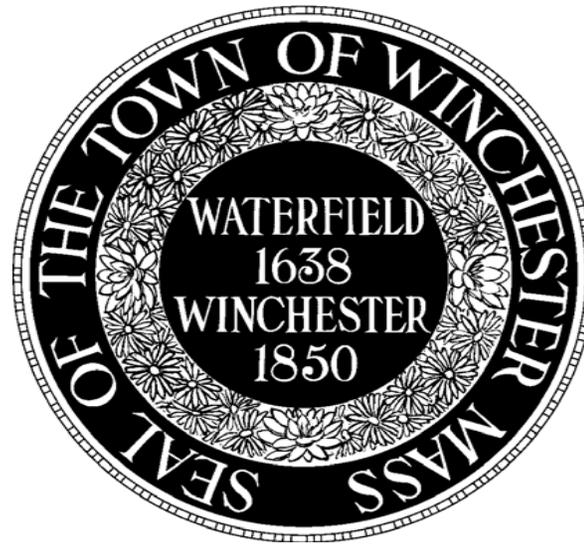

Town of Winchester
Town Manager's Financial Plan
Fiscal Year 2006



Melvin A. Kleckner
Town Manager

Mark J. Twogood
Assistant Town Manager

Joseph W. Bonner
Comptroller



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SECTION I

TRANSMITTAL LETTER



February 15, 2005

The Honorable Board of Selectmen and Finance Committee
Town Hall
Winchester, Massachusetts

Dear Board and Committee Members:

I am honored to submit my first budget document as Town Manager. My proposed budget for Fiscal Year (FY) 2006, commencing on July 1, 2005, is \$66,692,670, an increase from the prior year of \$3,000,569, or 4.71%.

This has been a unique budget planning process given the early tax override referendum that took place on December 7, 2004. The preparation of a tax question necessarily required the development of a financial model for FY 2006. This model produced two scenarios depending upon the outcome of the tax override vote. The model included a revenue projection, an approach to allocate funding to the School and Town departments and specific expenditure projections. The failed override question resulted in a reduced service budget, referred to as "Plan B". I arrived shortly before the override question, following development of the financial model. The complexity of developing a balanced budget in the short period of my tenure, combined with the political consequences of a failed override, has limited my discretion in creating an alternate budget for FY 2006. Having stated this, I fully respect and support the efforts of the prior management team and Board of Selectmen in establishing budget priorities. Cutting budgets is difficult work, and I will not second-guess their choices.

Revenues

All budgets are developed within the constraints of available revenue. For the Town of Winchester in FY 2006, increases in revenues are \$3,000,569, representing 4.71%. The 2.5% limitation on the tax levy, combined with stagnant state aid and local receipts, has contributed to a sustained financial squeeze given the rate of increase in fixed cost expenses. New taxes from increased development (New Growth) are projected to be \$500,000, providing some fiscal relief. Despite the apparent end of the state's economic recession, aid from the Commonwealth of Massachusetts has not grown appreciably from FY 2005. Governor Romney's budget proposal clearly identifies poorer, urban communities as the beneficiaries of increased local aid. Since, FY 2002, state aid to Winchester has actually decreased by over \$1 million.

The FY 2006 budget continues the Town's plan to allocate \$1,825,253 from the Building and Capital Funds to meet a multi-year capital plan funded in a tax override in 2003. The plan for FY 2006 has been proposed by the Capital Planning Committee and is incorporated into this document. In addition, the Town has adopted the provisions of a state law (Section 110) that allows the Town to add to the tax levy that dollar amount which represents the Town's allocable debt issued by the MWRA that would otherwise be assessed as a water/sewer fee.



Finally, the FY 2006 budget is developed in a multi-year framework that considers the financial constraints projected for FY 2007. As a result of the continued fiscal constraints expected for FY 2007, I have allocated only \$500,000 of the Town's Unreserved Fund Balance (Free Cash). \$840,167 remains unallocated as a reserve for FY 2007. In addition, I have not recommended the use of any reserves available from the NESWC Solid Waste project for FY 2006.

Below is a table that compares revenues for FY 2005, the FY 2006 Override Model and FY 2006 Budgeted. Please note that all of the revenue increases from amounts previously projected for the FY 2006 Override Model have been allocated to meet increases in major, unallocated expenses including Health Insurance, Energy and Legal.

Revenue Comparison

| Revenue Category | FY 2005 | FY 2006 Override Model | FY 2006 Town Manager | Difference in FY 06 Projections |
|-------------------|----------------------|---------------------------|-------------------------|------------------------------------|
| Taxes* | \$ 53,288,299 | \$ 55,158,925 | \$ 55,549,174 | \$ 390,249 |
| State Aid** | \$ 4,676,519 | \$ 4,910,345 | \$ 4,811,522 | \$ (98,823) |
| Local Receipts*** | \$ 3,328,435 | \$ 3,420,400 | \$ 3,458,400 | \$ 38,000 |
| Available Funds | \$ 1,506,000 | \$ 740,000 | \$ 745,000 | \$ 5,000 |
| TOTAL | \$ 62,799,253 | \$ 64,229,670 | \$ 64,564,096 | \$ 334,426 |

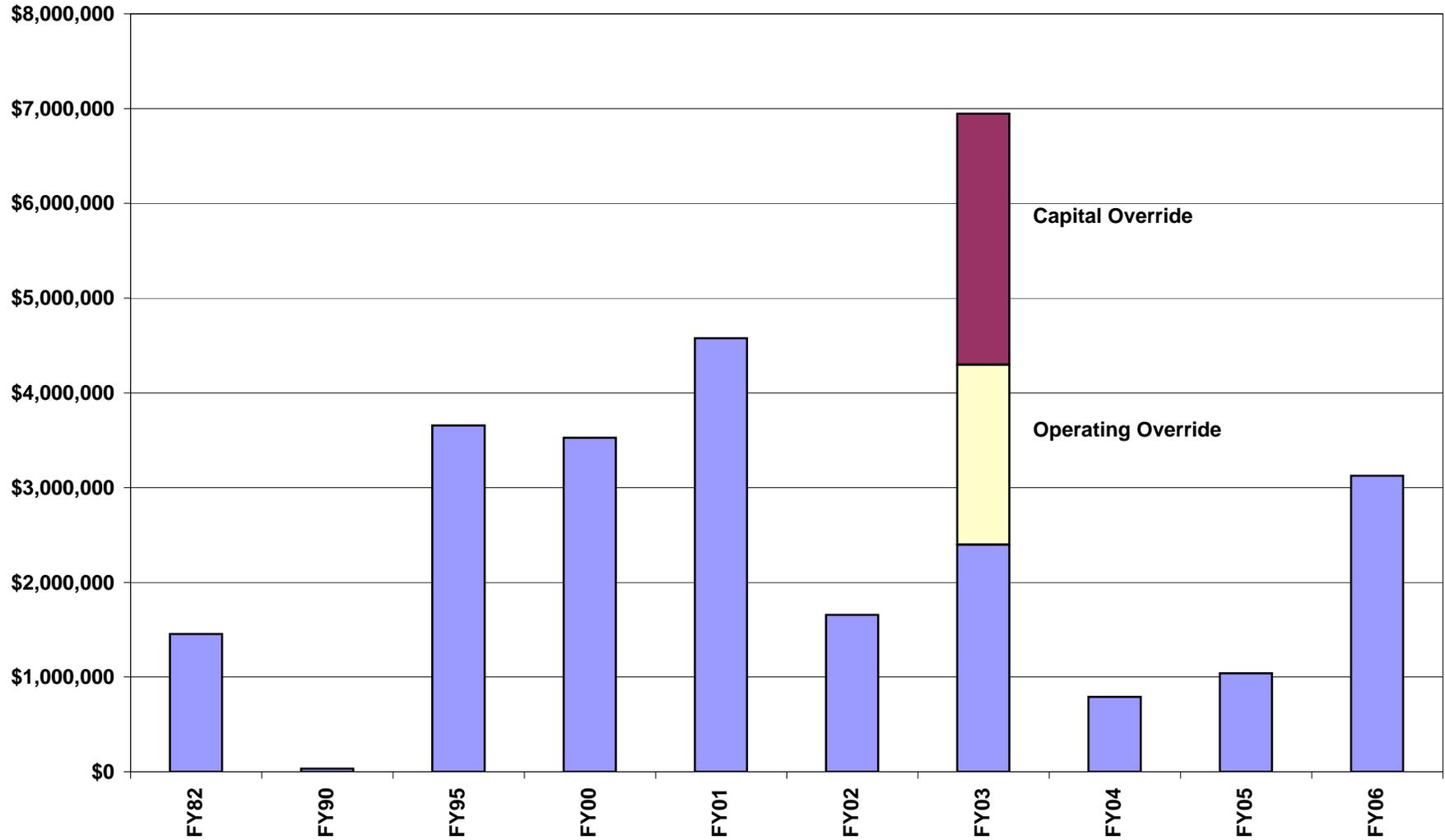
*Taxes include motor vehicle excise taxes and Chapter 110 allocation.

**State Aid excludes school construction reimbursement.

*** Local Receipts excludes Building Stabilization Fund

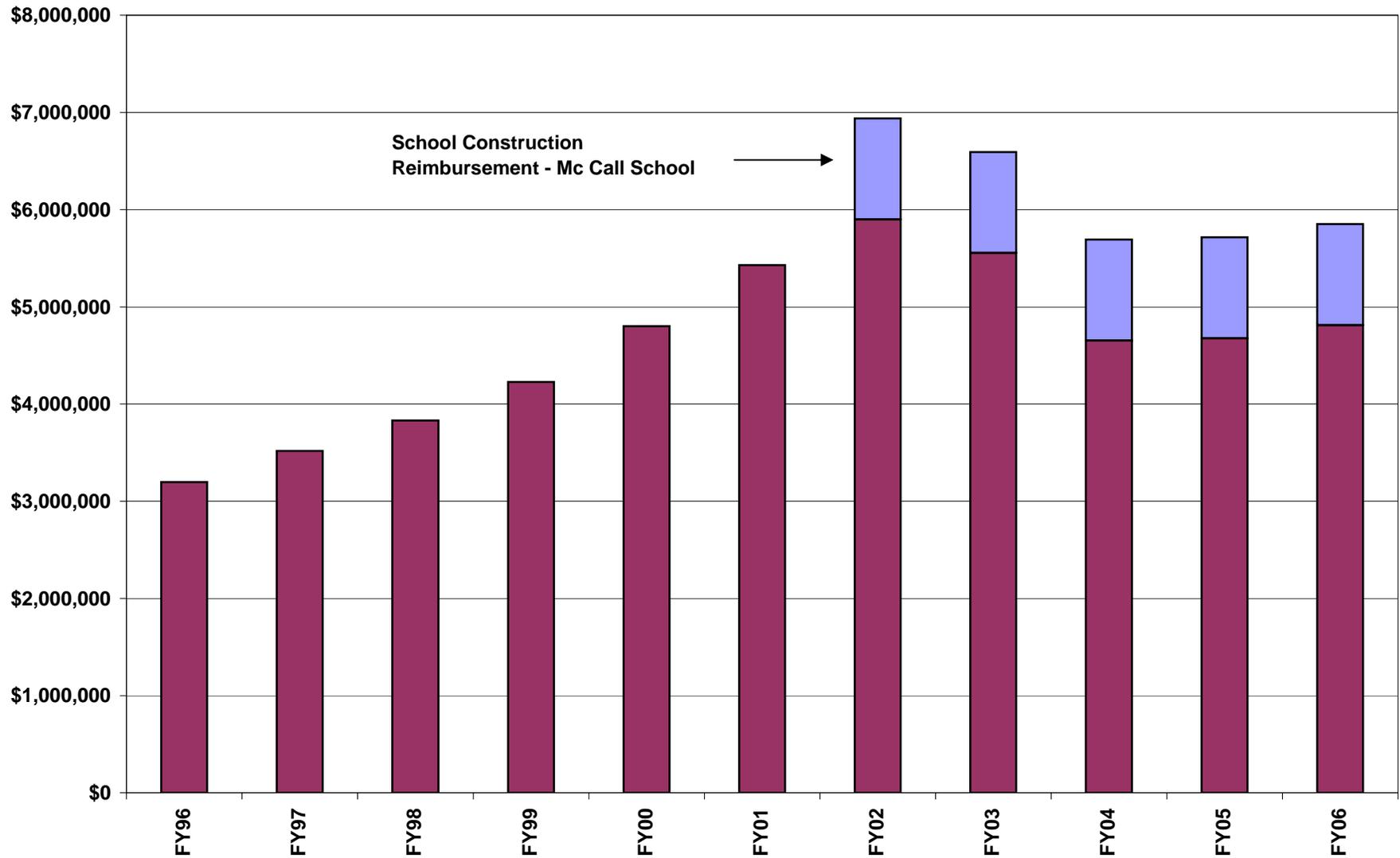


Revenue Increase





Total State Aid





Expenses

The expenses funding the Town's programs and services meet the revenue projections above. Given the rate of increases in the fixed costs of municipal government, reductions in programs and staffing were necessary to meet a balanced budget. As previously mentioned, the expense budget essentially follows the reductions outlined to the voters in Plan B. The budget is comprised of the following elements; town departments, the school department, undistributed expenses, non-appropriated expenses and capital improvements. Each element is summarized below;

Town Departments: The proposed FY 2006 budget for town departments is \$15,397,732, an increase of \$261,107 or 1.73%. In order to meet the revenue target, significant reductions in personnel and programs were necessary. The impacts to programs and services are substantial. Reductions in staffing for administrative and regulatory offices of the Town will result in longer waits and potentially reduced hours of office operations. Staffing reductions in the Department of Public Works continues a trend of downsizing, resulting in a deteriorated capacity to maintain the Town's systems of roadways, public buildings and recreational facilities, parks, and other infrastructure. In Public Safety, the budget reduces staffing to supervise school pedestrian crossings at eight locations. Overtime funds to meet manpower requirements in both police and fire departments will be reduced, resulting in longer response times and reduced capacity to handle multiple calls for service. It is likely that, during heavy vacation periods, the reduced overtime will require the Fire Department to take an engine company out of service and reallocate resources. The budget does not include funds to replace federal grant funding for the School Resource Officer (SRO). The SRO has been an innovative and successful collaboration between the Police Department and the School Department. In addition, the Town formally committed to fund this program when the federal funding expired. It is my hope that the Town will secure alternative grant funding to support this program when it expires in August of 2005. In the event this is unsuccessful, I recommend the Board of Selectmen and School Committee jointly identify funds from private or external sources that would meet our commitment to the federal government in FY 2006 as this program is phased-out. In the Library, reductions have been made to the books and materials budget that place the Town dangerously close to decertification. Such a designation would make the Town ineligible for grant funding and would eliminate citizens' privileges for inter-library loans. The Council on Aging faces reductions in vital social services for senior citizens by reducing the social worker position. There is one new initiative in the Town's budget relating to advanced life support capacity in the Fire Department. The increased costs associated with this advanced level of proficiency and service will be fully offset by fees.

Finally, it is my hope that the Board of Selectmen and Finance Committee provide me with some flexibility to reallocate FY 2006 funds as I work through my first year in Winchester. In particular, I am committed to resolving the ongoing struggle to establish a staffed professional planning position in the Town. I believe strongly that the land use issues facing Winchester demand a coordinated approach with a professionally trained and experienced planner.

Itemized reductions on the following page.



Reductions of Level Services in Municipal Departments

| | |
|----------------------------|--|
| Town Manager | Reduction of clerical position to part-time. Reduction in professional services |
| Comptroller | Elimination of overtime |
| Assessor | Reduction of clerical position to part-time. Reduction in professional services |
| Treasurer/Collector | Reduction of clerical position to part-time. |
| General Service | Reduction in supplies and services |
| Planning | Reduction in professional services |
| Engineering | Elimination of overtime and temporary labor. Elimination of equipment. |
| Building/Zoning | Reduction in part-time inspector position. |
| Conservation | Elimination of professional services. |
| Planning Board | Reduction in professional services. |
| Town Clerk | Reduction of clerical position to part-time. |
| Library | Reduction in books and materials. |
| Board of Health | Reduction in professional services. |
| Council on Aging | Reduction in social worker position to part-time. Elimination of social service agency subsidy |
| Police | Reduction in school crossing guard program. Reduction in overtime. Reduction in equipment. |
| Public Works | Reduction of 4 laborer positions. Reduction in expenses. |



Municipal Personnel FY1980 - FY 2005

| | FY90 | FY00 | FY01 | FY02 | FY03 | FY04 | FY05 | FY06 | % Change |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| General Government | 39.07 | 33.47 | 33.47 | 34.97 | 33.70 | 33.20 | 33.20 | 29.86 | -11.19% |
| Council on Aging | 3.09 | 3.60 | 3.60 | 3.60 | 3.60 | 3.60 | 3.60 | 3.30 | -9.09% |
| Library | 17.45 | 21.10 | 21.10 | 21.10 | 21.10 | 21.10 | 19.60 | 19.04 | -2.94% |
| Police | 55.00 | 52.00 | 52.00 | 52.00 | 52.00 | 52.00 | 52.00 | 49.00 | -6.12% |
| Fire | 46.00 | 46.00 | 46.00 | 46.00 | 46.00 | 47.00 | 46.00 | 46.00 | 0.00% |
| Public Works | 79.50 | 69.40 | 69.40 | 68.40 | 65.40 | 65.40 | 63.40 | 61.40 | -3.26% |
| Total | 240.11 | 225.57 | 225.57 | 226.07 | 221.80 | 222.30 | 217.80 | 208.60 | -4.41% |



School Department: The proposed budget for the school department is \$25,596,811, an increase of \$182,282 or 0.72%. As an independently elected body, the School Committee retains "bottom line" authority on its budget. The impacts of reductions in the school department budget are substantial, and include a reduction of 10 full-time equivalent (FTE) staff positions at the elementary school level. These staff reductions will have the effect of increasing class size for Grade 5 across the district and will reduce art and music offerings. At the middle school level, a staff reduction of 3 FTE will result in some larger class sizes in Grade 6 and in foreign language and music classes. At the high school, the budget problem is exacerbated by an increasing enrollment. The budget reduces staff by 5 FTE and impacts foreign language, reading support, art, family and consumer science programs and eliminates the auto program. The budget also reduces \$52,500 from the athletics program, placing additional burdens on the user fee system.

For more detailed review of the school department budget, please see the Service Programs section of this document or consult the School Department's FY 2006 Budget Plan document.

Undistributed: The category of expenses labeled undistributed includes several expenses that are not used in the allocation of revenues due to their unique nature. The major expenses in this category include Personnel Benefits, Energy, and Debt Service. The costs of Employee Health Insurance and Energy are rising at rates higher than general economic inflation and much higher than the rate of increase in municipal revenue growth, causing the Town to reduce programs and services even in the face of modest revenue growth. As a result, I refer to these accounts as our Budget Busters. To illustrate this in dramatic fashion, the cost increases in Health Insurance and Energy alone are \$1,100,000, fully accounting for the 2.5% increase in the tax levy. Clearly, the cost of energy is dependent upon global market and political forces. The Town should be aggressive in its capital planning for building renovation to incorporate energy saving design. While the cost of health insurance is also dependent upon external forces not controlled by the Town, there are areas that we can influence. The Town is actively pursuing an increasing percentage contribution of health insurance costs by its employees through a negotiated process. In addition, we will explore changes in benefit plan design and/or insurance carriers to help minimize usage and cost. Fortunately, the Town's onerous contract for Solid Waste Disposal will expire in September of 2005, providing some relief. Amounts previously projected for the remaining three months of this contract will not materialize, and this budget capacity has been reallocated to other Undistributed accounts including Health Insurance, Legal, Unemployment and FICA. The budget for debt service is largely supported through voter approved exclusions or overrides outside of the Proposition 2½ tax levy limit. However, the debt attributed to the general fund is increasing in FY 2006 related to various projects including the MIS project.

Non-Appropriated: This category includes costs that must be accounted for in the Town's budget, but are not appropriated by Town Meeting. The major expenses are State Charges and a Reserve for Tax Abatements (the Overlay). This category is relatively stable from FY 2005, although the Town is benefiting slightly from an expanded MBTA district resulting in costs being spread across more communities.

Enterprise Budgets: The Town has three self-supporting operations funded outside of the general revenues of the Town. They include the Recreation Revolving Fund, the Water Enterprise Fund and the Sewer Enterprise Fund.

Capital Improvements- The Town's capital budget is comprised of projects funded through the Capital and Building Stabilization Funds and general revenue. The stabilization funds is financed annually through the allocation of tax revenue derived from a property tax referendum passed in 2002. Capital projects financed through debt are part of the capital plan but are funded separately in the debt budget. The FY 2006 capital budget is \$961,513. The detailed report of the Capital Planning Committee is included in this budget document.



FY 2007 and Beyond

Although the Town's budget is a one-year mechanism, it is developed within the context of a multi-year plan. The December proposal for a tax override prudently incorporated the FY 2007 budget. Since the override failed, it is essential that this budget address FY 2007 issues. This FY 2006 budget proposal retains a \$840,667 balance in the Unreserved Fund Balance to help finance the FY 2007 budget. On the expenditure side, it is clear that the Town needs to be vigilant about evaluating the replacement of positions as they become vacant throughout FY 2006. Without the infusion of additional revenue, the structural deficit the Town finds itself in will require more reductions in staff. A hiring freeze provides the Town flexibility and minimizes the need to reduce the workforce through layoffs.

In the longer term, it is clear that, without relief from the restrictions of Proposition 2½ or greater financial assistance from the Commonwealth, the Town's structural gap will widen and resources will continue to erode. Efforts to economize must continue, including the exploration of regional/pooled efforts with other municipalities. Town government must do a better job in measuring the performance of its services in order to facilitate the prioritization that is inherent in a downsizing environment. This should include a comprehensive and consistent method of assessing citizens' satisfaction with Town services.

Conclusion

The FY 2006 budget, while balanced, represents a reduced level of programs and services to the Town. I am confident that all departments will continue to do their very best to mitigate the impacts of these reductions to the citizens of Winchester. I wish to thank Mark Twogood, Assistant Town Manager and Joseph Bonner, Comptroller, for their extraordinary efforts in coordinating the budget process. In addition, I am indebted to Craig Rowe, Information Technology Director and Pat Tassi, Administrative Coordinator for their work in compiling this budget document, and to Patti Mawn, Cheryl Murphy and Jen Cafarella of my office for their contributions and cooperation. Finally, I am very appreciative of the commitment and positive attitude of the department heads of the Town during this difficult fiscal period.

Sincerely,

Melvin A. Kleckner
Town Manager



SECTION II

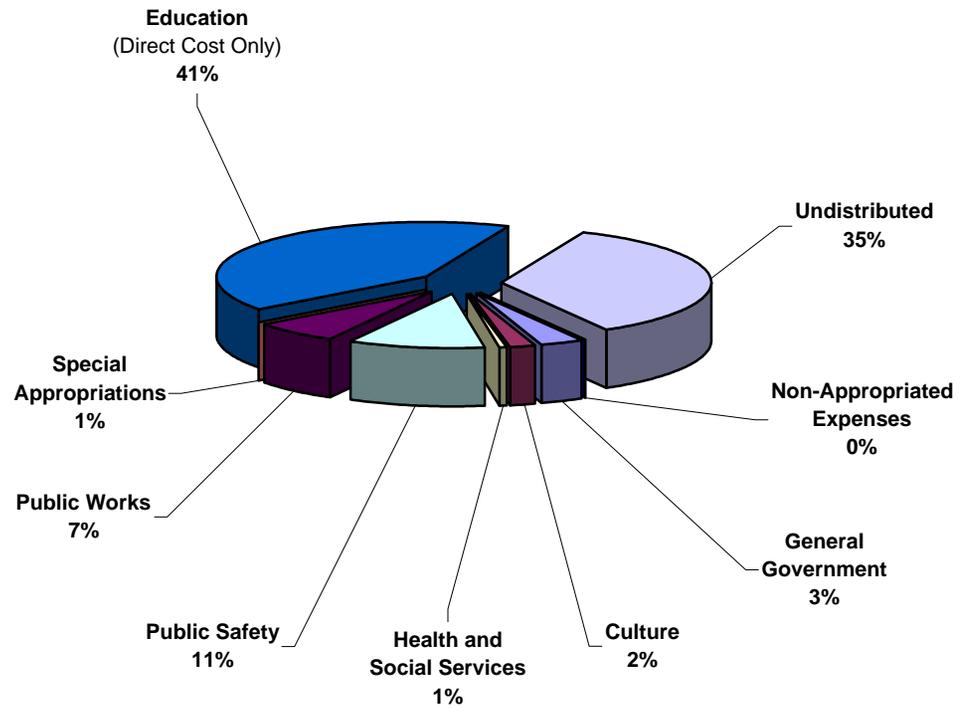
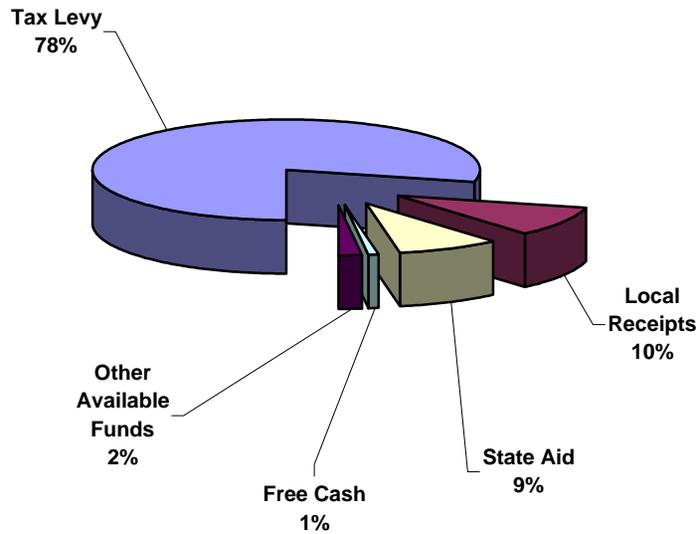
SUMMARIES



Total Revenue

\$66,692,670

Total Expenditures



**FY 2006 PROGRAM BUDGET****FY 2006 BUDGET SUMMARY****Overall Budget Summary**

| | FY-05 | FY-06 | Change | |
|--------------------------------|-------------------|-------------------|------------------|--------------|
| | Budget | Recommended | \$ | % |
| REVENUES | | | | |
| Tax Levy | 50,420,233 | 52,614,174 | 2,193,941 | 4.35% |
| Local Receipts | 6,005,435 | 6,393,400 | 387,965 | 6.46% |
| State Aid | 5,715,296 | 5,850,299 | 135,003 | 2.36% |
| Free Cash | 800,000 | 500,000 | (300,000) | -37.50% |
| Other Available Funds | 751,137 | 1,334,797 | 583,660 | 77.70% |
| Total Revenues | 63,692,101 | 66,692,670 | 3,000,569 | 4.71% |
| EXPENDITURES | | | | |
| Municipal Departments | 15,136,624 | 15,397,732 | 261,107 | 1.73% |
| School Department | 25,429,529 | 25,596,811 | 167,282 | 0.66% |
| Undistributed | 19,071,135 | 21,845,366 | 2,774,231 | 14.55% |
| Total Operating Budgets | 59,637,288 | 62,839,909 | 3,202,620 | 5.37% |
| Non-Appropriated Expenses | 1,034,285 | 845,000 | (189,285) | -18.30% |
| Capital - Funded From | | | | |
| - Stabilization Fund | 2,784,156 | 2,853,761 | 69,605 | 2.50% |
| - Free Cash/Other | 160,000 | 100,000 | (60,000) | -37.50% |
| - Cemetery | 62,372 | 40,000 | (22,372) | -35.87% |
| Special Appropriations | 14,000 | 14,000 | 0 | 0.00% |
| Total Expenditures | 63,692,101 | 66,692,670 | 3,000,568 | 4.71% |
| SURPLUS/DEFICIT | 0 | 0 | 0 | |



