
Town of Winchester

Town Manager's Financial Plan

Fiscal Year 2009



Melvin A. Kleckner
Town Manager

Mark J. Twogood
Assistant Town Manager

Stephen K. Channell
Acting Town Comptroller



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SECTION I

TRANSMITTAL LETTER



February 15, 2008

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

Dear Committee and Board Members:

In accordance with the provisions of the Home Rule Charter of the Town of Winchester, it is my privilege to submit for your consideration a financial plan (the Budget) for Fiscal Year 2009, commencing on July 1, 2008. For the first time, the Budget will involve a formal three-year plan. With the advocacy of the Finance Committee and policy direction from the Board of Selectmen, I have developed a balanced budget recommendation for the next three fiscal years. A municipality is restricted to acting only on the subsequent year's budget. In addition, the ability to accurately project revenues and expenses 18 and 30 months in the future is limited. Nonetheless, an educated guess and initial allocation of the budget is a useful exercise and will help inform the decisions for Fiscal Year (FY) 2009 and to help plan in a longer range framework. Projections and recommendations for a balanced budget within this three year timeframe are included within this section, along with a narrative discussing the major issues and assumptions associated with the plan.

The FY 2009 Budget totals \$79,414,258 exclusive of enterprise, grant and other special funds. This represents an increase of 5.23% over FY 2008. This increase is inflated by nearly 1% as a result of temporary debt costs incurred for the Hamilton Farm acquisition.

The ability of the Town to control the traditional budget busters of employee health insurance and energy, combined with solid growth in the Chapter 70 state aid program, make this a "Level Services" budget. That is, the budget allows for the continuation of all existing staff, programs and services.

Highlights of the FY 2009 Budget are as follows;

- An overall increase of 5.23%, excluding enterprise funds
- Control of increases in fixed costs, including employee health insurance and energy.
- Maintenance of existing staff, programs and services
- Prioritization of public education
- Modest restorations and investments in prioritized municipal services
- Establishment of a Recreation Enterprise Fund to replace existing revolving funds
- Maintenance of adequate reserve balances
- Initial investment to offset GASB 45 (post employment benefit) liability
- Allocation of available debt capacity to capital reserves



The Process:

The budget process this year has been somewhat less intense than the prior year. Last year, an override proposal was identified to avoid a reduced budget. Discussion of the override and the effects of service cuts and other initiatives to increase revenue capacity dominated the Board of Selectmen's schedule. This year, the early projection of a level services budget was a welcome relief. The focus of the Board of Selectmen and Finance Committee this year has been the discussion and agreement on a policy to prepare a multi-year approach at the budget. This policy is especially timely given a similar focus for the Town's capital budget.

In addition, it was decided to improve the disclosure and understanding of the scope and nature of external sources of funding. In some cases, the availability and allocation of grants, revolving funds or other sources of external funding have a direct impact on the operating budget. A summary of external funding sources has been added to the narrative section of each department to provide the Finance Committee and others with a handy reference.

A more detailed review of the budget is included in the sections that follow.

Revenues:

I have projected revenues to increase by \$3,950,503 or 5.23% over FY 2007.

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 2009, the general increase in the tax levy is \$1,327,780. An additional \$500,000 in taxes 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. A portion of the Town's general tax levy is dedicated towards special funds for capital projects. In FY 2009, there is \$3,073,188 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 2009, a total of \$1,736,777 has been added to the tax levy for debt service on the McCall School, Lincoln School, Immediate Building Repair projects and the Hamilton Farm acquisition. 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 2009, this amount is \$3,285,379, 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 2009 is dependent upon the age of motor vehicles. With an economic recession looming on the horizon, I do not anticipate an increase in this revenue source for FY 2009.



FY2009 PROGRAM BUDGET

TRANSMITTAL LETTER

Taxes	FY 2008	FY 2009	% Change	FY 2010	FY 2011
Tax Levy	51,255,177	54,439,009	3.49%	56,312,484	59,360,296
Tax Override	1,347,000	0		1,000,000	0
New Growth	509,052	500,000	-1.78%	600,000	750,000
Chapter 110	3,312,213	3,285,379	-0.81%	3,285,379	3,285,379
McCall School Exclusion	470,160	431,591	-8.20%	431,591	431,591
Lincoln School Exclusion	423,223	425,424	0.52%	425,424	425,424
Immediate Repairs Exclusion	111,568	111,973	0.36%	111,973	111,973
Hamilton Farm Exclusion	1,102	767,789	NA	767,789	767,789
Motor Excise	2,960,000	2,960,000	0.00%	2,960,000	3,150,000
Total Taxes	60,389,495	62,921,165	4.19%	65,894,640	68,282,452

State Aid- Financial aid from the Commonwealth of Massachusetts is provided through three main programs; Chapter 70, Lottery and Additional Assistance. FY 2009 represents modest growth in state aid overall, with a significant increase in the Chapter 70 formula. Despite the allocation in the Governor’s proposed budget of a 26% increase in Chapter 70, I have projected a smaller increase of 17%, or \$704,381. I do not anticipate any increase in Lottery funding. In fact, the Governor’s budget proposes a reduction in funding unless his casino gambling legislation passes. 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 and remain constant.

State Aid	FY 2008	FY 2009	% Change	FY 2010	FY 2011
Chapter 70	4,143,417	4,847,798	17.00%	5,720,402	6,750,074
Lottery	1,497,075	1,497,075	0.00%	1,500,000	1,575,005
Additional Assistance	344,404	344,404	0.00%	344,404	344,404
School Building Assistance	293,859	293,859	0.00%	293,859	293,859
Other	1,038,777	1,038,777	0.00%	1,038,777	1,038,777
Total State Aid	7,317,532	8,021,913	9.63%	8,897,442	10,002,119

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. My budget includes a projection of \$4,790,000 in revenue from Local Receipts for FY 2009. Last year, the Board of Selectmen and other applicable authorities approved increases in most fees for services. Since many of these increases were implemented mid-year, the Town will experience some increases in revenue for FY 2009. However, the increases will be offset by reduced revenue in other accounts that are prone to the downturn in the regional economy.



FY2009 PROGRAM BUDGET

TRANSMITTAL LETTER

			%		
Local Receipts	FY 2008	FY 2009	Change	FY 2010	FY 2011
Penalties & Interest	350,000	375,000	7.14%	375,000	384,375
Fees	475,000	475,000	0.00%	475,000	486,875
Solid Waste Fees	1,400,000	1,400,000	0.00%	1,400,000	1,400,000
Rentals	24,000	25,000	4.17%	25,625	26,265
Cemetery	250,000	250,000	0.00%	250,000	256,250
Other Departmental	95,000	160,000	68.42%	160,000	160,000
Licenses & Permits	1,250,000	1,250,000	0.00%	1,250,000	1,281,250
Special Assessments	40,000	50,000	25.00%	50,000	50,000
Fines & Forfeits	60,000	60,000	0.00%	60,000	61,500
Investment Income	700,000	600,000	-14.29%	600,000	615,000
Misc.	70,000	145,000	107.14%	170,000	175,000
Total Local Receipts	4,714,000	4,790,000	1.61%	4,815,625	4,896,515

Reserves and Other Sources- The Town typically allocates a portion of its operating 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. Use of reserves to offset operating expenses is acceptable if it is integrated within a longer-term policy framework. A formal policy on reserves is a preferred practice of Moody's Investors Service, the company that rates the Town's municipal bonds. It is the Town's established policy and practice that it retain at least 5% of its general fund in operating reserves and no less than 10% of its general fund in overall reserves.

For FY 2009, I 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 \$1,571,376 from Free Cash to supplement general revenue. This amount will allow the Town to comply with its 5% operating reserve policy. For the time being, 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 long term plan to maintain these reserves in order meet the cost of major capital improvements while retaining its premier bond rating of Aaa.

A separate section of this Budget document addresses reserve balances for the three year period of FY 2009-2011.

			%		
Reserves and Other	FY 2008	FY 2009	Change	FY 2010	FY 2011
Free Cash	1,202,760	1,571,376	30.65%	1,019,803	1,572,763
Stabilization Fund - Capital	45,328	44,198	-2.49%	44,198	44,198
Stabilization Fund - Buildings	1,479,640	1,800,606	21.69%	1,800,606	1,800,606
Overlay Surplus	125,000	75,000	-40.00%	75,000	75,000
Parking Meter Fund	70,000	70,000	0.00%	70,000	71,750
Cemetery Trust Fund	120,000	120,000	0.00%	120,000	120,000
Total Reserves and Other	3,042,728	3,681,180	20.98%	3,129,607	3,684,317

**Expenditures:**

Recommended expenditures for FY 2009 are \$79,414,258 representing an increase of 5.23%. The ability to control major fixed costs in FY 2009, including Employee Health Insurance and Energy, allow the Town to allocate increased revenue capacity necessary to maintain existing programs and services. The School Department continues to feel the pressure of increasing enrollment and mandated special education costs, requiring a higher rate of growth (6%) than municipal departments. In some limited cases, I have recommended the restoration of previously cut staff or programs.

The following sections of this Report detail the expenditure recommendations for each department or category of Town government.

Municipal Departments- This category of expenditures has increased by 3.81% over FY 2008. For the most part, funding maintains the existing level of staff and other resources. Since there have been no union settlements reached for either FY 2008 or 2009, I have allocated a separate Municipal Wage Reserve account within this category of expenditures to cover the cost of an eventual settlement.

In order to provide effective services and respond to municipal priorities, I have recommended a limited number of budget restorations or enhancements. They are as follows:

- Town Clerk's Office- Restoration of clerical position to full-time status
- Archival Center- Provides a modest sum to retain professional archival services.
- Planning Board- Increase part-time Planner position by one day per week (for a total of 4 days)
- Police- Increase in overtime funding to enhance Emergency Dispatcher coverage
- Public Works- Restoration of summer temporary labor program, partial restoration of overtime accounts and restoration of a Custodian position assigned to school buildings.

In addition, I have recommended some budget accounting changes in the Department of Public Works. In an effort to show the full cost of providing solid waste costs, I have merged the Undistributed Program of Solid Waste Disposal (formerly NESWC) into the Transfer Station budget. In addition, I eliminated the separate revolving account for recycling and incorporated these costs into the Transfer Station budget. It should be noted that efforts to reduce the cost of solid waste disposal (at \$77/ton) through increased recycling is making a difference and the amount of tonnage being disposed of is projected to decrease in FY 2009.

Finally, the Board of Selectmen has encouraged me to identify incentives for departments to save money or provide innovative approaches. Too often, the practice in the public sector of reducing budgets in departments who save money create a disincentive for efficiency and productivity. With the advice and direction of the Board of Selectmen, Finance Committee and department heads, it is my intent to identify targeted incentives to departments that can achieve planned budget savings. An initial program implemented to incentivize energy savings can serve as a model for this approach.

**FY2009 PROGRAM BUDGET****TRANSMITTAL LETTER**

Municipal Departments	FY 2008	FY 2009	% Change	FY 2010	FY 2011
Town Manager	493,461	511,338	3.62%	524,121	537,224
Finance Committee	4,500	5,000	11.11%	5,125	5,253
Comptroller	277,542	269,657	-2.84%	276,398	283,308
Assessors	233,944	236,922	1.27%	242,845	248,916
Treasurer/Collector	219,734	226,690	3.17%	232,357	238,166
Planning and Community Dev.	560,846	589,450	5.10%	662,045	748,596
Planning Board	54,200	65,146	20.20%	91,775	94,069
Town Clerk	274,330	298,606	8.85%	306,071	313,723
Postage/Office Paper	95,000	95,000	0.00%	97,375	99,809
Library	1,488,767	1,506,300	1.18%	1,543,958	1,582,556
Archives	1,300	3,600	176.92%	3,690	3,782
Health	161,847	162,936	0.67%	167,009	171,185
Council on Aging	212,780	211,293	-0.70%	216,575	221,990
Veterans Services	23,409	25,627	9.47%	26,268	26,924
Police	3,644,860	3,739,755	2.60%	3,833,249	3,929,080
Fire	3,668,050	3,658,966	-0.25%	3,750,440	3,844,201
Sealer of Weights and Measures	8,176	8,302	1.54%	8,510	8,722
Department of Public Works	5,506,903	5,605,398	1.79%	5,745,533	5,889,171
Municipal Wage Reserve*	308,805	675,000	118.58%	1,383,750	2,836,688
Total Municipal Departments	17,238,454	17,894,986	3.81%	19,117,095	21,083,366

*A \$675,000 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 2008), this represents a cumulative amount incorporating the prior year(s).

**FY2009 PROGRAM BUDGET****TRANSMITTAL LETTER**

Education- The FY 2009 allocation to the Education budget represents an increase of \$1,806,858 from the prior year, or an increase of 5.98%. 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.

My allocation to the School Budget reflects a "bottom line" approach based upon the availability of funds balanced with the overall need as documented by the School Superintendent and School Committee. My recommendation acknowledges that the independent School Committee has sole discretion to expend within their budget and, as a result, does not make specific expenditure recommendations. An example would be the additional library resources that have been identified and advocated for in FY 2009. It should be noted that my recommended budget is \$834,295 less than the 8.75% budget request submitted by the School Committee. For a more detailed discussion of the School Budget, please refer to the School Department's narrative in the Education section.

Education	FY 2008	FY 2009	% Change	FY 2010	FY 2011
Central Office	2,262,167				
High School	5,423,638				
McCall Middle School	3,853,660				
Ambrose School	1,910,963				
Lincoln School	1,987,951				
Lynch School	1,830,230				
Muraco School	1,661,698				
Vinson Owen School	1,391,199				
Special Education	7,542,764				
Pupil Services	1,303,040				
Technology	670,100				
Athletics	194,974				
Subtotal School Budget	30,032,384	31,834,327	6.00%	33,107,700	34,432,008
Vocational School	<u>163,828</u>	<u>168,743</u>	3.00%		
Assessment				<u>173,805</u>	<u>179,019</u>
Total Education	30,196,212	32,003,070	5.98%	33,281,505	34,611,028



Undistributed- This category includes a number of expense categories that are 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.

The most significant factor in this category involves Employee Health Insurance. The Town aggressively pursued and implemented a transition in the Employee Health Insurance program effective January 1, 2008. Following a competitive process, the Town contracted with the Massachusetts Interlocal Insurance Association (MIIA), a self-insured pool of over 100 municipal governments, to provide all employee health insurance coverage. The consolidation of the Town's risk into one vendor, combined with the large purchasing power of MIIA, has proven to be very beneficial. Beginning on January 1, 2008, the Town is saving \$45,000 per month in premium costs. These savings will continue into Fiscal Year 2009 and beyond. In addition to the immediate savings in premium dollars, the MIIA program is very likely to increase at a lower rate than the Town's prior experience. In fact, the FY 2009 increase in premiums is 5.8%. This increase is less than the national trend and significantly less than the average increase the Town has experienced the last few years. Assuming that the prior program would have increased at the rate of 10% in Fiscal Year 2009, the 5.8% MIIA increase creates additional savings to the Town of \$330,000. When adding this amount to the base premium savings, the overall savings from the MIIA program for FY 2009 is estimated at nearly \$900,000. The majority of employees and retirees will experience no change in benefits and will enjoy cost savings ranging from \$13 per month to \$67 per month. For other employees, the Town has taken steps to ensure that there will be no change in benefits or out of pocket cost increases. A fund will be established to reimburse employees with any additional out of pocket expenses that may result from the change. In addition, the Town is in the process of hiring an ombudsman service to assist employees in the transition.

Despite dramatic increases in the cost of fuel, the Town has been insulated from major budget increases in the Energy Budget due to long-term procurement contracts and aggressive conservation efforts. The Town is benefiting from fixed pricing for both natural gas and electricity in FY 2009. Fuel (gasoline, diesel and heating oil) is projected to increase for FY 2009, but this cost is offset through a consistent reduction in consumption. I am very appreciative to the leadership of the Board of Selectmen, the efforts of the Energy Management Committee and the work of DPW and School Department staff for this success.

Finally, I plan to continue the experiment of identifying the cost of Energy in certain departments in order to create accountability and incentives for savings. An initial program has been established for the Library that allows that department to expend a portion of savings realized through lower consumption on one-time equipment or materials. I will work with the Energy Management Committee and others to identify an appropriate school building for this program in FY 2009.

**FY2009 PROGRAM BUDGET****TRANSMITTAL LETTER**

Undistributed	FY 2008	FY 2009	% Change	FY 2010	FY 2011
Energy*	2,683,000	2,655,153	-1.04%	2,787,911	2,927,306
Audit	75,000	75,000	0.00%	76,875	78,797
Legal	300,000	325,000	8.33%	350,000	400,000
Information Technology	358,214	375,743	4.89%	385,137	394,765
Debt Service	7,960,064	8,771,388	10.19%	8,671,388	8,571,000
Tax Abatement Interest	25,200	25,200	0.00%	25,830	26,476
Contributory Retirement*	2,823,840	2,970,076	5.18%	3,118,580	3,274,509
Workers Comp/Indemnification*	397,306	408,306	2.77%	420,555	433,172
Unemployment	100,000	75,000	-25.00%	75,000	75,000
Health Insurance*	7,994,078	8,050,000	0.70%	8,452,500	8,875,125
Medicare Tax/FICA Tax	538,664	550,000	2.10%	563,750	577,844
Non Contributory	62,000	62,000	0.00%	62,000	62,000
Reserve Fund	375,000	375,000	0.00%	384,375	393,984
General Insurance	300,000	328,000	9.33%	337,840	347,975
Total Undistributed	23,992,366	25,045,866	4.39%	25,711,740	26,437,953

* Represents cost centers that have partial funding reallocated to Enterprise Funds

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.

\$767,789 in debt service has been incurred for the Hamilton Farm property in FY 2009. The Town has received a down payment on its sale of a portion of this property and expects to finalize the sale later in 2008 or in early 2009. At that time, the proceeds will be used directly to retire the debt. There is an ongoing discussion and analysis of the most cost effective manner of funding the interim debt costs. Pending resolution of this debate, my budget funds these costs through property taxes authorized by a voter approved debt exclusion.

There are two significant issues worth mentioning. The first involves the capital budget. The Capital Planning Committee has long advocated for greater funding from the Town's general revenues. This has become more focused and critical now that the limitations of the Building/Capital Stabilization Funds have become apparent. In FY 2009 and beyond, expenses for general funded debt service will decrease. It is my intent to allocate as much of this reduction as possible to the funding of the Town's long-term capital plan. For FY 2009, I have allocated \$200,000 for FY 2009 projects and recommend that an additional \$125,000 be appropriated to the Capital Stabilization Fund to be held in reserve for future allocation.

**FY2009 PROGRAM BUDGET****TRANSMITTAL LETTER**

The second issue involves the Town's liability for post-employment benefits. The Governmental Accounting Standards Board (GASB) has issued a Statement called GASB 45 that acknowledges the existence of an unfunded financial liability for retiree health insurance costs in municipal government. GASB 45 requires municipal governments to disclose the extent of post-employment benefit liability in their financial statements. Clearly, the next step will involve a plan to fund this liability. In anticipation of this fact, the Town sought and received special legislative approval to establish a funding mechanism. Passed in 2002, the Retiree Healthcare Liability Trust Fund was established specifically to offset the anticipated costs of healthcare for retired employees. Amounts may be expended from the Fund only in accordance with an actuarial schedule of payments developed by a nationally recognized independent actuarial consulting firm and designed to eliminate the unfunded liability attributable to the payment of healthcare costs. My budget recommends the allocation of \$75,000 from anticipated federal reimbursement of Medicare Part D costs as an initial deposit into this Fund.

Capital/Other	FY 2008	FY 2009	% Change	FY 2010	FY 2011
Environmental Remediation	50,000	70,000	40.00%	71,750	73,544
Capital - General Revenue	156,624	200,000	27.69%	225,000	250,000
Capital Cemetery	20,000	60,000	200.00%	25,000	50,000
Charges & Assessments	455,830	456,315	0.11%	467,723	479,416
Overlay Account	295,271	350,000	18.54%	358,750	367,719
Capital Stabilization Fund	905,127	927,755	2.50%	950,949	974,723
Buildings Stabilization Fund	2,093,106	2,145,433	2.50%	2,199,069	2,254,046
Special Articles	15,000	15,000	0.00%	15,375	15,759
Cherry Sheet Offsets	45,766	45,833	0.15%	46,979	48,153
Capital Reserve	0	125,000	NA	100,000	100,000
GASB 45 Fund	0	75,000	NA	100,000	100,000
Total Capital/Other	4,036,724	4,470,336	10.74%	4,560,594	4,713,359

**A Three-Year Plan:**

The main focus of this year's policy discussion of the Budget was the development of a three year financial plan. The revenue projections and expenditure recommendations necessary to achieve a balanced budget through FY 2011 are included in the tables above and on the separate revenue and expenditure spreadsheets. Please note that end of year reserve balances for each year based on this plan is documented on a separate table.

The plan assumes \$1 million in additional property taxes in the form of a tax override for Fiscal Year 2010. Listed below are some major assumptions and issues associated with developing these projections and recommendations. In general, I have been less conservative with my revenue assumptions than is normally the case. On the expenditure side, I've made a conscious effort to restrict growth in order to minimize the required tax override.

Revenues:

- New Growth reflects an assumption that major development projects, including Winchester Hospital, the Pansy Patch and Hamilton Farm will come on line and positively impact FY 2010 and FY 2011 amounts.
- All "offsetting" items including debt exclusions, Chapter 110, etc. have been held constant for ease in budgeting.
- Motor vehicle excise taxes will rebound in FY 2011 assuming an economic upturn.
- Chapter 70 state aid will continue to escalate at 18% per year based on the legislative funding plan to equalize contributions statewide.
- Use of Free Cash is tied to the goal of limiting the need for a tax override to \$1 million for one year only (FY 2010).

Expenditures:

- Municipal departments grow at a standard rate (2.5%) to incorporate step increases and other general expense increases.
- Municipal wage increases are accounted for in a separate reserve account and are cumulative.
- Planning and Community Development departments (including the Planning Board) have increased staffing expenses in FY 2010 and FY 2011 to account for planning, oversight and coordination of private development activity.
- Education expenses are limited to 4.0% growth in FY 2010 and FY 2011 and are inclusive of prospective wage increases.
- The budget capacity created through a reduction in debt service funded through general revenue is allocated to a capital reserve account.
- Employee benefit accounts including health insurance, pensions and workers compensation increase at the rate of 5.0% in FY 2010 and FY 2011.
- Energy expenses are projected to increase at the rate of 7.5%.



Conclusion:

Based on relatively favorable conditions, the FY 2009 budget provides a brief respite from the annual challenge of maintaining municipal and educational programs and services. It does so without using an inordinate amount of reserves, thereby retaining the Town's financial flexibility and strong bond rating. Even so, the School budget increase of 6% is less than the program the School Committee has recommended to maintain educational excellence.

This year's budget process has fostered a focus on long-term operating and capital planning. While my three year budget recommendations represent a starting point for discussion, it does offer a framework for reviewing the FY 2009 budget and establishing a baseline for future expectations. It will also be an essential building block in preparing a preliminary long term capital plan that is expected to be debated at the upcoming Special Town Meeting on March 6, 2008.

I would like to thank the Board of Selectmen for their leadership in facilitating policy discussions around the FY 2009 budget. I am grateful for the assistance and cooperation 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 Steve Channell, Acting 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 able assistance.

Sincerely,

Melvin A. Kleckner,
Town Manager



FY2009 PROGRAM BUDGET

TRANSMITTAL LETTER

Three Year Revenue Projection

	FY 2008 Budgeted	FY 2009 Proposed	Percent Change	FY 2010 Projected	FY 2011 Projected
Taxes					
Tax Levy	51,255,177	54,439,009	6.21%	56,312,484	59,360,296
Tax Override	1,347,000	0		1,000,000	0
New Growth	509,052	500,000	-1.78%	600,000	750,000
Chapter 110	3,312,213	3,285,379	-0.81%	3,285,379	3,285,379
McCall School Exclusion	470,160	431,591	-8.20%	431,591	431,591
Lincoln School Exclusion	423,223	425,424	0.52%	425,424	425,424
Immediate Repairs Exclusion	111,568	111,973	0.36%	111,973	111,973
Hamilton Farm Exclusion	1,102	767,789	NA	767,789	767,789
Motor Excise	2,960,000	2,960,000	0.00%	2,960,000	3,150,000
Total Taxes	60,389,495	62,921,165	4.19%	65,894,640	68,282,452
State Aid					
Chapter 70	4,143,417	4,847,798	17.00%	5,720,402	6,750,074
Lottery	1,497,075	1,497,075	0.00%	1,500,000	1,575,005
Additional Assistance	344,404	344,404	0.00%	344,404	344,404
Other	293,859	293,859	0.00%	293,859	293,859
School Building Reimbursement	1,038,777	1,038,777	0.00%	1,038,777	1,038,777
Total State Aid	7,317,532	8,021,913	9.63%	8,897,442	10,002,119
Local Receipts					
Penalties & Interest	350,000	375,000	7.14%	375,000	384,375
Fees	475,000	475,000	0.00%	475,000	486,875
Solid Waste Fees	1,400,000	1,400,000	0.00%	1,400,000	1,400,000
Rentals	24,000	25,000	4.17%	25,625	26,265
Cemetery	250,000	250,000	0.00%	250,000	256,250
Other Departmental	95,000	160,000	68.42%	160,000	160,000
Licenses & Permits	1,250,000	1,250,000	0.00%	1,250,000	1,281,250
Special Assessments	40,000	50,000	25.00%	50,000	50,000
Fines & Forfeits	60,000	60,000	0.00%	60,000	61,500
Investment Income	700,000	600,000	-14.29%	600,000	615,000
Misc.	70,000	145,000	107.14%	170,000	175,000
Total Local Receipts	4,714,000	4,790,000	1.61%	4,815,625	4,896,515
Reserves and Other					
Free Cash	1,202,760	1,571,376	30.65%	1,019,803	1,572,763
Stabilization Fund - Capital	45,328	44,198	-2.49%	44,198	44,198
Stabilization Fund - Buildings	1,479,640	1,800,606	21.69%	1,800,606	1,800,606
Overlay Surplus	125,000	75,000	-40.00%	75,000	75,000
Parking Meter Fund	70,000	70,000	0.00%	70,000	71,750
Cemetery Trust Fund	120,000	120,000	0.00%	120,000	120,000
Total Reserves and Other	3,042,728	3,681,180	20.98%	3,129,607	3,684,317
TOTAL REVENUE	75,463,755	79,414,258	5.23%	82,737,314	86,865,403



