	8,000	8,000	
53128 COM R&M TOOLS & EQUIPMENT	0	0	0	0	0	
53172 CONTRACTURAL SERVICE	83,000	71,342	85,000	85,000	85,000	
53303 LICENSE REIMBURESEMENT	100	0	100	100	100	
TOTAL CONTRACTUAL SERVICES	89,800	79,883	91,800	93,550	93,550	0
54101 DUES AND MEMBERSHIPS	800	1,165	800	800	800	
TOTAL CHARGES & OBLIGATIONS	800	1,165	800	800	800	0
<b>EXPENSES TOTAL</b>	<b>104,696</b>	<b>97,875</b>	<b>106,696</b>	<b>111,750</b>	<b>111,750</b>	<b>0</b>
<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CEMETERY TOTAL</b>	<b>215,262</b>	<b>213,898</b>	<b>224,480</b>	<b>230,526</b>	<b>230,526</b>	<b>0</b>

SNOW AND ICE		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51359	OVERTIME	267,055	267,054	125,600	125,600	125,600	
	TOTAL OVERTIME	267,055	267,054	125,600	125,600	125,600	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>267,055</b>	<b>267,054</b>	<b>125,600</b>	<b>125,600</b>	<b>125,600</b>	<b>0</b>
52123	HARDWARE	1,000	3,449	1,000	1,000	1,000	
52125	PAINTING SUPPLIES	1,000	908	1,000	1,000	1,000	
52130	SAND, GRAVEL & LOAM	16,000	5,372	16,000	16,000	16,000	
52138	SUPPLIES, AUTOMOBILE	25,000	50,448	25,000	25,000	25,000	
52142	TIRES, TUBES & CHAINS	10,000	8,328	10,000	10,000	10,000	
52143	SMALL TOOLS & IMPLMT	500	6,486	500	500	500	
52153	CHEMICALS	125,000	154,925	125,000	125,000	125,000	
52184	CLOTHING & UNIFORMS	0	240	0	0	0	
52186	SUPPLIES & MATERIALS	2,000	7,786	2,000	2,000	2,000	
	TOTAL SUPPLIES & MATERIALS	180,500	237,942	180,500	180,500	180,500	0
53118	PROF SERVICES	1,500	19,800	1,500	1,500	1,500	
53126	HIRED EQUIPMENT	176,995	100,832	68,700	68,700	68,700	
53127	R&M TOOLS & EQUIPMENT	1,000	648	1,000	1,000	1,000	
	TOTAL CONTRACTUAL SERVICES	179,495	121,280	71,200	71,200	71,200	0
	<b>EXPENSES TOTAL</b>	<b>359,995</b>	<b>359,222</b>	<b>251,700</b>	<b>251,700</b>	<b>251,700</b>	<b>0</b>
55111	LANDSCAPE EQUIPMENT	25,000	18,796	25,000	25,000	25,000	
	<b>EQUIPMENT TOTAL</b>	<b>25,000</b>	<b>18,796</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>0</b>
	<b>SNOW &amp; ICE TOTAL</b>	<b>652,050</b>	<b>645,071</b>	<b>402,300</b>	<b>402,300</b>	<b>402,300</b>	<b>0</b>

SCHOOL CENTRAL OFFICE		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
111	43799 MISC DEPARTMENTAL REVENUE	0	0	0	0		
111	51102 SUPERINTENDENCY	538,800	564,392	561,849	568,658		
111	51103 DIRECTOR/COORDINATOR	612,419	498,517	691,670	710,163		
111	51111 SECRETARIES/CLERKS	307,638	312,297	320,112	329,552		
111	51112 CURRICULUM WORKSHOPS	34,000	43,152	55,000	50,000		
111	51117 IN-SERVICE WORKSHOPS	34,448	30,656	27,000	55,000		
111	51118 TUTORIAL SERVICES	0	0				
111	51119 STUDENT INTERVENTION	0	0	0	29,000		
111	51127 MED/ATTEN AFICRS	20,327	18,913	20,327	20,327		
111	51163 UNSPECIFIED ADDITIONS	515,845	0	59,519	140,000		
	<b>TOTAL PERMANENT</b>	<b>2,063,477</b>	<b>1,467,926</b>	<b>1,735,477</b>	<b>1,902,700</b>	<b>0</b>	<b>0</b>
111	51201 INSTRUCTIONAL SUBSTITUTES	325,000	308,325	325,000	325,000		
111	51202 SECRETARIAL SUBSTITUTES	10,000	1,283	10,000	10,000		
111	51204 EARLY RETIREMENT	7,900	0	7,900	7,900		
111	51205 LONG TERM SUBSTITUTES	150,000	222,759	150,000	150,000		
	<b>TOTAL TEMPORARY</b>	<b>492,900</b>	<b>532,368</b>	<b>492,900</b>	<b>492,900</b>	<b>0</b>	<b>0</b>
111	51359 OVERTIME	0	0				
111	51360 OT - SECTY	0	0				
	<b>TOTAL OVERTIME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>PERSONAL SERVICES TOTAL</b>	<b>2,556,377</b>	<b>2,000,294</b>	<b>2,228,377</b>	<b>2,395,600</b>	<b>0</b>	<b>0</b>
111	52101 OFFICE SUPPLIES	5,000	9,184	4,000	4,000		
111	52102 IMT SUPPLIES	2,500	1,729	2,500	2,500		
111	52103 PRINTING AND REPRODUC SUPPLI	1,500	1,164	2,500	2,500		
111	52105 COMPUTER SUPPLIES	0					
111	52106 BOOKS AND PERIODICALS	750	614	750	750		
111	52108 INSTRUCTIONAL MATERIALS						
111	52158 STUDENT SUPPORT						
111	52108 INSTRUCTIONAL MATERIALS	0					
111	52162 MUSIC SUPPLIES	10,000	7,811	10,000	10,000		
111	52165 SCIENCE SUPPLIES						
111	52167 CURRICULUM SUPPLIES	113,800	104,716	108,500	45,000		
111	52180 FOOD & GROCERIES	3,000	1,420	1,500	1,500		
111	52245 ELL SUPPLIES	0	0	0	8,000		
	<b>TOTAL SUPPLIES &amp; MATERIALS</b>	<b>136,550</b>	<b>126,638</b>	<b>129,750</b>	<b>74,250</b>	<b>0</b>	<b>0</b>
111	53101 PRINTING & STATIONERY						
111	53107 POSTAGE	10,000	7,503	10,000	10,000		
111	53109 TELEPHONE	23,000	19,819	23,400	23,400		
111	53115 ADVERTISING	32,000	20,522	25,160	25,160		
111	53117 AUTO ALLOWANCE	6,773	4,738	5,000	5,000		
111	53118 PROF SERVICES	126,026	167,434	115,000	115,000		
111	53119 PROFESSIONAL DEVELOPMENT	50,700	53,100	45,300	43,800		
111	53122 TRAVEL	6,100	4,121	3,500	3,500		
111	53123 TRAVEL	0					
111	53124 CLEAN & SANITARY	0					
111	53126 HIRED EQUIPMENT	9,000	10,839	10,600	10,600		

SCHOOL CENTRAL OFFICE		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
111	53127 R&M AUTOMTOIVE	200	0	200	200		
111	53128 COM R&M TOOLS & EQUIPMENT	6,700	1,311	6,500	6,500		
111	53162 TRANSPORTATION	190,000	269,836	212,000	242,000		
111	53166 TUITION	94,913	112,517	94,000	94,000		
111	53171 TESTING/SCHOOL	0					
111	53178 NOC	0					
111	53222 STAFF RECOGNITION	2,500	11,066	4,200	4,200		
111	53308 ELL SERVICES	0	0	0	5,000		
111	53999 PY EXPENSES	0	0		0		
	TOTAL CONTRACTUAL SERVICES	557,912	682,806	554,860	588,360	0	0
111	54101 DUES AND MEMBERSHIPS	45,000	53,968	53,300	53,300		
111	54105 INSURANCE AND SURETY BOND PR		0				
111	54106 INSURANCE/SURETY		0				
111	54107 CLAIMS, DAMAGES, AND JUDGEME		0				
111	54109 GROUP INSURANCE PREMIUM		0				
111	54115 MEDICAL,SURGICAL		0				
	TOTAL CHARGES & OBLIGATIONS	45,000	53,968	53,300	53,300	0	0
	<b>EXPENSE TOTAL</b>	<b>739,462</b>	<b>863,412</b>	<b>737,910</b>	<b>715,910</b>	<b>0</b>	<b>0</b>
111	55101 FURNITURE & FIXTURES	0					
111	55103 OFFICE EQUIPMENT	0			0		
111	55105 CONSTRUCTION	0					
111	59703 TRANSFER TO FUN 0003	0					
111	55107 EDUCATIONAL						
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>CENTRAL OFFICE TOTAL</b>	<b>3,295,839</b>	<b>2,863,705</b>	<b>2,966,287</b>	<b>3,111,510</b>	<b>0</b>	<b>0</b>

HIGH SCHOOL		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
112	43799 MISC DEPARTMENTAL REVENUE						
112	51103 DIRECTOR/COORDINATOR	0					
112	51104 PRINCIPALS/ASST PRINCIPALS	346,313	344,488	349,400	359,882		
112	51105 TEACHERS			0			
112	51108 INSTRUCTIONAL AIDES	31,787	29,173	31,241	31,877		
112	51111 SECRETARIES/CLERKS	289,523	289,817	291,863	295,841		
112	51114 EXTRACURRICULAR	61,472	67,570	61,472	61,472		
112	51118 TUTORIAL SERVICES	0					
112	51163 UNSPECIFIED ADDITIONS	0					
112	51170 ENGLISH TEACHERS	806,230	822,357	908,724	965,724		
112	51171 MATH TEACHERS	798,168	813,334	873,960	909,669		
112	51172 SCIENCE TEACHERS	893,939	901,666	985,922	1,027,868		
112	51173 SOCIAL STUDIES TEACHERS	677,653	673,025	724,131	806,294		
112	51174 FOREIGN LANGUAGE TEACHERS	691,511	700,916	761,647	796,139		
112	51175 ART TEACHERS	294,398	304,450	306,466	315,581		
112	51176 PE TEACHERS	167,596	170,280	184,480	196,721		
112	51177 MUSIC TEACHERS	162,503	174,349	152,263	158,644		
112	51178 FACS TEACHERS	139,109	121,065	111,257	116,085		
112	51179 READING TEACHING	95,897	71,536	75,045	80,461		
112	51180 ENG/TECH TEACHERS	106,031	108,945	106,716	109,918		
112	51181 LIBRARY MEDIA	44,440	43,563	55,604	59,530		
112	51182 COMPUTER ED TEACHERS	64,518	67,492	84,205	90,114		
112	51198 ELL TEACHERS	49,944	50,693	54,021	57,754		
	<b>TOTAL PERMANENT</b>	<b>5,721,032</b>	<b>5,754,720</b>	<b>6,118,417</b>	<b>6,439,574</b>	<b>0</b>	<b>0</b>
112	51202 SECRETARIAL SUBSTITUTES	0					
112	51206 IN SCHOOL SUSPENSION	12,240	5,454	12,240	12,240		
	<b>TOTAL TEMPORARY</b>	<b>12,240</b>	<b>5,454</b>	<b>12,240</b>	<b>12,240</b>	<b>0</b>	<b>0</b>
112	51302 POLICE OVERTIME	0	0	0	0		
112	51360 OT - SECTY	0	0	0	0		
	<b>TOTAL OVERTIME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>PERSONAL SERVICES TOTAL</b>	<b>5,733,272</b>	<b>5,760,174</b>	<b>6,130,657</b>	<b>6,451,814</b>	<b>0</b>	<b>0</b>
112	52101 OFFICE SUPPLIES	12,488	14,753	15,652	15,652		
112	52103 PRINTING AND REPRODUC SUPPLI	21,046	17,656	19,426	19,426		
112	52104 COMPUTER REPAIRS	9,345	1,777				
112	52105 COMPUTER SUPPLIES	0		13,335	13,335		
112	52106 BOOKS AND PERIODICALS	350	834	1,145	1,145		
112	52108 INSTRUCTIONAL MATERIALS	0	316	7,836	7,836		
112	521081 TEXTBOOKS - ENGLISH	6,522	5,880	11,623	11,623		
112	521082 TEXTBOOKS - MATH	31,101	31,101	5,942	5,942		
112	521083 TEXTBOOKS - SCIENCE	3,569	5,270	5,249	5,249		
112	521084 TEXTBOOKS - SOCIAL STUDIES	20,200	20,096	18,835	18,835		
112	521085 TEXTBOOKS - FOREIGN LANGUAGE	23,527	19,340	16,578	16,578		
112	521086 TEXTBOOKS - ELECTIVE	4,605	568	4,501	4,501		
112	52110 PUPIL SUBSCRIPTIONS	2,818	1,590	1,394	1,394		
112	52111 LIBRARY BOOKS	9,979	4,407	10,829	10,829		
112	52144 CO/SM TOOLS & EQUIP	0	0				
112	52158 STUDENT SUPPORT	12,000	12,745	10,978	10,978		

HIGH SCHOOL		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
112	52159 ART SUPPLIES	14,350	14,699	15,350	15,350		
112	52160 FAMILY/COMSUMER SUPPLIES	7,498	9,260	10,185	10,185		
112	52161 TECHNOLOGY SUPPLIES	9,941	8,798	11,997	11,997		
112	52162 MUSIC SUPPLIES	0	9,604	0	0		
112	52163 PHYSICAL EDUCATION SUPPLIES	9,185	9,185	10,901	10,901		
112	52164 READING TESTING SUPPLIES	1,078	0	1,142	1,142		
112	52165 SCIENCE SUPPLIES	17,900	14,492	16,170	16,170		
112	52166 GUIDANCE TEST SUPPLIES	0		0			
112	52167 CURRICULUM SUPPLIES	0					
112	52168 EXTRA-CURRICULAR SUPPLIES	0					
112	52169 MATH SUPPLIES	920	90	1,053	1,053		
112	52170 ENGLISH	0					
112	52171 SOCIAL STUDIES	0					
112	52172 AUDIO-VISUAL SUPPLIES	1,001	488	7,465	7,465		
112	52179 MEDICAL & DENTAL	0			0		
112	52180 FOOD & GROCERIES	4,000	3,437	2,750	2,750		
112	52184 CLOTHING & UNIFORMS	0	0	0	0		
112	52244 TEACHER SUPPLIES	0	0	0	0		
	<b>TOTAL SUPPLIES &amp; MATERIALS</b>	<b>223,423</b>	<b>206,386</b>	<b>220,336</b>	<b>220,336</b>	<b>0</b>	<b>0</b>
112	53101 PRINTING & STATIONERY	7,728	6,681	7,102	7,102		
112	53107 POSTAGE	5,000	4,352	4,000	4,000		
112	53109 TELEPHONE	5,250	2,807	5,250	5,250		
112	53116 BIND & BK REPAIRS	1,500	423	1,980	1,980		
112	53117 AUTO ALLOWANCE	0	0				
112	53118 PROF SERVICES	2,500	0	1,250	1,250		
112	53122 TRAVEL	750	2,476	900	900		
112	53123 TRAVEL	1,150	579	692	692		
112	53124 CLEAN & SANITARY	1,200	975	1,500	1,500		
112	53126 HIRED EQUIPMENT	19,600	17,990	17,900	17,900		
112	53127 R&M AUTOMTOIVE	0					
112	53128 COM R&M TOOLS & EQUIPMENT	30,000	29,764	25,000	25,000		
112	53130 HS/R&M TOOLS & EQUIP	0					
112	53162 TRANSPORTATION	5,020	2,216	3,840	3,840		
112	53166 TUITION	0					
112	53221 GRADUATION	6,000	4,134	10,183	10,183		
	<b>TOTAL CONTRACTUAL SERVICES</b>	<b>85,698</b>	<b>72,396</b>	<b>79,597</b>	<b>79,597</b>	<b>0</b>	<b>0</b>
112	54101 DUES AND MEMBERSHIPS	10,964	12,675	13,099	13,099		
112	54117 PAYMENTS TO MUNICIPALITIES						
	<b>TOTAL CHARGES &amp; OBLIGATIONS</b>	<b>10,964</b>	<b>12,675</b>	<b>13,099</b>	<b>13,099</b>	<b>0</b>	<b>0</b>
	<b>EXPENSE TOTAL</b>	<b>320,085</b>	<b>291,457</b>	<b>313,032</b>	<b>313,032</b>	<b>0</b>	<b>0</b>
112	55101 FURNITURE & FIXTURES	13,782	225				
112	55105 CONSTRUCTION						
112	55107 EDUCATIONAL	15,040	3,126	7,340	7,340		
112	55108 AUDIO VISUAL	4,588	2,336	2,665	2,665		
	<b>EQUIPMENT TOTAL</b>	<b>33,410</b>	<b>5,686</b>	<b>10,005</b>	<b>10,005</b>	<b>0</b>	<b>0</b>
	<b>HIGH SCHOOL TOTAL</b>	<b>6,086,767</b>	<b>6,057,317</b>	<b>6,453,694</b>	<b>6,774,851</b>	<b>0</b>	<b>0</b>