FY 2006 PROGRAM BUDGET

FY 2006 BUDGET SUMMARY

Departmental Budget Summary

| Dept Code | | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm | Difference FY-05 - Manager |
|---------------------------|------------------------------------|------------------|------------------|------------------|------------------|-------------------|-------------------------------|
| GENERAL GOVERNMENT | | | | | | | |
| 1210 | Town Manager - Administration | 432,455 | 448,271 | 477,536 | 469,536 | | 4.74% |
| 1310 | Finance Committee | 3,978 | 5,950 | 5,950 | 5,950 | | 1.62% |
| 1330 | Comptroller | 237,160 | 239,695 | 244,574 | 243,574 | | -11.25% |
| 1340 | Assessors | 245,064 | 230,024 | 229,992 | 204,136 | | -11.25% |
| 1350 | Collector/Treasurer | 181,602 | 214,419 | 204,853 | 193,153 | | -9.92% |
| 1410 | Planning and Community Development | 495,380 | 510,676 | 528,889 | 496,357 | | -2.80% |
| 1400 | Planning Board | 39,337 | 41,950 | 99,460 | 16,950 | | -59.59% |
| 1610 | Town Clerk | 276,384 | 281,846 | 259,952 | 246,952 | | -12.38% |
| 1540 | General Services | 100,369 | 105,000 | 110,000 | 103,500 | | -1.43% |
| | Total General Government | 2,011,729 | 2,077,831 | 2,161,206 | 1,980,108 | | -4.70% |
| CULTURE | | | | | | | |
| 6110 | Library | 1,304,217 | 1,268,294 | 1,294,588 | 1,231,588 | | -2.89% |
| | Recreation General Fund | 0 | 0 | 0 | 0 | | 0.00% |
| 6940 | Archival Center | 591 | 950 | 950 | 950 | | 0.00% |
| | Total Culture | 1,304,808 | 1,269,244 | 1,295,538 | 1,232,538 | | -2.89% |



FY 2006 PROGRAM BUDGET

FY 2006 BUDGET SUMMARY

| Dept Code | | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm | Difference FY-05 - Manager |
|----------------------|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------------------|
| HEALTH | | | | | | | |
| 5110 | Health | 155,795 | 158,111 | 190,773 | 153,872 | | -2.68% |
| 5410 | Council on Aging | 187,214 | 189,553 | 192,926 | 167,094 | | -11.85% |
| 5420 | Veterans' Services | 10,294 | 14,473 | 14,873 | 14,873 | | 2.76% |
| | Total Health | 353,303 | 362,137 | 398,572 | 335,839 | | -7.26% |
| PUBLIC SAFETY | | | | | | | |
| 2110 | Police Department | 3,358,432 | 3,354,128 | 3,479,697 | 3,333,697 | | -0.61% |
| 2210 | Fire Department | 3,039,680 | 3,125,138 | 3,230,364 | 3,191,364 | | 2.12% |
| 2420 | Sealer of Weights and Measures | 6,679 | 9,126 | 9,126 | 7,626 | | -16.44% |
| | Total Public Safety | 6,404,791 | 6,488,392 | 6,719,187 | 6,532,687 | | 0.68% |
| PUBLIC WORKS | | | | | | | |
| 4111 | Administration | 171,164 | 190,300 | 192,441 | 192,441 | | 1.13% |
| 4121 | Maintenance | 1,069,943 | 1,066,404 | 1,111,948 | 1,064,348 | | -0.19% |
| 4131 | Buildings | 1,878,962 | 1,836,682 | 1,836,776 | 1,768,776 | | -3.70% |
| 4141 | Garage | 273,806 | 301,097 | 294,300 | 294,300 | | -2.26% |
| 4151 | Transfer Station | 363,249 | 416,155 | 440,565 | 395,165 | | -5.04% |
| 4161 | Cemetery | 312,768 | 307,066 | 252,130 | 252,130 | | -17.89% |
| 4171 | Snow and Ice | 250,253 | 231,316 | 250,000 | 250,000 | | 8.08% |
| | Total Public Works | 4,320,145 | 4,349,020 | 4,378,160 | 4,217,160 | | -3.03% |
| | UNALLOCATED WAGE ADJUSTMENTS | 220,524 | 590,000 | 1,099,400 | 1,099,400 | | |
| | Total Municipal Departments | 14,615,300 | 15,136,624 | 16,052,063 | 15,397,732 | | 1.73% |



FY 2006 PROGRAM BUDGET

FY 2006 BUDGET SUMMARY

| Dept Code | | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm | Difference FY-05 - Manager |
|-----------|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------------------|
| | EDUCATION | | | | | | |
| 3111 | Central Office/System Services | 1,836,372 | 2,031,344 | 2,042,799 | | | |
| 3112 | Senior High School | 4,603,311 | 4,673,722 | 4,867,956 | | | |
| 3113 | McCall Middle School | 3,585,704 | 3,442,407 | 3,381,392 | | | |
| 3114 | Ambrose Elementary | 1,260,617 | 1,261,326 | 1,383,900 | | | |
| 3115 | Lincoln Elementary | 1,909,457 | 1,896,259 | 1,807,143 | | | |
| 3116 | Lynch Elementary | 1,533,603 | 1,492,482 | 1,493,139 | | | |
| 3117 | Muraco Elementary | 1,351,498 | 1,329,791 | 1,235,667 | | | |
| 3118 | Vinson-Owen Elementary | 1,375,792 | 1,416,294 | 1,276,510 | | | |
| 3119 | Special Education | 5,762,712 | 6,067,326 | 6,252,427 | | | |
| 3119 | Pupil Services | 931,803 | 989,103 | 1,090,978 | | | |
| 3110 | Technology | 469,840 | 475,326 | 447,633 | | | |
| 3210 | Athletics | 276,477 | 261,767 | 223,037 | | | |
| 3610 | Vocational Education | 111,032 | 92,382 | 94,230 | | | |
| | Total Education | 25,008,218 | 25,429,529 | 25,596,811 | 25,596,811 | | |



FY 2006 PROGRAM BUDGET

FY 2006 BUDGET SUMMARY

| Dept Code | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm | Difference FY-05 - Manager |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------------------|
| UNDISTRIBUTED | | | | | | |
| 1530 Data Processing | 342,600 | 348,199 | 365,499 | 365,499 | | 4.97% |
| 1810 NESWC | 1,267,500 | 976,500 | 600,000 | 600,000 | | -38.56% |
| 1910 Energy | 1,666,596 | 1,915,000 | 2,200,000 | 2,200,000 | | 14.88% |
| Personnel Benefits | | | | | | |
| 9110 Contributory Retirement | 2,122,689 | 2,291,276 | 2,326,331 | 2,326,331 | | 1.53% |
| 9170 Non-Contributory Retirement | 64,111 | 62,000 | 62,000 | 62,000 | | 0.00% |
| 9120 Workers' Compensation | 462,978 | 375,640 | 394,600 | 394,600 | | 5.05% |
| 9130 Unemployment Compensation | 96,227 | 133,800 | 157,000 | 157,000 | | 9.77% |
| 9140 Health Insurance | 5,060,625 | 5,598,170 | 6,411,211 | 6,411,211 | | 14.52% |
| 9150-9160 F.I.C.A./ Medicare Tax & Refunds | 505,970 | 547,945 | 601,500 | 601,500 | | 9.77% |
| Debt & Interest | | | | | | |
| Long Term Debt-Principal | 4,238,126 | 4,160,100 | 5,167,514 | 5,167,514 | | 24.22% |
| Long Term Debt-Interest | 1,703,381 | 1,705,533 | 2,536,771 | 2,536,771 | | 48.74% |
| Tax Abatement Interest/Service Fees | 1,000 | 24,000 | 24,000 | 24,000 | | 0.00% |
| Miscellaneous | | | | | | |
| 1360 Audit | 44,625 | 49,084 | 51,500 | 51,500 | | 4.92% |
| 1510 Legal | 275,000 | 241,500 | 285,000 | 285,000 | | 18.01% |
| 9450 General Insurance | 223,867 | 243,000 | 267,440 | 267,440 | | 10.06% |
| 9430 Reserve Fund | 395,000 | 329,388 | 325,000 | 325,000 | | -1.33% |
| 9460 Environmental Remediation Services | 91,400 | 70,000 | 70,000 | 70,000 | | 0.00% |
| Total Undistributed | 18,561,695 | 19,071,135 | 21,845,366 | 21,845,366 | | 14.55% |



FY 2006 PROGRAM BUDGET

FY 2006 BUDGET SUMMARY

| Dept Code | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm | Difference FY-05 - Manager |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------------------|
| Non-Appropriated Expenses | 903,409 | 1,034,285 | 845,000 | 845,000 | | -18.30% |
| Capital - Funded From | | | | | | |
| - Stabilization Fund | 2,716,250 | 2,784,156 | 2,853,760 | 2,853,761 | | 2.50% |
| - Free Cash/ Other | 1,431,068 | 160,000 | 100,000 | 100,000 | | -37.50% |
| - Cemetery | 68,500 | 62,372 | 40,000 | 40,000 | | -35.87% |
| Total Capital | 4,215,818 | 3,006,528 | 2,993,760 | 2,993,761 | | -0.42% |
| Special Appropriations | 14,000 | 14,000 | 14,000 | 14,000 | | 0.00% |
| Grand Total | 63,318,440 | 63,692,101 | 67,347,000 | 66,692,670 | | 4.71% |



SECTION III

REVENUE



FY2006 PROGRAM BUDGET

REVENUE

REVENUE

Total revenue for FY2006 is projected at \$66,717,670, an increase of \$3,025,569, or 4.53%.

The property tax levy is estimated to increase \$2,193,941, or 4.35% over FY2005. \$258,269 of the increase is due to Ch. 110 water and sewer debt.

Local receipts are projected to increase \$387,965, or 6.46%.

State Aid is estimated at \$5,850,299 increasing only \$135,003.

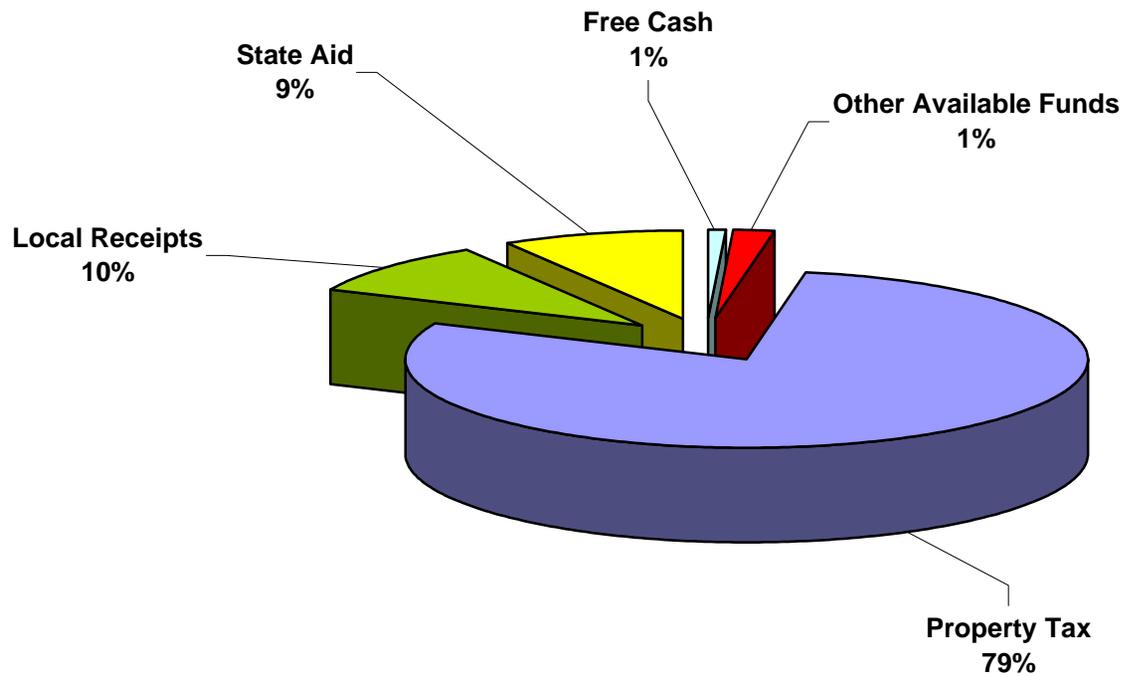
Free cash available for appropriation is expected to drop from \$800,000 in FY2005 to \$500,000 in FY2006 for a reduction of \$300,000.

Other available funds are projected to increase \$599,984 to a total of \$1,359,797. Of this total, \$1,114,797 is from the Building Stabilization Fund.

| <u>Revenue Source</u> | FY02 Actual | FY03 Actual | FY04 Actual | FY05 Budget | FY06 Budget | \$ Change |
|-----------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------|
| Property Tax | 40,536,423 | 46,828,376 | 48,615,701 | 50,420,233 | 52,614,174 | 2,193,941 |
| Local Receipts | 5,816,672 | 6,095,849 | 6,239,519 | 6,005,435 | 6,393,400 | 387,965 |
| State Aid | 6,937,916 | 6,550,730 | 5,688,058 | 5,715,296 | 5,850,299 | 135,003 |
| Free Cash | 950,000 | 1,700,000 | 1,431,068 | 800,000 | 500,000 | (300,000) |
| Other Available Funds | 673,964 | 686,542 | 678,000 | 751,137 | 1,334,797 | 583,660 |
| Total General Fund Revenue | 54,914,975 | 61,861,497 | 62,652,346 | 63,692,101 | 66,692,670 | 3,000,569 |



Revenue
(Total \$66,817,670)





FY2006 PROGRAM BUDGET

REVENUE

Total Revenue

| | FY82 Actual | FY90 Actual | FY95 Actual | FY00 Actual | FY01 Actual | FY02 Actual | FY03 Actual | FY04 Actual | FY05 Budget | FY06 Budget |
|-----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Tax Levy | 17,045,387 | 23,766,118 | 29,493,477 | 36,227,899 | 38,923,152 | 40,536,423 | 46,828,377 | 48,615,701 | 50,420,233 | 52,614,174 |
| Local Receipts | 1,433,244 | 3,330,367 | 4,163,177 | 5,833,368 | 630,049 | 5,816,672 | 5,895,849 | 6,239,519 | 6,005,435 | 6,393,400 |
| State Aid | 3,193,402 | 3,121,224 | 2,908,732 | 4,905,888 | 5,562,214 | 6,937,916 | 6,550,730 | 5,688,058 | 5,715,296 | 5,850,299 |
| Free Cash | 400,000 | 373,890 | 985,000 | 968,245 | 1,174,774 | 950,000 | 1,700,000 | 1,431,068 | 800,000 | 500,000 |
| Other Available Funds | 632,507 | 1,172,906 | 324,000 | 746,596 | 1,296,738 | 673,964 | 685,996 | 678,000 | 751,137 | 1,334,797 |
| Total | 22,704,540 | 31,764,505 | 37,874,386 | 48,681,996 | 47,586,927 | 54,914,975 | 61,660,952 | 62,652,346 | 63,692,101 | 66,692,670 |

Annual Revenue Increases

| | FY82 | FY90 | FY95 | FY00 | FY01 | FY02 | FY03 | FY04 | FY05 | FY06 |
|-----------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|------------------|------------------|
| Tax Levy | 625,380 | 885,513 | 2,361,413 | 1,603,659 | 2,695,253 | 1,613,271 | 6,291,954 | 1,787,324 | 1,804,532 | 2,193,941 |
| Local Receipts | 21,864 | 164,111 | 729,302 | 1,133,606 | 467,681 | (484,377) | 79,177 | 343,670 | -234,084 | 387,965 |
| State Aid | 280,605 | (656,421) | 188,040 | 640,026 | 656,326 | 1,375,702 | -387,186 | -862,672 | 27,238 | 135,003 |
| Free Cash | (39,136) | 699,150 | 503,097 | 356,045 | 206,529 | (224,774) | 750,000 | -268,932 | -631,068 | -200,000 |
| Other Available Funds | 608,643 | 340,467 | 125,996 | 206,804 | 550,142 | (622,774) | 12,032 | -7,996 | 73,137 | 608,660 |
| Total | 1,497,356 | 1,432,820 | 3,907,848 | 3,940,140 | 4,575,931 | 1,657,048 | 6,745,977 | 991,394 | 1,039,755 | 3,125,569 |

Percent of Total Revenue

| | FY82 | FY90 | FY95 | FY00 | FY01 | FY02 | FY03 | FY04 | FY05 | FY06 |
|-----------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Tax Levy | 75.07% | 74.82% | 77.87% | 74.42% | 81.79% | 73.82% | 75.94% | 77.60% | 79.16% | 78.74% |
| Local Receipts | 6.31% | 10.48% | 10.99% | 11.98% | 11.83% | 10.59% | 9.56% | 9.96% | 9.43% | 9.57% |
| State Aid | 14.07% | 9.83% | 7.68% | 10.08% | 10.44% | 12.63% | 10.62% | 9.08% | 8.97% | 8.76% |
| Free Cash | 1.76% | 1.18% | 2.60% | 1.99% | 2.21% | 1.73% | 2.76% | 2.28% | 1.26% | 0.90% |
| Other Available Funds | 2.79% | 3.69% | 8.60% | 1.53% | 2.43% | 1.23% | 1.11% | 1.08% | 1.18% | 2.04% |
| Total | 100.00% |



FY2006 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 FY2006 are preliminary estimates used to project the levy limit. The FY2005 levy limit was \$46,446,890. The 2 ½% increase allowed for FY2006 is \$1,161,172. New growth from construction not previously on the tax rolls is expected to add \$525,000 to the FY2006 levy.

An additional \$1,199,384 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 FY2006 is \$3,281,728.

Based on the above, the FY2006 tax levy is projected to total \$52,614,174 representing an increase of \$2,193,941 (4.35%) over the FY2005 levy.

| | FY2006 Levy |
|-------------------|---------------------|
| FY05 Levy Base | \$46,446,890 |
| 2.5% Increase | \$1,161,172 |
| New Growth | \$525,000 |
| Debt Exclusion | \$1,199,384 |
| Chapter 110 | \$3,281,728 |
| Levy Limit | \$52,614,174 |

| Property Tax | FY02 Actual | FY03 Actual | FY04 Actual | FY05 Budget | FY06 Budget | \$ Change |
|---------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------|
| Property Tax Levy | 36,559,218 | 42,605,124 | 44,445,390 | 46,415,060 | 48,133,062 | 1,718,002 |
| Chapter 110 | 2,860,774 | 3,058,384 | 3,140,463 | 3,023,459 | 3,281,728 | 258,269 |
| Debt Exclusion Overrides | | | | | | |
| McCall School | 397,313 | 654,822 | 627,226 | 579,438 | 543,791 | (35,647) |
| Lincoln School | 585,000 | 379,194 | 274,950 | 277,662 | 534,003 | 256,341 |
| Immediate Repairs | 134,118 | 130,852 | 127,672 | 124,614 | 121,590 | (3,024) |
| Total | 40,536,423 | 46,828,376 | 48,615,701 | 50,420,233 | 52,614,174 | 2,193,941 |

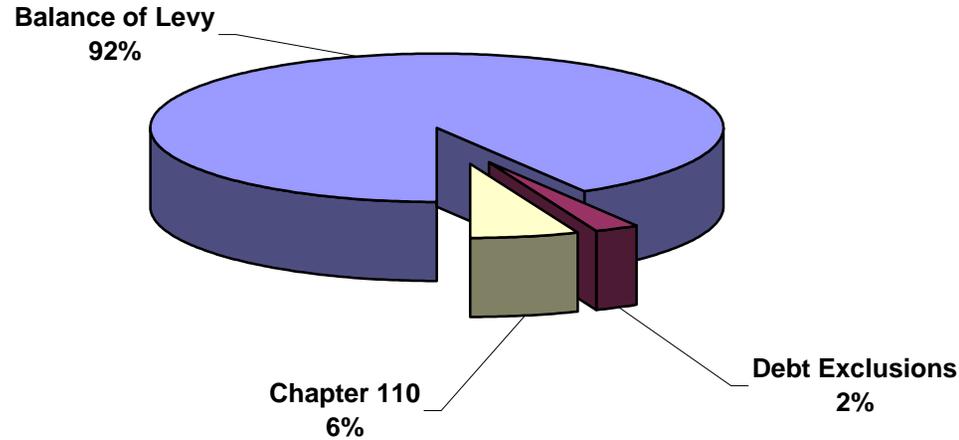


FY2006 PROGRAM BUDGET

**REVENUE
Property Tax**

Property Tax

(Property Tax Total \$52,614,174)



| <u>Fiscal Year</u> | <u>Real Estate Tax Warrant</u> | <u>Abatements</u> | <u>41A</u> | <u>Net Tax Levy</u> | <u>Current Year Collections</u> | <u>Collection %</u> | <u>Prior Year Collections</u> | <u>Uncollected @ YE</u> | <u>Tax Title & Foreclosures</u> |
|--------------------|--------------------------------|-------------------|------------|---------------------|---------------------------------|---------------------|-------------------------------|-------------------------|-------------------------------------|
| 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 |
| 2004 | 48,363,511 | 164,509 | 91,962 | 48,107,040 | 47,536,224 | 98.8% | 629,144 | 570,817 | 290,438 |



FY2006 PROGRAM BUDGET

**REVENUE
Local Receipts**

Local Receipts

Motor Vehicle Excise Tax

Motor Excise Tax receipts are estimated at \$2,935,000 for FY2006, level with the FY2005 budget. The FY2004 actuals were \$2,935,321.

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

| | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Commitments - Current Year | 2,458,019 | 2,767,223 | 2,847,390 | 2,701,861 | 3,102,751 | 2,931,080 |
| Abatements - Current Year | 76,112 | 90,975 | 97,881 | 72,176 | 91,345 | 88,961 |
| Collections - All Years | 2,390,502 | 2,686,829 | 2,719,589 | 2,638,748 | 2,905,373 | 2,990,359 |

| Local Receipts | FY02 Actual | FY03 Actual | FY04 Actual | FY05 Budget | FY06 Budget | \$ Change |
|-------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| Motor Vehicle Excise | 2,638,748 | 2,930,185 | 2,935,321 | 2,935,000 | 2,935,000 | 0 |
| Service Charges - Trash | 821,329 | 1,063,252 | 1,188,451 | 1,100,000 | 1,150,000 | 50,000 |
| Licenses & Permits | 909,645 | 796,623 | 938,769 | 900,000 | 940,000 | 40,000 |
| Investment Income | 398,364 | 211,614 | 135,780 | 135,000 | 225,000 | 90,000 |
| Fees | 290,344 | 202,203 | 174,693 | 175,000 | 330,000 | 155,000 |
| Cemetery | 228,527 | 218,044 | 205,120 | 210,000 | 216,300 | 6,300 |
| Fines and Forfeits | 51,171 | 49,485 | 65,731 | 65,000 | 65,000 | 0 |
| Penalties & Interest | 264,804 | 321,856 | 305,434 | 300,000 | 311,100 | 11,100 |
| Rental | 31,292 | 24,762 | 11,853 | 10,435 | 10,000 | (435) |
| Other Departmental | 65,346 | 44,472 | 118,286 | 80,000 | 80,000 | 0 |
| Special Assessments | 8,060 | 10,509 | 8,372 | 35,000 | 58,000 | 23,000 |
| Misc. | 109,042 | 222,844 | 151,709 | 60,000 | 73,000 | 13,000 |
| Total | 5,816,672 | 6,095,849 | 6,239,519 | 6,005,435 | 6,393,400 | 387,965 |



FY2006 PROGRAM BUDGET

REVENUE Local Receipts

Service Charges – Trash

Trash receipts are estimated at \$1,150,000 for FY2006 which represents a \$50,000 (4.5%) increase over the FY2005 budget. The FY2004 actual was \$1,188,451.

Licenses & Permits

Licenses and permits revenues have been estimated at \$940,000 for FY2006, an increase of \$40,000 over the FY2004 budget. Actual receipts for FY2004 were \$938,769.

Investment Income

Investment income has been estimated at \$225,000 for FY2006, or \$90,000 higher than the FY2005 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 \$330,000 for FY2006, which is \$90,000 higher than the FY2005 budget. The actual for FY2004 was \$174,693. This category includes ambulance fees, fire inspection fees, parking tickets, etc. This increase is primarily due to the implementation of Advanced Life Support.

Cemetery

Cemetery fees are estimated at \$216,300 for FY2006, which is \$6,300 higher than the FY2005 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 \$65,000 for FY2006, which is level-budgeted with FY2005. This category includes Library fines and court fines.

Penalties & Interest on Taxes

This line item is estimated at \$311,100 for FY2006, which is \$11,100 lower than with FY2005 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 \$10,000 for FY2006, a decrease of \$435 from the FY2005 budget. Actual for FY2004 was \$11,853.

Other Departmental

Other Departmental revenue is estimated at \$80,000 for FY2006, which is level-funded with FY2005. FY2004 actual was \$118,286. This category includes various charges for services such as photocopying, fees for plans, DPW repairs, etc.

Special Assessments

FY2006 receipts are estimated at \$58,000. This includes all betterments for curbing etc. and Myopia Road drainage improvements.

Miscellaneous

This line item is budgeted at \$73,000 for FY2006, which is an increase of \$13,000 over FY2005. This category includes items not otherwise classified including State payments for Medicare reimbursements and premiums on bonds issued by the Town.



FY2006 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.

Total FY2006 State Aid is estimated at \$5,850,299.

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 was the same as FY2004. The Governors budget for FY2006 maintains Chapter 70 aid at the FY2005 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 FY2005. No funding is anticipated for FY2006.

| State Aid | FY02 Actual | FY03 Actual | FY04 Actual | FY05 Budget | FY06 Budget | \$ Change |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| 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 | 1,038,777 | 1,038,777 | 0 |
| 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 | 1,259,850 | 135,003 |
| 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 | 158,565 | 164,448 | 164,448 | 0 |
| Tax Exemptions | 23,775 | 33,551 | 41,314 | 41,751 | 41,751 | 0 |
| Charter Tuition Reimbursement | 0 | 0 | 0 | 4,233 | 4,233 | 0 |
| School Lunch - Offset | 10,842 | 12,928 | 11,286 | 11,507 | 11,507 | 0 |
| Public Libraries Chapter 78 - Offset | 32,735 | 29,476 | 28,907 | 31,708 | 31,708 | 0 |
| State Aid Total | 6,937,916 | 6,593,134 | 5,691,333 | 5,715,296 | 5,850,299 | 135,003 |



FY2006 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.

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, FY2004, FY2005 and FY2006.

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 expected 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.

| Education | FY02 Actual | FY03 Actual | FY04 Actual | FY05 Budget | FY06 Budget | \$ Change |
|--------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------|
| 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 | 1,038,777 | 1,038,777 | 0 |
| Tuition of State Wards | 6,137 | 0 | 0 | 0 | 0 | 0 |
| Charter School Tuition Reimbursement | 0 | 0 | 0 | 4,233 | 4,233 | 0 |
| Total | 4,956,594 | 4,802,988 | 3,982,010 | 3,996,631 | 3,996,631 | 0 |



FY2006 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 was level funded from FY2004. FY2006 is expected, under the Governor's Budget to increase \$135,003 to a total of \$1,259,850 through a phased - in restoration of the capped funds.

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. FY2006 is also level funded under the Governor's Budget.

| General Government | FY02 Actual | FY03 Actual | FY04 Actual | FY05 Budget | FY06 Budget | \$ Change |
|--------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------|
| Lottery, Beano & Charity Games | 1,323,349 | 1,199,616 | 1,124,847 | 1,124,847 | 1,259,850 | 135,003 |
| Additional Assistance | 433,387 | 367,297 | 344,404 | 344,404 | 344,404 | 0 |
| Total | 1,756,736 | 1,566,913 | 1,469,251 | 1,469,251 | 1,604,254 | 135,003 |



FY2006 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 \$164,448 is projected. This line item has been level budgeted.

