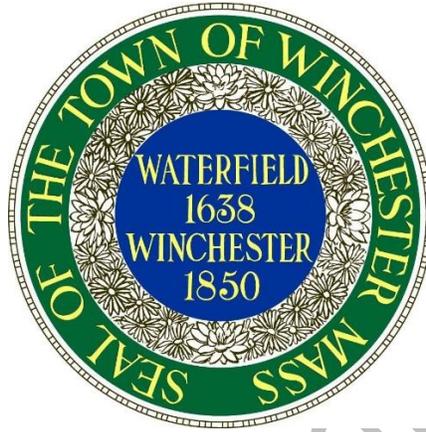


Town of Winchester
Town Manager's Financial Plan
FISCAL YEAR 2021



Lisa Wong, Town Manager

Mark J. Twogood, Assistant Town Manager

Stacie A. Ward, Comptroller

reprinted February 19, 2020

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Town of Winchester

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Town Manager

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February 14, 2020

Dear Select Board and Finance Committee members,

I am pleased to submit the Town Manager's budget proposals for all departmental activity for the Fiscal Year 2021 (July 1, 2020 to June 30, 2021). The budget proposals reflect conversations with staff and the community, and an investment in the early findings of the draft Climate Action Plan and the draft Master Plan (both to be finalized this Spring).

A year ago, the town voted to support an override of \$10 million with estimates to last for 2 fiscal years. FY2021 represents the second fiscal year of that override. Included in this budget proposal is a forecast for FY2022, which shows that the override funds will be able to extend into a third fiscal year, barring any impacts such as a rapid rise in school enrollment or changes to state funding.

There are several highlights on the revenue side. Winchester, as well as communities from across the Commonwealth, have seen an increase in education funding thanks to the passage of the Student Opportunity Act. On a less positive note, there is a shortage of over \$1 million in the enterprise funds because the Stormwater fee proposal did not pass last year. This will have to be addressed by a fee increase as there is insufficient funds to cover ongoing mandated expenses with retained earnings.

On the expenditure side, there are several new line items. There is a request for \$100,000 to fund traffic studies and improvements and \$100,000 to begin implementation of the Master Plan. The Town Manager budget also includes personnel investments such as a Sustainability Director, maintenance worker in the Department of Public Works, planner in the Planning Department and part-time support staff in offices with increased workloads such as the Town Clerk, Building, Board of Health and Comptroller's offices.

The Town continues to find ways to improve upon the quality services residents and businesses expect from our dedicated employees. I want to thank the many staff and volunteers who have contributed to the development of this financial plan. We look forward to an exciting year ahead!

Sincerely,

Lisa Wong
Town Manager

PROJECTIONS

Operating Override		\$10,000,000
FY2020		\$ 6,243,677
FY2021		\$ 2,401,127
Excess Capacity		\$ 1,355,196

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EXPENDITURES AND REVENUES

Revenues	FY2019 Actual	FY2020 Budget Projections	FY2021 Budget Projections
<u>TAX REVENUE</u>			
Property Tax Revenue	73,317,717	80,657,577	83,516,564
Property Tax to Cap & Bldg Stab Funds	3,933,954	6,032,303	6,183,111
New Growth Revenue	856,483	821,998	800,000
Water & Sewer	4,820,809	4,615,291	4,705,146
Operating Override	0	0	2,401,127
Debt Exclusion Override Tax Revenue:			
McCall (net of MSBA contract assistance)	322,768	276,218	230,618
Lincoln	302,069	284,349	270,829
Immediate Repairs	11,110	10,200	0
Wright-Locke Farm	271,612	266,401	256,300
Vinson-Owen	1,280,495	1,245,618	1,227,338
High School	5,720,906	5,661,867	5,470,706
Aberjona River Culvert	402,008	402,775	400,025
Skillings Environmental Remediation	239,971	237,931	238,431
Skillings Turf	203,177	205,890	205,140
McCall Phase I and II	299,303	299,909	602,865
adjustments - from reserves door debt premiums	(6,924)	(6,420)	(6,005)
TOTAL TAX REVENUE	91,975,458	101,011,906	106,502,194
<u>STATE REVENUE</u>			
State Aid	10,683,855	11,146,676	11,555,429
School Building Assistance	672,082	672,082	672,082
TOTAL STATE REVENUE	11,355,937	11,818,758	12,227,511
<u>LOCAL RECEIPTS</u>			
Motor Vehicle & Boat Excise	4,096,505.16	3,891,000.00	3,900,000.00
Other Excise - Meals Tax	206,922.22	200,000.00	200,000.00
Penalties & Interest	222,996.97	200,000.00	200,000.00
Payments in Lieu of Taxes	34,667.34	30,000.00	50,000.00
Trash Disposal Service	1,456,646.49	1,400,000.00	1,350,000.00
Fees	901,151.11	850,000.00	875,000.00
Rentals	71,423.84	50,000.00	70,000.00
Cemetery	280,552.50	215,000.00	270,000.00
Other Departmental Revenue	139,293.28	100,000.00	130,000.00
Licenses & Permits	1,524,411.39	1,500,000.00	1,500,000.00
Fines & Forfeitures	122,350.10	30,000.00	120,000.00
Investment Earnings	382,534.22	200,000.00	100,000.00
Medicaid Reimbursement	63,207.04	60,000.00	50,000.00
Miscellaneous Non-Recurring	1,161,167.82	0	-
TOTAL LOCAL RECEIPTS	10,663,829	8,726,000	8,815,000
<u>STABILIZATION FUND TRANSFERS IN</u>			
Building Stabilization	2,440,084	2,361,470	2,291,460
Capital Stabilization	513,181	499,781	488,256
Building Stabilization - Capital	900,000	910,000	100,000
Capital Stabilization - Capital	805,000	3,055,000	1,189,000
TOTAL STABILIZATION FUND TRANSFERS IN	4,658,265	6,826,251	4,068,716
<u>OTHER TRANSFERS IN</u>			
Enterprise Funds - Indirects	1,657,749	1,780,346	1,893,863
Parking Meter Fund	152,000	125,000	125,000
Parking Meter Fund - Wedgemere/Town Center	80,000	149,000	0
Cemetery Perpetual Care - Operating	70,000	70,000	70,000
Cemetery Perpetual Care - Capital/Article	70,000	60,000	80,000
Transfer from Other Funds	102,080	100	0
Transfer from Prior Year Article Funds	0	0	0
Unallocated Wage Article Fund	0	0	0
TOTAL OTHER TRANSFERS IN	2,131,829	2,184,446	2,168,863
<u>FUND BALANCE AND FREE CASH</u>			
Free Cash - annual budget (capital + retiring debt + energy)	0	267,630	220,000
Free Cash - deferred maintenance	0	100,000	100,000
Free Cash - one-time capital/other uses	0	1,004,518	1,007,732
Fund Balance - reserved for debt premiums	0	6,420	6,005
Fund Balance - reserved for overlay	0	0	0
TOTAL FUND BALANCE AND FREE CASH	0	1,378,568	1,333,737
TOTAL	120,785,319	131,945,929	135,116,021

EXPENDITURES				
Department	FY19 Actual	FY20 Budget	FY21 Request	FY 21 Town Manager
General Government				
1210 Town Manager - Administration	706,628	738,417	832,957	832,957
1310 Finance Committee	1,437	6,000	6,000	6,000
1330 Comptroller	358,290	381,566	455,981	427,721
1340 Assessor	242,058	277,342	282,950	282,950
1350 Collector/Treasurer	421,672	480,675	519,560	484,560
1360 Audit	85,350	80,000	95,000	95,000
1412 Engineering	510,430	568,676	576,170	571,970
1413 Building and Zoning	354,143	376,326	395,157	392,107
1415 Conservation	54,365	58,710	60,976	61,226
1420 Planning Board	136,037	176,777	235,824	235,524
1510 Legal	610,772	400,000	450,000	450,000
1520 Human Resources	148,885	177,068	182,818	182,318
1530 Information Technology	625,473	672,306	703,916	713,916
1540 General Services	124,134	140,275	190,000	190,000
1610 Town Clerk	386,315	403,452	492,079	517,179
Total General Government	4,765,988	4,937,590	5,479,388	5,443,428
CULTURE				
6100 Library	1,902,642	2,011,618	2,046,689	2,046,689
6940 Archival Center	18,126	18,900	20,965	20,615
6941 Historical Commission	10,500	16,500	18,000	18,000
Total Culture	1,931,268	2,047,018	2,085,654	2,085,304
HEALTH/SOCIAL				
5110 Health	328,470	364,655	414,047	414,047
5410 Council on Aging	285,730	347,411	362,718	362,718
5420 Veterans' Services	34,589	45,872	48,371	48,226
Total Health/Social	648,789	757,938	825,136	824,991
PUBLIC SAFETY				
2100 Police Department	4,820,895	5,411,314	5,438,090	5,438,090
2200 Fire Department	4,653,325	5,111,202	5,254,016	5,294,016
2420 Sealer of Weights and Measures	9,946	10,066	10,145	10,145
Total Public Safety	9,484,166	10,532,582	10,702,251	10,742,251
PUBLIC WORKS				
4100 Department of Public Works	6,436,672	6,965,816	7,634,875	7,586,679
4171 Snow & Ice	605,971	400,000	400,000	400,000
Total Public Works	7,042,643	7,365,816	8,034,875	7,986,679
TOTAL MUNICIPAL DEPARTMENTS	23,872,855	25,640,944	27,127,304	27,082,653
EDUCATION				
3100 Schools	50,209,921	54,231,249	56,262,147	56,262,147
3611 Vocational Schools	231,372	243,785	256,000	256,000
Total Education	50,441,293	54,475,034	56,518,147	56,518,147
UNALLOCATED EXPENSES	0	150,117	1,100,000	1,100,000
TOTAL MUNICIPAL AND EDUCATION BUDGET	74,314,148	80,266,095	84,745,451	84,700,800

Department	FY19 Actual	FY20 Budget	FY21 Request	FY 21 Town Manager
UNDISTRIBUTED				
1910 Energy	2,290,516	2,133,470	2,192,975	2,192,975
Personnel Benefits				
9110 Contributory Retirement	4,819,720	5,132,390	5,401,871	5,401,871
9120 Workers' Compensation	360,000	420,000	475,000	475,000
9130 Unemployment Compensation	67,359	75,000	75,000	75,000
9140 Health Insurance	10,991,059	11,669,760	12,369,946	12,369,946
9150 Medicare Tax	874,538	985,000	1,076,000	1,076,000
1962 GASB OPEB Fund	200,000	350,000	350,000	350,000
Miscellaneous				
9450 General Insurance	388,843	415,000	435,000	435,000
9430 Reserve Fund	0	400,000	400,000	400,000
9460 Environmental Remediation Services	27,900	40,000	40,000	40,000
9910 Transfer to Cultural Council	0	5,000	5,000	15,000
Parking Meter Fund - Wedgemere/Town Center	80,000	149,000	0	0
Master Plan Article	45,000	0	100,000	100,000
Eversource	172,500	0	0	0
Other Articles - traffic studies and other small projects	85,000	0	100,000	100,000
Total Undistributed	20,402,434	21,774,620	23,020,792	23,030,792
CAPITAL APPROPRIATIONS				
Current Year Expenditures				
Capital Articles (General Fund Rev/Free Cash)	220,000	77,000	220,000	220,000
Capital Articles (from Cemetery)	70,000	60,000	80,000	80,000
Capital/Building Stabilization Fund (Direct Appropriation)	1,705,000	3,965,000	1,289,000	1,289,000
Capital Deferred Maintenance (from Free Cash)	100,000	100,000	100,000	100,000
7110 Funded Debt	7,644,566	7,690,000	7,644,000	7,644,000
7120 Interest on Funded Debt	5,349,182	5,100,080	4,904,744	4,904,744
Capital Fund Transfers				
1961 Building Stabilization - Annual Appropriation	2,746,348	3,215,007	3,295,382	3,295,382
1962 Capital Stabilization - Annual Appropriation	1,187,605	2,817,296	2,887,728	2,887,728
Capital/Building Stabilization Fund - Retiring Debt	763,785	0	0	0
Capital/Building Stabilization Fund - Energy Rebate	30,000	30,000	30,000	30,000
Additional Transfers to CSF, Capital Projects and Capital	277,500	500,000	0	0
Total Capital	20,093,985	23,554,383	20,450,855	20,450,855
NON-APPROPRIATED				
8200 State Assessments & Charges	573,680	618,582	592,941	592,941
Cherry Sheet Offsets	32,443	33,383	33,961	33,961
Overlay	398,914	408,579	418,794	418,794
Total Non-Appropriated	1,005,037	1,060,544	1,045,696	1,045,696
OTHER				
Water & Sewer - Chapter 110 and COLA	4,820,809	4,615,291	4,705,146	4,705,146
Transfer to Water & Sewer	0	0	1,007,732	1,007,732
Recreation General Fund Subsidy and COLA	175,000	175,000	175,000	175,000
Affordable Housing	0	500,000	0	0
TOTAL GROSS EXPENSES	120,811,413	131,945,933	135,150,671	135,116,021

PERSONNEL

Assessor

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	1	1	1	1
Clerical	2	2	2	2
TOTAL	3	3	3	3

Building and Zoning

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	1	1	1	1
Prof/Tech	1.7	1.7	1.7	1.7
Clerical	1.4	1.4	1.7	1.7
TOTAL	4	4.4	4.4	4.4

Collector/Treasurer

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	2	2	2	2
Clerical	2	2.4	2.4	2.4
TOTAL	4	4.4	4.4	4.4

Comptroller

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	2	2	2	2
Prof/Tech	2	2	2	2
Clerical	0	0	1	1
TOTAL	4	4	5	5

Conservation Department

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	1	1	1	1
Clerical	0	0	0	0
TOTAL	1	1	1	1

Council on Aging

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	1	1	1	1
Prof/Tech	1.5	2.5	2.5	2.5
Clerical	1	1.5	1.5	1.5
TOTAL	3.5	5	5	5

Department of Public Works

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	4	4	4	4
Clerical	2.4	3	3	3
Public Works	22	22	23	22
Prof/Tech	9	10	11	11
Custodians - School	27	29	29	29
Custodians - PW	1	1	1	1
TOTAL	65.4	69	71	70

Engineering

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	3	3	3	3
Prof/Tech	1	1	1	1
Clerical	1	1	1	1
TOTAL	5	5	5	5

Fire Department

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	1	1	1	1
F. Officers	13	13	13	13
F. Fighters	34	36	36	36
Clerical	1	1	1	1
TOTAL	49	51	51	51

Health Department

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	1	1	1.52	1.52
Nurse	1	1	1	1
CHPM*	.49	.49	.49	.49
Clerical	1	1	1	1
TOTAL	3.49	3.49	4.01	4.01

* Community Health Program Manager

Human Resources

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	1	1	1	1
Clerical	.71	1	1	1
TOTAL	1.71	2	2	2

Information Technology

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	1	1	1.55	1.55
Clerical	0	0	0	0
TOTAL	1	1	1.55	1.55

Library

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	2	2	2	2
Prof/Tech	10.11	10.11	10.11	10.11
Clerical	8.89	8.89	8.89	8.89
Custodian	1.53	1.53	1.53	1.53
TOTAL	22.53	22.53	22.53	22.53

Planning Board

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	1	1	2	2
Clerical	0	0	0	0
TOTAL	1	1	2	2

Police Department

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	1	1	1	1
Prof/Tech	4.5	8	8	8
Superior	12	12	12	12
Patrol	25	27	27	27
Public Wk	.5	.5	.5	.5
Parking	2	2	2	2
Cros. Gud.	24	27	27	27
Clerical	2	2	2	2
TOTAL	71	79.5	79.5	79.5

Recreation

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	1	1	1	1
Prof/Tech	4	4	2	2
Clerical	2.8	2.8	2.8	2.8
TOTAL	7.8	7.8	6.8	6.8

Town Clerk

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	1	1	1	1
Prof/Tech	1	1	1.6	1.6
Clerical	2.2	2.2	2.2	2
TOTAL	4.2	4.2	4.8	4.6

Town Manager

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	2	2	2	2
Prof/Tech	2	2	2	2
Clerical	2	2	2	2
TOTAL	6	6	6	6

Water & Sewer

	FY19 Actual	FY20 Budget	FY21 Request	FY21 Manager
Managerial	1	2	2	2
Prof/Tech	2	2	2	2
Public Works	13	13	13	13
Clerical	2	2	2	2
TOTAL	18	19	19	19

SERVICE PROGRAMS

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ARCHIVAL CENTER

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 (AAC).

