

# *Town of Winchester*

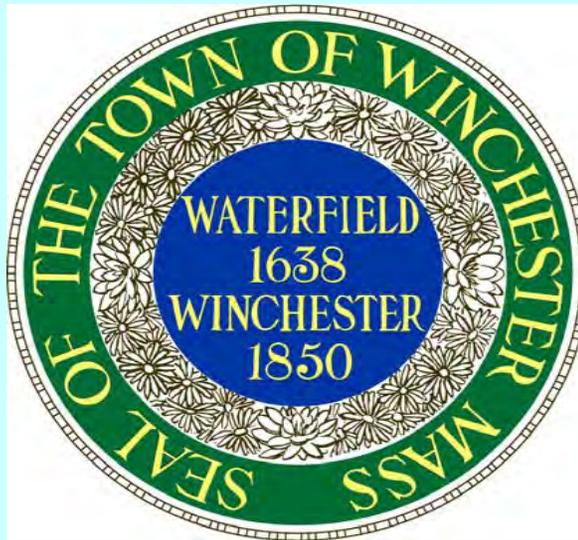


## *Town Manager's Financial Plan* *FY 2005*

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*Town of Winchester*  
*Town Manager's Financial Plan*  
*Fiscal Year 2005*

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## SECTION I

# TRANSMITTAL LETTER



February 9, 2004

The Honorable Board of Selectmen and Finance Committee:

I hereby transmit to you the Town Manager's FY2005 budget. The budget, as recommended, totals \$63,834,188, an increase of \$1,379,731, or 2.2%, over FY2004. As you commence the budget review process, it is clear that once again that the retrenchment or cut mode of the last decade will continue in FY2005 and beyond. Winchester's revenue base, as confirmed by the FACTS Committee and Budget Task Force, is simply not sufficient to keep up with the inflationary pressures on the budget from such items as personnel benefits, including group health costs that are increasing 11%, wages, school enrollments and special education costs. The chart on page 2 illustrates the essence of the Town's financial problems for FY2005.

Each year for several years, the Town has had a structural deficit whereby the growth in revenues has not kept pace with the growth in costs necessary to maintain a level service budget. The result has been a gradual erosion of services. Operating within this structural deficit environment, the organization, including department heads, boards and commissions, and employees, have all worked hard to be as innovative, creative and efficient as possible so as to maximize productivity and provide the best quality of life for our residents.

In order to balance the budget, municipal departments have been held to a total increase of \$142,567, inclusive of wage adjustments, which is less than a 1% increase. The school department's budget has been held to a 1.3% increase despite increased school enrollments. This is more than \$2 million less than what is necessary for a level service budget. Consequently, significant reductions in personnel will be required with the concomitant reduction in services.

**REVENUE**

Despite the budgetary pressures on the expenditure side of the budget, the Town's shortfall in FY2005 is due in large part to the cutbacks in State Aid. Instead of receiving a usual increase of approximately \$400,000 a year for FY2004 and FY2005, the Town has experienced a reduction in excess of \$1 million. This is a swing of more than \$1.8 million in State Aid which is close to the total amount of shortfall in FY2005.

From the chart on page 4, one can see that State Aid increases since the mid-1990s were consistent, ranging from 7% to 14% and averaging \$415,000, exclusive of school construction reimbursement. FY2003 is the first year since FY1992 that the Town's local aid was actually reduced. The FY2003 reduction amounted to \$83,261. In FY2004, the reduction was \$1,082,868. State Aid for FY2005 is expected to remain essentially flat, increasing only \$15,809.

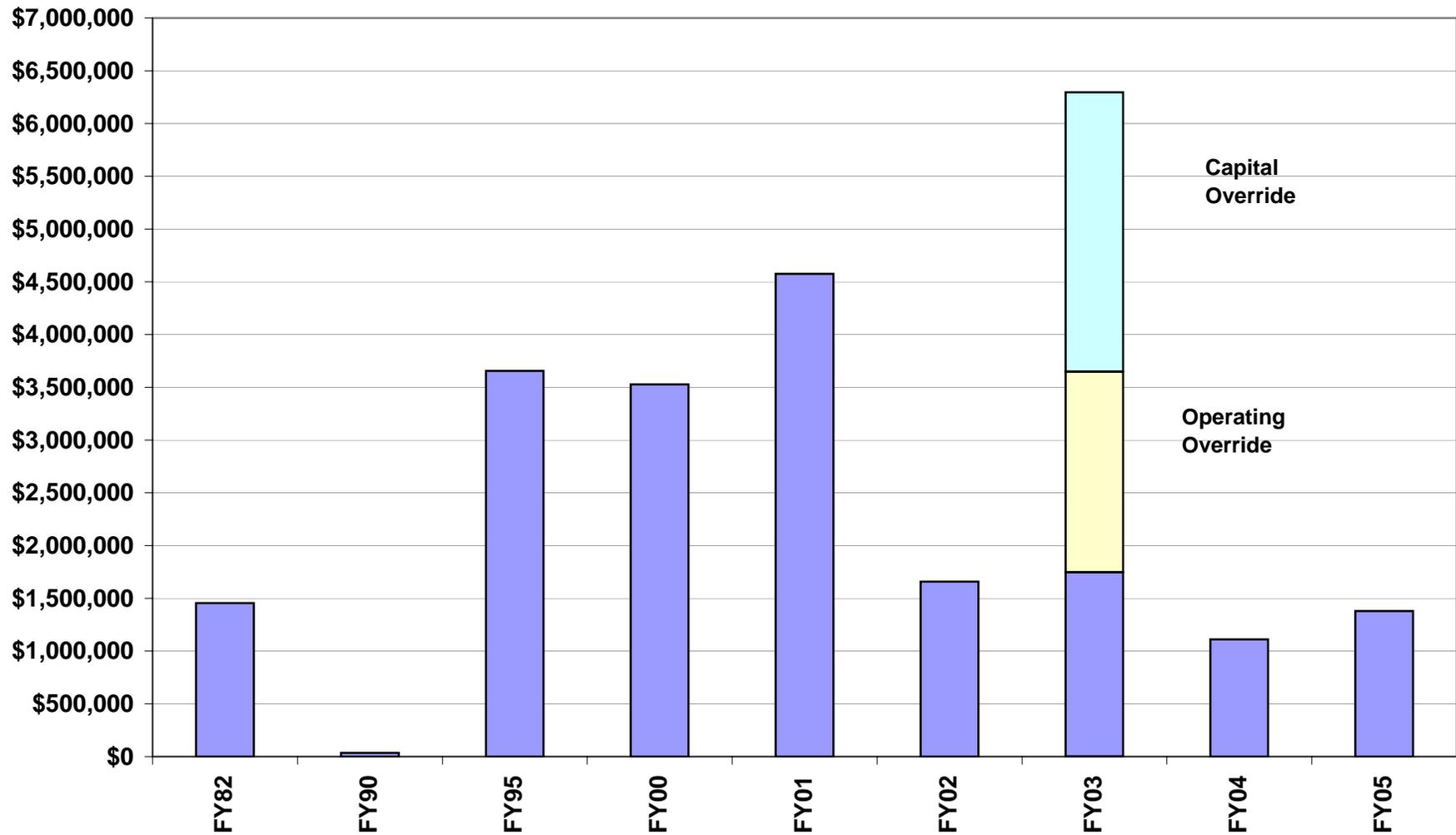
Overall revenue is projected to increase \$1,379,731, or 2.2%. The tax levy is expected to increase by \$1,778,620, or 3.7%, including new growth in the tax base, accounting for \$450,000, and an increase of \$112,954 for Proposition 2½ override debt for Lincoln School. Local receipts, State Aid, and other available funds are increasing a total of \$232,179. In FY2004, the Town used \$1.43 million in free cash reserves to balance the budget. Only \$800,000 will be available in FY2005 resulting in a reduction of \$631,068.

**REVENUE INCREASES VS MAJOR BUDGET INCREASES**

<b><u>Revenue Increases</u></b>	<b><u>\$ INC</u></b>
Tax Levy	\$ 1,778,620
Local Receipts	\$ 178,300
State Aid	\$ 15,809
Free Cash	\$ (631,068)
Other Funds	\$ 38,070
<b>Total Revenue</b>	<b>\$ 1,379,731</b>
<b><u>Major Budget Increases</u></b>	
Group Health & Pensions	\$ 698,567
Other Personnel Benefits	\$ 113,455
Wages, Steps & Track	\$ 1,850,000
Energy	\$ 92,500
<b>Major Budget Increases</b>	<b>\$ 2,754,522</b>

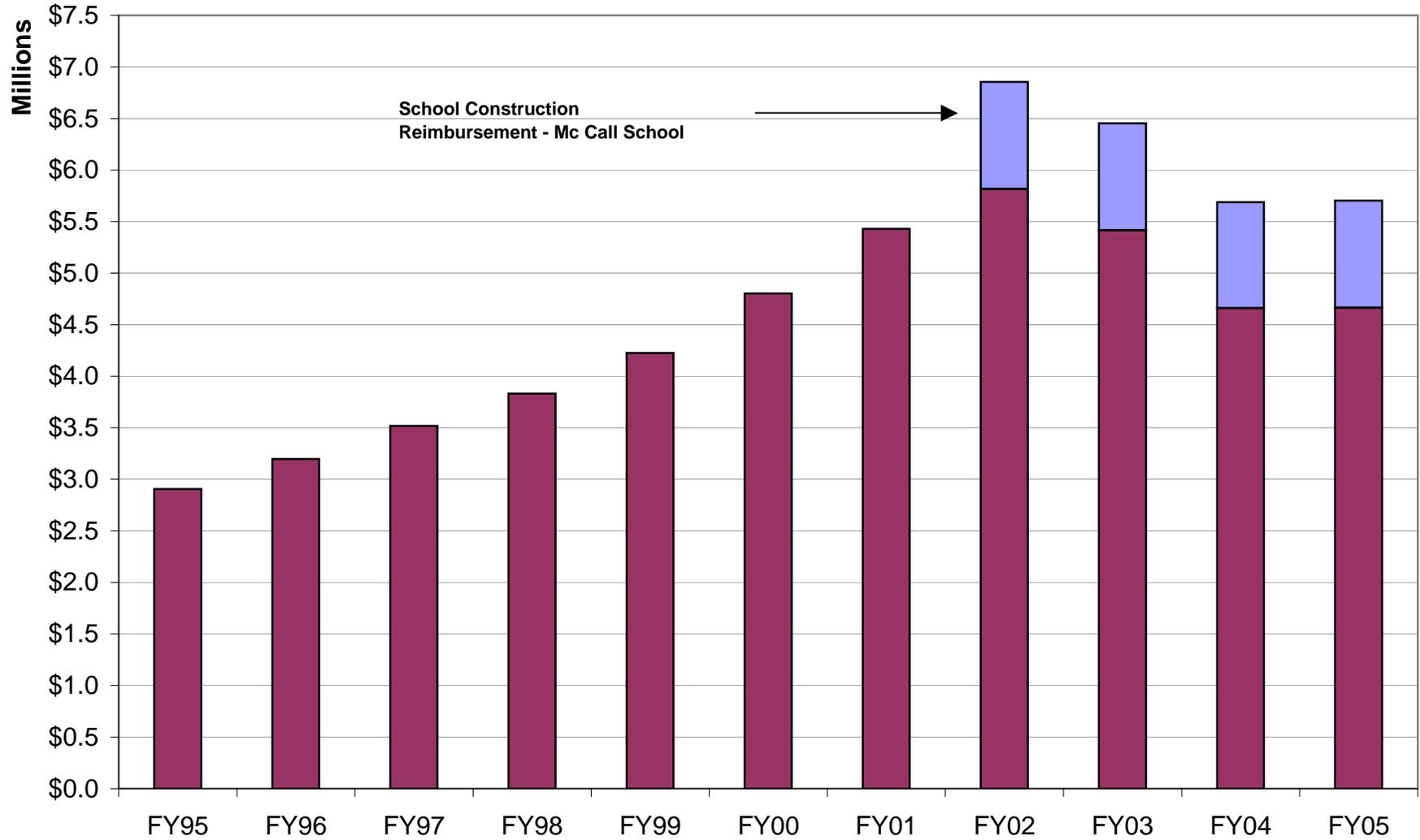


### Revenue Increase





### Total State Aid





### OPERATING BUDGET

With wage adjustments (2.5% - 3%) plus step and track increases estimated to cost \$1,850,000, and personnel benefits, driven largely by healthcare costs, increasing \$537,105 (11%), the cost increases for these expense items alone total \$2,387,105, far exceeding the available revenue increase of \$1,379,731 or 2.2%. In order to balance the budget, significant reductions in municipal and school budgets are required.

#### Municipal Budgets

Municipal departmental budgets, as recommended, total \$15,036,574, an increase of less than 1% over FY2004. Some of the reductions required include the following:

- Fire Department – Reduced 1 firefighting position from an already understaffed department and cut request for vehicle, overtime and equipment.
- Police Department – Reduced overtime, resulting in reduced coverage from an already understaffed department, and cut request for a vehicle, overtime and supplies.
- Public Works – Cut 4 positions from Maintenance Division (department has gone from 94 positions to 62) and reduced contract services, supplies, and hired equipment.
- Library – Cuts will likely result in the elimination of Sunday hours, reduction in approximately 5 additional hours during the week, and reductions in book purchases, supplies, and maintenance.
- Health – Reduced hours for nurse services, reduction in inspectional services and/or mosquito eradication services, and reduced contribution for mental health services.

In all, the reductions amount to approximately \$650,000 below that required for a level services budget.

#### School Budget

The recommended school budget is \$25,334,529, an increase of \$323,347, or 1.3%. This is \$1.6 million less than the school's request which they have stated is necessary to maintain the same level of service and class sizes. The School Superintendent has indicated that, subject to the advice and consent of the School Committee, the Town Manager's recommended amount for schools would likely result in the following program cuts:

- Eliminate 21.85 FTE's (fulltime equivalent employees) or positions shared by more than one employee (this includes elementary, middle and high school teaching positions).
- Increase class size in core and elective areas in both the middle and high schools in some cases to 30 at McCall and the upper 30's at WHS.
- Reduction of program at all levels leaving more students assigned to study hall at the middle and high schools.
- Continued lack of supplies and equipment system-wide.
- Continued lack of professional development for teachers.
- Reduction of curriculum development necessary to keep the curriculum aligned with the State frameworks.
- Elimination of Elementary Instrumental Music and Librarians.
- Reduction by one-half Elementary Physical Education Program.



### Municipal Personnel FY1980 - FY 2005

	<b>FY80</b>	<b>FY85</b>	<b>FY90</b>	<b>FY00</b>	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>	<b>% Change</b>
<b>General Government</b>	38.75	38.43	39.07	33.47	33.47	34.97	33.70	33.20	33.20	-14.32%
<b>Council on Aging</b>	1.50	1.71	3.09	3.60	3.60	3.60	3.60	3.60	3.60	140.00%
<b>Library</b>	21.75	17.53	17.45	21.10	21.10	21.10	21.10	21.10	19.60	-9.89%
<b>Police</b>	57.00	58.40	55.00	52.00	52.00	52.00	52.00	52.00	52.00	-8.77%
<b>Fire</b>	54.00	50.00	46.00	46.00	46.00	46.00	47.00	47.00	46.00	-14.81%
<b>Public Works</b>	94.00	89.50	79.50	68.40	69.40	68.40	64.40	65.40	61.40	-34.68%
<b>Total</b>	267.00	255.57	240.11	224.57	225.57	226.07	221.80	222.30	215.80	-19.18%



### INITIATIVES

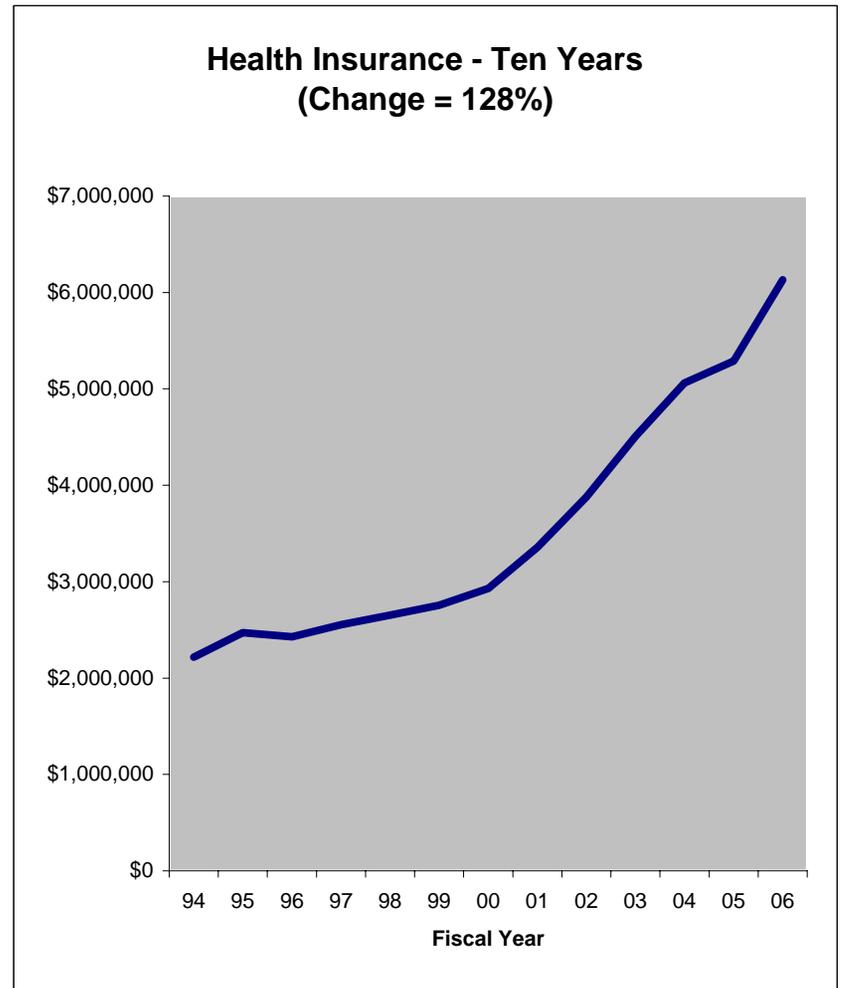
#### Healthcare Costs

SkYROCKETING employee healthcare cost has been a problem for all employers and the Town is no exception. The budget for this expense has grown from \$2,218,000 in FY1994 to \$5,061,065 in FY2004. During this 10-year period it more than doubled, averaging 13% increase per year. For FY2005, costs are projected to increase \$537,105, or 11%.

The Town is working on a number of measures to mitigate these cost increases. Town Meeting voted to accept the provisions of Ch. 32B, Section 18 which mandates that employees 65 years of age or older participate in the federal medicare program. Together with a medicare supplement program provided by the Town, the employee receives the same benefits with no change in costs, but the Town saves because the federal government is now picking up the first dollars of coverage. This requirement goes into effect July 1, 2004.

The Town is also negotiating with all its employee unions to change the percentage contribution made by employees towards their healthcare costs. By law, the Town must provide health insurance benefits for its employees and retirees, and must contribute no less than 50% and no more than 90% toward each employee's premium. The Town pays the highest percentage towards the least costly plan. The Town's proposal is to increase the employees' minimum percentage contribution from 10% to 33%. During FY2004, approximately 1,000 employees and retirees elected to use the Town's health insurance coverage. The Town offers two health maintenance organizations, HMO Blue and Harvard Pilgrim Health Care, and also offers a Blue Cross indemnity product. By far, most of the Town's employees have elected HMO coverage.

**Health Insurance - Ten Years  
(Change = 128%)**





ALS Ambulance Service

The Town is currently negotiating with the Fire Union to implement Advanced Life Support (ALS) level ambulance service within the Fire Department. Currently, the Fire Department operates an ambulance service at a basic life support level and depends on a regional ALS, or paramedic, level service. Providing ALS in-house would reduce the response time for a higher level of care and would generate additional revenue for the Town.

Cemetery Maintenance

The Town is soliciting proposals to privatize landscaping maintenance at the Wildwood Cemetery. Based upon informal quotations received, it appears that the Town will be able to provide a higher level of service at reduced costs. This service would become effective sometime between April 15 and July 1.

Debt Refinancing

Any debt that made economic sense to refinance was done so last year. Nonetheless, this should be evaluated each year.

Pensions

Evaluate whether pension obligation bonds represent a sound opportunity to reduce the past service unfunded debt.

Technology

Evaluate where technology may be used to reduce costs. While this has the opportunity to reduce some overhead costs and improve productivity, it will not impact personnel levels to a significant degree.

Energy

A great deal of work and savings have been achieved in this area, such as the purchase of street lights, combining with the Winchester Hospital to purchase electricity, combining with a consortium of communities to purchase fuels, participation in several of NStar's energy conservation programs, and grants for energy conservation. Recently, an Energy Management Committee was established with the goal of pursuing further energy conservation savings.

Municipal Relief Legislation – Chapter 46 of the Acts of 2003

The Legislature enacted legislation which provides a number of potential cost saving and revenue enhancement opportunities. This should be reviewed to determine what actions may be appropriate for the Town. While there are some opportunities for savings in this legislation, it must be stated that the savings will not be significant.

Grants

The Town and schools are working together to fund the contract services of a grants writer. This is an area that needs to be pursued aggressively as the opportunities are out there for grants that will far exceed the costs.



**COLLECTIVE BARGAINING**

Contracts with all the Town's unions expired June 30, 2003. Negotiations are ongoing with all six unions. The School Department has settled contracts with all of its unions including the teachers. Renegotiation of employee contributions to healthcare costs is on the table. This has added to the complexity of negotiations. In addition, the implementation of ALS ambulance service within the Fire Department has added to the complexity of those negotiations.

**CAPITAL IMPROVEMENTS PROGRAM**

The recommendations of the Capital Planning Committee, with which I concur, are contained in Section VIII.

In accordance with the capital override vote, \$1,943,656 is recommended to be appropriated into the Building Renovation/Replacement Stabilization Fund. This amount, increased by 2.5%, will be added annually to this fund to cover the costs of major building renovation and replacement projects. The first project to be funded through this fund is the Ambrose School. In FY2005, \$78,700 is proposed to be withdrawn to fund borrowing costs for Ambrose School.

Also as part of the capital override vote, \$840,000 will be appropriated into a Capital Stabilization Fund and is proposed to be used to fund street, park, flooding, and building projects. In addition, \$160,000 is recommended for various building repairs and equipment to be funded through reversions of prior capital project funds.

Of the \$1 million from general fund current revenue, the following projects are recommended:

Steel Ejector Transfer Trailer	40,000
Transfer Station Improvements	30,000
Vinson-Owen Phone System	22,000
Town Hall Chiller Replacement	25,000
SPED Assist. Technology	38,000
Town-Wide Floor Replacement Program	60,000
Skid Steer Loader & Utility Trailer	45,000
WHS Classroom Computers	133,000
WHS Auditorium Lighting/Painting	55,000
Flood Mitigation	120,000
Roads/Sidewalks	322,000
Playgrounds/Fields	110,000

<b>TOTAL</b>	<b>1,000,000</b>
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This year the Town contracted for a conditions assessment of all its municipal and school buildings. This study, which is expected to be completed in February, is intended to help identify all necessary building improvements and to prioritize them. One priority project already identified is the replacement of the fire alarm system at the High School. This project is estimated to cost between \$450,000 and \$550,000. Other immediate improvements may be identified and packaged in a borrowing authorization for the upcoming Annual Town Meeting.

The status of the State's School Building Assistance Program has been a major concern for all municipalities in the Commonwealth. The State currently has a backlog of approximately 400 school projects. In FY2004, a freeze was put on the funding of any new projects. For FY2005, the Governor has proposed a funding program that would provide 63% funding for the Lincoln School project commencing in FY2006 and 50% funding for the Ambrose School project commencing in FY2009. The final outcome of the program and its funding awaits legislative action.

### LONG-RANGE FINANCIAL PROJECTION

The cornerstone of our strategic budgeting process is the long-range financial projection. Based upon an analysis of internal and external factors impacting the Town's operations and finances, we have prepared the long-range projection, found on page 11.

The Town is facing a continuing, substantial deficit position for FY2005 and beyond. Collective bargaining costs, energy, health care, school enrollments, special education costs and debt are outstripping the pace of the Town's limited revenue growth. By FY2007, the deficit is projected to grow to \$4.9 million.

These projections will, of course, have to be modified as events unfold, but we believe that they are reasonable for fiscal planning purposes. On the revenue side, after FY2005, we anticipate the following developments:

#### Revenue Assumptions

Overall revenues, exclusive of debt exclusions and Chapter 110, are expected to increase between 2.7% and 3.2%.

- **Tax Levy**, exclusive of debt exclusions, is projected to increase between 3.1% and 3.3%.
  - Regular Levy – 2½% plus \$475,000 new growth,
  - Chapter 110 – Actual residential water & sewer debt, averaging \$3.4 million
  - Net Debt Exclusions – Actual principal & interest payments, minus State reimbursements, ranging from \$920,000 to \$950,000.
- **Local Receipts** are expected to increase between 1% and 2.5%. Motor vehicle excise accounts for most of this increase.
- **State Aid** is expected to be flat except for a \$527,988 increase in FY2006 for the Lincoln School reimbursement.
- **Free Cash** is expected to decline to \$500,000 in FY2006 and remain level.

**Budget Projection FY2005 - FY 2007**

<b>REVENUES</b>	<b>FY2004</b>	<b>FY2005</b>	<b>FY2006</b>	<b>FY2007</b>
Regular Levy	44,445,390	46,041,774	47,667,819	49,359,514
Chapter 110 W&S Debt	3,140,463	3,209,745	3,372,813	3,440,913
Net Debt Exclusions (after aid)	1,029,848	1,142,802	950,302	929,657
<b>Total Levy</b>	<b>48,615,701</b>	<b>50,394,321</b>	<b>51,990,934</b>	<b>53,730,084</b>
Local Receipts	6,028,000	6,206,300	6,359,840	6,407,520
State Aid	5,688,058	5,703,867	6,231,855	6,231,855
Free Cash	1,431,068	800,000	500,000	500,000
Other Available Funds	691,630	729,700	861,213	859,638
<b>TOTAL REVENUE</b>	<b>62,454,457</b>	<b>63,834,188</b>	<b>65,943,842</b>	<b>67,729,097</b>
<b>EXPENDITURES</b>				
Municipal	14,894,007	15,036,574	16,023,891	16,621,995
Education	25,011,182	25,334,529	27,774,275	29,212,489
Personnel Benefits	8,176,997	8,989,019	9,815,544	10,629,262
Debt- Net Debt	809,054	817,255	1,209,068	1,162,521
Stabilization Fund Debt	27,405	78,700	541,213	539,638
Debt Exclusions	2,058,237	2,181,579	2,517,066	2,496,421
Water & Sewer	3,211,498	3,209,745	3,372,813	3,440,913
<b>Subtotal Debt</b>	<b>6,106,194</b>	<b>6,287,279</b>	<b>7,640,160</b>	<b>7,639,493</b>
Rev-Financed CIP	2,854,750	3,006,528	3,218,761	3,290,104
Other Undistributed	4,373,890	4,230,483	4,161,102	4,367,630
Non Appropriated Exp.	1,037,437	949,776	836,664	848,111
	62,454,457	63,834,188	69,470,397	72,609,084
Deficit	0	0	(3,526,555)	(4,879,987)



- **Other Available Funds**

Local NESWC Stabilization Fund – FY2005 assumes \$261,000 from this fund. It is anticipated that this will deplete the local NESWC Stabilization Fund.

Buildings Stabilization Fund – Actual principal & interest payments for the Ambrose School Project.

Overlay Surplus – Assumes \$100,000 from the overlay surplus account each year.

Other - \$75,000 per year from the parking meter fund.

Cemetery Fund - \$145,000 per year from the Cemetery Permanent Care Fund. \$65,000 of this amount is used for cemetery capital projects. The balance is applied to the cemetery operating budget.

**Expenditure Assumptions**

- **Municipal Expenditures** include a 2% - 3% wage adjustment plus a 1½% step increase each year. Other expenses are inflated 2%.
- **Education Expenses** include a 2% - 3% wage adjustment plus a 2½% step and track increase each year. Non-special education other expenses are increased 2% while Special Education other expenses are increased 8% per year.
- **Personnel Benefits**, which include health care, pensions, workers' compensation, Medicare / FICA taxes and other miscellaneous personnel costs, are expected to grow approximately 8%. Healthcare cost is the major factor increasing this budget component.
- **Debt service** is projected to increase \$1.35 million in FY2006 and remain flat in FY2007. Of the increase, \$391,813 is financed from general fund revenues, \$462,513 from the Building Stabilization Fund, \$335,487 from debt exclusion, and \$163,068 from water and sewer.
- **Revenue-Financed CIP** is increased \$212,233 in FY2006 and \$71,343 in FY2007.
- **Cemetery CIP** has been held constant at \$65,000 per year.
- **Other undistributed** includes NESWC, Data Processing and several other accounts. A decline of \$70,000 in FY2006 is due to the termination of the NESWC contract. FY2007 is expected to increase by \$206,000.
- **Non-Appropriated Expenses** include State assessments, tax abatement overlay account, prior year deficits and judgments and cherry sheet offsets. In FY2006, the total is expected to decline by \$113,000 and then increase \$11,000 in FY2007.
- **Special Appropriations** are held at \$14,000 per year for hazardous waste collection day.



### CONCLUSION

The FY2005 budget, as presented, is in balance. Given the present state of our finances, it has been a difficult job and many difficult choices had to be made. Every effort has been made to implement all appropriate measures that will maximize the productivity of our organization and deliver the highest quality of services within available resources.

Our entire management team, which is second to none, has worked collectively to implement creative ways of doing more with less. We remain committed to maintaining the high quality of life our residents expect and deserve.

As the budget process evolves and additional information becomes available over the next few months, the estimates and recommendations contained herein will be adjusted as required. You will then be able to make operating and capital budget adjustments as deemed advisable prior to Town Meeting.

The document presented for your consideration is the product of a great deal of work by the Town's management team – the department heads and administrative staff. I was fortunate to have the benefit of the talent, perspective and skill of Mark Twogood, Assistant Town Manager, and Joseph Bonner, Comptroller. I also want to extend a special word of thanks to my office staff, Patricia Tassi, Cheryl Murphy, Patricia Mawn and Jennifer Cafarella, who spent evenings and weekends assisting in producing this document.

