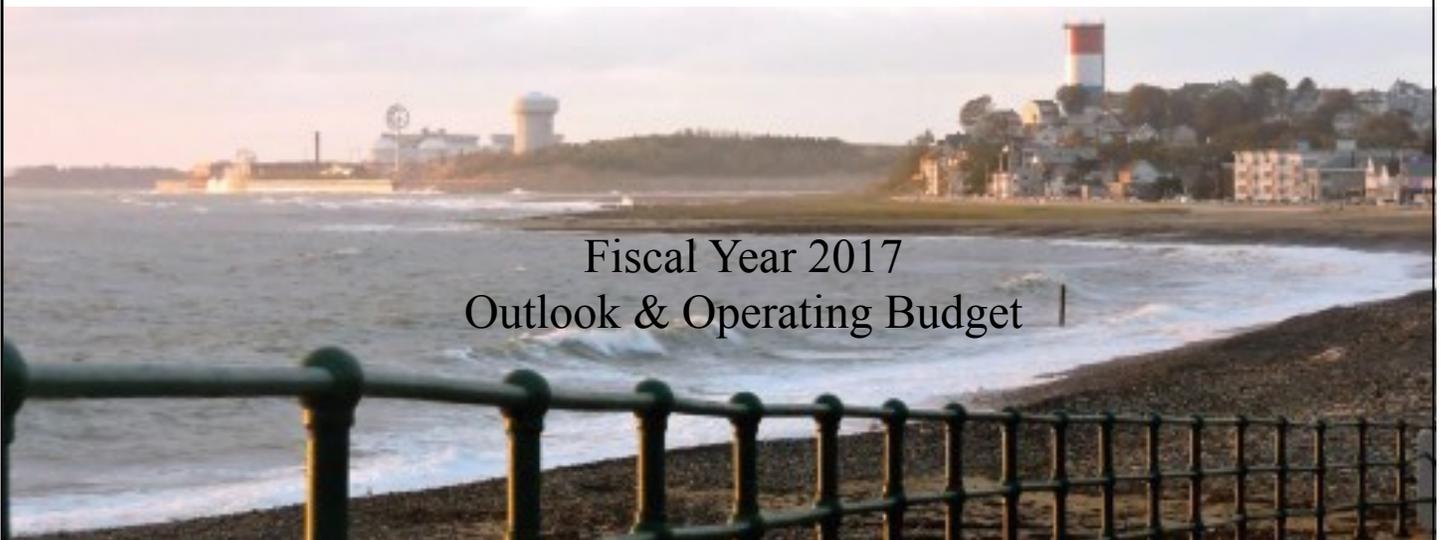


Town of Winthrop



Fiscal Year 2017
Outlook & Operating Budget

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Town of Winthrop
Fiscal Year 2017
Outlook & Operating Budget

General and Enterprise Funds
July 1, 2016 to June 30, 2017

Town Council

Robert L. Driscoll, President
James Letterie, Vice President
Phillip R. Boncore
Richard Boyajian
Paul F. Varone
Nicholas A. DelVento
Heather A. Engman
Russell C. Sanford
Linda J. Calla

Town Manager

James M. McKenna

Chief Financial Officer

Michael Perez

**Town of Winthrop FY17 Budget
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Town of Winthrop
Fiscal Year 2017
Outlook & Operating Budget

Chapter
1

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[Summary Budget](#)

[Revenue Estimates & Analysis](#)

[Education](#)

[Financial Management](#)

[Capital Planning](#)

[Winthrop Economy](#)





Budget Overview

Budget Message



TOWN OF WINTHROP OFFICE OF THE TOWN MANAGER

Town Hall, 1 Metcalf Square, Winthrop, MA 02152 Telephone: 617-846-1077 Fax: 617-846-5458

James McKenna
Town Manager

April 28, 2016

BUDGET MESSAGE

DATE: April 26, 2016

TO: Council President Robert Driscoll
Members of the Council

FROM: James M. McKenna, Esq., Town Manager

RE: General Fund Operating Budget and Capital Budget For Fiscal Year 2017

Pursuant to the Winthrop Town Charter, Article 4-2 and Article 7-7, attached herewith please find for your review the **Proposed Annual General Fund Operating Budget and Capital Outlay Program for Fiscal Year 2017**. This year's Budget proposes a balanced budget with general fund expenditures supported by revenues of \$46,652,447. The budget also contains reports for all Enterprise Funds, Revolving Funds, and a Capital Outlay Plan for funding various town facilities improvements as well as capital equipment purchases for the ensuing fiscal year.

I am pleased to submit a budget that is both fiscally conservative on revenues, yet provides for the essential services and activities consistent with the policy guidance and other directives I have received from the Town Council in its guidance memorandum dated December, 2015. Once again, this year I am proud to report that this budget does not make use of one-time revenues to support ongoing operating expenses.

I wish to thank Michael Perez, CFO, the Department Heads as well as John Macero, Superintendent of Schools, for their cooperation in the development of this annual budget. Please also note that Michael Perez paid extra attention to improving the layout and reporting of this year's budget submission. What is clearly noted from prior years is a more detailed analysis of expenditure types and classifications, together with a more in depth analysis of revenue sources and uses. Specifically, I believe that readers of this year's budget will see an effort to create a much more detailed expression of the budget so that decision makers and citizens of Winthrop can see where dollars are going, where revenues are generated to support



Budget Message

these expenses, and where there are “fixed versus flexible” spending opportunities or challenges.

As you know, the annual budget process gives us an opportunity to look for ways to improve the town’s administrative and public service functions, while focusing on the Town Council’s budget policies and priorities in ways that meet community needs and expectations. To this end, there are 12 areas that my departments and I have keyed in on to see how we might either advance the management of a certain department or create opportunities to be more efficient in how we deploy our resources:

1. We are requesting consideration of combining our Sewer and Water Enterprise Funds into a single combined Utility Enterprise Fund. We are suggesting this for three reasons:
 - a. First, we are billed for BOTH sewer and water from a single meter reading from the MWRA. This requires us to bill for both water and sewer under a single utility bill. However, we have two enterprise funds that, while they work together on projects, always have to be separately allocated for budget and expense purposes between the two funds, resulting in continuous confusion to the customers because of the two separate charges to the customer – a long standing point of dispute, for example, as many customers don’t feel they should have to pay for sewer charges when they water their lawns, etc. What folks don’t understand is that the cost for the water and the sewer treatment (each assessment) from the MWRA ends up being billed as BOTH Water and Sewer charges due to the single sourced meter from MWRA, and is NOT a separately metered source.
 - b. Secondly, our DPW workforce already works as a single workforce and addresses both water and sewer work in large measure on all their street projects, thus efficiencies will be created in the cross-utilization of personnel and resources. However, the allocation of costs to show separate cost centers can still be achieved for internal analytics purposes, but is less meaningful to the customer because they are paying one bill.
 - c. Third, a single Enterprise Fund that houses both utilities enables the town to utilize retained earnings for either water or sewer work, thus minimizing future rate adjustments when one side of the fund is low on available reserves.
2. We are moving ahead with the allocation of all personnel “fringe benefits expenses and revenues” to those budgets where the personnel decisions originate, and taking them out of a combined “Shared” expense budget. This is most significantly seen in the transfer of both revenues and expenditures to the School Department budget. In the development of annual budgets and in projection of staff increases or decreases, we feel that it is incumbent upon decision makers to properly allocate and be responsible for the “total” expenses of their staffing decisions.
3. We are funding our pro rata share of the Regional E-911 Dispatch Center that our public safety services will be utilizing when it goes live in early FY’17. This will enable greater deployment of public safety personnel to address matters in the



Budget Overview

Budget Message

community rather than answering phones and dispatching calls. This also substantially mitigates town risk by meeting state standards for providing emergency response call-takers who are trained to assist our residents with immediate health or safety challenges on the telephone while we are deploying staff to assist them.

4. I am supporting the Police Chief's request to hire a Deputy Chief and to consolidate and deploy his senior staff under a new reporting structure. This structure will improve our potential to achieve state accreditation and provide greater supervisory oversight to all shifts.
5. We are seeking to utilize "available free cash" to fund one-time capital projects and equipment including but not limited to:
 - a. Phase I Improvements for Kennedy Drive
 - b. Second Tandem Trash Barrel (to mitigate trash dispersal and improve consistency in use)
 - c. Rubberized Surfacing of Cummings School Playground and One other public park
 - d. 10 Wheel Dump for DPW
 - e. Sidewalk Replacement – (\$35,000 has been provided for in the operating budget of the DPW)
 - f. Tree Planting Program and Arborist Analysis of town trees
 - g. EB Newton Roofing and Clock repairs
 - h. Ingleside Gazebo
 - i. Additional Fire Safety Equipment
6. We are funding Old Middle School utilities to keep this building functional while we plan its future;
7. We are funding the first year of Ferry Operations with a town subsidy – but have a strong lead on other federal funding sources that may offset this subsidy;
8. We are restoring one fire fighter position to bring their compliment to full eight-man compliment per shift;
9. We are adding administrative support to Town Clerk's, MIS and Assessors;
10. We will be requesting the creation of a Revolving Fund for Tax Title purposes;
11. We will be funding a part-time Regional Health Coordinator (Chelsea, Revere and Winthrop) to be utilized to seek federal and state funding for regional health initiatives;
12. We will be providing supplemental support for two "peer recovery coaches" as part of our Opioid Strategy



Budget Message

I am supportive of the request that the Superintendent of Schools has submitted to provide sufficient funding for school department operations for fiscal 2017. I believe that this funding amount will meet the needs of the Winthrop students and schools while providing the School Committee the opportunity over the next fiscal year to evaluate the true cost of service needs for the new Middle/High School going forward.

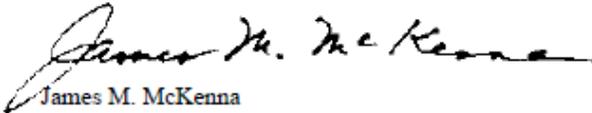
Finally, this year the town will be busy undertaking four substantial projects:

- Center Business District Master Plan and Revitalization Project
- Belle Isle Marsh Ecology Park and Walkway
- Point Shirley Drainage Improvements
- Miller Field/Lewis Lake Improvements

We will also be continuing discussions with the Mass Department of recreation and Conservation regarding the Winthrop Beach Restoration Project, and related Phase II improvements as well. This is a lot for a small community, and I appreciate everyone's patience and understanding as we work our way through to completion of these important projects.

As always, on behalf of all of the town's employees, please let me extend our appreciation to the Council and the public at large for the trust you have in us and in our team. We are all grateful for this opportunity to serve you, and to keep moving Winthrop forward.

Sincerely,


James M. McKenna
Town Manager

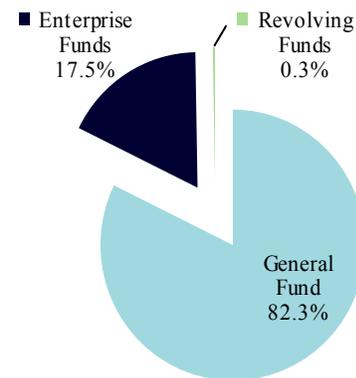
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Budget Summary

FY17 All Funds Overview

The FY17 Budget for the Town of Winthrop totals approximately \$56.71 million. This total includes the General Fund, Enterprise Funds, and Revolving Funds. The vast majority of the budget is made up of the general fund, but the enterprise funds have been increasing over the past several years.



General Fund

The General Fund provides the funding for the core services of the Town of Winthrop. Revenues include property taxes, State Aid, excise taxes and other locally generated revenues.

General fund expenditures cover all town departments as well as the Winthrop Public Schools. Expenditures are categorized by departmental function as either: General Government, Education, Public Safety, Public Works, Culture & Human Services, as well as Shared Expenses for expenditures that are shared by multiple departments, like utility costs for town buildings and insurance, employee benefits, State Assessments, and debt service.

Enterprise Funds

Enterprise funds are special funds that are created, under MGL chapter 44 Section 53 F1/2, for specific business purposes. These funds are designed to be self-sustaining, where

FY2017 Budgeted Expenditures
by Fund

Figure 1

the revenue generated by the fund is used to cover the expenditures.

The Town of Winthrop has five Enterprise Funds: the Harbormaster, the newly combined Water & Sewer Enterprise Fund, the Parks and Recreation Enterprise, the Larsen Rink, and the newly launched Ferry Enterprise.

Revolving Funds

Revolving Funds are like Enterprise Funds, but on a smaller scale and are designed to roll from one fiscal year to another. Not including School Revolving Funds, the Town of Winthrop has three Revolving Funds, the EB Newton Revolving Fund, Council On Aging (COA) Revolving Fund, and the newly created Tax Title Revolving Fund.



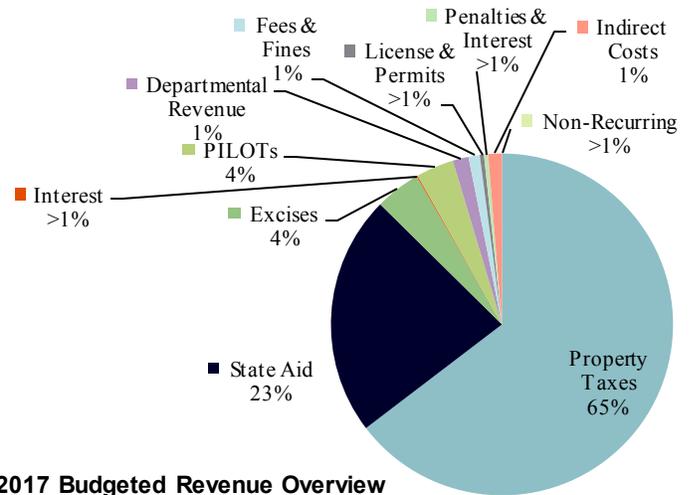
FY2017 General Fund Budget Overview

The FY2017 budget request for the General Fund includes approximately \$46.65 million in revenues and expenditures.

By law, municipalities must submit a balanced budget. The current deficit represents the current gap between the total amount of resources requested by departments and the current estimate of revenues based on the best information available.

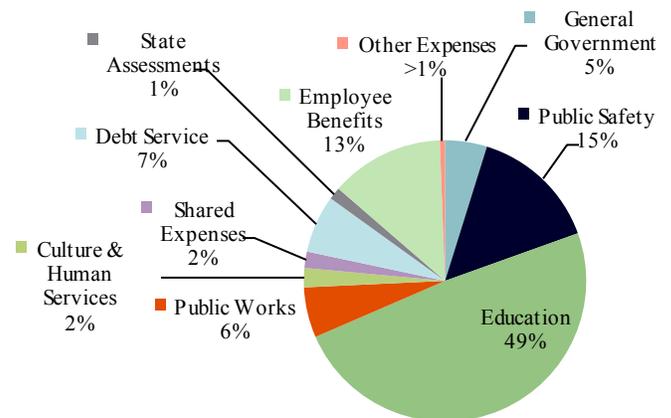
The charts to the left show the current distribution of revenues and expenditures by source for the General Fund.

The General Fund Budget does not call for the use of any one-time or non-recurring revenues.



FY2017 Budgeted Revenue Overview
Total Budgeted Revenue by Source

Figure 2



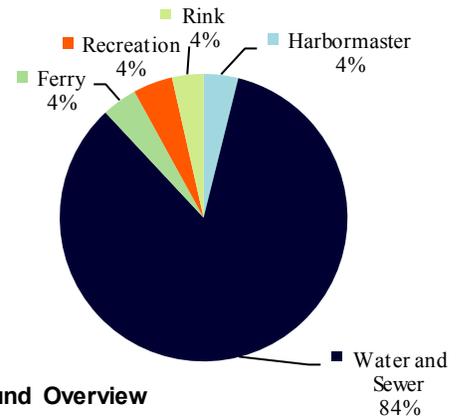
FY2017 Budgeted Expenditure Overview
Total General Fund Expenditures by Functional Category

Figure 3



FY2017 Other Funds Budget Overview

The Operating Budget contains budgets for Enterprise Funds as well as Revolving Funds. The bulk of revenues and expenditures are from the General Fund, but Enterprise Funds make up 17.4% of the total budget and Revolving Funds are less than 1%.



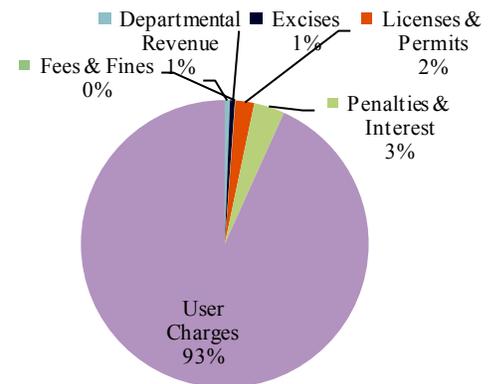
FY2017 Enterprise Fund Overview
Budgeted Size of Funds

Figure 4

Enterprise Funds

The Town of Winthrop has five Enterprise Funds, which make up 17.4% of the overall budget for a total of \$9.9 million.

The five Enterprise Funds are the Harbormaster, newly combined Water & Sewer Enterprise, Ferry, Parks & Recreation, and the Ice Rink. Each fund is designed to function independently, where the revenue generated by the fund is used to support the operations.



FY2017 Enterprise Fund Revenue
Total Budgeted Revenue by Source

Figure 5

Revenue

Due to the structure of Enterprise Funds, most of the revenue comes from User Charges. This is particularly true of the Water & Sewer Enterprise, where the water & sewer bills are the primary revenue source.

FY2017 will be the first full year of operation for the Winthrop Ferry, Valkyrie. Since the fund is newly established, the General Fund is budgeting a subsidy to support the ferry operations. This subsidy is designed to be phased out over a three year period, as the ferry becomes established.

All Enterprise funds have the option of using their retained earnings, which are operating surpluses from prior years, to support ongoing or capital projects. Currently only the Harbormaster is budgeting using retained earnings in FY2017. The Water & Sewer Enterprise typically uses retained earnings in the event that emergency repairs are needed.

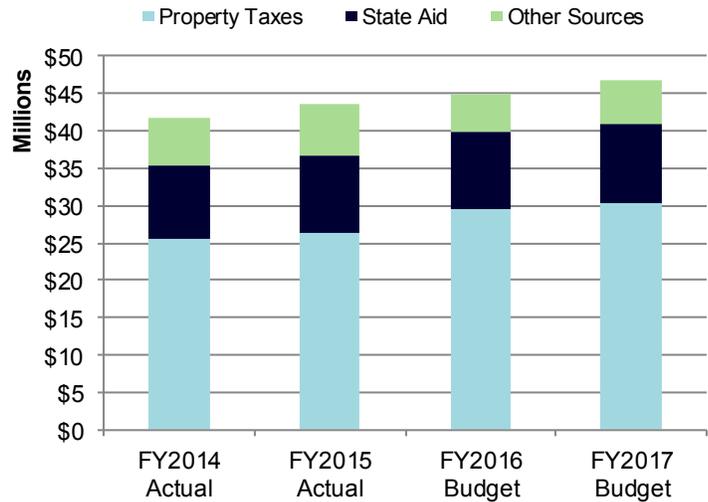


FY2017 Budgeted Revenue Overview

The General Fund budget is supported by \$46.65 million in revenue. The vast majority of this revenue comes from only two sources: the Property Tax Levy (65%) and State Aid (23%). For more detail See [Revenue Estimates and Analysis](#).

Property Tax Levy

The Property Tax Levy is the Town’s largest single source of revenue. The primary growth in the property tax levy comes from the allowable growth under Proposition 2½ as well as any approved debt exclusions or overrides.



FY2017 General Fund Revenue
History by Source

Figure 6

State Aid

State Aid is determined through the State’s budget process and is partially offset by State Assessments. For the most part both State Aid and the Property Tax Levy are outside of the control of the municipality.

Local Receipts (Other Sources)

The other major category of general fund revenue is Local Receipts. This category includes Excise Taxes, interest income, Payments In Lieu Of Taxes (PILOTs), and other locally generated revenues. This is the broad category over which the municipality has the most control, but some local receipts, like excise taxes, are controlled by the State.

General Fund

Budget Overview



General Fund						
	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Revenue						
Recurring Revenue						
Property Taxes	24,620,986	25,379,134	26,197,231	27,056,457	27,056,457	3.3%
New Growth	139,145	179,140	192,132	150,000	150,000	-21.9%
School Building Project	833,529	841,006	3,029,590	3,038,425	3,038,425	0.3%
Overlay Reserve	-198,713	-263,430	-190,257	-175,000	-150,000	-21.2%
State Aid	9,810,242	10,209,876	10,453,903	10,711,008	10,659,998	2.0%
Excises	1,973,211	2,082,966	1,775,000	1,940,000	2,005,000	13.0%
Interest	47,435	197,750	40,000	50,000	50,000	25.0%
MassPort and MWRA PILOTs	1,639,858	1,665,531	1,665,629	1,664,560	1,669,560	0.2%
Departmental Revenue	926,081	975,920	233,497	630,500	701,691	200.5%
Fees & Fines	495,429	558,970	410,000	439,500	498,500	21.6%
License & Permits	168,514	174,820	198,000	180,000	184,000	-7.1%
Penalties & Interest	231,024	390,353	141,000	151,000	186,000	31.9%
Other Recurring	356,566	356,566	335,165	550,495	602,816	79.9%
Total Recurring Revenue	\$ 41,043,307	\$ 42,748,603	\$ 44,480,890	\$ 46,386,945	\$ 46,652,447	4.9%
Non-Recurring Revenue	\$ 496,070	\$ 693,823	\$ 358,154	\$ -	\$ -	-100.0%
Total Revenue:	\$ 41,539,378	\$ 43,442,425	\$ 44,839,044	\$ 46,386,945	\$ 46,652,447	4.0%



FY2017 Budgeted Expenditure Overview

The FY2017 General Fund budget is \$46.65 million, which is an increase of 4.0% over the FY16 budget.

General Government

General Government covers departments that operate in a legislative, executive, administrative, licensing or support role. The FY2017 Recommended Budget for these departments is a 1.5% increase over the FY16 budget, which is approximately \$33,315.

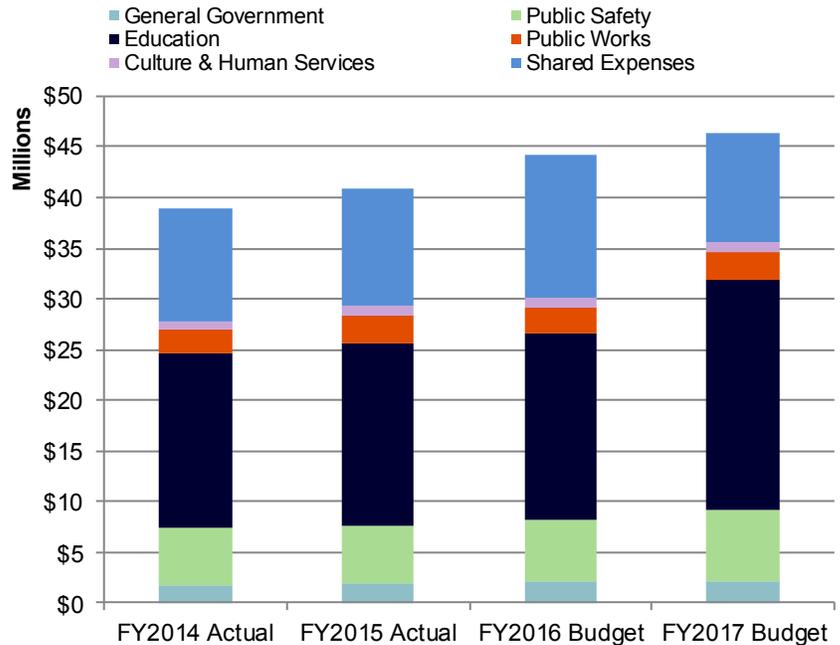
Public Safety

Public Safety departments are primarily Police and Fire, but also cover Inspectional Services and Animal Control. The FY2017 Recommended Budget for public safety departments is a 13.6% increase, which represents approximately \$821,000 and is largely due to changes in staffing levels and union contracts.

The Harbormaster and Shellfish Constable are also part of the Public Safety Compliments but are funded out of a separate enterprise fund.

Education

This category covers both the Winthrop Public School System as well as the tuition charges for out of district students. The overall Education budget request is a 25.1% increase over FY16, but this includes \$3.7 million



FY2017 General Fund Expenditures History by Functional Category

Figure 7

worth of employee benefits for school department employees that were previously under the Shared Expenses budget.

Public Works

The majority of Public Works expenditures fall under the Water and Sewer Enterprise funds. On the General Fund this category covers the Highway Department, Building Maintenance, and Cemetery as well as the budget for snow removal and the Airport Hazard Committee.