FY2021 OBJECTIVES

- To maintain the current twelve open hours/week at the Archival Center.
- To support an intern to enter indexed collections in the online catalog
- To increase public awareness of Winchester history through exhibits and the new Winchester History Online, as well as submissions to social media
- To solicit donations of significant collections of photographs and documents
- To continue to work cooperatively with the Town Clerk's Office when called upon for historical research. Due to the various projects moving forward on the Town Government side such as the Master Plan, infrastructure work as well as records management there will be times when the Archives will perform work outside of the traditional office hours.

PRIOR YEAR ACCOMPLISHMENTS

- The Town Clerk has administrative responsibility for the Archival Center. Dr. Ellen Knight continued her fine work as Reference Archivist. The Archives Advisory Committee welcomed new members Sam Smallidge and Joanna O'Brien to join Jo-Ann Michalak and Nancy Schrock (chair).
- The Center was open 12 hours per week (6 hours on Mondays, 6 hours on Wednesdays) during which time Knight assisted walk-in patrons, answered email and phone questions, and processed collections as time allowed. Requests for help vary every year, ranging this year from requests from homeowners about their houses to a visit from staff from the Worcester Art Museum in preparation for a new exhibit.
- The Archivist continued to assist town departments and boards with information and photographs. A major project this year was writing sections of the Town's application to join the Freedom's Way National Heritage Area. She also assisted the Library Director with new booklets on the library's artwork and town planners with information on River Street, site of a proposed 40B development.
- As consultant to the WWII 75th Anniversary Committee, Knight updated the WWII Wall of Honor, a compilation of veterans' photographs encouraged by the national effort The Spirit of '45. The Wall made appearances at Town Meeting, the Town Clerk's lobby, and O'Connell Plaza (on Veterans Day). Knight also assisted Belgian historian Robert Remacle with materials on war hero John Hanlon preparatory to the 75th anniversary of the Battle of the Bulge in Bastogne.
- Major strides have been made in the development of finding aids for our document collections with completion envisioned by the end of FY20.
- The archives digital catalog now has 4,213 photograph records plus entries for maps, finding aids, oral histories, and other holdings.
- The online catalog continues to be a popular resource, receiving thousands of hits annually.
- Winchester History Online, a project funded with a 2016 Cummings Foundation grant of \$10,500 and which began to roll out at the end of last year, was developed under 10 subject headings. Additional material continues to be posted as available.
- 16 acquisitions were logged in 2019, including both donated and purchased historic items, the latter using funds in the Revolving Fund.
- 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.

ASSESSOR

PROGRAM DESCRIPTION

The Board of Assessors consists of three members elected by the voters for three year terms. The Board is part time and meet 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.

FY2021 OBJECTIVE

- Photograph new construction
- Complete state revaluation
- Implement possible exemption for circuit breaker recipients

PRIOR YEAR ACCOMPLISHMENTS

- Completed timely revaluation
- Maintained balance in overlay account
- Acquired registry software

BUILDING AND ZONING

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 swerves as a resource to the Town when designing and construction municipal buildings and related projects.

FY2021 OBJECTIVES

The Building Department is looking to increase the hours of the part-time clerk from 14 hours to 24 hours. The increase in hours is necessary to begin the process of scanning all of the building, plumbing, gas and electrical permit history of each individual property dating back to the 1920's into a pdf file so that the information can be accessed on the computer. The increase in hours will also assist in keeping the office open when the principal clerk is out.

PRIOR YEAR ACCOMPLISHMENTS

The Building Department has begun a new process of scanning plumbing, gas and electrical permit applications as they come in and the related inspections as they are completed into a pdf format to eliminate the need for hardcopy index cards. The Building Department is continuing to build a digital library for building plans. All inspectors completed continuing education requirements. The Building Department has maintained efficient and courteous service.

COLLECTOR/TREASURER

PROGRAM DESCRIPTION

The Collector/Treasurer 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 payables, and issuing checks.

FY2021 OBJECTIVES

- **Investments/Cash Management**

Continue to review and make appropriate changes to the Town's banking and investment services to improve efficiency, reduce costs, and increase investment income.

Invest and manage the Town's Trust Funds in coordination with the Commissioners' of Trust Funds.

Reviewed all procedures and implemented improvements to the cash management system.

Serve as Custodian of Funds for the newly created Affordable Housing Trust Fund.

- **Debt**

Issue and manage all long & short term debt. Coordinate with Department Heads and Project Managers on the timing of all borrowings to insure projects are funded timely.

Coordinate all borrowings with the Town's Financial Advisor, Bond Counsel and Rating Agencies.

Review all outstanding bonds for the possible refunding at lower interest rates.

- **OPEB**

Manage and invest the OPEB Trust Funds in accordance with Investment Policy.

- **Tax 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.

Manage tax title accounts, and move delinquent accounts into tax title more timely and efficiently to improve collections.

- **General Billing**

Make improvements to the MUNIS General Billing System to improve efficiency of processing and collections of Police & Fire details, as well as DPW billings.

In conjunction with the Water Department, develop more efficient billing and collection methods for water backflow fees and water on/off fees.

- **Parking**

Continue to implement changes to the parking meter and ticket processing system with new vendor to make collection and processing more efficient. Engage new vendor to flag and clear RMV non-renewals.

- **Vendor Payment Processing**

Explore allowing for ACH payments to vendors. This will allow for more electronic processing and will reduce our use of paper.

PRIOR YEAR ACCOMPLISHMENTS

- **Debt**

Managed the issuance of all General Obligation Bonds, short term Bond Anticipation Notes, and all Advances of Funds in Lieu of Borrowing.

Refunded four outstanding bond issues resulting in the savings of over \$1m over the life of the bonds.

- **Investment/Cash Management**

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

Managed the investment of the OPEB Trust Fund, as well as all other Town Trust totaling over \$10,000,000 and Stabilization Funds totaling over \$10,000,000.

- **Parking**

Coordinated with the Police Department, the Parking Hearings Officer, the IT Department, and the Town Managers Office, the search for, and the selection of, a new vendor to provide meters in Town lots. The vendor will also provide a computer system for the processing of parking ticket payments as well as RMV marks and clears. This will provide for a much more efficient method of enforcement and processing, and will also make the process more electronic and reduces the amount of paper used. Improved the system for the collection and depositing of Parking Meter funds to insure timelier bank deposits, and established cash management and reconciliation procedures for parking meter funds.

- **Tax Collections**

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.
Issued over 80,000 bills timely.

- **OPEB**

Created and implemented Investment policies for the OPEB Trust Fund

- **Committees**

Served on the Audit Advisory Committee, overseeing the Town's annual audit.
Serves as lead staff person on the Commissioners' of Trust Funds.
Serves on the Retiree Health Insurance Committee.

COMPTROLLER

PROGRAM DESCRIPTION

The Comptroller is appointed by the Select Board 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, developing methods of installation and supervision of all accounting records of the Town, standard practices relating to account matters, and the continuous audit of Town accounts. Additionally, the Comptroller is administratively responsible for employee group insurance, general property, liability, flood and other insurance as well as unemployment.

The Comptroller is the ex-officio voting member of the Winchester Contributory Retirement Board. The Comptroller is also an ex-officio non-voting member of the Commissioners of Trust Funds and the Town's Retiree Health Insurance Committee.

The Comptroller's Office is in the process of reviewing internal processes, procedures, roles and responsibilities. As a result of the initial review, it was determined that this office is in desperate need of an office administrator. This is why I am requesting an additional \$56,260 in the Personal Services budget for a full-time Administrative Secretary III position (CS-10 in the Compensation Schedule – step 5). This classification was based on the Town Manager's Office and what they currently have for their office management and administrative support.

FY2021 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 year to date budget reports to the Select Board.
- Close the fiscal year in a timely fashion by the end of August.
- Commence the FY20 audit in September of 2020.
- Commence the Department of Revenue's (DOR's) balance sheet review and free cash certification process in September of 2020.

- Prepare the FY20 Tax Recap with the Assessor and other Town departments in the fall of 2020 to be certified by the DOR in late November/early December of 2020.
- Prepare and file the FY20 Schedule A by the DOR's due date.
- Prepare W-2, 1099 and 1095c files for employees and IRS.
- Continue to find ways to make operations more effective and efficient.
- Continue to assist departments with payroll, accounts payable, purchasing, reconciling and other financial areas.

PRIOR YEAR ACCOMPLISHMENTS

- Closed fiscal year 2019 timely in August 2019.
- Commenced the fiscal year 2019 audit in early September 2019. Financial statement drafts were issued in November 2019.
- Obtained DOR's certification of free cash in September of 2019.
- Obtained DOR's certified tax rate timely in December of 2019.
- Obtained DOR's approval of the FY19 Schedule A timely.
- Prepared W-2's, 1099's and 1095c by their respective deadlines.

CONSERVATION DEPARTMENT

PROGRAM DESCRIPTION

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

FY2021 OBJECTIVES

1. Provide assistance to Town in permitting the Aberjona River flood control plan.
2. Implement the Open Space and Recreation Plan.
3. Maintain conservation areas and trails.
4. Process filings; provide environmental information and assistance to applicants.
5. Distribute information to public regarding natural resources.
6. Provide volunteer opportunities for cleanup up of river and natural areas.
7. Continue work on the "Aberjona Initiative", a landscaped restoration plan along Mill and Judkins Ponds, and extending to Swanton Street. This will include working with the Cultural Council for public art along the "Riverwalk".
8. Continue with development of new trails at Winning Farm to prepare opening them to the public when construction work is finished.

PRIOR YEAR ACCOMPLISHMENTS

1. Provided assistance to Town in permitting town projects, including flood control at Wildwood Street and Nutile Field, Swanton Street Bridge and Culvert, as well as two other town projects at the North Reservoir Dam and Spillway.
2. Maintained conservation areas, including trail work at Winning Farm.
3. Processed filings; provided environmental information and assistance to applicants.
4. Progressed with work on the Aberjona Initiative – more landscaping is designed for the Mill Pond.
5. Review of proposed project at the former Kraft Food site, with recommendations to MEPA for environmentally sensitive design and wildlife habitat preservation.
6. Complete landscaping at Leonards Pond with Conservation Commission donated trees.
7. Permitted Ecological Restoration Project at Winter Pond with implementation of program to control nuisance vegetation in while preserving rare plant species.

COUNCIL ON AGING

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 services, education and advocacy. The COA is governed by an eleven member Board appointed by the Select Board. Professional staff assist the Board in carrying out its Mission.

FY2021 GOALS

- Continue to provide baseline services-health, financial, legal, social services, etc. Meet with Minuteman to improve Eating Together program with upgrade of menu and more international foods.
- Submit funding request to Cummings Foundation for Chinese ESL and American Citizenship classes and intergenerational programs with Winchester Public Schools.
- Develop and implement Winchester Age-Friendly work plan addressing housing, transportation, economic security, public spaces and socialization. Seek external funding sources for financial assistance (Winchester Hospital, Tufts Health Plan, etc.)
- Enhance transportation services with newly acquired 15 passenger vehicle—develop routes, door to door services, trips, etc. Work with transportation coordinator in facilitating focus groups, surveys.
- Promote availability of social work services-initially two half-days a month for Winchester residents.
- Assist Town with utilization of Jenks Center for weather-related emergency preparedness. Coordinate meeting with Town Manager, DPW, Police and Fire depts.
- Assist Town with implementation of Master Plan and Winchester Community Resilience Building.
- Continue development of partnerships and collaborations with community organizations, including faith-based community and assist library with its strategic planning efforts.
- Development of Memorandum of Understanding with Metro West to offer eviction prevention services at Town Hall.
- Continue to seek alternative funding sources to supplement services, programs and activities at Jenks Center.
- Continue collaboration with Winchester Seniors Association and Winchester Seniors Association Trust to maximize organizational efficiencies.
- Complete front-office re-configuration to promote productive working environment for Jenks staff that includes staffing of front desk position.
- On-going COA and Jenks Center board development.

PRIOR YEAR ACCOMPLISHMENTS

- Successful fundraising of over \$70,000 to purchase and procure new vehicle for the Jenks Center. Funders included EnKa, Winchester Hospital, Winchester Cooperative Bank, Winchester Mount Vernon House, Winchester School of Chinese Culture and the Winchester Seniors Association.
- Supervision of 30+ volunteers for the tax abatement program.
- Facilitation of annual Jenks Symposium and Brennan Lecture: topics were "Developing Age Friendly Communities" and "Dr. Robert Legvold-US and Russian Relations."
- Facilitation of AARP and World Health Organization designation to Winchester as official "Age-Friendly Community."
- Selection and training of newly created volunteer position of volunteer coordinator.
- Hosted Transportation Expo with 97 participants and Senior Resource Fair with over 110 patrons.
- Assisted with Winchester's Cultural District designation.
- Submitted Letter of Inquiry to Cummings Foundation and qualified as one of 323 applicants of 768 entries to submit full proposal.