Respectfully submitted,

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Town Manager



## SECTION II

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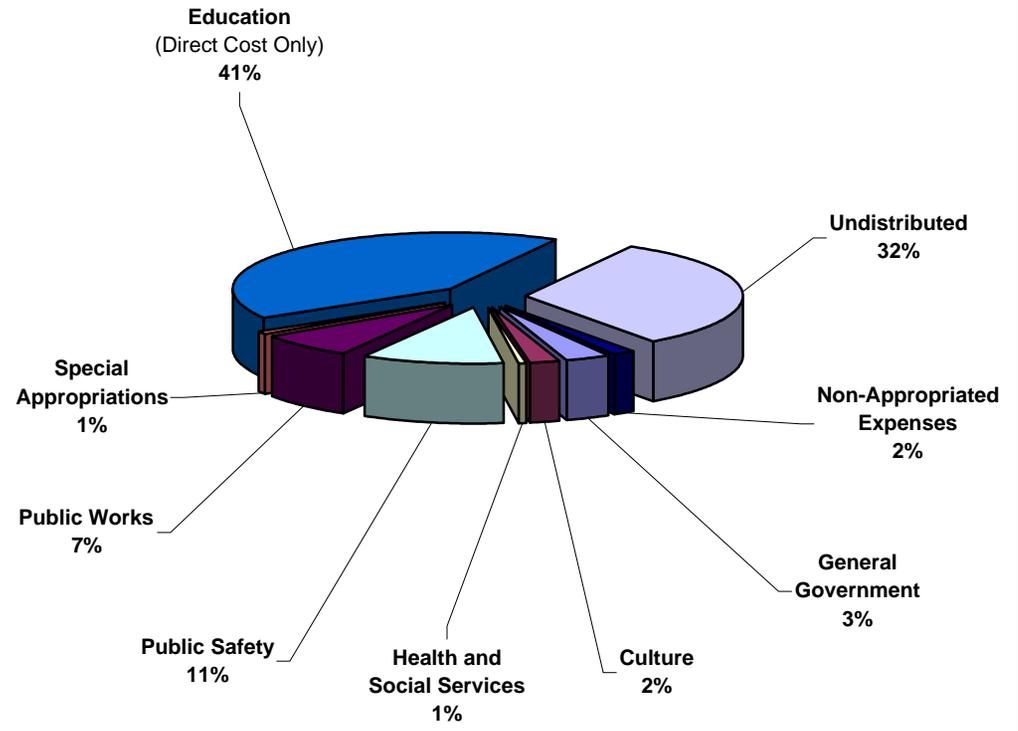
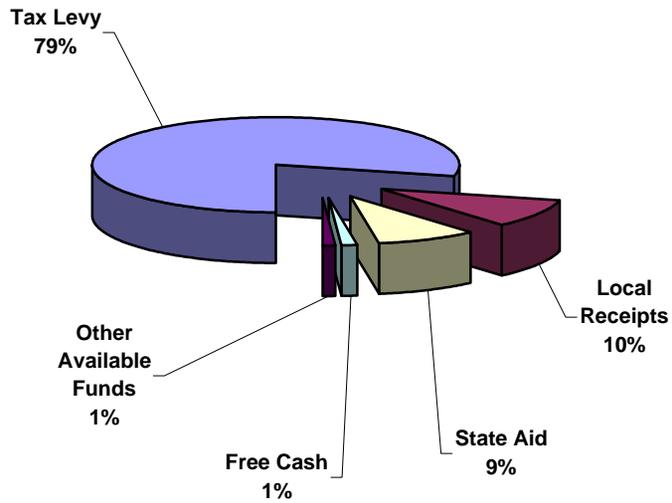
# SUMMARIES



**Total Revenue**

**\$63,834,188**

**Total Expenditures**





FY 2005 PROGRAM BUDGET

FY 2005 BUDGET SUMMARY

**Overall Budget Summary**

	FY-04	FY-05	Change	
	Budget	Recommended	\$	%
<b>REVENUES</b>				
Tax Levy	48,615,701	50,394,321	1,778,620	3.66%
Local Receipts	6,028,000	6,206,300	178,300	2.96%
State Aid	5,688,058	5,703,867	15,809	0.28%
Free Cash	1,431,068	800,000	(631,068)	-44.10%
Other Available Funds	691,630	729,700	38,070	5.50%
<b>Total Revenues</b>	<b>62,454,457</b>	<b>63,834,188</b>	<b>1,379,731</b>	<b>2.21%</b>
<b>EXPENDITURES</b>				
Municipal Departments	14,894,007	15,036,574	142,567	0.96%
School Department	25,011,182	25,334,529	323,347	1.29%
Undistributed	18,643,081	19,492,781	849,700	4.56%
<b>Total Operating Budgets</b>	<b>58,548,270</b>	<b>59,863,884</b>	<b>1,315,614</b>	<b>2.25%</b>
Non-Appropriated Expenses	1,037,437	949,776	(87,661)	-8.45%
Capital - Funded From				
- Stabilization Fund	2,716,250	2,784,156	67,906	2.50%
- Free Cash/Other	70,000	160,000	90,000	128.57%
- Cemetery	68,500	62,372	(6,128)	-8.95%
Special Appropriations	14,000	14,000	0	0.00%
<b>Total Expenditures</b>	<b>62,454,457</b>	<b>63,834,188</b>	<b>1,379,731</b>	<b>2.21%</b>
<b>SURPLUS/DEFICIT</b>	<b>0</b>	<b>0</b>	<b>0</b>	



**FY 2005 PROGRAM BUDGET**

**FY 2005 BUDGET SUMMARY**

**Departmental Budget Summary**

Dept Code		FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm	Difference FY-04 - Manager
<b>GENERAL GOVERNMENT</b>							
1210	Town Manager - Administration	431,131	446,908	448,271	448,271		0.30%
1310	Finance Committee	3,454	5,950	5,950	5,950		0.58%
1330	Comptroller	229,369	238,302	239,695	239,695		0.86%
1340	Assessors	215,272	228,059	231,674	230,024		0.86%
1350	Collector/Treasurer	217,915	217,828	214,819	214,419		-1.56%
1410	Planning and Community Development	514,213	524,282	520,451	512,626		-2.22%
1400	Planning Board	0	40,000	57,415	35,000		-12.50%
1610	Town Clerk	271,719	287,289	285,146	281,846		-1.89%
1540	General Services	107,450	105,000	110,000	110,000		4.76%
	<b>Total General Government</b>	<b>1,990,523</b>	<b>2,093,618</b>	<b>2,113,421</b>	<b>2,077,831</b>		<b>-0.75%</b>
<b>CULTURE</b>							
6110	Library	1,298,141	1,313,157	1,329,294	1,268,294		-3.42%
	Recreation General Fund	18,500	0	0	0		0.00%
6940	Archival Center	557	600	17,740	600		0.00%
	<b>Total Culture</b>	<b>1,317,198</b>	<b>1,313,757</b>	<b>1,347,034</b>	<b>1,268,894</b>		<b>-3.41%</b>



**FY 2005 PROGRAM BUDGET**

**FY 2005 BUDGET SUMMARY**

Dept Code		FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm	Difference FY-04 - Manager
<b>HEALTH</b>							
5110	Health	160,705	169,201	170,811	158,111		-6.55%
5410	Council on Aging	179,262	189,586	193,258	189,553		-0.02%
5420	Veterans' Services	12,993	15,823	14,823	14,823		-6.32%
	<b>Total Health</b>	<b>352,960</b>	<b>374,610</b>	<b>378,892</b>	<b>362,487</b>		<b>-3.24%</b>
<b>PUBLIC SAFETY</b>							
2110	Police Department	3,420,092	3,353,842	3,389,128	3,354,128		0.01%
2210	Fire Department	2,779,703	3,108,772	3,151,038	3,025,088		-2.69%
2420	Sealer of Weights and Measures	6,958	7,026	9,126	9,126		29.89%
	<b>Total Public Safety</b>	<b>6,206,753</b>	<b>6,469,640</b>	<b>6,549,292</b>	<b>6,388,342</b>		<b>-1.26%</b>
<b>PUBLIC WORKS</b>							
4111	Administration	173,729	194,776	190,800	190,300		-2.30%
4121	Maintenance	1,176,653	1,212,689	1,204,404	1,066,404		-12.06%
4131	Buildings	1,842,339	1,856,097	1,836,682	1,836,682		-1.05%
4141	Garage	286,456	310,550	312,097	301,097		-3.04%
4151	Transfer Station	306,700	398,468	428,155	416,155		4.44%
4161	Cemetery	313,492	309,962	309,566	307,066		-0.93%
4171	Snow and Ice	353,344	219,316	231,316	231,316		5.47%
	<b>Total Public Works</b>	<b>4,452,713</b>	<b>4,501,858</b>	<b>4,513,020</b>	<b>4,349,020</b>		<b>-3.39%</b>
	<b>UNALLOCATED WAGE ADJUSTMENTS</b>	<b>0</b>	<b>140,524</b>	<b>590,000</b>	<b>590,000</b>		<b>319.86%</b>
	<b>Total Municipal Departments</b>	<b>14,320,147</b>	<b>14,894,007</b>	<b>15,491,659</b>	<b>15,036,574</b>		<b>0.96%</b>



**FY 2005 PROGRAM BUDGET**

**FY 2005 BUDGET SUMMARY**

Dept Code	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm	Difference FY-04 - Manager
<b>EDUCATION</b>						
3111	Central Office/System Services	1,911,787	2,002,438	2,090,284		
3112	Senior High School	4,435,606	4,492,343	4,945,080		
3113	McCall Middle School	3,537,363	3,489,730	3,762,851		
3114	Ambrose Elementary	1,317,117	1,298,699	1,331,599		
3115	Lincoln Elementary	1,759,634	1,781,196	1,958,666		
3116	Lynch Elementary	1,528,959	1,508,721	1,559,777		
3117	Muraco Elementary	1,167,975	1,367,764	1,456,455		
3118	Vinson-Owen Elementary	1,449,616	1,369,089	1,468,005		
3119	Special Education	6,406,990	5,970,673	6,317,327		
3119	Pupil Services	79,507	869,302	989,103		
3110	Technology	277,743	461,350	622,367		
3210	Athletics	315,153	281,398	286,767		
3610	Vocational Education	85,104	118,479	124,403		
<b>Total Education</b>		<b>24,272,554</b>	<b>25,011,182</b>	<b>26,912,684</b>	<b>25,334,529</b>	



**FY 2005 PROGRAM BUDGET**

**FY 2005 BUDGET SUMMARY**

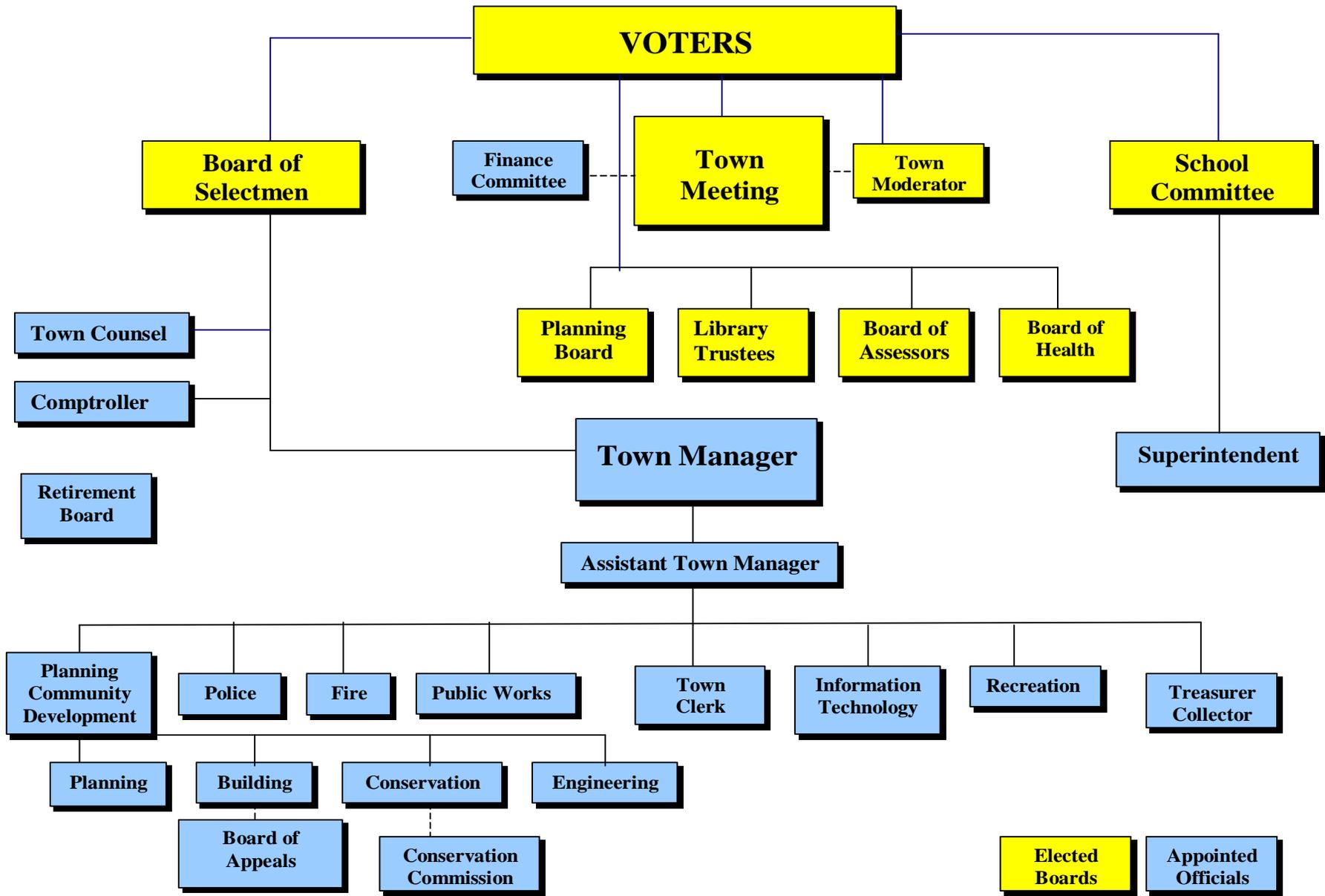
Dept Code	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm	Difference FY-04 - Manager
<b>UNDISTRIBUTED</b>						
1530 Data Processing	293,946	350,365	354,965	348,499		-0.53%
1810 NESWC	1,525,000	1,267,500	976,500	976,500		-22.96%
1910 Energy	1,764,670	1,850,000	1,942,500	1,942,500		5.00%
<b>Personnel Benefits</b>						
9110 Contributory Retirement	1,970,858	2,131,702	2,293,164	2,293,164		7.57%
9170 Non-Contributory Retirement	67,775	74,400	62,000	62,000		-16.67%
9120 Workers' Compensation	305,270	300,000	315,000	315,000		5.00%
9180 Public Safety Medical Coverage	99,964	57,750	60,640	60,640		5.00%
9130 Unemployment Compensation	31,114	45,000	133,800	133,800		197.33%
9140 Health Insurance	4,505,257	5,061,065	5,598,170	5,598,170		10.61%
9150-9160 F.I.C.A./ Medicare Tax & Refunds	470,912	507,080	547,645	547,645		8.00%
<b>Debt &amp; Interest</b>						
Long Term Debt-Principal	3,973,712	4,262,490	4,342,089	4,342,089		1.87%
Long Term Debt-Interest	1,913,281	1,843,704	1,945,190	1,945,190		5.50%
Tax Abatement Interest/Service Fees	348	1,000	24,000	24,000		2300.00%
<b>Miscellaneous</b>						
1360 Audit	42,500	44,625	49,084	49,084		9.99%
1510 Legal	259,289	230,000	241,500	241,500		5.00%
9450 General Insurance	207,470	225,000	243,000	243,000		8.00%
9430 Reserve Fund	329,800	300,000	300,000	300,000		0.00%
9460 Environmental Remediation Services	95,940	91,400	70,000	70,000		0.00%
<b>Total Undistributed</b>	<b>17,857,106</b>	<b>18,643,081</b>	<b>19,499,247</b>	<b>19,492,781</b>		<b>4.56%</b>



**FY 2005 PROGRAM BUDGET**

**FY 2005 BUDGET SUMMARY**

Dept Code	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm	Difference FY-04 - Manager
<b>Non-Appropriated Expenses</b>	<b>981,738</b>	<b>1,037,437</b>	<b>949,776</b>	<b>949,776</b>		<b>-8.45%</b>
<b>Capital - Funded From</b>						
- Stabilization Fund	2,650,000	2,716,250	2,784,156	2,784,156		2.50%
- Free Cash/ Other	924,379	70,000	160,000	160,000		128.57%
- Cemetery	67,500	68,500	62,372	62,372		-8.95%
<b>Total Capital</b>	<b>3,641,879</b>	<b>2,854,750</b>	<b>3,006,528</b>	<b>3,006,528</b>		<b>5.32%</b>
<b>Special Appropriations</b>	<b>40,996</b>	<b>14,000</b>	<b>14,000</b>	<b>14,000</b>		<b>0.00%</b>
<b>Grand Total</b>	<b>61,114,420</b>	<b>62,454,457</b>	<b>65,873,894</b>	<b>63,834,188</b>		<b>2.21%</b>





## SECTION III

# REVENUE



**FY2005 PROGRAM BUDGET**

**REVENUE**

**REVENUE**

Total revenue for FY2005 is projected at \$63,834,188, an increase of 1,379,371, or 2.2%.

The property tax levy is estimated to increase \$1,778,620, or 3.7% over FY2004. Of this increase, \$112,954 is due to an increase in debt service for the Lincoln School debt exclusion and \$69,282 of the increase is due to Ch. 110 water and sewer debt.

Local receipts are projected to increase \$178,300, or 3%, due mainly to an increase to transfer station fees.

State Aid is expected to remain level, increasing only \$15,809, or 0.3%.

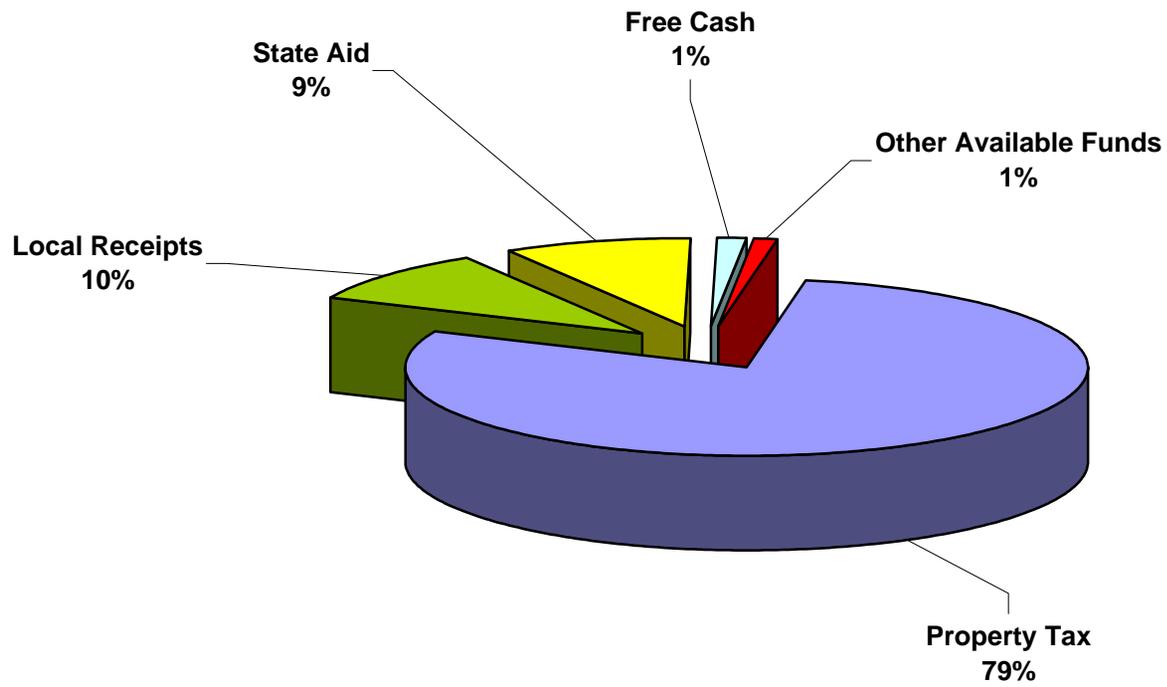
Free cash available for appropriation is expected to drop from 1,431,068 in FY2004 to \$800,000 in FY2005 for a reduction of \$631,068.

Other available funds is projected to increase \$38,070 to a total of \$729,700.

<u>Revenue Source</u>	<b>FY02 Actual</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY04 Estimated</b>	<b>FY05 Budget</b>	<b>Budget Increase</b>
<b>Property Tax</b>	40,536,423	46,828,376	48,615,701	48,615,701	50,394,321	1,778,620
<b>Local Receipts</b>	5,816,672	6,095,849	6,028,000	6,028,000	6,206,300	178,300
<b>State Aid</b>	6,937,916	6,550,730	5,688,058	5,688,058	5,703,867	15,809
<b>Free Cash</b>	950,000	1,700,000	1,431,068	1,431,068	800,000	(631,068)
<b>Other Available Funds</b>	673,964	686,542	691,630	691,630	729,700	38,070
<b>Total General Fund Revenue</b>	<b>54,914,975</b>	<b>61,861,497</b>	<b>62,454,457</b>	<b>62,454,457</b>	<b>63,834,188</b>	<b>1,379,731</b>



**Revenue**  
**(Total \$63,834,188)**





**FY2005 PROGRAM BUDGET**

**REVENUE**

**Total Revenue**

	<b>FY81 Actual</b>	<b>FY82 Actual</b>	<b>FY90 Actual</b>	<b>FY95 Actual</b>	<b>FY00 Actual</b>	<b>FY01 Actual</b>	<b>FY02 Actual</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY05 Budget</b>
Tax Levy	16,420,007	17,045,387	23,766,118	29,493,477	36,227,899	38,923,152	40,536,423	46,828,376	48,615,701	50,394,321
Local Receipts	1,455,108	1,433,244	3,330,367	4,163,177	5,833,368	630,049	5,816,672	6,095,849	6,028,000	6,206,300
State Aid	2,912,797	3,193,402	3,121,224	2,908,732	4,905,888	5,562,214	6,937,916	6,550,730	5,688,058	5,703,867
Free Cash	439,136	400,000	373,890	985,000	968,245	1,174,774	950,000	1,700,000	1,431,068	800,000
Other Available Funds	23,864	632,507	1,172,906	324,000	746,596	1,296,738	673,964	686,542	691,630	729,700
<b>Total</b>	<b>21,250,912</b>	<b>22,704,540</b>	<b>31,764,505</b>	<b>37,874,386</b>	<b>48,681,996</b>	<b>47,586,927</b>	<b>54,914,975</b>	<b>61,861,497</b>	<b>62,454,457</b>	<b>63,834,188</b>

**Annual Revenue Increases**

	<b>FY81</b>	<b>FY82</b>	<b>FY90</b>	<b>FY95</b>	<b>FY00</b>	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>
Tax Levy	915,381	625,380	885,513	2,361,413	1,603,659	2,695,253	1,613,271	6,291,953	1,787,325	1,778,620
Local Receipts	(642,339)	21,864	164,111	729,302	1,133,606	467,681	(484,377)	279,177	(67,849)	178,300
State Aid	(71,729)	280,605	(656,421)	188,040	640,026	656,326	1,375,702	(387,186)	(862,672)	15,809
Free Cash	(187,045)	(39,136)	699,150	503,097	356,045	206,529	(224,774)	750,000	(268,932)	(631,068)
Other Available Funds	(641,245)	608,643	340,467	125,996	206,804	550,142	(622,774)	12,578	5,088	38,070
<b>Total</b>	<b>(626,977)</b>	<b>1,497,356</b>	<b>1,432,820</b>	<b>3,907,848</b>	<b>3,940,140</b>	<b>4,575,931</b>	<b>1,657,048</b>	<b>6,946,522</b>	<b>592,960</b>	<b>1,379,731</b>

**Percent of Total Revenue**

	<b>FY81</b>	<b>FY82</b>	<b>FY90</b>	<b>FY95</b>	<b>FY00</b>	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>
Tax Levy	77.27%	75.07%	74.82%	77.87%	74.42%	73.08%	73.82%	75.70%	77.84%	78.95%
Local Receipts	6.85%	6.31%	10.48%	10.99%	11.98%	11.83%	10.59%	9.85%	9.65%	9.72%
State Aid	13.71%	14.07%	9.83%	7.68%	10.08%	10.44%	12.63%	10.59%	9.11%	8.94%
Free Cash	2.07%	1.76%	1.18%	2.60%	1.99%	2.21%	1.73%	2.75%	2.29%	1.25%
Other Available Funds	0.11%	2.79%	3.69%	.86%	1.53%	2.43%	1.23%	1.11%	1.11%	1.14%
<b>Total</b>	<b>100.00%</b>									



**FY2005 PROGRAM BUDGET**

**REVENUE  
Property Tax**

**Property Tax**

Property tax is the primary source of revenue for virtually every Massachusetts municipality. In Winchester, property taxes represent approximately 79% of annual operating revenues. Property taxes are levied on real property (land and buildings) and personal property (equipment) used by Winchester's non-manufacturing businesses. State law mandates that communities update their property values every three years and obtain State certification that such values represent full and fair cash value.

Under the Provisions of Proposition 2 ½, property taxes, in the aggregate, may not exceed 2 ½% of their "full and fair cash value." This limit is known as the "levy ceiling". Annual levy increases may not exceed 2 ½% of the previous year's levy plus the taxes added from any new property value added to the tax rolls (known as new growth). Any proposition 2 ½ override or debt exclusion amounts voted are added to the levy limit while all related school construction reimbursements from the State are subtracted.

Property values and new growth for FY2005 are preliminary estimates used to project the levy limit. The FY2004 levy limit was \$44,479,780. The 2 ½% increase allowed for FY2005 is \$1,111,994. New growth from construction not previously on the tax rolls is expected to add \$450,000 to the FY2005 levy.

An additional \$1,142,802 is added to the levy to cover the cost of debt service for the McCall and Lincoln Schools and for immediate school building repairs previously approved by Town Meeting as Proposition 2 ½ debt exclusion overrides. This added debt exclusion amount is net of a State reimbursement of \$1,038,777 for the McCall project.

Several years ago the Town accepted the provisions of Chapter 110, whereby the residential portion of water & sewer debt is transferred to the real estate taxes. The residential portion is estimated to be 86.45% of the total debt. The Chapter 110 total for FY2005 is \$3,209,745.

Based on the above, the FY2005 tax levy is projected to total \$50,394,321 representing an increase of \$1,778,620 (3.7%) over the FY2004 levy.

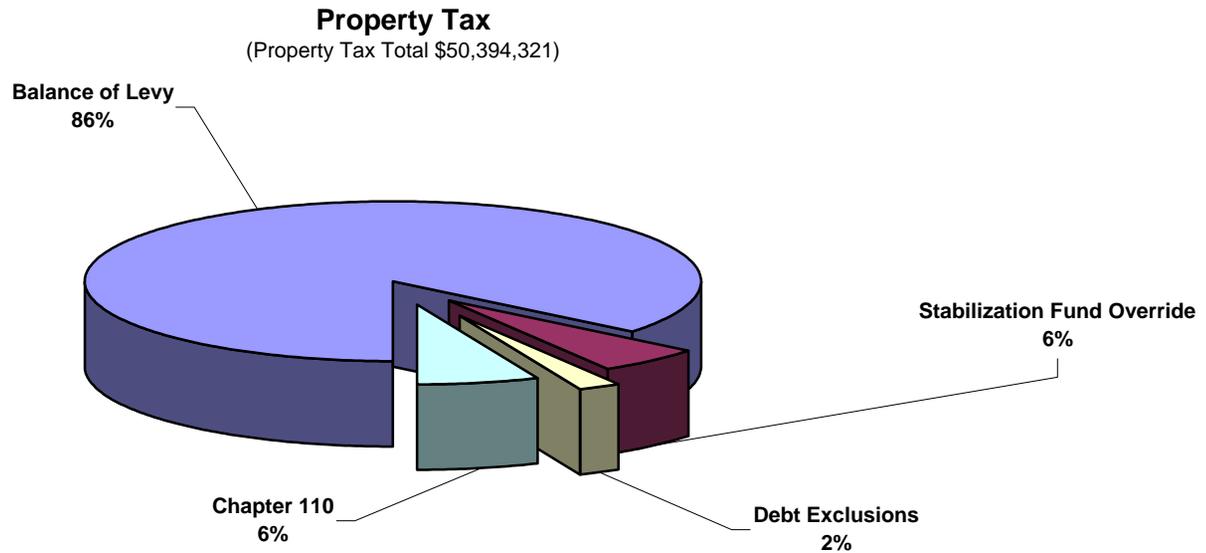
	<b>FY2005 Levy</b>
FY04 Levy Base	\$44,479,780
2.5% Increase	\$1,111,994
New Growth	\$450,000
Debt Exclusion	\$1,142,802
Chapter 110	\$3,209,745
<b>Levy Limit</b>	<b>\$50,394,321</b>

<b>Property Tax</b>	<b>FY02 Actual</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY04 Estimated</b>	<b>FY05 Budget</b>	<b>Budget Increase</b>
<b>Property Tax Levy</b>	36,559,218	42,605,124	44,445,390	44,445,390	46,041,774	1,596,384
<b>Chapter 110</b>	2,860,774	3,058,384	3,140,463	3,140,463	3,209,745	69,282
<b>Debt Exclusion Overrides</b>						
McCall School	397,313	654,822	627,226	627,226	579,438	(47,788)
Lincoln School	585,000	379,194	274,950	274,950	438,750	163,800
Immediate Repairs	134,118	130,852	127,672	127,672	124,614	(3,058)
<b>Total</b>	<b>40,536,423</b>	<b>46,828,376</b>	<b>48,615,701</b>	<b>48,615,701</b>	<b>50,394,321</b>	<b>1,778,620</b>



**FY2005 PROGRAM BUDGET**

**REVENUE  
Property Tax**



<b>Fiscal Year</b>	<b>Real Estate Tax Warrant</b>	<b>Abatements</b>	<b>41A</b>	<b>Net Tax Levy</b>	<b>Current Year Collections</b>	<b>Collection %</b>	<b>Prior Year Collections</b>	<b>Uncollected @ YE</b>	<b>Tax Title &amp; Foreclosures</b>
1992	25,219,526	220,600	0	24,998,926	24,161,155	96.6%	671,468	2,124,620	248,576
1993	25,975,034	184,235	31,775	25,759,024	25,051,775	97.3%	971,295	1,732,502	464,367
1994	26,815,461	134,162	41,808	26,639,491	25,998,117	97.6%	967,662	1,346,529	798,410
1995	29,180,322	131,323	62,302	28,986,788	28,445,217	98.1%	731,361	1,447,688	864,808
1996	30,530,933	101,446	66,491	30,362,996	29,965,082	98.7%	689,920	609,111	867,105
1997	31,749,522	133,028	82,559	31,533,935	31,001,689	98.3%	417,901	532,246	470,269
1998	32,979,323	112,682	88,308	32,778,333	32,408,996	98.9%	660,108	414,100	540,695
1999	34,260,016	116,504	90,508	34,053,004	33,700,285	99.0%	433,223	322,663	444,095
2000	35,862,261	128,316	81,600	35,652,345	35,400,138	99.3%	397,351	79,427	323,766
2001	38,563,014	130,822	82,674	38,349,518	37,846,141	98.7%	363,518	499,151	392,231
2002	40,251,084	108,851	83,080	40,059,153	39,622,864	98.9%	500,526	626,371	494,845
2003	46,476,927	192,909	88,248	46,195,770	45,504,971	98.5%	393,037	629,565	422,254



**FY2005 PROGRAM BUDGET**

**REVENUE  
Local Receipts**

**Local Receipts**

**Motor Vehicle Excise Tax**

Motor Excise Tax receipts are estimated at \$2,800,000 for FY2005, or 4.8% lower than the FY2004 budget. The FY2003 actuals were \$2,930,185. Motor Excise Tax receipts are estimated to be slightly lower than FY2003 actuals. Motor Excise Tax bills, which are assessed on vehicles at the rate of \$25 per thousand of valuation, have fluctuated up and down with the economy and with price incentives offered by the auto industry.

**Motor Vehicle Excise Tax**

	1998	1999	2000	2001	2002	2003
<b>Commitments - Current Year</b>	2,305,662	2,458,019	2,767,223	2,847,390	2,701,861	3,102,751
<b>Abatements - Current Year</b>	81,326	76,112	90,975	97,881	72,176	91,345
<b>Collections - All Years</b>	2,255,313	2,390,502	2,686,829	2,719,589	2,638,748	2,905,373

Local Receipts	FY02 Actual	FY03 Actual	FY04 Budget	FY04 Estimated	FY05 Budget	\$ Change
Motor Vehicle Excise	2,638,748	2,930,185	2,940,000	2,940,000	2,800,000	(140,000)
Service Charges - Trash	821,329	1,063,252	1,100,000	1,100,000	1,240,000	140,000
Licenses & Permits	909,645	796,623	800,000	800,000	785,000	(15,000)
Investment Income	398,364	211,614	225,000	225,000	275,000	50,000
Fees	290,344	202,203	200,000	200,000	240,000	40,000
Cemetery	228,527	218,044	220,000	220,000	275,000	55,000
Fines and Forfeits	51,171	49,485	50,000	50,000	50,000	0
Penalties & Interest	264,804	321,856	320,000	320,000	285,000	(35,000)
Rental	31,292	24,762	15,000	15,000	30,000	15,000
Other Departmental	65,346	44,472	50,000	50,000	50,000	0
Special Assessments	8,060	10,509	8,000	8,000	66,300	58,300
Misc.	109,042	222,844	100,000	100,000	110,000	10,000
<b>Total</b>	<b>5,816,672</b>	<b>6,095,849</b>	<b>6,028,000</b>	<b>6,028,000</b>	<b>6,206,300</b>	<b>178,300</b>



## FY2005 PROGRAM BUDGET

## REVENUE Local Receipts

### **Service Charges – Trash**

Trash receipts are estimated at \$1,240,000 for FY2005 which represents a \$140,000 (12.7%) increase over the FY2004 budget, which fully reflects the permit fee increases recently implemented.

### **Licenses & Permits**

Licenses and permits revenues have been estimated at \$785,000 for FY2005, a slight decrease from the FY2004 Budget. Actual receipts for FY2003 were \$796,623.

### **Investment Income**

Investment income has been estimated at \$275,000 for FY2005, or \$50,000 higher than the FY2004 budget. This line item can fluctuate widely depending on interest rates and balances of bonded projects that are available for investment.

### **Fees**

Fees are being estimated at \$240,000 for FY2005, which is \$40,000 higher than the FY2004 Budget. The actual for FY2003 was \$202,203. This category includes ambulance fees, fire inspection fees, parking tickets, etc. The Board of Selectmen increased parking ticket fines in December, 2003.

### **Cemetery**

Cemetery fees are estimated at \$275,000 for FY2005, which is \$55,000 higher than the FY2004 Budget. This category includes 75% of lot sales, burial fees, foundation fees, overtime charges and non-resident fees.

### **Fines and Forfeits**

Fines and Forfeits are estimated at \$50,000 for FY2005, which is level-budgeted with FY2004. This category includes Library fines and court fines.

### **Penalties & Interest on Taxes**

This line item is estimated at \$285,000 for FY2005, which is \$35,000 lower than with FY2004 Budget. Penalties and interest charges are associated with delinquent payments for real estate taxes and personal property, municipal lien certificates, penalties on parking fines, interest on tax liens and motor vehicle penalties.

### **Rentals**

Rentals are projected at \$30,000 for FY2005, an increase of \$15,000 from the FY2004 budget. Actual for FY2003 was \$24,762. Revenue will be realized from the leasing of the parking lot at 955 Main Street.

### **Other Departmental**

Other Departmental revenue is estimated at \$50,000 for FY2005, which is level-funded with FY2004. FY2003 actual was \$44,472. This category includes various charges for services such as photocopying, fees for plans, DPW repairs, etc.

### **Special Assessments**

FY2005 receipts are estimated at \$66,300. This includes all betterments for curbing etc. and Myopia and McCall Roads drainage improvements.

### **Miscellaneous**

This line item is budgeted at \$110,000 for FY2005, which is an increase of \$10,000 over FY2004. This category includes items not otherwise classified including State payments for Medicare reimbursements and premiums on bonds issued by the Town.



**FY2005 PROGRAM BUDGET**

**REVENUE  
State Aid**

**State Aid**

After nearly a decade of annual increases in State Aid, FY2003 marked the first year that State Aid was actually reduced and FY2004 saw an even greater reduction. The reduction in FY2004 was in excess of \$1 million.

The outlook for FY2005 is brightening somewhat but the State is still facing significant fiscal challenges. While State tax collections are approximately \$113 million above estimates for the first half of FY2004, the State still faces a structural deficit. In his State of the State Address, the Governor made reference to a possible increase in local aid. The Governor's budget provides for a slight increase of \$15,809, or 0.3%, for Winchester.

Total FY2005 State Aid is estimated at \$5,703,867.

**Chapter 70 – Education Aid**

Since the Education Reform Act of 1993, a majority of the State Aid increases have been distributed through this aid formula designed to boost and equalize the funding for local education. Funding Statewide went from \$1.3 billion in FY1995 to \$2.7 billion in FY2003. During this period, Winchester's Chapter 70 aid went from \$1.44 million to \$3.7 million. Winchester's funding, which was frozen in FY2003 at \$3,692,026, was reduced to \$2,953,621 in FY2004, a reduction of \$738,405. Funding for FY2005 is expected to remain level.

**School Transportation**

Chapter 71, Section 7A, provides for reimbursement of the previous year's costs of transporting students who live more than 1.5 miles from school. Total municipal Statewide funding of \$50 million for FY2003 was eliminated in FY2004. Winchester's reimbursement went from \$219,515 in FY2002 to nothing in FY2004. No funding is anticipated for FY2005.

<b>State Aid</b>	<b>FY02 Actual</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY04 Estimated</b>	<b>FY05 Budget</b>	<b>\$ Change</b>
Chapter 70 Education Aid	3,692,165	3,692,026	2,953,621	2,953,621	2,953,621	0
School Transportation	219,515	72,185	0	0	0	0
School Construction	1,038,777	1,038,777	1,028,389	1,028,389	1,038,777	10,388
Tuition of State Wards	6,137	0	0	0	0	0
Lottery, Beano & Charity Games	1,323,349	1,199,616	1,124,847	1,124,847	1,124,847	0
Additional Assistance	433,387	367,297	344,404	344,404	344,404	0
Highway Fund Chapter 81	18,062	0	0	0	0	0
Police Career Incentive	139,172	147,278	154,896	154,896	156,662	1,766
Tax Exemptions	23,775	33,551	34,301	34,301	41,751	7,450
Charter Tuition Reimbursement	0	0	7,934	7,934	1,206	(6,728)
School Lunch - Offset	10,842	12,928	11,985	11,985	12,764	779
Public Libraries Chapter 78 - Offset	32,735	29,476	27,681	27,681	29,835	2,154
<b>State Aid Total</b>	<b>6,937,916</b>	<b>6,593,134</b>	<b>5,688,058</b>	<b>5,688,058</b>	<b>5,703,867</b>	<b>15,809</b>



**FY2005 PROGRAM BUDGET**

**REVENUE  
State Aid (Education)**

**School Construction**

This program provides partial assistance to municipalities for the cost of planning and constructing eligible school projects including new buildings, additions, renovations, and major building repair projects. The State reimburses a certain percentage of the principal and interest payments over a 20-year period. Under a new formula, the percentage reimbursement for each community is determined by several factors the most important of which is the wealth of the community. While the percentage may vary from project to project, Winchester's is likely to be 50%. The reimbursement for the McCall School project was at 63% and commenced in FY2002 in the amount of \$1,038,777. Reimbursements for all projects Statewide were reduced by 1% in FY2004 thus the reimbursement was reduced to \$1,028,389. In FY2005, the Governor has proposed to restore the 1% cut so the reimbursement amount is back to \$1,038,777.

