

TOWN OF WINCHESTER
TOWN MANAGER'S FINANCIAL PLAN
FISCAL YEAR 2014



RICHARD C. HOWARD, TOWN MANAGER

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Town of Winchester

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February 15, 2013

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:

The Town Manager's office is glad to submit its proposal for the Town of Winchester's FY 2014 budgeting for all departmental activity. This budget document is built upon many of the same goals and objectives that were outlined in the last fiscal year's proposal, namely:

- Working within limitations presented by the current estimates for recurring Revenues from all sources.
- Maintaining Reserves at a level that is consistent with the Town's policy on reserves and good long range fiscal planning.
- Reducing Expenditures wherever feasible especially in the area of health care costs, energy consumption, and trash disposal costs.

Local budgets are formed in the context of the larger national and state economies. While the Town of Winchester's budget is not directly reliant on economic and fiscal trends at the national level, the larger monetary policy debate at the Federal level, which seems to lurch from crisis to crisis, can cause a drag on local economics by holding back local trends on major consumer spending and hiring decisions because of uncertainty.

At the State level the day-to-day information on the economy and State finances is mixed as well. The Commonwealth is experiencing a shortfall in expected revenue for Fiscal Year 2013 which has necessitated mid-year cuts to the State budget. Governor Deval Patrick's proposed budget for FY 2014 calls for substantial changes in tax policy. Proposed local aid numbers are based on revenue assumptions contained within those tax policy changes. The Massachusetts Legislative leadership has not signaled clearly whether those policies will be embraced and enacted into law. This leaves many of the local aid proposals in question until the Legislature works through its budgetary process later this spring. As for the overall fiscal outlook, many economists predict that the State economy will grow at a modest pace throughout 2013.

The silver lining within this cloud of economic information is that recent consumer trends show that spending on major items such as automobiles and housing is strong and could continue well into 2013. Strength in these segments of the economy is important to our budget effort because a significant portion of the Town's annual revenue is generated from spending associated with these areas.

In addition to these looming economic trends, the FY 2014 budget effort faces challenges that are specific to this year such as contract negotiations for all labor groups and dwindling resources within the capital and building stabilization funds. In order to gauge much of the information, the Board of Selectmen wisely called for a series of meetings among the major budgetary stakeholders over the past several months. Many of the concerns and ideas expressed during these sessions are contained in this document.

All in all, the budget is a balanced one. By the time the local budget process is complete in the spring, there may be necessary adjustments that need to be made to these proposals in order to insure an effective delivery of services for Winchester residents.

REVENUE ESTIMATES:

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget Projection
TAXES			
Real Estate Tax Levy	60,370,923	62,429,662	64,774,326
New Growth	536,064	764,802	550,000
Water & Sewer Chapter 110	3,947,686	3,916,666	4,002,074
McCall Middle School - Debt Exclusion	625,978	585,453	545,453
Lincoln School - Debt Exclusion	398,046	362,935	352,760
Immediate Repairs - Debt Exclusion	101,331	97,015	93,684
Wright-Locke Farm - Debt Exclusion	34,825	50,108	38,701
Vinson Owen School - Debt Exclusion	1,198,040	1,199,834	1,205,620
Total	67,212,893	69,406,475	0
		(97,176)	
Real Estate/Personal Property Taxes	66,886,170	69,309,299	* 71,562,618
State Aid	7,577,247	8,545,856	8,730,856
School Building Assistance	672,082	672,082	672,082
Total State Aid	8,249,329	9,217,938	9,402,938
LOCAL RECEIPTS			
Motor Vehicle Excise	2,795,495	2,795,000	2,800,000
Penalties & Interest	170,013	170,000	170,000
Fees (includes Ambulance fees)	976,206	975,000	976,000
Solid Waste Fees	1,439,618	1,454,000	1,440,000
Rentals	46,411	48,000	48,000
Cemetery	242,885	240,000	243,000
Other Departmental	215,912	175,000	175,500
Licenses & Permits	1,283,728	1,365,000	1,350,000
Special Assessments	38,876	35,500	38,200
Fines & Forfeits	50,375	55,000	51,000
Investment Income	115,259	115,000	100,000
Misc. Recurring	42,841	60,000	50,000
Misc. Non-recurring	379,172	0	0
Meals Tax	139,469	135,000	141,000
Pilot Payment	5,363	60,000	60,000
TOTAL LOCAL RECEIPTS	7,941,623	7,682,500	7,642,700
SUB-TOTAL Taxes, State Aid & Local Receipts	83,077,122	86,209,737	88,608,256

* actual FY13 certified Tax Levy, difference due to rounding of tax rate by Department of Revenue

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget Projection
RESERVES & OTHER			
Free Cash used for operating budget	1,550,186	1,161,940	954,000 (2)
Free Cash to General Stabilization Fund	0	3,035,304	0
Free Cash - Fall TM	46,260	168,396	0
Free Cash - Spring TM	0	0	758,000 (3)
Capital Stabilization Fund - Debt Service	794,818	823,833	800,411
Building Stabilization Fund - Debt Service	3,043,137	2,955,875	2,874,887
Capital Stabilization Fund - Capital Projects	1,085,175	392,650	0
Building Stabilization Fund - Capital Projects	70,000	0	0
Cemetery Trust Fund - Capital	0	20,000	0
Overlay Surplus	0	0	75,000
Parking Meter Fund	77,000	77,000	77,000
Cemetery Trust Fund - Operating Budget	70,000	70,000	70,000
Recreation Enterprise - Indirect expenses	242,430	276,016	266,224
Water Sewer Enterprise - Indirect expenses	1,173,143	1,185,835	1,127,911
TOTAL RESERVES & OTHER	8,152,149	10,166,849	7,003,433
TOTAL REVENUE	91,229,271	96,376,586 (1)	95,611,689

(1) FY2013 Revenue total includes \$3,035,304 internal transfer

(2) Includes BAN premium of \$104,626 for Wright-Locke Farm received in FY 2013; to be closed out to fund balance on June 30, 2013

(3) Please see the Capital paragraph detailing proposed Capital projects. If projects are approved at the 2013 Spring Town Meeting, the transaction will be an appropriation of free cash. FY13

SUMMARY

Recurring Revenue excluding overrides	82,281,475	85,543,243	87,988,173
Debt Exclusion Overrides	2,358,220	2,295,345	2,236,218
Stabilization pass through	4,993,130	4,172,358	3,675,298
Free Cash	1,596,446	4,365,640	1,712,000
Total Revenue	91,229,271	96,376,586	95,611,689

There are several noteworthy points to call attention to within the estimated Revenue tables. Estimated revenues from Real Estate Taxation are based upon the allowed 2 ½% year-over-year increases together with anticipated new growth. This source remains the most stable and substantial component of the Town's budget. It continues to be the single most reliable source of revenue.

State Aid: as preliminarily proposed in Governor Deval Patrick's January budget submission, has a modest increase of \$148,291 in education aid (\$7,166,699 FY 2013 - \$7,314,990 FY 2014 proposed). Additionally, the Governor has proposed a new category of local aid which would result in an initial amount of \$39,962 for Winchester. The Governor's overall budget proposal has been met with some skepticism due to the fact that significant tax changes are proposed in order to achieve the level of revenue that is being relied upon to fund various accounts including local aid for all cities and towns. Nevertheless, for the purpose of our local budget, we are assuming that the local aid proposed for Winchester will be realized. Should this not be the case, there may need to be adjustments in the Expenditures that are proposed herein by the time the budget is finalized.

Local Receipts: are projected to generate the same level of revenue as last year. Trends in automobile purchasing and home sales and improvements may result in higher than anticipated receipts. However, at this stage in the budget's development, a conservative estimate is in order. At the time of Town Meeting trends may allow for slight upward adjustments.

Finally, it should be noted that we propose to use \$954,000 in reserve funds toward annual operating costs. This is several hundred thousand dollars less than what was used in FY 2013. This is keeping with the stated goal of minimizing the reliance on “free cash” or Undesignated General Funds, in order to balance the annual operating budget. Any additional use of reserve funds should be proposed with caution.

EXPENDITURES:

	FY12 Actual	FY13 Budget	FY14 Request	FY14 Manager
Operating Budgets				
Total Municipal Departments	18,639,422	19,863,474	20,602,713	20,584,713
Total Education	35,873,192	38,081,504	39,909,547	39,632,581
Total Undistributed	17,221,476	18,385,921	18,079,218	18,129,218
Capital Appropriations				
Current Year Expenditures	9,011,142	8,334,985	8,199,182	8,199,182
Capital Fund Transfers	3,637,365	3,778,236	4,011,809	4,011,809
Non-Appropriated				
State Assessments	483,275	503,413	510,412	510,412
Cherry Sheets	41,868	42,074	42,074	42,074
Overlay	352,989	400,709	350,301	350,301
Other	4,245,814	6,986,271	4,151,398	4,151,398
TOTAL GROSS EXPENSES	89,506,543	96,376,587	95,856,654	95,611,688

Expenditures for FY 2014 follow a predictable pattern with the largest single increase year over year being proposed for the Winchester Public Schools. The proposed increase of \$1,547,893 still leaves the School Department \$276,963 short of the voted budget of \$39,709,544 and the voted budget does not include an annual wage increase that will likely follow on the expiration of union contracts at the end of this fiscal year. Additionally, the voted budget does not include funding of two important school initiatives namely: The forward funding of an all-day kindergarten program, estimated to cost about \$400,000 in additional personnel costs, and a technology plan calling for the upgrade of all facilities to operate on the same platform as the newly built elementary schools.

Within municipal departmental spending there are several minor budgetary initiatives worth noting. First, the budget within the Town Manager’s office provides funding for a Human Resources Director at slightly less than full time salary. This is in keeping with a long standing goal to professionalize the HR function within municipal operations.

In the Library budget funding is proposed to allow for the Library to maintain hours for Saturdays and Sundays without the need to rely on fundraising.

Within the Board of Health there is part-time funding proposed for a Community Outreach Coordinator. This position operates in collaboration with the School Department, the Police Department, and other non-profit Town organizations in an effort to identify, and where possible, avoid at-risk behavior primarily in the youth population.

Most other municipal activity remains level funded year over year. There are several important proposals within the Expenditures field that are worth some elaboration. It should also be noted that there may be additional FY2014 expenditures in the Snow and Ice budget as well as the Police Department Crossing Guard budget due to the Winchester Public School redistricting.

Health Insurance: for the second year in a row, the Town and our employees will avoid any sort of substantial increase for health care benefits. In December, the Board of Selectmen voted to adopt Sections 21-23 of Chapter 69 of the Acts of 2011. This step allows the Town to move forward with a re-design of the health care plan in keeping with the requirements of that law. This re-design should result in a substantial savings that has been accounted for within the Undistributed fields which shows Health Insurance to be slightly reduced year over year. These savings have been put back into the budget in the form of spending within other line items, primarily public schools. While there is a cost savings for employees on their proportional share of the cost of the overall premium, it should be noted that they will be absorbing a higher share of co-payment and deductible cost for some medical services.

OPEB/GASB: On November 5, 2012, the Board of Selectmen voted to change the premium share that the Town and retired employees pay for medical coverage to 50% Town and 50% employee beginning July 1, 2014. Most recently, the Commonwealth of Massachusetts has issued a report calling for reforms in the area of post employment medical care benefits. These reforms, if enacted into law, will help reduce Winchester's long term liability for these benefits. Additionally, as previously mentioned, the BOS has voted to implement plan design changes that should help slow the growth of cost for medical services for both active employees and retired employees. Finally, measures are under consideration at the State and Federal level that could also help reduce medical costs for employees. All of these measures will help to substantially reduce the Town's estimated liability for retiree healthcare costs.

The Town will commission a new actuarial study to more specifically identify the long range cost associated with this benefit. Once this study has been completed we will know more precisely how much if anything is owed on the benefits.

For all of these reasons management is recommending that no amounts be contributed to the OBEP/GASB liability at this time. Management further recommendation is that once a more exact long term liability is identified that the Town take steps to implement and/or negotiate healthcare benefit reform with the employees that will help eliminate or substantially negate the unfunded portion of the long term liability. Only after all such steps are taken would management recommend that an annual funding plan be implemented as part of an annual appropriation plan or as part of a tax override request to fund this liability outside of annual budgetary constraints.

Capital: it has been noted that the two main capital funding accounts, the capital and building stabilization funds, have been severely depleted due to aggressive funding of important capital initiatives. As such we are proposing to fund several capital projects with an infusion of \$758,000 from free cash or undersigned fund balance:

<u>Projects</u>	<u>Amount</u>	<u>Source</u>
Police Department Shooting Range	\$135,000	Free Cash
Roads and Sidewalks	\$300,000	Free Cash
Skillings Culvert Engineering	\$195,000	Free Cash
MIS – Town	\$140,000	Current Revenue \$12,000
	Free Cash	\$28,000

OPERATING RESERVES/FREE CASH:

As noted above, we are proposing the use of \$1,608,000 from free cash for two purposes. The first is to use \$954,000 to offset the cost for the operating budget; and the second is to pay for one-time capital projects outlined above. As the final budget framework, we may also propose that funds be transferred from undesignated reserves to the General Stabilization Fund. The table attached summarizes the resulting outcome for the proposals. Our reserves are in keeping with the Town's fiscal policies, state averages and rating agency standards for Massachusetts communities.

Operating Reserves	
Free Cash 7/1/12*	3,275,281
General Stabilization Fund	4,192,100
Total Operating Reserves	7,467,381
Free Cash for Operating Budget	(954,000)
Free Cash for Capital (Spring 2013)	(758,000)
Free Cash to General Stabilization Fund	TBD
FY2013 Replenishment	854,000
Total	6,609,381
Total Adjusted FY2014 Revenue	91,609,615
% of reserves	7.21%

CONCLUSION:

This budget holds to the goals and objectives announced within last year's budget document. Most spending is kept to a minimum. Savings have been achieved where feasible, reserves are proposed to be held at levels in keeping with fiscal policy and good bonding practices. It is a budget that balances within the constraints of reliable, recurring and available resources.

However, it becomes increasingly clear with each budget effort that the annual resources available, constrains the Town's ability to add value to the operation of the Winchester Public Schools. Although funding for the schools is above the level called for by the State's Foundation Budget Formulae, it fails to allow for the implementation of new initiatives to help address a growing and diverse student population. Overall funding remains below the State average for pupil spending and substantially below the spending of comparable communities. While all eyes are focused on the looming estimated capital costs for upgrading Winchester High School, we should not lose sight of the need to provide a baseline operating budget that allows for high level student achievement.

The current budget dynamic which provides for capped real estate tax revenue, uneven State resources, capital planning needs, and an eventual end to cost avoidance measures implemented over the last several fiscal years, leaves no option for strategic investment in the school system while maintaining the rest of municipal activity at a static level of operation. Reliable budget planning that allows for student spending levels that at least match average State spending levels will require new revenue from our most reliable source - real estate taxation. This cannot be accomplished without an override to the annual cap limitation of 2 ½%.

Necessary investment in the school system should not be accomplished at the expense of other municipal departments. Departmental activities are at basic levels throughout the municipal expenditure line items.

All of this leads to point where the Town must decide whether or not additional revenue from the Town's most reliable economic source – real estate taxes – is in order. It is a debate that is being played out in communities across the Commonwealth. It is interesting to note that for organizations such as Moody's that watch local governments strain to make ends meet in this tough economic environment that the expectation is that residents, especially in affluent communities, will accept the prospect of paying more. Most recently Moody's stated that, "Over the medium term, we believe many local governments will continue to draw on their residents' high wealth and historical support of government services to provide property tax growth and in some overrides of Proposition 2 ½ to sustain credit strength." We should keep this notion in mind as we proceed to build solid budget models for the outlying years.

Finally, we want to thank all departments and the members and administration of the School Committee, Finance Committee member, and Capital Planning Committee members for their time and effort in helping with this budget proposal.

Sincerely,

Richard C. Howard
Town Manager

Section II – Summaries

Dept. Code		FY12 Actual	FY13 Budget	FY14 Request	FY14 Manager	FY14 FinCom
GENERAL GOVERNMENT						
1210	Town Manager - Administration	510,838	605,461	650,178	650,178	
1310	Finance Committee	2,833	6,000	6,000	6,000	
1330	Comptroller	305,262	312,328	315,532	315,532	
1340	Assessor	237,957	247,714	258,790	258,790	
1350	Collector/Treasurer	290,060	298,328	314,689	314,689	
1360	Audit	77,750	85,000	85,000	85,000	
1410	Planning and Community Development	714,982	766,661	781,660	781,660	
1400	Planning Board	84,317	101,744	105,726	105,726	
1610	Town Clerk	327,203	335,480	335,444	335,444	
1510	Legal	357,650	345,000	345,000	345,000	
1530	Data Processing	368,507	389,727	445,625	445,625	
1540	General Services	112,047	130,800	130,800	130,800	
Total General Government		3,389,405	3,624,243	3,774,444	3,774,444	
CULTURE						
6110	Library	1,583,058	1,681,181	1,748,014	1,730,014	
6940	Archival Center	4,896	6,810	8,200	8,200	
Total Culture		1,587,954	1,687,991	1,756,214	1,738,214	
HEALTH/SOCIAL						
5110	Health	211,579	251,029	273,103	273,103	
5410	Council on Aging	226,056	233,678	236,252	236,252	
5420	Veterans' Services	24,785	28,909	29,857	29,857	
Total Health/Social		462,420	513,616	539,212	539,212	

Dept. Code	FY12 Actual	FY13 Budget	FY14 Request	FY14 Manager	FY14 FinCom
PUBLIC SAFETY					
2110 Police Department	3,935,471	4,075,076	4,128,294	4,128,294	
2210 Fire Department	3,780,977	4,062,524	4,114,017	4,114,017	
2420 Sealer of Weights and Measures	8,506	8,682	9,020	9,020	
Total Public Safety	7,724,954	8,146,282	8,251,331	8,251,331	
PUBLIC WORKS					
DPW	5,250,221	5,491,342	5,566,512	5,566,512	
4171 Snow and Ice	224,467	400,000	400,000	400,000	
Total Public Works	5,474,688	5,891,342	5,966,512	5,966,512	
UNALLOCATED EXPENSES			315,000	315,000	
Total Municipal Departments	18,639,422	19,863,474	20,602,713	20,584,713	
EDUCATION					
Schools	35,705,630	37,884,688	39,709,547	39,432,581	
3610 Vocational School	167,562	196,816	200,000	200,000	
Total Education	35,873,192	38,081,504	39,909,547	39,632,581	
Total Municipal and Education Budget	54,512,614	57,944,978	60,512,260	60,217,294	
UNDISTRIBUTED					
1910 Energy	2,187,741	2,390,073	2,363,851	2,363,851	
Personnel Benefits					
9110 Contributory Retirement	3,585,742	3,737,881	3,806,367	3,806,367	
9170 Non-Contributory Retirement	30,411	44,000	44,000	44,000	
9120 Workers' Compensation	257,833	200,000	250,000	300,000	
9130 Unemployment Compensation	110,919	120,000	120,000	120,000	
9140 Health Insurance	9,810,022	10,310,000	10,160,000	10,160,000	
9150-9160 F.I.C.A./Medicare Tax & Refunds	599,335	590,000	610,000	610,000	
1962 GASB 45 Fund	250,000	250,000	0	0	

Dept. Code		FY12 Actual	FY13 Budget	FY14 Request	FY14 Manager	FY14 FinCom
Miscellaneous						
9450	General Insurance	290,182	323,000	323,000	323,000	
9430	Reserve Fund	0	300,000	300,000	300,000	
9460	Environmental Remediation Services	52,482	55,000	55,000	55,000	
1714	Tax Abatement Interest/Service Fees	46,809	65,967	47,000	47,000	
Total Undistributed		17,221,476	18,385,921	18,079,218	18,129,218	
Capital Appropriations						
Current Year Expenditures						
	Capital Articles (General Fund)	210,000	210,000	220,000	220,000	
	Capital/Building Stabilization Fund (Direct Appropriations)	1,155,175	392,650	0	0	
	Capital - Cemetery	0	20,000	0	0	
	Capital/Special Articles Free Cash	0	140,100	758,000	758,000	
1711	Funded Debt	5,044,039	5,198,647	5,019,326	5,019,326	
1712	Interest on Funded Debt	2,536,928	2,373,588	2,201,856	2,201,856	
	Capital - Transfer from Reserve Fund	65,000	0	0	0	
Sub-Total Current Year Expenditures		9,011,142	8,334,985	8,199,182	8,199,182	
Capital Fund Transfers						
1961	Building Stabilization - Annual Appropriation	2,310,407	2,368,168	2,427,372	2,427,372	
1962	Capital Stabilization - Annual Appropriation	999,091	1,024,068	1,049,670	1,049,670	
	Capital Stabilization Fund - Retiring Debt	327,867	356,000	504,767	504,767	
	Energy Champion Rebate	0	30,000	30,000	30,000	
Sub-Total Capital Fund Transfers		3,637,365	3,778,236	4,011,809	4,011,809	

Dept. Code	FY12 Actual	FY13 Budget	FY14 Request	FY14 Manager	FY14 FinCom
Non-Appropriated					
State Assessments	483,275	503,413	510,412	510,412	
Cherry Sheets	41,868	42,074	42,074	42,074	
Overlay	352,989	400,709	350,301	350,301	
Total Non-Appropriated	878,132	946,196	902,787	902,787	
Other					
Water & Sewer	3,966,636	3,916,666	4,002,074	4,002,074	
Recreation General Fund Subsidy	147,856	20,182	149,324	149,324	
Recreation - Transfer from Reserve Fund	109,000	0	0	0	
Prior Year deficits	22,322	7,429	0	0	
Personnel Article - Enterprise Funds	0	6,690	0	0	
Free Cash to General Stabilization Fund	0	3,035,304	0	0	
TOTAL GROSS EXPENSES	89,506,543	96,376,587	95,856,654	95,611,688	

SUMMARY

Operating Expenses (Municipal, Education, Undistributed,
Non-appropriated, and Recreation)

Operating Expenses (Municipal, Education, Undistributed, Non-appropriated, and Recreation)	72,869,078	77,297,277	79,643,589	79,398,623
Capital (Current Year Expenditures and Fund Transfer)	12,648,507	12,113,221	12,210,991	12,210,991
Other (Prior Year deficits, Free Cash to General Stabilization Fund)	22,322	3,049,423	0	0
Chapter 110 Water and Sewer	3,966,636	3,916,666	4,002,074	4,002,074
TOTAL	89,506,543	96,376,587	95,856,654	95,611,688

Recurring Expense	80,473,079	84,992,179	87,657,472	87,571,763
Net Capital General Fund spending excluding pass-through	7,655,377	7,940,863	8,535,693	8,535,693

Section III – Service Programs

TOWN MANAGER

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	470,556	554,561	599,278	599,278	0
Other Expenses	40,282	50,900	50,900	50,900	0
Equipment	0	0	0	0	0
TOTAL	510,838	605,461	650,178	650,178	0
STAFFING					
Managerial	2	2	2	2	
Clerical	2.6	2.6	2.6	2.6	
Professional/Technical	1	1.4	2.15	2.15	
TOTAL	5.6	6	6.75	6.75	

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

The budget funds the current staffing levels and provides funding for the hiring of a Human Resource Officer.

