



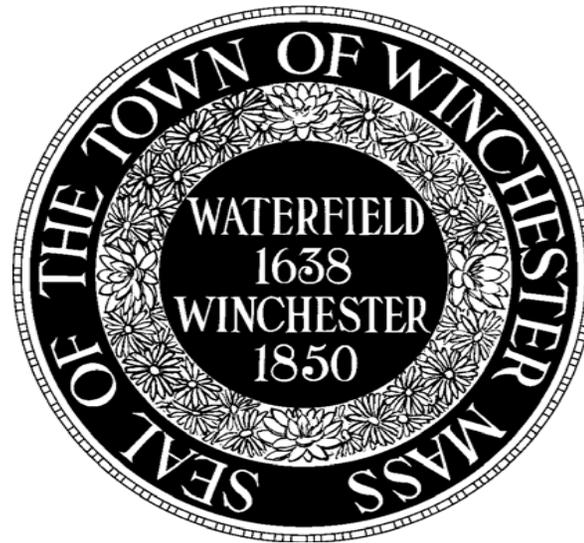
TOWN OF WINCHESTER

TOWN MANAGER'S FINANCIAL PLAN

**FISCAL YEAR
2008**

FEBRUARY 15, 2007

Town of Winchester
Town Manager's Financial Plan
Fiscal Year 2008



Melvin A. Kleckner
Town Manager

Mark J. Twogood
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Comptroller



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SECTION I

TRANSMITTAL LETTER



February 15, 2007

The Honorable Finance Committee and Board of Selectmen
Town Hall
71 Mount Vernon Street
Winchester, Massachusetts 01890

Dear Committee and Board Members:

It is my privilege to submit for your consideration a financial plan (the Budget) for Fiscal Year 2008, commencing on July 1, 2007. Based upon policy input and direction from the Board of Selectmen, I have submitted both a balanced budget proposal as well as one that is conditional upon the approval of \$1,347,000 in additional tax revenue. The balanced Fiscal Year (FY) 2008 budget assumes revenue of \$72,479,283, exclusive of revenue derived from Enterprise activity. This represents an increase of 2.12% over FY 2007. This modest revenue increase, combined with high increases in fixed operating costs of the Town, make this a "Reduced Services" budget. In response to the impacts of these reduced services, the Board of Selectmen has voted to place a Proposition 2½ Tax Override question to the voters on March 13, 2007 in the amount of \$1,347,000. In the event the Override is successful, the increase in the Budget will be 4.02% higher than FY 2007.

Highlights of the FY 2008 Budget are as follows;

- An overall increase of 2.12%, excluding enterprise funds
- Major increases in fixed costs requiring reductions in staffing and programs
- Prioritization of education, public health and public safety services
- Comprehensive increase of fees for municipal licenses and permits
- Establishment of new enterprise funds, including the reallocation of expenses
- Maintenance of adequate reserve balances
- Identification of budget restorations contingent on a \$1.347 million tax override

The Process:

The budget process this year involved a much more intense focus and review by the Board of Selectmen. Based upon their authority under the Charter to provide budget direction, and given their sole authority to place a Tax Override question on the local ballot, the Board of Selectmen engaged in a detailed review of projected revenues and expenditures. This involved multiple votes and other expressions of direction, including the vote to place a \$1,347,000 Tax Override question on the ballot. This process has created some concern about the independent role of the Town Manager to prepare a budget under the Town's Charter. However, I am respectful of the importance the budget has in the policy direction of the Town and acknowledge the need to achieve consensus during the budget process. As a result, my budget recommendations incorporate the results of this process. I recognize that this is a work in progress and hope to develop a more effective process next year that balances the Town Manager's responsibility for municipal operations with the Board of Selectmen's policy authority.



FY2008 PROGRAM BUDGET

TRANSMITTAL LETTER

This year's budget process began with a review of the Town's finances as developed in a benchmarking report entitled Municipal Yardstick™ produced by Municipal Benchmarking LLC. This report compared the Town of Winchester's budgetary, financial and demographic statistics with a peer group of twenty comparable communities. While the Report contained inconsistencies inherent with collecting and reporting local government data, the overall statistics produced in the Report were useful to identify trends or outlying areas. The Finance Committee, School Committee and other stakeholders provided analysis of the Report that was valuable to the budget discussion. Another introductory step in the process involved brainstorming of various revenue or expenditure initiatives. The Board of Selectmen, Finance Committee and others submitted lists of ideas that would enhance revenue or reduce expenditures. I consolidated these ideas and conducted a forum with department heads. Ultimately, I created and presented a matrix that evaluated the financial impact of each category with the effort required for implementation. The matrix proved useful to identify areas of focus.

Based upon an initial projection that identified the need for a Reduced Services budget, I directed each municipal department to identify expenditures reduced by 10% over FY 2007. In order to facilitate a policy discussion with the Board of Selectmen, I categorized these reductions in three increasing levels of impacts. The Board engaged in a process of discussing the impacts of these reductions, including an interactive session with each major department head. The School Department prepared a similar analysis that identified varying levels of funding. The Board of Selectmen engaged directly with the School Committee when considering its budget direction.

Ultimately, the Board of Selectmen voted to support specific levels of revenues and expenditures, and to place a Tax Override in the amount of \$1,347,000 to supplement the budget. A more detailed review of the budget is included in the sections that follow.



Revenues:

I have projected revenues to increase by \$1,506,374 or 2.12% over FY 2007. For FY 2008, I have decided to establish a formal Enterprise Fund for Solid Waste. As a result, all receipts from the operation of the Transfer Station have been removed from the general revenue projection and reallocated to Enterprise revenue.

Taxes

Under Proposition 2½, 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 2008, the general increase in the tax levy is \$1,250,458 plus an additional \$500,000 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 2008, there is \$2,998,233 allocated to the special building and capital stabilization funds previously authorized by special law and voter referendum. Also added to the tax levy is the current debt service costs authorized by special debt exclusion votes for certain capital projects. In FY 2008, a total of \$1,016,855 has been 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 from water and sewer fee revenue to the tax levy to facilitate federal tax deductibility by eligible citizens of the Town. In FY 2008, this amount is \$3,354,619, most of which is Winchester’s allocable debt of the Massachusetts Water Resources Authority.

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 2008 is \$3,150,000.

Taxes	FY 2007	FY 2008	% Change
Tax Levy	49,468,309	51,269,084	3.64%
New Growth	550,000	500,000	-9.09%
Hospital PILOT	0	30,000	NA
Chapter 110	3,493,429	3,354,619	-3.97%
McCall School Exclusion	508,144	470,160	-7.48%
Lincoln School Exclusion	486,355	435,127	-10.53%
Immediate Repairs Exclusion	111,160	111,568	0.37%
Motor Excise	3,080,000	3,150,000	2.27%
Total Taxes	57,697,397	59,320,558	2.81%

A referendum to increase the Proposition 2½ tax levy limit by \$1,347,000 has been placed on a special election ballot on March 13 by the Board of Selectmen. This amount is projected to represent \$.25 per \$1,000 of property value. To calculate the impact of this tax increase, a property owner would multiply the rate by the assessed value of their property divided by \$1,000. For example a property owner with a home assessed at \$755,400 would have their taxes increased by \$188;

$$.25 \times (\$755,400 \div 1,000) = \$188$



State Aid

Financial aid from the Commonwealth of Massachusetts is provided through three main programs; Chapter 70, Lottery and Additional Assistance. FY 2008 represents a projection of modest growth in state aid. Despite the prediction of an austere state budget this year, Governor Patrick has signaled a commitment to modestly increase Chapter 70 education funding. I have projected a 5% increase in Chapter 70, or \$179,150. I do not anticipate any increase in Lottery funding. In fact, it has been reported that Lottery receipts statewide are down. 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 new Governor and Legislature prepare their respective budgets, 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. This is especially focused in the area of increasing enrollment that is so severely impacting the Town.

State Aid	FY 2007	FY 2008	% Change
Chapter 70	3,582,999	3,762,149	5.00%
Lottery	1,474,745	1,474,745	0.00%
Additional Assistance	344,404	344,404	0.00%
School Building Assistance	1,038,777	1,038,777	0.00%
Other	256,892	256,892	0.00%
Total State Aid	6,697,817	6,876,967	2.67%

Despite growth in the State budget over the last several years, the Town is projected to receive only \$132,000 more in state aid than it received six years ago. This represents an average annual increase of 0.4%! Considering the fixed cost increases and other inflationary impacts to municipal budgets, the inability of the Commonwealth of Massachusetts to share its revenues proportionately with its cities and towns is a major factor in the fiscal stress facing the Town of Winchester and similar communities.



Local Receipts

Local Receipts represent a comprehensive category of revenue from locally generated fees and other income. Some of the more prominent sources include Building Permit Fees, Ambulance Fees, Cemetery Fees and Investment Income. A major policy initiative emerged this year that focused on the funding of various Town services through fees. In general, the Board of Selectmen favored an approach that establishes fees at a level that meets the cost of providing the service. In response, I have proposed the following policy statement;

“It shall be the policy of the Town of Winchester to assess fees for the purchase of municipal good and services in order to finance the costs of providing such goods and services and to reasonably contribute to the general revenue of the Town. Fees and fines shall also be charged in order to create an incentive to comply with Town By-Laws, policies and regulations. Fees for goods and services shall be limited to the provision of those goods and services that benefit individuals or businesses rather than the community at large. To the extent possible, fees shall be established to recover the full cost of providing the good or service, and shall be evaluated on an annual basis. In the event that municipal services compete with services provided in the private sector, these services shall be considered Enterprises and the full cost of providing such services shall be recovered through fees or other charges, including all indirect and capital costs, so that the general tax base does not support these activities.”

My budget includes a projection of \$2,991,790 in revenue from Local Receipts. This includes \$300,000 in new permit and fee revenue. At my request, the Town Clerk developed a comprehensive schedule of municipal fees that documents the cost of each fee, establishes its legal basis and compares it with other similar communities. Based on this analysis, I am comfortable with recommending a schedule of increased fees and permits consistent with the above policy.

As previously stated, fees generated from the sale of Transfer Station permits and commercial solid waste have been reallocated to an Enterprise in an effort to more closely link the revenues and expenses of this operation and to create a more flexible system.

Local Receipts	FY 2007	FY 2008	% Change
Penalties & Interest	310,000	310,000	0.00%
Fees	340,000	366,790	7.88%
Rentals	15,000	20,000	33.33%
Cemetery	230,000	250,000	8.70%
Other Departmental	95,000	95,000	0.00%
Licenses & Permits	1,025,000	1,325,000	29.27%
Special Assessments	30,000	30,000	0.00%
Fines & Forfeits	50,000	50,000	0.00%
Investment Income	310,000	475,000	53.23%
Misc.	269,533	70,000	-74.03%
Total Local Receipts	2,674,533	2,991,790	11.86%



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. A formal policy on Reserves is a preferred practice of Moody's Investors Service, the company that rates the Town's municipal bonds. I have proposed that the Town retain at least 5% of its general fund in operating reserves and no less than 10% of its general fund in overall reserves. In recent years, the Town has relied upon the use of Reserves or other one-time sources of revenue without a plan to replenish them. As state aid dipped and other expenses increased substantially, the Town turned to Reserves to help balance the budget.

For FY 2008, I strongly recommend that the Town limit its use of Reserves to an amount that can be reasonably replenished in the following year's fund balance. I recommend that the Town use \$1,200,000 from Free Cash and \$250,000 from its General Stabilization Fund to supplement general revenue in FY 2008. This amount will allow the Town to have acceptable operating reserves. Fortunately, the Town is increasing its special stabilization fund balances from the tax levy by nearly \$3 million annually, allowing for a healthy overall reserve position. It is essential that the Town develop a 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.

Reserves and Other	FY 2007	FY 2008	% Change
Free Cash	1,964,116	1,200,000	-38.90%
Stabilization Fund - General	0	250,000	NA
Stabilization Fund - Capital	35,833	45,328	26.50%
Stabilization Fund - Buildings	1,482,513	1,479,640	-0.19%
Overlay Surplus	230,000	125,000	-45.65%
Other	70,000	70,000	0.00%
Cemetery Trust Fund	120,000	120,000	0.00%
Total Reserves and Other	3,902,462	3,289,968	-15.70%



Expenditures:

Recommended expenditures for FY 2008 are \$72,479,283, representing an increase of 2.12%. Given the rate of increases in fixed costs such as employee wages, benefits and energy, expenditures to meet operating programs and services have been impacted. I have recommended reduced funding in all major departments, including Police, Fire, Public Works and Library. I have recommended a 3.0% increase in the Education budget, but even this rate of increase is insufficient to meet the fixed costs of contractual wage increases and special education, as well as the demands of an increasing student population. Consistent with the removal of revenue attributable to Solid Waste, I have removed the costs of the Transfer Station and the Solid Waste Disposal (formerly NESWC) and reallocated them to Enterprise.

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

This category of expenditures has been reduced by 0.13% over FY 2007. Reductions in clerical/administrative personnel are proposed in the Town Clerk's, Town Manager's and Town Treasurer's office. In order to mitigate impacts from these reductions, I shall initiate a program of departmental cooperation. Individual departments shall be paired with one another in order to share staff and other resources at peak work periods or during staff emergencies. At times, departments may need to be closed to the public in order to meet critical functions. Most departments have experienced reductions in temporary labor and/or overtime, and expense/equipment accounts have been level funded or reduced in some cases.

I have reluctantly proposed a reduction in the Library budget. The Library Trustees have been adamant in their prioritization of staff resources/operating hours, especially given their recent success in restoring hours previously cut and in fund raising for Sunday hours. As a result, my recommendation impacts the Books and Materials account. In addition to limiting the upgrading of the Library's collection, this reduction exposes the Town to a loss of state certification. Loss of certification prevents the Town from eligibility for grants, but more importantly, it precludes the inter-library loan privileges that Winchester's citizens enjoy.

The Health budget has had its professional services funding reduced for several public health programs. It is the intent of the Board of Selectmen to authorize replacement funding from the separate Hospital Gift Fund.

The Police Department has also been targeted for reductions. With the recent internal promotion of a Lieutenant to Chief of Police, there is an opportunity for reorganization. I have reduced the Department's patrol officer funding but will provide the new Chief some latitude in proposing the manner in which this reduction is implemented. A clerical position will be reduced and the replacement of cruiser vehicles will be limited to one in FY 2008. Finally, the Town will continue its consolidation of School Crossing locations by reducing two in FY 2008. This reduction will require better coordination with the School Department and more timely notice to impacted parents than was experienced in last year's consolidation.



FY2008 PROGRAM BUDGET

TRANSMITTAL LETTER

The Department of Public Works has been impacted heavily in the FY 2008 budget. Two positions in the maintenance division have been eliminated and the care of certain properties will be privatized. While this privatization may be cost effective, the loss of personnel will negatively impact the Department in emergencies such as snow/ice storms and flooding events. Three positions in the Buildings division will be eliminated, including two school custodial personnel. These reductions will have to be coordinated carefully, as they come at a time when the Town is actively pursuing energy efficiency measures in its municipal and school buildings. A position in the Garage division has been eliminated, which will increase the time it takes to perform maintenance on Town vehicles and stretch the Department's capacity during snow events. Finally, routine Overtime has been reduced throughout the Department, requiring certain functions to be curtailed or performed during less convenient times to the public.

Municipal Departments	FY 2007	FY 2008	% Change
General Government	2,258,700	2,163,079	-4.23%
Culture	1,448,898	1,418,067	-2.13%
Health/Social	406,893	395,992	-2.68%
Public Safety	7,220,869	7,157,676	-0.88%
Public Works	4,172,168	3,986,467	-4.45%
Salary/Fringe Benefit Reserve*	133,525	500,000	274.46%
Total Municipal Departments	15,641,053	15,621,281	-0.13%

*A \$500,000 reserve for salary increases to municipal employees has been allocated. Since the Town has not yet reached agreement with any unions for the current fiscal year (FY 2007), this represents a cumulative amount incorporating two years.

The Tax Override would restore \$297,000 in staff and/or expenses to municipal departments, as follows:

- 1.) Restore funding for police staffing- \$20,000
- 2.) Restore school crossing guard locations- \$14,000
- 3.) Restore library books and materials- \$72,000
- 4.) Restore building maintenance staffing in the DPW- \$122,558
- 5.) Restore vehicle maintenance staffing in the DPW- \$40,000
- 6.) Restore clerical/administrative staffing in Town Hall departments- \$28,442



Education

The FY 2008 allocation to the School budget represents an increase of \$841,344 from the prior year, or an increase of 3.0%. This amount is inclusive of all contractual wage increases negotiated for teaching and other school personnel as well as the Town's assessment to the Northeast Metro Tech High School.

The proposed budget is over \$1.4 million less than the 8.19% budget request submitted by the School Committee, including replacement of funding from the 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. The impacts of a Reduced Services budget are felt particularly hard in the School Department given the unyielding impact of increasing enrollment. Since 2002, the School Department has experienced an increase of 530 students. 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.

Education	FY 2007	FY 2008	% Change
Central Office	2,164,789		
Technology	667,165		
High School	5,227,841		
McCall Middle School	3,648,419		
Ambrose School	1,616,050		
Lincoln School	1,872,057		
Lynch School	1,638,231		
Muraco School	1,434,638		
Vinson Owen School	1,350,488		
Pupil Services	1,225,910		
Special Education	6,857,752		
Athletics	<u>185,433</u>		
Subtotal Local School Budget	27,888,773	28,722,316	2.98%
Vocational School Assessment	<u>156,027</u>	<u>163,828</u>	5.00%
Total Education	28,044,800	28,886,144	3.00%

The Tax Override would restore \$1,000,000 in staff and/or expenses to the School Department.



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, Employee Health Insurance and Pension Funding.

Employee fringe benefits continue to be a budget buster for the Town. Employee health insurance premiums are projected to increase by over 10% and the Town's contribution to its pension fund will increase by nearly 11%. Fortunately, energy costs have moderated from record increases last year. In addition, the allocation of a portion of employee benefit costs to Enterprises has mitigated the impact to the general budget. Still, when added together, the increased costs in the general budget from these accounts virtually consumes all of the tax levy increase allowed by the Town under Proposition 2½.

Last year, the Town engaged in difficult collective bargaining in order to reduce the percentage of the health insurance premium it pays. This year, the Town has committed to work collaboratively with all labor organizations to adopt a modified insurance plan design that is more typical of modern employer arrangements. By prudently adjusting and marketing our plans, we believe the Town can achieve a more reasonable rate of increase, benefiting both the Town and its employees. The Town is also interested in exploring the Governor's proposal to allow cities and town to join the state's health insurance pool managed by the Group Insurance Commission.

In FY 2008, I will take advantage of an opportunity in federal law that allows the Town to establish individualized retirement accounts for our temporary/seasonal employees in lieu of participation in the social security system. By establishing individual Section 457 accounts that the employees would contribute to, the Town will no longer be required to match contributions to social security. At 6.2% of earnings per employee, this initiative will save the Town over \$100,000.

Consistent with the policy on fees previously articulated, I have reallocated over \$300,000 in general fund costs to programs that are accounted for as Enterprises. Many of these costs are in this Undistributed budget category. This practice has been in place for several years for the Water/Sewer Enterprise. In FY 2008, I have expanded this reallocation to the Recreation Department (formerly a Revolving Fund) and to the new Solid Waste Enterprise.

**FY2008 PROGRAM BUDGET****TRANSMITTAL LETTER**

Finally, I have begun to experiment by identifying Undistributed costs to certain departments in order to create accountability and incentives for savings. I have identified the allocable cost of Energy to the Library and am prepared to allow that department to expend savings realized through lower consumption on one-time equipment or materials. I will work with the Energy Management Committee to determine a reasonable consumption target and with the Finance Committee on the applicable financial mechanism necessary to accommodate the incentive. I have also identified the FY 2008 cost of employee health insurance to the School Department. As an independent authority, the School Department must acknowledge the cost impact of health insurance when making employment and budget decisions. I expect that the identification and allocation of Undistributed costs to individual departments will expand in future years.

Undistributed	FY 2007	FY 2008	% Change
Energy*	2,825,000	2,882,000	2.02%
Audit	74,000	75,000	1.35%
Legal	285,000	300,000	5.26%
Information Technology	383,710	358,214	-6.64%
Debt Service	8,212,957	7,958,065	-3.10%
Tax Abatement Interest	25,200	25,200	0.00%
Contributory Retirement*	2,553,425	2,823,840	10.59%
Workers Comp/Indemnification*	414,933	397,306	-4.25%
Unemployment	157,000	157,000	0.00%
Health Insurance*	7,026,434	7,711,567	9.75%
Medicare Tax/FICA Tax	631,575	538,664	-14.71%
Non Contributory	62,000	62,000	0.00%
Reserve Fund	375,000	350,000	-6.67%
General Insurance	288,835	294,000	1.79%
Total Undistributed	23,315,069	23,932,856	2.65%

* Represents cost centers that have had funding reallocated to Enterprises



Capital/Other

This category of expenses includes the capital budget and other related activities. Several expenses that are automatically raised without appropriation are included within this category, including the Overlay, State Aid (Cherry Sheet) Offsets and State Charges (primarily the MBTA Assessment). 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 general tax funding for the capital budget. The Capital Planning Committee is doing an outstanding job in documenting the many capital needs of the Town. It is clear that these priorities cannot be met with resources from the Stabilization Funds alone. For FY 2008, I will recommend that the Board of Selectmen approve funding from the separate Hospital Gift Fund to partially finance the replacement of the Town's Ambulance vehicle. By using the Gift Fund for this legitimate purpose, it will free up funding for other projects that could not otherwise be met with the limited general appropriation.

Capital/Other	FY 2007	FY 2008	% Change
Environmental Remediation	70,000	50,000	-28.57%
Capital - General Revenue	102,565	106,000	3.35%
Capital Cemetery	20,000	20,000	0.00%
Charges & Assessments	446,097	457,249	2.50%
Overlay Account	350,000	350,000	0.00%
Capital Stabilization Fund	883,051	905,127	2.50%
Buildings Stabilization Fund	2,042,054	2,093,106	2.50%
Special Articles	14,000	14,000	0.00%
Cherry Sheet Offsets	43,520	43,520	0.0%
Total Capital/Other	3,971,287	4,039,002	1.71%

The Tax Override would restore \$50,000 in funding for the Capital Budget.



Conclusion:

As predicted in last year's Budget Message, FY 2008 is a year of reckoning for the Town. Over the last few years, the Town has been unwilling to significantly reduce services or raise taxes beyond the limit imposed by Proposition 2½. The result has been an inordinate amount of reserves or other one-time revenue sources used to fill the gap.

The Finance Committee has shown leadership in identifying a more realistic revenue growth factor and has advocated limitations on expenditures to meet this challenge. Clearly, the FY 2008 budget meets this challenge by limiting expenditure growth to 2.12%. The Board of Selectmen and I have worked hard to limit the amount of the proposed Override to offset the impacts of this limited budget.

I would like to thank the Board of Selectmen for their leadership in facilitating policy discussions around the FY 2008 budget. I am grateful for the assistance and creativity of all department heads in preparing their budget submissions, and for their commitment to the important public services their departments provide. 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 for his efforts in compiling this report, and to the staff of the Town Manager's office for their cooperation and assistance.

Sincerely,

Melvin A. Kleckner,
Town Manager

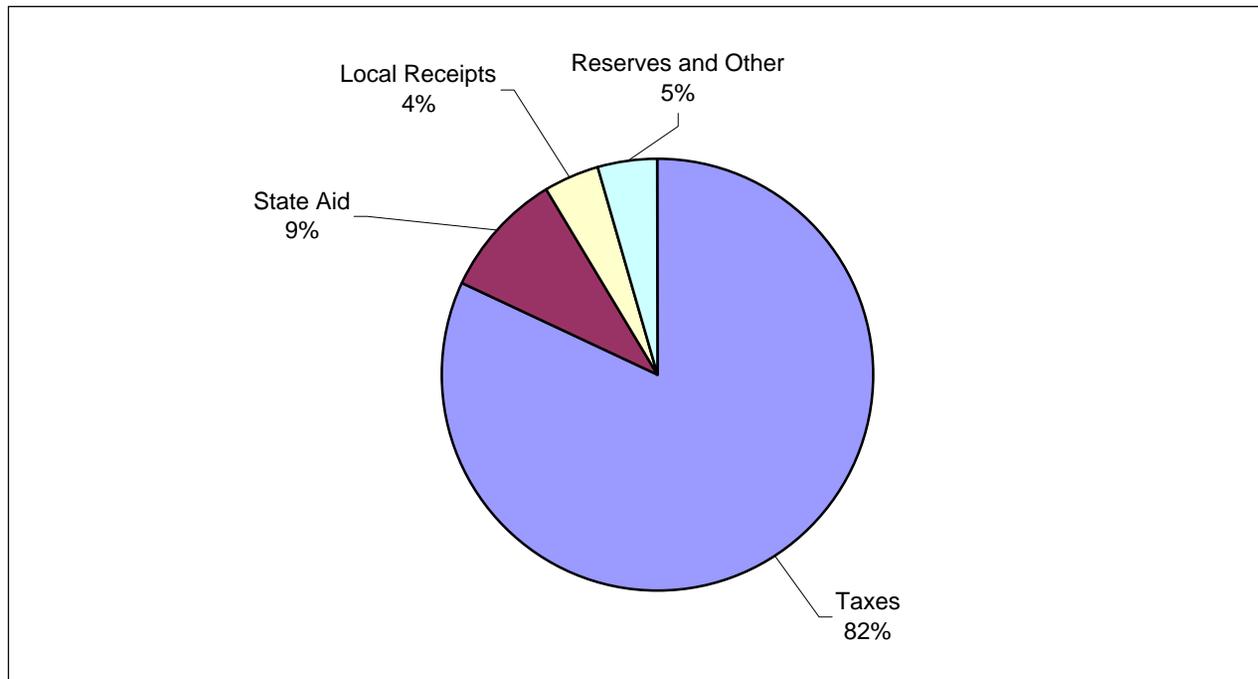


Town Manager's FY 2008 Budget Summary

	FY 2007 Budget	FY 2008 Town Manager	% Change FY07 - FY 08	FY2008 Override	% Change FY07 - FY 08
REVENUES					
Total Taxes	57,697,397	59,320,558	2.81%	60,667,558	5.15%
Total State Aid	6,697,817	6,876,967	2.67%	6,876,967	2.67%
Total Local Receipts	2,674,533	2,991,790	11.86%	2,991,790	11.86%
Total Reserves and Other	3,902,462	3,289,968	-15.70%	3,289,968	-15.70%
TOTAL REVENUES	70,972,209	72,479,283	2.12%	73,826,283	4.02%
EXPENDITURES					
Municipal Departments	15,641,053	15,621,281	-0.13%	15,918,281	1.77%
School Budget	28,044,800	28,886,144	3.00%	29,886,144	6.57%
Undistributed	23,315,069	23,932,856	2.65%	23,932,856	2.65%
Capital and Other	3,971,287	4,039,002	1.71%	4,089,002	2.96%
TOTAL EXPENDITURES	70,972,209	72,479,283	2.12%	73,826,283	4.02%



