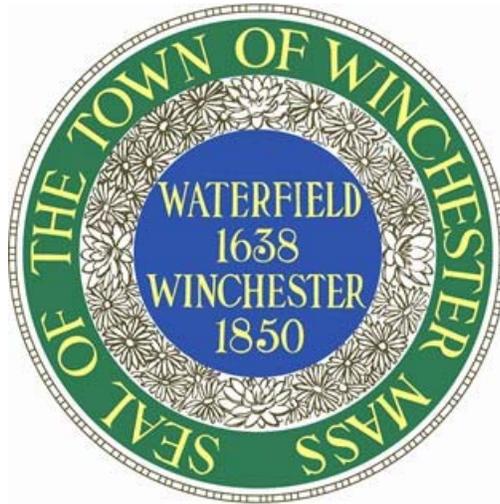


**TOWN OF WINCHESTER  
TOWN MANAGER'S FINANCIAL PLAN**

**FISCAL 2018**



**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

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Winchester, MA 01890  
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townmanager@winchester.us

February 15, 2017

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:

Submitted herewith is the Manager's budget for fiscal year 2018. The fundamentals of this budget proposal are in keeping with at least the last five budget submittals: modest departmental initiatives including Winchester Public Schools, estimations for reasonable cost of living increases for labor costs, and limited use of reserves for one-time capital spending. Additionally, this budget contains a modest appropriation towards future OPEB liability to account for our expected annual cost of insurance benefits.

The Greater Boston economy continues to reflect high employment and modest growth. Residents continue to invest in home improvements and motor vehicle upgrades, all of which has continued an upward trend in Local Receipts and New Growth. Governor Charlie Baker's budget proposal shows modest growth to Local Aid. We anticipate needing all of our 2.5% tax levy capacity to cover anticipated expenditures.

Our major capital projects, such as Winchester High School and Skillings Field culvert and soil remediation project, continue to be on schedule and within budget. For the first time in several years we have seen a slight uptick in health care costs and we should continue to monitor our experience in this area closely.

Of course all ongoing municipal governance should be framed within changes that could occur at the national level where a new administration begins to shape policy that will affect the operation of state and local government, especially in the areas of health care and the environment. The coming months may provide more of a guide in these matters.

## **Revenue**

Projections show reliable resources from all of the usual categories of support. Allowable property tax levy, forecasted New Growth, Local Receipts, State Aid, etc., are all estimated in amounts that conform to recent trends. Revenues are estimated in accordance with the following table:

| REVENUES  | FY 2016 Actual     | FY2017 Budget      | FY2018 Budget Projections |
|---|--------------------|--------------------|---------------------------|
| <b>Recurring Revenues</b>   |                    |                    |                           |
| Property Tax Revenue  | 65,903,853         | 68,263,566         | 70,932,558                |
| Property Tax to Cap & Bldg Stab Funds   | 3,653,067          | 3,744,394          | 3,838,004                 |
| New Growth Revenue  | 738,112            | 938,930            | 775,000                   |
| State Aid   | 9,152,380          | 9,456,361          | 9,609,521                 |
| School Building Assistance  | 672,082            | 672,082            | 672,082                   |
| Water & Sewer   | 4,127,868          | 4,506,618          | 4,816,192                 |
| <b>Debt Exclusion Override Revenues</b>   |                    |                    |                           |
| McCall  | 459,491            | 410,298            | 365,293                   |
| Lincoln   | 328,304            | 318,334            | 309,929                   |
| Immediate Repairs   | 21,309             | 13,960             | 12,856                    |
| Wright-Locke Farm   | 147,128            | 282,036            | 276,824                   |
| Vinson-Owen   | 1,313,310          | 1,321,607          | 1,295,330                 |
| High School   | 222,356            | 4,670,231          | 5,709,527                 |
| Aberjona River Culvert  | 0                  | 17,133             | 184,454                   |
| Skillings Environmental Remediation adjustments - from reserves for debt premiums | (128,697)          | (99,437)           | 0                         |
| <b>Stabilization Fund Revenues</b>  |                    |                    |                           |
| Building Stabilization*   | 2,926,039          | 2,811,947          | 2,525,646                 |
| Capital Stabilization*  | 1,753,706          | 929,931            | 533,581                   |
| <b>Other</b>  |                    |                    |                           |
| Parking Meter Fund  | 182,000            | 157,000            | 102,000                   |
| Cemetery Perpetual Care   | 70,000             | 70,000             | 70,000                    |
| Indirects   | 1,418,440          | 1,524,474          | 1,635,998                 |
| Other   | 0                  |                    |                           |
| <b>Free Cash &amp; Overlay</b>  |                    |                    |                           |
| FC to fund annual budget (capital + retiring debt + energy)                       | 692,252            | 957,938            | 874,119                   |
| FC to one-time capital/other uses   | 0                  | 570,000            | 0                         |
| FC to Deferred Maintenance  | 100,000            | 100,000            | 100,000                   |
| Fund Balance reserved for debt premiums   | 128,697            | 4,281,006          | 0                         |
| Fund Balance reserved for overlay   | 0                  | 170,000            | 0                         |
| <b>LOCAL RECEIPTS</b>   |                    |                    |                           |
| Motor Vehicle Excise  | 3,677,069          | 3,600,000          |                           |
| Meals Tax   | 168,224            | 165,000            |                           |
| Penalties & Interest  | 273,214            | 270,000            |                           |
| Pilot Payment   | 89,647             | 89,000             |                           |
| Solid Waste Fees  | 1,376,301          | 1,375,000          |                           |
| Fees (includes Ambulance fees)  | 1,081,606          | 1,000,000          |                           |
| Rentals   | 48,967             | 48,000             |                           |
| Cemetery  | 289,867            | 285,000            |                           |
| Other Departmental  | 94,344             | 90,000             |                           |
| Licenses & Permits  | 1,902,257          | 1,850,000          |                           |
| Special Assessments   | 1,704              | 0                  |                           |
| Fines & Forfeits  | 35,150             | 34,000             |                           |
| Investment Income   | 92,848             | 50,000             |                           |
| Medicaid Reimbursement  | 223,634            | 55,000             |                           |
| Misc. Recurring   | 5,352              | 0                  |                           |
| Misc. Non-recurring   | 4,425,502          | 689,809            |                           |
| <b>TOTAL LOCAL RECEIPTS</b>   | <b>13,785,686</b>  | <b>9,600,809</b>   | <b>8,821,102</b>          |
| <b>TOTAL</b>  | <b>107,667,382</b> | <b>115,706,085</b> | <b>113,599,220</b>        |
| * Includes direct capital article appropriations                                  |                    |                    |                           |

## Expenditures

Expenditures balance against anticipated Revenues. The School Department budget is based upon the Superintendent’s recommendations. Other departmental activity reveals limited initiatives in several departments including the Police Department (an additional 911 operator); DPW (new position for Winchester High School’s Facility Manager); Council on Aging (some additional staff time).

The Board of Selectmen have contracted for new Legal Counsel Services with the law firm of Anderson & Krieger. Fees for these services are set on a “fixed-plus” basis at \$22,000 per month. The line item for Legal should be sufficient to cover these costs and outside counsel costs. There is an Unallocated Wage line item that should be sufficient to cover anticipated negotiated raises. Like last year, I recommend that the committee propose a 2% cost of living increase for non-union departmental personnel. Naturally, the corresponding adjustment can be made in the Unallocated Wage line item to adjust departmental budgets.

Health care cost increases have been negotiated and budgeted at 4.9% above FY17. We have negotiated a new electricity contract for a three year period beginning January 2017. As such, we expect to closely watch the electricity usage at Winchester High School as the full plant comes online in September 2017. We will benefit from the elimination of construction activity and the use of modular classrooms, but we should expect that the new and highly utilized facility will provide a new baseline for utility costs.

Appropriations for Expenditures are summarized as follows:

| EXPENDITURES                | FY16<br>Actual     | FY17<br>Budget     | FY18<br>Request    | FY18<br>Manager    | FY18<br>FinCom |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| Operating Budgets           |                    |                    |                    |                    |                |
| Total Municipal Departments | 21,276,326         | 22,444,588         | 23,031,773         | 23,012,285         |                |
| Total Education             | 43,611,119         | 45,538,606         | 47,800,511         | 47,710,511         |                |
| Total Undistributed         | 17,781,470         | 18,796,679         | 19,388,055         | 19,271,855         |                |
| Capital Appropriations      |                    |                    |                    |                    |                |
| Current Year Expenditures   | 8,540,210          | 13,108,519         | 12,665,908         | 12,665,908         |                |
| Capital Fund Transfers      | 4,283,264          | 4,388,913          | 4,522,123          | 4,522,123          |                |
| Non-Appropriated            |                    |                    |                    |                    |                |
| State Assessments           | 599,850            | 584,271            | 568,892            | 568,892            |                |
| Cherry Sheets               | 32,374             | 30,945             | 31,454             | 31,454             |                |
| Overlay                     | 475,907            | 401,718            | 400,000            | 400,000            |                |
| Other                       | 4,708,940          | 4,888,106          | 5,416,192          | 5,416,192          |                |
| <b>TOTAL GROSS EXPENSES</b> | <b>101,309,460</b> | <b>110,182,345</b> | <b>113,824,908</b> | <b>113,599,220</b> |                |

## Reserve

The total amount of proposed reserves to be used, (\$974,119.00), again equals the amount of spending on one-time capital spending. We will continue to support the funding of the Capital and Building Stabilization Funds with the sum of anticipated retiring debt (\$644,119) plus a traditional placeholder amount (\$220,000) plus the cost of deferred maintenance effort (\$100,000) for the total of \$974,119.00 (together with the Energy Fund).

The following table shows our projected Reserve position.

**Reserves % using Free Cash (vs. Undesignated F/B)**

|  |                  |
|--|------------------|
| Free Cash (7/1/16)   | 5,488,314        |
| General Stabilization Fund (12/31/16)                                | <u>4,268,045</u> |
| Total  | 9,756,359        |
| Free Cash used Fall 2016   | (505,000)        |
| Free Cash uses proposed at Spring Town Meeting 2017:                 |                  |
| For FY18 retiring debt   | (654,119)        |
| For FY18 capital   | (220,000)        |
| For FY18 deferred maintenance  | <u>(100,000)</u> |
|  | (974,119)        |
| Free Cash estimated replenishment FY2017                             | <u>800,000</u>   |
| Total after uses, potential uses and replenishment                   | 9,077,240        |
| Total FY18 Estimated Revenue   | 113,641,168      |
| Adjusted Free Cash & Stabilization as a % of Total Estimated Revenue | 7.99%            |

**Conclusion**

As is required by law, the budget is balanced. There are several minor, but important, departmental initiatives contained in this proposal. Reserves continue to be within acceptable policy ranges and in keeping with conservative fiscal practices. Our bond rating continues to be the highest allowable resulting in the lowest possible bonding rates. Potential cost of living increases are accounted for. Capital investment remains stable. We continue to make modest down payments to future potential post-employment benefit costs. Our pension liability costs are manageable and we continue to closely monitor the cost of our health insurance benefits.

I would highly recommend that the Finance Committee propose to Town Meeting that an ad-hoc committee be formed to study whether an operational override will be needed in Fiscal Year 2019, or soon thereafter, in order to sustain municipal services that have been achieved over the last decade of budgetary activity.

As usual, I thank those employees who contribute to the annual effort to build an efficient budget proposal, including department heads, Finance Committee members, Comptroller Stacie Ward, Selectmen and Manager's office staff.

Sincerely,



Richard C. Howard  
Town Manager

## **SECTION II**

### **SUMMARIES**

| Dept. Code                         | FY16<br>Actual   | FY17<br>Budget   | FY18<br>Request  | FY18<br>Manager  | FY18<br>FinCom |
|------------------------------------|------------------|------------------|------------------|------------------|----------------|
| <b>GENERAL GOVERNMENT</b>          |                  |                  |                  |                  |                |
| 1210 Town Manager - Administration | 701,046          | 676,461          | 687,550          | 687,550          | 0              |
| 1520 Human Resources               | 90,342           | 114,349          | 134,230          | 134,230          | 0              |
| 1310 Finance Committee             | 2,304            | 6,000            | 6,000            | 6,000            | 0              |
| 1330 Comptroller                   | 344,023          | 349,512          | 351,964          | 351,964          | 0              |
| 1340 Assessor                      | 228,882          | 262,488          | 258,176          | 258,176          | 0              |
| 1350 Collector/Treasurer           | 403,043          | 444,908          | 444,692          | 444,692          | 0              |
| 1360 Audit                         | 76,000           | 101,000          | 80,000           | 80,000           | 0              |
| 1411 Planning                      | 37,506           | 0                | 0                | 0                | 0              |
| 1412 Engineering                   | 436,553          | 482,453          | 523,458          | 523,458          | 0              |
| 1431 Building and Zoning           | 295,311          | 375,889          | 376,761          | 376,761          | 0              |
| Board of Appeal                    | 14,006           | 0                | 0                | 0                | 0              |
| 1415 Conservation Commission       | 48,887           | 50,789           | 50,789           | 50,789           | 0              |
| 1400 Planning Board                | 113,087          | 137,312          | 153,676          | 153,676          | 0              |
| 1610 Town Clerk                    | 318,927          | 391,473          | 367,911          | 367,911          | 0              |
| 1510 Legal                         | 352,780          | 350,000          | 350,000          | 350,000          | 0              |
| 1530 Data Processing               | 518,714          | 604,641          | 630,568          | 630,568          | 0              |
| 1540 General Services              | 123,247          | 137,300          | 150,400          | 150,400          | 0              |
| <b>Total General Government</b>    | <b>4,104,660</b> | <b>4,484,575</b> | <b>4,566,175</b> | <b>4,566,175</b> | <b>0</b>       |
| <b>CULTURE</b>                     |                  |                  |                  |                  |                |
| 6110 Library                       | 1,748,697        | 1,899,363        | 1,905,500        | 1,905,500        | 0              |
| 6940 Archival Center               | 11,580           | 13,754           | 18,300           | 18,300           | 0              |
| 6941 Historical Commission         | 5,113            | 11,500           | 21,500           | 16,500           | 0              |
| <b>Total Culture</b>               | <b>1,765,390</b> | <b>1,924,617</b> | <b>1,945,300</b> | <b>1,940,300</b> | <b>0</b>       |
| <b>HEALTH/SOCIAL</b>               |                  |                  |                  |                  |                |
| 5110 Health                        | 298,057          | 321,097          | 334,995          | 334,995          | 0              |
| 5410 Council on Aging              | 243,237          | 254,171          | 286,543          | 274,555          | 0              |
| 5420 Veterans' Services            | 38,508           | 44,398           | 64,398           | 64,398           | 0              |
| <b>Total Health/Social</b>         | <b>579,803</b>   | <b>619,666</b>   | <b>685,936</b>   | <b>673,948</b>   | <b>0</b>       |

| Dept. Code                                  | FY16<br>Actual    | FY17<br>Budget    | FY18<br>Request   | FY18<br>Manager   | FY18<br>FinCom |
|---|-------------------|-------------------|-------------------|-------------------|----------------|
| PUBLIC SAFETY                               |                   |                   |                   |                   |                |
| 2110 Police Department                      | 4,352,773         | 4,415,293         | 4,565,625         | 4,565,625         | 0              |
| 2210 Fire Department                        | 4,369,712         | 4,580,147         | 4,584,909         | 4,584,909         | 0              |
| 2420 Sealer of Weights and Measures         | 8,524             | 9,572             | 9,572             | 9,572             | 0              |
| <b>Total Public Safety</b>                  | <b>8,731,009</b>  | <b>9,005,012</b>  | <b>9,160,106</b>  | <b>9,160,106</b>  | <b>0</b>       |
| PUBLIC WORKS                                |                   |                   |                   |                   |                |
| 4100 DPW                                    | 5,663,006         | 6,010,718         | 6,271,756         | 6,271,756         | 0              |
| 4171 Snow and Ice                           | 432,458           | 400,000           | 402,500           | 400,000           | 0              |
| <b>Total Public Works</b>                   | <b>6,095,464</b>  | <b>6,410,718</b>  | <b>6,674,256</b>  | <b>6,671,756</b>  | <b>0</b>       |
| <b>Total Municipal Departments</b>          | <b>21,276,326</b> | <b>22,444,588</b> | <b>23,031,773</b> | <b>23,012,285</b> | <b>0</b>       |
| EDUCATION                                   |                   |                   |                   |                   |                |
| 3100 Schools                                | 43,427,014        | 45,255,000        | 47,509,300        | 47,419,300        | 0              |
| 3610 Vocational School                      | 184,105           | 283,606           | 291,211           | 291,211           | 0              |
| <b>Total Education</b>                      | <b>43,611,119</b> | <b>45,538,606</b> | <b>47,800,511</b> | <b>47,710,511</b> | <b>0</b>       |
| UNALLOCATED EXPENSES                        |                   | 0                 | 425,000           | 425,000           |                |
| <b>Total Municipal and Education Budget</b> | <b>64,887,445</b> | <b>67,983,194</b> | <b>71,257,284</b> | <b>71,147,796</b> | <b>0</b>       |
| UNDISTRIBUTED                               |                   |                   |                   |                   |                |
| 1910 Energy                                 | 2,345,803         | 2,390,013         | 2,477,628         | 2,436,428         | 0              |
| Personnel Benefits                          |                   |                   |                   |                   |                |
| 9110 Contributory Retirement                | 4,019,991         | 4,262,374         | 4,472,543         | 4,472,543         | 0              |
| 9170 Non-Contributory Retirement            | 35,546            | 37,000            | 15,000            | 15,000            | 0              |
| 9120 Workers' Compensation                  | 17,500            | 400,000           | 400,000           | 350,000           | 0              |
| 9130 Unemployment Compensation              | 57,874            | 75,000            | 75,000            | 75,000            | 0              |
| 9140 Health Insurance                       | 9,408,670         | 9,618,292         | 10,059,884        | 10,059,884        | 0              |
| 9150 Medicare Tax                           | 776,774           | 861,000           | 915,000           | 915,000           | 0              |
| 1962 GASB OPEB Fund                         | 350,000           | 350,000           | 150,000           | 125,000           |                |

| Dept. Code  | FY16<br>Actual    | FY17<br>Budget    | FY18<br>Request   | FY18<br>Manager   | FY18<br>FinCom |
|---|-------------------|-------------------|-------------------|-------------------|----------------|
| Miscellaneous   |                   |                   |                   |                   |                |
| 9450 General Insurance  | 351,301           | 360,000           | 380,000           | 380,000           | 0              |
| 9430 Reserve Fund   | 337,882           | 400,000           | 400,000           | 400,000           | 0              |
| 9460 Environmental Remediation Services                               | 80,129            | 43,000            | 43,000            | 43,000            | 0              |
| <b>Total Undistributed</b>  | <b>17,781,470</b> | <b>18,796,679</b> | <b>19,388,055</b> | <b>19,271,855</b> | <b>0</b>       |
| Capital Appropriations  |                   |                   |                   |                   |                |
| Current Year Expenditures   |                   |                   |                   |                   |                |
| Capital Articles (General Fund Revenues)                              | 220,000           | 220,000           | 220,000           | 220,000           |                |
| Capital Articles (from Free Cash)                                     | 100,000           | 100,000           | 100,000           | 100,000           |                |
| Capital Articles (from Cemetery)                                      | 0                 | 0                 | 0                 | 0                 |                |
| Capital/Building Stabilization Fund (Direct Appropriations)           | 1,427,800         | 585,000           | 0                 | 0                 |                |
| Capital Deferred Maintenance (from Free Cash)                         | 0                 | 100,000           | 0                 | 0                 |                |
| 1711 Funded Debt  | 4,678,301         | 6,036,926         | 6,936,206         | 6,936,206         | 0              |
| 1712 Interest on Funded Debt  | 2,114,109         | 6,066,593         | 5,409,702         | 5,409,702         | 0              |
| <b>Sub-Total Current Year Expenditures</b>                            | <b>8,540,210</b>  | <b>13,108,519</b> | <b>12,665,908</b> | <b>12,665,908</b> | <b>0</b>       |
| Capital Fund Transfers  |                   |                   |                   |                   |                |
| 1961 Building Stabilization - Annual Appropriation                    | 2,550,257         | 2,614,013         | 2,679,363         | 2,679,363         |                |
| 1962 Capital Stabilization - Annual Appropriation                     | 1,102,810         | 1,130,380         | 1,158,640         | 1,158,640         |                |
| Capital/Building Stabilization Fund - Retiring Debt and Energy Rebate | 630,197           | 644,520           | 684,120           | 684,120           |                |
| <b>Sub-Total Capital Fund Transfers</b>                               | <b>4,283,264</b>  | <b>4,388,913</b>  | <b>4,522,123</b>  | <b>4,522,123</b>  | <b>0</b>       |
| <b>Total Capital</b>  | <b>12,823,474</b> | <b>17,497,432</b> | <b>17,188,031</b> | <b>17,188,031</b> | <b>0</b>       |

| Dept. Code                          | FY16<br>Actual     | FY17<br>Budget     | FY18<br>Request    | FY18<br>Manager    | FY18<br>FinCom |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| Non-Appropriated                    |                    |                    |                    |                    |                |
| State Assessments                   | 599,850            | 584,271            | 568,892            | 568,892            | 0              |
| Cherry Sheets                       | 32,374             | 30,945             | 31,454             | 31,454             | 0              |
| Overlay                             | 475,907            | 401,718            | 400,000            | 400,000            | 0              |
| <b>Total Non-Appropriated</b>       | <b>1,108,131</b>   | <b>1,016,934</b>   | <b>1,000,346</b>   | <b>1,000,346</b>   | <b>0</b>       |
| Other                               |                    |                    |                    |                    |                |
| Water & Sewer                       | 4,295,640          | 4,506,618          | 4,816,192          | 4,816,192          |                |
| Recreation General Fund Subsidy     | 192,000            | 201,488            | 175,000            | 175,000            |                |
| Transfer to Workers Comp Reserve    | 155,000            | 180,000            | 0                  | 0                  | 0              |
| Transfer to Cemetery Perpetual Care | 66,300             | 0                  | 0                  | 0                  | 0              |
|                                     | <b>4,708,940</b>   | <b>4,888,106</b>   | <b>4,991,192</b>   | <b>4,991,192</b>   | <b>0</b>       |
| <b>TOTAL GROSS EXPENSES</b>         | <b>101,309,460</b> | <b>110,182,345</b> | <b>113,824,908</b> | <b>113,599,220</b> | <b>0</b>       |

## **SECTION III**

### **SERVICE PROGRAMS**

## TOWN MANAGER

| PROGRAM COSTS          | FY16<br>Actual | FY17<br>Budget | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services      | 533,039        | 582,561        | 593,650         | 593,650         | 0              |
| Other Expenses         | 168,007        | 93,900         | 93,900          | 93,900          | 0              |
| Equipment              | 0              | 0              | 0               | 0               | 0              |
| <b>TOTAL</b>           | <b>701,046</b> | <b>676,461</b> | <b>687,550</b>  | <b>687,550</b>  | <b>0</b>       |
| <b>STAFFING</b>        |                |                |                 |                 |                |
| Managerial             | 2              | 2              | 2               | 2               |                |
| Clerical               | 2.6            | 2.69           | 2.69            | 2.69            |                |
| Professional/Technical | 1              | 2.15           | 1               | 1               |                |
| <b>TOTAL</b>           | <b>5.6</b>     | <b>6.84</b>    | <b>5.69</b>     | <b>5.69</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.

### 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.

### FY2018 Objectives

- Continue to work on the Town's flood mitigation projects:
  - Complete construction of the Mt. Vernon Street Bridge and Scalley Dam.
  - Complete construction of Skilling Field culvert and environmental projects
- Disposition of Waterfield Road Parking Lot
- Improve community outreach
- Negotiate collective bargaining agreements with six union groups.
- Reconstruction of Town Center Commuter Rail Stop
- Develop strategic plan for affordable housing matters
- Develop MS4 strategy

- Implement lead pipe program
- Implement process overhaul of Fletcher Fund process
- Evaluate recommendations contained in School Building Master Plan
- Oversee Eversource transmission line proposals
- Coordinate Swim Winchester proposal
- Oversee various Capital initiatives
- Oversee implementation of Green Energy Programs
- Oversee implementation of Complete Streets Program
- Coordinate Town Meeting agendas
- Review Health Insurance Plan

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

- Health Care package
- Police Chief transition (taser acquisition, 911 rollout)
- COA Director transition
- Winning Farm transaction
- Defense of Town's interest – Eversource
- Defense of Town's interest – Forest Ridge
- Electricity aggregation
- WWII Acknowledgment on 75<sup>th</sup> anniversary
- Budget – close of FY16 adoption of FY17
- Wright-Locke Farm various matters (ANR work and \$400,000 payment)
- Parking Program adaptations/updates
- WHS Project interfacing
- Skillings/Mt. Vernon/Horn Pond project implementation
- Solicitation/Noise Bylaws
- Health Insurance Changes – Retirees
- Complete Street Application
- Cambridge Street Project
- Bikeway Project
- Town Counsel Process
- Fish Ladder
- Water/Sewer Rate proposal

## HUMAN RESOURCES/ADA

| <b>PROGRAM COSTS</b> | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services    | 81,484                 | 98,349                 | 117,030                 | 117,030                 | 0                      |
| Other Expenses       | 8,858                  | 16,000                 | 17,200                  | 17,200                  | 0                      |
| Equipment            | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>         | <b>90,342</b>          | <b>114,349</b>         | <b>134,230</b>          | <b>134,230</b>          | <b>0</b>               |
| <b>STAFFING</b>      |                        |                        |                         |                         |                        |
| Director             | 0.8                    | 0.8                    | 0.89                    | 0.89                    |                        |
| Clerical             | 0                      | 0.54                   | 0.71                    | 0.71                    |                        |
| <b>TOTAL</b>         | <b>0.8</b>             | <b>1.34</b>            | <b>1.6</b>              | <b>1.6</b>              | <b>0</b>               |

### Program Description

The Human Resources Department provides a variety of services to all departments within the Town and assists department heads and employees with all issues related to employment. In addition, the Department is responsible for ADA oversight and compliance and for implementation of the Town's approved ADA Transition Plan.

### Mission Statement

It is the mission of the Human Resources Department to provide prompt, courteous assistance to all employees and to the general public and to make referrals as needed in those instances where we are unable to provide the necessary assistance. It is also our mission to ensure that the Town remains in compliance with the Americans with Disabilities Act as well as with all federal, state and local disability related laws.

### FY2018 Objectives

- Increase the Administrative Assistant position from 19 hours to 25 hours (.54 to .71 FTE) to allow the Department to continue to transition HR related responsibilities currently handled by other departments.
- Begin transition of Workers' Compensation process from Comptroller's Office to the Human Resources Department.
- Continue to act as a resource for department heads, employees and the general public.
- Continue to transition Human Resources related responsibilities from other departments.
- Increase the number of employee trainings, specifically in the area of management.
- Continue to oversee ADA compliance and to work with the Engineering Department in order to complete ADA related projects.
- Continue to work with the Disability Access Commission to increase disability awareness.

### Prior Year's Accomplishments

- Completed revisions to the Personnel Policy Guide and brought it through the Town Meeting approval process.
- Assisted department heads in the recruiting and hiring process as well as with other employee related concerns.
- Provided courteous attention and assistance to our employees as well as the general public.
- Provided trainings on various topics of interest to our employees.
- Worked with the Engineering Department to complete various ADA projects.
- Oversaw the Disability Access Commission and worked with members to promote disability awareness.

## FINANCE COMMITTEE

| <b>PROGRAM COSTS</b> | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services    | 1,917                  | 3,500                  | 3,500                   | 3,500                   | 0                      |
| Other Expenses       | 387                    | 2,500                  | 2,500                   | 2,500                   | 0                      |
| Equipment            | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>         | <b>2,304</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, 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 Manager, and after public hearings, submits a budget to the Town Meeting. The ongoing function of the Committee is to act upon requests for “transfer”; 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.

## COMPTROLLER

| PROGRAM COSTS          | FY16<br>Actual | FY17<br>Budget | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services      | 341,393        | 341,542        | 342,164         | 342,164         | 0              |
| Other Expenses         | 2,630          | 7,970          | 9,800           | 9,800           | 0              |
| Equipment              | 0              | 0              | 0               | 0               | 0              |
| <b>TOTAL</b>           | <b>344,023</b> | <b>349,512</b> | <b>351,964</b>  | <b>351,964</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, general property/liability insurance and worker's compensation.

The Comptroller is the ex-officio member of the Winchester Contributory Retirement Board.

### FY2018 Objectives

- Continue to process timely weekly payroll and bill warrants.
- Continue to manage the MUNIS accounting system and provide financial/budgetary reports and other support for Town Management and departments.
- Continue to provide assistance in the preparation of Town Meeting budgets, warrants, reserve tables/forecasts for Spring, Fall and Special Town meetings.
- Continue to provide monthly appropriation reports to the Board of Selectmen.
- Close the fiscal year in a timely fashion by the end of August/beginning of September of 2017.
- Commence the FY17 audit in September of 2017.
- Commence the Department of Revenue's (DOR's) balance sheet review and free cash certification process in September of 2017.
- Continue to assist in the preparation of the FY18 Tax Recap in the fall of 2017 to be certified by the DOR in early December of 2017.
- Prepare and file the FY17 Schedule A by November 30, 2017.
- Continue to transition human resource related functions to the newly created Human Resource Department.

### Prior Year Accomplishments

- Closed fiscal year 2016 timely in August 2016.
- Commenced the fiscal year 2016 audit in early September 2016. Financial statement drafts were issued in November 2016.
- Obtained DOR's certification of free cash timely
- Obtained DOR's certified tax rate timely
- Filed the FY16 DOR's statutory Schedule A timely

## ASSESSOR

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 192,157                | 204,738                | 200,426                 | 200,426                 | 0                      |
| Other Expenses         | 36,725                 | 57,750                 | 57,750                  | 57,750                  | 0                      |
| Equipment              | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>           | <b>228,882</b>         | <b>262,488</b>         | <b>258,176</b>          | <b>258,176</b>          | <b>0</b>               |
| <b>STAFFING</b>        |                        |                        |                         |                         |                        |
| Managerial             | 1                      | 1                      | 1                       | 1                       |                        |
| Clerical               | 2.6                    | 2                      | 2                       | 2                       |                        |
| Professional/Technical | 0                      | 0                      | 0                       | 0                       |                        |
| <b>TOTAL</b>           | <b>3.6</b>             | <b>3</b>               | <b>3</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

### FY2018 Objectives

- Photograph new construction for database
- Organize and train new staff
- Complete state mandated triennial certifications

### Prior Year's Accomplishments

- Completed cyclical inspections
- Completed annual revaluation
- Inspection of personal property and commercial classes

## COLLECTOR/TREASURER

| PROGRAM COSTS          | FY16<br>Actual | FY17<br>Budget | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services      | 300,672        | 318,258        | 312,142         | 312,142         | 0              |
| Other Expenses         | 100,635        | 124,650        | 130,550         | 130,550         | 0              |
| Equipment              | 1,737          | 2,000          | 2,000           | 2,000           | 0              |
| <b>TOTAL</b>           | <b>403,043</b> | <b>444,908</b> | <b>444,692</b>  | <b>444,692</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 parking tickets, issuing municipal lien certificates, reconciling warrants for payroll and payable, and issuing checks.

### Mission Statement

The Town of Winchester 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 and implement new features and enhancements for the Town's automated financial systems (MUNIS) for applications and efficiency improvements.