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 fiscal 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 interest before Regional, State, and Federal government agencies.

FY2014 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 resource matters and integrate the hiring of an Human Resources Officer.
- 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 departments with their efforts to achieve stated goals and objectives.
- Continue to implement a series of initiatives that were begun in calendar year 2012 , namely:
 - Develop an MIS capital plan and advisory committee in conjunction with the School Department.
 - Town Center parking program
 - Consider improvement program for the North Main Street area.
 - Assist the EFPBC with the submission of the Winchester High School project to the Massachusetts School Building Authority.
 - Develop a plan for the disposition of Wright-Locke Farm property
 - Assist the DPW and Trash Pickers Advisory Committee with the further implementation of the Single Stream recycling program at the Transfer Station together with further long range planning for the Transfer Station operation.

This outlines in broad terms the plan for activity for this office for the remainder of FY2012 and FY2013 and beyond where applicable. The core objective for all activity encompasses 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

Highlights among many initiatives undertaken during FY2013 are the following:

- Downtown Parking Plan presented and approved by the Board of Selectmen
- Health Insurance plan and contribution rates for retirees modified
- Implementation of numerous energy conservation projects
- Substantial completion of Project II, widening of the Aberjona River
- Working with the EFPBC substantial completion of new VO School and the feasibility study of Winchester High School
- Improved reporting of Water & Sewer and Recreation Enterprise Funds
- Establishment of new fields policy and fees
- Appointed new Director of Public Works and Building Commissioner
- Worked with Planning Department and the Winchester Chamber of Commerce on the Town Center Initiative
- Initiated new technology upgrades for municipal technology infrastructure.
- Implementation of a variety of capital programs
- Conducted a fair housing lottery process for five, low income, first time home buyers at Graystone.
- Developed a new RFP for the Wright Locke Farm property and worked with the Wright Locke Farm Conservancy on initiatives.
- Assisted the Winchester Housing Authority during its transition period under new leadership.

All of these programs were done with the collaboration with leadership of the various municipal departments responsible for oversight of the specific subject matter.

FINANCE COMMITTEE

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	2,247	3,500	3,500	3,500	0
Other Expenses	586	2,500	2,500	2,500	0
Equipment	0	0	0	0	0
TOTAL	2,833	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.

COMPTROLLER

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	304,045	309,758	312,962	312,962	0
Other Expenses	1,217	2,570	2,570	2,570	0
Equipment	0	0	0	0	0
TOTAL	305,262	312,328	315,532	315,532	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 2014 budget is level funded and reflects the recent adjustments to salaries. The Expenditure budget for Fiscal 2014 is level funded.

FY2014 Objectives

1. Increase timeliness and efficiency of annual audit
2. Close Fiscal 2014 General Ledger prior to September 1, 2014
3. Commence annual audit during September 2014

ASSESSOR

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	199,713	223,664	224,740	224,740	0
Other Expenses	38,244	24,050	34,050	34,050	0
Equipment	0	0	0	0	0
TOTAL	237,957	247,714	258,790	258,790	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 abatement for real estate taxes
3. The administration of motor vehicle and boat excise taxes.
4. Assisting the public in their request for information.
5. Assisting other Town departments in their requests for information.

FY2014 Objectives

1. Initiate new condominium valuation system
2. Continue cyclical data collection process
3. Complete State mandated recalculation

Prior Year Accomplishments

1. Timely completed revaluation
2. Reviewed and inspected all sales

Statistics

	FY10	FY11	FY12
Real Estate Parcels	7,710	7,732	7,751
Personal Property Accounts	365	341	325
Motor Vehicle Excise Tax Bills	19,737	19,671	19,860
Boat Bills	38	38	38
Deed Changes	525	572	600
Real Estate Sales	320	312	339
Veterans Exemptions	106	106	104
Elderly Exemptions	49	41	42
Deferred Taxes	17	15	18

COLLECTOR/TREASURER

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	248,091	257,378	269,889	269,889	0
Other Expenses	41,969	40,950	44,800	44,800	0
Equipment	0	0	0	0	0
TOTAL	290,060	298,328	314,689	314,689	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 payable, 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 advisor 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 applications and efficiency improvements.

FY2014 Objectives

- Continue to improve the Town's on line bill payment system to allow for more payment methods and easier access, and explore other vendors providing this service to municipalities.
- Begin the process of allowing for electronic billing for real estate tax bills.
- Continue to make improvements to the MUNIS General Billing System processing to improve efficiency of collections for Police & Fire details, as well as DPW billing.
- Continue to make improvements and upgrades to the Parking Ticket Collection System to make the 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 to the Town's banking services to improve efficiency, reduce costs, and increase investment income.
- Review all procedures and implement improvements to the cash management system.
- 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.
- Review current vendor, and explore alternative vendors to be used for non-renewal marking for parking tickets at the RMV in order to improve processing and collection efficiency.
- Continue to manage tax title accounts, and move delinquent accounts into tax title more timely and efficiently to improve collections.
- Issue all long term debt, as well as all short term debt renewals.

Prior Year's Accomplishments

- Refunded existing bonds at a lower interest rate, resulting in the savings of over \$1million dollars over the life of the bonds.
- 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.
- Reviewed and made appropriate changes in the Town's banking services to improve efficiency, reduce costs, increase investment income, and comply with State statutes.
- Oversaw and coordinated with IT, Comptroller's Office and MUNIS, the change of banks for the payroll and A/P accounts. This change has resulted in cost savings, and has brought the Town into compliance with State statute by eliminating bank fees charged to employees.
- Improved time frames for placing water liens on Real Estate tax accounts. Accounts are now liened for all water bills outstanding for six months or more. This was the third step in moving these time frames up from eighteen months. This measure has increased the amount of outstanding water receivables liened, and improved water collections 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.
- Served on the Audit Advisory Committee, overseeing the Town's annual audit.
- 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. Continue to work toward making the payment of parking tickets available on line.
- Improved the system for the collection and depositing of Parking Meter funds to insure timelier bank deposits. Negotiated an agreement with bank to transport the Town's meter coins with the bank covering most of the costs.
- 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.
- Reviewed all outstanding bonds for the possible refunding at lower interest rates.
- Reviewed all procedures and implemented improvements to the cash management system

PLANNING AND COMMUNITY DEVELOPMENT

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	667,000	703,513	715,517	715,517	0
Other Expenses	47,982	63,148	66,143	66,143	0
Equipment	0	0	0	0	0
TOTAL	714,982	766,661	781,660	781,660	0
STAFFING					
Managerial	4	4	4	4	0
Clerical	2	2	2	2	0
Professional/Technical	3.41	3.41	3.41	3.41	0
TOTAL	9.41	9.41	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 recommendation to strengthen the Town's capacity for management of municipal capital projects and private development. See specific comments in the budget divisions that follow.

FY2014 Objectives

See SUB-PROGRAMS for details

Prior Year's Accomplishments

See SUB-PROGRAMS for details

PLANNING DEPARTMENT

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	12,699	13,250	13,500	13,500	0
Other Expenses	13,965	23,150	23,150	23,150	0
Equipment	0	0	0	0	0
TOTAL	26,663	36,400	36,650	36,650	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.

FY2014 Objectives

1. Provide administrative assistance to the 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 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.

ENGINEERING DEPARTMENT

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	359,820	380,947	387,525	387,525	0
Other Expenses	21,709	26,050	29,010	29,010	0
Equipment	0	0	0	0	0
TOTAL	381,528	406,997	416,535	416,535	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 conducting engineering-related plan reviews and field inspections related to private development projects falling under the jurisdiction of the Planning Board, Zoning Board of Appeals, and Conservation Commission. The Engineering Department is also the issuing authority for commuter and Town Center employee parking permits for Aberjona, Waterfield, and Jenks lots and Shore Road, all 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, and stormwater management.

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 management of various capital improvement projects, including water, sewer, and drainage projects, and the Town's flood mitigation projects.
3. Review 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 assessor's and zoning maps.
5. In conjunction with the DPW, administer the Town's NPDES Phase II stormwater permit.

FY2014 Objectives

1. Assist the Town Manager's office with implementation of the Town's Flood Mitigation Program, including Project 3 – Center Falls Dam improvements, which will begin construction in spring 2013.
2. Administer the current NPDES Phase II stormwater permit and assist with the development of the Notice of Intent to respond to new permit requirements, expected to be issued by EPA in 2013. Administer the Town's rain barrel and compost bin program.
3. Assist with the planning, design, and construction management of various water, sewer, and drainage capital projects including improvements to the Thornberry and Squire Road pump stations.
4. Complete engineering reviews of private development projects submitted to the Winchester Planning Board, Zoning Board of Appeals, and Conservation Commission, as appropriate.
5. Provide inspectional services for on-going Town and private development projects.
6. Lead the Town's Working Group on the long-term redesign of the Winchester Center Commuter Rail Station.

7. Oversee the design of the Tri-Community Bikeway/Greenway project in conjunction with the Town of Stoneham and the City of Woburn.
8. Work with the Traffic Advisory Committee and the Board of Selectmen in developing safe pedestrian and motor vehicle transportation policies.
9. Assist the Town Manager's office in the implementation of the new parking plan for the Town Center area and administer the Town's parking permit program.

Prior Year's Accomplishments

1. Achieved substantial completion on the construction of Project 2 of the Town's Flood Mitigation Program, which involved widening the Aberjona River between Waterfield Road and Manchester Road, and completing additional channel improvements between Manchester Road and Bacon Street.
2. Provided Owner's Project Management services for the Vinson-Owen Elementary School reconstruction project.
3. Completed inspectional services for a variety of private development projects, including the on-going Graystone at Winchester condominium development.
4. Worked with the EFPBC and their consultant to assist with the High School Feasibility Study.
5. Worked with a traffic consultant to complete studies in four neighborhoods, including undertaking a corridor study for Main Street between the Woburn line and Skillings Road.
6. Provided technical review for numerous private development projects, including the proposed CVS on Washington Street.
7. Successfully transitioned to a new, free parking permit program for employees of the Town Center business district.
8. Oversaw repairs to the Town-owned Russell Brook Culvert near the intersection of Main and Cross Streets.

BUILDING DEPARTMENT

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	243,759	253,472	256,719	256,719	0
Other Expenses	11,300	11,700	11,700	11,700	0
Equipment	0	0	0	0	0
TOTAL	255,059	265,172	268,419	268,419	0
STAFFING					
Managerial	1	1	1	1	
Clerical	0.83	0.83	0.83	0.83	
Professional/Technical	1.7	1.7	1.7	1.7	
TOTAL	3.53	3.53	3.53	3.53	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

FY 2014 Objectives

The Building Department has begun storing plans in PDF form and CD's where applicable. This will decrease the need for plans to be stored, as there is no adequate storage (plans are scattered throughout the building).

Prior Year Accomplishments

The Building Department has maintained efficient and courteous service in a once again high volume year. All inspectors are involved in CEU classes yearly. We have sponsored seminars on the Solar Energy Industry and the installation of these products. With the help of the Town's Building Maintenance Department we are substantially completed with the office renovations. This has increased efficiency of the office duties.

Statistics

	FY2009	FY2010	FY2011	FY2012
Revenue	\$655,869	\$785,813	\$1,076,345	\$859,406.63
Building Permits	741	832	979	977
Electric Permits	637	728	705	760
Plumbing Permits	493	563	643	650
Gas Permits	344	435	489	527

BOARD OF APPEALS

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	9,946	11,949	11,768	11,768	
Other Expenses	534	870	870	870	
Equipment	0	0	0	0	
TOTAL	10,480	12,819	12,638	12,638	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

The budget is level funded.

Statistics:

Cases Heard –

2007 – 30
 2008 - 37
 2009 - 33
 2010 - 39
 2011 - 23
 2012 - 37

CONSERVATION COMMISSION

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	40,777	43,895	46,005	46,005	0
Other Expenses	474	1,378	1,413	1,413	0
Equipment	0	0	0	0	0
TOTAL	41,250	45,273	47,418	47,418	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.

Rankings 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.

FY2014 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.
9. Work with the Town to upgrade Davidson Park

Prior Year's Accomplishments

1. Implemented the Conservation Commission Order of Conditions for flood control "Project 2", which widened the Aberjona River from Waterfield Road to Ginn Field; permitted the Center Falls Dam project for flood control.

2. The Commission continues to oversee water quality through permitting at the 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. Worked with the Town regarding storm water management to reduce flooding and improve water quality.
8. Co-sponsored an article before Town Meeting to examine management of the Aberjona River corridor.

External Funding Source

Wetlands Protection Act Fund

PLANNING BOARD

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	72,475	80,544	84,526	84,526	0
Other Expenses	11,842	21,200	21,200	21,200	0
Equipment	0	0	0	0	0
TOTAL	84,317	101,744	105,726	105,726	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 are 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

The FY2014 budget provides for standard step increases for the planning staff and level funding of professional services expenses. The Planning Board has been successful in using the professional services funds to match and leverage technical assistance grants from State agencies and private foundations. This has allowed the Board to advance Town planning projects without adding additional costs to the budget.

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.

FY2014 Objectives

1. **Master Plan.** Phase I of the Master Plan, approved in 2010, addressed four of the State-mandated master plan elements: housing, neighborhoods, economic development, and the Town center. In FY2014, the Planning Board, working through the Master Plan Steering Committee and with the participating Town boards and commissions, will complete Phase II of the Master Plan, which will address the remaining elements: 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 FY2014, the Board will apply for an additional \$75,000 in technical assistance services. The services will enable 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. The key objectives for the next year will be to prepare development concepts and guidelines for the Town center, draft new zoning bylaws for the Center Business District, and explore adoption of a business improvement district to facilitate private sector investment in the center.

3. **Wright-Locke Farm.** The Planning Board will work with the Board of Selectmen and other municipal boards and commissions to consider options for the development and preservation of the Wright-Locke Farm.
4. **Grants.** The Board intends to pursue additional technical assistance and other grant opportunities for economic development, Brownfield's redevelopment, historic preservation, and greenway/river way restoration.
5. **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 revise the Demolition Delay Bylaw to protect important historic properties.
6. **Subdivisions.** The Board will continue to press developers of the approximately twelve incomplete definitive subdivision developments in the Town to complete their mandated construction of roadways and utilities and file as the required as-built plans and easements.
7. **General Planning.** The Board will work to improve coordination and communications between the Planning Board and its staff and other municipal boards, commissions and staff.

Prior Year Accomplishments

1. **Town Center Initiative.** Executed a memorandum of agreement for the Year II work program and technical assistance services grant. The grant is funded by the Barr and Ford Foundations through the Massachusetts Smart Growth Alliance Great Neighborhoods Program. Developed and awarded consultant contracts for a housing market study, a legal review of the zoning bylaws and stormwater and wetland regulations governing the Town center, and development of design concepts for the Waterfield Block.
2. **Parking Plan.** Completed the parking management plan and recommended its adoption by the Board of Selectmen. The Selectmen approved the plan, which is now being implemented by the Town Manager.
3. **Master Plan.** Continued work on Phase II of the Winchester Master Plan with the Master Plan Steering Committee.
4. **Subdivision Rules and Regulations.** Updated the Planning Board's 2011 Subdivision Rules and Regulations to reflect current best planning and engineering practices
5. **Grants.** Secured a \$30,000 grant for regional mapping and planning from the Metropolitan Area Planning Council.
6. **ANRs.** Reviewed and approved 35 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 Winchester Planning Board must determine that the lots meet the frontage and legal access requirements and do not qualify as subdivisions.
7. **BOA Petitions.** Advised the Zoning Board of Appeals on applications for special permits and variances.
8. **Meetings.** 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, and
9. **Routine and Long-Range Planning Issues.** Addressed various long-range planning issues and responded to routine Town staff and citizen inquiries about planning and subdivision projects.

TOWN CLERK

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	286,103	287,715	291,179	291,179	0
Other Expenses	41,099	47,765	44,265	44,265	0
Equipment	0	0	0	0	0
TOTAL	327,203	335,480	335,444	335,444	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

The Office of the Town Clerk provides many services to the community of Winchester. As the primary provider of information, the Town Clerk's Office serves as the 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.

Mission Statement

It is the mission of the office to provide excellent customer service to the general public along with allowing for educational opportunity to those citizens who may be interested in the structure of our Town government and its electoral process. Being the custodian of the Town's official records the Town Clerk's Office will do its best to assist the public in its search for information.

Prior Year's Accomplishments

1. Completion of the indexing of the old birth records back to 1978
2. Completion of the vault cleaning/reorganization project
3. Maintain and administrate the Town's official website to communicate government activity. New design was effective January 2012.
4. Worked in collaboration with the Winchester Historical Society to administer a grant from the National Endowment of the Humanities. The study included the assessment of a vault to be housed in the lower level of the Sanborn House.
5. Successfully managed four elections during the 2012 calendar year, Presidential Primary, Annual Town Election, State Primary and State Election.
6. Conducted Poll Worker training sessions to be as productive on Election Day as possible.

FY 2014 Objectives

1. Continuation of the Birth Records Index for year prior to 1978
2. Continue to enhance the Town's official website
3. Continue to work with historical collaborative to build records management solutions for permanent historical storage.
4. Continue to pursuit of records preservations grants.
5. Work collaboratively with Town Manager to create a capital plan for digital records storage.
6. Design greater training material for the appointed and elected officials on the Open Meeting Law.
7. Managed the compliance of the Conflict of Interest Law as it relates to Town employees and volunteers.