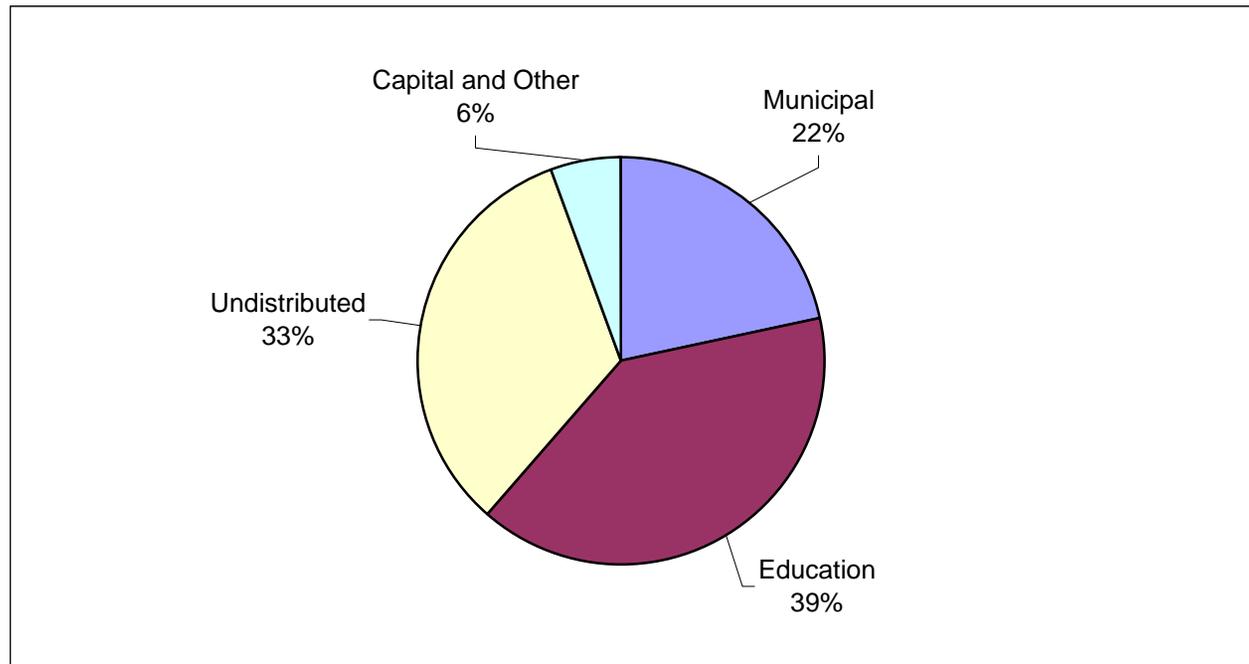
	FY 2007 Budget	FY 2008 Town Manager	% Change FY07 - FY 08
REVENUES			
Total Taxes	57,697,397	59,320,558	2.81%
Total State Aid	6,697,817	6,876,967	2.67%
Total Local Receipts	2,674,533	2,991,790	11.86%
Total Reserves and Other	3,902,462	3,289,968	-15.70%
TOTAL REVENUES	70,972,209	72,479,283	2.12%





EXPENDITURES

	FY2007 Budget	FY 2008 Town Manager	% Change FY07 - FY08
Municipal Departments	15,641,053	15,621,281	-0.13%
Education	28,044,800	28,886,144	3.00%
Undistributed	23,315,069	23,932,856	2.65%
Capital and Other	3,971,287	4,039,002	1.71%
Total Expenditures	70,972,209	72,479,283	2.12%

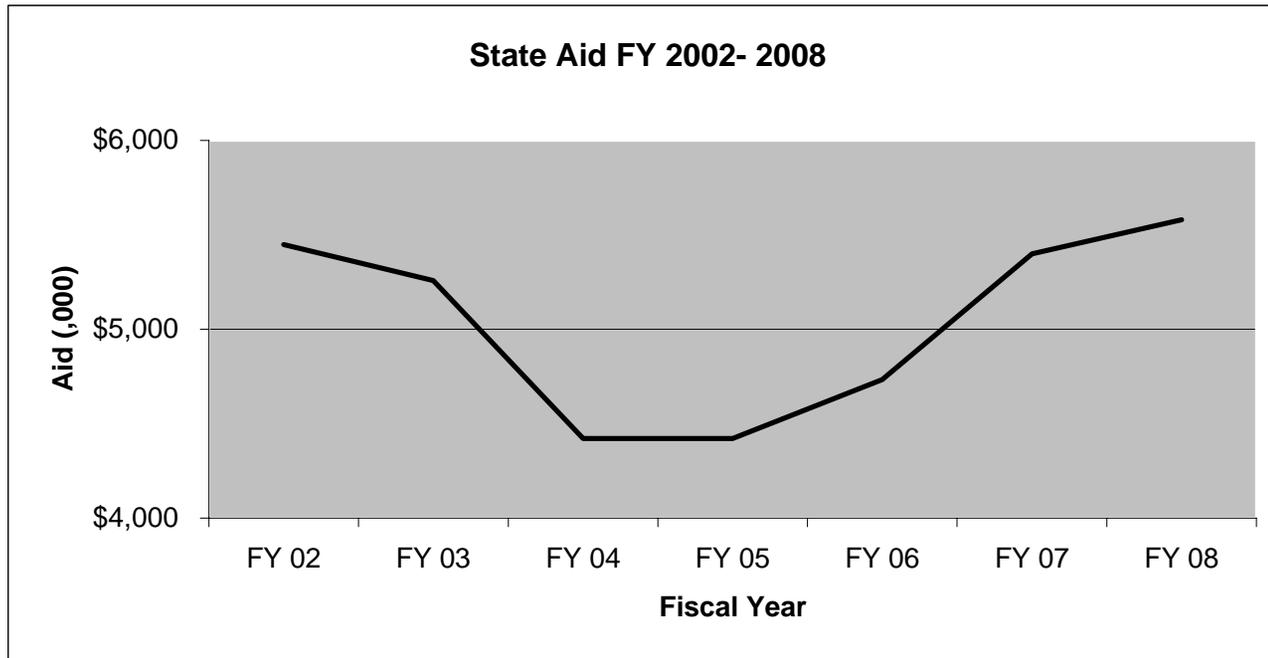




State Aid- FY 2002-2008

	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08
Chapter 70	\$3,692	\$3,692	\$2,953	\$2,953	\$3,131	\$3,582	\$3,762
Lottery	\$1,323	\$1,199	\$1,124	\$1,124	\$1,259	\$1,474	\$1,474
Additional Asse	\$433	\$367	\$344	\$344	\$344	\$344	\$344
TOTAL	\$5,448	\$5,258	\$4,421	\$4,421	\$4,734	\$5,400	\$5,580

Amounts in (,000)



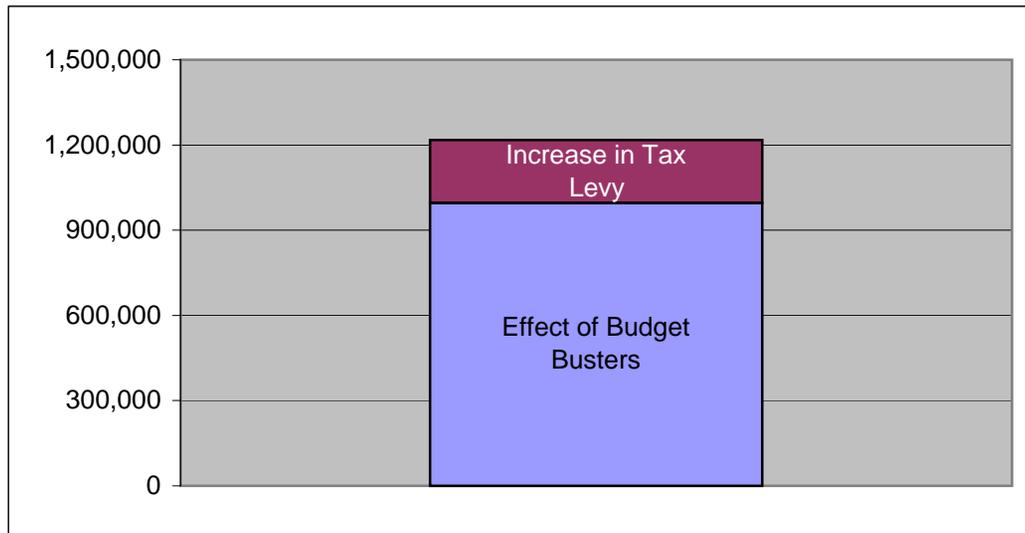


Effect of Budget Busters on FY 2008 Budget

Increase in Property Tax Levy (1)	\$1,177,147
Increases in Employee Benefits (2)	
Health Insurance	\$685,133
Pensions	<u>\$270,415</u>
Total Increases	\$955,548
 Budget Busters as a % of Increased Tax Levy Capacity	 81.17%

(1) Does not including increases in Building and Capital Stabilization Funds

(2) Does not include increases reallocated to Enterprise Funds





FY2008 PROGRAM BUDGET

TRANSMITTAL LETTER

Revenues

	FY 2007 Budgeted	FY 2008 Projected	% Change from FY 07	FY 2008 Override	% Change from FY 07
Taxes					
Tax Levy	49,468,309	51,269,084	3.64%	52,616,084	6.36%
New Growth	550,000	500,000	-9.09%	500,000	-9.09%
Hospital PILOT		30,000	N/A	30,000	N/A
Chapter 110	3,493,429	3,354,619	-3.97%	3,354,619	-3.97%
McCall School Exclusion	508,144	470,160	-7.48%	470,160	-7.48%
Lincoln School Exclusion	486,355	435,127	-10.53%	435,127	-10.53%
Immediate Repairs Exclusion	111,160	111,568	0.37%	111,568	0.37%
Motor Excise	3,080,000	3,150,000	2.27%	3,150,000	2.27%
Total Taxes	57,697,397	59,320,558	2.81%	60,667,558	5.15%
State Aid					
Chapter 70	3,582,999	3,762,149	5.00%	3,762,149	5.00%
Lottery	1,474,745	1,474,745	0.00%	1,474,745	0.00%
Additional Assistance	344,404	344,404	0.00%	344,404	0.00%
Other	256,892	256,892	0.00%	256,892	0.00%
School Building Assistance	1,038,777	1,038,777	0.00%	1,038,777	0.00%
Total State Aid	6,697,817	6,876,967	2.67%	6,876,967	2.67%
Local Receipts					
Penalties & Interest	310,000	310,000	0.00%	310,000	0.00%
Fees	340,000	366,790	7.88%	366,790	7.88%
Rentals	15,000	20,000	33.33%	20,000	33.33%
Cemetery	230,000	250,000	8.70%	250,000	8.70%
Other Departmental	95,000	95,000	0.00%	95,000	0.00%
Licenses & Permits	1,025,000	1,325,000	29.27%	1,325,000	29.27%
Special Assessments	30,000	30,000	0.00%	30,000	0.00%
Fines & Forfeits	50,000	50,000	0.00%	50,000	0.00%
Investment Income	310,000	475,000	53.23%	475,000	53.23%
Misc.	269,533	70,000	-74.03%	70,000	-74.03%
Total Local Receipts	2,674,533	2,991,790	11.86%	2,991,790	11.86%
Reserves and Other					
Free Cash	1,019,055	1,200,000	17.76%	1,200,000	17.76%
NESWC Tip Fee Stabilization	945,061	0	-100.00%	0	-100.00%
Stabilization Fund - General	0	250,000	N/A	250,000	N/A
Stabilization Fund - Capital	35,833	45,328	26.50%	45,328	26.50%
Stabilization Fund - Building	1,482,513	1,479,640	-0.19%	1,479,640	-0.19%
Overlay Surplus	230,000	125,000	-45.65%	125,000	-45.65%
Other	70,000	70,000	0.00%	70,000	0.00%
Cemetery Trust Fund	120,000	120,000	0.00%	120,000	0.00%
Total Reserves and Other	3,902,462	3,289,968	-15.70%	3,289,968	-15.70%
TOTAL REVENUE	70,972,209	72,479,283	2.12%	73,826,283	4.02%



FY2008 PROGRAM BUDGET

TRANSMITTAL LETTER

Expenditures

	FY 2007 Budgeted	FY 2008 Town Manager	% Change from FY 07	FY 2008 Override	% Change from FY 07
Municipal Departments					
Town Manager	513,734	489,813	-4.66%	499,255	-2.82%
Finance Committee	5,000	4,500	-10.00%	4,500	-10.00%
Comptroller	273,502	274,732	0.45%	274,732	0.45%
Assessors	226,213	230,327	1.82%	230,327	1.82%
Treasurer/Collector	218,525	202,003	-7.56%	202,003	-7.56%
Planning and Community Development	564,426	558,802	-1.00%	558,802	-1.00%
Planning Board	66,950	54,200	-19.04%	54,200	-19.04%
Town Clerk	290,350	248,702	-14.34%	267,702	-7.80%
Postage/Office Paper	100,000	100,000	0.00%	100,000	0.00%
Library	1,447,598	1,416,767	-2.13%	1,488,767	2.84%
Archives	1,300	1,300	0.00%	1,300	0.00%
Health	174,872	160,793	-8.05%	160,793	-8.05%
Council on Aging	208,535	211,790	1.56%	211,790	1.56%
Veterans Services	23,486	23,409	-0.33%	23,409	-0.33%
Police	3,612,216	3,551,932	-1.67%	3,585,932	-0.73%
Fire	3,599,569	3,597,568	-0.06%	3,597,568	-0.06%
Sealer of Weights and Measures	9,084	8,176	-10.00%	8,176	-10.00%
Department of Public Works	4,172,168	3,986,467	-4.45%	4,149,025	-0.55%
Municipal Wage Reserve	133,525	500,000	274.46%	500,000	274.46%
Total Municipal Departments	15,641,053	15,621,281	-0.13%	15,918,281	1.77%
Education					
School Budget	27,888,773	28,722,316	2.99%	29,722,316	6.57%
Vocational School Assessment	156,027	163,828	5.00%	163,828	5.00%
Total Education	28,044,800	28,886,144	3.00%	29,886,144	6.57%
Undistributed Accounts					
Energy	2,825,000	2,882,000	2.02%	2,882,000	2.02%
Audit	74,000	75,000	1.35%	75,000	1.35%
Legal	285,000	300,000	5.26%	300,000	5.26%
Information Technology	383,710	358,214	-6.64%	358,214	-6.64%
Debt Service	8,212,957	7,958,065	-3.10%	7,958,065	-3.10%
Tax Abatement Interest	25,200	25,200	0.00%	25,200	0.00%
Contributory Retirement	2,553,425	2,823,840	10.59%	2,823,840	10.59%
Wrks Comp/Indemnification	414,933	397,306	-4.25%	397,306	-4.25%
Unemployment	157,000	157,000	0.00%	157,000	0.00%
Health Insurance	7,026,434	7,711,567	9.75%	7,711,567	9.75%
Medicare Tax/FICA Tax	631,575	538,664	-14.71%	538,664	-14.71%
Non Contributory	62,000	62,000	0.00%	62,000	0.00%
Reserve Fund	375,000	350,000	-6.67%	350,000	-6.67%
General Insurance	288,835	294,000	1.79%	294,000	1.79%
Total Undistributed Accounts	23,315,069	23,932,856	2.65%	23,932,856	2.65%
Capital/Other					
Environmental Remediation	70,000	50,000	-28.57%	50,000	-28.57%
Capital - General Revenue	102,565	106,000	3.35%	156,000	52.10%
Capital Cemetery	20,000	20,000	0.00%	20,000	0.00%
Charges & Assessments	446,097	457,249	2.50%	457,249	2.50%
Overlay Account	350,000	350,000	0.00%	350,000	0.00%
Capital Stabilization Fund	883,051	905,127	2.50%	905,127	2.50%
Buildings Stabilization Fund	2,042,054	2,093,106	2.50%	2,093,106	2.50%
Special Articles	14,000	14,000	0.00%	14,000	0.00%
Cherry Sheet Offsets	43,520	43,520	0.00%	43,520	0.00%
Total Other	3,971,287	4,039,002	1.71%	4,089,002	2.96%
TOTAL EXPENDITURES	47,945,975	72,479,283	2.12%	73,826,283	4.02%



Operating Reserves

	Current Balance	Use for FY 2008	Remaining Balance
Free Cash	2,589,982 (est)	1,200,000	1,389,982
General Stabilization Fund	934,728	250,000	684,728
Operating Reserves Total	3,524,710	1,450,000	2,074,710

Restricted Reserves

Building Stabilization Fund	9,420,302	1,479,640	7,940,662
Capital Stabilization Fund	1,541,982	45,328	1,496,654
Sale of Land	165,000	0	165,000
Restricted Reserves Total	11,127,284	1,524,968	9,602,316

Total Reserves

	<u>14,651,994</u>	<u>2,974,968</u>	<u>11,677,026</u>
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SECTION II

SUMMARIES



FY2008 PROGRAM BUDGET

FY 2008 BUDGET SUMMARY

Departmental Budget Summary

Dept Code		FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override	Difference FY-07 - Manager
GENERAL GOVERNMENT							
1210	Town Manager - Administration	466,169	513,734	522,405	489,813	499,255	-4.66%
1310	Finance Committee	3,169	5,000	5,000	4,500	4,500	-10.00%
1330	Comptroller	264,969	273,502	275,937	274,732	274,732	0.45%
1340	Assessors	229,862	226,213	230,827	230,327	230,327	1.82%
1350	Collector/Treasurer	195,912	218,525	216,596	202,003	202,003	-7.56%
1410	Planning and Community Development	540,827	564,426	569,062	558,802	558,802	-1.00%
1400	Planning Board	28,959	66,950	68,150	54,200	54,200	-19.04%
1610	Town Clerk	291,375	290,350	271,762	248,702	267,702	-14.34%
1540	General Services	102,915	100,000	100,000	100,000	100,000	0.00%
	Total General Government	2,124,157	2,258,700	2,259,739	2,163,079	2,191,521	-4.23%
CULTURE							
6110	Library	1,357,682	1,447,598	1,488,767	1,416,767	1,488,767	-2.13%
6940	Archival Center	925	1,300	18,550	1,300	1,300	0.00%
	Total Culture	1,358,607	1,448,898	1,507,317	1,418,067	1,490,067	-2.13%



FY2008 PROGRAM BUDGET

FY 2008 BUDGET SUMMARY

Dept Code	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override	Difference FY-07 - Manager
HEALTH/SOCIAL						
5110 Health	159,342	174,872	176,251	160,793	160,793	-8.05%
5410 Council on Aging	202,776	208,535	212,457	211,790	211,790	1.56%
5420 Veterans' Services	25,478	23,486	23,609	23,409	23,409	-0.33%
Total Health/Social	387,596	406,893	412,317	395,992	395,992	-2.68%
PUBLIC SAFETY						
2110 Police Department	3,613,537	3,612,216	3,673,963	3,551,932	3,585,932	-1.67%
2210 Fire Department	3,466,756	3,599,569	3,623,168	3,597,568	3,597,568	-0.06%
2420 Sealer of Weights and Measures	6,880	9,084	9,206	8,176	8,176	-10.00%
Total Public Safety	7,087,173	7,220,869	7,306,337	7,157,676	7,191,676	-0.88%
PUBLIC WORKS						
4111 Administration	219,118	222,835	228,445	228,445	228,445	2.52%
4121 Maintenance	1,119,779	1,118,376	1,140,309	1,126,380	1,126,380	0.72%
4131 Buildings	1,887,805	1,926,208	1,935,952	1,790,952	1,913,510	-7.02%
4141 Garage	295,733	316,435	319,770	269,237	309,237	-14.92%
4161 Cemetery	242,004	258,314	259,253	241,453	241,453	-6.53%
4171 Snow and Ice	341,711	330,000	330,000	330,000	330,000	0.00%
Total Public Works	4,106,150	4,172,168	4,213,729	3,986,467	4,149,025	-4.45%
UNALLOCATED WAGE ADJUSTMENTS	0	133,525	500,000	500,000	500,000	
Total Municipal Departments	15,063,683	15,641,053	16,199,439	15,621,281	15,918,281	-0.13%



FY2008 PROGRAM BUDGET

FY 2008 BUDGET SUMMARY

Dept Code		FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override	Difference FY-07 - Manager
	EDUCATION						
3111	Central Office/System Services	2,282,902	2,164,789	2,297,168			
3112	Senior High School	4,818,095	5,227,841	5,416,164			
3113	McCall Middle School	3,447,562	3,648,419	3,877,744			
3114	Ambrose Elementary	1,517,499	1,616,050	1,931,878			
3115	Lincoln Elementary	1,772,848	1,872,057	1,987,951			
3116	Lynch Elementary	1,536,061	1,638,231	1,830,230			
3117	Muraco Elementary	1,346,133	1,434,638	1,661,698			
3118	Vinson-Owen Elementary	1,320,257	1,350,488	1,391,199			
3119	Special Education	6,211,444	6,857,752	7,546,849			
3119	Pupil Services	1,133,919	1,225,910	1,303,040			
3110	Technology	547,660	667,165	715,100			
3210	Athletics	223,037	185,433	217,447			
3610	Vocational Education	81,344	156,027	163,828			
	Total Education	26,238,761	28,044,800	30,340,296	28,886,144	29,886,144	



FY2008 PROGRAM BUDGET

FY 2008 BUDGET SUMMARY

Dept Code		FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override	Difference FY-07 - Manager
UNDISTRIBUTED							
1530	Data Processing	324,413	383,710	384,214	358,214	358,214	-6.64%
1910	Energy	2,425,664	2,825,000	2,882,000	2,882,000	2,882,000	2.02%
Personnel Benefits							
9110	Contributory Retirement	2,319,793	2,553,425	2,823,840	2,823,840	2,823,840	10.59%
9170	Non-Contributory Retirement	56,650	62,000	62,000	62,000	62,000	0.00%
9120	Workers' Compensation	395,174	414,933	397,306	397,306	397,306	-4.25%
9130	Unemployment Compensation	11,920	157,000	157,000	157,000	157,000	0.00%
9140	Health Insurance	6,380,926	7,026,434	7,711,567	7,711,567	7,711,567	9.75%
9150-9160	F.I.C.A./ Medicare Tax & Refunds	546,703	631,575	538,664	538,664	538,664	-14.71%
Debt & Interest							
	Long Term Debt-Principal	5,167,514	5,706,203	5,864,220	5,864,220	5,864,220	2.77%
	Long Term Debt-Interest	2,631,797	2,506,754	2,093,844	2,093,844	2,093,844	-16.47%
	Tax Abatement Interest/Service Fees	24,000	25,200	25,200	25,200	25,200	0.00%
Miscellaneous							
1360	Audit	51,169	74,000	75,000	75,000	75,000	1.35%
1510	Legal	284,779	285,000	300,000	300,000	300,000	5.26%
9450	General Insurance	252,685	288,835	294,000	294,000	294,000	1.79%
9430	Reserve Fund	113,542	375,000	350,000	350,000	350,000	-6.67%
9460	Environmental Remediation Services	70,000	70,000	50,000	50,000	50,000	0.00%
Total Undistributed		21,056,729	23,385,069	24,008,855	23,982,855	23,982,855	2.56%



FY2008 PROGRAM BUDGET

FY 2008 BUDGET SUMMARY

Dept Code	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override	Difference FY-07 - Manager
Non-Appropriated Expenses	1,124,097	839,617	850,769	850,769	850,769	1.33%
Capital - Funded From						
- Stabilization Funds	2,853,761	2,925,105	2,998,233	2,998,233	2,998,233	2.50%
- Free Cash/ Other	468,000	102,565	106,000	106,000	156,000	3.35%
- Cemetery	40,000	20,000	20,000	20,000	20,000	0.00%
Total Capital	3,361,761	3,047,670	3,124,233	3,124,233	3,174,233	2.51%
Special Appropriations	14,000	14,000	14,000	14,000	14,000	0.00%
Grand Total	66,859,031	70,972,209	74,537,592	72,479,282	73,826,282	2.12%



SECTION III

SERVICE PROGRAMS



GENERAL GOVERNMENT

Town Manager - Administration

Finance Committee

Comptroller

Assessors

Collector/Treasurer

Planning & Community Development

Planning Board

Town Clerk

General Services



FY2008 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

PROGRAM: Town Manager-Administration

**Dept Code
1210**

PROGRAM DESCRIPTION

Administration component of the budget covers the expenses of the Board of Selectmen and the salaries and administrative costs of the Town Manager's Office. The five elected members of the Board of Selectmen are the chief policy-making authority of the Town. The Town Manager is the chief administrative officer for the Town. The Board of Selectmen appoints the Town Manager, and most of his duties and responsibilities are detailed in the Town Charter, first adopted in 1975. The Manager is responsible for the day-to-day affairs of the Town. He appoints department heads and employees not serving directly under elected boards and fixes their salaries within adopted personnel guidelines in the Compensation Plan. He is responsible for the enforcement of State law, Town By-Laws, and the Town Charter. The Manager is also responsible for preparing and administering the Town's annual budget, purchasing supplies and materials for all Town agencies, and awarding all contracts for all agencies including Education.

BUDGET STATEMENT

The budget has been impacted by a 25% reduction in the funding for its part-time clerical position and a reduction in most Overtime funding.

PROGRAM COST

Town Manager	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	418,221	444,584	453,255	440,063	449,505
Other Expenses	47,948	69,150	69,150	49,750	49,750
Equipment	0	0	0	0	0
Total	466,169	513,734	522,405	489,813	499,255

STAFFING

Town Manager	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	2	2	2	2	2
Clerical	2.8	2.8	2.8	2.6	2.8
Professional/Technical	1	1	1	1	1
Total	5.8	5.8	5.8	5.6	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.

FY2008 OBJECTIVES

1. Attain state approval of the Environmental Impact Report for the Town's Flooding and Drainage Program while implementing MWRA Siphon project and the Corps of Engineers Dredging project.
2. Produce a design for the new Transfer Station and Recycling Center facility.
3. Implement recommended building improvements as identified in the Energy Audit.
4. Negotiate and implement a revised employee health insurance plan incorporating benefit redesign and possible vendor consolidation.
5. Evaluate and implement reorganization of administrative functions.
6. Negotiate elements of a Development Agreement with Winchester Hospital for their Washington Street expansion.



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
General Government**

PROGRAM: Town Manager-Administration

**Dept Code
1210**

FY2008 OBJECTIVES (con't)

- 7. Subject to acquisition, implement aspects of Hamilton Farm disposition.
- 8. Recommend and attain approval for a comprehensive increase in municipal license and permit fees.
- 9. Introduce new features to web page to support 24-hour Town Hall concept
- 10. Develop a proposal to evaluate GASB OPEB requirements

PRIOR YEAR'S ACCOMPLISHMENTS (con't)

- 7. Produced timely information and posted important documents on the Town's web page.
- 8. Established new transactions for municipal services on the Town's web page.
- 9. Worked with the Commonwealth of Massachusetts to refine the Town's Draft Environmental Impact Report
- 10. Successfully responded to major flooding event and secured maximum federal reimbursement.
- 11. Assisted the Cable Advisory Committee and Board of Selectmen in licensing an additional cable television operator.

PRIOR YEAR'S ACCOMPLISHMENTS

- 1. Produced a balanced budget and published a consolidated budget book that incorporated the Finance Committee's recommendations.
- 2. Worked with the Comptroller to produce an updated Comprehensive Financial Report.
- 3. Successfully negotiated development agreements for the Immaculate Conception and Pansy Patch properties that were essential for re-zoning approvals.
- 4. Supported the Energy Management Committee and established policies and procedures to ensure energy efficiency in municipal buildings.
- 5. Appointed a Chief of Police within a complex civil service promotional process.
- 6. Created a web blog to communicate with citizens of the Town.



FY2008 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

PROGRAM: Finance Committee

**Dept Code
1310**

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

The budget is level funded from FY 2007 with the exception of modest reductions in expense accounts.