### FY2018 Objectives

- Continue to review and make appropriate changes to the Town's banking and investment services to improve efficiency, reduce costs, and increase investment income.
- Issue and manage all long term debt, as well as all short term debt renewals.
- Review all outstanding bonds for the possible refunding at lower interest rates.
- Continue to coordinate the investment of the Retiree Healthcare Trust Fund, along with all other trust funds, with the Commissioners of Trust Funds.
- Continue to manage tax title accounts, and move delinquent accounts into tax title more timely and efficiently to improve collections.
- 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 System to make collection and processing more efficient, as well as exploring vendors that may provide a more efficient system.
- 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 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 measure has increased the amount of outstanding water receivables liened, and improved water collection rates.
- Coordinated the investment of the Retiree Healthcare Trust Fund (OPEB), as well as all other Trust and Stabilization Funds..
- Served on the Audit Advisory Committee, overseeing the Town's annual audit.
- Coordinated with 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.
- Completed the process to allow for the payment of Parking Tickets on line.
- Improved the system for the collection and depositing of Parking Meter funds to insure timelier bank deposits.
- Served on the Parking Committee that has implement new parking programs at the Wedgemere Commuter Rail Station, the Aberjona Parking Lot, the Laraway Road Lot and the Cullen 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.

## ENGINEERING

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 412,081                | 438,013                | 440,368                 | 440,368                 | 0                      |
| Other Expenses         | 24,472                 | 44,440                 | 83,090                  | 83,090                  | 0                      |
| Equipment              | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>           | <b>436,553</b>         | <b>482,453</b>         | <b>523,458</b>          | <b>523,458</b>          | <b>0</b>               |
| <b>STAFFING</b>        |                        |                        |                         |                         |                        |
| Managerial             | 3                      | 3                      | 3                       | 3                       |                        |
| Clerical               | 1                      | 1                      | 1                       | 1                       |                        |
| Professional/Technical | 1                      | 1                      | 1                       | 1                       |                        |
| <b>TOTAL</b>           | <b>5</b>               | <b>5</b>               | <b>5</b>                | <b>5</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.

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 requirement 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.

### FY2018 Objectives

- Assist the Town Manager's office with the implementation of the Town's Flood Mitigation Program, including construction of Project 4 – Mount Vernon Street bridge improvements, Project 6 – Skillings Field Culvert addition, and upstream mitigation at the Scalley Dam in Woburn, as well as the design of additional upstream improvements on Swanton Street and near the Muraco School.
- Administer EPA's new MS4 stormwater permit, which is set to go into effect on July 1, 2017. Administer the Town's rain barrel program.
- Assist with the planning, design, and construction management of various water, sewer, drain, and transportation-related capital projects, including projects to remove infiltration and inflow (I&I) from the Town's sewer system.
- Assist the DPW and Town Manager's office with implementation of the lead neck removal project, in conjunction with funding from the MWRA.

- Complete engineering reviews of private development projects submitted to the Winchester Planning Board, Zoning Board of Appeals, and Conservation Commission, including developments at Winning Farm.
- Provide inspectional services for on-going Town and private development projects.
- Lead the Town's Working Group for the long-term redesign of the Winchester Center Commuter Rail Station.
- Provide support to MassDOT in the construction of the Tri-Community Bikeway/Greenway project.
- Work with the Traffic Advisory Committee (TAC) and the Board of Selectmen in developing safe pedestrian and motor vehicle transportation policies.
- Coordinate with MassDOT on the design of the proposed Safe Routes to School Project at the intersection of Johnson Road and Ridge Street.
- Implement any projects funded in FY18 under MassDOT's Complete Streets Program.
- 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.
- Coordinate with the Town Manager's office and legal counsel regarding the design and construction of Eversource's proposed regional transmission projects in Winchester, including appeal of the proposed 345kV line location to the EFSB and construction of the proposed 115kV line.

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

- Assisted in the design, permitting, and/or construction management of various capital improvement projects, including sewer improvement projects to remove sources of infiltration and inflow (I&I), various municipal building repair projects, and improvements to the Low Level Outlet at the South Reservoir.
- Coordinated with various public utilities on grants of location and other infrastructure improvements.
- Coordinated with MassDOT on the installation of new traffic signals and geometric improvements at four locations – Cambridge Street at Everett Avenue, Cambridge Street at Church and High Streets, Cambridge Street at Pond Street, and the intersection of Church, Bacon, and Fletcher Streets.
- Coordinated with the Town Manager's office and legal counsel regarding the design and construction of Eversource's proposed regional transmission projects in Winchester, including appeal of the proposed 345kV line location to the EFSB and construction of the proposed 115kV line.
- Participated in the construction management of the Winchester High School renovation project.
- Completed inspectional services for a variety of private development projects.
- Continued coordination with the Town Manager's office and DPW regarding implementation of the Board of Selectmen's parking program in the Town Center.
- Provided technical review for numerous private development projects, including those submitted to the ZBA, Planning Board, and Conservation Commission.
- Administered the Town's Community Rating System (CRS) program, which provides discounts to homeowners on their flood insurance.
- Oversaw updates to the Town's GIS parcels database.
- Assisted the DPW with the review of departmental records to identify potential locations of lead necks in the municipal water supply system, and private lead service lines.
- Applied for and received funding through MassDOT's new Complete Street initiative. Oversaw the construction of projects funded in FY17. Applied for funding of FY18 projects.
- Secured the taking of temporary and permanent easements for the Tri-Community Bikeway project, which allowed the project to be advertised for construction in Fall 2016.

## BUILDING AND ZONING

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 280,270                | 320,604                | 321,476                 | 321,476                 | 0                      |
| Other Expenses         | 15,041                 | 55,285                 | 55,285                  | 55,285                  | 0                      |
| Equipment              | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>           | <b>295,311</b>         | <b>375,889</b>         | <b>376,761</b>          | <b>376,761</b>          | <b>0</b>               |
| <b>STAFFING</b>        |                        |                        |                         |                         |                        |
| Managerial             | 1                      | 1                      | 1                       | 1                       |                        |
| Clerical               | 0.83                   | 1.4                    | 1.4                     | 1.4                     |                        |
| Professional/Technical | 1.7                    | 1.7                    | 1.7                     | 1.7                     |                        |
| <b>TOTAL</b>           | <b>3.53</b>            | <b>4.1</b>             | <b>4.1</b>              | <b>4.1</b>              | <b>0</b>               |

### Program Description

The Building Division is responsible for applying and 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.

### FY2018 Objectives

The Building Department is working with Plan Room Solutions and hopes to begin receiving and issuing permits online soon. The Building Department is looking for the ability to record inspections digitally in the office and at the inspection site and eliminate the need for hardcopy index cards.

### Prior Year's Accomplishments

The Building Department hired a part-time (14 hour) clerk. 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 department continues to work with the High School Redevelopment Team to complete inspections promptly while maintaining regular inspection schedule for permitted construction being performed throughout the Town.

## CONSERVATION COMMISSION

| PROGRAM COSTS          | FY16<br>Actual | FY17<br>Budget | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services      | 47,087         | 48,979         | 48,979          | 48,979          | 0              |
| Other Expenses         | 1,801          | 1,810          | 1,810           | 1,810           | 0              |
| Equipment              | 0              | 0              | 0               | 0               | 0              |
| <b>TOTAL</b>           | <b>48,887</b>  | <b>50,789</b>  | <b>50,789</b>   | <b>50,789</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 Protecting Act, and the Winchester Wetlands By-law, and oversees implementation of the Open Space and Recreation Plan and manages conservation areas.

### Ranking of Services:

1. Implement the Wetlands Protection Act and the Winchester Wetland 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.

### FY2018 Objectives

- Provide assistance to Town in 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.
- Continue work on the "Aberjona Initiative", a landscaped restoration plan along Mill and Judkins Ponds.
- Develop an agroforestry program at Wright-Locke Farm.
- Complete the Conservation Restriction at Wright-Locke Farm.

### Prior Year's Accomplishments

- Provided assistance to Town in permitting Aberjona River flood control plan at Skillings Field and the Mt. Vernon Bridge.
- Worked with neighborhood at Winter Pond to restore shoreline and water quality.
- Maintained conservation areas.

- Processed filings; provided environmental information and assistance to applicants.
- Progressed with work on the Aberjona Initiative - a landscape master plan has been drawn.
- Provided assistance with migratory fish habitat restoration – the fish ladder at the Center Falls Dam is complete, and the new culvert under Skillings field contains “sky lights” to encourage migration through the culvert, and up the Aberjona River.
- Finished permitting the new Tri-Community Bike Trail, work at the Winchester Country Club and Winchester Boat Club.

**External Funding Source**

Wetlands Protection Act Fund

## PLANNING BOARD

| PROGRAM COSTS          | FY16<br>Actual | FY17<br>Budget | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services      | 87,046         | 91,312         | 97,676          | 97,676          | 0              |
| Other Expenses         | 26,041         | 46,000         | 56,000          | 56,000          | 0              |
| Equipment              | 0              | 0              | 0               | 0               | 0              |
| <b>TOTAL</b>           | <b>113,087</b> | <b>137,312</b> | <b>153,676</b>  | <b>153,676</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 its 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.”

### 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.

### FY2018 Objectives

- **Master Plan.** The Planning Board aims to receive an appropriation at Spring Town Meeting for \$75,000-\$100,000 in order to finalize the Master Plan. It is expected that this will take 12 months from the time of the appropriation.
- **Waterfield RFP.** The Board intends to finalize work with the Board of Selectmen to issue an RFP for the redevelopment of the Waterfield parcel. An RFP is planned for the Spring and into the Fall of 2017
- **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, and Community Preservation.
- **Historic Properties Inventory.** The Planning Board will continue to support the Winchester Historical Commission in their efforts to expand their knowledge and inventory of historic properties within the community.
- **Wright Locke Farm.** Continue to work with the Conservancy in order to have a productive educational organization in town. Possible zoning changes are being pursued in order for the farm to exist at its highest potential as an asset to the Town

- **Winning Farm.** Continue to work with the owners of Winning Farm in order to have a development that best suits Winchester, the adjacent neighborhood, and the forest land surrounding the historic farm.
- **Zoning Code.** Continue to correct inconsistencies within the Zoning Code: dimensional requirements, duplicate or unclear definitions, and zoning classifications. Introduce a curb-cut bylaw, as well as provide further clarification for duplex design in the RG district.
- **General Planning.** The Board will continue work to improve coordination and communications between the Planning Board and its staff and other municipal boards, commissions and staff.
- **Center Business District.** The Board aims to continue working with landowners in the CBD to provide greater connections from the North Core to the train station. The Board also will work with MBTA Advisory group to finalize plans for the new station. Currently, we are 30% design and aim to be at full design by the end of the year.

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

- **Waterfield RFP.** The Board has performed initial work with the Board of Selectmen to issue an RFP for the redevelopment of the Waterfield parcel. An RFP is planned for the Spring and into the Fall of 2017. Additional consulting services are warranted for this objective.
- **Grants.** The Board has pursued technical assistance and other grant opportunities for economic development, Brownfield's redevelopment, historic preservation, and greenway/river way restoration, and Community Preservation. We are awaiting responses to our applications from the Massachusetts Historical Commission, and Metropolitan Area Planning Council. We received funding for and finalized potential design schemes for Shore Road and the Town Center.
- **Historic Properties Inventory.** The Planning Board has supported the Winchester Historical Commission in their efforts to expand their knowledge and inventory of historic properties within the community.
- **Wright Locke Farm.** Continued to work with the Conservancy in order to have a productive educational organization in town. Possible zoning changes are still being pursued in order for the farm to exist at its highest potential as an asset to the Town.
- **Winning Farm.** Continued to work with the owners of Winning Farm in order to have a development that best suits Winchester, the adjacent neighborhood, and the forest land surrounding the historic farm.
- **Zoning Code.** Continued to correct inconsistencies within the Zoning Code: dimensional requirements, duplicate or unclear definitions, and zoning classifications. More importantly, changes within the code that promote neighborhood cohesiveness was achieved through additional triggers for Site Plan review and the expansion of the Bylaw dealing with Preserving Historic Structures.
- **General Planning.** The Board has worked to improve coordination and communications between the Planning Board and its staff and other municipal boards, commissions and staff.
- **Center Business District.** The Board hired design consultants to continue work within the CBD and along Shore Road. Design consultants helped to study the potential of small lot development, the pedestrian connection along Shore Road, and the beautification of town center. Two projects have been permitted that will expand the number of residential units in the CBD.

## TOWN CLERK

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 277,836                | 327,518                | 305,111                 | 305,111                 | 0                      |
| Other Expenses         | 41,092                 | 63,955                 | 62,800                  | 62,800                  | 0                      |
| Equipment              | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>           | <b>318,927</b>         | <b>391,473</b>         | <b>367,911</b>          | <b>367,911</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 office to provide excellent customer service to the general public, along with allowing for educational opportunities to those citizens who may be interested in the structure of our town government and its electoral process. Being the custodian of the Town's official records, the Town Clerk's Office will do its best to assist the public in its search for information.

### FY2018 Objectives

- The Town Clerk's Office will be looking forward to continuing to support the staff members as well as the new hire that should be in place by the publication of this document. The Town Clerk will be working towards the decennial review of the Charter and Code of Bylaw this spring under the supervision of the Town Moderator, Town Manger and Town Counsel.
- The Office will be reviewing record storage and record management processes in an effort to recommend enhancements to the workflow as we move into the Capital Planning season in the summer of 2017. The new Public Records Law will be in full swing and I look forward to being the Records Access Officer for the Town Hall. The Office will be creating and implementing efficient processes to adhere to the new law.
- As your Town Clerk I look forward to continuing to provide excellent customer service to the public while assuring best practices for the tax payers of Winchester.

### Prior Year's Accomplishments

- Administered the Presidential Primary March 2016
- Administered the Annual Town Election March 2016
- Administered the State Primary September 2016
- Administered the State Election November 2016
- Coordinated and managed the execution of the Commonwealth's new Election Law that allowed for 11 days of Early Voting prior to the November 8<sup>th</sup>, 2016 general election.
- Town Clerk Office's received Recognition from the Commonwealth of Massachusetts, Senator Lewis and Rep. Day for outstanding customer service during the Early Voting period.
- Received a state grant in the amount of \$1,200.00 from the Secretary of the Commonwealth for extending hours of operation during the Early Voting Period.

- Administered the spring and fall town meeting sessions. Supported the Town Moderator, boards and commissions and the Representative Town Meeting members with town meeting process.
- Successful recordkeeping of Town Meetings minutes.
- Implemented and managed the maintenance of the State Voter Registration Database including the new ONLINE VOTER REGISTRATION and Pre Registration for students 16 and 17 yrs. old.
- Worked in conjunction with the Winchester League of Women Voters to host two Voter Registration Drives at WHS. This year we implemented the use of Surface Pro's so the students could easily register online.
- SMART Pilot Program – continued administrative support to the DPW concerning permit and bag sales – data collection, reports and maintenance.
- Administered and processed the Transfer Station Permit program for the DPW. Processed over 6000 permits annually.
- Maintenance, cleaning and reorganization of the permanent records vaults of the Town.
- Continued to enhance the design of the internal database to handle to requirements of the mandatory Conflict of Interest training for all town staff and volunteers (1300 people to maintain yearly).
- Maintenance of the Capital Project tracking system for capital items passed at town meetings for ease of staffers who interface with the financial requirements on said projects.
- Supported the Police Department on the SAM's Grant Application database to enable to the department to apply for federal grants.
- Administered and maintained annual Town Clerk's budget with efficiency. Received recognition from the Finance Committee.
- Provided Annual Census data tables to the School Superintendent for school age population estimates.
- Administered the Annual Town Census and produced the Annual List of Residents.
- Enhanced the support to the Town Archives specifically by providing administrative support to the Archives in collaboration with Nancy Schrock and Ellen Knight. Weekly oversight of Ellen Knight as a part time staff member.
- Coordinated projects, activities and research concerning the WWII 75th Commemorative Committee with students, Town Archives and Veterans Agent.
- Secured funding of \$10,500 in the form of a grant from the Cummings Foundation to enhance the accessibility of the records of the Town of Winchester's Archives.
- Provided continued administrative support to the appointed and elected boards and commissions in the area of open meeting law, campaign finance law and conflict of interest law.
- Secured funding for two Digital Message electronic boards for the Town Hall. Installation this spring these will be able to display the calendar of events for Town Hall, general news and weather as well as other public notices that are additionally published on the Town's website.

## LEGAL

| <b>PROGRAM COSTS</b> | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services    | 0                      | 0                      | 0                       | 0                       | 0                      |
| Other Expenses       | 352,780                | 350,000                | 350,000                 | 350,000                 | 0                      |
| Equipment            | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>         | <b>352,780</b>         | <b>350,000</b>         | <b>350,000</b>          | <b>350,000</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

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 94,432                 | 108,516                | 109,934                 | 109,934                 | 0                      |
| Other Expenses         | 424,282                | 496,125                | 520,634                 | 520,634                 | 0                      |
| Equipment              | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>           | <b>518,714</b>         | <b>604,641</b>         | <b>630,568</b>          | <b>630,568</b>          | <b>0</b>               |
| <b>STAFFING</b>        |                        |                        |                         |                         |                        |
| Managerial             | 1                      | 1                      | 1                       | 1                       |                        |
| Clerical               |                        |                        |                         |                         |                        |
| Professional/Technical | 0                      | 0                      | 0                       | 0                       |                        |
| <b>TOTAL</b>           | <b>1</b>               | <b>1</b>               | <b>1</b>                | <b>1</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.

### FY2018 Objectives

- Replace the Town's SAN equipment (if funded).
- Replace 2 of the servers that support the Town's Virtual Server environment.
- Continue to maintain the fiber optic network infrastructure.
- Update desktops, laptops, printers, and Application Software.

### Prior Year's Accomplishments

- Upgraded the Town's Network from a 2008 based network to a 2012 based network.
- Completed the Town's email migration to Office 365.
- Upgraded desktops, laptops, printers, and Application Software as needed.
- Maintained the fiber optic network infrastructure.
- Worked with the School's IT Department to resolve network issues.

## **GENERAL SERVICES**

### **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.

## LIBRARY

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 1,383,355              | 1,487,578              | 1,497,515               | 1,497,515               | 0                      |
| Other Expenses         | 360,477                | 398,285                | 394,485                 | 394,485                 | 0                      |
| Equipment              | 4,864                  | 13,500                 | 13,500                  | 13,500                  | 0                      |
| <b>TOTAL</b>           | <b>1,748,697</b>       | <b>1,899,363</b>       | <b>1,905,500</b>        | <b>1,905,500</b>        | <b>0</b>               |
| <b>STAFFING</b>        |                        |                        |                         |                         |                        |
| Managerial             | 2                      | 2                      | 2                       | 2                       |                        |
| Clerical               | 8.89                   | 8.89                   | 8.89                    | 8.89                    |                        |
| Professional/Technical | 10.11                  | 10.11                  | 10.11                   | 10.11                   |                        |
| Public Works           | 1.53                   | 1.53                   | 1.53                    | 1.53                    |                        |
| <b>TOTAL</b>           | <b>22.53</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. Our children's department supports Winchester's students and teachers with curriculum enhancing materials and educational and entertaining programs and materials for preschoolers. 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. 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 succeed 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, current information technology, and a well-maintained facility for patrons.

## **FY2018 Objectives**

- 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 24<sup>th</sup> anniversary in 2016), 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 a book discussion group.
- FY 2017 was the last year the town's appropriation was supplemented with donations from individuals to fund our Sunday hours of operation.
- Completed the second stage of digitizing the Winchester Star so the Winchester Star is now searchable through our web site from 1901-1972.
- Replaced both book drops with secure units that have drive -up capability. The site was prepared to ensure a level surface and new concrete foundation was laid. Landscaping of the site will take place in late FY 2017.
- We added credit card functionality to our self-check unit so patrons may pay fines or pay for lost materials with a credit card, simply and easily, and most importantly, the unit keeps data secure.
- We began lending Rokus, Hot Spots, and Chrome Books, to make new technologies available to our residents.
- A major chimney repair was completed.
- Major landscaping improvements began in FY 2016 and continued through FY 2017.
- Two new book display units were

## **Prior Year's Accomplishments**

- The Winchester Star digitization of 1901-1972 is complete. FY 2018 will expand the scope of digitization projects.
- Continue our collaborative relationship with other organizations that benefit patrons learning English as a second language.
- To update computers in the children's room to replace desk tops with portable devices and touch screens. To also add digital signage where appropriate.
- To add digital signage in the main circulation area and adult reference, as well as a digital projection screen in one of the meeting rooms.
- Summer of 2017 will mark the 25<sup>th</sup> anniversary of ROAR (Rush Out and Read). Other library services outside the walls of the Library, include volunteers leading book discussions at nursing homes and senior housing and the delivery of books to homebound patrons.

## **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. FY 2016 award was \$31,692.

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 \$5,295. In FY 2016 gifts from individuals, all with specified intentions, totaled \$3,755. 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.

Private donations have led to the establishment of Trust Fund accounts and the Endowment Fund. Trust Fund income (\$20,422) is used to make book selections according to the wishes of the donor. Gifts to the Endowment Fund totaled \$28,158. Endowment Fund income (\$42,404) 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 Educational Foundation, En Ka, and the Rotary Club of Winchester as well as generous contributions from private individuals. 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 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> |
|--|----------------|----------------|----------------|
| <b>Hours open per week</b>                           | 65             | 65             | 65             |
| <b>Circulation</b>                                   | 521,298        | 512,334        | 496,466        |
| <b>Reference questions</b>                           | 56,065         | 50,625         | 52,810         |
| <b>Visitors</b>                                      | 278,219        | 269,797        | 266,179        |
| <b>Number of registered<br/>Winchester borrowers</b> | 14,111         | 13,992         | 13,731         |
| <b>Network loans to Winchester</b>                   | 57,406         | 57,533         | 60,001         |

## ARCHIVAL CENTER

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 0                      | 0                      | 0                       | 0                       | 0                      |
| Other Expenses         | 11,580                 | 13,754                 | 18,300                  | 18,300                  | 0                      |
| Equipment              | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>           | <b>11,580</b>          | <b>13,754</b>          | <b>18,300</b>           | <b>18,300</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 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.

### FY2018 Objectives

- To increase regular open hours at the Archival Center so that town staff and the public have greater access to reference service and records in response to greater demand. An increase to funding for the Reference Archivist proposes an additional four hours, which would open the Archives for four hours/day for three days.
- 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. The professional services budget continues \$1,000 for a Simmons archives intern to process collections.
- To increase public awareness of the collections and encourage public participation in documenting the community's history through exhibits and outreach to the schools.
- To solicit donations of significant collections of photographs and documents related to the history of Winchester and add them to the collection.

## Prior Year's Accomplishments

- The Town Clerk has administrative responsibility for the Archival Center. Ellen Knight continued as Reference Archivist, Jo-Ann Michalak and Nancy Schrock served on the Archives Advisory Committee, with Schrock as its chair.
- The Center was open 8 hours per week (4 hours on Mondays and Thursdays) staffed by Ellen Knight, who assisted walk-in patrons, answered email and phone questions, and processed collections as time allowed. This is a contract position without benefits.
- The Archivist assisted town departments and boards with issues such as the fish ladder at the Center Falls Dam, the Skillings Field culvert, and the Waterfield lot.
- Additional collections were added to the online catalog, which continues to be a popular resource. By the end of December, 1046 users had done 7,752 searches, most of them for photographs and postcards, using keywords provided by our comprehensive indexing. This was an increase of 31%.
- Conservator Nancy Schrock continued to treat items in the collection without charge. This year her work focused on flattening, mending, and re-housing oversize maps, photographs, and posters at an estimated value of \$3,000 in professional services.
- The Archival Center received a significant grant during 2016: a Cummings Foundation grant of \$10,500 for Ellen Knight to expand the Archives section of the Town website with historical content that reflects the priorities of the schools, Library, Historical Society, and Multi-Cultural Network. This work will be done in 2017.
- 29 new acquisitions were received during the first half of 2016, including both donated and purchased historic items, the latter using funds in the Revolving Fund. Publicity from the WWII celebration (see below) resulted in donations, including the records of the WWII Bond Committee, several veterans' photographs, and the opportunity to copy a scrapbook kept by Capt. (Dr.) Angelo Maietta.
- The Archives continued to produce exhibits of historical collections in the case outside of the Town Clerk's office and the new bulletin board, funded by the En Ka Society, outside the Archival Center Office.
- The highlight of the year was collaborating with the WWII 75<sup>th</sup> Anniversary Committee, formed by the Town Manager with the approval of Town Meeting. Thanks to non-recurring funds of \$5400 from the Town Clerk's budget, the Archivist created a WWII Web page, supervised high school students in an inter-generational video project, "Remembering the 1940s," and created displays about WWII veterans and the new WWII veterans database for the Veterans Day celebration on November 11.

The Archivist's contributions to the WWII Anniversary point up the potential for the Archival Center to be an educational resource for the Town, schools, and the public. Increasing the time of the Archivist by four hours/week, as proposed in the FY2018 budget, would allow us to sustain these efforts and open the Archives for an additional four hour day. We anticipate increased public use of the Archives as citizens research their homes in response to the expanded demolition delay requirements, and as the new online resources, funded by the Cummings Foundation grant, bring greater use by students, new residents, and Town departments.

## HISTORICAL COMMISSION

| <b>PROGRAM COSTS</b> | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services    | 113                    | 1,500                  | 1,500                   | 1,500                   | 0                      |
| Other Expenses       | 5,000                  | 10,000                 | 20,000                  | 15,000                  | 0                      |
| Equipment            |                        |                        |                         |                         |                        |
| <b>TOTAL</b>         | <b>5,113</b>           | <b>11,500</b>          | <b>21,500</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

For FY2018, the Winchester Historical Commission (WHC) is requesting a total of \$21,500, which consists of three primary components.

First is a renewal of our existing line item of \$1,500 for the professional services of a recording secretary (same as FY17).

The second is a renewal of our request of \$5,000 for the funding to support the steps required to fully research, document, and understand the depth of a property prior to a hearing and or action by all Town Government in regards to its Historical Resources. Each evaluation of an individual property costs the town about \$300. The \$5,000 request (the same as FY17) is based on demands of previous years (i.e., the number of demolition permit applications) extrapolated into our projected needs in the coming fiscal year.

Finally, the remainder is to bolster the Commission's mission and the Town's understanding of the built environment by commencing work defined in the Master Survey Plan (completed using FY17 funds and a matching Grant from the State). Using the Master Survey Plan as a guide, we will begin the process of expanding existing surveys in Winchester. These documents support ongoing preservation planning needs with regard to the Code of By-Laws and our Archives, future efforts to develop preservation-planning tools such as the establishment of Local Historic Districts, and modifications being considered to the local Zoning Regulations. To that end, the WHC was invited by the Massachusetts Historical Commission (MHC) to apply for a \$15,000 Survey and Planning Grant funded by the MHC. Our final application has been submitted and supported by the Chair of the Board of Selectmen. This matching grant, with a matching \$15,000 appropriation in FY18 from the Town, will total a \$30,000 FY18 project.

## BOARD OF HEALTH

| <b>PROGRAM COSTS</b>          | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|-------------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services             | 243,003                | 254,297                | 253,377                 | 253,377                 | 0                      |
| Other Expenses                | 55,054                 | 66,800                 | 81,618                  | 81,618                  | 0                      |
| Equipment                     | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>                  | <b>298,057</b>         | <b>321,097</b>         | <b>334,995</b>          | <b>334,995</b>          | <b>0</b>               |
| <b>STAFFING</b>               |                        |                        |                         |                         |                        |
| Managerial                    | 1                      | 1                      | 1                       | 1                       |                        |
| Clerical                      | 1                      | 1                      | 1                       | 1                       |                        |
| Nurse                         | 0.8                    | 1                      | 1                       | 1                       |                        |
| Community Health Program Mngr | 0                      | 0.49                   | 0.49                    | 0.49                    |                        |
| <b>TOTAL</b>                  | <b>2.8</b>             | <b>3.49</b>            | <b>3.49</b>             | <b>3.49</b>             | <b>0</b>               |

### Program Description

The Health Department is charged with protecting the public's health and well-being through the control of existing and potential health hazards. This is accomplished through education, disease surveillance, and enforcement of environmental and public health regulations. The activities of the Health Department include: enforcement of housing codes, monitoring venues such as food service establishments, swimming pools, and recreational camps for children; providing household hazardous waste collection; regulating activities such as keeping of animals, paint sanding, asbestos removal, installing wells, and the use of dumpsters; and providing a range of medical services such as disease education, health screenings and immunization clinics.

### Mission Statement

The mission of the Board of Health is to promote a health community by protecting the public's 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. Inspection, enforce and issues 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.

### FY2018 Goals

- Implement risk-based inspection schedule for retail food establishments.
- Continue educational outreach to food establishments on new Food Code requirements.
- Fulfill FDA grant requirements to continue to modernize the retail food program.
- Finalize Board of Health regulations on fill and dumpsters.
- Hold school-based flu immunization clinic program in every school in collaboration with the School Department for the 9<sup>th</sup> year utilizing electronic registration system.
- Collaborate with School Dept. to administer the YRBS in the fall to Middle and High School students.
- 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 days.

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

- Modernized retail food program by adopting new version of the FDA Food Code.
- Created risk-based inspection program for retail food establishments as part of FDA grant.
- Held mandatory trainings with food establishments to review regulatory changes.
- Collaborated with DPW and MA Dept. of Environmental Protection to draft mandatory recycling regulations.
- 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):
  - Community Forum presented 2015 Youth Risk Behavior Survey data and discussed potential local recreational marijuana implications.
  - Documentary "If Only" on substance abuse resulting in the loss of a young man was presented to McCall and WHS parents.
  - Families for Depression Awareness did presentation with 4 young adults telling their stories with depression and mental illness
  - Pilot Program "Speak About it" offered to all senior WHS girls, educating them on dangers of unwanted relationships and unwelcomed attention.
- Offered 2 Household Hazardous Waste Days in fall and spring. The fall was a pilot program and collected 7, 245lbs of waste. This was in addition to the annual spring collection when 13,010lbs of waste was collected.
- Held 2 medication disposal days in collaboration with the U.S. Drug Enforcement Agency, Winchester Police Department and WHS volunteers and collected close to 900lbs of unwanted meds.
- Improved electronic flu clinic registration for school-based flu clinics. With strong collaboration between the Health Department and School Department for the 8<sup>th</sup> year, clinics were held in each of the seven school buildings during the school day. FluMist was not available, only the flu shot was administered:
  - 1, 336 flu vaccinations given to students (includes booster doses).
- General Public Flu Clinics – 8 clinics held:
  - 1, 378 Flu vaccinations (Includes 500 High-dose flu shots)
  - 53 Pneumonia shots
- Held Tdap immunization clinic aimed at preventing Pertussis (Whooping Cough).
- 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.
- Contracted with U.S. Wildlife Service for Canada geese control.

