

GENERAL GOVERNMENT

Town Council

Town Manager

Finance Department

-- Treasurer/Collector

-- Board of Assessors

Town Clerk

Town Counsel

Grants/Planning & Community Development

Management of Information Systems/I.T

Inspectional Services

Public Health

Human Resources

Planning Board

Zoning Board of Appeals

Conservation Commission

TOWN COUNCIL

DESCRIPTION OF SERVICES:

The Town Council consists of nine members who exercise the legislative power of the town. Six members serve as precinct Councilors and are elected by the voters of the town's six precincts. Two members serve as Councilors-at-Large and are elected by the town, while the ninth member serves as Council President who is chosen each biennial town election to serve a term of two years.

Three precinct Councilors and one Councilor-at-Large are elected each town election to serve a term of four years. The terms of office for Councilors-at-Large begin on the first business day of January in the year following their election and expire when their successor has been qualified.

No member of the Town Council may hold any other office, position or employment with the town. No former member of the Town Council may hold any compensated appointed office, position or employment for which a salary is payable from the town for a period of one year following the end of their term.

Neither the Town Council nor any of its members may direct or request the appointment or employment of any person, or the removal of any person, or in any manner attempt to participate in the appointment or removal of persons who are part of the town's administrative service and for which the Town Manager is responsible. Except for the purpose of inquiries and investigations pursuant to the Town of Winthrop Charter, the Town Council and its members deal with the officers and employees serving the town solely through the Town Manager.

BUDGET:

- Efforts to fine-tune processes and procedures to insure transparency in legislative decision-making.
- Identifying and expending revenue sources so that service priorities can be properly funded and a sustainable, thoughtful and consistent strategy can be developed to ensure for a well-maintained municipal infrastructure.

HIGHLIGHT:

- Provide general input and policy guidance
- Work with State and Federal Agencies on all matters effecting the Town with particular focus on capital projects

STAFFING: 1 Council President, 8 Councilors and 1 Stipend Clerk

TOWN MANAGER

MISSION STATEMENT: The Town Manager will set the highest standards for serving the boards, committees, businesses and residents of the Town of Winthrop in civic and municipal life. He will guide the provision and delivery of all town services in an ethical and transparent manner, while being responsive to community needs and promoting a vision for the town that develops and protects its values and the quality of life for all. The Town Manager will create a community in which residents join together for the common good and he will promote effective working relationships among employees, boards and committees. The Town Manager's purpose is to offer services and government that provide for the general welfare, education, health and public safety of its residents.

DESCRIPTION OF SERVICES: The Town Manager is appointed by the Town Council to oversee the daily operations of the Town, to advise and administer policies and procedures of the Council, and to enforce Town Ordinances and actions passed by the Town Council. The Town Manager submits to the Town Council a proposed annual operating budget, a capital budget and a five-year capital improvements program. The Manager's authority and responsibilities are established in the Winthrop Town Charter.

The Town Manager and members of the Senior Management Team (SMT) work collaboratively to address the myriad of issues and day-to-day operational challenges of the town's business. The Town Manager and the SMT set the direction of the organization by defining a mission, supported by a strategic plan with defined goals and objectives. General resource coordination, project planning and prioritizing are conducted by and through the Town Manager's Office. All matters that transcend or overlap various departments and the integration and implementation of Council policies are conducted by the Town Manager's Office. Within the organization, people are viewed as the greatest assets and are encouraged to work to their highest potential both within the traditional hierarchy and on cross-functional teams. In addition to the SMT, a Traffic Safety Advisory Committee, the Financial Management Team and Community Development Team assist the organization. The budgeting, financial planning, community planning, personnel and purchasing functions are managed by the Town Manager's Office. The use and stewardship of all Town properties (other than schools) are managed and maintained by the Town Manager's Office.

Staff in the Town Manager's Office also provides administrative staff support to the, Town Counsel, TSAC, Commission on Disabilities, Site Plan Review, E.B. Newton Cultural Center, Grants, Airport Hazards Committee and other committees from time to time, as well as, provide additional information, materials, and technical assistance to all boards, committees, commissions and the public.

HIGHLIGHTS:

The General Fund and Enterprise Funds were developed according to the following:

- Continue all on-going community development projects;
- Improve fiscal controls as stated in the Budget Summary;
- Work with State and Federal authorities regarding ongoing projects and community initiatives

BUDGET ISSUES:

- FY2016 budget proposes several organizational adjustments as referenced in the Budget Statement;
- Continue to oversee capital improvements of public infrastructure, roads, and parks;
- Continue to improve administrative and professional capacities in community and economic development and continue to collaborate with the Schools on transitioning through the building of the new Middle High School.

STAFFING: 1 Town Manager, 1 Administrative Assistant, 1 Community Services Manager, 1 Economic Development/Grants Manager (see separate narrative in Exhibit)

CHIEF FINANCIAL OFFICER: The CFO oversees the Finance Department, Treasurer and Collector's Office, and Assessor's Office.

FINANCE DEPARTMENT

MISSION STATEMENT:

To maintain a complete and accurate financial record of all town receipts and expenditures while administering the appropriation of budget line items, fixed assets and insurance responsibilities of the department.

DESCRIPTION OF SERVICES:

The Chief Financial Officer (CFO) is responsible for maintaining a complete set of financial records for all town accounts and appropriations; and for maintaining an effective internal control system relative to the financial and compliance operations of the town. The CFO must work collaboratively with the Independent Auditors and the Internal Auditor to assure that all revenue and expenditure reporting is properly performed and appropriately controlled.

The Finance Department monitors expenditures of all town funds; examines all vouchers, department bills and payrolls for appropriateness of expenditure and for accuracy and availability of funds before payment by the Treasurer. The Finance department is responsible for reconciling Treasurer's cash balance with the general ledger cash balance; reconciling cash balances of all trust funds; oversees preparation of weekly warrants for payrolls and accounts payable for review by the Administrator.

Oversees and participates in the posting of weekly warrants in ledger; posts cash receipts in ledger as received and records monthly entries in the journal. The Finance Department assists other town officials in monitoring the town's financial condition; notifies departments of expenditures and account balances on a monthly basis; and makes recommendations that may improve a department's financial condition.

Budgeting: Prepares expenditure estimates and provides detailed revenue estimates to the Town Manager for the annual budget. The CFO administers labor contracts and administrative directives as set by the Town Manager.

Oversees and maintains the daily administration of property, liability and workmen's compensation insurance. Facilitates insurance claims and coordinate receipt of benefits. Works closely with loss control personnel to reduce or eliminate risks.

GOALS:

- Ensure sustainability of prior year internal control improvements
- Implement policies and procedures over financial and administrative functions
- Continue to explore increased efficiencies and opportunities to consolidate financial operations

STAFFING:

1 Chief Financial Officer, 1 Finance and Budget Manager, 1 Senior Accountant, 1 Principle Clerk

ASSESSOR'S OFFICE

MISSION STATEMENT:

The mission of the Assessor's Office is to accurately and equitably value all real estate and personal property in the Town of Winthrop as outlined in Massachusetts General Law Chapter 59. The Assessor's Office strives to be as efficient and cost effective as possible while providing quality service to the citizens of Winthrop.

DESCRIPTION OF SERVICES:

The Board of Assessors consists of three members appointed by the Town Council who are charged with the duty of assessing over 5,600 accounts throughout the Town of Winthrop. The valuations are subject to ad valorem taxation on the assessment roll each year, while all the assessed values are based on "*full and fair cash value, or 100 percent of fair market value.*"

Every three years, the Board of Assessors is required to submit the assessed values to the State Department of Revenue for certification. The Board reviews sales and the market annually in order to ensure that the taxpayer is paying the appropriate amount in proportion to the value of their property, therefore reassessing values each year.

The Assessor's Office annually reviews building permits, updates changes on the Assessors Maps, process real estate and personal property abatements, as well as real estate exemptions. The office is also responsible for the administration of motor vehicle and boat excise taxes.

Each year, the assessors are updated on the changes in municipal laws and are required to attend seminars in order to keep their designation current. Members of the office are constantly learning new techniques and taking advantage of the most current technology

While the majority of the data collection, valuation, and defense of values are completed in house, in certain instances outside consultants have been sought in order to most efficiently and accurately collect and assess data.

Staff in the Assessor's Office also provides certified abutters lists as well as relevant information, research, materials, and assistance to the boards, committees, and the general public of the Town of Winthrop.

GOALS: To complete a town wide revaluation program for FY15 in a timely and efficient manner in accordance with Department of Revenue standards.

BUDGET ISSUES: As part of a revaluation program the town will require a full field review of all parcels, sales verification of homes in the community, tax map updates and neighborhood review which may require appropriated funds to hire outside contract services.

STAFFING: 1 Deputy Assessor, 1 Principal Clerk, 1 Board of Assessors (3 appointed Board Members)

TREASURER/COLLECTOR

MISSION STATEMENT: To collect all monies owed to the town and invest funds in a safe and secure manner, while supporting the town's financial obligations.

DESCRIPTION OF SERVICES: The Treasurer/Collector primary responsibilities include the collection of all debts owed to the town and investment of all funds in the custody of the Treasury. The types of bills collected by the office include property taxes, water & sewer bills, motor vehicle excise, boat excise, parking tickets, non-criminal violations and mooring fees as well as inter departmental fees and fees from enterprise funds. The Treasurer is also responsible for the Town's Debt Service payments. The Treasurer is bonded through the Town insurance carrier for amount equal to the annual budget.

The Treasurer/Collector office has the ability to accept payments using debit or credit card (online), personal check, money order or cash. Some forms of payments received must be received through the Internet or lock box. The Treasurer also has the responsibility of protecting the town interest in the collection of debts. Examples of securing the town's interest included tax title, utility liens and registry markings. All of these mechanisms are used by the Treasurer's office to protect the town's interests.

The Treasurer acts as the Town Procurement Officer responsible for Bids and RFP's, annual contracts, contract administration and approving all purchase orders.

The Treasurer's office is also responsible for all aspects of the Municipal Hearings Office which includes all non-criminal hearings as well as the town parking program to include resident parking sticker issuance, guest passes, fee collection, ticket payments and related hearings.

GOALS

- The tax collector is now certified and will now apply for the Treasurer certification.
- Proceed with Tax Title and Foreclosure processes in order to protect the Town's interest.

ISSUES UPDATE:

- The cash drawer system has been implemented and the Tax Collector's Office is now able to post counter payments daily as well as have better internal controls for daily cash settlement.
- Staff is being cross-trained in all aspects of revenue collection and payment processing. By doing so, the staff will have the ability to better serve the public and allow for office coverage as needed

STAFFING:

1 Collector/Treasurer, 1 Deputy Collector/Treasurer, 2 Principle Clerks, 1 Senior Clerk, 1 PT Clerk

MIS DEPARTMENT

MISSION STATEMENT: The Department of Information Technology provides information processing support by maintaining and expanding hardware systems capability and software applications, monitoring system efficiency and providing personal computer support needs, instructing staff in system operations and assisting in the acquisition and integration of new hardware and software.