The Lincoln School project also was submitted and approved under the old legislation, which provides 63% reimbursement. Because of the large number of projects on the waiting list and the cutback in State funding, projects are waiting longer for reimbursement. Currently, the Lincoln School is number 33 on the waiting list which will require \$26,300,000 in additional appropriations before reimbursement will commence. The Governor's proposed schedule calls for funding in FY2006.

The Ambrose School has been approved by the Department of Education for 50% funding. The biggest question mark is when the reimbursement will commence. The Governor's proposed schedule calls for funding in FY2009. The maximum length that communities may borrow temporarily with bond anticipation notes is seven years. After seven years, the community must issue bonds and begin making principal payments. Ambrose is number 272 on the waiting list and will require funding of just over \$200 million before this project is reached. The Lynch School boiler is also proposed for funding in FY2009.

**Tuition of State Wards**

This program provides reimbursements to municipalities for the cost of public elementary or high school tuition of State wards. State wards are pupils who reside in foster or group care under the jurisdiction of the Department of Social Services. Entitlements are based upon the average costs for instruction, administration, maintenance, fixed charges, principals, audio-visual services, and other pupil services in the pupil's grade range and program type. In FY2002, the Town was reimbursed \$6,137 for one such ward. No costs were incurred in FY2003 and none are anticipated in FY2004 or FY2005.

**Charter School Tuition Reimbursement**

For any local students who attend a Charter School, the Town is assessed the tuition costs. To phase in the cost burden, the State is supposed to reimburse the Town 100% of the cost in the first year, 60% in the second year, 40% in the third year, and then nothing after that. Because the State has not fully funded this reimbursement program, communities receive only 35% of what they should receive under this program. In FY2004 the Town received \$7,934. In FY2005 only \$1,206 is expected.

<b>Education</b>	<b>FY02 Actual</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY04 Estimated</b>	<b>FY05 Budget</b>	<b>\$ Change</b>
Chapter 70 Education Aid	3,692,165	3,692,026	2,953,621	2,953,621	2,953,621	0
School Transportation	219,515	72,185	0	0	0	0
School Construction	1,038,777	1,038,777	1,028,389	1,028,389	1,038,777	10,388
Tuition of State Wards	6,137	0	0	0	0	0
Charter School Tuition Reimbursement	0	0	7,934	7,934	1,206	(6,728)
<b>Total</b>	<b>4,956,594</b>	<b>4,802,988</b>	<b>3,989,944</b>	<b>3,989,944</b>	<b>3,993,604</b>	<b>3,660</b>



**FY2005 PROGRAM BUDGET**

**REVENUE  
State Aid (General Government)**

**Lottery**

The lottery program was enacted to provide financial assistance to municipalities on an equalizing basis. Communities with lower property values receive proportionately more aid than communities with higher values. The formula, which is based upon population and equalized property valuations, is as follows:

$$\text{LOTTERY AID} = (\text{State Wide EQV Per Capita/Local EQV Per Capita}) \times \$10 \text{ per Capita}$$

In FY1990, the State placed a cap on distributions to cities and towns and diverted the balance to the State budget in contravention of the law's original intent. As a result of intense lobbying by municipalities, the State agreed to restore the full distribution to cities by FY2000, which they did. In FY2002 and FY2003, the lottery distribution was once again capped, this time at \$778 million Statewide. Winchester's share is \$1,323,349. Shortly after taking office in January 2003, Governor Romney cut the FY2003 lottery distribution for FY2003 by \$73 million. Winchester's share was reduced by \$123,733 to a total of \$1,199,616. For FY2004, the total amount of lottery funds projected to be diverted from cities and towns to the State is \$142 million. A further reduction of \$74,769 was made to a total \$1,124,847 for Winchester. Total Statewide distributions for FY2004 were capped by the Legislature at \$661 million. FY2005 is expected to be level funded from FY2004.

**Additional Assistance**

The Additional Assistance program currently provides aid to 159 communities. Since FY1992, these aid amounts have been level-funded. These aid amounts cannot be attributed to any one formula or factor, but rather are the combined legacy of the following factors:

- Before the Education Reform Act of 1993 was passed, the Additional Assistance account and the "old" Chapter 70 School Aid account made up a category of aid called Resolution Aid. During the mid and late 1980's, cities and towns were guaranteed their previous year's Resolution Aid as a base for the upcoming year's calculation. In addition to this base amount, a needs-based formula, which was calculated from a community's ability to pay for an average level of local services, was applied to determine the increase in Resolution Aid funding for that year.
- Once the total amount of Resolution Aid was determined by the needs-based formula, it was allocated between Chapter 70 School Aid and Additional Assistance using the Chapter 70 School Aid formula at that time. The total amount of Resolution Aid, minus the Chapter 70 School Aid, equaled that year's Additional Assistance.
- The Additional Assistance program was further impacted by the State budget cuts of the early 1990's. The program's funding went from \$765 million in FY1989 to \$476 million in FY1992. The reduction in Additional Assistance funding came in two rounds of budget cuts. The first round of cuts occurred in FY1991 and resulted in a flat 4% reduction in every community's Additional Assistance. The second round of cuts occurred in FY1992 when a combination of a \$27 per capita and a 13% reduction in funding resulted in a \$345 million decrease in Resolution Aid. Most of the FY1992 reduction in Resolution Aid funding was taken from the Additional Assistance account. As a result of this second round of cuts, many communities' Additional Assistance allocation dropped to zero.

The recent reduction halfway through FY2003 included a cut of \$41.6 million in Additional Assistance resulting in a reduced total of \$403,678,300. Winchester's share in FY2003 went from \$405,181 to \$367,297. For FY2004, it was further reduced to a total of \$344,404. FY2005 is expected to be level-funded.

<b>General Government</b>	<b>FY02 Actual</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY04 Estimated</b>	<b>FY05 Budget</b>	<b>\$ Change</b>
Lottery, Beano & Charity Games	1,323,349	1,199,616	1,124,847	1,124,847	1,124,847	0
Additional Assistance	433,387	367,297	344,404	344,404	344,404	0
<b>Total</b>	<b>1,756,736</b>	<b>1,566,913</b>	<b>1,469,251</b>	<b>1,469,251</b>	<b>1,469,251</b>	<b>0</b>



**FY2005 PROGRAM BUDGET**

**REVENUE  
State Aid (General Government)**

**Police Education Incentive**

The purpose of this program is to encourage police officers in participating municipalities to earn degrees in law enforcement and criminal justice and to provide educational incentives through salary increases. The State administers this optional education incentive program.

The Massachusetts Board of Higher Education annually certifies police officers for Associate's, Bachelor's, or Master's degrees. Such officers are eligible to receive 10%, 20%, or 25% base salary pay increases. The participating municipalities pay each officer 100% of Incentive Pay each year the officer remains on the force, and are subsequently reimbursed a proportion of these expenses. The enabling legislation for this program specified that reimbursement should equal 50% of the added annual salary costs (based on the incremental increase in the salaries of officers that have attained degrees) incurred by participating police departments. If the annual costs exceed the budgeted appropriation, expenses are reimbursed to the extent that the appropriations permit, on a prorated basis.

Participating police officers submit certificates of college completion to the Massachusetts Board of Higher Education, which certifies career incentive salary increases. The Board of Higher Education notifies police chiefs of the academic status attained by participating officers. By each September 1st, the police chief in each participating municipality certifies to the Board of Higher Education the added base salaries paid as a result of the program during the preceding year. The Executive Office of Public Safety determines the amount of reimbursement due to the municipality based on the total appropriation and certifies to the Comptroller the amounts to be reimbursed.

Costs and reimbursements have been growing at approximately 5%. The FY2004 reimbursement was \$154,254, up from \$147,278 in FY2003. For FY2005, a total of \$156,662 is projected, an increase of \$1,766.

**Highway Fund**

Chapter 81, Section 31 as amended by Chapter 577, Section 8, of the Acts of 1980, provides for an allocation of funds for the costs incurred in constructing, maintaining, and policing Town streets. Fifteen percent of the gasoline tax is allocated to this fund. One half of the funds are distributed through the Cherry Sheet, and the other half is used to fund Chapter 90 road projects. The Cherry Sheet distribution formula, which takes into consideration a community's EQV, road mileage, and number of vehicles registered in the Town, is shown below. In FY2002, the State cut this appropriation Statewide by 75%, from \$43.47 million to \$10.87 million and cut it completely in FY2003. No funds were appropriated in FY2004 and none are expected in FY2005.

The distribution formula was as follows:

$$\text{HIGHWAY AID} = \frac{\$400 + 7 (\text{Number of Local Vehicles})}{(\text{Local Road Mileage})} - \frac{\$.10 \times (\text{EQV}) \times \text{Local Mileage}}{(\text{Local Road Mileage})}$$

<b>General Government</b>	<b>FY02 Actual</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY04 Estimated</b>	<b>FY05 Budget</b>	<b>\$ Change</b>
Police Career Incentive	139,172	147,278	154,254	154,254	156,662	2,408
Highway Fund Chapter 81	18,062	0	0	0	0	0
<b>Total</b>	<b>157,234</b>	<b>147,278</b>	<b>154,254</b>	<b>154,254</b>	<b>156,662</b>	<b>2408</b>



**FY2005 PROGRAM BUDGET**

**REVENUE  
State Aid (General Government)**

**Tax Exemptions**

There are several categories of property tax exemptions for which the State provides a partial reimbursement to municipalities. For FY2005, reimbursements are expected to increase by \$7,450 to a total of \$41,751. Veterans, blind persons, surviving spouses, and elderly who meet exemption requirements are eligible. Elderly (persons at least 70 years of age) who meet certain whole estate or total assets, annual income, and residency requirements, are eligible for an exemption. The number of exemptions granted is multiplied by the statutory reimbursement of \$500, subject to appropriation. However, if a municipality has adopted Clause 41B or 41C, (Winchester has adopted this section which increases exemption amount to \$1,000) the number of exemptions for which it is reimbursed cannot exceed the number reimbursed in the most recent year under Clause 41. In addition, municipalities that have adopted Clause 41B or 41C will be reimbursed for additional costs incurred in determining eligibility of applicants under these clauses in an amount not to exceed two dollars per exemption granted.

For property tax exemptions granted to qualifying veterans, blind persons, surviving spouses, and elderly persons, the exemption and reimbursement amounts are as follows:

- Surviving spouses, minor children, elderly persons:  
 Clause 17 - \$175, full reimbursement  
 Clauses 17C, 17C1/2, 17D - \$175, reimbursement cannot exceed the amount reimbursed under Clause 17.
- Veterans  
 Clause 22(a-f) - \$250 exempted, \$75 reimbursed
- Paraplegic veterans, surviving spouses:  
 Full amount, 100% minus \$175 reimbursed (§8A)
- Veterans, loss of one arm, foot, or eye:  
 Clause 22A- \$425 exempted, \$250 reimbursed
- Veterans, loss of two arms, two feet, one arm and one leg, or loss of sight:  
 Clause 22B - \$775 exempted, \$600 reimbursed
- Veterans, special adapted housing:  
 Clause 22C - \$950 exempted, \$775 reimbursed
- Veterans, surviving spouses:  
 Clause 22D - \$250 exempted, \$250 reimbursed
- Veterans, 100 percent disability:  
 Clause 22E - \$600 exempted, \$425 reimbursed
- Blind persons:  
 Clause 37 - \$427.50 exempted, \$87.50 reimbursed  
 Clause 37A - \$500 exempted, \$87.50 reimbursed

<b>General Government</b>	<b>FY02 Actual</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY04 Estimated</b>	<b>FY05 Budget</b>	<b>\$ Change</b>
<b>Total Tax Exemptions</b>	23,775	33,551	34,301	34,301	41,751	7,450



**FY2005 PROGRAM BUDGET**

**REVENUE  
State Aid (Cherry Sheet Offsets)**

**Cherry Sheet Offsets**

Included in the estimated amount of aid to be received from the State are grant funds for the schools and libraries. These funds are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State Aid estimate is also included in the non-appropriated expense section as offsetting debits.

The Town receives two such annual grants – one for school lunch and one for public libraries. The school lunch is actually a partial reimbursement for operating a school lunch program. This is expected to increase slightly to a total of \$12,764. The library grant is actually three separate grants -- the Library Incentive Grant (LIG), the Municipal Equalization Grant (MEG) and the Nonresident Circulation Offset (NRC). The purposes of the LIG are: (1) to encourage municipalities to maintain minimum levels of library services and resources and; (2) to provide an incentive to develop improved services.

The purpose of the MEG is to begin to provide improved library service, resources, and/or facilities in municipalities with relatively less revenue raising capacity by compensating libraries for disparities in municipal funding sources. The purpose of the NRC is to help offset the costs that a public library incurs when it circulates materials to residents of other communities. Originally approved in a 1993 Supplemental Appropriation, the NRC was incorporated into Cherry Sheet estimates in FY1995.

The Library program employs three funding formulas to determine amounts for each municipality. Municipalities complete one application for all three public library programs.

1. The Library Incentive Grant (LIG) is distributed to municipalities as follows:

- a) Population under 2,500: an amount equal to the amount appropriated for free public library service in the preceding year; distribution not to exceed \$1,250.
- b) Population of 2,500 or over: up to \$.50 per capita, provided that at least \$1,250 was appropriated for public library service in the preceding year.

2. The Municipal Equalization Grant (MEG) distributes the balance in the LIG/MEG account according to the lottery formula so that municipalities with lower property values receive proportionately more aid than those with greater property values.

3. The Nonresident Circulation Offset (NRC) is distributed annually by the Board of Library Commissioners, based upon each community's share of the total Statewide-circulated items.

The Board of Library Commissioners measures compliance with all requirements before voting to certify or deny applicants for grant payments.

To qualify for funding, certain requirements must be met and the municipal Library Director must submit an application to the Board of Library Commissioners each year. Requirements include:

- In FY2005, the city or town's appropriation to operate the public libraries must be equal to or greater than 102.5 of the average of the 3 preceding years' appropriations for free public library service. The Board of Library Commissioners may grant waivers of this requirement to a limited number of municipalities.
- The library must have complied with the minimum standards for free public library service in the preceding year. There are minimum standards in such areas as library director's education, number of hours open, and expenditures for library materials.
- The library must submit annual report data as specified by the Board of Library Commissioners.

Given the cutbacks in State Aid and the resulting cuts in local services, it is likely that an expanded number of waivers will be granted for municipalities in FY2005. For FY2005, a slight increase of \$2,154 is projected to a total of \$29,835.

<b>Cherry Sheet Offsets</b>	<b>FY02 Actual</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY04 Estimated</b>	<b>FY05 Budget</b>	<b>\$ Change</b>
School Lunch - Offset	10,842	12,928	11,985	11,985	12,764	779
Public Libraries Chapter 78 - Offset	32,735	29,476	27,681	27,681	29,835	2,154
<b>Total</b>	<b>43,577</b>	<b>42,404</b>	<b>39,666</b>	<b>39,666</b>	<b>42,599</b>	<b>2,933</b>



**FY2005 PROGRAM BUDGET**

**REVENUE  
Free Cash**

**Free Cash**

Free Cash, which is certified as of July 1st by the Commonwealth's Department of Revenue (DOR), represents the portion of General Fund Surplus Revenue that is unrestricted and available for appropriation. These funds, once certified, may be used to support supplemental appropriations during the year or at the annual Town Meeting to fund next year's budget. Free Cash is generated when the actual operating results compare favorably with the budget, such as when actual revenues exceed the original estimates and/or when actual expenditures are less than appropriated. It is also affected by increases or decreases in uncollected property taxes, non-general fund deficit balances, and any other legally incurred operating deficits, such as snow & ice deficits. MGL permits an updated Free Cash determination during the fiscal year. Any community may request the DOR to compute adjusted Free Cash based upon their collections, net of refunds, of the previous year's property taxes. The collection period, under normal circumstances begins the first day of the new fiscal year and may not go beyond March 31.

The General Fund Free Cash currently available is \$1,103,729 It is recommended that \$800,000 of this amount be appropriated leaving a reserve balance of \$303,729.

**Free Cash Analysis**

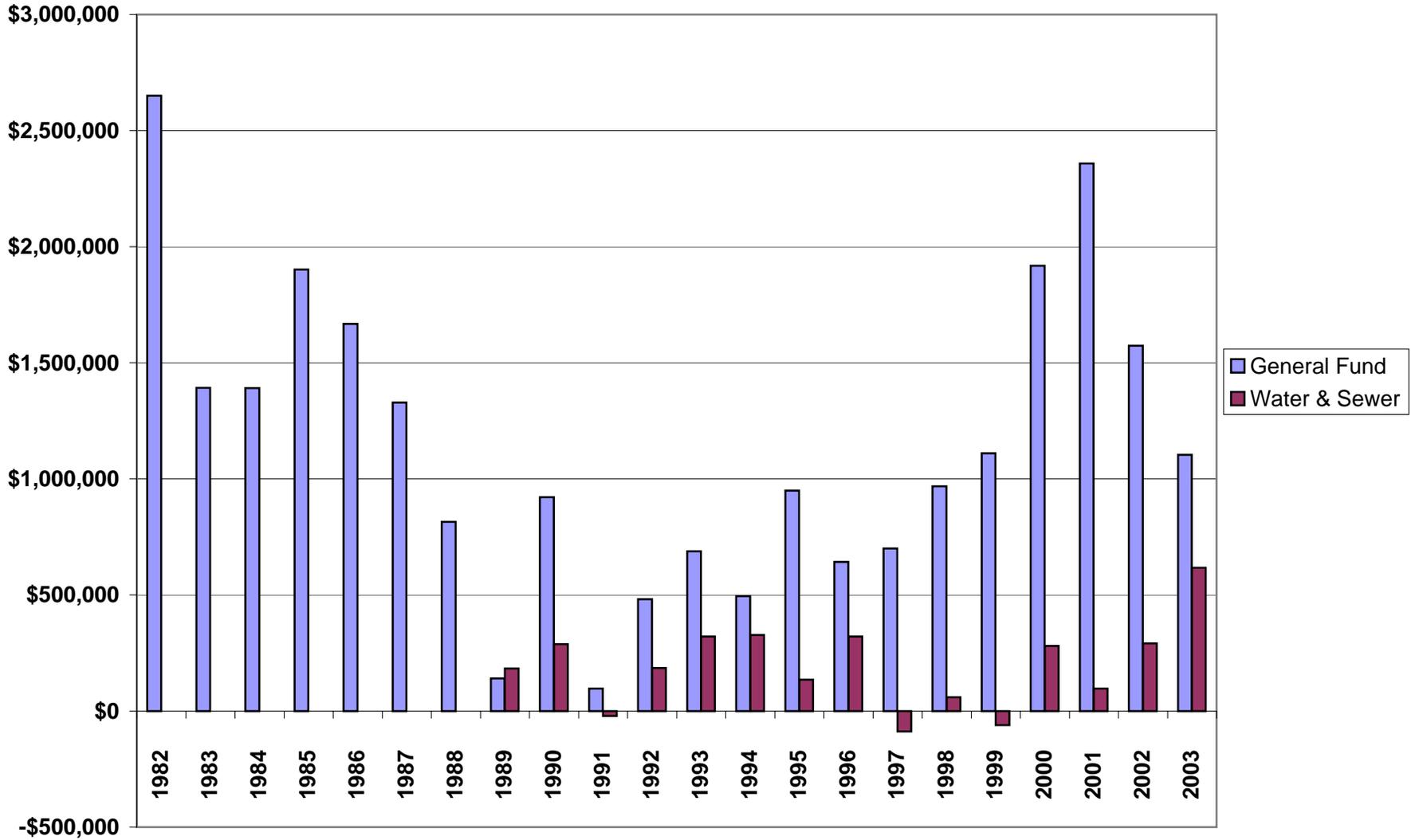
31-Dec-03

	Jul-99	Jul-00	Jul-01	Jul-02	Jul-03
<b>General Surplus Revenue Beginning Balance</b>	1,599,797	1,725,971	2,248,739	2,989,200	2,556,759
<b>Additions</b>					
Appropriation Reversions (current year)	365,900	262,011	360,485	701,908	518,574
Appropriation Reversions (prior year)	19,375	4,813	33,223	411,111	79,726
Receipts Excess / Deficit	499,541	1,291,776	1,241,238	129,861	487,653
Tax Titles Receipts	114,659	181,406	58,241	31,744	76,341
Misc.	223,877	-			
Ch. 41A Deferral Receipts	18,094	79,906	34,145	31,768	18,587
<b>Total Additions</b>	<b>1,241,446</b>	<b>1,819,912</b>	<b>1,727,332</b>	<b>1,306,392</b>	<b>1,180,881</b>
<b>Deductions</b>					
Appropriations from Free Cash	968,245	1,174,774	950,000	1,700,000	1,431,068
Tax Title Taking	56,519	43,175	13,574	11,839	37,411
Misc.					
Ch. 41A Deferrals	90,508	79,195	23,297	26,994	88,298
<b>Total Deductions</b>	<b>1,115,272</b>	<b>1,297,144</b>	<b>986,871</b>	<b>1,738,833</b>	<b>1,556,777</b>
Net Additions / Deductions	126,174	522,768	740,461	-432,441	-375,896
General Surplus Revenue Ending Balance	1,725,971	2,248,739	2,989,200	2,556,759	2,180,863
Less Uncollected Real Estate Taxes	615,924	456,045	630,603	621,761	877,211
Department of Revenue Adjustment		789,840	309,226	416,505	199,923
General Fund Balance or "Free Cash" July 1	1,110,047	1,002,854	2,049,371	1,518,493	1,103,729
Water & Sewer Free Cash July 1	-60,273	280,336	96,740	291,063	617,366
<b>Certified Free Cash</b>	<b>1,049,774</b>	<b>1,283,190</b>	<b>2,146,111</b>	<b>1,809,556</b>	<b>1,721,095</b>

Free Cash	FY02 Actual	FY03 Actual	FY04 Budget	FY04 Estimated	FY05 Budget	\$ Change
Free Cash Appropriated	950,000	1,700,000	1,431,068	1,431,068	800,000	(631,068)



Free Cash History





**FY2005 PROGRAM BUDGET**

**REVENUE  
Other Available Funds**

**Other Available Funds**

**Sale of Land**

Funds from the sale of Town owned land are held in the Sale of Land Account. Over the past several years most of the monies that have been deposited in this account have been from the sale of Woburn Loop parcels. Legally these funds may be appropriated by Town Meeting for any purpose for which the Town could otherwise borrow per Sections 7 & 8 of Chapter 44 of the Massachusetts General Laws. No appropriation from the current balance of approximately \$5,800 is recommended.

**Stabilization Funds**

NESWC - The Board of Selectmen started appropriating \$200,000 in FY1997 through FY2000 into the Town's NESWC Stabilization Fund. The purpose of the Board's action was to stabilize NESWC tipping fee charges that were expected to increase sharply from FY2002 through FY2006. The Town started transferring funds from this account in FY2002 in the amount of \$160,000. A chart showing the status of the funds is shown on the next page.

**Buildings Stabilization Fund**

It is recommended that \$78,700 be transferred from the Buildings Stabilization Fund for the purpose of funding the interest on the Ambrose School Project. In FY2003, \$1,850,000 was appropriated into this account and \$1,896,250 in FY2004. Town Meeting will be asked to appropriate \$1,943,656 into this account for FY2005. These are to be used for major building renovation projects in accordance with the override vote establishing this fund.

**Overlay Surplus**

Each fiscal year, overlay funds are earmarked for real estate tax abatements and exemptions. The Board of Assessors analyzes this account each year. Any excess that exists over and above all potential abatement and exemptions for that tax year is transferred to the overlay surplus account. Once these funds are declared surplus they may be used as an available fund. It is recommended that \$100,000 be appropriated from overlay surplus in FY2005.

**Account Closeouts / Transfers**

Appropriation accounts are analyzed each year to determine if there are accounts that can be closed-out once the project has been completed. Any excess appropriation remaining can be voted by Town Meeting as an available fund. The amount being closed out in FY2005 from capital projects is \$60,000. This amount is proposed to fund capital projects in FY2005.

**Cemetery Trust Fund**

This year it is recommended that \$145,000 be transferred from the Cemetery Trust Fund for the purpose of funding the Cemetery capital budget and a portion of the Cemetery operating budget. This is the same amount transferred for several years.

**Other**

In FY2005, other funds consist of \$85,000 to be transferred from the parking meter fund. These funds are raised through the collection of fees for the use of various Town parking lots. This is an increase of \$35,000 over FY2005 to reflect the increased rates for parking permits.

<b>Other Available Funds</b>	<b>FY02 Actual</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY04 Estimated</b>	<b>FY05 Budget</b>	<b>\$ Change</b>
Sale of Land Account	50,000	24,996	0	0	0	0
Stabilization Fund - NESWC	160,875	291,000	291,000	291,000	261,000	(30,000)
Stabilization Fund - Buildings	0	0	13,630	13,630	78,700	65,070
Overlay Surplus	175,000	175,000	150,000	150,000	100,000	(50,000)
Account Closeouts/Transfers	0	0	42,000	42,000	60,000	18,000
Cemetery Trust Fund	145,000	145,000	145,000	145,000	145,000	0
Other	143,089	50,546	50,000	50,000	85,000	35,000
<b>Total Other Available Funds</b>	<b>673,964</b>	<b>686,542</b>	<b>691,630</b>	<b>691,630</b>	<b>729,700</b>	<b>38,070</b>



**FY2005 PROGRAM BUDGET**

**REVENUE  
Other Available Funds**

**NESWC Costs**

	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>
<b>NESWC / Disposal Est Cost</b>	\$1,794,375	\$1,023,453	\$800,000
<b>Less NESWC Stabilization Fund</b>	-\$817,875	-\$273,453	\$0
<b>Required Town Appropriation</b>	<b>\$2,612,250</b>	<b>\$1,296,906</b>	<b>\$800,000</b>

**Stabilization Funds Status**

	<b>NESWC</b>	<b>TOWN</b>	<b>TOTAL</b>
<b>Est. Balance July 1, 2004</b>	<b>\$1,267,381</b>	<b>\$263,215</b>	<b>\$1,530,596</b>
Drawdown	(\$817,875)	(\$261,000)	(\$1,078,875)
Add Interest Earned	\$6,743	\$0	\$6,743
Add Excess Tonnage	\$67,500	\$0	\$67,500
<b>Est. Balance July 1, 2005</b>	<b>\$523,749</b>	<b>\$2,215</b>	<b>\$525,964</b>
Drawdown	(\$271,238)	(\$2,215)	(\$273,453)
Add Interest Earned	\$939	\$0	\$939
Add Excess Tonnage	\$16,875	\$0	\$16,875
<b>Estimated Balance October 1, 2005</b>	<b>\$270,325</b>	<b>\$0</b>	<b>\$270,325</b>



Summary of Revolving Fund Activity

<b>Fund</b>	<b>Opening Balance 7/1/02</b>	<b>Receipts Appropriation</b>	<b>Transferred/ Expended</b>	<b>Ending Balance 6/30/03</b>
<b>Police Details</b>	42,562	506,492	506,296	42,758
<b>School Lunch</b>	30,616	767,333	794,334	3,615
<b>School Transportation</b>	0	149,455	149,455	0
<b>School Tuition</b>	2,825	47,595	4,661	45,759
<b>School Athletics</b>	19,976	424,144	439,445	4,675
<b>School Buildings Rental</b>	9,832	66,972	74,912	1,892
<b>Transfer/Recycling Center</b>	14,672	3,595	13,721	4,546
<b>Board of Health Clinics</b>	3,012	3,830	5,666	1,176
<b>Sewer Connection Fee Account</b>	43,998	26,704	46,819	23,883



## **SECTION IV**

# **SERVICE PROGRAMS**



# GENERAL GOVERNMENT



*Town Manager - Administration*

*Finance Committee*

*Comptroller*

*Assessors*

*Collector/Treasurer*

*Planning & Community Development*

*Planning Board*

*Town Clerk*

*General Services*



**FY2005 PROGRAM BUDGET**

**PROGRAM GROUP  
General Government**

**PROGRAM SUMMARY**

**PROGRAM: Town Manager-Administration**

**Dept Code  
1210**

**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. He 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.

**PROGRAM COST**

Town Manager	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	387,935	400,918	407,320	407,320	
Other Expenses	43,196	45,990	40,951	40,951	
Equipment	0	0	0	0	
<b>Total</b>	<b>431,131</b>	<b>446,908</b>	<b>448,271</b>	<b>448,271</b>	

**STAFFING**

Town Manager	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	2	2	2	2	
Clerical	3.83	2.83	2.83	2.83	
Professional/Technical	0	1	1	1	
<b>Total</b>	<b>5.83</b>	<b>5.83</b>	<b>5.83</b>	<b>5.83</b>	

**BUDGET STATEMENT**

Essentially level funded for FY2005 with the exception of the addition of a part-time, town-wide grant writer.

**FY2005 OBJECTIVES**

1. Continue work with Army Corps of Engineers to complete environmental review of flood mitigation projects along the Aberjona River.
2. Complete the Cross Street culvert project.
3. Work with MWRA to obtain easements for the Cummingsville sewer project to allow this project to move forward. As part of this project, the Wedgemere siphon will be relocated out of the middle of the River so as to offer flood relief. This will be funded by the MWRA at a cost of \$1 million.
4. Complete the McDonald Field renovation project.
5. Implement improvements to the Transfer Station and work with the Selectmen's Solid Waste Committee to recommend long-term solid waste recommendations.
6. Oversee the completion of the new Ambrose School.
7. Obtain funding for improvements to North Main Street.
8. Implement the recommendations contained in the Strategic Plan.
9. Subject to collective bargaining, implement cost saving revisions to the Town's health insurance program, and implement ALS ambulance service.
10. Implement Phase I of drainage improvements in the Wickham Road area.
11. Implement the privatization of maintenance at the Wildwood Cemetery.
12. Oversee the Washington Street reconstruction project to minimize the disruption to motorists, pedestrians, and homeowners.
13. Hire a new Public Works Director and Treasurer/Collector.
14. Establish an enhanced grantsmanship program in conjunction with the schools.
15. With the building envelope and other studies, complete a master plan for necessary renovations to Town and school buildings.
16. Establish a long-term use of the Sanborn House that will relieve the Town of maintenance burdens but create a beneficial use for the community.
17. Further enhance the Town's website by introducing more on-line transaction capabilities.

**FY2005 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP**  
**General Government****PROGRAM: Town Manager-Administration****Dept Code**  
**1210****PRIOR YEAR'S ACCOMPLISHMENTS**

1. Obtained grant from the Army Corps of Engineers for their involvement in the environmental assessments along the length of the Aberjona in Winchester and will complete the feasibility study for the downstream channel widening.
2. Completed plans for the replacement of the Sylvester and Canal Street culverts. Construction scheduled to commence in June 2004.
3. Completed the Shore Road culvert and Center Falls dam projects.
4. Plans completed and contract awarded for the reconstruction of Myopia and McCall Roads, the costs of which will be assessed to the abutters of the private ways.
5. Hired engineer and completed preliminary design for adding an additional culvert to the Mt. Vernon Street Bridge.
6. Implemented the utility billings component of the MUNIS accounting system.
7. Implemented the necessary measures to comply with GASB34, the new governmental accounting standards requiring recognition of the value and depreciation of all the Town's fixed assets.
8. Working with a consultant and the Planning Board, filed application for a State grant for improvements to North Main Street.
9. Prepared home rule legislation for submission to the April 2004 Town Meeting which will create a local development corporation. This is a development tool to allow the Town to acquire property and redevelop it in a manner supportive of Town goals.
10. State-funded Washington Street reconstruction project was commenced.
11. Hired project manager and awarded contract for the construction of the new Ambrose School.
12. Implemented energy conservation programs, funded with NSTAR subsidies, in several buildings.
13. Completion of the strategic plan is scheduled for March 2004 to be presented to the April 2004 Town Meeting.
14. Worked with the State to incorporate improvements to the design of intersection improvements at three intersections along Cambridge Street and at Church and Bacon Streets.

**PRIOR YEAR'S ACCOMPLISHMENTS (con't)**

15. Completed renovation of Leonard Field, designed improvements to McDonald Field, and completed five-year plan for improvements to all the playfields.
16. Purchased two-family home to add to the Town's affordable housing stock.
17. Working with several other Towns, filed legislation to make it more feasible for municipalities to establish municipal electric companies.
18. Worked with the IT Department on the creation of the new Town website.



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM: Finance Committee**

**Dept Code**  
1310

**PROGRAM DESCRIPTION**

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

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

**PROGRAM COST**

Finance Committee	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	0	2,500	2,500	2,500	
Other Expenses	3,454	3,450	3,450	3,450	
Equipment	0	0	0	0	
<b>Total</b>	<b>3,454</b>	<b>5,950</b>	<b>5,950</b>	<b>5,950</b>	

**STAFFING**

Finance Committee	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
<b>Total</b>					



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM:** Finance Committee

**Dept Code**  
1310

**PRIOR YEAR'S ACCOMPLISHMENTS**

**STATISTICS**



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM: Comptroller**

**Dept Code**  
1330

**PROGRAM DESCRIPTION**

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

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

1. Working with Town Manager's Office, issue quarterly, revenue and expenditure reports.

**PROGRAM COST**

Comptroller	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	227,970	236,152	237,745	237,745	
Other Expenses	1,399	2,150	1,950	1,950	
Equipment	0	0	0	0	
<b>Total</b>	<b>229,369</b>	<b>238,302</b>	<b>239,695</b>	<b>239,695</b>	

**STAFFING**

Comptroller	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	2	2	2	2	
Clerical	0	0	0	0	
Professional/Technical	2	2	2	2	
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
**General Government**

**PROGRAM: Comptroller**

**Dept Code**  
**1330**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Successful implementation of GASB 34.
2. Successful implementation of new financial management computer system.