## Communicable Disease Surveillance Cases - 2016

|                              |    |
|------------------------------|----|
| Amebiasis                    | 1  |
| Calicivirus/Norovirus        | 2  |
| Campylobacteriosis           | 9  |
| Enterovirus                  | 1  |
| Erlchiosis                   | 1  |
| Giardia sis                  | 2  |
| Group A streptococcus        | 7  |
| Group B streptococcus        | 1  |
| Hepatitis B (chronic)        | 13 |
| Hepatitis C (chronic)        | 17 |
| Influenza                    | 36 |
| Invasive Bacterial Infection | 1  |
| Lyme Disease                 | 14 |
| Malaria                      | 1  |
| Measles                      | 1  |
| Mumps                        | 1  |
| Salmonellosis                | 3  |
| Streptococcus Pneumoniae     | 1  |
| Tuberculosis – Active        | 1  |
| Tuberculosis- Latent         | 9  |
| Varicella                    | 4  |

**Total** **127\***

\*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 FY18. 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 \$2,500 in FY17.
- 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

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 236,887                | 247,701                | 265,585                 | 265,585                 | 0                      |
| Other Expenses         | 6,350                  | 6,470                  | 20,958                  | 8,970                   | 0                      |
| Equipment              | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>           | <b>243,237</b>         | <b>254,171</b>         | <b>286,543</b>          | <b>274,555</b>          | <b>0</b>               |
| <b>STAFFING</b>        |                        |                        |                         |                         |                        |
| Managerial             | 1                      | 1                      | 1                       | 1                       |                        |
| Clerical               | 1                      | 1                      | 1.5                     | 1.5                     |                        |
| 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>4</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 service provide 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. Transportation services-five different programs to assist Winchester seniors with medical appointments throughout the region, shopping and personal services and taxi vouchers. A Transportation Coordinator is partially funded through a grant with the Cummings Foundation.
6. Managing the Community Reimbursement Program to reduce the local tax burden on eligible senior citizens.
7. Planning Jenks Center programs and activities for seniors in conjunction with staff of the Winchester Senior Association.

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.

### FY2018 Objectives

- Provided baseline services, i.e., health, financial, legal, education and social services-served as nutritional site for Eating Together Program.
- Enhanced transportation services with hire of dedicated Transportation Coordinator funded through the Cummings Foundation. Coordinator promotes cost-effective and efficient transportation alternatives.
- Promoted "Green Energy Program" designed to help eligible seniors with home energy saving devices
- Continued educational programs funded by the Cummings Foundation to promote senior health and financial literacy.
- Organized the Savvy Senior Symposium entitled "Savvy Seniors Make Informed Decisions" regarding the November 2016 election that included keynote by the Honorable Michael Dukakis.

- Purchased and implemented state of the art technological computer and program, MySeniorCenter, that will provide comprehensive reporting of demographic data, program/service utilization, invoice generation, etc.
- Worked with community stakeholders to develop a work plan to assist with marketing and utilization of Asa Fletcher Fund.
- Completion of construction at Jenks Center.
- Through leadership of Town Manager, the COA continues to work collaboratively with the Winchester Senior Association and the Winchester Senior Trust to promote organizational and financial efficiencies operating as “The Jenks Center” to serve seniors rather than separate organizations. This includes joint programing and sharing of staff to effectuate senior services and programs.

### **Prior Year’s Accomplishments**

- Continue to provide baseline services-health, financial, legal, social services, etc.
- Continue activities funded by the Cummings Foundation.
- Enhance transportation services-explore utility of Uber services, expand use of van and other transportation to enhance the quality of life for homebound elderly (bring to Jenks for movies, dinners, etc.)
- Hire part-time Energy Coordinator to assist with marketing and utilization of green energy program.
- Upgrade phone system at Jenks to accommodate new hires and make compatible with newly designed/reconstructed Jenks Center.
- Maximize productivity and efficiency of MySeniorCenter.
- Develop partnerships and collaborations with community organizations (Winchester Hospital, Mount Vernon House, Winchester Community Music School, Chamber of Commerce, etc.)
- Maximize understanding of needs of seniors and non-seniors through facilitation of town-wide community needs assessment.
- Continue to seek alternative funding sources to supplement services, programs and activities at Jenks Center.
- Continue collaboration with Winchester Senior Association and Winchester Senior Association Trust to maximize organizational efficiencies.

### **External Funding Sources**

The Commonwealth provides a Formula Grant to every community in the state. It is so named because it provides funding for every senior within a community based on the 2010 census. Each year the legislature can raise or lower this amount—for FY 2017 the amount is \$10 per senior. Winchester uses this grant to provide programming and services to seniors that are not provided by the municipality. The Office of Elder Affairs formula grant is \$46,709 and funds the following: *Eating Together Supplies (3,500)*, *Newsletter (2,000)*, *Volunteer Driver Reimbursement (2,000)*, *Financial Counselor (4,200)*, *Professional Expenses/Membership (4,500)* *Transportation (18,000)*, *Minuteman (5,876)*, *My Senior Center (5,700)* and *Memory Café (1,014)*.

In addition to the formula grant, the Council on Aging receives \$20,000 a year from the Cummings Foundation to support its transportation program to subsidize payment for the Transportation Coordinator position as well as funding towards day and evening lectures to promote physical and emotional health and financial well-being. Additional funding is received by Salter Health Care and Winchester Mount Vernon House that supplements transportation for isolated seniors to have the ability to come to the Jenks Center for lunch and/or shopping. Finally the Winchester Cooperative Bank provides \$2500 a year to buy the books for the Literary Lunch intergenerational program with seniors and McCall Middle School students. In addition, the Winchester Cooperative Bank also funds the Festival of Life lunch program during the December holidays as well as supports funding towards senior energy programs.

| <b>Services Provided:</b>  | <b>Duplicated</b> | <b>Unduplicated</b> |
|----------------------------|-------------------|---------------------|
| General information        | 5000              | 1040                |
| Case management            | 474               | 114                 |
| Health benefits counseling | 307               | 242                 |
| Group support              | 99                | 40                  |
| Legal assistance           | 72                | 47                  |
| Financial assistance       | 124               | 64                  |
| Mental health counseling   | 1139              | 125                 |
| Transportation             | 167               | 89                  |
| Housing assistance         | 42                | 31                  |
| Home repair                | 120               | 92                  |
| Health screening           | 75                | 25                  |
| Keep well clinic           | 86                | 30                  |
| Congregate meals           | 1483              | 46                  |
| Education                  | 600               | 164                 |

## VETERAN'S SERVICES

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 8,952                  | 9,055                  | 9,055                   | 9,055                   | 0                      |
| Other Expenses         | 29,556                 | 35,343                 | 55,343                  | 55,343                  | 0                      |
| Equipment              | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>           | <b>38,508</b>          | <b>44,398</b>          | <b>64,398</b>           | <b>64,398</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               | FY16<br>Actual   | FY17<br>Budget   | FY18<br>Request  | FY18<br>Manager  | FY18<br>FinCom |
|-----------------------------|------------------|------------------|------------------|------------------|----------------|
| Personal Services           | 4,081,122        | 4,148,113        | 4,250,095        | 4,250,095        | 0              |
| Other Expenses              | 202,850          | 198,380          | 240,530          | 240,530          | 0              |
| Equipment                   | 68,800           | 68,800           | 75,000           | 75,000           | 0              |
| <b>TOTAL</b>                | <b>4,352,773</b> | <b>4,415,293</b> | <b>4,565,625</b> | <b>4,565,625</b> | <b>0</b>       |
| <b>STAFFING</b>             |                  |                  |                  |                  |                |
| Managerial                  | 1                | 1                | 1                | 1                |                |
| Clerical                    | 1.5              | 1.5              | 1.5              | 2                |                |
| Professional/Technical      | 4.5              | 4.5              | 4.5              | 6.5              |                |
| Police Superior             | 11               | 11               | 11               | 12               |                |
| Police Patrol               | 25.5             | 25.5             | 25.5             | 25               |                |
| Public Works                | 0.5              | 0.5              | 0.5              | 0.5              |                |
| Crossing Guards (part time) | 24               | 24               | 25               | 27               |                |
| <b>TOTAL</b>                | <b>68</b>        | <b>68</b>        | <b>69</b>        | <b>74</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 webpage, Twitter, and Facebook, the Department continues to educate the community in crime prevention and public safety activities.

### 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 of Services:

1. Patrol the community to respond immediately to emergencies, reports of law violation, citizen assistance, and preliminary investigations.
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.

## FY2018 Objectives

- Police, Fire, EMS Civilian Dispatch Center: 2 civilian dispatchers should be on duty every day from 8:00am to 12:00mid. This was recommended in a regional study the Town participated in recently. I have requested funding for a 5<sup>th</sup> full time dispatcher in the FY2018 budget. Without this funding that I have requested there shall be only one full time dispatcher on duty and a second dispatcher for only 40% of the hours recommended by the regional study. Hiring another full-time dispatcher would be a good start in achieving this objective. Our civilian dispatchers are a non-union group, one of the few non-union Police, Fire, EMS dispatch centers in our area. As such, employee benefits come under the Personnel Policy Guide. Specific benefits applicable to civilian dispatchers fall in the lower middle of comparable centers. Benefit packages for these employees could be reviewed and adjusted for the Town to be more competitive in the hiring of qualified candidates.
- Computer Aided Dispatch (CAD) Software: Currently, there are 3 separate software providers being used to record the activities of the Police, Fire and EMS functions. These should be merged into one function for our dispatchers and end users. This can be accomplished in different ways, some costly and some not so costly. It will also require a cooperative effort to find a function that will service all the elements and users.
- Police Department's Indoor Firearms Training Facilities: Funding to upgrade the department's indoor range into a live fire, high tech, situational training range should be revisited. Incidents of police shootings, when officers are confronted with a variety of situations, have been closely scrutinized on a national level and only highlights the need for this required training. This training is expensive to provide and the Town could control the escalating annual costs of this training by investing in this project.
- A complete inventory and audit, with appropriate purging of all property in the possession of the police department should be conducted. This will be a time consuming effort requiring different procedures for various property types.

## Prior Year's Accomplishments

- Upgrading of the radio communications components in our dispatch center has been achieved. This is a major upgrade, modernizing our entire communications center, which had not been upgraded since the mid- 1980s. This project was scheduled to begin in January 2016 but due to a Verizon strike was not started until the fall of 2016. This upgrade included the dispatch console as well as components such as cabinets, VOC alarm, Form 4 fire alarm, Digitizer 3500, and 3505, upgraded fire alarm system, all new electronics, box beeper. Dispatcher servers, dispatch console for radio, 2 Motorola radio consoles and new monitors. In addition, State 911 accelerated the department receiving the next generation 911 system.
- In August of 2016 the police department hired two recruits off of the civil service list in order to fill vacancies in the patrol division. In September of 2016 we enrolled these recruit officers in the MPTC full time training academy in Reading, Ma. These recruits are currently scheduled to graduate in February. They will complete a period of field training before being assigned to a patrol schedule.
- We developed a policy, approved by the Executive Office of Public Safety and Security (EOPSS), and trained and equipped officers with taser. Tasers are a less lethal use of force options for Winchester's police officers when confronting violent circumstances.
- In December of 2016, we developed a new protective custody policy in response to changes in the protective custody law enacted by the legislature. Also, officers have received training in response to changes recently enacted relative to the possession, cultivation and sale of marijuana.
- The department has successfully transitioned to digital fingerprint scanning replacing the ink pad manual method. Fingerprint cards are now produced electronically and can be electronically uploaded to state and national networks. The equipment was obtained through a grant and only required a software development from our software vendor to interface it with our internal network and Booking procedures.
- Various Objectives nearing completion:

- Patrol officers will soon be carrying Narcan to be better prepared to deal with escalating opiate overdoses.
- Fleet management: 85% of the department's 14 vehicles have been transitioned to more fuel efficient and economical 6 cyl vehicles. 2017 budget will complete this transition.
- On-going objective to provide a proper work environment for all employees to include building cleanliness and maintenance, proper tools and equipment to do their jobs and competent, appropriate and responsive supervision continues. This is a day after day, year after year objective.
- Over the past 10 years the police department has hired many new employees, with over 50% of officers having less than 10 years on the job. All elements of the department will be fully staffed with the graduation of our two recruit officers in February, and adequately funded going into FY2018.

A public service organization needs to evolve and adapt as personnel, needs, demands, perceptions, and especially technology, change. I think the police department is adequately prepared to meet the needs of the community for the next few years.

### **External Funding**

- The only external funding the police department received for FY2017 is two reimbursable grants from the State 911 Department. The two grants are the state 911 training grant which is reimbursable up to \$10,000 and the state 911 support grant that is reimbursable up to \$47,803
- The training grant is to assist in training, certifying and recertifying our 911 PSAP (Public Safety Answering Point) dispatchers in various aspects of public safety dispatching. This training is ongoing annually.
- The support grant can be used to purchase certain equipment directly associated with our Dispatch Center (Fire, Police, EMS) or to provide additional PSAP coverage during times when it is determined that it is needed.
- These grants must be applied for annually.
- In addition to the State 911 grants mentioned above the police department shall be seeking funds from state and federal grants to purchase new ballistic vests for all sworn and auxiliary employees during FY2018.

## FIRE DEPARTMENT

| PROGRAM COSTS     | FY16<br>Actual   | FY17<br>Budget   | FY18<br>Request  | FY18<br>Manager  | FY18<br>FinCom |
|-------------------|------------------|------------------|------------------|------------------|----------------|
| Personal Services | 4,147,371        | 4,288,073        | 4,294,985        | 4,294,985        | 0              |
| Other Expenses    | 201,009          | 239,574          | 240,424          | 240,424          | 0              |
| Equipment         | 21,331           | 52,500           | 49,500           | 49,500           | 0              |
| <b>TOTAL</b>      | <b>4,369,712</b> | <b>4,580,147</b> | <b>4,584,909</b> | <b>4,584,909</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.

### FY2018 Objectives

- Seek funding for additional firefighters through a Federal grant program.
- Complete architectural planning and feasibility study for renovation and expansion of West Side Fire Station.
- 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.
- Continue advocacy for replacement of obsolete and worn department vehicles.
- Enhanced the use of the community-wide emergency notification system known as *Winchester Aware* with the addition of social media notifications.

### PRIOR YEAR'S ACCOMPLISHMENTS

- Completed GPS mapping of the town's fire hydrants for use with tablet computers located in fire engines.
- Continued Firefighter Rapid Intervention Team and Firefighter Survival training to improve safety of firefighters working in dangerous atmospheres and environments.
- Developed specification and bid documents for purchase of fire engine to replace 25-year-old fire engine.
- Administered recruiting and training program in conjunction with Cataldo Ambulance Service to provide EMT training to three Winchester High School students.
- Initiated program to identify and designate structures as high firefighting risk and, in conjunction with building inspector, display signage on structure (Red X).

## **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.

### **SAFE Grant**

**\$ 7,754**

### **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**

**\$ 2,000**

### **Decontamination Unit**

Massachusetts DPH annually reimburses the town for training, performance, and participation with a mobile Mass Decontamination Unit.

### **Emergency Planning Grant 1**

**\$ 4,960**

### **Radio Equipment**

Federal Emergency Management Agency provided this grant for the purchase of portable radios used by firefighters during emergencies.

### **Emergency Planning Grant 2**

**\$ 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).

## SEALER OF WEIGHTS AND MEASURERS

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 7,365                  | 7,550                  | 7,550                   | 7,550                   | 0                      |
| Other Expenses         | 1,160                  | 2,022                  | 2,022                   | 2,022                   | 0                      |
| Equipment              | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>           | <b>8,524</b>           | <b>9,572</b>           | <b>9,572</b>            | <b>9,572</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 approval 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.

### FY2018 Objectives

- Purchase Software to aid in record keeping and field work.
- Continue to receive state assistance in price checking & scanner accuracy.
- Continue to perform re-weights on grocery store products.
- Continue to upgrade equipment to assist gas station inspections.

### Prior Year's Accomplishments

- Collected \$1935 in fees.
- Got new 5 gallon test measure certified at state lab.
- Got (2) new 25# test weights certified at state lab.
- Assisted Merchants with dispenser upgrades at 3 separate gas station locations.

### Statistics

|                  | <b>2013</b> | <b>2014</b> | <b>2015</b> | <b>2016</b> |
|------------------|-------------|-------------|-------------|-------------|
| Sealed Devices   | 163         | 130         | 147         | 160         |
| Consumer Savings | \$2,163     | \$10,725    | \$2,120     | 847         |
| Merchant Savings | \$1,053     | \$1,106     | \$165       | 0           |

**DEPARTMENT OF PUBLIC WORKS (DPW)**

| <b>PROGRAM COSTS</b>      | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|---------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services         | 3,776,245              | 3,919,378              | 4,071,556               | 4,071,556               | 0                      |
| Other Expenses            | 1,869,587              | 2,071,840              | 2,180,700               | 2,180,700               | 0                      |
| Equipment                 | 17,175                 | 19,500                 | 19,500                  | 19,500                  | 0                      |
| <b>TOTAL</b>              | <b>5,663,006</b>       | <b>6,010,718</b>       | <b>6,271,756</b>        | <b>6,271,756</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 Department of Public Works 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

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 333,907                | 335,206                | 335,978                 | 335,978                 | 0                      |
| Other Expenses         | 15,476                 | 20,600                 | 20,600                  | 20,600                  | 0                      |
| Equipment              | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>           | <b>349,383</b>         | <b>355,806</b>         | <b>356,578</b>          | <b>356,578</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 DPW 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.

### FY2018 Objectives

- Continue to work with local volunteer groups and vendors to make recycling efforts more user friendly at the Transfer Station and Town buildings.
- Implement pilot food waste program for residents to recycle food waste at the Transfer Station.
- Initiate discussions among civic groups to upgrade the Town Common.
- Remove and replace historic wall and garages at DPW complex.
- Upgrade fuel pump software at the DPW.
- Continue to review operational expenses for opportunities to achieve reduction in expenses.

### Prior Year's Accomplishments

- Procured and implemented fixed rate/ton recycling contract with JRM for five years starting in FY17, resulting in savings of over \$50,000 in annual operating expenses.
- Negotiated new electricity contract with lower, all-inclusive fixed rates for all town buildings starting January 2017 for 36 months.
- Worked with the Energy Conservation Coordinator to implement the Town's 5th Green Communities Grant in the amount of \$215,000. Projects included the conversion of LED lights at McCall, Ambrose and Lynch school parking lots, McCall Interior Lighting and major HVAC improvements at the Parkhurst School that will significantly reduce heating costs.
- Successfully continued SMART Pilot program for third year at the Transfer Station for 716 residents for CY 2016.

## DPW - MAINTENANCE

| PROGRAM COSTS          | FY16<br>Actual   | FY17<br>Budget   | FY18<br>Request  | FY18<br>Manager  | FY18<br>FinCom |
|------------------------|------------------|------------------|------------------|------------------|----------------|
| Personal Services      | 939,975          | 977,812          | 988,992          | 988,992          | 0              |
| Other Expenses         | 301,109          | 357,767          | 362,267          | 362,267          | 0              |
| Equipment              | 17,175           | 19,500           | 19,500           | 19,500           | 0              |
| <b>TOTAL</b>           | <b>1,258,259</b> | <b>1,355,079</b> | <b>1,370,759</b> | <b>1,370,759</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 DPW 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 field including rolling and leveling, fence and barrier maintenance, bleacher assembly and disassembly and repair; (6) ground maintenance of parks and around Town Hall and Library; and (7) major maintenance of school grounds.

### FY2018 Objectives

- 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, Sunshine Paving hired to resurface the following streets: Governors Ave., Lloyd St., Pine St., Parker Rd., Sussex Rd., Ridge St. (from Wincrest to Johnson Rd.), Washington St. (from Park Ave. to Eaton St.), Highland Ave. from North Main St. to Pierrepont Rd., Ridge St. from Arlington Rd. to Pepper Hill Rd., Grove St. from Medford line to Canterbury Rd., and Johnson Rd. from Ridge St. to Lexington line.
- New sidewalk construction and installation of 22 ADA ramps.
- Completed sidewalk repairs on Calumet Road and Ridgefield Road, Yale Street and Highland Ave.
- Planted 31 new trees in town as part of the Street Tree program.
- Added three new guard rails on Sunset Road.

### Statistics

|                             | FY2013    | FY2014    | FY2015    | FY2016    |
|-----------------------------|-----------|-----------|-----------|-----------|
| Roadway Resurfacing         | 9 streets | 8 streets | 3 streets | 9 streets |
| Park/Playground Maintenance | 51 acres  | 51 acres  | 51 acres  | 51 acres  |
| Sidewalks Repaired          | 1700 feet | 1300 feet | 1200 feet | 1800 feet |
| ADA Ramps Installed         | 12 each   | 8 each    | 20 each   | 22 each   |

## DPW - BUILDINGS

| PROGRAM COSTS             | FY16<br>Actual   | FY17<br>Budget   | FY18<br>Request  | FY18<br>Manager  | FY18<br>FinCom |
|---------------------------|------------------|------------------|------------------|------------------|----------------|
| Personal Services         | 1,774,899        | 1,846,935        | 1,973,033        | 1,973,033        | 0              |
| Other Expenses            | 541,749          | 641,293          | 733,293          | 733,293          | 0              |
| Equipment                 | 0                | 0                | 0                | 0                | 0              |
| <b>TOTAL</b>              | <b>2,316,648</b> | <b>2,488,228</b> | <b>2,706,326</b> | <b>2,706,326</b> | <b>0</b>       |
| <b>STAFFING</b>           |                  |                  |                  |                  |                |
| Managerial                | 1                | 1                | 1                | 1                |                |
| Public Works              | 1                | 1                | 1                | 1                |                |
| Professional/Technical    | 4                | 4                | 5                | 5                |                |
| Custodians - School       | 26               | 26               | 27               | 27               |                |
| Custodians - Public Works | 1                | 1                | 1                | 1                |                |
| <b>TOTAL</b>              | <b>33</b>        | <b>33</b>        | <b>35</b>        | <b>35</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.

### FY2018 Objectives

- Create a new position of Facilities Coordinator at the High School to assist in the oversight of HVAC, lighting, plumbing, acid neutralizing system, elevator service, fire alarm and fire suppression testing and upkeep, and security systems as well as any new technology. With the major advancements and sheer volume of technology at the newly-renovated High School, this person will be focused on monitoring the systems at a level that will ensure that we maximize efficiencies and maintain the condition of this and all buildings and the highest level possible.
- Continue to evolve work order system and integrate it with capital asset planning software to develop the best possible strategy for maintaining Winchester's public buildings.
- Continue with developing and executing energy efficiency projects, retro commissioning and upgrades of various heating control systems at Ambrose School, McCall Middle School and the Public Safety complex.
- Make upgrades and improvements to Board of Selectmen's Room to allow them to function at the level that would be anticipated to the importance of their work.
- Evaluate and implement more contract services versus permanent employee as the size and technology of the buildings grows.

### Prior Year's Accomplishments

- Completed first phase of two part plan to reassess the Town's buildings. This is a cataloging of all building components with a condition assessment and raw budgetary replacement values. This information is maintained in a database that is an instrumental tool in the capital planning process.
- Assisted in 2<sup>nd</sup> phase of the High School renovation project with cleaning and repair items, in addition to other services not covered by the contractor. Assisted in repairing damaged mechanical/electrical systems, moving and salvage projects, general project guidance and final cleaning.
- Completed many energy efficiency projects, upgrade of steam boiler and exhaust fan controls steam at Parkhurst, total steam trap replacement at Parkhurst and Mystic buildings(last remaining steam systems), LED lighting installed in portion of interior of McCall, LED conversion of site lighting at Lincoln, Lynch and Ambrose Schools as well as Town Hall and the Jenks center parking lot. Air infiltration mitigation at Public Safety Building.
- Site improvements around Town hall including major repairs to failing stone stairways and pedestrian walk areas.

- Remediated moisture problems in basement level of Town Hall with added ventilation and materials replacement.
- Secured a \$10,000 grant from the Town's insurance provider to inventory and develop a detailed maintenance plan and schedule for the new High School equipment and install it in the Town's work order system. This will provide automatically generated work orders at manufacturer's recommended intervals with detailed maintenance service requirements that the Buildings Dept. will execute and track

### **Statistics**

Maintenance of 1,240,953 square feet of public buildings.

## DPW - GARAGE

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 188,222                | 193,742                | 197,060                 | 197,060                 | 0                      |
| Other Expenses         | 183,340                | 212,250                | 211,950                 | 211,950                 | 0                      |
| Equipment              | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>           | <b>371,562</b>         | <b>405,992</b>         | <b>409,010</b>          | <b>409,010</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 DPW fleet, police cruisers, and Town vehicles in other departments. In addition, the Garage is responsible for maintain the mechanical equipment at the Transfer Station.

### FY2018 Objectives

- Update fleet of Public Works vehicles by with one new highway salter truck.
- 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

1. Procured two pickup trucks and a van in Water/Sewer department, and a pickup and van in buildings department.
2. As part of new capital maintenance program, refurbished salter truck #2 for a fraction of the cost of a new vehicle.
3. Maintained transfer station conveyor belt.

### Statistics

|                 | <b>Vehicle</b> | <b>Construction Equipment</b> |
|-----------------|----------------|-------------------------------|
| DPW             | 12             | 66                            |
| Water/Sewer     | 10             | 14                            |
| Police          | 19             |                               |
| Board of Health | 1              |                               |
| Engineering     | 1              |                               |
| Building        | 1              |                               |

## DPW – TRANSFER STATION

| PROGRAM COSTS          | FY16<br>Actual   | FY17<br>Budget   | FY18<br>Request  | FY18<br>Manager  | FY18<br>FinCom |
|------------------------|------------------|------------------|------------------|------------------|----------------|
| Personal Services      | 411,977          | 430,776          | 441,085          | 441,085          | 0              |
| Other Expenses         | 714,570          | 728,980          | 739,640          | 739,640          | 0              |
| Equipment              | 0                | 0                | 0                | 0                | 0              |
| <b>TOTAL</b>           | <b>1,126,546</b> | <b>1,159,756</b> | <b>1,180,725</b> | <b>1,180,725</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 of 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 screen or unscreened compost.

### FY2018 Objectives

- Continue the SMART program for a fourth year. This past year 710 families participated in the pay as you throw program. The pricing structure for 2017 remains the same at \$55 for the first vehicle and \$20 for additional vehicles.
- Recycling can be greatly increased in Winchester. JRM Recycling our new recycling company started collecting single-stream recycling for us on July 1, 2016. Our annual single stream recycling is about 1700 tons. Currently, with a Mass DEP grant for in-kind technical assistance we are working on a mandatory recycling regulation for Winchester residents, businesses and private haulers for increased recycling.
- Continue with organic food waste collection program at transfer station.
- Continue new confidential shredding program offered by JRM twice a year.
- Continue collecting clean white Styrofoam marked 6 PS “Preformed Bulk Packing” and coolers. We contracted with Gold Circuit E-Cycling of Ludlow, MA to pick up the Styrofoam several times a year. The first collection took place on November 5, 2016 and about 100 pounds was dropped off.
- Continue to compost and trommel screen the fall leaves from the past few years and make a good screened compost soil for residents’ and DPW use. Over 1000 cubic yards were screened again this year.
- Start recycling mattresses/box springs using a Mass DEP Sustainable Materials Recovery Program grant for startup.

### Prior Year’s Accomplishments

- We signed a multi-year Single-Stream Recycling contract with JRM Recycling of Peabody, MA. It will give us a substantial savings on tipping fees over the life of the contract. There is also a provision for a fifth recycling compactor unit in the contract should it be needed at the transfer station. A Small Scale Initiative grant and a Recycling Dividends grant have helped us start an organic food waste recycling program with JRM recycling.
- JRM also helped us start an organic food waste collection in two locations at the transfer station on October 1, 2016. Our weekly collection is currently about 750 pounds.

- Another program offered by JRM is twice a year confidential paper shredding and the first event took place on November 19, 2016. About 2-3 tons of paper was shredded that day.
- Trash tonnages continue to remain stable at the 9000 ton range
- Recycling tonnage remains in the 1700 ton range.
- We continue to recycle many tons of electronics, rechargeable batteries, metal, books, clothing, swap shop items, yard waste, branches, asphalt, brick, concrete and stone.
- Mercury recycling continues for thermometers, thermostats, fluorescent tubes and other items in the universal waste container.

**Statistics**

|                     | <b>FY2013</b> | <b>FY2014</b> | <b>FY2015</b> | <b>FY2016</b> |
|---------------------|---------------|---------------|---------------|---------------|
| Recycle Tonnage     | 1737*         | 1744          | 1753          | 1738          |
| Compost Tonnage     | 2554          | 2007          | 2331          | 1483          |
| Solid Waste Tonnage | 8784          | 8760          | 8747**        | 9095**        |

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

## DPW - CEMETERY

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 127,265                | 134,907                | 135,408                 | 135,408                 | 0                      |
| Other Expenses         | 113,343                | 110,950                | 112,950                 | 112,950                 | 0                      |
| Equipment              | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>           | <b>240,608</b>         | <b>245,857</b>         | <b>248,358</b>          | <b>248,358</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.

### FY2018 Objectives

- Finalize Pavement on Willow Avenue Sidewalk, install irrigation and mark-out graves.
- Continue maintenance of cemetery trees, including pruning and brush removal.
- Layout more Monument graves out in Saraco Way.
- Implement New Bench and Tree Program.
- Construct and plant some new islands of shrubs and flowers to create more color throughout the Cemetery grounds.
- Replace Cemetery Coordinator’s Vehicle.

### Prior Year’s Accomplishments

- Sold more Niches and Graves in Dell Area.
- Had a record year in number of graves sold.
- Developed a new brochure for the Columbarium Niche Wall and started selling Niches.
- Removed and hydro seeded grass at the front entrance of the Cemetery.
- Planted more Shade Trees on the grounds.

### Statistics

|                 | <b>FY2013</b> | <b>FY2014</b> | <b>FY2015</b> | <b>FY2016</b> |
|-----------------|---------------|---------------|---------------|---------------|
| Interments      | 129           | 131           | 165           | 138           |
| Sites Purchased | 50            | 68            | 64            | 92            |
| Total Income    | \$341,605     | \$280,020     | \$360,538     | \$383,671     |

## DPW – SNOW AND ICE

| <b>PROGRAM COSTS</b>   | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 166,786                | 123,300                | 125,800                 | 123,300                 | 0                      |
| Other Expenses         | 252,242                | 251,700                | 251,700                 | 251,700                 | 0                      |
| Equipment              | 13,430                 | 25,000                 | 25,000                  | 25,000                  | 0                      |
| <b>TOTAL</b>           | <b>432,458</b>         | <b>400,000</b>         | <b>402,500</b>          | <b>400,000</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 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.

### FY2018 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 winter that produced 38" inches of snow.
- The DPW performed six (6) full-scale operations and five (5) sand and salt operations for a total of 11 events.

### STATISTICS

|                                  | <b>FY2013</b> | <b>FY2014</b> | <b>FY2015</b> | <b>FY2016</b> |
|----------------------------------|---------------|---------------|---------------|---------------|
| <b>Plowable Storms</b>           | 4             | 9             | 5             | 6             |
| <b>Snowfall</b>                  | 70.5"         | 67"           | 99"           | 38"           |
| <b>Road Salt</b>                 | 2,600 tons    | 3,300 tons    | 3,265 tons    | 2,029 tons    |
| <b>Road Sand</b>                 | 339 tons      | 433 tons      | 300 tons      | 100 tons      |
| <b>Sand &amp; Salt Incidents</b> | 26            | 26            | 29            | 11            |

## **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

Vocation Education

**WINCHESTER PUBLIC SCHOOLS  
OFFICE OF THE SUPERINTENDENT OF SCHOOLS**

January 3, 2017

TO: Mr. Richard Howard  
Town Manager

I am pleased to present the proposed Winchester Public Schools' FY18 Budget to the School Committee for review and consideration. The FY18 proposed budget of \$47,509,300 represents an increase of \$2,254,300 over FY17, or 4.98%.

The proposed FY18 budget includes the following:

- Contractual step/lane changes for employees in collective bargaining units
- Anticipated retirement and other personnel savings
- Provisions for anticipated and known cost increases in special education out-of-district tuition, transportation and services.
- A net increase of 6.6 full-time equivalent (FTE) staff members (special education, 9-12 regular education, nursing, and math/STEM coordination)
- Provisions for technology replacement, athletics support, and curriculum review/revision.