- The Jenks Collaborative met throughout the year with the following accomplishments: development of gift policy acceptance, selection of consumer patron/advocate Betty Minassian, developed Charter and rules of engagement.

DEPARTMENT OF PUBLIC WORKS (DPW)

IMPACT STATEMENT:

The Public Works Department maintains and improves 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 DESCRIPTION

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

FY2021 OBJECTIVES

1. Utilize social media as a means of informing residents on a timelier basis of news that affects them.
2. Refine work order program within DPW to improve efficiency in response to resident requests and completion of work orders.
3. Update Civic Plus for additional employees to respond to residents as well.
4. Continue to work with local volunteer groups and vendors to make recycling efforts more user friendly at the Transfer Station and Town buildings.
5. Continue to review operational expenses for opportunities to achieve reduction in expenses.

PRIOR YEAR ACCOMPLISHMENTS

1. Worked with civic groups to upgrade the Town Common with Saltmarsh Terrace in honor of Whip Saltmarsh.
2. Continued food waste program at the Transfer Station. Pilot program at the Ambrose school was successful. Implemented pilot program at the Vinson Owen Elementary School, January 2020.
3. Worked with the Energy Conservation Coordinator in application and award of \$12,500 in technical assistance grant from the DOER for the Mystic/Recreation Department's heating system conversion.
4. Worked with Spark Energy and Fleet Coordinator to submit application and receive \$151,936 towards the purchase of a new salter/dump truck.

DPW Maintenance

PROGRAM DESCRIPTION

This is the largest (non-Water & Sewer) component of the D.P.W. and annually maintains 98 miles of streets and all municipal and school grounds, including roadway maintenance, repair, surfacing and sidewalk repair. In addition, it includes (1) roadway cleaning, litter control, dead animal pick-up, and accident cleanup; (2) traffic control including line and crosswalk painting, street sign construction, repair and installations, and traffic signal repair; (3) arbor maintenance including street tree removal and trimming, insect control, storm cleanup, and Christmas tree light setup; (4) horticulture including tractor and hand

mowing, pruning and planting, fertilizing, insect and litter control, and irrigation system maintenance; (5) play fields including rolling and leveling, fence and barrier maintenance, bleacher assembly and disassembly & repair; (6) ground maintenance of parks and around Town Hall and Library; and (7) major maintenance of school grounds.

FY2021 OBJECTIVES

1. Continue street improvement program with the procurement of SreetScan software
2. Continue sidewalk repair program including ADA issues.
3. Continue flood-related projects including clean-up of Aberjona River.
4. Continue tree planting program.
5. Continue to expand new street signs program.
6. Continue the ongoing effort to improve maintenance of open space and recreational areas.
7. Continue to review cost-saving measures in the Department.

PRIOR YEAR ACCOMPLISHMENTS

1. With Chapter 90 funds, D & R Corporation resurfaced the following streets: Nelson Street, Spruce Street, Marshall Road, Winthrop Street and Cabot St.
2. New sidewalk construction and installation of 21 ADA ramps on above roads.
3. Completed sidewalk repairs on Hillside Road and Mount Pleasant Street.
4. Planted 10 new trees in Town as part of the Street Tree program.
5. Added new fuel management system to improve tracking of fuel use by vehicle.

DPW Buildings

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.

FY2021 OBJECTIVES

1. Work with Town Administration to create and address an updated ADA transition plan.
2. Bring The Parkhurst School building to readiness for student use.
3. Develop an envelope and system repair plan for Muraco School.
4. Continue focusing on addressing systems and areas of McCall School. Main building was renovated 20 years ago and significant systems not in the present addition program need to be addressed to maintain the Building. Focusing on HVAC system, auditorium lighting and seating, and rubber stair treads throughout the building.

PRIOR YEAR ACCOMPLISHMENTS

1. Expanded outsourced cleaning of buildings to reduce need for fulltime employees but maintain a high level of service with a hybrid approach to services.
2. Continued ongoing effort to reduce asbestos in our older buildings, removing a significant portion of asbestos containing materials in the Lynch School Cafeteria. Removed significant amounts of flooring and pipe insulation from the Parkhurst building.
3. Assisted with the successful petitioning for the Lynch School to be accepted into the State for the school building program.
4. Made significant renovations for the pre-school program at Lynch School.
5. Expanded the access to the work order system.

DPW Garage

PROGRAM DESCRIPTION

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

FY2021 OBJECTIVES

1. Continue to work with operators to achieve optimum maintenance on machines, i.e. greasing and cleaning, for increased longevity.
2. Continue to maintain Transfer Station conveyer belt.
3. Continue to keep mechanics up to date with diagnostic tools, training, etc.

PRIOR YEAR ACCOMPLISHMENTS

1. Updated fleet of Public Works vehicles with two (2) new F-550 dump trucks for the Maintenance Department that are used for hot top, landscaping and snow and ice operations.
2. Worked with Spark Energy to submit application and receive \$151,000 towards the purchase of a new salter/dump truck.
3. Procured a new Bobcat with capital funds for the Cemetery.
4. Maintained transfer station conveyor belt by replacing oilers and covers.

DPW Transfer Station

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 Wheelabrator in North Andover as of July 1, 2020; 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 unsorted compost.

FY2021 OBJECTIVES

- Continue offering partial SMART program in its 7th year. This past year approximately 1,300 families participated in the pay as you throw program. The pricing structure for 2020 went up to \$55 from \$50 for the first vehicle and \$10 for additional vehicles.
- Continue working with Board of Health 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 with one additional toter for collection.
- Continue confidential shredding program offered by JRM twice 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.
- Continue recycling mattresses/box springs using a Mass DEP Sustainable Materials Recovery Program.
- Close the swap shop for the winter from December 1, 2019 to April 30, 2020. Plans are to re-open in the spring with a new volunteer program.

PRIOR YEAR ACCOMPLISHMENTS

- Recycling Dividends grant has helped us continue an organic food waste recycling program with JRM

Recycling. Weekly collection of food waste recycled has grown from approximately one (1) ton to about 1.5 tons.

- Offered twice annually confidential paper shredding event. About 2-3 tons of paper was shredded at each event.
- Trash tonnages continue to increase slightly to 9,700 ton range from 9,500 in FY18 and 9,000 in FY17.
- Recycling tonnage decreased 4% to 1543 tons.
- We continue to recycle many tons of electronics, rechargeable batteries, metal, books, clothing, swap shop items, yard waste, branches, and asphalt, concrete and stone. Mercury recycling continues for thermometers, thermostats, fluorescent tubes and other items in the universal waste container.

DPW CEMETERY

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.

FY2021 OBJECTIVES

1. Request Capital funds to prune more trees.
2. Request Capital funds to make roadway/sidewalk improvements.
3. Finish staking out double deep graves in Lot 5044, Willow Avenue in Memorial Park Section, and double deep graves in Lot 6075, Saraco Way, and Monument Section.
4. Finish work along Palmer Street improvement project.
5. Continue to make building improvements to garage/office area.
6. Improvements on street and pathway signage on the grounds.

PRIOR YEAR ACCOMPLISHMENTS

1. Purchased new bobcat excavator to assist on grounds.
2. Sold 39% of the Niche Wall in the Dell.
3. Brought in a record on revenue of \$417,860.
4. Secured \$25,000 of capital fund monies to remove 16 trees on property. Work was done by Brightview Company.
5. Secured \$45,000 to make capital improvements along Palmer Street.
6. Hired Mayer tree to clear 850’ LF of brush/trees along Palmer Street.
7. Pro Fence was hired to remove 850’ LF of chain link fence and install 650’ LF yellow pine guardrail.

DPW Snow & Ice

PROGRAM DESCRIPTION

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

FY2021 OBJECTIVES

1. Exploring options for installation GPS (global positioning service) units on salter vehicles to monitor

locations to maximize efficiency of snow and ice operations.

2. Continue to maintain improved response time during icing conditions.
3. Continue evaluation of routes and resources to appropriately service all routes.
4. Continue to maintain safe roadways for general public and safety vehicles.
5. Implement seven-year program to replace 35-year-old plow blades with new power angle plows for improved plowing operations.

PRIOR YEAR'S ACCOMPLISHMENTS

1. Maintained roads, sidewalks and school grounds during winter that produced 46.5" inches of snow.
2. The DPW performed nine (9) full-scale operations and 13 salt operations for a total of 22 events.

Sealer of Weights & Measures

PROGRAM DESCRIPTION

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

FY2021 OBJECTIVES

1. Continue to perform re-weights on grocery store products.
2. Purchase new 5-gallon test measure cart.
3. Raise current inspection fees on all devices tested.

PRIOR YEAR ACCOMPLISHMENTS

1. Collected \$1882 in fees.
2. Received more training on pharmacy scales.
3. Saved 1021 Main Street Citgo \$3,528 in potential lost revenues.

ENGINEERING DEPARTMENT

PROGRAM DESCRIPTION

The Engineering Department is dedicated to meeting the needs of Town departments, boards, committees, and residents. The projects and initiatives undertaken by the Department have a direct impact on the quality of services provided for our residents both in the short and long-term. The projects and policies initiated by the Engineering Department are intended to address on-going infrastructure, flooding, and traffic-related problems; improve educational, recreational, or open space facilities and resources; and meet state or federal requirements.

In particular, the Engineering Department provides project management services and oversight for the planning, design, and construction of various infrastructure and capital projects, including flood mitigation, water, sewer, stormwater management, and traffic calming. Additionally, we conduct technical reviews and field inspections related to various private development projects that fall under the jurisdiction of the Planning Board, Zoning Board of Appeals, and the Conservation Commission. We maintain custody of all plans and engineering records for the Town, including property addresses, and zoning and assessor's maps. The Town Engineer chairs the Traffic Review Committee (TRC) and provides staff support to the Traffic and Transportation Review Committee (TTAC). The Engineering Department also administers the Town Center parking permit program for residents and employees.

FY2021 OBJECTIVES

- Assist the Town Manager's office with the implementation of the Town's Flood Mitigation Program, including construction oversight of improvements at the Swanton Street Bridge (construction expected to start in summer/fall 2020) and design of the railroad crossing near the Muraco School (subject to funding).
- Administer Permit Year 3 of EPA's MS4 stormwater permit, and administer the Town's rain barrel program.
- Work with the Select Board, Town Manager, and DPW to develop and implement a stormwater fee, subject to approval by Town Meeting.
- Assist with the management and oversight of the McCall School Phase II addition, expected to be complete in August 2020.
- Assist with the planning, design, and construction management of various water, sewer, drain, bridge, and transportation-related capital projects. Projects expected to be constructed in FY21 include:
 - Lake Street Bridge reconstruction;
 - Waterfield Road Bridge repairs;
 - McCall School traffic calming projects at the intersection of Mystic Valley Parkway and Waterfield Road, and the intersection of Main and Washington Streets;
 - Traffic improvements at the intersection of Main Street and Highland Avenue;
 - Traffic calming projects at the intersection of Church Street and Waterfield Road;
 - North Reservoir Dam improvements; and
 - Projects to remove sources of 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 (including 40B developments) submitted to the Winchester Planning Board, Zoning Board of Appeals, and Conservation Commission.
- Provide inspectional services for on-going Town and private development projects. Anticipated projects for FY21 include the continued construction at Winning Farm and the Abby Road subdivision off of Highland Avenue.
- Coordinate with the MBTA regarding the long-term redesign of the Winchester Center Commuter Rail Station. Construction of the project is expected to start in summer 2020 and last 28 to 40 months.
- Chair the Town's Traffic Review Committee (TRC) and work with the Select Board and Traffic and Transportation Advisory Committee (TTAC) to develop and implement safe pedestrian and motor vehicle transportation policies, and traffic calming projects. Potential projects include construction of improvements at the intersection of Main Street and Highland Avenue, and design and construction of McCall School-related traffic improvements.
- Work with MassDOT on the design and construction of the Safe Routes to School (SRTS) project at the intersection of Johnson Road and Ridge Street, which includes completion of the Town's responsibilities as it relates to right-of-way acquisitions, easements, and financial compensation. MassDOT expects to bid the project in August 2020.
- Assist the Town Manager's office with the implementation of the parking plan for the Town Center area and Wedgemere Train Station, particularly as it relates to construction impacts from the MBTA's Winchester Center Station reconstruction project.
- Oversee updates to the Town's GIS assessor's data, and other data layers.
- Oversee construction of the Eversource 115kV line in Winchester, in conjunction with DPW. Work is expected to last into spring 2021.
- Coordinate with the Town Manager's office and legal counsel regarding the Town's appeal of Eversource's proposed 345kV transmission in Winchester.

- Administer the Town's FEMA Community Rating System (CRS) program, which provides residents with a discount of 15% on their flood insurance.
- Manage any action grants awarded to the Town through the Municipal Vulnerability Preparedness (MVP) program.
- Participate in the Mystic River Steering Committee organized by EPA and the Resilient Mystic Collaborative organized by the Mystic River Watershed Association (MyRWA).

PRIOR YEAR ACCOMPLISHMENTS

- Assisted in the design, permitting, and/or construction management of various capital improvement projects. On-going and completed projects include:
 - Completion of the traffic study and development of final plans and specifications for traffic calming improvements near McCall School and at the intersection of Church Street and Waterfield Road;
 - Design and bidding of traffic calming improvements at the intersection of Main Street and Highland Avenue, construction start in spring 2020;
 - Final design and bidding of Waterfield Road bridge improvements (summer 2020 construction expected);
 - Final design and permitting of Swanton Street bridge improvements;
 - Design and permitting of Lake Street bridge improvements;
 - Construction of Saw Mill Brook drainage improvements, completed in summer 2019; and
 - Construction of Wildwood Street drainage improvements, completed in spring 2020, including additional green infrastructure work in the project area funded through a 319 Grant from the state.
- Coordinated completion of final punch list items with MassDOT for the Tri-Community Bikeway project. The project was substantially complete in spring 2019.
- Administered Year 2 of the EPA's MS4 permit.
- Supported the Town's Traffic and Transportation Program, including providing support to the Traffic and Transportation Advisory Committee (TTAC), and chairing the Traffic Review Committee (TRC).
- Coordinated with various public utilities on grants of location (GOL) and other infrastructure improvements.
- Worked with Eversource on construction of the 115kV transmission line, which began in summer 2019. Worked is expected to last into early 2021.
- Coordinated with the Town Manager's office and legal counsel regarding the design and construction of Eversource's proposed 345kV line, including support of the Town's on-going appeal. Worked with Eversource to review and comment on potential layouts of the 345kV line.
- Provided inspectional services for a variety of private development projects, including Winning Farm and the Abby Road subdivision off of Highland Avenue.
- Continued coordination with the Town Manager's office and DPW regarding implementation of the Select Board'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, including the Wright-Locke Farm All Seasons Barn and the River Street 40B project.
- Provided comments to MEPA on the proposed development of the Kraft Foods parcel in Woburn.
- Obtained and administered an MVP Planning Grant from EEA. Completion of the grant requirements makes us eligible to apply for action grants in the future.
- Participated as one of two communities selected for a technical assistance grant with EPA, MassDEP, and representatives from the UNH Stormwater Center focused on green infrastructure improvements in Winchester.
- Completed annual activities and recertification associated with FEMA's CRS program that the Town voluntarily participates in to provide discounts to homeowners on their flood insurance.

