

TOWN OF WINCHESTER



FISCAL
YEAR
2011

TOWN MANAGER'S FINANCIAL PLAN

FEBRUARY 15, 2010



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SECTION I

TRANSMITTAL LETTER



Town of Winchester

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February 15, 2010

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

Dear Committee and Board Members:

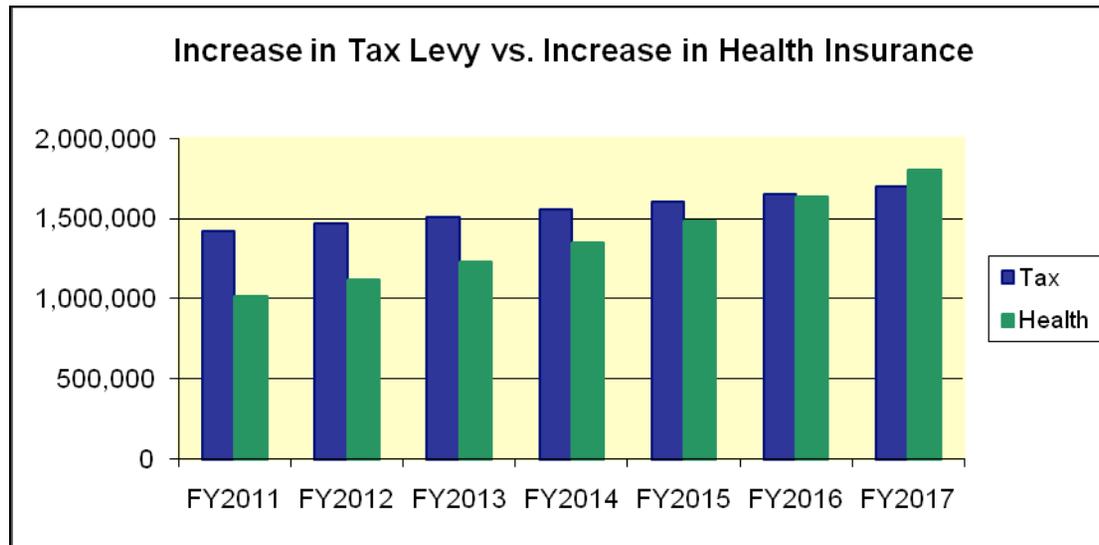
It is my privilege to submit for your consideration the Budget for Fiscal Year (FY) 2011, commencing on July 1, 2010. This Budget also includes a three-year financial plan for Fiscal Years 2011-2013. The ability to consider a longer-term framework for the FY 2011 Budget is critical during this period of sustained economic turmoil and uncertainty. It is expected that the Town's revenues will continue to deteriorate through FY 2012. As a result, it is essential to plan for limited expenditure growth and judiciously allocate reserves until revenue growth can rebound. Projections and recommendations for a balanced Budget within this three-year timeframe are included within this document, along with a narrative discussing the major issues and assumptions associated with the plan.

Summary:

The FY 2011 Budget totals \$84,366,795, exclusive of enterprise and special grant funds but including debt service attributable to the Building and Capital Stabilization Funds. This represents an increase of 3.94% over FY 2010.

The Town continues to feel the effects of the lingering economic recession. With the exception of the stable property tax, most other revenue sources are projected to be lower in Fiscal Year 2011. This includes Motor Vehicle Excise Taxes, New Growth Taxes, Local Fees and Investment Income. The Governor has proposed to hold cities and towns harmless from reductions in aid by the Commonwealth of Massachusetts. While it is difficult to expect the Legislature to be able to meet this commitment given the very difficult budget shortfall facing the state budget, I have assumed that the main education funding program (Chapter 70) will be level funded and will incorporate the special allocation of federal stimulus funding that the Town received last year to support the "foundation level" standard established by state education policy. However, I have projected all other categories of state aid to be decreased by 10% over FY 2010 levels.

On the expenditure side of the Budget, I have assumed that the Town will be successful in reforming the design of its employee health insurance plan. Reform of the plan has major financial benefits. The proposal is subject to the collective bargaining process with municipal and school unions however, and thus represents a risk. Normally, I would not base a balanced Budget on a proposal with such risk. In this case however, the unrelenting growth in health care costs jeopardizes the ability of the Town to sustain its staffing, programs and services. In addition, the features of the plan have not kept pace with reforms in the private sector and failure to address it threatens voter support that will be necessary for the Town to rebuild the Vinson Owen School and fund the long-term capital needs of the Town. The proposed reform is discussed in greater detail later in this section. Meanwhile, the graph below clearly demonstrates the crisis that spiraling increases in employee health care costs creates for the Town's Budget. Increases in health care alone will outstrip the annual tax levy increases allowed under Proposition 2½ within six years.



In general, other expenses of the Town have remained under control. The Town has been able to take advantage of market forces in procuring very favorable long-term rates for energy, and a strong commitment on energy conservation has kept this Budget in check. Limited growth in employee wages and salaries is possible given the small increases in consumer prices and the extraordinary focus on public employment and benefits. Unfortunately, a continual increase in student enrollment places inordinate pressure on the local school system to maintain quality educational services. The level of spending allocated to the School Department within the constraints of the FY 2011 Budget will not be sufficient to maintain the same level of services in the face of a projected increase in enrollment of over 100 students.

The Process:

The budget process this year evolved from efforts of the Board of Selectmen in the prior year. Shortly after last year's budget process concluded, the Board identified a series of policy and operational issues that it would evaluate as part of a formal work plan. A major focus of the Board was to strengthen the Town's resources for more effective management of municipal capital projects and major private development projects. This involved an assessment of resources, communication, coordination and utilization of all relevant departments; Engineering, Building, Planning, the Planning Board, the Zoning Board of Appeals, the Town Planner, and Conservation. This analysis resulted in a formal report and various recommendations to strengthen the Town's capacity. These recommendations are incorporated in this Budget.

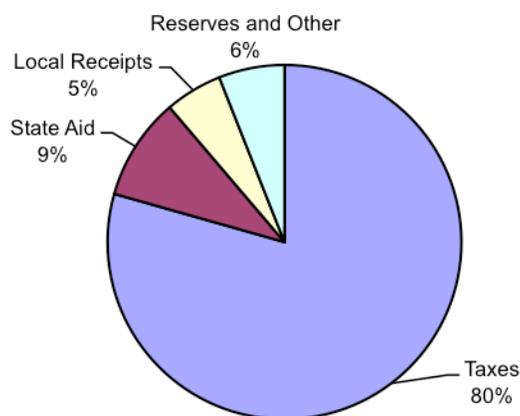
The deep economic recession that continued throughout 2009 kept a focus on the Town's finances and budget. The Board of Selectmen, Town Manager and Comptroller regularly reviewed budgetary performance for FY 2010, ensuring that we could set our tax rate and live within the initial budget that was appropriated in the spring. This fiscal discipline was useful and made the FY 2011 revenue projection process more accurate. Throughout the year, the Governor was forced to make a series of budget reductions and/or use of reserves to close gaps in the state budget. Overall, the cuts imposed on local government aid had minimal impact upon the Town of Winchester. However, with each round of budget balancing, valuable federal stimulus funds and state reserves were consumed that would otherwise have been available to support the FY 2011 Budget.

On December 14, the Board of Selectmen convened a Budget Forum that brought together the Finance Committee and School Committee. In addition to reviewing budget projections, the group heard a detailed presentation from the School Committee and School Superintendent on budgetary needs and issues for FY 2011. The Finance Committee continued their valuable role in analyzing the Town's Budget within a longer-term context of three to five years. They produced a useful multi-year analysis that helped identify the longer-term impacts of the Town's Budget and evaluated the use of additional reserves for the operating budget. Not unlike last year, a number of factors remain unresolved as of this date, making the Town Manager's FY 2011 Budget a preliminary document. This includes the financial aid that the Governor and Legislature will provide to the Town and what amounts of federal stimulus aid, if any, will be available for the FY 2011 Budget. It is likely that I will submit an amended FY 2011 Budget recommendations as these issues become clearer and as the Board of Selectmen and Finance Committee continue its policy discussions.

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

Revenues:

Overall revenues are projected to increase by \$3,199,748, or 3.94% over FY 2010. This revenue is overstated given the allocation from the Building and Capital Stabilization Funds to support new debt service costs. The chart that follows notes the relative weight of each major revenue sources of the Town's Budget.



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. Debt service that has been authorized by the voters to be excluded from the limitations of Proposition 2½ is also added to the tax levy. These projects include the McCall School, the Lincoln School, Immediate Building Repairs and the acquisition of Wright-Locke Farm. The Town has adopted provisions of state law (Chapter 110, so called) that allocates water and sewer debt to the tax levy to facilitate federal tax deductibility by eligible citizens of the Town. In FY 2011, this amount is 3,787,812, most of which is Winchester's share of debt in the Massachusetts Water Resources Authority.

I have projected an additional \$400,000 in taxes generated through new construction (New Growth). This amount is lower than in prior years due to the state of the economy. A portion of the Pansy Patch development on Cambridge Street will begin to be taxed in FY 2011, but the developments at Wright-Locke Farm and Winchester Hospital have not yet begun. The Town is authorized to levy taxes on the value of motor vehicles registered in the Town at the rate of \$25 per \$1,000 of value. Below is a table outlining the projection of taxes in FY 2011.

Taxes	FY 2010	FY 2011	% Change	FY 2012	FY 2013
Tax Levy	56,454,454	58,327,065	3.32%	60,195,242	62,161,373
New Growth (Construction)	450,000	400,000	-11.11%	450,000	500,000
Chapter 110 Exclusion	3,516,962	3,787,812	7.70%	3,787,812	3,787,812
McCall School Exclusion	726,712	667,710	-8.12%	667,710	667,710
Lincoln School Exclusion	416,667	407,691	-2.15%	407,691	407,691
Immediate Repairs Exclusion	108,543	104,994	-3.27%	104,994	104,994
Hamilton Farm Exclusion	77,823	580,500	645.92%	580,500	580,500
Motor Excise	2,750,000	2,700,000	-1.82%	2,835,000	2,976,750
Total Taxes	64,501,161	66,975,772	3.84%	69,028,949	71,186,830

State Aid- Financial aid from the Commonwealth of Massachusetts is provided through three main programs; Chapter 70 Education, Lottery and Additional Assistance. Last year the state consolidated Lottery and Additional Assistance into a category called Unrestricted General Government Aid. In FY 2010, the Commonwealth supplemented Chapter 70 aid with federal stimulus funding. In his FY 2011 state budget released recently, the Governor proposed level funding the major local aid accounts, including the \$821,000 provided through the federal stimulus program. While the Governor's proposal represents good news, it should be tempered with the reality of the state's fiscal condition and the likelihood that the Legislature will have to cut further to balance the budget. In my budget, I have assumed that Chapter 70 aid will be level funded (including last year's federal stimulus funding), but all other aid accounts will be reduced by 10%.

The table below highlights the accounts that make up the Town's state aid.

State Aid	FY 2010	FY 2011	% Change	FY 2012	FY 2013
Chapter 70***	5,105,397	5,927,107	16.09%	6,075,285	6,227,167
Unrestricted Aid	1,303,615	1,173,254	-10.00%	1,202,585	1,232,649
Other	147,030	132,317	-10.01%	135,625	139,016
School Building Assistance	704,503	672,082	-4.60%	672,082	672,082
Total State Aid	7,260,545	7,904,760	8.87%	8,085,576	8,270,914

*** In FY 2010, Chapter 70 Aid was supplemented with federal stimulus funding.

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. FY 2011 represents the third consecutive year that receipts are below the prior year projection. Due to the effects of the economy, I have projected an overall reduction in Local Receipts of \$ 121,385, or 2.67%.

Local Receipts	FY 2010	FY 2011	% Change	FY 2012	FY 2013
Penalties & Interest	210,000	125,000	-40.48%	126,875	129,413
Fees	760,000	760,000	0.00%	771,400	786,828
Solid Waste Fees	1,370,000	1,370,000	0.00%	1,390,550	1,418,361
Rentals	35,000	35,000	0.00%	35,525	36,236
Cemetery	243,500	243,500	0.00%	247,153	252,096
Other Departmental	85,000	85,000	0.00%	86,275	88,001
Licenses & Permits	975,000	975,000	0.00%	989,625	1,009,418
Special Assessments	70,000	70,000	0.00%	71,050	72,471
Fines & Forfeits	54,000	54,000	0.00%	54,810	55,906
Investment Income	230,000	200,000	-13.04%	203,000	207,060
Misc.	506,385	500,000	-1.26%	507,500	517,650
Total Local Receipts	4,538,885	4,417,500	-2.67%	4,483,763	4,573,438

Reserves and Other Sources- This category of revenue includes both operating and capital reserves. The Town routinely allocates a portion of its operating reserves to meet current budget demands. The unreserved fund balance, referred to in Massachusetts as Free Cash, represents the Town's major operating reserve. At the end of FY 2009, the Town had a certified Free Cash amount of \$7,866,382. 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. The use of reserves to offset operating expenses is deemed acceptable by bond rating agencies if it is integrated within a longer-term framework and is a part of a formal policy. It is the Town's established policy and practice to retain at least 5% of its general fund in operating reserves and no less than 10% of its general fund in overall reserves. At this time, I am recommending the use of \$1,314,762 in Free Cash to support the FY 2011 Budget.

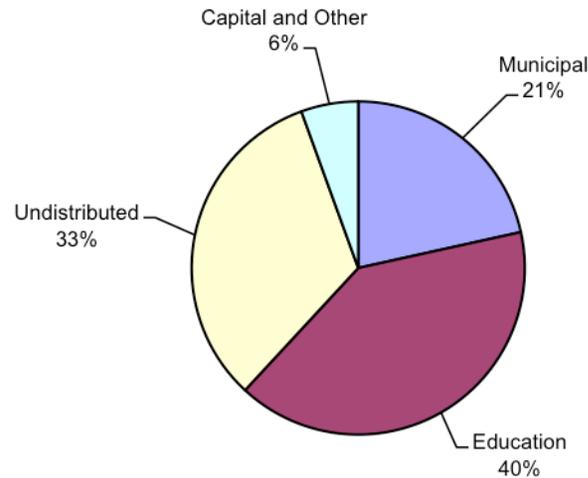
The Town has established capital reserve funds that are dedicated sources of revenue for major capital needs. Portions of the balances in the Building Stabilization Fund and the Capital Stabilization Fund are used as revenue each year to support debt service on approved projects.

Reserves from prior year Overlay accounts that protect the Town against large abatements of property taxes, is reduced from FY 2010 as is the income from the Cemetery Trust Fund. The table below indicates the amounts from Reserves.

Reserves and Other	FY 2010	FY 2011	% Change	FY 2012	FY 2013
Free Cash	1,112,038	1,314,762	18.23%	1,639,703	2,074,130
Stabilization Fund - Capital	373,890	493,437	31.97%	493,437	493,437
Stabilization Fund - Buildings	3,098,206	3,098,242	0.00%	3,098,242	3,098,242
Overlay Surplus	75,000	25,000	-66.67%	50,000	50,000
Parking Meter Fund	70,000	70,000	0.00%	70,000	71,050
Cemetery Trust Fund	120,000	50,000	-58.33%	50,750	51,511
Ambulance Fund	17,322	17,322	0.00%	0	0
Total Reserves and Other	4,866,456	5,068,763	4.16%	5,402,132	5,838,370

Expenditures:

Recommended expenditures for FY 2011 are \$3,199,748, or 3.94% over FY 2010. This includes increased costs for debt supported by the restricted Building and Capital Stabilization Funds. 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 remained essentially flat from FY 2010. Where possible, I have limited growth in departments necessary to absorb fixed cost increases, including employee step increases. At the time this document was prepared, the Town had not yet reached agreements with its unions on successor collective bargaining agreements. I have included a reserve to cover a retroactive settlement with the Firefighters Union, whose contract has not been settled from the prior cycle. No other reserve has been established for possible settlements in either FY 2010 or FY 2011. Please find below a list of issues relating to specific departments that represent changes from FY 2010;

- Planning and Community Development- There are various changes in the division budgets that make up this department as a result of Board of Selectmen recommendations to strengthen the Town's capacity for management of municipal capital projects and private development. In the Engineering division, a new full-time professional engineering position has been added to enhance the Town's capacity for municipal capital project management and to support the Engineering division's operations. In the Building division, funding for private development management and oversight has been transferred from the Planning division and an additional part-time clerical position has been added to support the division and the related Zoning Board of Appeals' function. In the Conservation division, an additional 5 hours per week has been added to the part-time Administrator position.
- Planning Board- The permanent salaries item has been adjusted to reflect the full-time and reclassified status of the Town Planner position. Expenses have been increased to support ongoing professional technical and legal consulting necessary for zoning and development review.
- Town Clerk- FY 2011 represents an increase in the state and municipal election cycle, requiring additional staffing, contractual services and expenses.
- Library- I am recommending the minimum funding necessary to retain certification from the Massachusetts Board of Library Commissioners.
- Health- This budget reflects a transfer of some hours of the Public Health Nurse from an off-line revolving fund.
- Veterans Services- The budget reflects additional expenses over FY 2010 due to an increasing caseload of veterans or their families requiring financial support.
- Fire- This budget corrects an error from the prior year that inadvertently omitted funding for one firefighter position.

The table below details the proposed budget for each municipal department.

Municipal Departments	FY 2010	FY 2011	% Change	FY 2012	FY 2013
Town Manager	519,358	519,374	0.00%	529,761	540,357
Finance Committee	6,000	6,000	0.00%	6,120	6,242
Comptroller	283,371	285,365	0.70%	291,072	296,894
Assessors	246,377	249,863	1.41%	254,860	259,957
Treasurer/Collector	236,671	239,297	1.11%	244,083	248,965
Planning and Community Dev.	651,753	724,677	11.19%	739,171	753,954
Planning Board	67,605	80,339	18.84%	81,946	83,585
Town Clerk	281,309	319,378	13.53%	325,766	332,281
Postage/Office Paper	95,000	95,000	0.00%	96,900	98,838
Library	1,565,000	1,603,254	2.44%	1,635,319	1,668,025
Archives	3,600	3,900	8.33%	3,978	4,058
Health	207,212	212,541	2.57%	216,792	221,128
Council on Aging	228,764	229,454	0.30%	234,043	238,724
Veterans Services	19,351	22,981	18.76%	23,441	23,909
Police	4,015,077	3,953,271	-1.54%	4,032,336	4,112,983
Fire	3,664,723	3,724,513	1.63%	3,799,003	3,874,983
Sealer of Weights and Measures	8,478	8,478	0.00%	8,648	8,821
Department of Public Works	5,669,532	5,720,432	0.90%	5,834,841	5,951,537
Municipal Wage Reserve	175,000	175,000	0.00%	525,000	1,063,125
Total Municipal Departments	17,944,181	18,173,117	1.28%	18,883,079	19,788,366

Education- The FY 2011 allocation to the Education Budget represents an increase of \$827,955 from the prior year, or 2.50%. The actual increase of 5.11% in the FY 2011 Budget is misleading, since \$821,710 in federal stimulus funds were distributed directly to the School Department last year without budget appropriation. The FY 2011 Budget is inclusive of any contractual wage increase that may be negotiated for teaching and other school personnel.

My allocation to the School Budget reflects a “bottom line” approach based upon the availability of funds balanced with the overall needs as documented by the request submitted by the School Superintendent and School Committee. My recommendation acknowledges that the independently elected School Committee has sole discretion to expend within their budget and, as a result, does not make specific expenditure recommendations. However, I am aware and supportive of the Department’s recommended funding to address enrollment increases, state mandates and enhanced educational programs. In the weeks leading up to the Town Meeting, it is my hope that additional financial resources can be made available to meet this demand. In the event that the budget can support additional personnel, the Town must be careful to allocate costs to cover health benefit increases.

The Education budget also includes funding for the Town’s assessment to the Northeast Metro Technical High School. The formula for assessment of costs is directly related to the enrollment of students from the participating communities. With a relatively low enrollment in the School District (currently 7 students), a shift of one or two students can have a dramatic effect upon the Town’s assessment. In FY 2010, the Town’s assessment increased by \$15,000 as a result of an increase in enrollment of one student. In addition, the member communities have been advocating for a more transparent and conservative budgeting approach by the regional school district. To date, the Town has not received a proposed FY 2011 budget/assessment from the district. At this time, I am recommending an assessment of \$97,169, reflecting an increase of 2.5% over the final amended assessment in FY 2010.

For a more detailed discussion of the School Budget, please refer to the School Department’s narrative in the Education section.

Education	FY 2010	FY 2011	% Change	FY 2012	FY 2013
School Budget	32,296,498	33,946,163	5.11%	35,304,010	36,716,170
Vocational School Assessment	90,324	97,169	7.58%	99,598	102,088
Total Education	32,386,822	34,043,332	5.11%	35,403,608	36,818,258

Undistributed- This category includes a number of expense categories that are not allocated to either the Municipal or School Budget. This includes significant cost centers such as Debt Service, Energy, Employee Health Insurance and Pension Funding.

The Town continues to benefit from a long-term electricity contract that has consistently outperformed the market. This contract has been extended through December 2013 at an even lower fixed rate than the current contract. The Town also extended its natural gas contract through Fiscal Year 2012 at a lower fixed rate as well. The Town procures its gasoline and fuel oil collectively with a coalition of cities and towns located in greater Boston. The Town anticipates the cost of fuel will increase from its current contract by about 15% in FY 2011. In addition, the Town will fund the services of an Energy Conservation Coordinator. The Town’s focus on energy conservation and efficiency continues to pay off with sustained reduction in consumption. This Budget assumes consumption based upon the average actual consumption over the last two years.

The most important factor in the FY 2011 Budget is the cost of health insurance for municipal employees. If the Town cannot achieve reform of its plan design, we have been informed that our premiums will increase by 12%. In FY 2009, the Town consolidated its insurance plans and contracted with the non-profit Massachusetts Interlocal Insurance Association (MIIA), a self-insured pool of Massachusetts cities and towns. While this change created substantial financial savings, the costs of the plan since that time have increased consistent with the rate of medical inflation. In addition, the outmoded design and employer contribution rate of the Town’s plan does not effectively control utilization and tends to encourage additional participation from employees who might otherwise remain on their spouse’s employer plan. As a result, the Town has proposed a comprehensive set of changes to its plan that will result in substantial savings over the 12% increase in premiums that MIIA has quoted under the existing plan design for FY 2011. The proposed changes would increase co-payments to a more standard level and establish a more consistent contribution rate. A Health

Reimbursement Account would be funded by the Town to mitigate increases in costs to employees negatively impacted by the increase in co-payments. The proposed change requires collective bargaining with municipal and school unions.

The Town funds costs to support the pensions of retired municipal (non teaching) personnel. The annual payment into the system is determined by the Commonwealth of Massachusetts based upon an actuarially funded schedule. The normal rate of increase for the Schedule is about 4.5% per year. There are currently 293 retirees. For FY 2011, the Town has a new actuarial schedule that reflects investment losses from the downturn in market conditions. The budget of \$3,195,606 reflects the new amount necessary to achieve full actuarial funding by 2030.

Other Undistributed accounts worth mentioning include;

- Legal- The Town is continually involved in complex and costly transactions that require legal review or representation. More often than not, the Legal Budget requires a supplemental transfer from the Reserve Fund. I have proposed level funding of \$325,000.
- Workers Compensation/Indemnification- The Town is self-insured for its risk against worker injuries. This program has been the subject of administrative review by the Town Counsel and Town Comptroller this past year. A new company has been retained to manage the claims and a review of funding levels has been initiated. The program currently has adequate reserves and the claims experience in FY 2010 should allow the Town to reduce FY 2011 expenditures. I have proposed a budget of \$250,000.
- Information Technology- This budget reflects an additional cost to regularly back-up and archive data on the Town's financial management system (MUNIS).

The table below details the proposed budget levels for Undistributed expenses.

Undistributed	FY 2010	FY 2011	% Change	FY 2012	FY 2013
Energy	2,302,911	2,434,170	5.70%	2,507,195	2,582,411
Audit	75,000	50,000	-33.33%	51,250	52,531
Legal	325,000	325,000	0.00%	333,125	341,453
Information Technology	386,181	408,862	5.87%	419,084	429,561
Debt Service	9,814,004	10,529,808	7.29%	10,201,941	9,851,224
Tax Abatement Interest	25,830	25,830	0.00%	26,476	27,138
Contributory Retirement	3,056,414	3,195,606	4.55%	3,339,408	3,489,682
Workers Comp/Indemnification	300,000	250,000	-16.67%	256,250	262,656
Unemployment	85,000	100,000	17.65%	102,500	105,063
Health Insurance	8,467,429	8,814,469	4.10%	9,255,192	9,717,952
Medicare Tax/FICA Tax	550,000	550,000	0.00%	563,750	577,844
Non Contributory	62,000	62,000	0.00%	62,000	62,000
Reserve Fund	400,000	400,000	0.00%	410,000	420,250
General Insurance	328,000	328,000	0.00%	336,200	344,605
Total Undistributed	26,177,769	27,473,745	4.95%	27,864,371	28,264,369

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 annual allocation from the tax levy to the Building and Capital Stabilization Funds represents over two-thirds of this category of expenses.

The FY 2011 Budget recommends an allocation of \$513,920 in general fund revenue to support the capital plan/capital reserves. This includes a commitment to use 100% of reduced debt costs attributable to general projects. A new policy to allocate funding to the Capital Stabilization Fund resulting from future operating savings on energy efficiency capital improvements still needs to be clarified.

Finally, this budget does not include any meaningful plan to fund the Town's Retiree Healthcare Liability. A Fund for this purpose was established to offset the costs of healthcare for retired employees in connection with a new Governmental Accounting Standards Board (GASB) statement requiring municipal governments to disclose the extent of post-employment benefit liability in their financial statements. This liability has been determined and is in excess of \$1 million. The allocation of \$25,000 is a token amount designed primarily to keep this issue in the forefront. In the future, the Town will need to identify a source of funds to meet a long term actuarial schedule to address this liability.

