



TOWN MANAGER'S FINANCIAL PLAN

**FISCAL YEAR
2007**

FEBRUARY 15, 2006



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FY2007 PROGRAM BUDGET

TRANSMITTAL LETTER

February 15, 2006

The Honorable Finance Committee and Board of Selectmen
Town Hall
Winchester, Massachusetts 01890

Dear Committee and Board Members:

I am pleased to submit my financial plan for Fiscal Year (FY) 2007 for your review and consideration. My proposed budget for the next fiscal year, commencing on July 1, 2006, is \$72,439,975, exclusive of enterprise funds, school revolving funds and grants but including the Chapter 110 tax allocation for water and sewer debt. This budget represents an increase of 4.48% over FY 2006, 4.07% when excluding the impact of the Chapter 110 allocation.

The FY 2007 budget represents a continuation of the challenge facing the Town of Winchester and similar municipalities in Massachusetts of meeting the increased costs of programs and services with limited growth in revenue capacity. This budget creates two main issues that need to be reconciled. First, what is the proper balance of using reserve sources of revenue to meet ongoing school and municipal costs? Second, what is the proper allocation of resources to meet the values, priorities and obligations of the Town of Winchester?

The Process: In many ways, the FY 2007 budget process began last spring when the FY 2006 budget was adopted. Following last year's failed tax override proposal, there was considerable debate over the need to balance the FY 2006 and 2007 budgets without reliance on additional taxes beyond the normal 2.5% increase allowed under Proposition 2½. There was also significant confusion and dissension over the knowledge and planning for use of the Town's reserves.

In September, I began an effort at refining a budget projection for FY 2007 and beyond. I convened a group of stakeholders, representing the Board of Selectmen, Finance Committee and School Committee, to provide input on various budget projections and to gain a common understanding of the Town's reserves and other major financial policy issues. In November, I produced a formal budget projection report that reviewed ranges of potential projections and documented reserve balances. This projection generated varying levels of shortfalls depending upon the nature of the assumptions used. I determined that the most reasonable projection of revenues and expenditures resulted in a shortfall of up to \$1 million. Beginning in December, I requested all municipal departments and agencies of the Town to develop a level service budget. Essentially, this budget exercise prohibited growth in personnel (producing a level "head count") but allowed fixed cost increases. Each department submitted a second budget exercise that identified a mission statement, representing their essential value to the citizens of the Town, and ranked all programs/services in order of priority based upon their conformance with the mission. Finally, department heads were asked to identify one program or service that is not presently funded that would be important to their mission. These exercises facilitated an effort at determining the relative value of all departments and a basis to consider whether currently funded programs and services were appropriate. It is my hope to build upon this process in the future.

During budget preparation activities, the Board of Selectmen convened public forums to disseminate budget projection information and to discuss policy issues related to the FY 2007 budget. I am grateful to the Board for their efforts, and look forward to refining this process next year so that it is completed earlier and more productively.



FY2007 PROGRAM BUDGET

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Revenues: In FY 2007, I have projected revenues of \$72,439,975. Revenues are derived by increasing the general tax levy by the allowed 2.5% increase, projecting tax revenue from new construction and motor vehicle excise, estimating state aid based upon the Governor's budget submission and projecting locally generated receipts including licensing fees, investment income and other user fees for services.

Below are summaries of each major revenue category;

Taxes: The Town's property tax levy is permitted to increase by 2.5% over the prior year, plus the taxable value of new construction. In FY 2007, the general increase in the tax levy is \$1,196,544, plus an additional \$550,000 in taxes that will be generated by new construction (New Growth). Prior year New Growth becomes part of the general tax levy upon which future 2.5% increments are based upon. It is important to understand that a portion of the Town's general tax levy is dedicated towards special funds for capital projects. In FY 2007, there is \$2,925,105 allocated to the special building and capital stabilization funds previously authorized by special law and voter referendum. Also added to the tax levy are the current debt service costs authorized by special debt exclusion votes for certain capital projects. In FY 2007, a total of \$1,105,659 is added to the tax levy for debt service on the McCall School, Lincoln School and Immediate Building Repair projects. Finally, the Town has adopted provisions of state law that permit debt service on water and sewer projects to be transferred to the tax levy to facilitate federal tax deductibility by eligible citizens of the Town. Most of this amount is allocable debt of the Massachusetts Water Resources Authority, of which the Town is a member.

The Town is authorized to levy taxes on the value of motor vehicles registered in the Town. Based upon a state mandated rate of \$25 per \$1,000 of value, the projection of Motor Vehicle Excise taxes in FY 2007 is \$3,090,000.

Taxes	FY 2006	FY 2007	% Change
Tax Levy	47,608,062	49,468,309	3.91%
New Growth	653,703	550,000	-15.86%
Chapter 110	3,281,728	3,493,429	6.45%
McCall School Exclusion	543,791	508,144	-6.56%
Lincoln School Exclusion	534,003	486,355	-8.92%
Immediate Repairs Exclusion	121,590	111,160	-8.58%
Motor Excise	3,000,000	3,090,000	3.00%
Total Taxes	55,742,877	57,707,397	3.52%



FY2007 PROGRAM BUDGET

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State Aid: Financial aid from the Commonwealth of Massachusetts is provided through three main programs; Chapter 70, Lottery and Additional Assistance. FY 2007 represents the second year in growth of state aid, following a few years of reductions beginning in FY 2002. Chapter 70 aid is an educationally based formula that is projected to increase by \$280,989 in FY 2007, including proposed revisions in the formula to compensate for increasing student enrollment. Lottery aid will increase by \$214,895, including a one-time allocation of lottery proceeds that were previously diverted by the Legislature for state purposes. Additional Assistance is a “hold harmless” category of aid that has remained constant over the last several years. A number of other state aid accounts that reimburse the Town for certain expenses (i.e. tax abatements for elderly citizens) are lumped together.

As the Legislature prepares its budget, it is possible that additional aid will be made available to the Town. The Town of Winchester is actively pursuing increases in overall aid and specific changes to the Chapter 70 educational aid formula that more fairly compensates suburban school systems.

State Aid	FY 2006	FY 2007	% Change
Chapter 70	3,131,321	3,412,310	8.97%
Lottery	1,259,850	1,474,745	17.06%
Additional Assistance	344,404	344,404	0.00%
School Building Assistance	1,038,777	1,038,777	0.00%
Other	259,638	256,285	-1.29%
Total State Aid	6,033,990	6,526,521	8.16%



FY2007 PROGRAM BUDGET

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Local Receipts: Local Receipts represent a comprehensive category of revenue from locally generated fees and other income. Some of the more prominent sources include Transfer Station Permits and Fees, Building Permit Fees, Ambulance Fees and Investment Income. A substantial policy debate emerged this year that focused on the funding of the Town's solid waste operation. Currently, revenue from the operation does not meet direct costs for service. The Board of Selectmen supports raising revenue towards the goal of fully funding the operation. My budget includes a projection of \$1,430,000 in revenue from Transfer Station permits and fees that meets this goal. Current residential permit fees and commercial rates will increase for FY 2007 and the Town will need to prudently generate additional commercial waste to meet this goal.

Local Receipts	FY 2006	FY 2007	% Change
Penalties & Interest	275,000	281,875	2.50%
Service Charges - Trash	1,200,000	1,430,000	19.17%
Fees	310,000	317,750	2.50%
Rentals	10,000	10,250	2.50%
Cemetery	200,000	205,000	2.50%
Other Departmental	85,000	87,125	2.50%
Licenses & Permits	1,100,000	1,177,500	7.05%
Special Assessments	30,000	30,750	2.50%
Fines & Forfeits	45,000	46,063	2.36%
Investment Income	110,000	306,000	178.18%
Misc.	73,000	75,000	2.74%
Total Local Receipts	3,438,000	3,967,313	15.40%



FY2007 PROGRAM BUDGET

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Reserves and Other Sources: The Town typically allocates a portion of its reserves to meet current budget demands. Ideally, the use of such reserves should be limited to an amount that can be replenished in subsequent years. Reserves provide an important cushion for unforeseen events or emergencies and are an essential component of good financial management as measured by bond rating agencies. Greater use of reserves is acceptable if they are integrated with a longer-term plan or strategy. Fortunately, the Town is increasing its special stabilization fund balances allocation from the tax levy by nearly \$3 million annually, allowing for a healthy reserve position. However, the Town's public finance advisor, Peter Frazier of First Southwest Company, cautions the Town that these stabilization fund balances will begin to diminish beginning in FY 2009 as debt service from major capital projects increases. An additional component of credit rating analysis is operating reserve balances, including Unreserved Fund Balance. It is essential that the Town plan to replenish its operating reserves over the long term in order to retain its premier bond rating of Aaa and to maintain financial flexibility.

Use of reserves is just as much a political issue as financial however. It is clear to me that the Town is not prepared to significantly reduce service levels, despite the repeated rejection of tax override proposals. This has forced the use of more reserves to meet operational expenses. Use of reserves at the level I propose in FY 2007 will force the Town to reconcile its reluctance to raise taxes with its unwillingness to reduce services for the following year (FY 2008). I have developed a preliminary multi-year budget plan including FY 2008 and FY 2009 demonstrating this dilemma.

In an effort to bolster the Town's operating reserve position, it has been recommended that available proceeds from the sale of the Winning Farm property be used in lieu of Free Cash. While I support this policy, please note that use of these proceeds may be limited by the terms of prior Town Meeting votes and/or state law. The availability of the sale proceeds is currently being evaluated. At the end of this section is a table identifying current reserve balances with the proposed allocation for FY 2007.

Reserves and Other	FY 2006	FY 2007	% Change
Free Cash	871,511	565,508	-35.11%
NESWC Tip Fee Stabilization	1,048,069	945,061	-9.83%
NESWC Tip Fee Stabilization (Supplemental)	345,508	0	-100.00%
Stabilization Fund - General	367,000	384,831	4.86%
Stabilization Fund - Buildings	1,209,823	1,518,344	25.50%
Overlay Surplus	90,000	155,000	72.22%
Sale of Land (Winning Farm)	0	480,000	
Other	70,000	70,000	0.00%
Cemetery Trust Fund	120,000	120,000	0.00%
Total Reserves and Other	4,121,911	4,238,744	2.83%



FY2007 PROGRAM BUDGET

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Expenditures: Recommended expenditures for FY 2007 are \$72,439,975. In FY 2007, expenditures in the areas of Energy and Employee Health Insurance have grown by 20% and 14% respectively, creating substantial pressure on the ability to meet increases in other operating costs. In addition, the School budget is impacted heavily by increases in student enrollment, special education costs and the loss of a one-time grant from private donations to the Promise Fund. As a result, I have determined that the budget allocation to the School Department shall be higher than the rate of other discretionary increases, including municipal departments. Even with this increase, the School Department is forced to reduce current personnel and services to absorb the increase in fixed costs. The following sections of this report detail the expenditure recommendations for each department or category of Town government. Please find below a summary of each.

Municipal Departments: In general, the expenditure recommendations for municipal departments represent a “hold the line” approach. Especially in smaller departments, I determined that reductions in personnel could not be sustained without negatively impacting higher valued service priorities. I have recommended reductions in programs for two larger departments; Public Works and Police. In the Public Works Department, I reluctantly recommend the reduction in maintenance activities at Town parks and playgrounds by reducing one full-time employee and the entire complement of temporary summer labor. In the Police Department, I reluctantly recommend the reduction in School Crossing personnel by eliminating lower volume locations. The impacts of these reductions will be pronounced, and will force local sports groups and school parents to reallocate their resources to mitigate negative consequences. My budget also represents a policy decision to moderate the increase in wage increases for municipal employee groups. This is the result of substantial increases in the cost of employee fringe benefits combined with the need to avoid further reductions in programs and services.

Finally, the value driven approach to this year’s budget process has prompted me to include funding for a part-time professional planning resource, to fund increases to keep up with increased circulation and activity at the Library and to enhance the Town’s capacity to benchmark and manage its activities on a performance based method.

Municipal	FY 2006	FY 2007	% Change
Personal Services	13,352,454	13,333,260	-0.14%
Other Expenses/Equipment	2,408,803	2,680,040	11.26%
Subtotal Municipal Departments	15,761,257	16,013,300	1.60%
Salary and Fringe Benefit Reserve	0	923,610	
Total Municipal	15,761,257	16,936,910	7.46%



FY2007 PROGRAM BUDGET

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Education: The FY 2007 allocation to the School budget represents an increase of \$1,458,003 from the prior year, or an increase of 5.57%. This amount is inclusive of any salary increase to teaching and other school personnel that the School Committee negotiates. This amount is \$800,000 less than the 9% budget request submitted by the School Committee, including replacement of funding made available from the one-time grant made possible last year by generous contributions to the Promise Fund. The School Superintendent has identified a series of personnel reductions impacting class size and curriculum reductions in all levels. Please refer to the School Department's narrative in the Education section. In the event that more state aid is made available to Winchester, I encourage the Finance Committee to consider additional funding to mitigate these impacts.

The Town's assessment for the Northeast Metropolitan Regional Vocational School is increasing substantially in FY 2007 as a result of increased enrollment from Winchester. The assessment is projected to increase by \$74,000 in FY 2007, an increase of 90%.

Education	FY 2006	FY 2007	% Change
Personal Services	18,229,281		
Other Expenses/Equipment	1,270,338		
Pupil Services	6,437,425		
Athletics	<u>223,037</u>		
Subtotal School Budget	26,160,081	27,618,084	5.57%
Vocational School Assessment	81,930	156,027	90.44%
Total Education	26,242,011	27,774,111	5.84%



FY2007 PROGRAM BUDGET

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Undistributed: This category includes a number of expense categories that are mandated, shared or of such a nature that they are not allocated to either the Municipal or School budget. This includes some very significant cost centers including Debt Service, Energy, Solid Waste Disposal, Employee Health Insurance and Pension Funding.

As mentioned previously, energy costs, representing the Town's heating fuel, electricity and automotive gasoline, are projected to total \$3,250,000 in FY 2007. These costs were derived through an extensive analysis by the Public Works department, supplemented by an independent review by an energy management consultant. These costs have been reduced to \$3 million in my budget by targeting an aggressive energy conservation program. The Town's solid waste disposal costs will also increase in FY 2007, following artificially low costs last year in the final installment of the NESWC contract. As part of the Selectmen's policy direction to self-support solid waste costs, I have lowered projected disposal costs by instituting an aggressive program to reduce residential solid waste through recycling. This initiative will require extensive public education, marketing and operational efforts that will require additional resources. As a result, I have added \$25,000 in funding within the Public Works department for appropriate professional services.

Employee fringe benefits continue to be a budget buster for the Town. Employee health insurance premiums are projected to increase by 14%, and the Town's contribution to its pension fund will increase by nearly 9%, higher than normal due to a revised actuarial study. Unemployment compensation has been increased by \$50,000 to protect against liability associated with likely personnel reductions in the School Department. Please note that, for strategic purposes, increases in all employee fringe benefits have been lumped together with a reserve for municipal wage increases and placed within the Municipal category of expenses. This overstates the percentage increase in Municipal from FY 2006 to FY 2007.

Undistributed	FY 2006	FY 2007	% Change
Energy	2,500,000	3,000,000	20.00%
Trash Disposal	594,000	779,150	31.17%
Audit	51,500	74,000	43.69%
Legal	285,000	285,000	0.00%
Information Technology	365,438	383,710	5.00%
Debt Service	7,799,311	8,250,776	5.79%
Tax Abatement Interest	24,000	25,200	5.00%
Contributory Retirement	2,326,331	2,553,425	9.76%
Workers Comp/Indemnification	395,174	395,174	0.00%
Unemployment	157,000	207,000	31.85%
Health Insurance	6,411,211	6,411,211	0.00%
Medicare Tax/FICA Tax	601,500	601,500	0.00%
Non Contributory	62,000	62,000	0.00%
Reserve Fund	325,000	325,000	0.00%
General Insurance	267,440	288,835	8.00%
Total Undistributed	22,164,905	23,641,981	6.66%



FY2007 PROGRAM BUDGET

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Capital/Other: This category of expenses combines the capital budget and other related activities. All expenses that are automatically raised without appropriation are included within this category, including the Overlay, State Aid (Cherry Sheet) Offsets, State Charges and a reserve to cover a Snow/Ice Deficit.

The allocation from the tax levy to the Building and Capital Stabilization Funds represents over two-thirds of this category of expenses. I regret that my budget does not increase funding for the regular capital budget. The Capital Planning Committee has done an outstanding job in documenting the many capital needs of the Town that do not qualify for funding within the special stabilization funds. I intend to work with the Committee and others to seek a longer term plan to fund this budget at the level necessary to implement the long list of important equipment and related needs of Town and School departments.

Capital/Other	FY 2006	FY 2007	% Change
Environmental Remediation	70,000	100,000	42.86%
Capital - General Revenue	101,000	101,000	0.00%
Capital - Stabilization Fund	367,000	0	-100.00%
Capital Cemetery	40,000	65,000	62.50%
Charges & Assessments	424,288	434,895	2.50%
Overlay Account	335,000	350,000	4.48%
Stabilization Fund - General	384,831	0	-100.00%
Capital Stabilization Fund	861,513	883,051	2.50%
Buildings Stabilization Fund	1,992,248	2,042,054	2.50%
Judgments	35,000	0	-100.00%
Snow & Ice Deficit	437,898	50,000	-88.58%
Special Articles	14,000	14,000	0.00%
Cherry Sheet Offsets	45,827	46,973	2.50%
Overlay Deficit	60,000	0	-100.00%
Total Other	5,168,605	4,086,973	-20.93%



FY 2006 BUDGET

TRANSMITTAL LETTER

Multi-Year Budget Planning: At the suggestion of the Finance Committee and others, I have begun an effort at developing a multi-year budget plan. This is limited to FY 2007 through FY 2009, and is somewhat rough at this point. Nonetheless, the plan highlights the necessity for a tax override in FY 2008 to sustain an overall 4.8% increase in expenditures. I used a \$2.5 million override in FY 2008 in order to bolster revenues for FY 2009. Even with the FY 2008 tax override in the FY 2009 base, the Town must constrain spending to 3.6 percent in that year.

This model requires much more work and public debate before it can be considered a plan, but it is a starting point for the discussion to begin.

Format and Coordination of Budget Reports: As you will notice, this budget submission is less of a formal document than in the recent past. In coordination with the chairman of the Finance Committee, I have decided to defer a more formal report until April in order to incorporate the Finance Committee's report and include the recommendations of the Town Meeting established Financial Reporting Study Committee. However, I consider this submission to be fully in compliance with the letter and spirit of the Charter and By-Laws of the Town and sufficient for a comprehensive review by the Finance Committee. I look forward to reviewing this budget with you. All departments and agencies of the Town stand ready to meet with the Finance Committee's subcommittees to explain their budget requests and impacts in more detail.

Conclusion: In conclusion, this budget plan for FY 2007 and beyond highlights the need for the Town to come to consensus on a longer term financial plan and vision for Town government services. Benchmarking and the development of a capacity for performance measurement will be important tools to help facilitate this ongoing debate.

I would like to thank the Board of Selectmen for their support and leadership in facilitating policy discussions around the FY 2007 budget. I am grateful for the assistance and creativity of all department heads in preparing their budget submissions, and for their passion about the important public services their departments perform. Finally, I would like to thank Mark Twogood, Assistant Town Manager and Joseph Bonner, Comptroller, for their expertise and contributions, Craig Rowe, Information Technology Director and Pat Tassi of the Town Manager's office for their efforts in compiling this report, and the staff of the Town Manager's office for their cooperation and assistance.

Sincerely,

Melvin A. Kleckner
Town Manager

**Town Manager's FY 2007 Budget Summary**

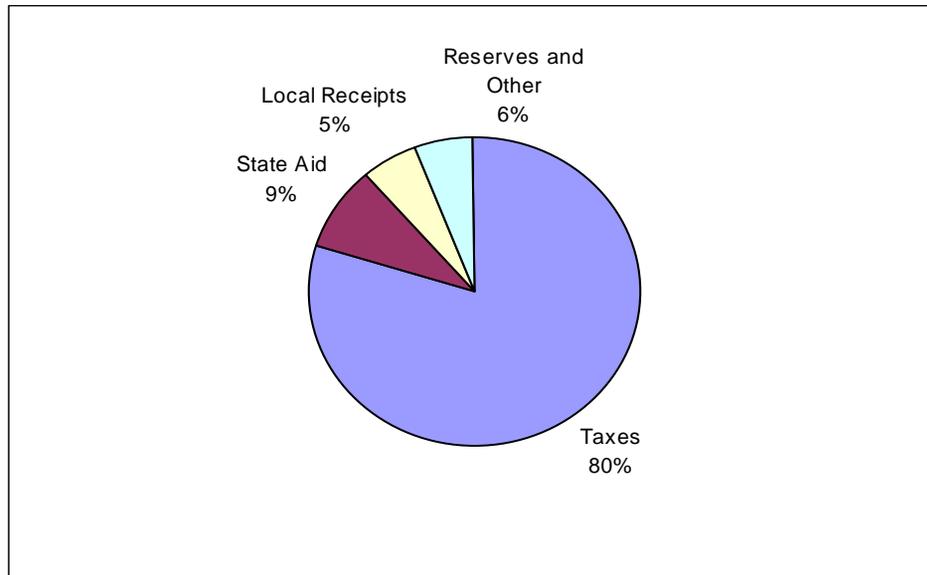
	FY 2006 Budget	FY 2007 Town Manager	% Change 06 to 07
REVENUES			
Total Taxes	55,742,877	57,707,397	3.52%
Total State Aid	6,033,990	6,526,521	8.16%
Total Local Receipts	3,438,000	3,967,313	15.40%
Total Reserves and Other	4,121,911	4,238,744	2.83%
TOTAL REVENUES	69,336,778	72,439,975	4.48%
EXPENDITURES			
Municipal Departments	15,761,257	16,013,300	1.60%
Salary and Fringe Benefit Reserve	-	923,610	
Subtotal Municipal and Reserve	15,761,257	16,936,910	7.46%
School Budget	26,160,081	27,618,084	5.57%
Vocational School Assessment	81,930	156,027	90.44%
Subtotal Education	26,242,011	27,774,111	5.84%
Undistributed	22,164,905	23,641,981	6.66%
Capital and Other	5,168,605	4,086,973	-20.93%
TOTAL EXPENDITURES	69,336,778	72,439,975	4.48%



FY 2006 BUDGET

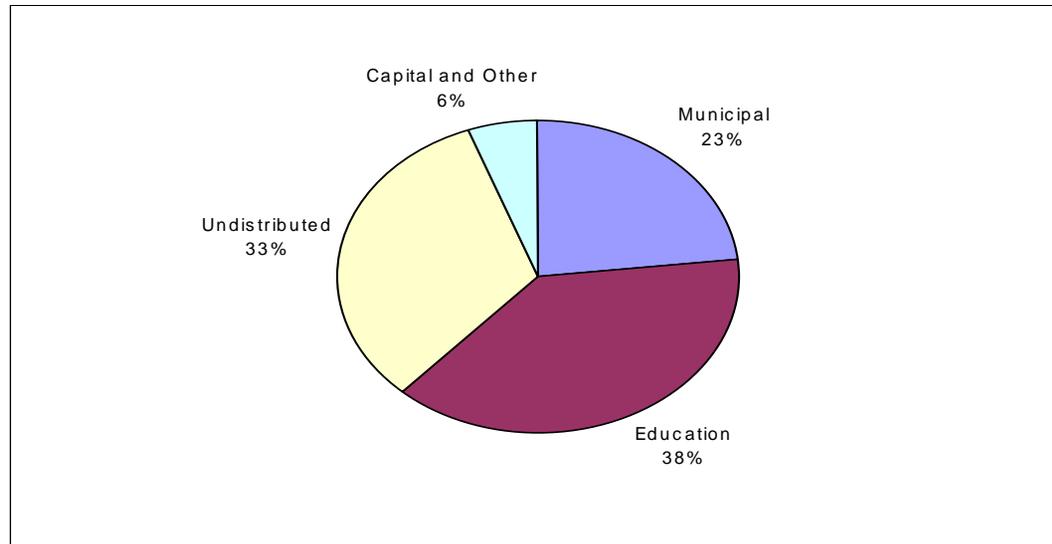
TRANSMITTAL LETTER

	FY 2006 Budget	FY 2007 Town Manager	% Change 06 to 07
REVENUES			
Taxes	55,742,877	57,707,397	3.52%
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	FY 2006 Budget	FY 2007 Town Manager	% Change 06 to 07
EXPENDITURES			
Municipal Departments	15,761,257	16,013,300	1.60%
Salary and Fringe Benefit Reserve	-	923,610	
Subtotal Municipal and Reserve	15,761,257	16,831,836	7.46%
School Budget	26,160,081	27,618,084	5.57%
Vocational School Assessment	81,930	156,027	90.44%
Subtotal Education	26,242,011	27,774,111	5.84%
Undistributed	22,164,905	23,641,981	6.66%
Capital and Other	5,168,605	4,086,973	-20.93%
TOTAL EXPENDITURES	69,336,778	72,439,975	4.48%





