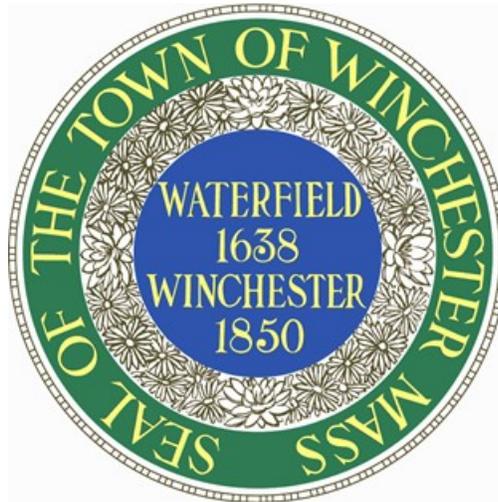


**TOWN OF WINCHESTER
TOWN MANAGER'S FINANCIAL PLAN**

FISCAL 2019



RICHARD C. HOWARD, TOWN MANAGER

MARK J. TWOGOOD, ASSISTANT TOWN MANAGER

STACIE A. WARD, TOWN COMPTROLLER

TABLE OF CONTENTS

| | | | |
|-----------------------------------|----|--|-----|
| Section I – Transmission Letter | 1 | Lincoln Elementary | 79 |
| | | Lynch Elementary | 82 |
| Section II - Summaries | 5 | Muraco Elementary | 84 |
| | | Vinson-Owen Elementary | 86 |
| Section III – Service Programs | | Special Education | 88 |
| General Government | | Pupil Services | 90 |
| Town Manager | 9 | Technology | 91 |
| Human Resources | 11 | Athletics | 92 |
| Finance Committee | 12 | Vocational Education | 93 |
| Comptroller | 13 | Line Item Detail | 94 |
| Assessor | 14 | Undistributed | |
| Collector/Treasurer | 15 | Energy | 162 |
| Engineering | 17 | Personnel Benefits | 164 |
| Building and Zoning | 19 | Contributory | 164 |
| Conservation Commission | 20 | Non-Contributory Retirement | 164 |
| Planning Board | 22 | Worker’s Compensation | 164 |
| Town Clerk | 24 | Unemployment Compensation | 164 |
| Legal | 26 | F.I.C.A./Medicare Tax | 164 |
| Data Processing | 27 | Debt & Interest | |
| General Services | 28 | Debt – Principal | 165 |
| Culture | | Debt – Interest | 165 |
| Library | 29 | Miscellaneous | |
| Archival Center | 32 | General Insurance | 168 |
| Historical Commission | 34 | Reserve Fund | 168 |
| Health and Social Services | | Environmental Remediation Services | 168 |
| Board of Health | 36 | | |
| Council on Aging | 39 | Section IV – Non-Appropriated Expenses | 169 |
| Veterans Services | 42 | | |
| Public Safety | | Section V – Enterprise Funds | |
| Police Department | 43 | Water & Sewer | 171 |
| Fire Department | 46 | Recreation | 176 |
| Sealer of Weights & Measures | 48 | | |
| Department of Public Works | | Section VI – Capital Improvement Program | 180 |
| Public Works | 49 | | |
| Administration | 50 | | |
| Maintenance | 51 | | |
| Buildings | 52 | | |
| Garage | 54 | | |
| Transfer Station | 56 | | |
| Cemetery | 58 | | |
| Snow and Ice | 59 | | |
| Education | 58 | | |
| Superintendent Transmittal Letter | 61 | | |
| Central Office/System Services | 71 | | |
| Senior High School | 72 | | |
| McCall Middle School | 74 | | |
| Ambrose Elementary | 77 | | |

SECTION I

TRANSMITTAL LETTER



Town of Winchester

Richard C. Howard,
Town Manager

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Winchester, MA 01890
Phone: 781-721-7133
Fax: 781-756-0505
townmanager@winchester.us

February 15, 2018

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 proposal for all departmental activity for Fiscal Year 2019 (July 1, 2018 to June 30, 2019). The budget proposal accounts for recently concluded contractual obligations. There are no new initiatives proposed with this budget.

The Massachusetts economy continues a strong expansion with unemployment low and real estate rents and sales pricing continuing to be strong. The State's fiscal leaders forecast an estimated 3½% increase in State tax revenues for FY2019. Current year's revenue collections remain ahead of projections and there have been no "9C" budget cuts at the State level for Fiscal Year 2018.

At the national level, many economic indicators remain positive. However, there is still great uncertainty around the Federal government's handling of the Affordable Care Act which could have significant impacts on the State economy and the healthcare industry and health care costs.

The Town's has several outstanding major capital initiatives (Skillings Field renovation and McCall Expansion Phase I) and they remain on track to be completed on time and within budget expectations. A second renovation phase of the McCall Middle School is the subject of an upcoming ballot initiative.

Revenues

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. Of particular note is the substantial increase to the Town's Chapter 70 aid (approximately \$1.2M) as proposed in the Governor's budget for FY 2019. Also noteworthy is a slight increase in the amount of "free cash" (approximately \$800,000) that is proposed as a revenue source to balance this year's budget. Indirect expensing is estimated at this point in time, but are close to actual.

Revenues are estimated in accordance with the following table:

| REVENUES | | | FY2019 Budget Projections |
|---|-----------------------|-----------------------|------------------------------|
| | FY 2017 Actual | FY2018 Budget | |
| <u>TAX REVENUE</u> | | | |
| Property Tax Revenue | 68,351,846.00 | 70,921,013.00 | 73,620,733.30 |
| Property Tax to Cap & Bldg Stab Funds | 3,744,394.00 | 3,838,004.00 | 3,933,953.88 |
| New Growth Revenue | 938,930.00 | 904,093.00 | 900,000.00 |
| Water & Sewer | 4,506,618.00 | 4,816,192.00 | 4,825,031.26 |
| Debt Exclusion Override Tax Revenue: | | | |
| McCall <i>(net of MSBA contract assistance)</i> | 410,298.00 | 365,293.00 | 322,768.00 |
| Lincoln | 318,334.00 | 309,929.00 | 302,068.72 |
| Immediate Repairs | 13,960.00 | 12,856.00 | 11,110.00 |
| Wright-Locke Farm | 282,036.00 | 276,824.00 | 271,612.49 |
| Vinson-Owen | 1,321,607.00 | 1,299,704.00 | 1,288,184.00 |
| High School | 4,670,231.00 | 5,798,043.00 | 5,602,656.26 |
| Aberjona River Culvert | 17,133.00 | 146,847.00 | 512,287.50 |
| Skillings Environmental Remediation | 16,867.00 | 108,037.00 | 309,500.00 |
| Skillings Turf | - | 31,188.00 | 231,038.88 |
| adjustments - from reserves for debt premiums | (99,437.00) | (116,441.00) | - |
| | 6,951,029.00 | 8,232,280.00 | 8,851,225.85 |
| TOTAL TAX REVENUE | 84,492,817.00 | 88,711,582.00 | 92,130,944.29 |
| <u>STATE REVENUE</u> | | | |
| State Aid | 9,419,530.00 | 9,652,772.00 | 10,859,703.00 |
| School Building Assistance | 672,082.00 | 672,082.00 | 672,082.00 |
| TOTAL STATE REVENUE | 10,091,612.00 | 10,324,854.00 | 11,531,785.00 |
| <u>LOCAL RECEIPTS</u> | | | |
| Motor Vehicle Excise | 3,726,277.00 | 3,600,000.00 | 3,786,590.00 |
| Meals Tax | 182,954.00 | 165,000.00 | 165,000.00 |
| Penalties & Interest | 499,965.00 | 270,000.00 | 270,000.00 |
| Pilot Payment | 102,333.00 | 89,000.00 | 89,000.00 |
| Solid Waste Fees | 1,374,822.00 | 1,370,000.00 | 1,370,000.00 |
| Fees (includes Ambulance fees) | 1,091,371.00 | 1,050,000.00 | 1,050,000.00 |
| Rentals | 51,823.00 | 48,000.00 | 48,000.00 |
| Cemetery | 234,575.00 | 200,000.00 | 200,000.00 |
| Other Departmental | 64,864.00 | 64,000.00 | 64,000.00 |
| Licenses & Permits | 1,700,268.00 | 1,700,000.00 | 1,725,000.00 |
| Special Assessments | 1,675.00 | - | - |
| Fines & Forfeits | 33,536.00 | 33,000.00 | 33,000.00 |
| Investment Income | 205,842.00 | 20,000.00 | 70,000.00 |
| Medicaid Reimbursement | 196,820.00 | 50,000.00 | 150,000.00 |
| Misc. Recurring | 3,082.00 | - | - |
| Misc. Non-recurring | 800,979.00 | - | - |
| TOTAL LOCAL RECEIPTS | 10,271,186.00 | 8,659,000.00 | 9,020,590.00 |
| <u>STABILIZATION FUND TRANSFERS IN</u> | | | |
| Building Stabilization | 2,611,947.00 | 2,525,646.00 | 2,440,083.52 |
| Capital Stabilization | 544,931.00 | 533,581.00 | 513,181.26 |
| Building Stabilization - Capital | 660,000.00 | 200,000.00 | - |
| Capital Stabilization - Capital | 986,187.00 | 1,034,525.00 | - |
| TOTAL STABILIZATION TRANSFERS IN | 4,803,065.00 | 4,293,752.00 | 2,953,264.78 |
| <u>OTHER TRANSFERS IN</u> | | | |
| Enterprise Funds - Indirects & Other | 1,545,274.00 | 1,635,998.00 | 1,685,077.94 |
| Parking Meter Fund | 174,000.00 | 102,000.00 | 152,000.00 |
| Cemetery Perpetual Care | 70,000.00 | 125,000.00 | 125,000.00 |
| Unallocated Wage Article Fund | - | 284,389.00 | - |
| TOTAL OTHER TRANSFERS IN | 1,789,274.00 | 2,147,387.00 | 1,962,077.94 |
| <u>FUND BALANCE AND FREE CASH</u> | | | |
| Free Cash - annual budget <i>(capital + retiring debt + energy)</i> | 957,938.00 | - | 1,738,784.62 |
| Free Cash - deferred maintenance | 100,000.00 | 100,000.00 | 100,000.00 |
| Free Cash - one-time capital/other uses | 570,000.00 | 679,370.00 | - |
| Fund Balance - reserved for debt premiums | 4,281,006.00 | 116,441.00 | - |
| Fund Balance - reserved for overlay | 170,000.00 | 863,000.00 | - |
| TOTAL FUND BALANCE AND FREE CASH | 6,078,944.00 | 1,758,811.00 | 1,838,784.62 |
| TOTAL | 117,526,898.00 | 115,895,386.00 | 119,437,446.63 |

Expenditures

Departmental activity remains largely level funded with labor costs accounted for. The School Department budget includes necessary resources to fund salaries and the continuation of the full-day kindergarten program, but not every new initiative.

Health Insurance benefit costs have again arisen as a major expense center and adjustments must be made around plan design and cost sharing in order to have a sustainable model for that benefit going forward. We hope to see stability in our Energy budget. Outside assessments, especially for Vocational school costs should be monitored closely. Capital expenditures remain constant and when added to the Town's capital projects support by debt exclusion revenue, the Town continues to have a very robust capital investment in facilities and the Town's flood mitigation programs in particular.

Winchester Public Schools continue to offer a high level educational opportunity to Winchester families and approximately 4,700 students. Enrollment growth and programing designed for academic achievement continue to drive budget goals.

As has been the practice in the last several fiscal years, we will propose that non-union personnel be given a 2% cost of living adjustment (COLA) beginning July 1, 2018.

Appropriations for Expenditures are summarized as follows:

| EXPENDITURES | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Operating Budgets | | | | | |
| Total Municipal Departments | 22,404,975 | 23,747,800 | 24,516,455 | 24,345,849 | |
| Total Education | 45,431,442 | 48,263,994 | 50,914,844 | 50,546,159 | |
| Total Undistributed | 17,775,274 | 19,383,054 | 20,376,978 | 20,376,978 | |
| Capital Appropriations | | | | | |
| Current Year Expenditures | 13,205,835 | 14,015,433 | 13,172,215 | 13,172,215 | |
| Capital Fund Transfers | 4,388,913 | 4,522,123 | 4,727,738 | 4,727,738 | |
| Non-Appropriated | | | | | |
| State Assessments | 584,271 | 525,611 | 561,479 | 561,479 | |
| Cherry Sheets | 30,945 | 31,454 | 31,998 | 31,998 | |
| Overlay | 401,718 | 386,919 | 400,000 | 400,000 | |
| Other | 4,708,940 | 5,018,998 | 5,275,031 | 5,275,031 | |
| TOTAL GROSS EXPENSES | 108,932,313 | 115,895,386 | 119,976,738 | 119,437,447 | |

Reserves

Approximately \$1,838,748.62 in reserve funding is needed to balance this year's budget as contained in this document. This helps support the usual effort to augment Capital Stabilization Fund initiatives and what is projected to be a substantial and abnormal increase and abnormal in the Health Insurance budget.

The following table shows our projected Reserve projection:

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

| | |
|--|-------------------|
| Free Cash (7/1/17) | 7,571,306 |
| General Stabilization Fund (12/31/17) | 4,318,331 |
| Total | <u>11,889,637</u> |
| Free Cash used Fall 2017 | (977,406) |
| Free Cash uses proposed at Spring Town Meeting 2018: | |
| For FY19 retiring debt | (763,785) |
| For FY19 capital | (220,000) |
| For FY19 deferred maintenance | (100,000) |
| For FY19 energy rebate | (30,000) |
| For FY19 operating budget | <u>(725,000)</u> |
| | (1,838,785) |
| Free Cash estimated replenishment FY2019 | <u>800,000</u> |
| Total after uses, potential uses and replenishment | 9,873,446 |
| Total FY19 Estimated Revenue | 119,437,447 |
| Adjusted Free Cash & Stabilization as a % of Total Estimated Revenue | 8.27% |

Conclusion

As is required by law the budget is balanced but only with increased use of Reserves. However, 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 contributions to pension liability costs have been adjusted and are manageable. We must continue to closely monitor the cost of our health insurance benefits. Plan design adjustments may need to be revisited.

Again, I would highly recommend that the Finance Committee establish that an ad-hoc committee be formed to study whether an operational override will be needed in Fiscal Year 2020, 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, Select Board members and Manager's office staff.

Sincerely,



Richard C. Howard
Town Manager

SECTION II

SUMMARIES

| Dept. Code | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------------------|------------------|------------------|------------------|------------------|----------------|
| GENERAL GOVERNMENT | | | | | |
| 1210 Town Manager - Administration | 646,178 | 696,841 | 708,891 | 708,891 | 0 |
| 1520 Human Resources | 110,871 | 136,630 | 165,259 | 156,311 | 0 |
| 1310 Finance Committee | 2,535 | 6,000 | 7,000 | 7,000 | 0 |
| 1330 Comptroller | 335,234 | 356,903 | 363,111 | 363,111 | 0 |
| 1340 Assessor | 221,885 | 260,419 | 262,828 | 262,828 | 0 |
| 1350 Collector/Treasurer | 400,018 | 450,197 | 453,652 | 453,652 | 0 |
| 1360 Audit | 85,750 | 80,000 | 100,000 | 100,000 | 0 |
| 1411 Planning | 37,506 | 0 | 0 | 0 | 0 |
| 1412 Engineering | 454,107 | 530,798 | 516,943 | 516,943 | 0 |
| 1431 Building and Zoning | 367,732 | 356,380 | 360,925 | 360,925 | 0 |
| Board of Appeal | 14,006 | 0 | 0 | 0 | 0 |
| 1415 Conservation Commission | 48,887 | 52,582 | 53,999 | 53,999 | 0 |
| 1400 Planning Board | 97,890 | 142,482 | 140,435 | 140,435 | 0 |
| 1610 Town Clerk | 354,997 | 372,374 | 424,766 | 410,972 | 0 |
| 1510 Legal | 552,898 | 350,000 | 350,000 | 350,000 | 0 |
| 1530 Data Processing | 597,512 | 623,030 | 635,587 | 635,587 | 0 |
| 1540 General Services | 114,019 | 137,300 | 146,275 | 146,275 | 0 |
| Total General Government | 4,442,024 | 4,551,936 | 4,689,671 | 4,666,929 | 0 |
| CULTURE | | | | | |
| 6110 Library | 1,813,367 | 1,939,896 | 1,943,689 | 1,943,689 | 0 |
| 6940 Archival Center | 11,813 | 18,300 | 18,300 | 18,300 | 0 |
| 6941 Historical Commission | 7,500 | 36,500 | 36,500 | 12,000 | 0 |
| Total Culture | 1,832,680 | 1,994,696 | 1,998,489 | 1,973,989 | 0 |
| HEALTH/SOCIAL | | | | | |
| 5110 Health | 311,833 | 339,650 | 352,523 | 352,523 | 0 |
| 5410 Council on Aging | 238,038 | 278,680 | 277,000 | 277,000 | 0 |
| 5420 Veterans' Services | 45,611 | 54,937 | 54,912 | 54,912 | 0 |
| Total Health/Social | 595,481 | 673,267 | 684,435 | 684,435 | 0 |

| Dept. Code | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---|-------------------|-------------------|-------------------|-------------------|----------------|
| PUBLIC SAFETY | | | | | |
| 2110 Police Department | 4,340,868 | 4,783,791 | 4,983,354 | 4,924,990 | 0 |
| 2210 Fire Department | 4,489,308 | 4,837,059 | 5,076,549 | 5,076,549 | 0 |
| 2420 Sealer of Weights and Measures | 9,127 | 9,743 | 9,761 | 9,761 | 0 |
| Total Public Safety | 8,839,302 | 9,630,593 | 10,069,664 | 10,011,300 | 0 |
| PUBLIC WORKS | | | | | |
| 4100 DPW | 6,042,031 | 6,497,308 | 6,674,196 | 6,609,196 | 0 |
| 4171 Snow and Ice | 653,457 | 400,000 | 400,000 | 400,000 | 0 |
| Total Public Works | 6,695,488 | 6,897,308 | 7,074,196 | 7,009,196 | 0 |
| Total Municipal Departments | 22,404,975 | 23,747,800 | 24,516,455 | 24,345,849 | 0 |
| EDUCATION | | | | | |
| 3100 Schools | 45,147,836 | 47,990,300 | 50,641,150 | 50,272,465 | 0 |
| 3610 Vocational School | 283,606 | 273,694 | 273,694 | 273,694 | 0 |
| Total Education | 45,431,442 | 48,263,994 | 50,914,844 | 50,546,159 | 0 |
| UNALLOCATED EXPENSES | | | 275,000 | 275,000 | |
| Total Municipal and Education Budget | 67,836,417 | 72,011,794 | 75,706,299 | 75,167,008 | 0 |
| UNDISTRIBUTED | | | | | |
| 1910 Energy | 2,231,022 | 2,445,627 | 2,245,905 | 2,245,905 | 0 |
| Personnel Benefits | | | | | |
| 9110 Contributory Retirement | 4,253,277 | 4,472,543 | 4,800,073 | 4,800,073 | 0 |
| 9170 Non-Contributory Retirement | 20,888 | 0 | 0 | 0 | 0 |
| 9120 Workers' Compensation | 293,346 | 350,000 | 250,000 | 250,000 | 0 |
| 9130 Unemployment Compensation | 79,889 | 75,000 | 75,000 | 75,000 | 0 |
| 9140 Health Insurance | 9,363,818 | 10,059,884 | 11,250,000 | 11,250,000 | 0 |
| 9150 Medicare Tax | 800,719 | 915,000 | 925,000 | 925,000 | 0 |
| 1962 GASB OPEB Fund | 350,000 | 250,000 | 0 | 0 | |

| Dept. Code | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---|-------------------|-------------------|-------------------|-------------------|----------------|
| Miscellaneous | | | | | |
| 9450 General Insurance | 348,483 | 380,000 | 396,000 | 396,000 | 0 |
| 9430 Reserve Fund | 0 | 400,000 | 400,000 | 400,000 | 0 |
| 9460 Environmental Remediation Services | 33,832 | 35,000 | 35,000 | 35,000 | 0 |
| Total Undistributed | 17,775,274 | 19,383,054 | 20,376,978 | 20,376,978 | 0 |
| Capital Appropriations | | | | | |
| Current Year Expenditures | | | | | |
| Capital Articles (General Fund Revenues/Free Cash) | 220,000 | 220,000 | 220,000 | 220,000 | |
| Capital Articles (from Free Cash) | 0 | 0 | 0 | 0 | |
| Capital Articles (from Cemetery) | 0 | 55,000 | 55,000 | 55,000 | |
| Capital/Building Stabilization Fund (Direct Appropriations) | 1,646,187 | 1,234,525 | 0 | 0 | |
| Capital Deferred Maintenance (from Free Cash) | 100,000 | 100,000 | 100,000 | 100,000 | |
| 1711 Funded Debt | 5,461,756 | 6,936,206 | 7,676,566 | 7,676,566 | 0 |
| 1712 Interest on Funded Debt | 5,777,892 | 5,469,702 | 5,120,650 | 5,120,650 | 0 |
| Sub-Total Current Year Expenditures | 13,205,835 | 14,015,433 | 13,172,215 | 13,172,215 | 0 |
| Capital Fund Transfers | | | | | |
| 1961 Building Stabilization - Annual Appropriation | 2,614,013 | 2,679,363 | 2,746,347 | 2,746,347 | |
| 1962 Capital Stabilization - Annual Appropriation | 1,130,380 | 1,158,640 | 1,187,606 | 1,187,606 | |
| Capital/Building Stabilization Fund - Retiring Debt and Energy Rebate | 644,520 | 684,120 | 793,785 | 793,785 | |
| Sub-Total Capital Fund Transfers | 4,388,913 | 4,522,123 | 4,727,738 | 4,727,738 | 0 |
| Total Capital | 17,594,748 | 18,537,556 | 17,899,953 | 17,899,953 | 0 |

| Dept. Code | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| Non-Appropriated | | | | | |
| State Assessments | 584,271 | 525,611 | 561,479 | 561,479 | 0 |
| Cherry Sheets | 30,945 | 31,454 | 31,998 | 31,998 | 0 |
| Overlay | 401,718 | 386,919 | 400,000 | 400,000 | 0 |
| Total Non-Appropriated | 1,016,934 | 943,984 | 993,477 | 993,477 | 0 |
| Other | | | | | |
| Water & Sewer | 4,295,640 | 4,821,890 | 4,825,031 | 4,825,031 | |
| Recreation General Fund Subsidy | 192,000 | 197,108 | 175,000 | 175,000 | |
| Transfer to Workers Comp Reserve | 155,000 | 0 | 0 | 0 | 0 |
| Transfer to Cemetery Perpetual Care | 66,300 | 0 | 0 | 0 | 0 |
| | 4,708,940 | 5,018,998 | 5,000,031 | 5,000,031 | 0 |
| TOTAL GROSS EXPENSES | 108,932,313 | 115,895,386 | 119,976,738 | 119,437,447 | 0 |

SECTION III

SERVICE PROGRAMS

TOWN MANAGER

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services | 547,803 | 602,941 | 613,041 | 613,041 | 0 |
| Other Expenses | 98,375 | 93,900 | 95,850 | 95,850 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 646,178 | 696,841 | 708,891 | 708,891 | 0 |
| STAFFING | | | | | |
| Managerial | 2 | 2 | 2 | 2 | |
| Clerical | 2.6 | 2.5 | 2 | 2 | |
| Professional/Technical | 1 | 1.5 | 2 | 2 | |
| TOTAL | 5.6 | 6 | 6 | 6 | |

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.

FY2019 Objectives

- Develop OPEB Trust strategy
- Assist Board in various planning exercises, Field Study, Housing Production Plan, Needs Assessment and Master Plan
- Assist private fundraising group for installation of field lights at McCall School and High School
- Review options to modify health insurance plan.
- Assuming available funding, complete Phase 2 of the McCall School construction
- Review funding options for the completion of the Town's flood mitigation program – Muraco School culvert and Swanton Street culvert.
- Transition to new Town Manager hiring.
- Development of FY2019 budget.

- Negotiation of Administrative Assistants contract.
- Peer review of Department Heads job descriptions.

Prior Year's Accomplishments

- Hiring a new Human Resources Director
- Development of McCall School expansion plan
- Development of Housing Production Plan
- Negotiated five (5) municipal collective bargaining agreements
- Finalize design of commuter rail station
- Completion of 3 major flood mitigation projects: Mt Vernon Street Bridge, Scally Dam and the Skillings Field culvert
- Completion of environmental mitigation of Skillings Field
- Successful passage of override for the construction of a synthetic playing field at Skillings Field
- Preparation of case for alternative route of 345kV Eversource line.
- Expansion of Transfer Station SMART program from 800 to 2,500 permits
- Implementation of lead neck/service replacement
- Winning Farm disposition

HUMAN RESOURCES/ADA

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 98,347 | 119,430 | 142,109 | 133,161 | 0 |
| Other Expenses | 12,524 | 17,200 | 23,150 | 23,150 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 110,871 | 136,630 | 165,259 | 156,311 | 0 |
| STAFFING | | | | | |
| Director | 0.8 | 0.8 | 0.89 | 0.89 | |
| Clerical | 0 | 0.54 | 0.89 | 0.71 | |
| TOTAL | 0.8 | 1.34 | 1.78 | 1.6 | 0 |

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.

FY2019 Objectives

- Increase the Administrative Secretary position from 25 hours to 31 hours (.71 to .89 FTE) to allow the Department to continue to transition HR related responsibilities currently handled by other departments.
- Conduct a salary survey on the current management schedule positions.
- 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

- Increased the Administrative Secretary 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.
- Transitioned the Workers' Compensation process from the Comptroller's Office to the Human Resources Department.
- 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

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 2,262 | 3,500 | 4,500 | 4,500 | 0 |
| Other Expenses | 273 | 2,500 | 2,500 | 2,500 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 2,535 | 6,000 | 7,000 | 7,000 | 0 |
| STAFFING | | | | | |
| | | | | | |
| TOTAL | 0 | 0 | 0 | 0 | |

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 | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services | 327,599 | 347,103 | 353,311 | 353,311 | 0 |
| Other Expenses | 7,635 | 9,800 | 9,800 | 9,800 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 335,234 | 356,903 | 363,111 | 363,111 | 0 |
| STAFFING | | | | | |
| Managerial | 2 | 2 | 2 | 2 | |
| Clerical | 0 | 0 | 0 | 0 | |
| Professional/Technical | 2 | 2 | 2 | 2 | |
| TOTAL | 4 | 4 | 4 | 4 | |

Program Description

The Comptroller is appointed by the Board of Selectmen and is responsible by Town Charter and State statute for the general and budgetary accounting records of the Town, preparation of payroll and accounts payable warrants, auditing of the books of various departments, preparation of various financial reports of a statutory and/or administrative nature, methods of installation and supervision of all accounting records of the Town, standard practices relating to account matters, and the continuous audit of Town accounts. Additionally, the Comptroller is administratively responsible for employee group insurance and general property/liability insurance. Worker's Compensation duties were transferred to the Human Resource department in fiscal year 2018.

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

FY2019 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 2018.
- Commence the FY18 audit in September of 2018.
- Commence the Department of Revenue's (DOR's) balance sheet review and free cash certification process in September of 2018.
- Continue to assist in the preparation of the FY19 Tax Recap in the fall of 2018 to be certified by the DOR in late November/early December of 2018.
- Prepare and file the FY18 Schedule A by November 30, 2018.
- Continue to transition human resource and worker's compensation functions to the Human Resource Department.

Prior Year Accomplishments

- Closed fiscal year 2017 timely in August 2017.
- Commenced the fiscal year 2017 audit in early September 2017. Financial statement drafts were issued in November 2017.
- Obtained DOR's certification of free cash timely
- Obtained DOR's certified tax rate timely
- Filed the FY17 DOR's statutory Schedule A timely

ASSESSOR

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 196,128 | 202,669 | 205,078 | 205,078 | 0 |
| Other Expenses | 25,756 | 57,750 | 57,750 | 57,750 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 221,885 | 260,419 | 262,828 | 262,828 | 0 |
| STAFFING | | | | | |
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 2.6 | 2 | 2 | 2 | |
| Professional/Technical | 0 | 0 | 0 | 0 | |
| TOTAL | 3.6 | 3 | 3 | 3 | |

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

FY2019 Objectives

- Photograph new construction
- Update software
- Acquire registry software

Prior Year's Accomplishments

- Completed state revaluation
- Refunded money from the overlay

COLLECTOR/TREASURER

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services | 296,984 | 317,647 | 319,402 | 319,402 | 0 |
| Other Expenses | 101,477 | 130,550 | 134,250 | 134,250 | 0 |
| Equipment | 1,556 | 2,000 | 0 | 0 | 0 |
| TOTAL | 400,018 | 450,197 | 453,652 | 453,652 | 0 |
| STAFFING | | | | | |
| Managerial | 2 | 2 | 2 | 2 | |
| Clerical | 2 | 2 | 2 | 2 | |
| Professional/Technical | 0 | 0 | 0 | 0 | |
| TOTAL | 4 | 4 | 4 | 4 | |

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.

FY2019 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 vendors, 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.
- Reviewed and made appropriate changes in the Town's banking services to improve efficiency, reduce costs, increase investment income, and comply with State statutes.
- 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.
- 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

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services | 420,928 | 447,708 | 438,853 | 438,853 | 0 |
| Other Expenses | 33,180 | 83,090 | 78,090 | 78,090 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 454,107 | 530,798 | 516,943 | 516,943 | 0 |
| STAFFING | | | | | |
| Managerial | 3 | 3 | 3 | 3 | |
| Clerical | 1 | 1 | 1 | 1 | |
| Professional/Technical | 1 | 1 | 1 | 1 | |
| TOTAL | 5 | 5 | 5 | 5 | 0 |

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.

FY2019 Objectives

- Assist the Town Manager's office with the implementation of the Town's Flood Mitigation Program, including design and construction oversight of improvements at the Swanton Street Bridge and at the railroad crossing near the Muraco School.
- Administer EPA's new MS4 stormwater permit, which may go into effect in FY19 (litigation pending). 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.
- 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 FY19 under MassDOT's Complete Streets Program. Coordinate design of future Complete Streets projects.
- Assist the Town Manager's office with the implementation of the parking plan for the Town Center area and Wedgemere Train Station.
- 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), and various municipal building repair projects.
- 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.
- Coordinated construction of the Tri-Community Bikeway project with MassDOT and their contractor.
- Provided construction oversight on three of the Town's flood mitigation projects completed in FY18 – reconstruction of the Mount Vernon Street Bridge (Project 4), construction of a fourth culvert in Skillings Field (Project 6), and reconstruction of the Scalley Dam in Woburn (upstream mitigation project).

BUILDING AND ZONING

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 312,774 | 327,795 | 330,390 | 330,390 | 0 |
| Other Expenses | 54,958 | 28,585 | 30,535 | 30,535 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 367,732 | 356,380 | 360,925 | 360,925 | 0 |
| STAFFING | | | | | |
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 0.83 | 1.4 | 1.4 | 1.4 | |
| Professional/Technical | 1.7 | 1.7 | 1.7 | 1.7 | |
| TOTAL | 3.53 | 4.1 | 4.1 | 4.1 | 0 |

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.

FY2019 Objectives

- Reorganize the Board of Appeal files.
- Begin the process of scanning issued building, wiring, plumbing and gas permits dating back to the 1920's with Plan Room Solutions and continue the process to start online permitting.
- Issue permits and provide prompt inspections for the upcoming Winning Farm development and potential 40B projects.

Prior Year's Accomplishments

- The Building Department has acquired tablets and is looking forward to record inspections digitally in the office and at the inspection site and eliminate the need for hardcopy index cards.
- The 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.
- Completed inspections for the High School.

CONSERVATION COMMISSION

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services | 48,306 | 50,772 | 51,864 | 51,864 | 0 |
| Other Expenses | 1,745 | 1,810 | 2,135 | 2,135 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 50,051 | 52,582 | 53,999 | 53,999 | 0 |
| STAFFING | | | | | |
| Managerial | 0 | 0 | 0 | 0 | 0 |
| Clerical | 0 | 0 | 0 | 0 | 0 |
| Professional/Technical | 0.71 | 0.71 | 0.71 | 0.71 | 0 |
| TOTAL | 0.71 | 0.71 | 0.71 | 0.71 | 0 |

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.

FY2019 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.
- Accept transfer of open space at Winning Farm and obtain grant to develop trails.
- Examine grant opportunities for agroforestry 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.

- Worked with Wright Locke Farm to develop agroforestry program and a Conservation Restriction.
- Tree planting along the Aberjona River near Davidson Park.

External Funding Source

Wetlands Protection Act Fund

PLANNING BOARD

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services | 93,399 | 101,482 | 98,835 | 98,835 | 0 |
| Other Expenses | 4,491 | 41,000 | 41,600 | 41,600 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 97,890 | 142,482 | 140,435 | 140,435 | 0 |
| STAFFING | | | | | |
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | | | | | |
| Professional/Technical | | | | | |
| TOTAL | 1 | 1 | 1 | 1 | 0 |

Program Description

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

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.

FY2019 Objectives

- **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 of 2018.
- **Wright Locke Farm.** Continue to work with the Conservancy in order to have a productive educational organization in town.
- **Zoning Bylaw.** Continue to update the Zoning Bylaw: dimensional requirements, duplicate or unclear definitions, and zoning classifications. Revisit Site Plan Review triggers to catch all projects that should require such review.
- **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. The Planner aims to be more involved with the Center Business District Review Subcommittee, the Historical Commission and the Design Review Committee through additional meetings and conversations.
- **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.

- **Main St to Woburn.** The Board aims to continue its work with the CBD with potential expansion of mixed-use districts up Main Street towards Woburn. Grant applications related to this effort are planned.
- **Historic Properties Inventory.** As funding is limited at the State level related to property inventories, we plan to look for additional funding to further catalogue the town's historic resources.
- **Master Plan.** The Planning Board received an appropriation at Spring Town Meeting for \$100,000 in order to finalize the Master Plan in FY19. We aim to finish the Master Plan by January of 2019.

Prior Year's Accomplishments

- **Master Plan.** The Planning Board received an appropriation at Spring Town Meeting for \$100,000 in order to finalize the Master Plan. We have organized the Master Plan Steering Committee and have already started meeting.
- **Grants.** The Board pursued and received grant funding from the Metropolitan Area Planning Council to kick-off the Master Plan process.
- **Historic Properties Inventory.** The Planning Board continued its support of the Winchester Historical Commission in their efforts to expand their knowledge and inventory of historic properties within the community. \$20,000 in funding has been secured over the past year due to the Planner and the Winchester Historical Commission working together.
- **Wright Locke Farm.** Worked with the Farm to institute a zoning overlay to bring all aspects of the operation into compliance, without solely relying on the Dover Amendment.
- **Winning Farm.** Worked with the owners of Winning Farm through the ARCDOD process to have a development that best suited Winchester, the adjacent neighborhood, and the forest land surrounding the historic farm.
- **Center Business District.** The Board has continued to work with landowners in the CBD to provide greater connections from the North Core to the train station. The Board also worked with MBTA Advisory group to help finalize plans for the new station.
- **Zoning Bylaw.** Correct inconsistencies within the Zoning Bylaw: dimensional requirements, duplicate or unclear definitions, and zoning classifications. Passed a curb-cut bylaw, as well as provided further clarification for duplex design.
- **General Planning.** The Board continues its work to improve coordination and communications between the Planning Board and its staff and other municipal boards, commissions and staff.

TOWN CLERK

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services | 296,560 | 309,574 | 351,016 | 337,222 | 0 |
| Other Expenses | 58,437 | 62,800 | 73,750 | 73,750 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 354,997 | 372,374 | 424,766 | 410,972 | 0 |
| STAFFING | | | | | |
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 2 | 2 | 2.71 | 2 | |
| Professional/Technical | 1 | 1 | 1 | 1 | |
| TOTAL | 4 | 4 | 4.71 | 4 | 0 |

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, State Ethics Liaison, Licensing Official, and Clerk of the Town Meeting, Town Hall Records Administrator, Registrar of Vital Statistics and Registrar of Voters.

It is the mission of the office to promote public confidence, good will and to provide excellent customer service to the general public. The Winchester Town Clerk provides the highest level of courteous, efficient service to ensure transparent governance. The office will uphold the highest degree of integrity of the Town of Winchester's electoral process through fair, open, transparent and consistent administration of all federal, state and local election laws.

The Winchester Town Clerk provides educational opportunities to those residents and 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.

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.

FY2019 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. This budget additionally includes an enhanced existing position within the Town Clerk's budget. The CS-6 non-union position will assist with daily management of the Town of Winchester's website, as well as data entry for the voter registration, and census databases. Additionally, this part time position will assist the Town Clerk in improving the electronic records relating to election results.
- As the official filing agent for all public meetings of the Town of Winchester this newly modified/created position moves funding from the temporary line item with the Town Clerk's existing budget to the personal services budget. The requested position is for 25 hrs. p/wk. The job description will be forthcoming and will outline the specifics of the weekly work. The position will support the continued effort to enhance the town's online presence as well as take advantage of the automatic electronic voting machines.
- The Office will continue to implement and enhance environmental monitoring that will involve the restoration of many of the original vital record volumes in the Town vault. Lastly, the Fiscal 2019 year includes three elections and the implementation of Early Voting for both the State Primary

and State Election in September and November of 2018. 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 Annual Town Election March 2018
- Administered the spring and fall town meeting sessions. Supported the Town Moderator, boards and commissions and the Representative Town Meeting members with the town meeting process.
- Successfully record kept the Town Meetings minutes and indexes.
- Implemented and managed the maintenance of the State Voter Registration Database including the recent 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 a Voter Registration Day at WHS. Continued to enhance the registration process by providing online voter registration opportunities to the students.
- Successfully administered the SMART Program – continued administrative support to the DPW concerning permit and bag sales – data collection, reports, marketing and promotion of the program as well as maintenance of data.
- Administered and processed the Transfer Station Permit program for the DPW. Processed over 6000 permits annually with a revenue collection of approximately \$800,000.
- Continued to maintain, inventory and monitor the permanent records housed in the vaults of the Town. Implemented environmental monitoring in both vaults fall of 2017.
- Continued to enhance the design of the internal databases to handle to requirements of the mandatory Conflict of Interest training for all town staff and volunteers (1300 people to maintain annually). Enhanced data collection to include historical terms of office for research.
- Maintained 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 the department to apply for federal grants. Managed the record retention schedule with the Chief of Police and assisted in recommendations for record storage.
- 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. Provided additional census data to UMASS Donohue Institute for the Master Plan for the School Department.
- 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.
- Supported the research being conducted by Ellen Knight, Town Historian, regarding the grant from the Cummings Foundation to enhance the accessibility of the records of the Town of Winchester's Archives.
- Managed Simmons College Library Science Summer Intern with Vault Inventory database entries.
- Provided continued administrative support to the appointed and elected boards and commissions in the area of open meeting law, public records, campaign finance law and conflict of interest law.

LEGAL

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 552,898 | 350,000 | 350,000 | 350,000 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 552,898 | 350,000 | 350,000 | 350,000 | 0 |
| STAFFING | | | | | |
| | | | | | |
| TOTAL | 0 | 0 | 0 | 0 | |

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. They prepare or review contracts and other legal instruments for the Town, represents the Town in litigation, and generally supervises all legal matters. Included in this budget item are legal services not directly handled by Town Counsel, such as fees for special counsel retained for extraordinary legal matters as deemed necessary by the Board of Selectmen. This budget also provides funds for the labor counsel for collective bargaining and various disputes.

DATA PROCESSING

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 104,560 | 112,396 | 111,699 | 111,699 | 0 |
| Other Expenses | 492,951 | 510,634 | 523,888 | 523,888 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 597,512 | 623,030 | 635,587 | 635,587 | 0 |
| STAFFING | | | | | |
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | | | | | |
| Professional/Technical | 0 | 0 | 0 | 0 | |
| TOTAL | 1 | 1 | 1 | 1 | 0 |

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.

FY2019 Objectives

- Upgrade everyone to Office 2016.
- Continue to maintain the fiber optic network infrastructure.
- Update desktops, laptops, printers, and Application Software.

Prior Year's Accomplishments

- Replaced the Town's SAN Equipment.
- Replaced the 3 VMhost Servers that run the Town's Virtual environment.
- 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

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 1,421,717 | 1,531,911 | 1,523,469 | 1,523,469 | 0 |
| Other Expenses | 382,773 | 394,485 | 405,220 | 405,220 | 0 |
| Equipment | 8,876 | 13,500 | 15,000 | 15,000 | 0 |
| TOTAL | 1,813,367 | 1,939,896 | 1,943,689 | 1,943,689 | 0 |
| STAFFING | | | | | |
| 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 | |
| TOTAL | 22.53 | 22.53 | 22.53 | 22.53 | 0 |

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.

FY2019 Objectives

- Continue our collaborative relationship with English at Large to benefit patrons learning English as a second language.
- Digitization of Winchester High School yearbooks 1929 – present.
- Digital signage installed in multiple locations in the library.
- Vision assistance software as well as other software will be added for use by the public.
- Redesign the library web site for improved information architecture.

Prior Year's Accomplishments

- Promoted the use of the Library as a community center by providing meeting space for community groups, sponsoring book discussion groups, arranging for monthly exhibits of local artists, providing the Friends of the Library sponsored programs for children and adults, and offering classes taught by librarians as well as community based professionals.
- Promoted library services outside the walls of the Library through programs such as Winchester Reads (a Town-wide reading initiative) and Rush Out and Read (teens reading aloud to children, which celebrated its 25th anniversary in 2017), 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, a book discussion group, and the loan of popular films.
- Completed the last stage of digitizing the Winchester Star so the Winchester Star is now searchable through our web site from 1901-1993.
- Final stage of landscaping was completed.
- We restored credit card functionality to our self-check units at both circulation desks so patrons may pay fines or pay for lost materials with a credit card, simply and easily, and most importantly, the units keep data secure.
- In addition to lending Rokus and Hot Spots, we are now lending projectors, phone chargers, Chromebooks, and MacBooks to make new technologies available to our residents.
- New chairs installed in the meeting room.
- We replaced the desktop computer games in the children's room with Launchpads – portable games that can be used while visiting the library as well as borrowed to take home.
- Added two low vision monitors in the computer area for use by the public.

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 2017 award was \$31,726.

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 \$5,631. In FY 2017 gifts from individuals, all with specified intentions, totaled \$1,865. 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. We are grateful to Mt. Vernon House for their gift of \$2,500 for the purchase of large print books.

Private donations have led to the establishment of Trust Fund accounts and the Endowment Fund. Trust Fund income (\$19,909) is used to make book selections according to the wishes of the donor. Gifts to the Endowment Fund totaled \$28,966. Endowment Fund income (\$40,996) 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.

| | FY 2015 | FY 2016 | FY2017 |
|--|----------------|----------------|---------------|
| Hours open per week | 65 | 65 | 65 |
| Circulation | 512,334 | 496,466 | 471,745 |
| Reference questions | 50,625 | 52,810 | 50,739 |
| Visitors | 269,797 | 266,179 | 258,707 |
| Number of registered Winchester borrowers | 13,992 | 13,731 | 13,581 |
| Network loans to Winchester | 57,533 | 60,001 | 57,110 |

ARCHIVAL CENTER

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | 11,813 | 18,300 | 18,300 | 18,300 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 11,813 | 18,300 | 18,300 | 18,300 | 0 |
| STAFFING | | | | | |
| Managerial | | | | | |
| Clerical | | | | | |
| Professional/Technical | | | | | |
| TOTAL | 0 | 0 | 0 | 0 | 0 |

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.

FY2019 Objectives

- To maintain the current twelve open hours/week at the Archival Center.
- To support an intern to catalog collections and enter them in the online catalog
- To increase public awareness of Winchester history through exhibits and the Mass Memories Road Show, to be held in October, 2018.
- To solicit donations of significant collections of photographs and documents

Prior Year's Accomplishments

- The Town Clerk has administrative responsibility for the Archival Center. Ellen Knight continued as Reference Archivist, Jo-Ann Michalak, Victoria Hopcroft, and Nancy Schrock served on the Archives Advisory Committee, with Schrock as its chair.
- The Center was open 12 hours per week (4 hours on Mondays, Tuesdays, and Thursdays) staffed by Ellen Knight, who assisted walk-in patrons, answered email and phone questions, and processed collections as time allowed. The additional 4 hours allows the Center to be open on Monday evenings, similar to other Town offices.
- The Archivist assisted town departments and boards with information and photographs for such projects as the bikeway signage.

- Simmons intern, Stephanie Kraus, worked with Nancy Schrock to re-design the online catalog and enter finding aids and photographs into the catalog.
- The redesigned online catalog continues to be a popular resource. By the end of December, users had done 4219 searches.
- Ellen Knight continued work on a 2016 Cummings Foundation grant of \$10,500 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 completed in 2018.
- 23 acquisitions were logged in 2017, including both donated and purchased historic items, the latter using funds in the Revolving Fund. Publicity from the ongoing WWII celebration resulted in donations, including several veterans' photographs and a book written by a fighter pilot.
- The Archives continued to produce exhibits of historical collections in the case outside of the Town Clerk's office and the bulletin board outside the Archival Center Office.
- Winchester is one of four towns selected as sites for the Mass Memories Road Show, to be held at the Jenks Center on October 20, 2018. Leaders from UMass Boston will work with the Town Archives, Library, Seniors Association, Multi-Cultural Network, and WinCAM to record the photographs and memories of citizens for preservation on a state database and locally. AAC Chair Nancy Schrock wrote the application and is the project director.

HISTORICAL COMMISSION

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services | 0 | 1,500 | 1,500 | 1,500 | 0 |
| Other Expenses | 7,500 | 35,000 | 35,000 | 10,500 | 0 |
| Equipment | | | | | |
| TOTAL | 7,500 | 36,500 | 36,500 | 12,000 | 0 |
| STAFFING | | | | | |
| Clerical | | | | | |
| TOTAL | | | 0 | 0 | 0 |

Mission Statement

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

Budget Statement

The Winchester Historical Commission (WHC) is requesting a total of \$36,500 for FY19, consisting 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 and FY18). The second portion is \$30,000 to continue the work defined in the Master Survey Plan (completed using FY17 funds and a matching Grant from the State). The final \$5,000 portion will fund continuing administrative costs associated with implementing Chapter 14, the "Preservation of Historically Significant Buildings" bylaw.

During the past two fiscal years, WHC received appropriations from Town Meeting to pursue a number of projects important to the needs of its ongoing preservation planning efforts. In 2016, WHC made a determination that, in order to properly administer the review process under the town's expanded Chapter 14 bylaw, it needed to update the town's inventory.

In FY17, WHC obtained an appropriation of \$10,000 to hire a consultant who researched and developed the Master Survey Plan. This document laid out plans for multiple years of survey work under the Commonwealth's program for documenting cultural resources, overseen by the Massachusetts Historical Commission (MHC). That year, WHC applied for and received a 50% matching grant under the MHC's Survey and Planning Grant Program, which reimbursed the town in the amount of \$5,000 upon completion of that project.

For FY18, WHC obtained an appropriation of \$35,000, most of which was earmarked for the first phase of the survey to complete a \$30,000 project to document approximately 140 properties in the "Old West Side," as recommended in the Master Survey Plan. Again, this appropriation was designed to fund a 50% reimbursable grant from MHC, so half of the town's budget for this project will come back to the town in the amount of \$15,000 upon completion of the project, approximately early in the third quarter of 2018.

The additional \$5,000 appropriated for FY18 – and included for FY19 – has been designated for administrative costs associated with public hearings to review applications for the demolition of properties covered under Chapter 14. WHC hires an outside consultant to complete an MHC Inventory Form for these hearings, which provide the details and background the WHC needs in its determination of Historical Significance regarding the issuance of demolition permits under the bylaw. This amount was estimated through analysis of past demolition activity in the town. Of course, unspent funds will be returned to the Town's General Fund.

Last fall, WHC learned that the MHC's Survey and Planning Grant program would be limiting grants to fewer cities and towns due to budgetary constraints. Winchester was not invited to apply for a grant. WHC is, however, requesting sufficient funding to continue the survey project in FY19 to sustain its commitment to completing the Master Survey Plan by following its recommendations on an ongoing basis year-over-year until completion, thereby justifying the effort and expense that went into the Plan. WHC's FY19 budget request is therefore designed both to sustain ongoing survey efforts at a budget level of \$30,000 and to maintain funding of \$5,000 for the administration of Historical Preservation Bylaw. WHC intends to pursue grants as they become available in the future.

At its January 8, 2018 meeting, the Select Board voted to assess a fee of \$150 for demolition permit applications. The collection of these fees in a revolving fund is anticipated to off-set future administrative costs associated with WHC's work going forward. WHC therefore anticipates a reduced need for funding in the future.

BOARD OF HEALTH

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services | 257,436 | 258,032 | 262,342 | 262,342 | 0 |
| Other Expenses | 54,397 | 81,618 | 90,181 | 90,181 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 311,833 | 339,650 | 352,523 | 352,523 | 0 |
| STAFFING | | | | | |
| 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 | |
| TOTAL | 2.8 | 3.49 | 3.49 | 3.49 | 0 |

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 healthy 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.

FY2019 Goals

- 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 regulation on wells.
- Continue to offer new vaccination programs including HPV and mandatory childhood vaccines.
- Hold school-based flu immunization clinic program in every school in collaboration with the School Department for the 10th year utilizing electronic registration system.
- Apply for grant funding to continue implementation of tobacco education and enforcement and community health programming to reduce risky behavior among youth including, alcohol, 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

- Completed one full year of FDA risk-based inspections at all food establishments.
- Instituted electronic database tracking of all food establishment inspections using newly acquired software with FDA grant funding.
- Held first voluntary, school-based HPV (Human Papilloma Virus) immunization clinics at Middle and High Schools for students. 60 students participated.
- 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 programs (highlights):
 - “Substance Use in the Workplace” forums for Town Dept. heads, Rotary and Chamber of Commerce members.
 - “Celling Your Soul” and “Screenager”- about the potential harm of too much exposure to smart phones and other devices to children.
 - “Let’s Be Honest”- how to talk to your elementary school-aged child about sexuality.
 - Vaping education forums for school staff and parent community.
- Finalized new dumpster regulation.
- Assisted with radon mitigation and follow up with DPW and school administration.
- Offered 2 Household Hazardous Waste Days, spring and fall. Combined total collection of 16,925lbs.
- Held 2 medication disposal days in collaboration with the U.S. Drug Enforcement Agency, Winchester Police Department and WHS volunteers and continued to collect 24/7 at kiosk in police station lobby. Total collection of 729 lbs of unwanted meds.
- Began offering childhood immunizations needed for school entry including: DTaP, Hep B, IPV, MMR, Tdap and Varivax.
- Conducted voluntary bladder cancer screening for fire department staff; 31 fire fighters participated.
- Continued with administration of shingles vaccine shots. 64 shingles shots given.
- Improved electronic flu clinic registration for school-based flu clinics to allow for complete online registration including online payment.
- With strong collaboration between the Health Department and School Department for the 9th year, clinics were held in each of the seven school buildings during the school day:
 - 1, 289 flu vaccinations given to students (includes booster doses).
- General Public Flu Clinics – 7 clinics held:
 - 1, 361 Flu vaccinations (Includes 528 High-dose flu shots)
 - 31 pneumonia shots
 - 11 flu shots given to home-bound seniors in their home.
- 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 - 2017

| | |
|---------------------------------|----|
| Babesiosis | 4 |
| Brucellosis | 1 |
| Calicivirus/Norovirus | 5 |
| Campylobacteriosis | 5 |
| Erlichiosis | 2 |
| Giardia sis | 1 |
| Group A streptococcus | 9 |
| Group B streptococcus | 1 |
| Hepatitis B (chronic) | 11 |
| Hepatitis B (acute) | 1 |
| Hepatitis C (chronic) | 4 |
| Human Granulocytic Anaplasmosis | 2 |
| Influenza | 48 |
| Invasive Bacterial Infection | 1 |
| Lyme Disease | 24 |
| Mumps | 4 |
| Pertussis | 1 |
| Rocky Mountain Spotted Fever | 1 |
| Salmonellosis | 3 |
| Tuberculosis- Latent | 18 |
| Varicella | 1 |
| Vibrio | 1 |
| Yersiniosis | 1 |
| Zika Virus | 5 |

Total **154***

*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 FY19. 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 FY19.
- 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 \$80,000 is collected from Medicare and private health insurance claims and fees for flu and other vaccinations.

COUNCIL ON AGING

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 231,813 | 269,710 | 268,130 | 268,130 | 0 |
| Other Expenses | 6,224 | 8,970 | 8,870 | 8,870 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 238,038 | 278,680 | 277,000 | 277,000 | 0 |
| STAFFING | | | | | |
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 1 | 1 | 1.5 | 1.5 | |
| Professional/Technical | 1.6 | 1.5 | 1.5 | 1.5 | |
| TOTAL | 3.6 | 3.5 | 4 | 4 | 0 |

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.