LEGAL

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	0	0	0	0	0
Other Expenses	357,650	345,000	345,000	345,000	0
Equipment	0	0	0	0	0
TOTAL	357,650	345,000	345,000	345,000	0
STAFFING					
TOTAL	0	0	0	0	

Program Description

The Legal budget provides funds for all legal services for various Town agencies and offices. The Town Counsel advises various commissions, boards, committees, and departments. He prepares or reviews contracts and other legal instruments for the Town, represents the Town in litigation, and generally supervises all legal matters. Included in this budget item are legal services not directly handled by Town Counsel, such as fees for special counsel retained for extraordinary legal matters as deemed necessary by the Board of Selectmen. This budget also provides funds for the labor counsel for collective bargaining and various disputes.

DATA PROCESSING

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	72,971	125,227	108,800	108,800	0
Other Expenses	295,536	264,500	336,825	336,825	0
Equipment	0	0	0	0	0
TOTAL	368,507	389,727	445,625	445,625	0
STAFFING					
Managerial	1	1	1	1	
Clerical					
Professional/Technical	1	1	0.5	0.5	
TOTAL	2	2	1.5	1.5	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.

Budget Statement

This budget has increased due to additional fees related to MUNIS, MS Office and new maintenance contracts.

FY2014 Objectives

1. Retire the last 2 Server 2000 Town Servers.
2. Elevate the Town's network from a Server 2003 based network to a Server 2008 based network.
3. Complete the Server Virtualization/Disaster Recovery Project.
4. Replace the Main Core Switch, all End Switches, and the Firewall.
5. Continue to maintain the Fiber Optic Network infrastructure.
6. Update desktops, laptops, printers, and Application Software.

Prior Year Accomplishments

1. Elevated the Town's Network from a Server 2000 based network to a Server 2003 based network.
2. Started the Server Virtualization/Disaster Recovery Project
3. Upgraded the Exchange Server from Exchange 2003 to Exchange 2010.
4. Installed 2008 servers to replace some of the 2003 Servers.
5. Maintained the Fiber Optic Network infrastructure.
6. Upgraded desktops, laptops, printers, and Application Software as needed.
7. Worked with the School's IT department to resolve network issues.

GENERAL SERVICES

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services					
Other Expenses	112,047	130,800	130,800	130,800	0
Equipment	0	0	0	0	0
TOTAL	112,047	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.

LIBRARY

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	1,237,566	1,296,981	1,341,979	1,341,979	0
Other Expenses	336,562	370,700	392,535	374,535	0
Equipment	8,930	13,500	13,500	13,500	0
TOTAL	1,583,058	1,681,181	1,748,014	1,730,014	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 includes Saturday morning hours during the summer as well as phasing-in funding for Sunday hours October through May. Our Strategic Plan 2014-2018 identified the lack of Saturday hours in the summer as a priority to be addressed. This budget fulfills all requirements for State certification by the Massachusetts Board of Library Commissioners.

Mission Statement (updated 2012)

The Winchester Public Library is a dynamic community resource that endeavors to improve the quality of life for its Library patrons by providing

- The resources, services and support they need to make informed decisions, resolve issues or answer questions.
- Children and teens with the programs, services and materials they need to success in school and satisfy their educational and recreational interests as they grow from infants to young adults.
- The resources they need to explore topics of personal interest and to support intellectual growth throughout their lives.
- A safe and welcoming physical space to meet and interact with others or to sit quietly and read and have access to the ever-growing resources and services available through the library's web site.

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.

FY 2014 Objectives

1. Increase hours of operation to include Saturday mornings during the summer.
2. Begin to phase-in Town funding of personnel costs for Sunday hours from mid-October through mid-May.
3. 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.
4. Explore various space allocation plans for optimal management of changing collections.
5. Begin a digitization project for the Winchester Star, providing online, searchable access to the archived collection.
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 2013.
2. Completed the Strategic Plan 2014-2018 and submitted it to the Board of Library Commissioners. The Plan was approved by the MBLC.
3. Installed energy-efficient lighting and Variable Frequency Drives to increase energy efficiency in the electric and HVAC systems.
4. Expanded access to downloadable eBooks and eAudiobooks by funding additional copies of downloadable books for Winchester residents.
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.
6. Promoted 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, which celebrated its 20th anniversary in 2012), as well as volunteers leading book discussions at nursing homes and senior housing and volunteer delivery of books to homebound patrons.
7. The Library's web site was completely redesigned. This project was funded by the Friends of the Library.

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. State certification is essential so Winchester residents may continue to borrow materials from libraries throughout the State. This aid is used to supplement Town funds. In FY 2012 we received \$27,956.

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. 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 2012 gifts from individuals, all with specified intentions, totaled \$4,031.

Finally, private donations have led to the establishment of Trust Fund accounts, the Endowment Fund, and the Sunday Hours Fund. Trust Fund income (13,072) 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 \$13,913. Endowment Fund income (\$28,914) is restricted to enriching and enhancing Library operations and services. Sunday operations are funded exclusively through direct private donations (\$37,229), held in a separate gift account, and used exclusively for that purpose.

Statistics

	FY 2010	FY 2011	FY 2012
Hours open per week	65	65	65
Circulation	578,032	562,628	554,951
Reference questions	60,545	59,593	60,606
Visitors	312,192	294,683	292,735
Number of registered Winchester borrowers	14,045	13,842	13,981

ARCHIVAL DEPARTMENT

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	0	0	0	0	0
Other Expenses	4,896	6,810	8,200	8,200	0
Equipment	0	0	0	0	0
TOTAL	4,896	6,810	8,200	8,200	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.

FY2014 OBJECTIVES

1. To maintain and increase regular open hours at the Archival Center so that Town staff and the public will have access to reference service and records.
2. 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, contract archivists, and the reference archivist.
3. To make use of the professional services budget to produce finding aids for the collections; scan photographs to preserve the images, reduce handling of the originals, and insert images into *Past Perfect*; and improve access to items in the collections or information on Winchester history through improved use of the Web.
4. To assist the public with in-person, mail, phone, and e-mail requests.
5. To increase public awareness of the collections and encourage public participation in documenting the community's history.
6. To solicit donations of significant collections of photographs and documents related to the history of Winchester and add them to the collection.
7. To work with the Town Clerk and the Winchester Historical Society to evaluate the long-term needs of the Town's historic resources.
8. Pursue grant funds to meet our objectives.

Prior Year's Accomplishments

1. The Center maintained regular open hours (two hours per week plus two evening hours a month) staffed by a reference archivist who assisted walk-in patrons and answered e-mail questions from a variety of individuals and businesses.
2. The reference archivist assisted Town departments and boards on such projects as downtown revitalization, the high school feasibility study, Aberjona River Flood- Mitigation Program, Wright-Locke Farm RFP, and Vinson-Owen School time capsule.
3. The Advisory Committee and reference archivist significantly increased on-line access to the historical collections by:
 - a. Revising the Archival Center web page to make it easier to use
 - b. Creating an on-line exhibit page that will be updated periodically. The first exhibits were *Winchester High Schools* (October), *Honoring Our Veterans* (November), and *Winchester in Winter* (January).
 - c. Providing on-line access to its database through the Past Perfect server, thanks to a grant from the En Ka Society (see below)
4. The impact of on-line access to images is evident in regular posting of copies in the *Winchester Star*. The Library and schools have been notified of the new resource.
5. 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.
6. The Archives Advisory Committee increased collaboration with the Town Clerk on long-term planning for space and services

External Funding Sources

\$1,276 grant from the En Ka Society to purchase Past Perfect software, technical support, and two years of web hosting so that Archival Center could be accessible to all Winchester residents through their home computers or in the Library.

BOARD OF HEALTH

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	167,214	200,163	220,833	220,833	0
Other Expenses	44,365	50,866	52,270	52,270	0
Equipment	0	0	0	0	0
TOTAL	211,579	251,029	273,103	273,103	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 BOH budget includes funding for a part-time Community Health Program Manager to oversee programming related to substance abuse and other risky behavior, especially among youth.

Mission Statement

The mission of the Board of Health is to promote a healthy community by protecting the public 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.

FY2014 Objectives

1. Hold school-based flu immunization clinic program in every school in collaboration with the School Department.
2. Convert to electronic vaccination record tracking system in compliance with MA DPH requirements of MIIS.
3. Offer shingles vaccination clinic for 100 eligible residents.
4. Hold second annual "Spring Pest" seminar to promote tick and mosquito-borne disease prevention.
5. Implement community health programming to reduce risky behavior among youth including, alcohol, tobacco and drug use.
6. Update Emergency Dispensing Site Plans and conduct site activation drill.

7. Carry out all mandatory inspection and permitting requirements: food service, housing, pools, camps for children, wells, etc.
8. Conduct routine annual public immunization clinics including: flu/pneumonia/tetanus
9. Conduct health screenings for blood pressure and TB.
10. Contract for mosquito control and surveillance activities.
11. Contract with U.S. Wildlife Service for Canada geese control.
12. Provide annual household hazardous waste and medication collection day.
13. Hold annual rabies clinic for cats and dogs.

Prior Year's Accomplishments

1. Held the first sharps collection day for residents to safely dispose of needles and syringes generated in the home.
2. School-based flu clinics were held for the third year with strong collaboration between the School Nurses and School Department staff. 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: 1,816 flu vaccinations given to students (includes booster doses).
3. General Public Flu Clinics – 7 clinics held:
 - 1,387 vaccinations for flu
 - 27 Pneumonia shots
 Expanded the number of health insurance accepted at all Health Dept clinics.
4. Administered 100 doses of High-Dose flu vaccine for the first time. This clinic was aimed at people 65 years of age and older.
5. Issued guidance document on potentially hazardous food events such as, "Pot Luck Suppers."
6. Conducted 21 blood pressure clinics at the Jenks Center.
7. Provided TB screenings throughout the year.
8. Routinely inspected and permitted: all food service activities, camps for children, pools, and beach.
9. Held 2 annual refresher trainings for all food service establishments.
10. Contracted for mosquito control and surveillance of West Nile Virus with the Eastern Middlesex Mosquito Control District.
11. Provided household hazardous waste collection day: 11,900 lbs of hazardous waste collected.
12. Contracted with U.S. Wildlife Service for Canada geese control.
13. Held annual rabies vaccination clinic for dogs and cats.
14. The Community Health Program Manager/Winchester Coalition for a Safer Community (WCSC) offered two presentations of "Social Host Liability" aimed at High School students and their parents. The material focused on the ramifications of serving alcohol to minors in the home.
15. WCSC in cooperation with the Police Department and Winchester Hospital, conducted a medication collection day. Approximately 200 residents participated. The medication kiosk in the Police Station lobby continues to accept medication from the public all year round.
16. The Community Health Program Manager consultant coordinated the 5th Grade Transition Night aimed at parents of incoming Middle School students. A panel discussed non-curriculum themes, such as social issues and risky behavior.

External Funding Sources

Below is a listing of external funding that the Board of Health should receive for FY14. 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 FY14 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 \$30,000 is collected from Medicare and private health insurance claims and fees for flu vaccination.

Statistics

Permit Review 2012

Asbestos Removal	\$ 1,900
Burial	9,930
Camps	800
Dumpster	16,439
Food	25,272
Pools	1,050
Tobacco	1,300
Transfer Station	16,950
Wells	400
Total	\$ 74,041

Communicable Disease Surveillance Cases – 2012

Avian Influenza	1
Brucellosis	1
Calicivirus/Norovirus	3
Campylobacteriosis	11
Cryptosporidiosis	1
Giardia sis	3
Group A streptococcus	6
Haemophilus influenza	1
Hepatitis B (chronic)	7
Hepatitis C (chronic)	6
Human Granulocytic Anaplasmosis	3
Influenza	22
Lyme Disease	28
Pertussis	4
Salmonellosis	5
Shiga toxin producing organism	1
Shigellosis	1
Streptococcus Pneumoniae	2
Varicella	7
Viral Meningitis (aseptic)	1
Total	114*

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

COUNCIL ON AGING

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	220,314	227,601	230,072	230,072	0
Other Expenses	5,743	6,077	6,180	6,180	0
Equipment	0	0	0	0	0
TOTAL	226,056	233,678	236,252	236,252	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 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 along 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.

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.

FY2014 Objectives

1. Continued to provide baseline services, i.e., health, financial, legal, educational and social services as well as ongoing programs, the nutrition site and transportation.
2. 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 FY 2010 and continued into the fall and winter of FY 2011. 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.
7. COA Director invited to join the Boards of New Horizons and of the Visiting Nurse and Community Health.

Prior Year's Accomplishments

1. Continue to provide baseline services, i.e., health, financial, legal, educational, and social services as well as ongoing programs, the nutrition site and transportation.
2. 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.

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 (\$2934.00) 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 \$2500 a year to buy the books for the Literary Lunch.

VETERAN'S SERVICES

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	8,197	8,312	8,352	8,352	0
Other Expenses	16,588	20,597	21,505	21,505	0
Equipment	0	0	0	0	0
TOTAL	24,785	28,909	29,857	29,857	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.

POLICE DEPARTMENT

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	3,721,485	3,857,676	3,897,544	3,897,544	0
Other Expenses	151,186	154,600	161,950	161,950	0
Equipment	62,800	62,800	68,800	68,800	0
TOTAL	3,935,471	4,075,076	4,128,294	4,128,294	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	25	25	
TOTAL	68	68	69	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 have 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 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, honest, integrity, and professionalism in protecting the future and enhancing the quality of life for everyone in the Town of Winchester.

Ranking 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.

FY2014 Objectives

1. Due to on-going retirements; hiring, promoting and developing personnel at all levels in the department will continue through FY2014.
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 changes in personnel, technology, software and training, continue to develop a more accountable, efficient and responsive investigative service to the department and the community.

FY2013 Accomplishments:

1. FY2013 objective to hire and promote personnel has been completed. Promotions to lieutenant, sergeant and detective have been made and four new entry level officers have been hired. This process will continue through FY2014 as it is expected four officers will retire during the 3rd quarter of FY2013.
2. FY2013 objective to secure capital funding to upgrade the department's indoor firearms training facilities has gained support from the Capital Planning Committee. This upgrade would help control training overtime and equipment costs. Securing this funding will continue as an objective in FY2014.
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.

FIRE DEPARTMENT

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	3,590,432	3,822,984	3,874,477	3,874,477	0
Other Expenses	178,336	208,540	208,540	208,540	0
Equipment	12,209	31,000	31,000	31,000	0
TOTAL	3,780,977	4,062,524	4,114,017	4,114,017	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.

FY2014 Objectives

1. Seek funding for additional firefighters through a Federal grant program.
2. Complete State certification of Winchester's Emergency Medical Services Zone Plan.
3. Continue planning and advocacy for Phase 3 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. Complete phase 2 implementation of improved firefighter safety program through acquisition of firefighter turnout gear.

Prior Year Accomplishments

1. Elevated the Town's Network from a Server 2000 based network to a Server 2003 based network.
2. Started the Server Virtualization/Disaster Recovery Project
3. Upgraded the Exchange Server from Exchange 2003 to Exchange 2010.
4. Installed 2008 servers to replace some of the 2003 Servers.
5. Maintained the Fiber Optic Network infrastructure.
6. Upgraded desktops, laptops, printers, and Application Software as needed.
7. Worked with the School's IT department to resolve network issues.

External Funding Source

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

Metrofire Radio Grant **\$25,000** **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 **\$ 4,100** **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.

SEALER OF WEIGHTS & MEASURES

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	6,745	6,762	7,100	7,100	0
Other Expenses	1,761	1,920	1,920	1,920	0
Equipment	0	0	0	0	0
TOTAL	8,506	8,682	9,020	9,020	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 of the Town's weighing and measuring systems as required under State law. The majority of the work is with scales and gas station meters checking for their accuracy. Oil trucks are also checked periodically and annually.

FY2014 Objectives

1. Continue to perform re-weights on grocery store products.
2. Obtain State assistance in price checking & scanner accuracy.
3. Perform inspections on new proposed Stop & Shop Gas station and CVS.

Prior Year Accomplishments

1. Collected \$1,938 in fees.
2. Purchased new lap top computer to assist in field inspections.
3. Continue to save money for both merchants and consumers due to meter adjustments. (see below)
4. Continued to add to inventory of existing sealing equipment.

Statistics

	FY09	FY10	FY11	FY12
Sealed Devices	143	144	139	139
Consumer Savings	10,327	8,836	1,384	1,429
Merchant Savings	717	7,645	5,436	0

DEPARTMENT OF PUBLIC WORKS

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	3,184,523	3,406,616	3,500,136	3,500,136	0
Other Expenses	2,052,575	2,065,226	2,046,876	2,046,876	0
Equipment	13,124	19,500	19,500	19,500	0
TOTAL	5,250,221	5,491,342	5,566,512	5,566,512	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

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-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	198,835	282,566	284,704	284,704	0
Other Expenses	14,468	20,600	20,600	20,600	0
Equipment	0	0	0	0	0
TOTAL	213,302	303,166	305,304	305,304	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.

FY 2014 Objectives

1. Continue to revive the Town's first power purchase agreement (PPA) at the DPW and Ambrose School yielding annual savings of \$17,000 for 20 years. Sole bidder terminated construction and contractual obligation.
2. Work with Energy Conservation Coordinator and National Grid to convert McCall Middle School from oil to natural gas for FY14 energy budget. Capital approved expenses for interior; National Grid providing services to mains and roads at no cost. Prior estimate was \$80,000.
3. Continue to review operational expenses for opportunities to achieve reduction in expenses.
4. Continue to evaluate new options for energy tracking software to monitor accurate energy consumption and statistics on all Town buildings.
5. Continue to research lower cost options for LED streetlights. First phase would be the Town Center.

Prior Year's Accomplishments

1. Received third grant of \$5,000 from En Ka Society for the purchase of the Town's seventh solar trash compactor and recycling unit.
2. Procured single-stream recycling contract with Casella for two years.
3. Developed and distributed material for residents' information. Estimated to increase recycling by 10% and decrease solid waste costs which cost the Town \$20,000 annually as well.

PUBLIC WORKS - MAINTENANCE

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	799,944	867,338	863,223	863,223	0
Other Expenses	321,519	334,150	334,150	334,150	0
Equipment	13,124	19,500	19,500	19,500	0
TOTAL	1,134,587	1,220,988	1,216,873	1,216,873	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.

FY 2014 Objectives

1. Continue to implement Big Belly Solar compactors with recycling in Town center.
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 Cutting St., Manchester Rd., Hinds Rd., Horn Pond Brook Rd., Main St., Chesterford Terr., Perkings Rd., Pierpont Rd., and Everett Ave.
2. New sidewalk construction and 27 ADA ramps installed on North Main St, Horn Pond Brook Rd., and Cross St.
3. Completed sidewalk repairs on Pierpont Rd., Waterfield Rd., Myrtle St., Euclid Ave., Wedgemere Ave., Main St., Everett Ave., Garfield Ave., Forest St., and Cabot St.
4. Installed (2) new infields at West Side Field.
5. Installed new playground, and basketball court at Lincoln School.
6. Installed new sod on Pride Park.
7. Loamed and seeded Leonard Field (100 CY loam).
8. Removed 21 dead trees.

Statistics

	FY2009	FY2010	FY2011	FY2012
Roadway Resurfacing	7 streets	11 streets	9 streets	9 streets
Park/Playground Maintenance	51 acres	51 acres	51 acres	51 acres
Sidewalks Repaired	700 feet	1000 feet	1200 feet	1400 feet
ADA Ramps Installed	12 Each	15 Each	30 Each	27 Each

PUBLIC WORKS – BUILDINGS

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	1,549,315	1,622,621	1,679,482	1,679,482	0
Other Expenses	647,036	575,350	587,000	587,000	0
Equipment	0	0	0	0	0
TOTAL	2,196,351	2,197,971	2,266,482	2,266,482	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.

FY 2014 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.
8. Work with all Town entities establishing goals and completing them in an effort to bring the Town's assets into full ADA compliance.

Prior Year's Accomplishments

1. Completed phased space modification plan by adding demising walls with egress doors, electrical outlets, fire alarm horns at Muraco School to remove last of the open floor concept between classes. Made alterations to WHS, Lynch, Lincoln and Ambrose for continued growth of programs and utilization of existing space.
2. Completed many space modifications, aesthetic and technology upgrades at Town Hall including presentation equipment and wiring of Selectmen's room, painting in various office areas, expansion of Building Dept. and renovations to auditorium.
3. Worked with Energy Coordinator to bring integration of some of our major HVAC equipment at McCall and Lincoln Schools into our Town wide EMS program as well as continued training for staff on system for more advanced utilization.
4. Building lighting energy conservation projects, conversion of Muraco School domestic hot water from electric to natural gas, VFD Drives installed at McCall School.
5. Began pilot program for a limited cleaning contract to supplement areas at WHS.
6. Various ADA (ramps, railings door hardware bathroom partitions, pipe insulation, etc.) work at Muraco, Lincoln, and Lynch Mystic, and DPW.