Capital/Other	FY 2010	FY 2011	% Change	FY 2012	FY 2013
Environmental Remediation	55,000	55,000	0.00%	56,375	57,784
Capital - General Revenue	204,800	209,920	2.50%	215,168	220,547
Capital Cemetery	70,000	0	-100.00%	50,000	75,000
Charges & Assessments	457,695	461,672	0.87%	473,214	485,044
Overlay Account	350,000	350,000	0.00%	350,000	350,000
Capital Stabilization Fund	950,949	974,723	2.50%	999,091	1,024,068
Buildings Stabilization Fund	2,199,069	2,254,046	2.50%	2,310,397	2,368,157
Capital Reserve	220,000	304,000	38.18%	327,867	350,717
Cherry Sheet Offsets	42,241	42,241	0.00%	42,241	42,241
GASB 45 Fund	25,000	25,000	0.00%	25,000	25,000
Prior Year Deficits	83,530	0	-100.00%	0	0
Total Capital/Other	4,658,284	4,676,601	0.39%	4,849,352	4,998,559

A Three-Year Financial Plan:

This document includes a three year balanced budget proposal. The revenue projections and expenditure recommendations necessary to achieve a balanced budget through FY 2013 are included in the tables above and on the separate revenue and expenditure spreadsheets.

The plan assumes use of additional Reserves (Free Cash) to achieve a balanced budget in FY 2012 and FY 2013, but it is reasonable to assume that a portion or all of this increase could alternatively be reached through expenditure reductions and/or growth in other revenue sources. Listed below are some major assumptions and issues associated with revenues and expenditures in FY 2012 and FY 2013.

Revenues:

- New Growth reflects an assumption that major development projects, including Winchester Hospital, the Pansy Patch and Wright-Locke Farm will come on line gradually, and that the economy will continue to restrain development.
- All “offsetting” items including debt exclusions, Chapter 110, etc. have been held constant for ease in budgeting.
- Motor vehicle excise taxes will rebound at the rate of 5.0% per year.
- State aid will increase modestly at the rate of 2.5%.

Expenditures:

- Municipal departments grow at a rate of 2.0%, incorporating all step/wage increases and other general expense increases. A reserve for wage increases is allocated in both FY 2012 and FY 2013.
- Education expenses grow at 4.0% incorporating all step and general wage increases.
- Energy costs grow at the rate of 3% each year.
- Employee health insurance grows at the rate of 5% each year.

The impact of this plan on the Town's Reserves is a critical factor. In order to retain our premier bond rating, the Town must commit to replenish reserves over the long term. As shown in the table below, the Town's operating reserves will decline from 9.91% of general revenues in FY 2011 to 7.32%.

Operating Reserve Balances (Projected)	FY 2011	FY 2012	FY 2013
Free Cash			
Beginning Balance	7,866,382	7,301,620	6,561,917
Use for Annual Budget	-1,314,762	-1,639,702	-2,074,130
Annual Increase	+750,000	900,000	1,000,000
Final Free Cash	7,301,620	6,561,917	5,487,787
General Stabilization Fund			
Beginning Balance	1,044,723	1,055,170	1,070,998
Investment Income	10,477	15,828	21,420
Final General Stabilization Fund	1,055,170	1,070,998	1,092,418
Total Operating Reserves	8,356,790	7,632,915	6,580,205
Total General Fund Budget	84,366,795	87,001,411	89,869,551
As a % of Budget	9.91%	8.77%	7.32%

Conclusion:

The FY 2011 Budget continues to feel the effect of the sustained economic recession. Excluding the increased allocation from the Building and Capital Stabilization Funds to support dedicated debt service, revenue growth is limited to less than 3%, primarily from the statutory increase in the Town's property tax levy. The Budget is reliant on a major reform of the Town's employee health insurance program, representing over \$750,000 in avoided cost increases. There is continued pressure on the School Budget to meet the burden of student enrollment and other factors, and the recommended 2.5% increase over the modified base in FY 2011 will not meet this need. The multi-year review of the Budget indicates more difficult times ahead. Without a substantial rebound of the economy, the Town must continue to budget conservatively.

As was the case last year, there is great uncertainty relative to the amount of state and federal aid that may be available to the Town of Winchester. As a result, the Town Manager's Budget represents a starting point in the budget process. I look forward to continuing to work with the Board of Selectmen, Finance Committee and the School Committee throughout the process.

I would like to thank the Board of Selectmen and the Finance Committee for their leadership to date in facilitating policy discussions around the FY 2011 Budget. Finance Committee Chair Joe Peters has been especially helpful in preparing multi-year budget analyses with a focus on the policy issues the Town faces, including the use of the Town's reserves. I am grateful for the assistance and cooperation of all department heads in preparing their budgets, and for their commitment to the important public services their departments provide. Finally, I would like to thank Mark Twogood, Assistant Town Manager, Brian Keveny, Town Comptroller and Sheila Tracy, Town Treasurer, 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 capable assistance.

Sincerely,



Melvin A. Kleckner,
Town Manager

FY 2011 Budget Projection

REVENUES	FY 2010 Budgeted	FY 2011 Projected	% Change	FY 2012 Projected	FY 2013 Projected
Taxes					
Tax Levy	56,454,454	58,327,065	3.32%	60,195,242	62,161,373
New Growth	450,000	400,000	-11.11%	450,000	500,000
Chapter 110*	3,516,962	3,787,812	7.70%	3,787,812	3,787,812
McCall School Exclusion*	726,712	667,710	-8.12%	667,710	667,710
Lincoln School Exclusion*	416,667	407,691	-2.15%	407,691	407,691
Immediate Repairs Exclusion*	108,543	104,994	-3.27%	104,994	104,994
Hamilton Farm Exclusion*	77,823	580,500	645.92%	580,500	580,500
Motor Excise	2,750,000	2,700,000	-1.82%	2,835,000	2,976,750
Total Taxes	64,501,161	66,975,772	3.84%	69,028,949	71,186,830
State Aid					
Chapter 70 ***	5,105,397	5,927,107	16.09%	6,075,285	6,227,167
Lottery/Add'l. Assistance	1,303,615	1,173,254	-10.00%	1,202,585	1,232,649
Other	147,030	132,317	-10.01%	135,625	139,016
School Building Reimbursement*	704,503	672,082	-4.60%	672,082	672,082
Total State Aid	7,260,545	7,904,760	8.87%	8,085,576	8,270,914
Local Receipts					
Penalties & Interest	210,000	125,000	-40.48%	126,875	129,413
Fees	760,000	760,000	0.00%	771,400	786,828
Solid Waste Fees	1,370,000	1,370,000	0.00%	1,390,550	1,418,361
Rentals	35,000	35,000	0.00%	35,525	36,236
Cemetery	243,500	243,500	0.00%	247,153	252,096
Other Departmental	85,000	85,000	0.00%	86,275	88,001
Licenses & Permits	975,000	975,000	0.00%	989,625	1,009,418
Special Assessments	70,000	70,000	0.00%	71,050	72,471
Fines & Forfeits	54,000	54,000	0.00%	54,810	55,906
Investment Income	230,000	200,000	-13.04%	203,000	207,060
Misc.	506,385	500,000	-1.26%	507,500	517,650
Total Local Receipts	4,538,885	4,417,500	-2.67%	4,483,763	4,573,438
Reserves and Other					
Free Cash	1,112,038	1,314,762	18.23%	1,639,703	2,074,130
Stabilization Fund - Capital*	373,890	493,437	31.97%	493,437	493,437
Stabilization Fund - Buildings*	3,098,206	3,098,242	0.00%	3,098,242	3,098,242
Overlay Surplus	75,000	25,000	-66.67%	50,000	50,000
Parking Meter Fund	70,000	70,000	0.00%	70,000	71,050
Cemetery Trust Fund	120,000	50,000	-58.33%	50,750	51,511
Ambulance Fund	17,322	17,322	0.00%	0	0
Total Reserves and Other	4,866,456	5,068,763	4.16%	5,402,132	5,838,370
TOTAL REVENUE	81,167,047	84,366,795	3.94%	87,000,420	89,869,551

* These revenue sources offset with Debt Service on the Expense side of the budget.

*** \$821,000 of federal ARRA funds were directly allocated to the FY 2010 School Department Budget. This amount has been included in the base Chapter 70 allotment for FY 2011-2013.

FY 2011 Budget Projection						
EXPENDITURES	FY 2010 Budgeted	FY 2011 Projected	% Change		FY 2012 Projected	FY 2013 Projected
Town Manager	519,358	519,374	0.00%		529,761	540,357
Finance Committee	6,000	6,000	0.00%		6,120	6,242
Comptroller	283,371	285,365	0.70%		291,072	296,894
Assessors	246,377	249,863	1.41%		254,860	259,957
Treasurer/Collector	236,671	239,297	1.11%		244,083	248,965
Planning and Community Development	651,753	724,677	11.19%		739,171	753,954
Planning Board	67,605	80,339	18.84%		81,946	83,585
Town Clerk	281,309	319,378	13.53%		325,766	332,281
Postage/Office Paper	95,000	95,000	0.00%		96,900	98,838
Library	1,565,000	1,603,254	2.44%		1,635,319	1,668,025
Archives	3,600	3,900	8.33%		3,978	4,058
Health	207,212	212,541	2.57%		216,792	221,128
Council on Aging	228,764	229,454	0.30%		234,043	238,724
Veterans Services	19,351	22,981	18.76%		23,441	23,909
Police	4,015,077	3,953,271	-1.54%		4,032,336	4,112,983
Fire	3,664,723	3,724,513	1.63%		3,799,003	3,874,983
Sealer of Weights and Measures	8,478	8,478	0.00%		8,648	8,821
Department of Public Works	5,669,532	5,720,432	0.90%		5,834,841	5,951,537
Municipal Wage Reserve	175,000	175,000	0.00%		525,000	1,063,125
Total Municipal Departments	17,944,181	18,173,117	1.28%		18,883,079	19,788,366
Education						
School Budget ***	32,296,498	33,946,163	5.11%		35,304,010	36,716,170
Vocational School Assessment	90,324	97,169	7.58%		99,598	102,088
Total Education	32,386,822	34,043,332	5.11%		35,403,608	36,818,258
Undistributed Accounts						
Energy	2,302,911	2,434,170	5.70%		2,507,195	2,582,411
Audit	75,000	50,000	-33.33%		51,250	52,531
Legal	325,000	325,000	0.00%		333,125	341,453
Information Technology	386,181	408,862	5.87%		419,084	429,561
Debt Service*	9,814,004	10,529,808	7.29%		10,201,941	9,851,224
Tax Abatement Interest/Banking Charges	25,830	25,830	0.00%		26,476	27,138
Contributory Retirement	3,056,414	3,195,606	4.55%		3,339,408	3,489,682
Wrkrs Comp/Indemnification	300,000	250,000	-16.67%		256,250	262,656
Unemployment	85,000	100,000	17.65%		102,500	105,063
Health Insurance	8,467,429	8,814,469	4.10%		9,255,192	9,717,952
Medicare Tax	550,000	550,000	0.00%		563,750	577,844
Non Contributory Retirement	62,000	62,000	0.00%		62,000	62,000
Reserve Fund	400,000	400,000	0.00%		410,000	420,250
General Insurance	328,000	328,000	0.00%		336,200	344,605
Total Undistributed Accounts	26,177,769	27,473,745	4.95%		27,864,371	28,264,369
Capital/Other						
Environmental Remediation	55,000	55,000	0.00%		56,375	57,784
Capital General Fund	204,800	209,920	2.50%		215,168	220,547
Capital Cemetery	70,000	0	-100.00%		50,000	75,000
State Charges & Assessments	457,695	461,672	0.87%		473,214	485,044
Overlay Account	350,000	350,000	0.00%		350,000	350,000
Capital Stabilization Fund	950,949	974,723	2.50%		999,091	1,024,068
Buildings Stabilization Fund	2,199,069	2,254,046	2.50%		2,310,397	2,368,157
Capital Stabilization Fund Reserve	220,000	304,000	38.18%		327,867	350,717
Cherry Sheet Offsets	42,241	42,241	0.00%		42,241	42,241
GASB 45 Fund	25,000	25,000	0.00%		25,000	25,000
Prior Year Deficits to be Raised	83,530	0	-100.00%		0	0
Total Other	4,658,284	4,676,601	0.39%		4,849,352	4,998,559
TOTAL EXPENDITURES	81,167,056	84,366,795	3.94%		87,000,411	89,869,551

*Non- general fund costs offsets with items on the Revenue side of the budget.

*** \$821,000 in federal ARRA funds were directly allocated to the FY 2010 School Department Budget. The FY 2011 budget includes this amount in the base.



SECTION II

SUMMARIES



FY2011 PROGRAM BUDGET

FY 2011 BUDGET SUMMARY

Departmental Budget Summary

Dept Code		FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom	Difference FY-10 - Manager
GENERAL GOVERNMENT							
1210	Town Manager - Administration	507,908	519,358	523,129	519,374		0.00%
1310	Finance Committee	3,119	6,000	6,000	6,000		0.00%
1330	Comptroller	289,198	283,371	285,865	285,365		0.70%
1340	Assessors	239,782	246,377	252,106	249,863		1.41%
1350	Collector/Treasurer	217,256	236,671	240,997	239,297		1.11%
1410	Planning and Community Development	603,105	651,753	679,626	724,677		11.19%
1400	Planning Board	60,565	67,605	99,489	80,339		18.84%
1610	Town Clerk	295,087	281,309	332,628	319,378		13.53%
1540	General Services	90,857	95,000	95,000	95,000		0.00%
	Total General Government	2,306,877	2,387,444	2,514,840	2,519,293		5.52%
CULTURE							
6110	Library	1,501,671	1,565,000	1,603,254	1,603,254		2.44%
6940	Archival Center	3,598	3,600	3,900	3,900		8.33%
	Total Culture	1,505,269	1,568,600	1,607,154	1,607,154		2.46%



FY2011 PROGRAM BUDGET

FY 2011 BUDGET SUMMARY

Dept Code		FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom	Difference FY-10 - Manager
HEALTH/SOCIAL							
5110	Health	159,559	207,212	226,541	212,541		2.57%
5410	Council on Aging	224,150	228,764	229,454	229,454		0.30%
5420	Veterans' Services	14,955	19,351	22,981	22,981		18.76%
Total Health/Social		398,664	455,327	478,976	464,976		2.12%
PUBLIC SAFETY							
2110	Police Department	4,006,818	4,015,077	3,972,737	3,953,271		-1.54%
2210	Fire Department	3,553,740	3,664,723	3,756,513	3,724,513		1.63%
2420	Sealer of Weights and Measures	7,381	8,478	8,478	8,478		0.00%
Total Public Safety		7,567,939	7,688,278	7,737,728	7,686,262		-0.03%
PUBLIC WORKS							
4111	Administration	243,356	256,906	254,768	254,768		-0.83%
4121	Maintenance	1,103,227	1,212,842	1,209,727	1,206,364		-0.53%
4131	Buildings	2,215,008	2,085,701	2,154,272	2,146,772		2.93%
4141	Garage	310,532	332,986	332,149	332,149		-0.25%
4151	Transfer Station	1,273,988	1,132,519	1,157,601	1,142,601		0.89%
4161	Cemetery	207,437	248,578	248,578	237,778		-4.34%
4171	Snow and Ice	633,336	400,000	400,000	400,000		0.00%
Total Public Works		5,986,884	5,669,532	5,757,095	5,720,432		0.90%
UNALLOCATED WAGE ADJUSTMENTS		0	175,000	175,000	175,000		
Total Municipal Departments		17,765,633	17,944,181	18,270,793	18,173,117		1.28%



FY2011 PROGRAM BUDGET

FY 2011 BUDGET SUMMARY

Dept Code		FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom	Difference FY-10 - Manager
	EDUCATION						
3111	Central Office/System Services	2,430,879	2,538,403	2,648,155			
3112	Senior High School	5,398,409	5,666,896	5,736,719			
3113	McCall Middle School	4,153,960	4,438,030	4,595,662			
3114	Ambrose Elementary	2,030,924	2,093,935	2,206,356			
3115	Lincoln Elementary	2,193,487	2,261,289	2,279,568			
3116	Lynch Elementary	1,926,018	1,912,750	1,996,683			
3117	Muraco Elementary	1,980,551	2,183,523	2,342,311			
3118	Vinson-Owen Elementary	1,440,633	1,521,951	1,547,256			
3119	Special Education	7,696,105	7,207,152	8,686,600			
3119	Pupil Services	1,417,373	1,421,850	1,467,139			
3110	Technology	709,341	769,922	1,123,285			
3210	Athletics	269,388	280,797	280,797	280,797		
3610	Vocational Education	79,903	90,324	0	97,169		
	Total Education	31,726,971	32,386,822	34,910,531	34,043,332		



FY2011 PROGRAM BUDGET

FY 2011 BUDGET SUMMARY

Dept Code		FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom	Difference FY-10 - Manager
UNDISTRIBUTED							
1530	Data Processing	330,098	386,181	393,525	408,862		5.87%
1910	Energy	2,808,536	2,302,911	2,434,170	2,434,170		5.70%
Personnel Benefits							
9110	Contributory Retirement	2,920,022	3,056,414	3,195,606	3,195,606		4.55%
9170	Non-Contributory Retirement	47,253	62,000	62,000	62,000		0.00%
9120	Workers' Compensation	203,733	300,000	250,000	250,000		-16.67%
9130	Unemployment Compensation	59,659	85,000	100,000	100,000		17.65%
9140	Health Insurance	7,231,779	8,467,429	8,814,469	8,814,469		4.10%
	Health Insuracne OMBUDSMAN	12,050	0	0	0		
9150-9160	F.I.C.A./ Medicare Tax & Refunds	620,374	550,000	550,000	550,000		0.00%
Debt & Interest							
	Long Term Debt-Principal	5,672,294	7,163,731	8,100,516	8,100,516		13.08%
	Long Term Debt-Interest	3,020,491	2,650,273	2,429,292	2,429,292		-8.34%
	Tax Abatement Interest/Service Fees	25,835	25,830	25,830	25,830		0.00%
Miscellaneous							
1360	Audit	39,980	75,000	50,000	50,000		-33.33%
1510	Legal	323,493	325,000	325,000	325,000		0.00%
9450	General Insurance	302,191	328,000	328,000	328,000		0.00%
9430	Reserve Fund	346,585	400,000	400,000	400,000		0.00%
9460	Environmental Remediation Services	67,438	55,000	55,000	55,000		0.00%
Total Undistributed		24,031,811	26,232,769	27,513,408	27,528,745		4.94%



FY2011 PROGRAM BUDGET

FY 2011 BUDGET SUMMARY

Dept Code	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom	Difference FY-10 - Manager
Non-Appropriated Expenses	908,202	849,936	853,913	853,913		0.47%
Capital - Funded From						
- Stabilization Funds	3,072,188	3,150,018	3,228,769	3,228,769		2.50%
- General Revenue	200,000	204,800	209,920	209,920		2.50%
- Cemetery	20,000	70,000	0	0		-100.00%
- Capital Reserve	0	220,000	304,000	304,000		38.18%
- GASB 45 Contribution	0	25,000	25,000	25,000		
Total Capital	3,292,188	3,669,818	3,767,689	3,767,689		2.67%
Special Appropriations	15,000					
Prior Years Deficits to be Raised	0	83,530	0	0		
Grand Total	77,739,805	81,167,056	85,316,334	84,366,796		3.94%



SECTION III

SERVICE PROGRAMS



GENERAL GOVERNMENT

Town Manager - Administration

Finance Committee

Comptroller

Assessors

Collector/Treasurer

Planning & Community Development

Planning Board

Town Clerk

General Services



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
General Government**

PROGRAM: Town Manager-Administration

**Dept Code
1210**

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

This budget is level funded from 2010.

PROGRAM COST

Town Manager	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	441,356	467,608	471,329	471,079	
Other Expenses	66,552	51,750	51,800	48,295	
Equipment	0	0	0	0	
Total	507,908	519,358	523,129	519,374	

STAFFING

Town Manager	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 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.

FY2011 OBJECTIVES

1. Successfully negotiate and implement reform of the Employee Health Insurance program, resulting in substantial budget savings.
2. Assist with the implementation of the vision for Wright-Locke Farm, including development of the residential component, preservation of the historic farmstead, and establishing a sustainable agricultural and public use of the Farm.
3. Develop a formalized and consistent approach for traffic calming throughout the community, and seek funding sources to implement improvements.
4. Complete the design and pursue construction of enhancements at the Transfer Station to create a safer and more productive location for trash and recycling disposal.
5. Evaluate alternatives for reuse of the former Landfill area at the Transfer Station, including the issuance of a Request for Proposals to site a solar panel array to generate electricity and/or income for the Town.
6. Implement aspects of the new ADA Transition Plan through careful coordination with the Capital Improvement Plan.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Town Manager-Administration

Dept Code
1210

FY2011 OBJECTIVES (con't)

7. Complete the initial design for replacement of the Vinson Owen School and help plan for the funding of construction.
8. Achieve lower energy consumption in municipal buildings and facilities, seek grant funding for energy efficiency projects and pursue cost-effective renewable energy sources.
9. Fill staff and organize community development departments to support and facilitate development projects and opportunities.
10. Secure approval for the Town's environmental impact filing associated with the Town's flooding and drainage program.

PRIOR YEARS ACCOMPLISHMENTS

1. Prepared a balanced budget proposal and worked with the Board of Selectmen and Finance Committee to achieve a prudent FY 2010 budget and long term financial plan.
2. Secured approval from the Massachusetts School Building Authority to proceed with the design of a new Vinson Owen School.
3. Procured favorable contracts for the supply of electricity and natural gas.
4. Installed sidewalks and handicapped accessible ramps along Pond Street funded partially through a development agreement with the Pansy Patch project.
5. Re-financed debt at cost savings while retaining the Town's Aaa bond rating.
6. Generated additional Free Cash, creating improved budget flexibility and strong reserves.
7. Assisted in the approval of Federal funding to make the MBTA Commuter Rail Station at Wedgemere accessible to persons with disabilities.

EXTERNAL FUNDING SOURCES

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

The Affordable Housing Fund is used to fund the creation of affordable housing in the community. Additional funding was received in the past year from amounts negotiated with the owners of the Creative Corner development on Main Street.

The Hospital Gift Fund receives an annual payment from the Winchester Hospital that is used to meet health and safety needs of the Town. The Board of Selectmen authorizes periodic expenses from the Fund on a one-time or project basis, and funds various public health expenses on an annual basis.

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 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.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Finance Committee

Dept Code
1310

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

This budget is level funded from 2010.

FY2011 OBJECTIVES

PROGRAM COST

Finance Committee	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	2,814	3,500	3,500	3,500	
Other Expenses	305	2,500	2,500	2,500	
Equipment	0	0	0	0	
Total	3,119	6,000	6,000	6,000	

STAFFING

Finance Committee	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Total					



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Finance Committee

Dept Code
1310

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Comptroller

Dept Code
1330

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

This budget is level funded from 2010.

PROGRAM COST

Comptroller	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	287,669	280,801	282,795	282,795	
Other Expenses	1,529	2,570	3,070	2,570	
Equipment	0	0	0	0	
Total	289,198	283,371	285,865	285,365	

FY2011 OBJECTIVES

1. Increase timeliness and efficiency on annual audit.
2. Develop Risk Assessment Policy and Procedures.
3. Implement payroll encumbering in Munis for Education Fund.
4. Close Fiscal 2010 General Ledger prior to September 1, 2010.
5. Commence Fiscal 2010 annual audit in September 2010.
6. Review Fixed Asset files for completeness and accuracy.

STAFFING

Comptroller	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	2	2	2	2	
Clerical	0	0	0	0	
Professional/Technical	2	2	2	2	
Total	4	4	4	4	



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Comptroller

Dept Code
1330

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completed Fiscal 2009 Audit by 12/31
2. Developed Policy and Procedures Manual
3. Completed GASB 45 Requirements.
4. Increase timeliness of free cash certification.

STATISTICS



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Assessor

Dept Code
1340

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

This budget is level funded from 2010.

PROGRAM COST

Assessor	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	220,877	222,327	228,056	225,813	
Other Expenses	18,905	24,050	24,050	24,050	
Equipment	0	0	0	0	
Total	239,782	246,377	252,106	249,863	

STAFFING

Assessor	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 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.

FY2011 OBJECTIVES

1. Timely completion of state mandated revaluation.
2. Continue cyclical data collection process.
3. Review and inspect all sales in 2009 for 2011 revaluation.
4. Photograph new construction.
5. Seek funds for state owned land.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Assessor

Dept Code
1340

PRIOR YEAR'S ACCOMPLISHMENTS

1. Interim adjustment certified by DOR and bills mailed timely.
2. Photographed all new construction.
3. Won appeals before the ATB.
4. Completed state owned land project.

STATISTICS

	FY07	FY08	FY09
Real Estate Parcels	7,694	7,710	7,730
Personal Property Accounts	384	365	357
Motor Vehicle Excise Tax Bills	20,700	19,892	19,295
Boat Bills	51	38	38
Deed Changes	580	600	540
Real Estate Sales	330	310	337
Veterans Exemptions	119	120	111
Elderly Exemptions	75	56	50
Deferred Taxes	22	19	19



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
General Government**

PROGRAM: Collector/Treasurer

**Dept Code
1350**

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

This budget is level funded from 2010.

PROGRAM COST

Collector/Treasurer	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	179,023	197,421	201,747	201,747	
Other Expenses	38,233	39,250	39,250	37,550	
Equipment	0	0	0	0	
Total	217,256	236,671	240,997	239,297	

STAFFING

Collector/Treasurer	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 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.