MCCALL SCHOOL		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
113	43799 MISC DEPARTMENTAL REVENUE						
113	51103 DIRECTOR/COORDINATOR						
113	51104 PRINCIPALS/ASST PRINCIPALS	305,750	302,346	326,958	336,767		
113	51105 TEACHERS						
113	51108 INSTRUCTIONAL AIDES						
113	51111 SECRETARIES/CLERKS	124,186	126,638	129,025	121,316		
113	51114 EXTRACURRICULAR	0					
113	51115 INTRAMURAL	0					
113	51147 NURSES	0					
113	51163 UNSPECIFIED ADDITIONS	0					
113	51170 ENGLISH TEACHERS	716,441	731,362	761,730	828,380		
113	51171 MATH TEACHERS	854,320	867,364	857,246	940,397		
113	51172 SCIENCE TEACHERS	689,749	701,006	729,387	752,934		
113	51173 SOCIAL STUDIES TEACHERS	822,603	840,308	846,355	905,042		
113	51174 FOREIGN LANGUAGE TEACHERS	294,477	292,001	328,563	358,919		
113	51175 ART TEACHERS	157,747	160,113	169,376	177,975		
113	51176 PE TEACHERS	176,115	178,587	170,360	164,938		
113	51177 MUSIC TEACHERS	178,197	184,807	189,270	198,074		
113	51178 FACS TEACHERS	129,095	131,031	141,040	147,974		
113	51179 READING TEACHING	146,997	149,436	156,037	163,377		
113	51180 ENG/TECH TEACHERS	145,680	148,963	152,368	157,389		
113	51181 LIBRARY MEDIA	73,261	74,360	78,586	80,944		
113	51182 COMPUTER ED TEACHERS	162,031	164,447	181,293	187,152		
113	51198 ELL TEACHERS	72,823	73,916	76,226	78,513		
	TOTAL PERMANENT	5,049,472	5,126,685	5,293,820	5,600,091	0	0
	TOTAL TEMPORARY	0	0	0	0	0	0
113	51304 TEAMING	39,255	40,630	42,060	42,060		
113	51360 OT - SECTY		0				
	TOTAL OVERTIME	39,255	40,630	42,060	42,060	0	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>5,088,727</b>	<b>5,167,315</b>	<b>5,335,880</b>	<b>5,642,151</b>	<b>0</b>	<b>0</b>
113	52101 OFFICE SUPPLIES	1,000	671	1,028	1,028		
113	52103 PRINTING AND REPRODUC SUPPLI	14,300	15,482	15,470	15,470		
113	52105 COMPUTER SUPPLIES	7,976	11,419	8,976	8,976		
113	52106 BOOKS AND PERIODICALS	0	0	0	0		
113	52108 INSTRUCTIONAL MATERIALS	0	2,684	0	0		
113	521081 TEXTBOOKS - ENGLISH	5,004	4,874	11,969	11,969		
113	521082 TEXTBOOKS - MATH	8,342	8,694	8,013	8,013		
113	521083 TEXTBOOKS - SCIENCE	17,758	16,389	0	0		
113	521084 TEXTBOOKS - SOCIAL STUDIES	33,490	33,951	7,450	7,450		
113	521085 TEXTBOOKS - FOREIGN LANGUAGE	6,017	4,187	9,229	9,229		
113	521086 TEXTBOOKS - ELECTIVE	6,345	3,268	7,657	7,657		
113	52110 PUPIL SUBSCRIPTIONS	1,700	1,305	1,997	1,997		
113	52111 LIBRARY BOOKS	2,995	2,948	3,880	3,880		
113	52144 CO/SM TOOLS & EQUIP	0					
113	52158 STUDENT SUPPORT	8,500	7,195	7,711	7,711		

MCCALL SCHOOL		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
113	52159 ART SUPPLIES	8,500	8,474	10,000	10,000		
113	52160 FAMILY/COMSUMER SUPPLIES	6,500	6,337	6,904	6,904		
113	52161 TECHNOLOGY SUPPLIES	8,500	8,138	10,000	10,000		
113	52162 MUSIC SUPPLIES	6,000	3,455	7,263	7,263		
113	52163 PHYSICAL EDUCATION SUPPLIES	2,500	1,455	2,531	2,531		
113	52164 READING TESTING SUPPLIES	3,000	1,886	3,000	3,000		
113	52165 SCIENCE SUPPLIES	6,048	5,679	6,845	6,845		
113	52166 GUIDANCE TEST SUPPLIES						
113	52167 CURRICULUM SUPPLIES						
113	52168 EXTRA-CURRICULAR SUPPLIES	2,500	947	4,850	4,850		
113	52169 MATH SUPPLIES	7,500	3,938	9,500	9,500		
113	52170 ENGLISH	3,387	3,270	3,800	3,800		
113	52171 SOCIAL STUDIES	3,588	2,625	3,500	3,500		
113	52172 AUDIO-VISUAL SUPPLIES	4,000	2,535	3,240	3,240		
113	52173 BUSINESS	1,600	1,577	2,500	2,500		
113	52174 FOREIGH LANGUAGE	1,381	390	1,546	1,546		
	TOTAL SUPPLIES & MATERIALS	178,431	163,773	158,859	158,859	0	0
113	53101 PRINTING & STATIONERY	5,500	6,398	4,150	4,150		
113	53107 POSTAGE	4,432	3,675	4,434	4,434		
113	53109 TELEPHONE	5,000	1,949	3,600	3,600		
113	53116 BIND & BK REPAIRS	1,000	318	1,000	1,000		
113	53117 AUTO ALLOWANCE	0					
113	53118 PROF SERVICES	0					
113	53122 TRAVEL	700	50	700	700		
113	53123 TRAVEL	0					
113	53124 CLEAN & SANITARY	0					
113	53126 HIRED EQUIPMENT	13,710	16,303	13,380	13,380		
113	53127 R&M AUTOMTOIVE	0					
113	53128 COM R&M TOOLS & EQUIPMENT	9,560	2,120	9,330	9,330		
113	53162 TRANSPORTATION	800	990	0	0		
113	53166 TUITION	0					
113	53171 TESTING/SCHOOL	0					
	TOTAL CONTRACTUAL SERVICES	40,702	31,804	36,594	36,594	0	0
113	54101 DUES AND MEMBERSHIPS	1,000	1,300	1,000	1,000		
	TOTAL CHARGES & OBLIGATIONS	1,000	1,300	1,000	1,000	0	0
	<b>EXPENSE TOTAL</b>	<b>220,133</b>	<b>196,877</b>	<b>196,453</b>	<b>196,453</b>	<b>0</b>	<b>0</b>
113	55101 FURNITURE & FIXTURES	5,000	9,463	0	0		
113	55103 OFFICE EQUIPMENT	0	0	3,753	3,753		
113	55107 EDUCATIONAL	421	185	0	0		
	<b>EQUIPMENT TOTAL</b>	<b>5,421</b>	<b>9,648</b>	<b>3,753</b>	<b>3,753</b>	<b>0</b>	<b>0</b>
	<b>MCCALL SCHOOL TOTAL</b>	<b>5,314,281</b>	<b>5,373,840</b>	<b>5,536,086</b>	<b>5,842,357</b>	<b>0</b>	<b>0</b>

AMBROSE SCHOOL		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
114	51104 PRINCIPALS/ASST PRINCIPALS	148,732	144,828	154,181	158,807		
114	51105 TEACHERS	1,522,647	1,584,438	1,546,426	1,667,943		
114	51108 INSTRUCTIONAL AIDES	23,162	23,842	23,980	24,857		
114	51111 SECRETARIES/CLERKS	40,618	40,541	30,405	32,795		
114	51146 BUS MONITORS	3,050	2,699	3,050	3,050		
114	51175 ART TEACHERS	41,287	41,907	46,996	50,123		
114	51176 PE TEACHERS	64,815	65,787	55,999	60,021		
114	51177 MUSIC TEACHERS	85,529	86,662	88,586	90,944		
114	51179 READING TEACHING	233,345	234,009	244,948	254,981		
114	51181 LIBRARY MEDIA	57,726	57,703	62,253	66,385		
114	51198 ELL TEACHERS	18,350	20,846	19,788	21,104		
	TOTAL PERMANENT	2,239,261	2,303,262	2,276,612	2,431,010	0	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>2,239,261</b>	<b>2,303,262</b>	<b>2,276,612</b>	<b>2,431,010</b>	<b>0</b>	<b>0</b>
114	52101 OFFICE SUPPLIES	1,800	1,830	1,800	1,800		
114	52103 PRINTING AND REPRODUC SUPPLI	8,000	6,541	8,000	7,000		
114	52105 COMPUTER SUPPLIES	915	1,348	1,000	1,000		
114	52108 INSTRUCTIONAL MATERIALS	14,000	13,360	6,000	6,000		
114	52111 LIBRARY BOOKS	3,000	2,392	3,500	2,600		
114	52158 STUDENT SUPPORT	12,000	10,984	12,500	12,500		
114	52159 ART SUPPLIES	2,000	2,074	2,000	2,000		
114	52162 MUSIC SUPPLIES	1,000	814	1,000	900		
114	52163 PHYSICAL EDUCATION SUPPLIES	700	593	700	600		
114	52164 READING TESTING SUPPLIES	700	447	525	400		
114	52165 SCIENCE SUPPLIES	1,200	536	1,500	800		
114	52169 MATH SUPPLIES	13,000	11,119	13,500	13,200		
114	52170 ENGLISH SUPPLIES	0	0	8,255	8,500		
114	52171 SOCIAL STUDIES	500	595	700	600		
114	52180 FOOD & GROCERIES	500	0	0	0		
	TOTAL SUPPLIES & MATERIALS	59,315	52,633	60,980	57,900	0	0
114	53107 POSTAGE	200	0	300	200		
114	53109 TELEPHONE	2,500	1,722	2,400	2,400		
114	53126 HIRED EQUIPMENT	6,000	6,204	6,300	6,300		
114	53128 COM R&M TOOLS & EQUIPMENT	3,600	2,881	3,500	3,500		
114	53162 TRANSPORTATION	500	100	600	600		
	TOTAL CONTRACTUAL SERVICES	12,800	10,907	13,100	13,000	0	0
114	54101 DUES AND MEMBERSHIPS	300	550	300	300		
	TOTAL CHARGES & OBLIGATIONS	300	550	300	300	0	0
	<b>EXPENSE TOTAL</b>	<b>72,415</b>	<b>64,090</b>	<b>74,380</b>	<b>71,200</b>	<b>0</b>	<b>0</b>
114	55101 FURNITURE & FIXTURES	300	0	0	0		
114	55107 EDUCATIONAL	0	138	0	0		
114	55108 AUDIO VISUAL	0	439	0	0		
	EQUIPMENT TOTAL	300	577	0	0	0	0
<b>AMBROSE SCHOOL TOTAL</b>		<b>2,311,976</b>	<b>2,367,929</b>	<b>2,350,992</b>	<b>2,502,210</b>	<b>0</b>	<b>0</b>

LINCOLN SCHOOL		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
115	51104 PRINCIPALS/ASST PRINCIPALS	158,718	159,272	162,316	167,185		
115	51105 TEACHERS	1,616,190	1,638,694	1,610,288	1,679,664		
115	51108 INSTRUCTIONAL AIDES	21,075	21,840	22,466	23,777		
115	51111 SECRETARIES/CLERKS	40,985	40,767	42,397	43,637		
115	51146 BUS MONITORS	2,333	2,028	2,333	2,333		
115	51175 ART TEACHERS	86,279	87,573	89,771	92,464		
115	51176 PE TEACHERS	87,234	88,528	90,726	93,419		
115	51177 MUSIC TEACHERS	90,618	91,827	96,643	101,912		
115	51179 READING TEACHING	236,661	240,178	248,786	258,889		
115	51181 LIBRARY MEDIA	72,126	71,834	78,118	83,306		
115	51198 ELL TEACHERS	41,076	41,692	33,362	48,527		
	TOTAL PERMANENT	2,453,295	2,484,234	2,477,206	2,595,113	0	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>2,453,295</b>	<b>2,484,234</b>	<b>2,477,206</b>	<b>2,595,113</b>	<b>0</b>	<b>0</b>
115	52101 OFFICE SUPPLIES	0	46	700	700		
115	52103 PRINTING AND REPRODUC SUPPLI	8,000	5,234	7,845	7,000		
115	52105 COMPUTER SUPPLIES	2,000	117	1,400	2,000		
115	52108 INSTRUCTIONAL MATERIALS	12,000	8,778	800	800		
115	52111 LIBRARY BOOKS	1,500	1,477	2,000	2,000		
115	52158 STUDENT SUPPORT	15,000	16,423	12,200	12,000		
115	52159 ART SUPPLIES	2,340	2,117	2,340	2,340		
115	52162 MUSIC SUPPLIES	900	684	900	950		
115	52163 PHYSICAL EDUCATION SUPPLIES	700	772	800	800		
115	52164 READING TESTING SUPPLIES	0	177	0	0		
115	52165 SCIENCE SUPPLIES	1,000	2,217	1,500	1,500		
115	52169 MATH SUPPLIES	9,000	8,018	8,500	8,500		
115	52170 ENGLISH SUPPLIES	0	0	10,600	11,450		
115	52171 SOCIAL STUDIES	500	147	500	500		
	TOTAL SUPPLIES & MATERIALS	52,940	46,207	50,085	50,540	0	0
115	53107 POSTAGE	500	184	500	500		
115	53109 TELEPHONE	3,000	1,859	2,100	2,100		
115	53126 HIRED EQUIPMENT	6,500	6,204	6,300	6,300		
115	53128 COM R&M TOOLS & EQUIPMENT	4,300	1,269	3,500	3,500		
115	53162 TRANSPORTATION	200	100	200	200		
	TOTAL CONTRACTUAL SERVICES	14,500	9,616	12,600	12,600	0	0
115	54101 DUES AND MEMBERSHIPS	840	0	1,200	1,200		
	TOTAL CHARGES & OBLIGATIONS	840	0	1,200	1,200	0	0
	<b>EXPENSE TOTAL</b>	<b>68,280</b>	<b>55,823</b>	<b>63,885</b>	<b>64,340</b>	<b>0</b>	<b>0</b>
115	55101 FURNITURE & FIXTURES	1,545	560	530	400		
115	55107 EDUCATIONAL	0	0	540	215		
	<b>EQUIPMENT TOTAL</b>	<b>1,545</b>	<b>560</b>	<b>1,070</b>	<b>615</b>	<b>0</b>	<b>0</b>
<b>LINCOLN SCHOOL TOTAL</b>		<b>2,523,120</b>	<b>2,540,616</b>	<b>2,542,161</b>	<b>2,660,068</b>	<b>0</b>	<b>0</b>