FY2008 OBJECTIVES

PROGRAM COST

Finance Committee	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	1,053	2,500	2,500	2,250	2,250
Other Expenses	2,116	2,500	2,500	2,250	2,250
Equipment	0	0	0	0	0
Total	3,169	5,000	5,000	4,500	4,500

STAFFING

Finance Committee	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Total					



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Finance Committee

Dept Code
1310

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2008 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-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	263,776	271,327	273,762	272,762	272,762
Other Expenses	1,193	2,175	2,175	1,970	1,970
Equipment	0	0	0	0	0
Total	264,969	273,502	275,937	274,732	274,732

STAFFING

Comptroller	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	2	2	2	2	2
Clerical	0	0	0	0	0
Professional/Technical	2	2	2	2	2
Total	4	4	4	4	4

BUDGET STATEMENT

The budget is level funded from FY 2007 with the exception of the elimination of all Overtime.

FY2008 OBJECTIVES

1. Prepare for GASB 34 infrastructure reporting requirements
2. Develop financial policies and procedures manuals.
3. Develop and implement a risk assessment program.
4. Familiarize Town management with the requirements of GASB Statement No. 45 (post-employment benefits other than pension) and prepare for its implementation.



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Comptroller

Dept Code
1330

PRIOR YEAR'S ACCOMPLISHMENTS

1. Continued MUNIS system training.
2. Prepared for additional GASB 34 reporting requirements.
3. Continued efforts to improve content and format of the Comprehensive Financial Report.

STATISTICS



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
General Government**

PROGRAM: Assessor

**Dept Code
1340**

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

The budget is level funded from FY 2007 with the exception of the elimination of all Overtime. A clerical position was re-classified and an employee trained, thereby reducing the professional services account creating an overall savings for the Town.

PROGRAM COST

Assessor	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	201,280	205,313	208,877	208,377	208,377
Other Expenses	28,582	20,900	21,950	21,950	21,950
Equipment	0	0	0	0	0
Total	229,862	226,213	230,827	230,327	230,327

STAFFING

Assessor	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	1	1	1	1	1
Clerical	2.6	2.6	2.6	2.6	2.6
Total	3.6	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.

FY2008 OBJECTIVES

1. Timely completion of state mandated revaluation.
2. Continue photographing all real estate properties.
3. Continue reviewing commercial and industrial properties.
4. Begin cyclical data collection process.



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Assessor

Dept Code
1340

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completed personal property inspections.
2. Commercial and industrial inspections on-going.
3. Continued photographing all real estate.
4. Interim adjustment certified by DOR.
5. Worked with Engineering on GIS project.

STATISTICS

	FY04	FY05	FY06
Real Estate Parcels	7,738	7,738	7,611
Personal Property Accounts	361	343	334
Motor Vehicle Excise Tax Bills	20,400	20,000	20,645
Boat Bills	60	53	52
Deed Changes	642	700	550
Real Estate Sales	363	360	300
Veterans Exemptions	137	141	125
Elderly Exemptions	99	105	56
Deferred Taxes	22	32	21
Properties Inspected	1,200	1,300	
Tax Exempt Properties (exclusive of Town and Church)			25



FY2008 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

The budget has been impacted by a 40% reduction in a fill-time clerical position as well as the elimination of all Overtime funding.

PROGRAM COST

Collector/Treasurer	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	158,978	180,495	177,766	163,173	163,173
Other Expenses	36,934	38,030	38,830	38,830	38,830
Equipment	0	0	0	0	0
Total	195,912	218,525	216,596	202,003	202,003

STAFFING

Collector/Treasurer	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	2	2	2	2	2
Clerical	2	2	2	1.6	2
Total	4	4	4	3.6	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.

FY2008 OBJECTIVES

1. Continue policy and procedure development.
2. Continue to work with legal and the Board of Selectmen on tax title properties.
3. Continue to develop a formal investment policy.
4. Continue to implement and expand MUNIS functionalities.



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Collector/Treasurer

Dept Code
1350

PRIOR YEAR'S ACCOMPLISHMENTS

1. Prioritized delinquent real estate properties for tax title processing (foreclosure list, deed in lieu, land of low value).
2. Promoted and enhanced online payment process through the Town's website.
3. Implemented cash and receivables monthly close process.

STATISTICS

	FY2005	FY2006
R. E. Committed	\$50,066,102	\$52,345,095
R. E. Paid or Abated	\$49,609,807	\$51,814,503
Balance – R. E.	\$499,020	\$530,592
% Collected	99.09%	99.00%
M. E. Committed	\$3,136,532	\$2,980,509
M. E. Paid or Abated	\$3,086,614	\$2,929,427
M. E. Balance	\$49,918	\$51,082
% Collected	98.41%	98.29%
Municipal Lien Certs -	\$42,925	\$32,535
#	945	715



FY2008 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.

FY2008 OBJECTIVES

(See SUB-PROGRAMS for details)

PROGRAM COST

Planning & Community Development	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	490,982	504,656	509,292	505,192	505,192
Other Expenses	50,195	57,770	57,770	53,610	53,610
Equipment	-350	2,000	2,000	0	0
Total	540,827	564,426	569,062	558,802	558,802

STAFFING

Planning & Community Development	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	2	2	2	2	2
Clerical	3	3	3	3	3
Professional/Technical	3.27	3.27	3.27	3.27	3.27
Total	8.27	8.27	8.27	8.27	8.27



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning & Community Development

Dept Code
1410

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2008 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.

BUDGET STATEMENT

The budget is level funded from FY 2007 with the exception of modest reductions in expense accounts.

FY2008 OBJECTIVES

PROGRAM COST

Planning	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	11,332	11,960	12,199	12,199	12,199
Other Expenses	14,625	16,550	16,550	15,850	15,850
Equipment	0	0	0	0	0
Total	25,957	28,510	28,749	28,049	28,049

STAFFING

Planning	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	0	0	0	0	0
Clerical	0.25	0.25	0.25	0.25	0.25
Total	0.25	0.25	0.25	0.25	0.25



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning & Community Development
SUB-PROGRAM: Planning

Dept Code
1411

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2008 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

The budget is level funded from FY 2007 with the exception of modest reductions in professional services and other expense accounts.

PROGRAM COST

Engineering	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	208,795	215,018	219,318	219,318	219,318
Other Expenses	21,414	27,460	27,460	24,010	24,010
Equipment	-350	2,000	2,000	0	0
Total	229,859	244,478	248,778	243,328	243,328

STAFFING

Engineering	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	2	2	2	2	2
Clerical	0.75	0.75	0.75	0.75	0.75
Professional/Technical	1	1	1	1	1
Total	3.75	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.

FY2008 OBJECTIVES

1. Work with the Traffic Advisory Committee and the Board of Selectmen to development safe pedestrian and motor vehicle design guidelines.
2. Finalize the development of the GIS system.
3. Engineer and design local storm drain improvements.
4. Perform Construction Management for all projects initiated by this division.
5. Implement NPDES Phase II Stormwater Management Program.
6. Review all subdivision site plan applications for consistency with Town of Winchester engineering standards.
7. Work with residents, municipal boards, and Town staff to finalize 25% design of the Tri-Community Bikeway/Greenway.
8. Implement Town-wide Rain Barrel Program.



FY2008 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

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

**Dept Code
1412**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completed the New Meadow, Thornton Road Storm Drain Improvement Project.
2. Initiated the Bates, Irving and Tufts Road Storm Drain Improvement Project.
3. Initiated a traffic signal study for the six major intersections located in the downtown area of Winchester.
4. Completed the landscaping portion of the Washington Street Improvement Project.
5. Completed the interim repairs to the Russell Brook Culvert.
6. Continued work on implementing the requirements of the NPDES Phase II Stormwater Permit.
7. Provided technical oversight and awarded the Tri- Community Bikeway/ Greenway 25% design contract.
8. Assisted ENSR in developing the Stormwater Management section of the Supplemental Draft Environmental Impact Report (SDEIR). Assisted in coordinating the preliminary design, with the U.S. Army Corps of Engineers, for the proposed channel-widening project along Mystic Valley Parkway. Conducted outreach with various municipal boards and stakeholders regarding the development of the SDEIR.
9. Assisted the Planning Board in developing the engineering and zoning requirements for the Pansy Patch and Winchester Hospital's development at 620 Washington Street.
10. Assisted in the development of the Hamilton Farm RFP.
11. Performed daily inspections of definitive subdivision projects during construction season.
12. Reviewed all subdivision and site plan review applications for consistency with Town of Winchester engineering standards.

PRIOR YEAR'S ACCOMPLISHMENTS (con't)

13. Worked closely with the Building Department and DPW on the review of building permits and inspection of all water, sewer and drainage utility installations last year.
14. Assisted in the development of revised street opening permit and grant of location regulations.
15. Over 60 new home construction inspections were performed with water and sewer service connection requirements.

STATISTICS

	FY2003	FY2004	FY2005	FY2006
Plan revisions	312	298	302	300
Deed indexing	634	650	N/A	N/A
Measurements:				
New single family	24	31	19	31
Additions	N/A	N/A	N/A	N/A
Condominiums	N/A	41	6	N/A
Grave/burial entries	202	183	193	193



FY2008 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

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

**Dept Code
1413**

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

The budget is level funded from FY 2007 with the exception of the elimination of all Temporary labor funding and a reduction in Overtime funding.

PROGRAM COST

Building & Zoning	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	230,839	235,620	235,716	231,616	231,616
Other Expenses	10,460	11,800	11,800	11,800	11,800
Equipment	0	0	0	0	0
Total	241,299	247,420	247,516	243,416	243,416

STAFFING

Building & Zoning	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	1	1	1	1	1
Clerical	0.83	0.83	0.83	0.83	0.83
Professional/Technical	1.7	1.7	1.7	1.7	1.7
Total	3.53	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.

FY2008 OBJECTIVES

1. Maintain mandated training for Building Inspectors.
2. Increase revenue
3. Inspect all schools and daycares for recertification
4. Continue computer training for Inspectors.
5. Install software and computerize Building Department



FY2008 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 \$60,000
2. Reorganization of filing system is 50% complete.
3. Inspected business locations that require yearly license renewals.
4. Attended fifteen (15) hour training class for OSHA.

STATISTICS

	FY2003	FY2004	FY2005	FY2006
Revenue	\$689,000	\$752,171	\$808,341	\$970,000
Building Permits	703	709	752	717
Electric Permits	683	763	737	671
Plumbing Permits	495	520	528	528
Gas Permits	393	381	388	439



FY2008 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.

PROGRAM COST

Board of Appeals	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	10,267	10,191	10,191	10,191	10,191
Other Expenses	587	860	860	860	860
Equipment	0	0	0	0	0
Total	10,854	11,051	11,051	11,051	11,051

STAFFING

Board of Appeals	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	0	0	0	0	0
Clerical	0.17	0.17	0.17	0.17	0.17
Total	0.17	0.17	0.17	0.17	0.17

BUDGET STATEMENT

The budget is level funded from FY 2007.

FY2008 OBJECTIVES



FY2008 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
2006	42



FY2008 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

The budget is level funded from FY 2007.

PROGRAM COST

Conservation Commission	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	29,749	31,867	31,868	31,868	31,868
Other Expenses	3,109	1,100	1,100	1,090	1,090
Equipment	0	0	0	0	0
Total	32,858	32,967	32,968	32,958	32,958

STAFFING

Conservation Commission	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	0	0	0	0	0
Clerical	0	0	0	0	0
Professional/Technical	0.57	0.57	0.57	0.57	0.57
Total	0.57	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.

FY2008 OBJECTIVES

1. Implement the Wetlands Protection Act, the Winchester Wetlands Bylaw and the Conservation Commission Act.
2. Revise Winchester Wetlands Bylaw
3. Review and redraft policies relating to wetlands bylaw
4. Participate in drafting Stormdrain Rules and Regulations
5. Participate in preservation options for Hamilton Farm



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

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

Dept Code
1415

FY2007 OBJECTIVES (con't)

STATISTICS

FY2004 FY2005 FY2006

Notice of Intent	22	22	17
Orders of Conditions	22	22	17
Certificate of Compliance	6	6	10
Request for Plan Changes	2	2	6
Extension Permits	7	7	5
Appeals	3	3	2
Adjudicatory Hearings	2	2	0

PRIOR YEAR'S ACCOMPLISHMENTS

1. Provided assistance to the Town for the flood control program.
2. Significant progress on the Open Space and Recreation Plan.
3. Implemented the Stewardship Program to maintain conservation lands.
4. Disseminated educational material.



FY2008 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

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-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	3,009	41,000	42,200	39,200	39,200
Other Expenses	25,950	25,950	25,950	15,000	15,000
Equipment	0	0	0	0	0
Total	28,959	66,950	68,150	54,200	54,200

STAFFING

Planning Board	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Professional/Technical		0.57	0.57	0.57	0.57
Total		0.57	0.57	0.57	0.57

BUDGET STATEMENT

The budget is level funded from FY 2007 with the exception of a reduction in Overtime funding and a reduction in the professional services account.

FY2008 OBJECTIVES

1. Work with the newly hired a part-time professional planner in meeting the Planning Board's charge under state laws to work with members of the community to set forth goals for the future development of the town.
2. Continue work on the Town's Master Plan, as mandated under State law. The first phase of this work will be to examine housing/neighborhood issues, economic development and the town center, and fiscal/economic issues within the community.
3. Work with other municipal boards and commissions to facilitate the acquisition of the Wright-Locke-Hamilton Farm property on Ridge Road.
4. Update the Planning Board's subdivision regulations;
5. Increase the coordination and communications between the Planning Board, its staff and other related municipal departments, boards, and commissions.
6. Continue to work with other municipal boards and commissions to develop goals that will relate to housing, open space, and historic preservation that will contribute to the Master Plan.
7. Work with relevant Town Boards to develop policy goals that promote and encourage affordable housing.
8. Work with the Board of Selectmen, Chamber of Commerce and property owners to develop goals that will promote economic development, with particular emphasis on Winchester's downtown and the Winchester Hospital's expansion site at 620 Washington Street.
9. Update the Winchester Zoning Bylaw to facilitate easier understanding and compliance with state laws.
10. Secure funding for the second phase of the Master Plan.
11. Identify planning-related grants that the town may pursue.
12. Work with relevant Town boards and commissions to develop goals that will contribute to the transportation and circulation elements of the Master Plan



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
General Government**

PROGRAM: Planning Board

**Dept Code
1400**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Obtained Town Meeting funding and hired a part-time Town Planner.
2. Obtained Town Meeting funding and hired Goody & Clancy as Master Plan Consultants.
3. Developed the Attached Housing Overlay District Bylaw which passed Fall Town Meeting.
4. Conducted Hearings on proposed Zoning Bylaw revisions:
 - Immaculate Conception/Creative Corner rezoning
 - Pansy Patch overlay district and rezoning
 - Bylaw redefinition of "Attached Housing"
 - Bylaw change in parking spaces per dwelling unit
 - Bylaw change in allowed density of housing in GBD-2 and GBD-3 Districts
5. Conducted Hearings on Subdivision Applications:
 - Shannon Estates
 - Cobblestone Drive
 - 1021 Main St.
 - Pansy Patch
 - Stonefield Estates
 - Arbor Knoll
6. Advised ZBA on innumerable variance requests and 1021 Main Street Special Permit.
7. Adopted new fees for subdivision and ANR applications.
8. Started regular joint meetings with Board of Selectmen and ZBA.
9. Published "Winchester Profiles for Planning", a preliminary database for the Master Plan.
10. Continued work with the Hospital on 620 Washington Street development

STATISTICS



FY2008 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

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

The budget has been impacted by a 40% reduction in the funding for a full-time clerical position and a reduction in Overtime and Temporary staff funding.

PROGRAM COST

Town Clerk	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	260,714	255,107	240,177	221,177	240,177
Other Expenses	30,661	35,243	31,585	27,525	27,525
Equipment	0	0	0	0	0
Total	291,375	290,350	271,762	248,702	267,702

STAFFING

Town Clerk	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	1	1	1	1	1
Clerical	2	2	2	1.6	2
Professional/Technical	1	1	1	1	1
Total	4	4	4	3.6	4

MISSION STATEMENT

It is the mission of this office to provide excellent customer service to the taxpayers of the community as well as to the general public. The Town Clerk's office accomplishes this through multiple levels of communication. As your Town Clerk, our office has been instrumental in maximizing the efficiency of the Town's official website, WINCAM, press releases in the local newspapers as well as the creation of the Town's first on-line Recycling Newsletter.

As the Election Administrator for the Town, the Clerk's office is available to provide 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 record.

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.

FY2008 OBJECTIVES

1. Completion of the Birth Record Index – 1979-1982
2. Record Retention Clean Up Day – July 2006 completed
3. Vault Inventory Data Entry completed for all permanent records under the custody of the Town Clerk.
4. In coordination with the Information Technology Department implemented a new structure and look to the Town's official website.
5. Restoration of a portion of the Town's historical vital records. Phase one of the Records Preservation Funds.
6. Implementation of On-line Services in conjunction with the Tax Collector.
7. Creation of marketing campaigns to increase awareness of the service via www.winchester.us.
8. Implementation of a cash management system within the Town Clerk's office.
9. Contribution to the Town Manager's office in the area of research and documentation



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Town Clerk

Dept Code
1610

PRIOR YEAR'S ACCOMPLISHMENTS

1. Continuation of the Birth Records Index for 1978
2. When funding is secured in the Spring Town Meeting - Implementation of Phase 2 of the CIP plan – microfilm the permanent records of the Town
3. Continue to add offerings to the general public via the website (i.e. permits, applications, requests)
4. Research the Policies and Procedures that govern the elected and appointed boards and commissions as it pertains to Open Meeting Law.
5. Create a guide to assist the members to be sure the Town upholds the requirements under the law
6. Continue to implement cost saving measures regarding the administration of workflow

STATISTICS

Vitals Recorded

	2003	2004	2005	2006
Births	2387	2349	2205	2205
Marriages	82	90	75	75
Deaths	490	494	498	498

Voters Registered

	700	1521	560	560
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Revenue by Program

Licenses & Permits	\$604,909	\$741,233	\$774,203	\$752,238
Certified Copies	\$67,639	\$64,848	\$71,530	\$71,635
Publications	\$9,250	\$3,259	\$2,880	\$3,060
Fines & Misc	\$3,052	\$4,817	\$5,366	\$18,969

TOTAL \$684,850 \$814,157 \$853,979 \$845,902



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
General Government**

PROGRAM: Postage and Office Paper

**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

The budget is level funded from FY 2007.

FY2008 OBJECTIVES

PROGRAM COST

General Services	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	0	0	0	0	0
Other Expenses	102,915	100,000	100,000	100,000	100,000
Equipment	0	0	0	0	0
Total	102,915	100,000	100,000	100,000	100,000

STAFFING

General Services	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Total					



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Postage and Office Paper

Dept Code
1540

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



CULTURE

Library
Archival Center



FY2008 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 available through technology. The Library serves as a community center, connecting citizens to community groups, organizations, and local resources while helping to build a strong sense of community.

BUDGET STATEMENT

The budget has been reduced by \$72,000 in its Books and Materials account.

PROGRAM COST

Library	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	1,084,456	1,143,223	1,173,586	1,173,586	1,173,586
Other Expenses	273,226	290,375	305,181	233,181	305,181
Equipment	0	14,000	10,000	10,000	10,000
Total	1,357,682	1,447,598	1,488,767	1,416,767	1,488,767

STAFFING

Library	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	2	2	2	2	2
Clerical	7.85	8.99	8.99	8.99	8.99
Professional/Technical	8.99	9.28	9.28	9.28	9.28
Public Works	1.43	1.53	1.53	1.53	1.53
Total	20.27	21.8	21.8	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.

FY2008 OBJECTIVES

1. Implement the strategic plan that was developed during FY '2007. Establish a timeline to achieve the goals of the strategic plan over a period of five years.
2. Increase patron satisfaction with access to technology resources. 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. Conduct classes for patrons on the use of Library subscription databases and information literacy skills.
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 cooperatively with the elementary school librarian, as well as middle and high school librarians to improve students' ability to research information. Work with the elementary schools to improve library and research skills for students whose school media centers have not been professionally staffed on a full time basis.



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Culture**

PROGRAM: Library

**Dept Code
6110**

FY2008 OBJECTIVES (con't)

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.
6. Winchester's demographics are changing. Reach out to new residents, encouraging Library use and involvement in the Winchester community.
7. 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. Provide materials appropriate for patrons learning English as a second language and for adult literacy.
8. 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.
9. 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 as well as volunteer delivery to homebound patrons.

PRIOR YEAR'S ACCOMPLISHMENTS

1. Restored hours open to provide core library services that accommodate the needs of Winchester citizens. Fund raised to restore Sunday hours beginning January 2007.
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 1.4 million hits on the Library web site. 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 and preparing classroom collections (teacher packs) upon request. 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 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.
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, fund the Year of the Mystery, and 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 Friends of the Library sponsored programs for children and adults.
8. With funding from the Winchester Library Endowment Fund, initiated a strategic planning process that will guide the Library's services for the next five years. Developed the Library's local history and genealogy collections and created a history of the Library in honor of its upcoming 150th anniversary.

STATISTICS

	FY2003	FY2004	FY2005	FY2006
Hours open per week	65	65	56	53**
Circulation of materials	489,815	504,698*	511,244	506,363
Reference questions	67,041	66,302	61,673	56,588
Visitors	288,332	294,174	274,987	282,170
Internet use	25,343	41,297	41,819	41,238
Network loans to Winchester	11,382	28,547	36,099	32,733

* changed loan period from 2 weeks to 3 weeks in order to slow circulation growth

** open 3,105 hours in FY'04 as compared with 2,581 hours in FY06



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Culture**

PROGRAM: Archival Center

**Dept Code
6940**

PROGRAM DESCRIPTION

The Archival Center functions as the repository for historical documents pertaining to the history of the town of Winchester, including records of the Winchester Historical Commission. The Center is overseen by the Archives Advisory Committee with the guidance of the Collaborative for Documenting Winchester's History, which is comprised of the Town Clerk, Library Director, the president of the Winchester Historical Society, and a representative of the Historical Commission.

MISSION STATEMENT

The Archival Center is dedicated to collecting and preserving materials that document all aspects of Winchester history and the lives of its residents and facilitates public access to the information contained within the collections.

Ranking of Services

1. The Center collects, conserves, and organizes documents relative to Winchester history not preserved by the Town Clerk.
2. The Center provides public access to the collection and provides information to other town departments, researchers, and the public.
3. The Center is engaged in a program of electronically cataloguing the collection so as to be available through the Web site and Public Library
4. The Center works cooperatively with the Collaborative on records and preservation issues.

BUDGET STATEMENT

The budget is level funded from FY 2007.

FY2008 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. With volunteer assistance, continue cataloging the Center's collections and entering holdings information into Past Perfect, a database program which provides access to artifacts, photographs, documents, and maps. When a significant number of collections have been added to the database, the records will be mounted by the library staff into a national cataloging database so they can be accessed worldwide.
3. Assist the public with in-person, mail, phone, and e-mail requests.
4. Continue making historical information available on the Town Web site.
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.
8. Contribute to Past Perfect tech support. The Historical Society, which shared the cost of the software with the Public Library, has been paying for Tech Support. The Society has given the Town Archival Center ongoing financial support over the past years, averaging about 15% of the Society's budget. The town should begin to share part of the cost of the Town's database.

PROGRAM COST

Archival Center	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	0	0	0	0	0
Other Expenses	925	1,300	17,950	1,300	1,300
Equipment	0	0	600	0	0
Total	925	1,300	18,550	1,300	1,300

STAFFING

Archival Center	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Total					

**FY2008 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.
2. Continued the electronic cataloging project. Working with the Collaborative, the Friends of the Library funded a network upgrade to Past Perfect that will allow the Reference Librarians and the Town Clerk to access the records and images that have been entered into the electronic catalog.
3. Accepted and recorded various donations to the collection, continuing the growth and vitality of the collection which was begun in the 1880s.
4. Provided materials to ENSR International, its consultants, and Town staff for the Supplemental Draft Environmental Impact Report on the Aberjona River.
5. Provided copies of a wealth of photographs and maps used in the Board of Selectmen's cable TV show on flooding and drainage.
6. Copied a number of historic photographs for the Winchester Public Library's illustrated history booklet, on the occasion of the building's 75th anniversary.
7. 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.
8. Provided materials and volunteer hours for the enhancement of the Town's Web site.

STATISTICS



HEALTH & SOCIAL SERVICES

*Board of Health
Council on Aging
Veterans' Services*



FY2008 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

The budget has had its professional services funding reduced for several public health programs. It is the intent of the Board of Selectmen to authorize replacement funding from the separate Hospital Gift Fund.

PROGRAM COST

Health	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	114,939	120,109	121,532	120,940	120,940
Other Expenses	44,403	54,763	54,719	39,853	39,853
Equipment	0	0	0	0	0
Total	159,342	174,872	176,251	160,793	160,793

STAFFING

Health	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	1	1	1	1	1
Clerical	1	1	1	1	1
Total	2	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.

FY2008 OBJECTIVES

1. Continue emergency preparedness activities including: recruit and train volunteers for the Winchester Medical Reserve Corps, and develop plans for special populations.
2. Conduct immunization clinics including: flu/pneumonia/tetanus.
3. Hold meningitis clinic for all high school seniors entering college.
4. Conduct health screenings for blood pressure, TB and limited grade school hearing and vision.
5. Provide mosquito control and surveillance activities.
6. Contract with U.S. Wildlife Service for Canada geese control.
7. Develop and finalize plans for various take-back programs.



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Health/Social

PROGRAM: Health

Dept Code
5110

FY2008 OBJECTIVES (con't)

- 8. Plan for Healthy Winchester program in conjunction with the Winchester Substance Abuse Coalition.
- 9. Provide annual household hazardous waste collection day.
- 10. Hold rabies clinic for cats and dogs.
- 11. Provide annual refresher training for all food service establishments.

PRIOR YEAR'S ACCOMPLISHMENTS

- 1. Initiated Medical Reserve Corps program to recruit volunteers for assistance in local public health emergencies and participated in local and regional emergency preparedness activities.
- 2. Conducted 5 flu/pneumonia/tetanus clinics; immunized 1895 people against flu.
- 3. Held meningitis vaccination clinic for high school seniors; 48 students immunized.
- 4. Bladder cancer screening held for Winchester fire fighters.
- 5. Conducted 21 blood pressure clinics at the Jenks Center.
- 6. Carried out hearing and vision screenings for limited elementary school-age children; 160 children screened.
- 7. Provided TB screenings throughout year.
- 8. Routinely inspected and permitted: all food service activities, camps for children, pools, beach.
- 9. Investigated all public health related complaints.
- 10. Completed tobacco control compliance checks for six town collaborative.
- 11. Provided various mosquito control and surveillance activities including larvicide treatments for all catch basins and bird collection for WNV and EEE analysis.
- 12. Contracted with U.S. Wildlife Service for Canada geese control.
- 13. Provided household hazardous waste collection day.
- 14. Held annual rabies vaccination clinic for dogs and cats.
- 15. Contracted for mental health services and mentally challenged

STATISTICS

Permit Revenue	FY2004	FY2005	FY2006
Wells	\$300	\$350	\$135
Asbestos Removal	\$1,300	\$1,000	\$650
Dumpster Fees	\$13,000	\$11,650	\$16,890
Burial Permits	\$11,345	\$6,740	\$8,530
Food Permits	\$11,667	\$11,980	\$12,427
Transfer Station Permits	\$83,690	\$24,580	\$41,211
Miscellaneous	\$5,241	\$3,542	\$200
Massage			\$1,900
Pools			\$1,150

Surveillance Cases

	2004	2005	2006
Salmonella	6	3	2
Hepatitis B (chronic)	9	3	4
E-coli	4	2	1
Invasive Group B Strep Disease	4	3	3
Hepatitis C	6	4	6
Viral Meningitis	3	1	4
Cryptosporidium	0	0	1
Campylobacter	5	8	3
Hemolytic Uremic Syndrome	1	0	0
Pertussis	6	11	21
Giardia	11	2	3
Yersinia	0	0	0
Lyme Disease	9	5	10
Legionellosis	0	0	2
Hepatitis A	3	0	0
Tuberculosis	1	5	1
Varicella			13
Total Cases	68	47	74



FY2008 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, financial counseling, geriatric social worker and a wide variety of social services. They include transportation, housing counseling, handyman services, support groups, individual counseling and information and referral. Health services include a geriatric nurse who promotes wellness, coordinates community and health care resources for seniors, and monitors physical progress both at home and in the center. The COA also sponsors a nutrition site at the center. The COA is responsible for the Community Service Reimbursement Program which offers property tax relief for seniors. In addition, the Council sponsors many educational programs regarding senior entitlements and other issues of importance to seniors. The COA is concerned with long range community planning for seniors as well as coordination with other communities and with the Executive Office of Elder Affairs.