FY2009 PROGRAM BUDGET

TRANSMITTAL LETTER

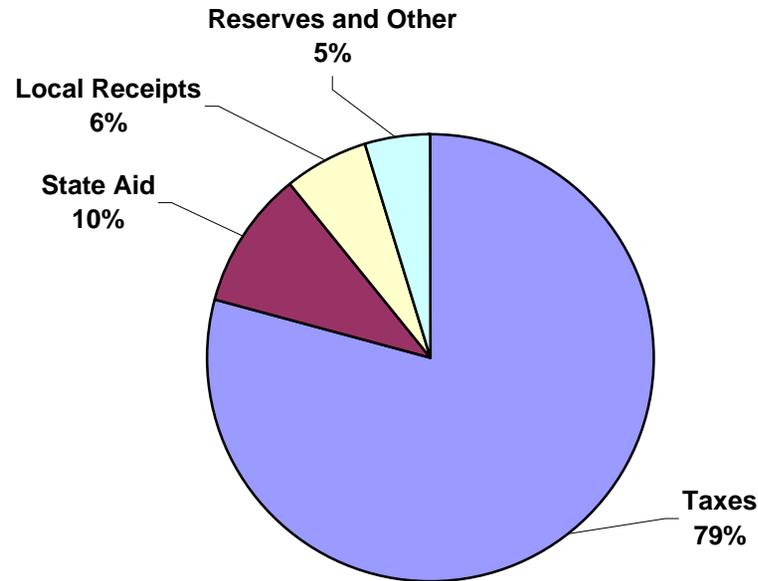
Three Year Expenditure Recommendations

	FY 2008 Budgeted	FY 2009 Proposed	Percent Change	FY 2010 Projected	FY 2011 Projected
Municipal Departments					
Town Manager	493,461	511,338	3.62%	524,121	537,224
Finance Committee	4,500	5,000	11.11%	5,125	5,253
Comptroller	277,542	269,657	-2.84%	276,398	283,308
Assessors	233,944	236,922	1.27%	242,845	248,916
Treasurer/Collector	219,734	226,690	3.17%	232,357	238,166
Planning and Community Development	560,846	589,450	5.10%	662,045	748,596
Planning Board	54,200	65,146	20.20%	91,775	94,069
Town Clerk	274,330	298,606	8.85%	306,071	313,723
Postage/Office Paper	95,000	95,000	0.00%	97,375	99,809
Library	1,488,767	1,506,300	1.18%	1,543,958	1,582,556
Archives	1,300	3,600	176.92%	3,690	3,782
Health	161,847	162,936	0.67%	167,009	171,185
Council on Aging	212,780	211,293	-0.70%	216,575	221,990
Veterans Services	23,409	25,627	9.47%	26,268	26,924
Police	3,644,860	3,739,755	2.60%	3,833,249	3,929,080
Fire	3,668,050	3,658,966	-0.25%	3,750,440	3,844,201
Sealer of Weights and Measures	8,176	8,302	1.54%	8,510	8,722
Department of Public Works	5,506,903	5,605,398	1.79%	5,745,533	5,889,171
Municipal Wage Reserve	308,805	675,000	118.58%	1,383,750	2,836,688
Total Municipal Departments	17,238,454	17,894,986	3.81%	19,117,095	21,083,366
Education					
School Budget	30,032,384	31,834,327	6.00%	33,107,700	34,432,008
Vocational School Assessment	163,828	168,743	3.00%	173,805	179,019
Total Education	30,196,212	32,003,070	5.98%	33,281,505	34,611,028
Undistributed Accounts					
Energy	2,683,000	2,655,153	-1.04%	2,854,289	2,997,004
Audit	75,000	75,000	0.00%	76,875	78,797
Legal	300,000	325,000	8.33%	350,000	375,000
Information Technology	358,214	375,743	4.89%	385,137	394,765
Debt Service	7,960,064	8,771,388	10.19%	8,671,388	8,571,000
Tax Abatement Interest	25,200	25,200	0.00%	25,830	26,476
Contributory Retirement	2,823,840	2,970,076	5.18%	3,118,580	3,274,509
Wrkrs Comp/Indemnification	397,306	408,306	2.77%	420,555	433,172
Unemployment	100,000	75,000	-25.00%	75,000	75,000
Health Insurance	7,994,078	8,050,000	0.70%	8,452,500	8,875,125
Medicare Tax/FICA Tax	538,664	550,000	2.10%	563,750	577,844
Non Contributory	62,000	62,000	0.00%	62,000	62,000
Reserve Fund	375,000	375,000	0.00%	384,375	393,984
General Insurance	300,000	328,000	9.33%	337,840	347,975
Total Undistributed Accounts	23,992,366	25,045,866	4.39%	25,778,119	26,482,651
Capital/Other					
Environmental Remediation	50,000	70,000	40.00%	71,750	73,544
Capital - General Revenue	156,624	200,000	27.69%	225,000	250,000
Capital Cemetery	20,000	60,000	200.00%	25,000	25,000
Charges & Assessments	455,830	456,315	0.11%	467,723	479,416
Overlay Account	295,271	350,000	18.54%	358,750	367,719
Capital Stabilization Fund	905,127	927,755	2.50%	950,949	974,723
Buildings Stabilization Fund	2,093,106	2,145,433	2.50%	2,199,069	2,254,046
Special Articles	15,000	15,000	0.00%	15,375	15,759
Cherry Sheet Offsets	45,766	45,833	0.15%	46,979	48,153
Capital Reserve	0	125,000	NA	100,000	100,000
GASB 45 Fund	0	75,000	NA	100,000	100,000
Total Other	4,036,724	4,470,336	10.74%	4,560,594	4,688,359
TOTAL EXPENDITURES	75,463,756	79,414,258	5.23%	82,737,314	86,865,403



REVENUES

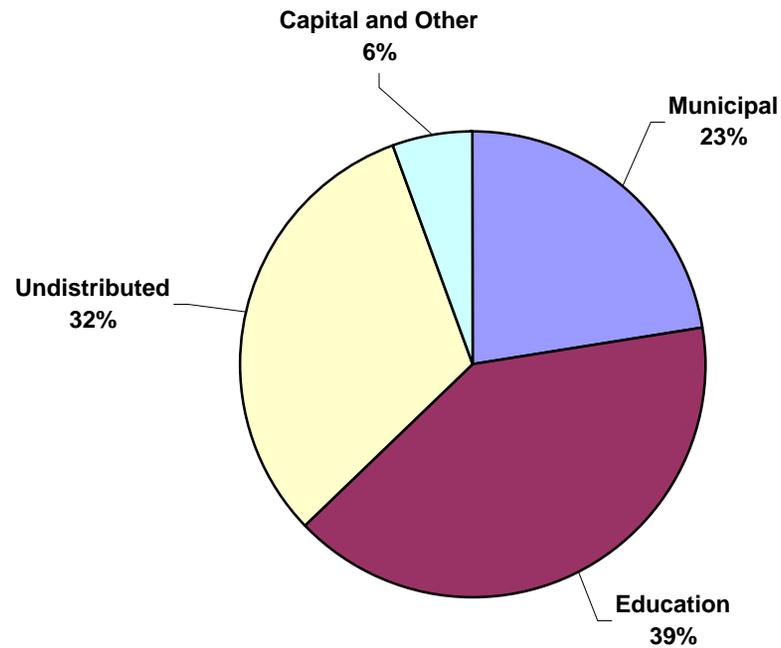
	FY2008 Budget	FY2009 Town Manager	% Change FY08 - FY09
Taxes	60,389,495	62,921,165	4.19%
State Aid	7,317,532	8,021,913	9.63%
Local Receipts	4,714,000	4,790,000	1.61%
Reserves and Others	3,042,728	3,681,180	20.98%
Total Revenues	75,463,755	79,414,258	5.23%





EXPENDITURES

	FY2008 Budget	FY2009 Town Manager	% Change FY08 - FY09
Municipal Departments	17,238,454	17,894,986	3.81%
Education	30,196,212	32,003,070	5.98%
Undistributed	23,992,366	25,045,866	4.39%
Capital and Other	4,036,724	4,470,336	10.74%
Total Expenditures	75,463,756	79,414,258	5.23%

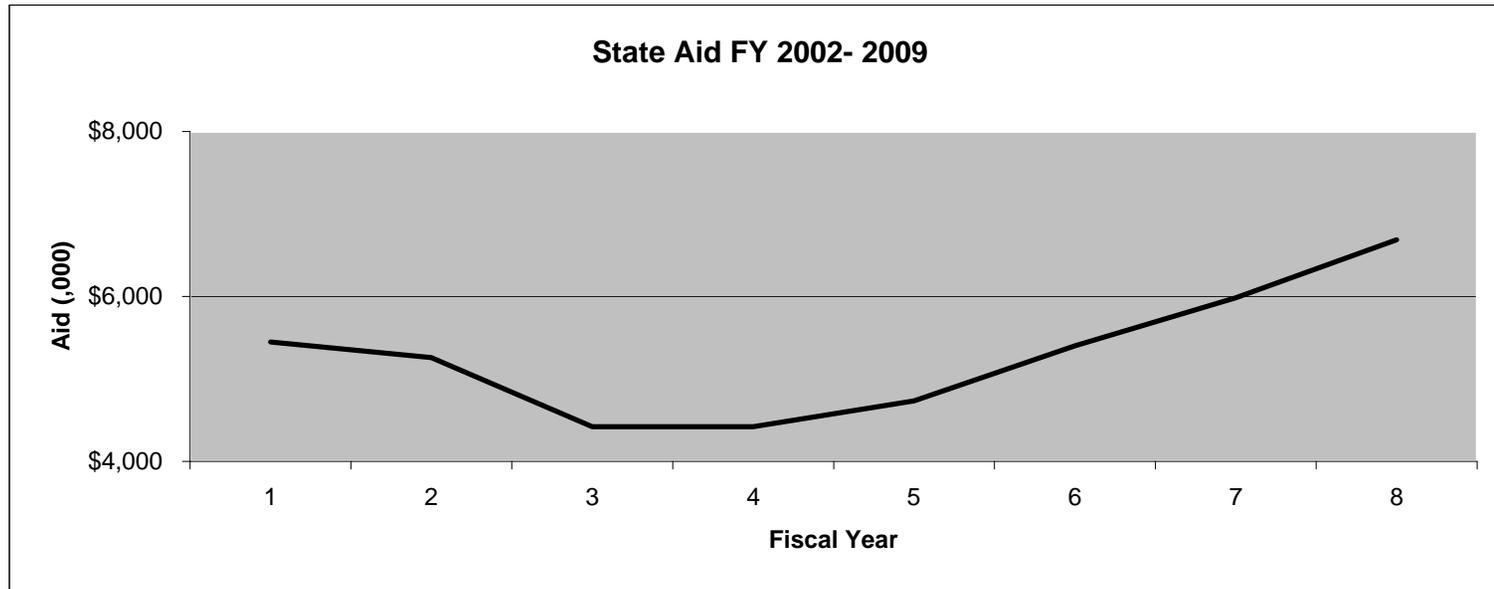




STATE AID

	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY09
Chapter 70	\$3,692	\$3,692	\$2,953	\$2,953	\$3,131	\$3,582	\$4,143	\$4,847
Lottery	\$1,323	\$1,199	\$1,124	\$1,124	\$1,259	\$1,474	\$1,497	\$1,497
Additional Assistance	\$433	\$367	\$344	\$344	\$344	\$344	\$344	\$344
TOTAL	\$5,448	\$5,258	\$4,421	\$4,421	\$4,734	\$5,400	\$5,984	\$6,688

Amounts in (,000)





FY2009 PROGRAM BUDGET

TRANSMITTAL LETTER

Reserve Balances (Projected)

	FY 2009	FY 2010	FY 2011
Operating Reserves			
Free Cash			
Beginning Balance	5,116,460	5,045,084	5,225,281
Use for Annual Budget	-1,571,376	-1,019,803	-1,572,763
Annual Increase	1,500,000	1,200,000	1,200,000
Final Free Cash	5,045,084	5,225,281	4,852,518
General Stabilization Fund			
Beginning Balance	974,142	993,625	1,013,497
Investment Income	19,483	19,872	20,270
Final General Stabilization Fund	993,625	1,013,497	1,033,767
Total Operating Reserves	6,038,709	6,238,778	5,886,285
As a % of Budget	7.60%	7.54%	6.78%
Dedicated Reserves			
Building Stabilization Fund			
Beginning Balance	7,447,616	8,138,769	8,029,197
Annual Contribution	2,145,433	2,199,069	2,254,046
Investment Income	479,652	516,892	500,000
Use for Capital Budget	-1,933,932	-2,825,533	-3,620,708
Final Building Stabilization Fund	8,138,769	8,029,197	7,162,534
Capital Stabilization Fund			
Beginning Balance	630,400	1,070,330	1,412,417
Annual Contribution	927,755	950,949	974,723
Additional Contribution	125,000	100,000	100,000
Use for Capital Budget	-644,000	-750,000	-1,000,000
Investment Income	31,175	41,138	44,614
Final Capital Stabilization Fund	1,070,330	1,412,417	1,531,754
Sale of Land Account	180,349	180,349	180,349
Total Dedicated Reserves	9,389,448	9,621,963	8,874,638
Total Operating and Dedicated Reserves	15,428,156	15,860,741	14,760,923
As a % of Budget	19.43%	19.17%	16.99%



SECTION II

SUMMARIES



FY2009 PROGRAM BUDGET

FY 2009 BUDGET SUMMARY

Departmental Budget Summary

Dept Code		FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom	Difference FY-08 - Manager
GENERAL GOVERNMENT							
1210	Town Manager - Administration	512,468	493,461	521,367	511,338		3.62%
1310	Finance Committee	5,183	4,500	5,000	5,000		11.11%
1330	Comptroller	273,403	277,542	276,343	269,657		-2.84%
1340	Assessors	225,944	233,944	236,922	236,922		1.27%
1350	Collector/Treasurer	209,797	219,734	261,105	226,690		3.17%
1410	Planning and Community Development	565,413	560,846	615,956	589,450		5.10%
1400	Planning Board	51,064	54,200	65,146	65,146		20.20%
1610	Town Clerk	278,070	274,330	291,032	298,606		8.85%
1540	General Services	99,813	95,000	95,000	95,000		0.00%
	Total General Government	2,221,155	2,213,557	2,367,871	2,297,809		3.81%
CULTURE							
6110	Library	1,465,146	1,488,767	1,506,300	1,506,300		1.18%
6940	Archival Center	1,298	1,300	18,300	3,600		176.92%
	Total Culture	1,466,444	1,490,067	1,524,600	1,509,900		1.33%



FY2009 PROGRAM BUDGET

FY 2009 BUDGET SUMMARY

Dept Code	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom	Difference FY-08 - Manager
HEALTH/SOCIAL						
5110 Health	165,123	161,847	175,417	162,936		0.67%
5410 Council on Aging	210,813	212,780	211,293	211,293		-0.70%
5420 Veterans' Services	26,797	23,409	25,627	25,627		9.47%
Total Health/Social	402,733	398,036	412,337	399,856		0.46%
PUBLIC SAFETY						
2110 Police Department	3,652,213	3,644,860	3,739,755	3,739,755		2.60%
2210 Fire Department	3,504,309	3,668,085	3,658,966	3,658,966		-0.25%
2420 Sealer of Weights and Measures	5,087	8,176	8,302	8,302		1.54%
Total Public Safety	7,161,609	7,321,121	7,407,023	7,407,023		1.17%
PUBLIC WORKS						
4111 Administration	218,003	240,629	242,126	242,126		0.62%
4121 Maintenance	1,013,624	1,140,676	1,182,813	1,182,813		3.69%
4131 Buildings	2,031,133	1,936,352	2,018,452	2,018,452		4.24%
4141 Garage	326,313	319,872	322,117	322,117		0.70%
4151 Transfer Station	1,175,767	1,291,729	1,257,588	1,257,588		-2.64%
4161 Cemetery	241,003	245,382	244,302	244,302		-100.00%
4171 Snow and Ice	248,918	332,263	338,000	338,000		-100.00%
Total Public Works	5,254,761	5,506,903	5,605,398	5,605,398		1.79%
UNALLOCATED WAGE ADJUSTMENTS	0	308,805	675,000	675,000		
Total Municipal Departments	16,506,702	17,238,489	17,992,229	17,894,986		3.81%



FY2009 PROGRAM BUDGET

FY 2009 BUDGET SUMMARY

Dept Code		FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom	Difference FY-08 - Manager
	EDUCATION						
3111	Central Office/System Services	2,566,095	2,262,167	2,685,299			
3112	Senior High School	5,126,228	5,423,638	5,563,161			
3113	McCall Middle School	3,496,612	3,853,660	4,271,532			
3114	Ambrose Elementary	1,685,534	1,910,963	2,079,859			
3115	Lincoln Elementary	1,841,918	1,987,951	2,171,655			
3116	Lynch Elementary	1,699,979	1,830,230	1,761,705			
3117	Muraco Elementary	1,467,854	1,661,698	1,934,665			
3118	Vinson-Owen Elementary	1,276,838	1,391,199	1,505,431			
3119	Special Education	7,272,314	7,542,764	8,138,659			
3119	Pupil Services	1,210,796	1,303,040	1,425,331			
3110	Technology	725,282	670,100	861,936			
3210	Athletics	185,433	194,974	269,388			
3610	Vocational Education	119,642	163,828	168,743	168,743		
	Total Education	28,674,525	30,196,212	32,837,364	32,003,070		



FY2009 PROGRAM BUDGET

FY 2009 BUDGET SUMMARY

Dept Code	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom	Difference FY-08 - Manager
UNDISTRIBUTED						
1530 Data Processing	369,454	358,214	379,624	375,743		4.89%
1910 Energy	2,305,259	2,683,000	2,655,153	2,655,153		-1.04%
Personnel Benefits						
9110 Contributory Retirement	2,553,480	2,823,840	2,970,076	2,970,076		5.18%
9170 Non-Contributory Retirement	53,345	62,000	62,000	62,000		0.00%
9120 Workers' Compensation	349,695	397,306	408,306	408,306		2.77%
9130 Unemployment Compensation	19,187	100,000	75,000	75,000		-25.00%
9140 Health Insurance	7,003,978	7,994,078	8,050,000	8,050,000		0.70%
9150-9160 F.I.C.A./ Medicare Tax & Refunds	575,919	538,664	550,000	550,000		2.10%
Debt & Interest						
Long Term Debt-Principal	5,393,130	5,864,220	5,672,185	5,672,185		-3.27%
Long Term Debt-Interest	2,458,636	2,095,844	3,099,204	3,099,204		47.87%
Tax Abatement Interest/Service Fees	15,281	25,200	25,200	25,200		0.00%
Miscellaneous						
1360 Audit	73,999	75,000	75,000	75,000		0.00%
1510 Legal	404,576	300,000	325,000	325,000		8.33%
9450 General Insurance	289,892	300,000	328,000	328,000		9.33%
9430 Reserve Fund	368,360	375,000	375,000	375,000		0.00%
9460 Environmental Remediation Services	1,926	50,000	70,000	70,000		0.00%
Total Undistributed	22,236,117	24,042,366	25,119,748	25,115,867		4.47%



FY2009 PROGRAM BUDGET

FY 2009 BUDGET SUMMARY

Dept Code	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom	Difference FY-08 - Manager
Non-Appropriated Expenses	839,617	796,867	852,148	852,148		6.94%
Capital - Funded From						
- Stabilization Funds	2,928,108	2,998,233	3,073,188	3,073,188		2.50%
- General Revenue	102,565	156,000	200,000	200,000		28.21%
- Cemetery	20,000	20,000	60,000	60,000		
- Capital Reserve	0	0	125,000	125,000		
- GASB 45 Contribution	0	0	75,000	75,000		
Total Capital	3,050,673	3,174,233	3,533,188	3,533,188		11.31%
Special Appropriations	15,000	15,000	15,000	15,000		
Grand Total	71,322,634	75,463,167	80,349,677	79,414,259		5.24%



SECTION III

SERVICE PROGRAMS



GENERAL GOVERNMENT

Town Manager - Administration

Finance Committee

Comptroller

Assessors

Collector/Treasurer

Planning & Community Development

Planning Board

Town Clerk

General Services



FY2009 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

This budget is level funded from 2008.

PROGRAM COST

Town Manager	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	418,460	443,711	471,617	461,588	
Other Expenses	94,008	49,750	49,750	49,750	
Equipment	0	0	0	0	
Total	512,468	493,461	521,367	511,338	

STAFFING

Town Manager	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	2	2	2	2	
Clerical	2.6	2.6	2.6	2.6	
Professional/Technical	1	1	1	1	
Total	5.6	5.6	5.6	5.6	

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.

FY2009 OBJECTIVES

1. Complete the Hamilton Farm sale transaction and approve recommendations of the planning committee to preserve and operate the land remaining with the Town.
2. Work with the Board of Selectmen to fill the vacant Comptroller's position.
3. Implement the U.S Army Corps of Engineers Aberjona River dredging project or alternative projects as permitted by the MEPA process.
4. Conclude negotiations with municipal unions for successor collective bargaining agreements.
5. Convert the Recreation Department's revolving funds into a formal Enterprise Fund.
6. Complete the second phase of design for the Tri-Community Bikeway project.
7. Prepare long term financing plans for the Town's operating and capital budgets.
8. Prepare final plans and specifications for improvements to the solid waste and recycling services at the Transfer Station facility.
9. Implement a new policy regulating the rental and use of school and municipal buildings including the assessment of an energy surcharge.
10. Secure control of the Wedgemere Station parking lot in order to assess fees to offset maintenance expenses.
11. Receive state funding approval to implement Traffic Intersections safety project.

**FY2009 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP**
General Government**PROGRAM: Town Manager-Administration****Dept Code**
1210**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Received approval from the voters to override the tax limitation of Proposition 2½ in order to maintain essential public services.
2. Implemented a comprehensive update of the Town's fees for services.
3. Acquired the Hamilton Farm property, avoiding large scale residential development and its associated costs on municipal services.
4. Selected a buyer and negotiated the terms of an agreement to develop a portion of the Hamilton Farm property, including the payment of \$14 million.
5. Implemented a consolidation and conversion of the employee health insurance program, saving hundreds of thousands of dollars in current and projected costs.
6. Secured legislative approval to enable the Town's use of excess water supply from the MWRA's Spot Pond facility.
7. Negotiated a favorable development agreement with the Winchester Hospital and approved re-zoning to allow the construction of an out-patient medical facility at Washington Street.
8. Concluded the relocation of the MWRA Siphon structure within the Aberjona River.
9. Received final approval of the Department of Environmental Protection for the closure of the former landfill at the Transfer Station facility on McKay Avenue.
10. Enacted various policies and procedures to conserve energy in municipal and school buildings and reallocated budget savings to implement energy conservation projects.
11. Implemented an aggressive campaign to increase recycling at the Transfer Station.
12. Completed the audit of the Town's financial statements by December 31.

EXTERNAL FUNDING SOURCES

The Town Manager's and Selectmen's office receive limited funding outside of the normal budgetary process through the Hospital Gift Fund, the Grant of Location Fund and the Fletcher Fund.

The Hospital Gift Fund receives an annual payment from the Winchester Hospital that is to be used to meet health and safety needs of the Town. As of December 31, 2007, the Fund's balance was \$110,000. The Board of Selectmen authorizes periodic expenses from the Fund on a one-time or project basis. In FY 2008, the Board committed to authorize \$15,000 on an annual basis to fund certain programs managed by the Health Department, including mosquito control, geese control and a subsidy to the regional mental health agency.

The Grant of Location Fund receives funding from the payment of periodic fees or licenses to locate private utilities within the municipally owned right of way or related property. Proceeds from the Fund are intended to support improvements to the Town's roadway infrastructure. The Fund has had insufficient funds within the last few years to support any expenditures.

The Fletcher Fund was established in 1880 to support expenses for the community's needy citizens. Income from the Fund is used to pay grants or loans to families who are in need of basic living expenses. In FY 2007, the Fund paid \$3,500 in grants or loans.



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Finance Committee

Dept Code
1310

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

The budget is level funded from FY 2008.

FY2009 OBJECTIVES

PROGRAM COST

Finance Committee	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	2,683	2,250	2,500	2,500	
Other Expenses	2,500	2,250	2,500	2,500	
Equipment	0	0	0	0	
Total	5,183	4,500	5,000	5,000	

STAFFING

Finance Committee	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Total					



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Finance Committee

Dept Code
1310

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Comptroller

Dept Code
1330

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

The budget is level funded from FY 2008 except for a reduction in the salary for the Comptroller's position.

PROGRAM COST

Comptroller	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	272,587	275,572	274,373	267,687	
Other Expenses	816	1,970	1,970	1,970	
Equipment	0	0	0	0	
Total	273,403	277,542	276,343	269,657	

FY2009 OBJECTIVES

1. Development of financial policies and procedures manual
2. Development of a risk assessment policy
3. Implement payroll encumbering in MUNIS system

STAFFING

Comptroller	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	2	2	2	2	
Clerical	0	0	0	0	
Professional/Technical	2	2	2	2	
Total	4	4	4	4	



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Comptroller

Dept Code
1330

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completed GASB 34 infrastructure requirements
2. Completed FY07 audit by 12/31
3. Completed GASB 45, Post-employment benefits, requirements
4. Completed free cash certification on 9/20/07

STATISTICS



FY2009 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 2008.

PROGRAM COST

Assessor	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	208,036	210,994	212,872	212,872	
Other Expenses	17,908	22,950	24,050	24,050	
Equipment	0	0	0	0	
Total	225,944	233,944	236,922	236,922	

STAFFING

Assessor	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	1	1	1	1	
Clerical	2.6	2.6	2.6	2.6	
Total	3.6	3.6	3.6	3.6	

MISSION STATEMENT

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

Ranking of Services

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

FY2009 OBJECTIVES

1. Continue photographing all real estate.
2. Continue cyclical inspection of real estate.
3. Complete interim adjustment of values timely.
4. Complete State owned land project.
5. Use GIS system, if available, in daily operations.



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Assessor

Dept Code
1340

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completed State mandated revaluation timely.
2. Photographed a portion of all real estate.
3. Began State owned land project.
4. Won several ATB cases
5. Worked on exempt valuations for fixed assets.

STATISTICS

	FY05	FY06	FY07
Real Estate Parcels	7,738	7,611	7,694
Personal Property Accounts	343	334	384
Motor Vehicle Excise Tax Bills	20,000	20,645	20,700
Boat Bills	53	52	51
Deed Changes	700	550	580
Real Estate Sales	360	300	330
Veterans Exemptions	141	125	119
Elderly Exemptions	105	56	75
Deferred Taxes	32	21	22



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Collector/Treasurer

Dept Code
1350

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

The budget is level funded from FY 2008.

PROGRAM COST

Collector/Treasurer	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	168,904	180,904	221,855	187,440	
Other Expenses	40,893	38,830	39,250	39,250	
Equipment	0	0	0	0	
Total	209,797	219,734	261,105	226,690	

STAFFING

Collector/Treasurer	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	2	2	2	2	
Clerical	2	2	2	2	
Total	4	4	4	4	

MISSION STATEMENT

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

Ranking of Services

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

FY2009 OBJECTIVES

1. Continue to identify and investigate credit balances and ultimately issue appropriate refunds or recover as abandoned property.
2. Increase the use of the General Billing function in Munis to facilitate the billing and collection of recurring payments due various Town departments.
3. Continue to develop a formal investment policy.
4. Continue Policy and Procedure development.
5. Pursue MCTA certification through courses offered at the Annual Conference and School.



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Collector/Treasurer

Dept Code
1350

PRIOR YEAR'S ACCOMPLISHMENTS

1. Expansion of Munis capability to enhance the reconciliation process for A/P and Payroll checks.
2. Implementation of an accelerated process to expedite delinquent Real Estate tax collections, necessary Tax Takings and Tax Title recordings.

STATISTICS

	FY2006	FY2007
R. E. Committed	\$52,345,095	\$54,158,284
R. E. Paid or Abated	\$51,814,503	\$53,867,568
Balance – R. E.	\$530,592	\$290,816
% Collected	99.00%	99.00%
M. E. Committed	\$2,980,509	\$3,022,324
M. E. Paid or Abated	\$2,929,427	\$2,975,876
M. E. Balance	\$51,082	\$46,448
% Collected	98.29%	98.46%
Municipal Lien Certs -	\$32,535	\$34,535
#	715	765



FY2009 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.

FY2009 OBJECTIVES

(See SUB-PROGRAMS for details)

PROGRAM COST

Planning & Community Development	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	508,314	507,236	552,436	525,930	
Other Expenses	57,099	53,610	63,520	63,520	
Equipment	0	0	0	0	
Total	565,413	560,846	615,956	589,450	

STAFFING

Planning & Community Development	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	2	2	2	2	
Clerical	3	3	3	3	
Professional/Technical	3.27	3.27	3.27	3.27	
Total	8.27	8.27	8.27	8.27	



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning & Community Development

Dept Code
1410

PRIOR YEAR'S ACCOMPLISHMENTS

(See SUB-PROGRAMS for details)

STATISTICS

(See SUB-PROGRAMS for details)



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning & Community Development
SUB-PROGRAM: Planning

Dept Code
1411

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

FY2009 OBJECTIVES

PROGRAM COST

Planning	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	11,466	12,199	13,000	12,270	
Other Expenses	13,836	15,850	18,100	18,100	
Equipment	0	0	0	0	
Total	25,302	28,049	31,100	30,370	

STAFFING

Planning	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	0	0	0	0	
Clerical	0.25	0.25	0.25	0.25	
Total	0.25	0.25	0.25	0.25	



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning & Community Development
SUB-PROGRAM: Planning

Dept Code
1411

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2009 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 2008.

PROGRAM COST

Engineering	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	223,296	220,308	263,012	237,236	
Other Expenses	28,362	24,010	31,450	31,450	
Equipment	0	0	0	0	
Total	251,658	244,318	294,462	268,686	

STAFFING

Engineering	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	2	2	2	2	
Clerical	0.75	0.75	0.75	0.75	
Professional/Technical	1	1	1	1	
Total	3.75	3.75	3.75	3.75	

MISSION STATEMENT

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

Ranking of Services

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

FY2009 OBJECTIVES

1. Work with the Traffic Advisory Committee and the Board of Selectmen in developing safe pedestrian, traffic, and motor vehicle policies.
2. Continue the development of the Town GIS system.
3. Engineer and design local storm drain improvements.
4. Perform Construction Management for all projects initiated by this department.
5. Review and comment on the draft Flood Insurance Rate Maps which have recently been released by FEMA
6. Implement NPDES Phase III storm water management policies into current projects.
7. Review all subdivision site plans applications for consistency with Town of Winchester Engineering Standards.
8. Continue with the design of the Tri-Community Bikeway/ Greenway.



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning & Community Development
SUB-PROGRAM: Engineering

Dept Code
1412

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completed the Bates, Irving and Tufts Road storm drainage improvement project including the reconstruction of the Muraco School Parking Lot.
2. Designed and completed some of the Russell Brook Culvert repairs.
3. Continue work on implementing the requirements of the NPDES Phase II Storm Water Permits.
4. Provide Technical oversight for the Tri-Community Bikeway/ Greenway.
5. Review and comment on Flood Insurance Rate Mapping (FIRMA), currently being developed under FEMA.
6. Continue the ongoing review of the ARCDOD zoning by-law recently approved by the Town.
7. Perform daily inspections of definitive subdivision projects during construction.
8. Review all proposed subdivision and site plan review applications for consistency with Town of Winchester Engineering Department standards.
9. Work closely with the Building and Public Works Departments on the review of building permits and the installation of all water, sewer and storm drainage installations.
10. Review and comment on all Grant of Location permits and street opening permits.