FY2011 OBJECTIVES

1. Implement changes to depository, payroll and A/P bank to increase efficiency, reduce bank fees, and improve investment income.
2. Continue to monitor bank services and fees to insure the Town receives the most advantageous rate of return, and the lowest possible fees.
3. Coordinate with the Police Department and the IT Department changes that need to be made to the Parking Ticket Collection system in order to implement on-line payment for Parking Tickets.
4. Coordinate with the DPW to make changes to the payment/billing of street openings & water permits to improve the collection process.
5. Coordinate with the Police Department to improve the process of billing and collection for police details.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Collector/Treasurer

Dept Code
1350

FY2011 OBJECTIVES Con't

- 6. Continue the ongoing process of identifying and investigating credit balances and ultimately issuing appropriate refunds or recover funds as abandoned property.
- 7. Implement procedures for investigating and clearing outstanding checks on both the payroll account and the A/P account.
- 8. Improve the efficiency of depositing Town funds timely to maximize investment return.
- 9. Improve the time frames for liening outstanding water accounts to real estate bills.
- 10. Improve the method of collecting parking meter money to increase efficiency and to maximize investment return.

PRIOR YEAR'S ACCOMPLISHMENTS (con't)

- 5. Improved system and time frames fro the turn over of departmental monies to the Treasurer's Office.
- 6. Improved system for issuing refunds in a timely manner and reducing credit balances.
- 7. Reviewed all outstanding bonds for possible refunding at lower interest rates.
- 8. Reviewed all investments, bank accounts and interest rates and made appropriate changes to insure Town is receiving best possible return.

STATISTICS

	FY2008	FY2009
R. E. Committed	\$56,996,060	\$59,584,936
R. E. Paid or Abated	\$56,546,258	\$59,063,034
Balance – R. E.	\$449,802	\$521,902
% Collected	99.00%	99.12%
M. E. Committed	\$3,042,172	\$2,829,347
M. E. Paid or Abated	\$2,965,454	\$2,774,357
M. E. Balance	\$76,718	\$77,546
% Collected	97.48%	98.00%
Municipal Lien Certs - \$	\$38,324	\$57,265
#	678	950

PRIOR YEAR'S ACCOMPLISHMENTS

- 1. Refunding of two outstanding bonds at an interest rate of 2.37%, for a savings to the Town of over \$300,000. over the life of the bond.
- 2. With the approval of the Board of Selectmen, amended the Town's Investment policy to allow for more advantageous investments and increase investment income on our stabilization accounts.
- 3. Solicited and reviewed proposals from investment firms for the investment of our stabilization funds. Selected a new investment firm, and worked with this firm to create an investment strategy to maximize investment income for the Town's stabilization funds.
- 4. Solicited and reviewed proposals from Banks for the provision of banking services. Made appropriate changes to reduce the cost of banking services and to maximize investment potential and earnings.



FY2011 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

There are various changes in the division budgets that make up this department as a result of Board of Selectmen recommendations to strengthen the Town's capacity for management of municipal capital projects and private development. See specific comments in the budget divisions that follow.

FY2011 OBJECTIVES

(See SUB-PROGRAMS for details)

PROGRAM COST

Planning & Community Development	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	555,451	548,633	576,456	622,107	
Other Expenses	47,654	103,120	103,170	102,570	
Equipment	0	0	0	0	
Total	603,105	651,753	679,626	724,677	

STAFFING

Planning & Community Development	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 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	



FY2011 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)



FY2011 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

Funding for a contract for private development management and oversight has been transferred from the Planning division to the Building division.

FY2011 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 progress in the acceptance of the flood insurance rate maps being issued by FEMA.
3. Review all subdivision plan applications for consistency with Town of Winchester Planning Board Requirements.
4. Retain and record all documents produced by the Planning Board.

PROGRAM COST

Planning	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	13,495	12,452	12,452	12,927	
Other Expenses	10,782	68,600	68,600	21,100	
Equipment	0	0	0	0	
Total	24,277	81,052	81,052	34,027	

STAFFING

Planning	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	0	0	0	0	
Clerical	0.25	0.25	0.25	0.25	
Total	0.25	0.25	0.25	0.25	



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning & Community Development
SUB-PROGRAM: Planning

Dept Code
1411

PRIOR YEAR'S ACCOMPLISHMENTS

STATISTICS



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning & Community Development
SUB-PROGRAM: Engineering

Dept Code
1412

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

A full-time professional engineering position has been added to enhance the Town's capacity for municipal capital project management and to support the Engineering division's operations.

PROGRAM COST

Engineering	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	237,824	245,742	284,509	302,965	
Other Expenses	23,433	21,450	21,500	21,500	
Equipment	0	0	0	0	
Total	261,257	267,192	306,009	324,465	

STAFFING

Engineering	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	2	2	2	2	
Clerical	0.75	0.75	0.75	0.75	
Professional/Technical	1	1	2	2	
Total	3.75	3.75	4.75	4.75	

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.

FY2011 OBJECTIVES

1. Work with the Traffic Advisory Committee (TAC) and Board of Selectmen in developing safe pedestrian, traffic and motor vehicles policies.
2. Engineer and design local storm drain improvements
3. Perform construction management for all projects initiated by this department
4. Continue to monitor the progress of the Flood Insurance Rate Maps Program institute by FEMA.
5. Develop the Environmental Impact Report for FEMA.
6. Implement NPDES Phase II Storm Water Management Policies into current project.
7. Review all Subdivision Site Plan Applications for consistency with Town of Winchester standards.
8. Monitor traffic volumes for TAC



FY2011 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 Storm Drain and Sanitary Sewer Enlargement and Relocation at Manchester Field
2. Oversaw the Construction of Gershon Way
3. Monitored the installation of water, sewer and storm drain network for Greystone Circle (Pansy Patch)
4. Designed and monitored the construction of the Pond Street sidewalk
5. Designed and installed a water quality manhole, and chemical treated Winter Pond for Weed Control
6. Rehabilitate the traffic control/pedestrian crossing signal, crosswalks and traffic Island configuration at the Church Street, Main Street and Mt. Vernon Street Intersection.
7. Completed the various reviews for the Hamilton Farm (Locke-Wright Farm) Subdivision.
8. Completed the various reviews for the Winchester Hospital – 620 Washington Street Project.
9. Continually monitor and comment on the FEMA – National Flood Insurance Program Mapping
10. Continue developing the Phase II Environmental Impact Report Filing
11. Continue developing the Phase II Storm Drainage Improvement Plan
12. Agawam Road Extension
13. Rock Avenue Extension
14. Review and comment on Zoning Bylaw Review

STATISTICS

	FY2006	FY2007	FY2008	FY2009
Plan revisions	300	295	280	285
Measurements:				
New single family	31	35	21	27
Grave/burial entries	193	195	122	132



FY2011 PROGRAM BUDGET

**PROGRAM GROUP
General Government**

PROGRAM SUMMARY

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

**Dept Code
1413**

PROGRAM DESCRIPTION

The Building Division is responsible for applying and enforcing the State Building Code to all construction within Winchester. In addition, the Building Commissioner acts as the Zoning Enforcement Officer pursuant to Massachusetts law, making formal determinations on the applicable use of land. The Building Department provides staff support to the Zoning Board of Appeals and serves as a resource to the Town when designing and constructing municipal buildings and related projects.

BUDGET STATEMENT

Funding for a contract for private development management and oversight has been transferred from the Planning division to the Building division. An additional part-time clerical position has been added to this division to support the division and the related Zoning Board of Appeals' function.

PROGRAM COST

Building & Zoning	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	260,494	245,829	234,859	255,735	
Other Expenses	11,563	11,800	11,800	58,700	
Equipment	0	0	0	0	
Total	272,057	257,629	246,659	314,435	

STAFFING

Building & Zoning	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	1	1	1	1	
Clerical	0.83	0.83	1.37	1.37	
Professional/Technical	1.7	1.7	1.7	1.7	
Total	3.53	3.53	4.07	4.07	

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.

FY2011 OBJECTIVES

1. Maintain mandated training for Building Inspectors.
2. Continue reorganization of filing system, 85% 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
6. Create storage area for plans



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

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

Dept Code
1413

PRIOR YEAR'S ACCOMPLISHMENTS

1. 85% reorganizing of filing system completed.
2. Inspected business locations that require yearly license renewals.
3. Inspectors maintained certification.
4. Installed shelving system to hold five (5) years of plans.

STATISTICS

	FY2006	FY2007	FY2008	FY2009
Revenue	\$870,000	\$864,095	\$785,028	\$655,869
Building Permits	717	759	740	741
Electric Permits	671	771	677	637
Plumbing Permits	528	596	493	493
Gas Permits	439	458	414	344



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

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

Dept Code
1414

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

This budget is level funded from FY 2010

FY2011 OBJECTIVES

PROGRAM COST

Board of Appeals	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	11,612	10,826	10,852	10,852	
Other Expenses	654	870	870	870	
Equipment	0	0	0	0	
Total	12,266	11,696	11,722	11,722	

STAFFING

Board of Appeals	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	0	0	0	0	
Clerical	0.17	0.17	0.17	0.17	
Total	0.17	0.17	0.17	0.17	



FY2011 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
2007	30
2008	37
2009	33



FY2011 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

An additional 5 hours has been added to the part-time Administrator position.

PROGRAM COST

Conservation Commission	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	32,026	33,784	33,784	39,628	
Other Expenses	1,222	400	400	400	
Equipment	0	0	0	0	
Total	33,248	34,184	34,184	40,028	

STAFFING

Conservation Commission	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	0	0	0	0	
Clerical	0	0	0	0	
Professional/Technical	0.57	0.57	0.71	0.71	
Total	0.57	0.57	0.71	0.71	

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.

FY2011 OBJECTIVES

1. Provide assistance to permitting the Aberjona River flood control plan.
2. Implement and update the Open Space and Recreation Plan.
3. Provide assistance with the long range planning of Wright-Locke 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.
8. Reapply for Davidson Park grant



FY2011 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 Wright-Locke Farm.
4. Worked with neighborhood groups for the management of invasive plant species.
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.
8. Applied for Grant through North American Wildlife Conservation Act to improve the life-support functions of the river and riparian corridor in Davidson Park.
9. Hosted Aberjona River Day cleanup.
10. Worked with Eagle Scouts to upgrade trails at Sucker Brook and Smith Pond.

STATISTICS

	FY2007	FY2008	FY2009
Notice of Intent	19	16	10
Orders of Conditions	19	16	10
Certificate of Compliance	7	6	5
Extension Permits	5	6	4
Enforcement Orders	4	1	3
Determinations of Applicability	0	1	2
Notifications of Non-Significance	0	0	0



FY2011 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-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	49,056	59,505	76,000	68,639	
Other Expenses	11,509	8,100	23,489	11,700	
Equipment	0	0	0	0	
Total	60,565	67,605	99,489	80,339	

STAFFING

Planning Board	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Professional/Technical		0.57	0	0	
Managerial		0	1	1	
Total		0.57	1	1	

BUDGET STATEMENT

The permanent salaries item has been adjusted to reflect the full-time and reclassified status of the Town Planner position. Expenses have been increased to support ongoing professional technical and legal consulting necessary for zoning and development review.

FY2011 OBJECTIVES

1. Improve procedures to meet the Planning Board's charge under State laws to comply with the timely review, hearing, and filing of matters requiring Planning Board review and action.
2. Seek funding for the Phase II Master Plan by requesting funds from Town Meeting and seeking various grants to cover the costs of specific chapters.
3. Complete several chapters of the Phase II Master Plan "in house". These chapters might include Open Space and Recreation, Infrastructure and Historical Resources.
4. Work with other Town Boards and Commissions on areas of mutual interest and concern, including Master Plan and Town Center goals
5. Expand the schedule of joint meetings with other Town departments and staff, Boards, and Commissions.
6. Promote housing opportunities in Town to meet State-mandated affordable housing goals and provide adequate workforce housing.
7. Advance economic development in Winchester, especially in the downtown area, in coordination with the Board of Selectmen, Chamber of Commerce, property owners, and merchants. Continue the "conversations" on Winchester's town center and create a vision for improvements.
8. Work with the Board of Selectmen, political representatives and the MBTA on improvements to the Wedgemere and Winchester Center MBTA train stations
9. Amend the Zoning By-Laws to reflect the Master Plan goals for housing, neighborhoods, the Town center, and economic development.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Planning Board

Dept Code
1400

FY2010 OBJECTIVES Con't

- 10. Review the recently enacted and implemented Overlay Districts, including the Health Services Overlay District and the Attached Residential Cluster Development Overlay District, for possible clarifications and improvements based on the experience of the public hearing and development processes.
- 11. Identify and apply for planning, environmental/wetlands protection, architectural preservation, housing development, downtown business development, and related grants and technical assistance programs that advance the Town's development and reduce the local property tax burden on residents
- 12. Monitor developer activities and push for completion of old, but still-incomplete, subdivisions to ensure that they are completed as agreed upon and on the tax rolls. Work with town staff to achieve this goal.
- 13. Work closely with the BOS, Town Manager, Building Inspector, Conservation Commission, Engineering Department, and Town-hired consultants in ensuring that approved developments are constructed in accordance with approved plans and contribute positively to the Town's tax rolls.
- 14. Provide technical assistance and expertise through the Town Planner to support the work of other Boards and Commissions in pursuit of joint goals.
- 15. Coordinate with adjacent communities, the Metropolitan Area Planning Council and other groups to identify and address planning issues with a more regional focus. Work together to address these issues.

PRIOR YEAR'S ACCOMPLISHMENTS

- 1. Completed third full year with a Town Planner on the staff.
- 2. Initiated review and held public hearings of the Master Plan Phase I findings and preliminary recommendations with the Master Plan Steering Committee.

PRIOR YEAR'S ACCOMPLISHMENTS Con't

- 3. Reviewed and approved numerous Approval Not Required (ANR) plans. ANR applications are typically requests to subdivide existing lots to create additional buildable lots. By State law, the Planning Board must determine that the lots meet frontage and legal access requirements and do not qualify as subdivisions.
- 4. Recodified the Winchester Zoning bylaw as an initial step in updating, improving, and clarifying the By-Laws. The By-Laws were last comprehensively updated in the mid-1970s.
- 5. Advised the Zoning Board of Appeals on numerous Special Permit Applications and requests for variances.
- 6. Continued regular joint meetings with the Board of Selectmen, the Conservation Commission, the Historical Commission, the Zoning Board of Appeal, and the Design Review Committee.
- 7. Completed a business inventory of Winchester's town center which allowed an economic development consultant to analyze the economics of Winchester's town center. This work resulted in a report, prepared by Finepoint and Associates, on the economics and potential redevelopment of portions of Winchester's town center.
- 8. Advocated and received Town Meeting funding for the purchase and planting of street trees to replace trees lost to age, disease, storm damage, and construction. Formed a subcommittee to design and oversee a tree planting program. The program was prompted by neighborhood recommendations during Master Plan focus group session and was developed in partnership with the Conservation Commission. Worked to establish the Peter Van Aken Memorial Tree Fund.
- 9. Worked with other Town Boards and Commissions on areas of mutual interest and concern, including Master Plan goals
- 10. Updated Winchester Subdivision Control Regulations to facilitate clearer understanding, easier use, reduced cost, and better compliance with State laws.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Town Clerk

Dept Code
1610

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

This budget reflects increased costs in accordance with the number of state and local elections scheduled in FY 2011.

PROGRAM COST

Town Clerk	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	264,753	254,929	289,533	289,533	
Other Expenses	30,334	26,380	43,095	29,845	
Equipment	0	0	0	0	
Total	295,087	281,309	332,628	319,378	

STAFFING

Town Clerk	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 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.

FY2011 OBJECTIVES

1. Develop a 5 Year Capital Plan: Sanborn House/Archives and Records Management.
2. Develop and improve the student age population statistics for the School Department.
3. Continue to coordinate and cooperate with the Federal Census Bureau with regards to the 2010 Federal Census data.
4. Continue to improve administrative workflow by cross training within the Town Clerk's Department. Provide training and empowerment to achieve successful results.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
General Government

PROGRAM: Town Clerk

Dept Code
1610

FY2011 OBJECTIVES Con't

5. Continue to assist Town Government staff with records management processes. Offer expertise and database management skills to other departments who are in need of records management. Continue to offer Town Clerk services through the website to assist general public.
6. Town Manager appointed liaison to the State Ethics Commission
7. Continue to support Town Management in any areas they may need.
8. Analyze and review the number of polling places vs. costs – possible recommendation of changes when the 2010 Federal Census is completed.

PRIOR YEAR'S ACCOMPLISHMENTS

1. Supervised and supported the Summer Youth Work Program. Student intern continued to input the vital records into the database for historical preservation.
2. Continue to implement cost saving measures regarding the administration of workflow.
3. Success in the implementation of Wednesday half day shut down to process transfer station permits/census.
4. Continue to educate and support the community in the area of public information, i.e. Town Hall Tours, Student Education Tours for St. Mary's School.
5. Provided educational lectures to the students at Winchester High School concerning voter registration in conjunction with the League of Women Voters.
6. Coordinated the local donation from Winchester Cooperative Bank to the Elementary Schools Recycling Programs

PRIOR YEAR'S ACCOMPLISHMENTS (con't)

7. Clerk to the Committee on Government Regulations.
8. Continue to implement and manage the Recycling Initiative Program for paper and plastics recycled at all municipal buildings, town and school.
9. Town Liaison to Sustainable Winchester/Winchester Farmer's Market.
10. Assist Town Manager on various projects.
11. Town Liaison to the Federal Census Bureau 2010.
12. Member of the School Population Study Group with School Department.
13. Successfully administered two Special State Elections (Primary and General for US Senator).

STATISTICS

Vitals Recorded

	2006	2007	2008	2009
Births	2205	2200	2033	2108
Marriages	75	65	67	65
Deaths	498	466	482	455

Voters Registered

	560	766	766	557
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Revenue by Program

Licenses & Permits	\$752,238	\$877,030	\$904,123	\$909,323
Certified Copies	\$71,635	\$89,610	\$98,965	\$97,005
Publications & Misc	\$3,060	\$3,882	\$3,955	\$3,722
Dog Licenses & Fines	\$18,969	\$29,440	\$23,567	\$28,050
TOTAL	\$845,902	\$999,962	\$1,030,610	\$1,038,100



FY2011 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

This budget is level funded from FY 2010

FY2011 OBJECTIVES

PROGRAM COST

General Services	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	0	0	0	0	
Other Expenses	90,857	95,000	95,000	95,000	
Equipment	0	0	0	0	
Total	90,857	95,000	95,000	95,000	

STAFFING

General Services	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Total					



FY2011 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*



FY2011 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 increased to the minimum required to retain certification by the Massachusetts Board of Library Commissioners.

PROGRAM COST

Library	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	1,180,296	1,231,771	1,234,523	1,234,523	
Other Expenses	311,636	323,229	358,731	358,731	
Equipment	9,739	10,000	10,000	10,000	
Total	1,501,671	1,565,000	1,603,254	1,603,254	

STAFFING

Library	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 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

- General information on a broad array of topics related to work, school, and personal life.
- Current topics and titles to enlarge and improve the opportunities for relaxation, recreation, and restorative reflection.
- Lifelong learning opportunities for both adults and children that begin by fostering a love of reading and an awareness of the resources available in the public library.
- Community connections through a welcoming environment where people meet, interact, and have access to information about local government, organizations, and groups.

To accomplish these endeavors, the Library relies upon a professional staff, a broad collection of current materials in a variety of formats, suitable information technology, and a well-maintained facility for patrons.

FY2011 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. Serve as expert information guides to the resources on the Internet and those available through subscription databases. Increase the number of hands-on computer classes as well as relevant topics of current interest.
3. The Library's mission has a strong educational component. Strengthen the Library's relationship with the schools, pre-school through high school. Continue to explore best practices to enhance a cooperative environment with school librarians and teachers.
4. Evaluate new collections for use and possible expansion.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Culture**

PROGRAM: Library

**Dept Code
6110**

FY2011 OBJECTIVES (con't)

5. Further expand resources for speakers of other languages. Pursue a mutually beneficial relationship with other organizations that benefit patrons learning English as a second language and for adult literacy.
6. Pursue collaborative efforts with the Historical Society and the Archival Center.
7. Promote library services outside the walls of the Library through programs such as Winchester Reads (a Town-wide reading initiative) and Rush Out and Read (teens reading aloud to children), as well as volunteers leading book discussions at nursing homes and senior housing and volunteer delivery of books to homebound patrons.

PRIOR YEAR'S ACCOMPLISHMENTS

1. Privately fundraised to maintain Sunday hours through calendar 2010.
2. In conjunction with funding from Capital Planning to carpet and paint the Children's Room, privately fundraised to replace a worn counter top, refinish worn wood surfaces, replace end panels on shelving units, and create a new corner display area.
3. New formats and new collections were added. These included graphic novels, Playaway pre-recorded audio books, games in Playstation 3, X-Box 360 and Wii formats, and language software programs. A new service, Overdrive, was introduced to allow patrons to download audio books and e-books directly from our web site.
4. Librarians participated in the development of a long range plan for the Winchester School Libraries. Librarians met with teachers and school librarians to coordinate services.

PRIOR YEAR'S ACCOMPLISHMENTS Con't

5. Wireless internet access was upgraded to cover all meeting rooms and public spaces within the building.
6. A scanner and fax machine were added to the list of services available to the public. 2 new Internet and one public access computer were also added.
7. On-line resources increased. These included a meeting room reservation system, registration for programs, school reading lists directly linked to the library catalog and request system, and increased business resources such as Morningstar Investment Research Center.
8. Use of the facility has continued to increase. Visits to the library in FY 2009 increased 4.1% over FY 2008; Circulation increased 7%. Despite increases in audio and visual formats, the most popular items continue to be books, for both children and adults. Items requested from other libraries totaled 49,173, an increase of 19% over FY 2008.
9. Promoted the use of the Library as a community center by providing meeting space for community groups, sponsoring book discussion groups, arranging for monthly exhibits of local artists, providing the Friends of the Library sponsored programs for children and adults, and offering job search classes taught by librarians as well as community based professionals.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Culture**

PROGRAM: Library

**Dept Code
6110**

EXTERNAL FUNDING SOURCES

The Library receives outside funds from four different sources: state aid, grants, donations from private individuals, and endowment and trust fund income.

The Library is eligible each year for a state aid program that is contingent upon the Library meeting state certification requirements. This aid is used to supplement Town funds allocated for the purchase of books and related materials in order to meet the materials expenditure requirement by the state. State aid is now received in three installments and the first installment for FY 2010 was \$14,845, a decrease of 20% from the previous year. State aid in FY 2009 totaled \$37,760.

The Library applies for grants to fund outreach efforts such as the Rush Out and Read, a youth summer reading program funded by the Winchester Co-Operative Bank (\$5,253) and International Projects funded by the John and Mary Murphy Foundation (\$3,500).

Gifts from private individuals are held in a designated gift account and used for their intended purpose – typically books in honor or memory of someone, 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 (\$14,451 calendar 2009) is combined with State Aid and is used to make up the difference between the state mandated materials budget and the Town appropriation. Endowment Fund income (\$24,200 calendar 2009) is restricted to enriching and enhancing Library operations and services. Sunday operations are funded exclusively through direct private donations (\$9,250 in FY 2009), held in a separate gift account, and used exclusively for that purpose.

STATISTICS

	FY2006	FY2007	FY2008	FY2009
Hours open per week	53**	65	65	65
Circulation of materials	506,363	531,213	543,533	579,926
Reference questions	56,588	53,638	53,250	53,388
Visitors	282,170	283,254	297,655	309,792
Internet use	41,238	40,560	42,900	45,240
Network loans to Winchester	32,733	35,165	41,402	49,173



FY2011 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.

BUDGET STATEMENT

The budget reflects a small increase in its expenses to support professional archival consulting.

PROGRAM COST

Archival Center	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	0	0	0	0	
Other Expenses	3,598	3,600	3,900	3,900	
Equipment	0	0	0	0	
Total	3,598	3,600	3,900	3,900	

STAFFING

Archival Center	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Total					

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 cataloging 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.

FY2011 OBJECTIVES

1. Maintain Archival Center open hours so that town staff and the public will have access to reference service and records. As the Center is dependent on volunteer services, these hours are limited to six regular hours per month plus individual appointments.
2. With volunteer assistance, continue cataloging the Center's collections and entering holdings information into Past Perfect, a database program which provides access to artifacts, photographs, documents, and maps.
3. Make use of the professional services budget to (a) scan photographs to preserve the images, reduce handling of the originals, and insert images into Past Perfect, (b) continue transcribing the oral history collection so that the material is accessible, and (c) improve access to items in the collections or information on Winchester history, through improved use of the Web.
4. Assist the public with in-person, mail, phone, and e-mail requests.
5. Increase public awareness of the collection and encourage public participation in documenting the community's history through identification and donation of historical records.

**FY2011 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP
Culture****PROGRAM: Archival Center****Dept Code
6940****FY2011 OBJECTIVES Con't**

6. Continue to work with the Collaborative to evaluate the long-term needs of the town's historic resources.
7. Pursue grant funds to help reach the goals of the Collaborative.
8. Solicit donations of significant collections of photographs and documents related to the history of Winchester and add them to the collection.

EXTERNAL FUNDING SOURCES

The Archival Center has no current External Funding Sources.

PRIOR YEAR'S ACCOMPLISHMENTS

1. Continued to enter holdings in the Past Perfect database, cataloguing and scanning photographs of people, houses, and postcards. Acquired and accessioned donated collections, continuing the growth and vitality of the collection which was begun in the 1880s.
2. Commissioned digital copies of images only available on glass negatives and began transcribing the collection of oral history tapes donated by the Public Library to the Archival Center.
3. Participated in the Collaborative for Documenting Winchester's History and collaborated with the Winchester Historical Society's outreach program, funded by the En Ka Society, to provide archival training for local organizations.
4. Provided photographs and background information for the Downtown Initiative and the Community Conversations co-sponsored by the Board of Selectmen and Planning Board.
5. 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.