STATISTICS

Maintenance of 1,055,953 square feet of public buildings.

PUBLIC WORKS – GARAGE

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	169,620	175,123	221,737	221,737	0
Other Expenses	186,377	171,050	171,050	171,050	0
Equipment	0	0	0	0	0
TOTAL	355,997	346,173	392,787	392,787	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 over 120 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.

FY 2014 Objectives

1. Continue to work with operators to achieve optimum maintenance on machines, i.e. greasing and cleaning, for increasing longevity.
2. Continue to maintain Transfer Station conveyer belt.
3. Continue to keep mechanics up to date with diagnostic tools, training, etc.

Prior Year's Accomplishments

1. Updated software for fleet maintenance repairs and costs.
2. Purchased new utility pickup vehicle with additional warranty for Buildings Department.

Statistics

	Vehicles	Construction Equipment
DPW	12	66
Water/Sewer	10	14
Police	18	
Board of Health	1	
Engineering	1	
Building Inspector	1	

PUBLIC WORKS - TRANSFER STATION

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	343,099	349,996	341,419	341,419	0
Other Expenses	783,500	857,380	827,380	827,380	0
Equipment	0	0	0	0	0
TOTAL	1,126,599	1,207,376	1,168,799	1,168,799	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.

FY 2014 Objectives

1. Upgrade the Fire Suppression System and Electrical System in the Tipping Building.
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, relocate 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. Continue to improve recycling rates by evaluating alternative methods, (i.e., SMART/PAYT).

PRIOR YEAR'S ACCOMPLISHMENTS

1. Converted from dual-stream to single-stream recycling in October, 2012 with Casella's Zero-Sort system. Four new compactors installed to hold paper, plastic, cans, and glass in combined containers. Estimated to increase recycling by 10% and decrease solid waste costs which cost the Town \$20,000 annually as well.
2. Recycled 1240 pounds of recyclable batteries and two five- gallon buckets of mercury thermostats/ thermometers.
3. Recycled 75 tons of televisions, computer monitors and electronics.
4. Recycled 87 tons of used clothing with American Red Cross, Salvation Army, St. Vincent de Paul, and Planet Aid.
5. Replaced the four truck doors on the Tipping Building.

Statistics

	FY2009	FY2010	FY2011	FY2012
Recycle Tonnage	1,913	1,520	1,448	1,575
Compost tonnage	1,600	2,326	2,085	2,370
Solid Waste tonnage (Wheelabrator)	9,728	9,601	9,440	9,389
Recycling Rate	29%	N/A*	N/A*	N/A*

** Mass DEP stopped computing Municipal Recycling Rates in CY 2009 due to staffing cuts.*

PUBLIC WORKS – CEMETERY

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	123,710	108,972	109,571	109,571	0
Other Expenses	99,674	106,696	106,696	106,696	0
Equipment	0	0	0	0	0
TOTAL	223,384	215,668	216,267	216,267	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.

FY2014 Objectives

1. Complete the Willow Avenue sidewalk Memorial Park expansion area.
2. Continue pruning trees on hill of cemetery with Capital Funds.
3. Install new Garden Curb Niches in the Dell and build a focal point with funds appropriated through the Capital Program.
4. Reassess the fees in both the Dell and new Willow Avenue Memorial Park grave areas.
5. Study the feasibility of constructing Columbarium Niche Walls.

Prior Year's Accomplishments

1. Continued with tree pruning and removals with remaining Capital Funds.
2. Hired Carol Johnson and Associates to design new Willow Ave. Memorial Park grave area.
3. Refurbished Brown and Downes' lots with their bequest monies.
4. Supervised the transfer of the Aberjona River widening project fill to the quarry area.
5. Continue working with Boston Computer Scanning on uploading cemetery records.

STATISTICS

	FY2009	FY2010	FY2011	FY2012
Interments	119	133	126	121
Sites Purchased	41	34	49	41
Total Income	283,895	206,055	276,475	280,740

PUBLIC WORKS - SNOW & ICE

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	93,441	123,300	123,300	123,300	0
Other Expenses	114,526	251,700	251,700	251,700	0
Equipment	16,500	25,000	25,000	25,000	0
TOTAL	224,467	400,000	400,000	400,000	0
STAFFING					
Managerial					
Clerical					
Professional/Technical					
TOTAL	0	0	0	0	0

Program Descriptions

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.

FY 2014 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 16 inches of snow.
2. The DPW performed five (5) full-scale operations and 5 sand and salt operations for a total of 10 events.

Statistics

	FY2009	FY2010	FY2011	FY2012
Plowable Storms	9	6	7	5
Snowfall	74"	41.5"	84"	16"
Road Salt	3,242 tons	2,257 tons	2,858 tons	800 tons
Road Sand	679 tons	425 tons	523 tons	385 tons
Sand & Salt Incidents	23	3	17	5

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

**Winchester Public Schools
Office of the Superintendent of Schools**

February 8, 2013

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

The School Department hereby submits an FY14 budget request of \$39,709,544, an increase of \$1,824,855 over the FY13 School Department Budget which represents an increase of 4.82%. This FY14 budget request will maintain current level of services as well as to fund our most critical and pressing needs. The School Department's budget request was approved unanimously by the School Committee at their January 22, 2013 meeting. Their action followed a lengthy budget development process which included numerous presentations by administrators to the School Committee, a number of meeting based discussions and FY14 budget development work sessions, all in addition to their annual Public Hearing on the proposed budget.

There are two important notes to understand in reviewing this proposal. An important part of the school department's budget development process begins with the leadership team reviewing the current budget status in an attempt to establish a baseline for creating the FY14 budget needs. In FY13 there were two elementary classroom positions that were budgeted but not utilized. As a result, it was determined that the projected FY14 base personnel services budget could be reduced by \$106,882 compared to the amount budgeted in FY13. Also it was determined that the projected FY14 special education tuition expense could be reduced by \$90,000 compared to the amount budgeted in FY13. This reduction is due in large part to the change in the needs of a high cost tuition out student.

This FY14 budget request has been developed with an approach similar to last year's process in differentiating the resources necessary for "level services" funding and "critical and pressing needs" funding. The School Committee's level services funding requirements include the resources necessary to address three key components:

a) collective bargaining obligations

It should be noted that the collective bargaining obligations reflect the financial impact of the FY13 mid-year wage adjustment, steps, and column moves for FY14. The current three year contract agreements with each of the school department bargaining units expire at the end of the 2012-2013 school year. Of further note is that the cost of potential contract settlements for FY14 is not included in this proposed budget. The School Committee will identify an appropriate amount for the anticipated Personnel Advisory Board Annual Town Meeting warrant article as it has done in previous years.

b) funding the requirements of all federal and state mandates

c) funding for the costs associated with continued enrollment growth and the adherence to the School Committee's class size guidelines.

In addition to the employee CBA funding obligations, other items included in order to provide level services are:

- FTE for English Language Learning (ELL)
- 4.0 FTE for Special Education
- FTE for the Lynch School to continue with its comprehensive school improvement plan to address DESE Accountability standards
- 6.4 FTE necessary to meet enrollment growth/class size guidelines
- and resources necessary to meet an increase in funding required for special education materials and consulting services.

Below is a breakout of the expenditures necessary to maintain level services:

Collective Bargaining Obligations	\$ 630,199
ELL Mandated Services (1.0 FTE)	\$ 53,441
Special Education Mandated Services (4.0 FTE)	\$ 181,398
Special Education Mandated Services (Tuition)	\$ 23,158
Enrollment Growth/Class Size HS (2.6 FTE)	\$ 138,947
Enrollment Growth/Class Size McCall (2.8 FTE)	\$ 149,635
Enrollment Growth/Class Size K-5 (1.0 FTE)	\$ 53,441
DESE Accountability Standards (1.0 FTE)	<u>\$ 66,721</u>
	\$1,296,940

As noted above the FY14 budget request also includes our most critical and pressing 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, materials and technology.

The critical and pressing needs that are included in the FY14 budget are:

Instructional Leadership/Improvement in Teaching and Learning:

- 1.5 FTE assistant principals at the elementary level
- 1.0 FTE for curriculum coordination in Literacy at the elementary level
- 0.4 FTE for a K-12 Instructional Technology Director

Program Improvement:

- 0.5 Guidance and 0.5 Nursing at the secondary level
- 1.0 FTE Library Media Specialist at the K-5 level
- 0.5 FTE for the improvement in the area of technical support
- additional resources for supplies and materials and technology

Student Support:

- 1.5 FTE School Psychologists at the elementary level

Below is a breakout of the expenditures necessary to maintain level services:

Instructional Leadership/Improvement Teaching and Learning	\$ 208,755
Program Improvement	\$ 128,882
Student Support (1.5 FTE)	\$ 80,162
Program Improvement Supplies/Materials/Technology	\$ 227,000
One-Time Expenditures	<u>\$ 80,000</u>
	\$ 724,799

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 FTE's:

The FY14 request for 4 staff members will allow the school department to create three specialized learning programs; two which will be elementary level programs and the third will be a middle school program. Each program will have a full-time teacher and a full-time teacher assistant. We are able to budget for the 3 teachers and just one of the 3 teacher assistants because we will be able to reallocate two current teaching assistant positions to these programs as a result of their creation. Additionally, it is anticipated that these programs will provide a level of cost avoidance as a

number of the students who are projected to enroll in these new programs would likely have to be placed in outside programs.

School Psychologists:

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, Lynch and VO) 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.

DESE Accountability Standards

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 Lynch is needed to continue the work related to one of the components of Lynch School's comprehensive improvement plan. This request will extend the 0.5 FTE Special Education Teacher hired during the current school year to full-time. This expanded position will allow for the provision of additional instruction to certain students in an effort to improve student academic performance. This is an important component of the improvement plan with the ultimate goal of moving the Lynch School into Level 1 accountability status as defined by the state's new school and district accountability standards.

English Language Learner Staff:

In the last four years, English Language Learner student enrollment has increased from 112 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. The additional FTE's that were supported in the FY13 budget made the district fully compliant with the state regulations. For 2013-14 we anticipate an increase of approximately 17-20 ELL students which will require additional staff in order to remain in compliance with state regulations.

Enrollment Growth/Class Size Guidelines:

The elementary school enrollment is projected to remain stable. The additional 1.0 FTE is projected, at this time, to be needed in order to meet class size guidelines at the elementary level. From year to year, depending on the specific breakout of students per school, per grade, the number of homerooms necessary to meet class size guidelines can change depending on those dynamics. A clearer picture of Homeroom needs will be known once the school department receives updated K census numbers in early February.

The High School enrollment is projected to have grown by almost 100 students since September 2011. Of the 2.6 proposed FTE's - 2.0 would be divided among the Foreign Language, English, Science, Social Studies, and Science departments. The remaining 0.6 FTE's would be distributed among the elective areas based on student course enrollment choices. In the FY12 budget, WHS was reduced by 3.0 FTE's, raising average class size in all five of core subject areas. For FY14 the additional 2.0 FTE's would keep average class still above the FY12 levels.

The Middle School FTE requests will allow the McCall Administration to create 4 full teams at the 6th grade level which will result in an average class size at 22. Without the additional half team (2.0 FTE) the average class size would be above 25. The additional 0.8 FTE in the elective area reflects the enrollment growth at the middle school of approximately 70 students during the last 3 years.

Instructional Leadership:

The proposed budget includes a 1.0 FTE literacy coordinator for the elementary school curriculum. For the last several years the district has adopted a number of new components to the overall literacy curriculum in order to improve student learning within 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 literacy coordinator will work directly with the Assistant Superintendent of Schools and elementary school principals to ensure consistent implementation, training, and coordination among all schools.

The implementation of the Elementary School Assistant Principal position at the Ambrose and Lynch schools in FY13 appears to have had the positive impact that was anticipated. Anecdotal information suggests that these positions create a positive influence on the schools learning culture. The FY14 budget continues this initiative by providing the funding for this position in the remaining three schools. Some excerpts of the **Assistant Principal** job description that, when carried out effectively, contributes to the improvement of teaching and learning in our schools are:

Instructional Leadership:

- Assists the principal in the educator evaluation process
- Participate in TRT and IEP meetings
- Participate in the district's student learning initiative
- Assist in the analysis of student achievement data.

Management and Operations:

- Assign duties and schedules for staff
- Promote the care of building and grounds
- Assume responsibility for MCAS administration.

Family & Community Partnerships:

- Hold parental conferences as required regarding such activities as: PTA, scholarship drives and public performances
- Monitor pupils attendance and maintains contact with parents/guardians
- Assist the principal in disseminating school information concerning policies and practices to parents and to the community.

Professional Culture:

- Participate in the orientation and mentor programs of new staff
- Lead professional development activities for staff to improve teaching and learning

The Assistant Principal position will:

- Provide additional administrative support and assists the building principal in the development of an administrative team that has, as its top priority, a specific and direct focus on the improvement of student learning and achievement
- Provide additional crisis support to better assist students who may require direct intervention in order to learn
- Serve as a collaborative team member in differentiation models, teacher resource teams and special education meetings.

Expenses:

This budget request provides an increase of \$109,000 in the technology equipment line. The school district has not had the opportunity to fully fund the replacement of computers; both student computers and teacher laptops. The additional funds will allow the district to meet the ongoing equipment needs of our professional staff as well as to provide technology learning tools for our students at all levels. A total increase of \$118,000 for middle and high school textbooks is critical to continue the mathematics program text replacements begun four years ago as well as the replacements for a new Spanish language series begun three years ago. Additionally, there is an increased level of funding to replace worn out English reading materials as well as for the replacement of an outdated History textbook series.

One Time Expenditures:

The School Committee's FY14 proposed budget includes \$80,000 for the work necessary to convert former central office space to additional specialist space as well as to create three additional classroom spaces, planned for as part of the redistricting plan, at the Lynch School. The cost to do this work is estimated at \$60,000. The additional \$20,000 budgeted will provide the necessary addition of air conditioning units for the relocated central office space at the Parkhurst School.

With the Town Meeting's approval of the School Department's FY13 budget in the Spring of 2012 a significant shift in the focus of the School Department's budget needs was accomplished. After years of support in funding the School Department's budget requests, that focused in very large part on the needs driven by enrollment growth, the School Department's FY13 budget provided the opportunity to not only meet enrollment growth needs but to also proactively pursue opportunities for focused continuous improvement in the critical areas of instructional leadership, student performance and student support. The School Committee's proposed FY14 budget allows the Winchester Public Schools staff and administration to effectively pursue continuous improvement.

The School Committee and Administration acknowledge that there are difficult financial pressures that are faced by the town. We 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 pressures, careful and prudent planning, caution, flexibility and perhaps creativity are warranted.

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

Respectfully submitted,

William H. McAlduff, Jr.
Superintendent of Schools

Personal Services	30,738,071	30,756,555	32,630,899	34,215,601	0	0
Other Expenses	4,780,465	4,540,355	5,035,285	5,106,527	0	0
Equipment	202,634	408,720	218,504	387,419	0	0
TOTAL	35,721,170	35,705,630	37,884,688	39,709,547	39,432,581	0

STAFFING	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Managerial	5	5	5	0	0
Principal/Assistant	11	12	14	0	0
Directors/Coordinators	11	11	12	0	0
School Resource Officer	0	0	0	0	0
Teacher	291.33	300.83	308.73	0.00	0.00
Teacher Specialists	27.60	29.60	31.10	0.00	0.00
Guidance Counselor	10.10	9.10	9.60	0.00	0.00
Nurse	7.40	7.43	7.93	0.00	0.00
Occupational Therapists	4.43	4.43	4.43	0.00	0.00
Librarian	6.00	6.00	7.00	0.00	0.00
Professional/Technical	7.00	7.00	7.50	0.00	0.00
ELL Instructor	5.40	6.90	7.90	0.00	0.00
Special Needs Instructor	13.00	13.00	13.00	0.00	0.00
Aides	37.91	39.32	40.32	0.00	0.00
Clerical	27.00	28.00	28.00	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	464.17	479.61	496.91	0.00	0.00

CENTRAL OFFICE

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	1,712,612	1,880,956	2,148,099	0	0
Other Expenses	694,751	726,236	773,236	0	0
Equipment	4,806	0	80,000	0	0
TOTAL	2,412,169	2,607,192	3,001,335	0	0
STAFFING					
Managerial	3.00	3.00	3.00		
Clerical	6.00	6.00	6.00		
Directors/Coordinators	5.00	5.00	6.40		
School Resource Officer	0.00	0.00	0.00		
Librarian	0.00	0.00	0.00		
TOTAL	14.00	14.00	15.40	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.

FY2014 Objectives

- Continue with district's Student Learning Initiative that includes articulation of:
 - ❖ Achievement targets in English Language Arts and Mathematics for elementary grades
 - ❖ Common Achievement Targets for secondary school courses
 - ❖ Common Achievement Targets for K-12 programs and case-based programs
 - ❖ Common Interim Assessments for elementary grades In English/Language Arts and Mathematics
 - ❖ Common Interim Assessments for secondary school courses and K-12 programs
- Continue with implementation of K – 2 Phonics Program
- Continue implementation of new state-based English Language Learners assessment protocol
- Train all professional staff in the state's new Educator Evaluation protocol
- Provide staff development that focuses on strategies that increase student engagement in academic work and on strategies that provided differentiated instruction options within classrooms
- Coordinate the variety of elementary schools' literacy programs through leadership of the district's literacy coordinator
- Implement district-wide elementary schools' Social Literacy Program
- Begin revisions to elementary schools' progress reports based on new curriculum standards
- Continue implementation of the high school's Focus on the Future Plan
- Expand training and role of mathematics coaches in each of the elementary schools
- Continue to explore alternative scheduling options that increase staff collaboration in all schools
- Implement Response to Intervention protocols that focus on the use of assessments and instructional strategies to improve student learning

Prior Year's Accomplishments

- Use of common reading assessments in all elementary schools
- Selection of district-wide phonics programs for Kindergarten through Grade 2 and training of staff
- Updating elementary school mathematics program and training of staff

- Completion of English Language Learner Program compliance review
- Expansion of English Language Learner program staff to meet needs of English Language learner students
- Provide staff with English Language Learner instructional training
- Increase access for elementary school students to on-line reading and math programs
- Provide staff study groups on (1) use of TestWiz to analyze MCAS results and common assessments; (2) delivery of Reading Services in elementary schools; development of Response to Intervention protocols for all schools; (3) updating Library services and student learning curricular; (4) development and use of common assessments; (5) English Language Learners curriculum and materials; (6) selection of district Social Learning Program for elementary schools
- Articulation of homework policy for elementary schools

HIGH SCHOOL

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	5,301,692	5,600,636	5,776,393	0	0
Other Expenses	271,529	347,854	381,767	0	0
Equipment	22,521	31,668	36,044	0	0
TOTAL	5,595,742	5,980,158	6,194,204	0	0
STAFFING					
Principal/Assistant	3.00	3.00	3.00		
Teachers	65.30	67.20	69.80		
ELL Instructor	1.00	1.00	1.00		
Librarian	1.00	1.00	1.00		
Aides	1.00	1.00	1.00		
Clerical	7.54	7.54	7.54		
TOTAL	78.84	80.74	83.34	0.00	0.00

Program Description

Winchester High School is a comprehensive high school serving 1167 students in Grades 9-12. Projected enrollment for the 2013-14 school year is 1184 students. Exploratory areas of instruction include: Technology/Engineering, Art, Music, and Wellness (Physical Education/Health and Family and Consumer Science)

FY 2014 Objectives

- Maintain a comprehensive high school that serves all students.
- Implement the new state teacher evaluation system.
- Upgrade the wireless infrastructure so the school has the capability to go 1:1 (1 laptop/table per student).
- 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.
- Expand the advisory program for 9th, 10th, and 11th 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

- WHS was named to the Advanced Placement Honor Roll for expanding opportunity and improving performance for AP students.
- WHS was nominated by the Department of Elementary and Secondary Education to be a national Blue Ribbon School.
- Named as a Commendation School by the Department of Elementary and secondary Education.
- Continued excellent scores in MCAS scores. 99% of students scored advanced or proficient in English Language Arts, 98% scored advanced or proficient in Mathematics, and 93% scored advanced or proficient in biology.