FY2019 Objectives

- Continue to provide baseline services-health, financial, legal, social services, etc.
- Continue activities funded by the Cummings Foundation to enhance transportation services for seniors.
- 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 and maximize partnerships and collaborations with community organizations.
- Assist Winchester Seniors Association in successful submission of grant to Cummings Foundation to foster community access to Jenks Center and enhance marketing of programs.
- 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.

- Successfully partner with other agencies to host Mass Memories Road Show at the Jenks Center in October 2018.
- Continue collaboration with Winchester Senior Association and Winchester Senior Association Trust to maximize organizational efficiencies.

Prior Year's Accomplishments

- Provided baseline services, i.e., health, financial, legal, education and social services—served as nutritional site for Eating Together Program.
- Enhanced transportation services funded through the Cummings Foundation through program coordinator's cost-effective and efficient initiatives.
- Continued educational programs funded by the Cummings Foundation to promote senior health and financial literacy.
- Further implementation of state of the art technological program, MySeniorCenter, that will provides 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 that precipitated the creation of a community-wide needs assessment, procuring funding support through community stakeholders as well as the Board of Selectmen. The Council on Aging provided \$5,000 funding assistance from its operating account towards the project and assumed a leadership role in preparing the Request for Proposals. The COA will continue to work with the vendor Health Resources in Action (HRiA) towards successfully fulfilling scope of work of their contract.
- The director, nurse and social worker implemented a "Memory Café" that serves seniors with memory disorders as well as their caretakers. Monthly programs are developed with speakers and collaborators to engage Winchester residents struggling with dementia, Alzheimer's etc.
- Continued to maximize community partnerships with Winchester organizations—this past year the Wright-Locke Farm implemented Jenks Garden Club and the Winchester Chinese School developed cultural programs at the Jenks Center.
- Submitted letter of support for Town's application for Mass Memories Road Show that was selected as site for exhibition in October 2018.
- 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.

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 U.S. census (year 2010.) Each year the legislature can raise or lower this amount—for FY 2018 the amount is \$9.70 per senior whereas the amount was \$10.00 in year 2017. 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 \$45,386 and funds the following: *Eating Together Supplies (3,250), Newsletter (2,800), Equipment and Furnishings (1,300), Financial and Nutritional Counselor (6,400), Professional Expenses/Membership (2,300) Transportation (20,000), Minuteman (5,876) and Specialized Senior Programs including Memory Café (3,460.)*

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.

While membership is not required to participate in activities at the Jenks Center, over 1300 unduplicated older adults enrolled in MySeniorCenter for membership at the Jenks Center in 2017 to avail of multiple programs and services. Some of the services provided by the Council on Aging were:

| Services Provided: | Duplicated | Unduplicated |
|-----------------------------------|-------------------|---------------------|
| General information | 2171 | 842 |
| Case management | 354 | 121 |
| Health benefits counseling | 297 | 263 |
| Group support | 68 | 23 |
| Legal assistance | 24 | 19 |
| Financial assistance | 87 | 62 |
| Mental health counseling | 211 | 53 |
| Transportation | 143 | 60 |
| Memory Café | 89 | 22 |
| Congregate meals | 1034 | 39 |
| Health education | 103 | 79 |
| Intergenerational activities | 187 | 108 |
| Volunteer program to reduce taxes | 28 | |

VETERAN'S SERVICES

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 9,169 | 9,232 | 9,207 | 9,207 | 0 |
| Other Expenses | 36,442 | 45,705 | 45,705 | 45,705 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 45,611 | 54,937 | 54,912 | 54,912 | 0 |
| STAFFING | | | | | |
| Managerial | | | | | |
| Clerical | | | | | |
| Professional/Technical | | | | | |
| TOTAL | 0 | 0 | 0 | 0 | 0 |

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 | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------------------|------------------|------------------|------------------|------------------|----------------|
| Personal Services | 4,037,393 | 4,468,261 | 4,685,804 | 4,627,440 | 0 |
| Other Expenses | 194,247 | 240,530 | 222,550 | 222,550 | 0 |
| Equipment | 109,227 | 75,000 | 75,000 | 75,000 | 0 |
| TOTAL | 4,340,868 | 4,783,791 | 4,983,354 | 4,924,990 | 0 |
| STAFFING | | | | | |
| 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 | 26.5 | 25 | |
| Public Works | 0.5 | 0.5 | 0.5 | 0.5 | |
| Crossing Guards (part time) | 24 | 24 | 25 | 27 | |
| TOTAL | 68 | 68 | 70 | 74 | 0 |

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. In the case of juveniles and young adults, when appropriate the police department can utilize various diversion programs to prevent a juvenile or young adult from having a criminal record. The Police Department responds to emergencies, provides for the efficient movement of motor vehicle and pedestrian traffic, trains and supervises school crossing guards, animal control officer, public safety dispatchers, and the parking enforcement officer. The Police Department over the past several years has committed to the philosophy of community policing by forming alliances and partnerships with other communities, community groups, instituting new programs and the use of technology. Through an alliance with NEMLEC (North Eastern Massachusetts Law Enforcement Council), the Police Department shares valuable resources with 59 other police departments in northeastern Massachusetts. Locally, the Police Department works closely with many community groups and organizations, such as the School Department, WCSC (Winchester Coalition for a Safer Community through the Health Department) and the Multicultural Network. Community Policing based programs include the STARS Programs (Safety in our schools) and our on-going "Violence in the Work Place" education program for our local businesses and Town departments. Through the use of our Web Page, Twitter, and Facebook, the Department continues to educate the community in crime prevention and public safety activities.

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, honesty, 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.

Budget Statement

The budget reflects an adequate level of funding to support the Administration, Patrol Division, Investigative Division, the School Resource Officer program and Civilian Dispatch staffing. It also addresses the repetitive upgrading and replacement of vehicles, equipment, technology and associated maintenance. It also addresses the need for increased Parking Enforcement capabilities. This Budget also reflects the on-going increase in overtime implemented in FY16 to meet required firearms training and also reflects the on-going increase in other expenses to maintain the Police, Fire and DPW communications system which became a necessity upon the retirement of the Town's Radio Maintenance Officer in FY15.

FY2019 Objectives

- 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.
- The department recently lost a full time officer through a transfer to another department. The department will begin the selection and hiring process. Once completed the department will be at full staffing.
- Complete the process of digitizing all of the department's rules and regulations and policies and procedures.
- In FY2019 the department will be assessed for re-accreditation. In preparation for the on site assessment the department will begin a self-examination phase, examining standards that are required by the commission. Among other things, accreditation promotes accountability among agency personnel and provides a means of independent evaluation of agency operations for quality assurance.
- The department will begin the process of establishing an active promotional list for the positions of Sergeant and Lieutenant.

Prior Year's Accomplishments

- The department hired a well-qualified civilian dispatcher, completed training requirements and successfully upgraded to 2 civilian dispatchers from 8 am until 4 pm. This was recommended in a regional study the Town participated in several years ago. 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.
- The department began the process of inventory and appropriate purging of property in our possession. This will be a time consuming effort requiring different procedures for various property types.
- The department has begun the process of inventory and destruction of drugs and narcotics in our possession. We are currently on the State Police's Narcotics Inspections Unit wait list for destruction of non-analyzed items.
- We completed the inventory and purging of all firearms in the department's possession. After contracting with a licensed and bonded FFL we were able to receive a credit for all firearms. We were then able to purchase new handguns for all officers at no expense to the Town; a must needed replacement of aging weapons.
- The department, using primarily federal and state grants, purchased and issued new ballistic vests to all full time and auxiliary officers.

- We recently purchased an upgraded suicide prevention and monitoring system to further ensure the safety of detainees in the department's holding facility. The department's holding facility is inspected yearly by the Department of Public Health. This system is a substantial upgrade of the previous system which was over 40 years old.
- The department dispatch center is transitioning to an electronic EMD format. This was in response to our current vendor no longer supporting a flip card system.
- 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.
- 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.

FIRE DEPARTMENT

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------------|------------------|------------------|------------------|------------------|----------------|
| Personal Services | 4,239,129 | 4,547,135 | 4,757,559 | 4,757,559 | 0 |
| Other Expenses | 203,008 | 240,424 | 265,490 | 265,490 | 0 |
| Equipment | 47,171 | 49,500 | 53,500 | 53,500 | 0 |
| TOTAL | 4,489,308 | 4,837,059 | 5,076,549 | 5,076,549 | 0 |
| STAFFING | | | | | |
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 1 | 1 | 1 | 1 | |
| Fire Officers | 13 | 13 | 13 | 13 | |
| Fire Fighters | 32 | 34 | 34 | 34 | |
| TOTAL | 47 | 49 | 49 | 49 | 0 |

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.

FY2019 Objectives

- Seek funding for additional firefighters through a Federal grant program.
- Advance planning for the completed architectural planning and feasibility study for reconstruction 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.
- Roll out of Rescue Task Force training and exercises with regional police and fire departments.

Prior Year's Accomplishments

- Installed mapping devices in fire vehicles to locate hydrants, particularly in heavy snow cover.
- Initiated Rescue Task Force training with police department. Completed purchase of and training for firefighters using ballistic protection equipment in hostile environments.
- Completed oversight and equipment specifications and delivery of a new fire pumper.
- Accomplished recruiting and training program in conjunction with Cataldo Ambulance Service to provide EMT training to Winchester High School students.
- Continued program to identify and designate structures as high firefighting risk and, in conjunction with building inspector, display signage on structure (Red X).
- Enhanced the features of the community-wide emergency notification system known as *Winchester Aware* with the addition of social media notifications.
- Added 2 firefighter/paramedics to the department to meet the needs of community growth.

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

\$ 7,336

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

\$ 4,960

Radio Equipment

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

SEALER OF WEIGHTS AND MEASURERS

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 7,549 | 7,721 | 7,739 | 7,739 | 0 |
| Other Expenses | 1,578 | 2,022 | 2,022 | 2,022 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 9,127 | 9,743 | 9,761 | 9,761 | 0 |
| STAFFING | | | | | |
| Managerial | | | | | |
| Clerical | | | | | |
| Professional/Technical | | | | | |
| TOTAL | 0 | 0 | 0 | 0 | 0 |

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.

FY2019 Objectives

- Purchase a new pharmacy test weight kit, and have state lab certify.
- Continue to perform re-weights on grocery store products.
- Continue to upgrade equipment to assist weights & measures inspections.
- Continue to receive state assistance in price checking & scanner accuracy.

Prior Year's Accomplishments

- Collected \$2023 in fees.
- Got 100 gallon test measure certified by state metrologist.
- Purchased new 2017 Ford F-350 with utility body to assist with inspections.
- Continued to earn ceu's to remain certified and get training in spotting skimmers.

Statistics

| | 2014 | 2015 | 2016 | 2017 |
|------------------|-------------|-------------|-------------|-------------|
| Sealed Devices | 130 | 147 | 160 | 148 |
| Consumer Savings | \$10,725 | \$2,120 | 847 | 258 |
| Merchant Savings | \$1,106 | \$165 | 0 | 0 |

DEPARTMENT OF PUBLIC WORKS (DPW)

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 3,911,163 | 4,269,808 | 4,378,216 | 4,313,216 | 0 |
| Other Expenses | 2,113,779 | 2,180,700 | 2,276,480 | 2,276,480 | 0 |
| Equipment | 17,089 | 19,500 | 19,500 | 19,500 | 0 |
| TOTAL | 6,042,031 | 6,470,008 | 6,674,196 | 6,609,196 | 0 |
| STAFFING | | | | | |
| Managerial | 4 | 4 | 4 | 4 | |
| Clerical | 2.4 | 2.4 | 2.4 | 2.4 | |
| Public Works | 24 | 22 | 22 | 22 | |
| Professional/Technical | 7 | 8 | 9 | 8 | |
| Custodians - School | 24 | 25 | 25 | 25 | |
| Custodians - Public Works | 1 | 1 | 1 | 1 | |
| TOTAL | 62.4 | 62.4 | 63.4 | 62.4 | 0 |

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

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 339,721 | 341,645 | 352,062 | 352,062 | 0 |
| Other Expenses | 14,445 | 20,600 | 20,600 | 20,600 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 354,166 | 362,245 | 372,662 | 372,662 | 0 |
| STAFFING | | | | | |
| Managerial | 2 | 2 | 2 | 2 | |
| Clerical | 2 | 2 | 2 | 2 | |
| Professional/Technical | | | | | |
| TOTAL | 4 | 4 | 4 | 4 | 0 |

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.

FY2019 Objectives

- Continue to work with local volunteer groups and vendors to make recycling efforts more user friendly at the Transfer Station and Town buildings.
- Evaluate food waste program at the Transfer Station and pilot program at the Ambrose school.
- 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

- Negotiated new natural gas contract with lower, all-inclusive fixed rates for all town buildings starting January 2018 for 36 months saving \$30,000 annually in operating expenses.
- Worked with the Energy Conservation Coordinator to implement the Town's 6th Green Communities Grant in the amount of \$236,050. Projects included the conversion of LED lights and EMS upgrade at Lincoln School, insulation of attic space at Parkhurst School and the Public Safety Building, and an electric vehicle charging station at the new High School.
- Successfully continued SMART Pilot program for fourth year at the Transfer Station for 750 residents for CY 2017.

DPW - MAINTENANCE

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------|------------------|------------------|------------------|----------------|
| Personal Services | 967,108 | 1,049,366 | 1,058,426 | 1,058,426 | 0 |
| Other Expenses | 403,843 | 362,267 | 362,267 | 362,267 | 0 |
| Equipment | 17,089 | 19,500 | 19,500 | 19,500 | 0 |
| TOTAL | 1,388,040 | 1,431,133 | 1,440,193 | 1,440,193 | 0 |
| STAFFING | | | | | |
| Managerial | 1 | 1 | 1 | 1 | |
| Professional/Technical | 1 | 1 | 1 | 1 | |
| Public Work | 13 | 13 | 13 | 13 | |
| TOTAL | 15 | 15 | 15 | 15 | 0 |

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.

FY2019 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, D&R Paving & All States Asphalt were hired to resurface the following streets: Washington St. (Park Ave. to Cross St.), Highland Ave. (Park Ave. to Fairmont St., Calumet Rd., Drexel Rd., Madison Ave., Madison Ave. West, Oak St., Salisbury St. and Yale St.
- New sidewalk construction and installation of 27 ADA ramps on above roads.
- Completed sidewalk repairs on Drexel Rd., Yale St., Oak St. and Salisbury St.
- Planted 12 new trees in town as part of the Street Tree program.
- Added new guard rail on Manchester Field and new sidewalk.
- Added sod to Manchester Field.

Statistics

| | FY2014 | FY2015 | FY2016 | FY2017 |
|-----------------------------|-----------|-----------|-----------|-----------|
| Roadway Resurfacing | 8 streets | 3 streets | 9 streets | 9 streets |
| Park/Playground Maintenance | 51 acres | 51 acres | 51 acres | 51 acres |
| Sidewalks Repaired | 1300 feet | 1200 feet | 1800 feet | 2100 feet |
| ADA Ramps Installed | 8 each | 20 each | 22 each | 27 each |

DPW - BUILDINGS

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------------------------|------------------|------------------|------------------|------------------|----------------|
| Personal Services | 1,845,197 | 2,069,570 | 2,143,536 | 2,078,536 | 0 |
| Other Expenses | 642,038 | 760,293 | 783,293 | 783,293 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 2,487,235 | 2,829,863 | 2,926,829 | 2,861,829 | 0 |
| STAFFING | | | | | |
| Managerial | 1 | 1 | 1 | 1 | |
| Public Works | 1 | 1 | 1 | 1 | |
| Professional/Technical | 4 | 4 | 6 | 5 | |
| Custodians - School | 26 | 26 | 27 | 27 | |
| Custodians - Public Works | 1 | 1 | 1 | 1 | |
| TOTAL | 33 | 33 | 36 | 35 | 0 |

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.

FY2019 Objectives

- Find new and innovative ways to perform all of the new maintenance requirements at the technologically-advanced High School that are required to keep the building running as efficiently as designed.
- 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 all the Town Facilities
- Make upgrades and improvements to Town Hall to allow it to function at the level that would be anticipated to the importance of the work performed there.
- Evaluate and implement more contract services versus permanent employee as the size and technology of the buildings advance.
- Make significant improvements to the functionality, safety and aesthetics of the DPW compound.

Prior Year's Accomplishments

- Completed final phase of two-part plan to reassess the Town's buildings. This is development of a catalogue 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.
- Met the challenge of increased square footage to clean by working with the custodial union and shifting some duties to outsource cleaning.
- Assisted in final 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.
- Created 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 at the highest level possible.

- Completed many energy efficiency projects, replaced existing AC window style units at Parkhurst with high efficiency mini split units that also serve as heat pumps for more efficient heating during shoulder seasons, and LED lighting conversions at Ambrose and Lincoln Schools.
- Site improvements at McCall Middle School including major repairs to failing pedestrian pavement and pedestrian walk areas.
- Made technological and aesthetic improvements to the Selectmen's Board room.

Statistics

Maintenance of 1,105,953 square feet of public buildings.

DPW - GARAGE

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 193,781 | 213,235 | 216,159 | 216,159 | 0 |
| Other Expenses | 219,886 | 211,950 | 219,950 | 219,950 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 413,667 | 425,185 | 436,109 | 436,109 | 0 |
| STAFFING | | | | | |
| Public Works | 3 | 2 | 2 | 2 | |
| Professional/Technical | 1 | 1 | 1 | 1 | |
| TOTAL | 4 | 3 | 3 | 3 | 0 |

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 maintaining the mechanical equipment at the Transfer Station.

FY2019 Objectives

- Update fleet of Public Works vehicles with a new pickup truck for the Maintenance Department that is used for recycling pickup, signage repairs and replacement as well as snow and ice operations.
- Procure a new trailer that will replace a 1988 trailer currently used as a spare for the transfer station in hauling trash to Covanta in Haverhill.
- Purchase a new Bobcat skid steer loader for the Transfer Station.
- 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

- Procured a new salter truck for the Highway Department to be used for snow and ice operations. Also procured a new Ford Explorer for the DPW Director and a new pickup truck for the Cemetery Coordinator.
- As part of new capital maintenance program, refurbished trailer #7 for a fraction of the cost of a new trailer for the Transfer Station to haul trash to Covanta.
- Purchased a new computer in the garage for improved diagnostics.
- Maintained transfer station conveyer belt and replaced rollers on the compactor.

Statistics

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

DPW – TRANSFER STATION

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------|------------------|------------------|------------------|----------------|
| Personal Services | 435,961 | 459,068 | 467,435 | 467,435 | 0 |
| Other Expenses | 729,673 | 739,640 | 777,420 | 777,420 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 1,165,633 | 1,198,708 | 1,244,855 | 1,244,855 | 0 |
| STAFFING | | | | | |
| Professional/Technical | 1 | 1 | 1 | 1 | |
| Public Works | 5 | 5 | 5 | 5 | |
| TOTAL | 6 | 6 | 6 | 6 | 0 |

Program Description

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

FY2019 Objectives

- Expand the SMART program with a new limit of 2500 families in the fifth year. This past year 750 families participated in the pay as you throw program. The pricing structure for 2018 has been lowered to \$50 for the first vehicle and \$10 for additional vehicles.
- 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.
- 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.
- Continue recycling mattresses/box springs using a Mass DEP Sustainable Materials Recovery Program grant for startup.
- Close the swap shop for the winter from January 2, 2017 to April 3, 2018. Plans are to re-open in the spring with a new program.

Prior Year’s Accomplishments

- Recycling Dividends grant has helped us continue an organic food waste recycling program with JRM recycling as well as providing a second Household Hazardous Waste day with Clean Ventures.
- Weekly collection of food waste recycled is approximately 1000 tons.
- Another program offered by JRM is twice annually confidential paper shredding event. About 2-3 tons of paper was shredded at each event.
- Trash tonnages continue to remain stable at the 9000 ton range.
- Recycling tonnage increased 6% to 1841 tons.
- We continue to recycle many tons of electronics, rechargeable batteries, metal, books, clothing, swap shop items, yard waste, branches, asphalt, and brick, concrete and stone.

- Mercury recycling continues for thermometers, thermostats, fluorescent tubes and other items in the universal waste container.

Statistics

| | FY2014 | FY2015 | FY2016 | FY2017 |
|---------------------|---------------|---------------|---------------|---------------|
| Recycle Tonnage | 1744 | 1753 | 1738 | 1841 |
| Compost Tonnage | 2007 | 2331 | 1483 | 3052 |
| Wood Chips | | | | 974 |
| Solid Waste Tonnage | 8760 | 8747 | 9095 | 9060 |

DPW - CEMETERY

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 129,395 | 137,224 | 140,598 | 140,598 | 0 |
| Other Expenses | 103,895 | 112,950 | 112,950 | 112,950 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 233,289 | 250,174 | 253,548 | 253,548 | 0 |
| STAFFING | | | | | |
| Clerical | 0.4 | 0.4 | 0.4 | 0.4 | |
| Professional/Technical | 1 | 1 | 1 | 1 | |
| TOTAL | 1.4 | 1.4 | 1.4 | 1.4 | 0 |

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.

FY2019 Objectives

- Finalize Pavement on Willow Avenue Sidewalk, install irrigation and mark out graves.
- Continue maintenance of cemetery trees, including pruning and brush removal.
- Review and revise Cemetery Rules and Regulations with WCAC and Board of Selectmen.
- Continue selling Niche Wall.
- Stake out 304 new double deep graves in Lot 5044, Willow Avenue, and Memorial Park Section.
- Stake out 300 new double deep graves in Lot 6075, Saraco Way, and Monument Section.
- Construct and plant new islands of shrubs and flowers to create more color throughout the Cemetery grounds.

Prior Year’s Accomplishments

- Sold more Niches and Graves in Dell.
- Staked out more Monument graves out in Saraco Way.
- Implemented New Bench and Tree Program.
- Replaced Cemetery Coordinator’s Vehicle with a 2017 Ford F350 pickup with a utility body.
- Planted more Shade Trees on the grounds.

Statistics

| | FY2014 | FY2015 | FY2016 | FY2017 |
|-----------------|---------------|---------------|---------------|---------------|
| Interments | 131 | 165 | 138 | 142 |
| Sites Purchased | 68 | 64 | 92 | 75 |
| Total Income | \$280,020 | \$360,538 | \$383,671 | \$338,600 |

DPW – SNOW AND ICE

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 291,264 | 123,300 | 123,300 | 123,300 | 0 |
| Other Expenses | 342,217 | 251,700 | 251,700 | 251,700 | 0 |
| Equipment | 19,976 | 25,000 | 25,000 | 25,000 | 0 |
| TOTAL | 653,457 | 400,000 | 400,000 | 400,000 | 0 |
| STAFFING | | | | | |
| Managerial | | | | | |
| Clerical | | | | | |
| Professional/Technical | | | | | |
| TOTAL | 0 | 0 | 0 | 0 | 0 |

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.

FY2019 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 63.5" inches of snow.
- The DPW performed seven (7) full-scale operations and twenty-five (25) sand and salt operations for a total of 32 events.

STATISTICS

| | FY2014 | FY2015 | FY2016 | FY2017 |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Plowable Storms | 9 | 5 | 6 | 7 |
| Snowfall | 67" | 99" | 38" | 63.5" |
| Road Salt | 3,300 tons | 3,265 tons | 2,029 tons | 3,305 tons |
| Road Sand | 433 tons | 300 tons | 100 tons | 65 tons |
| Sand & Salt Incidents | 26 | 29 | 11 | 25 |

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 23, 2017

TO: Mr. Richard Howard
Town Manager

I am pleased to present the proposed Winchester Public Schools' FY19 Budget to the School Committee for review and consideration. The Fy19 proposed budget of \$50,641,650 represents an increase of \$2,650,850 over FY18, or 5.52%.

The proposed FY19 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 4.80 full-time equivalent (FTE) staff members (special education, enrollment-related 9-12 regular education, social-emotional support)
- Provisions for technology replacement, athletics support, and curriculum review/revision.

Summary of Proposed FY19 Personnel Costs

| | | |
|-------------------------|-------------------|-------|
| Net Salary Adjustments* | \$1,736,869 | |
| New Personnel | <u>\$ 269,355</u> | |
| | \$2,006,224 | 4.18% |

*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 FY19 Personnel Changes

- Enrollment-related increase for new K-12 core teachers: 1.4 FTE increase
- Special Education Out-of-District Coordinator: 1.0 FTE
- Social-Emotional Support: 1.0 FTE increase
- Mandated Personnel Increases for Special Education In-district Programs/Classrooms:
 - .4 FTE for Co-Teaching
 - 1.0 Teaching Assistant

Summary of Proposed Non-Personnel Increases

| | | |
|-----------------------------|------------|---------|
| Special Education Services* | \$543,370 | 1.013 % |
| Regular Transportation | \$ 38,600 | .08 % |
| Supplies/materials | \$ (5,649) | (.01 %) |
| Technology | \$ 20,000 | .04 % |
| Athletics | \$ 48,305 | .10 % |
| | <hr/> | |
| | \$644,626 | 1.34% |

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

- Out-of-district tuition increases: \$357,965
- Transportation, in and out-of-district increases: \$143,739
- Social-emotional/wellness contractual services: \$41,666

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 FY19 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 2017: School committee members and district leadership met to identify priority areas for district goals and improvement.
- September 2017: District goals discussed and approved.
- October 2017: Long and short-term enrollment projections developed. Core classroom section targets established.
- November/December 2017: Budget Advisory group met to review process and needs. Program improvement needs were reviewed.

District Goals and Improvement Plan for 2017-2018

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.

1. Support instruction that meets the needs of individual learners across all classrooms and grade levels by providing training and reviewing/revising practices and structures.
 - a. Increase the use of flexible grouping practices across content areas and grade levels.
 - b. Continue to support co-teaching as a service delivery model.
 - c. Analyze and adjust homework and grading practices to support deep and authentic learning.
 - d. Review and expand technology as a tool for teaching and learning, especially through Bring-your-own-device (BYOD).
 - e. Increase teacher training in and use of performance-based assessments.
2. Support high levels of academic achievement through continuous improvement of teaching and learning, with the following curriculum focus areas:
 - i. English/Language Arts and Literacy
 - ii. Health, Wellness, Guidance
 - iii. Science/Technology
 - iv. Mathematics
 - v. World Languages
3. Strategic Visioning: 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. Foster learning environments that recognize, encourage, and value students' diverse interests, talents, and skills and enable all students to excel and achieve their potential.
4. Support program improvement and innovation by assessing areas for educational innovation, including:
 - a. World Language Expansion (start at grade 6 and add non-western language in 2018-19)
 - b. Innovative school schedules and course offerings
 - c. School Start Time Review and recommendation for implementation in 2018-2019.
5. Implement building renovation/addition projects as outlined in updated Master Plan.
6. Expand purposeful efforts to ensure that school cultures and climates are supportive, inclusive, and welcoming for all students and families of any race, color, religion, national origin, sex, sexual orientation, gender, gender identity, or disability by:
 - a. Increasing district efforts to attract/retain more diverse staff members
 - b. Providing training for staff members in culturally proficient practices
 - c. Reviewing instructional materials to ensure that they are drawn from a variety of global cultures and points of view.

Enrollment: 2002-2018

Our schools have seen a dramatic increase in enrollment since 2001-2002, when our enrollment was 3,378. In 2017-2018, our enrollment is 4,736, an increase of 1,358 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 updated our ten-year Master Plan for School Facilities last spring:

<http://www.winchesterps.org/Winchester%20Public%20Schools%20Master%20Plan%20Report-Digital.pdf>.

Town meeting approved funding for planning to address space needs at McCall Middle School through a two-phased expansion project: http://winchesterps.org/mccall_expansion_project/index.php.

In preparation for the McCall Middle School Expansion Project, the town/school district worked with consultants from the University of Massachusetts Donahue Institute, to confirm enrollment projections in the short and long term. The full report can be found here:

<http://www.winchesterps.org/UMDI%20Winchester%20Enrollment%20Validation%20Study%20v2.pdf>

In 2018-2019, K-5 enrollment is projected to remain stable. We plan to staff 110 K-5 core classrooms in FY19, which remains unchanged from FY18. Grade 6-8 enrollment is projected to increase slightly. At Winchester High School, the grade 9-12 enrollment is projected to increase by about 33 students, bringing the total student population to 1,388. We have budgeted for an increase in .4 FTE new core teaching positions at WHS for FY19. Final staffing needs at WHS for 2018-2019 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
2018-2019 Projected Core Classrooms: Grades K-5
October 18, 2017**

| | Ambrose | Lincoln | Lynch | Muraco | Vinson-Owen | Totals | Change |
|----------------------|----------------|----------------|--------------|---------------|--------------------|---------------|---------------|
| Kindergarten# | 50 | 55 | 95 | 55 | 68 | 323 | +1 class |
| sections | 3 | 3 | 5 | 3 | 4 | 18 | |
| class size | 17 | 19 | 19 | 19 | 17 | 18 | |
| Grade 1 | 50 | 60 | 105 | 56 | 69 | 340 | |
| # sections | 3 | 3 | 5 | 3 | 4 | 18 | |
| Class size | 17 | 20 | 21 | 19 | 17 | 19 | |
| Grade 2 | 61 | 83 | 78 | 66 | 56 | 344 | |
| # sections | 3 | 4 | 4 | 3 | 3 | 17 | |
| Class size | 20 | 21 | 20 | 22 | 19 | 21 | |
| Grade 3 | 75 | 62 | 82 | 58 | 69 | 346 | |
| # sections | 4 | 3 | 4 | 3 | 4 | 18 | |
| Class size | 19 | 21 | 21 | 19 | 17 | 20 | |
| Grade 4 | 79 | 79 | 62 | 63 | 76 | 359 | -3 classes |
| # sections | 4 | 4 | 3 | 3 | 4 | 18 | |
| Class size | 20 | 20 | 21 | 21 | 19 | 20 | |
| Grade 5 | 78 | 73 | 92 | 71 | 85 | 399 | +2 classes |
| # sections | 4 | 4 | 5 | 4 | 4 | 21 | |
| Class size | 20 | 19 | 18 | 18 | 22 | 19 | |
| Totals | 393 | 412 | 514 | 369 | 423 | 2111 | |
| # sections | 21 | 21 | 26 | 19 | 23 | 110 | |
| Class size | 19 | 20 | 21 | 20 | 20 | 19 | |

McCall Middle School:
 Gr. 6 365
 Gr. 7 379
 Gr. 8 384
 1128 (+14)

Winchester High School
 Gr. 9 350
 Gr. 10 371
 Gr. 11 352
 Gr. 12 315
 1388 (+ 33)

Proposed Budget Initiatives: FY19

Introduction/Assumptions

The process of including new initiatives in budget development, both in the short-term (FY19) and longer-term 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 FY19 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.

FY19 Budget Initiatives

Special Education Co-Teaching Program Improvement

Expansion of the district's co-teaching model will require approximately .4 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 9-12. This expansion is connected to service delivery models mandated in students' individualized education plans (IEPs). (\$23,590)

Technology Replacement Plan

This continues year three of a planned multi-year funding replacement source for switches, wireless access points, projectors, servers, specialized labs, and staff devices.

(\$20,000)

World Language (WL) Program Improvement (grades 6-8) (Deferred to FY20)

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 propose 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 (Mandarin) in FY19. This would require an additional 2.4 FTEs and additional textbooks/instructional materials for the new Mandarin classes.

(\$153,711)

School Start Times/Schedules

The School Start Time Study Committee has been working this year to develop a recommendation for a shift in school start times for 2018-2019. Under the current proposal, students at McCall Middle School and Winchester High School will shift to an 8:30 a.m. start time, while all five elementary schools will shift to a

start time of 8:00 a.m. The only increased budget cost of this shift identified at this time is a provision for temporary lights for athletic fields (\$11,000).

Unmet Needs/Future Initiatives

Special Education

The following positions have been requested by the special education department:

- Out-of-District Coordinator (\$85,000). The position would allow current special education supervisors, who share this responsibility, to focus on meeting needs of in-district students and families.
- Board Certified Behavior Analyst (\$75,000). The position could work to train and supervise in-district personnel to perform home-based services, reducing contractual services expense.
- Job Coach (\$65,000). An increasing number of students require transitional/vocational support.

Instructional Coaches/Math Leadership K-5

- Instructional coaches could provide support for teachers at the K-8 to review student data, learn new instructional strategies, and support curriculum renewal. (2 FTEs/\$110,000)

Wellness

- High school educators have presented a plan to expand health/wellness education and provide more choice for students (1.5 FTE/\$70,000)
- There is currently one Adjustment Counselor for five elementary schools. The team proposes adding four (4.0 FTE) counselors, so each school can have a dedicated counselor to support students and families. The cost of this shift could be offset by a reduction or reallocation of School Psychologists. (\$230,000)

McCall Middle School Instructional Technology Specialist (ITS)

- There is ITS support at the elementary and high school levels, but none at McCall Middle School to provide assistance and training for teachers as they integrate technology into teaching and learning. (\$55,000)

Support for Full-Day Kindergarten

Tuition-free Full-Day Kindergarten was established for the 2017-2018 school year with half-time instructional aides in each classroom. In order to best support kindergarten students, we propose increasing aide support, with the goal of having one full-time instructional aide in each kindergarten classroom to support students. (\$ 216,000)

Comparison Community Benchmarks

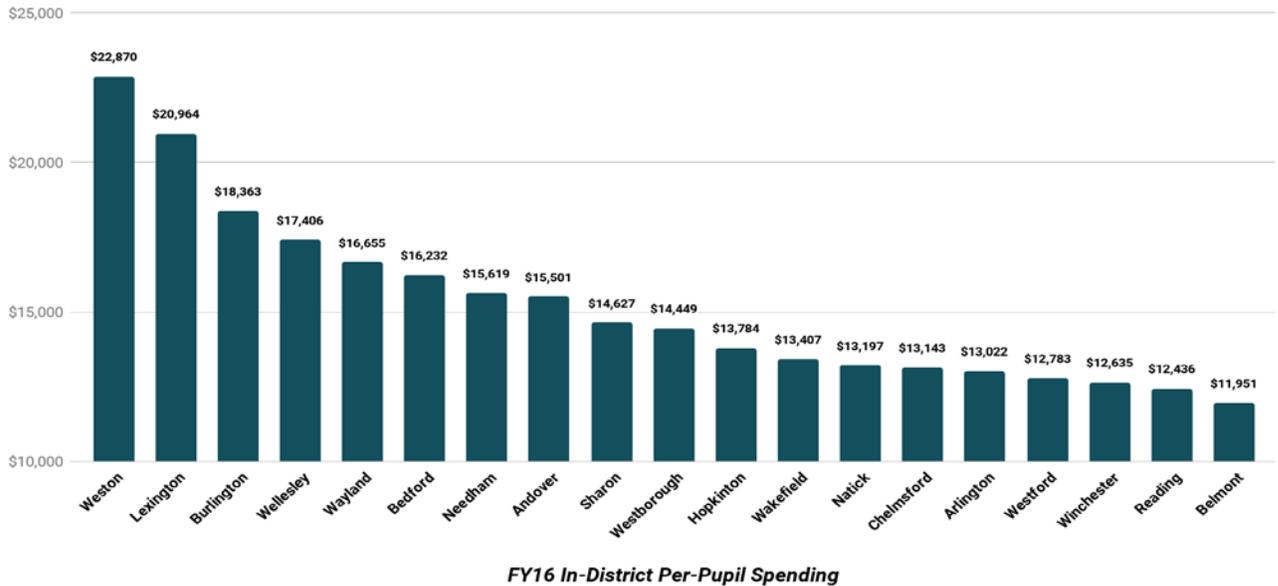
It is useful to look at benchmark data from comparable communities to assess how efficient and effectively the district is in using resources to provide educational outcomes for the children of Winchester. As part of contract negotiations with the Winchester Education Association, a compensation committee 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.)

FY19 Budget Benchmark: Per-Pupil Expenditures

The first point of comparison is FY16 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 very low for the comparison group and across the state.

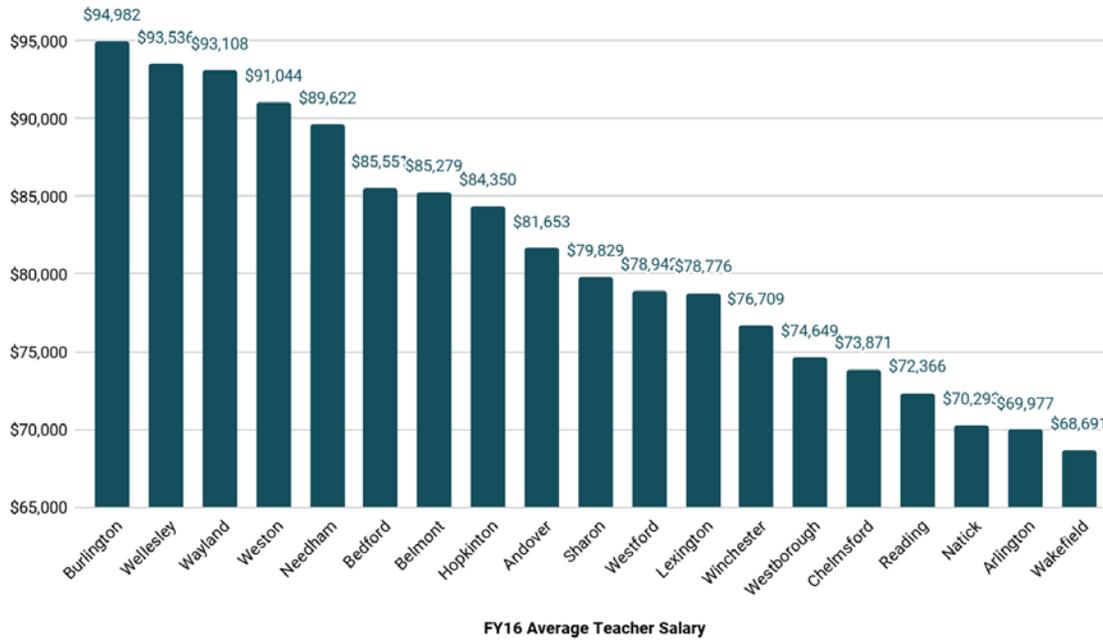
FY16 Per-Pupil Spending

| | | | |
|-------------|----------|-------------------|-----------------|
| Weston | \$22,870 | Hopkinton | \$13,784 |
| Lexington | \$20,964 | Wakefield | \$13,407 |
| Burlington | \$18,363 | Natick | \$13,197 |
| Wellesley | \$17,406 | Chelmsford | \$13,143 |
| Wayland | \$16,655 | Arlington | \$13,022 |
| Bedford | \$16,232 | Westford | \$12,783 |
| Needham | \$15,619 | Winchester | \$12,635 |
| Andover | \$15,501 | Reading | \$12,436 |
| Sharon | \$14,627 | Belmont | \$11,951 |
| Westborough | \$14,449 | | |
| | | | |



FY19 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.

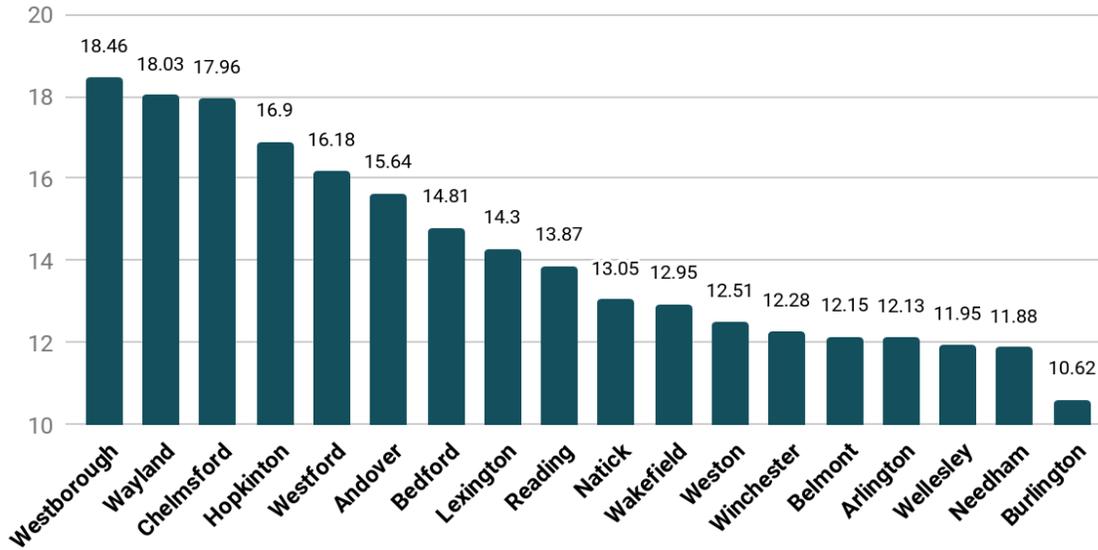


FY16 Average Teacher Salary

| | | | |
|------------|----------|-------------------|-----------------|
| Burlington | \$94,982 | Westford | \$78,942 |
| Wellesley | \$93,536 | Lexington | \$78,776 |
| Wayland | \$93,108 | Winchester | \$76,709 |
| Weston | \$91,044 | Westborough | \$74,649 |
| Needham | \$89,622 | Chelmsford | \$73,871 |
| Bedford | \$85,551 | Reading | \$72,366 |
| Belmont | \$85,279 | Natick | \$70,293 |
| Hopkinton | \$84,350 | Arlington | \$69,977 |
| Andover | \$81,653 | Wakefield | \$68,691 |
| Sharon | \$79,829 | | |

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.



2018 Average Residential Tax Rates

2018 Average Residential Tax Rates

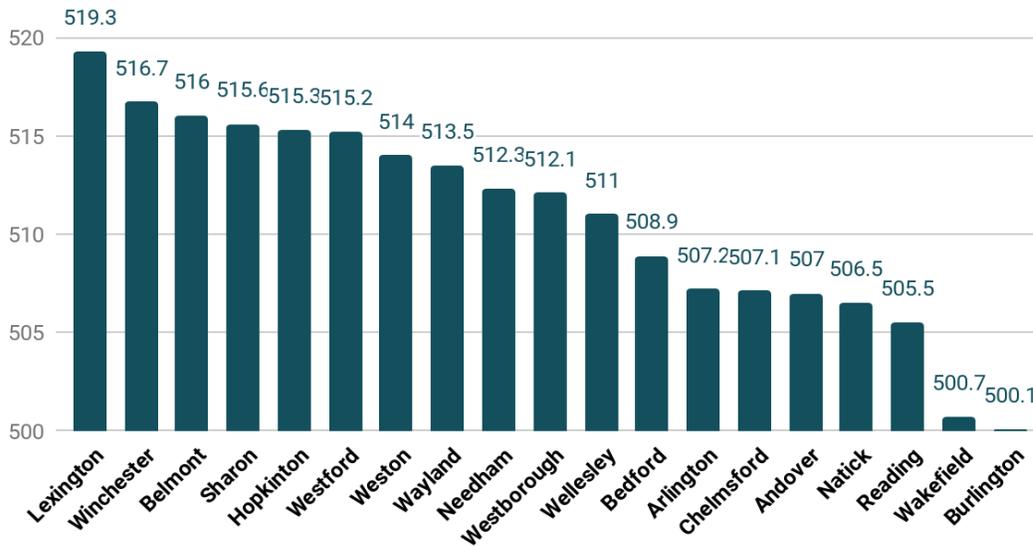
| | | | |
|-------------|-------|-------------------|--------------|
| Sharon | 19.37 | Natick | 13.05 |
| Westborough | 18.46 | Wakefield | 12.95 |
| Wayland | 18.03 | Weston | 12.51 |
| Chelmsford | 17.96 | Winchester | 12.28 |
| Hopkinton | 16.9 | Belmont | 12.15 |
| Westford | 16.18 | Arlington | 12.13 |
| Andover | 15.64 | Wellesley | 11.95 |
| Bedford | 14.81 | Needham | 11.88 |
| Lexington | 14.3 | Burlington | 10.62 |
| Reading | 13.87 | | |

FY18 Budget Benchmark: Student Achievement

In relation to the comparison group, overall student achievement in Winchester is quite high. On the 2017 MCAS tests, Winchester students scored near the top of the state in both ELA and Mathematics. Here are the average scaled scores for Math for the comparison districts.

2017 MCAS Math District Scaled Scores

| | | | |
|-------------------|--------------|------------|-------|
| Lexington | 519.3 | Wellesley | 511 |
| Winchester | 516.7 | Bedford | 508.9 |
| Belmont | 516 | Arlington | 507.2 |
| Sharon | 515.6 | Chelmsford | 507.1 |
| Hopkinton | 515.3 | Andover | 507 |
| Westford | 515.2 | Natick | 506.5 |
| Weston | 514 | Reading | 505.5 |
| Wayland | 513.5 | Wakefield | 500.7 |
| Needham | 512.3 | | |
| Westborough | 512.1 | | |
| | | | |
| | | | |



2017 MCAS Math Average Scaled Scores

Respectfully submitted,

Judith A. Evans
Superintendent of Schools

CENTRAL OFFICE

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 2,284,774 | 2,723,828 | 2,789,128 | 0 | 0 |
| Other Expenses | 897,726 | 865,039 | 903,639 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 3,182,500 | 3,588,867 | 3,692,767 | 0 | 0 |
| STAFFING | | | | | |
| Managerial | 4.00 | 4.00 | 4.00 | | |
| Clerical | 7.00 | 7.00 | 7.00 | | |
| Directors/Coordinators | 6.90 | 7.50 | 7.50 | | |
| School Resource Officer | 0.00 | 0.00 | 0.00 | | |
| Librarian | 0.00 | 0.00 | 0.00 | | |
| TOTAL | 17.90 | 18.50 | 18.50 | 0.00 | 0.00 |

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.

FY2019 Objectives

- Expand BYOD to 10th grade and most likely start of the year for 5th grade
- Increase and expand professional development around diversity and Teaching Tolerance
- Refine and implement more of the new in-district graduate course (68 teachers already signed-up)
- Increase innovative technology
- Implement new 7th grade science standards
- Expand implementation of Reading Workshop model
- Expand performance-based assessments across the district
- Continue to make progress with curriculum work in: English, Science, World Language, Wellness, and Math (and possibly social studies)

Prior Year Accomplishments

- Began professional development around diversity and Teaching Tolerance
- Increased professional development around LGBTQT
- Greatly increased professional development around social emotional relevant topics
- Launched new 3 credit in-district graduate course on social emotional
- Implemented next Phase BYOD at 5th and 9th grade
- Began implementation of K-6 new science standards (thanks in large part to new elementary STEM coordinator)
- Large-scale pilot of Reading Workshop model (thanks in large part to the literacy coordinator)
- Greatly increased pilot group of teachers for performance-based assessments
- Great progress with curriculum work in: English, Science, World Language, Wellness, and Math
- Addition of social-emotional support allowing for new models and coaching at elementary level
- Further implementation of the differentiation of professional development by expanding to contractual meeting days

SENIOR HIGH SCHOOL

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------------------|------------------|------------------|------------------|-----------------|----------------|
| Personal Services | 6,598,163 | 6,790,737 | 7,191,463 | 0 | 0 |
| Other Expenses | 285,463 | 317,438 | 320,297 | 0 | 0 |
| Equipment | 7,123 | 5,599 | 2,740 | 0 | 0 |
| TOTAL | 6,890,749 | 7,113,774 | 7,514,500 | 0 | 0 |
| STAFFING | | | | | |
| Principal/Assistant | 3.00 | 3.00 | 3.00 | | |
| Teachers | 73.20 | 74.90 | 75.70 | | |
| ELL Instructor | 0.80 | 0.60 | 0.60 | | |
| Librarian | 1.00 | 1.00 | 1.00 | | |
| Aides | 0.00 | 0.00 | 0.00 | | |
| Clerical | 7.54 | 6.54 | 6.54 | | |
| TOTAL | 85.54 | 86.04 | 86.84 | 0.00 | 0.00 |

Principal Budget Message

Winchester High School is a comprehensive high school serving a growing population of approximately 1355 students in grades nine through twelve. We offer our students a diverse and wide-ranging selection of academic courses and extracurricular activities. The fully-remodeled WHS is now fully occupied and operational. Our students and staff are enjoying the experience of being in a building that supports their modern learning styles and needs.

FY2019 Objectives

- Implement the new W.I.N. Block that is designed to support the social and emotional needs of our students.
- Continue the NEASC self-examination process to review WHS as an institution, identify current areas of strength and weakness, and set goals based on identified areas.
- Review/revise the math department curriculum offerings to best prepare our students for college and the workforce.
- Begin the move to a proficiency-based model for World Languages that follows the American Council of Teaching Foreign Languages (ACTFL) language development model.
- Find new ways to invite the general Winchester community to be a part of Winchester High School.
- Finalize plans and vote on the adoption of a June Academy program for the 2019-2020 school year.

Prior Year Accomplishments

- Winchester High School was named a Level 1 School by the Massachusetts Department of Secondary Education (highest level of category) for meeting MCAS targets and was ranked at the top 1% of all districts on this test.
- Winchester High School math students had the highest average score on their AP Math and AP Computer Science exams on average for all schools related to our size in the state. About 25 WHS students also earned perfect scores on their math SAT.
- Winchester High School had 30 Commended students and 6 Semi-Finalists as part of the National Merit Scholarship Program. Commended students score in the top 5% of PSAT test takers, and semi-finalists score in the top 16,000 out of the over 1.5 million students who take the PSAT.
- The Music department's choral classes were selected to perform at New York City's famed Carnegie Hall.
- Winchester High School continues to be ranked as a top-ranked school by Boston Magazine and US News and World Report.

Projected Enrollments

| Grades | 9 | 10 | 11 | 12 | Total |
|---------------------------|----------|-----------|-----------|-----------|--------------|
| FY18 Actual | 368 | 346 | 307 | 334 | 1355 |
| FY19 Projected | 339 | 390 | 348 | 307 | 1384 |

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 | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------------------|------------------|------------------|------------------|-----------------|----------------|
| Personal Services | 5,720,546 | 5,901,565 | 6,186,948 | 0 | 0 |
| Other Expenses | 184,387 | 211,714 | 220,125 | 0 | 0 |
| Equipment | 9,863 | 10,810 | 1,000 | 0 | 0 |
| TOTAL | 5,914,796 | 6,124,089 | 6,408,073 | 0 | 0 |
| STAFFING | | | | | |
| Principal/Assistant | 3.00 | 3.00 | 3.00 | | |
| Teachers | 65.00 | 65.50 | 65.50 | | |
| ELL Instructor | 1.00 | 1.00 | 1.00 | | |
| Librarian | 1.00 | 1.00 | 1.00 | | |
| Clerical | 3.00 | 3.00 | 3.00 | | |
| TOTAL | 73.00 | 73.50 | 73.50 | 0.00 | 0.00 |

Principal Budget Message

McCall Middle School is a comprehensive middle school serving 1,115 students in Grades 6-8. The projected enrollment for the 2018-2019 school year is approximately 1,128 with increases projected for the following years.

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 have finalized our school's master schedule. At the present time we offer Spanish, Italian, and French to our grades 7 & 8 students. We are hopeful that we will be able to offer these same languages beginning in grade 6, along with Mandarin.

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 two small classrooms and no longer having a teacher work room or dining room. Phase 1 of the McCall renovation project calls for the creation of three new grade 6 classrooms where the Youth Center is currently located, which will allow us to regain the use of the entire library space and create classrooms for the additional World Language sections. We are hopeful that Phase 2 of the McCall renovation project will be able to add an additional six classrooms, expand the current cafeteria, create a teachers' workroom, create new locker rooms, and build additional restrooms for public use at outside events.

FY2019 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.
 Connection to District Goal I: Continue to strengthen and increase supports and interventions to assist students' social-emotional and mental health needs.
- 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.
 Connection to District Goal I: Build a strong and effective system of supports and interventions to ensure that all students' social-emotional and mental health needs are met.
- 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.
 Connection to District Goal IV: Continue to review, revise, and implement the district technology plan to ensure that technology is up-to-date and used effectively to support teaching and learning.

- **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.
Connection to District Goal II: Review the district's PreK-12 standards-based curriculum and instructional practices to support continued high levels of student growth and achievement.
- **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.
Connection to District Goal II: Review the district's PreK-12 standards-based curriculum and instructional practices to support continued high levels of student growth and achievement.

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-five activities.
- Our students continue to be recognized for their accomplishments in and out of the classroom. Each year a grade 8 student is chosen to be Winchester's Project 351 Ambassador. Students are nominated and identified to receive the Mati Ligon Award at our annual Martin Luther King, Jr. assembly and the Humanitarian Award at each year's Grade 8 Graduation ceremony. Students are recognized throughout the year for their efforts, growth, achievements, and citizenship by individual teachers and teams.
- 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, Caught Being Kind, and our annual Call to Service Project for the entire school announced at our assembly to honor Dr. Martin Luther King, Jr. each January.