FY 2006 BUDGET

TRANSMITTAL LETTER

Revenues

	FY 2006 Budget	FY 2007 Town Manager	% Change 06 to 07	FY 2008 Projection	FY 2009 Projection
Taxes					
Tax Levy	49,608,062	49,468,309	3.91%	51,268,766	55,655,268
New Growth	653,703	550,000	-15.86%	500,000	600,000
Tax Override	0	0		2,529,657	0
Chapter 110	3,281,728	3,493,429	6.45%	3,493,429	3,493,429
McCall School Exclusion	543,791	508,144	-6.56%	508,144	508,144
Lincoln School Exclusion	534,003	486,355	-8.92%	486,355	486,355
Immediate Repairs Exclusion	121,590	111,160	-8.58%	111,160	111,160
Motor Excise	3,000,000	3,090,000	3.00%	3,120,000	3,200,000
Total Taxes	55,742,877	57,707,397	3.52%	62,017,511	64,054,356
State Aid					
Chapter 70	3,131,321	3,412,310	8.97%	3,582,925	3,762,071
Lottery	1,259,850	1,474,745	17.06%	1,474,745	1,501,935
Additional Assistance	344,404	344,404	0.00%	344,404	344,404
School Building Assistance	1,038,777	1,038,777	0.00%	1,038,777	1,038,777
Other	259,638	256,285	-1.29%	262,692	269,259
Total State Aid	6,033,990	6,526,521	8.16%	6,703,543	6,916,446
Local Receipts					
Penalties & Interest	275,000	281,875	2.50%	288,922	296,145
Service Charges - Trash	1,200,000	1,430,000	19.17%	1,450,000	1,475,000
Fees	310,000	317,750	2.50%	325,694	333,836
Rentals	10,000	10,250	2.50%	10,506	10,768
Cemetery	200,000	205,000	2.50%	210,125	215,378
Other Departmental	85,000	87,125	2.50%	89,303	91,535
Licenses & Permits	1,100,000	1,177,500	7.05%	1,200,000	1,230,000
Special Assessments	30,000	30,750	2.50%	31,519	32,307
Fines & Forfeits	45,000	46,063	2.36%	47,278	48,460
Investment Income	110,000	306,000	178.18%	307,500	350,000
Misc.	73,000	75,000	2.74%	75,000	75,000
Total Local Receipts	3,438,000	3,967,313	15.40%	4,035,847	4,158,429
Reserves and Other					
Free Cash	871,511	565,508	-35.11%	1,000,000	1,500,000
NESWC Tip Fee Stabilization	1,048,069	945,061	-9.83%	175,939	0
NESWC Tip Fee Stabilization (Supplemental)	345,508	0	-100.00%	0	0
Stabilization Fund - General	367,000	384,831	4.86%	250,000	250,000
Stabilization Fund - Buildings	1,209,823	1,518,344	25.50%	1,518,344	1,518,344
Overlay Surplus	90,000	155,000	72.22%	50,000	75,000
Sale of Land (Winning Farm)	0	480,000		0	
Other	70,000	70,000	0.00%	70,000	100,000
Cemetery Trust Fund	120,000	120,000	0.00%	125,000	130,000
Total Reserves and Other	4,121,911	4,238,744	2.83%	3,189,283	3,573,344
TOTAL REVENUE	69,336,778	72,439,975	4.48%	75,946,184	78,702,575



FY 2006 BUDGET

TRANSMITTAL LETTER

Expenditures

	FY06 Budget	FY 2007 Town Manager	% Change 06 to 07	FY 2008 Projected	FY 2009 Projected
Municipal					
Personal Services	13,352,454	13,333,260	-0.14%	13,601,452	14,009,495
Other Expenses/Equipment	2,408,803	2,680,040	11.26%	2,814,042	2,884,393
Subtotal Municipal Departments	15,761,257	16,013,300	1.60%	16,415,494	16,893,888
Salary and Fringe Benefit Reserve	0	923,610		1,178,333	1,205,000
Total Municipal	15,761,257	16,936,910	7.46%	17,593,827	18,098,888
Education					
Personal Services	18,229,281				
Other Expenses/Equipment	1,270,338				
Pupil Services	6,437,425				
Athletics	223,037				
Subtotal School Budget	26,160,081	27,618,084	5.57%	28,998,988	30,013,952
Vocational School Assessment	81,930	156,027	90.44%	159,928	163,926
Total Education	26,242,011	27,774,111	5.84%	29,158,916	30,177,878
Undistributed					
Energy	2,500,000	3,000,000	20.00%	3,300,000	3,500,000
Trash Disposal	594,000	779,150	31.17%	802,525	822,588
Audit	51,500	74,000	43.69%	77,700	79,642
Legal	285,000	285,000	0.00%	300,000	307,500
Information Technology	365,438	383,710	5.00%	393,303	403,135
Debt Service	7,799,311	8,250,776	5.79%	8,250,776	8,250,776
Tax Abatement Interest	24,000	25,200	5.00%	26,460	27,121
Contributory Retirement	2,326,331	2,553,425	9.76%	2,668,329	2,788,403
Wrkrs Comp/Indemnification	395,174	395,174	0.00%	414,933	435,680
Unemployment	157,000	207,000	31.85%	212,175	212,175
Health Insurance	6,411,211	6,411,211	0.00%	7,151,462	7,866,608
Medicare Tax/FICA Tax	601,500	601,500	0.00%	631,575	661,650
Non Contributory	62,000	62,000	0.00%	62,000	62,000
Reserve Fund	325,000	325,000	0.00%	325,000	325,000
General Insurance	267,440	288,835	8.00%	296,056	303,457
Total Undistributed	22,164,905	23,641,981	6.66%	24,912,293	26,045,735
Capital/Other					
Environmental Remediation	70,000	100,000	42.86%	100,000	100,000
Capital - General Revenue	101,000	101,000	0.00%	200,000	200,000
Capital - Stabilization Fund	367,000	0	-100.00%	0	0
Capital Cemetery	40,000	65,000	62.50%	65,000	66,625
Charges & Assessments	424,288	434,895	2.50%	445,767	456,911
Overlay Account	335,000	350,000	4.48%	360,000	370,000
Stabilization Fund - General	384,831	0	-100.00%	0	0
Capital Stabilization Fund	861,513	883,051	2.50%	905,127	927,755
Buildings Stabilization Fund	1,992,248	2,042,054	2.50%	2,093,106	2,145,433
Judgments	35,000	0	-100.00%	0	0
Snow & Ice Deficit	437,898	50,000	-88.58%	50,000	50,000
Special Articles	14,000	14,000	0.00%	14,000	14,000
Cherry Sheet Offsets	45,827	46,973	2.50%	48,147	49,350
Overlay Deficit	60,000	0	-100.00%	0	0
Total Other	5,168,605	4,086,973	-20.93%	4,281,148	4,380,074
Total Expenditures	69,336,778	72,439,975	4.48%	75,946,184	78,702,575



Operating Reserves

	Current Balance	Use for FY 2007	Remaining Balance
Free Cash	1,903,289	565,508	1,337,781
NESWC	1,121,000	945,061	175,939
General Stabilization Fund	893,682	384,831	508,851
Overlay***	155,000	155,000	0
Winning Farm Sale of Land Proceeds ###	480,000	480,000	0
TOTAL	4,552,971	2,530,400	2,022,571

***Overlay requires Board of Assessors Vote

Winning Farm transaction anticipated. If this does not transpire, or if proceeds are not available, use of an additional \$480,000 from Free Cash is recommended for the FY 2007 budget.



SECTION II

SUMMARIES



FY2007 PROGRAM BUDGET

FY 2006 BUDGET SUMMARY

Departmental Budget Summary

Dept Code		FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm	Difference FY-06 - Manager
GENERAL GOVERNMENT							
1210	Town Manager - Administration	453,597	498,681	513,734	513,734		3.02%
1310	Finance Committee	3,082	5,000	5,000	5,000		0.00%
1330	Comptroller	254,616	265,830	273,502	273,502		2.89%
1340	Assessors	238,032	235,339	226,213	226,213		-3.88%
1350	Collector/Treasurer	219,593	219,183	218,525	218,525		-0.30%
1410	Planning and Community Development	494,182	545,042	564,426	564,426		3.56%
1400	Planning Board	39,682	31,950	31,950	66,950		109.55%
1610	Town Clerk	303,799	299,189	290,350	290,350		-2.95%
1540	General Services	95,008	104,237	110,000	110,000		5.53%
	Total General Government	2,101,591	2,204,451	2,233,700	2,268,700		2.91%
CULTURE							
6110	Library	1,314,178	1,358,653	1,483,098	1,447,598		6.55%
	Recreation General Fund	0	0	0	0		0.00%
6940	Archival Center	949	950	1,300	1,300		36.84%
	Total Culture	1,315,127	1,359,603	1,484,398	1,448,898		6.57%



FY2007 PROGRAM BUDGET

FY 2006 BUDGET SUMMARY

Dept Code		FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm	Difference FY-06 - Manager
HEALTH							
5110	Health	151,588	171,830	174,872	174,872		1.77%
5410	Council on Aging	198,309	203,430	208,535	208,535		2.51%
5420	Veterans' Services	12,722	15,429	23,486	23,486		52.22%
	Total Health	362,619	390,689	406,893	406,893		4.15%
PUBLIC SAFETY							
2110	Police Department	3,527,950	3,640,315	3,692,216	3,642,216		0.05%
2210	Fire Department	3,356,002	3,566,992	3,599,569	3,599,569		0.91%
2420	Sealer of Weights and Measures	8,478	8,084	9,084	9,084		12.37%
	Total Public Safety	6,892,430	7,215,391	7,300,869	7,250,869		0.49%
PUBLIC WORKS							
4111	Administration	209,235	222,246	222,835	222,835		0.27%
4121	Maintenance	1,146,079	1,181,984	1,179,376	1,118,376		-5.38%
4131	Buildings	1,786,030	1,959,744	1,936,208	1,926,208		-1.71%
4141	Garage	315,352	312,898	316,435	316,435		1.13%
4151	Transfer Station	447,424	471,099	440,772	465,772		-1.13%
4161	Cemetery	242,626	264,604	262,314	258,314		-2.38%
4171	Snow and Ice	570,362	259,229	330,000	330,000		27.30%
	Total Public Works	4,717,108	4,671,804	4,687,940	4,637,940		-0.72%
	UNALLOCATED WAGE ADJUSTMENTS	80,752	-80,752	1,217,403	923,610		
	Total Municipal Departments	15,469,627	15,761,186	17,331,203	16,936,910		7.46%



FY2007 PROGRAM BUDGET

FY 2006 BUDGET SUMMARY

Dept Code	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm	Difference FY-06 - Manager
EDUCATION						
3111	Central Office/System Services	1,915,844	2,042,800	2,193,056		
3112	Senior High School	4,848,620	5,047,955	5,299,841		
3113	McCall Middle School	3,404,421	3,481,392	3,788,419		
3114	Ambrose Elementary	1,261,331	1,406,797	1,676,051		
3115	Lincoln Elementary	1,973,484	1,816,296	1,932,058		
3116	Lynch Elementary	1,503,097	1,507,950	1,693,232		
3117	Muraco Elementary	1,354,338	1,250,425	1,489,639		
3118	Vinson-Owen Elementary	1,340,996	1,339,891	1,405,488		
3119	Special Education	5,946,322	6,437,427	6,887,752		
3119	Pupil Services	1,001,655	1,115,978	1,225,910		
3110	Technology	537,064	490,135	592,165		
3210	Athletics	285,610	223,037	235,433		
3610	Vocational Education	123,932	81,930	156,027		
Total Education		25,496,714	26,242,013	28,575,071	27,774,111	



FY2007 PROGRAM BUDGET

FY 2006 BUDGET SUMMARY

Dept Code	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm	Difference FY-06 - Manager
UNDISTRIBUTED						
1530 Data Processing	342,832	365,438	383,710	383,710		5.00%
1810 NESWC	976,500	594,000	864,150	779,150		31.17%
1910 Energy	1,820,277	2,500,000	3,235,000	3,000,000		20.00%
Personnel Benefits						
9110 Contributory Retirement	2,286,724	2,326,331	2,553,425	2,553,425		9.76%
9170 Non-Contributory Retirement	57,892	62,000	62,000	62,000		0.00%
9120 Workers' Compensation	359,665	395,174	395,174	395,174		0.00%
9130 Unemployment Compensation	114,429	157,000	207,000	207,000		0.00%
9140 Health Insurance	5,594,067	6,411,211	6,411,211	6,411,211		0.00%
9150-9160 F.I.C.A./ Medicare Tax & Refunds	580,085	601,500	601,500	601,500		0.00%
Debt & Interest						
Long Term Debt-Principal	4,123,099	5,167,514	5,731,203	5,731,203		10.91%
Long Term Debt-Interest	1,705,537	2,631,797	2,519,573	2,519,573		-4.26%
Tax Abatement Interest/Service Fees	23,999	24,000	25,200	25,200		5.00%
Miscellaneous						
1360 Audit	49,084	51,500	74,000	74,000		43.69%
1510 Legal	326,418	285,000	285,000	285,000		0.00%
9450 General Insurance	241,617	267,440	288,835	288,835		8.00%
9430 Reserve Fund	0	325,000	325,000	325,000		0.00%
9460 Environmental Remediation Services	69,948	70,000	100,000	100,000		0.00%
Total Undistributed	18,672,173	22,234,905	24,061,981	23,741,981		6.78%



FY2007 PROGRAM BUDGET

FY 2006 BUDGET SUMMARY

Dept Code	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm	Difference FY-06 - Manager
Non-Appropriated Expenses	1,010,285	1,124,097	881,868	881,868		-21.55%
Capital - Funded From						
- Stabilization Fund	2,784,156	3,238,592	2,925,105	2,925,105		-9.68%
- Free Cash/ Other	160,000	468,000	201,000	101,000		-78.42%
- Cemetery	62,372	40,000	65,000	65,000		62.50%
Total Capital	3,006,528	3,746,592	3,191,105	3,091,105		-17.50%
Special Appropriations	14,000	14,000	14,000	14,000		0.00%
Grand Total	63,669,327	69,122,793	74,055,228	72,439,975		4.80%



SECTION III

SERVICE PROGRAMS



GENERAL GOVERNMENT

Town Manager - Administration

Finance Committee

Comptroller

Assessors

Collector/Treasurer

Planning & Community Development

Planning Board

Town Clerk

General Services



FY2007 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.

BUDGET STATEMENT

PROGRAM COST

Town Manager	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	406,286	448,231	444,584	444,584	
Other Expenses	47,311	50,450	69,150	69,150	
Equipment	0	0	0	0	
Total	453,597	498,681	513,734	513,734	

STAFFING

Town Manager	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	2	2	2	2	
Clerical	2.8	2.8	2.8	2.8	
Professional/Technical	1	1	1	1	
Total	5.8	5.8	5.8	5.8	

MISSION STATEMENT

The mission of the Town Manager's Office is to lead the strategic direction and business operations of Town government, to support the policy and licensing role of the Board of Selectmen, and to ensure open and responsive municipal services to the citizens and businesses of the Town of Winchester.

Ranking of Services

1. Maintain effective and efficient business practices and service delivery to the citizens of the Town.
2. Support the Board of Selectmen by preparing policy documentation and analysis, administration of meetings, and implementation of decisions.
3. Prepare the Town's annual budget proposal and financial plan.
4. Negotiate collective bargaining agreements, administer personnel practices, and maintain effective labor relations.
5. Represent the Town's financial and strategic interests before regional, state, and federal government agencies.

FY2007 OBJECTIVES

1. Improve the quality and accuracy of the Town's financial and budgetary information
2. Introduce new features to web page to support 24-hour Town Hall concept
3. Improve system of tracking and following-up citizen inquiries
4. Reevaluate all Solid Waste/Transfer Station contracts and financing arrangements
5. Review nature of the Police Chief position in anticipation of future retirement
6. Support and facilitate revitalized Energy Management Committee
7. Negotiate favorable collective bargaining agreements (including health insurance reform)
8. Use of WinCam to communicate important and timely Town issues



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Town Manager-Administration

Dept Code
1210

FY2007 OBJECTIVES (con't)

- 9. Incorporate recommendations of Financial Reporting Study Committee into budget document
- 10. Develop a proposal to evaluate GASB OPEB requirements

PRIOR YEAR'S ACCOMPLISHMENTS (con't)

- 5. Created a working committee to consider a framework for re-establishing a professional planning capacity, resulting in the unanimous approval of a Memorandum of Agreement between the Board of Selectmen and Planning Board.
- 6. Cooperated with the Comptroller to solicit competitive quotes for the Town's property/casualty and liability insurance coverages, resulting in a highly advantageous outcome.
- 7. Oversaw a successful settlement of an insurance claim for substantial damages to the Town Hall from a water leak, ensuring that the facility was repaired and enhanced with minimal costs to the Town.
- 8. Established a working committee of major budget stakeholders to review the FY 2007 budget projection and major policy issues.
- 9. Produced a formal budget projection report for FY 2007, intended to complement ongoing public education and financial reporting initiatives.
- 10. Initiated a comprehensive review and update of the Town's Internet home page, assuring that content and format remains current and introducing a new subscription based list-serve feature.

PRIOR YEAR'S ACCOMPLISHMENTS

- 1. Successfully negotiated an Amendment to the Purchase and Sale (P&S) Agreement with the Salter Group to enhance the financial value of the Winning Farm land sale/development.
- 2. Successfully negotiated an innovative Payment in Lieu of Taxes (PILOT) Agreement with Winchester Hospital, ensuring the continued payment of an annual gift and establishing a new (escalating) payment to the General Fund.
- 3. Recruited and selected a candidate for Town Clerk who exceeded the minimum qualifications of the position.
- 4. Revitalized the preliminary design of a tri-community bikeway project that will be funded 100% by state and federal sources.



FY2007 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

FY2007 OBJECTIVES

PROGRAM COST

Finance Committee	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	1,720	2,500	2,500	2,500	
Other Expenses	1,362	2,500	2,500	2,500	
Equipment	0	0	0	0	
Total	3,082	5,000	5,000	5,000	

STAFFING

Finance Committee	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Total					



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Finance Committee

Dept Code
1310

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2007 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

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.

PROGRAM COST

Comptroller	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	253,757	263,880	271,327	271,327	
Other Expenses	859	1,950	2,175	2,175	
Equipment	0	0	0	0	
Total	254,616	265,830	273,502	273,502	

STAFFING

Comptroller	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	2	2	2	2	
Clerical	0	0	0	0	
Professional/Technical	2	2	2	2	
Total	4	4	4	4	

MISSION STATEMENTBUDGET STATEMENT

Budget is level funded for FY 2007.

FY2007 OBJECTIVES

1. Conduct on-going training for MUNIS system users.
2. Decentralize functionality of system.
3. Prepare for additional GASB 34 reporting requirements.
4. Prepare for GASB 45 reporting requirements relating to retirement benefits.
5. Work with Board of Selectmen to improve content and format of Comprehensive Financial Report



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Comptroller

Dept Code
1330

PRIOR YEAR'S ACCOMPLISHMENTS

1. Assumed responsibility for the MUNIS Financial Management system
2. Conducted training program for all MUNIS system users
3. Completed Comprehensive Financial Report

STATISTICS



FY2007 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

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

Budget is level funded for FY 2007.

PROGRAM COST

Assessor	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	195,907	202,689	205,313	205,313	
Other Expenses	42,125	32,650	20,900	20,900	
Equipment	0	0	0	0	
Total	238,032	235,339	226,213	226,213	

STAFFING

Assessor	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	1	1	1	1	
Clerical	2.6	2.6	2.6	2.6	
Total	3.6	3.6	3.6	3.6	

MISSION STATEMENT

The Assessor's Office is committed to uniformly and accurately valuing all property, both real and personal, located within Winchester as required by Massachusetts law and to facilitate local taxation.

Ranking of Services

1. The annual valuation of all real and personal property.
2. The administration of exemptions and abatements for real estate taxes.
3. The administration of motor vehicle and boat excise taxes.
4. Assisting the public in their requests for information.
5. Assisting other Town departments in their requests for information.

FY2007 OBJECTIVES

1. Continue inspecting and reviewing all personal property accounts as part of FY 2008 State mandated revaluation.
2. Continue inspecting and reviewing all commercial and industrial properties as part of FY 2008 State mandated revaluation.
3. Continue photographing properties.
4. Continue working on GIS project with Town Engineer.



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
General Government**

PROGRAM: Assessor

**Dept Code
1340**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Interim year adjustments certified by the DOR.
2. Commenced photographing all real estate in Town.
3. Assisted staff in locating and purchasing multi-family property to be re-sold to individuals as condos.
4. Commenced inspecting all personal property accounts.
5. Commenced inspecting all commercial and industrial properties.

STATISTICS

	FY04	FY05	FY06
Real Estate Parcels	7,738	7,738	7,796
Personal Property Accounts	361	343	333
Motor Vehicle Excise Tax Bills	20,400	20,000	20,220
Boat Bills	60	53	50
Deed Changes	642	700	740
Real Estate Sales	363	360	380
Veterans Exemptions	137	141	113
Elderly Exemptions	99	105	65
Deferred Taxes	22	32	18
Properties Inspected	1,200	1,300	
Tax Exempt Properties (exclusive of Town and Church)			25



FY2007 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

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 is level funded for FY 2007.

PROGRAM COST

Collector/Treasurer	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	185,873	183,153	180,495	180,495	
Other Expenses	33,720	36,030	38,030	38,030	
Equipment	0	0	0	0	
Total	219,593	219,183	218,525	218,525	

STAFFING

Collector/Treasurer	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	2	2	2	2	
Clerical	2	2	2	2	
Total	4	4	4	4	

MISSION STATEMENT

The Town of Winchester's Collector/Treasurer Office is responsible for managing and directing the tax collection process and for planning, coordinating and directing the Town's cash management.

Ranking of Services

1. Provide billing and collection services that exceed the customer's expectations.
2. Ensure that tax and other bills are created and distributed correctly to enhance timely and accurate collection.
3. Safeguard the monetary assets of the Town through accounts payable, payroll, and bank account maintenance and reconciliations.
4. Work in conjunction with the Town's financial advisors to maximize opportunities for debt borrowing, refunding, and payments.
5. Evaluate and implement new features and enhancements of the Town's automated financial system (MUNIS) for application and efficiency improvements.

FY2007 OBJECTIVES

1. Policy and procedure development
2. Tax Title Properties
3. Investment Policy
4. Develop policy for Accounts Receivable write-offs
5. Implement additional payment methods



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Collector/Treasurer

Dept Code
1350

PRIOR YEAR'S ACCOMPLISHMENTS

1. Abandoned Property Program resulted in > \$200K being turned over to the general fund
2. Monthly Trust Fund activity is being published on Town website
3. Implemented MUNIS General Billing Module for all miscellaneous billing and receivable analysis

STATISTICS

	FY2004	FY2005
R. E. Committed	\$48,363,511	\$50,066,102
R. E. Paid or Abated	\$47,536,224	\$49,609,807
Balance – R. E.	\$570,817	\$499,020
% Collected	98.80%	99.09%
M. E. Committed	\$2,931,080	\$3,136,532
M. E. Paid or Abated	\$2,857,457	\$3,086,614
M. E. Balance	\$73,623	\$49,918
% Collected	97.49%	98.41%
Municipal Lien Certs - \$	\$61,642	\$42,925
#	1,380	945



FY2007 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.