LYNCH SCHOOL		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
116	51104 PRINCIPALS/ASST PRINCIPALS	194,376	193,532	202,492	208,567		
116	51105 TEACHERS	1,472,963	1,464,895	1,652,063	1,727,372		
116	51108 INSTRUCTIONAL AIDES	24,162	24,846	23,980	24,857		
116	51111 SECRETARIES/CLERKS	32,130	32,426	35,428	38,080		
116	51146 BUS MONITORS	1,000	1,000	1,000	1,000		
116	51175 ART TEACHERS	47,545	58,588	51,225	55,026		
116	51176 PE TEACHERS	41,302	42,044	47,918	51,328		
116	51177 MUSIC TEACHERS	93,409	100,104	105,165	108,020		
116	51179 READING TEACHING	240,696	244,324	231,474	255,760		
116	51181 LIBRARY MEDIA	57,653	57,632	64,451	69,098		
116	51198 ELL TEACHERS	147,491	127,319	157,551	178,715		
	TOTAL PERMANENT	2,352,727	2,346,711	2,572,747	2,717,823	0	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>2,352,727</b>	<b>2,346,711</b>	<b>2,572,747</b>	<b>2,717,823</b>	<b>0</b>	<b>0</b>
116	52101 OFFICE SUPPLIES	1,000	852	1,000	1,000		
116	52103 PRINTING AND REPRODUC SUPPLI	9,000	6,298	9,000	8,500		
116	52105 COMPUTER SUPPLIES	1,500	1,637	2,860	1,500		
116	52108 INSTRUCTIONAL MATERIALS	8,500	7,263	800	800		
116	52111 LIBRARY BOOKS	1,200	0	2,500	2,500		
116	52158 STUDENT SUPPORT	15,500	15,739	16,219	16,500		
116	52159 ART SUPPLIES	2,300	1,748	2,000	2,000		
116	52162 MUSIC SUPPLIES	1,200	1,200	900	1,000		
116	52163 PHYSICAL EDUCATION SUPPLIES	1,200	1,307	1,200	1,200		
116	52165 SCIENCE SUPPLIES	1,500	1,555	1,311	1,500		
116	52169 MATH SUPPLIES	9,400	7,739	8,000	11,000		
116	52170 ENGLISH SUPPLIES	0	0	5,033	5,035		
116	52171 SOCIAL STUDIES	1,000	805	1,000	1,000		
	TOTAL SUPPLIES & MATERIALS	53,300	46,142	51,823	53,535	0	0
116	53109 TELEPHONE	2,100	1,433	2,100	2,100		
116	53126 HIRED EQUIPMENT	5,300	6,572	6,100	6,100		
116	53128 COM R&M TOOLS & EQUIPMENT	2,500	1,950	3,500	3,500		
116	53162 TRANSPORTATION	400	0	600	500		
	TOTAL CONTRACTUAL SERVICES	10,300	11,335	12,800	12,700	0	0
116	54101 DUES AND MEMBERSHIPS	1,000	650	1,169	1,000		
	TOTAL CHARGES & OBLIGATIONS	1,000	650	1,169	1,000	0	0
	<b>EXPENSE TOTAL</b>	<b>64,600</b>	<b>58,127</b>	<b>65,792</b>	<b>67,235</b>	<b>0</b>	<b>0</b>
116	55101 FURNITURE & FIXTURES	2,000	330	2,236	2,000		
116	55108 AUDIO VISUAL	0	0	4,017	0		
	<b>EQUIPMENT TOTAL</b>	<b>2,000</b>	<b>330</b>	<b>6,253</b>	<b>2,000</b>	<b>0</b>	<b>0</b>
<b>LYNCH SCHOOL TOTAL</b>		<b>2,419,327</b>	<b>2,405,167</b>	<b>2,644,792</b>	<b>2,787,058</b>	<b>0</b>	<b>0</b>

MURACO SCHOOL		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
117	51104 PRINCIPALS/ASST PRINCIPALS	156,533	156,666	162,181	167,046		
117	51105 TEACHERS	1,569,879	1,598,322	1,540,463	1,612,211		
117	51108 INSTRUCTIONAL AIDES	24,162	24,910	24,980	25,857		
117	51111 SECRETARIES/CLERKS	34,676	35,368	36,965	38,824		
117	51146 BUS MONITORS	1,000	1,000	1,000	1,000		
117	51175 ART TEACHERS	68,836	69,855	71,587	73,709		
117	51176 PE TEACHERS	58,990	58,988	62,734	66,206		
117	51177 MUSIC TEACHERS	63,521	64,324	67,869	71,864		
117	51179 READING TEACHING	242,705	247,460	254,238	261,151		
117	51181 LIBRARY MEDIA	64,120	66,856	72,229	77,103		
117	51198 ELL TEACHERS	75,848	131,113	79,960	96,253		
	TOTAL PERMANENT	2,360,270	2,454,863	2,374,206	2,491,224	0	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>2,360,270</b>	<b>2,454,863</b>	<b>2,374,206</b>	<b>2,491,224</b>	<b>0</b>	<b>0</b>
117	52101 OFFICE SUPPLIES	500	0	1,000	600		
117	52103 PRINTING AND REPRODUC SUPPLI	8,200	4,377	4,500	5,500		
117	52105 COMPUTER SUPPLIES	3,350	1,523	2,400	4,200		
117	52108 INSTRUCTIONAL MATERIALS	6,500	3,610	800	600		
117	52111 LIBRARY BOOKS	1,500	591	2,400	2,400		
117	52158 STUDENT SUPPORT	16,000	22,339	11,800	13,100		
117	52159 ART SUPPLIES	2,400	2,556	2,360	2,400		
117	52162 MUSIC SUPPLIES	900	786	900	900		
117	52163 PHYSICAL EDUCATION SUPPLIES	840	814	711	727		
117	52165 SCIENCE SUPPLIES	1,200	1,011	1,000	1,500		
117	52169 MATH SUPPLIES	10,000	8,381	7,600	8,500		
117	52170 ENGLISH SUPPLIES	0	0	8,100	7,900		
117	52171 SOCIAL STUDIES	200	0	800	0		
	TOTAL SUPPLIES & MATERIALS	51,590	45,987	44,371	48,327	0	0
117	53101 PRINTING & STATIONERY	0					
117	53107 POSTAGE	600	46	500	500		
117	53109 TELEPHONE	1,200	825	1,200	1,200		
117	53126 HIRED EQUIPMENT	5,100	5,836	5,900	5,900		
117	53128 COM R&M TOOLS & EQUIPMENT	3,600	1,960	3,500	3,500		
117	53162 TRANSPORTATION	200	0	0	200		
117	53171 TESTING/SCHOOL	0	0	800	800		
	TOTAL CONTRACTUAL SERVICES	10,700	8,668	11,900	12,100	0	0
117	54101 DUES AND MEMBERSHIPS	1,200	550	1,155	1,180		
	TOTAL CHARGES & OBLIGATIONS	1,200	550	1,155	1,180	0	0
	<b>EXPENSE TOTAL</b>	<b>63,490</b>	<b>55,205</b>	<b>57,426</b>	<b>61,607</b>	<b>0</b>	<b>0</b>
117	55101 FURNITURE & FIXTURES	2,030	1,240	0	2,200		
117	55108 AUDIO VISUAL	0	0	7,579	1,198		
	<b>EQUIPMENT TOTAL</b>	<b>2,030</b>	<b>1,240</b>	<b>7,579</b>	<b>3,398</b>	<b>0</b>	<b>0</b>
	<b>MURACO SCHOOL TOTAL</b>	<b>2,425,790</b>	<b>2,511,307</b>	<b>2,439,211</b>	<b>2,556,229</b>	<b>0</b>	<b>0</b>

VINSON-OWEN SCHOOL		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
118	51104 PRINCIPALS/ASST PRINCIPALS	148,248	142,558	153,627	158,235		
118	51105 TEACHERS	1,375,855	1,307,502	1,416,512	1,486,516		
118	51108 INSTRUCTIONAL AIDES	24,162	24,910	22,466	23,777		
118	51111 SECRETARIES/CLERKS	35,627	36,660	37,066	38,174		
118	51146 BUS MONITORS	1,575	2,000	1,575	1,575		
118	51175 ART TEACHERS	51,345	42,087	55,604	59,530		
118	51176 PE TEACHERS	41,302	41,974	44,606	47,626		
118	51177 MUSIC TEACHERS	85,529	88,899	93,298	96,312		
118	51179 READING TEACHING	203,660	209,949	218,033	231,557		
118	51181 LIBRARY MEDIA	61,936	43,568	49,469	52,761		
118	51198 ELL TEACHERS	51,345	31,269	55,604	59,530		
	TOTAL PERMANENT	2,080,584	1,971,376	2,147,860	2,255,593	0	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>2,080,584</b>	<b>1,971,376</b>	<b>2,147,860</b>	<b>2,255,593</b>	<b>0</b>	<b>0</b>
118	52101 OFFICE SUPPLIES	1,000	1,000	1,000	1,500		
118	52103 PRINTING AND REPRODUC SUPPLI	5,863	6,848	6,683	6,701		
118	52105 COMPUTER SUPPLIES	3,500	2,811	2,672	2,672		
118	52108 INSTRUCTIONAL MATERIALS	5,329	5,607	800	1,200		
118	52111 LIBRARY BOOKS	3,000	2,935	3,000	3,000		
118	52158 STUDENT SUPPORT	15,375	14,953	16,018	15,400		
118	52159 ART SUPPLIES	1,500	2,006	2,500	2,500		
118	52162 MUSIC SUPPLIES	1,715	373	1,500	1,500		
118	52163 PHYSICAL EDUCATION SUPPLIES	913	983	1,500	1,500		
118	52165 SCIENCE SUPPLIES	250	207	1,010	1,060		
118	52169 MATH SUPPLIES	8,335	8,552	9,000	9,300		
118	52170 ENGLISH	0	0	5,541	6,541		
118	52171 SOCIAL STUDIES	500	244	500	500		
	TOTAL SUPPLIES & MATERIALS	47,280	46,519	51,724	53,374	0	0
118	53107 POSTAGE	500	242	500	500		
118	53109 TELEPHONE	1,500	1,931	1,500	1,500		
118	53126 HIRED EQUIPMENT	5,400	6,075	6,775	6,775		
118	53128 COM R&M TOOLS & EQUIPMENT	4,800	1,766	3,500	3,500		
	TOTAL CONTRACTUAL SERVICES	12,200	10,013	12,275	12,275	0	0
118	54101 DUES AND MEMBERSHIPS	790	639	1,189	1,299		
	TOTAL CHARGES & OBLIGATIONS	790	639	1,189	1,299	0	0
	<b>EXPENSE TOTAL</b>	<b>60,270</b>	<b>57,172</b>	<b>65,188</b>	<b>66,948</b>	<b>0</b>	<b>0</b>
118	55101 FURNITURE & FIXTURES	3,000	1,943	3,692	1,932		
118	55107 EDUCATIONAL	0	228	0	0		
	<b>EQUIPMENT TOTAL</b>	<b>3,000</b>	<b>2,171</b>	<b>3,692</b>	<b>1,932</b>	<b>0</b>	<b>0</b>
<b>VINSON-OWEN SCHOOL TOTAL</b>		<b>2,143,854</b>	<b>2,030,718</b>	<b>2,216,740</b>	<b>2,324,473</b>	<b>0</b>	<b>0</b>

SPECIAL EDUCATION		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
119	51103 DIRECTOR/COORDINATOR	116,316	93,776	124,000	127,720		
119	51106 TEACHER SPECIALIST	0	-45	0	0		
119	51108 TEACHING ASSISTANTS	0	138	0	0		
119	51109 SPEC NEEDS IN/PROC/OTH	435,931	367,312	354,632	372,229		
119	51111 SECRETARIES/CLERKS	180,469	184,266	191,694	198,285		
119	51148 OCCUPATIONAL THERAPISTS	318,909	334,338	368,187	394,765		
119	51163 UNSPECIFIED ADDITIONS	90,000	80,955	90,000	90,000		
119	51190 SE SUPERVISOR/COORDINATOR	457,854	441,303	459,686	475,979		
119	51191 WHS SE TEACHER	692,097	704,188	791,678	866,455		
119	51192 MS SE TEACHER	629,054	638,475	678,892	774,963		
119	51193 PK-5 SE TEACHER	1,581,047	1,571,734	1,671,467	1,915,547		
119	51194 PSYCHOLOGISTS	796,256	839,666	892,375	997,073		
119	51195 SPEECH & LANGUAGE THERAPISTS	940,853	934,902	1,033,550	1,074,059		
119	51196 PHYSICAL THERAPISTS	71,377	74,439	75,938	78,216		
119	51197 ASSISTIVE TECHNOLOGISTS	28,174	29,744	30,375	31,286		
119	51199 SE TEACHING ASSISTANTS	800,802	860,266	930,456	1,024,373		
	TOTAL PERMANENT	7,139,139	7,155,456	7,692,930	8,420,950	0	0
119	51202 SECRETARIAL SUBSTITUTES	0	0	0			
	TOTAL TEMPORARY	0	0	0	0	0	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>7,139,139</b>	<b>7,155,456</b>	<b>7,692,930</b>	<b>8,420,950</b>	<b>0</b>	<b>0</b>
119	52101 OFFICE SUPPLIES	2,300	2,311	4,550	4,550		
119	52103 PRINTING AND REPRODUC SUPPLI	0	182	0	0		
119	52158 STUDENT SUPPORT	13,000	14,852	12,270	12,270		
	TOTAL SUPPLIES & MATERIALS	15,300	17,344	16,820	16,820	0	0
119	53107 POSTAGE	0	1,627	1,800	1,800		
119	53109 TELEPHONE	0	281	0	0		
119	53117 AUTO ALLOWANCE	1,800	806	0	0		
119	53118 PROF SERVICES	288,958	327,549	314,250	318,155		
119	53121 PROF SERVICES - INDEP EVALUA	500	0	0	0		
119	53122 TRAVEL	0	0	500	500		
119	53126 HIRED EQUIPMENT	3,600	692	0	0		
119	53128 COM R&M TOOLS & EQUIPMENT	3,600	0	0	0		
119	53162 TRANSPORTATION	450,000	664,403	500,000	550,000		
119	53166 TUITION	2,192,217	2,327,947	2,458,277	2,522,231		
119	53171 TESTING/SCHOOL	21,875	22,809	18,400	18,400		
	TOTAL CONTRACTUAL SERVICES	2,962,550	3,346,113	3,293,227	3,411,086	0	0
119	54101 DUES AND MEMBERSHIPS	4,000	6,140	6,300	6,300		
	TOTAL CHARGES & OBLIGATIONS	4,000	6,140	6,300	6,300	0	0
	<b>EXPENSE TOTAL</b>	<b>2,981,850</b>	<b>3,369,597</b>	<b>3,316,347</b>	<b>3,434,206</b>	<b>0</b>	<b>0</b>
119	55107 EDUCATIONAL	6,000	2,741	7,911	7,911		
	<b>EQUIPMENT TOTAL</b>	<b>6,000</b>	<b>2,741</b>	<b>7,911</b>	<b>7,911</b>	<b>0</b>	<b>0</b>
<b>SPECIAL EDUCATION TOTAL</b>		<b>10,126,989</b>	<b>10,527,794</b>	<b>11,017,188</b>	<b>11,863,067</b>	<b>0</b>	<b>0</b>

ATHLETICS		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
120	51103 DIRECTOR/COORDINATOR	0	0	0			
120	51134 COACHES	0					
	<b>TOTAL PERMANENT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
120	56001 MISC EXPENSE		0				
	<b>EXPENSE TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
120	59761 TRANSFER TO REVOLVING	270,797	270,797	280,797	347,371		
	<b>EQUIPMENT TOTAL</b>	<b>270,797</b>	<b>270,797</b>	<b>280,797</b>	<b>347,371</b>	<b>0</b>	<b>0</b>
<b>ATHLETICS TOTAL</b>		<b>270,797</b>	<b>270,797</b>	<b>280,797</b>	<b>347,371</b>	<b>0</b>	<b>0</b>