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS

	FY2004	FY2005	FY2006	FY2007
Plan revisions	298	302	300	295
Deed indexing	650	N/A	N/A	N/A
Measurements:				
New single family	31	19	31	35
Additions	N/A	N/A	N/A	N/A
Condominiums	41	6	N/A	N/A
Grave/burial entries	183	193	193	195



FY2009 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 2008.

PROGRAM COST

Building & Zoning	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	233,184	232,670	232,992	232,992	
Other Expenses	11,158	11,800	11,800	11,800	
Equipment	0	0	0	0	
Total	244,342	244,470	244,792	244,792	

STAFFING

Building & Zoning	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	1	1	1	1	
Clerical	0.83	0.83	0.83	0.83	
Professional/Technical	1.7	1.7	1.7	1.7	
Total	3.53	3.53	3.53	3.53	

MISSION STATEMENT

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

Ranking of Services

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

FY2009 OBJECTIVES

1. Maintain mandated training for Building Inspectors.
2. Continue reorganization of filing system, 50% complete
3. Evaluate the feasibility of digitizing and archiving old plans.
4. Inspect business locations that require yearly license.
5. Utilize new computer software program



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

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

Dept Code
1413

PRIOR YEAR'S ACCOMPLISHMENTS

1. 50% of reorganizing of filing system completed.
2. Inspected business locations that require yearly license renewals.
3. Inspectors maintained certification.

STATISTICS

	FY2004	FY2005	FY2006	FY2007
Revenue	\$752,171	\$808,341	\$870,000	\$864,095
Building Permits	709	752	717	759
Electric Permits	763	737	671	771
Plumbing Permits	520	528	528	596
Gas Permits	381	388	439	458



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

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

Dept Code
1414

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

The budget is level funded from FY 2008.

FY2009 OBJECTIVES

PROGRAM COST

Board of Appeals	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	10,138	10,191	10,375	10,375	
Other Expenses	168	860	870	870	
Equipment	0	0	0	0	
Total	10,306	11,051	11,245	11,245	

STAFFING

Board of Appeals	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	0	0	0	0	
Clerical	0.17	0.17	0.17	0.17	
Total	0.17	0.17	0.17	0.17	



FY2009 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



FY2009 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 2008.

PROGRAM COST

Conservation Commission	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	30,230	31,868	33,057	33,057	
Other Expenses	3,575	1,090	1,300	1,300	
Equipment	0	0	0	0	
Total	33,805	32,958	34,357	34,357	

STAFFING

Conservation Commission	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	0	0	0	0	
Clerical	0	0	0	0	
Professional/Technical	0.57	0.57	0.57	0.57	
Total	0.57	0.57	0.57	0.57	

MISSION STATEMENT

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

Ranking of Services

1. Implement the Wetlands Protection Act and the Winchester Wetlands By-Law.
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.

FY2009 OBJECTIVES

1. Provide assistance to permitting the Aberjona River flood control plan.
2. Implement Open Space and Recreation Plan.
3. Provide assistance with the long range planning of Hamilton Farm.
4. Maintain conservation areas and trails.
5. Process filings; provide environmental information and assistance to applicants.
6. Distribute information to public regarding natural resources.
7. Provide volunteer opportunities for Town youth groups.



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

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

Dept Code
1415

PRIOR YEAR'S ACCOMPLISHMENTS

1. Provided assistance to Town in permitting Aberjona River flood control plan.
2. Provided assistance to Town in management of water quality in Mystic Lakes, Winter Pond and Wedge Pond.
3. Worked with Town boards in the acquisition of Hamilton Farm.
4. Worked with Town boards designing Winchester Hospital facility at 620 Washington St.
5. Maintained conservation areas.
6. Processed filings; provided environmental information and assistance to applicants.
7. Implemented education program, increasing public awareness of value of resource areas.

STATISTICS

	FY2005	FY2006	FY2007
Notice of Intent	22	17	19
Orders of Conditions	22	17	19
Certificate of Compliance	6	10	7
Request for Plan Changes	2	6	5
Extension Permits	7	5	4
Appeals	3	2	0
Adjudicatory Hearings	2	0	0



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning Board

Dept Code
1400

PROGRAM DESCRIPTION

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

PROGRAM COST

Planning Board	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	36,537	42,700	50,146	50,146	
Other Expenses	14,527	11,500	15,000	15,000	
Equipment	0	0	0	0	
Total	51,064	54,200	65,146	65,146	

STAFFING

Planning Board	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Professional/Technical		0.57	0.8	0.8	
Total		0.57	0.8	0.8	

BUDGET STATEMENT

The FY 2009 budget reflects an increase in the time of the part-time Town Planner from the present 3 days per week to 4 days per week. The Other Expense budget is level-funded.

FY2009 OBJECTIVES

1. Work with the Town Planner in meeting the Planning Board's charge under State laws to comply with timely review, hearing and filing of matters requiring Planning Board review and action.
2. Continue review of Overlay Districts such as the Hospital and the Hamilton Farm developments.
3. Continue work on the Master Plan, finishing the review of Phase I and seeking funding for Phase II.
4. Continue work of improving the coordination and communication between with other town departments and staff, Boards and Commissions.
5. Continue work with other town Boards and Commissions on areas of mutual interest and concern, including Master Plan goals.
6. Work with town Boards and Commissions and developers to promote housing opportunities in town, both affordable and underrepresented housing options.
7. Work with the Board of Selectmen, Chamber of Commerce, and property owners to develop goals and policies that will promote economic development in Winchester, especially in the downtown area.
8. Update the Winchester Subdivision Control Regulations to facilitate clearer understanding, easier use, and compliance with state laws.
9. Update the Zoning Bylaws to reflect Master Plan Goals, including housing, open space, and historic preservation.
10. Identify planning-related grants that may help the town.
11. Continue the review and completion of old still-active subdivisions.

**FY2009 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP**
General Government**PROGRAM: Planning Board****Dept Code**
1400**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Completed first full year with a Town Planner on the staff.
2. Formed the Master Plan Steering Committee and Initiated Phase I of the Master Plan process.
3. Developed the Health Services Overlay District Zoning Bylaw which was passed by the Town Meeting.
4. Started the Health Service Area Comprehensive Plan Hearings and review process.
5. Participated in the Public Information meetings on Avalon Bay and Hamilton Farm and then the subsequent Town Meeting hearings and recommendations on the sale and the recommended purchaser.
6. Conducted Hearings and approved the "Pansy Patch" Attached Residential Cluster Development Comprehensive Plan.
7. Conducted Hearings on Subdivisions as follows:
 - a. Shannon Estates – Denied
 - b. Cobblestone Drive – Approved
 - c. Stonefield Estates – Approved
 - d. Arbor Knoll – nearly complete
 - e. Dodge Circle – Approved
 - f. Pansy Patch Subdivision – in process
8. Started Hearings on the "Abbott/Hamilton Farm" Attached Residential Cluster Development Comprehensive Plan.
9. Approved numerous Approval Not Required plans, generally to subdivide lots to create more buildable lots.
10. Advised the Zoning Board of Appeals on numerous Special Permit Applications and Requests for variances.
11. Initiated various Joint Meetings with the Board of Selectmen, the Conservation Commissions, the Historical Commission, the Zoning Board of Appeal and the Design Review Committee.

STATISTICS



FY2009 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 restores the full-time schedule of a clerical position and funds the expanded election cycle.

PROGRAM COST

Town Clerk	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	242,855	246,805	259,347	266,921	
Other Expenses	35,215	27,525	31,685	31,685	
Equipment	0	0	0	0	
Total	278,070	274,330	291,032	298,606	

STAFFING

Town Clerk	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	1	1	1	1	
Total	4	3.6	4	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.

FY2009 OBJECTIVES

1. Continuation of the Birth Records Index for 1970.
2. Data entry project – staff to input the birth, marriage and death records into one searchable database.
3. Final phase of the vault improvements to improve air quality in the permanent record storage vaults.
4. Continue to add offerings to the general public via the website (i.e. permits, applications, requests)
5. Continue to implement cost saving measures regarding the administration of workflow
6. Continue to educate and support the community in the area of public information



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Town Clerk

Dept Code
1610

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completion of the Birth Record Index – 1975-1978
2. Maintenance of the ongoing Vault Inventory record keeping for all Town records under the custody of the Town Clerks Office.
3. Daily administration of the Town of Winchester's Official Website.
4. Continued administration and oversight for the on-line services being offered to the citizens of the community in conjunction with the Tax Collector.
5. Creation of marketing campaigns to increase awareness of the service via www.winchester.us
6. Educational outreach and management of the Recycling Initiative requested by the Board of Selectmen.
7. Continuation of contributions to the Town Managers Office in the area of research and documentation.

STATISTICS

Vitals Recorded

	2004	2005	2006	2007
Births	2349	2205	2205	2200
Marriages	90	75	75	65
Deaths	494	498	498	466

Voters Registered

	1521	560	560	766
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Revenue by Program

Licenses & Permits	\$741,233	\$774,203	\$752,238	\$877,030
Certified Copies	\$64,848	\$71,530	\$71,635	\$89,610
Publications & Misc	\$3,259	\$2,880	\$3,060	\$3,882
Dog Licenses & Fines	\$4,817	\$5,366	\$18,969	\$29,440
TOTAL	\$814,157	\$853,979	\$845,902	\$999,962



FY2009 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 2008.

FY2009 OBJECTIVES

PROGRAM COST

General Services	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	0	0	0	0	
Other Expenses	99,813	95,000	95,000	95,000	
Equipment	0	0	0	0	
Total	99,813	95,000	95,000	95,000	

STAFFING

General Services	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Total					



FY2009 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*



FY2009 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

This budget is level funded from 2008 and meets the State requirements for certification.

PROGRAM COST

Library	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	1,162,335	1,173,586	1,186,100	1,186,100	
Other Expenses	288,853	305,181	310,200	310,200	
Equipment	13,958	10,000	10,000	10,000	
Total	1,465,146	1,488,767	1,506,300	1,506,300	

STAFFING

Library	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	2	2	2	2	
Clerical	7.85	8.99	8.99	8.99	
Professional/Technical	8.99	9.28	9.28	9.28	
Public Works	1.43	1.53	1.53	1.53	
Total	20.27	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.

FY2009 OBJECTIVES

1. Implement the strategic plan that was developed during FY 2007. Review and maintain a timeline of activities to achieve the goals of the strategic plan over the next 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 valuable subscription databases for patrons from home as well as in the Library. Increase the number of hands-on computer classes for patrons to improve their information literacy skills and enhance their use of Library resources.
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. Work cooperatively with the elementary school librarian, as well as middle and high school librarians to improve students' ability to research information.



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Culture**

PROGRAM: Library

**Dept Code
6110**

FY2009 OBJECTIVES (con't)

4. Work with the Energy Committee to improve energy conservation and the efficiency of the HVAC system, while maintaining a comfortable environment for patrons and staff.
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, books on CD, and educational computer games. Provide more space for Young Adult collection in recognition of its increased usage.
6. Winchester's demographics are changing. Reach out to new residents, encouraging Library use and involvement in the Winchester community. Add magazines and newspapers in a variety of languages to reflect community demand.
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. Redesign the Library website for easier navigation. Investigate new connections with patrons such as IM, blogs, MySpace, in addition to traditional bulletin boards and displays. Work cooperatively with other organizations and cultural institutions to promote a strong sense of community.
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. Privately fundraised to maintain Sunday hours through calendar 2008.
2. Increased patron access to technology in-house with replacement of public computers in the Reference Room and wireless access on two floors. Provided regular Internet classes on subjects from online job searching to the use of subscription databases. Use of databases in-house and from remote locations totaled 25,600. Increased remote access to web site as evidenced by more than 1.8 million hits.
3. Continued to strengthen ties with the schools by preparing collections for teachers, visiting the schools with special programs, encouraging school visits to the Library. Reached out to seasoned and new teachers by offering to speak at teacher's orientation in September and at the mentoring program.
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 the Library for all ages with programming and collection development. This included programs and storytimes for babies and toddlers, Winchester Reads (Town-wide reading program) for teens and above, ROAR (summer volunteer opportunity for teens), the year of the Biography and Science Fiction for all.
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. Worked cooperatively with other organizations on the first annual joint program "Murder in the Library, Dinner at the Jenks".
8. In conjunction with funding from Capital Planning to carpet and paint the main floor, privately fundraised to re-design shelving, seating, and the reference room layout for improved access to materials and better space usage for patrons.



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Culture

PROGRAM: Library

Dept Code
6110

EXTERNAL FUNDING SOURCES

The Library receives outside funds from three different sources: state aid, grants, and public donations.

The Library is eligible each year for a state aid program that is contingent upon the Library meeting state certification requirements. This aid (\$33,000 in FY 2008) is used to supplement the Town book budget in order to meet the materials expenditure requirement mandated by the state.

The Library applies for grants to fund outreach programs such as the Rush Out and Read youth summer reading program funded by the Winchester Co-Operative Bank (\$5,000) and the Biography and Science Fiction Series funded by the John and Mary Murphy Foundation. Occasional small gifts are held in a gift account and used for their intended purposes – typically books in honor or memory of someone, magazines, museum passes, benches, children's room enhancements, etc.

Finally, private donations have led to the establishment of Trust fund accounts, the Endowment Fund, and the Sunday Hours Fund. Trust fund income (\$19,500 in calendar 2008) is used to make up the difference between the state mandated materials budget and the Town appropriation. Endowment Fund income is restricted to enriching and enhancing Library operations and services.

In FY 2008, this income (\$25,000 in FY 2008) will purchase furniture and shelving. Our Sunday operations are funded exclusively through direct private donations (\$31,000 for calendar 2008), held in a separate gift account, and used exclusively for that purpose.

STATISTICS

	FY2004	FY2005	FY2006	FY2007
Hours open per week	65	56	53**	65
Circulation of materials	504698*	511,244	506,363	531,213
Reference questions	66,302	61,673	56,588	53,638
Visitors	294,174	274,987	282,170	283,254
Internet use	41,297	41,819	41,238	40,560
Network loans to Winchester	28,547	36,099	32,733	35,165

* 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



FY2009 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 increased to fund professional Archivist services.

FY2009 OBJECTIVES

1. Maintain Archival Center open hours so that town department employees and the public will have access to reference service and records. As the Center is dependent on volunteer services, these hours have become limited to six regular hours per month plus individual appointments.
2. Monitor environment and security to assure the preservation of the collections.
3. Assist the public with in-person, mail, phone, and e-mail requests.
4. 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. Scan and enter more visual material into the database. Provide quarterly updates of the database to the library when appropriate.
5. Use the Virtual Exhibit module of Past Perfect to provide web access to selections from the database.
6. Work with the Winchester Historical Society on a Past Perfect database that includes collections of artifacts as well as paper records. Support the Society's educational programs.
7. Continue making historical information available on the Town Web site.
8. Increase public awareness of the collection and encourage public participation in documenting the community's history through identification and donation of historical records.

PROGRAM COST

Archival Center	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	0	0	0	0	
Other Expenses	1,298	1,300	18,300	3,600	
Equipment	0	0	0	0	
Total	1,298	1,300	18,300	3,600	

STAFFING

Archival Center	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Total					

**FY2009 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP
Culture****PROGRAM: Archival Center****Dept Code
6940****FY2009 OBJECTIVES Con't**

9. Continue to work with the Collaborative on long-term planning for the preservation of and access to the town's historic resources.
10. Pursue grant funds to help reach the goals of the Collaborative.
11. Contribute to Past Perfect tech support.

EXTERNAL FUNDING SOURCES

The Archival Center has augmented its budget appropriation through grants and gifts. The Winchester Historical Society has given the Archival Center ongoing financial support, averaging \$700-1000/year or about 15% of the Society's budget. For example, in FY07 it spent \$596 on directory facsimiles and \$300 on Tech Support for Past Perfect. For the latter, in FY08 the Center paid a share, and the Society paid \$186.80. The Society normally pays about \$200 a year for oral history transcriptions. In FY05 the cost of the Past Perfect software was shared by the Historical Society and Winchester Public Library. The Center only has a photocopy machine due to the Society's contributing half the cost.

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 resource materials to the Veterans Memorial Committee to produce a corrected and expanded list of veterans from the Civil War through the Vietnam War for the new Rolls of Honor.
5. Provided resource materials on the history of the Wright-Locke Farm (Hamilton Farm) to town boards and committees.
6. Provided materials to the League of Women Voters for the exhibit on their history in the Winchester Public Library.
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. Volunteer staff member provided professional conservation services to humidify and flatten rolled and damaged photographs and maps.



HEALTH & SOCIAL SERVICES

*Board of Health
Council on Aging
Veterans' Services*



FY2009 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 is level funded from FY 2008.

PROGRAM COST

Health	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	116,001	121,994	121,751	120,470	
Other Expenses	49,122	39,853	53,666	42,466	
Equipment	0	0	0	0	
Total	165,123	161,847	175,417	162,936	

STAFFING

Health	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Total	2	2	2	2	

MISSION STATEMENT

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

Ranking of Services

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

FY2009 OBJECTIVES

1. Conduct immunization clinics including: flu/pneumonia/tetanus.
2. Conduct health screenings for blood pressure, TB and limited grade school hearing and vision.
3. Provide mosquito control and surveillance activities.
4. Continue emergency preparedness activities including: conduct emergency dispensing site exercise utilizing Winchester Medical Reserve Corps volunteers, continue to recruit and train volunteers for the Winchester MRC, and finalize the BOH Emergency Operations Manual.
5. Contract with U.S. Wildlife Service for Canada geese control.
6. Provide annual household hazardous waste collection day.
7. Hold rabies clinic for cats and dogs.



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Health/Social

PROGRAM: Health

Dept Code
5110

FY2009 OBJECTIVES (con't)

8. Provide annual refresher training for all food service establishments.
9. Winchester Substance Abuse Coalition (WSAC) will pilot a prescription collection program.
10. WSAC will conduct 8 parent/community and 4 faculty/youth worker educational workshops.
11. WSAC will conduct quarterly student skill building opportunities at the McCall Middle School and High School.
12. Continue to lead six-town tobacco control collaborative.

PRIOR YEAR'S ACCOMPLISHMENTS

1. Conducted 8 flu/pneumonia/tetanus clinics; immunized 1744 people against flu.
2. Held meningitis vaccination clinic for high school seniors; 48 students immunized.
3. Conducted 21 blood pressure clinics at the Jenks Center.
4. Appointed an Executive Committee to spearhead the on-going recruitment and training of Medical Reserve Corps volunteers.
5. Carried out hearing and vision screenings for limited number of elementary school-age children; 150 children screened.
6. Provided TB screenings throughout year.
7. Routinely inspected and permitted: all food service activities, camps for children, pools, beach.
8. Investigated 68 public health related complaints.
9. Completed tobacco control education and compliance checks for six town collaborative.
10. Provided various mosquito control, including larvicide treatments for all catch basins and bird collection for WNV and EEE analysis.
11. Contracted with U.S. Wildlife Service for Canada geese control.
12. Provided household hazardous waste collection day, 275 vehicles attended.
13. Held annual rabies vaccination clinic for dogs and cats.
14. Winchester Substance Abuse Coalition (WSAC) continued grant funding of the School Resource Officer, the in-school suspension program, and the implementation of the Youth Risk Behavior Survey in grades 7 – 12.
15. Healthy Communities planning grant allowed the WSAC to collaborate with the Winchester Public Safety Departments and implement a helmet safety program and awareness campaign.



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Health/Social

PROGRAM: Health

Dept Code
5110

EXTERNAL FUNDING SOURCES

As you requested, below is a listing of external funding that the Board of Health should receive for FY09:

Grants:

Tobacco Control grant from MA Department of Public Health - \$40,572. This grant is for a six town collaborative effort to educate and conduct compliance checks on tobacco retailers to limit youth access to tobacco. Winchester is the lead and has contracted with a consultant to carry out a majority of the activities required of the grant.

Emergency Preparedness funds from the MA Department of Public Health – The BOH anticipates receiving approximately \$6500 in FY09 to carry out emergency preparedness activities such as, emergency public health operations plans, conducting exercises for the emergency dispensing sites and for the continued recruitment and training of Medical Reserve Corps volunteers.

Drug Free Community Support grant from the Substance Abuse and Mental Health Services Administration (US Dept of Health and Human Services) - \$100,000 is anticipated to be awarded in September of 08. This will be year 9 of a 10 year funding cycle to fund the Winchester Substance Abuse Coalition.

State Set Aside funds from the MA Department of Public Health - \$100,000 is anticipated to be awarded in August of 08. These funds allow the Winchester Substance Abuse Coalition to work with the Winchester schools, as well as partner with neighboring communities, on substance abuse issues in the youth population.

Please note that the above funding is not guaranteed from year to year and while we anticipate receiving the above funds, it is not a certainty.

Revolving Fund

In accordance with Massachusetts General Law, Chapter 44, Section 53 ½, this fund is voted each year at Town Meeting to set up an account to receive monies, charged for public health programs, such as flu clinics. Expenses include the cost of the vaccine, printing costs, staff time, and other supplies.

Approximately \$15,000 is collected from medicare reimbursements for flu vaccination.

STATISTICS

Permit Revenue	FY2005	FY2006	FY2007
Wells	\$350	\$135	\$200
Asbestos Removal	\$1,000	\$650	\$2,125
Dumpster Fees	\$11,650	\$16,890	\$16,850
Burial Permits	\$6,740	\$8,530	\$8,690
Food Permits	\$11,980	\$12,427	\$13,690
Transfer Station Permits	\$24,580	\$41,211	\$23,415
Miscellaneous	\$3,542	\$200	\$100
Massage		\$1,900	\$2,700
Pools		\$1,150	\$1,350

Surveillance Cases	2005	2006	2007
Babesiosis	0	0	1
Salmonella	3	2	2
Hepatitis B (chronic)	3	4	8
E-coli	2	1	1
Invasive Group B Strep Disease	3	3	3
Hepatitis C	4	6	2
Viral Meningitis	1	4	4
Cryptosporidium	0	2	0
Campylobacter	8	3	6
Hemolytic Uremic Syndrome	0	0	0
Pertussis	11	21	5
Giardia	2	4	6
Yersinia	0	0	0
Lyme Disease	5	10	8
Legionellosis	0	2	1
Hepatitis A	0	0	0
Tuberculosis	0	1	0
Varicella	5	13	1
Neisseria Meningitidis			1
Total Cases	47	76	49



FY2009 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, established by Massachusetts Law, to meet the needs of older adults within the community. The mission of the Winchester COA is to identify the needs of Winchester's seniors and to meet those needs through service, education and advocacy. The COA is governed by an eleven member Board appointed by the Selectmen. The Board has hired a professional staff to assist in carrying out its Mission. The services provided by the COA include:

1. Social services and oversight to frail seniors living alone without support systems. Social services provided to all seniors which include transportation, in-home services, housing assistance, counseling, information and referral, and handy man services.
2. Health services to promote wellness coordinate community and healthcare resources and monitor physical progress at home.
3. Weekly nutritional meals
4. Financial and legal services
5. Managing the Community Reimbursement Program to reduce the local tax burden on eligible senior citizens.

In addition the Council sponsors many education programs regarding senior entitlement and other issues of importance to seniors. The COA is concerned with long range community planning for seniors as well as coordination with other communities and with the Executive Office of Elder Affairs.

PROGRAM COST

Council on Aging	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	205,117	206,775	205,080	205,080	
Other Expenses	5,696	6,005	6,213	6,213	
Equipment	0	0	0	0	
Total	210,813	212,780	211,293	211,293	0

STAFFING

Council on Aging	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Professional/Technical	1.6	1.6	1.6	1.6	
Total	3.6	3.6	3.6	3.6	

BUDGET STATEMENT

The budget is level funded from FY 2008.

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

FY2009 OBJECTIVES

1. Continued to provide baseline services, i.e., health, financial, legal, educational and social services as well as ongoing programs, the nutrition site and transportation.
2. Continued with the Community Service Reimbursement Program serving 40 seniors
3. Facilitated a mentoring program within two primary schools by providing tutors to work with children who could benefit from extra assistance.
4. Began the planning for major caregiver events in the coming year.
5. Intensified educational efforts with seniors around property tax relief and conducted a survey of the senior population relating to the effect of property taxes on income. Reported findings to the Selectmen and State Senator and Representative. Made recommendations as to how they could be helpful
6. Revised COA By-laws.



PROGRAM SUMMARY

PROGRAM: Council on Aging

**Dept Code
5410**

FY2009 OBJECTIVES Con't

7. With community participation, the COA formulated a five year plan and began initiating action. Goals include
- a. Expanding direct services to elders particularly in the area of employment and care giving
 - b. Expanding our relationship with Town boards and organizations
 - c. Providing outreach to the 55 to 65 year old population, i.e., pre-retirement seminars and caregiver needs.
 - d. Expanding our advocacy and visibility with governmental agencies on behalf of elder needs. Areas of concern are housing property taxes, reverse 911, Transfer Station permits etc.
 - e. Updating the organization of the COA, i.e., By-Laws, job descriptions, funding stability, Board recruitment etc.

The Grant for Winchester is \$29,432.00. Of this amount \$14,274 is spent on senior transportation This includes one day a week van service to our Eating Program, gas for volunteer drivers who transport seniors within Winchester (5 days a week, 7 hours a day),and emergency taxi fares. Minuteman Senior Services receives \$5550 to provide nutrition supplies and the nutrition site manager. Two thousand dollars is used for postage for the monthly Newsletter. The Financial Counselor has a stipend of \$4200. The remaining monies (\$3400.00) pay for State and National dues, Board trainings, periodicals, flyers, posters, educational programs etc.

In addition, Salter Health Care pays the bill (approx. \$21000.00) for two days van transportation to the Eating Program. Mount Vernon House contributes \$7500.00 for medical transportation outside of Winchester. Finally the Cooperative Bank provides \$2000 a year to buy the books for the Literary Lunch.

PRIOR YEAR'S ACCOMPLISHMENTS

- 1. Continue to provide baseline services, i.e., health, financial, legal, educational, and social services as well as ongoing programs, the nutrition site and transportation.
- 2. Implement care giving programs. This will include devising a website for caregivers, producing TV shows and a Forum on care giving.
- 3. As a follow-up to the tax property survey, we shall contact all seniors whose property assessments and age make them eligible for the Circuit Breaker. We shall do this by letter and by phone. If their income makes them eligible, we shall offer assistance to them in completing the paperwork to get this benefit.
- 4. Develop educational programs for the COA Board.

STATISTICS

Caseload Statistics - Fiscal Year 2007

Nurse	150
Social Worker	364
Financial Counselor	126
Attorney	72

Services Provided

	Served	Contacts
Assessment of New Clients & management of existing clients	712	3,137
Counseling (Mental Health)	182	545
Group Support	36	103
Housing Assistance	80	240
Health Screening	39	289
Follow up Health Services	96	273
Community Serv program	45	203
Financial Counseling	126	241
Home Repairs	65	42
Congregate Meals	32	1892 Served
Transportation	197	3350 Rides

Programs

Intergenerational Events	Events 13
Educational Events	Events 35

EXTERNAL FUNDING SOURCES

The Formula Grant is given by the state to every community in the Commonwealth. It is so named because it provides \$6.50 for every senior within a community based on the 2000 census. It will not change until the next census. Winchester uses this grant to provide programming and services, which are not provided by the municipality, to our seniors.



FY2009 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 2008.

FY2009 OBJECTIVES

PROGRAM COST

Veterans' Services	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	6,280	6,280	7,598	7,598	
Other Expenses	20,517	17,129	18,029	18,029	
Equipment	0	0	0	0	
Total	26,797	23,409	25,627	25,627	

STAFFING

Veterans' Services	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Total					



FY2009 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



FY2009 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-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	3,443,481	3,468,835	3,533,305	3,533,305	
Other Expenses	146,943	139,225	143,650	143,650	
Equipment	61,789	36,800	62,800	62,800	
Total	3,652,213	3,644,860	3,739,755	3,739,755	

STAFFING

Police	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	1	1	1	1	
Clerical	2	1.5	1.5	1.5	
Professional/Technical	4.5	4.5	4.5	4.5	
Police Superior	11	11	11	11	
Police Patrol	25	24.5	25	25	
Public Works	0.5	0.5	0.5	0.5	
Crossing Guards Part Time	24	24	24	24	
Total	68	67	67.5	67.5	

BUDGET STATEMENT

The budget has been increased to support additional staffing in the Communications (Public Safety Dispatch) program.

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.