FY2007 OBJECTIVES

(See SUB-PROGRAMS for details)

PROGRAM COST

Planning & Community Development	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	432,656	494,689	504,656	504,656	
Other Expenses	57,740	50,353	57,770	57,770	
Equipment	3,786	0	2,000	2,000	
Total	494,182	545,042	564,426	564,426	

STAFFING

Planning & Community Development	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	3	3	3	3	
Clerical	2	2	2	2	
Professional/Technical	3.27	3.27	3.27	3.27	
Total	8.27	8.27	8.27	8.27	



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning & Community Development

Dept Code
1410

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2007 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

**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.

PROGRAM COST

Planning	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	10,478	10,096	11,960	11,960	
Other Expenses	36,541	16,954	16,550	16,550	
Equipment	0	0	0	0	
Total	47,019	27,050	28,510	28,510	

STAFFING

Planning	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 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	

BUDGET STATEMENT

Budget is level funded for FY 2007.

FY2007 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.



FY2007 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



FY2007 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

**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.

BUDGET STATEMENT

Budget is level funded for FY 2007.

PROGRAM COST

Engineering	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	164,431	212,444	215,018	215,018	
Other Expenses	7,773	22,699	27,460	27,460	
Equipment	3,786	0	2,000	2,000	
Total	175,990	235,143	244,478	244,478	

STAFFING

Engineering	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 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	

MISSION STATEMENT

The mission of the Engineering Department is to improve the quality of life in the Town of Winchester by assisting in the planning, design, construction and maintenance of municipal infrastructure systems, including water, sewer, stormwater drainage and streets.

Ranking of Services

1. Provide engineering and related data to all Town boards and agencies.
2. Update and enhance the Town's computerized Geographic Information System.
3. Review and comment on all proposed private development projects, and inspect construction of a project's infrastructure to ensure that it meets the interests of the Town.
4. Implement improvement projects to meet the standards imposed by the EPA's Phase II stormwater regulations.
5. Assist with the preparation and implementation of Planning Board meetings.

FY2007 OBJECTIVES

1. Continue to work with the Army Corps of Engineers for the implementation of the second phase of the Aberjona River Flood Improvements.
2. Work with the MWRA and its contractor for the successful completion of the Cummingsville Sewer Project and the Wedgemere Siphon Project.
3. Work with the Massachusetts Highway Department for the successful completion of the Cambridge Street Intersection Project.
4. Work with ENSR, the Town's consultant, towards the completion of the Environmental Impact Report.
5. Continue the Phase II storm water improvement projects.
6. 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



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
General Government**

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

**Dept Code
1412**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Successfully completed the construction of two local drainage improvement projects and one flood mitigation project, including the Cross Street flood-relief culvert project, Cross Street/Davidson Park infiltration project, and Grove Street/West Chardon/Wickham Road local drainage improvement project.
2. Worked with MassHighway in overseeing the final grading, drainage system upgrades, and final paving for the Washington Street Reconstruction Project.
3. Worked in coordination with ENSR, the Town's consultant, and the U.S. Army Corps of Engineers (USACE) on preparation of the Draft Environmental Impact Report for the Town's flood mitigation program.
4. Worked in coordination with the MWRA on the substantial completion of the MWRA's Cummingsville Sewer Improvement Project.
5. Supported the Planning Board in the review of all preliminary and definitive subdivisions and the ANR plans. Oversaw the construction of two definitive subdivisions – Sherman Place off Canal Street and Fernway Terrace.
6. Worked closely with the Building Department and Department of PublicWorks on the review of building permits and inspection of all water and sewer utility installations.
7. Successfully converted the Town's assessor's maps to electronic format through the use of a GIS.

STATISTICS

	FY2002	FY2003	FY2004	FY2005
Plan revisions	309	312	298	302
Deed indexing	604	634	650	N/A
Measurements:				
New single family	26	24	31	19
Additions	N/A	N/A	N/A	N/A
Condominiums	N/A	N/A	41	6
Grave/burial entries	215	202	183	193



FY2007 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

**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 is level funded for FY 2007.

PROGRAM COST

Building & Zoning	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	219,721	230,072	235,620	235,620	
Other Expenses	9,579	9,600	11,800	11,800	
Equipment	0	0	0	0	
Total	229,300	239,672	247,420	247,420	

STAFFING

Building & Zoning	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	1	1	1	1	
Clerical	0.83	0.83	0.83	0.83	
Professional/Technical	1.7	1.7	1.7	1.7	
Total	3.53	3.53	3.53	3.53	

MISSION STATEMENT

The mission of the Building Department is to ensure the health and safety of the public through enforcement of the State Building Code and to help protect the character and quality of life in Winchester through enforcement of the Town's Zoning By-Laws and related regulations.

Ranking of Services

1. Daily inspections of all building projects.
2. Review and approve plans for building permit applications.
3. Review requests for zoning interpretations and investigate complaints of zoning violations.
4. Conduct annual safety inspections of buildings used for public use, such as daycares, hospital, clubs, restaurants, etc.
5. Maintain records of all business carried out by the Building Department.

FY2007 OBJECTIVES

1. Maintain mandated training for Building Inspectors.
2. Reorganization of filing system
3. Evaluate the feasibility of digitizing and archiving old plans.
4. Continue program to inspect business locations that require yearly licensing



FY2007 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 \$56,000
2. Building Commissioner and Building Inspectors received certification for addition three years.
3. Inspected business locations that require yearly license renewals.
4. Instituted new procedure for inspection and certification of establishments that serve alcohol in accordance with Chapter 304 of the Acts of 2004 (an Act to further enhance fire and life safety).

STATISTICS

	FY2002	FY2003	FY2004	FY2005
Revenue	\$644,219	\$689,000	\$752,171	\$808,341
Building Permits	650	703	709	752
Electric Permits	641	683	763	737
Plumbing Permits	510	495	520	528
Gas Permits	373	393	381	388



FY2007 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

**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 2007.

FY2007 OBJECTIVES

PROGRAM COST

Board of Appeals	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	9,015	9,654	10,191	10,191	
Other Expenses	882	0	860	860	
Equipment	0	0	0	0	
Total	9,897	9,654	11,051	11,051	

STAFFING

Board of Appeals	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 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	



FY2007 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
2005	42



FY2007 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

**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 is level funded for FY 2007.

PROGRAM COST

Conservation Commission	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	29,011	32,423	31,867	31,867	
Other Expenses	2,965	1,100	1,100	1,100	
Equipment	0	0	0	0	
Total	31,976	33,523	32,967	32,967	

STAFFING

Conservation Commission	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 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	

MISSION STATEMENT

The Conservation Commission is appointed by the Board of Selectmen and has the responsibility to administer the Conservation Commission Act, the Winchester Wetlands Bylaw, the Wetlands Protection Act, and to oversee implementation of portions of the Town's Open Space and Recreation Plan, and manage the Town's conservation areas.

Ranking of Services

1. Implement the Wetlands Protection Act and the Winchester Wetlands Bylaw.
2. Maintain conservation areas and improve trails.
3. Conservation Administrator has the primary responsibility to prepare and update the Open Space and Recreation Plan
4. Provide assistance to the Town on conservation and environmental issues, including with planning for the preservation of open space, acquiring conservation land and conservation restrictions and serving on other town boards and committees.
5. Public awareness and education program.

FY2007 OBJECTIVES

1. Work on a revision of the Winchester Wetlands Bylaw.
2. Provide assistance to permitting the Aberjona and Horn Pond Brook flood control plan.
3. Continue work on the Open Space and Recreation Plan.
4. Provide assistance regarding plans for the preservation of open space.
5. Maintain conservation areas and improve trails.
6. Process filings; provide environmental information and assistance to applicants.



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

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

Dept Code
1415

FY2007 OBJECTIVES (con't)

- 7. Increase public awareness of the value of resource areas and their regulation.
- 8. Distribute information to public at Town Day regarding natural resources.
- 9. Provide volunteer opportunities for town youth groups.
- 10. Continue to work on Conservation Restrictions.

PRIOR YEAR'S ACCOMPLISHMENTS

- 1. Provided assistance to permitting the Aberjona and Horn Pond Brook flood control plan.
- 2. Open Space and Recreation Plan.
- 3. Improvements at Smith Pond Conservation Area.
- 4. Maintained and develop conservation areas.
- 5. Processed filings; provide environmental information and assistance to applicants.
- 6. Increase public awareness of the value of resource areas and their regulation.
- 7. Issued Enforcement Orders when necessary.
- 8. Worked on Conservation Restrictions.
- 9. Provided delineations for town projects.
- 10. Raised money for educational outreach and constructed an educational kiosk.
- 11. Hosted Aberjona River Day cleanup.

STATISTICS

	FY2003	FY2004	FY2005
Notice of Intent	29	22	22
Orders of Conditions	29	22	22
Certificate of Compliance	8	6	6
Request for Plan Changes	2	2	2
Extension Permits	2	7	7
Appeals	1	3	3
Adjudicatory Hearings	2	2	2



FY2007 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-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	3,733	6,000	6,000	41,000	
Other Expenses	35,949	25,950	25,950	25,950	
Equipment	0	0	0	0	
Total	39,682	31,950	31,950	66,950	

STAFFING

Planning Board	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Total					

BUDGET STATEMENT

FY2007 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. Work with the Housing Partnership Board, the Housing Authority and Board of Selectmen to develop a master plan element to promote affordable housing in Winchester.
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.



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning Board

Dept Code
1400

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2007 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 is level funded for FY 2007.

PROGRAM COST

Town Clerk	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	270,186	267,734	255,107	255,107	
Other Expenses	33,613	31,455	35,243	35,243	
Equipment	0	0	0	0	
Total	303,799	299,189	290,350	290,350	

STAFFING

Town Clerk	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	1	1	1	1	
Total	4	4	4	4	

MISSION STATEMENT

It is the mission of the Town Clerk's office to provide excellent customer service to the general public along with allowing for educational opportunity to those citizens who may be interested in the structure of our Town government and its electoral process. As the custodian of the Town's official records, it is the responsibility of the Town Clerk to create and implement programs that support the preservation and documentation of the Town's official records.

Ranking of Services

1. Provide excellent customer service to the public through the dissemination of information, issuance of licenses and permits and other services.
2. Implement an effective cash management system.
3. Manage and administer the electoral process.
4. Research and invest in computer technology for the preservation and documentation of official Town records in accordance with record retention schedule requirements set forth in Massachusetts law.
5. Provide the general public with various modes of communication to access town government business and information, including the Internet and the Town's cable television station WinCam.

FY2007 OBJECTIVES

1. Continuation of the Birth Records Index for 1982 and 1981
2. When funding is secured in the Spring Town Meeting - Implementation of Phase 1 of the CIP plan – microfilm the Assessors records (these records are permanent and when filmed will allow for greater storage of additional records in main vault)
3. Continue the pursuit of records preservation grants
4. Establish collaboration with McCall Middle School in order to expose the middle school age students to the general structure of town government through a series of small lectures
5. Research and implement cash management systems in the Town Clerk's Office



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Town Clerk

Dept Code
1610

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completion of the Birth Record Index - 1983-2005
2. Significant data entry of vault inventory into new database (Record Storage Program)
3. Improved utilization of the town's website to communicate government activity
4. Completion of the Preservation Needs Assessment study funded through a grant from the National Endowment of the Humanities.

STATISTICS

Vitals Recorded

	2002	2003	2004	2005
Births	2528	2387	2349	2205
Marriages	89	82	90	75
Deaths	572	490	494	498

Voters Registered

	1170	700	1521	560
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Revenue by Program

Licenses & Permits	\$559,820	\$604,909	\$741,233	\$774,203
Certified Copies	\$72,510	\$67,639	\$64,848	\$71,530
Publications	\$9,498	\$9,250	\$3,259	\$2,880
Fines & Misc	\$3,041	\$3,052	\$4,817	\$5,366

TOTAL \$644,869 \$684,850 \$814,157 \$853,979



FY2007 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

Budget is level funded for FY 2007.

FY2007 OBJECTIVES

PROGRAM COST

General Services	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	0	0	0	0	
Other Expenses	95,008	104,237	110,000	110,000	
Equipment	0	0	0	0	
Total	95,008	104,237	110,000	110,000	

STAFFING

General Services	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Total					



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: General Services

Dept Code
1540

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



CULTURE

Library
Archival Center



FY2007 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

Sunday hours reduced by \$35,000 from requested amount.

PROGRAM COST

Library	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	1,044,402	1,084,924	1,174,223	1,143,223	
Other Expenses	265,601	273,729	294,875	290,375	
Equipment	4,175	0	14,000	14,000	
Total	1,314,178	1,358,653	1,483,098	1,447,598	

STAFFING

Library	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	2	2	2	2	
Clerical	7.85	7.85	8.99	8.99	
Professional/Technical	8.99	8.99	9.28	9.28	
Public Works	1.43	1.43	1.53	1.53	
Total	20.27	20.27	21.8	21.8	

MISSION STATEMENT

The Winchester Public Library is a dynamic community resource that endeavors to improve the quality of life for its Library patrons by providing current topics and titles, general information and opportunities for lifelong learning

Ranking of Services

1. The Library provides a top-flight collection of current fiction, non-fiction, and audio-visual materials.
2. The Library keeps pace with rapidly changing sources of information.
3. The Library supports the pursuit of self-directed learning of all citizens at various stages in life with an excellent non-fiction collection and programs.
4. The Library works cooperatively with Town committees and organizations to preserve local historic records and improve public access to historic documents wherever possible.

FY2007 OBJECTIVES

1. Restore hours open to provide excellent library services that accommodate the needs of Winchester citizens.
2. Increase patron satisfaction with access to technology. Serve as expert information guides to the resources on the Internet. Provide through cooperative efforts, free access to subscription databases for patrons from home as well as in the library.
3. The Library's mission has a strong educational component. Strengthen the Library's relationship with the schools, pre-school through high school. Partner with the schools to provide materials that enrich the curriculum, assist with homework assignments, and encourage recreational reading.
4. Work with the elementary schools to improve library and research skills for students whose school media centers may not be professionally staffed.
5. Provide an extensive collection of popular materials in a variety of formats for all ages. In recognition of the variety of available media, maintain a popular collection of books, magazines, paperbacks, DVDs, videos, books on CD, and educational computer games.



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Culture

PROGRAM: Library

Dept Code
6110

FY2007 OBJECTIVES (con't)

- 6. Provide access to an extensive collection on a wide variety of topics for continuing and self-directed study as well as intellectual and cultural growth. Take advantage of grant funding to provide materials appropriate for patrons learning English as a second language and for adult literacy.
- 7. 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.
- 8. Promote Library services outside the walls of the Library through programs such as the Town wide reading effort (Winchester Reads); teens reading aloud to young children (Rush Out and Read); adults leading book groups at nursing homes and senior housing centers.

PRIOR YEAR'S ACCOMPLISHMENTS

- 1. Staff members maintained excellent customer service in the face of longer lines, more activity per hour open, reduced staffing and reduced hours. Unfortunately, patron access to the building was reduced as we closed Monday mornings to allow staff time to work through weekly backlogs.
- 2. Increased patron access to technology in-house with mediated use of public PCs, and wireless Internet access on two floors; and increased remote access as evidenced by more than 200,000 hits on the Library website. Served as expert information guides to the resources on the Internet. Provided, through cooperative efforts, free access to special subscription databases for Winchester patrons in-house and from home.
- 3. Strengthened the Library's relationship with the schools by reaching out to teachers for advance notice of homework assignments. In cooperation with the schools, offered class tours of the Library with introductory research skills. Worked cooperatively with parents, teachers, and administrators to make student use of the public library both welcoming and productive.

PRIOR YEAR'S ACCOMPLISHMENTS (con't)

- 4. Provided a dependable source of high demand materials in a variety of formats for all ages. With grant assistance from the Friends of the Library, increased access to print best sellers and popular feature films for Winchester citizens by building a non-requestable browsing collection of high demand material. Working with other Minuteman Libraries, improved workflow for network transfers to meet a significant increase in demand for interlibrary loans (up 220% FY 03 to FY 05).
- 5. Provided access to an extensive collection on a wide variety of topics for self-directed study as well as intellectual and cultural growth. Sought grant funding to build the ESOL collection and literacy collection, provide instruction in computer literacy, fund museum passes, present programs, partially fund a Winchester Reads, Town-wide reading event, the "Born to Read" program for new parents and babies, and fund the Rush Out and Read program for teens and children.
- 6. Assigned 75% of the children's non-fiction budget to school curriculum enhancement and 25% to recreational and independent study materials.
- 7. Promoted the use of the Library as community center by providing meeting space for community groups, sponsoring book discussion groups, hosting monthly meetings of Network @ the Library for self-employed business people, arranging for monthly exhibits of local artists, and by providing Library sponsored programs for children and adults.
- 8. Continued to work in cooperation with the Town Clerk, Historical Society and Historical Commission on grant funded local history projects. With funding from the Winchester Library Endowment Fund, developed the Library's local history and genealogy collection.

STATISTICS

	FY2002	FY2003	FY2004	FY2005
Hours open per week	65	65	65	56
Circulation of materials	452,389	489,815	504,698	511,244
Reference questions	70,551	67,041	66,302	61,673
Visitors	263,644	288,332	294,174	274,987
Internet use	24,137	25,343	41,297	41,819
Network loans to Winchester	9,390	11,382	28,547	36,099



FY2007 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-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	0	0	0	0	
Other Expenses	949	950	1,300	1,300	
Equipment	0	0	0	0	
Total	949	950	1,300	1,300	

STAFFING

Archival Center	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Total					

BUDGET STATEMENT

Budget has increased by \$350 in office supplies.

FY2007 OBJECTIVES

1. If funding is available for a contract archivist, 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. Continue cataloging the Center's collections and entering holdings information into Past Perfect database accessible to the public.
3. 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 archivist.
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.

**FY2007 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP
Culture****PROGRAM: Archival Center****Dept Code
6940****PRIOR YEAR'S ACCOMPLISHMENTS**

1. Volunteer staff continued participating in the Collaborative for Documenting Winchester's History. With a grant from NEH, the Collaborative commissioned a five-month survey on records and archives in the Town Hall, Library, and Sanborn House. The resulting comprehensive report contains recommendations for improving storage conditions and was used by the Town Clerk in preparing her capital request for a record preservation program.
2. Continued the electronic cataloging project.
 - a. With a grant of \$596 from the Cultural Council, purchased a Multi Media / Imaging module for the Past Perfect database into which volunteers are scanning and indexing photographs. The scanned images are available to researchers on the Center's computer.
 - b. Added information on the Center's map holdings, including data on size, scale, and features on over one hundred of the Center's maps. Researchers can find maps by searching the database, thereby reducing wear and tear on the actual maps.
3. Provided materials to ENSR International's consultants doing background research relative to the Town's flood-mitigation program.
4. Provided research assistance to the public, scholars, newspapers, schools, and various Town departments. Lacking funding for a contract archivist, the Center was unable to open two days a week as desired.
5. Provided materials and computer station for the enhancement of the Town's website.

STATISTICS



HEALTH & SOCIAL SERVICES

*Board of Health
Council on Aging
Veterans' Services*



FY2007 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 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.

BUDGET STATEMENT

Budget is level funded for FY 2007.

PROGRAM COST

Health	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	106,373	121,550	120,109	120,109	
Other Expenses	45,215	50,280	54,763	54,763	
Equipment	0	0	0	0	
Total	151,588	171,830	174,872	174,872	

STAFFING

Health	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Total	2	2	2	2	

MISSION STATEMENT

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

Ranking of Services

1. Provide medical services including disease surveillance and education, health screenings and vaccination clinics.
2. Inspect, enforce, and issue permits for state and local regulations including housing, food establishments, swimming pools and beaches, recreational camps for children, and nuisance conditions.
3. Conduct emergency public health preparedness planning for infectious disease outbreaks, biological, and chemical incidents.
4. Provide animal and mosquito-borne disease prevention and control services.
5. Evaluate and consult with public agencies and private entities on environmental issues including indoor air quality, development proposals, and hazardous material releases and waste sites.

FY2007 OBJECTIVES

1. Finalize the Emergency Dispensing Site plans and draft the Continuity of Operations plans for emergency preparedness activities.
2. Initiate Healthy Winchester program.
3. Provide mosquito control and surveillance activities.
4. Arrange for Canadian geese control with U.S. Wildlife Service.
5. Provide annual household hazardous waste collection day.
6. Hold annual refresher training for all food service establishments.
7. Conduct immunization clinics including: flu/pneumonia/tetanus.
8. Hold meningitis clinic for all high school seniors entering college.
9. Conduct health screenings for blood pressure, TB and limited grade school hearing and vision.



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Health/Social

PROGRAM: Health

Dept Code
5110

FY2007 OBJECTIVES (con't)

- 10. Contract with a private organization for mental health services.
- 11. Provide annual rabies clinic for dogs and cats.
- 12. Integrate Substance Abuse Coalition's mission into two non-school agencies.
- 13. Complete tobacco control compliance checks for six town collaborative.

PRIOR YEAR'S ACCOMPLISHMENTS

- 1. Drafted Emergency Dispensing Site plans and participated in regional emergency preparedness activities.
- 2. Provided various mosquito control and surveillance activities including laravicide. treatments of all catch basins and bird collection for WNV and EEE analysis.
- 3. Contracted goose control services with U.S. Wildlife Service.
- 4. Conducted household hazardous waste collection day.
- 5. Provided two hour refresher training for all required food service establishments.
- 6. Conducted 5 flu/pneumonia/tetanus clinics; immunized 1890 people against flu.
- 7. Held meningitis clinic for high school seniors.
- 8. Conducted monthly blood pressure clinics and hearing and vision screenings.
- 9. Provided screenings throughout year for TB.
- 10. Contracted for mental health services.
- 11. Held annual rabies clinic for dogs and cats.

STATISTICS

Permit Revenue	FY2003	FY2004	FY2005
Wells	\$400	\$300	\$350
Asbestos Removal	\$1,400	\$1,300	\$1,000
Dumpster Fees	\$16,665	\$13,000	\$11,650
Burial Permits	\$10,330	\$11,345	\$6,740
Food Permits	\$10,695	\$11,667	\$11,980
Transfer Station Permits	\$78,952	\$83,690	\$24,580
Miscellaneous	\$3,465	\$5,241	\$3,542

Surveillance Cases

	2003	2004	2005
Salmonella	4	6	3
Hepatitis B (chronic)	6	9	3
E-coli	0	4	2
Invasive Group B Strep Disease	1	4	3
Hepatitis C	6	6	4
Viral Meningitis	0	3	1
Cryptosporidium	1	0	0
Campylobacter	8	5	8
Hemolytic Uremic Syndrome	0	1	0
Pertussis	18	6	11
Giardia	2	11	2
Yersinia	0	0	0
Lyme Disease	2	9	5
Legionellosis	0	0	0
Hepatitis A	0	3	0
Tuberculosis	0	1	5

Total Cases **48** **68** **47**



FY2007 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 healthcare 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 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.

PROGRAM COST

Council on Aging	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	188,128	197,135	202,075	202,075	
Other Expenses	10,181	6,295	6,460	6,460	
Equipment	0	0	0	0	
Total	198,309	203,430	208,535	208,535	

STAFFING

Council on Aging	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Professional/Technical	1.6	1.6	1.6	1.6	
Total	3.6	3.6	3.6	3.6	

BUDGET STATEMENT

Budget is level funded for FY 2007.

MISSION STATEMENT

The Council on Aging's mission is to serve the elder population of Winchester by identifying the needs of Winchester seniors, addressing those needs through services, education or advocacy, communicating and coordinating efforts with other local agencies serving seniors and planning to address community wide problems of aging.

Ranking of Services

1. Provide social services and oversight to frail seniors living alone without support systems.
2. Provide health services to promote wellness, coordinate community and healthcare resources for seniors and monitor physical progress at home.
3. Provide nutritional services by serving lunch three days a week at Senior Center.
4. Make available quality educational, financial and legal services.
5. Manage the Community Service Reimbursement Program to reduce the local tax burden on eligible senior citizens.