**Summary of Proposed FY18 Personnel Costs**

|                         |                   |              |
|-------------------------|-------------------|--------------|
| Net Salary Adjustments* | \$1,378,371       | 3.05%        |
| New Personnel           | <u>\$ 439,827</u> | <u>0.97%</u> |
|                         | \$1,818,198       | 4.02%        |

\*includes step/lane changes, projected contract settlements and wage adjustments for non-union employees and is net of projected retirements and reorganizations

**Summary of Proposed FY18 Personnel Changes**

- Enrollment-related increase for new K-12 core teachers: .7 FTE increase
- Enrollment-related increase for additional WHS Nurse: .4 FTE increase
- Math/STEM Coordinator (K-5) 1.0 FTE
- Mandated Personnel Increases for Special Education In-district Programs/Classrooms:
  - 2.5 FTE for Co-Teaching
  - 1.0 FTE for Autism Program
  - 1.0 FTE for LBLD/Co-Teaching

**Summary of Proposed Non-Personnel Increases**

|                             |                   |              |
|-----------------------------|-------------------|--------------|
| Special Education Services* | \$ 208,461        | 0.46%        |
| Technology Replacement      | 24,481            | 0.05%        |
| Transportation              | 118,100           | 0.26%        |
| Supplies/materials          | 35,459            | 0.08%        |
| Athletics                   | 49,600            | 0.11%        |
|                             | <u>\$ 345,101</u> | <u>0.96%</u> |

\*The categories of projected and known increases for special education are:

- Out-of-district tuition increases (\$84,549)
- Transportation, in and out-of-district increases (\$49,629)
- Contracted services and testing (\$74,283)

## **Budget Development Process and Timeline**

The process of initial budget development is driven by consideration of several important factors:

- Projected enrollment-related costs (staffing and materials)
- Projected fixed costs (including employment contract settlements and transportation costs)
- Projected specialized costs (special education staffing and in and out-of-district costs, English Language Learner staffing/materials, and staffing/programs for at-risk students)
- Projected one-time costs (textbook replacement, technology initiatives, professional development)
- Proposed PreK-12 program improvement (technology replacement, staffing and materials costs for curriculum/program enhancement, and athletics/co-curricular programs)
- Individual school and district improvement goals.

As we develop the FY18 budget, we focus on providing high-quality educational programs and services in a cost-effective and efficient manner. To that end, initial budget development first addresses the known costs for level services and the potential increases necessary in several key budget areas (contract settlements, special education, enrollment-based staffing increases). Next, we consider improvement goals and action plans and the related budget impact, both in the short and long-term. Finally, we consider school and district improvement that may not be feasible as part of short-term budget planning, but that may be considered in future budget years.

### **The Budget Development Timeline**

- Summer 2016: School committee members and district leadership met to identify priority areas for district goals and improvement.
- September 2016: District goals discussed and approved.
- October 2016: Long and short-term enrollment projections developed. Core classroom section targets established.
- November/December 2016: Budget Advisory group met to review process and needs. Program improvement needs were reviewed.

## **District Goals and Improvement Plan for 2016-2017**

The plan supports both district and individual school improvement and enables us to focus on key areas of need. It also supports appropriate budget development, effective professional development, and efficient technology planning. Please note that many of the goals and action steps in this plan will continue beyond the current school year and that goals one and two are continuation goals from 2015-2016.

### **2016-2017 District Goals and Improvement Plan**

#### Continuation Goals:

- I. Build a strong and effective system of supports and interventions to ensure that all students' social-emotional and mental health needs are met.
- II. Support high levels of academic achievement through continuous improvement of teaching and learning, with the following focus areas:
  - a. Curriculum Review and Revision
  - b. Technology Integration
  - c. Differentiated and Personalized Instruction in Inclusive Settings

New Goals:

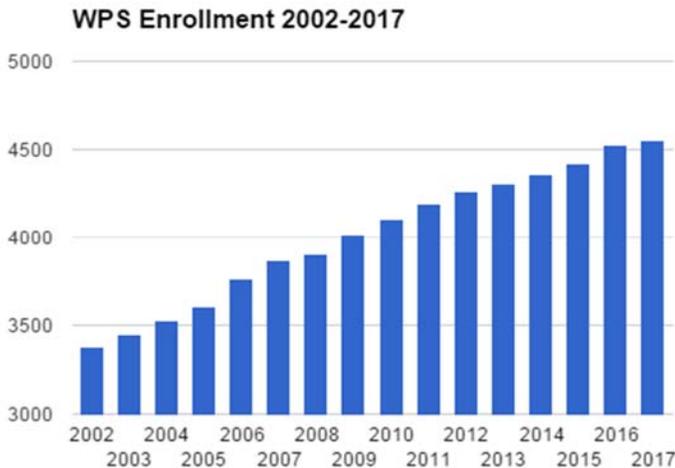
III. Ensure that programs, practices, and resources are aligned with the community’s values and vision for the district through a comprehensive review and planning process that includes all stakeholders.

IV. Support program improvement and innovation by reviewing areas for educational innovation, including:

- a. Transition to Full-Day/Full-Week Kindergarten
- b. Foreign Language Expansion
- c. Innovative School Schedules

**Enrollment: 2002-2018**

Our schools have seen a dramatic increase in enrollment since 2001-2002, when our enrollment totaled 3,378. In 2016-2017, our enrollment is 4,688, an increase of 1,310 students since 2002. This significant increase in enrollment has required the addition of new classroom and specialist teachers and has also placed a strain on our school facilities. We are at or over capacity for core classroom spaces at grades K-8. The town/district is currently engaged in updating our ten-year Master Plan for School Facilities and expect recommendations in the spring of 2017 to address space needs. Fall 2016 town meeting approved funding for planning to address space needs at McCall Middle School.



In 2017-2018, K-5 enrollment is projected to remain stable at 2,181. We plan to staff 111 K-5 core classrooms in FY18, which remains unchanged from the FY17 budget. Grade 6-8 enrollment is projected to remain stable. At Winchester High School, the grade 9-12 enrollment is projected to increase significantly, by up to 85 students, bringing the total student population to 1,351. We have budgeted for an increase in .4 FTE new nursing services and .7 FTE new core teaching positions at WHS for FY18. Final staffing needs at WHS for 2017-2018 are dependent on the completion of the course selection process. Districtwide, class sizes remain, on average, within school committee targets and below contractual limits.

Winchester Public Schools

2017-18 Projected Core Classrooms

January 2017

|                     | Ambrose   | Lincoln   | Lynch     | Muraco    | Vinson-Owen | Totals     |
|---------------------|-----------|-----------|-----------|-----------|-------------|------------|
| <b>Kindergarten</b> | 60        | 75        | 75        | 70        | 70          | 350        |
| # sections          | <b>3</b>  | <b>4</b>  | <b>4</b>  | <b>4</b>  | <b>4</b>    | <b>19</b>  |
| Class size          | 20        | 19        | 19        | 18        | 18          | 19         |
| <b>Grade 1</b>      | 55        | 82        | 85        | 69        | 52          | 343        |
| # sections          | <b>3</b>  | <b>4</b>  | <b>4</b>  | <b>4</b>  | <b>3</b>    | <b>18</b>  |
| Class size          | 18        | 21        | 22        | 18        | 17          | 19         |
| <b>Grade 2</b>      | 69        | 64        | 86        | 58        | 64          | 341        |
| # sections          | <b>4</b>  | <b>3</b>  | <b>4</b>  | <b>3</b>  | <b>3</b>    | <b>17</b>  |
| Class size          | 18        | 21        | 22        | 19        | 21          | 20         |
| <b>Grade 3</b>      | 82        | 75        | 63        | 65        | 67          | 352        |
| # sections          | <b>4</b>  | <b>4</b>  | <b>3</b>  | <b>3</b>  | <b>4</b>    | <b>18</b>  |
| Class size          | 21        | 19        | 21        | 22        | 17          | 20         |
| <b>Grade 4</b>      | 77        | 71        | 87        | 68        | 87          | 390        |
| # sections          | <b>4</b>  | <b>4</b>  | <b>4</b>  | <b>4</b>  | <b>4</b>    | <b>20</b>  |
| Class size          | 19        | 18        | 22        | 17        | 22          | 21         |
| <b>Grade 5</b>      | 84        | 49        | 72        | 70        | 82          | 357        |
| # sections          | <b>4</b>  | <b>3</b>  | <b>4</b>  | <b>4</b>  | <b>4</b>    | <b>19</b>  |
| Class size          | 21        | 16        | 19        | 18        | 21          | 19         |
| <b>Totals</b>       | 427       | 416       | 468       | 400       | 422         | 2133       |
| # sections          | <b>22</b> | <b>22</b> | <b>23</b> | <b>22</b> | <b>22</b>   | <b>111</b> |
| Class size          | 20        | 20        | 20        | 19        | 20          | 19         |

McCall Middle School

|                |             |
|----------------|-------------|
| <b>Grade 6</b> | 384         |
| <b>Grade 7</b> | 387         |
| <b>Grade 8</b> | 365         |
| <b>Total</b>   | <b>1136</b> |

Winchester High School

|                 |             |
|-----------------|-------------|
| <b>Grade 9</b>  | 362         |
| <b>Grade 10</b> | 359         |
| <b>Grade 11</b> | 297         |
| <b>Grade 12</b> | 333         |
| <b>Total</b>    | <b>1351</b> |

## **Proposed Budget Initiatives: FY18-FY21**

### Introduction/Assumptions

The process of including new initiatives in budget development, both in the short-term (FY18) and longer-term (FY19-FY21) is driven by consideration of several important factors:

- Projected enrollment-related costs (staffing and materials)
- Projected fixed costs (including employment contract settlements and transportation costs), projected specialized costs (special education staffing and in and out-of-district costs, English Language Learner staffing/materials, and staffing/programs for at-risk students)
- Projected one-time costs (textbook replacement, technology initiatives, professional development)
- Proposed PreK-12 program improvement (technology replacement, staffing and materials costs for curriculum/program enhancement, and athletics/co-curricular programs)
- Individual school and district improvement goals.

As we develop the FY18 budget, we focus on providing high-quality educational programs and services in a cost-effective and efficient manner. To that end, initial budget development first addresses the known costs for level services and the potential increases necessary in several key budget areas (contract settlements, special education, enrollment-based staffing increases). Next, we consider improvement goals and action plans and the related budget impact, both in the short and long-term. Finally, we consider school and district improvement that may not be feasible as part of short-term budget planning, but that may be considered in future budget years.

### **FY18 Budget Initiatives**

#### Special Education Co-Teaching Program Improvement

Expansion of the district's co-teaching model will require approximately 2.5 full-time-equivalent teachers (FTEs) to meet students' needs for special education teachers to work in partnership with regular education teachers in our classrooms in grades 2-12. This expansion is connected to service delivery models mandated in students' individualized education plans (IEPs). (\$148,964)

#### Special Education In-District Program Improvement

Expansion of 2017-2018 enrollment in special education in-district programs for students with Autism Spectrum Disorder (ASD) and Language-Based Learning Disabilities (LBLD) at McCall Middle School requires two new specialized teachers. (\$119,172)

#### Mathematics/STEM Facilitation (K-5)

This position will provide oversight, facilitation, and support for teachers in all five elementary schools in mathematics/STEM subjects. Several years ago the district added a K-5 Literacy Director position, but currently has no equivalent district or school-based support for mathematics/STEM for grades K-5. (See draft job description.) (\$91,413)

#### Pilot Elementary Grade-Level and Math/STEM Leaders (K-5)

Department directors and middle school curriculum leaders currently provide curriculum and instructional oversight of grade 6-12 core content, but the district lacks similar support in grades K-5. This proposed initiative will fund six (6) teacher leader stipends (one per grade level) and five (5) school-specific mathematics/STEM teacher leaders in order to provide increased cross-district communication, oversight, and curriculum articulation among our five elementary schools. (\$16,500)

#### Technology Replacement Plan

This continues year two of a planned multi-year funding replacement source for switches, servers, wireless access points, projectors, servers, specialized labs, and staff devices. This includes funding for an additional ISP Internet connection, and also reflects a decrease of \$50K for the FY17 one-time charge for the student information database implementation. (Net: \$24,481)

## **FY-19-FY21 Initiatives**

### **World Language (WL) Program Improvement (grades 6-8): FY19**

Studies about best practices in world language study are clear that beginning a language as early as possible enhances students' mastery of that language. WPS students currently begin WL in grade 7, where their peers in other districts often begin study in grade 5 or 6. As part of a curriculum review, we would propose studying the budget impact on staffing, materials, and curriculum revision of a movement to beginning WL in grade 6. In addition, the district does not currently offer a non-western language as part of the WL program, except through online study. We would propose considering adding a non-western language in FY19. The budget implications of an additional language (staffing, materials, professional development) would carry over into subsequent years as more sections and materials are required. A curriculum review in World Language will begin in 2017.

### **Curriculum Review: FY19-21**

The district will complete curriculum reviews in mathematics, science/technology, social studies, and allied arts in the next 2-3 years. Recommendations from the reviews may result in budget needs in staffing, materials, and professional development in future budget years.

### **School Start Times/Schedules: FY19**

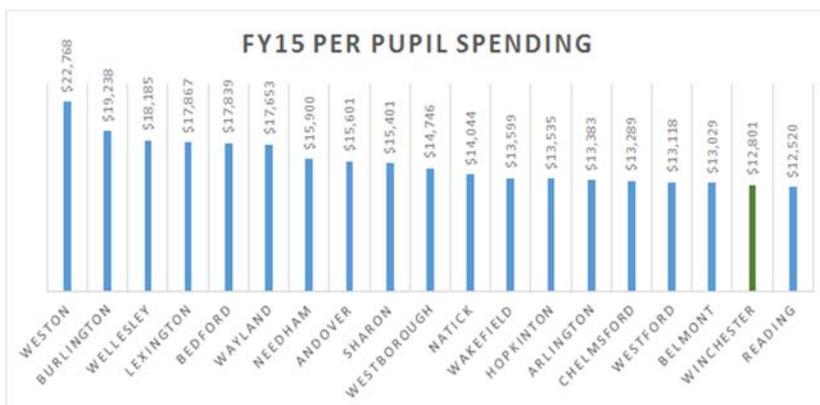
Three district-wide committees have been established to review current school schedules and allied arts course offerings (elementary, middle and high school) with the goal of making recommendations to improve student achievement and support students' social-emotional well-being. In the spring of 2017 the district will establish a school start time review committee, with the goal of making recommendations for changes to school start and end times for 2018-2019 by the end of this calendar year. Possible budget impacts might include transportation costs and increased staffing for allied arts programs.

## **Comparison Community Benchmarks**

It is useful to look at benchmark data from comparable communities to assess how efficient and effectively the district is in using resources to provide educational outcomes for the children of Winchester. As part of contract negotiations with the Winchester Education Association, a compensation committee was established to determine a group of "like" communities. (Please note that all data reflected in the benchmark comparisons was taken from the Department of Elementary and Secondary Education Website or the Massachusetts Department of Revenue Website.)

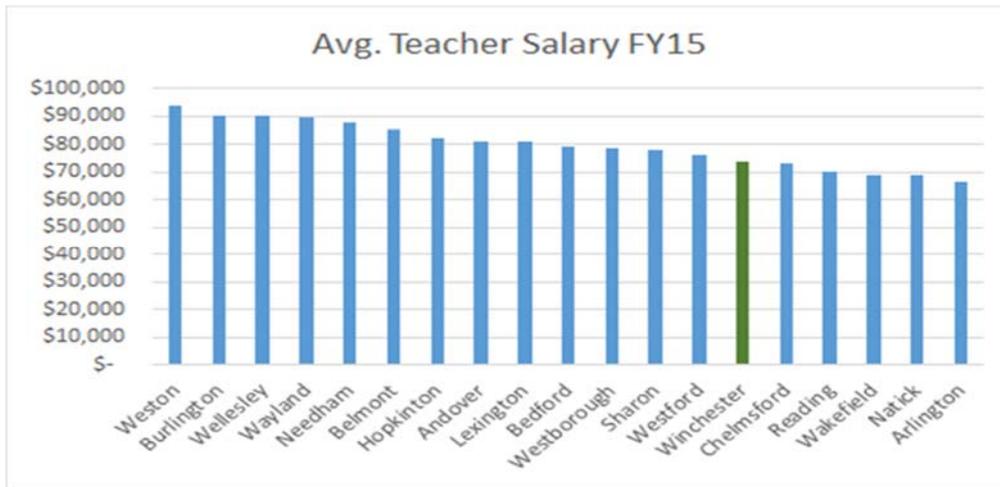
### **FY18 Budget Benchmark: Per-Pupil Expenditures**

The first point of comparison is FY15 Per-Pupil Spending. Please note that per-pupil spending includes all sources of revenue, including government allocation, fee, and donations. Winchester's per-pupil spending continues to be relatively low for the comparison group.



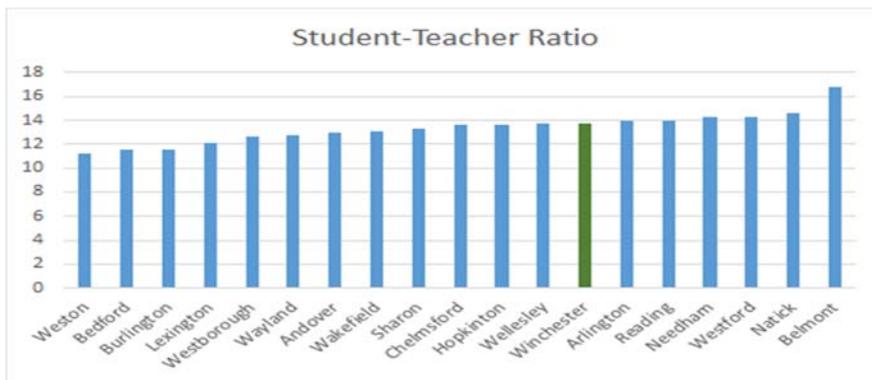
**FY18 Budget Benchmark: Average Teacher Salaries**

The next benchmark category relates to our largest district cost: personnel. The following chart reflects our average teacher salaries for FY19.



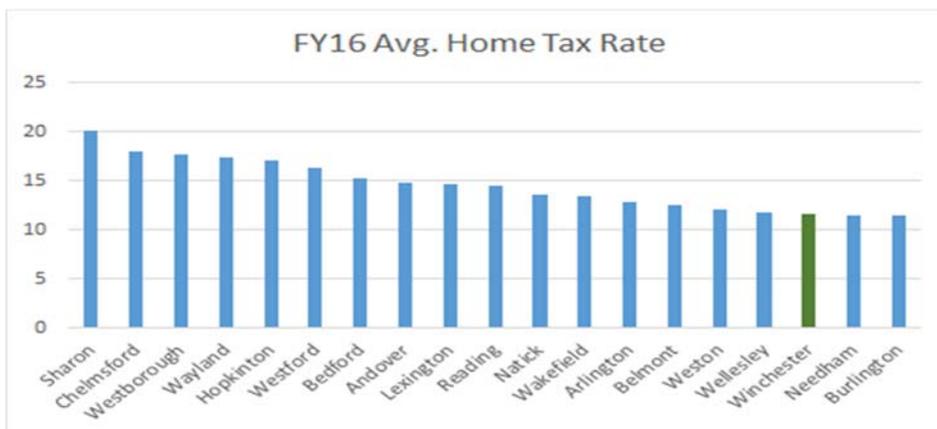
**FY18 Budget Benchmark: Student-Teacher Ratios**

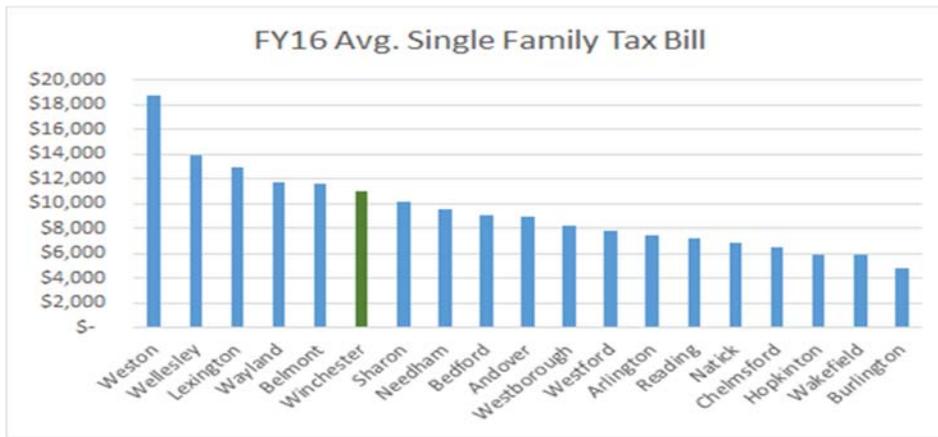
The school committee has set reasonable class sizes as a strong priority in Winchester. The following chart shows the district’s ranking relative to the benchmark communities in terms of student-teacher ratios.



**FY18 Budget Benchmark: Average Single-Family Tax Rate**

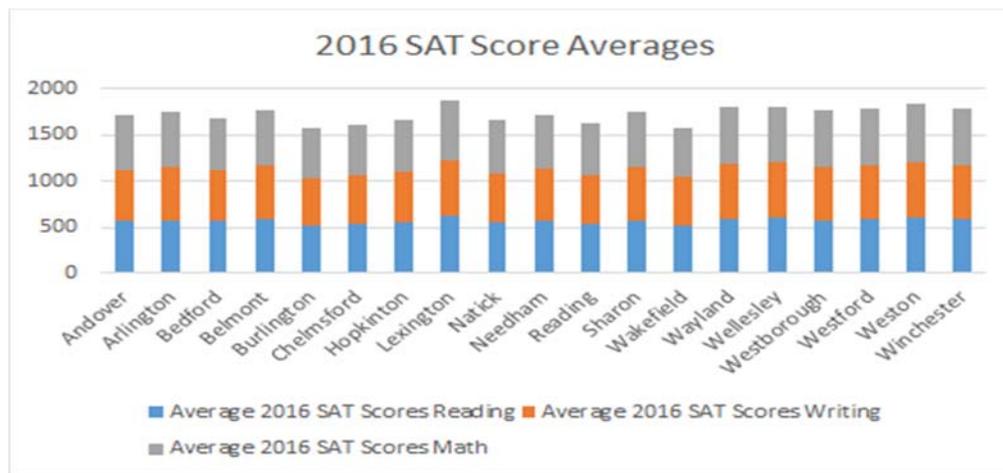
The next benchmark comparison relates to the town’s ability to raise revenue and the relative costs for real-estate taxes. While the average FY16 single-family tax rate is low among the benchmark communities, the average FY16 tax bill is relatively higher due to strong home values.





**FY18 Budget Benchmark: Student Achievement**

In relation to the comparison group, overall student achievement in Winchester is quite high. The transition to the new MCAS test in 2016 makes district-to-district comparisons difficult on this test, since some districts used PARCC testing and these results were not reported. However, SAT results reflect very high achievement by Winchester High School students.



**Next Steps in FY18 Budget Development**

- Public hearing on FY18 Proposed Budget and School committee vote: 1/24/17
- Continued monitoring of enrollment and special education costs
- Budget advisory group meetings
- School committee budget discussions
- Annual town meeting: Spring 2017

**Financial Section**

- Budget summary data by cost centers
- Staffing FTE summary data by cost centers
- Budget and FTE staffing data by cost centers

Respectfully submitted,  
 Judith A. Evans  
 Superintendent of Schools

## CENTRAL OFFICE

| <b>PROGRAM COSTS</b>    | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|-------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services       | 2,139,880              | 2,480,911              | 0                       | 0                       | 0                      |
| Other Expenses          | 946,671                | 798,939                | 0                       | 0                       | 0                      |
| Equipment               | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>            | <b>3,086,551</b>       | <b>3,279,850</b>       | <b>0</b>                | <b>0</b>                | <b>0</b>               |
| <b>STAFFING</b>         |                        |                        |                         |                         |                        |
| Managerial              | 4.00                   | 4.00                   | 4.00                    |                         |                        |
| Clerical                | 6.00                   | 7.00                   | 7.00                    |                         |                        |
| Directors/Coordinators  | 6.40                   | 6.90                   | 7.90                    |                         |                        |
| School Resource Officer | 0.00                   | 0.00                   | 0.00                    |                         |                        |
| Librarian               | 0.00                   | 0.00                   | 0.00                    |                         |                        |
| <b>TOTAL</b>            | <b>16.40</b>           | <b>17.90</b>           | <b>18.90</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 Operations Office, Human Resources and Directors/Coordinators for regular education.

### FY2018 Objectives

- Provide staff development that focuses on strategies that increase student engagement in academic work and on strategies that provided differentiated instruction options within classrooms
- Continue to explore alternative scheduling options that increase staff collaboration in all schools
- Continue to implement tech plan under the PowerEd UP
- Continue to expand co-teach model at elementary, middle and high school levels

### Prior Year Accomplishments

- Expanded co-teach model at elementary and high school levels
- Continued to provide staff development that focuses on strategies that increase student engagement in academic work and on strategies that provided differentiated instruction options within classrooms

## SENIOR HIGH SCHOOL

| PROGRAM COSTS       | FY16<br>Actual   | FY17<br>Budget   | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|---------------------|------------------|------------------|-----------------|-----------------|----------------|
| Personal Services   | 6,457,616        | 6,596,255        | 0               | 0               | 0              |
| Other Expenses      | 244,349          | 309,107          | 0               | 0               | 0              |
| Equipment           | 5,163            | 13,930           | 0               | 0               | 0              |
| <b>TOTAL</b>        | <b>6,707,128</b> | <b>6,919,292</b> | <b>0</b>        | <b>0</b>        | <b>0</b>       |
| <b>STAFFING</b>     |                  |                  |                 |                 |                |
| Principal/Assistant | 3.00             | 3.00             | 3.00            |                 |                |
| Teachers            | 73.40            | 73.20            | 73.90           |                 |                |
| ELL Instructor      | 1.00             | 0.80             | 0.80            |                 |                |
| Librarian           | 1.00             | 1.00             | 1.00            |                 |                |
| Aides               | 1.00             | 0.00             | 0.00            |                 |                |
| Clerical            | 7.54             | 7.54             | 7.54            |                 |                |
| <b>TOTAL</b>        | <b>86.94</b>     | <b>85.54</b>     | <b>86.24</b>    | <b>0.00</b>     | <b>0.00</b>    |

### Principal Budget Message

Winchester High School is a comprehensive high school serving a growing population of approximately 1275 students in grades nine to twelve. We offer the area's most diverse and wide-ranging selection of academic courses and extracurricular activities for our students. The last phase of our ongoing construction remodel process is in full swing. Our students and staff are now enjoying the use of our modernized science labs, art rooms, innovation labs and updated athletic complex. The final phase of the construction involves the main academic wings known as the A and B wings, which are scheduled for completion August/September 2017. The WHS community is looking forward to being all under one roof and enjoying the modern school environment for generations to come.

### FY2018 Objectives

- Create and implement our new initiatives for Mental Wellness and Behavioral Health for all students
- Continue to implement and grow the newly-established Special Education co-teaching model in the ninth and tenth grades.
- Increase communication to all stakeholders and community members through the use of multiple online communication platforms and the new Aspen student information system.
- Strengthen positive relationships between the high school and the Winchester community.
- Finalize plans for fully transitioning into the completed Winchester High beginning in August 2017.

### Prior Year Accomplishments

- Winchester High was named a Level 1 School by the Massachusetts Department of Secondary Education (highest level of category).
- Winchester High School had 28 Commended and 9 Semi-Finalists as part of the National Merit Scholarship Award. The Commended students are in the top 5% of PSAT test takers and semi-finalists are in the top 16,000 out of the over 1.5 million who take the PSATs.
- WHS was recently recognized by the MIAA as one of only 160 schools in the Commonwealth to be named to the Athletic Sportsmanship Honor Roll.
- WHS was ranked by Boston Magazine as a top 10 school in the Commonwealth of Massachusetts.

**Projected Enrollments**

| <b>Grades</b>         | <b>9</b> | <b>10</b> | <b>11</b> | <b>12</b> | <b>Total</b> |
|-----------------------|----------|-----------|-----------|-----------|--------------|
| <b>FY17 Actual</b>    | 357      | 297       | 331       | 275       | 1260         |
| <b>FY18 Projected</b> | 362      | 359       | 297       | 333       | 1351         |

**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       | FY16<br>Actual   | FY17<br>Budget   | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|---------------------|------------------|------------------|-----------------|-----------------|----------------|
| Personal Services   | 5,569,751        | 5,695,863        | 0               | 0               | 0              |
| Other Expenses      | 180,852          | 193,220          | 0               | 0               | 0              |
| Equipment           | 2,457            | 12,050           | 0               | 0               | 0              |
| <b>TOTAL</b>        | <b>5,753,061</b> | <b>5,901,133</b> | <b>0</b>        | <b>0</b>        | <b>0</b>       |
| <b>STAFFING</b>     |                  |                  |                 |                 |                |
| Principal/Assistant | 3.00             | 3.00             | 3.00            |                 |                |
| Teachers            | 65.00            | 65.00            | 65.00           |                 |                |
| 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>73.00</b>     | <b>73.00</b>     | <b>73.00</b>    | <b>0.00</b>     | <b>0.00</b>    |

### Principal Budget Message

McCall Middle School is a comprehensive middle school serving 1,136 students in Grades 6-8. The projected enrollment for the 2016-2017 school year is approximately the same as this year. Enrollment is projected to increase the following school year.

As McCall's enrollment continues to increase so too will our class sizes. We are in the process of discussing schedule changes for the 2018-2019 school year and hope to have proposed drafts by the end of the current school year. At the present time we offer Spanish, Italian, and French to our grades 7 & 8 students. We are investigating the possibility of beginning foreign language in grade 6 and offering non-western languages for the 2018-2019 school year.

With the increase in enrollment over the last several years, we have identified new teaching spaces throughout the building. We have converted book rooms, copy rooms, and science storage spaces into small classrooms and offices. Even with all of these newly created classrooms, we still remain short on space, needing to use half of the library for 2 small classrooms and no longer having a teacher work room & dining room. It is our hope that we will be able to build additional space for McCall in the next few years.

### FY2018 Objectives

- **School Climate Goal** - The objective of this goal is to see 1-5% increases in the number of students who report feeling safe and enjoy coming to school on the annually administered School Climate Survey for students.
- **Social/Emotional Health Goal** - The objective of this goal is to develop strategies, procedures, and protocols to support the social/emotional health of our students.
- **Bring Your Own Device (BYOD) Goal** - The objective of this goal is to create of a BYOD environment for all McCall students and staff in grades 6-8 for the 2016-2017 school year.
- **Response to Intervention Goal** - The objective of this goal is to design and implement a schoolwide TRT/RTI process by June 2017 with all teams implementing and utilizing the new McCall TRT/RTI processes.
- **MCAS Goal** - Increase the Student Growth Percentile for our Aggregate and High Needs subgroup. The objective of this goal is to increase our student growth percentile to the range of 40-60 for the aggregate in English, Math, and Science/Technology.

## Prior Year Accomplishments

- 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, Pumpkin Patch, Doing Projects, Muscular Dystrophy, Walk for Hunger, Winchester's Got Lunch, Project Purple Initiative, Spread the Word to End the Word, and our annual Call to Service Project for the entire school announced at our assembly to honor Dr. Martin Luther King, Jr. each January.
- Thanks to the district's partnership with WFEE, we have been able to upgrade the entire infrastructure in our schools allowing McCall to continue its BYOD initiative for the entire school. All students, grades 6-8, have a device that they have access to at school and at home. Based upon feedback from students, staff, and parents this initiative continues to demonstrate success. Our teachers have received and will continue to receive training and professional development in integrating technology into their curriculum as we continue this initiative. The success of this initiative is due in large part to the support from the district and teachers' willingness to work together to develop highly engaging and differentiated learning experiences for our students.