FY18 Actual Enrollment

Grade Students Sections Ratio

| | | | |
|--------------|------|------|-------|
| 6 | 378 | 16 | 23.63 |
| 7 | 377 | 16.8 | 22.44 |
| 8 | 359 | 16.6 | 21.63 |
| Total | 1114 | 49.4 | 22.55 |

FY19 Projected Enrollment

Grade Students Teachers Ratio

| | | | |
|--------------|------|------|-------|
| 6 | 370 | 16 | 23.13 |
| 7 | 372 | 16.6 | 22.41 |
| 8 | 375 | 16.8 | 22.32 |
| Total | 1117 | 49.4 | 22.61 |

Average Class Size per District Guidelines

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

AMBROSE ELEMENTARY SCHOOL

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 2,473,011 | 2,604,242 | 2,777,606 | 0 | 0 |
| Other Expenses | 75,281 | 77,600 | 73,000 | 0 | 0 |
| Equipment | 0 | 0 | 3,771 | 0 | 0 |
| TOTAL | 2,548,292 | 2,681,842 | 2,854,377 | 0 | 0 |
| STAFFING | | | | | |
| Principal | 1.50 | 1.50 | 1.50 | | |
| Teachers | 29.29 | 27.29 | 27.95 | | |
| ELL Instructor | 1.00 | 2.00 | 2.00 | | |
| Librarian | 1.00 | 1.00 | 1.00 | | |
| Aides | 1.00 | 1.00 | 2.74 | | |
| Clerical | 1.00 | 1.00 | 1.00 | | |
| TOTAL | 34.79 | 33.79 | 36.19 | 0.00 | 0.00 |

PROGRAM DESCRIPTION

The Ambrose Elementary School currently serves 422 students in Grades K-5. The projected enrollment for the 2018-2019 school year is approximately 403 students.

FY2019 Objectives

- Focus on student achievement and how that can best be achieved by collaboration both across the system and within our school.
- Collaborating with new staff and existing staff to ensure our instructional practices, language, and approaches allow for a continued focus on the whole child - academic growth and achievement but social and emotional well-being and happiness.
- Support and value a building schedule that allows for common planning time for teachers and support staff.
- Continue to work with the district in the implementation of the newly identified English Language Arts standards to ensure standards and corresponding instructional practices are applied across grades.
- Continue the active collaboration with the STEM Coordinator to identify, create, and employ practices that support science exploration and hands-on learning of new science standards.
- Using the relatively new MCAS 2.0 design and presented material to ensure our curriculum and our practices support critical thinking skills and application.
- Continue active professional development with a continued focus on differentiation of instruction and specific and research-based student interventions.
- To continue the conversation, planning, and implementation of a Makerspace within the elementary setting that supports and fosters creativity, critical thinking, use of imagination, and spirit.
- To continue the active conversation on homework across all grade levels.

Prior Year's Accomplishments

- Using the newly identified English Language Arts standards, teachers are redesigning curriculum expectations through collaborative planning, design, and implementation.
- The district has added a School Adjustment Counselor to work one-day per week at each elementary school with the specific focus on social-emotional health and well-being.
- Ambrose is in active conversation about current homework practices and additional ways to make our practices more efficient for all parties – students, parents, and the school.
- Grade level teachers have been and continue to meet with the STEM Coordinator to identify new lessons, ideas, and hands-on, critical thinking projects to support the new science standards.

- Under our B.A.R.K. umbrella, each grade level is working directly with a worthy charity to help our students Be Their Best Selves, Accept and Include Others, Respect Others, and be Kind (B.A.R.K.)
 - Kindergarten – Jenks Center
 - Grade 1 – Dwelling Place
 - Grade 2 – Environmental Clean-Up
 - Grade 3 – Project Hope
 - Grade 4 – Woburn Council for Social Concern
 - Grade 5 – Cradles to Crayons
- In what is now an annual tradition, the Ambrose grade 2 students hosted and honored a variety of Ambrose Veterans during its school-wide annual Veterans’ Day celebration in November.
- In collaboration with Kids’ Corner, Ambrose has created a before school program for students/families. Our continued hope is to expand this program over time.

FY18 Actual Enrollment

| | Students | Teachers | Average |
|----------------|-----------------|-----------------|----------------|
| Grade K | 46 | 3 | 15.33 |
| Grade 1 | 61 | 4 | 15.25 |
| Grade 2 | 75 | 4 | 18.75 |
| Grade 3 | 79 | 4 | 19.75 |
| Grade 4 | 78 | 4 | 19.50 |
| Grade 5 | 83 | 4 | 20.75 |
| Total | 422 | 23 | 18.35 |

FY19 Projected Enrollment

| | Students | Teachers | Average |
|----------------|-----------------|-----------------|----------------|
| Grade K | 50 | 3 | 16.67 |
| Grade 1 | 50 | 3 | 16.67 |
| Grade 2 | 61 | 3 | 20.33 |
| Grade 3 | 75 | 4 | 18.75 |
| Grade 4 | 79 | 4 | 19.75 |
| Grade 5 | 78 | 4 | 19.50 |
| Total | 393 | 21 | 18.71 |

Average Class Size per District Guidelines

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

LINCOLN ELEMENTARY SCHOOL

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 2,550,282 | 2,571,126 | 2,722,110 | 0 | 0 |
| Other Expenses | 58,321 | 63,730 | 63,500 | 0 | 0 |
| Equipment | 2,222 | 1,000 | 1,000 | 0 | 0 |
| TOTAL | 2,610,825 | 2,635,856 | 2,786,610 | 0 | 0 |
| STAFFING | | | | | |
| Principal | 1.50 | 1.50 | 1.50 | | |
| Teachers | 27.12 | 26.34 | 27.00 | | |
| ELL Instructor | 1.00 | 1.00 | 1.00 | | |
| Librarian | 1.00 | 1.00 | 1.00 | | |
| Aides | 1.00 | 1.00 | 2.74 | | |
| Clerical | 1.00 | 1.00 | 1.00 | | |
| TOTAL | 32.62 | 31.84 | 34.24 | 0.00 | 0.00 |

Principal Budget Message

Lincoln School is a K-5 elementary school, which currently serves 402 students. We will monitor enrollment numbers throughout the year with the goal of low class sizes informing any future staffing adjustments.

FY2019 Objectives

In alignment with the district goals, Lincoln School will:

- Continue to utilize our weekly common planning time meetings (CPTs) to analyze quantitative and qualitative data to drive and inform differentiated instruction and assessment in all classrooms, in order to meet the needs of all learners.
- Continue to embed the use of technology for instruction and communication through collaboration, coaching by the instructional technology specialist, and offering continuous professional development opportunities. We will continue to implement, assess, and provide support for the meaningful use of BYOD in Grade 5. Additionally, we will continue to provide the technological platforms for state mandated testing with WIDA and MCAS assessments.
- Continue to build upon best teaching practices as it relates to our co-teaching models and additional structures, as well as the use of flexible groupings in both literacy and math. We will also continue to guide best practices with the support and expertise our reading coach/teacher position, the district Literacy Specialist and the District Mathematics/Science Specialist.
- Lucy Calkins expansion – we will expand the use of the Lucy Calkins Workshop Model into Grades 2 and 3 with a pilot in Grade 5 in the upcoming school year.
- Continue to develop the social/emotional skills of children and adults through the use of the RULER Program. We will expand our work on the behavior matrix and grade level presentations of core values. We will reach out to our school community with the support of our school psychologist and social worker.
- 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.
- 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. We will continue to gather information and feedback on important initiatives and topics of interest from staff, students, and families through outreach efforts such as principal coffees, LSPA, School Council,

Faculty Advisory Committee, and staff meetings, along with student feedback. We will continue to explore additional opportunities for additional philanthropic endeavors.

- Continue to explore options for flexible meetings next school year, which include additional leadership opportunities for teachers and other staff members.

Prior Year Accomplishments

- Academic Performance - Attainment of all achievement target goals as measured by 2017 MCAS 2.0 scores for all grades and subjects tested. Lincoln continues to meet the established target goals as determined by the Department of Elementary and Secondary Education. (DESE).
- Lincoln continues the use of grade level weekly common planning meetings focused on curriculum, assessments, and child study issues. We will continue to analyze and have detailed discussions around student data and student work. Ms. Clough and Ms. Cormier attend these weekly meetings with each grade level. We continue to implement flexible math groups throughout grades 1 - 5 in order to more effectively differentiate instruction and learning for all students. Co-taught models of instruction are supported throughout the building.
- In collaboration with the other elementary schools, all kindergarten classrooms have adopted the Lucy Calkins Readers Workshop Model. Lincoln has also implemented the Lucy Calkins Readers Workshop Model in Grades 1 and 4 and the model is being piloted in one classroom in Grade 3 this year.
- Lincoln continues to provide differentiated experiences for all students through acquiring substantial grants totaling \$11,000 through WFEE and ENKA to foster kinesthetic/flexible seating options 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.
- Lincoln continues to successfully implement the social/emotional learning program, RULER. The staff and School Council have worked collaboratively to create a new behavior matrix that outlines specific expected behaviors throughout the school. Additionally, we have implemented a school-wide Lincoln Lion "PAWSome" Awards – where students are recognized for demonstrating our school-wide core values of: Positive Attitude; Respect; Integrity; Diversity; Effort. Monthly assemblies are organized and implemented by students and staff at each grade level to highlight our core values and student recognition.
- The Lincoln School Green Team 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.
- Lincoln continues 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. The first grade team spearheaded a "Wish Tree" for this school year that highlights individual student and staff wishes for a better world. We have also introduced *Movie Nights*, several times a year, that take place in the evenings for students on grades K - 5.
- Our reading coach/teacher position continues to provide teachers with literacy resources, model lessons in both reading and writing instruction and assists with data analysis. This 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 expanded our reading and writing nooks 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. An important role for our coach this year has been to support the implementation of the new Lucy Calkins Reading Workshop Model. This includes meeting weekly with these grade levels, modeling lessons, and observing teachers on a regular basis.

- In collaboration with the Assistant Superintendent, Elementary Principals, and Literacy and Math/Science Coordinators, we have begun to create more flexibility for scheduled meetings across the district. This includes staff and district-wide grade level meetings and professional development. The flexibility has enabled each of our schools to provide each staff member with greater differentiated learning experiences, and more in-depth implementation and analysis across the district, of the new state standards in literacy, math, and science. We have also enlisted the leadership skills and curriculum expertise of many teachers and other staff members throughout the district, to lead and assist with these meetings and professional development workshops.

FY18 Actual Enrollment

| | Students Teachers Average | | |
|----------------|----------------------------------|----|-------|
| Grade K | 54 | 3 | 18.00 |
| Grade 1 | 83 | 4 | 20.75 |
| Grade 2 | 62 | 3 | 20.67 |
| Grade 3 | 79 | 4 | 19.75 |
| Grade 4 | 73 | 4 | 18.25 |
| Grade 5 | 52 | 3 | 17.33 |
| Total | 403 | 21 | 19.19 |

FY19 Projected Enrollment

| | Students Teachers Average | | |
|----------------|----------------------------------|----|-------|
| Grade K | 55 | 3 | 18.33 |
| Grade 1 | 60 | 3 | 20.00 |
| Grade 2 | 83 | 4 | 20.75 |
| Grade 3 | 62 | 3 | 20.67 |
| Grade 4 | 79 | 4 | 19.75 |
| Grade 5 | 73 | 4 | 18.25 |
| Total | 412 | 21 | 19.62 |

Average Class Size per District Guidelines

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

LYNCH ELEMENTARY SCHOOL

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------------|------------------|------------------|------------------|-----------------|----------------|
| Personal Services | 2,654,577 | 2,798,737 | 3,031,791 | 0 | 0 |
| Other Expenses | 67,957 | 67,153 | 78,354 | 78,337 | 0 |
| Equipment | 2,170 | 2,000 | 2,000 | 0 | 0 |
| TOTAL | 2,723,900 | 2,879,091 | 3,112,128 | 0 | 0 |
| STAFFING | | | | | |
| Principal | 2.00 | 2.00 | 2.00 | | |
| Teachers | 29.42 | 30.50 | 31.60 | | |
| ELL Instructor | 2.40 | 3.60 | 3.60 | | |
| Librarian | 1.00 | 1.00 | 1.00 | | |
| Aides | 1.00 | 1.00 | 3.90 | | |
| Clerical | 1.00 | 1.00 | 1.00 | | |
| TOTAL | 36.82 | 39.10 | 43.10 | 0.00 | 0.00 |

Principal Budget Message

Lynch continues to be an active, diverse and welcoming community, currently serving 485 students kindergarten through grade five (540+ including Pre-School). We are proud of our consistent practice of inclusion within our community. As a faculty our goal is to challenge our students academically, while supporting their emotional needs in a healthy and safe environment. Our goal is for students to leave Lynch an eager life-long learner, a positive sense of self-esteem, academically challenged, a respectful person and good friend to others.

FY2019 Objectives

- Continue to evaluate and improve our tri-teacher models and differentiation practices through all grades while also looking moving towards a similar model with our ELL students. . The focus and goals are 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 student’s emotional health and overall well-being. To continue to provide best practices when helping students in emotional need.
- To provide and differentiate professional development to foster student learning and achievement.
- Continue to provide an environment where faculty are supported, challenged and appreciated.

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 and monthly faculty meetings. We use 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 two. We are also in our third year of a tri-teach model in grade four. Our English Language teachers continue to collaborate with grade level teachers to plan and co-instruct for as much in-class instruction for students who fall under the ELL model.
- We continue to maintain growth 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. We continue with our Level 1 State Accountability Status.
- We continue to foster an active and accepting school community. This year we initiated a “Core Values” team to identify our four beliefs for our student and community. Teachers from across grade levels along with the principal collaborated, gathered feedback from faculty and fifth grade students on our over-arching themes. We were proud to roll out our – T.E.A.M Core Values to the Lynch community in early January 2018. Try our best, Everyone is included, Always be kind and Make safe

choices will be our focus throughout the campus and building. We are excited to continue lead our students towards positive behaviors and a common language for expectations which we hope leads to our student’s successes and health.

- One of our community highlight is our annual fifth grade vs. faculty basketball game in mid-February (11th year!). 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. This continues to be an extremely popular event which had over 500+ people attending to eat foods from around the world and watch performances from Lynch students, families and area multi-cultural artists. The goal is to continue to strengthen our student bond with not only our teachers, but the Lynch community.

FY18 Actual Enrollment

| | Students | Teachers | Average |
|----------------|-----------------|-----------------|----------------|
| Grade K | 92 | 5 | 18.40 |
| Grade 1 | 78 | 4 | 19.50 |
| Grade 2 | 82 | 4 | 20.50 |
| Grade 3 | 62 | 3 | 20.67 |
| Grade 4 | 92 | 4 | 23.00 |
| Grade 5 | 75 | 4 | 18.75 |
| Total | 481 | 24 | 20.04 |

FY19 Projected Enrollment

| | Students | Teachers | Average |
|----------------|-----------------|-----------------|----------------|
| Grade K | 95 | 5 | 19.00 |
| Grade 1 | 105 | 5 | 21.00 |
| Grade 2 | 78 | 4 | 19.50 |
| Grade 3 | 82 | 4 | 20.50 |
| Grade 4 | 62 | 3 | 20.67 |
| Grade 5 | 92 | 4 | 23.00 |
| Total | 514 | 25 | 20.56 |

Average Class Size per District Guidelines

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

MURACO ELEMENTARY SCHOOL

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 2,412,280 | 2,599,212 | 2,862,795 | 0 | 0 |
| Other Expenses | 55,257 | 64,601 | 60,653 | 0 | 0 |
| Equipment | 11,666 | 5,000 | 2,450 | 0 | 0 |
| TOTAL | 2,479,203 | 2,668,813 | 2,925,898 | 0 | 0 |
| STAFFING | | | | | |
| Principal | 1.50 | 1.50 | 1.50 | | |
| Teachers | 25.74 | 26.44 | 28.10 | | |
| ELL Instructor | 1.00 | 1.00 | 1.00 | | |
| Librarian | 1.00 | 1.00 | 1.00 | | |
| Aides | 1.00 | 1.00 | 2.74 | | |
| Clerical | 1.00 | 1.00 | 1.00 | | |
| TOTAL | 31.24 | 31.94 | 35.34 | 0.00 | 0.00 |

Principal Budget Message

Muraco School serves a population of 381 students in grades K-5. The projected enrollment for FY19 is 369.

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

FY2019 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

- Successful continuation of the co-teaching model in grades 3, 4 and 5.
- Successfully implemented co-teaching at grade 1
- Educators in grades 3-5 continue to integrate Google Classroom into lessons/units.
- Explored assistive technology opportunities for our students.
- Educators continued to share their expertise with colleagues.
- Year two implementation of BYOD in grade 5

FY18 Actual Enrollment

| | Students | Teachers | Average |
|----------------|-----------------|-----------------|----------------|
| Grade K | 52 | 3 | 17.33 |
| Grade 1 | 66 | 3 | 22.00 |
| Grade 2 | 58 | 3 | 19.33 |
| Grade 3 | 63 | 3 | 21.00 |
| Grade 4 | 71 | 4 | 17.75 |
| Grade 5 | 71 | 4 | 17.75 |
| Total | 381 | 20 | 19.05 |

FY19 Projected Enrollment

| | Students | Teachers | Average |
|----------------|-----------------|-----------------|----------------|
| Grade K | 55 | 3 | 18.33 |
| Grade 1 | 56 | 3 | 18.67 |
| Grade 2 | 66 | 4 | 16.50 |
| Grade 3 | 58 | 3 | 19.33 |
| Grade 4 | 63 | 3 | 21.00 |
| Grade 5 | 71 | 4 | 17.75 |
| Total | 369 | 20 | 18.45 |

Average Class Size per District Guidelines

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

VINSON-OWEN ELEMENTARY SCHOOL

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------------|------------------|------------------|------------------|-----------------|----------------|
| Personal Services | 2,292,865 | 2,337,359 | 2,573,343 | 0 | 0 |
| Other Expenses | 68,818 | 72,175 | 75,499 | 0 | 0 |
| Equipment | 3,099 | 0 | 0 | 0 | 0 |
| TOTAL | 2,364,782 | 2,409,534 | 2,648,842 | 0 | 0 |
| STAFFING | | | | | |
| Principal | 1.50 | 1.50 | 1.50 | | |
| Teachers | 26.34 | 26.34 | 27.00 | | |
| ELL Instructor | 1.00 | 1.00 | 1.00 | | |
| Librarian | 1.00 | 1.00 | 1.00 | | |
| Aides | 1.00 | 1.00 | 2.74 | | |
| Clerical | 1.00 | 1.00 | 1.00 | | |
| TOTAL | 31.84 | 31.84 | 34.24 | 0.00 | 0.00 |

Principal Budget Message

The Vinson-Owen School serves a population of 459 students in grades PreK-5. The projected enrollment for FY19 is expected to be 453.

FY2019 Objectives

- Goal #1: Global Citizenship** - We are committed to helping students to understand their role in taking responsibility for others in the world and showing respect to people from all cultures. To that end, we will once again be having an International Night. Also as part of helping those in need, we will continue to link 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. With each initiative we support, we will be using a special Global Citizenship logo in our presentation with students, which will reinforce the message that our efforts are connected as one collective effort to make a difference in the world.
- Goal #2: STEAM** - We are committed to providing learning opportunities in the STEAM disciplines that will challenge students to think at higher levels. STEAM is an educational approach to learning that uses Science, Technology, Engineering, the Arts, and Mathematics to guide students' inquiry, dialogue, and critical thinking. The goal is for students to take thoughtful risks, engage in experimental learning, persevere with problem solving, collaborate with others, and discover the creative process. As part of this goal, we have a maker space within our school that provides students with the opportunity to create, invent, and learn using a variety of hands on materials. This year we will be looking for ways to enhance the offerings in this space, purchasing new robotics, and adding additional hands-on materials that can be used for problem solving.
- Goal #3: Best-Self** - We are committed to helping students to develop their best-self, which can be encouraged through reinforcement of our core values, in explicitly teaching students to show respect, responsibility, kindness, confidence, and honesty. In addition, we know that in planning our school day, students are more apt to show their best self if we build in movement breaks, brain breaks, and a focus on mindfulness (the focus on being fully present and aware). This year, in addition to continuing to promote our core values, we will be focused on integrating breaks and mindfulness to encourage students to be their best selves.

Prior Year Accomplishments

- Goal #1: "We can change the world"** - We helped students to understand the value of helping those who are less fortunate. To that end, we continued to link 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 did practical activities like collecting supplies and raising funds.

- **Goal #2: Higher-order thinking** - We provided students with learning opportunities that offered both rigor and relevance. Students were challenged to think at higher-levels, which 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 continued with this goal, we created a maker space within our school that provided students with the opportunity to create, invent, and learn using a variety of hands on materials.
- **Goal #3: Building Connections** - We helped students to feel connected to one another and our world. At the classroom level, students had opportunities to get to know their classmates better through morning meeting/classroom meeting activities. At the school-wide level, each class had a buddy class, in which students were matched to peers at a different age to work on collaborative projects. We also had community connections (see goal #1), for students benefit from relationships we establish in both our local and global community.

FY18 Actual Enrollment

| | Students Teachers Average | | |
|----------------|----------------------------------|----|-------|
| Grade K | 62 | 3 | 20.67 |
| Grade 1 | 56 | 3 | 18.67 |
| Grade 2 | 69 | 3 | 23.00 |
| Grade 3 | 76 | 4 | 19.00 |
| Grade 4 | 85 | 4 | 21.25 |
| Grade 5 | 82 | 4 | 20.50 |
| Total | 430 | 21 | 20.48 |

FY19 Projected Enrollment

| | Students Teachers Average | | |
|----------------|----------------------------------|----|-------|
| Grade K | 68 | 4 | 17.00 |
| Grade 1 | 69 | 4 | 17.25 |
| Grade 2 | 56 | 3 | 18.67 |
| Grade 3 | 69 | 4 | 17.25 |
| Grade 4 | 76 | 4 | 19.00 |
| Grade 5 | 85 | 4 | 21.25 |
| Total | 423 | 23 | 18.39 |

Average Class Size per District Guidelines

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

SPECIAL EDUCATION

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 8,941,411 | 9,648,800 | 10,321,563 | 0 | 0 |
| Other Expenses | 3,887,418 | 3,826,627 | 4,369,997 | 0 | 0 |
| Equipment | 9,741 | 15,000 | 15,000 | 0 | 0 |
| TOTAL | 12,838,570 | 13,490,427 | 14,706,560 | 0 | 0 |
| STAFFING | | | | | |
| Managerial | 1.00 | 1.00 | 2.00 | | |
| Directors/Coordinators | 5.50 | 5.50 | 5.50 | | |
| Teachers | 64.80 | 71.25 | 72.05 | | |
| Teacher Specialists | 28.40 | 28.00 | 28.00 | | |
| Special Needs Instructors | 7.00 | 6.00 | 6.00 | | |
| Aides | 78.62 | 81.10 | 82.20 | | |
| Occupational Therapists | 4.80 | 4.80 | 4.80 | | |
| Clerical | 5.00 | 5.00 | 5.00 | | |
| TOTAL | 195.12 | 202.65 | 205.55 | 0.00 | 0.00 |

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).

FY2019 Objectives

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

Prior Year's Accomplishments

- Continued 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.
- Continued focus on providing specialized programming and supports.

Special Education

Enrollments by Programs

| | In District | Collaborative Out of District | Private Day School | Residential School | |
|-------------------------------|-------------|----------------------------------|-----------------------|-----------------------|----------------------------------|
| Preschool | 30 | 0 | 0 | 0 | * 30 in district, 14 appointment |
| Kindergarten | 25 | 0 | 0 | 0 | |
| Elementary (Grades 1-5) | 287 | 1 | 4 | 0 | |
| Middle School (Grades 6-8) | 192 | 3 | 11 | 0 | |
| High School (Grades 9-12, SP) | 249 | 10 | 22 | 1 | |
| Totals | 783 | 14 | 37 | 1 | |

Totals by Age Group

| | |
|-------------------------------|------------|
| Preschool | 44 |
| Kindergarten | 25 |
| Elementary (Grades 1-5) | 292 |
| Middle School (Grades 6-8) | 206 |
| High School (Grades 9-12, SP) | 282 |
| Totals | 849 |

PUPIL SERVICES

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 1,986,997 | 2,130,537 | 2,194,673 | 0 | 0 |
| Other Expenses | 5,429 | 3,400 | 3,400 | 0 | 0 |
| Equipment | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 1,992,426 | 2,133,937 | 2,198,073 | 0 | 0 |
| STAFFING | | | | | |
| Teacher Specialists | 5.00 | 6.00 | 6.00 | | |
| Guidance Counselors | 10.30 | 10.30 | 10.30 | | |
| Nurses | 10.10 | 10.50 | 10.50 | | |
| TOTAL | 25.40 | 26.80 | 26.80 | 0.00 | 0.00 |

Program Description

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

TECHNOLOGY

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 587,641 | 594,543 | 626,490 | 0 | 0 |
| Other Expenses | 377,725 | 292,479 | 292,479 | 0 | 0 |
| Equipment | 196,829 | 311,000 | 331,000 | 0 | 0 |
| TOTAL | 1,162,195 | 1,198,022 | 1,249,969 | 0 | 0 |
| STAFFING | | | | | |
| Managerial | 0.00 | 0.00 | 0.00 | | |
| Professional/Technical | 7.50 | 7.50 | 7.50 | | |
| Clerical | 2.00 | 2.00 | 2.00 | | |
| TOTAL | 9.50 | 9.50 | 9.50 | 0.00 | 0.00 |

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.

FY2019 Objectives

- Continue to support the staff in using the myriad of technology resources throughout the school
- Expand BYOD into 10th grade and continue to support grades 5-9
- Continue multi-year effort to right size replacement budget to cover infrastructure, staff, and student devices
- Continue and expand budgetary support for specialized/personalized equipment for high needs students and areas

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 grades 5-9

ATHLETICS

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Personal Services | 0 | 0 | 0 | 0 | |
| Other Expenses | 0 | 0 | 0 | 0 | |
| Transfer to Athletic Revolving | 439,598 | 495,048 | 543,353 | 0 | |
| TOTAL | 439,598 | 495,048 | 543,353 | 0 | 0 |
| STAFFING | | | | | |
| 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 | | |
| TOTAL | 1.00 | 1.00 | 1.00 | 0.00 | 0.00 |

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

| | | 2017-2018 Actual | 2018-2019 Projected |
|-------------------|--------|---------------------|------------------------|
| Cheerleading | Fall | 26 | 26 |
| Cross Country (B) | Fall | 63 | 65 |
| Cross Country (G) | Fall | 46 | 50 |
| Field Hockey | Fall | 49 | 50 |
| Football | Fall | 83 | 85 |
| Golf | Fall | 16 | 14 |
| Soccer (Boys) | Fall | 72 | 72 |
| Soccer (G) | Fall | 60 | 60 |
| Swim (G) | Fall | 50 | 48 |
| Volleyball (G) | Fall | 50 | 51 |
| Basketball (B) | Winter | 42 | 41 |
| Basketball (G) | Winter | 41 | 43 |
| Gymnastics | Winter | 35 | 20 |
| Ice Hockey (B) | Winter | 46 | 45 |
| Ice Hockey (G) | Winter | 24 | 28 |
| Indoor Track (B) | Winter | 97 | 95 |
| Indoor Track (G) | Winter | 80 | 85 |
| Ski | Winter | 86 | 83 |
| Swim (B) | Winter | 19 | 25 |
| Wrestling | Winter | 24 | 30 |
| | | Projected | |
| Baseball | Spring | 46 | 45 |
| Lacrosse (B) | Spring | 75 | 73 |
| Lacrosse (G) | Spring | 59 | 60 |
| Sailing | Spring | 17 | 18 |
| Softball | Spring | 40 | 43 |
| Tennis (B) | Spring | 26 | 20 |
| Tennis (G) | Spring | 19 | 18 |
| Track (B) | Spring | 74 | 80 |
| Track (G) | Spring | 84 | 85 |
| Volleyball (B) | Spring | 30 | 42 |
| Ultimate (Coed) | Spring | 27 | 30 |
| | Total | 1506 | 1530 |

VOCATIONAL EDUCATION

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Personal Services | 0 | 0 | 0 | 0 | 0 |
| Other Expenses | | 273,694 | 273,694 | 273,694 | 0 |
| Equipment | | | | | |
| TOTAL | 283,606 | 273,694 | 273,694 | 273,694 | 0 |

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.

| TOWN MANAGER | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------------------------|--|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 112101 | 51101 PERMANENT | 573,911 | 543,970 | 594,291 | 604,391 | 604,391 | |
| 112101 | 51161 SICK LEAVE BUYBACK - NON-UNION | 3,400 | 2,343 | 3,400 | 3,400 | 3,400 | |
| | TOTAL PERMANENT | 577,311 | 546,313 | 597,691 | 607,791 | 607,791 | 0 |
| 112101 | 51251 TEMPORARY | 2,250 | 0 | 2,250 | 2,250 | 2,250 | |
| | TOTAL TEMPORARY | 2,250 | 0 | 2,250 | 2,250 | 2,250 | 0 |
| 112101 | 51359 OVERTIME | 3,000 | 1,490 | 3,000 | 3,000 | 3,000 | |
| | TOTAL OVERTIME | 3,000 | 1,490 | 3,000 | 3,000 | 3,000 | 0 |
| | PERSONAL SERVICES TOTAL | 582,561 | 547,803 | 602,941 | 613,041 | 613,041 | 0 |
| 112102 | 52101 OFFICE SUPPLIES | 7,000 | 5,085 | 7,000 | 7,000 | 7,000 | |
| 112102 | 52103 PRINTING AND REPRODUCTION SUPPLIES | 2,500 | 1,140 | 2,500 | 2,500 | 2,500 | |
| 112102 | 52105 COMPUTER SUPPLIES | 100 | 0 | 100 | 100 | 100 | |
| 112102 | 52106 BOOKS AND PERIODICALS | 450 | 58 | 450 | 450 | 450 | |
| 112102 | 52180 FOOD & GROCERIES | 2,000 | 1,104 | 2,000 | 2,000 | 2,000 | |
| | TOTAL SUPPLIES & MATERIALS | 12,050 | 7,388 | 12,050 | 12,050 | 12,050 | 0 |
| 112102 | 53101 PRINTING STATIONERY | 1,200 | 0 | 1,200 | 1,200 | 1,200 | |
| 112102 | 53105 DPTMENTL REPORTS | 1,000 | 0 | 1,000 | 1,000 | 1,000 | |
| 112102 | 53110 TELEPHONE TOWN BLDGS | 6,200 | 5,809 | 6,200 | 6,200 | 6,200 | |
| 112102 | 53115 ADVERTISING | 6,000 | 3,008 | 6,000 | 6,000 | 6,000 | |
| | 53116 BIND & BK REPAIRS | 0 | 100 | 0 | 0 | 0 | |
| 112102 | 53117 AUTO ALLOWANCE | 5,000 | 4,500 | 5,000 | 5,000 | 5,000 | |
| 112102 | 53118 PROF SERVICES | 111,800 | 64,871 | 45,000 | 45,000 | 45,000 | |
| 112102 | 53122 TRAVEL | 50 | 909 | 50 | 1,000 | 1,000 | |
| 112102 | 53123 OUT OF STATE TRAVEL | 0 | 3,461 | 0 | 1,000 | 1,000 | |
| 112102 | 53161 R&M FURNITURE/EQUIPMENT | 200 | 0 | 200 | 200 | 200 | |
| 112102 | 53166 TUITION | 8,200 | 500 | 8,200 | 8,200 | 8,200 | |
| | TOTAL CONTRACTUAL SERVICES | 139,650 | 83,157 | 72,850 | 74,800 | 74,800 | 0 |
| 112102 | 54101 DUES AND MEMBERSHIPS | 8,500 | 7,685 | 8,500 | 8,500 | 8,500 | |
| 112102 | 54102 RENTALS AND STORAGE | 0 | 145 | 0 | 0 | 0 | |
| 112102 | 54106 INSURANCE/SURETY | 500 | 0 | 500 | 500 | 500 | |
| | TOTAL CHARGES & OBLIGATIONS | 9,000 | 7,830 | 9,000 | 9,000 | 9,000 | 0 |
| | EXPENSES TOTAL | 160,700 | 98,375 | 93,900 | 95,850 | 95,850 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| TOWN MANAGER TOTAL | | 743,261 | 646,178 | 696,841 | 708,891 | 708,891 | 0 |

| HUMAN RESOURCES/ADA | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------------------|--------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 0115201 | 51101 PERMANENT | 98,349 | 98,347 | 119,430 | 142,109 | 133,161 | |
| | TOTAL PERMANENT | 98,349 | 98,347 | 119,430 | 142,109 | 133,161 | 0 |
| | PERSONAL SERVICES TOTAL | 98,349 | 98,347 | 119,430 | 142,109 | 133,161 | 0 |
| 0115202 | 52101 OFFICE SUPPLIES | 1,000 | 554 | 1,000 | 1,500 | 1,500 | |
| 0115202 | 52105 COMPUTER SUPPLIES | 200 | 159 | 200 | 200 | 200 | |
| 0115202 | 52106 BOOKS AND PERIODICALS | 500 | 0 | 500 | 500 | 500 | |
| 0115202 | 52180 FOOD & GROCERIES | 500 | 0 | 500 | 500 | 500 | |
| | TOTAL SUPPLIES & MATERIALS | 2,200 | 713 | 2,200 | 2,700 | 2,700 | 0 |
| 0115202 | 53101 PRINTING STATIONERY | 500 | 412 | 500 | 500 | 500 | |
| | 53102 PRINT BKS DIR | 0 | 0 | 1,000 | 1,000 | 1,000 | |
| 0115202 | 53105 DPTMENTL REPORTS | 0 | 0 | 0 | 0 | 0 | |
| 0115202 | 53110 TELEPHONE TOWN BLDGS | 1,300 | 295 | 300 | 750 | 750 | |
| 0115202 | 53115 ADVERTISING | 0 | 602 | 0 | 0 | 0 | |
| 0115202 | 53117 AUTO ALLOWANCE | 0 | 0 | 0 | 0 | 0 | |
| 0115202 | 53118 PROF SERVICES | 10,000 | 9,378 | 11,200 | 12,000 | 12,000 | |
| 0115202 | 53122 TRAVEL | 500 | 0 | 500 | 500 | 500 | |
| 0115202 | 53166 TUITION | 1,000 | 595 | 1,000 | 1,000 | 1,000 | |
| | TOTAL CONTRACTUAL SERVICES | 13,300 | 11,282 | 14,500 | 15,750 | 15,750 | 0 |
| 0115202 | 54101 DUES AND MEMBERSHIPS | 500 | 529 | 500 | 500 | 500 | |
| | 54102 RENTALS AND STORAGE | 0 | 0 | 0 | 4,200 | 4,200 | |
| | 54106 INSURANCE/SURETY | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL CHARGES & OBLIGATIONS | 500 | 529 | 500 | 4,700 | 4,700 | 0 |
| | EXPENSES TOTAL | 16,000 | 12,524 | 17,200 | 23,150 | 23,150 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | HUMAN RESOURCES TOTAL | 114,349 | 110,871 | 136,630 | 165,259 | 156,311 | 0 |

| FINANCE COMMITTEE | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------------------------|--|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 113101 | 51251 TEMPORARY | 3,500 | 2,262 | 3,500 | 4,500 | 4,500 | |
| | TOTAL TEMPORARY | 3,500 | 2,262 | 3,500 | 4,500 | 4,500 | 0 |
| | PERSONAL SERVICES TOTAL | 3,500 | 2,262 | 3,500 | 4,500 | 4,500 | 0 |
| 113102 | 53101 PRINTING AND REPRODUCTION SUPPLIES | 2,500 | 0 | 2,500 | 1,500 | 1,500 | |
| | 53115 ADVERTISING | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL SUPPLIES & MATERIALS | 2,500 | 0 | 2,500 | 1,500 | 1,500 | 0 |
| 113102 | 54101 DUES AND MEMBERSHIPS | 0 | 273 | 0 | 1,000 | 1,000 | 0 |
| | TOTAL CHARGES & OBLIGATIONS | 0 | 273 | 0 | 1,000 | 1,000 | 0 |
| | EXPENSES TOTAL | 2,500 | 273 | 2,500 | 2,500 | 2,500 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| FINANCE COMMITTEE TOTAL | | 6,000 | 2,535 | 6,000 | 7,000 | 7,000 | 0 |

| COMPTROLLER | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------------------|--------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 113301 | 51101 PERMANENT | 335,531 | 326,579 | 344,853 | 351,061 | 351,061 | |
| 113301 | 51161 SICK LEAVE BUYBACK - NON-UNION | 6,011 | 964 | 2,250 | 2,250 | 2,250 | |
| | TOTAL PERMANENT | 341,542 | 327,543 | 347,103 | 353,311 | 353,311 | 0 |
| | 51251 TEMPORARY | 0 | 55 | 0 | 0 | 0 | 0 |
| | TOTAL OVERTIME | 0 | 55 | 0 | 0 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 341,542 | 327,599 | 347,103 | 353,311 | 353,311 | 0 |
| 113302 | 52101 OFFICE SUPPLIES | 270 | 75 | 300 | 300 | 300 | |
| | 52137 SUPPLIES, SMALL EQUIP | 0 | 692 | 0 | 0 | 0 | |
| | TOTAL SUPPLIES & MATERIALS | 270 | 767 | 300 | 300 | 300 | 0 |
| 113302 | 53101 PRINTING STATIONERY | 100 | 0 | 100 | 100 | 100 | |
| 113302 | 53110 TELEPHONE TOWN BLDGS | 800 | 612 | 800 | 800 | 800 | |
| | 53115 ADVERTISING | 0 | 175 | 0 | 0 | 0 | |
| 113302 | 53118 PROF SERVICES | 5,000 | 2,550 | 5,000 | 5,000 | 5,000 | |
| 113302 | 53122 TRAVEL | 400 | 1,102 | 800 | 800 | 800 | |
| 113302 | 53166 TUITION | 1,000 | 1,393 | 2,000 | 2,000 | 2,000 | |
| | TOTAL CONTRACTUAL SERVICES | 7,300 | 5,832 | 8,700 | 8,700 | 8,700 | 0 |
| 113302 | 54101 DUES AND MEMBERSHIPS | 400 | 1,036 | 800 | 800 | 800 | |
| | TOTAL CHARGES & OBLIGATIONS | 400 | 1,036 | 800 | 800 | 800 | 0 |
| | EXPENSES TOTAL | 7,970 | 7,635 | 9,800 | 9,800 | 9,800 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| COMPTROLLER TOTAL | | 349,512 | 335,234 | 356,903 | 363,111 | 363,111 | 0 |

| ASSESSOR | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------|--------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 113401 | 51101 PERMANENT | 204,238 | 195,482 | 201,669 | 204,078 | 204,078 | |
| 113401 | 51155 SICK LEAVE BUYBACK - NON-UNION | 0 | | 0 | 0 | 0 | |
| | TOTAL PERMANENT | 204,238 | 195,482 | 201,669 | 204,078 | 204,078 | 0 |
| 113401 | 51359 OVERTIME | 500 | 646 | 1,000 | 1,000 | 1,000 | |
| | TOTAL OVERTIME | 500 | 646 | 1,000 | 1,000 | 1,000 | 0 |
| | PERSONAL SERVICES TOTAL | 204,738 | 196,128 | 202,669 | 205,078 | 205,078 | 0 |
| 113402 | 52101 OFFICE SUPPLIES | 250 | 932 | 250 | 250 | 250 | |
| 113402 | 52106 BOOKS AND PERIODICALS | 500 | 69 | 500 | 500 | 500 | |
| | TOTAL SUPPLIES & MATERIALS | 750 | 1,001 | 750 | 750 | 750 | 0 |
| 113402 | 53101 PRINTING STATIONERY | 750 | 158 | 750 | 750 | 750 | |
| 113402 | 53106 REPRODUCTION SVC | 50 | 0 | 50 | 50 | 50 | |
| 113402 | 53110 TELEPHONE TOWN BLDGS | 1,300 | 600 | 1,300 | 1,300 | 1,300 | |
| 113402 | 53117 AUTO ALLOWANCE | 3,500 | 5,820 | 3,500 | 3,500 | 3,500 | |
| 113402 | 53118 PROF SERVICES | 48,700 | 16,438 | 48,700 | 48,700 | 48,700 | |
| 113402 | 53128 COM R&M TOOLS & EQUIPMENT | 500 | 273 | 500 | 500 | 500 | |
| 113402 | 53149 CO/R&M FURN & OFFICE | 750 | 627 | 750 | 750 | 750 | |
| 113402 | 53161 R&M FURNITURE/EQUIPMENT | 750 | 0 | 750 | 750 | 750 | |
| | TOTAL CONTRACTUAL SERVICES | 56,300 | 23,915 | 56,300 | 56,300 | 56,300 | 0 |
| 113402 | 54101 DUES AND MEMBERSHIPS | 700 | 840 | 700 | 700 | 700 | |
| | TOTAL CHARGES & OBLIGATIONS | 700 | 840 | 700 | 700 | 700 | 0 |
| | EXPENSES TOTAL | 57,750 | 25,756 | 57,750 | 57,750 | 57,750 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | ASSESSOR TOTAL | 262,488 | 221,885 | 260,419 | 262,828 | 262,828 | 0 |

| TREASURER/COLLECTOR | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------------------------|--------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 113501 | 51101 PERMANENT | 310,408 | 296,156 | 312,147 | 313,902 | 313,902 | |
| 113501 | 51155 SICK LEAVE BUYBACK - NAGE | 6,100 | 0 | 2,000 | 2,000 | 2,000 | |
| 113501 | 51161 SICK LEAVE BUYBACK - NON-UNION | 750 | 571 | 1,500 | 1,500 | 1,500 | |
| | TOTAL PERMANENT | 317,258 | 296,728 | 315,647 | 317,402 | 317,402 | 0 |
| | 51251 TEMPORARY | 1,000 | 0 | 1,000 | 1,000 | 1,000 | |
| | TOTAL TEMPORARY | 1,000 | 0 | 1,000 | 1,000 | 1,000 | |
| | 51359 OVERTIME | 0 | 257 | 1,000 | 1,000 | 1,000 | |
| | TOTAL OVERTIME | 0 | 257 | 1,000 | 1,000 | 1,000 | 0 |
| | PERSONAL SERVICES TOTAL | 318,258 | 296,984 | 317,647 | 319,402 | 319,402 | 0 |
| 113502 | 52101 OFFICE SUPPLIES | 2,000 | 2,528 | 2,000 | 2,500 | 2,500 | |
| | TOTAL SUPPLIES & MATERIALS | 2,000 | 2,528 | 2,000 | 2,500 | 2,500 | 0 |
| 113502 | 53101 PRINTING STATIONERY | 9,550 | 8,900 | 9,600 | 9,600 | 9,600 | |
| 113502 | 53110 TELEPHONE TOWN BLDGS | 700 | 609 | 700 | 700 | 700 | |
| 113502 | 53115 ADVERTISING | 1,500 | 476 | 1,500 | 1,500 | 1,500 | |
| 113502 | 53118 PROF SERVICES | 60,100 | 65,531 | 63,900 | 65,100 | 65,100 | |
| 113502 | 53122 TRAVEL | 1,200 | 20 | 1,200 | 1,200 | 1,200 | |
| | TOTAL CONTRACTUAL SERVICES | 73,050 | 75,536 | 76,900 | 78,100 | 78,100 | 0 |
| 113502 | 54101 DUES AND MEMBERSHIPS | 700 | 751 | 1,200 | 1,200 | 1,200 | |
| 113502 | 54102 RENTALS AND STORAGE | 0 | 0 | 0 | 2,000 | 2,000 | |
| 113502 | 54129 BANK SERVICE CHARGES | 48,000 | 22,662 | 50,000 | 50,000 | 50,000 | |
| 113502 | 53166 TUITION | 400 | 0 | 0 | 0 | 0 | |
| 113502 | 56001 MISC EXPENSES | 0 | 0 | 450 | 450 | 450 | |
| | TOTAL CHARGES & OBLIGATIONS | 49,100 | 23,413 | 51,650 | 53,650 | 53,650 | 0 |
| | EXPENSES TOTAL | 124,150 | 101,477 | 130,550 | 134,250 | 134,250 | 0 |
| 113503 | 55 OFFICE EQUIPMENT | 2,000 | 1,556 | 2,000 | 0 | 0 | 0 |
| | EQUIPMENT TOTAL | 2,000 | 1,556 | 2,000 | 0 | 0 | 0 |
| TREASURER/COLLECTION TOTAL | | 444,408 | 400,018 | 450,197 | 453,652 | 453,652 | 0 |

| ENGINEERING | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------|--|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 114121 | 51101 PERMANENT | 432,813 | 420,178 | 442,508 | 433,653 | 433,653 | |
| 114121 | 51155 SICKLV BUYBACK WOCA | 4,200 | 0 | 4,200 | 4,200 | 4,200 | |
| | TOTAL PERMANENT | 437,013 | 420,178 | 446,708 | 437,853 | 437,853 | 0 |
| 114121 | 51359 OVERTIME | 1,000 | 749 | 1,000 | 1,000 | 1,000 | |
| | TOTAL OVERTIME | 1,000 | 749 | 1,000 | 1,000 | 1,000 | 0 |
| | PERSONAL SERVICES TOTAL | 438,013 | 420,928 | 447,708 | 438,853 | 438,853 | 0 |
| 114122 | 52101 OFFICE SUPPLIES | 2,000 | 565 | 2,000 | 2,000 | 2,000 | |
| 114122 | 52103 PRINTING AND REPRODUCTION SUPPLIES | 11,200 | 5,454 | 13,000 | 13,000 | 13,000 | |
| 114122 | 52105 COMPUTER SUPPLIES | 300 | 0 | 300 | 300 | 300 | |
| 114122 | 52106 BOOKS AND PERIODICALS | 100 | 63 | 100 | 100 | 100 | |
| 114122 | 52123 HARDWARE | 50 | 0 | 50 | 50 | 50 | |
| 114122 | 52138 SUPPLIES, AUTOMOBILE | 400 | 0 | 400 | 400 | 400 | |
| | TOTAL SUPPLIES & MATERIALS | 14,050 | 6,082 | 15,850 | 15,850 | 15,850 | 0 |
| 114122 | 53101 PRINTING STATIONERY | 500 | 55 | 500 | 500 | 500 | |
| 114122 | 53106 REPRODUCING SVC | 1,000 | 0 | 1,000 | 1,000 | 1,000 | |
| 114122 | 53110 TELEPHONE TOWN BLDGS | 3,890 | 2,713 | 3,240 | 3,240 | 3,240 | |
| 114122 | 53115 ADVERTISING | 500 | 2,609 | 500 | 500 | 500 | |
| 114122 | 53118 PROF SERVICES | 22,000 | 21,221 | 50,000 | 50,000 | 50,000 | |
| 114122 | 53122 TRAVEL | 250 | 0 | 250 | 250 | 250 | |
| 114122 | 53128 COM R&M TOOLS & EQUIPMENT | 500 | 0 | 500 | 500 | 500 | |
| 114122 | 53161 R&M FURNITURE/EQUIPMENT | 500 | 499 | 10,000 | 5,000 | 5,000 | |
| 114122 | 53166 TUITION | 750 | 0 | 750 | 750 | 750 | |
| | TOTAL CONTRACTUAL SERVICES | 29,890 | 27,098 | 66,740 | 61,740 | 61,740 | 0 |
| 114122 | 54101 DUES AND MEMBERSHIPS | 500 | 0 | 500 | 500 | 500 | |
| | TOTAL CHARGES & OBLIGATIONS | 500 | 0 | 500 | 500 | 500 | 0 |
| | EXPENSES TOTAL | 44,440 | 33,180 | 83,090 | 78,090 | 78,090 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | ENGINEERING TOTAL | 482,453 | 454,107 | 530,798 | 516,943 | 516,943 | 0 |

| BUILDING & ZONING | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------------------|--------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 114131 | 51101 PERMANENT | 308,375 | 303,678 | 314,920 | 317,515 | 317,515 | |
| 114131 | 51155 SICKLV BUYBACK WOCA | 4,631 | 4,825 | 3,175 | 3,175 | 3,175 | |
| 114131 | 51161 SICK LEAVE BUYBACK - NON UNION | 3,054 | 1,393 | 2,700 | 2,700 | 2,700 | |
| | TOTAL PERMANENT | 316,060 | 309,896 | 320,795 | 323,390 | 323,390 | 0 |
| 114131 | 51251 TEMPORARY | 2,000 | 3,009 | 3,000 | 3,000 | 3,000 | |
| | TOTAL TEMPORARY | 2,000 | 3,009 | 3,000 | 3,000 | 3,000 | 0 |
| 114131 | 51359 OVERTIME | 2,000 | -132 | 4,000 | 4,000 | 4,000 | |
| | TOTAL OVERTIME | 2,000 | -132 | 4,000 | 4,000 | 4,000 | 0 |
| | PERSONAL SERVICES TOTAL | 320,060 | 312,774 | 327,795 | 330,390 | 330,390 | 0 |
| 114132 | 52101 OFFICE SUPPLIES | 1,250 | 2,564 | 1,250 | 1,250 | 1,250 | |
| 114132 | 52106 BOOKS AND PERIODICALS | 600 | 544 | 600 | 600 | 600 | |
| | TOTAL SUPPLIES & MATERIALS | 1,850 | 3,108 | 1,850 | 1,850 | 1,850 | 0 |
| 114132 | 53101 PRINTING STATIONERY | 1,050 | 489 | 1,050 | 1,050 | 1,050 | |
| 114132 | 53106 REPRODUCING SVC | 200 | 0 | 200 | 200 | 200 | |
| 114132 | 53110 TELEPHONE TOWN BLDGS | 1,100 | 694 | 1,100 | 3,050 | 3,050 | |
| 114132 | 53117 AUTO ALLOWANCE | 8,000 | 8,053 | 8,000 | 8,000 | 8,000 | |
| 114132 | 53122 TRAVEL | 0 | 0 | 100 | 100 | 100 | |
| 114132 | 53118 PROFESSIONAL SERVICES | 40,000 | 40,000 | 13,300 | 13,300 | 13,300 | |
| 114132 | 53161 R&M FURNITURE/EQUIPMENT | 1,815 | 1,814 | 1,815 | 1,815 | 1,815 | |
| 114132 | 53167 TUITION | 600 | 490 | 600 | 600 | 600 | |
| | TOTAL CONTRACTUAL SERVICES | 52,765 | 51,540 | 26,165 | 28,115 | 28,115 | 0 |
| 114132 | 54101 DUES AND MEMBERSHIPS | 570 | 310 | 570 | 570 | 570 | |
| | TOTAL CHARGES & OBLIGATIONS | 570 | 310 | 570 | 570 | 570 | 0 |
| | EXPENSES TOTAL | 55,185 | 54,958 | 28,585 | 30,535 | 30,535 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| BUILDING & ZONING TOTAL | | 375,245 | 367,732 | 356,380 | 360,925 | 360,925 | 0 |

| CONSERVATION | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------|--------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 114151 | 51101 PERMANENT | 48,341 | 48,306 | 50,134 | 51,226 | 51,226 | |
| 114151 | 51161 SICK LEAVE BUYBACK - NON UNION | 638 | 0 | 638 | 638 | 638 | |
| | TOTAL PERMANENT | 48,979 | 48,306 | 50,772 | 51,864 | 51,864 | 0 |
| | PERSONAL SERVICES TOTAL | 48,979 | 48,306 | 50,772 | 51,864 | 51,864 | 0 |
| 114152 | 52101 OFFICE SUPPLIES | 100 | 618 | 100 | 300 | 300 | |
| | 52106 BOOKS AND PERIODICALS | 300 | 56 | 0 | 100 | 100 | |
| | TOTAL SUPPLIES & MATERIALS | 400 | 674 | 100 | 400 | 400 | 0 |
| 114152 | 53106 REPRODUCING SVC | 0 | 0 | 300 | 300 | 300 | |
| 114152 | 53110 TELEPHONE TOWN BLDGS | 240 | 207 | 240 | 240 | 240 | |
| 114152 | 53115 ADVERTISING | 0 | 0 | 0 | 0 | 0 | |
| 114152 | 53118 PROF SERVICES | 0 | 0 | 0 | 0 | 0 | |
| 114152 | 53122 TRAVEL | 100 | 80 | 100 | 100 | 100 | |
| 114152 | 53166 TUITION | 300 | 0 | 300 | 300 | 300 | |
| | TOTAL CONTRACTUAL SERVICES | 640 | 287 | 940 | 940 | 940 | 0 |
| 114152 | 54101 DUES AND MEMBERSHIPS | 770 | 785 | 770 | 795 | 795 | |
| | TOTAL CHARGES & OBLIGATIONS | 770 | 785 | 770 | 795 | 795 | 0 |
| | EXPENSES TOTAL | 1,810 | 1,745 | 1,810 | 2,135 | 2,135 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | CONSERVATION TOTAL | 50,789 | 50,051 | 52,582 | 53,999 | 53,999 | 0 |