- Oversaw updates to the Town's GIS parcels database.
- Coordinated with MassDOT on the Safe Routes to School (SRTS) project for the Vinson-Owen School.
- Worked with the MBTA on the final design for the Winchester Center Station renovation project, including resolution of real estate and design issues, and mitigation activities.
- Completed the Cross Street and Highland Avenue Corridor Studies.

FIRE AND EMERGENCY MEDICAL SERVICES

PROGRAM DESCRIPTION

The Fire Department operates two stations: Central Station at 32 Mount Vernon Street and the West Side Station at 45 Lockeland Road. The Department employs a staff of 1 Chief, 1 Administrative Assistant, 5 Captains, 8 Lieutenants and 36 Firefighters. Two fire engines, one aerial ladder truck and one ambulance are staffed with a minimum of 10 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.

FY2021 OBJECTIVES

- Seek continued funding for additional firefighters through a Federal grant program.
- Advocate for additional day position for Deputy Chief/Training Officer
- 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.
- Continue Rescue Task Force training and exercises with regional police and fire departments.
- Seek an increase in expenses of \$20,000.00 to cover rising costs of contractually required uniforms and to cover rising cost of automotive parts required for repair of aging fleet.

PRIOR YEAR ACCOMPLISHMENTS

- Transitioned to a new Chief of Department following the retirement of Chief John Nash. Chief Rick Tustin assumed command on October 19 2019.
- Continued to receive federal firefighter staffing grant to add 2 firefighters to the department's staff at a reimbursement rate of 75% including all benefits.
- Hired two additional firefighters to replace vacancies due to retirement
- Continued Rescue Task Force training with Winchester Police as well as mutual aid communities.
- Continued with the successful Student Awareness of Fire Education (S.A.F.E.) and expanded the Senior SAFE program with additional home visits and smoke alarm installations.
- Continued program to identify and designate structures as high firefighting risk and, in conjunction with building inspector, display signage on structure (Red X).

EXTERNAL FUNDING SOURCES

The fire department has been the recipient of several grants from a variety of sources since FY'00. These grants are not guaranteed on an annual basis and are in some cases highly competitive. Monies received from these

sources have reduced the town's budgetary burden for services or equipment that is necessary for the operation of the department. Since the department has become highly reliant upon these recurring funding sources, any loss of these funds would have a significant impact on future capital and operating budgets.

SAFER Grant **\$ 351,093** **Staffing**

The Staffing for Adequate Fire and Emergency Response (SAFER) grant was awarded in 2018. This grant program provides substantial funding of 2 Firefighters for a three year period

SAFE Grant **\$ 6,100** **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 **\$ 5,100** **EOC and rescue operations**

Federal Emergency Management Agency provided this grant for the purchase of equipment to support operation of the Town EOC and to provide equipment for emergency operations in off road areas.

HEALTH DEPARTMENT

PROGRAM DESCRIPTION

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

FY2021 OBJECTIVES

- Offer "Interface" free referral service to connect residents with mental health providers.
- Update Emergency Dispensing Site plans and conduct drill.
- Increase outreach and education to community for rodent control, tick and mosquito-borne disease prevention and other vectors especially as they relate to climate change.
- Finalize Health Department website updates.
- Adopt and implement new local tobacco regulation and enforce new state tobacco/vape laws.
- Promote vaping and smoking addiction resources.
- Continue to offer 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 12th year utilizing electronic registration system.
- Carry out all mandatory inspection and permitting requirements: food service, housing, pools, camps for children, wells, etc.
- Apply for additional funding for mental health assistance.
- 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 two annual household hazardous waste and medication collection days.

PRIOR YEAR ACCOMPLISHMENTS

- Conducted education and enforcement to enact emergency vaping ban and new state laws on flavored tobacco and vape products.
- Mandatory trainings utilizing FDA grant funding for all food establishments were held in order to reduce risks of foodborne illness.

- Held voluntary, school-based HPV (Human Papilloma Virus) immunization clinic for 8 seniors at WHS.
- 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):
 - “Grown and Flown” book tour – authors offer advice on raising teens and young adults and offering practical tips for parents/caregivers as they support their older child’s transition from high school , college, work and young adulthood.
 - “You Don’t Know Me Until You Know Me” – performance by Dr. Fowlin centered on being comfortable with who you are and taking care of others in the community.
- Offered 2 Household Hazardous Waste Days, spring and fall. 22,418 lbs of hazardous waste was collected.
- 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 982 lbs of unwanted meds.
- Conducted bladder cancer screening for current and retired Winchester Fire Fighters.
- Continued limited shingles vaccination efforts.
- With strong collaboration between the Health Department and School Department for the 11th year, flu clinics were held in each of the seven school buildings during the school day.
 - 1,287 students were immunized (Includes shots and FluMist)
- General Public Flu Clinics – 6 clinics, office appointments and home visits:
 - 1,713 Flu vaccinations (Includes High-dose shots)
- Conducted blood pressure screenings at 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. Increased public outreach on mosquito and tick bite prevention.
- Contracted with U.S. Wildlife Service for Canada geese control.

HUMAN RESOURCES

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.

FY2021 OBJECTIVES

- Continue to act as a resource for department heads, employees and the general public.
- Create and implement a consistent performance evaluation document and process for all employees.
- Work with different departments to increase training for employees on specific issues.
- Transition all human resources related functions in other departments to the Human Resources Department.
- Track and maintain records on trending human resources related issues, especially those amongst employees and departments.
- 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.
- Review the 2019 ADA Transition Plan and create a sub-committee to develop a work plan to fix the ADA deficits identified in all Town owned sites.

PRIOR YEAR ACCOMPLISHMENTS

- Increased the Administrative Secretary position from 25 hours to 35 hours (.71 to 1.0 FTE) to allow the Department to continue to transition HR related responsibilities currently handled by other departments.
- Reclassified the Administrative Secretary position to Human Resources Coordinator.
- Assisted department heads in the recruiting process and other employee related matters.
- Established and implemented a fully functioning process for department heads to follow for new hires and for new hires to complete benefits paperwork.
- Created and continue to manage a new process for notification and posting of job vacancies.
- Provided courteous attention and assistance to our employees as well as the general public.
- Worked with the Engineering Department to complete various ADA projects.
- Oversaw the Disability Access Commission and worked with members to promote disability awareness and be proactive on ADA issues.
- Worked with WT Group to finalize the 2019 ADA Transition Plan to identify deficits in all Town owned sites.

INFORMATION TECHNOLOGY

PROGRAM DESCRIPTION

The Information Technology Department reports to the Town Manager and is responsible for managing all 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.

The department is looking to increase it's personal by 1 with a part time (19 hours a week) Network Administrator. This position will help support the daily work load and projects of the department. The person will be responsible for Help Desk support, repair or replace desktop computers, laptops, printers as needed. Support all of various departmental software used throughout the Town, and help maintain AD, Servers, Office 365, Email, Email Spam Filtering, File backup, and Antivirus.

FY2021 OBJECTIVES

- Complete Phase 2 the migration of Virtual Server Environment from on prem to cloud.
- Work on getting Email Phishing training up and running.
- Work on getting AudioEye in place for Town's website ADA requirements.
- Upgrade everyone to Office 2016.
- Continue to maintain the fiber optic network infrastructure.
- Update desktops, laptops, printers, and Application Software.
- Manage the VoIP system.

PRIOR YEAR ACCOMPLISHMENTS

- Replace two 2003 Servers with two new 2016 Servers.
- Replace 2008 Exchange Server with a new 2016 Exchange Server.
- Upgraded all users to Windows 10.
- Upgraded or repair 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.
- Office 2013 upgrade to Office 2016 was put on hold.

LIBRARY

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.

FY2021 OBJECTIVES

In response to the recent patron survey and recommendations from the strategic planning committee, we will be working on the following:

- Evaluating and improving our ESL collection.
- Statistically analyzing borrowing data of non-fiction for possible space re-allocation.
- Considering relocation of teen materials.

PRIOR YEAR 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 Rush Out and Read (teens reading aloud to children, as well as adults reading in assisted living centers), and special delivery of books for the homebound. Collaborations with the Jenks Center include professional assistance with personal electronic devices, and a book discussion group that meets at the Jenks.
- Redesigned the library web site for ease of navigation and a responsive design for adaptability to all mobile devices. Accessibility for those with low vision was included. This new web site was funded through State Aid with only a negligible cost to the Town.
- A five-year strategic plan was completed and will guide services and improvements in the coming years.
- Two new study rooms, serving groups of 4-6 people were built on the main floor through funding from the Endowment.

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 2019 award was \$32,295.

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 \$5,250. In FY 2019 gifts

from individuals, all with specified intentions, totaled \$3,495. These gifts from private individuals are held in a designated gift account and used for their intended purpose – typically books in honor someone, museum passes, benches, etc.

Private donations have led to the establishment of Trust Fund accounts and the Endowment Fund. Trust Fund income (\$22,672) is used to make book selections according to the wishes of the donor. Gifts to the Endowment Fund totaled \$38,662. Endowment Fund income (\$47,278) is restricted to enriching and enhancing Library operations and services and this year the Endowment funded the construction of two new study rooms on the main floor.

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.

PLANNING BOARD

PROGRAM DESCRIPTION

Under the policy direction of the Planning Board and the general administration oversight of the Town Manager, the Planning Department performs work at both technical and professional levels to assist the Planning Board in the preparation and presentation of studies and plans regarding the long-term physical development of the Town, and in the Planning Board’s recommendations on comprehensive land use planning, zoning analysis, subdivision and site plan review, design review, the planning aspects of specific projects, and any related matters.

In recent years, additional work has been required of the Planning Department and includes:

- Assist Town Boards and other staff in responding to 40B proposals before the Zoning Board of Appeals (‘ZBA’). Coordinate outside consultants on behalf of the ZBA.
- Manage Site Plan Review and the Special Permit process within the Center Business District (‘CBD’).
- Coordinate and direct volunteer committees that arise from various projects planned for the Town.
- Staff the Historical Commission, the Local Historic District Study Committee, and the Winchester Cultural District Partnership
- Act as reviewing authority and case manager for the Heritage District Commission and any new Heritage Districts.
- Facilitate the creation and start-up of the Cultural District
- Help manage and administer the goals of the Housing Production Plan
- Manage the Master Plan’s creation, consultants, and eventual implementation
- Facilitate the Freedom’s Way National Heritage Area Application

FY2021 OBJECTIVES

- **Main St to Woburn.** The Board aims to continue its work with the CBD with expansion of mixed-use districts up Main Street towards Woburn. Grant applications and professional services funds are planned for this endeavor. We would like to create an area plan for this corridor to envision public realm improvements and to identify development opportunities, zoning amendments, and design guidelines to help shape future development.
- **Asst Planner Position:** We aim to hire a full-time Assistant Planner in FY21. We would like to increase the community planning staff capacity to strengthen the Town’s ability to promote desired development objectives, and expand survey, planning, and regulatory support to further protect

historic resources and support other Boards and Commissions Goals and Objectives in a collaborative manner. **\$60,000 for a new full time position.**

- **Holton Street area:** Collaborate with the City of Woburn and neighborhood residents to create an area plan for the Holton/Cross St area to increase the value of the non-residential tax base, including updated zoning that strategically responds to the market and to create more cohesive neighborhood buffering.
- **Main St organization:** Create a Main Streets organization to promote Town Center, the Cultural District, local businesses, and collaborate with businesses and other entities to organize events that draw people to Town Center and catalyze business activity.
- **Design Work:** We aim to hire an on-call design professional to assist the Planning Board in day-to-day design review, as well as large and small project review (40Bs, Special Permits, other projects). The main issue that we are experiencing is that we don't have someone in-house with Architecture and Design experience so unless someone applies for a permit, we have no way of giving design feedback to individuals prior to application submission. Having access to someone for design review at potentially **\$15,000/year** to help start off the process pre-application would be an efficient way to help developers through the process before the design gets too finalized.
- **Housing Production Plan:** Work with affordable housing developers to further implement the HPP in order to receive safe harbor the following calendar year. We aim to further require or incentivize affordable housing in the Town and need to study how to unroll those regulations and where they make sense to implement.
- **Aging in Place:** We aim to use the Age Friendly designation as a way to expand housing and transportation options to those seniors who wish to stay in Town.
- **Subdivision Close-Outs.** A number of Subdivisions are not closed-out, meaning that several punch list items have not been finished and we are holding bond money but not doing the work. Some of these Subdivisions have been open for 10 years or more. In 2019, we closed some but others are still pending conclusion. Our goal is to work with Legal Counsel to finish all of the necessary work either through accessing and using the bond money or going after the contractor who is skirting their responsibilities to the Town.
- **Modernize Documents.** Procedures for Zoning/Planning, forms, and the Zoning Bylaw should all be coordinated so that there are clear documents and a process for applicants to navigate through all that is necessary for building in town. The Zoning Bylaw needs a full review by the PB and Town Counsel to determine what changes are necessary to have a concise, accurate, and consistent Zoning Bylaw. Additionally, a Planning Board Handbook should be finalized during FY2021 that highlights all of the procedures associated with Board/Committees relative to building in town.