BUDGET STATEMENT

The budget is level funded from FY 2007 with the exception of modest reductions in expense accounts.

MISSION STATEMENT

The mission of the Council on Aging is to identify the needs of Winchester's seniors and to meet those needs through service, education and advocacy.

Ranking of Services

1. Provide social services and oversight to frail seniors living alone without support systems. This includes transportation, in-home services, housing assistance, counseling and handyman services.
2. Provide health services to promote wellness, coordinate community and healthcare resources and monitor physical progress at home.
3. Provide weekly nutritional meals.
4. Provide quality educational, financial and legal services
5. Manage the Community Service Reimbursement Program to reduce the local tax burden on eligible senior citizens

PROGRAM COST

Council on Aging	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	197,455	202,075	205,785	205,785	205,785
Other Expenses	5,321	6,460	6,672	6,005	6,005
Equipment	0	0	0	0	0
Total	202,776	208,535	212,457	211,790	211,790

FY2008 OBJECTIVES

1. Prioritize plans for five-year goals and initiate action
2. Continue to provide baseline services i.e., health, financial, legal, educational, and social services as well as ongoing programs.
3. Review with the Town, payment for Senior Work Program in order to bring it into compliance with state law.
4. Intensify educational efforts with seniors around property tax relief
5. Conduct a survey of the senior population relating to the effect of property taxes on income.
6. To facilitate a mentoring program with the schools around careers

STAFFING

Council on Aging	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	1	1	1	1	1
Clerical	1	1	1	1	1
Professional/Technical	1.6	1.6	1.6	1.6	1.6
Total	3.6	3.6	3.6	3.6	3.6



PROGRAM SUMMARY

PROGRAM: Council on Aging

**Dept Code
5410**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completed the eighth in a series of Health Care Forums presented for the public as well as the senior population.
2. Continued to provide basic health, educational, financial, legal, and social services, and intergenerational programs to seniors as well as services to Fletcher Fund applicants
3. Continued to fill 40 positions for the senior work program.
4. Continued providing necessary education and assistance to seniors negotiating the Medicare D process.
5. Increased outside funding for emergency transportation for seniors
6. Formed a Vision Committee to formulate five-year goals. Met with community leaders both individually and in focus groups. Developed and approved six goals for the next five years. Appointed a Council Chairman for each goal.

STATISTICS

Caseload Statistics - Fiscal Year 2006

Nurse	163
Social Worker	394
Financial Counselor	105
Attorney	68

Services Provided

	People Served	Number of Contacts
Assessment of New Clients & management of existing clients	405	2,137
Counseling (Mental Health)	246	869
Group Support	77	273
Housing Assistance	77	160
Health Screening	49	409
Follow up Health Services	96	349
Employment (Community Serv. Prog.)	47	188
Individual Financial Counseling	105	215
Home Repairs	32	42
Meals	32	2,485 Served
Transportation	194	3,314 Rides

Programs

Intergenerational Events	Events 13	
Educational Events	Events 35	Total People 998



FY2008 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

The budget is level funded from FY 2007.

FY2008 OBJECTIVES

PROGRAM COST

Veterans' Services	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	7,448	6,157	6,280	6,280	6,280
Other Expenses	18,030	17,329	17,329	17,129	17,129
Equipment	0	0	0	0	0
Total	25,478	23,486	23,609	23,409	23,409

STAFFING

Veterans' Services	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Total					



FY2008 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



FY2008 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-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	3,430,462	3,410,841	3,472,938	3,375,907	3,409,907
Other Expenses	133,083	139,575	139,225	139,225	139,225
Equipment	49,992	61,800	61,800	36,800	36,800
Total	3,613,537	3,612,216	3,673,963	3,551,932	3,585,932

STAFFING

Police	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	1	1	1	1	1
Clerical	2	2	2	1.5	2
Professional/Technical	4.5	4.5	4.5	4.5	4.5
Police Superior	11	11	11	11	11
Police Patrol	25	25	25	24	25
Public Works	0.5	0.5	0.5	0.5	0.5
Crossing Guards Part Time	27	24	22	22	22
Total	71	68	66	64.5	66

BUDGET STATEMENT

The budget has been impacted by a reduction in patrol officer staffing, in the reduction of a full-time clerical position and the in the elimination of two School Crossing locations

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.

FY2008 OBJECTIVES

1. Promote professional development within the department at the administrative level, along with making improvements to the physical plant and updating the technology presently in use.
2. Encourage staff to assume administrative roles through promotions and the implementation of updated technology by upgrading not only the training facilities, but the department's computer system as well.



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Safety**

PROGRAM: Police Department

**Dept Code
2110**

FY2008 OBJECTIVES (con't)

3. Continue working towards State certification and accreditation, allowing the development of clear policies that would guide the department and create a more professional atmosphere.

PRIOR YEAR'S ACCOMPLISHMENTS

1. Certification and Accreditation has begun and will continue.
2. Community Notification System (Reverse 911) was purchased and installed.
3. Funding for the School Resource Officer was identified for FY07 & FY08.

STATISTICS

	FY2004	FY2005	FY2006
Homicide	0	0	0
Rape	2	1	1
Robbery	6	7	3
Breaking and Entry	39	45	52
Larceny	205	196	246
Assault	25	14	15
Vandalism	206	181	177
Disturbance	369	411	426
Vehicle Theft	10	16	17
D.W.I	25	26	13
Arrest	117	124	109
Summons	43	19	244
Parking Violations	6,976	6,067	8,978
Vehicle Citations	4,352	3,562	3,467
Domestic Disturbance	96	63	92
Restraining Orders	42	47	63
Total Calls for Service	12,513	11,902	13,903



FY2008 PROGRAM BUDGET

**SUB PROGRAM SUMMARY
Police Department**

Police Department	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Administration	362,212	340,012	328,974	302,821	302,821
Police Patrol	2,401,984	2,480,815	2,527,757	2,445,879	2,465,879
Investigation	213,981	230,262	232,312	232,312	232,312
Communications	329,648	316,372	325,024	325,024	325,024
Maintenance	44,845	44,183	44,707	44,707	44,707
School Traffic	220,599	162,764	176,757	162,757	176,757
Dog Control Officer	40,268	37,808	38,432	38,432	38,432
Total	3,613,537	3,612,216	3,673,963	3,551,932	3,585,932

Program	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Administration					
Personal Services	350,874	328,762	317,724	291,571	291,571
Expenses	11,338	11,250	11,250	11,250	11,250
Equipment	0	0	0	0	0
Total	362,212	340,012	328,974	302,821	302,821
Police Patrol					
Personal Services	2,292,551	2,357,615	2,404,407	2,347,529	2,367,529
Expenses	59,441	61,400	61,550	61,550	61,550
Equipment	49,992	61,800	61,800	36,800	36,800
Total	2,401,984	2,480,815	2,527,757	2,445,879	2,465,879
Investigation					
Personal Services	205,542	224,662	226,712	226,712	226,712
Expenses	8,439	5,600	5,600	5,600	5,600
Equipment	0	0	0	0	0
Total	213,981	230,262	232,312	232,312	232,312
Communications					
Personal Services	299,296	276,522	285,174	285,174	285,174
Expenses	30,352	39,850	39,850	39,850	39,850
Equipment	0	0	0	0	0
Total	329,648	316,372	325,024	325,024	325,024

Program	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Maintenance					
Personal Services	22,280	25,683	26,207	26,207	26,207
Expenses	22,565	18,500	18,500	18,500	18,500
Equipment	0	0	0	0	0
Total	44,845	44,183	44,707	44,707	44,707
School Traffic					
Personal Services	220,579	161,764	176,257	162,257	176,257
Expenses	20	1,000	500	500	500
Equipment	0	0	0	0	0
Total	220,599	162,764	176,757	162,757	176,757
Dog Control Officer					
Personal Services	39,340	35,833	36,457	36,457	36,457
Expenses	928	1,975	1,975	1,975	1,975
Equipment	0	0	0	0	0
Total	40,268	37,808	38,432	38,432	38,432



FY2008 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

The budget is level funded from FY 2007 with the exception of reductions in equipment accounts.

PROGRAM COST

Fire	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	3,266,134	3,340,979	3,364,178	3,364,178	3,364,178
Other Expenses	183,454	236,590	236,990	221,890	221,890
Equipment	17,168	22,000	22,000	11,500	11,500
Total	3,466,756	3,599,569	3,623,168	3,597,568	3,597,568

STAFFING

Fire	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	1	1	1	1	1
Clerical	1	1	1	1	1
Fire Officers	13	13	13	13	13
Fire Fighters	32	32	32	32	32
Total	47	47	47	47	47

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.

FY2008 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.



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Safety**

PROGRAM: Fire Department

**Dept Code
2210**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Achieved Federal Emergency Planning Certification, becoming one of only 15 communities in the Commonwealth to complete full certification process.
2. Completed and received both state and federal approval of an 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. Continued participation in the Metrofire mutual aid system, receiving fire and ambulance response to emergencies in Winchester and responding to incidents in neighboring communities.
4. Continued the hazardous materials decontamination program with area hospitals and regional fire departments. Also, conducted 2 major training drills associated with decontamination and emergency management.
5. Purchased exercise equipment and established an employee wellness program, through a federal grant award, to improve the health and safety of personnel operating in hazardous environments.

STATISTICS

**Fire Department
Statistics**

	CY	2002	2003	2004	2005	2006
Still Alarms*		1598	1671	1696	1712	1648
Medical Emergencies		1121	1140	1213	1189	1356
Box Alarms**		457	451	472	464	588
Mutual Aid - Fire		66	58	48	43	52
Inspection Certificates		595	611	622	651	543
Inspections		1052	1180	1131	1167	1059

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



FY2008 PROGRAM BUDGET

**SUB PROGRAM SUMMARY
Fire Department**

Fire Department	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Administration	180,328	184,257	184,442	183,542	183,542
Firefighters	3,019,529	3,094,203	3,112,298	3,104,498	3,104,498
Prevention	93,005	95,442	96,546	96,046	96,046
Communications	56,770	60,709	61,645	57,645	57,645
Maintenance	55,632	70,049	72,828	66,428	66,428
Ambulance	61,492	94,909	95,409	89,409	89,409
Total	3,466,756	3,599,569	3,623,168	3,597,568	3,597,568

Program	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Administration					
Personal Services	173,179	176,107	176,192	176,192	176,192
Expenses	6,170	7,150	7,250	6,350	6,350
Equipment	979	1,000	1,000	1,000	1,000
Total	180,328	184,257	184,442	183,542	183,542
Firefighters					
Personal Services	2,961,690	3,025,603	3,043,598	3,043,598	3,043,598
Expenses	50,840	58,600	58,700	55,900	55,900
Equipment	6,999	10,000	10,000	5,000	5,000
Total	3,019,529	3,094,203	3,112,298	3,104,498	3,104,498
Prevention					
Personal Services	89,629	90,842	91,846	91,846	91,846
Expenses	3,376	4,600	4,700	4,200	4,200
Equipment	0	0	0	0	0
Total	93,005	95,442	96,546	96,046	96,046
Communications					
Personal Services	25,937	24,209	25,145	25,145	25,145
Expenses	26,303	31,500	31,500	30,000	30,000
Equipment	4,530	5,000	5,000	2,500	2,500
Total	56,770	60,709	61,645	57,645	57,645

Program	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Maintenance					
Personal Services	11,350	11,709	14,488	14,488	14,488
Expenses	39,622	52,340	52,340	48,940	48,940
Equipment	4,660	6,000	6,000	3,000	3,000
Total	55,632	70,049	72,828	66,428	66,428
Ambulance					
Personal Services	4,349	12,509	12,909	12,909	12,909
Expenses	57,143	82,400	82,500	76,500	76,500
Equipment					
Total	61,492	94,909	95,409	89,409	89,409



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Safety

PROGRAM: Sealer Weights & Measures

Dept Code
2420

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

The budget is level funded from FY 2007 with the exception of modest reductions in expense accounts.

FY2008 OBJECTIVES

1. Get field standards re-certified at State Lab.
2. Continue to attend meetings and remain active to remain certified and informed on new Weights & Measures policies.
3. Maintain and update equipment.

PROGRAM COST

Sealer Weights & Measures	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	6,134	6,134	6,256	6,256	6,256
Other Expenses	746	2,950	2,950	1,920	1,920
Equipment	0	0	0	0	0
Total	6,880	9,084	9,206	8,176	8,176

STAFFING

Sealer Weights & Measures	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Total					



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Safety

PROGRAM: Sealer Weights & Measures

Dept Code
2420

PRIOR YEAR'S ACCOMPLISHMENTS

1. Reprinted inspection field reports.
2. Sealed 133 devices for the Town.

STATISTICS

	FY2003	FY2004	FY2005
Sealed Devices	167	148	180
Consumer Savings	\$6,834	\$2,784	\$5,287
Savings for Oil/Gas Merchants	\$1,865	\$413	\$772



PUBLIC WORKS

Administration

Maintenance

Buildings

Garage

Cemetery

Snow & Ice



FY2008 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, and Cemetery. The Water and Sewer and Solid Waste is budgeted separately as a self-supporting enterprise.

BUDGET STATEMENT

PROGRAM COST

DPW	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	2,894,388	2,877,618	2,919,379	2,610,417	2,772,975
Other Expenses	1,202,134	1,262,150	1,261,950	1,343,650	1,343,650
Equipment	9,628	32,400	32,400	32,400	32,400
Total	4,106,150	4,172,168	4,213,729	3,986,467	4,149,025

STAFFING

DPW	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	4	4	4	4	4
Clerical	2.4	2.4	2.4	2.4	2.4
Public Works	26	26	21	18	19
Professional/Technical	7	7	6	5	6
Custodians - School	23	23	23	21	23
Custodians - Public Works	1	1	1	1	1
Total	63.4	63.4	57.4	51.4	55.4

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)



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

PROGRAM: Public Works

Dept Code
4110

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Administration

**Dept Code
4111**

PROGRAM DESCRIPTION

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

PROGRAM COST

DPW Administration	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	201,563	200,635	206,245	206,245	206,245
Other Expenses	17,555	22,200	22,200	22,200	22,200
Equipment	0	0	0	0	0
Total	219,118	222,835	228,445	228,445	228,445

STAFFING

DPW Administration	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	2	2	2	2	2
Clerical	2	2	2	2	2
Total	4	4	4	4	4

BUDGET STATEMENT

The budget is level funded from FY 2007.

FY2008 OBJECTIVES

1. Continue to improve and streamline office accounts payable procedures and coordinate with Town Manager's and Comptroller's offices to maximize efficiency of process.
2. Continue to improve energy consumption and billing process through monthly tracking, reviewing and working with Energy Management Committee.
3. Continue to work with MUNIS support to improve efficiency of utility billing.
4. Continue to evaluate the benefits of privatizing other services within Public Works.

**FY2008 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP
Public Works****SUB-PROGRAM: Administration****Dept Code
4111****PRIOR YEAR'S ACCOMPLISHMENTS**

1. Worked with Energy Management Committee to improve energy tracking system (ongoing).
2. Continued improvement of workflow and approval cycle of accounts payable procedures.
3. Successfully procured and implemented a new phone system at the DPW to improve receipt and response of resident calls including menu options and voicemail.
4. Worked with MUNIS support and print vendor to implement new bill format for water and sewer bills.
5. Worked with NStar to resolve ongoing billing discrepancy at the Transfer Station in favor of the Town.

STATISTICS



FY2008 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 95 miles of streets and all municipal and school grounds including roadway maintenance, repair, surfacing, and sidewalk repair. In addition, it includes (1) roadway cleaning, litter control, dead animal pick-up, and accident cleanup; (2) traffic control including line and crosswalk painting, street sign construction, repair and installations, and traffic signal repair; (3) arbor maintenance including street tree removal and trimming, insect control, storm cleanup, and Christmas tree light setup; (4) horticulture including tractor and hand mowing, pruning and planting, fertilizing, insect and litter control, and irrigation system maintenance; (5) play fields including rolling and leveling, fence and barrier maintenance, and bleacher assembly, disassembly & repair; (6) ground maintenance of parks and around Town Hall and Library; and (7) major maintenance of school grounds.

PROGRAM COST

DPW Maintenance	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	876,484	852,926	874,859	771,930	771,930
Other Expenses	238,230	250,050	250,050	339,050	339,050
Equipment	5,065	15,400	15,400	15,400	15,400
Total	1,119,779	1,118,376	1,140,309	1,126,380	1,126,380

STAFFING

DPW Maintenance	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	1	1	1	1	1
Professional/Technical	1	1	1	1	1
Public Works	16	15	15	13	13
Total	18	17	17	15	15

BUDGET STATEMENT

The budget has been impacted by the elimination of two positions through the privatization of grounds care. Overtime has been reduced.

FY2008 OBJECTIVES

1. Continue street paving program.
2. Continue sidewalk repair program to include addressing ADA issues.
3. Continue flood-related projects including clean-up of Aberjona River.
4. Continue tree maintenance projects (streets).
5. Continue field renovation program with Manchester Field.
6. Continue to expand the Adopt-An-Island program by adding two potential islands to the program.
7. Continue the ongoing effort to improve maintenance of open space and recreational areas.
8. Continue State-mandated street sign project on major roadways.
9. Continue to review cost-saving measures in the Department overall.
10. Continue upgrade at Transfer Station pending results of recently formed committee.



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Maintenance

**Dept Code
4121**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Resurfaced Forest St. from Grant Rd. to Stoneham line, West Chardon, and Sheffield Rd.
2. Crack-sealed three (3) streets.
3. Completed sidewalk repairs on Wildwood St., Swanton St., Main St. and Palmer St.
4. Completed the renovation of Mullen Field and began the design of Manchester Field.
5. Continued the upgrade of the Transfer Station.
6. Continued clean-up of the rivers.

STATISTICS

	FY2004	FY2005	FY2006
Roadway Resurfacing	3 streets	4 streets	5 streets
Crack Seal/Micro-Surface	11 streets	None	None
Park/Playground Maintenance	51 acres	51 acres	51 acres
Sidewalks Repaired	300 feet	1,100 feet	500 feet
ADA Ramps Installed	40 each	40 each	70 each



FY2008 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 municipal buildings and for custodial services at all schools and most municipal buildings.

BUDGET STATEMENT

The budget has been impacted by the elimination of three positions, including two school custodial personnel. Overtime has been reduced.

FY2008 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 reducing 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-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	1,392,755	1,377,108	1,386,852	1,241,852	1,364,410
Other Expenses	495,050	549,100	549,100	549,100	549,100
Equipment	0	0	0	0	0
Total	1,887,805	1,926,208	1,935,952	1,790,952	1,913,510

STAFFING

DPW Buildings	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	1	1	1	1	1
Public Works	2	2	2	2	2
Professional/Technical	3	3	3	2	3
Custodians - School	23	23	23	21	23
Custodians - Public Works	1	1	1	1	1
Total	30	30	30	27	30



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Buildings

**Dept Code
4131**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Realized significant quantifiable results in energy conservation from repair/renovation projects and restructured daily operations practices.
2. Direct participation in Energy Management Committee to form plans for immediate and future energy saving measures.
3. Played a major role in the structuring and oversight of many successful capital renovation projects and putting forward future projects.
4. Aggressively worked with the Town's insurance carrier to receive total repair and loss coverage for covered incidents.
5. Worked under the direction of the DPW Director in facilitating an \$85,000 fuel storage tank replacement rebate grant.
6. Heightened participation and involvement in the Town-wide recycling initiative in the public buildings and assisted in set-up of the Transfer Station to receive expected increase in volume.

STATISTICS

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



FY2008 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, the Garage is responsible for maintaining the mechanical equipment at the Transfer Station.

BUDGET STATEMENT

The budget has been impacted by the elimination of one vehicle maintenance staff person. Overtime has been reduced.

FY2008 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.
5. Consolidate various types of oil being used for vehicles to one type for all vehicles.
6. Develop a daily log for each mechanic's workload.

PROGRAM COST

Garage	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	164,797	187,335	190,670	143,637	183,637
Other Expenses	130,936	129,100	129,100	125,600	125,600
Equipment	0	0	0	0	0
Total	295,733	316,435	319,770	269,237	309,237

STAFFING

Garage	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Public Works	3	3	3	2	3
Professional/Technical	1	1	1	1	1
Total	4	4	4	3	4



FY2008 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	



FY2008 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 St., is operated by the D.P.W. It contains approximately 75 acres and has room for expansion. A five-member Cemetery Advisory Committee advises the Board of Selectmen on policy matters relating to the operation and development of the facility.

BUDGET STATEMENT

The budget has been impacted by a reduction in Overtime as well as the reduction in various expense accounts.

FY2008 OBJECTIVES

1. Coordinate with Engineering and IT departments to implement a plan to update database and records at the Cemetery.
2. Coordinate with Engineering department to update maps and improve visual information at the Cemetery.
3. Review the layout of future burial spaces in the Saraco Way headstone section.
4. Continue to contract out the services of a tree company to prune approx. 75 trees in the Cemetery as part of the Capital Improvement Program.
5. Plant shade trees in areas where we have done tree removals.
6. Continue the sidewalk improvement program.
7. Continue to look at alternatives to make the Cemetery a "self-sufficient" operation.

PROGRAM COST

Cemetery	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	128,798	139,614	140,753	126,753	126,753
Other Expenses	113,206	118,700	118,500	114,700	114,700
Equipment	0	0	0	0	0
Total	242,004	258,314	259,253	241,453	241,453

STAFFING

Cemetery	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Public Works	0	0	0	0	0
Clerical	0.4	0.4	0.4	0.4	0.4
Professional/Technical	1	1	1	1	1
Total	1.4	1.4	1.4	1.4	1.4



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Cemetery

**Dept Code
4161**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Implemented revised rules and regulations related to individual lot plantings in an effort to beautify the Cemetery.
2. Removed and installed 1200 linear feet of bituminous concrete sidewalk at the front entrance and off of Lotus Path.
3. Continued with the tree-pruning program.
4. Continued to contract out all grass cutting and leaf removal at the Cemetery.
5. Installed alarm system for Cemetery office building.

STATISTICS

	FY2003	FY2004	FY2005	FY2006
Interments	139	126	125	144
Sites Purchased	55	57	55	57



FY2008 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

The budget is level funded from FY 2007.

FY2008 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-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	129,991	120,000	120,000	120,000	120,000
Other Expenses	207,157	193,000	193,000	193,000	193,000
Equipment	4,563	17,000	17,000	17,000	17,000
Total	341,711	330,000	330,000	330,000	330,000

STAFFING

Snow & Ice	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Total					



FY2008 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 41 inches of snow.
2. The DPW performed 4 full operations and 13 sand and salt operations for a total of 17 events.

STATISTICS

	FY2003	FY2004	FY2005	FY2006
Plowable Storms	11	4	12	4
Snowfall	71"	30"	96"	41"
Road Salt	2351 tons	1909 tons	4198 tons	2,500 tons
Road Sand	1350 tons	1140 tons	1800btons	952 tons
Sand & Salt incidents	19	17	24	17



EDUCATION

Central Office/System Services

Senior High School

McCall Middle School

Ambrose Elementary

Lincoln Elementary

Lynch Elementary

Muraco Elementary

Vinson Owen Elementary

Special Education

Pupil Services

Technology

Athletics

Vocational Education



CURRENT BUDGET PICTURE

For FY08, the school department requested a budget increase of 8.19% to do three basic things:

- 1. Maintain programs
- 2. Meet obligations
- 3. Comply with state mandates

At the request of the Board of Selectmen, the School Committee presented the impact of two scenarios, one representing a 3% increase over the FY07 budget and the other representing a 5% increase

Neither meets the School Department’s actual needs

The Town Manager’s budget represents a 3% increase over the FY '07 budget

Here is what happens if the operating override fails and the school department has to rely on the Town Manager’s budget with no additional state money or private funds:

- Schools are left \$1.45 million dollars short creating a situation in which the Superintendent and School Committee say “the loss will be overwhelming”
- Elementary Schools will have classes with more than 30 students mostly at the 4th and 5th grade levels. There will be insufficient reading support and less access to library instruction.
- The middle school will have more than 30 students in nearly all 7th grade core subjects. Significant loss of exploratory courses resulting in the elimination of entire departments. More students will spend a greater portion of their time in study hall.
- At the high school, more than half of all core subject classes will have more than 30 students. Major reductions in elective courses will result in the elimination of whole departments. Many students will not be able to enroll in the courses they select. More students will have more study halls – the 990 hours of minimum instruction required at WHS will be in jeopardy.

Why does the school system need more money than is currently being offered through state and local sources?

During the past 5 years, student enrollment grew by 423 students. This growth in enrollment will continue and is expected to reach 530 students by September for a total enrollment increase since 2002 of 15%. State aid, however, has not kept pace with our enrollment growth. In fact, Winchester received more money from the state 5 years ago than it does today.