Culture & Human Services

The FY2017 Budget has several changes for Culture & Human Services Departments. This



General Fund						
	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Expenditures						
Departmental						
General Government	1,775,122	1,860,268	2,204,826	2,261,763	2,238,141	1.5%
Public Safety	5,602,556	5,822,129	6,036,654	6,802,663	6,857,807	13.6%
Education	17,192,686	17,994,701	18,380,279	23,109,877	22,850,265	24.3%
Public Works	2,365,768	2,775,379	2,573,720	2,663,883	2,698,181	4.8%
Culture & Human Services	868,389	901,648	928,361	1,011,886	1,031,360	11.1%
Departmental Expenditures:	\$ 27,804,522	\$ 29,354,125	\$ 30,123,840	\$ 35,850,072	\$ 35,675,754	18.4%
Shared Expenses						
Shared Expenses	751,845	760,666	810,755	858,675	876,283	8.1%
Debt Service	1,249,507	1,010,329	3,085,840	3,092,425	3,092,425	0.2%
State Assessments	636,101	612,520	677,172	742,510	656,618	-3.0%
Employee Benefits	8,552,239	9,161,725	9,595,050	6,236,410	6,076,367	-36.7%
Total Shared Expenses:	\$ 11,189,691	\$ 11,545,240	\$ 14,168,817	\$ 10,930,020	\$ 10,701,693	-24.5%
Other Expenses						
Capital Purchases	515,729	222,500	396,387			
Deficits to be raised	130,030		150,000	75,000	75,000	-50.0%
Middle School Maintenance				125,000	100,000	
Transfer to Enterprise fund				100,000	100,000	
Total Other Expenses:	\$ 645,759	\$ 222,500	\$ 546,387	\$ 300,000	\$ 275,000	-49.7%
Total Expenditures:	\$ 39,639,972	\$ 41,121,864	\$ 44,839,044	\$ 47,080,092	\$ 46,652,447	4.0%

category covers the Winthrop Public Library, Council on Aging, Health Department and Veterans Agent. The FY2017 Recommended Budget for these departments is an 11.1% increase over the FY16 budget, which is approximately \$102,000

Shared Expenses

The remaining General Fund expenditures are for Shared Expenses. Growth in Shared Expenses is largely due to employee benefits costs as well as property insurance. This category also includes State Assessments and Debt Service payments



Personnel Expenditure Overview

In general, the largest expenditure for departments within the Town of Winthrop is for personnel. This section provides some additional detail on the general trends in personnel expenditures.

million. Shared Expenses contains the fringe benefits for Town General Fund employees and Debt Service is only debt payments.

Personnel as a Percent of Total Budget

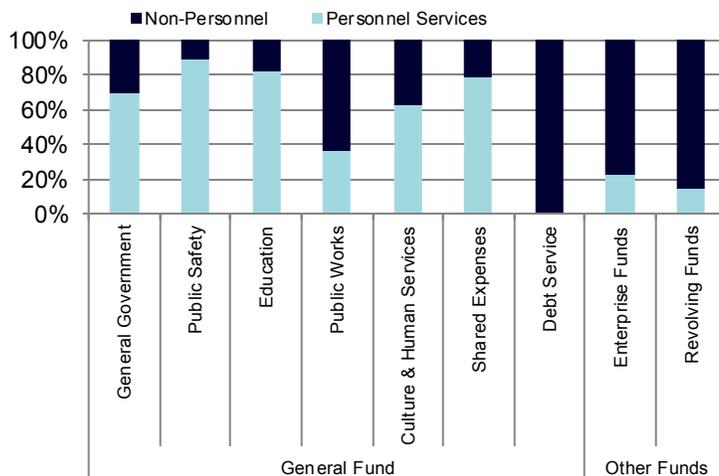
The exact percent of a department’s budget spend on personnel varies by functional category, as shown in Figure 8. For some functional categories, there are other expenditures that skew the percent of non-personnel expenditures. General Government contains audit services (\$93,000) and Town Council Reserve (\$140,000), Public Works includes waste management contract (\$1.1 million), Culture & Human Services includes Veterans Benefits (\$130,000), Library Software (\$47,110) and Library Materials (\$83,890), Enterprise Funds contain the MWRA Assessment which total almost \$5

Personnel Changes

As a matter of practice, the Town Manager is responsible for reviewing the staffing of departments and allocation of staff and resources where they are needed most to provide critical services to residents. To that end, the FY2017 budget includes some restructuring on both the Town and School sides. On the Town side there is not a net decrease in positions and no layoffs are planned.

Fringe Benefits

Wages are only one component of the total cost of personnel and the other costs are known as fringe benefits. These costs include items such as pension, unemployment, and health insurance as well as taxes such as Medicare. All of the fringe benefits for employees are budgeted centrally under Shared Expenses, rather than in the departmental budgets. More detail on fringe benefits can be found in the [Financial Management](#) section.



School Department Fringe

This budget includes a major change in that the fringe benefits for school department employees are shifted into the school department budget. This is purely a budgetary shift and the benefits for these employees will continue to be managed as they currently are.

FY2017 Budgeted Expenditures
Percent of Spending on Personnel by Functional Category

Figure 8



Three Year Budget Projections

General Fund

	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Recom	FY2018 Forecast	FY2019 Forecast	FY2020 Forecast
Revenue							
Property Taxes	24,760,131	25,558,274	26,389,363	27,206,457	28,036,618	28,887,533	29,759,721
Debt Exclusion	833,529	841,006	3,029,590	3,038,425	3,029,250	3,033,575	3,031,125
Overlay Reserve	(198,713)	(263,430)	(190,257)	(150,000)	(150,000)	(150,000)	(150,000)
State Aid	9,810,242	10,209,876	10,453,903	10,659,998	10,815,596	11,032,870	11,256,888
Excises	1,973,211	2,082,966	1,775,000	2,005,000	2,065,200	2,127,200	2,191,100
Interest	47,435	197,750	40,000	50,000	51,000	52,000	53,000
PILOTS	1,639,858	1,665,531	1,665,629	1,669,560	1,677,206	1,684,928	1,692,727
Departmental Revenue	926,081	975,920	233,497	701,691	707,900	664,300	670,800
Fees & Fines	495,429	558,970	410,000	498,500	507,200	516,100	525,100
License & Permits	168,514	174,820	198,000	184,000	186,000	188,000	190,100
Penalties & Interest	231,024	390,353	141,000	186,000	186,000	186,000	186,000
Other Recurring	356,566	356,566	335,165	602,816	614,342	626,098	638,090
	41,043,307	42,748,603	44,480,890	46,652,447	47,726,312	48,848,603	50,044,651
Non-Recurring Revenue							
Free Cash	200,000	-	324,160	-	-	-	-
Stabilization Fund	296,070	693,823	33,994	-	-	-	-
Total Non-Recurring Revenue:	496,070	693,823	358,154	-	-	-	-
Total Revenue:	41,539,378	43,442,425	44,839,044	46,652,447	47,726,312	48,848,603	50,044,651

As a planning tool, the Town works on the development of multi year budget projections.

The table above shows the projections for General Fund revenues through Fiscal Year 2020.

More detail on each of the revenue groups can be found in [Revenue Estimates and Analysis](#).

The growth in the Property Tax Levy is primarily the allowable 2.5% under

Proposition 2 ½. State Aid growth depends on action by the State, but has been projected using the best available data and the State Aid formulas.

Projections for the other local receipts vary by the exact nature of the revenue source.



Budget Overview

General Fund

General Fund							
	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Recom	FY2018 Forecast	FY2019 Forecast	FY2020 Forecast
Expenditures							
Departmental							
General Government	1,775,122	1,860,268	2,204,826	2,238,141	2,294,100	2,351,500	2,410,300
Public Safety	5,602,556	5,822,129	6,036,654	6,857,807	7,029,300	7,205,000	7,385,100
Education	17,192,686	17,994,701	18,380,279	22,850,265	23,421,500	24,007,000	24,607,200
Public Works	2,365,768	2,775,379	2,573,720	2,698,181	2,765,600	2,834,700	2,905,600
Culture & Human Services	868,389	901,648	928,361	1,031,360	1,057,100	1,083,500	1,110,600
Departmental Expenditures:	27,804,522	29,354,125	30,123,840	35,675,754	36,567,600	37,481,700	38,418,800
Shared Expenses							
Shared Expenses	751,845	760,666	810,755	876,283	922,600	971,300	1,022,600
Debt Service	1,249,507	1,010,329	3,085,840	3,092,425	3,081,000	3,033,575	3,031,125
State Assessments	636,101	612,520	677,172	656,618	676,300	696,600	717,500
Employee Benefits	8,552,239	9,161,725	9,595,050	6,076,367	6,501,700	6,956,800	7,443,800
Capital Purchases	515,729	222,500	396,387	-	-	-	-
Deficits to be raised	130,030	-	150,000	75,000	75,000	75,000	75,000
Middle School Maintenance	-	-	-	100,000	50,000	-	-
Transfer to Enterprise fund	-	-	-	100,000	75,000	50,000	25,000
Total Shared Expenses	11,835,450	11,767,740	14,715,204	10,976,693	11,381,600	11,783,275	12,315,025
Total Expenditures:	39,639,972	41,121,864	44,839,044	46,652,447	47,949,200	49,264,975	50,733,825
Surplus (Deficit)	1,899,405	2,320,561	-	-	(222,888)	(416,372)	(689,174)

As referenced earlier, the primary cost for many departments is personnel. The majority of the Town's workforce is unionized and the growth in those wages are set by the union contracts.

Union contracts for most employee unions run through the end of Fiscal Year 2017, with the exception of School Department unions which run through the end of FY2018. Since the new contracts have yet to be negotiated, the salary costs have been approximated.

Projections for Debt Service payments are based on the debt schedules for existing debt.

See [Capital Planning](#) for more information and debt schedules.

Other costs are projected using the best information available.

Budget Overview



Enterprise Funds

	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Recom	FY2018 Forecast	FY2019 Forecast	FY2020 Forecast
Revenue							
Harbormaster	333,389	354,884	430,157	384,664	406,600	429,800	454,300
Water and Sewer	8,073,635	10,261,257	8,437,775	8,339,698	8,566,600	8,799,700	9,039,100
Ferry	-	-	-	392,350	400,200	408,200	416,400
Recreation	336,213	405,463	360,000	440,000	448,800	457,800	467,000
Rink	272,572	314,876	305,696	350,420	364,400	379,000	394,200
Total Revenue:	9,015,809	11,336,479	9,533,628	9,907,133	10,186,600	10,474,500	10,771,000
Expenditures							
Harbormaster	305,682	351,641	430,157	384,664	419,000	456,400	497,200
Water and Sewer	8,992,613	7,872,216	8,437,775	8,339,698	8,756,700	9,194,500	9,654,200
Ferry	-	-	-	392,350	408,000	424,300	441,300
Recreation	351,137	380,392	360,000	440,000	457,600	475,900	494,900
Rink	261,043	306,819	305,696	350,420	367,900	386,300	405,600
Total Expenditures:	9,910,475	8,911,068	9,533,628	9,907,133	10,409,200	10,937,400	11,493,200
Surplus (Deficit)	(894,666)	2,425,411	-	-	(222,600)	(462,900)	(722,200)

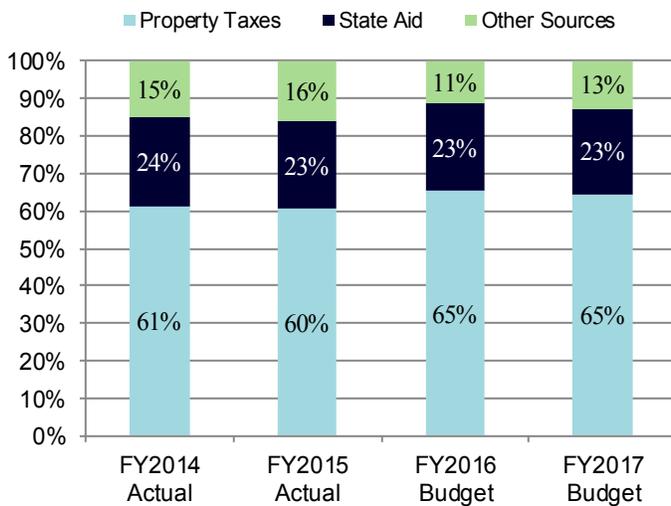
The Table above shows the multi-year forecast for the Enterprise Funds.

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Revenue Estimates & Analysis

Current Revenue Overview



FY2017 General Fund Revenue
History by Source

Figure 1

By Statute, the Town of Winthrop must submit a balanced budget. Like most municipalities in Massachusetts, the Town of Winthrop depends largely on the property tax levy for the majority of its General Fund Revenues. The FY2017 General Fund Budget does not make use of any non-recurring or one time revenues.

All categories of recurring revenues are expected to grow in the FY2017 Budget driven by an improving local and national economy.

Cities and Towns in Massachusetts depend

largely on the Property Tax Levy. As shown in Figure 1, the Town of Winthrop is projecting that the Property Tax levy will make up 65% of the total FY2017 Budgeted General Fund Revenue.

State aid from the Commonwealth for the upcoming fiscal year has been determined by the House Ways and Means budget submission, which provides Winthrop with growth in its second largest single revenue source. State Aid is projected to be 23% of General Fund Revenues.

The remaining 11% of General Fund Revenues come from Local Receipts. This category includes Excise Taxes, interest income, Payments In Lieu Of Taxes (PILOTs), and other locally generated revenues. This is the broad category over which the municipality has the most control, but some local receipts, like excise taxes, are controlled by the State.

This section contains detail on the individual components that make up the categories of revenue, along with the estimates

Revenue estimates for Enterprise funds can be found in the individual fund’s section of the [Enterprise Fund](#) chapter.

Detail on the revenue for Revolving Funds can be found in the [Revolving Fund](#) chapter.



Budget Overview

Property Tax Levy

The Net Property Tax levy is governed by Massachusetts General Laws (MGL) Chapter 59 and is made up of several individual components. At the simplest, the levy is made up of the total levies for each of the five classes of property as well as a reserve for abatements.

Proposition 2 ½

The passage of Proposition 2 ½ in 1980 has been the largest single factor affecting the property tax levy for municipalities in Massachusetts. Despite having been in effect for more than thirty years, Proposition 2 ½ is still not well understood by many in The Commonwealth. The basic element of Proposition 2 ½ is that it limits the amount that a city or town can raise through the property tax levy as well as limits how much the levy can increase annually.

Levy Ceiling

Proposition 2 ½ limits the property tax levy in a city or town to no more than 2.5% of the total fair cash value of all taxable real and personal property, which is known as the Levy Ceiling. This limit changes annually because the value of property in the municipality is determined by the Assessing Department and those values are based on the market values.

Levy Limit

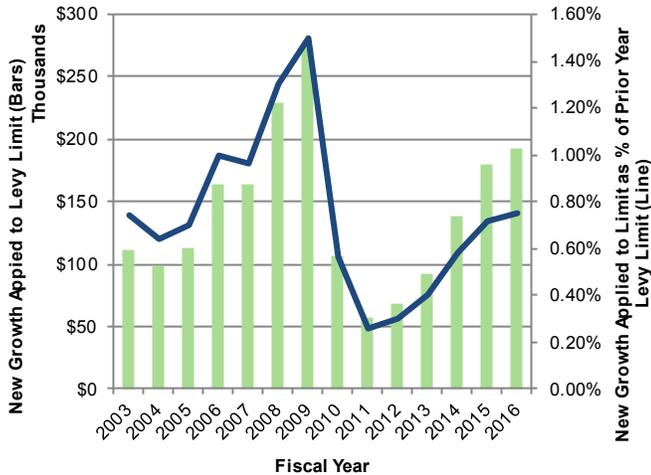
The Levy Limit is calculated annually by the Department of Revenue (DOR) as part of the Tax Rate process. Growth in the levy limit is constrained to no more than a 2.5% increase over the prior year's levy limit plus any growth from new construction.

Override

Communities are able to assess taxes in excess of the limits imposed under Proposition 2 ½ by passing an override as long as the limit remains

Fiscal Year	Description	Amount	Vote Date	Yes Votes	No Votes	Win/Loss
2000	Town Govt. and Public Schools	\$3,500,000	1/24/2000	1,062	3,043	LOSS
2000	Town Government and Public Schools	\$2,000,000	1/24/2000	1,198	2,900	LOSS
2000	School Budget	\$5,000,000	1/24/2000	818	3,268	LOSS
2002	General Operating Expenditures	\$2,000,000	3/19/2001	2,113	2,312	LOSS
2002	General Operating Expenses	\$2,500,000	9/24/2001	3,355	2,367	WIN
2006	General Operating Expenses	\$2,100,000	5/3/2004	1,864	3,384	LOSS
2010	Funding Two Full Time Patrol Officers For Police Department	\$135,285	5/19/2009	3,244	2,618	WIN
2010	Funding Winthrop Public Library	\$499,324	5/19/2009	3,665	2,218	WIN
2010	School Operating Expenditures	\$565,000	5/19/2009	3,243	2,631	WIN
2010	Parks and Recreation Department	\$47,124	5/19/2009	3,108	2,734	WIN
2010	Funding Two Full-Time Firefighter Positions For The Fire Department	\$88,726	5/19/2009	3,462	2,405	WIN
2010	Selected Departmental Expenses	\$84,666	5/19/2009	2,664	3,174	LOSS
2010	Operating Public Works Department	\$63,441	5/19/2009	2,975	2,838	WIN
2010	Funding Towns Public Works Trash Pick-Up	\$979,073	5/19/2009	3,554	2,334	WIN
2010	Winthrop Council On Aging	\$122,922	5/19/2009	3,416	2,734	WIN
2010	Funding Winthrop Planning And Grants Office	\$50,000	5/19/2009	2,837	3,002	LOSS

Table 1



New Growth History

Total amount and as a percent of prior levy

Figure 2

below the levy ceiling. The amount of the override becomes a permanent part of the levy limit base.

Overrides are placed before the electorate for approval and must be presented in dollar terms with a specified purpose. Table 1 contains a history of the overrides votes since 2000, with the disposition of the vote.

Debt Exclusions

Proposition 2 ½ also includes a provision for overrides to either permanently or temporarily increase the levy limit. A temporary increase to the levy limit is often referred to as a Debt Exclusion. More detail on Debt Exclusions can be found in [Capital Planning](#).

New Growth

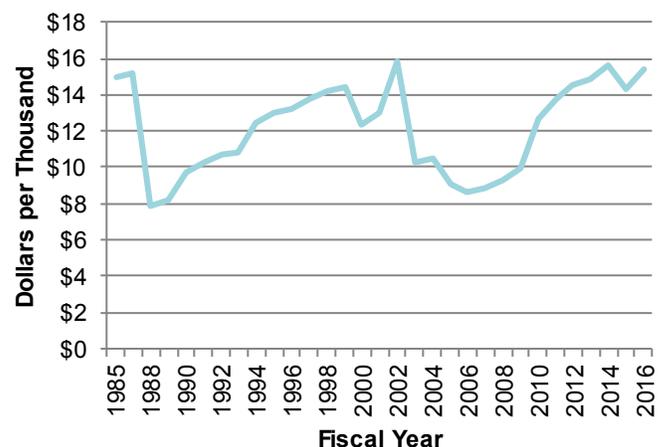
New Growth adds to the Levy Limit and is typically driven by development in the community. There are only a few possible sources of New Growth, primarily: properties that have increased in value since the prior year due to development or other construction,

exempt property that becomes no longer exempt, new personal property, and new subdivision parcels and condominium conversions.

Figure 2 shows a brief history of the amount of New Growth added to the Levy Limit for the Town of Winthrop, both in terms of dollars and percent of the prior year's levy. With a few exceptions, New Growth for the Town of Winthrop has been less than 1% of the prior year's levy. This means that the growth in the Property Tax Levy comes largely from the 2.5% allowed under Proposition 2 ½.

Tax Rate

Due to the requirements of Proposition 2 ½, municipalities do not directly set the rate of tax. Proposition 2 ½ limits the growth in the total levy, as explained above. The Assessors are tasked with determining the full and fair market value of property, which is independent of the limitations imposed under Proposition 2 ½.



Winthrop Tax Rate History

1985 to present
Rate includes overrides and debt exclusions

Figure 3



Budget Overview

Every year, prior to the issuance of the third quarter tax bill, the tax rate is set with approval from DOR. The process involves the certification by DOR of the assessed values and the levy limit and the tax rate is calculated based on the amount needed to be raised under the levy limit, including the amounts needed for any debt exclusion and/or override. The rate is expressed in dollars per thousand of property value. Figure 3 shows the history of tax rates in Winthrop.

Municipalities have the option of having a split tax rate, where residential properties have a different rate than the other classes of properties. The Town of Winthrop does not currently have a split tax rate.

the FY2016 Tax Rate, there were 5,473 total parcels in the Town of Winthrop.

Residential

Winthrop is largely a residential community. Figure 4 also displays the percentage of the total assessed values that are classified as residential.

Commercial

Winthrop has a small, but growing commercial sector, with nearly 200 commercial parcels.

Industrial

There are only 15 parcels in Winthrop that are classified as Industrial properties.

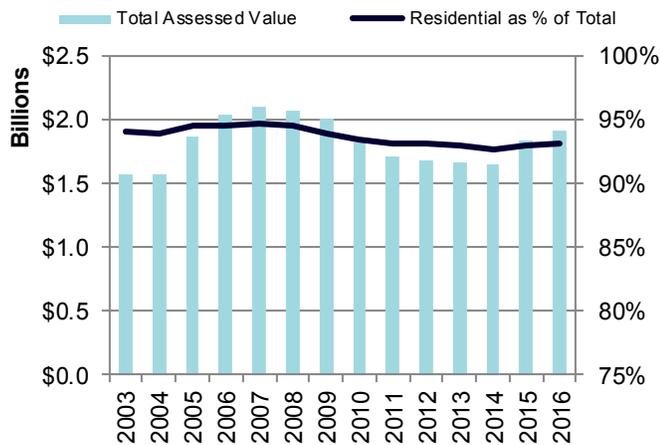
Personal Property

Personal property generally includes tangible items that are not firmly attached to land or buildings and are not considered part of the real estate. This includes merchandise, furnishings and effects, machinery, tools, animals and equipment.

Utility Companies are an important component of the Personal Property Tax Levy. Machinery, poles, wires, underground conduits, wires and pipes owned by telephone telegraph companies and pipelines over 25 miles in length owned by oil or gas companies are taxable as personal property.

Businesses with taxable personal property are required to file a list of taxable property situated in each community as of January 1st with the DOR.

Levies by Class



Winthrop Assessed Values Figure 4
History of total values and percent of residential

The annual property tax levy identifies all the taxable real and personal property in a community as of January 1st. The total assessed values of all taxable real and personal property in Winthrop is shown in Figure 4 below. As of



State Aid

The FY2017 Budget estimates that The Town of Winthrop will receive almost \$10.7 million in State Aid, which makes it the second largest source of General Fund Revenue.

State Aid has two categories, Education and General Government, which are made up of several individual items. Some elements of State Aid are based on statewide formulas, others are reimbursements tied to expenditures from the Town and then there are offset items that go directly to pay for specific programs. State Aid figures are estimated until the State finalizes their budget. The current State Aid numbers are based on the House Ways and Means Budget, released in April 2016. The distribution of aid across the individual lines is shown in Figure 4.

