

Fiscal Year 2016 Estimated Cherry Sheet Assessments											
Municipality	Mosquito Control	Air Pollution	Metropolitan Area Planning Council	RMV Non Renewal	MBTA	Special Education	School Choice Sending Tuition	Charter School Sending Tuition	FY2016 Total Assessments	FY2015 Total Assessments	Difference
WINTHROP	13,093	4,762	8,961	35,320	387,838	2,560	26,800	215,255	694,589	612,520	82,069

DOR At A Glance Report for Winthrop

Socioeconomic	
2012 Population	17,940
2012 Labor Force	9,782
2012 Unemployment Rate	6.20
2011 DOR Income Per Capita	28,410
2009 Housing Units per Sq Mile	4053.77
2011 Road Miles	40.23
EQV Per Capita (2012 EQV/2012 Population)	100,786
Number of Registered Vehicles (2012)	13,744
2012 Number of Registered Voters	11,458

Bond Ratings	
Moody's Bond Ratings as of December 2014*	Aa3
Standard and Poor's Bond Ratings as of December 2014*	AA-

Fiscal Year 2015 Estimated Cherry Sheet Aid	
Education Aid	6,488,677
General Government	3,875,409
Total Receipts	10,364,086
Total Assessments	612,520
Net State Aid	9,751,566

Fiscal Year 2015 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	1,710,733,157	24,531,913	14.34
Open Space	46,400	665	14.34
Commerical	99,120,643	1,421,390	14.34
Industrial	3,342,300	47,929	14.34
Personal Property	26,455,210	379,368	14.34
Total	1,839,697,710	26,381,265	

Fiscal Year 2015 Proposition 2 1/2 Levy Capacity	
New Growth	179,140
Override	
Debt Exclusion	841,006
Levy Limit	26,399,280
Excess Capacity	18,015
Ceiling	45,992,443
Override Capacity	20,434,169

Other Available Funds		
2015 Free Cash	FY2013 Stabilization Fund	FY2015 Overlay Reserve
2,255,114	528,347	263,430

Fiscal Year 2015 Average Single Family Tax Bill**	
Number of Single Family Parcels	2,295
Assessed Value of Single Family	343,740
Average Single Family Tax Bill	4,929
State Average Family Tax Bill	
Fiscal Year 2012	4,711
Fiscal Year 2013	4,846
Fiscal Year 2014	5,020



TOWN OF WINTHROP

Town Hall, 1 Metcalf Square, Winthrop, MA 02152 Telephone: 617-846- Fax: 617-846-

Richard A. Cifuni
Public Facilities Manager

Steven Calla
Director of Public Works

Project Summary & Cost Analysis

The Public Facilities Department (PFD) currently services eight buildings on the Town side including the Public Works / Inspectional Services building, Senior Center, Public Library, Winthrop Police Department, Ferry Terminal Building, E.B Newton, Old DPW Building (Animal Control & Auxiliary Police) and American Legion Building. In addition, our department provides a wide range of custodial, contracting & maintenance services to the three Public Schools; the Gorman Fort Banks, Cummings School and High School including the Miller Field facility.

The PFD is a sub-department within the Town's Department of Public Works, and provides ongoing attention to the entire town building portfolio. Moreover, as part of a town-wide maintenance effort, the PFD often times offers support to town and school needs, depending upon circumstances.

The estimated total square footage under maintenance of the PFD is:

Town: 112,000 square feet
Schools: 286,000 square feet

The mission of the Public Facilities Department is to provide three services to both Town and School buildings:

1. **General Custodial & Emergency Services:** While the School Department retains the custodial responsibilities of the school facilities, the PDF provides general custodial services at all other town buildings to include the daily / weekly custodial duties required to maintain a clean and sanitary environment for both Town employees and the general public. The PDF provides backup support to the school custodians by responding to emergency service request, include responding to and addressing unforeseen building issues such as leaks, heat issues and emergency snow removal, immediate safety repairs, to name a few.
2. **General Maintenance:** These services include maintaining, repairing and/or replacing common building parts and equipment in all town buildings, including the schools. We have been successful in addressing irregular maintenance issues utilizing our staff without the need for constant use of more expensive outside vendors. We believe this has created a savings for both the Town and School Departments. In addition, our facilities department is able to identify and quickly address maintenance issues that may have

otherwise gone unaddressed due to budgetary & personnel constraints. These general maintenance responsibilities include heating / cooling servicing, elevator maintenance, basic building, office and classroom repairs, electrical, plumbing and other life safety repairs and services.

3. **Capital Improvement Projects:** The PDF is now structured to allow for tremendous progress in utilizing our skilled facilities/DPW staff to identify, plan, budget and execute on Town and School building capital improvement projects. The Public Facilities Manager is also a Licensed Construction Supervisor giving our department the ability to manage town projects to optimize our capable in-house staff whenever possible to keep project expenses to a minimum. The process in which we manage projects allows us to take on and complete more Town improvements and/or increase the scope of work on a particular project that would have otherwise been limited due to the budgetary restraints in paying an outside vendor to manage and/or execute a project. The Town of Winthrop has recognized a significant saving from our ability to manage “in-house” and utilize our skilled personnel on Town projects. Our cost to plan, manage and execute is a fraction of what we would pay outside vendors at prevailing wage rates to perform the same work.

A simple example of utilizing our internal team vs. outside vendors can be recognized by evaluating our most recent in-house Town Project for the Winthrop Police Department (WPD):

Project: The WPD was awarded a grant to receive a highly trained drug detection canine. In order to take receipt of the grant, we needed to provide the dog a safe and comfortable living environment. The solution was to build a deck & cage area to house the dog.

Facilities/DPW Labor (*performed during reg work hours):	\$1,280.00
2 men, 4 days 64, Man Hours	
Project managed in-house	

If contracted to outside vendor:	\$4,800.00
2 men, 4 days, 64 Man Hours at	
prevailing wage rates	
*Plus additional management or	
general contracting fee may apply	

Estimated Savings utilizing our in-house Team:	\$3,520.00
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The following is a summary highlighting some of the capital improvement projects and emergency services the PFD/DPW department has been involved in over the last 18 months creating a tremendous value for the Town of Winthrop. The summary will include an estimated cost savings to the Town for work performed in-house vs. using an outside vendor at prevailing wage rates.

TOWN SIDE – BUILDING & GROUNDS

TOWN HALL – Estimated Savings: \$27,840.00

- 1st Floor – Old M.I.S. office build out – moved out M.I.S. department and built three new offices for the following departments: Human Resources, Retirement & Veterans Agent.

- Nurses Office / Break Room renovation
- Town Managers office renovation
- I.T. Directors office – repairs and paint
- I.T. Main office – repairs and paint
- Elevator – new floor
- Clerks office – repairs, paint offices and install shelving systems
- Assessors Office – repair concrete walls, woodwork and paint
- Records Retention Project – (in progress)
- 1st floor bathroom – repairs & paint
- Run underground wire and install new lighting

DPW / INSPECTIONAL SERVICES– Estimated Savings: \$23,160.00

- Inspectional Services Consolidation – Create new space for ISD including framing, fireproofing, wiring, concrete demolition, insulation, heat/mechanical, drywall, finish work, new drop ceiling, flooring, sprinklers, paint and custom oak shelving system.
- New water room space for DPW – framing, wiring, fireproofing, drywall finish work and paint
- Repair walls and paint ISD & DPW office; install new vertical blinds

PUBLIC LIBRARY – Estimated Savings: \$12,000.00

- Renovate Storage / Records Room
- Renovate Teen Room
- Lower Level wall restoration
- Director's office – wall repairs, floors & paint
- Remove and install new fencing
- Installation of new handicap doors (electrical)

E.B. NEWTON – Estimated Savings: \$4,320.00

- Renovate old storage area and office for new tenant (Playmakers)
- Temporary roof repairs
- Pest control and repairs – demolition, insulation, board and paint

AUX POLICE / ANIMAL CONTROL (old DPW) – Estimated Savings: \$24,025.00

- Build out of New Offices & Dispatch Center for Aux. Police – Demo walls and ceilings, new framing, wiring, insulation, heating units, drywall, ceilings, flooring, doors, trim, painting, custom counters and desks.
- Build out new office & K-9 retention area – frame walls and ceiling, wiring, drywall, doors, finish trim and paint.
- Repair and paint various rotted exterior components
- Construct new kennel / living quarters for drug detection K-9

FERRY BUILDING – Estimated Savings: \$5,500.00

- Install irrigation system
- Design & build brick barrier with integrated planters, nautical chain and solar lighting; this barrier also serves as a visual to promote the proper flow of pedestrian foot traffic.
- Dock repairs including replacement of planks and posts.

- Finish trim, sealing and painting areas left from original contractor

SENIOR CENTER – Estimated Savings: \$1,450.00

- Renovate ladies room – Remove and install all bathroom partitions – paint walls. (floor by outside vendor).
- Repaired wooden dumpster doors

LARSEN RINK – Estimated Savings: \$10,560.00

- Design & build 10' x 24' 2nd story press box with stairs – design, framing, electrical, construct stairs, finish trim and paint.

MILLER FIELD / STADIUM & FIELD HOUSE - Estimated Savings: \$15,120.00

- Stadium – Replace a number of pressure treated planks throughout the stadium that were rotted, rusted and visibly unsafe.
- Repair broken perimeter fence on upper press box
- Repair chain linked fencing running up the bleachers
- Replace ticket booth door
- Repair rotted trim pieces and threshold in bathroom area

EMERGENCY SERVICES (to name a few) – Estimated Savings: \$10,200.00

- Shovel Senior Center Roof (snow)– 2x
- Shovel DPW Roof (snow)
- Shovel Larsen Rink Roof
- EB Newton Flood clean up 2x
- EB Newton Temporary Roof Repair
- Snow moving equipment repairs (*Snow blowers, plows and trucks*)

The total estimated savings in managing and performing TOWN SIDE related capital improvement projects and emergency services through the Facilities/DPW Department is:

\$134,175.00

(One Hundred Thirty Four Thousand One Hundred Seventy Five)

SCHOOL SIDE – BUILDING & GROUNDS

FORT BANKS – Estimated Savings: \$7,100.00

- Multipurpose Room Offices – Frame Steel wall 14' x 32' to create new office area. Install 35 sheets of drywall.
- Install wooden mural in cafeteria
- Manage construction of the main stage office build out (framing, wiring, insulation, sprinklers, drywall, doors, trim and painting. Ordering and delivery of all material.
- Emergency response services from flooding (2x)

CUMMINGS SCHOOL – Estimated Saving: \$6,200.00

- Multi-purpose room office conversion – Manage conversion of multi-purpose room into three classrooms and egress hall. Includes relocation of existing room content, material management, steel framing, fireproofing, insulation, drywall, doors, trim and paint.
- Repair & install granite bench
- Repair roof drain
- Emergency Service from Hermon Street side leaks

HIGH SCHOOL / MIDDLE SCHOOL – Estimated Savings: \$67,840.00

- Life Skills – sound proof & visual barrier between Life Skills & Parks & Rec
- Life Skills – built out new kitchen area – framing, plumbing, insulation, wiring, ceiling repair, drywall, cabinet installation, painting, finish trim and doors.
- Life Skills Bathroom – renovation including handicap accessibility improvements & new I.T. closet area.
- Life Skills / Parks & Rec – rodent control – mesh and concrete
- Life Skills / Shop Area – built out long ship room. Brought over and wired all shop equipment
- Auditorium – replaced and repaired numerous seats. Removed seating rows on the upper level to create storage area.
- Gymnasium – with scissor lift cleaned gym walls, made patched and prepped for paint
- Weight Room – removed all old equipment. Poured new concrete floor and ramp. Installed new door from weight room to girl's locker room.
- Boys & girls locker room – installed all lockers from old High School
- Boys locker room – conversion to Hockey locker room from football including framing, wire mesh, drywall, doors, trim paint. Built stick rack. Installed new rubber flooring in locker room down the hallway.
- Built out three new shower stalls – framing, concrete work, plumbing, vinyl surround, shower partition and misc. finish
- Cardio Room – framed new cardio roof off drama area including framing, wiring drywall, doors, trim and paint.
- Painting – various rooms including locker rooms, coaches room, offices and hall areas
- Hang flat screen TV's and electronics.
- Cafeteria – built out two new classrooms and 3 administrative offices – Steele framing, wiring, venting, insulation, drywall, doors, trim and painting
- Measure, order and install new disposable filters for uni-vents
- Managed asbestos abatement of flooring in four classrooms
- Scrape and paint exterior trim
- Graffiti removal & painting
- Managed / Supervised a majority of the Swing Space projects that required the management of sub contractors. **A monetary value is not included on this report for the management of subcontractors for swing space but a minimum of 10%-15% of the dollars spent would have been a reasonable number.*

The total estimated savings in managing and performing SCHOOL SIDE related capital improvement projects through the Facilities/DPW Department and emergency services is:

\$81,140.00

(Eighty One Thousand One Hundred Forty)

UPCOMING TOWN PROJECTS – SPRING/SUMMER 2015

- Town Hall – Cosmetic restoration of offices and halls.
- Town Hall - Consolidation and Construction of records retention room
- Town Hall – Restore cupola – stage, de-lead and restore
- WPD – Exterior restoration including new windows, scrape and paint trim, front entry and stair repairs
- E.B. Newton – Clear out old restroom area at the basement level creating a records retention area and facilities shop area.
- Cummings School – Repair Hermon Street side façade to prevent future water penetration during a North East storm. A water test will be performed with both the exterior and interior repairs to follow.
- Library – Continued cosmetic renovation (currently underway)

In summary, the Facilities side of the Department of Public works has proven to have made an even greater impact managing the custodial duties and general maintenance for the Town of Winthrop than in years. Additionally, our department has shown tremendous progress in our ability to plan, manage and execute capital improvement projects that would have otherwise been delayed due to personnel or budgetary restraints. In both cases, it is the quality and skill level of our Facilities/DPW team that has allowed us to be so successful in maintaining our building and making improvements throughout the Town.

Sincerely,

Richard A. Cifuni

Richard A. Cifuni
Public Facilities Manager

cc;
Steve Calla
Director of Public Works

*Giusti, Hingston and Company
Certified Public Accountants
36 Jackman Street, Unit 1
Georgetown, MA 01833
Tel: 978-352-7470 Fax: 978-352-8812
Email: GiustillingstonCo@aol.com*

Town Council
1 Metcalf Square
Winthrop, Massachusetts 02152

Prior to the issuance of the Town's most recent general obligation bond (\$14,936,000), the Town's finance team had a "bond rating call" with Standard and Poor's Ratings Services (S&P). Although the Town did not get an upgrade, the S&P agent was impressed and said that the Town has done all the right things. The Town's finances/ reserves have shown marked improvement over the past two years. However, I think S&P would like to see continuity in the Town's current financial practices. I believe that if the Town continues on its current financial path that a bond rating upgrade is possible.

Standard and Poor's considers many metrics when determining the Town's bond rating. Some of the metrics are outside the control of the Town's management (i.e. economy of the town and surrounding areas and unemployment rates both of which were considered "very strong") Other areas are directly controlled by management. S&P considered the Town's budgetary flexibility, budgetary performance, liquidity and institutional framework as "strong".

A key indicator utilized by S&P is the percentage of the Town's general fund assigned and unassigned fund balance as a percentage of general fund expenditures (as identified in the Town's audited financial statements). S&P views the Town's strength based on the following table:

- | | |
|---------------|----------|
| • Adequate | 4% - 8% |
| • Strong | 8% - 12% |
| • Very Strong | 12% -16% |

Three years ago, the Town was on the precipice of a bond rating downgrade (the rating included a "negative outlook"), in large part due to the lack of reserves. The Town implemented a fund balance policy and began to increase its reserves. I included a spreadsheet that details the growth from a low of 2.2% as of June 30, 2011 to the current level of 9.2% as of June 30, 2014.

Over the last year, the Town issued \$36,033,000 of long term debt for the High School/Middle School. If the Town had not implemented policies that increased reserves, it is likely that a bond rating downgrade would have occurred. If the downgrade in bond rating increased the interest rate on the bond by only ¼%, the Town would have incurred approximately \$1,200,000 in additional interest costs.

In addition, the Town "refunded" a 2005 bond issue (similar to refinancing a home mortgage – but considerably more complicated) due to the current environment in interest rates and sound financial planning. The savings attributed to the refunding is approximately \$338,000.

Since both of these components of debt were related to debt exclusion issues, the savings directly reduce (dollar for dollar) the interest costs passed on to the taxpayers.

I had intended to take note of a couple items at the recent Council Meeting, but due to a full agenda I did not get a chance. However, I did not want to let these two important events go unmentioned.

Sincerely,

Richard C. Hingston C.P.A.

Town of Winthrop
 Analysis of Assigne & Unassigned Fund Balance as a percentage of Expenditures
 General Fund

	<u>6/30/2011</u>	<u>6/30/2012</u>	<u>6/30/2013</u>	<u>6/30/2014</u>
Assigned Fund Balance	182,299.00	116,047.00	318,384.00	361,045.00
Unassigned Fund Balance	754,865.00	1,136,689.00	2,746,340.00	3,731,848.00
Total	<u>937,164.00</u>	<u>1,252,736.00</u>	<u>3,064,724.00</u>	<u>4,092,893.00</u>
Genral Fund Expenditures	42,105,022.00	42,766,802.00	42,479,256.00	44,660,878.00
% of fund balance vs expenditures	2.2%	2.9%	7.2%	9.2%

Per Standard and Poor's Rating Agency

Adequate	4% - 8%
Strong	8% - 12%
Very Strong	12% -16%

Memorandum

To: Mr. James McKenna, Town Manager
From: Dr. James Picone, Acting Director of Finance
Date: 4/15/2015
Re: Preliminary Northeast Regional FY 16 Assessment

At the public hearing on Thursday April 9, 2015 the Metropolitan Regional Vocational School Committee voted unanimously for a FY 16 budget increase of 2.29% over last year's bottom line budget. Member community assessments are based on the Minimum Contribution, Transportation, and additional Vocational Supplies and equipment needed to operate quality Vocational Educational Programs.

The preliminary assessments are based on approval of the State Budget submitted by Governor Baker but the final budget may be amended by the House or Senate before final passage. In addition, assessments are subject to certification of the Excess and Deficiency amount by the Department of Revenue. In FY 16, the Excess and Deficiency fund was used to decrease FY 16 assessments by \$500,000.

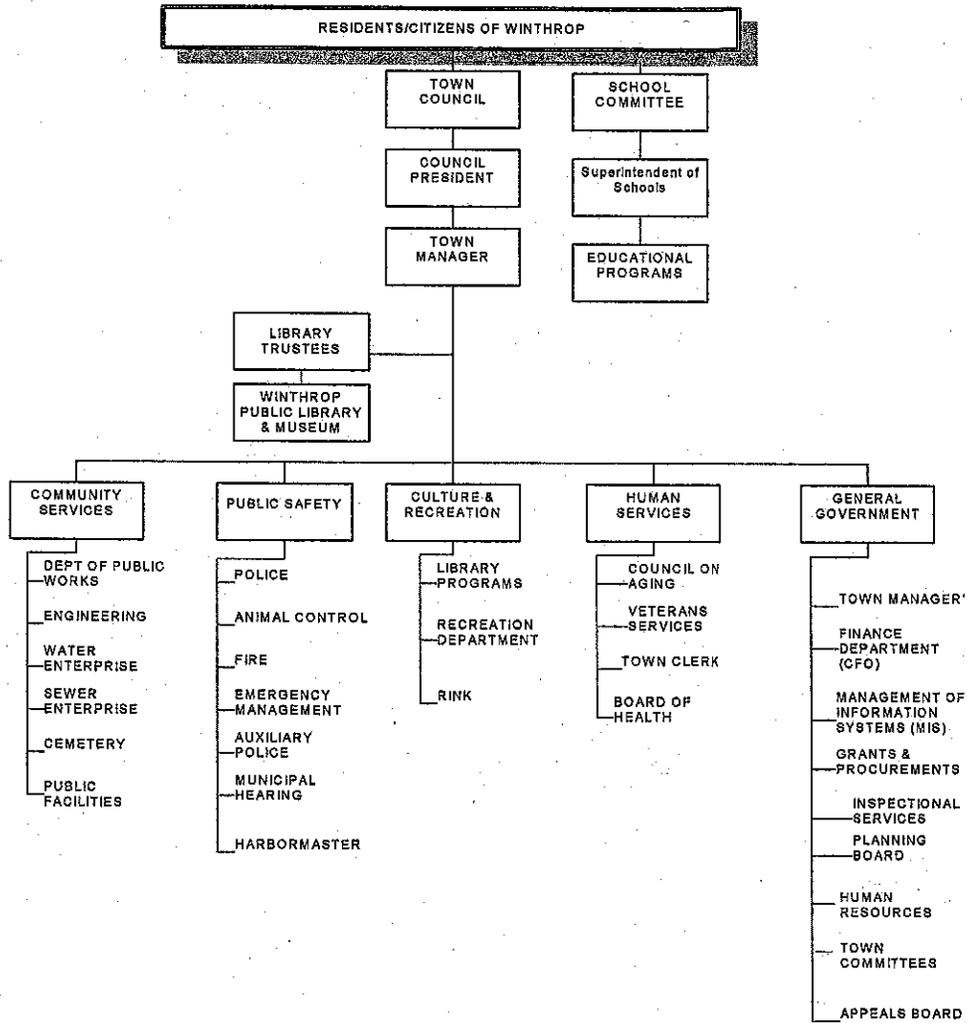
Assessments are generated by the Department of Elementary and Secondary Education usually in February or March. Member communities are assessed on the Northeast October 1 enrollment numbers from sending districts. In addition to fluctuating enrollments, district assessments are based on property wealth and by the income level of residents. Consequently, some communities may see an increase in assessments based on enrollment numbers and demographic changes while other communities may see a decrease in assessments using the same data.

Each of the 12 member communities has a quota for available seats based on the Northeast Admissions Policy. If a member community exceeds the total quota for students applying for admission, those students are placed on a waiting list. When available seats are identified, the waiting list is reviewed to determine who is chosen to fill that slot. As of April 1, 2015, over 250 students are on the waiting list.

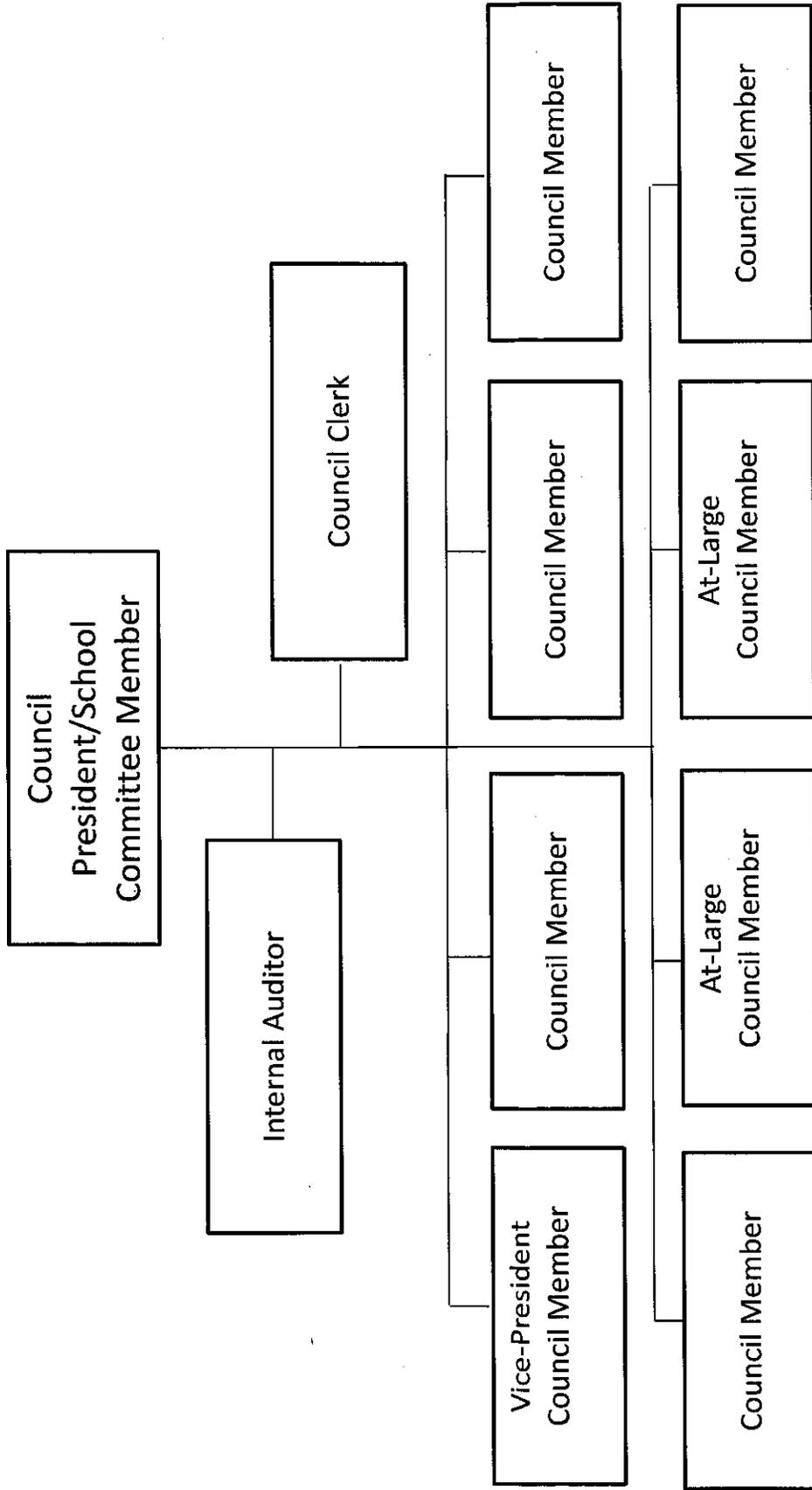
Below is the information needed by Winthrop for inclusion in the FY 16 Town Budget:

District:	Winthrop
FY 16 Assessment:	\$871,411
Enrollment	68

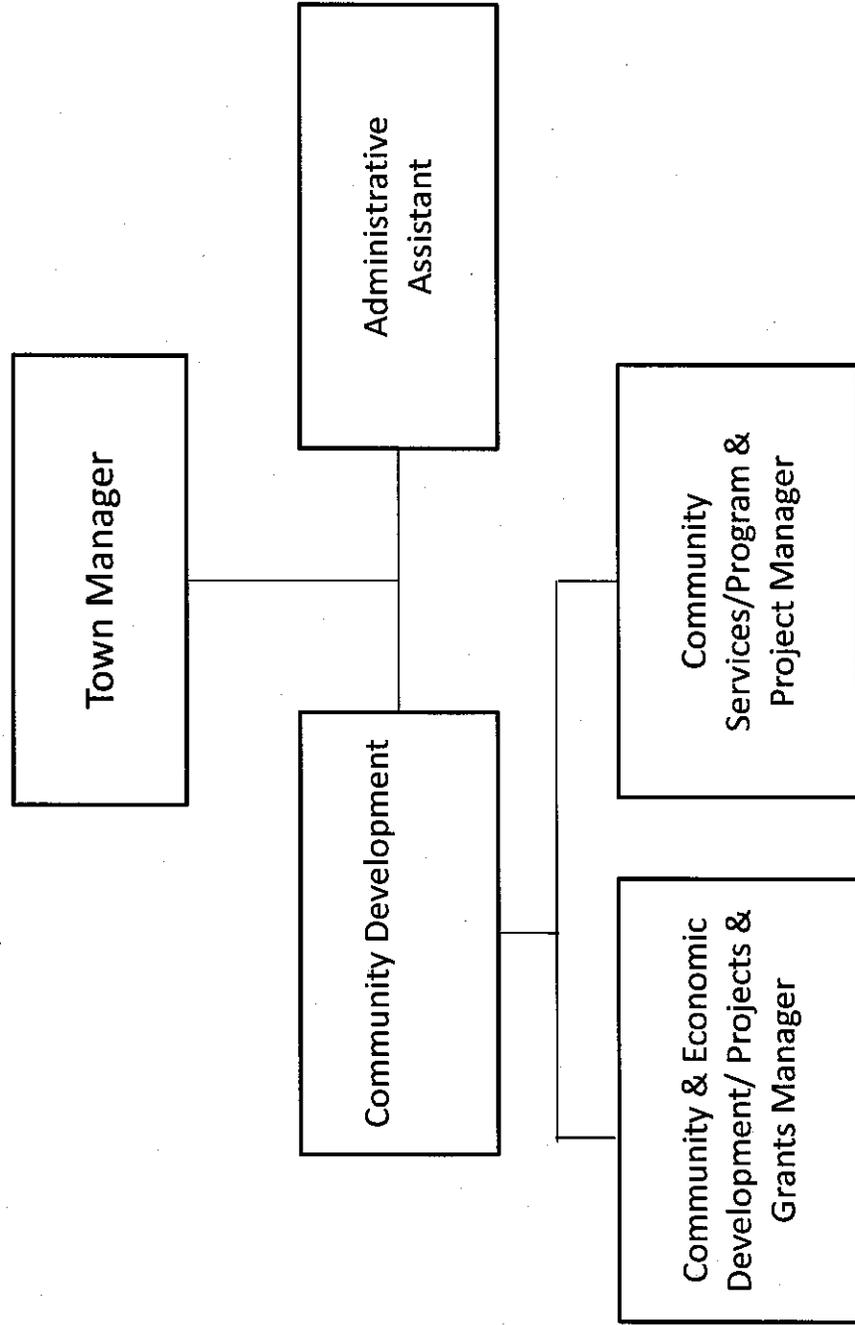
Town of Winthrop Organizational Chart



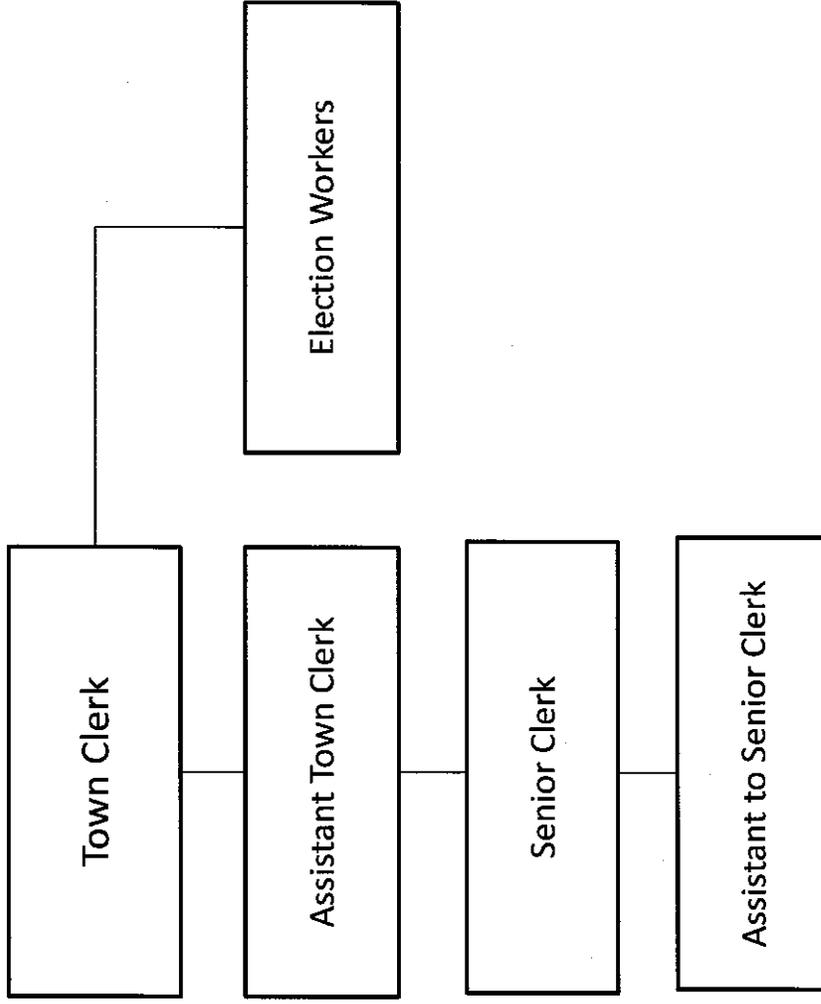
TOWN COUNCIL



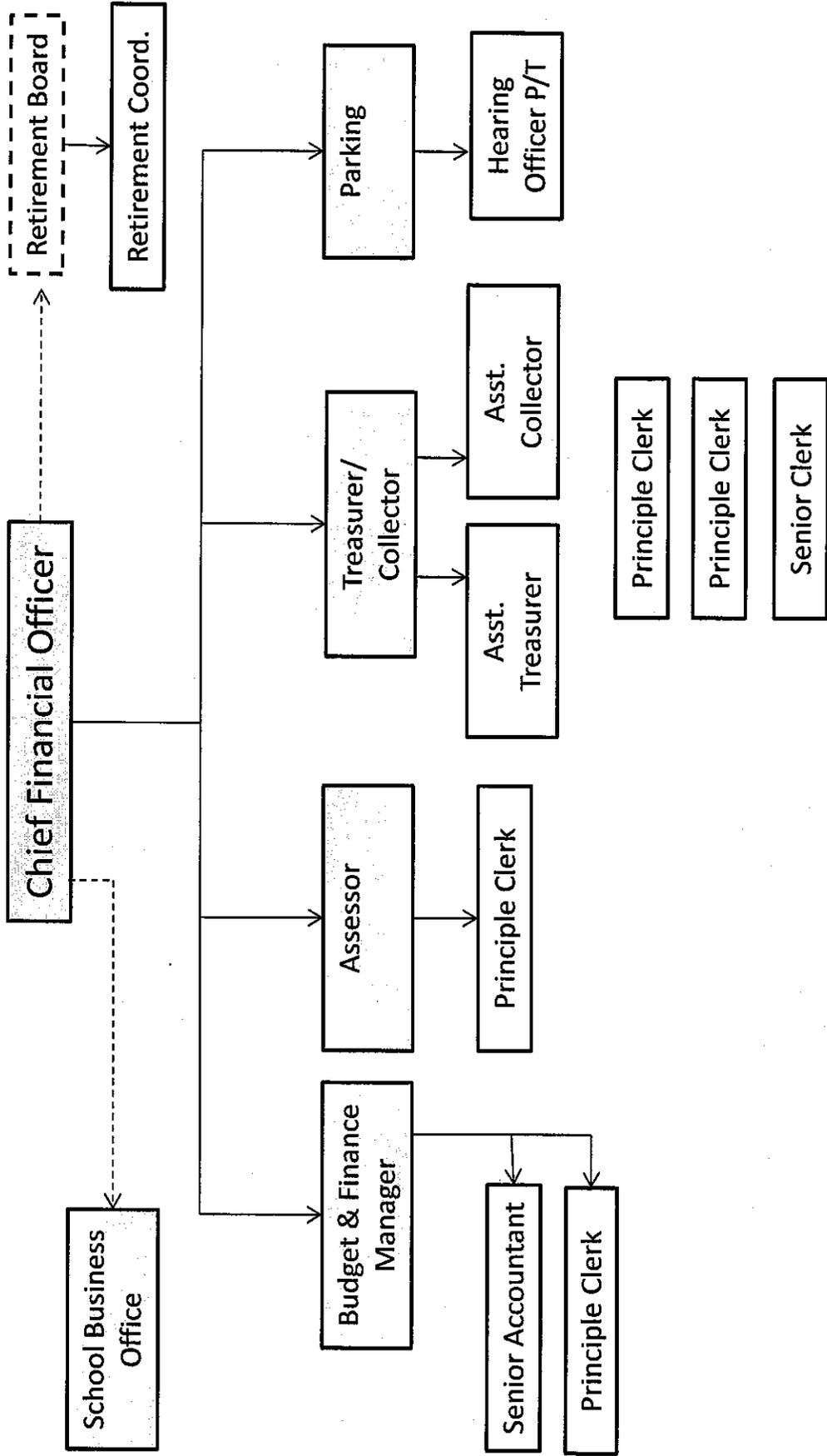
TOWN MANAGER'S DEPARTMENT



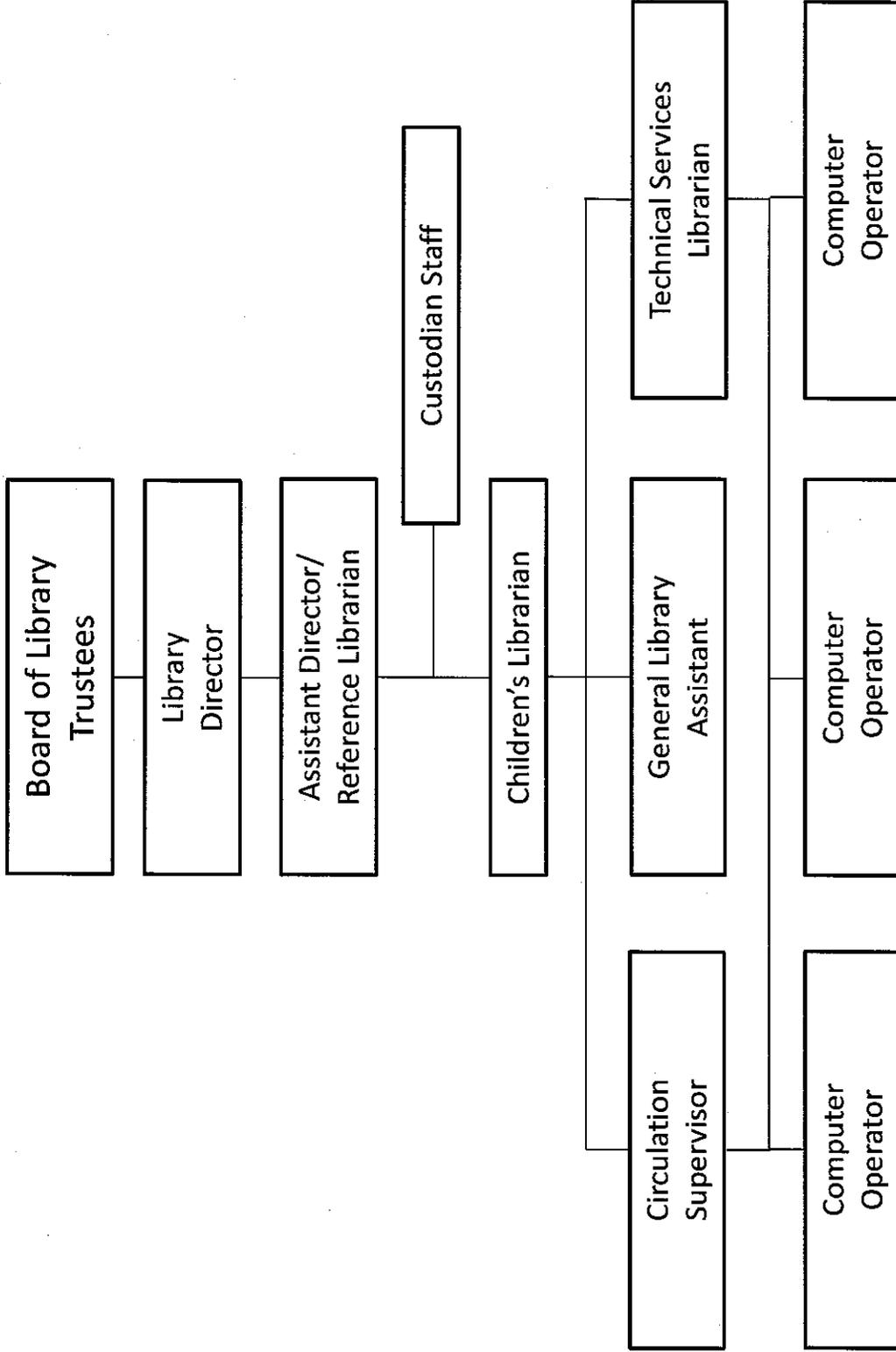
TOWN CLERK



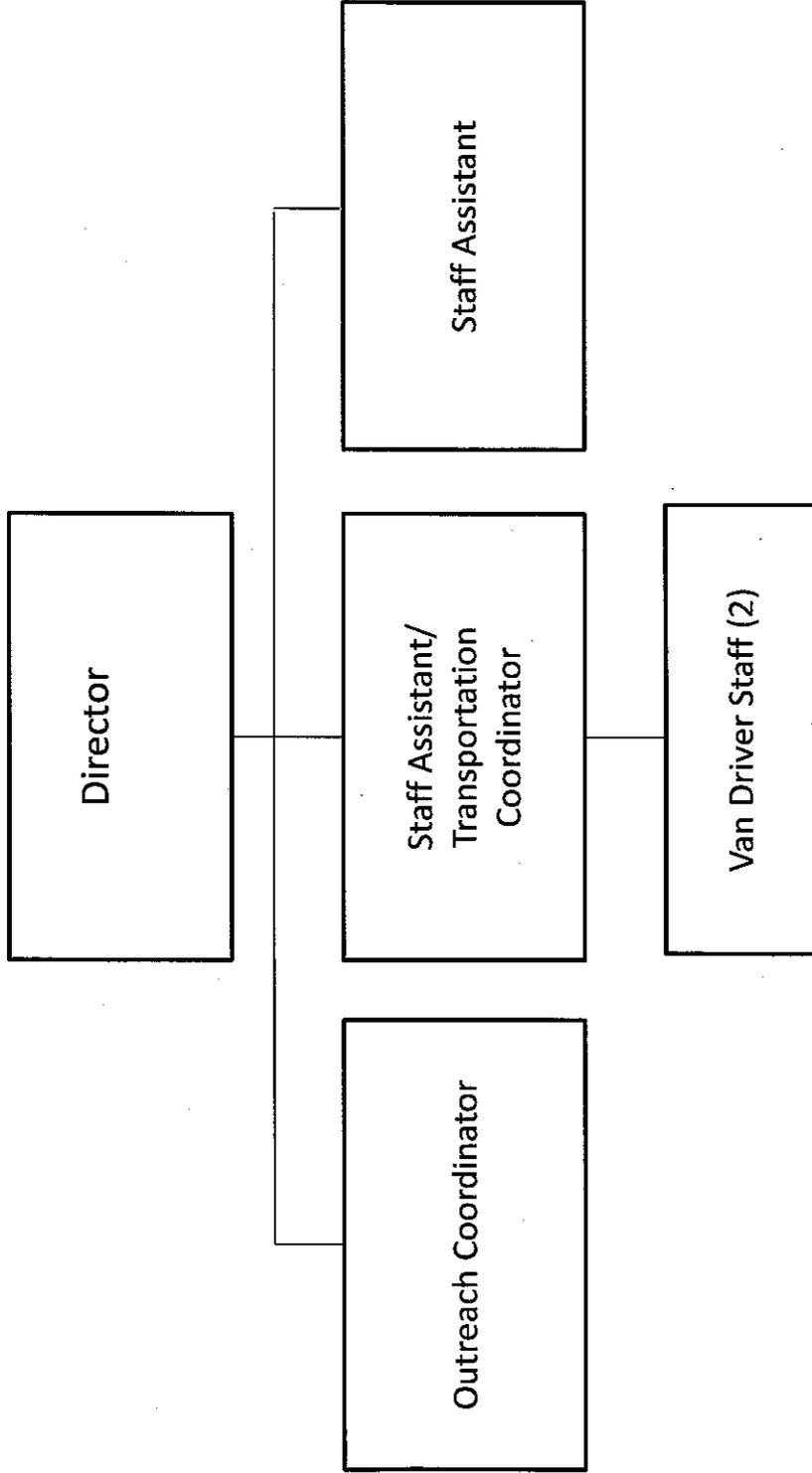
FINANCE OPERATIONS



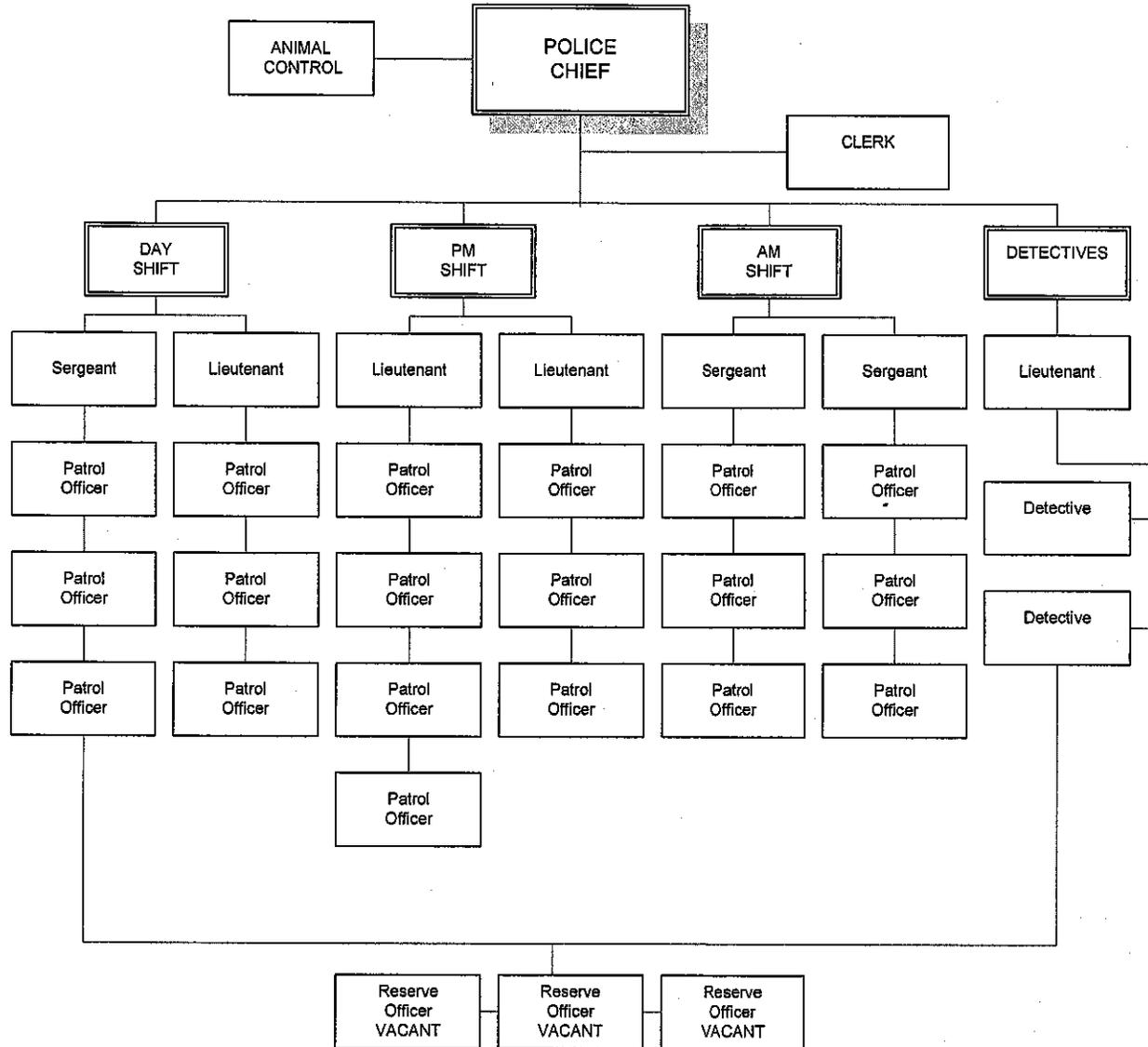
WINTHROP PUBLIC LIBRARY



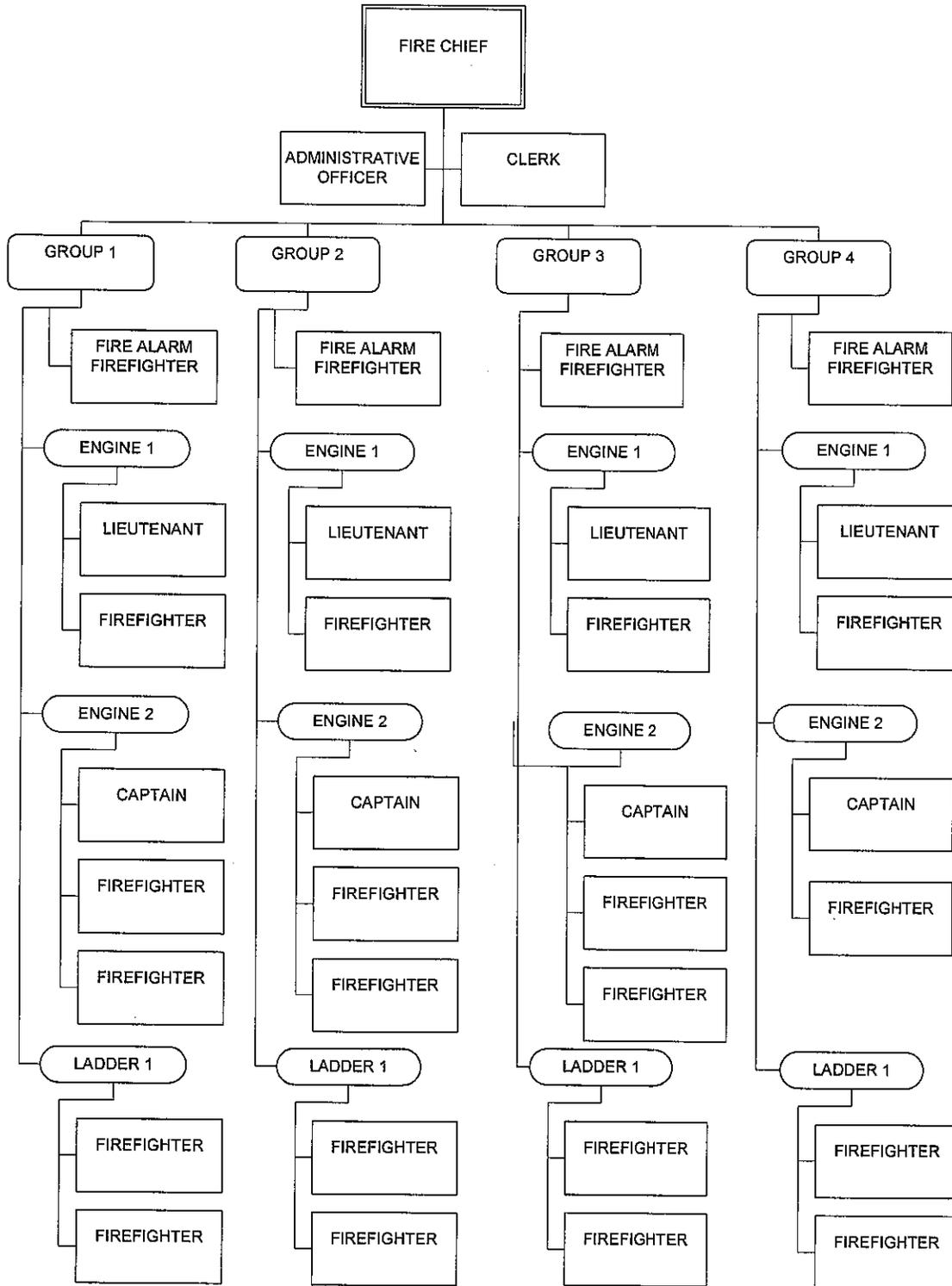
COUNCIL ON AGING DEPARTMENT



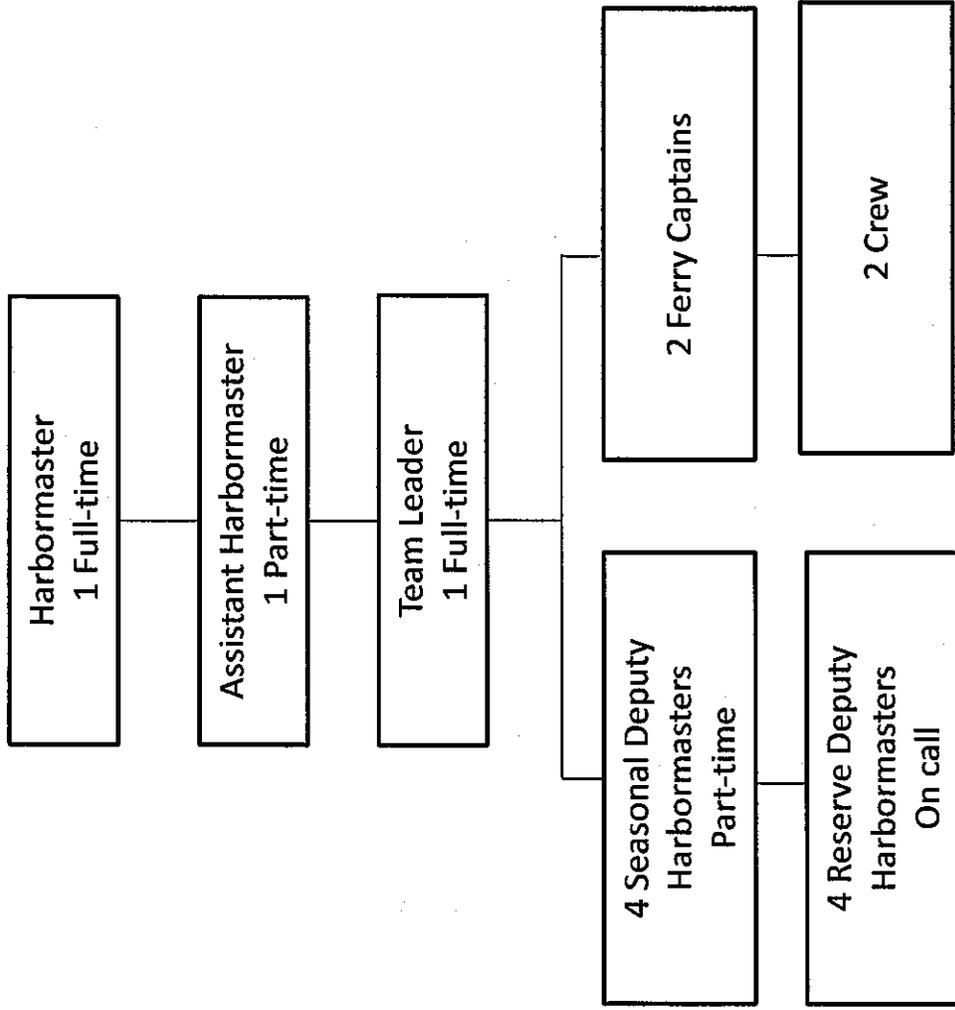
Winthrop Police Department



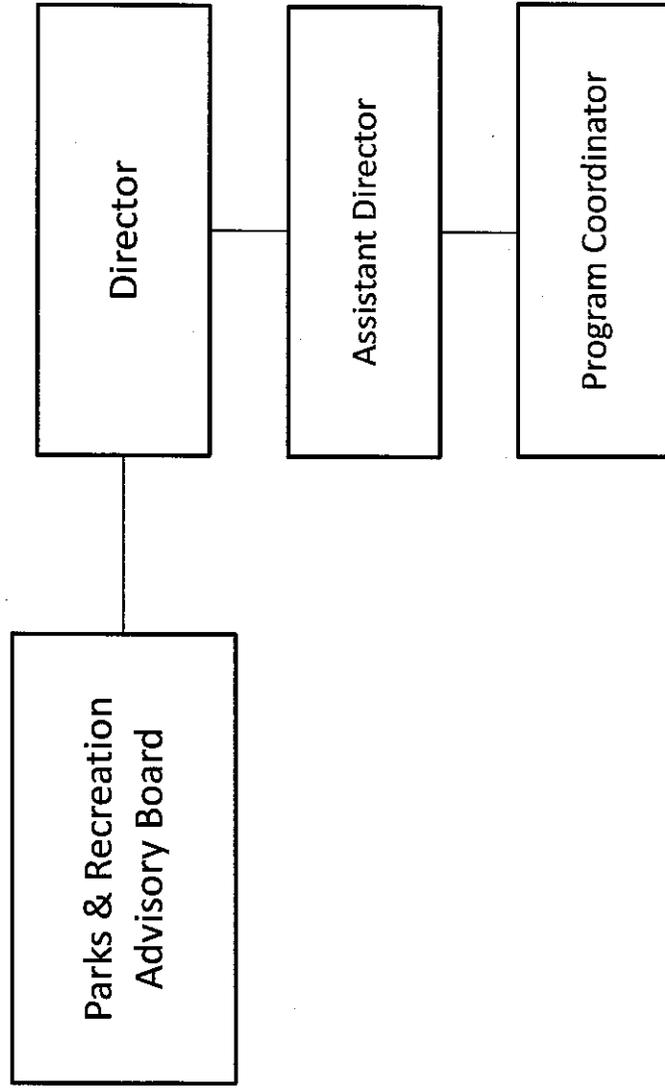
Winthrop Fire Department



HARBORMASTER DEPARTMENT



PARKS & RECREATION DEPARTMENT



FY15 Salary Schedule (General Govt, COA, Harbor, Library, Recreation, Rink)