## FY17 Actual Enrollment

| Grade        | Students    | Sections    | Ratio        |
|--------------|-------------|-------------|--------------|
| 6            | 385         | 16          | 24.06        |
| 7            | 360         | 16.8        | 21.43        |
| 8            | 379         | 16.6        | 22.83        |
| <b>Total</b> | <b>1124</b> | <b>49.4</b> | <b>22.75</b> |

## FY18 Projected Enrollment

| Grade        | Students    | Teachers    | Ratio        |
|--------------|-------------|-------------|--------------|
| 6            | 384         | 16          | 24.00        |
| 7            | 387         | 16.6        | 23.31        |
| 8            | 365         | 16.8        | 21.73        |
| <b>Total</b> | <b>1136</b> | <b>49.4</b> | <b>23.00</b> |

## Average Class Size per District Guidelines

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

## AMBROSE ELEMENTARY SCHOOL

| PROGRAM COSTS     | FY16<br>Actual   | FY17<br>Budget   | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|-------------------|------------------|------------------|-----------------|-----------------|----------------|
| Personal Services | 2,295,307        | 2,564,699        | 0               | 0               | 0              |
| Other Expenses    | 75,243           | 70,359           | 0               | 0               | 0              |
| Equipment         | 0                | 0                | 0               | 0               | 0              |
| <b>TOTAL</b>      | <b>2,370,550</b> | <b>2,635,058</b> | <b>0</b>        | <b>0</b>        | <b>0</b>       |
| <b>STAFFING</b>   |                  |                  |                 |                 |                |
| Principal         | 1.50             | 1.50             | 1.50            |                 |                |
| Teachers          | 29.29            | 29.29            | 29.29           |                 |                |
| ELL Instructor    | 0.40             | 1.00             | 1.00            |                 |                |
| Librarian         | 1.00             | 1.00             | 1.00            |                 |                |
| Aides             | 1.00             | 1.00             | 1.00            |                 |                |
| Clerical          | 1.00             | 1.00             | 1.00            |                 |                |
| <b>TOTAL</b>      | <b>34.19</b>     | <b>34.79</b>     | <b>34.79</b>    | <b>0.00</b>     | <b>0.00</b>    |

### PROGRAM DESCRIPTION

The Ambrose Elementary School currently serves 445 students in Grades K-5. The projected enrollment for the 2017-2018 school year is approximately 427 students.

### FY2018 Objectives

- Focus on student achievement and how that can best be achieved by collaboration both across the system and within our school.
- Provide a safe and supportive school environment that focuses not only on academic growth and achievement but social and emotional well-being and happiness.
- Support and value a schedule that allows for common planning time for teachers and support staff.
- With the new MCAS 2.0 implementation, ensure students are given the appropriate day-to-day high level of academic instruction that highlights and fosters critical thinking skills.
- Continue active professional development with a continued focus on differentiation of instruction and specific and research-based student interventions.
- To continue the conversation and planning of a Makerspace within the elementary setting that supports and fosters creativity, critical thinking, use of imagination, and spirit.

### Prior Year's Accomplishments

- Classroom teachers continue to meet with their grade level counterparts across town to share, collaborate, and ensure consistency through grade level meetings.
- Ambrose added a new co-teaching section to its grade 3. The co-teach model is now present on grades 3-5.
- Additional staff have written in-district technology grants that allow for additional tools and devices to be used in the classroom.
- All classroom teachers and support staff are collaborating on the identification of priority of ELA curriculum standards based on the Common Core.
- The Ambrose committees continue to collaborate, generate new goals and objectives once prior ones have been completed, and work as a team to make Ambrose the best place it can be.
- Ambrose Huskies continue to meet the set goals and objectives of the B.A.R.K. school-wide initiative that supports the RULER program and encourages students to be the best they can be.
- Ambrose received Level 1 status per the State of Massachusetts as a result of students MCAS performance.

- With the continued support of the Ambrose PTO, Ambrose has offered enrichment opportunities to its students and staff with a focus on writing.
- Again, the Ambrose grade 2 students hosted and honored a variety of Ambrose Veterans during its school-wide annual Veterans Day celebration in November.

**FY17 Actual Enrollment**

|                | <b>Students</b> | <b>Teachers</b> | <b>Average</b> |
|----------------|-----------------|-----------------|----------------|
| <b>Grade K</b> | 51              | 3               | 17.00          |
| <b>Grade 1</b> | 69              | 4               | 17.25          |
| <b>Grade 2</b> | 83              | 4               | 20.75          |
| <b>Grade 3</b> | 77              | 4               | 19.25          |
| <b>Grade 4</b> | 85              | 4               | 21.25          |
| <b>Grade 5</b> | 78              | 4               | 19.50          |
| <b>Total</b>   | 443             | 23              | 19.26          |

**FY18 Projected Enrollment**

|                | <b>Students</b> | <b>Teachers</b> | <b>Average</b> |
|----------------|-----------------|-----------------|----------------|
| <b>Grade K</b> | 60              | 3               | 20.00          |
| <b>Grade 1</b> | 55              | 3               | 18.33          |
| <b>Grade 2</b> | 69              | 4               | 17.25          |
| <b>Grade 3</b> | 82              | 4               | 20.50          |
| <b>Grade 4</b> | 77              | 4               | 19.25          |
| <b>Grade 5</b> | 84              | 4               | 21.00          |
| <b>Total</b>   | 427             | 22              | 19.41          |

**Average Class Size per District Guidelines**

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

## LINCOLN ELEMENTARY SCHOOL

| PROGRAM COSTS     | FY16<br>Actual   | FY17<br>Budget   | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|-------------------|------------------|------------------|-----------------|-----------------|----------------|
| Personal Services | 2,515,977        | 2,563,389        | 0               | 0               | 0              |
| Other Expenses    | 60,605           | 62,542           | 0               | 0               | 0              |
| Equipment         | 475              | 2,500            | 0               | 0               | 0              |
| <b>TOTAL</b>      | <b>2,577,057</b> | <b>2,628,431</b> | <b>0</b>        | <b>0</b>        | <b>0</b>       |
| <b>STAFFING</b>   |                  |                  |                 |                 |                |
| Principal         | 1.50             | 1.50             | 1.50            |                 |                |
| Teachers          | 28.34            | 27.12            | 27.12           |                 |                |
| ELL Instructor    | 1.00             | 1.00             | 1.00            |                 |                |
| Librarian         | 1.00             | 1.00             | 1.00            |                 |                |
| Aides             | 1.00             | 1.00             | 1.00            |                 |                |
| Clerical          | 1.00             | 1.00             | 1.00            |                 |                |
| <b>TOTAL</b>      | <b>33.84</b>     | <b>32.62</b>     | <b>32.62</b>    | <b>0.00</b>     | <b>0.00</b>    |

### Principal Budget Message

Lincoln School is a K-5 elementary school, which currently serves 412 students. We will monitor enrollment numbers throughout the year with the goal of low class sizes informing any future staffing adjustments.

### FY2018 Objectives

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 offering continuous professional development opportunities.
- Continue to build upon best teaching practices as it relates to our co-teaching model 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. We would also like to continue the work we have begun this year with having the reading coach/teacher position. Continue to develop the social/emotional skills of children and adults through the use of the RULER Program.
- Continue to promote student participation in civic and charitable activities. This includes participation in clothing and food drives for charities, students visiting local nursing homes and retirement facilities and involvement in other types of philanthropic programs
- The Green Team will continue to build upon its successful efforts. The Student Green Team, made up of student representatives from grades 4 and 5, who under the guidance of a parent and staff volunteers, will continue to plan “Green Activities” for the Lincoln School. These activities will include working to increase greater participation of students walking to school; increase student and staff awareness with attention to proper recycling and reducing unnecessary waste; perform lunch trash audits; disseminate Green Team and Anti-Idling pledges; plant the bulbs for the Lincoln garden; present at the Lincoln School STEAM Night; host enrichment programs on energy conservation, pedestrian and bicycle safety; and continue to work collaboratively as a Safe Routes to School and Massachusetts Green Team member.
- Continue to cultivate the positive school culture that currently exists at Lincoln School. We will continue to meet regularly with our Spirit Committee to plan and implement school-wide events, as

well as gather information and feedback on important initiatives and topics of interest from staff, students, and families.

### **Prior Year Accomplishments**

- Academic Performance- Attainment of all achievement target goals as measured by 2016 MCAS scores for all grades and subjects tested. This year Lincoln School was recognized with the distinction of being named as a Commendation School by the Department of Elementary and Secondary Education. We have been invited to the State House this February in honor of this proud achievement.
- Collaboration -Use of grade level weekly common planning meetings focused on curriculum, assessments, and child study issues. This year we have also incorporated analysis and discussions of student data and student work. Ms. Clough and Ms. Cormier attend these weekly meetings with each grade level. We have also implemented flexible math groups throughout grades 1 - 5 in order to more effectively differentiate instruction and learning for all students.
- Civic and Charitable Initiatives. Students and staff continue to participate in clothing, food, toy, and health product collections. Visits to local nursing/retirement homes also continue.
- All staff and students continue to successfully implement the social/emotional learning program, RULER. Last year Lincoln School administered surveys to students, staff and parents to gather feedback on effectiveness of the program and how to continue to improve social and emotional learning for all school community. This information gathering has helped us strategically plan for this year.
- The Lincoln School Green Team, under the direction of Assistant Principal, Lisa Cormier, is made up of staff, parent volunteers, and students who focus on bringing greater awareness of environmentally friendly practices to our school community. Some of the topics addressed by the team included sponsoring monthly Walk to School Days and ongoing collaboration with the Safe Routes to School program; performing Lunch Trash Audits and sharing results with the community; disseminating Anti-Idling and Green Team pledges; hosting enrichment programs on energy conservation, pedestrian and bicycle safety, and Earth-friendly practices. Our Green Team students created and presented a number of excellent demonstrations at the STEAM (Science, Technology, Engineering, Arts, and Mathematics) Night held at Lincoln each year. The Lincoln School Green Team was awarded the Safe Routes to School Exemplary Program for the North Region of Massachusetts for outstanding efforts to hold monthly thematic Walk to School events; as well as a Certificate of Recognition as "Environmental Eagles" from the Massachusetts Green Team in recognition of their contributions to help sustain a cleaner, healthier environment through their systematic efforts to educate the school community about how to be more environmentally friendly.
- Lincoln School has continued to build upon our positive school culture and school spirit initiatives. We continue to participate in Monthly All School Assemblies, we have created a school store whereby upper and lower grade students use their real life math skills to sell school items. (Students learn how to count money and make change.) We also have school sweatshirts and T-shirts with school colors and a logo to wear throughout the school year. Ms. Clough has continued to host *Principal for The Day*, three times a year as opportunities for students - for both upper and lower grade students. Ms. Clough has continued holding monthly grade level parent coffees. Ms. Clough informs parents with regular communication through the use of School Messenger, The Weekly Linletter newsletter and a blog that features many of the wonderful learning experiences and special events happening throughout the school year in grades K - 5.
- Lincoln staff has implemented online report card this year as well as utilize the online edition of the Everyday Math (EDM) Program. These tools have also been shared with families so that students can access these tools from home for enrichment purposes as well as practicing math skills.
- This year we have been especially fortunate to pilot a reading coach/ teacher position. In this important role, the reading coach has been able to provide teachers with literacy resources, model lessons in both reading and writing instruction. This new role also allows the reading coach to provide professional development during faculty and district-wide PD meetings that includes up-to-date best literacy practices. We have also created a reading and writing nook at Lincoln School and

built a professional literacy library for staff as a result of having this coaching position. Many new teachers have accessed the expertise and guidance of the reading coach/teacher. The addition of this role has made a positive difference in assisting both our staff and students with regards to improving literacy.

**FY17 Actual Enrollment**

|                | <b>Students</b> | <b>Teachers</b> | <b>Average</b> |
|----------------|-----------------|-----------------|----------------|
| <b>Grade K</b> | 75              | 4               | 18.75          |
| <b>Grade 1</b> | 64              | 3               | 21.33          |
| <b>Grade 2</b> | 76              | 4               | 19.00          |
| <b>Grade 3</b> | 71              | 4               | 17.75          |
| <b>Grade 4</b> | 50              | 3               | 16.67          |
| <b>Grade 5</b> | 75              | 4               | 18.75          |
| <b>Total</b>   | 411             | 22              | 18.68          |

**FY18 Projected Enrollment**

|                | <b>Students</b> | <b>Teachers</b> | <b>Average</b> |
|----------------|-----------------|-----------------|----------------|
| <b>Grade K</b> | 75              | 4               | 18.75          |
| <b>Grade 1</b> | 82              | 4               | 20.50          |
| <b>Grade 2</b> | 64              | 3               | 21.33          |
| <b>Grade 3</b> | 75              | 4               | 18.75          |
| <b>Grade 4</b> | 71              | 4               | 17.75          |
| <b>Grade 5</b> | 49              | 3               | 16.33          |
| <b>Total</b>   | 416             | 22              | 18.91          |

**Average Class Size per District Guidelines**

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

## LYNCH ELEMENTARY SCHOOL

| PROGRAM COSTS     | FY16<br>Actual   | FY17<br>Budget   | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|-------------------|------------------|------------------|-----------------|-----------------|----------------|
| Personal Services | 2,560,563        | 2,655,738        | 0               | 0               | 0              |
| Other Expenses    | 64,505           | 67,957           | 0               | 0               | 0              |
| Equipment         | 601              | 2,000            | 0               | 0               | 0              |
| <b>TOTAL</b>      | <b>2,625,669</b> | <b>2,725,695</b> | <b>0</b>        | <b>0</b>        | <b>0</b>       |
| <b>STAFFING</b>   |                  |                  |                 |                 |                |
| Principal         | 2.00             | 2.00             | 2.00            |                 |                |
| Teachers          | 29.42            | 29.42            | 29.42           |                 |                |
| ELL Instructor    | 2.60             | 2.40             | 2.40            |                 |                |
| Librarian         | 1.00             | 1.00             | 1.00            |                 |                |
| Aides             | 1.00             | 1.00             | 1.00            |                 |                |
| Clerical          | 1.00             | 1.00             | 1.00            |                 |                |
| <b>TOTAL</b>      | <b>37.02</b>     | <b>36.82</b>     | <b>36.82</b>    | <b>0.00</b>     | <b>0.00</b>    |

### Principal Budget Message

Lynch is an active, diverse and welcoming community, currently serving 463 students kindergarten through grade five (556 including Pre-School). There is no specific request for additional personnel at this time. We are proud of our consistent practice of inclusion within our community. Within our facility we are honored to offer Winchester’s only pre-school program. As a faculty our goal is to challenge our students academically, while supporting their emotional needs in a healthy and safe environment. We strive for students to leave Lynch an eager lifelong learner, a positive sense of self-esteem, academically challenged, a respectful person and good friend to others.

### FY2018 Objectives

- Continue to evaluate and improve our tri-teacher models and differentiation practices through all grades. The focus and goal is to continue to be flexible with small group instruction and meet the academic and emotional needs of all children within the least restrictive environment.
- Continue to monitor our students’ emotional health and overall well-being. To continue to provide best practices when helping students in emotional need.
- Continue to implement and use technology effectively. To provide professional development to foster student learning and achievement.
- Continue to provide best instructional practices for our English Learners.

### Prior Year Accomplishments

- As a faculty we continue to collaborate on lessons, analyzing student data for effective instruction and concentration on the social and emotional needs of each student at weekly Collaborative Team Meetings. We use and refine student data to effectively differentiate instruction and successfully meet the needs of all Lynch students.
- This includes a successful initial year of a tri-teaching model in grade three. We are also in our second year of a tri-teach model in grade four.
- We continue to display gains in our MCAS scores. These results are partially due to focusing on differentiated instruction, identifying student academic needs and providing extended learning opportunities for all of our students (with a heavy focus on those who may be at risk). We continue with our Level 1 State Accountability Status.
- We continue to foster an active and accepting school community. This year we have added a “Mindfulness Minute” as part of our monthly faculty meetings. Many teachers have participated in

professional development with a focus on the emotional well-being of our students. Teachers at all levels have implemented mindfulness activities to their daily student agendas, along with the use of yoga and active “brain breaks.” One of our community highlight is our annual fifth grade vs. faculty basketball game in mid-February. This night ranks as one of the moments that our students will remember for many years after. Yearly we host our popular Lynch International Festival in mid-March. Last year’s event had over 500+ people attending to eat foods from around the world and watch performances from Lynch students, families and area multi-cultural artists. Our goal is to continue to strengthen our students bond with not only our teachers, but the school as a whole. Our children’s successes (now and future) are directly related to our focus on their happiness and positive sense of self.

**FY17 Actual Enrollment**

|                | <b>Students</b> | <b>Teachers</b> | <b>Average</b> |
|----------------|-----------------|-----------------|----------------|
| <b>Grade K</b> | 77              | 4               | 19.25          |
| <b>Grade 1</b> | 84              | 4               | 21.00          |
| <b>Grade 2</b> | 64              | 4               | 16.00          |
| <b>Grade 3</b> | 89              | 4               | 22.25          |
| <b>Grade 4</b> | 73              | 4               | 18.25          |
| <b>Grade 5</b> | 76              | 4               | 19.00          |
| <b>Total</b>   | 463             | 24              | 19.29          |

**FY18 Projected Enrollment**

|                | <b>Students</b> | <b>Teachers</b> | <b>Average</b> |
|----------------|-----------------|-----------------|----------------|
| <b>Grade K</b> | 75              | 4               | 18.75          |
| <b>Grade 1</b> | 85              | 4               | 21.25          |
| <b>Grade 2</b> | 86              | 4               | 21.50          |
| <b>Grade 3</b> | 63              | 3               | 21.00          |
| <b>Grade 4</b> | 87              | 4               | 21.75          |
| <b>Grade 5</b> | 72              | 4               | 18.00          |
| <b>Total</b>   | 468             | 23              | 20.35          |

Average Class Size per District Guidelines

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

## MURACO ELEMENTARY SCHOOL

| <b>PROGRAM COSTS</b> | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services    | 2,414,081              | 2,466,126              | 0                       | 0                       | 0                      |
| Other Expenses       | 58,157                 | 62,953                 | 0                       | 0                       | 0                      |
| Equipment            | 3,348                  | 2,450                  | 0                       | 0                       | 0                      |
| <b>TOTAL</b>         | <b>2,475,586</b>       | <b>2,531,529</b>       | <b>0</b>                | <b>0</b>                | <b>0</b>               |
| <b>STAFFING</b>      |                        |                        |                         |                         |                        |
| Principal            | 1.50                   | 1.50                   | 1.50                    |                         |                        |
| Teachers             | 26.04                  | 25.74                  | 25.74                   |                         |                        |
| ELL Instructor       | 1.20                   | 1.00                   | 1.00                    |                         |                        |
| Librarian            | 1.00                   | 1.00                   | 1.00                    |                         |                        |
| Aides                | 1.00                   | 1.00                   | 1.00                    |                         |                        |
| Clerical             | 1.00                   | 1.00                   | 1.00                    |                         |                        |
| <b>TOTAL</b>         | <b>31.74</b>           | <b>31.24</b>           | <b>31.24</b>            | <b>0.00</b>             | <b>0.00</b>            |

### Principal Budget Message

Muraco School serves a population of 395 students in grades K-5. The projected enrollment for FY18 is 409.

Our students in the co-teaching model continue to thrive, as a result of general educators, special needs teachers, and reading specialists planning, designing, and implementing differentiating lessons to best meet their diverse group of learners. We are requesting an additional .2 FTE special needs teacher with the purpose of expanding the co teaching model.

In regards to supplies and materials, our plan continues to be 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.

We continue to budget for updates to our furniture in the classrooms. Additionally, we have requested funding for alternative seating, which will help meet the needs of many of our students.

### FY2018 Objectives

- Create a MakerSpace in the library to provide students with more critical thinking, open-ended opportunities.
- Continue to develop differentiated units/lessons according to students' readiness, interest, and learning profile.
- Continue to provide opportunities for teachers to collaborate, to observe one another, and to share expertise.
- Continue to find ways to enhance our home/school partnership.

### Prior Year Accomplishments

- Successfully piloted a co teaching model in grades 3, 4 and 5.
- Educators in grades 3-5 integrated Google Classroom into lessons/units.
- Explored assistive technology opportunities for our students.
- Educators continued to share their expertise with colleagues.

### FY17 Actual Enrollment

|                | <b>Students</b> | <b>Teachers</b> | <b>Average</b> |
|----------------|-----------------|-----------------|----------------|
| <b>Grade K</b> | 62              | 3               | 20.67          |
| <b>Grade 1</b> | 58              | 3               | 19.33          |
| <b>Grade 2</b> | 62              | 3               | 20.67          |
| <b>Grade 3</b> | 67              | 3               | 22.33          |
| <b>Grade 4</b> | 69              | 4               | 17.25          |
| <b>Grade 5</b> | 78              | 4               | 19.50          |
| <b>Total</b>   | 396             | 20              | 19.80          |

### FY18 Projected Enrollment

|                | <b>Students</b> | <b>Teachers</b> | <b>Average</b> |
|----------------|-----------------|-----------------|----------------|
| <b>Grade K</b> | 70              | 4               | 17.50          |
| <b>Grade 1</b> | 69              | 4               | 17.25          |
| <b>Grade 2</b> | 58              | 3               | 19.33          |
| <b>Grade 3</b> | 65              | 3               | 21.67          |
| <b>Grade 4</b> | 68              | 4               | 17.00          |
| <b>Grade 5</b> | 70              | 4               | 17.50          |
| <b>Total</b>   | 400             | 22              | 18.18          |

### Average Class Size per District Guidelines

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

## VINSON-OWEN ELEMENTARY SCHOOL

| PROGRAM COSTS     | FY16<br>Actual   | FY17<br>Budget   | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|-------------------|------------------|------------------|-----------------|-----------------|----------------|
| Personal Services | 2,242,462        | 2,299,514        | 0               | 0               | 0              |
| Other Expenses    | 64,155           | 75,494           | 0               | 0               | 0              |
| Equipment         | 0                | 0                | 0               | 0               | 0              |
| <b>TOTAL</b>      | <b>2,306,617</b> | <b>2,375,008</b> | <b>0</b>        | <b>0</b>        | <b>0</b>       |
| <b>STAFFING</b>   |                  |                  |                 |                 |                |
| Principal         | 1.50             | 1.50             | 1.50            |                 |                |
| Teachers          | 26.34            | 26.34            | 26.34           |                 |                |
| ELL Instructor    | 1.00             | 1.00             | 1.00            |                 |                |
| Librarian         | 1.00             | 1.00             | 1.00            |                 |                |
| Aides             | 1.00             | 1.00             | 1.00            |                 |                |
| Clerical          | 1.00             | 1.00             | 1.00            |                 |                |
| <b>TOTAL</b>      | <b>31.84</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 423 students in grades K-5. The projected enrollment for FY18 is expected to be 420.

This past year, we added the following staff positions: a special education teacher to support the co-teaching model.

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.

### FY2018 Objectives

- **Continue with multi-year goals from FY 16-17 with expanded focus area**
- **Goal #1: "We can change the world"** - We are committed to helping students to understand the value of helping those who are less fortunate. To that end, we will continue to be linking with organizations locally (Woburn Food Pantry, Linus Project), and world-wide (Vinson-Owen Learning Center, our sister school in India and UNICEF). As part of these partnerships, we will be doing practical activities like collecting supplies and raising funds.
- **Goal #2: Higher-order thinking** - We are committed to providing students with learning opportunities that will offer both rigor and relevance. As students are challenged to think at higher-levels, this involves rigor- doing tasks that require skills such as analysis, synthesis, and evaluation. Another element of higher order thinking is relevance- doing tasks that allow students to take knowledge and apply it to both other disciplines and real-world situations. As we continue with this goal, we will create a maker space within our school that will provide students with the opportunity to create, invent, and learn using a variety of hands on materials.
- **Goal #3: Building Connections** - We are committed to helping students feel connected to one another and our world. At the classroom level, students will have opportunities to get know their classmates better through morning meeting/classroom meeting activities. At the school-wide level, each class will have a buddy class, in which students are matched to peers at a different age to work on collaborative projects. We'll also have community connections (see goal #1), for students benefit from relationships we establish in both our local and global community.

**Prior Year Accomplishments**

- **Goal #1: “We can change the world.”**
  - We changed the world globally by supporting our sister school in India- The Vinson-Owen Learning Center.
  - We changed the world locally by supporting the Woburn Food Pantry, the Linus project, and Winchester Hospital.
  - We changed the world by raising funds through a “Change for Change” fundraiser. Students donated money that was used to help global and local needs.
- **Goal #2: Higher-order thinking**
  - We promoted rigor and relevance by planning lessons that required skills such as analysis, synthesis, and evaluation.
  - Students applied knowledge to other disciplines and to real-world problem solving.
- **Goal #3: Building connections**
  - We built connections through the use of morning meetings/classroom meetings, community meetings, and buddy activities (each classroom was matched to another classroom).
  - We built connections through the use of our charitable efforts with global and local organizations named as part of goal #1.

**FY17 Actual Enrollment**

|                | <b>Students</b> | <b>Teachers</b> | <b>Average</b> |
|----------------|-----------------|-----------------|----------------|
| <b>Grade K</b> | 48              | 3               | 16.00          |
| <b>Grade 1</b> | 64              | 3               | 21.33          |
| <b>Grade 2</b> | 68              | 3               | 22.67          |
| <b>Grade 3</b> | 86              | 4               | 21.50          |
| <b>Grade 4</b> | 83              | 4               | 20.75          |
| <b>Grade 5</b> | 74              | 4               | 18.50          |
| <b>Total</b>   | 423             | 21              | 20.14          |

**FY18 Projected Enrollment**

|                | <b>Students</b> | <b>Teachers</b> | <b>Average</b> |
|----------------|-----------------|-----------------|----------------|
| <b>Grade K</b> | 70              | 4               | 17.50          |
| <b>Grade 1</b> | 52              | 3               | 17.33          |
| <b>Grade 2</b> | 64              | 3               | 21.33          |
| <b>Grade 3</b> | 67              | 4               | 16.75          |
| <b>Grade 4</b> | 87              | 4               | 21.75          |
| <b>Grade 5</b> | 82              | 4               | 20.50          |
| <b>Total</b>   | 422             | 22              | 19.18          |

**Average Class Size per District Guidelines**

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

## SPECIAL EDUCATION

| <b>PROGRAM COSTS</b>           | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|--------------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services              | 8,334,089              | 9,092,104              | 0                       | 0                       | 0                      |
| Other Expenses                 | 3,768,537              | 3,623,334              | 0                       | 0                       | 0                      |
| Transfer to SPED Stabilization | 35,000                 | 0                      | 0                       | 0                       | 0                      |
| Equipment                      | 22,832                 | 9,832                  | 0                       | 0                       | 0                      |
| <b>TOTAL</b>                   | <b>12,125,459</b>      | <b>12,725,270</b>      | <b>0</b>                | <b>0</b>                | <b>0</b>               |
| <b>STAFFING</b>                |                        |                        |                         |                         |                        |
| Managerial                     | 1.00                   | 1.00                   | 1.00                    |                         |                        |
| Directors/Coordinators         | 5.00                   | 5.00                   | 5.50                    |                         |                        |
| Teachers                       | 56.50                  | 62.80                  | 67.30                   |                         |                        |
| Teacher Specialists            | 27.70                  | 28.40                  | 28.40                   |                         |                        |
| Special Needs Instructors      | 8.00                   | 7.00                   | 7.00                    |                         |                        |
| Aides                          | 86.28                  | 78.12                  | 78.12                   |                         |                        |
| Occupational Therapists        | 4.80                   | 4.80                   | 4.80                    |                         |                        |
| Clerical                       | 5.00                   | 5.00                   | 5.00                    |                         |                        |
| <b>TOTAL</b>                   | <b>194.28</b>          | <b>192.12</b>          | <b>197.12</b>           | <b>0.00</b>             | <b>0.00</b>            |

### Program Description

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).

### FY2018 Objectives

- 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

### Prior Year's Accomplishments

- 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.

## Special Education

| <b>Enrollments by Programs</b> | In District | Collaborative Out of District | Private Day School | Residential School |
|--------------------------------|-------------|-------------------------------|--------------------|--------------------|
| Preschool                      | 35          | 0                             | 0                  | 0                  |
| Kindergarten                   | 14          | 0                             | 0                  | 0                  |
| Elementary (Grades 1-5)        | 265         | 3                             | 3                  | 0                  |
| Middle School (Grades 6-8)     | 203         | 2                             | 5                  | 0                  |
| High School (Grades 9-12, SP)  | 231         | 8                             | 26                 | 2                  |
| <b>Totals</b>                  | <b>748</b>  | <b>13</b>                     | <b>34</b>          | <b>2</b>           |

### Totals by Age Group

|                               |            |
|-------------------------------|------------|
| Preschool                     | 35         |
| Kindergarten                  | 14         |
| Elementary (Grades 1-5)       | 271        |
| Middle School (Grades 6-8)    | 210        |
| High School (Grades 9-12, SP) | 267        |
| <b>Totals</b>                 | <b>797</b> |

## PUPIL SERVICES

| <b>PROGRAM COSTS</b> | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services    | 1,854,768              | 1,967,219              | 0                       | 0                       | 0                      |
| Other Expenses       | 4,639                  | 3,400                  | 0                       | 0                       | 0                      |
| Equipment            | 0                      | 0                      | 0                       | 0                       | 0                      |
| <b>TOTAL</b>         | <b>1,859,407</b>       | <b>1,970,619</b>       | <b>0</b>                | <b>0</b>                | <b>0</b>               |
| <b>STAFFING</b>      |                        |                        |                         |                         |                        |
| Teacher Specialists  | 5.00                   | 5.00                   | 5.00                    |                         |                        |
| Guidance Counselors  | 10.10                  | 10.30                  | 10.30                   |                         |                        |
| Nurses               | 8.10                   | 10.10                  | 10.50                   |                         |                        |
| <b>TOTAL</b>         | <b>23.20</b>           | <b>25.40</b>           | <b>25.80</b>            | <b>0.00</b>             | <b>0.00</b>            |

### Program Description

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

### FY2018 Objectives

- Increase the adjustment counselor FTE to support social emotional well-being of all students

### Prior Year's Accomplishments

- 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>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services      | 557,479                | 573,573                | 0                       | 0                       | 0                      |
| Other Expenses         | 225,232                | 288,944                | 0                       | 0                       | 0                      |
| Equipment              | 146,826                | 261,000                | 0                       | 0                       | 0                      |
| <b>TOTAL</b>           | <b>929,537</b>         | <b>1,123,517</b>       | <b>0</b>                | <b>0</b>                | <b>0</b>               |
| <b>STAFFING</b>        |                        |                        |                         |                         |                        |
| Managerial             | 0.00                   | 0.00                   | 0.00                    |                         |                        |
| Professional/Technical | 7.50                   | 7.50                   | 7.50                    |                         |                        |
| Clerical               | 2.00                   | 2.00                   | 2.00                    |                         |                        |
| <b>TOTAL</b>           | <b>9.50</b>            | <b>9.50</b>            | <b>9.50</b>             | <b>0.00</b>             | <b>0.00</b>            |

### Program Description

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.