TECHNOLOGY		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
121	51103 DIRECTOR/COORDINATOR	0	2,500	0	0		
121	51110 OTHER SUPERVISORY/TECH	183,406	180,681	202,403	216,300		
121	51111 SECRETARIES/CLERKS	94,364	87,520	99,416	102,345		
121	51163 UNSPECIFIED ADDITIONS	0					
121	51186 REPAIR TECHNICIANS	207,526	208,812	232,915	239,902		
	TOTAL PERMANENT	485,296	479,513	534,734	558,547	0	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>485,296</b>	<b>479,513</b>	<b>534,734</b>	<b>558,547</b>	<b>0</b>	<b>0</b>
121	52104 COMPUTER REPAIRS	27,000	9,240	27,000	27,000		
121	52105 COMPUTER SUPPLIES	27,000	23,036	27,000	27,000		
121	52106 BOOKS AND PERIODICALS	0					
121	52185 SOFTWARE	155,944	150,512	155,944	155,944		
	TOTAL SUPPLIES & MATERIALS	209,944	182,788	209,944	209,944	0	0
121	53117 AUTO ALLOWANCE	1,500		1,500	1,500		
121	53118 PROF SERVICES	25,000	26,405	25,000	25,000		
121	53122 TRAVEL	500	709	500	500		
121	53166 TUITION	0					
	TOTAL CONTRACTUAL SERVICES	27,000	27,114	27,000	27,000	0	0
121	54101 DUES AND MEMBERSHIPS	2,000	100	2,000	2,000		
	TOTAL CHARGES & OBLIGATIONS	2,000	100	2,000	2,000	0	0
	<b>EXPENSE TOTAL</b>	<b>238,944</b>	<b>210,002</b>	<b>238,944</b>	<b>238,944</b>	<b>0</b>	<b>0</b>
121	55107 EDUCATIONAL	141,000	139,914	141,000	141,000		
121	55109 EMERGING TECHNOLOGIES	0					
	<b>EQUIPMENT TOTAL</b>	<b>141,000</b>	<b>139,914</b>	<b>141,000</b>	<b>141,000</b>	<b>0</b>	<b>0</b>
<b>TECHNOLOGY TOTAL</b>		<b>865,240</b>	<b>829,429</b>	<b>914,678</b>	<b>938,491</b>	<b>0</b>	<b>0</b>

PUPIL SERVICES		FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
122	51106 TEACHER SPECIALISTS	315,086	310,149	351,047	366,078		
122	51107 COUNSELORS	780,367	784,154	852,558	886,466		
122	51118 TUTORIAL SVCS	0	12,025	0	0		
122	51147 NURSES	567,832	554,061	572,192	558,113		
122	51163 UNSPECIFIED ADDITIONS	0	0	0	0		
	TOTAL PERMANENT	1,663,285	1,660,390	1,775,797	1,810,657	0	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>1,663,285</b>	<b>1,660,390</b>	<b>1,775,797</b>	<b>1,810,657</b>	<b>0</b>	<b>0</b>
122	52179 MEDICAL & DENTAL	0					
122	52218 NURSING SUPPLIES	3,400	4,197	3,400	3,400		
	TOTAL SUPPLIES & MATERIALS	3,400	4,197	3,400	3,400	0	0
122	54115 MEDICAL, SURGICAL		0				
	TOTAL CHARGES & OBLIGATIONS	0	0	0	0	0	0
	<b>EXPENSE TOTAL</b>	<b>3,400</b>	<b>4,197</b>	<b>3,400</b>	<b>3,400</b>	<b>0</b>	<b>0</b>
	<b>EQUIPMENT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>PUPIL SERVICES TOTAL</b>	<b>1,666,685</b>	<b>1,664,587</b>	<b>1,779,197</b>	<b>1,814,057</b>	<b>0</b>	<b>0</b>

SCHOOL DEPARTMENT	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
43799 MISC DEPARTMENTAL REVENUE	0	0	0	0	0	0
51102 SUPERINTENDENCY	538,800	564,392	561,849	568,658	0	0
51103 DIRECTOR/COORDINATOR	728,735	594,792	815,670	837,883	0	0
51104 PRINCIPALS/ASST PRINCIPALS	1,458,670	1,443,691	1,511,155	1,556,489	0	0
51105 TEACHERS	7,557,534	7,593,851	7,765,752	8,173,706	0	0
51106 TEACHER SPECIALIST	315,086	310,105	351,047	366,078	0	0
51107 COUNSELORS	780,367	784,154	852,558	886,466	0	0
51108 INSTRUCTIONAL AIDES	148,510	149,522	149,113	155,002	0	0
51109 SPEC NEEDS IN/PROC/OTH	435,931	367,312	354,632	372,229	0	0
51110 OTHER SUPERVISORY/TECH	183,406	180,681	202,403	216,300	0	0
51111 SECRETARIES/CLERKS	1,180,216	1,186,298	1,214,371	1,238,849	0	0
51112 CURRICULUM WORKSHOPS	34,000	43,152	55,000	50,000	0	0
51114 EXTRACURRICULAR	61,472	67,570	61,472	61,472	0	0
51115 INTRAMURAL	0	0	0	0	0	0
51116 LUNCHROOM SUPERVISOR	0	0	0	0	0	0
51117 IN-SERVICE WORKSHOPS	34,448	30,656	27,000	55,000	0	0
51118 TUTORIAL SERVICES	0	12,025	0	0	0	0
51119 STUDENT INTERVENTION	0	0	0	29,000	0	0
51127 MED/ATTEN AFICRS	20,327	18,913	20,327	20,327	0	0
51134 COACHES	0	0	0	0	0	0
51146 BUS MONITORS	8,958	8,727	8,958	8,958	0	0
51147 NURSES	567,832	554,061	572,192	558,113	0	0
51148 OCCUPATIONAL THERAPIST	318,909	334,338	368,187	394,765	0	0
51163 UNSPECIFIED ADDITIONS	605,845	80,955	149,519	230,000	0	0
51170 ENGLISH TEACHERS	1,522,671	1,553,719	1,670,454	1,794,104	0	0
51171 MATH TEACHERS	1,652,488	1,680,698	1,731,206	1,850,066	0	0
51172 SCIENCE TEACHERS	1,583,688	1,602,672	1,715,309	1,780,802	0	0
51173 SOCIAL STUDIES TEACHERS	1,500,256	1,513,333	1,570,486	1,711,336	0	0
51174 FOREIGN LANGUAGE TEACHERS	985,988	992,917	1,090,210	1,155,058	0	0
51175 ART TEACHERS	747,437	764,573	791,025	824,408	0	0
51176 PE TEACHERS	637,354	646,188	656,823	680,259	0	0
51177 MUSIC TEACHERS	759,306	790,973	793,094	825,770	0	0
51178 FACS TEACHERS	268,204	252,096	252,297	264,059	0	0
51179 READING TEACHING	1,399,961	1,396,894	1,428,561	1,506,176	0	0
51180 ENG/TECH TEACHERS	251,711	257,908	259,084	267,307	0	0
51181 LIBRARY MEDIA	431,262	415,515	460,710	489,127	0	0
51182 COMPUTER ED TEACHERS	226,549	231,939	265,498	277,266	0	0
51186 REPAIR TECHNICIANS	207,526	208,812	232,915	239,902	0	0
51190 SE SUPERVISOR/COORDINATOR	457,854	441,303	459,686	475,979	0	0
51191 WHS SE TEACHER	692,097	704,188	791,678	866,455	0	0
51192 MS SE TEACHER	629,054	638,475	678,892	774,963	0	0

SCHOOL DEPARTMENT	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
51193 PK-5 SE TEACHER	1,581,047	1,571,734	1,671,467	1,915,547	0	0
51194 PSYCHOLOGISTS	796,256	839,666	892,375	997,073	0	0
51195 SPEECH & LANGUAGE THERAPISTS	940,853	934,902	1,033,550	1,074,059	0	0
51196 PHYSICAL THERAPISTS	71,377	74,439	75,938	78,216	0	0
51197 ASSISTIVE TECHNOLOGISTS	28,174	29,744	30,375	31,286	0	0
51198 ELL TEACHERS	456,877	476,848	476,512	540,396	0	0
51199 SE TEACHING ASSISTANTS	800,802	860,266	930,456	1,024,373	0	0
51201 INSTRUCTIONAL SUBSTITUTES	0	0	0	0	0	0
<b>TOTAL PERMANENT</b>	<b>33,607,838</b>	<b>33,204,997</b>	<b>34,999,806</b>	<b>37,223,282</b>	<b>0</b>	<b>0</b>
51201 INSTRUCTIONAL SUBSTITUTES	325,000	308,325	325,000	325,000	0	0
51202 SECRETARIAL SUBSTITUTES	10,000	1,283	10,000	10,000	0	0
51204 EARLY RETIREMENT	7,900	0	7,900	7,900	0	0
51205 LONG TERM SUBSTITUTES	150,000	222,759	150,000	150,000	0	0
51206 IN SCHOOL SUSPENSION	12,240	5,454	12,240	12,240	0	0
<b>TOTAL TEMPORARY</b>	<b>505,140</b>	<b>537,821</b>	<b>505,140</b>	<b>505,140</b>	<b>0</b>	<b>0</b>
51302 POLICE OVERTIME	0	0	0	0	0	0
51304 TEAMING	39,255	40,630	42,060	42,060	0	0
51359 OVERTIME	0	0	0	0	0	0
51360 OT - SECTY	0	0	0	0	0	0
<b>TOTAL OVERTIME</b>	<b>39,255</b>	<b>40,630</b>	<b>42,060</b>	<b>42,060</b>	<b>0</b>	<b>0</b>
<b>PERSONAL SERVICES TOTAL</b>	<b>34,152,233</b>	<b>33,783,448</b>	<b>35,547,006</b>	<b>37,770,482</b>	<b>0</b>	<b>0</b>
52101 OFFICE SUPPLIES	25,088	30,646	30,730	30,830	0	0
52102 IMT SUPPLIES	2,500	1,729	2,500	2,500	0	0
52103 PRINTING AND REPRODUC SUPPLI	75,909	63,781	73,424	72,097	0	0
52104 COMPUTER REPAIRS	36,345	11,017	27,000	27,000	0	0
52105 COMPUTER SUPPLIES	46,241	41,892	59,643	60,683	0	0
52106 BOOKS AND PERIODICALS	1,100	1,448	1,895	1,895	0	0
52108 INSTRUCTIONAL MATERIALS	46,329	41,617	17,036	17,236	0	0
521081 TEXTBOOKS - ENGLISH	11,526	8,563	23,592	23,592	0	0
521082 TEXTBOOKS - MATH	39,443	35,975	13,955	13,955	0	0
521083 TEXTBOOKS - SCIENCE	21,327	13,964	5,249	5,249	0	0
521084 TEXTBOOKS - SOCIAL STUDIES	53,690	54,047	26,285	26,285	0	0
521085 TEXTBOOKS - FOREIGN LANGUAGE	29,544	23,527	25,807	25,807	0	0
521086 TEXTBOOKS - ELECTIVE	10,950	3,836	12,158	12,158	0	0
52110 PUPIL SUBSCRIPTIONS	4,518	2,895	3,391	3,391	0	0
52111 LIBRARY BOOKS	23,174	14,749	28,109	27,209	0	0
52144 CO/SM TOOLS & EQUIP	0	0	0	0	0	0
52158 STUDENT SUPPORT	107,375	115,229	99,696	100,459	0	0
52159 ART SUPPLIES	33,390	33,676	36,550	36,590	0	0
52160 FAMILY/COMSUMER SUPPLIES	13,998	15,597	17,089	17,089	0	0
52161 TECHNOLOGY SUPPLIES	18,441	16,936	21,997	21,997	0	0
52162 MUSIC SUPPLIES	21,715	24,727	22,463	22,513	0	0
52163 PHYSICAL EDUCATION SUPPLIES	16,038	15,110	18,343	18,259	0	0
52164 READING TESTING SUPPLIES	4,778	2,509	4,667	4,542	0	0
52165 SCIENCE SUPPLIES	29,098	25,697	29,336	29,375	0	0
52166 GUIDANCE TEST SUPPLIES	0	0	0	0	0	0
52167 CURRICULUM SUPPLIES	113,800	104,716	108,500	45,000	0	0

SCHOOL DEPARTMENT	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
52168 EXTRA-CURRICULAR SUPPLIES	2,500	947	4,850	4,850	0	0
52169 MATH SUPPLIES	58,155	47,837	57,153	61,053	0	0
52170 ENGLISH	3,387	3,270	41,329	43,226	0	0
52171 SOCIAL STUDIES	6,288	4,416	7,000	6,100	0	0
52172 AUDIO-VISUAL SUPPLIES	5,001	3,023	10,705	10,705	0	0
52173 BUSINESS	1,600	1,577	2,500	2,500	0	0
52174 FOREIGN LANGUAGE	1,381	390	1,546	1,546	0	0
52179 MEDICAL & DENTAL	0	0	0	0	0	0
52180 FOOD & GROCERIES	7,500	4,857	4,250	4,250	0	0
52184 CLOTHING & UNIFORMS	0	0	0	0	0	0
52185 SOFTWARE	155,944	150,512	155,944	155,944	0	0
52218 NURSING SUPPLIES	3,400	4,197	3,400	3,400	0	0
52244 TEACHER SUPPLIES	0	0	0	0	0	0
52245 ELL SUPPLIES	0	0	0	8,000	0	0
TOTAL SUPPLIES & MATERIALS	1,031,473	924,909	998,092	947,285	0	0
53101 PRINTING & STATIONERY	13,228	13,079	11,252	11,252	0	0
53107 POSTAGE	21,232	19,009	22,534	22,434	0	0
53109 TELEPHONE	43,550	32,624	41,550	41,550	0	0
53115 ADVERTISING	32,000	20,522	25,160	25,160	0	0
53116 BIND & BK REPAIRS	2,500	741	2,980	2,980	0	0
53117 AUTO ALLOWANCE	10,073	5,544	6,500	6,500	0	0
53118 PROF SERVICES	442,484	521,388	455,500	459,405	0	0
53119 PROFESSIONAL DEVELOPMENT	50,700	53,100	45,300	43,800	0	0
53120 PROFESSIONAL SERVICES - LEGA	0	0	0	0	0	0
53121 PROF SERVICES - INDEP EVALUA	500	0	0	0	0	0
53122 TRAVEL	8,050	7,356	6,100	6,100	0	0
53123 TRAVEL	1,150	579	692	692	0	0
53124 CLEAN & SANITARY	1,200	975	1,500	1,500	0	0
53126 HIRED EQUIPMENT	74,210	76,715	73,255	73,255	0	0
53127 R&M AUTOMTOIVE	200	0	200	200	0	0
53128 COM R&M TOOLS & EQUIPMENT	68,660	43,022	58,330	58,330	0	0
53130 HS/R&M TOOLS & EQUIP	0	0	0	0	0	0
53162 TRANSPORTATION	647,120	937,644	717,240	797,340	0	0
53166 TUITION	2,287,130	2,440,464	2,552,277	2,616,231	0	0
53171 TESTING/SCHOOL	21,875	22,809	19,200	19,200	0	0
53178 NOC	0	0	0	0	0	0
53221 GRADUATION	6,000	4,134	10,183	10,183	0	0
53222 STAFF RECOGNITION	2,500	11,066	4,200	4,200	0	0
53308 ELL SERVICES	0	0	0	5,000	0	0
53999 PY EXPENSES	0	0	0	0	0	0
TOTAL CONTRACTUAL SERVICES	3,734,362	4,210,772	4,053,953	4,205,312	0	0

SCHOOL DEPARTMENT	FY14 Budget	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
54101 DUES AND MEMBERSHIPS	67,094	76,572	80,712	80,678	0	0
54105 INSURANCE AND SURETY BOND PR	0	0	0	0	0	0
54106 INSURANCE/SURETY	0	0	0	0	0	0
54107 CLAIMS, DAMAGES, AND JUDGE	0	0	0	0	0	0
54109 GROUP INSURANCE PREMIUM	0	0	0	0	0	0
54115 MEDICAL,SURGICAL	0	0	0	0	0	0
TOTAL CHARGES & OBLIGATIONS	67,094	76,572	80,712	80,678	0	0
<b>EXPENSE TOTAL</b>	<b>4,832,929</b>	<b>5,212,252</b>	<b>5,132,757</b>	<b>5,233,275</b>	<b>0</b>	<b>0</b>
55101 FURNITURE & FIXTURES	27,657	13,760	6,458	6,532	0	0
55103 OFFICE EQUIPMENT	0	0	3,753	3,753	0	0
55105 CONSTRUCTION	0	0	0	0	0	0
55107 EDUCATIONAL	162,461	146,332	156,791	156,466	0	0
55108 AUDIO VISUAL	4,588	2,775	14,261	3,863	0	0
55109 EMERGING TECHNOLOGY	0	0	0	0	0	0
59703 TRANSFER TO FUND 0003	0	0	0	0	0	0
59761 TRANSFERS TO REVOLVING	270,797	270,797	280,797	347,371	0	0
<b>EQUIPMENT TOTAL</b>	<b>465,503</b>	<b>433,664</b>	<b>462,060</b>	<b>517,985</b>	<b>0</b>	<b>0</b>
<b>SCHOOL DEPARTMENT TOTAL</b>	<b>39,450,665</b>	<b>39,429,364</b>	<b>41,141,823</b>	<b>43,521,742</b>	<b>43,384,179</b>	<b>0 *</b>