<u>Dept.</u>	<u>Last Name</u>	<u>First Name</u>	<u>hireDate</u>	<u>Annual Comp</u>
Conservation	ALLEN	MARSHA	10/31/1988	5,500.00
Town Manager	DAIGNEAULT	TANJI	8/13/2007	56,515.16
Town Manager	MCKENNA	JAMES	6/29/2009	133,049.92
Town Manager	RODRIGUEZ	AMY	9/22/2010	54,898.22
Finance	GORDON	TIM	1/2/2013	123,294.60
Finance	HICKEY	KATHLEEN	1/11/2005	42,691.74
Finance	NALEN	DIANE	9/12/1994	73,145.80
Finance	ZALESKI	ELIZABETH	5/1/2013	78,000.00
Assessors	DOUGLAS	CAROL	7/11/1988	42,269.24
Assessors	ROCHE	STEVEN	1/7/2015	79,999.66
Treasurer/Collector	BALIAN	MICHELE	9/5/2006	42,269.24
Treasurer/Collector	BONCORE	MARY JANE	1/2/2001	36,865.40
Treasurer/Collector	DOYLE	ERIC	4/13/2015	41,841.80
Treasurer/Collector	FORD	MONICA	8/13/2007	90,360.05
Treasurer/Collector	RAPPA	KATHLEEN	8/7/2012	61,409.66
Treasurer/Collector	REEVES	JENNIFER	11/10/2014	17,784.00
Human Resources	DICHIARA	STACY	10/30/2013	67,999.88
IT	CLAYTON	PAUL	2/7/2008	40,283.88
IT	LAPENSON	DAVID	3/28/2001	52,443.04
Town Clerk	DEMATO	JOANNE	1/7/2008	49,141.82
Town Clerk	QUIST	DENISE	12/30/2014	46,215.52
Town Clerk	VITALE	CARLA	8/9/2004	73,920.34
Retirement	O'BRIEN	BARBARA	8/29/2005	60,624.98
Grants	DOMELOWICZ	JOSEPH	9/5/2012	74,999.86
COA	DRISCOLL	RITA	9/2/1982	25,032.28
COA	HAMES	RUTH	7/16/1990	15,566.72
COA	WILLIAMS	NANCY	5/6/1985	71,050.46
COA	BRANDENBURG	KENNETH	12/20/2007	7,800.00
COA	FIRICANO	JOHN	6/13/2012	7,410.00
COA	MILLAR	VALARIE	12/16/2014	11,700.00
COA	DIXON	KATHRYN	7/24/2001	40,829.88
Inspectional Services	BARRET	JOHN	8/8/2012	40,800.24
Inspectional Services	FERULLO	JOHN	10/7/2013	23,178.48
Inspectional Services	GENNACO	VINCENT	11/3/2005	15,243.02
Inspectional Services	LEGEE	ALBERT	5/13/2014	74,999.86
Inspectional Services	MATARAZZO	BARBARA	3/13/2003	33,515.56
Inspectional Services	SICURELLA	SHARON	6/11/2014	33,515.56
Inspectional Services	STREETER	KENNETH	6/2/2003	16,137.94
Inspectional Services	VAN BUSKIRK	MARK	4/1/2002	55,122.86
Hearings Officer	DILUIISO	MICHAEL	12/1/2009	9,521.72
Harbor	DECARNEY	DENNIS	7/28/2010	14.00/HR
Harbor	EVANS	CHARLES	5/7/2009	14.00/HR

FY15 Salary Schedule (General Govt, COA, Harbor, Library, Recreation, Rink)

<u>Dept.</u>	<u>Last Name</u>	<u>First Name</u>	<u>hireDate</u>	<u>Annual Comp</u> <u>(Includes Stipends)</u>
Conservation	ALLEN	MARSHA	10/31/1988	5,500
Town Manager	CIFUNI	TANJI	8/13/2007	56,515
Town Manager	MCKENNA	JAMES	6/29/2009	133,050
Town Manager	RODRIGUEZ	AMY	9/22/2010	37,675
Finance	GORDON	TIM	1/2/2013	123,295
Finance	HICKEY	KATHLEEN	1/11/2005	42,692
Finance	NALEN	DIANE	9/12/1994	73,146
Finance	ZALESKI	ELIZABETH	5/1/2013	78,000
Assessors	DOUGLAS	CAROL	7/11/1988	42,269
Assessors	ROCHE	STEVEN	1/7/2015	80,000
Treasurer/Collector	BALIAN	MICHELE	9/5/2006	42,269
Treasurer/Collector	BONCORE	MARY JANE	1/2/2001	36,865
Treasurer/Collector	DOYLE	ERIC	4/13/2015	41,842
Treasurer/Collector	FORD	MONICA	8/13/2007	90,360
Treasurer/Collector	RAPPA	KATHLEEN	8/7/2012	61,410
Treasurer/Collector	REEVES	JENNIFER	11/10/2014	17,784
Human Resources	DICHIARA	STACY	10/30/2013	68,000
IT	CLAYTON	PAUL	2/7/2008	40,284
IT	LAPENSON	DAVID	3/28/2001	52,443
Town Clerk	DEMATO	JOANNE	1/7/2008	54,142
Town Clerk	QUIST	DENISE	12/30/2014	46,216
Town Clerk	VITALE	CARLA	8/9/2004	73,920
Retirement	O'BRIEN	BARBARA	8/29/2005	60,625
Grants	DOMELOWICZ	JOSEPH	9/5/2012	75,000
COA	DRISCOLL	RITA	9/2/1982	25,032
COA	HAMES	RUTH	7/16/1990	15,567
COA	WILLIAMS	NANCY	5/6/1985	71,050
COA	BRANDENBURG	KENNETH	12/20/2007	7,800
COA	FIRICANO	JOHN	6/13/2012	7,410
COA	MILLAR	VALARIE	12/16/2014	11,700
COA	DIXON	KATHRYN	7/24/2001	40,830
Inspectional Services	BARRET	JOHN	8/8/2012	40,800
Inspectional Services	FERULLO	JOHN	10/7/2013	23,178
Inspectional Services	GENNACO	VINCENT	11/3/2005	15,243
Inspectional Services	LEGEE	ALBERT	5/13/2014	75,000
Inspectional Services	MATARAZZO	BARBARA	3/13/2003	33,516
Inspectional Services	SICURELLA	SHARON	6/11/2014	33,516
Inspectional Services	STREETER	KENNETH	6/2/2003	16,138
Insp. Services/AC	VAN BUSKIRK	MARK	4/1/2002	55,123
Hearings Officer	DILUISO	MICHAEL	12/1/2009	11,000
Harbor	DECARNEY	DENNIS	7/28/2010	14.00/HR
Harbor	EVANS	CHARLES	5/7/2009	14.00/HR

<u>Dept.</u>	<u>Last Name</u>	<u>First Name</u>	<u>hireDate</u>	<u>Annual Comp</u> <u>(Includes Stipends)</u>
Harbor	FUCILLO	FRANK	5/6/2009	14.28/HR
Harbor	JANIELIS	KEVIN	9/4/2013	14.28/HR
Harbor	SORRENTINO	MARK	7/28/2010	14.00/HR
Harbor	MONTALTO	JOSEPH	1/1/2001	36,637
Health	HURLEY	MEREDITH	2/19/2014	35,880
Veterans	MAZZUCHELLI	ROSEANN MARI	1/1/2001	35,877
Library	ALLEN	RICHARD	9/10/1990	38,404
Library	CODY	TAMMY	10/22/2003	14,082
Library	CONNOLLY	MARY	1/1/2001	14,864
Library	LANGUIRAND	ARTHUR	8/20/2001	27,743
Library	LESCAY	KIMBERLY	1/1/2001	7,823
Library	NICKERSON	ELLEN	10/16/1970	44,446
Library	ROBBLEE FLAHERTY	JANICE	7/24/2003	11,257
Library	SOLOMON	PETER	12/9/1998	32,046
Library	WALLACE	DIANE	4/15/2015	73,122
Recreation	CAPUTO	JILL	10/29/2001	37,808
Recreation	DELLANNO	DANIEL	8/21/2014	9.00/HR
Recreation	DRISCOLL	SEAN	2/24/1999	71,050
Recreation	FEELEY	MATTHEW	6/25/2014	9.00/HR
Recreation	LANZA	MAURA	4/4/2013	9.00/HR
Recreation	TITEMORE	TONI-ANN	5/1/2004	39,661
Recreation	TSIOTOS	NIKI	4/4/2013	9.00/HR
Recreation	TSIOTOS	POLIXENI	4/4/2013	9.00/HR
Recreation	ALMEIDA	ANDREW	7/23/2013	9.00/HR
Recreation	BRUGMAN	CONNOR	7/15/2008	12.00/HR
Recreation	FRAHER	KATHRYN	1/22/2013	9.00/HR
Recreation	GIOIOSA	ROBERT	8/7/2014	9.00/HR
Recreation	LANZA	DENISE	9/30/2014	12.00/HR
Recreation	MILLER	AMBER	6/27/2007	12.00/HR
Recreation	NOLAN	COURTNEY	6/29/2009	12.00/HR
Recreation	VIGLIOTTA	FRANCESCA	7/10/2014	9.00/HR
Rink	DIMENTO	ROBERT	9/17/2014	37,000
Rink	KENNEDY	STEPHEN	10/4/2006	10.00/HR
Rink	PULEIO	ANTHONY	11/14/2012	16.00/HR
Rink/DPW	WALLACE	MARK	2/5/2013	44,339

Police Department - FY15

Employee	Rank	Step	Annual	Hourly	Holiday Yr	Long.	Quinn	Night	Pers. line
T. Delehanty	Chief	6	\$128,775						\$128,775
Scarpa	Lieutenant	6	\$64,005	\$33	\$3,200	\$1,920	\$13,825	\$5,120	\$71,046
Lessard	Lieutenant	6	\$64,005	\$33	\$3,200	\$1,920	\$17,281	\$5,120	\$71,046
Perrin	Lieutenant	6	\$64,005	\$33	\$3,200	\$1,920	\$16,001	\$0	\$65,925
Deleo	Lieutenant	6	\$64,005	\$33	\$3,200	\$1,920	\$16,001	\$0	\$65,925
Hickey, A.	Sergeant	6	\$55,521	\$28	\$2,776	\$1,666	\$1,500	\$0	\$57,186
Dalrymple	Sergeant	6	\$55,521	\$28	\$2,776	\$1,666	\$15,268	\$5,552	\$62,738
Rogers	Sergeant	6	\$55,521	\$28	\$2,776	\$777	\$15,268	\$5,552	\$61,850
Crisafi	Sergeant	6	\$55,521	\$28	\$2,776	\$666	\$15,268	\$5,552	\$61,739
Hickey, D.	Patrol Off.	6	\$48,899	\$25	\$2,445	\$1,467	\$2,000	\$0	\$50,366
Hagemeister	Patrol Off.	6	\$48,899	\$25	\$2,445	\$685	\$2,000	\$3,912	\$53,495
Delehanty, M.	Patrol Off.	6	\$48,899	\$25	\$2,445	\$685	\$2,000	\$0	\$49,583
Bonavita	Patrol Off.	6	\$48,899	\$25	\$2,445	\$685	\$10,562	\$3,912	\$53,495
Racow	Patrol Off.	6	\$48,899	\$25	\$2,445	\$685	\$5,281	\$3,912	\$53,495
Brown	Patrol Off.	6	\$48,899	\$25	\$2,445	\$587	\$10,758	\$4,890	\$54,375
Romeo	Patrol Off.	6	\$48,899	\$25	\$2,445	\$587	\$12,225	\$0	\$49,485
Oyola	Patrol Off.	6	\$48,899	\$25	\$2,445	\$587	\$10,758	\$4,890	\$54,375
Gamble, W.	Patrol Off.	6	\$48,899	\$25	\$2,445	\$489	\$200	\$4,890	\$54,277
Jaworski	Patrol Off.	6	\$48,899	\$25	\$2,445	\$685	\$10,562	\$3,912	\$53,495
Delehanty, S.	Patrol Off.	6	\$48,899	\$25	\$2,445	\$489	\$300	\$3,912	\$53,299
Perrin, Sean	Patrol Off.	6	\$48,899	\$25	\$2,445	\$489	\$12,225	\$0	\$49,388
Mccarthy	Patrol Off.	6	\$48,899	\$25	\$2,445	\$489	\$0	\$3,912	\$53,299
Freeman	Patrol Off.	6	\$48,899	\$25	\$2,445	\$244	\$0	\$4,890	\$54,033
Galligan	Patrol Off.	6	\$48,899	\$25	\$2,445	\$244	\$5,281	\$3,912	\$53,055
Armitstead	Patrol Off.	6	\$48,899	\$25	\$2,445	\$0	\$9,780	\$0	\$48,899
Eeley	Patrol Off.	6	\$48,899	\$25	\$2,445	\$0	\$2,000	\$0	\$48,899
Carter, R.	Patrol Off.	5	\$47,283	\$24	\$2,364	\$0	\$2,000	\$0	\$47,283
Curran	Patrol Off.	5	\$47,283	\$24	\$2,364	\$0	\$2,000	\$3,638	\$51,966
Hickey, S.	Patrol Off.	5	\$44,216	\$24	\$2,364	\$0	\$2,000	\$4,422	\$48,637
Geragan	Patrol Off.	3	\$45,204	\$23	\$2,260	\$0	\$2,000	\$3,616	\$48,820
DeCarlo	Patrol Off.	3	\$45,204	\$23	\$2,260	\$0	\$2,000	\$3,616	\$48,820
Brokmeijer	Patrol Off.	2	\$41,679	\$23	\$2,234	\$0	\$2,000	\$4,468	\$49,147
DeFreitas	Patrol Off.	2	\$44,679	\$23	\$2,234	\$0	\$2,000	\$0	\$44,679
Reserve	Reserve	1	\$44,679	\$23	\$2,234	\$0	\$2,000	\$3,574	\$48,254
Reserve	Reserve	1	\$44,679	\$23	\$2,234	\$0	\$2,000	\$0	\$44,679
Hall	Clerk		\$41,850	\$23	\$0	\$684	\$0	\$0	\$42,534
Matron	Matron		\$5,000	\$0	\$0	\$0	\$0	\$0	\$5,000
Night Diff. Day								\$8,220	\$8,220
Stipends			\$23,571						\$23,571
TOTAL			\$1,961,163	\$928	\$88,252	\$22,235	\$226,344	\$105,539	\$2,088,936

Fire Department

FY 2016 Salary & Holiday Appropriation Request Summary										
FY 2015 Adjusted Salary	Defib Stipend	FY 2016 2% COLA	FY 2016 Base Salary	Long \$	Night Differential	FY 2016 Total	Annual Holiday			
51,297	500	1,036	52,833	1,585	1,633	56,051	2,803			
51,297	500	1,036	52,833	1,585	1,633	56,051	2,803			
60,530	500	1,221	62,250	311	1,877	64,438	3,222			
51,297	500	1,036	52,833	1,585	1,633	56,051	2,803			
45,747	500	925	47,172	0	1,415	48,587	2,429			
51,297	500	1,036	52,833	1,585	1,633	56,051	2,803			
71,425	500	1,439	73,364	2,201	2,267	77,831	3,892			
127,568		6,889	134,456			134,456				
60,530	500	1,221	62,250	1,868	1,924	66,041	3,302			
51,297	500	1,036	52,833	528	1,601	54,962	2,748			
51,297	500	1,036	52,833	740	1,607	55,180	2,759			
46,789	500	946	48,234	0	1,447	49,682	2,484			
51,297	500	1,036	52,833	264	1,593	54,690	2,735			
51,297	500	1,036	52,833	634	1,604	55,071	2,754			
71,425	500	1,439	73,364	2,201	2,267	77,831	3,892			
49,803	500	1,006	51,309	257	1,547	53,113	2,656			
48,867	500	987	50,354	1,511	1,556	53,421	2,671			
51,297	500	1,036	52,833	528	1,601	54,962	2,748			
51,297	500	1,036	52,833	528	1,601	54,962	2,748			
71,425	500	1,439	73,364	2,201	2,267	77,831	3,892			
51,297	500	1,036	52,833	528	1,601	54,962	2,748			
49,803	500	1,006	51,309	257	1,547	53,113	2,656			
51,297	500	1,036	52,833	1,585	1,633	56,051	2,803			
57,664	500	1,163	59,328	1,780	1,833	62,941	3,147			
51,297	500	1,036	52,833	1,585	1,633	56,051	2,803			
51,297	500	1,036	52,833	528	1,601	54,962	2,748			
45,760	500	925	47,185	0	1,416	48,601	2,430			
46,789	500	946	48,234	0	1,447	49,682	2,484			
71,425	500	1,439	73,364	2,201	2,267	77,831	3,892			
49,803	500	1,006	51,309	257	1,547	53,113	2,656			
51,297	500	1,036	52,833	1,585	1,633	56,051	2,803			
71,425	500	1,439	73,364	1,027	2,232	76,622	3,831			
60,530	500	1,221	62,250	1,868	1,924	66,041	3,302			
45,760	500	925	47,185	0	1,416	48,601	2,430			
43,115		862	43,977	0	1,319	45,296				
1,955,643	16,500	43,980	2,026,123	33,312	57,749	2,117,184	96,872			
ASSIGNMENT STIPENDS										
6,428			6,603			6,603				
3,152			3,200			3,200				
2,046			2,100			2,100				
1,357			1,500			1,500				
1,357			1,500			1,500				
1,335			1,500			1,500				
15,675			16,403			16,403				
1,981,317			2,042,525			2,133,586				
								96,872		

DENNIS BOUDROW	
WILLIAM BROGAN	
STEPHEN CALANDRA	
WILLIAM CARABINE	
ERIC CUSACK	
THOMAS DI BENEDETTO	
CHARLES FLANAGAN	
PAUL FLANAGAN	
DANIEL FLYNN	
JAMES GIOIOSA	
JOHN HAYES	
JOSEPH KAULENAS	
MICHAEL LOPEZ	
DANIEL LOWNEY	
EDWIN MACDONALD	
JEFFREY MANISCALCO	
ALBERT MARLEY	
PAUL MONTGOMERY	
SALVATORE MOSCHITTO	
THOMAS MOSES	
PATRICK O'BRIEN	
MICHAEL O'KEEFE	
JAFFRIE PERROTTI	
JOHN RICH	
MICHAEL RICH	
CHRISTOPHER SAGGESE	
MICHAEL SALSGIVER	
RICHARD STAFF	
RICHARD SWARTZ	
WILLIAM TOOMEY	
WILLIAM VECCHIO	
WILLIAM WILEY	
VINCENT ZAPPULLA	
VACANT FIREFIGHTER	
KELLEY PARKER	
Salary Subtotal	
ASSIGNMENT STIPENDS	
SWARTZ ADMINISTRATIVE OFFICER	
SWARTZ FIRE PREVENTION	
SWARTZ TRAINING OFFICER	
C. FLANAGAN - ASST. TRAIN STIPEND	
MACDONALD - EMS STIPEND	
ZAPPULLA ARSON INVESTIGATOR	
Assignment Stipend Subtotal	
TOTAL	

WAGE AND SALARY WORK SHEET

FY 2016

DEPARTMENT

DPW-HIGHWAY

0142051-511000

	EMPLOYEE NAME	POSITION	ELIGIBLE FY15 GRADE	TOTAL ANNUAL PAY	BI WEEKLY SALARY	ONGEVIT	STIPEND	NCE BONUS & LICENSES	INFO ONLY	TOTAL SALARY
07/01/15 GRAD E									ANTICIPATED STEP RAISE	
A 11F	CALLA, STEVEN	DIRECTOR	A 11F	38,043	1,463	142		200		38,384
	ARMITSTEAD, AARON	STORM STIPEND			231		6,000			6,000
A 6 A	FARREN, SEAN	HWY/SWR SUPERINT.	A 6 B	29,368	1,130	350	6,000	300	587	36,605
A 6 F	WRIGHT, EDWIN	HWY SUP. (Modified)	A 6 G	53,336	2,051	700		600	MAXED	54,636
W 6 7	HODGKINS, ROBERT	GENERAL FOREMAN	W 6 7	26,678	1,026	375		200	MAXED	27,253
W 5 7	WRIGHT, ANTHONY	MECHANIC FOREMAN	W 5 7	15,894	611	217		200	MAXED	16,311
W 5 7 (Partial)	WALLACE, MARK	FIELDS TECH	W 5 7 (Partial)	9,536	367	650			MAXED	10,186
W 5 3	BICKFORD, STEVEN**	HIGHWAY FOREMAN	W 5 4	41,617	1,601			800	1,090	43,507
W 3 7	HAYES, RONALD	MAINTENANCE	W 3 7	43,965	1,691	600		800	MAXED	45,365
W 5 1	VACANT**	Tree & Grass Foreman	W 5 2	40,555	1,560			800	559	41,814
W 2 2	ARMITSTEAD, CRAIG**	MAINTENANCE	W 2 3	36,111	1,389			800	503	37,414
W 2 2	BELLOFATTO (WAS DUTR)	MAINTENANCE	W 2 3	36,111	1,389			800	503	37,414
W 3 1	LEACH, RODNEY**	LABOR / DRIVER	W 3 2	37,002	1,423			800	339	38,141
W 6 7	DEGREGORIO, JAMES	Electrician	W 6 7	53,356	2,052			800	MAXED	54,156
				461,572	16,852	3,033	12,000	7,100	3,581	487,187

WAGE AND SALARY WORK SHEET

FY 2016

DEPARTMENT

DPW-SEWER

90151-511000

07/01/15 5GRAD E	EMPLOYEE NAME	POSITION	ELIGIBLE FY15 GRADE	TOTAL ANNUAL PAY	BI WEEKLY SALARY	LONGEVITY STIPEND	ATTENDANCE BONUS & LICENSES	ANNUAL ANTICIPATED STEP RAISE AMOUNT	TOTAL SALARY	INFO ONLY	
										ANNUAL ANTICIPATED STEP RAISE AMOUNT	
A 11 F	CALLA, STEVEN	DIRECTOR	A 11 G	38,043	1,463	142	200		38,384		
CL1 10	MADDEN, DEBORAH	SR CLERK	CL1 10	39,111	1,504	700			39,811	Re-Class to Sewer (From HWY)	
W 6 7	HODGKINS, ROBERT	GEN. FOREMAN 1/2	W 6 7	26,678	1,026	375	200	MAXED	27,253	Re-Class 1/2 SEWER & 1/2 HWY	
W 5 7	WRIGHT, ANTHONY	MECHANIC FOREMAN 1/3	W 5 7	15,894	611	217	200	MAXED	16,311		
W 2 1	CINELLI, ALFRED**	DRIVER / LABORER	W 2 2	35,496	1,389		600	615	36,711		
A 6 A	FARREN, SEAN	HWY/SWR SUPERINTENDENT	A 6 B	29,368	1,130	350	300	587	30,605	Position created in FY15 (Split between HWY & Sewer)	
W 6 6	VASEL JAKE **	SEWER GENERAL FOREMAN	W 6 7	50,421	1,939	600	800	2,935	54,756		
W 4 7	WEST, MICHAEL	MAINTENANCE	W 4 7	45,111	1,735	750	400	MAXED	46,261		
W 4 7	COOPER, JEROME	Compost Technician	W 4 7	45,111	1,735	600	400	MAXED	46,111		
W 3 7	VOKE, EDRIC	MAINTENANCE	W 3 7	43,965	1,691	650	400	MAXED	45,015		
W 2 7	DEVLIN, JACK	LABORER / DRIVER	W 2 7	42,512	1,635	425	600	MAXED	43,537		
W 3 2	KIRBY, SEAN**	LABORER / DRIVER	W 3 3	37,341	1,436		600	755	38,696	Potential internal candidate for vacant HWY Tree & Grass Foreman	
W 3 2	PEPPE, DAVID**	LABORER / DRIVER 1/2	W 3 3	18,670	718		300	377	19,348	Re-Class 1/2 SEWER & 1/2 WATER	
W 5 1	Vacant	MAINT / PUMPSTATION FOREMAN	W 5 1						3,214	*Filling this position internally by way of re-classification would require \$3,214.18 (Adjusted salary from W 3-2 to W 5-1)	
TOTALS									486,012	5,269	4% Contractual Raises / Sewer General Foreman (Contractual Condition) / 1/2 Salary for Superintendent

Winthrop School Department 2015-2016 Salaries

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>SALARY</u>
ABBOTT	DIANE	33,170.00
ADAMS	JENNIFER	67,136.00
ALLEN	MELODY	75,218.00
AMARAL	DEBORAH	20,741.00
AMERO	BARBARA	67,136.00
ANDERSON	ROBERT	34,736.00
ARDIZZONI	JOHN	46,088.00
ARENA	JENNIFER	49,130.00
ARENA	ELIZABETH	75,218.00
ARONSON	RAYNA	61,286.00
BABINE	MARIANNA	7,560.00
BARKER	CHERYL	68,234.00
BARRETT	WILLIAM	48,399.00
BARRON	TARA	51,451.00
BARRY	PATRICK	61,286.00
BAXTER	ELLEN	26,573.00
BECK	JEFFREY	68,234.00
BECKVOLD	CHRISTOPHER	49,130.00
BELZAIRE	MARC	25,559.31
BENVENUTO	MELISSA	53,703.00
BERRY	KRISTEN	24,693.00
BEUJOY	TARA	51,399.00
BINGHAM	JAIME	24,696.00
BOCIAN	CHRISTINA	53,703.00
BONA	MARY	37,940.00
BONNEAU	JASON	63,769.00
BOYAJAN	PAULINE	61,286.00
BREAU	BRIAN	50,651.00
BUCCINI	JILL	68,234.00
BUONO	JUDITH	38,700.00
BURT	KRISTEN	43,038.00
CADIGAN	JON	67,136.00
CALI	MARY	73,751.00

Winthrop School Department 2015-2016 Salaries

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>SALARY</u>
CALICHMAN	ERIN	51,164.00
CALINDA	KAREN	67,136.00
CAMPBELL	BRYAN	51,451.00
CAPASSO	MICHAEL	79,755.00
CAPONE	JENNIFER	25,682.00
CARSLEY	BERNADETTE	72,516.00
CARVER	ANDREW	26,670.00
CERNARO	YVONNE	26,573.00
CERON	KLEBER	47,252.00
CHATMAN	JOSEPH	41,299.00
CHEN	TSAN-HUI	67,136.00
CINSERULI	ANDREA	26,573.00
CLARK-OTUBU	LAUREN	43,038.00
COLELLA	AMANDA	73,751.00
CONDON(Caffelle)	MEREDITH	53,703.00
CONNELLY MCGHEE	JUDITH	75,218.00
CORTAZAR	JAENINE	53,703.00
COSTONIS	KATHLEEN	73,751.00
CREIGHTON	KRISTIN	51,451.00
CROCKETT	BRYN	67,136.00
CROMBIE	MATT	81,800.00
CROMBIE	ADAM	64,334.00
CROSS	JOHN	30,074.00
CUDDY	PATRICIA	65,860.00
CUMMINGS	DONNA	73,751.00
CURLEY	BRIAN	81,800.00
CURREN	DANIEL	46,088.00
DALEY	BRITTANY	44,997.00
D'AMICO	MARK	73,751.00
D'AMICO	KATHLEEN	79,328.00
DANAKER	THERESA	65,095.00
DAVIS	BRIAN	73,751.00
DEEB	CHRISTINA	25,682.00

Winthrop School Department 2015-2016 Salaries

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>SALARY</u>
DEFELICE	MICHAEL	72,516.00
DEFRONZO	LORRAINE	26,573.00
DELIA	DIANE	20,741.00
DEMARCO	FRANK	61,286.00
DEMAYO	CRYSTAL	43,037.00
DENEHY	JANICE	75,218.00
DIBATTISTA	ANDREA	25,682.00
DIXON	MARK	73,751.00
DONAHUE	COLLEEN	67,884.00
DONNELLY	BRIAN	50,651.00
DONOVAN	SARAH	43,038.00
DONOVAN	ELIZABETH	34,560.00
DORR	JILL	24,693.00
DOYLE	MARGARET	49,569.00
DUNN	SUSANNE	54,723.00
DURKEE	JASON	53,703.00
DYKENS	JENNIFFER	68,234.00
DZIERZAK (TOOMBS)	COURTNEY	67,136.00
ECCLES	SUSAN	64,897.00
EMERTON (FTE 60%)	JANIS M	36,772.00
ENGLISH	JOYCE	72,516.00
ENGLISH	JOHN	39,187.00
ESPOSITO	DARNELLE	53,703.00
ESPOSITO	DEBORAH	20,741.00
ESSENSA	WHITNEY	25,682.00
FAMIGLIETTI	JEAN	36,233.00
FARNSWORTH	CHRISTOPHER	67,136.00
FASOLI	AMY	58,860.00
FEELEY	LISA	25,682.00
FEELEY	NANCY	42,884.00
FERULLO	ROBIN	26,573.00
FICARO	ELEANOR	33,170.00
FINAMORE	DENISE	19,635.00