### FY2018 Objectives

- Continue to support and train the teachers to use the myriad of technology resources throughout the school
- Expand BYOD program at elementary level
- Continue multi-year effort to right size replacement budget to cover infrastructure items

### Prior Year Accomplishments

- 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
- Continued to expand BYOD (Bring Your Own Device) program at the middle school

## ATHLETICS

| PROGRAM COSTS                  | FY16<br>Actual | FY17<br>Budget | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|--------------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services              | 0              | 0              | 0               | 0               | 0              |
| Other Expenses                 | 0              | 0              | 0               | 0               | 0              |
| Transfer to Athletic Revolving | 382,371        | 439,598        | 0               | 0               | 0              |
| <b>TOTAL</b>                   | <b>382,371</b> | <b>439,598</b> | <b>0</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

|                   |        | 2015-2016 | 2016-2017 |
|-------------------|--------|-----------|-----------|
|                   |        | Actual    | Projected |
| Cheerleading      | Fall   | 42        | 41        |
| Cross Country (B) | Fall   | 83        | 58        |
| Cross Country (G) | Fall   | 44        | 38        |
| Field Hockey      | Fall   | 56        | 49        |
| Football          | Fall   | 79        | 72        |
| Golf              | Fall   | 14        | 14        |
| Soccer (Boys)     | Fall   | 76        | 74        |
| Soccer (G)        | Fall   | 49        | 66        |
| Swim (G)          | Fall   | 35        | 37        |
| Volleyball (G)    | Fall   | 42        | 45        |
| Basketball (B)    | Winter | 43        | 43        |
| Basketball (G)    | Winter | 26        | 26        |
| Gymnastics        | Winter | 30        | 30        |
| Ice Hockey (B)    | Winter | 40        | 40        |
| Ice Hockey (G)    | Winter | 31        | 31        |
| Indoor Track (B)  | Winter | 90        | 94        |
| Indoor Track (G)  | Winter | 80        | 83        |
| Ski               | Winter | 71        | 72        |
| Swim (B)          | Winter | 14        | 15        |
| Wrestling         | Winter | 32        | 32        |
| Baseball          | Spring | 46        | 46        |
| Lacrosse (B)      | Spring | 75        | 75        |
| Lacrosse (G)      | Spring | 59        | 59        |
| Sailing           | Spring | 17        | 17        |
| Softball          | Spring | 40        | 40        |

|                 |        |      |      |
|-----------------|--------|------|------|
| Tennis (B)      | Spring | 26   | 26   |
| Tennis (G)      | Spring | 19   | 19   |
| Track (B)       | Spring | 74   | 74   |
| Track (G)       | Spring | 84   | 84   |
| Volleyball (B)  | Spring | 30   | 30   |
| Ultimate (Coed) | Spring | 27   | 27   |
|                 | Total  | 1474 | 1457 |

## VOCATIONAL EDUCATION

| <b>PROGRAM COSTS</b> | <b>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services    | 0                      | 0                      | 0                       | 0                       | 0                      |
| Other Expenses       |                        |                        |                         |                         | 0                      |
| Equipment            |                        |                        |                         | 0                       | 0                      |
| <b>TOTAL</b>         | <b>184,105</b>         | <b>283,606</b>         | <b>291,211</b>          | <b>291,211</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.

This budget also includes tuition associated with students attending Minuteman Career and Technical High School.

## **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

## ENERGY

The Energy budget is a consolidated account that funds all energy costs for Town and School departments. It includes the cost of heating oil, natural gas, and electricity as well as gasoline and diesel fuel for Town vehicles.

The Energy Management Committee (EMC), formed in 2006, has worked with town boards and departments to implement energy saving measures. EMC initiatives have resulted in **over \$6.5 million** in avoided costs cumulatively since the committee's inception. During FY17, twelve EMC projects will generate an additional \$58,300 in avoided costs each year.

Energy usage is tracked on the state's Mass Energy INsights, or MEIN. This information uploaded from the utilities and is used by EMC to drive decision-making. Energy Management Committee established the Building Champions Program, designed to encourage energy conservation across all town buildings. EMC initiated policies include Temperature Set Points (66 in heating season and 76 in cooling season); Air Conditioner Policies; Fuel Efficient Vehicles and Idling policies; Peak Electricity Load Shedding; Life Cycle Costing for new construction projects and more.

An Energy Revolving Fund has been created to fund Energy Conservation Projects along with Utility Incentives and grant funding. Through the Green Communities program and grants, our goal is to save an additional 20% in energy usage. This year's Green Communities Grant and energy revolving fund has been put to work, providing an overhaul of the HVAC system at Parkhurst, new LED lighting at McCall and Ambrose, inside and out, LED lighting in the parking area at Lynch, steam trap repair and replacement at the Mystic School and sealing work at Town Hall and the Public Safety building and LED lighting in the fire equipment bay.

| ENERGY PROGRAM             | FY16<br>Actual | FY17<br>Budget | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|----------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Unleaded Gasoline & Diesel | 163,386        | 152,738        | 171,378         | 171,378         |                |
| Heating Fuel               | 158,001        | 185,406        | 137,159         | 137,159         |                |
| Professional Services      | 54,505         | 61,921         | 65,000          | 65,000          |                |
| Light/Power                | 1,451,472      | 1,462,150      | 1,717,408       | 1,557,408       |                |
| Natural Gas                | 488,667        | 498,026        | 386,682         | 505,482         |                |

| ENERGY DETAIL                         | FY16<br>Actual | FY17<br>Budget | FY18<br>Request | FY18<br>Manager | FY18<br>FinCom |
|---------------------------------------|----------------|----------------|-----------------|-----------------|----------------|
| <b>Unleaded Gasoline &amp; Diesel</b> |                |                |                 |                 |                |
| Gasoline - Highway & Street           | 84,504         | 88,254         | 85,030          | 85,030          |                |
| Diesel - DPW                          | 78,882         | 64,484         | 86,348          | 86,348          |                |
| <b>Subtotal</b>                       | 163,386        | 152,738        | 171,378         | 171,378         | 0              |
| <b>#2 Heating Fuel</b>                |                |                |                 |                 |                |
| Fuel Oil - Westside Station           | 4,563          | 6,306          | 4,653           | 4,653           |                |
| Fuel Oil - AUX                        | 1,535          | 1,201          | 1,200           | 1,200           |                |
| Fuel Oil - McCall School              | 0              | 0              | 0               | 0               |                |
| Fuel Oil - Ambrose School             | 40,881         | 40,547         | 28,357          | 28,357          |                |
| Fuel Oil - Lincoln School             | 29,965         | 44,270         | 32,935          | 32,935          |                |
| Fuel Oil - Lynch School               | 64,187         | 77,099         | 58,483          | 58,483          |                |
| Fuel Oil - Cemetery                   | 2,253          | 4,498          | 2,527           | 2,527           |                |
| Fuel Oil - Dog Pound                  | 6,543          | 1,995          | 1,500           | 1,500           |                |
| Fuel Oil - Waterfield Station         | 4,525          | 5,615          | 4,275           | 4,275           |                |
| Fuel Oil - Wright/Locke Farm          | 3,549          | 3,875          | 3,229           | 3,229           |                |
| <b>Subtotal</b>                       | 158,001        | 185,406        | 137,159         | 137,159         | 0              |
| <b>Professional Services</b>          |                |                |                 |                 |                |
| Energy Coordinator, Streetlight       | 54,505         | 61,921         | 65,000          | 65,000          |                |
| Maintenance Contract                  |                |                |                 |                 |                |
| WLF (elec, fuel, alarm)               |                |                |                 |                 |                |
| <b>Subtotal</b>                       | 54,505         | 61,921         | 65,000          | 65,000          | 0              |

| ENERGY DETAIL                        | FY16<br>Actual   | FY17<br>Budget   | FY18<br>Request  | FY18<br>Request  | FY18<br>FinCom |
|--------------------------------------|------------------|------------------|------------------|------------------|----------------|
| <b>Light/Power</b>                   |                  |                  |                  |                  |                |
| Light/Power - Wright Locke Farm      | 3,634            | 3,729            | 3,697            | 3,697            |                |
| Light/Power - Town Buildings         | 0                | 0                | 0                | 0                |                |
| Light/Power - Library                | 60,506           | 65,465           | 62,975           | 62,975           |                |
| Light/Power - West Side Station      | 6,481            | 7,053            | 6,673            | 6,673            |                |
| Light/Power - Public Safety Building | 59,186           | 57,212           | 55,626           | 55,626           |                |
| Light/Power - AUX                    | 1,075            | 1,046            | 948              | 948              |                |
| Light/Power - Transfer Station       | 26,089           | 26,440           | 24,478           | 24,478           |                |
| Light/Power - Grounds                | 11,990           | 11,989           | 12,377           | 12,377           |                |
| Light/Power - DPW Complex            | 21,837           | 25,586           | 21,518           | 21,518           |                |
| Light/Power - Street Lights          | 38,278           | 34,274           | 40,618           | 40,618           |                |
| Light/Power - High School            | 495,751          | 525,000          | 775,000          | 615,000          |                |
| Light/Power - McCall School          | 215,181          | 211,079          | 215,718          | 215,718          |                |
| Light/Power - Ambrose School         | 83,742           | 82,497           | 83,805           | 83,805           |                |
| Light/Power - Lincoln School         | 109,827          | 100,047          | 101,508          | 101,508          |                |
| Light/Power - Lynch School           | 65,279           | 61,833           | 61,538           | 61,538           |                |
| Light/Power - Muraco School          | 58,886           | 53,407           | 56,760           | 56,760           |                |
| Light/Power - Vinson Owen            | 89,244           | 87,744           | 85,977           | 85,977           |                |
| Light/Power - Street Drains          | 1,862            | 2,685            | 2,274            | 2,274            |                |
| Light/Power - Traffic Lights         | 5,567            | 6,345            | 6,050            | 6,050            |                |
| Light/Power - Scale House            | 1,490            | 1,836            | 1,721            | 1,721            |                |
| Light/Power - Cemetery               | 2,908            | 2,474            | 2,605            | 2,605            |                |
| Light/Power - Mystic                 | 10,988           | 10,478           | 10,620           | 10,620           |                |
| Light/Power - Sanborn House          | 646              | 676              | 646              | 646              |                |
| Light/Power - Town Hall              | 49,960           | 50,364           | 49,915           | 49,915           |                |
| Light/Power - Waterfield Station     | 5,865            | 6,385            | 6,211            | 6,211            |                |
| Light/Power - Wedgemere Station      | 5,987            | 3,387            | 6,524            | 6,524            |                |
| Light/Power - Park Garage            | 2,523            | 3,794            | 3,370            | 3,370            |                |
| Light/Power - Dog Pound              | 1,480            | 1,517            | 1,505            | 1,505            |                |
| Light/Power - Parkhurst              | 14,774           | 17,336           | 16,295           | 16,295           |                |
| Light/Power - Sussex/Grove           | 98               | 108              | 103              | 103              |                |
| Light/Power - School Athletics       | 116              | 124              | 120              | 120              |                |
| Light/Power - McDonald Field         | 224              | 240              | 234              | 234              |                |
| <b>Subtotal</b>                      | 1,451,472        | 1,462,150        | 1,717,408        | 1,557,408        | 0              |
| <b>Natural Gas</b>                   |                  |                  |                  |                  |                |
| Natural Gas - Parkhurst School       | 42,732           | 39,290           | 33,655           | 33,655           |                |
| Natural Gas - DPW Complex            | 33,477           | 26,220           | 21,342           | 21,342           |                |
| Natural Gas - Park Garage            | 256              | 256              | 256              | 256              |                |
| Natural Gas - Mystic                 | 33,019           | 38,225           | 35,126           | 35,126           |                |
| Natural Gas - Library Bldg           | 13,072           | 12,010           | 11,462           | 11,462           |                |
| Natural Gas - Town Hall              | 17,578           | 16,236           | 15,769           | 15,769           |                |
| Natural Gas - High School            | 160,081          | 228,000          | 109,200          | 228,000          |                |
| Natural Gas - McCall School          | 80,544           | 44,524           | 67,022           | 67,022           |                |
| Natural Gas - Lynch School           | 4,236            | 2,611            | 2,537            | 2,537            |                |
| Natural Gas - Muraco                 | 49,278           | 43,720           | 43,738           | 43,738           |                |
| Natural Gas - Public Safety          | 30,061           | 23,780           | 24,316           | 24,316           |                |
| Natural Gas - Water                  | 0                | 0                | 0                | 0                |                |
| Natural Gas - Vinson-Owen            | 24,332           | 23,154           | 22,259           | 22,259           |                |
| <b>Subtotal</b>                      | 488,667          | 498,026          | 386,682          | 505,482          | 0              |
| <b>EXPENSES TOTAL</b>                | <b>2,316,031</b> | <b>2,360,241</b> | <b>2,477,628</b> | <b>2,436,428</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, 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 273 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 is currently 1 survivor whose pension is funded from this budget.

### **Worker's Compensation/Police & Fire Injured on Duty (IOD)**

The Town self-insures its Worker's Compensation and Police/Fire IOD liability. The Worker's Compensation/IOD budget supports pay-as-you-go claim payments made in accordance with Massachusetts General Law (MGL) Chapter 152 as well as MGL Chapter 111f (medical costs only) which include the following:

- Administration costs for third party claims administration
- Legal costs associated with claims requiring legal advice and representation
- Salaries for job related time loss (except for Police & Fire whose full salaries are paid out of their respective departmental budget)
- Medical and other costs related injuries sustained on the job

### **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 of 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**

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

## 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. The Health Insurance budget also includes costs associated with the Wellness Program, Retiree Mitigation, Medicare Part-B reimbursement and other health care related costs.

The town's most prominent plan is Harvard Pilgrim Health Care (HPHC) HMO. We currently have 562 employees and 73 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 Retirees

|   |
|---|
| Harvard Pilgrim Health Care PPO – 11                |
| Harvard Pilgrim Health Care HMO – 635               |
| Medicare Eligible Retirees (includes spousal plans) |
| Harvard Pilgrim Health Care Medicare Enhance – 454  |
| Tufts Medicare Preferred – 12                       |
| <b>Total Subscribers – 1,112</b>                    |

## DEBT SERVICE

Principal and interest payments for FY2018 will be \$12,345,907.75. Of this amount, \$6,936,205.67 represents principal payments and \$5,409,702.08 represents interest.

| <b><u>FY 2018 Debt Service</u></b>  |                         |                        |                      |                 |
|---|-------------------------|------------------------|----------------------|-----------------|
| <b><i>Includes estimates for Skillings Remediation &amp; Aberjona Culvert</i></b> |                         |                        |                      |                 |
| <b>Prop 2½ Excluded</b>   | <b><u>Principal</u></b> | <b><u>Interest</u></b> | <b><u>Total</u></b>  |                 |
| McCall  | 925,000.00              | 112,375.00             | 1,037,375.00         |                 |
| Lincoln   | 269,000.00              | 40,928.72              | 309,928.72           |                 |
| Building Repairs  | 11,800.00               | 1,056.00               | 12,856.00            |                 |
| Wright Locke Farm   | 173,721.00              | 103,103.12             | 276,824.12           |                 |
| Vinson Owen School  | 745,500.00              | 549,830.74             | 1,295,330.74         |                 |
| High School   | 2,249,500.00            | 3,460,026.67           | 5,709,526.67         |                 |
| Skillings Remediation   |                         | 54,704.16              | 54,704.16            |                 |
| Aberjona Culvert  |                         | 43,763.33              | 43,763.33            |                 |
| <i>Aberjona Culvert BAN</i>   |                         | 20,278.00              | 20,278.00            | <i>estimate</i> |
| <i>Alberjona Culvert Bond</i>   |                         | 120,412.50             | 120,412.50           | <i>estimate</i> |
| <i>Skillings Remediation Bons</i>   |                         | 84,500.00              | 84,500.00            | <i>estimate</i> |
| <b>Subtotal Prop 2½ Excluded</b>  | <b>4,374,521.00</b>     | <b>4,590,978.24</b>    | <b>8,965,499.24</b>  |                 |
| <b>Building Stabilization Fund</b>  | <b>1,880,350.00</b>     | <b>645,295.52</b>      | <b>2,525,645.52</b>  |                 |
| <b>Capital Stabilization Fund</b>   | <b>385,000.00</b>       | <b>148,581.26</b>      | <b>533,581.26</b>    |                 |
| <b>General Fund</b>   | <b>296,334.67</b>       | <b>24,847.06</b>       | <b>321,181.73</b>    |                 |
| <b>TOTAL</b>  | <b>6,936,205.67</b>     | <b>5,409,702.08</b>    | <b>12,345,907.75</b> |                 |

**Winchester, Massachusetts  
Fiscal Year 2018 Debt Service**

|  | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|--|------------------|-----------------|--------------|
| <b>Override</b>  |                  |                 |              |
| July 1 2005 -Adv Ref July 15,1999 School Building Remodeling (EI) \$1,390,000*     | 11,800.00        | 1,056.00        | 12,856.00    |
| July 1 2006 -Lincoln School (EI)   | 25,000.00        | 7,668.72        | 32,668.72    |
| August 15 2009 - Cur Ref July 1 2001 McCall School (IE)                            | 925,000.00       | 112,375.00      | 1,037,375.00 |
| April 28 2011 - Vinson-Owen School (OE)  | 640,000.00       | 485,600.00      | 1,125,600.00 |
| May 16 2012 - Adv Ref July 1 2004 Series B Lincoln School (EI)                     | 244,000.00       | 33,260.00       | 277,260.00   |
| July 1 2014 - Vinson-Owen School Construction (OE)                                 | 90,500.00        | 50,420.00       | 140,920.00   |
| July 1 2014 - High School Feasibility Study (OE)                                   | 44,500.00        | 24,142.50       | 68,642.50    |
| July 1 2015 - High School Feasibility Study (E)                                    | 5,000.00         | 1,125.00        | 6,125.00     |
| July 1 2015 - High School Construction I (E)                                       | 150,000.00       | 166,087.50      | 316,087.50   |
| July 1 2015 - High School Construction II (E)                                      | 930,000.00       | 1,078,637.50    | 2,008,637.50 |
| July 1 2015 - High School Construction III (E)                                     | 1,015,000.00     | 1,217,300.00    | 2,232,300.00 |
| July 1 2015 - Vinson-Owen School Construction (E)                                  | 15,000.00        | 9,325.00        | 24,325.00    |
| October 29 2015 - Land Acquisition (IE)  | 173,721.00       | 103,103.12      | 276,824.12   |
| October 27 2016 - High School Construction (OE)                                    | 105,000.00       | 972,734.17      | 1,077,734.17 |
| <i>Vinson Owen School Construction (O) \$328,000 of \$28,170,307</i>               | -                | 4,485.74        | 4,485.74     |
| <i>Skilling Field Environmental Remediation (O) \$4,000,000 of \$4,000,000</i>     | -                | 54,704.16       | 54,704.16    |
| <i>Aberjona River Flood Mitigation/Culvert (I) \$3,200,000 of \$7,450,000</i>      | -                | 43,763.33       | 43,763.33    |
| <b>Building Stabilization</b>  |                  |                 |              |
| July 1 2005 -School Remodeling (I) Immediate Repairs \$3,143,000 of \$6,246,101    | 165,000.00       | 50,806.26       | 215,806.26   |
| July 1 2005 -Town Building Remodeling (I) \$375,000 Immediate Repairs of \$943,336 | 20,000.00        | 5,875.00        | 25,875.00    |
| July 1 2006 -Ambrose School (I) \$1,660,000  | 85,000.00        | 29,686.26       | 114,686.26   |
| July 1 2006 -Building Remodeling & Plans 1 (I) \$440,000 of \$1,028,336            | 25,000.00        | 7,285.00        | 32,285.00    |
| July 1 2006 -Building Remodeling & Plans 2 (I) \$412,850                           | 15,000.00        | 5,238.76        | 20,238.76    |
| July 1 2006 -School Remodeling (I) \$1,162,950                                     | 60,000.00        | 20,955.00       | 80,955.00    |
| July 1 2008 - School (I) \$2,968,000   | 175,000.00       | 63,231.22       | 238,231.22   |
| July 1 2008 - McCall Middle School Design (I) \$562,000                            | 30,000.00        | 13,100.00       | 43,100.00    |
| July 1 2008 - McCall Middle School Addition (I) \$6,188,000                        | 310,000.00       | 152,950.00      | 462,950.00   |
| July 1 2008 - School Classrooms (I) \$1,110,000                                    | 80,000.00        | 18,493.76       | 98,493.76    |
| July 1 2008 - Building Remodeling & Plans (I) \$128,000                            | 8,000.00         | 2,590.00        | 10,590.00    |
| July 1 2008 - Public safety Building (I) \$1,556,000                               | 81,000.00        | 37,261.26       | 118,261.26   |
| July 1 2008 - Town Hall/Veteran's Memorial (I) \$2,100,000                         | 106,000.00       | 51,667.50       | 157,667.50   |
| May 1 2009 - Public Safety Building (I) \$1,644,000                                | 80,000.00        | 36,000.00       | 116,000.00   |
| May 1 2009 - DPW Complex (I) \$1,000,000   | 50,000.00        | 22,500.00       | 72,500.00    |
| May 1 2009 - School Fire Alarms/Corridor/ADA (I) \$960,000                         | 50,000.00        | 20,975.00       | 70,975.00    |
| April 15 2010 - Muraco School HVAC   | 85,000.00        | 22,950.00       | 107,950.00   |
| April 15 2010 - DPW Facility Repairs   | 10,000.00        | 4,205.00        | 14,205.00    |
| April 28 2011 - Lynch School Roof (I)  | 50,000.00        | 24,975.00       | 74,975.00    |
| April 28 2011 - Muraco HVAC (I)  | 5,000.00         | 1,600.00        | 6,600.00     |
| May 16 2012 - Adv Ref July 1 2004 Series A Ambrose School (I)                      | 390,350.00       | 52,950.50       | 443,300.50   |
| <b>Water &amp; Sewer</b>   |                  |                 |              |
| July 1 2005 -Adv Ref July 15, 1999 Water Mains (O) Water System Imp \$4,600,000    | 201,082.70       | 19,770.77       | 220,853.47   |
| July 1 2005 -Adv Ref July 15, 1999 Water Mains (O) \$850,000                       | 34,752.90        | 3,426.88        | 38,179.78    |
| July 1 2006 Drainage 2 (I) \$2,149,000   | 90,772.50        | 35,376.43       | 126,148.93   |
| May 1 2009 - Phase III Drainage (I) \$750,000                                      | 34,580.00        | 13,961.68       | 48,541.68    |
| April 15 2010 - Drainage   | 77,805.00        | 32,717.00       | 110,522.00   |
| May 16 2012 - Adv Ref July 1 2004 Series B Drainage (I)                            | 142,642.50       | 19,494.48       | 162,136.98   |
| May 16 2012 - Sewer Pump Station   | 12,967.50        | 1,945.13        | 14,912.63    |
| February 24 2014 - MWRA Sewer  | 88,314.73        | -               | 88,314.73    |
| July 1 2014 - Drainage Improvements (I)  | 12,967.50        | 7,407.69        | 20,375.19    |
| July 1 2014 - Dam Improvement Planning (I)   | 43,225.00        | 2,420.60        | 45,645.60    |
| July 1 2014 - Sewer System Repairs (I)   | 12,967.50        | 7,261.80        | 20,229.30    |
| March 2 2015 MWRA Water (O)  | 43,225.00        | -               | 43,225.00    |
| March 2 2015 MWRA Sewer (I)  | 14,501.99        | -               | 14,501.99    |
| July 1 2015 - South Reservoir Dam Improvements I (O)                               | 56,192.50        | 46,077.85       | 102,270.35   |
| July 1 2015 - South Reservoir Dam Improvements II (O)                              | 17,290.00        | 10,741.41       | 28,031.41    |
| August 22 2016 - MWRA Sewer (I)  | 1,882.45         | -               | 1,882.45     |

| <b>General Fund</b>   |                     |                     |                      |
|---|---------------------|---------------------|----------------------|
| October 25 2000 MWPAT Title V (EO) **   | 4,005.67            | -                   | 4,005.67             |
| July 1 2005 -Adv Ref July 15, 1999 School Engineering (I) \$300,000 Lincoln     | 15,400.00           | 1,510.40            | 16,910.40            |
| July 1 2005 -Equipment and Planning (I) \$272,000                               | 5,000.00            | 500.00              | 5,500.00             |
| August 15 2009 - Cur Ref August 15 1997 School Project (O)                      | 70,000.00           | 1,050.00            | 71,050.00            |
| May 16 2012 - Adv Ref July 1 2004 Series B Lincoln School (I)                   | 10,500.00           | 1,415.00            | 11,915.00            |
| May 16 2012 - Adv Ref July 1 2004 Series B Capital Improvements (I)             | 75,000.00           | 5,450.00            | 80,450.00            |
| May 16 2012 - Adv Ref July 1 2004 Series B Sewer & Dam Improvements (I)         | 5,650.00            | 479.50              | 6,129.50             |
| May 16 2012 - Adv Ref July 1 2004 Series B Departmental Equipment (I)           | 15,000.00           | 150.00              | 15,150.00            |
| May 16 2012 - Adv Ref July 1 2004 Series B Sewer (I)                            | 11,000.00           | 1,510.00            | 12,510.00            |
| May 16 2012 - Adv Ref July 1 2004 Series B Roads (I)                            | 23,500.00           | 1,635.00            | 25,135.00            |
| October 29 2015 - Land Acquisition (I)  | 1,279.00            | 759.38              | 2,038.38             |
| Public Safety Repair authorized Nov 2014 tranfer from exempt school project*    | 60,000.00           | 6,000.00            | 66,000.00            |
| BAN - Land Acquisition (I) \$400,000 of \$500,000 due 10/28/2016                | -                   | 4,387.78            | 4,387.78             |
| <b>Capital Stabilization Fund</b>   |                     |                     |                      |
| July 1 2005 -Drainage - Cross Street (I) \$375,000                              | 20,000.00           | 5,875.00            | 25,875.00            |
| July 1 2006 Drainage 1 (I) Cross Street Culvert \$57,000                        | 5,000.00            | 100.00              | 5,100.00             |
| July 1 2008 - Transfer Station/Landfill Use Restoration (O) \$390,000           | 20,000.00           | 9,481.26            | 29,481.26            |
| May 1 2009 - Manchester Field (I) \$1,350,000                                   | 90,000.00           | 22,725.00           | 112,725.00           |
| April 28 2011 - Flood Mitigation Aberjona River (I)                             | 200,000.00          | 103,300.00          | 303,300.00           |
| May 16 2012 - Flood Control   | 50,000.00           | 7,100.00            | 57,100.00            |
| <b>Total Debt (authorized and issued)</b>                                       | <b>7,821,375.43</b> | <b>5,385,113.29</b> | <b>13,206,488.72</b> |
| *Unspent \$295,859 balance transferred to public safety project - November 2014 |                     |                     |                      |
| **Reflects subsidy from MCWT  |                     |                     |                      |

## **MISCELLANEOUS**

### **General Insurance**

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**

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**

This account is budgeted for \$43,000, 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.

## **CAPITAL FUND TRANSFERS**

### **Building and Capital Stabilization Funds**

Pursuant to the Acts of 2002 Chapter 69 the Town established the Building and Capital Stabilization Funds. The Town approved to fund these stabilization funds with a proposition 2 ½ override (referendum vote). The original appropriation to establish the Building Stabilization Fund started at \$1,850,000 and the original appropriation to establish the Capital Stabilization Fund started at \$800,000. Annual appropriations are made to these funds based on the Prop 2.5% growth rate.

### **Retiring Debt**

Each year the Town appropriates funds into the Capital Stabilization Fund for the reduction in General Debt Service in comparison to the base year of Fiscal Year 2008. General Debt Service is debt service that is not funded with stabilization funds, debt exclusions or other dedicated revenue sources including but not limited to betterments.

### **Energy Rebate**

The annual costs savings associated with the installation of the new gas burning boiler at the Muraco School was approximately \$44,000 per year (at the time of the installation). Management supports the allocation of \$30,000 per year, to apply to the debt service costs for the FY2014 Muraco School Boiler Project via a transfer out to the Building Stabilization Fund (the fund that pays the debt service annually).

## **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>FY16<br/>Actual</b> | <b>FY17<br/>Budget</b> | <b>FY18<br/>Request</b> | <b>FY18<br/>Manager</b> | <b>FY18<br/>FinCom</b> |
|--|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| State Assessments                      | 599,850                | 584,271                | 568,892                 | 568,892                 |                        |
| Cherry Sheet Offsets                   | 32,374                 | 30,945                 | 31,454                  | 31,454                  |                        |
| Tax Abatement Overlay                  | 475,907                | 401,718                | 400,000                 | 400,000                 |                        |
| <b>Total Non-Appropriated Expenses</b> | <b>1,108,131</b>       | <b>1,016,934</b>       | <b>1,000,346</b>        | <b>1,000,346</b>        | <b>0</b>               |

## MBTA

The MBTA provide rapid transit and other mass transit services to 175 cities and towns 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, totaling \$145 million and increasing 2½% annually.

For purposes 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 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 with which state and local officials can address issues of regional importance.

### **Air Pollution Control District**

General Laws Chapter 11, Section 142B, requires that communities be 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, one-half in proportion to the equalized valuations and one-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 as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State aid estimates is also included in the non-appropriated expense section as offsetting debits.

The Town receives two such grants annually – 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 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, is added to the tax rate without appropriation.

## **SECTION V**

### **ENTERPRISE FUNDS**

## WATER & SEWER & DRAINAGE SYSTEM

| PROGRAM COSTS          | FY16<br>Actual | FY17<br>Budget | FY18<br>Request | FY18<br>Manager | FY18<br>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 2018 Objectives

- Continue with Sewer and Drain Cleaning and Maintenance Program.
- Continue to upgrade the Town's drainage systems to mitigate flooding.
- Continue with lead gooseneck and lead service line replacement through MWRA loan program.
- Continue to replace aging non-draining fire hydrants.
- Work with the Town Engineering department and Weston & Sampson on MS4 Requirements.
- Upgrade Programmable Logic Controllers (Scada System) at the Water Treatment Plant.