PRIOR YEAR ACCOMPLISHMENTS

- **Waterfield RFP.** An RFQ was written and we received 9 responses for a potential land disposition in the Fall of 2020.
- **Zoning Bylaw.** We continued to update the Zoning Bylaw: dimensional requirements, duplicate or unclear definitions, and zoning classifications. We revisited Site Plan Review triggers to catch all projects that should require such review in the GBD-2 and 3 zoning districts.
- **Housing Production Plan.** Initiated the implementation phase of the HPP with the help of the Staff, the Select Board, the Housing Partnership Board, and the Housing Authority. An affordable housing trust was created with extensive work done by the Manager's Office. Zoning Bylaw was updated to include inclusionary housing requirements beyond the Center Business District.
- **Historic Properties Inventory.** Continued the long-term historic resources survey work through grant funding and other funding mechanisms with the help of the Winchester Historical Commission.

- **Master Plan.** The Mater Plan is nearly finished with an end date of March 2020, still in the current Fiscal Year. We have made significant progress over the past year in gathering data and feedback in order for the Mater Plan to be the most comprehensive and representative it can be.
- **Asst Planner Position:** A part-time Asst Planner was hired in November of 2019 and continues to work on Housing and Economic Development and the Local Historic District process.

TOWN CLERK

PROGRAM DESCRIPTION

As the primary provider of information, the Town Clerk's Office serves as the Chief Election Official, Official Recording Officer, and Record's Access Officer for the Town Government, State Ethics Liaison, Licensing Official, and the Clerk to the Town Meeting, Town Hall Records Administrator, Registrar of Vital Statistics and Registrar of Voters.

It is the mission of the Town Clerk's Office to promote public confidence, good will and to provide excellent customer service to the general public. The Town Clerk's Office upholds the integrity of the democratic process, maintains and preserves public records and fosters cooperation and coordination between departments as well as acts in the best interest of the community and the Commonwealth by providing innovative, efficient, quality service.

Additionally, the Winchester Town Clerks Office manages the electoral process through fair, open, transparent and consistent administration of all federal, state and local election laws. The Town Clerk provides educational opportunities to those residents and voters who may be interested in the structure of our town government and its electoral process.

FY2021 OBJECTIVES

- The Town Clerk's Office is looking forward to a challenging year of work that includes administering four elections, conducting our annual town census, assisting with the federal Census, conduction Early Voting sessions for three elections in 2020. We will be administering overseas electronic voting as well as launching Electronic Voter Check In on the Early Voting days for the convenience of our voters.
- Additionally, the Town Clerks Office has been working on the development of a Records Management Capital review project with the assistance of the Town Manager, Lisa Wong. With the assistance of a summer intern from Simmons College and a worker from our Senior Work Program the current conditions of the vault collections are being reviewed, verified, cleaned and updated. It is my hope that the Capital Funding request for FY2021 will be approve this spring so that we can move forward to plan for the future of records management and digital storage for the Town of Winchester. I look forward to continuing to serve the Town of Winchester.

PRIOR YEAR ACCOMPLISHMENTS

- Administered the Annual Town Election March 2019
- 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, indexes and Attorney General Filings.
- Completion of the conversion to online documentation of the Code of Bylaws, Home Rule Charter and Zoning Bylaws.
- Managed the maintenance of the State Voter Registration Database including the online voter registration and pre-registration database 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 \$925,000.
- Continued to maintain, inventory and monitor the permanent records housed in the vaults of the Town. Managed the environmental monitoring in both vaults.
- Completed Phase One Project in conjunction with the Town Archives to restore storage of the 20th century vital records collection.
- Managed the biennial requirements of the mandatory Conflict of Interest training for all town staff and volunteers. Enhanced the record keeping database for compliance.
- Maintained the Capital Project tracking system for capital items passed at town meetings for ease of staffers who interface with the financial requirements on projects that received funding through the town meeting process.
- Supported the Police Department on the SAM's Grant Application database to enable to the department to apply for federal grants. Continued to provide professional support to the Chief of Police and staff in reference to recommendations for record storage.
- Administered and maintained annual Town Clerk's budget with efficiency. Annually 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 multiple elections campaigns and think tanks for data analysis.
- Administered the Annual Town Census and produced the Annual List of Residents.
- 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.
- Supported, trained and provided corrections and additions to the US Census Bureau in preparation for the 2020 Federal Census.
- Completed the LUCA address program in cooperation with the Town Engineering Office for the US Census.

TOWN MANAGER

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.

FY2021 OBJECTIVES

- Climate Action
 - Begin implementing climate action plan
 - Hire a sustainability director (if approved)
 - Develop strategies to address global changes in recycling that will impact costs
 - Support transportation related improvements such as increasing pedestrian and bike use, and purchasing electric and hybrid vehicles for the town
- Master Plan - Support and staff implementation committee to work on the goals identified in the plan
- MBTA Downtown Commuter Rail - Work with affected businesses, commuters and residents on mitigation of the effects of construction
- Implement capital projects including
 - Continuation of Phase 3 of the lead neck removal program
 - Complete reconstruction of Waterfield Bridge
 - Complete reconstruction of Lake Street Bridge
 - Complete traffic safety improvements at McCall School
 - Complete intersection improvements Church @ Waterfield
 - Complete second to last flood mitigation project – Swanton Street Culvert
 - Complete Repairs to North Reservoir Dam
 - Complete McCall School Addition
- Support Cultural District efforts
 - Support and partner on projects in the district
- Community Engagement
 - Host regular meetings at Town Hall and in the neighborhoods
 - Implement communication strategy around projects, especially traffic related impacts
 - Work on marketing and branding activities for the downtown and town-wide
- Develop plan to implement Risk Assessment Study
- Develop plan with DAC to correct deficiencies outlined in ADA Report
- Identify options for funding Lynch School Feasibility Study
- Advance housing production plan goals
 - Disposition of Waterfield Parcel
 - Encourage Friendly 40B projects
 - Identify funding and priorities for Housing Trust
- Develop with Town Clerk a town wide records management system, including increasing modernization, improving information access and addressing storage issues.

PRIOR YEAR ACCOMPLISHMENT

- Selected new Fire Chief
- Finalized Collective Bargaining Agreements with DPW and Custodian unions
- Completed ADA survey of all public buildings
- Completed Risk Assessment Survey
- Obtained funding for reconstruction of Lake Street and Waterfield bridges
- Obtained funding for major traffic improvements at McCall School and intersection at Church and Waterfield

- Expanded use of MUNIS (Financial Management Software) for preparation of Town’s annual operating budget.
- Expanded communication tools such as Town Manager’s Monthly newsletter
- Completion of Housing Production Plan
- Developed metrics based budget and annual work plans for each town department
- Updated 2011 Climate Action Plan
- Issued Request For Qualifications on Waterfield Lot and pre-qualifies 8 developers
- Extended projected 2 year override to 3 years
- Increase number of hybrid vehicles in public safety
- Obtaining status as MVP community and are now eligible for grants
- Secured earmarks for Saltmarsh and Aberjona projects

WINCHESTER PUBLIC SCHOOLS

Introduction

We are pleased to present the school-committee-voted FY21 budget for the Winchester Public Schools. The FY21 budget of \$56,262,147 represents an increase of \$2,030,899 over FY20, or 3.74%.

The FY21 budget includes the following:

- Contractual step/lane changes for employees in collective bargaining units and anticipated contract settlements
- 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 15.25 full-time equivalent (FTE) staff members
- Provisions for technology replacement and curriculum review/revision.

Summary of FY21 Personnel Costs

Net Salary Adjustments*	\$1,632,870
New Personnel	<u>\$ 766,641</u>
	4.42 %

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

Summary of FY21 Personnel Changes

- WHS enrollment-related increase (9-12 core teachers; counselor; and nurse): 2.40 FTE increase
- Program Improvement (McCall drama; K-5 counselor; and McCall WL): 2.20 FTE increase
- Mandated Personnel Increases for Special Education In-district Programs/Classrooms:
 - 1.0 FTE for Winchester High School Language-Based Program
 - 3.0 FTE Teaching Assistant (ESP/Education Support Professionals)
- Instructional Leadership (WHD Dean of Students; McCall instructional Coach; Elementary Instructional Coach): 2.40 FTE increase
- Full-day Kindergarten ESP (to bring from .75 to full-time): 4.25 FTE

Summary of Non-Personnel Increases/Reductions

Special Education Services*	(\$347,365)	-.64%
Supplies/materials	(64,757)	-.07%
Athletics	\$ 15,469	.03%
	(\$396,653)	-0.68%

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

- Out-of-district tuition reduced due to decreased tuition, increased revenue, and projected use of retained Circuit Breaker funds: (\$705,570)
- Transportation, in and out-of-district increase: \$60,000
- Professional Services increase: \$298,205

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 inside 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 FY21 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 2019: School committee members and district leadership met to identify priority areas for district goals and improvement.
- September 2019: District goals were discussed and approved.
- October 2019: Long and short-term enrollment projections were developed. Core classroom section targets were established.
- November/December 2019: Budget Advisory group met to review process and needs. Program improvement needs were reviewed.

District Improvement Plan and Goals: 2019-2020

Goal 1:

Improve students' social-emotional development and wellness through teacher training and curriculum renewal.

Action Steps:

- Train teachers in the use of RULER at McCall Middle School.
- Review the status of RULER implementation at the K-5 level and provide support/coaching for more consistent practices across the district.
- Increase the availability of programs designed to support K-12 balance and wellness, both in the

classroom and through extracurricular and community programs.

- Expand health education curriculum K-12 through curriculum review and revision.
- Increase parent communication about SEL through open houses, newsletters, and PFA presentations.
- Continue work with outside partnerships to provide quality professional development: Massachusetts Partnerships for Youth, Teaching Tolerance, Massachusetts School Mental Health Consortium, National Alliance on Mental Illness.
- Service-Learning coordinator will work with all schools to ensure that SL projects and units directly support SEL.

Goal 2:

Expand the use of performance assessments in all grades and content areas to measure how well students learn, transfer, collaborate, and apply knowledge and complex skills.

Action Steps:

- Increase teacher training in the development and use of performance-based assessments through MCIEA and in-district support.
- Provide coaching and training for school-wide and cross-school performance assessment validation to ensure that assessments are valid, measure what teachers intend to measure, and are scored consistently.
- Increase opportunities for K-12 students to engage in real-world, authentic learning opportunities in the wider community through service-learning and field study.
- Highlight and share learnings about PBAs through various communication channels (in-district, with the community, and through social media).

Enrollment

Our schools have seen a dramatic increase in enrollment since 2001-2002, when our enrollment totaled 3,378. In 2019-2020, our enrollment is 4,617, an increase of 1,239 students since 2002. This significant additional enrollment has required hiring new classroom and specialist teachers and has also placed a strain on our school facilities. We are over capacity for core classroom spaces at grades K-8. The district's ten-year Master Plan for School Facilities can be found here:

<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. Six additional Phase II core classrooms will open in the fall of 2020.

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 2020-2021, K-5 enrollment is projected to increase by about 30 students. We plan to staff 110 K-5 core classrooms in FY21, which remains unchanged from budgeted in FY20. Grade 6-8 enrollment is projected to remain stable, while Winchester High School's grade 9-12 enrollment is projected to increase slightly, bringing the total K-12 student in-district population to 4,626. We have budgeted for an increase of 1.4 FTE new core teaching positions at WHS for FY21. Final staffing needs at WHS for 2020-2021 are dependent on the completion of the course selection process. In grades K-5 class sizes remain, on average, within school committee targets and below contractual limits.

FY21 Budget Initiatives

World Language (WL) Program Improvement (grades 6-8)

In FY20, we expanded language offerings and began the language study in grade 6. Continued expansion of Mandarin language classes to grade 7 will require an increase of .6 FTE.

Drama/Performing Arts: In FY20, drama/performing arts programs were added at WHS and McCall Middle School. Continued expansion of middle school drama/performing arts requires the addition of .6 FTE.

K-5 Adjustment Counselor: In FY19 and FY20 we added two school counselors to serve our five elementary schools. The plan for a phased addition of one counselor each year until each school has a dedicated counselor will require an additional 1.0 FTE in FY21.

Instructional Leadership: In FY20, the district added a .6 FTE instructional coach at McCall Middle School to support the professional growth and development of over 100 staff members. In FY21, we plan to add .4 FTE to make this position full-time. In addition, the FY21 budget adds a 1.0 instructional coach at the K-5 to support our five elementary schools and perform a similar function.

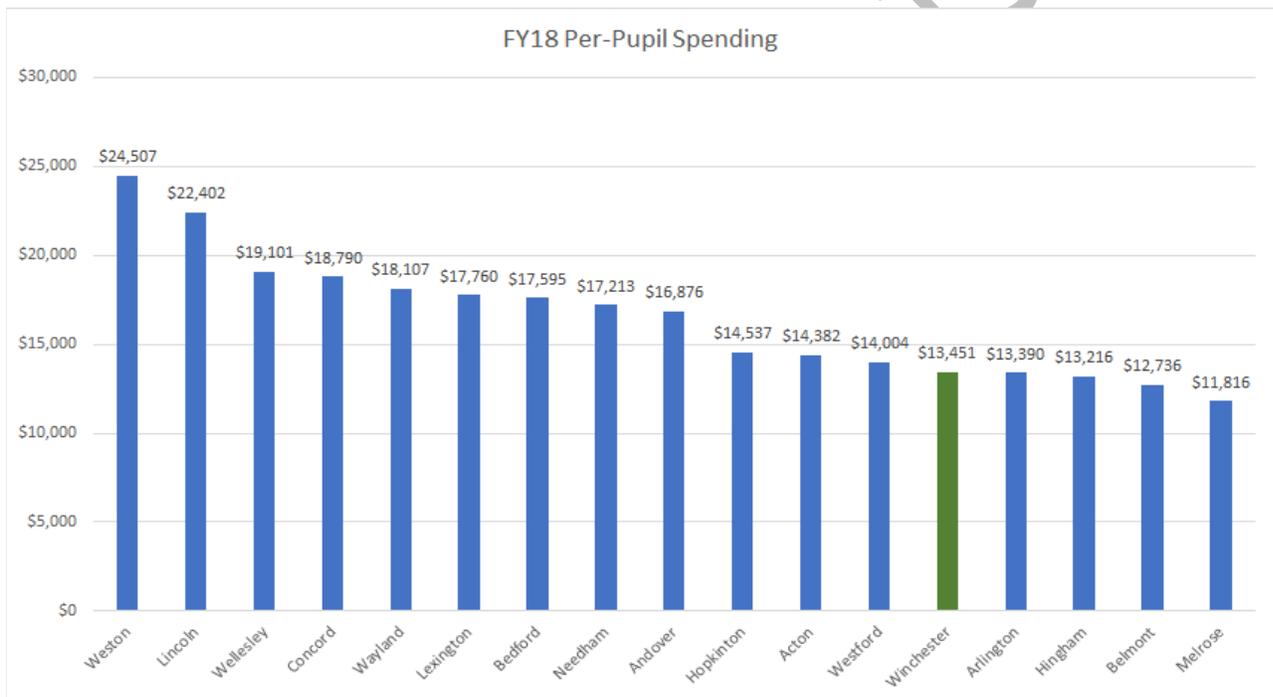
Comparison Community Benchmarks

It is useful to look at benchmark data from comparable communities to assess how efficiently 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 FY18 Per-Pupil Spending. Please note that per-pupil spending includes all sources of revenue, including government allocation, fees, and donations. Winchester’s per-pupil spending continues to be very low for the comparison group and across the state.