**STATISTICS**



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM: Assessor**

**Dept Code**  
1340

**PROGRAM DESCRIPTION**

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

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

1. Complete the State mandated revaluation timely and with as little outside assistance as possible.
2. Continue inspection of properties, including personal property and identify any new growth.
3. Continue assisting the Engineers with the GIS system.
4. Provide the necessary data for the website and the updates.

**PROGRAM COST**

Assessor	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	174,053	183,459	187,074	187,074	0
Other Expenses	41,219	44,600	44,600	42,950	0
Equipment	0	0	0	0	0
<b>Total</b>	<b>215,272</b>	<b>228,059</b>	<b>231,674</b>	<b>230,024</b>	<b>0</b>

**STAFFING**

Assessor	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	1	1	1	
Clerical	2.6	2.6	2.6	2.6	
Professional/Technical	0	0	0	0	
<b>Total</b>	<b>3.6</b>	<b>3.6</b>	<b>3.6</b>	<b>3.6</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
General Government**

**PROGRAM: Assessor**

**Dept Code  
1340**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Inspected approximately 20% of properties and identified new growth.
2. Worked with Engineers in reviewing GIS information for new maps.
3. Accepted new State legislation changing the assessing date and increasing new growth by 50%.
4. Implemented the new senior tax programs passed by Town Meeting.

**STATISTICS**

	<b>FY02</b>	<b>FY03</b>	<b>FY04</b>
<b>Real Estate Parcels</b>	7,715	7,723	7,738
<b>Personal Property Accounts</b>	366	370	361
<b>Motor Vehicle Excise Tax Bills</b>	20,300	20,400	20,400
<b>Boat Bills</b>	60	60	60
<b>Deed Changes</b>	700	700	642
<b>Real Estate Sales</b>	350	350	363
<b>Veterans Exemptions</b>	157	150	137
<b>Elderly Exemptions</b>	79	90	99
<b>Deferred Taxes</b>	24	25	22
<b>Properties Inspected</b>	1,300	1,300	1,200
<b>Tax Exempt Properties (exclusive of Town and Church)</b>			25



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
General Government**

**PROGRAM: Collector/Treasurer**

**Dept Code  
1350**

**PROGRAM DESCRIPTION**

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

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

1. Develop cash forecast methodology in conjunction with other stakeholders
2. Analyze current debt structure for planning and refinancing optimization
3. Continue to explore the systemic efficiencies of MUNIS.

**PROGRAM COST**

Collector/Treasurer	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	181,278	183,848	180,539	180,539	
Other Expenses	36,637	32,580	32,880	33,880	
Equipment	0	1,400	1,400	0	
<b>Total</b>	<b>217,915</b>	<b>217,828</b>	<b>214,819</b>	<b>214,419</b>	

**STAFFING**

Collector/Treasurer	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	2	2	2	2	
Clerical	2	2	2	2	
Professional/Technical	0	0	0	0	
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
**General Government**

**PROGRAM: Collector/Treasurer**

**Dept Code**  
**1350**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Implemented the following MUNIS applications: Real Estate, Motor Vehicle Excise, Personal Property, and Utility Billing.
2. Credit/debit card system was installed at the Transfer Station which eliminated billing and collection issues.
3. Analyzed the issues incumbent to the tax amnesty program and recommended that the Town of Winchester refrain from installing such a program. Recommendation was accepted.

**STATISTICS**

	<b>FY02</b>	<b>FY03</b>
R. E. Committed	\$40,267,773	\$46,546,927
R. E. Paid or Abated	\$40,227,851	\$46,317,366
Balance – R. E.	\$39,922	\$229,561
% Collected	99.90%	99.51%
M. E. Committed	\$2,930,465	\$2,905,165
M. E. Paid or Abated	\$2,888,925	\$2,823,418
M. E. Balance	\$41,540	\$81,747
% Collected	98.58%	97.15%
Municipal Lien Certs - \$	\$60,300	\$11,250
#	1,340	2,472



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM:** Planning & Community Development

**Dept Code**  
1410

**PROGRAM DESCRIPTION**

This Department incorporates the divisions of Planning, Building, Engineering, and Conservation. The Department is responsible for all planning and community development issues in the Town. The Planning and Community Development Director reports to the Town Manager and provides staff assistance to the Planning Board. This agency is also responsible for grantmanship. The Director is a key professional staff person overseeing the ongoing visioning/strategic planning process.

**BUDGET STATEMENT**

FY2005 Professional Services reduced. Other Expenses level funded.

**FY2005 OBJECTIVES**

(See SUB-PROGRAMS for details)

**PROGRAM COST**

Planning & Community Development	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	489,140	457,842	452,971	452,971	
Other Expenses	25,073	64,440	65,480	59,655	
Equipment	0	2,000	2,000	0	
<b>Total</b>	<b>514,213</b>	<b>524,282</b>	<b>520,451</b>	<b>512,626</b>	

**STAFFING**

Planning & Community Development	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	4	3	3	3	
Clerical	1.5	1.75	1.75	1.75	
Professional/Technical	3.29	3.29	3.29	3.29	
<b>Total</b>	<b>8.79</b>	<b>8.04</b>	<b>8.04</b>	<b>8.04</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM: Planning & Community Development**

**Dept Code**  
1410

**PRIOR YEAR'S ACCOMPLISHMENTS**

**STATISTICS**



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM: Planning & Community Development**  
**SUB-PROGRAM: Planning**

**Dept Code**  
1411

**PROGRAM DESCRIPTION**

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

**BUDGET STATEMENT**

Reduction in Professional Services.

**FY2005 OBJECTIVES**

1. Work with Town Manager's Office and Town boards to implement the strategic plan.
2. Oversee the planning, design, and construction of field renovation projects.
3. Oversee the design and implementation of traffic calming projects.
4. Work with Town Manager's Office and consultant to develop proactive plans for the disposition of several key parcels of land such as Hamilton Farm, Pansy Patch and Marotta property so as to further the goals of the Town.
5. Work with the downtown businesses to improve parking availability for customers and employees.
6. Work with the Selectmen's Sanborn House Reuse Committee to recommend a future use of the Sanborn House.
7. Work with the Selectmen's Community Center and Teen Center Committees on the feasibility of constructing and operating such Centers.
8. Work with the Traffic Advisory Committee to review traffic and parking issues.
9. Work with the Board of Selectmen, Planning Board, and other Town agencies and citizens to plan for improvements to North Main Street roadway and streetscape.
10. Aggressively pursue grant opportunities.

**PROGRAM COST**

Planning	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	76,056	18,596	16,096	16,096	
Other Expenses	8,344	45,000	44,215	39,215	
Equipment	0	0	0	0	
<b>Total</b>	<b>84,400</b>	<b>63,596</b>	<b>60,311</b>	<b>55,311</b>	

**STAFFING**

Planning	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	0	0	0	
Clerical	0.5	0.25	0.25	0.25	
Professional/Technical	0	0	0	0	
<b>Total</b>	<b>1.5</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
**General Government**

**PROGRAM: Planning & Community Development**  
**SUB-PROGRAM: Planning**

**Dept Code**  
**1411**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Worked with the Strategic Planning Steering Committee to complete much of the strategic plan. Final completion set for April 2004.
2. Completed a five year capital improvements plan for field improvements
3. Completed the design and renovation of Leonard Field.
4. Assisted the Town Manager's office on flood control projects.
5. Implemented parking improvements in the downtown area.
6. Worked with consultant to develop alternatives for traffic calming on Everett Avenue.
7. Worked with the Selectmen's Bellino Park Committee to plan and implement park improvements.
8. Completed the Executive Order 418 housing certification process working with the Selectmen's Housing Partnership Board.

**STATISTICS**



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM: Planning & Community Development**  
**SUB-PROGRAM: Engineering**

**Dept Code**  
1412

**PROGRAM DESCRIPTION**

The Engineering Division supervises and directs the engineering work undertaken by any Town agency, provides services, prepares and furnishes information, and has custody of all plans and engineering records of the Town. Significant work is provided in conducting plan review and field inspections for developments built under the Subdivision Control Law. The Division is actively involved in various studies, such as the sewer system study. It reviews plans for such work as cemetery utilization, park and playground development, building utilizations, traffic safety studies, etc.

**PROGRAM COST**

Engineering	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	176,407	190,301	186,172	186,172	
Other Expenses	6,773	8,485	8,985	8,485	
Equipment	0	2,000	2,000	0	
<b>Total</b>	<b>183,180</b>	<b>200,786</b>	<b>197,157</b>	<b>194,657</b>	

**STAFFING**

Engineering	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	2	2	2	2	
Clerical	0.5	0.75	0.75	0.75	
Professional/Technical	1	1	1	1	
<b>Total</b>	<b>3.5</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

1. Work with Army Corp on the environmental studies and design work associated with the Aberjona River flood control projects.
2. Continue oversight of the Washington Street reconstruction project.
3. Finalize development of the GIS system.
4. Finalize design plans for Wickham Road area drainage improvements and commence construction in the summer.
5. Finalize traffic calming measures for Everett Avenue.



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM:** Planning & Community Development  
**SUB-PROGRAM:** Engineering

**Dept Code**  
1412

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Designed and awarded contracts for the reconstruction of Myopia and McCall Roads.
2. Oversaw the commencement of the reconstruction of Washington Street.
3. Reviewed design and oversaw the renovation of Leonard Field.
4. Completed survey work for the Army Corps Aberjona River flood study.
5. Completed design work for the replacement of the Sylvester Avenue and Canal Street culverts.
6. Oversaw the Center Falls Dam and Shore Road culvert flood control projects.

**STATISTICS**

	<b>FY00</b>	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>
Plan revisions	305	315	309	312
Deed indexing	620	579	604	634
Measurements:				
New single family	30	32	26	24
Additions	110	N/A	N/A	N/A
Condominiums	0	N/A	N/A	N/A
Grave/burial entries	132	189	215	202



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM: Planning & Community Development**  
**SUB-PROGRAM: Building & Zoning**

**Dept Code**  
1413

**PROGRAM DESCRIPTION**

The primary function of the Building Division is to assist the general public and to ensure their health and safety, enforcement of the State building code and the Town's zoning by-law, as well as plumbing, gas, electrical, housing, sign, and other codes and by-laws pertaining to property and structures. The Building Inspector reviews plans, issues permits, and inspects all new and altered buildings to ensure compliance with all codes. The Division is also responsible for inspection and certification of schools, hospitals, churches, places of assembly, etc. The administration of the zoning by-law regulating land use, siting of buildings, and building use are the responsibility of this Division.

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

1. Enforce mercury recovery program.
2. Maintain mandated training of building inspectors.
3. Work with the Fire Department to assist schools and other places of assembly with safety requirements that need to be implemented in light of the Rhode Island nightclub fire.
4. Implement program where the Building Inspector visits classrooms at the High School to lecture students about Building Department requirements.
5. Attend Anti-Terrorist training classes geared for Building Inspectors.
6. Evaluate the feasibility of digitizing and archiving old plans.

**PROGRAM COST**

Building & Zoning	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	198,743	209,384	212,370	212,370	
Other Expenses	7,119	7,995	9,320	8,995	
Equipment	0	0	0	0	
<b>Total</b>	<b>205,862</b>	<b>217,379</b>	<b>221,690</b>	<b>221,365</b>	

**STAFFING**

Building & Zoning	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	1	1	1	
Clerical	0.83	0.83	0.83	0.83	
Professional/Technical	1.7	1.7	1.7	1.7	
<b>Total</b>	<b>3.53</b>	<b>3.53</b>	<b>3.53</b>	<b>3.53</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM: Planning & Community Development**  
**SUB-PROGRAM: Building & Zoning**

**Dept Code**  
1413

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Maintained State mandated training.
2. Established Building Department website.
3. Located storage area for plans, documents and records.
4. Worked with Design Review Committee to submit Warrant Article to Town Meeting so as to establish sign review process.
5. Inspected business locations that require yearly license renewals.

**STATISTICS**

	<b>FY00</b>	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>
Revenue	\$422,425	\$585,279	\$644,219	\$689,000
Building Permits	622	601	650	703
Electric Permits	663	620	641	683
Plumbing Permits	481	461	510	495
Gas Permits	367	369	373	393



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM: Planning & Community Development**  
**SUB-PROGRAM: Board of Appeals**

**Dept Code**  
1414

**PROGRAM DESCRIPTION**

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

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

**PROGRAM COST**

Board of Appeals	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	9,263	10,565	9,337	9,337	
Other Expenses	166	860	860	860	
Equipment	0	0	0	0	
<b>Total</b>	<b>9,429</b>	<b>11,425</b>	<b>10,197</b>	<b>10,197</b>	

**STAFFING**

Board of Appeals	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	0	0	0	0	
Clerical	0.17	0.17	0.17	0.17	
Professional/Technical	0	0	0	0	
<b>Total</b>	<b>0.17</b>	<b>0.17</b>	<b>0.17</b>	<b>0.17</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM:** Planning & Community Development  
**SUB-PROGRAM:** Board of Appeals

**Dept Code**  
1414

**PRIOR YEAR'S ACCOMPLISHMENTS**

**STATISTICS**

**Cases Heard:**

1993	18
1994	19
1995	16
1996	23
1997	27
1998	37
1999	43
2000	33
2001	34
2002	35
2003	43



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM: Planning & Community Development**  
**SUB-PROGRAM: Conservation Commission**

**Dept Code**  
**1415**

**PROGRAM DESCRIPTION**

The Conservation Commission is appointed by the Board of Selectmen and has the responsibility to administer the Wetlands by-law and Protection Act, and to oversee implementation of the Town's Open Space Plan.

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**PROGRAM COST**

Conservation Commission	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	28,671	28,996	28,996	28,996	
Other Expenses	2,671	2,100	2,100	2,100	
Equipment	0	0	0	0	
<b>Total</b>	<b>31,342</b>	<b>31,096</b>	<b>31,096</b>	<b>31,096</b>	

**FY2005 OBJECTIVES**

1. Provide assistance to permitting the Abjerna and Horn Pond Brook flood control plan.
2. Work on the Open Space and Recreation Plan.
3. Assist The Ledges in developing nature trails and conservation restriction as per covenant.
4. Develop written version of Conservation Commission policies followed in permitting process under State and local wetlands regulations.
5. Develop plan for replacing Locke Farm boardwalk and making it handicapped accessible.
6. Provide assistance regarding plans for the preservation of open space.
7. Maintain conservation areas.
8. Process filings, provide environmental information and assistance to applicants.
9. Increase public awareness of the value of resource areas and their regulation.
10. Work with the Town regarding maintenance projects.

**STAFFING**

Conservation Commission	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	0	0	0	0	
Clerical	0	0	0	0	
Professional/Technical	0.57	0.57	0.57	0.57	
<b>Total</b>	<b>0.57</b>	<b>0.57</b>	<b>0.57</b>	<b>0.57</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
**General Government**

**PROGRAM: Planning & Community Development**  
**SUB-PROGRAM: Conservation Commission**

**Dept Code**  
**1415**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Provided assistance to permitting Aberjona and Horn Pond Brook flood control plan.
2. Wrote update of Open Space and Recreation Plan.
3. Wrote Floodplain by-law.
4. Provided assistance regarding plans for preservation of open space.
5. Maintained conservation areas.
6. Processed filings, provided environmental information and assistance to applicants.

**STATISTICS**

	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>
Notice of Intent	24	25	29
Orders of Conditions	24	25	29
Certificate of Compliance	4	1	8
Request for Plan Changes	7	2	2
Extension Permits	9	2	2
Appeals	2	1	1
Adjudicatory Hearings	1	1	2



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
General Government**

**PROGRAM: Planning Board**

**Dept Code  
1400**

**PROGRAM DESCRIPTION**

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

**BUDGET STATEMENT**

Professional Services reduced for planning services.

**FY2005 OBJECTIVES**

**PROGRAM COST**

Planning Board	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	0	0	6,000	0	
Other Expenses	0	40,000	51,415	35,000	
Equipment	0	0	0	0	
<b>Total</b>	<b>0</b>	<b>40,000</b>	<b>57,415</b>	<b>35,000</b>	

**STAFFING**

Planning Board	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
<b>Total</b>					



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM: Planning Board**

**Dept Code**  
1400

**PRIOR YEAR'S ACCOMPLISHMENTS**

**STATISTICS**



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM: Town Clerk**

**Dept Code**  
1610

**PROGRAM DESCRIPTION**

A primary provider of information and services to the community, the Town Clerk serves as Chief Election Official, Official Recording Officer, Public Records Officer, Licensing Official, Clerk of Town Meeting, Town Hall Records Administrator, Registrar of Vital Statistics and Registrar of Voters.

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

1. Continue the pursuit of records preservation grants.
2. Update the inventory of stored Town department records.
3. Continue expansion of vital records database.
4. Convert Town Meeting subject card index to electronic format.
5. Provide U.S. Passport services.
6. Establish alternative record storage methods utilizing new technology.

**PROGRAM COST**

Town Clerk	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	237,816	246,164	246,916	246,916	
Other Expenses	33,903	40,625	38,230	34,930	
Equipment	0	500	0	0	
<b>Total</b>	<b>271,719</b>	<b>287,289</b>	<b>285,146</b>	<b>281,846</b>	

**STAFFING**

Town Clerk	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	1	1	1	1	
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
**General Government**

**PROGRAM: Town Clerk**

**Dept Code**  
**1610**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. In collaboration with Library, Historical Commission and Historical Society, obtained a grant for a consultant to inventory Town's historical records.
2. Expanded Vital Records database index back to 1995.
3. Created a database of Board of Appeals filings.
4. Assisted the Town Manager in collecting Website data.

**STATISTICS**

**Vitals Recorded**

	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
Births	2632	2552	2528	2387
Marriages	90	89	89	82
Deaths	571	554	572	490

**Voters Registered**

	1559	581	1170	700
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**Revenue by Program**

Licenses & Permits	\$427,486	\$423,614	\$559,820	\$604,909
Certified Copies	\$40,575	\$76,537	\$72,510	\$67,639
Business Filings				
Publications	\$1,216	\$3,523	\$9,498	\$9,250
Fines & Misc	\$1,216	\$3,191	\$3,041	\$3,052
<b>TOTAL</b>	<b>\$470,493</b>	<b>\$506,865</b>	<b>\$644,869</b>	<b>\$684,850</b>



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
General Government**

**PROGRAM: General Services**

**Dept Code  
1540**

**PROGRAM DESCRIPTION**

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

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

**PROGRAM COST**

General Services	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	0	0	0	0	
Other Expenses	107,450	105,000	110,000	110,000	
Equipment	0	0	0	0	
<b>Total</b>	<b>107,450</b>	<b>105,000</b>	<b>110,000</b>	<b>110,000</b>	

**STAFFING**

General Services	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
<b>Total</b>					



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
General Government

**PROGRAM: General Services**

**Dept Code**  
1540

**PRIOR YEAR'S ACCOMPLISHMENTS**

**STATISTICS**



# CULTURE



*Library  
Archival Center*





**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Culture**

**PROGRAM: Library**

**Dept Code  
6110**

**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 Library 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 Network and the worldwide resources of information technology.

**BUDGET STATEMENT**

Library has been reduced \$44,863 from the FY2004 level. This reduction eliminates approximately 1.5 positions, eliminates Sunday hours, and approximately 5 additional hours during the week and a portion of books, supplies and materials.

**FY2005 OBJECTIVES**

1. Maintain excellent library services in light of significant increases in usage and despite level staffing and budgetary constraints.
2. Increase patron satisfaction with access to technology. Serve as expert information guides to the resources on the Internet.
3. Strengthen the Library's relationship with the schools, pre-school through high school, to enhance the curriculum and encourage recreational reading.
4. Provide a dependable source of high demand materials in a variety of formats for all ages.
5. Provide access to an extensive collection on a wide variety of topics for self-directed study as well as intellectual and cultural growth.
6. Promote use of the Library as community center for discussion groups, cooperative programs, meeting space, conversation and relaxation. Promote the Library's role as community information center through the website, displays, bulletin boards, and reference services.

**PROGRAM COST**

Library	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	1,028,594	1,051,271	1,054,826	998,126	
Other Expenses	255,347	261,886	270,268	265,968	
Equipment	14,200	0	4,200	4,200	
<b>Total</b>	<b>1,298,141</b>	<b>1,313,157</b>	<b>1,329,294</b>	<b>1,268,294</b>	

**STAFFING**

Library	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	2	2	2	2	
Clerical	9.26	9.26	9.26	8.51	
Professional/Technical	8.31	8.31	8.31	7.56	
Public Works	1.53	1.53	1.53	1.53	
<b>Total</b>	<b>21.1</b>	<b>21.1</b>	<b>21.1</b>	<b>19.6</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Culture**

**PROGRAM: Library**

**Dept Code  
6110**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Maintained excellent library services in light of significant increases in patron usage and despite budgetary constraints and level staffing. Introduced a three week loan period (from two weeks) in an effort to reduce the extraordinary rate of growth in the circulation of materials.
2. Converted all systems to the Minuteman Library Network's new software with minimal disruption to patron services.
3. Increased patron satisfaction with access to new technology, including enhanced capabilities for library use from home – viewing the catalog, renewing materials, and placing reserve requests.
4. Introduced time management software for Internet stations, freeing Librarians' time for professional reference services.
5. In cooperation with the Historical Society, Historical Commission, and Town Clerk, successfully applied for a Mass. Historic Records Advisory Board grant to catalog Archives holdings and made them accessible online.
6. Strengthened the Library's relationship with the schools through cooperative programming and class visits. Increased teacher awareness of classroom subject collections (teacher packs) as evidenced by a 30% increase in use.
7. Continued to build a non-fiction collection that reflects current curriculum requirements for homework, research assignments, and MCAS preparation.
8. With the cooperation of the Friends of the Library and a grant from the John and Mary Murphy Foundation, launched the "Year of the Poet" as the first in a three-year literary outreach program for all ages.
9. In cooperation with school librarians, the Multicultural Network, Friends of the Library, Bookends, and others, and with grant funding, continued Winchester Reads, the Town-wide reading /discussion event for adults of all ages.

**STATISTICS**

	<b>FY00</b>	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>
Circulation of materials	342,130	381,337	452,389	489,815
Reference questions	54,236	52,912	70,551	67,041
Visitors	223,734	232,297	263,644	288,332
Internet use	21,012	22,810	24,137	25,343



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Culture**

**PROGRAM: Archival Center**

**Dept Code  
6940**

**PROGRAM DESCRIPTION**

The Archival Center contains historical records of not only the Town itself but also the Historical Society and private collections. It also offers a valuable resource for residents of Winchester, especially school-age children, who wish to learn more about the history of their Town, its people, and places.

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

**PROGRAM COST**

Archival Center	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	0	0	0	0	
Other Expenses	557	600	17,740	600	
Equipment	0	0	0	0	
<b>Total</b>	<b>557</b>	<b>600</b>	<b>17,740</b>	<b>600</b>	

**STAFFING**

Archival Center	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
<b>Total</b>					



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Culture

**PROGRAM: Archival Center**

**Dept Code**  
6940

**PRIOR YEAR'S ACCOMPLISHMENTS**

**STATISTICS**



# HEALTH & SOCIAL SERVICES



*Board of Health  
Council on Aging  
Veterans' Services*



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Health/Social**

**PROGRAM: Health**

**Dept Code  
5110**

**PROGRAM DESCRIPTION**

The Health Department is responsible for protecting the public from personal and environmental health hazards, and accomplishes this through education, screening clinics and, where necessary, corrective action. The Health Department investigates complaints, maintains vital health records, issues various licenses and permits, contracts for certain nursing services, monitors food handling, operates a contagious disease and premature birth program, sponsors clinics, conducts laboratory analysis on swimming water, investigates land fill quality, and contracts for certain mental health programs with a private organization.

**PROGRAM COST**

Health	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	106,939	109,921	110,831	110,831	
Other Expenses	53,766	59,280	59,980	47,280	
Equipment	0	0	0	0	
<b>Total</b>	<b>160,705</b>	<b>169,201</b>	<b>170,811</b>	<b>158,111</b>	

**STAFFING**

Health	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	1	1	1	
Clerical	1	1	1	1	
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	

**BUDGET STATEMENT**

Budget has been reduced approximately \$11,000 from the FY2004 budget. Reductions are in area of nursing services, mosquito control and other contractual services.

**FY2005 OBJECTIVES**

1. Continue Hazardous Waste Day collection
2. Continue the pursuit of grant funding i.e., Skin Cancer Grant, Your Risk Behavior Grant, and Substance Abuse Grant.
3. Continue the Food Service Managerial Program to comply with the food code. Expand beyond the current State regulations regarding training programs for food service employees by requiring at least one person from each establishment to attend a mandatory training program provided by the Health Department.
4. Continue Flu/Pneumonia/Tetanus Clinic
5. Continue Meningitis Clinic for high school seniors entering college upon graduation.
6. Continue the annual Rabies Clinic





**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Health/Social**

**PROGRAM: Council on Aging**

**Dept Code  
5410**

**PROGRAM DESCRIPTION**

The Council on Aging is the local government agency mandated by the State Department of Elder Affairs and Federal Administration on Aging (HHS). Its responsibility is to identify the local needs of older adults, to develop and coordinate programs for meeting such needs and to educate the community about problems of aging and the needs of its older citizens. The COA is governed by an eleven member Board appointed by the Selectmen. They have hired a professional staff to provide services to seniors under the COA umbrella. Services include health insurance counseling, legal consultation and financial counseling. A wide variety of social services exist. They include transportation, housing counseling, handyman services, support groups, individual counseling and information and referral. The COA also sponsors a nutrition site at the center. The COA is responsible for the Community Service Reimbursement Program which offers property tax relief for seniors. In addition, the Council sponsors many educational programs regarding senior entitlements and other issues of importance to seniors. The COA is concerned with long range community planning for seniors as well as coordination with other communities and with the Executive Office of Elder Affairs.

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

1. Senior Tax Objectives
  - a. Follow up with Selectmen on Winchester property tax relief.
  - b. Meet with Selectmen, Senator Shannon and Representative Casey to review the outdated requirements of State property tax abatements.
  - c. Educate the senior population regarding existing tax relief programs.
2. Implement the Alert System "Are You OK?" This project has been on hold waiting for the completion of the Police Department Dispatch Station.
3. Continue with community education on our health care system. The John & Mary Murphy Educational Foundation provided us with an unsolicited grant following our Health Care Forum so that we would continue with our health care educational programming.
4. Continue our advocacy and support for much needed senior housing particularly at Winning Farm and Mount Vernon House.
5. Continue to provide our basic health, education, financial, legal and social services.
6. Continue to provide social services for the population under 60 at the request of the Town Manager.

**PROGRAM COST**

Council on Aging	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	170,910	175,474	179,016	179,016	
Other Expenses	8,352	11,112	11,242	10,537	
Equipment	0	3,000	3,000	0	
<b>Total</b>	<b>179,262</b>	<b>189,586</b>	<b>193,258</b>	<b>189,553</b>	

**STAFFING**

Council on Aging	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Professional/Technical	1.6	1.6	1.6	1.6	
<b>Total</b>	<b>3.6</b>	<b>3.6</b>	<b>3.6</b>	<b>3.6</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Health/Social**

**PROGRAM: Council on Aging**

**Dept Code  
5410**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Increased Community Service Reimbursement Program from 30 to 40 placements
2. Tax Survey
  - a. At request of Selectmen, conducted a tax survey regarding the impact of property taxes on seniors.
  - b. Prepared an extensive report for the Board of Selectmen regarding the findings of the tax survey.
  - c. At the request of the Selectmen, designed a Winchester property tax relief program for seniors.
3. Personally contacted all seniors 75 & over, living alone, unknown to us and failing to complete a survey sent to them. Contacted 200+ seniors and picked up several who needed services.
4. Completed Health Care Forum entitled "Health Care Where Are We Headed?" This consisted of six sessions held from January 2003 to June 2003. This education was provided for the community as well as seniors and resulted in the formation of a task force to plan further health education and advocacy.
5. In addition to the Health Forum, the Council conducted educational programs regarding entitlements, financial management, insurances, drug coverage and senior legal issues. A day long symposium was held addressing the need for seniors to advocate for a number of important senior issues.
6. Baseline services were provided in fiscal year 2004.

**STATISTICS**

**Caseload Statistics - Fiscal Year 2004**

Nurse	145
Social Worker	406
Financial Counselor	71
Attorney	37

**Services Provided**

	<b>People Served</b>	<b>Services Provided</b>
Information & Referral	500	550
Assessment of New Clients & management of existing clients	406	933
Counseling (Mental Health)	91	597
Group Support	70	36
Housing Assistance	38	78
Health Screening	56	308
Follow up Health Services	89	302
Employment (Community Serv. Prog.)	36	145
Individual Financial Counseling	71	149
Home Repairs	44	59

**Programs**

Intergenerational Events	Events 13	People Served 679
Educational Events	Events 32	People Served 1,850



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Health/Social**

**PROGRAM: Veterans' Services**

**Dept Code  
5420**

**PROGRAM DESCRIPTION**

State statute requires each Massachusetts municipality to administer the State's General Assistance to Veterans program rather than require this assistance to filter through the regional general welfare services offices located in various areas of the State. The Veterans' Agent assists Winchester veterans in obtaining payments they are permitted to receive under various State and Federal laws. The Town is reimbursed for 50% of the payments made. It is noted that over the past several years the annual requirements and payments to eligible veterans has declined.

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

1. Continue enrollment in prescription drug program.
2. Link web-page to new Veteran information.

**PROGRAM COST**

Veterans' Services	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	6,894	6,894	6,894	6,894	
Other Expenses	6,099	8,929	7,929	7,929	
Equipment	0	0	0	0	
<b>Total</b>	<b>12,993</b>	<b>15,823</b>	<b>14,823</b>	<b>14,823</b>	

**STAFFING**

Veterans' Services	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
<b>Total</b>					



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Health/Social

**PROGRAM: Veterans' Services**

**Dept Code**  
5420

**PRIOR YEAR'S ACCOMPLISHMENTS**

**STATISTICS**



# PUBLIC SAFETY



*Police Department*

*Fire Department*

*Sealer of Weights and Measures*





**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Safety**

**PROGRAM: Police Department**

**Dept Code  
2110**

**PROGRAM DESCRIPTION**

The Police Department's primary function is the enforcement of laws and protection of life and property. This includes prevention of crime, preservation of the peace, law enforcement and detection of violators. When law violators are detected, they can be cited, summonsed or arrested. The Police Department responds to emergencies, provides for the efficient movement of motor vehicle and pedestrian traffic, trains and supervises school crossing guards, animal control officer, public safety dispatchers, and the parking enforcement officer. The Police Department over the past several years has become committed to the philosophy of Community Policing by forming alliances and partnerships with community groups. This is especially true with the School Department, and the WSAC (Winchester Substance Abuse Coalition) and STARS Programs. The Department continues to educate the community in crime prevention and public safety activities.

**PROGRAM COST**

Police	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	3,214,712	3,172,192	3,182,478	3,172,478	
Other Expenses	124,602	126,650	126,650	126,650	
Equipment	80,778	55,000	80,000	55,000	
<b>Total</b>	<b>3,420,092</b>	<b>3,353,842</b>	<b>3,389,128</b>	<b>3,354,128</b>	

**STAFFING**

Police	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	4.5	4.5	4.5	4.5	
Police Superior	11	11	11	11	
Police Patrol	25	25	25	25	
Public Works	0.5	0.5	0.5	0.5	
Crossing Guards FTE	8	8	8	8	
<b>Total</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>52</b>	

**BUDGET STATEMENT**

Budget for FY2005 has been reduced in overtime and equipment.

**FY2005 OBJECTIVES**

1. Due to the budget constraints, the challenge for the Police Department will be to keep and maintain the current level of service, particularly the School Resource Officer Program.
2. Complete the renovations in the Detective Laboratory area.
3. Renovate the Community Room to make it more conducive to a Public Safety training facility.
4. Enhance the current level of traffic and parking enforcement.
5. Identify and obtain funding for specialized training e.g.; computer crime, weapons system training and forensics.
6. Install and maintain new elder alert program and continue and expand the Wanderers program to include anyone with the inability to offer a name and address.



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Safety**

**PROGRAM: Police Department**

**Dept Code  
2110**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Completed major renovation of the Public Safety Dispatch Center.
2. With a combination of Town funds and Community Policing grant funds, upgraded laptop computers in patrol vehicles to accommodate the software for School Threat Assessment & Response System (STARS) program and upgrade entire weapons system along with the necessary training.
3. With a Community Policing Grant, leased two Harley Davidson motorcycles to support Patrol Force and traffic enforcement program, escorts and to assist in the safe movement of pedestrian and vehicular traffic.
4. Conducted the necessary tactical training with our new weapons systems to better address school and work place violence.
5. Enhanced the working relationship between the School Department and Police Department with the School Resource Officer grant program and continued involvement in the Winchester Substance Abuse Coalition (WSAC).