DESCRIPTION OF SERVICES: The IT Department is responsible for developing the long-range technology strategy, which will guide the Town's operation, and provide coordination and integration with third party software applications. The IT Department supports approximately 450 employees from 16 departments. The IT Department supports, maintains, and trains on many client/server platforms and maintains the integrity of data on the following software applications:

SoftRight – Financial Software	EJ Ward Fuel Management System - DPW
Vision – RE Appraisal Software Package	Non-Criminal Database – Tracks ordinance violations
RRC – Personal Propriety Software	Nurse Records Database
MBS – Cemetery Software	VTH – Official town website
Harpers – Payroll System	Quicken/QuickBooks – reconciliation tool
Vertical VoIP Phone system	Keyscan Security Control Access System
Firewall/VPN - Internet connectivity, and email communication portal	MES Command Center – Parking Ticket database
IMC (Police & Fire)	CodeRED (Fire)

CURRENT INITIATIVES:

Point of Sales System (POS): To implement a town wide POS to streamline the payment of fees and services for the public. The system will allow online payment as well as credit and debt payments at all town departments i.e. Town Clerk, Tax, Assessors, Harbor, and Inspectional Services

GOALS: Upgrade and consolidate servers; Update Town website; Manage and conduct training on Microsoft Exchange interfaces; and align and upgrade technology in Town offices.

BUDGET ISSUES: Upgrading the remaining 22 staff workstations will cost approximately \$7,700.00. This will come from the Supplies and Equipment line. I have requested an additional \$4,000 to that line for server upgrades and any unforeseen issues. Also requesting ½ time helpdesk technician.

STAFFING: 1 Director (FT); 2 Systems Administrator (FT) – consolidated with School Dept.

TOWN CLERK

Mission Statement: The Office of the Town Clerk is committed to providing quality services and information to the community and its visitors. The Town Clerk's Office works in conjunction with all departments, boards, committees and commissions to ensure the propriety of all public elections, to ensure proper management of all Town Vital records, and other Charter or directed by State and Local laws and complies with state and local statutes.

Description of Services:

Records – responsible for filing minutes & official postings of various boards and commissions; maintaining and issuing certified copies of all births, deaths & marriages; maintaining official Ordinances; creating Annual Report, tracking all appointments and resignations of Town officials; jury list, grave list, maintains Board of Appeals, Conservation and Planning Board filings & decisions. The Town Clerk's Office is the main depository for requests for public information. The Office handles approximately 100 requests a year for residents and staff, via email, mail and hand delivery.

Licenses – The Town Clerk's Office is the administrative arm of the Board of License Commission. Oversee the issuance, maintenance and administration of all new businesses and annually renew licenses to approximately 300 businesses. We license liquor, livery, taxi driver, Christmas tree vendors, all restaurants, ice cream trucks, laundromats, salons and retail establishments - coordinating all paperwork and inspections with Inspectional Services. We also issue approximately 1300 Dog Licenses annually. We report the Business License information for every business to the Department of Revenue and our Town Assessor annually.

Elections – conduct every aspect of running local, state and federal elections including processing nomination papers, ballot preparation, training of election staff, preparation of polling locations, election reporting and voter registrations, maintain voter's list, daily maintenance of state database from Registry of Motor Vehicles. Maintain Campaign Finance Reports for all those required to file.

Census – prepare annual Census mailing to over 12,000 homes, updating all changes to print Annual Street List Book, provide student list to school department, verify residency for our Veterans to receive "Welcome Home Bonus".

Ethics Compliance (since 2010) – The Town Clerk is the designated liaison between the Town of Winthrop and the State Ethics Commission. Distribution of mandated information and online education is coordinated thru this office for all town employees (including school and public safety) as well as volunteers. Compliance database is maintained and reported to the State.

GRANTS, PLANNING & COMMUNITY DEVELOPMENT

MISSION STATEMENT: The Planning and Community Development Office strives to inform, educate and assist the Town Manager and Council in all elements of land use planning and overall community development in an, efficient, equitable and professional manner.

DESCRIPTION OF SERVICES: The Office is responsible for the design, implementation and administration of Winthrop's community services and economic development related programs in response to community needs. The staff consistently seeks funding from federal, state and private sources with the intentions of promoting community economic and housing development.

STAFFING: Two full-time employees work in the Town Manager's Office on all community development initiatives. The Community Services Manager is focused on providing coordination and support for the various town initiatives and features, cultural and community development events, tourism coordination with regional and state agencies, including the Winthrop Ferry, the Farmer's Market, Walk Winthrop, etc., The Economic Development Manager is focused on facilitating commercial and residential project development, implementing economic development strategies, zoning and regulatory initiatives, grant writing and administration, and other duties as assigned by the Town Manager.

HIGHLIGHTS: Awarded, On-going and Completed Projects FY 2014-2015 (\$2,340,487 total)

- Ferry Vessel procurement and Operations - On-going to FY 2016 \$950,000
- Point Shirley drainage and water main upgrades - On-going to FY 2016 \$500,000
- Coughlin Playground - Completed \$200,000
- Center Business Redevelopment Design Plan - \$8,000
- Walk Winthrop trail connections and greenway improvements - Complete \$42,000
- DLTA for Open Space and Center Zoning ordinance review – Complete \$20,000
- Green Communities energy efficiencies and green infrastructure - Complete \$404,642
- Veterans Road & Lewis Lake Drainage Design – Awarded \$173,845
- DOER Energy Manager Grant – Awarded \$50,000
- **OTHER PROJECTS:** French Square Farmer's Market; Ferry Operational plan implementation; North Suburban Consortium administration and project delivery for HOME rehab program; Regional MOAPC public health grant; MAPC Technical Assistance projects for Regional Health Services and Cultural District Planning; Work with Schools to coordinate reuse of Middle School and Restoration of Miller Field. Seawall construction along Coughlin Playground; Other projects including Byrne Law Enforcement Equipment and Program grants, Harbor Walk Construction, E.B. Newton Preservation, Town Hall Cupola Preservation, LED streetlights Conversion, Bike Share Program

BUDGET: Funding Targets (\$10,000,000 total)

TOWN ATTORNEY/COUNSEL

DESCRIPTION OF SERVICES: Kopelman and Paige is a mid-size Massachusetts law firm of fifty-five attorneys with our main office in Boston, and additional offices in Worcester, Northampton and Lenox, Massachusetts. The firm offers a full range of legal services to both public and private sector clients.

The principal expertise of the firm is the practice of municipal law. Kopelman and Paige represents over one-third of the cities and towns in the Commonwealth as their City Solicitor or Town Counsel. In addition, we provide special counsel services to over one hundred additional cities, towns, special districts, housing authorities and state agencies. The firm also represents regional transit authorities, providing a similar scope of services in a broad range of areas including labor and employment, contracts, real estate and land use, environmental issues, construction, and litigation. Kopelman and Paige's experienced team of trial attorneys has successfully represented both public and private clients in every trial court in the Commonwealth, at all levels of appellate practice in both state and federal courts, and before administrative boards and agencies.

In addition to our municipal law practice, Kopelman and Paige also provides a full range of legal services in such areas as real estate, including lending and residential and commercial property conveyance, labor and employment issues, commercial litigation, as well as assisting private clients in the international arena in the accomplishment of their business goals.

We are proud of our talented and dedicated staff of attorneys and support personnel. Our practice is committed to assuring our clients the highest level of legal representation. We are extremely cognizant of the cost of obtaining expert legal representation in today's market. Our goal of providing a full range of legal services, while building economies of scale into our practice, enables both small and large clients to approach legal issues in a proactive, comprehensive, and cost-effective manner.

We invite you to visit the rest of our website for more information about our attorneys and practice areas.

GENERAL PRACTICE:

- General Municipal
- Litigation
- Land Use
- Chapter 40B & 40R – Affordable Housing
- Real Estate
- Contract & Procurement
- Labor & Employment
- Environmental
- School Law/Education
- Cable Television Licensing
- Marine & Aviation Defense
- International Business
- General Practice

<http://www.kopelmanandpaige.com/>

DEPARTMENT OF INSPECTIONAL SERVICES

MISSION: The Department of Inspectional Services is primarily responsible for the equitable enforcement of all public safety codes and regulations pertaining to the use and occupancy of all dwellings and buildings within the Town of Winthrop. The Department's charge is to enforce the zoning, building, licensing and other regulations of the town as they pertain to the occupancy, use and redevelopment of properties within the Town of Winthrop.

DESCRIPTION OF SERVICES: The Town Council has amended the Code of Ordinances to consolidate the Building Department and the Health Department into a combined Inspectional Services Department. The new Inspectional Services Department is comprised of five regulatory divisions whose aim is to protect and improve the quality of life for all Winthrop residents by effectively administering and enforcing building, housing, health, sanitation and safety regulations mandated by municipal and State governments.

The Department is led by a Commissioner of Inspectional Services who is responsible for general oversight of the office, and will include the following: the Health/Code Enforcement Officer, who will be primarily focused on health inspections and related duties, the Local Building Inspector, the Rental Housing Inspector, the Plumbing and Electrical Inspectors, Weights & Measures and Trash/Dumpster Enforcement. The Department's responsibilities include the following: Enforcement of the Mass State Building Code, State Sanitation code, Handicapped Access Regulations, local zoning ordinances, conduct general inspections in the interest of protecting the public and all other laws and regulations as provided in a statute or ordinance, including but not limited to the appropriate enforcement and interpretation of zoning ordinances, Board of Health regulations, Inspector of Gas Piping and Appliances, Building, Electrical, Gas and Plumbing codes, Alcoholic Beverage Licenses and Regulations, Coin Operated Laundries, Massage and Bath Establishments, Animal Control Code, Abrasive Blasting, Cemeteries, Smoking, Tobacco Products, Tanning Devices, Signs, Miscellaneous Street and Sidewalk Regulations, Beaches, Solid Waste Collection and Disposal, Recycling, Dumpsters, Zoning, Dimensional Regulations, Environmental performance/ Environmental design review by planning board, Nonconforming uses, Signs, Swimming Pools, Flood Hazard Control Regulations, Site Plan Review and Certificates of Occupancy.

BUDGET ISSUES: Addressing blighted neighborhoods and general care of properties, providing timely action on permits, plan review and inspections.

STAFFING: 1 full-time Commissioner of Inspectional Services; 1 full-time Health/Code Enforcement Officer; 1 part-time Local Inspector; 1 part-time Rental and Housing Inspector; 1 part-time Wiring Inspector; 1 part-time Plumbing/Gas Inspector; 1 part-time Weights & Measures Inspector; 1 part-time Violation Enforcement Officer; 2 full-time clerical staff members.

DEPARTMENT OF PUBLIC HEALTH

MISSION STATEMENT:

The mission of the Winthrop Board of Health is to protect, promote and regulate public health in the Town of Winthrop. The Board of Health assumes a proactive approach in dealing with the challenges of public health.

DESCRIPTION OF SERVICES:

The Health Department works with the Winthrop Board of Health to regulate and ensure compliance with the Town and State's health codes, regulations and laws. The Deputy Commissioner of Inspectional Services shall serve as liaison to the Board of Health. The Deputy Commissioner provides regulatory guidance to the Board of Health, works under the direction of the Commissioner of Inspectional Services and in accordance with the policies set forth by the Board of Health. The Town Manager is responsible for the overall management and supervision of the Health Department.