**UNDISTRIBUTED**

**ENERGY**

**PERSONNEL BENEFITS**

**CONTRIBUTORY RETIREMENT**

**NON-CONTRIBUTORY RETIREMENT**

**WORKERS' COMPENSATION**

**PUBLIC SAFETY MEDICAL COVERAGE**

**UNEMPLOYMENT COMPENSATION**

**HEALTH INSURANCE**

**F.I.C.A./MEDICARE TAX & REFUNDS**

**DEBT & INTEREST**

**LONG TERM DEBT – PRINCIPAL**

**LONG TERM DEBT – INTEREST**

**BOND ANTICIPATION NOTES**

**MISCELLANEOUS INTEREST REFUND & CHANGES**

**MISCELLANEOUS**

**AUDIT**

**GENERAL INSURANCE**

**RESERVE FUND**

**ENVIRONMENTAL REMEDIATION SERVICES**

**ENERGY CHAMPION REBATE**



	FY14	FY15	FY16	FY16	FY16
ENERGY	Actual	Budget	Request	Manager	FinCom
<b>Light/Power</b>					
Light/Power - Wright Locke Farm	3,660	2,056	3,660	3,660	
Light/Power - Library	74,703	72,970	73,257	73,257	
Light/Power - West Side Station	6,695	6,835	6,888	6,888	
Light/Power - Public Safety Building	64,039	57,918	60,891	60,891	
Light/Power - AUX	775	825	808	808	
Light/Power - Transfer Station	23,124	23,374	21,749	21,749	
Light/Power - Grounds	9,161	9,394	9,316	9,316	
Light/Power - DPW Complex	25,349	19,036	20,125	20,125	
Light/Power - Street Lights	72,379	31,138	32,290	32,290	
Light/Power - High School	275,459	330,525	337,011	337,011	
Light/Power - McCall School	208,669	200,976	208,053	208,053	
Light/Power - Ambrose School	101,051	91,374	95,323	95,323	
Light/Power - Lincoln School	92,178	102,508	99,660	99,660	
Light/Power - Lynch School	59,805	67,683	64,091	64,091	
Light/Power - Muraco School	66,205	56,213	61,620	61,620	
Light/Power - Vinson Owen	80,348	65,000	98,234	98,234	
Light/Power - Street Drains	1,661	1,050	1,340	1,340	
Light/Power - Traffic Lights	8,324	6,345	7,476	7,476	
Light/Power - Scale House	1,747	1,447	1,670	1,670	
Light/Power - Cemetery	2,303	2,336	2,272	2,272	
Light/Power - Mystic	11,285	12,854	12,156	12,156	
Light/Power - Sanborn House	646	0	646	646	
Light/Power - Town Hall	53,460	49,526	50,826	50,826	
Light/Power - Waterfield Station	7,014	7,852	7,558	7,558	
Light/Power - Wedgemere Station	7,198	5,097	5,851	5,851	
Light/Power - Park Garage	3,788	3,304	3,242	3,242	
Light/Power - Dog Pound	1,341	839	1,006	1,006	
Light/Power - Parkhurst	15,542	22,787	20,624	20,624	
Light/Power - Sussex/Grove	584	83	108	108	
Light/Power - School Athletics	128	117	124	124	
Light/Power - McDonald Field	239	189	226	226	
<b>Subtotal</b>	<b>1,278,859</b>	<b>1,251,651</b>	<b>1,308,101</b>	<b>1,308,101</b>	<b>0</b>
<b>Natural Gas</b>					
Natural Gas - Parkhurst School	61,242	29,908	30,835	30,835	
Natural Gas - DPW Complex	34,894	32,154	29,722	29,722	
Natural Gas - Park Garage	257	350	260	260	
Natural Gas - Mystic	42,428	27,569	29,312	29,312	
Natural Gas - Library Bldg	15,211	12,325	11,617	11,617	
Natural Gas - Town Hall	25,373	13,488	14,318	14,318	
Natural Gas - High School	184,542	163,928	157,494	157,494	
Natural Gas - McCall School	91,878	61,016	63,463	63,463	
Natural Gas - Lynch School	2,497	2,188	2,766	2,766	
Natural Gas - Muraco	53,802	38,562	36,322	36,322	
Natural Gas - Public Safety	33,699	23,400	22,905	22,905	
Natural Gas - Vinson-Owen	28,439	65,000	23,236	23,236	
<b>Subtotal</b>	<b>574,262</b>	<b>469,888</b>	<b>422,250</b>	<b>422,250</b>	<b>0</b>
LEASE PAYMENTS	0	40,000	40,000	40,000	
<b>EXPENSES TOTAL</b>	<b>2,491,102</b>	<b>2,360,196</b>	<b>2,166,113</b>	<b>2,166,113</b>	<b>0</b>
<b>ENERGY TOTAL</b>	<b>2,491,102</b>	<b>2,360,196</b>	<b>2,166,113</b>	<b>2,166,113</b>	<b>0</b>

## **Personnel Benefits**

This budget includes the cost of benefits associated with Town and School employment. As a service organization, these expenses represent a high percentage of the Town's costs. This category includes Pensions (Contributory and Non-Contributory), workers compensation and Indemnification of Public Safety Personnel, Unemployment Compensation, FICA/ Medicare and Health Insurance.

### **Contributory Retirement**

The Board of Retirement is established in accordance with Massachusetts General Law. The Board is made up of the Comptroller, 2 representatives elected by the employees, an appointee of the Selectmen, and an at-large member. The Board administers the statewide retirement program for all Town of Winchester municipal employees and certain education employees. The annual payment into the system is determined by the Commonwealth of Massachusetts based upon an actuarially funded schedule. The normal rate of increase for the Schedule is about 4.5% per year. There are currently 289 retirees.

### **Non-Contributory Retirement**

This account, under jurisdiction of the Board of Retirement, provides funding for the payment of the retirement allowances to former employees or their widows who were hired prior to July 1, 1939, the inception date of the Town's contributory retirement system. There are currently 2 retirees whose pensions are funded from this budget.

### **Workers' Compensation/Indemnification**

The Town self-insures for its Workers' Compensation liability. Funds in this budget support the claims and administration of the program. The program pays for salary costs for job-related time loss injury as well as for medical costs associated with the injury. Payments under this program are made in accordance with appropriate Massachusetts law. Since 1985, the Town has contracted the claims and administrative services component of Workers' Compensation, these employees stay on the regular municipal payroll on full pay for an unlimited time period, and only the medical or hospital costs of their injury are charged to this account.

### **Unemployment Compensation**

In 1976, unemployment compensation was extended by the Federal Government to State and local government workers. On January 1, 1978, government units in Massachusetts became liable for the costs of these benefits. Unlike private employers, public employers can choose between two methods payment (participation) of unemployment compensation costs: either through a "tax" of 1% of gross payroll (which could increase in future years) or reimbursement of actual costs. Winchester has chosen to follow the reimbursement method. Thus, each month, the Town is billed by the Division of Employment Security for any claims attributable to the Town.

### **F.I.C.A. & Medicare Tax/Refunds**

The Town is required to match the 1.45% Federal Medicare premium paid by Town employees.

### **Winchester Hospital Wellness Program**

Winchester Hospital Wellness Program allocation has been reduced to \$15,000. This amount is being reduced due to current health insurance carrier Harvard Pilgrim Health Care offering similar programs at no additional cost to the Town.

### **Health Insurance**

In an effort to offset the increasing cost of health insurance and in effort to address the un-sustainability to rising costs the Town, on July 1, 2012, changed insurance providers. The Town now offers Harvard Pilgrim Health Care to its employees and retirees. These changes including increasing co-pays for its members' in the areas of office visits, emergency room visits and facility co-pays were added for in-patient hospital admission as well as out-patient surgery.

### Health Insurance Expenditures

Year	Budget / Expenditures	\$ Change	% Change
FY2016	\$ 9,875,000	\$ 80,000	0.8%
FY2015	\$ 9,795,000	\$ 363,505	3.9%
FY2014	\$ 9,431,495	\$ (551,113)	-5.5%
FY2013	\$ 9,982,608	\$ (51,534)	-0.5%
FY2012	\$ 10,034,142	\$ 634,768	6.8%
FY2011	\$ 9,399,374	\$ 189,330	2.1%
FY2010	\$ 9,210,044	\$ 869,015	10.4%
FY2009	\$ 8,341,029	\$ 296,306	3.7%
FY2008	\$ 8,044,723	\$ 591,333	7.9%
FY2007	\$ 7,453,390		

The Town's most prominent plan is Harvard Pilgrim Health Care (HPHC) HMO. We currently have 566 employees and 89 retirees participating in the HPHC HMO Plan. Winchester additionally offers retiree only plans including HPHC Medicare Enhanced and Tufts Medicare Preferred.

**Active Employees and Non-Medicare Eligible Retirees**

Harvard Pilgrim Health Care PPO – 13

Harvard Pilgrim Health Care HMO - 655

**Medicare Eligible Retirees**

Harvard Pilgrim Health Care Medicare Enhance High – 406 (includes spousal plans)

Tufts Medicare Preferred - 13

**Total Subscribers – 1,087**

## DEBT SERVICE

Principal and interest payments for FY2016 will be \$6,701,487.35. Of this amount, \$4,678,300.67 represents principal payments and \$2,023,186.68 represents interest.

<b>Prop 2½ Excluded</b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
McCall	965,000.00	166,572.50	1,131,572.50
Lincoln	275,500.00	52,803.72	328,303.72
Building Repairs	17,961.00	3,348.02	21,309.02
Wright Locke Farm	0.00	57,975.00	57,975.00
Vinson Owen School	730,500.00	582,810.00	1,313,310.00
High School	44,500.00	177,856.08	222,356.08
<b>Subtotal Prop 2½ Excluded</b>	<b>2,033,461.00</b>	<b>1,041,365.32</b>	<b>3,074,826.32</b>
<b>Building Stabilization Fund</b>	1,923,200.00	772,838.52	2,696,038.52
<b>Capital Stabilization Fund</b>	385,000.00	170,906.26	555,906.26
<b>General Fund</b>	336,639.67	38,076.58	374,716.25
<b>TOTAL</b>	<b>4,678,300.67</b>	<b>2,023,186.68</b>	<b>6,701,487.35</b>
<b>Total Debt Budget</b>			<b>6,701,487.35</b>

**Tax Abatement Interest/Service Fees**

The Town is required by Massachusetts General Law to pay interest to taxpayers on any tax abatements they may receive. Also included under this category are bank charges for various banking services. Rather than maintain certain non-interest bearing accounts to compensate for banking services, it is proposed that the services be paid for directly, and are thus budgeted here.

<b>PROGRAM</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>	<b>FY16 Request</b>	<b>FY16 Manager</b>	<b>FY16 FinCom</b>
Debt - Principal	5,019,326	4,864,451	4,678,301	4,678,301	
Debt - Interest	2,190,068	2,070,191	2,023,187	2,023,187	
Total	7,209,394	6,934,642	6,701,487	6,701,487	0
Tax Abatement Interest/Service Fees	32,168				
<b>TOTAL</b>	<b>7,241,562</b>	<b>6,934,642</b>	<b>6,701,487</b>	<b>6,701,487</b>	<b>0</b>

(table next page)

**Fiscal Year 2016 Debt Service**

	<u>Total</u>
<b>Override</b>	
July 1 2004 Series B -Lincoln School (EI)	-
July 1 2005 -Adv Ref July 15,1999 School Building Remodeling (EI) \$1,390,000	86,685.20
July 1 2006 -Lincoln School (EI)	34,668.72
August 15 2009 - Cur Ref July 1 2001 McCall School (IE)	1,131,572.50
April 28 2011 - Vinson-Owen School (OE)	1,164,000.00
May 16 2012 - Adv Ref July 1 2004 Series B Lincoln School (EI)	293,635.00
July 1 2014 - Vinson-Owen School Construction (OE)	148,160.00
July 1 2014 - High School Feasibility Study (OE)	72,202.50
BAN - Land Acquisition (EI) \$11,595,000 of \$13,600,000	57,975.00
BAN - Vinson-Owen School Construction (OE) \$230,000 of \$28,170,307	1,150.00
BAN - School Feasibility Study (I) \$30,715 of \$1,300,000	153.58
BAN - High School Construction (OE) \$30,000,000 of \$128,623,146	150,000.00
<b>Building Stabilization</b>	
July 1 2004 Series A - Ambrose School (I) \$7,160,000	-
July 1 2005 -School Remodeling (I) Immediate Repairs \$3,143,000 of \$6,246,101	229,006.26
July 1 2005 -Town Building Remodeling (I) \$375,000 Immediate Repairs of \$943,336	27,475.00
July 1 2006 -Ambrose School (I) \$1,660,000	126,586.26
July 1 2006 -Building Remodeling & Plans 1 (I) \$440,000 of \$1,028,336	34,285.00
July 1 2006 -Building Remodeling & Plans 2 (I) \$412,850	21,438.76
July 1 2006 -School Remodeling (I) \$1,162,950	85,755.00
July 1 2008 - School (I) \$2,968,000	252,231.22
July 1 2008 - McCall Middle School Design (I) \$562,000	45,500.00
July 1 2008 - McCall Middle School Addition (I) \$6,188,000	487,750.00
July 1 2008 - School Classrooms (I) \$1,110,000	104,893.76
July 1 2008 - Building Remodeling & Plans (I) \$128,000	11,230.00
July 1 2008 - Public safety Building (I) \$1,556,000	124,741.26
July 1 2008 - Town Hall/Veteran's Memorial (I) \$2,100,000	166,147.50
May 1 2009 - Public Safety Building (I) \$1,644,000	125,462.50
May 1 2009 - DPW Complex (I) \$1,000,000	75,125.00
May 1 2009 - School Fire Alarms/Corridor/ADA (I) \$960,000	73,600.00
April 15 2010 - Muraco School HVAC	112,625.00
April 15 2010 - DPW Facility Repairs	19,880.00
April 28 2011 - Lynch School Roof (I)	77,975.00
April 28 2011 - Muraco HVAC (I)	12,050.00
May 16 2012 - Adv Ref July 1 2004 Series A Ambrose School (I)	482,281.00
<b>General Fund</b>	
October 25 2000 MWPAT Title V (EO) *	4,005.67
December 15 2002-Adv Ref of July 1, 1994 Building Remodeling (I)	-
July 1 2004 Series B -Lincoln School (I)	-
July 1 2004 Series B -Capital Improvements (I) \$1,235,000 Immediate Repairs	-
July 1 2004 Series B -Sewer & Dam Improvements (I) \$350,000 Shore Rd	-
July 1 2004 Series B -Departmental Equipment (I) VO Classrooms \$250,000	-
July 1 2004 Series B -Sewer (I) Cross St Culvert 1 \$200,000	-
July 1 2004 Series B -Roads (I) Myopia Drains	-
July 1 2005 -Adv Ref July 15, 1999 School Engineering (I) \$300,000 Lincoln	18,222.90
July 1 2005 -Equipment and Planning (I) \$272,000	5,900.00
August 15 2009 - Cur Ref August 15 1997 Bldg. Remodeling (I) Library	31,155.00
August 15 2009 - Cur Ref August 15 1997 School Project (O)	80,197.50
May 16 2012 - Adv Ref July 1 2004 Series B Lincoln School (I)	12,840.00
May 16 2012 - Adv Ref July 1 2004 Series B Capital Improvements (I)	87,550.00
May 16 2012 - Adv Ref July 1 2004 Series B Sewer & Dam Improvements (I)	6,509.00
May 16 2012 - Adv Ref July 1 2004 Series B Departmental Equipment (I)	21,305.00
May 16 2012 - Adv Ref July 1 2004 Series B Sewer (I)	13,455.00
May 16 2012 - Adv Ref July 1 2004 Series B Roads (I)	26,075.00
BAN - Land Acquisition (I) \$425,000 of \$500,000	2,125.00
<b>Capital Stabilization Fund</b>	
July 1 2005 -Drainage - Cross Street (I) \$375,000	27,475.00
July 1 2006 Drainage 1 (I) Cross Street Culvert \$57,000	5,500.00
July 1 2008 - Transfer Station/Landfill Use Restoration (O) \$390,000	31,081.26
May 1 2009 - Manchester Field (I) \$1,350,000	117,450.00
April 15 2010 - Fire Trucks	-
April 28 2011 - Flood Mitigation Aberjona River (I)	315,300.00
May 16 2012 - Flood Control	59,100.00
<b>Total Debt (authorized and issued)</b>	<b>6,701,487.35</b>

## **MISCELLANEOUS**

### **General Insurance - \$351,575**

Appropriations under this budget are for fire and casualty, motor fleet, limited public liability, non-statutory employee bonding, money and securities, equipment, surety bonds, and numerous other types of policies. The town contracts with a non-profit pool of municipalities managed by the Massachusetts Interlocal Insurance Association (MIIA).