| PLANNING BOARD | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------------------|--------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 114201 | 51101 PERMANENT | 93,812 | 90,087 | 101,482 | 98,835 | 98,835 | |
| | TOTAL PERMANENT | 93,812 | 90,087 | 101,482 | 98,835 | 98,835 | 0 |
| 114201 | 51359 OVERTIME | | 3,312 | 0 | 0 | 0 | 0 |
| | TOTAL OVERTIME | 0 | 3,312 | 0 | 0 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 93,812 | 93,399 | 101,482 | 98,835 | 98,835 | 0 |
| 114202 | 52101 OFFICE SUPPLIES | 150 | 125 | 150 | 150 | 150 | |
| 114202 | 52103 PRINTING AND REPRODUC SUPPLIES | 1,200 | 179 | 1,700 | 1,200 | 1,200 | |
| 114202 | 52105 COMPUTER SUPPLIES | 750 | 0 | 750 | 750 | 750 | |
| 114202 | 52106 BOOKS AND PERIODICALS | 100 | 0 | 100 | 100 | 100 | |
| | TOTAL SUPPLIES & MATERIALS | 2,200 | 305 | 2,700 | 2,200 | 2,200 | 0 |
| | 53110 TELEPHONE TOWN BLDGS | 0 | 206 | 300 | 300 | 300 | 0 |
| 114202 | 53115 ADVERTISING | 3,000 | 988 | 2,500 | 3,000 | 3,000 | |
| 114202 | 53118 PROFESSIONAL SERVICES | 40,000 | 2,516 | 35,000 | 35,000 | 35,000 | |
| 114202 | 53122 TRAVEL | 250 | 76 | 500 | 500 | 500 | |
| 114202 | 53161 R&M FURNITURE/EQUIPMENT | 150 | 0 | 0 | | | |
| | TOTAL CONTRACTUAL SERVICES | 43,400 | 3,786 | 38,300 | 38,800 | 38,800 | 0 |
| 114202 | 54101 DUES AND MEMBERSHIPS | 400 | 400 | 0 | 600 | 600 | |
| | TOTAL CHARGES & OBLIGATIONS | 400 | 400 | 0 | 600 | 600 | 0 |
| | EXPENSES TOTAL | 46,000 | 4,491 | 41,000 | 41,600 | 41,600 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| PLANNING BOARD TOTAL | | 139,812 | 97,890 | 142,482 | 140,435 | 140,435 | 0 |

| CLERK | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------|--------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 116101 | 51101 PERMANENT | 280,495 | 249,789 | 286,433 | 304,156 | 290,362 | |
| 116101 | 51155 SICK LEAVE BUYBACK - UNION | 0 | | 0 | 0 | 0 | |
| 116101 | 51161 SICK LEAVE BUYBACK - NON UNION | 1,375 | 1,125 | 1,000 | 750 | 750 | |
| | TOTAL PERMANENT | 281,870 | 250,914 | 287,433 | 304,906 | 291,112 | - |
| 116101 | 51251 TEMPORARY | 27,998 | 25,273 | 12,891 | 28,360 | 28,360 | |
| | TOTAL TEMPORARY | 27,998 | 25,273 | 12,891 | 28,360 | 28,360 | 0 |
| 116101 | 51359 OVERTIME | 8,650 | 14,575 | 6,250 | 8,750 | 8,750 | |
| 116101 | 51365 OFF DUTY | 9,000 | 5,797 | 3,000 | 9,000 | 9,000 | |
| | TOTAL OVERTIME | 17,650 | 20,372 | 9,250 | 17,750 | 17,750 | 0 |
| | PERSONAL SERVICES TOTAL | 327,518 | 296,560 | 309,574 | 351,016 | 337,222 | 0 |
| 116102 | 52101 OFFICE SUPPLIES | 5,350 | 4,986 | 5,350 | 6,350 | 6,350 | |
| 116102 | 52106 BOOKS AND PERIODICALS | 500 | 374 | 500 | 500 | 500 | |
| | TOTAL SUPPLIES & MATERIALS | 5,850 | 5,360 | 5,850 | 6,850 | 6,850 | 0 |
| 116102 | 53101 PRINTING STATIONERY | 25,050 | 25,547 | 27,000 | 29,050 | 29,050 | |
| 116102 | 53106 REPRODUCING SVC | 8,000 | 7,185 | 8,000 | 8,000 | 8,000 | |
| 116102 | 53108 POSTAGE - GEN SERVI | 0 | 0 | 0 | 5,000 | 5,000 | |
| 116102 | 53110 TELEPHONE TOWN BLDGS | 1,600 | 1,448 | 1,600 | 1,600 | 1,600 | |
| 116102 | 53115 ADVERTISING | 750 | 1,772 | 750 | 2,500 | 2,500 | |
| 116102 | 53116 BIND & BK REPAIRS | 750 | 809 | 750 | 1,000 | 1,000 | |
| 116102 | 53118 PROF SERVICES | 10,000 | 9,317 | 12,000 | 12,500 | 12,500 | |
| 116102 | 53122 TRAVEL | 500 | 259 | 500 | 750 | 750 | |
| 116102 | 53161 R&M FURNITURE/EQUIPMENT | 10,200 | 5,355 | 5,100 | 5,100 | 5,100 | |
| 116102 | 53166 TUITION | 850 | 925 | 850 | 1,000 | 1,000 | |
| | TOTAL CONTRACTUAL SERVICES | 57,700 | 52,617 | 56,550 | 66,500 | 66,500 | 0 |
| 116102 | 54101 DUES AND MEMBERSHIPS | 405 | 460 | 400 | 400 | 400 | |
| 116102 | 54102 RENTALS AND STORAGE | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL CHARGES & OBLIGATIONS | 405 | 460 | 400 | 400 | 400 | 0 |
| | EXPENSES TOTAL | 63,955 | 58,437 | 62,800 | 73,750 | 73,750 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | CLERK TOTAL | 391,473 | 354,997 | 372,374 | 424,766 | 410,972 | 0 |

| LEGAL | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------|-----------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 115102 | 53118 PROF SERVICES | | | | | | |
| 115102 | 533081 LEGAL EXPENSES / IN | 389,500 | 343,957 | 225,000 | 225,000 | 225,000 | |
| 115102 | 533082 LEGAL EXPENSES / OUT | 170,500 | 208,941 | 125,000 | 125,000 | 125,000 | |
| | LEGAL EXPENSES | 560,000 | 552,898 | 350,000 | 350,000 | 350,000 | 0 |
| | EXPENSES TOTAL | 560,000 | 552,898 | 350,000 | 350,000 | 350,000 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | LEGAL TOTAL | 560,000 | 552,898 | 350,000 | 350,000 | 350,000 | 0 |

| DATA PROCESSING | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------|----------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 115301 | 51101 PERMANENT | 108,516 | 104,151 | 112,396 | 110,949 | 110,949 | |
| 115301 | 51161 SICK LEAVE BUYBACK | 0 | 409 | 0 | 750 | 750 | |
| | TOTAL PERMANENT | 108,516 | 104,560 | 112,396 | 111,699 | 111,699 | 0 |
| | PERSONAL SERVICES TOTAL | 108,516 | 104,560 | 112,396 | 111,699 | 111,699 | 0 |
| 115302 | 52105 COMPUTER SUPPLIES | 50,000 | 88,954 | 50,000 | 50,000 | 50,000 | |
| 115302 | 52185 SOFTWARE | 40,000 | 45,721 | 8,000 | 8,000 | 8,000 | 0 |
| | TOTAL SUPPLIES & MATERIALS | 90,000 | 134,675 | 58,000 | 58,000 | 58,000 | 0 |
| 115302 | 53101 PRINTING & STATIONERY | 500 | 0 | 500 | 500 | 500 | |
| 115302 | 53110 TELEPHONE TOWN BLDGS | 2,000 | 1,232 | 2,000 | 2,000 | 2,000 | |
| 115302 | 53115 ADVERTISING | 0 | 0 | 0 | 0 | 0 | |
| 115302 | 53118 PROF SERVICES | 87,100 | 73,954 | 49,100 | 52,500 | 52,500 | |
| 115302 | 53238 S/W & MAINTENANCE RENEWALS | 310,925 | 282,475 | 395,434 | 405,188 | 405,188 | |
| 115302 | 53122 TRAVEL | 100 | 0 | 100 | 100 | 100 | |
| 115302 | 53161 R&M FURNITURE/EQUIPMENT | 500 | 516 | 500 | 500 | 500 | |
| 115302 | 53166 TUITION | 5,000 | 0 | 5,000 | 5,000 | 5,000 | |
| | TOTAL CONTRACTUAL SERVICES | 406,125 | 358,176 | 452,634 | 465,788 | 465,788 | 0 |
| 115302 | 54101 DUES AND MEMBERSHIPS | 0 | 100 | 0 | 100 | 100 | |
| | TOTAL CHARGES & OBLIGATIONS | 0 | 100 | 0 | 100 | 100 | 0 |
| | EXPENSES TOTAL | 496,125 | 492,951 | 510,634 | 523,888 | 523,888 | 0 |
| 115303 | 55103 OFFICE EQUIPMENT | 0 | 0 | 0 | 0 | 0 | |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | DATA PROCESSING TOTAL | 604,641 | 597,512 | 623,030 | 635,587 | 635,587 | 0 |

| GENERAL SERVICES | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------------------------|-------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| PERSONAL SERVICES TOTAL | | 0 | 0 | 0 | 0 | 0 | 0 |
| 115402 | 52101 OFFICE SUPPLIES | 14,000 | 9,159 | 14,000 | 14,000 | 14,000 | |
| TOTAL SUPPLIES & MATERIALS | | 14,000 | 9,159 | 14,000 | 14,000 | 14,000 | 0 |
| 115402 | 53101 PRINTING STATIONERY | 27,800 | 16,321 | 23,200 | 23,200 | 23,200 | |
| 115402 | 53108 POSTAGE - GEN SERVICES | 76,500 | 73,973 | 76,500 | 82,475 | 82,475 | |
| 115402 | 53110 TELEPHONE TOWN BLDGS | 1,000 | 505 | 5,600 | 5,600 | 5,600 | |
| 115402 | 53161 R&M FURNITURE/EQUIPMENT | 4,500 | 3,339 | 4,500 | 7,500 | 7,500 | |
| TOTAL CONTRACTUAL SERVICES | | 109,800 | 94,139 | 109,800 | 118,775 | 118,775 | 0 |
| 115402 | 54102 RENTALS AND STORAGE | 13,500 | 10,721 | 13,500 | 13,500 | 13,500 | |
| TOTAL CHARGES & OBLIGATIONS | | 13,500 | 10,721 | 13,500 | 13,500 | 13,500 | 0 |
| EXPENSES TOTAL | | 137,300 | 114,019 | 137,300 | 146,275 | 146,275 | 0 |
| EQUIPMENT TOTAL | | 0 | 0 | 0 | 0 | 0 | 0 |
| GENERAL SERVICES TOTAL | | 137,300 | 114,019 | 137,300 | 146,275 | 146,275 | 0 |

| LIBRARY | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 51101 PERMANENT | 1,337,944 | 1,290,309 | 1,360,068 | 1,336,620 | 1,336,620 | 0 |
| 51161 SICK LEAVE BUYBACK - NON UNION | 8,603 | 6,120 | 11,036 | 13,349 | 13,349 | 0 |
| TOTAL PERMANENT | 1,346,547 | 1,296,429 | 1,371,104 | 1,349,969 | 1,349,969 | - |
| 51251 TEMPORARY | 98,430 | 79,745 | 113,567 | 120,000 | 120,000 | 0 |
| TOTAL TEMPORARY | 98,430 | 79,745 | 113,567 | 120,000 | 120,000 | 0 |
| 51359 OVERTIME | 42,601 | 45,544 | 47,240 | 53,500 | 53,500 | 0 |
| TOTAL OVERTIME | 42,601 | 45,544 | 47,240 | 53,500 | 53,500 | 0 |
| PERSONAL SERVICES TOTAL | 1,487,578 | 1,421,717 | 1,531,911 | 1,523,469 | 1,523,469 | 0 |
| 52101 OFFICE SUPPLIES | 15,850 | 12,855 | 15,850 | 16,700 | 16,700 | 0 |
| 52103 PRINTING AND REPRODUC SUPPLI | 850 | 830 | 850 | 850 | 850 | 0 |
| 52106 BOOKS AND PERIODICALS | 249,000 | 249,000 | 250,000 | 255,000 | 255,000 | 0 |
| 52113 CLEANING SUPPLIES | 1,200 | 1,220 | 1,200 | 1,320 | 1,320 | 0 |
| 52115 HOUSEHOLD SUPPLIES | 3,200 | 3,326 | 3,200 | 3,500 | 3,500 | 0 |
| 52116 ELECTRICAL SUPPLIES | 300 | 345 | 300 | 1,500 | 1,500 | 0 |
| 52123 HARDWARE | 400 | 322 | 400 | 500 | 500 | 0 |
| 52125 PAINTING SUPPLIES | 400 | 384 | 400 | 550 | 550 | 0 |
| 52143 SMALL TOOLS & IMPLANT | 300 | 185 | 350 | 450 | 450 | 0 |
| 52153 CHEMICALS | 950 | 910 | 1,000 | 1,200 | 1,200 | 0 |
| 52180 FOOD & GROCERIES | 450 | 283 | 450 | 450 | 450 | 0 |
| TOTAL SUPPLIES & MATERIALS | 272,900 | 269,660 | 274,000 | 282,020 | 282,020 | 0 |
| 53101 PRINTING & STATIONERY | 4,500 | 4,701 | 4,500 | 6,500 | 6,500 | 0 |
| 53107 POSTAGE | 3,050 | 2,507 | 2,550 | 1,550 | 1,550 | 0 |
| 53110 TELEPHONE TOWN BLDGS | 2,200 | 2,064 | 2,200 | 2,200 | 2,200 | 0 |
| 53115 ADVERTISING | 400 | 364 | 400 | 750 | 750 | 0 |
| 53122 TRAVEL | 1,500 | 636 | 1,500 | 1,450 | 1,450 | 0 |
| 53124 CLEAN & SANITARY | 18,000 | 15,397 | 18,000 | 18,500 | 18,500 | 0 |
| 53125 LANDSCAPING | 12,500 | 12,500 | 10,000 | 7,500 | 7,500 | 0 |
| 53128 COM R&M TOOLS&EQUIPMENT | 1,450 | 1,202 | 1,450 | 1,450 | 1,450 | 0 |
| 53143 R&M BLDG&STRUCT | 16,500 | 10,992 | 15,000 | 16,000 | 16,000 | 0 |
| 53161 R&M FURNITURE/EQUIPMENT | 1,200 | 339 | 800 | 800 | 800 | 0 |
| 53166 TUITION | 500 | 499 | 500 | 850 | 850 | 0 |
| 53172 CONTRACTUAL SERVICE | 62,500 | 60,997 | 62,500 | 64,500 | 64,500 | 0 |
| TOTAL CONTRACTUAL SERVICES | 124,300 | 112,198 | 119,400 | 122,050 | 122,050 | 0 |

| LIBRARY | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------|-----------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 54101 | DUES AND MEMBERSHIPS | 1,085 | 915 | 1,085 | 1,150 | 1,150 | 0 |
| | TOTAL CHARGES & OBLIGATIONS | 1,085 | 915 | 1,085 | 1,150 | 1,150 | 0 |
| | EXPENSES TOTAL | 398,285 | 382,773 | 394,485 | 405,220 | 405,220 | 0 |
| 533101 | FURNITURE AND FIXTURES | 13,500 | 8,876 | 13,500 | 15,000 | 15,000 | 0 |
| | EQUIPMENT TOTAL | 13,500 | 8,876 | 13,500 | 15,000 | 15,000 | 0 |
| | LIBRARY TOTAL | 1,899,363 | 1,813,367 | 1,939,896 | 1,943,689 | 1,943,689 | 0 |

| LIBRARY ADMINISTRATION | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|--------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 161111 | 51101 PERMANENT | 272,347 | 250,118 | 260,703 | 260,760 | 260,760 | |
| 161111 | 51155 SICK LEAVE BUYBACK - NAGE | 0 | 0 | 0 | 0 | 0 | |
| 161111 | 51161 SICK LEAVE BUYBACK - NON UNION | 2,625 | 650 | 1,875 | 1,875 | 1,875 | |
| | TOTAL PERMANENT | 274,972 | 250,768 | 262,578 | 262,635 | 262,635 | - |
| | PERSONAL SERVICES TOTAL | 274,972 | 250,768 | 262,578 | 262,635 | 262,635 | 0 |
| 161112 | 52101 OFFICE SUPPLIES | 1,850 | 1,826 | 1,850 | 2,200 | 2,200 | |
| 161112 | 52103 PRINTING AND REPRODUC SUPPLI | 850 | 830 | 850 | 850 | 850 | |
| | TOTAL SUPPLIES & MATERIALS | 2,700 | 2,656 | 2,700 | 3,050 | 3,050 | 0 |
| 161112 | 53107 POSTAGE | 2,500 | 2,250 | 2,000 | 1,200 | 1,200 | |
| 161112 | 53110 TELEPHONE TOWN BLDGS | 2,200 | 2,064 | 2,200 | 2,200 | 2,200 | |
| 161112 | 53115 ADVERTISING | 400 | 364 | 400 | 750 | 750 | |
| 161112 | 53122 TRAVEL | 600 | 441 | 600 | 600 | 600 | |
| | TOTAL CONTRACTUAL SERVICES | 5,700 | 5,119 | 5,200 | 4,750 | 4,750 | 0 |
| 161112 | 54101 DUES AND MEMBERSHIPS | 500 | 419 | 500 | 525 | 525 | |
| | TOTAL CHARGES & OBLIGATIONS | 500 | 419 | 500 | 525 | 525 | 0 |
| | EXPENSES TOTAL | 8,900 | 8,194 | 8,400 | 8,325 | 8,325 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | LIBRARY ADMINISTRATION TOTAL | 283,872 | 258,962 | 270,978 | 270,960 | 270,960 | 0 |

| LIBRARY SERVICES | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------|--------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 161121 | 51101 PERMANENT | 991,725 | 968,562 | 1,024,695 | 995,143 | 995,143 | |
| 161121 | 51161 SICK LEAVE BUYBACK - NON UNION | 5,978 | 5,470 | 9,161 | 10,928 | 10,928 | |
| | TOTAL PERMANENT | 997,703 | 974,032 | 1,033,856 | 1,006,071 | 1,006,071 | - |
| 161121 | 51251 TEMPORARY | 98,430 | 79,745 | 113,567 | 120,000 | 120,000 | |
| | TOTAL TEMPORARY | 98,430 | 79,745 | 113,567 | 120,000 | 120,000 | 0 |
| 161121 | 51359 OVERTIME | 28,050 | 32,833 | 32,690 | 38,000 | 38,000 | |
| | TOTAL OVERTIME | 28,050 | 32,833 | 32,690 | 38,000 | 38,000 | 0 |
| | PERSONAL SERVICES TOTAL | 1,124,183 | 1,086,610 | 1,180,113 | 1,164,071 | 1,164,071 | 0 |
| 161122 | 52101 OFFICE SUPPLIES | 14,000 | 11,029 | 14,000 | 14,500 | 14,500 | |
| 161122 | 52106 BOOKS AND PERIODICALS | 249,000 | 249,000 | 250,000 | 255,000 | 255,000 | |
| 161122 | 52180 FOOD & GROCERIES | 450 | 283 | 450 | 450 | 450 | |
| | TOTAL SUPPLIES & MATERIALS | 263,450 | 260,312 | 264,450 | 269,950 | 269,950 | 0 |
| 161122 | 53101 PRINTING & STATIONERY | 4,500 | 4,701 | 4,500 | 6,500 | 6,500 | |
| 161122 | 53107 POSTAGE | 550 | 257 | 550 | 350 | 350 | |
| 161122 | 53122 TRAVEL | 900 | 195 | 900 | 850 | 850 | |
| 161122 | 53128 COM R&M TOOLS & EQUIPMENT | 1,100 | 962 | 1,100 | 1,100 | 1,100 | |
| 161122 | 53166 TUITION | 500 | 499 | 500 | 850 | 850 | |
| 161122 | 53172 CONTRACTUAL SERVICE | 62,500 | 60,997 | 62,500 | 64,500 | 64,500 | |
| | TOTAL CONTRACTUAL SERVICES | 70,050 | 67,611 | 70,050 | 74,150 | 74,150 | 0 |
| 161122 | 54101 DUES AND MEMBERSHIPS | 585 | 496 | 585 | 625 | 625 | |
| | TOTAL CHARGES & OBLIGATIONS | 585 | 496 | 585 | 625 | 625 | 0 |
| | EXPENSES TOTAL | 334,085 | 328,420 | 335,085 | 344,725 | 344,725 | 0 |
| 161123 | 55101 FURNITURE AND FIXTURES | 13,500 | 8,876 | 13,500 | 15,000 | 15,000 | |
| | EQUIPMENT TOTAL | 13,500 | 8,876 | 13,500 | 15,000 | 15,000 | 0 |
| | LIBRARY SERVICES TOTAL | 1,471,768 | 1,423,906 | 1,528,698 | 1,523,796 | 1,523,796 | 0 |

| LIBRARY MAINTENANCE | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------------------|------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 161131 | 51101 PERMANENT | 73,872 | 71,629 | 74,670 | 80,717 | 80,717 | |
| 161131 | 51161 SICK LEAVE BUYBACK-NON UNION | | | | 546 | 546 | |
| | TOTAL PERMANENT | 73,872 | 71,629 | 74,670 | 81,263 | 81,263 | - |
| 161131 | 51359 OVERTIME | 14,551 | 12,710 | 14,550 | 15,500 | 15,500 | |
| | TOTAL OVERTIME | 14,551 | 12,710 | 14,550 | 15,500 | 15,500 | 0 |
| | PERSONAL SERVICES TOTAL | 88,423 | 84,340 | 89,220 | 96,763 | 96,763 | 0 |
| 161132 | 52113 CLEANING SUPPLIES | 1,200 | 1,220 | 1,200 | 1,320 | 1,320 | |
| 161132 | 52115 HOUSEHOLD SUPPLIES | 3,200 | 3,326 | 3,200 | 3,500 | 3,500 | |
| 161132 | 52116 ELECTRICAL SUPPLIES | 300 | 345 | 300 | 1,500 | 1,500 | |
| 161132 | 52123 HARDWARE | 400 | 322 | 400 | 500 | 500 | |
| 161132 | 52125 PAINTING SUPPLIES | 400 | 384 | 400 | 550 | 550 | |
| 161132 | 52143 SMALL TOOLS & IMPLMT | 300 | 185 | 350 | 450 | 450 | |
| 161132 | 52153 CHEMICALS | 950 | 910 | 1,000 | 1,200 | 1,200 | |
| | TOTAL SUPPLIES & MATERIALS | 6,750 | 6,691 | 6,850 | 9,020 | 9,020 | 0 |
| 161132 | 53124 CLEAN & SANITARY | 18,000 | 15,397 | 18,000 | 18,500 | 18,500 | |
| 161132 | 53125 LANDSCAPING | 12,500 | 12,500 | 10,000 | 7,500 | 7,500 | |
| 161132 | 53128 COM R&M TOOLS & EQUIPMENT | 350 | 240 | 350 | 350 | 350 | |
| 161132 | 53143 R&M BLDG & STRUCT | 16,500 | 10,992 | 15,000 | 16,000 | 16,000 | |
| 161132 | 53161 R&M FURNITURE/EQUIPMENT | 1,200 | 339 | 800 | 800 | 800 | |
| | TOTAL CONTRACTUAL SERVICES | 48,550 | 39,467 | 44,150 | 43,150 | 43,150 | 0 |
| | EXPENSES TOTAL | 55,300 | 46,159 | 51,000 | 52,170 | 52,170 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| LIBRARY MAINTENANCE TOTAL | | 143,723 | 130,499 | 140,220 | 148,933 | 148,933 | 0 |

| ARCHIVES | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------------------|-----------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| PERSONAL SERVICES TOTAL | | 0 | 0 | 0 | 0 | 0 | 0 |
| 169402 | 52101 OFFICE SUPPLIES | 400 | 456 | 400 | 400 | 400 | |
| TOTAL SUPPLIES & MATERIALS | | 400 | 456 | 400 | 400 | 400 | 0 |
| 169402 | 53101 PRINTING & STATIONERY | 0 | 0 | 0 | 0 | 0 | 0 |
| 169402 | 53106 REPRODUCING SVC | 0 | 0 | 0 | 0 | 0 | 0 |
| 169402 | 53101 PRINTING & STATIONERY | 0 | 0 | 0 | 0 | 0 | |
| 169402 | 52106 BOOKS AND PERIODICALS | 0 | 0 | 0 | 0 | 0 | |
| 169402 | 53110 TELEPHONE TOWN BLDGS | 250 | 199 | 250 | 250 | 250 | |
| 169402 | 53118 PROF SERVICES | 12,664 | 10,799 | 17,200 | 17,200 | 17,200 | |
| TOTAL CONTRACTUAL SERVICES | | 12,914 | 10,998 | 17,450 | 17,450 | 17,450 | 0 |
| 169402 | 54101 DUES AND MEMBERSHIPS | 440 | 360 | 450 | 450 | 450 | |
| TOTAL CHARGES & OBLIGATIONS | | 440 | 360 | 450 | 450 | 450 | 0 |
| EXPENSES TOTAL | | 13,754 | 11,813 | 18,300 | 18,300 | 18,300 | 0 |
| EQUIPMENT TOTAL | | 0 | 0 | 0 | 0 | 0 | 0 |
| ARCHIVES TOTAL | | 13,754 | 11,813 | 18,300 | 18,300 | 18,300 | 0 |

| HISTORICAL COMMISSION | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------------------|--------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 169411 | 51251 TEMPORARY | 1,500 | 0 | 1,500 | 1,500 | 1,500 | |
| | PERSONAL SERVICES TOTAL | 1,500 | 0 | 1,500 | 1,500 | 1,500 | 0 |
| | 53118 PROF SERVICES | 10,000 | 7,500 | 35,000 | 35,000 | 10,500 | |
| | EXPENSES TOTAL | 10,000 | 7,500 | 35,000 | 35,000 | 10,500 | 0 |
| HISTORICAL COMMISSION TOTAL | | 11,500 | 7,500 | 36,500 | 36,500 | 12,000 | 0 |

| HEALTH | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------|------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 151101 | 51101 PERMANENT | 256,341 | 255,929 | 255,457 | 259,767 | 259,767 | |
| | 51161 SICK LEAVE BUYBACK | 575 | 0 | 575 | 575 | 575 | |
| | TOTAL PERMANENT | 256,916 | 255,929 | 256,032 | 260,342 | 260,342 | - |
| | 51251 TEMPORARY | 1,000 | 875 | 1,000 | 1,000 | 1,000 | 0 |
| | TOTAL TEMPORARY | 1,000 | 875 | 1,000 | 1,000 | 1,000 | 0 |
| 151101 | 51359 OVERTIME | 2,000 | 632 | 1,000 | 1,000 | 1,000 | |
| | TOTAL OVERTIME | 2,000 | 632 | 1,000 | 1,000 | 1,000 | 0 |
| | PERSONAL SERVICES TOTAL | 259,916 | 257,436 | 258,032 | 262,342 | 262,342 | 0 |
| 151102 | 52101 OFFICE SUPPLIES | 700 | 752 | 700 | 700 | 700 | |
| 151102 | 52103 PRINTING AND REPRODUC SUPPLI | 700 | 47 | 700 | 700 | 700 | |
| 151102 | 52106 BOOKS AND PERIODICALS | 100 | 0 | 100 | 100 | 100 | |
| 151102 | 52179 MEDICAL & DENTAL | 3,000 | 2,976 | 3,000 | 3,000 | 3,000 | |
| | TOTAL SUPPLIES & MATERIALS | 4,500 | 3,775 | 4,500 | 4,500 | 4,500 | 0 |
| 151102 | 53101 PRINTING STATIONERY | 300 | 216 | 300 | 300 | 300 | |
| 151102 | 53110 TELEPHONE TOWN BLDGS | 752 | 415 | 752 | 752 | 752 | |
| 151102 | 53115 ADVERTISING | 100 | 0 | 100 | 100 | 100 | |
| 151102 | 53118 PROF SERVICES | 58,350 | 48,069 | 73,168 | 81,731 | 81,731 | |
| 151102 | 53122 TRAVEL | 570 | 0 | 700 | 700 | 700 | |
| 151102 | 53161 R&M FURNITURE/EQUIPMENT | 0 | 0 | 0 | 0 | 0 | |
| 151102 | 53166 TUITION | 250 | 210 | 250 | 250 | 250 | |
| | 54102 RENTALS AND STORAGE | 1,598 | 1,332 | 1,598 | 1,598 | 1,598 | |
| | TOTAL CONTRACTUAL SERVICES | 61,920 | 50,242 | 76,868 | 85,431 | 85,431 | 0 |
| 151102 | 54101 DUES AND MEMBERSHIPS | 380 | 380 | 250 | 250 | 250 | |
| | TOTAL CHARGES & OBLIGATIONS | 380 | 380 | 250 | 250 | 250 | 0 |
| | EXPENSES TOTAL | 66,800 | 54,397 | 81,618 | 90,181 | 90,181 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | HEALTH TOTAL | 326,716 | 311,833 | 339,650 | 352,523 | 352,523 | 0 |

| COUNCIL ON AGING | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------------------------|--------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 154101 | 51101 PERMANENT | 243,964 | 229,018 | 266,739 | 266,013 | 266,013 | |
| 154101 | 51155 SICKLV BUYBACK NAGA | 2,987 | 2,796 | 2,971 | 2,117 | 2,117 | |
| 154101 | 51161 SICKLV BUYBACK | 750 | 0 | 0 | 0 | 0 | |
| 154101 | 51251 TEMPORARY | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL PERMANENT | 247,701 | 231,813 | 269,710 | 268,130 | 268,130 | - |
| | PERSONAL SERVICES TOTAL | 247,701 | 231,813 | 269,710 | 268,130 | 268,130 | 0 |
| 154102 | 52101 OFFICE SUPPLIES | 1,574 | 1,574 | 842 | 850 | 850 | |
| 154102 | 52105 COMPUTER SUPPLIES | 455 | 455 | 789 | 800 | 800 | |
| | TOTAL SUPPLIES & MATERIALS | 2,029 | 2,029 | 1,631 | 1,650 | 1,650 | 0 |
| 154102 | 53101 PRINTING STATIONERY | 2,350 | 2,350 | 1,343 | 1,400 | 1,400 | |
| 154102 | 53110 TELEPHONE TOWN BLDGS | 1,800 | 1,554 | 4,291 | 2,208 | 2,208 | |
| 154102 | 53118 PROF SERVICES | 0 | 0 | 0 | 2,000 | 2,000 | |
| 154102 | 53122 TRAVEL | 204 | 204 | 598 | 600 | 600 | |
| 154102 | 53161 R&M FURNITURE/EQUIPMENT | 0 | 0 | 0 | 0 | 0 | |
| 154102 | 53166 TUITION | 75 | 75 | 1,095 | 1,000 | 1,000 | |
| | TOTAL CONTRACTUAL SERVICES | 4,429 | 4,183 | 7,327 | 7,208 | 7,208 | 0 |
| 154102 | 54102 RENTALS AND STORAGE | 12 | 12 | 12 | 12 | 12 | |
| | TOTAL CHARGES & OBLIGATIONS | 12 | 12 | 12 | 12 | 12 | 0 |
| | EXPENSES TOTAL | 6,470 | 6,224 | 8,970 | 8,870 | 8,870 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| COUNCIL ON AGING TOTAL | | 254,171 | 238,038 | 278,680 | 277,000 | 277,000 | 0 |

| VETERANS SERVICES | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------------|--|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 154201 | 51101 PERMANENT | 9,180 | 9,169 | 9,232 | 9,207 | 9,207 | |
| | PERSONAL SERVICES TOTAL | 9,180 | 9,169 | 9,232 | 9,207 | 9,207 | 0 |
| 154202 | 52112 FLAGS | 2,550 | 2,189 | 2,550 | 2,550 | 2,550 | |
| 154202 | 52136 AGRICULTURE AND HORTICULTURE | 1,930 | 1,395 | 1,930 | 1,930 | 1,930 | |
| 154202 | 52180 FOOD & GROCERIES | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL SUPPLIES & MATERIALS | 4,480 | 3,584 | 4,480 | 4,480 | 4,480 | 0 |
| 154202 | 53118 PROF SERVICES | 18,000 | 10,400 | 8,362 | 8,362 | 8,362 | 0 |
| 154202 | 53122 TRAVEL | 300 | 183 | 300 | 300 | 300 | |
| | TOTAL CONTRACTUAL SERVICES | 18,300 | 10,583 | 8,662 | 8,662 | 8,662 | 0 |
| 154202 | 54101 DUES AND MEMBERSHIPS | 75 | 50 | 75 | 75 | 75 | |
| 154202 | 54112 DIRECT CASH GRANTS | 10,913 | 19,734 | 29,638 | 29,638 | 29,638 | |
| 154202 | 54115 MEDICAL, SURGICAL | 0 | 0 | 0 | 0 | 0 | |
| 154202 | 54122 FOOD & CLOTHING ASSIST | 300 | 0 | 300 | 300 | 300 | |
| 154202 | 54126 CURRENT CHARGES | 2,550 | 2,490 | 2,550 | 2,550 | 2,550 | |
| | TOTAL CHARGES & OBLIGATIONS | 13,838 | 22,275 | 32,563 | 32,563 | 32,563 | 0 |
| | EXPENSES TOTAL | 36,618 | 36,442 | 45,705 | 45,705 | 45,705 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | VETERANS TOTAL | 45,798 | 45,611 | 54,937 | 54,912 | 54,912 | 0 |

| POLICE | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 51101 PERMANENT | 3,308,808 | 3,224,975 | 3,568,200 | 3,770,291 | 3,713,851 | 0 |
| 51145 HOLIDAY | 118,849 | 115,432 | 126,075 | 134,207 | 134,207 | 0 |
| 51155 SICKLV BUYBACK WOCA | 2,995 | 3,175 | 3,175 | 5,990 | 5,990 | 0 |
| 51157 SICKLV BUYBACK - SUPER OFFIC | 51,129 | 49,721 | 55,782 | 57,988 | 56,064 | 0 |
| 51158 SICKLV BUYBACK - POLICE OFFI | 58,053 | 44,736 | 63,137 | 65,970 | 65,970 | 0 |
| 51161 SICK LEAVE BUYBACK - NON UNION | 6,000 | -12,353 | 5,625 | 5,625 | 5,625 | 0 |
| TOTAL PERMANENT | 3,545,834 | 3,425,686 | 3,821,994 | 4,040,071 | 3,981,707 | 0 |
| 51251 TEMPORARY | 221,486 | 196,248 | 235,906 | 235,973 | 235,973 | 0 |
| TOTAL TEMPORARY | 221,486 | 196,248 | 235,906 | 235,973 | 235,973 | 0 |
| 51359 OVERTIME | 356,643 | 401,888 | 380,591 | 386,110 | 386,110 | 0 |
| 53163 SICK LEAVE COVERAGE | 14,250 | 1,355 | 14,370 | 8,250 | 8,250 | 0 |
| 53164 COURT TIME | 15,400 | 12,215 | 15,400 | 15,400 | 15,400 | 0 |
| TOTAL OVERTIME | 386,293 | 415,458 | 410,361 | 409,760 | 409,760 | 0 |
| PERSONAL SERVICES TOTAL | 4,153,613 | 4,037,393 | 4,468,261 | 4,685,804 | 4,627,440 | 0 |
| 52101 OFFICE SUPPLIES | 11,000 | 10,119 | 5,000 | 5,000 | 5,000 | 0 |
| 52103 PRINTING AND REPRODUC SUPPLIES | 1,000 | 0 | 1,000 | 1,000 | 1,000 | 0 |
| 52106 BOOKS AND PERIODICALS | 250 | 54 | 250 | 250 | 250 | 0 |
| 52113 CLEANING SUPPLIES | 4,500 | 3,041 | 4,500 | 4,000 | 4,000 | 0 |
| 52115 HOUSEHOLD SUPPLIES | 1,600 | 1,960 | 1,600 | 1,600 | 1,600 | 0 |
| 52123 HARDWARE | 800 | 528 | 800 | 700 | 700 | 0 |
| 52125 PAINTING SUPPLIES | 200 | 0 | 200 | 200 | 200 | 0 |
| 52138 SUPPLIES , AUTOMOTIVE | 6,700 | 4,258 | 6,700 | 6,700 | 6,700 | 0 |
| 52142 TIRES, TUBES & CHAINS | 1,100 | 0 | 7,600 | 7,600 | 7,600 | 0 |
| 52143 SMALL TOOLS & IMPLMT | 100 | 0 | 100 | 100 | 100 | 0 |
| 52180 FOOD & GROCERIES | 1,600 | 1,372 | 1,600 | 1,600 | 1,600 | 0 |
| 52181 PUBLIC SAFETY SUPPLY | 15,500 | 23,200 | 19,000 | 20,200 | 20,200 | 0 |
| 52184 CLOTHING & UNIFORM | 27,100 | 29,624 | 32,400 | 32,900 | 32,900 | 0 |
| 52186 SUPPLIES & MATERIALS | 2,950 | 902 | 2,950 | 1,450 | 1,450 | 0 |
| 52217 AUXILIARY UNIFORMS/EQUIPMENT | 3,500 | 2,681 | 4,000 | 4,000 | 4,000 | 0 |
| TOTAL SUPPLIES & MATERIALS | 77,900 | 77,739 | 87,700 | 87,300 | 87,300 | 0 |

| POLICE | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 53101 PRINTING & STATIONERY | 2,900 | 829 | 3,300 | 3,300 | 3,300 | 0 |
| 53107 POSTAGE | 900 | 753 | 900 | 900 | 900 | 0 |
| 53110 TELEPHONE TOWN BLDGS | 26,450 | 27,832 | 30,500 | 30,500 | 30,500 | 0 |
| 53115 ADVERTISING | 150 | 570 | 300 | 300 | 300 | 0 |
| 53118 PROF SERVICES | 16,000 | 5,749 | 22,000 | 16,000 | 16,000 | 0 |
| 53122 TRAVEL | 2,200 | 815 | 2,800 | 2,800 | 2,800 | 0 |
| 53127 R&M AUTOMOTIVE | 9,600 | 11,766 | 10,600 | 10,600 | 10,600 | 0 |
| 53128 COM R&M TOOLS & EQUIPMENT | 33,000 | 43,197 | 53,000 | 40,500 | 40,500 | 0 |
| 53138 R&M BLDG & STRUCT | 50 | 0 | 50 | 50 | 50 | 0 |
| 53143 AMBROSE/R&M BLDG & STRUC | 3,500 | 2,686 | 3,500 | 3,500 | 3,500 | 0 |
| 53167 TUITION | 15,000 | 12,008 | 15,150 | 15,150 | 15,150 | 0 |
| TOTAL CONTRACTUAL SERVICES | 109,750 | 106,205 | 142,100 | 123,600 | 123,600 | 0 |
| 54101 DUES AND MEMBERSHIPS | 1,730 | 1,554 | 1,730 | 1,850 | 1,850 | 0 |
| 54115 MEDICAL, SURGICAL | 1,000 | 34 | 1,000 | 1,000 | 1,000 | 0 |
| 54117 PAYMENTS TO MUNICIPALITIES | 8,000 | 8,715 | 8,000 | 8,800 | 8,800 | 0 |
| TOTAL CHARGES & OBLIGATIONS | 10,730 | 10,303 | 10,730 | 11,650 | 11,650 | 0 |
| EXPENSES TOTAL | 198,380 | 194,247 | 240,530 | 222,550 | 222,550 | 0 |
| 55109 PUBLIC SAFETY | 109,227 | 109,227 | 75,000 | 75,000 | 75,000 | 0 |
| EQUIPMENT TOTAL | 109,227 | 109,227 | 75,000 | 75,000 | 75,000 | 0 |
| POLICE TOTALS | 4,461,220 | 4,340,868 | 4,783,791 | 4,983,354 | 4,924,990 | 0 |

| POLICE ADMINISTRATION | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------------|--------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 121111 | 51101 PERMANENT | 239,921 | 265,605 | 267,345 | 269,001 | 269,001 | |
| 121111 | 51145 HOLIDAY | 5,317 | 5,781 | 5,984 | 6,662 | 6,662 | |
| 121111 | 51155 SICKLV BUYBACK WOCA | 2,995 | 3,175 | 3,175 | 5,990 | 5,990 | |
| 121111 | 51157 SICKLV BUYBACK - SUPER OFFIC | 0 | 0 | 0 | 0 | 0 | |
| 121111 | 51158 SICKLV BUYBACK - POLICE OFFI | 0 | 0 | 0 | 0 | 0 | |
| 121111 | 51161 SICK LEAVE BUYBACK - NON UNION | 1,125 | -15,886 | 1,125 | 1,125 | 1,125 | |
| | TOTAL PERMANENT | 249,358 | 258,675 | 277,629 | 282,778 | 282,778 | 0 |
| 121111 | 51359 OVERTIME | 15,000 | 10,085 | 15,000 | 15,000 | 15,000 | |
| 121111 | 51360 OT-SECTY | 0 | 0 | 0 | 0 | 0 | |
| 121111 | 53163 SICK LEAVE COVERAGE | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL OVERTIME | 15,000 | 10,085 | 15,000 | 15,000 | 15,000 | 0 |
| | PERSONAL SERVICES TOTAL | 264,358 | 268,761 | 292,629 | 297,778 | 297,778 | 0 |
| 121112 | 52101 OFFICE SUPPLIES | 4,500 | 5,042 | 5,000 | 5,000 | 5,000 | |
| 121112 | 52106 BOOKS AND PERIODICALS | 250 | 54 | 250 | 250 | 250 | |
| 121112 | 52142 TIRES, TUBES & CHAINS | 400 | 0 | 400 | 400 | 400 | |
| 121112 | 52180 FOOD & GROCERIES | 500 | 718 | 500 | 500 | 500 | |
| 121112 | 52181 PUBLIC SAFETY SUPPLY | 1,000 | 1,156 | 1,000 | 1,000 | 1,000 | |
| 121112 | 52184 CLOTHING & UNIFORM | 750 | 1,313 | 750 | 750 | 750 | |
| 121112 | 52217 AUXILIARY UNIFORMS/EQUIPMENT | 3,500 | 2,681 | 4,000 | 4,000 | 4,000 | |
| | TOTAL SUPPLIES & MATERIALS | 10,900 | 10,964 | 11,900 | 11,900 | 11,900 | 0 |
| 121112 | 53101 PRINTING & STATIONERY | 700 | 829 | 800 | 800 | 800 | |
| 121112 | 53107 POSTAGE | 600 | 753 | 600 | 600 | 600 | |
| 121112 | 53115 ADVERTISING | 150 | 570 | 300 | 300 | 300 | |
| 121112 | 53118 PROF SERVICES | 16,000 | 5,749 | 22,000 | 16,000 | 16,000 | |
| 121112 | 53122 TRAVEL | 400 | 150 | 1,000 | 1,000 | 1,000 | |
| 121112 | 53167 TUITION | 250 | 225 | 0 | 0 | 0 | |
| | TOTAL CONTRACTUAL SERVICES | 18,100 | 8,275 | 24,700 | 18,700 | 18,700 | 0 |
| 121112 | 54101 DUES AND MEMBERSHIPS | 1,480 | 1,554 | 1,480 | 1,600 | 1,600 | |
| 121112 | 54102 RENTALS AND STORAGE | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL CHARGES & OBLIGATIONS | 1,480 | 1,554 | 1,480 | 1,600 | 1,600 | 0 |
| | EXPENSES TOTAL | 30,480 | 20,793 | 38,080 | 32,200 | 32,200 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | POLICE ADMINISTRATION TOTAL | 294,838 | 289,554 | 330,709 | 329,978 | 329,978 | 0 |

| POLICE PATROL | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------------|------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 121121 | 51101 PERMANENT | 2,349,679 | 2,257,137 | 2,524,539 | 2,697,563 | 2,641,123 | |
| 121121 | 51145 HOLIDAY | 97,076 | 94,020 | 102,634 | 109,236 | 109,236 | |
| 121121 | 51157 SICKLV BUYBACK - SUPER OFFIC | 45,206 | 43,889 | 49,582 | 51,506 | 49,582 | |
| 121121 | 51158 SICKLV BUYBACK - POLICE OFFI | 49,579 | 40,425 | 54,177 | 57,127 | 57,127 | |
| | TOTAL PERMANENT | 2,541,540 | 2,435,472 | 2,730,932 | 2,915,432 | 2,857,068 | 0 |
| 121121 | 51359 OVERTIME | 247,500 | 297,572 | 266,056 | 271,304 | 271,304 | |
| 121121 | 53163 SICK LEAVE COVERAGE | 8,250 | 0 | 8,250 | 8,250 | 8,250 | |
| 121121 | 51364 COURT TIME | 14,000 | 10,222 | 14,000 | 14,000 | 14,000 | |
| | 51365 OFF DUTY | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL OVERTIME | 269,750 | 307,795 | 288,306 | 293,554 | 293,554 | 0 |
| | PERSONAL SERVICES TOTAL | 2,811,290 | 2,743,266 | 3,019,238 | 3,208,986 | 3,150,622 | 0 |
| 121122 | 52101 OFFICE SUPPLIES | 6,500 | 5,077 | 0 | 0 | 0 | 0 |
| 121122 | 52142 TIRES, TUBES & CHAINS | 0 | 0 | 6,500 | 6,500 | 6,500 | |
| 121122 | 52180 FOOD & GROCERIES | 1,100 | 655 | 1,100 | 1,100 | 1,100 | |
| 121122 | 52181 PUBLIC SAFETY SUPPLY | 14,000 | 20,736 | 17,500 | 18,000 | 18,000 | |
| 121122 | 52184 CLOTHING & UNIFORM | 23,000 | 24,754 | 28,000 | 28,000 | 28,000 | |
| 121122 | 52186 SUPPLIES & MATERIALS | 200 | 95 | 200 | 200 | 200 | |
| | TOTAL SUPPLIES & MATERIALS | 44,800 | 51,316 | 53,300 | 53,800 | 53,800 | 0 |
| 121122 | 53101 PRINTING & STATIONERY | 2,200 | 0 | 2,500 | 2,500 | 2,500 | |
| 121122 | 53122 TRAVEL | 800 | 665 | 800 | 800 | 800 | |
| 121122 | 53128 COM R&M TOOLS&EQUIPMENT | 15,000 | 22,941 | 18,500 | 18,500 | 18,500 | |
| 121122 | 53167 TUITION | 14,000 | 11,783 | 14,400 | 14,400 | 14,400 | |
| | TOTAL CONTRACTUAL SERVICES | 32,000 | 35,390 | 36,200 | 36,200 | 36,200 | 0 |
| 121122 | 54115 MEDICAL, SURGICAL | 1,000 | 34 | 1,000 | 1,000 | 1,000 | |
| | TOTAL CHARGES & OBLIGATIONS | 1,000 | 34 | 1,000 | 1,000 | 1,000 | 0 |
| | EXPENSES TOTAL | 77,800 | 86,740 | 90,500 | 91,000 | 91,000 | 0 |
| 121123 | 55109 PUBLIC SAFETY | 109,227 | 109,227 | 75,000 | 75,000 | 75,000 | |
| | EQUIPMENT TOTAL | 109,227 | 109,227 | 75,000 | 75,000 | 75,000 | 0 |
| | POLICE PATROL TOTAL | 2,998,317 | 2,939,233 | 3,184,738 | 3,374,986 | 3,316,622 | 0 |

| POLICE INVESTIGATION | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------|------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 121131 | 51101 PERMANENT | 322,361 | 299,290 | 326,802 | 342,807 | 342,807 | |
| 121131 | 51145 HOLIDAY | 13,456 | 12,776 | 13,457 | 14,309 | 14,309 | |
| 121131 | 51157 SICKLV BUYBACK - SUPER OFFIC | 5,923 | 5,833 | 6,200 | 6,482 | 6,482 | |
| 121131 | 51158 SICKLV BUYBACK - POLICE OFFI | 8,474 | 4,311 | 8,960 | 8,843 | 8,843 | |
| | TOTAL PERMANENT | 350,214 | 322,210 | 355,419 | 372,441 | 372,441 | 0 |
| 121131 | 51359 OVERTIME | 18,000 | 25,473 | 19,631 | 19,926 | 19,926 | |
| 121131 | 51364 COURT TIME | 1,400 | 1,993 | 1,400 | 1,400 | 1,400 | |
| | TOTAL OVERTIME | 19,400 | 27,466 | 21,031 | 21,326 | 21,326 | 0 |
| | PERSONAL SERVICES TOTAL | 369,614 | 349,676 | 376,450 | 393,767 | 393,767 | 0 |
| 121132 | 52103 PRINTING AND REPRODUC SUPPLI | 1,000 | 0 | 1,000 | 1,000 | 1,000 | |
| 121132 | 52142 TIRES, TUBES & CHAINS | 600 | 0 | 600 | 600 | 600 | |
| 121132 | 52181 PUBLIC SAFETY SUPPLY | 500 | 1,308 | 500 | 1,200 | 1,200 | |
| 121132 | 52184 CLOTHING & UNIFORM | 1,500 | 2,141 | 1,500 | 2,000 | 2,000 | |
| 121132 | 52186 SUPPLIES & MATERIALS | 2,500 | 807 | 2,500 | 1,000 | 1,000 | |
| | TOTAL SUPPLIES & MATERIALS | 6,100 | 4,256 | 6,100 | 5,800 | 5,800 | 0 |
| 121132 | 53122 TRAVEL | 1,000 | 0 | 1,000 | 1,000 | 1,000 | |
| 121132 | 53166 TUITION | 0 | 1,514 | 0 | 0 | 0 | |
| 121132 | 53167 TUITION | 750 | 0 | 750 | 750 | 750 | |
| | TOTAL CONTRACTUAL SERVICES | 1,750 | 1,514 | 1,750 | 1,750 | 1,750 | 0 |
| 121132 | 54101 DUES AND MEMBERSHIPS | 250 | 0 | 250 | 250 | 250 | |
| | TOTAL CHARGES & OBLIGATIONS | 250 | 0 | 250 | 250 | 250 | 0 |
| | EXPENSES TOTAL | 8,100 | 5,770 | 8,100 | 7,800 | 7,800 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | POLICE INVESTIGATION TOTAL | 377,714 | 355,446 | 384,550 | 401,567 | 401,567 | 0 |

| POLICE COMMUNICATION | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------|-----------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 121141 | 51101 PERMANENT | 251,763 | 249,052 | 305,753 | 311,596 | 311,596 | |
| 121141 | 51145 HOLIDAY | 3,000 | 2,854 | 4,000 | 4,000 | 4,000 | |
| 121141 | 51161 SICKLV BUYBACK - NON UNION | 3,750 | 2,408 | 3,375 | 3,375 | 3,375 | |
| | TOTAL PERMANENT | 258,513 | 254,314 | 313,128 | 318,971 | 318,971 | 0 |
| 121141 | 51251 TEMPORARY | 62,344 | 50,891 | 65,047 | 64,847 | 64,847 | |
| | TOTAL TEMPORARY | 62,344 | 50,891 | 65,047 | 64,847 | 64,847 | 0 |
| 121141 | 51359 OVERTIME | 59,953 | 50,756 | 63,348 | 62,432 | 62,432 | |
| 121141 | 51363 SICK LEAVE COVERAGE | 6,000 | 1,355 | 6,120 | 0 | 0 | |
| | TOTAL OVERTIME | 65,953 | 52,111 | 69,468 | 62,432 | 62,432 | 0 |
| | PERSONAL SERVICES TOTAL | 386,810 | 357,316 | 447,643 | 446,250 | 446,250 | 0 |
| 121142 | 52184 CLOTHING & UNIFORM | 500 | 602 | 800 | 800 | 800 | |
| | TOTAL SUPPLIES & MATERIALS | 500 | 602 | 800 | 800 | 800 | 0 |
| 121142 | 53110 TELEPHONE TOWN BLDGS | 26,000 | 27,153 | 29,800 | 29,800 | 29,800 | |
| 121142 | 53128 COM R&M TOOLS & EQUIPMENT | 18,000 | 20,256 | 34,500 | 22,000 | 22,000 | |
| | TOTAL CONTRACTUAL SERVICES | 44,000 | 47,410 | 64,300 | 51,800 | 51,800 | 0 |
| 121142 | 54117 PAYMETS TO MUNICIPALITIES | 8,000 | 8,715 | 8,000 | 8,800 | 8,800 | |
| | TOTAL CHARGES & OBLIGATIONS | 8,000 | 8,715 | 8,000 | 8,800 | 8,800 | 0 |
| | EXPENSES TOTAL | 52,500 | 56,727 | 73,100 | 61,400 | 61,400 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | POLICE COMMUNICATION TOTAL | 439,310 | 414,043 | 520,743 | 507,650 | 507,650 | 0 |