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:

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

| General Government | FY02 Actual | FY03 Actual | FY04 Actual | FY05 Budget | FY06 Budget | \$ Change |
|---------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------|
| Police Career Incentive | 139,172 | 147,278 | 158,565 | 164,448 | 164,448 | 0 |
| Highway Fund Chapter 81 | 18,062 | 0 | 0 | 0 | 0 | 0 |
| Total | 157,234 | 147,278 | 158,565 | 164,448 | 164,448 | 0 |



FY2006 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

| General Government | FY02 Actual | FY03 Actual | FY04 Budget | FY05 Budget | FY06 Budget | \$ Change |
|-----------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------|
| Total Tax Exemptions | 23,775 | 33,551 | 34,301 | 34,301 | 41,751 | 7,450 |



FY2006 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 FY2006. For FY2006, a slight increase of \$2,154 is projected to a total of \$29,835.

| Cherry Sheet Offsets | FY02 Actual | FY03 Actual | FY04 Actual | FY05 Budget | FY06 Budget | \$ Change |
|--------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------|
| 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 |
| Total | 43,577 | 42,404 | 39,666 | 39,666 | 42,599 | 2,933 |



FY2006 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 \$1,340,167. It is recommended that \$500,000 of this amount be appropriated leaving a reserve balance of \$840,167.

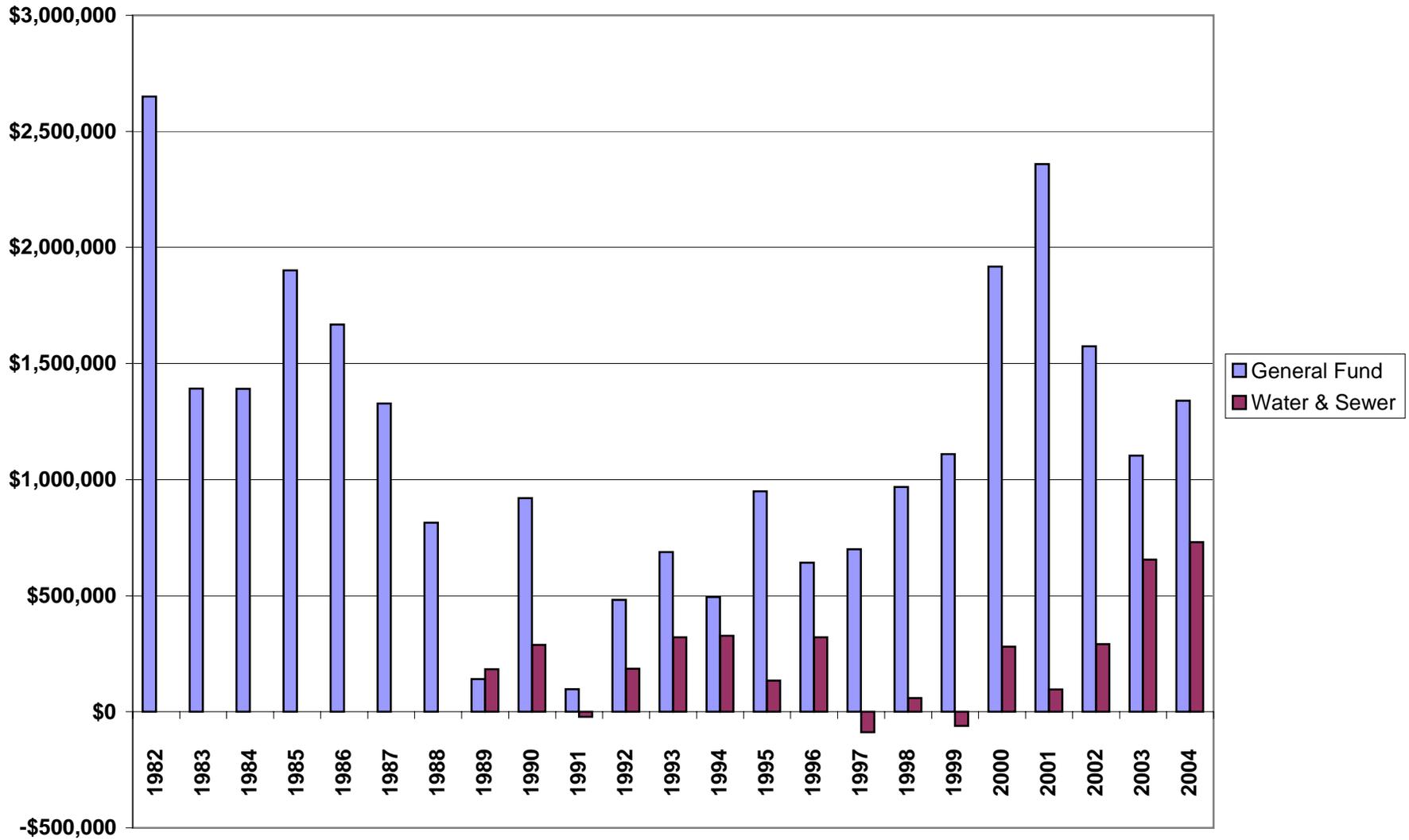
Free Cash Analysis

| | <u>Jul-99</u> | <u>Jul-00</u> | <u>Jul-01</u> | <u>Jul-02</u> | <u>Jul-03</u> | <u>Jul-04</u> |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| General Surplus Revenue Beginning Balance | 1,599,797 | 1,725,971 | 2,248,739 | 2,989,200 | 2,556,759 | 2,180,863 |
| Additions | | | | | | |
| Appropriation Reversions (current year) | 365,900 | 262,011 | 360,485 | 701,908 | 518,574 | 796,027 |
| Appropriation Reversions (prior year) | 19,375 | 4,813 | 33,223 | 411,111 | 79,726 | 71,785 |
| Receipts Excess / Deficit | 499,541 | 1,291,776 | 1,241,238 | 129,861 | 487,653 | 128,168 |
| Tax Titles Receipts | 114,659 | 181,406 | 58,241 | 31,744 | 76,341 | 81,760 |
| Misc. | 223,877 | 0 | | | | |
| Ch. 41A Deferral Receipts | 18,094 | 79,906 | 34,145 | 31,768 | 18,587 | 17,911 |
| Total Additions | 1,241,446 | 1,819,912 | 1,727,332 | 1,306,392 | 1,180,881 | 1,095,651 |
| Deductions | | | | | | |
| Appropriations from Free Cash | 968,245 | 1,174,774 | 950,000 | 1,700,000 | 1,431,068 | 800,000 |
| Tax Title Taking | 56,519 | 43,175 | 13,574 | 11,839 | 37,411 | 26,469 |
| Misc. | 0 | 0 | 0 | 0 | 0 | 0 |
| Ch. 41A Deferrals | 90,508 | 79,195 | 23,297 | 26,994 | 88,298 | 78,940 |
| Total Deductions | 1,115,272 | 1,297,144 | 986,871 | 1,738,833 | 1,556,777 | 905,409 |
| Net Additions / Deductions | 126,174 | 522,768 | 740,461 | (432,441) | (375,896) | 190,242 |
| General Surplus Revenue Ending Balance | 1,725,971 | 2,248,739 | 2,989,200 | 2,556,759 | 2,180,863 | 2,371,105 |
| Less Uncollected Real Estate Taxes | 615,924 | 456,045 | 630,603 | 621,761 | 877,211 | 1,030,938 |
| General Fund Balance or "Free Cash" July 1 | 1,110,047 | 1,792,694 | 2,358,597 | 1,934,998 | 1,303,652 | 1,340,167 |
| Water & Sewer Free Cash July 1 | (60,273) | 280,336 | 96,740 | 291,063 | 655,836 | 730,671 |
| Total Free Cash | 1,049,774 | 2,073,030 | 2,455,337 | 2,226,061 | 1,959,488 | 2,070,838 |
| Department of Revenue Adjustment | | 789,840 | 309,226 | 416,505 | 116,038 | N/A |
| Certified Free Cash | 1,049,774 | 1,283,190 | 2,146,111 | 1,809,556 | 1,843,450 | 2,070,838 |

| Free Cash | FY02 Actual | FY03 Actual | FY04 Actual | FY05 Budget | FY06 Budget | \$ Change |
|-------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------|
| Free Cash Appropriated | 950,000 | 1,700,000 | 1,431,068 | 800,000 | 500,000 | (300,000) |



Free Cash History





FY2006 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.

Stabilization Funds

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 \$30,000 be appropriated from overlay surplus in FY2006.

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.

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 FY2006, other funds consist of \$70,000 to be transferred from the parking meter fund to special detail accounts. These funds are raised through the collection of fees for the use of various Town parking lots.

| Other Available Funds | FY02 Actual | FY03 Actual | FY04 Actual | FY05 Budget | FY06 Budget | \$ Change |
|------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------|
| Sale of Land Account | 50,000 | 24,996 | 0 | 0 | 0 | 0 |
| Stabilization Fund - NESWC | 160,875 | 291,000 | 291,000 | 291,000 | 0 | (291,000) |
| Stabilization Fund - Buildings | 0 | 0 | 13,630 | 30,137 | 1,114,797 | 1,084,660 |
| Overlay Surplus | 175,000 | 175,000 | 150,000 | 100,000 | 30,000 | (70,000) |
| Account Closeouts/Transfers | 0 | 0 | 42,000 | 75,000 | 0 | (75,000) |
| Cemetery Trust Fund | 145,000 | 145,000 | 145,000 | 145,000 | 120,000 | (25,000) |
| Other | 143,089 | 50,546 | 50,000 | 140,000 | 70,000 | (70,000) |
| Total Other Available Funds | 673,964 | 686,542 | 691,630 | 781,137 | 1,334,797 | 643,167 |



Summary of Revolving Fund Activity

| Fund | Opening Balance 7/1/03 | Receipts Appropriation | Transferred/ Expended | Ending Balance 6/30/04 |
|-------------------------------------|---------------------------------------|-----------------------------------|----------------------------------|-----------------------------------|
| Police Details | 42,758 | 782,519 | 777,295 | 47,982 |
| School Lunch | 3,615 | 796,392 | 761,059 | 38,948 |
| School Transportation | 0 | 201,557 | 201,557 | 0 |
| School Tuition | 45,759 | 63,707 | 65,269 | 44,197 |
| School Athletics | 4,675 | 466,698 | 461,777 | 9,596 |
| School Buildings Rental | 1,892 | 93,419 | 79,703 | 15,608 |
| Transfer/Recycling Center | 4,546 | 1,507 | 1,869 | 4,184 |
| Board of Health Clinics | 1,176 | 0 | 0 | 1,176 |
| Sewer Connection Fee Account | 23,883 | 35,000 | 37,640 | 21,243 |



SECTION IV

SERVICE PROGRAMS



GENERAL GOVERNMENT

Town Manager - Administration

Finance Committee

Comptroller

Assessors

Collector/Treasurer

Planning & Community Development

Planning Board

Town Clerk

General Services



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

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-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 374,322 | 407,320 | 427,086 | 419,086 | |
| Other Expenses | 58,133 | 40,951 | 50,450 | 50,450 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 432,455 | 448,271 | 477,536 | 469,536 | |

STAFFING

| Town Manager | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 2 | 2 | 2 | 2 | |
| Clerical | 2.83 | 2.83 | 2.83 | 2.6 | |
| Professional/Technical | 1 | 1 | 1 | 1 | |
| Total | 5.83 | 5.83 | 5.83 | 5.6 | |

BUDGET STATEMENT

The Budget has been decreased by reducing a clerical position from 28 hours to 21 hours.

FY2006 OBJECTIVES

1. In cooperation with employee groups and unions, reform the design of benefits and plans for health insurance in order to modify usage and save costs.
2. Evaluate the merits of the Town's current use of a Transfer Station for solid waste collection, including the consideration of curbside collection and/or the use of Pay As You Throw (PAYT) financing.
3. Advocate for state legislation to enhance alternatives for property tax relief for senior citizens.
4. Enhance the usefulness and operation of the Town's Internet Web Site, including more frequent updating of content, adding information and introducing electronic transactions.
5. Engage the community in a dialogue about the value of municipal programs and services in order to structure long-term financing approaches.
6. Introduce performance measures for municipal programs and services in the Town's budget process.
7. Resolve ongoing dispute over the value and nature of professional staff planning capacity for the Town.
8. Develop an effective and mutual working relationship with the Planning Board to advance zoning reform and master planning efforts.
9. Complete the Town's Open Space and Recreation Plan document.
10. Conditional upon approval of state funding, plan for improvements to North Main Street.
11. Complete re-use planning for the Sanborn House and develop a financing proposal for Town Meeting approval.
12. Coordinate and complete the feasibility study of a tri-community bikeway linking Winchester with Woburn and Stoneham.
13. Engage in a community planning process for the future use of several parcels of property likely for development or redevelopment.
14. Pursue the acquisition of residential properties in order to structure affordable housing opportunities.



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Town Manager-Administration

Dept Code
1210

FY2006 OBJECTIVES (con't)

- 15. Continue the process of considering the feasibility of establishing a Community Center facility.
- 16. Oversee the final phase of the Washington Street reconstruction project.
- 17. Oversee the implementation of various capital projects including McDonald Field, Mullen Field, and Emergency Improvements to the High School.
- 18. Finalize design and financing proposals for Town Meeting approval of various capital projects including Flood Mitigation, Traffic Intersection Improvements/Traffic Calming, Mt. Vernon Street Bridge, and Building Envelope Improvements.

PRIOR YEAR'S ACCOMPLISHMENTS

- 1. Formed interim management team consisting of Acting Town Manager Mark Twogood, Joe Bonner, Comptroller, Wade Welch, Town Counsel and Caroyln Ward, Town Clerk.
- 2. Filed North Main Street PWED application
- 3. Purchased 222 Washington Street for housing program
- 4. Performed Utilization review of MUNIS Financial Management Software
- 5. Completed Building Survey of all Town & School Buildings
- 6. Worked with Capital Planning to develop Immediate repairs project for School & Town Buildings (\$7M)
- 7. Obtained funding authorization from Town Meeting to perform an EIR of the Aberjona River

PRIOR YEAR'S ACCOMPLISHMENTS (con't)

- 8. Developed the Phase II Drainage program as part of the Capital Budget
- 9. Developed two year financial override model for the Board of Selectmen
- 10. Assisted Bellino Park Committee in the development of Bellino Park
- 11. Worked with the Army Corps of Engineers on flood mitigation project along the Aberjona River
- 12. Obtained additional funding at the Fall 2004 Town Meeting to install a new culvert at Cross Street.
- 13. Completed installation of new culverts at Sylvester Avenue and Canal Street
- 14. Completed Myopia Road drainage improvements using new Town by-law for private ways
- 15. Completed drainage improvements in Wickham Road area
- 16. Implemented the privatization of Wildwood Cemetery
- 17. Oversaw the Washington Street reconstruction project
- 18. Hired new Director of Public Works, Treasurer/Collector, Assistant Treasurer Collector, Assistant Town Engineer, Water & Sewer Operations Manager, Facilities Manager, Distribution Supervisor
- 19. Established grants position to assist all departments in identifying grant opportunities
- 20. Obtained Town Meeting Funding for the study of the Sanborn House
- 21. Coordinated study of the Train Station for the proposed Teen Center
- 22. Completed reconstruction of Leonard Field
- 23. Finalized design of Mt Vernon Street Bridge for flood mitigation



FY2006 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

The Budget is level funded for FY 2006.

FY2006 OBJECTIVES

PROGRAM COST

| Finance Committee | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 1,869 | 2,500 | 2,500 | 2,500 | |
| Other Expenses | 2,109 | 3,450 | 3,450 | 3,450 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 3,978 | 5,950 | 5,950 | 5,950 | |

STAFFING

| Finance Committee | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| | | | | | |
| Total | | | | | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Finance Committee

Dept Code
1310

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2006 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

The Budget has been decreased by eliminating the Overtime account.

FY2006 OBJECTIVES

PROGRAM COST

| Comptroller | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 235,773 | 237,745 | 242,624 | 241,624 | |
| Other Expenses | 1,387 | 1,950 | 1,950 | 1,950 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 237,160 | 239,695 | 244,574 | 243,574 | |

STAFFING

| Comptroller | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 2 | 2 | 2 | 2 | |
| Clerical | 0 | 0 | 0 | 0 | |
| Professional/Technical | 2 | 2 | 2 | 2 | |
| Total | 4 | 4 | 4 | 4 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Comptroller

Dept Code
1330

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2006 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

The Budget has been decreased by reducing a full-time clerical position to part-time (14 hours per week). The professional services account has been reduced by \$3,000.

PROGRAM COST

| Assessor | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|----------------|----------------|----------------|----------------|----------------|
| Personal Services | 183,130 | 187,074 | 187,042 | 164,186 | |
| Other Expenses | 61,934 | 42,950 | 42,950 | 39,950 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 245,064 | 230,024 | 229,992 | 204,136 | |

FY2006 OBJECTIVES

1. Continue inspections of real and personal property as part of the ten-year inspection cycle.
2. Working with the financial departments of the Town to reduce the time for refund checks to be issued.
3. Working with the Engineering Department to promote the use of the GIS system.
4. Complete photographing of all real property and downloading the information onto the Patriot Property software and then uploading the information to the website.

STAFFING

| Assessor | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|--------------|--------------|--------------|---------------|---------------|----------------|
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 2.6 | 2.6 | 2 | 2 | |
| Total | 3.6 | 3.6 | 3 | 3 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
General Government**

PROGRAM: Assessor

**Dept Code
1340**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completed State mandated revaluation in a timely fashion.
2. Completed inspections of residential property as part of the ten-year inspection cycle.
3. Sales information and name changes from the Registry of Deeds are now up to date as the result of computer upgrades.
4. Limited number of abatement applications and overlay money used, thereby resulting in greater return of money to the general fund.
5. Hardware and software was upgraded significantly.

STATISTICS

| | FY03 | FY04 | FY05 |
|---|-------------|-------------|-------------|
| Real Estate Parcels | 7,723 | 7,738 | 7,738 |
| Personal Property Accounts | 370 | 361 | 343 |
| Motor Vehicle Excise Tax Bills | 20,400 | 20,400 | 20,000 |
| Boat Bills | 60 | 60 | 53 |
| Deed Changes | 700 | 642 | 700 |
| Real Estate Sales | 350 | 363 | 360 |
| Veterans Exemptions | 150 | 137 | 141 |
| Elderly Exemptions | 90 | 99 | 105 |
| Deferred Taxes | 25 | 22 | 32 |
| Properties Inspected | 1,300 | 1,200 | 1,300 |
| Tax Exempt Properties (exclusive of Town and Church) | | | 25 |



FY2006 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

Budget has been decreased by reducing a full-time clerical position to part-time (21 hours per week).

FY2006 OBJECTIVES

1. Further enhance the Town's website by providing updates, payment due schedules, and other items of customer interest.
2. Review additional payment methods (internet, credit card, and phone) to increase collection receipts and customer satisfaction .
3. Continue to explore the systemic efficiencies of MUNIS.

PROGRAM COST

| Collector/Treasurer | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|---------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 149,899 | 180,539 | 168,823 | 157,123 | |
| Other Expenses | 31,058 | 33,880 | 36,030 | 36,030 | |
| Equipment | 645 | 0 | 0 | 0 | |
| Total | 181,602 | 214,419 | 204,853 | 193,153 | |

STAFFING

| Collector/Treasurer | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|---------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 2 | 2 | 2 | 2 | |
| Clerical | 2 | 2 | 2 | 1.6 | |
| Total | 4 | 4 | 4 | 3.6 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Collector/Treasurer

Dept Code
1350

PRIOR YEAR'S ACCOMPLISHMENTS

1. Implementation of a new accounting process to facilitate reconciliations, forecasting and reporting.
2. Evaluation of MUNIS to continue to maximize the system's functionality as a financial tool for the Town.
3. Professional development of Staff through attendance and participation at MA Treasurer/Collector Association meetings, conferences and School.

STATISTICS

| | FY03 | FY04 |
|---------------------------|--------------|--------------|
| R. E. Committed | \$46,546,927 | \$48,363,511 |
| R. E. Paid or Abated | \$46,317,366 | \$47,536,224 |
| Balance – R. E. | \$229,561 | \$570,817 |
| % Collected | 99.51% | 98.80% |
| M. E. Committed | \$2,905,165 | \$2,931,080 |
| M. E. Paid or Abated | \$2,823,418 | \$2,857,457 |
| M. E. Balance | \$81,747 | \$73,623 |
| % Collected | 97.15% | 97.49% |
| Municipal Lien Certs - \$ | \$111,250 | \$61,642 |
| # | 2,472 | 1,380 |



FY2006 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

See individual programs that follow.

FY2006 OBJECTIVES

(See SUB-PROGRAMS for details)

PROGRAM COST

| Planning & Community Development | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|
| Personal Services | 429,243 | 446,971 | 464,644 | 445,144 | |
| Other Expenses | 66,137 | 58,705 | 62,245 | 51,213 | |
| Equipment | 0 | 5,000 | 2,000 | 0 | |
| Total | 495,380 | 510,676 | 528,889 | 496,357 | |

STAFFING

| Planning & Community Development | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|----------------------------------|--------------|--------------|---------------|---------------|----------------|
| Managerial | 3 | 3 | 3 | 3 | |
| Clerical | 1.75 | 2 | 2 | 2 | |
| Professional/Technical | 3.29 | 3.29 | 3.06 | 3.06 | |
| Total | 8.04 | 8.29 | 8.06 | 8.06 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning & Community Development

Dept Code
1410

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2006 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

Budget has been decreased by reducing the professional services account by \$10,000. Funds for Project Administrator has been moved to Engineering.

PROGRAM COST

| Planning | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 15,163 | 10,096 | 10,096 | 10,096 | |
| Other Expenses | 42,252 | 38,265 | 41,950 | 16,954 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 57,415 | 48,361 | 52,046 | 27,050 | |

FY2006 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 construction and operating such Centers.
8. 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.

STAFFING

| Planning | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|--------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 0 | 0 | 0 | 0 | |
| Clerical | 0.25 | 0.25 | 0.25 | 0.25 | |
| Total | 0.25 | 0.25 | 0.25 | 0.25 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning & Community Development
SUB-PROGRAM: Planning

Dept Code
1411

PRIOR YEAR'S ACCOMPLISHMENTS

1. Assisted the Town Manager's Office on flood control projects.
2. Implemented parking improvements in the downtown area.
3. Worked with consultant to develop alternatives for traffic calming on Everett Avenue.
4. Worked with the Selectmen's Bellino Park Committee to plan and implement park improvements.
5. Worked on Executive Order 418 housing certification process working with the Selectmen's Housing Partnership Board.

STATISTICS



FY2006 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-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 173,672 | 186,172 | 202,557 | 194,057 | |
| Other Expenses | 10,915 | 8,485 | 7,735 | 22,699 | |
| Equipment | 0 | 5,000 | 2,000 | 0 | |
| Total | 184,587 | 199,657 | 212,292 | 216,756 | |

STAFFING

| Engineering | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 2 | 2 | 2 | 2 | |
| Clerical | 0.75 | 0.75 | 0.75 | 0.75 | |
| Professional/Technical | 1 | 1 | 1 | 1 | |
| Total | 3.75 | 3.75 | 3.75 | 3.75 | |

BUDGET STATEMENT

Budget has been decreased by eliminating accounts for Overtime, Temporary Labor and Equipment.

FY2006 OBJECTIVES

1. Continue to work with to the Army Corps of Engineers for the implementation of the second phase of the Aberjona River Flood Improvements.
2. Advertise, award and construct the additional culvert for the Aberjona River at Cross Street.
3. Work with the MWRA and its contractor for the successful completion of the Cummmingsville Sewer Project.
4. Work with the Massachusetts Highway Department for the successful completion of the Washington Street Rehabilitation Project
5. Work with ENSR and the Town's consultant, towards the completion of the Environmental Impact Report.
6. Implementation of Phase II storm water improvement projects
7. Continue with the engineering, design and develop construction plans for the following projects:
 - New Meadows and Thornton Road storm drain system.
 - Analyze the west side drainage problems



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning & Community Development
SUB-PROGRAM: Engineering

Dept Code
1412

PRIOR YEAR'S ACCOMPLISHMENTS

1. The installation of new bridge culverts at Sylvester Avenue and Canal Street.
2. The installation of an enlarged storm drain network on Town Way, Main Street and Stowell Road.
3. The installation of an enlarged storm drain network on Arlington Street,
4. The installation of an enlarged storm drain network on Wickham Road, West Chardon Road and Grove Street
5. The complete rebuilding of Myopia Road.
6. The continuing work with the US Army Corps of Engineers Aberjona River Flood Study.
7. The continued monitoring and adjustments to the Washington Street Reconstruction Project.

STATISTICS

| | FY01 | FY02 | FY03 | FY04 |
|----------------------|-------------|-------------|-------------|-------------|
| Plan revisions | 315 | 309 | 312 | 298 |
| Deed indexing | 579 | 604 | 634 | 650 |
| Measurements: | | | | |
| New single family | 32 | 26 | 24 | 31 |
| Additions | N/A | N/A | N/A | N/A |
| Condominiums | N/A | N/A | N/A | 41 |
| Grave/burial entries | 189 | 215 | 202 | 183 |



FY2006 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

Budget has been decreased by reducing part-time Inspector from 20 hours to 12 hours.

FY2006 OBJECTIVES

1. Maintain mandated training for Building Inspectors.
2. Increase computer training for staff.
3. Evaluate the feasibility of digitizing and archiving old plans.
4. Inspect business locations that require yearly license.

PROGRAM COST

| Building & Zoning | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 204,614 | 212,370 | 212,036 | 201,036 | |
| Other Expenses | 7,915 | 8,995 | 9,600 | 9,600 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 212,529 | 221,365 | 221,636 | 210,636 | |

STAFFING

| Building & Zoning | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 0.83 | 0.83 | 0.83 | 0.83 | |
| Professional/Technical | 1.7 | 1.7 | 1.49 | 1.49 | |
| Total | 3.53 | 3.53 | 3.32 | 3.32 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

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

Dept Code
1413

PRIOR YEAR'S ACCOMPLISHMENTS

1. Increased revenue by over \$50,000
2. Maintained State mandated training.
3. Inspected business locations that require yearly license renewals.
4. Enforced mercury recovery program.
5. Attended Anti-Terrorist training classes geared for Building Inspectors.
6. Worked with the Fire Department to assist schools and other places of assembly with safety requirements.

STATISTICS

| | FY01 | FY02 | FY03 | FY04 |
|------------------|-------------|-------------|-------------|-------------|
| Revenue | \$585,279 | \$644,219 | \$689,000 | \$752,171 |
| Building Permits | 601 | 650 | 703 | 709 |
| Electric Permits | 620 | 641 | 683 | 763 |
| Plumbing Permits | 461 | 510 | 495 | 520 |
| Gas Permits | 369 | 373 | 393 | 381 |



FY2006 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

Budget is level funded for FY 2006.

FY2006 OBJECTIVES

PROGRAM COST

| Board of Appeals | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 8,268 | 9,337 | 9,654 | 9,654 | |
| Other Expenses | 349 | 860 | 860 | 860 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 8,617 | 10,197 | 10,514 | 10,514 | |

STAFFING

| Board of Appeals | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 0 | 0 | 0 | 0 | |
| Clerical | 0.17 | 0.17 | 0.17 | 0.17 | |
| Total | 0.17 | 0.17 | 0.17 | 0.17 | |



FY2006 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 |
| 2004 | 44 |



FY2006 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

Budget has been decreased by eliminating the Professional Services account.