HEALTH & SOCIAL SERVICES

*Board of Health
Council on Aging
Veterans' Services*



FY2011 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

This budget reflects a transfer of some hours of the Public Health Nurse from an off-line revolving fund.

PROGRAM COST

Health	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	146,711	159,865	178,671	164,671	
Other Expenses	12,848	47,347	47,870	47,870	
Equipment	0	0	0	0	
Total	159,559	207,212	226,541	212,541	

STAFFING

Health	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 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.

FY2011 OBJECTIVES

1. Continue school-based flu immunization clinic program in every school in cooperation with the School Department.
2. Hold additional shingles vaccination clinic for eligible residents.
3. Initiate household sharps collection program.
4. Develop and participate in emergency dispensing site exercises both locally and regionally.
5. Hold additional trainings for MRC volunteers, including shelter operations.
6. Conduct routine annual public immunization clinics including: flu/pneumonia/tetanus
7. Conduct health screenings for blood pressure, TB and limited grade school hearing and vision.
8. Contract for mosquito control and surveillance activities.
9. Contract with U.S. Wildlife Service for Canada geese control.
10. Provide annual household hazardous waste collection day.
11. Hold rabies clinic for cats and dogs.
12. Provide annual refresher training for all food service establishments.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Health/Social**

PROGRAM: Health

**Dept Code
5110**

FY2011 OBJECTIVES (con't)

13. Winchester Coalition for a Safer Community (WCSC) will maintain core programming and focus on supporting the High School on addressing bullying issues.
14. WCSC will conduct analysis of parental attitudes and norms in Town to better serve needs of community.
15. WCSC will work on sustainability issues to identify and secure future funding.

PRIOR YEAR'S ACCOMPLISHMENTS

1. Due to the H1N1 pandemic and continuing seasonal flu vaccination efforts, this year was the largest clinic initiative. Most notably was the collaboration with the School Department that allowed seasonal and H1N1 vaccination clinics to take place at all schools during the school day.

School Clinics: 4,120 flu vaccinations given to students*

- 1,849 vaccinations administered for Seasonal (regular) flu (includes booster doses).
- 2,271 vaccinations administered for H1N1 flu (includes booster doses).

*data to be finalized

General Public Clinics:

- 4,081 total flu vaccinations administered
- 2,203 vaccinations for Seasonal flu
- 1,878 vaccinations for H1N1 flu
- 73 Pneumonia shots
- 39 Tetanus shots

2. Held first shingles vaccination program for 100 eligible Winchester residents.
3. Conducted 21 blood pressure clinics at the Jenks Center.
4. Finalized the BOH Emergency Operations Manual

PRIOR YEAR'S ACCOMPLISHMENTS Con't

5. Completed tobacco control education and compliance checks of tobacco retailers for six town collaborative to reduce youth access thereby finishing the grant.
6. Provided TB screenings throughout year.
7. Routinely inspected and permitted: all food service activities, camps for children, pools, and beach.
8. Investigated 64 public health related complaints.
9. Contracted for various mosquito control and provided larvicide for DPW lead effort to treat all catch basins.
10. Contracted with U.S. Wildlife Service for Canada geese control.
11. Provided household hazardous waste collection day, 273 vehicles attended.
12. Held annual rabies vaccination clinic for dogs and cats.
13. The Winchester Substance Abuse Coalition changed its name to Winchester Coalition for a Safer Community (WCSC) to reflect the depth and scope of their work.
14. WCSC in cooperation with the Police Dept installed a medication kiosk in the Police Department lobby.
15. WCSC conducted first district wide educational campaign for grades 3 – 10 (approx 1800 students) and an evening program for parents featuring Dr. Michael Fowlin's show dealing with bullying, depression and social issues.
16. WCSC held a successful series of tutorials for parents on technology, adolescent development, and how to transition from parenting an elementary school child to a middle school child.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Health/Social**

PROGRAM: Health

**Dept Code
5110**

EXTERNAL FUNDING SOURCES

Below is a listing of external funding that the Board of Health should receive for FY11. Please note that the funding is not guaranteed from year to year and while we anticipate receiving the above funds, it is not a certainty.

- Emergency Preparedness funds from the MA Department of Public Health – The BOH anticipates receiving approximately \$3300 in FY11 for training and communication purposes.
- 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	FY2007	FY2008	FY2009
Asbestos Removal	\$2,125	\$3,670	\$2,400
Burial Permits	\$8,690	\$11,065	\$9,540
Camps	0	\$200	\$400
Dumpster Fees	\$16,850	\$23,150	\$13,829
Food Permits	\$13,690	\$14,488	\$14,410
Massage	\$2,700	\$0	\$0
Miscellaneous	\$100	\$100	\$0
Pools	\$1,350	\$1,350	\$1,350
Transfer Station Permits	\$23,415	\$25,565	\$12,162
Wells	\$200	\$300	\$200

STATISTICS

Surveillance Cases	2007	2008	2009
Babesiosis	1	0	1
Campylobacter	6	11	6
Cryptosporidiosis	0	2	2
E-Coli	1	0	0
Human Granulocytic Anaplasmosis (formerly Ehrlichiosis)	0	1	1
Giardia	6	7	1
Hemolytic Uremic Syndrome	0	0	0
Hepatitis A	0	0	1
Hepatitis B (chronic)	8	4	2
Hepatitis C	2	5	1
Invasive Group B Strep Disease	3	2	2
Legionellosis	1	1	0
Listeriosis	0	1	0
Lyme Disease	8	17	8
Neisseria Meningitidis (Bacterial Meningitis)	1	0	0
Pertussis	5	10	2
Salmonella	2	8	0
Shiga toxin producing organism			1
Shigellosis			1
Tuberculosis	0	1	0
Varicella	1	3	0
Viral Meningitis	4	1	1
Yersinia	0	1	0
Total Cases	49	75	30



FY2011 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-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	223,816	222,486	223,066	223,066	
Other Expenses	334	6,278	6,388	6,388	
Equipment	0	0	0	0	
Total	224,150	228,764	229,454	229,454	0

STAFFING

Council on Aging	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 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

This budget is level funded from FY 2010

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

FY2011 OBJECTIVES

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. Continue community forum for boomers and elders on issues which are important to their future.
3. Review and reassess COA goals



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Health/Social

PROGRAM: Council on Aging

Dept Code
5410

PRIOR YEAR'S ACCOMPLISHMENTS

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, who serve the Town in exchange for property tax relief.
3. The Council has planned an extensive program on the issues which elders and boomers need to know for the future. It will begin in FY 2010 and continue into the fall of 2011.
4. COA staff intensified educational efforts with seniors around property tax relief on the State and local level.
5. As part of our effort to collaborate with the Winchester Seniors Association (WSA), the Council on Aging participated in a large fund raising event. The monies went to the maintenance of the Jenks Center which is owned by the WSA and houses the COA.
6. Developed for the Board educational programs addressing elder and community issues. This has been well received.

Minuteman Senior Services receives \$5793.00 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 (\$3415) pay for State and National dues, Board trainings, periodicals, flyers, posters, educational programs etc.

In addition, Salter Health Care pays the bill (approx. \$21980.00) for two days van transportation to the Eating Program. Mount Vernon House contributes \$8000 for medical transportation outside of Winchester. Finally the Cooperative Bank provides \$2500 a year to buy the books for the Literary Lunch.

STATISTICS

Caseload Statistics - Fiscal Year 2010

Nurse	199
Social Worker	324
Financial Counselor	91
Attorney	50

Services Provided

	Served	Contacts
Assessment of New Clients & management of existing clients	303	1,876
Counseling (Mental Health)	194	1,101
Group Support	32	116
Housing Assistance	37	69
Health Screening	41	290
Follow up Health Services	82	244
Community Serv Reimb Program	41	225
Financial Counseling	91	225
Home Repairs	24	26
Congregate Meals	36	2,178 Served
Transportation	199	4,726 Rides

Programs

Intergenerational Events	Events 10
Educational Events	Events 29

EXTERNAL FUNDING SOURCES

The Formula Grant is given by the state to every community in the Commonwealth. It is so named because it provides \$7.00 for every senior within a community based on the 2000 census. Each year the legislature can raise or lower this amount. Winchester uses this grant to provide programming and services, which are not provided by the municipality, to our seniors.

The Grant for Winchester is \$31,696. Of this amount \$16,288 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.



FY2011 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 reflects additional expenses over FY 2010 due to an increasing caseload of veterans or their families requiring financial support.

FY2011 OBJECTIVES

PROGRAM COST

Veterans' Services	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	6,630	8,022	8,022	8,022	
Other Expenses	8,325	11,329	14,959	14,959	
Equipment	0	0	0	0	
Total	14,955	19,351	22,981	22,981	

STAFFING

Veterans' Services	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Total					



FY2011 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



FY2011 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-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	3,801,177	3,808,027	3,759,737	3,740,271	
Other Expenses	143,026	144,250	150,200	150,200	
Equipment	62,615	62,800	62,800	62,800	
Total	4,006,818	4,015,077	3,972,737	3,953,271	

STAFFING

Police	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	1	1	1	1	
Clerical	1.5	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	25	25.5	25.5	
Public Works	0.5	0.5	0.5	0.5	
Crossing Guards Part Time	24	24	24	24	
Total	67.5	67.5	68	68	

BUDGET STATEMENT

The budget reflects an adequate level of funding to support the Patrol Division, the School Resource Officer program and Civilian Dispatch staffing. It also addresses on-going and repetitive upgrading and replacement of vehicles and equipment. Funding is reduced from FY 2010 due to the retirement of personnel resulting in lower compensation levels.

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.

FY2011 OBJECTIVES

1. Through a State Grant, supplement needed civilian dispatch coverage.
2. Through the Building Stabilization Fund and the planned renovation of the Public Safety Building, purchase and install equipment needed to convert the building's (Police, Fire and Dispatch) telephone system.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Safety**

PROGRAM: Police Department

**Dept Code
2110**

FY2011 OBJECTIVES (con't)

3. Through technology, software and training, develop a more accountable, efficient and responsive investigative service to the department and the community.

PRIOR YEAR'S ACCOMPLISHMENTS

1. Promotions, hiring and fully staff all vacant positions in the department has been achieved and development of leadership roles in on-going.
2. Conversion public safety telephone system was delayed due to delay in Phase II renovations. Purchase of equipment has begun and installation will continue into FY2011.
3. The department achieved State Accreditation in October, 2009.

EXTERNAL FUNDING SOURCES

The only external funding the Police Department received for FY2010 are two reimbursable grants from the State 911 Department. The two grants are the State 911 Training Grant which is reimbursable up to \$7,432 and the State 911 Support and Incentive Grant which is reimbursable up to \$45,944.

The Training Grant is to assist in training, certifying and recertifying our 911 PSAP (Public Safety Answering Position) operators in various aspects of public safety dispatching. This training is on-going annually.

The Support and Incentive grant can be used to purchase certain equipment directly associated with our Dispatch Center (Fire, Police and EMS) or to provide additional PSAP operator coverage during certain times of the day or evening where it is determined needed.

These grants have to be applied for annually and availability is subject to State funding.

STATISTICS

	FY2007	FY2008	FY2009
Homicide	1	0	0
Rape	2	1	0
Robbery	2	2	3
Breaking and Entry	60	47	64
Larceny	282	244	210
Assault	13	17	21
Vandalism	178	135	209
Disturbance	410	404	378
Vehicle Theft	8	5	7
D.W.I	20	22	13
Arrest	102	114	89
Summons	227	228	176
Parking Violations	7,690	6,530	5,614
Vehicle Citations	2,299	3,085	2,191
Domestic Disturbance	93	93	100
Restraining Orders	45	55	66
Total Calls for Service	12,055	10,982	11,306



FY2011 PROGRAM BUDGET

**SUB PROGRAM SUMMARY
Police Department**

Police Department	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Administration	343,518	346,821	352,165	338,414	
Police Patrol	2,817,298	2,777,788	2,701,945	2,696,230	
Investigation	246,428	252,898	268,874	268,874	
Communications	333,024	368,729	377,239	377,239	
Maintenance	44,618	44,973	47,973	47,973	
School Traffic	179,491	179,220	180,013	180,013	
Dog Control Officer	42,441	44,648	44,528	44,528	
Total	4,006,818	4,015,077	3,972,737	3,953,271	

Program	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Administration					
Personal Services	333,105	332,271	336,915	323,164	
Expenses	10,413	14,550	15,250	15,250	
Equipment	0	0	0	0	
Total	343,518	346,821	352,165	338,414	
Police Patrol					
Personal Services	2,681,838	2,653,938	2,576,495	2,570,780	
Expenses	72,845	61,050	62,650	62,650	
Equipment	62,615	62,800	62,800	62,800	
Total	2,817,298	2,777,788	2,701,945	2,696,230	
Investigation					
Personal Services	244,142	245,398	261,374	261,374	
Expenses	2,286	7,500	7,500	7,500	
Equipment	0	0	0	0	
Total	246,428	252,898	268,874	268,874	
Communications					
Personal Services	298,100	330,079	337,939	337,939	
Expenses	34,924	38,650	39,300	39,300	
Equipment	0	0	0	0	
Total	333,024	368,729	377,239	377,239	

Program	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Maintenance					
Personal Services	23,485	24,973	24,973	24,973	
Expenses	21,133	20,000	23,000	23,000	
Equipment	0	0	0	0	
Total	44,618	44,973	47,973	47,973	
School Traffic					
Personal Services	179,088	178,720	179,513	179,513	
Expenses	403	500	500	500	
Equipment	0	0	0	0	
Total	179,491	179,220	180,013	180,013	
Dog Control Officer					
Personal Services	41,419	42,648	42,528	42,528	
Expenses	1,022	2,000	2,000	2,000	
Equipment	0	0	0	0	
Total	42,441	44,648	44,528	44,528	



FY2011 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

This budget corrects an error from the prior year than inadvertently omitted funding for one firefighter position. Otherwise, the budget is level funded from FY 2010.

PROGRAM COST

Fire	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	3,335,552	3,435,283	3,495,073	3,495,073	
Other Expenses	206,241	212,940	222,940	212,940	
Equipment	11,947	16,500	38,500	16,500	
Total	3,553,740	3,664,723	3,756,513	3,724,513	

STAFFING

Fire	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 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.

Service Priority Ranking:

1. Fire Suppression and Rescue
2. Emergency Medical Services
 - * Ambulance Response
3. Fire Prevention Program
 - * Construction Engineering
 - * Code Enforcement
 - * Public Education
4. Hazardous Materials Incidents Response Mitigation
5. Operational Support Services
 - * Emergency Management
 - * Mechanical Maintenance
 - * Communication Services
 - * Revenue Enhancement

FY2011 OBJECTIVES

1. Seek funding for four firefighters through Federal grant program.
2. Manage and monitor build process for manufacture of fire pumper and aerial ladder.
3. Continue planning and management of Phase 2 of Central Fire Station renovations.
4. Continue to seek state and federal monies, as well as training resources, to enhance the operation of the fire department and the safety of the public.
5. Improve Fire Incident Reporting through improved interfacing with public safety dispatch functions.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Safety

PROGRAM: Fire Department

Dept Code
2210

PRIOR YEAR'S ACCOMPLISHMENTS

1. Completed a collaborative bidding process with the City of Medford for the discounted purchase of new fire apparatus.
2. Maintained the firefighter transfer rate at zero through changes in hiring practices, candidate selection criteria, and collaboration with area fire chiefs.
3. Revised and submitted the final Ambulance Service Zone Plan for Winchester.
4. Provided oversight for federal and state compliance with the National Incident Management System and Incident Command System training for over 150 town employees.
5. Enhanced the ambulance back-up services through collaboration with both public and private ambulance services.

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

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.

State Firefighting Grant* \$7,792 Radio System Infrastructure

Prior awards were utilized to purchase firefighter protective clothing, firefighter breathing equipment, and portable radio equipment.

SAFE Grant * \$4,465 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.

STATISTICS

Fire Department

Statistics	2006	2007	2008	2009
Still Alarms*	1,648	1,608	1,560	1,724
Medical Emergencies	1,356	1,304	1,275	1,325
Box Alarms**	588	576	510	446
Mutual Aid - Fire	52	25	41	36
Inspection Certificates	543	572	608	620
Inspections	1,059	1,120	1,174	1,151

* (Response by 2 or fewer apparatus)

** (Response by 3 or more apparatus)



FY2011 PROGRAM BUDGET

**SUB PROGRAM SUMMARY
Fire Department**

Fire Department	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Administration	190,697	194,220	194,220	194,220	
Firefighters	3,076,232	3,158,819	3,228,875	3,218,875	
Prevention	94,001	97,910	98,023	98,023	
Communications	49,313	57,805	57,805	57,805	
Maintenance	61,466	66,530	66,530	66,530	
Ambulance	82,031	89,439	89,060	89,060	
Total	3,553,740	3,664,723	3,734,513	3,724,513	

Program	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Administration					
Personal Services	183,852	187,020	187,020	187,020	
Expenses	5,845	6,200	6,200	6,200	
Equipment	1,000	1,000	1,000	1,000	
Total	190,697	194,220	194,220	194,220	
Firefighters					
Personal Services	3,007,396	3,102,019	3,162,075	3,162,075	
Expenses	61,129	46,800	56,800	46,800	
Equipment	7,707	10,000	10,000	10,000	
Total	3,076,232	3,158,819	3,228,875	3,218,875	
Prevention					
Personal Services	90,914	93,410	93,523	93,523	
Expenses	3,087	4,500	4,500	4,500	
Equipment	0	0	0	0	
Total	94,001	97,910	98,023	98,023	
Communications					
Personal Services	25,235	25,305	25,305	25,305	
Expenses	22,533	30,000	30,000	30,000	
Equipment	1,545	2,500	2,500	2,500	
Total	49,313	57,805	57,805	57,805	

Program	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Maintenance					
Personal Services	14,623	14,590	14,590	14,590	
Expenses	45,148	48,940	48,940	48,940	
Equipment	1,695	3,000	3,000	3,000	
Total	61,466	66,530	66,530	66,530	
Ambulance					
Personal Services	13,532	12,939	12,560	12,560	
Expenses	68,499	76,500	76,500	76,500	
Equipment					
Total	82,031	89,439	89,060	89,060	



FY2011 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

This budget is level funded from FY 2010

FY2011 OBJECTIVES

1. Continue to perform re-weights on grocery store products.
2. Obtain state assistance in price checking & scanner accuracy.
3. Perform more street inspections of oil trucks to ensure they are sealed properly.

PROGRAM COST

Sealer Weights & Measures	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	6,054	6,558	6,558	6,558	
Other Expenses	1,327	1,920	1,920	1,920	
Equipment	0	0	0	0	
Total	7,381	8,478	8,478	8,478	

STAFFING

Sealer Weights & Measures	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Total					



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Safety

PROGRAM: Sealer Weights & Measures

Dept Code
2420

PRIOR YEAR'S ACCOMPLISHMENTS

1. Collected \$1,673 in revenue fees for the town.
2. Sealed 143 measuring and weighing devices for the town.

STATISTICS

	FY2007	FY2008	FY2009
Sealed Devices	133	185	143
Consumer Savings	\$10,789	\$3,277	\$10,327
Savings for Oil/Gas Merchants	\$8,197	\$5,062	\$717



PUBLIC WORKS

Administration

Maintenance

Buildings

Garage

Transfer Station

Cemetery

Snow & Ice



FY2011 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 repairs 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

The budget is effectively level funded from FY 2010. See specific comments in the budget divisions that follow.

PROGRAM COST

DPW	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	3,360,590	3,431,102	3,465,765	3,460,765	
Other Expenses	2,590,224	2,198,030	2,250,930	2,219,267	
Equipment	36,070	40,400	40,400	40,400	
Total	5,986,884	5,669,532	5,757,095	5,720,432	

STAFFING

DPW	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	4	4	4	4	
Clerical	2.4	2.4	2.4	2.4	
Public Works	24	24	23	23	
Professional/Technical	7	7	7	7	
Custodians - School	24	24	25	25	
Custodians - Public Works	1	1	1	1	
Total	62.4	62.4	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.

FY2011 OBJECTIVES

(See SUB-PROGRAMS for details)



FY2011 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)



FY2011 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

This budget is level funded from FY 2010

FY2011 OBJECTIVES

1. Review operational expenses for opportunities to achieve reduction in expenses.
2. Continue to improve process for submission of Chapter 90 requests to achieve reimbursement of expenses on a quarterly basis.
3. Work with Energy Management Committee to develop timely reports of usage and spending for Building Champions to promote energy conservation.
4. Continue to work with MUNIS support to improve efficiency of utility billing.

PROGRAM COST

DPW Administration	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	226,160	233,756	232,618	232,618	
Other Expenses	17,196	23,150	22,150	22,150	
Equipment	0	0	0	0	
Total	243,356	256,906	254,768	254,768	

STAFFING

DPW Administration	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	2	2	2	2	
Clerical	2	2	2	2	
Total	4	4	4	4	

**FY2011 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP
Public Works****SUB-PROGRAM: Administration****Dept Code
4111****PRIOR YEAR'S ACCOMPLISHMENTS**

1. Procured web-based software solution for tracking energy usage. Online tool capabilities include building usage reports for distribution to Building Champions to promote energy conservation in schools and Town buildings.
2. Received DEP grant for signage and materials to promote Idling Reduction Campaign in Town.
3. Collaborated with School Department and Town officials to promote awareness of Anti-Idling law on school grounds via press release. DPW posted signs at drop-off areas and distributed literature to parents via school newsletters.
4. Distributed Idling Reduction literature for residents at Town Clerk and Board of Health offices. Provided a public service announcement on local cable network.

STATISTICS



FY2011 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 98 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

This budget is level funded from FY 2010

FY2011 OBJECTIVES

1. Implement Big Belly Solar compactor with recycling in downtown area and Town Common.
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. Continue new tree planting program.
6. Continue to expand the Adopt-An-Island program.
7. Continue the ongoing effort to improve maintenance of open space and recreational areas.
8. Continue to review cost-saving measures in the Department overall.
9. Install new baseball infield at Lynch Field.

PROGRAM COST

DPW Maintenance	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	765,101	848,392	845,277	845,277	
Other Expenses	322,745	349,050	349,050	345,687	
Equipment	15,381	15,400	15,400	15,400	
Total	1,103,227	1,212,842	1,209,727	1,206,364	

STAFFING

DPW Maintenance	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	1	1	1	1	
Professional/Technical	1	1	1	1	
Public Works	13	13	13	13	
Total	15	15	15	15	



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Maintenance

**Dept Code
4121**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Resurfaced New Meadows Rd., Mystic Ave., Foxcroft Rd., Hill St., Canal St., Chesterford Rd., Lawson Rd., Priscilla Lane, Sheridan Circle, and Lebanon St.
2. New sidewalk construction and eight ADA ramps installed on Pond St. from Cambridge St. to Brantwood Rd.
3. Completed sidewalk repairs on Carter St., Summit Ave., Grove St., McCall Middle School, Lincoln St. and Fletcher St.
4. Installed new traffic island at Everett & Bacon streets.
5. Installed new traffic light at Church and Main streets.
6. Added two "Adopt-an-Island" locations: one at Bacon and one at Skillings.
7. Planted 77 trees.
8. Installed new baseball infield at Skillings Field.
9. Repaired softball infield at Ginn Field.
10. Repaired Town Hall lawn & irrigation.

STATISTICS

	FY2007	FY2008	FY2009
Roadway Resurfacing	10 street	7 street	7 street
Crack Seal/Micro-Surface	4 streets	4 streets	4 streets
Park/Playground Maintenance	51 acres	51 acres	51 acres
Sidewalks Repaired	400 feet	500 feet	700 feet
ADA Ramps Installed	15 each	15 each	12 each



FY2011 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

Expenses have been increased for Repairs and Maintenance.

FY2011 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-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	1,488,386	1,548,601	1,583,272	1,583,272	
Other Expenses	726,622	537,100	571,000	563,500	
Equipment	0	0	0	0	
Total	2,215,008	2,085,701	2,154,272	2,146,772	

STAFFING

DPW Buildings	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	1	1	1	1	
Public Works	2	1	1	2	
Professional/Technical	3	4	4	3	
Custodians - School	25	25	25	25	
Custodians - Public Works	1	1	1	1	
Total	32	32	32	32	

**FY2011 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP
Public Works****SUB-PROGRAM: Buildings****Dept Code
4131****PRIOR YEAR'S ACCOMPLISHMENTS**

1. Helped plan and acquire funding for major energy conservation/building improvement projects.
2. Direct participation in Energy Management Committee to form plans for immediate and future energy saving measures and helping achieve an energy reduction of 10%.
3. Played a major role in the structuring and oversight of many successful capital renovation projects and putting forward future projects including the Muraco space renovations.
4. Created HVAC Technician position within the DPW to keep building equipment running at a higher level of efficiency.
5. Through cleaning practices, education and product procurement, have helped keep impact of H1N1 impact to minimum in buildings.
6. Customized and refined building condition software for use as a tool in capital forecasting, benchmarking building condition and improving regular operations.
7. Continued participation and involvement in the Town-wide recycling initiative in the public buildings working with staff and student groups in recycling clubs.
8. Instituted an annual Town-wide Building Roof condition report and maintenance plan.

STATISTICS

Maintenance of 1,055,953 sq. ft of Public Buildings.



FY2011 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

This budget is level funded from FY 2010

FY2011 OBJECTIVES

1. Upgrade wash bay for in-house containment of chemicals.
2. Upgrade exhaust handling system within garage.
3. Enhance parts inventory to maximize efficiency in repairs.
4. Continue to increase employee training.
5. Continue to improve detailed work logs for each mechanic's workload.
6. Continue to upgrade fleet.
7. Continue to streamline record keeping.
8. Consolidate various types of oil being used for vehicles to one type for all vehicles.