FY2009 OBJECTIVES

1. Promote, hire and fully staff all vacant positions in the department prior to January of 2009.
2. Through the Building Stabilization Fund and the planned renovation of the Public Safety Building, purchase and install equipment needed to convert the department's communications system from analog to digital ready by the Spring of 2009.



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Safety**

PROGRAM: Police Department

**Dept Code
2110**

FY2009 OBJECTIVES (con't)

3. Complete State Accreditation prior to January of 2009 which will establish clear policies to guide the department and enhance a more professional atmosphere.

PRIOR YEAR'S ACCOMPLISHMENTS

1. State Certification has been completed.
2. Upgrading the department's computer system and enhancing technology has been implemented.
3. Promotions have been put in motion and expanded administrative roles have been identified.

EXTERNAL FUNDING SOURCES

The only external funding the Police Department has been receiving for past several years is a State Community Policing Grant. This is an annual grant and for the past few years it has been funded at \$46,313.00 per year.

This grant primarily supports the Police Motorcycle program and the costs associated with it, including the annual lease of two motorcycles, equipment and lettering, special equipment/gear and overtime when they are deployed.

The grant also covers the cost for the department's involvement in other community programs such as the court diversion programs for first offender juveniles, community service programs, student intern programs, mentor programs in the elementary school and costs associated with the department's involvement in community events like Town Day, Veteran's Day, Memorial Day and others.

STATISTICS

	FY2005	FY2006	FY2007
Homicide	0	0	1
Rape	1	1	2
Robbery	7	3	2
Breaking and Entry	45	52	60
Larceny	196	246	282
Assault	14	15	13
Vandalism	181	177	178
Disturbance	411	426	410
Vehicle Theft	16	17	8
D.W.I	26	13	20
Arrest	124	109	102
Summons	19	244	227
Parking Violations	6,067	8,978	7,690
Vehicle Citations	3,562	3,467	2,922
Domestic Disturbance	63	92	93
Restraining Orders	47	63	45
Total Calls for Service	11,902	13,903	13,602



FY2009 PROGRAM BUDGET

**SUB PROGRAM SUMMARY
Police Department**

Police Department	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Administration	324,491	306,674	322,456	322,456	
Police Patrol	2,487,235	2,516,008	2,564,782	2,564,782	
Investigation	238,754	237,258	238,350	238,350	
Communications	342,123	325,024	351,251	351,251	
Maintenance	51,090	44,707	43,654	43,654	
School Traffic	168,496	176,757	176,752	176,752	
Dog Control Officer	40,024	38,432	42,510	42,510	
Total	3,652,213	3,644,860	3,739,755	3,739,755	

Program	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Administration					
Personal Services	308,472	295,424	307,906	307,906	
Expenses	16,019	11,250	14,550	14,550	
Equipment	0	0	0	0	
Total	324,491	306,674	322,456	322,456	
Police Patrol					
Personal Services	2,364,957	2,417,658	2,440,932	2,440,932	
Expenses	60,489	61,550	61,050	61,050	
Equipment	61,789	36,800	62,800	62,800	
Total	2,487,235	2,516,008	2,564,782	2,564,782	
Investigation					
Personal Services	233,311	231,658	231,650	231,650	
Expenses	5,443	5,600	6,700	6,700	
Equipment	0	0	0	0	
Total	238,754	237,258	238,350	238,350	
Communications					
Personal Services	305,427	285,174	312,401	312,401	
Expenses	36,696	39,850	38,850	38,850	
Equipment	0	0	0	0	
Total	342,123	325,024	351,251	351,251	

Program	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Maintenance					
Personal Services	24,371	26,207	23,654	23,654	
Expenses	26,719	18,500	20,000	20,000	
Equipment	0	0	0	0	
Total	51,090	44,707	43,654	43,654	
School Traffic					
Personal Services	167,898	176,257	176,252	176,252	
Expenses	598	500	500	500	
Equipment	0	0	0	0	
Total	168,496	176,757	176,752	176,752	
Dog Control Officer					
Personal Services	39,045	36,457	40,510	40,510	
Expenses	979	1,975	2,000	2,000	
Equipment	0	0	0	0	
Total	40,024	38,432	42,510	42,510	



FY2009 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 2008.

PROGRAM COST

Fire	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	3,292,455	3,429,070	3,409,826	3,409,826	
Other Expenses	195,502	227,515	232,640	232,640	
Equipment	16,352	11,500	16,500	16,500	
Total	3,504,309	3,668,085	3,658,966	3,658,966	

STAFFING

Fire	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Fire Officers	13	13	13	13	
Fire Fighters	32	32	32	32	
Total	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 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.

FY2009 OBJECTIVES

1. Seek funding for four firefighters through Federal grant program.
2. Continue planning and management of Central Fire Station renovations.
3. 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.
4. Develop specification for purchase of one fire engine pumper and one fire aerial ladder.
5. Improve Fire Incident Reporting through improved interfacing with public safety dispatch functions.



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Safety**

PROGRAM: Fire Department

**Dept Code
2210**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Received Town Meeting approval for multi-unit fire sprinkler law.
2. Reduced firefighter transfer rate to zero through changes in hiring practices, candidate selection criteria, and collaboration with area Fire Chiefs.
3. Completed and submitted final Ambulance Service Zone Plan for Winchester.
4. Provided oversight for federal and state compliance with National Incident Management System and Incident Command System training for 174 town employees.
5. Enhanced ambulance back-up services through collaboration with both public and private ambulance services.

SAFE Grant * \$5,179 Educational Materials
The Student Awareness Fire Education (SAFE) Grant is received annually to assist in the funding of educational programs for the public, particularly those for school aged and senior citizens.

Public Health Grant * \$2,000 Ambulance Task Force
Massachusetts DPH annually reimburses the town for performance and participation in the Statewide Ambulance Task Force.

Public Health Grant * \$3,500 Decontamination Unit
Massachusetts DPH annually reimburses the town for training, performance, and participation with a mobile Mass Decontamination Unit.

* Indicates reasonable likelihood of future funding

EXTERNAL FUNDING SOURCES

Fire and Emergency Medical Services
2007 Grants, Awards, Special Fee Accounts

The fire department has been the recipient of several grants from a variety of sources since FY'00. These grants are not guaranteed on an annual basis and are in some cases highly competitive. Monies received from these sources have reduced the town's budgetary burden for services or equipment that is necessary for the operation of the department. Since the department has become highly reliant upon these recurring funding sources, any loss of these funds would have a significant impact on future capital and operating budgets.

Federal Assistance to Firefighters Grant \$72,900 Fire Station Exhaust System
Prior awards were utilized to purchase firefighter protective clothing, firefighter breathing equipment, employee fitness programs, and radio system infrastructure equipment.

State Firefighting Grant \$7,800 Firefighter Protective Clothing
Prior awards were utilized to purchase firefighter protective clothing, firefighter breathing equipment, and portable radio equipment.

STATISTICS

Fire Department

Statistics	2004	2005	2006	2007
Still Alarms*	1696	1712	1648	1608
Medical Emergencies	1213	1189	1356	1304
Box Alarms**	472	464	588	576
Mutual Aid - Fire	48	43	52	25
Inspection Certificates	622	651	543	572
Inspections	1131	1167	1059	1120

* (Response by 2 or fewer apparatus)

** (Response by 3 or more apparatus)



FY2009 PROGRAM BUDGET

**SUB PROGRAM SUMMARY
Fire Department**

Fire Department	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Administration	183,212	184,681	184,989	184,989	
Firefighters	3,034,801	3,170,993	3,161,869	3,161,869	
Prevention	94,455	97,880	98,311	98,311	
Communications	52,734	58,147	57,787	57,787	
Maintenance	59,817	66,717	66,530	66,530	
Ambulance	79,290	89,667	89,480	89,480	
Total	3,504,309	3,668,085	3,658,966	3,658,966	

Program	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Administration					
Personal Services	175,945	177,331	177,189	177,189	
Expenses	6,518	6,350	6,800	6,800	
Equipment	749	1,000	1,000	1,000	
Total	183,212	184,681	184,989	184,989	
Firefighters					
Personal Services	2,975,684	3,104,468	3,085,969	3,085,969	
Expenses	49,859	61,525	65,900	65,900	
Equipment	9,258	5,000	10,000	10,000	
Total	3,034,801	3,170,993	3,161,869	3,161,869	
Prevention					
Personal Services	91,033	93,680	93,811	93,811	
Expenses	3,422	4,200	4,500	4,500	
Equipment	0	0	0	0	
Total	94,455	97,880	98,311	98,311	
Communications					
Personal Services	24,786	25,647	25,287	25,287	
Expenses	25,508	30,000	30,000	30,000	
Equipment	2,440	2,500	2,500	2,500	
Total	52,734	58,147	57,787	57,787	

Program	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Maintenance					
Personal Services	12,136	14,777	14,590	14,590	
Expenses	43,776	48,940	48,940	48,940	
Equipment	3,905	3,000	3,000	3,000	
Total	59,817	66,717	66,530	66,530	
Ambulance					
Personal Services	12,871	13,167	12,980	12,980	
Expenses	66,419	76,500	76,500	76,500	
Equipment					
Total	79,290	89,667	89,480	89,480	



FY2009 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 2008.

FY2009 OBJECTIVES

1. Obtain state assistance in checking scanner accuracy.
2. Utilize new scale in re-weighing commodities.

PROGRAM COST

Sealer Weights & Measures	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	3,205	6,256	6,382	6,382	
Other Expenses	1,882	1,920	1,920	1,920	
Equipment	0	0	0	0	
Total	5,087	8,176	8,302	8,302	

STAFFING

Sealer Weights & Measures	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Total					

**FY2009 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP**
Public Safety**PROGRAM: Sealer Weights & Measures****Dept Code**
2420**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Had all field standards checked at state lab.
2. Sealed 116 devices for the town.
3. Increased all fees for services in June 2007.
4. Purchased new 15 pound scale for department.
5. Finished oil truck prover restoration which was checked by state standards lab.

STATISTICS

	FY2005	FY2006	FY2007
Sealed Devices	180	135	133
Consumer Savings	\$5,287	3182	\$10,789
Savings for Oil/Gas Merchants	\$772	2795	\$8,197



PUBLIC WORKS

Administration

Maintenance

Buildings

Garage

Transfer Station

Cemetery

Snow & Ice



FY2009 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

This budget is increased to restore overtime funds, restore a school custodian and to restore summer temporary labor program.

PROGRAM COST

DPW	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	3,135,630	3,176,263	3,261,768	3,261,768	
Other Expenses	2,092,251	2,298,240	2,303,230	2,303,230	
Equipment	1,202,647	1,324,129	1,297,988	1,297,988	
Total	6,430,528	6,798,632	6,862,986	6,862,986	

STAFFING

DPW	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	4	4	4	4	
Clerical	2.4	2.4	2.4	2.4	
Public Works	26	26	23	23	
Professional/Technical	7	7	7	7	
Custodians - School	24	24	25	25	
Custodians - Public Works	1	1	1	1	
Total	64.4	64.4	62.4	62.4	

MISSION STATEMENT

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

Ranking of Services

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

FY2009 OBJECTIVES

(See SUB-PROGRAMS for details)



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

PROGRAM: Public Works

Dept Code
4110

PRIOR YEAR'S ACCOMPLISHMENTS

(See SUB-PROGRAMS for details)

STATISTICS

(See SUB-PROGRAMS for details)



FY2009 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.

BUDGET STATEMENT

The budget is level funded from FY 2008.

FY2009 OBJECTIVES

1. Improve process for submission of Chapter 90 requests to achieve timely reimbursement of expenses.
2. Continue to utilize town web site for informing residents of projects, etc. and notices.
3. Continue to improve office accounts payable procedures and coordinate with Town Manager's and Comptroller's office to maximize efficiency.
4. Work with Energy Management Committee to promote energy consumption and distribution of usage and spending through monthly tracking and review.
5. Continue to work with MUNIS support to improve efficiency of utility billing.

PROGRAM COST

DPW Administration	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	204,517	218,429	218,976	218,976	
Other Expenses	13,486	22,200	23,150	23,150	
Equipment	0	0	0	0	
Total	218,003	240,629	242,126	242,126	

STAFFING

DPW Administration	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	2	2	2	2	
Clerical	2	2	2	2	
Total	4	4	4	4	

**FY2009 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 develop energy tracking spreadsheet for improved reporting mechanisms.
2. Successfully procured and implemented the landscaping of town land in addition to the Wildwood Cemetery to reduce costs.
3. Worked with Town Clerk's office to utilize the Town web site for publishing notices to residents such as paving of streets and flushing programs.
4. Worked with the Police Department to utilize the Reverse 911 system for notifying residents during flushing programs and inflow/infiltration projects in their neighborhoods.

STATISTICS



FY2009 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.

BUDGET STATEMENT

The budget has been increased to partially restore overtime expenses.

FY2009 OBJECTIVES

1. Implement recycling program in downtown area for residential recycling.
2. Continue street paving program.
3. Continue sidewalk repair program to include addressing ADA issues.
4. Continue flood-related projects including clean-up of Aberjona River.
5. Implement new tree planting program.
6. Continue field renovation program with Manchester Field.
7. Continue to expand the Adopt-An-Island program.
8. Continue the ongoing effort to improve maintenance of open space and recreational areas.
9. Continue state-mandated street sign project on major roadways.
10. Continue to review cost-saving measures in the Department overall.
11. Continue upgrade at Transfer Station.

PROGRAM COST

DPW Maintenance	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	795,702	786,226	818,363	818,363	
Other Expenses	204,441	339,050	349,050	349,050	
Equipment	13,481	15,400	15,400	15,400	
Total	1,013,624	1,140,676	1,182,813	1,182,813	

STAFFING

DPW Maintenance	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	1	1	1	1	
Professional/Technical	1	1	1	1	
Public Works	16	15	15	13	
Total	18	17	17	15	



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

SUB-PROGRAM: Maintenance

Dept Code
4121

PRIOR YEAR'S ACCOMPLISHMENTS

1. Resurfaced Englewood Rd., Chisholm, Prospect, Wellington, Sargent, Bridge St., Highland Terrace, Richardson St., Fairlane Terrace and Tufts Rd.
2. Crack-sealed four (4) streets.
3. Completed sidewalk repairs and ADA ramps on Cross St. and Church St.
4. Began the design of Manchester Field.
5. Continued the upgrade of the Transfer Station.
6. Continued clean-up of the rivers.

STATISTICS

	FY2005	FY2006	FY2007
Roadway Resurfacing	4 streets	5 streets	10 street
Crack Seal/Micro-Surface	None	None	4 streets
Park/Playground Maintenance	51 acres	51 acres	51 acres
Sidewalks Repaired	1,100 feet	500 feet	400 feet
ADA Ramps Installed	40 each	70 each	15 each



FY2009 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 increased to patrially restore overtime and to restore a school custodial position.

FY2009 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 assist in every aspect of the long term planning for the future of the Town's building assets.
4. Continue to use and improve computerized maintenance management system for work orders and inventory control.
5. Ongoing training of the school and municipal building custodians in proper maintenance and cleaning techniques.
6. 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-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	1,381,203	1,387,252	1,447,452	1,447,452	
Other Expenses	649,930	549,100	571,000	571,000	
Equipment	0	0	0	0	
Total	2,031,133	1,936,352	2,018,452	2,018,452	

STAFFING

DPW Buildings	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	1	1	1	1	
Public Works	2	2	2	2	
Professional/Technical	3	3	3	3	
Custodians - School	24	24	25	25	
Custodians - Public Works	1	1	1	1	
Total	31	31	32	32	

**FY2009 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 D.P.W 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.



FY2009 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 is level funded from FY 2008.

FY2009 OBJECTIVES

1. Through the capital improvement program, purchase new vehicle lifts to replace existing lifts that did not pass inspection
2. Exploring options for installation GPS (global positioning service) units on salter vehicles to monitor locations to maximize efficiency of snow and ice operations.
3. Enhance parts inventory to maximize efficiency in repairs.
4. Continue to increase employee training.
5. Continue to upgrade fleet.
6. Continue to streamline record keeping.
7. Consolidate various types of oil being used for vehicles to one type for all vehicles.

PROGRAM COST

Garage	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	200,403	194,272	196,517	196,517	
Other Expenses	125,910	125,600	125,600	125,600	
Equipment	0	0	0	0	
Total	326,313	319,872	322,117	322,117	

STAFFING

Garage	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Public Works	3	3	3	3	
Professional/Technical	1	1	1	1	
Total	4	4	4	4	



FY2009 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.
3. Completed specific training offered by the state on maintenance of snow and ice equipment and buying and maintaining equipment.
4. Developed detailed work logs for each mechanic's workload.

STATISTICS

	Vehicles	Construction Equipment
D.P.W.	12	66
Water/Sewer	10	14
Police	14	
Board of Health	1	
Engineering	1	
Building Inspector	1	



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Transfer Station

**Dept Code
4151**

PROGRAM DESCRIPTION

The primary purpose of this program is to 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.

PROGRAM COST

Transfer Station	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	339,225	339,899	336,658	336,658	
Other Expenses	836,542	951,830	920,930	920,930	
Equipment	0	0	0	0	
Total	1,175,767	1,291,729	1,257,588	1,257,588	

STAFFING

Transfer Station	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Professional/Technical	1	1	1	1	
Public Works	5	5	5	5	
Total	6	6	6	6	

BUDGET STATEMENT

The budget reflects lower solid waste tonnage and resulting disposal costs from FY 2008.

FY2009 OBJECTIVES

1. Final landfill capping plans should go out to bid in Spring 2008 for the capping to be completed during summer construction season. The compost field will be cleared of four years worth of compost during the winter/spring time period. Compost tailing debris and brush piles will also be removed in preparation for landfill construction.
2. Move all transfer station operations to the east side of the facility during the landfill capping construction.
3. Work on the next phase of construction plans which will include improvements to the solid waste and recycling facility.



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Transfer Station

**Dept Code
4151**

PRIOR YEAR'S ACCOMPLISHMENTS

1. During the FY07/08 period, residential and commercial recycling capacity was greatly improved. The addition of four 10-cubic yard paper containers at the conveyor belt helped residents recycle. Our commercial 42-cubic yard cardboard compactor also helped increase the number of commercial customers recycling.
2. Winchester Recycles Initiative: All town staff worked together to improve paper recycling in the municipal buildings and schools through many meetings and programs. The Town of Winchester website www.winchester.us was greatly improved through efforts of the Town Clerk and her staff. All media outlets were used to inform the public about the recycling campaign.
3. Successfully implemented the first Winchester Recycles Day on Saturday, November 17, 2007. Opened transfer station to all residents for recycling during the morning hours.

STATISTICS

	FY2005	FY2006	FY2007
Recycle tonnage	1,978	2,130	2,145
Compost tonnage	2,700	2,500	3,000
Waste oil (gallons)	1,000	1,100	900
Solid Waste tonnage (NESWC)	11,574	11,652	10,071
Recycling Rate	32%	30%	33%



FY2009 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 is level funded from FY 2008.

FY2009 OBJECTIVES

1. Upon Town Meeting approval, implement the computerization of cemetery maps and records through the capital improvement program.
2. Purchase new backhoe under capital improvement program.
3. Continue tree pruning work through capital improvement program.
4. Continue the sidewalk improvement program.
5. Install asphalt berm at front entrance to the cemetery and other select areas.
6. Install/replace sidewalks behind war memorial and behind Cedar Ave.
7. Install a significant landscape/water feature in center of Dell cremation area.
8. Plant additional rhododendrons and azalea bushes throughout the cemetery to add landscape color.

PROGRAM COST

Cemetery	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	127,244	127,922	123,802	123,802	
Other Expenses	113,759	117,460	120,500	120,500	
Equipment	0	0	0	0	
Total	241,003	245,382	244,302	244,302	

STAFFING

Cemetery	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Public Works	0	0	0	0	
Clerical	0.4	0.4	0.4	0.4	
Professional/Technical	1	1	1	1	
Total	1.4	1.4	1.4	1.4	



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

SUB-PROGRAM: Cemetery

Dept Code
4161

PRIOR YEAR'S ACCOMPLISHMENTS

1. Continued to contract out all grass cutting and leaf removal at the Cemetery with new contractor this year.
2. Removed over 300 shrubs that were overgrown or not conforming to the new regulations adopted by Board of Selectmen.
3. Removed four large, dead trees off of Cedar and Amanarth Ave.
4. Sprayed main trees on main roads for gypsy moths.
5. Hired Carol Johnson Associates to layout area on Saraco Way for 260 more double depth monument graves.

STATISTICS

	FY2004	FY2005	FY2006	FY2007
Interments	126	125	144	129
Sites Purchased	57	55	57	68



FY2009 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 2008.

FY2008 OBJECTIVES

1. Exploring options for installation GPS (global positioning service) units on salter vehicles to monitor locations to maximize efficiency of snow and ice operations.
2. Continue to maintain improved response time during icing conditions.
3. Continue evaluation of routes and resources to appropriately service all routes.
4. Continue to maintain safe roadways for general public and safety vehicles.
5. Implement seven-year program to replace 35-year-old plow blades with new power angle plows for improved plowing operations.

PROGRAM COST

Snow & Ice	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	87,336	122,263	120,000	120,000	
Other Expenses	148,183	193,000	193,000	193,000	
Equipment	13,399	17,000	25,000	25,000	
Total	248,918	332,263	338,000	338,000	

STAFFING

Snow & Ice	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Total					



FY2009 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 24 inches of snow.
2. The D.P.W performed two (2) full-scale operations and 15 sand and salt operations for a total of 17 events.

STATISTICS

	FY2004	FY2005	FY2006	FY2007
Plowable Storms	4	12	4	2
Snowfall	30"	96"	41"	24"
Road Salt	1909 tons	4198 tons	2,500 tons	1,962 tone
Road Sand	1140 tons	1800btons	952 tons	544 tons
Sand & Salt incidents	17	24	17	15



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



FY2009 PROGRAM BUDGET

SCHOOL DEPARTMENT

February 12, 2008

The School department hereby submits a budget request of \$32,837,365, an increase of \$2,640,883 over the FY08 budget. The purpose of this budget is to maintain current level of services. This includes meeting state mandates and contractual obligations as well as the maintenance of class size within established School Committee guidelines. Additionally this budget seeks to expand our ability to provide adequate technology for students and staff, begin an initiative to reshape our elementary media centers (libraries), expansion of our early literacy intervention and support services, and provide the necessary curriculum supplies, materials and staff development for all of our programs - grades K through 12.

This budget requests a net increase in personnel equal to 17.89 FTE positions. The 2.0 FTE elementary classroom teachers will allow us to reduce two (2) 0.45 FTE K-5 teacher assistant positions.

Maintenance of Class Size:

2.0 FTE	K-5 Classroom Teachers
0.24 FTE	K-5 Exploratory Teachers
2.0 FTE	6-8 Core Academic Teachers
0.9 FTE	6-8 Exploratory Teachers
0.4 FTE	6-8 Reading Teacher
0.3 FTE	6-8 Guidance Counselor

State Mandates: (Special Education)

1.0 FTE	K-5 Teacher
1.0 FTE	K-5 School Psychologist
1.0 FTE	K-5 Teacher Assistant
1.0 FTE	6-8 Speech & Language Specialist
1.0 FTE	6-8 Teacher
0.25 FTE	9-12 Teacher

Library Media Center/technology Initiative:

2.0 FTE	K-5 Library Media Specialist
1.0 FTE	K-12 Technology Technician
0.5 FTE	K-12 Technology Secretary

Literacy Services/Programs:

3.2 FTE	K-5 Reading Specialists
0.5 FTE	K-5 Literacy Coach

High School Athletics:

0.5 FTE	9-12 Athletic Director
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Two other major areas of this budget request focus on technology and curriculum supplies, materials and staff development. Our Technology initiative seeks to increase our expense funding in the Technology area by \$128,000. This is viewed as the first year of a multi-year plan that will enable the school department to address technology equity issues related to teacher and student equipment, instructional software, the updating, expansion, and the maintenance of our network infrastructure. Similarly, this budget will provide approximately \$190,000 in expanded funding till be available to meet the complete needs and demands for curriculum supplies, materials and staff development. These funds will address recent program area improvements in Science, Mathematics and Literacy.

Over the past number of years the school department has experienced tremendous enrollment growth, especially at the K-5 level while at the same time having to make serious budget reductions because of the limited resources available. Great strides were made in addressing a number of the previous year's reductions through the passage of the operating override last year. The school department and School Committee are grateful to the citizens of Winchester for their support of that important override. We believe that the school department's proposed FY09 Budget is yet another opportunity in continuing to recover from previous years reductions and to be able to do so without the need for an override.

Respectfully submitted,
William H. McAlduff, Jr.
Superintendent of Schools



FY2009 PROGRAM BUDGET

SCHOOL DEPARTMENT

Additional Revenues

In addition to the appropriation budget the School Department receives outside funds from three different sources: state aid, grants, and revolving accounts. State aid is in the form of Chapter 70 and Special Education "Circuit Breaker" (so called) reimbursement. Chapter 70 revenue is accounted for in the Town Manager's Budget. Circuit Breaker reimbursement is accounted for in the School Department's Special Education Budget. The School Department anticipates reimbursement in the amount of \$825,000 for FY09.

The School Department has historically received state and federal grant funding for thirteen (13) grants. For FY08 these grant revenues total \$1,126,469. Personal services account for \$938,548 and expenses total \$187,921. The FY09 School Department Budget proposal assumes the same level of funding for the same thirteen (13) grants.

Grants:

CASIT	\$ 25,000
Community Partnerships	\$ 74,871
Global Education	\$ 70,000
Drug and Safe Free Schools	\$ 10,092
IDEA	\$696,601
SE Early Childhood	\$ 19,921
SE Prof. Development	\$ 23,597
Title 1	\$118,596
Title 5	\$ 2,391
Title 2A	\$ 56,141
Title 2D	\$ 2,259
Early Literacy	\$ 25,000
Community Service	\$ 7,000

The School Department operates eight (8) separate revolving funds. For FY08 these revolving fund revenues total \$2,034,747. Personal services account for \$827,032 and expenses total \$1,362,689. The FY09 School Department Budget proposal assumes the same level of funding.

Revolving Funds:

School Lunch	\$1,000,000
Preschool Tuition	\$ 200,000
3. Athletics	\$ 331,000
4. Elem. Instrumental Music	\$ 80,000
5. Building Rentals	\$ 120,000
6. Transportation (Bus)	\$ 260,824
7. Camp Grade Expectations	\$ 20,000
8. Cool Science Club	\$ 30,000



FY2009 PROGRAM BUDGET

SCHOOL DEPARTMENT

PROGRAM COST

	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	24,244,880	25,858,819	28,057,487		
Other Expenses	4,228,693	4,253,970	4,546,789		
Equipment	200,952	83,423	233,088		
TOTAL	28,674,525	30,196,212	32,837,364	32,003,070	

STAFFING

	FY-07 Actual	FY-08 Budget	FY-09 Request
Managerial	5.00	5.00	5.00
Principal/Assistant	10.00	10.00	10.00
Director/Coordinator	11.11	11.11	11.20
Teacher	240.79	258.35	276.93
Teacher Specialist	17.89	19.49	26.55
Guidance Counselor	9.20	9.60	9.90
Nurse	7.00	7.00	7.00
Occupational Therapists	3.91	3.91	3.91
Librarian	2.00	2.00	5.00
Professional/Technical	6.00	6.50	7.50
Special Needs Instructor	13.50	13.50	13.00
Aides	48.60	47.60	25.10
Clerical	24.89	25.43	26.23
Trainer	1.00	1.00	1.00
Faculty Manager	1.00	1.00	1.00
Coaches	59.00	60.00	61.00
TOTAL	460.89	481.49	490.32



FY2009 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

FY2009 OBJECTIVES

1. Pilot new writing programs: Lucy Calkins and Empowering Writers.
2. Create a new Reading and Writing Curriculum Area Steering Team.
3. Create a new Curriculum and Technology Team.
4. Train elementary teachers and principals to be literacy coaches.
5. Revise the mentor and induction program for new teachers.

PROGRAM COST

Central Office	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	2,061,741	1,740,834	2,027,280		
Other Expenses	498,688	521,333	658,019		
Equipment	5,666	0	0		
Total	2,566,095	2,262,167	2,685,299		

STAFFING

Central Office	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	3	3	3		
Clerical	6	6	6		
Directors/Coordinators	3.7	4.7	4.7		
Total	12.7	13.7	13.7		



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Central Office

**Dept Code
3111**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completion of the K-12 Science Program Review.
2. Implemented the new elementary standards based progress report system that replaced the elementary report cards.
3. Created new programs for special education students at the high school.
4. Developed full professional learning communities at the high school levels.
5. Reorganized the Special Education Leadership Structure.