FY2006 OBJECTIVES

1. Provide assistance to permitting the Aberjona and Horn Pond Brook flood control plan.
2. Continue work on the Open space and Recreation Plan.
3. Assist the Ledges in writing a conservation restriction.
4. Develop a written version of Conservation Commission policies followed in the permitting process under State and local wetlands regulations.
5. Develop a plan for replacing the Locke Farm boardwalk and making it handicapped accessible.
6. Provide assistance regarding plans for the preservation of open space.
7. Maintain and develop 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.

PROGRAM COST

| Conservation Commission | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------------|---------------|---------------|---------------|---------------|----------------|
| Personal Services | 27,526 | 28,996 | 30,301 | 30,301 | |
| Other Expenses | 4,706 | 2,100 | 2,100 | 1,100 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 32,232 | 31,096 | 32,401 | 31,401 | |

STAFFING

| Conservation Commission | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------------|--------------|--------------|---------------|---------------|----------------|
| Managerial | 0 | 0 | 0 | 0 | |
| Clerical | 0 | 0 | 0 | 0 | |
| Professional/Technical | 0.57 | 0.57 | 0.57 | 0.57 | |
| Total | 0.57 | 0.57 | 0.57 | 0.57 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

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

Dept Code
1415

PRIOR YEAR'S ACCOMPLISHMENTS

1. Worked with Town boards regarding developing a plan for MEPA approval of Winchester's flooding project, the Economic Development and Industrial Corporation, siting of the proposed community center, and site plan reviews.
2. Wrote 5 drafts of Open Space and Recreation Plan, prepared for review by Metropolitan Area Planning Council.
3. Worked with The Ledges to complete public nature trails.
4. Developed a trail at Mt. Pisgah, widened trails at Locke farm, and continued routine maintenance at all conservation areas.
5. Distributed information to public at Town Day regarding natural resources.

STATISTICS

| | FY02 | FY03 | FY04 |
|---------------------------|-------------|-------------|-------------|
| Notice of Intent | 25 | 29 | 22 |
| Orders of Conditions | 25 | 29 | 22 |
| Certificate of Compliance | 1 | 8 | 6 |
| Request for Plan Changes | 2 | 2 | 2 |
| Extension Permits | 2 | 2 | 7 |
| Appeals | 1 | 1 | 3 |
| Adjudicatory Hearings | 1 | 2 | 2 |



FY2006 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.

PROGRAM COST

| Planning Board | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 0 | 6,000 | 76,000 | 6,000 | |
| Other Expenses | 39,337 | 35,950 | 23,460 | 10,950 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 39,337 | 41,950 | 99,460 | 16,950 | |

STAFFING

| Planning Board | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|----------------|-----------------|-----------------|------------------|------------------|-------------------|
| | | | | | |
| Total | | | | | |

BUDGET STATEMENT

Budget for Professional Services have been reduced by \$25,000.

FY2006 OBJECTIVES

1. Hire a professional planner who will assist the Planning Board in meeting their charge under State law to work with members of the community to set forth goals for the future development of the Town.
2. Begin work on the Town's 50-year-old Master Plan, as mandated under State law.
3. Working with relevant town agencies, develop goals for the Planning Board that address Executive Order 418 and will promote affordable housing.
4. Working with relevant Town agencies, develop goals that will contribute to the transportation and circulation elements of the Master Plan.
5. Working with relevant Town agencies, develop goals that relate to housing, open space, and historic preservation that will contribute to the Master Plan.
6. Working with the Board of Selectmen, Chamber of Commerce, and property owners, develop goals that will promote economic development.
7. Develop proposals for Town Meeting to change the Zoning By-law to reflect the goals set forth in the Master Plan.
8. Develop goals for the Marotta property, the Purcell farm, Hamilton farm, and the Immaculate Conception site.
9. Working with the engineering staff, revise the rules and regulations pertaining to subdivisions.
10. Working with the Design Review Committee, explore ways to enhance the appearance of the Town.
11. Identify planning-related grants that the Town may pursue.



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning Board

Dept Code
1400

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2006 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

Budget has been decreased by reducing a full-time clerical position to part-time (21 hours per week).

FY2006 OBJECTIVES

1. Continue the pursuit of records preservation grants.
2. Create electronic inventory of stored Town department records.
3. Continue expansion of vital records indexing: 1983 - 2005
4. Establish alternative record storage methods utilizing new technology.

PROGRAM COST

| Town Clerk | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 238,047 | 246,916 | 229,977 | 216,977 | |
| Other Expenses | 37,837 | 34,930 | 29,975 | 29,975 | |
| Equipment | 500 | 0 | 0 | 0 | |
| Total | 276,384 | 281,846 | 259,952 | 246,952 | |

STAFFING

| Town Clerk | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 2 | 2 | 2 | 1.6 | |
| Professional/Technical | 1 | 1 | 1 | 1 | |
| Total | 4 | 4 | 4 | 3.6 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Town Clerk

Dept Code
1610

PRIOR YEAR'S ACCOMPLISHMENTS

1. Assisted the Acting Town Manager as part of Interim Management Team during search for new Town Manager.
2. Upgraded the transfer station permit system.
3. Completed Birth Indexing 1989 to 2004; Marriage Indexing 1995 to 2004; Death Indexing 1994 to 2004.
4. Completed Indexing of Board of Appeals files 1929-2004.

STATISTICS

Vitals Recorded

| | 2001 | 2002 | 2003 | 2004 |
|-----------|-------------|-------------|-------------|-------------|
| Births | 2552 | 2528 | 2387 | 2349 |
| Marriages | 89 | 89 | 82 | 90 |
| Deaths | 554 | 572 | 490 | 494 |

Voters Registered

| | | | | |
|--|-----|------|-----|------|
| | 581 | 1170 | 700 | 1521 |
|--|-----|------|-----|------|

Revenue by Program

| | | | | |
|--------------------|------------------|------------------|------------------|------------------|
| Licenses & Permits | \$423,614 | \$559,820 | \$604,909 | \$741,233 |
| Certified Copies | \$76,537 | \$72,510 | \$67,639 | \$64,848 |
| Publications | \$3,523 | \$9,498 | \$9,250 | \$3,259 |
| Fines & Misc | \$3,191 | \$3,041 | \$3,052 | \$4,817 |
| TOTAL | \$506,865 | \$644,869 | \$684,850 | \$814,157 |



FY2006 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

Reduction of funding for office supplies, reduction of office equipment and reduction of proposed equipment additions.

FY2006 OBJECTIVES

PROGRAM COST

| General Services | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 0 | 0 | 0 | 0 | |
| Other Expenses | 100,369 | 105,000 | 110,000 | 103,500 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 100,369 | 105,000 | 110,000 | 103,500 | |

STAFFING

| General Services | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------|-----------------|-----------------|------------------|------------------|-------------------|
| | | | | | |
| Total | | | | | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: General Services

Dept Code
1540

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



CULTURE

Library
Archival Center



FY2006 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

Budget has been decreased by reducing Books and Materials accounts by \$8,867 and eliminating computer equipment replacement.

FY2006 OBJECTIVES

1. Maintain excellent library services in light of increasing usage and despite reduced staffing and reduced hours.
2. Increase patron access to technology. Serve as expert information guides to the resources on the Internet. Provide, through cooperative efforts, free access to subscription databases for Winchester patrons.
3. Strengthen the Library's relationship with the schools, pre-school through high school. Provide materials that enhance the curriculum and encourage recreational reading. Work cooperatively with parents, teachers, and administrators to make student use of the public library both welcoming and productive.
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-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 1,042,563 | 998,126 | 1,005,285 | 972,904 | |
| Other Expenses | 261,654 | 265,968 | 275,303 | 258,684 | |
| Equipment | 0 | 4,200 | 14,000 | 0 | |
| Total | 1,304,217 | 1,268,294 | 1,294,588 | 1,231,588 | |

STAFFING

| Library | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 2 | 2 | 2 | 2 | |
| Clerical | 9.26 | 8.51 | 8.51 | 8.38 | |
| Professional/Technical | 8.31 | 7.56 | 7.56 | 7.13 | |
| Public Works | 1.53 | 1.53 | 1.53 | 1.53 | |
| Total | 21.1 | 19.6 | 19.6 | 19.04 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Culture**

PROGRAM: Library

**Dept Code
6110**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Staff members maintained excellent customer service efforts in the face of longer lines, an increased demand for services, reduced hours, and staff reductions.
2. With funding from the Friends of the Library and the Endowment Fund, introduced wireless access to the Internet whereby laptop users are able to access the Internet on the main and upper floors of the Library.
3. Reference and Children's Librarians served as expert information guides to the myriad resources of the Internet as patron usage of the Internet increased significantly.
4. Increased teacher awareness of subject classroom collections (teacher packs) and reached out to the schools through classroom visits and programming.
5. Assigned 75% of the children's non fiction budget to school curriculum enhancement and 25% to recreational and independent study materials.
6. With funding from the Friends of the Library, introduced Express Books - multiple copies of bestsellers that circulate free of charge for one week - reducing patron waiting periods for bestsellers and reducing staff workload for reserve books and Minuteman network transfers.
7. Introduced Network @ the Library, a monthly opportunity for Winchester consultants and entrepreneurs to network with other self-employed residents.
8. With funding from the Winchester Library Endowment Fund, added new furniture and amenities for the young adults who use the Homework Center daily.
9. Continued to work in cooperation with the Town Clerk, Historical Society and Historical Commission to pursue grant funding of Archives and local history projects. With funding from the Winchester Library Endowment Fund, developed the Library's local history and genealogy collection.

STATISTICS

| | FY01 | FY02 | FY03 | FY04 |
|---------------------------------|-------------|-------------|-------------|-------------|
| Circulation of materials | 381,337 | 452,389 | 489,815 | 504,698 |
| Reference questions | 52,912 | 70,551 | 67,041 | 66,302 |
| Visitors | 232,297 | 263,644 | 288,332 | 294,174 |
| Internet use | 22,810 | 24,137 | 25,343 | 41,297 |



FY2006 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.

PROGRAM COST

| Archival Center | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 0 | 0 | 0 | 0 | |
| Other Expenses | 591 | 950 | 950 | 950 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 591 | 950 | 950 | 950 | |

STAFFING

| Archival Center | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-----------------|-----------------|-----------------|------------------|------------------|-------------------|
| | | | | | |
| Total | | | | | |

BUDGET STATEMENT

Budget is level funded for FY 2006.

FY2006 OBJECTIVES

1. If funding is available for contract archivists, open the Archival Center two days a week so that Town department employees and the public will have access to reference service and records during normal working hours.
2. With contract archivists, continue cataloging the Center's collections and entering holdings information into Past Perfect database accessible to the public.
3. With contract archivists, coordinate all work with the Town's website and with the public Library. The Historical Society would seek volunteers to provide additional catalogers who would be supervised by the contract archivists.
4. Assist the public with in-person, mail, phone, and e-mail requests.
5. Increase public awareness of the collection and encourage public participation in documenting the community's history through identification and donation of historical records.
6. Continue to work with the Collaborative to evaluate the long-term needs of the Town's historic resources.
7. Pursue grant funds to help reach the goals of the Collaborative.



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Culture**

PROGRAM: Archival Center

**Dept Code
6940**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Volunteer staff participated in the Town Manager's Historical Collections Study Committee, which evolved into a Collaborative for Documenting Winchester's History. The Collaborative secured a \$5,000 grant from the Massachusetts State Historical Records Advisory Board. This grant was used for the projects below, with none of the funding covering any materials, supplies, or other operating expenses of the Archival Center.
2. Instituted an electronic cataloging project for which volunteers were trained by an archives consultant funded by the MHRAB grant.
3. With the MHRAB grant and another from the EnKa Society, the Collaborative funded the publication and distribution to the schools of A Children's History of Winchester.
4. With the assistance of a small grant from the Cultural Council, developed a Biography section on the Archival Center's web page to inform the public about notable residents and to post social studies.
5. Provided research assistance to the public, scholars, newspapers, schools, and various Town departments.

STATISTICS



HEALTH & SOCIAL SERVICES

*Board of Health
Council on Aging
Veterans' Services*



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Health/Social**

PROGRAM: Health

**Dept Code
5110**

PROGRAM DESCRIPTION

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

PROGRAM COST

| Health | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 98,999 | 110,831 | 143,993 | 111,592 | |
| Other Expenses | 56,796 | 47,280 | 46,780 | 42,280 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 155,795 | 158,111 | 190,773 | 153,872 | |

STAFFING

| Health | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|--------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 1 | 1 | 1 | 1 | |
| Total | 2 | 2 | 2 | 2 | |

BUDGET STATEMENT

Budget has been decreased by reducing the professional services account by \$5,000.

FY2006 OBJECTIVES

1. Create and implement an electronic complaint tracking system.
2. Participate in public health emergency preparedness activities.
3. Provide annual rabies clinic for dogs and cats.
4. Provide annual household hazardous waste collection day.
5. Provide mosquito control and surveillance activities.
6. Arrange for Canada Goose control with U.S. Fish and Wildlife Service.
7. Hold annual refresher training for all food service establishments.
8. Conduct immunization clinics including: flu/pneumonia/tetanus.
9. Pursue funding and hold meningitis clinic for all high school seniors entering college.
10. Conduct health screenings for blood pressure, TB and limited grade school hearing and vision.
11. Contract with a private organization for mental health services.



FY2006 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 the 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. Health services include a geriatric nurse who promotes wellness, coordinates community and health care resources for seniors and monitors physical progress both at home and in the center. 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

Budget has been decreased by reducing a full-time social worker position to part-time and by eliminating the subsidy for the regional senior services agency and all other expenses.

FY2006 OBJECTIVES

1. Senior Tax Objectives
 - a. Followed up with Selectmen on Winchfield property tax relief.
 - b. Met with Selectmen, Senator Shannon and Representative Casey to review the outdated requirements of State property tax abatements.
 - c. Educated the senior population regarding existing tax relief programs.
 - d. Presented property tax relief proposal to the Town Meeting.
2. Implemented the Alert System "Are You O.K." with the Police Department. It began in September. There are now 8 citizens enrolled.
3. With the financial support of the John & Mary Murphy Educational Foundation, we put on another Health Care Forum entitled "Health Care: The Disconnect Between the People & the Politicians".
4. Advocated and supported much needed senior housing at Winning Farm and Mount Vernon House.
5. Continued to provide our basic health, education, financial, legal and social services to 616 elders.
6. Provided social service to all citizens who applied for the Fletcher Fund, regardless of age.
7. Filled 40 positions for the senior work program.

PROGRAM COST

| Council on Aging | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 175,468 | 179,016 | 182,799 | 167,094 | |
| Other Expenses | 8,914 | 10,537 | 11,242 | 0 | |
| Equipment | 2,832 | 0 | 0 | 0 | |
| Total | 187,214 | 189,553 | 194,041 | 167,094 | |

STAFFING

| Council on Aging | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 1 | 1 | 1 | 1 | |
| Professional/Technical | 1.6 | 1.6 | 1.6 | 1.3 | |
| Total | 3.6 | 3.6 | 3.6 | 3.3 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Health/Social**

PROGRAM: Council on Aging

**Dept Code
5410**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Resubmit senior property tax relief proposal.
2. Plan for another Health Forum on Long Term Care. This will be supported by the John & Mary Murphy Educational Foundation.
3. Continue to provide baseline services i.e., health, financial, legal, educational, and social services.
4. Endeavor to increase the number of seniors using the Eating Together Program.
5. Expand Senior Work Program.
6. Continue to provide joint programming with the Winchester Seniors Association i.e. The Brennan Lecture and the Savvy Seniors Symposium.
7. Continue to provide social services to Fletcher Fund applicants.

STATISTICS

Caseload Statistics - Fiscal Year 2004

| | |
|---------------------|-----|
| Nurse | 145 |
| Social Worker | 410 |
| Financial Counselor | 86 |
| Attorney | 47 |

Services Provided

| | People Served | Number of Contacts |
|--|----------------------|---------------------------|
| Assessment of New Clients & management of existing clients | 433 | 2,336 |
| Counseling (Mental Health) | 224 | 718 |
| Group Support | 101 | 390 |
| Housing Assistance | 34 | 62 |
| Health Screening | 39 | 342 |
| Follow up Health Services | 106 | 368 |
| Employment (Community Serv. Prog.) | 38 | 117 |
| Individual Financial Counseling | 86 | 236 |
| Home Repairs | 43 | 55 |
| Meals | 51 | 3,159 Served |
| Transportation | 143 | 2,483 Rides |

Programs

| | |
|--------------------------|-----------|
| Intergenerational Events | Events 13 |
| Educational Events | Events 40 |

Total People 998



FY2006 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

Budget is level funded for FY 2006.

FY2006 OBJECTIVES

1. Continue enrollment in prescription drug program.

PROGRAM COST

| Veterans' Services | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|--------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 5,698 | 6,894 | 6,894 | 6,894 | |
| Other Expenses | 4,596 | 7,579 | 7,979 | 7,979 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 10,294 | 14,473 | 14,873 | 14,873 | |

STAFFING

| Veterans' Services | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|--------------------|-----------------|-----------------|------------------|------------------|-------------------|
| | | | | | |
| Total | | | | | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Health/Social

PROGRAM: Veterans' Services

Dept Code
5420

PRIOR YEAR'S ACCOMPLISHMENTS

1. Linked Town web page with new Veteran information.

STATISTICS



PUBLIC SAFETY

Police Department

Fire Department

Sealer of Weights and Measures



FY2006 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-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 3,172,078 | 3,172,478 | 3,267,622 | 3,151,622 | |
| Other Expenses | 131,422 | 126,650 | 132,075 | 132,075 | |
| Equipment | 54,932 | 55,000 | 80,000 | 50,000 | |
| Total | 3,358,432 | 3,354,128 | 3,479,697 | 3,333,697 | |

STAFFING

| Police | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 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 | 5 | |
| Total | 52 | 52 | 52 | 49 | |

BUDGET STATEMENT

Budget is reduced by reducing 8 school crossing guard locations and by reducing the Overtime and Equipment accounts.

FY2006 OBJECTIVES

1. Begin moving the Police Department toward Certification and Accreditation
2. Find ways to maintain as best we can the current level of service to the Citizens of Winchester with the proposed budget cuts for FY06.
3. Identifying funds to turn the Community Room into a functional training room in order to take advantage of a variety of trainings offered FREE to host agencies.
4. To do what is necessary to maintain the School Resource Officer program.
5. To continue to build on the very good working relationship with the School Department.



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Safety**

PROGRAM: Police Department

**Dept Code
2110**

PRIOR YEAR'S ACCOMPLISHMENTS

1. We were able to keep the School Resources and were also able to maintain the Crossing Guard Program in tact
2. Renovations to detectives office and laboratory completed.
3. Because of a lack of funding we were unable to begin to transform the Community Room into a training room.
4. Because of the increased level of enforcement, violations are down and adherence to traffic laws has increased.
5. Through our Community Policing budget we've been able to offer a minimal amount of specialized training to the School Resource Officer on Safe Schools initiatives and detectives were able to attend seminars on new court procedures and computer crimes.
6. The Elder Alert program remains in place for elders unable to offer a name and address when found wandering.

STATISTICS

| | FY02 | FY03 | FY04 |
|--------------------------------|---------------|---------------|---------------|
| Homicide | 1 | 0 | 0 |
| Rape | 1 | 1 | 2 |
| Robbery | 0 | 4 | 6 |
| Breaking and Entry | 31 | 26 | 39 |
| Larceny | 198 | 181 | 205 |
| Assault | 23 | 17 | 25 |
| Vandalism | 234 | 230 | 206 |
| Disturbance | 434 | 432 | 369 |
| Vehicle Theft | 16 | 11 | 10 |
| D.W.I | 21 | 32 | 25 |
| Arrest | 120 | 110 | 117 |
| Summons | 45 | 69 | 43 |
| Parking Violations | 8,389 | 7,960 | 6,976 |
| Vehicle Citations | 2,884 | 3,829 | 4,352 |
| Domestic Disturbance | 89 | 90 | 96 |
| Restraining Orders | 57 | 61 | 42 |
| Total Calls for Service | 12,543 | 13,053 | 12,513 |



FY2006 PROGRAM BUDGET

**SUB PROGRAM SUMMARY
Police Department**

| Police Department | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|--------------------------|-------------------------|-------------------------|--------------------------|--------------------------|---------------------------|
| Administration | 340,070 | 308,253 | 315,333 | 315,333 | |
| Police Patrol | 2,198,522 | 2,253,307 | 2,368,105 | 2,278,855 | |
| Investigation | 222,629 | 213,476 | 214,077 | 214,077 | |
| Communications | 316,203 | 288,135 | 290,780 | 290,780 | |
| Maintenance | 47,188 | 37,896 | 39,696 | 39,696 | |
| School Traffic | 195,373 | 218,320 | 216,415 | 160,415 | |
| Dog Control Officer | 38,447 | 34,741 | 34,541 | 34,541 | |
| Total | 3,358,432 | 3,354,128 | 3,478,947 | 3,333,697 | |

| Program | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-----------------------|-------------------------|-------------------------|--------------------------|--------------------------|---------------------------|
| Administration | | | | | |
| Personal Services | 333,633 | 296,953 | 304,483 | 304,483 | |
| Expenses | 6,437 | 11,300 | 10,850 | 10,850 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 340,070 | 308,253 | 315,333 | 315,333 | |
| Police Patrol | | | | | |
| Personal Services | 2,084,270 | 2,140,607 | 2,228,205 | 2,168,955 | |
| Expenses | 59,320 | 57,700 | 59,900 | 59,900 | |
| Equipment | 54,932 | 55,000 | 80,000 | 50,000 | |
| Total | 2,198,522 | 2,253,307 | 2,368,105 | 2,278,855 | |
| Investigation | | | | | |
| Personal Services | 217,845 | 208,726 | 208,877 | 208,877 | |
| Expenses | 4,784 | 4,750 | 5,200 | 5,200 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 222,629 | 213,476 | 214,077 | 214,077 | |
| Communications | | | | | |
| Personal Services | 280,171 | 254,110 | 255,130 | 255,130 | |
| Expenses | 36,032 | 34,025 | 35,650 | 35,650 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 316,203 | 288,135 | 290,780 | 290,780 | |

| Program | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|----------------------------|-------------------------|-------------------------|--------------------------|--------------------------|---------------------------|
| Maintenance | | | | | |
| Personal Services | 24,433 | 22,196 | 22,196 | 22,196 | |
| Expenses | 22,755 | 15,700 | 17,500 | 17,500 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 47,188 | 37,896 | 39,696 | 39,696 | |
| School Traffic | | | | | |
| Personal Services | 194,868 | 217,320 | 215,415 | 159,415 | |
| Expenses | 505 | 1,000 | 1,000 | 1,000 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 195,373 | 218,320 | 216,415 | 160,415 | |
| Dog Control Officer | | | | | |
| Personal Services | 36,858 | 32,566 | 32,566 | 32,566 | |
| Expenses | 1,589 | 2,175 | 1,975 | 1,975 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 38,447 | 34,741 | 34,541 | 34,541 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Safety

PROGRAM: Fire Department

Dept Code
2210

PRIOR YEAR'S ACCOMPLISHMENTS

1. Implemented an Advanced Life Support (ALS) level ambulance service.
2. Drafted 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. Completed a review and update of Comprehensive Emergency Management Plan for submittal to FEMA and MEMA.
4. Continued replacement of obsolete communications equipment, including V1667 all systems involved with the Washington Street reconstruction.
5. Continued participation in the Metrofire mutual aid system, receiving fire and ambulance response to emergencies in Winchester and responding to incidents in neighboring communities.
6. Continued planning for the integration of fire and emergency medical services software into the Fire Department's computer system.
7. Continued the hazardous materials decontamination program with area hospitals and regional fire departments.

STATISTICS

Fire Department Statistics

| | CY | 2000 | 2001 | 2002 | 2003 | 2004 | %Δ |
|-------------------------|----|------|------|------|------|------|--------|
| Still Alarms* | | 1449 | 1709 | 1598 | 1671 | 1696 | + 1.5% |
| Medical Emergencies | | 1071 | 1080 | 1121 | 1140 | 1213 | + 6.4% |
| Box Alarms** | | 372 | 409 | 457 | 451 | 472 | + 4.7% |
| Mutual Aid - Fire | | 52 | 58 | 66 | 58 | 48 | -17.2% |
| Inspection Certificates | | 582 | 567 | 595 | 611 | 622 | -1.8% |
| Inspections | | 752 | 974 | 1052 | 1180 | 1131 | -4.2% |

* (Response by 2 or fewer apparatus)
 ** (Response by 3 or more apparatus)



FY2006 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-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 2,852,833 | 2,935,688 | 2,997,624 | 2,958,624 | |
| Other Expenses | 160,847 | 167,450 | 210,740 | 210,740 | |
| Equipment | 26,000 | 22,000 | 22,000 | 22,000 | |
| Total | 3,039,680 | 3,125,138 | 3,230,364 | 3,191,364 | |

STAFFING

| Fire | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|---------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 1 | 1 | 1 | 1 | |
| Fire Officers | 13 | 13 | 13 | 13 | |
| Fire Fighters | 32 | 31 | 31 | 31 | |
| Total | 47 | 46 | 46 | 46 | |

BUDGET STATEMENT

Budget is decreased by reducing Overtime account. The Budget includes additional funding for Advanced Life Support level emergency medical response, offset through increased fees for service.

FY2006 OBJECTIVES

1. Seek funding for four firefighters through Federal grant program.
2. Study feasibility and conduct needs assessment for renovation or replacement of Central Fire Station.
3. Implement Fire and EMS data management and reporting system.
4. Provide mobile data terminals in fire vehicles, through a Federal grant award, for rapid on-site access to critical information.
5. Provide additional portable radio equipment for firefighters, through a Federal grant award, to ensure the safety of personnel operating in hazardous environments.
6. Continue to seek State and Federal monies, as well as training resources, to enhance the operation of the Fire Department and the safety of the public.



FY2006 PROGRAM BUDGET

**SUB PROGRAM SUMMARY
Fire Department**

| Fire Department | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|---------------------------|
| Administration | 162,005 | 171,167 | 172,107 | 172,107 | |
| Firefighters | 2,628,620 | 2,723,363 | 2,781,267 | 2,742,267 | |
| Prevention | 92,470 | 83,421 | 83,888 | 83,888 | |
| Communications | 64,322 | 50,994 | 54,994 | 54,994 | |
| Maintenance | 47,371 | 56,434 | 65,434 | 65,434 | |
| Ambulance | 44,892 | 39,759 | 72,674 | 72,674 | |
| Total | 3,039,680 | 3,125,138 | 3,230,364 | 3,191,364 | |

| Program | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-----------------------|-------------------------|-------------------------|--------------------------|--------------------------|---------------------------|
| Administration | | | | | |
| Personal Services | 154,339 | 163,457 | 164,307 | 164,307 | |
| Expenses | 6,666 | 6,710 | 6,800 | 6,800 | |
| Equipment | 1,000 | 1,000 | 1,000 | 1,000 | |
| Total | 162,005 | 171,167 | 172,107 | 172,107 | |
| Firefighters | | | | | |
| Personal Services | 2,580,122 | 2,658,363 | 2,715,067 | 2,676,067 | |
| Expenses | 38,498 | 55,000 | 56,200 | 56,200 | |
| Equipment | 10,000 | 10,000 | 10,000 | 10,000 | |
| Total | 2,628,620 | 2,723,363 | 2,781,267 | 2,742,267 | |
| Prevention | | | | | |
| Personal Services | 87,875 | 79,121 | 79,588 | 79,588 | |
| Expenses | 4,595 | 4,300 | 4,300 | 4,300 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 92,470 | 83,421 | 83,888 | 83,888 | |
| Communications | | | | | |
| Personal Services | 18,211 | 21,744 | 23,744 | 23,744 | |
| Expenses | 31,111 | 24,250 | 26,250 | 26,250 | |
| Equipment | 15,000 | 5,000 | 5,000 | 5,000 | |
| Total | 64,322 | 50,994 | 54,994 | 54,994 | |

| Program | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|--------------------|-------------------------|-------------------------|--------------------------|--------------------------|---------------------------|
| Maintenance | | | | | |
| Personal Services | 10,113 | 10,744 | 10,744 | 10,744 | |
| Expenses | 37,258 | 39,690 | 48,690 | 48,690 | |
| Equipment | 0 | 6,000 | 6,000 | 6,000 | |
| Total | 47,371 | 56,434 | 65,434 | 65,434 | |
| Ambulance | | | | | |
| Personal Services | 2,173 | 2,259 | 4,174 | 4,174 | |
| Expenses | 42,719 | 37,500 | 68,500 | 68,500 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 44,892 | 39,759 | 72,674 | 72,674 | |



FY2006 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

Budget is level funded for FY 2006.