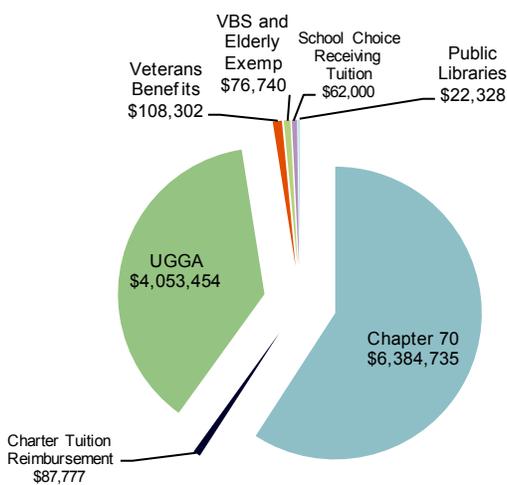
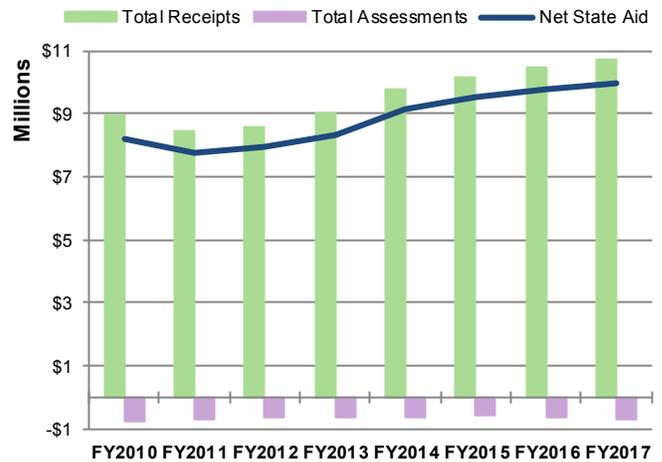


Figure 5

FY2017 Budgeted State Aid

Detail based on House Ways and Means Budget



Net State Aid

FY2010-FY2015 Actual
FY2016 and FY2017 Budgeted

Figure 6

Education Aid

Education Aid includes Chapter 70 Education Aid, Charter School Tuition Reimbursement, and an offset item for School Choice Receiving Tuition. Chapter 70 Aid is largely determined by a formula. Charter School Tuition Reimbursements and School Choice are determined partially by the number of enrolled students. More detail on can be found in the [Education](#) chapter

General Government Aid

This category is made up of Unrestricted General Government Aid (UGGA), Veterans Benefits, and some other smaller items. These items are set by the State Budget

Net State Aid

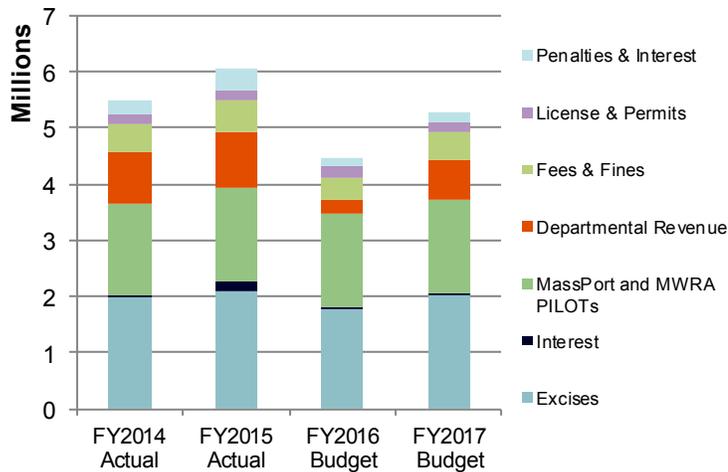
State Aid is partially offset by several assessments. Total State Aid less the State Assessments are known as Net State Aid.

The trends in total State Aid, Assessments, and Net State Aid are shown in Figure 5.



Budget Overview

Local Receipts



Local Receipts
History by type

Figure 6

Revenue other than from Property Taxes and State Aid is known as Local Receipts. The FY2017 Budget projects that the Town of Winthrop will receive almost \$5.3 million in Local Receipts, as shown in Figure 6. These revenue sources are more economically sensitive and have the potential to be impacted by the Town.

Excise Taxes

The largest category within Local Receipts is the revenue from Excise Taxes, which includes the Motor Vehicle Excise and the two local option excises. In general, the Town has very little control of Excise Tax revenues. Figure 7 shows the share of historical excise tax revenue by each of the three sources.

Motor Vehicle Excise

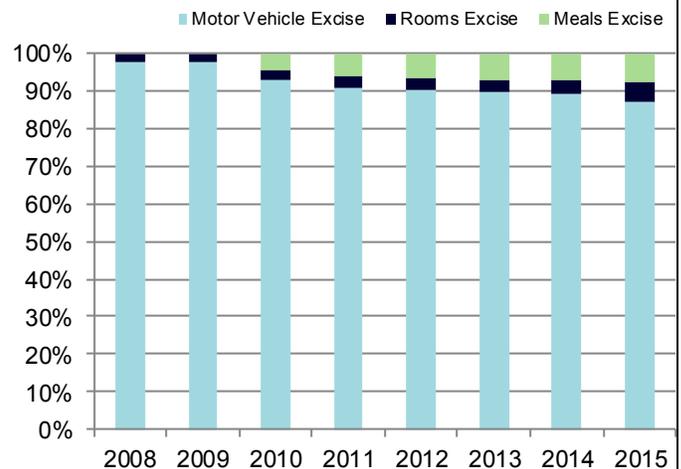
The Motor Vehicle Excise is the Town's largest source of Excise Tax Revenue. Under

MGL Chapter 60A, the Commonwealth imposes an excise in-lieu of property tax on motor vehicles, the proceeds of which are received by the municipality where the vehicle is principally kept. The excise is a uniform rate of \$25 per \$1,000 of vehicle valuation. Valuations are determined by a statutorily-defined depreciation schedule based on the manufacturer's list price and the year of manufacture.

The Town of Winthrop Assessing Department receives information from the Registry of Motor Vehicles, which is used to generate the Motor Vehicle Excise bills. The FY2017 Budget projects that the Town will receive \$1.75 million in Motor Vehicle Excise Tax revenue.

Rooms Occupancy Excise

The Local Option Rooms Tax in Winthrop on rooms at hotels and motels and was increased to 6% in October 2009. The FY2017 Budget estimates the Town will receive \$115,000 from the Rooms Excise.



Excise Tax Share by Source
FY2008 through FY2015 Actual Revenue

Figure 7



The administration of the Rooms Excise is managed by DOR. This tax is authorized under MGL Chapter 64G. Within that chapter there are some types of rooms that are exempt from the excise, which includes rooms rented at a “bed and breakfast home”. This exemption is particularly important for many communities in Massachusetts with the rise in the “sharing economy” with services that allow residents to rent a portion of their homes to visitors as a bed and breakfast through an online platform.

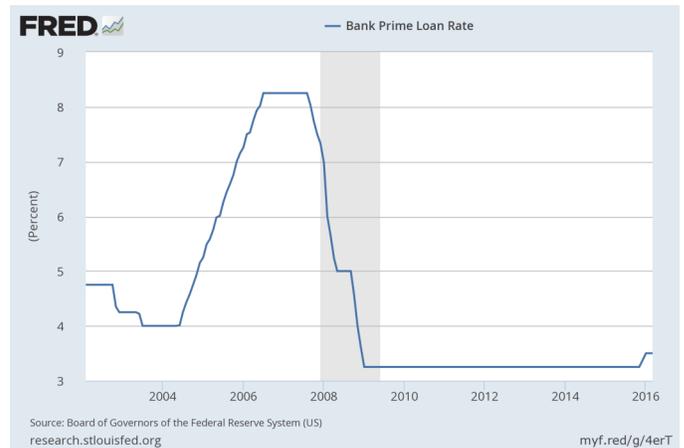
In response to the rise in such bed and breakfast homes, the Town of Winthrop Town Council has created a licensing process for homeowners that are interested in renting rooms as a bed and breakfast.

Meals Excise

The Commonwealth granted municipalities a new local option tax on restaurant meals beginning October 1, 2009. The Local Option Meals Tax is .75% on all meals and was adopted in October 2009 as authorized under MGL Chapter 64L. This local option is also administered by DOR. The Town of Winthrop is known for restaurants and projects that the Meals Excise will generate \$140,000 in revenue for FY2017.

Interest on Investments

In general, the Town’s level of investment income is a function of prevailing short-term interest rates and daily cash balances. Since June 2007, interest rates have been reduced in an effort to stimulate the economy out of recession., as shown in the graph



However, the Town has been able to earn a considerable amount of interest due to higher than normal cash balances as a result of the bond proceeds from the new school building project, which is scheduled to be completed for the school to open in fall of 2017.

The Town expects to complete the payments for the project during FY2017 so cash balances and interest income should return to normal levels.

PILOTs

Payments In Lieu Of Taxes (PILOTs) are agreements with tax exempt entities to partially compensate the Town for services rendered to the entities. The primary payers of PILOTs for the Town of Winthrop are the Massachusetts Water Resources Authority (MWRA) and MassPort. The MWRA pays the town for their Deer Island treatment facility, because the Town provides emergency and public safety services to the even though the facility is not in the Town of Winthrop.

The FY2017 Budget projects almost \$1.7 million in revenue from PILOTs.



Budget Overview

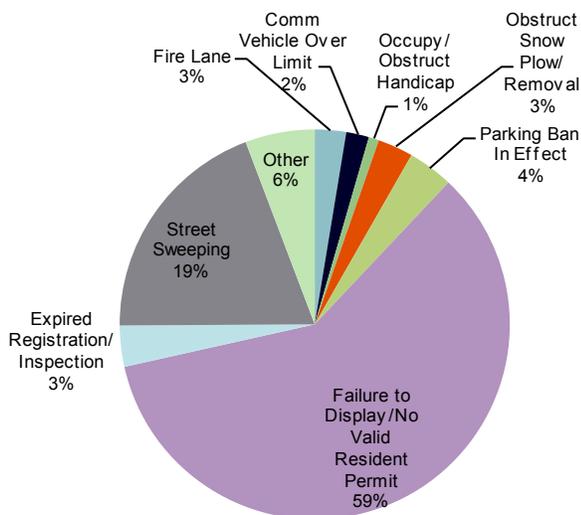
Departmental Revenue

This category contains several large accounts and many more small accounts. The largest revenue sources in this category are revenue from Tax Liens, Municipal Medicaid reimbursements for school health services, and the administrative fee for Police and Fire details. In total, the FY2017 Budget estimates over \$700,000 in departmental revenue.

Fees & Fines

This category includes parking ticket revenue as well as other non-criminal citations and fees charged by departments. Figure 8 shows the distribution of parking tickets issued in FY2015 by the listed violation.

The Inspectional Services Department has been engaging in targeted enforcement activities to ensure compliance with all local rules. This has included health inspections at restaurants as well as building and safety inspections. In total, the FY2017 Budget estimates almost \$500,000 in fee revenue.



FY2015 Parking Tickets
Issuance by Violation Type

Figure 8

Licenses & Permits

Revenue from Building Permits and alcoholic beverages makes up a considerable portion of revenue from Licenses & Permits. In total, the FY2017 Budget estimates almost \$185,000 in revenue from Licenses & Permits.

Penalties & Interest

Taxpayers are assessed penalties and interest for late payments of property tax bills, motor vehicle excise bills and other payments. This category of revenue is difficult to forecast due to the number of factors involved, such as the type of payment that is late, the size of the payment, as well as the number of days the payment is past due. The FY2017 Budget has a conservative projection of \$186,000 for revenue from Penalties & Interest.

Enterprise Fund Indirect Costs

Enterprise funds are designed to fully fund their operations through revenues generated by the funds; however the funds are still Town entities and as such benefit from the services provided by central town departments. These costs are known as indirect costs, because they are costs that are not directly paid by the funds but are attributable to their operations. For example, the Treasurer's Office manages the billing and payments for the water & sewer bills.

The allocation of indirect costs is done based on a formula that takes the costs of central departments and assigns them to the Enterprise Funds based on their size.



Cemetery Lots

The Town owns and operates a Cemetery. This cemetery has historic as well as active sections. The annual operating budget of the town is partially funded by the sale of some lots and graves in the cemetery. The amount of revenue budgeted for the past several years has been at a consistent, conservative level.

Non-Recurring Revenues

The FY2017 Budget was built without the use of one time or non-recurring revenues.



Budget Overview

	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Recommended
Property Taxes				
Property Tax Levy	24,656,686.00	25,545,287.28	26,389,362.85	27,206,456.58
Debt Exclusion	1,067,057.00	835,978.00	3,029,589.81	3,038,425.00
Overlay Reserve	(198,712.95)	(263,429.69)	(190,256.55)	(150,000.00)
Subtotal	25,495,301.17	25,974,223.46	29,228,696.11	30,094,881.58
State Aid				
461005 Chapter 70	6,026,962.00	6,298,325.00	6,346,975.00	6,450,815.00
461006 Unrestricted General Gov Aid	3,650,071.00	3,751,294.00	3,886,341.00	4,053,454.00
461011 Charter Tuition Reimb	29,427.00	23,816.00	40,034.00	13,205.00
461022 Veterans Benefits	103,782.00	51,336.00	108,302.00	65,784.00
461020 Elderly Exempt	-	85,105.00	72,251.00	76,740.00
Subtotal	9,810,242.00	10,209,876.00	10,453,903.00	10,659,998.00
Excises				
Motor Vehicle	1,754,977.00	1,812,652.72	1,600,000.00	1,750,000.00
461018 Meals Tax	145,096.11	155,958.00	75,000.00	140,000.00
461014 Room Excise Tax	73,138.02	114,355.47	100,000.00	115,000.00
Subtotal	1,973,211.13	2,082,966.19	1,775,000.00	2,005,000.00
482000 Investment Income	47,434.53	197,750.41	40,000.00	50,000.00
MassPort and MWRA PILOTS				
418000 Payment in lieu	5,646.12	5,628.76	5,629.00	5,000.00
480020 MWRA	734,212.12	759,902.05	760,000.00	764,560.00
480030 Massport	900,000.00	900,000.00	900,000.00	900,000.00
Subtotal	1,639,858.24	1,665,530.81	1,665,629.00	1,669,560.00
Departmental Revenue				
414200 Tax Lien - Revenue	228,442.21	384,192.61	-	250,000.00
414300 Deferred Tax c.41A	-	28,534.92	-	20,000.00
423000 Surcharges MVE	47,472.50	31,180.00	34,000.00	34,000.00
424000 Towing Services	8,760.00	8,462.00	7,500.00	7,500.00
424005 Street Opening	13,790.00	19,850.00	10,000.00	14,000.00
436000 Rental - Town Property	30,596.44	38,991.70	-	35,000.00
458000 Medicaid Reimb	109,253.90	183,862.98	96,894.00	125,000.00
491005 Parking Stickers	27,640.00	16,810.00	20,000.00	30,000.00
Detail	373,566.19	229,767.69	57,000.00	125,191.40
Other Departmental	86,559.73	34,268.09	8,103.00	61,000.00
Subtotal	926,080.97	975,919.99	233,497.00	701,691.40

Budget Overview



	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Recommended
Fees & Fines				
424007 Bulk Item Fee's	7,116.00	7,335.00	5,000.00	6,000.00
432000 Fees	203,961.69	202,372.92	135,000.00	131,000.00
432200 Fees Certificate	21,850.00	28,290.00	10,000.00	18,000.00
450002 Fines - East Boston Court	1,105.00	1,375.00	-	1,500.00
450003 Fines - Parking	253,134.00	269,037.95	250,000.00	275,000.00
450005 Fines - Library	2,712.40	2,501.11	-	1,000.00
450006 Fines - Non Criminal Citations	4,565.00	18,505.00	-	30,000.00
450007 Fines 40U	-	28,160.00	10,000.00	30,000.00
Other Fees & Fines	985.33	1,393.00	-	6,000.00
Subtotal	495,429.42	558,969.98	410,000.00	498,500.00
License & Permits				
432020 Fees Electrical	56,777.00	29,918.00	7,000.00	40,000.00
432030 Fees Plumbing	31,052.00	13,883.00	7,000.00	10,000.00
432040 Gas Inspection Fees	17,552.00	10,208.00	7,000.00	10,000.00
432063 Health - Dumpster Fee	-	1,200.00	-	3,000.00
432064 Health - Dumpster Annual	-	9,380.00	7,000.00	1,000.00
432065 Health - Rental Inspections	-	26,925.00	20,000.00	20,000.00
442000 Licenses	59,470.00	65,691.00	80,000.00	70,000.00
442003 Health - Food Service Permit	-	1,010.00	25,000.00	10,000.00
442006 Health - Tobacco Permits	-	200.00	25,000.00	7,000.00
445100 Permits - Gun	3,662.50	15,305.00	20,000.00	12,000.00
Other Licenses & Permits	-	1,100.00	-	1,000.00
Subtotal	168,513.50	174,820.00	198,000.00	184,000.00
Penalties & Interest				
417000 P&I Real Estate	137,162.83	112,975.67	100,000.00	100,000.00
417050 P&I 40U	-	598.66	-	-
417100 P&I PPT	2,116.23	1,021.67	1,000.00	1,000.00
417200 P&I Boat Excise	-	-	-	-
417300 P&I MVE	48,953.86	45,498.67	40,000.00	35,000.00
417400 Tax Lien - Interest & Fees	42,791.55	230,257.97	-	50,000.00
Subtotal	231,024.47	390,352.64	141,000.00	186,000.00
Other				
Sale of Lots and Graves	26,522.00	26,522.00	26,522.00	26,522.00
497000 Enterprise Fund Indirect	826,114.47	1,023,866.88	308,643.00	576,294.00
Subtotal	852,636.47	1,050,388.88	335,165.00	602,816.00
Subtotal Recurring	41,143,661.43	42,586,975.48	44,480,890.11	46,652,446.98
Non-Recurring				
Free Cash	200,000.00		324,160.00	
Stabilization Fund	296,070.47	693,822.88	33,993.86	
Subtotal Non-Recurring	496,070.47	693,822.88	358,153.86	-
Total Revenue	41,639,731.90	43,280,798.36	44,839,043.97	46,652,446.98

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Education

Message from Superintendent Macero

Providing quality public education to a diverse student population is exciting work. WPS rises to meet that challenge with resources that include a 4% budget increase for fiscal 17. Within a few months, the brand new Winthrop High/Middle School will be unveiled. We are proud to announce that as of March 1, 2016, we continue to be on time and on budget with this truly magnificent and innovative project. It is an exciting time for our school community as we prepare to unveil this project.

Over the past two years while we have been in swing space mode our students and staff have made many sacrifices in regards to space. Consolidating four schools into three has not been an easy task. However our students and staff rose to this challenge. WPS while maintaining its level two status still made significant gains from its previous two years by increasing all schools percentile status in the state. Most notable is Arthur T. Cummings movement from 38 percentile in 2014 to 61 percentile in 2015. There's still lots of work to be done to close our achievement gaps but we're moving in the right direction and feel we are closing the gap and are with-in reach of Level One.

In a sense, growth is what education is all about. WPS challenges our students by creating a rich environment in which to grow--including curricula, technology, athletics,

technical training, social supports, fine arts and more. Due to the consolidation we were able to offer more innovative opportunities for all students. Students in lower grades had options that were not available to them in previous years. These enrichment opportunities have allowed programs to grow, and children to prosper. Moving forward we must continue to offer, and look to expand, these programs throughout the district, providing equitable opportunities and resources to all Winthrop public school students.

As we embark on a new school year, we will continue to work together to offer the best financial education for all our students. It is true even with the funds we have requested there would still be reductions. This of course is an unfortunate reality. However it is the Superintendent's responsibility to ensure all school spending is being well spent for all students at all times.

I would like to thank the Winthrop School Committee and Town Manager for their continued commitment to the education of Winthrop's children. Your commitment to our students will allow us to continue our work, creating a 21st century school system that provides a vibrant, innovative learning environment and meets the needs of each and every one of our children.



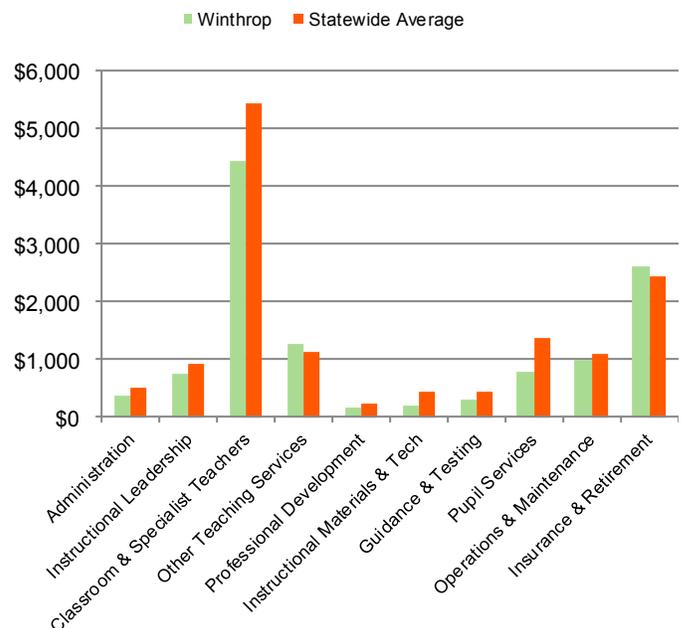
School Operating Budget

Budget Guidelines

1. Student Achievement should drive all budget decisions. This budget should promote improvement for all students, including students with disabilities and English Language Learners, as well as appropriate academic challenge for high-achieving students.
2. Elementary School budgets must anticipate increasing enrollments, and support new technology initiatives and intervention programs aimed at increasing the overall academic/social success of all students.
3. The Middle School budget should provide a superior academic and social experience that prepares all students for success in high school and post-secondary education. Funds should also be directed towards developing a social/emotional learning and support system.
4. High School programs should provide the academic, social and extracurricular excellence we have come to expect, with support, guidance, and favorable class sizes available for all students.
5. Program & Curriculum Evaluation will ensure that students receive excellent instruction and coherent, high-quality curriculum.
6. Family Engagement efforts should promote welcoming environments for all families. This budget should also support improved communication about our successes.
7. School Climate should be safe, supportive, nurturing, and inclusive. Student and staff health

and safety, as well as faculty diversity, are among our priorities.

8. Operations & Long Range Planning decisions will be based on ongoing review and assessment of needs in the areas of staffing, curriculum, facilities, technology, and sustainability.



In-District Per Pupil Spending by Category

FY2015 Winthrop Compared with Statewide data
Source: DESE

Figure 1



Net School Spending

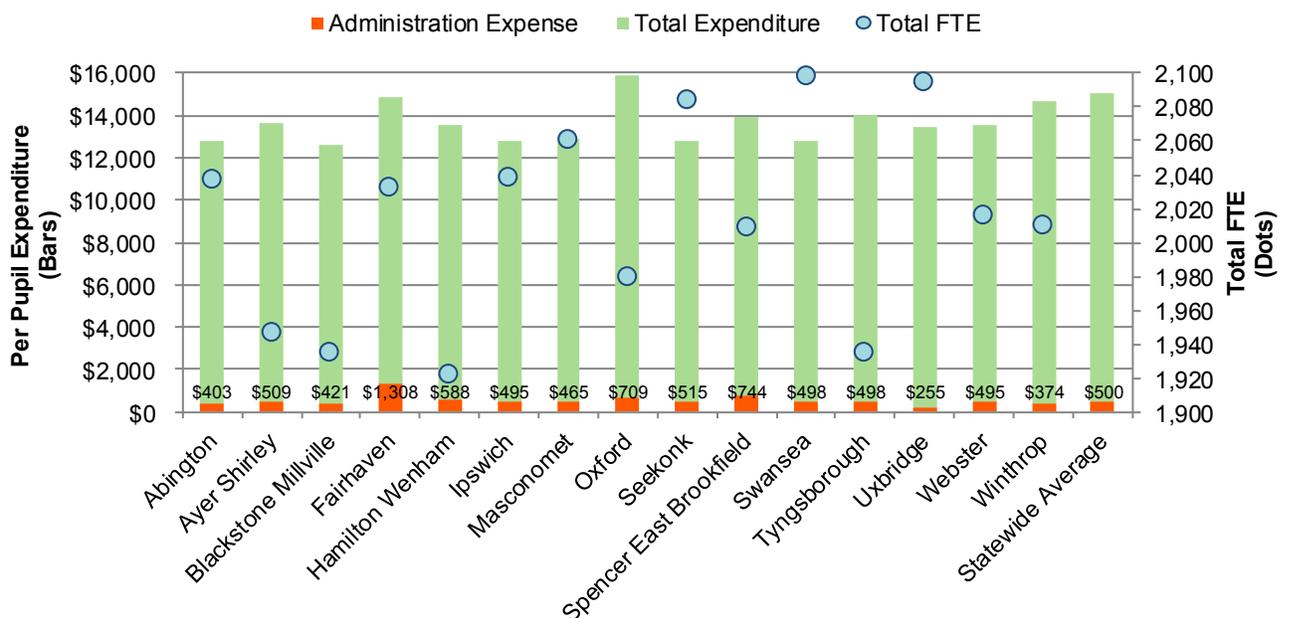
The Department of Elementary and Secondary Education (DESE) uses a figure known as “Per Pupil Expenditure” as a way to reflect school spending data in a way that is comparable across school districts in the State of Massachusetts.

This figure is composed of actual expenditures as reported in End of Year Financial Report. Published 9 - 12 months after the close of a fiscal year, the latest data reflects the year ending June 30, 2015.

DESE uses a standard formula, which includes more than just WPS Operating Budget dollars. It is designed to capture the full cost of student education, recognizing that school districts operate within municipalities and share some services.

The formula does not include school construction/major renovations, debt service, or community services. In addition, enrollment figures are based on an average calculated by the state.

Figure 1 shows how WPS compares to the statewide average in per pupil expenditure for each of the 10 categories. The statewide average is not always the best benchmark for a district, but finding comparable districts is often difficult. Figure 2 shows the Winthrop compared to other districts with foundation enrollment from 1,900 to 2,100 students and compares the total per pupil expenditures along with the amount spent on administration. The \$374 that WPS spends on administration is considerably lower than the statewide average of \$500, and of the comparable districts only one spends less.