Weston	\$24,507	Hopkinton	\$14,537
Lincoln	\$22,402	Acton	\$14,382
Wellesley	\$19,101	Westford	\$14,004
Concord	\$18,790	Winchester	\$13,451
Wayland	\$18,107	Arlington	\$13,390
Lexington	\$17,760	Hingham	\$13,216
Bedford	\$17,595	Belmont	\$12,736
Needham	\$17,213	Melrose	\$11,816
Andover	\$16,876		



FY21 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 FY18.

Weston	\$101,652
Wayland	\$97,739
Wellesley	\$95,371
Needham	\$95,184
Hopkinton	\$90,906
Belmont	\$90,616
Lincoln	\$89,155
Bedford	\$89,004
Westford	\$88,692
Hingham	\$87,233
Andover	\$85,092
Lexington	\$84,840
Acton	\$84,822
Winchester	\$79,245
Arlington	\$75,090
Natick	\$70,293
Melrose	\$65,624

Next Steps in FY21 Budget Development

- Continued monitoring of enrollment and special education costs
- Budget advisory group meetings as needed
- School committee budget discussions
- Annual town meeting: Spring 2020

UNDISTRIBUTED

reprinted February 19, 2020

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 FY20 EMC projects will generate an additional \$27,136 in avoided costs each year.

Energy usage is tracked on the state's Mass Energy Insights website. This information is uploaded from the utilities and is used by EMC to drive decision-making.

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 the Energy Revolving Fund has paid/will pay for new LED exterior lighting at the transfer station, insulation at the Rec Department and de-stratification fans in four classrooms at Muraco and 3 class rooms at Lynch. In addition, Lincoln and Ambrose Schools have finally switched from heating with oil to natural gas – this project was delayed due to the National Grid lock out. Solar arrays have been installed on the roofs of Vinson-Owen, DPW and the High School and will reduce our energy expenses at these locations.

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 most recent rate of increase for the Schedule is about 7.75% per year. There are currently 280 retirees.

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, 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 561 employees and 67 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 – 17

Harvard Pilgrim Health Care HMO – 628

Medicare Eligible Retirees (includes spousal plans)

Harvard Pilgrim Health Care Medicare Enhance – 512

Tufts Medicare Preferred – 12

Total Subscribers – 1,169

DEBT SERVICE

Principal and interest payments for FY2021 will be \$12,548,744.74. Of this amount, \$7,644,000.00 represents principal payments and \$4,904,744.74 represents interest.

FY 2021 Debt Service Budget*Current Debt Only*

Prop 2½ Excluded	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
McCall School	1,059,000.00	446,564.72	1,505,564.72
Lincoln School	247,000.00	23,828.72	270,828.72
Wright Locke Farm	168,757.00	87,542.69	256,299.69
Vinson Owen School	753,000.00	474,337.50	1,227,337.50
High School	2,672,000.00	2,798,706.26	5,470,706.26
Aberjona Culvert	160,000.00	240,025.00	400,025.00
Skillings Environmental Remediation	95,000.00	143,431.26	238,431.26
Skillings Turf Field	120,000.00	85,140.00	205,140.00
Subtotal Prop 2½ Excluded	5,274,757.00	4,299,576.15	9,574,333.15
Building Stabilization Fund	1,855,500.00	435,960.02	2,291,460.02
Capital Stabilization Fund	380,000.00	108,256.26	488,256.26
General Fund	133,743.00	60,952.31	194,695.31
TOTAL	7,644,000.00	4,904,744.74	12,548,744.74

Winchester, Massachusetts

Fiscal Year 2021 Debt Service Reconciliation (as of 1/3/2020)

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Override			
July 1 2006 -Lincoln School (IE)	25,000.00	4,668.72	29,668.72
May 16 2012 - Adv Ref July 1 2004 Series B Lincoln School (EI)	<u>222,000.00</u>	<u>19,160.00</u>	<u>241,160.00</u>
	247,000.00	23,828.72	270,828.72
August 15 2009 - Cur Ref July 1 2001 McCall School (IE)	885,000.00	17,700.00	902,700.00
June 27, 2018 - McCall Middle School Phase II (IE)	120,000.00	179,158.76	299,158.76
August 22, 2019 - McCall Middle School Phase II (IE)	<u>54,000.00</u>	<u>249,705.96</u>	<u>303,705.96</u>
	1,059,000.00	446,564.72	1,505,564.72
April 28 2011 - Vinson-Owen School (OE)	640,000.00	415,200.00	1,055,200.00
July 1 2014 - Vinson-Owen School Construction (OE)	88,000.00	40,150.00	128,150.00
July 1 2015 - Vinson-Owen School Construction (E)	15,000.00	7,075.00	22,075.00
June 27, 2018 - Vinson-Owen School (OE)	<u>10,000.00</u>	<u>11,912.50</u>	<u>21,912.50</u>
	753,000.00	474,337.50	1,227,337.50
July 1 2014 - High School Feasibility Study (OE)	42,000.00	19,162.50	61,162.50
July 1 2015 - High School Feasibility Study (E)	5,000.00	375.00	5,375.00
July 1 2015 - High School Construction I (E)	150,000.00	143,587.50	293,587.50
July 1 2015 - High School Construction II (E)	930,000.00	939,137.50	1,869,137.50
July 1 2015 - High School Construction III (E)	1,015,000.00	1,065,050.00	2,080,050.00
October 27 2016 - High School Construction (OE)	450,000.00	631,393.76	1,081,393.76
	<u>80,000.00</u>	<u>-</u>	<u>80,000.00</u>
	2,672,000.00	2,798,706.26	5,470,706.26
October 29 2015 - Land Acquisition (IE)	168,757.00	87,542.69	256,299.69
June 27, 2018 - Aberjona River Culvert (IE)	160,000.00	240,025.00	400,025.00
June 27, 2018 - Skillings Field Construction & Remediation (OE)	95,000.00	143,431.26	238,431.26
June 27, 2018 - Skillings Field Design & Construction (IE)	<u>120,000.00</u>	<u>85,140.00</u>	<u>205,140.00</u>
	215,000.00	228,571.26	443,571.26
	5,274,757.00	4,299,576.15	9,574,333.15
Building Stabilization			
July 1 2005 -School Remodeling (I) Immediate Repairs \$3,143,000 of \$6,246,101	170,000.00	30,906.26	200,906.26
July 1 2005 -Town Building Remodeling (I) \$375,000 Immediate Repairs of \$943,336	20,000.00	3,475.00	23,475.00
July 1 2006 -Ambrose School (I) \$1,660,000	85,000.00	19,486.26	104,486.26
July 1 2006 -Building Remodeling & Plans 1 (I) \$440,000 of \$1,028,336	20,000.00	4,585.00	24,585.00
July 1 2006 -Building Remodeling & Plans 2 (I) \$412,850	15,000.00	3,438.76	18,438.76
July 1 2006 -School Remodeling (I) \$1,162,950	60,000.00	13,755.00	73,755.00
July 1 2008 - School (I) \$2,968,000	175,000.00	39,606.22	214,606.22
July 1 2008 - McCall Middle School Design (I) \$562,000	30,000.00	9,050.00	39,050.00
July 1 2008 - McCall Middle School Addition (I) \$6,188,000	310,000.00	111,100.00	421,100.00
July 1 2008 - School Classrooms (I) \$1,110,000	80,000.00	7,693.76	87,693.76
July 1 2008 - Building Remodeling & Plans (I) \$128,000	8,000.00	1,510.00	9,510.00
July 1 2008 - Public safety Building (I) \$1,556,000	81,000.00	26,326.26	107,326.26
July 1 2008 - Town Hall/Veteran's Memorial (I) \$2,100,000	106,000.00	37,357.50	143,357.50
May 1 2009 - Public Safety Building (I) \$1,644,000	80,000.00	27,000.00	107,000.00
May 1 2009 - DPW Complex (I) \$1,000,000	50,000.00	16,875.00	66,875.00
May 1 2009 - School Fire Alarms/Corridor/ADA (I) \$960,000	50,000.00	15,350.00	65,350.00
April 15 2010 - Muraco School HVAC	85,000.00	14,450.00	99,450.00

April 15 2010 - DPW Facility Repairs	10,000.00	3,205.00	13,205.00
April 28 2011 - Lynch School Roof (I)	50,000.00	19,475.00	69,475.00
April 28 2011 - Muraco HVAC (I)	5,000.00	1,050.00	6,050.00
May 16 2012 - Adv Ref July 1 2004 Series A Ambrose School (I)	<u>365,500.00</u>	<u>30,265.00</u>	<u>395,765.00</u>
	1,855,500.00	435,960.02	2,291,460.02
Water & Sewer			
July 1 2006 Drainage 2 (I) \$2,149,000	90,772.50	24,483.73	115,256.23
May 1 2009 - Phase III Drainage (I) \$750,000	30,257.50	10,211.91	40,469.41
April 15 2010 - Drainage	77,805.00	24,936.50	102,741.50
May 16 2012 - Adv Ref July 1 2004 Series B Drainage (I)	133,997.50	11,195.28	145,192.78
May 16 2012 - Sewer Pump Station	12,967.50	1,167.08	14,134.58
July 1 2014 - Drainage Improvements (I)	12,967.50	5,916.43	18,883.93
July 1 2014 - Sewer System Repairs (I)	12,967.50	5,770.54	18,738.04
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	37,648.98	93,841.48
July 1 2015 - South Reservoir Dam Improvements II (O)	12,967.50	8,688.23	21,655.73
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
June 11, 2018 - MWRA Water (O)	58,353.75	-	58,353.75
August 19, 2019 - MWRA Sewer (I)	18,802.88	-	18,802.88
August 22, 2019 - Drainage/Storm Water Improvements (I)	<u>152,152.00</u>	<u>153,956.84</u>	<u>306,108.84</u>
	795,685.80	283,975.50	1,079,661.30
General Fund			
May 16 2012 - Adv Ref July 1 2004 Series B Lincoln School (I)	9,500.00	815.00	10,315.00
May 16 2012 - Adv Ref July 1 2004 Series B Capital Improvements (I)	39,000.00	1,870.00	40,870.00
May 16 2012 - Adv Ref July 1 2004 Series B Sewer & Dam Improvements (I)	5,500.00	145.00	5,645.00
May 16 2012 - Adv Ref July 1 2004 Series B Sewer (I)	10,500.00	865.00	11,365.00
May 16 2012 - Adv Ref July 1 2004 Series B Roads (I)	23,000.00	230.00	23,230.00
October 29 2015 - Land Acquisition (I)	1,243.00	644.81	1,887.81
June 27, 2018 - McCall Middle School Phase I (I)	25,000.00	40,760.00	65,760.00
June 27, 2018 - McCall Middle School Expansion (I)	5,000.00	3,747.50	8,747.50
June 27, 2018 - Skillings Field Athletic Lighting (I)	<u>15,000.00</u>	<u>11,875.00</u>	<u>26,875.00</u>
	133,743.00	60,952.31	194,695.31
Capital Stabilization Fund			
July 1 2005 -Drainage - Cross Street (I) \$375,000	20,000.00	3,475.00	23,475.00
July 1 2008 - Transfer Station/Landfill Use Restoration (O) \$390,000	20,000.00	6,781.26	26,781.26
May 1 2009 - Manchester Field (I) \$1,350,000	90,000.00	12,600.00	102,600.00
April 28 2011 - Flood Mitigation Aberjona River (I)	200,000.00	81,300.00	281,300.00
May 16 2012 - Flood Control	<u>50,000.00</u>	<u>4,100.00</u>	<u>54,100.00</u>
	380,000.00	108,256.26	488,256.26
Total Debt (authorized and issued)	8,439,685.80	5,188,720.24	13,628,406.04

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 \$40,000, covering the cost of cleaning municipal land, 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. These were both increased per the FY2020 override by \$400,000 and \$1,600,000, respectively. 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). Savings continue to run \$35,000 to \$50,000 annually, depending on use and fuel prices. 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).

NON-APPROPRIATED CHARGES

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.

ENTERPRISE FUNDS

reprinted February 19, 2020

WATER & SEWER AND DRAINAGE SYSTEM

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.

There is a \$1,000,000 shortfall in the FY21 budget due to the following:

- Despite rate increases in FY16, 17 and 18, revenues have been declining since FY17 due to rainfall and/or conservation efforts on the part of residents
- Multiple capital projects
- Storm water expenses taken out of retained earnings

Town Meeting will be asked to vote a storm water fee and/or water/sewer rate increases to address the shortfall.