FY2007 OBJECTIVES

1. Request that selectmen reduce interest on Tax Deferral Program as approved by the State legislature.
2. Form Vision Committee to establish goals for the Council on Aging for the next five years.
3. Continue to provide baseline services i.e., health, financial, legal, educational, and social services as well as ongoing programs.
4. Continue to assist seniors with Medicare D



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Health/Social

PROGRAM: Council on Aging

Dept Code
5410

PRIOR YEAR'S ACCOMPLISHMENTS

1. Plan, prepare and present The COA's eighth Health Care Forum on March 23, 2006 The title is "Health Care: Securing Your Future." The topic is long term care.
2. Provide to seniors extensive education and technical assistance on Medicare D.
3. Continue to provide basic health, educational, financial, legal, social services, and intergenerational programs to seniors as well as services to Fletcher Fund applicants
4. Fill 40 positions for the senior work program. Apply to Selectmen for additional positions. (This was refused)
5. Continue to provide joint programming with the Winchester Seniors Association, i.e. The Brennan Lecture and the Savvy Seniors Symposium.
6. Completed five year plan to increase outreach to seniors. Five year accomplishments included development of a Brochure, a program for Caregivers, groups for those facing life changes, outreach to clergy to identify senior needs, outreach to all seniors 75 and over living alone to identify needs, birthday recognitions, Alert System, Health Forums, increased transportation programs, and the Senior Work Program

STATISTICS

Caseload Statistics - Fiscal Year 2005

Nurse	141	
Social Worker	410	
Financial Counselor	68	48
Attorney	47	

Services Provided

	People Served	Number of Contacts
Assessment of New Clients & management of existing clients	417	1,938
Counseling (Mental Health)	237	826
Group Support	68	36
Housing Assistance	72	144
Health Screening	45	311
Follow up Health Services	96	280
Employment (Community Serv. Prog.)	40	160
Individual Financial Counseling	68	127
Home Repairs	44	48
Meals	48	2,907 Served
Transportation	175	3,272 Rides

Programs

Intergenerational Events	Events 13	
Educational Events	Events 35	Total People 998



FY2007 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 2007.

FY2006 OBJECTIVES

PROGRAM COST

Veterans' Services	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	6,034	7,450	6,157	6,157	
Other Expenses	6,688	7,979	17,329	17,329	
Equipment	0	0	0	0	
Total	12,722	15,429	23,486	23,486	

STAFFING

Veterans' Services	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Total					



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Health/Social

PROGRAM: Veterans' Services

Dept Code
5420

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



PUBLIC SAFETY

Police Department

Fire Department

Sealer of Weights and Measures



FY2007 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-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	3,339,601	3,458,240	3,460,841	3,410,841	
Other Expenses	133,350	132,075	139,575	139,575	
Equipment	54,999	50,000	91,800	91,800	
Total	3,527,950	3,640,315	3,692,216	3,642,216	

STAFFING

Police	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 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 Part Time	27	27	27	20	
Total	71	71	71	64	

BUDGET STATEMENT

A reduction of \$50,000 from crossing guards personal services.

MISSION STATEMENT

The mission of the Winchester Police Department is to provide the highest level of public safety and service to the citizens, visitors and the business community. We emphasize impartiality, honesty, integrity, and professionalism in protecting the future and enhancing the quality of life for everyone in the Town of Winchester.

Ranking of Services

1. Patrol the community to respond immediately to emergencies, reports of law violations, citizen assistance, and preliminary investigators.
2. Receive calls for service and dispatch the necessary manpower and equipment to respond
3. Investigate criminal activity by personnel trained in crime scene protection and control, evidence collection and preservation, school safety, and the arrest and prosecution of the perpetrators.
4. Plan, schedule, train and supervise personnel and administer the services and funds allotted to the Department.
5. Administer and supervise school crossing guards and parking enforcement activities.

FY2007 OBJECTIVES

1. Begin moving the Police Department toward Certification an Accreditation.
2. Obtain funding for and the purchase of a Community Notification System to quickly notify the citizens or business community of emergency situations which may adversely affect them.
3. To identify the necessary funding in order to keep the School Resource Officer program through FY 06.



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Safety**

PROGRAM: Police Department

**Dept Code
2110**

FY2007 OBJECTIVES (con't)

4. To continue to build on the very good working relationship with the School Department.
5. Identify 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.

PRIOR YEAR'S ACCOMPLISHMENTS

1. To date, the accreditation manager is currently working on updating the Department's Policies and Procedures as well as identifying what physical changes have to be made to the Public Safety building to meet accreditation standards.
2. The necessary funding was identified and we were able to purchase the system called Reverse 911. The necessary wiring has been completed and we are currently waiting for some contract language to be resolved with Verizon in order to purchase the necessary database.
3. Thanks to the Police Department's involvement with the Winchester Substance Abuse Coalition and our State Representative, we were able to obtain the necessary funding from a Department of Public Health grant through FY 06.
4. Because of the Police Department's continued support and involvement in the Winchester Substance Abuse Coalition and the increased participation by members of the Police and School as well as the PTOs our relationship has continued to grow stronger.
5. To date, enough funding was identified to completely repaint and replace the carpeting. Funding for new tables and chairs conducive to a training room and AV equipment still remain unidentified.

STATISTICS

	FY2003	FY2004	FY2005
Homicide	0	0	0
Rape	1	2	1
Robbery	4	6	7
Breaking and Entry	26	39	45
Larceny	181	205	196
Assault	17	25	14
Vandalism	230	206	181
Disturbance	432	369	411
Vehicle Theft	11	10	16
D.W.I	32	25	26
Arrest	110	117	124
Summons	69	43	19
Parking Violations	7,960	6,976	6,067
Vehicle Citations	3,829	4,352	3,562
Domestic Disturbance	90	96	63
Restraining Orders	61	42	47
Total Calls for Service	13,053	12,513	11,902



FY2007 PROGRAM BUDGET

**SUB PROGRAM SUMMARY
Police Department**

Police Department	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Administration	343,941	339,188	340,012	340,012	
Police Patrol	2,306,555	2,472,991	2,510,815	2,510,815	
Investigation	248,221	229,862	230,262	230,262	
Communications	322,958	311,555	316,372	316,372	
Maintenance	48,484	41,433	44,183	44,183	
School Traffic	219,903	208,228	212,764	162,764	
Dog Control Officer	37,888	37,058	37,808	37,808	
Total	3,527,950	3,640,315	3,692,216	3,642,216	

Program	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Administration					
Personal Services	334,478	328,338	328,762	328,762	
Expenses	9,463	10,850	11,250	11,250	
Equipment	0	0	0	0	
Total	343,941	339,188	340,012	340,012	
Police Patrol					
Personal Services	2,194,905	2,363,091	2,357,615	2,357,615	
Expenses	56,651	59,900	61,400	61,400	
Equipment	54,999	50,000	91,800	91,800	
Total	2,306,555	2,472,991	2,510,815	2,510,815	
Investigation					
Personal Services	242,309	224,662	224,662	224,662	
Expenses	5,912	5,200	5,600	5,600	
Equipment	0	0	0	0	
Total	248,221	229,862	230,262	230,262	
Communications					
Personal Services	287,474	275,905	276,522	276,522	
Expenses	35,484	35,650	39,850	39,850	
Equipment	0	0	0	0	
Total	322,958	311,555	316,372	316,372	

Program	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Maintenance					
Personal Services	24,242	23,933	25,683	25,683	
Expenses	24,242	17,500	18,500	18,500	
Equipment	0	0	0	0	
Total	48,484	41,433	44,183	44,183	
School Traffic					
Personal Services	219,533	207,228	211,764	161,764	
Expenses	370	1,000	1,000	1,000	
Equipment	0	0	0	0	
Total	219,903	208,228	212,764	162,764	
Dog Control Officer					
Personal Services	36,660	35,083	35,833	35,833	
Expenses	1,228	1,975	1,975	1,975	
Equipment	0	0	0	0	
Total	37,888	37,058	37,808	37,808	



FY2007 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.

BUDGET STATEMENT

Budget is level funded for FY 2007

PROGRAM COST

Fire	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	3,186,959	3,334,256	3,340,979	3,340,979	
Other Expenses	151,926	210,736	236,590	236,590	
Equipment	17,117	22,000	22,000	22,000	
Total	3,356,002	3,566,992	3,599,569	3,599,569	

STAFFING

Fire	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Fire Officers	13	13	13	13	
Fire Fighters	31	31	31	31	
Total	46	46	46	46	

MISSION STATEMENT

The mission of the Winchester Fire Department is to protect life and property from the adverse effects of fires, medical emergencies, or hazardous conditions.

Ranking of Services

1. Fire Suppression and Rescue, including response to fire emergencies, rescue operation, and protection of property.
2. Emergency Medical Services, including including staffing, training, and materials for the delivery of quality emergency medical care.
3. Fire Prevention Program, including public education and inspections of both public and private buildings to ensure compliance with all fire safety related requirements of law
4. Hazardous Materials Incidents Response Mitigation
5. Operational Support Services, including emergency management and mechanical maintenance.

FY2007 OBJECTIVES

1. Seek funding for four firefighters through Federal grant program.
2. Continue study and planning renovation or replacement of Central Fire Station.
3. Implement improvements to Fire and EMS data management and reporting system.
4. 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.
5. Enhance mutual aid resources through cooperation with neighboring fire departments.
6. Achieve federal (FEMA) certification of Winchester's Hazard Mitigation Plan



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Safety

PROGRAM: Fire Department

Dept Code
2210

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completed implementation of Advanced Life Support (ALS) ambulance service.
2. Completed 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 participation in the Metrofire Mutual Aid System, receiving fire and ambulance response to emergencies in Winchester and responding to incidents in neighboring communities.
5. Continued the hazardous materials decontamination program with area hospitals and regional fire departments.
6. Installed mobile data terminals in fire vehicles through a federal grant award for rapid on-site access to critical information.
7. Purchased additional portable radio equipment and radiological monitoring devices for firefighters through a federal grant award to ensure the safety of personnel operating in hazardous environments.

STATISTICS

Fire Department Statistics

	CY	2001	2002	2003	2004	2005
Still Alarms*		1709	1598	1671	1696	1712
Medical Emergencies		1080	1121	1140	1213	1189
Box Alarms**		409	457	451	472	464
Mutual Aid - Fire		58	66	58	48	43
Inspection Certificates		567	595	611	622	651
Inspections		974	1052	1180	1131	1167

* (Response by 2 or fewer apparatus)

** (Response by 3 or more apparatus)



FY2007 PROGRAM BUDGET

**SUB PROGRAM SUMMARY
Fire Department**

Fire Department	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Administration	173,257	183,193	184,257	184,257	
Firefighters	2,964,294	3,092,254	3,094,203	3,094,203	
Prevention	92,613	94,885	95,442	95,442	
Communications	38,542	57,259	60,709	60,709	
Maintenance	47,600	66,392	70,049	70,049	
Ambulance	39,696	73,009	94,909	94,909	
Total	3,356,002	3,566,992	3,599,569	3,599,569	

Program	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Administration					
Personal Services	165,076	175,393	176,107	176,107	
Expenses	7,292	6,800	7,150	7,150	
Equipment	889	1,000	1,000	1,000	
Total	173,257	183,193	184,257	184,257	
Firefighters					
Personal Services	2,901,753	3,026,054	3,025,603	3,025,603	
Expenses	52,541	56,200	58,600	58,600	
Equipment	10,000	10,000	10,000	10,000	
Total	2,964,294	3,092,254	3,094,203	3,094,203	
Prevention					
Personal Services	88,933	90,585	90,842	90,842	
Expenses	3,680	4,300	4,600	4,600	
Equipment	0	0	0	0	
Total	92,613	94,885	95,442	95,442	
Communications					
Personal Services	17,356	26,009	24,209	24,209	
Expenses	19,637	26,250	31,500	31,500	
Equipment	1,549	5,000	5,000	5,000	
Total	38,542	57,259	60,709	60,709	

Program	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Maintenance					
Personal Services	11,548	11,706	11,709	11,709	
Expenses	31,373	48,686	52,340	52,340	
Equipment	4,679	6,000	6,000	6,000	
Total	47,600	66,392	70,049	70,049	
Ambulance					
Personal Services	2,293	4,509	12,509	12,509	
Expenses	37,403	68,500	82,400	82,400	
Equipment	0	0	0	0	
Total	39,696	73,009	94,909	94,909	



FY2007 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 2007.

FY2007 OBJECTIVES

1. Raise current fees.
2. Update and revise current field inspection reports.

PROGRAM COST

Sealer Weights & Measures	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	5,538	6,134	6,134	6,134	
Other Expenses	2,940	1,950	2,950	2,950	
Equipment	0	0	0	0	
Total	8,478	8,084	9,084	9,084	

STAFFING

Sealer Weights & Measures	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Total					



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Safety

PROGRAM: Sealer Weights & Measures

Dept Code
2420

PRIOR YEAR'S ACCOMPLISHMENTS

1. Vehicle tank prover repaired and certified.
2. Received assistance and checked for scanner accuracy at two major stores.
3. Sealed 157 devices within the Town.

STATISTICS

	FY2002	FY2003	FY2004
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



FY2007 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.

PROGRAM COST

DPW	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	3,108,189	3,354,574	3,288,260	3,213,260	
Other Expenses	1,582,728	1,297,330	1,367,280	1,392,280	
Equipment	26,191	19,900	32,400	32,400	
Total	4,717,108	4,671,804	4,687,940	4,637,940	

STAFFING

DPW	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	4	4	4	4	
Clerical	2.4	2.4	2.4	2.4	
Public Works	26	26	26	25	
Professional/Technical	7	7	7	7	
Custodians - School	23	23	23	23	
Custodians - Public Works	1	1	1	1	
Total	63.4	63.4	63.4	62.4	

MISSION STATEMENT

The mission of the Public Works Department is to ensure public health and safety for the citizens of Winchester through the maintenance, repair and improvement of the Town's infrastructure including municipal and school buildings, streets and sidewalks, parks, water and sewer systems and to provide for the recycling and disposal of solid waste.

Ranking of Services

1. Ensure public health through the operation and maintenance of safe and efficient water and sewer systems and the operation of the transfer station to collect process and dispose of solid waste.
2. Ensure public safety through the operation and maintenance of school and municipal buildings, and by maintaining streets, sidewalks and street signs/lights.
3. Provide prompt and courteous service to the citizens of Winchester by responding to requests for service.
4. Provide minor repairs to roads and sidewalks, clean-up of the Aberjona River area, sign repair and replacement, benches and playground equipment.
5. Provide landscape maintenance for lawns and fields at schools, parks, cemetery and playgrounds.

FY2006 OBJECTIVES

(See SUB-PROGRAMS for details)



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

PROGRAM: Public Works

Dept Code
4110

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2007 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 2007.

FY2007 OBJECTIVES

1. Continue to improve and streamline office accounts payable procedures and coordinate with Town Manager's office to maximize efficiency of process.
2. Continue to streamline energy consumption and billing process through monthly tracking and review and working with newly formed Energy Management Committee.
3. Continue to 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-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	196,441	202,146	200,635	200,635	
Other Expenses	12,794	20,100	22,200	22,200	
Equipment	0	0	0	0	
Total	209,235	222,246	222,835	222,835	

STAFFING

DPW Administration	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	2	2	2	2	
Clerical	2	2	2	2	
Total	4	4	4	4	



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

SUB-PROGRAM: Administration

Dept Code
4111

PRIOR YEAR'S ACCOMPLISHMENTS

1. Improved the workflow and approval cycle of accounts payable procedures by implementing technological advancement within MUNIS.
2. Streamlined energy billing process by tracking and reviewing monthly consumption and resolving discrepancies in a timely manner.
3. Successfully procured through public bid the implementation and installation of radio remote reading system for Water & Sewer Department.
4. Worked with MUNIS support to resolve two critical issues in improving the accuracy of meter readings for utility billing.
5. Created a comprehensive manual to streamline utility billing procedures.

STATISTICS



FY2007 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-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	885,219	936,734	913,926	852,926	
Other Expenses	257,119	241,850	250,050	250,050	
Equipment	3,741	3,400	15,400	15,400	
Total	1,146,079	1,181,984	1,179,376	1,118,376	

STAFFING

DPW Maintenance	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	1	1	1	1	
Professional/Technical	1	1	1	1	
Public Works	16	16	16	15	
Total	18	18	18	17	

BUDGET STATEMENT

Budget has been decreased by eliminating one full-time laborer position and all summer help.

FY2007 OBJECTIVES

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



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Maintenance

**Dept Code
4121**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Resurfaced Bacon St., Brookside Rd., Ridgefield Rd., Woodside Rd., Wedgemere Ave., Harvard St., and Holland St.
2. Crack-sealed two (2) streets.
3. Completed ADA ramps on Wildwood St. and Wedgemere Ave.
4. Completed the renovation of McDonald Field and began renovation of Mullen Field.
5. Continued in-house sidewalk repair program.
6. Continued addressing safety issues at Transfer Station.

STATISTICS

	FY2003	FY2004	FY2005
Roadway Resurfacing	3 streets	3 streets	4 streets
Crack Seal/Micro-Surface	19 streets	11 streets	None
Park/Playground Maintenance	51 acres	51 acres	51 acres
Sidewalks Repaired	300 feet	300 feet	1,100 feet
ADA Ramps Installed	20 each	40 each	40 each



FY2007 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 all summer help.

FY2007 OBJECTIVES

1. Aggressively pursue energy saving practices and improvements in the municipal and school buildings.
2. Continue to improve on the condition of the Town's assets by bringing them to a better level of repair with the objective of less costs incurred for emergency repair.
3. Continue to use and improve computerized maintenance management system for work orders and inventory control.
4. Ongoing training of the school and municipal building custodians in proper maintenance and cleaning techniques.
5. Continue to monitor the status of capital projects with the goal of accelerating the completion through efficient implementation during the summer break.

PROGRAM COST

DPW Buildings	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	1,234,384	1,443,144	1,387,108	1,377,108	
Other Expenses	551,646	516,600	549,100	549,100	
Equipment	0	0	0	0	
Total	1,786,030	1,959,744	1,936,208	1,926,208	

STAFFING

DPW Buildings	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	1	1	1	1	
Public Works	2	2	2	2	
Professional/Technical	3	3	3	3	
Custodians - School	23	23	23	23	
Custodians - Public Works	1	1	1	1	
Total	30	30	30	30	



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Buildings

**Dept Code
4131**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Developed plan to implement recommendations of Building Envelope Study.
2. Continued to improve computerized maintenance management system for work orders and inventory control.
2. Completed Incident Management Training for school and municipal building custodians. Also completed asbestos awareness, CPR, and defibrillator training for custodians.
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 Vinson Owen School through NSTAR rebate programs.
5. Initiated energy conservation program at Town Hall through enhanced rebate programs.

STATISTICS

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



FY2007 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 2007

FY2007 OBJECTIVES

1. Enhance parts inventory to maximize efficiency in repairs.
2. Continue to increase employee training.
3. Continue to upgrade fleet.
4. Continue to streamline record keeping.

PROGRAM COST

Garage	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	195,278	185,048	187,335	187,335	
Other Expenses	120,074	127,850	129,100	129,100	
Equipment	0	0	0	0	
Total	315,352	312,898	316,435	316,435	

STAFFING

Garage	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Public Works	3	3	3	3	
Professional/Technical	1	1	1	1	
Total	4	4	4	4	



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

SUB-PROGRAM: Garage

Dept Code
4141

PRIOR YEAR'S ACCOMPLISHMENTS

1. Continued to identify and implement safety procedures at Garage including established inventory of MSDS materials and proper removal.
2. Continued to train employees on new software for record keeping and tracking of expenses.

STATISTICS

	Vehicles	Construction Equipment
D.P.W.	12	66
Water/Sewer	10	14
Police	14	



FY2007 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-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	298,154	332,169	335,642	335,642	
Other Expenses	149,270	138,930	105,130	130,130	
Equipment	0	0	0	0	
Total	447,424	471,099	440,772	465,772	

STAFFING

Transfer Station	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Professional/Technical	1	1	1	1	
Public Works	5	5	5	5	
Total	6	6	6	6	

BUDGET STATEMENT

Budget is level funded for FY 2007.

FY2007 OBJECTIVES

1. Continue improved safety of facility and improve traffic flow.
2. Continue to reduce volume of solid waste through strict adherence to the Town of Winchester Recycling and Disposal Facility Rules and Regulations and Winchester's Waste Ban Compliance Plan.
3. Continue to upgrade trailer fleet.
4. Continue to work with the Solid Waste Committee and Selectmen to provide capital for future renovations and site layout.
5. Secure a long-term contract for the disposal of municipal solid waste by July 1, 2006.
6. Continue to study ways to cover all costs independent of tax/revenue support.



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Transfer Station

**Dept Code
4151**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Installed plastic fencing in areas to secure litter for pickup and plastic strips to the conveyor belt openings to keep litter inside.
2. Upgraded the trailer fleet through purchase of a second new trailer.
3. Installed barriers, lighting, and speed bumps for safety.
4. Constructed two concrete pad areas to improve the appearance and better define the freon appliance and metal pile disposal areas.
5. Improved enforcement to control illegal dumping.
6. Installed additional informational signage in the recycling areas.

STATISTICS

	FY2002	FY2003	FY2004	FY2005
Recycle tonnage	2,996	2,288	2,100	1,978
Compost tonnage	3,334	2,560	3,700	2,700
Waste oil (gallons)	1,400	1,200	1,000	1,000
Solid Waste tonnage (NESWC)	12,963	12,511	10,543	11,574
Recycling Rate	32.8%	27%	25%	32%



FY2007 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.

PROGRAM COST

Cemetery	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	136,472	146,104	143,614	139,614	
Other Expenses	106,154	118,500	118,700	118,700	
Equipment	0	0	0	0	
Total	242,626	264,604	262,314	258,314	

STAFFING

Cemetery	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Public Works	0	0	0	0	
Clerical	0.4	0.4	0.4	0.4	
Professional/Technical	1	1	1	1	
Total	1.4	1.4	1.4	1.4	

BUDGET STATEMENT

Budget has been decreased by the eliminating all summer help.

FY2007 OBJECTIVES

1. Purchase and install new cemetery software to improve maps and plot plans.
2. Input and scan old burial and lot ownership cards and input information into a computer system to improve efficiency and security.
3. Plant more shade trees in Saraco Way burial area.
4. Secure more Capital funds to continue with sidewalk improvements.
5. Continue with the tree pruning program.
6. Install and replace pathway signage as per Master Plan design.
7. Re-landscape front entrance and front of office where needed.



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Cemetery

**Dept Code
4161**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Finished building improvements and upgraded office furniture.
2. Finished resurfacing all roadways within the Cemetery as part of the Capital Improvement Plan.
3. Removed thirteen dead trees and ground stumps.
4. Purchased new lowering device for use with caskets on funeral services.
5. Purchased two new computers and printer for office.
6. Replaced and replanted many shrubs, trees, and ground cover in the Dell cremation area.
7. Utilized inmates from The Middlesex House Of Correction for three weeks as part of their work release program.
8. Continued to contract out all work related to the grass cutting and leaf removal at the Cemetery.

STATISTICS

	FY2002	FY2003	FY2004	FY2005
Interments	157	139	126	125
Sites Purchased	69	55	57	55



FY2007 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 is level funded for FY 2007

FY2007 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-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	162,241	109,229	120,000	120,000	
Other Expenses	385,671	133,500	193,000	193,000	
Equipment	22,450	16,500	17,000	17,000	
Total	570,362	259,229	330,000	330,000	

STAFFING

Snow & Ice	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Total					



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

SUB-PROGRAM: Snow & Ice

Dept Code
4171

PRIOR YEAR'S ACCOMPLISHMENTS

1. Maintained roads, sidewalks, and school grounds during a winter that produced 87 inches of snow.
2. The DPW performed 11 full operations and 11 sand and salt operations for a total of 22 events.

STATISTICS

	FY2002	FY2003	FY2004	FY2005
Plowable Storms	6	11	4	12
Snowfall	30"	71"	30"	96"
Road Salt	2,351 tons	2351 tons	1909 tons	4198 tons
Road Sand	1,350 tons	1350 tons	1140 tons	1800tons
Sand & Salt incidents	16	19	17	24



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
From: Jim Marini, Superintendent
Re: Proposed Reductions to Budget Request
Date: February 9, 2006

Since the School Committee has not had the opportunity to review the following information in detail, I am submitting this memo with the understanding that the reductions identified represent the likely results of a \$950,956 loss from the school department request you have identified in your preliminary budget. While the School Committee will reserve the right to make adjustments to specific areas, a reading of this memo should give you a good overall understanding of the impact a cut of this magnitude will have on the school system.