HIGHLIGHTS:

- In conjunction with Massachusetts General Hospital, a Community Health Needs Assessment was completed and the prominent health issues affecting Winthrop's residents were identified.
- The Massachusetts Department of Public Health released the results of the Logan Airport Health Impact Study which highlighted increased rates of respiratory illness in Winthrop. As a result, the Winthrop Department of Public Health and East Boston Neighborhood Health Center have established a pediatric asthma education program which was funded through a grant from MassPort.
- With the guidance of MAPC, Winthrop is working with Revere and Chelsea to formulate a regional public health body known as the North Suffolk Public Health Collaborative in order to share resources and address unmet public health needs.
- Winthrop Department of Public Health participates in a regional grant with Revere, Chelsea and Saugus in order to prevent opiate drug use and abuse. Entering the third year of funding, two peer recovery coaches were hired on a part time basis to serve the residents of Winthrop that need recovery resources.
- Health inspections of all food establishments and other health department inspections
- Health clinics- vaccination, rabies, blood pressure clinics
- Investigate public health nuisances and complaints
- Public health education and health promotion initiatives

BUDGET ISSUES:

Additional funding for public health programs within the town

GOALS:

- To prioritize public health needs, resources and policy for the Town
- To source for grants to fund public health programs needed by the town
- To enforce Town and State Health Regulations

STAFFING:

Deputy Commissioner of Inspectional Services (as needed), 1 Part Time Public Health Nurse, 3 Members - Board of Health, 1 Part-Time Inspector, 1 Part-Time Sanitation Inspector

HUMAN RESOURCES DEPARTMENT

MISSION STATEMENT:

The mission of the Department of Human Resources is to promote and support organizational excellence through effective human resources programming administered in an environment that embraces diversity, quality customer service and professional development.

DESCRIPTION OF SERVICES:

The Human Resources Division supports the management of Winthrop toward its goal of effectively utilizing our most valuable resource – our employees. The Department of Human Resources provides leadership, direction and support to town departments. The department is responsible for administering the employee benefit programs; providing town-wide training and workforce development opportunities; and, assist management in ensuring consistent and uniform administration of collective bargaining agreements.

GOALS:

- **Design Performance Incentives:** The right combination of benefits and incentives to produce desirable levels of employee performance.
- **Boost Employee Morale:** Adapt organizational priorities and working conditions so that employees stay positive
- **Develop Leaders:** Help set priorities for leadership development, especially for future leaders. This requires providing enough support, including senior mentors, training and professional development so that managers will succeed. Future leaders need formal paths for increasing their responsibilities as they develop leadership skills.
- **Effective Recruitment and Staffing:** Do a better job at screening applicants and then provide the best training possible to turn these employees into assets.

BUDGET:

The HR budget is split between the Town and the School Department. The budget figures below represent the Town side of the costs. The School Department portion is included in the school budget.

PLANNING BOARD

DESCRIPTION OF SERVICES:

The role of the Winthrop Planning Board is to prepare the Comprehensive Plan, administer Subdivision Regulations, review special permit applications, and make decisions and recommendations required by the zoning by-law and the state zoning act in regard to zoning amendments and rezoning petitions. The Planning Board also analyzes economic, demographic and development trends occurring in Winthrop and the region to assist the Town Council, town manager and other town departments and committees in planning for the sustainable development of the community.

Historically, the Planning Board has utilized Town Manager's Administrative Assistant for support services (5 hrs/week) and this year the secretary of the Planning Board will be Denise Quist who is located in the Town Clerk's office. In FY 2016, in recognition of the new CDB ordinance we are anticipating development.

HIGHLIGHTS:

- Completed construction of Temple Tifereth Redevelopment, Dalrymple Elder Housing and Winthrop Cove Assisted Living.
- Worked closely with MAPC to explore changes in Zoning Bylaw to facilitate reinvestment in Center Business District.

BUDGET ISSUES:

- Insuring staff support available to maintain a transparent and accountable development review process and plan for future development trends.
- Improve application process, records storage and integration into the comprehensive land management and regulation effort of the organization.
- Develop communication protocol to provide the Planning Board with a rich and complete perspective from the professional staff.
- Educate Board members and local citizens on progressive land use and development policies and strategies designed to accomplish the community's vision for a strong, sustainable and diverse community.
- Build capacity to forecast impact, both fiscal and social, of development activity, and encourage appropriate redevelopment to accomplish Town objectives

STAFFING: 7 Members and 1 Part-time Secretary

ZONING BOARD OF APPEALS

DESCRIPTION OF SERVICES:

The Zoning Board of Appeals consists of three (3) members and three (3) associate members appointed by the Council President with the approval of the full Council. The Zoning Board of Appeals grants variances (minor deviations) from the zoning ordinance, issues special permits to allow activity or construction standards not otherwise permitted by the zoning ordinance and hears appeals of decisions made by the Building Commissioner. The Board of Appeals also hears appeals for Special Permits for applicants wishing to incorporate a Bed & Breakfast into their residences.

The Town Clerk's Office is the liaison for the Board of Appeals. All notice of appeal applications specifying the grounds thereof must be submitted to Town Clerk's Office first for time stamping and case numbering and then is forthwith transmitted to the Zoning Board of Appeals Secretary.

The Zoning Board of Appeals Secretary coordinates and prioritizes the multi faceted duties of the Zoning Board of Appeals with some assistance from the Building Commissioner. The Secretary schedules and coordinates public hearings, sets agendas, processes petitions for variances, special permits and appeals and explains the zoning ordinances to petitioners and assist them in preparing presentations, receives and reviews all applications for hearings, prepares legal notices and agendas, notifies and communicates with abutters, accepts exhibits, composes decisions and files all final documents. The Zoning Board of Appeals Secretary transcribes all meeting minutes verbatim providing a detailed record of its proceedings, showing the vote, indicating such fact and setting forth clearly the reasons for its decisions, and of its other official actions, copies of all which shall be filed with fourteen (14) days in the office of the town clerk and the office of the planning board. The Secretary receives and handles numerous office visits, phone calls, and emails from Applicants, Attorneys, Board Members, and the Building Inspector.

BUDGET ISSUES:

- Ensuring that there is staff support available to maintain a transparent, accountable development review process.

GOALS:

- Improve application process, records access, and storage and integration into the comprehensive land management and regulation effort of the organization.
- Develop communication protocol to provide the Zoning Board of Appeals with a rich and complete perspective from the Professional staff.

STAFFING: 1 Part-Time Secretary

CONSERVATION COMMISSION

MISSION STATEMENT: To preserve, develop and enhance our communities' wetland resources.

DESCRIPTION OF SERVICES:

The Conservation Commission is responsible for preserving, protecting, restoring and enhancing the community's natural resources. In Winthrop, the Conservation Commission serves the community as custodian of 55.29 acres of conservation land and works at acquiring additional land for conservation purposes. The Commission advocates for the Town's open spaces and administers the State's Wetlands Protection Act (G.L. Ch.131, S40) in addition to the Town's ordinance for Wetland Protection.

The compliance activities of the Conservation Commission require a secretary who performs (at a minimum) the following: administer the Wetlands Protection laws, coordinate administration of the filings, manage all correspondence (electronic, paper, etc.), schedule meetings and coordinate Commission investigations.

[All wetland fees are deposited into a "Wetland Protection Fund" and any payments for a violation fine issued by the Conservation Commission, are deposited into the Town of Winthrop General Funds.]

BUDGET ISSUES:

- Integrating the Conservation Commission accounting and resource allocation process into the budget so that there is transparency and accountability.
- Conservation Commission can no longer rely on the fees collected by its application and permit processes.

STAFFING: 1 Part Time Clerk

PUBLIC SAFETY

Emergency Management

Animal Control

Police

Fire

Parking Hearing & Enforcement

EMERGENCY MANAGEMENT

MISSION STATEMENT:

The mission of Winthrop's Department of Emergency Management is to maintain a high level of preparedness, to protect the citizens of the Town; to mitigate loss of life and vital assets prior to, during, and immediate aftermath of a disaster; and to facilitate the speedy recovery of the Town of Winthrop in the mid and long term intervals following a disaster. Technology supported by MIS Department in conjunction with the Director of Emergency Management.

DESCRIPTION OF SERVICES:

The Director of Emergency Management is responsible for the development of the town's emergency response plan and the coordination of all town agencies during declared emergencies. The Director works with state and federal agencies on issues of Homeland Security and disaster response. These coordination efforts encompass the areas of planning, preparation, and response and recovery from emergencies both natural and manmade. All phases require continuing, proactive interagency efforts to ensure the highest level of service.

The Director also chairs and coordinates the efforts of the Local Emergency Planning Committee (LEPC), which brings both town and private agencies into the planning and public education effort. The Winthrop Auxiliary Police Department is also funded under the Emergency Management budget.

HIGHLIGHTS:

- Managed the Town's response to the historic snowfall of 2015.
- Department acquired 150 kilowatt generator to power either Town Hall or the High School (former Middle School) in order to provide emergency power if and when necessary. The generator is valued in excess of \$50,000.
- Continued operation of the LEPC/All Hazards Committee.
- Continued to develop public education brochures using grant funding.

BUDGET ISSUES:

- Need for staffing support to continue and enhance community preparedness efforts as well as identify areas needing improvement.
- Evaluation of department funding to ensure adequate support of technical/mechanical systems in the EOC.

STAFFING:

Emergency Management Director (Stipend in Fire Dept. budget), Emergency Management Deputy Director stipend position (vacant position)

ANIMAL CONTROL & LOCAL CODE ENFORCEMENT

MISSION STATEMENT:

The Winthrop Animal Control is dedicated to providing the highest degree of service throughout the Town of Winthrop while maintaining the traditions of impartiality, professionalism, honor, and integrity.

SERVICE SUMMARY:

The Winthrop Animal Control Officer is responsible for the enforcement of all applicable Massachusetts General Laws; Codes of Massachusetts Regulations; and municipal ordinances. The Animal Control Officer works closely with all department head to achieve compliance.

Over the last year the Animal Control Officer has also taken on additional duties in the area of code enforcement outside the realm of animal issues. These additional duties that we also hope to expand upon in the health and building ordinances.

We are requesting full funding for this position as additional duties have been added and continue to be developed and added.

BUDGET ISSUES:

Provide safe and adequate accommodations for and responsive disposition of all retained animals.

POLICE DEPARTMENT

MISSION STATEMENT:

The Winthrop Police Department is dedicated to providing the highest degree of law enforcement service throughout the Town of Winthrop while maintaining the traditions of impartiality, professionalism, honor, and integrity.

SERVICE SUMMARY:

The Winthrop Police Department is responsible for the enforcement of all applicable Massachusetts General Laws; Codes of Massachusetts Regulations; and municipal ordinances. The Chief of Police is responsible for the administration of the Department while working with the command staff to manage day-to-day operations.

GRANT REDUCTION:

Over the last several years, the Winthrop Police Department has enjoyed additional revenues in the form of State and Federal grants to offset some budgetary shortfalls. This year, the grants continued to decrease in availability and size.

With the reduction in grant funding, it will be extremely difficult if not impossible to continue deploying police officers to specialized events such as:

- July 4, Fireworks
- Chamber Tree Lighting
- Credit Union Halloween Trick-or-Treat Event
- Beach Day
- Old Fashion Day at the Beach
- Memorial Day Parade

STRUCTURAL DEFECTS/CAPITAL BUDGET:

The current economic environment mandates that departments find the money in their budgets for extraordinary expenses and/or repairs to the building of which we are custodians. However, at the same time these subsidiary accounts have already been drastically reduced and funded to what is absolutely necessary and not a penny more. I feel the Town must start to set money aside for expenses to repair capital structures, which usually arise unexpectedly.

The Police Department has been fortunate to be funded for new windows, which are scheduled to be replaced this spring. The money originally funded will be insufficient to replace all the windows but we will have the majority of the windows done.