Winthrop School Department 2015-2016 Salaries

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>SALARY</u>
FINN	MARIE	62,533.00
FITZPATRICK	CARLA	73,751.00
FLANAGAN	MARIA	67,136.00
FLEET-EARL	DEBORAH	72,516.00
FOLEY	DANIELA	68,234.00
FOLEY	ERICA	67,136.00
FORINA	ROSE	72,516.00
FOTIADES	JULIE	79,755.00
FOX	CHRISTA	46,088.00
FUCILLO	CHERYL	27,636.00
FUCILLO	CARISSA	41,952.00
FUCILLO	DEBORAH	20,741.00
GALLAGHER	AMY	20,741.00
GAUCHER	DALE	75,218.00
GENTILE	MARTA	33,170.00
GILLIS	DOREEN	20,741.00
GONCALVES	HOLLY	49,130.00
GOVONI	RUTH	20,741.00
GRAHAM	KIRBY	41,952.00
GRAYSON	CONSTANCE	63,769.00
GRIMES	NORAH	82,983.00
GUARINO	JAMES	35,148.00
GUILFOYLE-LUND	PAMELA	26,573.00
GUZMAN	ALBA	49,130.00
HAMES	PATRICIA	59,684.00
HAYES	STEPHANIE	24,693.00
HAZLETT	JENNIFER	72,516.00
HERITY	RYAN	95,000.00
HILLMAN	ANNA	44,997.00
HINCMAN	DANIELLE	68,234.00
HODGKINS	MARIA	68,234.00
HOLMES	MICHELLE	24,693.00
HOULDEN	MARY	61,286.00

Winthrop School Department 2015-2016 Salaries

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>SALARY</u>
HOUSTLE	KATHERINE	43,038.00
HURLEY	DAWN	24,693.00
INDELICATO	JILLIAN	43,038.00
ITO	BRANDON	58,860.00
JARDON	REGINA	43,038.00
JASPER	KAILEY	48,399.00
JONES	KIMBERLY	53,703.00
JOY	KELLY	43,038.00
KADEY	NICOLE	44,997.00
KEARNEY	EVA	62,533.00
KELLY	PATRICIA	40,216.00
KIRBY	MICHAEL	73,751.00
LANDRIGAN	CHRISTINE	20,741.00
LANGE	CHELSEA	48,399.00
LANZA	DENISE	24,605.00
LEARY	JAMES	39,187.00
LETTERIE	DAWN	63,769.00
LEVASSEUR	JILL	47,252.00
LEVY (KING)	DIANE	76,036.00
LIMINA	AMY	68,234.00
LIVERMOORE	JENNIFER	61,286.00
LONGO	DANIELLE	43,038.00
LOPRESTI	RAYMOND	33,280.00
LUNDY	JAMES	54,686.00
MACDONALD	ROSEMARY	63,769.00
MACERO	JOHN	140,000.00
MADDEN	KATELYN	44,053.00
MARCH	BRENDA	61,286.00
MARTUCCI	ANDREA	23,605.00
MASSA	GINA	7,560.00
MASTRANGELO	ROCK	72,516.00
MATARAZZO	MARYANN	20,741.00
MATARAZZO	RONNY	35,048.00

Winthrop School Department 2015-2016 Salaries

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>SALARY</u>
MATTERA	SARAH	44,997.00
MAURO	KAREN	62,533.00
MCCARTHY	ROSEMARY	62,533.00
MCCUSKER	JOSEPH	49,130.00
MCDOUGALL	JOHN	37,274.00
MCEVOY	ALEXIS	41,299.00
MCGHEE	WILLIAM	24,605.00
MCGRAIL	LAURA	26,670.00
McGRAIL	MARY	26,573.00
MCGUNGLE	MARY	72,516.00
MCMANUS	NATALIE	54,723.00
MCNICOL	NORA	54,723.00
McPHAIL	WARREN	68,234.00
MEROLA	CAROL	62,533.00
MILES	ANNA	20,741.00
MILFORT	JESSE	24,693.00
MONTENEGRO	EDGAR	35,048.00
MONTGOMERY	CELESTE	73,751.00
MOORE	DONNA	27,636.00
MOORE	CONSTANCE	73,751.00
MURPHY	MARYGAIL	70,136.00
NAHABEDIAN	ALYSON	43,103.00
NAVARRO	MICHELLE	26,573.00
NEPTUNE	MARGARET	46,088.00
NICKERSON	MICHAEL	68,234.00
O'CONNELL	JENNIFER	100,205.00
O'HALLORAN	KATHLEEN	39,466.28
O'LEARY	ANDREA	75,218.00
OLEJNIK	ADAM	47,252.00
PALEN	DAVID	41,952.00
PANDRE	MARIA	49,130.00
PAOLINI	CHERYL	27,636.00
PARSONS	JEFFERY	46,088.00

Winthrop School Department 2015-2016 Salaries

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>SALARY</u>
PASSARO	DOMENIC	39,187.00
PATRICK	AMANDA	52,472.00
PEARSON	ILENE	102,316.00
PERROTTA	MARJANNA	44,997.00
PIETAL	STEPHANIE	46,088.00
PINO	MAUREEN	20,741.00
PINO	COURTNEY	41,952.00
POULOS	DEANNA	43,103.00
PREBLE	ANITA	74,484.00
PREBLE	JAY	67,136.00
RACETTE	DOUGLAS	49,130.00
REARDON	DAVID	47,082.00
RECZEK	LORRAINE	6,575.00
RECZEK	LORRAINE	19,998.00
REICHEL	ANGELA	56,969.00
REYNOLDS	KRISTEN	73,751.00
RILEY	JOHN	30,000.00
RIZZO	ANDREW	67,136.00
ROAN	CATHLEEN	26,573.00
ROAN	JAMES	63,769.00
ROBERTIE	KELLY	43,038.00
ROBERTSON	DENISE	49,569.00
ROSENBERG	RICHARD	27,636.00
ROSENSTEIN	SARA	58,860.00
ROWE	FRANK	35,048.00
ROWLEY	ANDREW	53,703.00
ROY	MARIA	62,533.00
RUBIN	JOSHUA	50,144.00
RUOCCO	VINNY	94,612.00
RUPP	JANE	50,144.00
SACCO	JOSEPH	44,200.00
SAIN	GOLDY	25,560.00
LOUIS	MARIA	75,218.00
SALVAGGIO		

Winthrop School Department 2015-2016 Salaries

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>SALARY</u>
SARGEANT	KELLY	49,130.00
SARNELLI	SHARA	49,130.00
SASSO	ALYSSA	35,586.00
SCORZELLA	LAURIE	26,573.00
SENNOTT	LAUREN	27,636.00
SERINO	MATTHEW	49,569.00
SERVIDEO	WAYNE	25,399.00
SHEPARD	MARYANN	61,286.00
SHERWIN	CHARLES	41,952.00
SILVERMAN	LEANNE	67,136.00
SIMPSON	LEEANN	20,741.00
SINCLAIR	KRISTEN	44,997.00
SINGARELLA	JOAN	26,573.00
SISCAMANIS	ELLEN	72,516.00
SKANE (FTE 40%)	GEORGE	29,006.00
SOARES	PAUL	35,048.00
SOUTO	JOYCE	67,136.00
SPENCER	JENNIFER	67,136.00
SPINALE	ROSANNE	38,700.00
SPIRITI-ADDONIZIO	ANNA MARIA	70,805.00
ST.JEAN	MICHELE	33,170.00
SULLIVAN	ANDREA	72,516.00
SULLIVAN	ANN	68,234.00
SULLIVAN	MAURA	72,516.00
SULLIVAN	ADAM	50,651.00
SUMMA	CHRISTINE	38,700.00
TAUDEL	ANNAMARIA	72,516.00
TAYMORE-DUNN	SAMANTHA	53,703.00
THAXTON	JANET	77,781.00
TILLINGHAST	DANIEL	41,952.00
TORO	ANGEL	35,048.00
TOULOUSE	DANIEL	67,136.00
TURNER	ALISA	67,136.00

Winthrop School Department 2015-2016 Salaries

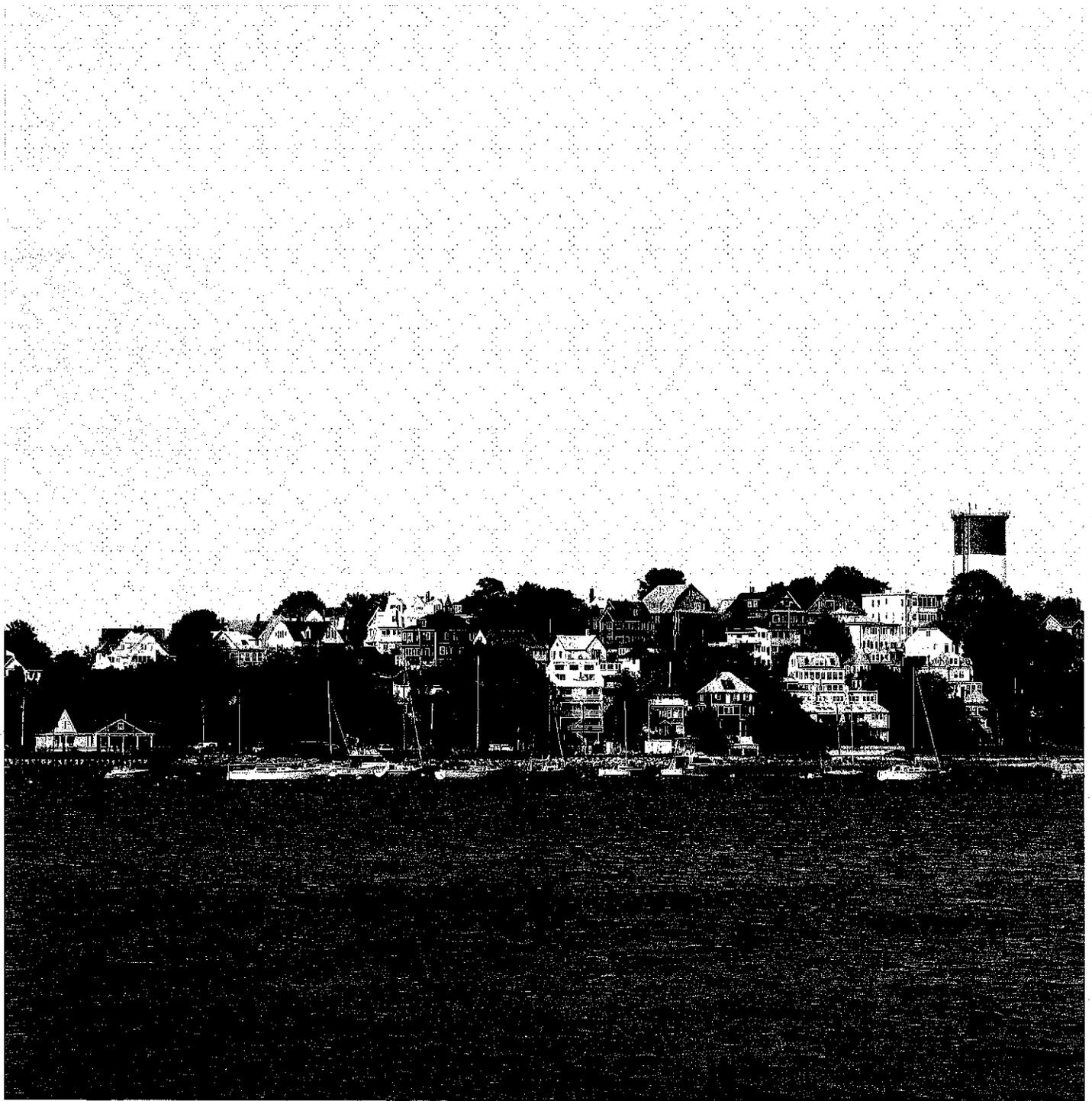
<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>SALARY</u>
TURNER	AUDRA	64,334.00
VALLIERE (HURLEY)	JESSICA	53,703.00
VASILOS	STEPHANIE	75,218.00
VECCHIO	DANIELLE	27,636.00
VIERA	STEVE	24,693.00
VISCONTE	THERESA	20,741.00
VORONOV	JULIE	49,733.00
VOZELLA	PATRICIA	20,741.00
WALTON	MATTHEW	67,136.00
WARMBOLD	ANDREA	75,218.00
WICKHAM	LENA	24,693.00
WINTERS	DEBORAH	67,136.00
WYSON	KAREN	75,218.00
YALCIN	ROJDA	24,693.00
ZANG	MICHAEL	49,130.00

GLOSSARY OF TERMS

- Cemetery Lots:** The amount of money collected from the sale of burial plots. The Cemetery Commissioners request and spend these funds to improve and maintain the cemeteries throughout the town.
- Cherry Sheet:** State report that identifies the amount of money received in Local Aid.
- Cherry Sheet Assessment/Offsets:** The amount the State automatically deducts from local aid to cover town-shared expenses. The primary items that make up this amount are the MBTA assessment and numerous state & educational charges.
- Debt Exclusion:** The amount of tax levied above the restrictions of proposition 2 ½ that has been approved by the voters to fund the construction of new schools (or other capital improvements).
- Fiscal Year:** The Town of Winthrop's fiscal year runs July 1 through June 30.
- Free Cash:** An annual calculation performed by the State that identifies surplus revenue over expenditures for the prior fiscal year.
- Harbor/Marine:** The amount of money estimated to be collected from harbor usage fees and boat excise tax. The rate is set annually to recover all costs associated with running the harbor and to plan for future improvements. This revenue completely funds the Harbormaster budget as well as debt associated with dredging the harbor.
- Local Receipts:** This amount represents the amount of local taxes and fees from all departmental operations retained directly by the town. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licensees, fines and State reimbursements.
- Tax Levy:** This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and increases by 2.5% each year.
- Mitigation Money:** Amounts negotiated from the MWRA and Massport to offset the economic impact or cover the cost of land owed by the town. Payments received from these agency are generally voted to supplement the general budget.

- New Growth:** Increases in assessed property values due to new construction and/or property improvements.
- Overlay Provisions:** This amount is requested and set aside by the Assessor's to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor's to be used as a source of revenue.
- Reserve Fund:** Amount voted by the Town council to provide for extraordinary or unforeseen expenditures that may come up during the year. The town Council controls the Reserve Fund.
- Sale of Town Asset:** A fund created when assets of the town are sold. Money from this fund can only be appropriated for the purchase of capital assets or capital improvements.
- Sewer Receipts:** The amount of money estimated to be collected from sewer usage from the residents of Winthrop. The rate is set annually to recover all costs associated with running the sewer operations of the town.
- Stabilization Fund:** A general reserve. Money from this fund may be appropriated by a two-thirds majority vote of the Town Council.
- Water Receipts:** The amount of money estimated to be collected from water usage from the residents of Winthrop. The rate is set annually to recover all costs associated with running the water operations of the town.

Winthrop Ferry Business Plan 2015-2018



Ferry Business Plan

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SECTION 1: *THE BUSINESS PROFILE*

The proposed Ferry Service for the Town of Winthrop, MA, shall be both a commuter and recreational round trip water transportation service between the town and several stops on the Boston waterfront, most notably Rowes Wharf, the Lovejoy Terminal at the Seaport in South Boston and seasonally at Spectacle Island in Boston Harbor.

Targeted Market and Customers

The town has conducted several “pilot” water transportation services over the past four years and has concluded that the target market for such service is a blend of both commuter and recreational use to and from Boston, together with a strong focus on attracting Boston tourism to Winthrop. What we have come to learn in anticipation of the ferry service is that it is one thing to operate a ferry, yet it is quite another thing to operate a transportation service. Moreover, there is more to the Ferry than just a transportation service. Rather, this opportunity compels the town to consider and position itself as a recreational destination in the region.

Much like the successful ferry service currently operating in Hull, MA., the proposed service in Winthrop will have the following two-pronged strategy:

a) providing regular and reliable commuter service during the “rush hours” of the weekday and b) providing mid-day and weekend excursions to and from points of interest, such as seasonal excursions to the Boston Harbor Islands, evening access to Boston’s North End, the Seaport District and potentially Logan Airport.

A new emphasis will be to target visitors to Winthrop by cross marketing and co-branding with the Greater Boston Tourism Bureau, North of Boston and other hotel associations, for the purpose of promoting the many recreational and “small town” features of Winthrop.

Growth Trends In This Business

Over the past few years, there has been significant recognition from MassDOT, the MBTA and other state agencies recognizing the importance and need for reliable water transportation in the Boston Harbor that serves both commuter interests and recreational/tourism needs of the region. The recent creation of the "Ferry Compact" by MassDOT provides the Town of Winthrop with a voting seat on the Compact that discusses and promotes water transportation and related policy issues and infrastructure needs of the region. The collective belief of this advocacy and policy group is that ferry and water transit in the region should be recognized as a vital piece of the transportation service network of the region, and that it should be sustained through state and federal support.

Also, in the past two years, the cities of Lynn and Salem have both established new commuter ferry service to and from Boston. However, with the exception of one water taxi service that serves MassPort, recent consolidation of most all ferry operations and water transportation services is now under the auspices of a single private operator, Boston Harbor Cruises, Inc. Consequently, BHC asserts substantial control and discretion over schedules, pricing, landing and service aspects of all water transportation in the Boston Harbor. At this point, BHC has declined interest in servicing the Winthrop Ferry as an operator, because its business model doesn't fit the scale of what our service plan projects. While we intend to solicit a Request for Proposals in May of 2015, that will once again seek private vendor interest in operating our service, our expectation is that due to limited vendors in the market, we anticipate that we will receive no real qualified bidders for such request. Alternatively, we believe it is necessary to plan on having this service operated as a municipal service for the time being.

Pricing Power

The pricing of fares to and from Boston is influenced by several factors:

- a) *the town's proximity to the MBTA as an alternative public transit service*
- b) *resident vehicular use patterns*
- c) *the purported demand for both commuter and recreational access to and from Boston and*
- d) *current pricing of water transportation fares in the region.*

These factors, together with a recent online survey that tested continuing interest and solicited comments from local residents regarding our proposed ferry service, have informed us to conclude that an \$8.00 one-way fare is supportable and consistent with positioning of our service as a competitive transportation alternative for both residents and visitors to Winthrop.

Please see the attached e-survey results taken last month that sought resident input in continued interest, pricing and other logistics of the proposed service.

Also, please see the attached brochures of other ferry services provided by Boston Harbor Cruises that indicate fare and use schedules.

Presently, a resident in Winthrop can catch a Paul Revere Bus at one of the stops in Winthrop for a one-way fare of \$1.50, and proceed to MBTA station at Orient Heights. A one way fare into Boston is \$2.65. The round trip cost of MBTA service to and from Winthrop is \$8.30/daily. Should a resident wish to park at either Orient Heights or Wonderland stations, the cost of parking is an additional \$5.00 for a total commuter one way price of \$7.65. The estimated time it takes to commute to Boston is 25 minutes.

While this may be the most inexpensive means of public transportation to and from Boston at present, we do not consider this to be a competitive disadvantage to the proposed one-way fare of \$8 for use of the Winthrop Ferry for the following reasons:

- a) there are up to 25 free parking spaces at the Town Landing for the ferry service;
- b) the confirmed ride time between the Town Landing and Rowe's Wharf is 22 minutes, which is very competitive;
- c) the Ferry Service should be considered a "premium" service, offering a beverage concession with a pleasant view of the harbor and comfortable riding experience.

Alternatively, when we consider the cost that tourists and visitors from Boston encounter when looking for a day-trip out of the city to one of the area beaches, the Winthrop option becomes very competitive, if not advantageous, in terms of both financial and time expense. For example, a round-trip ticket from Boston to Nantasket Beach in Hull, MA currently costs \$8.50 for commuters and \$17 to Logan Airport, and takes 45 minutes each way. Similarly, a round trip excursion to Salem from Boston costs \$8 for commuters and \$17 for tourists and travel time is 50 minutes one-way. Thus, if properly promoted, we believe that Winthrop stands to gain a competitive advantage in the market for those Boston residents and tourists seeking a "day-at-the-beach" or small-town experience minutes from downtown Boston.

SECTION 2: *THE VISION*

For nearly a dozen years, the residents of the Town of Winthrop have debated the idea and viability of a ferry service to and from Boston. We conducted several trial services in 2010 through 2013. These pilot trials were helpful to determine the scale of demand and needs of the community, while also properly determining the vessel specifications.

A number of important factors were learned:

- A) the Town Landing can safely accommodate a ferry vessel;
- B) there is adequate parking for such a service;
- C) the Ferry Terminal, built in 2013, properly services such a use;
- D) the town's service has a core group of commuter riders who are passionately supportive of the service;
- E) during the summer months, there is strong demand for access to the Harbor Islands;
- F) the best showing for peak demand was Friday, Saturday and Sunday evening access to and from Boston;
- G) specialty excursions were in demand but could not be accommodated due to contractor limitations;
- H) reliable scheduling was key to building sustainable ridership;
- I) the town gained a measurable amount of differentiation and "good will" for its community profile in the region, where local realtors have noted that potential homebuyers to Winthrop often comment how such a service creates a very favorable view of the community;
- J) Achieving the "Goldilocks" size of vessel is very important, as we don't want to push too much vessel through the water at excessive expense both in terms of fuel and labor costs; nor do we want too small of a vessel that makes the rider uncomfortable and/or a bit too adventurous. That is why we have settled on a vessel size of 73-Passenger Double-hull CAT, as this appears to meet our projected demand while also making for an efficient, yet comfortable experience.
- K) Our ridership results during BHC operations were decent, despite only minimally promoted. We feel we need to put a much stronger and wider push on marketing the ferry and the town, and co-branding service with other tourism and retail interests in the region.

The Winthrop Ferry proposes to be the catalyst necessary for the town to embrace its potential as a tourist destination and a regional recreational resource. The Ferry provides the opportunity for our local commercial base to distinguish itself in the region and to build partnership with regional hotel, restaurant, tourism and cultural resources. Finally, a direct and pleasant water transit connection for Boston tourists and visitors solves to some degree the "where's Waldo" problem that the town has suffered in the past, suggesting that Winthrop is a place to now discover, rather than a place to fly over or drive by on your way to other points on the North Shore. Thus, the full "value proposition" of the Ferry service is in the advancement of the town as a place of residential, social, cultural and recreational value for the region.

The People- Work Experience Related to the Intended Business

We have analyzed our business model and have concluded that there needs to be three critical elements: a) safe and reliable ferry service operations; b) a strong customer service orientation; and c) substantial promotion and marketing of the service. To this end, assuming a municipally operated service, we have divided the scope of mission into two strategic cohorts, where the operations side is managed through the Harbormaster's Office and the customer service and promotions is managed by the Town Manager's Office. Please see the attached organizational charts for both the Harbormaster's Department and the Town Manager's Office for a delineation of roles and responsibilities. There will be a separate subsidiary "cost-center" – similar to a "revolving fund" to be established under the Harbor Department to account for the revenues and expenditures of the service. The promotions and customer service aspects of the service will be managed alongside other promotional initiatives to be pursued out of the Town Manager's Office. We will have several part-time "Ferry Ambassadors" (either Harbormaster deputies or Senior Service Workers) assisting us in the Ferry Terminal Building to answer questions, conduct ticket sales and provide general information about the town to visitors and users of the service . Much of our information and services will be available online and via an Iphone app.

PERSONNEL:

Operations

Business Promotions, Customer Services

HARBORMASTER

TOWN MANAGER

First Assistant Harbormaster
2 Captains (FULL TIME), 1 Captain (PART TIME)
2 Crew (FULL TIME), 1 Crew (PART TIME)

Community Services Program Manager
Contract Marketing Services
Social Media, Advertising, Display
Part Time Community Ambassadors

The Community Services Program Manager will be lead on managing the customer service and promotional aspects of the service. The Harbormaster and his/her First Assistant will be lead on managing the vessel operations and crew.

Several members of the Harbor Department hold Captain's licenses to operate 25,000 gvw vessels, while others could serve in a crew capacity. We anticipate the need to hire at least two additional Captains and two crew to compliment present staffing at the Harbor Department. All staff will be fully integrated with the Harbor Department and serve under the auspices and direction of the Harbormaster.

Please see the attached Job Descriptions for further detail.

Also, we may find it desirable and necessary to have a van service for our commuter passengers. We are currently exploring this option and seeking support from the Winthrop Chamber of Commerce and other businesses in the community. The Community Services Program Manager will forge regional strategic alliances with the Ferry Service, such as the Greater Boston Travel and Tourism Bureau; the state Office of Tourism, the state Office of Business Development; other Hotel and Restaurant organizations; Corporate Event organizations; Non-Profit Event Organizers, etc. *What is critical to achieve sustainability is to expand the marketplace of users of the Ferry, and not just rely on Winthrop residents to fill its seats.*

The Town Manager's Office sees the promotion of the Ferry not limited to the actual service alone, but making a full effort at marketing the community as a whole to the region and beyond.

The opportunity that the Ferry brings to the town lies in recognizing and promoting a greater value proposition to the potential visitor to Winthrop. The Ferry is not just the means to get to town – it provides an opportunity to discover a small town with great features minutes from Boston. Thus, the CSPM will seek to work with the Chamber and other resources in town to cultivate and promote the Ferry, as well as what one does when he or she gets here. This will mean building out more of the cultural and tourism features of the community, such as promoting the Library's Museum, the EB Newton Cultural Center, the Playmakers, the town's restaurants and stores, Walk Winthrop and outdoor recreational opportunities such as beaches, boating, sailing, kayaking, surfing, the Deer Island walk, family events, civic events, concerts, corporate and wedding events at Hanniford Park, accessing the Boston Harbor Islands, and more.

SECTION 3: STRATEGIC BUSINESS ISSUES

Other Strategic Considerations:

1. Our experience working with BHC in prior pilot efforts has informed us that it will be critical to achieve “breakeven” that the town operates this service as “lean” as possible, and yet provides a reliable and dependable service.
2. Creating loyal customers and sustainability of this service will require broad support for the service throughout the community, particularly the Chamber membership and by inviting cross-marketing of the service with other commercial establishments and restaurants in town.
3. Initial start-up capital and managerial oversight will be required by the town.
4. Frequent review of performance metrics will be necessary to monitor business worthiness and sustainability;
5. A “soft opening” 10-week pilot season will be conducted at the initial operation phase, from September 1st, through November 15th, 2015, which will inform us as to the particular use of the vessel and other issues that require either significant consideration or modest tweaking to determine “best practices” for the program going forward.

Milestones:

A) Year 1 (Fall '15-Spring'16) – re-establish core commuter and local customer base; develop a consistent and reliable service and schedule; monitor logistics and operational issues; institute technology to streamline customer service; advance all revenue sources; advance media and e-marketing plan with emphasis on social media outlets; expand outreach to the Boston market.

B) Year 2 (July '16-June 30th '17) – Evaluate year 1 performance and correct where necessary based on cost and customer service analytics; Advance strategies that move the service to breakeven and begin titration from town funding;

C) Year 3 – Achieve breakeven or positive revenue thus sun setting the town's supplemental funding requirement.

6. Conflict of Interest Management

Operating a Ferry service should not be inconsistent with or in any way diminish the public safety and other mission critical duties and responsibilities of the Harbor Department.

7. Operating Schedule

The Ferry vessel will be operated on a daily schedule such as follows:

<i>Schedule</i>	<i>Leaving Winthrop</i>	<i>Leaving Rowes Wharf</i>
AM	7:05, 8:30, 11:30*	7:45, 9:15
PM	4:00, 5:15, 6:45	3:00, 4:45, 6:00, 9:30*

*Fridays, Saturdays, Sundays, and Seasonal Harbor Islands

(11:30am drop with 3:20pm pick-up via Rowes to Winthrop)

The operation is to run 275 days due to winter and weather conditions.

8. Operating Personnel

Will require licensed Captains (2 FT, 1 PT Seasonal) and Crew (2 FT, 1 PT Seasonal) all properly trained in life safety skills, "tip" certified and proceeding with other Harbormaster training, as assigned. All vessel operators and crew will be scheduled on a rotating shift, with reserve operator and crew available.

SECTION 4: FINANCING

Financing Strategy

Operating revenue will be earned by the following sources:

1. Ticket Sales
2. Concession Sales
3. Advertising
4. Special Excursions
5. Merchandise
6. Town Contribution

Ticket sales will constitute a significant portion of planned revenue. For example, if we achieve 43% operating capacity on any given day this would mean that 31 seats are filled on the 73-seat service. If we can achieve 31 seats per one-way trip from Winthrop to Boston each day, that would result in \$1,506 in daily revenue. The same could be said for 15 seat round trip coverage. Since our planned daily average expense is approximately \$1,351.00, this would leave approximately ten percent of funds as contingency. (Please see the attached monthly cash flow projection for further detail).

However, we know that reliance on ticket sales alone will be insufficient as a proper hedge for use volatility and expense coverage. Thus, we are planning on pursuing alternative revenues to supplement ticket sales. These include the sales of beverages and consumables on board the vessel, providing advertising on board the vessel and seeking sponsorships of the service where such is prominently recognized and displayed in advertisements and handouts; Provide special excursions for group outings to the Boston Harbor Islands; and provide merchandise such as T-Shirts and other items promoting the Ferry Service and the

Town of Winthrop at our Welcome and Information Booth at the Ferry Terminal Building.

Early stage operating capital will be needed from the Town to build the business out to sustainability within three years. At this time, it is expected that the town will have to contribute \$100,000 or approximately one-third of the required initial operating capital to launch the service and to provide future funds depending upon need and operating metrics.

Both the Salem Ferry and the Hull Ferry operate without additional public subsidy. The

Hingham Ferry and Lynn Ferry currently operate with a 25% and 40% subsidy respectively.