	<u>School Year</u> 2001-2002	<u>School Year</u> 2006-2007	<u>Projected</u> 2007-2008
Enrollment	3443	3866	3973
State Aid	\$3,692,000	\$3,582,000	Not known yet

The school system has responded to the increase in students without equivalent public revenue increases by cutting services, increasing class sizes and generating additional private revenue through fees and private donations

Impact of cuts since 2002:

- Eliminated: 5 elementary librarians (1 has been added back), 3 administrative positions, free elementary instrumental music, vocational high school programs such as auto shop, high school German, middle school health and tech/engineering classes
- Cut back: elementary art, music and physical education at the elementary level, \$133,000+ in supplies and curriculum materials at all levels
- Increases in class size: currently we have 28 classrooms in excess of our own guidelines (no more than 20 students in K-2, no more than 22 in 3-5), next year’s projection is that 40% of elementary classrooms will exceed those guidelines. The middle school has responded by cutting exploratory classes and increasing study halls, some students have 2 study halls per day. High school class sizes are up across the board with 1/3 of the classes have over 26 students, many classes in the 30s, one core math class has 35 students

Additional private money

- Between 2002-2007 fees have increased to the point that we have some of the highest fees in the state: busing now costs \$525 per student, athletes must pay \$290 per sport, and instrumental music has gone from zero cost to \$350 per student. School lunches are now \$2.75, an increase of \$1.25 and the pre kindergarten program has gone from \$1800 per year to \$3,000
- In the last two years The Promise Fund has contributed \$860,000 toward teacher salaries



FY2008 BUDGET PROGRAM

SCHOOL DEPARTMENT

PROGRAM COST

	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	22,491,506	23,987,912	26,113,794		
Other Expenses	3,443,428	3,893,989	4,113,996		
Equipment	303,827	162,901	112,506		
TOTAL	26,238,761	28,044,802	30,340,296	28,886,144	29,886,144

STAFFING

	FY-06 Actual	FY-07 Budget	FY-08 Request
Managerial	5.00	5.00	5.00
Principal/Assistant	10.00	10.00	10.00
Director/Coordinator	7.11	7.11	9.11
Teacher	237.27	239.77	258.35
Teacher Specialist	17.89	17.89	19.99
Guidance Counselor	9.10	9.20	9.60
Nurse	7.00	7.00	7.00
Occupational Therapists	3.45	3.45	3.91
Librarian	2.00	3.00	3.00
Professional/Technical	5.30	5.80	6.50
Special Needs Instructor	12.50	13.50	13.50
Aides	35.60	37.60	47.60
Clerical	25.39	25.39	25.43
Trainer	1.00	1.00	1.00
Faculty Manager	1.00	1.00	1.00
Coaches	59.00	59.00	59.00
TOTAL	438.61	445.71	479.99



FY2008 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

FY2008 OBJECTIVES

1. Completion of the K-12 Science Program Review
2. Full implementation of a new elementary standards based progress report system
3. Create a new five year Professional Development Plan
4. Orient a new superintendent to the Winchester Public Schools

PROGRAM COST

Central Office	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	1,877,918	1,699,652	1,760,835		
Other Expenses	402,463	465,137	536,333		
Equipment	2,521	0	0		
Total	2,282,902	2,164,789	2,297,168		

STAFFING

Central Office	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	3	3	3		
Clerical	6	6	6		
Directors/Coordinators	3.7	4.7	4.7		
Total	12.7	13.7	13.7		



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Central Office

**Dept Code
3111**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completion of the K-12 Math Program Review
2. Completed a pilot of the new elementary standards based progress report system that replaced the elementary report cards
3. Updated grades 6-12 curriculum in Math, Science and English
4. Developed full professional learning communities at the middle and elementary levels
5. Reorganized the Business Office to have more focus on Human Resources

STATISTICS

Enrollment K-12

FY2006

FY2007

**FY2008
Projected**

Indistrict

	FY2006	FY2007	FY2008 Projected
K	307	288	310
1	306	345	328
2	336	311	354
3	313	341	318
4	288	309	349
5	311	294	317
6	267	315	294
7	295	269	315
8	282	295	269
9	264	279	291
10	294	264	275
11	264	298	260
12	234	258	294
Total	3761	3866	3974



FY2008 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 1099 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-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	4,489,927	4,937,012	5,125,324		
Other Expenses	300,168	269,343	269,353		
Equipment	28,000	21,486	21,487		
Total	4,818,095	5,227,841	5,416,164		

STAFFING

High School	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Principal / Assistant	3	3	3		
Guidance Counselors	62.65	64.95	67		
Teachers	1	1	1		
Librarian	1	1	1		
Aides	6.57	6.57	6.86		
Clerical					
Total	74.22	76.52	78.86		

BUDGET STATEMENT

FY2008 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. Prepare for the September 2007 implementation of an extended block 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.
4. Faculty will work in subject area professional learning teams to prepare to teach in an extended block schedule.
5. Provide the professional development for teachers to fully implement the administrative and instructional uses of the new faculty laptop computers.
6. Continue working with the Youth Center and the Winchester Substance Abuse Coalition to maintain a four-year substance abuse prevention program for each student.
7. Continue to incorporate service learning into the school curriculum.
8. Continue in the school renovation by installing new flooring and painting other areas with capital money remaining in the WHS project.



FY2008 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 2006. 93% of students scored advanced or proficient in English Language Arts and 88% scored advanced or proficient in Mathematics. All 10th graders have passes the MCAS.
2. The average SAT I scores for the class of 2006 were 585 in critical reading, 598 in math, and 580 in writing.
3. In 2006, students took 230 Advanced Placement exams (up from 149 in 2005) with 58% scoring a 4 or a 5. 87% had a score of 3 or better.
4. 93% of students sought post secondary education.
5. Four National Merit Finalists and 25 National Merit commended students
6. Finalists in the National History Day Project in College Park, Maryland.
7. 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, and renovated classrooms were completed.

STATISTICS

Projected Enrollments

Grades	9	10	11	12
FY07 Actual	279	264	298	258
FY08 Projected	291	275	260	294

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

Math Critical Reading* Writing*

Total

2006	598	585	580	1763
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***SAT scores for 2006 now on 2400 scale**

Class Size Core Subject Area FY06

English	21.6
Math	22.5
Social Studies	23.8
Science	23.1
Foreign Language	21.4



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: McCall School

**Dept Code
3113**

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

FY2008 OBJECTIVES

1. Continue to strengthen our sense of community
2. Restore Core Program staffing to FY 2004 levels
3. Achieve reasonable class size (25 students or less) in Core classes
4. Challenge students of all interest and ability levels
5. Further integrate computer technology into the teaching, learning, and administration of the school

PROGRAM COST

McCall School	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	3,359,991	3,566,492	3,760,817		
Other Expenses	87,610	81,927	116,927		
Equipment	-39	0	0		
Total	3,447,562	3,648,419	3,877,744		

STAFFING

McCall School	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Principal / Assistant	2	2	2		
Teachers	47.89	47.09	51		
Librarian	1	1	1		
Clerical	2.8	2.8	2.8		
Total	53.69	52.89	56.8		



FY2008 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 471 7th and 8th Graders
3. Raised \$35,000 to support extensive extracurricular activities program
4. Studied and revised our Final Exam policies and procedures
5. The eighteen-member McCall Middle School Incident Management Team received the 2nd tier of National Incident Management System Training and certification

STATISTICS

FY07 Actual Enrollment

Grade	Students	Teachers	Ratio
6	315	12	26.25
7	269	12.4	21.69
8	295	12	24.58
Total	879	36.4	24.15

FY08 Projected Enrollment

Grade	Students	Teachers	Ratio
6	294	12	24.50
7	315	14.4	21.88
8	269	12	22.42
Total	878	38.4	22.86

Average Class Size per District Guidelines

Grade 6	22.50
Grade 7	20.00
Grade 8	20.00



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Ambrose School

**Dept Code
3114**

PROGRAM DESCRIPTION

This is our second year in our beautiful new school. The Ambrose Elementary School now serves 443 students in Grades K-5. This is an increase of 40 students in one year and 24 more students than originally projected for last year. The projected enrollment for next year 07-08 is 478.

PROGRAM COST

Ambrose School	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	1,458,708	1,548,720	1,862,548		
Other Expenses	58,791	67,330	69,330		
Equipment	0	0	0		
Total	1,517,499	1,616,050	1,931,878		

STAFFING

Ambrose School	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Principal / Assistant	1	1	1		
Teachers	22.04	22.24	26.44		
Librarian	1	1.4	2		
Aides	1	1	1		
Clerical					
Total	25.04	25.64	30.44		

BUDGET STATEMENT

FY2008 OBJECTIVES

1. Identify effective ways to work with the increasing student enrollment.
2. Continue providing professional development training for staff in the area of technology to improve teaching and learning.
3. Review strategies used this year to implement an effective literacy block to support our balanced literacy program and make necessary changes.
4. Continue to focus on the Supportive Classroom goals throughout the school and focus on implementing inclusion strategies in all classrooms.
5. Provide more collaboration time for teaching staff to meet in their Professional Learning Community to focus on specific learning goals during the school year.



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Ambrose School

Dept Code
3114

PRIOR YEAR'S ACCOMPLISHMENTS

1. Launched a new school website.
2. Increased technology integration into the curriculum throughout all grade levels.
3. Created common planning time for grade level classroom teachers to plan curriculum once a month.
4. Focused on the five concepts of the Supportive Classroom are encouraged throughout the school day in all classrooms. The core concepts are: Belonging, Respect, Responsibility, Sharing, and Trust.
5. Introduced a Volunteer Reading Program with the Winchester Council on Aging.

STATISTICS

FY07 Actual Enrollment

	Students	Teachers	Average
Grade K-2	239	12	19.92
Grade 3-5	204	9	22.67
Total	443	21	21.10

FY08 Projected Enrollment

	Students	Teachers	Average
Grade K-2	257	13	19.77
Grade 3-5	221	10	22.10
Total	478	23	20.78

Average Class Size per District Guidelines

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



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Lincoln School

**Dept Code
3115**

PROGRAM DESCRIPTION

Lincoln Elementary School serves an anticipated 447 students in Grades K-5

BUDGET STATEMENT

FY2008 OBJECTIVES

1. Continue to deal with increasing enrollment and lack of space
2. Continue to address a widening range of student needs with decreasing supports
3. Welcome a new principal
4. Continue efforts of current faculty initiatives.

PROGRAM COST

Lincoln School	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	1,702,672	1,802,600	1,916,494		
Other Expenses	69,967	68,457	70,457		
Equipment	209	1,000	1,000		
Total	1,772,848	1,872,057	1,987,951		

STAFFING

Lincoln School	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Principal / Assistant	1	1	1		
Teachers	22.4	23.6	25.03		
Aides	1	1.4	1		
Clerical	1	1	1		
Total	25.4	27	28.03		



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Lincoln School

Dept Code
3115

PRIOR YEAR'S ACCOMPLISHMENTS

1. Maintenance of quality education despite increasing class sizes and diminishing resources.
2. Review of school's core values by school council
3. Continued and expanded efforts around bullying prevention
4. Teacher study groups on assisting students to answer open response questions and working with students with attention issues.

STATISTICS

FY07 Actual Enrollment

	Students	Teachers	Average
Grade K-2	211	11	19.18
Grade 3-5	219	10	21.90
Total	430	21	20.48

FY08 Projected Enrollment

	Students	Teachers	Average
Grade K-2	220	11	20.00
Grade 3-5	227	10	22.70
Total	447	21	21.29

Average Class Size per District Guidelines

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



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Lynch School

**Dept Code
3116**

PROGRAM DESCRIPTION

Lynch Elementary School serves 354 students in Grades K-5 and approximately 75 students in its Pre-School Program. The Lynch School is committed to the personal and academic growth of all its students. We seek to be respectful and friendly to one another and "work hard" at all times.

PROGRAM COST

Lynch School	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	1,473,841	1,585,861	1,775,860		
Other Expenses	59,160	49,750	51,750		
Equipment	3,060	2,620	2,620		
Total	1,536,061	1,638,231	1,830,230		

STAFFING

Lynch School	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Principal / Assistant	1	1	1		
Teachers	20.3	20.5	24.11		
Aides	1	1.4	1		
Clerical	1	1	1		
Total	23.3	23.9	27.11		

BUDGET STATEMENT

FY2008 OBJECTIVES

1. Continue focus on student achievement and improving MCAS performance levels.
2. Improve students' ability to answer open response questions in Language Arts, Math and Science.
3. Seek 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.
4. Continue to address handicap accessibility and space issues for all building programs.
5. Provide equitable access to technology across PreK-5 classrooms.



FY2008 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 numerous subject areas including: Grade 3 Math and Reading, Gr. 4 Written Composition scores and the number of students scoring in the Advanced category on the 5th Grade Science and Math tests.
2. Continued commitment to implementation of Guided Reading by expanding available materials and resources for students and staff as well as maintaining literacy block scheduling.
3. Installed new floor in the Music room. It is now accessible for all students.
4. Continued to upgrade and improve technology hardware and software in classrooms and lab.

STATISTICS

FY07 Actual Enrollment

	Students	Teachers	Average
Grade K-2	173	9	19.22
Grade 3-5	181	9	20.11
Total	354	18	19.67

FY08 Projected Enrollment

	Students	Teachers	Average
Grade K-2	178	9	19.78
Grade 3-5	183	10	18.30
Total	361	19	19.00

Average Class Size per District Guidelines

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



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Muraco School

**Dept Code
3117**

PROGRAM DESCRIPTION

Muraco Elementary School serves an anticipated 389 students in Grades K-5.

BUDGET STATEMENT

FY2008 OBJECTIVES

1. Strive for class size at district guidelines to support the quality learning opportunities that Muraco students have experienced.
2. Continue to provide fine teaching practice and commitment to each child by striving to maintain essentials like professional development, technology, up-to-date materials, and appropriate support.
3. Address needs presented by significant growth in school population, particularly of English Language Learners, as well as those of new students who present with significant gaps in their learning experience.

PROGRAM COST

Muraco School	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	1,303,560	1,381,918	1,606,978		
Other Expenses	42,573	50,653	52,653		
Equipment	0	2,067	2,067		
Total	1,346,133	1,434,638	1,661,698		

STAFFING

Muraco School	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Principal / Assistant	1	1	1		
Teachers	18.86	19.06	21.79		
Aides	1	1.4	1		
Clerical	1	1	1		
Total	21.86	22.46	24.79		



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Muraco School

**Dept Code
3117**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Forty years after it's opening, the Francis J. Muraco School has undergone a number of changes, most of them recent. In the last three years we have grown by close to one hundred students. We are designated a Title One School. Approximately one-third of our students do not speak English at home.
2. Although our building is beginning to show its age, and renovation or rebuilding is years away, Muraco thrives. Our families are committed to supporting our learning community with their energy and expertise. Our staff is committed to the fine teaching practice and differentiated instruction that ensures that all of our students experience the satisfaction of success. Our students recognize what excellence looks like. Their families and teachers provide what they need to achieve it. The Muraco learning community demonstrates its commitment to whatever is in the best interests of its children.
3. By every measure, including, but not limited to MCAS results, we are accomplishing our objectives as expressed in our vision statement:
4. 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 do.

STATISTICS

FY07 Actual Enrollment

	Students	Teachers	Average
Grade K-2	181	9	20.11
Grade 3-5	181	9	20.11
Total	362	18	20.11

FY08 Projected Enrollment

	Students	Teachers	Average
Grade K-2	202	9	22.44
Grade 3-5	187	9	20.78
Total	389	18	21.61

Average Class Size per District Guidelines

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



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Vinson-Owen School

**Dept Code
3118**

PROGRAM DESCRIPTION

Vinson-Owen Elementary School serves an anticipated 301 students in Grades K-5

BUDGET STATEMENT

FY2008 OBJECTIVES

1. Utilize the school's intranet to actualize the theme "Working Differently".
2. Continue the school's community service activities and promote "Responsibility" as a theme for the year.
3. Create a library of digital video files to highlight and inform teachers and students about the unique aspects of the outdoor education space adjacent to the school.
4. Form a building based technology committee comprised of teachers, parents, the technology director, and the principal to plan for the future use of technology in the school.

PROGRAM COST

Vinson-Owen School	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	1,279,842	1,290,328	1,329,039		
Other Expenses	38,945	51,928	53,928		
Equipment	1,470	8,232	8,232		
Total	1,320,257	1,350,488	1,391,199		

STAFFING

Vinson-Owen School	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Principal / Assistant	1	1	1		
Teachers	18.63	17.83	18.48		
Aides	1	1.4	1		
Clerical	1	1	1		
Total	21.63	21.23	21.48		



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Vinson-Owen School

Dept Code
3118

PRIOR YEAR'S ACCOMPLISHMENTS

1. Developed a school Intranet to improve the overall efficiency and effectiveness of school operations.
2. Working with the Vinson-Owen Parents' Association, the Library Committee has completed updating the school's library collection and has automated virtually all aspects of library operation.
3. The school continued to emphasize community service and promoted "Respect" as a theme for the year.
4. Professional development focused on how to use resources available on the internet to improve instruction.

STATISTICS

FY07 Actual Enrollment

	Students	Teachers	Average
Grade K-2	140	8	17.50
Grade 3-5	159	8	19.88
Total	299	16	18.69

FY08 Projected Enrollment

	Students	Teachers	Average
Grade K-2	135	7	19.29
Grade 3-5	166	9	18.44
Total	301	16	18.81

Average Class Size per District Guidelines

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



FY2008 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

FY2008 OBJECTIVES

1. Implement the new special education leadership structure
2. Implement the revised 504, DCAP and special education procedures
3. Implement a major special education training initiative for staff regarding inclusion.

PROGRAM COST

Special Education	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	4,025,677	4,365,238	4,979,709		
Other Expenses	2,180,331	2,490,414	2,565,040		
Equipment	5,436	2,100	2,100		
Total	6,211,444	6,857,752	7,546,849		

STAFFING

Special Education	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Directors/Coordinators	3.41	3.41	5.41		
Teachers	24.5	24.5	24.5		
Teacher Specialists	14.89	14.89	16.99		
Special Needs Instructors	12.5	13.5	13.5		
Aides	29.6	29.6	40.6		
Occupational Therapists	3.45	3.45	3.91		
Clerical	3.77	3.77	3.27		
Total	92.12	93.12	108.18		



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Special Education

**Dept Code
3119**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completion of the reorganization of special education leadership positions
2. Developed user-friendly Section 504 procedures
3. Developed the District's Curriculum Accommodation Plan (DCAP)

STATISTICS

Enrollments by Programs

	In District	Collaborative Out of District	Private Day School	Residential School
Preschool (Age 3-4)	37	1	1	0
Kindergarten (Age 5)	34	3	0	0
Elementary (Age 6-11)	243	5	3	0
Middle School (Age 12-14)	150	6	6	0
High School (Age 15-22)	124	11	13	5
Totals	588	26	23	5

Total by Age Group

Preschool (Age 3-4)	39
Kindergarten (Age 5)	37
Elementary (Age 6-11)	251
Middle School (Age 12-14)	162
High School (Age 15-22)	153
Totals	642

Percent of student body in Special Education

	FY04	FY05	FY06	FY07
Winchester	12.90%	13.45%	14.46%	14.25%
State	15.57%	15.57%	16.90%	16.90%



FY2008 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

FY2008 OBJECTIVES

1. Implement the new AED into the wellness curriculum
2. Full implementation of the Naviance software in the guidance department
3. Full implementation of the district-wide wellness policy

PROGRAM COST

Pupil Services	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	1,130,891	1,221,880	1,299,010		
Other Expenses	3,028	4,030	4,030		
Equipment	0	0	0		
Total	1,133,919	1,225,910	1,303,040		

STAFFING

Pupil Services	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Fin Comm
Teacher Specialists	3	3	3		
Guidance Counselors	9.1	9.2	9.6		
Nurses	7	7	7		
Total	19.1	19.2	19.6		



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Pupil Services

Dept Code
3119

PRIOR YEAR'S ACCOMPLISHMENTS

1. Purchase of Automated Electronic Defibrillators (AED) for the entire school district
2. Adoption of a district-wide wellness policy
3. Purchase of Naviance software for guidance department
4. Full implementation of the district-wide incident management plan (IMT)

STATISTICS



FY2008 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 developing and implementing the integration of technology into the curriculum.

PROGRAM COST

Technology	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	388,479	402,776	479,733		
Other Expenses	119,048	138,993	160,367		
Equipment	40,133	125,396	75,000		
Total	547,660	667,165	715,100		

STAFFING

Technology	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	1	1	1		
Professional/Technical	5.3	5.8	6.5		
Clerical	1.25	1.25	1.5		
Total	7.55	8.05	9		

BUDGET STATEMENT

FY2008 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. Integration will continue to focus in the 5th grade.
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 to meet the criteria in NCLB for technology.
4. WHS—Migrate all the teachers to fully use GradeQuick as their electronic grade book and further investigation of the use of Administrators Plus for the administrators throughout the district.
5. District Level—Roll out the required information on educators, which include all the data required for the EPIMS. Continue to advocate for the necessary funds to support the hardware, software, infrastructure and personnel for the growing technology needs of the district.
6. Continue to update and expand the district's website.



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Technology

**Dept Code
3110**

PRIOR YEAR'S ACCOMPLISHMENTS

1. WHS—Expansion of the wireless to support wireless carts for Social Studies. Online attendance including introducing an electronic Gradebook for teachers.
2. Elementary—Worked with consultant to roll out the desktops and laptops for the Ambrose elementary school. Installation of software and hardware within the classrooms and computer lab. Installation of Administrative Plus on all principals and administrators desks.
3. McCall—Continue to address the instruction of technology skills inline with the Scope and Sequence performance indicators in Grade 6, 7 & .Expand 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. Investigation of the use of the Administrative Plus program to support the districts informational needs.
6. Designed course offerings and workshops meeting the district's vision for use of technology within the school district.
7. Creation of a district laptop protocol for staff.

STATISTICS

Benchmark Community Data

	Connectivity % Internet Access	Student to Computer Ratio
Winchester	100	5.5
Andover	100	5.7
Boxborough	100	3.8
Concord	100	2.7
Lexington	99	4.8
Weston	100	3.2
Wellesley	100	3.1
School Averages-Student to Computer		
Ambrose	9.4	
Lincoln	3.7	
Lynch	5.2	
Muraco	3.0	
VO	12.2	
McCall	5.0	
High School	7.0	



FY2008 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

FY2008 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 2009 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-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	0	185,433	217,447		
Other Expenses	223,037	0	0		
Equipment	0	0	0		
Total	223,037	185,433	217,447		

STAFFING

Athletics	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Director	1	1	1		
Trainer	1	1	1		
Faculty Manager	1	1	1		
Coaches	59	59	59		
Total	62	62	62		



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Athletics

Dept Code
3210

PRIOR YEAR'S ACCOMPLISHMENTS

1. We have fully implemented new procedures with respect to tracking and depositing user fees and gate receipts
2. State champion in Boys Tennis
3. Boys Hockey went to the Super 8 tournament
4. Winchester finished fifth in the Dalton Trophy with a .624 winning percentage
5. Hired new coaches in football, boys tennis, baseball and girls swim and dive

STATISTICS

Sport and Number of Participants

FY05-FY06

Cross Country	62
Soccer	132
Field Hockey	68
Basketball	80
Football	97
Indoor Track	101
Golf	14
Wrestling	51
Gymnastics	15
Ice Hockey	92
Lacrosse	135
Tennis	39
Baseball	47
Softball	39
Boys Swimming	18
Girls Swim and Dive	40
Cheerleading	15
Sailing	19
Track	135

Total Participants 1199



FY2008 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

FY2008 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-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	0	0	0		
Other Expenses	81,344	156,027	163,828		
Equipment	0	0	0		
Total	81,344	156,027	163,828		

STAFFING

Vocational Education	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Total					



FY2008 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 2006-2007, 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	3	1	2
Class of 2009 NEMTVS	10	3	2	1
Engineering	10	1		1
Robotics	10	1	1	
Class of 2008 NEMTVS	11	1	1	
Class of 2007 NEMTVS	12	2	2	
Total		11	7	4

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 2007.



UNDISTRIBUTED

Data Processing

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



FY2008 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

FY2008 OBJECTIVES

1. Continue training of employees on the MUNIS financial software.
2. Continue to migrate all Town server to Windows 2003 Server.
3. Maintain the Town owned Fiber Optic Network.
4. Continue to work on the Implementation of a Building/Zoning department software.
5. Continue to enhance the Town GIS.
6. Continue to update desktop computers, printers and software applications.

PROGRAM COST

Data Processing	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	93,675	130,710	131,214	131,214	131,214
Other Expenses	230,738	253,000	253,000	227,000	227,000
Equipment	0	0	0	0	0
Total	324,413	383,710	384,214	358,214	358,214

STAFFING

Data Processing	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	1	1	1	1	1
Clerical					
Professional/Technical	1	1	1	1	1
Total	2	2	2	2	2



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Undistributed

PROGRAM: Data Processing

Dept Code
1530

PRIOR YEAR'S ACCOMPLISHMENTS

1. Continued to work and maintain the town website. (www.winchester.us)
2. Streamlined the Town Managers budget book process.
3. Worked with Engineering Department to maintain the Town property parcel list for input into the GIS.
4. Maintained and updates approximately 35% of the Town desktops systems and software.
5. Completed a software application for the tracking of town maps and plans.
6. Develop an enhanced Town-wide backup system.

STATISTICS



FY2008 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

**PROGRAM GROUP
Undistributed**

PROGRAM: Energy

Energy

The Energy budget is a consolidated account that funds all energy costs of Town and School departments including heating oil, natural gas, electricity and gasoline. The Town participates in a cooperative procurement of heating oil and gasoline with a number of municipalities in order to gain a volume discount. It seeks competitive bids in the wholesale market for electricity and natural gas. After a year of staggering increases, Energy costs have leveled off and the Town is taking advantage of fixed rates to manage the FY 2008 budget.

The most important aspect of Energy is to manage consumption. As one of its top policy priorities, the Board of Selectmen appointed an Energy Management Committee to work with staff to collect data, recommend polices and procedures and advocate for energy efficiency in Town buildings and facilities. The Committee has developed a useful framework for documenting and measuring energy consumption that takes into account weather variances. This baseline was essential in targeting buildings for improvement. The Committee also spearheaded an Energy Audit, which is a detailed analysis of building systems, including recommendations for capital improvements and retrofits designed to reduce energy consumption. Many of the projects have a short payback in investment, and the DPW is actively pursuing capital funds to finance these projects.

In FY 2008, energy costs have been allocated to the new Enterprises; Solid Waste and Recreation. An experiment to incentivize users to save energy will be implemented in FY 2008 using the Library. In the event that the Library can achieve savings, they will be allowed to purchase capital equipment or supplies to benefit their department.

PROGRAM	FY06 Actual	FY07 Budget	FY08 Request	FY08 Manager	FY08 Override
Energy	2,425,664	2,825,000	2,882,000	2,882,000	2,882,000
TOTAL	2,425,664	2,825,000	2,882,000	2,882,000	2,882,000



FY2008 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 2008, the cost of many personnel benefits have been allocated to the new Enterprises; Solid Waste and Recreation.

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. FY 2008 represents the second year in a row that the Town is phasing in the impact of an actuarial study that increased the Town's annual funding requirement. This account has increased by nearly 11%. Retirement costs have been allocated to the new Enterprises; Solid Waste and Recreation.

Non-Contributory Retirement

This account, under jurisdiction of the Board of Retirement, provides funding for the payment of the retirement allowances to former employees or their widows. Qualification for benefits under various sections of the law funded here is based primarily on employment in a governmental unit prior to July 1, 1939, the inception date of the Town's contributory retirement system. There are currently 6 retirees whose pensions are funded from this budget. The requested amount for FY2008 is level funded.

PROGRAM	FY06 Actual	FY07 Budget	FY08 Request	FY08 Manager	FY08 Override
Contributory Retirement	2,319,793	2,553,425	2,823,840	2,823,840	2,823,840
Non-Contributory Retirement	56,650	62,000	62,000	62,000	62,000
Workers' Compensation/ Indemnification	395,174	414,933	397,306	397,306	397,306
Unemployment Compensation	11,920	157,000	157,000	157,000	157,000
F.I.C.A & Medicare Tax/ Refunds	546,703	631,575	538,664	538,664	538,664
Health Insurance	6,380,926	7,026,434	7,711,567	7,711,567	7,711,567
TOTAL	9,711,166	10,845,367	11,690,377	11,690,377	11,690,377

**FY2008 PROGRAM BUDGET****SUB-PROGRAM SUMMARY****PROGRAM GROUP****PROGRAM: Personnel Benefits****Undistributed****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

The Town is required to match the Medicare premium paid by Town employees as well as Social Security for temporary and seasonal employees. In FY 2008, the Town will take advantage of an opportunity in federal law that allows the establishment of individualized retirement accounts for our temporary/seasonal employees in lieu of participation in the social security system. By establishing individual Section 457 accounts that the employees would contribute to, the Town will no longer be required to match contributions to social security. At 6.2% of earnings per employee, this initiative will save the Town over \$100,000.



FY2008 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.

In FY 2008, the Town has budgeted a 10% increase in Health Insurance premiums. The Town is committed to work collaboratively with all labor organizations to adopt a modified insurance plan design that is more typical of modern employer arrangements. By prudently adjusting and marketing our plans, we believe the Town can achieve a more reasonable rate of increase, benefiting both the Town and its employees. The Town is also interested in exploring the Governor's proposal to allow cities and town to join the state's health insurance pool managed by the Group Insurance Commission.

Health Insurance costs have been allocated to the new Enterprises; Solid Waste and Recreation.