I am also advocating again for a proactive cruiser replacement plan implemented on a rotating cycle determined by our fiscal position. Our current reactive approach must be abandoned. I do understand that the Town Manager has had to delay all capital outlay projects until after free-cash has been certified. This year cruiser repairs have been significant. I am proud to say that last year we were able to re-establish a valuable community-policing tool, the police motorcycle.

RESERVE FIGURES:

At first glance, figures for reserve officers might appear inflated; however, the budgeted amount is anticipation of hiring someone from the reserve rank into a full time position. These figures also allow for the possibility of an officer who is currently off the payroll to return to that position when and if appropriate.

BUDGET PRIORITIES:

- **Liability Protections:** In order to continue to reduce liability to the Department and Town, we will require policy review for each member of the force. Last budget cycle, we increased the prisoner monitoring devices in the cellblock area as recently required by the State of Massachusetts Executive Office of Public Safety. However, cameras in the cellblock still need replacement and it is my hopes that these will be upgraded this year. Also, as of this April 99% of the supervisors will have completed the FBI-LEEDA executive training in supervision and management.
- **Community Policing:** Over the last year, the Police Department has concentrated on community policing techniques. These include implementing a Facebook page and Twitter accounts, reorganizing the Department's webpage, re-establishing the Citizens' Police Academy, and hosting community celebrations like National Night Out. It is my hope that these efforts will continue over the next fiscal year.
- **Forensic Training:** This training continues to be a priority of my administration. This year through funding from Homeland Security, two detectives will be trained in examining cell phones for forensic evidence.
- **K-9 Unit:** Through grant funding a police K-9 dog will be added. This dog will be trained in patrol work as well as drugs. This will be a great asset to the detectives when performing their investigations and complement our community policing efforts as well.

DEPARTMENT STRUCTURE:

Over the next several years we will be restructuring the police department supervision to make it more efficient and more responsive to the community needs. This has been a goal of mine since taking over as Chief and one that is obtainable in the near future.

FIRE DEPARTMENT

MISSION STATEMENT:

The Winthrop Fire Department is dedicated to protecting the citizens of Winthrop from both fires and emergency situations, whether they are of natural cause or manmade. The department strives to respond to all emergencies in the most efficient and professional manner.

Winthrop Fire Department remains committed to providing and delivering these services through the continued education and training of both fire department personnel and members of the community, by consistent code enforcement and by maintaining an open, cooperative relationship with all other town departments and members of the community.

DESCRIPTION OF SERVICES:

The Fire Department is under the direction of the Chief of Department who is appointed by the Town Manager. The Department's primary functions are to provide effective and efficient emergency and non-emergency services including, but not limited to, fire suppression, emergency medical services, hazardous material incident response, fire inspection/prevention duties, education, and disaster planning. The department works on a daily basis with the other town departments in responding to incidents as well as implementing projects and policies that have been established by the Town Council and Town Manager. The department is constantly evaluating policies, procedures, and protocols in order to ensure their efficiency. The Chief of Department also serves as the Director of Emergency Management and is designated as the Town's Jurisdictional Point of Contact (JPOC) for the Boston Urban Area Security collaborative (UAS). Additionally the Chief of Department coordinates Homeland Security Projects while researching potential grant opportunities.

HIGHLIGHTS:

- The Department is continuing to work with the City of Revere to open a combined regional 911 center. The center has been awarded over \$2 million to support implementation efforts. The center is expected to open in late fall of 2015.
- The Department responded to 2,983 calls for service.
- Town purchased a new Seagrave Pumper to replace Engine 1, which served the Town as a frontline piece of apparatus since 1999.
- Department received a capital appropriation of \$25,000 to make repairs to the roofs of both stations in addition to improvements to other various building systems.
- Town received a 2015 F250 pickup truck from the Department of Homeland Security. This truck will be deployed by both the Fire Department and Emergency Management Department to support emergency response efforts.

BUDGET ISSUES:

- The FY 2016 budget does not include funding for one vacant firefighter position. This will reduce fire suppression personnel by one full time position. This will negatively impact both the Department's fire suppression capabilities and overtime costs as a result of regularly needing to backfill.
- FY 2016 overtime is being reduced by \$2000 despite deficit spending in this account over the past several years. Under funding overtime combined with FY15 and FY16 cost of living increases and a vacant firefighter position will almost certainly lead to record highs in overtime in FY16.

- The biggest challenge the Department continues to face is the aging buildings. The Town will need to continue to make significant investments in both stations in order to maintain them as operational facilities. Replacement or complete station renovations should be discussed in order to
- Meet 21st century needs and ADA requirements. A Fire House Study Committee will need to be created and organized in FY 2016.

STAFFING:

1 Fire Chief, 5 Captains, 4 Lieutenants, 23 Firefighters, 1 Clerk

MUNICIPAL ENFORCEMENT/PARKING HEARING OFFICE

DESCRIPTION OF SERVICES:

The Office of the Parking Clerk (OPC), also known as the Municipal Hearings and Enforcement Office, is responsible for the collection and adjudication of fines and fees resulting from the issuance of parking tickets as well as non-criminal violations. OPC is also responsible for the development and maintenance of the ticket fine structures and by-laws and ordinance that govern parking and non-criminal ordinances. The OPC holds parking hearings in accordance with MGL Ch. 90 on all written appeals received within the allotted timeframe. Work in conjunction with the Winthrop Police Department on addressing parking issues. Work with Inspectional Services Department and the Harbormaster's Department on addressing non-criminal citations. All non-criminal violations are now heard by the Town of Winthrop.

OPC has received required training to hear non-criminal appeals and has received proper authorization to perform the additional duties of the non-criminal appeals officer.

Parking enforcement is performed by the Police Department. A transfer of \$27,755 is made annually from this account to the Police Department budget. \$16,000 is budgeted for a Hearings Officer for appeals.

BUDGET ISSUES:

- Anticipate an increase in costs for postage and mailing supplies due to increased appeal load in the office.
- Developing a long-term strategy for collections, public awareness, and meeting customer service requests.
- Increasing the Hearings Officer hours from 12 to 16 per week. The purpose of this increase is to accommodate additional duties for the processing and hearings for non-criminal appeals.

STAFFING: 1 Part-Time Parking Hearing & Enforcement Officer (P/T: 16 hours/week)

PUBLIC WORKS



DEPARTMENT OF PUBLIC WORKS

Highway Department

Cemetery

Building Maintenance

DEPARTMENT OF PUBLIC WORKS OVERALL OPERATION

MISSION STATEMENT:

The Winthrop Department of Public Works conducts a variety of services vital to the community. These services include the maintenance of streets, sidewalks, trees, signs, streetlights, sewers, water distribution, storm drains and public grounds. Service also includes the oversight of the curbside trash and recycling contract and general engineering and public safety assistance as needed in coordination with other Town departments. We strive to conduct our work in a cost effective, safe and professional manner. We are committed to achieving high quality, responsive results.

DESCRIPTION OF SERVICES:

The Department of Public Works (DPW) general operational structure consists of activities funded by the general fund and those funded by enterprise accounts. In total the department consists of 36 full time employees. The portion of the department funded with general funds includes the highway, cemetery, and building maintenance divisions. These divisions represent about 50% of the total work force. The enterprise accounts fund both the sewer and water divisions.

The Director of Public Works is responsible for the department's overall operation. On the management level the Operations Manager, Facilities Manager, two Highway Superintendents and a Grounds Superintendent assist him. The Director is responsible for staffing, budgeting, program development, project planning, and compliance with all applicable rules and regulations. The Operations Manager prioritizes and oversees the work, administers the permitting program, conducts and monitors division safety training and assesses equipment and material needs. The Facilities Manager coordinates and oversees the custodial duties, the maintenance schedule of all Town and school owned building equipment, and all special projects that occur within all town owned facilities. The Highway and Grounds superintendents assist with the assignment of work and oversee the daily progress.

BUDGET ISSUES:

- Costs associated with unfunded regulatory changes such as revised diesel emissions standards, storm water reporting requirements (NPDES), Water systems assessments and other government reporting requirements
- Continued escalation of materials such as gravel (30% increase), cast iron structures (15% increase) asphalt (20% increase) and cement (10% increase)
- Continued escalation of oil and gas relates costs, as well as, utility costs
- Increased healthcare, insurance and MWRA assessment charges
- Costs of maintaining an aging fleet

HIGHWAY DEPARTMENT

DESCRIPTION OF SERVICES: The Public Works Director is responsible for the overall management of the Highway Department including, licensing, regulatory reporting, staffing, procurement, and public project oversight. As a result of a reorganization initiative, the Highway Department is responsible for all water, sewer, and drainage functions. Financially the water and sewer departments continue to be separated to allow for management of the associated enterprise accounts. The Operation's Manager and the Highway Superintendents assist the Director with the daily operations of the department. The Operations Manager prioritizes and oversees the work, administers the permitting program, conducts and monitors department safety training and assesses equipment and material needs. The Highway Superintendents assign the work and oversees the daily progress.

Department responsibilities include: Management of curbside trash collection and the recycling contract, operation of public space trash collection and disposal, operation of periodic household Hazardous Waste (HHW) disposal program, beach cleanup and maintenance, sign installation and replacement, traffic controls, traffic lights, street lighting, sidewalk and street repair, snow plowing and removal, and the maintenance of Town vehicles and equipment. Additionally, the department is responsible for the operation of the Town's fueling station and service garage. A portion of the Highway Department staff maintains the Town's public spaces including 10 parks, 8 miscellaneous parcels of land/rights of way, 6 building grounds, 4 school grounds, as well as, the care and management of approximately 2,550 public shade trees.

The overall budget request for the DPW Highway is approximately 5%, or \$90,000 over FY15 primarily due to an annual increase in the trash contract and wage adjustments associated with the union contract. After a vigorous audit of personnel and resources being used throughout the consolidated department, the highway division is also taking on a bigger salary obligation for the rink / fields technician (20%) and two half positions that were once covered entirely by the Sewer Enterprise fund.

CEMETERY DEPARTMENT

DESCRIPTION OF SERVICES:

The Cemetery Department is under the supervision of the Director of Public Works, who is responsible for staffing, procurement, budgeting, and the department's overall operation. Both the Operations Manager and the Cemetery & Grounds Superintendent assist the director with the department's daily organization. The Operation's Manager assesses staffing, equipment, and material needs, in addition to overall progress. The Superintendent is responsible for the daily operations, including balancing the workload, maintaining permanent records, and the response to requests for service. The Department also works closely with family representatives and funeral homes to make burial arrangements and broker the sale of land and graves.

The majority of the department's workload is associated with interments and with their stewardship of over twenty acres of land. This includes the cutting of the lawns, hedge trimming, weeding, tree pruning, and manicuring of the cemetery grounds. Additionally, the Department is responsible for the management and organization of the Town's compost drop off center.

The overall budget request for the Cemetery Division is approximately \$30,000 over FY15 primarily due to contractual pay adjustments and small increases in the supplies & equipment and contract services lines. For the third year in a row, these two expenditure lines were depleted at the end of the second quarter.

All other line items in the Cemetery budget remain level funded from FY15.