School Year 2014 Per Pupil Total and Administrative Expense
Data From DESE for districts with 1,900 to 2,100 Students

Figure 2



State Education Aid

State Aid is an important component of the school funding. There are four different items of State Education Aid, which are Chapter 70, School Transportation, Charter School Tuition Reimbursement and Smart Growth. Of the four, Winthrop only receives Chapter 70 and Charter Tuition Reimbursement. There is also one offset item for School Choice Receiving Tuition that Winthrop receives.

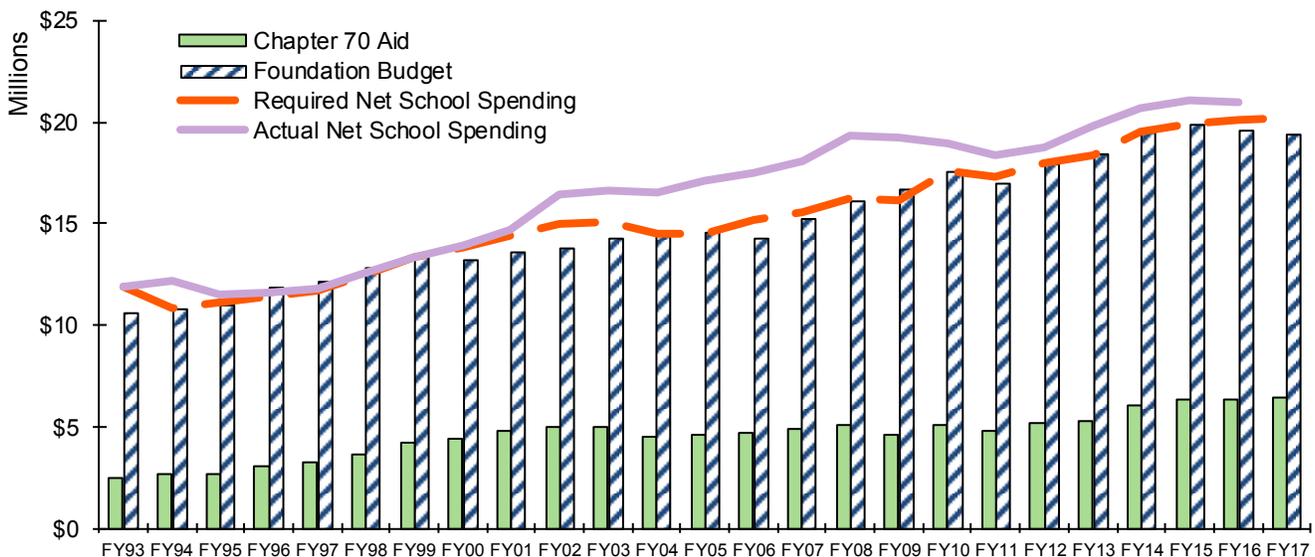
level.

The foundation budget is based on the enrollment figures of the district and changes annually based on figures from October 1. Within the enrollment figures there are several categories of students and there are different costs associated with those categories. This is to control for cost differences between elementary and high school students as well as special-ed and English Language Learner (ELL).

Chapter 70

Chapter 70 Education Aid is distributed based on a formula, which compares a predetermined spending level, known as the foundation budget, and compares that amount with the district's ability to pay, called the local contribution, and pays the difference. The goal of the Chapter 70 program was to ensure that every district had the resources necessary to meet the foundation spending

Districts that were paying less than the foundation budget at the inception of the Chapter 70 program receive a disproportionate share of the Chapter 70 aid. That is because of the way the formula is designed with the goal of bringing all districts up to a stable level. If a district was contributing more than the required net school spending, then there was no room for growth in the Chapter 70 Aid



Winthrop Chapter 70 Profile
Department of Elementary and Secondary Education

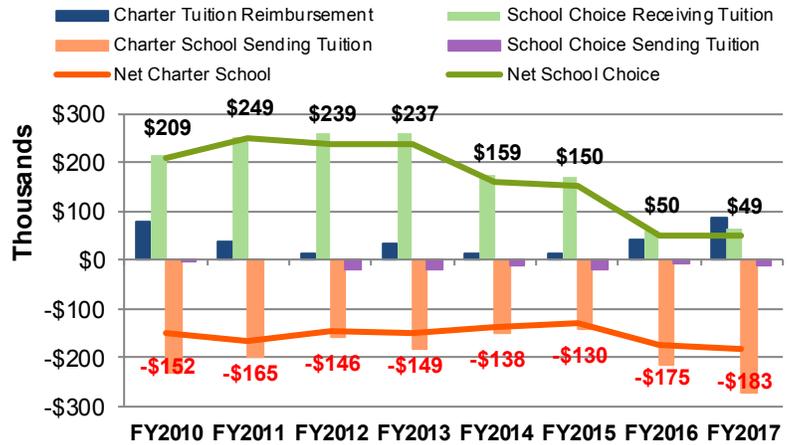
Fiscal Year

Figure 3



formula. To compensate for this a minimum aid component was added. This means that districts will, at minimum, receive an increase in their Chapter 70 Aid of a fixed dollar amount times the foundation enrollment. That dollar amount had previously been \$25, but the recent House Ways and Means budget increased it to \$45.

Figure 3 shows the Chapter 70 profile for Winthrop Public Schools. The actual Net School Spending is over the Foundation Budget amount and the only increases in Chapter 70 that Winthrop receives are based on the minimum aid.



Charter School and School Choice Costs

Cherry Sheet Data from DOR

Figure 4

Charter School Tuition Reimbursement

When a WPS student elects to attend a charter school, there is a tuition charge that the district has to pay and the state reimburses the district for a portion of that cost. The Cherry Sheet has both the assessment and the reimbursement. When discussing the Charter School cost, it is often best to discuss the net cost, which is the assessment less the reimbursement. The net charter school cost for Winthrop is shown in Figure 4.

School Choice

The School Committee recently voted to stop

accepting school choice students. This decision does not impact the current students attending WPS through the school choice program, but means that the district will not accept any new applicants. School Choice is much like the charter school cost in that it is often best to discuss the net cost. Students from Winthrop that use school choice to attend a different school district result in a cost for WPS. The cost may be offset by the revenue that WPS receives from accepting school choice students from other districts. The graph in Figure 4 shows the net costs for school choice and charter schools.

The net school choice cost is not the total cost of taking in school choice students. It shows if the number of students leaving WPS on school choice is offset by the number coming into the district. The actual cost of the school choice students is higher because as students in the district they would receive all the same services that make up the per pupil expenditure.



Innovations and Programs

All of the Innovation and programmatic initiatives below are designed to meet the district's mission statement to promote and support student learning Pre K-12 by teaching students in a challenging yet nurturing learning environment, which is inclusive of all students and provides a comprehensive school experience and the diversity of instruction and courses to prepare our students to be productive, well rounded citizens who will contribute to their community and to the global community of the 21st century.

Extended day Kindergarten

The district will increase the school day for Kindergarten students from its current 5:15 hours a day to a 6 Hours a day starting in September. This extended day will allow more academic/classroom time, as well as provide the opportunity for all students to participate in a full offering of specialty classes including Music, Art, Computers, PE and Academic Support.

Five Day Rotation Schedule

This coming September, as the Arthur T. Cummings school will be returning to its' original grade 3-5 configuration, the school will be adopting a five day schedule which resembles the current scheduling structure at the William P. Gorman/Fort Banks Elementary school.

This will provide a consistent approach to the elementary scheduling and will allow increase in specialist service with one special being

offered twice during a quarter for each class.

Preschool Programs

Our new full day PK classroom will be based at the new Winthrop High School and will open in September. The program will be self-sustaining, based on student tuition. The program will be licensed by the state and will be taught by a Massachusetts DESE certified teacher, and the curriculum will align with all Massachusetts Curriculum Frameworks.

The high school PK lab has been designed specifically for PK students and is totally self-contained environment, which will integrate into the high school facility. The new classroom space includes separate PK restrooms, a separate fenced PK play yard and Student observation area.

The PK program aligns with a full year HS course that integrates and offers the high school student a learn about and observe child development at this age as well as provide them the opportunity to work in a hands-on setting with preschoolers, under the supervision of the PK teacher.



In House Suspension/Alternative Academic Support

The Winthrop Public Schools is committed to providing appropriate educational opportunities to all of our students. An in-house suspension program has been proposed and is currently being designed and planned, pending funding, to keep students in school for infractions to the student discipline code that the school administrator doesn't determine warrants external school suspension. The district has developed a School-Wide Educational Service Plan to meet the needs of those students that require an alternative temporary setting, which allowed access to all academic programs during these times. The full School-Wide Educational Service Plan is available online or in the student handbook.



Budget Overview

Our Students

Student Demographics

The diversity of the Town of Winthrop is reflected in our students. More than 18 languages are spoken at home by WPS families. The most frequently spoken non-English languages are Spanish, Portuguese, Arabic, and Albanian.

Enrollment History

Enrollment has changed over the past four school years, as shown in Table 2. The trend in the most recent two years has been an overall decrease, particularly in grades 9 to 12.

Enrollment by Race/Ethnicity (2015/2016)

Race	% of District	% of State
African American	1.5%	8.8%
Asian	0.7%	6.5%
Hispanic	10.4%	18.6%
White	85.0%	62.7%
Multi-Race, Non-Hispanic & Other	2.2%	0.1%
Native American	0.3%	0.2%

Enrollment by Selected Populations (2015/2016)

Group	% of District	% of State
First Language Not English	16.4%	19.0%
English Language Learner	6.3%	9.0%
Students with Disabilities	17.0%	17.2%
High Needs	40.1%	43.5%
Economically Disadvantaged	22.9%	27.4%

Table 1

	Pre K-5	Grades 6-8	Grades 9-12	Out of District	Total	Change	% Change
SY 13	979	448	548	16	1,991	40	2.00%
SY 14	963	471	559	16	2,009	20	1.00%
SY 15	907	493	538	17	1955	-54	-2.70%
SY 16	878	459	545	17	1899	-56	-2.80%

Table 2



FY 15-16 Class Enrollment & Staff Allotment

Grade	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	PS
#of Students	32	129	145	138	135	159	140	149	163	147	159	118	122	141	5
#of Teachers ** Core Academics	2	7	8	8	7	7	6	7	7	8	26**				1
# of ESPs*	25					17					10				

Table 3

*ESP's are not generally classroom assigned

**High School Core Academic Subject Teachers (Teach multiple grades)

Reductions in class size are an important consideration for the district. The table above shows the number of students and teachers by grade. ESP's are also listed, however they are not typically assigned to a classroom.

Projected Class Sizes

Average class size is projected as shown in Table 4.

Grade	Avg Class
Kindergarten	20
Grades 1-2	20
Grades 3-5	23
Grades 6-8	20
Grades 9-12	19.4*

Table 4

The projection for Grades 9-12 is based on the class size in core academic classes.

Misc. District Stats

Table 5 shows some enrollment figures for other student populations.

Miscellaneous District Stats	District Total
# of incoming School Choice students	13
# of outgoing School Choice students	2
# of Winthrop Students attending Charter Schools	16.6
# of International Students	8
# of students covered under any 766 funding	318
# of Winthrop Special Ed students who attend out of district schools	17
# of students considered in "homeless" category	9

Table 5

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Financial Management

Overview

Compared to the other municipalities in Suffolk County, Winthrop is small, however, based on the almost \$57 million total FY2017 Budget, the Town of Winthrop is the size of a mid-sized corporation. An entity of this size is complex, with several functions operating simultaneously.

Financial Departmental Operations

The Town has several central departments that play important roles in managing the Town's finances. These departments manage financial operations for both town and schools and are structured as a cabinet under the direction of the Chief Financial Officer.

Administration & Finance

The Accounting Office has been renamed Administration & Finance. This office monitors expenditures of all town funds; examines all vouchers, department bills and payrolls for accuracy and availability of funds before payment by the Treasurer as well as assists other town officials in monitoring the town's financial condition; and makes recommendations to improve a department's financial condition.

Assessing

The Assessing Department is responsible for

determining the full and fair cash values of all real and personal property within the Town for the purpose of taxation. In addition, the department administers the motor vehicle and boat excise taxes.

Treasury/Collecting

The Treasury/Collector's Office is responsible for processing payments, sending bills, and managing the Town's banking. The Treasurer/Collector acts as the Town's procurement officer. The Town utilizes the State Bid list and other joint purchasing coalitions wherever possible to ensure the best possible prices.

School Business Office

Since the integration of Town and School finances, most of the financial operations are shared, but the School Business Office still plays an important role. This office manages the payroll data for school employees as well as coordinates the purchasing for each school and ensures compliance with Department of Elementary and Secondary Education (DESE) requirements. Any grant that the school department has been awarded is also managed by the School Business Office, including reporting and ensuring that grant funds are used according to the requirements of the granting entity.



Budget Overview

Improving the Town's Financial Standing

In 2005, the Department of Revenue's Division of Local Services (DLS) performed a comprehensive review of the financial management of the Town of Winthrop. Since that time, improvements to the Town's financial operations and internal controls have been a high priority.

Balanced Responsible Budgets

In accordance with state law, the Town develops a balanced budget every year. The Massachusetts Department of Revenue (DOR) approves property tax rates during the tax certification process governed under General Laws Chapter 59, Section 23. This approval ensures that all cities and towns have balanced budgets and that tax levies are within the limits set by Proposition 2 ½ (see [Revenue Estimates and Analysis](#)). Appropriations, fixed costs, and any prior year deficits along with the approved property tax levy, estimated local revenues, and available prior year surpluses must be in balance in order to obtain DOR authorization to issue property tax bills.

Financial Policies and Procedures

The Town is constantly seeking to improve its financial standing through internal controls and good fiscal discipline. The establishment and adherence to written policies and procedures are important in maintaining the financial health of the Town. Existing policies are reviewed by the senior management team on a regular basis and as situations develop, new policies are established.

Annual Audits

The Town of Winthrop's independent auditors provide an annual review of the Town's finances. This includes a review of basic financial statements as well as a management letter that addresses the Town's internal controls. This management letter identifies any items that the auditors determine represent opportunities for strengthening internal controls and/or operating efficiency as well as any item that represents a material weakness. The most recent audit did not identify any material weaknesses. Items identified for improvement by the auditor in the management letter are prioritized by the management team to be addressed before the subsequent audit.

Credit Rating

As of FY2010, Moody's upgraded the credit rating of the Town of Winthrop to Aa3. This rating was reaffirmed on January 7, 2013. The rating noted strengths including the Town's ocean-side location just outside of the City of Boston and above-average wealth indicators, but noted challenges including declines in the tax base.

Free Cash

Under Massachusetts law an amount known as "free cash" is certified as of the beginning of each fiscal year by the State Bureau of Accounts and this, together with certain subsequent tax receipts, is used as the basis for



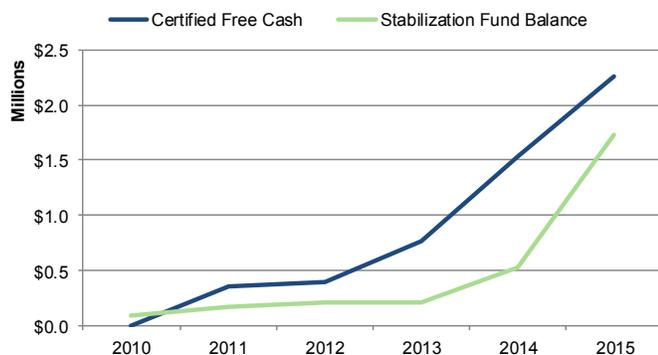
subsequent appropriations from available funds, which are not required to be included in the annual tax levy. Subject to certain adjustments, free cash is surplus revenue less uncollected and overdue property taxes from prior years.

Free Cash is often used as a quasi-benchmark for the financial health of the municipality. In 2009 the Town had a negative free cash balance. Since that time, Winthrop has worked to establish stronger financial controls and planning tools. Free Cash has been positive and growing since 2010. The Free Cash balance as of July 1, 2015, as certified by DOR on November 17th, 2015, was \$2,003,491.

Reserve Policies

In addition to Free Cash, reserve fund balances are a commonly used benchmark for the financial health of the municipality. Free cash and stabilization fund balances, by year, are shown in Figure 1.

The Town of Winthrop has a commitment to maintaining balances in reserve funds. After Free Cash is certified a written policy guides the distribution of funds where 80%



Annual Free Cash and Stabilization Fund Balance
Source: DOR

Figure 1

General Stabilization Fund

As of	Balance
7/1/2015	\$1,082,553
12/31/2015	\$1,634,601

Capital Stabilization Fund

As of	Balance
7/1/2015	\$1,051,532
12/31/2015	\$1,087,480

Building Maintenance Stabilization Fund

As of	Balance
7/1/2015	\$300,531
12/31/2015	\$278,849

Table 1

of the free cash is transferred into stabilization funds established under MGL Chapter 40, Section 5B. This policy was created to provide structure and discipline relative to the use of free cash, with the goal of improving strategic planning in the Town.

General Stabilization Fund

The General Stabilization Fund is funded with 30% of the annual free cash and is used to provide a source of reserves in the event of an economic downturn or the event of an extraordinary, non-capital related, expenditure.

Capital Stabilization Fund

This fund was established for planned capital improvements as determined through the Capital Improvement Plan. It is not to be used for routine annual maintenance. After free cash is certified, 40% of the balance is transferred into this fund.



Budget Overview

Building Maintenance Stabilization Fund

In fiscal 2014, the Town also established Building Maintenance Stabilization Fund for the any extraordinary unforeseen facility maintenance expenditures relating to all town building facilities. The balance of this fund at June 30, 2014 was \$150,000. The balance of the fund at June 30, 2015 was \$300,530. This fund was established for extraordinary and unforeseen facility maintenance expenditures, with a goal to grow the balance in this fund to \$300,000. 10% of the annual free cash is transferred into this fund until the balance reaches the goal. Any funds in excess of the goal will be used to fund the Capital Stabilization Fund.

Reserves for Extraordinary Expenditures

With a General Fund budget of approximately \$46.6 million, the Town does not have a lot of flexibility to absorb significant, unplanned expenses. To compensate for this and in recognition that extraordinary expenditures, such as a significant snowfall or emergency repairs, are a reality of running a municipality, the Town of Winthrop maintains lines within the operating budget to absorb such costs.

Town Council Reserve

The FY2017 budget has \$140,000 budgeted in the Town Council Reserve. If not for the Town Council Reserve, most extraordinary expenses would have to be paid for from an appropriation out of free cash or a stabilization fund. This reserve functions as a first line of defense in the management of necessary,

emergency expenditures. The Town Council Reserve also serves as a potential mechanism for unlocking grant funds when there is a matching requirement. If the Town learns of a grant opportunity that requires matching funds, but the departmental budget does not have the flexibility necessary to absorb the cost, the Town Council Reserve can be used.

Salary Reserve

In FY2016 there was \$140,000 and \$227,000 in FY2015 budgeted under the Town Manager's budget in the Salary Reserve line. This line is used as a reserve for collective bargaining. When negotiating union contracts, the Town Manager does not know the exact amount that will be agreed upon for wages, or if the contract will go to arbitration and what the arbitrators decision will be. To control for this uncertainty and to protect the financial standing of the Town, this reserve is budgeted. Since all the union contracts are settled through the end of FY2017, this budget does not include this line; however, it will likely be necessary in the FY2018 budget.

Multi-Year Planning

The annual budget is, at its core, a planning document and a statement of priorities. The Town of Winthrop is continually working to improve the operations and function of its government as well as working to make Winthrop a destination. Part of this multi-year plan related to the creation of the Ferry Enterprise Fund. The recently launched ferry, Valkyrie, is intended to allow resident commuters and the general public an easier way to get to Downtown Boston, as well as to bring tourists from Boston to Winthrop.



Growing the Tax Base

Economic development is of particular importance to the Town. Historical new growth levels have been under 1% of the prior year's tax levy and the Town is primarily residential. One of the major initiatives that the Town is working on is the revitalization of the Center Business District. This is a multi-faceted strategy that involves the coordination of several Town departments, the Town Council, the Winthrop Chamber of Commerce, local business owners, as well as residents of the Town.

One of the items central to the revitalization effort will be the function of the former Middle School Building. In time for the 2016-2017 school year, the Winthrop Public School District will open the new Middle/High School complex. This state of the art facility is the product of several years of effort from the School Department, Town, Residents, and Massachusetts School Building Authority (MSBA) and will mean that the district will no longer need the building located on Pauline Street.

As of the writing of this document, no plans for the old school building have been finalized, however many options have been considered and the building will play a key role in the future growth and development of the Town Center. The Town has received a \$50,000 Urban Agenda grant as well as technical assistance from MAPC and Mass Development to assist the town in the creation of a master plan for the

Town Center Area.

Energy Management

Winthrop recently was awarded a grant to fund an energy manager position that is shared with the City of Chelsea. The goal of the grant is to not only improve the Town's green infrastructure but also to improve the energy efficiency of Town buildings and operations.

Risk Management

The Town maintains a policy that addresses the custodial credit risk of deposits. The Town Treasurer performs a quarterly analysis, using a commercially available bank rating service, of the performance of banking institutions that have custody of Town deposits.

Insurance

In order to ensure that town assets are duly protected, the Town works with the Massachusetts Interlocal Insurance Association (MIIA) for the majority of its insurance. MIIA started in 1982 and is now one of the largest municipal insurance pools in the nation. Through MIIA, the Town is working to identify and manage risks. The Town has applied for several competitive grants to fund Risk Management programs through MIIA as well as working to implement asset management and employee training programs.



Budget Overview

Labor Relations

Employee Category	Represented by	Number of Employees	Contract Expires
Town Government:			
Police	International Brotherhood of Police	33	6/30/2017
Public Works	Local 1383 State Council 93 American Fed of State	23	6/30/2017
Library Workers	MA and Winthrop Library Staff Assoc.	8	6/30/2017
Firefighters	Local 1070 International Assoc. of Firefighters	32	6/30/2017
Clerical	Teamsters Local 25 Winthrop Clerical employees	14	6/30/2017
School Employees:			
Teachers	Mass Teachers Association	222	6/30/2018
Administrators	Winthrop Administrators Association	6	6/30/2018
Nurses	Mass Teachers Association	4	6/30/2018
Custodians	SEU	10	6/30/2018
Cafeteria Workers	SBIU	15	6/30/2018
Total		367	

Table 2

City and town employees (other than managerial and confidential employees) are represented by labor unions to bargain collectively on questions of wages, hours and other terms and conditions of employment. The Town has approximately 541 employees, including those in the School Department, approximately 67 percent of whom belong to unions or other collective bargaining groups as show in the table below. Contracts for Town Employee Unions will expire at the end of Fiscal Year 2017 and School Employee Unions expire the following year.

Employee Benefits

Retirement

The Winthrop Contributory Retirement System was established to provide retirement benefits to Town employees and their beneficiaries. Employees of the Town do not participate in Social Security, but are a members of a contributory defined benefit retirement system. The System is governed by a five-member board comprised of the CFO of the Town (ex-officio), two members elected by the System's participants, one member appointed by the Town Council and one member appointed by the other board members. The Retirement System participates, as a Participating member, in the Pension Reserves Investment Trust (PRIT), which meets the criteria of an external investment pool.

Every two years a full actuarial valuation of the pension system is done. The valuation was performed as of January 1, 2015 pursuant to Chapter 32 of the General Laws of the Commonwealth of Massachusetts. The assumptions used in this valuation were the same as the prior valuation with the exception

Actuarial Valuation Date	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a % of Cov. Payroll ((b-a)/c)
1/1/2015	\$52,707,691	\$69,473,818	\$16,766,127	75.9%	\$11,694,602	143.4%
1/1/2013	\$43,816,970	\$62,687,986	\$18,871,016	69.9%	\$10,188,836	185.2%
1/1/2011	\$41,833,511	\$57,190,013	\$15,356,502	73.1%	\$10,030,804	153.1%
1/1/2009	\$33,143,983	\$52,659,365	\$19,515,382	62.9%	\$10,081,571	193.6%
1/1/2007	\$33,286,529	\$47,942,472	\$14,655,943	69.4%	\$9,981,962	146.8%

Table 3



of a reduction of .25% in the investment return assumption and moving the mortality assumption to a fully generational table.

The fully generational table is the result of updated actuarial standards to account for longer life expectancy. In prior valuations, the mortality assumption was improved gradually, which helped to control for longer life expectancy. The fully generational model goes further than a standard increase in the mortality assumption by using a two-dimensional projection that is based both on the age of the member and the calendar year.