SECTION 5: ORGANIZATION

Business Organization

Assuming that we cannot find a local vendor to operate the ferry service, we will operate the service as municipal transit service, similar to that performed in Lynn and Salem. (The Hingham and Hull services are operated by the MBTA). Within the town's organization, the service will operate initially as a "revolving fund" under the town's Harbormaster Department.

Professional Consultants

We will have legal assistance from Kopelman and Paige providing for review and guidance on all licensing and permitting, and any matters concerning general liability or specific liability, as may be required.

We will utilize the firm of Giusti, Hingston, P.C., to provide internal auditing services, and Powers & Sullivan, P.C., to provide annual auditing services.

Licenses

The vessel procurement process is currently under the auspices of MassDOT, and a project agreement was entered into between the town and MassDOT accordingly. Please see the attached agreement. This agreement controls the procurement, use and future disposition of the vessel should it no longer be used by the town as a ferry.

The vessel will be rated and licensed by the U.S. Coast Guard for all safety and operations standards as required by USCG.

We must obtain a beer & wine license from the town's Licensing Commission and the state's ABCC upon delivery of the vessel. The vessel will also be inspected and licensed by the local Board of Health and the Fire Department.

SECTION 6: LICENSES, PERMITS and BUSINESS NAMES

Due Diligence Procedures for Licenses, Permits and Business Names (Session 6):

List the following:

DBA: Winthrop Ferry Service (municipal)

Zoning: yes

Licenses: U.S. Coast Guard Certificate, State Transportation Inspection

Certificate, All Crew "Life Safety" Certified, ABCC/Local License to serve Beer &

Wine, Local Public Safety Inspections, Board of Health Inspection.

Trademark: Will pursue

EIN: If required, will file.

SECTION 7: INSURANCE

Insurance – approximately \$20,000

General Liability coverage (\$1 million per occurrence)

Maritime Insurance (if needed)

Town's policies on worker's compensation and other MIA policies will apply

SECTION 8: COMMUNICATIONS

Computer and Communications Tools

A Tourism booth at the Landing will require necessary supplies and equipment to operate sales and provide information to visitors. Our on-line ticket and sales e-commerce platform will be developed and linked to the Town's website, and with MBTA and other co-brand platforms.

Resource Requirements:

Communications

Adequate communications equipment typical of Harbormaster staff will be issued to staff depending on need.

WEB & Telephones

A dedicated Winthrop Ferry Service Telephone line and website will be created to address specific customer needs and to provide daily information regarding the Ferry Service.

SECTION 9: ACQUISITIONS

Due Diligence Procedures for Acquisitions

N/A

SECTION 10: PREMISES

Please see attached FERRY VESSEL sketch and specifications.

SECTION 11: ACCOUNTING AND CASH FLOW

Accounting

Please see the attached

Cash Flow Planning

Please see the attached cash flow projection.

Analysis of Costs:

Please see the attached cash flow projection.

Internal Controls

Intended Internal Controls

Cash Controls – daily turnover, weekly & Monthly account reconciliation

Check Signing policy - TBD

Controls on shrinkage, merchandise, concessions, etc.- TBD

SECTION 12: E-COMMERCE

(Session 12): Describe in detail how you plan to use the Internet in marketing your product or service.

Developing a website and seeking a partnership with a social media consultant to help us with optimal marketing strategies.

E-Commerce Budgeting

(Session 12): Provide a detailed breakdown of the costs involved in creating, operating and maintaining your e-commerce activities.

TBD

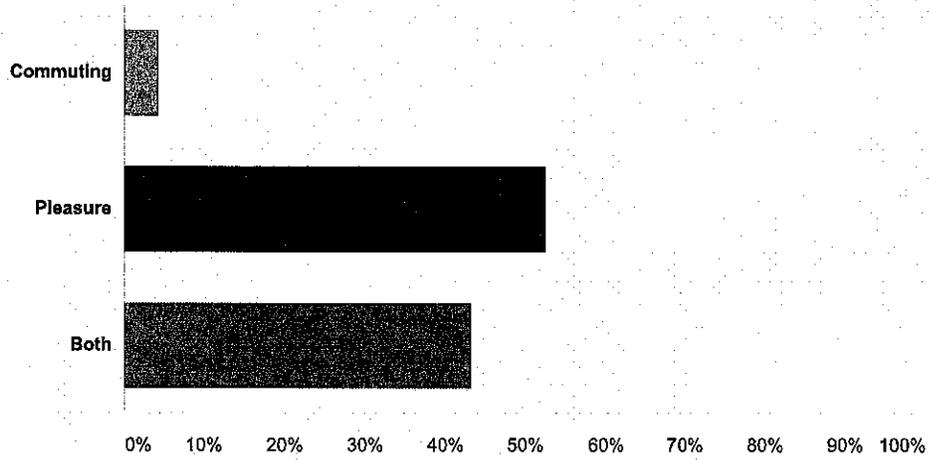
Further marketing analysis and media to be explored.

A. Survey Results/Brochures

Winthrop Ferry

Q1 Would you take advantage of the ferry service for

Answered: 957 Skipped: 0

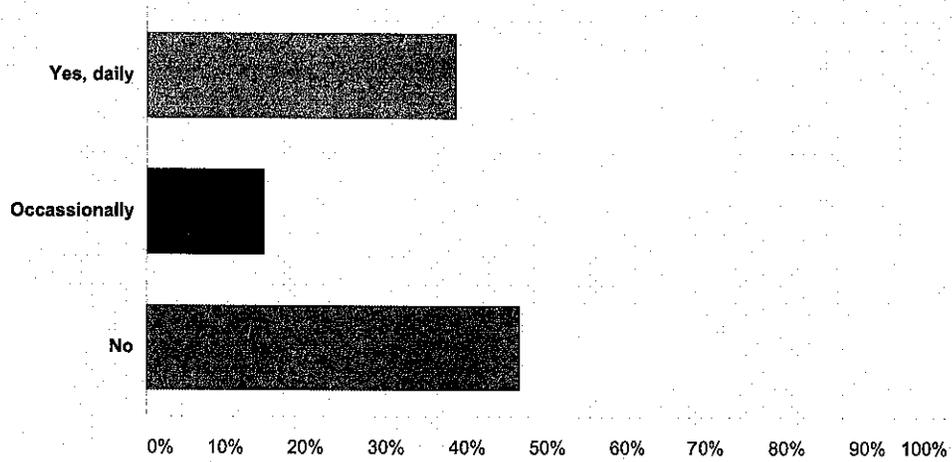


Answer Choices	Responses	
Commuting	4.28%	41
Pleasure	52.56%	503
Both	43.16%	413
Total		957

Winthrop Ferry

Q2 Do you currently commute to Boston for employment?

Answered: 949 Skipped: 8

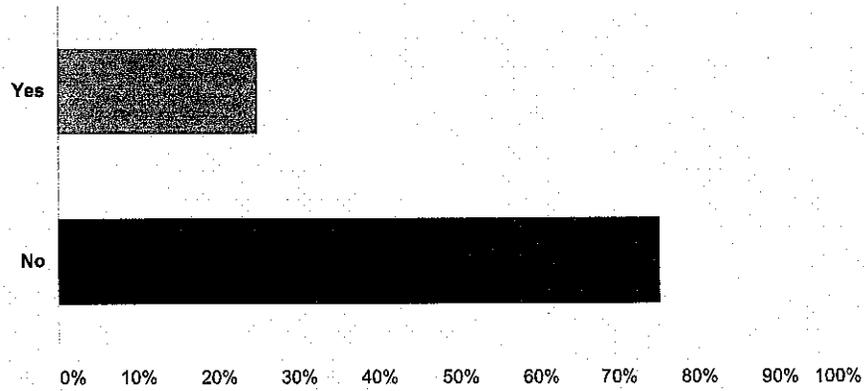


Answer Choices	Responses	
Yes, daily	38.57%	366
Occasionally	14.86%	141
No	46.58%	442
Total		949

Winthrop Ferry

Q3 If the ferry operated year round, would you use it as your primary means of commuting to Boston if the daily roundtrip cost is \$16?

Answered: 943 Skipped: 14

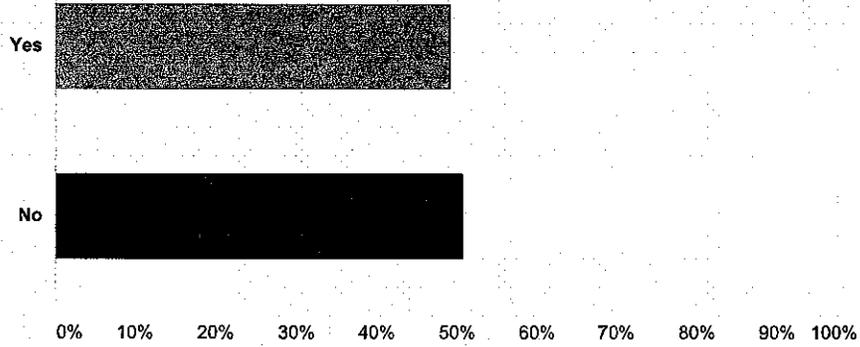


Answer Choices	Responses	
Yes	24.92%	235
No	75.08%	708
Total		943

Winthrop Ferry

**Q4 A one-way ticket will be \$8A monthly
commuter pass will be \$150 one wayA
monthly roundtrip pass will be \$300Do you
feel this price is fair?**

Answered: 914 Skipped: 43

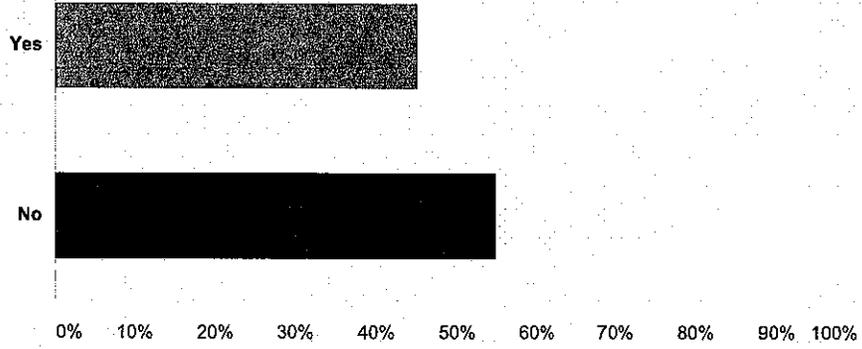


Answer Choices	Responses	
Yes	49.23%	450
No	50.77%	464
Total		914

Winthrop Ferry

Q5 Would cold, hot or wet weather influence your use a commuter?

Answered: 925 Skipped: 32

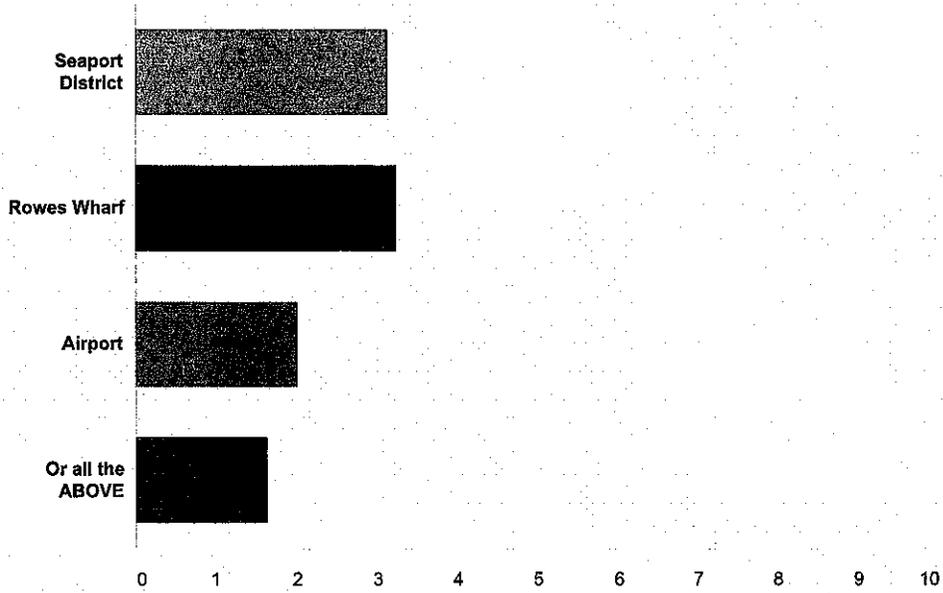


Answer Choices	Responses	
Yes	45.19%	418
No	54.81%	507
Total		925

Winthrop Ferry

Q6 Please rank your preferred outbound destination point with 1 being your favorite and 4 being your least favorite?

Answered: 900 Skipped: 57

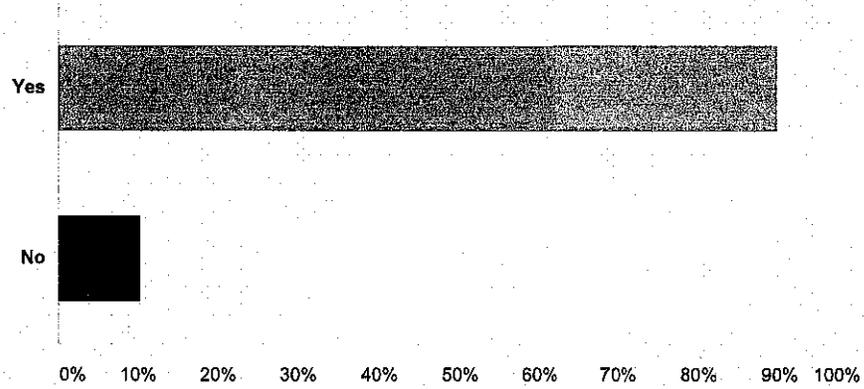


	1	2	3	4	Total	Score
Seaport District	35.33% 318	47.44% 427	12.89% 116	4.33% 39	900	3.14
Rows Wharf	44.22% 398	37.89% 341	15.00% 135	2.89% 26	900	3.23
Airport	5.44% 49	11.00% 99	62.44% 562	21.11% 190	900	2.01
Or all the ABOVE	15.00% 135	3.67% 33	9.67% 87	71.67% 645	900	1.62

Winthrop Ferry

**Q7 If the ferry made a mid-morning trip
outbound to the Boston Harbor Islands and
a mid-afternoon homebound pickup, would
you consider visiting the islands for
recreational purposes?**

Answered: 887 Skipped: 70

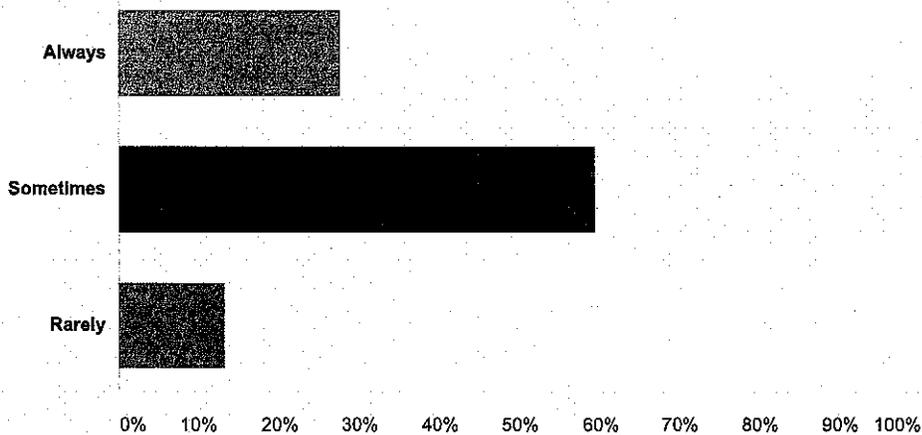


Answer Choices	Responses	
Yes	89.74%	796
No	10.26%	91
Total		887

Winthrop Ferry

Q8 If the ferry contains a small concession stand would you utilize this option?

Answered: 885 Skipped: 72

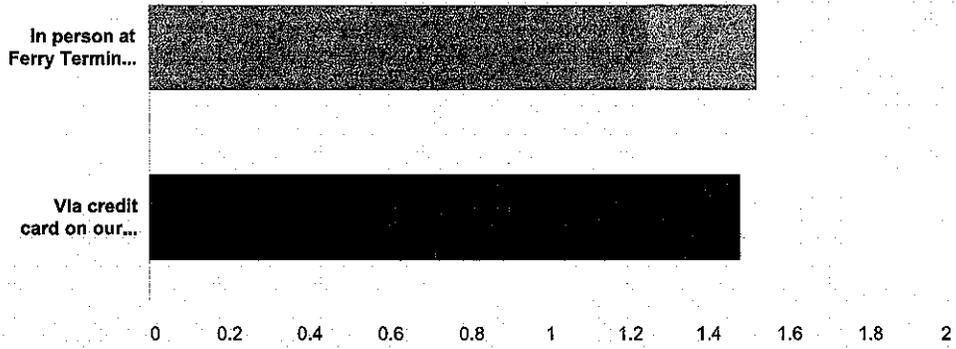


Answer Choices	Responses	
Always	27.57%	244
Sometimes	59.21%	524
Rarely	13.22%	117
Total		885

Winthrop Ferry

Q9 Please rank your preference for purchasing options?

Answered: 820 Skipped: 137



	1	2	Total	Score
In person at Ferry Terminal building	51.59% 423	48.41% 397	820	1.52
Via credit card on our website	48.47% 397	51.53% 422	819	1.48

2014 SCHEDULE & RATES

BOSTON: DEPARTING LONG WHARF
SALEM: DEPARTING BLANEY STREET

May 22 - October 31, Weekdays

Departs Salem: 7 AM, 10:50 AM, 1 PM, 4 PM, 7 PM, 8 PM
Departs Boston: 9:50 AM, 11:30 AM, 2:30 PM, 5:30 PM, 8 PM, 9:00 PM**

* Monday - Thursday ONLY
** Friday ONLY

May 22 - October 31, Weekends

Departs Salem: 8 AM, 10:50 AM, 1 PM, 4 PM, 7 PM, 8 PM
Departs Boston: 9:50 AM, 11:30 AM, 2:30 PM, 5:30 PM, 8 PM, 9 PM

* Saturday ONLY
** Sunday ONLY

2014 Holiday Schedule

Memorial Day: July 4th & Labor Day

Call 877 SEE WHALE
or visit BOSTONHARBORCRUISES.COM/SALEM for schedules

SALEM FERRY RATES

ADULTS	SENIORS/CHILD**
ROUND TRIP: \$29	ROUND TRIP: \$24
ONE-WAY: \$17	ONE-WAY: \$14
10-RIDE: \$135	10-RIDE: \$115

Add SalemTrolley Tour when purchasing Ferry tickets and save.

COMMUTER ADULTS*	COMMUTER SENIORS*/CHILDREN**
ROUND TRIP: \$16	ROUND TRIP: \$8
ONE-WAY: \$8	ONE-WAY: \$4
10-RIDE: \$72	10-RIDE: \$36

*7 AM and 5:30 PM departures ONLY.
**Child rates apply to ages 3-11 yrs.
Reservations recommended. Rates subject to a 3% Boston Citywide Tour Surcharge and may be subject to a 10% surcharge. Schedules and rates are subject to change. Tickets are non-refundable. Seat prices and gift cards available. Call or visit under 5 years of age and free. Coupon rate limit up to 4 per party.



EASY TO GET HERE
ACTUALLY, YOU MAY ALREADY BE HERE,
LOOK FOR THE 10-FOOT WHALE ATDP OUR TICKET CENTER,
BOSTON

Boston Harbor Cruises' Ticket Center is located on Boston's Long Wharf, one block from Faneuil Hall on the MBTA Blue Line at Aquarium T Station.

SALEM
The Salem Ferry Center is located at 10 Blaney Street. You can get there by taking Route 114 into Salem to Derby St. From there, follow the signs for the Salem Ferry, Blaney Street is a right off Derby. There is ample free parking at the center.

CHECK OUT MORE SALEM PHOTOS

Scan this QR code with your smartphone to learn more about Salem.



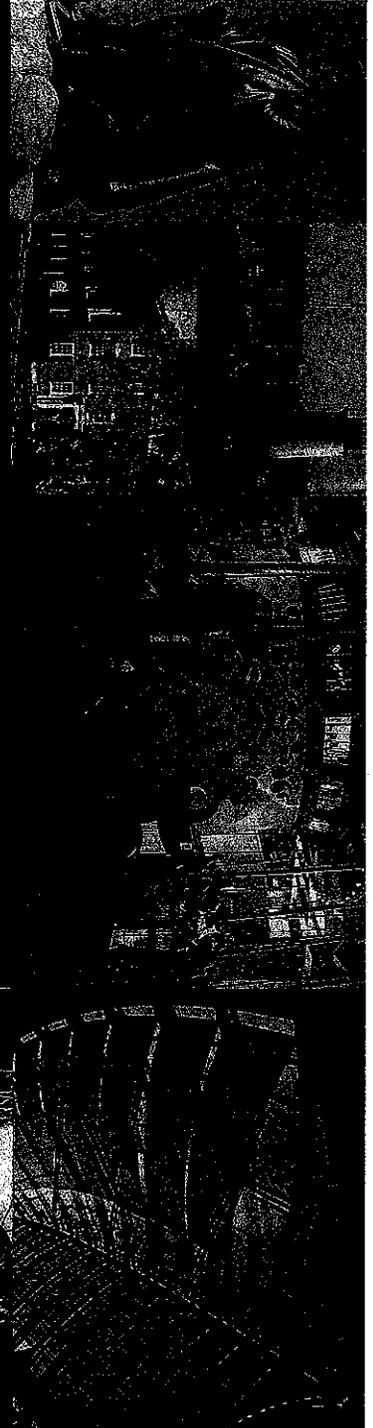
BHC ALSO OFFERS THESE CRUISES:

WHALE WATCHES - CAPE COD FAST FERRY - HARBOR CRUISES
CODZILLA - HARBOR ISLANDS - SUNSET CRUISES

BHC 877 SEE WHALE
BOSTONHARBORCRUISES.COM

BOSTON TO SALEM IN UNDER AN HOUR
SALEM FAST FERRY

BHC
BOSTON HARBOR CRUISES
877 SEE WHALE



A QUICK, EASY TRIP INTO HISTORY.

Salem is one of the most hallowed, haunting and historic cities in the world. Our fast ferry will sail you there in less than one hour, so you can tour at your leisure. This port city that's been a hotbed of activity for four centuries.

CITYWIDE SURPRISES IN STORE FOR YOU.

The Salem Ferry, *Nathaniel Bowditch*, will transport you in comfort to the city known the world over for the Witch Trials of 1692. What many folks aren't aware of is Salem's history as a cultural and economic epicenter — its trade ties to the Far East, its renowned historical architecture, and its passion for art, culture and literature.

AMAZING HAPPENINGS AROUND EVERY CORNER.

A trip to Salem is not just about a trip into the past. The city is home to a burgeoning "foodie" scene, vibrant nightlife, eclectic boutiques, quirky shops and terrific places to stay.

Clearly, Salem is still making history to this day. And with the Salem Fast Ferry, you can be part of it.

TICKETS

Beat the lines and order tickets online or from your smartphone at bostonharborcruises.com.

Or call toll-free at

1-877-SEE-WHALE

for reservations.

Or visit our Ticket Centers.

2014 SCHEDULE & RATES

SERVICE FROM LONG WHARF TO
SPEDDLE, GEORGE'S & PEDDICKS ISLANDS

PEAK SEASON
June 20 - Sept 1

Destination	Weekdays	Weekends
(S, G) 9:00 AM	9:00 AM	
(S) 9:30 AM	9:30 AM	
(G) 10:00 AM	10:00 AM	
(S) 10:30 AM	10:30 AM	
(S, G) 11:00 AM	11:00 AM	
(G) 11:30 AM	11:15 AM	
(S, G, P) 11:30 AM	11:30 AM	
(G) 12:00 PM	12:00 PM	
(S, G) 1:00 PM	1:00 PM	
(G) 2:00 PM	1:15 PM	
(S, G) 3:00 PM	2:00 PM	
(G) 3:30 PM	3:00 PM	
(S) 4:00 PM	3:30 PM	
(S) 4:30 PM**	4:30 PM**	
(S, G) 5:00 PM**	5:00 PM**	

Trip Time

Long Wharf - Speddie Island (S) 20 minutes
 Long Wharf - Georges Island (G) 25 minutes
 Long Wharf - Peddicks Island (P) 35 minutes
 See bostonharborcruises.com/harborislands for Spring, Fall and off-season schedules or call 877-SEE WHALE.
 *30 min. 500 PM** 5:00 PM**

RATES*

ADULTS: \$15 SENIORS: \$11
CHILDREN/Class 3-11: \$9
FAMILY 4-PACK \$43
 Offer valid for 2 adults and two children (between the ages of 3-11 yrs.)
 Reduced trip tickets are sold through Boston Harbor Cruises from Boston's Long Wharf. All tickets are subject to change and subject to the vessel's availability. Schedules and rates are subject to change. Tickets are non-refundable. Group rates and other special rates available. Children under 3 years of age ride free. Open on the 1st and 15th of every month.



NATIONAL PARK AREA
HARBOR ISLANDS

EASY TO GET HERE
 ACTUALLY SOME OF YOU ARE ALREADY HERE.
 LOOK FOR THE 10-FOOT WHALE ATOP OUR TICKET CENTER.
 Boston Harbor Cruises' Ticket Center is located on Boston's Long Wharf, one block from Faneuil Hall on the MBTA Blue Line at Aquarium T Station.

You may also purchase tickets at the Boston Harbor Islands Ticket Booth located at Long Wharf North, adjacent to the Harbor Islands ferry landing.

Hingham
 Our Ticket Center on Massachusetts' South Shore is located just off Shipyard Drive at the Hingham Shipyard, Hingham, MA.

CHECK OUT THE HARBOR ISLAND EXPERIENCE
 VISIT GO.BOSTONHARBORCRUISES.COM OR SCAN THE QR CODE TO VISIT OUR WEBSITE.
 Video also available for mobile devices.

BHC ALSO OFFERS THESE CRUISES:
 WHALE WATCHES - GREY GOD - EAST FERRIS - SOBZILLA
 HARBOR CRUISES - SALEM - FASTERBY - SUNSET CRUISES

877 SEE WHALE
 BOSTON HARBOR CRUISES BOSTONHARBORCRUISES.COM

BOSTON HARBOR CRUISES
877 SEE WHALE

GETTING THERE IS PART OF THE FUN

Leave the city of Boston behind you as Boston Harbor Cruises takes you on a narrated round-trip ferry ride, in comfort and convenience, to six of the 34 islands that make up this spectacular National Park Area.

Spectacle, Georges and Peddocks Islands are all serviced from Long Wharf in Boston. On a seasonal basis, you can also reach the islands from the South Shore, Lovells, Grape and Bumpkin Islands are all part of the inter-island loop.

Visit for a couple of hours, for the day, or even camp out overnight beneath the stars. Each island has its own unique personality, and Boston Harbor Cruises lets you enjoy them all. Plan your visit at bostonharborislands.org today.

EXPERIENCE BOSTON'S LARGEST RECREATION AREA.

Thanks to a partnership between the National Park Service, the Massachusetts Department of Conservation and Recreation and Boston Harbor Islands Alliance, 34 islands just a short cruise away from Boston make up one of the most breathtaking National Park Areas in the U.S. Adventurers of all interests, and from all over, can experience these islands as they ebb and flow with time and tides, showcasing their individual histories, natural environments, events and amenities including:

• Beaches • Hiking • Tours • Music • Food • Sports • Scenery

MULTIPLE ISLANDS, COUNTLESS ACTIVITIES

What kind of explorer are you? Do you enjoy yoga classes on the beach, taking a leisurely walk along lush trails, or maybe sipping a picnic with friends as you soak up incredible 360-degree views of the city's skyline?

Are you an adventure seeker looking for a day of boating, kayaking, swimming, or hiking?

Maybe you're the outdoorsy-type looking to fish, camp or nature-watch on both land and sea?

Or, is history and culture your thing - enjoying Civil War era forts, jazz concerts, art exhibits, clamcakes, programs hosted by Park Rangers, or being haunted by Georges Island's own Lady in Black?

Whatever it is that excites you, you can find an outlet for it here in one of the country's unique urban wildernesses.



BOSTON HARBOR ISLANDS

TICKETS

Beat the lines and order tickets online or from your smartphone at bostonharborcruises.com.

Or call toll-free at

1-877-SEE-WHALE

for reservations.

Or visit our Ticket Centers

at Long Wharf in Boston

and the Hingham Shipyard.

2014 SCHEDULE & RATES

DAILY DEPARTURES FROM LONG WHARF

MAY 10 - SEPTEMBER 1
DAILY AT 7 PM

SEPTEMBER 2 - SEPTEMBER 21
THURSDAY - SUNDAY AT 6 PM

RATES*

ADULTS: \$25.95 SENIORS: \$23.95
CHILDREN, AGES 3-11: \$21.95

*Reservations recommended. Rates subject to 5% Boston Spineboard Tour
and 5% Harbor Cruise Company fees. All rates include complimentary
refreshments and gratuities. All rates are non-refundable. Group rates and all
rates are subject to change. Taxes are non-refundable. Group rates and all
rates are subject to change. Children under 3 years of age ride free. Coupon valid from
1/1/14 to 12/31/14.