PUBLIC FACILITIES DIVISION of DPW

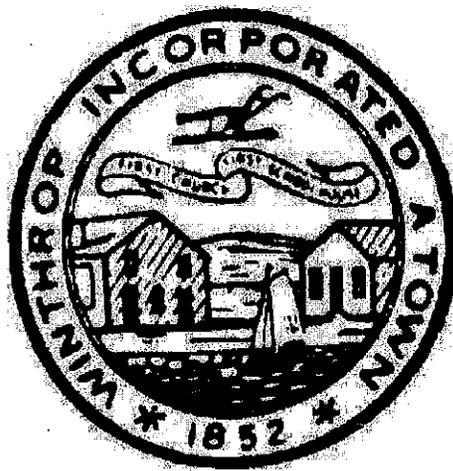
DESCRIPTION OF SERVICES:

The Public Facilities division falls under the direct supervision and budgetary control of the Director of Public Works and is managed daily by the Facilities Manager. This division is responsible for the custodial services and maintenance of the Town Hall, the Police Station, the Library, the Public Facilities Building, the Senior Center, the Ferry Terminal, and the EB Newton Cultural Center, as well as, all school buildings. The staff consists of the Facilities Manager, a full time maintenance foreman, a full time building maintenance technician, 2 full time custodians and the full staff (13) of school custodians. The Facilities Manager oversees hired contractors and is also responsible for purchasing of stock and supplies, planning seasonal maintenance, and overseeing work quality.

The overall budget request for the Building Maintenance Division has increased by approximately \$77,000 over FY15. This increase is the result of creating a Maintenance Foreman position mid-year, contractual pay adjustments, and small increases in the supply & equipment, contract services, and utilities expenditure lines.

Please see the Exhibit on Public Facilities for more detail.

ENTERPRISE FUNDS



SEWER DIVISION

WATER DIVISION

HARBORMASTER

RINK

PARKS AND RECREATION

WATER DIVISION

MISSION:

The Water Division of the Winthrop Department of Public Works (DPW) operation is charged with providing safe, high quality water to continuously meet the health and fire protection needs of the Town. It is our obligation to meet or exceed all State and Federal standards, to be responsive to our customers and to operate a professional and financially sound operation.

DESCRIPTION OF SERVICES:

The primary service provided by the water division is that of assuring immediate delivery of safe, high quality water at a reasonable cost and maintaining or improve the existing infrastructure to guarantee a long term reliable and efficient operation. The Town consumes on average about 1 million gallons of water per day, with seasonal daily peaks around 2.5 million gallons. The system has been analyzed to be able to provide up to 8 million gallons per day, with the pipe network being the limiting factors in most neighborhoods.

The division employees 7 full time staff, including an operations manager, a billing clerk, a working foreman, a general foreman, three technicians, and a billing clerk. In addition to this core group, 1/3rd of an employee for the positions of DPW director and mechanic foreman and an administrative clerk allotted to this division. Three of the staff are licensed with the State and undergo annual training programs that facilitate the operation of water system and assure compliance with regulations. The system operates as 100% wholesale purchaser of water from the MWRA and provides emergency services 24 hours per day, 365 days per year.

The responsibility of the DPW operations lies with the Director. The Director is in charge of staffing, budgeting, program development, project planning, and compliance with all applicable rules and regulations. The Operation Manager prioritizes and oversees the work, administers the permitting program, conducts and monitors division safety training and assesses equipment and material needs.

The division maintains and reads 4,680 meters, four times a year, operates and services about 630 fire hydrants, 46 miles of water mains, a million gallon standpipe and a pressure regulation valve (PRV) station. The division maintains the records for each of the accounts and responds to turn-offs /turn-ons, final reads, all sampling and reporting, valve exercising and main flushing, address updates, and account status, as well as, the cross-connection control program.

The overall budget request for the Water Enterprise fund is approximately 3% or \$85,000 over FY15 primarily due to contractual pay increases and an anticipated increase in the MWRA water assessment which accounts for approximately 50% of the total budget.

SEWER DIVISION

MISSION:

The Sewer Division of the Winthrop Department of Public Works (DPW) operation is charged with providing safe collection and discharge of sanitary and storm water flows to continuously meet the needs of the Town. It is our obligation to meet or exceed all State and Federal standards, to be responsive to our customers and to operate a professional and financially sound operation.

DESCRIPTION OF SERVICES:

The primary service provided by the sewer division is that of maintaining a collection system for sanitary and storm drains at a reasonable cost and to assure a reliable and efficient level of service. In Winthrop, the system collects flow from throughout the Town, pumping approximately 65% of the sanitary sewer volume to the MWRA for treatment at Deer Island. The system operates under permit to the MWRA and has 22 connection points to the "north-metropolitan trunk" line and consists of approximately 36 miles of gravity main. The system has been estimated to have an average daily flow of about 2.3 mgd and an average peak flow of 3.8 mgd. Engineering estimates indicate a daily infiltration (groundwater) of 0.94 mdg and inflow (rainwater) of 0.37 mdg. Collectively these are referred to as system I/I.

Of the 22 connection points to the MWRA operated collection system, 18 are simple gravity driven collection and discharge points. Three moderately sized pump stations and two smaller ejector type stations lift effluent to allow connection to the MWRA system. Flow at the pump stations represents approximately 55% of the daily sewer volume and can accommodate up to 4 mgd.

The division employs 9 full time staff, including two general foreman, a working foreman, three skilled laborers, three drivers / laborers, and a clerk. In addition, to this core group, 1/3rd of an employee for the positions of DPW director, mechanic foreman, and a technician are allotted to this division. All foremen are licensed with the State and undertake annual training programs that facilitate the operation of sewer system and assure compliance with regulations and one skilled laborer is in the process of State licensing. The other foreman operates the collection system; the pump stations and the storm drain system. These systems operate continuously 24 hours per day, 365 days per year.

The responsibility of the DPW operation lies with the Director. The Director is in charge of staffing, budgeting, program development, project planning, and compliance with all applicable rules and regulations. The Operations Manager prioritizes and oversees the work, administers the permitting program, conducts and monitors division safety training and assesses equipment and material needs. The highway superintendent assigns the work and oversees the daily progress. Clerical staff maintains the records for all accounts and system modifications.

The overall budget request for the Sewer Enterprise fund is approximately 2.25% or \$105,000 over FY15. This increase is due to contractual pay adjustments and the annual increase in the MWRA sewer assessment. The MWRA sewer assessment accounts for nearly 70% of the entire sewer enterprise budget.

HARBORMASTER DEPARTMENT

MISSION STATEMENT: By providing marine law enforcement, rescue services, boating assistance, and coordination of the operations of the Winthrop Ferry Service. The mission of the Winthrop Harbormaster is to ensure that all waterways and town owned waterfront facilities are used in a safe, environmentally safe, and lawful manner, and that the Winthrop Ferry Service provides safe and adequate passage for all users.

DESCRIPTION OF SERVICES:

The Harbormaster is appointed by the Town Manager to manage the Landing Town Pier Maritime Center/Ferry Terminal while providing Public Safety on the waters of the Town. The Harbormaster's duties include budget preparation, managing the pump-out contract (CVA), as well as, providing security to the mooring fields. The Harbormaster also attends meetings with Coast Guard, State and Federal Governmental agencies and organizations.

The Deputy Harbormasters assist local and visiting boaters within Winthrop's waterways, while enforcing the boating rules and regulations of both the Town of Winthrop and the Commonwealth of Massachusetts. They also provide security and presence for the Terminal Facility and the Ferry Service.

HIGHLIGHTS:

- Continue Ferry operations
- Expansion of the Marina which includes lobsterman section and fishing docks and increased transient dockage.
- New boat ramp construction by DCR. Repair of perimeter rip rap on the landing.

BUDGET ISSUES

- Continuing development of Operational and Financial Plans with all expansions.
- Developing strategies for short term maintenance and repair, and long-term capital improvements.
- Developing manpower strategies to manage both marine law enforcement and landside facilities. (Marina, launch ramp, commercial pier, and parking)
- Looking for ways to increase revenue to sustain surplus for emergency repairs, if necessary.

STAFFING:

- 1 Harbormaster (Full-time seasonal)
- 1 Assistant Harbormaster (Part-time seasonal)
- 6 Deputy Harbormasters (Part-time Seasonal)
- 3 Reserve Deputy Harbormasters
- 1 PT Clerk

RECREATION DEPARTMENT

MISSION STATEMENT: The mission of the Recreation Department is to provide affordable, self-sustaining programs that offer participants a variety of opportunities for passive and active recreation. Through play, education, and community-wide special events we grow as individuals and as a community.

DESCRIPTION OF SERVICES: The Parks and Recreation Department is responsible for providing activities, classes, events and instruction in a variety of areas to the community of Winthrop. In addition, this department provides summer programs for Winthrop youth as well as an Extended Day program during the school year. The Director oversees an Assistant Recreation Director and an After School Program Coordinator. The Assistant Recreation Director's responsibilities include the administrative tasks related to the programs, events, and scheduling. The After School Program Coordinator is responsible for the extended day program which serves approximately 90 children as well as the Summer Full Day Camp which serves approximately 55-70 children on average.

HIGHLIGHTS:

- New programs to be offered at Larsen Rink this summer
- Parks & Rec Girls Traveling Basketball program (Gr 4-8) replaced CYO basketball
- Working with the park committee to raise money for park upgrades
- New sports camps this summer
- Ongoing CPR offered for ages 15 and up
- Ongoing Flag football league for grades 3-8
- Partnering with Save the Harbor Save the Bay on educational trips for camp program
- After school program shows continued growth despite space issues

BUDGET ISSUES:

- Custodial costs for gym usage and rental fees for non-school gyms since availability of school space is so limited
- Concerns with new space being adequate in size to run & grow our afterschool program and how that will effect revenues
- Cost of coordinating the running of the rink and its' programs this summer
- Park and Field Maintenance cost
- Transportation cost – need additional van due to growth of our after school program
- Additional staff required for afterschool program because of staggered school pickup times, use of 2 different locations, and the need to escort children to and from the bathroom

STAFFING: Fulltime: 1 Director; 1 Assistant Director; 1 Program Coordinator

- The Assistant Director and Program Coordinator positions have not had step raises since the positions were created. Step raises should be initiated to be comparable with like cities and towns.
- **Part-time:** 75 Students for summer help, 6 class instructors, & 10 afterschool program counselors

RINK

MISSION STATEMENT:

To establish a self-sustaining resource for the Town of Winthrop by providing a quality managed ice rink for the beneficial use of the community, school department, hockey leagues, and skating associations.

DESCRIPTION OF SERVICES:

The personnel at Larsen Rink are responsible for providing a well-maintained ice-skating rink in order to maximize the number of customers within a given season and achieve optimal rental use. Scheduling and fee collection are key components to a successful enterprise.

HIGHLIGHTS/CONCERNS:

- The rink made significant capital improvements to the 5H120 main compressor #1 and 100hp main motor #1.
- The rink identified significant structural deficiencies in the steel framing supporting all of the mechanical equipment (known as the "skid"). After performing vibration analysis and engineering consultation these issues were corrected.
- The rink installed a hot water heating system to provide its own water for the zamboni and showers.
- The rink continues to receive leadership from the Town Council's Rink Advisory Committee, as well as administrative support.

BUDGET ISSUES:

- New Zamboni is needed.
- New locker rooms are needed in order to keep the rink as a separate facility from the school and provide all users with adequate space.

STAFFING:

1 Part-time Director; 1 Full-time Rink Personnel; 4 Part-time assistants; 1 Part-time admin support

CULTURE & RECREATION

Public Library & Museum

E.B. Newton Cultural Center (Revolving Fund)

PUBLIC LIBRARY & MUSEUM

MISSION STATEMENT: To provide comprehensive free public library services to all citizens of Winthrop. As an educational institution, the Library supports information literacy, lifelong learning and self-development among citizens of all ages and socioeconomic circumstances. The Library has something for everyone.