FY2006 OBJECTIVES

1. Secure additional funds to complete repairs on vehicle tank prover.
2. Obtain State certification of vehicle tank prover and place into service.
3. Present current fees to Board of Selectmen to adjust according to surrounding communities.

PROGRAM COST

| Sealer Weights & Measures | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|---------------------------|--------------|--------------|---------------|---------------|----------------|
| Personal Services | 5,676 | 5,676 | 5,676 | 5,676 | |
| Other Expenses | 1,003 | 3,450 | 3,450 | 1,950 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 6,679 | 9,126 | 9,126 | 7,626 | |

STAFFING

| Sealer Weights & Measures | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|---------------------------|--------------|--------------|---------------|---------------|----------------|
| | | | | | |
| Total | | | | | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Safety

PROGRAM: Sealer Weights & Measures

Dept Code
2420

PRIOR YEAR'S ACCOMPLISHMENTS

1. Secured appropriate funding to begin vehicle tank repairs.
2. Had Ron's Meter Service pick up and begin necessary repairs to vehicle tank prover.
3. Updated some of sealing equipment.

STATISTICS

| | FY02 | FY03 | FY04 |
|-------------------------------|-------------|-------------|-------------|
| Sealed Devices | 155 | 167 | 148 |
| Consumer Savings | \$6,875 | \$6,834 | \$2,784 |
| Savings for Oil/Gas Merchants | \$1,748 | \$1,865 | \$413 |



PUBLIC WORKS

Administration

Maintenance

Buildings

Garage

Transfer Station

Cemetery

Snow & Ice



FY2006 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

See individual programs that follow.

FY2006 OBJECTIVES

(See SUB-PROGRAMS for details)

PROGRAM COST

| DPW | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 3,009,317 | 3,130,730 | 3,045,930 | 2,909,930 | |
| Other Expenses | 1,310,828 | 1,198,390 | 1,312,330 | 1,287,330 | |
| Equipment | 0 | 19,900 | 19,900 | 19,900 | |
| Total | 4,320,145 | 4,349,020 | 4,378,160 | 4,217,160 | |

STAFFING

| DPW | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|---------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 4 | 4 | 4 | 4 | |
| Clerical | 2.4 | 2.4 | 2.4 | 2.4 | |
| Public Works | 32 | 26 | 26 | 24 | |
| Professional/Technical | 7 | 7 | 7 | 7 | |
| Custodians - School | 24 | 24 | 24 | 23 | |
| Custodians - Public Works | 2 | 2 | 2 | 1 | |
| Total | 71.4 | 65.4 | 65.4 | 61.4 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

PROGRAM: Public Works

Dept Code
4110

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2006 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

Budget is level funded for FY 2006.

FY2006 OBJECTIVES

1. Continue to improve and streamline office accounts payable procedures.
2. Continue to streamline energy consumption and billing process through monthly tracking and review.
3. Work with MUNIS support to improve efficiency of utility billing through the development of software enhancements.
4. Continue to evaluate the benefits of privatizing other services within Public Works.

PROGRAM COST

| DPW Administration | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|--------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 154,681 | 170,200 | 172,341 | 172,341 | |
| Other Expenses | 16,483 | 20,100 | 20,100 | 20,100 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 171,164 | 190,300 | 192,441 | 192,441 | |

STAFFING

| DPW Administration | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|--------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 2 | 2 | 2 | 2 | |
| Clerical | 2 | 2 | 2 | 2 | |
| Total | 4 | 4 | 4 | 4 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

SUB-PROGRAM: Administration

Dept Code
4111

PRIOR YEAR'S ACCOMPLISHMENTS

1. Improved accounts payable procedures by implementing technological advancement in approval cycle within MUNIS.
2. Streamlined energy billing process by tracking and reviewing monthly consumption.
3. Implemented the privatization of Wildwood Cemetery's landscape maintenance through public bid.

STATISTICS



FY2006 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-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 865,997 | 806,154 | 851,698 | 819,098 | |
| Other Expenses | 203,946 | 256,850 | 256,850 | 241,850 | |
| Equipment | 0 | 3,400 | 3,400 | 3,400 | |
| Total | 1,069,943 | 1,066,404 | 1,111,948 | 1,064,348 | |

STAFFING

| DPW Maintenance | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 1 | 1 | 1 | 1 | |
| Professional/Technical | 1 | 1 | 1 | 1 | |
| Public Works | 19 | 16 | 16 | 15 | |
| Total | 21 | 18 | 18 | 17 | |

BUDGET STATEMENT

Budget has been decreased by eliminating one full-time laborer position.

FY2006 OBJECTIVES

1. Continue to implement five-year street paving program (in third year).
2. Continue to implement five-year sidewalk repair program to include addressing ADA issues (in third year).
3. Continue flood-related projects.
4. Continue street tree maintenance projects.
5. Continue to implement five-year field renovation program (in third year).
6. Continue to expand the Adopt An Island program by adding four potential islands to the program (in sixth year).
7. Continue the ongoing effort to improve maintenance of open space and recreational areas, including the renovation of Chefalo Park.
8. Implement new State-mandated street sign project (first year of four) on major roadways.
9. Implement a new database of Town roads to track improvement and repairs.



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Maintenance

**Dept Code
4121**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Resurfaced Ridge Street and Johnson Road, and Oakland Circle.
2. Micro-sealed 12 streets.
3. Crack-sealed four (4) streets.
4. Completed ADA ramps along Swanton Street and Loring Avenue.
5. Completed the renovation of Leonard's Field and began renovation of McDonald Field and the parking lot at Mullen Field.
6. Completed renovation of Bellino Park.
7. Continued in-house sidewalk repair program.
8. Helped to upgrade safety issues at Transfer Station.

STATISTICS

| | FY02 | FY03 | FY04 |
|-----------------------------|-------------|-------------|-------------|
| Roadway Resurfacing | 10 streets | 3 streets | 3 streets |
| Crack Seal/Micro-Surface | 25 streets | 19 streets | 11 streets |
| Park/Playground Maintenance | 51 acres | 51 acres | 51 acres |
| Sidewalks Repaired | 700 feet | 300 feet | 300 feet |
| ADA Ramps Installed | 30 each | 20 each | 40 each |



FY2006 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

Budget has been decreased by eliminating two full-time custodial positions.

FY2006 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. Continue to monitor the status of capital projects with the goal of accelerating the completion of projects.
4. Continue to initiate 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-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 1,256,502 | 1,328,082 | 1,320,176 | 1,252,176 | |
| Other Expenses | 622,460 | 508,600 | 516,600 | 516,600 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 1,878,962 | 1,836,682 | 1,836,776 | 1,768,776 | |

STAFFING

| DPW Buildings | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|---------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 1 | 1 | 1 | 1 | |
| Public Works | 2 | 2 | 2 | 2 | |
| Professional/Technical | 3 | 3 | 3 | 3 | |
| Custodians - School | 24 | 24 | 23 | 23 | |
| Custodians - Public Works | 2 | 2 | 1 | 1 | |
| Total | 32 | 32 | 30 | 30 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Buildings

**Dept Code
4131**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Introduced and adopted a computerized maintenance management system for work orders and inventory control.
2. Performed continuous training of the school and public building custodians in proper maintenance and cleaning techniques.
3. Implemented a monitoring system for the status of capital projects with the goal of accelerating the completion of projects.
4. Implemented energy conservation program at High School gymnasium utilizing new NSTAR rebate programs.
5. Initiated a plan for more efficient implementation of school projects to be completed during the summer break.
6. Developed a plan to implement recommendations of the Building Envelope Study.

STATISTICS

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



FY2006 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

Budget is level funded for FY 2006.

FY2006 OBJECTIVES

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

PROGRAM COST

| Garage | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 173,158 | 173,247 | 166,450 | 166,450 | |
| Other Expenses | 100,648 | 127,850 | 127,850 | 127,850 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 273,806 | 301,097 | 294,300 | 294,300 | |

STAFFING

| Garage | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Public Works | 3 | 3 | 3 | 3 | |
| Professional/Technical | 1 | 1 | 1 | 1 | |
| Total | 4 | 4 | 4 | 4 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

SUB-PROGRAM: Garage

Dept Code
4141

PRIOR YEAR'S ACCOMPLISHMENTS

1. Identified and implemented safety procedures at Garage including established inventory of MSDS materials and proper removal.
2. Successfully trained employees on new software for record keeping and tracking of expenses.

STATISTICS

| | Vehicles | Construction Equipment |
|-------------|-----------------|-------------------------------|
| D.P.W. | 12 | 66 |
| Water/Sewer | 8 | 14 |
| Police | 12 | |



FY2006 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.

PROGRAM COST

| Transfer Station | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|----------------|----------------|----------------|----------------|----------------|
| Personal Services | 232,057 | 297,225 | 301,635 | 266,235 | |
| Other Expenses | 131,192 | 118,930 | 138,930 | 128,930 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 363,249 | 416,155 | 440,565 | 395,165 | |

STAFFING

| Transfer Station | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|--------------|--------------|---------------|---------------|----------------|
| Professional/Technical | 1 | 1 | 1 | 1 | |
| Public Works | 5 | 5 | 5 | 4 | |
| Total | 6 | 6 | 6 | 5 | |

BUDGET STATEMENT

Budget has been decreased by eliminating one full-time operator position.

FY2006 OBJECTIVES

1. Continue strong enforcement of rules at Transfer Station.
2. Continue improved safety of facility and improve traffic flow.
3. Continue to improve drop-off area of white goods and metals.
4. Continue to reduce volume of solid waste through strict adherence to new regulations.
5. Continue to upgrade trailer fleet.
6. Continue to work with the Solid Waste Committee to determine the cost benefits of maintaining the Transfer Station or going to curbside collection.
7. Establish procedures to keep the site clean.



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

SUB-PROGRAM: Transfer Station

Dept Code
4151

PRIOR YEAR'S ACCOMPLISHMENTS

1. Added barriers, lighting, speed bumps for safety.
2. Added concrete pad areas to better control appliance and metal pile disposal areas.
3. Improved enforcement of illegal dumping.
4. Upgraded the trailer fleet through purchase of a new trailer.

STATISTICS

| | FY01 | FY02 | FY03 | FY04 |
|--------------------------------|-------------|-------------|-------------|-------------|
| Recycle tonnage | 2,173 | 2,996 | 2,288 | 2,100 |
| Compost tonnage | 1,856 | 3,334 | 2,560 | 3,700 |
| Waste oil (gallons) | 1,900 | 1,400 | 1,200 | 1,000 |
| Solid Waste tonnage (NESWC) | 13,623 | 12,963 | 12,511 | 10,543 |
| Recycling Rate | 22.8% | 32.8% | 27% | 25% |



FY2006 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

Budget is level funded for FY 2006.

FY2006 OBJECTIVES

1. Oversee the Cemetery building renovations.
2. Continue with Master Plan improvements including upgrading of roads and sidewalks.
3. Continue tree and stump removal program.

PROGRAM COST

| Cemetery | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 262,114 | 257,566 | 133,630 | 133,630 | |
| Other Expenses | 50,654 | 49,500 | 118,500 | 118,500 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 312,768 | 307,066 | 252,130 | 252,130 | |

STAFFING

| Cemetery | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Public Works | 3 | 0 | 0 | 0 | |
| Clerical | 0.4 | 0.4 | 0.4 | 0.4 | |
| Professional/Technical | 1 | 1 | 1 | 1 | |
| Total | 4.4 | 1.4 | 1.4 | 1.4 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

SUB-PROGRAM: Cemetery

Dept Code
4161

PRIOR YEAR'S ACCOMPLISHMENTS

- 1. Implemented privatization of landscape maintenance.
- 2. Pruned and removed trees and stumps.

STATISTICS

| | FY01 | FY02 | FY03 | FY04 |
|-----------------|-------------|-------------|-------------|-------------|
| Interments | 145 | 157 | 139 | 126 |
| Sites Purchased | 108 | 69 | 55 | 57 |



FY2006 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

Budget has been increased account for increased material costs.

FY2006 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-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 64,808 | 98,256 | 100,000 | 100,000 | |
| Other Expenses | 185,445 | 116,560 | 133,500 | 133,500 | |
| Equipment | 0 | 16,500 | 16,500 | 16,500 | |
| Total | 250,253 | 231,316 | 250,000 | 250,000 | |

STAFFING

| Snow & Ice | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|--------------|-----------------|-----------------|------------------|------------------|-------------------|
| | | | | | |
| Total | | | | | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

SUB-PROGRAM: Snow & Ice

Dept Code
4171

PRIOR YEAR'S ACCOMPLISHMENTS

1. Added a stainless steel salter to the fleet for improved maintenance costs.

STATISTICS

| | FY01 | FY02 | FY03 | FY04 |
|-----------------------|-------------|-------------|-------------|-------------|
| Plowable Storms | 11 | 6 | 11 | 4 |
| Snowfall | 70" | 30" | 71" | 30" |
| Road Salt | 3,315 tons | 2,351 tons | 2351 tons | 1909 tons |
| Road Sand | 1,800 tons | 1,350 tons | 1350 tons | 1140 tons |
| Sand & Salt incidents | 28 | 16 | 19 | 17 |



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: Melvin Kleckner
Town Manager

The School Department hereby submits a budget request of \$25,596,811, an increase of \$182,283 over the FY05 budget. The purpose of this budget is to operate the Winchester Public Schools for the 2005-2006 school year based on the result of a failed override on December 7, 2004.

In order to submit a balanced budget for FY06, we had to reduce 22.54 positions from our existing FY05 headcount in the following program areas:

- 8.72 positions Elementary Classroom Teachers and Assistants which translates into unusually large class sizes at Kindergarten and 5th Grade with minimal teacher support
- 1.00 positions Elementary Art and Music reducing time offered to students in these areas
- 2.00 positions McCall 6th Grade Core Teachers resulting in unusually large class sizes in this area
- 0.97 positions McCall 7th Grade Foreign Language, Computer Education and Music
- 4.65 positions High School primarily in elective areas and in building support personnel
- 0.20 positions Curriculum Directors combining Health/PE and Family and Consumer Science into Wellness
- 4.00 positions Special Education stretching existing personnel and combining High School programs
- 1.00 positions Educational Technology at Elementary to support integration of technology into curriculum

The cuts outlined above present clear and considerable challenges to the schools. With the exception of the middle school (for one year only), the schools continue to experience steady growth in enrollments. The cuts required to achieve the \$1,060,000 reduction in program comes on the heels of last year's failed override which resulted in approximately \$800,000 in cuts from the existing FY04 program. Absent any additional funding, last year's cuts combined with the cuts described in this memo will place students in much larger classes across the system with less opportunity for art, music, physical education, technology and other electives. On average, student load for teachers will increase with little support in the form of teacher assistants and even supplies. The School Department will do all that it can to implement these cuts in ways that have the least impact on students. However, in the face of growing enrollment will have a serious and lasting impact on education in Winchester.

Respectfully submitted,

V. James Marini
Superintendent of Schools



SCHOOL DEPARTMENT

PROGRAM COST

| | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-------------------------|-------------------------|--------------------------|--------------------------|---------------------------|
| Personal Services | 21,498,198 | 21,865,568 | 21,913,273 | | |
| Other Expenses | 3,438,072 | 3,496,156 | 3,635,966 | | |
| Equipment | 74,910 | 52,805 | 47,572 | | |
| TOTAL | 25,011,180 | 25,414,529 | 25,596,811 | 25,596,811 | |

STAFFING

| | FY-04 Actual | FY-05 Budget | FY-06 Request |
|-------------------------------|-------------------------|-------------------------|--------------------------|
| Technical | 6.00 | 6.00 | 4.30 |
| Managerial | 5.00 | 5.00 | 5.00 |
| Clerical | 25.30 | 25.30 | 25.37 |
| Director/Coordinator | 6.34 | 6.33 | 5.03 |
| Principal/Assistant Principal | 10.00 | 10.00 | 10.00 |
| Teacher | 216.92 | 213.32 | 205.81 |
| Teacher Specialists | 40.35 | 37.50 | 37.07 |
| Librarian | 6.00 | 2.00 | 2.00 |
| Nurse | 7.00 | 7.00 | 7.00 |
| Teaching Assistant | 35.74 | 35.02 | 30.60 |
| Guidance Counselors | 8.50 | 8.50 | 8.60 |
| 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 | 17.00 | 12.00 |
| TOTAL | 446.15 | 434.97 | 414.78 |



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

FY2006 OBJECTIVES

1. Complete the review of the K-12 Science Program.
2. Successful opening of new Ambrose Elementary School September 2005.
3. Implement actions noted in Math Program Review report.
4. Measure results of high school capital project for renovations.

PROGRAM COST

| Central Office | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 1,391,634 | 1,554,378 | 1,574,786 | | |
| Other Expenses | 442,956 | 461,966 | 468,013 | | |
| Equipment | 1,782 | 0 | 0 | | |
| Total | 1,836,372 | 2,016,344 | 2,042,799 | | |

STAFFING

| Central Office | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 3 | 3 | 3 | | |
| Clerical | 6 | 6 | 6 | | |
| Directors/Coordinators | 4 | 4 | 3.7 | | |
| Total | 13 | 13 | 12.7 | | |



FY2005 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Central Office

**Dept Code
3111**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Initiated a district-wide redistricting committee to plan for the new Ambrose School to be occupied September 2005.
2. Initiated a K-12 Math Program Review as well as hired a new Director of Math who started effective September 2004.
3. Completed a strategic plan for the Winchester Public Schools.
4. Established joint venture receiving school administrators from China in Winchester and sending Winchester school administrators to China.

STATISTICS

| Enrollment K-12 | FY05 | FY06 |
|------------------------|--------------------|--------------------|
| Indistrict | | |
| Sped and Pre-K | | |
| | 86 | 90 |
| K | 270 | 303 |
| 1 | 326 | 304 |
| 2 | 300 | 331 |
| 3 | 286 | 301 |
| 4 | 302 | 288 |
| 5 | 262 | 305 |
| 6 | 290 | 262 |
| 7 | 279 | 290 |
| 8 | 280 | 279 |
| 9 | 305 | 276 |
| 10 | 267 | 300 |
| 11 | 234 | 259 |
| 12 | 205 | 227 |
| Total | <u>3692</u> | <u>3815</u> |



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 1011 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-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 4,354,286 | 4,350,666 | 4,575,126 | | |
| Other Expenses | 234,455 | 300,251 | 271,341 | | |
| Equipment | 14,570 | 22,805 | 21,489 | | |
| Total | 4,603,311 | 4,673,722 | 4,867,956 | | |

STAFFING

| High School | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-----------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Principal / Assistant | 3 | 3 | 3 | | |
| Guidance Counselors | 0 | 0 | 0 | | |
| Teachers | 60.15 | 59.55 | 58 | | |
| Librarian | 1 | 1 | 1 | | |
| Aides | 2 | 2 | 0 | | |
| Clerical | 7 | 7 | 6.57 | | |
| Total | 73.15 | 72.55 | 68.57 | | |

BUDGET STATEMENT

FY2006 OBJECTIVES

1. Maintain quality of instruction and education in light of the failed override and lack of resources.
2. Maintain a comprehensive high school that serves all students.
3. Use capital improvement funds to update and improve the HVAC system, lockers and appearance of the school.
4. Implement new school information software: Redeker's Administrators' Assistant.
5. Continued purchase of laptops and technology for individual teacher and student use for school administration and instructional purposes.
6. Implement the new schedule.
7. Implement NEASC recommendations.



FY2005 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: High School

**Dept Code
3112**

PRIOR YEAR'S ACCOMPLISHMENTS

1. A very favorable accreditation review from the New England Association of Schools and Colleges.
2. Continued improvement in 10th grade MCAS scores.
3. 92% of students seeking post-secondary education.
4. Six National Merit Semifinalists and eight National Merit commended students.
5. Finalists in the National History Day Project in College Park, Maryland.

STATISTICS

Projected Enrollments

| Grades | 9 | 10 | 11 | 12 |
|-----------------------|----------|-----------|-----------|-----------|
| FY06 Estimated | 276 | 300 | 259 | 227 |
| FY05 Actual | 205 | 267 | 234 | 205 |

SAT Scores

| | Verbal | Math | Total |
|-------------|---------------|-------------|--------------|
| 2000 | 552 | 585 | 1137 |
| 2001 | 557 | 576 | 1133 |
| 2002 | 569 | 585 | 1154 |
| 2003 | 574 | 589 | 1163 |
| 2004 | 558 | 587 | 1145 |

Class Size Core Subject Area FY05

| | |
|------------------|----|
| English | 23 |
| Math | 25 |
| Social Studies | 24 |
| Science | 24 |
| Foreign Language | 23 |



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 831 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

FY2006 OBJECTIVES

1. Strengthen our sense of community.
2. Maintain core and exploratory breadth of programs.
3. Challenge students of all interest and ability levels
4. Further integrate computer technology into the teaching, learning and administration of the school.

PROGRAM COST

| McCall School | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 3,471,599 | 3,341,407 | 3,299,465 | | |
| Other Expenses | 114,105 | 101,000 | 81,927 | | |
| Equipment | 0 | 0 | 0 | | |
| Total | 3,585,704 | 3,442,407 | 3,381,392 | | |

STAFFING

| McCall School | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-----------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Principal / Assistant | 2 | 2 | 2 | | |
| Teachers | 52.38 | 48.38 | 45.6 | | |
| Librarian | 1 | 1 | 1 | | |
| Clerical | 2 | 2 | 2.8 | | |
| Total | 57.38 | 53.38 | 51.4 | | |



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 #4 in the State.
2. Strengthened parent-teacher conferences at all grade levels.
3. Maintained a strong Extracurricular Activities Program.
4. Implemented an Anti-Bullying Program.
5. Named Family and Consumer Sciences Teacher of the Year-Jeannine Lavoie.

STATISTICS

FY05 Enrollment

Actual

| Grade | Students | Teachers | Ratio |
|--------------|------------|-------------|--------------|
| 6 | 290 | 12 | 24.17 |
| 7 | 279 | 12.4 | 22.50 |
| 8 | 280 | 12 | 23.33 |
| Total | 849 | 36.4 | 23.32 |

FY06 Enrollment

Projected

| Grade | Students | Teachers | Ratio |
|--------------|------------|-----------|--------------|
| 6 | 262 | 10 | 26.20 |
| 7 | 290 | 12 | 24.17 |
| 8 | 279 | 12 | 23.25 |
| Total | 831 | 34 | 24.44 |

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 403 students in Grades K-5. In September of 2005 we will be moving back into our new school from Parkhurst. The larger than expected school size is due to the redistricting of one-fifth the Lincoln School population.

BUDGET STATEMENT

FY2006 OBJECTIVES

1. Continue Professional Development training for staff in the area of Technology to improve instruction.
2. Prepare to accommodate and welcome 100 new students and their families from the Lincoln School.
3. Explore the use of a literacy block to support a balanced literacy program.
4. Continue school goal: "Celebrate, Accept and Recognize Diversity".
5. Examine opportunities to create a specialists schedule that will allow for common planning time for grade level teachers.

PROGRAM COST

| Ambrose School | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|---------------|----------------|
| Personal Services | 1,215,056 | 1,204,856 | 1,337,750 | | |
| Other Expenses | 44,744 | 53,140 | 46,150 | | |
| Equipment | 817 | 3,330 | 0 | | |
| Total | 1,260,617 | 1,261,326 | 1,383,900 | | |

STAFFING

| Ambrose School | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-----------------------|--------------|--------------|---------------|---------------|----------------|
| Principal / Assistant | 1 | 1 | 1 | | |
| Specialist Teachers | 4.53 | 4.04 | 4.05 | | |
| Teachers | 15.56 | 15.56 | 18.34 | | |
| Librarian | 0.8 | 0 | 0 | | |
| Aides | 1.72 | 1 | 0.4 | | |
| Clerical | 1 | 1 | 1 | | |
| Total | 24.61 | 22.6 | 24.79 | | |



FY2005 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Ambrose School

Dept Code
3114

PRIOR YEAR'S ACCOMPLISHMENTS

1. Six teachers trained in "Unlocking the Possibilities", the system wide professional development course for Technology
2. Successfully spent the last two years in swing space at the Parkhurst School. We are ready to move into the new school when construction is complete.
3. All staff trained in CPR.
4. Successful Anti Bullying Program has been put into place.

FY05 Enrollment

Actual

| | Students | Teachers | Average |
|------------------|-----------------|-----------------|----------------|
| Grade K-2 | 149 | 8 | 18.63 |
| Grade 3-5 | 151 | 8 | 18.88 |
| Total | 300 | 16 | 18.75 |

FY06 Enrollment

Projected

| | Students | Teachers | Average |
|------------------|-----------------|-----------------|----------------|
| Grade K-2 | 216 | 11 | 19.64 |
| Grade 3-5 | 187 | 8 | 23.38 |
| Total | 403 | 19 | 21.21 |

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 429 students in Grades K-5. Lincoln recently completed a major renovation and reopened September 2002.

BUDGET STATEMENT

FY2006 OBJECTIVES

1. Implement redistricting ramifications.
2. Expand Wilson Foundations Reading Program into Grade Two.
3. Continue implementation of writing initiatives funded through ATLES Grant.
4. Examine Science instruction across the grades.

PROGRAM COST

| Lincoln School | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 1,797,849 | 1,802,868 | 1,722,965 | | |
| Other Expenses | 84,760 | 91,891 | 82,633 | | |
| Equipment | 26,848 | 1,500 | 1,545 | | |
| Total | 1,909,457 | 1,896,259 | 1,807,143 | | |

STAFFING

| Lincoln School | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-----------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Principal / Assistant | 1 | 1 | 1 | | |
| Specialist Teachers | 4.88 | 4.39 | 4.65 | | |
| Teachers | 20.12 | 22.12 | 18.34 | | |
| Librarian | 0.8 | 0 | 0 | | |
| Aides | 2.72 | 2.72 | 0.4 | | |
| Clerical | 1.8 | 1.8 | 1 | | |
| Total | 31.32 | 32.03 | 25.39 | | |



FY2005 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Lincoln School

Dept Code
3115

PRIOR YEAR'S ACCOMPLISHMENTS

1. Maintenance of quality education despite overcrowding and high class size.
2. Introduction of Wilson Foundations Reading Program at K and Grade 1
3. Recipient of ATLES Grant to develop strategies to integrate technology and writing and implementation of those strategies.
4. Strong performance on state assessment.

STATISTICS

FY05 Enrollment

Actual

| | Students | Teachers | Average |
|------------------|----------|----------|---------|
| Grade K-2 | 271 | 13 | 20.85 |
| Grade 3-5 | 224 | 10 | 22.40 |
| Total | 495 | 23 | 21.52 |

FY06 Enrollment

Projected

| | Students | Teachers | Average |
|------------------|----------|----------|---------|
| Grade K-2 | 230 | 11 | 20.91 |
| Grade 3-5 | 199 | 8 | 24.88 |
| Total | 429 | 19 | 22.58 |

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 429 students in Grades PreK-5.

