

TOWN OF WINCHESTER
TOWN MANAGER'S FINANCIAL PLAN
FISCAL YEAR 2013



RICHARD C. HOWARD, TOWN MANAGER

MARK J. TWOGOOD, ASSISTANT TOWN MANAGER

BRIAN J. KEVENY, COMPTROLLER

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SECTION I

TRANSMITTAL LETTER



Town of Winchester

Richard C. Howard, Town Manager

Town Manager
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February 15, 2012

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

Dear Committee and Board Members:

In accordance with Town of Winchester fiscal policy, the Town Manager's office submits its proposed budget for Fiscal Year 2013 (FY 2013). This budget proposal is the latest in a series of budget efforts that have been constructed to maintain, and when possible improve, services to Winchester residents in an era of declining revenue resources at both the State and local level.

While financial trends at both the State and local level appear to show more positive signs with respect to taxable activity (wages and consumer purchasing at the State level, and housing permitting and motor vehicle purchasing at the local level), the fundamentals of our local budget still require adjusting in order to have proposed expenditures balanced exactly against expected revenues. This budget is designed to take advantage of this easing trend in order to implement certain steps that will ultimately lead to an actually balanced budget within the next two budget cycles, at most.

The budget is designed with several main goals and objectives in mind, namely:

- To provide a level services budget for all Town departments without the need to override the tax levy on real estate (Proposition 2 ½).
- To reduce the amount of reserves relied upon to balance the budget and to eliminate the use of reserve funds as a budget balancing source within the next several fiscal years.
- To continue the implementation of health care plan design reform previously begun by the Town, but as is further authorized by Chapter 69 of the Acts of 2011.
- To establish concrete stabilization and/or special purpose funds for emergency municipal purposes including health benefit costs for current and retired municipal employees.

With these goals and objectives in mind, we are proposing the following estimates on revenues and expenditures as itemized in the following tables:

REVENUE ESTIMATES:

	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget*	FY 2013 Budget Projection
TAXES				
Real Estate Tax	58,306,040	58,306,040	60,370,923	62,429,661
New Growth	549,501	549,501	536,064	550,000
Water & Sewer Chapter 110	3,774,458	3,774,458	3,947,686	4,043,911
McCall Middle School - Debt Exclusion	667,710	667,710	626,271	585,453
Lincoln School - Debt Exclusion	407,691	407,691	398,327	388,280
Immediate Repairs - Debt Exclusion	104,994	104,994	101,332	97,015
Wright-Locke Farm - Debt Exclusion	573,307	573,307	75,287	231,256
Vinson Owen School - Debt Exclusion			1,200,598	1,202,400
Total Taxes	64,383,701	64,383,701	67,256,488	69,527,976
State Aid	7,076,158	7,076,158	7,529,890	8,546,066
School Building Assistance	672,082	672,082	672,082	672,082
Total State Aid	7,748,240	7,748,240	8,201,972	9,218,148
LOCAL RECEIPTS				
Motor Vehicle Excise	2,720,000	2,859,885	2,850,400	2,950,000
Penalties & Interest	100,000	135,966	100,000	135,000
Fees (includes Ambulance fees)	795,970	801,922	969,000	915,000
Solid Waste Fees	1,370,000	1,360,815	1,360,000	1,454,000
Rentals	48,000	46,603	48,000	48,000
Cemetery	182,000	229,564	195,000	227,000
Other Departmental	85,000	385,507	85,000	150,000
Licenses & Permits	1,093,580	1,287,171	1,280,000	1,365,000
Special Assessments	47,030	35,615	36,000	35,500
Fines & Forfeits	65,000	54,149	55,000	70,000
Investment Income	150,000	100,753	100,000	100,000
Misc. Non-recurring/Recurring	220,000	366,347	220,000	60,000
Meals Tax	33,000	37,292	100,000	135,000
Pilot Payment	30,000	25,781	30,000	60,000
TOTAL LOCAL RECEIPTS	6,939,580	7,727,370	7,428,400	7,704,500
SUB-TOTAL REVENUE	79,071,521	79,859,311	82,886,860	86,450,624

	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget*	FY 2013 Budget Projection
RESERVES & OTHER				
Operating Reserves used for operating budget	1,820,383	1,820,383	1,550,186	369,283
Operating Reserves - Capital Stab. Fund				350,717
Operating Reserves - Capital Projects				210,000
Free Cash - Special Articles	671,563	671,563	36,760	0
Capital Stabilization Fund - Debt	1,122,802	1,122,802	794,818	823,508
Building Stabilization Fund - Debt	3,065,481	3,065,481	3,043,137	2,994,864
Overlay Surplus	25,000	25,000	0	
Parking Meter Fund	50,000	50,000	77,000	77,000
Cemetery Trust Fund	70,000	70,000	70,000	70,000
Hamilton Farm Account	56,999	56,999	0	
Recreation Enterprise	245,049	245,049	242,430	248,757
Water Sewer Enterprise	1,294,601	1,294,601	1,173,143	1,172,726
TOTAL RESERVES & OTHER	8,421,878	8,421,878	6,987,474	6,316,855
	TOTAL REVENUE	87,493,399	88,281,189	89,874,334
				92,767,479
Debt Exclusion (-)				(3,176,486)
Water & Sewer Chapter 110 (-)				(4,043,912)
Building/Capital Stabilization Funds (debt service) (-)				(3,818,372)
	TOTAL ADJUSTED REVENUE	87,493,399	88,281,189	81,728,709

* Subject to confirmation by Comptroller

As is usually the case, there are several main features to the FY 2013 REVENUE ESTIMATES which are noteworthy because not only do they comprise the basis for spending in this fiscal year, but the future trends that attend them have consequences for outlying fiscal years.

First, the real estate tax levy which is projected off of a base of about \$62,000,000 when added to new growth and which has been steady at approximately \$500,000 annually will produce additional revenues of just over \$2M. This is an important feature because real estate levy revenue is approximately 75% of all available revenue, and it has proven to be the one reliable source of recurring revenue to support the costs associated with the desired level of services for schools, public safety, capital improvements, etc.

Second, for FY 2013 the Governor's Budget (H2) proposes a Chapter 70 (school formula aid) increase of \$925,581. While extremely helpful in making this year's budget work, increases in this revenue stream are much less reliable than local property tax revenue. The actual formula first established under the Education Reform Act back in 1993 is still in flux and tends to rise and fall with school enrollment and the condition of State finances. Over the past ten years, this source has increased from \$3,612,026 to \$7,166,699 (proposed) or about \$350,000 on average but very unevenly.

Other categories of revenue for FY 2013 are projected to increase slightly year-over-year from FY 2012. Motor vehicle excise tax, building permit fees, Transfer Station fees, and others are expected to increase slightly as a result of expected increased consumer activity in the improving economy or as a result of adjustments to fee scales. When added together these sources of revenue total less than 5% of overall budget needs.

Finally, it is important to note that this budget proposal reduces the amount of reserves used as a revenue source by more than \$600,000. The reason for eliminating reserves as a budget source is to allow predictable, recurring revenues to balance to corresponding expenditures. Reserves should be held for true unforeseen emergencies or for one-time expenditures such as intermittent capital acquisition or special projects. Goals established around reserves are more fully discussed in a later section of this letter.

EXPENDITURES:

	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager
Operating Budgets				
Total Municipal Departments	18,473,910	18,666,993	19,232,718	19,190,817
Total Education	34,819,444	35,889,089	38,507,297	37,738,391
Total Undistributed	17,809,307	18,682,085	20,177,889	19,177,860
Current Year Capital Appropriations	0	0	0	0
Capital Articles (general fund)	210,000	210,000	210,000	210,000
Funded Debt	4,668,550	5,044,039	5,038,647	5,038,647
Interest on Funded Debt	2,076,864	2,536,928	2,605,682	2,605,682
Total Capital Appropriations	6,955,414	7,790,967	7,854,329	7,854,329
Transfer to Stabilization Funds	0	0	0	0
Building Stabilization - Annual Appropriation	2,254,056	2,310,407	2,368,168	2,368,168
Capital Stabilization - Annual Appropriation	974,723	999,091	1,024,068	1,024,068
Capital Stabilization Fund - Retiring Debt	304,000	327,867	350,717	350,717
Total Transfers to Stabilization Funds	3,532,779	3,637,365	3,742,953	3,742,953
Non-Appropriated	0	0	0	0
State Assessments	461,160	483,585	497,963	497,963
Cherry Sheets	39,896	41,868	42,074	42,074
Overlay	25,000	402,990	350,000	350,000
Total Non-Appropriated	526,056	928,443	890,037	890,037
Enterprise Funds	0	0	0	0
Water & Sewer	3,774,457	3,966,636	4,043,912	4,043,912
Recreation General Fund Subsidy	159,041	147,857	129,183	129,183
Prior Year Invoices	0	14,438	0	0
Recreation/Grant Deficit	0	22,322	0	0
TOTAL GROSS EXPENSES	86,050,408	89,746,195	94,578,318	92,767,483

Year over year there are minimal increases proposed to departmental expenditures for FY 2013. The sole exception is the proposed budget allocation for Education which will increase \$1,847,221 or approximately 5.2% from FY 2012 to FY 2013. The level of increase for Education covers the costs for negotiated salary increase and mandated services for special education and English language learners. All other departmental budgets are increased mainly for the costs of negotiated salary increases. There are no additional full time positions proposed in any department beyond those budgeted in FY 2012.

Costs for health insurance are projected to increase by nearly \$1M. The budget assumes that there will be reductions in those projected cost increases due to health plan design changes that can occur in accordance with Chapter 69 of the Acts of 2011. It is critical that labor and management collaborate on the appropriate steps that can be taken to contain costs in the benefit. If left unchecked, costs could continue to grow at a double digit pace on a base amount that now exceeds \$11M.

Plan changes will also help lower the projected future costs for post-retirement benefits for retirees. This budget proposes to wait until all changes have been made before proposing a specific amount toward this unknown obligation. When all plan design changes have been made, an appropriate amount can be calculated and reserved, preferably from reserves set aside for health care costs.

All in all, there is a serious attempt within this budget to limit spending at or below the estimates that have been outlined in recent budget forecasts. We will continue to seek reductions and/or savings where attainable without compromising on services.

TREATMENT OF RESERVES:

		Fiscal 2012		Fiscal 2013
Operating Reserves				
Undesignated General Fund Balance	actual 7/1/12	\$6,525,833	estimated 7/1/12	\$5,938,888
Free Cash Used - Budget	actual 7/1/12	\$1,586,945	proposed is	\$930,000
Free Cash Used - Health Care Trust Fund	actual 7/1/12		proposed is	\$750,000
Free Cash Used - Stabilization Fund	actual 7/1/12		proposed is	\$3,035,304
Free Cash Replenishment	estimated is	\$1,000,000	estimated is	\$1,000,000
Undesignated General Fund Ending Balance	estimated is	\$5,938,888	estimated is	\$2,223,584
General Stabilization Fund		\$1,149,696		\$4,185,000
Health Care Trust Fund			estimated 7/1/13	\$750,000
Total Operating Reserves	estimated total reserve	\$7,088,584	estimated total reserve	\$7,158,584
Reserves as a % of Total Revenue		7.89%		7.72%

This budget proposal contains several clearly defined objectives relating to the use of reserve funds. Currently, there is approximately \$4.9M in available undesignated reserves. There is also approximately \$1,150,000 in the Stabilization Fund.

As was previously mentioned above, one of the primary objectives of this budget is to reduce the amount of reserves relied upon in order to make the annual operating budget balance. As such, this budget proposes to reduce relied upon reserves in FY 2013 to \$930,000; or about two thirds of what has been previously used.

A second objective is to begin to create a stabilization account (i.e., between 5% to 10%) which should be utilized only in the case of true fiscal emergency. The budget proposes to transfer \$3,035,304 of funds to the Stabilization Account. This will provide an account that is approximately 4.5% of the operating budget. This fund should be built upon, in each year, until the fund achieves a balance of 7% to 7.5%.

Additionally, the budget proposes to establish a Health Care Trust Escrow of \$750,000. This fund will serve several purposes within the health care benefit area including the ability to backstop changes that must occur within the health care benefit area. Future surplus balances in this account will also be able to support contributions toward post-employment benefit liability for retirees' health care. The extent of the Town's obligation for these benefits will not be fully known until all available reforms to the health care plan design have been achieved.

Undesignated reserves can be expected to be replenished by free cash for FY 2012 now estimated to be \$1,000,000. This will establish a new undesignated total of approximately \$1,223,584.

CONCLUSION:

Although the spending proposed in this budget is very tight, if this framework is adhered to it will put in place a more realistic plan by which the several goals stated above can be achieved not only in FY 2013, but more importantly, in several budgetary years ahead.

As FY 2013 progresses, we will have a better idea of whether new revenue sources are needed to sustain the departmental programs that are in place today. Strategic investment in any newly proposed programs must be weighed in relation to available, predictable revenues.

There are very few fields of expenditures where substantial savings can be achieved without cuts to departmental personnel. The main exceptions are health care costs, as noted above, and possibly the cost of trash disposal which could be explored for reduction. The Town, at some point in the near future, will have to face the question of authorizing additional revenues or insisting on cutbacks to existing programs and levels of service.

Hopefully, with continued efforts at obtaining efficiencies and by carefully analyzing the benefit of strategic investment in valued services, informed and intelligent choices can be made in the years to come.

On a personal note, I would like to add that, as a newly appointed manager, I appreciate the opportunity to participate in this important effort on behalf of the Town. Although I have only been on the job a brief time, it has become clear to me that the Townspeople value quality services in all areas of municipal services, especially in the area of education of children. I look forward to being part of the challenging work ahead. Balancing the desire for investment in these critical services against the availability of resources is a large part of the work of managing.

Finally, I would like to acknowledge the leadership of the Board of Selectmen and the efforts of Acting Town Manager MaryEllen Lannon, Assistant Town Manager Mark Twogood, and the Town's other financial officers: Brian Keveny, Comptroller; Sheila Tracy, Treasurer/Collector; and Dan McGurl, Director of Assessments together with Patty Clewley, Chair and the members of the Finance Committee for their respective work on this document.

Sincerely,

Richard C. Howard
Town Manager



SECTION II

SUMMARIES

Dept. Code		FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
GENERAL GOVERNMENT						
1210	Town Manager - Administration	529,717	600,227	600,592	600,592	0
1310	Finance Committee	1,762	6,000	6,000	6,000	0
1330	Comptroller	294,612	309,765	309,428	309,428	0
1340	Assessor	250,250	244,838	246,412	246,412	0
1350	Collector/Treasurer	277,001	290,267	301,027	301,027	0
1410	Planning and Community Development	615,572	730,963	758,208	758,208	0
1400	Planning Board	92,891	88,756	116,969	100,469	0
1610	Town Clerk	342,664	311,911	332,689	332,689	0
1540	General Services	116,096	130,800	130,800	130,800	0
Total General Government		2,520,565	2,713,527	2,802,125	2,785,625	0
CULTURE						
6110	Library	1,575,777	1,639,818	1,663,853	1,663,853	0
6940	Archival Center	3,816	4,900	6,810	6,810	0
Total Culture		1,579,593	1,644,718	1,670,663	1,670,663	0
HEALTH/SOCIAL						
5110	Health	204,163	217,140	275,385	249,984	0
5410	Council on Aging	222,139	227,036	231,231	231,231	0
5420	Veterans' Services	20,104	23,069	23,588	23,588	0
Total Health/Social		446,406	467,245	530,204	504,803	0

Dept. Code	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
PUBLIC SAFETY					
2110 Police Department	3,898,748	4,015,053	4,138,056	4,138,056	0
2210 Fire Department	4,268,046	3,974,810	4,084,612	4,084,612	0
2420 Sealer of Weights and Measures	8,311	8,583	8,583	8,583	0
Total Public Safety	8,175,105	7,998,446	8,231,251	8,231,251	0
PUBLIC WORKS					
DPW	5,185,318	5,443,057	5,478,475	5,478,475	0
4171 Snow and Ice	566,922	400,000	400,000	400,000	0
Total Public Works	5,752,240	5,843,057	5,878,475	5,878,475	0
UNALLOCATED WAGE ADJUSTMENTS			120,000	120,000	
Total Municipal Departments	18,473,910	18,666,993	19,232,718	19,190,817	0
EDUCATION					
Schools	34,677,780	35,721,170	38,337,297	37,568,391	
3610 Vocational School	141,664	167,919	170,000	170,000	0
Total Education	34,819,444	35,889,089	38,507,297	37,738,391	0

Dept. Code	FY11	FY12	FY13	FY13	FY13
	Actual	Budget	Request	Manager	FinCom
UNDISTRIBUTED					
1530 Data Processing	393,464	369,964	405,146	405,146	0
1910 Energy	2,378,131	2,222,938	2,390,073	2,390,073	0
Personnel Benefits					
9110 Contributory Retirement	3,475,187	3,585,742	3,737,881	3,737,881	0
9170 Non-Contributory Retirement	43,340	57,000	57,000	57,000	0
9120 Workers' Compensation	298,479	232,000	232,000	82,000	0
9130 Unemployment Compensation	148,350	120,000	120,000	120,000	0
9140 Health Insurance	9,286,325	10,040,611	11,340,789	10,590,760	0
9150-9160 F.I.C.A./Medicare Tax & Refunds	596,245	568,000	590,000	590,000	0
Miscellaneous					
1360 Audit	69,800	85,000	85,000	85,000	0
1510 Legal	350,027	330,000	350,000	350,000	0
9450 General Insurance	306,381	340,000	340,000	340,000	0
9430 Reserve Fund	400,000	400,000	400,000	300,000	0
9460 Environmental Remediation Services	43,507	55,000	55,000	55,000	0
Tax Abatement Interest/Service Fees	20,071	25,830	45,000	45,000	
Energy Champion Rebate	0	0	30,000	30,000	0
GASB 45 Fund	0	250,000	0	0	0
Total Undistributed	17,809,307	18,682,085	20,177,889	19,177,860	0
Prior year invoices	0	14,438	0	0	0
Recreation/Grant Deficit	0	22,322	0	0	0

Dept. Code	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
Current Year Capital Appropriations					
Capital Articles (general fund)	210,000	210,000	210,000	210,000	
Funded Debt	4,668,550	5,044,039	5,038,647	5,038,647	
Interest on Funded Debt	2,076,864	2,536,928	2,605,682	2,605,682	
Total Capital Appropriations	6,955,414	7,790,967	7,854,329	7,854,329	
Transfer to Stabilization Funds					
Building Stabilization - Annual Appropriation	2254056	2,310,407	2,368,168	2,368,168	
Capital Stabilization - Annual Appropriation	974723	999,091	1,024,068	1,024,068	
Capital Stabilization Fund - Retiring Debt	304000	327,867	350,717	350,717	
Total Transfers to Stabilization Funds	3,532,779	3,637,365	3,742,953	3,742,953	0
Non-Appropriated					
State Assessments	461,160	483,585	497,963	497,963	
Cherry Sheets	39,896	41,868	42,074	42,074	
Overlay	25,000	402,990	350,000	350,000	
Total Non-Appropriated	526,056	928,443	890,037	890,037	
Enterprise Funds					
Water & Sewer	3,774,457	3,966,636	4,043,912	4,043,912	
Recreation General Fund Subsidy	159,041	147,857	129,183	129,183	
TOTAL GROSS EXPENSES	86,050,408	89,746,195	94,578,318	92,767,483	
Exempt Debt Adjustment (-)			(3,176,486)	(3,176,486)	
Stabilization Fund Debt Adjustment (-)			(3,818,372)	(3,818,372)	
Water & Sewer Enterprise Adjustment (-)			(4,043,912)	(4,043,912)	
NET EXPENSES (adj. for Exempt/Stabilization Fund Debt & W&S Enterprise)	86,050,408	89,746,195	83,539,548	81,728,713	



SECTION III

SERVICE PROGRAMS

GENERAL GOVERNMENT

TOWN MANAGER – ADMINISTRATION

FINANCE COMMITTEE

COMPTROLLER

ASSESSORS

COLLECTOR/TREASURER

PLANNING AND COMMUNITY DEVELOPMENT

PLANNING BOARD

TOWN CLERK

GENERAL SERVICES

TOWN MANAGER

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	484,758	549,327	549,692	549,692	0
Other Expenses	44,959	50,900	50,900	50,900	0
Equipment	0	0	0	0	0
TOTAL	529,717	600,227	600,592	600,592	0
STAFFING					
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	

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. The Town Manager 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.

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.

FY2013 Objectives

- To assist the Board of Selectmen (BOS) in achieving the goals, objectives and outcomes identified in the adopted BOS work plan, as may be amended from time to time.
- To conduct a comprehensive review of the Town's financial status with the core fiscal team (i.e., Town Manager's office, Comptroller, Tax Collector, Assessor, together with bonding and auditing consultants when needed) to outline and implement a multiyear fiscal plan that will have several objectives: a) develop a balanced budget model (expenses equaling revenues on a reoccurring basis); b) deliver optimal public services effectively but efficiently; c) plan for current and outlying capital needs and the financial of them; d) comply with the Board's guidelines on the establishment of reserve funds.
- Review all personnel and workforce policies and regulations and implement a consistent set of departmental expectations and processes around fiscal and human resources matters.
- Work with all relevant parties (BOS, local, State and Federal officials, local organizations) around the implementation of programs in two major areas, namely revitalization efforts pertaining to the Town center, and programs relating to sustainability and conservation.
- Prioritize and assist all municipal department with their efforts to achieve stated goals and objectives.

This outlines in broad terms the plan for activity for this office for the remainder of FY2012 and for FY2013 and beyond where applicable. The core objective for all activity encompassed in this budget is to maintain the level of public service that employees, residents and public officials have come to expect is representative of the Town of Winchester as a regional leader, achieving excellence in all phases of public service. In turn this commitment to excellence should foster the belief that Winchester residents and business owners are proud to call Winchester home.

Prior Year's Accomplishments

- Identification of over appropriation of free cash from the 2010 spring Town Meeting. Made recommendations after full review and analysis to correct error at the fall 2010 Town Meeting.
- Actively pursued the settlement of all the outstanding collective bargaining agreements
- Successfully negotiated union contracts including insurance plan design changes, presented to Fall Town Meeting: DPW, Custodial, Clerk, Superior Police, Patrol Police, Fire, Non Union Wage Adjustment FY2011, Teachers Union/Clerical Union/Teacher Assistants
- Worked with Town Planner and the Planning Board to deal with the Zoning Board of Appeals issues, Recodified Zoning Bylaws from the Spring Town Meeting 2009 and the series of meetings and consensus building to remedy issues.

- Successfully authorized new energy contracts at a blend and extend rate to capitalize on cost saving measures for the community.
- Assisted the BOS to restructure the Energy Management Committee and assisted the EMC to apply for the Green Communities classification. Provided administrative assistance to meet the grant deadline.
- Established part-time ADA coordinator position working cooperatively with the DAC Also provided support by providing hearing impaired equipment for the Town Meetings.
- Monitored and worked closely to oversee the Information Technology Department and made recommendations to restructure the IT Department as a cost cutting measure.
- Established part-time Human Resources position for FY2012.
- Worked to enforce the timely filing of the monthly MUNIS reports from each municipal department. Documentation of the filings reported to the Comptroller.
- Worked aggressively with the Comptroller to address the implementation of the indirect/direct Water and Sewer Enterprise Funds. Managed the Water and Sewer Rate Study.
- Hired of the Project Engineer and the Assistant Town Engineer.
- Prepared multiple FY2012 budget scenarios to provide a context for the Board to be able to make the best decision moving forward.
- Prepared and executed the Operating Reserves Policy
- Successfully passed the Moody's review at end of 201
- Resolved arbitrage issue with IRS.
- Researched and implemented the Meals Tax
- Researched and evaluated the indirect/direct costs associated with the Transfer Station.

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 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.

TOWN MANAGER		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	485,174	474,119	544,077	542,942	542,942	
51161	SICK LEAVE BUYBACK - NON-UNION	0	1,286		1,500	1,500	
	TOTAL PERMANENT	485,174	475,404	544,077	544,442	544,442	0
51251	TEMPORARY	2,250	1,658	2,250	2,250	2,250	
	TOTAL TEMPORARY	2,250	1,658	2,250	2,250	2,250	0
51359	OVERTIME	3,000	7,695	3,000	3,000	3,000	
	TOTAL OVERTIME	3,000	7,695	3,000	3,000	3,000	0
	PERSONAL SERVICES TOTAL	490,424	484,758	549,327	549,692	549,692	0
52101	OFFICE SUPPLIES	3,500	2,936	4,000	4,000	4,000	
52103	PRINTING AND REPRODUCTION SUPPLIES	500	239	700	700	700	
52105	COMPUTER SUPPLIES	250	25	100	100	100	
52106	BOOKS AND PERIODICALS	245	129	600	600	600	
52180	FOOD & GROCERIES	500	1,194	1,100	1,100	1,100	
	TOTAL SUPPLIES & MATERIALS	4,995	4,523	6,500	6,500	6,500	0
53101	PRINTING STATIONERY	500	1,013	1,600	1,600	1,600	
53102	PRINT BKS DIR	0	0		0	0	
53105	DPTMENTL REPORTS	2,000	0	2,000	2,000	2,000	
53110	TELEPHONE TOWN BLDGS	4,500	4,119	4,500	4,500	4,500	
53115	ADVERTISING	2,000	3,143	5,500	5,500	5,500	
53117	AUTO ALLOWANCE	9,600	3,739	9,600	9,600	9,600	
53118	PROF SERVICES	22,500	15,804	2,500	2,500	2,500	
53122	TRAVEL	2,600	4,675	2,000	2,000	2,000	
53161	R&M FURNITURE/EQUIPMENT		353		0	0	
53166	TUITION	8,000	1,650	8,000	8,000	8,000	
	TOTAL CONTRACTUAL SERVICES	51,700	34,495	35,700	35,700	35,700	0
54101	DUES AND MEMBERSHIPS	8,900	5,941	6,000	6,000	6,000	
54106	INSURANCE/SURETY	2,700	0	2,700	2,700	2,700	
	TOTAL CHARGES & OBLIGATIONS	11,600	5,941	8,700	8,700	8,700	0
	EXPENSES TOTAL	68,295	44,959	50,900	50,900	50,900	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	TOWN MANAGER TOTAL	558,719	529,717	600,227	600,592	600,592	0

FINANCE COMMITTEE

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	1,762	3,500	3,500	3,500	0
Other Expenses	0	2,500	2,500	2,500	0
Equipment	0	0	0	0	0
TOTAL	1,762	6,000	6,000	6,000	0
STAFFING					
TOTAL	0	0	0	0	

Program Description

The Finance Committee consists of fifteen voters appointed for staggered three-year terms. Five appointments are made annually by appointing committee consisting of the Moderator, and the Chairman 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.

FINANCE COMMITTEE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51251	TEMPORARY	3,500	1,762	3,500	3,500	3,500	
	TOTAL TEMPORARY	3,500	1,762	3,500	3,500	3,500	0
	PERSONAL SERVICES TOTAL	3,500	1,762	3,500	3,500	3,500	0
52101	OFFICE SUPPLIES	0	0	0	0	0	
53101	PRINTING AND REPRODUCTION SUPPLIES	2,200	0	2,500	2,500	2,500	
	TOTAL SUPPLIES & MATERIALS	2,200	0	2,500	2,500	2,500	0
54101	DUES AND MEMBERSHIPS	300	0	0	0	0	
	TOTAL CHARGES & OBLIGATIONS	300	0	0	0	0	0
	EXPENSES TOTAL	2,500	0	2,500	2,500	2,500	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
FINANCE COMMITTEE TOTAL		6,000	1,762	6,000	6,000	6,000	0

COMPTROLLER

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	293,558	307,195	306,858	306,858	0
Other Expenses	1,054	2,570	2,570	2,570	0
Equipment	0	0	0	0	0
TOTAL	294,612	309,765	309,428	309,428	0
STAFFING					
Managerial	2	2	2	2	
Clerical	0	0	0	0	
Professional/Technical	2	2	2	2	
TOTAL	4	4	4	4	

Program Description

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

Budget Statement

The Fiscal 2013 Budget is level funded and reflects the recent adjustments to salaries. The Expenditure budget for Fiscal 2013 is level funded.

FY2013 Objectives

1. Increase timeliness and efficiency of annual audit
2. Close Fiscal 2013 General Ledger prior to September 1, 2013
3. Commence annual audit during September 2013
4. Implement GASB – 54 new reporting requirements as required.

Prior Year’s Accomplishments

1. Implemented the new GASB 54 Fund Balance Requirement
2. Commence the annual audit of the town’s financial system in September 2011
3. Completed audit and issued draft financial statements in November 2011
4. Certified Free Cash in September 2011

COMPTRROLLER		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	292,918	293,008	305,695	305,358	305,358	
51161	SICK LEAVE BUYBACK - NON-UNION	1,500	550	1,500	1,500	1,500	
	TOTAL PERMANENT	294,418	293,558	307,195	306,858	306,858	0
	PERSONAL SERVICES TOTAL	294,418	293,558	307,195	306,858	306,858	0
52101	OFFICE SUPPLIES	270	0	270	270	270	
	TOTAL SUPPLIES & MATERIALS	270	0	270	270	270	0
53101	PRINTING STATIONERY	100	0	100	100	100	
53110	TELEPHONE TOWN BLDGS	800	214	800	800	800	
53122	TRAVEL	100	0	100	100	100	
53166	TUITION	1,000	705	1,000	1,000	1,000	
	TOTAL CONTRACTUAL SERVICES	2,000	919	2,000	2,000	2,000	0
54101	DUES AND MEMBERSHIPS	300	135	300	300	300	
	TOTAL CHARGES & OBLIGATIONS	300	135	300	300	300	0
	EXPENSES TOTAL	2,570	1,054	2,570	2,570	2,570	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	COMPTRROLLER TOTAL	296,988	294,612	309,765	309,428	309,428	0

ASSESSOR

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	227,131	220,788	222,362	222,362	0
Other Expenses	23,119	24,050	24,050	24,050	0
Equipment	0	0	0	0	0
TOTAL	250,250	244,838	246,412	246,412	0
STAFFING					
Managerial	1	1	1	1	
Clerical	2.6	2.6	2.6	2.6	
Professional/Technical	0	0	0	0	
TOTAL	3.6	3.6	3.6	3.6	

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.

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.

FY2013 Objectives

1. Utilize the GIS system.
2. Continue cyclical data collection process.
3. Complete interim adjustments.

Prior Year's Accomplishments

1. Completed photographing all real estate
2. Timely completed revaluation
3. Reviewed and inspected all sales.

Statistics

	FY09	FY10	FY11
Real Estate Parcels	7,730	7,710	7,732
Personal Property Accounts	357	365	341
Motor Vehicle Excise Tax Bills	19,295	19,737	19,671
Boat Bills	38	38	38
Deed Changes	540	525	572
Real Estate Sales	337	320	312
Veterans Exemptions	111	106	106
Elderly Exemptions	50	49	41
Deferred Taxes	19	17	15

ASSESSOR		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	222,079	221,415	214,872	218,862	218,862	
51155	SICK LEAVE BUYBACK - NON-UNION	5,615	5,290	5,416	3,000	3,000	
	TOTAL PERMANENT	227,694	226,705	220,288	221,862	221,862	0
51359	OVERTIME	500	425	500	500	500	
	TOTAL OVERTIME	500	425	500	500	500	0
	PERSONAL SERVICES TOTAL	228,194	227,131	220,788	222,362	222,362	0
52101	OFFICE SUPPLIES	250	0	250	250	250	
52106	BOOKS AND PERIODICALS	500	355	500	500	500	
	TOTAL SUPPLIES & MATERIALS	750	355	750	750	750	0
53101	PRINTING STATIONERY	750	581	750	750	750	
53106	REPRODUCTION SVC	50	0	50	50	50	
53110	TELEPHONE TOWN BLDGS	1,300	642	1,300	1,300	1,300	
53117	AUTO ALLOWANCE	3,500	6,379	3,500	3,500	3,500	
53118	PROF SERVICES	15,000	13,642	15,000	15,000	15,000	
53128	COM R&M TOOLS & EQUIPMENT	500	94	500	500	500	
53149	CO/R&M FURN & OFFICE	750	701	750	750	750	
53161	R&M FURNITURE/EQUIPMENT	750	210	750	750	750	
	TOTAL CONTRACTUAL SERVICES	22,600	22,249	22,600	22,600	22,600	0
54101	DUES AND MEMBERSHIPS	700	515	700	700	700	
	TOTAL CHARGES & OBLIGATIONS	700	515	700	700	700	0
	EXPENSES TOTAL	24,050	23,119	24,050	24,050	24,050	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	ASSESSOR TOTAL	252,244	250,250	244,838	246,412	246,412	0

COLLECTOR/TREASURER

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	240,464	250,817	255,077	255,077	0
Other Expenses	36,537	39,450	45,950	45,950	0
Equipment	0	0	0	0	0
TOTAL	277,001	290,267	301,027	301,027	0
STAFFING					
Managerial	2	2	2	2	
Clerical	2	2	2	2	
Professional/Technical	0	0	0	0	
TOTAL	4	4	4	4	

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.

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 the implement new features and enhancements for the Town’s automated financial system (MUNIS) for application and efficiency improvements.

FY2013 Objectives

- Continue to improve the Town’s on-line bill payment system.
- Begin the process of allowing for electronic billing for real estate tax bills.

- Make improvements to the MUNIS General Billing System processing to improve efficiency of collections for Police & Fire Details, as well as DPW billing.
- Improve the time frame for the liening of outstanding water bills to real estate accounts, by liening all accounts that are outstanding for six months or more, thereby increasing the amount of outstanding water accounts liened, and improving water collections
- Continue to manage tax title accounts, and move delinquent accounts into tax title more timely and efficiently to improve collections.
- Review all procedures and implement improvements to the cash management system.
- Coordinate with the Police Department, the Parking Hearings Officer and the IT Department improvements and upgrades to the Parking Ticket Collection System to make collection and processing more efficient, and to begin the process of making payment of parking tickets available on-line.
- Continue to review and make appropriate changes in the Town's banking services to improve efficiency, reduce costs, and increase investment income.
- Continue to work with the School Department to improve procedures for the handling of all Student Activities fund accounts.
- Review all outstanding bonds for the possible refunding at lower interest rates.
- Continue to coordinate the investment of the newly established Retiree Healthcare Trust Fund with the Commissioners of Trust Funds.

Prior Year's Accomplishments

- Improved the Town's on-line bill payment system to allow for more payment methods and easier access. Upgraded the Town's on-line bill payment system to make the process more efficient and user friendly.
- Improved the time frame for the liening of outstanding water bills to real estate accounts, by liening all accounts that are outstanding for nine months or more, thereby increasing the amount of outstanding water accounts liened, and improving water collections
- Reviewed all procedures and implemented improvements to the cash management system.
- Improved the system for the collection and depositing of Parking Meter funds to insure timelier bank deposits.
- Coordinated with the Police Department, the Parking Hearings Officer, the IT Department, and the Police Computer System vendor improvements and upgrades to the Parking Ticket Collection System that will make collection and processing more efficient, and began the process of making payment of parking tickets available on- line.
- Reviewed current vendor, and explored alternative vendors to be used for non-renewal marking for parking tickets at the RMV in order to improve processing and collection efficiency.
- Reviewed and made appropriate changes in the Town's banking services to improve efficiency, reduce costs, and increase investment income. Selected a bank to maintain the Town's payroll and vendor accounts, which has resulted in cost savings, and has eliminated bank fees charged to employees.
- Oversaw and coordinated with IT, Comptroller's Office and MUNIS the change of banks for the payroll and A/P accounts to improve investment income and reduce costs.
- Eliminated long standing compensating Balance Agreement with depository bank.
- Coordinated with the School Department the establishment of procedures for the managing of all Student Activities funds.
- Identified several outstanding bonds for possible refunding at lower interest rates.
- Coordinated the investment of the newly established Retiree Healthcare Trust Fund.
- Served as a member of the GASB45 Committee, which is charged with reviewing and recommending the funding rate for the Town's Retiree Healthcare.
- Oversaw the issuance of all General Obligation Bonds and all short term Bond Anticipation notes for the Hamilton Farm Project and the High School Feasibility Study.

TREASURER/COLLECTOR		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	241,325	238,816	247,363	251,537	251,537	
51155	SICK LEAVE BUYBACK - NAGE	2,704	898	2,704	2,790	2,790	
51161	SICK LEAVE BUYBACK - NON-UNION	750	750	750	750	750	
	TOTAL PERMANENT	244,779	240,464	250,817	255,077	255,077	0
	PERSONAL SERVICES TOTAL	244,779	240,464	250,817	255,077	255,077	0
52101	OFFICE SUPPLIES	800	1,165	800	1,100	1,100	
	TOTAL SUPPLIES & MATERIALS	800	1,165	800	1,100	1,100	0
53101	PRINTING STATIONERY	550	344	550	550	550	
53110	TELEPHONE TOWN BLDGS	700	644	700	700	700	
53115	ADVERTISING	1,500	0	1,500	1,500	1,500	
53118	PROF SERVICES	33,000	33,840	34,900	41,100	41,100	
53122	TRAVEL	300	54	300	300	300	
53161	R&M FURNITURE/EQUIPMENT		0				
	TOTAL CONTRACTUAL SERVICES	36,050	34,883	37,950	44,150	44,150	0
54101	DUES AND MEMBERSHIPS	700	490	700	700	700	
	TOTAL CHARGES & OBLIGATIONS	700	490	700	700	700	0
	EXPENSES TOTAL	37,550	36,537	39,450	45,950	45,950	0
55103	OFFICE EQUIPMENT						
	EQUIPMENT TOTAL	0	0	0	0	0	0
TREASURER/COLLECTION TOTAL		282,329	277,001	290,267	301,027	301,027	0

PLANNING AND COMMUNITY DEVELOPMENT

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	568,125	676,215	695,060	695,060	0
Other Expenses	47,448	54,748	63,148	63,148	0
Equipment	0	0	0	0	0
TOTAL	615,572	730,963	758,208	758,208	0
STAFFING					
Managerial	4	4	4	4	0
Clerical	2	2.54	2	2	0
Professional/Technical	3.41	3.41	3.41	3.41	0
TOTAL	9.41	9.95	9.41	9.41	0

Program Description

The 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 Department reports to the Town Manager and provides staff assistance to the Planning Board. This agency is also responsible for grantmanship.

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.

FY2013 Objectives

See SUB-PROGRAMS for details

Prior Year's Accomplishments

See SUB-PROGRAMS for details

PLANNING & COMMUNITY DEVELOPMENT		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	638,940	526,456	665,837	682,961	682,961	0
51155	SICKLV BUYBACK WOCA	3,616	1,739	5,271	6,742	6,742	0
51161	SICK LEAVE BUYBACK - NON UNION	1,179	400	1,607	1,607	1,607	0
	TOTAL PERMANENT	643,735	528,595	672,715	691,310	691,310	0
51251	TEMPORARY	130	31,763	0	0	0	0
	TOTAL TEMPORARY	130	31,763	0	0	0	0
51359	OVERTIME	3,500	7,767	3,500	3,750	3,750	0
	TOTAL OVERTIME	3,500	7,767	3,500	3,750	3,750	0
	PERSONAL SERVICES TOTAL	647,365	568,125	676,215	695,060	695,060	0
52101	OFFICE SUPPLIES	4,150	4,020	3,350	3,750	3,750	0
52103	PRINTING AND REPRODUCTION SUPPLIES	5,400	6,724	6,200	6,800	6,800	0
52105	COMPUTER SUPPLIES	800	0	800	300	300	0
52106	BOOKS AND PERIODICALS	750	664	750	750	750	0
52123	HARDWARE	50	0	50	50	50	0
52134	LUMBER AND WOOD PRODUCTS	50	0	0	0	0	0
52138	SUPPLIES, AUTOMOBILE	400	0	400	400	400	0
52142	TIRES, TUBES & CHAINS	150	0	0	0	0	0
52143	SMALL TOOLS & IMPLMT	100	0	0	0	0	0
	TOTAL SUPPLIES & MATERIALS	11,850	11,408	11,550	12,050	12,050	0
53101	PRINTING STATIONERY	1,550	1,066	1,550	1,550	1,550	0
53106	REPRODUCING SVC	700	510	700	1,500	1,500	0
53110	TELEPHONE TOWN BLDGS	4,300	3,313	4,350	4,450	4,450	0
53115	ADVERTISING	4,500	456	1,500	1,500	1,500	0
53117	AUTO ALLOWANCE	7,200	7,452	7,200	7,200	7,200	0
53118	PROF SERVICES	36,253	21,966	23,000	30,000	30,000	0
53122	TRAVEL	200	119	450	450	450	0
53127	R&M AUTOMOTIVE	100	0	0	0	0	0
53128	COM R&M TOOLS & EQUIPMENT	1,000	0	500	500	500	0
53161	R&M FURNITURE/EQUIPMENT	700	0	700	700	700	0
53166	TUITION	700	50	1,000	1,000	1,000	0
53167	TUITION	600	155	600	600	600	0
	TOTAL CONTRACTUAL SERVICES	57,803	35,087	41,550	49,450	49,450	0

PLANNING & COMMUNITY DEVELOPMENT		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
54101	DUES AND MEMBERSHIPS	1,070	953	1,648	1,648	1,648	0
	TOTAL CHARGES & OBLIGATIONS	1,070	953	1,648	1,648	1,648	0
	EXPENSES TOTAL	70,723	47,448	54,748	63,148	63,148	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
PLANNING & COMMUNITY DEVELOPMENT TOTAL		718,088	615,572	730,963	758,208	758,208	0

PLANNING

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	12,280	12,750	13,250	13,250	0
Other Expenses	17,758	15,850	23,150	23,150	0
Equipment	0	0	0	0	0
TOTAL	30,038	28,600	36,400	36,400	0
STAFFING					
Managerial	0	0	0	0	
Clerical	0.25	0.25	0.25	0.25	
Professional/Technical	0	0	0	0	
TOTAL	0.25	0.25	0.25	0.25	0

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.

FY2013 Objectives

1. Provide administrative assistance to the Winchester Planning Board
2. Provide project management services to assist with the implementation of various capital improvement projects.
3. Provide professional services, as needed to assist the Town Manager’s Office, Planning Board, and other Town departments.

Prior Year’s Accomplishments

1. Provided administrative assistance to the Winchester Planning Board
2. Provided project management services to assist with the implementation of various capital improvement projects.