DESCRIPTION OF SERVICES: The Library provides a variety of print, media and information services for recreational purposes as well as formal and informal study. These services include lending of materials such as books, audio/e-books, movies, music, and artwork, as well as Internet access and computer services, reference, children's story hours, public meeting rooms, and educational/cultural programs. The Library also preserves and provides access to its historical collections via our in-house Museum.

BUDGET ISSUES: The Library continues to spend some book and programming funds on building repairs. This past year we converted from oil to gas heat, which will deplete our utilities line item prematurely, yet eventually will hopefully prove to be a cost savings measure for utilities in the future. We were fortunate to be able to have ADA complaint doors installed at both entrances. A modest reserve of State Aid funding saved for many years kept us from having to cease collection development efforts; but we also have used this funding for non-collection items. This winter we needed to protect our facility and collection by clearing snow from the Hyde addition flat roof by using funds from the state aid dedicated account for the library. We are also further depleting the State Aid account for a cabling project for our new phone system, which also should prove to save utility funds going forward. Budgetary restrictions have forced the Library to operate at minimally accepted levels of open hours since early 2009. Continued underfunding will threaten eligibility for state certification since our underfunding requires a request for waivers for the last several years; we do not know what the future holds for such waivers and how often they will be granted for us. While we have been among the fortunate municipalities which have received waivers, a negative consequence of requiring a waiver due to less than full compliance with state library budgeting mandates is that it results in a limit to the amount of state aid to public libraries funds we can receive and thus hinders our ability to provide optimum public library resources for our patrons.

HIGHLIGHTS:

- The Library, to be 80% compliant with state requirements must be open 40 hours a week, and we barely exceed that at only 40.5 hours per week averaged over the course of the year. To make 100% compliance we would need to be open a minimum of 50 hours per week. This could be obtained by having Monday hours once again. In order to do this we would have to hire more staff and/or increase some current staff from part-time to full time.
- State aid for our library is only at the 75% level due to minimum compliance with our number of hours open to the public. For FY 15 alone, this means a reduction of \$5474.32 in state aid, the fund that has helped to sustain us in these past lean years. Just this winter we were able to tap into our dedicated state aid fund to pay for removal on snow on the flat roof of the Hyde Wing of the building and thus protected the assets in our building.
- Through our continued membership in NOBLE (North of Boston Library Exchange) we have the benefit of sharing in the acquisitions of our fellow member libraries for the use of our

patrons. As a certified library, we also have the benefit of the reciprocity policies of most of the libraries in the state.

- We have been able to meet our state requirement of spending 15% of the total budget on books, periodicals, DVDs and other materials that circulate. This has also helped us to remain certified and thus eligible for the reciprocal borrowing policies of libraries in our consortium (NOBLE) and throughout the state.
- At present, our museum is sporadically maintained. A few, very dedicated volunteers with museum backgrounds offer assistance, but the museum room should receive consistent attention from paid staff in order to properly catalogue, preserve and maintain its treasured offerings.
- Current minimum staffing at the library results in no depth to the workforce to adequately cover for the inevitable occasional absences of staff. The library staff consistently steps up in these circumstances to provide the best service possible for our patrons, but at times, to the detriment and/or postponement of other duties. The currently vacated (effective January 31st) position of Assistant Director/Reference Librarian has left a void that remaining staff must do their best to fill.

GOALS & OBJECTIVES:

- Earn state certification by exceeding the bare minimum 80% standard for open hours (80% = 40 hours, 90% = 45 hours, 100%= 50 hours) for the first time in over 5 years.
- Assure basic and consistent customer service by investigating ways to eventually fill part-time positions that have been cut over the years. Paging positions are sorely needed. We currently have some of this work done by a volunteer assigned by the Senior Tax Abatement program. A real benefit of hiring part-time paging staff would be to encourage young people, who might fill these part-time, after school positions, to be the productive full time library employees of the future.
- Seek supplemental budget funds to make needed building repairs and improvements, including, handicap access to all meeting rooms and children's areas, security system installation, interior paint and wood restoration, and window replacements or repairs, as well as steps to insure energy conservation.
- Utilize personnel funds to hire a director and assistant director at competitive wages to stabilize the smooth operation of the library.
- Hire staffing to adequately run the museum operation, whether by hiring a part time archivist or by assigning those duties regularly to a reference librarian/assistant library director.
- Restoration of adequate coverage by custodial staff to a full time position. Currently, the library is assigned approximately .25 FTE custodial coverage. In a building utilized by the public for 40 hours per week, much more custodial care is required. Due to the treatments required on the grounds outside the building during the winter months, the inside custodial needs suffer. Another downside of the nature of a shared custodian is that the person assigned must prioritize needs of all buildings within his/her assignment which leads to immediate issues being addressed which can lead to regular cleaning regimens being interrupted continually.

STAFFING: Eleven personnel (6 full-time and 5 part-time for 8.1 full-time equivalent staff): Director, Assistant Director / Reference Librarian, Children's Librarian, Circulation Supervisor, Technical Services / Information Technology Supervisor, General Library Assistant and an

elected Board of Library Trustees. The library also lists a part-time staff consisting of three computer operators, an administrative assistant, and a custodian.

E.B. NEWTON CULTURAL CENTER

MISSION: The E.B. Newton Cultural Center provides a central location in the town to house and cultivate the cultural, historic and artistic aspirations and activities of the community.

GOALS:

- The Cultural Center should establish a non-profit organization for fundraising and program support
- Update the heating system in the building so it is more efficient
- Complete the roof repairs necessary to stop all leaking in the building

HIGHLIGHTS:

- Retained all tenants and maintained full occupancy
- Completed Heritage Room and it is now ready for Public use
- Roof repairs for the right side of the building have been completed with the assistance of grant funding
- Three successful art festivals and a large number of positive art gallery shows have been exhibited along with Drum Circle performance
- Lyceum Room continues to be actively utilized for public meetings and program events
- Girl Scouts has utilized the space on the weekends to hold their troop meetings
- We partnered with the Temple and they have utilized our first floor meeting rooms to hold their religion classes each week

STAFFING: Administrative support from Town Manager's Office; Part-time maintenance from Facilities Department along with the Facilities Manager overseeing the main projects.

Note: Requires separate Town Council motion per MGL Ch. 44, Section 53 ½.

HUMAN SERVICES

Veterans Agent

Council on Aging

VETERAN SERVICES

MISSION STATEMENT:

The Mission of the Town of Winthrop's Veteran Services is to ensure and preserve the rights and maintenance of the services, benefits, and entitlements due to any veteran under the fair and impartial application of the law (Chapter 115) without regard to race, color, creed, sex, age or station in life.

DESCRIPTION OF SERVICES:

The Winthrop Veterans Community consists of over twenty three hundred Veterans from World War II through the current War in Iraq.

The Veteran Services department is mandated by the Commonwealth of Massachusetts to administer Chapter 115 State funds to qualified Veterans who are in need of temporary assistance. Applications for assistance are handled by the Veteran Services office and are investigated and monitored on a weekly and monthly basis.

The Veterans Agent assists veterans in correctly completing V.A. forms, such as pension forms, service-connected disability applications, upgrades, appeals and applications for the State Veterans Homes.

The Veteran Services office maintains all flags for Veteran's graves and oversees the annual Memorial Day, Veterans Day and Flag Day ceremonies. The Veterans Director is responsible for grave markers and the maintenance of the Veterans Graves.

GOALS:

- Ensure effective outreach and communication to local veterans.

STAFFING:

- 1-Veterans Agent

COUNCIL ON AGING

MISSION STATEMENT:

Through activities, programs, and services, the Council on Aging (COA) encourages and promotes independence to our senior community. It is the mission of the COA to enhance the quality of life and promote the dignity of all of our senior citizens that live within the Town of Winthrop.

DESCRIPTION OF SERVICES:

We are a multi-faceted agency addressing many issues concerning the elderly. At the Senior Center, senior citizens can enjoy a wide variety of programs/activities including: art classes, aerobic dance class, Bingo, Yoga for Arthritis, Tai Chi, arts & crafts, movies, line dancing, tap dancing, Senior Lunch Program, health programs, support groups, bowling, Senior Choral group, Zumba Exercise Gold, day and over-night trips, computer classes, Italian/Spanish classes, and many other enjoyable activities.

On a more serious note, our Outreach Coordinator visits homebound elders within the community, assesses their needs, and refers them to necessary agencies for assistance. We provide van transportation to medical appointments, and locally for food shopping, hair appointments, mall shopping, and to and from the Senior Center. The Senior Lunch Program provides a warm meal to approximately 25-45 elders Monday through Friday at the Senior Center, and also, through the Meals on Wheels Program, over 130 people who are homebound in Winthrop receive a warm meal Monday through Friday as well.

HIGHLIGHTS:

FY 15 was financially a better year for the Council on Aging/Senior Center. There were no threats of closure and with a generous donation from Partners Health, we are in a more stable financial position. Coupled with several fundraisers and activities sponsored by the Council on Aging, we finally feel more secure. For the past several years, we have wanted to change the front doors of the Senior Center to make them handicapped accessible, but lack of funding did not allow us to make the change. Because of Partners generosity, we are having new handicapped doors installed. This will make it much easier for those who are in wheelchairs, have walkers or canes to enter our building. Also, new blinds were installed in every window of the Senior Center, the interior of the building is being painted and we are purchasing all new tables and chairs. The donation from Partner's Health has enabled us to bring to fruition, several projects that have been on hold for years. In addition, the Senior Center is on the town's Capital Improvement Plan to have new heating/cooling units replaced.

Another major accomplishment was the addition of a Program/Activities Coordinator at the Senior Center. Because the town is now funding most of our Outreach Coordinator's salary, which was grant funded for over ten years, this freed up funding to hire a Program/Activities Coordinator which we were in desperate need of. Many Councils on Aging already have this position established which helps with the scheduling of activities, programs and working with COA volunteers. Because we have experienced growth at the Senior Center and with the addition of the "baby boomers", this new position will enable us to add additional programs for all to enjoy whether their 60, 70, 80, or 90.

Twenty years ago, Senior Centers were places where the 70-80 year old citizens gathered to play bingo, line dance, or play card games. Although we still offer those activities, the dynamics have changed drastically. The world's population has exploded in the last 50 years with unprecedented growth that will catapult our numbers over the 7 billion mark. But birthrates aren't up, longevity is. With life expectancy rising, a global aging trend-accompanied by social, economic and political consequences – it is here to stay. Average life expectancy for a human being born today is 67.6 years. In 1950 it was 46.6 years: in 2050 it will be 75.5 years. People 60+ will outnumber those under 15 for the first time in 2045. The number of people 100+ will increase 900% between now and 2050, from 455,000 to 4.1 million. Among those 60+, the fastest growing population is the “oldest old” – that is, those age 80 and older. That group is growing 4% annually.

As mentioned previously, years ago, Senior Centers/Councils on Aging were all about bingo and line dancing, however, the dynamics have changed drastically. We are now dealing with the more serious sides of life with issues concerning: housing, health and medications, mental health-depression, anxiety, panic disorder, bi-polar, hoarding etc., drug abuse, elder abuse, financial abuse and exploitation, seniors who have no family members or friends and face their issues alone, transportation problems, food problems due to lack of funds and those facing homelessness. New hoarding situations are being brought to our attention each week, and our Outreach Coordinator is always collaborating with the Fire Department, Police Department and the Board of Health to help rectify these problems.