- The average SAT I scores for the class of 2012 were 590 in critical reading, 615 in math, and 600 in writing.
- 526 AP exams (up from 460) were taken in 2012 with 81% getting a score of 3 or higher.
- Ten seniors (up from three) were named National Merit Semi-finalists and 24 were named National Merit commended students.
- 24 students scored an 800 in the Math SAT II exam.

Statistics

Projected Enrollments

Grades	9	10	11	12	Total
FY13 Actual	330	282	278	277	1167
FY14 Projected	290	330	280	284	1184

SAT Scores*

MATHEMATICS

GRADE 10	NEEDS			
	ADVANCED	PROFICIENT	IMPROVEMENT	FAILING
2012	81%	17%	2%	0%
2011	77%	29%	1%	0%
2010	79%	16%	4%	0%
2009	78%	14%	7%	1%
2008	70%	21%	7%	1%
2007	74%	20%	5%	0%
2006	69%	19%	11%	1%
2005	66%	25%	7%	2%
2004	68%	16%	15%	2%
2003	54%	23%	18%	5%
2002	47%	27%	22%	4%
2001	42%	37%	17%	4%

ENGLISH LANGUAGE ARTS

GRADE 10	NEEDS			
	ADVANCED	PROFICIENT	IMPROVEMENT	FAILING
2012	70%	29%	1%	0%
2011	69%	29%	1%	0%
2010	64%	27%	4%	0%
2009	67%	31%	4%	1%
2008	62%	34%	6%	1%
2007	62%	56%	3%	1%
2006	37%	36%	7%	0%
2005	56%	36%	7%	1%
2004	54%	35%	10%	0%
2003	44%	42%	12%	2%
2002	43%	43%	14%	0%
2001	35%	47%	15%	3%

SCIENCE

	GRADE 10	ADVANCED	PROFICIENT	NEEDS IMPROVEMENT	FAILING
	2012	50%	43%	7%	0%
	2011	47%	44%	9%	1%
	2010	41%	53%	6%	0%
	2009	41%	42%	16%	1%
	2008	31%	56%	10%	3%

Class Size Core Subject Area

	FY13	FY14
English	21.8	21.3
Math	21.9	21.4
Social Studies	23.3	22.8
Science	21.4	20.9
Foreign Language	21.0	20.5

McCALL SCHOOL

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	4,769,111	4,869,236	5,120,077	0	0
Other Expenses	147,335	192,812	238,964	0	0
Equipment	11,047	7,026	6,500	0	0
TOTAL	4,927,493	5,069,074	5,365,541	0	0
STAFFING					
Principal/Assistant	3.00	3.00	3.00		
Teachers	59.70	60.70	63.50		
ELL Instructor	1.00	1.00	1.00		
Librarian	1.00	1.00	1.00		
Clerical	3.00	3.00	3.00		
TOTAL	67.70	68.70	71.50	0.00	0.00

Program Description

McCall Middle School is a comprehensive middle school serving 1035 students in Grades 6-8. The projected enrollment for FY14 is 1063. 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 consisting of 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, Community Service Club, Debate & Discussion Club, Engineers/Innovators/Chess Club, EnKa Fair Marching Band, Green Team, Homework Club, Intramurals, Jazz Band, Jubilation Singers, Math Team- Grades 7 & 8, Math Team- Grade 6, Multicultural Club, Music Improvisation Group, Photography Club, Poetry Club, & Student Council.

FY2014 Objectives

- **Maintain status as a level 1 school by earning 73.5 PPI points for our High Needs subgroup in 2013.** The objective of this goal is to ensure that all students have support in order to reach or exceed proficiency targets.
- **Continue to enhance and strengthen school climate and culture for staff and students.** The objective of this goal is to continue to promote a positive school climate in which students and staff recognize, encourage and value their diversity.
- **Expand and improve the use of technology for teaching, learning, and communication.** The 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.

Prior Year's Accomplishments

- 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, Futbol for Dreams fundraiser, raised \$227 by selling shamrocks to support the fight against muscular dystrophy, raised \$1200 in order to build two TACIT Wrist Rangefinders to assist students who are vision-impaired, and raised over \$30,000 to support an extensive after-school extracurricular activities program.
- Achieved high MCAS scores in English, Math, and Science for our aggregate and high needs subgroup. McCall was recognized as a Level 1 school based upon the 2012 MCAS scores.
- Hired a math coach to provide targeted interventions and remediation for identified students.
- Participated in the International Walk/Ride to school day on October 5, 2011.

- Working with the Winchester Coalition for a Safer Community in cooperation with our Parents Association, we sponsored the viewing of the film Race to Nowhere on Wednesday, November 9th and hosted Dr. Robert Brooks on the evening of Monday, November 14th to speak with the McCall community about raising resilient, stress hardy children and adolescents. Both events were very well attended by students, parents, and educators.
- On Thursday, December 22, 2011 our grade 8 students had the unique opportunity to debate a bill on their annual field trip to the State House Chamber. They also walked the Freedom Trail, took a tour of the State House, and finished up with a visit to Faneuil Hall.
- Our Jubilation Singers made a number of appearances throughout the community and greater Boston area this past month bringing much joy with their extremely talented performances. They performed under the direction of Mr. Joel Buford at Shriners Hospital, the Jenks Center, the Woburn Mall, and many more locations
- Representatives from McCall Middle School were finalists in the Winchester Foundation for Educational Excellence's annual Trivia Bee on Thursday, February 8, 2012.
- Ran a successful overnight trip to Washington, D.C. for 321 Grade 8 Students from March 26, 2012 through March 30, 2012.
- The Massachusetts Water Resource Authority held its 31st Annual Poster/Writing Contest in the spring of 2012 and the winner was grade 8 McCall student, Melissa Zavez. In addition, the following McCall students were honorable mentions: David Li, Caroline Keller, Nina Trhirkova, and Spencer Leuba. All of these students will receive awards on May 25th at the Reception/Training Building on Deer Island in Winthrop. MWRA received over 1,750 posters this year - almost 400 entries just in the middle school category alone.
- Our Technology/Engineering Club worked on the Winchester Hospital Centennial School Partnership since its kick-off in September of 2011 and our students were honored for their work on Tuesday, April 24, 2012 at Winchester Hospital when they received a special recognition award for sharing in Winchester Hospital's Centennial celebration through the School Partnership Project. Working with Hospital Board of Directors and Senior Executives, the project's curriculum advisors, Hospital employee classroom coordinators, and community representatives our McCall students worked on developing concepts and designs for redesigning the kitchen of the hospital to increase efficiency and productivity and in developing apps intended to assist patients and employees of the hospital.
- A group of grade 6 students (Varahunan Mathiyalakan Roy Xing, Manav Kumar, James Viglas, Jennifer Kim, and Ethan Wong) and advisors (Will Becker, Rich Monagle, Joe DeMarinis, and Thomas Awiszus) fabricated and tested parabolic microphones in Raytheon's Engineering Design Challenge held on May 6, 2012 Gillette stadium. This group from McCall earned 1st place in the design challenge. According to Chester Boncek, Sr. Principal Engineer, "The quality of their entries was excellent and the amount of Science, Technology, Engineering and Math (STEM) content was far, far beyond expectations for middle school. The entries certainly speak to the quality of your school's STEM curriculum and the dedication of the teachers and volunteers who acted as team coaches. Their hand-fabricated cardboard reflector of almost four feet diameter achieved the second highest amplification. It was a design of college quality. Congratulations to all of the students who participated in this project and to Thomas Awiszus and Rich Monagle who inspire our students to greatness.
- Grade 8 students, Illena Shah and Rosanna Zhang, received a *Make a Difference* award at the John F. Kennedy library on Thursday, March 15, 2012. They earned these awards for their extraordinary volunteer work with the Turbinators.
- McCall Grade 8 student, Ashley Yu, qualified as a finalist for the Black History Essay Competition and was recognized for her achievement at a reception on April 2, 2012 in The Hall at Patriot Place Presented by Raytheon.
- McCall Middle School participated in the wonderful Winchester tradition of Authorfest on April 12, 2012. As always, each grade will meet with a different author. Grade six students heard Karen Day, author of *No Cream Puffs*, speak about the elements of literature and the creative process for writing. Mark Peter Hughes spoke with seventh graders. He wrote *I am the Wallpaper* and *Lemonade Mouth*. Author Steve Krasner, a sports writer who covered the Boston Red Sox for the *Providence Journal*, spoke with eighth graders about how to conduct an effective interview.
- Congratulations to McCall Grade 6 teachers - Evelyn Galatis and Megan Capobianco, Technology and Engineering teachers - Rich Monagle and Tom Awiszus, retired teacher - Charlie Corley, and the entire Grade 6 staff for coordinating McCall's 13th annual Engineer's Day. This event featured a number of local scientists, physicians, and engineers. Once again, this was an exceptional opportunity to introduce real world applications and provide inspiring experiences to our students.

- McCall's School Council developed and administered a School Climate Survey to students that served to provide us with valuable information regarding their experiences at McCall. The information collected was and will continue to be used to improve the school climate for students at McCall Middle School.
- Continued to our goals of conservation and recycling initiatives that include lowering the heating set point to 66 degrees in the heating season, and raising the set point to 76 degrees in the warmer weather which saves an estimated 4% cost savings for every degree lowered or raised.
- McCall's Technology/Engineering Department received the program of the year award on Friday, October 19, 2012 at the annual Massachusetts Technology Education/Engineering Collaborative (MassTech) Conference at Fitchburg State University. In addition to being recognized Mr. Monagle, Mr. Awiszus, Mr. Petty, Dr. Dumond, and members of the McCall Engineers/Innovators Club presented at this annual conference.
- Working with the McCall Parents Association and Parent-to-Parent we hosted Dr. Michael Fowlin in a series of presentations to students and the community on Monday, November 5, 2012 our students and parents were able to see and hear Dr. Michael Fowlin thanks to the McCall Parents Association and Parent-To-Parent. In his riveting performance of "You Don't Know Me Until You Know Me," Michael Fowlin transformed himself into several characters during his mesmerizing, hour-long performance. Dr. Fowlin challenged us to face the impact of ignorance and fear and empowered us to make a difference in the lives of others.
- On Sunday, November 11, 2012 hundreds of Winchester residents comprised of students, parents, school and town personnel, and community members participated in the First Annual Winchester Lantern Walk intended to raise awareness of the negative impacts of stress on the family.
- The McCall physical education department held its annual food drive in which McCall students and families collected over 200 lbs. of food for the Haven for Hunger.
- On Friday, November 2, 2012 Evelyn Galatis organized a mock election at McCall Middle School. All social studies teachers escorted their students to the library to participate in McCall's mock election.
- On Thursday, November 8, 2012 students, staff, and parents participated in a talent show at McCall Middle School entitled McCall's Got Talent. The proceeds from the event will be used to support our goals of expanding the availability of educational technology in our classrooms.

Statistics

FY13 Actual Enrollment

Grade	Students	Sections	Ratio
6	339	14	24.21
7	378	17	22.24
8	318	15	21.20
Total	1035	46	22.50

FY14 Projected Enrollment

Grade	Students	Teachers	Ratio
6	352	16	22.00
7	335	15	22.33
8	377	17	22.18
Total	1064	48	22.17

Average Class Size per District Guidelines

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

AMBROSE SCHOOL

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	2,224,501	2,353,714	2,319,479	0	0
Other Expenses	70,447	78,000	72,415	0	0
Equipment	0	3,310	300	0	0
TOTAL	2,294,948	2,435,024	2,392,194	0	0
STAFFING					
Principal	1.00	1.50	1.50		
Teachers	30.01	30.01	28.01		
ELL Instructor	0.40	0.40	0.40		
Librarian	0.80	0.80	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
TOTAL	34.21	34.71	32.91	0.00	0.00

Program Description

The Ambrose Elementary School currently serves 504 students in Grades K-5. The projected enrollment for the 2013-2014 school year is 455 students.

FY 2014 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.
- Maintain the current Level 1 MCAS status.

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 iPads, interactive clickers, and a Ladibug device in two grade four classrooms received from a generous WFEE grant has allowed us to understand better how the use of technology positively impacts daily instruction.
- The various committees that were established to support daily needs and allow for professional and student growth continue to remain intact and are thriving. The Social Curriculum Committee is collaborating with district-wide professional staff to best determine which direction the district can move in order to continue to support students' social and emotional learning needs. The Literacy Team presents to the staff on a bi-monthly basis with a specific focus on instructional strategies and practices to support and enhance reading comprehension.
- The monthly All-School meetings have a direct focus on a positive culture that supports each other and our outside community. The Student Council is leading our global connections with the Ambrose Learning Center in India. Our focus of school unity continues with our daily practices of students' presentation of the Pledge of Allegiance and the daily weather report.
- The Ambrose School Council continues to work collaboratively to focus on school improvement. We discuss issues such as the budget, the School Improvement Plan, annual events such as Curriculum Coffees, etc.
- Ambrose received Level 1 status per the State of Massachusetts as a result of students MCAS performance.
- Ambrose was the first school in the district to pilot the online progress reporting system.

Statistics

FY13 Actual Enrollment

	Students	Teachers	Average
Grade K	73	4	18.25
Grade 1	80	4	20.00
Grade 2	104	5	20.80
Grade 3	81	4	20.25
Grade 4	76	4	19.00
Grade 5	90	4	22.50
Total	504	25	20.16

FY14 Projected Enrollment

	Students	Teachers	Average
Grade K	66	4	16.50
Grade 1	69	4	17.25
Grade 2	82	4	20.50
Grade 3	91	4	22.75
Grade 4	71	3	23.67
Grade 5	76	4	19.00
Total	455	23	19.78

Average Class Size per District Guidelines

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

LINCOLN SCHOOL

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	2,336,912	2,502,319	2,443,104	0	0
Other Expenses	64,069	71,190	68,280	0	0
Equipment	1,269	9,300	1,545	0	0
TOTAL	2,402,250	2,582,809	2,512,929	0	0
STAFFING					
Principal	1.00	1.00	1.50		
Teachers	28.12	29.12	26.34		
ELL Instructor	0.60	1.00	1.00		
Librarian	0.80	0.80	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
TOTAL	32.52	33.92	31.84	0.00	0.00

Program Description

The Lincoln Elementary School serves 464 students in Grades K-5. The projected enrollment for next year 2013-14 is 432.

FY 2014 Objectives

- Implement new teacher evaluation system
- Expand ELL services and emotional / behavioral support
- Increase use of technology for both instructional and communication
- Implement new Everyday Math edition and Open Court Phonics program

Prior Year's Accomplishments

- Purchased ten iPads and an additional document camera
- Equipped remaining six classrooms with LCD projectors
- Increased use of data to form flexible reading groups
- Demonstrated strong results in ELA, Math and Science MCAS

Statistics

FY13 Actual Enrollment

	Students	Teachers	Average
Grade K	51	3	17.00
Grade 1	78	4	19.50
Grade 2	88	4	22.00
Grade 3	80	4	20.00
Grade 4	88	4	22.00
Grade 5	77	4	19.25
Total	462	23	20.09

FY14 Projected Enrollment

	Students	Teachers	Average
Grade K	61	3	20.33
Grade 1	50	3	16.67
Grade 2	69	4	17.25
Grade 3	76	4	19.00
Grade 4	72	3	24.00
Grade 5	87	4	21.75
Total	415	21	19.76

Average Class Size per District Guidelines

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

LYNCH SCHOOL

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	1,962,348	2,163,243	2,424,655	0	0
Other Expenses	57,594	56,295	64,600	0	0
Equipment	500	4,500	2,000	0	0
TOTAL	2,020,442	2,224,038	2,491,255	0	0
STAFFING					
Principal	1.00	1.50	2.00		
Teachers	24.46	25.46	27.24		
ELL Instructor	1.00	1.30	2.30		
Librarian	0.80	0.80	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
TOTAL	29.26	31.06	34.54	0.00	0.00

Program Description

Lynch Elementary School serves 358 students in Grades K-5 and approximately 100 students in its Pre-School Program. Through redistricting, our K-5 numbers will grow to approximately 420 students in Grades K-5. The Lynch School is committed to the personal and academic growth of all of its students. We seek to be kind, friendly and respectful to one another and “work hard” at all times.

FY 2014 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. (New this year- International Festival)
- Continue to provide teachers with additional time/support to meet together to collaborate on instruction to meet the needs of all learners.
- Use additional forms of data to better meet the needs of all students as well as to frame teaching outcomes.
- Seek other opportunities to support recycling efforts.

Prior Year’s Accomplishments

- Created block scheduling that allowed time for teachers to meet to plan for students’ needs.
- Continued to build infrastructure in technology by creating a technology plan and working with grant money and school funds purchased greater materials
- Installed giant mural that depicts “Growing Up at Lynch” with funds gained from grants and with support of an artist-in-residence.
- Have conducted painting projects throughout the school including painting the gym.
- Enhanced our Extended Learning Program by offering many afterschool mini-courses that extend the learning in subjects such as writing, math, and physical activities as well as to provide for homework help and MCAS tutoring for students who could use additional academic support.

Statistics

FY13 Actual Enrollment

	Students	Teachers	Average
Grade K	49	3	16.33
Grade 1	68	4	17.00
Grade 2	60	3	20.00
Grade 3	60	3	20.00
Grade 4	62	3	20.67
Grade 5	60	3	20.00
Total	359	19	18.89

FY14 Projected Enrollment

	Students	Teachers	Average
Grade K	63	4	15.75
Grade 1	70	4	17.50
Grade 2	84	4	21.00
Grade 3	71	4	17.75
Grade 4	69	3	23.00
Grade 5	63	3	21.00
Total	420	22	19.09

Average Class Size per District Guidelines

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

MURACO SCHOOL

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	2,338,540	2,509,448	2,422,145	0	0
Other Expenses	53,530	63,615	63,490	0	0
Equipment	11,600	12,300	2,030	0	0
TOTAL	2,403,670	2,585,363	2,487,665	0	0
STAFFING					
Principal	1.00	1.00	1.50		
Teachers	29.28	29.28	26.28		
ELL Instructor	1.00	1.60	1.60		
Librarian	0.80	0.80	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
TOTAL	34.08	34.68	32.38	0.00	0.00

Program Description

The Muraco Elementary School serves 488 students in Grades K-5. The projected enrollment for the 2013-2014 school year is 412 students.

FY 2014 Objectives

- Establish District Grade Level Teams who will be responsible for the development of common grade level assessments.
- 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

- Unpacked the MA standards at each grade level.
- Used data to assess student learning.
- Increased technology by adding 15 iPads, 2 interactive projectors, and a classroom set of response clickers.
- Mounted 8 LCD projectors, making this teaching tool more powerful.
- Provided training on the new technology to ensure that it's being utilized to its fullest potential.
- Expanded our classroom level libraries by purchasing books on a variety of levels, topics, and genres.
- Created social pragmatic groups across the grade levels.
- Completed installation of walls between classrooms.

Statistics

FY13 Actual Enrollment

	Students	Teachers	Average
Grade K	86	4	21.50
Grade 1	83	4	20.75
Grade 2	86	4	21.50
Grade 3	72	4	18.00
Grade 4	82	4	20.50
Grade 5	79	4	19.75
Total	488	24	20.33

FY14 Projected Enrollment

	Students	Teachers	Average
Grade K	57	3	19.00
Grade 1	73	4	18.25
Grade 2	65	3	21.67
Grade 3	71	4	17.75
Grade 4	60	3	20.00
Grade 5	86	4	21.50
Total	412	21	19.62

Average Class Size per District Guidelines

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

VINSON-OWEN SCHOOL

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	1,509,786	1,580,636	1,939,381	0	0
Other Expenses	44,679	48,935	60,270	0	0
Equipment	3,515	3,400	3,000	0	0
TOTAL	1,557,980	1,632,971	2,002,651	0	0
STAFFING					
Principal	1.00	1.00	1.50		
Teachers	18.96	18.96	23.96		
ELL Instructor	0.40	0.60	0.60		
Librarian	0.80	0.80	1.00		
Aides	1.00	1.00	1.00		
Clerical	1.00	1.00	1.00		
TOTAL	23.16	23.36	29.06	0.00	0.00

Program Description

Vinson-Owen Elementary School serves an anticipated 382 students in Grades K-5. In the 2013-2014 school year, we will be occupying the newly constructed Vinson-Owen School building.