| POLICE MAINTENANCE | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------------|------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 121151 | 51101 PERMANENT | 23,550 | 25,409 | 24,081 | 24,142 | 24,142 | |
| 121151 | 51158 SICKLV BUYBACK - POLICE OFFI | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL PERMANENT | 23,550 | 25,409 | 24,081 | 24,142 | 24,142 | 0 |
| 121151 | 51359 OVERTIME | 2,510 | 0 | 2,566 | 2,585 | 2,585 | |
| | TOTAL OVERTIME | 2,510 | 0 | 2,566 | 2,585 | 2,585 | 0 |
| | PERSONAL SERVICES TOTAL | 26,060 | 25,409 | 26,647 | 26,727 | 26,727 | 0 |
| 121152 | 52113 CLEANING SUPPLIES | 4,500 | 3,041 | 4,500 | 4,000 | 4,000 | |
| 121152 | 52115 HOUSEHOLD SUPPLIES | 1,500 | 1,960 | 1,500 | 1,500 | 1,500 | |
| 121152 | 52123 HARDWARE | 700 | 528 | 700 | 600 | 600 | |
| 121152 | 52125 PAINTING SUPPLIES | 200 | 0 | 200 | 200 | 200 | |
| 121152 | 52138 SUPPLIES, AUTOMOBILE | 6,500 | 4,258 | 6,500 | 6,500 | 6,500 | |
| 121152 | 52143 SMALL TOOLS & IMPLMT | 100 | 0 | 100 | 100 | 100 | |
| | TOTAL SUPPLIES & MATERIALS | 13,500 | 9,787 | 13,500 | 12,900 | 12,900 | 0 |
| 121152 | 53127 R&M AUTOMOTIVE | 9,500 | 11,766 | 9,500 | 9,500 | 9,500 | |
| 121152 | 53143 AMBROSE/R&M BLDG & STRUC | 3,500 | 2,686 | 3,500 | 3,500 | 3,500 | |
| | TOTAL CONTRACTUAL SERVICES | 13,000 | 14,452 | 13,000 | 13,000 | 13,000 | 0 |
| | EXPENSES TOTAL | 26,500 | 24,239 | 26,500 | 25,900 | 25,900 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | POLICE MAINTENANCE TOTAL | 52,560 | 49,648 | 53,147 | 52,627 | 52,627 | 0 |

| SCHOOL TRAFFIC | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------|--------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 121161 | 51101 PERMANENT | 86,099 | 94,940 | 83,388 | 88,851 | 88,851 | |
| | TOTAL PERMANENT | 86,099 | 94,940 | 83,388 | 88,851 | 88,851 | 0 |
| 121161 | 51251 TEMPORARY | 159,142 | 145,357 | 170,859 | 171,126 | 171,126 | |
| | TOTAL TEMPORARY | 159,142 | 145,357 | 170,859 | 171,126 | 171,126 | 0 |
| 121161 | 51359 OVERTIME | 1,500 | 5,471 | 1,530 | 1,530 | 1,530 | |
| | TOTAL OVERTIME | 1,500 | 5,471 | 1,530 | 1,530 | 1,530 | 0 |
| | PERSONAL SERVICES TOTAL | 246,741 | 245,769 | 255,777 | 261,507 | 261,507 | 0 |
| 121162 | 52184 CLOTHING & UNIFORMS | 1,000 | 814 | 1,000 | 1,000 | 1,000 | |
| | TOTAL SUPPLIES & MATERIALS | 1,000 | 814 | 1,000 | 1,000 | 1,000 | 0 |
| | EXPENSES TOTAL | 1,000 | 814 | 1,000 | 1,000 | 1,000 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | SCHOOL TRAFFIC TOTAL | 247,741 | 246,583 | 256,777 | 262,507 | 262,507 | 0 |

| DOG CONTROL | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------|------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 121171 | 51101 PERMANENT | 35,435 | 33,542 | 36,292 | 36,331 | 36,331 | |
| 121171 | 51161 SICK LEAVE BUYBACK NON UNION | 1,125 | 1,125 | 1,125 | 1,125 | 1,125 | |
| | TOTAL PERMANENT | 36,560 | 34,667 | 37,417 | 37,456 | 37,456 | 0 |
| 121171 | 51359 OVERTIME | 12,180 | 12,530 | 12,460 | 13,333 | 13,333 | |
| | TOTAL OVERTIME | 12,180 | 12,530 | 12,460 | 13,333 | 13,333 | 0 |
| | PERSONAL SERVICES TOTAL | 48,740 | 47,197 | 49,877 | 50,789 | 50,789 | 0 |
| 121172 | 52115 HOUSEHOLD SUPPLIES | 100 | 0 | 100 | 100 | 100 | |
| 121172 | 52123 HARDWARE | 100 | 0 | 100 | 100 | 100 | |
| 121172 | 52138 SUPPLIES, AUTOMOBILE | 200 | 0 | 200 | 200 | 200 | |
| 121172 | 52142 TIRES, TUBES & CHAINS | 100 | 0 | 100 | 100 | 100 | |
| 121172 | 52143 SMALL TOOLS & IMPLMT | 0 | 0 | 0 | 0 | 0 | |
| 121172 | 52184 CLOTHING & UNIFORMS | 350 | 0 | 350 | 350 | 350 | |
| 121172 | 52186 SUPPLIES & MATERIALS | 250 | 0 | 250 | 250 | 250 | |
| | TOTAL SUPPLIES & MATERIALS | 1,100 | 0 | 1,100 | 1,100 | 1,100 | 0 |
| 121172 | 53107 POSTAGE | 300 | 0 | 300 | 300 | 300 | |
| 121172 | 53110 TELEPHONE TOWN BLDGS | 450 | 679 | 700 | 700 | 700 | |
| 121172 | 53127 R&M AUTOMOTIVE | 100 | 0 | 1,100 | 1,100 | 1,100 | |
| 121172 | 53138 R&M BLDG & STRUCT | 50 | 0 | 50 | 50 | 50 | |
| | TOTAL CONTRACTUAL SERVICES | 900 | 679 | 2,150 | 2,150 | 2,150 | 0 |
| | TOTAL CHARGES & OBLIGATIONS | 0 | 0 | 0 | 0 | 0 | 0 |
| | EXPENSES TOTAL | 2,000 | 679 | 3,250 | 3,250 | 3,250 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | DOG CONTROL TOTAL | 50,740 | 47,875 | 53,127 | 54,039 | 54,039 | 0 |

| FIRE | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 51101 PERMANENT | 3,495,882 | 3,399,907 | 3,705,581 | 3,900,253 | 3,900,253 | 0 |
| 51145 HOLIDAY | 183,648 | 153,110 | 187,351 | 199,545 | 199,545 | 0 |
| 51155 SICKLV BUYBACK WOCA | 3,166 | 3,175 | 3,166 | 3,166 | 3,166 | 0 |
| 51157 SICKLV BUYBACK - SUPER OFFIC | 160,470 | 110,717 | 158,313 | 160,250 | 160,250 | 0 |
| 51159 SICKLV BUYBACK - FIREFIGHTER | 6,832 | 6,831 | 7,245 | 7,290 | 7,290 | 0 |
| 51161 SICK LEAVE BUYBACK - NON UNION | 750 | 750 | 750 | 750 | 750 | 0 |
| 51901 CLOTHING ALLOWANCE | 27,600 | 12,000 | 27,000 | 28,800 | 28,800 | 0 |
| TOTAL PERMANENT | 3,878,348 | 3,686,490 | 4,089,406 | 4,300,054 | 4,300,054 | 0 |
| 51359 OVERTIME | 439,115 | 552,639 | 394,293 | 393,081 | 393,081 | 0 |
| 53163 SICK LEAVE COVERAGE | 50,610 | 0 | 63,436 | 64,424 | 64,424 | 0 |
| TOTAL OVERTIME | 489,725 | 552,639 | 457,729 | 457,505 | 457,505 | 0 |
| PERSONAL SERVICES TOTAL | 4,368,073 | 4,239,129 | 4,547,135 | 4,757,559 | 4,757,559 | 0 |
| 52101 OFFICE SUPPLIES | 8,500 | 8,495 | 8,500 | 8,700 | 8,700 | 0 |
| 52103 PRINTING AND REPRODUC SUPPLIES | 400 | 400 | 400 | 400 | 400 | 0 |
| 52105 COMPUTER SUPPLIES | 1,000 | 609 | 1,000 | 1,000 | 1,000 | 0 |
| 52106 BOOKS AND PERIODICALS | 1,000 | 313 | 1,000 | 1,000 | 1,000 | 0 |
| 52113 CLEANING SUPPLIES | 2,000 | 2,000 | 2,000 | 2,500 | 2,500 | 0 |
| 52115 HOUSEHOLD SUPPLIES | 1,200 | 876 | 1,200 | 1,700 | 1,700 | 0 |
| 52116 ELECTRICAL SUPPLIES | 740 | 773 | 740 | 740 | 740 | 0 |
| 52117 FIRE ALARM SUPPLIES | 11,000 | 9,609 | 11,000 | 11,000 | 11,000 | 0 |
| 52123 HARDWARE | 300 | 232 | 300 | 300 | 300 | 0 |
| 52125 PAINTING SUPPLIES | 600 | 600 | 600 | 600 | 600 | 0 |
| 52127 PLUMBING, HEATING & VENTILAT | 200 | 345 | 200 | 200 | 200 | 0 |
| 52138 SUPPLIES , AUTOMOTIVE | 18,900 | 18,319 | 18,900 | 18,900 | 18,900 | 0 |
| 52142 TIRES, TUBES & CHAINS | 3,600 | 3,600 | 3,600 | 3,600 | 3,600 | 0 |
| 52143 SMALL TOOLS & IMPLMT | 1,600 | 641 | 1,600 | 1,600 | 1,600 | 0 |
| 52179 MEDICAL & DENTAL | 34,434 | 37,885 | 34,434 | 45,000 | 45,000 | 0 |
| 52181 PUBLIC SAFETY SUPPLY | 8,000 | 6,281 | 8,000 | 10,000 | 10,000 | 0 |
| 52184 CLOTHING & UNIFORM | 21,000 | 20,845 | 21,000 | 26,000 | 26,000 | 0 |
| 52186 SUPPLIES & MATERIALS | 1,400 | 1,057 | 1,400 | 1,500 | 1,500 | 0 |
| TOTAL SUPPLIES & MATERIALS | 115,874 | 112,879 | 115,874 | 134,740 | 134,740 | 0 |

| FIRE | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 53101 PRINTING & STATIONERY | 1,350 | 1,275 | 1,350 | 1,350 | 1,350 | 0 |
| 53107 POSTAGE | 300 | 300 | 300 | 300 | 300 | 0 |
| 53110 TELEPHONE TOWN BLDGS | 15,000 | 14,605 | 15,000 | 15,000 | 15,000 | 0 |
| 53115 ADVERTISING | 200 | 0 | 200 | 200 | 200 | 0 |
| 53118 PROF SERVICES | 10,000 | 7,625 | 10,000 | 10,000 | 10,000 | 0 |
| 53122 TRAVEL | 2,000 | 769 | 2,000 | 2,000 | 2,000 | 0 |
| 53124 CLEAN & SANITARY | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 0 |
| 53127 R&M AUTOMOTIVE | 6,750 | 6,430 | 6,750 | 6,750 | 6,750 | 0 |
| 53128 COM R&M TOOLS & EQUIPMENT | 3,500 | 3,426 | 3,500 | 3,500 | 3,500 | 0 |
| 53138 R&M BLDG & STRUCT | 3,000 | 1,340 | 3,000 | 3,000 | 3,000 | 0 |
| 53160 R&M ALARM | 750 | 0 | 750 | 750 | 750 | 0 |
| 53166 TUITION | 34,000 | 23,489 | 34,000 | 34,000 | 34,000 | 0 |
| 53172 CONTRACTUAL SERVICES | 40,700 | 26,285 | 40,700 | 46,700 | 46,700 | 0 |
| 53303 LICENSE REIMBURSEMENT | 2,000 | 889 | 2,000 | 2,000 | 2,000 | 0 |
| TOTAL CONTRACTUAL SERVICES | 120,550 | 87,432 | 120,550 | 126,550 | 126,550 | 0 |
| 54101 DUES AND MEMBERSHIPS | 1,650 | 1,090 | 1,650 | 1,650 | 1,650 | 0 |
| 54102 RENTALS AND STORAGE | 500 | 606 | 500 | 500 | 500 | 0 |
| 54115 MEDICAL, SURGICAL | 1,000 | 1,000 | 1,000 | 1,200 | 1,200 | 0 |
| TOTAL CHARGES & OBLIGATIONS | 3,150 | 2,696 | 4,000 | 4,200 | 4,200 | 0 |
| EXPENSES TOTAL | 239,574 | 203,008 | 240,424 | 265,490 | 265,490 | 0 |
| 55101 FURNITURE AND FIXTURES | 0 | 500 | 500 | 500 | 500 | 0 |
| 55103 OFFICE EQUIPMENT | 0 | 500 | 500 | 500 | 500 | 0 |
| 55109 PUBLIC SAFETY | 46,500 | 41,930 | 30,500 | 37,500 | 37,500 | 0 |
| 55112 EQUIPMENT, NOT OTHERWISE CLA | 5,000 | 4,241 | 18,000 | 15,000 | 15,000 | 0 |
| EQUIPMENT TOTAL | 51,500 | 47,171 | 49,500 | 53,500 | 53,500 | 0 |
| FIRE TOTALS | 4,659,147 | 4,489,308 | 4,837,059 | 5,076,549 | 5,076,549 | 0 |

| FIRE ADMINISTRATION | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------------------|--------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 122111 | 51101 PERMANENT | 201,696 | 201,925 | 204,350 | 204,546 | 204,546 | |
| 122111 | 51145 HOLIDAY | 5,595 | 5,702 | 6,225 | 6,380 | 6,380 | |
| 122111 | 51155 SICKLV BUYBACK WOCA | 3,166 | 3,175 | 3,166 | 3,166 | 3,166 | |
| 122111 | 51159 SICKLV BUYBACK - FIREFIGHTER | 0 | 0 | 0 | 0 | 0 | |
| 122111 | 51161 SICKLV BUYBACK - NON UNION | 750 | 750 | 750 | 750 | 750 | |
| 122111 | 51901 CLOTHING ALLOWANCE | 600 | 0 | 600 | 600 | 600 | |
| | TOTAL PERMANENT | 211,807 | 211,551 | 215,091 | 215,442 | 215,442 | 0 |
| 122111 | 51359 OVERTIME | 3,000 | 272 | 3,000 | 3,000 | 3,000 | |
| | TOTAL OVERTIME | 3,000 | 272 | 3,000 | 3,000 | 3,000 | 0 |
| | PERSONAL SERVICES TOTAL | 214,807 | 211,823 | 218,091 | 218,442 | 218,442 | 0 |
| 122112 | 52101 OFFICE SUPPLIES | 250 | 250 | 250 | 250 | 250 | |
| 122112 | 52103 PRINTING AND REPRODUC SUPPLIES | 400 | 400 | 400 | 400 | 400 | |
| 122112 | 52105 COMPUTER SUPPLIES | 1,000 | 609 | 1,000 | 1,000 | 1,000 | |
| 122112 | 52117 FIRE ALARM SUPPLIES | 0 | 0 | 0 | 0 | 0 | |
| 122112 | 52184 CLOTHING & UNIFORM | 0 | 0 | 0 | 0 | 0 | |
| 122112 | 52186 SUPPLIES & MATERIALS | 200 | 0 | 200 | 200 | 200 | |
| | TOTAL SUPPLIES & MATERIALS | 1,850 | 1,259 | 1,850 | 1,850 | 1,850 | 0 |
| 122112 | 53101 PRINTING & STATIONERY | 300 | 300 | 300 | 300 | 300 | |
| 122112 | 53107 POSTAGE | 200 | 200 | 200 | 200 | 200 | |
| 122112 | 53115 ADVERTISING | 200 | 0 | 200 | 200 | 200 | |
| 122112 | 53122 TRAVEL | 400 | 313 | 400 | 400 | 400 | |
| 122112 | 53128 COM R&M TOOLS & EQUIPMENT | 800 | 473 | 800 | 800 | 800 | |
| | TOTAL CONTRACTUAL SERVICES | 1,900 | 1,286 | 1,900 | 1,900 | 1,900 | 0 |
| 122112 | 54101 DUES AND MEMBERSHIPS | 1,050 | 490 | 1,050 | 1,050 | 1,050 | |
| 122112 | 54115 MEDICAL, SURGICAL | 1,000 | 1,000 | 1,000 | 1,200 | 1,200 | |
| | TOTAL CHARGES & OBLIGATIONS | 2,050 | 1,490 | 2,050 | 2,250 | 2,250 | 0 |
| | EXPENSES TOTAL | 5,800 | 4,036 | 5,800 | 6,000 | 6,000 | 0 |
| 122113 | 55101 FURNITURE AND FIXTURES | 0 | 500 | 500 | 500 | 500 | |
| 122113 | 55103 OFFICE EQUIPMENT | 0 | 500 | 500 | 500 | 500 | |
| | EQUIPMENT TOTAL | 0 | 1,000 | 1,000 | 1,000 | 1,000 | 0 |
| | FIRE ADMINISTRATION TOTAL | 220,607 | 216,858 | 224,891 | 225,442 | 225,442 | 0 |

| FIRE FIGHTERS | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------------|------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 122121 | 51101 PERMANENT | 3,176,029 | 3,081,697 | 3,375,929 | 3,569,533 | 3,569,533 | |
| 122121 | 51145 HOLIDAY | 173,043 | 142,399 | 175,814 | 187,819 | 187,819 | |
| 122121 | 51159 SICKLV BUYBACK - FIREFIGHTER | 160,470 | 110,717 | 158,313 | 160,250 | 160,250 | |
| 122121 | 51901 CLOTHING ALLOWANCE | 27,000 | 12,000 | 26,400 | 28,200 | 28,200 | |
| | TOTAL PERMANENT | 3,536,542 | 3,346,813 | 3,736,456 | 3,945,802 | 3,945,802 | 0 |
| 122121 | 51359 OVERTIME | 395,795 | 520,332 | 348,537 | 348,130 | 348,130 | |
| 122121 | 51363 SICK LEAVE COVERAGE | 50,610 | 0 | 63,436 | 64,424 | 64,424 | |
| | TOTAL OVERTIME | 446,405 | 520,332 | 411,973 | 412,554 | 412,554 | 0 |
| | PERSONAL SERVICES TOTAL | 3,982,947 | 3,867,145 | 4,148,429 | 4,358,356 | 4,358,356 | 0 |
| 122122 | 52179 MEDICAL & DENTAL | 8,000 | 8,071 | 8,000 | 8,200 | 8,200 | |
| 122122 | 52181 PUBLIC SAFETY SUPPLY | 6,000 | 4,352 | 6,000 | 8,000 | 8,000 | |
| 122122 | 52184 CLOTHING & UNIFORM | 20,000 | 19,923 | 20,000 | 25,000 | 25,000 | |
| 122122 | 52186 SUPPLIES & MATERIALS | 900 | 802 | 900 | 1,000 | 1,000 | |
| | TOTAL SUPPLIES & MATERIALS | 34,900 | 33,148 | 34,900 | 42,200 | 42,200 | 0 |
| 122122 | 53101 PRINTING & STATIONERY | 300 | 225 | 300 | 300 | 300 | |
| 122122 | 53122 TRAVEL | 1,000 | 75 | 1,000 | 1,000 | 1,000 | |
| 122122 | 53166 TUITION | 6,000 | 5,970 | 6,000 | 6,000 | 6,000 | |
| 122122 | 53172 CONTRACTUAL SERVICES | 4,200 | 3,533 | 4,200 | 4,200 | 4,200 | |
| 122122 | 53303 LICENSE REIMBURSEMENT | 2,000 | 889 | 2,000 | 2,000 | 2,000 | |
| | TOTAL CONTRACTUAL SERVICES | 13,500 | 10,691 | 13,500 | 13,500 | 13,500 | 0 |
| 122122 | 54102 RENTALS AND STORAGE | 500 | 606 | 500 | 500 | 500 | |
| | TOTAL CHARGES & OBLIGATIONS | 500 | 606 | 500 | 500 | 500 | 0 |
| | EXPENSES TOTAL | 48,900 | 44,445 | 48,900 | 56,200 | 56,200 | 0 |
| 122123 | 55109 PUBLIC SAFETY | 36,000 | 32,612 | 10,000 | 20,000 | 20,000 | |
| | EQUIPMENT TOTAL | 36,000 | 32,612 | 10,000 | 20,000 | 20,000 | 0 |
| | FIRE FIGHTER TOTAL | 4,067,847 | 3,944,202 | 4,207,329 | 4,434,556 | 4,434,556 | 0 |

| FIRE PREVENTION | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------|-------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 122131 | 51101 PERMANENT | 97,467 | 95,259 | 103,354 | 104,000 | 104,000 | |
| 122131 | 51145 HOLIDAY | 5,010 | 5,010 | 5,312 | 5,346 | 5,346 | |
| 122131 | 51159 SICKLV BUYBACK - FIRE FIGHTER | 6,832 | 6,831 | 7,245 | 7,290 | 7,290 | |
| | TOTAL PERMANENT | 109,309 | 107,100 | 115,911 | 116,636 | 116,636 | 0 |
| 122131 | 51359 OVERTIME | 4,320 | 1,171 | 4,581 | 4,495 | 4,495 | |
| | TOTAL OVERTIME | 4,320 | 1,171 | 4,581 | 4,495 | 4,495 | 0 |
| | PERSONAL SERVICES TOTAL | 113,629 | 108,271 | 120,492 | 121,131 | 121,131 | 0 |
| 122132 | 52101 OFFICE SUPPLIES | 150 | 74 | 150 | 150 | 150 | |
| 122132 | 52106 BOOKS AND PERIODICALS | 1,000 | 313 | 1,000 | 1,000 | 1,000 | |
| 122132 | 52181 PUBLIC SAFETY SUPPLY | 2,000 | 1,929 | 2,000 | 2,000 | 2,000 | |
| | TOTAL SUPPLIES & MATERIALS | 3,150 | 2,316 | 3,150 | 3,150 | 3,150 | 0 |
| 122132 | 53101 PRINTING & STATIONERY | 350 | 350 | 350 | 350 | 350 | |
| 122132 | 53107 POSTAGE | 100 | 100 | 100 | 100 | 100 | |
| 122132 | 53122 TRAVEL | 500 | 351 | 500 | 500 | 500 | |
| | TOTAL CONTRACTUAL SERVICES | 950 | 801 | 950 | 950 | 950 | 0 |
| 122132 | 54101 DUES AND MEMBERSHIPS | 400 | 400 | 400 | 400 | 400 | |
| | TOTAL CHARGES & OBLIGATIONS | 400 | 400 | 400 | 400 | 400 | 0 |
| | EXPENSES TOTAL | 4,500 | 3,517 | 4,500 | 4,500 | 4,500 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | FIRE PREVENTION TOTAL | 118,129 | 111,788 | 124,992 | 125,631 | 125,631 | 0 |

| FIRE COMMUNICATION | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------------------------------|------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 122141 | 51101 PERMANENT | 7,425 | 7,706 | 7,879 | 7,957 | 7,957 | |
| | TOTAL PERMANENT | 7,425 | 7,706 | 7,879 | 7,957 | 7,957 | 0 |
| 122141 | 51359 OVERTIME | 17,280 | 14,926 | 18,324 | 17,979 | 17,979 | |
| | TOTAL OVERTIME | 17,280 | 14,926 | 18,324 | 17,979 | 17,979 | 0 |
| | PERSONAL SERVICES TOTAL | 24,705 | 22,632 | 26,203 | 25,936 | 25,936 | 0 |
| 122142 | 52101 OFFICE SUPPLIES | 100 | 100 | 100 | 100 | 100 | |
| 122142 | 52117 FIRE ALARM SUPPLIES | 11,000 | 9,609 | 11,000 | 11,000 | 11,000 | |
| 122142 | 52143 SMALL TOOLS & IMPLMT | 1,100 | 236 | 1,100 | 1,100 | 1,100 | |
| | TOTAL SUPPLIES & MATERIALS | 12,200 | 9,945 | 12,200 | 12,200 | 12,200 | 0 |
| 122142 | 53110 TELEPHONE TOWN BLDGS | 15,000 | 14,605 | 15,000 | 15,000 | 15,000 | |
| 122142 | 53122 TRAVEL | 100 | 30 | 100 | 100 | 100 | |
| 122142 | 53127 R&M AUTOMOTIVE | 250 | 625 | 250 | 250 | 250 | |
| 122142 | 53128 COM R&M TOOLS & EQUIPMENT | 1,500 | 1,764 | 1,500 | 1,500 | 1,500 | |
| 122142 | 53160 R&M ALARM | 750 | 0 | 750 | 750 | 750 | |
| 122142 | 53172 CONTRACTUAL SERVICE | 13,500 | 0 | 13,500 | 13,500 | 13,500 | |
| | TOTAL CONTRACTUAL SERVICES | 31,100 | 17,025 | 31,100 | 31,100 | 31,100 | 0 |
| 122142 | 54101 DUES AND MEMBERSHIPS | 200 | 200 | 200 | 200 | 200 | |
| | 54117 PAYMETS TO MUNICIPALITIES | 0 | 0 | 850 | 850 | 850 | 0 |
| | TOTAL CHARGES & OBLIGATIONS | 200 | 200 | 1,050 | 1,050 | 1,050 | 0 |
| | EXPENSES TOTAL | 43,500 | 27,170 | 44,350 | 44,350 | 44,350 | 0 |
| 122143 | 55112 EQUIPMENT, NOT OTHERWISE CLA | 5,000 | 4,241 | 18,000 | 15,000 | 15,000 | |
| | EQUIPMENT TOTAL | 5,000 | 4,241 | 18,000 | 15,000 | 15,000 | 0 |
| FIRE COMMUNICATION TOTAL | | 73,205 | 54,043 | 88,553 | 85,286 | 85,286 | 0 |

| FIRE MAINTENANCE | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------|------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 122151 | 51101 PERMANENT | 8,315 | 8,469 | 8,820 | 8,912 | 8,912 | |
| | TOTAL PERMANENT | 8,315 | 8,469 | 8,820 | 8,912 | 8,912 | 0 |
| 122151 | 51359 OVERTIME | 9,720 | 9,701 | 10,307 | 10,113 | 10,113 | |
| | TOTAL OVERTIME | 9,720 | 9,701 | 10,307 | 10,113 | 10,113 | 0 |
| | PERSONAL SERVICES TOTAL | 18,035 | 18,170 | 19,127 | 19,025 | 19,025 | 0 |
| 122152 | 52113 CLEANING SUPPLIES | 2,000 | 2,000 | 2,000 | 2,500 | 2,500 | |
| 122152 | 52115 HOUSEHOLD SUPPLIES | 1,200 | 876 | 1,200 | 1,700 | 1,700 | |
| 122152 | 52116 ELECTRICAL SUPPLIES | 740 | 773 | 740 | 740 | 740 | |
| 122152 | 52123 HARDWARE | 300 | 232 | 300 | 300 | 300 | |
| 122152 | 52125 PAINTING SUPPLIES | 600 | 600 | 600 | 600 | 600 | |
| 122152 | 52127 PLUMBING, HEATING & VENTILAT | 200 | 345 | 200 | 200 | 200 | |
| 122152 | 52138 SUPPLIES, AUTOMOBILE | 16,600 | 16,019 | 16,600 | 16,600 | 16,600 | |
| 122152 | 52142 TIRES, TUBES & CHAINS | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | |
| 122152 | 52143 SMALL TOOLS & IMPLMT | 300 | 296 | 300 | 300 | 300 | |
| 122152 | 52186 SUPPLIES & MATERIALS | 300 | 255 | 300 | 300 | 300 | |
| | TOTAL SUPPLIES & MATERIALS | 25,240 | 24,397 | 25,240 | 26,240 | 26,240 | 0 |
| | 53118 PROF SERVICES | 0 | 0 | 0 | 0 | 0 | 0 |
| 122152 | 53124 CLEAN & SANITARY | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | |
| 122152 | 53127 R&M AUTOMOTIVE | 6,500 | 5,805 | 6,500 | 6,500 | 6,500 | |
| 122152 | 53128 COM R&M TOOLS & EQUIPMENT | 1,200 | 1,189 | 1,200 | 1,200 | 1,200 | |
| 122152 | 53138 R&M BLDG & STRUCTURE | 3,000 | 1,340 | 3,000 | 3,000 | 3,000 | |
| 122152 | 53172 CONTRACTUAL SERVICE | 11,000 | 10,752 | 11,000 | 11,000 | 11,000 | |
| | TOTAL CONTRACTUAL SERVICES | 22,700 | 20,086 | 22,700 | 22,700 | 22,700 | 0 |
| | EXPENSES TOTAL | 47,940 | 44,483 | 47,940 | 48,940 | 48,940 | 0 |
| 122153 | 55109 PUBLIC SAFETY | 3,000 | 1,817 | 3,000 | 0 | 0 | |
| | EQUIPMENT TOTAL | 3,000 | 1,817 | 3,000 | 0 | 0 | 0 |
| | FIRE MAINTENANCE TOTAL | 68,975 | 64,469 | 70,067 | 67,965 | 67,965 | 0 |

| FIRE AMBULANCE | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------|--------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 122161 | 51101 PERMANENT | 4,950 | 4,852 | 5,249 | 5,305 | 5,305 | |
| | TOTAL PERMANENT | 4,950 | 4,852 | 5,249 | 5,305 | 5,305 | 0 |
| 122161 | 51359 OVERTIME | 9,000 | 6,237 | 9,544 | 9,364 | 9,364 | |
| | TOTAL OVERTIME | 9,000 | 6,237 | 9,544 | 9,364 | 9,364 | 0 |
| | PERSONAL SERVICES TOTAL | 13,950 | 11,089 | 14,793 | 14,669 | 14,669 | 0 |
| 122162 | 52138 SUPPLIES, AUTOMOBILE | 2,300 | 2,300 | 2,300 | 2,300 | 2,300 | |
| 122162 | 52142 TIRES, TUBES & CHAINS | 600 | 600 | 600 | 600 | 600 | |
| 122162 | 52143 SMALL TOOLS & IMPLMT | 200 | 108 | 200 | 200 | 200 | |
| 122162 | 52179 MEDICAL & DENTAL | 34,434 | 37,885 | 34,434 | 45,000 | 45,000 | |
| 122162 | 52184 CLOTHING & UNIFORM | 1,000 | 922 | 1,000 | 1,000 | 1,000 | |
| | TOTAL SUPPLIES & MATERIALS | 38,534 | 41,815 | 38,534 | 49,100 | 49,100 | 0 |
| 122162 | 53101 PRINTING & STATIONERY | 400 | 400 | 400 | 400 | 400 | |
| 122162 | 53118 PROFESSIONAL SERVICES | 10,000 | 7,625 | 10,000 | 10,000 | 10,000 | |
| 122162 | 53166 TUITION | 28,000 | 17,519 | 28,000 | 28,000 | 28,000 | |
| 122162 | 53172 CONTRACTUAL SERVICE | 12,000 | 12,000 | 12,000 | 18,000 | 18,000 | |
| | TOTAL CONTRACUTAL SERVICES | 50,400 | 37,544 | 50,400 | 56,400 | 56,400 | 0 |
| | EXPENSES TOTAL | 88,934 | 79,359 | 88,934 | 105,500 | 105,500 | 0 |
| 122163 | 55109 PUBLIC SAFETY | 7,500 | 7,500 | 17,500 | 17,500 | 17,500 | |
| | EQUIPMENT TOTAL | 7,500 | 7,500 | 17,500 | 17,500 | 17,500 | 0 |
| | FIRE AMBULANCE TOTAL | 110,384 | 97,948 | 121,227 | 137,669 | 137,669 | 0 |

| SEALER OF WEIGHTS & MEASURES | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---|--------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 124201 | 51101 PERMANENT | 7,550 | 7,549 | 7,721 | 7,739 | 7,739 | |
| | TOTAL PERMANENT | 7,550 | 7,549 | 7,721 | 7,739 | 7,739 | 0 |
| | PERSONAL SERVICES TOTAL | 7,550 | 7,549 | 7,721 | 7,739 | 7,739 | 0 |
| 124202 | 52101 OFFICE SUPPLIES | 170 | 97 | 170 | 170 | 170 | |
| 124202 | 52143 SMALL TOOLS & IMPLMT | 1,102 | 938 | 1,102 | 1,102 | 1,102 | |
| | TOTAL SUPPLIES & MATERIALS | 1,272 | 1,035 | 1,272 | 1,272 | 1,272 | 0 |
| 124202 | 53117 AUTO ALLOWANCE | 150 | 148 | 150 | 150 | 150 | |
| 124202 | 53166 TUITION | 350 | 200 | 350 | 350 | 350 | |
| | TOTAL CONTRACTUAL SERVICES | 500 | 348 | 500 | 500 | 500 | 0 |
| 124202 | 54101 DUES AND MEMBERSHIPS | 250 | 195 | 250 | 250 | 250 | |
| | TOTAL CHARGES & OBLIGATIONS | 250 | 195 | 250 | 250 | 250 | 0 |
| | EXPENSES TOTAL | 2,022 | 1,578 | 2,022 | 2,022 | 2,022 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| SEALER OF WEIGHTS & MEASURES TOTAL | | 9,572 | 9,127 | 9,743 | 9,761 | 9,761 | 0 |

| DPW ADMINISTRATION | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------------|--------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 141111 | 51101 PERMANENT | 334,106 | 332,308 | 339,773 | 348,390 | 348,390 | |
| 141111 | 51155 SICKLV BUYBACK - NAGE | 0 | 1,512 | 750 | 1,500 | 1,500 | |
| 141111 | 51161 SICKLV BUYBACK - NON UNION | 0 | 1,050 | 0 | 1,050 | 1,050 | |
| | TOTAL PERMANENT | 334,106 | 334,870 | 340,523 | 350,940 | 350,940 | 0 |
| 141111 | 51359 OVERTIME | 1,100 | 4,852 | 1,122 | 1,122 | 1,122 | |
| | TOTAL OVERTIME | 1,100 | 4,852 | 1,122 | 1,122 | 1,122 | 0 |
| | PERSONAL SERVICES TOTAL | 335,206 | 339,721 | 341,645 | 352,062 | 352,062 | 0 |
| 141112 | 52101 OFFICE SUPPLIES | 2,400 | 2,353 | 2,400 | 2,400 | 2,400 | |
| 141112 | 52103 PRINTING AND REPRODUC SUPPLIES | 300 | 0 | 300 | 300 | 300 | |
| 141112 | 52106 BOOKS AND PERIODICALS | 300 | 0 | 0 | 0 | 0 | |
| 141112 | 52186 SUPPLIES & MATERIALS | 1,000 | 1,852 | 1,300 | 1,300 | 1,300 | |
| | TOTAL SUPPLIES & MATERIALS | 4,000 | 4,205 | 4,000 | 4,000 | 4,000 | 0 |
| 141112 | 53101 PRINTING & STATIONERY | 400 | 126 | 400 | 400 | 400 | |
| 141112 | 53110 TELEPHONE | 3,300 | 2,471 | 3,300 | 3,300 | 3,300 | |
| 141112 | 53115 ADVERTISING | 2,000 | 2,395 | 2,000 | 2,000 | 2,000 | |
| 141112 | 53118 PROF SERVICES | 2,000 | 2,995 | 2,000 | 2,000 | 2,000 | |
| 141112 | 53122 TRAVEL | 300 | 7 | 300 | 300 | 300 | |
| 141112 | 53166 TUITION | 1,300 | 0 | 1,300 | 1,300 | 1,300 | |
| 141112 | 53172 CONTRACTUAL SERVICE | 3,500 | 1,879 | 3,500 | 3,500 | 3,500 | |
| | TOTAL CONTRACTUAL SERVICES | 12,800 | 9,873 | 12,800 | 12,800 | 12,800 | 0 |
| 141112 | 54101 DUES AND MEMBERSHIPS | 300 | 200 | 300 | 300 | 300 | |
| 141112 | 54102 RENTALS AND STORAGE | 3,500 | 166 | 3,500 | 3,500 | 3,500 | |
| | TOTAL CHARGES & OBLIGATIONS | 3,800 | 366 | 3,800 | 3,800 | 3,800 | 0 |
| | EXPENSES TOTAL | 20,600 | 14,445 | 20,600 | 20,600 | 20,600 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | DPW ADMINISTRATION TOTAL | 355,806 | 354,166 | 362,245 | 372,662 | 372,662 | 0 |

| DPW MAINTENANCE | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------|------------------------------------|----------------|----------------|------------------|------------------|------------------|----------------|
| 141211 | 51101 PERMANENT | 884,887 | 861,292 | 945,941 | 949,017 | 949,017 | |
| 141211 | 51155 SICKLV BUYBACK WOCA | 1,500 | 0 | 1,500 | 0 | 0 | |
| 141211 | 51160 SICK LEAVE BUYBACK - DPW | 1,275 | 1,225 | 1,275 | 1,275 | 1,275 | |
| 141211 | 51161 SICKLV BUYBACK - NON UNION | 750 | 0 | 750 | 750 | 750 | |
| | TOTAL PERMANENT | 888,412 | 862,517 | 949,466 | 951,042 | 951,042 | 0 |
| 141211 | 51251 TEMPORARY | 10,000 | 10,080 | 10,000 | 10,000 | 10,000 | |
| | TOTAL TEMPORARY | 10,000 | 10,080 | 10,000 | 10,000 | 10,000 | 0 |
| 141211 | 51359 OVERTIME | 64,400 | 63,064 | 69,900 | 77,384 | 77,384 | |
| 141211 | 53165 OFF DUTY | 15,000 | 31,448 | 20,000 | 20,000 | 20,000 | |
| | TOTAL OVERTIME | 79,400 | 94,512 | 89,900 | 97,384 | 97,384 | 0 |
| | PERSONAL SERVICES TOTAL | 977,812 | 967,108 | 1,049,366 | 1,058,426 | 1,058,426 | 0 |
| 141212 | 52112 FLAGS | 400 | 0 | 400 | 400 | 400 | |
| 141212 | 52116 ELECTRICAL SUPPLIES | 1,300 | 0 | 1,300 | 1,300 | 1,300 | |
| 141212 | 52123 HARDWARE | 2,200 | 340 | 2,200 | 2,200 | 2,200 | |
| 141212 | 52125 PAINTING SUPPLIES | 5,000 | 4,493 | 5,000 | 5,000 | 5,000 | |
| 141212 | 52126 ATHLETIC RECREATIONAL | 3,500 | 0 | 3,500 | 3,500 | 3,500 | |
| 141212 | 52128 BITUMINOUS PRODUCTS | 20,000 | 20,945 | 22,000 | 22,000 | 22,000 | |
| 141212 | 52129 MASONRY SUPPLIES | 2,500 | 506 | 2,500 | 2,500 | 2,500 | |
| 141212 | 52130 SAND, GRAVEL & LOAM | 10,000 | 2,875 | 10,000 | 10,000 | 10,000 | |
| 141212 | 52131 STONE | 1,000 | 0 | 1,000 | 1,000 | 1,000 | |
| 141212 | 52133 READY MIX CONCRETE | 15,000 | 7,923 | 15,000 | 15,000 | 15,000 | |
| 141212 | 52134 LUMBER AND WOOD PRODUCTS | 2,300 | 1,563 | 2,300 | 2,300 | 2,300 | |
| 141212 | 52135 IRON CASTINGS | 750 | 0 | 750 | 750 | 750 | |
| 141212 | 52136 AGRICULTURE AND HORTICULTURE | 38,000 | 38,180 | 38,000 | 38,000 | 38,000 | |
| 141212 | 52137 SUPPLIES, SMALL EQUIPMENT | 3,500 | 6,392 | 6,000 | 6,000 | 6,000 | |
| 141212 | 52138 SUPPLIES, AUTOMOBILE | 259 | 52 | 259 | 259 | 259 | |
| 141212 | 52140 GAS OIL & LUBES | 0 | 0 | 0 | 0 | 0 | |
| 141212 | 52143 SMALL TOOLS & IMPLMT | 1,500 | 1,291 | 1,500 | 1,500 | 1,500 | |
| 141212 | 52153 CHEMICALS | 1,000 | 95 | 1,000 | 1,000 | 1,000 | |
| 141212 | 52155 PIPE & FITTINGS | 3,500 | 2,314 | 3,500 | 3,500 | 3,500 | |
| 141212 | 52176 RECREATIONAL SUPPLIES | 5,000 | 3,248 | 5,000 | 5,000 | 5,000 | |
| 141212 | 52181 PUBLIC SAFETY SUPPLIES | 15,000 | 11,126 | 15,000 | 15,000 | 15,000 | |
| 141212 | 52184 CLOTHING & UNIFORMS | 8,000 | 8,784 | 8,000 | 8,000 | 8,000 | |
| 141212 | 52186 SUPPLIES & MATERIALS | 6,482 | 16,270 | 6,482 | 6,482 | 6,482 | |
| | TOTAL SUPPLIES & MATERIALS | 146,191 | 126,395 | 150,691 | 150,691 | 150,691 | 0 |

| DPW MAINTENANCE | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------|---------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 141212 | 53110 TELEPHONE | 2,500 | 2,059 | 2,500 | 2,500 | 2,500 | |
| 141212 | 53115 ADVERTISING | 0 | 0 | 0 | 0 | 0 | |
| 141212 | 53118 PROF SERVICES | 285,063 | 242,449 | 185,063 | 185,063 | 185,063 | |
| 141212 | 53125 LANDSCAPING | 1,200 | 0 | 1,200 | 1,200 | 1,200 | |
| 141212 | 53126 HIRED EQUIPMENT | 13,000 | 31,491 | 13,000 | 13,000 | 13,000 | |
| 141212 | 53128 COM R&M TOOLS & EQUIPMENT | 7,222 | 0 | 7,222 | 7,222 | 7,222 | |
| 141212 | 53166 TUITION | 500 | 109 | 500 | 500 | 500 | |
| 141212 | 53303 LICENSE REIMBURESEMENT | 1,500 | 999 | 1,500 | 1,500 | 1,500 | |
| | TOTAL CONTRACTUAL SERVICES | 310,985 | 277,108 | 210,985 | 210,985 | 210,985 | 0 |
| 141212 | 54101 DUES AND MEMBERSHIPS | 250 | 0 | 250 | 250 | 250 | |
| 141212 | 54126 CURRENT CHARGES | 341 | 340 | 341 | 341 | 341 | |
| | TOTAL CHARGES & OBLIGATIONS | 591 | 340 | 591 | 591 | 591 | 0 |
| | EXPENSES TOTAL | 457,767 | 403,843 | 362,267 | 362,267 | 362,267 | 0 |
| 141213 | 55111 LANDSCAPING EQUIPMENT | 19,500 | 17,089 | 19,500 | 19,500 | 19,500 | |
| | EQUIPMENT TOTAL | 19,500 | 17,089 | 19,500 | 19,500 | 19,500 | 0 |
| | DPW MAINTENANCE TOTAL | 1,455,079 | 1,388,040 | 1,431,133 | 1,440,193 | 1,440,193 | 0 |

| DPW BUILDING | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------|------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 141311 | 51101 PERMANENT | 526,223 | 472,368 | 618,722 | 664,126 | 599,126 | |
| 141311 | 51113 CUSTODIANS | 1,219,888 | 1,218,835 | 1,315,024 | 1,331,526 | 1,331,526 | |
| 141311 | 51160 SICK LEAVE BUYBACK - DPW | 6,150 | 5,456 | 6,150 | 6,150 | 6,150 | |
| | TOTAL PERMANENT | 1,752,261 | 1,696,659 | 1,939,896 | 2,001,802 | 1,936,802 | 0 |
| 141311 | 51251 TEMPORARY | 12,000 | 10,880 | 12,000 | 12,000 | 12,000 | |
| | TOTAL TEMPORARY | 12,000 | 10,880 | 12,000 | 12,000 | 12,000 | 0 |
| 141311 | 51359 OVERTIME | 112,674 | 137,658 | 117,674 | 129,734 | 129,734 | |
| | TOTAL OVERTIME | 112,674 | 137,658 | 117,674 | 129,734 | 129,734 | 0 |
| | PERSONAL SERVICES TOTAL | 1,876,935 | 1,845,197 | 2,069,570 | 2,143,536 | 2,078,536 | 0 |
| 141312 | 52113 CLEANING SUPPLIES | 0 | 0 | | | 0 | |
| 141312 | 52114 CUST SUP N CONS | 105,000 | 132,057 | 110,000 | 110,000 | 110,000 | |
| 141312 | 52115 HOUSEHOLD SUPPLIES | 0 | 0 | 0 | 0 | 0 | |
| 141312 | 52116 ELECTRICAL SUPPLIES | 31,043 | 15,733 | 31,043 | 31,043 | 31,043 | |
| 141312 | 52123 HARDWARE | 8,500 | 5,100 | 8,500 | 8,500 | 8,500 | |
| 141312 | 52125 PAINTING SUPPLIES | 5,000 | 387 | 5,000 | 5,000 | 5,000 | |
| 141312 | 52126 ATHLETIC RECREATIONAL | 0 | 0 | 0 | 0 | 0 | |
| 141312 | 52127 PLUMBING, HEATING & VENTILAT | 5,000 | 3,081 | 5,000 | 5,000 | 5,000 | |
| 141312 | 52130 SAND, GRAVEL & LOAM | 0 | 0 | 0 | 0 | 0 | |
| 141312 | 52134 LUMBER AND WOOD PRODUCTS | 1,000 | 59 | 1,000 | 1,000 | 1,000 | |
| 141312 | 52136 AGRICULTURE AND HORTICULTURE | 0 | 0 | 0 | 0 | 0 | |
| 141312 | 52137 SUPPLIES, SMALL EQUIPMENT | 15,000 | 5,746 | 15,000 | 30,000 | 30,000 | |
| 141312 | 52143 SMALL TOOLS & IMPLMT | 2,000 | 363 | 2,000 | 2,000 | 2,000 | |
| 141312 | 52176 RECREATIONAL SUPPLIES | 0 | 0 | 0 | 0 | 0 | |
| 141312 | 52179 MEDICAL & DENTAL | 0 | 0 | 0 | 0 | 0 | |
| 141312 | 52184 CLOTHING & UNIFORMS | 9,000 | 8,441 | 9,000 | 9,000 | 9,000 | |
| 141312 | 52186 SUPPLIES & MATERIALS | 9,000 | 17,357 | 9,000 | 9,000 | 9,000 | |
| | TOTAL SUPPLIES & MATERIALS | 190,543 | 188,324 | 195,543 | 210,543 | 210,543 | 0 |

| DPW BUILDING | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------|------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 141312 | 53110 TELEPHONE TOWN BLD | 13,000 | 13,808 | 13,000 | 13,000 | 13,000 | |
| 141312 | 53115 ADVERTISING | 500 | 498 | 500 | 500 | 500 | |
| 141312 | 53118 PROF SERVICES | 120,000 | 93,339 | 170,000 | 170,000 | 170,000 | |
| 141312 | 53126 HIRED EQUIPMENT | 0 | 0 | 0 | 0 | 0 | |
| 141312 | 53128 COM R&M TOOLS & EQUIPMENT | 0 | 223 | 0 | 0 | 0 | |
| | 53136 BEACH HOUSE/R&M BLDG | 0 | 0 | 0 | 0 | 0 | |
| 141312 | 53138 R&M BLDG & STRUCT | 312,250 | 78,955 | 349,250 | 384,250 | 384,250 | |
| 141312 | 53139 CH/R&M BLDG & STRUCT | 0 | 0 | 0 | 0 | 0 | |
| 141312 | 53140 HS/R&M BLDG & STRUCT | 0 | 40,753 | 0 | 0 | 0 | |
| 141312 | 53141 LY/R&M BLDG & STRUCT | 0 | 15,280 | | 0 | 0 | |
| 141312 | 53142 MC/R&M BLDG & STRUCT | 0 | 32,767 | 27,000 | 0 | 0 | |
| 141312 | 53143 AMBROSE/R&M BLDG & STRUC | 0 | 31,741 | 0 | 0 | 0 | |
| 141312 | 53144 LI/R&M BLDG & STRUCT | 54,010 | 74,608 | 0 | 0 | 0 | |
| 141312 | 53145 MU/R&M BLDG & STRUCT | 0 | 4,981 | 0 | 0 | 0 | |
| 141312 | 53146 MY/R&M BLDG & STRUCT | 0 | 104 | 0 | 0 | 0 | |
| 141312 | 53147 SANBORN/R&M BLDG & STRUCT | 0 | 0 | 0 | 0 | 0 | |
| 141312 | 53148 VO/R&M BLDG & STRUCT | 0 | 6,048 | 0 | 0 | 0 | |
| 141312 | 53166 TUITION | 2,500 | 11 | 2,500 | 2,500 | 2,500 | |
| 141312 | 53218 PUBLIC SAFETY/R&M BLDG & STR | 0 | 10,978 | 0 | 0 | 0 | |
| 141312 | 53219 DPW/R&M BLDG & STRUCT | 0 | 9,688 | 0 | 0 | 0 | |
| 141312 | 53220 TOWN HALL/R&M BLDG & STRUCT | 2,500 | 25,404 | 2,500 | 2,500 | 2,500 | |
| | 53243 TS&DP/R&M BLDG & STR | 0 | 3,053 | 0 | 0 | 0 | |
| | 53240 PH/R&M BLDG & STR | 0 | 5,719 | 0 | 0 | 0 | |
| | 53240 WTRFLD TAIN/R&M BLD | 0 | 65 | 0 | 0 | 0 | |
| | 53241 TRTMT PLT/R&M BLDG & | 0 | 274 | 0 | 0 | 0 | |
| | 53243 TS&DP/R&M BLDG & STR | 0 | 2,991 | 0 | 0 | 0 | |
| | 53244 CEM/R&M BLDG & SR | 0 | 1,054 | 0 | 0 | 0 | |
| | 53245 WESTSIDE/R&M BLDG & | 0 | 1,373 | 0 | 0 | 0 | |
| 141312 | 53303 LICENSE REIMBURESEMENT | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL CONTRACTUAL SERVICES | 504,760 | 453,714 | 564,750 | 572,750 | 572,750 | 0 |
| | 54101 DUES AND MEMBERSHIPS | 0 | 0 | 0 | 0 | 0 | |
| | 54126 CURRENT CHARGES | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL CHARGES & OBLIGATIONS | 0 | 0 | 0 | 0 | 0 | 0 |
| | EXPENSES TOTAL | 695,303 | 642,038 | 760,293 | 783,293 | 783,293 | 0 |
| 141312 | 55112 EQUIPMENT | | | | 0 | 0 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | DPW BUILDING TOTAL | 2,572,238 | 2,487,235 | 2,829,863 | 2,926,829 | 2,861,829 | 0 |