According to the most recent actuarial valuation of the plan, as of January 1, 2015, the Winthrop Pension system is almost 76% funded, with an Unfunded Actuarial Liability (UAL) of approximately \$16.7 million. This UAL is based on the actuarial value of assets, which is a method that recognizes investment gains and losses over a five year period. As of January 1, 2015, the actuarial value of assets is 96.2% of the market value. On a market value basis, the UAL is \$14.7 million and the funded ratio is 78.9%. Table 2 shows a summary of the results of the past five actuarial valuations.

The Town is on a funding schedule where the total appropriation increases 4% each year until the system is fully funded in FY28, well ahead of the requirement

Health Insurance

All active employees who work over 20

hours per week and retired members receive health insurance through the Group Insurance Commission of the Commonwealth of Massachusetts (GIC). The Town contributes a percentage of the premium for active employees and retirees.

Retirees who are Medicare eligible are required to transition to a Medicare plan, which results in a savings for both the retiree as well as the town.

OPEB

The Town currently finances its other postemployment benefits (OPEB) on a pay-as-you-go basis. The Town's other postemployment (OPEB) benefit liability increased by \$3.2 million, totaling \$18.9 million as of June 30, 2015.

The FY2017 budget includes an increase in the appropriation to the OPEB trust fund. Once the pension fund has reached full funding, the savings in the pension appropriation can be reallocated to reducing the OPEB liability.

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Capital Planning

Winthrop Capital Plan Overview

Project Highlights

The following is a summary of some of the capital projects planned for Winthrop.

Comprehensive Zoning Rewrite

As part of the economic development plan for the Town, a complete review of the zoning laws is proposed. Many of the rules have not been reviewed since their creation and do not reflect the current needs of the community.

Kennedy Drive

Phase One of the Three phased street and parking improvements.

Cummings School Playground

The playground is to be recoated with a new, ADA compliant, rubberized surface.

Dump Truck

The Department of Public Works (DPW) does not have a large, 10 wheel dump truck. After the historic snowfall of last winter, the need for such a vehicle was apparent.

Sidewalk Repair

The DPW plans to replace 1,000 square yards of damaged sidewalk town-wide. The DPW operating budget has \$35,000 built in to fund this project.

E.B Newton Cultural Center

The historic E.B. Newton building is in need of repairs to the roof and clock tower. The clock is a central focal point of the Center Business District, but does not currently function. These repairs have been needed for a number of years and the Town has delayed the work while attempting to secure historic preservation grants to fund the project. Since outside funding has not been secured, the Town is seeking to fund this project with internal resources.

Ingleside Park Gazebo

The gazebo is in need of considerable repairs. Work will allow for the area to be used.



Budget Overview

Major Project Highlights

The following are major projects that may span across several years.

Horticultural Survey

Winthrop has a number of trees on public ways. These trees provide shade, are valuable additions to the streetscapes, and have been in the town for a long time. Unfortunately, some may be the wrong species of tree for their current environment and may be causing damage to the sidewalks. After the storms of the past few years, there are also concerns about the health of some trees and potential risks posed by falling limbs or trees. The town is proposing to do a comprehensive horticultural survey of all of the trees on public ways in Winthrop.

This is a large, potentially multi-year project that would involve inspections of the trees for health and damage as well as assessments to determine if any need to be removed. A database of trees would be created and information, including the latitude and longitude coordinates, on each tree would be captured and preserved to aid in future maintenance. The information from this database would be loaded as a base layer into the Town's GIS software.

Miller Field/Lewis Lake

These two projects are linked but are separate projects. The overall project is 75% designed and is now moving into the public input stage. The Lewis Lake portion is funded via grants and there are plans to put the Miller Field project before the voters as a debt exclusion



Rendering of potential Miller Field work from Woodard & Curran

vote.

The Lewis Lake project involves drainage work and the Miller Field project involves significant improvements to the field. The plan includes the construction of new bleachers, a new synthetic turf field, competition grade track, scoreboard, and field lighting.

New Central Fire Station

The two fire stations in Winthrop are among the oldest buildings in Town. The capital plan does not yet include funding for the creation of a new, consolidated fire station, but does fund a study to find a suitable location.



Project Funding

The Town of Winthrop has typically funded capital projects out of free cash or other one-time revenues. This has meant that capital project plans have typically been smaller in scope, so as to not involve the issuance of debt. Also, projects have had to wait until free cash is certified. The Capital Improvement Plan includes a priority scale to identify which projects are considered urgent and necessary to be completed this fiscal year, depending on funding availability.

referred to as a Debt Exclusion. This occurs when a community votes to approve a specific capital project that allows for the debt service payments for that project to be ‘excluded’ from the levy limit calculations for the life of the debt.

Capital Borrowing

The issuance of bonds is necessary to pay for large capital projects. There are a number of ways of structuring the debt and the administration works to ensure that all debt issued is sustainable and at the lowest possible cost. Figure 1 shows the existing debt service payments for the Town

Tax Supported Debt

Capital projects that are paid for out of the general fund without a Debt Exclusion are considered to be tax supported debt, as they are paid for out of the normal taxing authority of the municipality.

Enterprise Fund Borrowing

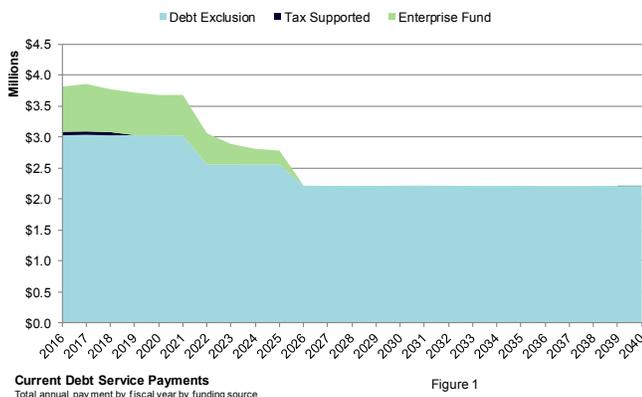
Since Enterprise Funds are designed to function as self-sufficient entities, the funds are responsible for their own debt service payments. Much of the debt for Enterprise Funds is related to the Water & Sewer enterprise and a large percentage of that debt is made up of interest free, or low interest, loans from the Massachusetts Water Resources Authority (MWRA).

Debt Exclusions

Under Proposition 2½ communities have the option of allowing for a temporary increase to the levy limit, which is often

MSBA

The Massachusetts School Building Authority (MSBA) voted in October 2013 to approve the Town’s plans to build a new Winthrop High/Middle School and on November 5, 2013 the Town residents voted to approve an override related to the project. The new, \$81 million, facility is scheduled to open this fall. The MSBA reimbursement for the project is estimated at \$42.5 million.



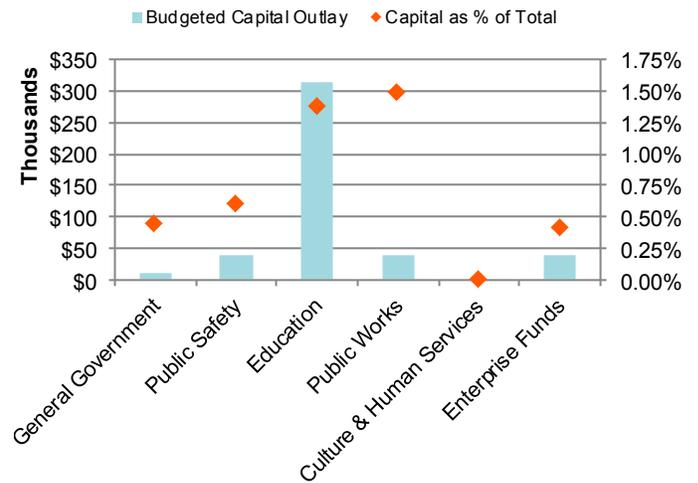


Capital Funded in Operating Budgets

For the FY2017 budget, several capital projects have been shifted to departmental operating budgets. The goal of this is to recognize the need for some items to be completed on an annual basis and use the operating budget as a planning tool to ensure that they are funded on a rolling and reliable basis.

Figure 2 shows the dollar amount of capital expenditures that have been included in the operating budgets by functional category as well as the percent of total functional category budget that is spend on capital.

Capital expenditures will fall on different lines than supplies and equipment purchased for operations. Under the prior account codes, there was not a separate category for capital purchases, so they could not easily be separated from other expenditures.



Capital Expenditures in Operating Budgets
FY2017 Budget by functional category

Figure 2

Budget Overview



Aggregate Debt Service for Existing Debt

Date	Tax Supported Debt Service		Tax Exempt Debt Service		Enterprise Fund Debt Service	
	Principal	Interest	Principal	Interest	Principal	Interest
6/30/2016	50,000	6,250	1,156,000	1,873,590	706,736	24,145
6/30/2017	50,000	4,000	1,620,000	1,418,425	747,136	19,645
6/30/2018	50,000	1,750	1,660,000	1,369,250	679,360	15,145
6/30/2019	-	-	1,715,000	1,318,575	674,360	11,470
6/30/2020	-	-	1,765,000	1,266,125	642,060	7,770
6/30/2021	-	-	1,820,000	1,205,725	652,060	4,070
6/30/2022	-	-	1,415,000	1,143,825	501,660	-
6/30/2023	-	-	1,475,000	1,082,675	331,200	-
6/30/2024	-	-	1,540,000	1,015,100	256,200	-
6/30/2025	-	-	1,600,000	955,350	228,700	-
6/30/2026	-	-	1,335,000	881,725	-	-
6/30/2027	-	-	1,395,000	818,250	-	-
6/30/2028	-	-	1,450,000	761,925	-	-
6/30/2029	-	-	1,495,000	717,975	-	-
6/30/2030	-	-	1,545,000	671,300	-	-
6/30/2031	-	-	1,595,000	621,781	-	-
6/30/2032	-	-	1,645,000	570,025	-	-
6/30/2033	-	-	1,695,000	516,663	-	-
6/30/2034	-	-	1,750,000	461,694	-	-
6/30/2035	-	-	1,810,000	402,556	-	-
6/30/2036	-	-	1,870,000	339,969	-	-
6/30/2037	-	-	1,935,000	274,488	-	-
6/30/2038	-	-	2,005,000	206,669	-	-
6/30/2039	-	-	2,080,000	132,900	-	-
6/30/2040	-	-	2,160,000	52,688	-	-
Total	\$ 150,000	\$ 12,000	\$ 41,531,000	\$ 20,079,246	\$ 5,419,472	\$ 82,245



Budget Overview

Priority Legend:	
4	Urgent
3	High
2	Moderate
1	Low

Town of Winthrop Capital Improvement Plan

No.	Dept	Type	Priority	Project	Total Cost	FY17	FY18	FY19	FY20	FY21
1	Fire	Equipment	4	Engine Truck Replacement	416,500	83,300	83,300	83,300	83,300	83,300
2	Police	Equipment	3	Cruiser/Utility vehicle replacement	180,000	36,000	36,000	36,000	36,000	36,000
3	Town Council	Infrastructure	4	Zoning By-Law Review	50,000	50,000				
4	DPW	Infrastructure	4	Sidewalk Replacement Program	175,000	35,000	35,000	35,000	35,000	35,000
5	Fire	Equipment	4	Replacement of Fire protection Gear for firefighters (turnout gear)	34,000	34,000				
6	DPW	Landscape	3	80 New Trees	100,000	20,000	20,000	20,000	20,000	20,000
7	DPW	Landscape	3	Horticultural survey of street trees to assess safety	25,000	25,000				
8	Town Clerk	Equipment	4	Town Records Scanning Project	125,000	25,000	25,000	25,000	25,000	25,000
9	DPW	Infrastructure	4	Playground Rubberized surfacing for Pond/Pico/Daws	70,000	35,000	35,000			
10	EB New ton	Bldg Improvements	3	E.B. New ton Heating System/Boiler Replacement	50,000	50,000				
11	IT	Equipment	2	Fiber Connectivity Ring providing redundant connectivity to schools and town buildings	80,000	80,000				
12	DPW	Infrastructure		Phase II of Walden Street Lot restoration	40,000	40,000				
13	EB New ton	Bldg Improvements	2	E.B. New ton Clock Tower Refurbishment	25,000	25,000				
14	Library	Bldg Improvements	2	Library Building envelope improvements	25,000	25,000				
15	Schools	Field Improvements	2	Fort Banks Soccer field refurbishment	25,000	25,000				
16	Town Hall	Bldg Improvements	2	Town Hall Installation of backup generator	50,000	25,000	25,000			
17	Library	Bldg Improvements	3	Security Cameras and Building Alarm	9,100	9,100				
18	Library	Equipment	3	10 New Computers for the adult space, teen space, and quiet study area.	7,500	7,500				
19	EB New ton	Bldg Improvements	2	E.B. New ton Masonry re-pointing & cleaning	200,000		200,000			
20	EB New ton	Bldg Improvements	2	E.B. New ton South elevation roofing & masonry repairs	125,000		125,000			

Budget Overview



21	Library	Bidg Improvements	2	Flat Roof Replacement	70,000				
22	IT	Equipment	2	Webcasting tool for recording and searching for meetings, deliberations and motions	36,000				
23	DPW - CEM	Bidg Improvements	2	Roof replacement and overhead door replacement @ Storage building in Middle Section Cemetery	25,000				
24	Police	Equipment	3	Surveillance Equipment: Needed to outfit our current surveillance van.	75,000				
25	COA	Bidg Improvements	2	Replacement of roof top heating/cooling units for senior center	60,000				
26	Animal Control	Equipment		New Truck (secondhand)	12,000				
27	Library	Bidg Improvements	2	Replacement of 150 Windows	291,000	97,000	97,000	97,000	97,000
28	Library	Bidg Improvements	1	Hard Wood Restoration for Circulation and Reference Areas	240,000			80,000	80,000
29	DPW	Equipment	2	John Deere Tractor with mower and snow blower	150,000			50,000	50,000
30	Library	Infrastructure	1	Ramp from Town Hall Municipal Lot	0				
31	Police	Bidg Improvements		Air Handler replacement (roof)	0				
32	IT	Equipment	2	Software licensing and hardware upgrades for town employees workstations	0				
Totals:					2,771,100	629,900	862,300	426,300	426,300

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People and Economy

Overview

Settled in 1630, Winthrop is one of the oldest communities in the country. It was named for John Winthrop; a governor of Massachusetts. John Winthrop’s son Deane Winthrop’s home, built in 1637 is now a historic site and museum and is considered the oldest continually occupied home in the United States.

The Town of Winthrop, incorporated as a Town in 1852, is located in Suffolk County on a northern book-end peninsula of Boston Harbor and bordered on the northwest by the cities of Boston and Revere.

There were two military forts in Winthrop. Fort Banks was established in 1890 as part of a grand costal defense network up and down the eastern seaboard and decommissioned in 1947 in the demilitarization following World War II. At the start of the Spanish American War in 1898, land at Winthrop Heights was requisitioned to become Fort Heath which continued serving well into the cold war, providing support to the Nike Hercules surface-to-air missile systems until 1966.

Table 1 (right) contains some summary information on the Town.

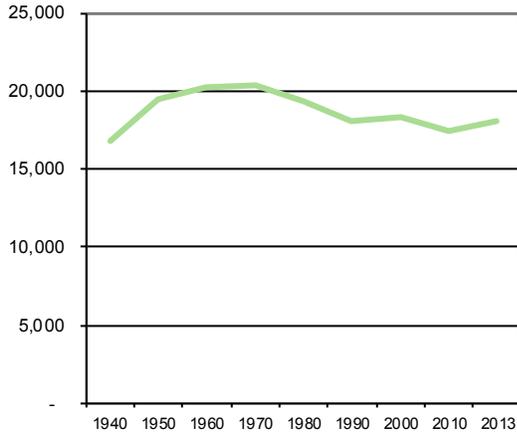
Winthrop, Massachusetts Quick Facts	
Government	
Settled	1630
Incorporated	1852
State	Massachusetts
County	Suffolk
Government Type	Council-Manager
Council President Term (years)	2
Councilor Term (years)	4
Precinct Councilors	6
At-Large Councilors	2
People	
Population (2010)	17,497
% of State	0.3%
% White/non-Hispanic	94.3%
% Non-white/Hispanic	5.7%
Median age (years)	43.7
Geography	
Neighborhoods	6
Land area (Sq. miles)	2
Water area (Sq. miles)	6.3
Density (Pop./Sq. mile)	8,749
Public road mileage	36.34
Ft. above sea-level	36.0
Climate	
Climate type	Humid Continental
Avg. Ann. High Temp. (°F)	59.3
Avg. Ann. Low Temp. (°F)	43.9
Avg. rainfall/year (inches)	42.5
Avg. precipitation days/year	126.0
Avg. snowfall/year (inches)	41.8
Avg. snowy days/year	22.5
Ann. Sunshine hours	2,638.2

Table 1



Budget Overview

Winthrop's People



Winthrop's Population
1940 to 2010 Census
2013 Town Census

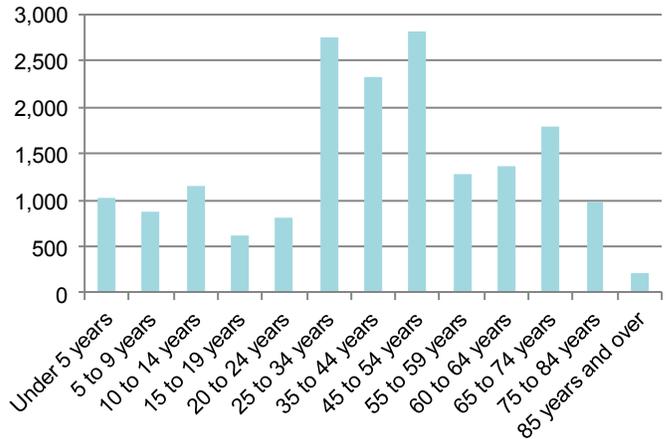
Figure 1

Population

The population of Winthrop grew rapidly in the 1940's and '50's and peaked in the 1960's. Since that time, the population has been in decline. As of the 2010 census, the Winthrop population is close to the level of the 1940 census, as shown in Figure 1. The most recent local census stands at 18,111.

Age

Data from the 2014 American Community Survey (ACS) shows that Winthrop residents are mostly older with a median age of 42.7 years as compared to the statewide median of 39.1 years. Figure 2 shows the distribution of residents across age groups. Less than 25% of residents are under 25 years old, which is considerably lower than the statewide figure of 32%. However, the percent under 10 years old in Winthrop of 10.4% is close to the statewide figure of 11.5%.



Winthrop Population by Age Group
Source: 2014 American Community Survey

Figure 2

Race and Ethnicity

Winthrop is not a very racially diverse community with over 94% of the population identifying as white, according to data from the 2014 ACS, which is much higher than the statewide figure of 80%. Winthrop is much closer to the statewide figures for percent of the population identifying as two or more races, 2.6% for both Winthrop and the state, as well as for the percent identifying as Hispanic or Latino, 8.7% for Winthrop and 9.6% for the state. The two communities that directly border Winthrop, Revere and East Boston, both have very high Hispanic populations at 22.8% and 57.6% respectively.

	Count	Percent
Total Population	17,992	
Race		
White	16,973	94.3%
Black or African American	304	1.7%
American Indian	0	0.0%
Asian	126	0.7%
Native Hawaiian/Pacific Islander	17	0.1%
Some other race	97	0.5%
Two or more races	475	2.6%
Hispanic Or Latino And Race		
Hispanic or Latino (of any race)	1,565	8.7%
Not Hispanic or Latino	16,427	91.3%

Table 2

Source: 2014 American Community Survey



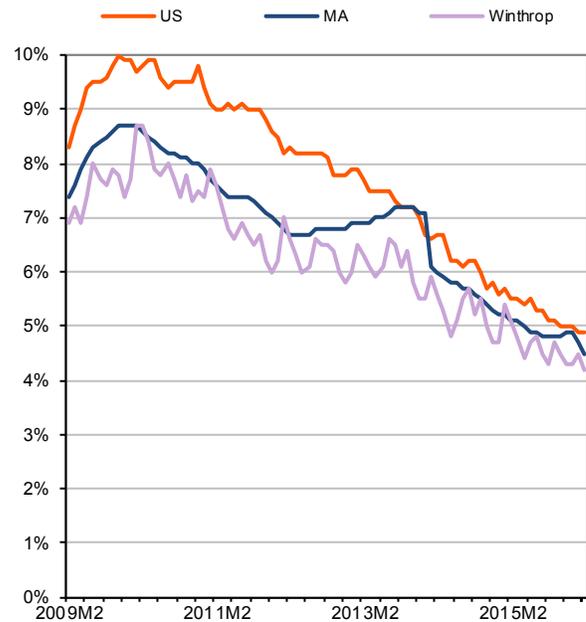
Economy

Massachusetts Economy

The Massachusetts economy is strong. Like most areas, the not too distant economic downturn had a considerable impact on the local economy, but there are signs of recovery. Both the state as a whole and the Boston Metro area have not only regained all the jobs lost since the 2001 recession but have grown to new levels, as shown in the graph below.

Growth in the number of jobs has kept pace with growth in the labor force. As shown in Figure 2, the unemployment rate in Massachusetts has been consistently lower than the national rate.

Massachusetts remains one of the richest states in the country in terms of per capita gross domestic product (GDP). According to the 2014 data from the Bureau of Economic Analysis (BEA), Massachusetts real GDP per capita ranks 7th in the nation and is 126% the national figure.

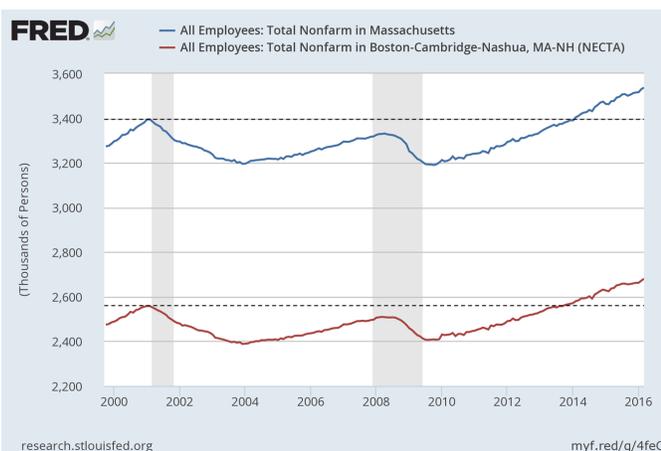


Unemployment Rates
 Feb 2009 - Feb 2016
 US and MA Seasonally Adjusted
 Winthrop rate not Seasonally Adjusted

Figure 3

Winthrop Economy

According to a report done by the Edward J. Collins, Jr. Center for Public Management at UMass Boston (Collins Center), Winthrop currently offers less than 0.2 jobs per resident in the labor force, which means that most residents have to seek employment outside of town. This does not appear to have been a barrier to Winthrop residents finding employment. As shown in Figure 2, the unemployment rate for the Town of Winthrop is close to, but below the rate for both the state and the nation as a whole.

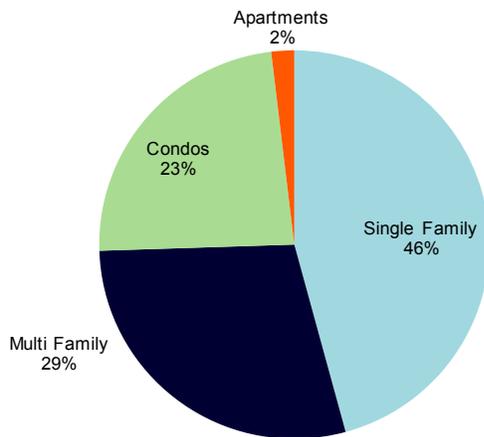




Sectors of Winthrop's Economy

Housing

As noted earlier, Winthrop is a residential community. Over 91% of the town's 5,473 parcels are residential. The distribution of those parcels by type is shown in Figure 4.



Winthrop Residential Parcels
Distribution by Type in 2015

Figure 4

Housing Market

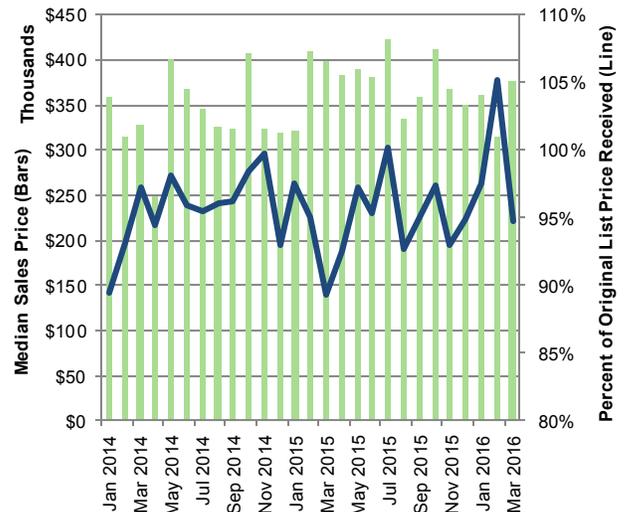
The market crash of 2007 was nearly a decade ago and despite signs of recovery, its impacts are still felt. Like most communities in Massachusetts, Winthrop was not spared the impact on the housing market, but has recovered. According to data from DOR, the average single family home in Winthrop in 2015, the most recent year data is available, was worth \$343,740, placing Winthrop close to the middle of the 337 other communities which this data was available for.