### **Reserve Fund - \$400,000**

The Reserve Fund is, in effect, a contingency fund under the jurisdiction of the Finance Committee to provide for extraordinary and unforeseen expenses of various Town agencies and departments. Direct expenditures from this Fund are not made; rather, transfers are made to budgetary accounts. State law permits an appropriation of not more than 5% of the tax levy.

### **Environmental Remediation Services - \$140,000**

This account is budgeted at \$140,000 covering the cost of cleaning municipal land, especially Skillings Field, and other environmental testing and mitigation services as may be necessary and as mandated by the Department of Environmental Protection.

### **Energy Champion Rebate - \$30,000**

The annual cost savings for the installation of the new gas burning boiler is approximately \$44,000 per year. Management supports the allocation of \$30,000 in the second year of the boilers operation that will be applied to the debt service payments for FY2014 for the Muraco School Boiler Project.

## **SECTION IV**

### **NON-APPROPRIATED EXPENSES**

**NON-APPROPRIATED EXPENSES**

This category includes mandated expenditures and assessments that are automatically added to the tax rate with appropriation.

<b>PROGRAM</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Request</b>	<b>FY14 Manager</b>	<b>FY14 FinCom</b>
State Assessments	483,275	503,413	510,412	510,412	510,412
Cherry Sheet Offsets	41,868	42,074	42,074	42,074	42,074
Tax Abatement Overlay	352,989	400,709	350,301	350,301	350,301
<b>Total Non-Appropriated Expenses</b>	<b>878,132</b>	<b>946,196</b>	<b>902,787</b>	<b>902,787</b>	<b>902,787</b>

**MBTA**

The MBTA provide rapid transit and other mass transit services to 175 cities and town including Winchester. Prior to the 1999 enactment of the reform package that overhauled the budgeting and assessment procedures for the MBTA (Commonly referred to as “forward-funding”), only 78 communities were assessed, totally \$145 million and increasing 2½% annually. Now 175 communities are assessed and total assessments decline over a six-year period. Total assessments cannot increase by more than 2½% annually.

For purposed of determining each community’s assessment, the expenses are broken down into two categories: Local and express service. Express service, which basically involves rapid transit service, is assessed 75% by the commuter count (the number of people who live in the town but work elsewhere), and 25% by the number of people boarding in the community. The boarding count is taken for a one-week period each spring. The local service is assessed 50% by population and 50% by the total deficit divided by the route miles in a community.

The MBTA is required by law to notify the State Treasurer of the amount of the Net Assessable Cost of Service to be assessed to the municipalities within the district.

**Registry of Motor Vehicles Non-Renewal Surcharge**

If after proper notices, a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registrar of Motor Vehicles (RMV) not to renew the license and registration of that motorist. To cover the RMV’s administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of \$20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine print.

**Metropolitan Area Planning Council**

The Metropolitan Area Planning Council (MAPC) is a regional planning agency representing 101 cities and towns in the metropolitan Boston area. Created by an act of the Legislature in 1963, it serves as an independent public body of the Commonwealth within which state and local officials can address issues of regional importance.

**Air Pollution Control District**

General Laws Chapter 11, Section 142B, requires that communities by assessed for a portion of the costs incurred by the State Department of Environmental Protection (DEP) to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, on-half in proportion to the equalized valuations and on-half by the population of each community.

**Cherry Sheet Offsets**

Included in the estimated amount of aid to be received from the State are grant funds for the Schools and Libraries. These funds are reserved for direct expenditure by the departments and cannot be general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State aid estimate is also included in the non-appropriated expense section as offsetting debits. The Town receives two annual such grants – one for school lunch and one for public libraries. The school lunch is actually a partial reimbursement for operating a school lunch program.

**Tax Levy Overlay**

State law requires that the Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated. Individual tax abatements are paid out of this fund. The amount of the overlay account, the final value of which is determined by the Assessors and added to the tax rate without appropriation.

**SECTION V**  
**ENTERPRISE FUNDS**

# WATER & SEWER & DRAINAGE SYSTEM

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	2	2	2	2	
Public Works	13	13	13	13	
<b>TOTAL</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>0</b>

## Program Description

The Water and Sewer Department operates as a division of Public Works and is funded on a formal enterprise basis effective in FY2003. This division is responsible for maintaining and improving water storage, treatment, and distribution systems as well as eight sewer pumping stations, the sewer collection system and the Town's drainage system.

## FY 2016 OBJECTIVES

- Replace gate at South Reservoir Dam.
- Continue peer review of flooding at South Reservoir Dam.
- Repair sewer issues at Stowell and Marshall Roads.
- Continue with Sewer and Drain Cleaning and Maintenance Program.
- Continue to upgrade the Town's drainage systems to mitigate flooding.
- Continue with lead gooseneck replacement through capital program.
- Cement line approx.2000 feet of water mains in North Border Road area
- Continue to replace aging Non-Draining fire hydrants.
- Clean and line sewers in the Squire Road area using MWRA grant program.

## PRIOR YEAR'S ACCOMPLISHMENTS

- Design and permit for gate replacement at South Reservoir Dam
- Abandonment of aging water main on Highland Ave.
- Repaired 6 main leaks
- Cleaned and repaired over 1,200 feet of drain lines
- Abandonment of aging water main on Highland Ave.
- Cleaned over 1100 catch basins
- Replaced 21 lead goosenecks
- Replaced 8 Non-Draining fire hydrants

## STATISTICS

Water Supply	2011	2012	2013	2014
Rainfall	58.13	45.13	38.4	
Town Reservoir	408.3MG	411.2MG	401	
MWRA Direct	321.4MG	360.48MG	388	
<b>TOTAL</b>		<b>816.81MG</b>	<b>789MG</b>	

**FY16 WATER SEWER ENTERPRISE BUDGET**

Moved that \$8,433,129 be appropriated for the water and sewer enterprise fund of which \$1,210,481 is for personal services and \$7,222,648 is for expenses; that \$1,132,079 be included in appropriations from the general fund for indirect costs and be allocated to the water and sewer enterprise fund, and that \$9,565,208 be raised as follows:

Department receipts	5,142,398.69		
Retained Earnings	192,837.18		
Chapter 110 Tax Levy	4,229,972.49		
<b>FY16 Enterprise Fund Expenses</b>		<b>Personal Svcs</b>	<b>Expenses</b>
Sewer Operations	1,623,173.00	305,328.00	1,317,845.00
Water Operations	1,916,986.00	905,153.00	1,011,833.00
Equipment (Capital Outlay)	-		-
Local Funded Debt	1,196,795.92		1,196,795.92
MWRA Debt	3,696,173.99		3,696,173.99
<b>Total Enterprise Fund Expenses</b>	<b>8,433,128.91</b>	<b>1,210,481.00</b>	<b>7,222,647.91</b>
<b>FY16 Indirect Expenses</b>			
Health Insurance	171,945.93		
Pension	90,532.97		
Shared Employees	689,273.39		
General Svcs/Audit/Legal/Energy/Ins	135,219.85		
Workers Comp/Unemployment/FICA	45,107.28		
<b>FY16 Indirect Expenses</b>	<b>1,132,079.43</b>		
<b>Total Expenses</b>	<b>9,565,208.33</b>	<b>1,210,481.00</b>	<b>7,222,647.91</b>
<b>FY16 Revenues</b>			
Service charge	\$ 139,699.85	FY14 actual	
Usage charges	\$4,786,896.40	(five-year average)	
Sprinkler fee	\$ 17,117.27	FY14 actual	
Interest earned	\$ 1,110.36	FY14 actual	
Liens/interest	\$ 178,628.59	FY14 actual	
Other	\$ 18,946.22	FY14 actual	
Sub total	<b>\$5,142,398.69</b>		
Retained earnings	<b>\$ 192,837.18</b>		<b>Total debt</b>
Chapter 110 Tax Levy	\$4,229,972.49	86.45%	\$ 4,892,970
<b>Total FY15 Estimated</b>	<b>\$9,565,208.36</b>		
Certified Retained Earnings	\$ 680,188.00		
FY15 Appropriated	\$ -		
FY16 Appropriated (above)	<b>\$ (192,837.18)</b>		
Balance	<b>\$ 487,350.82</b>		
	<b>5.10%</b>	<i>R/E as a percentage of the total budget</i>	

Department	FY15		Percent of Budget	Water and Sewer	
	Approved Orig Budget	Amount		Allocation Methodology	Amount
Town Manager*	\$ 582,878		0.6%	See Town Manager Tab	\$ 62,346
Human Resources*	\$ 67,800		0.1%	See Human Resources Tab	\$ 7,207
Finance Committee	\$ 6,000		0.0%		
Comptroller*	\$ 317,234		0.3%	See Comptroller Tab	\$ 34,562
Assessors	\$ 280,375		0.3%		
Audit*	\$ 95,000		0.1%	8.4% of the Audit Budget	\$ 7,977
Data Processing*	\$ 459,231		0.5%	See Data Processing Tab	\$ 39,717
Collector/Treasurer*	\$ 390,420		0.4%	See Collector/Treasurer Tab	\$ 133,256
Planning & Comm Dev	\$ 811,795		0.8%	See Engineering Tab	\$ 137,683
Historical Commission	\$ 1,500		0.0%		
Planning Board	\$ 132,726		0.1%		
Legal*	\$ 345,000		0.3%	See Legal Tab	\$ 35,000
General Services*	\$ 130,800		0.1%	See General Services Tab	\$ 20,850
Town Clerk	\$ 361,014		0.4%		
Library	\$ 1,738,412		1.7%		
Archival Center	\$ 10,682		0.0%		
Board of Health	\$ 280,859		0.3%	See Board of Health Tab	\$ 6,588
Council on Aging	\$ 237,900		0.2%		
Verterans' Services	\$ 32,643		0.0%		
Police	\$ 4,139,531		4.2%	See Police Tab	\$ 26,112
Fire	\$ 4,161,993		4.2%	See Fire Tab	\$ 17,498
Sealer of Weights	\$ 9,272		0.0%		
DPW*	\$ 5,675,006		5.7%	See DPW Tab	\$ 224,304
Snow & Ice	\$ 400,000		0.4%		
Education	\$ 41,141,823		41.4%		
Vocational Education	\$ 156,670		0.2%		
Energy	\$ 2,360,196		2.4%	See Energy Tab	\$ 34,925
Tax Abatement Interest			0.0%		
Contributory Retirement*	\$ 3,889,699		3.9%	See Contributory Retire Tab	\$ 90,533
Workers' Compensation*	\$ 375,000		0.4%	See Workers' Comp Tab	\$ 30,000
Unemployment Compensation	\$ 100,000		0.1%	See Unemployment Tab	\$ -
Health Insurance*	\$ 9,795,000		9.9%	See Health Ins Tab	\$ 171,946
FICA/Medicare	\$ 780,000		0.8%	See FICA Tab	\$ 15,107
Non-Contributory Retirement	\$ 35,000		0.0%		
Reserve Fund	\$ 400,000		0.4%		
General Insurance*	\$ 343,000		0.3%	See Property Insurance Tab	\$ 36,468
Environmental Remediation	\$ 105,000		0.1%		
7120 Funded Debt Interest	\$ 2,070,191		2.1%		
7110 Funded Debt Principal	\$ 4,864,451		4.9%		
Capital	\$ 1,024,000		1.0%		
<b>Water and Sewer Enterprise</b>	<b>\$ 8,344,878</b>		<b>8.4%</b>		
Recreation Enterprise	\$ 1,511,856		1.5%		
Total Yellow Sheet	\$ 97,964,835				
<u>Articles</u>					
Add'l BSF/CSF (STM A.19)	\$ 526,000		0.5%		
OPEB Trust/Gasb 45 (STM a.35)	\$ 470,000		0.5%	See GASB 45 Tab	\$ -
Unallocated wage (STM a.36)	\$ 291,217		0.3%		
Master Plan (FTM a.6)	\$ 45,000		0.0%		
Supp'l FY15 budgets (FTM a.19)	\$ 50,298		0.1%		
Reserve Fund (FTM a.20)	\$ 16,500		0.0%		
Supp'l FY15 budget (FTM a.21)	\$ 15,000		0.0%		

SEWER OPERATIONS		FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 Fincom
51101	PERMANENT	260,118	255,882	272,328		
51160	SICK LEAVE BUYBACK - DPW	800				
	TOTAL PERMANENT	260,918	255,882	272,328	0	0
51359	OVERTIME	44,635	32,500	32,500		
51368	OFF DUTY SEWER	0	500	500		
	TOTAL OVERTIME	44,635	33,000	33,000	0	0
	<b>PERSONAL SERVICES TOTAL</b>	<b>\$305,553</b>	<b>\$288,882</b>	<b>\$305,328</b>	<b>0</b>	<b>0</b>
52116	ELECTRICAL SUPPLIES	3,919	4,000	4,000		
52123	HARDWARE	0	500	500		
52125	PAINTING SUPPLIES	0	200	200		
52127	PLUMBING, HEATING & VENTILAT	0	200	200		
52128	BITUMINOUS PRODUCTS	0	1,000	1,000		
52129	MASONRY SUPPLIES	782	500	500		
52130	SAND, GRAVEL & LOAM	0	500	500		
52137	SUPPLIES, SMALL EQUIPMENT	16,856	12,500	12,500		
52143	SMALL TOOLS & IMPLMT	3,368	2,000	2,000		
52152	PIPE & FITTINGS	14,598	10,000	10,000		
52153	CHEMICALS	0	1,000	1,000		
52181	PUBLIC SAFETY SUPPLY	0	1,000	1,000		
52184	CLOTHING & UNIFORMS	1,842	4,200	4,200		
52186	SUPPLIES & MATERIALS	7,580	12,500	12,500		
	TOTAL SUPPLIES & MATERIALS	48,945	50,100	50,100	0	0
53110	TELEPHONE TOWN BLDS	1,146	1,500	1,500		
53112	LIGHT/PWR TWN BLDS	12,561	20,000	20,000		
53118	PROF SERVICES	34,204	25,000	25,000		
53128	COM R&M TOOLS & EQUIPMENT	0	300	300		
53138	R&M BLDG & STRUCT	0	2,000	2,000		
	TOTAL CONTRACTUAL SERVICES	47,911	48,800	48,800	0	0
54101	DUES AND MEMBERSHIPS	0	500	500		
54104	MWRA ASSESSMENT	1,135,070	1,141,738	1,148,445		
54117	PAYMENTS TO MUNICIPALITIES	61,066	50,000	70,000		
	TOTAL CHARGES & OBLIGATIONS	1,196,136	1,192,238	1,218,945	0	0
	<b>EXPENSES TOTAL</b>	<b>1,292,992</b>	<b>1,291,138</b>	<b>1,317,845</b>	<b>0</b>	<b>0</b>
55112	EQUIPMENT, NOT OTHERWISE CLA					
	<b>EQUIPMENT TOTAL</b>	<b>0</b>			<b>0</b>	<b>0</b>
	<b>SEWER TOTAL</b>	<b>1,598,545</b>	<b>\$1,580,020</b>	<b>\$1,623,173</b>	<b>0</b>	<b>0</b>