FY2014 Objectives

- Increase administrative support to meet the demands of our growing student population.
- Increase number of general education classrooms to meet the demands of our growing student population (in accordance with WSC guidelines).
- Increase FTE's of specialists and specialized instructional support personnel to meet the demands of our growing student population.
- Increase FTE's of special education support to meet the demands of our growing student population.

Prior Year's Accomplishments

- 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, two teachers in grade 3 were given iPads to use in their classrooms.
- With the funds received through a grant from the Winchester Foundation for Educational Excellence, the school instituted "Project Build VO," a learning initiative that involved using the building of a new school as an opportunity for learning.
- Expanded the number of guided reading titles offered to grade 4 and 5 students.

Statistics

FY13 Actual Enrollment

	Students	Teachers	Average
Grade K	44	2	22.00
Grade 1	43	2	21.50
Grade 2	51	3	17.00
Grade 3	49	3	16.33
Grade 4	59	3	19.67
Grade 5	46	2	23.00
Total	292	15	20.45

FY14 Projected Enrollment

	Students	Teachers	Average
Grade K	58	3	19.33
Grade 1	68	4	17.00
Grade 2	58	3	19.33
Grade 3	77	4	19.25
Grade 4	65	3	21.67
Grade 5	56	3	18.67
Total	382	20	20.61

Average Class Size per District Guidelines

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

SPECIAL EDUCATION

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	6,221,539	6,760,491	7,212,845	0	0
Other Expenses	2,900,532	3,208,004	3,141,161	0	0
Equipment	12,909	6,000	6,000	0	0
TOTAL	9,334,980	9,974,495	10,360,006	0	0
STAFFING					
Managerial	1.00	1.00	1.00		
Directors/Coordinators	5.00	5.00	5.00		
Teachers	35.50	40.10	43.60		
Teacher Specialists	24.60	25.60	27.10		
Special Needs Instructors	13.00	13.00	13.00		
Aides	31.91	33.32	34.32		
Occupational Therapists	4.43	4.43	4.43		
Clerical	3.60	4.60	4.60		
TOTAL	119.04	127.05	133.05	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).

FY 2014 Objectives

- Continue to provide mandated services in a cost effective manner.
- As student needs increase in all schools, provide staffing and specialized programming to meet the special education needs of existing students within the district whenever possible.

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	43	0	1	0
Kindergarten	17	0	0	0
Elementary (Grades 1-5)	255	2	6	0
Middle School (Grades 6-8)	208	1	15	0
High School (Grades 9-12, SP)	129	8	22	1
Totals	652	11	44	1

Totals by Age Group

Preschool	44
Kindergarten	17
Elementary (Grades 1-5)	263
Middle School (Grades 6-8)	224
High School (Grades 9-12, SP)	160
Totals	708

Percent of student body in Special Education

	FY09	FY10	FY11	FY12	FY13
Winchester	15%	16%	17%	17%	15%
State	17%	17%	17%	17%	

PUPIL SERVICES

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	1,541,288	1,574,483	1,654,025	0	0
Other Expenses	1,118	3,400	3,400	0	0
Equipment	0	0	0	0	0
TOTAL	1,542,406	1,577,883	1,657,425	0	0
STAFFING					
Teacher Specialists	3.00	4.00	4.00		
Guidance Counselors	10.10	9.10	9.60		
Nurses	7.40	7.43	7.93		
TOTAL	20.50	20.53	21.53	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.

FY 2014 Objectives

- As enrollment and student needs increase in our Middle School and High School, provide increased staffing to address the guidance and nursing needs of all students 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

TECHNOLOGY

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	542,748	564,940	484,601	0	0
Other Expenses	234,771	238,944	238,944	0	0
Equipment	140,553	141,000	250,000	0	0
TOTAL	918,072	944,884	973,545	0	0
STAFFING					
Managerial	1.00	1.00	1.00		
Professional/Technical	7.00	7.00	7.50		
Clerical	1.86	1.86	1.86		
TOTAL	9.86	9.86	10.36	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 of data on both students and staff to the DESE.

FY 2014 Goals

- 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 students.
- Instructional Technology Specialist continues to co-teach in multiple disciplines.
- Continue to support the administration, faculty and students with their technology needs.
- Continue to upgrade and enhance the district network to support the expansive use of technology throughout the district.

Prior Year Accomplishments

- Two elementary school teachers from each school engaged in a WFEE-funded project “Expanding Student Learning through Technology”, providing teachers with technology to improve student learning and to understand the impact of the various devices on instructional practices.
- District’s Speech and Language Pathologists received iPads through a WFEE grant to study the impact of the technology on student learning.
- Enter elementary schools’ progress reports to facilitate access to student progress.
- Train leaders in the use of TestWiz and purchase scanners to facilitate analysis of students’ assessment data.
- Begin exploration of a K-12 Engineering curriculum.
- Update CAD lab at high school.
- Complete implementation of online attendance and lunch count system in all elementary schools.
- Continue to upgrade and enhance the district’s network to support expanding use of technology, including wireless access points in elementary schools and high school.

ATHLETICS

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	295,478	270,797	270,797	0	0
Other Expenses	0	0	0	0	0
Equipment	0	0	0	0	0
TOTAL	295,478	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.

FY 2014 Goals

- Completion of Track Complex at Manchester Field and hold our first track meet at home in Winchester in over 10 years.
- Raise funds in conjunction with WFDC to convert the natural grass field inside track to a synthetic surface.
- Pursue a lighted all purpose field in Winchester.
- Continue to build and develop an intramural athletic program (crew, basketball and strength and conditioning).
- Continue to develop and assist all middle school and youth programs in Winchester.
- Complete all individual record boards for all sports to be displayed in our newly renovated fitness center.

Prior Year Accomplishments

- **Winter 11-12**
 - **Hockey B-3** all stars and another season in the hunt for the title...a very solid tournament run as well.
- **Spring 12**
 - **Lacrosse B-**Another very strong season and a great run deep into the tournament...5 all stars.
 - **Lacrosse G-**League title and another deep tournament run...7 all stars.
 - **Tennis B-**North Champion.
 - **Tennis G-**North Champion.
 - **Softball-**Cinderella team of the spring with a deep tournament run.

- **Fall 12**
 - **Field Hockey**-6 all stars and a league MVP Emily Savage.
 - **Soccer B**-2nd ML title in 2 years for Coach Kombis Vat an...5 all stars and a deep tournament run.
 - **Soccer G**-Another successful season and qualified for the tournament. 4 all stars and a ML MVP Meghan Hennessey.
 - **Track G**- 4 all stars ML MVP Carrie Abraham.
 - **Volleyball**-very solid season and a strong tournament run.

Statistics

Sport and Student Athletes Participating

		2011- 2012	2012- 2013
Cheerleading	Fall	25	27
Cross Country	Fall	70	77
Field Hockey	Fall	56	49
Football	Fall	73	65
Girls Swim and Dive	Fall	39	43
Golf	Fall	22	30
Soccer	Fall	129	128
Volleyball (Girls)	Fall	65	48
Basketball	Winter	90	75
Boys Swimming	Winter	25	23
Gymnastics	Winter	21	20
Ice Hockey	Winter	65	84
Indoor Track	Winter	104	164
Ski	Winter	63	75
Wrestling	Winter	37	38
Baseball	Spring	51	51
Lacrosse	Spring	119	119
Sailing	Spring	16	16
Softball	Spring	27	27
Tennis	Spring	31	31
Track	Spring	129	129
Volleyball (Boys)	Spring	22	22
Ultimate (Coed)	Spring	45	45
	Total	1324	1386

VOCATIONAL EDUCATION

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 FinCom
Personal Services	0	0		0	0
Other Expenses	167,562	196,816	200,000	200,000	0
Equipment				0	0
TOTAL	167,562	196,816	200,000	200,000	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

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
GENERAL INSURANCE
RESERVE FUND
ENVIRONMENTAL REMEDIATION SERVICES
ENERGY CHAMPION REBATE

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 40% reduction in energy usage (FY12 vs. FY05). 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, designed to encourage energy conservation across all town buildings. EMC initiated policies include Temperature Set Points (66 in heating season and 76 in cooling season); Air Conditioner Policies; Fuel Efficient Vehicles and Idling policies; Peak Electricity Load Shedding; Life Cycle Costing for new construction projects and more. An Energy Revolving Fund has been created. Through the Green Communities program, our goal is to save an additional 20% in energy usage over five years. Two years into the Green Communities program, our energy usage is down 15% (67,381 MMBtu's FY12 vs 79,662 MMBtu's FY10, baseline year).

Program	FY12 Actual	FY13 Budget	FY14 Request	FY14 Manager	FY14 FinCom
Unleaded Gasoline & Diesel	260,564	262,408	290,879	290,879	0
Heating Fuel	287,383	449,327	395,486	395,486	0
Professional Services	59,085	65,252	73,000	73,000	0
Light/Power	1,231,191	1,220,519	1,223,879	1,223,879	0
Natural Gas	349,517	392,567	380,607	380,607	0
ENERGY	FY12 Actual	FY13 Budget	FY14 Request	FY14 Manager	FY14 FinCom
Unleaded Gasoline & Diesel					
Gasoline - Highway & Street	124,530	121,063	135,058	135,058	
Diesel - DPW	136,034	141,345	155,821	155,821	
Subtotal	260,564	262,408	290,879	290,879	0
#2 Heating Fuel					
Fuel Oil - Library Building	6,351	26,115	0	0	
Fuel Oil - Westside Station	8,987	10,346	10,500	10,500	
Fuel Oil - AUX	1,004	1,139	1,243	1,243	
Fuel Oil - McCall School	81,043	143,113	123,876	123,876	
Fuel Oil - Ambrose School	33,275	67,575	57,827	57,827	
Fuel Oil - Lincoln School	61,423	66,997	71,075	71,075	
Fuel Oil - Lynch School	82,175	118,820	114,863	114,863	
Fuel Oil - Cemetery	3,194	4,134	4,036	4,036	
Fuel Oil - Dog Pound	1,766	1,622	1,824	1,824	
Fuel Oil - Waterfield Station	5,193	7,426	7,112	7,112	
Fuel Oil - Parkhurst School	0	0	0	0	
Fuel Oil - Wright/Locke Farm	2,972	2,040	3,130	3,130	
Subtotal	287,383	449,327	395,486	395,486	0

ENERGY	FY12 Actual	FY13 Budget	FY14 Request	FY14 Manager	FY14 FinCom
Professional Services					
Energy Coordinator, Streetlight Maintenance Contract	59,085	62,752	73,000	73,000	
WLF (elec, fuel, alarm)		2,500			
Subtotal	59,085	65,252	73,000	73,000	0
Light/Power					
Light/Power - Library	70,126	68,871	70,388	70,388	
Light/Power - West Side Station	6,139	5,948	6,042	6,042	
Light/Power - Public Safety Building	52,468	51,201	50,556	50,556	
Light/Power - AUX	890	810	840	840	
Light/Power - Transfer Station	20,153	23,330	22,631	22,631	
Light/Power - Grounds	9,445	11,330	9,538	9,538	
Light/Power - DPW Complex	21,749	19,582	17,060	17,060	
Light/Power - Street Lights	74,977	74,700	73,576	73,576	
Light/Power - High School	345,044	338,772	332,383	332,383	
Light/Power - McCall School	200,542	202,393	199,841	199,841	
Light/Power - Ambrose School	83,520	80,320	82,685	82,685	
Light/Power - Lincoln School	98,335	102,690	98,411	98,411	
Light/Power - Lynch School	64,141	65,592	64,471	64,471	
Light/Power - Muraco School	54,654	54,818	53,100	53,100	
Light/Power - Vinson Owen	9,099	0	65,000	65,000	
Light/Power - Street Drains	470	400	425	425	
Light/Power - Traffic Lights	6,063	6,615	6,572	6,572	
Light/Power - Scale House	1,301	1,228	1,278	1,278	
Light/Power - Cemetery	4,719	2,073	2,136	2,136	
Light/Power - Mystic	11,055	11,480	12,030	12,030	
Light/Power - Town Hall	49,612	50,319	24,522	24,522	
Light/Power - Waterfield Station	27,744	7,733	7,594	7,594	
Light/Power - Wedgemere Station	2,871	5,037	6,000	6,000	
Light/Power - Park Garage	2,567	3,797	3,025	3,025	
Light/Power - Dog Pound	3,403	917	816	816	
Light/Power - Sussex/Grove	73	98	86	86	
Light/Power - Parkhurst	8,988	30,000	10,163	10,163	
Light/Power - School Athletics	115	156	130	130	
Light/Power - McDonald Field	165	309	180	180	
Light/Power - Sanborn House	309	0	0	0	
Light/Power - Wright Locke Farm	454	0	2,400	2,400	
Subtotal	1,231,191	1,220,519	1,223,879	1,223,879	0

ENERGY	FY12 Actual	FY13 Budget	FY14 Request	FY14 Manager	FY14 FinCom
Natural Gas					
Natural Gas - Parkhurst School	20,263	33,314	26,780	26,780	
Natural Gas - DPW Complex	29,224	40,067	29,089	29,089	
Natural Gas - Park Garage	2,507	2,276	350	350	
Natural Gas - Mystic	27,527	35,848	26,538	26,538	
Natural Gas - Library Bldg	4,355	1,800	11,140	11,140	
Natural Gas - Town Hall	13,288	13,881	11,110	11,110	
Natural Gas - High School	163,139	177,973	150,239	150,239	
Natural Gas - McCall School	274	360	360	360	
Natural Gas - Lynch School	2,258	3,034	2,746	2,746	
Natural Gas - Muraco	41,756	56,550	37,177	37,177	
Natural Gas - Public Safety	24,905	27,464	20,078	20,078	
Natural Gas - Vinson-Owen	20,020	0	65,000	65,000	
Subtotal	349,517	392,567	380,607	380,607	0
EXPENSES TOTAL	2,187,741	2,390,073	2,363,851	2,363,851	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	FY12 Actual	FY13 Budget	FY14 Request	FY14 Manager	FY14 FinCom
Contributory Retirement	3,585,742	3,737,881	3,806,367	3,806,367	
Non-Contributory Retirement	30,411	44,000	44,000	44,000	
Workers' Compensation/Indemnification	257,833	200,000	250,000	300,000	
Unemployment Compensation	110,919	120,000	120,000	120,000	
F.I.C.A & Medicare Tax/Refunds	599,335	590,000	610,000	610,000	
Health Insurance	9,810,022	10,310,000	10,160,000	10,160,000	

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, 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 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 to \$17,500. This amount is being reduced due to current health insurance carrier Harvard Pilgrim Health Care offering similar programs at no additional cost to the Town.

Health Insurance

In an effort to offset the increasing cost of health insurance and in effort to address the un-sustainability to rising costs the Town, on July 1, 2012, changed insurance providers. The Town now offers Harvard Pilgrim Health Care to its employees and retirees. These changes including 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.

Health Insurance Expenditures FY06 through FY2012, Budgets FY2013 & FY2014				
Year	Budget / Expenditures		\$ Change	% Change
FY2014	\$	10,160,000	\$ (150,000)	-1.5%
FY2013	\$	10,310,000	\$ 275,858	2.7%
FY2012	\$	10,034,142	\$ 634,768	6.8%
FY2011	\$	9,399,374	\$ 788,855	9.2%
FY2010	\$	8,610,519	\$ 830,519	10.7%
FY2009	\$	7,780,000	\$ 345,709	4.7%
FY2008	\$	7,434,291	\$ 440,888	6.3%
FY2007	\$	6,993,403	\$ 612,477	9.6%
FY2006	\$	6,380,926		

The Town's most prominent plan is Harvard Pilgrim Health Care (HPHC) HMO. We currently have 689 employees participating in the plan. Winchester additionally offers a few retiree only plans including HPHC Medicare Enhance High (74 participants) and HPHC Medicare Enhanced Low (326 participants).

Active Employees and Non-Medicare Eligible Retirees

Harvard Pilgrim Health Care PPO – 13

Harvard Pilgrim Health Care POS - 5

Harvard Pilgrim Health Care HMO - 671

Medicare Eligible Retirees

Harvard Pilgrim Health Care Medicare Enhance High - 74

Harvard Pilgrim Health Care Medicare Enhance Low – 326

Tufts Medicare Preferred - 9

Total Subscribers – 1,098

DEBT SERVICE

Principal and interest payments for FY2013 will be \$7,221,182.25. Of this amount, \$5,019,326.06 represents principal payments and \$2,201,856.19 represents interest.

Prop 2½ Excluded	<u>Principal</u>	<u>Interest</u>
McCall	990,000.00	227,535.00
Lincoln	280,567.50	72,192.77
Immediate Building Repairs	75,300.00	18,384.17
Hamilton Farm		143,327.08
Vinson Owen School	<u>640,000.00</u>	<u>565,620.00</u>
Subtotal Prop 2½ Excluded	1,985,867.50	1,027,059.02
Building Stabilization Fund	1,956,500.00	918,387.46
Capital Stabilization Fund	605,000.00	195,411.26
General Fund	471,958.56	60,998.45
TOTAL	5,019,326.06	2,201,856.19

Tax Abatement Interest/Service Fees

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	FY12 Actual	FY13 Budget	FY14 Request	FY14 Manager	FY14 FinCom
Debt - Principal	5,044,039	5,198,647	5,019,326	5,019,326	
Debt - Interest	2,536,928	2,373,588	2,201,856	2,201,856	

	Total	7,580,967	7,572,235	7,221,182	7,221,182
Tax Abatement Interest/Service Fees		46,809	65,967	47,000	47,000

**Winchester, Massachusetts
Fiscal Year 2014 Debt Service**

	<u>Total</u>
August 15 1997 -Land Acq. (I)	-
Override	
July 1 2004 Series B -Lincoln School (EI)	233,801.55
July 1 2005 -Adv Ref July 15,1999 School Building Remodeling (EI) \$1,390,000	93,684.17
July 1 2006 -Lincoln School (EI)	42,418.72
August 15 2009 - Cur Ref July 1 2001 McCall School (IE)	1,217,535.00
April 28 2011 - Vinson-Owen School (OE)	1,189,600.00
May 16 2012 - Adv Ref July 1 2004 Series B Lincoln School (EI)	76,540.00
<i>BAN - Land Acquisition (EI) \$11,595,000 of \$13,600,000</i>	143,327.08
Building Stabilization	
July 1 2004 Series A - Ambrose School (I) \$7,160,000	381,600.00
July 1 2005 -School Remodeling (I) Immediate Repairs \$3,143,000 of \$6,246,101	241,216.26
July 1 2005 -Town Building Remodeling (I) \$375,000 Immediate Repairs of \$943,336	28,955.00
July 1 2006 -Ambrose School (I) \$1,660,000	135,136.26
July 1 2006 -Building Remodeling & Plans 1 (I) \$440,000 of \$1,028,336	36,660.00
July 1 2006 -Building Remodeling & Plans 2 (I) \$412,850	22,863.76
July 1 2006 -School Remodeling (I) \$1,162,950	91,455.00
July 1 2008 - School (I) \$2,968,000	264,481.22
July 1 2008 - McCall Middle School Design (I) \$562,000	47,600.00
July 1 2008 - McCall Middle School Addition (I) \$6,188,000	509,450.00
July 1 2008 - School Classrooms (I) \$1,110,000	110,493.76
July 1 2008 - Building Remodeling & Plans (I) \$128,000	11,790.00
July 1 2008 - Public safety Building (I) \$1,556,000	130,411.26
July 1 2008 - Town Hall/Veteran's Memorial (I) \$2,100,000	173,567.50
May 1 2009 - Vinson Owen Feasibility Study (I) \$200,000	40,800.00
May 1 2009 - Public Safety Building (I) \$1,644,000	129,075.00
May 1 2009 - DPW Complex (I) \$1,000,000	77,250.00
May 1 2009 - School Fire Alarms/Corridor/ADA (I) \$960,000	75,725.00
April 15 2010 - Muraco School HVAC	116,237.50
April 15 2010 - DPW Facility Repairs	20,517.50
April 28 2011 - Lynch School Roof (I)	79,975.00
April 28 2011 - Muraco HVAC (I)	12,450.00
May 16 2012 - Adv Ref July 1 2004 Series A Ambrose School (I)	121,108.00
<i>BAN - School Feasibility Study (I) \$1,300,000 of \$1,300,000</i>	16,069.44
Water & Sewer	
September 5 20002 MWRA Water (O)	-
December 15 2002-Adv Ref of July 1, 1994 Water Treatment Facility (O)	302,560.49
July 1 2004 Series B -Drainage (I)	137,455.50
July 1 2005 -Adv Ref July 15, 1999 Water Mains (O) Water System Imp \$4,600,000	266,848.77
July 1 2005 -Adv Ref July 15, 1999 Water Mains (O) \$850,000	47,850.14
August 25 2005 - MWRA Water (O)	47,996.18
July 1 2006 Drainage 2 (I) \$2,149,000	147,026.60
May 1 2009 - Phase III Drainage (I) \$750,000	51,826.78
February 15 2010 - MWRA Sewer	74,050.48
April 15 2010 - Drainage	113,601.78
May 16 2012 - Adv Ref July 1 2004 Series B Drainage (I)	44,608.20
May 16 2012 - Sewer Pump Station	20,402.20