PROGRAM COST

Garage	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	179,429	207,386	206,549	206,549	
Other Expenses	131,103	125,600	125,600	125,600	
Equipment	0	0	0	0	
Total	310,532	332,986	332,149	332,149	

STAFFING

Garage	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Public Works	3	3	3	3	
Professional/Technical	1	1	1	1	
Total	4	4	4	4	



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

SUB-PROGRAM: Garage

Dept Code
4141

PRIOR YEAR'S ACCOMPLISHMENTS

1. Purchased new vehicle lifts to replace existing lifts that did not pass inspection.
2. Upgraded vehicle diagnostics capability with new hand-held tool.
3. Continued to identify and implement safety procedures at Garage including established inventory of MSDS materials and proper removal.
4. Completed specific training offered by the state on maintenance of snow and ice equipment and buying and maintaining equipment.
5. 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	



FY2011 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.

BUDGET STATEMENT

This budget reflects the contractual increase in solid waste disposal at the rate of increase in the consumer price index.

PROGRAM COST

Transfer Station	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	352,566	341,589	346,671	346,671	
Other Expenses	921,422	790,930	810,930	795,930	
Equipment	0	0	0	0	
Total	1,273,988	1,132,519	1,157,601	1,142,601	

FY2011 OBJECTIVES

1. Tipping Building upgrades are scheduled that will include substantial electrical upgrade work, rebuilding the trash compactors, fire suppression system improvements, lighting and ventilation improvements.
2. Seek MA DEP permission to install another 42-cubic yard paper/cardboard recycling compactor in front of the old incinerator to try and improve our recycling numbers and expand our capacity to four compactors in this area. Seasonal variations in recycling have exceeded the capacity of current three compactors on Saturdays. With the installation of the additional 42-cy paper/cardboard recycling compactor we will remove the 30-cy open-top glass bottle recycling container. After which we will start combine glass, plastic and metal cans together as part of a dual-stream sort in the plastic/metal compactor in the future.

STAFFING

Transfer Station	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Professional/Technical	1	1	1	1	
Public Works	5	5	5	5	
Total	6	6	6	6	



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Public Works

SUB-PROGRAM: Transfer Station

Dept Code
4151

PRIOR YEAR'S ACCOMPLISHMENTS

1. During the June-July period the new 120' Trash Conveyor Belt was installed replacing the old two-belt system which had been in use for the past 20 years. During the interim period of 2-3 weeks when the belt was not operational the trash was dropped off by the residents into six-20 cubic yard open-top containers with the help of transfer station employees. When the 20 cy containers were full they were picked up and brought into the tipping building and dumped into the trash compactor pits. The new lights, handicap ramps, emergency stop cords and larger platform around the conveyor belt structure have greatly improved the facility operations and safety.
2. The Swap Shop area has been moved to a better location behind the metal pile. A tent structure was placed over about a 24' by 24' area for weather protection of items left inside. A 20 space marked parking area just for the swap shop was also created.

STATISTICS

	FY2007	FY2008	FY2009
Recycle tonnage	2,145	2,051	1,913
Compost tonnage	3,000	3,000	1,600
Waste oil (gallons)	900	750	900
Solid Waste tonnage (NESWC)	10,071	9,648	9,728
Recycling Rate	33%	29%	29%



FY2011 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

This budget reflects some savings in the landscaping contract.

FY2011 OBJECTIVES

1. Complete computerization of maps and records.
2. Continue tree-pruning work through capital improvement program.
3. Install a significant landscape/water feature in center of Dell cremation area.
4. Plant additional rhododendrons and azalea bushes throughout the cemetery to add landscape color.
5. Continue to resurface existing sidewalks.

PROGRAM COST

Cemetery	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	120,034	128,078	128,078	123,078	
Other Expenses	87,403	120,500	120,500	114,700	
Equipment	0	0	0	0	
Total	207,437	248,578	248,578	237,778	

STAFFING

Cemetery	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 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	



FY2011 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. Purchased a new JCB backhoe to dig graves and do work within the cemetery.
3. Hired Arbor Care to do 4 tree removals and Foti to prune 15 trees as part of the continuing Capital tree program.
4. Milinazzo Paving installed 2000 LF of Cape Cod asphalt berm including the front entrance. New England Sealcoat replaced and paved 750 LF of new asphalt sidewalks.
5. Sold graves to 41 families and provided graveside services for 119 funerals.

STATISTICS

	FY2006	FY2007	FY2008	FY2009
Interments	144	129	127	119
Sites Purchased	57	68	51	41



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Public Works**

SUB-PROGRAM: Snow & Ice

**Dept Code
4171**

PROGRAM DESCRIPTION

The function of this program is to maintain roads, streets and sidewalks during snow and ice season and to provide for a safe traveling environment to residents and visitors of Winchester. The Snow and Ice budget covers the overtime cost as well as the cost of supplies and materials and equipment repair and rental associated with the removal of snow and ice from the Town's streets and sidewalks.

BUDGET STATEMENT

This budget is level funded from FY 2010

FY2010 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-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	228,914	123,300	123,300	123,300	
Other Expenses	383,733	251,700	251,700	251,700	
Equipment	20,689	25,000	25,000	25,000	
Total	633,336	400,000	400,000	400,000	

STAFFING

Snow & Ice	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Total					



FY2011 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 60 inches of snow.
2. The DPW performed eight (8) full-scale operations and 18 sand and salt operations for a total of 26 events.

STATISTICS

	FY2006	FY2007	FY2008	FY2009
Plowable Storms	4	2	8	9
Snowfall	41"	24"	61"	74"
Road Salt	2,500 tons	1,962 tone	2,821 tone	3,242 tone
Road Sand	952 tons	544 tons	1,164 tons	679 tons
Sand & Salt incidents	17	15	17	23



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



FY2011 PROGRAM BUDGET

SCHOOL DEPARTMENT

February 9, 2010

**To: Mel Kleckner
Town Manager**

The School Department hereby submits an FY11 budget request of \$34,910,531, an increase of \$1,500,127 over the FY10 School Department Budget. This budget request meets a number of different needs as it relates to our core mission of providing all students with an outstanding education. This budget will maintain current level of services in an environment where our enrollment will be growing by more than two percent; it continues to provide for important educational initiatives begun in previous years; and allows us to fund our state mandates for special education and other programs. The budget requests also provides for the introduction of three new course offerings at the high school. Additionally this budget seeks to expand our ability to provide adequate technology for students and staff, as well as to 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 11.9 FTE positions.

Enrollment:

2.0 FTE	K-5 Classroom Teachers
1.0 FTE	K-5 Reading and English Language Learner Teacher
1.0 FTE	6-8 Assistant Principal (school year)
0.2 FTE	6-8 Exploratory Teachers
3.0 FTE	K-5 Teacher Assistants

State Mandates: (Special Education)

1.5 FTE	K-5 Special Education Teacher
0.8 FTE	K-5 Speech and Language Therapist
0.2 FTE	K-5 School Psychologist
0.4 FTE	K-5 School Nurse
1.0 FTE	Teacher Assistant

Literacy Services:

0.2 FTE	K-5 Reading Specialist
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New Programs:

0.2 FTE	9-12 Foreign Language Teacher (Mandarin)
0.2 FTE	9-12 Computer/Technology Education Teacher
0.2 FTE	9-12 Math Teacher (On-line/Distance Learning)

Our Technology initiative seeks to increase our expense funding in the Technology area by \$224,492. This is viewed as the second 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, and the updating, expansion, and the maintenance of our network infrastructure. Similarly, this budget will provide \$100,418 in funding for curriculum supplies, materials and textbooks. These funds will address recent program area improvements in Science, Mathematics, Literacy and Social Studies. Enrollment increases are also impacting our transportation costs and this budget funds 1 and-a-half additional busses. Last, almost one percent of the budget increase or \$282,230 is required to meet special educational tuitions costs due to expanded enrollment in out-of-district special education placements.



FY2011 PROGRAM BUDGET

SCHOOL DEPARTMENT

As noted above we continue to experience enrollment growth across our system. We are projecting an additional 74 students for our elementary schools and an additional 35 students between the middle and high school. The school department and School Committee are grateful to the citizens of Winchester for their ongoing support and appreciate the community's commitment in supporting the funding of staff and buildings to deal with increasing enrollment.

We fully understand that current and future fiscal conditions warrant careful and prudent planning, caution, flexibility and perhaps creativity. The proposed FY11 school department budget identifies our most pressing and immediate needs and hope to continue, as we have in the past, to provide the students of Winchester with the best education possible. We look forward to continuing the budget discussion as we move forward towards Town Meeting.

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



FY2011 PROGRAM BUDGET

SCHOOL DEPARTMENT

PROGRAM COST

	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	27,414,466	28,666,814	29,469,431		
Other Expenses	3,798,434	3,452,873	4,968,968		
Equipment	434,168	176,811	472,132		
TOTAL	31,647,068	32,296,498	34,910,531	33,946,163	

STAFFING

	FY-09 Actual	FY-10 Budget	FY-11 Request
Manager	5.00	5.00	5.00
Principal/Assistant	10.00	10.00	11.00
Director/Coordinat	9.70	10.70	10.70
School Resource Officer	0.00	0.00	0.00
Teacher	274.18	284.06	287.76
Teacher Specialist	26.05	26.40	27.40
Guidance Counsel	9.90	10.10	10.10
Nurse	7.00	7.00	7.40
Occupational Therapists	3.91	4.13	4.13
Librarian	5.00	6.00	6.00
Professional/Technical	6.50	7.00	7.00
ELL Instructor	0.00	4.00	4.60
Special Needs Instructor	13.00	14.00	14.00
Aides	23.10	25.32	29.32
Clerical	25.73	26.79	26.79
Trainer	0.00	0.00	0.00
Faculty Manager	0.00	0.00	0.00
Coaches	0.00	0.00	0.00
TOTAL	419.07	440.50	451.20



FY2011 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

FY2011 OBJECTIVES

1. Create a Curriculum Area Steering Team for Gifted and Talented Education.
2. Complete the 6-12 English Program Review.
3. Complete the English Language Learner's Program Review.
4. Establish the Vision Committee for the Strategic Plan for the High School.
5. Conduct a Gifted and Talent Summit for the School System.
6. Create a District Literacy Team to coordinate elementary literacy efforts.
7. Implement an online registration and monitoring system for professional development.

PROGRAM COST

Central Office	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	1,843,856	1,967,732	1,831,453		
Other Expenses	585,335	570,671	816,702		
Equipment	1,688	0	0		
Total	2,430,879	2,538,403	2,648,155		

STAFFING

Central Office	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	3.00	3.00	3.00		
Clerical	6.00	6.00	6.00		
Directors/Coordinators	3.70	4.70	4.70		
School Resource Officer	0.00	0.00	0.00		
Librarian	1.00	0.00	0.00		
Total	13.7	13.7	13.7		



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Central Office

**Dept Code
3111**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Implemented the recommendations of the program review of the district music program.
2. Implemented the recommendations of the Gifted and Talented Task Force.
3. Created a summer enrichment program .
4. Implemented an All Day Kindergarten program.
5. Implemented the five year professional development plan.
6. Implemented Handwriting Without Tears Program in grades K-3.
7. Provided professional development in leadership for district administrators.
8. Implemented new writing programs for students in grades K-5.

STATISTICS

Enrollment K-12

FY2009

FY2010

**FY2011
Projected**

Indistrict

K	314	297	316
1	310	367	343
2	331	336	383
3	365	345	346
4	320	381	352
5	357	324	388
6	318	368	337
7	306	308	361
8	315	310	314
9	264	280	291
10	280	256	277
11	270	270	251
12	267	266	262
Total	4017	4108	4221

*Does not include Pre-K or Out of District Placements



FY2011 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 1072 students in Grades 9-12. Exploratory areas of instruction include: Technology, Art, Music, and Wellness (Physical Education/Health and Family and Consumer Science). Projected enrollment for the 2010-11 school year is 1083.

PROGRAM COST

High School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	5,094,525	5,315,892	5,380,715		
Other Expenses	268,220	301,125	294,370		
Equipment	35,664	49,879	61,634		
Total	5,398,409	5,666,896	5,736,719		

STAFFING

High School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Principal/Assistant	3.00	3.00	3.00		
Teachers	67.05	68.10	68.70		
ELL Instructor	0.00	1.00	1.00		
Librarian	1.00	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	6.86	7.33	7.33		
Total	78.91	81.43	82.03		

BUDGET STATEMENT

FY2011 OBJECTIVES

1. Maintain a comprehensive high school that serves all students.
2. Improve the availability and use of technology for school administration and management.
3. Increase the capacity of the faculty to diversify instruction using technology.
4. Strengthen the learning environment at Winchester High School by teachers continuing to integrate service learning into the curriculum and improve the transition from 8th to 9th grade.
5. Strengthen 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.
6. Develop a Science, Technology, Engineering, and Math (STEM) Plan for the High School.
7. Integrate 21st century skills into the curriculum by:
 - Identifying areas where 21st century skills are already present in the curriculum.
 - Provide professional development in the area of 21st century skills.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: High School

**Dept Code
3112**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Continued excellent scores in 10th grade MCAS scores from 2009. 94% of students scored advanced or proficient in English Language Arts, 92% scored advanced or proficient in Mathematics, and 83% scored advanced or proficient in Science.
2. The average SAT I scores for the class of 2009 were 591 (up from 575) in Critical Reading, 616 (up from 592) in Math, and 601 (up from 579) in Writing.
3. 352 AP exams (up from 292) were taken in 2009 with 84% getting a score of 3 or higher.
4. 96% of students sought post secondary education.
5. Four National Merit Finalists and 30 National Merit commended students
6. Finalists in the National History Day Project in College Park, Maryland.
7. Winner of the Boston Globe's Dalton Award for percentage of students involved in interscholastic sports.

STATISTICS

Projected Enrollments

Grades	9	10	11	12
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FY10 Actual	280	256	270	266
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FY11 Projected	291	277	251	262
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SAT Scores

Verbal

Math

Total

2002	569	585	1154
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2003	574	589	1163
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2004	558	587	1145
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2005	565	584	1149
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	Math	Critical Reading*	Writing*	Total
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2006	598	585	580	1763
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2007	596	577	584	1757
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2008	592	575	579	1746
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***SAT scores for 2006 now on 2400 scale**

Class Size Core Subject Area FY10

English	20.1
Math	21.0
Social Studies	21.5
Science	19.9
Foreign Language	20.2



FY2011 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 986 students in Grades 6-8. Three key components combine to offer McCall students an outstanding middle school experience: the Core Program consisting of English, Foreign Language (French, Italian, and Spanish), Math, Science, and Social Studies; the Exploratory Program in Art, Computer Education, Family & Health Science, Music, Physical Education, and Technology/Engineering; and the after school Intramurals Program with over twenty activities.

PROGRAM COST

McCall School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	4,039,294	4,301,152	4,425,784		
Other Expenses	98,488	124,028	161,145		
Equipment	16,178	12,850	8,733		
Total	4,153,960	4,438,030	4,595,662		

STAFFING

McCall School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Principal/Assistant	2	2	3		
Teachers	53.7	57	57.2		
ELL Instructor	0	1	1		
Librarian	1	1	1		
Clerical	2.8	3	3		
Total	59.5	64	65.2		

BUDGET STATEMENT

FY2011 OBJECTIVES

1. Continue to strengthen our sense of community.
2. Strengthen the administrative structure of the school.
3. Improve class size in Art, Family & Health Science, and particularly in Physical Education.
4. Increase funding for Other Expenses & Equipment to meet the needs of the expanding student population and to become less reliant on outside funding.
5. Further integrate computer technology into the teaching, learning, and administration of the school.
6. Continue conservation and recycling initiatives.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: McCall School

**Dept Code
3113**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Achieved solid MCAS scores in English, Math, and Science.
2. Ran a successful overnight trip to Washington, D.C. for 260 8th Graders the week of March 23-March 27.
3. Supported school's core values of respect for self and others and service to others with a series of programs and activities including a very special Dr. Michael Fowlin Assembly.
4. Raised over \$30,000 to support an extensive after school extracurricular activities program.
5. Moved forward with the construction of a new wing during the school year that added eleven state-of-the-art classrooms, an English Learners Lab, and a Faculty Lunchroom.
6. Conducted two computer technology workshops for the McCall Faculty with faculty trainers from the McCall Curriculum & Technology Team.

STATISTICS

FY10 Actual Enrollment

Grade	Students	Sections	Ratio
6	368	12	30.67
7	308	15	20.53
8	310	15	20.67
Total	986	44	22.41

FY11 Projected Enrollment

Grade	Students	Teachers	Ratio
6	337	14	24.07
7	361	15	24.07
8	314	15	20.93
Total	1012	44	23.00

Average Class Size per District Guidelines

Grade 6	22.50
Grade 7	20.00
Grade 8	20.00



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Ambrose School

**Dept Code
3114**

PROGRAM DESCRIPTION

The Ambrose Elementary School currently serves 479 students in Grades K-5. The projected enrollment for the 2010-2011 school year is 494.

BUDGET STATEMENT

FY2011 OBJECTIVES

1. Increase the availability of proven technologies in all classrooms and support teachers who want to evaluate emerging technologies.
2. Provide a safe and supportive school environment to address our increased student population and significant medical needs unique to the Ambrose school community. Continue to work with the School Climate Professional Learning Committee to focus on our Core Concepts throughout the school.
3. Maintain focus on Balanced Literacy by providing necessary professional development and materials for all teachers.
4. Continue to provide collaboration time for teaching staff to meet in their Professional Learning Community to focus on specific learning goals during the school year.
5. Utilize aides, specialists, volunteers, and technology to foster smaller group learning opportunities with larger class sizes.
6. Involve all students and staff in reducing energy usage and increasing recycling.

PROGRAM COST

Ambrose School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	1,949,696	2,016,200	2,128,271		
Other Expenses	78,945	75,735	74,485		
Equipment	2,283	2,000	3,600		
Total	2,030,924	2,093,935	2,206,356		

STAFFING

Ambrose School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Principal	1	1	1		
Teachers	27.95	28.9	28.9		
ELL Instructor	0	0.2	0.2		
Librarian	0.4	0.8	0.8		
Aides	1	1	2		
Clerical	1	1	1		
Total	31.35	32.9	33.9		



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Ambrose School

**Dept Code
3114**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Added an additional Kindergarten classroom to address increased enrollment.
2. Teachers were trained to use new system wide educational software in order to maximize the use of this software in the classrooms to support the needs of all students. We were awarded technology grants that funded three additional interactive boards and four desktop computers for the classrooms.
3. Established a building based literacy team, planned and presented monthly professional development for and with the teachers in the area of Literacy.
4. Established an effective Building Literacy Program focusing the Continuum of Literacy Learning as a guide; currently being implemented across all grade levels and classrooms.
5. Established a School Climate Committee. Increased focus on the five Core Concepts, reinforcing them through regular review, practice, and visual reminders throughout the building, hallways, classrooms, and dining hall.
6. Redesigned specific specialist's schedules to allow for collaboration time between grade level colleagues and specialist to focus on specific learning goals.
7. Continued our Volunteer Reading Program with the Winchester Council on Aging.

STATISTICS

FY10 Actual Enrollment

	Students	Teachers	Average
Grade K	72	4	18.00
Grade 1	76	4	19.00
Grade 2	89	4	22.25
Grade 3	88	4	22.00
Grade 4	78	4	19.50
Grade 5	76	4	19.00
Total	479	24	19.96

FY11 Projected Enrollment

	Students	Teachers	Average
Grade K	74	4	18.50
Grade 1	83	4	20.75
Grade 2	77	4	19.25
Grade 3	91	4	22.75
Grade 4	88	4	22
Grade 5	78	4	19.5
Total	491	24	20.46

Average Class Size per District Guidelines

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



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Lincoln School

**Dept Code
3115**

PROGRAM DESCRIPTION

The Lincoln Elementary School serves 453 students in Grades K-5. The projected enrollment for next year 2010-11 is 462.

BUDGET STATEMENT

FY2011 OBJECTIVES

1. Increase use of interactive technology.
2. Develop schedule that allows for flexible grouping across grade levels
3. Add ecology lessons to science curriculum.
4. Determine grade level bench marks for word study skills at each grade level.
5. Promote shared leadership in cooperation with the literacy team, the faculty advisory committees and student council.

PROGRAM COST

Lincoln School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	2,126,803	2,187,414	2,202,453		
Other Expenses	66,684	73,875	70,665		
Equipment	0	0	6,450		
Total	2,193,487	2,261,289	2,279,568		

STAFFING

Lincoln School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Principal	1.00	1.00	1.00		
Teachers	26.67	27.11	27.11		
ELL Instructor	0.00	0.20	0.20		
Librarian	0.40	0.80	0.80		
Aides	1.00	1.00	2.00		
Clerical	1	1	1		
Total	30.07	31.11	32.11		



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Lincoln School

Dept Code
3115

PRIOR YEAR'S ACCOMPLISHMENTS

1. Created a common planning time at almost every grade level
2. Defined our literacy vision and the components of our literacy program
3. Expanded our All School Write initiative to include three samples, one of which was expository
4. Improve student performance on classroom and standardized testing in five out of seven areas
5. Utilized math coach to facilitate discussion and model lesson for challenging math concepts

STATISTICS

FY10 Actual Enrollment

	Students	Teachers	Average
Grade K	68	4	17.00
Grade 1	88	4	22.00
Grade 2	71	4	17.75
Grade 3	69	3	23.00
Grade 4	86	4	21.50
Grade 5	67	3	22.33
Total	449	22	20.41

FY11 Projected Enrollment

	Students	Teachers	Average
Grade K	74	4	18.50
Grade 1	79	4	19.75
Grade 2	90	4	22.5
Grade 3	71	3	23.67
Grade 4	70	3	23.33
Grade 5	86	4	21.5
Total	470	22	21.36

Average Class Size per District Guidelines

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



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Lynch School

**Dept Code
3116**

PROGRAM DESCRIPTION

Lynch Elementary School serves 354 students in Grades K-5 and approximately 80 students in its Pre-School Program. The Lynch School is committed to the personal and academic growth of all its students. We seek to be kind, friendly and respectful to one another and "work hard" at all times.

BUDGET STATEMENT

FY2011 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, Science and Social Studies.
3. Continue to address handicap accessibility, improved infrastructure concerns (e.g., upgrading bathrooms, ensuring the roof does not leak) and space issues for all building programs.
4. Provide equitable access to technology across PreK-5 classrooms.

PROGRAM COST

Lynch School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	1,865,609	1,851,365	1,937,308		
Other Expenses	60,409	58,885	57,875		
Equipment	0	2,500	1,500		
Total	1,926,018	1,912,750	1,996,683		

STAFFING

Lynch School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Principal	1	1	1		
Teachers	23.56	23.59	24.59		
ELL Instructor	0	0.6	0.8		
Librarian	0.4	0.8	0.8		
Aides	0	1	1		
Clerical	1	1	1		
Total	25.96	27.99	29.19		



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Lynch School

Dept Code
3116

PRIOR YEAR'S ACCOMPLISHMENTS

1. Continued improvement in MCAS Scores in numerous subject areas including: achieved all-times in several MCAS testing categories.
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. Have conducted makeovers of the main office, Computer Lab and all major hallways through staff and parent volunteer efforts.
4. Continued to upgrade and improve technology hardware and software in classrooms and lab.

STATISTICS

FY10 Actual Enrollment

	Students	Teachers	Average
Grade K	40	2	20.00
Grade 1	64	3	21.33
Grade 2	57	3	19.00
Grade 3	67	3	22.33
Grade 4	76	4	19.00
Grade 5	59	3	19.67
Total	363	18	20.17

FY11 Projected Enrollment

	Students	Teachers	Average
Grade K	52	3	17.33
Grade 1	46	3	15.33
Grade 2	68	3	22.67
Grade 3	59	3	19.67
Grade 4	68	3	22.67
Grade 5	77	4	19.25
Total	370	19	19.47

Average Class Size per District Guidelines

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



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Muraco School

**Dept Code
3117**

PROGRAM DESCRIPTION

The Muraco Elementary School serves 475 students in Grades K-5. The projected enrollment for the 10-11 school year is 510.

BUDGET STATEMENT

FY2011 OBJECTIVES

1. Appointed Mrs. Laurie Kirby as principal after one year with an interim principal, Mr. Robert Teel.
2. Increased technology by adding 12 LCD projectors and 2 wireless carts that store 30 computers.
3. Created two new classrooms, a new main office area, and an office for the school psychologist to accommodate our growing population.
4. Painted the exterior and main hallways of the building.
5. Installed new windows in 6 of the 23 classrooms.

PROGRAM COST

Muraco School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	1,924,144	2,110,757	2,263,561		
Other Expenses	51,405	70,766	69,850		
Equipment	5,002	2,000	8,900		
Total	1,980,551	2,183,523	2,342,311		

STAFFING

Muraco School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Principal	1	1	1		
Teachers	24.48	27.75	29.15		
ELL Instructor	0	0.8	1		
Librarian	0.4	0.8	0.8		
Aides	1	1	2		
Clerical	1	1	1		
Total	27.88	32.35	34.95		



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Muraco School

**Dept Code
3117**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Continue to work collaboratively to address challenges associated with our growing enrollment ensuring that our students receive an excellent education.
2. Continue to provide common planning time for teachers and support staff to collaborate on teaching and learning.
3. Continue to provide professional development opportunities on literacy using the The Continuum of Literacy Learning as a guide.
4. Continue to increase technology and provide professional development opportunities for teachers across all grade levels.
5. Plan English as Second Language (ESL) professional development opportunities for classroom teachers to better meet the needs of our English Language Learners (ELL).