PLANNING		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	12,927	12,280	12,750	13,250	13,250	
	TOTAL PERMANENT	12,927	12,280	12,750	13,250	13,250	0
	PERSONAL SERVICES TOTAL	12,927	12,280	12,750	13,250	13,250	0
52101	OFFICE SUPPLIES	1,000	530	300	500	500	
52103	PRINTING AND REPRODUCTION SUPPLIES	400	1,564	400	500	500	
52106	BOOKS AND PERIODICALS	50	0	50	50	50	
	TOTAL SUPPLIES & MATERIALS	1,450	2,094	750	1,050	1,050	0
53110	TELEPHONE TOWN BLDGS	1,200	242	650	650	650	
53115	ADVERTISING	3,000	456	1,000	1,000	1,000	
53118	PROF SERVICES	19,500	14,966	13,000	20,000	20,000	
53122	TRAVEL	50	0	50	50	50	
53161	R&M FURNITURE/EQUIPMENT	200	0	200	200	200	
53166	TUITION	200	0	200	200	200	
	TOTAL CONTRACTUAL SERVICES	24,150	15,665	15,100	22,100	22,100	0
	EXPENSES TOTAL	25,600	17,758	15,850	23,150	23,150	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	PLANNING TOTAL	38,527	30,038	28,600	36,400	36,400	0

ENGINEERING

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	266,483	364,332	376,086	376,086	0
Other Expenses	16,462	24,950	26,050	26,050	0
Equipment	0	0	0	0	0
TOTAL	282,945	389,282	402,136	402,136	0
STAFFING					
Managerial	3	3	3	3	
Clerical	0.75	0.75	0.75	0.75	
Professional/Technical	1	1	1	1	
TOTAL	4.75	4.75	4.75	4.75	0

Program Description

The Engineering Department is dedicated to meeting the needs of all Town departments, boards, committees, and the residents of Winchester. This office maintains custody of all plans and engineering records for the Town and is involved in various studies consisting of drainage, traffic, water, sewer, flood mitigation, and other public works and planning projects. The Engineering Department is responsible for overseeing the design and construction of various municipal infrastructure improvements, including drainage improvement projects. We are also responsible for conducting engineering-related plan reviews and field inspections related to private development projects falling under jurisdiction of the Planning Board, Zoning Board of Appeals, and the Conservation Commission. The Engineering Department is also the issuing authority for commuter parking permits for the Aberjona, Waterfield, and Jenks lots located in the Town Center Business District.

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 services and related data to all Town departments, boards, committees, and the general public.
2. Assist with the planning, design, and construction of various capital improvement projects, including water, sewer, and drainage projects and the Town’s flood mitigation projects.
3. Review of proposed private development projects and inspect construction of the project’s infrastructure to ensure that they meet the requirements of the Town.
4. Update and enhance the Town’s Geographic Information System (GIS), which serves as the basis for the Town’s assessors and zoning maps.
5. In conjunction with the DPW, administer the Town’s NPDES Phase II stormwater permit.
6. Provide Owner’s Project Management (OPM) services for the Vinson-Owen Elementary School reconstruction project.

FY2013 Objectives

1. Close-out Project 2 of the Town's Flood Mitigation Program (widening of the Aberjona River channel from Waterfield Road to Manchester Road and subsequent downstream improvements).
2. Assist the Town Manager's office with the implementation of other components of the Town's Flood Mitigation Program, including construction of Project 3 – Replacement of the gate valve at the Center Falls Dam.
3. Administer the current NPDES Phase II Stormwater Permit and assist with the development of the Notice of Intent to respond to the new permit requirements, expected to be issued by EPA in 2012.
4. Provide Owner's Project Management (OPM) services for the Vinson-Owen Elementary School reconstruction project.
5. Assist with the planning, design, and construction oversight of various water, sewer, and drainage capital improvement projects, including improvements to the Thornberry and Squire Road pump stations.
6. Complete engineering review of private development projects submitted to the Winchester Planning Board, Zoning Board of Appeals, and Conservation Commission, as appropriate.
7. Provide inspectional services for on-going Town and private development projects, including the Graystone at Winchester condominium development (formerly the "Pansy Patch" site).
8. Lead the Town's working group on the long-term redesign of the Winchester Center Commuter Rail Station.
9. Administer the Town's Rain Barrel Program.
10. Oversee design of the Tri-Community Bikeway project in conjunction with the Town of Stoneham and the City of Woburn.
11. Work with the Traffic Advisory Committee (TAC) and the Board of Selectmen in developing safe pedestrian and motor vehicle transportation policies.
12. Administer the Town's parking permit program.

Prior Year's Accomplishments

1. Completed construction of the drainage improvements in Manchester Field and the surrounding Manchester Road and Cutting Street neighborhood.
2. Completed design and construction of traffic safety improvements in the school zones, including implementation of flashing school zone speed limit signs with radar.
3. Assisted the Town Manager's office with the implementation of the Town's Flood Mitigation Program, including:
 - a. Finalized design and permitting of Project 2, and provided construction management services.
 - b. Design and permitting of Project 3 – Replacement of the gate valve at Center Falls Dam.
4. Completed inspectional services for a variety of private development projects, including the on-going Graystone at Winchester condominium development (formerly "Pansy Patch" property).
5. Assisted residents in understanding the impacts to their properties resulting from the new Flood Insurance Rate Maps (FIRMs) issued by FEMA in June 2010.
6. Applied for flood mitigation grant assistance through FEMA on behalf of two homeowners in the Town.
7. Continued implementation of the Town's Phase II Stormwater permit requirements.
8. Provided Owner's Project Management (OPM) services for the Parkhurst School renovation and the Vinson-Owen School reconstruction project

ENGINEERING		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	333,351	264,244	360,139	371,586	371,586	
51155	SICKLV BUYBACK WOCA	3,616	1,739	3,693	3,750	3,750	
	TOTAL PERMANENT	336,967	265,983	363,832	375,336	375,336	0
51359	OVERTIME	500	500	500	750	750	
	TOTAL OVERTIME	500	500	500	750	750	0
	PERSONAL SERVICES TOTAL	337,467	266,483	364,332	376,086	376,086	0
52101	OFFICE SUPPLIES	1,500	1,198	1,800	2,000	2,000	
52103	PRINTING AND REPRODUCTION SUPPLIES	5,000	5,161	5,800	6,300	6,300	
52105	COMPUTER SUPPLIES	800	0	800	300	300	
52106	BOOKS AND PERIODICALS	100	50	100	100	100	
52123	HARDWARE	50	0	50	50	50	
52134	LUMBER AND WOOD PRODUCTS	50	0	0	0	0	
52138	SUPPLIES, AUTOMOBILE	400	0	400	400	400	
52142	TIRES, TUBES & CHAINS	150	0	0	0	0	
52143	SMALL TOOLS & IMPLMT	100	0	0	0	0	
	TOTAL SUPPLIES & MATERIALS	8,150	6,408	8,950	9,150	9,150	0
53101	PRINTING STATIONERY	500	421	500	500	500	
53106	REPRODUCING SVC	500	374	500	1,000	1,000	
53110	TELEPHONE TOWN BLDGS	1,700	2,208	2,300	2,700	2,700	
53115	ADVERTISING	1,500	0	500	500	500	
53118	PROF SERVICES	7,000	7,000	10,000	10,000	10,000	
53122	TRAVEL	50	0	200	200	200	
53127	R&M AUTOMOTIVE	100	0	0	0	0	
53128	COM R&M TOOLS & EQUIPMENT	1,000	0	500	500	500	
53161	R&M FURNITURE/EQUIPMENT	500	0	500	500	500	
53166	TUITION	500	50	500	500	500	
	TOTAL CONTRACTUAL SERVICES	13,350	10,053	15,500	16,400	16,400	0
54101	DUES AND MEMBERSHIPS	0	0	500	500	500	
	TOTAL CHARGES & OBLIGATIONS	0	0	500	500	500	0
	EXPENSES TOTAL	21,500	16,462	24,950	26,050	26,050	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	ENGINEERING TOTAL	358,967	282,945	389,282	402,136	402,136	0

BUILDING & ZONING

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	238,825	244,552	250,514	250,514	0
Other Expenses	11,883	11,700	11,700	11,700	0
Equipment	0	0	0	0	0
TOTAL	250,708	256,252	262,214	262,214	0
STAFFING					
Managerial	1	1	1	1	
Clerical	0.83	1.37	0.83	0.83	
Professional/Technical	1.7	1.7	1.7	1.7	
TOTAL	3.53	4.07	3.53	3.53	0

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.

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.

FY2013 Objectives

The Building Departments objective is to bring the department into the computer age. Example: there is no practical system set up to store plans for the life of the building. The ability to scan plans to disc would be more efficient than the current system where the plans are being stored all over town and are accidentally being destroyed. We are requesting plans to be provided in PDF form or CDs.

Prior Year's Accomplishments

The Building Department has maintained efficient and courteous service in a once again high volume year. Reconstruction and enlargement of the Building Department is in the final stages. The Building Department is sponsoring CEU Seminars for CSL license holders.

Statistics

	FY2008	FY2009	FY2010	FY2011
Revenue	\$785,028	\$655,869	\$785,813	\$1,076,324.76
Building Permits	740	741	832	979
Electric Permits	677	637	728	705
Plumbing Permits	493	493	563	643
Gas Permits	414	344	435	489

BUILDING & ZONING		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	243,644	201,033	240,795	245,856	245,856	
51155	SICKLV BUYBACK WOCA	0	0	1,578	2,479	2,479	
51161	SICK LEAVE BUYBACK - NON UNION	1,179	400	1,179	1,179	1,179	
	TOTAL PERMANENT	244,823	201,433	243,552	249,514	249,514	0
51251	TEMPORARY	130	31,763	0			
	TOTAL TEMPORARY	130	31,763	0	0	0	0
51359	OVERTIME	1,000	5,629	1,000	1,000	1,000	
	TOTAL OVERTIME	1,000	5,629	1,000	1,000	1,000	0
	PERSONAL SERVICES TOTAL	245,953	238,825	244,552	250,514	250,514	0
52101	OFFICE SUPPLIES	900	1,872	900	900	900	
52106	BOOKS AND PERIODICALS	300	490	300	300	300	
	TOTAL SUPPLIES & MATERIALS	1,200	2,362	1,200	1,200	1,200	0
53101	PRINTING STATIONERY	900	645	900	900	900	
53106	REPRODUCING SVC	100	136	100	100	100	
53110	TELEPHONE TOWN BLDGS	1,100	639	1,100	1,100	1,100	
53117	AUTO ALLOWANCE	7,200	7,452	7,200	7,200	7,200	
53118	PROF SERVICES	9,753	0	0	0	0	
53122	TRAVEL	100	119	100	100	100	
53167	TUITION	600	155	600	600	600	
	TOTAL CONTRACTUAL SERVICES	19,753	9,146	10,000	10,000	10,000	0
54101	DUES AND MEMBERSHIPS	500	375	500	500	500	
	TOTAL CHARGES & OBLIGATIONS	500	375	500	500	500	0
	EXPENSES TOTAL	21,453	11,883	11,700	11,700	11,700	0
55103	OFFICE EQUIPMENT	0	0				
	EQUIPMENT TOTAL	0	0	0	0	0	0
BUILDING & ZONING TOTAL		267,406	250,708	256,252	262,214	262,214	0

BOARD OF APPEALS

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	10,615	11,320	11,949	11,949	
Other Expenses	544	870	870	870	
Equipment	0	0	0	0	
TOTAL	11,159	12,190	12,819	12,819	0
STAFFING					
Managerial	0	0	0	0	
Clerical	0.17	0.17	0.17	0.17	
Professional/Technical	0	0	0	0	
TOTAL	0.17	0.17	0.17	0.17	0

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 FY2012.

Statistics:

Cases Heard:

2006	42
2007	30
2008	37
2009	33
2010	39

BOARD OF APPEALS		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	9,063	8,977	9,320	9,436	9,436	
51155	SICKLV BUYBACK WOCA			0	513	513	
	TOTAL PERMANENT	9,063	8,977	9,320	9,949	9,949	0
51359	OVERTIME	2,000	1,638	2,000	2,000	2,000	
	TOTAL OVERTIME	2,000	1,638	2,000	2,000	2,000	0
	PERSONAL SERVICES TOTAL	11,063	10,615	11,320	11,949	11,949	0
52101	OFFICE SUPPLIES	250	421	250	250	250	
52106	BOOKS AND PERIODICALS	300	124	300	300	300	
	TOTAL SUPPLIES & MATERIALS	550	544	550	550	550	0
53101	PRINTING STATIONERY	150	0	150	150	150	
53106	REPRODUCING SVC	100	0	100	100	100	
	TOTAL CONTRACTUAL SERVICES	250	0	250	250	250	0
54101	DUES AND MEMBERSHIPS	70	0	70	70	70	
	TOTAL CHARGES & OBLIGATIONS	70	0	70	70	70	0
	EXPENSES TOTAL	870	544	870	870	870	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
BOARD OF APPEALS TOTAL		11,933	11,159	12,190	12,819	12,819	0

CONSERVATION COMMISSION

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	39,921	43,261	43,261	43,261	0
Other Expenses	801	1,378	1,378	1,378	0
Equipment	0	0	0	0	0
TOTAL	40,722	44,639	44,639	44,639	0
STAFFING					
Managerial	0	0	0	0	0
Clerical	0	0	0	0	0
Professional/Technical	0.71	0.71	0.71	0.71	0
TOTAL	0.71	0.71	0.71	0.71	0

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.

Mission Statement

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

Ranking of Services:

1. Implement the Wetlands Protection Act and the Winchester Wetlands Bylaw.
2. Maintain conservation areas and improve trails.
3. Administer the Open Space and Recreation Plan.
4. Provide assistance to the Town on conservation and environmental issues, including planning for open space preservation, acquiring land and conservation restrictions and serving on other Town boards and committees.
5. Continue with the public awareness and education program.

FY2013 Objectives

1. Provide assistance to permitting the Aberjona River flood control plan.
2. Implement and update the Open Space and Recreation Plan.
3. Maintain conservation areas and trails.
4. Process filings; provide environmental information and assistance to applicants.
5. Distribute information to public regarding natural resources.
6. Provide volunteer opportunities for Town youth groups.
7. Identify and pursue grant opportunities for Commission funding.
8. Develop a policy and guidelines for invasive species management.

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 neighborhood groups for the management of invasive plant species.
4. Maintained conservation areas.
5. Processed filings; provided environmental information and assistance to applicants.
6. Implemented education program, increasing public awareness of value of resource areas.
7. Work with Town to permit new Vinson-Owen school.

External Funding Source

Wetlands Protection Act Fund

Statistics

	FY2009	FY2010	FY2011
Notice of Intent	10	9	17
Orders of Conditions	10	10	17
Certificate of Compliance	5	10	6
Extension Permits	4	5	5
Enforcement Orders	3	3	4
Determinations of Applicability	2	0	0
Notifications of Non-Significance	0	0	0
Appeals	0	4	2

CONSERVATION		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	39,955	39,921	42,833	42,833	42,833	
51161	SICK LEAVE BUYBACK - NON UNION	0	0	428	428	428	
	TOTAL PERMANENT	39,955	39,921	43,261	43,261	43,261	0
	PERSONAL SERVICES TOTAL	39,955	39,921	43,261	43,261	43,261	0
52101	OFFICE SUPPLIES	500	0	100	100	100	
	TOTAL SUPPLIES & MATERIALS	500	0	100	100	100	0
53106	REPRODUCING SVC	0	0	0	300	300	
53110	TELEPHONE TOWN BLDGS	300	223	300			
53122	TRAVEL	0	0	100	100	100	
53166	TUITION	0	0	300	300	300	
	TOTAL CONTRACTUAL SERVICES	300	223	700	700	700	0
54101	DUES AND MEMBERSHIPS	500	578	578	578	578	
	TOTAL CHARGES & OBLIGATIONS	500	578	578	578	578	0
	EXPENSES TOTAL	1,300	801	1,378	1,378	1,378	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	CONSERVATION TOTAL	41,255	40,722	44,639	44,639	44,639	0

PLANNING BOARD

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	69,470	74,106	88,469	79,469	0
Other Expenses	23,421	14,650	28,500	21,000	0
Equipment	0	0	0	0	0
TOTAL	92,891	88,756	116,969	100,469	0
STAFFING					
Managerial	1	1	1	1	
Clerical					
Professional/Technical					
TOTAL	1	1	1	1	0

Program Description

The duties of the Planning Board are spelled out in the Town’s Charter, which 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 the rules and regulations governing such development. The Planning Board shall annually report to the Town giving the 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 the 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.

Budget Statement

Requested budget for professional services has been increased by \$13,850 and the personal services total has increased by \$15,168, for a total budget increase of \$29,018. The increase reinstates a professional services budget, which is used to cover the cost of advertising and conducting public hearings and informational sessions, providing the Town’s share for Federal and State matching grants, and hiring specialist consultants to advise the Town on land use and zoning issues. The increase in the personal services budget reflects standard step increases for the planning staff.

Mission Statement

The Planning Board is responsible for making studies and preparing plans concerning the resources, possibilities and needs of the Town. By Town Charter and State statute, the Board is to prepare and approve the Town’s master plan, and develop and propose zoning bylaws to Town Meeting. The Board is also responsible for regulating the subdivision of land within the Town by the adoption of rules and regulations governing development. The Planning Board is required to report annually 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.

FY2013 Objectives

1. Master Plan. Phase I of the Master Plan, approved in 2010, updated four of the State-mandated elements of the Town's Master Plan: housing, neighborhoods, economic development, and the town center. In FY2013, the Planning Board, working through the Master Plan Steering Committee and with the participating town boards and commissions, will work on Phase II of the Master Plan, which will address: transportation/circulation, cultural/historical, open space/natural resources/recreation, infrastructure/town facilities and governance of development;
2. Town Center Initiative. In 2011, the Planning Board won a grant of technical assistance services equivalent to \$150,000 from the Massachusetts Smart Growth Alliance. In FY2013, the Planning Board will continue work with the Board of Selectmen, the business community, and residents on a plan for the revitalization of the town center, including preparing development concepts and guidelines, updating the town center zoning, introducing a parking management program, and exploring adoption of a business improvement district to leverage private funding for streetscape improvements;
3. Wright-Locke Hamilton Farm Development. The Planning Board will work with the Board of Selectmen and other municipal boards and commissions to consider and oversee the development and related preservation of the Wright-Locke-Hamilton Farm developable property on Ridge Road;
4. Grants. In FY2011/2011, the Planning Board was successful in winning a sizeable technical assistance grant for work on the town center. The Board intends to pursue additional grant opportunities for economic development, brownfields redevelopment, historic preservation, and greenway/riverway restoration;
5. Sign Bylaw Update. As part of the town center initiative, the Planning Board, will support the Design Review Committee in their update of the Sign By-Law within the General Code of the Town;
6. Historic Properties Inventory. The Planning Board will support the Winchester Historical Commission in their efforts to expand their knowledge and inventory of historic properties within the community and support their efforts to revise the Demolition Delay Bylaw, within the General Code of the Town, to further protect historic properties;
7. Subdivisions. The Board will continue to pursue developers of approximately twelve incomplete definitive subdivision developments to complete their mandated construction of roadways and utilities and filing of as-built plans and easements;
8. General Planning. The Board will work to increase coordination and communications between the Planning Board and its staff and other municipal boards, commissions and staff to meet the Board's charge under State statute to work with members of the community to set forth goals for the future development of the Town.

Prior Year's Accomplishments

1. Completed an update of the Planning Board's Subdivision Rules and Regulations, which were last updated in the 1970s;
2. Started Phase II of the Winchester Master Plan with the Master Plan Steering Committee (When completed, the Master Plan will be the first update since the 1950s.);
3. Won a technical assistance services grant, which was funded by the Barr and Ford Foundations through the Massachusetts Smart Growth Alliance (SGA) Great Neighborhoods Program, for work on the Town Center Initiative, executed a memorandum of agreement, developed scopes of work for the technical assistance work, and worked to implement consultant contracts;
4. Reviewed and approved numerous Approval Not Required (ANR) plans. ANR applications are typically requests to subdivide existing lots to create additional buildable lots or to change lot lines. By State law, the Planning Board must determine that the lots meet the frontage and legal access requirements and do not qualify as subdivisions;
5. Advised the Zoning Board of Appeals on applications for special permits and variances;
6. Held regular joint meetings with the Board of Selectmen, the Conservation Commission, the Historical Commission, the Zoning Board of Appeals and the Design Review Committee;

7. Applied for various grant funds for planning studies, including Metropolitan Area Planning Council (MAPC) funding for regional planning and land use studies as well as historical survey grant funds from the Massachusetts Historical Commission; and
8. Continued to work with the Town Planner on various long range planning issues as well as addressed daily planning and subdivision projects.

PLANNING BOARD		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	70,210	64,074	74,106	88,469	79,469	
	TOTAL PERMANENT	70,210	64,074	74,106	88,469	79,469	0
51359	OVERTIME	0	5,397	0	0		
	TOTAL OVERTIME	0	5,397	0	0	0	0
	PERSONAL SERVICES TOTAL	70,210	69,470	74,106	88,469	79,469	0
52101	OFFICE SUPPLIES	0	266	0	100	100	
52103	PRINTING AND REPRODUC SUPPLIES	0	0	0	2,000	1,250	
52106	BOOKS AND PERIODICALS	0	0	0	200	0	
	TOTAL SUPPLIES & MATERIALS	0	266	0	2,300	1,350	0
53115	ADVERTISING	1,500	187	3,000	3,000	3,000	
53118	PROFESSIONAL SERVICES	22,200	22,353	10,000	20,000	15,000	
53122	TRAVEL	200	279	250	300	250	
53161	R&M FURNITURE/EQUIPMENT	0		1,000	2,500	1,000	
	TOTAL CONTRACTUAL SERVICES	23,900	22,820	14,250	25,800	19,250	0
54101	DUES AND MEMBERSHIPS	400	335	400	400	400	
	TOTAL CHARGES & OBLIGATIONS	400	335	400	400	400	0
	EXPENSES TOTAL	24,300	23,421	14,650	28,500	21,000	0
55103	OFFICE EQUIPMENT						
	EQUIPMENT TOTAL	0	0	0	0	0	0
PLANNING BOARD TOTAL		94,510	92,891	88,756	116,969	100,469	0

TOWN CLERK

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	306,551	275,496	284,924	284,924	0
Other Expenses	36,113	36,415	47,765	47,765	0
Equipment	0	0	0	0	0
TOTAL	342,664	311,911	332,689	332,689	0
STAFFING					
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	1	1	1	1	
TOTAL	4	4	4	4	0

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 for FY2013. There are three (3) elections during fiscal year 2013.

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. The Town Clerk administers the Annual Town Census, oversees the Town's official website, manages the Government Calendar and record keeps new Conflict of Interest Laws.

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 and electoral process/Annual Census Data/School Enrollment data.
4. Implementation of the record retention schedule requirement 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/local community website.

FY2013 Objectives

1. Work towards the development of a 5 Year Capital Plan for Records Management; specifically addressing Record Storage Needs.
2. Continue to improve the student age population statistics for the School Department.
3. Implementation of precincts changes in 2011.
4. Continue to implement new Vital Records System mandated by State.
5. Continue to improve administrative workflow by cross training within the Town Clerk's Department. Provide training and empowerment to achieve successful results.
6. Continue to assist Town Government staff with records management. Continue to offer Town Clerk services through the website to assist general public.
7. Town Manager appointed liaison to the State Ethics Commission
8. Continue to support Town Management in areas they may need.

Prior Year's Accomplishments

1. Continued to implement cost saving measures regarding the administration of workflow
2. Success in the implementation of Wednesday half day shutdown to process transfer station permits/census.
3. Continued 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.
4. Provided educational lectures to the students at Winchester High School concerning voter registration in conjunction with the League of Women Voters.
5. Town Liaison to Sustainable Winchester/Winchester Farmer's Market.
6. Assisted Town Manager on various projects.
7. Analyzed, reviewed and implemented changes in redistricting due to the 2010 Federal Census.

Statistics:

	2008	2009	2010	2011
<hr/>				
<u>Vitals Record</u>				
Births	2033	2105	2042	1980
Marriages	67	65	51	67
Death	482	455	380	425
<u>Voters Registered</u>	766	557	945	671
<u>Revenue by Program</u>				
Licenses & Permits	\$904,123	\$909,323	\$990,521	\$923,824
Certified Copies	\$98,965	\$97,005	\$94,511	\$91,500
Publications & Misc	\$3,955	\$3,722	\$3,014	\$2,605
Dog Licenses & Fines	\$23,567	\$28,050	\$29,465	\$29,093

CLERK		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	241,433	239,228	250,208	251,838	251,838	
51161	SICK LEAVE BUYBACK - NON UNION	500	500	1,000	1,000	1,000	
	TOTAL PERMANENT	241,933	239,728	251,208	252,838	252,838	-
51251	TEMPORARY	37,817	32,001	16,538	24,336	24,336	
	TOTAL TEMPORARY	37,817	32,001	16,538	24,336	24,336	0
51359	OVERTIME	18,823	25,520	5,250	6,250	6,250	
51365	OFF DUTY	9,676	9,301	2,500	1,500	1,500	
	TOTAL OVERTIME	28,499	34,821	7,750	7,750	7,750	0
	PERSONAL SERVICES TOTAL	308,249	306,551	275,496	284,924	284,924	0
52101	OFFICE SUPPLIES	4,633	4,637	4,250	4,750	4,750	
52106	BOOKS AND PERIODICALS	1,000	1,349	500	500	500	
	TOTAL SUPPLIES & MATERIALS	5,633	5,985	4,750	5,250	5,250	0
53101	PRINTING STATIONERY	13,167	13,176	14,050	18,500	18,500	
53106	REPRODUCING SVC	3,500	3,500	3,500	3,500	3,500	
53108	POSTAGE - GEN SERVI	2,819	0	0	0	0	
53110	TELEPHONE TOWN BLDGS	1,360	863	1,360	1,360	1,360	
53115	ADVERTISING	750	677	750	750	750	
53116	BIND & BK REPAIRS	0		1,500	1,500	1,500	
53118	PROF SERVICES	4,504	7,102	4,950	11,350	11,350	
53122	TRAVEL	500	0	500	500	500	
53161	R&M FURNITURE/EQUIPMENT	3,980	4,325	3,800	3,800	3,800	
53166	TUITION	850	0	850	850	850	
	TOTAL CONTRACTUAL SERVICES	31,430	29,643	31,260	42,110	42,110	0
54101	DUES AND MEMBERSHIPS	405	320	405	405	405	
54102	RENTALS AND STORAGE	0	165		0	0	
	TOTAL CHARGES & OBLIGATIONS	405	485	405	405	405	0
	EXPENSES TOTAL	37,468	36,113	36,415	47,765	47,765	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	CLERK TOTAL	345,717	342,664	311,911	332,689	332,689	0

POSTAGE AND OFFICE PAPER

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services					
Other Expenses	116,096	130,800	130,800	130,800	0
Equipment	0	0	0	0	0
TOTAL	116,096	130,800	130,800	130,800	0
STAFFING					
Managerial					
Clerical					
Professional/Technical					
TOTAL	0	0	0	0	0

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, and operation of intercommunication systems, and costs for storage of certain microfilmed Town records.

Budget Statement

This budget is level funded.

GENERAL SERVICES		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
PERSONAL SERVICES TOTAL		0	0	0	0	0	0
52101	OFFICE SUPPLIES	14,000	8,125	14,000	14,000	14,000	
TOTAL SUPPLIES & MATERIALS		14,000	8,125	14,000	14,000	14,000	0
53101	PRINTING STATIONERY	20,800	7,432	20,800	20,800	20,800	
53108	POSTAGE - GEN SERVICES	76,500	85,784	76,500	76,500	76,500	
53110	TELEPHONE TOWN BLDGS	1,500	778	1,500	1,500	1,500	
53161	R&M FURNITURE/EQUIPMENT	4,500	1,370	4,500	4,500	4,500	
TOTAL CONTRACTUAL SERVICES		103,300	95,365	103,300	103,300	103,300	0
54101	DUES AND MEMBERSHIPS		0				
54102	RENTALS AND STORAGE	13,500	12,606	13,500	13,500	13,500	
TOTAL CHARGES & OBLIGATIONS		13,500	12,606	13,500	13,500	13,500	0
EXPENSES TOTAL		130,800	116,096	130,800	130,800	130,800	0
EQUIPMENT TOTAL		0	0	0	0	0	0
GENERAL SERVICES TOTAL		130,800	116,096	130,800	130,800	130,800	0

CULTURE

LIBRARY

ARCHIVAL CENTER

LIBRARY

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	1,216,735	1,276,108	1,279,653	1,279,653	0
Other Expenses	349,922	353,710	370,700	370,700	0
Equipment	9,121	10,000	13,500	13,500	0
TOTAL	1,575,777	1,639,818	1,663,853	1,663,853	0
STAFFING					
Managerial	2	2	2	2	
Clerical	8.86	8.86	8.86	8.86	
Professional/Technical	9.6	9.6	9.71	9.71	
Public Works	1.43	1.43	1.43	1.43	
TOTAL	21.89	21.89	22	22	0

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 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 Library 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.

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

1. General Information to meet the need for information on a broad array of topics related to work, school and personal life.
2. Current Topics and Titles to enlarge and improve the opportunities for relaxation, recreation, and restorative reflection.
3. 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.
4. 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.

FY2013 Objectives

1. Complete a new Strategic Plan with input from the community, Board, staff members, and stakeholders and create 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 various forms of electronic resources. Increase the number of hands-on computer classes and opportunities for individual instruction, as well as offering classes on 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, both traditional and electronic, for use and possible expansion.
5. Explore various space allocation plans for optimal management of changing collections.
6. Continue our collaborative relationship with other organizations that benefit patrons learning English as a second language and for adult literacy.
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 2012.
2. Completed necessary repairs due to water damage from the March 2010 storm. The mural was returned to its place over the fireplace, undamaged.
3. Two new book drops were installed to allow for 24/7 drop off of returned materials, resulting in less parking congestion and an improved borrowing experience.
4. A second self check-out machine was added to the Children's Room as an option for borrowers to reduce wait times.
5. 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 classes taught by librarians as well as community based professionals.

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. State aid has been reduced. The award in FY 2009 was \$37,760, but by FY 2011 the award was reduced to \$28,973. The award for FY 2012 is expected to be \$27,300. Although the award has reduced, State certification is essential so residents may continue to borrow materials from libraries throughout the State.

The Library applies for grants to fund outreach efforts, special programs, and projects. This year grants were received from the Winchester Co-Operative Bank, the Rotary Club of Winchester, and the John and Mary Murphy Foundation, totaling \$12,572. 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, etc. In FY 2011 gifts from individuals, all with specified intentions, totaled \$5,815.

Finally, private donations have led to the establishment of Trust Fund accounts, the Endowment Fund, and the Sunday Hours Fund. Trust Fund income (15,288) is combined with State Aid and is used to make up the difference between the State mandated materials budget and the Town appropriation. Gifts to the Endowment Fund totaled \$11,773. Endowment Fund income (\$25,993) is restricted to enriching and enhancing Library operations and services. Sunday operations are funded exclusively through direct private donations (\$46,341), held in a separate gift account, and used exclusively for that purpose.

Statistics

	FY2009	FY2010	FY2011
Hours open per week	65	65	65
Circulation of materials	579,926	578,032	562,628
Reference questions	53,388	60,545	59,593
Visitors	309,792	312,192	294,683
Number of registered Winchester borrowers	13,832	14,045	13,842
Network loans to Winchester	49,173	54,252	56,405

LIBRARY		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	1,137,486	1,127,886	1,165,357	1,175,041	1,175,041	0
51155	SICKLV BUYBACK WOCA	0	0	0	0	0	0
51161	SICK LEAVE BUYBACK - NON UNION	2,225	2,107	4,286	4,607	4,607	0
	TOTAL PERMANENT	1,139,711	1,129,993	1,169,643	1,179,648	1,179,648	-
51251	TEMPORARY	69,273	71,953	81,054	79,255	79,255	0
	TOTAL TEMPORARY	69,273	71,953	81,054	79,255	79,255	0
51359	OVERTIME	30,091	14,789	25,411	20,750	20,750	0
	TOTAL OVERTIME	30,091	14,789	25,411	20,750	20,750	0
	PERSONAL SERVICES TOTAL	1,239,075	1,216,735	1,276,108	1,279,653	1,279,653	0
52101	OFFICE SUPPLIES	15,300	15,213	15,800	15,825	15,825	0
52103	PRINTING AND REPRODUC SUPPLI	850	815	850	875	875	0
52106	BOOKS AND PERIODICALS	228,231	227,379	218,841	232,000	232,000	0
52113	CLEANING SUPPLIES	1,100	1,088	1,100	1,100	1,100	0
52115	HOUSEHOLD SUPPLIES	1,650	2,141	1,650	2,200	2,200	0
52116	ELECTRICAL SUPPLIES	2,400	174	1,000	1,000	1,000	0
52123	HARDWARE	500	227	500	500	500	0
52125	PAINTING SUPPLIES	500	370	500	500	500	0
52143	SMALL TOOLS & IMPLANT	125	0	300	300	300	0
52153	CHEMICALS	775	824	800	850	850	0
52180	FOOD & GROCERIES	200	192	200	200	200	0
	TOTAL SUPPLIES & MATERIALS	251,631	248,422	241,541	255,350	255,350	0
53101	PRINTING & STATIONERY	4,500	3,870	4,500	4,750	4,750	0
53107	POSTAGE	3,000	2,902	3,300	3,300	3,300	0
53110	TELEPHONE TOWN BLDGS	2,000	1,915	2,000	2,000	2,000	0
53115	ADVERTISING	750	250	400	400	400	0
53122	TRAVEL	1,300	1,231	1,275	1,450	1,450	0
53124	CLEAN & SANITARY	14,250	14,383	17,694	17,750	17,750	0
53125	LANDSCAPING	5,000	4,960	5,200	5,500	5,500	0
53128	COM R&M TOOLS&EQUIPMENT	2,350	709	2,400	1,800	1,800	0
53143	R&M BLDG&STRUCT	18,000	14,969	18,500	18,500	18,500	0
53161	R&M FURNITURE/EQUIPMENT	700	324	500	450	450	0
53166	TUITION	500	332	500	500	500	0
53172	CONTRACTUAL SERVICE	53,800	54,867	55,000	58,000	58,000	0
	TOTAL CONTRACTUAL SERVICES	106,150	100,712	111,269	114,400	114,400	0

LIBRARY		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
54101	DUES AND MEMBERSHIPS	950	788	900	950	950	0
	TOTAL CHARGES & OBLIGATIONS	950	788	900	950	950	0
	EXPENSES TOTAL	358,731	349,922	353,710	370,700	370,700	0
533101	FURNITURE AND FIXTURES	10,000	9,121	10,000	13,500	13,500	0
	EQUIPMENT TOTAL	10,000	9,121	10,000	13,500	13,500	0
	LIBRARY TOTAL	1,607,806	1,575,777	1,639,818	1,663,853	1,663,853	0

LIBRARY ADMINISTRATION		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	224,890	226,005	233,762	241,186	241,186	
51161	SICK LEAVE BUYBACK - NON UNION	750	693	750	750	750	
	TOTAL PERMANENT	225,640	226,697	234,512	241,936	241,936	-
	PERSONAL SERVICES TOTAL	225,640	226,697	234,512	241,936	241,936	0
52101	OFFICE SUPPLIES	1,800	1,854	1,800	1,825	1,825	
52103	PRINTING AND REPRODUC SUPPLI	850	815	850	875	875	
	TOTAL SUPPLIES & MATERIALS	2,650	2,669	2,650	2,700	2,700	0
53107	POSTAGE	3,000	2,902	2,750	2,750	2,750	
53110	TELEPHONE TOWN BLDGS	2,000	1,915	2,000	2,000	2,000	
53115	ADVERTISING	750	250	400	400	400	
53122	TRAVEL	400	415	425	600	600	
	TOTAL CONTRACTUAL SERVICES	6,150	5,481	5,575	5,750	5,750	0
54101	DUES AND MEMBERSHIPS	400	360	500	500	500	
	TOTAL CHARGES & OBLIGATIONS	400	360	500	500	500	0
	EXPENSES TOTAL	9,200	8,510	8,725	8,950	8,950	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	LIBRARY ADMINISTRATION TOTAL	234,840	235,208	243,237	250,886	250,886	0

LIBRARY SERVICES		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	846,714	838,489	863,863	855,030	855,030	
51161	SICK LEAVE BUYBACK - NON UNION	1,475	1,414	3,536	3,857	3,857	
	TOTAL PERMANENT	848,189	839,903	867,399	858,887	858,887	-
51251	TEMPORARY	69,273	71,953	81,054	79,255	79,255	
	TOTAL TEMPORARY	69,273	71,953	81,054	79,255	79,255	0
51359	OVERTIME	18,091	5,835	14,295	11,000	11,000	
	TOTAL OVERTIME	18,091	5,835	14,295	11,000	11,000	0
	PERSONAL SERVICES TOTAL	935,553	917,692	962,748	949,142	949,142	0
52101	OFFICE SUPPLIES	13,500	13,359	14,000	14,000	14,000	
52106	BOOKS AND PERIODICALS	228,231	227,379	218,841	232,000	232,000	
52180	FOOD & GROCERIES	200	192	200	200	200	
	TOTAL SUPPLIES & MATERIALS	241,931	240,930	233,041	246,200	246,200	0
53101	PRINTING & STATIONERY	4,500	3,870	4,500	4,750	4,750	
53107	POSTAGE	0		550	550	550	
53122	TRAVEL	900	816	850	850	850	
53128	COM R&M TOOLS & EQUIPMENT	1,700	360	1,800	1,300	1,300	
53166	TUITION	500	332	500	500	500	
53172	CONTRACTUAL SERVICE	53,800	54,867	55,000	58,000	58,000	
	TOTAL CONTRACTUAL SERVICES	61,400	60,245	63,200	65,950	65,950	0
54101	DUES AND MEMBERSHIPS	550	428	400	450	450	
	TOTAL CHARGES & OBLIGATIONS	550	428	400	450	450	0
	EXPENSES TOTAL	303,881	301,603	296,641	312,600	312,600	0
55101	FURNITURE AND FIXTURES	10,000	9,121	10,000	13,500	13,500	
	EQUIPMENT TOTAL	10,000	9,121	10,000	13,500	13,500	0
	LIBRARY SERVICES TOTAL	1,249,434	1,228,415	1,269,389	1,275,242	1,275,242	0

LIBRARY MAINTENANCE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	65,882	63,392	67,732	78,825	78,825	
	TOTAL PERMANENT	65,882	63,392	67,732	78,825	78,825	-
51359	OVERTIME	12,000	8,954	11,116	9,750	9,750	
	TOTAL OVERTIME	12,000	8,954	11,116	9,750	9,750	0
	PERSONAL SERVICES TOTAL	77,882	72,345	78,848	88,575	88,575	0
52113	CLEANING SUPPLIES	1,100	1,088	1,100	1,100	1,100	
52115	HOUSEHOLD SUPPLIES	1,650	2,141	1,650	2,200	2,200	
52116	ELECTRICAL SUPPLIES	2,400	174	1,000	1,000	1,000	
52123	HARDWARE	500	227	500	500	500	
52125	PAINTING SUPPLIES	500	370	500	500	500	
52143	SMALL TOOLS & IMPLMT	125	0	300	300	300	
52153	CHEMICALS	775	824	800	850	850	
	TOTAL SUPPLIES & MATERIALS	7,050	4,823	5,850	6,450	6,450	0
53124	CLEAN & SANITARY	14,250	14,383	17,694	17,750	17,750	
53125	LANDSCAPING	5,000	4,960	5,200	5,500	5,500	
53128	COM R&M TOOLS & EQUIPMENT	650	350	600	500	500	
53143	R&M BLDG & STRUCT	18,000	14,969	18,500	18500	18500	
53161	R&M FURNITURE/EQUIPMENT	700	324	500	450	450	
	TOTAL CONTRACTUAL SERVICES	38,600	34,986	42,494	42,700	42,700	0
	EXPENSES TOTAL	45,650	39,809	48,344	49,150	49,150	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	LIBRARY MAINTENANCE TOTAL	123,532	112,154	127,192	137,725	137,725	0

ARCHIVAL CENTER

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	0	0	0	513	0
Other Expenses	3,816	4,900	6,810	6,810	0
Equipment	0	0	0	0	0
TOTAL	3,816	4,900	6,810	6,810	0
STAFFING					
Managerial					
Clerical					
Professional/Technical					
TOTAL	0	0	0	0	0

Program Description

The Archival Center functions as the repository for historical documents, photographs and media pertaining to the history of the Town of Winchester. It is located on the ground floor of Town Hall and is overseen by the Archives Advisory Committee. It is a member of the Collaborative for Documenting Winchester's History, which comprises the AAC, Town Clerk, Library Director, the president of the Winchester Historical Society, and a representative of the Historical Commission.

Mission Statement

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

- The Center collects, organizes, and conserves documents relative to Winchester history not preserved by the Town Clerk.
- The Center provides public access to the collections and provides information to other Town departments, researchers, and the public.
- The Center organizes and catalogs its collections so they are available electronically through the Center's database and on-line exhibits.
- The Center works cooperatively with the Collaborative on preservation issues.

FY2013 Objectives

- To maintain open hours at the Archival Center so that Town staff and the public will have access to reference service and records.
- To continue cataloging the Center's collections, and entering holdings information into *Past Perfect*, a database that provides access to artifacts, photographs, documents, and maps. This work is done by volunteers.

- To 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.
- To assist the public with in-person, mail, phone, and e-mail requests.
- To increase public awareness of the collections and encourage public participation in documenting the community's history.
- To solicit donations of significant collections of photographs and documents related to the history of Winchester and add them to the collection.
- To work with the Town Clerk and the Winchester Historical Society to evaluate the long-term needs of the Town's historic resources; to coordinate these efforts with the Collaborative.
- Pursue grant funds to meet our objectives.

Prior Year's Accomplishments

- The Archival Center is open two hours/week with historian Ellen Knight serving as our Reference Archivist.
- We have submitted a grant to the En Ka Society for funds to put our database on-line, which will make it possible for the public to learn about our cataloged collections, including photographs, on their home computers or at the library.
- By far our greatest accomplishment last year was to write a successful grant on behalf of the Town. The National Endowment for the Humanities awarded Winchester a grant of \$35,000 in its Preservation and Access Program: Sustaining Cultural Heritage Collections. No matching funds are required from the Town. The funds are to conduct a feasibility study for a storage facility to house the Town's consolidated historical collections on the lower level of the Sanborn House, thereby freeing up space in Town Hall. This is the second successful grant written by Archive Advisory Committee member Nancy Schrock on behalf of the Archival Center and the Town. Winchester was one of only two Massachusetts applicants to receive this honor.
- In February we partnered with the Historical Commission and Historical Society to offer a well-attended public program on *Researching Your House* with opportunity for the participants to use the maps and building inventories in the Archival Center.
- In March we decided to hire Ellen Knight as Reference Archivist for four hours/week on contract. The experiment was successful and funding has allowed us to continue on a two hour/week basis. She provided research assistance to the public, scholars, newspapers, schools, and various Town departments
- Volunteers continued to give their time on cataloging projects and entering holdings in the Past Perfect database, and scanning photographs of people, houses, and postcards.
- New acquisitions included the scrapbooks of the Winton Club and copies of postcards of Winchester from the collection of John Cleary.