STATISTICS

Enrollment K-12	FY2007	FY2008	FY2009 Projected
Indistrict			
K	289	259	250
1	349	324	295
2	314	357	330
3	346	318	366
4	310	345	320
5	294	309	347
6	315	309	318
7	266	309	308
8	294	271	312
9	275	282	260
10	266	276	280
11	296	266	276
12	258	277	258
Total	3872	3902	3920



FY2009 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 1101 students in Grades 9-12. Exploratory areas of instruction include: Wood Shop, Technology, Art, Music, Physical and Health Education and Family and Consumer Sciences

BUDGET STATEMENT

FY2009 OBJECTIVES

1. Improve the availability and use of technology for school administration and management.
2. Maintain a comprehensive high school that serves all students.
3. Increase the capacity of the faculty to diversify instruction using technology.
4. Strengthen the learning environment at WHS by teachers continuing to integrate service learning into the curriculum and improve the transition from 8th to 9th grade.
5. Strengthen the instructional environment at the high school through teachers working in Professional Learning Communities to develop and review strategies for teaching in the extended block, ensure that course content and grading expectations are consistent within a course, begin to develop common assessments to produce data to inform instruction and review strategies to ensure teacher retention.
6. Stngthen the school culture by developing strategies for strengthening the faculty community and increasing interdepartmental connections, developing strategies for strengthening the student community through programming that promotes respect, diversity and violence prevention, and providing leadership training for students.

PROGRAM COST

High School	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	4,855,232	5,132,797	5,243,661		
Other Expenses	250,039	269,353	275,262		
Equipment	20,957	21,488	44,238		
Total	5,126,228	5,423,638	5,563,161		

STAFFING

High School	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
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		



FY2009 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 2007. 97% of students scored advanced or proficient in English Language Arts and 95% scored advanced or proficient in Mathematics.
2. The average SAT I scores for the class of 2007 were 577 in critical reading, 596 in math, and 584 in writing.
3. In 2006, students took 264 Advanced Placement exams (up from 230 in 2006) with 69% scoring a 4 or a 5 (up from 58%). 88% had a score of 3 or better.
4. 94% of students sought post secondary education.
5. Four National Merit Finalists and 23 National Merit commended students
6. Finalists in the National History Day Project in College Park, Maryland.
7. Successful 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.

STATISTICS

Projected Enrollments

Grades	9	10	11	12
FY08 Actual	282	276	266	277
FY09 Projected	260	280	276	258

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
2007	596	577	584	1757

***SAT scores for 2006 now on 2400 scale**

Class Size Core Subject Area FY08

English	20.4
Math	21.2
Social Studies	22.3
Science	20.3
Foreign Language	20.7



FY2009 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 889 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

FY2009 OBJECTIVES

1. Continue to strengthen our sense of community
2. Increase the Core and Exploratory Teacher staffing and the Support Staff to accomodate a 5.5% increase in enrollment
3. Achieve reasonable class size (25 students or less) in all classes
4. Increase the Other Expenses and Equipment budgets to meet the needs of 49 additional students and additional teaching and support staff
5. Further integrate computer technology into the teaching, learning, and administration of the school
6. Develop a revised room and office plan incorporating the use of the new wing.

PROGRAM COST

McCall School	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	3,407,756	3,760,817	4,147,818		
Other Expenses	84,061	81,927	110,864		
Equipment	4,795	10,916	12,850		
Total	3,496,612	3,853,660	4,271,532		

STAFFING

McCall School	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
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		



FY2009 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-Grade 7 English was #1 in the State
2. Successful overnight trips to New York City and Washington, D.C. for 484 7th and 8th Graders
3. Raised \$35,000 to support extensive extracurricular activities program
4. Implemented reorganization of the Special Education leadership in our school
5. Expanded the McCall Leadership Team to include new Curriculum Leaders in English, Math, Science and Social Studies and the Special Education Supervisor
6. Received a \$5,000 grant from Lowe's to build a recycling center

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



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Ambrose School

**Dept Code
3114**

PROGRAM DESCRIPTION

The Ambrose Elementary School serves 452 students in Grades K-5.

BUDGET STATEMENT

FY2009 OBJECTIVES

1. Install and equip two modular classrooms to support smaller class sizes.
2. Continue providing professional development training for staff in the area of technology to improve teaching and learning.
3. Support our balanced literacy program with an emphasis on a new handwriting curriculum and writing curriculums; Lucy Calkins and Empowering Writers.
4. Continue to focus on the Supportive Classroom Core Concepts throughout the school and focus on implementing inclusion strategies in all classrooms.
5. Continue to provide weekly collaborative planning time for teaching staff to meet in their Professional Learning Community to focus on specific learning goals.

PROGRAM COST

Ambrose School	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	1,610,007	1,841,633	2,005,479		
Other Expenses	72,992	69,330	72,380		
Equipment	2,535	0	2,000		
Total	1,685,534	1,910,963	2,079,859		

STAFFING

Ambrose School	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
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		



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Ambrose School

Dept Code
3114

PRIOR YEAR'S ACCOMPLISHMENTS

1. Used Constant Contact to improve communication with the parents and the school.
2. Increased technology integration into the curriculum throughout all grade levels.
3. Created weekly common planning time for grade level classroom teachers to work in their Professional Learning Communities.
4. The Supportive Classroom core concepts of: Belonging, Respect, Responsibility, Sharing, and Trust are emphasized throughout the school day.
5. Continued and expanded the Volunteer Reading Program with the support of the Winchester Council on Aging.

STATISTICS

FY08 Actual Enrollment

	Students	Teachers	Average
Grade K-2	232	11	21.09
Grade 3-5	220	11	20.00
Total	452	22	20.55

FY09 Projected Enrollment

	Students	Teachers	Average
Grade K-2	227	11	20.64
Grade 3-5	226	12	18.83
Total	453	23	19.70

Average Class Size per District Guidelines

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



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Lincoln School

**Dept Code
3115**

PROGRAM DESCRIPTION

Lincoln Elementary School serves an anticipated 430 students in Grades K-5

BUDGET STATEMENT

FY2009 OBJECTIVES

1. Address large class sizes moving into Grades 3 and 5
2. Continue our focus on grade level writing expectations and assessments
3. Encourage increased use of integration of technology
4. Increase opportunities for collaboration
5. Continue to encourage practices and policies that promote a safe, healthy and respectful environment

PROGRAM COST

Lincoln School	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	1,758,426	1,916,494	2,098,395		
Other Expenses	83,281	70,457	73,260		
Equipment	211	1,000	0		
Total	1,841,918	1,987,951	2,171,655		

STAFFING

Lincoln School	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
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		



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Lincoln School

Dept Code
3115

PRIOR YEAR'S ACCOMPLISHMENTS

1. Development of new core values.
2. Formation of professional study groups around behavior and writing.
3. Completion of Indicators of Excellence Survey.
4. Improvement in MCAS scores in almost every area.

STATISTICS

FY08 Actual Enrollment

	Students	Teachers	Average
Grade K-2	209	11	19.00
Grade 3-5	221	10	22.10
Total	430	21	20.48

FY09 Projected Enrollment

	Students	Teachers	Average
Grade K-2	191	11	17.36
Grade 3-5	233	11	21.18
Total	424	22	19.27

Average Class Size per District Guidelines

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



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Lynch School

**Dept Code
3116**

PROGRAM DESCRIPTION

Lynch Elementary School serves 358 students in Grades K-5 and approximately 82 students in its Pre-School Program.

BUDGET STATEMENT

FY2009 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.
6. Increase FTE's of elementary school librarians.

PROGRAM COST

Lynch School	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	1,632,234	1,775,860	1,700,805		
Other Expenses	62,203	51,750	58,400		
Equipment	5,542	2,620	2,500		
Total	1,699,979	1,830,230	1,761,705		

STAFFING

Lynch School	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
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		

**FY2009 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP
Education****SUB-PROGRAM: Lynch School****Dept Code
3116****PRIOR YEAR'S ACCOMPLISHMENTS**

1. Lynch achieved its highest MCAS scores ever in 6 of 7 testing areas. Grade 5 LA score was 5th in the state out of over 900 schools.
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 storage room that is now used as a classroom. It is now accessible for all students.
4. Continued to upgrade and improve technology hardware and software in classrooms and lab.
5. Library was given a 'complete makeover' by staff and parents. New furniture was donated as well as circulation was enhanced.

STATISTICS**FY08 Actual Enrollment**

	Students	Teachers	Average
Grade K-2	178	9	19.78
Grade 3-5	180	10	18.00
Total	358	19	18.84

FY09 Projected Enrollment

	Students	Teachers	Average
Grade K-2	168	9	18.67
Grade 3-5	201	10	20.10
Total	369	19	19.42

Average Class Size per District Guidelines

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



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Muraco School

Dept Code
3117

PROGRAM DESCRIPTION

Muraco Elementary School serves 380 students in Grades K-5.

BUDGET STATEMENT

FY2009 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-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	1,422,480	1,606,978	1,869,375		
Other Expenses	45,374	52,653	63,290		
Equipment	0	2,067	2,000		
Total	1,467,854	1,661,698	1,934,665		

STAFFING

Muraco School	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
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		



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Muraco School

**Dept Code
3117**

PRIOR YEAR'S ACCOMPLISHMENTS

1. The Muraco Principal was named Massachusetts Principal of the Year for 2007 by the Massachusetts Elementary School Principals Association.
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

FY08 Actual Enrollment

	Students	Teachers	Average
Grade K-2	195	10	19.50
Grade 3-5	185	9	20.56
Total	380	19	20.00

FY09 Projected Enrollment

	Students	Teachers	Average
Grade K-2	180	10	18.00
Grade 3-5	214	10	21.40
Total	394	20	19.70

Average Class Size per District Guidelines

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



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Vinson-Owen School

**Dept Code
3118**

PROGRAM DESCRIPTION

Vinson-Owen Elementary School serves an anticipated 292 students in Grades K-5

BUDGET STATEMENT

FY2009 OBJECTIVES

1. Upgrade the school's intranet to provide opportunities for teachers to collaborate over the internet.
2. Continue the school's community service activities and promote "Respect" as the theme for the year.
3. Continue to build 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. Work with the building based technology committee to plan for the future use of technology in the school.

PROGRAM COST

Vinson-Owen School	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	1,229,455	1,329,039	1,449,526		
Other Expenses	40,418	53,928	54,405		
Equipment	6,965	8,232	1,500		
Total	1,276,838	1,391,199	1,505,431		

STAFFING

Vinson-Owen School	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
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		



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Vinson-Owen School

Dept Code
3118

PRIOR YEAR'S ACCOMPLISHMENTS

1. Used the school's intranet to explore ways to 'Working Differently'.
2. Continued the school's community service activities and promoted 'Responsibility' as the theme for the year.
3. Began 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. Formed 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.

STATISTICS

FY08 Actual Enrollment

	Students	Teachers	Average
Grade K-2	126	7	18.00
Grade 3-5	166	9	18.44
Total	292	16	18.25

FY09 Projected Enrollment

	Students	Teachers	Average
Grade K-2	109	6	18.17
Grade 3-5	159	9	17.67
Total	268	15	17.87

Average Class Size per District Guidelines

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



FY2009 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

FY2009 OBJECTIVES

1. Develop appropriate programming options for elementary students with social/emotional needs.
2. Maintain and improve our ability to meet the Assistive Technology needs of students, through staff development and purchase of equipment and software.
3. Respond to the increasing enrollment at the secondary level with increased staffing to meet known student needs.

PROGRAM COST

Special Education	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	4,622,377	4,975,624	5,548,186		
Other Expenses	2,634,015	2,565,040	2,585,473		
Equipment	15,922	2,100	5,000		
Total	7,272,314	7,542,764	8,138,659		

STAFFING

Special Education	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
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		



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Special Education

**Dept Code
3119**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Full implementation of the new special education leadership structure.
2. Developed a mechanism to meet more of the Assistive Technology needs of our students.
3. Implementation of a major special education training initiative for staff regarding inclusion and meeting the needs of students with autism spectrum disorders.

STATISTICS

Enrollments by Programs

	In District	Collaborative Out of District	Private Day School	Residential School
Preschool (Age 3-4)	38	0	0	0
Kindergarten (Age 5)	30	0	5	0
Elementary (Age 6-11)	293	3	5	0
Middle School (Age 12-14)	173	2	10	1
High School (Age 15-22)	137	9	19	4
Totals	671	14	39	5

Total by Age Group

Preschool (Age 3-4)	38
Kindergarten (Age 5)	35
Elementary (Age 6-11)	301
Middle School (Age 12-14)	186
High School (Age 15-22)	169
Totals	729

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%



FY2009 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

FY2009 OBJECTIVES

1. Develop a policy for managing life threatening allergies within the school district.
2. Maintain appropriate student to guidance counselor ratio at the middle school.
3. Full implementation of the district-wide wellness policy.

PROGRAM COST

Pupil Services	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	1,205,103	1,299,010	1,420,931		
Other Expenses	5,693	4,030	4,400		
Equipment	0	0	0		
Total	1,210,796	1,303,040	1,425,331		

STAFFING

Pupil Services	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Teacher Specialists	3	3	3		
Guidance Counselors	9.1	9.2	9.6		
Nurses	7	7	7		
Total	19.1	19.2	19.6		

**FY2009 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP**
Education**SUB-PROGRAM: Pupil Services****Dept Code**
3119**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Automated Electronic Defibrillators (AED) were purchased and installed in each school throughout the district.
2. Naviance software is in use within the guidance department.
3. Full implementation of the district-wide incident management plan (IMT).

STATISTICS



FY2009 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.

BUDGET STATEMENT

FY2009 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. Computer Ed teachers will continue to encourage and support technology integration at the middle school.
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. ITS will continue to encourage and support technology integration at the high school.
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. Focus on securing replacement funds allowing the district to be proactive to ensure stability as well as providing reliable access to all end users.
6. Continue to update and expand the district's website.

PROGRAM COST

Technology	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	440,069	479,733	546,031		
Other Expenses	146,854	155,367	152,905		
Equipment	138,359	35,000	163,000		
Total	725,282	670,100	861,936		

STAFFING

Technology	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
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		



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Technology

**Dept Code
3110**

PRIOR YEAR'S ACCOMPLISHMENTS

1. WHS—Purchased and deployed to teaching staff who are just 0.5 FTE or above laptops for both administrative and educational functions. Just in time instruction on using the electronic gradebook and online attendance for teachers. ITS has continued to co-teacher with the high school staff to support the integration of technology within the curriculum. Purchased and deployed LCD projectors for classrooms throughout the high school.
2. Elementary—Successful Technology Literacy classes for Grades 3 & 4 which have ensured that all students at these grade levels have accomplished the Instructional technology Standards (DOE). Integration has occurred although minimal at the other grade levels.
3. McCall—Successful instruction of technology literacy skills inline with the Scope and Sequence performance indicators in Grade 6, 7 & 8. Continue to expand the integration of technology across all curriculum areas in Grades 6, 7 & 8. Point of Sale system purchased and deployed for the cafeteria.
4. District-Continued with teacher created web pages for their classroom, using the First Class Collaboration system so that teachers have access in and out of school.
5. District-Investigated the use of the Administrative Plus program to support the districts informational needs.
6. District-Designed course offerings and workshops meeting the district's vision for use of technology within the school district.

STATISTICS

Benchmark Community Data

	Connectivity % Internet Access	Student to Computer Ratio
Winchester	100	5.2
Andover	100	3.7
Boxborough	100	3.4
Concord	100	2.0
Lexington	100	4.8
Weston	100	2.9
Wellesley	100	3.3
School Averages-Student to Computer		
Ambrose	6.2	
Lincoln	3.2	
Lynch	5.0	
Muraco	5.5	
VO	12.0	
McCall	5.0	
High School	5.4	



FY2009 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

FY2009 OBJECTIVES

1. Have the Athletic Director's position full-time
2. Start Varsity Volleyball for girls one year ahead of schedule.
3. Have all booster organizations turn in financial reports
4. Work on improving our playing fields (Manchester and Skillings)
5. Increase the number of students taking part in our athletic program

PROGRAM COST

Athletics	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	0	0	0		
Other Expenses	185,433	194,974	269,388		
Equipment	0	0	0		
Total	185,433	194,974	269,388		

STAFFING

Athletics	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Director	1	1	1		
Trainer	1	1	1		
Faculty Manager	1	1	1		
Coaches	59	59	59		
Total	62	62	62		

**FY2009 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP**
Education**SUB-PROGRAM: Athletics****Dept Code**
3210**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Junior Varsity Volleyball program approved for the 2007-2008 school year.
2. Inroads have been made in getting financial accounting from booster clubs.
3. Most new coaches have taken the NFHS Coaches Education Course.
4. Winchester will now be able to practice and compete in sailing in town at the Winchester Boat Club.

STATISTICS**Sport and Number of Participants****2006-2007**

Cross Country	80
Soccer	125
Field Hockey	62
Basketball	79
Football	99
Indoor Track	105
Golf	13
Wrestling	43
Gymnastics	18
Ice Hockey	83
Lacrosse	126
Tennis	39
Baseball	54
Softball	40
Boys Swimming	16
Girls Swim and Dive	45
Cheerleading	11
Sailing	21
Track	124
Total Participants	1183



FY2009 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

FY2009 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-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	0	0	0		
Other Expenses	119,642	163,828	168,743		
Equipment	0	0	0		
Total	119,642	163,828	168,743		

STAFFING

Vocational Education	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Total					



FY2009 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 2007-2008, six Winchester students chose to attend the Northeast Regional Metropolitan Technical Vocational School in order to access both an academic and vocational curriculum. Additionally two 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	2	2	
Class of 2010 NEMTVS	10	2	1	1
Class of 2009 NEMTVS	11	1	1	
Engineering	11	1		1
Robotics	11	1	1	
Class of 2008 NEMTVS	12	1	1	
Total		8	6	2

It is anticipated that two Winchester students will be enrolled at the Minuteman Regional Vocational Technical School for the school year 2008-2009. It is also anticipated that there will be six Winchester students attending the Northeast Regional Technical Vocational School for the school year 2008-2009. These enrollment projections are with the understanding that current Winchester grade 8 students will apply to the school in the late Spring months of 2008.



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

Misc. Interest Refunds & Charges

Miscellaneous

Audit

Legal

General Insurance

Reserve Fund

Environmental Remediation Services



FY2009 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

FY2009 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-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	134,482	131,214	137,624	133,743	
Other Expenses	234,972	227,000	242,000	242,000	
Equipment	0	0	0	0	
Total	369,454	358,214	379,624	375,743	

STAFFING

Data Processing	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	1	1	1	1	
Clerical					
Professional/Technical	1	1	1	1	
Total	2	2	2	2	

**FY2009 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



FY2009 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

**PROGRAM GROUP
Undistributed**

PROGRAM: Energy

Energy

The Energy budget is a consolidated account that funds all energy costs for Town and School departments. It includes the cost of heating oil, natural gas, electricity and gasoline (including diesel fuel). The Town participates in a cooperative bid with several other municipal governments to procure fuel products in bulk. It also seeks competitive pricing for electricity and natural gas in the wholesale markets.

The FY 2009 budget is based upon contractual fixed pricing for electricity and natural gas and a projected rate for fuel. Consumption has been averaged for the last two years.

The Town has benefited greatly from the efforts of the Energy Management Committee in documenting consumption, establishing goals and advocating conservation measures. This year, the Committee has proposed a policy of establishing an "energy surcharge" for the rental of all school and municipal buildings. The policy proposes the establishment of a dedicated special fund that will account for the surcharge revenue in order to fund projects designed to reduce consumption.

PROGRAM	FY07 Actual	FY08 Budget	FY09 Request	FY09 Manager	FY09 Fincom
Energy	2,305,259	2,683,000	2,655,153	2,655,153	
TOTAL	2,305,259	2,683,000	2,655,153	2,655,153	



FY2009 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

**PROGRAM GROUP
Undistributed**

PROGRAM: Personnel Benefits

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

Contributory Retirement

The Board of Retirement is established in accordance with Massachusetts General Law. The Board is made up of the Comptroller, 2 representatives elected by the employees, an appointee of the Selectmen, and an at-large member. The Board administers the retirement program for all Municipal employees and certain Education employees. The annual payment into the system is determined by the Commonwealth based upon a actuarially funded schedule. After two years of "catch up" the FY2009 budget is increasing at a normal rate. There are currently 325 retirees.

Non-Contributory Retirement

This account, under jurisdiction of the Board of Retirement, provides funding for the payment of the retirement allowances to former employees or their widows. Qualification 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 FY2009 is level funded.

PROGRAM	FY07 Actual	FY08 Budget	FY09 Request	FY09 Manager	FY09 Fincom
Contributory Retirement	2,553,480	2,823,840	2,970,076	2,970,076	
Non-Contributory Retirement	53,345	62,000	62,000	62,000	
Workers' Compensation/ Indemnification	349,695	397,306	408,306	408,306	
Unemployment Compensation	19,187	100,000	75,000	75,000	
F.I.C.A & Medicare Tax/ Refunds	575,919	538,664	550,000	550,000	
Health Insurance	7,003,978	7,994,078	8,050,000	8,050,000	
TOTAL	10,555,604	11,915,888	12,115,382	12,115,382	

**FY2009 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 took 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 is no longer required to match contributions to social security.



FY2009 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

**PROGRAM GROUP
Undistributed**

PROGRAM: Personnel Benefits

Health Insurance

The Health Insurance budget is a consolidated account that funds the costs of premiums and related expenses for all eligible municipal and school employees/retirees and their dependents. FY 2009 represents the first full fiscal year under a new vendor. Effective January 1, 2008, the Town consolidated its health insurance risk and contracted with the Massachusetts Interlocal Insurance Association (MIIA) to administer the program. MIIA uses Blue Cross Blue Shield exclusively for its health insurance benefits.

The new program saves the Town \$45,000 monthly in premiums over the former program. In addition, the MIIA program uses its non-profit status and bulk purchasing power to limit annual cost increases. The rate increase for FY 2009 is 5.8%. Assuming the monthly premium savings and projecting the lower rate increase, the Town projects that it will save over \$900,000 in FY 2009 as a result of its conversion to the MIIA program.

Enrollment Breakdown

	<u>Family</u>			<u>Individual</u>		
	<u>Enrollees</u>	<u>Monthly Cost</u>	<u>Total</u>	<u>Enrollees</u>	<u>Monthly Cost</u>	<u>Total</u>
Blue Care Elect	0	916.49	0.00	2	339.44	678.88
Blue Choice	1	870.04	870.04	11	324.23	3,566.53
HMO Blue NE	122	1,095.35	133,632.70	232	485.68	112,677.76
HMO Blue NE (post 2004 retirees)	13	1,033.65	13,437.45	15	382.84	5,742.60
HMO Blue NE (former HPHC subscribers)	185	1,218.89	225,494.65	106	483.88	51,291.28
HMO Blue NE (post 2004 retirees/former HCHP subscribers)	9	1,023.41	9,210.69	9	379.04	3,411.36
Tufts Medicare	0	0.00	0.00	11	85.79	943.69
Managed Blue	0	0.00	0.00	222	352.47	78,248.34
Managed Blue (post 2004 retirees)	0	0.00	0.00	9	254.77	2,292.93
Medex	0	0.00	0.00	84	221.48	18,604.32
TOTAL	330	6,157.83	382,645.53	701	3,309.62	277,457.69

Monthly Health Insurance Expense **660,103.22**

Budget Breakdown

Health Insurance Premiums	7,921,236
Life Insurance Premiums	30,000
Professional Services	50,000
Reserve for Enrollment and Other Expenses	100,000
TOTAL	8,101,236



FY2009 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

**PROGRAM GROUP
Undistributed**

PROGRAM: Debt & Interest

Debt - Principal

Principal payments for FY2009 will be \$5,672,185. Of this amount, \$xxxx is attributable to Chapter 110 water and sewer debt. The capacity from reduced costs funded from general revenue will be allocated to a reserve for future capital spending.

Debt - Interest

Total interest payments are estimated at \$3,099,204. Of this amount, XXXX is the Chapter 110 portion. The Town must fund the temporary borrowing costs included in the aquisition of the Hamilton Farm property in FY2009. The cost is \$767,789.

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 \$25,200 requested.

PROGRAM	FY07 Actual	FY08 Budget	FY09 Request	FY09 Manager	FY09 Fincom
Debt - Principal	5,393,130	5,864,220	5,672,185	5,672,185	
Debt - Interest	2,458,636	2,095,844	3,099,204	3,099,204	
Total	7,851,766	7,960,064	8,771,389	8,771,389	
Tax Abatement Interest/Service Fees	15,281	25,200	25,200	25,200	
TOTAL	7,867,047	7,985,264	8,796,589	8,796,589	



FY2009 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	FY07 Actual	FY08 Budget	FY09 Request	FY09 Manager	FY09 Fincom
Audit	73,999	75,000	75,000	75,000	
Legal	404,576	300,000	325,000	325,000	
General Insurance	289,892	300,000	328,000	328,000	
Reserve Fund	368,360	375,000	375,000	375,000	
Environmental Remediation Services	1,926	50,000	70,000	70,000	
TOTAL	1,138,753	1,100,000	1,173,000	1,173,000	0



FY2009 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 \$75,000, which covers the cost of cleaning the soil and other environmental testing and cleaning services as mandated by the Department of Environmental Protection.



SECTION IV

NON-APPROPRIATED EXPENSES



FY2009 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	FY07	FY08	FY09	Budget Increase	Percentage Increase
State Assessments					
MBTA	410,393	426,446	425,085		
Parking Surcharge	13,560	12,700	16,820		
MAPC	5,948	6,133	6,182		
Air Pollution District	8,180	8,057	8,228		
Retiree Health Insurance	3,016	2,494	0		
Charter School Tuition	5,000	0	0		
Total State Assessments	446,097	455,830	456,315	485	0.11%
Cherry Sheet Offsets	43,520	45,766	45,833	67	0.15%
Tax Abatement Overlay	350,000	295,271	350,000	54,729	18.54%
Total Non-Appropriated Expenses	839,617	796,867	852,148	55,281	6.94%



FY2009 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.

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.

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.



FY2009 PROGRAM BUDGET

NON- APPROPRIATED EXPENSES

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 FY2009.

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.

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.



SECTION V

ENTERPRISE FUNDS

*Water / Sewer
Recreation*



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Enterprise Funds**

PROGRAM: Water and Sewer

Dept Code

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

The budget is level funded from FY 2008.

PROGRAM COST

Water & Sewer	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Personal Services	1,180,875	1,280,420	1,277,362	1,277,362	
Expenses	3,546,960	3,690,735	3,809,368	3,809,368	
Equipment	0	2,000	2,000	2,000	
Capital	73,000	136,203	0	0	
Total	4,800,835	5,109,358	5,088,730	5,088,730	

FY2009 OBJECTIVES

1. Demolish and Remove aging Water Tank.
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-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	2	2	2	2	
Public Works	13	13	13	13	
Total	18	18	18	18	



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Enterprise Funds**

PROGRAM: Water and Sewer

Dept Code

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completed the installation of radio remotes
2. Cleaned five acres in reservoir brush cutting/maintenance program.
3. Replaced 10 non-draining fire hydrants.
4. Replaced 44 lead goosenecks.
5. Repaired and replaced 150 feet of broken and damaged sewer and drain lines.
6. Installed 4 new catch basins in low lying areas to relieve flooding
7. Repaired and cleaned 1,000 catch basins.
8. Eliminated eight sump pumps from Town's sewer system and redirected to drain system.