June 11 2012 - MWRA Sewer 11,154.64

General Fund

October 25 2000 MWPAT Title V (EO)	4,007.15
December 15 2002-Adv Ref of July 1, 1994 Building Remodeling (I)	189,216.79
July 1 2004 Series B -Lincoln School (I)	9,998.45
July 1 2004 Series B -Computer Hardware (I)	-
July 1 2004 Series B -Capital Improvements (I) \$1,235,000 Immediate Repairs	82,480.00
July 1 2004 Series B -Sewer & Dam Improvements (I) \$350,000 Shore Rd	5,300.00
July 1 2004 Series B -Departmental Equipment (I) VO Classrooms \$250,000	21,200.00
July 1 2004 Series B -Sewer (I) Cross St Culvert 1 \$200,000	10,600.00
July 1 2004 Series B -Roads (I) Myopia Drains	23,320.00
July 1 2005 -Adv Ref July 15, 1999 School Engineering (I) \$300,000 Lincoln	20,294.15
July 1 2005 -Equipment and Planning (I) \$272,000	6,270.00
August 15 2009 - Cur Ref August 15 1997 Bldg. Remodeling (I) Library	33,030.00
August 15 2009 - Cur Ref August 15 1997 School Project (O)	90,135.00
May 16 2012 - Adv Ref July 1 2004 Series B Lincoln School (I)	3,495.00
May 16 2012 - Adv Ref July 1 2004 Series B Capital Improvements (I)	16,550.00
May 16 2012 - Adv Ref July 1 2004 Series B Sewer & Dam Improvements (I)	1,282.00
May 16 2012 - Adv Ref July 1 2004 Series B Departmental Equipment (I)	2,040.00
May 16 2012 - Adv Ref July 1 2004 Series B Sewer (I)	3,615.00
May 16 2012 - Adv Ref July 1 2004 Series B Roads (I)	4,870.00
<i>BAN - Land Acquisition (I) \$425,000 of \$500,000</i>	<i>5,253.47</i>

Capital Stabilization Fund

July 1 2005 -Drainage - Cross Street (I) \$375,000	28,955.00
July 1 2006 Drainage 1 (I) Cross Street Culvert \$57,000	5,975.00
July 1 2008 - Transfer Station/Landfill Use Restoration (O) \$390,000	32,481.26
July 1 2008 - Recycling Center Planning (I) \$110,000	-
May 1 2009 - Transfer Station Belt (I) \$450,000	91,800.00
May 1 2009 - Manchester Field (I) \$1,350,000	121,275.00
April 15 2010 - Fire Trucks	135,525.00
April 28 2011 - Flood Mitigation Aberjona River (I)	323,300.00
May 16 2012 - Flood Control	61,100.00

Total Debt (authorized and issued)	8,470,544.01
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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.

General Insurance - \$323,000

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

The annual cost savings for the installation of the new gas burning boiler is approximately \$44,000 per year. Management supports the allocation of \$30,000 in the second year of the boilers operation that will be applied to the debt service payments for FY2014 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 with appropriation.

PROGRAM	FY12 Actual	FY13 Budget	FY14 Request	FY14 Manager	FY14 FinCom
State Assessments	483,275	503,413	510,412	510,412	
Cherry Sheet Offsets	41,868	42,074	42,074	42,074	
Tax Abatement Overlay	352,989	400,709	350,301	350,301	
Total Non-Appropriated Expenses	878,132	946,196	902,787	902,787	

MBTA

The MBTA provide rapid transit and other mass transit services to 175 cities and town 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 Registrar 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 print.

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 as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State aid estimate is also included in the non-appropriated expense section as offsetting debits.

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

Tax Levy Overlay

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

Section V – Enterprise Funds

WATER & SEWER

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 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.

FY 2014 Objectives

1. Replace gate at South Reservoir Dam.
2. Continue upgrade of 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. Clean and line sewers in the Squire Road area using MWRA grant program.
8. Replace Squire Rd. sewer station.

Prior Year's Accomplishments

1. Replaced Carbon at Treatment Plant.
2. Relayed collapsed sewer line on Sylvester Ave.
3. Cleaned, TV, and inspected 1300 feet of sewer line in Squire Rd. area.
4. Cleaned and repaired over 1,000 feet of drain lines.
5. Cleaned over 1100 catch basins,
6. Replaced 21 lead goosenecks.
7. Replaced 9 non-draining fire hydrants.

Statics

Water Supply	2010	2011	2012
Rainfall	57.49	58.13	45.13
Town reservoirs	442.0MG	408.3MG	411.2MG
MWRA Directs	367.5MG	321.4MG	360.48MG
TOTAL	789.5MG	729.7MG	816.81MG

FY14 Enterprise Fund Expenses		Personal Svcs	Expenses
Sewer Operations	1,663,348	289,832	1,373,516
Water Operations	1,759,691	843,838	915,853
Equipment (Capital Outlay)	62,000		62,000
Local Funded Debt	1,465,695		1,465,695
MWRA Debt	3,163,656		3,163,656
Total Enterprise Fund Expenses	8,114,390	1,133,670	6,980,720
FY14 Indirect Expenses			
Administration	115,742	115,742	
Maintenance	103,749	103,749	
Employee Benefits	331,273		331,273
General Government	542,115	393,339	148,776
Insurance	35,032		35,032
FY14 Indirect Expenses	1,127,911	612,830	515,081
Total Expenses	9,242,301	1,746,500	7,495,801
FY14 Revenues			
Service charge	140,125	FY12 actual	
Usage charges	4,592,214	(five-year average)	
Sprinkler fee	16,976	FY12 actual	
Interest earned	1,745	FY12 actual	
Liens/interest	218,463	FY12 actual	
Other	38,370	FY12 actual	
Sub total	5,007,893		
Retained earnings	232,334		Total debt
Chapter 110 Tax Levy	4,002,074		4,629,351
Total FY13 Revenues	9,242,301		
Certified Retained Earnings	504,456		
FY14 Appropriated RE	232,334		
Balance	272,122		

Numbers may be off due to rounding

Department	FY13		
	Approved Budget	Percent of Budget	Amount
Town Manager*	600,592	0.6%	66,933
Finance Committee	6,000	0.0%	
Comptroller*	309,428	0.3%	35,105
Assessors	246,412	0.3%	
Collector/Treasurer*	296,027	0.3%	116,022
Planning	36,400	0.0%	
Engineering*	402,136	0.4%	128,740
Building	262,214	0.3%	
Zoning Board of Appeals	12,819	0.0%	
Conservation Commission	44,639	0.0%	
Planning Board	100,669	0.1%	
Town Clerk	332,689	0.4%	
General Services*	130,800	0.1%	18,253
Data Processing*	387,646	0.4%	37,125
Library	1,663,853	1.8%	
Archival Center	6,810	0.0%	
Board of Health	248,984	0.3%	5,937
Council on Aging	231,231	0.2%	
Verterans' Services	28,788	0.0%	
Police	4,062,056	4.3%	25,601
Fire	4,060,612	4.3%	15,000
Sealer of Weights	8,583	0.0%	
DPW*	5,478,475	5.9%	219,491
Snow & Ice	400,000	0.4%	
Education	37,884,688	40.5%	
Vocational Education	196,816	0.2%	
Energy	2,390,073	2.6%	50,966
Tax Abatement Interest	45,000	0.0%	
Audit*	85,000	0.1%	7,432
Legal*	345,000	0.4%	35,000
7110 Funded Debt	4,433,647	4.7%	
7120 Interest on Debt	2,387,174	2.6%	
Contributory Retirement*	3,737,881	4.0%	77,070
Non-Contributory Retirement	44,000	0.0%	
Workers' Compensation*	200,000	0.2%	24,000
Unemployment Compensation	120,000	0.1%	24,000
Health Insurance*	10,310,000	11.0%	189,853
FICA/Medicare	590,000	0.6%	16,350
General Insurance*	323,000	0.3%	35,032
Environmental Remediation	55,000	0.1%	
Reserve Fund	300,000	0.3%	
Retiree Health Care Trust	250,000	0.3%	
Capital Stabil. Fund-Add'l	386,000	0.4%	
Unallocated wage reserve	0	0.0%	
GASB 45	0	0.0%	0
Recreation Enterprise	1,345,355	1.4%	
Water and Sewer Enterprise	8,183,524	8.7%	
Interfund Transfers	0	0.0%	
Capital	622,650	0.7%	
Totals	93,592,671	100.0%	1,127,911

SEWER OPERATIONS		FY12 Actual	FY13 Budget	FY14 Request	FY14 Manager	FY14 FinCom
51101	PERMANENT	216,026	255,978	256,832	256,832	
51160	SICK LEAVE BUYBACK - DPW					
	TOTAL PERMANENT	216,026	255,978	256,832	256,832	0
51359	OVERTIME	39,430	32,500	32,500	32,500	
51368	OFF DUTY SEWER	0	500	500	500	
	TOTAL OVERTIME	39,430	33,000	33,000	33,000	0
	PERSONAL SERVICES TOTAL	\$255,456	\$288,978	\$289,832	\$289,832	0
52116	ELECTRICAL SUPPLIES	886	4,000	4,000	4,000	
52123	HARDWARE	310	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	0	500	500	500	
52130	SAND, GRAVEL & LOAM	0	500	500	500	
52137	SUPPLIES, SMALL EQUIPMENT	20,843	12,500	12,500	12,500	
52143	SMALL TOOLS & IMPLMT	0	2,000	2,000	2,000	
52152	PIPE & FITTINGS	11,605	10,000	10,000	10,000	
52153	CHEMICALS	0	1,000	1,000	1,000	
52181	PUBLIC SAFETY SUPPLY	0	1,000	1,000	1,000	
52184	CLOTHING & UNIFORMS	2,256	4,200	4,200	4,200	
52186	SUPPLIES & MATERIALS	4,490	12,500	12,500	12,500	
	TOTAL SUPPLIES & MATERIALS	40,390	50,100	50,100	50,100	0
53110	TELEPHONE TOWN BLDS	1,216	1,500	1,500	1,500	
53112	LIGHT/PWR TWN BLDS	12,297	20,000	20,000	20,000	
53118	PROF SERVICES	13,383	25,000	25,000	25,000	
53128	COM R&M TOOLS & EQUIPMENT	326	300	300	300	
53138	R&M BLDG & STRUCT	0	2,000	2,000	2,000	
	TOTAL CONTRACTUAL SERVICES	27,222	48,800	48,800	48,800	0
54117	PAYMENTS TO MUNICIPALITIES	47,721	35,000	50,000	50,000	
	TOTAL CHARGES & OBLIGATIONS	1,215,101	1,202,880	1,274,616	50,500	0
	EXPENSES TOTAL	1,282,713	1,301,780	1,373,516	149,400	0
55112	EQUIPMENT, NOT OTHERWISE CLA					
	EQUIPMENT TOTAL	0				0
	SEWER TOTAL	1,538,169	\$1,590,758	\$1,663,348	\$439,232	0

WATER OPERATIONS		FY12	FY13	FY14	FY14	FY14
		Actual	Budget	Request	Manager	FinCom
51101	PERMANENT	717,574	718,178	723,388	723,388	
51155	SICK LEAVE BUYBACK - NAGE	1,272	1,750	1,750	1,750	
51161	SICK LEAVE BUYBACK - NON UNION	1,250	1,350	1,350	1,350	0
	TOTAL PERMANENT	720,096	721,278	726,488	726,488	
51251	TEMPORARY	8,730	15,000	15,000	15,000	
	TOTAL TEMPORARY	8,730	15,000	15,000	15,000	0
51359	OVERTIME	95,840	87,350	87,350	87,350	0
51367	OFF DUTY WATER	16,385	15,000	15,000	15,000	
	TOTAL OVERTIME	112,225	102,350	102,350	102,350	
UNALLOCATED WAGE ADJUSTMENTS						
	PERSONAL SERVICES TOTAL	841,051	838,628	843,838	843,838	
52101	OFFICE SUPPLIES	646	1,500	1,500	1,500	
52113	CLEANING SUPPLIES	0	400	400	400	
52116	ELECTRICAL SUPPLIES	406	1,200	1,200	1,200	
52123	HARDWARE	695	1,400	1,400	1,400	
52125	PAINTING SUPPLIES	0	700	700	700	
52128	BITUMINOUS PRODUCTS	3,831	6,000	6,000	6,000	
52130	SAND, GRAVEL & LOAM	288	3,000	3,000	3,000	
52131	STONE	0	500	500	500	
52133	READY MIX CONCRETE	0	300	300	300	
52134	LUMBER AND WOOD PRODUCTS	0	250	250	250	
52135	IRON CASTINGS	0	1,000	1,000	1,000	
52136	AGRICULTURE AND HORTICULTURE	0	100	100	100	
52137	SUPPLIES, SMALL EQUIPMENT	9,271	7,000	7,000	7,000	
52143	SMALL TOOLS & IMPLMT	959	3,000	3,000	3,000	0
52152	PIPE & FITTINGS	614	0	0	0	
52153	CHEMICALS	30,915	42,000	42,000	42,000	
52154	METERS & PARTS	14,265	20,000	20,000	20,000	
52155	PIPE & FITTINGS	15,995	30,000	30,000	30,000	
52181	PUBLIC SAFETY SUPPLY	18,405	12,000	12,000	12,000	
52184	CLOTHING & UNIFORMS	4,866	3,000	3,000	3,000	
52186	SUPPLIES & MATERIALS	10,419	12,000	12,000	12,000	
	TOTAL SUPPLIES & MATERIALS	111,575	145,350	145,350	145,350	
53101	PRINTING & STATIONERY	96	1,000	1,000	1,000	
53110	TELEPHONE TOWN BLDGS	10,503	12,000	12,000	12,000	
53112	LIGHT/PWR TWN BLDS	70,933	65,000	70,000	70,000	0
53115	ADVERTISING	0	500	500	500	
53118	PROF SERVICES	103,860	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	63,165	100,000	100,000	100,000	
53166	TUITION	1,080	2,000	2,000	2,000	0
53223	NATURAL GAS - WATER TREATMEN	10,266	14,000	14,000	14,000	
53303	LICENSE REIMBURSEMENT	820	1,000	1,000	1,000	0
	TOTAL CONTRACTUAL SERVICES	260,723	275,000	280,000	280,000	
54101	DUES AND MEMBERSHIPS	0	500	500	500	0
54102	RENTALS AND STORAGE	0	2,200	2,200	2,200	
54104	MWRA ASSESSMENT	439,341	439,341	477,803	0	
54117	PAYMENTS TO MUNICIPALITIES	7,352	16,000	10,000	10,000	
	TOTAL CHARGES & OBLIGATIONS	446,693	458,041	490,503	12,700	
	EXPENSES TOTAL	818,991	878,391	915,853	438,050	
	WATER TOTAL	1,660,042	1,717,019	1,759,691	1,281,888	

RECREATION

PROGRAM COSTS	FY-12 Actual	FY-13 Budget	FY-14 Request	FY-14 Manager	FY-14 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

FY2014 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. By installing cameras at Main Entrance, an ADA accessible elevator and an ADA access ramp to the playground.
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. Sponsorship on our website.
7. Review playgrounds and fields and our current home, the Mystic School for ADA accessibility and improve sites to allow for access.
8. Continue to improve conditions at the Packer Ellis Tennis Courts and Borggaard Beach.
9. Work with the Field Management Committee to create a 5-year field maintenance plan.

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 Ambrose Elementary School to create a successful ADA After-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. Collaborated with the Field Management Committee in the creation of a new Field Permit Policy and Field Fees.
9. Along with the Winchester Field Development Committee and Field Management Committee completed Phase II of the Manchester Field Renovation.
10. Established a new online Registration System that is user friendly and enables better communication with residents by email blasts and text messages.
11. Continued to offer educational and Recreational Programs at affordable prices for the Community.

Recreation Enterprise Fund FY2014 Budget

FY14
BUDGET

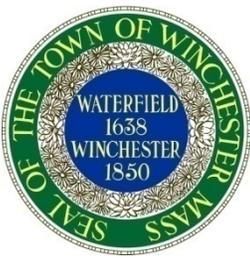
Direct Expenses	1,468,100
Indirect Expenses*	266,224
Total Expenses FY14	1,734,324
Revenue	1,585,000
Total	(149,324)
Town Allocation	149,324

	FY 10 Actuals	FY11 Budget	FY11 Actual	FY 12 Actual	FY13 Revised Estimate	FY14 Budget
Youth Programs	349,044	516,604	480,904	529,976	435,000	500,000
Adult Programs	90,611	112,654	95,466	95,007	109,764	95,000
Year Round Programs	812,684	849,166	746,659	843,901	935,509	850,000
Trips and Special Events	21,224	46,876	133,799	156,366	25,000	140,000
Total	1,273,563	1,525,300	1,456,829	1,625,250	1,505,273	1,585,000

		FY10	FY11	FY12	FY13	FY14
		Actuals	Actuals	Actual	Revised	Estimated
51101	Permanent Sick Leave Buyback -Non	307,308	306,800	316,000	324,100	363,000
51161	Union	2,745	1,500	2,000	2,000	2,000
51251	Temporary	562,202	550,901	527,741	520,000	530,000
	Temporary Benefits	0	0	0	0	0
51359	Overtime	1,974	4,791	5,737	3,800	6,000
54109	Group Insurance Premium		0	0	0	0
	Total Personal Services	874,229	863,992	851,478	849,900	901,000
51369	Off Duty Rec	0	0	0	0	0
52101	Office Supplies	5,563	3,373	3,347	3,500	3,500
52105	Computer Supplies	891	537	1,214	300	300
52125	Paint Supplies	133	531	0	500	300
52134	Lumber and wood Products	0	0	0	0	0
52136	Agriculture and Horticulture	0	0	0	0	0
52176	Recreational Supplies	16,099	15,590	16,065	12,500	16,000
52180	Food and Groceries	1,891	2,035	1,473	2,000	2,000
52184	Clothing and Uniforms	467	7,665	2,059	3,000	2,500
52186	Supplies and Materials	4,462	5,123	5,431	5,000	5,500
	Total Supplies & Materials	29,505	34,855	29,450	26,800	30,100
53101	Printing and stationary	976	1,749	874	2,000	1,500
53106	Reproducing SVC	2,765	0	0	0	0
53107	Postage	6,247	6,200	2,656	6,500	6,500
53110	Telephone Town Building	3,938	3,759	4,189	4,000	4,500
53112	Light/Power Town Building	2,892	2,937	2,499	3,500	3,500
53115	Advertising	10,230	1,081	3,342	5,000	3,500
53118	Professional Services	389,294	410,396	472,676	375,000	450,000
53122	Travel - Inside Mass	0	0	0	0	0
53161	Com R&M Tools and Equipment	0	0	0	0	0
53162	Transportation	10,574	7,800	13,450	10,000	13,500
53166	Tuition	0	0	0	0	0
	Total Contractual Services	426,917	433,922	499,687	406,000	483,000
53176	Hired Services	18,874	0	0	0	0
54101	Dues and Memberships	1,751	0	895	135	1,000
54102	Rentals Storages	40	2,700	2,816	0	3,000
54129	Bank Service Charges	38,070	41,178	54,293	40,000	50,000
55103	Office Equipment	0	0	0	0	0
56001	Misc. Expense	45	0	0	0	0
	Admin Allocations		0	0	0	0
	Property/Liability		0	0	0	0
	Energy Building		0	0	0	0
	Total Charges and Obligations	58,780	43,878	58,004	40,135	54,000
	EXPENSE TOTAL	1,389,431	1,376,647	1,438,618	1,322,835	1,468,100

Account	Central Service	Central Service	Central Service	Central Service
Department	Allocation FY11	Allocation FY12	Allocation FY13	Allocation FY14
1210 Town Manager	7,790	8,673	9,604	10,204
1330 Comptroller	4,251	4,575	4,956	5,266
1350 Collector/Treasurer	3,550	4,377	4,644	4,935
1540 General Services	1,425	2,028	2,093	2,224
1910 Energy (see Energy Tab)	38,691	32,257	33,130	26,998
1360 Audit	1,125	1,302	1,360	1,445
1510 Legal	4,875	5,294	5,280	5,610
1530 Data Processing	5,793	6,417	5,919	6,289
Totals	67,500	64,925	66,986	62,971
Department of Public Works	29,123	29,123	29,123	29,123
Insurances and Benefits				
9110 Contributory Retirement	58,072	58,072	57,372	60,958
9140 Health Insurance	76,065	72,518	80,748	97,736
9150 FICA/Medicare Tax & Refunds	4,224	12,676	9,088	9,656
9450 General Insurance	5,671	5,117	5,440	5,780
Insurances and Benefits Total	144,032	148,383	152,648	174,130
		0		
Total Indirect Costs	240,655	242,431	248,757	266,224

Section VI – Capital Planning Report



Town of Winchester

Town Manager's Office

71 Mt. Vernon Street

Winchester, Ma 01890

To: Board of Selectmen
Finance Committee
Richard Howard, Town Manager

From: Helen Philliou, Chairman Capital Planning Committee
Jim Johnson, Vice Chairman Capital Planning Committee

Date: October 17, 2012

Re: Report of the Capital Planning Committee **REVISED* - October 26, 2012**

The Capital Planning Committee has recently completed our evaluation of departmental capital project requests for the next three fiscal years, FY2014, FY2015 and FY2016. As you are aware the Committee has expressed concern for the last several years that the stabilization funds, the largest source of funding, are essentially fully committed. We thought it would be helpful to provide the following: summary of current practice of funding capital projects; review current Building Stabilization Fund and Capital Stabilization Fund projections; FY2014 Recommended Projects, a summary of FY15 and FY2016 projects; and to recommend several additional funding alternatives.