ARCHIVES		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
PERSONAL SERVICES TOTAL		0	0	0	0	0	0
52101	OFFICE SUPPLIES	1,100	1,171	1,100	1,200	1,200	
TOTAL SUPPLIES & MATERIALS		1,100	1,171	1,100	1,200	1,200	0
53110	TELEPHONE TOWN BLDGS	200	211	200	230	230	
53118	PROF SERVICES	2,500	2,434	3,500	5,280	5,280	
TOTAL CONTRACTUAL SERVICES		2,700	2,645	3,700	5,510	5,510	0
54101	DUES AND MEMBERSHIPS	100	0	100	100	100	
TOTAL CHARGES & OBLIGATIONS		100	0	100	100	100	0
EXPENSES TOTAL		3,900	3,816	4,900	6,810	6,810	0
EQUIPMENT TOTAL		0	0	0	0	0	0
ARCHIVES TOTAL		3,900	3,816	4,900	6,810	6,810	0

HEALTH & SOCIAL SERVICE

BOARD OF HEALTH

COUNCIL ON AGING

VETERANS' SERVICES

HEALTH

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	161,408	168,974	218,519	198,118	0
Other Expenses	42,755	48,166	56,866	51,866	0
Equipment	0	0	0	0	0
TOTAL	204,163	217,140	275,385	249,984	0
STAFFING					
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Nurse	0.66	0.66	0.8	0.8	
TOTAL	2.66	2.66	2.8	2.8	0

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 keeping of animals, paint sanding, asbestos removal, installing wells, and the use of dumpsters; and providing a range of medical services such as disease education, health screenings and immunization clinics.

Budget Statement

The number of hours the Public Health Nurse works has not increased. Rather, the funding stream for a portion of the position has shifted from the BOH Revolving Fund, an unpredictable source of revenue, to the general fund. This shift allows for consistent retention of a valuable position and concise accounting of personal services for the BOH.

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 communicable disease and environmental health hazards

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.

FY2013 Objectives

1. Hold school-based flu immunization clinic program in every school in collaboration with the School Department.
2. Test off-site emergency clinic set-up by holding tri-town flu clinic.
3. Conduct drill to test emergency preparedness call down activation.
4. Implement community health programming to reduce risky behavior among youth including, alcohol, tobacco and drug use.
5. Carry out all mandatory inspection and permitting requirements: food service, housing, pools, camps for children, wells, etc.
6. Conduct routine annual public immunization clinics including: flu/pneumonia/tetanus
7. Conduct health screenings for blood pressure, TB and for the general public.
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 and medication collection day.

Prior Year's Accomplishments

1. Adopted 2 new tobacco regulations that include prohibiting sale of tobacco products at pharmacies, ban smoking bars and increase penalties to retailers for tobacco sales to youth.
2. Initiated limited sharps collection program in anticipation of July 2012 MA ban on household sharp disposal.
3. School-based flu clinics were held for the third year with strong collaboration between the School Nurses. Clinics were held in each of the 7 school buildings during the school day and both FluMist and the flu shot were administered:
School Clinics: 1,602 flu vaccinations given to students (includes booster doses).
4. General Public Clinics – 9 clinics held:
 - 1,482 vaccinations for flu
 - 44 Pneumonia shots
 - 41 Tetanus shots
 First year private health insurance accepted at all Health Dept clinics.
5. Held third shingles vaccination clinic for additional 100 Winchester residents. Initiated Medicare Part D enrollment program to help defray patient cost.
6. Initiated public health educational outreach to daycare centers/pre-schools.
7. Drafted emergency preparedness Risk Communication Plan.
8. Conducted 21 blood pressure clinics at the Jenks Center.
9. Provided TB screenings throughout year.
10. Routinely inspected and permitted: all food service activities, camps for children, pools, and beach.
11. Conducted annual refresher training for all food service establishments.
12. Contracted for mosquito control and surveillance of West Nile Virus with the Eastern Middlesex Mosquito Control District.

13. Provided household hazardous waste collection day: 11,133 lbs of hazardous waste collected.
14. Contracted with U.S. Wildlife Service for Canada geese control.
15. Held annual rabies vaccination clinic for dogs and cats.
16. The Winchester Coalition for a Safer Community (WCSC) offered two presentations for parents: Dr. Robert Brooks and Sal Caraviello presented strategies for dealing with teens experiencing stress.
17. WCSC in cooperation with the Police Department conducted a medication collection day and continued the operation of the take –back kiosk in the Police Station lobby.
18. WCSC initiated a partnership with local ministries to discuss issues facing Winchester youth.

External Funding Sources

Below is a listing of external funding that the Board of Health should receive for FY13. Please note that the funding is not guaranteed from year to year and while the BOH anticipates receiving the funds, it is not a certainty.

- Emergency Preparedness funds from the MA Department of Public Health – The BOH anticipates receiving approximately \$2,000 in FY13 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 \$20,000 is collected from Medicare reimbursements and fees for flu vaccination.

Statistics

Permit Revenue

	2009	2010	2011
Asbestos Removal	\$2,400	\$1,250	\$1,500
Burial Permits	\$9,540	\$7,700	\$10,480
Camps	\$400	\$800	\$800
Dumpster Fees	\$13,829	\$17,955	\$15,800
Food Permits	\$14,410	\$13,694	\$17,066
Miscellaneous	\$100	\$0	\$0
Pools	\$1,350	\$1,350	\$1,050
Transfer Station Permits	\$25,565	\$11,907	\$15,530
Wells	\$300	\$300	\$100

Surveillance Cases

	2009	2010	2011
Babesiosis	1	0	0
Brucellosis	0	0	1
Campylobacter	6	11	10
Cryptosporidiosis	2	1	0
Human Granulocytic Anaplasmosis (formerly Ehrlichiosis)	1	0	4
Giardia	1	4	2
Group A streptococcus	0	0	2
Hepatitis A	1	3	1
Hepatitis B (chronic)	2	6	7
Hepatitis C	1	5	4
Human Granulocytic Anaplasmosis	0	0	4
Invasive Group B Strep Disease	2	0	0
Legionellosis	0	0	1
Lyme Disease	8	16	21
Pertussis	2	3	3
Salmonella	0	6	3
Shiga toxin producing organism	1	0	0
Shigellosis	1	0	2
Streptococcus Pneumoniae	0	2	1
Toxoplasmosis	0	0	2
Tuberculosis	0	2	2
Varicella	0	0	10
Vibrio sp	0	1	0
Viral Meningitis	1	0	1
Total Cases	30	60*	80

*This number reflects confirmed, probable, suspected and revoked cases.

HEALTH		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	165,381	160,884	167,974	217,519	197,118	
	TOTAL PERMANENT	165,381	160,884	167,974	217,519	197,118	-
51359	OVERTIME	1,000	525	1,000	1,000	1,000	
	TOTAL OVERTIME	1,000	525	1,000	1,000	1,000	0
	PERSONAL SERVICES TOTAL	166,381	161,408	168,974	218,519	198,118	0
52101	OFFICE SUPPLIES	700	797	700	700	700	
52103	PRINTING AND REPRODUC SUPPLI	600	586	600	600	600	
52106	BOOKS AND PERIODICALS	100	0	100	100	100	
52179	MEDICAL & DENTAL	800	436	800	800	800	
	TOTAL SUPPLIES & MATERIALS	2,200	1,819	2,200	2,200	2,200	0
53101	PRINTING STATIONERY	300	100	300	300	300	
53110	TELEPHONE TOWN BLDGS	1,000	454	1,000	1,000	1,000	
53115	ADVERTISING	300	38	300	100	100	
53118	PROF SERVICES	43,220	39,365	43,516	52,366	47,366	
53122	TRAVEL	350	544	350	400	400	
53166	TUITION	250	240	250	250	250	
	TOTAL CONTRACTUAL SERVICES	45,420	40,741	45,716	54,416	49,416	0
54101	DUES AND MEMBERSHIPS	250	195	250	250	250	
	TOTAL CHARGES & OBLIGATIONS	250	195	250	250	250	0
	EXPENSES TOTAL	47,870	42,755	48,166	56,866	51,866	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	HEALTH TOTAL	214,251	204,163	217,140	275,385	249,984	0

COUNCIL ON AGING

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	216,611	221,077	225,154	225,154	0
Other Expenses	5,527	5,959	6,077	6,077	0
Equipment	0	0	0	0	0
TOTAL	222,139	227,036	231,231	231,231	0
STAFFING					
Managerial	1	1	1	1	
Clerical	1	1	1	1	
Professional/Technical	1.6	1.5	1.5	1.5	
TOTAL	3.6	3.5	3.5	3.5	0

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 entitlements and other issues of importance to seniors. The COA is concerned with long range community planning for seniors as well as coordination with other communities and with the Executive Office of Elder Affairs.

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, handyman services and information and referral.

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.

FY2013 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 as well as providing continuing education for seniors on health care, entitlement issues, financial and legal issues.
3. Review and reassess COA goals.
4. Try to develop new charitable sources to supplement funds for Medical Transportation services.
5. Explore instituting National programs on chronic disease management. These have demonstrated both health and cost effectiveness.

Prior Year's Accomplishments

1. Continued to provide baseline services, i.e., health, financial, legal, and educational and social services as well as ongoing programs, the nutrition site and transportation.
2. Increased the Community Service Reimbursement Program from serving 40 seniors to serving 45 seniors. Increased the property tax deduction from \$750.00 to \$1000.00
3. The Council planned an extensive program on issues which elders and boomers have to face in the future. It began in FY2010 and continued into the fall and winter of FY2011. In addition, the Council provided 39 educational programs for seniors and other interested parties. The Council also provided five educational programs on senior needs for professionals serving Winchester elders.
4. Developed for the Board educational programs addressing elder and community issues.
5. Hired replacement nurse at reduced cost.
6. Sold enough Newsletter Ads to make Newsletter self sufficient.

External Funding Sources

The Formula Grant is given by the state to every community in the Commonwealth. It is so named because it provides \$6.25 for every senior within a community based on the 2010 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 \$29,243.00. Of this amount \$14,495.00 is spent on senior transportation. This includes one day a week van service to our Eating Program, gas for volunteer drivers who transport seniors within Winchester (5 days a week, 7 hours a day), and emergency taxi fares. Minuteman Senior Services receives \$5,614.00 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 \$4,200.00. The remaining monies (\$2,934.00) pay for State and National dues, Board trainings, periodicals, flyers, posters, educational programs etc.

In addition, Salter Health Care pays the bill (approx. \$23,890.00) for two days van transportation to the Eating Program. Mount Vernon House contributed money for medical transportation outside of Winchester. They have not yet given us a grant for 2012-2013. Finally the Cooperative Bank provides \$2,500 a year to buy the books for the Literary Lunch.

Statistics

Caseload Statistics – Fiscal Year 2011

Nurse	56
Social Worker	283
Financial Counselor	68
Attorney	55

	Served	Contacts
Assessment of New Clients	200	882
Counseling (mental health)	161	1,060
Group Support	39	125
Housing Assistance	31	63
Health Screening	45	191
Follow-up Health Services	50	
Community Serv. Reimb Program	45	131
Financial Counseling	65	145
Home Repairs	29	33
Congregate Meals	35	2,369
Transportation	198	5,578

Programs

Intergenerational Events	9	
Educational Events	39	
Non Elder Services	220	480

COUNCIL ON AGING		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	223,918	212,929	216,896	220,824	220,824	
51155	SICKLV BUYBACK NAGA	0	2,364	1,931	2,830	2,830	
51161	SICKLV BUYBACK	0	1,319	2,250	1,500	1,500	
	TOTAL PERMANENT	223,918	216,611	221,077	225,154	225,154	-
	PERSONAL SERVICES TOTAL	223,918	216,611	221,077	225,154	225,154	0
52101	OFFICE SUPPLIES	752	752	766	787	787	
52105	COMPUTER SUPPLIES	449	449	457	470	470	
	TOTAL SUPPLIES & MATERIALS	1,201	1,201	1,223	1,257	1,257	0
53101	PRINTING STATIONERY	1,200	1,200	1,222	1,256	1,256	
53110	TELEPHONE TOWN BLDGS	2,206	1,345	1,700	1,700	1,700	
53122	TRAVEL	534	534	544	559	559	
53161	R&M FURNITURE/EQUIPMENT	255	255	260	267	267	
53166	TUITION	980	980	998	1,026	1,026	
	TOTAL CONTRACTUAL SERVICES	5,175	4,314	4,724	4,808	4,808	0
54102	RENTALS AND STORAGE	12	12	12	12	12	
	TOTAL CHARGES & OBLIGATIONS	12	12	12	12	12	0
	EXPENSES TOTAL	6,388	5,527	5,959	6,077	6,077	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
COUNCIL ON AGING TOTAL		230,306	222,139	227,036	231,231	231,231	0

VETERAN'S SERVICES

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	6,691	8,110	8,191	8,191	0
Other Expenses	13,413	14,959	15,397	15,397	0
Equipment	0	0	0	0	0
TOTAL	20,104	23,069	23,588	23,588	0
STAFFING					
Managerial					
Clerical					
Professional/Technical					
TOTAL	0	0	0	0	0

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 75% of the payments made. It is noted that over the past several years the annual requirements and payments to eligible veterans has declined.

VETERANS SERVICES		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	8,083	6,691	8,110	8,191	8,191	
	PERSONAL SERVICES TOTAL	8,083	6,691	8,110	8,191	8,191	0
52101	OFFICE SUPPLIES	60	0	60	0	0	
52106	BOOKS AND PERIODICALS	44	0	44	0	0	
52112	FLAGS	2,500	1,964	2,500	2,500	2,500	
52136	AGRICULTURE AND HORTICULTURE	1,930	1,379	1,930	1,930	1,930	
52180	FOOD & GROCERIES	0	337	0			
	TOTAL SUPPLIES & MATERIALS	4,534	3,679	4,534	4,430	4,430	0
53122	TRAVEL	0	200	0	200	200	
	TOTAL CONTRACTUAL SERVICES	0	200	0	200	200	0
54101	DUES AND MEMBERSHIPS	75	0	75	75	75	
54112	DIRECT CASH GRANTS	7,500	7,715	7,500	7,842	7,842	
54115	MEDICAL, SURGICAL	250	100	250	250	250	
54122	FOOD & CLOTHING ASSIST	300	0	300	300	300	
54126	CURRENT CHARGES	2,300	1,719	2,300	2,300	2,300	
	TOTAL CHARGES & OBLIGATIONS	10,425	9,534	10,425	10,767	10,767	0
	EXPENSES TOTAL	14,959	13,413	14,959	15,397	15,397	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	VETERANS TOTAL	23,042	20,104	23,069	23,588	23,588	0

PUBLIC SAFETY

POLICE DEPARTMENT

FIRE DEPARTMENT

SEALER OF WEIGHTS AND MEASURES

POLICE DEPARTMENT

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	3,679,988	3,799,653	3,916,656	3,916,656	0
Other Expenses	155,961	152,600	158,600	158,600	0
Equipment	62,799	62,800	62,800	62,800	0
TOTAL	3,898,748	4,015,053	4,138,056	4,138,056	0
STAFFING					
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	25.5	25.5	25.5	25.5	
Public Works	0.5	0.5	0.5	0.5	
Crossing Guards (part time)	24	24	24	25	
TOTAL	68	68	68	69	0

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.

Budget Statement

The budget reflects an adequate level of funding to support the Administration, Patrol Division, Investigative Division, the School Resource Officer program and civilian dispatch staffing. It also addresses the repetitive upgrading and replacement of vehicles, equipment, technology and associated maintenance. It also addresses the need for increased Parking Enforcement capabilities.

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.

FY2013 Objectives

1. Due to on-going retirements; hiring, promoting and developing personnel at all levels in the department will continue through FY2013.
2. Through a capital request, complete the renovation of the Public Safety Building by seeking funding to upgrade the Police Department's indoor Firearms Training facilities.
3. Through technology, software and training, continue to develop a more accountable, efficient and responsive investigative service to the department and the community.

Prior Year's Accomplishments

1. FY2012 objective to supplement needed civilian dispatch coverage through a State Grant is completed and will continue in FY2013 through a State Grant.
2. FY2012 objective to upgrade the Public Safety telephone system will be completed in FY2012.
3. The department has moved forward with its network capabilities and training in the use of technology to ferret and resolve internet fraud, threats and other crimes.

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 \$10,637 and the **State 911 Support and Incentive Grant** which is reimbursable up to \$46,616.

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

	FY2009	FY2010	FY2011		FY2009	FY2010	FY2011
Homicide	0	4	0	Vehicle Theft	7	6	7
Rape	0	3	0	D.W.I.	13	21	14
Robbery	3	0	2	Arrest	89	88	68
Breaking and Entry	64	69	36	Summons	176	170	87
Larceny	210	280	171	Parking Violations	5,614	5,495	7,438
Assault	21	29	15	Vehicle Citations	2,191	2,210	1,642
Vandalism	209	120	91	Domestic Disturbance	100	107	80
Disturbance	378	377	399	Restraining Orders	68	78	70
				Total Calls for Service	11,306	11,101	11,298

POLICE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	3,016,745	2,803,019	3,141,367	3,138,930	3,138,930	0
51145	HOLIDAY	106,953	100,979	111,897	113,406	113,406	0
51155	SICKLV BUYBACK WOCA	4,015	2,727	3,811	5,026	5,026	0
51157	SICKLV BUYBACK - SUPER OFFIC	68,306	43,602	67,404	64,598	64,598	0
51158	SICKLV BUYBACK - POLICE OFFI	69,901	56,929	70,968	89,835	89,835	0
51161	SICK LEAVE BUYBACK - NON UNION	1,500	1,500	1,500	1,500	1,500	0
	TOTAL PERMANENT	3,267,420	3,008,757	3,396,947	3,413,295	3,413,295	0
51251	TEMPORARY	119,825	141,024	127,995	155,307	155,307	0
	TOTAL TEMPORARY	119,825	141,024	127,995	155,307	155,307	0
51359	OVERTIME	311,638	519,460	247,602	320,945	320,945	0
53163	SICK LEAVE COVERAGE	13,564	2,545	13,751	13,751	13,751	0
53164	COURT TIME	13,120	8,201	13,358	13,358	13,358	0
	TOTAL OVERTIME	338,322	530,206	274,711	348,054	348,054	0
	PERSONAL SERVICES TOTAL	3,725,567	3,679,988	3,799,653	3,916,656	3,916,656	0
52101	OFFICE SUPPLIES	8,500	8,292	8,500	8,500	8,500	0
52103	PRINTING AND REPRODUC SUPPLIES	400	0	400	400	400	0
52106	BOOKS AND PERIODICALS	250	0	250	250	250	0
52115	HOUSEHOLD SUPPLIES	1,600	2,093	1,600	1,600	1,600	0
52117	FIRE ALARM SUPPLIES	700	404	700	700	700	0
52123	HARDWARE	100	0	100	100	100	0
52125	PAINTING SUPPLIES	200	0	200	200	200	0
52138	SUPPLIES , AUTOMOTIVE	6,700	7,573	6,700	6,700	6,700	0
52142	TIRES, TUBES & CHAINS	4,950	6,982	4,950	4,850	4,850	0
52143	SMALL TOOLS & IMPLMT	100	390	100	100	100	0
52180	FOOD & GROCERIES	1,600	820	1,600	1,600	1,600	0
52181	PUBLIC SAFETY SUPPLY	13,000	7,171	13,000	12,500	12,500	0
52184	CLOTHING & UNIFORM	23,700	17,338	24,700	24,600	24,600	0
52186	SUPPLIES & MATERIALS	2,950	1,326	2,950	2,950	2,950	0
52217	AUXILIARY UNIFORMS/EQUIPMENT	3,000	2,939	3,000	3,700	3,700	0
	TOTAL SUPPLIES & MATERIALS	67,750	55,327	68,750	68,750	68,750	0

POLICE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
53101	PRINTING & STATIONERY	2,900	3,721	2,900	2,900	2,900	0
53107	POSTAGE	900	555	900	900	900	0
53110	TELEPHONE TOWN BLDGS	22,450	25,367	23,450	23,450	23,450	0
53115	ADVERTISING	150	138	150	150	150	0
53118	PROF SERVICES	3,000	3,366	3,000	3,000	3,000	0
53122	TRAVEL	2,200	211	2,200	2,200	2,200	0
53127	R&M AUTOMOTIVE	12,100	18,883	6,100	12,100	12,100	0
53128	COM R&M TOOLS & EQUIPMENT	24,400	20,978	24,400	24,400	24,400	0
53138	R&M BLDG & STRUCT	50	0	50	50	50	0
53143	AMBROSE/R&M BLDG & STRUC	3,500	4,222	3,500	3,500	3,500	0
53167	TUITION	7,650	14,879	7,650	7,650	7,650	0
	TOTAL CONTRACTUAL SERVICES	79,300	92,320	74,300	80,300	80,300	0
54101	DUES AND MEMBERSHIPS	750	397	750	750	750	0
54115	MEDICAL, SURGICAL	1,000	642	1,000	1,000	1,000	0
54117	PAYMENTS TO MUNICIPALITIES	7,800	7,275	7,800	7,800	7,800	0
	TOTAL CHARGES & OBLIGATIONS	9,550	8,314	9,550	9,550	9,550	0
	EXPENSES TOTAL	156,600	155,961	152,600	158,600	158,600	0
55109	PUBLIC SAFETY	62,800	62,799	62,800	62,800	62,800	0
	EQUIPMENT TOTAL	62,800	62,799	62,800	62,800	62,800	0
	POLICE TOTALS	3,944,967	3,898,748	4,015,053	4,138,056	4,138,056	0

POLICE ADMINISTRATION		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	290,199	205,376	299,744	301,472	301,472	
51145	HOLIDAY	8,961	5,508	10,366	11,564	11,564	
51155	SICKLV BUYBACK WOCA	4,015	2,727	3,811	5,026	5,026	
51157	SICKLV BUYBACK - SUPER OFFIC	4,796	0	5,207	5,191	5,191	
51158	SICKLV BUYBACK - POLICE OFFI						
51161	SICK LEAVE BUYBACK - NON UNION	750	750	750	750	750	
	TOTAL PERMANENT	308,721	214,361	319,878	324,003	324,003	0
51359	OVERTIME	15,000	13,462	15,000	15,000	15,000	
51360	OT-SECTY						
53163	SICK LEAVE COVERAGE						
	TOTAL OVERTIME	15,000	13,462	15,000	15,000	15,000	0
	PERSONAL SERVICES TOTAL	323,721	227,823	334,878	339,003	339,003	0
52101	OFFICE SUPPLIES	4,000	4,616	4,000	4,000	4,000	
52106	BOOKS AND PERIODICALS	250	0	250	250	250	
52142	TIRES, TUBES & CHAINS	250	0	250	150	150	
52180	FOOD & GROCERIES	500	580	500	500	500	
52181	PUBLIC SAFETY SUPPLY	1,000	210	1,000	500	500	
52184	CLOTHING & UNIFORM	850	397	850	750	750	
52217	AUXILIARY UNIFORMS/EQUIPMENT	3,000	2,939	3,000	3,700	3,700	
	TOTAL SUPPLIES & MATERIALS	9,850	8,741	9,850	9,850	9,850	0
53101	PRINTING & STATIONERY	500	602	500	500	500	
53107	POSTAGE	600	555	600	600	600	
53115	ADVERTISING	150	138	150	150	150	
53118	PROF SERVICES	3,000	3,366	3,000	3,000	3,000	
53122	TRAVEL	400	35	400	400	400	
53167	TUITION	250	150	250	250	250	
	TOTAL CONTRACTUAL SERVICES	4,900	4,845	4,900	4,900	4,900	0
54101	DUES AND MEMBERSHIPS	500	305	500	500	500	
54102	RENTALS AND STORAGE	0	0				
	TOTAL CHARGES & OBLIGATIONS	500	305	500	500	500	0
	EXPENSES TOTAL	15,250	13,892	15,250	15,250	15,250	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	POLICE ADMINISTRATION TOTAL	338,971	241,715	350,128	354,253	354,253	0

POLICE PATROL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	2,133,924	2,055,686	2,234,957	2,240,412	2,240,412	
51145	HOLIDAY	88,383	86,291	91,703	91,880	91,880	
51157	SICKLV BUYBACK - SUPER OFFIC	61,260	43,602	62,197	59,407	59,407	
51158	SICKLV BUYBACK - POLICE OFFI	39,935	30,745	40,807	58,864	58,864	
	TOTAL PERMANENT	2,323,502	2,216,324	2,429,664	2,450,563	2,450,563	0
51359	OVERTIME	208,514	389,390	152,684	218,525	218,525	
53163	SICK LEAVE COVERAGE	6,844	729	6,981	6,981	6,981	
51364	COURT TIME	11,920	7,222	12,158	12,158	12,158	
	TOTAL OVERTIME	227,278	397,341	171,823	237,664	237,664	0
	PERSONAL SERVICES TOTAL	2,550,780	2,613,666	2,601,487	2,688,227	2,688,227	0
52142	TIRES, TUBES & CHAINS	4,000	6,338	4,000	4,000	4,000	
52180	FOOD & GROCERIES	1,100	240	1,100	1,100	1,100	
52181	PUBLIC SAFETY SUPPLY	11,500	6,022	11,500	11,500	11,500	
52184	CLOTHING & UNIFORM	20,000	15,319	21,000	21,000	21,000	
52186	SUPPLIES & MATERIALS	200	0	200	200	200	
	TOTAL SUPPLIES & MATERIALS	36,800	27,919	37,800	37,800	37,800	0
53101	PRINTING & STATIONERY	2,400	3,118	2,400	2,400	2,400	
53122	TRAVEL	800	176	800	800	800	
53128	COM R&M TOOLS&EQUIPMENT	15,000	15,080	15,000	15,000	15,000	
53167	TUITION	6,650	14,420	6,650	6,650	6,650	
	TOTAL CONTRACTUAL SERVICES	24,850	32,794	24,850	24,850	24,850	0
54115	MEDICAL, SURGICAL	1,000	642	1,000	1,000	1,000	
	TOTAL CHARGES & OBLIGATIONS	1,000	642	1,000	1,000	1,000	0
	EXPENSES TOTAL	62,650	61,355	63,650	63,650	63,650	0
55109	PUBLIC SAFETY	62,800	62,799	62,800	62,800	62,800	
	EQUIPMENT TOTAL	62,800	62,799	62,800	62,800	62,800	0
	POLICE PATROL TOTAL	2,676,230	2,737,819	2,727,937	2,814,677	2,814,677	0

POLICE INVESTIGATION		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	207,549	187,175	212,812	212,415	212,415	
51145	HOLIDAY	8,609	7,387	8,828	8,962	8,962	
51158	SICKLV BUYBACK - POLICE OFFI	27,716	24,434	27,911	28,721	28,721	
	TOTAL PERMANENT	243,874	218,997	249,551	250,098	250,098	0
51359	OVERTIME	16,300	11,520	17,000	17,000	17,000	
51364	COURT TIME	1,200	979	1,200	1,200	1,200	
	TOTAL OVERTIME	17,500	12,499	18,200	18,200	18,200	0
	PERSONAL SERVICES TOTAL	261,374	231,496	267,751	268,298	268,298	0
52103	PRINTING AND REPRODUC SUPPLI	400	0	400	400	400	
52142	TIRES, TUBES & CHAINS	600	644	600	600	600	
52181	PUBLIC SAFETY SUPPLY	500	940	500	500	500	
52184	CLOTHING & UNIFORM	1,500	130	1,500	1,500	1,500	
52186	SUPPLIES & MATERIALS	2,500	1,036	2,500	2,500	2,500	
	TOTAL SUPPLIES & MATERIALS	5,500	2,749	5,500	5,500	5,500	0
53122	TRAVEL	1,000	0	1,000	1,000	1,000	
53167	TUITION	750	309	750	750	750	
	TOTAL CONTRACTUAL SERVICES	1,750	309	1,750	1,750	1,750	0
54101	DUES AND MEMBERSHIPS	250	92	250	250	250	
	TOTAL CHARGES & OBLIGATIONS	250	92	250	250	250	0
	EXPENSES TOTAL	7,500	3,150	7,500	7,500	7,500	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	POLICE INVESTIGATION TOTAL	268,874	234,646	275,251	275,798	275,798	0

POLICE COMMUNICATION		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	216,094	200,982	221,061	213,969	213,969	
51145	HOLIDAY	1,000	1,793	1,000	1,000	1,000	
51158	SICKLV BUYBACK - POLICE OFFI	2,250	0	0			
51161	SICKLV BUYBACK - NON UNION	2,250	1,750	2,250	2,250	2,250	
	TOTAL PERMANENT	221,594	204,525	224,311	217,219	217,219	0
51251	TEMPORARY	56,572	30,374	57,491	56,807	56,807	
	TOTAL TEMPORARY	56,572	30,374	57,491	56,807	56,807	0
51359	OVERTIME	56,569	81,924	47,578	55,260	55,260	
53163	SICK LEAVE COVERAGE	6,720	1,816	6,770	6,770	6,770	
	TOTAL OVERTIME	63,289	83,740	54,348	62,030	62,030	0
	PERSONAL SERVICES TOTAL	341,455	318,639	336,150	336,056	336,056	0
52184	CLOTHING & UNIFORM	500	554	500	500	500	
	TOTAL SUPPLIES & MATERIALS	500	554	500	500	500	0
53110	TELEPHONE TOWN BLDGS	22,000	24,912	23,000	23,000	23,000	
53128	COM R&M TOOLS & EQUIPMENT	9,400	5,899	9,400	9,400	9,400	
	TOTAL CONTRACTUAL SERVICES	31,400	30,811	32,400	32,400	32,400	0
54117	PAYMETS TO MUNICIPALITIES	7,800	7,275	7,800	7,800	7,800	
	TOTAL CHARGES & OBLIGATIONS	7,800	7,275	7,800	7,800	7,800	0
	EXPENSES TOTAL	39,700	38,640	40,700	40,700	40,700	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	POLICE COMMUNICATION TOTAL	381,155	357,280	376,850	376,756	376,756	0

POLICE MAINTENANCE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	22,433	20,795	22,601	20,961	20,961	
51158	SICKLV BUYBACK - POLICE OFFI	0	0	0			
	TOTAL PERMANENT	22,433	20,795	22,601	20,961	20,961	0
51359	OVERTIME	2,640	9,863	2,640	2,460	2,460	
	TOTAL OVERTIME	2,640	9,863	2,640	2,460	2,460	0
	PERSONAL SERVICES TOTAL	25,073	30,658	25,241	23,421	23,421	0
52101	OFFICE SUPPLIES	4,500	3,676	4,500	4,500	4,500	
52115	HOUSEHOLD SUPPLIES	1,500	2,093	1,500	1,500	1,500	
52123	HARDWARE	700	404	700	700	700	
52125	PAINTING SUPPLIES	200	0	200	200	200	
52138	SUPPLIES, AUTOMOBILE	6,500	7,385	6,500	6,500	6,500	
52143	SMALL TOOLS & IMPLMT	100	390	100	100	100	
	TOTAL SUPPLIES & MATERIALS	13,500	13,948	13,500	13,500	13,500	0
53127	R&M AUTOMOTIVE	12,000	18,724	6,000	12,000	12,000	
53143	AMBROSE/R&M BLDG & STRUC	3,500	4,222	3,500	3,500	3,500	
	TOTAL CONTRACTUAL SERVICES	15,500	22,947	9,500	15,500	15,500	0
	EXPENSES TOTAL	29,000	36,895	23,000	29,000	29,000	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	POLICE MAINTENANCE TOTAL	54,073	67,553	48,241	52,421	52,421	0

SCHOOL TRAFFIC		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	115,724	101,729	118,862	118,196	118,196	
	TOTAL PERMANENT	115,724	101,729	118,862	118,196	118,196	0
51251	TEMPORARY	63,253	110,650	70,504	98,500	98,500	
	TOTAL TEMPORARY	63,253	110,650	70,504	98,500	98,500	0
51359	OVERTIME	1,500	2,237	1,500	1,500	1,500	
	TOTAL OVERTIME	1,500	2,237	1,500	1,500	1,500	0
	PERSONAL SERVICES TOTAL	180,477	214,616	190,866	218,196	218,196	0
52184	CLOTHING & UNIFORMS	500	627	500	500	500	
	TOTAL SUPPLIES & MATERIALS	500	627	500	500	500	0
	EXPENSES TOTAL	500	627	500	500	500	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	SCHOOL TRAFFIC TOTAL	180,977	215,244	191,366	218,696	218,696	0

DOG CONTROL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	30,822	31,276	31,330	31,505	31,505	
51161	SICK LEAVE BUYBACK NON UNION	750	750	750	750	750	
	TOTAL PERMANENT	31,572	32,026	32,080	32,255	32,255	0
51359	OVERTIME	11,115	11,064	11,200	11,200	11,200	
	TOTAL OVERTIME	11,115	11,064	11,200	11,200	11,200	0
	PERSONAL SERVICES TOTAL	42,687	43,090	43,280	43,455	43,455	0
52115	HOUSEHOLD SUPPLIES	100	0	100	100	100	
52123	HARDWARE	100	0	100	100	100	
52138	SUPPLIES, AUTOMOBILE	200	188	200	200	200	
52142	TIRES, TUBES & CHAINS	100	0	100	100	100	
52184	CLOTHING & UNIFORMS	350	310	350	350	350	
52186	SUPPLIES & MATERIALS	250	290	250	250	250	
	TOTAL SUPPLIES & MATERIALS	1,100	788	1,100	1,100	1,100	0
53107	POSTAGE	300	0	300	300	300	
53110	TELEPHONE TOWN BLDGS	450	455	450	450	450	
53127	R&M AUTOMOTIVE	100	159	100	100	100	
53138	R&M BLDG & STRUCT	50	0	50	50	50	
	TOTAL CONTRACTUAL SERVICES	900	614	900	900	900	0
	EXPENSES TOTAL	2,000	1,402	2,000	2,000	2,000	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	DOG CONTROL TOTAL	44,687	44,492	45,280	45,455	45,455	0

FIRE DEPARTMENT

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	4,084,078	3,755,770	3,821,072	3,821,072	0
Other Expenses	168,769	206,540	208,540	208,540	0
Equipment	15,200	12,500	55,000	55,000	0
TOTAL	4,268,046	3,974,810	4,084,612	4,084,612	0
STAFFING					
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	0

Program Description

The Fire Department operates two stations: Central Station at 32 Mount Vernon Street and the West Side Station at 45 Lockeland Road. Two 2 fire engines, one aerial ladder truck and one ambulance are staffed with a minimum of 9 firefighters on each of 4 duty shifts; a staffing level well below any professional standard. 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.

Mission Statement

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

Ranking of Services:

1. Fire Suppression and Rescue
2. Emergency Medical Services
 - Ambulance Response
3. Fire Prevention Program
 - Construction Engineering

- Code Enforcement
- Public Education
- 4. Hazardous Materials Incident Response Mitigation
- 5. Operational Support Services
 - Emergency Management
 - Mechanical Maintenance
 - Communication Services
 - Revenue Enhancement

FY2013 Objectives

1. Seek funding for additional firefighters through a Federal grant program.
2. Review and update Winchester’s Comprehensive Emergency Management Plan.
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 firefighter safety with modernized turnout gear acquisitions.

Prior Year’s Accomplishments

1. Implemented ambulance patient reporting system to comply with new state mandates
2. Enhanced use of community-wide emergency notification system known as *Winchester Aware*.
3. Implemented Firefighter Accountability System to improve safety of firefighters working in dangerous atmospheres and environments.
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. Expanded Incident Management System training and awareness levels to meet federal compliance requirements.

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.

Federal Firefighters Assistance Grant \$ 44,800 Decontamination Equipment

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

Metrofire Radio Grant \$16,000 Regional Radio System Equip.

Metrofire is the mutual aid coordinating entity that provides funding and equipment periodically through state and federal grant pass-through.

SAFE Grant* \$ 5,415 Educational Materials

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

Public Health Grant* \$ 2,000 Ambulance Task Force

Massachusetts DPH annually reimburses the town for performance and participation in the Statewide Ambulance Task Force.

Public Health Grant* \$ 3,500 Decontamination Unit

Massachusetts DPH annually reimburses the town for training, performance, and participation with a mobile Mass Decontamination Unit.