STATISTICS

Water Supply	2005	2006	2007
Rainfall	44.50"	55.4"	38.06"
Town Reservoirs	428.2MG	391.8MG	388.1MG
MWRA Direct	401.6MG	286.7MG	355.9MG
Total	829.8MG	678.5MG	744.1MG



FY2009 PROGRAM BUDGET

**PROGRAM SUMMARY
Water & Sewer**

Water & Sewer	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Administration	49,006	50,985	52,936	52,936	
Buildings	16,000	16,000	16,000	16,000	
Maintenance	48,673	48,691	48,443	48,443	
Employee Benefits	737,247	806,220	822,455	822,455	
Funded Debt	197,893	211,730	192,154	192,154	
General Government	232,168	224,264	234,492	234,492	
Insurance	33,000	33,000	35,000	35,000	
Sewer Operations	1,726,366	1,974,491	2,022,116	2,022,116	
Water Operations	1,689,482	1,607,774	1,665,134	1,665,134	
Capital	73,000	136,203	0	0	
Total	4,802,835	5,109,358	5,088,730	5,088,730	

Program	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Administration					
Personal Services	49,006	50,985	52,936	52,936	
Expenses	0	0	0	0	
Equipment	0	0	0	0	
Total	49,006	50,985	52,936	52,936	
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	21,573	21,591	21,343	21,343	
Expenses	27,100	27,100	27,100	27,100	
Equipment	0	0	0	0	
Total	48,673	48,691	48,443	48,443	
Employee Benefits					
Personal Services	0	0	0	0	
Expenses	737,247	806,220	822,455	822,455	
Equipment	0	0	0	0	
Total	737,247	806,220	822,455	822,455	
Funded Debt					
Personal Services	0	0	0	0	
Expenses	197,893	211,730	192,154	192,154	
Equipment	0	0	0	0	
Total	197,893	211,730	192,154	192,154	

Program	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
General Government					
Personal Services	126,368	118,464	118,692	118,692	
Expenses	103,800	103,800	113,800	113,800	
Equipment	2,000	2,000	2,000	2,000	
Total	232,168	224,264	234,492	234,492	
Insurance					
Personal Services	0	0	0	0	
Expenses	33,000	33,000	35,000	35,000	
Equipment	0	0	0	0	
Total	33,000	33,000	35,000	35,000	
Sewer Operations					
Personal Services	93,349	322,306	276,264	276,264	
Expenses	1,633,017	1,652,185	1,745,852	1,745,852	
Equipment	0	0	0	0	
Total	1,726,366	1,974,491	2,022,116	2,022,116	
Water Operations					
Personal Services	890,579	767,074	808,127	808,127	
Expenses	798,903	840,700	857,007	857,007	
Equipment	0	0	0	0	
Total	1,689,482	1,607,774	1,665,134	1,665,134	
Capital					
Total	73,000	136,203	0	0	



FY2009 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Enterprise Funds**

PROGRAM: Water and Sewer

Dept Code

	FY06	FY07	FY08	FY09
Revenue				
Rates - Budgeted	4,300,000	4,410,000	5,109,358	4,638,730
Free Cash - Rate Stabilization	246,763	300,979		450,000
State Reimbursement	294,146	294,146		
Total Budgeted Revenue	4,840,909	5,005,125		
Actual / Estimated	5,046,096			
Revenue - Surplus/(Deficit)	205,187	0	0	0
Budget				
Operating Budget	1,533,666	1,640,896	1,623,830	1,637,841
M.W.R.A. Assessment	1,809,156	1,973,673	1,958,435	2,049,409
Capital	186,203	73,000	136,203	0
Debt Service	192,457	201,462	211,730	192,154
Employee Benefits	667,772	737,247	806,220	822,455
Insurance - General	30,000	33,000	33,000	35,000
General Government	221,286	232,168	224,264	234,492
Administration - DPW	137,394	49,006	50,985	52,936
Maintenance - DPW	46,975	48,673	48,691	48,433
Buildings - DPW	16,000	16,000	16,000	16,000
Total Budget	4,840,909	5,005,125	5,109,358	5,088,720
Actual Expenditures				
Operating Budget	1,348,698	1,458,523		
M.W.R.A. Assessment	1,816,428	1,957,325		
Capital	186,203	73,000		
Debt Service	192,457	197,893		
Employee Benefits	667,772	737,247		
Insurance - General	30,000	33,000		
General Government	221,286	232,168		
Administration - DPW	137,394	49,006		
Maintenance - DPW	46,975	48,673		
Buildings - DPW	16,000	16,000		
Total Actual Expenditures	4,663,213	4,802,835		
Reversion (Budget vs Actual)	177,696	202,292		
Reversion (Prior Year)	0	0		
Revenue Surplus/(Deficit)	205,187	-184,961		
Net to Free Cash	382,883	17,331		
Free Cash Beginning Balance	471,613	896,003		
Free Cash Used (Rate Stabilization)	300,979	0		
Free Cash Transferred to General Fund	0	0		
Free Cash Ending Balance	553,517	913,364		



FY2009 PROGRAM BUDGET

**PROGRAM GROUP
Enterprise Funds**

PROGRAM SUMMARY

PROGRAM: Recreation

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

This is a new Enterprise, formerly funded as a Revolving Account. The FY 2009 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.

Recreation	FY-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Administration	0	0	548,216	548,216	
Youth Programs	0	0	439,709	439,709	
Adult Education	0	0	208,268	208,268	
Year Round Programs	0	0	479,059	479,059	
	0	0	1,675,252	1,675,252	

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-07 Actual	FY-08 Budget	FY-09 Request	FY-09 Manager	FY-09 Fincom
Managerial	1	1	1	1	
Clerical	3	3	3	3	
Professional/Technical	3	3	3	3	
Total	7	7	7	7	



FY2009 PROGRAM BUDGET

**PROGRAM GROUP
Enterprise Funds**

PROGRAM SUMMARY

PROGRAM: Recreation

FY2009 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 web site and develop a rapid system for inputting on-line registrations in our database.
8. Create an e-mail list for the purposes of sending our electronic program advertising.
9. Offer special events and fund-raisers to bring in additional revenues.
10. Secure grants for the Winchester Youth Center for program funding.
11. Work with the Field Management Committee to complete another multi-year plan of fields, review the policies and procedures of permitting fields and 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 renew the current 5 year lease or 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 assisted 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. Created a membership fee for use of the Youth Center. This will assist with the funding of a "New Teen Center".
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 6th Annual Golf Tournament to a capacity 75 participants. This was a decrease
7. Increased the enrollment of the Kid Care After-School Program.
8. Increased the offerings of the Kid Connection Pre-School to include a Two, Three, Four and Five Day Option.

STATISTICS

	2005	2006	2007
Registrations	7,953	7,338	6,446
Courses Taken	11,561	10,962	10,425
Youth and Family Courses Taken	8,716	9,532	7,860
Adult Courses Taken	2,845	1,430	2,565
Programs Offered	1,078	922	899
Town Allocation of Funds	\$0	\$0	\$0

**FY2009 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP
Enterprise Funds****PROGRAM: Recreation**

Revenues	FY08 Estimate	FY09 Estimate
Recreation Administration	\$0.00	\$0.00
Recreation Youth Programs	\$620,579.66	\$639,197.05
Recreation Adult Education	\$124,787.67	\$128,531.30
Recreation Year Round Programs	\$877,841.67	\$904,176.92
Municipal Allocations	\$0.00	\$0.00
Gifts, Donations, etc.	\$5,000.00	\$5,000.00
TOTAL	\$1,628,209.00	\$1,676,905.27
Expenses	FY08 Estimate	FY09 Estimate
Recreation Administration	\$524,609.36	\$548,216.78
Recreation Youth Programs	\$420,774.26	\$439,709.10
Recreation Adult Education	\$200,253.38	\$208,268.76
Recreation Year Round Programs	\$458,430.45	\$479,059.82
TOTAL	\$1,604,067.45	\$1,675,254.46



SECTION VI

CAPITAL IMPROVEMENTS PROGRAM

Town of Winchester



Fall Annual Town Meeting

Report of the Capital Planning Committee

November 5, 2007

*Helen Philliou, Chairman; David Giller, Vice-Chairman
Lance Grenzeback, Richard Kazanjian, Douglas Marmon, Sarah Swiger, Roger Wilson*

CAPITAL PLANNING COMMITTEE REPORT

FALL 2007

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1.0 EXECUTIVE SUMMARY

The purpose of this Capital Planning Report, presented to the 2007 Fall Town Meeting, is to inform the Town's governing bodies of the state of the Town's capital assets, projects, and funds. The report covers five topics:

- Capital projects recently completed or currently under construction;
- Recommended capital projects for Fiscal Year (FY) 2009;
- Anticipated capital projects for the next five fiscal years (FY 2010 through FY 2014);
- Financial condition and capacity of the stabilization funds; and
- Capital planning and funding issues and outlook.

The Town funds capital projects from five funds:

- Building Stabilization Fund, for municipal buildings and schools;
- Capital Stabilization Fund, for roads and major capital equipment;
- Current Revenue Account, for capital equipment and general capital improvements;
- Water and Sewer Enterprise Account (a dedicated fund), for water and sewer infrastructure; and
- Cemetery Trust Fund (a dedicated fund), for the improvement and operation of the cemetery.

Over the last three fiscal years, the Town has authorized 49 capital improvement projects from these funds at a cost of \$13.8 million, an average of about 16 projects and \$4.6 million each year.

Fiscal Year	Projects	Authorized
2006	19	\$9,206,809
2007	14	2,849,256
2008	16	\$1,756,065
Total	49	\$13,812,130
Average	16	\$4,604,000

Examples of the major capital projects funded over the last three fiscal years include:

- \$6.0 million for repairs to Winchester High School to extend its use for another ten years, including repair the HVAC system; replacement of all exterior doors; upgrade of the bathrooms; installation of new student lockers; replacement of the gymnasium floor, gym apparatus and bleachers; and repainting the corridors;
- \$900,000 for replacement of the Lynch Elementary School roof and installation of an ADA-compliant lift;
- \$600,000 for repair of the Town Hall roof and gutters;
- \$600,000 for repair of the Mystic School roof;
- \$240,000 for replacement of leaking fuel oil tanks at the Lynch and Parkhurst Elementary Schools; and
- \$170,000 for replacement of Muraco Elementary School windows and cooling system, and repair of masonry.

For FY2009, the Capital Planning Committee recommends authorizing 22 capital improvement projects and appropriating \$4,405,567 to implement them.

Fiscal Year	Projects	Authorization
2009	22	\$4,405,567

Major projects recommended for funding in FY2009 include:

- \$2.1 million for repairs to the Town Hall walls, windows, exterior stairways, and drainage systems to prevent further rainwater penetration;
- \$1.6 million for renovation of the exterior of the Public Safety building;
- \$1.1 million for the purchase of four, portable, elementary school classrooms;
- \$375,000 for replacement of five DPW vehicles (front-end loader for the Transfer Station, bucket truck, fields mower, pick-up truck, and backhoe);
- \$270,000 for immediate repairs to school buildings, including plans and specifications of new fire alarm systems, installation of new chemistry laboratory safety showers, and repainting of the exterior woodwork on the Muraco Elementary School; and
- \$100,000 for the on-going reconstruction of Town's roads and sidewalks.

The Capital Planning Committee has deferred approval of two major project requests. The projects include:

- \$7.76 million for construction 12 additional classrooms at the McCall Middle School; and

- \$3.0 million for reconstruction of the DPW Yard;

Decisions on these projects have been deferred because the Building Stabilization Fund, which would be the main source of funding, can fund only a few more projects without going into deficit. And once those projects are funded, the Town will not be able to finance other pending major building repair or renovation projects through the Building Stabilization Fund until about 2025. This shortfall occurs despite the assumption that the \$25 million reconstruction of the Vinson-Owen Elementary School and the anticipated \$54 million internal reconfiguration of the High School will likely be funded through project-specific debt exclusion overrides, not through the Building Stabilization Fund.

The Capital Planning Committee has completed an initial review the Town's capital investment needs over the next fifteen years. The Committee concludes that the Town is facing a major and persistent shortfall in capital funding. The demands on the major funds—the Building Stabilization Fund and the Capital Stabilization Fund—are pressing the capacity of these funds. The demands are driven by an expanding school population; the aging of many of the municipal buildings; the cumulative impact of past decades of deferred maintenance; and recent extraordinary increases in the prices of steel, cement, and other building materials caused by world demand and high oil prices. The funds, as they are currently structured, are not sufficient to meet current or future needs.

Over the next several years, the Town must consider three broad options:

- Deferring many pending capital requests, funding only projects that are judged critical to public health and safety;
- Increasing the annual appropriations to the Building Stabilization Fund and the Capital Stabilization Fund, permitting a limited expansion of the capital program; and/or
- Supporting specific, capital-debt expenditure, tax overrides earmarked for major capital improvement projects such as schools, town buildings, and flood mitigation projects.

The Capital Planning Committee, with the support of the Board of Selectmen, the School Committee, the Planning Board, the Town Manager, and the Department directors, has started a detailed review of the Town's capital needs over the next ten and fifteen years. This review will be basis for a systematic assessment of the future of the Building Stabilization and Capital Stabilization Funds and recommendations on funding and financing strategies to ensure their solvency.

2.0 INTRODUCTION

2.1 Purpose and Scope of the Report

The purpose of this Capital Planning Report, presented to the 2007 Fall Town Meeting, is to inform the Town's governing bodies of the state of the Town's capital assets, projects, and funds. The report covers five topics:

- Capital projects recently completed or currently under construction;
- Recommended capital projects for FY2009;
- Anticipated capital projects for the next five fiscal years (FY2010 through FY2015);
- Financial condition and capacity of the stabilization funds; and
- Issues and outlook.

2.2 Background

Capital Planning Mandate

The Town Charter (Section 6-7) requires that the Town Manager submit a capital improvement program to the Board of Selectmen and the Finance Committee. In the Town By-Laws (Section 4.5.4 Duties), the Capital Planning Committee is charged with (a) assisting the Town Manager in the preparation of materials for and the development of a capital improvement program; (b) reviewing the capital improvement program prepared by the Town Manager and reporting its recommendations to the Board of Selectmen and to the Finance Committee; and (c) making recommendations to the Town Meeting regarding the capital program and all articles involving capital expenditures. This report summarizes the Committee's recommendations. The full texts of the Charter mandate and the By-Law duties are in Appendix A.

Capital Planning Process

The Capital Planning Committee was organized in 1975. The Committee consists of seven members: three appointed by the Board of Selectmen, one by the School Committee, one by the Planning Board, and two by the Finance Committee. The policies governing the Committee's planning process are summarized below and detailed in Appendix A.

Each year, the Town Manager requests proposals for capital projects for the current year and the next five years from the Town's departments, boards, and commissions. A capital item or project is defined as an item or project that has a useful life of three years or longer and (as a general rule) costs \$20,000 or more. The process is as follows:

1. The Committee, working with the Town Manager, reviews the proposals, considering:
 - Need for the proposed project or equipment;
 - Estimated capital cost, supported by preliminary bids or quotes whenever feasible;
 - Estimated labor, operating, and maintenance costs;
 - Schedule for planning, designing, financing, constructing, and operating the project, as appropriate;
 - Expected lifetime, and life-cycle costs and benefits, including impacts on the Town's operating budget;
 - Options for purchasing, leasing, outside contracting, or sharing costs with neighboring towns; and
 - Departmental and town-wide priorities.
2. Committee members inspect the buildings, equipment, and sites proposed for improvements, verify the proposal information, resolve questions, and report on each proposal. The Committee then ranks the proposals according to the following criteria, which are listed in order of importance:
 - Necessary for the maintenance and improvement of public health and safety;
 - Mandated by the state or federal government;
 - Necessary for the preservation and maintenance of Town assets; and
 - Result in demonstrated increases in efficiency and/or cost savings to the Town.
3. The Committee reports its findings and recommendations for Town's capital program to the Town Manager, the Board of Selectmen, the Finance Committee, and Town Meeting in the fall of each year with an update presented to the Town Meeting each spring.

Capital Planning Funds

Capital projects are funded from five sources:

- **Building Stabilization Fund** – The Building Stabilization Fund was established by the voters in 2002. The purpose of the fund is to pay for the renovation and replacement of existing school and municipal buildings. Money is appropriated to the fund each year and may be spent immediately or accrued over several years and bonded to pay for large projects. In FY2003, \$1,850,000 was appropriated into the fund. In each subsequent year, the amount appropriated increases by 2.5 percent.
- **Capital Stabilization Fund** - The Capital Stabilization Fund was also established by the voters in 2002. The purpose of the fund is to pay for capital projects that include but are not limited to flood control improvements, street and sidewalk reconstruction, building system repairs, playground improvements, and capital equipment purchases. As with the Building Stabilization Fund, money is appropriated to the Capital Stabilization Fund each year. The money may be spent immediately or accrued over several years to pay for large projects. In FY2003, \$800,000 was appropriated into the fund. In each subsequent year, the amount appropriated increases by 2.5 percent.
- **Current Revenue Account** – Each year, Town Meeting allocates money from general fund revenue for capital improvements. These funds are used for repair and replacement of major capital equipment. The anticipated FY2009 allocation is \$160,000.
- **Water and Sewer Enterprise Fund** – The Water and Sewer Enterprise Fund is a dedicated fund to pay for improvements to the Town's water and sewer systems, including the water treatment plant, water mains and distribution lines, sewer lines, and pumping stations. The fund is supported by the fees charged to homeowners and businesses based on their metered water consumption. Large water and sewer projects are bonded; smaller capital projects are funded directly. This is a dedicated fund and cannot be used for other Town capital projects.
- **Cemetery Trust Fund** – Investment income from the Cemetery Trust fund is used to pay for Cemetery operations and capital improvements. Approximately \$130,000 is withdrawn each year from the funds. Of this amount, between \$40,000 to \$60,000 is spent on capital improvements each year. This is a dedicated fund and cannot be used for other Town capital projects.

3.0 CAPITAL PROJECTS BY FUNDING SOURCE AND PROGRAM

3.1 Building Stabilization Fund

School Buildings Program

Program Overview

The Town owns, operates, and maintains five elementary schools (Ambrose, Lincoln, Lynch, Muraco, and Vinson-Owen), a middle school (McCall) and a high school (Winchester High School).¹ The schools house 3,984 students, and 450 teachers, staff, and administrators.² Improvements are based on the capacity of the schools and projected student enrollments; a comprehensive inventory of the physical condition of the buildings and major systems, which was conducted by VFA, a specialist building engineering firm; and on-going inspections conducted by the DPW. The inventory and inspection information are maintained and updated annually by the DPW facility manager and the School Department director of finance.

The Town's primary source of funding for capital improvements to school buildings is the Building Stabilization Fund, which funds the repair of existing schools (e.g., new roofs) and the replacement of major capital equipment (e.g., HVAC and electrical systems). Before 2003, funding of new and renovated schools was done by Town debt exclusion overrides and grants from the Massachusetts School Building Assistance Program. The Building Assistance Program funded the renovation of the Lincoln Elementary School and the McCall Middle School.

Now the major source of capital funding for new and renovated schools is the Commonwealth's newly instituted School Building Authority (SBA), which allocates funds on the basis of health and safety needs, overcrowding, energy conservation, or replacement of obsolete buildings that no longer meet state education standards. The amount of reimbursement available to a town is based on a community's fiscal capacity. The School Committee anticipates SBA approval and funding of one major school rebuilding project in Winchester within the next five to seven years.

¹ The Town also owns and maintains the former Mystic School, the Parkhurst School, and Sanborn Carriage House offices.

² As of October 1, 2007, total school enrollment was 4,022 students, of which 82 were in the preschool program at Lynch; 3,902 were in grades kindergarten through 12; and 38 were in out-of-district placements.

Status of Current Funded Capital Projects

Description	Date Voted	Amount	Remaining	Status
Lynch School - replace roof	Fall 2006	\$600,000	\$170,000	Complete
Lynch School - asbestos abatement	Fall 2006	\$110,000	0	Current
School Master Plan - update	Fall 2006	\$75,000	0	Complete
School Demographics - study; and High School - redevelopment options	Fall 2005	\$55,000	\$38,250	Complete
School Buildings - capital repairs	Fall 2005	\$1,162,950	\$172,399	See page 36
School Buildings - capital repairs	Fall 2004	\$6,286,101	\$422,670	See page 36

Recommended FY09 Projects

Description	Amount	Reference
WHS - prepare plans to upgrade fire alarm system	\$42,000	Article 8
Lynch School - prepare plans to upgrade fire alarm system	\$35,000	Article 8

High School Fire Alarm System Replacement. The existing fire alarm system in the High School was installed when the building was constructed in the early 1970s. The fire alarm system does not meeting current codes. It is also increasingly difficult and expensive to find replacement parts. If replacement parts cannot be located quickly, the system will not function. The Capital Planning Committee believes this is an unacceptable safety risk and recommends initial funding for the planning and design of a new fire alarm system. The cost to purchase and install the new system is estimated at \$700,000.

Lynch Elementary School Fire Alarm System Replacement. The existing fire alarm system in the Lynch School is deteriorating, and the cost to maintain the system is increasing. The system cannot be tested without risk of losing the communication connections to the Fire Department and being unable to restore it. The Capital Planning Committee believes this is an unacceptable safety risk and recommends initial funding for the planning and design of a new fire alarm system. The cost to replace the system is estimated at \$310,000.

Five Year Plan of Anticipated Projects

Description	Amount	FY
McCall Middle School – construct 12-classroom addition	\$7,760,000	2010
Vinson-Owen – reconstruction	\$25,000,000	2012
WHS – major interior reconfiguration	\$54,000,000	2015?

McCall Middle School Addition. The Educational Facilities Planning and Building Committee (EFPBC) completed a School District Building Master Plan this fall. The EFPBC and the School Committee recommend that the McCall Middle School be expanded to accommodate the projected growth in student enrollments. By 2010-2011, the School Department anticipates that the number of students in grades 6-8 will exceed the capacity of McCall Middle School by 217 students. To accommodate this growth the EFPBC recommends construction of a new wing on the existing school building. The addition will house 12 classrooms and one SPED resource room. Three of the classrooms will replace existing class space that will be taken to connect the new addition to the existing building; nine of the new classrooms and the SPED resource room will provide space for the projected growth in the number of middle school students. The estimated cost of the plans is \$0.5 million and the estimated cost of the construction is \$7.26 million. The Capital Planning Committee has deferred approval of funding for the McCall addition. The Capital Committee will be meeting with the EFPBC and the architect on Thursday, November 1 to hear a complete presentation of the project. Following that presentation there may be a vote to reconsider the earlier vote.

Vinson-Owen Elementary School. The Vinson-Owen School has been designated by the EFPBC and the School Committee as the next elementary school for reconstruction. The building is in poor physical condition and the educational spaces are inadequate by current standards. The library has been pressed into use as a regular classroom, and students must eat lunch in their classrooms because the school lacks a cafeteria. Moreover, school cannot be made handicap accessible at a reasonable cost and is very energy inefficient. The EFPBC and the School Committee intend to build a new Vinson-Owen School with additional classrooms to relieve town-wide overcrowding in the elementary grades. The Town has applied to the newly created School Building Authority (SBA) for state funding for the project. The SBA will select the first round of communities for funding in February 2008. Winchester is not guaranteed funding in the first round; however, when Winchester is funded by the SBA, it must be prepared to provide the Town’s share of the total construction cost. At currently structured, the Building Stabilization Fund will not have the capacity to provide much of the Town’s matching share for a new Vinson-Owen School.

Winchester High School. The Capital Planning Committee has authorized and completed a number of major improvements to the High School, including replacement of the failing HVAC system. However, by 2015, the enrollment at the High School is expected to increase to 1,370 students, most of whom are already in the elementary schools today. The projected enrollment will exceed the capacity of the existing High School building by 200 students in 2012/2013. The EFPBC and the School Committee believe that the

interior of the existing building can be reconfigured to accommodate the projected enrollment increases. The recently completed Schools Master Plan calls for reconfiguration of the High School to provide four new classrooms (English, math, social studies, and language); 12 redesigned science rooms/ labs; one new weight room; one new fitness room; and one new art room (created by dividing the existing space). The preliminary cost estimate for this work is \$54 million. In the interim, the High School will continue to need substantial investment to repair existing systems and bring it into compliance with current building code requirements.

Town Buildings Program

Program Overview/Rationale

The Town of Winchester owns 13 municipal buildings, excluding schools.³ In 2002-2003, the Capital Planning Committee commissioned an inventory and assessment of the condition of the Town’s municipal buildings. The assessment was conducted by VFA, a specialist building engineering firm. Working from this information, Capital Planning Committee, in cooperation with the School Committee, the EFPBC, the Town Manager and the DPW, identified the capital improvement projects needed to reduce health and safety risks, meet state and federally mandated requirements, and maximize the long-term economic value of the buildings to the Town. The Capital Planning Committee schedules the improvements for implementation as capital funds become available. Wherever possible, similar projects are bundled to reduce bidding and construction costs.

Status of Current Funded Projects

Description	Date Voted	Amount	Remaining	Status
Public Safety Building – asbestos abatement	Fall 2006	\$100,000	0	Current
Veterans' Honor Roll – design	Fall 2006	\$30,000	0	Current
Public Safety Building – design	Spring 2006	\$100,000	0	Complete
Municipal Buildings – capital repairs	Fall 2005	\$412,850	\$149,692	See page 38

³ The Town owns a total of 22 buildings, totaling approximately 1,042,233 square feet.

Municipal Buildings - capital repairs	Fall 2004	\$1,028,336	\$173,447	See page 38
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Recommended FY09 Projects

Description	Amount	Reference
Town Hall - re-point exterior; improve HVAC system; reconstruct Veterans' Memorial	\$2,100,000	FY09
Public Safety Building - renovate exterior	\$1,556,000	FY09
DPW - replace heavy-vehicle mechanical lifts	\$225,000	FY09

Town Hall Exterior and Ventilation System Repairs. The Town Hall roof has been replaced and the interior renovated. This project will re-point exterior masonry and replace window sashes to prevent further rainwater penetration of the building walls and the basement. Foundation and stairway waterproofing will be repaired and replaced, and the exterior drainage system will be repaired. Additional ventilating equipment will be added to the basement levels to eliminate excessive moisture and mold that are causing health problems and threatening the Town archives.

Public Safety Building Exterior Renovation. This project will fund the exterior renovation of the Public Safety building, including the replacement of the roof and windows, re-pointing of the building's exterior brickwork, and reconfiguration of the entryways.

DPW Replacement of Replace Heavy-Vehicle Mechanical Lifts. This project will fund the replacement of two mechanical lifts within the DPW garage. The lifts are used to service and repair the DPW's and the Fire Department's large trucks. The current lifts are over 24 years old and have failed the most recent mandatory annual inspection.

Five Year Plan of Anticipated Improvements

Description	Amount	FY
Public Safety Building - renovate interior	\$1,500,000	FY10
DPW Yard - rehab buildings	\$3,000,000	FY10
Transfer Station/Recycling Center - reconstruction	\$2,500,000	FY10

Public Safety Building Interior Renovation. This project will fund the interior renovation of the Public Safety building, including upgrading of the electrical service and the HVAC system.

DPW Yard Reconstruction. The DPW Yard includes administrative offices, repair garages, and storage buildings. The condition of the Yard buildings was evaluated in 2006-2007 and many building were found to be badly deteriorated. This project would

fund replacement of building roofs and reconstruction of failing masonry walls, especially the walls of the former stable buildings.

Transfer Station/Recycling Center Reconstruction. Town Meeting recently authorized \$525,000 to restore the impermeable cap over the old landfill. The cap prevents rainwater from penetrating the landfill and leaching harmful chemicals into the Aberjona and surrounding properties. The Town recently received preliminary approval to proceed with the restoration of the cap. Once the cap is completed, the Town will prepare plans for the redesign Transfer Station, which will likely include removal of the conveyor belt, reconfiguration to improve recycling and safety at the facility, and reuse or removal of the incinerator building.

3.2 Capital Stabilization Fund

Roads and Sidewalks Program

Program Overview/Rationale

The Town owns and maintains approximately 95 miles of roads and 80 miles of sidewalks. The roads and sidewalks are surveyed annually and the most deteriorated pavements are programmed for repair or replacement. Prior asset management studies have determined that an average annual expenditure of about \$600,000 is sufficient to keep Winchester’s roads and sidewalks in safe condition and maximize their economic life. The Town funds about half of this \$600,000 annual expenditure from its allocation of state Chapter 90 funds and the balance from the Capital Stabilization Fund.

Status of Current Funded Projects

Description	Date Voted	Amount	Remaining	Status
FY2008 Roads and Sidewalks Program – repair and reconstruction	Spring 07	State: \$400,000 Town: \$200,000	on going	On-going
FY2007 Roads and Sidewalks Program – repair and reconstruction of 1,900 ft of primary roads, 10,616 ft of secondary roads, 900 sq yds of sidewalk, and 37 ADA ramps	Spring 06	State: \$472,818 Town: \$275,000	\$19,853	On-going
FY2006 Roads and Sidewalks Program – repair and reconstruction 4,000 ft of primary roads, 10,328 ft of secondary roads, 800 sq yds of sidewalk, and 25 ADA ramps	Spring 05	State: \$323,535 Town: \$275,000	\$52	On-going
FY2005 Roads and Sidewalks Program – repair and reconstruction	Spring 04	State: \$323,044 Town: \$322,000	0	Complete

Recommended FY09 Projects

Description	Amount	Reference
Roads and Sidewalks - repair and reconstruction	State: \$475,000 Town: \$100,000	Spring 2008 Warrant

Five Year Plan of Anticipated Improvements

Description	Amount	FY
Roads and Sidewalks - repair and reconstruction	State: ~\$300,000 Town: ~\$300,000	FY10
Roads and Sidewalks - repair and reconstruction	State: ~\$300,000 Town: ~\$300,000	FY11
Roads and Sidewalks - repair and reconstruction	State: ~\$300,000 Town: ~\$300,000	FY12
Roads and Sidewalks - repair and reconstruction	State: ~\$300,000 Town: ~\$300,000	FY13
Roads and Sidewalks - repair and reconstruction	State: ~\$300,000 Town: ~\$300,000	FY14

Flood Mitigation Program

Program Overview

In 1999, the Town completed a study of flooding along the Aberjona River. The study identified 17 projects necessary to reduce the risk of flooding throughout the Town. Two projects—construction of the Shore Road culvert and removal of the dam at Muraco School—were completed in 2002. Because of the potential environmental impacts of the 15 remaining projects, the Town was required to submit a full Environmental Impact Report (EIR) on the projects. In 2003, the Town filed a Notice of Project Change with the Massachusetts Environmental Protection Agency (MEPA) and was permitted to construct the Cross Street culvert in 2005.