**STATISTICS**

	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>
Homicide	0	1	0
Rape	1	1	1
Robbery	0	0	4
Breaking and Entry	33	31	26
Larceny	222	198	181
Assault	17	23	17
Vandalism	215	234	230
Disturbance	451	434	432
Vehicle Theft	15	16	11
D.W.I	19	21	32
Arrest	118	120	110
Summons	99	45	69
Parking Violations	8,951	8,389	7,960
Vehicle Citations	3,023	2,884	3,829
Domestic Disturbance	56	89	90
Restraining Orders	56	57	61
<b>Total Calls for Service</b>	<b>13,276</b>	<b>12,543</b>	<b>13,053</b>



**FY2005 PROGRAM BUDGET**

**SUB PROGRAM SUMMARY  
Police Department**

<b>Police Department</b>	<b>FY-03 Actual</b>	<b>FY-04 Budget</b>	<b>FY-05 Request</b>	<b>FY-05 Manager</b>	<b>FY-05 Fin Comm</b>
Administration	338,956	305,145	308,253	308,253	
Police Patrol	2,288,304	2,254,499	2,288,307	2,253,307	
Investigation	229,825	218,999	213,476	213,476	
Communications	305,801	286,147	288,135	288,135	
Maintenance	40,606	37,896	37,896	37,896	
School Traffic	186,066	216,415	218,320	218,320	
Dog Control Officer	30,534	34,741	34,741	34,741	
<b>Total</b>	<b>3,420,092</b>	<b>3,353,842</b>	<b>3,389,128</b>	<b>3,354,128</b>	

<b>Program</b>	<b>FY-03 Actual</b>	<b>FY-04 Budget</b>	<b>FY-05 Request</b>	<b>FY-05 Manager</b>	<b>FY-05 Fin Comm</b>
<b>Administration</b>					
Personal Services	328,306	293,845	296,953	296,953	
Expenses	10,650	11,300	11,300	11,300	
Equipment	0	0	0	0	
<b>Total</b>	<b>338,956</b>	<b>305,145</b>	<b>308,253</b>	<b>308,253</b>	
<b>Police Patrol</b>					
Personal Services	2,150,710	2,141,799	2,150,607	2,140,607	
Expenses	56,816	57,700	57,700	57,700	
Equipment	80,778	55,000	80,000	55,000	
<b>Total</b>	<b>2,288,304</b>	<b>2,254,499</b>	<b>2,288,307</b>	<b>2,253,307</b>	
<b>Investigation</b>					
Personal Services	225,322	214,249	208,726	208,726	
Expenses	4,503	4,750	4,750	4,750	
Equipment	0	0	0	0	
<b>Total</b>	<b>229,825</b>	<b>218,999</b>	<b>213,476</b>	<b>213,476</b>	
<b>Communications</b>					
Personal Services	270,160	252,122	254,110	254,110	
Expenses	35,641	34,025	34,025	34,025	
Equipment	0	0	0	0	
<b>Total</b>	<b>305,801</b>	<b>286,147</b>	<b>288,135</b>	<b>288,135</b>	

<b>Program</b>	<b>FY-03 Actual</b>	<b>FY-04 Budget</b>	<b>FY-05 Request</b>	<b>FY-05 Manager</b>	<b>FY-05 Fin Comm</b>
<b>Maintenance</b>					
Personal Services	24,855	22,196	22,196	22,196	
Expenses	15,751	15,700	15,700	15,700	
Equipment	0	0	0	0	
<b>Total</b>	<b>40,606</b>	<b>37,896</b>	<b>37,896</b>	<b>37,896</b>	
<b>School Traffic</b>					
Personal Services	186,066	215,415	217,320	217,320	
Expenses	0	1,000	1,000	1,000	
Equipment	0	0	0	0	
<b>Total</b>	<b>186,066</b>	<b>216,415</b>	<b>218,320</b>	<b>218,320</b>	
<b>Dog Control Officer</b>					
Personal Services	29,293	32,566	32,566	32,566	
Expenses	1,241	2,175	2,175	2,175	
Equipment	0	0	0	0	
<b>Total</b>	<b>30,534</b>	<b>34,741</b>	<b>34,741</b>	<b>34,741</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Safety**

**PROGRAM: Fire Department**

**Dept Code  
2210**

**PROGRAM DESCRIPTION**

The Fire Department operates two stations: Headquarters at 32 Mount Vernon Street and the West Side Station at 45 Lockeland Road. Staffing of 2 fire engines, 1 aerial ladder truck and 1 ambulance requires a minimum of 9 firefighters on each of 4 duty shifts. 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.

**PROGRAM COST**

Fire	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	2,608,450	2,908,022	2,912,638	2,835,638	
Other Expenses	163,198	168,750	176,800	167,450	
Equipment	8,055	32,000	61,600	22,000	
<b>Total</b>	<b>2,779,703</b>	<b>3,108,772</b>	<b>3,151,038</b>	<b>3,025,088</b>	

**STAFFING**

Fire	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Fire Officers	12	13	13	13	
Fire Fighters	33	32	32	31	
<b>Total</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>46</b>	

**BUDGET STATEMENT**

This Budget has been decreased approximately \$84,000 below FY2004 level. A full-time position has been eliminated, along with reductions in overtime and equipment requested.

**FY2005 OBJECTIVES**

1. Implement Advanced Life Support (ALS) level ambulance service.
2. Draft All Hazards Mitigation Plan for the Town to enhance safety in the community and ensure availability of State and Federal funding of grants and disaster reimbursements.
3. Complete review and update of Comprehensive Emergency Management Plan for submittal to FEMA and MEMA.
4. Seek funding for four additional firefighters through Federal grant program.
5. Continue replacement of obsolete communications equipment, including all systems involved with the Washington Street reconstruction.
6. Continue participation in the Metrofire Mutual Aid System, School Threat Assessment and Response System (STARS), and Statewide Anti-Terrorism Unified Response Network (SATURN).
7. Continue planning for the integration of fire and emergency medical services software into the Fire Department's computer system.
8. Continue the hazardous materials decontamination program with area hospitals and regional fire departments.



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Safety**

**PROGRAM: Fire Department**

**Dept Code  
2210**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Increased the Department's complement of certified firefighter-paramedics to 9, through the replacement of retiring firefighters, with the objective of improving the department's ambulance service to the Advanced Life Support (ALS) level.
2. Sought alternate funding sources, through Federal and State grant programs, to acquire capital equipment and provide advanced training opportunities.
3. Improved the training partnership with the Massachusetts Fire Academy to provide training of both recruit and veteran firefighters.
4. Continued planning for the integration of fire and emergency medical services software into the Fire Department's computer system.
5. Continued participation in the Statewide Anti-Terrorism Unified Response Network (SATURN) as a mechanism to receive equipment and training.
6. Established a coordinated hazardous materials decontamination program with area hospitals and regional fire departments.
7. Expanded the role of the fire service in the School Threat Assessment and Response System (STARS) in collaboration with area police and school departments.
8. Sought and received Homeland Security funding for additional portable radios for firefighters and to improve the regional communication network.
9. Sought Federal funding to replace obsolete components of the fire departments radio communications system. (pending award)

**STATISTICS**

**Fire Department  
Statistics**

	<b>CY</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>%Δ</b>
Still Alarms*		1227	1449	1709	1598	1671	+ 5 %
Medical Emergencies		1008	1071	1080	1121	1140	+ 2 %
Box Alarms**		372	372	409	457	451	- 1 %
Mutual Aid		58	52	58	66	58	- 12 %
Inspection Certificates		659	582	567	595	611	+ 3 %
Inspections		688	752	974	1052	1180	+ 12 %

\* (Response by 2 or fewer apparatus)

\*\* (Response by 3 or more apparatus)



**FY2005 PROGRAM BUDGET**

**SUB PROGRAM SUMMARY  
Fire Department**

<b>Fire Department</b>	<b>FY-03 Actual</b>	<b>FY-04 Budget</b>	<b>FY-05 Request</b>	<b>FY-05 Manager</b>	<b>FY-05 Fin Comm</b>
Administration	180,939	162,909	194,917	171,167	
Firefighters	2,389,050	2,691,807	2,706,113	2,623,313	
Prevention	73,522	84,533	83,721	83,421	
Communications	49,102	61,669	63,994	50,994	
Maintenance	54,421	54,833	56,534	56,434	
Ambulance	32,669	53,021	45,759	39,759	
<b>Total</b>	<b>2,779,703</b>	<b>3,108,772</b>	<b>3,151,038</b>	<b>3,025,088</b>	

<b>Program</b>	<b>FY-03 Actual</b>	<b>FY-04 Budget</b>	<b>FY-05 Request</b>	<b>FY-05 Manager</b>	<b>FY-05 Fin Comm</b>
<b>Administration</b>					
Personal Services	176,308	155,199	163,457	163,457	
Expenses	3,987	6,710	6,960	6,710	
Equipment	644	1,000	24,500	1,000	
<b>Total</b>	<b>180,939</b>	<b>162,909</b>	<b>194,917</b>	<b>171,167</b>	
<b>Firefighters</b>					
Personal Services	2,323,850	2,624,807	2,635,313	2,558,313	
Expenses	57,789	57,000	60,800	55,000	
Equipment	7,411	10,000	10,000	10,000	
<b>Total</b>	<b>2,389,050</b>	<b>2,691,807</b>	<b>2,706,113</b>	<b>2,623,313</b>	
<b>Prevention</b>					
Personal Services	70,157	80,333	79,121	79,121	
Expenses	3,365	4,200	4,500	4,300	
Equipment	0	0	100	0	
<b>Total</b>	<b>73,522</b>	<b>84,533</b>	<b>83,721</b>	<b>83,421</b>	
<b>Communications</b>					
Personal Services	27,107	17,919	21,744	21,744	
Expenses	21,995	28,750	27,250	24,250	
Equipment	0	15,000	15,000	5,000	
<b>Total</b>	<b>49,102</b>	<b>61,669</b>	<b>63,994</b>	<b>50,994</b>	

<b>Program</b>	<b>FY-03 Actual</b>	<b>FY-04 Budget</b>	<b>FY-05 Request</b>	<b>FY-05 Manager</b>	<b>FY-05 Fin Comm</b>
<b>Maintenance</b>					
Personal Services	9,161	10,243	10,744	10,744	
Expenses	45,260	38,590	39,790	39,690	
Equipment	0	6,000	6,000	6,000	
<b>Total</b>	<b>54,421</b>	<b>54,833</b>	<b>56,534</b>	<b>56,434</b>	
<b>Ambulance</b>					
Personal Services	1,867	19,521	2,259	2,259	
Expenses	30,802	33,500	37,500	37,500	
Equipment	0	0	6,000	0	
<b>Total</b>	<b>32,669</b>	<b>53,021</b>	<b>45,759</b>	<b>39,759</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Safety**

**PROGRAM: Sealer Weights & Measures**

**Dept Code  
2420**

**PROGRAM DESCRIPTION**

This office is responsible under Massachusetts General Law to certify the accuracy of all commercial scales, pumps, and other measuring devices in the Town.

**BUDGET STATEMENT**

This budget shows an increase in other expenses to cover the costs associated with repairs that will be done on the vehicle tank prover.

**FY2005 OBJECTIVES**

1. Raise current fees for service to be made more consistent with other towns.
2. Finish repairs on vehicle tank prover.
3. Relocate existing Town standards from Town Hall to Palmer St. location.
4. Interface with State Inspectors to check scanner accuracy, as required by State Law.
5. Increase routine inspections.
6. Continue association with State, MWMA and EMWMA.

**PROGRAM COST**

Sealer Weights & Measures	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	5,676	5,676	5,676	5,676	
Other Expenses	1,282	1,350	3,450	3,450	
Equipment	0	0	0	0	
<b>Total</b>	<b>6,958</b>	<b>7,026</b>	<b>9,126</b>	<b>9,126</b>	

**STAFFING**

Sealer Weights & Measures	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
<b>Total</b>					



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
**Public Safety**

**PROGRAM: Sealer Weights & Measures**

**Dept Code**  
**2420**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Maintained State accreditation.
2. Updated and maintained equipment inventory.
3. Updated report forms used on all inspections and reprinted.
4. Sought contractor for the repair of the vehicle tank prover.

**STATISTICS**

	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>
Sealed Devices	143	155	167
Consumer Savings	\$5,500	\$6,875	\$6,834
Savings for Oil/Gas Merchants	\$2,200	\$1,748	\$1,865



# PUBLIC WORKS

*Administration*

*Maintenance*

*Buildings*

*Garage*

*Transfer Station*

*Cemetery*

*Snow & Ice*





**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Works**

**PROGRAM: Public Works**

**Dept Code  
4110**

**PROGRAM DESCRIPTION**

The Public Works Department is responsible for the maintenance and reports of all the Town's infrastructure including buildings, streets, parks, water and sewer and for refuse disposal and fleet maintenance services. The sub-programs included in this budget are: Administration, Maintenance, Buildings, Garage, Transfer Station, and Cemetery. The Water and Sewer is budgeted separately as a self-supporting enterprise.

**BUDGET STATEMENT**

FY2005 Budget has been reduced from FY2004 by four full-time positions.

**FY2005 OBJECTIVES**

(See SUB-PROGRAMS for details)

**PROGRAM COST**

DPW	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	3,178,388	3,307,568	3,262,730	3,130,730	
Other Expenses	1,271,785	1,183,890	1,227,890	1,198,390	
Equipment	2,540	10,400	22,400	19,900	
<b>Total</b>	<b>4,452,713</b>	<b>4,501,858</b>	<b>4,513,020</b>	<b>4,349,020</b>	

**STAFFING**

DPW	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	4	4	4	4	
Clerical	2.4	2.4	2.4	2.4	
Public Works	31	32	32	28	
Professional/Technical	7	7	7	7	
Custodians - School	25	24	24	24	
Custodians - Public Works	2	2	2	2	
<b>Total</b>	<b>71.4</b>	<b>71.4</b>	<b>71.4</b>	<b>67.4</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
**Public Works**

**PROGRAM: Public Works**

**Dept Code**  
**4110**

**PRIOR YEAR'S ACCOMPLISHMENTS**

**STATISTICS**



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Works**

**SUB-PROGRAM: Administration**

**Dept Code  
4111**

**PROGRAM DESCRIPTION**

This section of the Public Works budget provides support for all D.P.W. divisions including the preparation of payroll and bill schedules, and preparation of specifications for contract administration.

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

1. Continue to improve office accounts payable procedures.
2. Streamline energy consumption and billing process through monthly review.
3. Implement the privatization of cemetery maintenance.
4. Evaluate the benefits of privatizing other services.

**PROGRAM COST**

DPW Administration	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	153,776	175,676	170,200	170,200	
Other Expenses	19,953	19,100	20,600	20,100	
Equipment	0	0	0	0	
<b>Total</b>	<b>173,729</b>	<b>194,776</b>	<b>190,800</b>	<b>190,300</b>	

**STAFFING**

DPW Administration	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	2	2	2	2	
Clerical	2	2	2	2	
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
**Public Works**

**SUB-PROGRAM: Administration**

**Dept Code**  
**4111**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Implemented computerized work order system.
2. Restructured layout of staff offices to improve flow of office procedures and communications.
3. Successfully implemented conversion of water billing system from ACCESS to MUNIS for more efficient water bill cycling.
4. Implemented credit/debit card system for payments at Transfer Station.

**STATISTICS**



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Works**

**SUB-PROGRAM: Maintenance**

**Dept Code  
4121**

**PROGRAM DESCRIPTION**

This is the largest (non-Water & Sewer) component of the D.P.W. and annually maintains 84 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, stone 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, sports line painting, 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 although school personnel are responsible for exterior maintenance adjacent to buildings.

**PROGRAM COST**

DPW Maintenance	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	910,202	948,939	938,154	806,154	
Other Expenses	263,911	260,350	262,850	256,850	
Equipment	2,540	3,400	3,400	3,400	
<b>Total</b>	<b>1,176,653</b>	<b>1,212,689</b>	<b>1,204,404</b>	<b>1,066,404</b>	

**STAFFING**

DPW Maintenance	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	1	1	1	
Professional/Technical	1	1	1	1	
Public Works	19	19	19	15	
<b>Total</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>17</b>	

**BUDGET STATEMENT**

FY2005 Budget reflects the reduction of four positions.

**FY2005 OBJECTIVES**

1. Continue to implement five-year street paving program (in second year).
2. Continue to implement five-year sidewalk repair program to include addressing ADA issues (in second year).
3. Continue flood-related projects.
4. Continue street tree projects.
5. Continue to implement five-year field renovation program (in second year).
6. Continue to expand the Adopt An Island program by adding two more islands to the program.
7. Continue the ongoing effort to improve maintenance of open space and recreational areas, including the continued renovation of Bellino Park.



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Works**

**SUB-PROGRAM: Maintenance**

**Dept Code  
4121**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Resurfaced Swanton, Loring and Holton Streets.
2. Micro-surfaced 12 streets.
3. Crack sealed 7 streets.
4. Completed five ADA ramps at Clark Street, Lynch School, Valley Road, Lincoln School and High School.
5. Completed drain repairs at Main Street and Sheridan Circle, Mystic School, Brookside Avenue, Clematis Street to Aberjona River. Completed manhole installation at Westside Field; dam removal at Muraco School; and culvert repair at Cross and Main Streets.
6. Began renovation of Leonard Field with completion scheduled for fall '04. McDonald Field to follow with renovation scheduled for fall '04.
7. Completed two islands through Adopt an Island program.
8. Began renovation and design of Bellino Park on Swanton Street.

**STATISTICS**

	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>
Roadway Resurfacing	5 streets	10 streets	3 streets
Crack Seal/Micro-Surface	3 streets	25 streets	19 streets
Park/Playground Maintenance	51 acres	51 acres	51 acres
Sidewalks Repaired		700 feet	300 feet
ADA Ramps Installed		30 each	20 each



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Works**

**SUB-PROGRAM: Buildings**

**Dept Code  
4131**

**PROGRAM DESCRIPTION**

This division is responsible for the maintenance and repair of all School and Town buildings and for custodial services at all Schools and most municipal buildings.

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2004 OBJECTIVES**

1. Introduce and adopt a computerized maintenance management system with work orders and inventory control.
2. Continue the training of the school and public building custodians in proper maintenance and cleaning techniques.
3. Implement a monitoring system for the status of capital projects with the goal of accelerating the completion of projects.
4. Implement energy conservation program at High School utilizing new NSTAR rebate programs.
5. Initiate a plan for more efficient implementation of school projects to be completed during the summer break.
6. Develop plan to implement recommendations of the building envelope study.

**PROGRAM COST**

DPW Buildings	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	1,327,352	1,351,497	1,328,082	1,328,082	
Other Expenses	514,987	504,600	508,600	508,600	
Equipment	0	0	0	0	
<b>Total</b>	<b>1,842,339</b>	<b>1,856,097</b>	<b>1,836,682</b>	<b>1,836,682</b>	

**STAFFING**

DPW Buildings	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	1	1	1	
Public Works	2	2	2	2	
Professional/Technical	3	3	3	3	
Custodians - School	25	24	24	24	
Custodians - Public Works	2	2	2	2	
<b>Total</b>	<b>33</b>	<b>32</b>	<b>32</b>	<b>32</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
**Public Works**

**SUB-PROGRAM: Buildings**

**Dept Code**  
**4131**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Initiated the building envelope study and capital improvement forecast studies.
2. Implemented an energy conservation program including utilization of NSTAR's various rebate programs to upgrade lighting systems at Lynch, Muraco, Mystic and Parkhurst schools.
3. Implemented the installation of Lynch School and Public Safety Building boilers.
4. Renovated swing space at Parkhurst School (new rugs, asbestos removal, boiler reconditioning) for Ambrose students entering in the fall.
5. Implemented installation of handicap access doors and inside ramps at Lynch School.

**STATISTICS**

Maintenance of 1,021,953 Sq.ft of Public Buildings.



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Works**

**SUB-PROGRAM: Garage**

**Dept Code  
4141**

**PROGRAM DESCRIPTION**

The Garage maintains the 95 vehicles and/or equipment in the D.P.W fleet, police cruisers, and Town vehicles for other departments. In addition, it is responsible for the mechanical equipment at the Transfer Station.

**BUDGET STATEMENT**

A reduction of \$11,000 in expenses has been made.

**FY2005 OBJECTIVES**

1. Continue to increase employee training.
2. Continue to upgrade fleet.
3. Enhance record keeping.

**PROGRAM COST**

Garage	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	171,375	173,700	173,247	173,247	
Other Expenses	115,081	136,850	138,850	127,850	
Equipment	0	0	0	0	
<b>Total</b>	<b>286,456</b>	<b>310,550</b>	<b>312,097</b>	<b>301,097</b>	

**STAFFING**

Garage	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Public Works	3	3	3	3	
Professional/Technical	1	1	1	1	
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Works**

**SUB-PROGRAM: Garage**

**Dept Code  
4141**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Implemented the computerization of operations in relation to equipment and vehicle repairs and maintenance.
2. Purchased two pickup trucks, catch basin cleaner, front-end loader, tractor, forklift and sewer rod machine.

**STATISTICS**

	<b>Vehicles</b>	<b>Construction Equipment</b>
D.P.W.	12	66
Water/Sewer	8	14
Police	12	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Works**

**SUB-PROGRAM: Transfer Station**

**Dept Code  
4151**

**PROGRAM DESCRIPTION**

The primary purpose of this program is to regulate and maintain the Town's solid waste operations of the Transfer Station, scale house and recycling program. The Transfer Station, located off Swanton Street, receives refuse from commercial haulers, residents, and landscapers. There are three components to the operation: refuse collection & hauling, recycling center, and leaf composting. Winchester has a contract with the NESWC facility in No. Andover for processing 12,375 tons of refuse annually (the annual payment to NESWC is handled in a separate account). The recycling center handles newspaper, glass, metal, & clothing. The composting facility receives leaves which are composted, and the resulting product is used in various public works projects.

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

1. Continue to improve safety of facility and improve traffic flow.
2. Evaluate status of transfer site and what improvements are necessary.
3. Implement contractual operation of compost operation.
4. Improve drop-off area of white goods and metals.
5. Promote increase of recycling through media and handouts.
6. Continue to reduce volume of solid waste through strict adherence to new regulations.
7. Initiate rehabilitation of transfer trailers.
8. Continue to work with the Solid Waste Committee to determine the cost benefits of maintaining the transfer station or going to curbside collection.

**PROGRAM COST**

Transfer Station	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	216,550	301,538	297,225	297,225	
Other Expenses	90,150	96,930	130,930	118,930	
Equipment	0	0	0	0	
<b>Total</b>	<b>306,700</b>	<b>398,468</b>	<b>428,155</b>	<b>416,155</b>	

**STAFFING**

Transfer Station	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Professional/Technical	1	1	1	1	
Public Works	4	5	5	5	
<b>Total</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Works**

**SUB-PROGRAM: Transfer Station**

**Dept Code  
4151**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Improved safety of facility and traffic flow by adding signage, painting lines, and installing speed bumps and barriers.
2. Implemented new rules and regulations adopted by the Selectmen.
3. Initiated study through Weston & Sampson on the future use of the Transfer Station.
4. Completed implementation of credit/debit card payment system.

**STATISTICS**

	<b>FY00</b>	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>
Recycle tonnage	2,027	2,173	2,996	2,288
Compost tonnage	1,740	1,856	3,334	2,560
Waste oil (gallons)	1,500	1,900	1,400	1,200
Solid Waste tonnage (NESWC)	13,273	13,623	12,963	12,511
Recycling Rate	22.1%	22.8%	32.8%	27%



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Works**

**SUB-PROGRAM: Cemetery**

**Dept Code  
4161**

**PROGRAM DESCRIPTION**

The purpose of this program is to preserve and maintain the aesthetics of Wildwood Cemetery and provide burial services. Wildwood Cemetery, located off Palmer Street, is operated by the D.P.W. It contains approximately 30 acres and has room for expansion. The layout and development of the facility is coordinated through the Engineering Department. There is a 5-member Cemetery Advisory Committee that advises the Board of Selectmen on policy matters relating to the operation and development of the facility.

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

1. Complete cemetery building renovations.
2. Implement privatization of cemetery maintenance.
3. Continue with Master Plan improvements.
4. Prune or remove trees to improve safety and aesthetics.
5. Continue to clean and straighten older headstones.

**PROGRAM COST**

Cemetery	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	259,613	257,962	257,566	257,566	
Other Expenses	53,879	49,500	49,500	49,500	
Equipment	0	2,500	2,500	0	
<b>Total</b>	<b>313,492</b>	<b>309,962</b>	<b>309,566</b>	<b>307,066</b>	

**STAFFING**

Cemetery	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Public Works	3	3	3	3	
Clerical	0.4	0.4	0.4	0.4	
Professional/Technical	1	1	1	1	
<b>Total</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Public Works

**SUB-PROGRAM: Cemetery**

**Dept Code**  
4161

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Completed Dell Project and established rates for purchasing niches.
2. Secured a contractor to draft plans and evaluate cemetery buildings.
3. Opened new grave areas in both Memorial Park and Saraco Way areas.
4. Revised and expanded current rules and regulations.
5. Continued pruning and removal of trees with assistance of the D.P.W.

**STATISTICS**

	<b>FY00</b>	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>
Interments	143	145	157	139
Sites Purchased	94	108	69	55



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Public Works**

**SUB-PROGRAM: Snow & Ice**

**Dept Code  
4171**

**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.

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**FY2005 OBJECTIVES**

1. Continue to maintain improved response time during icing conditions.
2. Continue evaluation of routes and resources to appropriately service all routes.
3. Continue to maintain safe roadways for general public and safety vehicles.

**PROGRAM COST**

Snow & Ice	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	139,520	98,256	98,256	98,256	
Other Expenses	213,824	116,560	116,560	116,560	
Equipment	0	4,500	16,500	16,500	
<b>Total</b>	<b>353,344</b>	<b>219,316</b>	<b>231,316</b>	<b>231,316</b>	

**STAFFING**

Snow & Ice	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
<b>Total</b>					



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Public Works

**SUB-PROGRAM: Snow & Ice**

**Dept Code**  
4171

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Expanded list of outside contractors to aid in plowing and snow removal operations.
2. Restructured routes to improve efficiency of operations.

**STATISTICS**

	<b>FY00</b>	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>
Plowable Storms	14	11	6	11
Snowfall	27"	70"	30"	71"
Road Salt	1,819 tons	3,315 tons	2,351 tons	2351 tons
Road Sand	1,210 tons	1,800 tons	1,350 tons	1350 tons
Sand & Salt incidents		28	16	19



# EDUCATION



*Central Office/System Services*

*Senior High School*

*McCall Middle School*

*Ambrose Elementary*

*Lincoln Elementary*

*Lynch Elementary*

*Muraco Elementary*

*Vinson Owen Elementary*

*Special Education*

*Pupil Services*

*Technology*

*Athletics*

*Vocational Education*



## School Department

To: Brian Sullivan  
Town Manager

The School Department hereby submits a budget request of \$26,912,682, an increase of \$1.902 million over the FY04 budget. The purpose of this budget is to “maintain the current level of service plus restore supplies and equipment previously cut and fund \$100K for technology equity.” The requested increase would allow the School Department to maintain its current level of service in all areas. The budget includes funds necessary to support Health Education at the middle school which was reduced this year, add four teachers to the high school to match growth in enrollment and add one teacher each at Lincoln and Muraco to match growth in enrollment.

It is my understanding that should an override fail, the schools would receive an increase of approximately \$300,000 for the FY05 budget. This would mean a reduction of approximately \$1.6 million from the original \$1.91 million request. To make up the difference, the School Department, with the advice and consent of the School Committee, will do the following:

- Eliminate 21.85 FTE’s (fulltime equivalent employees) or positions shared by more than one employee (this includes elementary, middle and high school teaching positions).
- Increase class size in core and elective areas in both the middle and high schools in some cases to 30 at McCall and the upper 30’s at WHS.
- Reduction of program at all levels leaving more students assigned to study hall at the middle and high schools.
- Continued lack of supplies and equipment system wide.
- Continued lack of professional development for teachers.
- Reduction of curriculum development necessary to keep the curriculum aligned with the State frameworks.
- Elimination of Elementary Instrumental Music and Librarians.
- Reduction by one-half Elementary Physical Education Program.

Respectfully submitted,  
James Marini  
Superintendent of Schools



**FY2005 PROGRAM BUDGET**

**School Department**

**PROGRAM COST**

	<b>FY-03 Actual</b>	<b>FY-04 Budget</b>	<b>FY-05 Request</b>	<b>FY-05 Manager</b>	<b>FY-05 Fin Comm</b>
Personal Services	20,864,370	21,382,363	22,767,657		
Other Expenses	3,332,473	3,587,098	3,974,097		
Equipment	75,711	41,721	170,930		
<b>TOTAL</b>	<b>24,272,554</b>	<b>25,011,182</b>	<b>26,912,684</b>	<b>25,334,529</b>	

**STAFFING**

	<b>FY-03 Actual</b>	<b>FY-04 Budget</b>	<b>FY-05 Request</b>
Technical	4.80	6.00	6.00
Managerial	5.00	5.00	5.00
Clerical	25.42	25.26	25.30
Director/Coordinator	6.70	6.33	6.33
Principal/Assistant Principal	10.00	10.00	10.00
Teacher	214.36	217.04	224.52
Teacher Specialists	40.67	39.43	39.35
Librarian	7.20	6.00	6.20
Nurse	7.00	7.00	7.00
Teaching Assistant	37.72	35.74	35.74
Guidance Counselors	7.70	8.10	8.50
Coaches	59.00	59.00	59.00
Faculty Manager	1.00	1.00	1.00
Trainer	1.00	1.00	1.00
Athletic Director	1.00	1.00	1.00
Special Needs Instructors	17.00	16.00	17.00
<b>TOTAL</b>	<b>449.71</b>	<b>445.57</b>	<b>452.94</b>



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Education**

**SUB-PROGRAM: Central Office**

**Dept Code  
3111**

**PROGRAM DESCRIPTION**

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

**BUDGET STATEMENT**

**FY2005 OBJECTIVES**

1. Foster open lines of communication with faculty, staff and the Winchester community.
2. Maintain the current quality of educational programs for the students of Winchester.
3. Implement the five-year Strategic Plan.
4. Continue positive working relationships with all of our bargaining units via successful contract negotiations.

**PROGRAM COST**

Central Office	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	1,492,760	1,573,429	1,585,890		
Other Expenses	419,027	429,009	504,394		
Equipment	0	0	0		
<b>Total</b>	<b>1,911,787</b>	<b>2,002,438</b>	<b>2,090,284</b>		

**STAFFING**

Central Office	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	3	3	3		
Clerical	6	6	6		
Directors/Coordinators	4.3	4	4		
<b>Total</b>	<b>13.3</b>	<b>13</b>	<b>13</b>		



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Education**

**SUB-PROGRAM: Central Office**

**Dept Code  
3111**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Have all bargaining units under collective bargaining agreements by the end of FY2003.
2. Was ranked number one in Massachusetts as measured by proficiency level of the MCAS.
3. Successfully transitioned Ambrose into swing space at Parkhurst.
4. Successfully oriented a new Superintendent into the district.

**STATISTICS**

<b>Enrollment K-12</b>	<b>FY04</b>	<b>FY05</b>
<b>Sped and Pre-K</b>	72	72
<b>K</b>	274	274
<b>1</b>	298	314
<b>2</b>	286	298
<b>3</b>	299	286
<b>4</b>	266	299
<b>5</b>	281	266
<b>6</b>	282	281
<b>7</b>	278	282
<b>8</b>	308	278
<b>9</b>	272	303
<b>10</b>	233	268
<b>11</b>	213	226
<b>12</b>	222	207
<b>Total</b>	<b>3584</b>	<b>3654</b>



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Education

**SUB-PROGRAM: High School**

**Dept Code**  
3112

**PROGRAM DESCRIPTION**

Winchester High School is a comprehensive high school serving an anticipated 949 students in Grades 9-12. Exploratory areas of instruction include: Auto Shop, Wood Shop, Technology, Art, Music, Physical and Health Education and Family and Consumer Sciences.

**PROGRAM COST**

High School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	4,159,361	4,179,261	4,592,094		
Other Expenses	237,313	301,362	316,781		
Equipment	38,932	11,720	36,205		
<b>Total</b>	<b>4,435,606</b>	<b>4,492,343</b>	<b>4,945,080</b>		

**STAFFING**

High School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Principal / Assistant	3	3	3		
Teachers	60	60.1	64.15		
Librarian	1	1	1		
Aides	2	2	2		
Clerical	7	7	7		
<b>Total</b>	<b>73</b>	<b>73.1</b>	<b>77.15</b>		

**BUDGET STATEMENT**

**FY2005 OBJECTIVES**

1. Maintain current class sizes in all subject areas.
2. Maintain a comprehensive high school program.
3. Continue to update textbooks and curriculum materials so that all courses reflect the Massachusetts curriculum frameworks.
4. Add technology to the high school so that teachers have easy access to computers for administration and teaching purposes.
5. Implement recommendations made by the NEASC accreditation team.



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Education

**SUB-PROGRAM: High School**

**Dept Code**  
3112

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Developed a school mission statement and student academic expectations.
2. Completed much of the NEASC Self-Study.
3. Continued to update textbooks and curriculum materials.
4. Continued to upgrade the technology at the high school.

**STATISTICS**

**Projected Enrollments**

<b>Grades</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>FY05 Estimated</b>	303	268	226	207
<b>FY04 Actual</b>	272	233	213	222

**SAT Scores**

	<b>Verbal</b>	<b>Math</b>	<b>Total</b>
<b>1999</b>	561	577	1138
<b>2000</b>	552	585	1137
<b>2001</b>	557	576	1133
<b>2002</b>	569	585	1154
<b>2003</b>	574	589	1163

**Class Size Core Subject Area FY04**

English	20
Math	21
Social Studies	22
Science	22
Foreign Language	20



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Education

**SUB-PROGRAM: McCall School**

**Dept Code**  
3113

**PROGRAM DESCRIPTION**

McCall Middle School is a comprehensive middle school serving an anticipated 878 students in Grades 6-8. Exploratory areas of instruction include: Art, Music, Physical and Health Education, Family and Consumer Sciences, Computer Education and Industrial Engineering.

**BUDGET STATEMENT**

**FY2005 OBJECTIVES**

1. Maintain strong core and exploratory programs.
2. Maintain reasonable class size.
3. Maintain current staffing levels.
4. Increase the amount of purposeful writing across the content areas.

**PROGRAM COST**

McCall School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	3,376,124	3,388,730	3,623,875		
Other Expenses	155,123	101,000	133,376		
Equipment	6,116	0	5,600		
<b>Total</b>	<b>3,537,363</b>	<b>3,489,730</b>	<b>3,762,851</b>		

**STAFFING**

McCall School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Principal / Assistant	2	2	2		
Teachers	52.69	52.07	52.67		
Librarian	1	1	1		
Clerical	2	2	2		
<b>Total</b>	<b>57.69</b>	<b>57.07</b>	<b>57.67</b>		



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Education

**SUB-PROGRAM: McCall School**

**Dept Code**  
3113

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Achieved strong MCAS scores – Winchester #1 in the State.
2. Implemented parent-teacher conferences in Grades 7 and 8.
3. Strengthened the McCall Middle School Extracurricular Activities Program.
4. Submitted NEASC 5-Year Report and Special Progress Report-accreditation continued by NEASC.

**STATISTICS**

**FY04 Enrollment**

Actual

Grade	Students	Teachers	Ratio
6	282	12	23.50
7	278	12	23.17
8	308	14.4	21.39
<b>Total</b>	<b>868</b>	<b>38.4</b>	<b>22.60</b>

**FY05 Enrollment**

Projected

Grade	Students	Teachers	Ratio
6	281	12	23.42
7	282	12.4	22.74
8	278	14	19.86
<b>Total</b>	<b>841</b>	<b>38.4</b>	<b>21.90</b>

**Average Class Size per District Guidelines**

Grade 6	22.50
Grade 7	20.00
Grade 8	20.00



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Education**

**SUB-PROGRAM: Ambrose School**

**Dept Code  
3114**

**PROGRAM DESCRIPTION**

Ambrose Elementary School serves an anticipated 308 students in Grades K-5. Ambrose will be located in swing space at Parkhurst during construction of a new Ambrose slated to open September 2005.