** Indicates reasonable likelihood of future funding*

Statistics

	2008	2009	2010	2011
Still Alarms*	1,560	1,724	1,717	1,866
Medical Emergencies	1,275	1,325	1,264	1,268
Box Alarms**	510	446	470	414
Mutual Aid – Fire	41	36	32	24
Inspection Certificates	608	620	622	631
Inspections	1,174	1,151	1,091	1,114

FIRE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	3,516,026	3,419,580	3,113,896	3,137,398	3,137,398	0
51145	HOLIDAY	147,447	142,860	160,120	166,131	166,131	0
51155	SICKLV BUYBACK WOCA	2,963	2,901	3,001	3,080	3,080	0
51157	SICKLV BUYBACK - SUPER OFFIC	121,110	80,302	122,563	140,089	140,089	0
51159	SICKLV BUYBACK - FIREFIGHTER	5,771	5,750	6,236	6,430	6,430	0
51161	SICK LEAVE BUYBACK - NON UNION	750	750	750	750	750	0
51901	CLOTHING ALLOWANCE	19,775	3,400	19,725	19,725	19,725	0
	TOTAL PERMANENT	3,813,842	3,655,543	3,426,291	3,473,603	3,473,603	0
51359	OVERTIME	442,254	428,534	283,338	300,608	300,608	0
53163	SICK LEAVE COVERAGE	42,000	0	46,141	46,861	46,861	0
	TOTAL OVERTIME	484,254	428,534	329,479	347,469	347,469	0
	PERSONAL SERVICES TOTAL	4,298,096	4,084,078	3,755,770	3,821,072	3,821,072	0
52101	OFFICE SUPPLIES	11,500	11,455	8,500	8,500	8,500	0
52103	PRINTING AND REPRODUC SUPPLIES	400	350	400	400	400	0
52105	COMPUTER SUPPLIES	1,000	827	1,000	1,000	1,000	0
52106	BOOKS AND PERIODICALS	1,000	607	1,000	1,000	1,000	0
52113	CLEANING SUPPLIES	1,000	1,000	2,000	2,000	2,000	0
52115	HOUSEHOLD SUPPLIES	1,200	946	1,200	1,200	1,200	0
52116	ELECTRICAL SUPPLIES	740	735	740	740	740	0
52117	FIRE ALARM SUPPLIES	11,000	5,876	11,000	11,000	11,000	0
52123	HARDWARE	300	123	300	300	300	0
52125	PAINTING SUPPLIES	600	492	600	600	600	0
52127	PLUMBING, HEATING & VENTILAT	200	162	200	200	200	0
52138	SUPPLIES , AUTOMOTIVE	19,100	19,346	18,900	18,900	18,900	0
52142	TIRES, TUBES & CHAINS	3,600	2,998	3,600	3,600	3,600	0
52143	SMALL TOOLS & IMPLMT	1,600	1,290	1,600	1,600	1,600	0
52179	MEDICAL & DENTAL	22,000	22,036	22,000	24,000	24,000	0
52181	PUBLIC SAFETY SUPPLY	10,000	7,179	8,000	8,000	8,000	0
52184	CLOTHING & UNIFORM	13,900	13,260	13,900	13,900	13,900	0
52186	SUPPLIES & MATERIALS	1,200	951	1,400	1,400	1,400	0
52217	AUXILIARY UNIFORMS/EQUIPMENT	400	381	0	0	0	0
	TOTAL SUPPLIES & MATERIALS	100,740	90,012	96,340	98,340	98,340	0

FIRE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
53101	PRINTING & STATIONERY	1,350	1,278	1,350	1,350	1,350	0
53107	POSTAGE	300	300	300	300	300	0
53110	TELEPHONE TOWN BLDGS	15,000	13,005	15,000	15,000	15,000	0
53115	ADVERTISING	200	0	200	200	200	0
53118	PROF SERVICES	10,000	9,468	10,000	10,000	10,000	0
53122	TRAVEL	2,000	1,095	2,000	2,000	2,000	0
53124	CLEAN & SANITARY	1,000	959	1,000	1,000	1,000	0
53127	R&M AUTOMOTIVE	7,750	7,747	6,750	6,750	6,750	0
53128	COM R&M TOOLS & EQUIPMENT	3,500	3,454	3,500	3,500	3,500	0
53138	R&M BLDG & STRUCT	4,000	2,651	3,000	3,000	3,000	0
53160	R&M ALARM	750	526	750	750	750	0
53166	TUITION	34,000	13,492	34,000	34,000	34,000	0
53170	AV RENTAL	0	0	0	0	0	0
53172	CONTRACTUAL SERVICES	27,200	21,623	27,200	27,200	27,200	0
53303	LICENSE REIMBURSEMENT	2,000	1,231	2,000	2,000	2,000	0
	TOTAL CONTRACTUAL SERVICES	109,050	76,828	107,050	107,050	107,050	0
54101	DUES AND MEMBERSHIPS	1,650	1,139	1,650	1,650	1,650	0
54102	RENTALS AND STORAGE	500	209	500	500	500	0
54115	MEDICAL, SURGICAL	1,000	581	1,000	1,000	1,000	0
	TOTAL CHARGES & OBLIGATIONS	3,150	1,929	3,150	3,150	3,150	0
	EXPENSES TOTAL	212,940	168,769	206,540	208,540	208,540	0
55101	FURNITURE AND FIXTURES	500	0	500	500	500	0
55103	OFFICE EQUIPMENT	500	0	500	500	500	0
55109	PUBLIC SAFETY	13,000	12,700	9,000	49,000	49,000	0
55112	EQUIPMENT, NOT OTHERWISE CLA	2,500	2,500	2,500	5,000	5,000	0
	EQUIPMENT TOTAL	16,500	15,200	12,500	55,000	55,000	0
	FIRE TOTALS	4,527,536	4,268,046	3,974,810	4,084,612	4,084,612	0

FIRE ADMINISTRATION		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	176,600	173,738	181,097	182,703	182,703	
51145	HOLIDAY	5,037	5,034	5,080	5,207	5,207	
51155	SICKLV BUYBACK WOCA	2,963	2,901	3,001	3,080	3,080	
51161	SICKLV BUYBACK - NON UNION	750	750	750	750	750	
51901	CLOTHING ALLOWANCE	600	0	600	600	600	
	TOTAL PERMANENT	185,950	182,423	190,528	192,340	192,340	0
51359	OVERTIME	3,000	2,979	3,000	3,000	3,000	
	TOTAL OVERTIME	3,000	2,979	3,000	3,000	3,000	0
	PERSONAL SERVICES TOTAL	188,950	185,402	193,528	195,340	195,340	0
52101	OFFICE SUPPLIES	250	242	250	250	250	
52103	PRINTING AND REPRODUC SUPPLIES	400	350	400	400	400	
52105	COMPUTER SUPPLIES	1,000	827	1,000	1,000	1,000	
52138	SUPPLIES, AUTOMOTIVE	200	0	0	0	0	
52186	SUPPLIES & MATERIALS	0		200	200	200	
52217	AUXILIARY UNIFORMS/EQUIPMENT	400	381	0	0	0	
	TOTAL SUPPLIES & MATERIALS	2,250	1,799	1,850	1,850	1,850	0
53101	PRINTING & STATIONERY	300	250	300	300	300	
53107	POSTAGE	200	200	200	200	200	
53115	ADVERTISING	200	0	200	200	200	
53122	TRAVEL	400	120	400	400	400	
53128	COM R&M TOOLS & EQUIPMENT	800	775	800	800	800	
	TOTAL CONTRACTUAL SERVICES	1,900	1,345	1,900	1,900	1,900	0
54101	DUES AND MEMBERSHIPS	1,050	659	1,050	1,050	1,050	
54115	MEDICAL, SURGICAL	1,000	581	1,000	1,000	1,000	
	TOTAL CHARGES & OBLIGATIONS	2,050	1,240	2,050	2,050	2,050	0
	EXPENSES TOTAL	6,200	4,384	5,800	5,800	5,800	0
55101	FURNITURE AND FIXTURES	500	0	500	500	500	
55103	OFFICE EQUIPMENT	500	0	500	500	500	
	EQUIPMENT TOTAL	1,000	0	1,000	1,000	1,000	0
	FIRE ADMINISTRATION TOTAL	196,150	189,785	200,328	202,140	202,140	0

FIRE FIGHTERS		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	3,219,188	3,124,415	2,824,720	2,845,056	2,845,056	
51145	HOLIDAY	138,021	133,430	150,467	156,208	156,208	
51159	SICKLV BUYBACK - FIREFIGHTER	121,110	80,302	122,563	140,089	140,089	
51901	CLOTHING ALLOWANCE	19,175	3,400	19,125	19,125	19,125	
	TOTAL PERMANENT	3,497,494	3,341,546	3,116,875	3,160,478	3,160,478	0
51359	OVERTIME	395,802	390,086	247,862	261,884	261,884	
51363	SICK LEAVE COVERAGE	42,000	0	46,141	46,861	46,861	
	TOTAL OVERTIME	437,802	390,086	294,003	308,745	308,745	0
	PERSONAL SERVICES TOTAL	3,935,296	3,731,632	3,410,878	3,469,223	3,469,223	0
52179	MEDICAL & DENTAL	11,000	10,999	8,000	8,000	8,000	
52181	PUBLIC SAFETY SUPPLY	8,000	6,346	6,000	6,000	6,000	
52184	CLOTHING & UNIFORM	12,900	12,730	12,900	12,900	12,900	
52186	SUPPLIES & MATERIALS	900	894	900	900	900	
	TOTAL SUPPLIES & MATERIALS	32,800	30,970	27,800	27,800	27,800	0
53101	PRINTING & STATIONERY	300	278	300	300	300	
53122	TRAVEL	1,000	700	1,000	1,000	1,000	
53166	TUITION	6,000	2,002	6,000	6,000	6,000	
53172	CONTRACTUAL SERVICES	4,200	4,138	4,200	4,200	4,200	
53303	LICENSE REIMBURSEMENT	2,000	1,231	2,000	2,000	2,000	
	TOTAL CONTRACTUAL SERVICES	13,500	8,349	13,500	13,500	13,500	0
54102	RENTALS AND STORAGE	500	209	500	500	500	
	TOTAL CHARGES & OBLIGATIONS	500	209	500	500	500	0
	EXPENSES TOTAL	46,800	39,528	41,800	41,800	41,800	0
55109	PUBLIC SAFETY	10,000	10,000	6,000	16,000	16,000	
	EQUIPMENT TOTAL	10,000	10,000	6,000	16,000	16,000	0
	FIRE FIGHTER TOTAL	3,992,096	3,781,160	3,458,678	3,527,023	3,527,023	0

FIRE PREVENTION		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	99,722	100,350	86,460	87,585	87,585	
51145	HOLIDAY	4,389	4,397	4,573	4,716	4,716	
51159	SICKLV BUYBACK - FIRE FIGHTER	5,771	5,750	6,236	6,430	6,430	
	TOTAL PERMANENT	109,882	110,496	97,269	98,731	98,731	0
51359	OVERTIME	4,317	1,759	3,846	3,906	3,906	
	TOTAL OVERTIME	4,317	1,759	3,846	3,906	3,906	0
	PERSONAL SERVICES TOTAL	114,199	112,255	101,115	102,637	102,637	0
52101	OFFICE SUPPLIES	150	150	150	150	150	
52106	BOOKS AND PERIODICALS	1,000	607	1,000	1,000	1,000	
52181	PUBLIC SAFETY SUPPLY	2,000	833	2,000	2,000	2,000	
	TOTAL SUPPLIES & MATERIALS	3,150	1,589	3,150	3,150	3,150	0
53101	PRINTING & STATIONERY	350	350	350	350	350	
53107	POSTAGE	100	100	100	100	100	
53122	TRAVEL	500	275	500	500	500	
	TOTAL CONTRACTUAL SERVICES	950	725	950	950	950	0
54101	DUES AND MEMBERSHIPS	400	340	400	400	400	
	TOTAL CHARGES & OBLIGATIONS	400	340	400	400	400	0
	EXPENSES TOTAL	4,500	2,654	4,500	4,500	4,500	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	FIRE PREVENTION TOTAL	118,699	114,909	105,615	107,137	107,137	0

FIRE COMMUNICATION		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	7,563	6,575	7,824	7,979	7,979	
	TOTAL PERMANENT	7,563	6,575	7,824	7,979	7,979	0
51359	OVERTIME	18,900	13,572	15,578	15,900	15,900	
	TOTAL OVERTIME	18,900	13,572	15,578	15,900	15,900	0
	PERSONAL SERVICES TOTAL	26,463	20,147	23,402	23,879	23,879	0
52101	OFFICE SUPPLIES	100	64	100	100	100	
52117	FIRE ALARM SUPPLIES	11,000	5,876	11,000	11,000	11,000	
52143	SMALL TOOLS & IMPLMT	1,100	852	1,100	1,100	1,100	
	TOTAL SUPPLIES & MATERIALS	12,200	6,792	12,200	12,200	12,200	0
53110	TELEPHONE TOWN BLDGS	15,000	13,005	15,000	15,000	15,000	
53122	TRAVEL	100	0	100	100	100	
53127	R&M AUTOMOTIVE	250	247	250	250	250	
53128	COM R&M TOOLS & EQUIPMENT	1,500	1,493	1,500	1,500	1,500	
53160	R&M ALARM	750	526	750	750	750	
	TOTAL CONTRACTUAL SERVICES	17,600	15,270	17,600	17,600	17,600	0
54101	DUES AND MEMBERSHIPS	200	140	200	200	200	
	TOTAL CHARGES & OBLIGATIONS	200	140	200	200	200	0
	EXPENSES TOTAL	30,000	22,202	30,000	30,000	30,000	0
55112	EQUIPMENT, NOT OTHERWISE CLA	2,500	2,500	2,500	5,000	5,000	
	EQUIPMENT TOTAL	2,500	2,500	2,500	5,000	5,000	0
FIRE COMMUNICATION TOTAL		58,963	44,850	55,902	58,879	58,879	0

FIRE MAINTENANCE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	7,373	8,489	7,632	7,787	7,787	
	TOTAL PERMANENT	7,373	8,489	7,632	7,787	7,787	0
51359	OVERTIME	12,675	12,629	6,240	9,000	9,000	
	TOTAL OVERTIME	12,675	12,629	6,240	9,000	9,000	0
	PERSONAL SERVICES TOTAL	20,048	21,118	13,872	16,787	16,787	0
52113	CLEANING SUPPLIES	1,000	1,000	2,000	2,000	2,000	
52115	HOUSEHOLD SUPPLIES	1,200	946	1,200	1,200	1,200	
52116	ELECTRICAL SUPPLIES	740	735	740	740	740	
52123	HARDWARE	300	123	300	300	300	
52125	PAINTING SUPPLIES	600	492	600	600	600	
52127	PLUMBING, HEATING & VENTILAT	200	162	200	200	200	
52138	SUPPLIES, AUTOMOBILE	16,600	16,607	16,600	16,600	16,600	
52142	TIRES, TUBES & CHAINS	3,000	2,998	3,000	3,000	3,000	
52143	SMALL TOOLS & IMPLMT	300	239	300	300	300	
52186	SUPPLIES & MATERIALS	300	57	300	300	300	
	TOTAL SUPPLIES & MATERIALS	24,240	23,357	25,240	25,240	25,240	0
53124	CLEAN & SANITARY	1,000	959	1,000	1,000	1,000	
53127	R&M AUTOMOTIVE	7,500	7,500	6,500	6,500	6,500	
53128	COM R&M TOOLS & EQUIPMENT	1,200	1,185	1,200	1,200	1,200	
53138	R&M BLDG & STRUCTURE	4,000	2,651	3,000	3,000	3,000	
53172	CONTRACTUAL SERVICE	11,000	8,974	11,000	11,000	11,000	
	TOTAL CONTRACTUAL SERVICES	24,700	21,269	22,700	22,700	22,700	0
	EXPENSES TOTAL	48,940	44,626	47,940	47,940	47,940	0
55109	PUBLIC SAFETY	3,000	2,700	3,000	3,000	3,000	
	EQUIPMENT TOTAL	3,000	2,700	3,000	3,000	3,000	0
	FIRE MAINTENANCE TOTAL	71,988	68,444	64,812	67,727	67,727	0

FIRE AMBULANCE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	5,580	6,014	6,163	6,288	6,288	
	TOTAL PERMANENT	5,580	6,014	6,163	6,288	6,288	0
51359	OVERTIME	7,560	7,510	6,812	6,918	6,918	
	TOTAL OVERTIME	7,560	7,510	6,812	6,918	6,918	0
	PERSONAL SERVICES TOTAL	13,140	13,524	12,975	13,206	13,206	0
52138	SUPPLIES, AUTOMOBILE	2,300	2,740	2,300	2,300	2,300	
52142	TIRES, TUBES & CHAINS	600	0	600	600	600	
52143	SMALL TOOLS & IMPLMT	200	199	200	200	200	
52179	MEDICAL & DENTAL	22,000	22,036	22,000	24,000	24,000	
52184	CLOTHING & UNIFORM	1,000	530	1,000	1,000	1,000	
	TOTAL SUPPLIES & MATERIALS	26,100	25,505	26,100	28,100	28,100	0
53101	PRINTING & STATIONERY	400	400	400	400	400	
53118	PROFESSIONAL SERVICES	10,000	9,468	10,000	10,000	10,000	
53166	TUITION	28,000	11,491	28,000	28,000	28,000	
53172	CONTRACTUAL SERVICE	12,000	8,511	12,000	12,000	12,000	
	TOTAL CONTRACUTAL SERVICES	50,400	29,870	50,400	50,400	50,400	0
	EXPENSES TOTAL	76,500	55,374	76,500	78,500	78,500	0
55109	PUBLIC SAFETY	0	0	0	30,000	30,000	0
	EQUIPMENT TOTAL	0	0	0	30,000	30,000	0
	FIRE AMBULANCE TOTAL	89,640	68,898	89,475	121,706	121,706	0

SEALER OF WEIGHTS & MEASURES

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	6,651	6,663	6,663	6,663	0
Other Expenses	1,661	1,920	1,920	1,920	0
Equipment	0	0	0	0	0
TOTAL	8,311	8,583	8,583	8,583	0
STAFFING					
Managerial					
Clerical					
Professional/Technical					
TOTAL	0	0	0	0	0

Program Description

The purpose of this department is to certify and approve all 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.

FY2013 Objectives

1. Continue to attend required state and local training seminars to remain certified as a sealer.
2. Obtain state assistance in price checking & scanner accuracy.
3. Continue to perform re-weights on grocery store products.
4. Continue to do sport inspections of all weights devices.

Prior Year's Accomplishments

1. Collected \$1,908 in fees.
2. Purchased new Seraphine 5 galls gas test measure.

3. Continue to save money for both merchants and consumers due to my meter adjustments.

Statistics

	FY09	FY10	FY11
Sealed Devices	143	144	139
Consumer Savings	\$10,327	\$8,836	\$1,384
Merchant Savings	\$717	\$7,645	\$5,536

SEALER OF WEIGHTS & MEASURES		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	6,651	6,651	6,663	6,663	6,663	
	TOTAL PERMANENT	6,651	6,651	6,663	6,663	6,663	0
	PERSONAL SERVICES TOTAL	6,651	6,651	6,663	6,663	6,663	0
52101	OFFICE SUPPLIES	170	0	170	170	170	
52143	SMALL TOOLS & IMPLMT	1,000	988	1,000	1,000	1,000	
	TOTAL SUPPLIES & MATERIALS	1,170	988	1,170	1,170	1,170	0
53117	AUTO ALLOWANCE	150	150	150	150	150	
53166	TUITION	350	343	350	350	350	
	TOTAL CONTRACTUAL SERVICES	500	493	500	500	500	0
54101	DUES AND MEMBERSHIPS	250	180	250	250	250	
	TOTAL CHARGES & OBLIGATIONS	250	180	250	250	250	0
	EXPENSES TOTAL	1,920	1,661	1,920	1,920	1,920	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
SEALER OF WEIGHTS & MEASURES TOTAL		8,571	8,311	8,583	8,583	8,583	0

PUBLIC WORKS

ADMINISTRATION

MAINTENANCE

BUILDINGS

GARAGE

TRANSFER STATION

CEMETERY

SNOW & ICE

PUBLIC WORKS

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	3,269,609	3,378,331	3,393,749	3,393,749	0
Other Expenses	1,906,149	2,045,226	2,065,226	2,065,226	0
Equipment	9,560	19,500	19,500	19,500	0
TOTAL	5,185,318	5,443,057	5,478,475	5,478,475	0
STAFFING					
Managerial	4	4	4	4	
Clerical	2.4	2.4	2.4	2.4	
Public Works	24	22	22	22	
Professional/Technical	7	8	8	8	
Custodians - School	24	25	25	25	
Custodians - Public Works	1	1	1	1	
TOTAL	62.4	62.4	62.4	62.4	0

Program Description

The Public Works Department is responsible for the maintenance and repairs of the Town’s infrastructure including buildings, streets, parks, cemetery, 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 is budgeted separately as a self-supporting enterprise.

Mission Statement

The mission of the Public Works Department is to maintain and improve 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, fleet maintenance and refuse disposal. The sub-programs that provide these services include Administration, Maintenance, Buildings, Garage, Transfer Station, Cemetery and Snow and Ice. The Water and Sewer is budgeted separately as a self-supporting enterprise.

PUBLIC WORKS – ADMINISTRATION

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	296,759	302,528	281,266	281,266	0
Other Expenses	12,586	20,600	20,600	20,600	0
Equipment	0	0	0	0	0
TOTAL	309,344	323,128	301,866	301,866	0
STAFFING					
Managerial	2	2	2	2	
Clerical	2	2	2	2	
Professional/Technical					
TOTAL	4	4	4	4	0

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.

FY2013 Objectives

1. Continue to review operational expenses for opportunities to achieve reduction in expenses.
2. Continue to improve process for submission of Chapter 90 requests to achieve timely reimbursement of expenses.
3. Continue to work with Energy Management Committee to distribute timely reports of usage and spending for Building Champions to promote energy conservation.
4. Continue to evaluate options for energy tracking software to monitor accurate energy consumption and statistics on all Town buildings.
5. Researching cost options for LED streetlights. First phase would be the Town Center.

Prior Year's Accomplishments

1. Secured "blend and extend" rates on electricity and natural gas contracts at lower fixed rates than current contracts, securing long-term lower costs for the Town's Energy Budget through FY15.
2. Received second \$5,000 grant from En Ka Society for the purchase of the Town's third solar trash compactor.
3. Collaborated with Energy Conservation Coordinator in achieving the Town's Green Community status receiving \$151,000 grant for EMS controls at the McCall Middle School and three solar compactors.
4. Procured the Town's first power purchase agreement (PPA) at the DPW and Ambrose School yielding annual savings of \$17,000 for 20 years.

DPW ADMINISTRATION		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	287,506	294,937	301,028	279,766	279,766	
51161	SICKLV BUYBACK - NON UNION	500	550	500	500	500	
	TOTAL PERMANENT	288,006	295,487	301,528	280,266	280,266	0
51359	OVERTIME	1,000	1,271	1,000	1,000	1,000	
	TOTAL OVERTIME	1,000	1,271	1,000	1,000	1,000	0
	PERSONAL SERVICES TOTAL	289,006	296,759	302,528	281,266	281,266	0
52101	OFFICE SUPPLIES	2,200	1,137	2,200	2,200	2,200	
52103	PRINTING AND REPRODUC SUPPLIES	500	0	500	500	500	
52106	BOOKS AND PERIODICALS	300	0	300	300	300	
52186	SUPPLIES & MATERIALS	1,000	1,342	1,000	1,000	1,000	
	TOTAL SUPPLIES & MATERIALS	4,000	2,478	4,000	4,000	4,000	0
53101	PRINTING & STATIONERY	950	0	400	400	400	
53106	REPRODUCTION SVC	100	0	0	0	0	
53110	TELEPHONE	3,300	1,932	3,300	3,300	3,300	
53115	ADVERTISING	2,000	712	2,000	2,000	2,000	
53118	PROF SERVICES	3,500	1,045	2,000	2,000	2,000	
53122	TRAVEL	300	72	300	300	300	
53166	TUITION	1,300	650	1,300	1,300	1,300	
53172	CONTRACTUAL SERVICE	2,000	2,432	3,500	3,500	3,500	
53303	LICENSE REIMBURESEMENT	500	0	0	0	0	
	TOTAL CONTRACTUAL SERVICES	13,950	6,842	12,800	12,800	12,800	0
54101	DUES AND MEMBERSHIPS	700	0	300	300	300	
54102	RENTALS AND STORAGE	3,500	3,265	3,500	3,500	3,500	
	TOTAL CHARGES & OBLIGATIONS	4,200	3,265	3,800	3,800	3,800	0
	EXPENSES TOTAL	22,150	12,586	20,600	20,600	20,600	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	DPW ADMINISTRATION TOTAL	311,156	309,344	323,128	301,866	301,866	0

PUBLIC WORKS – MAINTENANCE

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	808,826	841,987	866,003	866,003	0
Other Expenses	308,613	334,150	334,150	334,150	0
Equipment	9,560	19,500	19,500	19,500	0
TOTAL	1,127,000	1,195,637	1,219,653	1,219,653	0
STAFFING					
Managerial	1	1	1	1	
Professional/Technical	1	1	1	1	
Public Work	13	13	13	13	
TOTAL	15	15	15	15	0

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, bleacher assembly and disassembly & repair; (6) ground maintenance of parks and around Town Hall and Library; and (7) major maintenance of school grounds.

FY2013 Objectives

1. Continue to implement Big Belly Solar compactors with recycling in Town.
2. Continue street paving program.
3. Continue sidewalk repair program including ADA issues.
4. Continue flood-related projects including clean-up of Aberjona River.
5. Continue 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.

Prior Year's Accomplishments

1. Resurfaced Viking Rd., Laurel Hill Lane, Francis Circle, Dartmouth St., Irving St., Dunham St., Forest St., Lockeland Rd and Cross St.
2. New sidewalk construction and 30 ADA ramps installed on North Main St., Bacon St., and Westland Ave.
3. Completed sidewalk repairs on Salisbury St., Manchester Rd., Loring Ave., Cabot St., McCall School, Main St., Everett Ave., Bacon St., Irving St., LaGrange St., and Yale St.
4. Installed (4) new outside tables & benches at Lynch School
5. Installed new playground, and basketball court at Lincoln School.
6. Installed (5) new crosswalks at Lockeland Rd., Main St., Ridge St., and Hemingway St.
7. Loamed & seeded Mullen Field (250 tons loam)
8. Removed 11 dead trees

Statistics

	FY2009	FY2010	FY2011
Roadway Resurfacing	7 streets	11 streets	9 streets
Crack Seal/Micro-Surfacing	4 streets		
Park/Playground Maintenance	51 acres	51 acres	51 acres
Sidewalks Repaired	700 feet	1000 feet	1200 feet
ADA Ramps Installed	12 each	15 each	30 each

DPW MAINTENANCE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	755,690	733,060	785,462	809,478	809,478	
51155	SICKLV BUYBACK WOCA						
51160	SICK LEAVE BUYBACK - DPW	1,275	1,105	1,275	1,275	1,275	
51161	SICKLV BUYBACK - NON UNION	750	0	750	750	750	
	TOTAL PERMANENT	757,715	734,165	787,487	811,503	811,503	0
51251	TEMPORARY	18,000	17,289	0	0	0	0
	TOTAL TEMPORARY	18,000	17,289	0	0	0	0
51359	OVERTIME	47,500	51,576	47,500	47,500	47,500	
51367	OFF DUTY WATER	7,000	5,795	7,000	7,000	7,000	
	TOTAL OVERTIME	54,500	57,371	54,500	54,500	54,500	0
	PERSONAL SERVICES TOTAL	830,215	808,826	841,987	866,003	866,003	0
52112	FLAGS	400	355	400	400	400	
52116	ELECTRICAL SUPPLIES	1,300	1,180	1,300	1,300	1,300	
52123	HARDWARE	2,200	1,131	2,200	2,200	2,200	
52125	PAINTING SUPPLIES	2,000	2,505	2,000	2,000	2,000	
52126	ATHLETIC RECREATIONAL	3,500	280	3,500	3,500	3,500	
52128	BITUMINOUS PRODUCTS	10,000	15,241	20,000	20,000	20,000	
52129	MASONRY SUPPLIES	2,500	247	2,500	2,500	2,500	
52130	SAND, GRAVEL & LOAM	5,000	15,125	10,000	10,000	10,000	
52131	STONE	2,000	3,840	1,000	1,000	1,000	
52133	READY MIX CONCRETE	11,000	11,191	15,000	15,000	15,000	
52134	LUMBER AND WOOD PRODUCTS	2,300	968	2,300	2,300	2,300	
52135	IRON CASTINGS	750	0	750	750	750	
52136	AGRICULTURE AND HORTICULTURE	38,000	33,086	38,000	38,000	38,000	
52137	SUPPLIES, SMALL EQUIPMENT	3,500	3,275	3,500	3,500	3,500	
52138	SUPPLIES, AUTOMOBILE	0	1,489	0	0	0	
52143	SMALL TOOLS & IMPLMT	1,500	514	1,500	1,500	1,500	
52152	PIPE & FITTINGS	0	364	0	0	0	
52153	CHEMICALS	1,000	646	1,000	1,000	1,000	
52155	PIPE & FITTINGS	3,500	3,729	3,500	3,500	3,500	
52176	RECREATIONAL SUPPLIES	5,000	984	5,000	5,000	5,000	
52181	PUBLIC SAFETY SUPPLIES	15,000	11,715	15,000	15,000	15,000	
52184	CLOTHING & UNIFORMS	5,250	7,501	8,000	8,000	8,000	
52186	SUPPLIES & MATERIALS	2,400	6,248	6,000	6,000	6,000	
	TOTAL SUPPLIES & MATERIALS	118,100	121,611	142,450	142,450	142,450	0

DPW MAINTENANCE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
53110	TELEPHONE	2,500	1,472	2,500	2,500	2,500	
53118	PROF SERVICES	176,000	144,884	166,000	166,000	166,000	
53125	LANDSCAPING	1,200	516	1,200	1,200	1,200	
53126	HIRED EQUIPMENT	35,637	32,903	13,000	13,000	13,000	
53128	COM R&M TOOLS & EQUIPMENT	6,500	6,441	6,500	6,500	6,500	
53143	AMBROSE/R&M BLDG & STRUC	0		0	0	0	
53166	TUITION	1,000	0	500	500	500	
53172	CONTRACTUAL SERVICE	0	171	0	0	0	
53303	LICENSE REIMBURSEMENT	1,500	75	1,500	1,500	1,500	
	TOTAL CONTRACTUAL SERVICES	224,337	186,461	191,200	191,200	191,200	0
54101	DUES AND MEMBERSHIPS	500	200	500	500	500	
54126	CURRENT CHARGES	0	341	0	0	0	
	TOTAL CHARGES & OBLIGATIONS	500	541	500	500	500	0
	EXPENSES TOTAL	342,937	308,613	334,150	334,150	334,150	0
55111	LANDSCAPING EQUIPMENT	15,400	9,560	19,500	19,500	19,500	
	EQUIPMENT TOTAL	15,400	9,560	19,500	19,500	19,500	0
	DPW MAINTENANCE TOTAL	1,188,552	1,127,000	1,195,637	1,219,653	1,219,653	0

DPW – BUILDINGS

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	1,535,101	1,598,366	1,616,137	1,616,137	0
Other Expenses	557,111	575,350	575,350	575,350	0
Equipment	0	0	0	0	0
TOTAL	2,092,212	2,173,716	2,191,487	2,191,487	0
STAFFING					
Managerial	1	1	1	1	
Public Works	1	1	1	1	
Professional/Technical	4	4	4	4	
Custodians - School	25	25	25	25	
Custodians - Public Works	1	1	1	1	
TOTAL	32	32	32	32	0

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.

FY2013 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. Manage staffing to accommodate growing school population and building square footage through automation, shift adjustments and training in modern techniques and possible out.
5. Install at least one more of the Town's major asset/energy consumer to our growing standardized Energy Management System (EMS).
6. Continue to monitor the status of capital projects with the goal of accelerating the completion through efficient implementation during the summer break.
7. Continue with our goal of removing and or replacing all aged underground fuel storage tanks at all town facilities.

Prior Year's Accomplishments

1. Installed demising walls with egress doors, electrical outlets, fire alarm horns at Muraco School to remove last of the open floor concept between classes
2. Created new handicap bathroom for Sanborn house.
3. Played a major role in the structuring and oversight and injected support where necessary on capital renovation projects, Lynch Roof, Public Safety Renovations Phase II
4. Integrated the High School's main chilled and hot water environmental controls into the Town's EMS.
5. Total building lighting control project utilizing utility incentive program. Motion sensors installed in the middle school and 5 elementary schools.
6. Made improvements to beach house in preparation for new splash park
7. Major support to project to restore Parkhurst to usable status after 6 year vacancy.
8. Removed two 15,000 gallon underground fuel oil tanks at the High School and one 500 gal. tank at Wedgemere Train Station.
9. Dealt with severe weather conditions with great success; record snow accumulations, Hurricane Irene with minimal disruption to Town business and the school day

Statistics

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

DPW BUILDING		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	409,512	463,422	432,419	448,824	448,824	
51113	CUSTODIANS	1,026,105	965,707	1,051,897	1,053,263	1,053,263	
51160	SICK LEAVE BUYBACK - DPW	6,150	4,934	6,150	6,150	6,150	
	TOTAL PERMANENT	1,441,767	1,434,063	1,490,466	1,508,237	1,508,237	0
51251	TEMPORARY	12,000	9,288	12,000	12,000	12,000	0
	TOTAL TEMPORARY	12,000	9,288	12,000	12,000	12,000	0
51359	OVERTIME	95,900	91,750	95,900	95,900	95,900	
	TOTAL OVERTIME	95,900	91,750	95,900	95,900	95,900	0
	PERSONAL SERVICES TOTAL	1,549,667	1,535,101	1,598,366	1,616,137	1,616,137	0
52114	CUST SUP N CONS	90,000	85,520	100,000	100,000	100,000	
52116	ELECTRICAL SUPPLIES	25,000	30,827	28,000	28,000	28,000	
52123	HARDWARE	5,000	9,033	6,000	6,000	6,000	
52125	PAINTING SUPPLIES	5,000	1,122	5,000	5,000	5,000	
52127	PLUMBING, HEATING & VENTILAT	30,000	12,696	20,000	20,000	20,000	
52134	LUMBER AND WOOD PRODUCTS	2,000	406	1,000	1,000	1,000	
52137	SUPPLIES, SMALL EQUIPMENT	15,000	18,767	15,000	15,000	15,000	
52143	SMALL TOOLS & IMPLMT	2,000	1,573	2,000	2,000	2,000	
52152	PIPE & FITTINGS	3,000	0	0	0	0	
52179	MEDICAL & DENTAL	600	0	600	600	600	
52184	CLOTHING & UNIFORMS	6,400	9,264	7,000	7,000	7,000	
52186	SUPPLIES & MATERIALS	2,000	5,867	2,000	2,000	2,000	
	TOTAL SUPPLIES & MATERIALS	186,000	175,075	186,600	186,600	186,600	0

DPW BUILDING		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
53110	TELEPHONE TOWN BLDG	10,000	14,035	10,000	10,000	10,000	
53115	ADVERTISING	1,500	0	500	500	500	
53118	PROF SERVICES	50,000	77,225	75,000	75,000	75,000	
53126	HIRED EQUIPMENT	0		1,000	1,000	1,000	
53128	COM R&M TOOLS & EQUIPMENT	1,000	0	0	0	0	
53138	R&M BLDG & STRUCT	307,250	0	297,250	297,250	297,250	
53140	HS/R&M BLDG & STRUCT	0	83,598	0			
53141	LY/R&M BLDG & STRUCT	0	24,717	0			
53142	MC/R&M BLDG & STRUCT	0	29,995	0			
53143	AMBROSE/R&M BLDG & STRUC	0	21,571	0			
53144	LI/R&M BLDG & STRUCT	0	30,523	0			
53145	MU/R&M BLDG & STRUCT	0	35,366	0			
53146	MY/R&M BLDG & STRUCT	0	10,028	0			
53147	SANBORN/R&M BLDG & STRUCT	0	1,807	0			
53148	VO/R&M BLDG & STRUCT	0	2,964	0			
53166	TUITION	2,500	805	2,500	2,500	2,500	
53218	PUBLIC SAFETY/R&M BLDG & STR	0	24,470	0			
53219	DPW/R&M BLDG & STRUCT	0	4,301	0			
53220	TOWN HALL/R&M BLDG & STRUCT	2,500	20,631	2,500	2,500	2,500	
53303	LICENSE REIMBURESEMENT	0		0			
	TOTAL CONTRACTUAL SERVICES	374,750	382,036	388,750	388,750	388,750	0
	EXPENSES TOTAL	560,750	557,111	575,350	575,350	575,350	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	DPW BUILDING TOTAL	2,110,417	2,092,212	2,173,716	2,191,487	2,191,487	0

PUBLIC WORKS – GARAGE

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	176,457	183,363	173,853	173,853	0
Other Expenses	158,768	171,050	171,050	171,050	0
Equipment	0	0	0	0	0
TOTAL	335,226	354,413	344,903	344,903	0
STAFFING					
Public Works	3	2	2	2	
Professional/Technical	1	1	1	1	
TOTAL	4	3	3	3	0

Program Description

The Garage maintains the 95 vehicles and/or equipment in the D.P.W fleet, police cruisers, and Town vehicles in other departments. In addition, the Garage is responsible for maintaining the mechanical equipment at the Transfer Station.

FY2013 Objectives

1. Continue to work with operators to achieve optimum maintenance on machines, i.e. greasing and cleaning, for increasing longevity.
2. Maintain inspection of lifts for insurance purpose.
3. Continue to maintain Transfer Station conveyer belt.
4. Continue to keep mechanics up to date with diagnostic tools

Prior Year’s Accomplishments

1. Purchased new trailer for Transfer Station.
2. Purchased new backhoe with additional warranty for Water Department

Statistics

	Vehicles	Construction Equipment
DPW	12	66
Water/Sewer	10	14
Police	14	14
Board of Health	1	1
Engineering	1	1
Building Inspector	1	1

DPW GARAGE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	172,835	163,226	172,613	163,103	163,103	
51161	SICKLV BUYBACK - NON UNION	750	0	750	750	750	
	TOTAL PERMANENT	173,585	163,226	173,363	163,853	163,853	0
51359	OVERTIME	10,000	13,232	10,000	10,000	10,000	
51367	OFF DUTY WATER						
	TOTAL OVERTIME	10,000	13,232	10,000	10,000	10,000	0
	PERSONAL SERVICES TOTAL	183,585	176,457	183,363	173,853	173,853	0
52113	CLEANING SUPPLIES	1,500	259	3,000	3,000	3,000	
52123	HARDWARE	2,200	2,676	3,000	3,000	3,000	
52124	WELDING SUPPLIES	2,000	3,903	3,000	3,000	3,000	
52125	PAINTING SUPPLIES	500	1,191	500	500	500	
52138	SUPPLIES, AUTOMOBILE	92,100	75,581	92,100	92,100	92,100	
52142	TIRES, TUBES & CHAINS	13,000	8,464	13,000	13,000	13,000	
52143	SMALL TOOLS & IMPLMT	1,000	3,530	2,000	2,000	2,000	
52184	CLOTHING & UNIFORMS	1,750	2,020	2,300	2,300	2,300	
52186	SUPPLIES & MATERIALS	4,000	9,919	10,000	10,000	10,000	
	TOTAL SUPPLIES & MATERIALS	118,050	107,544	128,900	128,900	128,900	0
53110	TELEPHONE TOWN BLDG	750	430	750	750	750	
53118	PROF SERVICES	4,500	16,661	12,000	12,000	12,000	
53127	R&M AUTOMOTIVE	25,000	28,662	25,000	25,000	25,000	
53128	COM R&M TOOLS & EQUIPMENT	4,000	5,471	4,000	4,000	4,000	
53303	LICENSE REIMBURSEMENT	300	0	300	300	300	
	TOTAL CONTRACTUAL SERVICES	34,550	51,225	42,050	42,050	42,050	0
54101	DUES AND MEMBERSHIPS	100	0	100	100	100	
	TOTAL CHARGES & OBLIGATIONS	100	0	100	100	100	0
	EXPENSES TOTAL	152,700	158,768	171,050	171,050	171,050	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	DPW GARAGE TOTAL	336,285	335,226	354,413	344,903	344,903	0

PUBLIC WORKS – TRANSFER STATION

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	338,819	342,181	348,788	348,788	0
Other Expenses	765,205	837,380	857,380	857,380	0
Equipment	0	0	0	0	0
TOTAL	1,104,024	1,179,561	1,206,168	1,206,168	0
STAFFING					
Professional/Technical	1	1	1	1	
Public Works	5	5	5	5	
TOTAL	6	6	6	6	0

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; and managing the yard waste and composting areas producing marketable wood chips and compost.

FY2013 Objectives

1. Upgrade the Fire Suppression System and Electrical System in the Tipping Building and replace the four truck doors.
2. Replace the current scale house using the capital budget with one that will provide more visibility to the scale area and transfer station surroundings. Also, locate the scale house in the middle of the traffic pattern for better monitoring of vehicles entering and exiting the transfer station. The new facility will also have a restroom.
3. Upgrade the recycling area from the current 3 compactors to 5 compactors. We will be looking at increasing recycling through the current mandatory recycling regulations or using one of the many alternative methods, (i.e., Waste Zero, SMART or PAYT) that many others communities are using today.

Prior Year's Accomplishments

1. Recycled 240 lbs of recyclable batteries and two five- gallon buckets of mercury thermostats/ thermometers.
2. Recycled 62 tons of televisions, computer monitors and electronics.
3. Recycled 83 tons of used clothing with American Red Cross, Salvation Army, St. Vincent de Paul, and Planet Aid.

Statistics

	FY2009	FY2010	FY2011
Recycle tonnage	1,913	1,520	1,448
Compost tonnage	1,600	2,326	2,085
Waste oil (gallons)	900	600	
Solid Waste tonnage (NESWC)	9,728	9,601	9,440
Recycling Rate	29%	N/A*	N/A*

* Mass DEP stopped computing Municipal Recycling Rates in CY2009 due to staffing cuts

DPW TRANSFER STATION		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	287,440	294,954	294,681	301,288	301,288	
51161	SICKLV BUYBACK - DPW	500	0	500	500	500	
	TOTAL PERMANENT	287,940	294,954	295,181	301,788	301,788	0
51359	OVERTIME	54,000	42,701	44,000	44,000	44,000	
51365	OFF DUTY	3,000	1,165	3,000	3,000	3,000	
	TOTAL OVERTIME	57,000	43,865	47,000	47,000	47,000	0
	PERSONAL SERVICES TOTAL	344,940	338,819	342,181	348,788	348,788	0
52116	ELECTRICAL SUPPLIES	300	0	300	300	300	
52123	HARDWARE	380	59	380	380	380	
52150	INCINERATOR SUPPLIES	500	0	0	0	0	
52153	CHEMICALS	1,000	0	0	0	0	
52181	PUBLIC SAFETY SUPPLY	1,000	0	500	500	500	
52184	CLOTHING & UNIFORMS	2,500	2,178	3,500	3,500	3,500	
52186	SUPPLIES & MATERIALS	1,200	7,805	6,000	6,000	6,000	
	TOTAL SUPPLIES & MATERIALS	6,880	10,043	10,680	10,680	10,680	0
53101	PRINTING & STATIONERY	450	2,403	450	450	450	
53115	ADVERTISING	600	0	600	600	600	
53118	PROF SERVICES	70,000	65,503	70,000	70,000	70,000	
53126	HIRED EQUIPMENT	32,250	34,538	32,250	32,250	32,250	
53128	COM R&M TOOLS & EQUIPMENT	2,000		2,000	2,000	2,000	
53172	CONTRACTURAL SERVICE	0		400	400	400	
53303	LICENSE REIMBURESEMENT	1,000		1,000	1,000	1,000	
53164	RECYCLING SERVICES	20,000	28,301	40,000	40,000	40,000	
53165	SOLID WASTE DISPOSAL	660,000	624,418	680,000	700,000	700,000	
	TOTAL CONTRACTUAL SERVICES	786,300	755,162	826,700	846,700	846,700	0
	TOTAL CHARGES & OBLIGATIONS	0	0	0	0	0	0
	EXPENSES TOTAL	793,180	765,205	837,380	857,380	857,380	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	TRANSFER STATION TOTAL	1,138,120	1,104,024	1,179,561	1,206,168	1,206,168	0

PUBLIC WORKS – CEMETERY

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	113,646	109,906	107,702	107,702	0
Other Expenses	103,866	106,696	106,696	106,696	0
Equipment	0	0	0	0	0
TOTAL	217,512	216,602	214,398	214,398	0
STAFFING					
Clerical	0.4	0.4	0.4	0.4	
Professional/Technical	1	1	1	1	
TOTAL	1.4	1.4	1.4	1.4	0

Program Description

Wildwood Cemetery, located off Palmer St., is operated by the D.P.W. Wildwood Cemetery was conceived and artistically designed as a “rural garden cemetery” for the benefit of Winchester Citizens. A five-member Cemetery Advisory Committee advises the Board of Selectmen on policy matters relating to the operation and development of the facility.

FY2013 Objectives

1. Continue updating cemetery records with Boston Computer Scanning.
2. Continue pruning trees on hill of cemetery.
3. Implement and secure capital funding to build a Columbarium Niche Wall for burials of cremains.

Prior Year’s Accomplishments

1. Trurgreen Lawncare cut maintained and fertilized all grounds.
2. New part-time secretary hired for office.
3. E.B. Rotondi reconstruction and pave Chrysanthemum Path, Mistletoe Path and Tulip Path.
4. Hired Boston Tree Preservation to spray for winter months.
5. Arbor Care Tree pruned 15 oak trees on Spruce Ave. and Chapel Ave.

Statistics

	FY2008	FY2009	FY2010	FY2011
Interments	127	119	133	126
Sites Purchased	51	41	34	49
Total Income	295,465	283,895	206,055	276,475

DPW CEMETERY		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	87,625	83,312	84,156	81,952	81,952	
51160	SICKLV BUYBACK - DPW	750	0	750	750	750	
	TOTAL PERMANENT	88,375	83,312	84,906	82,702	82,702	0
51359	OVERTIME	30,000	30,335	25,000	25,000	25,000	
	TOTAL OVERTIME	30,000	30,335	25,000	25,000	25,000	0
	PERSONAL SERVICES TOTAL	118,375	113,646	109,906	107,702	107,702	0
52112	FLAGS	250	426	350	350	350	
52123	HARDWARE	500	42	500	500	500	
52125	PAINTING SUPPLIES	100	0	100	100	100	
52130	SAND, GRAVEL & LOAN	2,000	1,728	2,000	2,000	2,000	
52133	READY MIX CONCRETE	1,200	853	1,000	1,000	1,000	
52134	LUMBER AND WOOD PRODUCTS	500	0	500	500	500	
52136	ARGICULTURE AND HORTICULTURE	6,896	5,564	1,896	1,896	1,896	
52137	SUPPLIES, SMALL EQUIPMENT	2,500	4,292	2,500	2,500	2,500	
52143	SMALL TOOLS & IMPLMT	1,500	989	1,500	1,500	1,500	
52152	PIPE & FITTINGS	750	1,497	750	750	750	
52153	CHEMICALS	250	0	0	0	0	
52181	PUBLIC SAFETY SUPPLY	300	740	300	300	300	
52184	CLOTHING & UNIFORMS	0	354	0	0	0	
52186	SUPPLIES & MATERIALS	1,500	3,074	2,700	2,700	2,700	
	TOTAL SUPPLIES & MATERIALS	18,246	19,558	14,096	14,096	14,096	0
53101	PRINTING & STATIONERY	250	0	250	250	250	
53116	BIND & BK REPAIRS	200	149	200	200	200	
53118	PROF SERVICES	6,250	11,217	6,250	6,250	6,250	
53128	COM R&M TOOLS & EQUIPMENT	750	18	0	0	0	
53172	CONTRACTURAL SERVICE	85,000	71,539	85,000	85,000	85,000	
53303	LICENSE REIMBURESEMENT	100	0	100	100	100	
	TOTAL CONTRACTUAL SERVICES	92,550	82,923	91,800	91,800	91,800	0
54101	DUES AND MEMBERSHIPS	800	1,385	800	800	800	
	TOTAL CHARGES & OBLIGATIONS	800	1,385	800	800	800	0
	EXPENSES TOTAL	111,596	103,866	106,696	106,696	106,696	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
	CEMETERY TOTAL	229,971	217,512	216,602	214,398	214,398	0

PUBLIC WORKS – SNOW AND ICE

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	185,383	123,300	123,300	123,300	0
Other Expenses	367,775	251,700	251,700	251,700	0
Equipment	13,765	25,000	25,000	25,000	0
TOTAL	566,922	400,000	400,000	400,000	0
STAFFING					
Managerial					
Clerical					
Professional/Technical					
TOTAL	0	0	0	0	0

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.