From January 2014 to March 2016 there has been an average of 7 closed sales of single family homes in Winthrop per month,

according to data from the Greater Boston Association of Realtors.

With a small number of closed sales per month, the median sales price has the potential to be skewed, but as shown in Figure 4, the median sales price per month has been reasonably consistent and close to the average single family home value.

The other significant elements of the real estate market in Winthrop are the number of days on the market before the sale and the percentage of original list price received. Figure 4 shows that homes have been selling very close to their original list price with only a few months where the value fell below 95% and one month where it was over 100%. The number of days on the market has fluctuated considerably, but has averaged at 75 days from January 2014 to March 2016.



Winthrop Single Family Home Sales Data

Source: Greater Boston Association of Realtors Local Market Update Figure 5



Retail

Most of the retail demand from Winthrop residents is met outside of the town. Data from a 2014 study by The Collins Center showed that 68% of the residential community's retail spending is done outside of town. However, when looking at individual categories of spending, there are three where the local sales exceed the local demand. This includes household appliance stores, hardware stores, and pharmacies. The total local business activity generated by these three categories not directly attributable to the resident population is estimated at \$16.3 million.

Restaurants, Dining and Hospitality

Winthrop contains several regionally-known restaurants and four lodging establishments, including the Harrington House B&B (3 rooms), Inn at Crystal Cove (28 rooms), the newly renovated Inn at Winthrop Shore (30 rooms), and the Winthrop Arms (9 rooms).

According to the 2007 Economic Census, the latest year data was available for Winthrop, 27 businesses were categorized as accommodation and food services, employing over 180 people and doing over \$10 million in business. Current estimates show that the accommodation and food service industry in Winthrop has grown considerably since then. Based on the revenue received from the .75% local option meals tax and 6% rooms tax, in FY2015 total sales for Winthrop

restaurants and hotels was over \$20 million and over \$1.4 million respectively. Winthrop has seen a large uptick in properties listed on Airbnb and other online platforms as having rooms available.

Transportation

Since most residents work outside of the town, transportation is of particular importance. The principal highway and main access point serving the Town is State Route 145. Secondary access is via Revere Street to the north. The Boston docks, bus and truck terminals and Logan International Airport are all easily accessible from Winthrop, thus providing ocean, land and air carrier service.

Public Transportation

Winthrop is a member community of the Massachusetts Bay Transportation Authority (MBTA), which subsidizes the operations of the bus service to the Town of Winthrop. This service is currently provided by Paul Revere Transportation, who has been operating the service since 1991. The MBTA will be going out to bid sometime in the near future. The nearest MBTA subway station to Winthrop is the Orient Heights Station of the Blue Line.

Winthrop Ferry

In April of this year, the Town of Winthrop began providing ferry service. The newly launched ferry will provide high speed service for commuters and tourists to Boston's Rowes Warf as well as service to the Harbor Islands and The Kennedy Library.

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Town of Winthrop
Fiscal Year 2017
Outlook & Operating Budget

Chapter
2

General Government

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[Human Resources](#)

[MIS Department](#)

[Town Clerk](#)

[Conservation Commission](#)

[Planning Board](#)





General Government Budget Overview

General Government	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
110 Town Council	67,835	74,830	165,856	211,801	211,801	27.7%
112 Town Manager	260,187	290,200	457,569	344,463	345,990	-24.7%
131 Grants Office	26,476	47,050	65,000	83,700	83,700	28.8%
135 Administration & Finance	374,809	382,100	394,958	399,030	399,116	1.0%
141 Assessing	140,369	162,210	178,602	203,423	208,723	13.9%
145 Treasurer/Collector	324,347	339,921	359,024	339,789	340,889	-5.4%
151 Town Attorney	197,051	111,935	95,000	105,000	105,000	10.5%
153 Human Resources	23,733	36,114	37,492	37,811	38,044	0.9%
155 MIS Department	145,533	183,680	208,487	212,968	212,505	2.1%
161 Town Clerk	207,782	217,477	226,538	306,977	260,221	35.5%
171 Conservation Commission	0	5,500	5,500	5,500	20,853	0.0%
175 Planning Board	90	2,805	4,300	4,300	4,300	0.0%
242 Appeals Board	6,912	6,446	6,500	7,000	7,000	7.7%
Total General Government Expenditures	\$ 1,775,122	\$ 1,860,268	\$ 2,204,826	\$ 2,261,763	\$ 2,238,141	2.6%

Budget Highlights:

- Staffing changes in several departments to better align service delivery
 - More detail on departmental budget pages
- Overall budget increase of \$33,315 over the FY2016 budget



General Government Overview Cont.

General Government	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	1,177,513	1,275,325	1,399,238	1,487,802	1,484,846	6.3%
512000 Temporary Employees	9,359	18,008	20,500	31,720	31,720	54.7%
514000 Differentials	0	0	0	4,000	7,025	
519000 Other Personal Services	5,048	12,474	13,000	14,000	29,700	7.7%
Sub-Total Personnel Services	1,191,921	1,305,807	1,432,738	1,537,522	1,553,291	7.3%
Purchased Services						
524000 Repairs and Maintenance	11,985	14,864	18,000	48,650	1,400	170.3%
527000 Rentals and Leases	871	1,034	1,200	8,667	9,925	622.2%
530000 Professional and Technical	370,765	321,428	306,913	273,955	273,955	-10.7%
534000 Communication	600	600	1,225	28,320	28,620	2211.8%
538000 Other Purchased Services	0	0	0	7,300	7,300	
Sub-Total Purchased Services	384,221	337,926	327,338	366,892	321,200	12.1%
Supplies						
542000 Office Supplies	52,529	58,637	61,239	27,548	28,548	-55.0%
543000 Repairs and Maintenance Supplies	0	249	0	0	0	
558000 Other Supplies	19,242	16,046	18,300	25,390	25,390	38.7%
Sub-Total Supplies	71,771	74,932	79,539	52,938	53,938	-33.4%
Other Charges and Expenses						
571000 In-State Travel	4,672	3,084	2,200	1,050	1,050	-52.3%
573000 Dues and Memberships	10,247	18,515	17,300	9,665	9,665	-44.1%
578000 Other Classified Items	0	0	264,951	140,000	140,000	-47.2%
579000 Software	112,290	120,004	112,760	143,696	148,996	27.4%
Sub-Total Other Charges and Expenses	127,209	141,603	397,211	294,411	299,711	-25.9%
Capital Outlay						
587000 Replacement Equipment	0	0	0	10,000	10,000	
Sub-Total Capital Outlay	0	0	0	10,000	10,000	
Total General Government Expenditures	\$ 1,775,122	\$ 1,860,268	\$ 2,236,826	\$ 2,261,763	\$ 2,238,141	1.1%

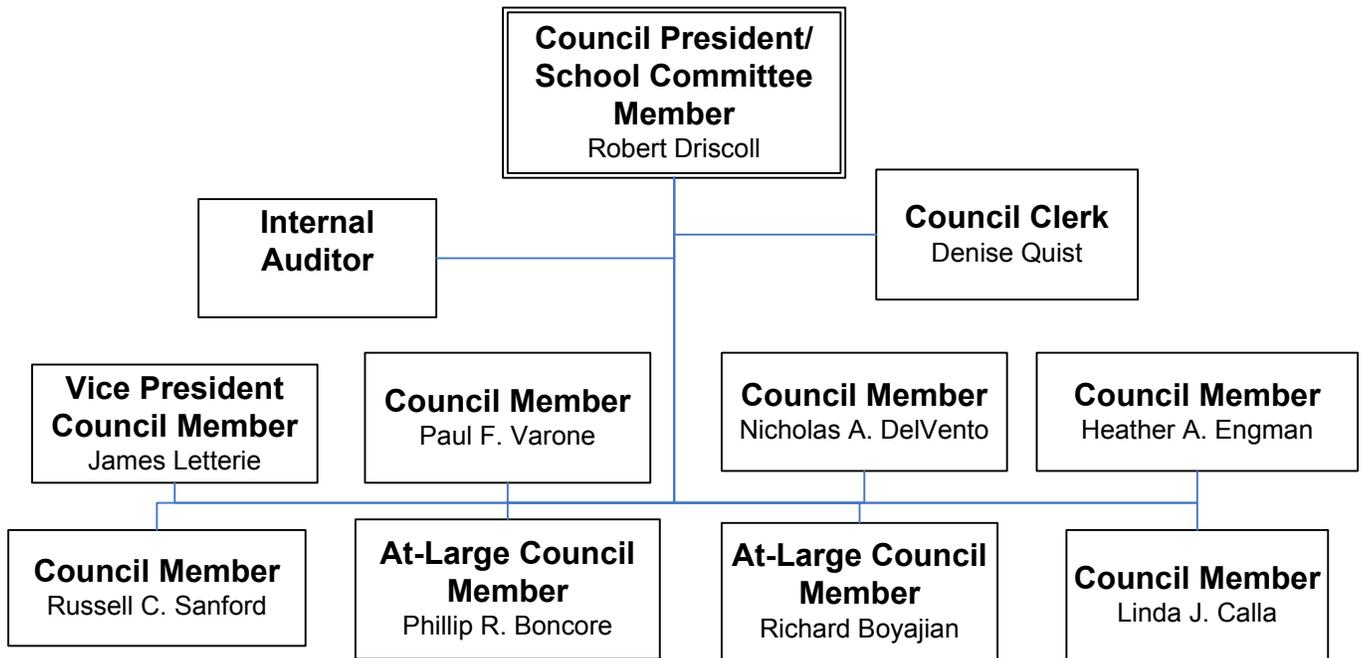
Budget Notes:

- Re-coded account numbers to provide a higher level of transparency and accountability
- Prior year expenditure were re-coded in bulk and may not represent the same level of detail
- 514000 Differentials includes longevity payments
- 519000 Other Personal Services covers stipends
- 578000 Other Classified Items is the Town Council Reserve

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110 Town Council



Mission

The council is Winthrop's legislative and policy making body. The elected council approves the budget and determines the tax rate. The council also focuses on the community's goals, major projects, and such long-term considerations as community growth, land use development, capital improvement plans, capital financing, and strategic planning. The council hires a professional manager to carry out the administrative responsibilities and supervises the manager's performance.



Town Council Budget

110 Town Council	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	36,200	36,200	35,801	35,801	25,601	-28.5%
519000 Other Personal Services				0	10,200	
Sub-Total Personnel Services	36,200	36,200	35,801	35,801	35,801	0.0%
Purchased Services						
530000 Professional and Technical	25,825	34,351	30,000	31,500	31,500	5.0%
Sub-Total Purchased Services	25,825	34,351	30,000	31,500	31,500	5.0%
Supplies						
542000 Office Supplies	5,810	4,279	6,000	4,500	4,500	-25.0%
Sub-Total Supplies	5,810	4,279	6,000	4,500	4,500	-25.0%
Other Charges and Expenses						
578000 Other Classified Items	0	0	94,055	140,000	140,000	48.8%
Sub-Total Other Charges and Expenses	0	0	94,055	140,000	140,000	48.8%
Total Town Council Expenditures	\$ 67,835	\$ 74,830	\$ 165,856	\$ 211,801	\$ 211,801	27.7%

Budget Highlights:

- 519000 Other Personal Services is the stipend for the Council Clerk
- Internal Audit funded at \$30,000
 - Shown under 530000 Professional and Technical
- Office Supply line reduced to better reflect actual expenditures
- Town Council Reserve at \$140,000
 - Shown under 578000 Other Expenditures



Town Council Cont.

Description of Services

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

appointment or employment of any person, or the removal of any person, or in any manner attempt to participate in the appointment or removal of persons who are part of the town's administrative service and for which the Town Manager is responsible. Except for the purpose of inquiries and investigations pursuant to the Town of Winthrop Charter, the Town Council and its members deal with the officers and employees serving the town solely through the Town Manager.

Councilor Terms

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

Limits

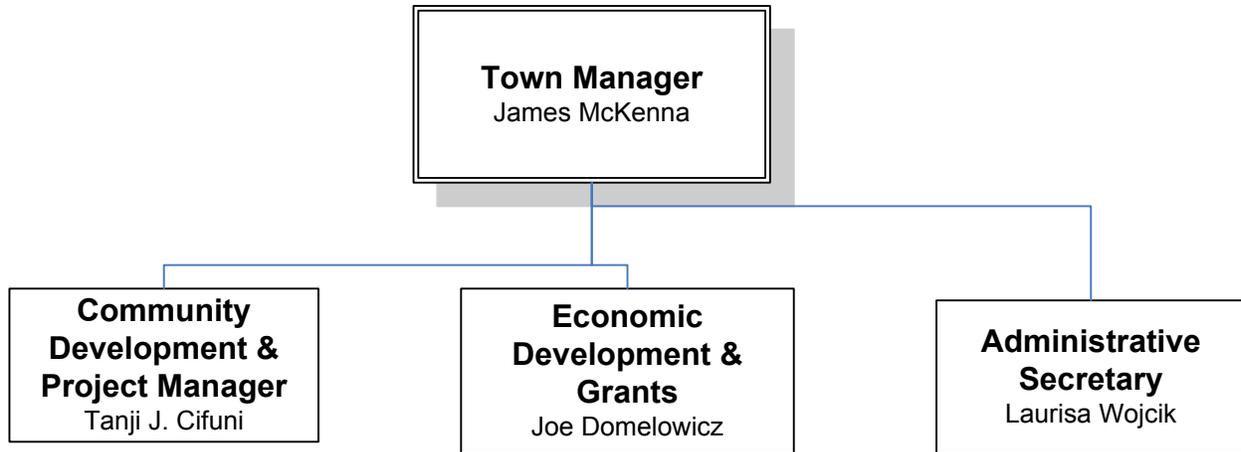
No member of the Town Council may hold any other office, position or employment with the town. No former member of the Town Council may hold any compensated appointed office, position or employment for which a salary is payable from the town for a period of one year following the end of their term.

Neither the Town Council nor any of its members may direct or request the

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112 Town Manager



Mission

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



Town Manager Budget

112 Town Manager	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	200,447	208,111	254,073	270,448	270,647	6.5%
514000 Differentials				1,000	1,000	
Sub-Total Personnel Services	200,447	208,111	254,073	271,448	271,647	6.9%
Purchased Services						
527000 Rentals and Leases				2,152	3,479	
530000 Professional and Technical	41,856	56,452	45,000	48,640	48,640	8.1%
534000 Communication	600	600	600	2,400	2,400	300.0%
Sub-Total Purchased Services	42,456	57,052	45,600	53,192	54,519	19.6%
Supplies						
542000 Office Supplies	7,609	6,937	8,000	5,748	5,748	-28.2%
558000 Other Supplies				5,075	5,075	
Sub-Total Supplies	7,609	6,937	8,000	10,823	10,823	35.3%
Other Charges and Expenses						
573000 Dues and Memberships	9,674	18,100	17,000	9,000	9,000	-47.1%
578000 Other Classified Items			132,896	0	0	-100.0%
Sub-Total Other Charges and Expenses	9,674	18,100	149,896	9,000	9,000	-94.0%
Total Town Manager Budgeted Expenditures	\$ 260,187	\$ 290,200	\$ 457,569	\$ 344,463	\$ 345,990	-24.4%

Budget Highlights:

- 514000 Differentials covers longevity payments to staff
- 527000 Rentals and Leases includes copy machine lease
- 530000 Professional and Technical is for legal services
- Increased reimbursement for employee cell phone use
 - Shown under 534000 Communication
- 578000 Other Classified Items is the budgeted salary reserve for contract settlements



Town Manager Cont.

Description of Services

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

The Town Manager and members of the Senior Management Team (SMT) work collaboratively to address the myriad of issues and day-to-day operational challenges of the town's business. The Town Manager and the SMT set the direction of the organization by defining a mission, supported by a strategic plan with defined goals and objectives. General resource coordination, project planning and prioritizing are conducted by and through the Town Manager's Office. All matters that transcend or overlap various departments and the integration

and implementation of Council policies are conducted by the Town Manager's Office. Within the organization, people are viewed as the greatest assets and are encouraged to work to their highest potential both within the traditional hierarchy and on cross-functional teams. In addition to the SMT, a Traffic Safety Advisory Committee, the Financial Management Team and Community Development Team assist the organization. The budgeting, financial planning, community planning, personnel and purchasing functions are managed by the Town Manager's Office. The use and stewardship of all Town properties (other than schools) are managed and maintained by the Town Manager's Office.

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

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131 Grants Office

Mission

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



Grants Office Budget

131 Grants Office	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	26,476	47,050	65,000	82,500	82,500	26.9%
Sub-Total Personnel Services	26,476	47,050	65,000	82,500	82,500	26.9%
Purchased Services						
534000 Communication				1,200	1,200	
Sub-Total Purchased Services	0	0	0	1,200	1,200	
Total Grants Office Budgeted Expenditures	\$ 26,476	\$ 47,050	\$ 65,000	\$ 83,700	\$ 83,700	28.8%

Budget Highlights:

- Includes \$12,500 for the salary for the new Energy Manager
 - Position is partially grant funded and shared with Chelsea
 - Funding represents the Town’s matching portion of the
- Increased reimbursement for employee cell phone use
 - Shown under 534000 Communication



Grants Office Cont.

Description of Services

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

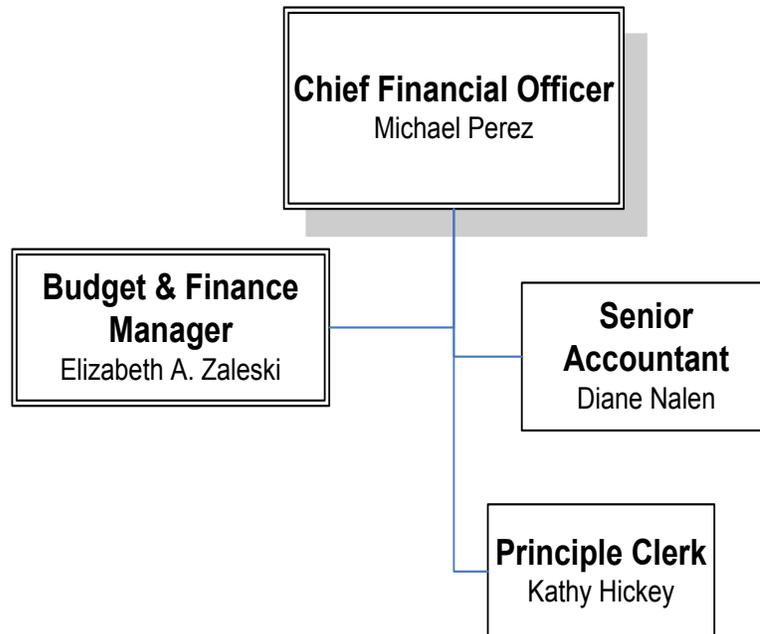
Staffing

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

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135 Administration & Finance



Mission

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



Administration & Finance Budget

	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
135 Administration & Finance						
Personnel Services						
511000 Permanent Employees	283,974	299,738	299,520	298,692	298,545	-0.3%
514000 Differentials				1,450	1,450	
Sub-Total Personnel Services	283,974	299,738	299,520	300,142	299,995	0.2%
Purchased Services						
524000 Repairs and Maintenance		1,020		0	0	
527000 Rentals and Leases				2,152	2,084	
530000 Professional and Technical	66,052	53,798	91,913	64,915	64,915	-29.4%
534000 Communication			625	0	300	-52.0%
Sub-Total Purchased Services	66,052	54,818	92,538	67,067	67,299	-27.3%
Supplies						
542000 Office Supplies	3,931	6,490	2,900	2,000	2,000	-31.0%
543000 Repairs and Maintenance Supplies	0	249	0	0	0	
Sub-Total Supplies	3,931	6,739	2,900	2,000	2,000	-31.0%
Other Charges and Expenses						
571000 In-State Travel	2,018	1,098	0	500	500	
573000 Dues and Memberships	368	265	0	0	0	
579000 Software	18,466	19,441	0	29,321	29,321	
Sub-Total Other Charges and Expenses	20,852	20,805	0	29,821	29,821	
Total Administration & Finance Expenditures	\$ 374,809	\$ 382,100	\$ 394,958	\$ 399,030	\$ 399,116	1.1%

Budget Highlights:

- Proposed name change of Accounting Department
- 514000 Differentials covers longevity payments to staff
- 527000 Rentals and Leases includes copy machine lease
- 530000 Professional and Technical is primarily independent audit services
- Software line covers expenditure for payroll software package



Administration & Finance Cont.

Description of Services

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

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

Oversees and participates in the posting of weekly warrants in ledger; posts cash receipts in ledger as received and records monthly entries in the journal. The Office of Administration & Finance assists other town officials in monitoring the town's financial

condition; notifies departments of expenditures and account balances on a monthly basis; and makes recommendations that may improve a department's financial condition.

Budgeting:

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

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

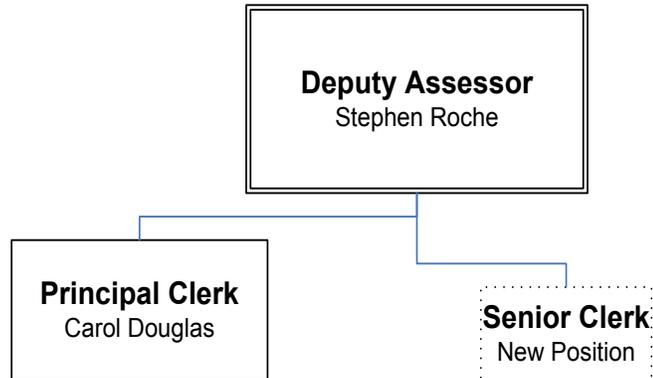
Goals

1. Improve internal control system over financial operations throughout town government
2. Implement policies and procedures over financial and administrative functions
3. Continue to explore increased efficiencies and opportunities to consolidate financial operations
- 4.

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141 Assessing



Mission

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



Assessing Budget

141 Assessing	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	114,826	110,913	154,102	175,273	175,273	13.7%
514000 Differentials				775	775	
Sub-Total Personnel Services	114,826	110,913	154,102	176,048	176,048	14.2%
Purchased Services						
530000 Professional and Technical	22,598	47,248	21,500	16,000	16,000	-25.6%
Sub-Total Purchased Services	22,598	47,248	21,500	16,000	16,000	-25.6%
Supplies						
542000 Office Supplies	2,945	4,049	3,000	3,000	3,000	0.0%
Sub-Total Supplies	2,945	4,049	3,000	3,000	3,000	0.0%
Other Charges and Expenses						
579000 Software				8,375	13,675	
Sub-Total Other Charges and Expenses	0	0	0	8,375	13,675	
Total Assessing Expenditures	\$ 140,369	\$ 162,210	\$ 178,602	\$ 203,423	\$ 208,723	16.9%

Budget Highlights:

- Funding for additional staff position
- 514000 Differentials covers longevity payments to staff
- 579000 Software is funding for updated Computer Aided Mass Appraisal (CAMA) software
 - Funding for GIS software also included



Assessing Cont.