**BUDGET STATEMENT**

**FY2005 OBJECTIVES**

1. Continue with the 3 year School Improvement Plan for Technology with the emphasis on Professional Development.
2. Prepare for moving back into the New Ambrose School.
3. Support and implement school system redistricting plan.
4. School Goal: "Celebrate, Accept and Recognize Diversity"

**PROGRAM COST**

Ambrose School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	1,277,928	1,242,228	1,262,696		
Other Expenses	38,859	53,140	66,303		
Equipment	330	3,331	2,600		
<b>Total</b>	<b>1,317,117</b>	<b>1,298,699</b>	<b>1,331,599</b>		

**STAFFING**

Ambrose School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Principal / Assistant	1	1	1		
Specialist Teachers	5.33	4.6	4.6		
Teachers	16.34	15.56	15.56		
Librarian	1	0.8	0.8		
Aides	2	1	1.72		
Clerical	1	1	1		
<b>Total</b>	<b>26.67</b>	<b>23.96</b>	<b>24.68</b>		



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Education

**SUB-PROGRAM: Ambrose School**

**Dept Code**  
3114

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Successful move into Swing Space.
2. Number one ranking in Massachusetts for the 4th grade MCAS in English Language Arts and Mathematics.
3. Computers in every classroom and a computer lab with 10 computers. This will allow us to begin training all teachers to use PC's.

**FY04 Enrollment**

Actual

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K-2</b>	130	7	18.57
<b>Grade 3-5</b>	170	9	18.89
<b>Total</b>	300	16	18.75

**FY05 Enrollment**

Projected

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K-2</b>	143	8	17.88
<b>Grade 3-5</b>	152	8	19.00
<b>Total</b>	295	16	18.44

**Average Class Size per District Guidelines**

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



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Education**

**SUB-PROGRAM: Lincoln School**

**Dept Code  
3115**

**PROGRAM DESCRIPTION**

Lincoln Elementary School serves an anticipated 443 students in Grades K-5. Lincoln recently completed a major renovation and reopened September 2002.

**BUDGET STATEMENT**

**FY2005 OBJECTIVES**

1. Accommodate increasing enrollment, high class size and demand for classroom space.
2. Participate in redistricting planning and process.
3. Continue expansion of Guided Reading, Open Circle and Curriculum Blocking.
4. Expand community service initiatives.

**PROGRAM COST**

Lincoln School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	1,688,300	1,687,805	1,855,241		
Other Expenses	71,334	91,891	100,425		
Equipment	0	1,500	3,000		
<b>Total</b>	<b>1,759,634</b>	<b>1,781,196</b>	<b>1,958,666</b>		

**STAFFING**

Lincoln School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Principal / Assistant	1	1	1		
Specialist Teachers	5.16	4.98	4.98		
Teachers	19.34	19.34	21.12		
Librarian	1	0.8	1		
Aides	2.72	2.72	2.72		
Clerical	2	1.8	1.8		
<b>Total</b>	<b>31.22</b>	<b>30.64</b>	<b>32.62</b>		



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Education

**SUB-PROGRAM: Lincoln School**

**Dept Code**  
3115

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Successfully integrated the 100 year anniversary into the school community and community at large.
2. Introduced literacy blocks into schedule.
3. Writer/Historian in Residence created appropriate historical fiction pieces at each grade level.
4. Continued strong academic performance.

**STATISTICS**

**FY04 Enrollment**

Actual

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K-2</b>	250	12	20.83
<b>Grade 3-5</b>	208	9	23.11
<b>Total</b>	458	21	21.81

**FY05 Enrollment**

Projected

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K-2</b>	250	12	20.83
<b>Grade 3-5</b>	228	10	22.80
<b>Total</b>	478	22	21.73

**Average Class Size per District Guidelines**

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



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Education**

**SUB-PROGRAM: Lynch School**

**Dept Code  
3116**

**PROGRAM DESCRIPTION**

Lynch Elementary School serves an anticipated 353 students in Grades PreK-5.

**BUDGET STATEMENT**

**FY2005 OBJECTIVES**

1. Maintain class sizes and staffing level at present level in order to meet the needs of our diverse student body.
2. Explore opportunities for additional planning time at same grade level and more consultation time between regular education and special education staff.
3. Continue use of literacy block to support a balanced literacy program.
4. Continue focus on student achievement and improving MCAS performance levels.
5. Continue to address remaining handicap accessibility improvements and facility maintenance concerns.

**PROGRAM COST**

Lynch School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	1,445,776	1,445,391	1,473,788		
Other Expenses	76,590	59,244	80,789		
Equipment	6,593	4,086	5,200		
<b>Total</b>	<b>1,528,959</b>	<b>1,508,721</b>	<b>1,559,777</b>		

**STAFFING**

Lynch School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Principal / Assistant	1	1	1		
Specialist Teachers	4.36	4.06	4.06		
Teachers	16.34	17.34	16.34		
Librarian	1.2	0.8	0.8		
Aides	1	1	1		
Clerical	1	1	1		
<b>Total</b>	<b>24.9</b>	<b>25.2</b>	<b>24.2</b>		



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Education

**SUB-PROGRAM: Lynch School**

**Dept Code**  
3116

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Fully implemented literacy block at all grade levels and scheduled common planning time for teachers at common grade level.
2. Continued expansion of "book nook" (guided reading library) and staff development in the use of guided reading and a balanced literacy program.
3. Expanded the Open Circle Program at all grade levels.
4. Added two integrated preschool classrooms and related support staff.
5. Completed handicap accessibility improvements: automated exterior doors, resurfacing of perimeter sidewalks, addition of interior and exterior ramps and removal of doorway thresholds.

**STATISTICS**

**FY04 Enrollment**

Actual

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K-2</b>	164	9	18.22
<b>Grade 3-5</b>	151	8	18.88
<b>Total</b>	315	17	18.53

**FY05 Enrollment**

Projected

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K-2</b>	175	9	19.44
<b>Grade 3-5</b>	152	8	19.00
<b>Total</b>	327	17	19.24

**Average Class Size per District Guidelines**

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



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Education

**SUB-PROGRAM: Muraco School**

**Dept Code**  
3117

**PROGRAM DESCRIPTION**

Muraco Elementary School serves an anticipated 345 students in Grades PreK-5.

**BUDGET STATEMENT**

**FY2005 OBJECTIVES**

1. Maintain classroom size at district guidelines to support a quality learning experience.
2. Continue to emphasize reading and writing skills in every subject at every grade level.
3. Ensure technological equity for Muraco, as the other elementary schools are renovated/built.
4. Maintain high standards for all of our students.

**PROGRAM COST**

Muraco School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	1,110,838	1,305,955	1,388,884		
Other Expenses	56,945	60,810	66,572		
Equipment	192	999	999		
<b>Total</b>	<b>1,167,975</b>	<b>1,367,764</b>	<b>1,456,455</b>		

**STAFFING**

Muraco School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Principal / Assistant	1	1	1		
Specialist Teachers	4.56	4.16	4.16		
Teachers	13.56	15.34	16.34		
Librarian	1	0.8	0.8		
Aides	1	1	1		
Clerical	1	1	1		
<b>Total</b>	<b>22.12</b>	<b>23.3</b>	<b>24.3</b>		



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Education

**SUB-PROGRAM: Muraco School**

**Dept Code**  
3117

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Continued positive results on the MCAS exam across all grades and subject areas.
2. Built a second playground in two years due to parental support.
3. Teachers completed a playground safety course and have been a resource for the district in training other schools.
4. School community continues to be actively involved in reaching beyond our school community to help other children and adults in need.
5. Addressed bullying by integrating lessons into the curriculum.

**STATISTICS**

**FY04 Enrollment**

Actual

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K-2</b>	150	9	16.67
<b>Grade 3-5</b>	143	7	20.43
<b>Total</b>	293	16	18.31

**FY05 Enrollment**

Projected

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K-2</b>	149	9	16.56
<b>Grade 3-5</b>	150	8	18.75
<b>Total</b>	299	17	17.59

**Average Class Size per District Guidelines**

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



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Education

**SUB-PROGRAM: Vinson-Owen School**

**Dept Code**  
3118

**PROGRAM DESCRIPTION**

Vinson-Owen Elementary School serves an anticipated 330 students in Grades K-5.

**BUDGET STATEMENT**

**FY2005 OBJECTIVES**

1. Maintain class size within the district guidelines.
2. Develop opportunities for teachers to use technology to improve instruction.
3. Continue community service activities and promote "respect" as the core value of the school.
4. Conduct a pilot project using Palm Pilots as a tool for assessing, recording the results, and analyzing student reading.

**PROGRAM COST**

Vinson-Owen School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	1,402,817	1,299,604	1,392,738		
Other Expenses	42,604	61,493	70,034		
Equipment	4,195	7,992	5,233		
<b>Total</b>	<b>1,449,616</b>	<b>1,369,089</b>	<b>1,468,005</b>		

**STAFFING**

Vinson-Owen School	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Principal / Assistant	1	1	1		
Specialist Teachers	2.86	3.73	3.73		
Teachers	16.56	16.56	16.56		
Librarian	1	0.8	0.8		
Aides	1	1	1		
Clerical	1	1	1		
<b>Total</b>	<b>23.42</b>	<b>24.09</b>	<b>24.09</b>		



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Education

**SUB-PROGRAM: Vinson-Owen School**

**Dept Code**  
3118

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Implemented the EPA's "Tools for Schools" program.
2. Received the Patrons Award for "Significant Contributions to Community Services" from the Woburn Council of Social Concern.
3. Maintained adequate yearly progress in year-to-year MCAS scores.

**STATISTICS**

**FY04 Enrollment**

Actual

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K-2</b>	164	9	18.22
<b>Grade 3-5</b>	174	9	19.33
<b>Total</b>	338	18	18.78

**FY05 Enrollment**

Projected

	<b>Students</b>	<b>Teachers</b>	<b>Average</b>
<b>Grade K-2</b>	169	9	18.78
<b>Grade 3-5</b>	169	9	18.78
<b>Total</b>	338	18	18.78

**Average Class Size per District Guidelines**

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



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Education**

**SUB-PROGRAM: Special Education**

**Dept Code  
3119**

**PROGRAM DESCRIPTION**

The Office of Special Education provides Special Education services to students with disabilities from ages 3-22. Such services are determined by each student's Individualized Education Program (IEP).

**BUDGET STATEMENT**

**FY2005 OBJECTIVES**

1. Maintain compliance with IDEA-97 Federal Regulations, Massachusetts Education Regulations in the programs and services delineated in students with disabilities ages 3-22 Individualized Education Program.
2. Respond to January 12-16, 2004 MA DOE Program Quality Assurance Programmatic Review Results for Commendations, Recommendations and Noncompliance Issues for Special Education and Civil Rights under Section 504 of the Rehabilitation Act.
3. Continue to implement the Winchester Program Quality Assurance Programmatic corrective action plan items from the January 12-16, 2004 MA DOE Special Education Audit.
4. Further train staff and parents on MA Special Education Regulations on eligibility standards for special education and Section 504 of the Rehabilitation Act of 1973.
5. Further train general education and special education staff and parents on the definition of making effective progress of the general education curriculum.
6. Further train general education and special education staff and parents on the general education curriculum modifications and accommodations.
7. Further train general education and special education staff and parents on differentiated instruction.
8. Further train general education and special education staff in analysis of the student's performance on MCAS testing as well as successful remediation strategies in MCAS areas of English/Language Arts and Mathematics as defined in the Winchester Public Schools No Child Left Behind Plan and Winchester Public Schools Strategic Plan.

**PROGRAM COST**

Special Education	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	4,349,311	3,749,234	3,943,078		
Other Expenses	2,056,611	2,219,439	2,372,249		
Equipment	1,068	2,000	2,000		
<b>Total</b>	<b>6,406,990</b>	<b>5,970,673</b>	<b>6,317,327</b>		

**STAFFING**

Special Education	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Directors/Coordinators	3.4	3.33	3.34		
Teachers	19.53	19.73	20.47		
Special Needs Instructors	17	16	17		
Specialists	17	16.5	16		
Aides	28	26.3	26.3		
Clerical	3.67	3.71	3.75		
<b>Total</b>	<b>88.6</b>	<b>85.57</b>	<b>86.86</b>		



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Education**

**SUB-PROGRAM: Special Education**

**Dept Code  
3119**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. The Winchester Public Schools Special Education Department has diligently worked on providing quality education for students with disabilities ages 3-22 in order to access the general education curriculum in the least restrictive environment. The Department has worked closely with general educators and parents to insure a collaborative partnership in each student with a disability making effective progress with specially designed instruction known as special education. The staff has maintained compliance with IDEA-97 Federal Regulations, Massachusetts Special Education Regulations in the programs and services delineated in the students with disabilities Individualized Education Programs.
2. Our Special Education Department has continued staff training based on the Massachusetts Special Education Regulations for eligibility for special education. The department has updated its standardized evaluation testing battery with current tests that include the WISC-IV, WIAT-II and CELF-IV. Training has occurred with general education and special education staff on the definition of making effective progress in the general education curriculum for students with disabilities. Further training has taken place for special educators and general educators in the areas of general education curriculum modifications and accommodations as well as differentiated instruction. Additional training has taken place for general education and special education staff in the analysis of student's performance on MCAS testing as well as successful remediation strategies in the MCAS areas of English/Language Arts and Mathematics as detailed in our No Child Left Behind Plan.
3. The Winchester Public Schools Special Education Department has just completed a seven day (January 8-16, 2004) Massachusetts Department of Education (MA DOE) Program Quality Assurance Coordinated Review. The Winchester Special Education Department has started work to respond to the January 8-16, 2004 MA DOE Coordinated Review's commendations, recommendations and compliance issues. Equally important, the Winchester Public Schools Special Education Department has continued to work with the Winchester Public Schools Special Education Parent Advisory Committee in a shared vision and partnership to build and maintain quality general education and special education services for all students and especially students with disabilities.

**STATISTICS**

**Enrollments by Programs**

	In District	Collaborative Out of District	Private Day School	Residential School
Preschool (Age 3-4)	38	0	0	0
Kindergarten (Age 5)	17	0	0	0
Elementary (Age 6-11)	181	2	4	0
Middle School (Age 12-14)	135	3	1	1
High School (Age 15-22)	91	11	9	4
<b>Totals</b>	<b>462</b>	<b>16</b>	<b>14</b>	<b>5</b>

**Total by Age Group**

Preschool (Age 3-4)	38
Kindergarten (Age 5)	17
Elementary (Age 6-11)	187
Middle School (Age 12-14)	140
High School (Age 15-22)	115
<b>Totals</b>	<b>497</b>

**Percent of student body in Special Education**

	FY01	FY02	FY03	FY04
Winchester	13.26%	13.77%	13.20%	12.90%
State	16.26%	15.30%	15.20%	N/A



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Education**

**SUB-PROGRAM: Pupil Services**

**Dept Code  
3119**

**PROGRAM DESCRIPTION**

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

**BUDGET STATEMENT**

**FY2005 OBJECTIVES**

1. Provide full-time nursing services at each school. The nursing services will offer student health screenings, student health care and consultation to students and parents on personal health care issues. The nurses are members of the School Incident Management Team. The nurses will continue to consult with students, staff, and parents on relevant issues tied to normal development, promoting health and safety, intervene with actual and potential health problems and provide case management services.
2. Provide student guidance services for grades 6-12 for appropriate course selection, positive decision-making, adolescent adjustment issues and successful school to career post secondary education transition. The middle school and high school guidance counselors are active members on the School Incident Management Team. The middle and high school guidance counselors will remain focused on working with parents and staff in order to optimize each student's academic, social, emotional, and career choices in order to prepare our students for life long learning and being a healthy and successful citizen in our society.

**PROGRAM COST**

<b>Pupil Services</b>	<b>FY-03 Actual</b>	<b>FY-04 Budget</b>	<b>FY-05 Request</b>	<b>FY-05 Manager</b>	<b>FY-05 Fin Comm</b>
Personal Services	76,078	865,389	985,190		
Other Expenses	3,429	3,913	3,913		
Equipment	0	0	0		
<b>Total</b>	<b>79,507</b>	<b>869,302</b>	<b>989,103</b>		

**STAFFING**

<b>Pupil Services</b>	<b>FY-03 Actual</b>	<b>FY-04 Budget</b>	<b>FY-05 Request</b>	<b>FY-05 Manager</b>	<b>FY-05 Fin Comm</b>
Guidance Counselors	7.7	8.1	8.5		
Teacher Specialist	1.4	2.4	3		
Librarian	0	0	0		
Nurse	7	7	7		
<b>Total</b>	<b>16.1</b>	<b>17.5</b>	<b>18.5</b>		

**FY2005 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP  
Education****SUB-PROGRAM: Pupil Services****Dept Code  
3119****PRIOR YEAR'S ACCOMPLISHMENTS**

1. The Winchester Public Schools School Nursing Services have offered a broad spectrum of nursing services to our students, staff and parents. For school year 2003-2004 it is projected that there will be 30,000 student and 800 staff visits to school nurses system wide. Additionally 33 students receive medications on a daily basis and hundreds more received medications as needed.
2. The student services guidance services for Grades 6-12 have provided each middle school and high school student with guidance on appropriate general education course selection in order to successfully access the general education curriculum. Guidance counselors have assisted students address personal issues in both individual and group counseling sessions. Counselors have remained highly trained to help students make positive college selections and career choices. The guidance counselors have been supported by a clinical counselor who has extensive training in working with students with emotional, social, family and substance abuse issues.

**STATISTICS**



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Education**

**SUB-PROGRAM: Technology**

**Dept Code  
3110**

**PROGRAM DESCRIPTION**

The Office of Educational Technology (OET) supports acquisition and maintenance of hardware, software and networks. Additionally, OET provides training of faculty and staff as well as assisting in integration of technology into the curriculum.

**BUDGET STATEMENT**

**FY2005 OBJECTIVES**

1. Continue to support the administration, faculty and staff with their technology needs, which includes administrative, instructional and integration needs.
2. Implement the Scope and Sequence for each grade level.
3. Continue to update and expand the district's website.

**PROGRAM COST**

Technology	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	169,924	363,939	377,416		
Other Expenses	89,534	87,318	134,858		
Equipment	18,285	10,093	110,093		
<b>Total</b>	<b>277,743</b>	<b>461,350</b>	<b>622,367</b>		

**STAFFING**

Technology	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	1	1		
Clerical	4.8	6	6		
Professional/Technical	0.75	0.75	0.75		
<b>Total</b>	<b>6.55</b>	<b>7.75</b>	<b>7.75</b>		



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Education**

**SUB-PROGRAM: Technology**

**Dept Code  
3110**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Successfully deployed of hardware and infrastructure for the Lincoln Elementary School including rolling out a Windows 2000 environment with teacher and student log-ons.
2. Developed and distributed district course offerings for the spring and summer of 2003.
3. Instructional Technology Specialists continued to work with staff in supporting integration of technology into the curriculum.
4. Continued to successfully submit accurate data of the required DOE reporting of the 52 elements of all students within the district.
5. Created a Windows 2000 environment within some schools setting policies: log on procedures and the numerous details related to a Windows 2000 environment.

**STATISTICS**

**Benchmark Community Data**

	<b>Connectivity % Internet Access</b>	<b>Student to Computer Ratio</b>
<b>Winchester</b>	70	8.5
<b>Andover</b>	100	6.2
<b>Boxborough</b>	100	6.3
<b>Concord</b>	100	5.1
<b>Lexington</b>	98.8	4.7
<b>Weston</b>	100	3.9
<b>Wellesley</b>	100	3.8

**School Averages-Student to Computer**

Ambrose	13.3
Lincoln	5.0
Lynch	12.5
Muraco	9.3
VO	8.9
McCall	5.2
High School	6.8



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Education

**SUB-PROGRAM: Athletics**

**Dept Code**  
3210

**PROGRAM DESCRIPTION**

Responsible for the management of all of the School System's athletic programs.

**BUDGET STATEMENT**

**FY2005 OBJECTIVES**

1. Introduce the ATLAS (Athletes Training and Learning to Avoid Steroids) program to freshman football team.
2. Initiate a student-athlete council, AIA (Athletes In Action).
3. Work with Fields Management Committee to improve athletic fields.

**PROGRAM COST**

Athletics	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	315,153	281,398	286,767		
Other Expenses	0	0	0		
Equipment	0	0	0		
<b>Total</b>	<b>315,153</b>	<b>281,398</b>	<b>286,767</b>		

**STAFFING**

Athletics	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Director	1	1	1		
Trainer	1	1	1		
Faculty Manager	1	1	1		
Coaches	59	59	59		
<b>Total</b>	<b>62</b>	<b>62</b>	<b>62</b>		

**FY2005 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP  
Education****SUB-PROGRAM: Athletics****Dept Code  
3210****PRIOR YEAR'S ACCOMPLISHMENTS**

1. 25 out of 28 varsity teams either qualified for tournament play or had individuals qualify for tournament play.
2. Men's varsity teams finished with a winning percentage of 61%, women's varsity teams finished with a winning percentage of 71%.
3. Two State Championship Teams - Girls Soccer and Boys Tennis.
4. Five Middlesex Championship Teams.
5. 575 Students played at least one sport during the year.

**STATISTICS****Sport and Number of Participants**

Cross Country	31
Soccer	131
Field Hockey	55
Basketball	70
Football	87
Indoor Track	54
Golf	14
Wrestling	26
Gymnastics	12
Ice Hockey	56
Lacrosse	113
Tennis	30
Baseball	41
Softball	32
Boys Swimming	12
Girls Swim and Dive	31
Cheerleading	28
Sailing	13
Track	58
<b>Total Participants</b>	<b>894</b>



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Education**

**SUB-PROGRAM: Vocational Education**

**Dept Code  
3610**

**PROGRAM DESCRIPTION**

This program funds the cost of educating Winchester students at the Northeast Regional Metropolitan Technical Vocational School.

**BUDGET STATEMENT**

**FY2005 OBJECTIVES**

1. To support vocational programming to meet the needs of Winchester students who can be better educated in a vocational technical high school with both academic and vocational curriculum development.

**PROGRAM COST**

Vocational Education	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	0	0	0		
Other Expenses	85,104	118,479	124,403		
Equipment	0	0	0		
<b>Total</b>	<b>85,104</b>	<b>118,479</b>	<b>124,403</b>		

**STAFFING**

Vocational Education	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
<b>Total</b>					



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Education**

**SUB-PROGRAM: Vocational Education**

**Dept Code  
3610**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Provided a vocational technical education opportunity for nine students across six vocational cluster disciplines of study.

**STATISTICS**

**Enrollment**

FY04	6
FY05	6



# UNDISTRIBUTED

*Data Processing*

*NESWC*

*Energy*

*Personnel Benefits*

*Contributory Retirement*

*Non-Contributory Retirement*

*Workers' Compensation*

*Public Safety Medical Coverage*

*Unemployment Compensation*

*Health Insurance*

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

*Debt & Interest*

*Long Term Debt-Principal*

*Long Term Debt-Interest*

*Bond Anticipation Notes*

*Miscellaneous Interest Refunds & Charges*

*Miscellaneous*

*Audit*

*Legal*

*General Insurance*

*Reserve Fund*

*Environmental Remediation Services*



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
Undistributed

**PROGRAM: Data Processing**

**Dept Code**  
1530

**PROGRAM DESCRIPTION**

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

**BUDGET STATEMENT**

This budget is level funded for FY2005.

**PROGRAM COST**

Data Processing	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	107,898	107,366	114,465	112,999	
Other Expenses	186,048	242,999	240,500	235,500	
Equipment	0	0	0	0	
<b>Total</b>	<b>293,946</b>	<b>350,365</b>	<b>354,965</b>	<b>348,499</b>	

**FY2005 OBJECTIVES**

1. Continue the education of the Town employees on the MUNIS financial software.
2. Implement the newly purchased www.winchester.us domain name.
3. Migrate the current Microsoft Exchange 5.5 to Exchange 2000.
4. Maintain the current I-net system and look into the expansion of this system throughout the Town.
5. Continue to streamline the budget process for all departments.
6. Bring online an intranet site for all departments.
7. Enhance Town website including implementing some E-payment services.
8. Implement document imaging software for Town Managers, Town Clerk and Building Department.
9. Develop reporting capabilities of the MUNIS System.

**STAFFING**

Data Processing	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	1	1	1	
Clerical	0	0	0	0	
Professional/Technical	1	1	1	1	
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP**  
**Undistributed**

**PROGRAM: Data Processing**

**Dept Code**  
**1530**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Completed the final phase of the MUNIS implementation.
2. Implemented the Town-wide website.
3. Provided training to Town employees on the de-centralized purchasing system.
4. Printed and designed the FY2004 Budget book.
5. Implemented Utility Billing system.
6. Completed I-net throughout Town and school buildings.



**FY05 PROGRAM BUDGET**

**SUB-PROGRAM SUMMARY**

**PROGRAM GROUP**  
Undistributed

**PROGRAM: NESWC**

**NESWC**

This budget contains funds for the disposal of trash at the NESWC facility in North Andover. It excludes funds for the operation of the Transfer Station. The 20 year contract that the Town has with NESWC for the disposal of trash expires September 2005. The guaranteed amount tonnage (GAT) is 12,375/ tons. Actual tonnage is likely to be at least 900 tons under this amount and can be sold off at approximately \$75 per ton. The appropriation request of \$976,500 is determined as follows:

12,375 tons X \$145/ton =	\$1,794,375
Transfer from NESWC Community Tip Fee Stabilization Fund	- 817,875
	\$ 976,500
Town appropriation	\$ 976,500

In addition, it is recommended that \$261,000 be appropriated as an available fund from the Town's NESWC Stabilization Fund. Accordingly, the Town's net cost, after applying the offsets from the two stabilization accounts, is \$751,500 (976,500-261,000). See the revenue section of this budget for status of the two NESWC stabilization accounts.

PROGRAM	FY03 Actual	FY04 Budget	FY05 Request	FY05 Manager	FY05 Fin Comm
NESWC	1,525,000	1,267,500	976,500	976,500	
<b>TOTAL</b>	<b>1,525,000</b>	<b>1,267,500</b>	<b>976,500</b>	<b>976,500</b>	



**FY05 PROGRAM BUDGET**

**SUB-PROGRAM SUMMARY**

**PROGRAM GROUP**  
Undistributed

**PROGRAM: Energy**

**Energy**

This budget includes all energy costs for Town and School departments including electricity, natural gas, fuel oil, and gasoline. The FY2005 recommended budget totals \$1,942,500 which is an increase of \$92,500, or 5%. The Town is part of a multi-community fuel oil and gasoline purchasing consortium and is teamed with Winchester Hospital for the purchase of electricity from an independent supplier, Trans Canada.

The increase covers anticipated increases in energy costs plus some allowance to fund the local share of energy conservation projects to be undertaken with utility company funding. The Town is currently participating with NSTAR on several energy conservation projects more fully described in the budget transmittal letter.

The Board of Selectmen has established an energy committee that will focus on developing policies and procedures, that will provide maximum Town-wide energy conservation.

<b>PROGRAM</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY05 Request</b>	<b>FY05 Manager</b>	<b>FY05 Fin Comm</b>
<b>Energy</b>	1,764,670	1,850,000	1,942,500	1,942,500	
<b>TOTAL</b>	1,764,670	1,850,000	1,942,500	1,942,500	



**FY05 PROGRAM BUDGET**

**SUB-PROGRAM SUMMARY**

**PROGRAM GROUP  
Undistributed**

**PROGRAM: Personnel Benefits**

**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 retirement program for all Municipal employees and certain Education employees. The annual payment into the system is determined by the Commonwealth. There are currently 321 retirees. The FY2005 budget is increased \$161,462 over FY2004.

**Non-Contributory Retirement**

This account, under jurisdiction of the Board of Retirement, provides funding for the payment of the retirement allowances to former employees or their widows. Qualification for benefits under various sections of the law funded here is based primarily on employment in a governmental unit prior to July 1, 1939, the inception date of the Town's contributory retirement system. There are currently 6 retirees whose pensions are funded from this budget. The requested amount for FY2005 is \$12,400 less than FY2004.

<b>PROGRAM</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY05 Request</b>	<b>FY05 Manager</b>	<b>FY05 Fin Comm</b>
<b>Contributory Retirement</b>					
Personal Services	54,549	59,400	63,855	63,855	
Expenses	1,916,309	2,072,302	2,229,309	2,229,309	
<b>Total</b>	<b>1,970,858</b>	<b>2,131,702</b>	<b>2,293,164</b>	<b>2,293,164</b>	
<b>Non-Contributory Retirement</b>	<b>67,775</b>	<b>74,400</b>	<b>62,000</b>	<b>62,000</b>	
<b>Workers' Compensation</b>					
Personal Services	7,125	7,125	7,125	7,125	
Expenses	298,145	292,875	307,875	307,875	
<b>Total</b>	<b>305,270</b>	<b>300,000</b>	<b>315,000</b>	<b>315,000</b>	
<b>Public Safety Medical Coverage</b>	<b>99,964</b>	<b>57,750</b>	<b>60,640</b>	<b>60,640</b>	
<b>Unemployment Compensation</b>	<b>31,114</b>	<b>45,000</b>	<b>133,800</b>	<b>133,800</b>	
<b>F.I.C.A &amp; Medicare Tax/ Refunds</b>	<b>470,912</b>	<b>507,080</b>	<b>547,645</b>	<b>547,645</b>	
<b>Health Insurance</b>	<b>4,505,257</b>	<b>5,061,065</b>	<b>5,598,170</b>	<b>5,598,170</b>	
<b>TOTAL</b>	<b>7,451,150</b>	<b>8,176,997</b>	<b>9,010,419</b>	<b>9,010,419</b>	

**FY05 PROGRAM BUDGET****SUB-PROGRAM SUMMARY****PROGRAM GROUP**  
**Undistributed****PROGRAM: Personnel Benefits****Workers' Compensation**

The Town self-insures for Workers' Compensation. Funds in this budget support the administration of the program. The same staff is used to administer the Police and Firemen's Indemnification Program and the Veterans' Benefits Program. The program pays for salary costs for job-related time loss injury as well as for medical costs associated with the injury. Payments under this program are made in accordance with appropriate Massachusetts law. Since 1985, the Town has contracted the administrative services component of Workers' Compensation. The Comptroller receives an annual stipend to coordinate this program. The FY2005 budget is increased \$15,000 to a total of \$315,000 in recognition of increased medical costs.

**Public Safety Medical Coverage**

This budget covers the medical expenses of police officers and firefighters injured in the line of duty. The program is similar to Workers' Compensation for other Town employees except that other employees, if incurring job-related injuries, are placed on the Workers' Compensation payroll for a limited period of time at a rate less than their full pay. Police and Firemen, when incurring job-related injuries, stay on the regular department payroll on full pay for an unlimited time period, and only the medical or hospital costs of their injury are charged to this account. The FY2005 budget is increased to a total of \$60,640 in recognition of increased medical costs.

**Unemployment Compensation**

In 1976, unemployment compensation was extended by the Federal government to State and local government workers. On January 1, 1978, governmental 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. The FY2005 budget is increased by \$88,800 to a total of \$133,800 to reflect trends of increasing costs and the likelihood of layoffs in FY2005.

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

Effective July 1, 1991, the Federal government required all government employees, who are not covered by a retirement system, to pay 6.5% of their wages to Social Security. The local government is required to match the amount of the deduction. All employees who do not contribute to the retirement system will be required to pay their share. This includes substitute teachers, coaches not in the system, library aides, seasonal employees, school crossing guards, instructional aides, etc. The Town is required to match the Medicare premium paid by Town employees and also must pay a matching 1.45% Medicare payroll tax imposed on all employees hired after April 1, 1986. Costs for FY2005 are projected to increase by \$40,565 to a total of \$547,645.

**FY05 PROGRAM BUDGET****SUB-PROGRAM SUMMARY****PROGRAM GROUP  
Undistributed****PROGRAM: Personnel Benefits****Health Insurance**

The employee, retiree, and survivor group insurance program, established under provisions of G.L. Ch. 32b and regulations adopted by the Board of Selectmen, is funded under this budget. Administration of the program is vested in the Comptroller. Slightly more than 1,000 individuals, including active and retired employees, are covered by a package plan which provides \$4,000 life insurance and medical level family, individual, and optional Medicare extension coverage plus Harvard Community Health Plan participation. The Health Insurance component of the budget is available to all active Municipal and Education employees, retirees, and surviving spouses. The budget for FY2005 is increased \$537,105 and is based upon an 11% increase in the premiums for the insurance year beginning December 1, 2004. The Town's contribution varies depending upon the specific plan. The Town is exploring other health insurance plans and co-pays and is also negotiating with all unions to increase the minimum employee contribution from 10% to 33%. The Town has adopted Ch. 32, Section 18, which becomes effective July 1, 2004, that will require retirees to participate in the Medicare program. This does not impact coverage but does require that the federal government pick up the first dollars of medical costs prior to Medicare supplement coverage.

<b>PLAN</b>	<b>TOTAL</b>
HMO Blue	684
BX/BS Master Medical	2
Medex III	104
Blue Choice	14
Major Medical	3
Harvard Pilgrim	208
<b>TOTAL</b>	<b>1,015</b>



**FY05 PROGRAM BUDGET**

**SUB-PROGRAM SUMMARY**

**PROGRAM GROUP  
Undistributed**

**PROGRAM: Debt & Interest**

**Debt - Principal**

Principal payments for FY2005 will be \$4,342,089. Of this amount, \$2,827,581 is attributable to Chapter 110 water and sewer debt. The FY2005 request is \$80,549 (2%) higher than FY2004.

**Debt - Interest**

Total interest payments are estimated at \$1,945,190. Of this amount, \$382,163 is the Chapter 110 portion. The FY2005 request is \$255,582 (15%) higher than FY2004.

**Tax Abatement Interest/Service Fees**

The Town is required by Massachusetts General Law to pay interest to taxpayers on any tax abatements they may receive. Also included under this category are bank charges for various banking services. Rather than maintaining certain non-interest bearing accounts to compensate for banking services, it is proposed that the services be paid for directly, and are thus budgeted here. Banking charges account for \$23,000 of the \$24,000 requested.

<b>PROGRAM</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY05 Request</b>	<b>FY05 Manager</b>	<b>FY05 Fin Comm</b>
<b>Debt - Principal</b>	3,973,712	4,262,490	4,342,089	4,342,089	
<b>Debt - Interest</b>	1,913,281	1,843,704	1,945,190	1,945,190	
<b>Total</b>	<b>5,886,993</b>	<b>6,106,194</b>	<b>6,287,279</b>	<b>6,287,279</b>	
<b>Tax Abatement Interest/Service Fees</b>	348	1,000	24,000	24,000	
<b>TOTAL</b>	<b>5,887,341</b>	<b>6,107,194</b>	<b>6,311,279</b>	<b>6,311,279</b>	



**FY05 PROGRAM BUDGET**

**SUB-PROGRAM SUMMARY**

**PROGRAM GROUP**  
Undistributed

**PROGRAM: Miscellaneous**

**Audit**

The Town is required to have an annual independent audit to assure the legislative body (Town Meeting), as well as the Selectmen and the taxpayers, that the books, accounting procedures, and management practices of officials such as the Town Manager, Comptroller, Treasurer/Collector, etc. are proper and effective. An outside audit also serves to keep management itself up-to-date by introducing new ideas and objective analysis of ongoing practices. The FY2005 budget request is increased \$4,459 to a total \$49,084.