FY2008 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM GROUP
Undistributed

PROGRAM: Debt & Interest

Debt - Principal

Principal payments for FY2008 will be \$5,864,220. Of this amount, \$2,973,971 is attributable to Chapter 110 water and sewer debt.

Debt - Interest

Total interest payments are estimated at \$2,093,844. Of this amount, \$380,648 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	FY06 Actual	FY07 Budget	FY08 Request	FY08 Manager	FY08 Override
Debt - Principal	5,167,514	5,706,203	5,864,220	5,864,220	5,864,220
Debt - Interest	2,631,797	2,506,754	2,093,844	2,093,844	2,093,844
Total	7,799,311	8,212,957	7,958,064	7,958,064	7,958,064
Tax Abatement Interest/Service Fees	24,000	25,200	25,200	25,200	25,200
TOTAL	7,823,311	8,238,157	7,983,264	7,983,264	7,983,264



FY2008 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	FY06 Actual	FY07 Budget	FY08 Request	FY08 Manager	FY08 Override
Audit	51,169	74,000	75,000	75,000	75,000
Legal	284,779	285,000	300,000	300,000	300,000
General Insurance	252,685	288,835	294,000	294,000	294,000
Reserve Fund	113,542	375,000	350,000	350,000	350,000
Environmental Remediation Services	70,000	70,000	50,000	50,000	50,000
TOTAL	772,175	1,092,835	1,069,000	1,069,000	1,069,000



FY2008 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 \$50,000, 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.



SECTION IV

NON-APPROPRIATED EXPENSES



FY2008 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	FY06	FY07	FY08	Budget Increase	Percentage Increase
State Assessments					
MBTA	395,667	410,393			
Special Education	0	0			
Parking Surcharge	12,800	13,560			
MAPC	5,770	5,948			
Air Pollution District	7,975	8,180			
Retiree Health Insurance	2,076	3,016			
Charter School Tuition	0	5,000			
Under/Over Estimates					
Total State Assessments	424,288	446,097	457,249	11,152	2.50%
Cherry Sheet Offsets	45,827	43,520	43,520	0	0.00%
Tax Abatement Overlay	295,420	350,000	350,000	0	0.00%
Court Judgments & Deficits/Misc	358,562	0	0	0	0.00%
Total Non-Appropriated Expenses	1,124,097	839,617	850,769	11,152	1.33%



FY2008 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. FY2008 charges are for pupils served in the 2006-2007 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.



FY2008 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 FY2008.

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.



FY2008 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.

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

ENTERPRISE FUNDS

*Solid Waste
Water / Sewer
Recreation*



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Enterprise Funds

PROGRAM: Solid Waste

Dept Code
4151

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

This is a new Enterprise, formerly funded by the Transfer Station budget in General Government and in the "NESWC" account in Undistributed. An Enterprise will provide a more direct ability to link fees and other revenue with the costs of the operation. Following a major fee increase in FY 2007, it is the goal of this budget to limit expenditures necessary to avoid a similar fee increase in FY 2008.

PROGRAM COST

Transfer Station	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager
Personal Services	308,329	335,642	364,630	364,630
Other Expenses	142,920	130,130	1,091,680	1,091,680
Equipment	0	0	0	0
Total	451,249	465,772	1,456,310	1,456,310

FY2008 OBJECTIVES

1. Continue to improve user safety of facility and improve traffic flow.
2. Continue to reduce volume of solid waste entering the transfer building 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. Work with the new Transfer Station Recycling Center Project Advisory Committee and the Selectmen to secure capital for future renovations and site layout.
5. Continue to develop new recycling initiatives to reduce solid waste costs.
6. Move the 35-yard compactor closer to the trash belt to improve cardboard recycling.

STAFFING

Transfer Station	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager
Professional/Technical	1	1	1	1
Public Works	5	5	5	5
Total	6	6	6	6



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Enterprise Funds

PROGRAM: Solid Waste

Dept Code
4151

PRIOR YEAR'S ACCOMPLISHMENTS

1. Installed new Fairbanks truck scale in the old scale pit.
2. Received an 8' by 20' steel storage container from Got Books allowing us to recycle all hardcover and softcover books at the Transfer Station.
3. Received a municipal universal waste shed through a grant from Wheelabrator-North Andover to store all fluorescent tubes and mercury items collected in the Town of Winchester.
4. Purchased three 8' by 20' steel storage containers. The first replaced a rental container used to hold TV's. The second container is for computer monitors and electronics. The third container is used to store tools, equipment and records.
5. Integrated Paper Recyclers helped our recycling initiative by providing four 10-yard dumpster containers to promote more paper recycling near the trash belt. They also provided and installed a 42-yard commercial compactor behind the old incinerator after DEP approval.
6. DEP approved a final remediation by the Town of Winchester of the 1979 landfill capping.

STATISTICS

	FY2004	FY2005	FY2006
Recycle tonnage	2,100	1,978	2,130
Compost tonnage	3,700	2,700	2,500
Waste oil (gallons)	1,000	1,000	1,100
Solid Waste tonnage (NESWC)	10,543	11,574	11,652
Recycling Rate	25%	32%	34%



FY2008 PROGRAM BUDGET

**PROGRAM SUMMARY
Solid Waste**

Solid Waste	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager
Operating Budget	451,249	465,772	464,227	464,227
Employee Benefits	0	0	69,850	69,850
Trash Disposal	0	0	821,700	821,700
Energy	0	0	67,000	67,000
Administrative	0	0	12,687	12,687
DPW Administration	0	0	10,312	10,312
Garage	0	0	7,534	7,534
Insurance	0	0	3,000	3,000
Total	451,249	465,772	1,456,310	1,456,310

Revenue

Estimated FY08 Revenue	1,430,000
Municipal Waste Allocation	40,000
Total	1,470,000

Program	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Operating Budget					
Personal Services	308,329	335,642	334,097	334,097	
Expenses	142,920	130,130	130,130	130,130	
Equipment	0	0	0	0	
Total	451,249	465,772	464,227	464,227	
Employee Benefits					
Personal Services	0	0	0	0	
Expenses	0	0	69,850	69,850	
Equipment	0	0	0	0	
Total	0	0	69,850	69,850	
Trash Disposal					
Personal Services	0	0	0	0	
Expenses	0	0	821,700	821,700	
Equipment	0	0	0	0	
Total	0	0	821,700	821,700	
Energy					
Personal Services	0	0	0	0	
Expenses	0	0	67,000	67,000	
Equipment	0	0	0	0	
Total	0	0	67,000	67,000	
Administrative					
Personal Services	0	0	12,687	12,687	
Expenses	0	0	0	0	
Equipment	0	0	0	0	
Total	0	0	12,687	12,687	

Program	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
DPW Administration					
Personal Services	0	0	10,312	10,312	
Expenses	0	0	0	0	
Equipment	0	0	0	0	
Total	0	0	10,312	10,312	
Garage					
Personal Services	0	0	7,534	7,534	
Expenses	0	0	0	0	
Equipment	0	0	0	0	
Total	0	0	7,534	7,534	
Insurance					
Personal Services	0	0	0	0	
Expenses	0	0	3,000	3,000	
Equipment	0	0	0	0	
Total	0	0	3,000	3,000	



FY2008 PROGRAM BUDGET

**PROGRAM GROUP
Enterprise Funds**

PROGRAM SUMMARY

PROGRAM: Water and Sewer

**Dept Code
4151**

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

In FY 2007, Town Meeting enacted a fee increase necessary to support operations in both FY 2007 and FY 2008. Expenditure reductions involving staff and equipment will be necessary to meet the revenue limitations.

PROGRAM COST

Water & Sewer	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	1,140,118	1,303,393	1,350,423	1,280,420	
Expenses	3,324,622	3,632,000	3,690,735	3,690,735	
Equipment	0	2,000	2,000	2,000	
Capital	186,203	73,000	136,203	136,203	
Total	4,650,943	5,010,393	5,179,361	5,109,358	

FY2008 OBJECTIVES

1. Continue installation of radio remote reading system to replace older ARB reading system – 1,800 remaining.
2. Continue with reservoir brush cutting/maintenance program.
3. Continue with Sewer System Evaluation Survey of 2,000 homes.
4. Continue with “in-house” sewer T.V. Inspection and Cleaning Preventive Maintenance Program, five miles/year.
5. Continue sewer and drain cleaning Preventive Maintenance Program.
6. Continue to upgrade the Town’s drainage systems to mitigate flooding.
7. Continue with in-house lead gooseneck replacement program.

STAFFING

Water & Sewer	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	2	2	2	2	
Public Works	15	15	15	13	
Total	20	20	20	18	



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Enterprise Funds

PROGRAM: Water and Sewer

Dept Code
4151

PRIOR YEAR'S ACCOMPLISHMENTS

1. Replaced 110 lead necks by private contractor.
2. Replaced 4,000 older remote readers.
3. Cleaned five acres in reservoir brush cutting/maintenance program.
4. Replaced two aging sewer stations.
5. Replaced 12 non-draining fire hydrants.
6. Replaced 30 lead goosenecks.
7. Repaired and replaced 200 feet of broken and damaged sewer and drain lines.
8. Installed 12 new catch basins in low lying areas to relieve flooding
9. Repaired and cleaned 1,000 catch basins.
10. Eliminated six sump pumps from Town's sewer system and redirected to drain system.

STATISTICS

Water Supply	FY2004	FY2005	FY2006
Rainfall	44.96"	44.50"	55.4"
Town Reservoirs	437.1MG	428.2MG	391.8MG
MWRA Direct	351.2MG	401.6MG	286.7MG
Total	869.9MG	829.8MG	678.5MG



FY2008 PROGRAM BUDGET

**PROGRAM SUMMARY
Water & Sewer**

Water & Sewer	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager
Administration	137,394	49,006	50,985	50,985
Buildings	16,000	16,000	16,000	16,000
Maintenance	46,975	48,673	48,691	48,691
Employee Benefits	667,772	737,247	806,220	806,220
Funded Debt	192,457	211,730	211,730	211,730
General Government	221,286	227,168	224,267	224,264
Insurance	30,000	33,000	33,000	33,000
Sewer Operations	1,596,917	1,918,607	1,974,491	1,974,491
Water Operations	1,557,939	1,695,962	1,677,774	1,607,774
Capital	186,203	73,000	136,203	136,203
Total	4,652,943	5,010,393	5,179,361	5,109,358

Program	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager
Administration				
Personal Services	137,394	49,006	50,985	50,985
Expenses	0	0	0	0
Equipment	0	0	0	0
Total	137,394	49,006	50,985	50,985
Buildings				
Personal Services	0	0	0	0
Expenses	16,000	16,000	16,000	16,000
Equipment	0	0	0	0
Total	16,000	16,000	16,000	16,000
Maintenance				
Personal Services	19,875	21,573	21,591	21,591
Expenses	27,100	27,100	27,100	27,100
Equipment	0	0	0	0
Total	46,975	48,673	48,691	48,691
Employee Benefits				
Personal Services	0	0	0	0
Expenses	667,772	737,247	806,220	806,220
Equipment	0	0	0	0
Total	667,772	737,247	806,220	806,220
Funded Debt				
Personal Services	0	0	0	0
Expenses	192,457	211,730	211,730	211,730
Equipment	0	0	0	0
Total	192,457	211,730	211,730	211,730

Program	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager
General Government				
Personal Services	117,486	121,368	118,467	118,464
Expenses	101,800	103,800	103,800	103,800
Equipment	2,000	2,000	2,000	2,000
Total	221,286	227,168	224,267	224,264
Insurance				
Personal Services	0	0	0	0
Expenses	30,000	33,000	33,000	33,000
Equipment	0	0	0	0
Total	30,000	33,000	33,000	33,000
Sewer Operations				
Personal Services	112,968	266,323	322,306	322,306
Expenses	1,483,949	1,652,284	1,652,185	1,652,185
Equipment	0	0	0	0
Total	1,596,917	1,918,607	1,974,491	1,974,491
Water Operations				
Personal Services	752,395	845,123	837,074	767,074
Expenses	805,544	850,839	840,700	840,700
Equipment	0	0	0	0
Total	1,557,939	1,695,962	1,677,774	1,607,774
Capital				
	186,203	73,000	136,203	136,203
Total	186,203	73,000	136,203	136,203



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Enterprise Funds**

PROGRAM: Water and Sewer

**Dept Code
4151**

	FY05	FY06	FY07	FY08
Revenue				
Rates - Budgeted	4,300,001	4,300,000	4,410,000	5,109,358
Free Cash - Rate Stabilization	83,843	246,763	300,979	
State Reimbursement	294,146	294,146	294,146	
Total Budgeted Revenue	4,677,990	4,840,909	5,005,125	
Actual / Estimated	4,518,550	5,046,096		
Revenue - Surplus/(Deficit)	-159,440	205,187	0	0
Budget				
Operating Budget	1,441,042	1,533,666	1,640,896	1,623,830
M.W.R.A. Assessment	1,747,695	1,809,156	1,973,673	1,958,435
Capital	258,000	186,203	73,000	136,203
Debt Service	184,523	192,457	201,462	211,730
Employee Benefits	599,801	667,772	737,247	806,220
Insurance - General	27,000	30,000	33,000	33,000
General Government	217,380	221,286	232,168	224,264
Administration - DPW	138,919	137,394	49,006	50,985
Maintenance - DPW	48,411	46,975	48,673	48,691
Buildings - DPW	15,219	16,000	16,000	16,000
Total Budget	4,677,990	4,840,909	5,005,125	5,109,358
Actual Expenditures				
Operating Budget	1,347,549	1,348,698		
M.W.R.A. Assessment	1,715,837	1,816,428		
Capital	258,000	186,203		
Debt Service	183,849	192,457		
Employee Benefits	599,801	667,772		
Insurance - General	27,000	30,000		
General Government	210,980	221,286		
Administration - DPW	138,919	137,394		
Maintenance - DPW	48,411	46,975		
Buildings - DPW	15,219	16,000		
Total Actual Expenditures	4,545,565	4,663,213		
Reversion (Budget vs Actual)	132,425	177,696		
Reversion (Prior Year)	0	0		
Revenue Surplus/(Deficit)	-159,440	205,187		
Net to Free Cash	-27,015	382,883		
Free Cash Beginning Balance	730,671	471,613		
Free Cash Used (Rate Stabilization)	246,763	300,979		
Free Cash Transferred to General Fund	0	0		
Free Cash Ending Balance	456,893	553,517		



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Enterprise Funds**

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.

BUDGET STATEMENT

This is a new Enterprise, formerly funded as a Revolving Account. The FY 2008 budget represents a concerted effort by the Town to allocate all of the costs of Enterprise. For Recreation, this has included the allocation of Energy costs to support operations at the Mystic School. The Department shall be implementing a combination of fee increases and staff/program reductions to meet its revenue limitations.

PROGRAM COST

Recreation	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Personal Services	0	0	0	0	
Other Expenses	0	0	0	0	
Equipment	0	0	0	0	
Total	0	0	0	0	

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.

STAFFING

Recreation	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager	FY-08 Override
Managerial	1	1	1	1	1
Clerical	3	3	3	3	3
Professional/Technical	3	3	3	3	3
Total	7	7	7	7	7



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Enterprise Funds**

PROGRAM: Recreation

FY2008 OBJECTIVES

1. Successfully administer the Recreation and Community Education Department as a totally self-sufficient department.
2. Continue to improve and maintain our new home at the old Mystic School, 263 Main Street.
3. Continue to assist the Youth Center and Teen Center Committee in moving forward with plans for a new Teen Center
4. Expand adult and youth programming by a minimum of one new program per season.
5. Work to increase the amount of private sponsorships of various programs and recreational facilities.
6. Work with surrounding communities to offer regional recreational opportunities.
7. Expand and improve our current 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. Secure grants for the Winchester Youth Center for program funding.
11. Work with the Field Management Committee to obtain the funding and plan the renovation of facilities listed in the multi-year Field Management Capital Plan.
12. Work with the Winchester School Department to find suitable housing for the Recreation Department if moved out of the Mystic School.

PRIOR YEAR'S ACCOMPLISHMENTS

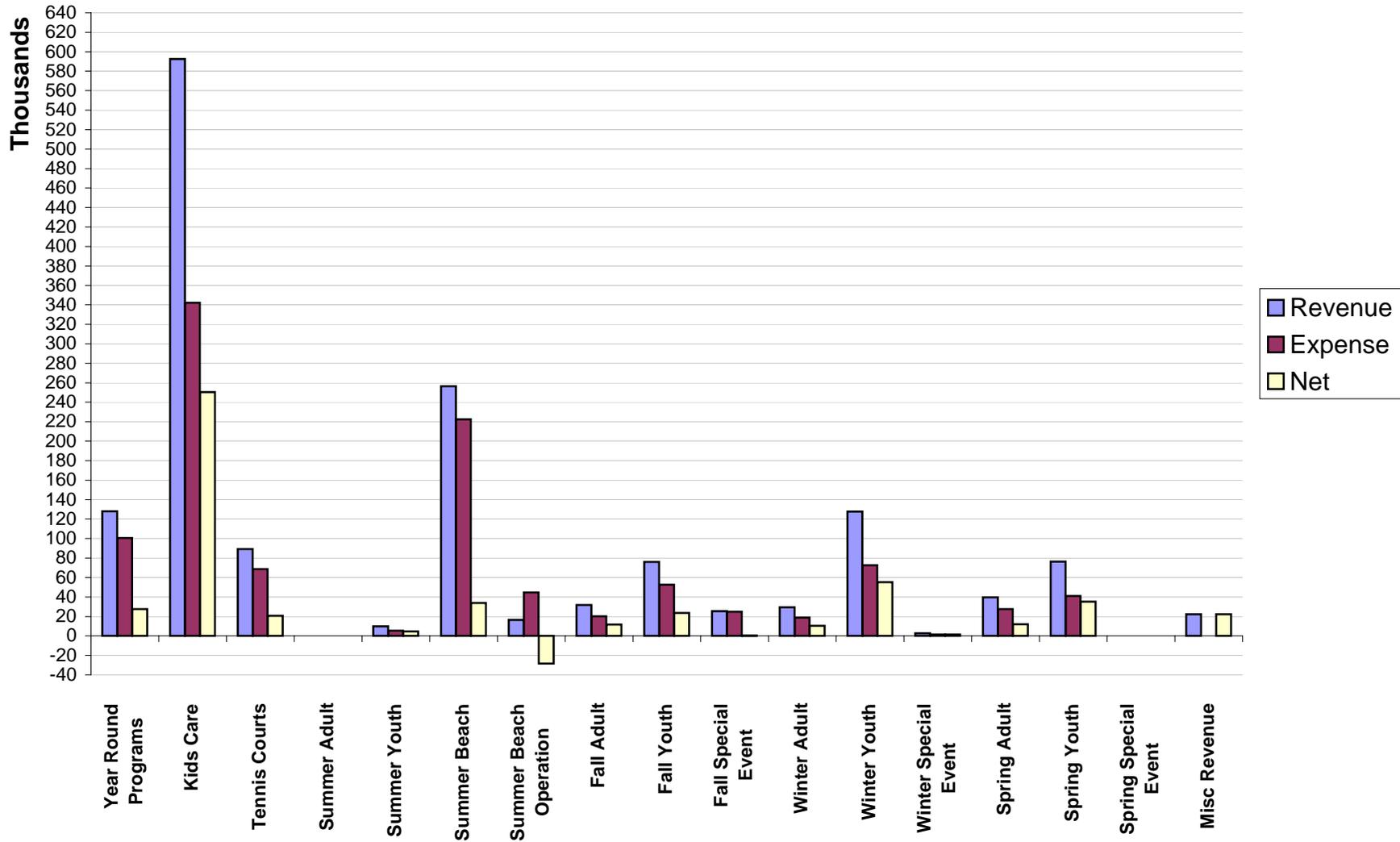
1. Successfully administered the Recreation and Community Education Department as a totally self-sufficient department.
2. Continued to improve and maintain our new home at the old Mystic School, 263 Main Street.
3. Continue to assist the Youth Center in locating an appropriate facility for a "Teen Center". The feasibility study showed that there is a need for a Youth Center, however, funding would be difficult to raise at this time.
4. Expanded adult and youth programming by a minimum of one new program per season.
5. Improved our current web site and was able to increase the amount of on-line registrations.
6. Offered our 4th Annual Golf Tournament to a capacity 124 participants
7. Worked with the Field Management Committee to obtain the funding for a Master Plan for Manchester Field and successfully completed the renovation of Mullen Field.
8. Increased the enrollment of the Kid Care After-School Program.
9. Increased the offerings of the Kid Connection Pre-School to include a Two, Three, Four and Five Day Option.

STATISTICS

	2004	2005	2006
Registrations	8,068	7,953	7,338
Courses Taken	11,144	11,561	10,962
Youth and Family Courses Taken	8,467	8,716	9,532
Adult Courses Taken	2,677	2,845	1,430
Programs Offered	1,060	1,078	922
Town Allocation of Funds	\$0	\$0	\$0



FY 2008 Estimated Revenue/Expenditure



**FY2008 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP**
Enterprise Funds**PROGRAM: Recreation****FY2008 Recreation Program Projection**

Programs	Revenue	Expense	Total
Year Round Programs	134,364	100,497	33,867
Kid Care	622,230	342,305	279,925
Tennis Courts	112,562	68,690	43,872
Other Year Round	0	0	0
Summer Adult	10,400	5,360	5,040
Summer Youth	269,258	222,491	46,767
Summer Beach Operation	16,377	44,781	-28,405
Fall Adult	33,330	20,144	13,186
Fall Youth	79,887	52,574	27,312
Fall Special Events	26,723	24,963	1,760
Winter Adult	30,832	18,853	11,979
Winter Youth	134,134	72,638	61,497
Winter Special Events	2,908	1,367	1,541
Spring Adult	41,540	27,596	13,943
Spring Youth	80,107	41,009	39,098
Spring Special Events	0	0	0
Miscellaneous Revenue	26,057	0	26,057
Energy Cost - Mystic	0	51,000	-51,000
Administrative Allocations	0	9,000	-9,000
Benefits for permanent employees	0	60,000	-60,000
Property/Liability Insurance	0	3,000	-3,000
Membership for Youth Center	2,500	0	2,500
Department Administrative Expenses	0	411,785	-411,785
Reserve for Equipment and Maintenance	0	45,000	-45,000
Total	1,623,209	1,623,054	155



SECTION VI

CAPITAL IMPROVEMENTS PROGRAM



FY2008 PROGRAM BUDGET

**PROGRAM SUMMARY
Water & Sewer**

Water & Sewer	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager
Administration	137,394	49,006	50,985	50,985
Buildings	16,000	16,000	16,000	16,000
Maintenance	46,975	48,673	48,691	48,691
Employee Benefits	667,772	737,247	806,220	806,220
Funded Debt	192,457	211,730	211,730	211,730
General Government	221,286	227,168	224,267	224,264
Insurance	30,000	33,000	33,000	33,000
Sewer Operations	1,596,917	1,918,607	1,974,491	1,974,491
Water Operations	1,557,939	1,695,962	1,677,774	1,607,774
Capital	186,203	73,000	136,203	136,203
Total	4,652,943	5,010,393	5,179,361	5,109,358

Program	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager
Administration				
Personal Services	137,394	49,006	50,985	50,985
Expenses	0	0	0	0
Equipment	0	0	0	0
Total	137,394	49,006	50,985	50,985
Buildings				
Personal Services	0	0	0	0
Expenses	16,000	16,000	16,000	16,000
Equipment	0	0	0	0
Total	16,000	16,000	16,000	16,000
Maintenance				
Personal Services	19,875	21,573	21,591	21,591
Expenses	27,100	27,100	27,100	27,100
Equipment	0	0	0	0
Total	46,975	48,673	48,691	48,691
Employee Benefits				
Personal Services	0	0	0	0
Expenses	667,772	737,247	806,220	806,220
Equipment	0	0	0	0
Total	667,772	737,247	806,220	806,220
Funded Debt				
Personal Services	0	0	0	0
Expenses	192,457	211,730	211,730	211,730
Equipment	0	0	0	0
Total	192,457	211,730	211,730	211,730

Program	FY-06 Actual	FY-07 Budget	FY-08 Request	FY-08 Manager
General Government				
Personal Services	117,486	121,368	118,467	118,464
Expenses	101,800	103,800	103,800	103,800
Equipment	2,000	2,000	2,000	2,000
Total	221,286	227,168	224,267	224,264
Insurance				
Personal Services	0	0	0	0
Expenses	30,000	33,000	33,000	33,000
Equipment	0	0	0	0
Total	30,000	33,000	33,000	33,000
Sewer Operations				
Personal Services	112,968	266,323	322,306	322,306
Expenses	1,483,949	1,652,284	1,652,185	1,652,185
Equipment	0	0	0	0
Total	1,596,917	1,918,607	1,974,491	1,974,491
Water Operations				
Personal Services	752,395	845,123	837,074	767,074
Expenses	805,544	850,839	840,700	840,700
Equipment	0	0	0	0
Total	1,557,939	1,695,962	1,677,774	1,607,774
Capital				
	186,203	73,000	136,203	136,203
Total	186,203	73,000	136,203	136,203



FY2008 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Enterprise Funds**

PROGRAM: Water and Sewer

**Dept Code
4151**

	FY05	FY06	FY07	FY08
Revenue				
Rates - Budgeted	4,300,001	4,300,000	4,410,000	5,109,358
Free Cash - Rate Stabilization	83,843	246,763	300,979	
State Reimbursement	294,146	294,146	294,146	
Total Budgeted Revenue	4,677,990	4,840,909	5,005,125	
Actual / Estimated	4,518,550	5,046,096		
Revenue - Surplus/(Deficit)	-159,440	205,187	0	0
Budget				
Operating Budget	1,441,042	1,533,666	1,640,896	1,623,830
M.W.R.A. Assessment	1,747,695	1,809,156	1,973,673	1,958,435
Capital	258,000	186,203	73,000	136,203
Debt Service	184,523	192,457	201,462	211,730
Employee Benefits	599,801	667,772	737,247	806,220
Insurance - General	27,000	30,000	33,000	33,000
General Government	217,380	221,286	232,168	224,264
Administration - DPW	138,919	137,394	49,006	50,985
Maintenance - DPW	48,411	46,975	48,673	48,691
Buildings - DPW	15,219	16,000	16,000	16,000
Total Budget	4,677,990	4,840,909	5,005,125	5,109,358
Actual Expenditures				
Operating Budget	1,347,549	1,348,698		
M.W.R.A. Assessment	1,715,837	1,816,428		
Capital	258,000	186,203		
Debt Service	183,849	192,457		
Employee Benefits	599,801	667,772		
Insurance - General	27,000	30,000		
General Government	210,980	221,286		
Administration - DPW	138,919	137,394		
Maintenance - DPW	48,411	46,975		
Buildings - DPW	15,219	16,000		
Total Actual Expenditures	4,545,565	4,663,213		
Reversion (Budget vs Actual)	132,425	177,696		
Reversion (Prior Year)	0	0		
Revenue Surplus/(Deficit)	-159,440	205,187		
Net to Free Cash	-27,015	382,883		
Free Cash Beginning Balance	730,671	471,613		
Free Cash Used (Rate Stabilization)	246,763	300,979		
Free Cash Transferred to General Fund	0	0		
Free Cash Ending Balance	456,893	553,517		



FY2008 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

Executive Summary:

The Capital Planning Committee is pleased to present its fiscal year 2008 spending recommendations to Town Meeting. Please refer to the full report that follows this Executive Summary.

The Capital Planning Committee is recommending 22 projects for FY08 with a total capital expenditures of \$3,095,227.

Funding for some projects under the Building Stabilization Fund will be sought at this Town Meeting, while the funding of projects from general revenue, the Cemetery Trust Fund, Water and Sewer rates and Capital Stabilization Fund will be sought at the Spring 2007 Town Meeting.