| DPW GARAGE | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------|----------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 141411 | 51101 PERMANENT | 181,342 | 181,359 | 199,857 | 200,983 | 200,983 | |
| | 51160 SICK LEAVE BUYBACK | 0 | 1,859 | 750 | 1,850 | 1,850 | |
| 141411 | 51161 SICKLV BUYBACK - NON UNION | 1,000 | 0 | 1,000 | 1,000 | 1,000 | |
| | TOTAL PERMANENT | 182,342 | 183,218 | 201,607 | 203,833 | 203,833 | 0 |
| 141411 | 51359 OVERTIME | 11,400 | 10,562 | 11,628 | 12,326 | 12,326 | |
| 141411 | 51367 OFF DUTY WATER | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL OVERTIME | 11,400 | 10,562 | 11,628 | 12,326 | 12,326 | 0 |
| | PERSONAL SERVICES TOTAL | 193,742 | 193,781 | 213,235 | 216,159 | 216,159 | 0 |
| 141412 | 52113 CLEANING SUPPLIES | 3,000 | 5,919 | 3,000 | 3,000 | 3,000 | |
| 141412 | 52123 HARDWARE | 3,000 | 5,344 | 3,000 | 3,000 | 3,000 | |
| 141412 | 52124 WELDING SUPPLIES | 6,000 | 8,601 | 6,000 | 6,000 | 6,000 | |
| 141412 | 52125 PAINTING SUPPLIES | 500 | 0 | 500 | 500 | 500 | |
| 141412 | 52138 SUPPLIES, AUTOMOBILE | 92,100 | 92,561 | 92,100 | 92,100 | 92,100 | |
| 141412 | 52142 TIRES, TUBES & CHAINS | 13,000 | 15,159 | 13,000 | 13,000 | 13,000 | |
| 141412 | 52143 SMALL TOOLS & IMPLMT | 2,000 | 4,802 | 2,000 | 2,000 | 2,000 | |
| 141412 | 52179 MEDICAL & DENTAL | 0 | 0 | 0 | 0 | 0 | |
| 141412 | 52184 CLOTHING & UNIFORMS | 2,300 | 2,734 | 2,300 | 2,300 | 2,300 | |
| 141412 | 52186 SUPPLIES & MATERIALS | 15,000 | 10,704 | 15,000 | 15,000 | 15,000 | |
| | TOTAL SUPPLIES & MATERIALS | 136,900 | 145,824 | 136,900 | 136,900 | 136,900 | 0 |
| 141412 | 53110 TELEPHONE TOWN BLDS | 750 | 324 | 750 | 750 | 750 | |
| 141412 | 53118 PROF SERVICES | 40,000 | 32,822 | 40,000 | 40,000 | 40,000 | |
| 141412 | 53127 R&M AUTOMOTIVE | 30,000 | 38,644 | 30,000 | 38,000 | 38,000 | |
| 141412 | 53128 COM R&M TOOLS & EQUIPMENT | 4,000 | 2,110 | 4,000 | 4,000 | 4,000 | |
| 141412 | 53138 R&M BLDG & STRUCT | 0 | 0 | 0 | 0 | 0 | |
| 141412 | 53303 LICENSE REIMBURESEMENT | 300 | 161 | 300 | 300 | 300 | |
| | TOTAL CONTRACTUAL SERVICES | 75,050 | 74,062 | 75,050 | 83,050 | 83,050 | 0 |
| 141412 | 54101 DUES AND MEMBERSHIPS | 300 | 0 | 0 | 0 | 0 | |
| | TOTAL CHARGES & OBLIGATIONS | 300 | 0 | 0 | 0 | 0 | 0 |
| | EXPENSES TOTAL | 212,250 | 219,886 | 211,950 | 219,950 | 219,950 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | DPW GARAGE TOTAL | 405,992 | 413,667 | 425,185 | 436,109 | 436,109 | 0 |

| DPW TRANSFER STATION | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------|----------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 141511 | 51101 PERMANENT | 323,876 | 322,285 | 350,100 | 355,139 | 355,139 | |
| 141511 | 51161 SICKLV BUYBACK - DPW | 500 | 0 | 500 | 500 | 500 | |
| | TOTAL PERMANENT | 324,376 | 322,285 | 350,600 | 355,639 | 355,639 | 0 |
| 141511 | 51359 OVERTIME | 103,400 | 113,676 | 105,468 | 111,796 | 111,796 | |
| 141511 | 51365 OFF DUTY | 3,000 | 0 | 3,000 | 0 | 0 | |
| | TOTAL OVERTIME | 106,400 | 113,676 | 108,468 | 111,796 | 111,796 | 0 |
| | PERSONAL SERVICES TOTAL | 430,776 | 435,961 | 459,068 | 467,435 | 467,435 | 0 |
| 141512 | 52116 ELECTRICAL SUPPLIES | 300 | 281 | 300 | 300 | 300 | |
| 141512 | 52123 HARDWARE | 380 | 617 | 380 | 380 | 380 | |
| 141512 | 52137 SUPPLIES, SMALL EQUIPMENT | 0 | 0 | 0 | 0 | 0 | |
| 141512 | 52150 INCINERATOR SUPPLIES | 0 | 0 | 0 | 0 | 0 | |
| 141512 | 52153 CHEMICALS | 0 | 4,940 | 0 | 0 | 0 | |
| 141512 | 52179 MEDICAL & DENTAL | 0 | 0 | 0 | 0 | 0 | |
| 141512 | 52181 PUBLIC SAFETY SUPPLY | 500 | 0 | 500 | 500 | 500 | |
| 141512 | 52184 CLOTHING & UNIFORMS | 3,650 | 2,898 | 3,650 | 3,650 | 3,650 | |
| 141512 | 52186 SUPPLIES & MATERIALS | 11,000 | 13,011 | 11,000 | 11,000 | 11,000 | |
| | TOTAL SUPPLIES & MATERIALS | 15,830 | 21,747 | 15,830 | 15,830 | 15,830 | 0 |
| 141512 | 53101 PRINTING & STATIONERY | 450 | 1,694 | 450 | 450 | 450 | |
| 141512 | 53115 ADVERTISING | 600 | 478 | 600 | 600 | 600 | |
| 141512 | 53118 PROF SERVICES | 91,450 | 88,206 | 91,450 | 91,450 | 91,450 | |
| 141512 | 53126 HIRED EQUIPMENT | 32,250 | 0 | 32,250 | 32,250 | 32,250 | |
| 141512 | 53128 COM R&M TOOLS & EQUIPMENT | 2,000 | 4,350 | 2,000 | 2,000 | 2,000 | |
| 141512 | 53164 RECYCLING SERVICES | 85,000 | 111,042 | 85,000 | 110,000 | 110,000 | |
| 141512 | 53165 SOLID WASTE DISPOSAL | 500,000 | 501,239 | 510,660 | 523,440 | 523,440 | |
| 141512 | 53172 CONTRACTURAL SERVICE | 400 | 624 | 400 | 400 | 400 | |
| 141512 | 53303 LICENSE REIMBURSEMENT | 1,000 | 178 | 1,000 | 1,000 | 1,000 | |
| | TOTAL CONTRACTUAL SERVICES | 713,150 | 707,811 | 723,810 | 761,590 | 761,590 | 0 |
| | 54101 DUES AND MEMBERSHIPS | 0 | 115 | 0 | 0 | 0 | |
| | 54117 PAYMENTS TO MUNICIPALITIES | 0 | 0 | 0 | 0 | 0 | |
| | TOTAL CHARGES & OBLIGATIONS | 0 | 115 | 0 | 0 | 0 | 0 |
| | EXPENSES TOTAL | 728,980 | 729,673 | 739,640 | 777,420 | 777,420 | 0 |
| 55106 | GARAGE & SHOP | | | | | | |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | TRANSFER STATION TOTAL | 1,159,756 | 1,165,633 | 1,198,708 | 1,244,855 | 1,244,855 | 0 |

| DPW CEMETERY | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------|------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 141611 | 51101 PERMANENT | 94,157 | 82,198 | 95,674 | 96,600 | 96,600 | |
| 141611 | 51161 SICKLV BUYBACK - | 750 | 750 | 750 | 750 | 750 | |
| | TOTAL PERMANENT | 94,907 | 82,948 | 96,424 | 97,350 | 97,350 | 0 |
| 141611 | 51359 OVERTIME | 40,000 | 46,446 | 40,800 | 43,248 | 43,248 | |
| | TOTAL OVERTIME | 40,000 | 46,446 | 40,800 | 43,248 | 43,248 | 0 |
| | PERSONAL SERVICES TOTAL | 134,907 | 129,395 | 137,224 | 140,598 | 140,598 | 0 |
| 141612 | 52112 FLAGS | 350 | 1,523 | 350 | 350 | 350 | |
| 141612 | 52123 HARDWARE | 0 | 0 | 0 | 0 | 0 | |
| 141612 | 52125 PAINTING SUPPLIES | 100 | 0 | 100 | 100 | 100 | |
| 141612 | 52129 MASONRY SUPPLIES | 0 | 0 | 0 | 0 | 0 | |
| 141612 | 52130 SAND, GRAVEL & LOAN | 3,000 | 3,456 | 3,000 | 3,000 | 3,000 | |
| 141612 | 52133 READY MIX CONCRETE | 1,000 | 1,446 | 1,000 | 1,000 | 1,000 | |
| 141612 | 52134 LUMBER AND WOOD PRODUCTS | 500 | 85 | 500 | 500 | 500 | |
| 141612 | 52136 ARGICULTURE AND HORTICULTURE | 5,000 | 8,362 | 5,000 | 5,000 | 5,000 | |
| 141612 | 52137 SUPPLIES, SMALL EQUIPMENT | 2,500 | 1,750 | 2,500 | 2,500 | 2,500 | |
| 141612 | 52138 SUPPLIES , AUTOMOBILE | 0 | 655 | 0 | 0 | 0 | |
| 141612 | 52143 SMALL TOOLS & IMPLMT | 1,500 | 200 | 1,500 | 1,500 | 1,500 | |
| 141612 | 52152 PIPE & FITTINGS | 750 | 2,385 | 750 | 750 | 750 | |
| 141612 | 52153 CHEMICALS | 0 | 0 | 0 | 0 | 0 | |
| 141612 | 52156 CONCRETE PIPE | 0 | 0 | 0 | 0 | 0 | |
| 141612 | 52179 MEDICAL & DENTAL | 0 | 0 | 0 | 0 | 0 | |
| 141612 | 52181 PUBLIC SAFETY SUPPLY | 0 | 226 | 0 | 0 | 0 | |
| 141612 | 52184 CLOTHING & UNIFORMS | 0 | 129 | 0 | 0 | 0 | |
| 141612 | 52186 SUPPLIES & MATERIALS | 2,700 | 3,709 | 4,700 | 4,700 | 4,700 | |
| | TOTAL SUPPLIES & MATERIALS | 17,400 | 23,925 | 19,400 | 19,400 | 19,400 | 0 |
| 141612 | 53101 PRINTING & STATIONERY | 250 | 278 | 250 | 250 | 250 | |
| 141612 | 53116 BIND & BK REPAIRS | 200 | 0 | 200 | 200 | 200 | |
| 141612 | 53118 PROF SERVICES | 8,000 | 8,032 | 8,000 | 8,000 | 8,000 | |
| 141612 | 53128 COM R&M TOOLS & EQUIPMENT | 0 | 0 | 0 | 0 | 0 | |
| 141612 | 53172 CONTRACTURAL SERVICE | 85,000 | 70,354 | 85,000 | 85,000 | 85,000 | |
| 141612 | 53303 LICENSE REIMBURESEMENT | 100 | 60 | 100 | 100 | 100 | |
| | TOTAL CONTRACTUAL SERVICES | 93,550 | 78,724 | 93,550 | 93,550 | 93,550 | 0 |
| 141612 | 54101 DUES AND MEMBERSHIPS | 0 | 1,245 | 0 | 0 | 0 | |
| | TOTAL CHARGES & OBLIGATIONS | 0 | 1,245 | 0 | 0 | 0 | 0 |
| | EXPENSES TOTAL | 110,950 | 103,895 | 112,950 | 112,950 | 112,950 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | CEMETERY TOTAL | 245,857 | 233,289 | 250,174 | 253,548 | 253,548 | 0 |

| SNOW AND ICE | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------|--------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 141711 | 51359 OVERTIME | 291,264 | 291,264 | 123,300 | 123,300 | 123,300 | |
| | TOTAL OVERTIME | 291,264 | 291,264 | 123,300 | 123,300 | 123,300 | 0 |
| | PERSONAL SERVICES TOTAL | 291,264 | 291,264 | 123,300 | 123,300 | 123,300 | 0 |
| 141712 | 52123 HARDWARE | 1,000 | 1,530 | 1,000 | 1,000 | 1,000 | |
| 141712 | 52125 PAINTING SUPPLIES | 1,000 | 0 | 1,000 | 1,000 | 1,000 | |
| 141712 | 52130 SAND, GRAVEL & LOAM | 16,000 | 1,074 | 16,000 | 16,000 | 16,000 | |
| 141712 | 52138 SUPPLIES, AUTOMOBILE | 25,000 | 43,561 | 25,000 | 25,000 | 25,000 | |
| 141712 | 52142 TIRES, TUBES & CHAINS | 10,000 | 4,585 | 10,000 | 10,000 | 10,000 | |
| 141712 | 52143 SMALL TOOLS & IMPLMT | 500 | 955 | 500 | 500 | 500 | |
| 141712 | 52153 CHEMICALS | 226,737 | 212,919 | 125,000 | 125,000 | 125,000 | |
| 141712 | 52184 CLOTHING & UNIFORMS | 0 | 0 | 0 | 0 | 0 | |
| 141712 | 52186 SUPPLIES & MATERIALS | 2,000 | 3,351 | 2,000 | 2,000 | 2,000 | |
| | TOTAL SUPPLIES & MATERIALS | 282,237 | 267,977 | 180,500 | 180,500 | 180,500 | 0 |
| 141712 | 53118 PROF SERVICES | 1,500 | 4,037 | 1,500 | 1,500 | 1,500 | |
| 141712 | 53126 HIRED EQUIPMENT | 68,700 | 67,989 | 68,700 | 68,700 | 68,700 | |
| 141712 | 53127 R&M TOOLS & EQUIPMENT | 1,000 | 2,214 | 1,000 | 1,000 | 1,000 | |
| | TOTAL CONTRACTUAL SERVICES | 71,200 | 74,240 | 71,200 | 71,200 | 71,200 | 0 |
| | EXPENSES TOTAL | 353,437 | 342,217 | 251,700 | 251,700 | 251,700 | 0 |
| 141713 | 55111 LANDSCAPE EQUIPMENT | 19,976 | 19,976 | 25,000 | 25,000 | 25,000 | |
| | EQUIPMENT TOTAL | 19,976 | 19,976 | 25,000 | 25,000 | 25,000 | 0 |
| | SNOW & ICE TOTAL | 664,678 | 653,457 | 400,000 | 400,000 | 400,000 | 0 |

| SCHOOL CENTRAL OFFICE | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------------|------------------------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| 111 | 51102 SUPERINTENDENCY | 592,432 | 613,584 | 607,848 | 635,934 | | |
| 111 | 51103 DIRECTOR/COORDINATOR | 771,528 | 725,446 | 841,909 | 865,541 | | |
| 111 | 51111 SECRETARIES/CLERKS | 387,306 | 349,123 | 408,579 | 422,161 | | |
| 111 | 51112 CURRICULUM WORKSHOPS | 100,000 | 76,262 | 116,500 | 116,500 | | |
| 111 | 51117 IN-SERVICE WORKSHOPS | 42,000 | 54,109 | 42,000 | 42,000 | | |
| 111 | 51127 MED/ATTEN AFICRS | 20,327 | 20,411 | 20,327 | 20,327 | | |
| 111 | 51163 UNSPECIFIED ADDITIONS | 95,565 | 0 | 140,000 | 140,000 | | |
| | TOTAL PERMANENT | 2,009,158 | 1,838,935 | 2,177,163 | 2,242,463 | 0 | 0 |
| 111 | 51201 INSTRUCTIONAL SUBSTITUTES | 325,000 | 323,985 | 349,765 | 349,765 | | |
| 111 | 51202 SECRETARIAL SUBSTITUTES | 10,000 | 12,554 | 10,000 | 10,000 | | |
| 111 | 51204 EARLY RETIREMENT | 7,900 | 4,318 | 7,900 | 7,900 | | |
| 111 | 51205 LONG TERM SUBSTITUTES | 150,000 | 104,982 | 150,000 | 150,000 | | |
| 111 | 51207 STUDENT INTERVENTION | 29,000 | | 29,000 | 29,000 | | |
| | TOTAL TEMPORARY | 521,900 | 445,839 | 546,665 | 546,665 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 2,531,058 | 2,284,774 | 2,723,828 | 2,789,128 | 0 | 0 |
| 111 | 52101 OFFICE SUPPLIES | 4,000 | 10,731 | 4,000 | 4,000 | | |
| 111 | 52102 IMT SUPPLIES | 2,500 | 1,120 | 2,500 | 2,500 | | |
| 111 | 52103 PRINTING AND REPRODUC SUPPLI | 2,500 | 975 | 2,500 | 2,500 | | |
| 111 | 52106 BOOKS AND PERIODICALS | 750 | 0 | 750 | 750 | | |
| 111 | 52162 MUSIC SUPPLIES | 10,000 | 9,536 | 10,000 | 10,000 | | |
| 111 | 52167 CURRICULUM SUPPLIES | 58,500 | 65,178 | 51,500 | 51,500 | | |
| 111 | 52180 FOOD & GROCERIES | 1,500 | 1,272 | 1,500 | 1,500 | | |
| 111 | 52245 ELL SUPPLIES | 8,000 | 4,294 | 8,000 | 8,000 | | |
| | TOTAL SUPPLIES & MATERIALS | 87,750 | 93,106 | 80,750 | 80,750 | 0 | 0 |
| 111 | 53107 POSTAGE | 10,000 | 9,204 | 10,000 | 10,000 | | |
| 111 | 53109 TELEPHONE | 23,400 | 34,294 | 23,400 | 23,400 | | |
| 111 | 53115 ADVERTISING | 15,160 | 7,478 | 15,160 | 15,160 | | |
| 111 | 53117 AUTO ALLOWANCE | 5,000 | 7,725 | 5,000 | 5,000 | | |
| 111 | 53118 PROF SERVICES | 117,550 | 175,806 | 117,550 | 117,550 | | |
| 111 | 53119 PROFESSIONAL DEVELOPMENT | 43,300 | 49,755 | 43,300 | 43,300 | | |
| 111 | 53122 TRAVEL | 3,500 | 2,701 | 3,500 | 3,500 | | |
| 111 | 53126 HIRED EQUIPMENT | 10,600 | 9,838 | 10,600 | 10,600 | | |

| SCHOOL CENTRAL OFFICE | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------------|---------------------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| 111 | 53127 R&M AUTOMTOIVE | 200 | 321 | 200 | 200 | | |
| 111 | 53128 COM R&M TOOLS & EQUIPMENT | 6,500 | 3,527 | 6,500 | 6,500 | | |
| 111 | 53162 TRANSPORTATION | 313,534 | 310,435 | 379,634 | 418,234 | | |
| 111 | 53166 TUITION | 94,000 | 121,474 | 94,000 | 116,295 | | |
| 111 | 53222 STAFF RECOGNITION | 6,500 | 700 | 6,500 | 6,500 | | |
| 111 | 53300 ELL PROFESSIONAL SERVICE | 5,000 | 13,872 | 12,000 | 12,000 | | |
| 111 | 53999 PY EXPENSES | 0 | 0 | 0 | 0 | | |
| | TOTAL CONTRACTUAL SERVICES | 654,244 | 747,130 | 727,344 | 788,239 | 0 | 0 |
| 111 | 54101 DUES AND MEMBERSHIPS | 56,945 | 57,490 | 56,945 | 34,650 | | |
| | TOTAL CHARGES & OBLIGATIONS | 56,945 | 57,490 | 56,945 | 34,650 | 0 | 0 |
| | EXPENSE TOTAL | 798,939 | 897,726 | 865,039 | 903,639 | 0 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | CENTRAL OFFICE TOTAL | 3,329,997 | 3,182,500 | 3,588,867 | 3,692,767 | 0 | 0 |

| HIGH SCHOOL | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------|-------------------------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| 112 | 51104 PRINCIPALS/ASST PRINCIPALS | 362,769 | 368,315 | 371,782 | 383,138 | | |
| 112 | 51108 INSTRUCTIONAL AIDES | 0 | 168 | 0 | 0 | | |
| 112 | 51111 SECRETARIES/CLERKS | 311,089 | 311,492 | 284,957 | 294,939 | | |
| 112 | 51114 EXTRACURRICULAR | 61,472 | 77,835 | 61,472 | 61,472 | | |
| 112 | 51129 PAID LEAVE OF ABSENCE | 19,808 | 19,808 | 0 | 0 | | |
| 112 | 51170 ENGLISH TEACHERS | 1,020,398 | 1,022,570 | 998,451 | 1,023,603 | | |
| 112 | 51171 MATH TEACHERS | 953,030 | 954,409 | 1,030,757 | 1,101,222 | | |
| 112 | 51172 SCIENCE TEACHERS | 1,085,277 | 1,086,873 | 1,118,962 | 1,169,351 | | |
| 112 | 51173 SOCIAL STUDIES TEACHERS | 801,036 | 802,632 | 840,700 | 897,387 | | |
| 112 | 51174 FOREIGN LANGUAGE TEACHERS | 830,239 | 827,001 | 915,398 | 961,207 | | |
| 112 | 51175 ART TEACHERS | 291,707 | 295,219 | 299,359 | 310,960 | | |
| 112 | 51176 PE TEACHERS | 212,702 | 212,649 | 228,978 | 301,196 | | |
| 112 | 51177 MUSIC TEACHERS | 160,243 | 145,182 | 156,650 | 138,393 | | |
| 112 | 51178 FACS TEACHERS | 119,935 | 119,935 | 123,900 | 129,639 | | |
| 112 | 51179 READING TEACHING | 17,525 | 0 | 0 | 57,481 | | |
| 112 | 51180 ENG/TECH TEACHERS | 113,071 | 113,071 | 115,314 | 118,759 | | |
| 112 | 51181 LIBRARY MEDIA | 63,021 | 63,022 | 66,634 | 71,547 | | |
| 112 | 51182 COMPUTER ED TEACHERS | 108,885 | 108,885 | 111,626 | 115,666 | | |
| 112 | 51198 ELL TEACHERS | 64,048 | 65,036 | 65,797 | 55,503 | | |
| | TOTAL PERMANENT | 6,596,255 | 6,594,102 | 6,790,737 | 7,191,463 | 0 | 0 |
| 112 | 51206 IN SCHOOL SUSPENSION | 0 | 4,061 | 0 | 0 | | |
| | TOTAL TEMPORARY | 0 | 4,061 | 0 | 0 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 6,596,255 | 6,598,163 | 6,790,737 | 7,191,463 | 0 | 0 |
| 112 | 52101 OFFICE SUPPLIES | 19,047 | 14,276 | 21,361 | 21,361 | | |
| 112 | 52103 PRINTING AND REPRODUC SUPPLI | 20,806 | 16,756 | 16,378 | 16,378 | | |
| 112 | 52105 COMPUTER SUPPLIES | 16,402 | 3,632 | 13,920 | 13,315 | | |
| 112 | 52106 BOOKS AND PERIODICALS | 400 | 216 | 0 | 0 | | |
| 112 | 521081 TEXTBOOKS - ENGLISH | 6,000 | 10,210 | 11,261 | 11,261 | | |
| 112 | 521082 TEXTBOOKS - MATH | 7,894 | 12,855 | 13,644 | 18,937 | | |
| 112 | 521083 TEXTBOOKS - SCIENCE | 6,330 | 8,528 | 3,349 | 9,805 | | |
| 112 | 521084 TEXTBOOKS - SOCIAL STUDIES | 2,939 | 17,567 | 16,919 | 14,800 | | |
| 112 | 521085 TEXTBOOKS - FOREIGN LANGUAGE | 10,127 | 13,940 | 10,975 | 8,383 | | |
| 112 | 521086 TEXTBOOKS - ELECTIVE | 8,455 | 2,989 | 10,185 | 3,330 | | |
| 112 | 52110 PUPIL SUBSCRIPTIONS | 7,927 | 1,351 | 3,653 | 4,687 | | |
| 112 | 52111 LIBRARY BOOKS | 4,500 | 8,031 | 4,000 | 7,374 | | |
| 112 | 52158 STUDENT SUPPORT | 8,592 | 7,666 | 8,434 | 5,374 | | |

| HIGH SCHOOL | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------------------|-----------------------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| 112 | 52159 ART SUPPLIES | 18,500 | 15,356 | 14,988 | 16,000 | | |
| 112 | 52160 FAMILY/CONSUMER SUPPLIES | 16,240 | 9,586 | 9,304 | 9,304 | | |
| 112 | 52161 TECHNOLOGY SUPPLIES | 12,885 | 14,380 | 12,125 | 16,125 | | |
| 112 | 52162 MUSIC SUPPLIES | 9,650 | 5,068 | 4,500 | 6,536 | | |
| 112 | 52163 PHYSICAL EDUCATION SUPPLIES | 9,000 | 5,833 | 5,901 | 5,601 | | |
| 112 | 52165 SCIENCE SUPPLIES | 11,605 | 9,709 | 13,475 | 12,925 | | |
| 112 | 52168 EXTRA-CURRICULAR SUPPLIES | 0 | 0 | 10,000 | 0 | | |
| 112 | 52169 MATH SUPPLIES | 274 | 163 | 2,724 | 1,202 | | |
| 112 | 52170 ENGLISH | 0 | 0 | 0 | 4,626 | | |
| 112 | 52171 SOCIAL STUDIES | 550 | 0 | 1,644 | 2,110 | | |
| 112 | 52172 AUDIO-VISUAL SUPPLIES | 473 | 0 | 248 | 461 | | |
| 112 | 52180 FOOD & GROCERIES | 3,000 | 3,043 | 2,600 | 2,600 | | |
| | TOTAL SUPPLIES & MATERIALS | 201,596 | 181,155 | 211,588 | 212,495 | 0 | 0 |
| 112 | 53101 PRINTING & STATIONERY | 8,500 | 6,025 | 6,102 | 3,700 | | |
| 112 | 53107 POSTAGE | 6,000 | 4,544 | 7,000 | 5,500 | | |
| 112 | 53109 TELEPHONE | 5,250 | 5,645 | 6,250 | 6,250 | | |
| 112 | 53116 BIND & BK REPAIRS | 1,466 | 0 | 750 | 0 | | |
| 112 | 53118 PROF SERVICES | 2,375 | 3,072 | 625 | 13,915 | | |
| 112 | 53122 TRAVEL | 925 | 1,195 | 800 | 1,170 | | |
| 112 | 53123 TRAVEL | 1,100 | 0 | 0 | 0 | | |
| 112 | 53124 CLEAN & SANITARY | 3,000 | 1,375 | 2,000 | 1,375 | | |
| 112 | 53126 HIRED EQUIPMENT | 24,675 | 25,393 | 27,675 | 32,275 | | |
| 112 | 53128 COM R&M TOOLS & EQUIPMENT | 25,000 | 23,053 | 25,331 | 7,000 | | |
| 112 | 53162 TRANSPORTATION | 3,800 | 2,900 | 3,600 | 3,600 | | |
| 112 | 53221 GRADUATION | 9,000 | 8,638 | 10,575 | 10,575 | | |
| | TOTAL CONTRACTUAL SERVICES | 91,091 | 81,840 | 90,708 | 85,360 | 0 | 0 |
| 112 | 54101 DUES AND MEMBERSHIPS | 16,420 | 22,468 | 15,142 | 22,442 | | |
| | TOTAL CHARGES & OBLIGATIONS | 16,420 | 22,468 | 15,142 | 22,442 | 0 | 0 |
| | EXPENSE TOTAL | 309,107 | 285,463 | 317,438 | 320,297 | 0 | 0 |
| 112 | 55101 FURNITURE & FIXTURES | 0 | 448 | 1,345 | 0 | | |
| 112 | 55107 EDUCATIONAL | 11,405 | 1,284 | 500 | 500 | | |
| 112 | 55108 AUDIO VISUAL | 2,525 | 5,391 | 3,754 | 2,240 | | |
| | EQUIPMENT TOTAL | 13,930 | 7,123 | 5,599 | 2,740 | 0 | 0 |
| HIGH SCHOOL TOTAL | | 6,919,292 | 6,890,749 | 7,113,774 | 7,514,500 | 0 | 0 |

| MCCALL SCHOOL | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------------|-------------------------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| 113 | 51104 PRINCIPALS/ASST PRINCIPALS | 345,187 | 345,186 | 353,816 | 364,430 | | |
| 113 | 51111 SECRETARIES/CLERKS | 117,608 | 119,400 | 122,941 | 129,062 | | |
| 113 | 51116 LUNCHROOM SUPERVISION | 0 | 8839 | 0 | 0 | | |
| 113 | 51170 ENGLISH TEACHERS | 795,122 | 786,432 | 833,454 | 895,726 | | |
| 113 | 51171 MATH TEACHERS | 913,743 | 913,740 | 947,289 | 999,898 | | |
| 113 | 51172 SCIENCE TEACHERS | 862,538 | 865,325 | 900,786 | 901,269 | | |
| 113 | 51173 SOCIAL STUDIES TEACHERS | 932,359 | 932,357 | 959,762 | 996,563 | | |
| 113 | 51174 FOREIGN LANGUAGE TEACHERS | 363,244 | 363,567 | 376,674 | 398,592 | | |
| 113 | 51175 ART TEACHERS | 145,850 | 145,850 | 153,060 | 160,126 | | |
| 113 | 51176 PE TEACHERS | 158,427 | 158,426 | 164,284 | 169,067 | | |
| 113 | 51177 MUSIC TEACHERS | 183,176 | 197,612 | 183,148 | 213,086 | | |
| 113 | 51178 FACS TEACHERS | 178,075 | 178,074 | 184,925 | 204,750 | | |
| 113 | 51179 READING TEACHING | 149,953 | 151,854 | 159,057 | 172,846 | | |
| 113 | 51180 ENG/TECH TEACHERS | 156,676 | 156,677 | 160,141 | 165,297 | | |
| 113 | 51181 LIBRARY MEDIA | 82,563 | 82,563 | 84,214 | 86,751 | | |
| 113 | 51182 COMPUTER ED TEACHERS | 189,199 | 189,200 | 194,269 | 200,674 | | |
| 113 | 51198 ELL TEACHERS | 80,083 | 80,083 | 81,685 | 86,751 | | |
| | TOTAL PERMANENT | 5,653,803 | 5,675,185 | 5,859,505 | 6,144,888 | 0 | 0 |
| 113 | 51304 TEAMING | 42,060 | 45,361 | 42,060 | 42,060 | | |
| | TOTAL OVERTIME | 42,060 | 45,361 | 42,060 | 42,060 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 5,695,863 | 5,720,546 | 5,901,565 | 6,186,948 | 0 | 0 |
| 113 | 52101 OFFICE SUPPLIES | 1,144 | 1,802 | 1,200 | 1,444 | | |
| 113 | 52103 PRINTING AND REPRODUC SUPPLI | 16,405 | 26,189 | 15,750 | 16,600 | | |
| 113 | 52105 COMPUTER SUPPLIES | 6,000 | 2,564 | 6,000 | 0 | | |
| 113 | 52108 INSTRUCTIONAL MATERIALS | 0 | 130 | 0 | 0 | | |
| 113 | 521081 TEXTBOOKS - ENGLISH | 12,000 | 10,790 | 6,922 | 4,672 | | |
| 113 | 521082 TEXTBOOKS - MATH | 6,175 | 0 | 0 | 0 | | |
| 113 | 521083 TEXTBOOKS - SCIENCE | 0 | 1,487 | 0 | 28,980 | | |
| 113 | 521084 TEXTBOOKS - SOCIAL STUDIES | 5,800 | 7,090 | 14,600 | 4,400 | | |
| 113 | 521085 TEXTBOOKS - FOREIGN LANGUAGE | 9,870 | 7,216 | 10,770 | 7,660 | | |
| 113 | 521086 TEXTBOOKS - ELECTIVE | 6,000 | 5,812 | 6,945 | 6,780 | | |
| 113 | 52110 PUPIL SUBSCRIPTIONS | 4,104 | 0 | 12,104 | 4,752 | | |
| 113 | 52111 LIBRARY BOOKS | 3,650 | 3,620 | 3,500 | 4,000 | | |
| 113 | 52158 STUDENT SUPPORT | 9,373 | 6,150 | 9,000 | 10,500 | | |

| MCCALL SCHOOL | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------------|-----------------------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| 113 | 52159 ART SUPPLIES | 9,650 | 9,597 | 9,500 | 10,000 | | |
| 113 | 52160 FAMILY/COMSUMER SUPPLIES | 7,076 | 6,768 | 7,000 | 7,400 | | |
| 113 | 52161 TECHNOLOGY SUPPLIES | 13,000 | 13,432 | 12,000 | 13,000 | | |
| 113 | 52162 MUSIC SUPPLIES | 7,980 | 4,653 | 7,500 | 7,289 | | |
| 113 | 52163 PHYSICAL EDUCATION SUPPLIES | 1,669 | 1,776 | 1,669 | 1,750 | | |
| 113 | 52164 READING TESTING SUPPLIES | 1,901 | 1,871 | 817 | 817 | | |
| 113 | 52165 SCIENCE SUPPLIES | 7,000 | 6,231 | 10,984 | 3,943 | | |
| 113 | 52166 SCIENCE EQUIPMENT | 0 | 0 | 0 | 7,057 | | |
| 113 | 52168 EXTRA-CURRICULAR SUPPLIES | 900 | 1,353 | 5,900 | 1,400 | | |
| 113 | 52169 MATH SUPPLIES | 8,811 | 5,308 | 8,000 | 6,400 | | |
| 113 | 52170 ENGLISH | 1,880 | 1,512 | 632 | 1,306 | | |
| 113 | 52171 SOCIAL STUDIES | 3,030 | 2,107 | 5,350 | 5,450 | | |
| 113 | 52172 AUDIO-VISUAL SUPPLIES | 0 | 66 | 1,865 | 0 | | |
| 113 | 52173 BUSINESS | 2,058 | 2,069 | 2,491 | 2,471 | | |
| 113 | 52174 FOREIGN LANGUAGE | 2,130 | 0 | 2,200 | 5,250 | | |
| | TOTAL SUPPLIES & MATERIALS | 147,606 | 129,593 | 162,699 | 163,321 | 0 | 0 |
| 113 | 53101 PRINTING & STATIONERY | 6,650 | 5,557 | 6,650 | 6,750 | | |
| 113 | 53107 POSTAGE | 5,979 | 593 | 5,844 | 5,844 | | |
| 113 | 53109 TELEPHONE | 3,600 | 2,778 | 3,060 | 3,060 | | |
| 113 | 53116 BIND & BK REPAIRS | 0 | 0 | 1,000 | 1,000 | | |
| 113 | 53118 PROF SERVICES | 0 | 1,417 | 0 | 0 | | |
| 113 | 53122 TRAVEL | 0 | 150 | 0 | 0 | | |
| 113 | 53126 HIRED EQUIPMENT | 17,099 | 32,619 | 22,055 | 27,800 | | |
| 113 | 53128 COM R&M TOOLS & EQUIPMENT | 7,500 | 10,098 | 7,500 | 7,500 | | |
| 113 | 53162 TRANSPORTATION | 3,200 | 315 | 1,600 | 3,200 | | |
| | TOTAL CONTRACTUAL SERVICES | 44,028 | 53,527 | 47,709 | 55,154 | 0 | 0 |
| 113 | 54101 DUES AND MEMBERSHIPS | 1,586 | 1,267 | 1,306 | 1,650 | | |
| | TOTAL CHARGES & OBLIGATIONS | 1,586 | 1,267 | 1,306 | 1,650 | 0 | 0 |
| | EXPENSE TOTAL | 193,220 | 184,387 | 211,714 | 220,125 | 0 | 0 |
| 113 | 55101 FURNITURE & FIXTURES | 12,050 | 9,163 | 9,810 | 1,000 | | |
| 113 | 55107 EDUCATIONAL | 0 | 700 | 1,000 | | | |
| | EQUIPMENT TOTAL | 12,050 | 9,863 | 10,810 | 1,000 | 0 | 0 |
| MCCALL SCHOOL TOTAL | | 5,901,133 | 5,914,796 | 6,124,089 | 6,408,073 | 0 | 0 |

| AMBROSE SCHOOL | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------------------|------------------------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| 114 | 51104 PRINCIPALS/ASST PRINCIPALS | 162,777 | 163,179 | 166,846 | 171,852 | | |
| 114 | 51105 TEACHERS | 1,686,786 | 1,664,424 | 1,743,675 | 1,807,754 | | |
| 114 | 51108 INSTRUCTIONAL AIDES | 26,133 | 5,562 | 26,248 | 73,805 | | |
| 114 | 51111 SECRETARIES/CLERKS | 36,022 | 35,242 | 37,578 | 39,392 | | |
| 114 | 51116 LUNCHROOM SUPERVISION | 0 | 0 | 4,000 | 4,000 | | |
| 114 | 51146 BUS MONITORS | 3,050 | 2,001 | 3,050 | 3,050 | | |
| 114 | 51175 ART TEACHERS | 53,321 | 53,321 | 56,606 | 53,719 | | |
| 114 | 51176 PE TEACHERS | 62,377 | 63,373 | 64,743 | 67,594 | | |
| 114 | 51177 MUSIC TEACHERS | 92,563 | 92,563 | 94,214 | 96,751 | | |
| 114 | 51179 READING TEACHING | 266,155 | 266,154 | 274,729 | 292,701 | | |
| 114 | 51181 LIBRARY MEDIA | 70,480 | 70,480 | 74,703 | 82,842 | | |
| 114 | 51198 ELL TEACHERS | 54,889 | 56,712 | 57,850 | 84,146 | | |
| | TOTAL PERMANENT | 2,514,553 | 2,473,011 | 2,604,242 | 2,777,606 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 2,514,553 | 2,473,011 | 2,604,242 | 2,777,606 | 0 | 0 |
| 114 | 52101 OFFICE SUPPLIES | 2,100 | 2,424 | 3,100 | 3,000 | | |
| 114 | 52103 PRINTING AND REPRODUC SUPPLI | 7,300 | 6,925 | 9,300 | 9,300 | | |
| 114 | 52105 COMPUTER SUPPLIES | 600 | 661 | 600 | 0 | | |
| 114 | 52108 INSTRUCTIONAL MATERIALS | 5,000 | 3,457 | 5,500 | 5,500 | | |
| 114 | 52111 LIBRARY BOOKS | 1,800 | 1,775 | 2,600 | 1,800 | | |
| 114 | 52158 STUDENT SUPPORT | 11,500 | 16,384 | 12,300 | 12,300 | | |
| 114 | 52159 ART SUPPLIES | 2,500 | 2,484 | 2,500 | 2,500 | | |
| 114 | 52162 MUSIC SUPPLIES | 900 | 827 | 900 | 700 | | |
| 114 | 52163 PHYSICAL EDUCATION SUPPLIES | 600 | 569 | 600 | 700 | | |
| 114 | 52164 READING TESTING SUPPLIES | 400 | 456 | 400 | 400 | | |
| 114 | 52165 SCIENCE SUPPLIES | 800 | 906 | 800 | 800 | | |
| 114 | 52169 MATH SUPPLIES | 15,000 | 13,013 | 12,000 | 11,000 | | |
| 114 | 52170 ENGLISH SUPPLIES | 7,500 | 4,667 | 8,000 | 6,500 | | |
| 114 | 52171 SOCIAL STUDIES | 600 | 421 | 600 | 600 | | |
| | TOTAL SUPPLIES & MATERIALS | 56,600 | 54,969 | 59,200 | 55,100 | 0 | 0 |
| 114 | 53107 POSTAGE | 0 | 1,222 | 200 | 200 | | |
| 114 | 53109 TELEPHONE | 2,400 | 3,390 | 2,400 | 2,400 | | |
| 114 | 53122 TRAVEL | 0 | 135 | 0 | 0 | | |
| 114 | 53126 HIRED EQUIPMENT | 7,359 | 12,791 | 11,800 | 11,800 | | |
| 114 | 53128 COM R&M TOOLS & EQUIPMENT | 3,500 | 2,414 | 3,500 | 3,000 | | |
| 114 | 53162 TRANSPORTATION | 200 | 360 | 200 | 200 | | |
| | TOTAL CONTRACTUAL SERVICES | 13,459 | 20,312 | 18,100 | 17,600 | 0 | 0 |
| 114 | 54101 DUES AND MEMBERSHIPS | 300 | 0 | 300 | 300 | | |
| | TOTAL CHARGES & OBLIGATIONS | 300 | 0 | 300 | 300 | 0 | 0 |
| | EXPENSE TOTAL | 70,359 | 75,281 | 77,600 | 73,000 | 0 | 0 |
| 114 | 55101 FURNITURE & FIXTURES | 0 | 0 | 0 | 3,771 | | |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 3,771 | 0 | 0 |
| AMBROSE SCHOOL TOTAL | | 2,584,912 | 2,548,292 | 2,681,842 | 2,854,377 | 0 | 0 |

| LINCOLN SCHOOL | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-----------------------------|------------------------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| 115 | 51104 PRINCIPALS/ASST PRINCIPALS | 171,365 | 171,365 | 175,648 | 180,917 | | |
| 115 | 51105 TEACHERS | 1,602,650 | 1,590,607 | 1,577,965 | 1,655,009 | | |
| 115 | 51108 INSTRUCTIONAL AIDES | 23,546 | 23,545 | 24,859 | 70,767 | | |
| 115 | 51111 SECRETARIES/CLERKS | 44,574 | 40,859 | 45,542 | 35,073 | | |
| 115 | 51116 LUNCHROOM SUPERVISION | 0 | 0 | 4,000 | 4,000 | | |
| 115 | 51146 BUS MONITORS | 2,333 | 5,500 | 2,333 | 2,333 | | |
| 115 | 51175 ART TEACHERS | 94,313 | 94,313 | 97,155 | 100,053 | | |
| 115 | 51176 PE TEACHERS | 95,268 | 95,268 | 97,155 | 100,053 | | |
| 115 | 51177 MUSIC TEACHERS | 105,268 | 105,268 | 107,155 | 110,053 | | |
| 115 | 51179 READING TEACHING | 267,492 | 266,977 | 276,086 | 286,836 | | |
| 115 | 51181 LIBRARY MEDIA | 90,633 | 90,633 | 93,000 | 95,802 | | |
| 115 | 51198 ELL TEACHERS | 65,947 | 65,947 | 70,228 | 81,214 | | |
| | TOTAL PERMANENT | 2,563,389 | 2,550,282 | 2,571,126 | 2,722,110 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 2,563,389 | 2,550,282 | 2,571,126 | 2,722,110 | 0 | 0 |
| 115 | 52101 OFFICE SUPPLIES | 800 | 101 | 800 | 800 | | |
| 115 | 52103 PRINTING AND REPRODUC SUPPLI | 7,000 | 6,494 | 7,000 | 7,000 | | |
| 115 | 52105 COMPUTER SUPPLIES | 1,000 | 0 | 1,000 | 0 | | |
| 115 | 52111 LIBRARY BOOKS | 2,000 | 1,994 | 2,000 | 2,000 | | |
| 115 | 52158 STUDENT SUPPORT | 13,000 | 10,931 | 13,000 | 13,000 | | |
| 115 | 52159 ART SUPPLIES | 2,600 | 2,194 | 2,600 | 2,600 | | |
| 115 | 52162 MUSIC SUPPLIES | 1,000 | 1,001 | 1,000 | 1,000 | | |
| 115 | 52163 PHYSICAL EDUCATION SUPPLIES | 800 | 0 | 800 | 800 | | |
| 115 | 52165 SCIENCE SUPPLIES | 1,500 | 1,725 | 1,500 | 1,500 | | |
| 115 | 52169 MATH SUPPLIES | 8,000 | 10,515 | 9,000 | 10,500 | | |
| 115 | 52170 ENGLISH SUPPLIES | 9,330 | 7,322 | 9,730 | 9,000 | | |
| 115 | 52171 SOCIAL STUDIES | 500 | 706 | 500 | 1,000 | | |
| | TOTAL SUPPLIES & MATERIALS | 47,530 | 42,983 | 48,930 | 49,200 | 0 | 0 |
| 115 | 53107 POSTAGE | 500 | 284 | 200 | 0 | | |
| 115 | 53109 TELEPHONE | 2,100 | 2,429 | 2,100 | 2,100 | | |
| 115 | 53122 TRAVEL | 0 | 279 | 0 | 0 | | |
| 115 | 53126 HIRED EQUIPMENT | 7,512 | 8,787 | 8,000 | 8,000 | | |
| 115 | 53128 COM R&M TOOLS & EQUIPMENT | 3,500 | 3,025 | 3,500 | 3,000 | | |
| 115 | 53162 TRANSPORTATION | 200 | 0 | 0 | 0 | | |
| | TOTAL CONTRACTUAL SERVICES | 13,812 | 14,804 | 13,800 | 13,100 | 0 | 0 |
| 115 | 54101 DUES AND MEMBERSHIPS | 1,200 | 534 | 1,000 | 1,200 | | |
| | TOTAL CHARGES & OBLIGATIONS | 1,200 | 534 | 1,000 | 1,200 | 0 | 0 |
| | EXPENSE TOTAL | 62,542 | 58,321 | 63,730 | 63,500 | 0 | 0 |
| 115 | 55101 FURNITURE & FIXTURES | 2,100 | 2,222 | 1,000 | 1,000 | | |
| 115 | 55108 AUDIO VISUAL | 400 | 0 | 0 | 0 | | |
| | EQUIPMENT TOTAL | 2,500 | 2,222 | 1,000 | 1,000 | 0 | 0 |
| LINCOLN SCHOOL TOTAL | | 2,628,431 | 2,610,825 | 2,635,856 | 2,786,610 | 0 | 0 |

| LYNCH SCHOOL | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--------------|------------------------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| 116 | 51104 PRINCIPALS/ASST PRINCIPALS | 202,614 | 202,614 | 207,679 | 213,909 | | |
| 116 | 51105 TEACHERS | 1,696,574 | 1,696,522 | 1,783,116 | 1,899,698 | | |
| 116 | 51108 INSTRUCTIONAL AIDES | 26,258 | 24,409 | 27,048 | 101,112 | | |
| 116 | 51111 SECRETARIES/CLERKS | 39,182 | 39,336 | 40,449 | 42,367 | | |
| 116 | 51116 LUNCHROOM SUPERVISION | 0 | 0 | 4,000 | 4,000 | | |
| 116 | 51146 BUS MONITORS | 1,000 | 1,500 | 1,000 | 1,000 | | |
| 116 | 51175 ART TEACHERS | 58,418 | 58,417 | 61,935 | 66,219 | | |
| 116 | 51176 PE TEACHERS | 45,148 | 47,410 | 59,717 | 56,147 | | |
| 116 | 51177 MUSIC TEACHERS | 74,931 | 75,851 | 78,566 | 81,922 | | |
| 116 | 51179 READING TEACHING | 265,368 | 264,384 | 277,021 | 301,544 | | |
| 116 | 51181 LIBRARY MEDIA | 75,618 | 77,077 | 80,420 | 86,233 | | |
| 116 | 51198 ELL TEACHERS | 170,627 | 167,057 | 177,786 | 177,640 | | |
| | TOTAL PERMANENT | 2,655,738 | 2,654,577 | 2,798,737 | 3,031,791 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 2,655,738 | 2,654,577 | 2,798,737 | 3,031,791 | 0 | 0 |
| 116 | 52101 OFFICE SUPPLIES | 1,100 | 733 | 1,150 | 1,100 | | |
| 116 | 52103 PRINTING AND REPRODUC SUPPLI | 8,500 | 12,730 | 8,500 | 8,500 | | |
| 116 | 52105 COMPUTER SUPPLIES | 2,000 | 0 | 2,000 | 0 | | |
| 116 | 52108 INSTRUCTIONAL MATERIALS | 1,500 | 1,448 | 1,700 | 1,500 | | |
| 116 | 52111 LIBRARY BOOKS | 2,000 | 0 | 2,200 | 1,500 | | |
| 116 | 52158 STUDENT SUPPORT | 15,300 | 10,645 | 15,800 | 16,300 | | |
| 116 | 52159 ART SUPPLIES | 2,000 | 1,681 | 2,000 | 2,200 | | |
| 116 | 52162 MUSIC SUPPLIES | 1,000 | | 1,000 | 1,200 | | |
| 116 | 52163 PHYSICAL EDUCATION SUPPLIES | 1,000 | 990 | 1,000 | 1,000 | | |
| 116 | 52165 SCIENCE SUPPLIES | 1,500 | 929 | 1,800 | 1,500 | | |
| 116 | 52169 MATH SUPPLIES | 8,015 | 9,427 | 10,454 | 11,607 | | |
| 116 | 52170 ENGLISH SUPPLIES | 6,232 | 5,566 | 6,700 | 7,830 | | |
| 116 | 52171 SOCIAL STUDIES | 1,200 | 665 | 1,250 | 1,300 | | |
| | TOTAL SUPPLIES & MATERIALS | 51,347 | 44,814 | 55,554 | 55,537 | 0 | 0 |
| 116 | 53107 POSTAGE | 500 | 1,597 | 500 | 500 | | |
| 116 | 53109 TELEPHONE | 2,100 | 1,875 | 2,100 | 2,100 | | |
| 116 | 53126 HIRED EQUIPMENT | 9,010 | 15,877 | 15,200 | 15,200 | | |
| 116 | 53128 COM R&M TOOLS & EQUIPMENT | 3,500 | 2,180 | 3,500 | 3,500 | | |
| 116 | 53162 TRANSPORTATION | 500 | 810 | 500 | 500 | | |
| | TOTAL CONTRACTUAL SERVICES | 15,610 | 22,339 | 21,800 | 21,800 | 0 | 0 |
| 116 | 54101 DUES AND MEMBERSHIPS | 1,000 | 0 | 1,000 | 1,000 | | |
| | TOTAL CHARGES & OBLIGATIONS | 1,000 | 0 | 1,000 | 1,000 | 0 | 0 |
| | EXPENSE TOTAL | 67,957 | 67,153 | 78,354 | 78,337 | 0 | 0 |
| 116 | 55101 FURNITURE & FIXTURES | 2,000 | 2,170 | 2,000 | 2,000 | | |
| | EQUIPMENT TOTAL | 2,000 | 2,170 | 2,000 | 2,000 | 0 | 0 |
| | LYNCH SCHOOL TOTAL | 2,725,695 | 2,723,900 | 2,879,091 | 3,112,128 | 0 | 0 |

| MURACO SCHOOL | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------------|------------------------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| 117 | 51104 PRINCIPALS/ASST PRINCIPALS | 170,539 | 173,428 | 174,802 | 162,553 | | |
| 117 | 51105 TEACHERS | 1,535,317 | 1,487,821 | 1,647,627 | 1,860,977 | | |
| 117 | 51108 INSTRUCTIONAL AIDES | 27,008 | 27,006 | 27,648 | 73,392 | | |
| 117 | 51111 SECRETARIES/CLERKS | 39,570 | 39,524 | 41,248 | 43,208 | | |
| 117 | 51116 LUNCHROOM SUPERVISION | 0 | 0 | 4,000 | 4,000 | | |
| 117 | 51146 BUS MONITORS | 1,000 | 978 | 1,000 | 1,000 | | |
| 117 | 51175 ART TEACHERS | 75,166 | 75,166 | 76,652 | 79,160 | | |
| 117 | 51176 PE TEACHERS | 63,580 | 52,354 | 55,448 | 59,457 | | |
| 117 | 51177 MUSIC TEACHERS | 101,176 | 101,177 | 103,000 | 105,802 | | |
| 117 | 51179 READING TEACHING | 288,338 | 288,338 | 296,772 | 290,850 | | |
| 117 | 51181 LIBRARY MEDIA | 81,869 | 81,869 | 86,801 | 95,645 | | |
| 117 | 51198 ELL TEACHERS | 82,563 | 84,619 | 84,214 | 86,751 | | |
| | TOTAL PERMANENT | 2,466,126 | 2,412,280 | 2,599,212 | 2,862,795 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 2,466,126 | 2,412,280 | 2,599,212 | 2,862,795 | 0 | 0 |
| 117 | 52103 PRINTING AND REPRODUC SUPPLI | 5,000 | 3,884 | 5,000 | 5,000 | | |
| 117 | 52105 COMPUTER SUPPLIES | 4,300 | 15 | 2,900 | 0 | | |
| 117 | 52111 LIBRARY BOOKS | 3,000 | 2,487 | 3,000 | 2,500 | | |
| 117 | 52158 STUDENT SUPPORT | 14,200 | 12,415 | 14,600 | 14,200 | | |
| 117 | 52159 ART SUPPLIES | 2,300 | 2,402 | 2,600 | 2,300 | | |
| 117 | 52162 MUSIC SUPPLIES | 950 | 899 | 1,041 | 950 | | |
| 117 | 52163 PHYSICAL EDUCATION SUPPLIES | 703 | 577 | 760 | 703 | | |
| 117 | 52165 SCIENCE SUPPLIES | 1,500 | 1,018 | 1,000 | 1,500 | | |
| 117 | 52167 CURRICULUM SUPPLIES | 0 | 335 | 0 | 0 | | |
| 117 | 52169 MATH SUPPLIES | 10,000 | 8,163 | 10,000 | 10,000 | | |
| 117 | 52170 ENGLISH SUPPLIES | 5,500 | 4,040 | 6,500 | 5,500 | | |
| | TOTAL SUPPLIES & MATERIALS | 47,453 | 36,235 | 47,401 | 42,653 | 0 | 0 |
| 117 | 53107 POSTAGE | 200 | 47 | 200 | 0 | | |
| 117 | 53109 TELEPHONE | 1,200 | 957 | 1,200 | 1,200 | | |
| 117 | 53122 TRAVEL | 0 | 135 | 0 | 0 | | |
| 117 | 53126 HIRED EQUIPMENT | 9,000 | 11,941 | 11,500 | 12,500 | | |
| 117 | 53128 COM R&M TOOLS & EQUIPMENT | 3,500 | 5,408 | 3,500 | 3,500 | | |
| 117 | 53162 TRANSPORTATION | 200 | 0 | 200 | 200 | | |
| 117 | 53171 TESTING/SCHOOL | 800 | 0 | 0 | 0 | | |
| | TOTAL CONTRACTUAL SERVICES | 14,900 | 18,488 | 16,600 | 17,400 | 0 | 0 |
| 117 | 54101 DUES AND MEMBERSHIPS | 600 | 534 | 600 | 600 | | |
| | TOTAL CHARGES & OBLIGATIONS | 600 | 534 | 600 | 600 | 0 | 0 |
| | EXPENSE TOTAL | 62,953 | 55,257 | 64,601 | 60,653 | 0 | 0 |
| 117 | 55101 FURNITURE & FIXTURES | 2,450 | 11,666 | 5,000 | 2,450 | | |
| | EQUIPMENT TOTAL | 2,450 | 11,666 | 5,000 | 2,450 | 0 | 0 |
| MURACO SCHOOL TOTAL | | 2,531,529 | 2,479,203 | 2,668,813 | 2,925,898 | 0 | 0 |