In order to account for the \$950,956 shortfall to the requested budget, we anticipate reducing 16.70 positions. Of the 16.70 positions, 12.40 positions would be cut from existing staff (see chart at end of memo). Program impacts by grade level are as follows:

Elementary Schools

Reduce budget request by approximately \$365,000

- Cut 5.00 classroom teaching positions (all existing teachers) resulting in very large class sizes, most likely in 5th grade (average 30 students) with minimal teacher support
- Cut 1.00 (Proposed) reading teacher position leaving insufficient reading support for students increasing the likelihood of referrals for special education services
- Cut 1.00 (Proposed) Library Media Specialist leaving elementary students without professional library instruction for the third straight year
- Cut \$15,000 from math curriculum coordination thus compromising consistency of instruction across the elementary levels

Middle School

Reduce budget request by approximately \$210,000

- Cut 4.00 exploratory teaching positions (3.40 existing teachers, .60 proposed). Exploratory areas include, art, music, computer education, family and consumer sciences, physical education/health, technology/engineering. This cut will require the complete elimination of some exploratory programs and the severe reduction of others. Students will receive a very limited exploratory program and large numbers of middle school students will spend two periods in their seven-period day in study halls
- Cut \$10,000 from curriculum coordination plan which is needed to support teachers and students in all team subjects at the middle school

High School

Reduce budget request by approximately \$310,000 (**A cut of this severity raises questions of whether we can meet graduation requirements**)

- Cut 5.20 high school teaching positions (4.0 existing and 1.20 proposed) primarily in elective areas further eliminating or severely limiting already deficient number of offerings in these areas. Large numbers of high school students will not get any classes beyond their required courses: English, math, science, history, and foreign language. Many high school students will spend two periods of their seven-day periods assigned to study halls. We have further concerns about whether we will have enough courses for students to meet current graduation requirements
- Cut \$50,000 from the Athletic Program. There are a number of ways to approach this cut. Some options include: cut all sports, cut some sports, cut all funding for athletics and raise the user fee. We have raised the athletic user fee from \$100 to \$275 over the past few years. Raising this fee will prevent some students from participating in the sports program. More discussion is needed on this proposed cut

Technology

Reduce budget request by approximately \$65,000

- Cut 0.50 educational technology specialist (proposed), leaving inadequate support for the integration of technology into curriculum
- Cut \$40,000 from technology equipment, leaving the school department with \$10,000 to support the K-12 technology program

Implementing these cuts will have a serious and lasting negative impact on education in Winchester. All schools in the district continue to experience steady growth in enrollments. Overall, the school system has grown by 475 students over the past 5 years without a commensurate increase in staffing. We have incorporated the equivalent of a sixth elementary school into the existing five schools. Enrollments continue to grow, class size is up across the system and yet we have made cuts to our programs consistently over those same five years. While I remain hopeful that the state will provide additional financial support for the schools and that the town will be able to provide more money than the \$27,624,111 that is currently being allocated to the school department, I am seriously concerned that absent any additional funding, students in Winchester will not receive a quality education. Last year's cuts combined with those described in this memo will place students in much larger classes across the system, putting their academic achievements at serious risk. At the secondary level there will be less opportunity for art, music, physical education, technology and other electives. Student load for teachers will increase with little support in the form of teacher assistants, technology, and even supplies.

Please let me know if I can provide you with any additional information. Your efforts to get the school department the funds it needs to maintain our school are greatly appreciated.



SCHOOL DEPARTMENT

PROGRAM COST

	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	21,823,963	22,577,365	24,596,094		
Other Expenses	3,362,399	3,617,079	3,891,076		
Equipment	320,035	47,569	87,901		
TOTAL	25,506,397	26,242,013	28,575,071	27,774,111	

STAFFING

	FY-05 Actual	FY-06 Budget	FY-07 Request
Technical	5.30	5.30	5.80
Managerial	4.00	5.00	4.00
Clerical	23.70	25.30	23.09
Director/Coordinator	10.34	6.33	10.41
Principal/Assistant Principal	10.00	10.00	10.00
Teacher	219.49	213.32	222.59
Teacher Specialists	37.07	37.50	37.98
Librarian	2.00	2.00	3.00
Nurse	7.00	7.00	7.00
Teaching Assistant	36.89	35.02	38.60
Guidance Counselors	8.60	8.50	9.20
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	14.00	17.00	13.50
Occupational Therapists	3.14	3.14	3.45
TOTAL	443.53	437.41	450.62



FY2007 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

FY2007 OBJECTIVES

1. Implement new district wide goals adopted by the School Committee
2. Complete review of the k-12 science department and begin implementing recommendations.
3. Implement new elementary progress reports.
4. Examine the district's phonics program.
5. Implement the new reorganization of the special education department.
6. Implement new enrichment programs for gifted and talented students.
7. Establish a Global Education Committee.
8. Organize the district's professional development program around the theme of special education and child development.

PROGRAM COST

Central Office	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	1,480,064	1,581,376	1,732,832		
Other Expenses	433,911	461,424	460,224		
Equipment	1,869	0	0		
Total	1,915,844	2,042,800	2,193,056		

STAFFING

Central Office	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	3	3	3		
Clerical	3.9	3.7	3.7		
Directors/Coordinators	6	6	6		
Total	12.9	12.7	12.7		



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Central Office

**Dept Code
3111**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completed the review of the k-12 Math Program and implemented actions within the Math Program Report
2. Piloted a new 1-5 elementary Progress Report to replace the district's elementary report card.
3. Drafted a new 6-12 Scope and Sequence for Expository Writing.
4. Began the process of reviewing the elementary writing programs.
5. Implemented new wireless mobile laboratories for the English and Social Studies departments.
6. Implemented a successful all day professional development conference, Teaching and Learning, at the McCall Middle School.
7. Implemented successful enrichment program for elementary and middle school students called, SuccessMaker.
8. Started the process for reorganizing the special education administration.
9. Began the process of reviewing the teacher evaluation program.
10. Started the review of the k-12 science program.
11. Implemented new process of securing electronic resumes for open positions in the district.

STATISTICS

Enrollment K-12	FY2006	FY2007
Indistrict		
Pre-K	67	75
K	307	307
1	306	331
2	336	311
3	313	341
4	288	318
5	311	293
6	267	311
7	295	267
8	282	295
9	264	278
10	294	260
11	264	285
12	234	256
Total	3828	3928



FY2007 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 1078 students in Grades 9-12. Exploratory areas of instruction include: Wood Shop, Technology, Art, Music, Physical and Health Education and Family and Consumer Sciences.

PROGRAM COST

High School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	4,571,576	4,755,126	5,007,012		
Other Expenses	277,044	271,343	271,343		
Equipment	0	21,486	21,486		
Total	4,848,620	5,047,955	5,299,841		

STAFFING

High School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Principal / Assistant	3	3	3		
Guidance Counselors	0	0	0		
Teachers	60.55	61.85	65.35		
Librarian	1	1	1		
Aides	2	1	2		
Clerical	7	6.57	6.57		
Total	73.55	73.42	77.92		

BUDGET STATEMENT

FY2007 OBJECTIVES

1. Maintain quality of instruction and education in light of fiscal constraints and lack of resources.
2. Maintain a comprehensive high school that serves all students.
3. Renovate all bathrooms making them ADA accessible, and replace worn carpets with tile floors in 28 classrooms with appropriated capital improvement money.
4. Implement a new schedule that has more flexibility in assigning students to courses, better balances class sizes within sections of a course, improves the balance of teacher student load, lowers class size, and provides time for teacher collaboration and professional development.
5. Ensure that every teacher has access to an individual laptop computer so all administrative tasks can be computerized and classroom instruction can be improved.
6. Complete the 2007-08 schedule so that students and teachers leave school in June with a completed schedule for September 2008.
7. Continue to incorporate service learning into the school curriculum.



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: High School

**Dept Code
3112**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Continued improvement in 10th grade MCAS scores from 2005. 93% of students scored advanced or proficient in English Language Arts and 92% scored advanced or proficient in Mathematics. All 10th graders have passed the MCAS.
2. The average SAT I scores for the class of 2005 were 565 in verbal and 584 in math.
3. In 2005, students took 149 Advanced Placement exams with 72% scoring a 4 or a 5.
4. 92% of students sought post secondary education.
5. Five National Merit Finalists and 15 National Merit commended students
6. Finalists in the National History Day Project in College Park, Maryland.
7. The use of the more user-friendly Administrators Plus software was implemented.
8. Final design plans for the FY06 high school renovation- renovated field house, locker rooms, new lockers in the building, new exterior doors, complete upgrade of the HVAC system were completed.
9. Purchased five more laptops and LCD projectors for teacher instructional purposes.

STATISTICS

Projected Enrollments

Grades	9	10	11	12
FY06 Actual	264	294	264	234
FY05 Projected	278	260	285	256

SAT Scores

	Verbal	Math	Total
2001	557	576	1133
2002	569	585	1154
2003	574	589	1163
2004	558	587	1145
2005	565	584	1149

Class Size Core Subject Area FY06

English	21.4
Math	22.8
Social Studies	24.2
Science	23.6
Foreign Language	22.7



FY2007 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 875 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

FY2007 OBJECTIVES

1. Continue to strengthen our sense of community.
2. Restore Core and Exploratory Program staffing to FY2004 levels.
3. Achieve reasonable class size in all disciplines.
4. Challenge students of all interest and ability levels.
5. Implement Rediker Student Information Services System.

PROGRAM COST

McCall School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	3,292,672	3,399,465	3,706,492		
Other Expenses	105,886	81,927	81,927		
Equipment	5,863	0	0		
Total	3,404,421	3,481,392	3,788,419		

STAFFING

McCall School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 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		



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: McCall School

Dept Code
3113

PRIOR YEAR'S ACCOMPLISHMENTS

1. Solid MCAS scores in English, Math, and Science.
2. Successful overnight trips to New York City and Washington, D.C. for 460 Seventh and Eighth Grade Students.
3. Further strengthened parent-teacher conference system at all grade levels.
4. Four staff members traveled to China as part of educational exchange programs.
5. The eighteen-member McCall Middle School Incident Management Team received National Incident Management System Training and certification.

STATISTICS

FY06 Actual Enrollment

Actual

Grade	Students	Teachers	Ratio
6	265	12	22.08
7	298	12.4	24.03
8	282	12	23.5
Total	845	36.4	23.21

FY07 Projected Enrollment

Projected

Grade	Students	Teachers	Ratio
6	312	12	26.00
7	265	12.4	21.37
8	298	12	24.83
Total	875	36.4	24.04

Average Class Size per District Guidelines

Grade 6	22.50
Grade 7	20.00
Grade 8	20.00



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Ambrose School

**Dept Code
3114**

PROGRAM DESCRIPTION

In September of 2005 we moved into our new school. The Ambrose Elementary School now serves 407 students in Grades K-5. The increase is a result of 79 students coming to us as part of school redistricting and 27 new students who either returned from private schools or moved into the Ambrose district from in or outside of town. The projected enrollment for next year 2006-2007 is 423.

BUDGET STATEMENT

FY2007 OBJECTIVES

1. Provide professional development training for staff in the area of technology to improve instruction.
2. Explore the use of a literacy block to support a balanced literacy program.
3. Support school goals connected to The Supportive Classroom.
4. Increase Community Service involvement for the students.

PROGRAM COST

Ambrose School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	1,207,117	1,352,750	1,608,721		
Other Expenses	51,474	54,047	67,330		
Equipment	2,740	0	0		
Total	1,261,331	1,406,797	1,676,051		

STAFFING

Ambrose School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Principal / Assistant	1	1	1		
Specialist Teachers	3.25	3.12	3.9		
Teachers	15.56	18.34	19.34		
Librarian	0	0	0.2		
Aides	1.29	1	1.4		
Clerical	1	1	1		
Total	22.1	24.46	26.84		



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Ambrose School

Dept Code
3114

PRIOR YEAR'S ACCOMPLISHMENTS

1. Seventeen out of the 20 classroom teachers are now trained in "Unlocking the Possibilities", the system wide professional development course for Technology
2. The five concepts of the Supportive Classroom are encouraged throughout the school day in all classrooms. The core concepts are: Belonging, Respect, Responsibility, Sharing, Trust
3. Created weekly common planning time for grade level classroom teachers to plan curriculum.
4. Developed Community Service opportunities for all students throughout the year with support of the PTO.

FY06 Actual Enrollment

Actual	Students	Teachers	Average
Grade K-2	211	11	19.18
Grade 3-5	196	9	21.78
Total	407	20	20.35

FY07 Projected Enrollment

Projected	Students	Teachers	Average
Grade K-2	211	10	21.10
Grade 3-5	212	10	21.20
Total	423	20	21.15

Average Class Size per District Guidelines

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



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Lincoln School

**Dept Code
3115**

PROGRAM DESCRIPTION

Lincoln Elementary School serves an anticipated 441 students in Grades K-5

BUDGET STATEMENT

FY2007 OBJECTIVES

1. Continue to deal with increasing enrollment and lack of space
2. Continue to address needs of widening range of student needs
3. Continue to integrate technology across all areas of school life
4. Continue grant funded writing initiatives with teacher team

PROGRAM COST

Lincoln School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	1,888,988	1,737,965	1,862,601		
Other Expenses	82,329	76,786	68,457		
Equipment	2,167	1,545	1,000		
Total	1,973,484	1,816,296	1,932,058		

STAFFING

Lincoln School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Principal / Assistant	1	1	1		
Specialist Teachers	4.85	4.72	4.26		
Teachers	22.12	18.34	20.34		
Librarian	0	0	0.2		
Aides	2	1	1.4		
Clerical	1.8	1	1		
Total	31.77	26.06	28.2		



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Lincoln School

Dept Code
3115

PRIOR YEAR'S ACCOMPLISHMENTS

1. Maintenance of quality education despite high class size - Kindergarten (25), Grade 2 (24), Grade 5 (24)
2. Introduction of Wilson Foundations Reading Program at Grade 2
3. Introduction of new Science program at Grade 5
4. Recipient of Murphy Foundation grant to continue refinement of writing instruction.

STATISTICS

FY06 Actual Enrollment

Actual

	Students	Teachers	Average
Grade K-2	230	11	20.91
Grade 3-5	202	9	22.44
Total	432	20	21.60

FY07 Projected Enrollment

Projected

	Students	Teachers	Average
Grade K-2	222	11	20.18
Grade 3-5	219	10	21.90
Total	441	21	21.00

Average Class Size per District Guidelines

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



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Lynch School

**Dept Code
3116**

PROGRAM DESCRIPTION

Lynch Elementary School serves an anticipated 382 students in Grades K-5 and 75 students in its Pre-School Program.

BUDGET STATEMENT

FY2007 OBJECTIVES

1. Continue focus on student achievement and improving MCAS performance levels.
2. Continue to provide common planning time for teachers at the same grade level and time for discussion and consultation between general education and special education staff during the school day.
3. Continue the use of a "literacy block" to support a balanced literacy program.
4. Continue to address handicap accessibility and space issues for all building programs.
5. Continue to monitor and improve traffic and safety concerns and issues.

PROGRAM COST

Lynch School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	1,428,719	1,454,924	1,640,862		
Other Expenses	70,178	49,216	49,750		
Equipment	4,200	3,810	2,620		
Total	1,503,097	1,507,950	1,693,232		

STAFFING

Lynch School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Principal / Assistant	1	1	1		
Specialist Teachers	3.53	3.4	4.94		
Teachers	15.34	15.34	16.56		
Librarian	0	0	0.2		
Aides	1	1	1.4		
Clerical	1	1	1		
Total	21.87	21.74	25.1		



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Lynch School

Dept Code
3116

PRIOR YEAR'S ACCOMPLISHMENTS

1. Continued improvement in MCAS scores in all subject areas (Reading, English Language Arts, Mathematics, Science and Technology).
2. Continue commitment to implementation of Guided Reading by expanding available materials and resources for students and staff.
3. Installed new elevator and ramps for handicap accessibility.
4. Continued to upgrade and improve technology hardware and software in classrooms and lab.

STATISTICS

FY06 Actual Enrollment

Actual

	Students	Teachers	Average
Grade K-2	191	9	21.22
Grade 3-5	177	9	19.67
Total	368	18	20.44

FY07 Projected Enrollment

Projected

	Students	Teachers	Average
Grade K-2	197	9	21.89
Grade 3-5	185	9	20.56
Total	382	18	21.22

Average Class Size per District Guidelines

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



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Muraco School

**Dept Code
3117**

PROGRAM DESCRIPTION

Muraco Elementary School serves an anticipated 343 students in Grades K-5.

BUDGET STATEMENT

FY2007 OBJECTIVES

1. The Muraco learning community continues to demonstrate our commitment to providing Muraco children with all of the learning opportunities and fine teaching practice that enable them to experience the satisfaction of success.
2. By every measure, including, but not limited to MCAS results, we are accomplishing our objective as expressed in our vision statement: At Muraco, we are committed to being: curious, active learners, risk takers, individuals who are valued, individuals who value others, creative dreamers and constructive doers, supported and supporting members of the community, makers of healthy decisions, respectful and responsible community members with the highest standards of excellence in all that we

PROGRAM COST

Muraco School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	1,309,425	1,199,019	1,436,919		
Other Expenses	44,913	51,406	50,653		
Equipment	0	0	2,067		
Total	1,354,338	1,250,425	1,489,639		

STAFFING

Muraco School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Principal / Assistant	1	1	1		
Specialist Teachers	3.23	3.1	3.72		
Teachers	15.56	14.56	16.34		
Librarian	0	0	0.2		
Aides	1	1	1.4		
Clerical	1	1	1		
Total	21.79	20.66	23.66		



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Muraco School

Dept Code
3117

PRIOR YEAR'S ACCOMPLISHMENTS

1. Maintain classroom size at district guidelines in Grade One 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. Address needs presented by significant growth in school population, particularly those of English Language Learners, as well as those of new students who present with significant gaps in their learning experience.
4. Maintain high standards for all of our students.

STATISTICS

FY06 Actual Enrollment

Actual

	Students	Teachers	Average
Grade K-2	169	9	18.78
Grade 3-5	162	8	20.25
Total	331	17	19.47

FY07 Projected Enrollment

Projected

	Students	Teachers	Average
Grade K-2	173	9	19.22
Grade 3-5	170	8	21.25
Total	343	17	20.18

Average Class Size per District Guidelines

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



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Vinson-Owen School

**Dept Code
3118**

PROGRAM DESCRIPTION

Vinson-Owen Elementary School serves an anticipated 312 students in Grades K-5.

BUDGET STATEMENT

FY2007 OBJECTIVES

1. Developed a database of links on the World Wide Web to instructional resources that are available to teachers and sorted by grade level and subject area.
2. Working with the Vinson-Owen Parents' Association, the Library Committee has completed 90% of a project to update and automate the School's Library collection.
3. The School continued to emphasize community service and promoted "Reasoning" as a theme for the year.
4. Professional development focused on using assessment data to guide reading instruction.

PROGRAM COST

Vinson-Owen School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	1,288,876	1,281,955	1,345,328		
Other Expenses	45,227	49,704	51,928		
Equipment	6,893	8,232	8,232		
Total	1,340,996	1,339,891	1,405,488		

STAFFING

Vinson-Owen School	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Principal / Assistant	1	1	1		
Specialist Teachers	3.21	3.08	3.27		
Teachers	16.56	15.56	15.56		
Librarian	0	0	0.2		
Aides	1	1	1.4		
Clerical	1	1	1		
Total	22.77	21.64	22.43		



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Vinson-Owen School

Dept Code
3118

PRIOR YEAR'S ACCOMPLISHMENTS

1. Upgrade the network infrastructure for the School's computers.
2. Continue the School's community service activities and promote "Respect" as a theme for the year.
3. Develop an outdoor education space in the area adjacent to the School.
4. Use technology to improve assessment and instruction.

STATISTICS

FY06 Actual Enrollment

Actual

	Students	Teachers	Average
Grade K-2	148	8	18.50
Grade 3-5	175	9	19.44
Total	323	17	19.00

FY07 Projected Enrollment

Projected

	Students	Teachers	Average
Grade K-2	146	7	20.86
Grade 3-5	166	9	18.44
Total	312	16	19.50

Average Class Size per District Guidelines

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



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Special Education

**Dept Code
3119**

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

FY2007 OBJECTIVES

1. Implement new special education administration.
2. Train general education and special education staff on general education curriculum modifications and accommodations and differentiated instruction.
3. Plan and provide yearlong training program for parents on behavior managements, autism, pervasive disorders, Everyday Math Program, etc.
4. Train staff to implement the components of the revised District Curriculum Accommodation Plan (DCAP).
5. Train staff to implement updated strategies of the Child Study Team (CST).

PROGRAM COST

Special Education	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	3,972,097	4,118,454	4,395,238		
Other Expenses	1,974,136	2,316,873	2,490,414		
Equipment	89	2,100	2,100		
Total	5,946,322	6,437,427	6,887,752		

STAFFING

Special Education	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Directors/Coordinators	3.34	3.44	3.41		
Teachers	21.42	21.42	23.5		
Special Needs Instructors	14	12	13.5		
Specialists	16	16.5	14.89		
Aides	28.6	29.6	29.6		
Occupational Therapists	3.14	3.14	3.45		
Clerical	3.75	3.75	3.77		
Total	90.25	89.85	92.12		



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Special Education

**Dept Code
3119**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Maintained compliance with IDEA-2004 Federal and Massachusetts Special Education Regulations.
2. Trained staff on physical restraint, new transition regulations, new IDEA 2004 regulations, classroom accommodations, and differentiated instruction.
3. Mentored new special education staff.
4. Started the process for reorganizing the special education administration.
5. Trained staff on the regulations regarding Section 504 of the Rehabilitation Act.
6. Completed a format for completing yearly internal audits of the special education program.
7. Formalized tracking of direct therapy services to students.
8. Provided students with special needs greater access to general math education at the middle and high school.

STATISTICS

Enrollments by Programs

	In District	Collaborative Out of District	Private Day School	Residential School
Preschool (Age 3-4)	54	0	0	0
Kindergarten (Age 5)	33	1	1	0
Elementary (Age 6-11)	254	2	5	0
Middle School (Age 12-14)	142	1	9	0
High School (Age 15-22)	115	10	11	3
Totals	598	14	26	3

Total by Age Group

Preschool (Age 3-4)	54
Kindergarten (Age 5)	35
Elementary (Age 6-11)	261
Middle School (Age 12-14)	152
High School (Age 15-22)	139
Totals	641

Percent of student body in Special Education

	FY03	FY04	FY05	FY06
Winchester	13.20%	12.90%	13.45%	15.61%
State	15.15%	15.57%	15.57%	N/A



FY2007 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

FY2007 OBJECTIVES

1. Nurses will help develop and implement protocols and responsibilities regarding life-threatening allergies.
2. Nurses will provide training to staff to help them deal with life threatening allergies.
3. Guidance counselors and school psychologists will remain focused on working with parents and staff in order to optimize each student's academic, social, emotional, and career choices.

PROGRAM COST

Pupil Services	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	998,273	1,111,948	1,221,880		
Other Expenses	3,382	4,030	4,030		
Equipment	0	0	0		
Total	1,001,655	1,115,978	1,225,910		

STAFFING

Pupil Services	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Guidance Counselors	8.6	9.1	9.2		
Teacher Specialist	3	3	3		
Nurse	7	7	7		
Total	18.6	19.1	19.2		



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Pupil Services

**Dept Code
3119**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Full time nurses offered student health screenings, student health care, and consultation to students and parents on personal health care issues.
2. They offer many services to students with medical conditions such as life threatening allergies, seizure disorders, and juvenile arthritis.
3. They also participate in monthly professional development sessions. For example, they learned the latest information on diabetes and school phobia.
4. Nurses served as members of each school's Incident Management Team
5. Guidance counseling services for grades 6-12 provided guidance and counseling to students and parents on academic, social, emotional, and career/post secondary opportunities.
6. Guidance counselors and school psychologists. Assist students to develop strategies in positive academic, social, emotional, and behavior decision-making.
7. The Director of Guidance is presenting an overview of the guidance department to the School Committee in the spring.