TOUR BOSTON AT DUSK SUNSET CRUISES

EASY TO GET HERE
ACTUALLY SOME OF YOU ARE ALREADY HERE.
LOOK FOR THE DE-FOOT WHALE atop OUR TICKET CENTER.
Boston Harbor Cruises' Ticket Center is located on
Boston's Long Wharf, one block from Faneuil Hall
on the MBTA Blue Line at Aquarium T Station.

DROP ANCHOR AT THE LANDING ON LONG WHARF

Boston's only daily sunset cruise of Faneuil Hall, Boston
Harbor Cruises' sunset cruise is a one-of-a-kind
experience. Everyone will have a great time.

BHC ALSO OFFERS THESE CRUISES

WHALE WATCHES • CAPE COD FAST FERRY • HARBOR CRUISES
CODZILLA • HARBOR ISLANDS • SALEM FAST FERRY

BHC 877 SEE WHALE
BOSTON HARBOR CRUISES BOSTONHARBORCRUISES.COM

BHC
BOSTON HARBOR CRUISES
877 SEE WHALE

DRINK IN THE GLOW OF THE CITY.

A spectacular sunset adds a whole new dimension to this fully narrated, 90-minute sightseeing tour. Let our expert guides introduce you to all the history, sights and lore that Boston Harbor has to offer.

CELEBRATE THE DAY WITH "OLD IRONSIDES,"

As part of your cruise, you'll be on hand to witness the USS Constitution's 215-year-old tradition, as she fires her cannon and lowers her colors ceremoniously signaling the day's end.

EXPERIENCE BOSTON'S WATERFRONT.

Let us show you this captivating city like no one else. Whether you're visiting Boston for the first time or a long-time resident looking for a relaxing getaway, our sightseeing cruises are not only fun, but you'll learn a few things too.

TICKETS

Beat the lines and order tickets online or from your smartphone at bostonharborcruises.com.

Or call toll-free at

1-877-SEE-WHALE

for reservations.

Or visit our Ticket Center on Long Wharf in Boston.

CULTURAL CONNECTOR

Travel in ease and comfort to and from the many cultural highlights of Boston's waterfront via our Cultural Connector shuttle service. Hop on and off all day as you enjoy the city's best water views and destinations such as the Institute of Contemporary Art, Boston Children's Museum, the New England Aquarium and more.

Shuttle Operates seasonally on a regular schedule
 8:00 AM - 6:50 PM
 See bostonharborcruises.com/boston-connector for boat service for locations and schedules.

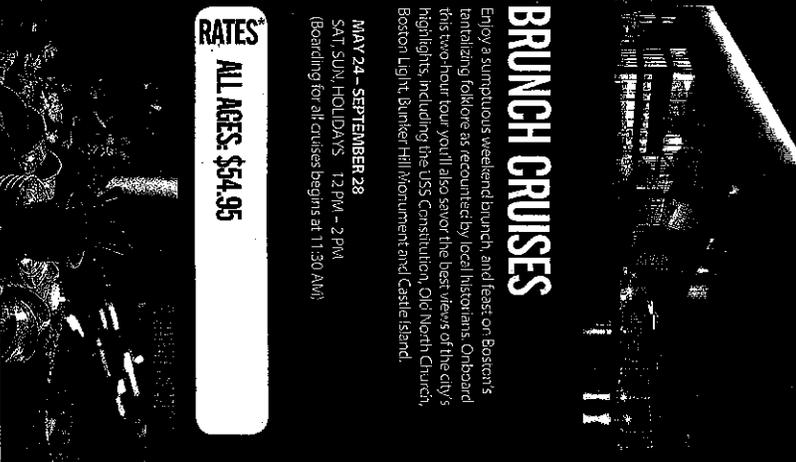
RATES*
 ONE-WAY BETWEEN ANY TWO DESTINATIONS: \$5.00
 ALL-DAY FARE FOR UNLIMITED ON-AND-OFF TRAVEL BETWEEN VARIOUS DESTINATIONS: \$15.00

BRUNCH CRUISES

Enjoy a sumptuous weekend brunch, and feast on Boston's tantalizing folklore as recounted by local historians. Onboard this two-hour tour you'll also savor the best views of the city's highlights, including the USS Constitution, Old North Church, Boston Light, Bunker-Hill Monument and Castle Island.

MAY 24 - SEPTEMBER 28
 SAT-SUN HOLIDAYS 12 PM - 2 PM
 (Boarding for all cruises begins at 11:30 AM)

RATES**
 ALL AGES: \$54.95



SIGHTSEEING CRUISES

EASY TO GET HERE
 ACTUALLY SOME OF YOU ARE ALREADY HERE.
 LOOK FOR THE 10-FOOT WHALE ATOP OUR TICKET CENTER.

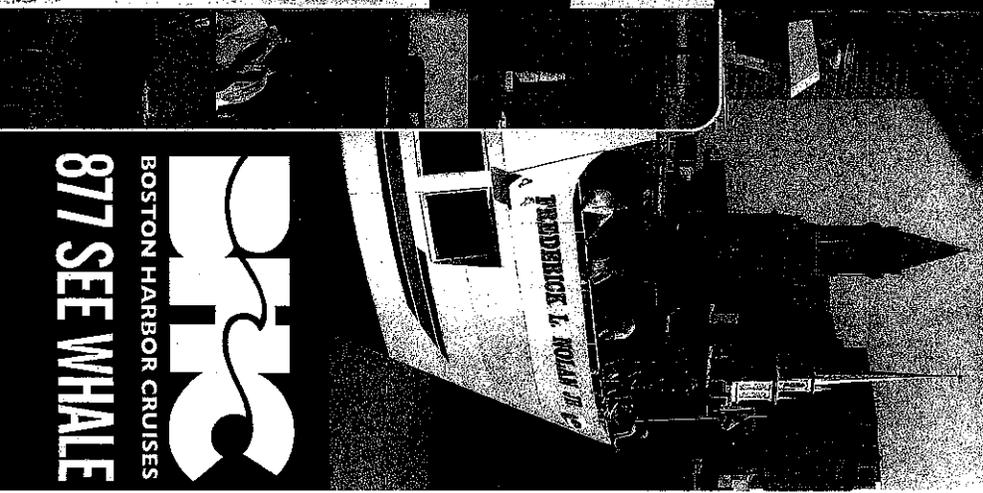
Boston Harbor Cruises' Ticket Center is located on Boston's Long Wharf, one block from Faneuil Hall on the MBTA Blue Line at Aquarium T Station. Cruises depart from Long Wharf.

DROP ANCHOR AT OUR GIFT SHOP.
 After exploring Boston from the sea, don't forget to tour our gift shop. **YOUR TICKET WORKS LIKE A 10% OFF COUPON.**

CHECK OUT THE SIGHTSEEING EXPERIENCE
 Scan this QR code with your smartphone to see an interactive video and enjoy the ride.



BHC ALSO OFFERS THESE CRUISES:
 WHALE WATCHES • CAPE COD FAST FERRY • HARBOR CRUISES
 CODZILLA • HARBOR ISLANDS • SALEM FAST FERRY • SUNSET CRUISES



BHC
 BOSTON HARBOR CRUISES
 877 SEE WHALE

SUNSET CRUISE

A spectacular sunset is the perfect backdrop for this night on the town. See historic sites and learn the lore of Boston Harbor in this 90-minute tour. As a grand finale, celebrate the day's end with the USS Constitution's ceremonial cannon shot.

MAY 10 - SEPTEMBER 1

Daily at 7 PM

SEPTEMBER 2 - SEPTEMBER 21

Thursday - Sunday at 6 PM

RATES
ADULTS: \$25.95 SENIORS: \$23.95
CHILDREN, AGES 3-11: \$21.95

CHARLES RIVER & LOCKS CRUISE

Unless you're planning to cruise the Panama Canal, this may be your only chance to experience navigating through fully functioning locks and gates. This fun-filled, 90-minute narrated tour will tell past many of Boston's historic landmarks on its way to the Charles River where you'll savor majestic views of the Boston and Cambridge skylines.

JUNE 21 - AUGUST 31

Weekdays 12 PM, Weekends: 10 AM, 12 PM, 2 PM

LABOR DAY (September 1) 10 AM, 12 PM, 2 PM

RATES
ADULTS: \$24.95 SENIORS: \$22.95
CHILDREN, AGES 3-11: \$20.95

HISTORIC SIGHTSEEING CRUISE

If you're looking for the full effect - from heroic tales of the Revolutionary War to local legends of the sea and Boston's newest attractions and destinations - then hop aboard this can't-miss cruise! It's a fun-packed, 90-minute, fully narrated tour of all the historic and contemporary milestones of Boston's Inner and Outer Harbor, including famous backgrounds, National Park areas, Boston's working industrial port and examples of luxurious waterfront living, to name just a few.

MAY 10 - SEPTEMBER 1

Daily - 11 AM, 1 PM, 3 PM

SEPTEMBER 2 - SEPTEMBER 28

Weekends only - 11 AM, 1 PM, 3 PM

RATES
ADULTS: \$24.95 SENIORS: \$22.95
CHILDREN, AGES 3-11: \$20.95

Add New England Aquarium admission when purchasing Historic Sightseeing Cruise tickets and save.

USS CONSTITUTION CRUISE

This 45-minute tour brings you right up to "Old Ironsides," the oldest commissioned warship in the world. Visitors can disembark from the cruise to tour the ship and USS Constitution Museum. Don't miss this exciting opportunity to relive Boston's revolutionary heritage as you view the landmarks of rebellion, such as Bunker Hill, Old North Church and the Boston Tea Party site.

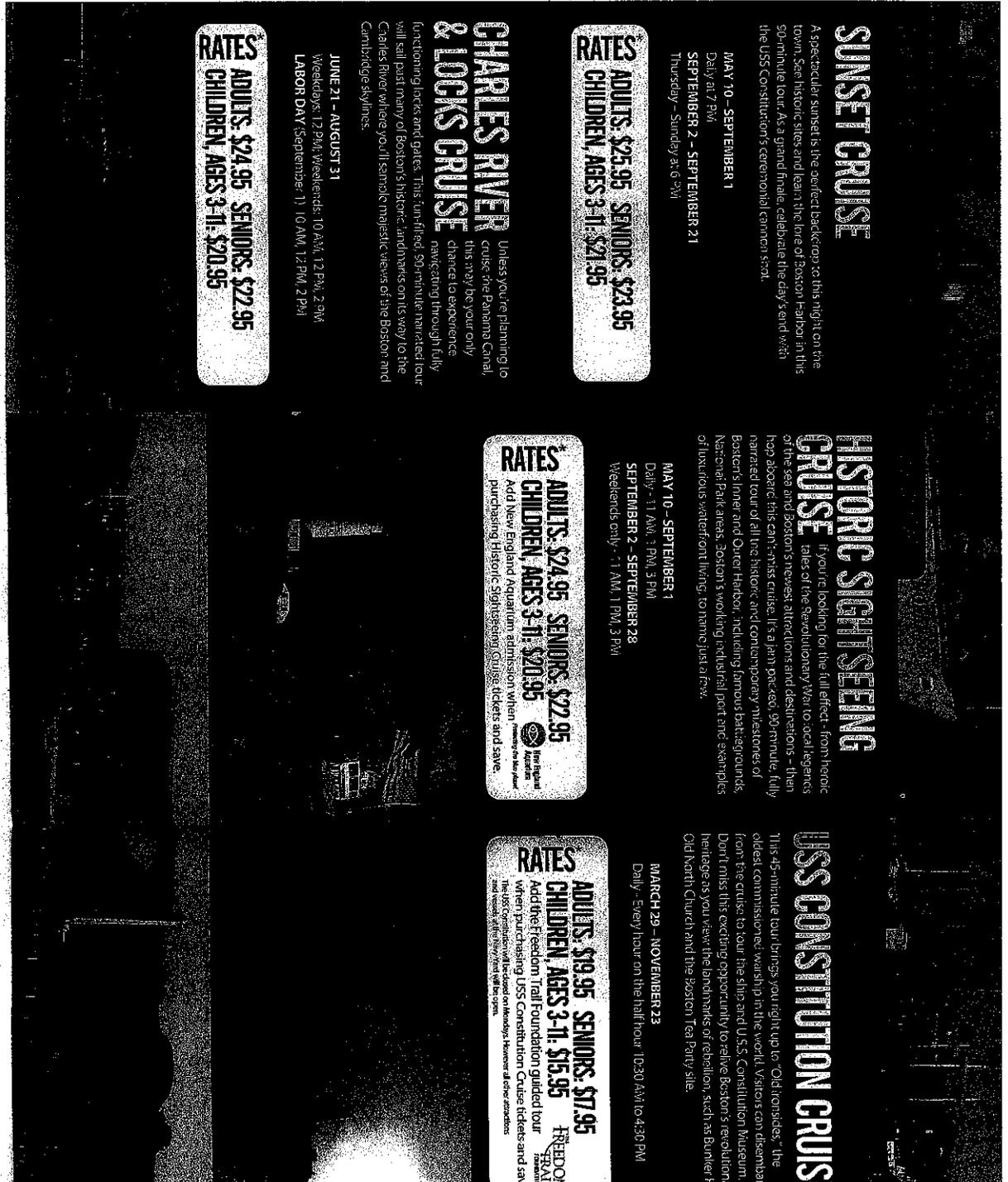
MARCH 29 - NOVEMBER 23

Daily - Every hour on the half hour 10:30 AM to 4:30 PM

RATES
ADULTS: \$19.95 SENIORS: \$17.95
CHILDREN, AGES 3-11: \$15.95

Add the Freedom Trail Foundation guided tour when you purchase USS Constitution Cruise tickets and save.

The USS Constitution will be closed on Monday's Harbor at Cruise operations and closed on Tuesday's Harbor at Cruise operations.



B. FXM Report

Memorandum

Winthrop Ferry Ridership, Revenues, and Operating Cost Update 2011

To: Town of Winthrop, Massachusetts
From: FXM Associates
Date: November 1, 2011

At your request, FXM Associates has prepared this update of our 2009 report, *Market and Financial Analysis for a Passenger Vessel Operation at Winthrop Town Pier (2009 Report)*.¹ In this update we have re-examined our previous estimates of ridership, revenues, and operating costs for a single boat passenger ferry operating between the Winthrop Town Pier and downtown Boston. The update is based on current estimates for vessel operating cost items, a revised recommendation for a prototype vessel, and actual ridership and revenue data from a two-season demonstration operation conducted by Boston Harbor Cruises under contract to the Town of Winthrop.

This Technical Memo will not repeat the extensive background and explanatory text in the previous *2009 Report*. Rather, we will concentrate on updating the 15 tables in that report with more current data and estimates for the proposed ferry operation, and pointing out significant differences between the two. The basic service assumption remains the same: A single passenger vessel providing six round trips per day (both weekdays and weekends) for a 150-day season from approximately mid-May to mid-October between the Winthrop Town Pier and downtown Boston (Rowes Wharf or Long Wharf). A major service difference between the *2009 Report* and this update is that the update does not include any costs or revenues for excursions by the Winthrop passenger vessel outside of scheduled service hours.²

Two other major differences between the service proposed in the previous *2009 Report* and the current proposal are that the size of the boat has been reduced from 149 passengers to 65-70 passengers, yielding significantly lower capital operating costs per rider, and the level of ferry service has increased from two trips in the peak periods to three trips in both the morning and afternoon and the service season has increased from 130 days previously to 150 days.

¹ FXM Associates and Bob Bekoff Consulting LLC, *Market and Financial Analysis for a Passenger Vessel Operation at Winthrop Town Pier*, prepared for The Town of Winthrop, May 2009.

² This change in service assumption was due to there being no data on actual excursion ridership and costs from the 2010-2011 ferry pilot program.

Table 1 presents estimates of population and households for the Town of Winthrop for 2011 from Nielsen-Claritas *SiteReports 2011*. These estimates are about 20 percent higher than the previous estimates of 2008 values due to changes in the baseline trends as reflected in the 2010 Census, rather than unusual growth in Winthrop. The current data also reflect increase trends in population, households and employment through at least 2016, rather than the declining trend in the previous report. Therefore, this update shows an increasing market for ferry service.

As shown in Table 2, there has been some change in the distribution of mode and travel time to work for Winthrop residents since the prior report for 2008. There has been a 40% increase in public transportation riders to work (1819 in 2008 vs. 2539 in 2011) and an increase in the percentage of workers in the 30 – 44 minutes bracket (27.95% in 2008 vs. 30.72% in 2011). These increases provide an indication for potential future growth in riders on the ferry to downtown Boston.

Table 3 reflects an 11 percent decline in total employment in Winthrop (4,415 employees in 2008 vs. 3,943 in 2011). In the 2009 report, hotel employees (a subset of Service employment) were used to estimate a portion of excursion ridership with the vessel on weekends and daily times outside the work-commute runs. The decline in Winthrop employment indicates that this potential ridership component would be lower than that shown in the *2009 Report*.

Tables 4 and 5 present information from the 2008 Boston Harbor Water Transport Summit, including a survey and analysis of commuter ferry, water taxi, passenger excursion and boat charter services operating in the Harbor conducted by FXM Associates. This information has not changed from the previous *Report*.

Tables 6 and 7 show revised step-by-step calculations of potential ridership for work (Table 6) and non-work (Table 7) trips to downtown Boston by Winthrop residents. Table 6 has been updated to include 2011 Winthrop residents (10,668), 2011 estimated public transit trips to work (24.2%), an assumed fare of \$6.00 (vs. \$5.00 in the previous report) based on actual fare charged in the 2010-11 demonstration project, and a revised ferry capture rate based on the previous Transit Fare Elasticity Formula and actual ridership in 2010-11 (100 weekday, 132 weekend). Table 7 now includes 2011 households in Winthrop. These two tables yield estimates of 83 daily work round trips and 40 daily non-work trips for estimated future ferry ridership.

Table 8 summarizes projected annual (150 day season) ferry ridership and revenues for the proposed service: 36,900 riders and \$177,100 in annual revenue at \$6.00 posted fare per rider (\$4.80 average realized fare. Table 9 shows a check on projected ridership based on inflation of 1990 Winthrop to Boston CBD from the 1990 Central Transportation Planning Program person trip model to 2011. The resulting value of 154 daily ferry round trips is close to the demand estimate of 123 total round trips from Table 8. It also indicated that the forecasts presented herein are conservative.

Table 10, repeated from the *2009 Report*, shows the calculations of excursion trip rates for visitors and local residents. Since no supporting data on excursion ridership was generated by the 2010-11 demonstration project, ferry excursion demand (and costs) excursion trips were not included in the overall operating pro forma.

Table 11 includes calculations for *potential* excursion demand for a passenger ferry boat operating from the Winthrop Town Dock. The *potential* excursion ridership for the Winthrop ferry is 12,000 riders over a 150-day season. However, for the reasons stated above, this estimate is not included in the total ridership and revenue for Winthrop seasonal ferry service. This potential ridership and revenues may accrue if the service is provided and at little marginal increase in costs (mostly fuel).

Table 12 lists the principal characteristics for a prototypical ferry vessel to serve the Winthrop to downtown Boston route. The major difference from the *2009 Report* is that the vessel capacity has been reduced from 100 ferry passengers (2009) to 65 to 70 passengers (2011). This 30% reduction in capacity yields significantly reduced operating cost factors which are shown in Table 13. The results are a reduction in annual operating costs from \$340,000 per year (*2009 Report*) to \$184,500 per year (*2011 Update*). Detailed updated operating costs by category are listed in Table 14.

The ultimate outcome of these various changes would be an estimated annual net loss of \$7,500 per year as indicated in Table 15 in a stabilized year of operation. There are several ways of making up this relatively small deficit (-4.2% of total revenues). One would be for the Town to appropriate money each year from Winthrop's dedicated Maritime Fund to cover the shortfall. The Town should make provisions for potential operating losses for the regularly scheduled service that could exceed this amount in the event of bad weather in any given month or season, economic downturns, problems with vessel operation, costly leasing of Boston waterfront space, or introduction of a new competing ferry or land-based transit service.

Another is to use Federal Transit Administration's (FTA's) Capitalized Cost of Contracting program. This allows agencies to contract for specific services such as vessel maintenance or marketing and Capitalize these Contracting Costs. For Winthrop, the vessel costs will consume \$675,000 of the \$1,050,000 capital grant, leaving \$375,000 which could be used to pay contracted expenses.

For example, Water Taxi, Inc. (Fort Lauderdale) in 2001 received \$3,000,000 of CMAQ funds from the Federal Government through the Florida Department of Transportation via Broward County's Mass Transit Department to be used to for operations to support a contract providing for Water Taxi to provide waterborne transit service for Broward County. An additional \$1,500,000 was made available in 2004. Some of the capitalized costs of contracts employed to perform these services came from Ferry Boat Discretionary Funds (FBDF). The local match for the FBDF came from the fare box. Additional funding for assets came from a State of Florida fund and the service provider.

Table 6. Daily Work Commuter Demand Calculation

10,668	Workers in Winthrop Town [Claritas]
49%	Percent to Boston CBD [Census 2000 Journey to Work]
5,227	Daily work round trips to CBD
24.2%	Percent transit trips [Claritas]
1,265	Transit trips to CBD
80%	Percent transit trips in peak period [FXM estimate]
1,012	Net transit round trips to CBD in peak period
\$6.00	Assumed Posted Fare (one way)
25.0%	FXM Estimate from CTPP Transit Fare Elasticity Formula and Actuary Ridership for 2010-2011
253	Potential ferry work daily round trips
33%	Estimated Capture Rate adjusted for seasonal service
83	Daily ferry work round trips

Source: Nielsen-Claritas *SiteReports 2011*, and FXM Associates

Table 7. Daily Non-work Demand Calculation

8,401	Households in Winthrop Town [Claritas]
0.5	Non-work trips per household to CBD per month [FXM estimate]
4,201	Non-work trips per month (round trips)
20	Weekdays per month
210	Daily non-work round trips
20%	Potential ferry capture rate [FXM estimate]
40	Daily non-work ferry round trips

Source: Nielsen-Claritas *SiteReports 2011*, and FXM Associates

Table 8. Total Scheduled Ferry Service Demand

83	Daily ferry work round trips
40	Daily non-work ferry round trips
123	Total round trip demand for scheduled service
75	Peak period, peak direction vessel capacity (1 boat, 3 runs each period)
41%	Average capacity utilization
150	Weekdays & Weekends - mid-May to mid-October
18,450	Seasonal scheduled round trip passengers
36,900	Seasonal scheduled one-way passengers
36,900	Annual Passengers
\$4.80	One-way Average Fare Realized (80% of Posted \$6.00 Fare)
\$177,100	Annual Revenue

Source: FXM Associates

**Table 12. Vessel Type and Characteristics
Optimized for the Winthrop Ferry Service**

Type	Displacement Catamaran
Condition	New construction
Passengers	65-70
Speed	25 knots maximum service speed
Propulsion	Twin diesel props
Engines	2 x QSB 5:9
LOA	54'
Beam	20'
Draft	4'6"
Seating	Ferry coach style
Construction	FRP, Composite
Heads	1 x ADA
Concession area	Bar counter aft
Exterior seating	Bench
Route Certificate	Lakes, Bays, & Sounds
Crew	1 licensed captain, 1 deckhand
Fuel use @ MCR	20 GPH
Price	\$675,000
Cost per seat	\$9,500
Reference vessel	TBD

Source: FXM Associates and Bob Bekoff, LLC

Table 13. Description of Cost Factors for Winthrop Ferry Project

Operating season	Mid-May to mid-October; 150 actual operation days at 10 hours per day
Trips per day	6 round trips daily
Vessel Type	65-70 Passenger Low Wake Catamaran
Propulsion	The vessel is powered by twin 305 HP diesels
Fuel Consumption	16 GPH @ average speed of 22 knots
Fuel Costs	Estimated @ \$3.50 per gallon
Crew Wages	
Mechanic	500 hours @ \$40.00 per hour contract
Captain	1200 hours @ \$17.00 per hour plus fringes
Deckhands	1200 hours @ \$12.00 per hour plus fringes
Health Insurance	\$1800 per month per employee @ 80% of cost
Boat Insurance	Full coverage of the hull and \$1,000,000 P&I insurance naming the Town as an additional insured
Rent	Free dock rent at the Town Landing; office rents only.
Major repairs	Engine life should exceed 10,000 operating hours which is over six years.

Source: FXM Associates and Bob Bekoff, LLC

Table 14. Operating Cost Estimate

Total Direct Expenses			\$100,500	54.4%
Indirect Expenses				
Advertising - Media	\$10,000			
Advertising - Production	\$6,000			
Auto Expense	\$1,500			
Bank Charges	\$500			
Charge Card Fees	\$7,200			
Computer Support/Mtn	\$500			
Dues and Subscriptions	\$600			
Health Insurance	\$5,000			
Insurance - Vessels	\$11,000			
License and Permits	\$2,000			
Miscellaneous	\$1,500			
Office Expense	\$1,500			
Payroll Processing Service	\$500			
Payroll Tax Expense	\$11,000			
Personnel Expense	\$500			
Postage and Shipping	\$500			
Printing	\$500			
Promotion Expense	\$6,000			
Rent	\$9,000			
Rentals - Equipment	\$300			
R/M - Building/Dock	\$0			
Salaries and Wages - Management	\$0			
Sales Expense	\$1,000			
Security	\$0			
Signage	\$500			
Supplies (Non - R&M)	\$1,000			
Taxes	n/a			
Telephone	\$900			
Tickets	\$1,200			
Uniforms	\$1,000			
Utilities	\$900			
Total Indirect Expenses	\$78,100	42.3%		
Overhead				
Overhead	\$6,000			
Total Overhead Expense	\$6,000	3.3%		
Grand Total Expense	\$184,600	100.0%		

Source: FXM Associates and Bob Bekoff, LLC

Table 15. Financial Summary

\$177,100	Scheduled service	
\$0	Excursion Service*	
\$177,100	Total estimated revenue	100.0%
\$184,600	Total operating costs	104.2%
(\$7,500)	Annual net revenue (Loss)	-4.2%

***Excursion Demand (and costs) were excluded from this scenario because no supporting data were produced from the pilot program.**

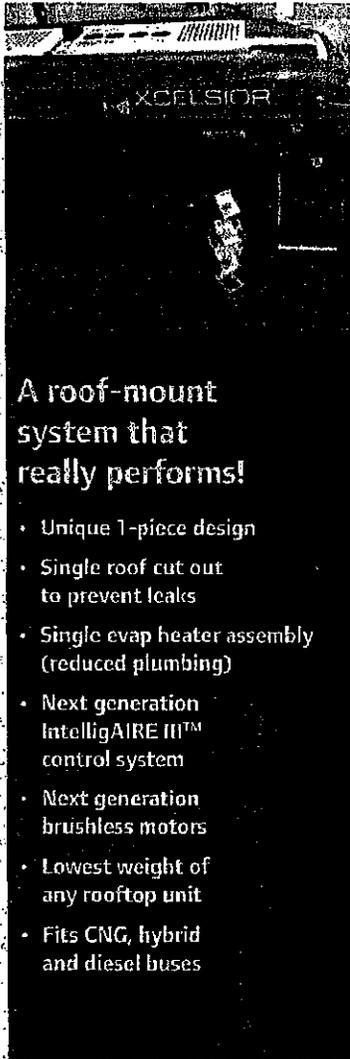
Source: FXM Associates and Bob Bekoff, LLC

C. Ferry Specifications

Specifications:

Low wake wash catamaran, 20 knot cruise.
Hand laid up fiberglass and composite construction to USCG standards
USCG Certified to carry passengers on a Lakes Bays and Sounds Route

53' length
20' beam
4' draft
4' loaded freeboard
77 passenger capacity, fixed seating including aft open deck seating.
Climate control interior heating and air conditioning
Bow boarding
Bicycle storage racks (12) on bow
ADA accessible including secure lash downs
Twin Cummins QSL9 Tier III marine diesel engines, 405 BHP, with ZF marine gears
All USCG required safety gear, fire suppression system and navigations lights.
Pilot station with cable controls and USCG required electronics.
Fixed cabin windows
One fore and two aft cabin doors
Non-skid flooring and decking
2x200 gallon USCG approved aluminum fuel tanks with water separator auxiliary filters.



A roof-mount system that really performs!

- Unique 1-piece design
- Single roof cut out to prevent leaks
- Single evap heater assembly (reduced plumbing)
- Next generation IntelligAIRE III™ control system
- Next generation brushless motors
- Lowest weight of any rooftop unit
- Fits CNG, hybrid and diesel buses

Thermo King is the Green Leader

Thermo King offers industry-leading products and solutions that enable businesses around the world to reduce energy consumption and costs and decrease harmful environmental emissions.