BUDGET STATEMENT

FY2006 OBJECTIVES

1. Continue focus on student achievement and improving MCAS performance levels.
2. Explore opportunities for providing common planning time for teachers at the same grade level and consultation time between general education teachers and special education staff.
3. Continue use of the "literacy block" to support a balanced literacy program
4. Continue to address remaining handicap accessibility improvements and facility maintenance concerns. Note: An approved capital expenditure for FY06 includes the installation of a lift. This will give access to the lower level of the school, an area that is currently inaccessible to individuals with limited mobility.

PROGRAM COST

| Lynch School | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 1,423,190 | 1,429,153 | 1,439,924 | | |
| Other Expenses | 106,681 | 59,244 | 49,405 | | |
| Equipment | 3,732 | 4,085 | 3,810 | | |
| Total | 1,533,603 | 1,492,482 | 1,493,139 | | |

STAFFING

| Lynch School | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-----------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Principal / Assistant | 1 | 1 | 1 | | |
| Specialist Teachers | 3.81 | 3.32 | 3.33 | | |
| Teachers | 16.34 | 15.34 | 15.34 | | |
| Librarian | 0.8 | 0 | 0 | | |
| Aides | 1 | 1 | 0.4 | | |
| Clerical | 1 | 1 | 1 | | |
| Total | 23.95 | 21.66 | 21.07 | | |



FY2005 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Lynch School

**Dept Code
3116**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Continued implementation of literacy block at all grade levels.
2. Upgraded computer lab to PC platform and installed donated PC's in every classroom and office.
3. Continued expansion of "book nook" (guided reading library) and staff development in the use of guided reading.
4. Facility improvements:
 - Installation of new boiler
 - Installation of a video-monitored security system with keypad access to improve building security.
 - Replacement of carpeting in all lower level classrooms and offices.
 - Ventilate crawl space on lower level to improve indoor air quality.

STATISTICS

FY05 Enrollment

Actual

| | Students | Teachers | Average |
|------------------|----------|----------|---------|
| Grade K-2 | 158 | 9 | 17.56 |
| Grade 3-5 | 159 | 7 | 22.71 |
| Total | 317 | 16 | 19.81 |

FY06 Enrollment

Projected

| | Students | Teachers | Average |
|------------------|----------|----------|---------|
| Grade K-2 | 177 | 9 | 19.67 |
| Grade 3-5 | 160 | 7 | 22.86 |
| Total | 337 | 16 | 21.06 |

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 303 students in Grades PreK-5.

BUDGET STATEMENT

FY2006 OBJECTIVES

1. Maintain classroom size at district guidelines in Grade 1 to support a quality learning experience as these young children begin to read and write.
2. Continue to emphasize the development of reading and writing skills in every subject at every grade level.
3. Implement plans to enhance student learning by using updated computer equipment at every grade level, with particular focus in Grades 3 and 5.
4. Maintain high standards for all of our students.

PROGRAM COST

| Muraco School | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 1,302,000 | 1,267,982 | 1,184,019 | | |
| Other Expenses | 49,498 | 60,810 | 51,648 | | |
| Equipment | 0 | 999 | 0 | | |
| Total | 1,351,498 | 1,329,791 | 1,235,667 | | |

STAFFING

| Muraco School | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-----------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Principal / Assistant | 1 | 1 | 1 | | |
| Specialist Teachers | 4.25 | 3.76 | 3.81 | | |
| Teachers | 15.34 | 15.34 | 13.78 | | |
| Librarian | 0.8 | 0 | 0 | | |
| Aides | 1 | 1 | 0.4 | | |
| Clerical | 1 | 1 | 1 | | |
| Total | 23.39 | 22.1 | 19.99 | | |



FY2005 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Muraco School

Dept Code
3117

PRIOR YEAR'S ACCOMPLISHMENTS

The Muraco learning community is fortunate to have raised sufficient funds to update its computer equipment. The Muraco Elementary School Parents Association, who provided the organization, imagination, inspiration and hard work that resulted in significant success, led this fundraising initiative. The teaching and learning opportunities at Muraco will be enhanced by updated, responsive equipment.

STATISTICS

FY05 Enrollment

Actual

| | Students | Teachers | Average |
|------------------|-----------------|-----------------|----------------|
| Grade K-2 | 150 | 8 | 18.75 |
| Grade 3-5 | 153 | 8 | 19.13 |
| Total | 303 | 16 | 18.94 |

FY06 Enrollment

Projected

| | Students | Teachers | Average |
|------------------|-----------------|-----------------|----------------|
| Grade K-2 | 161 | 8 | 20.13 |
| Grade 3-5 | 165 | 7 | 23.57 |
| Total | 326 | 15 | 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: Vinson-Owen School

Dept Code
3118

PROGRAM DESCRIPTION

Vinson-Owen Elementary School serves an anticipated 337 students in Grades K-5.

BUDGET STATEMENT

FY2006 OBJECTIVES

1. Organize school resources to maximize student learning
2. Continue to develop new opportunities for teachers to use technology to improve instruction
3. Continue community service activities and promote "Reasoning" as a core value of the school
4. Focus professional development on doing deeper analysis of reading assessment data for the purpose of individualizing student instruction

PROGRAM COST

| Vinson-Owen School | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|--------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 1,338,747 | 1,346,809 | 1,216,955 | | |
| Other Expenses | 37,045 | 61,493 | 51,323 | | |
| Equipment | 0 | 7,992 | 8,232 | | |
| Total | 1,375,792 | 1,416,294 | 1,276,510 | | |

STAFFING

| Vinson-Owen School | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-----------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Principal / Assistant | 1 | 1 | 1 | | |
| Specialist Teachers | 3.88 | 2.99 | 3.01 | | |
| Teachers | 16.56 | 16.56 | 14.56 | | |
| Librarian | 0.8 | 0 | 0 | | |
| Aides | 1 | 1 | 0.4 | | |
| Clerical | 1 | 1 | 1 | | |
| Total | 24.24 | 22.55 | 19.97 | | |



FY2005 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Vinson-Owen School

Dept Code
3118

PRIOR YEAR'S ACCOMPLISHMENTS

1. Vinson-Owen achieved the second highest donor level for contributions made to the Woburn Council for Social Concern.
2. Vinson-Owen received a grant to fund a pilot project using Palm Pilots as a tool for assessing, recording the results, and analyzing student reading.
3. Teachers use LCD projectors as a tool to improve instruction.

STATISTICS

FY05 Enrollment

Actual

| | Students | Teachers | Average |
|------------------|-----------------|-----------------|----------------|
| Grade K-2 | 158 | 8 | 19.75 |
| Grade 3-5 | 173 | 9 | 19.22 |
| Total | 331 | 17 | 19.47 |

FY06 Enrollment

Projected

| | Students | Teachers | Average |
|------------------|-----------------|-----------------|----------------|
| Grade K-2 | 154 | 8 | 19.25 |
| Grade 3-5 | 183 | 7 | 26.14 |
| Total | 337 | 15 | 22.47 |

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).

PROGRAM COST

| Special Education | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|-------------------|
| Personal Services | 3,684,496 | 3,943,077 | 3,933,454 | | |
| Other Expenses | 2,071,350 | 2,122,248 | 2,316,873 | | |
| Equipment | 6,866 | 2,001 | 2,100 | | |
| Total | 5,762,712 | 6,067,326 | 6,252,427 | | |

STAFFING

| Special Education | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|---------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Directors/Coordinators | 3.34 | 3.34 | 2.34 | | |
| Teachers | 20.47 | 20.47 | 20.42 | | |
| Special Needs Instructors | 17 | 17 | 12 | | |
| Specialists | 16 | 16 | 16 | | |
| Aides | 26.3 | 26.3 | 28.8 | | |
| Clerical | 3.75 | 3.75 | 3.75 | | |
| Total | 86.86 | 86.86 | 83.31 | | |

BUDGET STATEMENT

FY2006 OBJECTIVES

1. Maintain compliance with IDEA-97 Federal Regulations, newly reauthorized Federal Special Education Law, and the Massachusetts Special Education Regulations in the programs and services delineated in students with disabilities age 3-22 Individualized Education Program (IEP).
2. Continue to respond to the 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 MA DOE approved Winchester Program Quality Assurance Programmatic Review Corrective Action Plan items from the January 12-16, 2004 MA DOE Special Education Audit.
4. Further train staff and parents on the MA Special Education Regulations on the standards for special education versus the standards for 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 in the general education curriculum for pre K - grade 12.
6. Further train general education and special education staff and parents on general education curriculum modifications and accommodations.
7. Further train general education special education staff and parents on differentiated instruction.
8. Further train general education and special education staff in the analysis of the student's performance on MCAS testing as well as successful remediation strategies in the 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.



FY2005 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Special Education

**Dept Code
3119**

PRIOR YEAR'S ACCOMPLISHMENTS

1. The Winchester Public Schools have maintained compliance with IDEA-97 Federal Regulations, and the Massachusetts Special Education Regulations in the programs and services delineated in students with disabilities age 3-22 Individualized Education Program (IEP).
2. Our system responded to the 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. The system received its Final Report on June 25, 2004 and soon after made the Final Report public to the School Committee, PAC, staff, and the Winchester Community.
3. By August 9, 2004, Winchester submitted its proposed corrective action plan. The corrective action plan was approved by DOE on September 25, 2004 and soon after started to address the MA DOE approved Winchester Program Quality Assurance Programmatic Review Corrective Action Plan items from the January 12-16, 2004 MA DOE Special Education Audit.
4. The district trained staff and parents on the MA Special Education Regulations on the standards for special education versus the standards for Section 504 of the Rehabilitation Act of 1973.
5. The district trained general education and special education staff and parents on the definition of making effective progress in the general education curriculum for pre K - grade 12.
6. The district trained general education and special education staff on general education curriculum modifications and accommodations and differentiated instruction..
7. The district continued to train general education and special education staff in the analysis of the student's performance on MCAS testing as well as successful remediation strategies in the 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.

STATISTICS

Enrollments by Programs

| | In District | Collaborative Out of District | Private Day School | Residential School |
|---------------------------|-------------|----------------------------------|-----------------------|-----------------------|
| Preschool (Age 3-4) | 48 | 1 | 0 | 0 |
| Kindergarten (Age 5) | 16 | 1 | 0 | 0 |
| Elementary (Age 6-11) | 191 | 4 | 6 | 0 |
| Middle School (Age 12-14) | 132 | 2 | 1 | 0 |
| High School (Age 15-22) | 103 | 11 | 8 | 7 |
| Totals | 490 | 19 | 15 | 7 |

Total by Age Group

| | |
|---------------------------|-----|
| Preschool (Age 3-4) | 49 |
| Kindergarten (Age 5) | 16 |
| Elementary (Age 6-11) | 201 |
| Middle School (Age 12-14) | 135 |
| High School (Age 15-22) | 129 |
| Totals | 530 |

Percent of student body in Special Education

| | FY02 | FY03 | FY04 | FY05 |
|------------|--------|--------|--------|--------|
| Winchester | 13.77% | 13.20% | 12.90% | 13.45% |
| State | 15.30% | 15.15% | 15.57% | 15.57% |



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

FY2006 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 postsecondary education transition. The middle school and high school guidance counselors are active members of 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

| Pupil Services | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-----------------------|-------------------------|-------------------------|--------------------------|--------------------------|---------------------------|
| Personal Services | 928,723 | 985,190 | 1,086,948 | | |
| Other Expenses | 3,080 | 3,913 | 4,030 | | |
| Equipment | 0 | 0 | 0 | | |
| Total | 931,803 | 989,103 | 1,090,978 | | |

STAFFING

| Pupil Services | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-----------------------|-------------------------|-------------------------|--------------------------|--------------------------|---------------------------|
| Guidance Counselors | 8.5 | 8.5 | 8.6 | | |
| Teacher Specialist | 3 | 3 | 3 | | |
| Nurse | 7 | 7 | 7 | | |
| Total | 18.5 | 18.5 | 18.6 | | |



FY2005 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Pupil Services

**Dept Code
3119**

PRIOR YEAR'S ACCOMPLISHMENTS

1. At each school, our full-time nursing services offered student health screenings, student health care and consultation to students and parents on personal health care issues. The Winchester nurses offered many services to students with medical conditions such as life threatening allergies, asthma and other allergies, seizure disorders, diabetes, mitochondrial disorder, PKU syndrome, muscular dystrophy, Downs Syndrome, Autism, Fragile X Syndrome, cardiac disorders, cancer, cerebral palsy, Tourette's Syndrome, renal disease, and juvenile arthritis. School nurses are also addressing students suffering from eating disorders, depression, thoughts of suicide, and self-mutilation. In addition, 20 students received medication on a daily basis and hundreds more received medications as needed. As for dealing with school-based emergencies, the nurses are members of the School Incident Management Team. Throughout the year, the nurses have continued to consult with students, staff, and parents on relevant issues tied to normal child and adolescent development. They have promoted health and safety, intervened with actual and potential health problems and provided case management services.
2. The guidance counseling services for grades 6-12 have provided guidance and counseling to students and parents on academic, social, emotional, and career/postsecondary opportunities. They offered students and parents appropriate course selections in core academic subjects and exploratory subjects. They assisted students to develop strategies in positive academic, social, emotional, and behavioral decision-making. They provided counseling on adolescent adjustment issues. Furthermore, the guidance counselors were effective members of the School Incident Management Team. The middle school and high school guidance counselors provided guidance counseling to students in individual sessions, small groups, and large group settings through a developmental guidance model in order to optimize each student's academic, social, emotional, and career choices. They have assisted parents and students to focus on preparing our students with the realization that successful individuals should be ready for life long learning in order to be a healthy and successful citizen in our society.

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.

PROGRAM COST

| Technology | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 311,179 | 377,415 | 318,844 | | |
| Other Expenses | 138,366 | 87,818 | 118,393 | | |
| Equipment | 20,295 | 10,093 | 10,396 | | |
| Total | 469,840 | 475,326 | 447,633 | | |

STAFFING

| Technology | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Managerial | 1 | 1 | 1 | | |
| Clerical | 6 | 6 | 4.3 | | |
| Professional/Technical | 0.75 | 0.75 | 1.25 | | |
| Total | 7.75 | 7.75 | 6.55 | | |

BUDGET STATEMENT

FY2006 OBJECTIVES

1. Implement the Scope and Sequence for Grades 3 & 4 across the district and continue to address the performance indicators in Grades 6, 7 & 8 at the middle school.
2. Development of a Youth Technology Advisory Committee at the high school that will give students an opportunity to discuss some of the technological advances and opportunities that they might want to pursue.
3. Guide the technology acquisition, professional development and implementation for the Ambrose building.
4. Continue to support the administration, faculty and staff with their technology needs, which includes administrative, instructional and integration.



FY2005 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Technology

**Dept Code
3110**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Teacher created web pages for their classroom, which allows updating in and out of school with great ease.
2. Developed uniform district wide technology systems, which included a Windows 2000 Active Directory, allowing users access to numerous resources throughout the district.
3. Creation of a Scope and Sequence, which guides the technology integration units/lessons, developed throughout the district.
4. Design course offerings and workshops meeting the district's vision for use of technology within the school district.
5. Installation of network drops at the high school.

STATISTICS

Benchmark Community Data

| | Connectivity % Internet Access | Student to Computer Ratio |
|-------------------|---|--------------------------------------|
| Winchester | 100 | 6.8 |
| Andover | 100 | 2.9 |
| Boxborough | 100 | 4.3 |
| Concord | 100 | 4 |
| Lexington | 98.1 | 4 |
| Weston | 100 | 3.5 |
| Wellesley | 100 | 3.8 |

School Averages-Student to Computer

| | |
|-------------|------|
| Ambrose | 11.4 |
| Lincoln | 3.2 |
| Lynch | 11.3 |
| Muraco | 12.5 |
| VO | 13.6 |
| McCall | 5.1 |
| High School | 8.8 |



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

FY2006 OBJECTIVES

1. Improve the boys and girls locker rooms.
2. Add Girls Volleyball to our fall program.
3. Continue to work with Fields Management Committee to improve athletic fields.

PROGRAM COST

| Athletics | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 276,477 | 261,767 | 223,037 | | |
| Other Expenses | 0 | 0 | 0 | | |
| Equipment | 0 | 0 | 0 | | |
| Total | 276,477 | 261,767 | 223,037 | | |

STAFFING

| Athletics | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-----------------|-----------------|-----------------|------------------|------------------|-------------------|
| Director | 1 | 1 | 1 | | |
| Trainer | 1 | 1 | 1 | | |
| Faculty Manager | 1 | 1 | 1 | | |
| Coaches | 59 | 59 | 59 | | |
| Total | 62 | 62 | 62 | | |



FY2005 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Athletics

Dept Code
3210

PRIOR YEAR'S ACCOMPLISHMENTS

1. Over 65% of students participating in athletics.
2. State championship, Boys Tennis, two years in a row.

STATISTICS

Sport and Number of Participants

FY03-FY04

| | |
|---------------------------|------------|
| Cross Country | 39 |
| Soccer | 138 |
| Field Hockey | 68 |
| Basketball | 77 |
| Football | 75 |
| Indoor Track | 75 |
| Golf | 15 |
| Wrestling | 24 |
| Gymnastics | 14 |
| Ice Hockey | 60 |
| Lacrosse | 88 |
| Tennis | 30 |
| Baseball | 40 |
| Softball | 36 |
| Boys Swimming | 14 |
| Girls Swim and Dive | 36 |
| Cheerleading | 26 |
| Sailing | 12 |
| Track | 101 |
| Total Participants | 968 |



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

FY2006 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-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|----------------------|-----------------|-----------------|------------------|------------------|-------------------|
| Personal Services | 0 | 0 | 0 | | |
| Other Expenses | 111,032 | 92,382 | 94,230 | | |
| Equipment | 0 | 0 | 0 | | |
| Total | 111,032 | 92,382 | 94,230 | | |

STAFFING

| Vocational Education | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|----------------------|-----------------|-----------------|------------------|------------------|-------------------|
| | | | | | |
| Total | | | | | |



FY2005 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Vocational Education

Dept Code
3610

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS

Enrollment

For school year 2004-2005, five Winchester students chose to attend the Northeast Regional Metropolitan Technical Vocational School in order to access both an academic and vocational curriculum. Out of the five students, the students represented a student enrollment pattern in the following grades and vocational areas of preparation:

| Vocational Area of Preparation: | Grade | # Students | # Male | # Female |
|---------------------------------|-------|------------|----------|----------|
| Freshman Exploratory | 9 | 3 | 1 | 2 |
| Drafting & Design | 10 | 1 | 1 | 0 |
| Culinary Arts | 11 | 1 | 0 | 1 |
| | 12 | 0 | 0 | 0 |
| Total | | 5 | 2 | 3 |

It is anticipated that five Winchester students will be enrolled at the Northeast Regional Metropolitan Technical Vocational School for school year 2005-2006 with the understanding that current Winchester grade 8 students will apply to the school in the late Spring months of 2005.



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



FY2006 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

FY2006 OBJECTIVES

1. Continue training of employees on the MUNIS financial software.
2. Migrate all Town server to Windows 2003 Server.
3. Maintain the Town owned Fiber Optic Network.
4. Implement Building/Zoning software.
5. Continue to enhance the Town GIS.
6. Continue to update desktop computers, printers and software applications.
7. Develop an enhanced Town-wide backup system.
8. Work with the Fire department to implement QED Fire software.

PROGRAM COST

| Data Processing | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|----------------|----------------|----------------|----------------|----------------|
| Personal Services | 106,449 | 112,999 | 112,999 | 112,999 | |
| Other Expenses | 236,151 | 235,200 | 252,500 | 252,500 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 342,600 | 348,199 | 365,499 | 365,499 | |

STAFFING

| Data Processing | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|--------------|--------------|---------------|---------------|----------------|
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 0 | 0 | 0 | 0 | |
| Professional/Technical | 1 | 1 | 1 | 1 | |
| Total | 2 | 2 | 2 | 2 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Undistributed

PROGRAM: Data Processing

Dept Code
1530

PRIOR YEAR'S ACCOMPLISHMENTS

1. Implemented to website. (www.winchester.us)
2. Streamlined the Town Managers budget book process.
3. Worked with Engineering Department to finalize the Town property parcel for input into the GIS.
4. Maintained and updates approximately 35% of the Town desktops systems and software.



FY2006 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

**PROGRAM GROUP
Undistributed**

PROGRAM: NESWC

NESWC

This budget involves the cost of solid waste disposal. For the last 25 years, the Town, along with 22 other communities comprising the Northeast Solid Waste Committee (NESWC), has been contractually obligated to dispose of its waste at a facility in North Andover. The costs and terms of this contract have been a major burden to the Town. Fortunately, the contract will expire on September 30, 2005, allowing the Town to save a substantial sum of money as it disposes its waste consistent with market conditions. The budget for FY 2006 is \$600,000, a decrease from FY 2005 of \$376,500. The funds saved from the reduced disposal costs have been allocated to other categories within the Undistributed category.

9300 tons X \$64/ton = \$595,200

Town appropriation Request \$600,000

In an effort to mitigate the rapidly increasing cost of disposal from the NESWC contract, the Town began to reserve funds in its Stabilization Fund and in a NESWC Fund allocated to the Town. The Town utilized these reserves over the last few years to "levelize" the solid waste budget. All of the funds appropriated in the Town's Stabilization Fund have essentially been depleted, but a substantial balance exists in the NESWC Tip Fee Stabilization Fund that will be available for other uses. Once the obligations and commitments to the NESWC project have been sorted out, the Town Manager recommends that these funds be appropriated to a stabilization fund to help finance capital improvements, including improvement of the Town's Transfer Station/Landfill facility.

| PROGRAM | FY04 Actual | FY05 Budget | FY06 Request | FY06 Manager | FY06 Fin Comm |
|----------------|------------------------|------------------------|-------------------------|-------------------------|--------------------------|
| NESWC | 1,267,500 | 976,500 | 600,000 | 600,000 | |
| TOTAL | 1,267,500 | 976,500 | 600,000 | 600,000 | |



FY2006 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

**PROGRAM GROUP
Undistributed**

PROGRAM: Energy

Energy

This budget accounts for all energy costs of Town and School departments including heating oil, natural gas, electricity and gasoline. The Town participates in a cooperative fuel purchasing program with a large group of municipalities and partners with Winchester Hospital for its purchase of electricity. The FY 2006 budget has been impacted by a substantial increase in energy costs resulting from global economic and political forces. The FY 2006 budget is \$2,200,000, an increase of \$285,000 from FY 2005.

The Town continues to pursue energy conservation measures in the operation of its buildings and facilities, and is aggressive in the design of energy conservation approaches when renovating or constructing buildings.

| PROGRAM | FY04 Actual | FY05 Budget | FY06 Request | FY06 Manager | FY06 Fin Comm |
|----------------|------------------------|------------------------|-------------------------|-------------------------|--------------------------|
| Energy | 1,666,596 | 1,915,000 | 2,200,000 | 2,200,000 | |
| TOTAL | 1,666,596 | 1,915,000 | 2,200,000 | 2,200,000 | |



FY2006 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

**PROGRAM GROUP
Undistributed**

PROGRAM: Personnel Benefits

Personnel Benefits

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

Contributory Retirement

The Board of Retirement is established in accordance with Massachusetts General Law. The Board is made up of the Comptroller, 2 representatives elected by the employees, an appointee of the Selectmen, and an at-large member. The Board administers the retirement program for all Municipal employees and certain Education employees. The annual payment into the system is determined by the Commonwealth. There are currently 325 retirees. The FY2006 budget is increased \$35,055 over FY2005.

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 FY2006 is level funded.

| PROGRAM | FY04 Actual | FY05 Budget | FY06 Request | FY06 Manager | FY06 Fin Comm |
|---|------------------------|------------------------|-------------------------|-------------------------|--------------------------|
| Contributory Retirement | 2,122,689 | 2,291,276 | 2,326,331 | 2,326,331 | |
| Non-Contributory Retirement | 64,111 | 62,000 | 62,000 | 62,000 | |
| Workers' Compensation/ Indemnification | 462,978 | 375,640 | 394,600 | 394,600 | |
| Unemployment Compensation | 96,227 | 133,800 | 157,000 | 157,000 | |
| F.I.C.A & Medicare Tax/ Refunds | 505,970 | 547,945 | 601,500 | 601,500 | |
| Health Insurance | 5,060,625 | 5,598,170 | 6,411,211 | 6,411,211 | |
| TOTAL | 8,312,600 | 9,008,831 | 9,952,642 | 9,952,642 | |

**FY2006 PROGRAM BUDGET****SUB-PROGRAM SUMMARY****PROGRAM GROUP
Undistributed****PROGRAM: Personnel Benefits****Workers' Compensation/ Indemnification**

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.

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.

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 FY2006 budget is increased by \$23,200 to a total of \$157,000 to reflect trends of increasing costs and the likelihood of layoffs in FY2006.

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 FY2006 are projected to increase by \$53,555 to a total of \$601,500.

**FY2006 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 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 FY2006 is increased \$813,041 and is based upon an 11% increase in the premiums for the insurance year beginning July 1, 2005. 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 percentage.

| PLAN | TOTAL SUBSCRIBERS |
|----------------------|--------------------------|
| HMO Blue | 653 |
| BX/BS Master Medical | 2 |
| Medex III | 101 |
| Blue Choice | 14 |
| Major Medical | 3 |
| Harvard Pilgrim | 232 |
| TOTAL | 1,005 |



FY2006 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM GROUP
Undistributed

PROGRAM: Debt & Interest

Debt - Principal

Principal payments for FY2006 will be \$5,167,514. Of this amount, \$2,893,146 is attributable to Chapter 110 water and sewer debt.

Debt - Interest

Total interest payments are estimated at \$2,536,771. Of this amount, \$388,582 is the Chapter 110 portion.

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.

| PROGRAM | FY04 Actual | FY05 Budget | FY06 Request | FY06 Manager | FY06 Fin Comm |
|--|------------------------|------------------------|-------------------------|-------------------------|--------------------------|
| Debt - Principal | 4,238,126 | 4,160,100 | 5,167,514 | 5,167,514 | |
| Debt - Interest | 1,703,381 | 1,705,533 | 2,536,771 | 2,536,771 | |
| Total | 5,941,507 | 5,865,633 | 7,704,285 | 7,704,285 | |
| Tax Abatement Interest/Service Fees | 1,000 | 24,000 | 24,000 | 24,000 | |
| TOTAL | 5,942,507 | 5,889,633 | 7,728,285 | 7,728,285 | |



FY2006 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.

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. 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.

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.

| PROGRAM | FY04 Actual | FY05 Budget | FY06 Request | FY06 Manager | FY06 Fin Comm |
|---|------------------------|------------------------|-------------------------|-------------------------|--------------------------|
| Audit | 44,625 | 49,084 | 51,500 | 51,500 | |
| Legal | 275,000 | 241,500 | 285,000 | 285,000 | |
| General Insurance | 223,867 | 243,000 | 267,440 | 267,440 | |
| Reserve Fund | 395,000 | 329,388 | 325,000 | 325,000 | |
| Environmental Remediation Services | 91,400 | 70,000 | 70,000 | 70,000 | |
| TOTAL | 1,029,892 | 932,972 | 998,940 | 998,940 | |



FY2006 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.