STATISTICS



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Technology

**Dept Code
3110**

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

FY2007 OBJECTIVES

1. Continue to support the administration, faculty and staff with their technology needs, which includes administrative, instructional and integration.
2. Elementary-Continue with scheduled classes for Grades 3 & 4 which will focus on the Scope and Sequence technology performance indicators embedded into the curriculum. Acquisition of hardware and connectivity for the 4th grade classrooms at Lynch, Muraco and Vinson Owen.
3. McCall-Continue the ISafe curriculum for Grades 7 & 8 and continue to address the Scope and Sequence performance indicators in Grade 6, 7 and 8.
4. Continue to update and expand the district's website.

PROGRAM COST

Technology	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	376,473	361,346	402,776		
Other Expenses	149,987	118,393	138,993		
Equipment	10,604	10,396	50,396		
Total	537,064	490,135	592,165		

STAFFING

Technology	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	1	1	1		
Clerical	1.25	1.25	1.25		
Professional/Technical	5.3	5.3	5.8		
Total	7.55	7.55	8.05		



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Technology

**Dept Code
3110**

PRIOR YEAR'S ACCOMPLISHMENTS

1. WHS--Design and implement a wireless environment for the students and teachers at the high school. Including the creation of a separate VLAN for the wireless laptops, which supports anytime anywhere learning environment.
2. Elementary--Implement the Scope and Sequence through curriculum integration focusing in on all 5th grade students across the district and integration in Grades K-4. Acquisition of hardware and connectivity with the 5th grade classroom to support this initiative.
3. McCall-Adoption of the ISafe curriculum for Grades 7 & 8 and continued to address the instruction of technology skills inline with the Scope and Sequence performance indicators in Grade 6, 7 & 8. Continue the integration of technology across all curriculum areas in Grades 6, 7 & 8.
4. Continued with teacher created web pages for their classroom, using the email system so that teachers have access in and out of school.
5. Designed a Faculty Resource Folder for sharing resources across district, levels and schools.
6. Designed course offerings and workshops meeting the district's vision for use of technology within the school district.
7. Installed the new Administrator Plus (student information program) for elementary schools and Winchester High School.
8. District wide Technology Committee began the task on creating another three-year plan for technology.
9. Adoption of a web publishing policy for teacher published web pages. Teacher and team created web pages will encourage home school communication for both students and parents.

STATISTICS

Benchmark Community Data

	Connectivity % Internet Access	Student to Computer Ratio
Winchester	93.5	6.5
Andover	100	4.7
Boxborough	100	4.1
Concord	100	3.5
Lexington	98.8	5.5
Weston	100	2.7
Wellesley	100	3.3
School Averages-Student to Computer		
Ambrose	9.4	
Lincoln	3.4	
Lynch	5.4	
Muraco	6.4	
VO	16.0	
McCall	5.1	
High School	11.4	



FY2007 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

FY2007 OBJECTIVES

1. Have all new coaches certified by having them take the ASEP Coaches Education Course.
2. Start up a Junior Varsity Volleyball team with the hopes of allowing 15-20 more girls to participate in athletics. This would be a two-year implementation project and in the year 2008 have both a Varsity and Junior Varsity team.
3. Get a better idea of the involvement of Booster organizations in relationship to our teams.

PROGRAM COST

Athletics	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	0	223,037	235,433		
Other Expenses	285,610	0	0		
Equipment	0	0	0		
Total	285,610	223,037	235,433		

STAFFING

Athletics	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Director	1	1	1		
Trainer	1	1	1		
Faculty Manager	1	1	1		
Coaches	59	59	59		
Total	62	62	62		

**FY2007 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP**
Education**SUB-PROGRAM: Athletics****Dept Code**
3210**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Some goals that were accomplished within the Athletic Department for the 2004-2005 school year were:
2. The athletic schedule is now computerized and may be viewed by anyone in the community on line. This includes any up-to-the-minute changes in schedule.
3. We have revised how we take in user fees and how deposits are made.
4. The gymnasium has a new floor and the locker rooms have been renovated.
5. We revised the Athletic Handbook and will continue to edit as needed.
6. We have preseason coaches meetings and have a Coaches Handbook.

STATISTICS**Sport and Number of Participants****FY04-FY05**

Cross Country	49
Soccer	143
Field Hockey	60
Basketball	91
Football	90
Indoor Track	97
Golf	14
Wrestling	53
Gymnastics	8
Ice Hockey	82
Lacrosse	139
Tennis	40
Baseball	58
Softball	42
Boys Swimming	19
Girls Swim and Dive	34
Cheerleading	15
Sailing	17
Track	145

Total Participants 1196



FY2007 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

FY2007 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-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	0	0	0		
Other Expenses	123,932	81,930	156,027		
Equipment	0	0	0		
Total	123,932	81,930	156,027		

STAFFING

Vocational Education	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Total					



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Vocational Education

Dept Code
3610

PRIOR YEAR'S ACCOMPLISHMENTS

1. Students participated in the vocational technical high school's highly touted academic and vocational program. These programs are not offered at Winchester High School.

STATISTICS

Enrollment

For school year 2005-2006, Winchester students chose to attend the Northeast Regional Metropolitan Technical Vocational School in order to access both an academic and vocational curriculum. Additionally four Winchester students chose to attend the Minuteman Regional Vocational Technical School for the same reasons noted above. Out of the 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	5	3	2
Dental Assistant	10	1	0	1
Electricity	10	1	0	1
Graphic Communications	10	1	0	1
Drafting and Design	11	1	0	1
Electromechanical	12	2	2	0
Total		11	5	6

It is anticipated that four Winchester students will be enrolled at the Minuteman Regional Vocational Technical School for the school year 2006-2007. It is also anticipated that there will be Winchester students attending the Northeast Regional Technical Vocational School for the school year 2006-2007. These enrollment projections are with the understanding that current Winchester grade 8 students will apply to the school in the late Spring months of 2006.



UNDISTRIBUTED

Data Processing

NESWC

Energy

Personnel Benefits

Contributory Retirement

Non-Contributory Retirement

Workers' Compensation

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



FY2007 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

FY2007 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.

PROGRAM COST

Data Processing	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	108,459	125,438	130,710	130,710	
Other Expenses	234,373	240,000	253,000	253,000	
Equipment	0	0	0	0	
Total	342,832	365,438	383,710	383,710	

STAFFING

Data Processing	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	1	1	1	1	
Clerical	0	0	0	0	
Professional/Technical	1	1	1	1	
Total	2	2	2	2	



FY2007 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.
5. Upgraded Microsoft Exchange 5.5 to Microsoft Exchange 2003.



FY2007 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM GROUP
Undistributed

PROGRAM: Trash Disposal

Trash Disposal

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 expired 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 2007 is \$779,150.,

PROGRAM	FY05 Actual	FY06 Budget	FY07 Request	FY07 Manager	FY07 Fin Comm
Trash Disposal	976,500	594,000	864,150	779,150	
TOTAL	976,500	594,000	864,150	779,150	



FY2007 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 2007 budget is \$3,000,000, an increase of \$500,000 from FY 2006.

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	FY05 Actual	FY06 Budget	FY07 Request	FY07 Manager	FY07 Fin Comm
Energy	1,820,277	2,500,000	3,235,000	3,000,000	
TOTAL	1,820,277	2,500,000	3,235,000	3,000,000	



FY2007 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. In FY 2007, a reserve for an increase in personnel benefits has been combined with a reserve for municipal (non school) wage increases and allocated within the Municipal expense category.

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.

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 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	FY05 Actual	FY06 Budget	FY07 Request	FY07 Manager	FY07 Fin Comm
Contributory Retirement	2,286,724	2,326,331	2,553,425	2,553,425	
Non-Contributory Retirement	57,892	62,000	62,000	62,000	
Workers' Compensation/ Indemnification	359,665	395,174	395,174	395,174	
Unemployment Compensation	114,429	157,000	207,000	207,000	
F.I.C.A & Medicare Tax/ Refunds	580,085	601,500	601,500	601,500	
Health Insurance	5,594,067	6,411,211	6,411,211	6,411,211	
TOTAL	8,992,862	9,953,216	10,230,310	10,230,310	

**FY2007 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.

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.

**FY2007 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 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.



FY2007 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM GROUP
Undistributed

PROGRAM: Debt & Interest

Debt - Principal

Principal payments for FY2007 will be \$5,731,203. Of this amount, \$3,079,207 is attributable to Chapter 110 water and sewer debt.

Debt - Interest

Total interest payments are estimated at \$2,519,513. Of this amount, \$414,222 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	FY05 Actual	FY06 Budget	FY07 Request	FY07 Manager	FY07 Fin Comm
Debt - Principal	4,123,099	5,167,514	5,731,203	5,731,203	
Debt - Interest	1,705,537	2,631,797	2,519,573	2,519,573	
Total	5,828,636	7,799,311	8,250,776	8,250,776	
Tax Abatement Interest/Service Fees	23,999	24,000	25,200	25,200	
TOTAL	5,852,635	7,823,311	8,275,976	8,275,976	



FY2007 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM GROUP: Undistributed

PROGRAM: Miscellaneous

Debt Service - Principal & Interest Payments

		FY04	FY05	FY06	FY07
Bonds Authorized & Issued - General Fund					
Library Renovation	7/1/1994	253,411	241,966	264,891	256,065
Winning Farm	8/15/1997	41,288	40,162	39,038	37,819
Library Renovation	8/15/1997	49,545	48,195	46,845	45,383
School Renovation Projects	8/15/1997	143,377	139,553	135,727	131,584
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	25,360
Septic Management Program Title V	10/25/2000	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
Immediate Repairs - Override	7/15/1999	127,671	124,614	121,590	111,160
Lincoln School - \$11,700,000 (\$4,511,000)	7/1/2004	286,700	277,662	313,398	391,921
Lincoln School Additional (\$185,000)		-	-	13,402	16,760
Lincoln School - \$11,700,000 (\$7,371,000)		-	-	220,605	-
Lincoln School - \$2,504,337					94,434
Ambrose School - \$13,740,000 (\$7,160,000)	7/1/2008	13,630	30,137	815,259	642,506
Ambrose School - \$13,740,000 (\$7,160,000)		-	-	205,527	300,556
Lincoln School Additional - \$500,000	7/1/2004			9,424	-
Ambrose School Architectural - \$580,000	7/1/2003			8,676	10,935
Immediate Repairs - \$1,235,000	7/1/2003	29,022	43,522	127,019	122,825
Army Corps of Engineers \$100,000		-	2,228	28,219	27,203
MIS - Software/Hardware \$850,000	7/1/2003	19,975	29,351	226,252	216,240
Shore Road/Center Falls \$350,000	7/1/2003	4,312	11,214	49,504	50,954
V.O. Portable Classrooms \$250,000	7/1/2003	3,594	8,612	29,225	28,413
Cross Street Culvert \$200,000	7/1/2003	2,875	7,212	18,175	17,769
Cross Street Culvert \$375,000				-	33,617
Cross Street Culvert \$57,000					2,216
Myopia Drainage & Road Improvements		-	46,643	51,629	49,182
School Buildings - Immediate Repairs I		-	-	70,763	287,304
School Buildings - Immediate Repairs - BANS		-	-	73,338	118,505
Town Buildings - Immediate Repairs I \$460,000		-	-	24,263	56,005
Town Buildings - Immediate Repairs - I BANS		-	-	11,997	-
Town Buildings - Immediate Repairs - I \$140,000					5,443
School Buildings - Immediate Repairs II \$1,162,950					45,210
Town Buildings - Immediate Repairs - II \$412,850					16,049
Departmental Equipment					65,001
Sub-Total - Bonds Authorized & Issued		2,810,682	2,842,176	4,517,583	4,757,347
Bonds Authorized & Issued - Water & Sewer Enterprise					
MWRA Assessment		1,935,695	1,850,492	2,053,836	2,196,765
Water System Improvements	9/15/1989	234,426	220,772	-	-
Water Treatment Facility	7/1/1994	405,852	387,520	424,055	409,885
MWRA Loan/Grant (South Reservoir Screen)	5/14/1998	-	-	-	47,996
MWRA Loan/Grant I&I Program	8/20/1998	48,913	-	-	-
Water System Improvements	7/15/1999	366,584	357,759	348,612	315,047
Washington Street Water Main	7/15/1999	68,818	67,126	65,029	60,294
Standpipe Painting	7/15/1999	22,468	21,708	20,955	20,186
MWRA Loan/Grant I&I Program	9/20/2001	32,180	32,180	32,180	32,180
Drainage - \$3,000,000	7/1/2003	12,427	67,593	235,684	230,416
Water & Sewer Equipment \$289,000	7/1/2003	3,591	8,801	91,866	87,608
MWRA Loan - Johnson Road \$110,000		9,510	9,510	9,510	9,510
Drainage Phase II \$2,149,000					83,542
Sub- Total - Water & Sewer Enterprise		3,140,464	3,023,459	3,281,728	3,493,429
Total Bonds Authorized & Issued		5,951,146	5,865,635	7,799,311	8,250,776
Water & Sewer Enterprise Principal & Interest		3,140,464	3,023,459	3,281,728	3,493,429
General Fund Principal & Interest		727,066	791,548	1,069,599	1,094,565
Override Principal & Interest		2,069,986	2,020,491	2,238,161	2,144,436
Stabilization Fund Principal & Interest		13,630	30,137	1,209,823	1,518,346
Total Principal & Interest		5,951,146	5,865,635	7,799,311	8,250,776



FY2007 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	FY05 Actual	FY06 Budget	FY07 Request	FY07 Manager	FY07 Fin Comm
Audit	49,084	51,500	74,000	74,000	
Legal	326,418	285,000	285,000	285,000	
General Insurance	241,617	267,440	288,835	288,835	
Reserve Fund	329,388	325,000	325,000	325,000	
Environmental Remediation Services	69,948	70,000	100,000	100,000	
TOTAL	1,016,455	998,940	1,072,835	1,072,835	



FY2007 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 \$100,000, 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 IV

NON-APPROPRIATED EXPENSES



FY2007 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

PROGRAM	FY05	FY06 Actual	FY07	Budget Increase	Percentage Increase
State Assessments					
MBTA	424,280	395,667	400,087	4,420	1.12%
Special Education	6,222	0	0	0	
Parking Surcharge	11,200	12,800	13,220	420	3.28%
MAPC	5,565	5,770	5,799	29	0.50%
Air Pollution District	7,902	7,975	7,975	0	0.00%
Retiree Health Insurance	1,606	2,076	2,940	864	41.62%
Charter School Tuition	8,865	0	4,874	4,874	
Under/Over Estimates	0		0	0	
Total State Assessments	465,640	424,288	434,895	10,607	2.50%
Cherry Sheet Offsets	44,639	45,827	46,973	1,146	2.50%
Tax Abatement Overlay	394,611	295,420	350,000	54,580	18.48%
Court Judgments & Deficits/Misc	105,395	358,562	50,000	(308,562)	-86.06%
Total Non-Appropriated Expenses	1,010,285	1,124,097	881,868	(242,229)	-21.55%



FY2007 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. FY2007 charges are for pupils served in the 2005-2006 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.



FY2007 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 FY2007.

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.



FY2007 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.

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 V

RECREATION REVOLVING FUND



FY2007 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.

PROGRAM COST

Recreation	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 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-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 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

MISSION STATEMENT

To consistently provide quality recreation programs, creative leisure opportunities, and community education services that satisfy present and future needs of the Winchester community.

Ranking of Services

1. Provide educational opportunities to pre-school age students and provide after-school day care opportunities to youth grades K-8.
2. Provide recreational opportunities to the youth of Winchester.
3. Provide community educational opportunities to the adults of Winchester.
4. Provide special events for the entire Winchester Community.
5. Schedule and permit Town of Winchester fields and recreational areas and assist in the planning, coordinating, and supervision of capital improvements to these facilities.



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Recreation**

PROGRAM: Recreation

FY2007 OBJECTIVES

1. Successfully administer the Recreation and Community Education Department as a totally self-sufficient department.
2. Continue to improve and maintain our facility at 263 Main Street. Work with the School Department to plan for new lease agreement.
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 for various programs and recreational facilities.
6. Work with surrounding communities to offer regional recreational opportunities.
7. Expand and improve our current website 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. 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.
11. Work with the Winchester School Department to offer cooperative programming.

PRIOR YEAR'S ACCOPMLISHMENTS

1. Successfully administered the Recreation and Community Education Department as a totally self-sufficient department.
2. Continued to make improvements to the Recreation Department at 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 fundraising feasibility study.
4. Expanded adult and youth programming by a minimum of one new program per season.
5. Improved our current website and investigated moving current site to Town website.
6. Offered our 4th Annual Golf Tournament to a capacity 124 participants
7. Worked with the Field Management Committee to obtain the funding for Mullen Field Phase II and design money for Manchester Field
8. Successfully added a 6th grade option to our after-school program to now offer a grade 1 & 2, 3 & 4, and 5 & 6 classroom.

STATISTICS

	2003	2004	2005
Registrations	7,167	8,068	7,953
Courses Taken	10,127	11,144	11,561
Youth and Family Courses Taken	6,252	8,467	8,716
Adult Courses Taken	1,793	2,677	2,845
Programs Offered	969	1,060	1,078
Town Allocation of Funds	\$0	\$0	\$0



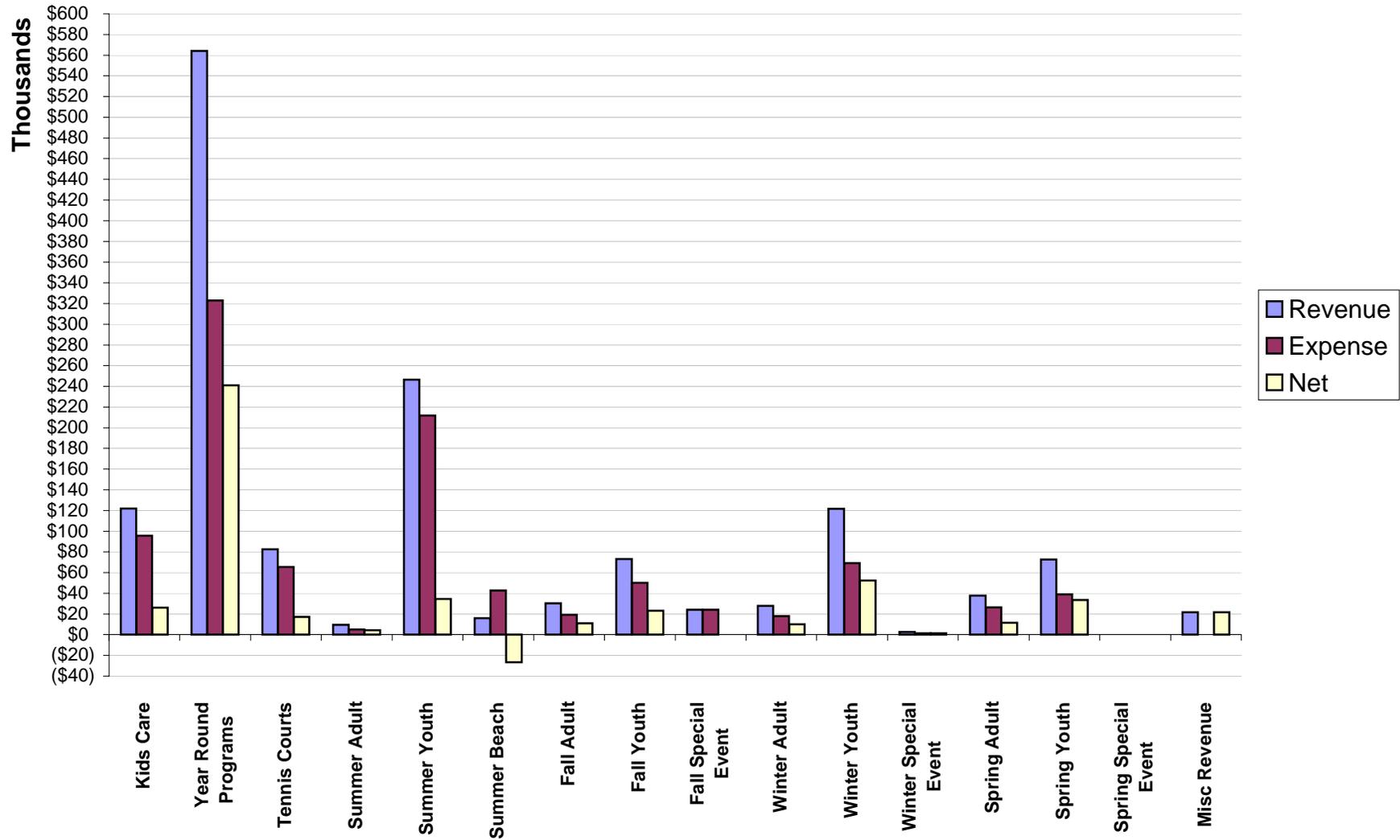
FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Recreation

PROGRAM: Recreation

FY 2007 Estimated Revenue/Expenditure





FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Recreation**

PROGRAM: Recreation

Program Season	FY 05 Actual Program Budget			FY 06 Estimated Program Budget			FY 07 Estimated Program Budget		
	Revenue	Expense	Net	Revenue	Expense	Net	Revenue	Expense	Net
Year Round Programs	\$114,811	\$90,218	\$24,593	\$118,255	\$92,924	\$25,331	\$121,803	\$95,712	\$26,091
Kids Care	\$531,680	\$304,392	\$227,287	\$547,630	\$313,524	\$234,106	\$564,059	\$322,930	\$241,129
Tennis Courts	\$77,862	\$61,665	\$16,197	\$80,197	\$63,515	\$16,683	\$82,603	\$65,420	\$17,183
Other Year Round	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Summer Adult	\$8,974	\$4,812	\$4,162	\$9,243	\$4,956	\$4,287	\$9,521	\$5,105	\$4,416
Summer Youth	\$232,330	\$199,733	\$32,597	\$239,300	\$205,725	\$33,575	\$246,479	\$211,897	\$34,582
Summer Beach Operation	\$14,985	\$40,201	(\$25,216)	\$15,435	\$41,407	(\$25,973)	\$15,898	\$42,649	(\$26,752)
Fall Adult	\$28,480	\$18,084	\$10,396	\$29,334	\$18,626	\$10,708	\$30,214	\$19,185	\$11,029
Fall Youth	\$68,931	\$47,197	\$21,734	\$70,999	\$48,613	\$22,386	\$73,129	\$50,071	\$23,057
Fall Special Events	\$22,835	\$22,626	\$209	\$23,520	\$23,304	\$216	\$24,226	\$24,003	\$222
Winter Adult	\$26,346	\$16,926	\$9,420	\$27,136	\$17,433	\$9,703	\$27,950	\$17,956	\$9,994
Winter Youth	\$114,610	\$65,209	\$49,401	\$118,048	\$67,165	\$50,883	\$121,589	\$69,180	\$52,410
Winter Special Events	\$2,485	\$1,227	\$1,258	\$2,560	\$1,264	\$1,296	\$2,636	\$1,302	\$1,335
Spring Adult	\$35,495	\$24,774	\$10,721	\$36,560	\$25,517	\$11,043	\$37,657	\$26,282	\$11,374
Spring Youth	\$68,450	\$36,815	\$31,635	\$70,504	\$37,919	\$32,584	\$72,619	\$39,057	\$33,562
Spring Special Event	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Revenue	\$20,415	\$0	\$20,415	\$21,027	\$0	\$21,027	\$21,658	\$0	\$21,658
Total	\$1,368,687	\$1,360,051	\$8,636	\$1,409,748	\$1,400,853	\$8,895	\$1,452,040	\$1,442,879	\$9,161



SECTION VI

WATER / SEWER ENTERPRISE FUND



FY2007 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-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Personal Services	1,104,832	1,312,971	1,308,393	1,308,393	
Expenses	3,178,774	3,338,235	3,621,732	3,621,732	
Equipment	3,919	1,500	2,000	2,000	
Capital	258,000	186,203	73,000	73,000	
Total	4,545,525	4,838,909	5,005,125	5,005,125	

FY2007 OBJECTIVES

1. Implement a lead neck replacement contract to replace 250 lead necks by private contractor.
2. Continue 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 and I&I inspection 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 in-house lead gooseneck replacement program.