This past winter, has been the worst winter for our senior citizens. We cancelled many programs at the Senior Center as seniors could not get out of their homes due to the massive amounts of snow that piled up. Through our outreach efforts though, we were able to help many with delivery of food, helping with snow removal, getting them to doctor's appointments, and emotional support. We hope that we never see another winter like this as it has been devastating for everyone, especially our older citizens.

STAFFING:

1 Full-time Director, 1 part-time Staff Assistant (16 hrs.), 1 part-time Staff Assistant (24 hrs.) paid through appropriated funds, 1 Outreach Coordinator – (35 hrs.) 25 hours through town funding and 10 hours paid by HUD funding through an MOU with the developers of the Dalrymple School Project, 2 part-time Van Drivers (12-25 hrs./wk. who are paid with funds raised for the Revolving Account.) 1 Activity/Program Coordinator (15 hrs./wk.)

Anticipated Staffing: 1 part-time Recreational/Activities Coordinator funded through the Mass EOEA Grant

CAPITAL IMPROVEMENT PLAN

Attached is the Town Manager's 5-Year Capital Improvement Plan Recommendation. This Schedule of capital needs includes recommended prioritization. This document is a tool for the Town Council to assist in the capital improvement decision making process.

Town of Winthrop
Capital Improvement Plan - GENERAL FUND
5/1/15

Priority Legend:	4	Urgent
	3	High
	2	Moderate
	1	Low

No.	Dept	Type	Priority	Project	Total Cost	FY16	FY17	FY18	FY19	FY20	Notes
1	DPW	Equipment	4	Salter Truck - Dump truck with insert	150,000	150,000					
2	DPW	Equipment	4	Replace W-3 Utility Truck	40,000	40,000					
3	DPW	Equipment		Mini - Bobcat	35,000	35,000					
4	Fire	Equipment	4	Replacement of Fire protection Gear for firefighters (turnout gear)	100,000	33,000	34,000				
5	Police	Equipment	3	Cruiser/Utility vehicle replacement: Replace one per year	36,000	36,000	36,000	36,000	36,000		
6	Schools	Equipment	3	Special Needs Van (1)	30,000	30,000					
7	Police	Equipment	3	Portable Radios Replacement to include spare radios for reserves.	38,400	38,400					
8	Schools	Bldg Improvements	3	Playground Rubberized surfacing for GFB and Cummings	40,000	40,000					
9	DPW	Equipment	3	10 wheel truck (USED)	50,000	50,000					
10	Schools	Equipment	3	Special Needs Van (2)	30,000	30,000					
11	Library	Infrastructure	3	Carpet replacement in Stack area	8,500	8,500					
12	DPW	Landscape	3	80 New Trees	20,000	20,000	20,000	20,000	20,000		FY15 DPW Op budget
13	Schools	Bldg Improvements	2	Fort Banks HVAC controls software upgrade	25,000	25,000					
14	Fire	Bldg Improvements	4	Repairs to Center and Beach Fire Stations: Replace copper valleys (\$13,000), replace waste pipes and steam pipes (\$12,000)	25,000	2,500					\$29k approp in FY15
15	Police	Bldg Improvements	3	Automatic Changeover system of the AC/Heating System	14,000	14,000					
16	Police	Bldg Improvements	3	Fan Coil Control Valves(13) and Fanned Radiation FR Control Valves (5)	15,000	15,000					
17	EB Newton	Bldg Improvements	2	E.B. Newton North elevation roofing & masonry repairs	110,000	110,000					
18	DPW	Infrastructure	4	Playground Rubberized surfacing for Pond/Pico/Daws	50,000	35,000	35,000	35,000			
19	Townhall	Bldg Improvements	3	Cupola	60,000	60,000					
20	Schools	Textbooks		Cummings GoMath	19,333						
21	Library	Equipment	3	Stainless steel book drop for front exterior	4,500	4,500					
22	Town Clerk	Equipment	4	Town Records Scanning Project	125,000	25,000	25,000	25,000	25,000		
23	Schools	Bldg Improvements	3	Tennis Courts at HS - resurfacing and improvements	60,000	60,000					
24	Schools	Textbooks	4	Gorman Fort Banks - GoMath	16,129	16,129					

No.	Dept.	Type	Priority	Project	Total Cost	FY16	FY17	FY18	FY19	FY20	Notes
25	Schools	Textbooks	4	Gorman Fort Banks - ELA	12,800	12,800					
26	DPW	Infrastructure	3	Sidewalk Replacement Program (Voted 2015)	650,000	57,750	57,750	57,750	57,750	57,750	Funded in Op Budget
	Fire	Equipment	4	Engine Truck Replacement	533,000		83,300	83,300	83,300	83300	Ordered; FY17
	IT	Equipment	2	Fiber Connectivity Ring providing redundant connectivity to schools and town buildings	80,000		80,000				
	DPW	Infrastructure	4	Sidewalk Replacement Program	175,000		70,000	70,000	70,000		
	EB Newton	Bldg Improvements	3	E.B. Newton Heating System/Boiler Replacement	50,000		50,000				
	DPW	Infrastructure		Phase II of Walden Street Lot restoration	40,000		40,000				
	Town Hall	Bldg Improvements	2	Town Hall Installation of backup generator	25,000		25,000				
	EB Newton	Bldg Improvements	2	E.B. Newton Clock Tower Refurbishment	25,000		25,000				
	Library	Bldg Improvements	2	Library Building envelope improvements	25,000		25,000				
	Schools	Field Improvements	2	Fort Banks Soccer field refurbishment	25,000		25,000				
	Library	Bldg Improvements	3	Security Cameras and Building Alarm	9,100		9,100				
	Library	Equipment	3	10 New Computers for the adult space, teen space, and quiet study area.	7,500		7,500				
	EB Newton	Bldg Improvements	2	E.B. Newton Masonry re-pointing & cleaning	200,000			200,000			
	EB Newton	Bldg Improvements	2	E.B. Newton South elevation roofing & masonry repairs	125,000			125,000			
	Police	Equipment	3	Surveillance Equipment: Needed to outfit our current surveillance van.	75,000			75,000			Potential Grant funding
	Library	Bldg Improvements	2	Flat Roof Replacement	70,000			70,000			
	COA	Bldg Improvements	2	Replacement of roof top heating/cooling units for senior center	60,000			60,000			
	IT	Equipment	2	Webcasting tool for recording and searching for meetings, deliberations and motions	36,000			36,000			
	DPW - CEM	Bldg Improvements	2	Roof replacement and overhead door replacement @ Storage building in Middle Section Cemetery	25,000			25,000			
	Animal Control	Equipment		New Truck (secondhand)	12,000			12,000			
	Library	Bldg Improvements	2	Replacement of 150 Windows	97,000				97,000		
	Library	Bldg Improvements	1	Hard Wood Restoration for Circulation and Reference Areas	80,000				80,000		
	DPW	Equipment	2	John Deere Tractor with mower and snowblower	50,000				50,000		
	Library	Infrastructure		Ramp from Town Hall Municipal Lot							
	Police	Bldg Improvements		Air Handler replacement (roof)							

No.	Dept	Type	Priority	Project	Total Cost	FY15	FY17	FY18	FY19	FY20	Notes
	IT	Equipment	2	Staff ID Cards and key cards for access to town facilities							
	IT	Equipment	2	Software licensing and hardware upgrades for town employees workstations							
Totals:					3,589,262	948,579	647,650	955,050	519,050		

Major Projects

Fire	Building	MP	New Central Fire station	10,000,000							
DPW	Infrastructure	MP	Gorman School - Roadway and sidewalk improvements on Kennedy Drive, designated right hand turn, modification of the existing pick-up/drop-off loop to include a designated bus lane and re-circulation lane, expansion of existing parking lot. Cost estimate for construction is \$600 - \$650,000 and \$60,000 for engineering and bidding	710,000							
DPW	Infrastructure	MP	Veteran's Road drainage improvements - Dredging of both drainage basins upstream of the tide gate and converting the open drainage swale that feeds the basins into a fully closed (piped) system. Dredging and construction is estimated at \$2 - 2.5 million and engineering is estimated at \$250,000	2,750,000							
Facilities	Athletics	MP	Miller Field Athletic field improvements	3,500,000							
Facilities	Athletics	MP	Miller Field Feasibility engineering and permitting	100,000							

FY15 Capital Purchases/Commitments

Item	Amount	Source
Engine Truck Replacement		FY17
Cruiser/Utility vehicle replacement	36,000	FY15 Budget
Sidewalk Replacement Program	35,000	FY15 Budget
Replacement of Fire protection Gear for firefighters (turnout gear)	33,000	FY15 Budget
Firearms Replacement	32,000	FY15 Budget
Repairs to Center and Beach Fire Stations	25,000	FY15 Budget
80 New Trees	20,000	Other Sources
ADA Doors	14,000	Other Sources
ADA Compliant Doors	12,000	Other Sources
SUV Truck - Chief's Truck	9,900	Other Sources
Oil to Gas Conversion (New Boiler)	7,000	Other Sources
New Phone System	6,000	Other Sources
Fibe Optic Cable for Auxilary Police area	5,500	Other Sources
Treasurers Cash Draw System	3,000	Other Sources
Flat Screen TV in the Harvey room	2,500	Other Sources
Police Station Window Replacement	37,000	Capital Stabilization
Town Records Scanning project	25,000	Capital Stabilization
One DPW Trucks	40,000	Capital Stabilization
Coughlin park playground equip	42,500	Capital Stabilization
Playground at GFB	10,000	Capital Stabilization
EB Newton Roof Repairs	3,729	Free Cash
Vault Storage Container	3,000	Free Cash
Townhall Bldg Improvements	43,000	Free Cash
EB Newton East Roof Masonry Repairs	15,000	Free Cash
Townhall Emergency Back-up batteries	6,300	Free Cash
Disaster Recovery System (Townhall)	10,500	Free Cash
Voting Booths	3,860	Free Cash
Chromebooks	20,000	Free Cash
Asphalt restoration snow recovery	80,000	Free Cash
DPW Materials and Supplies	20,000	GF - Council Reserve
Parks Repairs	8,000	GF - Council Reserve
Total FY15 Capital:	608,789	

Town of Winthrop Capital Improvement Plan - WATER AND SEWER

Priority Legend:	4	Urgent
	3	High
	2	Moderate
	1	Low

Dept	Type	Priority	Project	Total Cost	FY15	FY16	FY17	FY18	FY19	Notes
DPW- Water Enterprise	Infrastructure	4	Contract 4 - Terrace / Harborview / Cottage / Hillside / Park / Crystal Cove / Section of Faunbar - water main replacement and road restoration. A ten year interest free loan is available through MWRA LPAP (Cottage Hill)	1,400,000		140,000	140,000	140,000	140,000	Funded Project FY15 \$2.8m
DPW- Water Enterprise	Infrastructure	4	Contract 4 - Frances Street, Plummer, Pico, Sunnyside, Woodside Park; Water main replacement. *Project includes relocation of exposed water main from beach *This will be funded through a ten year MWRA zero interest loan	1,400,000		140,000	140,000	140,000	140,000	Funded Project FY15 \$2.8m
DPW - Sewer Enterprise	Infrastructure	4	Sewer repairs as part of Contract 4 Project. This is a 75% Grant Program with pay back schedule over 10 years at zero interest. \$125,000 Obligation for \$500,000 Allowance.	125,000		12,500	12,500	12,500	12,500	
DPW - Water / Sewer Enterprise	Infrastructure	4	Center Area of Bartlett and Woodside - sewer main replacement, water main improvement, drainage improvements and full road and sidewalk restoration **Town resp. for 25% of cost of sewer work over 10 years through MWRA I/I 0% Loan / Grant. Water Main replacement on Williams & Adams (MWRA 0% interest loan)	2,000,000						This project would also require the use of Ch.90 money. These improvements are intended to be part of the Town Manager's Center Re-vitalization Project
DPW Water / Sewer Enterprise	Infrastructure	3	Grovers and Hutchinson Street, Water and sewer replacement. Storm drain improvements on Grovers Ave. (between Crest and Temple)	1,300,000						This project would be funded by MWRA water and sewer loans, as well as, Ch.90 money
DPW - Sewer Enterprise	Infrastructure	3	Lincoln / Beal / Marshall - sewer main replacement and road restoration. **Town resp. for 55% of cost over 5 years through MWRA I/I Loan / Grant	226,000						
DPW- Water Enterprise	Infrastructure	3	Beal St. - water main replacement and road restoration. A ten year interest free loan is available through MWRA LPAP	250,000						
Totals:				5,401,000	0	292,500	292,500	292,500	292,500	