### Prior Year's Accomplishments

- Cleaned and cement-lined 2,200 feet of water mains in the North Border Road and Cleveland Road area via MWRA grant program.
- Repaired 14 main water leaks
- Cleaned over 150 catch basins
- Repaired 38 catch basins and manholes
- Repaired 16 water services
- Replaced 13 new water services that were lead and galvanized steel.
- Replaced 52 lead goosenecks
- Replaced 10 non-draining fire hydrants

### STATISTICS

| WATER SUPPLY      | 2013          | 2014          | 2015          | 2016          |
|-------------------|---------------|---------------|---------------|---------------|
| Rainfall (inches) | 38.4          | 48.32         | 31.24         | 33.97         |
| Town reservoir    | 401 MG        | 416.0 MG      | 398.0 MG      | 304 MG        |
| MWRA Direct       | 388 MG        | 354.0 MG      | 447.0 MG      | 592 MG        |
| <b>TOTAL</b>      | <b>789 MG</b> | <b>770 MG</b> | <b>845 MG</b> | <b>896 MG</b> |

| FY18 WATER SEWER ENTERPRISE BUDGET   |                         |  |  |                   |
|--|-------------------------|--|--|-------------------|
| Moved that \$9,905,189 be appropriated for the water and sewer enterprise fund |                         |  |  |                   |
| of which \$1,236,574 is for personal services and \$8,240,615 is for expenses; |                         |  |  |                   |
| that \$1,291,230 be included in appropriations from the general fund           |                         |  |  |                   |
| for indirect costs and be allocated to the water and sewer enterprise fund,    |                         |  |  |                   |
| and that \$11,196,419 be raised as follows:                                    |                         |  |  |                   |
| Department receipts  | 5,569,623.00            |  |  |                   |
| Retained Earnings  | 810,604.46              |  |  |                   |
| Chapter 110 Tax Levy   | 4,816,191.85            |  |  |                   |
| <b>FY18 Enterprise Fund Expenses</b>   |                         | <b>Personal Svcs</b>   | <b>Expenses</b>                                | <b>Capital</b>    |
| Sewer Operations   | 1,633,146.00            | 314,760.00   | 1,318,386.00                                   |                   |
| Water Operations   | 2,272,971.00            | 921,814.00   | 1,351,157.00                                   |                   |
| Equipment (Capital Outlay)   | 428,000.00              |  |  | 428,000.00        |
| Local Funded Debt  | 1,255,953.12            |  | 1,255,953.12                                   |                   |
| MWRA Debt  | 4,315,119.00            |  | 4,315,119.00                                   |                   |
| <b>Total Enterprise Fund Expenses</b>  | <b>9,905,189.12</b>     | 1,236,574.00   | 8,240,615.12                                   | 428,000.00        |
| <b>FY18 Indirect Expenses</b>  |                         |  |  |                   |
| Health Insurance   | 241,944.27              |  |  |                   |
| Pension  | 152,755.07              |  |  |                   |
| Shared Employees   | 742,404.24              |  |  |                   |
| General Svcs/Audit/Legal/Energy/Ins  | 107,553.26              |  |  |                   |
| Workers Comp/Unemployment/FICA   | 46,573.34               |  |  |                   |
| <b>FY18 Indirect Expenses</b>  | <b>1,291,230.19</b>     |  |  |                   |
| <b>Total Expenses</b>  | <b>11,196,419.31</b>    | 1,236,574.00   | 8,240,615.12                                   |                   |
| <b>FY18 Revenues</b>   |                         |  |  |                   |
| Service charge   | 142,739.00              | <i>based on FY16 actuals</i>   |  |                   |
| Usage charges  | 5,173,815.00            | <i>based on Abraham's Group projection analysis for FTM 2016 (reasonable compared to 5 YR AVG)</i> |  |                   |
| Sprinkler fee  | 16,712.00               | <i>based on FY16 actuals</i>   |  |                   |
| Interest earned  | 1,890.00                | <i>based on FY16 actuals</i>   |  |                   |
| Liens/interest   | 130,761.00              | <i>based on FY16 actuals</i>   |  |                   |
| Other  | 103,706.00              | <i>based on FY16 actuals</i>   |  |                   |
| Sub total  | \$ 5,569,623.00         |  |  |                   |
| Retained earnings  | \$ 810,604.46           |  |  | <b>Total debt</b> |
| Chapter 110 Tax Levy   | \$ 4,816,191.85         | 86.45%   | \$ 5,571,072                                   |                   |
| <b>Total FY18 Estimated</b>  | <b>\$ 11,196,419.31</b> |  |  |                   |
| Certified Retained Earnings - 10/2016  | \$ 1,078,305.00         |  |  |                   |
| Additional Approps FTM   | \$ (188,000.00)         |  |  |                   |
| Potential STM 4/2017   | \$ (810,604.46)         |  |  |                   |
| Unappropriated Balance   | \$ 79,700.54            |  |  |                   |
|  |                         | 0.71%  | <i>R/E as a percentage of the total budget</i> |                   |

| Department                           | FY17                 |               | Water and Sewer<br>Allocation<br>Methodology | Amount              |
|--------------------------------------|----------------------|---------------|--|---------------------|
|                                      | Approved             | Percent of    |  |                     |
|                                      | Orig Budget          | Budget        |  |                     |
| Town Manager*                        | \$ 668,676           | 0.6%          | See Town Manager Tab                         | \$ 65,847           |
| Human Resources*                     | \$ 112,500           | 0.1%          | See Human Resources Tab                      | \$ 11,073           |
| Finance Committee                    | \$ 6,000             | 0.0%          |  |                     |
| Comptroller*                         | \$ 344,036           | 0.3%          | See Comptroller Tab                          | \$ 34,826           |
| Assessors                            | \$ 260,555           | 0.2%          |  |                     |
| Audit*                               | \$ 101,000           | 0.1%          | 7.8% of the Audit Budget                     | \$ 7,907            |
| Data Processing*                     | \$ 602,387           | 0.5%          | See Data Processing Tab                      | \$ 49,654           |
| Collector/Treasurer*                 | \$ 440,293           | 0.4%          | See Collector/Treasurer Tab                  | \$ 151,428          |
| Engineering*                         | \$ 476,258           | 0.4%          | See Engineering Tab                          | \$ 151,451          |
| Building Zoning                      | \$ 369,904           | 0.3%          |  |                     |
| Conservation                         | \$ 49,553            | 0.0%          |  |                     |
| Planning Board                       | \$ 135,506           | 0.1%          |  |                     |
| Legal*                               | \$ 350,000           | 0.3%          | See Legal Tab                                | \$ 30,000           |
| General Services                     | \$ 137,300           | 0.1%          |  |                     |
| Town Clerk                           | \$ 387,455           | 0.3%          |  |                     |
| Library                              | \$ 1,853,772         | 1.6%          |  |                     |
| Archival Center                      | \$ 13,754            | 0.0%          |  |                     |
| Historical Commission                | \$ 11,500            | 0.0%          |  |                     |
| Board of Health                      | \$ 317,027           | 0.3%          | See Board of Health Tab                      | \$ 6,924            |
| Council on Aging                     | \$ 250,569           | 0.2%          |  |                     |
| Verterans' Services                  | \$ 44,249            | 0.0%          |  |                     |
| Police                               | \$ 4,394,592         | 3.8%          | See Police Tab                               | \$ 4,986            |
| Fire                                 | \$ 4,577,164         | 4.0%          | See Fire Tab                                 | \$ 36,500           |
| Sealer of Weights                    | \$ 9,423             | 0.0%          |  |                     |
| DPW*                                 | \$ 5,989,964         | 5.2%          | See DPW Tab                                  | \$ 229,716          |
| Snow & Ice                           | \$ 400,000           | 0.3%          |  |                     |
| Education                            | \$ 45,190,000        | 39.5%         |  |                     |
| Vocational Education                 | \$ 283,606           | 0.2%          |  |                     |
| Energy                               | \$ 2,390,013         | 2.1%          | See Energy Tab                               | \$ 34,158           |
| Contributory Retirement*             | \$ 4,262,374         | 3.7%          | See Contributory Retire Tab                  | \$ 152,755          |
| Workers' Compensation*               | \$ 400,000           | 0.3%          | See Workers' Comp Tab                        | \$ 31,500           |
| Unemployment Compensation            | \$ 75,000            | 0.1%          | See Unemployment Tab                         | \$ -                |
| Health Insurance*                    | \$ 9,618,292         | 8.4%          | See Health Ins Tab                           | \$ 241,944          |
| FICA/Medicare                        | \$ 861,000           | 0.8%          | See FICA Tab                                 | \$ 15,073           |
| Non-Contributory Retirement          | \$ 37,000            | 0.0%          |  |                     |
| Reserve Fund                         | \$ 400,000           | 0.3%          |  |                     |
| General Insurance*                   | \$ 360,000           | 0.3%          | See Property Insurance Tab                   | \$ 35,488           |
| Environmental Remediation            | \$ 43,000            | 0.0%          |  |                     |
| GASB 45 - opeb                       | \$ 180,000           | 0.2%          | See GASB 45 Tab                              | \$ -                |
| 7120 Funded Debt Interest            | \$ 6,066,593         | 5.3%          |  |                     |
| 7110 Funded Debt Principal           | \$ 6,036,926         | 5.3%          |  |                     |
| Total Yellow Sheet                   | \$ 98,507,241        | 86.2%         |  |                     |
| Capital (funded by GF)               | \$ 220,000           | 0.2%          |  |                     |
| Bldg & Cap Stabilization Transfers   | \$ 3,744,393         | 3.3%          |  |                     |
| <b>Water and Sewer Enterprise</b>    | <b>\$ 8,942,329</b>  | <b>7.8%</b>   |  |                     |
| Recreation Enterprise                | \$ 1,611,885         | 1.4%          |  |                     |
| Total Operational/Capital Budgets    | \$ 113,025,848       | 98.89%        |  |                     |
| <u>Articles</u>                      |                      |               |  |                     |
| Add'l BSF/CSF (STM A20)              | \$ 644,520           | 0.6%          |  |                     |
| OPEB (STM A21)                       | \$ 170,000           | 0.1%          |  |                     |
| COLA Increases - GF (STM A32)        | \$ 141,226           | 0.1%          |  |                     |
| <b>COLA Increases - WS (STM A32)</b> | <b>\$ 4,937</b>      | <b>0.0%</b>   |  |                     |
| COLA Increases - Rec (STM A32)       | \$ 19,448            | 0.0%          |  |                     |
| Unallocated wages (STM A32)          | \$ 284,389           | 0.2%          |  |                     |
| Totals                               | <b>\$114,290,368</b> | <b>100.0%</b> |  | <b>\$ 1,291,230</b> |

| SEWER OPERATIONS |                                | FY16<br>Budget         | FY16<br>Actual         | FY17<br>Request        | FY18<br>Request        |
|------------------|--------------------------------|------------------------|------------------------|------------------------|------------------------|
| 51101            | PERMANENT                      | 272,328.00             | 262,988.80             | 268,458.00             | 271,760.00             |
| 51160            | SICK LEAVE BUYBACK - DPW       | -                      | 503.13                 | -                      | -                      |
|                  | TOTAL PERMANENT                | 272,328.00             | 263,491.93             | 268,458.00             | 271,760.00             |
| 51359            | OVERTIME                       | 32,500.00              | 42,773.49              | 32,500.00              | 42,500.00              |
| 51368            | OFF DUTY SEWER                 | 500.00                 | -                      | 500.00                 | 500.00                 |
|                  | TOTAL OVERTIME                 | 33,000.00              | 42,773.49              | 33,000.00              | 43,000.00              |
|                  | <b>PERSONAL SERVICES TOTAL</b> | <b>305,328.00</b>      | <b>306,265.42</b>      | <b>301,458.00</b>      | <b>314,760.00</b>      |
| 52116            | ELECTRICAL SUPPLIES            | 4,000.00               | -                      | 4,000.00               | 4,000.00               |
| 52123            | HARDWARE                       | 500.00                 | -                      | 500.00                 | 500.00                 |
| 52125            | PAINTING SUPPLIES              | 200.00                 | -                      | 200.00                 | 200.00                 |
| 52127            | PLUMBING, HEATING & VENTILAT   | 200.00                 | -                      | 200.00                 | 200.00                 |
| 52128            | BITUMINOUS PRODUCTS            | 1,000.00               | -                      | 1,000.00               | 1,000.00               |
| 52129            | MASONRY SUPPLIES               | 500.00                 | 1,713.87               | 500.00                 | 500.00                 |
| 52130            | SAND, GRAVEL & LOAM            | 500.00                 | 45.00                  | 500.00                 | 500.00                 |
| 52137            | SUPPLIES, SMALL EQUIPMENT      | 12,500.00              | 8,101.51               | 12,500.00              | 12,500.00              |
| 52143            | SMALL TOOLS & IMPLMT           | 2,000.00               | -                      | 2,000.00               | 2,000.00               |
| 52152            | PIPE & FITTINGS                | 10,000.00              | 1,702.00               | 10,000.00              | 10,000.00              |
| 52153            | CHEMICALS                      | 1,000.00               | 131.26                 | 1,000.00               | 1,000.00               |
| 52181            | PUBLIC SAFETY SUPPLY           | 1,000.00               | 292.60                 | 1,000.00               | 1,000.00               |
| 52184            | CLOTHING & UNIFORMS            | 4,200.00               | (44.98)                | 4,200.00               | 4,200.00               |
| 52186            | SUPPLIES & MATERIALS           | 12,500.00              | 4,646.90               | 12,500.00              | 12,500.00              |
|                  | TOTAL SUPPLIES & MATERIALS     | 50,100.00              | 16,588.16              | 50,100.00              | 50,100.00              |
| 53110            | TELEPHONE TOWN BLDG            | 1,500.00               | 1,414.04               | 1,500.00               | 1,500.00               |
| 53112            | LIGHT/PWR TWN BLDG             | 20,000.00              | 10,627.10              | 20,000.00              | 20,000.00              |
| 53118            | PROF SERVICES                  | 25,000.00              | 15,566.10              | 25,000.00              | 25,000.00              |
| 53128            | COM R&M TOOLS & EQUIPMENT      | 300.00                 | -                      | 300.00                 | 300.00                 |
| 53138            | R&M BLDG & STRUCT              | 2,000.00               | -                      | 2,000.00               | 2,000.00               |
|                  | TOTAL CONTRACTUAL SERVICES     | 48,800.00              | 27,607.24              | 48,800.00              | 48,800.00              |
| 54101            | DUES AND MEMBERSHIPS           | 500.00                 | -                      | 500.00                 | 500.00                 |
| 54104            | MWRA ASSESSMENT                | 1,119,651.00           | 1,119,651.00           | 1,115,966.00           | 1,148,986              |
| 54117            | PAYMENTS TO MUNICIPALITIES     | 50,000.00              | 52,559.89              | 70,000.00              | 70,000.00              |
|                  | TOTAL CHARGES & OBLIGATIONS    | 1,170,151.00           | 1,172,210.89           | 1,186,466.00           | 1,219,486.00           |
|                  | <b>EXPENSES TOTAL</b>          | <b>1,269,051.00</b>    | <b>1,216,406.29</b>    | <b>1,285,366.00</b>    | <b>1,318,386.00</b>    |
| 55112            | EQUIPMENT, NOT OTHERWISE CLA   |                        |                        |                        |                        |
|                  | <b>EQUIPMENT TOTAL</b>         | <b>-</b>               | <b>-</b>               | <b>-</b>               | <b>-</b>               |
|                  | <b>SEWER TOTAL</b>             | <b>\$ 1,574,379.00</b> | <b>\$ 1,522,671.71</b> | <b>\$ 1,586,824.00</b> | <b>\$ 1,633,146.00</b> |

| WATER OPERATIONS |                                | FY16<br>Budget         | FY16<br>Actual         | FY17<br>Request        | FY18<br>Request        |
|------------------|--------------------------------|------------------------|------------------------|------------------------|------------------------|
| 51101            | PERMANENT                      | 775,320.00             | 736,509.58             | 764,737.00             | 776,214.00             |
| 51155            | SICK LEAVE BUYBACK - NAGE      | 1,750.00               | 1,564.71               | 1,750.00               | 1,750.00               |
| 51161            | SICK LEAVE BUYBACK - NON UNION | 1,350.00               | 400.00                 | 1,350.00               | 1,350.00               |
|                  | TOTAL PERMANENT                | 778,420.00             | 738,474.29             | 767,837.00             | 779,314.00             |
| 51251            | TEMPORARY                      | 15,000.00              | 9,450.00               | 15,000.00              | 15,000.00              |
|                  | TOTAL TEMPORARY                | 15,000.00              | 9,450.00               | 15,000.00              | 15,000.00              |
| 51359            | OVERTIME                       | 92,500.00              | 102,503.43             | 92,500.00              | 102,500.00             |
| 51367            | OFF DUTY WATER                 | 25,000.00              | 17,063.26              | 25,000.00              | 25,000.00              |
|                  | TOTAL OVERTIME                 | 117,500.00             | 119,566.69             | 117,500.00             | 127,500.00             |
|                  | <b>PERSONAL SERVICES TOTAL</b> | <b>910,920.00</b>      | <b>867,490.98</b>      | <b>900,337.00</b>      | <b>921,814.00</b>      |
| 52101            | OFFICE SUPPLIES                | 1,500.00               | 1,138.04               | 1,500.00               | 1,500.00               |
| 52113            | CLEANING SUPPLIES              | 400.00                 | -                      | 400.00                 | 400.00                 |
| 52116            | ELECTRICAL SUPPLIES            | 1,200.00               | 311.78                 | 1,200.00               | 1,200.00               |
| 52123            | HARDWARE                       | 1,400.00               | -                      | 1,400.00               | 1,400.00               |
| 52125            | PAINTING SUPPLIES              | 700.00                 | -                      | 700.00                 | 700.00                 |
| 52128            | BITUMINOUS PRODUCTS            | 6,000.00               | 14,467.51              | 6,000.00               | 6,000.00               |
| 52129            | MASONRY SUPPLIES               | -                      | 58.20                  | -                      | -                      |
| 52130            | SAND, GRAVEL & LOAM            | 3,000.00               | 1,193.80               | 3,000.00               | 3,000.00               |
| 52131            | STONE                          | 500.00                 | -                      | 500.00                 | 500.00                 |
| 52133            | READY MIX CONCRETE             | 300.00                 | -                      | 300.00                 | 300.00                 |
| 52134            | LUMBER AND WOOD PRODUCTS       | 250.00                 | 36.75                  | 250.00                 | 250.00                 |
| 52135            | IRON CASTINGS                  | 1,000.00               | -                      | 1,000.00               | 1,000.00               |
| 52136            | AGRICULTURE AND HORTICULTURE   | 100.00                 | 235.58                 | 100.00                 | 100.00                 |
| 52137            | SUPPLIES, SMALL EQUIPMENT      | 7,000.00               | 9,095.28               | 7,000.00               | 7,000.00               |
| 52143            | SMALL TOOLS & IMPLMT           | 3,000.00               | 3,766.51               | 3,000.00               | 3,000.00               |
| 52153            | CHEMICALS                      | 42,000.00              | 20,827.75              | 42,000.00              | 42,000.00              |
| 52154            | METERS & PARTS                 | 20,000.00              | 36,258.51              | 20,000.00              | 25,000.00              |
| 52155            | PIPE & FITTINGS                | 30,000.00              | 35,291.57              | 30,000.00              | 30,000.00              |
| 52181            | PUBLIC SAFETY SUPPLY           | 12,000.00              | 16,014.08              | 12,000.00              | 12,000.00              |
| 52184            | CLOTHING & UNIFORMS            | 3,000.00               | 8,239.77               | 3,000.00               | 3,000.00               |
| 52186            | SUPPLIES & MATERIALS           | 12,000.00              | 16,039.48              | 12,000.00              | 12,000.00              |
|                  | TOTAL SUPPLIES & MATERIALS     | 145,350.00             | 162,974.61             | 145,350.00             | 150,350.00             |
| 53101            | PRINTING & STATIONERY          | 1,000.00               | -                      | 11,500.00              | 11,500.00              |
| 53108            | POSTAGE                        | -                      | -                      | 10,500.00              | 10,500.00              |
| 53110            | TELEPHONE TOWN BLDGS           | 12,000.00              | 11,088.44              | 12,000.00              | 12,000.00              |
| 53112            | LIGHT/PWR TWN BLDS             | 70,000.00              | 67,221.99              | 70,000.00              | 70,000.00              |
| 53115            | ADVERTISING                    | 500.00                 | -                      | 500.00                 | 500.00                 |
| 53118            | PROF SERVICES                  | 78,000.00              | 109,493.41             | 78,000.00              | 100,000.00             |
| 53128            | COM R&M TOOLS & EQUIPMENT      | 500.00                 | -                      | 500.00                 | 500.00                 |
| 53138            | R&M BLDG & STRUCT              | 1,000.00               | 494.10                 | 1,000.00               | 1,000.00               |
| 53159            | R & M WATER                    | 100,000.00             | 52,988.49              | 100,000.00             | 100,000.00             |
| 53166            | TUITION                        | 2,000.00               | 7,270.00               | 2,000.00               | 2,000.00               |
| 53223            | NATURAL GAS - WATER TREATMEN   | 14,000.00              | 10,220.47              | 14,000.00              | 14,000.00              |
| 53303            | LICENSE REIMBURSEMENT          | 1,000.00               | 1,845.09               | 1,000.00               | 1,000.00               |
|                  | TOTAL CONTRACTUAL SERVICES     | 280,000.00             | 260,621.99             | 301,000.00             | 323,000.00             |
| 54101            | DUES AND MEMBERSHIPS           | 500.00                 | 230.00                 | 500.00                 | 500.00                 |
| 54102            | RENTALS AND STORAGE            | 2,200.00               | -                      | 2,200.00               | 2,200.00               |
| 54104            | MWRA ASSESSMENT                | 466,741.00             | 466,741.00             | 631,142.00             | 865,107                |
| 54117            | PAYMENTS TO MUNICIPALITIES     | 10,000.00              | 25,893.09              | 10,000.00              | 10,000.00              |
|                  | TOTAL CHARGES & OBLIGATIONS    | 479,441.00             | 492,864.09             | 643,842.00             | 877,807.00             |
|                  | <b>EXPENSES TOTAL</b>          | <b>904,791.00</b>      | <b>916,460.69</b>      | <b>1,090,192.00</b>    | <b>1,351,157.00</b>    |
| 55112            | EQUIPMENT                      | -                      | -                      | 152,000.00             | 428,000.00             |
|                  | <b>EQUIPMENT TOTAL</b>         | <b>-</b>               | <b>-</b>               | <b>152,000.00</b>      | <b>428,000.00</b>      |
|                  | <b>WATER TOTAL</b>             | <b>\$ 1,815,711.00</b> | <b>\$ 1,783,951.67</b> | <b>\$ 2,142,529.00</b> | <b>\$ 2,700,971.00</b> |

## RECREATION DEPARTMENT

| PROGRAM COSTS          | FY15<br>Actual | FY16<br>Budget | FY17<br>Request | FY17<br>Manager | FY17<br>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 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.

### FY2018 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. Replace windows.
- Increase security at the Mystic School to match Winchester Public Schools.
- Increase Middle School and High School program opportunities at the Youth Center.
- Work with the School Department to review possible locations to move the Youth Center due to the over-crowding at McCall Middle School. Two possible locations: Space at the High School and basement of the Mystic Elementary School.
- 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, donations and fund raising.
- 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. Increase offering at Beach to encourage memberships.

- Work with the Field Management Committee to create a 5-year field maintenance plan and possible funds for renovation of fields. Looking at Mullen, Leonard, Lynch and Skillings Field. Renovate the lights at Ginn to a computerized control switch.
- Encourage partnerships with local businesses to continue 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 computer infrastructure 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**

1. Completed our sixth Recreation Budget as an Enterprise Fund with a surplus.
2. Increased the variety of programs offer to the community.
3. Successfully operated the Borggaard Beach and Splash Park. Increased treatment to Wedge Pond allowed more days open for the public. Only closed twice for preventative treatment only.
4. Continued to offer Community Events, Halloween Window Painting, Halloween Horrible Parade, Breakfast with Santa, Daddy Daughter Dance, Town Championship Track Meet.
5. Increase communication with residents through social media networks, email blasts, etc.
6. Restored the Packer-Ellis Tennis Courts to a high quality-playing surface.
7. 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. Handled the collection of all Field Fees (Grass and Turf Field).
8. Created an online Field Schedule Master Schedule to show field availability to all field users. Increased the revenue of turf permitting.
9. Established a new online Registration System that is user friendly and enables better communication with residents by email blasts and text messages.
10. Implemented two new fundraising opportunities, Thanksgiving Pie Sale and Spring Butter Bread/Cookie Sale and continued out Turkey Bowl and Super Hero Wrestling, with successful results.
11. Continued to offer educational and Recreational Programs at affordable prices for the Community.

**Recreation Enterprise Fund FY2018 Budget**

**FY18 BUDGET SUMMARY**

|                   |                 |
|-------------------|-----------------|
| REVENUE           | \$ 1,705,000.00 |
| EXPENSE           | \$ 1,690,712.00 |
| INDIRECTS         | \$ 344,767.80   |
| TOTAL             | \$ (330,479.80) |
| TOWN ALLOCATION   | \$ 175,000.00   |
| NEW TOTAL         | \$ (155,479.80) |
| RETAINED EARNINGS | \$ 155,479.80   |
| TOTAL             | \$ -            |

|                          | FY14                  | FY15                  | FY16                  | FY17                  | FY18                  |
|--------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                          | Actuals               | Actuals               | Actual                | Estimate              | Estimate              |
| Youth Programs           | \$ 645,663.03         | \$ 587,811.89         | \$ 664,791.46         | \$ 650,000.00         | \$ 675,000.00         |
| Adult Programs           | \$ 69,228.54          | \$ 128,435.60         | \$ 61,930.50          | \$ 70,000.00          | \$ 65,000.00          |
| Year Round Programs      | \$ 904,120.03         | \$ 887,396.02         | \$ 899,090.50         | \$ 925,000.00         | \$ 915,000.00         |
| Trips and Special Events | \$ 34,760.73          | \$ 27,630.40          | \$ 100,191.57         | \$30,000.00           | \$ 50,000.00          |
| Int Earned on Savings    |                       |                       |                       |                       |                       |
| <b>Total</b>             | <b>\$1,653,772.33</b> | <b>\$1,631,273.91</b> | <b>\$1,726,004.03</b> | <b>\$1,675,000.00</b> | <b>\$1,705,000.00</b> |

| RECREATION |  | FY15             | FY15             | FY16             | FY17             | FY18             |
|------------|--|------------------|------------------|------------------|------------------|------------------|
|            |  | Budget           | Actual           | Actual           | Request          | Request          |
| 51101      | PERMANENT                              | 370,166          | 362,005          | 353,282          | 411,877          | 424,212          |
| 51161      | SICK LEAVE BUYBACK - NO                | 2,000            | 0                | 0                | 1,000            | 1,000            |
|            | <b>TOTAL PERMANENT</b>                 | <b>372,166</b>   | <b>362,005</b>   | <b>353,282</b>   | <b>412,877</b>   | <b>425,212</b>   |
| 51251      | TEMPORARY                              | 617,250          | 631,618          | 657,200          | 647,408          | 696,000          |
| 51359      | OVERTIME                               | 7,756            | 3,546            | 4,797            | 7,000            | 7,000            |
|            | <b>TOTAL OVERTIME</b>                  | <b>625,006</b>   | <b>635,164</b>   | <b>661,997</b>   | <b>654,408</b>   | <b>703,000</b>   |
|            | <b>PERSONAL SERVICES TOTAL</b>         | <b>997,172</b>   | <b>997,169</b>   | <b>1,015,279</b> | <b>1,067,285</b> | <b>1,128,212</b> |
| 52101      | OFFICE SUPPLIES                        | 2,000            | 3,390            | 5,351            | 3,000            | 3,000            |
| 52105      | COMPUTER SUPPLIES                      | 300              | 372              | 0                | 0                | 0                |
| 52125      | PAINTING SUPPLIES                      | 300              | 232              | 273              | 0                | 0                |
| 52176      | RECREATIONAL SUPPLIES                  | 14,500           | 31,662           | 21,524           | 15,000           | 15,000           |
| 52180      | FOOD & GROCERIES                       | 3,000            | 1,582            | 1,787            | 1,700            | 2,000            |
| 52184      | CLOTHING & UNIFORMS                    | 2,000            | 2,406            | 2,000            | 2,500            | 2,000            |
| 52186      | SUPPLIES & MATERIALS                   | 4,000            | 7,272            | 4,945            | 5,000            | 5,000            |
|            | <b>TOTAL SUPPLIES &amp; MATERIALS</b>  | <b>26,100</b>    | <b>46,915</b>    | <b>35,879</b>    | <b>27,200</b>    | <b>27,000</b>    |
| 53101      | PRINTING & STATIONERY                  | 1,000            | 371              | 0                | 400              | 400              |
| 53107      | POSTAGE                                | 6,500            | 0                | 500              | 6,000            | 6,000            |
| 53110      | TELEPHONE TOWN BUILDINGS               | 4,000            | 3,350            | 3,033            | 4,000            | 4,000            |
| 53112      | LIGHT/PWR TWN BLDS                     | 2,500            | 0                | 0                | 1,500            | 1,500            |
| 53115      | ADVERTISING                            | 2,500            | 1,410            | 2,928            | 1,500            | 1,500            |
| 53118      | PROF SERVICES                          | 441,750          | 394,247          | 405,437          | 430,000          | 450,000          |
| 53162      | TRANSPORTATION                         | 10,000           | 10,130           | 6,060            | 11,000           | 15,000           |
|            | <b>TOTAL CONTRACTUAL SERVICES</b>      | <b>468,250</b>   | <b>409,507</b>   | <b>417,958</b>   | <b>454,400</b>   | <b>478,400</b>   |
| 54101      | DUES AND MEMBERSHIPS                   | 1,000            | 175              | 65               | 1,000            | 600              |
| 54102      | RENTALS AND STORAGE                    | 2,500            | 1,708            | 150              | 2,000            | 1,500            |
| 54129      | BANK SERVICE CHARGES                   | 54,000           | 41,451           | 44,839           | 60,000           | 55,000           |
|            | <b>TOTAL CHARGES &amp; OBLIGATIONS</b> | <b>57,500</b>    | <b>43,334</b>    | <b>45,054</b>    | <b>63,000</b>    | <b>57,100</b>    |
|            | <b>EXPENSES TOTAL</b>                  | <b>551,850</b>   | <b>499,756</b>   | <b>498,892</b>   | <b>544,600</b>   | <b>562,500</b>   |
| 59700      | TRANSFER OUT                           | 258,144          | 258,144          | 286,362          | 0                | 0                |
|            | <b>TRANSFER TOTAL</b>                  | <b>258,144</b>   | <b>258,144</b>   | <b>286,362</b>   | <b>0</b>         | <b>0</b>         |
|            | <b>RECREATION TOTAL</b>                | <b>1,807,166</b> | <b>1,755,070</b> | <b>1,800,533</b> | <b>1,611,885</b> | <b>1,690,712</b> |

|   | <b>FY17</b>        |                   | <b>Recreation</b>              |                  |
|---|--------------------|-------------------|--------------------------------|------------------|
| <b>Department</b>                           | <b>Approved</b>    | <b>Percent of</b> | <b>Allocation</b>              | <b>FY18</b>      |
|   | <b>Budget</b>      | <b>Budget</b>     | <b>Methodology</b>             | <b>Indirects</b> |
| Town Manager*                               | 668,676            | 0.59%             | See Town Manager Tab           | 12,645           |
| Human Resources*                            | 112,500            | 0.10%             | See Human Resources Tab        | 2,283            |
| Finance Committee                           | 6,000              | 0.01%             |                                |                  |
| Comptroller*                                | 344,036            | 0.30%             | See Comptroller Tab            | 7,443            |
| Assessors                                   | 260,555            | 0.23%             |                                |                  |
| Audit*                                      | 101,000            | 0.09%             | 1.43% of \$101,000 budget      | 1,442            |
| Data Processing*                            | 602,387            | 0.53%             | 1.43% of \$602,387 budget      | 8,598            |
| Collector/Treasurer*                        | 440,293            | 0.39%             | See Collector/Treasurer Tab    | 7,360            |
| Engineering                                 | 476,258            | 0.42%             |                                |                  |
| Building/Zoning                             | 369,904            | 0.32%             |                                |                  |
| Conservation Commission                     | 49,553             | 0.04%             |                                |                  |
| Planning Board                              | 135,506            | 0.12%             |                                |                  |
| Legal*                                      | 350,000            | 0.31%             | 1.43% of \$350,000 budget      | 4,996            |
| General Services*                           | 137,300            | 0.12%             | 1.43% of \$137,300 budget      | 1,960            |
| Town Clerk                                  | 387,455            | 0.34%             |                                |                  |
| Library                                     | 1,853,772          | 1.62%             |                                |                  |
| Archival Center                             | 13,754             | 0.01%             |                                |                  |
| Historical Commission                       | 11,500             | 0.01%             |                                |                  |
| Board of Health                             | 317,027            | 0.28%             |                                |                  |
| Council on Aging                            | 250,569            | 0.22%             |                                |                  |
| Verterans' Services                         | 44,249             | 0.04%             |                                |                  |
| Police                                      | 4,394,592          | 3.85%             |                                |                  |
| Fire  | 4,577,164          | 4.00%             |                                |                  |
| Sealer of Weights                           | 9,423              | 0.01%             |                                |                  |
| DPW*  | 5,989,964          | 5.24%             | See DPW Tab                    | 24,274           |
| Snow & Ice                                  | 400,000            | 0.35%             |                                |                  |
| Education                                   | 45,190,000         | 39.54%            |                                |                  |
| Vocational Education                        | 283,606            | 0.25%             |                                |                  |
| Energy                                      | 2,390,013          | 2.09%             | See Energy Tab                 | 30,650           |
| Contributory Retirement*                    | 4,262,374          | 3.73%             | See Contributory Retire Tab    | 70,466           |
| Workers' Compensation*                      | 400,000            | 0.35%             | 1.43% of the \$400,000 budget  | 5,709            |
| Unemployment Compensation                   | 75,000             | 0.07%             | See Unemployment Tab           | 1,654            |
| Health Insurance*                           | 9,618,292          | 8.42%             | See Health Ins Tab             | 144,083          |
| FICA/Medicare                               | 861,000            | 0.75%             | See Medicare/FICA Tab          | 16,359           |
| Non-Contributory Retirement                 | 37,000             | 0.03%             |                                |                  |
| Reserve Fund                                | 400,000            | 0.35%             |                                |                  |
| General Insurance*                          | 360,000            | 0.31%             | See General Prop Insurance Tab | 4,846            |
| Environmental Remediation                   | 43,000             | 0.04%             |                                |                  |
| Transfer to OPEB                            | 180,000            | 0.16%             | See GASB 45 Tab                | -                |
| 7120 Interest on Debt                       | 6,066,593          | 5.31%             |                                |                  |
| 7110 Funded Debt Principal                  | 6,036,926          | 5.28%             |                                |                  |
| <b>Total Yellow Sheet</b>                   | <b>98,507,241</b>  | <b>86.19%</b>     |                                |                  |
| Capital GF only                             | 220,000            | 0.19%             |                                |                  |
| Bldg & capital stabilization fund transfers | 3,744,393          | 3.28%             |                                |                  |
| Water and Sewer Enterprise                  | 8,942,329          | 7.82%             |                                |                  |
| <b>Recreation Enterprise</b>                | <b>1,611,885</b>   | <b>1.41%</b>      |                                |                  |
| <b>Total</b>                                | <b>113,025,848</b> | <b>98.89%</b>     |                                |                  |
| <b>Articles:</b>                            |                    |                   |                                |                  |
| Add'l BSF/CSF (STM A20)                     | \$ 644,520         | 0.56%             |                                |                  |
| OPEB (STM A21)                              | \$ 170,000         | 0.15%             |                                |                  |
| COLA Increases - GF (STM A32)               | \$ 141,226         | 0.12%             |                                |                  |
| COLA Increases - WS (STM A32)               | \$ 4,937           | 0.00%             |                                |                  |
| <b>COLA Increases - Rec (STM A32)</b>       | <b>\$ 19,448</b>   | <b>0.02%</b>      |                                |                  |
| Unallocated wages (STM A32)                 | \$ 284,389         | 0.25%             |                                |                  |
| <b>Totals</b>                               | <b>114,290,368</b> | <b>100%</b>       |                                | <b>344,768</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 31, 2016

To: Town Meeting Members

From: Helen Philliou, Chairman

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

We are pleased to submit our annual FY18 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 FY18 the General Fund allocation is expected to be \$220,000 plus the amount for retiring debt.\* The Building Stabilization Fund is essentially fully committed to pay for debt service for current bonds with only about \$450,000 available for FY 18. Funding from the Capital Stabilization Fund is limited to approximately \$1,300,000 for the next couple years (assuming Town Meeting continues to transfer Retiring Debt of approximately \$600,000 each year to the fund). After FY19 available amounts in both of these stabilization funds increase slowly as past borrowings are fully repaid. The lack of funding in both these stabilization funds makes the general fund allocation to the Capital Plan critical.