FY 2021 OBJECTIVES

- Work with the Town Engineering department and Weston & Sampson on MS4 requirements and regulations.
- Address deficiencies at North Reservoir Dam and Low Level Outlet.
- 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.
- Continue to replace radio and meter heads to upgrade the meter system.
- Continue to work on the inflow and infiltration program through the M.W.R.A loan program

PRIOR YEAR ACCOMPLISHMENTS

- Replaced 61 water services from the main to the curb stop
- Repaired eight drains
- Repaired four main water leaks
- Cleaned over 150 catch basins
- Repaired 48 catch basins and manholes
- Repaired nine water services
- Replaced one water service that was lead from curb stop to property
- Replaced 101 lead goosenecks
- Replaced three non-draining fire hydrants and repaired six hydrants

FY21 WATER SEWER ENTERPRISE BUDGET

Moved that \$9,828,367 be appropriated for the water and sewer enterprise fund of which \$1,431,957 is for personal services and \$8,396,410 is for expenses; that \$1,543,864 be included in appropriations from the general fund for indirect costs and be allocated to the water and sewer enterprise fund, and that \$11,372,231 be raised as follows:

Department receipts	5,421,000.00		
Retained Earnings	238,354.00		
Chapter 110 Tax Levy	4,705,145.86		
Add'l G/F, W&S Rates & SW Fee	1,007,731.60		
FY21 Enterprise Fund Expenses		Personal Svcs	Expenses
Sewer Operations	1,919,222.00	386,724.00	1,532,498.00
Water Operations	2,466,524.08	1,045,233.08	1,421,291.00
Equipment (Capital Outlay)	-		
Local Funded Debt	1,269,724.01		1,269,724.01
MWRA Debt	4,172,897.00		4,172,897.00
Total Enterprise Fund Expenses	9,828,367.09	1,431,957.08	8,396,410.01
FY21 Indirect Expenses			
Health Insurance	247,056.00		
Pension	195,460.00		
Shared Employees	845,671.00		
General Svcs/Audit/Legal/Energy/Ins	101,549.00		
Workers Comp/Unemployment/FICA	154,128.38		
FY21 Indirect Expenses	1,543,864.38		
Total Expenses	11,372,231.47	1,431,957.08	8,396,410.01
FY21 Revenues			
Usage charges	5,000,000.00	<i>Based on FY20 projected revenue</i>	
Liens/interest	163,000.00	<i>FY19 actuals</i>	
Water repairs	24,000.00	<i>FY19 actuals</i>	
Sprinkler fee	17,000.00	<i>FY19 actuals</i>	
Connection fees	74,000.00	<i>FY19 actuals</i>	
Service charge	123,000.00	<i>FY19 actuals</i>	
Interest	20,000.00	<i>FY19 actuals</i>	
Sub total	\$ 5,421,000.00		
Retained earnings	\$ 238,354.00		Total debt
Chapter 110 Tax Levy	\$ 4,705,145.86	86.45%	\$ 5,442,621
Add'l G/F, W&S Rates & SW Fee	\$ 1,007,731.60		
Total FY21 Estimated	\$ 11,372,231.46		
	\$ (0.00)		
Certified Retained Earnings - 9/2019	\$ 1,081,534.00		
ftm reclass	\$ (270,000.00)		
ftm dpw workers	\$ (62,959.00)		
ftm py bills	\$ (5,221.00)		
Above for FY21	\$ (238,354.00)		
Capital	\$ (205,000.00)		
Unappropriated Balance after FTM	\$ 300,000.00		
	2.64%	<i>R/E as a percentage of the total b</i>	

Department	FY20		Water and Sewer Allocation Methodology	Amount
	Approved	Percent of		
	Orig Budget	Budget		
Town Manager*	\$ 729,030	0.6%	See Town Manager Tab	\$ 66,179
Human Resources*	\$ 174,118	0.1%	See Human Resources Tab	\$ 15,818
Finance Committee	\$ 6,000	0.0%		
Comptroller*	\$ 376,916	0.3%	See Comptroller Tab	\$ 35,093
Assessors	\$ 275,750	0.2%		
Audit*	\$ 80,000	0.1%	7.2% of the Audit Budget	\$ 5,764
Data Processing*	\$ 664,176	0.5%	See Data Processing Tab	\$ 50,346
Collector/Treasurer*	\$ 475,600	0.4%	See Collector/Treasurer Tab	\$ 178,711
Engineering*	\$ 562,349	0.4%	See Engineering Tab	\$ 175,032
Building Zoning	\$ 372,142	0.3%		
Conservation	\$ 57,873	0.0%		
Planning Board	\$ 175,184	0.1%		
Legal*	\$ 400,000	0.3%	See Legal Tab	\$ 28,821
General Services	\$ 140,275	0.1%		
Town Clerk	\$ 399,264	0.3%		
Library	\$ 1,989,206	1.5%		
Archival Center	\$ 18,900	0.0%		
Historical Commission	\$ 16,500	0.0%		
Board of Health	\$ 361,026	0.3%	See Board of Health Tab	\$ 710
Council on Aging	\$ 344,064	0.3%		
Verterans' Services	\$ 45,726	0.0%		
Police	\$ 5,396,459	4.1%	See Police Tab	\$ 5,188
Fire	\$ 5,108,877	3.9%	See Fire Tab	\$ 53,578
Sealer of Weights	\$ 9,946	0.0%		
DPW*	\$ 6,807,061	5.1%	See DPW Tab	\$ 265,016
Snow & Ice	\$ 400,000	0.3%		
Education	\$ 54,231,249	40.9%		
Vocational Education	\$ 243,785	0.2%		
Energy	\$ 2,133,470	1.6%	See Energy Tab	\$ 36,198
Contributory Retirement*	\$ 5,132,390	3.9%	See Contributory Retire Tab	\$ 195,460
Workers' Compensation*	\$ 420,000	0.3%	See Workers' Comp Tab	\$ 133,365
Unemployment Compensation	\$ 75,000	0.1%	See Unemployment Tab	\$ -
Health Insurance*	\$ 11,669,760	8.8%	See Health Ins Tab	\$ 247,056
FICA/Medicare	\$ 985,000	0.7%	See FICA Tab	\$ 20,763
Non-Contributory Retirement	\$ -	0.0%		
Reserve Fund	\$ 400,000	0.3%		
General Insurance*	\$ 415,000	0.3%	See Property Insurance Tab	\$ 30,766
Environmental Remediation	\$ 40,000	0.0%		
Transfer to Cultural Council	\$ 5,000	0.0%		
7120 Funded Debt Interest	\$ 7,610,000	5.7%		
7110 Funded Debt Principal	\$ 5,279,996	4.0%		
Total Yellow Sheet	\$ 114,027,092	86.1%		
Capital (funded by GF)	177,000	0.1%		
Bldg & Cap Stabilization Transfers	6,032,303	4.6%		
Water and Sewer Enterprise	\$ 9,851,038	7.4%		
Recreation Enterprise	\$ 1,970,174	1.5%		
Total Operational/Capital Budgets	\$ 132,057,607	99.70%		
<i>Articles (Operating)</i>				
Add'l BSF/CSF (STM A30)	\$ 30,000	0.0%		
Transfer to OPEB Fund	\$ 350,000	0.3%	See OPEB Tab	\$ -
Personnel Bd - GF (STM A41)	\$ 106,707	0.1%		
Personnel Bd - WS (STM A40)	\$ 3,968	0.0%		
Personnel Bd - Rec (STM A40)	\$ 17,525	0.0%		
Personnel Bd unallocated wages (STM A40)	\$ 293,393	0.2%		
FY20 supplemental - GF (FTM A21)	\$ (95,398)	-0.1%		
FY20 PY Bills - WS (FTM A22)	\$ 5,221	0.0%		
FY20 supplemental - WS (FTM A23)	\$ (379,844)	-0.3%		
FY20 supplemental - Rec	\$ -	0.0%		
Personnel Bd - GF (FTM A24)	\$ -	0.0%	(funded by unallocated - already accounted for)	
Personnel Bd - WS (FTM A40)	\$ 62,959	0.0%		
Personnel Bd - Rec	\$ -	0.0%		
Totals	\$132,452,138	100.0%		\$ 1,543,864

RECREATION & COMMUNITY EDUCATION DEPARTMENT

**In order to evaluate our season, this report is based off of the following dates January 1st, 2019 through December 31st, 2019. By doing this, we will have a better understanding of any increases/decreases in services without estimating projections of the final 4 months of the 2020 Fiscal Year.*

Winchester Recreation and Community Education enjoyed a very busy and successful 2019 year. The department said goodbye to long time Recreation Director Chris Nelson, who left in November, 2019. With this change, our full-time and part-time staff worked together seamlessly making sure this transition was as smooth and productive as possible.

We have once again continued to make improvements to our facility at 263 Main Street. We rely heavily on this space as it gives our department the opportunity to offer many new and exciting programs and expand on existing programs including our licensed pre-school and after-school program. We recently completed a project that was years in the making with the IT Department. This project allowed us to have phone/internet drops to all of our classrooms, enabling WIFI and landline phones in all classrooms.

We continue to strive to reach our goal to offer a wide variety of courses at affordable prices. We strive to provide leisure activities for all ages and abilities. In addition to offering a number of new programs, the department provided support services to the school department, community youth sports organizations, organized groups that provided social and cultural activities and Town agencies providing related leisure and community services.

Winchester Recreation and Community Education provided leisure and recreational opportunities to thousands of participants in 2019. Winchester Recreation and Community Education brought in an Income of 2,010,629.84 in 2018, this past year in 2019 that number increased to \$2,234,318.59. I believe the increase is a direct correlation to the quality programs we are offering and continuing to improve with qualified staff. We have seen an increase in numbers in all of our in-house programming (non contracted) including After School Care, Pre-School, Youth Sports (Tball/Basketball), Summer Adventure program, and our Jim "Gym" Sports program. Our contractors continue to be an asset to this department, bringing skills and knowledge to areas of their own expertise and have certainly contributed to the increase of income.

Our department goal once again this years is to make a commitment to become a 100% self-supporting department and has initiated a number of new programs and fundraisers to help us accomplish this goal.

Staffing in the Winchester Recreation and Community Education Department is currently understaffed with the departure of Chris Nelson, former Director (Position currently Vacant as of 11/19), James Sullivan, Current Interim Recreation Director/Program Director, Sonja Ferraguto, Pre-school Director; Pat Winn, Secretary, Jennifer Mahoney, Administrative Assistant. Our FY21 budget will show the removal of two full-time positions, Community Ed Director (Vacant for 6 yrs), and Youth Center Coordinator (Vacant for the past 2yrs.) We hope to have a Recreation Director in place by Spring of 2020.

Recreation and Community Education

Once again we offered a wide variety of programs in 2019 for all ages, toddlers to seniors. Program such as sports, crafts, science, music and arts were offered to pre-school through high school age students. Enrichment programs and specialized sport camps were among the fastest growing segments of the Recreation Department.

Some of the new programs offered in 2019 included: Rock Climbing, NASA Programs, Engineering and Ultimate Frisbee.

Kid Care

Kid Care, the Recreation Department's licensed after-school program at the Recreation Department, servicing a number of families. The program includes after school kindergarten, after school care for grades 1-6 and extended care during school early release days. All of these programs are helping meet the needs of many Winchester children and families. The after-School program is offered at the Recreation Department and the Lynch Elementary School. Vacation programs for the February, April and the December school break continue to flourish and to assist those parents in need of childcare.

Kid Connection

Kid Connection, the Recreation Department's licensed pre-school at the Recreation Department, serviced a number of returning and new families. The Kid Connection program did offer extended hour care entitled "Stay and Play" and was very well received by parents. Options for younger children were also incorporated into the recreation offerings and was staffed by Kid Connection and used their classrooms.

Summer Adventure

We again offered single week options and participants seemed to like the flexibility this provided them. This past summer we had a change in location to accommodate some work being done at the Lynch Elementary school. In working with the school department, our full day summer adventure program didn't skip a beat with its new summer home, Vinson Owen Elementary. During the summer of 2020, we will be going back to the Lynch Elementary School. The full-day program and the half-day program was based at the Recreation Department, both were an ideal location. A dedicated staff provided varied activities for children from ages 3 through 15. Full day participants had their swimming lessons at Borggaard Beach and water play at the Splash Park. Tennis lessons took place five days a week at the Packer-Ellis Courts. An extended day program offered both early morning and late afternoon hours. Adventure Connection offered a series of two-week sessions and was a great success. Parents seemed to appreciate the separation of the older and younger camp locations. Through the generosity of the EnKa Society and Winchester Cooperative Bank summer opportunities were accessible to a great number of youths that did not have the financial resources necessary to participate.

Tennis

In 2018 we had sold 519 Tennis Memberships, in 2019 we had 537 Tennis Memberships sold. In years past we saw a decrease, this past year we sole 18 more which is a credit to our staff on the courts. The maintenance of the 15 Packer-Ellis Tennis Courts continues to be our responsibility. Sports Tek, INC. was again hired to open the courts for the season. Revenues from the sale of passes pay for the tennis supervisors, maintenance and materials used at the courts. The Winchester Indoor Lawn Tennis Center supervised and staffed the tennis lesson program. It was a great success.

Borggaard Beach

We currently sell Beach Memberships and in 2018 we had a total of 98, summer members. In 2019 this number almost doubled at 178 total summer beach memberships. This is a huge increase from the summer of 2018 season and I contribute it to the staff as well as our maintenance program in treating the water each summer making sure the beach stays open. I also believe we did a great job advertising this past year, even putting an image of the splash park on our Spring/Summer Cover in 2019. The Recreation Department and Board of Health continue to test the water weekly when the beach is open.

Community Events

The twenty third year of Halloween Window Painting was another huge success thanks to the cooperation of over 200 local merchants. Over 200 participants added their artistic touches to merchant's windows all over town. Over 500 families participated in our Halloween Horribles Parade. The year ended with our eleventh annual Breakfast with Santa at the Town hall.

"Common Concerts"

The Town Common became the performance center on six Wednesday nights during the summer. The concerts drew large crowds weekly.

Daddy Daughter Dance/Mother and Son Movie Night

During that first Friday evening in February over 350 daughters enjoyed a night out with their dad dancing at the Daddy Daughter Dance held at Burlington Marriott.

Field Rental

The Recreation Department is responsible for assigning fields to various schools and town groups upon request. Fees are charged for the use of the fields and an additional charge is assessed for use of the lights at Ginn Field. The revenues are used to pay the electric bill for Ginn Field and the administrative charges for personnel working on field scheduling and maintenance for field both turf and grass fields..

Field Capital Improvements

We are currently assessing the state of a number of playgrounds in Town that require attention, including Leonard Field Playground, Macdonald Field playground, as well as updating some structural issues with some of our school playgrounds.

Community Gardens

A small number of garden plots are available to town residents. Located near the Westside Fire Station, this area is a source of joy and produce to those who rent the plots. The Community Gardeners started their own committee to improve communication with each other and the Recreation Department.

Life at the Recreation Department

The Recreation and Community Education Department enjoyed their sixteenth full year at their current site at 263 Main Street. The old Mystic School has given the department enough room to grow and expand existing programming. Improvements continue to be made to the interior and exterior of the building including a renovation thanks to efforts from our pre-school parents and Johns Landscaping, who donated a number of hours of work to add a little life to our outdoors space, they planted new seed and loom, as well as a number of trees/plants that really beautified our space this spring/summer and fall.

Web Site

As a part of the Recreation Department’s efforts to be accessible to residents, it has continued maintain our web sites, www.winrec.com. We accept on-line registrations. This site is constantly review and upgraded to make it more user friendly. It also allows us to communicate to the residents with text and email blasts.

As we look ahead to 2020, Winchester Recreation and Community Education intends to reach the goal of operating on a 100% self-supporting basis, increase programming/cut unnecessary costs and improve current offerings for Winchester residents.