**Legal**

The Legal budget provides funds for all legal services for various Town agencies and offices. The Town Counsel advises various commissions, boards, committees, and departments. He prepares or reviews contracts and other legal instruments for the Town, represents the Town in litigation, and generally supervises all legal matters. Some specific areas of involvement this past year include the Cummingsville Sewer lawsuit, Spot Pond Water Agreement, flooding and drainage issues, licensing issues, planning and zoning issues, tax title and abandoned property issues, and school renovation issues. Included in this budget item are legal services not directly handled by Town Counsel, such as fees for special counsel retained for extraordinary legal matters as deemed necessary by the Board of Selectmen. This budget also provides funds for the labor counsel for collective bargaining and various disputes. The budget for FY2005 is increased \$11,500 to a total of \$241,500.

**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 minor policies. Effective in FY1996, coverage included liability on all Town buildings. The FY2005 requested increase of \$18,000 reflects the increase in rates in the municipal insurance market.

<b>PROGRAM</b>	<b>FY03 Actual</b>	<b>FY04 Budget</b>	<b>FY05 Request</b>	<b>FY05 Manager</b>	<b>FY05 Fin Comm</b>
<b>Audit</b>	42,500	44,625	49,084	49,084	
<b>Legal</b>	259,289	230,000	241,500	241,500	
<b>General Insurance</b>	207,470	225,000	243,000	243,000	
<b>Reserve Fund</b>	329,800	300,000	300,000	300,000	
<b>Environmental Remediation Services</b>	95,940	91,400	70,000	70,000	
<b>TOTAL</b>	<b>934,999</b>	<b>891,025</b>	<b>903,584</b>	<b>903,584</b>	



**FY05 PROGRAM BUDGET**

**SUB-PROGRAM SUMMARY**

**PROGRAM GROUP**  
**Undistributed**

**PROGRAM: Miscellaneous**

**Reserve Fund**

The Reserve Fund is, in effect, a contingency fund under 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. The FY2005 request is level-funded at \$300,000.

**Environmental Remediation Services**

This account, is budgeted at \$70,000, which covers the cost of cleaning the soil from oil tanks that had leaked at the McCall School and Public Works yard and other environmental testing and cleaning services. Some of these other issues include addressing indoor air quality issues, making improvements to the Public Works Garage facility and operations, and evaluation of any potential environmental issues at the Transfer Station.



## SECTION V

# NON-APPROPRIATED EXPENSES



**FY2005 PROGRAM BUDGET**

**NON- APPROPRIATED EXPENSES**

**NON-APPROPRIATED EXPENSES**

This category includes mandated expenditures and assessments that are automatically added to the tax rate without appropriation. Overall, non-appropriated expenses are anticipated to decrease \$87,661 (8.4%) for FY2005. The total projected State Assessments for FY2005 is \$470,989, a decrease of \$43,405 over FY2004. The MBTA accounts for \$424,280 of this total. The remaining Non-Appropriated expenses include Cherry Sheet Offsets, Court Judgments and Deficits, and Tax Abatement overlay. These items total \$478,787, which is a decrease of \$43,068 from FY2004.

<b>PROGRAM</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>	<b>Budget Increase</b>	<b>Percentage Increase</b>
<b>State Assessments</b>					
<b>MBTA</b>	487,372	454,328	424,280	(30,048)	-6.60%
<b>Special Education</b>	16,079	9,342	6,113	(3,229)	-34.60%
<b>Parking Surcharge</b>	13,380	13,320	11,200	(2,120)	-15.90%
<b>MAPC</b>	5,281	5,413	5,581	168	3.10%
<b>Air Pollution District</b>	7,292	7,706	7,902	196	2.50%
<b>Retiree Health Insurance</b>	0	0	3,430	3,430	100.00%
<b>Charter School Tuition</b>	0	24,285	12,483	(11,802)	-48.60%
<b>Under/Over Estimates</b>	(546)	0	0	0	
<b>Total State Assessments</b>	<b>528,858</b>	<b>514,394</b>	<b>470,989</b>	<b>(43,405)</b>	<b>-8.44%</b>
<b>Cherry Sheet Offsets</b>	37,635	39,666	42,599	2,933	7.39%
<b>Tax Abatement Overlay</b>	365,148	349,349	336,188	(13,161)	-3.77%
<b>Court Judgments &amp; Deficits</b>	50,097	134,028	100,000	(34,028)	-25.39%
<b>Total Non-Appropriated Expenses</b>	<b>981,738</b>	<b>1,037,437</b>	<b>949,776</b>	<b>(87,661)</b>	<b>-8.45%</b>



## FY2005 PROGRAM BUDGET

## NON- APPROPRIATED EXPENSES

### **MBTA**

The MBTA provides 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 2 ½% annually. Now 175 communities are assessed and total assessments decline over a six-year period. Total assessments cannot increase by more than 2 ½% 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 population and 50% by the total deficit divided by the route miles in a community.

The MBTA is required by law to notify the State Treasurer of the amount of the Net Assessable Cost of Service to be assessed to the municipalities within the district. The assessment for FY2004 is based on the net cost of service in CY2003. The FY2004 total assessment for all communities was \$158.7 million and is estimated to decrease 1% (to \$157.5 million) for FY2005 as part of the MBTA Reform legislation.

For FY2005, the Town's assessment is expected to decrease \$30,048 (6.6%) to \$424,280. The assessment is expected to continue to decline for the next year when it reaches approximately \$400,000 in FY2006.

### **Special Education**

This assessment is a reimbursement to the State for providing special needs education to children enrolled in State hospital schools. The cost that each municipality is charged is the average per pupil cost of education within the school district multiplied by the Full Time Equivalent of resident pupils served by the State. FY2005 charges are for pupils served in the 2003-2004 school year. The Department of Education determines a per pupil cost for each school system based on enrollments and costs in the prior school year. For FY2005, costs are projected to decrease from \$9,342 to \$6,113.

### **Parking Fine Registry 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 Registry 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 amount. The FY2005 surcharge assessment is estimated at \$11,200, a decrease of \$2,120.



## FY2005 PROGRAM BUDGET

## NON- APPROPRIATED EXPENSES

### **Metropolitan Area Planning Council**

The basic purpose of the Council is to coordinate and assist communities in their planning efforts, particularly for those activities or projects that may have a regional impact. The current per capita assessment is expected to increase 3.1% (\$168) for FY2005, resulting in a projected cost of \$5,581.

### **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 EQV's and one-half by the population of each community. Costs for FY2005 are estimated at \$7,902, an increase of \$196.

### **Health Insurance – Retirees**

General Laws Chapter 32A, Section 10B, requires communities to reimburse the State for the costs of providing a health insurance plan for governmental retirees who were pensioned prior to the implementation of Chapter 32B by their local governmental unit. Chapter 32B enabled municipalities to establish a mechanism for group insurance for retirees. Each participating municipality is assessed for the governmental share of health insurance premiums paid on behalf of its retirees by the State. The State pays 90% of the total premium and the retiree's co-payment is 10% of the total premium. A proportionate share of administrative expenses is also assessed to each municipality. There was no assessment in FY2004. An assessment of \$3,430 is estimated for FY2005.

### **Charter School Tuition**

The tuition for any local students attending a charter or other public school is assessed against the Town on the cherry sheet. FY2004 was the first such assessment which totaled \$24,285. The assessment FY2005 is estimated at \$12,483, a reduction of \$11,802.

### **Under and Over Assessments from Prior Year**

The amounts for State Assessments included on the Cherry Sheet are only the State's estimate of the assessments for that particular year. Any amounts actually assessed over or under the estimates are included in the following year's Cherry Sheet. In FY2003 over-estimates totaled \$546 for Special Education. For FY2005 no over or under-estimates are projected.



## FY2005 PROGRAM BUDGET

## NON- APPROPRIATED EXPENSES

### Cherry Sheet Offsets

Included in the estimated amount of aid to be received from the State are grant funds for the Schools and Libraries. These funds are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State aid estimate is also included in the non-appropriated expense section as offsetting debits.

The Town receives two annual such grants – one for school lunch and one for public libraries. The school lunch is actually a partial reimbursement for operating a school lunch program. This is expected to be funded at \$12,764.

The library grant, which was increased from \$27,173, to \$27,681 in FY2004, is expected to be increased to \$29,835 in FY2005. The grant actually includes three grant programs more fully described in the revenue section of this budget under Cherry Sheet Offsets

Given the cutbacks in State aid and the resulting cuts in local services, it is likely that the eligibility requirements for the grant will be waived for many municipalities in FY2005.

### Tax Levy Overlay

State law requires that the Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated. Individual tax abatements are paid out of this fund. The amount of the overlay account, the final value of which is determined by the Assessors and added to the tax rate without appropriation, is usually set at approximately 1% of the tax levy. The proposed overlay for FY2005 is \$336,188, which is a reduction of \$13,161 over FY2004.

### Court Judgments, Deficits, and Other

State law provides that if the Town receives a court judgment requiring the payment of funds, the Treasurer, with the Director of Account's approval, may pay the award from the treasury without appropriation. The amount must then be added to the tax rate for the following year unless a subsequent appropriation is made to cover the deficit prior to setting the next year's tax rate.

From time to time, there are other non-appropriated expenses, which have to be added to the tax rate. Any deficits in revenue, overlay, pensions, or debt and interest accounts, along with tax title amounts, and snow and ice budgets, must be added to the following year's tax rate.

In FY2003, the Town made a final payment of \$50,097 (payments have been made for the last 10 years) in the Charlie George landfill court judgment against Winchester and a number of other cities and towns. In FY2004, a snow deficit of \$134,028 was raised. In FY2005, an allowance of \$100,000 has been included to allow for any snow or other deficits or any judgment.



## SECTION VI

# RECREATION REVOLVING FUND





**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Recreation**

**PROGRAM: Recreation**

**PROGRAM DESCRIPTION**

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

**PROGRAM COST**

Recreation	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	18,500	0	0	0	
Other Expenses	0	0	0	0	
Equipment	0	0	0	0	
<b>Total</b>	<b>18,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**STAFFING**

Recreation	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	1	1	1	
Clerical	3	3	3	3	
Professional/Technical	3	3	3	3	
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	

**BUDGET STATEMENT**

In FY2004 the department became fully self-supporting through user fees and fundraising. No Town appropriation was made and none is requested for FY2005. Information on revolving funds is included on pages 3 and 4.

**FY2005 OBJECTIVES**

1. Successfully administer the Recreation and Community Education Department as a totally self-sufficient department.
2. Continue to improve and maintain our new home at the old Mystic School, 263 Main Street.
3. Establish an Enterprise Fund for the Recreation and Community Education Department.
4. Assist the Youth Center in locating an appropriate facility for a "Teen Center".
5. Expand adult and youth programming by a minimum of one new program per season.
6. Work to increase the amount of private sponsorships of various programs and recreational facilities.
7. Work with surrounding communities to offer regional recreational opportunities.
8. Expand and improve our current web site and increase the amount of on-line registrations.
9. Offer special events and fund-raisers to bring in additional revenues.
10. Secure grants for the Winchester Youth Center for program funding.
11. Establish a Winchester Recreation membership program to generate additional revenues.
12. Work with the Field Management Committee to obtain the funding and plan the renovation of facilities listed in the 5-Year Field Management Capital Plan.
13. Combine our existing two after school programs to a single center based program at the Recreation Department, 263 Main Street.
14. Increase the offerings of the Kid Connection Pre-School to include a Two, Three, Four and Five Day Option.



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Recreation**

**PROGRAM: Recreation**

**PRIOR YEAR'S ACCOMPLISHMENTS**

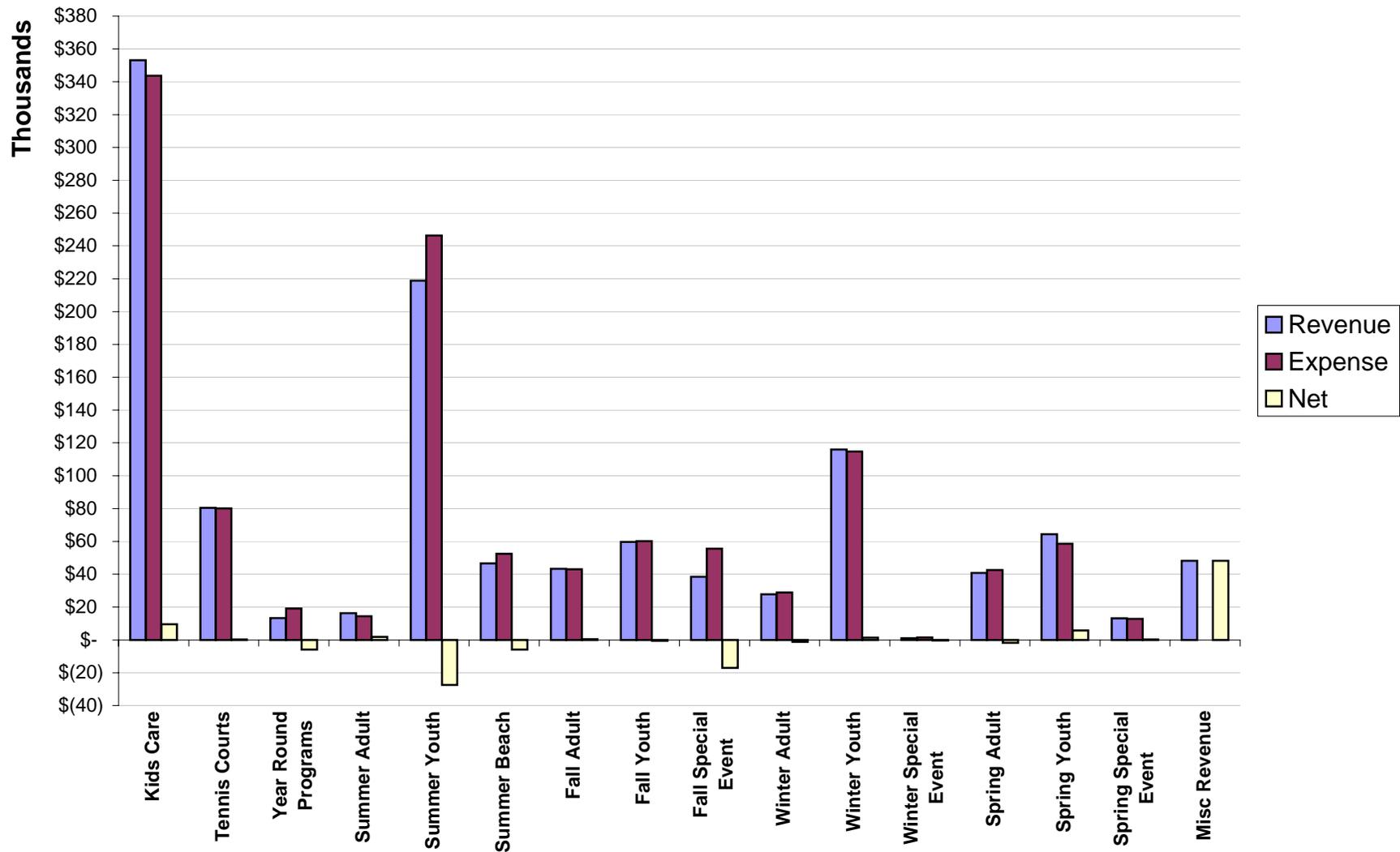
1. Increased the percentage of costs supported through fees to 100%.
2. Successfully renovated and moved to our new home, the old Mystic School, 263 Main Street.
3. Established a variety of new programs to meet additional needs of the community.
4. Continued to improve registration and program information via the departmental web site.
5. Successfully collaborated with the Winchester School Department on a variety of programs and administrative issues.
6. Worked with the Friends of Recreation to organize a successful fundraiser for Borggaard Beach. The Fundraiser generated nearly \$10,000 in revenues.
7. Continued to expand the Recreation and Community Education working relationship with other town and school departments.
8. Organized the 2nd Annual Winchester Recreation and Community Education Department Golf Tournament to help generate additional revenues.
9. Worked with the Town's of Arlington, Burlington, Reading, Lincoln and Woburn to bring regional recreational opportunities.
10. Assisted Town Administration with the implementation of a Park and Playground Capital Improvement Plan.
11. Assisted Public Works, Planning and Engineering to oversee the renovation of Leonard Field.

**STATISTICS**

	<b>2001</b>	<b>2002</b>	<b>2003</b>
Registrations	8,156	7,623	7,167
Courses Taken	11,877	11,189	10,127
Youth and Family Courses Taken	9,427	8,969	6,252
Adult Courses Taken	2,450	2,220	1,793
Programs Offered	920	974	969
Town Allocation of Funds	\$127,000	\$18,500	\$0



### FY 2005 Estimated Revenue/Expenditure





**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Recreation**

**PROGRAM: Recreation**

	FY 03 Actual Program Budget			FY 04 Program Budget			FY 05 Program Budget		
	Revenue	Expense	Net	Revenue	Expense	Net	Revenue	Expense	Net
Kids Care	\$ 332,896.03	\$ 323,963.27	\$ 8,932.76	\$ 342,882.91	\$ 333,682.17	\$ 9,200.74	\$ 353,169.40	\$ 343,692.63	\$ 9,476.77
Tennis Courts	\$ 75,795.00	\$ 75,595.32	\$ 199.68	\$ 78,068.85	\$ 77,863.18	\$ 205.67	\$ 80,410.92	\$ 80,199.07	\$ 211.84
Year Round Pro.	\$ 12,500.16	\$ 18,067.07	\$ (5,566.91)	\$ 12,875.16	\$ 18,609.08	\$ (5,733.92)	\$ 13,261.42	\$ 19,167.35	\$ (5,905.93)
Summer Adult	\$ 15,312.99	\$ 13,560.42	\$ 1,752.57	\$ 15,772.38	\$ 13,967.23	\$ 1,805.15	\$ 16,245.55	\$ 14,386.25	\$ 1,859.30
Summer Youth	\$ 206,263.00	\$ 232,174.24	\$ (25,911.24)	\$ 212,450.89	\$ 239,139.47	\$ (26,688.58)	\$ 218,824.42	\$ 246,313.65	\$ (27,489.23)
Summer Beach	\$ 44,016.55	\$ 49,502.93	\$ (5,486.38)	\$ 45,337.05	\$ 50,988.02	\$ (5,650.97)	\$ 46,697.16	\$ 52,517.66	\$ (5,820.50)
Fall Adult	\$ 40,857.50	\$ 40,536.25	\$ 321.25	\$ 42,083.23	\$ 41,752.34	\$ 330.89	\$ 43,345.72	\$ 43,004.91	\$ 340.81
Fall Youth	\$ 56,283.85	\$ 56,773.67	\$ (489.82)	\$ 57,972.37	\$ 58,476.88	\$ (504.51)	\$ 59,711.54	\$ 60,231.19	\$ (519.65)
Fall Special Event	\$ 36,291.00	\$ 52,398.53	\$ (16,107.53)	\$ 37,379.73	\$ 53,970.49	\$ (16,590.76)	\$ 38,501.12	\$ 55,589.60	\$ (17,088.48)
Winter Adult	\$ 26,146.00	\$ 27,193.68	\$ (1,047.68)	\$ 26,930.38	\$ 28,009.49	\$ (1,079.11)	\$ 27,738.29	\$ 28,849.78	\$ (1,111.48)
Winter Youth	\$ 109,359.60	\$ 108,080.37	\$ 1,279.23	\$ 112,640.39	\$ 111,322.78	\$ 1,317.61	\$ 116,019.60	\$ 114,662.46	\$ 1,357.14
Winter Special Event	\$ 1,032.00	\$ 1,400.33	\$ (368.33)	\$ 1,062.96	\$ 1,442.34	\$ (379.38)	\$ 1,094.85	\$ 1,485.61	\$ (390.76)
Spring Adult	\$ 38,470.50	\$ 40,150.35	\$ (1,679.85)	\$ 39,624.62	\$ 41,354.86	\$ (1,730.25)	\$ 40,813.35	\$ 42,595.51	\$ (1,782.15)
Spring Youth	\$ 60,699.00	\$ 55,210.27	\$ 5,488.73	\$ 62,519.97	\$ 56,866.58	\$ 5,653.39	\$ 64,395.57	\$ 58,572.58	\$ 5,822.99
Spring Special Event	\$ 12,382.00	\$ 12,154.80	\$ 227.20	\$ 12,753.46	\$ 12,519.44	\$ 234.02	\$ 13,136.06	\$ 12,895.03	\$ 241.04
Misc Revenue	\$ 45,484.08	\$ -	\$ 45,484.08	\$ 46,848.60	\$ -	\$ 46,848.60	\$ 48,254.06	\$ -	\$ 48,254.06
<b>Total</b>	<b>\$ 1,113,789.26</b>	<b>\$ 1,106,761.50</b>	<b>\$ 7,027.76</b>	<b>\$ 1,147,202.94</b>	<b>\$ 1,139,964.35</b>	<b>\$ 7,238.59</b>	<b>\$1,181,619.03</b>	<b>\$1,174,163.28</b>	<b>\$ 7,455.75</b>



## SECTION VII

# WATER / SEWER ENTERPRISE FUND



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Water and Sewer**

**PROGRAM: Water & Sewer**

**PROGRAM DESCRIPTION**

Water and Sewer 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 and

**BUDGET STATEMENT**

In FY2005 there will be one employee transferred from DPW Maintenance to Water & Sewer for maintenance of storm drains. The capital was also increased for the refurbishment/replacement of a sewer ejector station.

**PROGRAM COST**

Water & Sewer	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Personal Services	1,090,150	1,200,604	1,114,416	1,249,902	
Expenses	3,061,650	3,082,559	3,242,548	3,342,543	
Equipment	0	1,500	1,500	1,500	
Capital	75,000	138,000	258,000	258,000	
<b>Total</b>	<b>4,226,800</b>	<b>4,422,663</b>	<b>4,616,464</b>	<b>4,851,945</b>	

**FY2004 OBJECTIVES**

1. Continue with lead gooseneck replacement program; 784 left.
2. Continue with Reservoir brush cutting/maintenance program.
3. Continue with Sewer System Evaluation Survey of 2,000 homes.
4. Continue with "in-house" sewer T.V. Inspection and Cleaning Preventive Maintenance Program, 5 miles/year.
5. Continue sewer and drain cleaning Preventive Maintenance Program.
6. Continue to upgrade the Town's drainage systems to mitigate flooding.

**STAFFING**

Water & Sewer	FY-03 Actual	FY-04 Budget	FY-05 Request	FY-05 Manager	FY-05 Fin Comm
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	2	2	2	2	
Public Works	14	14	15	15	
<b>Total</b>	<b>19</b>	<b>19</b>	<b>20</b>	<b>20</b>	



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Water and Sewer**

**PROGRAM: Water & Sewer**

**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Trained personnel on new water billing and cycling on MUNIS.
2. Implemented new Phase II Storm water Management Plan as required by EPA.
3. Successfully implemented the removal of 30 lead goosenecks from water system.
4. Installed 500 feet of eight-inch water main and five new-home services at Glen Green.
5. Installed 200 feet of eight-inch sewer line and two new manholes at Oneida Road.
6. Abandoned six-inch water main at Woodside Road.
7. Replaced 15 inoperable hydrants with new hydrants.
8. Installed new water pressure-reducing valves and vaults on Johnson Road.

**STATISTICS**

<b>Water Supply</b>	<b>FY01</b>	<b>FY02</b>	<b>FY03</b>
Rainfall	30.68"	45.97"	44.03"
Town Reservoirs	416.8MG	247.7MG	423.8MG
MWRA Direct	396.0MG	488.4MG	446.1MG
<b>Total</b>	<b>812.8MG</b>	<b>836.1MG</b>	<b>869.9MG</b>



**FY2005 PROGRAM BUDGET**

**PROGRAM SUMMARY**

**PROGRAM GROUP  
Water and Sewer**

**PROGRAM: Water & Sewer**

	<b>FY02</b>	<b>FY03</b>	<b>FY04</b>	<b>FY05</b>
<b>Revenue</b>				
Rates - Budgeted	3,901,282	4,012,207	4,230,773	4,300,000
Free Cash - Rate Stabilization	0		0	257,798
State Reimbursement	294,146	294,146	294,146	294,146
Total Budgeted Revenue	4,195,428	4,306,353	4,524,919	4,851,944
Actual / Estimated	4,261,540	4,591,573	4,524,919	4,851,944
<b>Revenue - Surplus/(Deficit)</b>	<b>66,112</b>	<b>285,220</b>	<b>0</b>	<b>0</b>
<b>Budget</b>				
Operating Budget	1,307,895	1,375,334	1,392,742	1,405,041
M.W.R.A. Assessment	1,734,125	1,739,532	1,830,142	1,921,650
Capital	120,000	75,000	138,000	258,000
Debt Service	207,149	201,894	199,967	184,523
Employee Benefits	462,699	486,756	533,995	599,801
Insurance - General	21,000	20,000	25,000	27,000
General Government	158,005	203,616	207,894	217,380
Administration - DPW	130,077	144,975	138,342	138,919
Maintenance - DPW	44,228	48,885	48,476	48,411
Buildings - DPW	10,250	10,361	10,361	15,219
Non-Allocated Raises				36,000
<b>Total Budget</b>	<b>4,195,428</b>	<b>4,306,353</b>	<b>4,524,919</b>	<b>4,851,944</b>
<b>Actual Expenditures</b>				
Operating Budget	1,202,802	1,238,447		
M.W.R.A. Assessment	1,711,007	1,817,049		
Capital	120,000	75,000		
Debt Service	207,149	181,711		
Employee Benefits	462,699	486,756		
Insurance - General	21,000	20,000		
General Government	158,005	203,616		
Administration - DPW	130,077	144,975		
Maintenance - DPW	44,228	48,885		
Buildings - DPW	10,250	10,361		
<b>Total Actual Expenditures</b>	<b>4,067,217</b>	<b>4,226,800</b>	<b>4,477,796</b>	
Reversion (Budget vs Actual)	128,211	79,553	0	0
Reversion (Prior Year)	0	0	0	0
Revenue Surplus/(Deficit)	66,112	285,220	0	0
Net to Free Cash	0	364,773	0	0
Free Cash Beginning Balance	96,740	291,063	655,836	655,836
Free Cash Used ( Rate Stabilization)	0	0	0	257,798
Free Cash Transferred to General Fund	0	0	0	
<b>Free Cash Ending Balance</b>	<b>291,063</b>	<b>655,836</b>	<b>655,836</b>	<b>655,836</b>



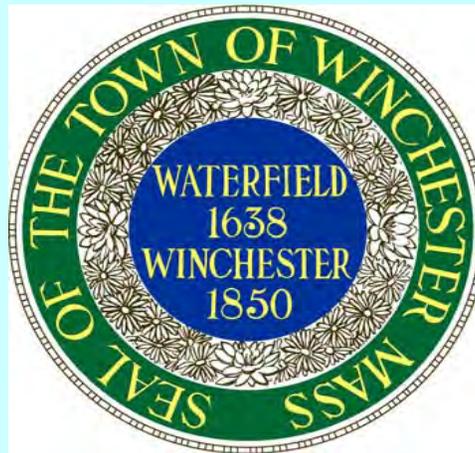
## SECTION VIII

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# CAPITAL IMPROVEMENTS PROGRAM

# Winchester Capital Improvement Program

**Fiscal Year 2005**



*Recommendations of the Capital Planning Committee*

*January 26, 2004*

*Richard Kazanjian, Chairman, David J. Giller, Vice-Chairman,  
Peter Haley, Drew Bottaro, Dale Lemke, Stephen Parkhurst, Helen Philliou*



## Report of the Town of Winchester Capital Planning Committee– Fiscal Year 2005

January 26, 2004

Committee members: Richard Kazanjian (Chair), David Giller (Vice Chair), Peter Haley (School Committee), Drew Bottaro (Finance Committee), Dale Lemke (Finance Committee), Stephen Parkhurst (Planning Board), Helen Philliou, Mark Twogood (Assistant Town Manager).

### I. Overview

The purpose of the annual Capital Planning Report, presented at Spring Town Meeting and updated at the Fall Town Meeting, is to inform the Town's governing bodies of the current state of the Town's capital assets, equipment, and projects, and of the planning, recommendations, and prospects for the Town's Capital Program.

Our procedure has been to present two reports each year. In the fall we have provided an update of all existing capital projects, and recommendations for the categories for which funds should be appropriated from the \$800,000 Capital Stabilization account. These categories include Roads and Sidewalks, Playground and Parks, Flood Mitigation Projects, and Major Building Systems Replacements. The capital projects report covers the prior three fiscal years, detailing each capital item, the amount expended, the balance remaining (if any), and the expected date of completion. We have also provided a schedule of our debt service and capacity, and the proposed capital program for the next five fiscal years prepared by the Town Departments and reviewed by the Committee.

The spring report has again reviewed the status of the Town's capital assets, but is devoted primarily to recommending the specific appropriation of funds from the \$800,000 Capital Stabilization fund, from the operating budget, and those projects to be financed by borrowing.

This is the procedure followed this year, but next year it will change. Henceforth, in the fall, instead of in the spring, we will make our recommendations for appropriations from the stabilization funds. The Fall Town Meeting will be asked to approve the capital plan. However, no appropriations for the following year will be made until the Spring Town Meeting.

These changes have been adopted as a result of the acceptance of the report of the Stabilization Fund Sub-Committee by the Fall 2002 Town Meeting. One of the changes approved is that the Capital Planning Committee is now responsible for recommending appropriations from the \$1.85 million Capital Stabilization Fund for building improvements, a responsibility that previously the Committee did not have. In connection with this, the EFPBC will provide its Master Plan to the Capital Planning Committee, as part of the process of planning the new construction or major renovation of all the Town's buildings.

The present budget shortfall is taking its toll on our capital-spending program, as it is in so many areas. As the principal advocate for the Town's capital spending, it is incumbent on us to point out that inadequate provision of funds will inevitably cause further deterioration of the Town's capital assets. While we are most fortunate to have the two stabilization funds, they by themselves do not provide enough money to maintain our capital program. We will recommend, further in this report, that borrowing fund one project, which at best should only be a temporary expediency.

The Committee has had to make its recommendations for FY 2005 while waiting for the completion of the Building Envelope Study, which will not be available until late January at the earliest. This study, funded with a capital appropriation and conducted by consultants, will tell us just what renovations will be necessary to preserve all our buildings, as well as a plan to make them all ADA accessible. We expect that this study will provide future committees with the needed blueprint for the development of a comprehensive capital plan.

The remainder of the report covers three topics: the policies the Committee employs in evaluating capital requests, which include a review of the Town's current debt capacity and debt service, the present state of the Town's capital assets, and the Committee's recommendations for capital appropriations for Fiscal Year 2005.



## The Context for Capital Planning Decisions

### Planning Process.

In order that everyone understands how the Capital Planning Committee arrives at its recommendations, we have again included below the policies and procedures that the Committee employs. One of them is new, however, No. 7, which was adopted by the Committee this year in response to the request of the Stabilization Fund Sub-Committee, which was that our report contain “ a policy statement on how funds will be allocated to each of the major categories of capital-buildings, parks and playgrounds, rolling stock, and streets. The allocations may be in either dollars or shares. The purpose of the policy statement is not to determine precise amounts of spending in any given year, but to ensure that no class of capital is neglected for an extended period.”

The policies are as follows:

1. *The definition of a capital item or project for all departments shall be that it has a useful life of three years or longer, and as a general rule costs \$20,000 or more.*
2. *The Committee shall determine with the Town Manager the amount of money available from current revenue for capital for the upcoming fiscal year.*
3. *The Committee shall annually elect on a rotating basis the positions of Chair and Vice Chair.*
4. *Town departments shall submit to the Committee capital requests for the current year according to forms A and B, and shall include in their requests explanations for the following evaluation criteria:*
  - a. *Expected lifetime of the item/project.*
  - b. *Expected operating costs of and manpower available to complete or use the item or project.*
  - c. *Comparison of purchasing versus leasing or outside contracting of the service and, where relevant, the cost of multi-town sharing of resources or equipment.*
  - d. *Need for the item/project and its effects on the operating budget – what it might save us in maintenance and repair.*
  - e. *Departmental priorities for the current year’s projects/items.*
  - f. *A plan detailing items/projects awarded during the past 3 years and those to be requested over the next 5 years.*
  - g. *Estimated cost of the item/project, supported by bids or quotes whenever feasible.*
  - h. *A schedule of implementation for approved items and projects, including a time line within the proposed fiscal year.*

***(Point h. is increasingly important as personnel shortages, particularly in the Department of Public Works, affect departments’ abilities to complete projects, and to make expectations clear within departments.)***

5. *The Committee shall make annually for overview and planning purposes, and shall present to the Selectmen and Finance Committee, and to Town Meeting in an annual “Capital Planning status Report to Town Meeting” in the fall, an update that may include the following reports:*
  - a. *An updated inventory of equipment and of square footage and current maintenance costs of the Town’s public buildings and ground;*
  - b. *An updated chart of the town’s debt service and debt capacity, and bond rating management, including definitions of and criteria for AAA versus AA bond ratings and how the town is meeting them;*
  - c. *A status review of approved projects going back three fiscal years;*
  - d. *A review of the Capital Program going forward five years;*
  - e. *A mid-year review of existing projects and upcoming changes;*
  - f. *And a review of recommendations of the Educational Facilities Planning and Building Committee (EFPBC) when relevant.*



6. *The Committee shall determine the priority of capital requests by the following three-step procedure, to be reviewed and assessed next year (FY04):*

*Step 1: The Committee collectively reviews items and projects presented to it by Departments.*

*Step 2: Sub-Committees visit departments, verify information and report back to the Committee. Use State scoring Form E, scored with the help of department heads, as a supplement or guide to the Committee's ranking system.*

*Step 3: The Committee ranks projects according to the following criteria, in order of importance:*

- 1. Public health and safety*
- 2. Mandated by state or federal government*
- 3. Necessary for maintenance of Town assets*
- 4. Demonstrated increased efficiency and/or cost savings*

7. *The Committee will allocate funds to buildings, parks and playgrounds, streets and sidewalks, flood mitigation, or other categories, such as a major equipment expenditure as seems appropriate over a long period of time. Priorities will be established according to the provisions of the Committee's Policies and Procedures, including public health and safety, mandated by state or federal government, necessary for maintenance of Town assets, or demonstrated efficiency and/or cost savings. Based on the priorities established, the allocation may not be equal in a given fiscal year. Emphasis will be placed on allocating sufficient funds to assure project completion in the shortest possible time*

**Other Considerations**

We continue to pay close attention to whether approved capital projects are being completed on schedule. In an era of scarce resources, it is important that dollars are only allocated if the work or project can be done on time.

We think that the department heads have made considerable progress in preparing their five-year capital plans. While emergencies will always arise, or priorities change, the normal procedure the Capital Planning Committee will follow is to give first consideration to the projects requested for the next fiscal year in the five year plan, rolling it forward each year

We think that the Building Envelope Study, when received, will be a very important planning tool for the Committee to follow. It should be a major component of capital plans to be developed over the next few years.