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 FY2006 is \$440,000, a decrease of \$26,640 over FY2005. The remaining non-appropriated expenses include Cherry Sheet Offsets, Court Judgments and Deficits, and Tax Abatement overlay.

| PROGRAM | FY04 | FY05 | FY06 | Budget Increase | Percentage Increase |
|--|----------------|------------------|----------------|------------------------|----------------------------|
| State Assessments | | | | | |
| MBTA | 454,328 | 424,280 | 404,908 | | |
| Special Education | 9,342 | 6,222 | 6,471 | | |
| Parking Surcharge | 13,320 | 11,200 | 12,800 | | |
| MAPC | 5,413 | 5,565 | 5,770 | | |
| Air Pollution District | 7,706 | 7,902 | 7,975 | | |
| Retiree Health Insurance | 0 | 1,606 | 2,076 | | |
| Charter School Tuition | 24,285 | 8,865 | 0 | | |
| Under/Over Estimates | 0 | 0 | 0 | | |
| Total State Assessments | 514,394 | 465,640 | 440,000 | (25,640) | -5.51% |
| Cherry Sheet Offsets | 39,666 | 44,639 | 45,000 | 2,933 | 6.57% |
| Tax Abatement Overlay | 349,349 | 394,611 | 335,000 | (59,611) | -15.11% |
| Court Judgments & Deficits/Misc | 0 | 129,395 | 25,000 | (104,395) | -80.68% |
| Total Non-Appropriated Expenses | 903,409 | 1,034,285 | 845,000 | (186,713) | -18.05% |



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.

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. FY2006 charges are for pupils served in the 2004-2005 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.

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.



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.

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.

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.

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. There is no expense projected for FY2006

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.



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.

The library grant increased from \$27,173, to \$27,681 in FY2004 to \$33,131 in FY2005, and is expected to decrease \$31,960 in FY2006.. The grant actually includes three grant programs more fully described in the revenue section of this budget under Cherry Sheet Offsets

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.

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.



SECTION VI

RECREATION REVOLVING FUND



FY2006 PROGRAM BUDGET

**PROGRAM GROUP
Recreation**

PROGRAM SUMMARY

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-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|--------------|--------------|---------------|---------------|----------------|
| Personal Services | 0 | 0 | 0 | 0 | |
| Other Expenses | 0 | 0 | 0 | 0 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 0 | 0 | 0 | 0 | |

STAFFING

| Recreation | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|--------------|--------------|---------------|---------------|----------------|
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 3 | 3 | 3 | 3 | |
| Professional/Technical | 3 | 3 | 3 | 3 | |
| Total | 7 | 7 | 7 | 7 | |

BUDGET STATEMENT

FY2006 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. Assist the Youth Center and Teen Center Committee in moving forward with plans for a new Teen Center
4. Expand adult and youth programming by a minimum of one new program per season.
5. Work to increase the amount of private sponsorships of various programs and recreational facilities.
6. Work with surrounding communities to offer regional recreational opportunities.
7. Expand and improve our current web site and develop a rapid system for inputting on-line registrations in our database.
8. Create an e-mail list for the purposes of sending our electronic program advertising.
9. Offer special events and fund-raisers to bring in additional revenues.
10. Secure grants for the Winchester Youth Center for program funding.
11. Work with the Field Management Committee to obtain the funding and plan the renovation of facilities listed in the multi-year Field Management Capital Plan.
12. Work with the Winchester School Department to offer a cooperative summer school program.



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Recreation**

PROGRAM: Recreation

PRIOR YEAR'S ACCOPMLISHMENTS

1. Successfully administered the Recreation and Community Education Department as a totally self-sufficient department.
2. Continued to improve and maintain our new home at the old Mystic School, 263 Main Street.
3. Assisted the Youth Center in locating an appropriate facility for a "Teen Center". We are currently in the process of bidding a feasibility study.
4. Expanded adult and youth programming by a minimum of one new program per season.
5. Improved our current web site and was able to increase the amount of on-line registrations.
6. Offered our 3rd Annual Golf Tournament to a capacity 144 participants
7. Worked with the Field Management Committee to obtain the funding for McDonald Field and Mullen Field Phase I.
8. Successfully combined our two after school programs to a single center based program at the Recreation Department, 263 Main Street.
9. Increased the offerings of the Kid Connection Pre-School to include a Two, Three, Four and Five Day Option.

STATISTICS

| | 2002 | 2003 | 2004 |
|---------------------------------|-----------------|-------------|-------------|
| Registrations | 7,623 | 7,167 | 8,068 |
| Courses Taken | 11,189 | 10,127 | 11,144 |
| Youth and Family Courses Taken | 8,969 | 6,252 | 8,467 |
| Adult Courses Taken | 2,220 | 1,793 | 2,677 |
| Programs Offered | 974 | 969 | 1,060 |
| Town Allocation of Funds | \$18,500 | \$0 | \$0 |



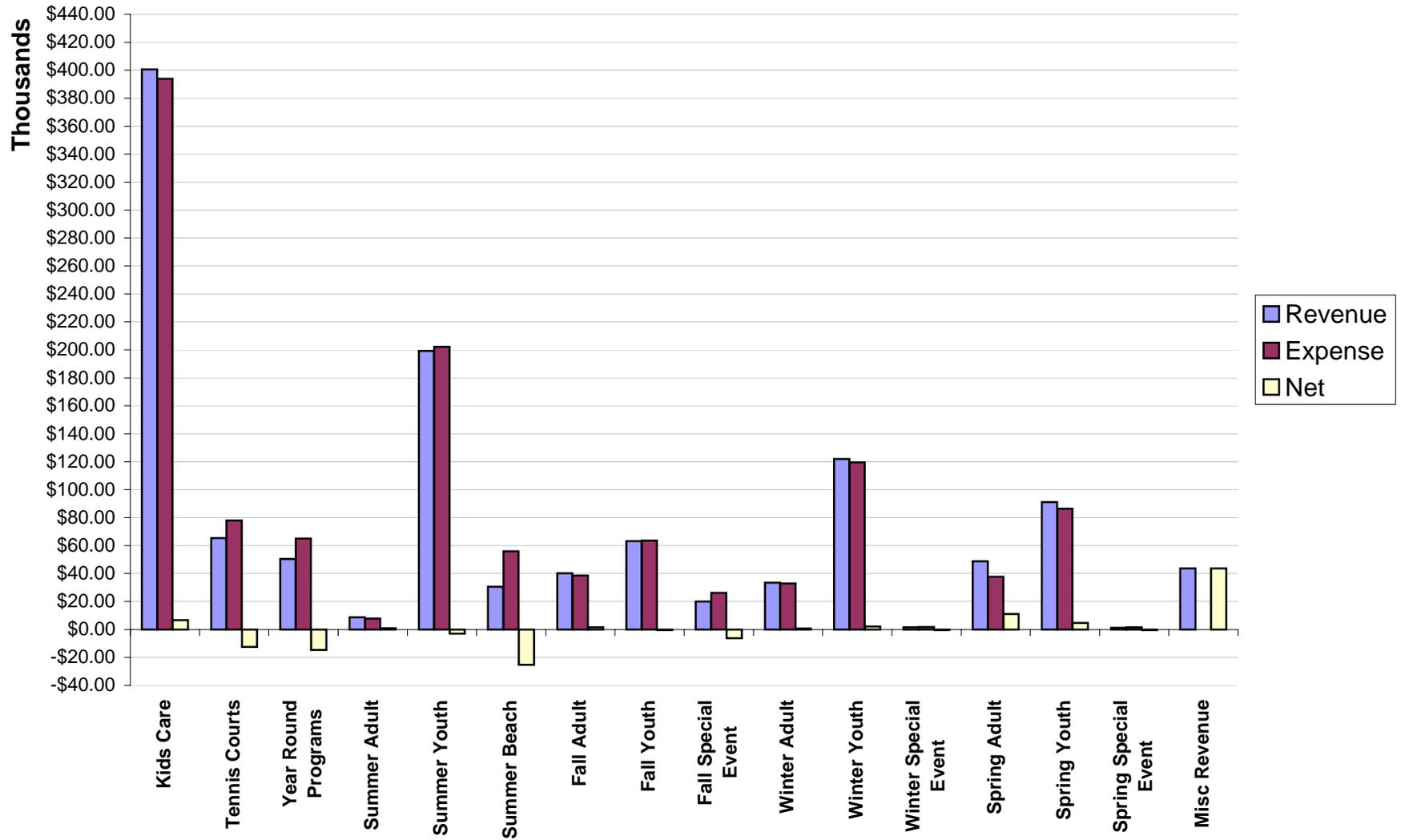
FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Recreation

PROGRAM: Recreation

FY 2005 Estimated Revenue/Expenditure





FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Recreation**

PROGRAM: Recreation

| | FY04 Actual Program Budget | | | FY04 Program Budget | | | FY06 Program Budget | | |
|------------------------|----------------------------|------------------------|--------------------|------------------------|------------------------|--------------------|------------------------|------------------------|--------------------|
| | Revenue | Expense | Net | Revenue | Expense | Net | Revenue | Expense | Net |
| Year Round Programs | \$ 48,483.44 | \$ 62,505.22 | \$ (14,021.78) | \$ 49,453.11 | \$ 63,755.33 | \$ (14,302.22) | \$ 50,422.78 | \$ 65,005.43 | \$ (14,582.65) |
| Kids Care | \$ 385,172.86 | \$ 378,772.60 | \$ 6,400.26 | \$ 392,876.32 | \$ 386,348.05 | \$ 6,528.27 | \$ 400,579.77 | \$ 393,923.50 | \$ 6,656.27 |
| Tennis Courts | \$ 62,960.00 | \$ 75,005.81 | \$ (12,045.81) | \$ 64,219.20 | \$ 76,505.93 | \$ (12,286.73) | \$ 65,478.40 | \$ 78,006.04 | \$ (12,527.64) |
| Other Year Round | \$ 5,656.00 | \$ 7,371.80 | \$ (1,715.80) | \$ 5,769.12 | \$ 7,519.24 | \$ (1,750.12) | \$ 5,882.24 | \$ 7,666.67 | \$ (1,784.43) |
| Summer Adult | \$ 8,387.00 | \$ 7,534.20 | \$ 852.80 | \$ 8,554.74 | \$ 7,684.88 | \$ 869.86 | \$ 8,722.48 | \$ 7,835.57 | \$ 886.91 |
| Summer Youth | \$ 191,598.50 | \$ 194,381.53 | \$ (2,783.03) | \$ 195,430.47 | \$ 198,269.16 | \$ (2,838.69) | \$ 199,262.44 | \$ 202,156.79 | \$ (2,894.35) |
| Summer Beach Operation | \$ 29,450.35 | \$ 53,713.94 | \$ (24,263.59) | \$ 30,039.36 | \$ 54,788.21 | \$ (24,748.86) | \$ 30,628.36 | \$ 55,862.49 | \$ (25,234.13) |
| Fall Adult | \$ 38,652.00 | \$ 37,086.11 | \$ 1,565.89 | \$ 39,425.04 | \$ 37,827.83 | \$ 1,597.21 | \$ 40,198.08 | \$ 38,569.55 | \$ 1,628.53 |
| Fall Youth | \$ 60,799.10 | \$ 61,068.09 | \$ (268.99) | \$ 62,015.08 | \$ 62,289.45 | \$ (274.37) | \$ 63,231.06 | \$ 63,510.81 | \$ (279.75) |
| Fall Special Events | \$ 19,169.00 | \$ 25,144.78 | \$ (5,975.78) | \$ 19,552.38 | \$ 25,647.68 | \$ (6,095.30) | \$ 19,935.76 | \$ 26,150.57 | \$ (6,214.81) |
| Winter Adult | \$ 32,235.00 | \$ 31,619.68 | \$ 615.32 | \$ 32,879.70 | \$ 32,252.07 | \$ 627.63 | \$ 33,524.40 | \$ 32,884.47 | \$ 639.93 |
| Winter Youth | \$ 117,169.80 | \$ 115,058.73 | \$ 2,111.07 | \$ 119,513.20 | \$ 117,359.90 | \$ 2,153.29 | \$ 121,856.59 | \$ 119,661.08 | \$ 2,195.51 |
| Winter Special Events | \$ 1,476.00 | \$ 1,634.40 | \$ (158.40) | \$ 1,505.52 | \$ 1,667.09 | \$ (161.57) | \$ 1,535.04 | \$ 1,699.78 | \$ (164.74) |
| Spring Adult | \$ 46,933.00 | \$ 36,322.70 | \$ 10,610.30 | \$ 47,871.66 | \$ 37,049.15 | \$ 10,822.51 | \$ 48,810.32 | \$ 37,775.61 | \$ 11,034.71 |
| Sprin Youth | \$ 87,593.50 | \$ 83,065.58 | \$ 4,527.92 | \$ 89,345.37 | \$ 84,726.89 | \$ 4,618.48 | \$ 91,097.24 | \$ 86,388.20 | \$ 4,709.04 |
| Spring Special Event | \$ 1,140.00 | \$ 1,551.23 | \$ (411.23) | \$ 1,162.80 | \$ 1,582.25 | \$ (419.45) | \$ 1,185.60 | \$ 1,613.28 | \$ (427.68) |
| Miscellaneous Revenue | \$ 42,094.55 | \$ - | \$ 42,094.55 | \$ 42,936.44 | \$ - | \$ 42,936.44 | \$ 43,778.33 | \$ - | \$ 43,778.33 |
| Total | \$ 1,178,970.10 | \$ 1,171,836.40 | \$ 7,133.71 | \$ 1,202,549.50 | \$ 1,195,273.12 | \$ 7,276.38 | \$ 1,226,128.90 | \$ 1,218,709.85 | \$ 7,419.05 |



SECTION VII

WATER / SEWER ENTERPRISE FUND



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Water and Sewer**

PROGRAM: Water & Sewer

PROGRAM DESCRIPTION

The Water and Sewer Department operates as a division of Public Works and is funded on a formal enterprise basis effective in FY2003. This division is responsible for maintaining and improving water storage, treatment, and distribution systems.

BUDGET STATEMENT

PROGRAM COST

| Water & Sewer | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|-------------------|------------------|------------------|------------------|------------------|----------------|
| Personal Services | 1,012,664 | 1,249,902 | 1,244,763 | 1,348,967 | |
| Expenses | 3,143,060 | 3,168,588 | 3,317,235 | 3,317,235 | |
| Equipment | 1,000 | 1,500 | 1,500 | 3,500 | |
| Capital | 138,000 | 258,000 | 186,203 | 186,203 | |
| Total | 4,294,724 | 4,677,990 | 4,749,701 | 4,855,905 | |

FY2006 OBJECTIVES

1. Replace activated carbon at treatment plant.
2. Implement installation of radio remote reading system to replace older ARB reading system.
3. Continue with reservoir brush cutting/maintenance program.
4. Continue with Sewer System Evaluation Survey of 2,000 homes.
5. Continue with "in-house" sewer T.V. Inspection and Cleaning Preventive Maintenance Program, 5 miles/year.
6. Continue sewer and drain cleaning Preventive Maintenance Program.
7. Continue to upgrade the Town's drainage systems to mitigate flooding.
8. Continue with lead gooseneck replacement program: 754 left.

STAFFING

| Water & Sewer | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|------------------------|--------------|--------------|---------------|---------------|----------------|
| Managerial | 1 | 1 | 1 | 1 | |
| Clerical | 2 | 2 | 2 | 2 | |
| Professional/Technical | 2 | 2 | 2 | 2 | |
| Public Works | 14 | 15 | 15 | 15 | |
| Total | 19 | 20 | 20 | 20 | |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Water and Sewer**

PROGRAM: Water & Sewer

PRIOR YEAR'S ACCOMPLISHMENTS

1. Cleaned, TV-inspected and sealed 53,000 feet of sewer line.
2. Replaced 25 non-draining fire hydrants.
3. Replaced 30 lead goosenecks.
4. Repaired and replaced 100 feet of broken and damaged sewer and drain lines.
5. Eliminated two sump pumps from Town's sewer system and redirected to drain system.

STATISTICS

| Water Supply | FY02 | FY03 | FY04 |
|---------------------|----------------|----------------|----------------|
| Rainfall | 45.97" | 44.03" | 44.96" |
| Town Reservoirs | 247.7MG | 423.8MG | 437.1MG |
| MWRA Direct | 488.4MG | 446.1MG | 351.2MG |
| Total | 836.1MG | 869.9MG | 788.3MG |



FY2006 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Water and Sewer**

PROGRAM: Water & Sewer

| | FY03 | FY04 | FY05 | FY06 |
|---------------------------------------|------------------|------------------|------------------|------------------|
| Revenue | | | | |
| Rates - Budgeted | 4,012,207 | 4,230,773 | 4,300,001 | 4,300,000 |
| Free Cash - Rate Stabilization | 0 | 0 | 83,843 | 249,555 |
| State Reimbursement | 294,146 | 294,146 | 294,146 | 294,146 |
| Total Budgeted Revenue | 4,306,353 | 4,524,919 | 4,677,990 | 4,843,701 |
| Actual / Estimated | 4,591,573 | 4,493,408 | 4,677,990 | |
| Revenue - Surplus/(Deficit) | 285,220 | -31,511 | 0 | 0 |
| Budget | | | | |
| Operating Budget | 1,375,334 | 1,392,742 | 1,405,042 | 1,456,666 |
| M.W.R.A. Assessment | 1,739,532 | 1,830,142 | 1,747,695 | 1,809,156 |
| Capital | 75,000 | 138,000 | 258,000 | 186,203 |
| Debt Service | 201,894 | 199,967 | 184,523 | 192,457 |
| Employee Benefits | 486,756 | 533,995 | 599,801 | 667,772 |
| Insurance - General | 20,000 | 25,000 | 27,000 | 30,000 |
| General Government | 203,616 | 207,894 | 217,380 | 221,286 |
| Administration - DPW | 144,975 | 138,342 | 138,919 | 137,394 |
| Maintenance - DPW | 48,885 | 48,476 | 48,411 | 46,975 |
| Buildings - DPW | 10,361 | 10,361 | 15,219 | 16,000 |
| Non-Allocated Raises | | | 36,000 | 92,000 |
| Total Budget | 4,306,353 | 4,524,919 | 4,641,990 | 4,855,909 |
| Actual Expenditures | | | | |
| Operating Budget | 1,238,447 | 1,214,249 | | |
| M.W.R.A. Assessment | 1,817,049 | 1,818,509 | | |
| Capital | 75,000 | 138,000 | | |
| Debt Service | 181,711 | 199,904 | | |
| Employee Benefits | 486,756 | 533,995 | | |
| Insurance - General | 20,000 | 25,000 | | |
| General Government | 203,616 | 207,894 | | |
| Administration - DPW | 144,975 | 138,342 | | |
| Maintenance - DPW | 48,885 | 48,476 | | |
| Buildings - DPW | 10,361 | 10,361 | | |
| Total Actual Expenditures | 4,226,800 | 4,334,730 | 4,677,990 | |
| Reversion (Budget vs Actual) | 79,553 | 190,189 | 0 | 0 |
| Reversion (Prior Year) | 0 | 0 | 0 | 0 |
| Revenue Surplus/(Deficit) | 285,220 | -31,511 | 0 | 0 |
| Net to Free Cash | 364,773 | 158,678 | 0 | 0 |
| Free Cash Beginning Balance | 291,063 | 655,836 | 730,671 | 0 |
| Free Cash Used (Rate Stabilization) | 0 | 83,843 | 249,555 | 0 |
| Free Cash Transferred to General Fund | 0 | 0 | 0 | 0 |
| Free Cash Ending Balance | 655,836 | 730,671 | 481,116 | 0 |



FY2006 PROGRAM BUDGET

**SUB PROGRAM SUMMARY
Water & Sewer**

| Water & Sewer | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|--------------------------|-------------------------|-------------------------|--------------------------|--------------------------|---------------------------|
| Administration | 138,342 | 138,919 | 137,394 | 137,394 | |
| Buildings | 10,361 | 15,219 | 16,000 | 16,000 | |
| Maintenance | 48,476 | 48,411 | 46,975 | 46,975 | |
| Employee Benefits | 533,995 | 599,801 | 667,772 | 667,772 | |
| Funded Debt | 201,403 | 184,523 | 192,457 | 192,457 | |
| General Government | 207,894 | 217,380 | 209,078 | 221,286 | |
| Insurance | 25,000 | 27,000 | 30,000 | 30,000 | |
| Sewer Operations | 1,602,785 | 1,833,196 | 1,794,552 | 1,825,216 | |
| Water Operations | 1,388,468 | 1,355,541 | 1,471,270 | 1,532,602 | |
| Capital | 138,000 | 258,000 | 186,203 | 186,203 | |
| Total | 4,294,724 | 4,677,990 | 4,751,701 | 4,855,905 | |

| Program | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|--------------------------|-------------------------|-------------------------|--------------------------|--------------------------|---------------------------|
| Administration | | | | | |
| Personal Services | 138,342 | 138,919 | 137,394 | 137,394 | |
| Expenses | 0 | 0 | 0 | 0 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 138,342 | 138,919 | 137,394 | 137,394 | |
| Buildings | | | | | |
| Personal Services | 0 | 0 | 0 | 0 | |
| Expenses | 10,361 | 15,219 | 16,000 | 16,000 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 10,361 | 15,219 | 16,000 | 16,000 | |
| Maintenance | | | | | |
| Personal Services | 21,376 | 21,311 | 19,875 | 19,875 | |
| Expenses | 27,100 | 27,100 | 27,100 | 27,100 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 48,476 | 48,411 | 46,975 | 46,975 | |
| Employee Benefits | | | | | |
| Personal Services | 0 | 0 | 0 | 0 | |
| Expenses | 533,995 | 599,801 | 667,772 | 667,772 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 533,995 | 599,801 | 667,772 | 667,772 | |
| Funded Debt | | | | | |
| Personal Services | 0 | 0 | 0 | 0 | |
| Expenses | 201,403 | 184,523 | 192,457 | 192,457 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 201,403 | 184,523 | 192,457 | 192,457 | |

| Program | FY-04 Actual | FY-05 Budget | FY-06 Request | FY-06 Manager | FY-06 Fin Comm |
|---------------------------|-------------------------|-------------------------|--------------------------|--------------------------|---------------------------|
| General Government | | | | | |
| Personal Services | 115,094 | 115,580 | 105,278 | 117,486 | |
| Expenses | 92,800 | 101,800 | 101,800 | 101,800 | |
| Equipment | 0 | 0 | 2,000 | 2,000 | |
| Total | 207,894 | 217,380 | 209,078 | 221,286 | |
| Insurance | | | | | |
| Personal Services | 0 | 0 | 0 | 0 | |
| Expenses | 25,000 | 27,000 | 30,000 | 30,000 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 25,000 | 27,000 | 30,000 | 30,000 | |
| Sewer Operations | | | | | |
| Personal Services | 121,401 | 321,209 | 317,040 | 347,704 | |
| Expenses | 1,480,384 | 1,510,487 | 1,476,012 | 1,476,012 | |
| Equipment | 1,000 | 1,500 | 1,500 | 1,500 | |
| Total | 1,602,785 | 1,833,196 | 1,794,552 | 1,825,216 | |
| Water Operations | | | | | |
| Personal Services | 616,451 | 652,883 | 665,176 | 726,508 | |
| Expenses | 772,017 | 702,658 | 806,094 | 806,094 | |
| Equipment | 0 | 0 | 0 | 0 | |
| Total | 1,388,468 | 1,355,541 | 1,471,270 | 1,532,602 | |
| Capital | | | | | |
| | 138,000 | 258,000 | 186,203 | 186,203 | |
| Total | 138,000 | 258,000 | 186,203 | 186,203 | |



SECTION VIII

CAPITAL IMPROVEMENTS PROGRAM



Executive Summary:

The Capital Planning Committee is pleased to present its fiscal year 2006 spending recommendations to the Board of Selectmen. Our full report follows this Executive Summary.

The Capital Planning Committee is recommending a total of 12 projects for 2006 with total capital expenditures of \$1,758,456 which includes:

| | |
|----------------------------------|-----------|
| Capital Stabilization Projects - | \$710,456 |
| Current Revenue Projects - | \$101,000 |
| Cemetery Projects - | \$ 40,000 |
| Water and Sewer Projects - | \$475,000 |
| Flood Mitigation Projects - | \$432,000 |

Our recommended projects would be funded by \$861,513 from the Stabilization Fund approved by the voters in March 2002 and \$100,000 from current revenue. Appropriations for these funds will be requested at the Spring Town Meeting. This leaves a balance of \$190,057 earmarked for future flood mitigation projects.

This report also contains recommendations regarding use of the monies of the \$1.85 million Building Stabilization Fund approved by the voters in a March 2002 override. Capital Planning has reviewed the Tappe Building Envelope Study and has included "Priority A" recommendations for appropriation at this Town Meeting. The cumulative total monies available from that fund will be approximately \$6,443 million by 2006. An appropriation of \$7,217,436 combined school and municipal projects is requested. This will be bonded and debt service will be paid through the Building Stabilization Fund.

While the Capital Planning Committee understands the financial difficulties that the Town faces in 2006 and beyond, we strongly believe that \$200,000 in additional monies from the general operating fund should be allocated FY2007.

Assuming an operating budget of approximately \$65 million and a target capital expense rate equal to 7%, the Capital Planning Committee believes the Town should be spending approximately \$4.5 million on capital items for FY2006. With monies from the two stabilization funds, along with interest expense from previously assumed debt, the Town would spend about \$3.9 million on capital in 2006. We believe that under funding monies historically allocated from the general operating fund for capital projects understates the magnitude of the overall financial shortfall that the Town faces.



Report of the Town of Winchester Capital Planning Committee– Fiscal Year 2006

November 1, 2004

Committee members: David Giller (Chair), Richard Kazanjian (Vice Chair), Sarah Swiger (School Committee), William Swanton (Finance Committee), Douglas Marmon (Finance Committee), Stephen Parkhurst (Planning Board), Helen Philliou, and Mark Twogood (Acting Town Manager)

I. Overview

The purpose of the annual Capital Planning Report, presented at Fall Town Meeting and updated at the Spring 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 will be to present two reports this year. In the fall we have provided an update of all existing capital projects. 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 Capital Planning Committee.

Recommendations are made for projects and how the projects should be appropriated from the various funding accounts. These funds are the Building Stabilization Fund, the Capital Stabilization Fund and the operating budget. Funds will also be requested from the Cemetery Trust Fund, the Water and Sewer Account, and borrowing from operating funds.

The proposed projects for the \$861,513 Capital Stabilization account include roads and sidewalks, playground and parks, flood mitigation projects and other projects. The 2006 recommendation is \$710,456. This will be used to complete the renovation of Mullen Field, roads and sidewalks, the Environmental Impact Study for flood mitigation, and High School computers.

Major building systems replacement and repair projects come from our review of the completed Tappe Building Envelope Study and department review. These immediate repair projects are listed as "Priority A" recommendations. (*See Appendix A*) A motion for the appropriation of \$7,314,437 for these projects is requested at this Town Meeting.

The fall report reviews in detail the status of the Town's capital assets, but is devoted primarily to recommending the specific appropriation of funds from the various accounts and which projects will be financed by borrowing. Some of the projects that we recommend will be financed by bonding so that we may preserve the principal.

The Fall Town Meeting will be asked to review the capital plan. However, no appropriations from the Capital Stabilization or operating funds will be made until the Spring Town Meeting. Fall Town Meeting is being asked for authorization to bond the immediate repairs, which will be funded from the Building Stabilization Fund only.

This change in scheduling reflects changes that were adopted as a result of recommendations by the Stabilization Fund Sub-Committee at the Fall 2002 Town Meeting. An additional change is that the Capital Planning Committee is now responsible for recommending appropriations from the \$1.85 million Building Stabilization Fund for building improvements. The EFPBC has provided 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. Capital Planning has been working with the Board of Selectmen, the EFPBC, the Finance Committee, the School Committee, and the Town Manager's office to review the existing plan.

The budget shortfall is taking its toll on our capital-spending program. As the principal advocate for the Town's capital spending, it is incumbent on the Capital Planning Committee to point out that inadequate provision of funds will inevitably cause further deterioration of the Town's capital assets. With the creation of the Building Stabilization Fund we are making significant progress in addressing the previously unaddressed projects. While we are most fortunate to have the two stabilization funds, they still do not provide enough money to maintain our capital program at recommended levels.