Description of Services

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

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

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

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

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

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

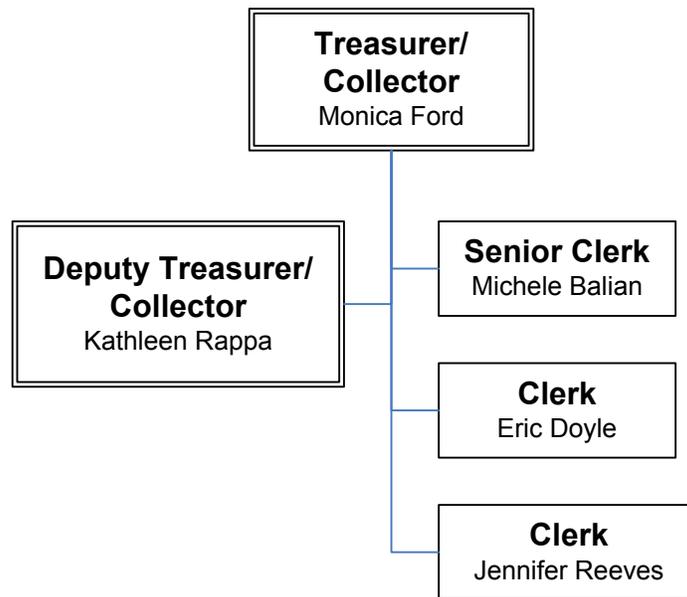
Goals

1. To keep the 9 year Cyclical Re-inspection Program on track as our DOR rep. continues to monitor our progress
2. Work with the Building Department to ensure that the building permit process within Vision is working smoothly so that we may maximize our New Growth
3. Complete the renovations of the Assessor's office
4. Complete the records management project to store records outside of the office when possible and also purge appropriate records
5. Continue to upgrade our technology whenever possible
6. Maintain a high level of staff training and education

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145 Treasury/Collecting



Mission

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



Treasury/Collecting Budget

145 Treasury/Collecting	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	275,097	287,200	293,897	292,184	281,109	-4.4%
514000 Differentials				0	1,175	
519000 Other Personal Services				0	11,000	
Sub-Total Personnel Services	275,097	287,200	293,897	292,184	293,284	-0.2%
Purchased Services						
527000 Rentals and Leases	871	1,034	1,200	2,810	2,810	134.2%
530000 Professional and Technical	15,486	15,872	26,000	2,900	2,900	-88.8%
534000 Communication				21,220	21,220	
538000 Other Purchased Services				7,300	7,300	
Sub-Total Purchased Services	16,357	16,907	27,200	34,230	34,230	25.8%
Supplies						
542000 Office Supplies	30,240	33,830	35,727	5,000	5,000	-86.0%
558000 Other Supplies				7,465	7,465	
Sub-Total Supplies	30,240	33,830	35,727	12,465	12,465	-65.1%
Other Charges and Expenses						
571000 In-State Travel	2,654	1,986	2,200	550	550	-75.0%
573000 Dues and Memberships				360	360	
Sub-Total Other Charges and Expenses	2,654	1,986	2,200	910	910	-58.6%
Total Treasury/Collecting Expenditures	\$ 324,347	\$ 339,921	\$ 359,024	\$ 339,789	\$ 340,889	-5.1%

Budget Highlights:

- Tax Title Legal costs moved to new revolving fund
- Elimination of one part time position
- Differentials covers Longevity payments
- 519000 Other Personal Services covers stipends
- 527000 Rentals and Leases is copy machine lease
- 534000 Communication covers postage for tax bills
- 558000 Other Supplies includes expenditures for:
 - \$250 for bank deposit bags
 - \$215 for bank boxes
 - \$7,000 Printing and fulfillment of Resident Sticker



Treasury/Collecting Cont.

Description of Services

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

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

registry markings. All of these mechanisms are used by the Treasurer's office to protect the town's interests.

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

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

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151 Town Attorney

151 Town Attorney	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Purchased Services						
530000 Professional and Technical	197,051	111,935	95,000	105,000	105,000	10.5%
Sub-Total Purchased Services	197,051	111,935	95,000	105,000	105,000	10.5%
Total Town Attorney Expenditures	\$ 197,051	\$ 111,935	\$ 95,000	\$ 105,000	\$ 105,000	10.5%

About

The Town of Winthrop does not have a staff member designated as the Town Council, but rather contracts with Kopelman and Paige.

Description of Services

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

The principal expertise of the firm is the practice of municipal law. Kopelman and Paige represents over one-third of the cities and towns in the Commonwealth as their City Solicitor or Town Counsel. The firm specializes in a broad range of areas including labor and employment, contracts, real estate and land use, environmental issues, construction, and litigation.

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153 Human Resources

Mission

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



Human Resources Budget

153 Human Resources	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	21,795	33,565	34,680	34,811	35,044	1.1%
Sub-Total Personnel Services	21,795	33,565	34,680	34,811	35,044	1.1%
Purchased Services						
530000 Professional and Technical	241	165	1,000	1,000	1,000	0.0%
Sub-Total Purchased Services	241	165	1,000	1,000	1,000	0.0%
Supplies						
542000 Office Supplies	1,696	2,384	1,812	2,000	2,000	10.4%
Sub-Total Supplies	1,696	2,384	1,812	2,000	2,000	10.4%
Total Human Resources Expenditures	\$ 23,733	\$ 36,114	\$ 37,492	\$ 37,811	\$ 38,044	1.5%

Budget Highlights:

- Position split 50/50 with school department



Human Resources Cont.

Description of Services

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

Effective Recruitment and Staffing: Do a better job at screening applicants and then provide the best training possible to turn these employees into assets.

Goals

Design Performance Incentives: The right combination of benefits and incentives to produce desirable levels of employee performance.

Boost Employee Morale: Adapt organizational priorities and working conditions so that employees stay positive

Develop Leaders: Help set priorities for leadership development, especially for future leaders. This requires providing enough support, including senior mentors, training and professional development so that managers will succeed. Future leaders need formal paths for increasing their responsibilities as they develop leadership skills.

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155 MIS Department

Mission

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



MIS Budget

155 MIS Department	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	51,708	83,118	92,727	94,193	93,780	1.1%
514000 Differentials				775	725	
Sub-Total Personnel Services	51,708	83,118	92,727	94,968	94,505	1.9%
Purchased Services						
530000 Professional and Technical				2,000	2,000	
Sub-Total Purchased Services	0	0	0	2,000	2,000	
Supplies						
542000 Office Supplies	0	0	3,000	1,000	1,000	-66.7%
Sub-Total Supplies	0	0	3,000	1,000	1,000	-66.7%
Other Charges and Expenses						
579000 Software	93,825	100,562	112,760	105,000	105,000	-6.9%
Sub-Total Other Charges and Expenses	93,825	100,562	112,760	105,000	105,000	-6.9%
Capital Outlay						
587000 Replacement Equipment				10,000	10,000	
Sub-Total Capital Outlay	0	0	0	10,000	10,000	
Total MIS Department Expenditures	\$ 145,533	\$ 183,680	\$ 208,487	\$ 212,968	\$ 212,505	1.9%

Budget Highlights:

- Addition of a part time position to assist with increased workload
- Includes funding for replacement computer equipment
 - \$10,000 shown under 587000 Replacement Equipment



MIS Cont.

Description of Services

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

Goals

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

Current Initiatives

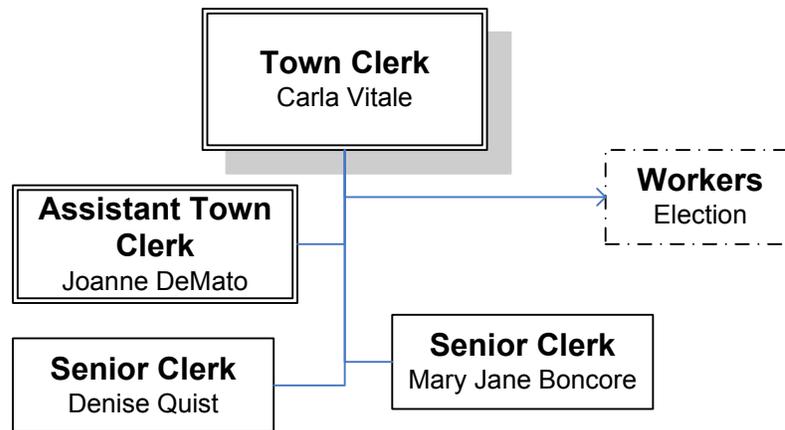
Point of Sales System (POS): To implement a town wide POS to streamline the payment of fees and services for the public. The system will allow online payment as well as credit and debt payments at all town departments i.e. Town Clerk, Tax, Assessors, Harbor, and Inspectional Services

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

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161 Town Clerk



Mission

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



Town Clerk Budget

161 Town Clerk	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	166,990	169,430	169,438	203,900	202,494	19.5%
512000 Temporary Employees	9,359	18,008	20,500	31,720	31,720	54.7%
514000 Differentials				0	1,900	
Sub-Total Personnel Services	176,349	187,437	189,938	235,620	236,114	24.3%
Purchased Services						
524000 Repairs and Maintenance	11,985	13,844	18,000	48,650	1,400	-92.2%
527000 Rentals and Leases				1,552	1,552	
530000 Professional and Technical				500	500	
534000 Communication				3,500	3,500	
Sub-Total Purchased Services	11,985	13,844	18,000	54,202	6,952	-61.4%
Supplies						
542000 Office Supplies				3,000	3,000	
558000 Other Supplies	19,242	16,046	18,300	12,850	12,850	-29.8%
Sub-Total Supplies	19,242	16,046	18,300	15,850	15,850	-13.4%
Other Charges and Expenses						
573000 Dues and Memberships	205	150	300	305	305	1.7%
579000 Software				1,000	1,000	
Sub-Total Other Charges and Expenses	205	150	300	1,305	1,305	335.0%
Total Town Clerk Expenditures	\$ 207,782	\$ 217,477	\$ 226,538	\$ 306,977	\$ 260,221	14.9%

Budget Highlights:

- Additional staff position added to better manage workload
- Funding for presidential election in the fall
- 524000 Repairs and Maintenance
 - includes funding for repairs to voting equipment
 - Department request for new equipment moved to Capital Plan
- 527000 Rentals and Leases is copy machine lease
- 534000 Communication covers postage expenses
- 558000 Other Supplies includes materials for town census and election ballots



Town Clerk Cont.

Description of Services

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

Licenses – The Town Clerk's Office is the administrative arm of the Board of License Commission. Oversee the issuance, maintenance and administration of all new businesses and annually renew licenses to approximately 300 businesses. We license liquor, livery, taxi driver, Christmas tree vendors, all restaurants, ice cream trucks, laundromats, salons and retail establishments - coordinating all paperwork and inspections with Inspectional Services. We also issue approximately 1,300 Dog Licenses annually. We report the Business License information for every business to the Department of Revenue

and our Town Assessor annually.

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

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

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

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171 Conservation Commission

171 Conservation Commission	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees				0	19,853	
519000 Other Personal Services		5,500	5,500	5,500	0	-100.0%
Sub-Total Personnel Services	0	5,500	5,500	5,500	19,853	261.0%
Supplies						
542000 Office Supplies				0	1,000	
Sub-Total Supplies	0	0	0	0	1,000	
Total Conservation Commission Expenditures \$	- \$	5,500 \$	5,500 \$	5,500 \$	20,853	279.1%

Budget Highlights:

The Conservation Commission had previously been staffed by a stipend position. In recognition of the increased demands and the needs of the community, a new, part-time position will be created to run the Conservation Commission

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175 Planning Board

175 Planning Board	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
519000 Other Personal Services		1,974	2,500	2,500	2,500	0.0%
Sub-Total Personnel Services	0	1,974	2,500	2,500	2,500	0.0%
Purchased Services						
530000 Professional and Technical	90	651	1,500	1,500	1,500	0.0%
Sub-Total Purchased Services	90	651	1,500	1,500	1,500	0.0%
Supplies						
542000 Office Supplies	0	180	300	300	300	0.0%
Sub-Total Supplies	0	180	300	300	300	0.0%
Total Planning Board Expenditures	\$ 90	\$ 2,805	\$ 4,300	\$ 4,300	\$ 4,300	0.0%

Budget Highlights:

- Level Funded

Description of Services

The role of the Winthrop Planning Board is to prepare the Comprehensive Plan, administer Subdivision Regulations, review special permit applications, and make decisions and recommendations required by the zoning by-law and the state zoning act in regard to zoning amendments and rezoning petitions. The Planning Board also analyzes economic, demographic and development trends occurring

in Winthrop and the region to assist the Town Council, town manager and other town departments and committees in planning for the sustainable development of the community.

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242 Board of Appeals

242 Board of Appeals	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
519000 Other Personal Services	5,048	5,000	5,000	6,000	6,000	20.0%
Sub-Total Personnel Services	5,048	5,000	5,000	6,000	6,000	20.0%
Purchased Services						
530000 Professional and Technical	1,566	957	1,000	0	0	-100.0%
Sub-Total Purchased Services	1,566	957	1,000	0	0	-100.0%
Supplies						
542000 Office Supplies	298	489	500	1,000	1,000	100.0%
Sub-Total Supplies	298	489	500	1,000	1,000	100.0%
Total Board of Appeals Expenditures	\$ 6,912	\$ 6,446	\$ 6,500	\$ 7,000	\$ 7,000	7.7%

Description of Services

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

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

The Zoning Board of Appeals Secretary

coordinates and prioritizes the multi faceted duties of the Zoning Board of Appeals with some assistance from the Building Commissioner. The Secretary schedules and coordinates public hearings, sets agendas, processes petitions for variances, special permits and appeals and explains the zoning ordinances to petitioners and assist them in preparing presentations, receives and reviews all applications for hearings, prepares legal notices and agendas, notifies and communicates with abutters, accepts exhibits, composes decisions and files all final documents. The Secretary receives and handles numerous office visits, phone calls, and emails from Applicants, Attorneys, Board Members, and the Building Inspector.

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Town of Winthrop
Fiscal Year 2017
Outlook & Operating Budget



Chapter
3

Education

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Education



Education Budget Overview

Education	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
1 Central Office	452,021	425,146	441,890	466,602	466,602	5.6%
3 W.P. Gorman Fort Banks	3,752,957	4,579,720	4,878,983	4,127,204	4,127,204	-15.4%
5 Middle School	3,266,438	13,494	0	3,226,055	3,226,055	
6 High School	3,366,785	4,511,415	4,553,474	3,572,639	3,572,639	-21.5%
7 Cummings School	3,187,187	4,508,551	4,491,339	3,896,826	3,896,826	-13.2%
8 Systemwide	2,421,070	3,079,261	2,965,443	6,575,040	6,660,583	124.6%
9 Out of District	746,228	877,113	934,279	845,511	900,357	-3.6%
Total Education Expenditures	\$ 17,192,686	\$ 17,994,701	\$ 18,265,407	\$ 22,709,877	\$ 22,850,265	25.1%

School Budget Process

The budget process for the School Department is slightly different from the Town's. The Town Council determines the total budget allocation for the School Department as a bottom line budget, meaning that the Town Council sets the total amount. The School Committee and Superintendent work to develop the line item budgets within the budget set by the Town Council.

This process is still ongoing, so the line items presented in the following pages are not the final school budget and are subject to change.

Budget Highlights

The major change in the proposed education budget is the addition of the fringe benefits for school department employees.



Education Overview Cont.

Education	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	13,247,059	13,577,984	13,847,484	14,651,925	14,651,925	5.8%
512000 Temporary Employees	119,487	102,271	95,000	100,000	100,000	5.3%
513000 Overtime	48,382	38,293	30,000	40,000	40,000	33.3%
514000 Differentials	69,247	66,366	76,051	91,130	91,130	19.8%
517000 Fringe Benefits	0	0	0	3,740,056	3,825,599	
519000 Other Personal Services	116,628	114,343	105,184	121,200	121,200	15.2%
Sub-Total Personnel Services	13,600,803	13,899,257	14,153,718	18,744,311	18,829,854	33.0%
Purchased Services						
521000 Energy	873,642	648,472	562,460	562,460	562,460	0.0%
524000 Repairs and Maintenance	226,162	303,315	186,994	171,733	171,733	-8.2%
527000 Rentals and Leases	103,768	95,014	114,035	114,035	114,035	0.0%
529000 Other Property Related Services	56,953	70,873	68,512	83,512	83,512	21.9%
530000 Professional and Technical	191,803	260,716	302,816	355,508	355,508	17.4%
532000 Tuition	1,541,164	1,756,318	1,833,941	1,718,173	1,773,019	-3.3%
533000 Pupil Transportation	145,848	200,628	197,820	197,820	197,820	0.0%
534000 Communication	30,575	29,262	43,187	43,187	43,187	0.0%
Sub-Total Purchased Services	3,169,916	3,364,598	3,309,766	3,246,428	3,301,274	-0.3%
Supplies						
542000 Office Supplies	64,425	67,498	62,508	62,708	62,708	0.3%
545000 Custodial Supplies	41,701	46,870	45,000	40,000	40,000	-11.1%
546000 Groundskeeping Supplies	19,942	16,089	20,000	20,000	20,000	0.0%
549000 Food and Food Service Supplies	705	371	1,000	1,000	1,000	0.0%
550000 Medical Supplies	606	1,120	1,386	1,576	1,576	13.7%
551000 Educational Supplies	90,410	161,314	192,991	209,152	209,152	8.4%
553000 Public Works Supplies	773	6,040	5,000	5,000	5,000	0.0%
558000 Other Supplies	12,137	15,899	21,385	21,917	21,917	2.5%
Sub-Total Supplies	230,700	315,202	349,270	361,353	361,353	3.5%
Other Charges and Expenses						
571000 In-State Travel	750	629	3,650	3,650	3,650	0.0%
573000 Dues and Memberships	25,103	17,376	22,473	23,573	23,573	4.9%
574000 Insurance Premiums	0	401	2,500	3,500	3,500	40.0%
578000 Other Classified Items	0	0	126,249	0	0	-100.0%
579000 Software	14,728	13,847	13,657	14,490	14,490	6.1%
Sub-Total Other Charges and Expenses	40,581	32,252	168,529	45,213	45,213	-73.2%
Capital Outlay						
582000 Buildings	40,621	41,389	32,112	43,160	43,160	34.4%
585000 Additional Equipment	110,066	332,684	242,500	259,900	259,900	7.2%
587000 Replacement Equipment	0	9,320	9,512	9,512	9,512	0.0%
Sub-Total Capital Outlay	150,687	383,392	284,124	312,572	312,572	10.0%
Total Education Expenditures	\$ 17,192,686	\$ 17,994,701	\$ 18,265,407	\$ 22,709,877	\$ 22,850,265	25.1%



Education



Central Office Budget

1 Central Office	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	376,800	350,057	365,239	378,842	378,842	3.7%
514000 Differentials	3,866	2,054	1,800	3,600	3,600	100.0%
519000 Other Personal Services	3,000	6,600	5,400	5,600	5,600	3.7%
Sub-Total Personnel Services	383,665	358,711	372,439	388,042	388,042	4.2%
Purchased Services						
524000 Repairs and Maintenance	392	0	210	210	210	0.0%
527000 Rentals and Leases	9,299	9,053	17,500	17,500	17,500	0.0%
530000 Professional and Technical	34,575	39,348	32,291	41,100	41,100	27.3%
Sub-Total Purchased Services	44,266	48,401	50,001	58,810	58,810	17.6%
Supplies						
542000 Office Supplies	6,340	5,835	6,000	6,000	6,000	0.0%
Sub-Total Supplies	6,340	5,835	6,000	6,000	6,000	0.0%
Other Charges and Expenses						
571000 In-State Travel	750	629	750	750	750	0.0%
573000 Dues and Memberships	17,000	11,571	12,700	13,000	13,000	2.4%
Sub-Total Other Charges and Expenses	17,750	12,199	13,450	13,750	13,750	2.2%
Total Central Office Expenditures	\$ 452,021	\$ 425,146	\$ 441,890	\$ 466,602	\$ 466,602	5.6%



W.P. Gorman Fort Banks Budget



3 W.P. Gorman Fort Banks	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	3,352,361	4,148,406	4,438,668	3,700,924	3,700,924	-16.6%
512000 Temporary Employees	29,272	25,664	25,000	20,000	20,000	-20.0%
513000 Overtime	10,103	7,682	10,000	10,000	10,000	0.0%
514000 Differentials	19,533	22,290	30,764	29,170	29,170	-5.2%
519000 Other Personal Services	5,600	19,984	27,050	24,550	24,550	-9.2%
Sub-Total Personnel Services	3,416,869	4,224,027	4,531,482	3,784,644	3,784,644	-16.5%
Purchased Services						
521000 Energy	244,512	227,255	176,320	176,320	176,320	0.0%
524000 Repairs and Maintenance	28,811	32,651	24,070	23,320	23,320	-3.1%
529000 Other Property Related Services	18,375	34,715	30,712	30,712	30,712	0.0%
534000 Communication	0	0	250	250	250	0.0%
Sub-Total Purchased Services	291,698	294,622	231,352	230,602	230,602	-0.3%
Supplies						
542000 Office Supplies	15,482	19,091	18,825	18,875	18,875	0.3%
545000 Custodial Supplies	10,947	16,498	15,000	10,000	10,000	-33.3%
550000 Medical Supplies	350	629	450	500	500	11.1%
551000 Educational Supplies	17,186	17,440	63,466	60,877	60,877	-4.1%
558000 Other Supplies	0	4,644	8,251	7,583	7,583	-8.1%
Sub-Total Supplies	43,965	58,302	105,992	97,835	97,835	-7.7%
Other Charges and Expenses						
573000 Dues and Memberships	0	0	773	1,073	1,073	38.8%
574000 Insurance Premiums	0	100	100	100	100	0.0%
579000 Software	0	0	834	0	0	-100.0%
Sub-Total Other Charges and Expenses	0	100	1,707	1,173	1,173	-31.3%
Capital Outlay						
582000 Buildings	425	0	0	0	0	
585000 Additional Equipment	0	1,720	7,500	12,000	12,000	60.0%
587000 Replacement Equipment	0	950	950	950	950	0.0%
Sub-Total Capital Outlay	425	2,670	8,450	12,950	12,950	53.3%
Total W.P. Gorman Fort Banks Expenditures	\$ 3,752,957	\$ 4,579,720	\$ 4,878,983	\$ 4,127,204	\$ 4,127,204	-15.4%



Education



Winthrop Middle School Budget

5 Middle School	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	2,908,075	0	0	2,891,355	2,891,355	
512000 Temporary Employees	30,417	0	0	20,000	20,000	
513000 Overtime	12,061	0	0	10,000	10,000	
514000 Differentials	13,987	0	0	20,470	20,470	
519000 Other Personal Services	4,100	0	0	12,250	12,250	
Sub-Total Personnel Services	2,968,640	0	0	2,954,075	2,954,075	
Purchased Services						
521000 Energy	220,274	8,501	0	196,140	196,140	
524000 Repairs and Maintenance	25,954	1,712	0	20,100	20,100	
529000 Other Property Related Services	6,947	2,112	0	15,000	15,000	
Sub-Total Purchased Services	253,175	12,325	0	231,240	231,240	
Supplies						
542000 Office Supplies	17,696	1,169	0	11,650	11,650	
545000 Custodial Supplies	10,698	0	0	10,000	10,000	
550000 Medical Supplies	86	0	0	140	140	
551000 Educational Supplies	7,788	0	0	9,750	9,750	
558000 Other Supplies	2,025	0	0	2,000	2,000	
Sub-Total Supplies	38,292	1,169	0	33,540	33,540	
Other Charges and Expenses						
573000 Dues and Memberships	1,394	0	0	1,200	1,200	
574000 Insurance Premiums	0	0	0	1,000	1,000	
579000 Software	2,438	0	0	2,500	2,500	
Sub-Total Other Charges and Expenses	3,832	0	0	4,700	4,700	
Capital Outlay						
585000 Additional Equipment	2,500	0	0	2,500	2,500	
Sub-Total Capital Outlay	2,500	0	0	2,500	2,500	
Total Middle School Expenditures	\$ 3,266,438	\$ 13,494	\$ -	\$ 3,226,055	\$ 3,226,055	



Winthrop High Budget

6 High School	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	3,014,290	4,122,536	4,137,107	3,387,690	3,387,690	-18.1%
512000 Temporary Employees	30,376	31,346	25,000	20,000	20,000	-20.0%
513000 Overtime	11,720	11,694	10,000	10,000	10,000	0.0%
514000 Differentials	11,952	14,482	14,394	12,220	12,220	-15.1%
519000 Other Personal Services	7,600	9,600	20,934	13,600	13,600	-35.0%
Sub-Total Personnel Services	3,075,938	4,189,658	4,207,435	3,443,510	3,443,510	-18.2%
Purchased Services						
521000 Energy	199,998	207,969	196,140	0	0	-100.0%
524000 Repairs and Maintenance	15,761	28,669	28,600	27,693	27,693	-3.2%
527000 Rentals and Leases	3,714	1,439	2,800	2,800	2,800	0.0%
529000 Other Property Related Services	8,930	12,703	15,000	15,000	15,000	0.0%
530000 Professional and Technical	1,700	3,150	3,500	3,500	3,500	0.0%
534000 Communication	388	0	2,000	2,000	2,000	0.0%
Sub-Total Purchased Services	230,491	253,929	248,040	50,993	50,993	-79.4%
Supplies						
542000 Office Supplies	14,915	14,895	19,850	15,100	15,100	-23.9%
545000 Custodial Supplies	11,224	15,322	15,000	10,000	10,000	-33.3%
549000 Food and Food Service Supplies	705	371	1,000	1,000	1,000	0.0%
550000 Medical Supplies	171	491	540	540	540	0.0%
551000 Educational Supplies	16,379	19,830	42,360	32,680	32,680	-22.9%
558000 Other Supplies	10,112	9,804	9,749	9,616	9,616	-1.4%
Sub-Total Supplies	53,506	60,714	88,499	68,936	68,936	-22.1%
Other Charges and Expenses						
573000 Dues and Memberships	6,350	5,590	7,000	6,700	6,700	-4.3%
574000 Insurance Premiums	0	301	2,300	2,300	2,300	0.0%
579000 Software	500	1,224	200	200	200	0.0%
Sub-Total Other Charges and Expenses	6,850	7,115	9,500	9,200	9,200	-3.2%
Total High School Expenditures	\$ 3,366,785	\$ 4,511,415	\$ 4,553,474	\$ 3,572,639	\$ 3,572,639	-21.5%