WATER OPERATIONS		FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 Fincom
51101	PERMANENT	704,652	724,992	769,553		
51155	SICK LEAVE BUYBACK - NAGE	1,161	1,750	1,750		
51161	SICK LEAVE BUYBACK - NON UNION	1,450	1,350	1,350	0	0
	TOTAL PERMANENT	<b>707,263</b>	<b>721,278</b>	<b>772,653</b>		
51251	TEMPORARY	11,520	15,000	15,000		
	TOTAL TEMPORARY	11,520	15,000	15,000	0	0
51359	OVERTIME	94,091	92,500	92,500	0	0
51367	OFF DUTY WATER	23,277	25,000	25,000		
	TOTAL OVERTIME	<b>117,368</b>	<b>102,350</b>	<b>117,500</b>		
UNALLOCATED WAGE ADJUSTMENTS						
<b>PERSONAL SERVICES TOTAL</b>		<b>\$836,151</b>	<b>\$838,628</b>	<b>\$905,153</b>		
52101	OFFICE SUPPLIES	2,195	1,500	1,500		
52113	CLEANING SUPPLIES	0	400	400		
52116	ELECTRICAL SUPPLIES	441	1,200	1,200		
52123	HARDWARE	532	1,400	1,400		
52125	PAINTING SUPPLIES	5	700	700		
52128	BITUMINOUS PRODUCTS	767	6,000	6,000		
52130	SAND, GRAVEL & LOAM	2,637	3,000	3,000		
52131	STONE	0	500	500		
52133	READY MIX CONCRETE	123	300	300		
52134	LUMBER AND WOOD PRODUCTS	72	250	250		
52135	IRON CASTINGS	0	1,000	1,000		
52136	AGRICULTURE AND HORTICULTURE	101	100	100		
52137	SUPPLIES, SMALL EQUIPMENT	13,571	7,000	7,000		
52143	SMALL TOOLS & IMPLMT	423	3,000	3,000	0	0
52152	PIPE & FITTINGS	11,582	0	0		
52153	CHEMICALS	38,731	42,000	42,000		
52154	METERS & PARTS	21,160	20,000	20,000		
52155	PIPE & FITTINGS	25,391	30,000	30,000		
52181	PUBLIC SAFETY SUPPLY	12,879	12,000	12,000		
52184	CLOTHING & UNIFORMS	6,122	3,000	3,000		
52186	SUPPLIES & MATERIALS	10,016	12,000	12,000		
	TOTAL SUPPLIES & MATERIALS	146,748	145,350	145,350		
53101	PRINTING & STATIONERY	414	1,000	1,000		
53110	TELEPHONE TOWN BLDGS	11,981	12,000	12,000		
53112	LIGHT/PWR TWN BLDS	70,631	70,000	70,000	0	0
53115	ADVERTISING	0	500	500		
53118	PROF SERVICES	99,280	78,000	78,000		
53128	COM R&M TOOLS & EQUIPMENT	0	500	500		
53138	R&M BLDG & STRUCT	0	1,000	1,000		
53159	R & M WATER	53,699	100,000	100,000		
53166	TUITION	4,475	2,000	2,000	0	0
53223	NATURAL GAS - WATER TREATMEN	307	14,000	14,000		
53303	LICENSE REIMBURSEMENT	495	1,000	1,000	0	0
	TOTAL CONTRACTUAL SERVICES	<b>241,282</b>	275,000	280,000		
54101	DUES AND MEMBERSHIPS	210	500	500	0	0
54102	RENTALS AND STORAGE	0	2,200	2,200		
54104	MWRA ASSESSMENT	476,185	522,711	573,783		
54117	PAYMENTS TO MUNICIPALITIES	9,568	10,000	10,000		
55112	EQUIPMENT	76,063				
	TOTAL CHARGES & OBLIGATIONS	562,026	458,041	586,483		
<b>EXPENSES TOTAL</b>		<b>\$950,056</b>	<b>\$878,391</b>	<b>\$1,011,833</b>		
<b>WATER TOTAL</b>		<b>\$1,786,207</b>	<b>\$1,717,019</b>	<b>\$1,916,986</b>		

# RECREATION DEPARTMENT

PROGRAM COSTS	FY14 Actual	FY15 Budget	FY16 Request	FY16 Manager	FY16 FinCom
<b>STAFFING</b>					
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	3	3	3	3	
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>0</b>

## Program Description

The Recreation Department provides a broad-based program of leisure and recreational activities that are physical, social, and culture in nature, which cover the various age groups in the community. In producing these programs, the department provides assistance to, and works cooperatively with, many groups and organizations within the Town. The Department also runs the community Education program. The Youth Center has a wide variety of activities weekdays after school.

## Mission Statement

To consistently provide quality recreation programs, creative leisure opportunities, and community education services that satisfy present and future needs of the Winchester community.

### Ranking of Services

1. Provide educational opportunities to preschool age students and provide after-school day care opportunities to youth grades K-8.
2. Provide recreational opportunities to the youth of Winchester
3. Provide community educational opportunities to the adults of Winchester
4. Provide special events for the entire Winchester community
5. Schedule and permit Town of Winchester fields and recreational areas and assist in the planning, coordinating, and supervision of capital improvements to these facilities

## FY 2016 Objectives

- Successfully administer the Recreation and Community Education Department as a totally self-sufficient department.
- Continue to improve and maintain our home at the old Mystic School, 263 Main Street. By installing an ADA accessible elevator and an ADA access ramp to the playground and paving the parking lots and play area at the Mystic.
- Increase Middle School and High School opportunities at the Youth Center.
- Work with the School Department to review Connect and Commit and the Youth Center.
- Reach out to surrounding communities to offer regional recreation opportunities.
- Create new revenue streams to assist with our scholarship program and Enterprise Fund. Sponsorship on our website.
- Review playgrounds and fields and our current home, the Mystic School for ADA accessibility and improve sites to allow for access.
- Continue to improve conditions at the Packer Ellis Tennis Courts and Borggaard Beach. Work with the Winchester Tennis Association to increase enrollment at Tennis Courts and Tennis Tournaments.
- Work with the Field Management Committee to create a 5-year field maintenance plan. Looking at Mullen, Leonard, Lynch and Skillings Field.
- Encourage partnerships with local businesses to bring back the Summer Concert Series.
- Continue to offer more “in house programs” to reduce expenses and maximize revenues.
- Re-evaluate the Recreation Department as an Enterprise Fund.

- Upgrade Department computers to meet the registration opportunities of Departments registration system and offer better customer service.
- Build strong relationships with Schools to offer more after-school opportunities.
- Continue to maintain the field permitting process for the Town.
- Increase professional development for staff.

**Prior Year’s Accomplishments**

- Completed our fourth Recreation Budget as an Enterprise Fund with a surplus.
- Increased the variety of programs offer to the community.
- Continued to improve the security of the Mystic School with door buzzers and cameras and intercom system.
- Successfully operated the Splash Park to Borggaard Beach at Wedge Pond with over 1000 members.
- Continued to offer Community Events, Halloween Window Painting, Halloween Horrible Parade, Breakfast with Santa, Daddy Daughter Dance, Hershey Track Meet.
- Increase communication with residents through social media networks, email blasts, etc.
- Restored the Packer-Ellis Tennis Courts to a high quality-playing surface.
- Collaborated with the Field Management Committee in the implementation of Field Permit Policy and Field Fees. Created a new Knowlton Stadium Light Policy for lights at Knowlton Stadium.
- Created an online Field Schedule Master Schedule to show field availability to all field users. Increased the revenue of turf permitting.
- Along with the Winchester Field Development Committee and Field Management Committee opened the New Track at Manchester Field.
- Established a new online Registration System that is user friendly and enables better communication with residents by email blasts and text messages.
- Create two new fund raisers, Winchester Turkey Bowl and Super Hero Wrestling, with successful results.
- Continued to offer educational and Recreational Programs at affordable prices for the Community.

Recreation Enterprise Fund FY2016 Budget

	<b>FY16 DRAFT BUDGET</b>
Direct Expenses	\$ 1,550,900.00
Indirect Expenses*	\$ 286,790.00
Total Expenses FY15	\$ 1,837,690.00
Revenue	\$ 1,600,000.00
Total	\$ (237,690.00)
Town Allocation	\$ -
Recreation is showing a deficit of	\$ (237,690.00)
Town Allocation	\$ 175,000.00
Balance	\$ (62,690.00)

	FY 12 Actual	FY13 Actual	FY14 Actual	FY15 Estimates	FY16 Estimates
Youth Programs	\$ 529,975.76	\$ 414,257.47	\$ 645,663.03	\$ 485,000.00	\$ 550,000.00
Adult Programs	\$ 95,006.95	\$ 84,713.50	\$ 69,228.54	\$ 85,000.00	\$ 85,000.00
Year Round Programs	\$ 843,901.19	\$ 975,109.01	\$ 904,120.03	\$ 915,000.00	\$ 915,000.00
Trips and Special Events	\$ 156,366.00	\$ 62,130.33	\$ 34,760.73	\$ 110,000.00	\$ 50,000.00
Int Earned on Savings		\$ 425.23			
<b>Total</b>	<b>\$ 1,625,249.90</b>	<b>\$ 1,536,635.54</b>	<b>\$ 1,653,772.33</b>	<b>\$ 1,595,000.00</b>	<b>\$ 1,600,000.00</b>

Account	Central Services
Department	Allocation FY16
1210 Town Manager	11,295.00
Human Resources	1,306.00
1310 Finance Committee	0.00
1330 Comptroller	6,262.00
1340 Assessors	0.00
1350 Collector/Treasurer	6,554.00
1410 Planning & Community Development	0.00
1400 Planning Board	0.00
1540 General Services	1,990.00
1610 Town Clerk	0.00
6110 Library	0.00
6940 Archival Center	0.00
5110 Board of Health	0.00
5410 Council on Aging	0.00
5420 Veteran's Services	0.00
2110 Police Dept	0.00
2210 Fire Dept	0.00
2420 Weights & Measures	0.00
4100 Department of Public Works	0.00
Total Education	0.00
1910 Energy (see Energy Tab)	29,294.00
1360 Audit	1,445.00
1510 Legal	5,249.00
1530 Data Processing	6,986.00
7110 Funded Debt	0.00
7120 Interest on Debt	0.00
7140 Tax Abat. Int./Bank Fees	0.00
9110 Contributory Retirement	0.00
9120 Workers' Comp/Indemn.	0.00
9130 Unemployment Compensation	0.00
9140 Health Insurance	0.00
9150 FICA/Medicare Tax & Refunds	0.00
9170 Non-Contrib Retirement	0.00
9430 Reserve Fund	0.00
9450 General Insurance	0.00
9460 Environmental Remediation Services	0.00
9626 High School Energy Conservation	0.00
9627 DPW Utility Truck	0.00
9628 Engineering for Aberjona Channel Design	0.00
9629 Lincoln School Energy Conservation	0.00
9630 Roads and Sidewalks	0.00
9631 Emergency Repairs- Incinerator Building	0.00
9632 Cemetery Sidewalks	0.00
9633 Cemetery Truck	0.00
4400 Water & Sewer Enterprise	0.00
<b>Totals</b>	<b>70,381.00</b>

**SECTION VI**

**CAPITAL IMPROVEMENT PROGRAM**



# Town of Winchester

Helen S. Philliou, Chairman, Capital Planning Committee

71 Mt. Vernon Street  
Winchester, MA 01890  
Phone: 781-721-7133  
Fax: 781-756-0505

October 20, 2014 **REVISED**

To: Town Meeting Members

cc: Board of Selectmen  
Richard C. Howard, Town Manager  
Peter Haley, Town Moderator  
Finance Committee

We are pleased to submit our annual FY2016 report of the Capital Planning Committee (CPC). The CPC has completed its evaluation of all capital project requests for the next five fiscal years.

Funding for the Towns Capital program essentially comes from three major funding sources; excluding Water & Sewer Enterprise Fund and Cemetery Permanent Care Fund. The Building Stabilization Fund, the Capital Stabilization Fund (both of these funds created under a special Act in 2002) and the General Fund. The CPC historically has been informed by the Town Manager the amount that is available for capital expenditures from the General Fund. In Fiscal 15 the General Fund allocation is \$220,000 plus the amount for retiring debt.\* The Building Stabilization Fund is essentially fully committed to pay debt service on the existing bonds over the near term and will not have sufficient funds for any major capital projects for the foreseeable future. Funding for the Capital Stabilization Fund is limited to only \$1,000,000 for FY 16 and will grow slowly in future years. As a result, continued general fund allocations to the Capital Plan will be critical.

Over the past several years the CPC has alerted the Town Manager, Board of Selectmen and Town Meeting of the lack of funding for the capital budget. The CPC has had to modify their long-term philosophy to a year to year approach due to a lack of consistent adequate funding.

To date there is no short or long-term plan to provide additional funding for the Capital needs of the Town. Failure to maintain or replace capital items lead to the following:

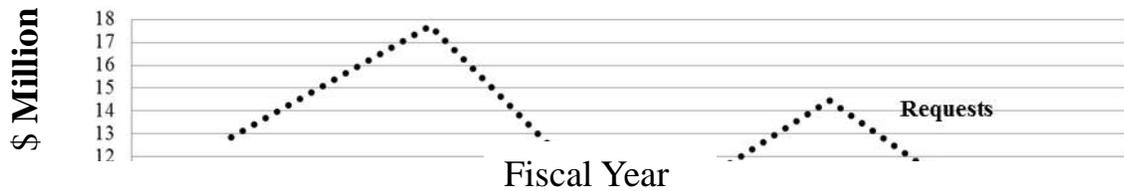
- Increased public health issues and risks
- Potential failure to meet mandates
- Increased cost to the taxpayers over the long term
- Inefficiency or inability to carry out Town and School functions

The Committee recommended funding options consisting of the following:

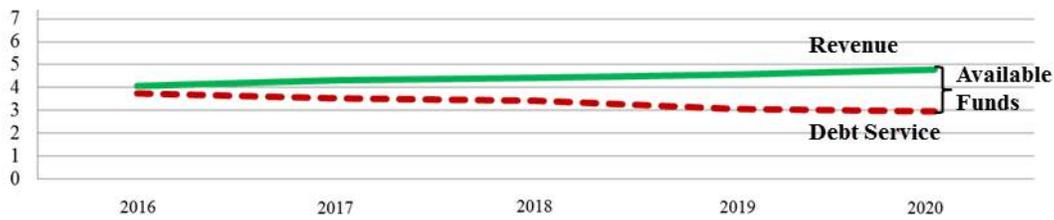
1. General Fund override to supplement Building and Capital Stabilization Funds.
2. Bundle Immediate Repair Projects for Buildings, Flood Mitigation, ADA and Technology for possible override.
3. Increase General Fund Appropriation for Capital.
4. Allocate Free Cash for Capital Projects (non-recurring expense.) This is consistent with the Board of Selectmen's Operating Reserve Policy.

\*Retiring Debt is the difference between the amount of debt service from the General Fund in the base year 2003 (*year Stabilization Funds were created*) and the general fund debt service for the current fiscal year. This practice "holds" the amount allocated from the General Fund for debt service from year to year.

## Annual Revenues vs. Department Requests BSF + CSF



Note: Revenues include "Retiring Debt" and the five years of requests include no contingencies for unanticipated and unexpected needs such as roof leaks, heating system failures, vehicle and equipment breakdowns, bridge failures, etc.



This year the CPC is recommending use of the following funds for the FY2016 Capital Projects (excluding Water & Sewer Enterprise and Cemetery Permanent Care):

Capital Stabilization Fund	\$ 1,000,000
Building Stabilization	\$ 0
General Fund	\$ 160,000*
Closeouts	\$ 442,022
Total	\$ 1,602,022

\*FY 16 appropriation of \$220,000 less \$60,000 for debt service for the Ambrose Windows.

The Building Stabilization Fund will not support any new major projects for the foreseeable future. In order to support requests for FY2016 we will be utilizing \$160,000 from general revenue that has been identified each year for capital use. However, there remain significant projects in need of funding.

### **Capital Planning Process**

The process for evaluating capital project requests is a long and arduous one. It begins in June of every year and culminates at Fall Town Meeting. Requests for potential capital planning projects for the next 5 years is distributed to all elected and appointed Boards and Committees and municipal and school departments in order to create a comprehensive 5 year needs assessment for the Town. This involves participation of the EFPBC, School Committee, Board of Selectmen, Town Manager, Energy Management Committee, Disabilities Access Committee, Library Trustees and department heads. These requests are prepared by professional staff and submitted to CPC for review and prioritization.