The Building Envelope Study, funded with a capital appropriation and conducted by consultants, details just what renovations are necessary to preserve all Town buildings, and to make them all ADA accessible. This study has provided our Committee with the needed blueprint for the development of a comprehensive building 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 2006.



II. 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. Item number 7 was developed at the recommendation of the Stabilization Fund Subcommittee in 2004, 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, equipment, and streets. 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.)The Capital Planning Committee is especially interested in how and who will perform the oversight function for the many projects.

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 (FY2004):*

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 given to public health and safety, mandated by State or Federal government, necessary for maintenance of Town assets, or demonstrated efficiency and/or cost savings 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. Also it is important for project design to review budget estimates to ensure they are as accurate as possible.

We know 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.



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. As we have previously mentioned the Town continues to allocate less than \$.75 per sq. ft. for maintenance of our buildings. Industry standards suggest an annual appropriation in excess of \$1.00 per sq. ft.

Equipment: Town departments have economized and deferred the purchase 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. Winchester relies on Chapter 90 State funds, which will be approximately \$286,000 in FY 2006, or about \$414,000 less than the recommended expenditure. The Capital Stabilization Fund passed by voters in March 2002 will address some of this shortfall. In FY 2006, Capital Planning recommends \$276,000 plus the Chapter 90 money will be used for roads and sidewalks. Approximately 80% of these funds will be spent on roads with the remainder spent on sidewalks.

Fields, Parks, and Grounds: The Town has approximately 130 acres of fields, parks and grounds for which the maintenance budget had 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 is now provided by private organizations.

Through funds provided from the Capital Stabilization Fund, the Fields Committee and Department of Public Works have presented the Capital Planning Committee with a refurbishment plan of our fields. Leonard Field was the first project completed and has reopened. In FY 2006, McDonald Field will undergo refurbishment using Capital Stabilization Fund monies approved at a previous Town Meeting. For FY 2006, the Capital Planning Committee is recommending that funds to complete phase 2 of the Mullen Field renovation.

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.

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 and commercial water/sewer users. These projects are timed for minimal impact on taxpayers as other projects are completed.

Approximately three (3) years ago the Town appropriated \$3 million in funded debt for Phase I. Phase I projects including the Sylvester Avenue and Canal Street culverts are nearing completion. Storm drain projects on Main Street, Wickham Road, Arlington Street, West Chardon and Grove Streets will be completed by November. Myopia Road has received a new storm drainage system and roadway under the Betterment Act that should relieve the flooding at Cambridge Street. The Washington Street reconstruction project storm drainage system has been installed and should relieve pockets of localized flooding. Discussions on Phase 2 are underway and will be presented at Spring Town Meeting by the Board of Selectmen.

For Fiscal Year 2006 the Capital Planning Committee is recommending approval of a water/sewer project to convert the residential water meters to an automated system. The overall cost for the project is \$550,000 of which \$300,000 will be obtained using a ten-year interest free loan from the MWRA. The remaining \$250,000 will come from the Water/Sewer Enterprise Account to be funded over the next 2 years.

We are also recommending funds to replace the charcoal filters at the water treatment plant.



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 \$46,081,541 in outstanding debt, or approximately 23% of the Town's current debt capacity of \$198,635,440.

In order to limit the future financial burden and to partially mitigate the expected operating fund shortfalls for FY 2004 through FY 2006, at the 2004 Fall Town Meeting the Capital Planning Committee recommended \$432,000 in new debt for completion of the Cross Street Culvert.

Attached please find the Capital Planning Committee's "Priority A" recommendations for the repairs and renovations of the Town's Buildings. (See Appendix A)



FY 2006 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

| Department | Project | Budget | Encumbered / Expended | Balance | If project not complete expected completion date and reason for delay |
|------------------------|----------------------------|---------|--------------------------|---------|--|
| CURRENT REVENUE | | | | | |
| Tax Rate | | | | | |
| DPW | Lynch Boiler | 93,000 | 93,000 | - | Complete |
| DPW | Front End Loader | 141,500 | 141,500 | - | Complete |
| DPW | Fuel Tank Replacement | 35,000 | - | 35,000 | On Going |
| DPW | High School Fire Alarm | 15,000 | 15,000 | - | Complete |
| Fire | Ventilation System | 57,500 | 57,500 | - | Complete |
| DPW | Town Hall Floor Coverings | 37,500 | - | 37,500 | \$5,000 available w/plans to utilize in combination w/ '05 funds |
| DPW | Ventilation H.S./Muraco | 45,000 | 30,464 | 14,536 | On Going |
| DPW | Lynch Room 117 | 50,000 | 50,000 | - | Complete |
| School | H.S Language Lab | 188,179 | 188,179 | - | Complete |
| DPW | Facilities Manager Vehicle | 8,000 | 8,000 | - | Complete |
| School | H.S. Seating | 66,000 | 66,000 | - | Complete |
| DPW | 1 Ton Dump Truck | 40,000 | 40,000 | - | Complete |
| DPW | Muraco/V.O. Intercom | 33,500 | 33,500 | - | Muraco expended \$20K Balance to close out |
| DPW | Utility Vehicle | 28,500 | 28,500 | - | Complete |
| DPW | Suburban Wagon | 25,000 | 25,000 | - | Complete |
| DPW | Utility Truck with Plow | 40,000 | 40,000 | - | Complete |
| DPW | System Wide Flooring | 30,000 | 30,000 | - | Complete |
| DPW | Cemetery Building Impro. | 20,000 | - | 20,000 | Combined w/ '04 of \$68,500 to renovate building |
| DPW | Cemetery Coord. Vehicle | 8,000 | 8,000 | - | Complete |
| DPW | Cemetery Road Impro. | 39,500 | 39,500 | - | Complete |
| DPW | PRV Johnson Road | 110,000 | 110,000 | - | Complete |
| DPW | Equipment | 289,000 | 289,000 | - | Complete |
| DPW | Sewer Jet Cleaner | 60,000 | 60,000 | - | Complete |
| DPW | Dump Truck | 70,000 | 70,000 | - | Complete |
| DPW | Catch Basin Cleaner | 115,000 | 115,000 | - | Complete |
| DPW | Utility Truck W/Plow | 44,000 | 44,000 | - | Complete |
| School | V.O. Portable | 250,000 | 245,971 | 4,029 | Complete |
| DPW | Center Falls / Shore Rd | 250,000 | DEM Grant | - | Complete |
| DPW | Cross Street Culvert | 200,000 | DEM Grant | - | Pending Bonding Approval |



FY 2006 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

| Department | Project | Budget | Encumbered / Expended | Balance | If project not complete expected completion date and reason for delay |
|-------------------------|--|---------|--------------------------|---------|---|
| CURRENT REVENUE | | | | | |
| Tax Rate | | | | | |
| DPW - School | High School Fire Alarm Design | 30,000 | 30,000 | - | Study Complete |
| DPW Equipment | Fork Lift | 24,000 | 24,000 | - | Complete |
| | Q Station for Radio Sys.,Satellite Receivers,Main | | | | |
| Police - Communications | Repeater | 45,500 | 45,500 | - | Complete |
| Fire | Alarm Truck | 130,000 | 111,236 | 18,764 | Complete |
| School | WHS - Networking | 25,000 | 24,813 | 187 | Contract to be awarded Fall 2004 |
| Fire | Traffic Pre-Emption Devices | 17,500 | 17,500 | - | Installations 50% completed |
| DPW | Building Envelope Study | 50,000 | 50,000 | - | Complete |
| DPW | Transfer Station Study/Design and Construction | 20,000 | 20,000 | - | Contract awarded Complete by 12/03 |
| Cemetery | Building Improvements | 68,500 | 0 | 68,500 | Architect revising plans based on approved concept. Construction schedule to start 12/04 |
| DPW - Water & Sewer | Computer Conversion | 35,000 | 32,478 | 2,522 | Complete |
| DPW - Water & Sewer | Rod Machine | 27,000 | 26,920 | 80 | Ordered will receive after 1/04 |
| DPW - Water & Sewer | Pick up Truck (# 5) | 38,000 | 38,000 | - | Completed |
| DPW - Water & Sewer | Pick up Truck (# 20) | 38,000 | 38,000 | - | Complete |
| Department | Project | Budget | Encumbered / Expended | Balance | If project not complete expected completion date and reason for delay |
| DPW | Steel Ejector Transfer Trailer | 40,000 | - | 40,000 | Bids just received |
| DPW | Transfer Station Improvements | 30,000 | 14,879 | 15,121 | On Going |
| School | VO Phone System/Intercom | 22,000 | 20,545 | 1,455 | Almost Complete 10/04 |
| DPW | Town Hall A/C Chiller Replacement | 25,000 | 25,000 | - | Complete |
| School | SPED Assistive Technology | 38,000 | 38,000 | - | Complete |
| DPW | Floor Replacement | 60,000 | 22,850 | 37,150 | On Going |
| DPW | Skid Steer Loader & Trailer | 45,000 | 45,000 | - | Complete |
| School | IT-WHS Classroom Computers | 133,000 | 133,000 | - | Complete |
| School | H.S. Auditorium Lighting/Painting | 55,000 | - | 55,000 | Not started /DPW 1/05 |
| DPW | Flood Environmental Impact Report | 260,000 | 342 | 259,658 | On Going |
| DPW | Roads & Sidewalks | 322,000 | 22,704 | 299,296 | On Going |
| DPW-School | Mullen Field/Playground Renovation | 110,000 | 19,610 | 90,390 | On Going |
| Cemetery | Roadway Master Plan | 42,372 | 0 | 42,372 | On Going |
| Cemetery | Tree Preservation Plan | 20,000 | 4,850 | 15,150 | On Going |
| DPW - Water & Sewer | Lantern Lane & Robinson Park Sewer Ejector Stations | 220,000 | 0 | 220,000 | On Going |
| DPW - Water & Sewer | Pick-up Truck | 38,000 | 37,905 | 95 | Complete |



FY 2006 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

V. Debt Service in Winchester

In FY 2005 the Town will be paying approximately \$6,287,279 in principal and interest.

Debt Service- Principal & Interest Payments

| | | FY04 | FY05 | FY06 | FY07 | FY08 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|
| Bonds Authorized & Issued - General Fund | | | | | | |
| Library Renovation | 7/1/1994 | 253,411 | 241,966 | 264,891 | 256,065 | 246,831 |
| Winning Farm | 8/15/1997 | 41,288 | 40,162 | 39,038 | 37,819 | 36,600 |
| Library Renovation | 8/15/1997 | 49,545 | 48,195 | 46,845 | 45,383 | 43,920 |
| School Renovation Projects | 8/15/1997 | 143,377 | 139,553 | 135,727 | 131,584 | 127,440 |
| Capital Equipment 2000 | 7/15/1999 | 92,699 | 88,870 | | | |
| V.O. Portable Classrooms | 7/15/1999 | 55,406 | 53,118 | | | |
| Lincoln School Architectural | 7/15/1999 | 27,555 | 26,895 | 26,242 | 25,575 | 24,893 |
| Septic Management Program Title V | 10/25/2000 | 4,007 | 4,007 | 4,007 | 4,007 | 4,007 |
| McCall Middle School - Override | 7/1/2001 | 1,655,615 | 1,618,215 | 1,582,568 | 1,546,921 | 1,508,937 |
| Immediate Repairs - Override | 7/15/1999 | 127,671 | 124,614 | 121,590 | 118,497 | 115,335 |
| Lincoln School - \$11,700,000 (\$4,511,000) | 7/1/2004 | 286,700 | 277,662 | 326,800 | 408,681 | 400,488 |
| Lincoln School - \$11,700,000 (\$7,371,000) | | - | - | 230,029 | - | - |
| Ambrose School - \$13,740,000 (\$7,160,000) | 7/1/2008 | 13,630 | 30,137 | 815,259 | 642,506 | 626,306 |
| Ambrose School - \$13,740,000 (\$7,160,000) | | | | 214,203 | | |
| Lincoln School - \$500,000 | 7/1/2004 | | | - | - | - |
| Ambrose School Architectural - \$580,000 | 7/1/2003 | | | - | - | - |
| Immediate Repairs - \$1,235,000 | 7/1/2003 | 29,022 | 43,522 | 127,019 | 122,825 | 120,046 |
| Army Corps of Engineers \$100,000 | | - | 2,228 | 28,219 | 27,203 | 26,312 |
| MIS - Software/Hardware \$850,000 | 7/1/2003 | 19,975 | 29,351 | 226,252 | 216,240 | 209,258 |
| Shore Road/Center Falls \$350,000 | 7/1/2003 | 4,312 | 11,214 | 49,504 | 50,954 | 49,529 |
| V.O. Portable Classrooms \$250,000 | 7/1/2003 | 3,594 | 8,612 | 29,225 | 28,413 | 27,700 |
| Cross Street Culvert \$200,000 | 7/1/2003 | 2,875 | 7,212 | 18,175 | 17,769 | 17,413 |
| Myopia Drainage & Road Improvements | | - | 46,643 | 51,629 | 49,182 | 47,935 |
| Sub-Total - Bonds Authorized & Issued | | 2,810,682 | 2,842,176 | 4,337,222 | 3,729,624 | 3,632,950 |
| Bonds Authorized & Issued - Water & Sewer Enterprise | | | | | | |
| MWRA Assessment | | | | | | |
| Water System Improvements | 9/15/1989 | 271,169 | 255,375 | - | - | - |
| Water Treatment Facility | 7/1/1994 | 469,464 | 448,259 | 490,520 | 474,129 | 456,982 |
| MWRA Loan/Grant (South Reservoir Screen) | 5/14/1998 | - | - | - | - | - |
| MWRA Loan/Grant I&I Program | 8/20/1998 | 56,580 | | | | |
| Water System Improvements | 7/15/1999 | 424,042 | 413,834 | 403,253 | 392,951 | 382,418 |
| Washington Street Water Main | 7/15/1999 | 79,604 | 77,647 | 75,222 | 73,264 | 71,262 |
| Standpipe Painting | 7/15/1999 | 25,990 | 25,110 | 24,240 | 23,350 | 22,440 |
| MWRA Loan/Grant I&I Program | 9/20/2001 | 37,224 | 37,224 | 37,224 | 37,224 | - |
| Drainage - \$3,000,000 | 7/1/2003 | 14,375 | 78,187 | 272,625 | 266,531 | 261,188 |
| Water & Sewer Equipment \$289,000 | 7/1/2003 | 4,154 | 10,180 | 106,265 | 101,340 | 97,920 |
| MWRA Loan - Johnson Road \$110,000 | | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Sub-Total - Water & Sewer Enterprise | | 1,393,602 | 1,356,816 | 1,420,349 | 1,379,789 | 1,303,210 |
| Total Bonds Authorized & Issued | | 4,204,284 | 4,198,992 | 5,757,571 | 5,109,413 | 4,936,160 |
| Water & Sewer Enterprise Principal & Interest | | 1,393,602 | 1,356,816 | 1,420,349 | 1,379,789 | 1,303,210 |
| General Fund Principal & Interest | | 727,066 | 791,548 | 1,046,773 | 1,013,019 | 981,884 |
| Override Principal & Interest | | 2,069,986 | 2,020,491 | 2,260,987 | 2,074,099 | 2,024,760 |
| Stabilization Fund Principal & Interest | | 13,630 | 30,137 | 1,029,462 | 642,506 | 626,306 |



VI. The Committees Recommendations for FY 06

Once again the Committee's deliberations included the potential sources of funding for capital requests. Our recommendations this year draw from all of our six traditional Town sources of Capital Funding. Those six sources are:

1. The Capital Stabilization Fund approved by the voters in March 2002. Originally this source was for large multi-year projects.
2. The Building Stabilization Fund also approved by the voters in March 2002.
3. Borrowing – to be recommended in the Spring of 2005.
4. The annual operating budget appropriation for capital, estimated for FY 06 at \$100,000.
5. Funds from the Cemetery Trust Fund, State/Federal matching grant for the Cross Street Culvert, and \$300,000 from the MWRA 10 year interest free loan for the water meters.
6. Bonding to complete the Cross Street culvert of \$432,000.

However, we continue to believe that there needs to be a larger 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 believes 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, the operating budget funding of routine capital expenditures at an estimated \$100,000 falls far short of meeting the \$2,394,659 in capital requests for FY 06. 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 Capital Stabilization Fund

The Committee recommends that the Capital Stabilization Fund be allocated as follows:

High School Computers: \$54,456

This will be a continuation for the students' wireless project. This funding will support the addition of 30 laptops housed in two carts. This will give dedicated resources within their instructional area and allow the use of resources for all students within the classroom.

Useful Life: 5 years

Mullen Field/Playground Renovation – Phase II: \$276,000

This will be the second and final phase of the Mullen Field Project. The sum of \$110,000 was funded in FY 05 to develop the design for the field, prepare bid documents, and fund the construction of the parking lot, which will commence in late 2004. The parking lot should be open in the spring of 2005.

The request for FY 2006 includes the installation of new playground equipment, renovation of the field, reconfiguration of the existing irrigation system, the addition of a youth baseball/softball diamond, installation of backstops and additional site furnishings, installation of a guardrail to separate the field from the parking lot, providing a water fountain, preparing a pathway system connecting field activities, replacing the perimeter fencing, and landscaping the area.

The timeline for the project begins with preparation of the final design over the next few months, funding the project at the Spring 2005 Town Meeting, commencing the construction in the fall of 2005, and reopening the field in the spring of 2006.

This will be the third field to be renovated under the long-term plan prepared by the Field Management Committee with funds provided from the Capital Stabilization Fund. Leonard Field was reopened in October 2004. Renovation of McDonald Field will commence in October 2004 also, with a reopening date of the summer of 2005.

With the reconstruction of these three fields completed, at this juncture the Capital Planning Committee does not envision an appropriation for further field renovation in FY 07, enabling the use of Stabilization Fund monies for other projects.

Roads and Sidewalks: \$275,000

To supplement the \$286,000 in Chapter 90 State Aid Funds, the Capital Planning Committee recommends \$275,000 for additional road and sidewalk repair and replacement projects. Roads and sidewalks should be done 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 Department of Public Works estimates that 80% of the money will be allocated for roadways and 20% for sidewalks.



Winchester Flood Control Projects Environmental Impact Report (EIR) Scope of Services: \$105,000

ENSR Corporation has been hired to complete the EIR for the Town of Winchester. The scope for this project has been separated into three phases for financial and contractual purposes. The first phase consists of Tasks 1 through 5, Tasks 6 through 9 comprises the second phase, and Task 10 is part of the third phase (conceptual design). Final design, bidding, and construction will follow the third phase. The following is a list of tasks.

Phase I - Target Completion Date – May 2005

- Task 1 - Data Collection and Project Initiation
- Task 2 - EIR Component Development
- Task 3 - Draft EIR Compilation and Submittal
- Task 4 – Stakeholder Coordination
- Task 5 - Phase 1 Team Meetings

Phase 2 - Target Completion Date – August 2005

- Task 6 - Response to Draft EIR Comments
- Task 7 - Final EIR Preparation
- Task 8 - Stakeholder Coordination
- Task 9 - Phase 2 Team Meetings

Phase 3 - Target Completion Date – Unknown at this time

- Task 10 - Permitting Assistance

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

| | |
|----------------------------|----------------|
| Capital Stabilization Fund | 861,513 |
| Current Revenue | 100,000 |
| Total | 961,513 |

Uses**Current Revenue**

| | |
|-----------------------|--------|
| Steel Ejector Trailer | 50,000 |
| Pick Up Truck | 45,000 |
| Portable Radios | 6,000 |

Capital Stabilization Fund

| | |
|----------------------------|----------------|
| High School Computers | 54,456 |
| Mullen Field | 276,000 |
| Road and Sidewalks | 275,000 |
| Environmental Impact Study | 105,000 |
| Total | 710,456 |

Bonding

| | |
|--|----------------|
| Completion of the Cross Street Culvert | 432,000 |
|--|----------------|



FY 2006 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

Capital Improvements - 1st Ranking - FY 2006

| <u>Department</u> | <u>Project</u> | <u>FY 06 Request</u> | <u>Cumulative</u> |
|-------------------------------|--|----------------------|-------------------|
| <u>CURRENT REVENUE</u> | | | |
| <u>Tax Rate</u> | | | |
| 1 DPW - Maintenance | Trailer at Transfer Station | 50,000 | 50,000 |
| 2 DPW - Maintenance | Pick-up Truck - Garage Division | 45,000 | 95,000 |
| 3 Police | Portable Radios | 6,000 | 101,000 |
| 4 Police | Police Radio System (dispatch communications) | 12,850 | 113,850 |
| 6 School | IT-VO | 34,064 | 147,914 |
| 7 School | IT-Lynch | 21,239 | 169,153 |
| 8 School | IT-Muraco | 21,239 | 190,392 |
| 9 School | IT-SPED Computer Systems | 30,000 | 220,392 |
| 10 School | IT-SPED Computer Systems | 8,000 | 228,392 |
| 11 Library | Technology - replacing and upgrading PCs | 17,000 | 245,392 |
| 12 DPW - Building | New Pick-up Truck | 40,000 | 285,392 |
| 13 DPW - Maintenance | Pick-up Truck - Maintenance Department | 40,000 | 325,392 |
| 14 DPW - Maintenance | Sidewalk Tractor/Sander | 118,000 | 443,392 |
| 15 School | WHS - Cafeteria Tables | 43,401 | 486,793 |
| 16 School | WHS - Student Desks, Chairs, Tables, Etc. | 50,000 | 536,793 |
| 17 School | Muraco, Lynch, VO, Student Desks, Chairs, Tables | 50,000 | 586,793 |
| TOTAL | | | 586,793 |

Stabilization Fund Projects

| <u>Department</u> | <u>Project</u> | | |
|---------------------|---|---------|----------------|
| 1 DPW - Recreation | Mullen Field/Playground Renovation - Phase II | 276,000 | 276,000 |
| 2 DPW - Maintenance | Roads & Sidewalks | 275,000 | 551,000 |
| 3 DPW - Maintenance | Completion of EIR Study | 105,000 | 656,000 |
| 4 School | IT - WHS Classroom Computers | 54,456 | 710,456 |
| TOTAL | | | 710,456 |

Cemetery Trust Fund

| | | | |
|----------------|-------------------------------|--------|---------------|
| 1 DPW-Cemetery | Tree Preservation Plan | 20,000 | 20,000 |
| 2 DPW-Cemetery | Roadway/Sidewalk Improvements | 20,000 | 40,000 |
| TOTAL | | | 40,000 |

Water & Sewer Rates

| | | | |
|---------------------|--|---------|----------------|
| 1 DPW-Water & Sewer | R900 Radio Frequency Meters | 425,000 | 550,000 |
| 2 DPW-Water & Sewer | Granular Activated Charcoal at Treatment Plant | 50,000 | 475,000 |
| TOTAL | | | 475,000 |

Bonding

| <u>Department</u> | <u>Project</u> | | |
|---------------------|---|---------|----------------|
| 1 DPW - Maintenance | Flood Mitigation - Cross Street Culvert | 432,000 | 432,000 |
| TOTAL | | | 432,000 |

**Recommended Operating Budget Appropriations****Project Descriptions****Department of Public Works:****Trailer at Transfer Station - \$50,000**

Replacement of (1) one trailer. The transfer trailer is a major component in hauling solid waste. Trailers haul approximately 6- tons of trash per day, 12 months of the year, to the solid waste facility. Item to be replaced is worn and the mounts for hookup are out of line.

Useful Life: 15 years

Pick-up Truck - Garage Division - \$45,000

Replacement of vehicle at garage: The truck is used daily for work performed by garage staff to carry tools, equipment and materials. The vehicle is also used for snow removal, road repair service and repairs to motors and equipment at town-owned buildings.

Useful Life: 10 years

Police Portable Radio Replacement - \$6,000

The police radio system is being converted over a period of years to use digital signals and 25 portable radios need to be replaced to work with it. The existing radios are also approximately 10-12 years old and near the end of their life. The Department is requesting the Town to replace 5 radios per year (\$1200 each). Though this is below the threshold for a capital expenditure, the Committee voted to recommend the funds for FY05, but expects that the succeeding years will be budgeted under equipment in the Police budget.

Useful Life: 10 years

Cemetery:**Tree Preservation Plan - \$20,000**

This is a continuation of a multi-year plan to preserve and replace trees in the cemetery. There are 65 trees that need pruning and 10 that must be removed for safety reasons. Some of the trees in the cemetery are 100 years old and need immediate attention if they are to be preserved.

Roadway/Sidewalk Improvements - \$20,000

This is part of a continuing program to upgrade the condition of the sidewalks and paths within the cemetery. Many of the current paths need leveling, removal of roots, and repaving. Many of the paths, particularly in older parts of the cemetery, are safety hazards.

Useful Life: 20 years



Water & Sewer:

F900 Radio Frequency Meters Interface - \$425,000

Under this program, the wall mounted interface units can be read from the DPW building. Approximately 6,800 units would be purchased, and installed at every water meter location in Town over a two-year period.

The project, with a total cost of \$550,000 would be financed entirely from water and sewer rates, without having to increase the rates. \$300,000 would be borrowed from the MWRA, interest free, with a ten year payback. The balance of \$250,000, again to be paid from water and sewer rates, would be financed in two \$125,000 increments in FY20 06 and FY2007. The vendor price is firm.

The present annual cost to read the meters is approximately \$50,000. At present it takes two-meter readers four weeks each quarter (32 man weeks) to do the reading, plus another reader who spends 120 man hours each quarter to re-read meters not read due to inclement weather, faulty wiring, or access issues (12 weeks). In summary, 44 man weeks are spent annually on meter reading.

With the new system installed the entire Town can be read in two days each quarter. Thus, existing personnel and the vehicles could be assigned to other duties. Billing would be more efficient, and due to accuracy resolution of disputes would be brought down to almost zero.

We have also had three water meter reading accidents sustained by employees in the past four years, resulting in Workers' Compensation claims totaling almost two man years. While the employees were out on Workers' Comp, others had to be assigned to meter reading, further depleting DPW available staff. This expense would be eliminated, as the meter readers would no longer have to contend with snow, ice, frozen ground, or other hazards.

Useful Life: 15 years

Granular Activated Charcoal at Treatment Plant - \$50,000

This expenditure is to replace the granular activated carbon (GAC) at the two water filter units at the Water Treatment Plant. The GAC should be replaced every five years. It is used to remove turbidity, color, taste, odor, and other organic contamination from the raw water.

Approximately 36,000 pounds of GAC are needed. The contractor bringing in the new GAC is responsible for disposal of the GAC removed. It was last replaced in 2001.

This project will be financed entirely from water and sewer rates.

Useful Life: 5 years



Bonding:

Flood Mitigation - Cross Street Culvert - \$432,000

This is a separate Town Meeting article, since it is proposed that the culvert be financed by borrowing the \$432,000.

This project was bid last spring and came in over budget at a price of \$558,000. It is estimated that when the project is bid again, this winter for spring 2005 construction, that bids will be at least 5% higher, and it is recommended that we build in a 15% contingency as well, bringing the total budget to \$674,000.

The project will not require a new appropriation for the entire amount. We have received and have in hand a State grant of \$200,000, and we previously appropriated another \$200,000 for this project. Funds have been expended for engineering services and for an easement on Cross Street, leaving an unexpended balance of \$242,000.

This project is under a waiver from the requirements of the forthcoming Environmental Impact Statement, and it is an important component of the Town's flood mitigation plan. If we fund this now we can save a full year on the construction time, which might make the difference in preventing further flood damage.



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 Acting Town Manager Mark Twogood, Project Coordinator Margaret White, Administrative Coordinator Patricia Tassi, 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, Bob Conway, the Town Engineer, and the Finance Committee.

The Committee is also grateful to the citizens of Winchester for the additional \$2.65 million in annual tax revenue for Capital Improvements provided by the general override of 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 enormous 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 Building 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 amount of state reimbursement for such projects.