FY2013 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.

Prior Year's Accomplishments

1. Maintained roads, sidewalks and school grounds during a winter that produced 84 inches of snow.
2. The DPW performed seven (7) full-scale operations and 17 sand and salt operations for a total of 24 events.

Statistics

	FY2008	FY2009	FY2010	FY2011
Plowable Storms	8	9	6	7
Snowfall	61"	74"	41.5"	84"
Road Salt	2,821 tons	3,242 tons	2,257 tons	2,858
Road Sand	1,164 tons	679 tons	425 tons	523 tons
Sand & Salt incidents	17	23	3	17

SNOW AND ICE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51359	OVERTIME	185,383	185,383	123,300	123,300	123,300	
	TOTAL OVERTIME	185,383	185,383	123,300	123,300	123,300	0
	PERSONAL SERVICES TOTAL	185,383	185,383	123,300	123,300	123,300	0
52123	HARDWARE	1,000	5,690	1,000	1,000	1,000	
52125	PAINTING SUPPLIES	1,000	532	1,000	1,000	1,000	
52130	SAND, GRAVEL & LOAM	16,000	6,467	16,000	16,000	16,000	
52134	LUMBER AND WOOD PRODUCTS	0	18	0	0	0	
52138	SUPPLIES, AUTOMOBILE	78,171	78,099	25,000	25,000	25,000	
52142	TIRES, TUBES & CHAINS	22,168	22,168	10,000	10,000	10,000	
52143	SMALL TOOLS & IMPLMT	500	42	500	500	500	
52153	CHEMICALS	134,456	134,456	125,000	125,000	125,000	
52184	CLOTHING & UNIFORMS	0		0	0	0	
52186	SUPPLIES & MATERIALS	2,763	2,763	2,000	2,000	2,000	
	TOTAL SUPPLIES & MATERIALS	256,058	250,234	180,500	180,500	180,500	0
53118	PROF SERVICES	6,571	17,012	1,500	1,500	1,500	
53126	HIRED EQUIPMENT	95,145	95,145	68,700	68,700	68,700	
53127	R&M TOOLS & EQUIPMENT	5,383	5,383	1,000	1,000	1,000	
	TOTAL CONTRACTUAL SERVICES	107,099	117,540	71,200	71,200	71,200	0
	EXPENSES TOTAL	363,157	367,775	251,700	251,700	251,700	0
55111	LANDSCAPE EQUIPMENT	25,000	13,765	25,000	25,000	25,000	
	EQUIPMENT TOTAL	25,000	13,765	25,000	25,000	25,000	0
	SNOW & ICE TOTAL	573,540	566,922	400,000	400,000	400,000	0

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

February 8, 2012

**To: Mr. Richard Howard
Town Manager**

The School Department hereby submits an FY13 budget request of \$38,349,537, an increase of \$2,628,367 over the FY12 School Department Budget. This FY13 budget request will maintain current level of services as well as to fund our most pressing and critical needs. The School Department’s budget request was approved unanimously by the School Committee at their January 10, 2012 meeting. Their action followed a nearly two month budget development process which included numerous presentations by administrators to the School Committee, a number of meeting based discussions, an FY13 budget development work session and their annual Public Hearing on the proposed budget.

This FY13 budget request has been developed with a holistic approach but clearly differentiates the resources necessary for “level services” funding and “pressing and critical needs” funding. The School Committee’s level services funding requirements include the resources necessary to address three key components: funding of year three of collective bargaining agreements with employees; funding the requirements of all federal and state mandates; and funding for the costs associated with continued enrollment growth and the adherence to School Committee’s class size guidelines.

Included in the resources necessary to provide level services, in addition to the contractual funding obligations are: 2.5 FTE for English Language Learning (ELL) requirements; 1.6 FTE for Special Education requirements; 2.0 FTE for the Ambrose, Lynch and McCall Schools to meet the needs for Annual Yearly Progress (AYP) Improvement Plans; 4.0 FTE necessary to meet enrollment growth/class size guidelines; and resources necessary to meet an increase in funding required for out of district special education placements. Below is a breakout of these expenditures necessary to maintain level services:

Year Three Collective Bargaining Costs	\$1,054,111
ELL Mandated Services (2.5 FTE)	\$ 127,602
Special Education Mandated Services (1.6 FTE)	\$ 81,666
Special Education Mandated Services (Tuition)	\$ 227,407
Enrollment Growth/Class Size	\$ 204,164
AYP Improvement Plans (2.0 FTE)	<u>\$ 117,082</u>
	\$1,812,032

As noted above the FY13 budget request also includes our most pressing and critical needs. The funding of these budget requests is crucial to our goal of continuous improvement with a core focus on improving instructional leadership and student performance. This budget request will also allow our schools to be able to more effectively and proactively deal with issues related to student emotional, social and behavioral stress and its impact on student growth and

achievement. Additionally, this budget request provides for an increase in the expense categories of instructional supplies and materials, technology and administrative clerical support.

Included in the resources necessary to provide for our most pressing and critical needs above level services are 2.0 FTE School Psychologists at the elementary level; 0.4 FTE for a clinical counselor at the high school level all of which will lead to providing for improved student support services; 3.0 FTE related to the improvement of instructional leadership which includes 2.0 FTE assistant principals at the elementary level and 1.0 FTE for curriculum coordination at the elementary level; 2.14 FTE for the improvement in the area of administrative and technical support and additional resources for supplies and materials and technology. Below is a breakout of these expenditures necessary to meet or most pressing and critical needs:

Student Support (2.4 FTE)	\$ 122,498
Instructional Leadership (2.0 FTE – assistant principals)	\$ 160,000
Program Improvement (1.0 FTE – K-5 curriculum coordinator)	\$ 98,226
Administrative and Tech Support (2.14 FTE)	\$ 79,189
Supplies/Materials/Technology	<u>\$ 356,422</u>
	\$ 816,335

Provided below is a more detailed explanation of some of the items identified above related to both the level services and our most pressing and critical needs requests:

Special Education/AYP Improvement Plan Mandates:

Special education teachers at the elementary level are providing mandated services to more complex students, with a wide range of disabilities and needs. An additional .5 FTE special education teacher at both Ambrose and Lynch is needed to provide instruction to students in order to meet the goals of the AYP School Improvement Plans. In addition, the McCall School 1.0 FTE math intervention teacher will focus on providing supplemental mathematics instruction in order to meet AYP improvement and achievement targets in mathematics.

Special Education out of district tuition is increasing due to the addition of 6 students in these various programs.

English Language Learner Program:

In the last three years, English Language Learner student enrollment has increased from 112 students to 138 students to 179 students. The school district, as a Title III district, is required to provide services to children who have been identified as English Language Learners. Currently, the district is not meeting the recommended hours of instruction for many of its English Language Learners because of lack of staff. Therefore, this budget includes an increase in 2.0 teaching staff to meet the educational needs of its English Language Learners. In addition, to meet federal and state regulations, the district requires

program coordination. Included in the district's proposed budget is the equivalent of 0.5 FTE for a program coordinator to lead the department's instructional staff and to be responsible for meeting federal and state program requirements.

Enrollment Growth/Class Size Guidelines:

The elementary school enrollment is projected to increase by 38 students. 2.0 FTE will be allocated to the elementary schools with one of the FTE's needed at the Lincoln School and the other will be determined based on spring enrollment numbers at the Ambrose, Lynch and VO schools.

The high school enrollment is projected to increase by 57 students. 2.0 FTEs would be divided among the Foreign Language, English, Science, Social Studies, and Math departments, probably 0.4 (2 class sections) in each department. The actual FTE per department could change based on 2012-13 student course registration numbers. In the FY12 budget, WHS was reduced by 3 FTEs, raising average class size in all five of those core subject areas. With an additional projected 57 students at WHS next year, the additional 2.0 FTEs would keep average class size at FY12 levels.

School Psychologists/Clinical Counselor:

Elementary school psychologists are stretched beyond their capacity to meet the needs of all learners within their schools. Without guidance counselors at the elementary level, the elementary school psychologist must provide mandated special education services (IEP defined therapies and groups, testing, participation in required IEP meetings, consultation with teachers and outside providers, etc.), as well as provide much needed support to teachers, students, and parents of all of the general education students. The requested school psychologist FTE's (at Ambrose, Lincoln, Lynch and Muraco) will provide additional support services related to an alarmingly growing need for emotional, social and behavioral intervention provided by skilled and trained school psychologists at the elementary level. The requested high school FTE will further support the staffing that currently exists at the high school for the increasing numbers of students who need these services.

Curriculum Coordination:

The proposed budget includes 1.0 FTE coordinator for the elementary school curriculum coordination. For the last several years, the district has adopted a number of programs to improve student learning in its elementary schools. Currently, the implementation of these programs has been inconsistent across the school district. In addition, each of these programs requires regular professional development and modifications as the state's curriculum frameworks change. To ensure equity of opportunity for each of our students, across all schools, the need for leadership to coordinate the selection, training, implementation, assessment, and ongoing professional development of these programs is essential.

The initial budget recommendation included two coordinators, one for Literacy and one for Mathematics. Because the district does have a mathematics program in place, and the literacy curriculum has multiple components to it, we recommend a literacy coordinator to be hired for the next school year. The literacy coordinator will work directly with the Assistant Superintendent of Schools and elementary principals to ensure consistent implementation, training, and coordination among all schools.

Elementary Assistant Principals:

The proposed budget request includes the creation of four elementary school assistant principal positions. For the 2012-2013 school year the 2.0 FTE's will be split into four 0.5 FTE positions, one each at Ambrose, Lincoln, Lynch and Muraco Schools. These positions will support the Principals in those schools. This model will allow Principals to focus more time to work with teachers on improving instruction and implementing the new state regulations on Educator Evaluation in September. The new evaluation model will require intensive time and focus on the part of Principals. Time they do not have now.

Administrative and Tech Support:

Secretary: Special education is a highly regulated process, with mandated timelines and detailed forms for every aspect of the process. DESE requires multiple reporting cycles for 12 different indicators, and the district requires accurate accountability for data entered into our IEP data management program. An additional 1.0 FTE secretary is needed to meet timelines, input accurate data into the data management program, provide teachers and parents with timely reports and notices, and meet the various mandated requirements of the special education department.

Extended work year for Special Education Supervisors: Current work year for Special Education Supervisors is 189 days. They each need an additional 6 days per year, for a total of 195 work days per year. This will allow the Supervisor to work 183 teacher days, plus 5 days before school starts, 5 days after school ends, and the equivalent of 5 days through the summer. This time will allow the Supervisor to monitor and intercede when rejected IEP's are returned to the school (we are required to meet with the parent within 10 days when unilateral placements are requested), and facilitate changes in placements when situations change over the summer, and hire staff as needed.

Network Repair Tech: Over the past several years, there has been an extensive amount of growth in the district relating to technology equipment. Many of the resources added are mobile devices which add a layer of complexity including extended time to troubleshoot and maintain laptops. There has also been an increase of 300+ "other" technology equipment deployed such as iPads, LCD projectors, document cameras, interactive boards and response systems which the technicians troubleshoot as well. In addition, there have also been advanced network upgrades and additions which include wireless access to all the school buildings and virtualization which requires additional oversight by the network manager. There are many times that the network manager assists in the daily troubleshooting issues for the desktops/laptops which impedes his ability to address the ongoing and intermittent maintenance on the network systems that must be done to ensure stability of the network. The teachers and administrators throughout the district rely on the network stability and technology resources regularly to address both the administrative and educational functions on a daily basis. As a district, we need to strive for a 24 hour turnaround time for the resolution of technical issues.

Supplies/Materials/Technology:

The FY13 budget request funds each schools expense accounts to the FY11 level. During the past three years we had been able to establish a benchmark per pupil instructional supplies cost at each school level. This allows for equity in resources based on enrollment. Under this budget, the per pupil materials and supply costs for the elementary level is \$135. At the middle school level it is \$185 and at the high school level it equals \$280. The technology budget requests reflects increased resources for our equipment replacement plan which will bring us up to date as well as additional resources to continue our presentation technology plan. Both the instructional materials plan and technology plan were interrupted and/or reduced for FY12.

As noted above we continue to experience enrollment growth across our system. We are projecting an additional 38 students at the elementary schools and an additional 57 students at the 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.

In large part, growth has been the focus of previous budget requests. The FY13 budget request is designed to maintain the quality of services currently being provided while at the same time proactively pursuing opportunities for continuous improvement most especially in the areas of instructional leadership, student performance and student support.

The School Committee and Administration acknowledge that these are difficult financial times and welcome the opportunity through this process to work closely and collaboratively with the Town Hall’s Management Team, Finance Committee and the Board of Selectmen. We fully understand that given these conditions, careful and prudent planning, caution, flexibility and perhaps creativity are warranted. While this budget request goes beyond the level identified in last year’s Three Year Plan, conditions which impact student learning, instructional support, and student emotional, social, and mental health issues have increasingly become more pressing and critical.

We look forward to continuing the budget discussion as we move forward towards Town Meeting.

Respectfully submitted,

William H. McAlduff, Jr.
Superintendent of Schools

PROGRAM COSTS	FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
Personal Services	29,396,294	29,821,719	30,738,071	32,770,368	0	0
Other Expenses	4,672,495	4,544,030	4,780,465	5,180,917	0	0
Equipment	627,376	312,031	202,634	386,011	0	0
TOTAL	34,696,165	34,677,780	35,721,170	38,337,297	37,568,391	0

STAFFING	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Managerial	5	5	5	0	0
Principal/Assistant	11	11	13	0	0
Directors/Coordinators	10	10	11	0	0
School Resource Officer	0	0	0	0	0
Teacher	290.95	291.38	298.38	0.00	0.00
Teacher Specialists	27.40	27.60	30.60	0.00	0.00
Guidance Counselor	10.10	10.10	10.30	0.00	0.00
Nurse	7.40	7.43	7.43	0.00	0.00
Occupational Therapists	4.13	4.43	4.43	0.00	0.00
Librarian	6.00	6.00	6.00	0.00	0.00
Professional/Technical	7.00	7.00	8.00	0.00	0.00
ELL Instructor	4.60	5.00	7.30	0.00	0.00
Special Needs Instructor	14.00	13.00	13.00	0.00	0.00
Aides	32.23	38.11	38.11	0.00	0.00
Clerical	26.79	27.00	28.14	0.00	0.00
Trainer	0.00	0.00	0.00	0.00	0.00
Faculty Manager	0.00	0.00	0.00	0.00	0.00
Coaches	0.00	0.00	0.00	0.00	0.00
TOTAL	457.00	463.45	481.09	0.00	0.00

SCHOOL DEPARTMENT		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
43799	MISC DEPARTMENTAL REVENUE	0	0	0	0	0	0
51102	SUPERINTENDENCY	393,508	410,547	413,000	417,500	0	0
51103	DIRECTOR/COORDINATOR	695,816	953,226	1,019,213	1,123,981	0	0
51104	PRINCIPALS/ASST PRINCIPALS	1,150,031	1,186,035	1,159,608	1,329,771	0	0
51105	TEACHERS	7,020,993	6,995,834	7,129,230	7,615,609	0	0
51106	TEACHER SPECIALIST	218,735	240,016	248,451	273,215	0	0
51107	COUNSELORS	784,478	782,845	792,653	831,909	0	0
51108	INSTRUCTIONAL AIDES	145,125	146,100	147,518	149,913	0	0
51109	SPEC NEEDS IN/PROC/OTH	429,602	427,472	443,762	464,443	0	0
51110	OTHER SUPERVISORY/TECH	176,996	185,831	181,496	196,205	0	0
51111	SECRETARIES/CLERKS	1,062,287	1,051,213	1,074,986	1,143,378	0	0
51112	CURRICULUM WORKSHOPS	35,600	15,760	25,600	32,000	0	0
51114	EXTRACURRICULAR	51,528	52,484	51,472	51,472	0	0
51115	INTRAMURAL	0	0	0	0	0	0
51116	LUNCHROOM SUPERVISOR	25,000	25,000	0	0	0	0
51117	IN-SERVICE WORKSHOPS	32,848	24,400	42,848	36,448	0	0
51118	TUTORIAL SERVICES	0	18,934	0	0	0	0
51127	MED/ATTEN AFICRS	20,327	19,713	20,327	20,327	0	0
51146	BUS MONITORS	8,958	11,925	20,679	8,958	0	0
51147	NURSES	458,756	453,328	482,834	506,307	0	0
51148	OCCUPATIONAL THERAPIST	297,290	297,291	287,700	276,102	0	0
51163	UNSPECIFIED ADDITIONS	109,586	109,586	257,739	123,532	0	0
51170	ENGLISH TEACHERS	1,346,458	1,345,607	1,391,388	1,466,789	0	0
51171	MATH TEACHERS	1,468,714	1,468,021	1,477,890	1,608,406	0	0
51172	SCIENCE TEACHERS	1,473,795	1,478,449	1,479,823	1,553,270	0	0
51173	SOCIAL STUDIES TEACHERS	1,331,799	1,329,694	1,403,142	1,489,114	0	0
51174	FOREIGN LANGUAGE TEACHERS	921,710	920,581	881,231	936,280	0	0
51175	ART TEACHERS	690,442	695,398	714,070	725,215	0	0
51176	PE TEACHERS	613,882	608,439	641,041	656,857	0	0
51177	MUSIC TEACHERS	630,575	630,934	594,320	668,862	0	0
51178	FACS TEACHERS	256,419	257,373	257,109	254,476	0	0
51179	READING TEACHING	1,202,697	1,204,391	1,324,328	1,340,788	0	0
51180	ENG/TECH TEACHERS	235,753	237,402	232,363	243,317	0	0
51181	LIBRARY MEDIA	362,400	361,893	349,196	368,363	0	0
51182	COMPUTER ED TEACHERS	202,000	202,000	211,006	219,121	0	0
51186	REPAIR TECHNICIANS	151,905	157,932	175,169	223,792	0	0
51190	SE SUPERVISOR/COORDINATOR	431,139	431,139	445,560	472,665	0	0
51191	WHS SE TEACHER	569,601	571,628	587,096	606,093	0	0
51192	MS SE TEACHER	390,194	381,757	446,955	466,971	0	0

SCHOOL DEPARTMENT		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
51193	PK-5 SE TEACHER	1,159,277	1,158,881	1,237,153	1,392,748	0	0
51194	PSYCHOLOGISTS	663,588	667,642	668,224	810,413	0	0
51195	SPEECH & LANGUAGE THERAPISTS	904,300	885,572	898,169	954,157	0	0
51196	PHYSICAL THERAPISTS	71,232	71,232	70,455	71,377	0	0
51197	ASSISTIVE TECHNOLOGISTS	28,212	28,315	28,174	28,174	0	0
51198	ELL TEACHERS	206,963	202,845	222,731	364,995	0	0
51199	SE TEACHING ASSISTANTS	453,465	526,395	657,966	714,900	0	0
51201	INSTRUCTIONAL SUBSTITUTES	0	0	0	0	0	0
	TOTAL PERMANENT	28,883,984	29,231,057	30,193,675	32,238,212	0	0
51201	INSTRUCTIONAL SUBSTITUTES	300,000	280,756	325,000	325,000	0	0
51202	SECRETARIAL SUBSTITUTES	10,000	8,112	10,000	10,000	0	0
51204	EARLY RETIREMENT	7,900	0	7,900	7,900	0	0
51205	LONG TERM SUBSTITUTES	150,000	251,273	150,000	150,000	0	0
51206	IN SCHOOL SUSPENSION	12,240	11,188	12,240	0	0	0
	TOTAL TEMPORARY	480,140	551,329	505,140	492,900	0	0
51302	POLICE OVERTIME	12,556	155	0	0	0	0
51304	TEAMING	19,614	39,179	39,256	39,256	0	0
51359	OVERTIME	0	0	0	0	0	0
51360	OT - SECTY	0	0	0	0	0	0
	TOTAL OVERTIME	32,170	39,334	39,256	39,256	0	0
	PERSONAL SERVICES TOTAL	29,396,294	29,821,719	30,738,071	32,770,368	0	0
52101	OFFICE SUPPLIES	24,315	37,956	20,243	27,722	0	0
52102	IMT SUPPLIES	2,500	2,478	2,500	2,500	0	0
52103	PRINTING AND REPRODUC SUPPLI	71,556	67,151	73,670	77,100	0	0
52104	COMPUTER REPAIRS	20,000	19,674	20,000	30,000	0	0
52105	COMPUTER SUPPLIES	49,776	54,556	66,505	64,213	0	0
52106	BOOKS AND PERIODICALS	2,100	2,188	1,500	1,345	0	0
52108	INSTRUCTIONAL MATERIALS	143,933	126,771	100,889	145,222	0	0
52110	PUPIL SUBSCRIPTIONS	2,841	1,782	2,784	7,076	0	0
52111	LIBRARY BOOKS	22,916	21,821	25,548	22,369	0	0
52144	CO/SM TOOLS & EQUIP	0	56	0	0	0	0
52158	STUDENT SUPPORT	103,645	81,364	85,660	101,602	0	0
52159	ART SUPPLIES	30,210	31,288	28,280	41,910	0	0
52160	FAMILY/CONSUMER SUPPLIES	13,963	14,489	13,907	13,265	0	0
52161	TECHNOLOGY SUPPLIES	19,142	21,701	17,360	20,639	0	0
52162	MUSIC SUPPLIES	18,647	22,009	20,625	22,333	0	0
52163	PHYSICAL EDUCATION SUPPLIES	17,006	13,159	15,455	20,749	0	0
52164	READING TESTING SUPPLIES	13,643	9,001	4,835	5,270	0	0
52165	SCIENCE SUPPLIES	22,068	20,969	33,430	34,399	0	0
52166	GUIDANCE TEST SUPPLIES	0	0	0	0	0	0
52167	CURRICULUM SUPPLIES	113,800	143,896	113,800	86,696	0	0
52168	EXTRA-CURRICULAR SUPPLIES	3,493	1,530	3,666	20,563	0	0

SCHOOL DEPARTMENT		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
52169	MATH SUPPLIES	54,320	74,857	54,773	56,949	0	0
52170	ENGLISH	2,685	2,173	2,526	2,829	0	0
52171	SOCIAL STUDIES	7,912	6,213	6,784	8,118	0	0
52172	AUDIO-VISUAL SUPPLIES	5,501	346	5,947	4,349	0	0
52173	BUSINESS	5,057	4,978	2,105	7,410	0	0
52174	FOREIGN LANGUAGE	2,535	1,757	1,604	955	0	0
52179	MEDICAL & DENTAL	3,400	4,060	0	0	0	0
52180	FOOD & GROCERIES	4,600	2,859	3,000	8,000	0	0
52184	CLOTHING & UNIFORMS	0	0	0	0	0	0
52185	SOFTWARE	138,846	132,192	154,944	173,649	0	0
52218	NURSING SUPPLIES	0	0	3,400	3,400	0	0
52244	TEACHER SUPPLIES	0	0	0	0	0	0
TOTAL SUPPLIES & MATERIALS		920,410	923,275	885,740	1,010,632	0	0
53101	PRINTING & STATIONERY	16,176	4,640	13,513	16,124	0	0
53103	PRINTING & STATIONERY	0	0	0	0	0	0
53107	POSTAGE	24,653	18,688	20,833	21,432	0	0
53109	TELEPHONE	56,250	42,317	56,250	43,550	0	0
53115	ADVERTISING	32,000	24,288	32,000	32,000	0	0
53116	BIND & BK REPAIRS	3,367	1,006	2,804	2,833	0	0
53117	AUTO ALLOWANCE	22,198	10,928	19,323	12,173	0	0
53118	PROF SERVICES	413,800	366,005	415,300	431,300	0	0
53119	PROFESSIONAL DEVELOPMENT	50,700	57,602	50,700	77,804	0	0
53120	PROFESSIONAL SERVICES - LEGA	0	0	0	0	0	0
53121	PROF SERVICES - INDEP EVALUA	0	0	0	0	0	0
53122	TRAVEL	13,150	9,766	12,800	10,300	0	0
53123	TRAVEL	0	2,119	600	5,600	0	0
53124	CLEAN & SANITARY	1,400	975	1,400	1,500	0	0
53126	HIRED EQUIPMENT	49,400	80,662	53,560	72,610	0	0
53127	R&M AUTOMTOIVE	200	0	200	200	0	0
53128	COM R&M TOOLS & EQUIPMENT	67,505	51,222	67,860	69,045	0	0
53130	HS/R&M TOOLS & EQUIP	0	0	0	0	0	0
53162	TRANSPORTATION	653,400	562,074	647,100	647,940	0	0
53166	TUITION	2,264,216	2,304,487	2,408,061	2,635,468	0	0
53171	TESTING/SCHOOL	10,420	5,531	12,275	11,875	0	0
53178	NOC	0	0	0	0	0	0
53221	GRADUATION	5,700	5,632	6,000	6,000	0	0
53222	STAFF RECOGNITION	2,500	2,111	2,500	2,500	0	0
53999	PY EXPENSES	0	0	0	0	0	0
TOTAL CONTRACTUAL SERVICES		3,687,035	3,550,054	3,823,079	4,100,254	0	0

SCHOOL DEPARTMENT		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
54101	DUES AND MEMBERSHIPS	65,050	70,702	71,646	70,031	0	0
54105	INSURANCE AND SURETY BOND PR	0	0	0	0	0	0
54106	INSURANCE/SURETY	0	0	0	0	0	0
54107	CLAIMS, DAMAGES, AND JUDGE	0	0	0	0	0	0
54109	GROUP INSURANCE PREMIUM	0	0	0	0	0	0
54115	MEDICAL,SURGICAL	0	0	0	0	0	0
TOTAL CHARGES & OBLIGATIONS		65,050	70,702	71,646	70,031	0	0
EXPENSE TOTAL		4,672,495	4,544,030	4,780,465	5,180,917	0	0
55101	FURNITURE & FIXTURES	22,987	16,290	24,650	37,496	0	0
55103	OFFICE EQUIPMENT	4,633	2,644	0	0	0	0
55105	CONSTRUCTION	0	0	0	0	0	0
55107	EDUCATIONAL	277,799	267,971	169,893	261,527	0	0
55108	AUDIO VISUAL	31,160	15,423	8,091	36,988	0	0
55109	EMERGING TECHNOLOGY	10,000	9,703	0	50,000	0	0
59761	TRANSFER TO REVOLVING	280,797	0	0	0	0	0
EQUIPMENT TOTAL		627,376	312,031	202,634	386,011	0	0
SCHOOL DEPARTMENT TOTAL		34,696,165	34,677,780	35,721,170	38,337,297	37,568,391	0

CENTRAL OFFICE

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	1,757,434	1,989,913	1,947,196	0	0
Other Expenses	703,124	726,236	726,236	0	0
Equipment	0	0	0	0	0
TOTAL	2,460,558	2,716,149	2,673,432	0	0
STAFFING					
Managerial	3.00	3.00	3.00		
Clerical	6.00	6.00	6.00		
Directors/Coordinators	4.40	4.40	5.40		
School Resource Officer	0.00	0.00	0.00		
Librarian	0.00	0.00	0.00		
TOTAL	13.40	13.40	14.40	0.00	0.00

Program Description

Central Office houses the following School Department Administration: Superintendent, Assistant Superintendent for Curriculum and Instruction, Business Office and Directors/Coordinators for regular education.

FY2013 Objectives

- Initiate district student learning initiative that includes articulation of:
 - ❖ English/Language Arts and Mathematics common achievement targets for elementary grades
 - ❖ Common achievement targets for secondary school courses
 - ❖ Common achievement targets for K-12 programs and case-based programs
- Complete the English Language Learner’s Program Review.
- Initiate implementation of Focus on the Future Plan for the High School.
- Analyze MCAS results and develop school-based action plans to improve results
- Adopt Grade 1 Phonics program
- Create professional development opportunities to coordinate elementary schools’ literacy efforts.
- Implement an online registration and monitoring system for professional development.

Prior Year’s Accomplishments

- Introduced standardized common reading assessments:
 - ❖ *DIBELS* in kindergarten and the *Fountas and Pinnell Benchmark Assessment* in grades 3 & 4 (next year in grade 5)
- Introduced the *Drexel University Math Forum*, online archive of K-12 math problems
- *Teaching American History Grant* designed to improve teachers' pedagogy and content knowledge for teaching American History. Utilized grant funds to purchase teacher kits for Our Home:MA. Provided professional development to all third grade teachers. A class of student texts were purchased for each school as well as literature titles.
- FY12 Teaching American History Grant funds are being used to purchase teacher kits for the *History Alive* fifth grade curriculum. The district is purchasing online student and teacher account for the program such that technology is being utilized to study American History.
- Continue development of the ELL program with specific attention given to registration and the student identification process, instructional minutes, scheduling, programming, grant application, and professional development
 - ❖ Provide 125 teachers in at least 15 hours of professional development. Plans are underway for continuing these efforts for subsequent years

Statistics

Enrollment K-12		FY2010	FY2011	FY2012	FY2013
	Indistrict				
	K	297	345	331	300
	1	367	336	378	375
	2	336	371	351	395
	3	345	352	372	362
	4	381	330	351	372
	5	324	379	337	354
	6	368	325	374	340
	7	308	361	316	364
	8	310	307	357	316
	9	280	274	284	321
	10	256	282	275	282
	11	270	255	274	269
	12	266	279	259	277
	Total	4108	4196	4259	4327

SCHOOL CENTRAL OFFICE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
43799	MISC DEPARTMENTAL REVENUE						
51102	SUPERINTENDENCY	393,508	410,547	413,000	417,500		
51103	DIRECTOR/COORDINATOR	480,051	452,476	529,135	630,630		
51105	TEACHERS						
51108	INSTRUCTIONAL AIDES						
51110	OTHER SUPERVISORY/TECH						
51111	SECRETARIES/CLERKS	289,929	293,051	297,654	300,359		
51112	CURRICULUM WORKSHOPS	35,600	15,760	25,600	32,000		
51117	IN-SERVICE WORKSHOPS	32,848	24,400	42,848	36,448		
51118	TUTORIAL SERVICES	0	1,280				
51127	MED/ATTEN AFICRS	20,327	19,713	20,327	20,327		
51163	UNSPECIFIED ADDITIONS	0	0	168,449	17,032		
	TOTAL PERMANENT	1,252,263	1,217,226	1,497,013	1,454,296	0	0
51201	INSTRUCTIONAL SUBSTITUTES	300,000	280,756	325,000	325,000		
51202	SECRETARIAL SUBSTITUTES	10,000	8,179	10,000	10,000		
51204	EARLY RETIREMENT	7,900	0	7,900	7,900		
51205	LONG TERM SUBSTITUTES	150,000	251,273	150,000	150,000		
	TOTAL TEMPORARY	467,900	540,208	492,900	492,900	0	0
51359	OVERTIME						
51360	OT - SECTY	0	0	0			
	TOTAL OVERTIME	0	0	0	0	0	0
	PERSONAL SERVICES TOTAL	1,720,163	1,757,434	1,989,913	1,947,196	0	0
52101	OFFICE SUPPLIES	5,000	8,182	5,000	5,000		
52102	IMT SUPPLIES	2,500	2,478	2,500	2,500		
52103	PRINTING AND REPRODUC SUPPLI	4,000	2,517	1,500	1,500		
52105	COMPUTER SUPPLIES	0					
52106	BOOKS AND PERIODICALS	750	963	750	750		
52108	INSTRUCTIONAL MATERIALS	0					
52158	STUDENT SUPPORT	0					
52162	MUSIC SUPPLIES	10,000	7,615	10,000	10,000		
52165	SCIENCE SUPPLIES	0	1,170				
52167	CURRICULUM SUPPLIES	113,800	142,699	113,800	86,696		
52180	FOOD & GROCERIES	4,500	2,859	3,000	3,000		
	TOTAL SUPPLIES & MATERIALS	140,550	168,483	136,550	109,446	0	0

SCHOOL CENTRAL OFFICE		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
53101	PRINTING & STATIONERY	2,500	0	0			
53107	POSTAGE	12,000	6,499	10,000	10,000		
53109	TELEPHONE	23,000	24,818	23,000	23,000		
53115	ADVERTISING	32,000	24,288	32,000	32,000		
53117	AUTO ALLOWANCE	8,773	4,653	6,773	6,773		
53118	PROF SERVICES	106,800	102,472	112,800	112,800		
53119	PROFESSIONAL DEVELOPMENT	50,700	57,602	50,700	77,804		
53122	TRAVEL	6,100	6,767	6,100	6,100		
53123	TRAVEL	0	1,668				
53124	CLEAN & SANITARY	0					
53126	HIRED EQUIPMENT	9,000	9,875	9,000	9,000		
53127	R&M AUTOMTOIVE	200	0	200	200		
53128	COM R&M TOOLS & EQUIPMENT	6,700	2,592	6,700	6,700		
53162	TRANSPORTATION	190,000	152,885	190,000	190,000		
53166	TUITION	94,913	87,741	94,913	94,913		
53171	TESTING/SCHOOL	0					
53178	NOC	0					
53222	STAFF RECOGNITION	2,500	2,111	2,500	2,500		
53999	PY EXPENSES	0					
	TOTAL CONTRACTUAL SERVICES	545,186	483,972	544,686	571,790	0	0
54101	DUES AND MEMBERSHIPS	45,000	50,670	45,000	45,000		
54105	INSURANCE AND SURETY BOND PR		0	0			
54106	INSURANCE/SURETY			0			
54107	CLAIMS, DAMAGES, AND JUDGEME			0			
54109	GROUP INSURANCE PREMIUM			0			
54115	MEDICAL,SURGICAL			0			
	TOTAL CHARGES & OBLIGATIONS	45,000	50,670	45,000	45,000	0	0
	EXPENSE TOTAL	730,736	703,124	726,236	726,236	0	0
55101	FURNITURE & FIXTURES	0		0			
55105	CONSTRUCTION						
55107	EDUCATIONAL						
	EQUIPMENT TOTAL	0	0	0	0	0	0
	CENTRAL OFFICE TOTAL	2,450,899	2,460,558	2,716,149	2,673,432	0	0

HIGH SCHOOL

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	5,360,397	5,257,928	5,545,350	0	0
Other Expenses	249,454	279,210	335,705	0	0
Equipment	34,904	33,894	57,399	0	0
TOTAL	5,644,755	5,571,032	5,938,454	0	0
STAFFING					
Principal/Assistant	3.00	3.00	3.00		
Teachers	68.30	65.30	67.30		
ELL Instructor	1.00	1.00	1.00		
Librarian	1.00	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	7.33	7.54	7.54		
TOTAL	81.63	78.84	80.84	0.00	0.00

Program Description

Winchester High School is a comprehensive high school serving 1092 students in Grades 9-12. Projected enrollment for the 2012-13 school-year is 1149. Exploratory areas of instruction include: Technology, Art, Music, and Wellness (Physical Education/Health and Family and Consumer Science)

FY2013 Objectives

- Maintain a comprehensive high school that serves all students.
- Continue implementing the Focus on the Future Strategic Plan
- Improve the availability and use of technology for school administration and management.
- Increase the capacity of the faculty to differentiate instruction using technology.
- Strengthen the learning environment at Winchester High School by teachers continuing to integrate service learning into the curriculum.
- 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.
- Continue to implement an advisory program for 9th and 10th grade students.

- Review, assess, and update the priorities, operations, and resources of the Guidance Department.
- Strengthen course expectations for all students to address the gap between curriculum levels.

Prior Year's Accomplishments

- Continued excellent scores in MCAS scores. 98% of students scored advanced or proficient in English Language Arts, 94% scored advanced or proficient in Mathematics, and 91% scored advanced or proficient in biology.
- The average SAT I scores for the class of 2011 were 582 in critical reading, 611 in math, and 597 in writing.
- 460 AP exams (up from 392) were taken in 2011 with 90% getting a score of 3 or higher.
- Named to the Advanced Placement Honor Roll.
- Three National Merit Finalists and 25 National Merit commended students.
- 27 students scored an 800 in the Math SAT II exam.
- Added Advanced Placement Economics and Psychology to the curriculum.
- Continued excellent scores in MCAS scores. 98% of students scored advanced or proficient in English Language Arts, 94% scored advanced or proficient in Mathematics, and 91% scored advanced or proficient in biology.
- The average SAT I scores for the class of 2011 were 582 in critical reading, 611 in math, and 597 in writing.
- 460 AP exams (up from 392) were taken in 2011 with 90% getting a score of 3 or higher.
- Named to the Advanced Placement Honor Roll.
- Three National Merit Finalists and 25 National Merit commended students.
- 27 students scored an 800 in the Math SAT II exam.
- Added Advanced Placement Economics and Psychology to the curriculum.

Statistics

Projected Enrollments

Grades	9	10	11	12	Total
FY12 Actual	284	275	274	259	1,092
FY13 Projected	321	282	269	277	1,149

SAT Scores

	Math	Critical Reading	Writing	Total
2007	596	577	584	1757
2008	592	575	579	1746
2009	591	616	601	1808
2010	582	616	602	1800
2011	611	582	597	1790

SAT scores are now on 2400 scale

Class Size Core Subject Area

	FY12	FY13
English	20.5	21.6
Math	21.3	22.4
Social Studies	22.3	23.5
Science	20.7	21.7
Foreign Language	20.1	21.1

HIGH SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
43799	MISC DEPARTMENTAL REVENUE	0					
51103	DIRECTOR/COORDINATOR	0		0			
51104	PRINCIPALS/ASST PRINCIPALS	323,334	333,185	332,172	337,110		
51105	TEACHERS	0					
51108	INSTRUCTIONAL AIDES	30,368	30,479	30,728	31,127		
51111	SECRETARIES/CLERKS	257,151	255,536	266,148	288,745		
51114	EXTRACURRICULAR	51,472	52,484	51,472	51,472		
51118	TUTORIAL SERVICES	0					
51163	UNSPECIFIED ADDITIONS	0					
51170	ENGLISH TEACHERS	743,182	742,969	714,317	759,574		
51171	MATH TEACHERS	799,840	797,191	780,913	825,349		
51172	SCIENCE TEACHERS	787,583	788,648	797,547	843,733		
51173	SOCIAL STUDIES TEACHERS	635,672	634,515	631,641	691,576		
51174	FOREIGN LANGUAGE TEACHERS	626,938	626,588	576,856	620,429		
51175	ART TEACHERS	291,415	293,614	287,299	292,667		
51176	PE TEACHERS	157,381	157,381	152,449	161,660		
51177	MUSIC TEACHERS	147,830	148,291	147,035	150,921		
51178	FACS TEACHERS	125,784	126,739	125,953	128,168		
51179	READING TEACHING	83,016	81,113	98,122	92,749		
51180	ENG/TECH TEACHERS	105,134	106,783	97,373	105,812		
51181	LIBRARY MEDIA	71,991	71,991	46,936	49,421		
51182	COMPUTER ED TEACHERS	51,637	51,637	56,392	59,477		
51198	ELL TEACHERS	50,132	50,132	52,335	55,360		
	TOTAL PERMANENT	5,339,860	5,349,277	5,245,688	5,545,350	0	0
51202	SECRETARIAL SUBSTITUTES	0	-67	0			
51206	IN SCHOOL SUSPENSION	12,240	11,188	12,240			
	TOTAL TEMPORARY	12,240	11,121	12,240	0	0	0
51302	POLICE OVERTIME	12,556	0	0			
51360	OT - SECTY	0	0	0			
	TOTAL OVERTIME	12,556	0	0	0	0	0
	PERSONAL SERVICES TOTAL	5,364,656	5,360,397	5,257,928	5,545,350	0	0

HIGH SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
52101	OFFICE SUPPLIES	12,556	10,498	10,954	16,488		
52103	PRINTING AND REPRODUC SUPPLI	19,395	18,083	22,180	23,191		
52104	COMPUTER REPAIRS	0	0	0			
52105	COMPUTER SUPPLIES	2,824	0	13,910	10,087		
52106	BOOKS AND PERIODICALS	1,350	529	750	595		
52108	INSTRUCTIONAL MATERIALS	58,099	60,226	49,133	80,161		
52110	PUPIL SUBSCRIPTIONS	1,112	999	1,433	2,818		
52111	LIBRARY BOOKS	11,141	10,211	15,747	9,979		
52144	CO/SM TOOLS & EQUIP	0					
52158	STUDENT SUPPORT	14,244	11,218	6,500	11,636		
52159	ART SUPPLIES	11,080	13,434	9,400	20,350		
52160	FAMILY/COMSUMER SUPPLIES	7,950	8,762	7,342	7,498		
52161	TECHNOLOGY SUPPLIES	10,480	12,878	8,981	10,941		
52162	MUSIC SUPPLIES	0	7,575	0			
52163	PHYSICAL EDUCATION SUPPLIES	11,020	8,899	9,743	13,185		
52164	READING TESTING SUPPLIES	910	0	1,025	1,078		
52165	SCIENCE SUPPLIES	12,500	11,108	14,000	17,000		
52166	GUIDANCE TEST SUPPLIES	0	0				
52167	CURRICULUM SUPPLIES	0	0				
52168	EXTRA-CURRICULAR SUPPLIES	1,186	0	1,500			
52169	MATH SUPPLIES	300	279	240	385		
52170	ENGLISH	0					
52171	SOCIAL STUDIES	950	0				
52172	AUDIO-VISUAL SUPPLIES	2,465	101	2,869	1,109		
52179	MEDICAL & DENTAL	0					
52180	FOOD & GROCERIES	0			4,000		
52184	CLOTHING & UNIFORMS	0					
52244	TEACHER SUPPLIES	0					
TOTAL SUPPLIES & MATERIALS		179,562	174,799	175,707	230,501	0	0
53101	PRINTING & STATIONERY	8,500	2,006	8,500	8,780		
53103	PRINTING & STATIONERY	0					
53107	POSTAGE	7,500	6,570	5,000	5,000		
53109	TELEPHONE	13,250	5,246	13,250	5,250		
53116	BIND & BK REPAIRS	2,467	582	1,557	1,520		
53117	AUTO ALLOWANCE	1,600	1,600	1,600	1,600		
53118	PROF SERVICES	4,000	40	2,500	2,500		
53122	TRAVEL	2,750	2,035	2,000	1,200		
53123	TRAVEL	0	0	600	5,600		
53124	CLEAN & SANITARY	1,400	975	1,400	1,500		
53126	HIRED EQUIPMENT	10,000	18,563	10,000	18,000		

HIGH SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
53127	R&M AUTOMTOIVE	0					
53128	COM R&M TOOLS & EQUIPMENT	30,000	20,547	30,000	30,000		
53130	HS/R&M TOOLS & EQUIP	0					
53162	TRANSPORTATION	7,250	2,300	5,040	4,840		
53166	TUITION	0	0				
53221	GRADUATION	5,700	5,632	6,000	6,000		
	TOTAL CONTRACTUAL SERVICES	94,417	66,096	87,447	91,790	0	0
54101	DUES AND MEMBERSHIPS	11,491	8,559	16,056	13,414		
54105	INSURANCE AND SURETY BOND PR	0					
54117	PAYMENTS TO MUNICIPALITIES	0					
	TOTAL CHARGES & OBLIGATIONS	11,491	8,559	16,056	13,414	0	0
	EXPENSE TOTAL	285,470	249,454	279,210	335,705	0	0
55101	FURNITURE & FIXTURES	8,415	4,781	9,500	12,040		
55105	CONSTRUCTION	0		0			
55107	EDUCATIONAL	28,799	18,481	21,438	25,001		
55108	AUDIO VISUAL	24,420	11,642	2,956	20,358		
	EQUIPMENT TOTAL	61,634	34,904	33,894	57,399	0	0
HIGH SCHOOL TOTAL		5,711,760	5,644,755	5,571,032	5,938,454	0	0

McCALL SCHOOL

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	4,487,990	4,715,131	4,974,374	0	0
Other Expenses	143,027	154,213	207,691	0	0
Equipment	3,084	6,360	9,882	0	0
TOTAL	4,634,101	4,875,704	5,191,947	0	0
STAFFING					
Principal/Assistant	3.00	3.00	3.00		
Teachers	57.30	59.70	60.70		
ELL Instructor	1.00	1.00	1.80		
Librarian	1.00	1.00	1.00		
Clerical	3.00	3.00	3.00		
TOTAL	65.30	67.70	69.50	0.00	0.00

Program Description

McCall Middle School is a comprehensive middle school serving 1047 students in Grades 6-8. The projected enrollment for FY13 is 1020. 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 Extracurricular Activities Program with over twenty activities, which include: Art Club, Chess Club, Community Service Club, Debate Club, Engineers/Innovators Club, EnKa Fair Marching Band, Two Green Team Environmental Clubs, Homework Club, Intramural Sports, Jazz Band, Jubilation Singers, Math Club- Grade 6, Math Team- Grade 6, Math Team- Gr. 7 & 8, Multicultural Club, Music Improvisation Group, Photography Club, Poetry Club, and Student Council.