The CPC consists of the following members per the Town's charter. Two members appointed by the Finance Committee, one member appointed by the Planning Board, one member appointed by the School Committee and three members appointed by the Board of Selectmen. The makeup of the CPC was designed to be inclusive of all Town agencies and relies on each member representing an appointed Board or Committee to report back to said Committee and also bring forward concerns and/or issues back to the CPC.

The CPC in evaluating each project relies on each Town entity submitting a proposal to take into consideration their immediate and long term capital needs. A major tool that is used by the Town in developing our long term immediate building repairs is the VFA Building Envelope Program. This program helps to develop the expected life cycle and cost estimates for building system maintenance upgrade and replacement. This program allows planning for long term (20 years) which helps the Town prioritize its 5 year plan.

Additionally, the Department of Public Works and the Engineering Department have developed a comprehensive program for sewer, water, drainage, roads, traffic, sidewalks and flood mitigation projects. The Field Management Committee together with the DPW and School Department has developed a 5 year field capital improvements plan. All of these tools utilized by the various Town agencies contribute to the development of a comprehensive plan for maintaining and improving the Town infrastructure and assets. It is important to note that per the Town Charter the CPC makes its final recommendation for its annual plan to the Town Manager who then issues the final Capital Plan.

### **Project Evaluation Criteria**

The backbone to the Capital Planning process was the establishment of a stringent ranking process that allows the CPC to evaluate each individual project in a consistent manner. The ranking is based on the following criteria:

- Public Health and Safety
- Mandates by State or Federal Government
- Necessary for Maintenance of Town Assets
- Demonstrated Increased Efficiency and /or Cost Savings

Each project request is required to address the following items when submitting to the CPC.

- 1) Expected lifetime of the item/project.
- 2) Expected operating costs of and manpower available to complete or use the item or project.
- 3) Comparison of purchasing versus leasing or outside contracting of the service and, where relevant, the cost of multi-town sharing of resources or equipment.
- 4) Need for the item/project and its effect on the operating budget-what it might save in maintenance and repair.
- 5) Departmental priorities for the current year's projects/items.
- 6) Estimated cost estimates of the item/project, supported by bids or quotes whenever possible.
- 7) A plan detailing item/projects awarded during the past three (3) years and those to be requested over the next three (3) years.
- 8) A schedule of implementation for approved items and projects, including a time line within the proposed fiscal year.

One of the critical steps in completing the CPC's evaluation of each project is meeting with the individual responsible for requesting the project. At this meeting we discuss with the individuals where the request fits into the overall goals for their long range capital plans. During this time we make sure that alternative strategies for meeting their needs have been evaluated. We also require that each party submitting a request has looked at utilizing alternative funding sources as well.

**Long Term Capital Requests**

Capital Improvement Requests Summary FY2016 - FY2020								
BUILDING/CAPITAL STABILIZATION FUND								
Departments	Projects	FY 16 Requests	FY 17 Requests	FY 18 Requests	FY 19 Requests	FY 20 Requests		
1	DPW	Vehicles	690,000	260,000	235,000	335,000	150,000	
2	DPW	Roads and Sidewalks	350,000	350,000	350,000	350,000	350,000	
3	Engineering	Drainage	424,634	N/A	N/A	N/A	N/A	
4	Engineering	Traffic/Bridge Improvements	372,000	350,000	125,000	300,000	300,000	
5	Engineering	Flooding	500,000	8,000,000	300,000	2,500,000	0	
6	DPW	Cemetery	171,000	0	185,000	100,000	70,000	
7	DPW	Buildings	854,567	1,520,000	525,000	300,000	205,000	
8	Fire	Vehicles / Equipment	533,000	2,000,000	500,000	29,000	180,000	
9	MIS	Switches / Ethernet Cabling	147,500	150,000	150,000	150,000	150,000	
10	Police	Shooting Range	150,000					
11	Recreation	Fields	Awaiting Field Management Master Plan					
12	ADA	ADA improvements	125,000	125,000	125,000	125,000	125,000	
13	Schools	Buildings	2,163,125	1,361,500	2,918,250	5,835,000	2,330,000	
<b>Sub- Totals</b>			<b>6,480,826</b>	<b>14,116,500</b>	<b>5,413,250</b>	<b>10,024,000</b>	<b>3,860,000</b>	
1	DPW	Water/Sewer	2,667,000	110,000	60,000	1,350,000	1,526,500	
<b>TOTALS</b>			<b>9,147,826</b>	<b>14,226,500</b>	<b>5,473,250</b>	<b>11,374,000</b>	<b>5,386,500</b>	
<b>5-YEAR TOTAL</b>			<b>\$ 45,608,076</b>					

This year alone there were in excess of \$9 million dollars in both Capital and Building Stabilization Fund requests. The Building Stabilization Fund (BSF) is to be used for building maintenance, repairs and new construction. The Capital Stabilization Fund (CSF) is to be used for fields and playgrounds, roads and sidewalks, equipment, flood mitigation and bridge repair. The \$9 million in requests above does not include the Skilling’s Field Culvert Project, or any environmental remediation required at Skilling’s Field. During the investigation of the culvert design it was discovered that the field had contaminants that required remediation under the Mass contingency plan. Although the contaminants do not create any imminent threat to the users of the field Mass law requires that they be addressed within a 5 year period from notification which occurred in October 2013. The remediation costs are unknown at this time.

The Field Management Committee did not submit a Capital Plan for FY16 because they are working on a new Master Plan for Fields. The Master Plan is in the beginning phases and the Field Management Committee will be meeting with a Landscape Architect to create the plan. With all the activity at Skilling’s Field and Manchester Field the Field Management Committee believes a new Master Plan is needed. Once the Master Plan is developed a five year request will be submitted.

**Flood Mitigation Projects**

One of the CPC’s top priorities continues to be funding projects that are part of the Board’s Flood Mitigation Program. The CPC’s evaluation criteria remains; public safety/public health and projects that have a high rate of return (on a cost benefit basis). Since the Town has experienced numerous devastating flood events over the last 2 decades, with financial losses in excess of \$25M, the CPC believes it is imperative to complete the program, as outlined in the MEPA Certificate, as soon as possible. As previously stated in earlier correspondence to the Board, the CPC strongly urges the Board to consider funding Project 6 so that it can commence at the time the High School renovations occur.

The Capital Planning Committee has voted not to support the concept of daylighting Skillings Field. Town Meeting has previously appropriated funds for a feasibility study and funds for a final design of the culvert at the 2013 Spring Town Meeting. Below is a summary of the status of the remaining flood mitigation projects:

<u>Project</u>	<u>Status</u>	<u>Construction \$</u>
<b><u>In-Town Projects</u></b>		
Project 4 – Mt Vernon Street Bridge	Design and permitting underway	\$1.8M (1)
Project 6 – Skillings Field Culvert	Final design and permitting underway	\$8.0M
Project 8 – Swanton Street Bridge	Not designed <i>(Estimate)</i>	\$1.0 M
Project 10 – Muraco School Culvert	Not designed <i>(Estimate)</i>	\$1.3 M
<b><u>Out of Town Projects</u></b>		
Craddock Locks, Medford	Construction to commence in 2014	N/A
Scalley Dam, Woburn	Preliminary study completed, not designed	\$1.0M (1)

(1) Town has received \$2.5M as part of the Environmental Bond Bill to pay for all of Scalley Dam and a portion of Mt Vernon Street Bridge.

Note: Scalley Dam and Craddock Locks must be completed prior to construction of in-town projects. The Town can file for a waiver to construct In-Town projects prior to the construction of out of Town Projects if they are not brought on line. The Craddock Locks project is expected to commence during the summer of 2014.

In order to complete all remaining flood mitigation projects, the CPC suggests a debt exclusion override be placed on the ballot that is specifically for flood mitigation projects.

### **FY 16 Project Requests**

#### **Fall Town Meeting General Fund**

Schools Article 6 - School Facilities Master Plan Update	<u>\$45,000</u>
<b>Total</b>	<b>\$45,000</b>

#### **Fall Town Meeting Capital Account Closeouts**

Buildings Article 7 - Public Safety Building Phase III	<u>\$442,022</u>
<b>Total</b>	<b>\$442,022</b>

#### **Fall Town Meeting Capital Stabilization Fund**

Engineering/Flooding Article 11 - Mt. Vernon Street Bridge	<u>\$500,000</u>
<b>Total</b>	<b>\$500,000</b>

*(Town's share of \$1.8 Million)*

#### **Fall Town Meeting Water & Sewer Enterprise Fund**

DPW Article 10 - South Dam Gate Valve	\$1,300,000 (1)
DPW Article 8 - Wildwood Street Drainage	256,658 (2)
DPW Article 13 - Stowell & Marshall Rd	276,000 (3)
DPW Article 12 – Water Main Lining/Lead Neck Removal	500,000 (3)
DPW Article 14 - Meter 1/2/6/II Investigation & Cleaning	<u>395,000 (3)</u>
<b>Total</b>	<b>\$2,727,658</b>

- (1) - Bonding;
- (2) - Unexpended Bond Proceeds;
- (3) MWRA Loan/Grant

#### **Fall Town Meeting Cemetery Trust Fund & Closeouts**

DPW Article 9 - Columbarium	<u>\$121,000</u>
<b>Total</b>	<b>\$121,000</b>

**Spring Town Meeting Capital Stabilization Fund, General Fund**

DPW	Roads and Sidewalks	\$350,000
ADA	Annual ADA Transition Plan Funding	125,000
Schools	McCall School Gym Ceiling Tile Evaluation	15,000
DPW Vehicles	DPW Tractor	<u>165,000</u>
<b>Total</b>		<b>\$655,000</b>

**FY 16 Project Descriptions**

**Fall Town Meeting Capital Stabilization Fund**

**Mt Vernon Street Bridge Culvert Project**

The Town Manager’s Office is requesting \$500,000 for The Mt Vernon Street Bridge Culvert Project which will add a fourth culvert to the existing culverts running under the bridge. The town secured \$2.5 million dollars in a state grant which will pay for approximately \$1.3 million towards the estimated \$1.8 million project. (The remaining grant funds are paying for the Scalley Dam project in its entirety.) This project is a critical component of the town’s flood mitigation program covered under the FEIR. Inaction will lead to continued flooding and an inability to complete future projects as they are required to occur in a certain sequence.

**Fall Town Meeting Capital Account Closeouts**

**Public Safety Building Phase III**

DPW is requesting \$442,022 for the final phase of the Public Safety Building Renovations. This phase includes a complete repointing of the exterior masonry. In the past partial repointing has occurred but never a complete job which is required to end current and prevent future water penetration into the building. Funding provided by account closeouts.

The Capital Planning Committee’s Policy is to review all Capital accounts three years or older to determine if the projects are completed. Once completed, accounts can be closed out.

**Fall Town Meeting General Fund**

**School Facilities Master Plan Update**

The School Department is requesting \$45,000 to perform a School Facilities Master Plan Update. The purpose of the update is to revise the outdated 2006-2007 plan and report on the current conditions, constraints, and capacities of the Winchester Public School properties (including Mystic School, Parkhurst School, and Carriage House). The Update will include a safety and security assessment of the district's five (5) elementary schools and middle school as well as a review of WPS athletics fields space needs, availability, options, and costs, and to provide recommendations to meet future program requirements. The Master Plan Update will comply with Massachusetts School Building Authority regulations and guidelines and consider both short-and long-term needs in the context of recently completed redistricting and Winchester's updated historic enrollment trends and projected growth.

**Spring Town Meeting Capital Stabilization Fund, General Fund**

**Roads and Sidewalks**

This is a Department of Public Works request for \$350,000 for work on roads and sidewalks. The request is to fund the ongoing roads program for the regular repair of various roads and sidewalks in the Town performed by outside contractors and managed by the Maintenance Supervisor of the DPW. The requested funds are used in conjunction with Chapter 90 Funds from the Commonwealth.

Monies from the Roads and Sidewalks request are also used for completing other projects directly related to the maintenance of safe roads, including using funds to complete the new salt shed and also to complete additional work required on the Center Falls dam/bridge. These funds are also used to make sidewalks and curb cuts ADA compliant, assisting with the Town’s ongoing ADA compliance program. (Transition Plan).

**Annual ADA Transition Plan Funding**

The ADA capital request includes projects taken directly from the Town’s ADA Transition Plan which was accepted by the Town in 2011. The current year request is to fund year 5 of a ten-year plan. Projects are prioritized by the Disability Access Commission in conjunction with the School Committee’s Subcommittee on the ADA. The FY16 ADA request includes projects at several elementary schools and the middle school as well projects at Borggaard Beach and Town Hall.

### **McCall School Gym Ceiling Tile Evaluation**

The School Department is requesting \$15,000 to fund the engineering/design and evaluation for the replacement of ceiling tiles in the McCall Middle School Gymnasium. The ceiling tiles have begun to fail in some locations and options for replacement and or other ceiling treatments need to be explored.

### **DPW Tractor**

DPW is requesting \$165,000 for a new tractor for use at the transfer station. The tractor is used to haul the solid waste from the transfer station to Wheelabrator our solid waste contractor. The current tractor has 352,000 miles on it and is 11 years old. Last year the DPW spent \$ 50,000 on repairs to the truck.

### **Fall Town Meeting Water & Sewer Enterprise Fund**

#### **South Dam Gate Valve**

DPW is requesting \$1,300,000 for the South Dam Gate Valve Replacement Project. The project provides construction and construction engineering services related to rehabilitation of the existing gatehouse, low level outlet system, and primary spillway at South Reservoir Dam. These improvements will provide greater operational control over the water level in South Reservoir and increase flexibility in using the reservoir for flood control purposes. These will also will bring the dam into compliance with current dam safety regulations and rehabilitate critical valve and piping systems that are more than 100 years old.

#### **Wildwood Street Drainage**

DPW is requesting \$ 256,658 for the Wildwood Drainage Project. The project designs drainage system improvements that will reduce the frequency of street flooding on New Meadows Road, Wildwood Thornton and Cambridge Streets. The construction costs are unknown at this time and additional funds may be required. In this appropriation is an amount of approximately \$50,000 for investigation and design and an amount of \$200,000 for construction which allows the Town to move forward without delay if there are specific improvements that could provide immediate relief to the residents in that area who have recently experienced major losses. The project includes topographic and utility surveys, geotechnical borings, development of design alternatives, preparation of plans and specifications, and bid and award services, as well as the construction of drainage improvements.

#### **Stowell & Marshall Road**

DPW is requesting \$276,000 for the Stowell & Marshall Road Sewer Project. The project provides construction and construction engineering services related to rehabilitation of sewer lines and manholes on Stowell and Marshall Roads. Broken pipe, roots, and pipe sags in these areas contribute to regular sewer surcharging and frequent maintenance is required to maintain flow through the system. The improvements will repair system deficiencies and extend the useful life of the sewer system.

#### **Water Main Lining/Lead Neck Removal**

DPW has requested \$500,000 to be used to clean and line approximately 1,800 feet of water main in the Ware Road/North Border area. This area was found to be unlined after numerous calls about dirty water. The remaining of the money will be used to replace lead connections on house services around town.

#### **Meter 1/2/6/ Infiltration and Inflow Investigation & Cleaning**

DPW has requested \$395,000 for the Meter 1/2/6/ Infiltration and Inflow Investigation & Cleaning Project. The project provides investigation and evaluation services related to approximately 120,000 linear feet of sewer in the Meter #1, #2, and #6 sewer drainage areas, generally located east of Arlington Street and Amberwood Drive, north of Everett Avenue and Myopia Road, south of the Woburn city line, and west of Fletcher Street. Additional investigation and evaluation services will be provided in sewers tributary to Leslie Road and Lawson Road. The objective of the project is to assess the condition of the existing infrastructure and provide recommendations to rehabilitate deficiencies.

### **Fall Town Meeting Cemetery Trust Fund & Closeouts**

#### **Columbarium**

DPW is requesting \$121,000 for the construction of a granite columbarium wall to be located in the Dell Area of the Wildwood Cemetery. The columbarium will have 72 double niches which will be able to hold 144 cremains.