| VINSON-OWEN SCHOOL | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|---------------------------------|------------------------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| 118 | 51104 PRINCIPALS/ASST PRINCIPALS | 165,673 | 168,648 | 169,815 | 174,909 | | |
| 118 | 51105 TEACHERS | 1,500,832 | 1,497,140 | 1,497,169 | 1,647,543 | | |
| 118 | 51108 INSTRUCTIONAL AIDES | 23,546 | 23,545 | 24,859 | 71,673 | | |
| 118 | 51111 SECRETARIES/CLERKS | 39,483 | 41,194 | 41,163 | 42,283 | | |
| 118 | 51116 LUNCHROOM SUPERVISION | 0 | 0 | 4,000 | 4,000 | | |
| 118 | 51146 BUS MONITORS | 1,575 | 2,000 | 1,575 | 2,000 | | |
| 118 | 51175 ART TEACHERS | 63,021 | 63,022 | 66,634 | 63,801 | | |
| 118 | 51176 PE TEACHERS | 54,361 | 46,821 | 57,718 | 59,634 | | |
| 118 | 51177 MUSIC TEACHERS | 73,101 | 73,101 | 76,711 | 83,647 | | |
| 118 | 51179 READING TEACHING | 247,116 | 246,588 | 259,581 | 273,245 | | |
| 118 | 51181 LIBRARY MEDIA | 65,403 | 65,403 | 69,067 | 76,553 | | |
| 118 | 51198 ELL TEACHERS | 65,403 | 65,403 | 69,067 | 74,055 | | |
| | TOTAL PERMANENT | 2,299,514 | 2,292,865 | 2,337,359 | 2,573,343 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 2,299,514 | 2,292,865 | 2,337,359 | 2,573,343 | 0 | 0 |
| 118 | 52101 OFFICE SUPPLIES | 1,600 | 1,865 | 1,800 | 1,600 | | |
| 118 | 52103 PRINTING AND REPRODUC SUPPLI | 6,748 | 9,162 | 10,521 | 10,021 | | |
| 118 | 52105 COMPUTER SUPPLIES | 2,320 | 1,481 | 0 | 0 | | |
| 118 | 52108 INSTRUCTIONAL MATERIALS | 1,200 | 206 | 0 | 0 | | |
| 118 | 52111 LIBRARY BOOKS | 3,000 | 2,766 | 3,000 | 2,000 | | |
| 118 | 52158 STUDENT SUPPORT | 15,400 | 15,669 | 15,400 | 15,500 | | |
| 118 | 52159 ART SUPPLIES | 2,500 | 2,733 | 2,500 | 2,500 | | |
| 118 | 52162 MUSIC SUPPLIES | 1,500 | 0 | 1,500 | 1,500 | | |
| 118 | 52163 PHYSICAL EDUCATION SUPPLIES | 1,500 | 1,402 | 1,500 | 1,500 | | |
| 118 | 52165 SCIENCE SUPPLIES | 1,310 | 0 | 810 | 1,310 | | |
| 118 | 52169 MATH SUPPLIES | 14,300 | 10,569 | 11,300 | 11,861 | | |
| 118 | 52170 ENGLISH | 7,631 | 7,305 | 5,131 | 5,633 | | |
| 118 | 52171 SOCIAL STUDIES | 500 | 31 | 500 | 500 | | |
| | TOTAL SUPPLIES & MATERIALS | 59,509 | 53,189 | 53,962 | 53,925 | 0 | 0 |
| 118 | 53109 TELEPHONE | 1,500 | 1,631 | 1,500 | 1,500 | | |
| 118 | 53122 TRAVEL | 0 | 133 | 0 | 0 | | |
| 118 | 53126 HIRED EQUIPMENT | 9,966 | 11,198 | 12,500 | 15,861 | | |
| 118 | 53128 COM R&M TOOLS & EQUIPMENT | 3,500 | 2,043 | 3,500 | 3,500 | | |
| | TOTAL CONTRACTUAL SERVICES | 14,966 | 15,005 | 17,500 | 20,861 | 0 | 0 |
| 118 | 54101 DUES AND MEMBERSHIPS | 1,019 | 624 | 713 | 713 | | |
| | TOTAL CHARGES & OBLIGATIONS | 1,019 | 624 | 713 | 713 | 0 | 0 |
| | EXPENSE TOTAL | 75,494 | 68,818 | 72,175 | 75,499 | 0 | 0 |
| 118 | 55101 FURNITURE & FIXTURES | 0 | 3,099 | 0 | 0 | | |
| | EQUIPMENT TOTAL | 0 | 3,099 | 0 | 0 | 0 | 0 |
| VINSON-OWEN SCHOOL TOTAL | | 2,375,008 | 2,364,782 | 2,409,534 | 2,648,842 | 0 | 0 |

| SPECIAL EDUCATION | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------------|------------------------------------|-------------------|-------------------|-------------------|-------------------|-----------------|----------------|
| 119 | 51103 DIRECTOR/COORDINATOR | 130,913 | 130,913 | 138,667 | 231,505 | | |
| 119 | 51109 SPEC NEEDS IN/PROC/OTH | 304,447 | 301,809 | 263,715 | 277,257 | | |
| 119 | 51111 SECRETARIES/CLERKS | 200,512 | 197,025 | 207,888 | 217,101 | | |
| 119 | 51148 OCCUPATIONAL THERAPISTS | 391,429 | 394,695 | 398,890 | 409,196 | | |
| 119 | 51163 UNSPECIFIED ADDITIONS | 90,000 | 91,346 | 90,000 | 93,504 | | |
| 119 | 51190 SE SUPERVISOR/COORDINATOR | 563,540 | 567,596 | 599,669 | 607,553 | | |
| 119 | 51191 WHS SE TEACHER | 982,274 | 1,023,833 | 1,141,715 | 1,259,898 | | |
| 119 | 51192 MS SE TEACHER | 909,148 | 903,157 | 1,178,366 | 1,270,383 | | |
| 119 | 51193 PK-5 SE TEACHER | 2,381,688 | 2,327,390 | 2,499,035 | 2,572,772 | | |
| 119 | 51194 PSYCHOLOGISTS | 1,033,361 | 946,256 | 989,529 | 1,054,082 | | |
| 119 | 51195 SPEECH & LANGUAGE THERAPISTS | 1,108,311 | 1,138,639 | 1,135,921 | 1,128,119 | | |
| 119 | 51196 PHYSICAL THERAPISTS | 80,173 | 79,841 | 81,768 | 83,812 | | |
| 119 | 51197 ASSISTIVE TECHNOLOGISTS | 32,069 | 32,033 | 32,707 | 33,525 | | |
| 119 | 51199 SE TEACHING ASSISTANTS | 884,238 | 806,393 | 890,930 | 1,082,856 | | |
| | TOTAL PERMANENT | 9,092,103 | 8,940,926 | 9,648,800 | 10,321,563 | 0 | 0 |
| 119 | 51201 INSTUCTIONAL SUBSTITUTES | 0 | 480 | 0 | 0 | | |
| | TOTAL TEMPORARY | 0 | 480 | 0 | 0 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 9,092,103 | 8,941,406 | 9,648,800 | 10,321,563 | 0 | 0 |
| 119 | 52101 OFFICE SUPPLIES | 4,550 | 1,071 | 4,550 | 4,550 | | |
| 119 | 52106 BOOKS AND PERIODICALS | 0 | 225 | 0 | 0 | | |
| 119 | 52108 INSTRUCTIONAL MATERIALS | 0 | 634 | 0 | 0 | | |
| 119 | 52158 STUDENT SUPPORT | 15,000 | 15,670 | 19,500 | 19,500 | | |
| 119 | 52167 CURRICULUM SUPPLIES | 0 | 100 | 0 | 0 | | |
| 119 | 53107 POSTAGE | 0 | 2,292 | 0 | 0 | | |
| 119 | 53109 TELEPHONE | 0 | 2,969 | 0 | 0 | | |
| 119 | 53117 AUTO ALLOWANCE | 1,800 | 803 | 1,800 | 1,800 | | |
| 119 | 53118 PROF SERVICES | 339,780 | 472,940 | 401,795 | 443,461 | | |
| 119 | 53122 TRAVEL | 500 | 1,181 | 500 | 500 | | |
| 119 | 53126 HIRED EQUIPMENT | 0 | 603 | 0 | 0 | | |
| 119 | 53162 TRANSPORTATION | 777,355 | 932,123 | 826,984 | 970,723 | | |
| 119 | 53166 TUITION | 2,459,649 | 2,427,979 | 2,544,198 | 2,902,163 | | |
| 119 | 53171 TESTING/SCHOOL | 18,400 | 21,843 | 21,000 | 21,000 | | |
| | TOTAL CONTRACTUAL SERVICES | 3,597,484 | 3,862,733 | 3,796,277 | 4,339,647 | 0 | 0 |
| 119 | 54101 DUES AND MEMBERSHIPS | 6,300 | 6,985 | 6,300 | 6,300 | | |
| | TOTAL CHARGES & OBLIGATIONS | 6,300 | 6,985 | 6,300 | 6,300 | 0 | 0 |
| | EXPENSE TOTAL | 3,623,334 | 3,887,418 | 3,826,627 | 4,369,997 | 0 | 0 |
| 119 | 55107 EDUCATIONAL | 9,832 | 9,741 | 15,000 | 15,000 | | |
| | EQUIPMENT TOTAL | 9,832 | 9,741 | 15,000 | 15,000 | 0 | 0 |
| | SPECIAL EDUCATION TOTAL | 12,725,269 | 12,838,565 | 13,490,427 | 14,706,560 | 0 | 0 |

| ATHLETICS | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|-----------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 120 | 51103 DIRECTOR/COORDINATOR | 0 | 0 | 0 | 0 | | |
| 120 | 51134 COACHES | | | | | | |
| TOTAL PERMANENT | | 0 | 0 | 0 | 0 | 0 | 0 |
| 120 | 56001 MISC EXPENSE | 0 | 0 | 0 | 0 | | |
| EXPENSE TOTAL | | 0 | 0 | 0 | 0 | 0 | 0 |
| 120 | 59761 TRANSFER TO REVOLVING | 439,598 | 439,598 | 495,048 | 543,353 | | |
| EQUIPMENT TOTAL | | 439,598 | 439,598 | 495,048 | 543,353 | 0 | 0 |
| ATHLETICS TOTAL | | 439,598 | 439,598 | 495,048 | 543,353 | 0 | 0 |

| TECHNOLOGY | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--|------------------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| 121 | 51110 OTHER SUPERVISORY/TECH | 231,462 | 231,463 | 244,698 | 266,768 | | |
| 121 | 51111 SECRETARIES/CLERKS | 104,908 | 116,620 | 107,351 | 110,403 | | |
| 121 | 51186 REPAIR TECHNICIANS | 237,203 | 239,009 | 242,494 | 249,319 | | |
| 121 | 51359 OVERTIME | 0 | 549 | 0 | 0 | | |
| TOTAL PERMANENT | | 573,573 | 587,641 | 594,543 | 626,490 | 0 | 0 |
| PERSONAL SERVICES TOTAL | | 573,573 | 587,641 | 594,543 | 626,490 | 0 | 0 |
| 121 | 52104 COMPUTER REPAIRS | 27,000 | 3,980 | 27,000 | 27,000 | | |
| 121 | 52105 COMPUTER SUPPLIES | 27,000 | 22,380 | 27,000 | 27,000 | | |
| 121 | 52185 SOFTWARE | 205,944 | 268,615 | 166,025 | 166,025 | | |
| TOTAL SUPPLIES & MATERIALS | | 259,944 | 294,975 | 220,025 | 220,025 | 0 | 0 |
| 121 | 53117 AUTO ALLOWANCE | 1,500 | 0 | 1,500 | 1,500 | | |
| 121 | 53118 PROF SERVICES | 25,000 | 81,009 | 68,454 | 68,454 | | |
| 121 | 53122 TRAVEL | 500 | 466 | 500 | 500 | | |
| TOTAL CONTRACTUAL SERVICES | | 27,000 | 81,475 | 70,454 | 70,454 | 0 | 0 |
| 121 | 54101 DUES AND MEMBERSHIPS | 2,000 | 1,275 | 2,000 | 2,000 | | |
| TOTAL CHARGES & OBLIGATIONS | | 2,000 | 1,275 | 2,000 | 2,000 | 0 | 0 |
| EXPENSE TOTAL | | 288,944 | 377,725 | 292,479 | 292,479 | 0 | 0 |
| 121 | 55107 EDUCATIONAL | 261,000 | 196,829 | 311,000 | 331,000 | | |
| EQUIPMENT TOTAL | | 261,000 | 196,829 | 311,000 | 331,000 | 0 | 0 |
| TECHNOLOGY TOTAL | | 1,123,517 | 1,162,195 | 1,198,022 | 1,249,969 | 0 | 0 |

| PUPIL SERVICES | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------|--------------------------------|------------------|------------------|------------------|------------------|-----------------|----------------|
| 122 | 51106 TEACHER SPECIALISTS | 353,195 | 355,834 | 427,133 | 452,679 | | |
| 122 | 51107 COUNSELORS | 892,568 | 902,603 | 919,517 | 959,293 | | |
| 122 | 51118 TUTORIAL SVCS | 43,870 | 57,779 | 43,870 | 43,870 | | |
| 122 | 51147 NURSES | 677,586 | 670,781 | 740,017 | 738,831 | | |
| | TOTAL PERMANENT | 1,967,219 | 1,986,997 | 2,130,537 | 2,194,673 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 1,967,219 | 1,986,997 | 2,130,537 | 2,194,673 | 0 | 0 |
| 122 | 52218 NURSING SUPPLIES | 3,400 | 5,429 | 3,400 | 3,400 | | |
| | TOTAL SUPPLIES & MATERIALS | 3,400 | 5,429 | 3,400 | 3,400 | 0 | 0 |
| | EXPENSE TOTAL | 3,400 | 5,429 | 3,400 | 3,400 | 0 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | PUPIL SERVICES TOTAL | 1,970,619 | 1,992,426 | 2,133,937 | 2,198,073 | 0 | 0 |

| KINDERGARTEN ALLOCATION | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------------------|--------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| | 51105 TEACHERS | 0 | 0 | 334,400 | 0 | | |
| | 51108 INSTRUCTIONAL AIDES | 0 | 0 | 236,600 | 0 | | |
| | TOTAL PERMANENT | 0 | 0 | 571,000 | 0 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 0 | 0 | 571,000 | 0 | 0 | 0 |
| | EXPENSE TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | EQUIPMENT TOTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| | KINDERGARTEN ALLOCATION TOTAL | 0 | 0 | 571,000 | 0 | 0 | 0 |

| SCHOOL DEPARTMENT | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|----------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 43799 MISC DEPARTMENTAL REVENUE | 0 | 0 | 0 | 0 | 0 | 0 |
| 51102 SUPERINTENDENCY | 592,432 | 613,584 | 607,848 | 635,934 | 0 | 0 |
| 51103 DIRECTOR/COORDINATOR | 902,441 | 856,359 | 980,576 | 1,097,046 | 0 | 0 |
| 51104 PRINCIPALS/ASST PRINCIPALS | 1,580,924 | 1,592,735 | 1,620,388 | 1,651,708 | 0 | 0 |
| 51105 TEACHERS | 8,022,159 | 7,936,514 | 8,583,952 | 8,870,981 | 0 | 0 |
| 51106 TEACHER SPECIALIST | 353,195 | 355,834 | 427,133 | 452,679 | 0 | 0 |
| 51107 COUNSELORS | 892,568 | 902,603 | 919,517 | 959,293 | 0 | 0 |
| 51108 INSTRUCTIONAL AIDES | 126,491 | 104,235 | 367,262 | 390,749 | 0 | 0 |
| 51109 SPEC NEEDS IN/PROC/OTH | 304,447 | 301,809 | 263,715 | 277,257 | 0 | 0 |
| 51110 OTHER SUPERVISORY/TECH | 231,462 | 231,463 | 244,698 | 266,768 | 0 | 0 |
| 51111 SECRETARIES/CLERKS | 1,320,254 | 1,289,815 | 1,337,696 | 1,375,989 | 0 | 0 |
| 51112 CURRICULUM WORKSHOPS | 100,000 | 76,262 | 116,500 | 116,500 | 0 | 0 |
| 51114 EXTRACURRICULAR | 61,472 | 77,835 | 61,472 | 61,472 | 0 | 0 |
| 51115 INTRAMURAL | 0 | 0 | 0 | 0 | 0 | 0 |
| 51116 LUNCHROOM SUPERVISOR | 0 | 8,839 | 20,000 | 20,000 | 0 | 0 |
| 51117 IN-SERVICE WORKSHOPS | 42,000 | 54,109 | 42,000 | 42,000 | 0 | 0 |
| 51118 TUTORIAL SERVICES | 43,870 | 57,779 | 43,870 | 43,870 | 0 | 0 |
| 51119 STUDENT INTERVENTION | 0 | 0 | 0 | 0 | 0 | 0 |
| 51127 MED/ATTEN AFICRS | 20,327 | 20,411 | 20,327 | 20,327 | 0 | 0 |
| 51129 PAID LEAVE OF ABSENCE | 19,808 | 19,808 | 0 | 0 | 0 | 0 |
| 51134 COACHES | 0 | 0 | 0 | 0 | 0 | 0 |
| 51146 BUS MONITORS | 8,958 | 11,979 | 8,958 | 9,383 | 0 | 0 |
| 51147 NURSES | 677,586 | 670,781 | 740,017 | 738,831 | 0 | 0 |
| 51148 OCCUPATIONAL THERAPIST | 391,429 | 394,695 | 398,890 | 409,196 | 0 | 0 |
| 51163 UNSPECIFIED ADDITIONS | 422,768 | 330,355 | 472,494 | 482,823 | 0 | 0 |
| 51170 ENGLISH TEACHERS | 1,815,520 | 1,809,002 | 1,831,905 | 1,919,329 | 0 | 0 |
| 51171 MATH TEACHERS | 1,866,773 | 1,868,149 | 1,978,046 | 2,101,120 | 0 | 0 |
| 51172 SCIENCE TEACHERS | 1,947,815 | 1,952,198 | 2,019,748 | 2,070,620 | 0 | 0 |
| 51173 SOCIAL STUDIES TEACHERS | 1,733,395 | 1,734,989 | 1,800,462 | 1,893,950 | 0 | 0 |
| 51174 FOREIGN LANGUAGE TEACHERS | 1,193,483 | 1,190,568 | 1,292,072 | 1,359,799 | 0 | 0 |
| 51175 ART TEACHERS | 781,796 | 785,308 | 811,401 | 834,038 | 0 | 0 |
| 51176 PE TEACHERS | 691,863 | 676,301 | 728,043 | 813,148 | 0 | 0 |
| 51177 MUSIC TEACHERS | 790,458 | 790,754 | 799,444 | 829,654 | 0 | 0 |
| 51178 FACS TEACHERS | 298,010 | 298,009 | 308,825 | 334,389 | 0 | 0 |
| 51179 READING TEACHING | 1,501,947 | 1,484,295 | 1,543,246 | 1,675,503 | 0 | 0 |
| 51180 ENG/TECH TEACHERS | 269,747 | 269,748 | 275,455 | 284,056 | 0 | 0 |
| 51181 LIBRARY MEDIA | 529,587 | 531,047 | 554,839 | 595,373 | 0 | 0 |
| 51182 COMPUTER ED TEACHERS | 298,084 | 298,085 | 305,895 | 316,340 | 0 | 0 |
| 51186 REPAIR TECHNICIANS | 0 | 549 | 0 | 0 | 0 | 0 |
| 51190 SE SUPERVISOR/COORDINATOR | 563,540 | 567,596 | 599,669 | 607,553 | 0 | 0 |
| 51191 WHS SE TEACHER | 982,274 | 1,023,833 | 1,141,715 | 1,259,898 | 0 | 0 |
| 51192 MS SE TEACHER | 909,148 | 903,157 | 1,178,366 | 1,270,383 | 0 | 0 |

| SCHOOL DEPARTMENT | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-----------------|----------------|
| 51193 PK-5 SE TEACHER | 2,381,688 | 2,327,390 | 2,499,035 | 2,572,772 | 0 | 0 |
| 51194 PSYCHOLOGISTS | 1,033,361 | 946,256 | 989,529 | 1,054,082 | 0 | 0 |
| 51195 SPEECH & LANGUAGE THERAPISTS | 1,108,311 | 1,138,639 | 1,135,921 | 1,128,119 | 0 | 0 |
| 51196 PHYSICAL THERAPISTS | 80,173 | 79,841 | 81,768 | 83,812 | 0 | 0 |
| 51197 ASSISTIVE TECHNOLOGISTS | 32,069 | 32,033 | 32,707 | 33,525 | 0 | 0 |
| 51198 ELL TEACHERS | 583,560 | 584,857 | 606,627 | 646,060 | 0 | 0 |
| 51199 SE TEACHING ASSISTANTS | 884,238 | 806,393 | 890,930 | 1,082,856 | 0 | 0 |
| 51201 INSTRUCTIONAL SUBSTITUTES | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL PERMANENT | 38,391,431 | 38,006,801 | 40,682,961 | 42,689,185 | 0 | 0 |
| 51201 INSTRUCTIONAL SUBSTITUTES | 325,000 | 323,985 | 349,765 | 349,765 | 0 | 0 |
| 51202 SECRETARIAL SUBSTITUTES | 10,000 | 13,034 | 10,000 | 10,000 | 0 | 0 |
| 51204 EARLY RETIREMENT | 7,900 | 4,318 | 7,900 | 7,900 | 0 | 0 |
| 51205 LONG TERM SUBSTITUTES | 150,000 | 104,982 | 150,000 | 150,000 | 0 | 0 |
| 51206 IN SCHOOL SUSPENSION | 0 | 4,061 | 0 | 0 | 0 | 0 |
| 51207 STUDENT INTERVENTION | 29,000 | 0 | 29,000 | 29,000 | 0 | 0 |
| TOTAL TEMPORARY | 521,900 | 450,380 | 546,665 | 546,665 | 0 | 0 |
| 51302 POLICE OVERTIME | 0 | 0 | 0 | 0 | 0 | 0 |
| 51304 TEAMING | 42,060 | 45,361 | 42,060 | 42,060 | 0 | 0 |
| 51359 OVERTIME | 0 | 0 | 0 | 0 | 0 | 0 |
| 51360 OT - SECTY | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL OVERTIME | 42,060 | 45,361 | 42,060 | 42,060 | 0 | 0 |
| PERSONAL SERVICES TOTAL | 38,955,391 | 38,502,542 | 41,271,686 | 43,277,910 | 0 | 0 |
| 52101 OFFICE SUPPLIES | 34,341 | 33,003 | 37,961 | 37,855 | 0 | 0 |
| 52102 IMT SUPPLIES | 2,500 | 1,120 | 2,500 | 2,500 | 0 | 0 |
| 52103 PRINTING AND REPRODUC SUPPLI | 74,259 | 83,115 | 74,949 | 75,299 | 0 | 0 |
| 52104 COMPUTER REPAIRS | 27,000 | 3,980 | 27,000 | 27,000 | 0 | 0 |
| 52105 COMPUTER SUPPLIES | 59,622 | 30,733 | 53,420 | 40,315 | 0 | 0 |
| 52106 BOOKS AND PERIODICALS | 1,150 | 441 | 750 | 750 | 0 | 0 |
| 52108 INSTRUCTIONAL MATERIALS | 7,700 | 5,875 | 7,200 | 7,000 | 0 | 0 |
| 521081 TEXTBOOKS - ENGLISH | 18,000 | 21,000 | 18,183 | 15,933 | 0 | 0 |
| 521082 TEXTBOOKS - MATH | 14,069 | 12,855 | 13,644 | 18,937 | 0 | 0 |
| 521083 TEXTBOOKS - SCIENCE | 6,330 | 10,015 | 3,349 | 38,785 | 0 | 0 |
| 521084 TEXTBOOKS - SOCIAL STUDIES | 8,739 | 24,657 | 31,519 | 19,200 | 0 | 0 |
| 521085 TEXTBOOKS - FOREIGN LANGUAGE | 19,997 | 21,156 | 21,745 | 16,043 | 0 | 0 |
| 521086 TEXTBOOKS - ELECTIVE | 14,455 | 8,801 | 17,130 | 10,110 | 0 | 0 |
| 52110 PUPIL SUBSCRIPTIONS | 12,031 | 1,351 | 15,757 | 9,439 | 0 | 0 |
| 52111 LIBRARY BOOKS | 19,950 | 20,673 | 20,300 | 21,174 | 0 | 0 |
| 52144 CO/SM TOOLS & EQUIP | 0 | 0 | 0 | 0 | 0 | 0 |
| 52158 STUDENT SUPPORT | 102,365 | 95,530 | 108,034 | 106,674 | 0 | 0 |
| 52159 ART SUPPLIES | 40,050 | 36,447 | 36,688 | 38,100 | 0 | 0 |
| 52160 FAMILY/COMSUMER SUPPLIES | 23,316 | 16,354 | 16,304 | 16,704 | 0 | 0 |
| 52161 TECHNOLOGY SUPPLIES | 25,885 | 27,812 | 24,125 | 29,125 | 0 | 0 |
| 52162 MUSIC SUPPLIES | 32,980 | 21,984 | 27,441 | 29,175 | 0 | 0 |
| 52163 PHYSICAL EDUCATION SUPPLIES | 15,272 | 11,147 | 12,230 | 12,054 | 0 | 0 |
| 52164 READING TESTING SUPPLIES | 2,301 | 2,327 | 1,217 | 1,217 | 0 | 0 |
| 52165 SCIENCE SUPPLIES | 25,215 | 20,518 | 30,369 | 23,478 | 0 | 0 |
| 52166 SCIENCE EQUIPMENT | 0 | 0 | 0 | 7,057 | 0 | 0 |
| 52167 CURRICULUM SUPPLIES | 58,500 | 65,613 | 51,500 | 51,500 | 0 | 0 |

| SCHOOL DEPARTMENT | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------------------|----------------|----------------|----------------|-----------------|-----------------|----------------|
| 52168 EXTRA-CURRICULAR SUPPLIES | 900 | 1,353 | 15,900 | 1,400 | 0 | 0 |
| 52169 MATH SUPPLIES | 64,400 | 57,158 | 63,478 | 62,570 | 0 | 0 |
| 52170 ENGLISH | 38,073 | 30,412 | 36,693 | 40,395 | 0 | 0 |
| 52171 SOCIAL STUDIES | 6,380 | 3,930 | 9,844 | 10,960 | 0 | 0 |
| 52172 AUDIO-VISUAL SUPPLIES | 473 | 66 | 2,113 | 461 | 0 | 0 |
| 52173 BUSINESS | 2,058 | 2,069 | 2,491 | 2,471 | 0 | 0 |
| 52174 FOREIGN LANGUAGE | 2,130 | 0 | 2,200 | 5,250 | 0 | 0 |
| 52179 MEDICAL & DENTAL | 0 | 0 | 0 | 0 | 0 | 0 |
| 52180 FOOD & GROCERIES | 4,500 | 4,315 | 4,100 | 4,100 | 0 | 0 |
| 52184 CLOTHING & UNIFORMS | 0 | 0 | 0 | 0 | 0 | 0 |
| 52185 SOFTWARE | 205,944 | 268,615 | 166,025 | 166,025 | 0 | 0 |
| 52218 NURSING SUPPLIES | 3,400 | 5,429 | 3,400 | 3,400 | 0 | 0 |
| 52244 TEACHER SUPPLIES | 0 | 0 | 0 | 0 | 0 | 0 |
| 52245 ELL SUPPLIES | 8,000 | 4,294 | 8,000 | 8,000 | 0 | 0 |
| TOTAL SUPPLIES & MATERIALS | 982,285 | 954,148 | 967,559 | 960,456 | 0 | 0 |
| 53101 PRINTING & STATIONERY | 15,150 | 11,582 | 12,752 | 10,450 | 0 | 0 |
| 53107 POSTAGE | 23,179 | 19,783 | 23,944 | 22,044 | 0 | 0 |
| 53109 TELEPHONE | 41,550 | 55,968 | 42,010 | 42,010 | 0 | 0 |
| 53115 ADVERTISING | 15,160 | 7,478 | 15,160 | 15,160 | 0 | 0 |
| 53116 BIND & BK REPAIRS | 1,466 | 0 | 1,750 | 1,000 | 0 | 0 |
| 53117 AUTO ALLOWANCE | 8,300 | 8,528 | 8,300 | 8,300 | 0 | 0 |
| 53118 PROF SERVICES | 484,705 | 734,244 | 588,424 | 643,380 | 0 | 0 |
| 53119 PROFESSIONAL DEVELOPMENT | 43,300 | 49,755 | 43,300 | 43,300 | 0 | 0 |
| 53120 PROFESSIONAL SERVICES - LEGA | 0 | 0 | 0 | 0 | 0 | 0 |
| 53121 PROF SERVICES - INDEP EVALUA | 0 | 0 | 0 | 0 | 0 | 0 |
| 53122 TRAVEL | 5,425 | 6,375 | 5,300 | 5,670 | 0 | 0 |
| 53123 TRAVEL | 1,100 | 0 | 0 | 0 | 0 | 0 |
| 53124 CLEAN & SANITARY | 3,000 | 1,375 | 2,000 | 1,375 | 0 | 0 |
| 53126 HIRED EQUIPMENT | 95,221 | 129,047 | 119,330 | 134,036 | 0 | 0 |
| 53127 R&M AUTOMTOIVE | 200 | 321 | 200 | 200 | 0 | 0 |
| 53128 COM R&M TOOLS & EQUIPMENT | 56,500 | 51,748 | 56,831 | 37,500 | 0 | 0 |
| 53130 HS/R&M TOOLS & EQUIP | 0 | 0 | 0 | 0 | 0 | 0 |
| 53162 TRANSPORTATION | 1,098,989 | 1,246,943 | 1,212,718 | 1,396,657 | 0 | 0 |
| 53166 TUITION | 2,553,649 | 2,549,453 | 2,638,198 | 3,018,458 | 0 | 0 |
| 53171 TESTING/SCHOOL | 19,200 | 21,843 | 21,000 | 21,000 | 0 | 0 |
| 53178 NOC | 0 | 0 | 0 | 0 | 0 | 0 |
| 53221 GRADUATION | 9,000 | 8,638 | 10,575 | 10,575 | 0 | 0 |
| 53222 STAFF RECOGNITION | 6,500 | 700 | 6,500 | 6,500 | 0 | 0 |
| 53308 ELL SERVICES | 5,000 | 13,872 | 12,000 | 12,000 | 0 | 0 |
| 53999 PY EXPENSES | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL CONTRACTUAL SERVICES | 4,486,594 | 4,917,653 | 4,820,292 | 5,429,615 | 0 | 0 |

| SCHOOL DEPARTMENT | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| 54101 DUES AND MEMBERSHIPS | 87,370 | 91,177 | 85,306 | 70,855 | 0 | 0 |
| 54105 INSURANCE AND SURETY BOND PR | 0 | 0 | 0 | 0 | 0 | 0 |
| 54106 INSURANCE/SURETY | 0 | 0 | 0 | 0 | 0 | 0 |
| 54107 CLAIMS, DAMAGES, AND JUDGE | 0 | 0 | 0 | 0 | 0 | 0 |
| 54109 GROUP INSURANCE PREMIUM | 0 | 0 | 0 | 0 | 0 | 0 |
| 54115 MEDICAL,SURGICAL | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL CHARGES & OBLIGATIONS | 87,370 | 91,177 | 85,306 | 70,855 | 0 | 0 |
| EXPENSE TOTAL | 5,556,249 | 5,962,978 | 5,873,157 | 6,460,926 | 0 | 0 |
| 55101 FURNITURE & FIXTURES | 18,600 | 28,768 | 19,155 | 10,221 | 0 | 0 |
| 55103 OFFICE EQUIPMENT | 0 | 0 | 0 | 0 | 0 | 0 |
| 55105 CONSTRUCTION | 0 | 0 | 0 | 0 | 0 | 0 |
| 55107 EDUCATIONAL | 282,237 | 208,554 | 327,500 | 346,500 | 0 | 0 |
| 55108 AUDIO VISUAL | 2,925 | 5,391 | 3,754 | 2,240 | 0 | 0 |
| 55109 EMERGING TECHNOLOGY | 0 | 0 | 0 | 0 | 0 | 0 |
| 59760 TRANSFER TO STABILIZATION | 0 | 0 | 0 | 0 | 0 | 0 |
| 59761 TRANSFERS TO REVOLVING | 439,598 | 439,598 | 495,048 | 543,353 | 0 | 0 |
| EQUIPMENT TOTAL | 743,360 | 682,311 | 845,457 | 902,314 | 0 | 0 |
| SCHOOL DEPARTMENT TOTAL | 45,255,000 | 45,147,831 | 47,990,300 | 50,641,150 | 50,272,465 | 0 |

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 \$7.0 million in avoided costs cumulatively since the committee's inception. During FY18, nine EMC projects will generate an additional \$58,050 in avoided costs each year.

Energy usage is tracked on the state's Mass Energy INsights, or MEIN. This information is 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; 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 LED lighting in Lincoln School and phase II of McCall LED, Lincoln School unit ventilator repair and EMS recommission, insulation above the fire and police departments as well as Parkhurst School attic and electric vehicle charging at WHS. In addition, Lincoln and Ambrose Schools will switch from heating with oil to natural gas in the near future.

| ENERGY PROGRAM | Actual | Budget | Request | Manager | FinCom |
|---------------------------------------|----------------|----------------|-----------------|-----------------|----------------|
| Unleaded Gasoline & Diesel | 131,197 | 172,031 | 177,324 | 0 | |
| Heating Fuel | 107,395 | 145,705 | 115,646 | | |
| Professional Services | 68,838 | 65,000 | 70,000 | 0 | |
| Light/Power | 1,409,105 | 1,557,409 | 1,460,697 | 0 | |
| Natural Gas | 484,715 | 505,482 | 402,238 | 0 | |
| ENERGY Detail | | | | | |
| ENERGY DETAIL | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
| Unleaded Gasoline & Diesel | | | | | |
| Gasoline - Highway & Street | 69,367 | 85,683 | 90,905 | | |
| Diesel - DPW | 61,831 | 86,348 | 86,419 | | |
| Subtotal | 131,197 | 172,031 | 177,324 | 0 | 0 |
| #2 Heating Fuel | | | | | |
| Fuel Oil - Westside Station | 3,840 | 4,943 | 4,780 | | |
| Fuel Oil - AUX | 778 | 1,275 | 963 | | |
| Fuel Oil - McCall School | 0 | | 0 | | |
| Fuel Oil - Ambrose School | 18,362 | 30,124 | 10,561 | | |
| Fuel Oil - Lincoln School | 27,705 | 34,987 | 33,852 | | |
| Fuel Oil - Lynch School | 51,668 | 62,127 | 53,256 | | |
| Fuel Oil - Vinson Owen | -2,719 | 0 | 0 | | |
| Fuel Oil - Cemetery | 1,641 | 2,684 | 2,105 | | |
| Fuel Oil - Dog Pound | 1,029 | 1,593 | 1,371 | | |
| Fuel Oil - Waterfield Station | 3,016 | 4,542 | 4,984 | | |
| Fuel Oil - Wright/Locke Farm | 2,074 | 3,430 | 3,774 | | |
| Subtotal | 107,395 | 145,705 | 115,646 | 0 | 0 |
| Professional Services | | | | | |
| Energy Coordinator, Streetlight | 68,838 | 65,000 | 70,000 | | |
| Maintenance Contract | | | | | |
| WLF (elec, fuel, alarm) | | | | | |
| Subtotal | 68,838 | 65,000 | 70,000 | 0 | 0 |

| ENERGY DETAIL | FY17 Actual | FY18 Budget | FY19 Request | FY19 Request | FY19 FinCom |
|--------------------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| Light/Power | | | | | |
| Light/Power - Wright Locke Farm | 4,412 | 3,697 | 4,023 | | |
| Light/Power - Town Buildings | | | 0 | | |
| Light/Power - Library | 59,863 | 62,975 | 58,200 | | |
| Light/Power - West Side Station | 6,668 | 6,673 | 7,109 | | |
| Light/Power - Public Safety Building | 56,405 | 55,626 | 56,719 | | |
| Light/Power - AUX | 931 | 948 | 1,003 | | |
| Light/Power - Transfer Station | 26,435 | 24,478 | 28,177 | | |
| Light/Power - Grounds | 9,499 | 12,377 | 12,932 | | |
| Light/Power - DPW Complex | 23,737 | 21,518 | 24,215 | | |
| Light/Power - Street Lights | 38,137 | 40,618 | 38,037 | | |
| Light/Power - High School | 444,662 | 615,000 | 506,399 | | |
| Light/Power - McCall School | 203,958 | 215,718 | 207,211 | | |
| Light/Power - Ambrose School | 82,378 | 83,805 | 79,830 | | |
| Light/Power - Lincoln School | 120,195 | 101,508 | 116,484 | | |
| Light/Power - Lynch School | 68,859 | 61,538 | 66,032 | | |
| Light/Power - Muraco School | 61,730 | 56,760 | 59,258 | | |
| Light/Power - Vinson Owen | 87,919 | 85,977 | 85,214 | | |
| Light/Power - Street Drains | 2,566 | 2,274 | 2,214 | | |
| Light/Power - Traffic Lights | 7,962 | 6,050 | 6,219 | | |
| Light/Power - Scale House | 1,504 | 1,721 | 1,497 | | |
| Light/Power - Cemetery | 2,446 | 2,605 | 2,645 | | |
| Light/Power - Mystic | 10,596 | 10,620 | 10,585 | | |
| Light/Power - Sanborn House | 608 | 646 | 601 | | |
| Light/Power - Town Hall | 53,041 | 49,915 | 48,845 | | |
| Light/Power - Waterfield Station | 5,233 | 6,211 | 5,549 | | |
| Light/Power - Wedgemere Station | 5,724 | 6,524 | 5,766 | | |
| Light/Power - Park Garage | 2,758 | 3,370 | 2,640 | | |
| Light/Power - Dog Pound | 1,365 | 1,505 | 1,423 | | |
| Light/Power - Parkhurst | 17,247 | 16,295 | 19,800 | | |
| Light/Power - Sussex/Grove | 1,515 | 103 | 108 | | |
| Light/Power - School Athletics | 531 | 120 | 1,740 | | |
| Light/Power - McDonald Field | 221 | 234 | 222 | | |
| Subtotal | 1,409,105 | 1,557,409 | 1,460,697 | 0 | 0 |
| Natural Gas | | | | | |
| Natural Gas - Parkhurst School | 46,827 | 33,655 | 33,372 | | |
| Natural Gas - DPW Complex | 41,290 | 21,342 | 11,233 | | |
| Natural Gas - Park Garage | 457 | 256 | 357 | | |
| Natural Gas - Mystic | 38,064 | 35,126 | 26,978 | | |
| Natural Gas - Library Bldg | 14,910 | 11,462 | 9,466 | | |
| Natural Gas - Town Hall | 19,907 | 15,769 | 13,950 | | |
| Natural Gas - High School | 89,264 | 228,000 | 145,200 | | |
| Natural Gas - McCall School | 110,175 | 67,022 | 74,250 | | |
| Natural Gas - Lynch School | 4,086 | 2,537 | 2,112 | | |
| Natural Gas - Muraco | 58,807 | 43,738 | 42,258 | | |
| Natural Gas - Public Safety | 30,032 | 24,316 | 21,881 | | |
| Natural Gas - Water | | | 0 | | |
| Natural Gas - Vinson-Owen | 30,896 | 22,259 | 21,181 | | |
| Subtotal | 484,715 | 505,482 | 402,238 | 0 | 0 |
| EXPENSES TOTAL | 2,201,250 | 2,445,627 | 2,225,905 | 0 | 0 |
| Decroative Light Poles | | | 20,000 | | |
| LEASE PAYMENTS | 29,772 | | 0 | 0 | |
| ENERGY TOTAL | 2,231,022 | 2,445,627 | 2,245,905 | 0 | 0 |

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 – 12 |
| Harvard Pilgrim Health Care HMO – 639 |
| Medicare Eligible Retirees (includes spousal plans) |
| Harvard Pilgrim Health Care Medicare Enhance – 475 |
| Tufts Medicare Preferred – 14 |
| Total Subscribers – 1,140 |

DEBT SERVICE

Principal and interest payments for FY2019 will be \$12,797,215.39. Of this amount, \$7,676,565.67 represents principal payments and \$5,120,649.72 represents interest.

FY 2019 Debt Service

Existing Debt and Estimates for New Borrowings

| Prop 2½ Excluded | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|---|-------------------------|------------------------|----------------------|
| McCall | 910,000.00 | 84,850.00 | 994,850.00 |
| Lincoln | 267,000.00 | 35,068.72 | 302,068.72 |
| Building Repairs | 10,500.00 | 610.00 | 11,110.00 |
| Wright Locke Farm | 173,721.00 | 97,891.49 | 271,612.49 |
| Vinson Owen School | 745,500.00 | 515,375.00 | 1,260,875.00 |
| High School | 2,564,500.00 | 3,038,156.26 | 5,602,656.26 |
| Subtotal Prop 2½ Excluded | 4,671,221.00 | 3,771,951.47 | 8,443,172.47 |
| Estimates for new borrowings; | | | |
| VO School | 13,000.00 | 14,309.00 | 27,309.00 |
| Aberjona Culvert | 220,000.00 | 292,287.50 | 512,287.50 |
| Skillings Environmental Remediation | 135,000.00 | 174,500.00 | 309,500.00 |
| Skillings Turf Field | 129,000.00 | 102,038.88 | 231,038.88 |
| Total Estimates | 497,000.00 | 583,135.38 | 1,080,135.38 |
| Total Excluded Debt | 5,168,221.00 | 4,355,086.85 | 9,523,307.85 |
| Building Stabilization Fund | 1,870,850.00 | 569,233.52 | 2,440,083.52 |
| Capital Stabilization Fund | 380,000.00 | 133,181.26 | 513,181.26 |
| General Fund | 197,494.67 | 13,633.71 | 211,128.38 |
| McCall Design & Construction (estimate) | 60,000.00 | 49,514.38 | 109,514.38 |
| Total General Fund | 257,494.67 | 63,148.09 | 320,642.76 |
| TOTAL | 7,676,565.67 | 5,120,649.72 | 12,797,215.39 |

Winchester, Massachusetts
Fiscal Year 2019 Debt Service Reconciliation (as of 12/20/2017)

| | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|--|------------------|-----------------|--------------|
| Override | | | |
| July 1 2005 -Adv Ref July 15,1999 School Building Remodeling (IE) \$1,390,000* | 10,500.00 | 610.00 | 11,110.00 |
| July 1 2006 -Lincoln School (IE) | 25,000.00 | 6,668.72 | 31,668.72 |
| August 15 2009 - Cur Ref July 1 2001 McCall School (IE) | 910,000.00 | 84,850.00 | 994,850.00 |
| April 28 2011 - Vinson-Owen School (OE) | 640,000.00 | 460,000.00 | 1,100,000.00 |
| May 16 2012 - Adv Ref July 1 2004 Series B Lincoln School (EI) | 242,000.00 | 28,400.00 | 270,400.00 |
| July 1 2014 - Vinson-Owen School Construction (OE) | 90,500.00 | 46,800.00 | 137,300.00 |
| July 1 2014 - High School Feasibility Study (OE) | 44,500.00 | 22,362.50 | 66,862.50 |
| July 1 2015 - High School Feasibility Study (E) | 5,000.00 | 875.00 | 5,875.00 |
| July 1 2015 - High School Construction I (E) | 150,000.00 | 158,587.50 | 308,587.50 |
| July 1 2015 - High School Construction II (E) | 930,000.00 | 1,032,137.50 | 1,962,137.50 |
| July 1 2015 - High School Construction III (E) | 1,015,000.00 | 1,166,550.00 | 2,181,550.00 |
| July 1 2015 - Vinson-Owen School Construction (E) | 15,000.00 | 8,575.00 | 23,575.00 |
| October 29 2015 - Land Acquisition (IE) | 173,721.00 | 97,891.49 | 271,612.49 |
| October 27 2016 - High School Construction (OE) | 420,000.00 | 657,643.76 | 1,077,643.76 |
| Building Stabilization | | | |
| July 1 2005 -School Remodeling (I) Immediate Repairs \$3,143,000 of \$6,246,101 | 165,000.00 | 44,206.26 | 209,206.26 |
| July 1 2005 -Town Building Remodeling (I) \$375,000 Immediate Repairs of \$943,336 | 20,000.00 | 5,075.00 | 25,075.00 |
| July 1 2006 -Ambrose School (I) \$1,660,000 | 85,000.00 | 26,286.26 | 111,286.26 |
| July 1 2006 -Building Remodeling & Plans 1 (I) \$440,000 of \$1,028,336 | 25,000.00 | 6,285.00 | 31,285.00 |
| July 1 2006 -Building Remodeling & Plans 2 (I) \$412,850 | 15,000.00 | 4,638.76 | 19,638.76 |
| July 1 2006 -School Remodeling (I) \$1,162,950 | 60,000.00 | 18,555.00 | 78,555.00 |
| July 1 2008 - School (I) \$2,968,000 | 175,000.00 | 54,481.22 | 229,481.22 |
| July 1 2008 - McCall Middle School Design (I) \$562,000 | 30,000.00 | 11,600.00 | 41,600.00 |
| July 1 2008 - McCall Middle School Addition (I) \$6,188,000 | 310,000.00 | 137,450.00 | 447,450.00 |
| July 1 2008 - School Classrooms (I) \$1,110,000 | 80,000.00 | 14,493.76 | 94,493.76 |
| July 1 2008 - Building Remodeling & Plans (I) \$128,000 | 8,000.00 | 2,190.00 | 10,190.00 |
| July 1 2008 - Public safety Building (I) \$1,556,000 | 81,000.00 | 33,211.26 | 114,211.26 |
| July 1 2008 - Town Hall/Veteran's Memorial (I) \$2,100,000 | 106,000.00 | 46,367.50 | 152,367.50 |
| May 1 2009 - Public Safety Building (I) \$1,644,000 | 80,000.00 | 32,000.00 | 112,000.00 |
| May 1 2009 - DPW Complex (I) \$1,000,000 | 50,000.00 | 20,000.00 | 70,000.00 |
| May 1 2009 - School Fire Alarms/Corridor/ADA (I) \$960,000 | 50,000.00 | 18,475.00 | 68,475.00 |
| April 15 2010 - Muraco School HVAC | 85,000.00 | 20,400.00 | 105,400.00 |
| April 15 2010 - DPW Facility Repairs | 10,000.00 | 3,905.00 | 13,905.00 |
| April 28 2011 - Lynch School Roof (I) | 50,000.00 | 22,975.00 | 72,975.00 |
| April 28 2011 - Muraco HVAC (I) | 5,000.00 | 1,400.00 | 6,400.00 |
| May 16 2012 - Adv Ref July 1 2004 Series A Ambrose School (I) | 380,850.00 | 45,238.50 | 426,088.50 |
| Water & Sewer | | | |
| July 1 2005 -Adv Ref July 15, 1999 Water Mains (O) Water System Imp \$4,600,000 | 198,523.78 | 11,778.64 | 210,302.42 |
| July 1 2005 -Adv Ref July 15, 1999 Water Mains (O) \$850,000 | 34,407.10 | 2,043.68 | 36,450.78 |
| July 1 2006 Drainage 2 (I) \$2,149,000 | 90,772.50 | 31,745.53 | 122,518.03 |
| May 1 2009 - Phase III Drainage (I) \$750,000 | 34,580.00 | 12,232.68 | 46,812.68 |
| April 15 2010 - Drainage | 77,805.00 | 30,382.85 | 108,187.85 |
| May 16 2012 - Adv Ref July 1 2004 Series B Drainage (I) | 138,320.00 | 16,684.85 | 155,004.85 |
| May 16 2012 - Sewer Pump Station | 12,967.50 | 1,685.78 | 14,653.28 |
| February 24 2014 - MWRA Sewer | 88,314.73 | - | 88,314.73 |
| July 1 2014 - Drainage Improvements (I) | 12,967.50 | 6,888.99 | 19,856.49 |
| July 1 2014 - Dam Improvement Planning (I) | 38,902.50 | 778.05 | 39,680.55 |
| July 1 2014 - Sewer System Repairs (I) | 12,967.50 | 6,743.10 | 19,710.60 |
| 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 | 43,268.23 | 99,460.73 |
| July 1 2015 - South Reservoir Dam Improvements II (O) | 12,967.50 | 9,984.98 | 22,952.48 |
| August 22 2016 - MWRA Sewer (I) | 1,882.45 | - | 1,882.45 |
| February 27, 2017 - MWRA Water (O) | 51,870.00 | - | 51,870.00 |
| August 14, 2017 - MWRA Sewer (I) | 14,002.74 | - | 14,002.74 |

| General Fund | | | |
|---|---------------------|---------------------|----------------------|
| 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 | 15,060.00 | 901.20 | 15,961.20 |
| July 1 2005 -Equipment and Planning (I) \$272,000 | 5,000.00 | 300.00 | 5,300.00 |
| August 15 2009 - Cur Ref August 15 1997 School Project (O) | - | - | - |
| May 16 2012 - Adv Ref July 1 2004 Series B Lincoln School (I) | 10,000.00 | 1,210.00 | 11,210.00 |
| May 16 2012 - Adv Ref July 1 2004 Series B Capital Improvements (I) | 62,000.00 | 4,080.00 | 66,080.00 |
| May 16 2012 - Adv Ref July 1 2004 Series B Sewer & Dam Improvements (I) | 5,650.00 | 366.50 | 6,016.50 |
| May 16 2012 - Adv Ref July 1 2004 Series B Departmental Equipment (I) | - | - | - |
| May 16 2012 - Adv Ref July 1 2004 Series B Sewer (I) | 11,000.00 | 1,290.00 | 12,290.00 |
| May 16 2012 - Adv Ref July 1 2004 Series B Roads (I) | 23,500.00 | 1,165.00 | 24,665.00 |
| October 29 2015 - Land Acquisition (I) | 1,279.00 | 721.01 | 2,000.01 |
| Public Safety Repair authorized Nov 2014 tranfer from exempt school project* | 60,000.00 | 3,600.00 | 63,600.00 |
| Capital Stabilization Fund | | | |
| July 1 2005 -Drainage - Cross Street (I) \$375,000 | 20,000.00 | 5,075.00 | 25,075.00 |
| July 1 2006 Drainage 1 (I) Cross Street Culvert \$57,000 | - | - | - |
| July 1 2008 - Transfer Station/Landfill Use Restoration (O) \$390,000 | 20,000.00 | 8,481.26 | 28,481.26 |
| May 1 2009 - Manchester Field (I) \$1,350,000 | 90,000.00 | 18,225.00 | 108,225.00 |
| April 28 2011 - Flood Mitigation Aberjona River (I) | 200,000.00 | 95,300.00 | 295,300.00 |
| May 16 2012 - Flood Control | 50,000.00 | 6,100.00 | 56,100.00 |
| Total Debt (authorized and issued) | 8,054,735.95 | 4,662,217.30 | 12,716,953.25 |
| *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.

| PROGRAM | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|--|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| State Assessments | 584,271 | 525,611 | 561,479 | 561,479 | |
| Cherry Sheet Offsets | 30,945 | 31,454 | 31,998 | 31,998 | |
| Tax Abatement Overlay | 401,718 | 386,919 | 400,000 | 400,000 | |
| Total Non-Appropriated Expenses | 1,016,934 | 943,984 | 993,477 | 993,477 | 0 |