Fall Town Meeting recommendations for funding from the Building Stabilization Fund total under (Article 14, 15, 16 and 17). The unspent monies available from this fund will be approximately \$915,000 by FY08.

Article 14 and 15 is recommending appropriations for the ongoing repairs to school and municipal buildings with funding from the Building Stabilization Fund.

Under Article 16 the Capital Planning Committee is requesting a sum of money from the Building Stabilization Fund for the design of a new veterans' memorial at the Town Hall. It has come to our attention that the present memorial is in need of significant repair and does not allow for the addition of new names to the roster.

Under Article 17 of special note is the request for funding from the Building Stabilization Fund in order to prepare an updated school building master plan. Due to the creation of the School Building Authority (SBA) at the state level each community that is seeking funding must submit an updated master plan as part of the applications process. In order to receive any funding from the State this plan must be approved by the SBA.

Article 18 is requesting funding to restore the landfill cap at the Transfer Station. This article also includes money for the design of the Transfer/Recycling Center. Included under this article are contingency funds to repair the conveyer belt in the event it should fail prior to the completion of the new recycling center. Funds will be sought from Town Meeting in Fall 2007 for the construction of the redesigned Recycling Center. This plan will require DEP approval.

The Capital Planning Committee feels it is important to make the taxpayers aware of the significant progress made in repairing and maintaining our Town's infrastructure. With the passage of the 2002 override votes, the Town established two additional stabilization funds which are funded annually along with a 2 ½ percent increase: (1) The Building Stabilization Fund for the Municipal and School buildings and (2) The Capital Stabilization Fund which funds flood mitigation, parks and fields, roads and equipment. Capital Planning has had direction from the Town via the overrides on what type of projects should be addressed first. At the request of the Capital Planning Committee, Town Meeting authorized the formation of the Committee whose charge was to clarify what types of future projects could be funded for each of the Stabilization Funds. Pursuant to Fall 2005 Town Meeting, the Stabilization Fund Review Committee met to clarify the types of future projects and their funding sources. Please refer to the matrix in the Appendix that outlines the recommendations.

Using the Tappe Building Envelope Report as a reference, building projects have been planned, funded and completed. The High School has had a major overhaul of its heating and ventilation system including new controls, duct cleaning, and new heating and air conditioning units. New lockers, bleachers, a field house floor and some painting have also been completed. We have replaced all exterior doors as well as a number of other projects outlined on page 17 of this report. Twenty-one (21) bathrooms have been redone and some are now handicap accessible. The asbestos abatement in the Muraco boiler room is completed. The Lynch School ADA lift has been completed. Many smaller projects across the town have been completed such as new exit signs. The Mystic School roof has been replaced.

Town Building projects including a Town wide fuel tank evaluation and the Sanborn Feasibility Study have been completed. The Lynch and Parkhurst fuel tanks has been replaced. Repairs have been made to the DPW garage and storage area roofs, as well as to the wood frames of the DPW shed. The DPW feasibility study is near completion and is under review by the Town staff. Repair of the Town Hall roof and the re-pointing of the brick on the clock tower should be completed this Fall. The first phase of the Town Hall Record Preservation program has been completed and the second phase is being requested for Spring 2007 Town Meeting.



FY2008 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

The design for Phase I of the Public Safety Building Repairs was put out to bid; a designer will be selected in November. Design work will be in progress over the next few months, and plans/specifications for Phase I construction will be completed.

Included in this report are updates regarding the completion of the many additional repairs that have been completed since last year to correct significant short-term health, safety, and function issues. There is an ongoing review by the Capital Planning Committee of the status of the previously funded projects.

The Town continues to plan for a large number of future projects such as the ongoing flood mitigation, Transfer Station/Recycling Renovation, Phase II of the renovations to the Public Safety Building and the DPW renovation. Once the School Master Plan is approved and in place the next school building project will move forward.

Since the creation of the Building and Capital Stabilization funds by the 2002 override vote, monies from Current Revenue have been reduced. There will continue to be items that can not be funded from either of these accounts as they do not fit into the definition of either fund usage. Each year the list of unfunded projects grows because there is insufficient funding from Current Revenue. Examples of items that can not be funded from the override funds are town and school technology, furniture and equipment, and the replacement of vehicles for all departments.



REPORT OF THE TOWN OF WINCHESTER CAPITAL PLANNING COMMITTEE FY 2008

November 6, 2006

Committee Members, Helen Philliou (Chair), David Giller (Vice Chair), Lance Grenzeback (Planning Board), Richard Kazanjian, Douglas Marmon (Finance Committee), Sarah Swiger (School Committee), Roger Wilson (Finance 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.

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. Included in the appendix this year is the matrix that was developed by the Stabilization Fund Capital Review Committee.

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, 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 projects. The projects to be funded by borrowing are included in Warrant Article 18.



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 Melvin 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, Acting Police Chief Lt. Albertelli, Recreation Department Acting Director Chris Nelson, 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.



FY2008 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

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 1,042,233 sq. ft. 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. Immediate repairs for health, safety and function have been completed this year with further projects planned for the next year. The Public Safety Feasibility Study has been completed and Phase I of the exterior work is underway. The DPW Feasibility Study is near completion and may be brought before Town Meeting in the Fall of 2007.

Equipment:

Town Departments have economized and deferred the purchase and maintenance of equipment over the years. Progress has been made in upgrading Capital equipment needs for the Town.

There is still a need to develop a consistent town-wide policy for the maintenance and replacement of technology equipment. This is an on-going issue in both Municipal and School Departments.

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 of sidewalks. The Town relies on State Chapter 90 funds, which are estimated to be \$450,000 in FY 2008 or \$250,000 less than the recommended expenditure. The Capital Stabilization Fund will address some of this shortfall. In FY 2008, Capital Planning is recommending \$200,000 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 is funded partly by town and partly by local sports 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 High School track is in such poor condition it cannot be used for home track meets. We appreciate the efforts of various organizations who continue to contribute to maintenance of the fields.

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. Phase II of the funding for the Radio Frequencies meter is being requested. The sum of \$136,203 is the Town share of an interest loan from the MWRA.

The Board of Selectmen worked with Capital Planning to implement 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 \$50,700,749 in outstanding debt, or approximately 26% of the Town's current debt capacity of \$198,784,783. 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 Article 18 resulting in \$525,000 new debt beginning in FY 2008.

In FY 2008 the Town will pay approximately \$6,163,157 in principal and interest of which the Town will receive \$1,038,777 from the State for school projects.

**FY2008 PROGRAM****CAPITAL IMPROVEMENT PROGRAM****Recommendations for FY 2008**

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.

BUILDING STABILIZATION FUND*Fall Town Meeting*

School Master Plan - (Article 17)	75,000
Lynch/Public Safety Building Asbestos Abatement - (Article 15)	210,000
Design of Veterans' Honor Roll - (Article 16)	30,000
Lynch School Roof - (Article 14)	600,000
SUB-TOTAL	915,000

BORROWING*Fall Town Meeting*

Landfill Cap and Design for the Transfer Station/Recycling Center - (Article 18)	525,000
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Total Fall Town Meeting Projects **1,440,000**

CURRENT REVENUES*Spring Town Meeting*

School Interior Painting	50,000
IT Sped Computer System	18,000
School Department Central Office Pony Van	20,000
Library Carpet and Paint Project	68,624
SUB-TOTAL	156,624

CAPITAL STABILIZATION FUNDS*Spring Town Meeting*

Preparation of Final EIR	115,000
Channel Widening Project Waterfield Rd/Bacon St	450,000
Library HVAC Major Repairs	25,000
Steel Trailer Replacement Program	54,600
Ambulance	170,000
Sidewalk Tractor /Sander	120,000
Street Sweeper	130,000
Roads and Sidewalks Program	200,000
New Vehicle for DPW Director	28,000
Records Preservation Program Phase II	25,000
IT Create School LAN	24,800
SUB-TOTAL	1,342,400

CEMETERY TRUST FUND*Spring Town Meeting*

Sidewalk Improvements	20,000
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WATER SEWER ENTERPRISE*Spring Town Meeting*

R900 Radio Frequency Meters/Data	136,203
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Total Spring Town Meeting Projects **1,655,227**

FY 2008 CAPITAL PROJECTS TOTAL **3,095,227**



FY2008 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

**FY 2005 Capital Projects
Status Report**

Fund/Dept	Department	Project	Budget	Encumbered /Expended	Balance	Project Status	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		Complete	
	School	VO Phone System/Intercom	22,000	20,545		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		To be completed Winter 07
	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	-		Complete	
	DPW	Flood Environmental Impact Report	260,000	342		Complete	
	DPW	Roads & Sidewalks	322,000	306,281	15,719		To be completed FY 07
	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		To be completed FY 07
WATER & SEWER RATES							
	DPW - Water & Sewer	Lantern Lane & Robinson Park Sewer	220,000	220,000		Complete	
	DPW - Water & Sewer	Ejector Stations					
	DPW - Water & Sewer	Pick-up Truck	38,000	37,905	95	Complete	

**FY 2006 Capital Projects
Status Report**

Fund/Dept	Department	Project	Budget	Encumbered/ Expended	Balance	Project Complete	If project not complete expected completion date and reason for delay
CURRENT REVENUE							
Tax Rate							
	DPW-Maintenance	Trailer at Transfer Station	50,000	46,850	3,150	Complete	
	DPW-Maintenance	Pick Up Truck - Garage	45,000	43,409	1,591	Complete	
	Police	Portable Radios	6,000	6,000	0	Complete	
STABILIZATION FUND PROJECTS							
	DPW-Recreation	Mullen Field/Playground Renovation - Phase II	276,000	266,773	9,227		To be completed Spring 07
	DPW-Maintenance	Roads & Sidewalks	275,000	238,118	36,882		Carry over into FY07 for add'l roads
	DPW-Maintenance	Completion of EIR Study	105,000	15,585	89,415		To be completed Winter 07 w /MEPA approval
	School	IT-WHS Computer	54,456	54,456		Complete	
CEMETERY TRUST FUND							
	DPW-Cemetery	Tree Preservation Plan	20,000	20,000	0	Complete	
	DPW-Cemetery	Roadway/Sideway Improvements	20,000	20,000	0	Complete	
WATER SEWER ENTERPRISE							
	DPW - Water & Sewer	Granular Activated Charcoal at Treatment Plant	50,000		50,000		To be bid in November
	DPW - Water & Sewer	R900 Radio Frequency Meters	136,203		136,203		To be completed Summer FY08



FY2008 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

**FY 2007 Capital Projects
Status Report**

<u>Fund/Dept</u>	<u>Department</u>	<u>Project</u>	<u>Budget</u>	<u>Encumbered/ Expended</u>	<u>Balance</u>	<u>Project Complete</u>	<u>If project not complete date and reason for delay</u>	<u>expected completion</u>
CURRENT REVENUE								
Tax Rate								
	Police/Fire	Communications Radio Systems	38,815		38,815		In progress.	To be completed Spring 07
	Fire	Fire Chief's Vehicle	23,750		4,072	Complete		
	DPW-Maintenance	Mt. Vernon Street Bridge	150,000		150,000		On hold until EIR approved by MEPA	
	Town Clerk	Record Preservation Program Phase I	27,000		27,000			
	DPW-Recreation	Ginn Field Light Post	36,500		35,739		To be completed Spring 07	
	DPW-Maintenance	Road & Sidewalks	275,000		275,000		In process:crosswalks,sidewalks,sealcoating	
	DPW-Recreation	Manchester Field Design	57,000		56,350		To be completed Spring 07	
	DPW	Architectural Fees for Public Safety Building	100,000		100,000		To be completed Spring 07	
	School	WHS Wireless Computers Math Dept	40,000	40,000	0	Complete		
CEMETERY TRUST FUND								
	Cemetery	Master Plan/Tree Preservation Project	20,000	-	20,000		Late Fall/Early Winter work	
WATER SEWER ENTERPRISE								
	DPW - Water & Sewer	Utility Vehicle	28,000		28,000		Bid Opening 10/16(Awaiting approval to Award)	
	DPW - Water & Sewer	Pick-up Truck	45,000		45,000		Bid Awarded - awtg.delivery	

**BUILDING STABILIZATION FUND:****School Master Plan - \$75,000**

The Winchester School District will continue to have a significant increase in students over the next 5-10 years. Enrollments projections prepared by NESDEC and Economics and Policy Resources, Inc. in 2006 indicate that grades K-5 will exceed capacity by 295 students in 2010-2011. Grades 6-8 will exceed capacity by 217 students in 2010-2011. Grades 9-12 will exceed capacity by 87 in 2010-2011 and by 320 students in 2015-2016.

The elementary schools (Lynch, Muraco, and Vinson-Owen) that have not been renovated/replaced have significant shortcomings in the areas of educational specialty spaces, energy conservation, parking, as well as older, less efficient mechanical/ electrical/plumbing systems. There are significant ADA compliance issues at VO and Muraco.

The School Committee had been anticipating bringing the next elementary school project with increased capacity on line in 2010 with state reimbursement of 50%. After a 4-year moratorium on funding new school projects a new independent state agency, the School Building Authority, will accept applications in July of 2007. The law, MGL 70B, created this agency. This law significantly changes the way school districts interact with the new SBA to seek funding. One part of the new process is the creation of a Master Plan that meets the state requirements and identifies both short and long term plans to house students. State funding is tied to specific priorities such as health and safety, current severe overcrowding, future overcrowding, and energy conservation among others. Projects that meet initial guidelines will be prioritized by the SBA and voted by the SBA Board of Directors annually. There are no more state waiting lists. Districts may apply in subsequent years, but are not guaranteed funding. The \$75,000 will be used to develop a Master Plan that meets state requirements and looks at alternatives if the state funding is not available to meet enrollment increases.

Lynch School/Public Safety Building Asbestos Abatement - \$210,000

This amount will provide for asbestos abatement and re-insulation at the Lynch school boiler room and the area located above the second floor of the central fire station.

Design of Veterans' Honor Roll - \$30,000

This money will provide for the design to examine restructuring of the veterans' honor roll that currently is located to the left of the front entrance of Town Hall. The current structure is in serious need of repair and does not allow the addition of new names. There is a strong likelihood that the request may be coming in the Spring 2007 Town Meeting for actual construction of the memorial.

Lynch School Roof - \$600,000

The Lynch School roof system consists of a continuous flat surface over most of the classrooms and administration offices that was replaced with a rubber membrane approximately 12 years ago. However, there are four large sections of sloped roof that were not replaced at the time and are assumed to be original to the building, circa 1961. They are elevated from the flat roof and cover the areas of the gymnasium (presently being replaced) the café-torium, lecture hall and back classrooms that used to be the shops.

BORROWING:**Landfill Cap and Design for the Transfer Station/Recycling Center - \$525,000**

\$425,000 is requested to restore an impervious cap originally installed in 1978 after the closing of an incinerator in the early 1970's. Ian Phillips LSP, of Roux Associates has estimated the cost to restore the cap using bituminous concrete to be \$425,000. The remaining \$25,000 covers repair to the current conveyor belt should failure occur.

This request is for \$75,000 to prepare a design to make the Transfer Station more efficient, reliable, and to promote recycling. The design project will include cost estimates for construction.



CURRENT REVENUE

School Interior Painting - \$50,000

This amount is for interior painting primarily at the Muraco and Vinson Owen Elementary Schools.

IT Spec Ed Computer System - 18,000

This is a continuation of the technology program for students with special needs. These systems include computers with printers and alphasmart keyboards and assistive technology devices.

School Department: Central Office Pony Van - \$20,000

The current 1994 E-150 Econoline Van is used for transporting all Town interoffice mail as well as its being used for transporting of equipment throughout the Town. It is 12 years old and is barely able to function because it has been used in excess of its useful life.

Library Carpet and Paint Project - \$68,624

The Library has requested \$68,624 for the 1st of 3 phases of repainting and replacement the carpeting in the Library. It is 10 years since the Library renovation was completed. Since 1996 the Library has had 2.4 million visitors-with resulting wear on the building.

During the first phase of the painting and re-carpeting of the main floor, it is anticipated that there will be some redesign of space and stacks to improve traffic flow. The \$68,624 includes \$10,000 for moving the books and stacks during the painting and replacement of carpeting. The work will be scheduled to have the least possible impact on visitors to the Library.

**CAPITAL STABILIZATION FUND:****Preparation of Final EIR - \$115,000**

ENSR Corporation filed for the Town earlier this year a Draft Environmental Impact Report (DEIR) with MEPA. MEPA has required that the Town provide additional information by filing a Supplemental Draft Environmental Impact Report (SDEIR). The Town is in the process of preparing this material and is expecting to file the SDEIR in January 2007. The requested amount of \$115,000 will allow the Town to file the final EIR once the draft has been approved. The Town is currently unable to proceed with any Aberjona related projects until the EIR has been approved.

Channel-Widening Project Waterfield Rd/Bacon St. - \$450,000

The Army Corps of Engineers is in the process of finalizing their feasibility study for a channel widening project from Waterfield Road to Bacon Street. The Corps has indicated that the report will be completed for the required 30 day public comment period by the beginning of January 2007. If the project proceeds, the Town will be responsible for 35% of total project costs. The Capital Planning Committee, until final cost estimates are available is carrying \$450,000 for the Town's share towards this project.

Library HVAC Major Repairs - \$25,000

This request will remove and replace one of the two compressors on the main chiller, which is near failure and also one of the variable speed drives for a condenser fan which has failed. When failure of the compressor occurs the A.C. unit will no longer be able to handle the load putting extra stress on the remaining compressor thus shorten its life span. The A.C. serves not only for cooling but as dehumidification for the building which is necessary for the preservation of the books and materials.

Steel Trailer Replacement Program (Department of Public Works) - \$54,600

This is to replace a 1977 Steel Ejector Transfer Trailer that had been rebuilt in 1986 and is no longer repairable or serviceable.

The Transfer Station has five of these trailers all originally purchased in 1977. Two of them have been replaced. One was replaced in 2005 and one in 2006.

Ambulance (Fire Department) - \$170,000

This is to replace a 2001 ambulance with 52,495 miles with a new fully equipped up-to-date front line vehicle. This ambulance provides medical assistance to the citizens of Winchester with approximately 1200 calls per year and adds \$300,000 in revenue to the Town. The 2001 ambulance will continue to be used as a back up.

Sidewalk Tractor/Sander (Department of Public Works) - \$120,000

This is to replace a 1986 Bombardier sidewalk tractor that is 20 years old. They are used to clear snow and ice from sidewalks. Our past fleet had six units. Presently, we are down to three serviceable units.



FY2008 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

Street Sweeper (Department of Public Works) - \$130,000

This is to replace a 1996 sweeper that is used daily nine months of the year for the cleaning of roads and parking lots. We have only one street sweeper. If the sweeper breaks down we will have none.

Roads and Sidewalks Program - \$200,000

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 of sidewalks.

New Vehicle for DPW Director (Department of Public Works) - \$28,000

This is to replace a 2000 Crown Victoria Police vehicle with approximately 99,500 miles. Presently police vehicles are not handed down, plus they are not as effective as the new more efficient and economical Ford Escape Hybrid.

Record Preservation Program Phase II - \$25,000

This appropriation will allow the Town to continue the microfilming of vital records. This is an ongoing project that is a long-term investment concerning the permanent storage of these records.

In future years, the town clerk has indicated that she will research into the possibility of accessing a State Archival Center for funding. Legislation is pending regarding a State Archival Center.

IT Create School LAN (Local Area Network) - \$24,800

The School LAN networking system will allow the school district to have all the resources necessary to manage the Winchester school's network in a productive and efficient manner. The router for this system will originate at the High School.

CEMETERY TRUST FUND:

Sidewalk Improvements - \$20,000

This will be a continuation of repaving all 55 sidewalks at Wildwood Cemetery. There are approximately 12,000 linear feet of sidewalks at the cemetery. 1200 linear feet have already been completed. This appropriation will provide approximately 1300 linear feet of new sidewalks.

WATER & SEWER ENTERPRISE:

R900 Radio Frequency Meters/Data - \$136,203

The R900 Radio Frequency meter interface wall mount units can be mounted inside or outside the home and are easy to be read from a vehicle when driving by a house. This project can be completed in-house in 18 months.



FY2008 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

**Municipal and School Building Projects
Status Report**

**FY06 Municipal Building Stabilization Fund
Status Report**

Project	Budget	Encumbered	Balance	Status
Roof Projects				
Town Hall	\$ 720,000.00	\$ 476,897.00	\$ 243,103.00	Under Construction
DPW Storage Roof	\$ 25,000.00	\$ 25,000.00	\$ -	Complete
DPW Historic Roof	\$ 25,000.00	\$ 25,000.00	\$ -	Complete
DPW Salt Roof	\$ 38,462.00	\$ 38,462.00	\$ -	Complete
Fire Station West Roof	\$ 50,000.00	\$ 4,750.00	\$ 45,250.00	Spring 07 Completion
Fire Station Center Roof	\$ 15,000.00	\$ 5,250.00	\$ 9,750.00	On hold
Public Safety Building Feasibility Study	\$ 35,000.00	\$ 35,000.00	\$ -	Complete
Sanborn House Feasibility Study	\$ 50,000.00	\$ 50,000.00	\$ -	Complete
Town Hall Exit Signs	\$ 22,374.00	\$ 6,385.00	\$ 15,989.00	Design underway, work to be performed this winter
Aux Fire Station Concrete Apron	\$ 5,000.00	\$ -	\$ 5,000.00	On hold
Fire Station West Bulkhead Stairs	\$ 2,500.00	\$ -	\$ 2,500.00	Spring 07 Completion
Fire Station West Pavement	\$ 5,000.00	\$ 2,095.33	\$ 2,904.67	Complete
Town Wide Fuel Tank Evaluation	\$ 35,000.00	\$ 24,037.43	\$ 10,962.57	Complete
Administration		\$ 37,979.75		
	\$ 1,028,336.00	\$ 730,856.51	\$ 297,479.49	



FY2008 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

FY06 School Building Stabilization Fund

Status Report

Project	Budget	Encumbered/ Expended	Balance	Project Status
WHS Air Quality/Ventilation	\$ 2,849,001.00	\$ 2,559,919.20	\$289,082	On Going
Fuel Tank Replacement			\$0	
Lynch School Fuel Tank Replacement	\$ 118,399.00	\$ 118,399.00	\$0	Complete
Lynch Fuel Tank Evaluation	\$ 5,316.00	\$ 5,542.80	(\$227)	Complete
Parkhurst Fuel Tank	\$ 115,567.00	\$ 115,567.00	\$0	Complete
Vinson Owen Pedestrian Pavement	\$ 67,816.00	\$ 68,500.00	(\$684)	Complete
WHS Restrooms - non ADA	\$ 839,799.00	\$ 831,485.50	\$8,314	Complete
WHS Misc Repairs Phase I WHS Bleachers and Lockers	\$ 396,540.00	\$ 396,540.00	\$0	Complete
WHS Misc Repairs Phase II	\$ 1,025,678.00	\$ 921,686.54	\$103,991	On Going
WHS Auditorium Fire Curtain	\$ 35,000.00	\$ -	\$35,000	Complete
Lynch School ADA Lift	\$ 150,000.00	\$ 126,037.80	\$23,962	Complete
Muraco School Boiler Room Abatement	\$ 60,000.00	\$ 60,000.00	\$0	Complete
McCall Masonry Work	\$ 21,395.00	\$ 20,952.00	\$443	Complete
Lincoln Fire Protection	\$ 420.00	\$ 420.00	\$0	Complete
WHS PA System	\$ 13,323.00	\$ 760.00	\$12,563	On Hold
Lynch School Exit Signs	\$ 33,897.00	\$ -	\$33,897	Work to begin winter 06
Mystic School Electrical	\$ 2,559.00	\$ -	\$2,559	Work to begin Fall 06
Mystic School Emergency Lighting	\$ 13,572.00	\$ -	\$13,572	Work to begin Fall 06
Mystic School Exit Signs	\$ 25,296.00	\$ 14,835.00	\$10,461	Work to begin Fall 06
Vinson Owen Boiler Panels	\$ 12,000.00	\$ 11,995.94	\$4	Complete
McCall Boiler Room ADA	\$ 4,604.00	\$ -	\$4,604	Work to begin Fall 06
McCall Access Ladder Mech Room	\$ 5,062.00	\$ -	\$5,062	Work to begin Fall 06
McCall Gym Floor	\$ 19,750.00	\$ -	\$19,750	Work to begin Fall 06
McCall Fire Sprinkler Caps	\$ 753.00	\$ 735.00	\$18	Complete
Mystic School Roof Replacement	\$ 54,915.00	\$ 54,915.00	\$0	Complete
Muraco School Masonry Work	\$ 8,680.00	\$ -	\$8,680	On Hold
Muraco School Windows	\$ 116,367.00	\$ -	\$116,367	On Hold
Muraco School Cooling	\$ 41,945.00	\$ -	\$41,945	On Hold
Parkhurst Exterior Doors	\$ 48,593.00	\$ -	\$48,593	On Hold
Parkhurst Soffits	\$ 29,132.00	\$ -	\$29,132	On Hold
Parkhurst Motar Joints	\$ 99,112.00	\$ -	\$99,112	On Hold
Parkhurst Retaining Wall	\$ 24,157.00	\$ -	\$24,157	On Hold
Parkhurst Area Way Wall Foundation	\$ 18,321.00	\$ -	\$18,321	On Hold
Parkhurst Exterior Walls	\$ 29,132.00	\$ -	\$29,132	On Hold
Administration		\$ 52,560.03		
	\$ 6,286,101.00	\$ 5,360,850.81	\$925,250	



FY2008 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

**FY07 Municipal Building Stabilization Fund
Status Report**

	Project	Budget	Encumbered/ Expended	Balance	If project not complete expected completion date and reason for delay
1	Sanborn House	\$ 87,850.00	\$ 43,583.00	\$ 44,267.00	Work is progressing. Landscaping, chimney repair, exterior lighting all done or underway.
2	DPW Feasibility Study	\$ 50,000.00	\$ 49,500.00	\$ 500.00	Study in draft form
3	Library Roof	\$ 75,000.00	\$ 75,000.00	\$ -	Substantially Complete
4	Town Hall Basement	\$ 80,000.00	\$ -	\$ 80,000.00	To begin fall 06
5	Town Hall Engineering Study	\$ 55,000.00	\$ -	\$ 55,000.00	To begin fall 06
6	Town Hall Carpet	\$ 15,000.00	\$ -	\$ 15,000.00	To begin winter 06
	Contingency/Administration	\$ 50,000.00	\$ 32,009.66	\$ 17,990.34	
		\$ 412,850.00	\$ 200,092.66	\$ 212,757.34	



FY2008 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

FY06 School Building Stabilization Fund
Status Report

	Project	Budget	Encumbered/ Expended	Balance	Project Status
1	Lynch Lecture Hall Floor	\$60,000	\$14,649	\$45,351	On Going
2	Mystic School Roof Replacement	\$517,950	\$455,600	\$62,350	Project Complete
3	Mystic Boiler Rm Asbestos Abatement	50,000.00	\$12,950	\$37,050	Abatement Project Complete Insulation to happen in October
4	WHS Flooring	150,000.00	\$118,528	\$31,472	On Going
5	WHS Suspended Field House Sports	35,000.00	\$720	\$34,280	Work performed on the dividing net. Remaining work to occur fall/winter 06.
6	WHS Stage Lighting	50,000.00	\$50,000	\$0	Project Complete
7	Lynch Gym Roof Replacement	150,000.00	\$142,102	\$7,898	Project Complete
8	Contingency/Administration	150,000.00	\$64,273	\$85,727	
	Total Budget	1,162,950.00	\$858,822	\$304,128	



FY2008 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

Town of Winchester

BUILDING STABILIZATION FUND ANALYSIS

Building Stabilization Fund Analysis Effect of 50% State Aid on School Project

	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Beginning Balance	6,867,653	6,894,636	7,720,226	8,152,665	8,362,658	8,069,189	7,376,936	6,809,281	6,372,525
Annual Appropriation (+)	2,042,054	2,093,105	2,145,433	2,199,069	2,254,045	2,310,396	2,368,156	2,427,360	2,488,044
Investment Income (+)	356,388	359,510	394,626	414,069	424,668	415,183	389,804	369,466	354,423
Expenditures (-)									
Ambrose School Planning BANs* State Share 50% \$290,000	(10,935)	-	-	-	-	-	-	-	-
Ambrose School Construction BANs* State Share 50% \$6,870,000	(259,056)	-	-	-	-	-	-	-	-
7/1/04 Ambrose School Bonds - \$7,160,000* Local Share 50%	(642,506)	(626,306)	(613,256)	(601,106)	(588,506)	(575,006)	(560,606)	(546,206)	(531,806)
7/1/06 Ambrose School Bonds - \$1,660,000	(47,397)	(160,449)	(155,949)	(152,011)	(148,243)	(144,136)	(139,636)	(135,136)	(130,636)
7/1/05 School Bonds - \$3,143,000* Local Share of \$6.286 million Repairs \$3,142,663 BANs*; Bonds Dtd: 7/1/07 State's Share of \$6.286 million Repairs	(287,304)	(274,219)	(264,354)	(258,954)	(253,454)	(252,766)	(246,909)	(241,216)	(235,400)
7/1/05 Town Building Remodeling Bonds - \$375,000* & BANs*	(118,505)	(211,767)	(330,700)	(318,875)	(310,125)	(301,375)	(292,625)	(283,875)	(275,125)
7/1/05 Planning Bonds - Public Safety Building / High School \$85,000*	(33,618)	(33,018)	(32,418)	(31,743)	(31,055)	(30,355)	(29,645)	(28,955)	(28,250)
7/1/05 Planning Bonds - Public Safety Building / High School \$85,000*	(22,388)	(21,788)	(21,188)	(20,513)	(5,088)	-	-	-	-
\$1,162,950 School Buildings* Dated 7/1/06	(25,531)	(117,142)	(110,861)	(108,018)	(105,296)	(97,455)	(94,455)	(91,455)	(88,455)
\$412,850 Town Buildings* Dated 7/1/06	(9,220)	(69,836)	(59,520)	(57,551)	(55,667)	(24,364)	(23,614)	(22,864)	(22,114)
\$2,500,000 Fire Station Dated 7/1/07	-	(62,500)	(246,875)	(240,625)	(234,375)	(228,125)	(221,875)	(215,625)	(209,375)
\$2,000,000 Transfer Station Dated 7/1/07	-	(50,000)	(197,500)	(192,500)	(187,500)	(182,500)	(177,500)	(172,500)	(167,500)
\$3,000,000 DPW Dated 7/1/08	-	-	(75,000)	(296,250)	(288,750)	(281,250)	(273,750)	(266,250)	(258,750)
\$5 million Repairs (year 5) Dated 7/1/09	-	-	-	(125,000)	(576,625)	(559,875)	(543,125)	(526,375)	(509,625)
\$7.5 million School Project (year 5) Dated 7/1/10 - 50% State Reimbursement	-	-	-	-	(187,500)	(740,625)	(721,875)	(703,125)	(684,375)
Fall 2006 Town Meeting									
Lynch Roof	(600,000)								
School Building Master Plan	(75,000)								
Asbestos Removal	(210,000)								
Veterans Memorial	(30,000)								
Ending Balance	6,894,636	7,720,226	8,152,665	8,362,658	8,069,189	7,376,936	6,809,281	6,372,525	6,073,581
Assumptions									
Bonds 5%									
Investments 4.0%									

* Actual BAN interest and bond debt service.