STATISTICS

FY10 Actual Enrollment

	Students	Teachers	Average
Grade K	77	4	19.25
Grade 1	88	4	22.00
Grade 2	79	4	19.75
Grade 3	78	4	19.50
Grade 4	83	4	20.75
Grade 5	67	3	22.33
Total	472	23	20.52

FY11 Projected Enrollment

	Students	Teachers	Average
Grade K	74	4	18.50
Grade 1	88	4	22.00
Grade 2	95	4	23.75
Grade 3	84	4	21
Grade 4	82	4	20.5
Grade 5	86	4	21.5
Total	509	24	21.21

Average Class Size per District Guidelines

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



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Vinson-Owen School

**Dept Code
3118**

PROGRAM DESCRIPTION

Vinson-Owen Elementary School serves an anticipated 287 students in Grades K-5

BUDGET STATEMENT

FY2011 OBJECTIVES

1. Improved the school's Intranet by adding the opportunity for teachers to work collaboratively on-line.
2. Continued the school's community service activities and promoted "Reasoning" as the theme for the year.
3. Using funds received through a grant from the Winchester Foundation for Educational Excellence, the teachers worked with consultants to develop curriculum and create a library of digital video files to enhance the Science Program.
4. Teachers created a database of electronic resources for the purpose of increasing the effectiveness of their instruction.

PROGRAM COST

Vinson-Owen School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	1,402,269	1,471,431	1,495,961		
Other Expenses	37,465	50,020	48,195		
Equipment	899	500	3,100		
Total	1,440,633	1,521,951	1,547,256		

STAFFING

Vinson-Owen School	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Principal	1	1	1		
Teachers	18.52	18.61	18.61		
ELL Instructor	0	0.2	0.4		
Librarian	0.4	0.8	0.8		
Aides	1	1	1		
Clerical	1	1	1		
Total	21.92	22.61	22.81		



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Vinson-Owen School

Dept Code
3118

PRIOR YEAR'S ACCOMPLISHMENTS

1. Improve the school's technology infrastructure by adding wireless capability.
2. Continue the school's community service activities and promote "Respect" as the theme for the year.
3. Implement and evaluate the lessons and the videos created for the Science Park.
4. Use technology to improve the collection and use of student data for the purpose of increasing learning.

STATISTICS

FY10 Actual Enrollment

	Students	Teachers	Average
Grade K	40	2	20.00
Grade 1	51	3	17.00
Grade 2	40	2	20.00
Grade 3	43	2	21.50
Grade 4	58	3	19.33
Grade 5	55	3	18.33
Total	287	15	19.13

FY11 Projected Enrollment

	Students	Teachers	Average
Grade K	42	2	21.00
Grade 1	47	3	15.67
Grade 2	53	3	17.67
Grade 3	41	2	20.5
Grade 4	44	2	22
Grade 5	61	3	20.33
Total	288	15	19.2

Average Class Size per District Guidelines

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



FY2011 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 special education TEAM, and documented in their IEP (Individualized Education Program).

BUDGET STATEMENT

FY2011 OBJECTIVES

1. Continue to provide mandated services in a cost effective manner.
2. Provide specialized services with in-house staff for cost efficiency whenever possible.
3. As enrollment increases in all schools, provide increased capacity to meet the special education needs of existing students.

PROGRAM COST

Special Education	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	5,272,988	5,427,528	5,731,722		
Other Expenses	2,415,367	1,774,624	2,948,878		
Equipment	7,750	5,000	6,000		
Total	7,696,105	7,207,152	8,686,600		

STAFFING

Special Education	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	1	1	1		
Directors/Coordinators	5	5	5		
Teachers	32.25	33	33.5		
Teacher Specialists	23.05	23.4	24.4		
Special Needs Instructors	13	14	14		
Aides	18.1	19.32	20.32		
Occupational Therapists	3.91	4.13	4.13		
Clerical	3.57	3.6	3.6		
Total	99.88	103.45	105.95		



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Special Education

**Dept Code
3119**

PRIOR YEAR'S ACCOMPLISHMENTS

1. Professional staff increased to meet the needs of existing students at Muraco, McCall and the High School.
2. Cost avoidance for out of district tuitions and transportation realized as a result of in-district services for students with social and emotional needs at the elementary level.

STATISTICS

Enrollments by Programs

	In District	Collaborative Out of District	Private Day School	Residential School
Preschool (Age 3-4)	47	0	0	0
Kindergarten (Age 5)	21	0	0	0
Elementary (Age 6-11)	285	3	7	1
Middle School (Age 12-14)	164	1	6	0
High School (Age 15-22)	134	7	13	5
Totals	651	11	26	6

Total by Age Group

Preschool (Age 3-4)	47
Kindergarten (Age 5)	21
Elementary (Age 6-11)	296
Middle School (Age 12-14)	171
High School (Age 15-22)	159
Totals	694

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%



FY2011 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

FY2011 OBJECTIVES

1. Respond to the increasing need for nursing services within the schools

PROGRAM COST

Pupil Services	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	1,410,970	1,417,450	1,463,739		
Other Expenses	6,403	4,400	3,400		
Equipment	0	0	0		
Total	1,417,373	1,421,850	1,467,139		

STAFFING

Pupil Services	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Teacher Specialists	3	3	3		
Guidance Counselors	9.9	10.1	10.1		
Nurses	7	7	7.4		
Total	19.9	20.1	20.5		



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Pupil Services

Dept Code
3119

PRIOR YEAR'S ACCOMPLISHMENTS

1. Increased guidance staffing at McCall MS to keep student-to-counselor ratio within School Committee guidelines

STATISTICS



FY2011 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 network infrastructure. Additionally, OET provides training to faculty and staff on administrative programs. The Instructional Technology Specialists primary focus is teaching technology literacy for Grades 3-5 and curriculum development to address the Department of Elementary and Secondary Education Massachusetts Technology Literacy Standards. The OET is the primary reporting source for data on both students and staff to the DESE.

PROGRAM COST

Technology	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	484,312	509,153	517,724		
Other Expenses	129,713	158,687	233,346		
Equipment	95,316	102,082	372,215		
Total	709,341	769,922	1,123,285		

STAFFING

Technology	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	1	1	1		
Professional/Technical	6.5	7	7		
Clerical	1.5	1.86	1.86		
Total	9	9.86	9.86		

FY2011 OBJECTIVES

1. Continue to support the administration, faculty and staff with their technology needs, which includes administrative, educational and technical.
2. Elementary—Purchase and deploy laptops to reading teachers and librarians. Replacement of aging machines in various computer labs and aging teacher laptops. Continue with scheduled classes for Grades 3, 4 & 5, which will focus on the Scope and Sequence technology performance indicators embedded into the curriculum. ITS continue to instruct and guide the Library Media Specialist in collaborative lessons. Acceptance by the school district to add technology literacy on the elementary progress reports.
3. McCall—Continue to support and train the teachers to use technology and the expansion of use of other peripherals including the interactive boards and other electronic resources. Summer's curriculum work was done to revise and expand existing curriculum with a primary focus of adding Web 2.0. An additional class in the six day cycle for each student was added to address the increase of the technology literacy curriculum for Grades 6, 7 and 8 with Internet safety as the primary focus for Grade 7. Scope and Sequence performance indicators in Grade 6, 7 and 8 are in place to meet the criteria in NCLB for technology, which must ensure that all 8th grade students have successfully completed the Massachusetts Technology Literacy Standards. Purchase and installation of the wireless infrastructure throughout the school building.
4. WHS— Continue to support and train the teachers to use technology and the expansion of use of other peripherals including the interactive boards and other electronic resources. Replacement of aging machines in the special education programs, English laptops housed on the wireless cart and some of the aging teacher laptops. Purchase and deploy laptops for guidance councilors to replace aging desktops.
5. District--Update and expand the district and schools' websites. Designed course offerings and workshops meeting the district's vision for use of technology within the school district to advance administrators and teachers technology proficiency level. Acquisition of funds to adequately support the District Technology Plan.
6. Revise the District's Acceptable Use Policy.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Education

SUB-PROGRAM: Technology

Dept Code
3110

PRIOR YEAR'S ACCOMPLISHMENTS

1. Elementary—Distribution of laptops for kindergarten teachers. Purchase and deployment of Muraco wireless computer lab with an access point to replace the existing pods due to space constraints. Continue with scheduled classes for Grades 3 & 4, which will focus on the Scope and Sequence technology performance indicators embedded into the curriculum. This year Grade 5 was scheduled for technology literacy classes.
2. McCall—Continue to support and train the teachers to use technology and to expand the use of other peripherals including the interactive boards. New wing classrooms were outfitted with interactive boards, two student desktops and ceiling mounted LCD projector. Several of the middle school teachers participated Participation over the summer in Edline Virtual Classroom. Training was done for both teachers and administrating on how to post grades on Edline. Introduction to Edline portal for distribution of information was introduced to staff. Computer labs outfitted with desktops to replace aging equipment and redistribution of computer lab equipment in the classrooms to replace nine year old desktops in most of the classrooms. Development of curriculum over the summer was done to revise and expand existing curriculum with a primary focus of adding Web 2.0. An additional class in the six day cycle for each student was added to address the increase of the technology literacy curriculum for Grades 6, 7 and 8 with Internet safety as the primary focus for Grade 7. Scope and Sequence performance indicators in Grade 6, 7 and 8 are in place to meet the criteria in NCLB (?) for technology, which must ensure that all 8th grade students have successfully completed the Massachusetts Technology Literacy Standards.
3. WHS— Continue to support and train the teachers to use technology and to expand the use of other peripherals including the interactive boards. Continue with teachers submitting their attendance and grades online. Electronic distribution of report cards via Edline is in place. Use of Edline using the virtual portal for students is ongoing with professional development occurring during the summer. Installation of interactive boards in many of the classrooms. Foreign Language and animation lab computers were replaced to support the existing programs.

PRIOR YEAR'S ACCOMPLISHMENTS (con't)

4. District Level—The SNAP Healthcare module for the nurses will be used to streamline data input and preserve the data's integrity. Continue to advocate for the necessary funds to support the hardware, software, infrastructure and personnel for the growing technology needs of the district.
5. Designed course offerings and workshops to meet the district's vision for use of technology within the school district.
6. Continue to support the administration, faculty and staff with their technology a. needs, which includes administrative, educational and technical.

STATISTICS

Benchmark Community Data

	Connectivity % Internet Access	Student to Computer Ratio
Winchester	100	5.3
Waltham	100	3
Andover	100	3.1
Newton	100	4.9
Concord	100	1.6
Lexington	100	5.3
Weston	100	2.4
Wellesley	100	3.2

School Averages-Student to Computer

Ambrose	9.4
Lincoln	3.7
Lynch	5.2
Muraco	3.0
VO	12.2
McCall	5.0
High School	7.0



FY2011 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.

FY2011 OBJECTIVES

1. Help to raise \$800,000 in conjunction with the WFDC (Winchester Field Development Council) to begin work on our new track facility at Manchester Field – the goal is to open the new track in spring of 2011.
2. Create a Middle School Sports Program for our younger athletes which will be coordinated through our High School Athletic Department.
3. Create a fall Intramural Program to prepare for the expected enrollment increase in the coming years – we want all athletes to participate in an after school athletic program.
4. Hold several WHS sporting events at local universities to give our athletes and their families a taste of the college experience – we will also continue our discussion groups with Tufts, Boston University and Harvard athletes.
5. Research and fund a plan to construct a 'bubble' over one of our local pools to allow our swim teams to compete at a home venue during the fall and winter seasons.
6. Make the position of Athletic Director full time .

PROGRAM COST

Athletics	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	0	0	0		
Other Expenses	0	0	0		
Equipment	269,388	280,797	280,797		
Total	269,388	280,797	280,797		

PRIOR YEAR'S ACCOMPLISHMENTS

Spring 2009

- Baseball Team – Trip to Cooperstown and MIAA Tournament
- Tennis (Boys) – finished 3rd in league, Eric Hamilton returned as coach and led them to State Championship
- Tennis (Girls) – another State Championship
- Lacrosse (Boys) – MIAA Tournament
- Lacrosse (Girls) – MIAA Tournament
- Cross Country (Boys / Girls) – solicited an alumni to purchase new uniforms for entire track program (all three seasons) and initiated a “buy back your uniform program” with this donation
- Cheering – solicited alumni to purchase new uniforms for next season
- Sailing – tournament appearance

STAFFING

Athletics	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Director	1	1	1		
Trainer	0	0	0		
Faculty Manager	0	0	0		
Coaches	0	0	0		
Total	1	1	1		



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Athletics

**Dept Code
3210**

PRIOR YEAR'S ACCOMPLISHMENTS (con't)

Fall 2009

- Cheering – Won first tournament in history of program
- Cross Country – Boys (7 – 2)
- Field Hockey – upgraded schedule to play the majority of our games on an artificial surface to improve the integrity of the sport
- Football (9 – 2) – finished 2nd in Middlesex League
- Opened the new synthetic surface at Knowlton Stadium with over 4,000 fans in attendance
- WHS Athletic Department, in conjunction with WFDC, raised over \$20,000 in the month of November to finance a new sound system, benches, soccer nets, corner flags for the new facility
- Upgraded Pep Rally to include a 15 minute fall highlight video / included a Powder Puff football game between the junior and senior girls that was a huge success
- Golf – played several of the top courses in the area
- Soccer – Boys, MIAA Tournament / D2 North Quarterfinals
- Soccer – Girls (19-1-1), MIAA Tournament / D1 North Semifinals
- Swim – Girls (6 – 2), MIAA Tournament
- Volleyball – MIAA Tournament

Winter 2009-10 / Spring 2010

- Wrestling – Raised \$32,000 to upgrade the WHS wrestling room – the room will benefit Youth Wrestling, Mixed Martial Arts, PE classes as well as the high school program – a new Life-Breath System to improve air quality in the room was installed – new mats were purchased to reduce exposure to skin disease prevalent in the sport of wrestling and help ensure the health and safety of our athletes
- Completed plans for a new baseball field at Lynch Elementary – project expected to go out to bid in Feb. 2010 and be ready for play May 1st of this year
- Raised \$11,000 public funding in one day to give our hockey programs (boys and girls) a once-in-a-lifetime experience to skate at Fenway Park
- Made Mixed Martial Arts a varsity sport that will run in the spring season

PRIOR YEAR'S ACCOMPLISHMENTS (con't)

- Started the first Ski Team in WHS history – varsity sport with 35 athletes competing in Alpine and Nordic races as well as Snowboarders – three of our downhill skiers have a chance to qualify for one of the 28 slots in the State competition held at Wachusett Mountain during this inaugural year – the program was funded by user fees and private funds

STATISTICS

Sport and Number of Participants	2008-2009
Cross Country	106
Soccer	135
Field Hockey	55
Basketball	75
Football	71
Indoor Track	93
Golf	14
Wrestling	40
Volleyball	41
Gymnastics	25
Ice Hockey	81
Lacrosse	130
Tennis	34
Baseball	47
Softball	37
Boys Swimming	35
Girls Swim and Dive	31
Cheerleading	21
Sailing	15
Track	165
MMA	12
Total	1263



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Education**

SUB-PROGRAM: Vocational Education

**Dept Code
3610**

PROGRAM DESCRIPTION

This program funds the Town's assessment to the Northeast Metro Technical School District, a school available to Winchester students who prefer to pursue a vocational/technical secondary education. The School was formed by agreement of 12 Massachusetts communities in 1964. The formula for assessment of costs is directly related to the enrollment of students from the participating communities.

BUDGET STATEMENT

With a relatively low enrollment in the School District (currently 7 students), a shift of one or two students can have a dramatic effect upon the Town's assessment. In FY 2010, the Town's assessment increased by \$15,000 as a result of an increase in enrollment of one student. In addition, the member communities have been advocating for a more transparent and conservative budgeting approach by the School District. To date, the Town has not received a proposed FY 2011 budget/assessment from the district. At this time, I am recommending an assessment of \$97,169, reflecting an increase of 2.5% over the final amended assessment in FY 2010.

PROGRAM COST

Vocational Education	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	0	0	0		
Other Expenses	79,903	90,324	0		
Equipment	0	0	0		
Total	79,903	90,324	0	97,169	

FY2011 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.

STAFFING

Vocational Education	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Total					

**FY2011 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



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



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

PROGRAM GROUP
Undistributed

PROGRAM: Data Processing

Dept Code
1530

PROGRAM DESCRIPTION

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

BUDGET STATEMENT

This budget reflects an additional cost to regularly back-up and archive data on the Town's financial management system (MUNIS).

FY2011 OBJECTIVES

1. Work with Town Departments to develop disaster recovery plan for Munis.
2. Maintained the Town owned Fiber Optic Network.
3. Continue training of employees on the MUNIS financial software.
4. Continue to migrate all Town server to Windows 2003 Server.
5. Work on design of a new VOIP phone system.
6. Continue to enhance the Town GIS.
7. Continue to update desktop computers, printers and software applications.

PROGRAM COST

Data Processing	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	133,513	144,181	141,025	156,362	
Other Expenses	196,585	242,000	252,500	252,500	
Equipment	0	0	0	0	
Total	330,098	386,181	393,525	408,862	

STAFFING

Data Processing	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	1	1	1	1	
Clerical					
Professional/Technical	1	1	1	1	
Total	2	2	2	2	

**FY2011 PROGRAM BUDGET****PROGRAM SUMMARY****PROGRAM GROUP**
Undistributed**PROGRAM: Data Processing****Dept Code**
1530**PRIOR YEAR'S ACCOMPLISHMENTS**

1. Upgraded the Core Switch in Town hall servicing the whole town.
2. Continued to work and maintain the town website. (www.winchester.us)
3. Streamlined the Town Managers budget book process.
4. Worked with Engineering Department to maintain the Town property parcel list for input into the GIS.
5. Maintained and updates approximately 30% of the Town desktops systems and software.
6. Completed a software application for the tracking of town maps and plans.
7. Develop an enhanced Town-wide backup system.

STATISTICS



FY2011 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 continues to benefit from a long-term electricity contract that has consistently outperformed the market. This contract has been extended through December 2013 at an even lower fixed rate than the current contract. The Town also extended its natural gas contract through Fiscal Year 2012 at a lower fixed rate as well. The Town procures its gasoline and fuel oil collectively with a coalition of cities and towns located in greater Boston. The Town of Brookline manages this procurement. The Town anticipates the cost of fuel will increase from its current contract by about 15% in FY 2011. In addition, the Town will fund the services of an Energy Conservation Coordinator. The Town's focus on energy conservation and efficiency continues to pay off with sustained reduction in consumption. This budget assumes consumption based upon the average actual consumption over the last two years.

PROGRAM	FY09 Actual	FY10 Budget	FY11 Request	FY11 Manager	FY11 Fincom
Energy	2,808,536	2,302,911	2,434,170	2,434,170	
TOTAL	2,808,536	2,302,911	2,434,170	2,434,170	



FY2011 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 statewide retirement program for all Town of Winchester municipal employees and certain education employees. The annual payment into the system is determined by the Commonwealth of Massachusetts based upon an actuarially funded schedule. The normal rate of increase for the Schedule is about 4.5% per year. There are currently 293 retirees. For FY 2011, the Town has a new actuarial schedule that reflects investment losses from the downturn in market conditions. The budget of \$3,195,606 reflects the new amount necessary to achieve full actuarial funding by 2030.

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 who were hired prior to July 1, 1939, the inception date of the Town's contributory retirement system. There are currently 5 retirees whose pensions are funded from this budget.

PROGRAM	FY09 Actual	FY10 Budget	FY11 Request	FY11 Manager	FY11 Fincom
Contributory Retirement	2,920,022	3,056,414	3,195,606	3,195,606	
Non-Contributory Retirement	47,253	62,000	62,000	62,000	
Workers' Compensation/ Indemnification	203,733	300,000	250,000	250,000	
Unemployment Compensation	59,659	85,000	100,000	100,000	
F.I.C.A & Medicare Tax/ Refunds	620,374	550,000	550,000	550,000	
Health Insurance	7,231,779	8,467,429	8,814,469	8,814,469	
Health Insurance OMBUDSMAN	12,050	0	0	0	
TOTAL	11,094,870	12,520,843	12,972,075	12,972,075	



FY2011 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

**PROGRAM GROUP
Undistributed**

PROGRAM: Personnel Benefits

Workers' Compensation/ Indemnification

The Town self-insures for its Workers' Compensation liability. Funds in this budget support the claims and administration of the 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 claims and administrative services component of Workers' Compensation. This budget also covers the medical expenses of police officers and firefighters injured in the line of duty. As opposed to Workers' Compensation, these employees stay on the regular municipal 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 1.45% Federal Medicare premium paid by Town employees.

**FY2011 PROGRAM BUDGET****SUB-PROGRAM SUMMARY****PROGRAM GROUP
Undistributed****PROGRAM: Personnel Benefits****Health Insurance**

The Health Insurance budget reflects the cost of employer sponsored health insurance for eligible employees (including their spouse and dependents) of the Town and School Department. Massachusetts law requires cities and towns to cover any employee who works at least twenty hours per week on a regular basis. The Town is also mandated to cover health insurance for retired employees, except for retired school teachers who are funded by the Commonwealth of Massachusetts. Depending upon the type of plan and whether the coverage is for the individual employee or his/her family, the contribution of premiums by the Town ranges from 50% to 85%. In addition, since the Town requires all retirees eligible for Medicare to join that program, it funds (reimburses) 50% of their cost for Medicare Part B coverage. A modest life insurance benefit for employees is also included in this budget. The list below identifies the various health plans and their respective enrollment.

Active Employees and Non-Medicare Eligible Retirees

HMO Blue- 714 subscribers
Blue Care Elect POS- 14 subscribers
Blue Choice PPO- 7 subscribers

Medicare Eligible Retirees

HMO Managed Blue for Seniors- 257 subscribers
Medicare Supplement Plans (Medex or Tufts Preferred) - 90 subscribers

TOTAL SUBSCRIBERS= 1,082

In FY 2009, the Town consolidated its insurance plans and contracted with the non-profit Massachusetts Interlocal Insurance Association (MIIA), a self-insured pool of Massachusetts cities and towns. While this change created substantial financial savings, the costs of the plan since that time have increased consistent with the rate of medical inflation. In addition, the outmoded design and employer contribution rate of the Town's plan does not effectively control utilization and tends to encourage additional participation from employees who might otherwise remain on their spouse's employer plan. As a result, the Town has proposed a comprehensive set of changes to its plan that will result in substantial savings over the 12% increase in premiums that MIIA has quoted under the existing plan design for FY 2011. The proposed changes would increase co-payments to a more standard level and establish a more consistent contribution rate. A Health Reimbursement Account would be funded by the Town to mitigate increases in costs to employees negatively impacted by the increase in co-payments. The proposed change requires collective bargaining with municipal and school unions.

In FY 2010, the Health Insurance budget failed to include the cost of the 50% reimbursement for Medicare Part B premiums. This \$200,000 cost has been included in the FY 2011 Budget. Below is a summary of the costs of the proposed budget for FY 2011.

Health Insurance Premiums	\$8,227,469
Health Reimbursement Account and FSA Expenses	\$82,000
Medicare Part B Reimbursement	\$200,000
Life Insurance Premiums	\$30,000
Benefit/Legal Consulting	\$25,000
Reserve for Additional Enrollment/Contingency	\$250,000
TOTAL BUDGET	\$8,814,469



FY2011 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

**PROGRAM GROUP
Undistributed**

PROGRAM: Debt & Interest

Debt Service

Principal and interest payments for FY 2011 will be \$10,529,808. Of this amount, \$8,100,516 represents principal payments and \$2,429,292 represents interest. A detailed list of debt issued by the Town is included in the Capital Planning Committee's report included in this Budget. The Town will be issuing about \$4.1 million in new debt for capital projects authorized in the fall of 2009. This cost tends to inflate the growth of this expenditure category and the overall budget since most of this debt will be funded from dedicated capital reserves. The following table illustrates the allocation of the Town's debt;

Prop 2½ Excluded

McCall	1,339,792
Lincoln	407,691
Immediate Building Repairs	104,994
Hamilton Farm	<u>580,500</u>
Subtotal Prop 2½ Excluded	2,432,977

Water/Sewer (Chapter 110)	3,787,812
Building Stabilization Fund	3,098,242
Capital Stabilization Fund	493,437
General Fund	<u>717,340</u>

TOTAL DEBT SERVICE 10,529,808

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.

PROGRAM	FY09 Actual	FY10 Budget	FY11 Request	FY11 Manager	FY11 Fincom
Debt - Principal	5,672,294	7,163,731	8,100,516	8,100,516	
Debt - Interest	3,020,491	2,650,273	2,429,292	2,429,292	
Total	8,692,785	9,814,004	10,529,808	10,529,808	
Tax Abatement Interest/Service Fees	25,835	25,830	25,830	25,830	
TOTAL	8,718,620	9,839,834	10,555,638	10,555,638	



FY2011 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

PROGRAM GROUP
Undistributed

PROGRAM: Miscellaneous

Audit

The Town contracts for an annual independent audit to assure the legislative body (Town Meeting), as well as the Selectmen and the taxpayers, that the books, accounting procedures, and management practices of officials such as the Town Manager, Comptroller, Treasurer/Collector, etc. are proper and effective. An outside audit also serves to keep management itself up-to-date by introducing new ideas and objective analysis of ongoing practices.

The budget of \$50,000 covers the general budget allocation for the Town's current auditing firm, Sullivan, Rogers & Company LLC of Burlington, Massachusetts. The balance of \$25,000 is funded from the Town's enterprise budget, Water/Sewer.

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 employment related 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 policies. The Town contracts with a non-profit pool of municipalities managed by the Massachusetts Interlocal Insurance Association (MIIA). Our premium rate will remain constant in FY 2011.