### III. The Present Status of the Town's Capital Assets

The Town has five basic types of capital assets: buildings, equipment, roads and sidewalks, fields, parks and grounds, and water and sewer.

**Buildings:** The Town of Winchester owns 22 buildings, totaling approximately 1,021,953 square feet. Recommended expenditure per square foot, based on FY2000 figures for New England cited in a survey in *American School and Universities Magazine*, is \$0.96. From FY99 through FY02, the Town has spent an average of \$0.66 per square foot, or nearly one third less than the recommended amount.

In March 2002, Town voters approved the creation of a \$1.85 million Building Stabilization Fund through a permanent property tax override. By FY2005, the balance in that fund will grow to approximately \$5.9 million. The Town is in the final stages of preparation of a comprehensive study of the condition of all of its buildings, including all school buildings. Upon review of that report in late January and early February, the Capital Planning Committee expects to recommend initial usage of the monies available in the Building Stabilization Fund.

**Equipment:** Town departments have economized and deferred on the purchase and maintenance of equipment over the past several years. In recent years, deferral has caused the departments to maintain vehicles and equipment that are beyond their useful life. In some cases, this has not been cost effective for the Town. Even equipment that is covered by town-wide maintenance and replacement plans (such as Town and school computers), lack adequate or reliable funding.

**Roads and Sidewalks:** The Town has approximately 95 miles of roads and 80 miles of sidewalks. According to the Department of Public Works, annual maintenance of these should cost approximately \$700,000. The Town currently spends none of its current revenues on road maintenance and minimal amounts on sidewalk maintenance. It relies instead on Chapter 90 State Funds, which will be approximately \$260,000 in FY 2005, or about \$440,000 less than the recommended expenditure. The \$800,000 Stabilization Fund passed by voters in March 2002 will redress some of this shortfall.

**Fields, Parks, and Grounds:** The Town has approximately 130 acres of fields, parks and grounds, for which the maintenance budget has fallen to zero in recent years. The Town's fields are heavily used, and according to the Fields Committee many are in poor condition and in need of refurbishment. The demand for playing time by sports teams and organizations -- including soccer, lacrosse, football, baseball, softball and field hockey -- exceeds the supply. A large part of the current maintenance of the Town's fields, which is only partial, is now provided by private organizations.

Through funds provided by the \$800,000 Stabilization Fund, the Fields Committee and Department of Public Works have presented the Capital Planning Committee with a long-term maintenance and refurbishment plan, of which the first project was to restore and refurbish Leonard Field. That project was largely completed this fiscal year and the park will reopen in the Fall of 2004. In FY 2004, McDonald Field will undergo refurbishment based on Stabilization Fund monies approved at last Spring's Town Meeting. For FY 2005, the Capital Planning Committee is recommending that the Town use \$110,000 in monies from the Stabilization Fund in order to reconstruct the parking lot at Mullen Field.

**Water and Sewer:** The Town's water and sewer infrastructure is being maintained and refurbished under a 1987 master plan, funded by water and sewer rates and MWRA subsidized loans. The water system has recently been overhauled, including construction of a \$5.3 million water filtration plant in 1996 and the cleaning, re-lining and repair of water pipes and mains at a cost of \$4.6 million. The sewer operation, including seven lifting stations that transport waste to the MWRA treatment system, is undergoing a Sanitary Sewer System Evaluation funded by an MWRA loan grant program to identify deficiencies. For FY 2005, the Capital Planning Committee is recommending renovation of the Lantern Lane and Robinson Parking Sewer Ejector Stations at a cost of \$220,000.

The Capital Planning Committee has worked with the Board of Selectmen in planning the Town's drainage improvement program, an estimated \$7 million, five-year project that will be funded through Chapter 110 residential real estate taxes and commercial water/sewer users, timed for minimal impact on taxpayers as other projects are completed. Approximately two years ago the town appropriated \$3 million in funded debt for phase I. Engineering is currently underway and bidding for construction will be in the Spring 2004. Requests of Town Meeting for funding phase II are planned for Spring Town Meeting 2004.



#### **IV. Current Debt/Debt Capacity**

Winchester incurs debt to fund major projects to support the infrastructure and functioning of the Town. Debt is incurred based on state law guidelines, best financial practices and Town policy.

Winchester's debt is AAA rated and in general, the Town takes a conservative approach towards the assumption of new debt. Currently the Town has \$64,129,820 in outstanding debt, or approximately 32% of the Town's current debt capacity of \$198,000,000.

In order to limit the future financial burden and to partially mitigate the expected operating fund shortfalls for FY 2004 through FY 2006, at last Spring's Town Meeting the Capital Planning Committee recommended only \$272,000 in new debt for FY 2004 projects. Town Meeting approved borrowing for the following projects:

- 1) Schools – High School Fire Alarm Design
- 2) DPW Equipment – Fork Lift
- 3) Police – Communications Equipment
- 4) Fire – Alarm Truck
- 5) Schools – Networking Equipment for WHS
- 6) Fire - Traffic Pre-Emption Devices

For FY 2005, the Capital Planning Committee is not recommending any additional long-term borrowing with the possible exceptions of the High School Fire Alarm system and permanent financing to be paid from the \$1.85 million Building Stabilization Fund. The Capital Planning Committee will make decisions on those two items based on results of the Building Envelope Study and further feedback from the School Committee, and the Town's Financial Advisor.

#### **V. Debt Service in Winchester**

In FY 2005 the Town will be paying approximately \$6,287,279 million in principal and interest of which the Town will receive \$1,038,777 from the State for the McCall School Project. Also included in the \$6,287,279 million is approximately \$3,209,745 million for the Water and Sewer Enterprise Account.



**FY 2005 PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

**Debt Service Principal & Interest Payments (Water & Sewer 86.45% & MWRA Assessment)**

		FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
<b>Bonds Authorized &amp; Issued - General Fund</b>									
Library Renovation	7/1/1994	244,256	253,410	241,966	264,891	256,065	246,831	237,450	228,056
Winning Farm	8/15/1997	42,412	41,288	40,162	39,038	37,819	36,600	35,450	34,269
Library Renovation	8/15/1997	50,895	49,545	48,195	46,845	45,382	43,920	42,540	41,123
School Renovation Projects	8/15/1997	147,202	143,378	139,552	135,728	131,584	127,440	123,530	119,514
Capital Equipment 2000	7/15/1999	96,679	92,699	88,871	-	-	-	-	-
V.O. Portable Classrooms	7/15/1999	57,785	55,406	53,118	-	-	-	-	-
Lincoln School Architectural	7/15/1999	28,241	27,555	26,895	26,242	25,575	24,893	24,180	23,437
Septic Management Program Title V	10/25/2000	4,007	4,007	4,007	4,007	4,007	4,007	4,007	4,007
<b>McCall Middle School - Override</b>	<b>7/1/2001</b>	<b>1,693,599</b>	<b>1,655,615</b>	<b>1,618,215</b>	<b>1,582,568</b>	<b>1,546,921</b>	<b>1,508,937</b>	<b>1,470,368</b>	<b>1,431,215</b>
<b>Immediate Repairs - Override</b>	<b>7/15/1999</b>	<b>130,851</b>	<b>127,672</b>	<b>124,614</b>	<b>121,590</b>	<b>118,497</b>	<b>115,335</b>	<b>112,034</b>	<b>108,594</b>
Army Corps of Engineers \$100,000		-	-	2,250	24,050	23,150	22,250	21,350	20,045
<b>Sub-Total - Bonds Authorized &amp; Issued</b>		<b>2,495,927</b>	<b>2,450,575</b>	<b>2,387,845</b>	<b>2,244,959</b>	<b>2,189,000</b>	<b>2,130,213</b>	<b>2,070,909</b>	<b>2,010,260</b>
<b>Bonds Authorized &amp; Issued - Water &amp; Sewer Enterprise</b>									
			<b>86.45%</b>						
Water System Improvements	9/15/1989	248,208	234,426	220,772	-	-	-	-	-
Water Treatment Facility	7/1/1994	391,537	405,851	387,520	424,055	409,885	395,061	380,000	364,919
MWRA Loan/Grant (South Reservoir Screen)	5/14/1998	15,949	-	-	-	-	-	-	-
MWRA Loan/Grant I&I Program	8/20/1998	48,913	48,913	-	-	-	-	-	-
Water System Improvements	7/15/1999	375,760	366,584	357,759	348,612	339,706	330,600	321,094	311,187
Washington Street Water Main	7/15/1999	70,578	68,818	67,126	65,029	63,337	61,606	59,799	57,916
Standpipe Painting	7/15/1999	23,259	22,468	21,708	20,955	20,186	19,399	18,578	17,722
MWRA Loan/Grant I&I Program	9/20/2001	32,180	32,180	32,180	32,180	32,180	-	-	-
MWRA Assessment		1,649,863	1,935,695	2,032,480	2,134,104	2,240,809	2,352,849	2,470,492	2,594,016
<b>Sub-Total - Water &amp; Sewer Enterprise</b>		<b>2,856,249</b>	<b>3,114,935</b>	<b>3,119,544</b>	<b>3,024,936</b>	<b>3,106,103</b>	<b>3,159,516</b>	<b>3,249,964</b>	<b>3,345,761</b>
<b>Total Bonds Authorized &amp; Issued</b>		<b>5,352,176</b>	<b>5,565,510</b>	<b>5,507,389</b>	<b>5,269,895</b>	<b>5,295,103</b>	<b>5,289,729</b>	<b>5,320,873</b>	<b>5,356,021</b>
<b>Authorized / Unissued Bonds &amp; BANS - General Fund</b>									
<b>Lincoln School - \$11,700,001 BANS</b>		<b>379,194</b>	<b>274,950</b>	<b>175,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Lincoln School - \$11,700,000 - Override</b>	<b>7/1/2004</b>	<b>-</b>	<b>-</b>	<b>263,250</b>	<b>812,908</b>	<b>831,003</b>	<b>1,106,695</b>	<b>1,076,750</b>	<b>1,097,963</b>
<b>Ambrose School - \$13,740,000 Stabilization BANS</b>		<b>-</b>	<b>-</b>	<b>70,000</b>	<b>480,900</b>	<b>480,900</b>	<b>480,900</b>	<b>480,900</b>	<b>-</b>
<b>Ambrose School - \$13,740,000 Stabilization</b>	<b>7/1/2008</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>309,150</b>	<b>1,292,775</b>
Lincoln School - \$500,000 BANS		16,205	11,750	7,500	-	-	-	-	-
Lincoln School - \$500,000	7/1/2004	-	-	-	51,825	50,475	49,125	47,775	46,425
<b>Ambrose School Architectural - \$580,000 BANS</b>		<b>-</b>	<b>13,630</b>	<b>8,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ambrose School Architectural - \$580,000</b>	<b>7/1/2003</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,313</b>	<b>58,738</b>	<b>52,162</b>	<b>50,588</b>	<b>49,013</b>
Immediate Repairs - \$1,235,000 BANS		10,806	29,022	18,525	-	-	-	-	-
Immediate Repairs - \$1,235,000	7/1/2003	-	-	27,788	124,000	120,850	122,700	119,550	116,400
MIS - Software \$425,000 BANS		3,719	9,988	6,375	-	-	-	-	-
MIS - Software \$425,000	7/1/2003	-	-	9,563	160,863	149,450	143,150	-	-
MIS - Hardware \$425,000 BANS		3,719	9,988	6,375	-	-	-	-	-
MIS - Hardware \$425,000	7/1/2003	-	-	9,563	72,888	70,413	67,938	65,463	55,000



**FY 2005 PROGRAM**

**CAPITAL IMPROVEMENT PROGRAM**

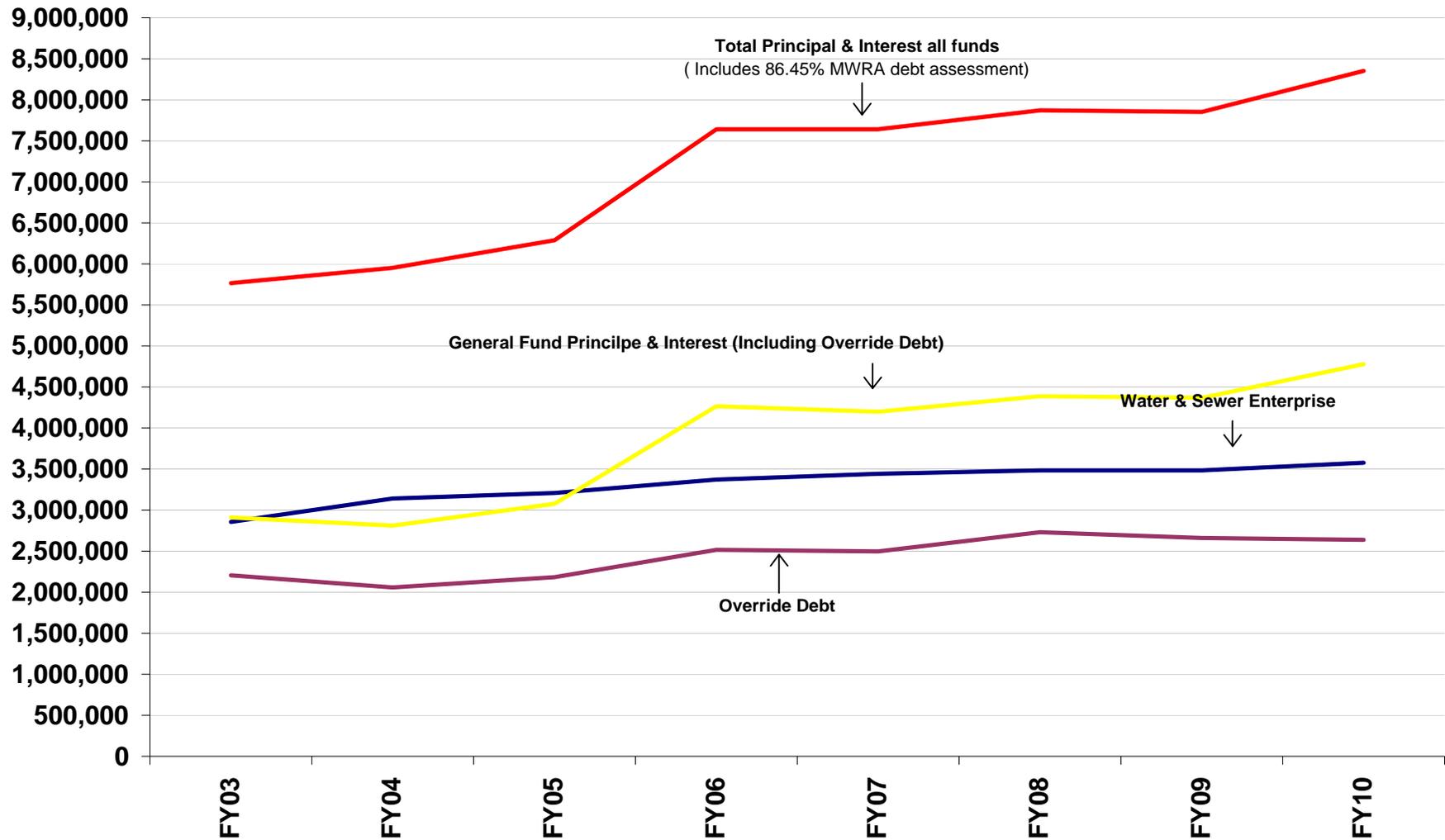
**Authorized / Unissued & BANS- Water & Sewer Enterprise**

Drainage - \$3,000,000 BANS	-	12,427	12,968	-	-	-	-	-
Drainage - \$3,000,000	7/1/2003	-	58,354	243,465	237,629	231,794	225,959	220,123
Water & Sewer Equipment \$289,000 BANS		-	3,748	-	-	-	-	-
Water & Sewer Equipment \$289,000	7/1/2003	-	5,622	94,903	87,672	83,976	-	-
MWRA Loan - Johnson Road \$110,000		-	9,510	9,510	9,510	9,510	9,510	9,510
<b>Sub-Total Water Sewer Enterprise</b>		<b>-</b>	<b>25,528</b>	<b>90,200</b>	<b>347,877</b>	<b>334,810</b>	<b>325,279</b>	<b>235,468</b>
<b>Total Principal &amp; Interest all funds</b>		<b>5,765,819</b>	<b>5,951,148</b>	<b>6,287,279</b>	<b>7,640,160</b>	<b>7,639,493</b>	<b>7,871,941</b>	<b>8,353,843</b>
Water & Sewer Enterprise		2,856,249	3,140,463	3,209,745	3,372,813	3,440,913	3,484,795	3,575,394
General Fund Interest		2,909,570	2,810,685	3,077,534	4,267,347	4,198,580	4,387,146	4,778,449
Override Debt (included in General Fund Total)		2,203,644	2,058,237	2,181,579	2,517,066	2,496,421	2,730,967	2,637,772
<b>Net Debt -Excluding W&amp;S &amp; Overrides</b>		<b>705,926</b>	<b>752,448</b>	<b>895,955</b>	<b>1,750,281</b>	<b>1,702,159</b>	<b>1,656,179</b>	<b>2,140,677</b>
<b>Buildings Stabilization Fund</b>		<b>-</b>	<b>13,630</b>	<b>78,700</b>	<b>541,213</b>	<b>539,638</b>	<b>533,062</b>	<b>840,638</b>
<b>Net Debt -Excluding Water &amp; Sewer, Overrides and Stabilization Fund</b>		<b>705,926</b>	<b>738,818</b>	<b>817,255</b>	<b>1,209,068</b>	<b>1,162,521</b>	<b>1,123,117</b>	<b>798,889</b>
State Aid - Mcall School		1,038,777	1,038,777	1,038,777	1,038,777	1,038,777	1,038,777	1,038,777
State Aid - Lincoln School				527,988	527,988	527,988	527,988	527,988
State Aid - Ambrose School								575,055
<b>Total State Aid</b>		<b>1,038,777</b>	<b>1,038,777</b>	<b>1,038,777</b>	<b>1,566,765</b>	<b>1,566,765</b>	<b>1,566,765</b>	<b>2,141,820</b>



# Debt Services

(Issued and Authorized)





## VI. The Committees Recommendations for FY 05

For FY 05 once again the Committee's deliberations included the potential sources of funding for capital requests. Our recommendations this year draw from only two of our four traditional Town sources of Capital Funding. Those four sources are:

1. The \$800,000 Capital Stabilization Fund approved by the voters in March 2002. Originally this source was for large multi year projects. However, given the lack of any funding from the operating budget, we are recommending a portion of these funds be used for current capital needs.
2. The \$1.85 million building stabilization fund also approved by the voters in March 2002.
3. Short-term borrowing
4. The annual operating budget appropriation for capital, estimated for FY 05 at \$60,000 (these are capital closeouts – previously funded capital projects that were completed at less than the original appropriated amount).

However, we continue to believe that there needs to be annual appropriation from the operating budget to fund capital projects.

*Recommended Borrowing* – the Capital Planning Committee supports the Town's conservative use of debt, and also believe that debt is appropriate in certain instances other than for buildings, such as for flood mitigation. This year, because of predicted shortfall in the Town operating budget, operating budget funding of routine capital expenditures at an estimated \$160,000 fall far short of meeting the \$1,375,068 in capital requests for FY 05. The Committee also recommends with the exception of the current year that the Capital and Building Stabilization Funds remain devoted to long-neglected long-term projects.

### Recommendation for the \$800,000 Capital Stabilization Fund

The Committee recommends that the \$800,00 Capital Stabilization Fund be allocated as follows:

#### **Fields, Parks, and Grounds: \$110,000**

The estimate of cost to renovate Mullen Field is \$327,925. Of this, \$85,000 will be needed to improve the parking lot, including drainage, paving, and design. The total reconstruction budget includes \$15,000 for contingencies. The Committee recommends that the Mullen Field project be funded over two fiscal years, the first phase consisting of the parking lot, the design, and a portion of the contingency amount. Under this scenario the parking lot work would be completed in approximately ninety days, during the summer of 2004, when the field is little utilized.

The second phase would consist of funds to install new playground equipment, renovation of the field, including improvements to the irrigation system, installation of two little league baseball fields, one of which will replace the one eliminated at Leonard, landscaping, exterior fencing, bleachers and benches, and the like. It is envisioned that this portion of the work would be funded in FY 2006, and construction would not commence until McDonald Field is reopened.

The Fields Restoration Program is as follows:

1. Leonard Field
2. McDonald Field
3. Mullen Field
4. Manchester Field
5. Ciarcia Field
6. Ginn Field

The first two have been fully funded. It is anticipated that Leonard will reopen for use in the Fall of 2004. Partially funding Mullen in FY05 will keep the fields renovation program on schedule.



## FY 2005 PROGRAM

## CAPITAL IMPROVEMENT PROGRAM

### **Roads and Sidewalks: \$322,000**

To supplement the \$177,000 in Chapter 90 State Aid Funds, we recommend funding additional road and sidewalk repair and replacement projects on an ongoing basis rather than an emergency basis, as is now the case. The Town will improve roadways by crack sealing, micro sealing, or complete paving, depending on the best course of action for the condition of the road. During roadway improvement, the Town will repair and or replace adjacent sidewalks. The FY 05 plan involves improving 10-12 roads in Town totaling approximately 4 miles. The Department of Public Works estimates that 80% of the money will be allocated for roadways and 20% for sidewalks.

### **Flood Mitigation: \$120,000**

We recommend the appropriation of \$120,000 to partially fund the Army Corps of Engineers Feasibility Study for the Waterfield Road to Bacon Street Project for flood mitigation. This will add to the \$280,000 put aside last year to fund this portion of the flooding mitigation master plan. The Town will be responsible for funding 35%. The 16 engineering projects are in the Selectmen's Flood Mitigation plan outlined below:

**Board of Selectmen's Flood Mitigation Plan**

<b>Project Number</b>	<b>Project</b>	<b>Description</b>	<b>Status</b>	<b>Estimated Construction Costs</b>
1	Wedgemere train station	Cut down the height of the siphon boxes	To be completed by the MWRA	\$500,000
2	Waterfield Road to Bacon Street	Widen and deepen stream channel. Replace USGS gage.	Army Corps feasibility study currently being conducted	\$1,949,000
3	Center Falls Dam	Replace existing 30 inch gate valves	One valve replaced (1)	\$295,000
4	Mount Vernon Street	Replace 3- 8 ft wide openings with 35 ft opening		\$1,071,000
5	Shore Road	Construct parallel 6 ft x 5 ft box culvert	Completed	\$115,000
6	Playing field at High School	Construct new 7 ft x 15 ft box culvert		\$4,465,000
7	Between Swanton Street and High School playing field	Widen channel to 30 feet		\$92,000
8	Swanton Street	Replace 10 ft x 16 ft bridge opening with 10 ft x 25 ft opening		\$1,558,000
9	Between railroad bridge near Muraco School and Swanton Street	Widen channel to 30 feet		\$153,000
10	Railroad bridge near Muraco School	Construct two 7 ft dia conduits to supplement existing twin 6.5 ft x 7 ft bridge openings		\$1,072,000
11	Between Leonard's Pond and railroad bridge	Widen channel to 30 feet		\$108,000
12	Dam upstream of railroad bridge near Muraco School	Remove dam	Completed	\$4,000
13	Cross Street	Parallel with new 9.5 ft x 16 ft box culvert (2)	Under design	\$615,000
14	Davidson Park	Reconstruct existing dam and replace pedestrian bridge		\$446,000
15	Davidson Park	Remove dam at upstream end of pond		\$169,000
16	Between Washington Street and Davidson Park	Widen channel to 30 feet		\$120,000
<b>Total Estimated Construction Costs</b>				<b>\$12,732,000</b>

**Current Capital Projects****Sources**

\$800,000 Stabilization Fund	840,000
Closeouts / Current Revenue	160,000
<b>TOTAL</b>	<b>1,000,000</b>

**Uses**

Steel Ejector Transfer Trailer	40,000
Transfer Station Improvements	30,000
Vinson-Owen Phone System	22,000
Town Hall Chiller Replacement	25,000
SPED Assist. Technology	38,000
Town Wide Floor Replacement	60,000
Skid Steer Loader & Utility Trailer	45,000
WHS Classroom Computers	133,000
WHS Auditorium Lighting/Painting	55,000
Flood Mitigation	120,000
Roads/Sidewalks	322,000
Playgrounds/Fields	110,000
<b>TOTAL</b>	<b>1,000,000</b>

\* **High School Fire Alarm System** - The Committee is recommending that this project be funded as part of a larger High School renovations package that is currently in discussion. However, if this borrowing is not possible we would recommend short-term borrowing to fund this project.



FY 2005 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

Capital Improvements - FY 2005

	Department	Project	FY 05 Request	Cumulative
<b>CURRENT REVENUE</b>		<b>(Assign Priority 1 - 16)</b>		
<b>Tax Rate</b>				
1	DPW-Building	H.S. Fire Alarm Construction	450,000	450,000
2	DPW-Maintenance Dept	Steel Ejector Transfer Trailer	40,000	490,000
3	DPW-Transfer Station	Transfer Station Improvements	30,000	520,000
4	SCHOOL	VO Phone System/Intercom	22,000	542,000
5	DPW-Building	Town Hall A/C Chiller Replacement	25,000	567,000
6	SCHOOL	SPED Assistive Technology	38,000	605,000
7	DPW-Building	Floor Replacement	60,000	665,000
8	DPW-Maintenance Dept	Skid Steer Loader & Utility Trailer	45,000	710,000
9	SCHOOL	IT-WHS Classroom Computers	133,000	843,000
10	DPW-Building	High School Auditorium Lighting / Painting	55,000	898,000
11	DPW-Building	DPW Phone System Replacement	25,000	923,000
12	DPW-Maintenance Dept	Pick-Up Truck	38,000	961,000
13	DPW-Maintenance Dept	Pick-Up Truck	40,000	1,001,000
14	DPW-Maintenance Dept	Steel Ejector Transfer Trailer	40,000	1,041,000
15	SCHOOL	WHS-Locker Replacement	211,100	1,252,100
16	DPW-Building	Lynch Feasability Study Parking & Traffic Flow	20,000	1,272,100
<b>TOTAL</b>				<b>1,272,100</b>
<b>Cemetery Trust Fund</b>		<b>(Assign Priority 1 - 4)</b>		
1	DPW-Cemetery	Roadway Improvements/Master Plan	42,372	42,372
2	DPW-Cemetery	Master Plan-Tree Preservation Plan	20,000	62,372
3	DPW-Cemetery	Rider Mower	21,500	83,872
4	DPW-Cemetery	Targo Leaf Vacuum	22,000	105,872
<b>TOTAL</b>				<b>105,872</b>
<b>Water &amp; Sewer Rates</b>		<b>(Assign Priority 1 - 2)</b>		
1	DPW-Water & Sewer	Lantern Lane & Robinson Park Sewer Ejector Stations	220,000	220,000
2	DPW-Water & Sewer	Pick-Up Truck (#05)	38,000	258,000
<b>TOTAL</b>				<b>258,000</b>

Stabilization Fund Projects

	Department	Project		
1	Board of Selectmen	Flood Mitigation	120,000	<b>120,000</b>
2	DPW-Maintenance Dept.	Roads & Sidewalks	322,000	442,000
3	DPW-Recreation	Mullin Field/Playground Renovation	110,000	552,000
4	DPW-Recreation	Design Services Ginn Field	16,375	568,375
<b>TOTAL</b>				<b>568,375</b>



## Recommended Operating Budget Appropriations

### Project Descriptions

#### 1. High School Fire Alarm Construction - \$450,000

The Winchester High School fire alarm system is outdated and does not meet ADA and state building code requirements. The system consists of two individual systems; one protects the main educational wing, and the other protects the Field House area. Each system has its own city box and neither unit has the capacity to notify the other. Therefore the Field House unit could be in alarm and the educational side would not hear it and vice versa.

The sum of \$30,000 was appropriated in FY 2004, augmenting the \$15,000 appropriated in FY 2003, in order to evaluate the existing system, design the new system, and prepare plans for bidding in the spring of 2004. An engineering firm has been retained, R.D. Kimball, from Andover, to perform the above tasks.

Because this is a public safety issue, this project is this year's top priority of both the Department of Public Works and the Capital Planning Committee.

**See Note: Page 12**

#### 2. Steel Ejector Transfer Trailer - \$40,000

The transfer trailers are a major component in hauling solid waste. They haul approximately 60 tons of trash to our solid waste facility annually..

Useful Life: 15 years

#### 3. Transfer Station Improvements - \$30,000

This funding will provide an additional travel lane, concrete pad for white goods, a waste shed, site signage improvements and pavement markings. These short term improvements are at the recommendation of the Weston & Sampson study.

Useful Life: 20 years

#### 4. VO Phone System/Intercom - \$22,000

The current phone system in the Vinson-Owen School is over 15 years old and has been in operation well past its useful life. There are no replacement parts available in case of system failure. There is both a safety and an equity issue with regard to the rest of the elementary schools, all of whose phone systems are less than two years old and which offer outside line capability. This is a security issue. The new system would also have voice mail, as the other elementary schools do.

Useful Life: 15 years

#### 5. Town Hall A/C Chiller Replacement - 25,000

The existing chiller was installed during the Town Hall renovation in 1987. Project is to locate and repair existing Freon leak and rebuild compressor.

Useful Life: 15 years



**6. SPED Assistive Technology - \$38,000**

This request is the first in a five-year program designed to help the teachers in the instruction of students with intensive special needs by providing them with technology aids. There are special education students with disabilities that include Pervasive Development Disorder, Autism, Cerebral Palsy, physical disabilities, severe communication disorders, Aspergers, Downs Syndrome, Language-Based Learning Disabilities, and others that will benefit from this program. In order for special needs students to be helped by specialized instruction it is necessary to provide computer systems that can utilize specially designed software and Assistive technology devices.

The appropriation for FY05 would fund 15 complete computer systems including printers, 30 Alphasmart battery operated keyboards, and other Assistive Technology devices which include touch screens, touch windows, intellikeys, specialized track balls, voice activation devices, and voice synthesizers and simulators.

Useful Life: 10 years

**7. Floor Replacement - \$60,000**

Ongoing replacement of existing carpet throughout the Town with a high wear-resistant carpet with a 20 year warranty. Half of this funding would be for the High School, with the balance split between Town Hall and the Public Safety Building.

Useful Life: 20 years

**8. Skid Steer Loader & Utility Trailer - \$45,000**

The skid steer loader (Bob Cat) is utilized in general construction projects, landscaping, snow removal, sidewalk plowing and winter sand cleanup. Size, maneuverability and attachments available allow this equipment to be used to assist personnel and minimize manpower and time required to perform work assignments. Additional attachments requested permit expanded versatility of existing equipment to expedite projects.

The request will enable purchase of a new skid steer loader and utility trailer, including sweeper, backhoe, tiller, and vacuum attachments.

Useful Life: 15 years

**9. WHS Classroom Computers - \$133,000**

This project will help create an up-to-date and technology rich High School. This proposal encompasses the following disciplines: English, Math, Social Studies, Foreign Language, and Science. The students at WHS have very little exposure to and accessibility of technology within the High School.

The need of updated and easily accessible technology is a necessity, not a luxury, for all high school students. This proposal will get us closer to having a computer for each teacher's disposal for classroom use and one computer per classroom for student use.

Next year the ninth graders will be coming from a technology rich middle school. The need to continue the technology experience means that we need to increase the High School technology inventory. The equipment to be purchased is for expanded technology, not computer replacements, which should be funded through the operating budget.

The original proposal was for \$221,743, of which approximately \$50,000 would be spent to buy 26 laptops and \$170,000 to buy 51 personal computers. In the 66 classrooms we have, 15 now have computers, leaving 51 without.

While the Capital Planning Committee recognizes the need, we felt that in the order of priorities, with needs in other departments unmet as well, that the recommended amount of \$130,000 in FY2005 is an appropriate amount. We are cognizant, however, that in the forthcoming evaluation of the High School, for reaccreditation, we may be cited for deficiency in the amount of technology provided.

Useful Life: 10 years



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Useful Life: 10 years

**11. High School Auditorium Lighting/Painting - \$55,000**

The stage lighting at the High School is outdated and in a state of disrepair with controls functioning at 30 percent of capacity. Project will replace the lighting control system as well as painting portions of the auditorium.

Useful Life: 30 years

**Cemetery:****1. Roadway Improvements Master Plan - \$42,372**

This is part of a continuing program to upgrade the condition of the roads within the cemetery. To date, 2/3 of the cemetery roads have been resurfaced. This appropriation will complete all of the roadway resurfacing at this time.

**Useful Life: 20 years**

**2. Master Plan-Tree Preservation Plan - \$20,000**

This funding would prevent the 3-4 emergency calls annually for tree fall downs. Currently, a rate for a tree truck with two men is \$1600 per day.

Useful Life: N/A

**Water and Sewer Projects:****1. Lantern Lane and Robinson Park Sewer Ejector Stations - \$220,000**

This project will cover the cost of rehabilitating the stations with new pumps, motors, piping and electrical work. The existing stations were installed in the 1940's and many of the needed replacement parts are no longer available.

Useful life: 20 years

**2. Pick Up truck - \$38,000**

This vehicle will replace Pick-up truck # 5. It will be replaced with a 4 wheel drive vehicle with a plow.

Useful Life: 8 years

***Summary and Acknowledgements:***

The Capital Planning Committee gratefully acknowledges the expertise and assistance of many Town and department staff members who have been invaluable to its efforts, including Town Manager Brian Sullivan, Assistant Town Manager Mark Twogood, Administrative Coordinator Patricia Tassi, Acting Department of Public Works Director Ed Grant, Superintendent of Schools, James Marini, School Finance Director Sam Rippin, Fire Department Chief John Nash, Police Chief Joseph Perritano, Recreation Department Director Joseph Connelly, and Fields Committee representatives James Gill and Robert Nutile.

The Committee is also grateful to the citizens of Winchester for the additional \$2.65 million in annual tax revenue for Capital Improvements voted for in the general o Proposition 2 ½ in the March 2002 election. This revenue, devoted by means of two Stabilization Funds toward maintaining the Town's capital assets, is making a an difference in our ability to sustain safe, sufficient, functioning and reliable public buildings, byways, spaces and service for the people of Winchester and our visitors. The Fund alone makes it possible to renovate or replace our aging structures, beginning with the Ambrose School even as we face greater uncertainty about the timing or amou reimbursement for such projects. The Capital Planning Committee views the judicious and well-explained expenditure of these funds as its steadfast responsibility to fellow and welcomes all comments in the *Spirit of Public Trust*.

The Committee is currently in the process of receiving and evaluating the Townwide Building Envelope Study conducted by Tappe Building Associates. The Committee will be revising their report once the report has been evaluated and a master plan developed for maintaining and renovating all our Town buildings.