**Town of Winthrop
Capital Improvement Plan - RINK**

Priority Legend:	
4	Urgent
3	High
2	Moderate
1	Low

Dept	Type	Priority	Project	Total Cost	FY16	FY17	FY18	FY19	FY20	Notes
Rink	Equipment	4	Zamboni	80,000			80,000			
Rink	Infrastructure		Heaters installed over the bleachers	20,000		20,000				
Rink	Infrastructure	3	Locker-rooms	200,000					200,000	
Rink	Infrastructure		Hot Water boiler							
Rink	Infrastructure		Scoreboard							
Rink	Infrastructure		Roof							
Totals:				300,000	0	20,000	80,000		0	

**Town of Winthrop
Capital Improvement Plan - HARBOR**

Priority Legend:	4	Urgent
	3	High
	2	Moderate
	1	Low

Dept	Type	Priority	Project	Total Cost	FY15	FY16	FY17	FY18	FY19	Notes
Harbor	Infrastructure	2	Pier rail painting at public landing (500 feet of railing)	16,480			16,480			
Harbor	Infrastructure	2	Marina expansion - west: Construct five finger floats and install four piles	50,000			50,000			
Harbor	Infrastructure	2	Marina expansion - South: Construct floats to increase transient dockage	40,000			40,000			
Harbor	Infrastructure	2	Barge Upgrade	30,000			30,000			
Harbor	Infrastructure	2	Reconstruction of public landing launch ramps	100,000						Underway - 100% FEMA funded
Harbor	Infrastructure	2	Dredging southside and interior of town marina							
Totals:				236,480	0	0	136,480	0	0	

DEBT SERVICES

Debt Services

DEBT SERVICE

MISSION STATEMENT:

Maintain buildings, infrastructures and capital equipment by financing capital assets and improvements over their useful lives.

DESCRIPTION OF SERVICES:

The CFO and Treasurer provide support and estimates for the capital projects. In general the town has taken a conservative approach to borrowing and incurring debt. Capital improvement and the overall infrastructure of the town have suffered. The success of any business or governmental agency is contingent upon a commitment to capital investment. It is essential that the town commit resources or funding mechanisms to support its infrastructure.

The list of bonding projects is attached.

HIGHLIGHTS:

- The State imposes a standard debt limit of 5% of a municipality's total equalized value (MGL, Chapter 44, Section 10). Based on this criteria the Town of Winthrop's debt limit would be approximately \$90 million.
- As of June 30, 2014, our outstanding debt totaled \$10,002,658 (Combination of General Fund and Enterprise Fund).
- During FY15 the Town witnessed its largest debt issuance of approximately \$36 million for the funding of the Middle/High School Project. The blended interest rate for this borrowing is approximately 3.2%. By securing low interest rate borrowing for this project, the Town is saving the taxpayers approximately \$8 million over the life of the debt as compared to initial estimates.
- Bond rating for Town of Winthrop is AA- (S&P)

STAFFING: Treasurer and Finance offices

Town of Winthrop, Massachusetts
Outstanding Long Term Debt
Projected as of June 30, 2015

Aggregate Debt Service

Date	Principal	Interest	Total P+I
06/30/2015	-	-	-
06/30/2016	1,684,036.00	1,903,985.10	3,588,021.10
06/30/2017	2,148,036.00	1,442,070.00	3,590,106.00
06/30/2018	2,120,260.00	1,386,145.00	3,506,405.00
06/30/2019	2,120,260.00	1,330,045.00	3,450,305.00
06/30/2020	2,137,960.00	1,273,895.00	3,411,855.00
06/30/2021	2,202,960.00	1,209,795.00	3,412,755.00
06/30/2022	1,687,960.00	1,143,825.00	2,831,785.00
06/30/2023	1,577,500.00	1,082,675.00	2,660,175.00
06/30/2024	1,567,500.00	1,015,100.00	2,582,600.00
06/30/2025	1,600,000.00	955,350.00	2,555,350.00
06/30/2026	1,335,000.00	881,725.00	2,216,725.00
06/30/2027	1,395,000.00	818,250.00	2,213,250.00
06/30/2028	1,450,000.00	761,925.00	2,211,925.00
06/30/2029	1,495,000.00	717,975.00	2,212,975.00
06/30/2030	1,545,000.00	671,300.00	2,216,300.00
06/30/2031	1,595,000.00	621,781.25	2,216,781.25
06/30/2032	1,645,000.00	570,025.00	2,215,025.00
06/30/2033	1,695,000.00	516,662.51	2,211,662.51
06/30/2034	1,750,000.00	461,693.76	2,211,693.76
06/30/2035	1,810,000.00	402,556.26	2,212,556.26
06/30/2036	1,870,000.00	339,968.76	2,209,968.76
06/30/2037	1,935,000.00	274,487.50	2,209,487.50
06/30/2038	2,005,000.00	206,668.76	2,211,668.76
06/30/2039	2,080,000.00	132,900.00	2,212,900.00
06/30/2040	2,160,000.00	52,687.50	2,212,687.50
Total	\$44,611,472.00	\$20,173,491.40	\$64,784,963.40

Selected Issues	Par Amount Outstanding	Final Maturity Date	FY16 Debt Service Payment
February 15 2008 -Ice Skating Rink (I).....	320,000.00	2/15/2021	62,540.00
February 15 2008 -Cemetery Walls (I).....	150,000.00	2/15/2018	56,250.00
February 15 2008 -Pier (I).....	265,000.00	2/15/2021	50,355.00
February 15 2008 -Seawalls (I).....	30,000.00	2/15/2018	11,250.00
February 26 2009 MWRA Water (O).....	129,200.00	2/15/2019	32,300.00
December 15 2011 (IE).....	2,595,000.00	11/1/2020	470,850.00
June 11 2012 MWRA Water (O).....	1,193,220.00	5/15/2022	170,460.00
June 11 2012 MWRA Sewer (I).....	145,552.00	5/15/2017	72,776.00
February 25 2013 MWRA Water (O).....	600,000.00	2/15/2023	75,000.00
September 9 2013 MWRA Water (O).....	247,500.00	8/15/2023	27,500.00
September 18 2014 (OE).....	24,000,000.00	9/1/2039	1,499,669.10
March 12 2015 -Cur Ref of 3 15 05 - School (IE).....	2,903,000.00	3/15/2025	345,810.71
March 12 2015 -Middle/High School (OE).....	12,033,000.00	3/15/2040	713,260.29
TOTAL.....	44,611,472.00		3,588,021.10

EMPLOYEE BENEFITS

Employee Benefits

Shared Expenses

Retirement

EMPLOYEE BENEFITS

MISSION STATEMENT:

To provide health and other insurance related benefits to all town employees including retirees.

DESCRIPTION OF SERVICES:

The Human Resource Office administers health and dental insurance to town employees through Group Insurance Commission (GIC). Currently, the Town contributes 85% towards health plans. The Town does not presently provide any premium assistance towards dental insurance. The Town Joined the GIC by a unanimous vote by all town unions in September 2007, with an effective date of July 1, 2008. In September 2013, all town unions voted to extend this agreement through June 30, 2020. The adoption of the GIC insurance has resulted in significant premium reduction for employees and substantial savings for the town.

HIGHLIGHTS:

- Health Insurance costs will increase by approximately 7% in FY16; this represents an appropriation increase of \$402,000
- Health Insurance costs continue to be a budget concern due to the increased number of employees joining the GIC benefits plan and increases in health insurance costs
- The FY16 budget includes \$50,000 in funding for Other Post Employee Benefits (OPEB). GASB 45 requires the calculation and recording of OPEB costs as a liability on the financial statements. This is our second year of funding this liability. This funding represents a very small amount relative to the total liability (\$15.7 million)
 - Options relative to a long term strategy for funding this liability should be analyzed during FY16

STAFFING: HR Office with financial support from the Treasurer's Office and Finance Office

SHARED EXPENSES

The shared expenses budget consists of line items that are appropriated for streetlights, heating oil, gasoline, diesel, general insurance and telephone service. All Town departments benefit from the products and services. Departments outside of the general fund (Enterprise funds and revolving accounts) contribute to the funding of these line items, generally referred to as charge backs. The Town Accountant administers these line items throughout the year.

Streetlights

Street Lights – The Town is currently working with Siemens Industries Inc. to undertake a conversion of our municipal streetlights from High Pressure Sodium fixtures to LEDs. This conversion is projected to save the town a significant amount of money in annual utility costs. However, since the most likely funding mechanism to complete this conversion is a tax-exempt municipal lease, we are recommending at this time that the Streetlights line item in Shared Expenses be maintained at its current level, so that the savings in the utility expense can be used to fund the lease payments to the contractor.

Gasoline/Diesel- The gasoline contract is bid annually and the price is generally about twenty cents less than what one would pay at the local gas station.

General Insurance- The Town purchases the majority of its insurance through the Massachusetts Interlocal Insurance Association (MIIA).

Heating Fuel – The supply of heating fuel is purchased through National Grid.

Telephone – We have converted to a Voice of IP phone system and have switched our primary telecommunication provider from Verizon to EarthLink.

RETIREMENT

MISSION STATEMENT: To maximize assets return to ensure that present and future retirees are afforded a stable source of pension and benefit payments.

DESCRIPTION OF SERVICES:

The Winthrop Contributory Retirement Board "WCRB" consists of five board members. Two members are elected from present members and retirees of the retirement system, one member is appointed by the town council, another member is appointed by the retirement board members and the Finance Director/Town Accountant by statute is the ex-officio member. The retirement board oversees the operations of the entire system.

As of December 31, 2014 the WCRB had assets totaling \$54.8 million (Up from \$50.9 million as of December 31, 2013).

The unfunded pension liability as of December 31, 2012 (last PERAC valuation) was \$18.9 million. The retirement system expects to be fully funded by 2028. Presently there are 184 members receiving benefits and 247 members active in the system.

The Pension Reserve Investment Trust (PRIT) is the administrator of all town retirement funds. PRIT is managed by the State Treasurer and appointed board members.

The retirement office employs one administrator, who is responsible for payroll, accounts payable and accounting for investment transactions. The retirement administrator also provides pension and benefits consulting to present and future retirees.

HIGHLIGHTS:

- The Funding Schedule is 12 years ahead of the allowable limit of 2040
- Rate of return for CY2013 was 14.7%
- FY15 Budget includes \$50,000 to fund our Other Post-Employment Benefits (OPEB) Liability. This is the second year that funds will be set aside to fund this growing liability.