The  symbol indicates a feature that delivers a significant environmental advantage or benefit.

RLF Series

- ✓ Replaces existing roof-mount units with a unit that weighs 42% less
- ✓ Replaces rear-mount units without sacrificing reliability, performance, weight or cost!

Standard Features

Why pay for standard features that are not standard? Features designed for next generation.



IntelligAIRE III™ Control System

Next generation IntelligAIRE III™

- Expanded CAN communications capability
- Plugs directly into J1939 network to make more info available
- Eliminates the gateway module required between bus & unit controllers
- Less weight due to elimination of harnesses
- Increased number of I/O for system & component monitoring
- Eliminates need for expansion modules external to controller where multiple zones must be controlled independently
- Programmable pre-heater function with real time clock activation to start pre-heat when system is off



HFC Refrigerant R-134a or R-407C

- Environmentally safe alternative providing protection for the earth's ozone layer



The Thermo King X430 Compressor

- Engineered exclusively for transport applications
- Built for extended service life
- Field repairable



Next Generation Brushless Motors

- Integral electronics
- No external controllers
- Maintenance free
- Advanced diagnostics
- Programmable variable speed
- Eliminates wiring harnesses, terminals and studs
- Failure mode indication

Optional Features

Link a number of optional features with those of our existing options available only from Thermo King.



S391/S616 Screw Compressors

- Exclusive oil management system for increased reliability
- Fewer moving parts than reciprocating compressors
- Lower noise levels and vibration than reciprocating compressors
- Programmable capacity control for fuel savings



Electronic Energy Management System

- Provides fuel savings with X426, X430 and X640 reciprocating compressors
- Programmable electronic capacity control reduces the parasitic load on the engine



RLF Specifications

System Cooling Capacity (Rated Capacities)		
	R-134a	R-407C
BTU/hr	88,500	105,000
kW	26	30.8
Kcal/hr	22,292	26,448

Rated capacities are at following conditions:

Outside 35°C/95°F

Inside 27°C/80°F DB

19°C/67°F WB

System Heating Capacity		
At 30 Lt./Min.(8 GPM) coolant flow rate and 55K (100°F) temperature differential between return air and coolant.		
BTU/hr	105,000	
kW	30.8	
Kcal/hr	26,448	

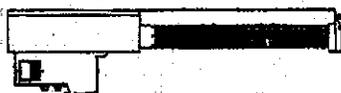
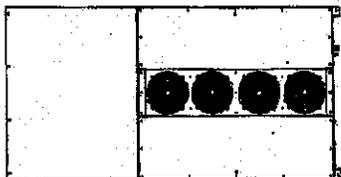
Evaporator Airflow		
(0 in. water column external static pressure)		
High Speed	2400 ft ³ /min	
Medium Speed	1370 ft ³ /min	
Low Speed	1000 ft ³ /min	

Refrigerant	
HFC R-134a or HFC R-407C	

Power Consumption @ 24 VDC	
102 Amps	

Weight	
500 lbs (227 kg)	

Compressor Weight With Clutch (approximate)	
S391	147 lbs (67 kg)
S616	171 lbs (77 kg)
X426/X430	115 lbs (52.2 kg)



Worldwide Service Organization

Thermo King backs its equipment and customers with a highly-trained, worldwide service organization. This assures you the support of factory authorized service facilities and a stock of factory parts and factory trained mechanics.

Warranty Summary

Terms of the Thermo King Warranty are available on request from your local Thermo King dealer. Please reference document TK50049 for the Thermo King Bus Unit Warranty.



IR 5A3R0-3 PL (6-10)

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Ingersoll Rand's Climate Solutions sector delivers energy-efficient HVACR solutions for customers globally. Its world-class brands include: *Hispania*, a manufacturer of refrigeration and food merchandising solutions; *Hermo King*, *Die Roader* in transport temperature control and *Stuva*, a provider of energy-efficient heating, ventilating and air conditioning systems, building and contracting services, parts support and advanced controls for commercial buildings and homes.



Cummins Warranty

Cummins Light Commercial
Marine Propulsion (4B/QSB5.9/6B/
QSB6.7/6C/QSC8.3/QSL9/QSM11)



Coverage

Engines Included in this Coverage

Marine Propulsion

4B/QSB6.9/6B/QSB6.7/6C/QSC8.3/QSL9/QSM11

Products Warranted

This Warranty applies to new Engines sold by Cummins and delivered to the first user on or after April 28, 2012, used in Light Commercial and Government Marine Propulsion applications anywhere in the world as permitted by US ITAR and Export Compliance regulations where Cummins approved service is available.

This Warranty covers any failures of the Engine, under normal use and service, which result from a defect in Cummins material or workmanship (Warrantable Failure).

COMMERCIAL USE

Commercial use is defined as any work or employment related use of the Product, or any use of the Product that generates income, or any part of the Warranty period, even if the Product is only occasionally used for such purposes.

GOVERNMENT USE

Government use is defined as use by Federal, State and Local agencies in non-revenue producing applications.

MARINE PROPULSION RATINGS

Government Service (GS) Rating

Intended for use in variable load applications where full power is limited to one hour out of every eight hours of operation.

Reduced power operation must be at or below cruise speed (rpm). Cruise speed (rpm) is dependent on the engine rated speed (rpm):

Rated Speed (rpm)	Reduction from rated speed (rpm)
2,000 to 2,800 rpm	200 rpm below rated
2,801 to 3,500	300 rpm below rated
3,501 to 4,500 rpm	400 rpm below rated

Government Service (GS)

The Government Service Rating applies to Government use in variable load applications where annual use is less than 500 hours and full power is one (1) out of every eight (8) hours of operation. Reduced power operation must be at or below cruise speed.

Light Commercial (LC)

The Light Commercial Rating applies to Commercial use in variable load applications where annual use is less than 500 hours and full power is one (1) out of every eight (8) hours of operation. Reduced power operation must be at or below cruise speed.

Intermittent Duty (ID)

This power rating is intended for intermittent use in variable load applications where full power is limited to two hours out of every eight hours of operation. Also, reduced power operations must be at or below 200 rpm of the maximum rated rpm. This rating is an ISO3046 Fuel Stop Power Rating and is for applications that operate less than 1,500 hours per year.

Medium Duty (MD)

This power rating is intended for continuous use in variable load applications where full power is limited to six hours out of every twelve hours of operation. Also, reduced power operations must be at or below 200 rpm of the maximum rated rpm. This rating is an ISO3046 Fuel Stop Power Rating and is for applications that operate less than 3,000 hours per year.

Heavy Duty (HD)

This power rating is intended for continuous use in variable load applications where full power is limited to eight hours out of every ten hours of operation. Also, reduced power must be at least 200 rpm below the maximum rated rpm. This rating is an ISO3046 Fuel Stop Power Rating and is for applications that operate less than 5,000 hours per year.

Continuous Duty (CD)

This power rating is intended for continuous use in applications requiring uninterrupted service at full power. This rating is an ISO3046 Standard Power Rating.

Base Engine Warranty

This Warranty covers any failures of the Engine, under normal use and service, which result from a defect in Cummins material or factory workmanship (Warrantable Failure). Coverage begins with the sale of the Engine by Cummins and continues for the Duration stated in the following table. The Duration commences on either the date of delivery of the Engine to the first end-user, or the date the unit is first leased, rented or loaned, or when the Product has been operated for 50 hours, whichever occurs first. The Base Coverage duration ends two (2) years after the in-service date or allowed hours of total operation, whichever occurs first.

Components included in the Cummins Critical Parts List (CPL) and marked with a Cummins part number are covered under Base Engine Warranty.

Additional Coverage is outlined in the Emission Warranty section.

Warranty Coverage Periods						
Rating	4B, 6B, 6C	QSB, QSC, QSL	QSM11			
	Coverage ends at whichever occurs first, months or hours of usage.					
	Months	Hours	Months	Hours	Months	Hours
GS	NA	NA	24	1,000	24	1,000

Warranty Coverage Periods						
Rating	4B, 6B, 6C		QSB, QSC, QSL		QSM11	
	Coverage ends at whichever occurs first, months or hours of usage.					
	Months	Hours	Months	Hours	Months	Hours
LC	NA	NA	24	1,000	NA	NA
ID	12	1,500	24	3,000	24	3,000
MD	12	3,000	24	5,000	24	6,000
HD	12	5,000	24	5,500	24	8,000
CD	12	ULTD	24	6,500	24	9,000
Government Service (GS)						
Light Commercial (LC)						
Intermittent Duty (ID)						
Medium Duty (MD)						
Heavy Duty (HD)						
Continuous Duty (CD)						

Cummins Responsibilities

During Base Engine Warranty

Cummins will pay for all parts and labor needed to repair the damage to the Product resulting from a Warrantable Failure when performed during normal business hours. All labor costs will be paid in accordance with Cummins published Standard Repair Time guidelines.

When it is necessary for mechanics to make on-site warranty repairs, Cummins will pay reasonable travel expenses, including meals, mileage and lodging, for mechanics to travel to and from the repair dock. Labor must be performed by an authorized Cummins Repair Facility.

Cummins will pay for the lubricating oil, antifreeze, filter elements and other maintenance items that are not reusable due to the Warrantable Failure.

Cummins will pay for reasonable labor costs for Engine removal and reinstallation when necessary to repair a Warrantable Failure.

During The Extended Major Components Warranty

Cummins will pay for the repair or, at its option, replacement of the defective Covered Part and any Covered Part damaged by a Warrantable Failure of the defective Covered Part.

Owner Responsibilities

During The Base Engine And Extended Major Components Warranty

Owner is responsible for the operation and maintenance of the Product as specified in the applicable Cummins Operation and Maintenance Manual. Owner is also responsible for providing proof that all recommended maintenance has been performed. This Warranty does not cover normal wear and tear of covered parts.

Exceeding the operational parameters of the rating will void this Warranty. The Owner of the boat is ultimately responsible for ensuring the Engine is properly operated and maintained. The Warranty will be void on any Engines that are misapplied, not maintained properly or misused.

Before the expiration of the applicable Warranty, Owner must notify a Cummins distributor, authorized dealer or other repair location approved by Cummins of any Warrantable Failure and make the Engine available for repair by such facility. Service locations are listed on the Cummins Worldwide Service Locator at cummins.com.

Owner is responsible for the cost of lubricating oil, antifreeze, filter elements and other maintenance items replaced during Warranty repairs unless such items are not reusable due to the Warrantable Failure.

Owner is responsible for communication expenses, meals, lodging and similar costs incurred as a result of a Warrantable Failure.

Owner is responsible for non-Engine repairs, "downtime" expenses, cargo damage, fines, all applicable taxes, all business costs and other losses resulting from a Warrantable Failure.

In the event of any Product failure, Owner is responsible for the cost of towing the boat to the repair dock and for all associated docking and harbor charges.

Owner is responsible for maintaining the Engine hourmeter in good working order at all times and to ensure that the hourmeter accurately reflects the total hours of operation of the Product.

Owner is responsible for the costs to investigate complaints, unless the problem is caused by a defect in Cummins material or factory workmanship.

Limitations

Engines with an emissions certification listed below must be operated using only diesel fuel having no more than the corresponding maximum sulfur content. Failure to use the specified fuel (see also Cummins Fuel Bulletin #3379001) can damage the Engine and aftertreatment system within a short period of time. This damage could cause the Engine to become inoperable and failures attributable to the use of incorrect fuels will be denied Warranty Coverage.

Maximum sulfur levels by emissions certification level as listed on the Engine's dataplate are:	
EPA 2007	max. 15 parts per million
EPA 2010	max. 15 parts per million
EPA 2013	max. 15 parts per million
EPA Tier 4 Interim / Final	max. 15 parts per million
EU Stage IIIB 2011	max. 15 parts per million
Euro 4/5	max. 50 parts per million

Cummins supplied alternators and starters limitation (Excludes 4B/6B/C)

- Warranty Coverage is limited to 2 years or 2,000 hours, whichever expires first for rating other than Government Service.
- Warranty Coverage is limited to 2 years or 1,000 hours, whichever expires first for the Government Service rating.

Cummins is not responsible for failures or damage resulting from what Cummins determines to be abuse or neglect, including, but not limited to: operation without adequate coolants or lubricants; overfueling; overspeeding; lack of maintenance of cooling, lubricating or intake systems; improper storage, starting, warmup, run-in or shutdown practices; unauthorized modifications to the Engine. Cummins is also not responsible for failures caused by incorrect oil or fuel, or by water, dirt or other contaminants in the fuel or oil.

Cummins is not responsible for failure resulting from:

1. Use or application of the Engine inconsistent with its rating designation set forth above.
2. Incorrect installation.

Before a claim for excessive oil consumption will be considered, Owner must submit adequate documentation to show that oil consumption exceeds Cummins published standards.

Cummins is not responsible for failures of maintenance components supplied by Cummins beyond 90 days after the Coverage duration start date. Maintenance components include, but are not limited to: sea water pump impellers; zinc plugs; oil filters; fuel filters; air filters; water filters; fuel/water separator filters; expansion tank pressure caps.

Failure of belts and hoses supplied by Cummins are not covered beyond 90 days after the date of delivery of the Product to the first user, or the date the unit is first leased, rented or loaned, or when the Product has been operated for 50 hours, whichever occurs first.

Cummins does not warrant accessories that are not supplied by a Cummins factory.

Parts used in Warranty repairs may be new Cummins parts, Cummins approved rebuilt parts or repaired parts. Cummins is not responsible for failures resulting from the use of parts not supplied by Cummins.

A new Cummins or Cummins approved rebuilt part used to replace a Warranted Part assumes the identity of the Warranted Part it replaced and is entitled to the remaining Coverage hereunder.

CUMMINS DOES NOT COVER WEAR OR WEAROUT OF COVERED PARTS.

CUMMINS IS NOT RESPONSIBLE FOR INCIDENTAL OR CONSEQUENTIAL DAMAGES.

THESE WARRANTIES SET FORTH HEREIN ARE THE SOLE WARRANTIES MADE BY CUMMINS IN REGARD TO THESE ENGINES. CUMMINS MAKES NO

OTHER WARRANTIES, EXPRESS OR IMPLIED, OR OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

Emission Warranty

Products Warranted

This Emission Warranty applies to new Engines certified to United States EPA 40 CFR 94 sold by Cummins that are installed in vessels flagged or registered in the United States**

Coverage

Cummins warrants to the first user and each subsequent purchaser that the Engine is designed, built, and equipped so as to conform at the time of sale by Cummins with all U.S. Federal emission regulations applicable at the time of manufacture and that it is free from defects in workmanship or material that would cause it not to meet these regulations within the longer of the following periods: (A) Five years or 5,000 hours of operation, whichever occurs first. The Emissions Warranty starts from the date of delivery of the Engine to the first user, or the date the unit is first leased, rented, or loaned, or when the Engine has been operated for 50 hours, whichever occurs first, or (B) The Base Engine Warranty.

Limitations

Engines with an emissions certification listed below must be operated using only diesel fuel having no more than the corresponding maximum sulfur content. Failure to use the specified fuel (see also Cummins Fuel Bulletin #3379001) can damage the Engine and aftertreatment system within a short period of time. This damage could cause the Engine to become inoperable and failures attributable to the use of incorrect fuels will be denied Warranty Coverage.

Maximum sulfur levels by emissions certification level as listed on the Engine's dataplate are:	
EPA 2007	max. 15 parts per million
EPA 2010	max. 15 parts per million
EPA 2013	max. 15 parts per million
EPA Tier 4 Interim / Final	max. 15 parts per million
EU Stage IIIB 2011	max. 15 parts per million
Euro 4/5	max. 50 parts per million

The Owner may elect to have maintenance, replacement or repair of the emission control parts performed by a facility other than a Cummins distributor, an authorized dealer or a repair location approved by Cummins, and may elect to use parts other than new genuine Cummins or Cummins approved rebuilt parts and assemblies for such maintenance, replacement or repair; however, the cost of such service or parts and subsequent failures resulting from such service or parts will not be

covered under this emission control system Warranty.

Cummins is not responsible for failures or damage resulting from what Cummins determines to be abuse or neglect, including, but not limited to: operation without adequate coolant or lubricants; overfueling; overspeeding; lack of maintenance of lubricating, cooling or intake systems; improper storage, starting, warmup, run-in or shutdown practices; unauthorized modifications of the Engine. Cummins is also not responsible for failures caused by incorrect oil, fuel or diesel exhaust fluid or by water, dirt or other contaminants in the fuel, oil or diesel exhaust fluid.

Cummins is not responsible for non-Engine repairs, "downtime" expenses, cargo damage, fines, all business costs or other losses resulting from a Warrantable Failure.

CUMMINS IS NOT RESPONSIBLE FOR INCIDENTAL OR CONSEQUENTIAL DAMAGES.

In the United States** and Canada, this Warranty gives you specific legal rights and you may also have other rights, which vary from state to state.

Outside the United States** and Canada, in case of consumer sales, in some countries the Owner has statutory rights, which cannot be affected or limited by the terms of this Warranty.

Nothing in this Warranty excludes or restricts any contractual rights the Owner may have against third parties.

** United States includes American Samoa, the Commonwealth of Northern Mariana Islands, Guam, Puerto Rico and the U.S. Virgin Islands.



QSL9

QUANTUM SERIES ENGINE

Features

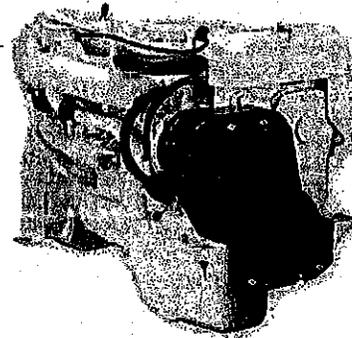
- Fuel System:** Cummins XPI fuel System; handed spin-on Fleetguard fuel filter
- Lubrication System:** Handed spin-on Fleetguard lube filter
- Electrical System:** 12-volt and 24-volt systems available
- Coolant System:** Sea water heat exchanger cooling system; Keel cooled system available
- Emissions:** EPA Tier 3, IMOII, and RCD Certified

Engine Overview

- Dependability and long life proven through thousands of hours of reliable commercial and trawler operation
- Clean, quiet operation with virtually no startup smoke from the high-pressure common-rail fuel system
- Excellent fuel economy for long range cruising
- Peace of mind delivered by the Cummins Captain's Briefing and global service network

Engine Specifications

Configuration	In-line 6-cylinder, 4-stroke diesel
Bore & Stroke	114 mm x 145 mm (4.49 in x 5.71 in)
Displacement	8.9 L (542 in ³)
Aspiration	Turbocharged / Aftercooled
Rotation	Counterclockwise facing flywheel



Engine Dimensions

Length		Width		Height		Weight (Dry)*	
mm	in	mm	in	mm	in	kg	lb
1174	46.2	349	13.7	1088	42.8	977	2000

*Does not include exhaust connection. Weights vary by rating.

Power Ratings

Rating	kW	MHP	BHP	Rated RPM	Max Torque		Emissions
					N-m	RPM	
HO/MCO	365	410	405	2100	1878	1400	EPA Tier 3, IMO II, RCD, EU Stage IIIa
HO	348	395	390	1800	1875	1400	
CO	219	290	285	1800	1443	1300	
HO/MCO	296	335	330	2100	1619	1400	IMO II, RCD, EU Stage IIIa
HO/HB	243	270	265	1800	1553	1400	
HO/CO	209	225	221	1800	1392	1400	

Ratings and specifications subject to change without notice. Not for sale in the United States.

QSL9 QUANTUM SERIES ENGINE

Fuel Consumption (Prop Curve)

Rating	Cooling type	kW	MHP	BHP	Fuel Consumption		Emissions
					Rated (L/hr(gal/hr))	Cruise L/hr(gal/hr)	
MCD	HX	302	410	495	79(20.8)	39.4(10.4)	EPA Tier 3, IMO II, RCD, EU Stage IIIa
HO	HX	302	410	495	78.7(20.8)	43.2(11.4)	
HD	HX	246	335	330	63(16.7)	43.7(11.5)	
CO	HX	213	290	285	53(14.1)	36(10)	IMO II, RCD, EU Stage IIIa
HO/MCD	HX	286	405	400	80(21.1)	41.4(10.8)	
HD/HO	HX	243	330	325	62(16.3)	44.2(11.7)	
HD/CO	HX	209	285	281	54(14.4)	37.9(10)	

Fuel consumption data represents performance along a 2.7 fixed pitch propeller curve (for HO, ID, MCD, 3.0 for HD and CO ratings). Fuel consumption is based on fuel of 35° API gravity at 16°C (60°F) having an LHV of 42,780 KJ/KG (18,390 BTU/lb) when used at 29°C (85°F) and weighing 838.9 g/liter (7.001 lb/US gal). Observed horsepower is certified within ±5% of rated horsepower. Consult your local Cummins professional for further information.

Available Accessories

Air Intake System: Light duty or serviceable type air cleaner

Engine Controls: Digital Throttle and Shift; Electronic Throttle and Shift (ETS) and optional potentiometer for mechanical controls

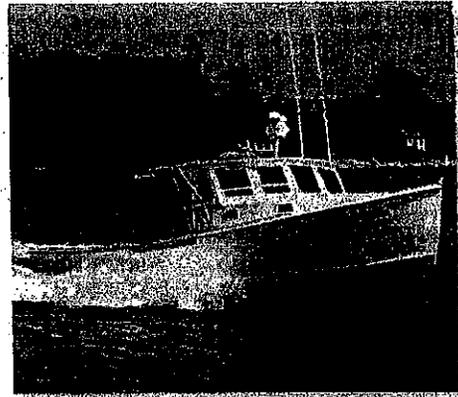
Instrumentation: SmartCraft® 2.5 digital displays and/or analog gauges provide data on engine speed, oil pressure, engine load and more

Vessel System Integration: SmartCraft® 2.5 monitors fluid level, vessel range, depth, vessel speed, rudder position, temperatures and more

Accessory Drive Pulley: Single and dual groove for FPTO

Hydraulic pump drive: SAE A or SAE B flange

Wet and Dry exhaust connections



Ratings Definitions

Continuous (CD): Intended for use in applications requiring uninterrupted and unlimited service at full power.

Heavy Duty (HD): Intended for nearly continuous use in variable load applications, where full power is limited to eight hours out of every ten hours of operation. Also, reduced power operation must be at or below cruise rpm, which is 200 rpm below the maximum rated speed. This rating is for applications operating less than 5000 hours per year.

Medium Continuous (MD): Intended for moderate use in variable load applications, where full power is limited to six hours out of every twelve hours of operation. Also, reduced power operation must be at or below cruise rpm, which is 200 rpm below the maximum rated speed. This rating is for applications operating less than 3000 hours per year.

Intermittent (ID): Intended for intermittent use in variable load applications, where full power is limited to two hours out of every eight hours of operation. Also, reduced power operation must be at or below cruise rpm, which is 200 rpm below the maximum rated speed. This rating is for applications operating less than 1800 hours per year.

High Output (HO): Intended for infrequent use in variable load applications, where full power is limited to one hour out of every eight hours of operation. Also, reduced power operation must be at or below cruise speed (rpm). Cruise speed (rpm) is dependent on the engine rated speed (rpm). Refer to Table 1 below. For applications operating less than 600 hours per year. Engines with this rating are intended for powering recreational/pleasure use vessels only. Commercial use is defined as any work or employment related use of the product, or any use of the product which generates income, for any part of the warranty period, even if the product is only occasionally used for such purposes.

Rating Conditions: Declared power ratings are based upon ISO 15850 reference conditions/ air pressure of 100kPa (29.612 in Hg) air temperature of 25° C (77°F) and 30% relative humidity. Propeller Shaft Power represents the net power available after typical reverse/reduction gear losses and is 97% of rated power. Power rated in accordance with IMCI procedures.

Ratings and specifications are subject to change without notice and are subject to the requirements of the local market.

Rated Speed	Cruise Speed (reduction from rated)
2000 RPM	1800 RPM
2200 RPM	1980 RPM
2400 RPM	2160 RPM



Cummins Inc.
4500 Leeds Avenue - Suite 301
Charleston, SC 29405-9539
U.S.A.

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Addendum #1 to Evans Boats Inc. Winthrop Ferry IFB Bid

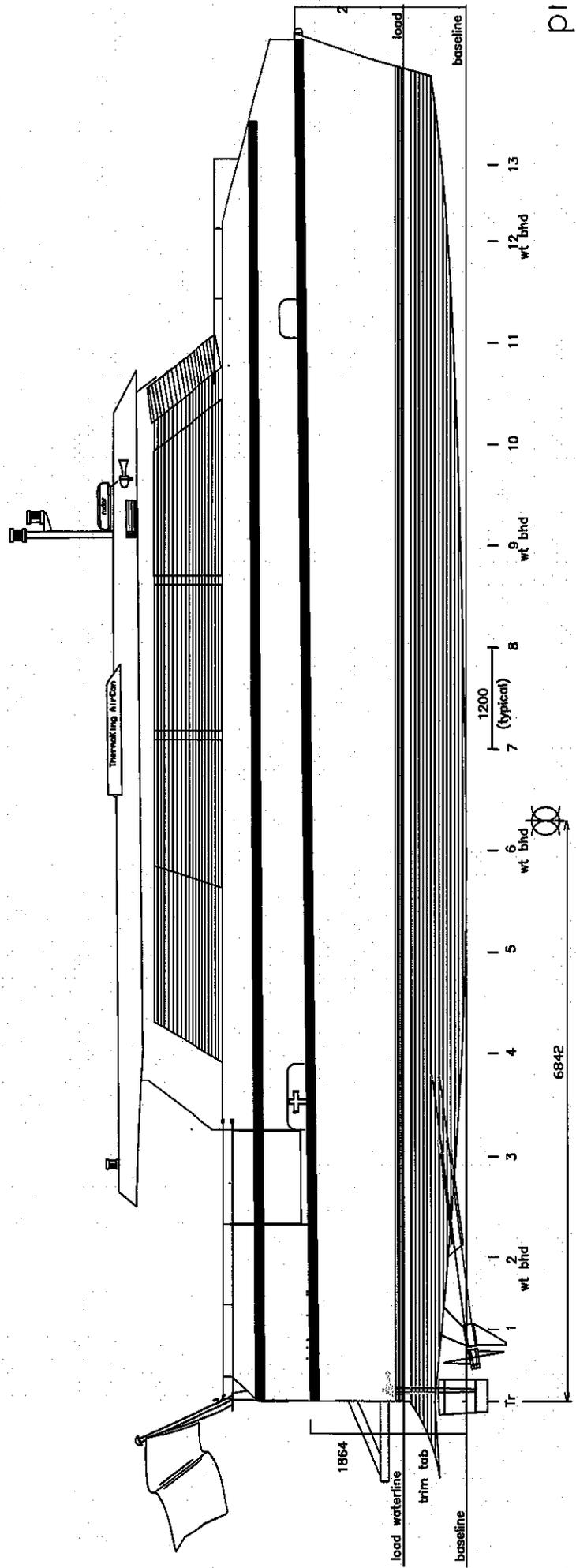
Evans Boats will employ the following manufacturing and specifications to minimize cabin noise levels:

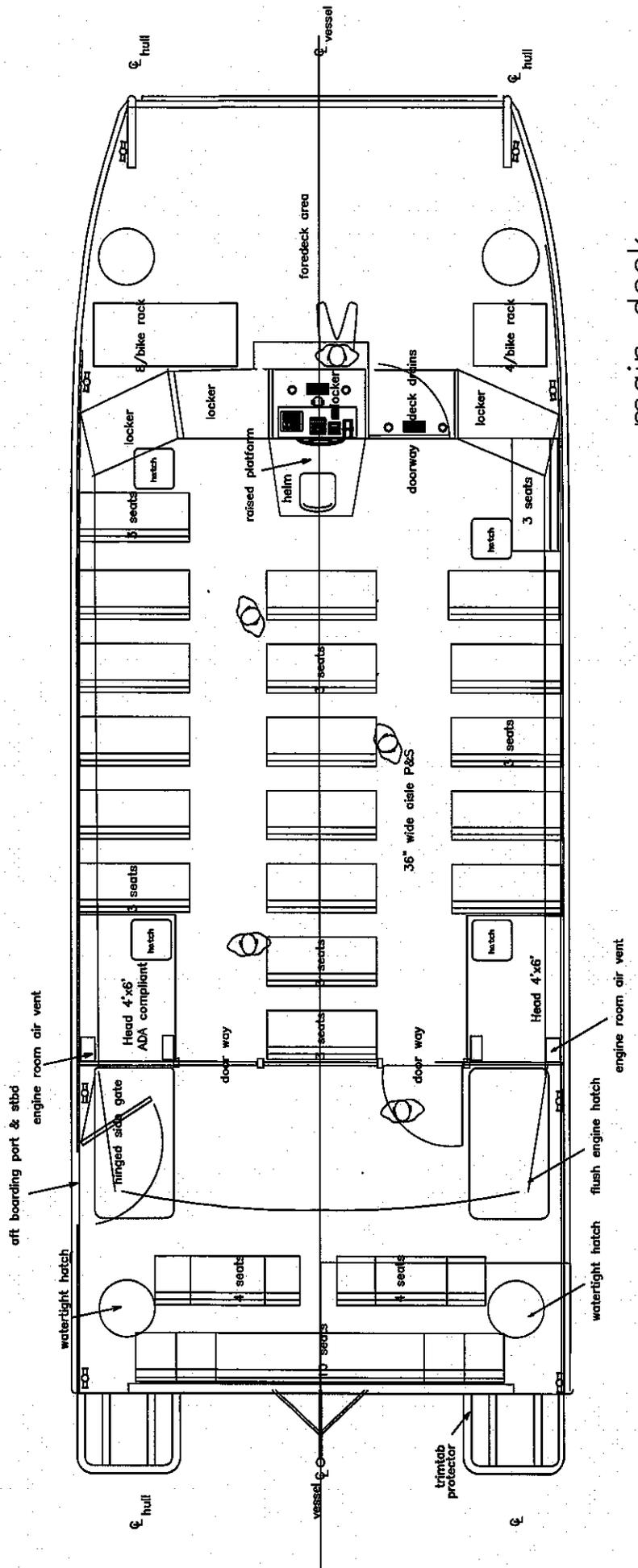
1. Install sound absorbing insulation in the machinery spaces.
2. Use vibration dampening mounts for engines, marine gears, and A/C compressors.
3. Install marine exhaust mufflers to deaden exhaust noise up to the back pressure limits of the engines.
4. Properly route exhaust pipes away from the hulls.
5. Employ sound reducing core materials in the decks, cabin top, and cabin interior overhead finish.