FY2013 Objectives

Continue to strengthen the school climate and culture for staff and students. The objective of this goal is to continue to promote a positive school climate in which all students and staff recognize, encourage and value their diverse interest, talents and skills.

Continue to strengthen our teaching and learning in order to improve achievement for all students. The primary objective of this goal is to ensure that all students have support in order to reach or exceed proficiency targets.

Expand and improve the use of technology for teaching, learning, and communication. The first objective of this goal is to ensure that the students and staff at McCall have access to educational technology that will enrich the teaching and learning environment. A second objective of this goal is to utilize existing technology to maximize home-school communication.

Prior Year's Accomplishments

- Achieved high MCAS scores in English, Math, and Science
- Ran a successful overnight trip to Washington, D.C. for 260 8th Graders from March 28, 2011 through April 1, 2011
- Supported school's core values of respect for self and others and service to others with a series of programs and activities including the Dr. Martin Luther King, Jr. Assembly, Origami for Japan project, collected over 2,000 books for the first library in Cameroon, and the penny-drive for patients with terminal or long-term illness project
- Raised over \$30,000 to support an extensive after-school extracurricular activities program
- Hired a new principal at McCall Middle School
- Worked in collaboration with the superintendent, chief of police, safety officer, and the McCall parents association in reassigning a crossing guard to the front of McCall Middle School

Statistics

FY12 Actual Enrollment

Grade	Students	Sections	Ratio
6	374	16	23.38
7	316	15	21.07
8	357	15	23.80
Total	1,047	45	22.76

FY13 Projected Enrollment

Grade	Students	Teachers	Ratio
6	340	16	21.25
7	364	15	24.27
8	316	15	21.07
Total	1,020	46	22.17

Average Class Size per District Guidelines

Grade 6	22-24
Grade 7	22-24
Grade 8	22-24

MCCALL SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
43799	MISC DEPARTMENTAL REVENUE	0					
51103	DIRECTOR/COORDINATOR	0					
51104	PRINCIPALS/ASST PRINCIPALS	294,834	303,455	298,563	299,755		
51105	TEACHERS	0		0			
51108	INSTRUCTIONAL AIDES	0		0			
51111	SECRETARIES/CLERKS	115,292	112,217	113,534	122,909		
51114	EXTRACURRICULAR	0		0			
51115	INTRAMURAL	0		0			
51147	NURSES	0		0			
51163	UNSPECIFIED ADDITIONS	0		0			
51170	ENGLISH TEACHERS	603,276	602,638	677,071	707,215		
51171	MATH TEACHERS	668,874	670,830	696,977	783,057		
51172	SCIENCE TEACHERS	686,212	689,801	682,276	709,537		
51173	SOCIAL STUDIES TEACHERS	696,127	695,179	771,501	797,538		
51174	FOREIGN LANGUAGE TEACHERS	294,772	293,993	304,375	315,851		
51175	ART TEACHERS	140,038	140,038	143,605	148,176		
51176	PE TEACHERS	150,215	144,774	168,597	172,339		
51177	MUSIC TEACHERS	138,834	138,834	147,196	152,173		
51178	FACS TEACHERS	130,635	130,635	131,156	126,308		
51179	READING TEACHING	135,958	135,958	139,504	144,033		
51180	ENG/TECH TEACHERS	130,619	130,619	134,990	137,505		
51181	LIBRARY MEDIA	70,787	70,787	71,568	72,826		
51182	COMPUTER ED TEACHERS	150,363	150,363	154,614	159,644		
51198	ELL TEACHERS	38,536	38,536	40,348	86,253		
	TOTAL PERMANENT	4,445,372	4,448,656	4,675,875	4,935,118	0	0
51201	INSTRUCTIONAL SUBSTITUTES	0		0			
51202	SECRETARIAL SUBSTITUTES	0		0			
	TOTAL TEMPORARY	0	0	0	0	0	0
51302	POLICE OVERTIME	0	155	0			
51304	TEAMING	19,614	39,179	39,256	39,256		
51360	OT - SECTY	0	0	0			
	TOTAL OVERTIME	19,614	39,334	39,256	39,256	0	0
	PERSONAL SERVICES TOTAL	4,464,986	4,487,990	4,715,131	4,974,374	0	0
52101	OFFICE SUPPLIES	934	829	889	934		
52103	PRINTING AND REPRODUC SUPPLI	12,671	14,433	13,040	16,167		
52105	COMPUTER SUPPLIES	5,892	11,534	6,840	7,076		
52106	BOOKS AND PERIODICALS	0		0			
52108	INSTRUCTIONAL MATERIALS	32,599	20,800	11,664	21,006		

MCCALL SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
52110	PUPIL SUBSCRIPTIONS	1,729	696	1,351	4,258		
52111	LIBRARY BOOKS	3,550	2,934	3,401	3,690		
52144	CO/SM TOOLS & EQUIP	0		0			
52158	STUDENT SUPPORT	4,926	5,298	6,988	10,266		
52159	ART SUPPLIES	6,900	6,853	7,980	10,560		
52160	FAMILY/COMSUMER SUPPLIES	6,013	5,727	6,565	5,767		
52161	TECHNOLOGY SUPPLIES	8,662	8,823	8,379	9,698		
52162	MUSIC SUPPLIES	3,762	4,485	6,125	6,718		
52163	PHYSICAL EDUCATION SUPPLIES	1,956	1,635	1,672	3,561		
52164	READING TESTING SUPPLIES	4,343	1,859	3,810	3,192		
52165	SCIENCE SUPPLIES	2,043	1,839	12,505	11,949		
52166	GUIDANCE TEST SUPPLIES	0		0			
52167	CURRICULUM SUPPLIES	0		0			
52168	EXTRA-CURRICULAR SUPPLIES	2,307	1,530	2,166	20,563		
52169	MATH SUPPLIES	7,785	7,706	7,173	7,764		
52170	ENGLISH	2,685	2,173	2,526	2,829		
52171	SOCIAL STUDIES	1,932	2,440	3,859	5,118		
52172	AUDIO-VISUAL SUPPLIES	3,036	0	3,078	3,240		
52173	BUSINESS	5,057	4,978	2,105	7,410		
52174	FOREIGH LANGUAGE	2,535	1,757	1,604	955		
	TOTAL SUPPLIES & MATERIALS	121,317	108,329	113,720	162,721	0	0
53101	PRINTING & STATIONERY	4,276	2,634	5,013	7,344		
53107	POSTAGE	3,433	3,135	3,433	3,932		
53109	TELEPHONE	7,000	3,098	7,000	5,000		
53116	BIND & BK REPAIRS	900	425	1,247	1,313		
53117	AUTO ALLOWANCE	4,150	500	4,150	0		
53118	PROF SERVICES	0	240				
53122	TRAVEL	1,000	0	700	1,000		
53123	TRAVEL	0		0			
53124	CLEAN & SANITARY	0		0			
53126	HIRED EQUIPMENT	7,000	18,582	7,560	13,710		
53127	R&M AUTOMTOIVE	0		0			
53128	COM R&M TOOLS & EQUIPMENT	9,205	3,690	9,560	9,945		
53162	TRANSPORTATION	800	700	760	1,600		
53166	TUITION	0	179	0			
53171	TESTING/SCHOOL	0		0			
	TOTAL CONTRACTUAL SERVICES	37,764	33,183	39,423	43,844	0	0

MCCALL SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
54101	DUES AND MEMBERSHIPS	1,209	1,515	1,070	1,126		
	TOTAL CHARGES & OBLIGATIONS	1,209	1,515	1,070	1,126	0	0
	EXPENSE TOTAL	160,290	143,027	154,213	207,691	0	0
55101	FURNITURE & FIXTURES	4,100	440	5,850	9,356		
55103	OFFICE EQUIPMENT	4,633	2,644	0			
55107	EDUCATIONAL	0		510	526		
	EQUIPMENT TOTAL	8,733	3,084	6,360	9,882	0	0
MCCALL SCHOOL TOTAL		4,634,009	4,634,101	4,875,704	5,191,947	0	0

AMBROSE SCHOOL

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	2,107,571	2,212,900	2,368,795	0	0
Other Expenses	78,064	70,795	78,450	0	0
Equipment	3,728	0	3,310	0	0
TOTAL	2,189,363	2,283,695	2,450,555	0	0
STAFFING					
Principal	1.00	1.00	1.50		
Teachers	29.79	30.01	30.01		
ELL Instructor	0.20	0.40	0.40		
Librarian	0.80	0.80	0.80		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
TOTAL	33.79	34.21	34.71	0.00	0.00

Program Description

The Ambrose Elementary School currently serves 520 students in Grades K-5. The projected enrollment for the 2012-2013 school year is 516 students.

FY2013 Objectives

- Focus on student learning and how that can best be achieved by collaboration both across the system and within our school.
- Provide a safe and supportive school environment that addresses the issues of bullying and social pragmatics. All students and adults need a place that is accepting and supportive in which they can learn.
- Support and value a schedule that allows for common planning time for teachers and support staff.

Prior Year's Accomplishments

- Teachers worked collaboratively with grade level colleagues from across the district to unpack the Common Core learning standards for students.
- The implementation and active use of the COW – computer on wheels – increased computer usage throughout the building as students in grades K-2 have direct access to the computer lab while the upper elementary students have additional access through use of the COW.
- A Social Curriculum Committee was created and collaboratively this committee researched various social curricula that can be implemented as the foundation for social learning at Ambrose.
- A Bullying Committee was created and collaboratively the group created a *bullying log* to be implemented throughout the school as a strategy to support possible *bullying* behaviors across building locations. This log is used as documentation to identify possibly patterns in bullying.
- The established building based literacy team met on a monthly basis and made instructional decisions about the needs of the building in regards to literacy instruction. These meetings resulted in the development of imbedded professional development.
- School unity and culture continued to be established in various ways. For example, students presented the Pledge Allegiance daily and 5th grade students reported the weather daily to support their study of weather as part of the 5th grade curriculum. During staff meetings, teachers worked collaboratively to identify and outline student expectations and common teacher language.
- Common planning was implemented on a weekly basis for grade levels. Grade levels had the opportunity to meet with various departments such as special education and reading.

Statistics

FY12 Actual Enrollment

Grade	Students	Teachers	Average
K	80	4	20.00
1	103	5	20.60
2	79	4	19.75
3	77	4	19.25
4	90	4	22.50
5	89	4	22.25
Total	518	25	20.72

FY13 Projected Enrollment

Grade	Students	Teachers	Average
K	77	4	19.25
1	88	4	22.00
2	105	5	21.00
3	82	4	20.50
4	75	4	18.75
5	89	4	22.25
Total	516	25	20.64

Average Class Size per District Guidelines

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

AMBROSE SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
51104	PRINCIPALS/ASST PRINCIPALS	98,000	101,514	106,600	146,600		
51105	TEACHERS	1,510,288	1,503,161	1,572,150	1,659,947		
51108	INSTRUCTIONAL AIDES	22,424	22,424	22,628	23,027		
51111	SECRETARIES/CLERKS	40,845	37,936	39,384	40,610		
51114	EXTRACURRICULAR	56	0				
51116	LUNCHROOM SUPERVISION	5,000	5,000	0			
51146	BUS MONITORS	3,050	3,699	10,712	3,050		
51163	UNSPECIFIED ADDITIONS	0	0	0			
51175	ART TEACHERS	47,570	47,570	57,215	53,124		
51176	PE TEACHERS	51,986	51,985	55,049	61,923		
51177	MUSIC TEACHERS	70,574	70,574	68,538	76,747		
51179	READING TEACHING	216,882	217,001	231,208	241,691		
51181	LIBRARY MEDIA	38,056	38,056	40,127	42,499		
51198	ELL TEACHERS	8,651	8,651	9,289	19,576		
51201	INSTRUCTIONAL SUBSTITUTES	0		0			
TOTAL PERMANENT		2,113,382	2,107,571	2,212,900	2,368,795	0	0
PERSONAL SERVICES TOTAL		2,113,382	2,107,571	2,212,900	2,368,795	0	0
52101	OFFICE SUPPLIES	1,900	2,058	0	2,000		
52103	PRINTING AND REPRODUC SUPPLI	7,600	10,644	8,000	8,200		
52105	COMPUTER SUPPLIES	3,000	3,418	3,500	3,200		
52106	BOOKS AND PERIODICALS	0		0			
52108	INSTRUCTIONAL MATERIALS	14,000	12,512	12,990	14,000		
52111	LIBRARY BOOKS	1,175	1,163	1,100	3,000		
52158	STUDENT SUPPORT	13,500	10,249	11,555	13,000		
52159	ART SUPPLIES	2,500	2,404	2,500	2,500		
52162	MUSIC SUPPLIES	1,000	902	1,200	1,000		
52163	PHYSICAL EDUCATION SUPPLIES	600	493	700	700		
52164	READING TESTING SUPPLIES	1,000	1,108	0	1,000		
52165	SCIENCE SUPPLIES	1,000	1,164	1,200	1,200		
52169	MATH SUPPLIES	12,000	11,965	12,000	13,500		
52171	SOCIAL STUDIES	1,500	1,394	500	500		
52180	FOOD & GROCERIES	100	0	0	1,000		
52244	TEACHER SUPPLIES	0		0			
TOTAL SUPPLIES & MATERIALS		60,875	59,474	55,245	64,800	0	0

AMBROSE SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
53101	PRINTING & STATIONERY	100	0	0			
53107	POSTAGE	200	964	200	200		
53109	TELEPHONE	2,500	2,385	2,500	2,500		
53117	AUTO ALLOWANCE	600	0	600			
53122	TRAVEL	0		2,000			
53123	TRAVEL	0		0			
53126	HIRED EQUIPMENT	5,400	6,616	5,400	6,000		
53128	COM R&M TOOLS & EQUIPMENT	3,600	8,525	3,600	3,600		
53162	TRANSPORTATION	500	100	500	600		
53166	TUITION	0		0			
53171	TESTING/SCHOOL	0		0			
	TOTAL CONTRACTUAL SERVICES	12,900	18,590	14,800	12,900	0	0
54101	DUES AND MEMBERSHIPS	710	0	750	750		
	TOTAL CHARGES & OBLIGATIONS	710	0	750	750	0	0
	EXPENSE TOTAL	74,485	78,064	70,795	78,450	0	0
55101	FURNITURE & FIXTURES	2,742	3,485	0	300		
55107	EDUCATIONAL	0		0			
55108	AUDIO VISUAL	858	243	0	3,010		
	EQUIPMENT TOTAL	3,600	3,728	0	3,310	0	0
AMBROSE SCHOOL TOTAL		2,191,467	2,189,363	2,283,695	2,450,555	0	0

LINCOLN SCHOOL

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	2,279,318	2,306,571	2,543,562	0	0
Other Expenses	73,272	68,330	69,840	0	0
Equipment	6,956	1,945	9,300	0	0
TOTAL	2,359,546	2,376,846	2,622,702	0	0
STAFFING					
Principal	1.00	1.00	1.50		
Teachers	28.12	28.12	29.12		
ELL Instructor	0.20	0.20	0.80		
Librarian	0.80	0.80	0.80		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
TOTAL	32.12	32.12	34.22	0.00	0.00

Program Description

The Lincoln Elementary School serves 472 students in Grades K-5. The projected enrollment for next year 2012-13 is 484.

FY2013 Objectives

- Collaborate with district grade level colleagues to develop common assessments
- Continue to expand opportunities for differentiated support for all students
- Increase use of technology for both instructional and communication
- Continue to promote social and emotional development of students through charitable and civic initiatives

Prior Year's Accomplishments

- Purchased a laptop cart with six new laptops to support classroom research and writing
- Added two LCD projectors and interactive boards
- Incorporated Drexel Forum and Think Tank materials to provide math enrichment
- Increased services for ELL students
- Expanded hardtop playground area; added basketball court and other enhancements

Statistics

FY12 Actual Enrollment

Grade	Students	Teachers	Average
K	78	4	19.50
1	78	4	19.50
2	77	4	19.25
3	87	4	21.75
4	78	4	19.50
5	70	3	23.33
Total	468	23	20.35

FY13 Projected Enrollment

Grade	Students	Teachers	Average
K	67	4	16.75
1	87	4	21.75
2	83	4	20.75
3	79	4	19.75
4	88	4	22.00
5	80	4	20.00
Total	484	24	20.17

Average Class Size per District Guidelines

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

LINCOLN SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
51104	PRINCIPALS/ASST PRINCIPALS	100,329	104,107	106,027	147,558		
51105	TEACHERS	1,603,296	1,593,604	1,609,534	1,753,830		
51108	INSTRUCTIONAL AIDES	22,136	22,599	23,278	23,677		
51111	SECRETARIES/CLERKS	40,870	38,602	39,933	40,977		
51114	EXTRACURRICULAR	0		0			
51116	LUNCHROOM SUPERVISION	5,000	5,000	0			
51146	BUS MONITORS	2,333	3,500	2,333	2,333		
51163	UNSPECIFIED ADDITIONS	0		0			
51175	ART TEACHERS	77,819	77,819	78,677	80,061		
51176	PE TEACHERS	83,823	83,823	87,687	86,722		
51177	MUSIC TEACHERS	79,405	79,405	76,954	85,782		
51179	READING TEACHING	217,657	217,657	222,470	227,196		
51181	LIBRARY MEDIA	47,882	47,882	50,389	55,013		
51198	ELL TEACHERS	5,648	5,319	9,289	40,413		
TOTAL PERMANENT		2,286,198	2,279,318	2,306,571	2,543,562	0	0
PERSONAL SERVICES TOTAL		2,286,198	2,279,318	2,306,571	2,543,562	0	0
52101	OFFICE SUPPLIES	0		0			
52103	PRINTING AND REPRODUC SUPPLI	7,000	7,252	6,600	8,000		
52105	COMPUTER SUPPLIES	1,000	0	3,400	2,000		
52106	BOOKS AND PERIODICALS	0		0			
52108	INSTRUCTIONAL MATERIALS	12,000	10,217	10,000	10,650		
52111	LIBRARY BOOKS	2,000	1,980	1,500	1,500		
52158	STUDENT SUPPORT	16,000	18,111	14,890	15,000		
52159	ART SUPPLIES	2,500	2,280	2,500	2,500		
52162	MUSIC SUPPLIES	1,000	1,057	1,000	1,000		
52163	PHYSICAL EDUCATION SUPPLIES	850	517	700	750		
52164	READING TESTING SUPPLIES	1,515	1,937	0			
52165	SCIENCE SUPPLIES	2,000	1,826	1,300	1,300		
52169	MATH SUPPLIES	8,000	11,641	11,000	11,000		
52171	SOCIAL STUDIES	1,000	2,079	300	800		
52172	AUDIO-VISUAL SUPPLIES	0	0	0			
52244	TEACHER SUPPLIES	0	0	0			
TOTAL SUPPLIES & MATERIALS		54,865	58,897	53,190	54,500	0	0

LINCOLN SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
53101	PRINTING & STATIONERY	0	0	0			
53107	POSTAGE	600	352	500	500		
53109	TELEPHONE	4,200	2,540	4,200	3,000		
53116	BIND & BK REPAIRS	0	0	0			
53117	AUTO ALLOWANCE	600	600	600			
53122	TRAVEL	300	0	0			
53123	TRAVEL	0	0	0			
53126	HIRED EQUIPMENT	5,400	6,089	5,400	6,500		
53128	COM R&M TOOLS & EQUIPMENT	3,600	4,494	3,600	4,300		
53162	TRANSPORTATION	300	300	0	200		
53166	TUITION	0	0	0			
53171	TESTING/SCHOOL	0	0	0			
	TOTAL CONTRACTUAL SERVICES	15,000	14,375	14,300	14,500	0	0
54101	DUES AND MEMBERSHIPS	800	0	840	840		
	TOTAL CHARGES & OBLIGATIONS	800	0	840	840	0	0
	EXPENSE TOTAL	70,665	73,272	68,330	69,840	0	0
55101	FURNITURE & FIXTURES	2,000	2,506	1,000	4,000		
55103	OFFICE EQUIPMENT	0	0	0			
55105	CONSTRUCTION	0	0	0			
55107	EDUCATIONAL	1,000	1,000	945			
55108	AUDIO VISUAL	3,450	3,450	0	5,300		
	EQUIPMENT TOTAL	6,450	6,956	1,945	9,300	0	0
LINCOLN SCHOOL TOTAL		2,363,313	2,359,546	2,376,846	2,622,702	0	0

LYNCH SCHOOL

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	1,968,428	1,983,878	2,154,919	0	0
Other Expenses	69,833	56,322	58,430	0	0
Equipment	1,488	500	4,420	0	0
TOTAL	0	41,355	43,756	0	0
STAFFING					
Principal	1.00	1.00	1.50		
Teachers	24.65	24.46	25.46		
ELL Instructor	0.80	1.00	1.00		
Librarian	0.80	0.80	0.80		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
TOTAL	29.25	29.26	30.76	0.00	0.00

Program Description

Lynch Elementary School serves 382 students in Grades K-5 and approximately 100 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.

FY2013 Objectives

- Focus on student achievement and improving MCAS performance levels.
- Continue to address improved infrastructure concerns (e.g., upgrading bathrooms) and space issues for all building programs.
- Continue to build community and to add all-school events that enhance the culture.
- Continue to provide teachers with additional time/support to meet together to collaborate on instruction to meet the needs of all learners.

Prior Year's Accomplishments

- Continued commitment to implementation of Guided Reading by expanding available materials and resources for students and staff as well as maintaining literacy block scheduling.
- Have conducted mini-makeovers and painting projects throughout the school.
- Added reading incentive program that takes place throughout the winter.
- Addressed safety concerns in parking lots and drop off/pick up procedures
- Enhanced our Extended Learning Program by offering many afterschool mini-courses that extend the learning in subjects such as writing, math, and physical activities

Statistics

FY12 Actual Enrollment

Grade	Students	Teachers	Average
K	64	3	21.33
1	68	4	17.00
2	62	3	20.67
3	64	3	21.33
4	60	3	20.00
5	64	3	21.33
Total	382	19	20.11

FY13 Projected Enrollment

Grade	Students	Teachers	Average
K	51	3	17.00
1	77	4	19.25
2	73	4	18.25
3	63	3	21.00
4	63	3	21.00
5	62	3	20.67
Total	389	20	19.45

Average Class Size per District Guidelines

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

LYNCH SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
51104	PRINCIPALS/ASST PRINCIPALS	103,476	106,805	103,475	145,028		
51105	TEACHERS	1,325,023	1,316,546	1,318,610	1,427,663		
51108	INSTRUCTIONAL AIDES	23,379	23,779	23,628	24,027		
51111	SECRETARIES/CLERKS	35,614	34,188	35,429	27,238		
51114	EXTRACURRICULAR	0		0			
51116	LUNCHROOM SUPERVISION	5,000	5,000	0			
51146	BUS MONITORS	1,000	1,000	2,931	1,000		
51163	UNSPECIFIED ADDITIONS	0		0			
51175	ART TEACHERS	39,049	41,805	43,766	49,746		
51176	PE TEACHERS	72,544	72,544	78,584	75,081		
51177	MUSIC TEACHERS	84,735	84,735	77,726	82,055		
51179	READING TEACHING	204,749	205,396	211,928	230,386		
51181	LIBRARY MEDIA	39,281	42,026	41,355	43,756		
51198	ELL TEACHERS	34,603	34,603	46,446	48,940		
	TOTAL PERMANENT	1,968,453	1,968,428	1,983,878	2,154,919	0	0
51202	SECRETARIAL SUBSTITUTES	0	0	0			
	TOTAL TEMPORARY	0	0	0	0	0	0
	PERSONAL SERVICES TOTAL	1,968,453	1,968,428	1,983,878	2,154,919	0	0
52101	OFFICE SUPPLIES	350	10,128	500	500		
52103	PRINTING AND REPRODUC SUPPLI	7,000	4,461	8,000	8,000		
52105	COMPUTER SUPPLIES	200	0	855	1,000		
52106	BOOKS AND PERIODICALS	0	454	0			
52108	INSTRUCTIONAL MATERIALS	11,845	9,852	5,000	8,000		
52110	PUPIL SUBSCRIPTIONS	0		0			
52111	LIBRARY BOOKS	1,175	1,170	1,200	1,200		
52144	CO/SM TOOLS & EQUIP	0	56	0			
52158	STUDENT SUPPORT	9,500	4,180	15,067	13,000		
52159	ART SUPPLIES	2,000	1,766	2,000	2,000		
52162	MUSIC SUPPLIES	1,000	0	1,000	1,000		
52163	PHYSICAL EDUCATION SUPPLIES	1,000	288	1,000	800		
52164	READING TESTING SUPPLIES	3,220	1,687	0			
52165	SCIENCE SUPPLIES	2,000	2,677	1,500	1,500		
52167	CIRRICULUM SUPPLIES	0	806	0			
52169	MATH SUPPLIES	9,000	18,705	8,000	9,000		
52171	SOCIAL STUDIES	1,000	0	1,000	1,000		
52172	AUDIO-VISUAL SUPPLIES	0	245	0			
52180	FOOD & GROCERIES	0	0	0			
52244	TEACHER SUPPLIES	0	0	0			
	TOTAL SUPPLIES & MATERIALS	49,290	56,474	45,122	47,000	0	0

LYNCH SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
53101	PRINTING & STATIONERY	0	0	0			
53107	POSTAGE	0	0	0			
53109	TELEPHONE	2,100	2,213	2,100	2,100		
53117	AUTO ALLOWANCE	600	600	600			
53118	PROF SERVICES	0	100	0			
53122	TRAVEL	0		0			
53123	TRAVEL	0		0			
53126	HIRED EQUIPMENT	3,600	6,202	3,600	5,300		
53128	COM R&M TOOLS & EQUIPMENT	3,600	3,335	3,600	2,500		
53162	TRANSPORTATION	200	400	400	400		
53166	TUITION	0		0			
53171	TESTING/SCHOOL	420	0	400			
	TOTAL CONTRACTUAL SERVICES	10,520	12,850	10,700	10,300	0	0
54101	DUES AND MEMBERSHIPS	500	510	500	1,130		
	TOTAL CHARGES & OBLIGATIONS	500	510	500	1,130	0	0
	EXPENSE TOTAL	60,310	69,833	56,322	58,430	0	0
55101	FURNITURE & FIXTURES	500	1,488	500	3,500		
55107	EDUCATIONAL	1,000	0				
55108	AUDIO VISUAL	0	0		920		
	EQUIPMENT TOTAL	1,500	1,488	500	4,420	0	0
LYNCH SCHOOL TOTAL		2,030,263	2,039,749	2,040,700	2,217,769	0	0

MURACO SCHOOL

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	2,219,267	2,320,033	2,463,694	0	0
Other Expenses	69,400	58,022	61,995	0	0
Equipment	3,589	11,600	12,300	0	0
TOTAL	2,292,256	2,389,655	2,537,989	0	0
STAFFING					
Principal	1.00	1.00	1.50		
Teachers	29.28	29.28	29.28		
ELL Instructor	1.00	1.00	1.50		
Librarian	0.80	0.80	0.80		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
TOTAL	34.08	34.08	35.08	0.00	0.00

Program Description

The Muraco Elementary School serves 469 students in Grades K-5. The projected enrollment for the 12-13 school year is 477 students.

FY2013 Objectives

- Establish District Grade Level Teams who will be responsible for the development of grade level achievement targets.
- Continue to provide common planning time for teachers and support staff to collaborate on teaching and learning.
- Identify resources and professional development needed to fully support and implement effective literacy and numeracy practices.
- Continue to increase technology and provide professional development opportunities for teachers across all grade levels.
- Research, identify, and share effective practices in social pragmatics.
- Continue to plan English as Second Language (ESL) professional development opportunities for classroom teachers to better meet the needs of our English Language Learners (ELL).

Prior Year's Accomplishments

- Used data to assess student learning.
- Reviewed Teacher Resource Team, SPED, and 504 protocols.
- Increased technology by adding 2 interactive whiteboards, 4 LCD projectors and 4 document readers.
- Provided training on document readers to ensure they are being utilized to their fullest potential.
- Expanded our classroom leveled libraries by purchasing books on a variety of levels, topics, and genres.
- Installed 3 new walls in classrooms.

Statistics

FY12 Actual Enrollment

Grade	Students	Teachers	Average
K	71	4	17.75
1	78	4	19.50
2	81	4	20.25
3	87	5	17.40
4	79	4	19.75
5	73	3	24.33
Total	469	24	19.54

FY13 Projected Enrollment

Grade	Students	Teachers	Average
K	68	4	17.00
1	79	4	19.75
2	81	4	20.25
3	84	4	21.00
4	86	4	21.50
5	79	4	19.75
Total	477	24	19.88

Average Class Size per District Guidelines

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

MURACO SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
51104	PRINCIPALS/ASST PRINCIPALS	102,428	105,823	106,171	147,121		
51105	TEACHERS	1,566,307	1,567,088	1,630,402	1,690,615		
51108	INSTRUCTIONAL AIDES	23,439	23,439	23,628	24,027		
51109	SPEC NEEDS IN/PROC/OTH	0					
51110	OTHER SUPERVISORY/TECH	0					
51111	SECRETARIES/CLERKS	24,273	23,567	30,582	33,259		
51114	EXTRACURRICULAR	0		0			
51116	LUNCHROOM SUPERVISION	5,000	5,000	0			
51146	BUS MONITORS	1,000	1,000	3,128	1,000		
51163	UNSPECIFIED ADDITIONS	0		0			
51175	ART TEACHERS	67,955	67,955	68,705	72,078		
51176	PE TEACHERS	58,204	58,204	61,326	57,495		
51177	MUSIC TEACHERS	54,106	52,927	53,862	58,940		
51179	READING TEACHING	209,355	228,310	248,764	255,010		
51181	LIBRARY MEDIA	44,880	41,627	47,019	49,690		
51198	ELL TEACHERS	46,800	44,327	46,446	74,461		
	TOTAL PERMANENT	2,203,747	2,219,267	2,320,033	2,463,694	0	0
51202	SECRETARIAL SUBSTITUTES	0	0	0			
	TOTAL TEMPORARY	0	0	0	0	0	0
	PERSONAL SERVICES TOTAL	2,203,747	2,219,267	2,320,033	2,463,694	0	0
52101	OFFICE SUPPLIES	600	2,282	600	500		
52103	PRINTING AND REPRODUC SUPPLI	7,300	6,292	7,600	8,300		
52105	COMPUTER SUPPLIES	1,400	1,687	2,000	3,350		
52106	BOOKS AND PERIODICALS	0	242	0			
52108	INSTRUCTIONAL MATERIALS	8,000	8,944	6,102	6,405		
52110	PUPIL SUBSCRIPTIONS	0	88	0			
52111	LIBRARY BOOKS	2,000	2,468	1,500	1,500		
52158	STUDENT SUPPORT	15,000	10,828	11,300	14,900		
52159	ART SUPPLIES	2,800	2,788	2,400	2,500		
52162	MUSIC SUPPLIES	1,200	0	750	900		
52163	PHYSICAL EDUCATION SUPPLIES	800	744	840	840		
52164	READING TESTING SUPPLIES	2,000	2,081				
52165	SCIENCE SUPPLIES	2,000	931	2,200	1,200		
52167	CURRICULUM SUPPLIES	0	213	0			
52169	MATH SUPPLIES	11,500	16,046	10,440	9,500		
52171	SOCIAL STUDIES	1,000	300	300	200		
52172	AUDIO-VISUAL SUPPLIES	0	0	0			
52244	TEACHER SUPPLIES	0	0	0			
	TOTAL SUPPLIES & MATERIALS	55,600	55,932	46,032	50,095	0	0

MURACO SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
53101	PRINTING & STATIONERY	0	0	0			
53107	POSTAGE	600	189	600	600		
53109	TELEPHONE	2,100	1,004	2,100	1,200		
53117	AUTO ALLOWANCE	600	600	600			
53122	TRAVEL	2,500	0	0			
53123	TRAVEL	0		0			
53126	HIRED EQUIPMENT	0	6,095	3,600	5,100		
53128	COM R&M TOOLS & EQUIPMENT	3,600	5,070	3,600	3,600		
53162	TRANSPORTATION	3,600	0	400	200		
53166	TUITION	400	0	0			
53171	TESTING/SCHOOL	0	0	0			
	TOTAL CONTRACTUAL SERVICES	13,400	12,958	10,900	10,700	0	0
54101	DUES AND MEMBERSHIPS	850	510	1,090	1,200		
	TOTAL CHARGES & OBLIGATIONS	850	510	1,090	1,200	0	0
	EXPENSE TOTAL	69,850	69,400	58,022	61,995	0	0
55101	FURNITURE & FIXTURES	4,000	3,501	7,500	6,300		
55107	EDUCATIONAL	0	0	0			
55108	AUDIO VISUAL	2,432	88	4,100	6,000		
	EQUIPMENT TOTAL	6,432	3,589	11,600	12,300	0	0
MURACO SCHOOL TOTAL		2,280,029	2,292,256	2,389,655	2,537,989	0	0

VINSON OWEN SCHOOL

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	1,537,547	1,506,953	1,629,569	0	0
Other Expenses	40,070	45,370	48,260	0	0
Equipment	90	1,335	3,400	0	0
TOTAL	1,577,707	1,553,658	1,681,229	0	0
STAFFING					
Principal	1.00	1.00	1.00		
Teachers	19.01	19.01	19.01		
ELL Instructor	0.40	0.40	0.80		
Librarian	0.80	0.80	0.80		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
TOTAL	23.21	23.21	23.61	0.00	0.00

Program Description

Vinson-Owen Elementary School serves an anticipated 296 students in Grades K-5. We are currently located at the Parkhurst School, where we will remain through the 2012-2013 school year, as the new Vinson-Owen School is built.

FY2013 Objectives

- Maintain class size within the Winchester School Committee guidelines.
- Increase Special Education support to meet the learning center and speech needs of our students.
- Increase building aide support to the individual classrooms of the VO School.
- Increase FTE of ADK Aides for safety and instructional support.

Prior Year's Accomplishments

- Formed transition teams that assisted with the transition from the original Vinson-Owen School to the Parkhurst School.
- Funds were secured for the purchase of materials such as portable partitions in the reading room to allow for a functional instructional environment in the new building.
- Continued the school's community service activities and promoted the school's core values.
- With the funds received through a grant from the Winchester Foundation for Educational Excellence, teachers in grade two were given document cameras to use for instruction.
- Expanded the number of guided reading titles offered to students at all grade levels.

Statistics

FY12 Actual Enrollment

Grade	Students	Teachers	Average
K	38	2	19.00
1	51	3	17.00
2	52	3	17.33
3	57	3	19.00
4	44	2	22.00
5	41	2	20.50
Total	283	15	20.45

FY13 Projected Enrollment

Grade	Students	Teachers	Average
K	38	2	19.00
1	45	3	15.00
2	53	3	17.67
3	55	3	18.33
4	60	3	20.00
5	44	2	22.00
Total	295	16	20.61

Average Class Size per District Guidelines

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

VINSON-OWEN SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
51104	PRINCIPALS/ASST PRINCIPALS	127,630	131,144	106,600	106,600		
51105	TEACHERS	1,016,079	1,015,435	998,534	1,083,554		
51108	INSTRUCTIONAL AIDES	23,379	23,379	23,628	24,027		
51111	SECRETARIES/CLERKS	45,754	47,615	38,743	35,694		
51114	EXTRACURRICULAR	0	0	0			
51116	LUNCHROOM SUPERVISION	5,000	5,000	0			
51118	TUTORIAL SVCS	0	0	0			
51146	BUS MONITORS	1,575	2,725	1,575	1,575		
51163	UNSPECIFIED ADDITIONS	0	0	0			
51175	ART TEACHERS	26,596	26,596	34,803	29,364		
51176	PE TEACHERS	39,729	39,729	37,349	41,637		
51177	MUSIC TEACHERS	55,091	56,167	23,009	62,244		
51179	READING TEACHING	135,080	118,955	172,332	149,723		
51181	LIBRARY MEDIA	49,523	49,523	51,802	55,158		
51198	ELL TEACHERS	22,593	21,277	18,578	39,992		
51201	INSTRUCTIONAL SUBSTITUTES		0	0			
TOTAL PERMANENT		1,548,029	1,537,547	1,506,953	1,629,569	0	0
PERSONAL SERVICES TOTAL		1,548,029	1,537,547	1,506,953	1,629,569	0	0
52101	OFFICE SUPPLIES	675	1,124	0			
52103	PRINTING AND REPRODUC SUPPLI	6,590	3,469	6,750	3,742		
52105	COMPUTER SUPPLIES	1,460	713	2,000	3,500		
52106	BOOKS AND PERIODICALS	0	0	0			
52108	INSTRUCTIONAL MATERIALS	7,390	4,119	6,000	5,000		
52110	PUPIL SUBSCRIPTIONS	0	0	0			
52111	LIBRARY BOOKS	1,875	1,895	1,100	1,500		
52158	STUDENT SUPPORT	7,475	6,960	6,360	10,800		
52159	ART SUPPLIES	2,430	1,764	1,500	1,500		
52162	MUSIC SUPPLIES	685	375	550	1,715		
52163	PHYSICAL EDUCATION SUPPLIES	780	584	800	913		
52164	READING TESTING SUPPLIES	655	330	0			
52165	SCIENCE SUPPLIES	525	254	725	250		
52167	CIRRICULUM SUPPLIES	0	179	0			
52169	MATH SUPPLIES	5,735	8,514	5,920	5,800		
52170	ENGLISH	0	0	0			
52171	SOCIAL STUDIES	530	0	825	500		
52172	AUDIO-VISUAL SUPPLIES	0	0	0			
52244	TEACHER SUPPLIES	0	0	0			
TOTAL SUPPLIES & MATERIALS		36,805	30,281	32,530	35,220	0	0

VINSON-OWEN SCHOOL		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
53101	PRINTING & STATIONERY	0	0	0			
53107	POSTAGE	320	132	300	400		
53109	TELEPHONE	2,100	1,012	2,100	1,500		
53117	AUTO ALLOWANCE	600	0	600			
53122	TRAVEL	0		0			
53123	TRAVEL	0	451	0			
53126	HIRED EQUIPMENT	5,400	4,616	5,400	5,400		
53128	COM R&M TOOLS & EQUIPMENT	3,600	2,969	3,600	4,800		
53162	TRANSPORTATION	750	100	0	100		
53166	TUITION	0	0	0			
53171	TESTING/SCHOOL	0	0	0			
	TOTAL CONTRACTUAL SERVICES	12,770	9,280	12,000	12,200	0	0
54101	DUES AND MEMBERSHIPS	490	510	840	840		
	TOTAL CHARGES & OBLIGATIONS	490	510	840	840	0	0
	EXPENSE TOTAL	50,065	40,070	45,370	48,260	0	0
55101	FURNITURE & FIXTURES	1,230	90	300	2,000		
55107	EDUCATIONAL	0		0			
55108	AUDIO VISUAL	0		1,035	1,400		
	EQUIPMENT TOTAL	1,230	90	1,335	3,400	0	0
VINSON-OWEN SCHOOL TOTAL		1,599,324	1,577,707	1,553,658	1,681,229	0	0

SPECIAL EDUCATION

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	5,804,843	6,113,451	6,652,994	0	0
Other Expenses	2,895,411	3,079,623	3,307,030	0	0
Equipment	7,490	6,000	6,000	0	0
TOTAL	8,707,744	9,199,074	9,966,024	0	0
STAFFING					
Managerial	1.00	1.00	1.00		
Directors/Coordinators	5.00	5.00	5.00		
Teachers	34.50	35.50	37.50		
Teacher Specialists	24.40	24.60	27.20		
Special Needs Instructors	14.00	13.00	13.00		
Aides	26.23	32.11	32.11		
Occupational Therapists	4.13	4.43	4.43		
Clerical	3.60	3.60	4.60		
TOTAL	112.86	119.24	124.84	0.00	0.00

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).

FY2013 Objectives

- Continue to provide mandated services in a cost effective manner
- As enrollment increases in all schools, provide staffing to meet the special education needs of existing students, including clerical support

Prior Year's Accomplishments

- Cost avoidance for out of district tuitions and transportation realized as a result of in-district services for students.