Building Stabilization Fund Analysis Effect of 50% State Aid on School Project – Cont.

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Beginning Balance	6,073,581	5,919,586	5,922,714	6,091,146	6,428,532	6,943,593	7,645,197	8,543,576	9,649,561
Annual Appropriation (+)	2,550,245	2,614,002	2,679,352	2,746,335	2,814,994	2,885,369	2,957,503	3,031,440	3,107,226
Investment Income (+)	344,953	341,344	344,083	353,499	369,741	393,158	424,108	463,001	510,271
Expenditures (-)									
Ambrose School Planning BANs* State Share 50% \$290,000	-	-	-	-	-	-	-	-	-
Ambrose School Construction BANs* State Share 50% \$6,870,000	-	-	-	-	-	-	-	-	-
7/1/04 Ambrose School Bonds - \$7,160,000* Local Share 50%	(517,181)	(502,106)	(481,691)	(465,938)	(449,963)	(433,988)	(417,125)	(399,375)	(381,625)
7/1/06 Ambrose School Bonds - \$1,660,000	(126,586)	(118,086)	(114,686)	(111,286)	(107,886)	(104,486)	(101,044)	(97,548)	(94,010)
7/1/05 School Bonds - \$3,143,000* Local Share of \$6.286 million Repairs	(229,006)	(222,406)	(215,806)	(209,206)	(202,606)	(200,906)	(194,106)	(187,221)	(175,333)
\$3,142,663 BANs*; Bonds Dtd: 7/1/07 State's Share of \$6.286 million Repairs	(266,375)	(257,625)	(248,875)	(240,125)	(231,375)	(222,625)	(213,875)	(205,125)	(196,375)
7/1/05 Town Building Remodeling Bonds - \$375,000* & BANs	(27,475)	(26,675)	(25,875)	(25,075)	(24,275)	(23,475)	(22,675)	(21,865)	(21,043)
7/1/05 Planning Bonds - Public Safety Building / High School \$85,000*	-	-	-	-	-	-	-	-	-
\$1,162,950 School Buildings* Dated 7/1/06	(85,755)	(83,355)	(80,955)	(78,555)	(76,155)	(73,755)	(71,325)	(68,858)	(66,360)
\$412,850 Town Buildings* Dated 7/1/06	(21,439)	(20,839)	(20,239)	(19,639)	(19,039)	(18,439)	(17,831)	(17,214)	(16,590)
\$2,500,000 Fire Station Dated 7/1/07	(203,125)	(196,875)	(190,625)	(184,375)	(178,125)	(171,875)	(165,625)	(159,375)	(153,125)
\$2,000,000 Transfer Station Dated 7/1/07	(162,500)	(157,500)	(152,500)	(147,500)	(142,500)	(137,500)	(132,500)	(127,500)	(122,500)
\$3,000,000 DPW Dated 7/1/08	(251,250)	(243,750)	(236,250)	(228,750)	(221,250)	(213,750)	(206,250)	(198,750)	(191,250)
\$5 million Repairs (year 5) Dated 7/1/09	(492,875)	(476,125)	(459,375)	(442,625)	(425,875)	(404,250)	(387,750)	(371,250)	(354,750)
\$15 million School Project (year 5) Dated 7/1/10 - No State Reimbursement	(665,625)	(646,875)	(628,125)	(609,375)	(590,625)	(571,875)	(553,125)	(534,375)	(515,625)
Fall 2006 Town Meeting Lynch Roof School Building Master Plan Asbestos Removal Veterans Memorial									
Ending Balance	5,919,586	5,922,714	6,091,146	6,428,532	6,943,593	7,645,197	8,543,576	9,649,561	10,978,473
Assumptions									
Bonds 5%									
Investments 4.0%									

* Actual BAN interest and bond debt service.

Building Stabilization Fund Analysis Effect of 50% State Aid on School Project – Cont.

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Beginning Balance	10,978,473	12,546,060	15,197,864	18,246,642	21,710,996	25,659,974	30,030,815	34,688,930
Annual Appropriation (+)	3,184,907	3,264,530	3,346,143	3,429,797	3,515,541	3,603,430	3,693,516	3,785,854
Investment Income (+)	566,535	632,424	741,760	867,058	1,009,062	1,170,536	1,348,973	1,538,991
Expenditures (-)								
Ambrose School Planning BANs*	-	-	-	-	-	-	-	-
State Share 50% \$290,000								
Ambrose School Construction BANs*	-	-	-	-	-	-	-	-
State Share 50% \$6,870,000								
7/1/04 Ambrose School Bonds - \$7,160,000*	(363,875)	-	-	-	-	-	-	-
Local Share 50%								
7/1/06 Ambrose School Bonds - \$1,660,000	(90,419)	(86,806)	-	-	-	-	-	-
7/1/05 School Bonds - \$3,143,000*	(168,465)	-	-	-	-	-	-	-
Local Share of \$6.286 million Repairs								
\$3,142,663 BANs*; Bonds Dtd: 7/1/07	(182,750)	(174,250)	(169,125)	-	-	-	-	-
State's Share of \$6.286 million Repairs								
7/1/05 Town Building Remodeling Bonds - \$375,000* & BANs*	(15,315)	-	-	-	-	-	-	-
7/1/05 Planning Bonds - Public Safety Building / High School \$85,000*	-	-	-	-	-	-	-	-
\$1,162,950 School Buildings* Dated 7/1/06	(63,825)	(61,275)	-	-	-	-	-	-
\$412,850 Town Buildings* Dated 7/1/06	(15,956)	(15,319)	-	-	-	-	-	-
\$2,500,000 Fire Station Dated 7/1/07	(146,875)	(140,625)	(134,375)	(128,125)	-	-	-	-
\$2,000,000 Transfer Station Dated 7/1/07	(117,500)	(112,500)	(107,500)	(102,500)	-	-	-	-
\$3,000,000 DPW Dated 7/1/08	(183,750)	(176,250)	(168,750)	(161,250)	(153,750)	-	-	-
\$5 million Repairs (year 5) Dated 7/1/09	(338,250)	-	-	-	-	-	-	-
\$15 million School Project (year 5) Dated 7/1/10 - No State Reimbursement	(496,875)	(478,125)	(459,375)	(440,625)	(421,875)	(403,125)	(384,375)	-
Fall 2006 Town Meeting								
Lynch Roof								
School Building Master Plan								
Asbestos Removal								
Veterans Memorial								
Ending Balance	12,546,060	15,197,864	18,246,642	21,710,996	25,659,974	30,030,815	34,688,930	40,013,775
Assumptions								
Bonds 5%								
Investments 4.0%								

* Actual BAN interest and bond debt service.

Building Stabilization Fund Analysis Effect of NO STATE AID

	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Beginning Balance	6,867,653	6,894,636	7,720,226	8,152,665	8,362,658	7,881,689	6,441,311	5,114,356	3,906,678
Annual Appropriation (+)	2,042,054	2,093,105	2,145,433	2,199,069	2,254,045	2,310,396	2,368,156	2,427,360	2,488,044
Investment Income (+)	356,388	359,510	394,626	414,069	424,668	407,683	352,379	301,669	255,789
Expenditures (-)									
Ambrose School Planning BANs* State Share 50% \$290,000	(10,935)	-	-	-	-	-	-	-	-
Ambrose School Construction BANs* State Share 50% \$6,870,000	(259,056)	-	-	-	-	-	-	-	-
7/1/04 Ambrose School Bonds - \$7,160,000* Local Share 50%	(642,506)	(626,306)	(613,256)	(601,106)	(588,506)	(575,006)	(560,606)	(546,206)	(531,806)
7/1/06 Ambrose School Bonds - \$1,660,000	(47,397)	(160,449)	(155,949)	(152,011)	(148,243)	(144,136)	(139,636)	(135,136)	(130,636)
7/1/05 School Bonds - \$3,143,000* Local Share of \$6.286 million Repairs	(287,304)	(274,219)	(264,354)	(258,954)	(253,454)	(252,766)	(246,909)	(241,216)	(235,400)
\$3,142,663 BANs*; Bonds Dtd: 7/1/07 State's Share of \$6.286 million Repairs	(118,505)	(211,767)	(330,700)	(318,875)	(310,125)	(301,375)	(292,625)	(283,875)	(275,125)
7/1/05 Town Building Remodeling Bonds - \$375,000* & BANs*	(33,618)	(33,018)	(32,418)	(31,743)	(31,055)	(30,355)	(29,645)	(28,955)	(28,250)
7/1/05 Planning Bonds - Public Safety Building / High School \$85,000*	(22,388)	(21,788)	(21,188)	(20,513)	(5,088)	-	-	-	-
\$1,162,950 School Buildings* Dated 7/1/06	(25,531)	(117,142)	(110,861)	(108,018)	(105,296)	(97,455)	(94,455)	(91,455)	(88,455)
\$412,850 Town Buildings* Dated 7/1/06	(9,220)	(69,836)	(59,520)	(57,551)	(55,667)	(24,364)	(23,614)	(22,864)	(22,114)
\$2,500,000 Fire Station Dated 7/1/07	-	(62,500)	(246,875)	(240,625)	(234,375)	(228,125)	(221,875)	(215,625)	(209,375)
\$2,000,000 Transfer Station Dated 7/1/07	-	(50,000)	(197,500)	(192,500)	(187,500)	(182,500)	(177,500)	(172,500)	(167,500)
\$3,000,000 DPW Dated 7/1/08	-	-	(75,000)	(296,250)	(288,750)	(281,250)	(273,750)	(266,250)	(258,750)
\$5 million Repairs (year 5) Dated 7/1/09	-	-	-	(125,000)	(576,625)	(559,875)	(543,125)	(526,375)	(509,625)
\$15 million School Project (year 5) Dated 7/1/10 - No State Reimbursement	-	-	-	-	(375,000)	(1,481,250)	(1,443,750)	(1,406,250)	(1,368,750)
Fall 2006 Town Meeting									
Lynch Roof	(600,000)								
School Building Master Plan	(75,000)								
Asbestos Removal	(210,000)								
Veterans Memorial	(30,000)								
Ending Balance	6,894,636	7,720,226	8,152,665	8,362,658	7,881,689	6,441,311	5,114,356	3,906,678	2,824,725
Assumptions									
Bonds 5%									
Investments 4.0%									

* Actual BAN interest and bond debt service.

Building Stabilization Fund Analysis Effect of NO STATE AID – Cont.

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Beginning Balance	2,824,725	1,875,151	1,069,626	415,810	(83,192)	(419,225)	(584,010)	(567,923)	(360,773)
Annual Appropriation (+)	2,550,245	2,614,002	2,679,352	2,746,335	2,814,994	2,885,369	2,957,503	3,031,440	3,107,226
Investment Income (+)	214,999	179,566	149,959	126,486	109,272	98,646	94,940	98,541	109,858
Expenditures (-)									
Ambrose School Planning BANs* State Share 50% \$290,000	-	-	-	-	-	-	-	-	-
Ambrose School Construction BANs* State Share 50% \$6,870,000	-	-	-	-	-	-	-	-	-
7/1/04 Ambrose School Bonds - \$7,160,000* Local Share 50%	(517,181)	(502,106)	(481,691)	(465,938)	(449,963)	(433,988)	(417,125)	(399,375)	(381,625)
7/1/06 Ambrose School Bonds - \$1,660,000	(126,586)	(118,086)	(114,686)	(111,286)	(107,886)	(104,486)	(101,044)	(97,548)	(94,010)
7/1/05 School Bonds - \$3,143,000* Local Share of \$6.286 million Repairs	(229,006)	(222,406)	(215,806)	(209,206)	(202,606)	(200,906)	(194,106)	(187,221)	(175,333)
\$3,142,663 BANs*; Bonds Dtd: 7/1/07 State's Share of \$6.286 million Repairs	(266,375)	(257,625)	(248,875)	(240,125)	(231,375)	(222,625)	(213,875)	(205,125)	(196,375)
7/1/05 Town Building Remodeling Bonds - \$375,000* & BANs	(27,475)	(26,675)	(25,875)	(25,075)	(24,275)	(23,475)	(22,675)	(21,865)	(21,043)
7/1/05 Planning Bonds - Public Safety Building / High School \$85,000*	-	-	-	-	-	-	-	-	-
\$1,162,950 School Buildings* Dated 7/1/06	(85,755)	(83,355)	(80,955)	(78,555)	(76,155)	(73,755)	(71,325)	(68,858)	(66,360)
\$412,850 Town Buildings* Dated 7/1/06	(21,439)	(20,839)	(20,239)	(19,639)	(19,039)	(18,439)	(17,831)	(17,214)	(16,590)
\$2,500,000 Fire Station Dated 7/1/07	(203,125)	(196,875)	(190,625)	(184,375)	(178,125)	(171,875)	(165,625)	(159,375)	(153,125)
\$2,000,000 Transfer Station Dated 7/1/07	(162,500)	(157,500)	(152,500)	(147,500)	(142,500)	(137,500)	(132,500)	(127,500)	(122,500)
\$3,000,000 DPW Dated 7/1/08	(251,250)	(243,750)	(236,250)	(228,750)	(221,250)	(213,750)	(206,250)	(198,750)	(191,250)
\$5 million Repairs (year 5) Dated 7/1/09	(492,875)	(476,125)	(459,375)	(442,625)	(425,875)	(404,250)	(387,750)	(371,250)	(354,750)
\$15 million School Project (year 5) Dated 7/1/10 - No State Reimbursement	(1,331,250)	(1,293,750)	(1,256,250)	(1,218,750)	(1,181,250)	(1,143,750)	(1,106,250)	(1,068,750)	(1,031,250)
Fall 2006 Town Meeting Lynch Roof School Building Master Plan Asbestos Removal Veterans Memorial									
Ending Balance	1,875,151	1,069,626	415,810	(83,192)	(419,225)	(584,010)	(567,923)	(360,773)	52,100
Assumptions									
Bonds 5%									
Investments 4.0%									

* Actual BAN interest and bond debt service.

Building Stabilization Fund Analysis Effect of NO STATE AID – Cont.

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Beginning Balance	52,100	685,758	2,385,024	4,461,914	6,934,254	9,870,287	13,206,416	16,807,179
Annual Appropriation (+)	3,184,907	3,264,530	3,346,143	3,429,797	3,515,541	3,603,430	3,693,516	3,785,854
Investment Income (+)	129,480	158,012	229,247	315,668	417,992	538,949	675,997	823,721
Expenditures (-)								
Ambrose School Planning BANs* State Share 50% \$290,000	-	-	-	-	-	-	-	-
Ambrose School Construction BANs* State Share 50% \$6,870,000	-	-	-	-	-	-	-	-
7/1/04 Ambrose School Bonds - \$7,160,000* Local Share 50%	(363,875)	-	-	-	-	-	-	-
7/1/06 Ambrose School Bonds - \$1,660,000	(90,419)	(86,806)	-	-	-	-	-	-
7/1/05 School Bonds - \$3,143,000* Local Share of \$6.286 million Repairs	(168,465)	-	-	-	-	-	-	-
\$3,142,663 BANs*; Bonds Dtd: 7/1/07 State's Share of \$6.286 million Repairs	(182,750)	(174,250)	(169,125)	-	-	-	-	-
7/1/05 Town Building Remodeling Bonds - \$375,000* & BANs*	(15,315)	-	-	-	-	-	-	-
7/1/05 Planning Bonds - Public Safety Building / High School \$85,000*	-	-	-	-	-	-	-	-
\$1,162,950 School Buildings* Dated 7/1/06	(63,825)	(61,275)	-	-	-	-	-	-
\$412,850 Town Buildings* Dated 7/1/06	(15,956)	(15,319)	-	-	-	-	-	-
\$2,500,000 Fire Station Dated 7/1/07	(146,875)	(140,625)	(134,375)	(128,125)	-	-	-	-
\$2,000,000 Transfer Station Dated 7/1/07	(117,500)	(112,500)	(107,500)	(102,500)	-	-	-	-
\$3,000,000 DPW Dated 7/1/08	(183,750)	(176,250)	(168,750)	(161,250)	(153,750)	-	-	-
\$5 million Repairs (year 5) Dated 7/1/09	(338,250)	-	-	-	-	-	-	-
\$15 million School Project (year 5) Dated 7/1/10 - No State Reimbursement	(993,750)	(956,250)	(918,750)	(881,250)	(843,750)	(806,250)	(768,750)	-
Fall 2006 Town Meeting Lynch Roof School Building Master Plan Asbestos Removal Veterans Memorial								
Ending Balance	685,758	2,385,024	4,461,914	6,934,254	9,870,287	13,206,416	16,807,179	21,416,754
Assumptions								
Bonds 5%								
Investments 4.0%								

* Actual BAN interest and bond debt service.



FY2008 PROGRAM

CAPITAL IMPROVEMENT PROGRAM

Town of Winchester

APPENDICES

DEBT SERVICE

Debt Service - Principal & Interest Payments FY06 through FY11

	FY06	FY07	FY08	FY09	FY10	FY11
Bonds Authorized & Issued - General Fund						
McCall Middle School - Override	1,582,568	1,546,921	1,508,937	1,470,368	1,431,215	1,391,478
Immediate Repairs - Override	98,548	111,160	111,568	111,973	108,544	104,994
Lincoln School - \$4,511,000	313,399	391,922	384,065	376,069	368,625	360,904
Lincoln School - \$490,200	230,029	105,280	51,062	49,356	48,044	46,787
Ambrose School \$1,660,000	8,676	47,397	160,449	155,949	152,011	148,242
Ambrose School - \$7,160,000	815,259	642,506	626,306	613,256	601,106	588,506
Ambrose School - BANs	205,527	278,602	-	-	-	-
Immediate Repairs \$440,000	-	11,100	43,691	42,441	41,347	40,301
Immediate Repairs \$412,850	-	13,379	69,836	59,520	57,551	55,667
Immediate Repairs - \$3,143,000	59,290	287,304	274,219	264,354	258,954	253,454
Immediate Repairs BANs \$3,142,663	-	118,505	133,192	-	-	-
Immediate Repairs - \$375,000	7,036	33,617	33,018	32,417	31,743	31,055
Immediate Repairs - \$85,000	1,401	22,388	21,787	21,188	20,512	5,088
School Building - Immediate Repairs \$1,162,950	-	34,600	117,142	110,861	108,017	105,296
Cross Street Culvert \$375,000	6,978	33,617	33,017	32,417	31,742	31,055
Cross Street Culvert \$57,000	-	1,889	9,436	7,131	6,912	6,703
Library Renovation	264,891	256,065	246,831	237,450	228,056	218,299
Lincoln School Additional (\$185,000)	13,401	16,759	16,423	16,081	15,763	15,433
Septic Management Program Title V	4,007	4,007	4,007	4,007	4,007	4,007
Lincoln School Architectural	21,264	25,361	24,716	24,068	22,945	22,277
School Renovation Projects	135,728	131,584	127,440	123,530	119,514	115,455
Library Renovation	46,845	45,383	43,920	42,540	41,123	39,690
Winning Farm	39,038	-	-	-	-	-
Immediate Repairs - \$1,235,000	127,019	122,825	120,046	118,203	114,554	111,824
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	54,750
Shore Road/Center Falls \$350,000	49,504	50,954	49,529	48,079	46,729	40,416
V.O. Portable Classrooms \$250,000	29,225	28,412	27,700	26,975	26,300	25,600
Cross Street Culvert \$200,000	18,175	17,769	17,412	17,050	16,713	16,362
Myopia Drainage & Road Improvements	51,629	49,182	47,935	47,650	32,680	31,910
Departmental Equipment	4,745	65,001	61,317	59,667	57,811	6,795
Sub-Total - General Fund	4,388,653	4,736,932	4,600,571	4,201,450	4,054,105	3,872,348
-						
Bonds Authorized & Issued - Water & Sewer Enterprise (100% Principal & Interest Payments)						
Water Treatment Facility	490,520	474,129	456,982	439,562	422,116	403,995
MWRA Loan/Grant	-	55,519	55,519	55,519	55,519	55,519
Water System Improvements	327,545	364,427	381,500	370,327	357,913	345,090
Washington Street Water Main	61,701	69,744	70,919	68,952	66,579	61,858
Standpipe Painting	24,240	23,350	22,440	21,490	20,500	-
MWRA Loan/Grant I&I Program	37,224	37,224	-	-	-	-
Drainage Phase I - \$3,000,000	272,625	266,531	261,187	255,750	250,688	245,437
Water & Sewer Equipment \$289,000	106,265	101,340	97,920	-	-	-
MWRA Loan - Johnson Road \$110,000	11,000	11,000	11,000	11,000	11,000	11,000
Drainage Phase II \$2,149,000	-	57,202	205,119	195,509	190,696	186,090
Sub- Total - Water & Sewer Enterprise	1,331,120	1,460,466	1,562,586	1,418,109	1,375,011	1,308,989
Total Principal & Interest	5,719,773	6,197,398	6,163,157	5,619,559	5,429,116	5,181,337
Water & Sewer Enterprise	1,331,120	1,460,466	1,562,586	1,418,109	1,375,011	1,308,989
General Fund Principal	1,059,942	1,056,745	1,022,846	854,150	787,782	702,818
Override Principal	2,224,544	2,155,283	2,055,632	2,007,766	1,956,428	1,904,163
Building Stabilization Fund	1,097,189	1,489,398	1,479,640	1,299,986	1,271,241	1,227,609
Capital Stabilization Fund	6,978	35,506	42,453	39,548	38,654	37,758

Winchester Town Meeting Stabilization Funds/Capital Review Committee			
Recommended Policies for Town Meeting and the Capital Planning Committee			
		Building Stabilization Fund	Capital Stabilization Fund
		for "Major Building Renovation and Replacement Projects"	for "Capital Improvements"
<u>Type of Expenditure</u>	<u>Allowed use under Override Vote</u>	<u>Recommended Use</u>	<u>Recommended Use</u>
Buildings			
New buildings and additions	Yes	Yes if replacements or addition for existing building	allowed, not recommended
Renovations		Major Renovations only	yes
Building Repair		If \$200,000 or more	yes
Furnishing and Equipment	If Life greater than 1 year	yes, if life greater than 3 years and	yes, if life greater than 3 years and
Furniture and furnishings	Yes	if part of new building replacing and existing building or if a major renovations	if unit cost greater than \$20,000
Computers			
Computer Software			
Other equipments			
Professional Services			
Architects Fees	yes, if <u>directly</u> related to a capital project	If part of new building or major renovation	yes, if <u>directly</u> related to a capital project
Site Plans, engineering and feasibility studies		If part of new building or major renovation (required)	
Clerk-of-the-Works and Project Oversight		Yes, if directly related to a proposed major building renovation or replacement project	yes, if <u>directly</u> related to a proposed capital project
Feasibility Studies of potential sites, costs			
Bond Counsel and Issuance Costs, Legal Expense			
General Planning Studies or Master Plans	no, if not <u>directly</u> related to a capital project	not recommended	not recommended
Infrastructure			
Sewer and Water system	yes, if <u>directly</u> related to a capital project	no, fund from Sewer and Water Enterprise Account	no, fund from Sewer and Water Enterprise Account
Streets, Sidewalks, Bridges, Dams, Flood Control		yes, if <u>directly</u> related to a proposed major building renovation or replacement project	yes, if <u>directly</u> related to a proposed capital project
Parks and Playgrounds			
Town Staff & Expenses			
Budgeted Staff (e.g. DPW)	yes, if <u>directly</u> related to a capital project	not recommended	not recommended
Budgeted Other Expenses		not recommended	not recommended
Contract Staff (Unbudgeted)		yes, if <u>directly</u> related to a proposed major building renovation or replacement project	yes, if <u>directly</u> related to a proposed capital project
Debt Service			
on Debt prior to Override on March 26, 2002	yes, if <u>directly</u> related to a capital project	not recommended	not recommended
on Debt after Override on March 26, 2002		yes, if <u>directly</u> related to a capital project	yes, if <u>directly</u> related to a capital project