In 2004, the Town contracted with ENSR Corporation to prepare the Draft EIR for the remaining 14 projects. The DEIR was submitted to MEPA in February 2006, and in April 2006, MEPA asked for the preparation of a Supplemental Draft EIR documenting

additional analyses and impact assessments. The Supplemental DEIR was approved by MEPA in April 2007. It covers seven projects located within Winchester (one to be completed by the MWRA), one project located upstream in Woburn, and two projects located downstream in Arlington and Medford. The Final EIR is currently being prepared by ENSR. The Town is working with MEPA, the Department of Environmental Protection, the Department of Conservation and Recreation, and representatives of the upstream and downstream communities to develop a plan to successfully complete all the projects.

Status of Current Funded Improvements

Description	Date Voted	Amount	Remaining	Status
Final EIR - prepare report	Spring 07	\$190,000	0	Current
Mt Vernon Bridge - design	Spring 06	\$150,000	\$150,000	Hold
Supplemental EIR - prepare report	Spring 05	\$105,000	0	Complete
Cross Street - add culvert (borrowing)	Fall 04	\$432,000	0	Complete
Draft EIR - prepare report	Spring 04	\$260,000	0	Complete

Recommended FY09 Projects

Description	Amount	Reference
None		

Flood Mitigation Projects. Flood mitigation projects within Winchester are on hold until the Final EIR is approved by the Massachusetts Environmental Protection Agency and the downstream projects are completed.

Five Year Plan of Anticipated Projects

Description	Amount	FY
Waterfield Rd to Bacon St - channel widening	\$450,000	2010
Mt. Vernon Street Bridge - add culvert	\$1,000,000	2011
Skillings Field Road - add culvert	\$5,000,000	2012
Center Falls - add second valve	\$500,000	2012
Swanton Street - reconstruct street and add culvert	\$1,000,000	2013
Railroad Bridge near Muraco -- construct two culverts	\$>1,000,000	2013

Fields and Recreational Facilities Program

Program Overview

The Town owns approximately 130 acres of fields, parks, and grounds. Funding for maintenance of the fields, parks, and grounds is provided in part by the Town and in part by private groups.

Status of Current Funded Improvements

Description	Date Voted	Amount	Remaining	Status
Ginn Field- replace light posts	Spring 06	\$36,500	0	Complete
Manchester Field - redesign	Spring 06	\$57,000	0	Complete
Mullen Field - rehabilitation, Phase II	Spring 05	\$276,000	0	Complete
Mullen Field - rehabilitation, Phase I	Spring 04	\$110,000	0	Complete

Recommended FY09 Projects

Description	Amount	Reference
None		

The Capital Planning Committee does not recommend funding of any major field and recreation projects this year, but supports current work to re-evaluate field and recreation needs and plans. The Committee is particularly concerned that field and recreation projects be closely coordinated with flood mitigation program improvements and the planning for the reconstruction of the High School.

Five Year Plan of Anticipated Improvements

Description	Amount	FY
Manchester Field - renovation	\$2,500,000	2013
Ginn Field - renovation	\$180,000	2010
Ciarcia Field - renovation	\$500,000	2012

Manchester Field Renovation. Initial plans have been developed for Manchester Field and reviewed with the neighborhood and Town boards. The Board of Selectmen has asked the Capital Planning Committee to review the status of plans for Manchester

and Skillings Fields given the current uncertainties about the design and schedule of the pending flood mitigation projects. The underlying concern is that much needed improvements to the Town's playing fields not be undone by later decisions by the flood mitigation projects.

Ginn Field Renovation. Renovation of Ginn Field is dependent on the prior approval of the flood mitigation program permits.

Ciarcia Field Renovation. Renovation of Ciarcia Field is dependent on the prior approval of the flood mitigation program permits.

3.3 Capital Stabilization Fund and Current Revenue Account

Capital Equipment Projects

Program Overview

The Capital Stabilization Fund was established by the voters in 2002. The purpose of the fund is to pay for capital projects that include but are not limited to flood control improvements, street and sidewalk reconstruction, building system repairs, playground improvements, and capital equipment purchases. Money is appropriated to the Capital Stabilization Fund each year by Town Meeting. The money may be spent immediately or accrued over several years to pay for large projects. In FY2003, \$800,000 was appropriated into the fund. In each subsequent year, the amount appropriated increases by 2.5 percent. The Capital Planning Committee has been accruing money in the Fund in anticipation of major expenses for implementation of the flood mitigation projects.

Status of Current Funded Projects

Description	Date Voted	Amount	Source	Remaining	Status
SCHOOLS					
Muraco - interior painting	Spring 07	\$50,000		\$50,000	Winter 08
SPED - instructional computers	Spring 07	\$18,000		\$15,205	In Process
Central Office - replace van	Spring 07	\$20,000		\$3,349	Completed
IT -- local area network	Spring 07	\$24,800	CSF	\$0	Completed
WHS - new computers	Spring 06	\$40,000		\$0	Completed
WHS - new computers	Spring 05	\$54,456		\$9,110	Completed
Vinson-Owen - new phone system	Spring 04	\$22,000		\$1,455	Completed
SPED - assistive technology	Spring 04	\$38,000		\$0	Completed
WHS - add computers	Spring 04	\$133,000		\$9,826	Completed
WHS - repair auditorium lighting	Spring 04	\$55,000		\$0	Completed
PUBLIC WORKS					
Transfer Station - replace trash trailer	Spring 07	\$54,600	CSF	\$8,660	Awtg. Delivery
Roads - replace sidewalk tractor and road sander	Spring 07	\$120,000	CSF	\$0	Awtg. Delivery
Roads - replace street sweeper	Spring 07	\$130,000	CSF	\$0	Delivered
DPW - replace director's car	Spring 07	\$28,000	CSF	\$0	Awtg. Delivery
Transfer Station - repair landfill cap; design	Fall 06	\$500,000	CSF	\$0	On-going
DPW - replace tanks, Transfer Station scale and belt	Fall 05	\$292,000		\$14,564	Completed

Transfer Station - replace trash trailer	Spring 05	\$50,000		\$3,150	Completed
DPW - replace pickup truck	Spring 05	\$45,000		\$1,591	Completed
Transfer Station - replace trash trailer	Spring 04	\$40,000		\$0	Completed
Transfer Station - improvements	Spring 04	\$30,000		\$6,177	On-going
DPW - replace utility trailer	Spring 04	\$45,000		\$7,154	Complete
PUBLIC SAFETY					
Replace ambulance	Spring 07	\$170,000	CSF	\$135,000	Nov 2007
Update police/fire radios	Spring 06	\$38,815		\$0	Completed
Replace fire chief's vehicle	Spring 06	\$23,750		\$0	Completed
Replace portable radios	Spring 05	\$6,000		\$0	Completed
OTHER					
Library - repair HVAC system	Spring 07	\$25,000	CSF	\$25,000	Spring 2008
Library - re-carpet/painting (Ph. II)	Spring 07	\$68,624		\$68,624	December 2007
Town Clerk - preserve town records, Phase II; reprogrammed to purchase failing voting machines	Spring 07	\$25,000	CSF	\$25,000	On-going
Town Clerk - preserve records, Ph I	Spring 06	\$27,000		\$15,000	Winter 2008
Town Hall - repair HVAC	Spring 04	\$25,000		\$13,359	Completed

Note: CSF indicates that the project was funded from the Capital Stabilization Fund; all others projects were funded from the Current Revenue Account.

Recommended FY09 Improvements

Description	Amount	Reference
SCHOOLS		
Mystic School - replace asbestos floor tiles	\$50,000	Spring 2008
WHS - replace chemical safety showers	\$34,100	Spring 2008
Vinson-Owen - rebuild retaining walls and sidewalks	\$25,000	Spring 2008
Muraco School - repaint exterior, including trim and windows	\$85,000	Spring 2008
WHS - purchase wireless unit for science dept labs	\$39,324	Spring 2008
WHS - purchase permanently mounted computer projectors	\$42,300	Spring 2008
PUBLIC WORKS		
Replace transfer station front-end loader	\$150,000	Spring 2008
Purchase bucket truck	\$50,000	Spring 2008
Replace fields mower	\$80,000	Spring 2008
Plant replacement street trees	\$20,000	Spring 2008
Replace pickup truck	\$45,000	Spring 2008

Replace small backhoe for cemetery	\$50,000	Spring 2008
OTHER		
Library – replace carpet; repaint walls (Phase III)	\$47,842	Spring 2008
Town Clerk –preserve Town records (Phase II)	\$25,000	Spring 2008

Mystic School – Replace Asbestos Floor Tiles. This project will remove asbestos floor tiles and wooden sub-floor containing asbestos-based mastic from the Mystic School hallways. The sub-floor and tile will be replaced with non-asbestos materials. The Recreation Office will be relocated while the work is underway.

WHS – Replace Chemical Safety Showers. This project will install one additional deluge shower and eye wash station for the High School science laboratory.

Vinson-Owen – Rebuild Retaining Walls. This project will correct immediate safety deficiencies in the sidewalks and retaining walls at the Vinson-Owen School, including installation of handrails and railings.

Muraco School – Repaint Exterior including Trim, Windows. A number of the windows in the Muraco School are failing and are scheduled for replacement. This project will scrape and paint the wood sashes and trim on the remaining windows to prevent deterioration of those windows.

WHS – Purchase Wireless Units for Science Dept Labs. The High School will purchase two wireless carts, each with 16 laptop computers and one printer. The carts can be moved into any classroom and laboratory, minimizing the need to move students to a room dedicated to computers. This acquisition will complete a multi-year program to provide each core curriculum department with its own wireless cart.

WHS - Purchase Permanently Mounted Computer Projectors. This project funds the purchase and installation of computer projectors in 18 classrooms. Currently, half of the classrooms at the High School have projectors; this project will outfit the remainder of the classrooms. The projectors allow teachers to use their laptops as an interactive tool for classroom presentations.

DPW -- Replace Transfer Station Front-End Loader. This project will fund the replacement of the existing 1983 CAT front-end loader with a new front-end loader. The loader is used to move and load scrap metal, compost, trash, and snow at the Transfer Station.

DPW - Purchase Bucket Truck. This project will fund the purchase of new, one-ton service van with an aerial bucket. The bucket truck will enable one person to do work—such as repairing lighting, inspecting and repairing roofs and gutters, and repairing

windows and masonry—that currently requires two people. The addition of a bucket truck will significantly improve the productivity of the DPW Building Maintenance staff.

DPW - Replace Fields Mower. This project will fund replacement of the DPW’s 1996 field mower. The existing mower has accrued 9,000 hours of service; it is unreliable and increasingly expensive to maintain. The mower is used to cut 70 acres of grass on the Town’s school grounds, parks, and playing fields.

Planning Board and DPW - Plant Replacement Street Trees. During the town-wide and neighborhood/precinct meetings held as part of the Phase I Comprehensive Master Plan authorized by Town Meeting, the Planning Board heard recurring and widely supported calls for the Town to initiate a program to replace street trees and trees on other Town properties that have been lost to disease, age, and construction. The Planning Board recommended and the Capital Planning Committee endorsed establishment of an on-going tree replacement program to maintain the look and feel of Winchester’s public spaces and minimize rainwater runoff and flooding.

DPW - Replace Pick-up Truck. This project will fund the replacement of the DPW’s 1988 Chevy pick-up truck. The existing truck has run 125,000 miles; it is not cost effective to maintain the vehicle. The truck is used to move DPW staff, equipment, and tools for pavement repair, landscaping projects, snow removal, and other maintenance tasks.

Cemetery - Replace Small Backhoe. The project will fund part of the purchase a small, 4-wheel-steering, articulated loader and backhoe for excavation of graves and maintenance of the cemetery grounds. A small machine is necessary to maneuver among the closely spaced gravestones and plantings. The balance of the \$80,000 cost of the backhoe will be funded from the Cemetery Trust Fund.

Library - Replace Carpet; Repaint Walls. This project funds the third year of a three-year plan to replace heavily worn carpets and repaint walls in the Library. The Library is one of the most heavily used Town buildings.

Town Clerk -Preserve Town Records (Phase II). This project funds the second year of a multi-year program to microfilm, digitize, and preserve the Town’s permanent records as required by state law.

Five Year Plan of Anticipated Improvements

Description	Amount	FY
Fire - replace ladder truck, pumper, and support vehicles	\$1,000,000+	2010
Schools - upgrade computer systems and related technology	\$500,000	2010
DPW - replace vehicles and equipment	\$130,000	2010
Library - complete interior repainting and re-carpeting	\$50,000	2010
Town Clerk - preserve records	\$50,000	2010

3.4 Water and Sewer Enterprise Fund

Program Overview/Rationale

The Town’s water and sewer infrastructure is being maintained and refurbished according to the 1987 Master Plan developed by Weston and Sampson. Capital improvements are funded by water and sewer rates charged to Winchester residents and businesses and by subsidized loans provided by the Massachusetts Water Resources Authority (MWRA). The Town’s water distribution system has been largely overhauled. A \$5.3 million water filtration plant was construction in 1996, and the Town hs completed the cleaning, relining, and repair of most 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. This information is being used to program capital improvements over the next decade.

Status of Current Funded Improvements

Description	Date voted	Amount	Remaining	Status
Radio frequency meters	Spring 07	\$136,203	50,503	FY08 completion
Utility vehicle	Spring 06	\$28,000	0	Complete
Pickup truck	Spring 06	\$45,000	0	Complete
Water purification filter charcoal	Spring 05	\$50,000	6,640	Complete
Radio meters	Spring 05	\$136,203	0	FY08 completion
Phase II drainage (borrowing)	Spring 05	\$212,507		On-going
Radio meters, goosenecks, north tank	Spring 05	\$555,190	108,486	On-going
Lantern Lane sewer station	Spring 04	\$220,000	0	Complete
Pickup truck	Spring 04	\$38,000	0	Complete

Recommended FY09 Projects

Description	Amount	Reference
No requests		

Water/Sewer - Pickup Truck Replacement. This purchase will replace the Water and Sewer Department’s existing 1986 pick-up truck.

Five Year Plan of Anticipated Improvements

Description	Amount	FY
Backhoe / excavator replacement	\$150,000	FY10
Johnson Road sewer -- repair	\$600,000	FY10
Pickup truck - replace	\$45,000	FY10
Drainage System - Phase III	\$2,500,000	FY10

3.5 Cemetery Trust Fund

Program Overview/Rationale

Cemetery capital improvements are funded from the Permanent Care Fund. The amount of money spent each year is determined by the Trustees of the fund.

Status of Current Funded Improvements

Description	Date Voted	Amount	Remaining	Status
Sidewalk improvements	Spring 07	\$20,000	\$20,000	On going
Cemetery tree preservation	Spring 06	\$20,000	\$20,000	Fall 2007
Cemetery tree preservation	Spring 05	\$20,000	\$0	Complete
Cemetery sidewalks	Spring 05	\$20,000	\$215	Complete
Cemetery roadways	Spring 04	\$42,372	\$0	Complete
Cemetery tree preservation	Spring 04	\$20,000	\$5,331	On going

Recommended FY09 Improvements

Description	Amount	FY
Backhoe - replacement	\$80,000	2009
Records - preservation	\$30,000	2009

Cemetery - Backhoe Excavator. The project will fund part of the purchase a small, 4-wheel-steering, articulated loader and backhoe for excavation of graves and maintenance of the cemetery grounds. A small machine is necessary to maneuver among the closely spaced gravestones and plantings.

Cemetery - Scan and Computerization of Maps / Records. This project will fund the scanning and microfilming of all internment records and owner cards for more space-efficient and safe record keeping. Many of the original paper records are fading and disintegrating with age. A backup copy of the scanned and computerized records will be kept in the Town's new Sanborn House archive.

Five Year Plan of Anticipated Improvements

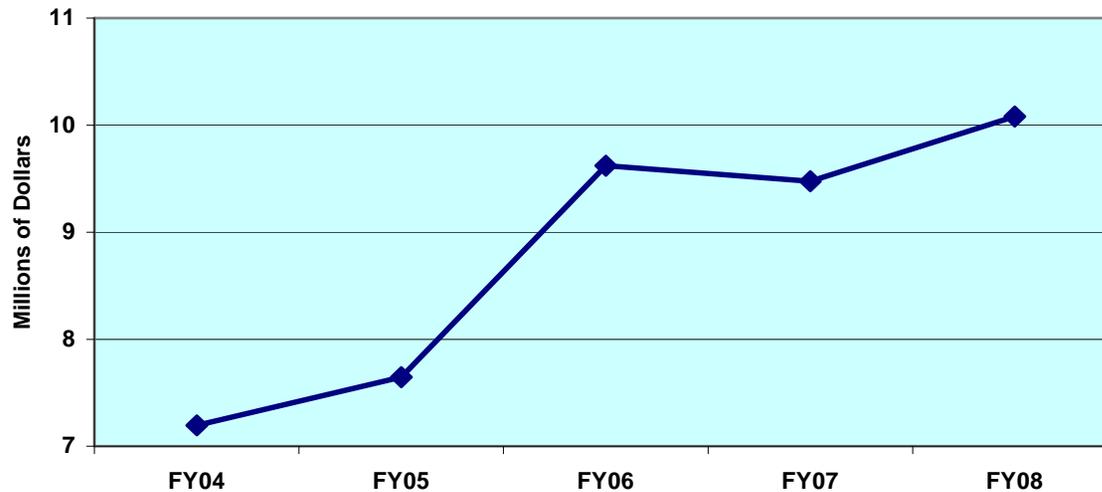
Description	Amount	FY
Sidewalk improvements	20,000	FY10
Dump truck	60,000	FY10

4.0 CAPACITY OF THE STABILIZATION FUNDS

4.1 Total Capital Spending

The Town has spent \$44 million on capital improvements during the last five years. The projects have started the process of redressing the cumulative effects of years of under-investment and under-maintenance of the Town's school buildings, municipal buildings, water and sewer infrastructure, and police, fire, and maintenance vehicles and equipment.

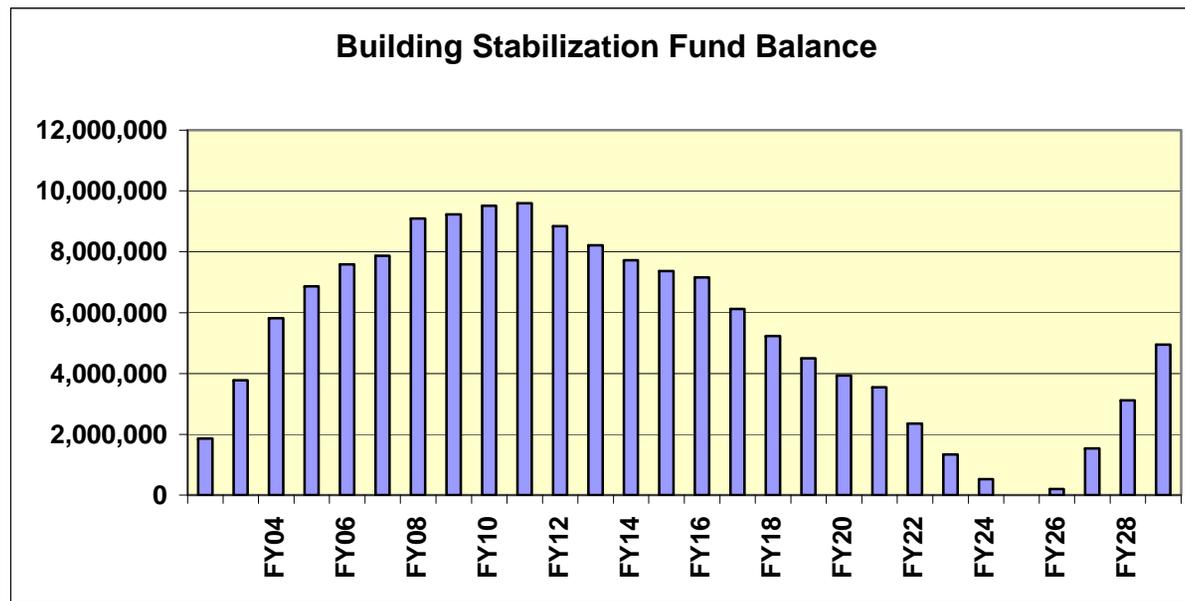
Total Capital Spending - Last Five Years



4.2 Building Stabilization Fund

The Building Stabilization Fund received an initial appropriation from the tax levy of \$1.85 million in FY2003. Similar amounts, increasing by 2.5 percent, have been added to the fund each year since then. The fund has been used to pay the debt service on the Ambrose School (\$8.8 million), major building repairs mostly at the High School (\$7.3 million), and an assortment of smaller projects. The current fund balance is \$7.6 million with commitments to debt service of about \$1.5 million per year.

The chart below shows the effect of additional borrowing on the fund balance. In this example, it is assumed that the Town borrows \$11 million in FY2009 for current projects and borrows \$8.5 million each fifth year thereafter for regular capital maintenance projects. This outlay brings the Fund to its capacity. Even though the annual appropriations to the Fund continue and those appropriations grow by 2.5 percent each year, the funds are absorbed paying off the financing of previously committed projects. The fund will not have the capacity to fund additional projects until after 2024/2024. This means that the Town will not be able to fund pending projects such as the repair of the DPW Yard nor the Town’s share of any future major school building projects.



4.3 Capital Stabilization Fund

The Capital Stabilization Fund has received \$800,000 (plus 2.5 percent annual increases) from the tax levy since FY2003. Most of these funds have been spent directly on projects each year; however, about \$1 million has been borrowed for the Cross Street culvert and the landfill cap. The current balance in the fund is \$670,000; this money has been set aside for flood mitigation projects that are still on hold awaiting permit approvals.

5.0 ISSUES AND OUTLOOK

The Capital Planning Committee has completed an initial review the Town's capital investment needs over the next ten and fifteen years. The Committee concludes that the Town is facing a major shortfall in capital funding. The demands on the major funds – the Building Stabilization Fund and the Capital Stabilization Fund – are pressing the capacity of these funds. The demands are driven by an expanding school population; the aging of many of the municipal buildings; the cumulative impact of past decades of deferred maintenance; and recent extraordinary increases in the prices of steel, cement, and other building materials caused by world demand and high oil prices. The funds, as they are currently structured, are not sufficient to meet current or future needs. The situation is becoming particularly acute for the Building Stabilization Fund. As it is currently structured, once the FY2009 and pending FY2010 projects are funded, the fund will not have the capacity to support another major project until after 2024/25.

Over the next several years, the Town must consider three broad options:

- Deferring many pending capital requests, funding only projects that are judged critical to public health and safety;
- Increasing the annual appropriations to the Building Stabilization Fund and the Capital Stabilization Fund, permitting a limited expansion of the capital program; and/or
- Supporting specific, capital-debt expenditure, tax overrides earmarked for major capital improvement projects such as schools, town buildings, and flood mitigation projects.

The Capital Planning Committee, with the support of the Board of Selectmen, the School Committee, the Planning Board, the Town Manager, and the Department directors, has started a detailed review of the Town's capital needs over the next ten and fifteen years. This review will be foundation for a systematic assessment of the future of the Building Stabilization and Capital Stabilization Funds and recommendations on funding and financing strategies to ensure their solvency.

Acknowledgments

The Capital Planning Committee gratefully acknowledges the expertise and assistance of numerous Town staff who have been helpful in developing the materials necessary for this report. Town Manager Mel Kleckner, Assistant Town Manager Mark Twogood, Acting Comptroller Stephen Channel, Project Management Consultant Margaret White, Administrative Coordinator Patricia Tassi, Department of Public Works Director Ed Grant and his staff, Superintendent of Schools William McAlduff, School Finance Director Sam Rippin, School Athletic Director Thomas Murray, Fire Department Chief John Nash, Police Chief Albertelli, Recreation Department Director Chris Nelson, and Fields Committee Representative James Gill, 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 ½ 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.

APPENDIX A

Authorities and Policies of the Capital Planning Committee

Town Charter -- Section 6-7 Capital Improvement Program

The town manager shall submit a capital improvement program to the board of selectmen and the finance committee at least thirty days before the date fixed for submission of his proposed budget.

It shall be based on material prepared by a capital planning committee of the town, including

- (a) a clear, concise general summary of its contents;
- (b) a list of all capital improvements proposed to be undertaken during the ensuing five years, with supporting information as to the need for each capital improvement;
- (c) cost estimates, methods of financing and recommended time schedules for each improvement; and
- (d) the estimated annual cost of operating and maintaining each facility and piece of major equipment involved.

This information is to be annually revised by a capital planning committee with regard to the capital improvements still pending or in the process of being acquired, improved or constructed.

Town By-Laws 4.5.4 Duties -

The capital planning committee shall each year assist the town manager in the preparation of materials for and the development of a capital improvement program as provided in Article 6, Section 6-7 of the charter. The committee shall also review the capital improvement program prepared by the town manager and shall report its recommendations to the board of selectmen and to the finance committee.

The town manager's capital improvement program and the capital planning committee's recommendations shall become an integral part of the finance committee's budget report.

The committee shall make recommendations to the town meeting regarding the capital program and all articles involving capital expenditures.

Policies of the Capital Planning Committee

The policies governing the Capital Planning Committee 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 within 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.
5. The Committee shall make annually for overview and planning purposes, and shall present to the Selectmen and Finance Committee, and to Town Meeting in an annual "Capital Planning Status Report to Town Meeting" in the fall, an update that may include the following reports:
 - a. An updated inventory of equipment and of square footage and current maintenance costs of the Town's public buildings and ground;

- b. An updated chart of the town's debt service and debt capacity, and bond rating management, including definitions of and criteria for AAA versus AA bond ratings and how the town is meeting them;
 - c. A status review of approved projects going back three fiscal years;
 - d. A review of the Capital Program going forward five years;
 - e. A mid-year review of existing projects and upcoming changes;
 - f. And a review of recommendations of the Educational Facilities Planning and Building Committee (EFPBC) when relevant.
6. The Committee shall determine the priority of capital requests by the following three-step procedure, to be reviewed and assessed next year (FY04):

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

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

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

- Public health and safety
- Mandated by state or federal government
- Necessary for maintenance of Town assets
- 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

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

APPENDIX B

Status of Major Building Projects

FY07-06 School Building Projects Status Report

Project	Budget	Encumbered /Expended	Balance	Project Status
FY2007				
Lynch Lecture Hall Floor	\$60,000	38,975	21,025	Complete
Mystic School Roof Replacement	\$517,950	469,053	48,897	Complete
Mystic Boiler Rm Asbestos Abatement	50,000.00	34,948	15,052	Complete
WHS Flooring	150,000.00	150,000	0	Complete
WHS Suspended Field House Sports	35,000.00	28,103	6,897	Complete
WHS Stage Lighting	50,000.00	50,000	0	Complete
Lynch Gym Roof Replacement	150,000.00	140,201	9,799	Complete
Contingency/Administration	150,000.00	79,271	70,729	
Total Budget	1,162,950.00	990,551	172,399	

Project	Budget	Encumbered /Expended	Balance	Project Status
FY2006				
WHS Air Quality/Ventilation	2,849,001	2,849,001	0	Complete
Fuel Tank Replacement			0	
Lynch School Fuel Tank Replacement	118,399	118,399	0	Complete
Lynch Fuel Tank Evaluation	5,316	5,316	0	Complete
Parkhurst Fuel Tank	115,567	115,567	0	Complete
Vinson-Owen Pedestrian Pavement	67,816	67,816	0	Complete
WHS Restrooms - non ADA	839,799	839,799	0	Complete
WHS Misc Repairs Phase I	396,540	396,540	0	Complete
WHS Bleachers and Lockers				
WHS Misc Repairs Phase II	1,025,678	1,025,678	0	Complete
WHS Auditorium Fire Curtain	35,000	0	35,000	Complete

Lynch School ADA Lift	150,000	150,000	0 Complete
Muraco School Boiler Room Abatement	60,000	60,000	0 Complete
McCall Masonry Work	21,395	21,395	0 Complete
Lincoln Fire Protection	420	420	0 Complete
WHS PA System	13,323	13,323	0 Complete
Lynch School Exit Signs	33,897	33,897	0 Complete
Mystic School Electrical	2,559	2,559	0 Complete
Mystic School Emergency Lighting	13,572	13,572	0 Complete
Mystic School Exit Signs	25,296	25,296	0 Complete
Vinson-Owen Boiler Panels	12,000	12,000	0 Complete
McCall Boiler Room ADA	4,604	4,604	0 Complete
McCall Access Ladder Mech Room	5,062	5,062	0 Complete
McCall Gym Floor	19,750	19,750	0 Complete
McCall Fire Sprinkler Caps	753	753	0 Complete
Mystic School Roof Replacement	54,915	54,915	0 Complete
Muraco School Masonry Work	8,680	0	8,680 On Hold
Muraco School Windows	116,367	0	116,367 On Hold
Muraco School Cooling	41,945	27,769	14,176 On Hold
Parkhurst Exterior Doors	48,593	0	48,593 On Hold
Parkhurst Soffits	29,132	0	29,132 On Hold
Parkhurst Motar Joints	99,112	0	99,112 On Hold
Parkhurst Retaining Wall	24,157	0	24,157 On Hold
Parkhurst Area Way Wall Foundation	18,321	0	18,321 On Hold
Parkhurst Exterior Walls	29,132	0	29,132 On Hold
Administration			
	6,286,101	5,863,431	422,670

FY07-06 Municipal Building Projects Status Report

Project	Budget	Encumbered/ Expended	Balance	Status
FY2007				
Sanborn House	87,850	62,783	25,067	Work on hold until futher notice from Historic Commission
DPW Feasibility Study	50,000	50,000	0	Complete
Library Roof	75,000	75,000	0	Complete
Town Hall Basement	80,000	0	80,000	On hold
Town Hall Engineering Study	55,000	18,000	37,000	Complete
Town Hall Carpet	15,000	15,000	0	Complete
Contingency/Administration	50,000	42,375	7,625	
	412,850	263,158	149,692	

Project	Budget	Encumbered	Balance	Status
FY2006				
Roof Projects				
Town Hall	720,000	582,976	137,024	Complete
DPW Storage Roof	25,000	25,000	0	Complete
DPW Historic Roof	25,000	25,000	0	Complete
DPW Salt Roof	38,462	38,462	0	Complete
Fire Station West Roof	50,000	50,000	0	Complete
Fire Station Center Roof	15,000	15,000	0	Complete
Public Safety Building Feasibility Study	35,000	35,000	0	Complete
Sanborn House Feasibility Study	50,000	50,000	0	Complete
Town Hall Exit Signs	22,374	6,385	15,989	Complete
Aux Fire Station Concrete Apron	5,000	0	5,000	On hold
Fire Station West Bulkhead Stairs	2,500	0	2,500	07 Completion
Fire Station West Pavement	5,000	2,095	2,905	Complete
Town Wide Fuel Tank Evaluation	35,000	24,971	10,029	Complete
	1,028,336	854,889	173,447	

**Report of the Capital Planning Committee
on the
McCall Middle School Addition
and its
Impact on the Town's Building Capital Stabilization Fund**

January 17, 2008

The Capital Planning Committee has reviewed the recommendation of the School Committee and the EFPBC to construct an addition to the McCall Middle School. The purpose of the addition would be to relieve existing overcrowding at the school and accommodate the forecast increase in the number of middle school students between 2011 and 2015, which is estimated at 200 students.