Recreation Department - FY21 PROJECTED REVENUES

	FY15	FY16	FY17	FY18	FY19	FY20	FY20	FY21
	Actuals	Actual	Actual	Actual	Actual	Budget	As Of 1/21/20	BUDGET
Youth Programs	\$587,811.89	\$664,791.46	\$681,450.98	\$715,741.53	\$990,398.33	\$730,000.00	\$418,073.00	\$805,000.00
Adult Programs	\$128,435.60	\$61,930.50	\$43,114.36	\$42,722.00	\$46,181.40	\$45,000.00	\$13,757.00	\$25,000.00
Year Round Programs	\$887,396.02	\$899,090.50	\$1,041,550.65	\$1,062,619.00	\$1,129,831.00	\$1,085,000.00	\$493,008.75	\$1,115,000.00
Trips/Special Events	\$27,630.40	\$100,191.57	\$54,246.39	\$36,874.40	\$21,888.00	\$44,000.00	\$7,875.35	\$30,000.00
Total	\$1,631,273.91	\$1,726,004.03	\$1,820,362.38	\$1,857,956.93	\$2,188,298.73	\$1,904,000.00	\$932,714.10	\$1,975,000.00

FY21 BUDGET SUMMARY

RECREATION DEPARTMENT

REVENUE	1,975,000.00
Town Allocation	175,000.00
Total	2,150,000.00

EXPENSES	1,857,576.00
Estimated INDIRECTS	350,000.00
TOTAL	2,207,576.00

REVENUE	2,150,000.00
EXPENSES	2,207,576.00
TOTAL	(\$57,576.00)

RETAINED EARNINGS REQUESTED \$57,576.00

CAPITAL PLANNING COMMITTEE REPORT

reprinted February 19, 2020



Town of Winchester

Helen S. Philliou, Chairman, Capital Planning Committee

71 Mt. Vernon Street
Winchester, MA 01990
Phone: 781-721-7133
Fax: 781-756-0505

October 24, 2019

To: Town Meeting
From: Helen S. Philliou, Chair, Capital Planning Committee

cc: Select Board
Lisa Wong, Town Manager
Peter Haley, Town Moderator
Finance Committee

We are pleased to submit our annual FY 21 report of the Capital Planning Committee (CPC). The CPC has completed its evaluation of all capital project requests for the next five Fiscal Years.

The Capital Planning Committee would like to gratefully acknowledge the Town's decision via the Spring Override to provide an additional \$2 million in funding to the Stabilization Funds.

Tempered by the elimination of Retiring Debt, the override resulted in an annual net increase of \$400,000 into the Building Stabilization Fund (BSF) and approximately \$820,000 into the Capital Stabilization Fund (CSF) in FY20. While not realizing the full \$2 million provided by the override, the replacement of Retiring Debt with a guaranteed source of funding will increase the certainty of capital projects funding going forward. Even with this increased funding, the BSF and CSF cannot come close to matching the \$20 million in requests that were screened this year alone.

Typically, capital projects within the town go unnoticed. Fire Engines get replaced, roofs get repaired, and potholes eventually get filled. Though these capital projects affect every resident of Winchester they generally get completed with little regard. In the coming year, the impact of these funds will be substantial and very visible throughout the Town.

In FY21, Capital Planning is proposing to increase to \$500,000 the Town's Roads and Sidewalks budget – an increase of 54% over FY20. There will be additional spending on Capital Projects in Schools (Muraco classroom sinks/bubblers, Manchester Field track replacement, McCall classroom heating controls, ADA work to prepare Parkhurst for student use), as well as more funding for snow removal equipment (4 pieces of equipment). Traffic safety has been an emphasis of the Select Board and Capital Planning has voted to fund 3 major intersection construction projects.

After a delay of one year due to problems securing permission from property owners, Capital is requesting an increase of \$240,000 in bonding authority to cover increased construction costs, due to that delay, on the Swanton Street Bridge flood mitigation project. That project is now expected to begin in the summer of 2020. Repairs to the Waterfield Bridge will also begin in the summer of 2020. Finally, replacement of the 83 year old Lake Street Bridge is also scheduled to occur in the summer of 2020.

So, while we will have fewer potholes to dodge, travel through the town next summer is going to require patience, planning, extra time, and perhaps some creativity.

The scope of all of these intersection and bridge projects is too much to accomplish with the cash generated by the Funds even with the increased funding from the override. The unanticipated Lake Street Bridge project alone will require \$1,500,000. We had hoped for assistance from the State through its

Municipal Small Bridge Program, but at this point in time it does not appear that funds through that program will be forthcoming and we will be required to pay for and bond that project in its entirety. Additionally, to accomplish other traffic projects with money in the CSF and to take advantage of currently favorable interest rates, it is being proposed that the estimated \$1,000,000 in repairs to the Waterfield Bridge also be bonded. The debt service for these bonds would be serviced through the Capital Stabilization Fund.

To say that the extent of indebtedness of the funds is a matter of concern to the Capital Planning Committee would be an understatement. Decisions to bond projects have invoked intense debate within the committee. That debate has led the committee to consider a policy restricting the amount of debt service that either fund may take on to a maximum of 50% of its annual inflows.

The effect of this policy would be to restrict bonding of the Building Stabilization Fund immediately. In FY20, after the injection of new funds following the 2019 override, the Building Stabilization Fund has a Debt Service / Inflows ratio of 72.4% (it reached 89% in FY19) and will not be below the 50% threshold until FY25 (50.7%). The Capital Stabilization Fund has a Debt Service / Inflows ratio of 17.7% in FY20 (26% in FY19). The CSF ratio is expected to rise to 24.5% in FY21 as a result of the anticipated bonding of the Lake St. and Waterfield St. bridge projects.

While this idea is under consideration and may not be the exact policy enacted by the Capital Planning Committee, the committee believes that some safeguards must be put in place to ensure the responsible stewardship of the funds in meeting essential Town needs now and in the future

This year the CPC is recommending use of the following funds for the FY21 Capital Projects (excluding Water & Sewer Enterprise and Cemetery Permanent Care):

Capital Stabilization Fund	\$3,009,000
Building Stabilization	\$1,010,000
Borrowing	<u>\$2,740,000</u>
Total	\$6,759,000

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, Select Board, Town Manager, Energy Management Committee, Disabilities Access Commission, Library Trustees and department heads. These requests are prepared by professional staff and submitted to the 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 Select Board. 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 has developed 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 and the Select Board who then approve 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 5-Year Request Summary Table			
Departments	FY 21 Request	FY 22-25 Request	Total Five Year Request
ADA	125,000	500,000	625,000
DPW Buildings	350,000	6,455,000	6,805,000
DPW Cemetery	170,000	430,000	600,000
DPW Roads and Sidewalks	500,000	2,000,000	2,500,000
DPW Vehicles	690,000	1,159,000	1,849,000
DPW Water/Sewer	2,715,000	3,350,000	6,065,000
I&I 10 Year Plan		4,000,000	4,000,000
Engineering Stormwater & Drainage / MS4	205,000	TBD	205,000
Engineering Traffic /Bridges	3,555,000	TBD	3,555,000
Fire Department	9,030,000	470,000	9,500,000
Town Manager Flood	240,000	10,000,000	10,240,000
Town Manager Other	150,000	TBD	150,000
MIS	30,000	125,000	155,000
Police Department	100,000	220,000	320,000
Recreation Department	275,000	2,890,500	3,165,500
Town Clerk	20,000	TBD	20,000
School Department	1,284,223	17,183,250	18,467,473
Total FY 21 Requests	19,439,223		
Total FY 22-FY25 Requests		48,782,750	
Total Five Year Requests			68,221,973

This year alone there were in excess of \$20 million in Capital Stabilization Fund, Building Stabilization Fund and Water Sewer requests. The Building Stabilization Fund (BSF) is used for building maintenance, repairs and new construction. The Capital Stabilization Fund (CSF) is used for fields and playgrounds, roads and sidewalks, equipment, flood mitigation and bridge repair. Even though there was additional funding for the FY 21 capital budget there still remains several critical unfunded projects which include in no particular order; West Side Fire Station, DPW Complex, Fire Alarm Systems at Town Hall and DPW, Records Management, Parkhurst School Improvements, Carriage House Improvements, the final flood mitigation project, (The Railroad Bridge near Muraco School), the turf replacement at Manchester Field, and finally the renovation of Lynch and Muraco Elementary Schools.

FY 21 CPC Recommended Projects

Fall Town Meeting Borrowings:

Lake Street Bridge Construction	\$1,500,000
Waterfield Bridge Road Bridge Construction	\$1,000,000
Swanton Street Bridge Supplemental	\$240,000
Total	\$2,740,000

Fall Town Meeting Building Stabilization Fund

Parkhurst Elevator	\$910,000
Total	\$910,000

Fall Town Meeting Capital Stabilization Fund

DPW New Sidewalk Plow and Blower	\$148,000
DPW New Swaploader Hook Truck with Packer/Salter/Plow	\$187,000
DPW Bobcat for Downtown sidewalk Snow Removal	\$35,000
DPW New Salter Truck	\$184,000
Muraco School Classroom Sink/Cabinet Units Replacement	\$110,000
Construction of Church Street at Waterfield Road Traffic Improvements	\$130,000
Replacement of Manchester Field Track	\$150,000
Removal of Underground Fuel Tanks	\$25,000
McCall Middle School Traffic Improvements	\$925,000
Total	\$1,894,000

Fall Town Meeting Water & Sewer Enterprise Fund

North Reservoir Dam and Low Level Outlet Engineering	\$340,000
Total	\$340,000

Spring Town Meeting Building Stabilization Fund

Town Hall/DPW Fire Alarm Design	\$50,000
McCall Unit Vent Controls Phase One	\$50,000
Total	\$100,000

Spring Town Meeting Capital Stabilization Fund

ADA Projects	\$125,000
Public Safety Radios – Police & Fire Year 3 of 4	\$125,000

DPW Roads and Sidewalks	\$500,000
Risk Assessment Implementation	\$75,000
Records Management Feasibility Study	\$20,000
Lincoln Exterior Maintenance/Repair of Flatwork& Walkways	\$100,000
Engineering of Main Street Bridge Railings	\$75,000
Fire Chief Vehicle	\$45,000
Police 4 Wheel Drive for Reservoir Patrol	\$50,000
Total	\$1,115,000

Spring Town Meeting Water & Sewer Enterprise Fund

MS4 Year 3	\$205,000
North Reservoir Dam and Low Level Outlet Construction	\$2,000,000
Lead Neck Removal & Replacement (MWRA interest free Loan)	\$600,000
New F550 Dump Truck	\$65,000
Replacement of Water Meter Heads	\$50,000
Total	\$2,920,000

Spring Town Meeting Cemetery Trust Fund

Road Resurfacing/Signage/Tree Maintenance	\$60,000
Cemetery Holding Tomb Repairs	\$20,000
Total	\$80,000

FY 21 Project Descriptions – Fall Funding

Borrowings

Lake Street Bridge Construction

In January 2019, the town received a bridge inspection report from MassDOT for the Lake Street Bridge that identified significant deterioration. The engineering was funded at the Spring Town Meeting and this request is for the construction improvements, which will consist of a full bridge replacement.

Waterfield Bridge Road Bridge Construction

In the spring of 2016, the town received a bridge inspection report from MassDOT that identified several deficiencies. The project has been fully designed and final permitting will be complete in the fall of 2019. This request is for the construction improvements which will consist of bridge deck replacement/repairs and rehabilitation of the historic bridge railings.

Swanton Street Bridge Supplemental

In the fall of 2018 Town Meeting approved the \$2.8 million dollar appropriation for the construction of the Swanton Street Bridge Improvement Project (Project 8 of the Aberjona River Flood Mitigation Program). The project construction was delayed a year due to problems securing permission from property owners. This request is for the estimated increase in construction costs due to that delay.

Building Stabilization Fund

Parkhurst Elevator

This appropriation seeks funds for the installation of an elevator at the Parkhurst School. The installation of the elevator will allow for the lower level of the building to be utilized as potential classroom space or as rental space and is an ADA requirement.

Capital Stabilization Fund

DPW New Sidewalk Plow and Blower

New sidewalk plow blower will replace a 1984 sidewalk tractor. We use these machines to plow about 30 miles of sidewalk. Additionally, this machine will be able to sweep sidewalks as well.

DPW New Swaploader Hook Truck with Packer/Salter/Plow

New Loader hook truck with trash packer/ salter/plow will replace a 2001 Ford dump truck. The new truck will have multiple uses because of its many attachments; trash packer, dump body, chipper body, and salter body.

DPW Bobcat for Downtown sidewalk Snow Removal

New Bobcat to replace a 1986 bobcat. DPW uses this machine on construction and snow removal in the Town center.

DPW New Salter Truck

New salter truck is replacing a 1995 truck. The new truck will be used for construction and plowing and salt operations.

Muraco School Classroom Sink/Cabinet Units Replacement

The Muraco School Classrooms are served by a modular cabinet/domestic water supply units.

These units are comprised of a metal base cabinet with a work top, sink basin with faucet and water bubbler combination. The present units have suffered leaking over time causing the cabinets to rust out and become a safety hazard and the fixtures present a constant maintenance issue. There is only one common water fountain located near the gym/cafeteria and these units as designed satisfy the offering of potable water requirements.

Construction of Church Street at Waterfield Road Traffic Improvements

The intersection of Church and Waterfield Road is difficult to navigate for pedestrians and vehicles alike. There was a pedestrian fatality at this location in 2018. Engineering services were funded through the Engineering Department and this request is for the construction of the intersection.

Replacement of Manchester Field Track

The track at Manchester Field is in need of refurbishment. The rubberized artificial running surface needs to be replaced. This fall appropriation will allow the work to be bid over the winter and the replacement work will occur over the summer.

Removal of Underground Fuel Tanks

The Public Safety Building and the Public Library have converted from oil to gas for their heating and the underground storage tanks needs to be removed from each site.

McCall Middle School Traffic Improvements

As part of the McCall Middle School Classroom Expansion Project the town allocated \$500,000 towards a traffic study and construction related improvements. The Town has been working with a traffic engineer to develop plans for improvements to the intersections of Main Streets and Washington Street and Mystic Valley Parkway and Waterfield Road. The remaining funds in the original appropriation are not sufficient to cover the costs of both intersection improvements. This request is for the balance of funds needed to complete these improvements.

Fall Town Meeting Water & Sewer Enterprise Fund

North Reservoir Dam and Low Level Outlet Engineering

The North Reservoir Dam consists of an earthen embankment with a benched downstream slope, a primary spillway, and a gatehouse with two outlets. This appropriation would provide funding for the development of plans and specifications and permitting required for the rehabilitation of the Dam and the Low Level Outlet.

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