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.

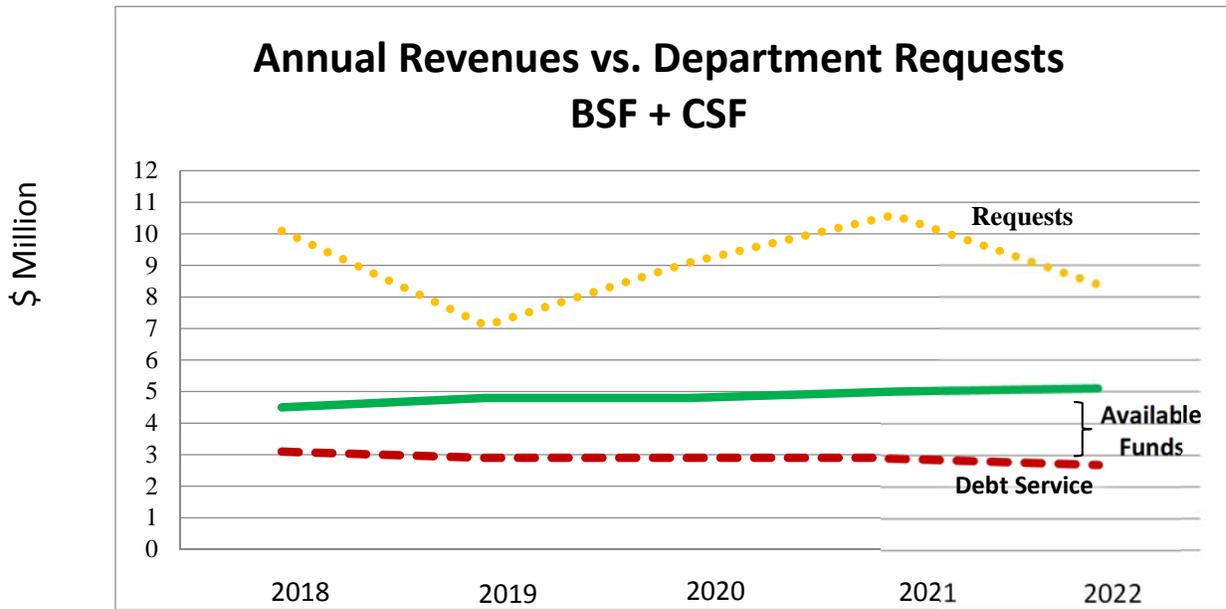
To date there is no short or long-term plan to provide additional funding for the Capital needs of the Town. Failure to maintain or replace capital items lead to the following:

- Increased public health issues and risks
- Potential failure to meet mandates
- Increased cost to the taxpayers

The Committee recommended funding options such as 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.



Note: Revenues include “Retiring Debt” and the five-year department capital 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 FY18 Capital Projects (excluding Water & Sewer Enterprise and Cemetery Permanent Care):

|                            |                   |
|----------------------------|-------------------|
| Capital Stabilization Fund | \$ 1,211,187      |
| Building Stabilization     | \$ 440,000        |
| General Fund               | \$ <u>220,000</u> |
| Total                      | \$1,871,187       |

The Building Stabilization Fund will not support any new significant projects for the foreseeable future. In order to support requests for FY18 we will be utilizing \$220,000 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 five years are distributed to all elected and appointed Boards and Committees and municipal and school departments in order to create a comprehensive five-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/Accruent 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 for long term capital planning which helps the Town prioritize its five-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 is developing a five-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 approves the final Capital Plan.

### **Project Evaluation Criteria**

The backbone to the Capital Planning process was the establishment of a 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 individual 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 Project Requests Summary<br>FY2018 - FY2022 |  |                  |                  |                |                |                |
|---|--|------------------|------------------|----------------|----------------|----------------|
| Departments   | Projects   | FY 18 Requests   | FY 19 Requests   | FY 20 Requests | FY 21 Requests | FY 22 Requests |
| 1   | ADA<br>Municipal / School Dept. Projects                             | 125,950          |                  |                |                |                |
|   | <b>ADA - TOWN</b>  | <b>125,950</b>   | <b>125,000</b>   | <b>125,000</b> | <b>125,000</b> | <b>125,000</b> |
| 2   | DPW - Buildings<br>DPW Stable Demo/Replacement                       | 500,000          |                  |                |                |                |
| 3   | DPW - Buildings<br>Parks Dept. Roof Replacement                      | 200,000          |                  |                |                |                |
| 4   | DPW - Buildings<br>Library HVAC Replacement                          | 500,000          |                  |                |                |                |
| 5   | DPW - Buildings<br>Town Hall Generator/Construction                  | 200,000          |                  |                |                |                |
| 6   | DPW - Buildings<br>Town-wide Painting and Carpet Replacement         | 100,000          |                  |                |                |                |
|   | <b>DPW - BUILDINGS</b>   | <b>1,500,000</b> | <b>190,000</b>   | <b>360,000</b> | <b>115,000</b> | <b>650,000</b> |
| 7   | DPW - Cemetery<br>Pick Up Truck                                      | 56,000           |                  |                |                |                |
| 8   | DPW - Cemetery<br>Trees (Pruning/Planting)                           | 20,000           |                  |                |                |                |
|   | <b>DPW - CEMETERY</b>  | <b>76,000</b>    | <b>80,000</b>    | <b>80,000</b>  | <b>80,000</b>  | <b>80,000</b>  |
| 9   | DPW - Roads/Sidewalks<br>Roads / Sidewalks                           | 375,000          |                  |                |                |                |
|   | <b>DPW - ROADS/SIDEWALKS</b>   | <b>375,000</b>   | <b>375,000</b>   | <b>375,000</b> | <b>375,000</b> | <b>375,000</b> |
| 10  | DPW - Vehicles<br>Salter Truck 1                                     | 185,000          |                  |                |                |                |
| 11  | DPW - Vehicles<br>Truck 15   | 56,000           |                  |                |                |                |
| 12  | DPW - Vehicles<br>Ford Explorer/Highway                              | 35,000           |                  |                |                |                |
|   | <b>DPW - VEHICLES</b>  | <b>276,000</b>   | <b>265,000</b>   | <b>180,000</b> | <b>130,000</b> | <b>195,000</b> |
| 13  | DPW - WATER/SEWER<br>Water Main Lining/Lead Neck Removal             | 600,000          |                  |                |                |                |
| 14  | DPW - WATER/SEWER<br>Scada System at Plant                           | 175,000          |                  |                |                |                |
| 15  | DPW - WATER/SEWER<br>Carbon Replacement at Plant                     | 70,000           |                  |                |                |                |
| 16  | DPW - WATER/SEWER<br>Meter #1/2/6 Area Construction Phase I          | 1,000,000        |                  |                |                |                |
| 17  | DPW - WATER/SEWER<br>EPA MS4 Stormwater Permit - NOI Preparation     | 13,000           |                  |                |                |                |
| 18  | DPW - WATER/SEWER<br>EPA MS4 Stormwater Permit - Year 1 Requirements | 135,000          |                  |                |                |                |
| 19  | DPW - WATER/SEWER<br>Stowell Road Groundwater Investigation          | 35,000           |                  |                |                |                |
|   | <b>DPW - WATER/SEWER</b>   | <b>2,028,000</b> | <b>1,685,000</b> | <b>250,000</b> | <b>450,000</b> | <b>520,000</b> |
| 21  | ENGINEERING<br>Engineering Department Truck                          | 42,000           |                  |                |                |                |
|   | <b>Engineering</b>   | <b>42,000</b>    |                  |                |                |                |
| 22  | FIRE<br>Pick Up Truck  | 35,000           |                  |                |                |                |
| 23  | FIRE<br>Fire Pumper  | 550,000          |                  |                |                |                |
| 24  | FIRE<br>West Side Station Renovation                                 | 2,200,000        |                  |                |                |                |
| 25  | FIRE<br>Public Safety Radio Mandated Upgrade                         | 500,000          |                  |                |                |                |
|   | <b>FIRE - VEHICLES/RENOVATIONS</b>                                   | <b>3,285,000</b> | <b>29,000</b>    | <b>220,000</b> | <b>550,000</b> | <b>230,000</b> |
| 26  | FLOODING<br>Swanton Street Culvert Project                           | 1,700,000        |                  |                |                |                |
|   | <b>FLOODING</b>  | <b>1,700,000</b> | <b>4,000,000</b> |                |                |                |

**Capital Improvement Project Requests Summary - Cont.  
FY2018 - FY2022**

| Departments                            | Projects   | FY 18 Requests    | FY 19 Requests   | FY 20 Requests   | FY 21 Requests   | FY 22 Requests   |
|--|--|-------------------|------------------|------------------|------------------|------------------|
| 27                                     | MIS Ethernet Cabling Phase 2   | 55,000            |                  |                  |                  |                  |
| 28                                     | MIS SAN (Storage Area Network) Equipment Replacement   | 115,000           |                  |                  |                  |                  |
| <b>MIS</b>                             |  | <b>170,000</b>    | <b>350,000</b>   | <b>120,000</b>   | <b>100,000</b>   | <b>80,000</b>    |
| 29                                     | POLICE Software Study  | 20,000            |                  |                  |                  |                  |
| <b>POLICE</b>                          |  | <b>20,000</b>     | <b>185,000</b>   | <b>40,000</b>    | <b>-</b>         | <b>-</b>         |
| 30                                     | RECREATION Leonard Field Tennis & Basketball Courts  | 59,600            |                  |                  |                  |                  |
| <b>RECREATION</b>                      |  | <b>59,600</b>     | <b>626,863</b>   | <b>456,493</b>   | <b>777,840</b>   | <b>1,429,200</b> |
| 31                                     | SCHOOLS McCall Gym Ceiling Replacement   | 95,000            |                  |                  |                  |                  |
| 32                                     | SCHOOLS McCall Classroom Conversion of Existing Space Design Work  | 50,000            |                  |                  |                  |                  |
| 33                                     | SCHOOLS Lincoln Play Field Drainage & Site Renovation  | 93,000            |                  |                  |                  |                  |
| 34                                     | SCHOOLS Lynch Domestic Water & Heat Distribution Replace   | 300,000           |                  |                  |                  |                  |
| 35                                     | SCHOOLS Lynch Design Specs Window Replacement (Merged with Muraco for \$80K to be Flexible)                | 150,000           |                  |                  |                  |                  |
| 36                                     | SCHOOLS Muraco Window Replacement Design Specs (Merged with Lynch for \$80K to be Flexible)                | 60,000            |                  |                  |                  |                  |
| 37                                     | SCHOOLS Muraco Window Replacement Part 2 Classroom   | 200,000           |                  |                  |                  |                  |
| 38                                     | SCHOOLS Muraco Replace Electrical System Design Specs  | 100,000           |                  |                  |                  |                  |
| 39                                     | SCHOOLS Muraco Classroom Sink/Cabinet Unit Replacement   | 100,000           |                  |                  |                  |                  |
| <b>SCHOOLS - BUILDINGS</b>             |  | <b>1,148,000</b>  | <b>1,919,000</b> | <b>4,198,250</b> | <b>5,590,000</b> | <b>2,555,000</b> |
| 40                                     | Town Manager VFA Building Inventory Phase 2  | 51,187            |                  |                  |                  |                  |
| 41                                     | Town Manager Design & Engineering for Main St & Waterfield Rd Bridge Rail Replacement                      | 150,000           |                  |                  |                  |                  |
| 42                                     | Town Manager Implement Portion of the Landscape Master Plan for Mill and Judkins Pond                      | 50,000            |                  |                  |                  |                  |
| 43                                     | Town Manager Final Design & Construction of Trfaffic Signals at Main & Swanton and Ridge & Johnson Streets | 900,000           |                  |                  |                  |                  |
| <b>TOWN MANAGER - SPECIAL PROJECTS</b> |  | <b>1,151,187</b>  |                  |                  |                  |                  |
| <b>TOTALS</b>                          |  | <b>11,956,737</b> | <b>9,829,863</b> | <b>6,404,743</b> | <b>8,292,840</b> | <b>6,239,200</b> |
| <b>5-YEAR TOTAL</b>                    |  | <b>42,723,383</b> |                  |                  |                  |                  |

This year alone there were in excess of \$12 million in Capital Stabilization Fund, Building Stabilization Fund and Water Sewer 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.

#### **Winchester Public Schools – Facilities Master Plan Update**

While the Capital Planning Committee continues to welcome and vet the many capital project requests from our various municipal departments, we are especially interested in the development and coming recommendations of the Schools Facilities Master Plan. Thanks to the support of last year's Town Meeting, the current/existing Master Plan from 2007 is being updated. Evaluations of our school facilities' capacity, condition, flexibility and adaptability coupled with demographic analysis and enrollment growth projections will help the district articulate its short, medium and long-term needs over the next decade. We look forward to the community presentations and conversations to come as the district's needs come into better focus, including the financial resources needed to achieve the Plan's goals.

#### **Flood Mitigation Projects - Update**

One of the CPC's top priorities continues to be funding projects that are part of the Board of Selectmen'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. The Town Managers Office requested the funds for the completion of the Swanton Street Culvert, the next project in the sequencing. **CPC was unable to fund this due to the lack of available funds.**

#### **History of the Flood Mitigation Program to Date:**

Low lying areas adjacent to the Aberjona River in Winchester have been subject to flooding throughout history. The flooding has been exacerbated by an increase in storm water flows resulting from development both upstream and within Winchester over the past 40 years. As such the Town undertook a Flood Mitigation Program with the goal of minimizing economic losses from damaging floods by eliminating constrictions and undertaking projects to improve flow and capacity. In 2003 the Town filed an ENF for 17 proposed flood improvement projects. In 2006 the town filed a Draft EIR, in 2007 a Supplemental EIR and in 2010 a Final EIR was submitted and a MEPA Certificate was issued for the remaining six flood mitigation projects:

- Project 2 – Widening of the Aberjona River
- Project 3 – Center Falls Dam
- Project 4 – Mt Vernon Street Bridge Improvements
- Project 6 – Skillings Field Culvert Project
- Project 8 – Swanton Street Bridge Improvements, and;
- Project 10 – Railroad Bridge near Muraco School

The Certificate also approved three mitigation projects that must be completed prior making Projects 4-10 operational. These out of town mitigation projects are:

- Improvements to the Scalley Dam in Woburn
- Mystic Lakes Mid-Lakes Dam Improvements in Medford and;
- Removal of constrictions at the Main Street/Craddock Locks in Medford

The MEPA certificate required that the work be performed in the following sequence:

1. Project 2 – Widening of the Aberjona River
2. Project 3 – Center Falls Dam, Project
3. Mystic Lakes Mid-Lakes Dam Improvements in Medford
4. Removal of constrictions at the Main Street/Craddock Locks in Medford
5. Improvements to the Scalley Dam in Woburn
6. Project 4 – Mt Vernon Street Bridge Improvements

7. Project 6 – Skillings Field Culvert Project
8. Project 8 – Swanton Street Bridge Improvements
9. Project 10 – Railroad Bridge near Muraco School

**Note:**

The Skillings Field Project is being performed out of sequence in order to meet the High School completion deadline.

A lot of progress has happened since 2010. Projects 2 and 3 have been completed by the Town. The Mid-Lakes Dam project is complete and the constriction at the Craddock Locks has been removed. The Town has secured \$2.5 million in funding for The Scalley Dam and the Mt Vernon Street Bridge projects as part of the Environmental Bond Bill (as well as some additional Capital Stabilization Funds) and those two projects are currently scheduled to begin construction. Skillings Field Culvert Project and the associated environmental cleanup work is currently under construction and is scheduled to be complete by the spring of 2017. The final two projects have been partially funded. The preliminary engineering for the Railroad Bridge near Muraco School is currently ongoing. The final design and engineering of plans and specifications for the Swanton Street Bridge Culvert project is underway as well. This project will be shovel ready in 2017 which is the reason for the request for construction funding. The Managers Office feels that by having the construction of the Swanton Street project fully funded and underway will strengthen our position when we appear before Administration and Finance for release of the \$2.5 million that has been earmarked in the state budget for flood mitigation projects here in Winchester. If successful these funds would be used for the partial funding of the Railroad Bridge near Muraco School project. One additional potential funding source may be the proceeds from the Winning Farm Development Agreement. The CPC proposes that the funds be utilized for the Swanton Street Bridge Culvert Project. We recommend that the Winning Farm funds be placed in the Capital Stabilization Fund and then next year combine those funds with the additional FY 19 available CFS funds.

Attached to this report is a copy of a recent Power Point Presentation given to the Board of Selectmen on September 12th. It is an update from VHB on the current status of the Flood Mitigation Program.

## **FY 18 CPC Recommended Projects**

### **Fall Town Meeting Building Stabilization Fund**

|  |                   |
|--|-------------------|
| McCall Gym Ceiling Replacement                       | \$ 95,000         |
| DPW Wall/Stable Demolition/Partial Stabilization     | 150,000           |
| McCall Classroom Conversion of Existing Space/Design | 50,000            |
| <b>Total</b>   | <b>\$ 295,000</b> |

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

|   |                   |
|---|-------------------|
| Fire Department Fire Pumper             | \$ 550,000        |
| VFA/Accruent Building Update – Phase II | <u>51,187</u>     |
| <b>Total</b>                            | <b>\$ 601,187</b> |

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

|  |                   |
|--|-------------------|
| Leadneck and Lead Service Removal Program <sup>(1)</sup> | \$ 600,000        |
| Scada System at Water Treatment Plant                    | 175,000           |
| EPA MS4 Stormwater Permit - NOI Preparation              | <u>13,000</u>     |
| <b>Total</b>   | <b>\$ 788,000</b> |

(1) MWRA Loan

### **Spring Town Meeting Building Stabilization Fund**

|                                       |                   |
|---------------------------------------|-------------------|
| Muraco School Fire Alarm              | \$ 165,000        |
| DPW Parks Department Roof Replacement | <u>200,000</u>    |
| <b>Total</b>                          | <b>\$ 365,000</b> |

### **Spring Town Meeting Capital Stabilization Fund/General Fund**

|                          |                   |
|--------------------------|-------------------|
| ADA Various Schools/Town | \$ 125,000        |
| DPW Roads and Sidewalks  | 300,000           |
| DPW Salter Truck #1      | <u>185,000</u>    |
| <b>Total</b>             | <b>\$ 610,000</b> |

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

|   |                     |
|---|---------------------|
| Carbon Filter Replacement at Water Treatment Plant      | \$ 70,000           |
| EPA MS4 Stormwater Permit Year One Requirements         | 135,000             |
| Meter #1/2/6 Area Construction Phase One <sup>(1)</sup> | 1,000,000           |
| Stowell Road Groundwater Investigation                  | 35,000              |
| <b>Total</b>  | <b>\$ 1,240,000</b> |

(1) MWRA Loan/Grant

### **Spring Town Meeting Cemetery Trust Fund**

|                                       |                  |
|---------------------------------------|------------------|
| Pickup Truck                          | \$ 56,000        |
| Cemetery Tress – Pruning and Planting | <u>20,000</u>    |
| <b>Total</b>                          | <b>\$ 76,000</b> |

## **FY 18 Project Descriptions**

### **Fall Town Meeting Building Stabilization Fund**

#### **McCall Gym Ceiling Replacement**

The gymnasium ceiling at the McCall Middle School is in need of replacement. The existing lay-in acoustical tile and grid system has not held up well to years of athletics programming as volleyballs and basketballs strike the ceiling from time to time, damaging or dislodging tiles. While no students or visitors have been struck or injured, there have been instances in which tiles or portions of tiles have fallen while the gymnasium was occupied. Thanks to a vote from Town Meeting last year, a design and engineering firm was retained to study the nature of the failures and evaluate options. The Capital Planning Committee supports the recommendation to completely remove the existing lay-in acoustical tiles and ceiling grid and install mechanically-fastened cementitious fiberboard [Tectum] panels. This option is similar to the ceiling in the Lynch cafeteria space, is durable, low maintenance and resistant to the occasional impact from athletic programming.

#### **DPW Wall/Stable Demolition/Partial Stabilization**

The perimeter wall of the DPW yard is in a dangerous state. This wall was originally built at the turn of the last century and was an integral part of the Public Works Stable system for maintaining the horse and horse drawn equipment. This brick wall is structural roof support to a series of storage areas that have been rendered unusable. It has been reviewed by engineers, town officials, and advisory committees. The form of the final rebuilding/replacement of the building is still being developed for future funding consideration. The appropriation being sought is for the removal of the existing wall that is in danger of collapse while retaining significant architectural features. Funding also provides for the installation of a high fence with screening for safety and security of the DPW operations as well as minimizing the impact on the neighborhood

#### **McCall Classroom Conversion of Existing Space – Design**

Though physically expanded twice in the last fifteen years, the McCall Middle School is once again out of classroom space due to the district's increasing enrollment. For the second year in a row, the McCall Library is partitioned into classroom space as no other existing space is available and/or configured to support classroom instruction. This temporary solution is impacting the function and effectiveness of the library and there are similar distractions in the classroom environment, as well.

Though still in the midst of development, the update to the Winchester Public Schools' Facilities Master Plan has already identified the space shortage at McCall to be a top concern and priority to be addressed. The master plan team is evaluating a number of conceptual options ranging from repurposing/reconfiguring existing space into instructional use to modular classroom buildings or a combination of the two.

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

#### **Fire Department Fire Pumper**

The new fire engine will replace the current 16 year-old front line pumper which has experienced a history of significant maintenance problems. The current front line pumper will be placed in reserve status replacing a 23-year-old reserve pumper that has seen extended service and general deterioration. The national standard does not allow for the use of a fire engine older than 25 years. The new fire engine will have modern safety features and provide for reliable first line firefighting operation for the next 15 years, and back-up status for the following 10 years. The 10+ month lead time to acquire a new pumper dictates that we begin this process now.

#### **VFA/Accruent Building Update**

The Town utilizes the VFA/Accruent Program as a major tool in our Buildings Capital Planning and Asset Management process. We last updated our inventory on 2007. This year funds are requested to complete the update of the remaining half of our inventory through a facility condition assessment. Funds were appropriated last year for the first half of the inventory.

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

#### **Lead Neck and Lead service Removal Program**

The funds requested will be utilized to continue the implementation of a community lead service water line replacement program to reduce the potential for elevated lead levels at customer taps and to maintain high water quality conditions. This program includes the replacement of lead neck connections, and the replacement or rehabilitation of public and privately-owned water service lines containing lead, including all design, engineering and construction costs.

#### **Scada System at Water Treatment Plant**

The request for funds is to replace the obsolete control equipment that runs the water treatment plant. Equipment was installed when plant was built in 1996. The equipment can no longer be serviced or parts replaced due to the age of the existing equipment.

#### **EPA MS4 Stormwater Permit – NOI Preparation**

In spring 2016, USEPA issued a new Small MS4 General Permit for Massachusetts under the National Pollutant Discharge Elimination System (NPDES) permit program. The program requires municipalities to obtain a permit to discharge stormwater runoff to waters of the US. As part of this permit, cities and towns are required to implement a series of “requirements” designed at identifying and removing sources of stormwater pollution. The permit is effective July 1, 2017 and has a 5-year cycle, with new requirements and milestones being phased in each year.

In 2015, the Town of Winchester hired the engineering consulting firm Weston & Sampson to evaluate requirements associated with the draft MS4 permit issued in 2014, which is similar in scope to the final permit issued in April 2016. Weston & Sampson estimated the Town’s overall cost to implement the new permit requirements at between \$1.5 and \$3 million.

The Engineering Department is requesting \$13,000 at fall 2016 Town Meeting to complete preparation of the Notice of Intent (NOI), which is required to apply for coverage under the permit. The NOI must be completed and submitted to USEPA by September 29, 2017.

#### **Spring Town Meeting Building Stabilization Fund**

##### **Muraco-Replace Fire Alarm – Installation**

The Muraco school fire alarm system is original to the 1967 construction. Equipment is aged and deteriorated and is not compliant to modern codes and standards. New system would include a fully addressable system with detailed read out of event, smoke detectors instead of heat detectors, ADA accessible pull stations, horn strobe units for the hearing and sight impaired. Last year funds were appropriated for initial engineering services. This year the construction funds are being requested.

##### **DPW Parks & Building Maintenance Building Roof Construction**

These two buildings are vital to DPW daily operations and life extension/protection of the Town’s major equipment. The roofs on both buildings are well beyond standard life expectancies and roof leaks are constantly repaired. The large overhead doors are constant repair items due to the continual leaking and are creating a safety and security concern. Last year funds were appropriated for the engineering work. This year construction funds are being requested.

#### **Spring Town Meeting Capital Stabilization Fund/General Fund**

##### **ADA Various Schools/Town**

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 7 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 FY18 ADA request includes miscellaneous railing and parking space projects at both the schools and town buildings. It also includes engineering services for the preparation of schematic designs for elevators at the Parkhurst and Mystic School Buildings. Although it is anticipated that the cost of these projects will exceed the \$125,000 annual allocation to ADA project planning, we will continue to work through the projects in order as funding allows.

##### **DPW 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.

These funds are also used to make sidewalks and curb cuts ADA compliant, assisting with the Town's ongoing ADA compliance funding program.

#### **DPW Salter Truck #1 Replacement**

This vehicle will replace 1993 salter/dump truck that won't pass inspection due to a cracked frame. This truck is used for snow and ice operations as well as paving/construction/landscaping projects. Truck is critical to the operations of the department due to its multiple functionality.

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

##### **Carbon Filter Replacement at Water Treatment Plant**

The request is to fund the replacement of the granular-activated carbon (GAC) in two water filter units to ensure water quality at the water treatment plant. The filter was last replaced in 2012 and the new filters are expected to last 4-5 years.

##### **EPA MS4 Stormwater Permit Year One Requirements**

In spring 2016, USEPA issued a new Small MS4 General Permit for Massachusetts under the National Pollutant Discharge Elimination System (NPDES) permit program. The program requires municipalities to obtain a permit to discharge stormwater runoff to waters of the US. As part of this permit, cities and towns are required to implement a series of requirements designed at identifying and removing sources of stormwater pollution. The permit is effective July 1, 2017 and has a 5-year cycle, with new requirements and milestones being phased in each year.

The Engineering Department is requesting \$135,000 at the spring 2017 Town Meeting to implement the Year 1 permit requirements. The permit requires implementation of the following "six minimum control measures": (1) Public Outreach and Education; (2) Public Involvement and Participation; (3) Illicit Discharge Detection and Elimination (IDDE); (4) Construction Site Runoff Control; (5) Post-Construction Stormwater Management; and (6) Pollution Prevention/Good Housekeeping. Key milestones for Permit Year 1, which concludes on June 30, 2018, include development of a Stormwater Management Plan (SWMP), development of a written IDDE plan with an assessment and ranking of catchments; and development of a sanitary sewer overflow (SSO) inventory.

##### **Meter #1/2/6 Construction Phase One**

Last year Town Meeting appropriated funds for design phase of this project. This phase, Phase One Construction includes sanitary sewer rehabilitations in the Meter #1, 2, & 6 and Lawson Road/Winslow Road areas. The rehabilitations are based on defects identified during the Phase II Sanitary Sewer Evaluation Survey.

##### **Stowell Road Groundwater Investigation**

In 2015, the Town of Winchester completed repairs to the sewer main on Stowell and Marshall Roads to remove sources of Infiltration and Inflow (I&I). In spring 2016, the Town began receiving complaints from the neighbors on Stowell Road that they felt they were pumping an increased amount of groundwater from their basements since the sewer repairs were completed. The residents have questioned whether the relining of the sewer mains in their neighborhood may have caused groundwater levels to rise, resulting in additional pumping from their properties. This study will evaluate the post-construction groundwater levels in the Stowell Road neighborhood and evaluate the ability of the existing drain line to accommodate sump pump discharges.