PROGRAM	FY09 Actual	FY10 Budget	FY11 Request	FY11 Manager	FY11 Fincom
Audit	39,980	75,000	50,000	50,000	
Legal	323,493	325,000	325,000	325,000	
General Insurance	302,191	328,000	328,000	328,000	
Reserve Fund	346,585	400,000	400,000	400,000	
Environmental Remediation Services	67,438	55,000	55,000	55,000	
TOTAL	1,079,687	1,183,000	1,158,000	1,158,000	



FY2011 PROGRAM BUDGET

SUB-PROGRAM SUMMARY

**PROGRAM GROUP
Undistributed**

PROGRAM: Miscellaneous

Reserve Fund

The Reserve Fund is, in effect, a contingency fund under the 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 \$55,000 covering the cost of cleaning municipal land and other environmental testing and mitigation services as may be necessary and as mandated by the Department of Environmental Protection.



SECTION IV

NON-APPROPRIATED EXPENSES



FY2011 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	FY09	FY10	FY11	Budget Difference	Percentage Difference
State Assessments					
MBTA	425,085	432,739	430,167	(2,572)	-0.59%
Parking Surcharge	16,820	10,600	15,640	5,040	47.55%
MAPC	6,182	6,273	6,368	95	1.51%
Air Pollution District	8,228	8,083	8,265	182	2.25%
Special Education Charge			1,232		
Total State Assessments	456,315	457,695	461,672	3,977	0.87%
Cherry Sheet Offsets	47,544	42,241	42,241	0	0.00%
Tax Abatement Overlay	404,343	350,000	350,000	0	0.00%
Total Non-Appropriated Expenses	908,202	849,936	853,913	3,977	0.47%



FY2011 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.

Registry of Motor Vehicles Non-Renewal 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 Metropolitan Area Planning Council (MAPC) is a regional planning agency representing 101 cities and towns in the metropolitan Boston area. Created by an act of the Legislature in 1963, it serves as an independent public body of the Commonwealth within which state and local officials can address issues of regional importance.

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 equalized valuations and one-half by the population of each community.



FY2011 PROGRAM BUDGET

NON- APPROPRIATED EXPENSES

Cherry Sheet Offsets

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

The Town receives two annual such grants – one for school lunch and one for public libraries. The school lunch is actually a partial reimbursement for operating a school lunch program.

Tax Levy Overlay

State law requires that the Assessors to 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*



FY2011 PROGRAM BUDGET

PROGRAM GROUP
Enterprise Funds

PROGRAM SUMMARY

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.

PROGRAM COST

Water & Sewer	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Personal Services	1,270,461	1,282,485	1,321,756	1,321,756	
Expenses	3,603,101	3,786,855	3,751,015	3,751,015	
Equipment	2,000	2,000	2,000	2,000	
Capital	0	90,000	0	0	
Total	4,875,562	5,161,340	5,074,771	5,074,771	

STAFFING

Water & Sewer	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 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	

BUDGET STATEMENT

The availability of \$1,212,005 in Free Cash (fund balance) in the Water/Sewer Enterprise may allow for a balanced budget in FY 2011. The performance of the current year budget may necessitate an appropriation from Free Cash FY 2010. Prior to Town Meeting, a comprehensive and multi-year analysis of Enterprise revenues and expenditures will be completed to determine a prudent level of reserves and to evaluate rate alternatives.

FY2011 OBJECTIVES

1. Replace Force Sewer Main on Johnson Road.
2. Upgrade Swanton and Bacon St Bridge pump stations.
3. Continue with Sewer and Drain Cleaning and Maintenance Program, five miles/year.
4. Continue sewer and drain cleaning Preventive Maintenance Program.
5. Continue to upgrade the Town's drainage systems to mitigate flooding.
6. Continue with in-house lead gooseneck replacement program.
7. Continue to replace aging non-draining fire hydrants.
8. Continue with directional flushing program twice a year.



FY2011 PROGRAM BUDGET

PROGRAM SUMMARY

**PROGRAM GROUP
Enterprise Funds**

PROGRAM: Water and Sewer

Dept Code

PRIOR YEAR'S ACCOMPLISHMENTS

1. Finished house to house inspections on west side.
2. Finished smoke testing west side.
3. Cleaned Siphon at Edgewater Place.
4. Replaced 35 lead goosenecks.
5. Repaired and replaced 300 feet of broken and damaged sewer and drain lines.
6. Repaired and cleaned 800 catch basins.
7. Eliminated 5 sump pumps from Town's sewer system and redirected to drain system.
8. Replaced 8 non-draining fire hydrants

STATISTICS

Water Supply	2007	2008	2009
Rainfall	38.06"	60.33"	49.95"
Town Reservoirs	388.1 MG	371.8 MG	374.1MG
MWRA Direct	355.9 MG	305.5 MG	301.1MG
Total	744.1MG	677.3MG	675.2MG



FY2011 PROGRAM BUDGET

**PROGRAM SUMMARY
Water & Sewer**

Water & Sewer	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Administration	52,936	57,016	57,623	57,623	
Buildings	16,000	16,000	16,000	16,000	
Maintenance	48,443	49,501	49,568	49,568	
Employee Benefits	822,455	877,838	872,270	872,270	
Funded Debt	192,154	196,307	218,836	218,836	
General Government	234,492	240,778	264,140	264,140	
Insurance	35,000	35,000	35,000	35,000	
Sewer Operations	1,900,013	1,986,070	1,904,411	1,904,411	
Water Operations	1,574,069	1,612,830	1,656,923	1,656,923	
Other Expenses	0	90,000	0	0	
Total	4,875,562	5,161,340	5,074,771	5,074,771	

Program	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Administration					
Personal Services	52,936	57,016	57,623	57,623	
Expenses	0	0	0	0	
Equipment	0	0	0	0	
Total	52,936	57,016	57,623	57,623	
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	21,343	22,401	22,468	22,468	
Expenses	27,100	27,100	27,100	27,100	
Equipment	0	0	0	0	
Total	48,443	49,501	49,568	49,568	
Employee Benefits					
Personal Services	0	0	0	0	
Expenses	822,455	877,838	872,270	872,270	
Equipment	0	0	0	0	
Total	822,455	877,838	872,270	872,270	
Funded Debt					
Personal Services	0	0	0	0	
Expenses	192,154	196,307	218,836	218,836	
Equipment	0	0	0	0	
Total	192,154	196,307	218,836	218,836	

Program	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
General Government					
Personal Services	118,692	124,978	148,340	148,340	
Expenses	113,800	113,800	113,800	113,800	
Equipment	2,000	2,000	2,000	2,000	
Total	234,492	240,778	264,140	264,140	
Insurance					
Personal Services	0	0	0	0	
Expenses	35,000	35,000	35,000	35,000	
Equipment	0	0	0	0	
Total	35,000	35,000	35,000	35,000	
Sewer Operations					
Personal Services	280,855	273,204	282,637	282,637	
Expenses	1,619,158	1,712,866	1,621,774	1,621,774	
Equipment	0	0	0	0	
Total	1,900,013	1,986,070	1,904,411	1,904,411	
Water Operations					
Personal Services	796,635	804,886	810,688	810,688	
Expenses	777,434	807,944	846,235	846,235	
Equipment	0	0	0	0	
Total	1,574,069	1,612,830	1,656,923	1,656,923	
Other Expenses					
Total	0	90,000	0	0	
Total	0	90,000	0	0	



FY2010 PROGRAM BUDGET	PROGRAM SUMMARY	
PROGRAM GROUP Enterprise Funds	PROGRAM: Water and Sewer	Dept Code

	FY09	FY10	FY11
Revenue			
Rates - Budgeted	5,088,720	5,161,340	5,060,992
Free Cash - Rate Stabilization	0		
State Reimbursement	0		
Total Budgeted Revenue	5,088,720		
Actual / Estimated	4,612,662		
Revenue - Surplus/(Deficit)	-476,058	0	0
Budget			
Operating Budget	1,637,841	1,603,249	1,646,775
M.W.R.A. Assessment	2,049,409	1,995,651	1,914,559
Capital	0	90,000	0
Debt Service	192,154	196,307	218,836
Employee Benefits	822,455	877,838	872,270
Insurance - General	35,000	35,000	35,000
General Government	234,492	240,778	264,140
Administration - DPW	52,936	57,016	57,623
Maintenance - DPW	48,433	49,501	49,568
Buildings - DPW	16,000	16,000	16,000
Total Budget	5,088,720	5,161,340	5,074,771
Actual Expenditures			
Operating Budget	1,505,970		
M.W.R.A. Assessment	1,968,112		
Capital	0		
Debt Service	192,154		
Employee Benefits	822,455		
Insurance - General	35,000		
General Government	234,492		
Administration - DPW	52,936		
Maintenance - DPW	48,443		
Buildings - DPW	16,000		
Total Actual Expenditures	4,875,562		
Reversion (Budget vs Actual) - 2009	213,158		
Revenue Surplus/(Deficit) - 2009	-476,058		
Free Cash Beginning Balance June 2008	1,358,161		
Free Cash June 2009 Balance	1,212,005		



FY2011 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

The Town is currently engaged in a comprehensive review of the entire financial system for the Recreation Department. A consultant is developing develop a budgetary and accounting framework necessary to eliminate the two revolving funds and establish a single Enterprise Fund. As part of this effort, the consultant is preparing a consolidated budget, reviewing program fees and evaluating the Department's cash management procedures. The spreadsheet that follows represents the current budgetary analysis. An updated Enterprise Budget for FY2011 will be submitted at a later date.

STAFFING

Recreation	FY-09 Actual	FY-10 Budget	FY-11 Request	FY-11 Manager	FY-11 Fincom
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	3	3	3	3	
Total	6	6	6	6	

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.



FY2010 PROGRAM BUDGET

**PROGRAM GROUP
Enterprise Funds**

PROGRAM SUMMARY

PROGRAM: Recreation

FY2011 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 to find different funding sources assist with daily operations of the Youth 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. Continue to work with Field Management Committee to continue with second and third phase of the Manchester Field Renovation Plan.
13. Work with the public in renovating Borggaard Beach and Ginn Field Playground.

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. Up graded out Recreation Registration software and office computers to better assist with billing and registration services.
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 Annual Events, Halloween Window Painting, Breakfast with Santa, Mother and Son Movie Night and Daddy Daughter Dance
7. Increased partnerships with Winchester organizations to run a successful Halloween Horrible's Parade.
8. Increased the offerings of the Kid Connection Pre-School to include a Two, Three, Four and Five Day Option. Also added a Full Day option to our Building Blocks

STATISTICS

	2007	2008	2009
Registrations	6,446	5,376	6,768
Courses Taken	10,425	9,061	8,463
Youth and Family Courses Taken	7,860	6,993	7,254
Adult Courses Taken	2,565	2,068	1,209
Programs Offered	899	956	904
Town Allocation of Funds	\$0	\$0	\$0



SECTION VI

CAPITAL IMPROVEMENTS PROGRAM

Town of Winchester



Fall Annual Town Meeting

Report of the Capital Planning Committee

November 2009

*Helen Philliou, Chairman; Douglas Marmon, Vice-Chairman; Patty Clewley,
Betsy Cregger, Sarah Girotti, James Johnson, III, Richard Kazanjian*

CAPITAL PLANNING COMMITTEE REPORT

FALL 2009

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1.0 EXECUTIVE SUMMARY

1.1 Spending Limits.

Since our last report to the 2009 Spring Town Meeting, the Capital Planning Committee has completed its review of the capital requests for FY 2011. The needs of the Town continue to exceed our capacity to fund them. After considerable study and discussion of the available funds from both the Building and Capital Stabilization Funds, a decision was made to spend approximately \$2 million each year over the next three years from the Building Stabilization Fund. We have also decided to spend approximately \$1 million each year from the Capital Stabilization Fund over the next three years.

Each tax year \$2.2 million is added to the Building Stabilization Fund as dictated by the 2002 override, while \$3.2 million is subtracted to pay debt service on previously approved projects. The current balance in this fund is \$7.3 million but, at current spending levels, will be fully committed in only two years. Similarly, the Capital Stabilization Fund receives \$950,000 from the tax override and \$220,000 from the general fund (retiring debt) while supporting \$346,000 in debt service. The balance in this account is \$1.05 million.

1.2 Capital Planning Policies

The Capital Planning Committee remains committed to presenting capital recommendations based upon a multi year plan. By utilizing this format we are able to have a better sense of the future capital needs of the Town.

Over the course of this past year the Capital Planning Committee has reviewed and revised its written procedures for the review of capital requests. Sub committee work sheets have been developed. The purpose of this exercise is to provide as much consistency in the review process as possible. While it is an evolving process, much progress has been made in completing this task. The Committee, as one group, has made site visits to review the condition of the requested projects.

The CPC's policy on larger building projects is to commit funding for engineering services/plans and specifications prior to the actual funding of the main project. These engineering studies will allow us to obtain a more accurate scope of the proposed work as well as the cost. If the Committee votes to go forward with an engineering study one year, it is expected that the project will be funded the following year. Additionally, we have requested that the Town Manager provide funding in the operating budget for engineering services that could be utilized as needed, if additional technical information is required during the evaluation of project requests.

The Committee has also continued to review capital requests to be certain that they meet the definition of capital. For example, this year a decision was made to recommend that the planting of trees with a budget of \$20,000 will now fall under the DPW operating budget.

1.3 New initiatives

With the guidance and support of the Board of Selectmen, a “champion energy fund” is to be established. With significant steps being taken by the Town to conserve energy and thus affect energy savings, the intention of this program is to allow the Capital Planning Committee the opportunity to use a percentage of these cost savings to pay toward the debt service on new energy efficient equipment. An example is the heating system replacement at Muraco School. The estimated cost savings would subsidize the debt service on the project for a period of 15 years.

An update of the ADA needs of the Town Soon is currently underway. This study has been funded by the Board of Selectmen. Once the study has been completed the Capital Planning Committee will begin to address the prioritized projects so that the Town may be fully handicapped accessible.

1.4 Review

Since last year the McCall addition has been completed and is in use. Manchester Field is currently under renovation and will be ready for the Thanksgiving Day football game. The Town Hall, Veterans Memorial and phase one of the Public Safety building have been completed.

After many years of planning and coordinating with other towns, the Flood Mitigation Projects are scheduled to move forward. The Board of Selectmen are scheduled to submit the Final EIR to MEPA in February 2010. Once the final EIR has been approved, we are hopeful that MEPA will allow the Town to proceed with the widening of the Aberjona River channel. The High Street Sewer Line and the Johnson Road Force Sewer are the next projects to be completed. We are pleased to inform you that the High Street improvements will be funded by a 45% MWRA grant with the balance paid back over a 5 year period at 0%. In the future, we must still address the funding for the Vinson Owen School, renovations at the High School, and many high dollar maintenance projects.

1.5 Overview of Recommended Capital Projects - FY2011

	Department	Project	Amount	Bonded	TM Vote
BUILDING STABILIZATION FUND					
1	School - Muraco	Heating System	\$1,432,000	Y	Art 11
2	DPW-Transfer/Recycling	Tipping Building	\$252,500	N	Art 10 - 1
3	School - Lynch	Roof/Masonry Design & Estimating	\$114,000	N	Art 10 - 2
4	DPW-Yard	Maintenance/Roofs and Masonry	\$348,000	Y	Art 12
Total Building Stabilization Fund			\$2,146,500		
CAPITAL STABILIZATION FUND / GENERAL FUND					
1	DPW - Equipment	Trash Truck	\$105,000	N	Spring 2010
2	DPW - Equipment	Sidewalk Plow	\$135,000	N	Spring 2010
3	Flood Mitigation	Channel Widening	\$3,000,000	Y	Spring 2010
4	DPW -Roads/Sidewalks	Resurface/Seal Streets	\$200,000	N	Spring 2010
5	DPW - Equipment	Dump Truck	\$160,000	N	Spring 2010
6	DPW -Roads/Sidewalks	Repair Sidewalks	\$100,000	N	Spring 2010
7	School - Mystic	Replace Ceiling	\$131,000	N	Art 10 - 3
8	School - High School	Remove Underground Fuel Tanks	\$105,000	N	Spring 2010
9	School - McCall Middle	Paint and Masonry	\$50,000	N	Spring 2010
Total Capital Stabilization Fund/General Fund			\$3,986,000		
WATER & SEWER ENTERPRISE					
1	DPW - W&S	High Street Sewer Rehabilitation	\$961,000	Y	Art 14
2	DPW - W&S	Drainage Manchester Rd	\$1,688,400	Y	Art 13
3	DPW - W&S	Johnson Road Force Sewer Main	\$730,000	Y	Art 15
Total Water & Sewer Enterprise			\$3,379,400		
CEMETERY TRUST FUND					
Total Cemetery Trust Fund			\$0		

1.6 Overview of Requested Projects - FY2012 and FY2013

Department	Project	Amount
BUILDING STABILIZATION FUND		
School - Lynch	Roof/Masonry	1,100,000
DPW- Administration	Replace Salt Shed	370,000
DPW-Yard	Rebuild DPW Brick Wall	200,000
Transfer Station	Recycling	500,000
DPW-Yard	Replace Stable with Prefab	800,000
School -Mystic	Install Elevator and stage lift	285,000
School-WHS	Walks	500,000
School-WHS	Partition Walls	200,000
School-WHS	Science lab / Auto shop conversion	2,500,000
School - Administration	Move Adm Offices from Lynch	250,000
School-Lynch	Plumbing	350,000
School-Lynch	Electrical	1,100,000
School - Mystic	Heating	500,000
School - Muraco	Electrical	700,000
School - Muraco	Fire Alarm	300,000
School-WHS	Miscellaneous renovations	500,000
School - Lynch	Renovation of Bathrooms	440,000
School - Muraco	Replace Flooring	300,000
School-Lynch	Flooring	100,000
School - McCall	HVAC	215,000
School - Muraco	Window Replacement	250,000
School - McCall	HVAC controls	215,000
Library	Chiller	250,000
Total Building Stabilization Fund		11,925,000
Funding available in FY12		2,000,000
Funding available in FY13		2,000,000
Shortfall		7,925,000

CAPITAL STABILIZATION FUND / GENERAL FUND

DPW	Roads/Sidewalks FY12	300,000
DPW	Roads/Sidewalks FY13	300,000
Fire Department	Replace Pick-up Truck	30,000
Flood Mitigation	Mt. Vernon Street Culvert	1,200,000
Flood Mitigation	Skillings Culvert	5,500,000
Flood Mitigation	Muraco Culverts	1,500,000
DPW - Equipment	Replace Transfer Trailer	56,000
Library	RFID System	86,700
Town Manager's Office	Wedgemere Pedestrian Bridge Design	20,000
Recreation - Fields	Leonard Field Correct Drainage	100,000
Carriage House	Roof Design and Roof Replace	235,000
School - Lynch	Restore Offices to Classroom Space	60,000
DPW-Town Hall	Paint	80,000
Library	Carpet and Paint/Phase III	91,501
Fire Department	Fire Prevention Truck	32,000
DPW - Equipment FY12	Rack Truck	130,000
DPW - Equipment	Replace Utility Pick-up Truck	50,000
DPW - Equipment FY12	Replace Dump Truck/Salter	160,000
DPW - Equipment FY13	Replace Dump Truck/Salter	160,000
DPW - Cemetery	Replace Pick-up Truck	45,000
School - Administration	Install School Safety System	100,000
Town Manager's Office	Wedgemere Pedestrian Bridge	80,000
Police-Department	Upgrade Firing Range	62,000
School - Muraco	Playground pavement	30,000
Total Capital Stabilization Fund/General Fund		10,408,201

Funding available in FY12 **1,000,000**

Funding available in FY13 **1,000,000**

Shortfall **8,401,201**

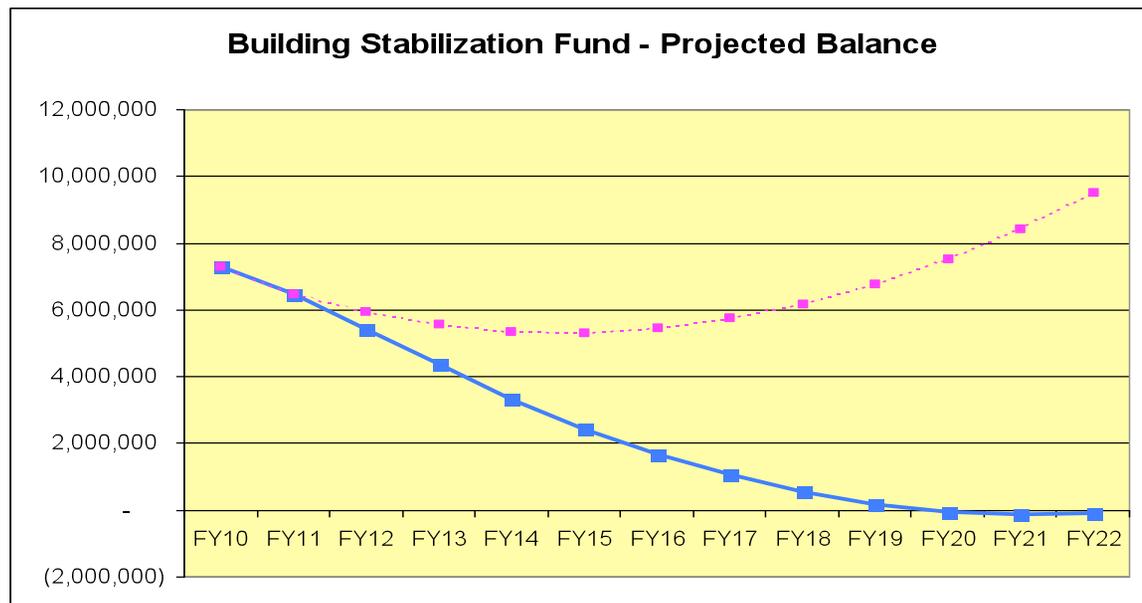
2.0 CAPACITY OF THE STABILIZATION FUNDS

2.1 Building Stabilization Fund

The current fund balance is \$7.3 million with an annual appropriation of \$2.2 million and commitments to debt service of about \$3.15 million per year.

The chart shows the projected balance in the fund under two assumptions. The first, shown by the dotted line, is the fund balance if NO additional projects are supported by the fund. The balance dips to \$5.3m in 2014 because of heavy debt service payments, then rises thereafter as the debt service is paid down.

The second line, shown as a solid line, assumes that the proposed projects for FY11, as detailed in this report, are funded and a like amount is spent for each of the following two years. This amounts to approximately \$2 million in bonded projects. After just two more years, the fund is completely committed and will go negative in FY20.

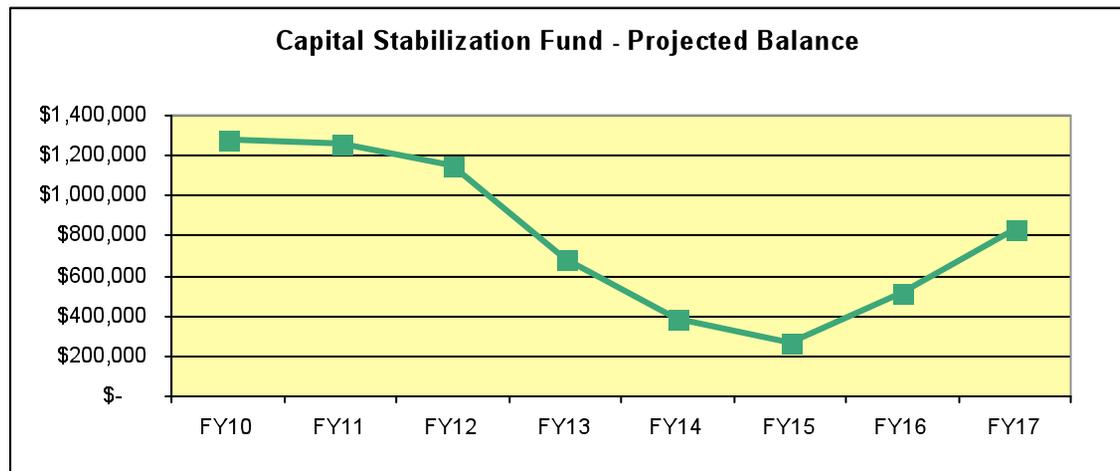


It is obvious that we cannot continue to spend at the current rate. We must reduce our spending until we can find a way to increase the revenue into the fund.

2.2 Capital Stabilization Fund

The current balance in the fund is \$1.05m; some of this money has been set aside for flood mitigation projects that are still on hold awaiting permit approvals. The fund receives an annual appropriation of about \$950,000 plus \$220,000 in "retiring debt service" and currently supports debt service of about \$346,000.

The chart below shows the projected balance in the fund assuming that we continue to spend directly from the fund at the current rate of about \$1m per year in addition to bonding the channel widening flood mitigation project (but no other flooding projects).