Statistics

Enrollments by Programs

	In District	Collaborative Out of District	Private Day School	Residential School
Preschool (Age 3-4)	40	0	0	0
Kindergarten (Age 5)	20	1	1	0
Elementary (Ages 6-11)	269	3	9	0
Middle School (Age 12-14)	196	1	11	3
High School (Age 15-22)	152	4	17	2
Total	677	9	38	5

Total by Age Group

Preschool (Age 3-4)	40
Kindergarten (Age 5)	22
Elementary (Ages 6-11)	281
Middle School (Age 12-14)	211
High School (Age 15-22)	175
Total	729

Percent of student body in Special Education

	FY09	FY10	FY11	FY12
Winchester	15.00%	14.60%	14.80%	14.60%
State				

SPECIAL EDUCATION		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
51103	DIRECTOR/COORDINATOR	111,993	112,695	112,350	114,035		
51105	TEACHERS	0		0			
51106	TEACHER SPECIALIST	0		0			
51107	COUNSELORS	0		0			
51108	INSTRUCTIONAL AIDES	0		0			
51109	SPEC NEEDS IN/PROC/OTH	429,602	427,472	443,762	464,443		
51111	SECRETARIES/CLERKS	139,457	135,237	140,597	174,416		
51112	CURRICULUM WORKSHOPS	0	0	0			
51118	TUTORIAL SERVICES	0	0	0			
51147	NURSES	0	0	0			
51148	OCCUPATIONAL THERAPISTS	297,290	297,291	287,700	276,102		
51163	UNSPECIFIED ADDITIONS	109,586	109,586	89,290	106,500		
51179	READING TEACHING	0	0	0			
51190	SE SUPERVISOR/COORDINATOR	431,139	431,139	445,560	472,665		
51191	WHS SE TEACHER	569,601	571,628	587,096	606,093		
51192	MS SE TEACHER	390,194	381,757	446,955	466,971		
51193	PK-5 SE TEACHER	1,159,277	1,158,881	1,237,153	1,392,748		
51194	PSYCHOLOGISTS	663,588	667,642	668,224	810,413		
51195	SPEECH & LANGUAGE THERAPISTS	904,300	885,572	898,169	954,157		
51196	PHYSICAL THERAPISTS	71,232	71,232	70,455	71,377		
51197	ASSISTIVE TECHNOLOGISTS	28,212	28,315	28,174	28,174		
51199	SE TEACHING ASSISTANTS	453,465	526,395	657,966	714,900		
	TOTAL PERMANENT	5,758,936	5,804,843	6,113,451	6,652,994	0	0
51202	SECRETARIAL SUBSTITUTES	0	0	0			
	TOTAL TEMPORARY	0	0	0	0	0	0
51359	OVERTIME	0	0	0			
51360	OT - SECTY	0	0	0			
	TOTAL OVERTIME	0	0	0	0	0	0
	PERSONAL SERVICES TOTAL	5,758,936	5,804,843	6,113,451	6,652,994	0	0
52101	OFFICE SUPPLIES	2,300	2,856	2,300	2,300		
52103	PRINTING AND REPRODUC SUPPLI	0		0			
52106	BOOKS AND PERIODICALS	0		0			
52108	INSTRUCTIONAL MATERIALS	0	100	0			
52110	PUPIL SUBSCRIPTIONS	0		0			
52158	STUDENT SUPPORT	23,000	14,520	13,000	13,000		
52164	READING TESTING SUPPLIES	0		0			
52167	CURRICULUM SUPPLIES	0		0			

SPECIAL EDUCATION		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
52172	AUDIO-VISUAL SUPPLIES	0		0			
52180	FOOD & GROCERIES	0		0			
52244	TEACHER SUPPLIES	0		0			
	TOTAL SUPPLIES & MATERIALS	25,300	17,476	15,300	15,300	0	0
53101	PRINTING & STATIONERY	800		0			
53107	POSTAGE	0	846	800	800		
53109	TELEPHONE	0		0			
53117	AUTO ALLOWANCE	2,675	2,176	1,800	1,800		
53118	PROF SERVICES	275,000	237,155	275,000	275,000		
53120	PROFESSIONAL SERVICES - LEGA	0		0			
53121	PROF SERVICES - INDEP EVALUA			0			
53122	TRAVEL	500	46	500	500		
53123	TRAVEL	0		0			
53126	HIRED EQUIPMENT	3,600	4,024	3,600	3,600		
53128	COM R&M TOOLS & EQUIPMENT	3,600	0	3,600	3,600		
53162	TRANSPORTATION	450,000	405,289	450,000	450,000		
53166	TUITION	2,168,903	2,216,567	2,313,148	2,540,555		
53171	TESTING/SCHOOL	10,000	5,531	11,875	11,875		
	TOTAL CONTRACTUAL SERVICES	2,915,078	2,871,635	3,060,323	3,287,730	0	0
54101	DUES AND MEMBERSHIPS	4,000	6,300	4,000	4,000		
	TOTAL CHARGES & OBLIGATIONS	4,000	6,300	4,000	4,000	0	0
	EXPENSE TOTAL	2,944,378	2,895,411	3,079,623	3,307,030	0	0
55107	EDUCATIONAL	6,000	7,490	6,000	6,000		
	EQUIPMENT TOTAL	6,000	7,490	6,000	6,000	0	0
SPECIAL EDUCATION TOTAL		8,709,314	8,707,744	9,199,074	9,966,024	0	0

PUPIL SERVICES

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	1,493,842	1,523,938	1,611,432	0	0
Other Expenses	4,060	3,400	3,400	0	0
Equipment	0	0	0	0	0
TOTAL	1,497,902	1,527,338	1,614,832	0	0
STAFFING					
Teacher Specialists	3.00	3.00	3.40		
Guidance Counselors	10.10	10.10	10.30		
Nurses	7.40	7.43	7.43		
TOTAL	20.50	20.53	21.13	0.00	0.00

Program Description

The Office of Pupil Services provides nursing, guidance and career counseling, and home school liaison services to all students in the district.

FY2013 Objectives

- Respond to the increasing need for general education support in the areas of counseling and nursing services within the schools

Prior Year's Accomplishments

- Maintained guidance staffing at the Middle School and High School to keep student-to-counselor ratio within School Committee guidelines

PUPIL SERVICES		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
51106	TEACHER SPECIALISTS	218,735	240,016	248,451	273,215		
51107	COUNSELORS	784,478	782,845	792,653	831,909		
51118	TUTORIAL SVCS	0	17,654	0			
51147	NURSES	458,756	453,328	482,834	506,307		
51163	UNSPECIFIED ADDITIONS	0	0	0			
	TOTAL PERMANENT	1,461,969	1,493,842	1,523,938	1,611,432	0	0
	PERSONAL SERVICES TOTAL	1,461,969	1,493,842	1,523,938	1,611,432	0	0
52179	MEDICAL & DENTAL	3,400	4,060	0			
52218	NURSING SUPPLIES			3,400	3,400		
	TOTAL SUPPLIES & MATERIALS	3,400	4,060	3,400	3,400	0	0
54115	MEDICAL, SURGICAL	0	0	0			
	TOTAL CHARGES & OBLIGATIONS	0	0	0	0	0	0
	EXPENSE TOTAL	3,400	4,060	3,400	3,400	0	0
	EQUIPMENT TOTAL	0	0	0	0	0	0
PUPIL SERVICES TOTAL		1,465,369	1,497,902	1,527,338	1,614,832	0	0

TECHNOLOGY

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	524,284	536,578	607,686	0	0
Other Expenses	218,315	238,944	283,880	0	0
Equipment	250,703	141,000	280,000	0	0
TOTAL	993,302	916,522	1,171,566	0	0
STAFFING					
Managerial	1.00	1.00	1.00		
Professional/Technical	7.00	7.00	8.00		
Clerical	1.86	1.86	2.00		
TOTAL	9.86	9.86	11.00	0.00	0.00

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 and Computer Education curriculum is in line with the Massachusetts Department of Elementary and Secondary Education Technology Literacy Standards. The OET is the primary reporting source for data on both students and staff to the DESE.

FY2013 Objectives

- Elementary— Continue with scheduled Technology Literacy classes for Grades 3, 4 & 5, which will focus on the Scope and Sequence technology performance indicators embedded into the curriculum. Pilot online progress reports to streamline the progress report process.
- McCall— Replacement of aging teacher laptops throughout the school. Computer Ed teachers continue to focus on the MA Technology Literacy Standards for the students in Grades 6, 7 and 8 in the areas of Web 2.0 tools, media literacy, digital citizenship and keyboarding. Continue supporting the use of Edline for electronic progress reports and report cards as well as the use of the virtual classroom both in and out of the classroom. Continue to support and train the teachers to use the myriad of technology resources throughout the school which includes interactive boards, document cameras and response systems.

- WHS— Continue to support and train the teachers to use the myriad of technology resources throughout the school which includes interactive boards, document cameras and response systems. Continue to use Edline as a communication tool for parents, students and teachers to upload grades, progress reports, attendance and use of the virtual classroom. Instructional Technology Specialist will continue to coteach with the primary focus of technology integration into the curriculum. Replacement of aging computers for Social Studies, Math and CAD to fully support the curriculum.
- District-- Design course offerings and workshops meeting the district's vision for the use of technology throughout the school district to advance administrators and teachers technology proficiency levels. Continue to support the administration, faculty and staff with their technology needs, which includes administrative, educational and technical technology related facets for the organization. Update and expand the district and schools' websites.
- Acquisition of funds to adequately support the districts aging technology resources. Addition of Ambrose to the district wireless controller for seamless wireless integration. Upgrade of aging switches to meet the demand of the network usage and to support reliable connectivity for the end user.

Prior Year's Accomplishments

- Elementary—Purchased and deployed laptops to elementary specialists including elementary librarians. Continue with scheduled classes for Grades 3, 4 & 5, which will focus on the Scope and Sequence technology performance indicators embedded into the curriculum. Pilot an online attendance and lunch count system integrated with existing student management system. Teachers will have the ability to access information on their students in real time.
- McCall— Continue to support and train the teachers to use the myriad of technology resources throughout the school which includes interactive boards, document cameras and response systems. Continue scheduled Computer Education for Grades 6, 7 and 8 with a focus on internet safety, digital citizenship, Web 2.0 tools, media literacy and keyboarding. 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. Continue to use Edline as a communication tool for parents, students and teachers to upload grades, progress reports, attendance and use of the virtual classroom.
- WHS— Continue to support and train the teachers to use the myriad of technology resources throughout the school which includes interactive boards, document cameras and response systems. Replacement of aging machines for the teachers and the integration lab. Instructional Technology Specialist continues to co-teach in multiple disciplines with the primary focus of technology integration in line with the DESE Technology Literacy Standards for Grades 9-12. Course offerings to continue to support new technologies with the primary focus this year on the development of Apps on the Android tablet. Continue to use Edline as a communication tool for parents, students and teachers to upload grades, progress reports, attendance and use of the virtual classroom.

- District--Designed course offerings and workshops to support existing technologies throughout the district and increase the administrators and teachers technology proficiency level. Acquisition of funds to adequately support the District Technology Plan. Continue to support the administration, faculty and staff with their technology needs, which includes the administrative, educational and technical technology related facets for the organization.
- District--Continue to upgrade and enhance the district network to support the expansive use of technology throughout the district. Installed wireless access points at the elementary level and integrated the access points into the district wireless controller. This enabled seamless integration for the end user among all school buildings. NOTE: Currently Ambrose is on a different wireless controller, and integration is not seamless at this school.

Statistics

Benchmark Community Data

	Connectivity % Internet Access	Student to Computer Ratio
Winchester	100	3.3
Andover	100	3.7
Brookline	100	4.3
Concord	100	3.6
Lexington	100	3.5
Weston	100	2.1
Wellesley	100	2.9

School Averages – Student to Computer

Ambrose	3.3
Lincoln	3.4
Lynch	5.6
Muraco	4.2
VO	3.6
McCall	3.3
High School	2.5

TECHNOLOGY		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
51103	DIRECTOR/COORDINATOR	103,772	107,257	106,931	108,518		
51110	OTHER SUPERVISORY/TECH	176,996	185,831	181,496	196,205		
51111	SECRETARIES/CLERKS	73,102	73,264	72,982	79,171		
51163	UNSPECIFIED ADDITIONS	0	0	0			
51186	REPAIR TECHNICIANS	151,905	157,932	175,169	223,792		
	TOTAL PERMANENT	505,775	524,284	536,578	607,686	0	0
	PERSONAL SERVICES TOTAL	505,775	524,284	536,578	607,686	0	0
52104	COMPUTER REPAIRS	20,000	19,674	20,000	30,000		
52105	COMPUTER SUPPLIES	34,000	37,204	34,000	34,000		
52106	BOOKS AND PERIODICALS	0	0				
52185	SOFTWARE	138,846	132,192	154,944	173,649		
	TOTAL SUPPLIES & MATERIALS	192,846	189,071	208,944	237,649	0	0
53117	AUTO ALLOWANCE	2,000	200	2,000	2,000		
53118	PROF SERVICES	28,000	25,999	25,000	41,000		
53122	TRAVEL	0	918	1,500	1,500		
53166	TUITION	0	0	0			
	TOTAL CONTRACTUAL SERVICES	30,000	27,116	28,500	44,500	0	0
54101	DUES AND MEMBERSHIPS	0	2,128	1,500	1,731		
	TOTAL CHARGES & OBLIGATIONS	0	2,128	1,500	1,731	0	0
	EXPENSE TOTAL	222,846	218,315	238,944	283,880	0	0
55107	EDUCATIONAL	241,000	241,000	141,000	230,000		
55109	EMERGING TECHNOLOGIES	10,000	9,703	0	50,000		
	EQUIPMENT TOTAL	251,000	250,703	141,000	280,000	0	0
TECHNOLOGY TOTAL		979,621	993,302	916,522	1,171,566	0	0

ATHLETICS

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	280,797	270,797	270,797	0	0
Other Expenses	0	0	0	0	0
Equipment	0	0	0	0	0
TOTAL	280,797	270,797	270,797	0	0
STAFFING					
Director	1.00	1.00	1.00		
Trainer	0.00	0.00	0.00		
Faculty Manager	0.00	0.00	0.00		
Coaches	0.00	0.00	0.00		
TOTAL	1.00	1.00	1.00	0.00	0.00

Program Description

The Winchester Athletic Program is established to provide students with opportunities to achieve the highest degree of sportsmanship, fair play and excellence in an atmosphere of mutual respect. We strive to enrich the educational development of all participants and help prepare students for leadership roles in society.

FY2013 Objectives

- Continue to raise funds (\$200,000) in conjunction with the WFDC for the completion of the Manchester Field track facility. The current goal is to open the track by spring 2013.
- Raise private funds in conjunction with the WFDC to convert the plan for a natural grass surface inside the track to a synthetic surface (\$400,000).
- Continue to build and develop an intramural athletic program to begin in 2013.
- Continue to build and develop our middle school athletic programs started in 2011.
- Continue to upgrade the Field House by cleaning up and painting. Outdated equipment in the Fitness Center has been replaced with several newer pieces. Both sporting teams and Physical Education classes can now utilize this space for a complete workout regimen.
- Continue to work with members of the community to add a fully funded spring Crew option for our athletes.

Prior Year's Accomplishments

Winter 10-11

Basketball – 80 – both boys and girls teams made it to the Tournament
Gymnastics – 15 – completed another successful season
B Hockey – 44 – finished 3rd in league and did well in the D1 Tournament
G Hockey – 24 – made it to the D2 Tournament
B Swim – 26 – several members earned individual awards
Ski – 89 – Nordic, Alpine, and Snowboard teams had a very successful second season
Wrestling – 30 – League Champions and had several individuals compete in State Tournament

Spring 10

Baseball – 48 – finished 4th in league and once again played at Doubleday Park in Cooperstown, NY
B Lacrosse – 63 – finished 2nd in league 14-8 – participated in D2 Tournament
G Lacrosse – 66 – League Champions 19-3 – finalist in D2 Tournament
Sailing – 17 – numbers increasing and Tournament Appearance
B Tennis – 24 – finished 4th in league 9-4 – State Champions
G Tennis – 24 – League Champions 21-0 – State Champions
B Volleyball – 24 – first varsity season under leadership of coach, John Fleming
Ultimate Frisbee – 45 – inaugural season with coach, John Downs

Fall 11

Cheering – 25 – numbers stay strong and team was outstanding
Cross Country – 70 – both teams finished 2nd in league
Field Hockey – 56 – finished 2nd in league – D2 Tournament
Football – 78 – rebuilding year under first year head coach, Wally Dembowski
Golf – 22 – finished 3rd in league – inaugural season for junior varsity team
B Soccer – 64 – League Championship for first year coach, Kambiz Vatan – D2 Tournament
G Soccer – 65 – finished 2nd in league – D1 Tournament
G Swim – 39 – strong season for first year head coach, Diana Mathews
Volleyball – 54 – finished 3rd in league – D2 Tournament

Statistics

Sport and Number of Participants

	2010-2011	2011-2012
Cheerleading	21	25
Cross Country	106	70
Field Hockey	55	56
Football	71	73
Girls Swim and Dive	31	39
Golf	14	22
Soccer	135	129
Volleyball (Girls)	41	54
Baseball	51	51
Lacrosse	135	145
Sailing	17	17
Softball	46	46
Tennis	39	39
Track	164	164
Volleyball (Boys)	30	30
Basketball	75	96
Boys Swimming	34	25
Gymnastics	13	22
Ice Hockey	88	68
Indoor Track	93	136
MMA	0	0
Ski	51	75
Wrestling	34	39

Italics represent approximate numbers – spring sports

ATHLETICS		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
51103	DIRECTOR/COORDINATOR	0	280,797	270,797	270,797		
	TOTAL PERMANENT	0	280,797	270,797	270,797	0	0
56001	MISC EXPENSE	0	0	0			
	EXPENSE TOTAL	0	0	0	0	0	0
59761	TRANSFER TO REVOLVING	280,797		0			
	EQUIPMENT TOTAL	280,797	0	0	0	0	0
ATHLETICS TOTAL		280,797	280,797	270,797	270,797	0	0

VOCATIONAL EDUCATION

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	0	0		0	0
Other Expenses	141,664	167,919	170,000	170,000	0
Equipment				0	0
TOTAL	141,664	167,919	170,000	170,000	0

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.

UNDISTRIBUTED

DATA PROCESSING

ENERGY

PERSONNEL BENEFITS

- CONTRIBUTORY RETIREMENT
- NON-CONTRIBUTORY RETIREMENT
- WORKERS' COMPENSATION
- PUBLIC SAFETY MEDICAL COVERAGE
- UNEMPLOYMENT COMPENSATION
- HEALTH INSURANCE
- F.I.C.A./MEDICARE TAX & REFUNDS

DEBT & INTEREST

- LONG TERM DEBT – PRINCIPAL
- LONG TERM DEBT – INTEREST
- BOND ANTICIPATION NOTES
- MISCELLANEOUS INTEREST REFUND & CHANGES

MISCELLANEOUS

- AUDIT
- LEGAL
- GENERAL INSURANCE
- RESERVE FUND
- ENVIRONMENTAL REMEDIATION SERVICES
- ENERGY CHAMPION REBATE

DATA PROCESSING

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
Personal Services	147,542	127,027	140,646	140,646	0
Other Expenses	245,921	242,937	264,500	264,500	0
Equipment	0	0	0	0	0
TOTAL	393,464	369,964	405,146	405,146	0
STAFFING					
Managerial	1	1	1	1	
Clerical					
Professional/Technical	1	1	1	1	
TOTAL	2	2	2	2	0

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.

FY2013 Objectives

1. Retire all of the Server 2000 Town Servers.
2. Install/Upgrade Town Servers to Server 2008.
3. Upgrade the Exchange Server from Exchange 2003 to Exchange 2010.
4. Migrate to a Server Virtualization environment.
5. Continue to maintain the Fiber Optic Network infrastructure.
6. Update desktops, laptops, printers, and Application Software

Prior Year's Accomplishments

1. Completed the Munis Financial Management System upgrade.
2. Completed the Purchasing System upgrade.
3. Maintained the Fiber Optic Network infrastructure.
4. Upgraded desktops, laptops, printers, and Application Software as needed.
5. Worked with the School's IT department to get the Parkhurst School back online.
6. Migrated Town's old Website to a new Website.
7. Replaced the Town's Antivirus Program with a new one.
8. Set up a Wireless Network in the Town Hall.

DATA PROCESSING		FY11 Budget	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
51101	PERMANENT	144,721	147,542	127,027	140,646	140,646	
	TOTAL PERMANENT	144,721	147,542	127,027	140,646	140,646	0
51359	OVERTIME	3,000	0	0			
	TOTAL OVERTIME	3,000	0	0	0	0	0
	PERSONAL SERVICES TOTAL	147,721	147,542	127,027	140,646	140,646	0
52105	COMPUTER SUPPLIES	60,000	44,212	60,000	60,000	60,000	
52137	SUPPLIES, SMALL EQUIPMENT	0	0	0	0	0	
	TOTAL SUPPLIES & MATERIALS	60,000	44,212	60,000	60,000	60,000	0
53101	PRINTING & STATIONERY	8,000	21,658	4,437	25,000	25,000	
53110	TELEPHONE TOWN BLDGS	6,000	2,414	6,000	6,000	6,000	
53118	PROF SERVICES	175,500	177,199	170,500	170,500	170,500	
53122	TRAVEL	2,000	0	0	0	0	
53161	R&M FURNITURE/EQUIPMENT	3,000	439	2,000	2,000	2,000	
53166	TUITION	3,000	0	0	1,000	1,000	
	TOTAL CONTRACTUAL SERVICES	197,500	201,709	182,937	204,500	204,500	0
	EXPENSES TOTAL	257,500	245,921	242,937	264,500	264,500	0
55103	OFFICE EQUIPMENT		0				
	EQUIPMENT TOTAL	0	0	0	0	0	0
	DATA PROCESSING TOTAL	405,221	393,464	369,964	405,146	405,146	0

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 Energy Management Committee (EMC), formed in 2006, has worked with town boards and departments to implement energy saving measures that have resulted in a 28% reduction in energy usage. Energy usage and expense data is compiled by the DPW. This information is used by EMC to drive decision-making. Energy Management Committee established the Building Champions Program as well as the Shared Energy Savings Incentive Program, both designed to encourage energy conservation across all town buildings. EMC initiated policies include Temperature Set Points, Air Conditioning Policies, Fuel Efficient Vehicles, Peak Electricity Load Shedding, Life Cycle Costing for new construction projects and more. An Energy Revolving Fund has been created. The goal is to save an additional 20% in energy usage over the next five years.

Energy audits have been performed on all large municipal buildings and improvements are underway. To date, the audit process has resulted in more than 30 completed projects, saving Winchester over \$600,000 in energy costs annually. Highlights in FY11 include the installation of lighting motion sensors in McCall, Lynch, Muraco and Mystic Schools. In FY12, lighting motion sensors were installed in Lincoln, refrigeration improvements made at High School and McCall, and engineering study initiated for natural gas conversion at McCall Middle School. Winchester Public Library converted from oil to natural gas. The town signed it first solar power purchase agreement to install rooftop solar panels at DPW and Ambrose School in FY12 – reducing electricity costs at Ambrose by 12% and at the

Program	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
Unleaded Gasoline & Diesel	223,526	202,003	262,408	262,408	0
Heating Fuel	394,469	358,282	449,327	449,327	0
Professional Services	65,382	61,880	65,252	65,252	0
Light/Power	1,274,639	1,228,757	1,220,519	1,220,519	0
Natural Gas	420,115	372,016	392,567	392,567	0

ENERGY	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
Unleaded Gasoline & Diesel					
Gasoline - Highway & Street	107,410	97,505	121,063	121,063	
Diesel - DPW	116,116	104,498	141,345	141,345	
Subtotal	223,526	202,003	262,408	262,408	0
#2 Heating Fuel					
Fuel Oil - Library Building	25,035	18,636	26,115	26,115	
Fuel Oil - Westside Station	7,618	8,331	10,346	10,346	
Fuel Oil - DPW	0	865	1,139	1,139	
Fuel Oil - AUX	939	121,230	143,113	143,113	
Fuel Oil - McCall School	133,184	55,623	67,575	67,575	
Fuel Oil - Ambrose School	58,778	49,394	66,997	66,997	
Fuel Oil - Lincoln School	53,483	93,930	118,820	118,820	
Fuel Oil - Lynch School	103,503	3,314	4,134	4,134	
Fuel Oil - Cemetery	3,072	1,322	1,622	1,622	
Fuel Oil - Dog Pound	1,163	0	0	0	
Fuel Oil - Sanborn House		5,637	7,426	7,426	
Fuel Oil - Waterfield Station	6,157	0	0	0	
Fuel Oil - Parkhurst School					
Fuel Oil - Wright/Locke Farm	1,537		2,040	2,040	
Subtotal	394,469	358,282	449,327	449,327	0
Professional Services					
Energy Coordinator, Streetlight					
Maintenance Contract	63,845	55,880	62,752	62,752	
WLF (elec, fuel, alarm)	1,537	6,000	2,500	2,500	
Subtotal	65,382	61,880	65,252	65,252	0

ENERGY	FY11	FY12	FY13	FY13	FY13
	Actual	Budget	Request	Manager	FinCom
Light/Power					
Light/Power - Library	73,716	60,069	68,871	68,871	
Light/Power - West Side Station	5,984	5,551	5,948	5,948	
Light/Power - Public Safety Building	51,425	46,476	51,201	51,201	
Light/Power - AUX	788	1,125	810	810	
Light/Power - Transfer Station	24,232	23,134	23,330	23,330	
Light/Power - Grounds	9,630	13,027	11,330	11,330	
Light/Power - DPW Complex	22,598	14,972	19,582	19,582	
Light/Power - Street Lights	72,175	77,285	74,700	74,700	
Light/Power - High School	358,788	354,978	338,772	338,772	
Light/Power - McCall School	220,886	204,628	202,393	202,393	
Light/Power - Ambrose School	82,172	81,844	80,320	80,320	
Light/Power - Lincoln School	99,440	105,422	102,690	102,690	
Light/Power - Lynch School	69,478	65,430	65,592	65,592	
Light/Power - Muraco School	57,791	46,094	54,818	54,818	
Light/Power - Vinson Owen	28,931	31,515	0	0	
Light/Power - Street Drains	375	1,100	400	400	
Light/Power - Traffic Lights	7,082	6,286	6,615	6,615	
Light/Power - Scale House	1,255	1,424	1,228	1,228	
Light/Power - Cemetery	2,198	2,120	2,073	2,073	
Light/Power - Mystic	11,448	11,319	11,480	11,480	
Light/Power - Town Hall	53,619	51,688	50,319	50,319	
Light/Power - Waterfield Station	8,558	8,895	7,733	7,733	
Light/Power - Wedgemere Station	4,675	5,445	5,037	5,037	
Light/Power - Park Garage	3,483	3,818	3,797	3,797	
Light/Power - Dog Pound	874	921	917	917	
Light/Power - Sussex/Grove	98	98	98	98	
Light/Power - Parkhurst	2,603	3,500	30,000	30,000	
Light/Power - School Athletics	145	168	156	156	
Light/Power - McDonald Field	191	425	309	309	
Subtotal	1,274,639	1,228,757	1,220,519	1,220,519	0

	FY11	FY12	FY13	FY13	FY13
ENERGY	Actual	Budget	Request	Manager	FinCom
Natural Gas					
Natural Gas - Parkhurst School		0	33,314	33,314	
Natural Gas - DPW Complex	38,804	32,086	40,067	40,067	
Natural Gas - Park Garage	911	1,500	2,276	2,276	
Natural Gas - Mystic	36,957	34,763	35,848	35,848	
Natural Gas - Library Bldg	1,647	1,955	1,800	1,800	
Natural Gas - Town Hall	15,450	13,209	13,881	13,881	
Natural Gas - High School	191,035	167,778	177,973	177,973	
Natural Gas - McCall School	316	360	360	360	
Natural Gas - Lynch School	3,234	2,405	3,034	3,034	
Natural Gas - Muraco	54,689	44,334	56,550	56,550	
Natural Gas - Public Safety	27,227	26,920	27,464	27,464	
Natural Gas - Vinson-Owen	49,846	46,706	0	0	
Subtotal	420,115	372,016	392,567	392,567	0
EXPENSES TOTAL	2,378,131	2,222,938	2,390,073	2,390,073	0
ENERGY TOTAL	2,378,131	2,222,938	2,390,073	2,390,073	0

Personnel Benefits

This budget includes the cost 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 297 retirees.

Non-Contributory Retirement

This account, under jurisdiction of the Board of Retirement, provides funding for the payment of the retirement allowances to former employees or their widows who were hired prior to July 1, 1939, the inception date of the Town's contributory retirement system. There are currently 4 retirees whose pensions are funded from this budget.

PROGRAM	FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
Contributory Retirement	3,475,187	3,585,742	3,737,881	3,737,881	
Non-Contributory Retirement	43,340	57,000	57,000	57,000	
Workers' Compensation/Indemnification	298,479	232,000	232,000	82,000	
Unemployment Compensation	148,350	120,000	120,000	120,000	
F.I.C.A & Medicare Tax/Refunds	596,245	568,000	590,000	590,000	
Health Insurance	9,286,325	10,040,611	11,340,789	10,590,760	
TOTAL	13,847,926	14,603,353	16,077,670	15,177,641	0

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 Worker's 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, government 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.

Winchester Hospital Wellness Program

Winchester Hospital Wellness Program allocation has been reduced from \$25,000 annual appropriation to \$17,500. This amount is being reduced due to current health insurance carrier Massachusetts Interlocal Insurance Association (MIIA) offering similar programs at no additional cost to the Town.

Health Insurance

The Town of Winchester provides employee and retiree health insurance through the Massachusetts Interlocal Insurance Association (MIIA) which is a multi-employer Health Care Trust insuring over 120 Massachusetts Cities, Towns, and Regional School Districts.

The Town's most prominent plan is HMO Blue New England Value Plus. We currently have 714 employees participating in the plan. Winchester additionally offers a handful of other plans known as Blue Care Elect and Blue Choice along with a few retiree only plans including Medex and Managed Blue for Seniors. The remainder of the employees are enrolled in these other plan offerings (approximately 386 employees).

In an effort to offset the increasing cost of health insurance and in an effort to address the un-sustainability of rising costs the Town, on July 1, 2010, modified the plan features of the HMO Blue Plan. These changes included increasing co-pays for its members' in the areas of office visits, emergency room visits and facility co-pays were added for in-patient hospital admission as well as out-patient surgery. In addition, the Medex plan for retirees in Medicare was modified to include prescription drug co-pays on a 3 tier level (generic, preferred brand name and non-preferred brand name prescriptions).

Active Employees and Non-Medicare Eligible Retirees

HMO Blue – 714 subscribers

Blue Care Elect POS – 9 subscribers

Blue Choice PPO – 12 subscribers

Medicare Eligible Retirees

HMO Managed Blue for Seniors – 275 subscribers

Medicare Supplement Plans (Medex or Tufts Preferred) – 90 subscribers

Total Subscribers – 1,100

In FY2009, 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.

DEBT SERVICE

Principal and interest payments for FY2013 will be \$7,587,278.13. Of this amount, \$5,003,647.04 represents principal payments and \$2,583,631.87 represents interest.

Prop 2½ Excluded	<u>Total</u>
McCall	1,257,535.00
Lincoln	388,279.73
Immediate Building Repairs	97,014.98
Wright-Locke Farm	231,255.83
Vinson Owen School	<u>1,202,400.00</u>
Subtotal Prop 2½ Excluded	3,176,485.54
Building Stabilization Fund	2,994,864.06
Capital Stabilization Fund	823,507.51
General Fund	649,471.80
TOTAL	7,644,328.91
Tax Abatement Interest/Service Fees	45,000.00
Total Debt Budget	7,689,328.91

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 maintain 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	Actual	Budget	Request	Manager	FinCom
Debt - Principal	4,668,550	5,044,039	5,038,647	5,038,647	
Debt - Interest	2,076,864	2,536,928	2,605,682	2,605,682	
Total	6,745,414	7,580,967	7,644,329	7,644,329	
Tax Abatement Interest/Service Fees	20,071	25,830	45,000	45,000	
TOTAL	6,765,485	7,606,797	7,689,329	7,689,329	

WINCHESTER, MASSACHUSETTS
FISCAL YEAR 2012 DEBT SERVICE

Override

July 1 2004 Series B -Lincoln School (EI)	344,361.01
July 1 2005 -Adv Ref July 15,1999 School Building Remodeling (EI) \$1,390,000	97,014.98
July 1 2006 -Lincoln School (EI)	43,918.72
August 15 2009 - Cur Ref July 1 2001 McCall School (IE)	1,257,535.00
April 28 2011 - Vinson-Owen School (OE)	1,202,400.00
<i>BAN - Land Acquisition (EI) \$11,595,000 of \$13,600,000</i>	<i>231,255.83</i>
	<i>3,176,485.54</i>

Building Stabilization

July 1 2004 Series A - Ambrose School (I) \$7,160,000	560,606.26
July 1 2005 -School Remodeling (I) Immediate Repairs \$3,143,000 of \$6,246,101	246,908.76
July 1 2005 -Town Building Remodeling (I) \$375,000 Immediate Repairs of \$943,336	29,645.00
July 1 2006 -Ambrose School (I) \$1,660,000	139,636.26
July 1 2006 -Building Remodeling & Plans 1 (I) \$440,000 of \$1,028,336	37,910.00
July 1 2006 -Building Remodeling & Plans 2 (I) \$412,850	23,613.76
July 1 2006 -School Remodeling (I) \$1,162,950	94,455.00
July 1 2008 - School (I) \$2,968,000	270,824.97
July 1 2008 - McCall Middle School Design (I) \$562,000	48,687.50
July 1 2008 - McCall Middle School Addition (I) \$6,188,000	520,687.50
July 1 2008 - School Classrooms (I) \$1,110,000	113,393.76
July 1 2008 - Building Remodeling & Plans (I) \$128,000	12,080.00
July 1 2008 - Public safety Building (I) \$1,556,000	133,347.51

July 1 2008 - Town Hall/Veteran's Memorial (I) \$2,100,000	177,410.00
May 1 2009 - Vinson Owen Feasibility Study (I) \$200,000	41,600.00
May 1 2009 - Public Safety Building (I) \$1,644,000	130,775.00
May 1 2009 - DPW Complex (I) \$1,000,000	78,250.00
May 1 2009 - School Fire Alarms/Corridor/ADA (I) \$960,000	76,725.00
April 15 2010 - Muraco School HVAC	117,937.50
April 15 2010 - DPW Facility Repairs	20,817.50
April 28 2011 - Lynch School Roof (I)	80,975.00
April 28 2011 - Muraco HVAC (I)	12,650.00
<i>BAN - School Feasibility Study (I) \$1,300,000 of \$1,300,000</i>	<i>25,927.78</i>
	<i>2,994,864.06</i>

Capital Stabilization Fund

July 1 2005 -Drainage - Cross Street (I) \$375,000	29,645.00
July 1 2006 Drainage 1 (I) Cross Street Culvert \$57,000	6,225.00
July 1 2008 - Transfer Station/Landfill Use Restoration (O) \$390,000	33,206.26
July 1 2008 - Recycling Center Planning (I) \$110,000	15,281.25
May 1 2009 - Transfer Station Belt (I) \$450,000	93,600.00
May 1 2009 - Manchester Field (I) \$1,350,000	123,075.00
April 15 2010 - Fire Trucks	138,125.00
April 28 2011 - Flood Mitigation Aberjona River (I)	327,300.00
March 2012 - Center Falls Valve \$630,000 (estimate)	57,050.00
	<i>823,507.51</i>

General Fund

October 25 2000 MWPAT Title V (EO)	4,007.15
December 15 2002-Adv Ref of July 1, 1994 Building Remodeling (I)	199,700.77
July 1 2004 Series B -Lincoln School (I)	14,726.49
July 1 2004 Series B -Computer Hardware (I)	51,000.00
July 1 2004 Series B -Capital Improvements (I) \$1,235,000 Immediate Repairs	105,973.76
July 1 2004 Series B -Sewer & Dam Improvements (I) \$350,000 Shore Rd	37,791.26
July 1 2004 Series B -Departmental Equipment (I) VO Classrooms \$250,000	24,100.00
July 1 2004 Series B -Sewer (I) Cross St Culvert 1 \$200,000	15,612.50
July 1 2004 Series B -Roads (I) Myopia Drains	30,260.00
July 1 2005 -Adv Ref July 15, 1999 School Engineering (I) \$300,000 Lincoln	20,965.98
July 1 2005 -Equipment and Planning (I) \$272,000	6,442.50
August 15 2009 - Cur Ref August 15 1997 Bldg. Remodeling (I) Library	33,630.00
August 15 2009 - Cur Ref August 15 1997 School Project (O)	96,785.00
<i>BAN - Land Acquisition (I) \$425,000 of \$500,000</i>	<i>8,476.39</i>
	<i>649,471.80</i>
<hr/>	
Total Debt (authorized and issued)	7,644,328.91

MISCELLANEOUS

Audit - \$85,000

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

Legal - \$350,000

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. Includes 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 – \$340,000

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).

Reserve Fund - \$300,000

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 - \$55,000

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.

Energy Champion Rebate - \$30,000

As part of the continued effort to support energy efficient decisions for the Town we are partially funding the cost savings from the purchase of the Muraco School High Efficiency Boiler into the FY2012 budget at a cost of \$28,000. The annual cost savings for the installation of the new gas burning boiler is approximately \$44,000 per year. Management supports the allocation of \$28,000 in the first year of the boilers operation that will be applied to the debt service payments for FY2012 for the Muraco School Boiler Project.



SECTION IV

NON-APPROPRIATED EXPENSES

NON-APPROPRIATED EXPENSES

This category includes mandated expenditures and assessments that are automatically added to the tax rate without appropriation.

PROGRAM	FY12 Budget	FY13 Request	FY13 Manager	FY13 FinCom
State Assessments	483,585	497,963	497,963	
Cherry Sheet Offsets	41,868	42,074	42,074	
Tax Abatement Overlay	402,990	350,000	350,000	

MBTA

The MBTA provide 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, totally \$145 million and increasing 2½% annually. Now 175 communities are assessed and total assessments decline over a six-year period. Total assessments cannot increase by more than 2½% annually.

For purposed 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, on-half in proportion to the equalized valuations and on-half by the population of each community.

Cherry Sheet Offsets

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

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

Tax Levy Overlay

State law requires that the Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated. Individual tax abatements are paid out of this fund. The amount of the overlay account, the final value of which is determined by the Assessors and added to the tax rate without appropriation.



ENTERPRISE FUNDS

WATER AND SEWER

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
STAFFING					
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	0

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 as well as eight sewer pumping stations, the sewer collection system and the Town's drainage system.

Budget Statement

The FY2013 budget is in compliance with this order and all indirect and direct expenses have been thoroughly reviewed by management.