STAFFING

Water & Sewer	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	2	2	2	2	
Public Works	15	15	15	15	
Total	20	20	20	20	



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Water and Sewer**

PROGRAM: Water & Sewer

PRIOR YEAR'S ACCOMPLISHMENTS

1. Began the replacement of two aging sewer stations.
2. Replaced 20 non-draining fire hydrants.
3. Replaced 50 lead goosenecks.
4. Repaired and replaced 150 feet of broken and damaged sewer and drain lines.
5. Installed 10 new catch basins; repaired and cleaned 500 catch basins.
6. Eliminated 4 sump pumps from Town's sewer system and redirected to drain system.
7. Replaced activated carbon at treatment plant.
8. Implemented installations of radio remote reading system.
9. Oversaw the replacement of 700 feet of 12" water main.

STATISTICS

Water Supply	FY2003	FY2004	FY2005
Rainfall	44.03"	44.96"	44.50"
Town Reservoirs	423.8MG	437.1MG	428.2MG
MWRA Direct	446.1MG	351.2MG	401.6MG
Total	836.1MG	869.9MG	829.8MG



FY2007 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Water and Sewer**

PROGRAM: Water & Sewer

	FY04	FY05	FY06	FY07
Revenue				
Rates - Budgeted	4,230,773	4,300,001	4,300,000	4,100,000 *
Free Cash - Rate Stabilization	0	83,843	246,763	0
State Reimbursement	294,146	294,146	294,146	294,146
Total Budgeted Revenue	4,524,919	4,677,990	4,840,909	4,394,146
Actual / Estimated	4,493,408	4,518,550		
Revenue - Surplus/(Deficit)	-31,511	-159,440	0	0
Budget				
Operating Budget	1,392,742	1,441,042	77,000	1,640,896
M.W.R.A. Assessment	1,830,142	1,747,695	1,809,156	1,973,673
Capital	138,000	258,000	186,203	73,000
Debt Service	199,967	184,523	192,457	201,462
Employee Benefits	533,995	599,801	667,772	737,247
Insurance - General	25,000	27,000	30,000	33,000
General Government	207,894	217,380	221,286	232,168
Administration - DPW	138,342	138,919	137,394	49,006
Maintenance - DPW	48,476	48,411	46,975	48,673
Buildings - DPW	10,361	15,219	16,000	16,000
Total Budget	4,524,919	4,677,990	3,384,243	5,005,125
Actual Expenditures				
Operating Budget	1,214,249	1,347,549		
M.W.R.A. Assessment	1,818,509	1,715,837		
Capital	138,000	258,000		
Debt Service	199,904	183,849		
Employee Benefits	533,995	599,801		
Insurance - General	25,000	27,000		
General Government	207,894	210,980		
Administration - DPW	138,342	138,919		
Maintenance - DPW	48,476	48,411		
Buildings - DPW	10,361	15,219		
Total Actual Expenditures	4,334,730	4,545,565		
Reversion (Budget vs Actual)	190,189	132,425		
Reversion (Prior Year)	0	0		
Revenue Surplus/(Deficit)	-31,511	-159,440		
Net to Free Cash	158,678	-27,015		
Free Cash Beginning Balance	655,836	730,671		
Free Cash Used (Rate Stabilization)	83,843	246,763		
Free Cash Transferred to General Fund	0	0		
Free Cash Ending Balance	730,671	456,893		

* The Town is currently evaluating the use of free cash & potential rate adjustment. Additionally the Sewer Rate Relief assistance is currently being discussed.



FY2007 PROGRAM BUDGET

**SUB PROGRAM SUMMARY
Water & Sewer**

Water & Sewer	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Administration	138,919	137,394	49,006	49,006	
Buildings	15,219	16,000	16,000	16,000	
Maintenance	48,411	46,975	48,673	48,673	
Employee Benefits	599,801	667,772	737,247	737,247	
Funded Debt	183,849	192,457	201,462	201,462	
General Government	210,980	221,286	232,168	232,168	
Insurance	27,000	30,000	33,000	33,000	
Sewer Operations	1,626,570	1,835,152	1,918,607	1,918,607	
Water Operations	1,436,776	1,507,670	1,695,962	1,695,962	
Capital	258,000	186,203	73,000	73,000	
Total	4,545,525	4,840,909	5,005,125	5,005,125	

Program	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
Administration					
Personal Services	138,919	137,394	49,006	49,006	
Expenses	0	0	0	0	
Equipment	0	0	0	0	
Total	138,919	137,394	49,006	49,006	
Buildings					
Personal Services	0	0	0	0	
Expenses	15,219	16,000	16,000	16,000	
Equipment	0	0	0	0	
Total	15,219	16,000	16,000	16,000	
Maintenance					
Personal Services	21,311	19,875	21,573	21,573	
Expenses	27,100	27,100	27,100	27,100	
Equipment	0	0	0	0	
Total	48,411	46,975	48,673	48,673	
Employee Benefits					
Personal Services	0	0	0	0	
Expenses	599,801	667,772	737,247	737,247	
Equipment	0	0	0	0	
Total	599,801	667,772	737,247	737,247	
Funded Debt					
Personal Services	0	0	0	0	
Expenses	183,849	192,457	201,462	201,462	
Equipment	0	0	0	0	
Total	183,849	192,457	201,462	201,462	

Program	FY-05 Actual	FY-06 Budget	FY-07 Request	FY-07 Manager	FY-07 Fin Comm
General Government					
Personal Services	110,580	117,486	126,368	126,368	
Expenses	100,400	101,800	103,800	103,800	
Equipment	0	2,000	2,000	2,000	
Total	210,980	221,286	232,168	232,168	
Insurance					
Personal Services	0	0	0	0	
Expenses	27,000	30,000	33,000	33,000	
Equipment	0	0	0	0	
Total	27,000	30,000	33,000	33,000	
Sewer Operations					
Personal Services	149,181	336,640	266,323	266,323	
Expenses	1,473,470	1,497,012	1,652,284	1,652,284	
Equipment	3,919	1,500	0	0	
Total	1,626,570	1,835,152	1,918,607	1,918,607	
Water Operations					
Personal Services	684,841	701,576	845,123	845,123	
Expenses	751,935	806,094	850,839	850,839	
Equipment	0	0	0	0	
Total	1,436,776	1,507,670	1,695,962	1,695,962	
Capital					
Total	258,000	186,203	73,000	73,000	



SECTION VII

CAPITAL IMPROVEMENTS PROGRAM



Executive Summary:

The Capital Planning Committee is pleased to present its fiscal year 2007 spending recommendations to Town Meeting. Our full report follows this Executive Summary.

The Capital Planning Committee is recommending 29 projects for FY07 with a total capital expenditure of \$3,076,300.

Funding for some projects will be sought at this Town Meeting, while the funding of projects from general revenue, the Cemetery Trust Fund, Water and Sewer Rates and the Capital Stabilization Fund will be sought at the Spring 2006 Town Meeting.

Under Article 8, \$292,000 is recommended for appropriation at Fall Town Meeting to solve the critical need to keep the conveyer belt and scales working at the Transfer Station and to replace damaged gasoline and diesel tanks at the DPW. These items would be funded from the \$792,268 in the General Stabilization Account. The General Stabilization Account was created in 1993 with an initial \$250,000 appropriation with no specific purpose stated. Town Meeting made subsequent appropriations from 1997 until 2001 as a way of funding immediate repairs and larger Town and School projects

This report also contains recommendations for the use of some of the monies in the Building Stabilization Fund. The Capital Planning Committee continues to use the Tappe Building Envelope Study and has sought updated information from all town departments on the condition of town buildings. We have worked with Town Boards and Committees to develop plans and strategies to correct significant short-term health, safety and function issues as well as to develop long-term solutions for maintaining the buildings in the Town.

Attached to this report are recommendations for immediate repairs to some of the Town and School buildings (See Articles 6, and 7). Article 9 funds a School Demographic Study that will provide needed information for the updating of the School Master Plan and assist in the determination of which elementary school should be addressed next. Article 9 also funds a feasibility study intended to begin addressing the long-term plans for the High School.

Fall Town Meeting recommendations for funding from the Building Stabilization Fund total \$1,645,800 (Articles 6, 7 and 9). The cumulative unspent monies available from this fund will be approximately \$7 million by FY 2007.

While Capital Planning understands the financial difficulties that the Town faces in FY2007 and beyond, we strongly believe that \$250,000 in additional monies from the general operating fund should be allocated for capital projects not covered by the Stabilization Funds. We believe that monies historically allocated from the general operating fund are still necessary to update the major equipment needs for Fire, Police, DPW, communication systems, technology and other projects.

The Town also needs to plan for a number of large projects such as on-going flood mitigation, the transfer station and major renovations to schools or municipal buildings. The municipal building presently undergoing feasibility studies is the Public Safety Building

Assuming an operating budget of approximately \$70 million and a target capital expense rate equal to 7%, the Capital Planning Committee believes the Town should be spending approximately \$4.9 million on capital items for FY2007.

**REPORT OF THE TOWN OF WINCHESTER CAPITAL PLANNING COMMITTEE FY2007****November 7, 2005**

Committee members: David Giller (Chair), Helen Philliou (Vice Chair), Roger Berman (Finance Committee), Lance Grenzeback (Planning Board), Richard Kazanjian, Douglas Marmon (Chair, Finance Committee), Sarah Swiger (School Committee), and Mark Twogood, (Assistant Town Manager).

1. 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 our report in the fall with an update in the spring. Included in our current report is an update on all existing capital projects and a review of the Town's debt service.

Recommendations for major building system replacements and repairs come from the completed Tappe Building Envelope Study and departmental recommendations. Funding for this category of projects is recommended from the Building Stabilization Fund, and funding will be requested at this Town Meeting.

Necessary repairs/replacement of the conveyer belt and scales at the Transfer Station and replacement of gasoline and diesel tanks at the DPW are requested at this Town Meeting from the General Stabilization Account. These projects pose significant environmental safety issues and/or an increased expense if they are not immediately funded.

Capital Planning is making recommendations for the categories which could be appropriated from the Capital Stabilization account. These categories include road and sidewalks, playgrounds and fields, flood mitigation projects and equipment. Warrant Articles for these projects will be requested at the Spring Town Meeting.

In addition to the current recommendations, we have included a Capital Projects Status Report that covers the prior three fiscal years. This report details each capital item, the amount expended, the balance remaining (if any) and the expected date of completions.

We have also provided a schedule of our debt service and borrowing capacity.

The Fall report reviews in detail the status of the Town's capital assets, but is devoted primarily to recommending the specific appropriations of funds from the Building Stabilization Fund, the Capital Stabilization Fund, the General Stabilization Account, Cemetery Trust Fund, Water and Sewer rates, and Current Revenue.

We recommend financing some projects by borrowing to leverage the town's ability to complete more necessary projects. The projects to be funded by borrowing are included in Warrant Articles 6 and 7.

Article 6 presents school projects that total \$1,162,950. The largest items are replacement of the Mystic School roof, partial replacement of the Lynch School gymnasium roof and Winchester High School projects including flooring, stage and emergency lighting in the auditorium and repairing/replacing Field House Equipment. Full project descriptions are found on Pages 13 and 14. The Educational Planning and Building Committee ("EFPBC") will have oversight of the design and construction of these school projects.



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Article 7 Authorizes borrowing of \$412,850 for the completion of a variety of municipal building projects including funds to stabilize the exterior of the Sanborn House, replace a portion of the library roof, and an engineering study and dehumidification of the Town Hall. The foundation of Town Hall has a long history of moisture and resultant mold growth in the basement area. The study will identify problems and recommend solutions. Also recommended is Phase 1 of the Records Preservation Project in Town Hall. Phase 1 will seek to address the records preservation needs of Town Clerk, Planning Board, Assessor's Office and Engineering Department records stored in the basement that are being damaged. State law mandates the proper preservation of such records.

Article 8 requests \$292,000 to replace the conveyer belt and scales at the Transfer Station. This article will also fund the replacement of damaged gas and diesel tanks at the DPW.

Article 9 Requests appropriation of \$70,000 for a school demographic study for use by the School Committee and EFPBC to assist in reviewing and updating the School Master Plan as well as a feasibility study for Winchester High School. The School Committee will provide an updated School Master Plan to the Capital Planning Committee, as part of the process of planning future renovation or construction of school buildings.



II. Acknowledgements

The Capital Planning Committee gratefully acknowledges the expertise and assistance of numerous Town staff who have been invaluable in developing the materials necessary for this report. Town Manager Mel Kleckner, Assistant Town Manager Mark Twogood, Comptroller Joseph Bonner, Project Coordinator Margaret White, Administrative Coordinator Patricia Tassi, Department of Public Works Director Ed Grant and his staff, Superintendent of Schools, James Marini, School Finance Director Sam Rippin, School Athletic Director Thomas Murray, Fire Department Chief John Nash, Police Chief Joseph Perritano, Recreation Department Director Joseph Connelly, and Fields Committee Representatives James Gill and Robert Nutile, Town Engineer Robert Conway, and the Finance Committee.

The Committee is grateful to the citizens of Winchester for the additional funds targeted to capital improvements as a result of the Proposition 2 1/2 override passed in March 2002. This revenue source continues to make an enormous difference in our ability to sustain safe, functioning and reliable public buildings, byways, spaces and service to the people of Winchester.

III. The Context for Capital Planning Decisions

Planning Process

In order for Town Meeting members to understand how the Capital Planning Committee arrives at its recommendations, we have included the policies and procedures the Committee employs. Item #7 was developed at the recommendation of the Stabilization Fund Subcommittee who, in 2004, suggested our report contain "a policy statement on how funds will be allocated to each of the major categories of capital-buildings, parks and fields, equipment, flood mitigation and streets. The purpose of the policy statement is not to determine the precise amount 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 Work, 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.



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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 grounds;*
 - 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 (FY2008):*
- 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 funds are only allocated if the work or project can be completed on a timely basis. It is also important for project design to review budget estimates to ensure that the estimates are as accurate as possible. This year we are consolidating project contingencies into a single line item. This is necessary because projects may be significantly delayed or stopped if the bids are over budget even if the amount is small. Costs incurred by delay may be significant. An example of this problem was the Cross Street Culvert whose bids came in significantly higher than originally planned. The project was delayed for one year and resulted in higher cost to the Town.

Capital Planning continues to recommend that the Board of Selectmen and Finance Committee support adequate funding of maintenance for buildings and infrastructure.



IV. Present Status of the Town's Capital Assets

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

Buildings:

The Town of Winchester owns 22 buildings, totaling approximately 1,042,223 square feet. Three of the Town's seven School buildings (McCall Middle School, Lincoln and Ambrose) have been updated and enlarged to meet growing enrollments and changes in education programs. The EFPBC and School Committee are in the process of updating the School's Master Plan. Immediate repairs for health, safety and function have been completed this year with further projects planned for the next year. A feasibility study for the Public Safety Building is nearing completion.

Equipment:

Town Departments have economized and deferred the purchase and maintenance of equipment over the years. In recent years, such deferrals have resulted in departments keeping vehicles and equipment beyond their useful life and has resulted in significantly elevated maintenance expenses. This has not been a cost effective policy.

Maintenance and replacement of Technology equipment should be addressed by the recommended Town Manager's Technology Committee.

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 this category should cost about \$700,000. The Town currently spends none of its current revenue on road maintenance and a minimal amount on sidewalks. The Town relies on State Chapter 90 funds, which are estimated to be \$325,000 in FY 2007 or \$275,000 less than the recommended expenditure. The Capital Stabilization Fund will address some of this shortfall. In FY 2007, Capital Planning is recommending \$275,000 be used for roads and 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. A large part of current maintenance of the fields is now provided by private organizations. The Town Fields are heavily used. The demand for playing time by sports teams and organizations, including soccer, lacrosse, football, baseball, softball and field hockey exceeds the supply. The existing track is in such poor condition it cannot be used for home track meets.

Three fields, MacDonald, Mullin (to be completed in Spring 2006) and Leonard have been renovated. The three remaining fields, Manchester, Ginn and Ciarcia, are in poor condition and will require refurbishment. These last three fields are close to the Aberjona River and may be impacted by flood mitigation projects. We are requesting preliminary design funding for Manchester Field. The Fields Management Committee will continue to work with the Selectmen and the Schools, to coordinate these projects particularly as Ciarcia and Ginn Fields may be taken out of service for some period of time during future flood mitigation projects.

Water and Sewer:

The Town's water and sewer infrastructure is being maintained and refurbished under the 1987 Master Plan developed by Weston and Sampson and is funded by water and sewer rates and MWRA subsidized loans. The water system has been overhauled including construction of a \$5.3 million water filtration plant in 1996. The Town has completed the cleaning, relining and repair of water pipes and mains at a cost of \$4.6 million. The sewer system, including seven lifting stations that transport waste to the MWRA treatment system has undergone a Sanitary Sewer System Evaluation funded by an MWRA loan grant to identify deficiencies.

The Board of Selectmen worked with Capital Planning to plan the Town's drainage improvement program, a \$7 million, five-year project to be funded through Chapter 110 funds, residential real estate taxes and commercial water/sewer rates. Phase I has been completed and the 2005 Spring Town Meeting approved Phase II, for \$2,149,000.



V. Current Debt/Debt Capacity

Winchester incurs debt to fund major projects. 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 \$57,145,791 in outstanding debt, or approximately 23% of the Town's current debt capacity of \$246,490,500. Capital Planning supports the Town's conservative use of debt and believes debt is an appropriate funding source for larger building projects and certain long-term improvements such as flood mitigation.

The Capital Planning Committee is recommending passage of Articles 6 and 7 resulting in \$1,575,800 in new debt beginning in FY 2007.

In FY 2007 the Town will pay approximately \$7,968,580 in principal and interest. of which the Town will receive \$1,038,777 from the State for school projects.



FY2007 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

VI. Debt Service

Debt Service – Principal & Interest Payments

	FY06	FY07	FY08	FY09	FY10
Bonds Authorized & Issued - General Fund					
Library Renovation	264,891	256,065	246,831	237,450	228,056
Winning Farm	39,038	37,819	36,600	35,450	34,269
Library Renovation	46,845	45,383	43,920	42,540	41,122
School Renovation Projects	135,727	131,584	127,440	123,530	119,514
Capital Equipment 2000	-	-	-	-	-
V.O. Portable Classrooms	-	-	-	-	-
Lincoln School Architectural	26,242	25,360	24,716	24,068	22,945
Septic Management Program Title V	4,007	4,007	4,007	4,007	4,007
McCall Middle School - Override	1,582,568	1,546,921	1,508,937	1,470,368	1,431,215
Immediate Repairs - Override	121,590	111,160	111,568	111,973	108,544
Lincoln School - \$11,700,000 (\$4,511,000)	313,398	391,921	384,064	376,068	368,624
Lincoln School Additional (\$185,000)	13,402	16,760	16,424	16,082	15,764
Lincoln School - \$11,700,000 (\$7,371,000)	220,605	94,434	-	-	-
Ambrose School - \$13,740,000 (\$7,160,000)	815,259	642,506	626,306	613,256	601,106
Ambrose School - \$13,740,000 (\$7,160,000)	205,527	259,056	-	-	-
Lincoln School - \$500,000	9,424	-	-	-	-
Ambrose School Architectural - \$580,000	8,676	10,935	-	-	-
Immediate Repairs - \$1,235,000	127,019	122,825	120,046	118,203	114,554
Army Corps of Engineers \$100,000	28,219	27,203	26,312	25,406	-
MIS - Software/Hardware \$850,000	226,252	216,240	209,258	63,444	61,587
Shore Road/Center Falls \$350,000	49,504	50,954	49,529	48,079	46,729
V.O. Portable Classrooms \$250,000	29,225	28,413	27,700	26,975	26,300
Cross Street Culvert \$200,000	18,175	17,769	17,413	17,050	16,712
Cross Street Culvert \$375,000	-	33,617	33,018	32,417	31,743
Myopia Drainage & Road Improvements	51,629	49,182	47,935	47,650	32,680
School Buildings - Immediate Repairs	70,763	287,304	274,219	264,354	258,954
School Buildings - Immediate Repairs - BANS	73,338	118,505	-	-	-
Town Buildings - Immediate Repairs	24,263	56,005	54,805	53,605	52,255
Town Buildings - Immediate Repairs - BANS	11,997	-	-	-	-
Departmental Equipment	-	65,001	61,317	59,667	57,811
Sub-Total - Bonds Authorized & Issued	4,517,583	4,646,929	4,052,365	3,811,642	3,674,491

**FY2007 PROGRAM****CAPITAL IMPROVEMENT PROGRAM**

	FY06	FY07	FY08	FY09	FY10
Bonds Authorized & Issued - Water & Sewer Enterprise					
MWRA Assessment	2,053,836	2,156,528	2,264,354	2,377,572	2,496,450
Water System Improvements	-	-	-	-	-
Water Treatment Facility	424,055	409,885	395,061	380,001	364,919
MWRA Loan/Grant (South Reservoir Screen)	-	-	-	-	-
MWRA Loan/Grant I&I Program	-	-	-	-	-
Water System Improvements	348,612	315,047	329,807	320,148	309,416
Washington Street Water Main	65,029	60,294	61,309	59,609	57,558
Standpipe Painting	20,955	20,186	19,399	18,578	17,722
MWRA Loan/Grant I&I Program	32,180	32,180	-	-	-
Drainage - \$3,000,000	235,684	230,416	225,797	221,096	216,719
Water & Sewer Equipment \$289,000	91,866	87,608	84,652	-	-
MWRA Loan - Johnson Road \$110,000	9,510	9,510	9,510	9,510	9,510
Drainage Phase II					
Sub- Total - Water & Sewer Enterprise	3,281,728	3,321,653	3,389,889	3,386,513	3,472,294
Total Bonds Authorized & Issued	7,799,311	7,968,582	7,442,254	7,198,155	7,146,785
Water & Sewer Enterprise Principal & Interest	3,281,728	3,321,653	3,389,889	3,386,513	3,472,294
General Fund Principal & Interest	1,069,599	1,094,565	1,059,448	889,601	822,050
Override Principal & Interest	2,238,161	2,144,436	2,004,569	1,958,409	1,908,383
Stabilization Fund Principal & Interest	1,209,823	1,407,928	988,348	963,632	944,058
Total Principal & Interest	7,799,311	7,968,582	7,442,254	7,198,155	7,146,785
	7,799,311	5,994,674	5,354,314	4,978,723	4,803,286

**FY2007 PROGRAM****CAPITAL IMPROVEMENT PROGRAM****FY03 CAPITAL PROJECTS
STATUS REPORT**

The following reports detail the past three years in Capital spending and the status of the projects.

Department	Project	Budget	Encumbered / Expended	Balance	Project Complete	If project not complete expected completion date and reason for delay
DPW	Lynch Boiler	93,000	93,000	-	Complete	
DPW	Front End Loader	141,500	141,500	-	Complete	
DPW	Fuel Tank Replacement	35,000	27,533	7,467	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	-	Complete	
DPW	Ventilation H.S./Muraco	45,000	35,451	9,549	Complete	
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	-	Complete	
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	-	Complete	
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	-	Complete	



**FY 04 Capital Projects
Status Report**

Department	Project	Budget	Encumbered/ Expended	Balance	Project Complete	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		Complete	
School	WHS - Networking	25,000	24,813		Complete	
Fire	Traffic Pre-Emption Devices	17,500	17,500		Complete	
DPW	Building Envelope Study	50,000	50,000		Complete	
DPW	Transfer Station Study/Design and Construction	20,000	20,000		Complete	
CEMETERY TRUST FUND						
Cemetery	Building Improvements	68,500	68,500		Complete	
WATER & SEWER RATES						
DPW - Water & Sewer	Computer Conversion	35,000	32,478	2,522	Complete	
DPW - Water & Sewer	Rod Machine	27,000	26,920	80	Complete	
DPW - Water & Sewer	Pick up Truck (# 5)	38,000	38,000		Complete	
DPW - Water & Sewer	Pick up Truck (# 20)	38,000	38,000		Complete	



FY2007 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

**FY 05 Capital Projects
Status Report**

Department	Project	Budget	Encumbered/ Expended	Balance	Project Complete	If project not complete expected completion date and reason for delay
CURRENT REVENUE						
Tax Rate						
DPW	Steel Ejector Transfer Trailer	40,000	40,000		Complete	
DPW	Transfer Station Improvements	30,000	26,360	3,640		On Going
School	VO Phone System/Intercom	22,000	20,545	1,455	Complete	
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	Mullin Field/Playground Renovation	110,000	110,000		Complete	
CEMETERY TRUST FUND						
Cemetery	Roadway Master Plan	42,372	42,372		Complete	
Cemetery	Tree Preseervation Plan	20,000	4,850	15,150		On Going
WATER & SEWER RATES						
DPW - Water & Sewer	Lantern Lane & Robinson Park Sewer Ejector Stations	220,000	0	200,000		On Going
DPW - Water & Sewer	Pick-up Truck	38,000	37,905	95	Complete	



VII. Recommendations for FY 2007

Capital Planning considers and ranks each funding request according to an established policy. We also consider multiple sources of funding to present a cohesive plan to Town Meeting.