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 | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|------------------------|------------------------|-------------------------|-------------------------|------------------------|
| STAFFING | | | | | |
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 2 | 2 | 2 | 2 | |
| Professional/Technical | 2 | 2 | 2 | 2 | |
| Public Works | 13 | 13 | 13 | 13 | |
| TOTAL | 18 | 18 | 18 | 18 | 0 |

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 2019 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

- Finished replacement of 30" gate at north reservoir
- Replaced carbon filters at Treatment Plant
- Repaired 15 main water leaks
- Cleaned over 200 catch basins
- Repaired 42 catch basins and manholes
- Repaired 60 water services
- Replaced 18 water services that were lead and galvanized steel with new copper
- Replaced 65 lead goosenecks
- Replaced 8 non-draining fire hydrants

STATISTICS

| WATER SUPPLY | 2014 | 2015 | 2016 | 2017 |
|---------------------|---------------|---------------|---------------|---------------|
| Rainfall (inches) | 48.32 | 31.24 | 33.97 | 41.48 |
| Town reservoir | 416.0 MG | 398.0 MG | 304 MG | 334 MG |
| MWRA Direct | 354.0 MG | 447.0 MG | 592 MG | 464 MG |
| TOTAL | 770 MG | 845 MG | 896 MG | 799 MG |

| FY19 WATER SEWER ENTERPRISE BUDGET | | | | |
|--|-------------------------|------------------------------|--|----------------|
| Moved that \$9,652,971 be appropriated for the water and sewer enterprise fund of which \$1,306,938 is for personal services and \$8,216,033 is for expenses; that \$1,334,413 be included in appropriations from the general fund for indirect costs and be allocated to the water and sewer enterprise fund, and that \$10,987,384 be raised as follows: | | | | |
| Department receipts | 5,600,863.00 | | | |
| Retained Earnings | 561,489.74 | | | |
| Chapter 110 Tax Levy | 4,825,031.26 | | | |
| FY19 Enterprise Fund Expenses | | Personal Svcs | Expenses | Capital |
| Sewer Operations | 1,703,236.00 | 333,146.00 | 1,370,090.00 | - |
| Water Operations | 2,238,438.00 | 973,792.00 | 1,264,646.00 | |
| Equipment (Capital Outlay) | 130,000.00 | | | 130,000.00 |
| Local Funded Debt | 1,283,270.82 | | 1,283,270.82 | |
| MWRA Debt | 4,298,026.18 | | 4,298,026.18 | |
| Total Enterprise Fund Expenses | 9,652,971.00 | 1,306,938.00 | 8,216,033.00 | 130,000.00 |
| FY19 Indirect Expenses | | | | |
| Health Insurance | 210,505.00 | | | |
| Pension | 172,109.00 | | | |
| Shared Employees | 801,133.00 | | | |
| General Svcs/Audit/Legal/Energy/Ins | 100,866.00 | | | |
| Workers Comp/Unemployment/FICA | 49,800.00 | | | |
| FY18 Indirect Expenses | 1,334,413.00 | | | |
| Total Expenses | 10,987,384.00 | 1,306,938.00 | 8,216,033.00 | |
| FY19 Revenues | | | | |
| Service charge | 158,100.00 | <i>based on FY17 actuals</i> | | |
| Usage charges | 5,200,000.00 | <i>5 yr average</i> | | |
| Sprinkler fee | 17,605.00 | <i>based on FY17 actuals</i> | | |
| Interest earned | 11,347.00 | <i>based on FY17 actuals</i> | | |
| Liens/interest | 127,958.00 | <i>based on FY17 actuals</i> | | |
| Other | 85,853.00 | <i>based on FY17 actuals</i> | | |
| Sub total | \$ 5,600,863.00 | | | |
| Retained earnings | \$ 561,489.74 | | Total debt | |
| Chapter 110 Tax Levy | \$ 4,825,031.26 | 86.45% | \$ 5,581,297 | |
| Total FY18 Estimated | \$ 10,987,384.00 | | | |
| | \$ (0.00) | | | |
| Certified Retained Earnings - 10/2017 | \$ 1,765,809.00 | | | |
| Additional Approps FTM | \$ (265,000.00) | | | |
| | \$ (561,489.74) | | | |
| Unappropriated Balance | \$ 939,319.26 | | | |
| | | 8.55% | <i>R/E as a percentage of the total budget</i> | |

| Department | FY18 | | Water and Sewer | |
|---------------------------------------|-----------------------|---------------|-----------------------------|---------------------|
| | Approved | Percent of | Allocation | Amount |
| | Orig Budget | Budget | Methodology | |
| Town Manager* | \$ 687,550 | 0.6% | See Town Manager Tab | \$ 68,759 |
| Human Resources* | \$ 134,230 | 0.1% | See Human Resources Tab | \$ 13,451 |
| Finance Committee | \$ 6,000 | 0.0% | | |
| Comptroller* | \$ 351,964 | 0.3% | See Comptroller Tab | \$ 36,110 |
| Assessors | \$ 258,176 | 0.2% | | |
| Audit* | \$ 80,000 | 0.1% | 7.9% of the Audit Budget | \$ 6,354 |
| Data Processing* | \$ 620,568 | 0.5% | See Data Processing Tab | \$ 51,912 |
| Collector/Treasurer* | \$ 444,692 | 0.4% | See Collector/Treasurer Tab | \$ 166,523 |
| Engineering* | \$ 523,458 | 0.4% | See Engineering Tab | \$ 163,892 |
| Building Zoning | \$ 350,061 | 0.3% | | |
| Conservation | \$ 50,789 | 0.0% | | |
| Planning Board | \$ 138,676 | 0.1% | | |
| Legal* | \$ 350,000 | 0.3% | See Legal Tab | \$ 27,801 |
| General Services | \$ 137,300 | 0.1% | | |
| Town Clerk | \$ 367,911 | 0.3% | | |
| Library | \$ 1,905,500 | 1.6% | | |
| Archival Center | \$ 18,300 | 0.0% | | |
| Historical Commission | \$ 36,500 | 0.0% | | |
| Board of Health | \$ 334,995 | 0.3% | See Board of Health Tab | \$ 3,548 |
| Council on Aging | \$ 274,555 | 0.2% | | |
| Verterans' Services | \$ 54,760 | 0.0% | | |
| Police | \$ 4,565,625 | 3.8% | See Police Tab | \$ 4,986 |
| Fire | \$ 4,584,909 | 3.8% | See Fire Tab | \$ 51,504 |
| Sealer of Weights | \$ 9,572 | 0.0% | | |
| DPW* | \$ 6,271,756 | 5.3% | See DPW Tab | \$ 240,448 |
| Snow & Ice | \$ 400,000 | 0.3% | | |
| Education | \$ 47,419,300 | 39.7% | | |
| Vocational Education | \$ 273,694 | 0.2% | | |
| Energy | \$ 2,445,627 | 2.0% | See Energy Tab | \$ 32,888 |
| Contributory Retirement* | \$ 4,472,543 | 3.7% | See Contributory Retire Tab | \$ 172,109 |
| Workers' Compensation* | \$ 350,000 | 0.3% | See Workers' Comp Tab | \$ 33,600 |
| Unemployment Compensation | \$ 75,000 | 0.1% | See Unemployment Tab | \$ - |
| Health Insurance* | \$ 10,059,884 | 8.4% | See Health Ins Tab | \$ 210,505 |
| FICA/Medicare | \$ 915,000 | 0.8% | See FICA Tab | \$ 16,200 |
| Non-Contributory Retirement | \$ - | 0.0% | | |
| Reserve Fund | \$ 400,000 | 0.3% | | |
| General Insurance* | \$ 380,000 | 0.3% | See Property Insurance Tab | \$ 33,823 |
| Environmental Remediation | \$ 35,000 | 0.0% | | |
| GASB 45 - opeb | \$ 250,000 | 0.2% | See GASB 45 Tab | \$ - |
| 7120 Funded Debt Interest | \$ 5,409,702 | 4.5% | | |
| 7110 Funded Debt Principal | \$ 6,936,206 | 5.8% | | |
| Total Yellow Sheet | \$ 102,379,803 | 85.8% | | |
| Capital (funded by GF) | 220,000 | 0.2% | | |
| Bldg & Cap Stabilization Transfers | 3,838,003 | 3.2% | | |
| Water and Sewer Enterprise | \$ 9,477,189 | 7.9% | | |
| Recreation Enterprise | \$ 1,690,712 | 1.4% | | |
| Total Operational/Capital Budg | \$ 117,605,707 | 98.51% | | |
| <u>Articles</u> | | | | |
| Add'l BSF/CSF (STM A15) | \$ 684,120 | 0.6% | | |
| All Day K-garten (STM A24) | \$ 571,000 | 0.5% | | |
| COLA Increases - GF (STM A36) | \$ 128,297 | 0.1% | | |
| COLA Increases - WS (STM A36) | \$ 5,698 | 0.0% | | |
| COLA Increases - Rec (STM A36) | \$ 22,108 | 0.0% | | |
| Unallocated wages (STM A36) | \$ 268,897 | 0.2% | | |
| Capital maintenance (STM A37) | \$ 100,000 | 0.1% | | |
| Totals | \$119,385,827 | 100.0% | | \$ 1,334,412 |

| SEWER OPERATIONS | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------|--------------------------------|------------------|------------------|------------------|------------------|-----------------------|----------------|
| 51101 | PERMANENT | 268,458 | 277,698 | 271,760 | 289,296 | | |
| 51160 | SICK LEAVE BUYBACK - DPW | - | 853 | 0 | 850 | | |
| | TOTAL PERMANENT | 268,458 | 278,551 | 271,760 | 290,146 | 0 | 0 |
| 51359 | OVERTIME | 32,500 | 51,611 | 42,500 | 42,500 | | |
| 51368 | OFF DUTY SEWER | 500 | 0 | 500 | 500 | | |
| | TOTAL OVERTIME | 33,000 | 51,611 | 43,000 | 43,000 | 0 | 0 |
| | PERSONAL SERVICES TOTAL | 301,458 | 330,162 | 314,760 | 333,146 | 0 | 0 |
| 52116 | ELECTRICAL SUPPLIES | 4,000 | 544 | 4,000 | 4,000 | | |
| 52123 | HARDWARE | 500 | 0 | 500 | 500 | | |
| 52125 | PAINTING SUPPLIES | 200 | 0 | 200 | 200 | | |
| 52127 | PLUMBING, HEATING & VENTILAT | 200 | 0 | 200 | 200 | | |
| 52128 | BITUMINOUS PRODUCTS | 1,000 | 0 | 1,000 | 1,000 | | |
| 52129 | MASONRY SUPPLIES | 500 | 27 | 500 | 500 | | |
| 52130 | SAND, GRAVEL & LOAM | 500 | 0 | 500 | 500 | | |
| 52137 | SUPPLIES, SMALL EQUIPMENT | 12,500 | 7,886 | 12,500 | 12,500 | | |
| 52143 | SMALL TOOLS & IMPLMT | 2,000 | 660 | 2,000 | 2,000 | | |
| 52152 | PIPE & FITTINGS | 10,000 | 3,915 | 10,000 | 10,000 | | |
| 52153 | CHEMICALS | 1,000 | - | 1,000 | 1,000 | | |
| 52181 | PUBLIC SAFETY SUPPLY | 1,000 | 254 | 1,000 | 1,000 | | |
| 52184 | CLOTHING & UNIFORMS | 4,200 | 563 | 4,200 | 4,200 | | |
| 52186 | SUPPLIES & MATERIALS | 12,500 | 6,112 | 12,500 | 12,500 | | |
| | TOTAL SUPPLIES & MATERIALS | 50,100 | 19,960 | 50,100 | 50,100 | 0 | 0 |
| 53110 | TELEPHONE TOWN BLDS | 1,500 | 1,181 | 1,500 | 1,500 | | |
| 53112 | LIGHT/PWR TWN BLDS | 20,000 | 14,043 | 20,000 | 20,000 | | |
| 53118 | PROF SERVICES | 25,000 | 11,376 | 25,000 | 25,000 | | |
| 53128 | COM R&M TOOLS & EQUIPMENT | 300 | 0 | 300 | 300 | | |
| 53138 | R&M BLDG & STRUCT | 2,000 | 0 | 2,000 | 2,000 | | |
| 53159 | R&M WATER | 0 | 0 | 0 | 0 | | |
| | TOTAL CONTRACTUAL SERVICES | 48,800 | 26,600 | 48,800 | 48,800 | 0 | 0 |
| 54101 | DUES AND MEMBERSHIPS | 500 | 0 | 500 | 500 | | |
| 54104 | MWRA ASSESSMENT | 1,115,966 | 1,104,794 | 1,148,986 | 1,200,690 | CY17 up slightly/MWRA | |
| 54117 | PAYMENTS TO MUNICIPALITIES | 70,000 | 74,495 | 70,000 | 70,000 | | |
| | TOTAL CHARGES & OBLIGATIONS | 1,186,466 | 1,179,289 | 1,219,486 | 1,271,190 | 0 | 0 |
| | EXPENSES TOTAL | 1,285,366 | 1,225,849 | 1,318,386 | 1,370,090 | 0 | 0 |
| 55112 | EQUIPMENT, NOT OTHERWISE CLA | - | | | 0 | 0 | |
| | EQUIPMENT TOTAL | - | | | 0 | 0 | |
| | SEWER TOTAL | 1,586,824 | 1,556,011 | 1,633,146 | 1,703,236 | 0 | 0 |

| WATER OPERATIONS | | FY17 Budget | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------|---------------------------------|------------------|------------------|------------------|------------------|----------------------------------|----------------|
| 51359 | OVERTIME | 92,500 | 100,244 | 102,500 | 102,500 | | |
| 51367 | OFF DUTY WATER | 25,000 | 15,318 | 25,000 | 25,000 | | |
| | TOTAL OVERTIME | 117,500 | 115,562 | 127,500 | 127,500 | 0 | 0 |
| | UNALLOCATED WAGE ADJUSTMENTS | 0 | 0 | 0 | 0 | 0 | |
| | PERSONAL SERVICES TOTAL | 905,274 | 846,292 | 927,512 | 973,792 | 0 | 0 |
| 52101 | OFFICE SUPPLIES | 1,500 | 527 | 1,500 | 1,500 | | |
| 52113 | CLEANING SUPPLIES | 400 | 273 | 400 | 400 | | |
| 52116 | ELECTRICAL SUPPLIES | 1,200 | 857 | 1,200 | 1,200 | | |
| 52123 | HARDWARE | 1,400 | 0 | 1,400 | 1,400 | | |
| 52125 | PAINTING SUPPLIES | 700 | 26 | 700 | 700 | | |
| 52127 | PLUMBING, HEATING & VENTILATION | 0 | 0 | 0 | 0 | | |
| 52128 | BITUMINOUS PRODUCTS | 6,000 | 2,915 | 6,000 | 6,000 | | |
| 52129 | MASONRY SUPPLIES | 0 | 0 | 0 | 0 | | |
| 52130 | SAND, GRAVEL & LOAM | 3,000 | 0 | 3,000 | 3,000 | | |
| 52131 | STONE | 500 | 0 | 500 | 500 | | |
| 52133 | READY MIX CONCRETE | 300 | 0 | 300 | 300 | | |
| 52134 | LUMBER AND WOOD PRODUCTS | 250 | 181 | 250 | 250 | | |
| 52135 | IRON CASTINGS | 1,000 | 0 | 1,000 | 1,000 | | |
| 52136 | AGRICULTURE AND HORTICULTURE | 100 | 0 | 100 | 100 | | |
| 52137 | SUPPLIES, SMALL EQUIPMENT | 7,000 | 13,480 | 7,000 | 7,000 | | |
| 52138 | SUPPLIES, AUTOMOBILE | 0 | 0 | 0 | 0 | | |
| 52143 | SMALL TOOLS & IMPLMT | 3,000 | 1,276 | 3,000 | 3,000 | | |
| 52152 | PIPE & FITTINGS | 0 | 580 | 0 | 0 | | |
| 52153 | CHEMICALS | 42,000 | 21,343 | 42,000 | 42,000 | | |
| 52154 | METERS & PARTS | 20,000 | 25,026 | 25,000 | 25,000 | | |
| 52155 | PIPE & FITTINGS | 30,000 | 29,118 | 30,000 | 30,000 | | |
| 52181 | PUBLIC SAFETY SUPPLY | 12,000 | 7,100 | 12,000 | 12,000 | | |
| 52184 | CLOTHING & UNIFORMS | 3,000 | 8,866 | 3,000 | 3,000 | | |
| 52186 | SUPPLIES & MATERIALS | 12,000 | 26,050 | 12,000 | 12,000 | | |
| | TOTAL SUPPLIES & MATERIALS | 145,350 | 137,620 | 150,350 | 150,350 | 0 | 0 |
| 53101 | PRINTING & STATIONERY | 11,500 | 2,947 | 11,500 | 11,500 | | |
| 53107 | POSTAGE | 10,500 | 10,629 | 10,500 | 10,500 | | |
| 53110 | TELEPHONE TOWN BLDGS | 12,000 | 11,501 | 12,000 | 12,000 | | |
| 53112 | LIGHT/PWR TWN BLDS | 70,000 | 71,995 | 70,000 | 70,000 | | |
| 53115 | ADVERTISING | 500 | 0 | 500 | 500 | | |
| 53118 | PROF SERVICES | 78,000 | 98,068 | 100,000 | 100,000 | | |
| 53128 | COM R&M TOOLS & EQUIPMENT | 500 | 0 | 500 | 500 | | |
| 53138 | R&M BLDG & STRUCT | 1,000 | 0 | 1,000 | 1,000 | | |
| 53159 | R & M WATER | 100,000 | 42,117 | 100,000 | 100,000 | | |
| 53166 | TUITION | 2,000 | 2,520 | 2,000 | 2,000 | | |
| 53223 | NATURAL GAS - WATER TREATMEN | 14,000 | 12,987 | 14,000 | 14,000 | | |
| 53303 | LICENSE REIMBURSEMENT | 1,000 | 629 | 1,000 | 1,000 | | |
| | TOTAL CONTRACTUAL SERVICES | 301,000 | 253,393 | 323,000 | 323,000 | 0 | 0 |
| 54101 | DUES AND MEMBERSHIPS | 500 | 240 | 500 | 500 | | |
| 54102 | RENTALS AND STORAGE | 2,200 | 0 | 2,200 | 2,200 | | |
| 54104 | MWRA ASSESSMENT | 631,142 | 626,041 | 865,107 | 778,596 | CY17 down 14%; 10% decrease/MWRA | |
| 54117 | PAYMENTS TO MUNICIPALITIES | 10,000 | 11,015 | 10,000 | 10,000 | | |
| 54127 | MISC EXPENSES/OTHER | 0 | 0 | 0 | 0 | | |
| | TOTAL CHARGES & OBLIGATIONS | 643,842 | 637,296 | 877,807 | 791,296 | 0 | 0 |
| | EXPENSES TOTAL | 1,090,192 | 1,028,309 | 1,351,157 | 1,264,646 | 0 | 0 |
| 55112 | EQUIPMENT, NOT OTHERWISE CLA | 152,000 | 147,931 | | 130,000 | | 0 dump truck |
| | EQUIPMENT TOTAL | 152,000 | 147,931 | 0 | 130,000 | 0 | 0 |
| | WATER TOTAL | 2,147,466 | 2,022,532 | 2,278,669 | 2,368,438 | 0 | 0 |

RECREATION DEPARTMENT

| PROGRAM COSTS | FY17 Actual | FY18 Budget | FY19 Request | FY19 Manager | FY19 FinCom |
|------------------------|----------------|----------------|-----------------|-----------------|----------------|
| STAFFING | | | | | |
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 2 | 2 | 2 | 2 | |
| Professional/Technical | 3 | 3 | 3 | 3 | |
| TOTAL | 6 | 6 | 6 | 6 | 0 |

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.

FY2019 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. Also, installing ductless heating units or installing valve checks to maximize heating throughout the building.
- Increase security at the Mystic School by installing a camera system and safety lock on main entrance similar to the Winchester Public Schools.
- Increase program opportunities for Middle and High School students.
- 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. Look to hire a New Youth Center Coordinator.
- 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. Work with the Field Master Plan Committee to review field schedules and maintenance concerns and create a 5-10 year plan.

- 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. Looking into adding sailing to activities at Wedge Pond.
- 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.
- 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. Need to increase wages for lifeguards to retain lifeguards for Borggaard Beach.

Prior Year’s Accomplishments

- Completed our seventh Recreation Budget as an Enterprise Fund with a surplus.
- Increased the variety of programs offer to the community. Added 6 new programs to our offerings with successful results.
- Successfully operated the Borggaard Beach and Splash Park. Increased treatment to Wedge Pond allowed more days open for the public.
- Continued to offer Community Events, Halloween Window Painting, Halloween Horrible Parade, Breakfast with Santa, Daddy Daughter Dance, Town Championship Track Meet.
- Increase communication with residents through social media networks, email blasts, etc.
- Restored the Packer-Ellis Tennis Courts to a high quality-playing surface.
- Collaborated with the Field Management Committee in the implementation of Field Permit Policy and Field Fees. Created a new Knowlton Stadium Light Policy for lights at Knowlton Stadium. Handled the collection of all Field Fees (Grass and Turf Field).
- Created an online Field Schedule Master Schedule to show field availability to all field users. Increased the revenue of turf permitting.
- Continued to improve our online Registration System that is user friendly and enables better communication with residents by email blasts and text messages.
- Successful organized fundraising opportunities, Thanksgiving Pie Sale and Spring Butter Bread/Cookie Sale and continued out Turkey Bowl and Super Hero Wrestling, with successful results.
- Increased our Financial Aid opportunities to residents.
- Continued to offer educational and Recreational Programs at affordable prices for the Community.

Recreation Enterprise Fund FY2019 Budget

| | | |
|-------------------|----|--------------|
| REVENUE | \$ | 1,775,000.00 |
| EXPENSE | \$ | 1,722,225.00 |
| INDIRECTS | \$ | 343,621.00 |
| TOTAL | \$ | (290,846.00) |
| TOWN ALLOCATION | \$ | 175,000.00 |
| NEW TOTAL | \$ | (115,846.00) |
| RETAINED EARNINGS | | |
| TOTAL | \$ | - |

| | FY16 Actual | FY17 Actual | FY18 Estimate | FY19 Estimate |
|--------------------------|------------------------|------------------------|------------------------|------------------------|
| Youth Programs | \$ 664,791.46 | \$ 681,450.98 | \$ 675,000.00 | \$ 695,000.00 |
| Adult Programs | \$ 61,930.50 | \$ 43,114.36 | \$ 65,000.00 | \$ 50,000.00 |
| Year Round Programs | \$ 899,090.50 | \$ 1,041,550.65 | \$ 915,000.00 | \$ 975,000.00 |
| Trips and Special Events | \$ 100,191.57 | \$ 54,246.39 | \$ 50,000.00 | \$ 55,000.00 |
| Int Earned on Savings | | | | |
| Total | \$ 1,726,004.03 | \$ 1,820,362.38 | \$ 1,705,000.00 | \$ 1,775,000.00 |

| RECREATION | | FY16 Actual | FY17 Actual | FY18 Request | FY19 Request |
|------------|--------------------------------|------------------|------------------|------------------|------------------|
| 51101 | PERMANENT | 353,282 | 377,036 | 424,212 | 417,321 |
| 51161 | SICK LEAVE BUYBACK - NO | 0 | 675 | 1,000 | 1,000 |
| | TOTAL PERMANENT | 353,282 | 377,711 | 425,212 | 418,321 |
| 51251 | TEMPORARY | 657,200 | 706,736 | 696,000 | 724,404 |
| 51359 | OVERTIME | 4,797 | 6,223 | 7,000 | 6,500 |
| | TOTAL OVERTIME | 661,997 | 712,960 | 703,000 | 730,904 |
| | PERSONAL SERVICES TOTAL | 1,015,279 | 1,090,671 | 1,128,212 | 1,149,225 |
| 52101 | OFFICE SUPPLIES | 5,351 | 3,789 | 3,000 | 4,000 |
| 52105 | COMPUTER SUPPLIES | 0 | 0 | 0 | 0 |
| 52125 | PAINTING SUPPLIES | 273 | 0 | 0 | 0 |
| 52176 | RECREATIONAL SUPPLIES | 21,524 | 23,708 | 15,000 | 20,000 |
| 52180 | FOOD & GROCERIES | 1,787 | 966 | 2,000 | 1,000 |
| 52184 | CLOTHING & UNIFORMS | 2,000 | 2,500 | 2,000 | 2,500 |
| 52186 | SUPPLIES & MATERIALS | 4,945 | 5,041 | 5,000 | 5,000 |
| | TOTAL SUPPLIES & MATERIALS | 35,879 | 36,004 | 27,000 | 32,500 |
| 53101 | PRINTING & STATIONERY | 0 | 400 | 400 | 400 |
| 53107 | POSTAGE | 500 | 1,678 | 6,000 | 3,500 |
| 53110 | TELEPHONE TOWN BUILDINGS | 3,033 | 2,951 | 4,000 | 3,500 |
| 53112 | LIGHT/PWR TWN BLDS | 0 | 0 | 1,500 | 0 |
| 53115 | ADVERTISING | 2,928 | 997 | 1,500 | 1,500 |
| 53118 | PROF SERVICES | 405,437 | 424,691 | 450,000 | 465,000 |
| 53162 | TRANSPORTATION | 6,060 | 5,500 | 15,000 | 15,000 |
| | TOTAL CONTRACTUAL SERVICES | 417,958 | 436,218 | 478,400 | 488,900 |
| 54101 | DUES AND MEMBERSHIPS | 65 | 0 | 600 | 600 |
| 54102 | RENTALS AND STORAGE | 150 | 321 | 1,500 | 1,000 |
| 54129 | BANK SERVICE CHARGES | 44,839 | 45,074 | 55,000 | 50,000 |
| | TOTAL CHARGES & OBLIGATIONS | 45,054 | 45,395 | 57,100 | 51,600 |
| | EXPENSES TOTAL | 498,892 | 517,617 | 562,500 | 573,000 |
| 59700 | TRANSFER OUT | 286,362 | 337,950 | 0 | 0 |
| | TRANSFER TOTAL | 286,362 | 337,950 | 0 | 0 |
| | RECREATION TOTAL | 1,800,533 | 1,946,238 | 1,690,712 | 1,722,225 |

| <u>Department</u> | <u>FY18 Approved Budget</u> | <u>Percent of Budget</u> | <u>Recreation Allocation Methodology</u> | <u>FY18 Indirects</u> |
|---|-------------------------------------|------------------------------|--|---------------------------|
| Town Manager* | 687,550 | 0.58% | See Town Manager Tab | 12,645 |
| Human Resources* | 134,230 | 0.11% | See Human Resources Tab | 2,283 |
| Finance Committee | 6,000 | 0.01% | | |
| Comptroller* | 351,964 | 0.30% | See Comptroller Tab | 7,443 |
| Assessors | 258,176 | 0.22% | | |
| Audit* | 80,000 | 0.07% | 1.43% of \$101,000 budget | 1,105 |
| Data Processing* | 630,568 | 0.53% | 1.43% of \$602,387 budget | 8,708 |
| Collector/Treasurer* | 444,692 | 0.38% | See Collector/Treasurer Tab | 7,360 |
| Engineering | 523,458 | 0.44% | | |
| Building/Zoning | 376,761 | 0.32% | | |
| Conservation Commission | 50,789 | 0.04% | | |
| Planning Board | 153,676 | 0.13% | | |
| Legal* | 350,000 | 0.30% | 1.43% of \$350,000 budget | 4,834 |
| General Services* | 150,400 | 0.13% | 1.43% of \$137,300 budget | 2,077 |
| Town Clerk | 367,911 | 0.31% | | |
| Library | 1,905,500 | 1.61% | | |
| Archival Center | 18,300 | 0.02% | | |
| Historical Commission | 16,500 | 0.01% | | |
| Board of Health | 334,995 | 0.28% | | |
| Council on Aging | 274,555 | 0.23% | | |
| Verterans' Services | 64,398 | 0.05% | | |
| Police | 4,565,625 | 3.87% | | |
| Fire | 4,584,909 | 3.88% | | |
| Sealer of Weights | 9,572 | 0.01% | | |
| DPW* | 6,271,756 | 5.31% | See DPW Tab | 24,274 |
| Snow & Ice | 400,000 | 0.34% | | |
| Education | 47,419,300 | 40.14% | | |
| Vocational Education | 291,211 | 0.25% | | |
| Energy | 2,436,428 | 2.06% | See Energy Tab | 30,650 |
| Contributory Retirement* | 4,472,543 | 3.79% | See Contributory Retire Tab | 70,466 |
| Workers' Compensation* | 350,000 | 0.30% | 1.43% of the \$400,000 budget | 4,834 |
| Unemployment Compensation | 75,000 | 0.06% | See Unemployment Tab | 1,654 |
| Health Insurance* | 10,059,884 | 8.52% | See Health Ins Tab | 144,083 |
| FICA/Medicare | 915,000 | 0.77% | See Medicare/FICA Tab | 16,359 |
| Non-Contributory Retirement | 15,000 | 0.01% | | |
| Reserve Fund | 400,000 | 0.34% | | |
| General Insurance* | 380,000 | 0.32% | See General Prop Insurance Tab | 4,846 |
| Environmental Remediation | 43,000 | 0.04% | | |
| Transfer to OPEB | 125,000 | 0.11% | See GASB 45 Tab | - |
| 7120 Interest on Debt | 5,409,702 | 4.58% | | |
| 7110 Funded Debt Principal | 6,936,206 | 5.87% | | |
| Total Yellow Sheet | 102,340,559 | 86.64% | | |
| Capital GF only | 220,000 | 0.19% | | |
| Bldg & capital stabilization fund transfers | 3,744,393 | 3.17% | | |
| Water and Sewer Enterprise | 8,942,329 | 7.57% | | |
| Recreation Enterprise | 1,611,885 | 1.36% | | |
| Total | 116,859,166 | 98.93% | | |
| <u>Articles:</u> | | | | |
| Add'l BSF/CSF (STM A20) | \$ 644,520 | 0.55% | | |
| OPEB (STM A21) | \$ 170,000 | 0.14% | | |
| COLA Increases - GF (STM A32) | \$ 141,226 | 0.12% | | |
| COLA Increases - WS (STM A32) | \$ 4,937 | 0.00% | | |
| COLA Increases - Rec (STM A32) | \$ 19,448 | 0.02% | | |
| Unallocated wages (STM A32) | \$ 284,389 | 0.24% | | |

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 23, 2017

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 FY 19 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 FY19 the General Fund allocation is expected to be \$220,000 plus the amount for retiring debt. The Building Stabilization Fund is essentially fully committed paying debt service on past projects for the foreseeable future. In FY18, of the roughly \$2,709,000 that the fund generated, only \$184,000 was available for use. The remainder was dedicated to debt service.

The Capital Stabilization Fund was in a somewhat better condition where it had approximately \$1,279,000 available for Town projects after Town Meeting transferred approximately \$654,000 of Retiring Debt to the fund. It is critical to note that the annual transfer of Retiring Debt by Town Meeting is, and will remain to be, greater than half of the funds available to the Capital Stabilization fund until at least FY25.

The CPC has once again alerted Town Meeting the Town Manager and the Board of Selectmen of the lack of funding for the capital budget. We have reached the point where the BSF can no longer support any major building improvement. The CPC has had to modify their long-term philosophy to a year to year approach due to a lack of consistent adequate funding.

Winchester voters in March 2002 authorized the creation of two stabilization funds for capital spending purposes: the general Capital Stabilization Fund and the Building Stabilization Fund. The original financial projections for the Building Stabilization Fund included the renovation of the remaining schools which had not yet been updated. At that time, the Ambrose School was in the process of being renovated, the McCall Middle School had recently been renovated as well as the Lincoln School. The four remaining elementary schools were assumed to be renovated at four year intervals at an estimated cost of 14 million dollars escalated for the passage of time. The High School was projected to be rebuilt at a time not yet specified but to be funded by a separate override.

Under these 2002 projections it was estimated that some level of additional funding would be required to consistently utilize the Building Stabilization Fund for the totality of building needs starting in approximately 2012.

Upon its creation by Town Meeting millions of dollars were immediately bonded to the Building Stabilization Fund, which compromised its ability to fund additional future projects at a rate originally envisioned.

The committee believes that approximately \$2,000,000 is needed **for each of these funds per year** to address current Town needs. Assuming no new projects are bonded by these funds in the future and Retiring Debt continues to be transferred by Town Meeting to the Capital Stabilization Fund, both funds will slowly improve over time as debt is paid down. However, even with these assumptions neither of these Funds will reach \$2,000,000 in annual cash available until FY26.

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, while making sure we always maintain our Aaa bond rating.

This year the CPC is recommending use of the following funds for the FY 19 Capital Projects (excluding Water & Sewer Enterprise and Cemetery Permanent Care):

| | |
|----------------------------|------------------|
| Capital Stabilization Fund | \$ 1,259,898 |
| Building Stabilization | \$ 100,000 |
| General Fund | \$ 220,000 |
| Closeouts | <u>\$ 24,627</u> |
| Total | \$1,604,525 |

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 FY.

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 | | | | | | |
|--|-----------------------|--|------------------|------------------|------------------|------------------|
| FY2019 - FY2023 | | | | | | |
| Departments | Projects | FY 2019 Requests | FY 2020 Requests | FY 2021 Requests | FY 2022 Requests | FY 2023 Requests |
| 1 | ADA | Various Schools/Town | 125,000 | | | |
| | | ADA | 125,000 | 125,000 | 125,000 | 125,000 |
| 2 | DPW - Buildings | Public Safety Generator (Plans & Specs) | 25,000 | | | |
| 3 | | Town-wide Painting & Carpet Replacement | 100,000 | | | |
| 4 | | Generator at West Side Fire Station | 50,000 | | | |
| | | DPW - Buildings | 175,000 | | | |
| 5 | DPW - Cemetery | Tree Pruning /Planting | 25,000 | | | |
| 6 | | Palmer Street Fence | 45,000 | | | |
| | | DPW - Cemetery | 70,000 | 70,000 | 70,000 | 70,000 |
| 7 | DPW - Roads/Sidewalks | | 400,000 | | | |
| | | DPW - Roads/Sidewalks | 400,000 | 400,000 | 400,000 | 400,000 |
| 8 | DPW - Vehicles | Ford Explorer (DPW Director) | 40,000 | | | |
| 9 | | Truck 15 (Highway) | 60,000 | | | |
| 10 | | New Bobcat, Transfer Station | 70,000 | | | |
| 11 | | Transfer Station Trailer #4 | 85,000 | | | |
| | | DPW - Vehicles | 255,000 | 297,000 | 335,000 | 200,000 |
| 12 | DPW - Water & Sewer | Lead Neck Removal & Replacement (MWRA Loan) | 600,000 | | | |
| 13 | | Dump Truck | 130,000 | | | |
| 14 | | Stowell Road Final Engineering & Construction | 200,000 | | | |
| 15 | | No Reservoir & Saw Mill Brook Drainage | 65,000 | | | |
| | | DPW - Water & Sewer | 995,000 | 200,000 | 250,000 | 400,000 |
| 16 | Energy | Lincoln School: Change Oil to Natural Gas | 111,731 | | | |
| 17 | | Ambrose: Change Oil to Natural Gas | 103,794 | | | |
| | | Energy | 215,525 | | | |
| 18 | Engineering | Waterfield Road Bridge Engineering | 100,000 | | | |
| 19 | | Waterfield Road Bridge Construction | 660,000 | | | |
| 20 | | Installation of RRFBs - Main Street | 120,000 | | | |
| 21 | | Main Street at Highland Avenue Engineering | 50,000 | | | |
| 22 | | Lockeland Road at Ridge Street Preliminary Engineering | 50,000 | | | |
| 23 | | Department Truck | 45,000 | | | |
| | | Engineering | 1,025,000 | | | |
| 24 | Fire | Pick up Truck | 44,000 | | | |
| 25 | | Public Safety Radio | 125,000 | 125,000 | 125,000 | 125,000 |
| 26 | | Chief's Vehicle | 44,000 | | | |
| | | Fire | 213,000 | 8,350,000 | 755,000 | 375,000 |
| 27 | Flooding | Flood Mitigation Program Project 8 | 2,300,000 | | | |
| | | Flooding | 2,300,000 | 4,900,000 | | |
| 28 | MIS | Ethernet Cabling Phase 2 | 35,000 | | | |
| | | MIS | 35,000 | 80,000 | 40,000 | 120,000 |
| 29 | Police | | | | | |
| | | Police | 0 | 170,000 | | |
| 30 | Recreation | Leonard Field Tennis & Basketball Courts | 60,000 | | | |
| | | Recreation | 60,000 | 626,863 | 456,493 | 777,840 |
| 31 | Schools | Lincoln - Playfield Drainage & Renovation | 93,000 | | | |
| 32 | | McCall - Phase I CDs & Phase II SD | 187,305 | | | |
| 33 | | McCall - Additions Phase I & II (Construction) | 6,800,000 | | | |
| 34 | | Central Office - Carriage House Renov SD | 100,000 | | | |
| 35 | | Central Office - Carriage House Renov CD | 330,000 | | | |
| | | Schools | 7,510,305 | 4,198,250 | 5,590,000 | 2,555,000 |
| 36 | TM Special Projects | Main St. & Waterfield Road Bridge Rail Replacement | 75,000 | | | |
| | | Town Manager | 75,000 | | | 182 |

This year alone there were in excess of \$13 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. Below are some project highlights.

Winchester Public Schools – Facilities Master Plan Update

In July of this year the School Committee approved the new ten-year Facilities Master Plan by Flansburgh Architects (updating the 2007 Plan). This vision for the next decade was developed with input from a variety of sources including many Town boards and committees, senior Town staff, and members of the general public as well. As noted by the School Committee, the Master Plan is a broad *vision* for the support, expansion, consolidation, or transformation of district facilities that provides flexibility to accommodate changes in enrollment, educational goals and programming. The district prioritized the continued development of 21st century skills, high-performance work and learning environments, and spaces that are flexible and adaptable to support a variety of teaching approaches and learning styles.

Based on an architectural/engineering team’s analysis of existing physical plants, a review of Winchester’s demographics and enrollment trends, and in consideration of the district’s strengths and future educational program goals, the Master Plan outlines both short- and long-term plans for growth over the next decade. While it may be used to assist in the procurement of funds-- at both the local and state level-- the Master Plan does *not* define financial plans for implementation of the various recommendations, which are limited in detail at a preliminary and conceptual level.

Although the Master Plan recommends the reconstruction of the Lynch and Muraco elementary schools (priorities remaining from the previous 2007 plan), for which the School Committee and Board of Selectmen have submitted formal Statements of Interest to the Massachusetts School Building Authority (MSBA), the highest priority is the expansion of the McCall Middle School: a proposed two-phase project which will address the current space shortage as well as expected enrollment increases in grades 6-8.

Another priority for the School Committee and WPS Administration is the relocation of Central Office from Parkhurst School to the Carriage House on the Ambrose campus. Administration’s location at Parkhurst has always been considered a temporary plan stemming from redistricting in 2012. The Parkhurst School’s spaces are not well-suited to an administrative use and the lower level of the building remains off-limits per order of the Massachusetts Architectural Access Board due to the lack of an elevator. The Master Plan calls for the permanent relocation of WPS Central Office to a restored and renovated Carriage House, making a number of options available at the Parkhurst School including flexible educational space, rental income to the Town through private entity tenants, space for other municipal departments, or swing space for future construction. The Town’s ADA Transition Plan for FY18 includes the design of an elevator at the Parkhurst School to make the building fully accessible, usable and rentable.

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. **The CPC has recommended to the Board of Selectmen and Town Management that the remaining two flood mitigation projects, Projects 8 and 10 be funded through**

a debt exclusion override. The CPC feels strongly that the commitment that was made to town residents some 20 years ago be completed by funding the two remaining projects.

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

A lot of progress has happened since 2010. All but two of the projects listed above are complete with the exception of the Mt Vernon Street Bridge project which should be substantially complete by Town Meeting. The final two projects; Swanton Street Bridge Improvements and the Railroad Bridge near Muraco School 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 has been completed. This project will be shovel ready in 2018 which is the reason for the request for construction funding. The Managers Office has requested funds for the Swanton Street Bridge Project from 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.

Energy Champion Rebate II

Two energy projects are being recommended for funding at the fall 2017 Town Meeting. Both projects call for the conversion from oil to gas. The payback for these projects is approximately 4 years and the CPC recommends that approximately \$23,000 and 26,000 respectively be appropriated back into the Capital

Stabilization fund to replenish the fund for the cost of these projects. This is being recommended for the spring 2018 Town Meeting for FY 19, and is consistent with past practices such as with the Muraco Boiler project.

| | <i>Ambrose</i> | <i>Lincoln</i> |
|-------------------------|----------------|----------------|
| Net cost of fuel switch | \$ 78,794 | \$ 86,731 |
| Tank removal | 25,000 | 25,000 |
| Total Costs | 23,156 | 26,860 |
| Efficiency savings | 559 | 610 |
| Total savings | \$ 23,715 | \$ 27,470 |
| Simple Payback (years) | 4.38 | 4.07 |

Public Safety Radios

This 4-year project initiates the replacement of the Fire and Police department radio system. The US Congress has mandated that the current radio frequencies utilized be auctioned off by February 2021. This requires that the police and fire departments relocate to as yet unidentified frequencies. Many infrastructure components of the current system are over 25 years old and not able to be adapted to alternative frequency bands. This year the Fire and Police Departments requested \$500,000 to replace their current stock of radios. As \$500,000 was a large ask and difficult for CPC to fund the two Departments agreed to have the radios funded over the next four years at \$125,000 for each year.

FY 19 CPC Recommended Projects

Fall Town Meeting Capital Stabilization Fund

| | |
|---|-------------------|
| Waterfield Road Bridge Engineering | \$ 50,000 |
| Generator at West Side Fire Station | 50,000 |
| Additional Funding for Contaminated Soil Removal for DPW Wall Project | 50,000 |
| Public Safety Building Generator (Engineering) | 25,000 |
| Ford Explorer (DPW Director) | 40,000 |
| Installation of RRFB's – Main Street | 120,000 |
| Main Street at Highland Avenue Engineering | 50,000 |
| Ambrose School Change Oil to Gas and Tank Removal | 103,794 |
| Lincoln School Change Oil to Gas and Tank Removal | 111,731 |
| Total | \$ 600,525 |

Fall Town Meeting Water & Sewer Enterprise Fund

| | |
|---|-------------------|
| Stowell Road Final Engineering & Construction | \$ 200,000 |
| North Reservoir and Saw Mill Brook Drainage Engineering | 65,000 |
| Total | \$ 265,000 |

Spring Town Meeting Building Stabilization Fund

| | |
|--|-------------------|
| Carriage House Renovation Schematic Design | \$ 100,000 |
| Total | \$ 100,000 |

| | |
|--|-------------------|
| Spring Town Meeting Capital Stabilization Fund/General Fund | |
| ADA Projects | \$ 125,000 |
| Public Safety Radios – Police & Fire Year 1 of 4 | 125,000 |
| DPW Roads and Sidewalks | 350,000 |
| Fire Department Pickup Truck | 44,000 |
| DPW Highway Dept. Truck 15 | 60,000 |
| Engineering Department Truck | 45,000 |
| DPW Transfer Station Trailer #4 | 85,000 |
| DPW Transfer Station New Bobcat | 70,000 |
| Total | \$ 904,000 |

| | |
|--|-------------------|
| Spring Town Meeting Water & Sewer Enterprise Fund | |
| Lead Neck Removal & Replacement (MWRA Loan) | \$ 600,000 |
| Dump Truck | 130,000 |
| Total | \$ 730,000 |

| | |
|--|------------------|
| Spring Town Meeting Cemetery Trust Fund | |
| Tree Pruning /Planting | \$ 25,000 |
| Palmer Street Fence | 45,000 |
| Total | \$ 70,000 |

FY 19 Project Descriptions

Fall Town Meeting Capital Stabilization Fund

Waterfield Road Bridge Engineering

In 2016, MassDOT completed an inspection of the Waterfield Road Bridge over the Aberjona River that identified several deficiencies. Last fall, the Town hired Weston & Sampson to complete a detailed bridge inspection and develop a preliminary cost estimate for repairs. This request is for the completion of final engineering plans and specifications suitable for bidding purposes. The work is necessary to prevent additional deterioration of the bridge, which could eventually lead to emergency closures and repairs.

Generator at West Side Fire Station

The existing generator is over 40 years old. Its obsolescence makes it difficult to find parts and to maintain. This request is for replacement to be performed by the DPW and outside contractors.

Additional Funding for Contaminated Soil Removal for DPW Wall Project

Last year Town Meeting appropriated funds for the DPW Wall Demolition and the erection of a temporary fence. During the design process it was discovered that the site contains contaminated soils that need to be handled at a specialized facility. This has created additional costs to the project and this appropriation seeks to cover those additional soil handling costs.

Public Safety Building Generator (Engineering)

The existing generator is over 30 years old and is beyond its useful life. This generator is the backup power to the Town's 911 system and public safety operations. New EPA regulations make it likely that a new unit will have to be relocated from in the basement to a unit outside. The request is for engineering services to determine the best option for equipment, fuel source and location for placement.

Ford Explorer (DPW Director)

This new vehicle will replace a 2003 Chevrolet Trailblazer with 115,000 miles. This truck is used in daily operations and for snow and ice operations. Without replacement, the DPW will incur costly repairs and delays in operational efficiency.

Installation of RRFB's – Main Street

The prioritization plan developed as part of the Complete Streets program in 2016 recommends the installation of curb bump-outs and Rectangular Rapid Flashing Beacons (RRFB) at the existing crosswalks at two locations on Main Street – at Hemingway Street (near 955 Main Street) and at Sheridan Circle (near 1021 Main Street). These RRFB improve pedestrian visibility and safety at these difficult crossing locations, both of which are key crossing points for children accessing the Lynch Elementary School. There is a school crossing guard posted at the crosswalk at Hemingway Street in the mornings and afternoons. The crosswalk at Sheridan Circle also provides direct access to the Creative Corner daycare facility.

Main Street at Highland Avenue Engineering

The intersection of Main Street at Highland Avenue is a high accident location, with 14 accidents at or near the intersection in 2016 and 2017. Many of these accidents have caused substantial property damage to the home at 115 Main Street, as well as personal injury to the drivers. The request is to provide engineering services to redesign the intersection to improve the safety for all modes of transportation, including vehicles, pedestrians, and bicyclists. This request will be combined with mitigation funds from the Eversource 115kV project to produce plans and specifications suitable for construction purposes.

Ambrose School Change Oil to Gas and Tank Removal

Utilizing Utility incentive programs the Town would partner with National Grid and taking advantage of Eversource rebates, this project would run a larger gas service into the school building and convert the existing equipment to cleaner burning, lower cost Natural gas both the heating plant as well as the domestic hot water. Along with the cost, health and ecological benefits this project would further the Town's ongoing program of reducing the inventory of underground fuel storage tanks.

Lincoln School Change Oil to Gas and Tank Removal

Utilizing Utility incentive programs the Town would partner with National Grid and taking advantage of Eversource rebates, this project would run a larger gas service into the school building and convert the existing equipment to cleaner burning, lower cost Natural gas both the heating plant as well as the domestic hot water. Along with the cost, health and ecological benefits this project would further the Town's ongoing program of reducing the inventory of underground fuel storage tanks.

Fall Town Meeting Water & Sewer Enterprise Fund

Stowell Road Final Engineering & Construction

In 2015, the Town of Winchester completed I & I repairs to the sewer main on Stowell and Marshall Roads. 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 repairs were completed. The residents have questioned whether the relining of the sewer mains in that area caused the groundwater levels to rise, resulting in additional pumping from their properties. They are concerned that they will no longer be able to keep up with the required pumping during seasons of high groundwater and heavy precipitation. A study is currently underway to evaluate potential mitigation measures. This request is for final engineering and construction.

North Reservoir and Saw Mill Brook Drainage Engineering

North Reservoir discharges to Saw Mill Brook, where it enters a culvert under Highland Avenue and ties into the Town's drainage system, which ultimately outlets to the Aberjona River near Sunset Road. The Town has historically had flooding problems downstream of the North Reservoir and at the Highland Avenue culvert, including flooding to the Town-owned property at 22 Highland Avenue. In 2011, AECOM

conducted a drainage study of the brook and downstream pipe network, and provided a set of accompanying recommendations. This request is for the permitting and final engineering of the recommended design.

Spring Town Meeting Building Stabilization Fund

Carriage House Renovation Schematic Design

Built in 1906 in the Beaux-Arts style, the 4,600sf two-story Carriage House is a unique and historic structure situated on the Ambrose Campus between the elementary school and Sanborn House (also built 1906), the latter of which is under long-term lease to the Winchester Historical Society, which has assumed stewardship of the structure's restoration and re-use as a community asset. Decades of a variety of uses and occupants have seen the interior of the Carriage House gutted and renovated more than once. Since June 2000, the building has sat vacant, with only a minimum of capital spent to maintain the envelope (exterior walls and roof) and slow deterioration of this unique facility. The Carriage House is the property of the Winchester Public Schools. The Master Plan calls for the relocation of the school department's Central Administration offices, which were moved to the Parkhurst School (from Lynch) in 2013 as part of a limited short-to medium-term district space plan. In addition to giving the Central Office a permanent home, this relocation would allow Parkhurst to be utilized as swing space for students during a new construction project, or even as a dedicated school in the event enrollment increases surge sooner than expected and exceed current capacities. Similar to 2016 Fall Town Meeting's funding for the Schematic Design of McCall Phase I, the Capital Planning Committee is recommending a \$100,000 appropriation to develop a more fully detailed set of schematic documents and specifications which can be properly and fairly estimated for complete design and construction. The School Committee and Historical Commission have both expressed support to work with the Winchester Historical Society in identifying state, federal or private grant opportunities to offset construction costs once the Carriage House Schematic Design is completed. The full Master Plan can be found at www.tinyurl.com/WinchesterMasterPlan.

Spring Town Meeting Capital Stabilization Fund/General Fund

ADA Projects

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 8 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 FY19 ADA request includes engineering services for the preparation of schematic designs for elevators at the Parkhurst and Mystic School Buildings. In combination with prior year funds we hope to update the transition plan and move forward on one of the elevator projects.

Public Safety Radios – Police & Fire Year 1 of 4

This 4-year project initiates the replacement of the Fire and Police department radio system. The US Congress has mandated that the current radio frequencies utilized be auctioned off by February 2021. This requires that the police and fire departments relocate to as yet unidentified frequencies. Many infrastructure components of the current system are over 25 years old and not able to be adapted to alternative frequency bands.

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.

Fire Department Pickup Truck

This purchase replaces a 22-year-old pickup truck that has seen extended rough service and general deterioration. The previous vehicle was unable to pass state inspection and was removed from service. Vehicle is used to transport equipment and personnel in the daily operation of the fire department.

DPW Highway Dept. Truck 15

Truck 15 will replace a 2001 Ford F350 with 93,000 miles. New truck will be used in performing daily operations in the Maintenance Department including recycling pickup, signage repairs and replacement as well as snow and ice operations.

Engineering Department Truck

The Engineering Department has four staff – three management and one PT position – that share one department vehicle. Our current vehicle is a 2003 Chevy Tahoe that is in a declining state of repair. The Department is requesting funds for a new, similarly sized vehicle, as we are often driving multiple staff members to meetings or site visits, as well as transporting equipment, plans, and other departmental items.

DPW Transfer Station Trailer #4

This new trailer will replace a 1988 trailer currently used as a spare for the transfer station in hauling trash to Covanta in Haverhill. The frame is rotted and repairs are costly. Trailer is essential in timely removal of trash from the transfer station.

DPW Transfer Station New Bobcat

This new Bobcat skid steer loader will replace a 1995 928 front-end loader that needs extensive pin work. The cab is coming apart and the hydraulic is leaking into the cab. It is currently a safety hazard to employees. Replacement will improve safety and services/efficiency to the Town.

Spring Town Meeting Water & Sewer Enterprise Fund

Lead Neck Removal & Replacement (MWRA Loan)

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.

Dump Truck

This dump truck will replace a 2003 International 4300 dump truck (Truck 08) with 45,000 miles. Vehicle is used daily in departmental operations including pulling water jet to clean sewers; snow and ice operations; hot top crew in repairing water/sewer structures, as well as various construction projects.

Spring Town Meeting Cemetery Trust Fund

Tree Pruning /Planting

Majority of funds will be used to remove and prune existing 100 year-old trees in the Cemetery with extensive rotting branches and dead wood due to age and disease. Replant trees where needed as well.

Palmer Street Fence

Funds will be used to remove and replace existing chain link fence that has deteriorated along the border of the Cemetery. Funds will also be used to clear the hill of dead branches/trees.