FY2013 Objectives

1. Replace Carbon at Treatment Plant
2. Upgrade West Dike at South Reservoir
3. Continue with Sewer and Drain Cleaning and Maintenance Program
4. Continue to upgrade the Town's drainage systems to mitigate flooding
5. Continue with in-house lead gooseneck replacement program
6. Continue to replace aging Non Draining fire hydrants
7. Continue with directional flushing program twice a year

Prior Year's Accomplishments

1. Upgraded the east dike at the reservoir
2. Replaced 300' of sewer line on Leslie Rd
3. Cleaned and repaired over 1,300 feet of drain lines
4. Cleaned over 1000 catch basins
5. Replaced 35 lead goosenecks
6. Replaced 12 non-draining fire hydrants
7. Removed 9 sump pumps from the town's Sewer System

	TOTAL	Personal Services	Expenses	Equipment
FY13 Enterprise Fund Direct Expenses				
Sewer Operation	1,633,758	288,978	1,301,780	43,000
Water Operations	1,872,019	838,628	878,391	155,000
Local Funded Debt	1,525,986		1,525,986	
MWRA Debt	3,151,761		3,151,761	
Total Enterprise Fund Expenses	8,183,524	1,127,606	6,857,918	198,000
FY13 Indirect Expenses				
Administration	115,967	115,967		
Maintenance	88,075	88,075		
Employee Benefits	397,328		397,328	
General Government	536,323	385,348	150,975	
Insurance	35,032		35,032	
Total Indirect Expenses	1,172,725	589,390	583,335	
Total Expenses	9,356,249			

FY13

Revenues

Service charge*	132,489			
Usage charges **	4,525,848			
Sprinkler fee*	17,327			
Interest earned*	5,528			
Liens/interest*	154,910			
Other*	37,329			
Sub total	4,873,431			
Retained earnings	438,907			
Chapter 110 Tax Levy	4,043,911	86.45%	4,677,746	(Total Debt)
Total FY13 Revenues	9,356,249			

Numbers may be off due to rounding

*FY11 Actual

** Four year average

Department	FY12	Percent of	Amount
	Approved Budget		
Town Manager*	\$600,227	0.7%	\$66,823
Finance Committee	\$6,000	0.0%	
Comptroller*	\$309,765	0.3%	\$35,107
Assessors	\$244,838	0.3%	
Collector/Treasurer*	\$290,267	0.3%	\$112,866
Planning	\$28,600	0.0%	
Engineering*	\$389,282	0.4%	\$124,645
Building	\$256,252	0.3%	
Zoning Board of Appeals	\$12,190	0.0%	
Conservation Commission	\$44,639	0.0%	
Planning Board	\$88,756	0.1%	
Town Clerk	\$311,911	0.3%	\$17,600
General Services*	\$130,800	0.1%	
Data Processing*	\$369,964	0.4%	\$35,644
Library	\$1,639,818	1.8%	
Archival Center	\$4,900	0.0%	
Board of Health	\$217,140	0.2%	\$5,820
Council on Aging	\$227,036	0.2%	
Verterans' Services	\$23,069	0.0%	
Police	\$4,015,053	4.4%	\$25,086
Fire	\$3,974,810	4.3%	\$15,000
Sealer of Weights	\$8,583	0.0%	
DPW*	\$5,443,057	6.0%	\$204,042
Snow & Ice	\$400,000	0.4%	
Education	\$35,721,170	39.1%	
Vocational Education	\$167,919	0.2%	

Department	FY12 Approved Budget	Percent of Budget	Amount
Energy	\$2,235,939	2.4%	\$38,906
Tax Abatement Interest	\$25,830	0.0%	
Audit*	\$85,000	0.1%	\$28,825
Legal*	\$330,000	0.4%	\$30,000
7110 Funded Debt	\$5,044,039	5.5%	
7120 Interest on Debt	\$2,536,928	2.8%	
Contributory Retirement*	\$3,585,742	3.9%	\$83,548
Non-Contributory Retirement	\$57,000	0.1%	
Workers' Compensation*	\$232,000	0.3%	\$24,000
Unemployment Compensation	\$120,000	0.1%	\$24,000
Health Insurance*	\$10,040,611	11.0%	\$247,363
FICA/Medicare	\$568,000	0.6%	\$18,417
General Insurance*	\$340,000	0.4%	\$35,032
Environmental Remediation	\$55,000	0.1%	
Reserve Fund	\$400,000	0.4%	
Retiree Health Care Trust	\$250,000	0.3%	
Capital Stabil. Fund-Add'l	\$327,867	0.4%	
Unallocated wage reserve		0.0%	
GASB 45		0.0%	
Recreation Enterprise	\$1,335,651	1.5%	
Water and Sewer Enterprise	\$7,987,747	8.7%	
Interfund Transfers		0.0%	
Capital	\$964,000	1.1%	
Totals:	\$91,447,400	100.0%	
Total Indirect Costs:			\$1,172,724

SEWER OPERATIONS		FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
51101	PERMANENT	244,696	257,615	255,978	255,978	
51160	SICK LEAVE BUYBACK - DPW	0	0	0	0	
	TOTAL PERMANENT	244,696	257,615	255,978	255,978	0
51359	OVERTIME	24,979	32,517	32,500	32,500	
51368	OFF DUTY SEWER	0	500	500	500	
	TOTAL OVERTIME	24,979	33,017	33,000	33,000	0
	PERSONAL SERVICES TOTAL	269,675	\$290,632	\$288,978	\$288,978	0
52101	OFFICE SUPPLIES	308	0	0	0	
52105	COMPUTER SUPPLIES	0	0	0	0	
52116	ELECTRICAL SUPPLIES	3,036	4,000	4,000	4,000	
52123	HARDWARE	119	500	500	500	
52125	PAINTING SUPPLIES	0	200	200	200	
52127	PLUMBING, HEATING & VENTILAT	0	200	200	200	
52128	BITUMINOUS PRODUCTS	0	1,000	1,000	1,000	
52129	MASONRY SUPPLIES	6	500	500	500	
52130	SAND, GRAVEL & LOAM	0	500	500	500	
52131	STONE	0	0	0	0	
52134	LUMBER AND WOOD PRODUCTS	0	0	0	0	
52135	IRON CASTINGS	0	0	0	0	
52137	SUPPLIES, SMALL EQUIPMENT	5,782	12,500	12,500	12,500	
52138	SUPPLIES, AUTOMOBILE	0	0	0	0	
52143	SMALL TOOLS & IMPLMT	2,421	2,000	2,000	2,000	
52152	PIPE & FITTINGS	5,410	10,000	10,000	10,000	
52153	CHEMICALS	0	1,000	1,000	1,000	
52154	METERS & IARTS	0	0	0	0	
52181	PUBLIC SAFETY SUPPLY	0	1,000	1,000	1,000	
52184	CLOTHING & UNIFORMS	1,164	4,200	4,200	4,200	
52186	SUPPLIES & MATERIALS	3,272	12,500	12,500	12,500	
	TOTAL SUPPLIES & MATERIALS	21,518	50,100	50,100	50,100	0

SEWER OPERATIONS		FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
53101	PRINTING & STATIONERY	0	0	0	0	
53108	POSTAGE - GEN SERVICES	0	0	0	0	
53110	TELEPHONE TOWN BLDG	1,420	1,500	1,500	1,500	
53112	LIGHT/PWR TOWN BLDG	13,594	20,000	20,000	20,000	
53115	ADVERTISING	0	0	0	0	
53118	PROF SERVICES	22,146	25,000	25,000	25,000	
53128	COM R&M TOOLS & EQUIPMENT	0	300	300	300	
53138	R&M BLDG & STRUCT	0	2,000	2,000	2,000	
53159	R&M WATER	0	0	0	0	
53303	LICENSE REIMBURSEMENT	0	0	0	0	
	TOTAL CONTRACTUAL SERVICES	37,160	48,800	48,800	48,800	0
54101	DUES AND MEMBERSHIPS	0	500	500	500	
54102	RENTALS AND STORAGE	0	0	0	0	
54104	MWRA ASSESSMENT	1,176,699	1,167,380	1,167,380	1,167,380	
54117	PAYMENTS TO MUNICIPALITIES	50,411	35,000	35,000	35,000	
	TOTAL CHARGES & OBLIGATIONS	1,227,110	1,202,880	1,202,880	1,202,880	0
	EXPENSES TOTAL	1,285,788	1,301,780	1,301,780	1,301,780	0
55112	EQUIPMENT, NOT OTHERWISE CLA	0				
	EQUIPMENT TOTAL	0				0
	SEWER TOTAL	1,555,463	1,592,412	\$1,590,758	\$1,590,758	0

WATER OPERATIONS		FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
51101	PERMANENT	669,135	708,240	718,178	718,178	
51155	SICK LEAVE BUYBACK - NAGE	1,423	1,750	1,750	1,750	
51160	SICK LEAVE BUYBACK - NON UNION	1,500	1,350	1,350	1,350	
	TOTAL PERMANENT	672,058	711,340	721,278	721,278	0
51251	TEMPORARY	11,520	15,000	15,000	15,000	
	TOTAL TEMPORARY	11,520	15,000	15,000	15,000	
51359	OVERTIME	76,232	87,359	87,350	87,350	
51368	OFF DUTY SEWER	15,339	15,000	15,000	15,000	
	TOTAL OVERTIME	91,571	102,359	102,350	102,350	0
	PERSONAL SERVICES TOTAL	\$775,149	\$828,699	\$838,628	\$838,628	0
52101	OFFICE SUPPLIES	970	1,500	1,500	1,500	
52103	PRINTING AND REPRODUC SUPPLI	0	0	0	0	
52105	COMPUTER SUPPLIES	0	0	0	0	
52116	ELECTRICAL SUPPLIES	33	400	400	400	
52123	HARDWARE	77	1,200	1,200	1,200	
52125	PAINTING SUPPLIES	89	1,400	1,400	1,400	
52127	PLUMBING, HEATING & VENTILAT	0	700	700	700	
52128	BITUMINOUS PRODUCTS	7,260	6,000	6,000	6,000	
52129	MASONRY SUPPLIES	0	3,000	3,000	3,000	
52130	SAND, GRAVEL & LOAM	1,749	500	500	500	
52131	STONE	0	300	300	300	
52134	LUMBER AND WOOD PRODUCTS	123	250	250	250	
52135	IRON CASTINGS	0	1,000	1,000	1,000	
52137	SUPPLIES, SMALL EQUIPMENT	0	100	100	100	
52138	SUPPLIES, AUTOMOBILE	12,924	7,000	7,000	7,000	
52143	SMALL TOOLS & IMPLMT	595	3,000	3,000	3,000	
52152	PIPE & FITTINGS	32,560	42,000	42,000	42,000	
52153	CHEMICALS	18,596	20,000	20,000	20,000	
52154	METERS & IARTS	31,821	30,000	30,000	30,000	
52181	PUBLIC SAFETY SUPPLY	16,824	12,000	12,000	12,000	
52184	CLOTHING & UNIFORMS	6,111	3,000	3,000	3,000	
52186	SUPPLIES & MATERIALS	3,399	12,000	12,000	12,000	
	TOTAL SUPPLIES & MATERIALS	133,131	145,350	145,350	145,350	0

WATER OPERATIONS		FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
53101	PRINTING & STATIONERY	376	1,000	1,000	1,000	
53108	POSTAGE - GEN SERVICES	381	0	0	0	
53110	TELEPHONE TOWN BLDG	9,808	12,000	12,000	12,000	
53112	LIGHT/PWR TOWN BLDG	70,480	65,000	65,000	65,000	
53115	ADVERTISING	0	500	500	500	
53118	PROF SERVICES	93,740	78,000	78,000	78,000	
53128	COM R&M TOOLS & EQUIPMENT	0	500	500	500	
53138	R&M BLDG & STRUCT	0	1,000	1,000	1,000	
53159	R&M WATER	27,393	80,000	100,000	100,000	
53116	TUITION	508	2,000	2,000	2,000	
53223	NATURAL GAS - WATER TREATMEN	11,493	14,000	14,000	14,000	
53303	LICENSE REIMBURSEMENT	75	1,000	1,000	1,000	
	TOTAL CONTRACTUAL SERVICES	214,254	255,000	275,000	275,000	0
54101	DUES AND MEMBERSHIPS	200	500	500	500	
54102	RENTALS AND STORAGE	0	2,200	2,200	2,200	
54104	MWRA ASSESSMENT	363,001	439,341	439,341	439,341	
54117	PAYMENTS TO MUNICIPALITIES	6,992	16,000	16,000	16,000	
54127	MISC EXPENSES/OTHER	0				
	TOTAL CHARGES & OBLIGATIONS	370,193	458,041	458,041	458,041	0
	EXPENSES TOTAL	717,578	858,391	878,391	878,391	0
55112	EQUIPMENT, NOT OTHERWISE CLA		0	0	0	
	EQUIPMENT TOTAL	0	0	0	0	0
	WATER TOTAL	1,492,727	1,687,090	1,717,019	1,717,019	0

WATER & SEWER CAPITAL		FY11 Actual	FY12 Budget	FY13 Request	FY13 Manager	FY13 Fincom
	PERSONAL SERVICES	0	0	0	0	0
55112	EQUIPMENT, NOT OTHERWISE CLA		95,000	198,000	198,000	
	TOTAL CHARGES & OBLIGATIONS	0	95,000	198,000	198,000	0
	EXPENSES TOTAL	0	95,000	198,000	198,000	0
	EQUIPMENT TOTAL	0	0	0	0	0
	CAPITAL TOTAL	0	95,000	198,000	198,000	0

Stowell/Marshall Raod Sewer	43,000
Carbon at Treatment Plant	55,000
Upgrade West Dike	100,000

RECREATION

PROGRAM COSTS	FY-11 Actual	FY-12 Budget	FY-13 Request	FY-13 Manager	FY-13 FinCom
STAFFING					
Managerial	1	1	1	1	
Clerical	2	2	2	2	
Professional/Technical	3	3	3	3	
TOTAL	6	6	6	6	0

Program Description

The Recreation Department provides a broad-based program of leisure and recreational activities that are physical, social, and culture 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.

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 preschool 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.

FY2013 Objectives

1. Successfully administer the Recreation and Community Education Department as a totally self-sufficient department.
2. Continue to improve and maintain our home at the old Mystic School, 263 Main Street.
3. Continue to assist the Youth Center in securing grants for program funding and daily operations.
4. Continue to work with the Teen Center Committee to improve programming for High and Middle School Students.
5. Reach out to surrounding communities to offer regional recreation opportunities.
6. Create new revenue streams to assist with our scholarship program and Enterprise Fund.
7. Improve our current web site to a more user-friendly site.
8. Create an email list to better communicate our programs and information to the community.
9. Review playgrounds and fields and our current home, the Mystic School for ADA accessibility and improve sites to allow for access.
10. Review our current Field Policies and Fees with the Field Management Committee and make suggestions on changes that will best meet the needs of our fields and community.
11. Continue to assist with Phase II of the Manchester Field Renovation Plan.
12. Continue to improve conditions at the Packer Ellis Tennis Courts and Borggaard Beach.
13. Continue to work with private groups to renovate Ginn Field Playground and Storage facility at Ginn Field.

Prior Year's Accomplishments

1. Successfully operated the Recreation Budget as an Enterprise Fund.
2. Increased the variety of programs offer to the community.
3. Collaborated with Lynch Elementary School to create a successful Before-School Program.
4. Successfully opened the Splash Park to Borggaard Beach at Wedge Pond with over 1000 members.
5. Continued to offer Community Events, Halloween Window Painting, Halloween Horrible Parade, Breakfast with Santa, Daddy Daughter Dance, Hershey Track Meet, and Concerts and Movies on the Common.
6. Increase advertisement through social media networks.
7. Restored the Packer-Ellis Tennis Courts to a high quality playing surface.
8. Continued to offer educational and Recreational Programs at affordable prices for the Community.

Statistics

	2006	2007	2008	2009	2010	2011
Registrations	7,338	6,446	5,376	6,216	7,353	7,163
Courses Taken	10,962	10,425	9,061	8,466	9,623	9,711
Youth and Family Courses	9,532	7,860	6,993	5,927	7,217	7,089
Adult Courses	1,430	2,565	2,068	2,539	2,406	2,622
Programs Offered	922	899	956	640	738	680

RECREATION ENTERPRISE FUND FY2013 BUDGET

	Original Budget
Direct Expenses	\$1,345,355
Indirect Expenses*	248,757
Total Expenses FY12	\$1,594,112
Revenue	\$1,464,930
Total Surplus/Deficit	(\$129,182)

	FY 10 Actuals	FY11 Budget	FY11 Actual	FY 12 Estimates	FY 13 Estimates
Youth Programs	349,044	516,604	480,904	407,053	413,000
Adult Programs	90,611	112,654	95,466	104,988	109,764
Year Round Programs	812,684	849,166	746,659	971,880	917,166
Trips and Special Events	21,224	46,876	133,799	29,997	25,000
Total	1,273,563	1,525,300	1,456,829	1,513,918	1,464,930

		FY08	FY09	FY10	FY11	FY12	FY13
		Actuals	Actuals	Actuals	Actuals	Estimated	Estimated
51101	Permanent	302,634	296,571	307,308	306,800	316,000	324,100
51161	Sick Leave Buyback -Non Union	321	4,356	2,745	1,500	2,000	2,000
51251	Temporary	524,946	599,256	562,202	550,901	525,000	535,000
	Temporary Benefits	6,632	0	0	0	0	0
51359	Overtime	4,976	1,296	1,974	4,791	3,800	3,800
54109	Group Insurance Premium		70,612		0	0	0
	Total Personal Services	839,509	972,090	874,229	863,992	846,800	864,900
51369	Off Duty Rec	0	0	0	0	0	0
52101	Office Supplies	4,663	4,631	5,563	3,373	4,600	3,500
52105	Computer Supplies	0	3,625	891	537	300	300
52125	Paint Supplies	0	1,145	133	531	0	500
52134	Lumber and wood Products	0	0	0	0	0	0
52136	Agriculture and Horticulture	0	21	0	0	0	0
52176	Recreational Supplies	3,775	16,902	16,099	15,590	12,500	12,500
52180	Food and Groceries	3,742	1,647	1,891	2,035	2,000	2,000
52184	Clothing and Uniforms	2,263	2,972	467	7,665	2,500	3,500
52186	Supplies and Materials	15,618	1,522	4,462	5,123	4,500	5,000
	Total Supplies & Materials	30,060	32,466	29,505	34,855	29,450	27,300
53101	Printing and stationary	8,828	8,387	976	1,749	5,000	2,000
53106	Reproducing SVC	0	28	2,765	0	0	0
53107	Postage	5,515	1,500	6,247	6,200	6,500	6,500
53110	Telephone Town Building	4,287	3,842	3,938	3,759	4,500	4,000
53112	Light/Power Town Building	3,794	3,054	2,892	2,937	3,500	3,500
53115	Advertising	2,637	17,526	10,230	1,081	11,000	5,000
53118	Professional Services	442,347	329,708	389,294	410,396	375,000	380,000
53122	Travel - Inside Mass	0	0	0	0	0	0
53161	Com R&M Tools and Equipment	67	120	0	0	0	0
53162	Transportation	11,675	11,933	10,574	7,800	14,400	12,000
53166	Tuition	0	0	0	0	0	0
	Total Contractual Services	479,149	376,098	426,917	433,922	419,900	413,000
53176	Hired Services	0	0	18,874	0	0	0
54101	Dues and Memberships	1,177	120	1,751	0	1,000	135
54102	Rentals Storages	3,940	43	40	2,700	0	0
54129	Bank Service Charges	33,545	32,267	38,070	41,178	38,500	40,000
55103	Office Equipment	0	0	0	0	0	0
56001	Misc. Expense	1,353	2,360	45	0	0	0
	Admin Allocations	0	0		0	0	0
	Property/Liability	0	0		0	0	0
	Energy Building	0	0		0	0	0
	Total Charges and Obligations	40,014	34,790	58,780	43,878	39,500	40,135
	EXPENSE TOTAL	1,388,733	1,415,444	1,389,431	1,376,647	1,335,650	1,345,335

	Central Service	Central Service	Central Service
Account	Allocation FY11	Allocation FY12	Allocation FY13
Department			
1210 Town Manager	7,790	8,673	9,604
1310 Finance Committee		0	0
1330 Comptroller	4,251	4,575	4,956
1340 Assessors		0	0
1350 Collector/Treasurer	3,550	4,377	4,644
1540 General Services	1,425	2,028	2,093
1910 Energy (see Energy Tab)	38,691	32,257	33,130
1360 Audit	1,125	1,302	1,360
1510 Legal	4,875	5,294	5,280
1530 Data Processing	5,793	6,417	5,919
Totals	67,500	64,925	66,986
Department of Public Works	29,123	29,123	29,123
9110 Contributory Retirement	58,072	58,072	57,372
9120 Workers' Comp/Indemn.	0	0	
9130 Unemployment Compensation	0	0	
9140 Health Insurance	76,065	72,518	80,748
9150 FICA/Medicare Tax & Refunds	4,224	12,676	9,088
9170 Non-Contrib Retirement		0	0
9450 General Insurance	5,671	5,117	5,440
Insurances and Benefits Total	144,032	148,383	152,648
		0	
Total Indirect Costs	240,655	242,431	248,757



SECTION V

CAPITAL IMPROVEMENTS

PROGRAM

Town of Winchester



Fall Annual Town Meeting
Report of the Capital Planning Committee
November 7, 2011

Helen Philliou, Chairman; James Johnson, Vice-Chairman;

David Carlson, Betsy Cregger, Sarah Girotti, Richard Kazanjian, Jay Melkonian

CAPITAL PLANNING COMMITTEE REPORT

FALL 2011

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1.0 EXECUTIVE SUMMARY

Since our last report to the 2011 Spring Town Meeting, the Capital Planning Committee has completed its review of the capital requests for FY 2013. Unfortunately, the requests continue to exceed the fund's capacity so only the highest priority projects can be funded. After considerable study and discussion of the available funds from both the Building and Capital Stabilization Funds, a Committee decision was made to spend approximately \$350,000 each year over the next three Year's 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 Year's.

Each year \$2.3 million as dictated by the 2002 override plus investment income of \$69,000 and account closeouts of \$630,000 is added to the Building Stabilization Fund, while more than \$3 million is subtracted to pay debt service on previously approved projects. It is important to remember that account closeouts are a one time event and can not be expected to recur with any regularity. While the current balance in this fund is \$5.3 million the high level of debt service, which will exceed expected inflows through FY2019, allows only an average of \$420,000 per year for capital projects in order for the fund not to drop below a minimum balance of \$1 million, reserved for unanticipated emergencies.

Similarly, the Capital Stabilization Fund receives approximately \$1 million from the tax override and \$210,000 from the general fund with \$300,000 from retiring debt while supporting \$840,000 in debt service. In addition this year account closeouts of \$64,000 will be returned to the Fund. \$964,000 of capital projects are projected to be paid from this fund for FY2012. After these projects, the balance in this account is \$875,000.

The CPC has made a concerted effort to develop and implement a 3-5 year spending plan. This is developed with the input from the various department heads and committee chairmen. Try as we might, though, something always appears before us that either was not previously on the list or for which we are asked to bump the project higher on the list. The McCall addition, Manchester Field, phase one, and now the track are examples of this.

Additionally, estimates for future projects are re-visited as the time comes to fund them. The Lynch bathroom estimate was \$440,000 but after a closer look the price for the 6 bathrooms may be over \$1 million. The School Committee will be re-engineering the scope of this project as it will likely be necessary to complete it in phases.

In summary, past borrowing for capital projects has left the stabilization funds in dire straits. With this in mind we find that the funds can only for the most pressing problems rather than new building initiatives. Our long term plan of building maintenance has been severely compromised and we find ourselves in the similar position we were in prior to 2002 and the creation of the stabilization funds.

ADA Update

The ADA transition plan has been updated and the new ADA coordinator is working with the DAC to move forward on implementation. The Capital Planning Committee has earmarked \$125,000 each year for the ten Year's to bring the Town into compliance with the ADA requirements. The DPW has been funding curb cuts from the roads and sidewalks program and will continue to do so. Also, the DPW will handle as many of the projects in house as their operating budget will allow. The Lynch Bathroom renovation intends to bring the bathrooms into ADA compliance.

1.1 Overview of Recommended Capital Projects - FY2013

Department	Project	Amount	Bonded	TM Vote
BUILDING STABILIZATION FUND				
1	School-Lynch	Lynch Elem. Renovate restrooms	440,000	Spring 2012
2	DPW-Yard	Historic Barn, exterior renovation	70,000	N Fall 2011
Total Building Stabilization Fund		\$510,000		
CAPITAL STABILIZATION FUND / GENERAL FUND				
1	DPW Roads/Sidewalks	Resurface /Seal Streets	300,000	N Spring 2012
2	ADA	Various per DAC	125,000	N Spring 2012
3	Flood Mitigation	Engineering Ciarcia Field Culvert	79,700	Fall 2011
4	GIS	Flyover/Update Arcview	77,250	Fall 2011
5	Manchester Field*	Restore Track & Infield	200,000	N Fall 2011
6	MIS-Town	Update Servers	70,000	N Spring 2012
7	DPW Building	Pickup Truck	50,000	N Spring 2012

8	MIS-School	Replace Servers	65,000	N	Spring 2012
Total Capital Stabilization Fund/General Fund			\$966,950		
WATER & SEWER ENTERPRISE					
1	DPW - W&S	Carbon treatment Water Plant	55,000	N	Spring 2012
2	DPW - W&S	Upgrade West Dike Middle Rsrv.	100,000	Y	Spring 2012
3	DPW - W&S	Sewer Improvements Squire Rd	280,000	Y	Fall 2011
4	DPW - W&S	Sewer Improvements Stowell Rd	43,000		Spring 2012
5	DPW - W&S	Drainage Russell Brook,	308,050	Y	Spring 2012
Total Water & Sewer Enterprise			\$786,050		
CEMETERY TRUST FUND					
1	Trees		20,000		Spring 2012
Total Cemetery Trust Fund			\$20,000		

* Contingent upon providing 711,000 in funds in private funds.

1.2 Overview of Requested Projects - FY2013 and FY2014

Department	Project	Amount
BUILDING STABILIZATION FUND		
School – Lynch	Restroom Renovation FY13	440,000
School – Lynch	Restroom Renovation FY14	500,000
DPW- Yard	Exterior Stabilization Historic Barn	70,000
School – Lynch	Domestic Hot Water & Heat Dist.-Design	60,000
Schools- Central Office	School Safety Systems	50,000
DPW-Yard	Engineering Fees/Plans & Specs Wall/storage	120,000
School -Muraco	Window Replacement Design	60,000
School-Mystic	Install ADA Compliant Elevator	194,000
School- Muraco	Replace aged carpet/VCT/VAT Tiles	300,000
School-McCall	HVAC Study	30,000
Total Building Stabilization Fund		\$1,829,000

Funding available in FY13 350,000

Funding available in FY14 330,000

Shortfall \$1,129,000

CAPITAL STABILIZATION FUND / GENERAL FUND

DPW	Roads/Sidewalks FY13	300,000
DPW	Roads/Sidewalks FY14	300,000
ADA	Various per DAC FY13	125,000
ADA	Various per DAC FY14	125,000
Flood Mitigation	Engineering Ciarcia Field Culvert FY13	79,700
Flood Mitigation	Ciarcia Field Culverts FY14 Construction Documents	185,800
Flood Mitigation	Craddock Locks	454,250
Flood Mitigation	Scalley Dam	598,000
Flood Mitigation	Mt. Vernon St. Bridge Construction	887,000
GIS	Flyover/Update Arcview	77,250
Manchester Field*	Restore Track & Infield	200,000
MIS-Town	Update Servers	70,000
DPW Building	Pickup Truck	50,000

CAPITAL STABILIZATION FUND / GENERAL FUND – Cont.

MIS-School	Replace Servers	65,000
Flood Mitigation	Muraco Culverts	1,500,000
DPW - Equipment	Replace Transfer Trailer	56,000

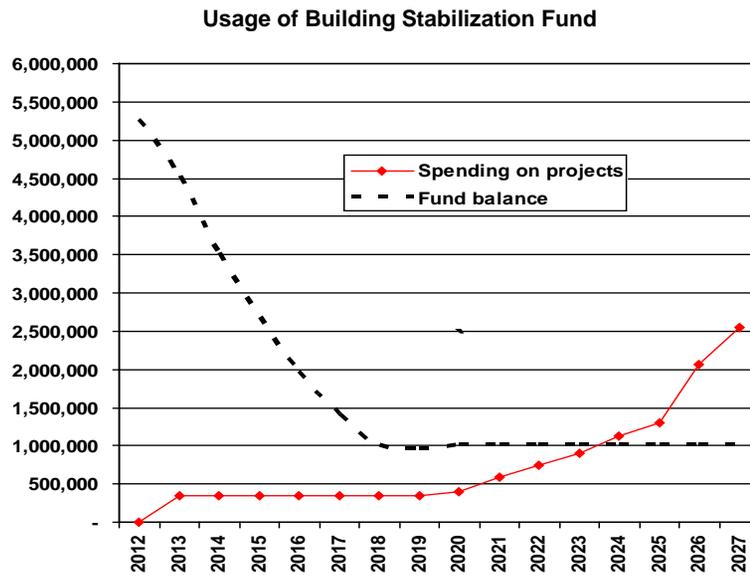
Recreation - Fields	Leonard Field Correct Drainage	100,000
Carriage House	Roof Design and Roof Replace	235,000
School – Lynch	Restore Offices to Classroom Space	60,000
DPW - Cemetery	Replace Pick-up Truck	45,000
School - Administration	Install School Safety System	100,000
Town Manager's Office	Wedgemere Pedestrian Bridge	80,000
Police-Department	Upgrade Firing Range	62,000
School – Muraco	Playground pavement	30,000
Total Capital Stabilization Fund/General Fund		9,908,201

Funding available in FY13	1,000,000
Funding available in FY14	1,000,000
Shortfall	7,908,201

2.0 CAPACITY OF THE STABILIZATION FUNDS

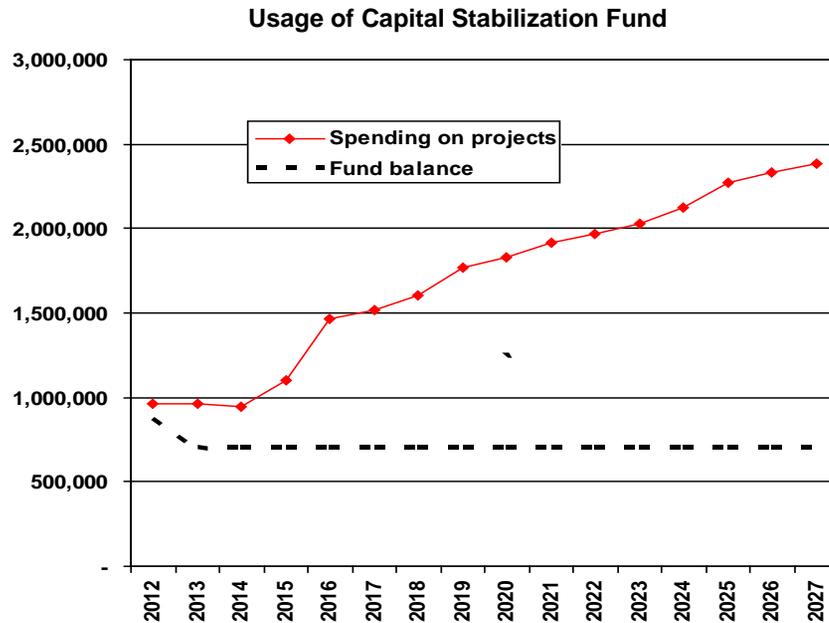
2.1 Building Stabilization Fund

The Building Stabilization Fund had a balance of \$5.3 million on July 1, 2011. During FY2012, the fund will receive \$2.4 million from the tax levy and spend \$3.0 million in debt service. The chart shows a proposed usage of the fund with spending at an average of approximately \$350,000 per year through 2019 while maintaining \$1.0 million in reserve for potential unforeseen emergency expenditures. After 2019, portions of the current debt will be fully repaid, which reduces debt service and allows spending from the BSF to gradually increase.



2.2 Capital Stabilization Fund

The Capital Stabilization Fund had a balance of \$1.1 million on July 1, 2011. During FY2012, the fund will receive \$975,000 from the tax levy and \$304,000 from the general fund for "retiring debt" while spending \$840,000 for debt service. Note that the retiring debt from the general fund has been replaced by debt in the CSF. This chart shows proposed usage of the fund while maintaining \$700,000 in reserve for potential unforeseen emergency expenditures.



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 4393 students which includes 80 pre-K 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 are 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 \$28 million.

The Parkhurst School renovations, approved in FY11, were completed over the summer of 2011. The facility is being utilized as swing space for the Vinson-Owen School.

The Carriage House is currently unoccupied and deteriorating. Substantial investment is required if this building is to be saved, currently for roof repair or temporary covering and general clean up in the building. This building is on the Register of National Historic Buildings. 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 building or excesses it to the Board of Selectmen.

Lynch School Bathroom Renovation \$440,000

The bathrooms at the Lynch School are in poor condition (originally built as a junior high school) and are not currently disability accessible. The toilets and sinks are uniformly not at the correct heights. Also due to the age of the building, some of the sewer connections are questionable in terms of their current adequacy. This building is anticipated to be in use for many more Year's. The request represents the first phase of this renovation project. Tappe Associates is assisting in evaluating the facilities at 6 locations at the Lynch School. An engineering study indicates that the total cost of renovating all of these locations in total will likely be in the \$1,000,000 plus range. Due to the limitations of the Building Stabilization Fund, the Capital Planning Committee is recommending the allocation of \$440,000 for FY2013 in order to more fully assess the engineering requirements and to provide more detailed design for the project and to proceed with repairs within the scope available with these funds. The cost impacts of potentially completing all the projects will be evaluated to determine the most expeditious and cost effective method of completing these renovations. Capital Planning will then report to the Town Meeting as to the outcome of this evaluation and related cost estimates. This project will not only ensure the long-term usage of this facility, but will also contribute to the Town's overall effort to achieve compliance with the ADA.

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.

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.

DPW Yard-Barn Immediate Repairs

The DPW utilizes this facility as sign shop, other repairs and also houses the new heating system. The Barn structure (*the former stable*) is on the National Register of Historic Places. The Barn structure requires exterior work on the roof, flashing, and shingles to ensure for a watertight building that would continue to actively be utilized by the DPW personnel. The need for repairs is documented in the March, 2010 Gale Report. The funds will be used to stabilize the roof and gutter of the DPW Barn for estimated \$70,000 and will be presented to the Fall Town Meeting.

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. The amount of \$300,000 is recommended by the Capital Planning Committee to be funded from the Capital Stabilization Fund.

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

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

MEPA in April 2007. It covers seven projects located within Winchester (one to be completed by the MWRA), one project located upstream in Woburn, and two projects located downstream in Arlington and Medford.

The final EIR was approved in late March 2010. The status of three projects is noted below.

Channel Widening. This large project was approved at the 2010 Spring Town Meeting and after final design and permitting, is currently under construction to be completed in the Spring of 2012.

Central Falls Flood Valve. (\$630,000) This project at a cost of approximately \$630,000 was approved at the 2011 Spring Town Meeting. This valve will complete the second of two valves at Center Falls, the first of which was constructed in 2002. This project will be completed in the spring of 2012.

Ciarcia Field Culverts. The largest of the Flood Mitigation Projects is the widening of the culverts underneath Ciarcia Field. The timing of this project is currently uncertain due both to the proximity to the High School and its importance to the High School programs and the possibility in the relatively near future of significant building reconstruction at the High School. Its cost is initially estimated at approximately \$5M. The Capital Planning Committee is recommending the funding of \$79,700 to be used to begin the engineering for this project. It is important that this work be done in conjunction with the High School Feasibility Study.

Transfer Station Capital Program

No projects are proposed for FY2013

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.

Manchester Field Track Project. The proposed renewal of the track and infield at Manchester Field was proposed to be built primarily from private funds. The Capital Planning Committee has been asked to provide a commitment of \$200,000 from the Capital Stabilization Fund toward the completion of this project contingent upon the remaining funds to complete the approximately \$911,000 project being raised prior to June 30, 2012. In excess of \$400,000 has already been raised. The projects at Manchester Field have been and will continue to be coordinated with any Flood Mitigation work in the vicinity.

3.3 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.

Last year The Capital Planning Committee recommended 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. The Capital Planning Committee recommends a specific allocation of \$20,000 be allocated for Street tree funds in a separate account under the DPW operating budget for this purpose.

ADA Improvements. (\$125,000) This is a placeholder. The Capital Planning Committee supports the Town efforts to implement improvements in existing buildings and facilities to provide equal access to all regardless of physical ability. The new ADA coordinator has been working with the Disability Access Committee to provide Capital Planning with more specific projects, some of which are also funded under the DPW Road and sidewalk funds. Building ramp work is updated as locations are identified under the DPW operating budget.

GIS System Improvements (\$77,250). This project will be presented for funding at the Fall Town Meeting in order to allow for a new flyover of the Town in the late winter/early spring before the trees leaf out. The last flyover was in 2001. The Town has communicated with other communities to provide coordination of this project. The flyover provides a base which is then utilized to update other Arcviews such as sewer and electrical connections. General population data can also be added. It is of note that the current version was not in use in examining School redistricting this year due to the age of the current data. The overlay sections of the current GIS system will also be updated for below ground structures and other upgrades to the system will be provided. An updated GIS system will be indispensable to the School Department as we engage in a town-wide redistricting. Updated information will allow us to both recognize where our current students live, as well as where future students may reside. This will allow us to create the most accurate redistricting plan in time for V-O's opening in 2013.

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.

Carbon Filter for Water Treatment Plant. (\$55,000) This is a periodic capital expense replacing the existing filter. This was deferred last year, but is included for FY13 funding. The Capital Planning Committee recommends funding at this time due to the possibility of negative health impacts if this is not replaced regularly. This is required approximately every 3-5 Year's to keep the Treatment Plant operating and supplying water to the East High District

Upgrade the West Dike at South Reservoir (\$100,000) The Capital Planning Committee recommends action on this item for FY13. The appropriation of \$100,000 will provide evaluation of the Dike and recommendations on upgrades through engineering and permitting by the Engineering contractor. The actual restoration work of removing trees, upgrading and other tasks will be completed in-house. The work has an estimated useful life of 30 Year's. There is not a good alternative to completing this project. Failure to do so imposes additional flooding risk and poses a danger to the public. There is also the potential to receive a certificate of non-compliance and Dam Safety Order issued by the DCR requiring mandated improvements.

Squire Road/Mayflower Area Sewer Improvements (\$280,000) This project allows for investigation and cleaning of Squire and Mayflower Roads Sewer Area. The existing culverts are undersized and an additional culvert will need to be added. It will reduce I/I in area of Town, the Town would be eligible for MWRA Funding and this is part of a multi-year sewer capital improvement plan.

Russell Brook Drainage (\$308,000) The Town owns and maintains the "Russell Brook Culvert", and underground stone masonry culvert, which conveys storm-water runoff west from the Woburn line at Cross Street to Sylvester Avenue, where it discharges into Horn Pond Brook. Over the past decade, the Town discovered that portions of the culvert roof have deteriorated between approximately Cross Street and Watson Place, and repairs were made to rectify these known problems. In fall 2011, the Town will be using existing funding to conduct a TV inspection of the remainder of the culvert between approximately Watson Place and its outlet at Horn Pond Brook to evaluate the structural integrity of the culvert. This request to the Capital Planning Committee for Fall Town Meeting has been made to fund the final design and construction expenses associated with repairing any deficiencies that are discovered during this inspection.

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.

Cemetery Trees \$20,000

The Cemetery trustees have requested \$20,000 be allocated to the cemetery for tree maintenance and replacement during FY 13.

4.0 Capital Requests FY2013 - FY2017

Sum of Dollars			Year					Grand
Location	System	Description	2013	2014	2015	2016	2017	Total
ADA compliance	Infrastructure	TBD for DAC Coordinator and DAC	125	125	125	125	125	625
	Infrastructure Total		125	125	125	125	125	625
ADA compliance Total			125	125	125	125	125	625
Admin Offices	Bldg Interior	Move admin offices from Lynch	250					250
		Safety system	150					150
	Bldg Interior Total		400					400
	Infrastructure	Furniture		50				50
		Technology - smart boards	142					142
	Infrastructure Total		142	50				192
	Vehicles	Utility van					25	25
Vehicles Total						25	25	
Admin Offices Total			542	50			25	617
Ambrose School	Bldg Systems	Investigate heating coil system failure	20					20
	Bldg Systems Total		20					20
Ambrose School Total			20					20
Carriage House	Bldg Exterior	Roof	125					125
		Roof design	10					10

	Bldg Exterior Total		135					135
Carriage House Total			135					135
DPW Yard	Bldg Exterior	Bldg maintenance bldg. - roof	1,130					1,130
	Bldg Exterior Total		1,130					1,130
Vehicles	Hwy. Truck 1			160				160
	Hwy. Truck 05					160		160
	Hwy. Truck 10				160			160
	Hwy. Truck 11						175	175
	Hwy. Truck 2			160				160
	Rack Truck					130		130
	Pick up Truck Maintenance		50					50
	Lawnmower		30					30
	Truck G3					85		85
	Truck G8						85	85
	Utility pickup truck		50					50
	Vehicles Total		130	320	290	245	260	1,240
DPW Yard Total			1,260	320	290	245	260	2,370
Fields-Parks	Infrastructure	Ginn Field renovation		180				180
		Leonard field drainage	147					147
		Safety - fencing at several fields		55				55
		Wedge Pond beach house roof		30				30
	Infrastructure Total		147	265				412

Fields-Parks Total			147	265				412
Flooding		Craddock Locks		454,250				454,250
		Scalley Dam		598,000				598,000
		Mt. Vernon St. Bridge Construction		887,000				887,000
		Skillings Engineering	79,700	185,800				265,500
		Skillings Construction			5,000,000			5,000,000
Sum of Dollars				Year				
Location	System	Description	2013	2014	2015	2016	2017	Grand Total
Flooding –cont.		Swanton St. Bridge/Muraco Culvert Bridge Engineering				157,500		157,500
		Swanton St. Bridge/Muraco Culvert Bridge Construction					2,105,250	2,105,250
Library	Bldg Systems	Chiller and high efficiency controls			250			250
		Security RFID	107					107
	Bldg Systems Total		107		250			357
Library Total			107		250			357
Lincoln School	Grounds	Turf replacement	-					-
	Grounds Total		-					-
Lincoln School Total			-					-
Lynch School	Bldg Exterior	Painting		25				25
		Replace window wall					2,000	2,000

	Bldg Exterior Total			25			2,000	2,025
	Bldg Interior	Flooring	-					-
		Gym floor and wood wall panel					350	350
		Painting		25				25
		Restore offices to classrooms	60					60
		Restroom renovation	440					440
	Bldg Interior Total		500	25			350	875
	Bldg Systems	Water and heat design	50					50
		Water and heat pipes	300					300
	Bldg Systems Total		350					350
Lynch School Total			850	50			2,350	3,250
McCall School	Bldg Interior	Gymnasium ceiling design	15					15
		Gymnasium ceiling replace/repair		100				100
	Bldg Interior Total		15	100				115
	Bldg Systems	HVAC design	35					35
		HVAC project	215					215
	Bldg Systems Total		250					250
McCall School Total			265	100				365
Muraco School	Bldg Exterior	New addition - gym plus 3 classrooms					3,338	3,338
		Windows	340					340
		Windows design	60					60
	Bldg Exterior Total		400				3,338	3,738

	Bldg Interior	Flooring	300					300
	Bldg Interior Total		300					300
	Bldg Systems	Electrical system		550				550
		Electrical system design	150					150
		Fire alarms system		300				300
		Water supply				212		212
		Water supply design			38			38
Muraco School –cont.	Bldg Systems Total		150	850	38	212		1,250
	Grounds	Pave play area	30					30
	Grounds Total		30					30
Muraco School Total			880	850	38	212	3,338	5,318
Mystic School	Bldg Exterior	Double glass windows		75				75
		Repairs of addition front section			150			150
	Bldg Exterior Total			75	150			225
	Bldg Interior	ADA lift	194					194
	Bldg Interior Total		194					194
	Bldg Systems	Heating system	500					500
	Bldg Systems Total		500					500
Mystic School Total			694	75	150			919
Public Safety Bldg	Bldg Interior	Indoor firing range	62					62
	Bldg Interior Total		62					62
	Vehicles	Ambulance			80			80

		Fire prevention truck	32					32
		Pickup truck	30					30
		Pumper fire truck			600			600
		SCBA Gear		120				120
		Turnout Gear	70					70
	Vehicles Total		132	120	680			932
Public Safety Bldg Total			194	120	680			994
Roads-Sidewalks	Infrastructure	Roads and sidewalks	300	300	300	300		1,200
	Infrastructure Total		300	300	300	300		1,200
Roads-Sidewalks Total			300	300	300	300		1,200
Town Hall	Bldg Systems	ADA lift for stage auditorium			60			60
	Bldg Systems Total				60			60
Town Hall Total					60			60
Train-Bridge	Bldg Exterior	Center train station Roof				65		65
	Bldg Exterior Total					65		65
	Bldg Interior	Center train station Electrical repairs			86			86
	Bldg Interior Total				86			86
	Grounds	Wedgemere bridge construction	80					80
		Wedgemere bridge design	20					20
	Grounds Total		100					100
Train-Bridge Total			100		86	65		251
Transfer Station	Vehicles	Tractor (for trach trailers)		125				125

		Transfer Trailer		56				56
	Vehicles Total			181				181
Transfer Sta Total				181				181
Westside Fire Sta	Bldg Exterior	Renovate and expand station			1,500			1,500
	Bldg Exterior Total				1,500			1,500
Westside Fire Sta Total					1,500			1,500
Grand Total			6,139	2,361	3,349	862	5,838	18,549

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 Acting Town Manager Mary Ellen Lannon, Assistant Town Manager Mark Twogood, Project Management Consultant Margaret White, Facilities Manager Peter Lawson, Administrative Coordinator Patricia Tassi, Department of Public Works Acting Director James Gill 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 Beth Rudolph, 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 Year's, 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 Year's 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 Year's 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 Year's. 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 Year's.
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 Year's, 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 Year's 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.