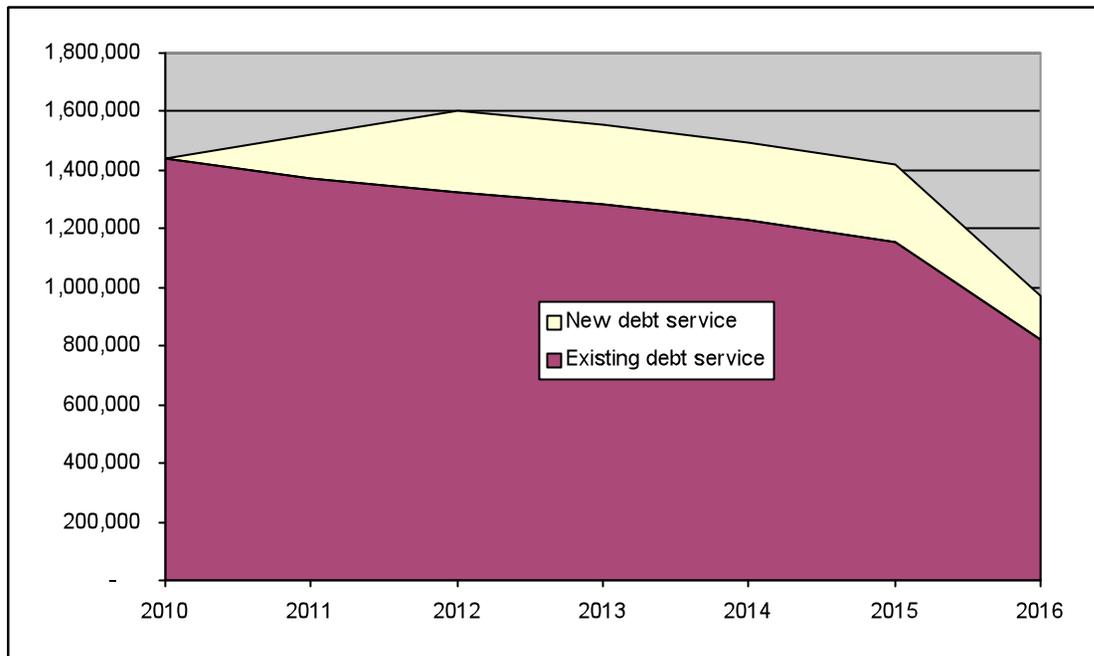
This fund is the source of annual direct appropriations for repair of roads and sidewalks (about \$300,000), replacement of rolling stock and equipment (about \$200,000), and completion of smaller building projects (about \$200,000). The fund is also the source for flood mitigation projects (at an estimated cost of \$10.2 million over the next ten years) and playfields.

There has been limited use of borrowing against the funds. Borrowing against the fund can increase the number of projects that can be done in the near term but will limit our investment in the intermediate term. It can reduce our ability to replace DPW and fire trucks, and our ability to maintain our roads and sidewalks. It is the current philosophy of the Capital Planning Committee to support borrowing against the fund only for future flood mitigation projects.

2.3 Water and Sewer Enterprise

Of course, Water and Sewer is not a stabilization fund, but it is a major source of funds to pay debt contracted by the town. Large water, sewer, and drainage projects are funded through borrowing. Most of the debt service (86.45%) is shifted from the enterprise directly to the real estate tax rate (without limitation from the 2 ½% cap). The remainder (13.55%) is covered by water rates. The purpose of the shift from water rates to the tax rate is to make the payment federal tax deductible to the resident.

The amount of debt service paid each year for water/sewer projects is shown in the chart below. The chart also shows the additional cost of borrowing for the water/sewer projects recommended for appropriation in this report.



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 4,152 students. All town buildings were the subject of a comprehensive inventory of the physical condition of the buildings and major systems, which was conducted by VFA, a specialist building engineering firm. 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.

New school buildings and major rehabilitation of existing buildings may gain support from 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 Town is currently working with the School Building Authority to build a new Vinson-Owen elementary school. It is anticipated that the Authority will pay about 40% of the cost of the new school, estimated to total \$25 million.

Both the Parkhurst School and the Carriage House are currently unoccupied and are deteriorating. Substantial investment is required in both buildings if they are to be saved, but the Capital Planning Committee has been unwilling to divert any funding from other needs until the School Committee provides a plan for usage of the buildings.

¹ The Town also owns and maintains the Mystic School, the Parkhurst School, and the Sanborn Carriage House; all three are under the control of the School Committee.

Status of Current Funded Capital Projects

Description	Date	Amount	Remaining	Status
High School – upgrade fire alarm system	Fall 2008	\$540,000	\$0	Complete
Lynch School – upgrade fire alarm	Fall 2008	\$220,000	\$0	Complete
Lynch School – upgrade corridor and stairwell	Fall 2008	\$200,000	\$0	Complete
Lynch School – design restroom renovation	Fall 2008	\$75,000	\$74,415	On hold
V-O School – conduct feasibility study	Fall 2008	\$400,000	\$400,000	In progress
Muraco School – design heating upgrade	Fall 2008	\$75,000	\$11,120	In progress
McCall Middle School – construct 12-classroom addition	Mar 2008	\$7,760,000	\$1,601,000	Complete
WHS – prepare plans to upgrade fire alarm system	Fall 2007	\$42,000	\$0	Plans complete
Lynch School – prepare plans to upgrade fire alarm system	Fall 2007	\$35,000	\$0	Plans complete
Modular classrooms	Fall 2007	\$1,110,000	\$21,039	Complete

Recommended FY11 Projects

Description	Amount	Town Mtg vote
Muraco School heating system replacement	\$1,432,000	Fall 2009
Lynch School roof and masonry- engineering and design	\$114,000	Fall 2009

Muraco Heating System. The current heating system at Muraco School is 43 years old and at the end of its useful life. There is concern that the system could fail over the winter, resulting in costly emergency repairs and major disruption to the education of the students there.

Last year, the Town approved monies to conduct a design study for the project. RDK Engineers performed the study and provided three options with price tags that increased with the energy efficiency. The option chosen (a high efficiency gas-fired hot water system with heat recovered from exhaust air) has the greatest capital outlay but has the lowest life-cycle cost. Energy Management Committee has reviewed the project and concurs with the chosen alternative. That Committee recommends against installing air conditioning except in administrative offices.

We anticipate this work being completed in time for the winter season 2010-2011.

Lynch School Roof Design. The roof at the Lynch Elementary School is in great disrepair. It leaks in many places, and despite patches these problems persist. The leaks are leading to greater problems within the building, including ceiling issues and the potential for mold to develop. These issues will be very costly to remediate if the roof is not addressed in a timely fashion.

The \$114,000 will provide for engineering of the Lynch School roof and associated masonry problems. This will allow for a development of a firm cost estimate for the project, which we would hope to fund in FY12.

Requested Projects for FY2012 and FY2013

Description	Amount
Relocate administrative offices	\$250,000
High School	
Courtyard walkways	\$500,000
Partition walls for new classrooms	\$200,000
Science lab/ Auto lab reconfigure	\$2,500,000
Other reconfiguration	\$500,000
Lynch School Repairs	
Replace flat roof and repair masonry	\$1,100,000
Renovate restrooms	\$440,000
Renew electrical system	\$1,100,000
Replace domestic water	\$350,000
Replace flooring	\$100,000
McCall	
HVAC controls	\$215,000
Muraco School Repairs	
Replace flooring	\$300,000
Upgrade fire alarm system	\$300,000
Renew electrical system	\$700,000
Replace windows	\$250,000
Mystic School Repairs	
Elevator and stage lift	\$285,000
Replace heating system	\$500,000
Vinson-Owen - reconstruction	\$15,000,000

Town Buildings Program

Program Overview/Rationale

The Town of Winchester owns 13 municipal buildings, excluding schools.² In 2002-2003, the Capital Planning Committee commissioned an inventory and assessment of the condition of the all the Town's 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. 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 – renovate interior	Fall 2008	\$1,973,458	\$1,973,458	In progress
Public Works – renovate admin building	Fall 2008	\$1,000,000	\$900,913	In progress
Town Hall – re-point exterior; improve HVAC system; reconstruct Veterans' Memorial	Fall 2007	\$2,100,000	\$105,000	Complete
Public Safety Building – renovate exterior	Fall 2007 Spring 2008	\$1,802,000	\$106,912	Complete
DPW – replace heavy-vehicle mechanical lifts	Spring 2008	\$225,000	\$17,915	Complete

Recommended FY11 Projects

Description	Amount	Town Mtg vote
Transfer Station tipping building repairs	\$252,500	Fall 2009
DPW Yard phased renovation (part 2)	\$348,000	Fall 2009

Tipping Building Repairs. This building is over 30 years old and requires upgrades including compactor refurbishment, roof, door, electrical and HVAC upgrades. The proposed solution involves refurbishing the compactors instead of replacing them, saving the Town approximately \$200K. These improvements are required for the continuation of trash services and are the second part of a multi-year Transfer Station plan.

DPW – Yard Repairs. The DPW complex is in a state of disrepair that rises to the level of a safety concern. The Gannet Fleming Study performed in June 2007 called for a \$7M DPW project. The current phase calls for \$200K of roof repairs to the Building

² The Town owns a total of 23 buildings, totaling approximately 1,042,233 square feet.

Maintenance Building and the Historic Building, and \$148K of masonry repairs to the walls and floors of the Building Maintenance Building. The roofs are leaking, there are cracks in the masonry façade, and the concrete ceiling is falling.

Requested Projects for FY2012 and FY2013

Description	Amount
Transfer Station - recycling	\$500,000
DPW - Replace Salt Shed	\$370,000
DPW - Linden street brick wall	\$200,000
DPW - Replace stable building	\$800,000
Library - Replace chiller and controls	\$250,000

3.2 Capital Stabilization Fund and Current Revenue Account

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
Roads and Sidewalks - repair and reconstruction, plant street trees	Spring 2009	State: \$475,000 Town: \$220,000	\$220,000	In progress
Roads and Sidewalks - repair and reconstruction	Spring 2008	State: \$475,000 Town: \$100,000	\$19,117	In progress
FY2008 Roads and Sidewalks Program - repair and reconstruction	Spring 2007	State: \$400,000 Town: \$200,000	\$0	Complete

Recommended FY11 Projects

Description	Amount	Town Mtg vote
Roads and Sidewalks - repair and reconstruction	\$300,000	Spring 2010

Requested Projects for FY2012 and FY2013

Description	Amount
Roads and Sidewalks - repair and reconstruction	State: ~\$300,000 Town: ~\$300,000
Roads and Sidewalks - repair and reconstruction	State: ~\$300,000 Town: ~\$300,000

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 Draft EIR 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 Town recently entered into a contract with AECOM to prepare the Town’s Final Environmental Impact Report (FEIR) and expects to submit the report in February 2010.

Status of Current Funded Improvements

Description	Date Voted	Amount	Remaining	Status
Engineering Services for channel design	Spring 2009	\$200,000	\$200,000	October 09
Final EIR - prepare report	Spring 07	\$190,000	\$12,580	In Progress
Mt Vernon Bridge - design	Spring 06	\$150,000	\$150,000	On Hold

Recommended FY11 Projects

Description	Amount	Town Mtg vote
Channel widening - Waterfield to Ginn	\$3,000,000	Spring 2010

Channel Widening. Over the past several years, the Town of Winchester has worked with the US Army Corps of Engineers (USACE) and the engineering consulting firm AECOM (formerly ENSR) to evaluate various alternatives to increase the flood flow capacity of the Aberjona River between Waterfield Road and Bacon Street. This section of River has been consistently identified in various engineering analysis as an area requiring improvements to reduce flood levels in the downtown. An evaluation completed by the USACE recommended that a portion of the river channel between Waterfield Road and Mystic Avenue be widened to a bottom width of approximately 39-feet. This width was arrived at as a result of their requirement that the economics show a minimum of a 1/1 return. However, due to the objections of DCR, DEP and our local Con Com to MEPA the Town asked AECOM to explore alternatives to reduce the proposed width. AECOM's study indicated that a bottom width of 34 ft would achieve the desired reduction of flood damage in the down town area. AECOM's preferred alternative also provides for the removal of a portion of the on-street parking along Mystic Valley Parkway to accommodate a sidewalk and landscaped shoulder. The Department of Conservation and Recreation (DCR), who owns Mystic Valley Parkway and the adjacent land containing the River, has expressed preliminary support for the 34 ft alternative.

The Army Corps of Engineers has sent a letter to the Winchester Board of Selectmen indicating that they could not participate in a project with less than a 39-foot bottom width because the project showed less than a 1/1 return based upon their cost analysis. They do not dispute AECOM's model or the fact that the 34ft. alternative will provide the necessary relief to the downtown during high flood events. Based upon the above the Town has decided to move forward without the USACE in designing the 34-foot widening option and expects to have AECOM under contract shortly to complete this design. The Town expects to have a completed design by next spring and anticipates requesting construction funding for the project at the Spring 2010 Town Meeting. The Town regrets the loss of the Corps' participation both financially and as a construction partner, but it is our opinion, supported by advice of counsel, that the 39' project would likely meet insurmountable obstacles in the permitting process.

Requested Projects for FY2012 and FY2013

Description	Amount
Mt. Vernon Street Bridge - add culvert	\$1,200,000
Skillings Field Road - add culvert	\$5,500,000
Culverts under railroad near Muraco School	\$1,500,000

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
Manchester playfield	Fall 2008	\$1,350,000	\$132,000	In progress

Recommended FY11 Projects

Description	Amount	Town Mtg vote
None		

The Capital Planning Committee does not recommend funding of any major field and recreation projects this year, but supports current private fundraising to build a new track at Manchester Field. The Committee is particularly concerned that field and recreation projects be closely coordinated with flood mitigation program improvements.

Requested Projects for FY2012 and FY2013

Description	Amount
Leonard Field - correct drainage	\$100,000

Capital Equipment and Smaller Building Repair Projects

Program Overview

The town owns an extensive array of vehicles spread throughout the various departments. These range from sedans to trucks of all sizes. They include mowing machines, excavators, snow plows, and trash trailers. The DPW keeps a list of all the vehicles with the amount spent to maintain each vehicle each year. As the vehicles age and the maintenance costs mount, they are identified for replacement.

The Building Stabilization Fund is reserved for major building projects. Smaller projects must be funded from the Capital Stabilization Fund or from current revenue.

The Capital Planning Committee recommends moving the street tree replacement program to the operating budget. Grants from the Peter Van Aken Permanent Tree Fund are contingent upon continued spending by the Town of its own funds.

Status of Current Funded Projects

Description	Date Voted	Amount	Source	Remaining	Status
SCHOOLS					
High School Energy Conservation	Spring 09	\$174,800	CSF	\$174,800	In progress
Lincoln Energy Conservation	Spring 09	\$59,800	CSF	\$59,800	In progress
Muraco remodel - add classroom	Spring 09	\$145,669		\$6,000	Complete
Mystic School - replace asbestos floor tiles	Spring 08	\$50,000	CSF	\$50,000	Dec 2009
WHS - replace chemical safety showers	Spring 08	\$34,100	CSF	\$34,100	Feb 2010
Vinson-Owen - rebuild retaining walls and sidewalks	Spring 08	\$25,000	CSF	\$9,469	In progress
Muraco School - repaint exterior, including trim and windows	Spring 08	\$85,000	CSF	\$0	Complete
WHS - purchase wireless unit for science dept labs	Spring 08	\$39,324	CSF	\$0	Complete
WHS - purchase permanently mounted LCD computer projectors	Spring 08	\$42,300	CSF	\$4,422	Complete
Muraco/VO - interior painting	Spring 07	\$50,000		\$21,518	Muraco complete -- VO on hold
SPED - instructional computers	Spring 07	\$18,000		\$15,205	In Process
Central Office - replace van	Spring 07	\$20,000		\$3,349	Complete
IT -- local area network	Spring 07	\$24,800	CSF	\$0	Complete

PUBLIC WORKS					
Secure incinerator building	Spring 09	\$25,000	CSF	\$25,000	In Process
Transfer station belt and electrical	Fall 08	\$450,000	CSF	\$72,063	Complete
Utility truck	Spring 09	\$30,000	CSF	\$1	Complete
Transfer station front-end loader	Spring 08	\$150,000	CSF	\$2,017	Complete
Bucket truck	Spring 08	\$50,000		\$251	Complete
Fields mower	Spring 08	\$80,000	CSF	\$2,894	Complete
Street trees	Spring 08	\$20,000	CSF	\$8,404	In Process
Pickup truck	Spring 08	\$45,000	CSF	\$4,502	Complete
Small backhoe for cemetery	Spring 08	\$50,000	CSF+	\$3,246	Complete
Transfer Station trash trailer	Spring 07	\$54,600	CSF	\$8,660	Complete
Sidewalk tractor and road sander	Spring 07	\$120,000	CSF	\$0	Complete
Street sweeper	Spring 07	\$130,000	CSF	\$0	Complete
Director's car	Spring 07	\$28,000	CSF	\$0	Complete
PUBLIC SAFETY					
Fire Pumper Truck	Spring 09	\$400,000	CSF	\$400,000	May 2010
Fire Aerial Ladder Truck	Spring 09	\$900,000	CSF	\$900,000	May 2010
Ambulance	Spring 07	\$170,000	CSF	\$0	Complete
OTHER					
Library - replace carpet; repaint walls (Phase II)	Spring 08	\$47,842	CSF	\$22,555	Complete
Town Clerk -preserve Town records (Phase II)	Spring 08	\$25,000		\$25,000	To be closed - unspent
Library - repair HVAC system	Spring 07	\$25,000	CSF	\$0	Complete
Library - re-carpet/painting (Ph. I)	Spring 07	\$68,624		\$3,901	Complete
Town Clerk -replace voting machines	Spring 07	\$25,000	CSF	\$3,445	Complete

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

Recommended FY11 Improvements

Description	Amount	Town Mtg vote
SCHOOLS		
Mystic School - replace ceiling	\$131,000	Fall 09
High School - remove underground fuel tanks	\$105,000	Spring 10
McCall School - paint and masonry	\$50,000	Spring 10
PUBLIC WORKS		
Trash truck	\$105,000	Spring 10
Sidewalk plow	\$135,000	Spring 10
Dump truck with salter	\$160,000	Spring 10
PUBLIC SAFETY		
None		
OTHER		
None		

Mystic School Ceiling. The ceiling at the Mystic School is failing in spots, causing ceiling tiles to fall to the floor. Temporary repairs have been made by DPW to ensure the safety of the occupants. This project will complete a proper repair.

High School Fuel Tanks. This project would remove two 15,000 gallon single walled underground fuel tanks at WHS. The tanks are 39 years old (with an expected useful life of 20-25 years) and should be removed before they deteriorate and cause a negative environmental impact. Upon completion of this project, the DPW will seek partial reimbursement as part of a state underground fuel tank removal program. Currently, there is no need to replace these tanks, which have been used as a back-up fuel source since WHS was converted to natural gas in 2007.

Trash truck. The trash truck is the DPW's #1 priority in the equipment category. The truck has an expected useful life of 20 years and will replace the 2001 trash truck which has 107K miles and is in poor condition. The DPW has evaluated using contractors to provide this service and has determined that it is a service that can be better performed in-house.

Sidewalk plow. The sidewalk tractor (expected useful life of 20 years) replaces a 1983 sidewalk tractor with broken crawler tracks and bands which would cost approximately \$30K to repair. The new tractor will contain a Vblade, snowblower and salter, and is the most efficient method of clearing the sidewalks after a storm. A snowplow without blower and sander costs approximately \$115K and would require significantly higher labor cost.

Dump truck/Salter. The Dump Truck/Salter (expected useful life of 15 years) will replace a 1990 International Truck which is in poor condition and has 87K miles. This new truck can be changed from a Dump Truck to a Salter in one hour (vs. two days for current truck) which will reduce garage operating costs. The components purchased separately would cost \$155K.

Requested Projects for FY2012 and FY2013

Description	Amount
Fire Department	
Pickup truck, fire prevention truck	\$62,000
Police - upgrade firing range	\$62,000
Town Hall Auditorium - repair and paint	\$80,000
Schools	
Security systems	\$100,000
Lynch offices to classrooms	\$60,000
Muraco playground paving	\$30,000
Carriage House roof	\$125,000
Public Works	
Various trucks	\$545,000
Transfer trailer	\$56,000
Library	
RFID installation	\$86,700
Paint and carpet Phase 3	\$91,501
Other	
Wedgemere pedestrian bridge plan	\$20,000
Wedgemere bridge constructions	\$80,000

3.4 Water and Sewer Enterprise Fund

Program Overview/Rationale

The Town’s water and sewer infrastructure is 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 constructed in 1996, and the Town has 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
Johnson Rd sewer engineering	Spring 09	\$90,000	\$90,000	In progress
Drainage projects	Fall 08	\$750,000	\$547,844	In progress
Radio frequency meters	Spring 07	\$136,203	0	Complete

Recommended FY11 Projects

Description	Amount	Town Mtg vote
Manchester Road drainage	\$1,688,400	Fall 2009
High Street sewer rehabilitation	\$961,000	Fall 2009
Johnson Road sewer replace	\$730,000	Fall 2009

Manchester Road drainage. AECOM analyzed the drainage systems serving Manchester Field and Main Street to evaluate current performance and proposed five alternatives to alleviate flooding in Manchester Field and the adjacent neighborhoods. The site is currently in 25-year floodplain, so improvements were focused at preventing flooding in the 2- and 10-year, 24-hour storm events, and reducing existing peak discharge rates of runoff by use of storage and infiltration.

The recommended alternative will increase the size of the drainage pipes in Manchester Road, relocate the Manchester Field trunk line, and install one or more underground infiltration/retention systems in the area. In storm events up to the 10-year event no ponding water is predicted. With these drainage improvements and the flood mitigation projects complete, minimal flooding will occur during a 25 year storm event.

The work should be completed prior to commencement of Phase II of the Manchester Field athletic facilities project.

High Street sewer rehabilitation. The project will repair sewer infrastructure in the areas downstream of the proposed Hamilton Farms Development. Inspection of these pipes and manholes revealed a variety of deficiencies, including: broken pipe, root intrusion, grease blockages, poor line and grade, infiltration, and inadequate pipe capacity. These deficiencies have contributed to sewer back-ups, sewer surcharging, and sanitary sewer overflows. Excavation and trenchless methods are recommended to repair the deficiencies. Benefits of the project include: reducing sewer back-ups, reducing operation and maintenance demands and emergency sewer calls, reducing infiltration rates, and increasing pipe capacity to carry additional wastewater introduced by the proposed Hamilton Farms Development.

Johnson Road Force Sewer Main. The project is recommended to repair a critical wastewater forcemain with a history of problems. The Johnson Road Forcemain is approximately 4,000 feet long and is located on Squire Road and Johnson Road. It discharges wastewater from the Squire Road Pump Station to a gravity sewer near the intersection of Johnson Road and Bigelow Avenue.

The pump station and forcemain serve approximately 500 homes on the West Side. Failure of the forcemain would likely result in a sewage overflow that continued until the pipe was repaired. The forcemain has ruptured and required emergency repairs on four (4) occasions during the last 12 years. During these repairs, the walls of the 47 year old asbestos cement pipe was observed to be deteriorated.

Requested Projects for FY2012 and FY2013

Description	Amount
Replace carbon filter at water treatment plant	\$60,000
Various trucks	\$175,000

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. Due to poor investment returns on the Fund, the Trustees recommend no outlays this year.

Status of Current Funded Improvements

Description	Date Voted	Amount	Remaining	Status
Rebuild sidewalks	Spring 09	\$20,000	\$20,000	In progress
Replace truck	Spring 09	\$50,000	\$50,000	In progress
Backhoe - replacement	Spring 08	\$80,000	\$3,246	Complete
Records - preservation	Spring 08	\$30,000	\$100	In progress
Sidewalk improvements	Spring 07	\$20,000	\$1,200	Complete

Recommended FY11 Improvements

Description	Amount	Town Mtg vote
None		

Requested Projects for FY2012 and FY2013

Description	Amount
Replace sidewalks and trees	\$40,000
Replace trucks	\$100,000

ACKNOWLEDGMENTS

The Capital Planning Committee gratefully acknowledges the expertise and assistance of numerous Town staff and citizen volunteers who have been helpful in developing the materials necessary for this report. Among those who have helped are Town Manager Melvin Kleckner, Assistant Town Manager Mark Twogood, Project Management Consultant Margaret White, Facilities Manager Peter Lawson, Administrative Coordinator Patricia Tassi, Department of Public Works Director Ed Grant and his staff, Superintendent of Schools William McAlduff and his staff, Fire Department Chief John Nash, Police Chief Albertelli, Fields Committee Representative James Gill, Town Engineer Robert Conway, and the Finance Committee.

APPENDIX

Authority , Composition, and Duties 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 Chapter 2 - 4.5.2 Composition

The capital planning committee shall consist of seven voters, who may hold other town offices. The members shall consist of the following: three members appointed by the board of selectmen; one member appointed by the planning board from among its members; one member appointed by the school committee; and two members appointed by the finance committee, at least one of whom shall be from among its members.

Town By-Laws Chapter 2 - 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.

Capital Planning Process

Each year, the Town Manager gathers requests for capital projects covering 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.

1. The departments (requestors) complete a spreadsheet for each building or program, showing projects over the next five years. These spreadsheets (called "yellow sheets") give an overview of capital needs.
2. Each capital request for the current year is described on a project request form which covers details about costs, timing, benefits, risks, and alternative approaches.
3. The Committee, working with the Town Manager, reviews the requests and conducts hearings with the requesting department.
4. The subcommittees follow-up with the department, answering questions
5. Committee members, as a group, inspect the buildings, equipment, and sites proposed for improvements to obtain a first hand look at current conditions. From this review may come new questions about the alternative solutions.
6. The subcommittees delve into the details of the projects within their domain. They must determine if the project is ready to go and complete a subcommittee worksheet, then rank the projects so the most important rises to the top. The projects under consideration include all requests for the next three years.
7. After hearing the subcommittee reports and rankings, the Committee votes its priorities for each funding source. The Committee then reports its findings and recommendations for the Town's capital program to the Town Manager, the Board of Selectmen, the Finance Committee, and Town Meeting in the autumn of each year with an update presented to the Town Meeting each spring.
8. The original requests and the work papers of the subcommittees are stored annually in a notebook which is available to the next year's Capital Planning Committee. This enhances the collective memory and brings the following committee up-to-speed more quickly.

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, accrued over several years, or used to pay debt service 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. Projects paid from this fund are expected to cost at least \$200,000 in total, though the project may be implemented in phases costing less than \$200,000.
- **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.

It is a policy of the town to transfer "retiring debt service" from the general fund into the Capital Stabilization Fund. This has the effect of spending a constant amount from current revenue on debt service, though that debt service is now considered to be a commitment of the Capital Stabilization Fund. This transfer for FY2011 is expected to total \$304,000.

- **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 FY2011 allocation is \$210,000.
- **Water and Sewer Enterprise Fund** - The Water and Sewer Enterprise Fund pays 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.