FY07 CUMULATIVE SPENDING PLAN BY FUNDING SOURCE

General Stabilization Fund:	Article 8 totaling \$292,000
Building Stabilization Fund:	Articles 6, 7, and 9 totaling \$1,645,800
Capital Stabilization Fund:	Spring Town Meeting totaling \$995,500
Current Revenue:	Spring Town Meeting totaling \$102,565
Cemetery Trust Fund:	Spring Town Meeting totaling \$20,000
Water and Sewer Rates:	Spring Town Meeting \$73,000

General Stabilization Fund:

Transfer Station Conveyer Belt - \$25,000

The Transfer Station operates a two-conveyer belt system. The first belt runs horizontally and is made of steel. Citizens place their solid waste upon this steel belt. A second conveyer belt operates just inside the transfer building and operates at an incline.

Both belts are at the end of their effective, useful lives. The second, incline belt has suffered recurring failures requiring emergency welding and part replacements. Each time this belt fails, the DPW is required to provide additional manpower to provide alternative solid waste handling approaches.

The Capital Planning Committee recognizes studies regarding the future design of the existing Transfer Station are being contemplated. We recommend the expenditure of \$25,000 from the General Stabilization Account for the replacement of the “secondary belt”, as a necessary, emergency replacement intended to extend the life of the current solid waste disposal system until such time as a permanent plan for the redesign of the Transfer station is completed.

Transfer Station Scales - \$60,000

This project will replace the current scales that are at the end of useful life and require costly repairs. Presently we are losing revenue at the Transfer Station due to the frailty of this equipment. This new scale can be installed now and moved, if necessary, to accommodate any redesign of the Transfer Station site. The scale has an estimated useful life of 20 years.



DPW Garage Gasoline and Diesel Tanks - \$207,000

The DPW garage on Lake Street has tanks that hold gasoline and diesel fuel. These fuels have traditionally been bought in bulk, at wholesale prices, and have provided a secure, reliable and economic fuel source for Town vehicles.

In 2004, well into the 2005 fiscal year one of these tanks began to leak. This event occurred too late to be included in funding for the fiscal year 2006 and was not deemed to be an expense that qualified for receipt of funds from the Reserve Fund in Fiscal year 2005.

Capital Planning recommends \$207,000 be allocated from the General Stabilization Account to cover the removal, replacement and environmental remediation of these tanks and the soils surrounding them.

The urgency of this recommendation has been compounded by recent increases in all energy sources including gasoline and diesel fuels. At the present time, these fuels are being supplied by a local service station at prices well above the Town's former wholesale price.

**Building Stabilization Fund:****Renovation/Reuse of Sanborn House - \$87,850**

The amount represents expenditures necessary to preserve the integrity of the structure. The Town is currently negotiating with the Historical Society to lease the premises.

DPW Feasibility Study - \$50,000

This request will study and outline a new configuration of the DPW yard and buildings based on the current needs of the various departments that use this facility.

New Library Roof - \$75,000

Two sections of the rubber roof are failing and will be replaced.

Town Hall Basement Dehumidification - \$80,000

There is excessive moisture in the lower level of Town Hall that negatively affects employees and documents. System to be installed will remove the moisture and provide additional fresh air to this area.

Engineering Study (Town Hall) - \$55,000

A number of areas in Town Hall have water leaking through the foundation and other areas of the Building Envelope. This study will develop a plan to address building envelope water problems.

Town Hall Carpet - \$15,000

Re-carpet remaining areas of town hall not covered by earlier insurance claim from last winter.

Lynch Lecture Hall Floor - \$60,000

This will reconfigure the lecture hall space into classroom space with ADA accessibility.

Mystic School Roof Replacement - \$517,950

Remove existing slate roof and replace with asphalt shingle roof. Remove existing flat roof and make all necessary repairs to substructure.

Mystic Boiler Room asbestos Abatement - \$50,000

Remove all asbestos insulation and replace with non-asbestos material.



FY2007 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

Winchester High School Flooring - \$150,000

Replace selected flooring throughout the High School that is health and safety related.

Winchester High School Suspended Field House Sports - \$35,000

Replace motorized drive carriages and all support cables, pulleys, etc. to basketball backboards, divider curtain and batting cage.

Winchester High School Stage Lighting - \$50,000

This will supplement a request from last year to replace the stage lighting and related components. This project will bring emergency lighting and lighting controls up to current life safety and building code compliance.

Lynch Gym Roof Replacement - \$150,000

Replace the existing roof which is leaking and beyond its useful life.

**Capital Stabilization Fund:****Flood Mitigation - \$450,000**

This amount represents the Town's share of widening the river way between Waterfield and Bacon Streets. The Army Corp of Engineers is currently designing this project and it is anticipated this project will proceed in the coming year.

Mt. Vernon Street Bridge Design - \$150,000

Once an EIR report is completed and permits obtained, the Mt. Vernon St. Bridge will be redesigned to include an additional culvert. This amount represents funds for planning and design.

Record Preservation Program – Phase I - \$27,000

This appropriation represents funding to inventory Town records to determine space requirements for mandatory storage; to microfilm Town records so bulky originals can be discarded; to determine how to cost-effectively protect existing Town Hall vaults from excess humidity and water leaks; and to estimate cost and feasibility of installing a records vault in Sanborn House.

Ginn Field Light Post - \$36,500

The cost to replace the fallen poles at Ginn field is \$36,500 with four galvanized poles with an anchor base. This equipment is intended to survive any future redesign and, or re-use of Ginn Field. Construction would begin in summer of 2006.

Manchester Field Design - \$ 57,000

The estimate to design the complex at Manchester Field is \$57,000 and is the next phase of restoration for the fields program. Ciarcia and Ginn Field studies will be undertaken when the Flood Mitigation Plan is finalized. Leonard and McDonald Fields have been completed. Mullen Field is in Phase II and will be completed in early 2006.

Roads & Sidewalks - \$275,000

This is to supplement the Chapter 90 State Aid Funds. The Capital Planning Committee recommends \$275,000 for additional road and sidewalk repair and replacement. The Department of Public Works estimates 80% of the monies will be allocated for roadways and 20% for sidewalks. The Department of Public Works estimates that the annual cost for these projects to be \$700,000/year.

**Current Revenue:****Police Department: Radio System Enhancements - \$38,815**

The Police Department is midway through a major upgrade of its radio equipment moving from analog to digital signals. This upgrade is state mandated and must be completed by 2011. This years project includes (1) an additional dispatcher station in the Public Safety Building, (2) a receiver at Ambrose School to pick up signals from hand-held radios and (3) a repeater unit for Zion Hill to rebroadcast traffic to all units.

Fire Department: Chief's Vehicle - \$23,750

The current vehicle will be twelve years old in FY2007 is unusable and has been taken off the road. A car is being rented at this time. This vehicle is used regularly to respond to emergencies and carries a substantial amount of "turn-out gear" and communications equipment. The requested vehicle, a Ford Crown Victoria, is similar to the Chief's former vehicle.

High School Classroom Computers - \$40,000

The High School Math Department will receive 30 laptop computers along with two wireless carts, an LCD projector and a printer. This arrangement provides dedicated resources within the math instructional area. While the original request was for \$54,000, prices came in lower than the original estimate.

Cemetery Trust Fund:**Master Plan/Tree Preservation Project - \$20,000**

Tree Preservation is a multi-year plan to preserve and replace trees in the cemetery. Many of our older trees must be pruned and some must be removed for safety.

Water & Sewer Rates:**Utility Vehicle - \$28,000**

Replace a 1995 Chevy Blazer with 87,000 + miles. This vehicle now has engine problems and needs to be replaced with a new utility vehicle. The Water & Sewer Operations manager uses this vehicle to oversee all operations of the Water & Sewer Department in Town and in the reservoir areas. Vehicle needs to be all wheel drive.

Pick Up Truck - \$45,000

This Vehicle is sent on all operations of the department, and responds to emergencies and winter snow removal operations. Replacement will be a Ford or Chevy, 350 engine, 4-wheel drive with plow, dual-wheel, utility body service truck.



Capital Improvements Ranking - FY 2007

<u>Department</u>	<u>Project</u>	<u>FY 07 Request</u>	<u>Cumulative</u>
<u>CURRENT REVENUE</u>			
<u>Tax Rate</u>			
1 Police	Communications - Radio System	38,815	38,815
2 Fire	Chiefs Vehicle	23,750	62,565
3 School	IT-WHS Classroom Computers	40,000	102,565
4 DPW - Transfer Station	Steel Ejector Transfer Trailers	52,000	154,565
5 DPW - Maintenance	Street Sweeper	125,000	279,565
6 DPW - Maintenance	Sidewalk Tractor/Sander	118,000	397,565
7 School	Assistive Technology	30,000	427,565
8 School	WHS Student Desks, Chairs, Tables, etc.	50,000	477,565
9 DPW - Buildings	New Bucket Truck	50,000	527,565
10 School	WHS Cafeteria Tables	43,401	570,966
11 DPW	New Vehicle (DPW Director)	17,000	587,966
12 School	Muraco Classroom Computers	21,239	609,205
13 Fire	Pick Up Truck	28,000	637,205
14 School	Muraco,Lynch, Vinson Owen (Student Desks,Chairs,Tables, etc.)	50,000	687,205
15 School	IT-Lynch School Classroom Computers	21,239	708,444
16 School	IT-Vinson Owen Classroom Computers	34,064	742,508
<u>TOTAL</u>			<u>742,508</u>

Capital Stabilization Fund Projects

1 Board of Selectmen	Flood Mitigation	450,000	450,000
2 Board of Selectmen	Mt. Vernon Street Bridge	150,000	600,000
3 Town Clerk	Record Preservation Program - Phase I	27,000	627,000
4 Recreation	Ginn Field Light Post	36,500	663,500
5 DPW- Maintenance	Roads & Sidewalks	275,000	938,500
6 Recreation	Manchester Field Design	57,000	995,500
<u>TOTAL</u>			<u>995,500</u>

CEMETERY TRUST FUND

1 Cemetery	Master Plan/Tree Preservation Project	20,000	20,000
<u>TOTAL</u>			<u>20,000</u>

WATER & SEWER RATES

1 DPW - Water/Sewer	Utility Vehicle	28,000	28,000
2 DPW - Water/Sewer	Pick Up Truck	45,000	73,000
<u>TOTAL</u>			<u>73,000</u>



Capital Improvement Ranking FY 2007 – Cont.

**Building Stabilization Fund Projects - Bonding
(Fall Town Meeting Action)**

	Department	Project		Cumulative
1	Board of Selectmen	Renovation/Reuse of Sanborn House	87,850	87,850
2	DPW - Buildings	DPW Feasibility Study	50,000	137,850
3	DPW - Buildings	New Library Roof	75,000	212,850
4	DPW - Buildings	Town Hall Basement/Dehumidification	80,000	292,850
5	DPW - Buildings	Engineering Study - Town Hall	55,000	347,850
6	DPW - Buildings	Town Hall Carpet	15,000	362,850
7	School	Lynch Lecture Hall Floor	60,000	422,850
8	School	Mystic School Roof Replacement	517,950	940,800
9	School	Mystic/Boiler Room Asbestos Abatement	50,000	990,800
10	School	Winchester High School Flooring	150,000	1,140,800
11	School	WHS Suspended Field House Sports	35,000	1,175,800
12	School	WHS Stage Lighting	50,000	1,225,800
13	School	Lynch Gymnasium Roof Replacement	150,000	1,375,800
14		General Contingency	200,000	1,575,800
TOTAL				1,575,800

General Stabilization Fund Projects - (Fall Town Meeting Action)

1	DPW - Transfer Station	New Conveyor Belt (Secondary Belt)	25,000	25,000
2	DPW - Transfer Station	New Portable Scale	60,000	85,000
3	DPW - Maintenance	Gas and Diesel Tanks	207,000	292,000
TOTAL				292,000

Building Stabilization Fund Projects - (Fall Town Meeting Action)

1	School	Demographic Study - Revised School Master Plan	20,000	20,000
2	School	WHS RFP Feasibility Study	50,000	70,000
TOTAL				70,000



FY2007 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

FY06 MUNICIPAL BUILDING STABILIZATION FUND STATUS REPORT

Dept.	Project	Budget	Encumbered/ Expended	Balance	If project not complete expected completion date and reason for delay
MGR	Roof Projects	\$873,462	\$387,697	\$485,765	Under Construction
MGR	Town Hall				To be complete Spring 06
MGR	DPW Storage Roof				
MGR	DPW Historic Roof				
MGR	DPW Salt Roof				
MGR	Fire Station West Roof	50,000.00		\$50,000	On hold until the completion of the PSB Feasibility Study
MGR	Fire Station Center Roof	15,000.00		\$15,000	On hold until the completion of the PSB Feasibility Study
MGR	Public Safety Building Feasibility Study	35,000.00	\$35,000	\$0	Currently underway. To be complete Fall 05
MGR	Sanborn House Feasibility Study	50,000	50,000	\$0	Study Complete
MGR	Town Hall Exit Signs	22,374.00	\$0	\$22,374	Work to begin Winter 06
MGR	Aux Fire Station Concrete Apron	5,000	\$0	\$5,000	To be complete Fall 05
MGR	Fire Station West Bulkhead Stairs	2,500.00	\$0	\$2,500	On hold until the completion of the PSB Feasibility Study
MGR	Fire Station West Pavement	5,000.00	\$0	\$5,000	On hold until the completion of the PSB Feasibility Study
MGR	Town Wide Fuel Tank Evaluation	35,000.00	\$5,500	\$29,500	Complete



FY2007 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

FY06 SCHOOL BUILDING STABILIZATION FUND STATUS REPORT

Dept.	Project	Budget	Encumbered/ Expended	Balance	If project not complete expected completion date and reason for delay
MGR	WHS Air Quality/Ventilation	\$2,849,001	\$2,341,142	\$507,859	Under Const. Complete Spring 06
MGR	Fuel Tank Replacement	\$239,282	\$232,212	\$7,070	Under Construction
MGR	Lynch School Fuel Tank Replacement				To be complete Fall 05
MGR	Lynch Fuel Tank Evaluation				
MGR	Parkhurst Fuel Tank				
MGR	Vinson Owen Pedestrian Pavement	67,816.00	\$25,000	\$42,816	Under design spring 06 const
MGR	WHS Restrooms - non ADA	839,799.00	\$26,384	\$813,416	const
MGR	WHS Misc Repairs Phase I	396,540.00	\$396,542	(\$2)	Under Construction
MGR	WHS Bleachers and Lockers				To be complete Fall 05
MGR	WHS Misc Repairs Phase II	1,025,678.00	\$833,749	\$191,929	Under Construction
MGR	WHS Interior Painting				To be complete Fall 05
MGR	WHS Gym Floor				
MGR	WHS Exterior Doors				
MGR	WHS Auditorium Fire Curtain	35,000.00	\$35,000	\$0	Complete
MGR	Lynch School ADA Lift	150,000.00	\$114,602	\$35,398	Under Construction to be complete fall 05
MGR	Muraco School Boiler Room Abatement	60,000.00	\$60,000	\$0	Complete
MGR	McCall Masonry Work	21,395.00	\$20,525	\$870	Complete
MGR	Lincoln Fire Protection	420.00	\$0	\$420	Work to begin Winter 06
MGR	WHS PA System	13,323.00	\$0	\$13,323	Work to begin Winter 06
MGR	Lynch School Exit Signs	33,897.00	\$0	\$33,897	Work to begin Winter 06
MGR	Mystic School Electrical	2,559.00	\$0	\$2,559	Work to begin Winter 06
MGR	Mystic School Emergency Lighting	13,572.00	\$0	\$13,572	Work to begin Winter 06
MGR	Mystic School Exit Signs	25,296.00	\$0	\$25,296	Work to begin Winter 06
MGR	Vinson Owen Boiler Panels	12,000.00	\$0	\$12,000	Work to begin Winter 06
MGR	McCall Boiler Room ADA	4,604.00	\$0	\$4,604	Work to begin Winter 06
MGR	McCall Access Ladder Mech Room	5,062.00	\$0	\$5,062	Work to begin Winter 06
MGR	McCall Gym Floor	19,750.00	\$0	\$19,750	Work to begin Winter 06
MGR	McCall Fire Sprinkler Caps	753.00	\$0	\$753	Work to begin Winter 06
MGR	Muraco School Masonry Work	8,680.00	\$0	\$8,680	Work to begin Winter 06
MGR	Muraco School Windows	116,367.00	\$0	\$116,367	Work to begin Winter 06
MGR	Mystic School Roof Replacement	54,915.00	\$4,750	\$50,165	Preliminary work in progress
MGR	Muraco School Cooling	41,945.00	\$0	\$41,945	On Hold
MGR	Parkhurst Exterior Doors	48,593.00	\$0	\$48,593	On Hold
MGR	Parkhurst Soffits	29,132.00	\$0	\$29,132	On Hold
MGR	Parkhurst Motar Joints	99,112.00	\$0	\$99,112	On Hold
MGR	Parkhurst Retaining Wall	24,157.00	\$0	\$24,157	On Hold
MGR	Parkhurst Area Way Wall Foundation	18,321.00	\$0	\$18,321	On Hold
MGR	Parkhurst exterior Walls	29,132.00	\$0	\$29,132	On Hold
		6,286,101.00	\$4,089,906	\$2,196,195	



FY2007 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

**Winchester, Massachusetts
Building Stabilization Fund Analysis**

	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
Beginning Balance	-	1,905,500	3,902,173	5,991,066	7,005,850	7,629,960	8,063,451	8,162,769
Annual Appropriation (+)	1,850,000	1,896,250	1,943,656	1,992,248	2,042,054	2,093,105	2,145,433	2,199,069
Investment Income (+)	55,500	114,053	175,375	239,499	271,437	291,692	306,267	310,855
Expenditures (-)								
Ambrose School Planning BANs* State Share 50% \$290,000	-	-	-	(8,676)	-	-	-	-
Ambrose School Construction BANs* State Share 50% \$6,870,000	-	-	-	(205,528)	-	-	-	-
Ambrose School Bonds & BANs* Local Share 50% \$7,160,000 Dated 7/1/04	-	(13,630)	(30,138)	(815,259)	(642,506)	(626,306)	(613,256)	(601,106)
\$7.5 million Repairs (year 1) Dated 7/1/05	-	-	-	(187,500)	(984,375)	(953,125)	(921,875)	(890,625)
\$2.5 million Municipal Project (year 2) Dated 7/1/06	-	-	-	-	(62,500)	(246,875)	(240,625)	(234,375)
\$5 million Repairs (year 3) Dated 7/1/07	-	-	-	-	-	(125,000)	(576,625)	(559,875)
\$8 million (Net) School Project (year 5) Dated 6/1/09 - BAN Interest on State Share	-	-	-	-	-	-	-	(800,000)
\$5 million Repairs (year 5) Dated 7/1/09	-	-	-	-	-	-	-	(240,000)
								(125,000)
Ending Balance	1,905,500	3,902,173	5,991,066	7,005,850	7,629,960	8,063,451	8,162,769	7,221,712

Assumptions

Bonds 5%
Investments 3.0%

* Actual BAN interest and bond debt service.

**FY2007 PROGRAM****CAPITAL IMPROVEMENT PROGRAM****Winchester, Massachusetts
Building Stabilization Fund Analysis**

	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Beginning Balance	7,221,712	5,944,273	5,031,054	4,255,330	3,622,715	3,139,026	2,810,518	2,643,899	2,651,008	3,448,326
Annual Appropriation (+)	2,254,045	2,310,396	2,368,156	2,427,360	2,488,044	2,550,245	2,614,002	2,679,352	2,746,335	2,814,994
Investment Income (+)	284,273	247,640	221,976	200,481	183,323	170,678	162,736	159,698	161,920	187,900
Expenditures (-)										
Ambrose School Planning BANs* State Share 50% \$290,000	-	-	-	-	-	-	-	-	-	-
Ambrose School Construction BANs* State Share 50% \$6,870,000	-	-	-	-	-	-	-	-	-	-
Ambrose School Bonds & BANs* Local Share 50% \$7,160,000 Dated 7/1/04	(588,506)	(575,006)	(560,606)	(546,206)	(531,806)	(517,181)	(502,106)	(481,691)	(465,938)	(449,963)
\$7.5 million Repairs (year 1) Dated 7/1/05	(859,375)	(828,125)	(796,875)	(765,625)	(734,375)	(703,125)	(671,875)	(640,625)	-	-
\$2.5 million Municipal Project (year 2) Dated 7/1/06	(228,125)	(221,875)	(215,625)	(209,375)	(203,125)	(196,875)	(190,625)	(184,375)	(178,125)	(171,875)
\$5 million Repairs (year 3) Dated 7/1/07	(543,125)	(526,375)	(509,625)	(492,875)	(476,125)	(459,375)	(442,625)	(425,875)	(404,250)	(387,750)
\$8 million (Net) School Project (year 5) Dated 6/1/09 - BAN Interest on State Share	(780,000) (240,000)	(760,000)	(740,000)	(720,000)	(700,000)	(680,000)	(660,000)	(640,000)	(620,000)	(600,000)
\$5 million Repairs (year 5) Dated 7/1/09	(576,625)	(559,875)	(543,125)	(526,375)	(509,625)	(492,875)	(476,125)	(459,375)	(442,625)	(425,875)
Ending Balance	5,944,273	5,031,054	4,255,330	3,622,715	3,139,026	2,810,518	2,643,899	2,651,008	3,448,326	4,415,757

Assumptions

Bonds 5%
Investments 3.0%

* Actual BAN interest and bond debt service.

**FY2007 PROGRAM****CAPITAL IMPROVEMENT PROGRAM****Winchester, Massachusetts
Building Stabilization Fund Analysis**

	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
Beginning Balance	4,415,757	5,565,047	6,899,226	8,426,586	10,476,577	12,728,579	15,858,527	19,192,685	22,861,156	26,747,998
Annual Appropriation (+)	2,885,369	2,957,503	3,031,440	3,107,226	3,184,907	3,264,530	3,346,143	3,429,797	3,515,541	3,603,430
Investment Income (+)	219,034	255,676	297,920	346,014	409,845	479,793	576,140	678,674	791,301	910,543
Expenditures (-)										
Ambrose School Planning BANs*	-	-	-	-	-	-	-	-	-	-
State Share 50% \$290,000										
Ambrose School Construction BANs*	-	-	-	-	-	-	-	-	-	-
State Share 50% \$6,870,000										
Ambrose School Bonds & BANs*	(433,988)	(417,125)	(399,375)	(381,625)	(363,875)	-	-	-	-	-
Local Share 50% \$7,160,000 Dated 7/1/04										
\$7.5 million Repairs (year 1)	-	-	-	-	-	-	-	-	-	-
Dated 7/1/05										
\$2.5 million Municipal Project (year 2)	(165,625)	(159,375)	(153,125)	(146,875)	(140,625)	(134,375)	(128,125)	-	-	-
Dated 7/1/06										
\$5 million Repairs (year 3)	(371,250)	(354,750)	(338,250)	-	-	-	-	-	-	-
Dated 7/1/07										
\$8 million (Net) School Project (year 5)	(580,000)	(560,000)	(540,000)	(520,000)	(500,000)	(480,000)	(460,000)	(440,000)	(420,000)	-
Dated 6/1/09 - BAN Interest on State Share										
\$5 million Repairs (year 5)	(404,250)	(387,750)	(371,250)	(354,750)	(338,250)	-	-	-	-	-
Dated 7/1/09										
Ending Balance	5,565,047	6,899,226	8,426,586	10,476,577	12,728,579	15,858,527	19,192,685	22,861,156	26,747,998	31,261,971

Assumptions

Bonds 5%

Investments 3.0%

* Actual BAN interest and bond debt service.