All of these procedures will have a positive effect on reducing noise levels. If this process is acceptable, language can be inserted in the actual contract to eliminate the 60 dbA requirement and replace it with this language.

If you have any additional questions give me a call!

Thanks!
Eugene
443-783-0529

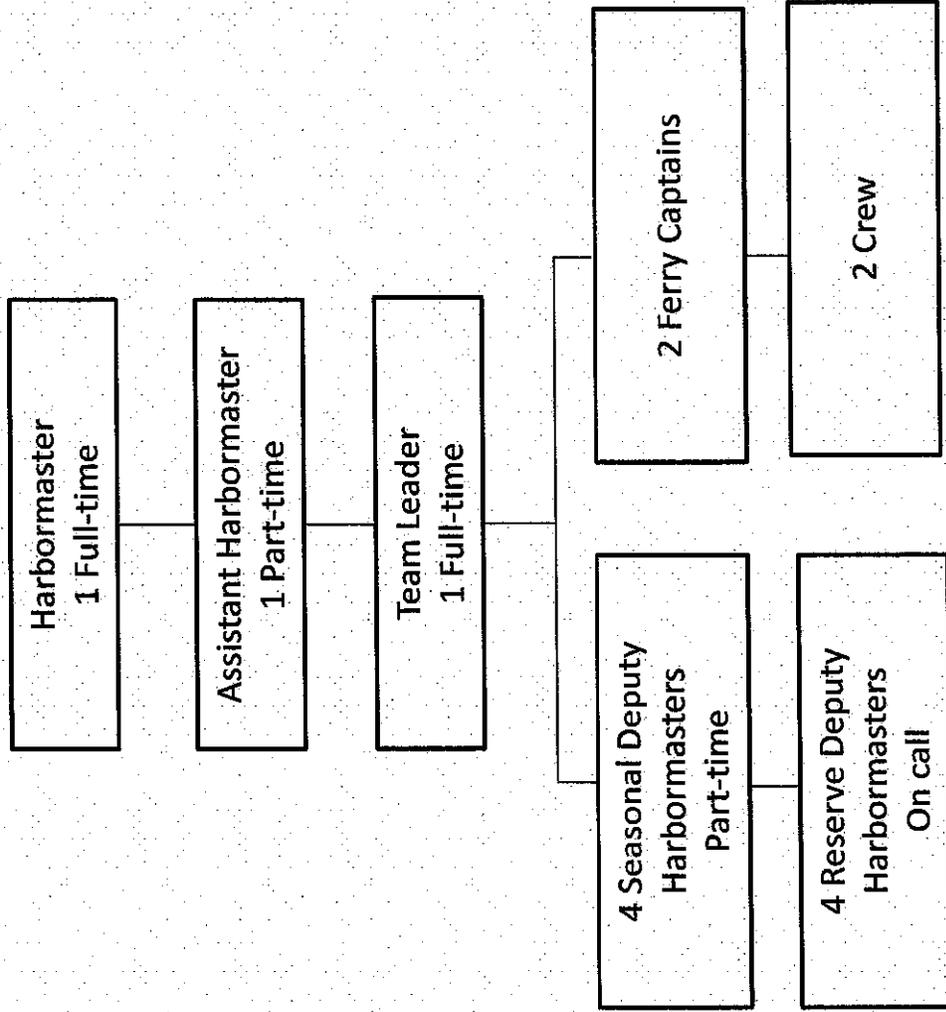




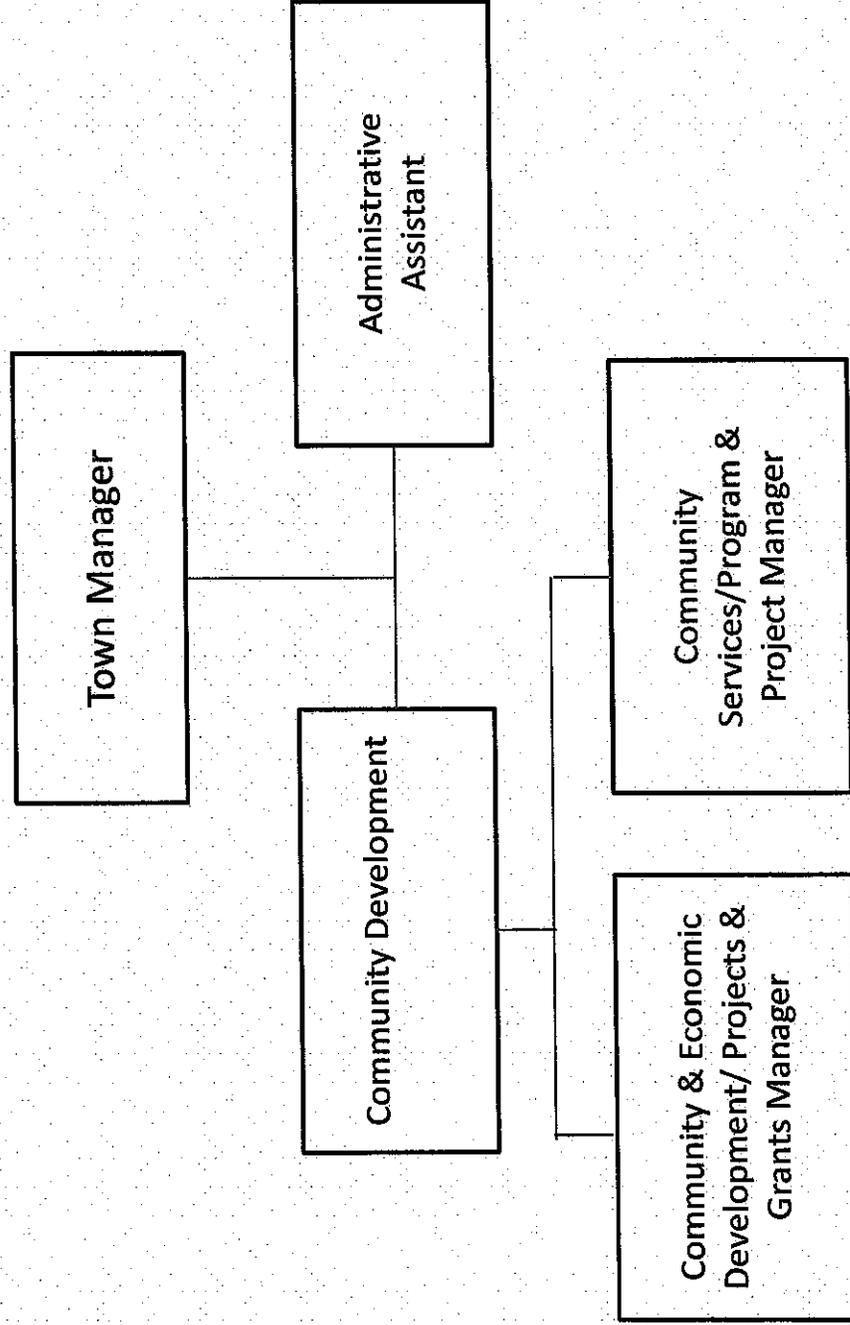
main deck

D. Org. Chart/Staffing

HARBORMASTER DEPARTMENT



TOWN MANAGER'S DEPARTMENT





TOWN OF WINTHROP

Town Hall, 1 Metcalf Square, Winthrop, MA 02152 Telephone: 617-846-1852

Community Services Project Manager (CSPM)

Nature of Work: Performs a variety of administrative, technical and professional work in preparation and implementation of economic and community development plans, programs, and services.

This full time position is responsible for working closely with town staff in promoting the business and economic development interests within the community. This full-time, middle management position serves as lead for projects as assigned by the Town Manager. The CSPM coordinates and stewards all aspects of Community Service, including fiscal and statutory compliance as assigned. The CSPM will initiate and administer all grants relating to the various civic, social and cultural needs of the community. This position is a direct report to the Town Manager.

Essential Duties and Responsibilities:

- Coordination of Town Sponsored Events
- Tourism and Marketing to Promote the Town of Winthrop and the Winthrop Ferry Service
- Liaison with Winthrop Chamber of Commerce
- Ferry Terminal Public Information Coordinator and Customer Service Representative
- E.B. Newton Cultural Center
- Liaison with the Harbor Management Committee
- Liaison with the Cultural Council
- Liaison with the Licensing Board
- Develops and supervises the implementation of an annual operating and marketing plan, in order to promote Winthrop as a destination to local, state, regional, national.
- Develops collateral materials including brochures, newsletters, promotional documents, advertisements, direct mail pieces and planner's guides to increase market shares for the Economic Development industry in Winthrop.
- Develops economic updates, reports, and publications.
- Coordinator of Community Development Initiatives such as
 - Walk Winthrop
 - Farmer's Market at French Square
 - Bike Share Program
 - Belle Isle Marsh Marine Park
 - Winthrop Cultural Day

- And other events as they develop
- Directs the planning and coordination of promotional activities for the Town, works with the Town Manager's office to develop media packets and serves as the social media liaison.
- Residential Development Coordinator/Site Planning.
- Coordinating media response and interface with all new media formats.
- Performs other duties as assigned.

Skills:

Considerable knowledge of community and economic development, tourism, marketing and promotions, e-marketing and commerce solutions, and cultural initiatives that make a community thrive. Working knowledge of grant writing and resourcing of grants at the state, federal and non-profit arenas. Ability to communicate effectively to groups and individuals, employees, and the general public. Ability to establish working relationships with other organizations and community development practitioners.

BA Degree required, Masters Degree preferred
3 years of significant related experience preferred

E. Financials

Ferry Operating Costs (estimates based on FXM Associates report and additions)

Cost Category	Amount	
Personnel		
Captain	83,200	Based on full year
Crew	62,400	Based on Full Year
Health Ins	80,000	
Fuel	126,200	
Repairs and Maint.	59,500	
Liability Insurance	15,000	
Advertisement	40,000	
Other FXM Associates Costs	37,600	
Estimated Indirect Costs	20,000	
Total Estimated Operating Costs:	523,900	

Revenue	
<u>Commuter Revenue</u>	
Ticket Price:	\$8.00
# of daily commuters	85
Number of days annually:	175
Total Commuter Revenue:	\$119,000
<u>Recreational Revenue</u>	
Ticket Price:	\$8.00
daily riders	90
Number of days annually:	105
Total Recreational Revenue:	\$75,600
Concession	<u>22000</u>
Total Revenue:	\$216,600

Agreement Number: 607847

F.A. PROJECT NO: FBD-_____
MUNICIPALITY: TOWN OF WINTHROP
COUNTY: SUFFOLK
PROJECT: INNER HARBOR PASSENGER WATER TRANSPORTATION VESSEL
PROCUREMENT

This Agreement made this ___ day of _____ by and between the MASSACHUSETTS DEPARTMENT OF TRANSPORTATION, a body politic and corporate, established by St. 2009, c. 25, having a principal place of business at 10 Park Plaza, Boston, Massachusetts 02116 (hereinafter called "MASSDOT") and the Town of Winthrop, having a principal place of business at Winthrop Town Hall, One Metcalf Square Winthrop, Massachusetts 02201 (hereinafter called the "TOWN").

WHEREAS, the TOWN proposes to purchase an inner harbor passenger water transportation vessel to provide commuter ferry service from the Shirley Street Ferry Terminal in Winthrop to and from a docking location in the Boston waterfront district (hereinafter referred to as the "PROJECT"), and

WHEREAS, the TOWN has provided documentation to MASSDOT evidencing that it is suitably equipped and staffed to undertake and manage the PROJECT and ensure that all federal aid requirements are met, and

WHEREAS, a portion of the PROJECT is to be financed by funds provided by the Federal Government, through the United States Department of Transportation's Federal Highway Administration, (hereinafter referred to as "FHWA"), pursuant to a 2009 Ferry Boat Discretionary Program (FBD) award for Water Transportation Service

Ferry, Town of Winthrop, MA - terminal construction and vessel acquisition in the amount of \$950,000, and

WHEREAS, the Town contracted for the construction of a terminal, which was completed and funded in part with FHWA/FBD funds totaling \$472,399 - \$264,232 from the 2004 FBD (MA181), \$208,167 from the 2005 FBD (MA180); and \$150,000 from the 2009 FBD, and

WHEREAS, the PROJECT'S eligibility for Federal participation has been established in accordance with the Ferry Boat Discretionary Program (FBD) authorized, and provided for under Section 1801 of SAFETEA-LU, which added the FBD Program to 23 U.S.C. 147, "Construction of ferry boats and ferry terminal facilities," and

WHEREAS, MASSDOT has agreed to pay, and FHWA has agreed to reimburse, up to, but not exceeding \$950,000 from the 2009 FBD award. Any and all PROJECT costs above this amount shall be borne by the TOWN as described in the Agreement section entitled "Division of Expense" below, and

WHEREAS, the TOWN agrees to provide the required 20% non-federal match (at a minimum) on the 2009 FBD federal funding award for this PROJECT, the value of which will be no less than \$237,500, and shall provide additional matching funds as required to procure the PROJECT, and

NOW THEREFORE, in consideration of the obligations contained herein and other good and valuable consideration, the receipt of which is hereby acknowledged, MASSDOT and the TOWN hereby agree, each with the other, as follows:

DIVISION OF WORK/DESIGN AND CONSTRUCTION OVERSIGHT

While it is stipulated that the TOWN will advertise and purchase the PROJECT, prior to the TOWN'S advertisement of the Invitation for Bids, it is understood that MASSDOT will review the draft Invitation for Bids package to ensure that Federal-aid requirements are met with respect to 49 CFR 18.36, and then submit the bid package to FHWA for final review and concurrence.

The TOWN shall procure using its own forces or consultant services said PROJECT pursuant with any and all applicable local, state and federal laws or regulations and in accordance with the technical specifications set forth in the Invitation for Bids.

The TOWN shall also contractually require the Contractor/Vendor to, and the TOWN itself shall, release, defend, indemnify, and hold harmless MASSDOT, and its successors and assigns and its shareholders, officers, directors, agents and employees (collectively referred to in this paragraph as the ("INDEMNIFIED PARTIES")) from and against any and all claims, demands, liabilities, judgments, penalties, costs, expenses and damages including personal injury, property damages and natural resource damages, and including attorney and expert consultant fees and cost incurred, arising out of, relating to or resulting from activities performed by the INDEMNIFIED PARTIES pursuant to this Agreement.

In addition, any and all procurement activities or related work required for the procurement of said PROJECT shall be in conformance with any and all requirements, policies and procedures of FHWA, and the TOWN.

DIVISION OF EXPENSE

MASSDOT will reimburse the TOWN for actual approved acquisition costs up to, but not exceeding the total maximum amount of federal participation in the PROJECT, nine hundred and fifty thousand dollars (\$950,000). Any and all PROJECT costs above \$950,000 shall be borne by the TOWN; this includes the stipulated \$237,500 in municipal non-federal matching funds that are minimally required as a condition of use of the 2009 federal Ferry Boat Discretionary funds awarded for this project.

Federal participation was authorized in accordance with the Federal-Aid Highway Program, listed within the Catalog of Federal Domestic Assistance, identifying number 20.205 (Highway Planning and Construction). The TOWN is the intended sub-recipient of the subject federal award, and therefore is subject to the Single Audit Act Amendments of 1996, Section 7502 (f) (2).

All acquisition costs incurred, including any allowed MassDOT progress payments shall be approved by MASSDOT prior to reimbursement by MASSDOT.

The total of payments made shall be adjusted to conform to a final audit. The total audited amount shall not exceed the maximum funds obligated. Interim audits may be undertaken at any time. Costs will be determined in accordance with Federal Acquisition Regulations (FAR).

To comply with the Single Audit Act Amendments of 1996, the TOWN shall engage the services of an independent public accountant (IPA) to conduct audits and issue audit reports in accordance with OMB circular

A-133: Audits of States, Local Governments and Non-Profit Organizations.

MASSDOT reserves the right to reject IPA audit findings and to perform its own audit and issue its audit reports insofar as this Agreement is concerned.

METHOD OF PAYMENT TO THE TOWN

Section 1. During the course of the PROJECT, the TOWN will submit any necessary progress bills for costs incurred under the commodities and services contract, for approval and payment by MASSDOT. An original and one copy of such progress bills shall be in an invoice format prescribed by MASSDOT and must be submitted within 15 days following the close of the billing period.

Section 2. Upon the completion of the PROJECT, the TOWN shall provide MassDOT with the final invoice and documentation satisfactory to MassDOT of proof of purchase, delivery, compliance with Coast Guard inspection standards, properly inspected for compliance with specifications set forth in the Invitation for Bids, and compliance with all other applicable state and federal requirements for ferry passenger vessels. In addition to the final detailed invoice, the TOWN shall forward to MASSDOT the bid tabulation results along with selected bid for the PROJECT and the final specifications and detailed cost estimate.

Section 3. All reimbursable charges in connection with this Agreement will be subject to audit by representatives of MASSDOT and/or FHWA, and the TOWN will retain all records and documents pertaining to the Agreement charges until such audit is completed or until written approval to destroy the records is given by MASSDOT.

The Governor or his designee, the Secretary of the Executive Office for Administration and Finance, and the State Auditor or his designee shall have the right at reasonable times and upon reasonable notice to examine the books, records and other compilations of data of the TOWN which pertain to the performance of the provisions and requirements of this Agreement.

FUTURE MAINTENANCE

The TOWN shall continue sole responsibility for the maintenance and upkeep of the PROJECT harbor passenger water transportation vessel and the costs thereof.

Federal highway law requires that all federally assisted projects be properly maintained. Maintenance and operation of ferry services is not eligible for Federal-aid funding.

Any project constructed under the provisions of Title 23 U.S.C., Chapter 1, must be maintained until it is not needed as part of the Federal-aid highway. This also applies to a ferry serving as a public road or a transit route. FTA guidance indicates the service life of a passenger vessel is 25 years, 30 years for other types of vessels, and up to 60 years for vessels if refurbished. "Facilities" have a useful life of 40 years. (See the guidance that FHWA typically follows, www.fta.dot.gov/documents/C_5010_1D_Finalpub.pdf).

In accordance with 23 U.S.C. 129 (c) (6), no ferry vessel for which federal aid funds have been used shall be sold, leased, or otherwise disposed of without prior approval of the Secretary of Transportation. This authority has been delegated to the FHWA Administrator. The TOWN agrees to contact the FHWA Office of Program

Administration if a disposal is anticipated to occur. The Federal share of any proceeds from such a disposition shall be credited to the un-programmed balance of Federal-aid highway funds of the same class last apportioned to the State.

AGREEMENT EXECUTION

This Agreement shall not be considered fully executed, until the MASSDOT Highway Administrator signs this Agreement and the TOWN has received an official Notice to Proceed from MASSDOT.

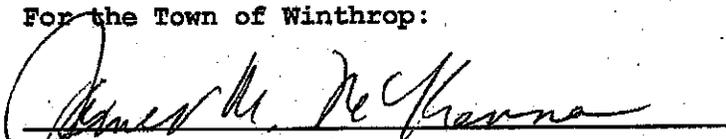
EXPIRATION DATE

This Agreement shall expire on September 30, 2015. If the TOWN believes that an extension of time is necessary, the TOWN shall submit to MASSDOT a written request for an extension no later than 60 days prior to the expiration date.

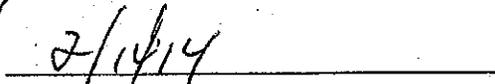
The request shall contain the current expiration date, the reason additional time is needed and a proposed revised expiration date and any other information deemed necessary by MASSDOT.

MASSDOT, in its absolute discretion, may grant said request for an extension of time if it finds that sufficient justification has been provided by the TOWN.

For the Town of Winthrop:



James McKenna, Town Manager



Date:

For the Massachusetts Department of Transportation:

Francis DePaola, P.E., MASSDOT Highway Administrator

Date:

Two-Year Comparative Income Projection

Winthrop Ferry Service

Financial statements in U.S. dollars

Revenue

Gross Income
General Fund Contributions
Net Operating Income

Year One

Year Two

Increase /
(Decrease)

Percent
Change

312,584
100,000
412,584

380,354
78,333
458,687

67,770
(21,667)
46,103

21.68%
(21.48%)
11.18%

Expenses

Advertising
Commissions and Fees
Contract Labor
Materials and Supplies
Wages and Salaries
Employee Benefits
Pension
Office Supplies
Fuel
Other Supplies/ Supplies for Resale
Utilities
Taxes and Licenses
Insurance
Repairs and Maintenance
Miscellaneous
Total Expenses

30,000
4,800
12,000
20,000
131,040
36,000
12,000
2,500
80,000
23,450
3,600
1,200
15,000
23,000
12,000
268,590

30,000
4,800
12,000
20,000
131,040
36,000
12,000
2,500
80,000
23,450
3,600
1,200
15,000
23,000
12,000
268,590

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0%
0%

Net Operating Expense

6,394

6,394

0

0%

Other Income

Gain (Loss) on Sale of Assets
Interest Income
Total Other Income

0
0
0

0
0
0

0
0
0

0%
0%
0%

Net Income (Loss)

24,974

24,974

0

0%

Profit and Loss Statement

Winthrop Ferry Service

For the 9-1-15 ending 8-30-16

Stated in 000s

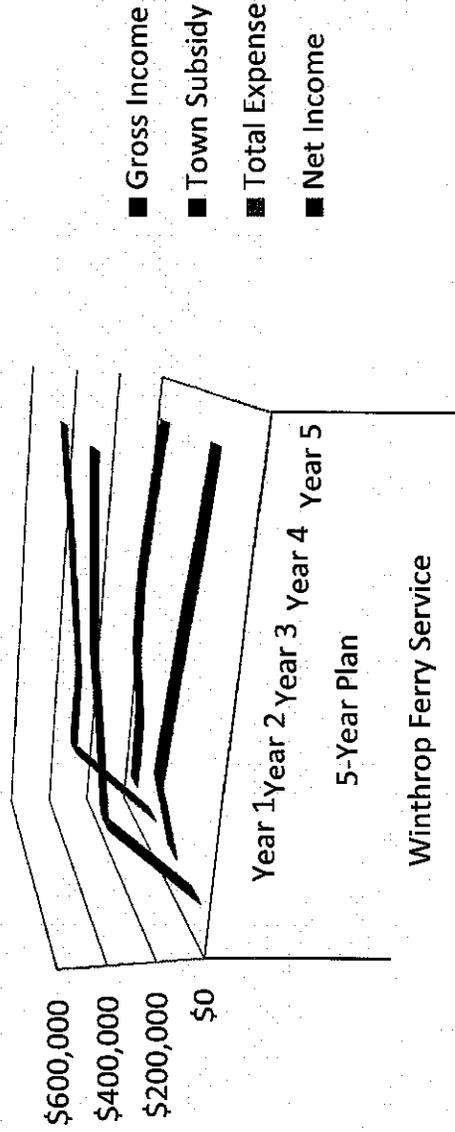


	Prior Period	Budget	Current Period	Current Period as % of Sales	% Change from Prior Period	% Change from Budget
Sales Revenue						
Ticket Sales		\$ 262,044				
Excursions		\$ 19,200				
Advertising/Sponsorships		\$ 10,000				
Concessions/Merchandising		\$ 21,340				
General Fund Contribution		\$ 100,000				
Total Sales Revenue [J]	0	\$ 412,584	0			
Cost of Sales						
Product/Service 1						
Product/Service 2						
Product/Service 3						
Product/Service 4						
Total Cost of Sales [K]	0	\$	0			
Gross Profit [L=J-K]	0	\$ 412,584	0			-100.0%
Operating Expenses						
Sales, Marketing and Supplies						
Advertising		\$ 30,000				
Commissions/Fees		\$ 4,800				
Contract Labor		\$ 12,000				
Materials and Supplies		\$ 20,000				
Total Sales and Marketing Expenses [M]	0	\$ 66,800	0			
General and Administrative						
Wages and salaries		\$ 131,040				
Employee Benefits		\$ 36,000				
Pension		\$ 12,000				
Office supplies		\$ 2,500				
Fuel		\$ 80,000				
Other Supplies/Supplies for Resale		\$ 23,450				
Utilities		\$ 3,600				
Taxes and Licenses		\$ 1,200				
Insurance		\$ 15,000				
Repairs and maintenance		\$ 23,000				
Miscellaneous		\$ 12,000				
Total General and Administrative Expenses [O]	0	\$ 339,790	0			
Total Operating Expenses [P=M+N+O]	0	\$ 406,590	0			
Income from Operations [Q=L-P]	0	\$ 5,994	0			-100.0%
Net Profit [T=Q+R-S]	0	\$ 5,994	0			-100.0%

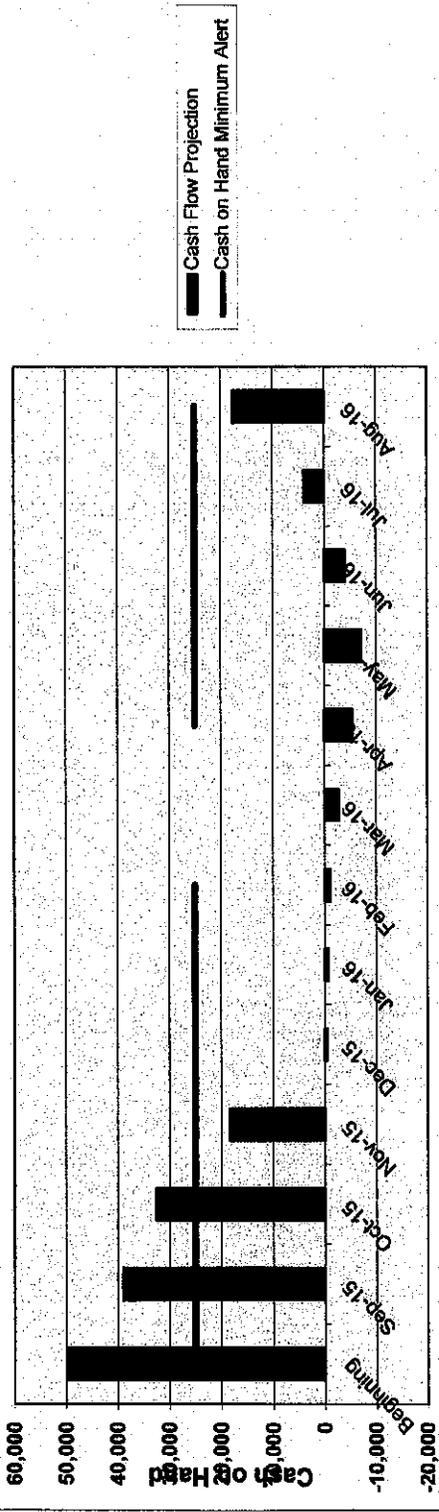
**Winthrop Ferry Service
5-Year Plan**

	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Income	\$ 412,484	\$ 458,687	\$ 508,687	\$ 533,687	\$ 558,687
Town Subsidy	\$ 100,000	\$ 78,333	\$ 55,000	\$ 25,000	\$ -
Total Expense	\$ 406,590	\$ 406,590	\$ 447,249	\$ 491,973	\$ 541,171
Net Income	\$ 5,894	\$ 52,097	\$ 61,438	\$ 41,714	\$ 17,516

**Winthrop Ferry Service
5-Year Plan**



Cash Flow Projection Winthrop Ferry Service



Cash balance alert minimum \$ 25,000