The Capital Planning Committee requested and received from the EFPBC a detailed assessment of the proposed addition and nine alternative schemes for accommodating the middle school students. A copy of the summary table comparing the alternatives is attached to this report. (See Appendix A) The EFPBC will provide a separate report detailing the proposed addition and the alternatives.

The Capital Planning Committee concurs that a permanent addition is the preferred alternative. There continues to be discussion within the Capital Planning Committee about the number of classrooms needed after 2015, when the forecast enrollment declines; however, the Committee agrees that the proposed addition will relieve overcrowding and accommodate the forecast increase in enrollment through 2015.

The Capital Planning Committee would prefer a much less costly solution. The Committee and the EFPBC have looked for a less costly solution, but as indicated in the summary table, no satisfactory alternatives have been identified. The Committee encourages the EFPBC to continue to look for ways to reduce the cost of the addition.

The Capital Planning Committee is aware of the option of a debt exclusion override, however, it has not been discussed and no consensus has been reached. Therefore, it will be on the agenda at the meeting of January 30th.

At issue is the impact of funding the McCall addition on the Town's Building Stabilization Fund. If the Town funds the McCall addition, *it will nearly exhaust the capacity of the Building Stabilization Fund to support other major capital improvement projects and sustain the long-term maintenance of the Town's buildings.*

The Capital Planning Committee has developed several scenarios to illustrate the choices and trade-offs facing the Town.

- Scenario 1 (Base Case) looks at the impact of funding the McCall addition and taking no further action to fund the Town's capital building needs.

Scenarios 2, 3 and 4 estimate the cost of funding the McCall addition and funding different combinations of the Town's other capital building needs over the next 15 years.

- Scenario 2 looks at funding the McCall addition, on-going maintenance, and critical projects, but not reconstruction of the Vinson Owen Elementary School or renovation of the High School;
- Scenario 3 looks at the impact of adding funding for reconstruction of the Vinson Owen Elementary School: and
- Scenario 4 looks at the impact of adding funding for reconstruction of the Vinson Owen Elementary School and renovation of the High School.

For the purposes of this analysis only, it is assumed that all projects are funded through the Building Stabilization Fund. Additional funding under Scenarios 2, 3, and 4 would be subject to the voters approving an override to supplement the existing funds.

The Committee feels that it is critical that a *long-term financial plan be developed by the Town to determine what impact the dwindling Building Stabilization Fund will have on the Town's overall reserves and the Town's "Aaa" bond rating.*

Additionally, the Committee is concerned about the adequacy of the parallel Capital Stabilization Fund, which pays for capital projects such as flood control improvements, street and sidewalk reconstruction, building system repairs, playground improvements, and capital equipment purchases. Pending projects, including over \$10 million in flood mitigation projects, will soon exhaust the capacity of this fund as well.

Base Case

Scenario 1 – Fund the McCall addition from the Building Stabilization Fund

Under this scenario, the Town could finance the projects listed in the table below but could afford only \$5 million of the \$8.5 million needed in each 5 year period over the next 15 years to make major repairs to all the Town’s school and municipal buildings. Fifteen years of deferred maintenance would leave the Town with badly deteriorated buildings and multiple health and safety risks. The balance of the Building Stabilization Fund would shrink to \$188,000 in 2020. This means that the Town could not afford another major building project until about 2025. The Capital Planning Committee believes this outcome is unacceptable.

PROJECTS FUNDED UNDER SCENARIO 1A		
School Building Projects	Municipal Building Projects	Building Capital Maintenance
\$7.7M McCall School Expansion	\$3.0M DPW Yard Reconstruction	\$5M in each 5 year period over the next 15 years for major repairs (e.g., replacement of roofs, boilers, HVAC systems, etc.)
	\$2.5M Transfer/Recycling Station	
	\$1.5M Public Safety Building Phase I	

Alternatively, the Town could fund the McCall addition and the full \$8.5 million needed over each 5 year period for the next 15 years for major building maintenance projects as shown in the table below. The Town could maintain its buildings, but could not afford any of its planned major renovation projects. Reconstruction of the Transfer/Recycling Station and the DPW Yard or the Public Safety Building- Phase 2 would be deferred for 15 to 20 years. The balance of the Building Stabilization Fund would shrink to \$0 in 2024. The Town could not afford to fund additional building projects until about 2029. The Capital Planning Committee believes this outcome is also unacceptable.

PROJECTS FUNDED UNDER SCENARIO 1B		
School Building Projects	Municipal Building Projects	Building Capital Maintenance
\$7.7M McCall School Expansion		\$8.5M in each 5 year period over the next 15 years for major repairs (e.g., replacement of roofs, boilers, HVAC systems, etc.)

Future Capital Needs

Scenario 2 - Add \$1 million annually to the Building Stabilization Fund

By adding \$1 million annually to the Building Stabilization Fund - as an override and subject to approval by the voters - the Town could fund the McCall addition, fully fund on-going building capital maintenance, and undertake the critical renovation projects as shown in the table below. However, the Town could not fund its share of the renovation of the Vinson Owen Elementary School nor the renovation of the Winchester High School. A copy of the Financial Analysis of the building Stabilization Fund under this scenario is attach to this report. (See Appendix B)

PROJECTS FUNDED UNDER SCENARIO 2		
School Building Projects	Municipal Building Projects	Building Capital Maintenance
\$7.7M McCall School Expansion	\$3.0M DPW Yard Reconstruction	\$8.5M in each 5 year period over the next 15 years for major repairs (e.g., replacement of roofs, boilers, HVAC systems, etc.)
\$2.8M Manchester Field Renovation	\$2.5M Transfer/Recycling Station	
\$2.0M Parkhurst School Renovation	\$1.5M Public Safety Building Phase II Repairs	
	\$3.8M Future Building Project	
	\$4.9M Future Building Project	

Scenario 3 - Add \$2 million annually to the Building Capital Stabilization Fund

By adding \$2 million annually to the Building Stabilization Fund – as an override and subject to approval by the voters - the Town could fund the McCall addition, fully fund on-going building capital maintenance, undertake critical renovation projects and reconstruction Vinson Owen Elementary School. However, the Town could not fund the renovation of the Winchester High School through the Building Stabilization Fund.

PROJECTS FUNDED UNDER SCENARIO 3		
School Building Projects	Municipal Building Projects	Building Capital Maintenance
\$7.7M McCall School Expansion	\$3.0M DPW Yard Reconstruction	\$8.5M in each 5 year period over the next 15 years for major repairs (e.g., replacement of roofs, boilers, HVAC systems, etc)
\$2.8M Manchester Field Renovation	\$2.5M Transfer/Recycling Station	
\$2.0M Parkhurst School Renovation	\$1.5M Public Safety Building Phase II	
\$25M Vinson Owen Elementary School Reconstruction (Assumes the School Building Authority will fund \$12.5 M and Town’s share will be \$12.5M)	\$3.8M Future Building Project	
	\$4.9M Future Building Project	

Scenario 4 - Add \$4 million annually to the Building Capital Stabilization Fund

By adding \$4 million annually to the Building Capital Stabilization Fund – as an override and subject to approval by the voters - the Town could fund the McCall addition, fully fund on-going capital maintenance, undertake critical renovation projects, reconstruct the Vinson Owen Elementary School, and fund the renovation of the Winchester High School.

PROJECTS FUNDED UNDER SCENARIO 4		
School Building Projects	Municipal Building Projects	Building Capital Maintenance
\$7.7M McCall School Expansion	\$3.0M DPW Yard Reconstruction	\$8.5M in each 5 year period over the next 15

		years for major repairs (e.g., replacement of roofs, boilers, HVAC systems, etc.)
\$2.8M Manchester Field Renovation	\$2.5M Transfer/Recycling Station	
\$2.0M Parkhurst School Renovation	\$1.5M Public Safety Building Phase II Repairs	
\$25M Vinson Owen Elementary School Reconstruction	\$3.8M Future Building Project	
\$32M Winchester High School Renovation (midpoint of cost estimates ranging from \$12M to \$54M)	\$4.9M Future Building Project	

In December 2007, the Capital Planning Committee with the assistance of the Town Manager's Office, asked all Stakeholder Boards and Committees and Department Heads about their needs from the Building Stabilization Fund over the next 10-15 years. Some additional projects which are not included in the tables above are:

West Side Fire Station Expansion	\$1.5M	2015
Lynch School Renovation	\$21M	2019
Library Renovation/ Expansion	\$20M	2020
Muraco School Renovation	\$23M	2023
Sanborn Carriage House Renovation	tbd	tbd
Parkhurst School Renovation	tbd	tbd

Conclusion

The Town's capital building needs are substantial. As the Town considers funding the McCall addition, it must also consider how it will fund the Town's other capital building needs over the next 15 years. The Town has three broad options:

- Deferring many pending capital requests, funding only projects that are judged critical to public health and safety;
- Increasing the annual appropriations to the Building Stabilization Fund, permitting a limited expansion of the capital program; and/or
- Supporting specific, capital-debt expenditure, tax overrides earmarked for major capital improvement projects such as schools, town buildings, and flood mitigation projects.

The Capital Planning Committee will continue to work with the Board of Selectmen, the School Committee, the Planning Board, the Town Manager, and the Department directors to refine its estimates of the Town's capital building needs and options to finance them.

Town of Winchester



APPENDIX A

Winchester McCall School Option Comparison Matrix

December 26,2007

Winchester McCall School Option Comparison Matrix

Option	Description	Resolves Overcrowding	Average Class Size *	SF per student **	Meets Educational standards	Long Term Solution	Avoids temporary portables	Recaptures lost spaces	Architectural aesthetic & site impact	Health & Life Safety	Centralized 6-8 Middle School	GSF of Construction	Estimated Construction Costs ***	Estimated Total project Costs ****
1-MS	Use existing building - No addition	○	30 +*	142	○	○	N/A	○	N/A	○	●	TBD	TBD	TBD
2-MS	3 Portables at McCall	○	28 +*	145	○	○	○	○	○	●	●	3,690 sf	600K	\$900K
3-MS	Move 6 CR to Mystic or Parkhurst for short term	○	26 +*	158	○	○	●	○	N/A	●	○	17,000 sf renovation	\$3.4M	\$4.8M
4-MS	12 Room addition at McCall on field side	●	23-24	162	●	●	●	●	●	●	●	24,095 sf incl renov.	\$6M	\$7.7M
5-MS	9 Portables at McCall extends onto football field	●	23-24	153	●	○	○	○	○	●	●	11,700 sf	\$2M	\$2.5M
6-MS	Entire 6th grade to Parkhurst	●	23-24	193 both bldgs.	○	●	●	●	N/A	●	○	55,000 sf *****	\$9.5M *****	\$12.3M *****
7-MS	9 Room addition on field side. Corridor shifted to south side.	●	23-24	160	●	●	●	●	○	●	●	19,600 sf	\$5.5M	\$7.1M
8-MS	10 Room addition on South side without neighbor's property	●	23-24	156	●	●	●	●	○	○	●	15,050 sf	\$4.9M ***	\$6.5M
9-MS	10 Room addition on South side with neighbor's property	●	23-24	156	●	●	●	●	○	●	●	15,050 sf	\$6M ***	\$7.7M
10-MS	8 Room addition South side, 2 port. on field, with neighbor's property	●	23-24	157	●	●	○	●	○	●	●	13,000 sf 2,500 sf port	\$5.9M ***	\$7.6M

NOTES:

- * School Dept standard is 22-25 students per classroom (25 max by Contract). Good / Yes ●
 - ** MSBA standard for a Middle school with 750 or more students is 162 sf per student.
 - *** Costs are escalated for a construction start of June 2008 except 8MS, 9MS and 10MS which are escalated to June 2007. Fair ●
 - **** Total Project Cost includes Construction, Fees, F&E, and other soft costs. Fair ●
 - ***** Cost at Parkhurst includes a 19,000 sf addition to accommodate the full 6th grade program. Poor / No ○
- 6th grade will not fit in existing 36,000 sf building. 360 students @ 153 sf per student = 55,000 sf total required.

Town of Winchester



APPENDIX B

Financial Analysis of the Building Stabilization Fund

Winchester, Massachusetts
Debt Analysis - Appendix B Scenarios

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28
Beginning Balance (Building Stabilization Fund)	5,458,880	4,672,384	4,220,160	4,126,562	3,812,605	2,486,746	1,427,948	740,326	757,913	1,620,996	3,168,864
Annual Appropriation (+)	2,679,352	2,746,335	2,814,994	2,885,369	2,957,503	3,031,440	3,107,226	3,184,907	3,264,530	3,346,143	3,429,797
Investment Income (+)	406,912	370,936	351,758	350,597	338,505	275,909	226,759	196,262	201,122	248,357	329,933
Additional Override Funds	1,218,403	1,248,863	1,280,085	1,312,087	1,344,889	1,378,511	1,412,974	1,448,298	1,484,506	1,521,618	1,559,659
Debt Service Expense	(4,891,162)	(4,618,359)	(4,340,434)	(4,662,009)	(5,766,756)	(5,544,659)	(5,234,581)	(4,611,880)	(3,887,075)	(3,368,250)	(3,212,750)
Direct Appropriations from Building Stabilization Fund (-)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Ending Balance (Building Stabilization Fund)	4,672,384	4,220,160	4,126,562	3,812,605	2,486,746	1,427,948	740,326	757,913	1,620,996	3,168,864	5,075,502
Total Debt Expenses	(5,591,162)	(5,418,359)	(5,240,434)	(5,562,009)	(6,766,756)	(6,544,659)	(6,234,581)	(5,611,880)	(4,887,075)	(4,368,250)	(4,212,750)
Reallocation of retired debt funds (+) ESTIMATED AMOUNTS	700,000	800,000	900,000	900,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Net Debt Service (Building Stabilization Fund)	(4,891,162)	(4,618,359)	(4,340,434)	(4,662,009)	(5,766,756)	(5,544,659)	(5,234,581)	(4,611,880)	(3,887,075)	(3,368,250)	(3,212,750)
Expenditures (-)											
Previously Approved Projects											
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%	(481,691)	(465,938)	(449,963)	(433,988)	(417,125)	(399,375)	(381,625)	(363,875)	-	-	-
7/1/06 Ambrose School Bonds - \$1,660,000*	(114,686)	(111,286)	(107,886)	(104,486)	(101,044)	(97,548)	(94,010)	(90,419)	(86,806)	-	-
7/1/05 School Bonds - \$3,143,000* - Local Share of \$6,286	(215,806)	(209,206)	(202,606)	(200,906)	(194,106)	(187,221)	(175,333)	(168,465)	-	-	-
\$3,142,663 BANs*; Bonds Dated 7/1/08 - State's Share of \$6,286	(248,875)	(240,125)	(231,375)	(222,625)	(213,875)	(205,125)	(196,375)	(182,750)	(174,250)	-	-
\$375,000 Town Building Remodeling Bonds* - Dated 7/1/05	(25,875)	(25,075)	(24,275)	(23,475)	(22,675)	(21,865)	(21,043)	(15,315)	-	-	-
\$85,000 Planning Bonds* - Dated 7/1/05	-	-	-	-	-	-	-	-	-	-	-
\$1,162,950 School Buildings* - Dated 7/1/06	(80,955)	(78,555)	(76,155)	(73,755)	(71,325)	(68,858)	(66,360)	(63,825)	(61,275)	-	-
\$412,850 Town Buildings* - Dated 7/1/06	(20,239)	(19,639)	(19,039)	(18,439)	(17,831)	(17,214)	(16,590)	(15,956)	(15,319)	-	-
\$440,000 Town Buildings* - Dated 7/1/06	(32,285)	(31,285)	(25,385)	(24,585)	(23,775)	(22,953)	(22,120)	(21,275)	(20,425)	-	-
\$128,000 Building Remodeling (\$128,336 authorized/unissued)	(7,750)	(7,500)	(7,250)	(7,000)	(6,750)	(6,500)	(6,250)	(6,000)	(5,750)	(5,500)	(5,250)
\$562,000 McCall Middle School Design (20 years less BANs)	(46,500)	(45,000)	(43,500)	(42,000)	(40,500)	(39,000)	(37,500)	(36,000)	(34,500)	(33,000)	(31,500)
\$1,560,000 Public Safety Building: Phase I (20 years less BANs)	(124,000)	(120,000)	(116,000)	(112,000)	(108,000)	(104,000)	(100,000)	(96,000)	(92,000)	(88,000)	(84,000)
\$2,100,000 Town Hall Exterior/Honor Roll (20 years less BANs)	(175,375)	(169,625)	(163,875)	(158,125)	(152,375)	(146,625)	(140,875)	(135,125)	(129,375)	(123,625)	(117,875)
\$1,110,000 Portable Classrooms (15 years less BANs)	(108,375)	(104,125)	(99,875)	(95,625)	(91,375)	(87,125)	-	-	-	-	-
Potential Projects											
\$7,198,000 McCall Middle School Addition (20 years less BANs)	(655,750)	(634,250)	(612,750)	(591,250)	(569,750)	(548,250)	(526,750)	(505,250)	(483,750)	(462,250)	(440,750)
\$2,500,000 Transfer Station Upgrade (15 years less BANs)	(251,750)	(242,250)	(232,750)	(223,250)	(213,750)	(204,250)	(194,750)	-	-	-	-
\$2,800,000 Manchester Field (15 years less BANs)	(284,875)	(274,125)	(263,375)	(252,625)	(241,875)	(231,125)	(220,375)	-	-	-	-
\$3,000,000 DPW Rehabilitation (20 years less BANs)	(259,875)	(251,625)	(243,375)	(235,125)	(226,875)	(218,625)	(210,375)	(202,125)	(193,875)	(185,625)	(177,375)
\$1,500,000 Public Safety Building: Phase II (20 years less BANs)	(131,000)	(127,000)	(123,000)	(119,000)	(115,000)	(111,000)	(107,000)	(103,000)	(99,000)	(95,000)	(91,000)
\$2,000,000 Parkhurst School (20 years less BANs)	(173,250)	(167,750)	(162,250)	(156,750)	(151,250)	(145,750)	(140,250)	(134,750)	(129,250)	(123,750)	(118,250)
Building Project \$3,830,000 (20 years) Dated 4/1/2015	(367,000)	(357,250)	(347,500)	(337,750)	(323,000)	(313,500)	(304,000)	(294,500)	(285,000)	(275,500)	(266,000)
Building Project \$4,890,000 (20 years) Dated 4/1/2020	-	-	-	(489,500)	(477,250)	(465,000)	(452,750)	(440,500)	(428,250)	(416,000)	(403,750)
Future Immediate Repairs											
\$8,500,000 Repairs (20 years) Dated 4/1/2011	(722,500)	(701,250)	(680,000)	(658,750)	(637,500)	(616,250)	(595,000)	(573,750)	(552,500)	(531,250)	(510,000)
\$10,900,00 Repairs (20 years) Dated 4/1/2016	(1,062,750)	(1,035,500)	(1,008,250)	(981,000)	(953,750)	(926,500)	(899,250)	(872,000)	(844,750)	(817,500)	(790,250)
\$13,920,000 Repairs (20 years) Dated 4/1/2021	-	-	-	-	(1,396,000)	(1,361,000)	(1,326,000)	(1,291,000)	(1,251,000)	(1,216,250)	(1,181,500)
Total Expenditures	(5,591,162)	(5,418,359)	(5,240,434)	(5,562,009)	(6,766,756)	(6,544,659)	(6,234,581)	(5,611,880)	(4,887,075)	(4,368,250)	(4,212,750)

Assumptions
 BANs 4.50%
 Bonds 5.00%
 Investments 5.00%

Winchester, Massachusetts
Debt Analysis - Appendix B Scenarios

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Beginning Balance (Building Stabilization Fund)	6,409,044	7,447,616	8,138,769	9,029,197	9,251,696	8,302,455	7,585,508	7,109,332	6,898,207	6,580,591
Annual Appropriation (+)	2,093,105	2,145,433	2,199,069	2,254,045	2,310,396	2,368,156	2,427,360	2,488,044	2,550,245	2,614,002
Investment Income (+)	425,107	479,652	516,892	564,162	578,105	533,531	500,643	479,869	472,423	459,730
Additional Override Funds			1,000,000	1,025,000	1,050,625	1,076,891	1,103,813	1,131,408	1,159,693	1,188,686
Debt Service Expense	(1,479,641)	(1,733,932)	(2,625,533)	(3,420,708)	(4,688,368)	(4,495,525)	(4,307,993)	(4,110,446)	(4,299,978)	(5,184,128)
Direct Appropriations from Building Stabilization Fund (-)		(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Ending Balance (Building Stabilization Fund)	7,447,616	8,138,769	9,029,197	9,251,696	8,302,455	7,585,508	7,109,332	6,898,207	6,580,591	5,458,880
Total Debt Expenses	(1,479,641)	(1,858,932)	(2,800,533)	(3,720,708)	(5,038,368)	(4,895,525)	(4,757,993)	(4,610,446)	(4,849,978)	(5,784,128)
Reallocation of retired debt funds (+) ESTIMATED AMOUNTS		125,000	175,000	300,000	350,000	400,000	450,000	500,000	550,000	600,000
Net Debt Service (Building Stabilization Fund)	(1,479,641)	(1,733,932)	(2,625,533)	(3,420,708)	(4,688,368)	(4,495,525)	(4,307,993)	(4,110,446)	(4,299,978)	(5,184,128)
Page 2 of 2										
Expenditures (-)										
Previously Approved Projects										
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%	(626,306)	(613,256)	(601,106)	(588,506)	(575,006)	(560,606)	(546,206)	(531,806)	(517,181)	(502,106)
7/1/06 Ambrose School Bonds - \$1,660,000*	(160,449)	(155,949)	(152,011)	(148,243)	(144,136)	(139,636)	(135,136)	(130,636)	(126,586)	(118,086)
7/1/05 School Bonds - \$3,143,000* - Local Share of \$6.286	(274,219)	(264,354)	(258,954)	(253,454)	(252,766)	(246,909)	(241,216)	(235,400)	(229,006)	(222,406)
\$3,142,663 BANs*; Bonds Dated 7/1/08 - State's Share of \$6.286	(133,192)	(374,220)	(321,950)	(310,125)	(301,375)	(292,625)	(283,875)	(275,125)	(266,375)	(257,625)
\$375,000 Town Building Remodeling Bonds* - Dated 7/1/05	(33,018)	(32,418)	(31,743)	(31,055)	(30,355)	(29,645)	(28,955)	(28,250)	(27,475)	(26,675)
\$85,000 Planning Bonds* - Dated 7/1/05	(21,788)	(21,188)	(20,513)	(5,088)	-	-	-	-	-	-
\$1,162,950 School Buildings* - Dated 7/1/06	(117,142)	(110,861)	(108,018)	(105,296)	(97,455)	(94,455)	(91,455)	(88,455)	(85,755)	(83,355)
\$412,850 Town Buildings* - Dated 7/1/06	(69,836)	(59,520)	(57,551)	(55,667)	(24,364)	(23,614)	(22,864)	(22,114)	(21,439)	(20,839)
\$440,000 Town Buildings* - Dated 7/1/06	(43,691)	(42,441)	(41,348)	(40,301)	(39,160)	(37,910)	(36,660)	(35,410)	(34,285)	(33,285)
\$128,000 Building Remodeling (\$128,336 authorized/unissued)	-	(5,760)	(19,400)	(15,750)	(15,250)	(14,750)	(14,250)	(13,750)	(8,250)	(8,000)
\$562,000 McCall Middle School Design (20 years less BANs)	-	(25,290)	(25,290)	(65,100)	(61,250)	(59,500)	(57,750)	(51,000)	(49,500)	(48,000)
\$1,560,000 Public Safety Building: Phase I (20 years less BANs)	-	(70,200)	(163,000)	(158,750)	(154,500)	(150,250)	(146,000)	(141,750)	(137,500)	(133,250)
\$2,100,000 Town Hall Exterior/Honor Roll (20 years less BANs)	-	(47,250)	(147,000)	(222,000)	(216,000)	(210,000)	(204,000)	(198,000)	(192,000)	(181,125)
\$1,110,000 Portable Classrooms (15 years less BANs)	-	(24,975)	(77,700)	(143,250)	(133,875)	(129,625)	(125,375)	(121,125)	(116,875)	(112,625)
Potential Projects										
\$7,198,000 McCall Middle School Addition (20 years less BANs)	-	(11,250)	(543,200)	(812,125)	(790,375)	(768,625)	(746,875)	(720,250)	(698,750)	(677,250)
\$2,500,000 Transfer Station Upgrade (15 years less BANs)	-	-	(56,250)	(175,000)	(315,125)	(305,375)	(295,625)	(285,875)	(276,125)	(266,375)
\$2,800,000 Manchester Field (15 years less BANs)	-	-	(63,000)	(196,000)	(354,500)	(338,625)	(327,875)	(317,125)	(306,375)	(295,625)
\$3,000,000 DPW Rehabilitation (20 years less BANs)	-	-	(67,500)	(210,000)	(315,750)	(307,250)	(298,750)	(290,250)	(281,750)	(273,250)
\$1,500,000 Public Safety Building: Phase II (20 years less BANs)	-	-	-	(67,500)	(155,000)	(151,000)	(147,000)	(143,000)	(139,000)	(135,000)
\$2,000,000 Parkhurst School (20 years less BANs)	-	-	(45,000)	(117,500)	(212,125)	(206,375)	(200,625)	(194,875)	(184,250)	(178,750)
Building Project \$3,830,000 (20 years) Dated 4/1/2015									(386,500)	(376,750)
Building Project \$4,890,000 (20 years) Dated 4/1/2020										
Future Immediate Repairs										
\$8,500,000 Repairs (20 years)	-	-	-	-	(850,000)	(828,750)	(807,500)	(786,250)	(765,000)	(743,750)
Dated 4/1/2011										
\$10,900,00 Repairs (20 years)	-	-	-	-	-	-	-	-	-	(1,090,000)
Dated 4/1/2016										
\$13,920,000 Repairs (20 years)	-	-	-	-	-	-	-	-	-	-
Dated 4/1/2021										
Total Expenditures	(1,479,641)	(1,858,932)	(2,800,533)	(3,720,708)	(5,038,368)	(4,895,525)	(4,757,993)	(4,610,446)	(4,849,978)	(5,784,128)

Assumptions
 BANs 4.50%
 Bonds 5.00%
 Investments 5.00%