The process for evaluating the capital project requests is a long and arduous one. It begins in June of every year and culminates at Fall Town Meeting. It is revisited and updated every spring at Town Meeting and the process begins anew in June. **Attachment "A"** outlines in detail the Capital Planning process.

Due to lack of available funding in the Stabilization funds, only a limited number of requests are being proposed for appropriation for FY2014. Many other projects that are important for Winchester's present and future cannot be funded. These projects not being funded, included those that would have repaired and extended the life of Winchester's infrastructure, promoted public health and safety, increase energy and other efficiency, and helped preserve nearby wetland areas. This year's proposed appropriations have been cobbled together from account close outs, retiring debt and some smaller amounts from the stabilization funds, but do not constitute a predictable funding stream for capital projects. Moreover, the lack of available funding for the next 5 years does not allow for sufficient reserves in the event of a major emergency, such as another flooding event, boiler breakdown or other unforeseen and unbudgeted events.

Please refer to the FY2014 through FY2016 project listings.

Current Funding:

The Building and Capital Stabilization Funds - These funds were established in FY2003. These funds up to this point have provided that largest source of funding for capital projects.

In FY2013 \$2,368,168 was appropriated into the Building Stabilization Fund and \$1,024,068 into the Capital Stabilization Fund. These amounts are adjusted each year by 2 1/2%. We have attached a copy as **Attachment "B"** of the Report of the Stabilization Funds/Capital Review Committee.

General Fund Revenue - Historically \$210,000 has been allocated as part of the budget process from the General Fund to fund the capital plan.

Retiring Debt - For the past several years, as part of the annual budget process, funds have been appropriated into the Capital Stabilization Fund. The retiring debt amount is calculated as the difference between the General Fund debt service (non-override projects and projects not funded from either of the two Stabilization Funds) for the current year

and the base year FY08. At the time the Manchester Field project was being considered the concept of utilizing a portion of Retiring Debt was first adopted. It has since been expanded and captures 100% of Retiring Debt which has allowed for funding of additional projects over the past years. If this practice were discontinued there would be insufficient funds in the account to pay existing debt service obligations or fund new capital projects. This is an essential reinvestment in our capital plan.

Water & Sewer – All water & sewer projects are funded through the Water & Sewer Enterprise Fund and Chapter 110.

Cemetery –All cemetery projects are funded using the Cemetery Permanent Care Fund

Overrides – Overrides have been used to fund the McCall School renovation (original), VO and immediate repairs.

Building and Capital Stabilization Funds Projections:

The CPC maintains a financial model for both of these funds. The model assumes all principal and interest payments for previously approved BSF/CSF projects are appropriated from the funds. The funds also earn interest. Our current analysis indicates that **no** new capital projects can be funded from the BSF or CSF for FY2014.

Even assuming no minimum reserve is maintained in the Building Stabilization Fund, **no** additional capital projects can be funded until FY2019 except through account closeouts. In addition, because near-term debt service obligations exceed inflows, the fund balance will be declining and the fund will have insufficient funds to fully make its debt service appropriation in 2016 for FY2017. For the Capital Stabilization Fund, if **no** minimum balance is maintained **no** additional capital projects can be funded for FY2014.

The model takes into consideration the Department of Revenue regulation that requires that funds appropriated for the next fiscal year must be available in the fund at the time of appropriation. This means when the debt service or capital spending are appropriated by the Spring Town Meeting for the following fiscal year, the funds that will be appropriated into the Building Stabilization Fund & Capital Stabilization Fund in July from tax revenue cannot be counted until July 1st.

A list of all bonded projects funded for the Building and Capital Stabilizations Funds can be found in **Attachment “D”**. It is important to note that many other capital projects were funded directly from the Stabilization Fund, not through borrowing.

FY2014 Recommended Projects:

FY2014 Capital Stabilization Fund **requests** total **\$3,315,800** and Building Stabilization Fund requests total \$1,915,500. We have attached a summary by funding source for all FY 14 project requests shown as ranked by the CPC. (**Attachment “E”**)

FY2014 Building Stabilization Fund Projects

The Capital Planning Committee is recommending the top five (5) Building Stabilization Fund Projects be funded in FY2014.

Projects recommended for funding at the fall 2012 Town Meeting include:

Project	Amount	Funding Source
• Public Safety Building Code Deficiencies -	\$ 50,000	Free Cash
• HS Feasibility Study Supplement -	\$ 15,000	Free Cash
• Lynch Bathrooms -	\$ 680,000	Unexpended Bond Proceeds

Projects recommended for funding at the spring 2013 Town Meeting include:

• McCall Conversion to Natural Gas -	\$ 300,000	Unexpended Bond Proceeds and/or Free Cash
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- Police Department Shooting Range - \$ 135,500 Unexpended Bond Proceeds and/or Free Cash
- \$ 1,180,500

Public Safety Building Code Deficiencies - \$50,000

The work will consist of replacing the existing fire alarm control panel with a new NFPA compliant panel. Wire the fire alarm audio/visual signaling devices to the new fire alarm panel. Connect sleeping quarters alarm lights to the new fire alarm panel. The scope includes design, procurement and installation of the above.

HS Feasibility Study Supplement - \$15,000

The EFPBC has requested an additional \$15,000 for the High School Feasibility study. Specifically these funds will be used to investigate the condition of the current pilings and soil at the High School.

Lynch Bathrooms - \$680,000

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. The facilities director indicates that water leaks have appeared inside the walls on several occasions requiring that the restrooms be shut down. This building is anticipated to be in use for many more years. Plans and specifications have begun and will be completed once construction funding has been secured.

McCall Conversion to Natural Gas - \$300,000

These funds will be used to convert McCall Middle School from oil to natural gas. The committee will be seeking funding for construction at the spring 2013 Town Meeting. Preliminary cost estimates show a three year payback period. The annual savings has been estimated at \$90,000.

Police Department Shooting Range - \$135,500

Capital Planning Committee is recommending the reconstruction of the firing range at the Public Safety Building for \$135,500. This firing range is projected to save the Town approximately \$31,000 per year compared to the current operating costs for training. The estimated payback for the new range would be between 4 and 5 years. Current practice is to send the force out to Fort Devens for training outdoors in shifts calling for significant amounts of overtime in addition to transportation costs. The proposed new range will be able to provide for regular live ammunition range shooting in addition to a laser system enabling the training for situation training indoors, not subject to weather conditions. The present range does not allow for the situational training required and does not have the ventilation capacity to allow adequately for regular live ammunition training.

While all the capital project requests have importance the committee has ranked these five projects as top priorities due to health and safety issues and correction of code violations in both the Public Safety Building and the Lynch School. The McCall School gas conversion received a high ranking because of its short payback period of three years. The High School additional funding was unexpected but was deemed to be necessary in order to complete the previously approved High School Feasibility Study.

There were several studies requested this year. The studies that were requested were not ranked high and are not being put forward for funding due to the fact that we are unsure of funding for construction next year. The CPC historically has not recommended studies if construction funding is not available.

The Carriage House project request was not ranked as high due to the fact that the Carriage House Re-use Committee has not issued their report yet.

Attached are copies of FY 15 and 16 requests for both BSF and CSF in **Attachment "F"**. FY2015 projects for the Building Stabilization Fund total \$4,888,654 and \$7,252,500 for FY16. The projects for the Capital Stabilization Fund total \$9,611,762 for FY2015 and \$1,939,500 for FY2016. Both years have been ranked by the committee but will be reevaluated next year. In addition with any new projects these priorities are likely to change as more information is available.

FY2014 Capital Stabilization Fund Projects

The Capital Planning Committee has reviewed and ranked all the requests and are recommending that the top six (6) Capital Stabilization Fund Projects be funded in FY2014 at the **Spring** 2013 Town Meeting.

These projects are:

	<u>Amount</u>	<u>Funding Source</u>
• ADA Improvements -	\$125,000	Current Revenue
• Roads and Sidewalks -	\$300,000	Free Cash
• Skilling’s Culvert Engineering -	\$195,000	Free Cash
• MIS Town -	\$140,000	Current Revenue/Free Cash
• DPW Small Dump Truck -	\$ 58,000	Current Revenue
• DPW Lawnmower	<u>\$ 25,000</u>	Current Revenue
Total CSF Request:	\$843,000	

ADA Improvements - \$125,000

Wedgemere Station Bathroom - (\$12,800.) This project will create an ADA accessible unisex bathroom at Wedgemere Station by installing an accessible toilet stall with grab bars.

Interior and Exterior Ramps at Borggaard Beach (\$12,672.) This project will make the interior of the beach house and the exterior ramps of Borggaard Beach. Interior floor will be corrected by grinding the floor to meet slope grade. The exterior ramps will need to be rebuilt to access the beach area.

Remaining Town Hall Access Issues (\$10,500.) This project will purchase materials needed for additional Braille signage to identify permanent room and spaces. The funds will also purchase door knobs that meet ADA requirements. The DPW will be installing these materials.

Design/Engineering for Mystic Elevator and ramp (\$50,000.) This project will include planning for the entire Mystic Site to ensure that both exterior ADA parking and interior spaces of this multi-level site and building will be coordinated and accessible. This project will provide design and engineering for an elevator and ramp for accessibility of interior spaces.

Lynch School Rear Ramp (\$25,600.) This project will design and construct a switchback ramp at the southeast corner of Lynch School to connect to the main level sidewalk.

Handrails for exterior stairs at Lynch Elementary School (\$1,800.) This project provides handrails to the exterior stair next to ramp that leads into the gymnasium.

Muraco Handrails (\$2,400.) This project provides handrails on the wall side of two sets of stairs for the Muraco stage.

Ramp at Ambrose Portables (\$10,000.) This project will disassemble, re-grade and rebuild lower run of deck ramp to portables to meet slope requirement for ADA.

Lynch Field Ramp (\$19,200.) This project will provide an asphalt ramp from the Lynch parking lot to the play field that is ADA accessible.

The above list represents the recommendations from the ADA Coordinator, the ADA School Committee sub-committee and the Disabilities Access Commission.

The CPC has made the decision to level fund the ADA projects at \$125,000 each year. This is the third year of a ten year funding plan to bring the Town into compliance with the ADA requirements. Additional ADA projects are completed at the time major building renovation projects are funded and as part of the DPW maintenance program.

Roads and Sidewalks - \$300,000

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 additional \$300,000 of local funding on top of the Chapter 90 allocation is sufficient to keep Winchester's roads and sidewalks in safe condition and maximize their economic life. The amount of \$300,000 is recommended by the Capital Planning Committee to be funded from free cash.

Skilling's Culvert Engineering - \$195,000

In FY 13 engineering funds were appropriated to conduct the feasibility to review the possibility of adding a third culvert to Skilling's Field. This work is being done in conjunction to the High School Feasibility Study that the EFPBC is working on. This year the CPC recommends funding \$195,000 for the design and costs estimates.

MIS Town - \$140,000

The Town MIS Project is recommended by the Capital Planning Committee at \$140,000. The Project encompasses the replacement of the core switch and the Firewall. The project is necessary to ensure that the municipal network can operate at the speeds necessary for current and future operations. It will enable the town to load balance between Comcast and Verizon networks. The last time the Town invested in a major upgrade was the municipal project for the acquisition of MUNIS software and related network improvements. That project was in 2002. The current situation of switches and firewall requires these significant upgrades. The changes made in the municipal network are planned to coordinate with the School department network improvements, which should be budgeted for in 2015.

DPW Small Dump Truck - \$58,000

Replacement of 1988 Chevy Truck #18 with over 83,000 miles with a small 550 dump Truck. This equipment is used by all departments. Tailgate is worn and broken and the truck body is in bad shape. The existing truck is not worth repairing.

DPW Lawnmower - \$25,000

Replacement of Jacobson 528 Tuft-Cat is used to cut smaller areas that the large mower can't access. The current mower is past its useful life and needs repairs to keep operating. This mower is worn out and is not worth repairing in the future.

These six projects rose to the top in the rankings because they all met the criteria for a capital project. While all the projects requested have value, these six projects help to maintain a basic level of maintenance and improvement to the town's most important capital projects. The ADA work continues to remove barriers to town facilities, the roads and sidewalk work continues to keep our roads and sidewalks safe and accessible as well. The Skilling's Culvert Engineering project continues to move forward as the Town's most important project, Flood Mitigation. This project is critical in keeping the plan on target as well as coordinating with the High School Project. The MIS project is critical as well as our MIS infrastructure is outdated and in need of upgrade and replacement. The dump truck and lawn mower are well past their useful life and were deemed to be the two most critical equipment needs of all the equipment requests.

It is the hope of the CPC that the state will fund the Environmental Bond Bill which includes a \$2.5 million appropriation for the Town of Winchester for the Scalley Dam and Mt Vernon Street Projects.

Concerns – Building/ Capital Stabilization Funds

As previously stated neither the Building nor Capital Stabilization Funds have any capacity to fund new capital projects in FY2014. The Building Stabilization Fund is fully committed until FY19. \$763,000 will be available for appropriation from the Capital Stabilization Fund in FY2015.

The committee is concerned that there will not be sufficient funding for many projects including the following over the next several years:

- High School (if debt exclusion vote not successful).
- Flood mitigation projects. (Ciarcia Field culvert, Mt. Vernon Street Bridge, Scally Dam, Craddock Lockes and (2) culverts Muraco School and Cross Street remain)
- Public Safety Building Exterior (Exterior mortar joints being evaluated by Gale Associates)
- Muraco windows and flooring
- DPW Complex (wall, garages)
- Lynch plumbing
- Cemetery, projects
- Water & Sewer projects

Account Closeout Practice:

The Capital Planning Committee is very aggressive about account closeouts and is in the process of adopting a policy for such. The CPC will work with the EFPBC, Town Manager and School Committee to close out capital projects as soon as possible.

The CPC reviews on an annual basis the status of all currently funded projects. All projects should be completed within 3 years. A project would be considered complete when all of the work contained in the original project scope is finished and all of the related bills have been paid. At the three year mark if the project is not complete the department responsible for that project will be required to come before the CPC to explain the status of the project. This year and every year that project/account closeouts are utilized balance must first be verified by the Comptroller, funding sources must be identified and for any bonded projects an arbitrage review be conducted. **Attachment "G"** is a copy of the current closeout list. Please note that this list is a draft and has yet to be fully vetted with the responsible department and will need to go through the above referenced review.

Water & Sewer Enterprise Fund

The following projects are being recommended for funding at the Spring 2013 Town Meeting:

Project	Amount
South Dam Gate ¹	\$ 500,000
Sewer Improvements (MWRA loan/grant eligible)	\$1,400,000
* North Reservoir Outlet/Drainage Impvmt. Eng. Study	\$ 41,000
Utility Truck #10	<u>\$ 62,000</u>
Total	\$2,003,000

¹ Preliminary construction estimate \$500,000 exploratory engineering review currently underway to determine scope of work.

South Dam Gate - \$500,000

Construction funds would be used to repair or replace the 30” drawdown gate at the south reservoir dam. The gate is used in the event of an emergency to lower the water level in the south reservoir. Investigation work is currently underway and design and cost estimates will be prepared this winter. The \$500,000 is a placeholder until cost estimates have been completed.

The Town Managers Office will be pursuing outside funding.

Sewer Improvements (MWRA loan/grant eligible) - \$1,400,000

This project is part of a multiyear sewer capital improvement plan. This funding will pay for the engineering and construction for the Squire Road and Mayflower Road Sewer area as well as for Marshall Road. This project will help to reduce the I/I in the plan area as well as town wide and will improve sewer service to individual households.

***North Reservoir Outlet/Drainage Impvmt. Eng. Study - \$41,000**

This provides funding for engineering services to make modifications to the North Reservoir spillway, upgrades to the headwall adjacent to 22 Highland Ave, and 200 feet of drainage system upgrades. This alternative would eliminate flooding at 22 Highland Ave for storms up to and including the 25-year event, and would reduce the depth and duration of flooding for greater storms. Construction costs are estimated at approximately \$200,000.

Utility Truck #10 - \$62,000

This funding will replace a Water Department Truck that currently has over \$105,000 miles on it. The new truck is expected to last 10-12 years.

Cemetery Permanent Care Fund

The following project is being recommended for funding at the spring 2013 Town Meeting:

Project	Amount
Dell Improvements	\$ 20,000

Dell Improvements - \$20,000

Project: Purchase curbing to increase the number of Garden Curb Niches Cost: \$20,000

This project will purchase and install curbing to add 15 Garden Curb Niches in the Dell area. Currently, only four niches remain available for purchase. The curbing will be installed following the original Carol Johnson Architects design for the Dell area. The additional spaces have a potential value of \$88,000.

Conclusion / Recommendation:

Based on current funding it is impossible to maintain the Town's infrastructure. The Committee feels it imperative to have a steady source of long term funds in order to prepare a realistic 3 to 5 year capital plan.

At a minimum, to meet our most pressing capital needs over the next three years, we would need \$1.5M per year above the current capital funding level.

The question of the hour is how to get more resources into these funds? Options include:

- One time appropriation of Free Cash for FY2014 for an infusion while maintaining current BOS reserve policy.
- Increase general fund appropriation from \$210,000, current allocation not sufficient.
- A General Fund override to supplement the Building and Capital Stabilization Funds. With the High School project at our door step it is unclear whether this is a realistic option.
- Bundle immediate repair projects for buildings for an override vote. Several of these projects could include Lynch, Muraco, DPW and the Public Safety Building for example, are really large renovation projects which have been broken down into smaller projects due to funding limitations. If these projects were bundled, substantial cost savings could be realized. Capital Stabilization Fund projects should also be evaluated such as flood mitigation, ADA, technology and others.
- Create a policy whereby a certain percentage of the Town's budget would be allocated to fund capital projects. For instance, 1 ½ % allocation would yield approximately \$1.5M. This would provide for approximately \$800k more for capital projects in FY2014 - 2% would provide for an additional \$1.3M over current funding levels.
- The current financial model relies heavily on the practice of appropriating retiring debt into the stabilization funds. If this practice were to cease, other funding sources would have to be identified to meet our existing debt service obligations.

In order to establish and maintain a long term capital plan additional regular annual funding source(s) is required it is our hope and anticipation that a more permanent plan be in place by FY2015.

We would like to thank the Board of Selectmen, Finance Committee and Town Manager's Office for assisting our Committee in the preparation of this most challenging capital plan this year.