Education



A.T. Cummings School Budget

7 Cummings School	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	2,833,196	4,115,927	4,079,878	3,504,978	3,504,978	-14.1%
512000 Temporary Employees	29,422	29,618	25,000	20,000	20,000	-20.0%
513000 Overtime	14,498	18,917	10,000	10,000	10,000	0.0%
514000 Differentials	16,209	22,640	26,193	22,470	22,470	-14.2%
519000 Other Personal Services	3,600	4,600	16,600	13,600	13,600	-18.1%
Sub-Total Personnel Services	2,896,925	4,191,703	4,157,671	3,571,048	3,571,048	-14.1%
Purchased Services						
521000 Energy	208,835	204,747	190,000	190,000	190,000	0.0%
524000 Repairs and Maintenance	23,549	23,300	25,410	25,410	25,410	0.0%
529000 Other Property Related Services	22,702	21,344	22,800	22,800	22,800	0.0%
Sub-Total Purchased Services	255,085	249,391	238,210	238,210	238,210	0.0%
Supplies						
542000 Office Supplies	9,993	26,508	17,833	11,083	11,083	-37.9%
545000 Custodial Supplies	8,832	15,050	15,000	10,000	10,000	-33.3%
550000 Medical Supplies	0	0	396	396	396	0.0%
551000 Educational Supplies	14,995	19,800	51,111	46,471	46,471	-9.1%
558000 Other Supplies	0	1,451	3,385	2,718	2,718	-19.7%
Sub-Total Supplies	33,819	62,809	87,725	70,668	70,668	-19.4%
Other Charges and Expenses						
573000 Dues and Memberships	359	215	1,800	1,400	1,400	-22.2%
574000 Insurance Premiums	0	0	100	100	100	0.0%
579000 Software	0	833	833	0	0	-100.0%
Sub-Total Other Charges and Expenses	359	1,048	2,733	1,500	1,500	-45.1%
Capital Outlay						
585000 Additional Equipment	1,000	3,600	5,000	15,400	15,400	208.0%
Sub-Total Capital Outlay	1,000	3,600	5,000	15,400	15,400	208.0%
Total Cummings School Expenditures	\$ 3,187,187	\$ 4,508,551	\$ 4,491,339	\$ 3,896,826	\$ 3,896,826	-13.2%



District Wide Budget

8 District Wide	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	762,338	841,057	826,592	788,137	788,137	-4.7%
512000 Temporary Employees	0	15,643	20,000	20,000	20,000	0.0%
514000 Differentials	3,700	4,900	2,900	3,200	3,200	10.3%
517000 Fringe Benefits	0	0	0	3,740,056	3,825,599	
519000 Other Personal Services	92,728	73,559	35,200	51,600	51,600	46.6%
Sub-Total Personnel Services	858,766	935,159	884,692	4,602,993	4,688,536	430.0%
Purchased Services						
521000 Energy	24	0	0	0	0	
524000 Repairs and Maintenance	131,695	216,982	108,704	75,000	75,000	-31.0%
527000 Rentals and Leases	90,755	84,522	93,735	93,735	93,735	0.0%
530000 Professional and Technical	155,528	218,218	267,025	310,908	310,908	16.4%
532000 Tuition	794,936	879,205	899,662	872,662	872,662	-3.0%
533000 Pupil Transportation	145,848	200,628	197,820	197,820	197,820	0.0%
534000 Communication	30,187	29,262	40,937	40,937	40,937	0.0%
Sub-Total Purchased Services	1,348,973	1,628,817	1,607,884	1,591,062	1,591,062	-1.0%
Supplies						
546000 Groundskeeping Supplies	19,942	16,089	20,000	20,000	20,000	0.0%
551000 Educational Supplies	34,062	104,244	36,054	59,374	59,374	64.7%
553000 Public Works Supplies	773	6,040	5,000	5,000	5,000	0.0%
Sub-Total Supplies	54,778	126,373	61,054	84,374	84,374	38.2%
Other Charges and Expenses						
571000 In-State Travel	0	0	2,900	2,900	2,900	0.0%
573000 Dues and Memberships	0	0	200	200	200	0.0%
578000 Other Expenditures	0	0	126,249	0	0	-100.0%
579000 Software	11,790	11,790	11,790	11,790	11,790	0.0%
Sub-Total Other Charges and Expenses	11,790	11,790	141,139	14,890	14,890	-89.5%
Capital Outlay						
582000 Buildings	40,196	41,389	32,112	43,160	43,160	34.4%
585000 Additional Equipment	106,566	327,364	230,000	230,000	230,000	0.0%
587000 Replacement Equipment	0	8,370	8,562	8,562	8,562	0.0%
Sub-Total Capital Outlay	146,762	377,122	270,674	281,722	281,722	4.1%
Total District Wide Expenditures	\$ 2,421,070	\$ 3,079,261	\$ 2,965,443	\$ 6,575,040	\$ 6,660,583	124.6%

•517000 Fringe Benefits is the cost for pension, health insurance, unemployment, and workers comp insurance for school department employees



Education



District Wide Cont.

8 District Wide	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	762,338	841,057	826,592	788,137	788,137	-4.7%
512000 Temporary Employees	0	15,643	20,000	20,000	20,000	0.0%
514000 Differentials	3,700	4,900	2,900	3,200	3,200	10.3%
519000 Other Personal Services	92,728	73,559	35,200	51,600	51,600	46.6%
Sub-Total Personnel Services	858,766	935,159	884,692	862,937	862,937	-2.5%
Total District Wide Expenditures	\$ 2,421,070	\$ 3,079,261	\$ 2,965,443	\$ 2,834,985	\$ 2,834,985	-4.4%

Fringe Benefits

As a reference, the table above shows the change in the District Wide expenditures if the fringe benefits were not included in the school department budget.

No category, other than Personnel Services, is impacted by this change, so that is the only line displayed above.

Impact of Including Fringe Benefits

The Superintendent's budget for District Wide expenses was \$2.8 million, as shown above. That figure represents a 4.4% decrease from the FY2016 budget, however, as shown on the prior page, the fringe benefits account shift the budget to appear as a 124.6% increase.



Out of District Budget

Out of District	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
532400 NE Vocational	746,228	747,349	871,411	845,511	845,511	-3.0%
532500 Essex Technical High School	-	129,764	62,868		54,846	-12.8%
Total Out of District	\$ 746,228	\$ 877,113	\$ 934,279	\$ 845,511	\$ 900,357	-3.6%

Out of District Tuitions

Winthrop Public School students have the option of applying for admission to vocational schools.

NE Vocational

Known as 'The Voke', the Northeast Metropolitan Regional Vocational High School serves the communities of Chelsea, Malden, Melrose, North Reading, Reading, Revere, Saugus, Stoneham, Wakefield, Winchester, Winthrop, and Woburn.

Essex Technical High School

Formerly known as the Essex North Shore Agricultural School. As of the writing of this document, enrollment for the school has not yet been finalized, so the budget is based on projected enrollment of Winthrop students.

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Town of Winthrop
Fiscal Year 2017
Outlook & Operating Budget

Chapter
4

Public Safety

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Public Safety

Public Safety Budget Overview

Public Safety	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
210 Police Department	2,879,781	2,855,862	2,951,893	3,414,006	3,409,299	15.5%
220 Fire Department	2,450,897	2,560,648	2,664,302	2,830,650	2,789,900	4.7%
241 Inspectional Services	162,834	293,680	299,860	312,564	330,253	10.1%
290 Regional Dispatch	0	0	0	75,000	192,600	
291 Emergency Management	16,773	16,686	18,519	20,700	17,700	-4.4%
292 Animal Control	44,641	50,735	49,126	57,696	57,883	17.8%
293 Municipal Hearing Office	47,630	44,517	52,954	92,048	60,174	13.6%
Total Public Safety Expenditures	\$ 5,602,556	\$ 5,822,129	\$ 6,036,654	\$ 6,802,663	\$ 6,857,807	13.6%

Budget Highlights:

- Increases in personnel budgets due to collective bargaining agreements
- Staffing changes in Police and Fire Departments
- Overall Increase of \$821,153



Public Safety Overview Cont.

Public Safety	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	4,211,420	4,388,144	4,631,539	5,035,288	4,947,286	6.8%
513000 Overtime	627,668	620,524	518,250	615,824	543,824	4.9%
514000 Differentials	379,720	407,133	423,330	471,879	548,175	29.5%
519000 Other Personal Services	0	0	28,775	71,300	69,700	142.2%
Sub-Total Personnel Services	5,218,808	5,415,801	5,601,894	6,194,292	6,108,985	9.1%
Purchased Services						
521000 Energy	126,582	130,159	144,305	77,154	77,154	-46.5%
523000 Non-Energy Utilities	0	0	0	240	240	
524000 Repairs and Maintenance	0	0	0	48,682	48,682	
527000 Rentals and Leases	0	0	0	3,228	3,228	
530000 Professional and Technical	159,334	184,217	186,966	176,283	196,283	5.0%
534000 Communication	0	0	0	47,046	50,646	
538000 Other Purchased Services	0	0	0	1,474	1,474	
Sub-Total Purchased Services	285,916	314,376	331,271	354,109	377,709	14.0%
Supplies						
542000 Office Supplies	72,322	62,551	76,489	16,260	16,260	-78.7%
548000 Vehicular Supplies	0	0	0	11,143	11,143	
549000 Food and Food Service Supplies	0	0	0	205	205	
558000 Other Supplies	25,510	29,400	27,000	63,571	63,571	135.4%
Sub-Total Supplies	97,833	91,952	103,489	91,179	91,179	-11.9%
Intergovernmental						
569000 Other Intergovernmental	0	0	0	75,000	192,600	
Sub-Total Intergovernmental	0	0	0	75,000	192,600	
Other Charges and Expenses						
571000 In-State Travel	0	0	0	100	100	
573000 Dues and Memberships	0	0	0	11,734	11,734	
579000 Software	0	0	0	35,000	35,000	
Sub-Total Other Charges and Expenses	0	0	0	46,834	46,834	
Capital Outlay						
585000 Additional Equipment	0	0	0	4,750	0	
587000 Replacement Equipment	0	0	0	36,500	40,500	
Sub-Total Capital Outlay	0	0	0	41,250	40,500	
Total Public Safety Expenditures	\$ 5,602,556	\$ 5,822,129	\$ 6,036,654	\$ 6,802,663	\$ 6,857,807	13.6%

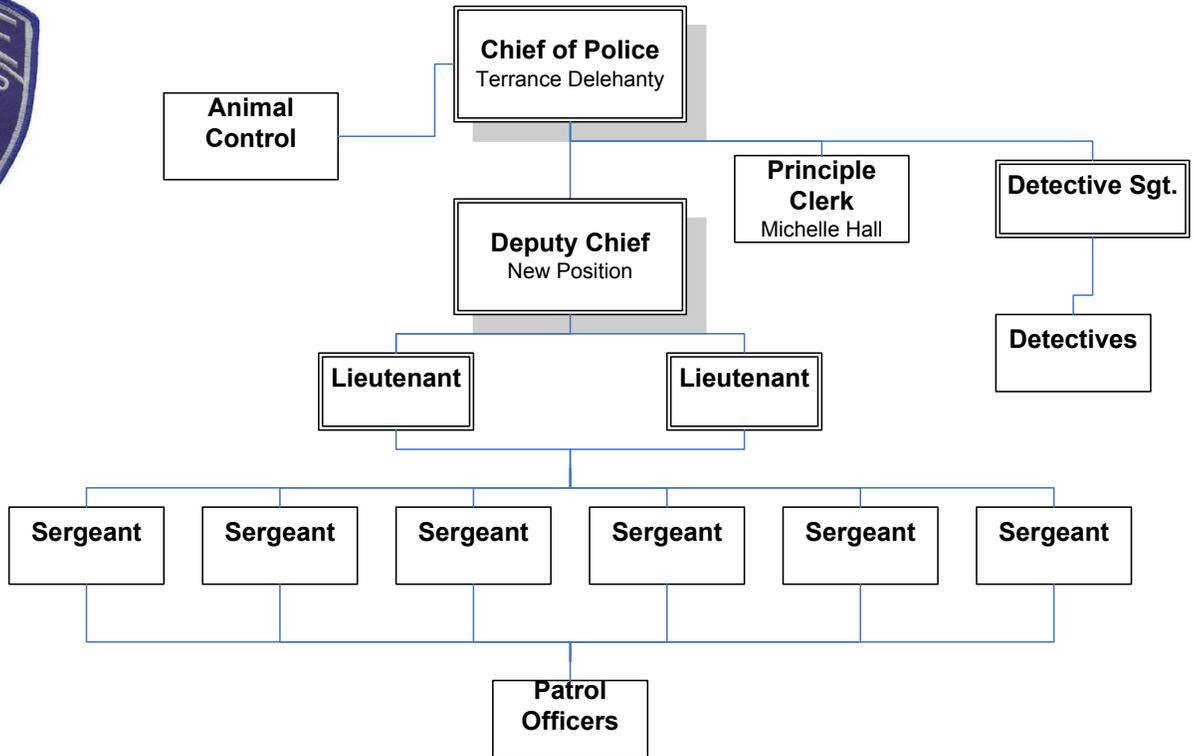
Budget Notes:

- Prior year expenditure were re-coded in bulk and may not represent the same level of detail

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210 Police Department



Mission

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



Public Safety

Police Department Budget

210 Police Department	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	2,085,880	2,024,226	2,131,785	2,423,122	2,450,414	14.9%
513000 Overtime	333,346	306,581	283,250	315,824	279,824	-1.2%
514000 Differentials	288,669	317,228	326,458	370,995	370,995	13.6%
519000 Other Personal Services	0	0	27,200	30,600	30,600	12.5%
Sub-Total Personnel Services	2,707,895	2,648,035	2,768,693	3,140,541	3,131,833	13.1%
Purchased Services						
521000 Energy	59,107	61,947	60,000	37,537	37,537	-37.4%
524000 Repairs and Maintenance	0	0	0	4,510	4,510	
527000 Rentals and Leases	0	0	0	3,228	3,228	
530000 Professional and Technical	87,269	116,480	96,200	120,033	120,033	24.8%
534000 Communication	0	0	0	15,616	15,616	
538000 Other Purchased Services	0	0	0	1,474	1,474	
Sub-Total Purchased Services	146,376	178,427	156,200	182,400	182,400	16.8%
Supplies						
542000 Office Supplies	0	0	0	7,045	7,045	
548000 Vehicular Supplies	0	0	0	3,843	3,843	
549000 Food and Food Service Supplies	0	0	0	205	205	
558000 Other Supplies	25,510	29,400	27,000	19,938	19,938	-26.2%
Sub-Total Supplies	25,510	29,400	27,000	31,032	31,032	14.9%
Other Charges and Expenses						
573000 Dues and Memberships	0	0	0	8,834	8,834	
579000 Software	0	0	0	15,200	15,200	
Sub-Total Other Charges and Expenses	0	0	0	24,034	24,034	
Capital Outlay						
587000 Replacement Equipment	0	0	0	36,000	40,000	
Sub-Total Capital Outlay	0	0	0	36,000	40,000	
Total Police Department Expenditures	\$ 2,879,781	\$ 2,855,862	\$ 2,951,893	\$ 3,414,006	\$ 3,409,299	15.5%

Budget Highlights:

- Funding for Deputy Chief position
- \$31,874 for parking enforcement previously under Municipal Hearings budget now under Police budget
- 519000 Other Personal Services covers Uniform Allowance
- 549000 Food and Food Service Supplies is budget for prisoner meals
- 587000 Replacement Equipment is funding for replacement Police Cruiser, previously funded in capital budget
- Collective Bargaining Impact approximately \$38,000



Police Department Cont.

Service Summary

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

Budget Priorities FY 17

Policy Review

In order to continue to reduce liability to the Department and Town, we will require policy review for each member of the force. However, cameras in the cellblock still need replacement and it is my hope that these will be upgraded this year.

Accreditation

As you may be aware the Winthrop Police Department has undertaken to become accredited by the Massachusetts Accreditation Commission. The first step in the process is a self-assessment which will include drafting additional policies and editing existing policies to meet the standards established by the Massachusetts Accreditation Commission. I am pleased to inform you that we have almost completed this self-assessment process and will be inviting the Commission assessors in to assess the Winthrop Police Department within the next two months. This process in of itself will help reduce liability.

Community Policing

Over the last year, the Police Department has concentrated on community policing techniques. These include social media initiatives such as a Facebook page and Twitter account, the Coffee With a Cop program, a Bike Rodeo, Senior Barbeque, participation in the Ginormous Climb, and the first annual Winthrop Police 5k Road Race as well as Community Forums. This year, through the generous assistance of Speaker Deleo, we are pleased to announce the implementation of the Juvenile Diversion Program, collaboration between the Police Department, the Health Department and Winthrop Public Schools.

Department Structure

Last year we made the following statement: “Over the next several years we will be restructuring the police department supervision to make it more efficient and more responsive to the community needs.” I am pleased to announce that we are making great progress with this effort. This year, through the support of the Town Manager and Town Council, we will be adding a Deputy Chief position and, upon the inception of Regional Dispatch, Lieutenants will be assigned administrative duties more in line with their rank and pay structure. This has been a goal of mine since my appointment as Chief and one that certainly appears attainable this fiscal year.

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220 Fire Department

Mission

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

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



Public Safety

Fire Department Budget

220 Fire Department	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	1,919,392	2,019,835	2,156,971	2,256,381	2,180,761	1.1%
513000 Overtime	294,323	313,943	235,000	300,000	264,000	12.3%
514000 Differentials	91,050	89,905	96,872	98,809	174,430	80.1%
Sub-Total Personnel Services	2,304,766	2,423,683	2,488,843	2,655,191	2,619,191	5.2%
Purchased Services						
521000 Energy	52,588	53,305	66,707	34,657	34,657	-48.0%
524000 Repairs and Maintenance	0	0	0	38,572	38,572	
530000 Professional and Technical	35,528	36,415	51,072	18,565	18,565	-63.6%
534000 Communication	0	0	0	20,950	20,950	
Sub-Total Purchased Services	88,117	89,720	117,779	112,744	112,744	-4.3%
Supplies						
542000 Office Supplies	58,015	47,245	57,680	4,215	4,215	-92.7%
548000 Vehicular Supplies	0	0	0	7,300	7,300	
558000 Other Supplies	0	0	0	26,250	26,250	
Sub-Total Supplies	58,015	47,245	57,680	37,765	37,765	-34.5%
Other Charges and Expenses						
573000 Dues and Memberships	0	0	0	2,900	2,900	
579000 Software	0	0	0	17,300	17,300	
Sub-Total Other Charges and Expenses	0	0	0	20,200	20,200	
Capital Outlay						
585000 Additional Equipment	0	0	0	4,750	0	
Sub-Total Capital Outlay	0	0	0	4,750	0	
Total Fire Department Expenditures	\$ 2,450,897	\$ 2,560,648	\$ 2,664,302	\$ 2,830,650	\$ 2,789,900	4.7%

Budget Highlights:

- Funding to restore Fire Fighter position
- 513000 Overtime budget increased to better reflect actual expenditures
- Holiday pay shown under 514000 Differentials
 - Was not split out from 511000 Permanent Employees in department request
- 558000 Other Supplies includes purchase of uniforms
- Collective Bargaining Impact approximately \$38,000



Fire Department Cont.

Description of Services

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

Department received a capital appropriation of \$25,000 to make repairs to the roofs of both stations in addition to improvements to other various building systems.

The FY 2017 budget includes funding for one vacant firefighter position. This will augment fire suppression personnel by one full time position.

Budget Issues

The biggest challenge the Department continues to face is the aging buildings. The Town will need to continue to make significant investments in both stations in order to maintain them as operational facilities. Replacement or complete station renovations should be discussed in order to

Meet 21st century needs and ADA requirements. A Fire House Study Committee will need to be created and organized in FY 2017.

Highlights

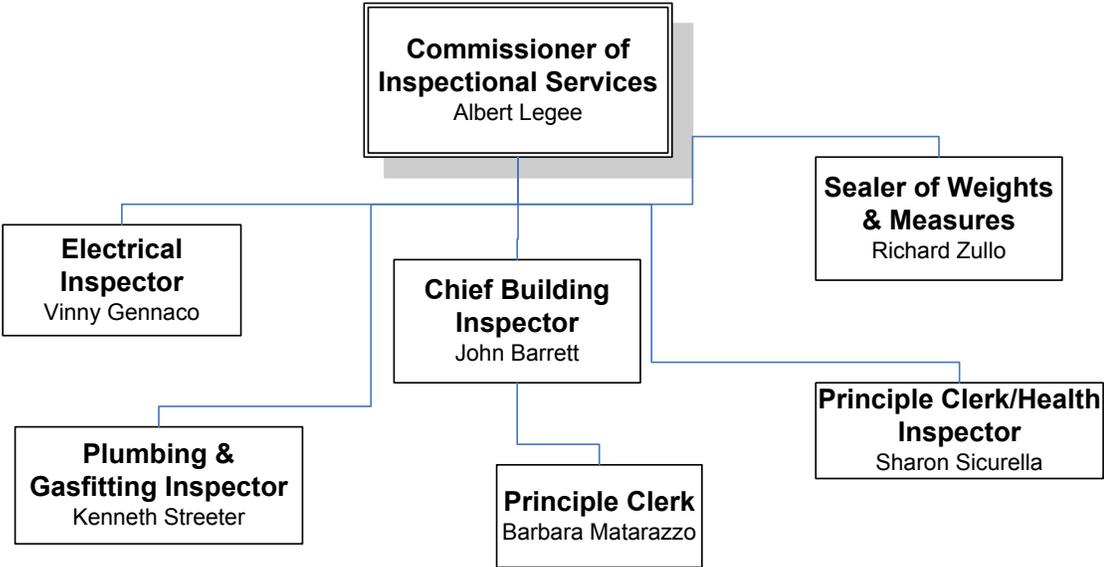
The Department is continuing to work with the City of Revere to open a combined regional 911 center. The center has been awarded over \$2 million to support implementation efforts. The center is expected to open in late fall of 2016.

Town purchased a new Seagrave Pumper to replace Engine 1, which served the Town as a frontline piece of apparatus since 1999.

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241 Inspectional Services



Mission

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



Public Safety

Inspectional Services Budget

	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
241 Inspectional Services						
Personnel Services						
511000 Permanent Employees	152,059	282,837	281,840	255,689	253,428	-10.1%
514000 Differentials	0	0	0	2,075	2,025	
519000 Other Personal Services	0	0	1,575	37,700	34,100	2065.1%
Sub-Total Personnel Services	152,059	282,837	283,415	295,464	289,553	2.2%
Purchased Services						
521000 Energy	1,714	2,097	2,500	0	0	-100.0%
530000 Professional and Technical	6,677	3,194	9,500	11,600	31,600	232.6%
534000 Communication	0	0	0	3,000	6,600	
Sub-Total Purchased Services	8,391	5,291	12,000	14,600	38,200	218.3%
Supplies						
542000 Office Supplies	2,385	5,553	4,445	1,500	1,500	-66.3%
558000 Other Supplies	0	0	0	1,000	1,000	
Sub-Total Supplies	2,385	5,553	4,445	2,500	2,500	-43.8%
Total Inspectional Services Expenditures	\$ 162,834	\$ 293,680	\$ 299,860	\$ 312,564	\$ 330,253	10.1%

Budget Highlights:

- Tax Title costs moved to revolving fund
- 514000 Differentials includes Stipends and Longevity payments
- 519000 Other Personal Services is uniform allowance
- 534000 Communication includes funding for employee cell phone reimbursements as well as postage charges
- 558000 Other supplies is funding for printing and production of flood maps, ticket books and other licensing materials



Inspectional Services Cont.

Description of Services

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

The Department is led by a Commissioner of Inspectional Services who is responsible for general oversight of the office, and will include the following: the Health/Code Enforcement Officer, who will be primarily focused on health inspections and related duties, the Local Building Inspector, the Rental Housing Inspector, the Plumbing and Electrical Inspectors, Weights & Measures and Trash/Dumpster Enforcement. The Departments responsibilities include the following: Enforcement of the Mass State Building Code, State Sanitation code, Handicapped Access Regulations, local zoning ordinances, conduct general inspections in the interest of protecting the public and all other laws and regulations as provided in a statute or ordinance, including but not limited to the appropriate enforcement and interpretation of zoning ordinances, Board

of Health regulations, Inspector of Gas Piping and Appliances, Building, Electrical, Gas and Plumbing codes, Alcoholic Beverage Licenses and Regulations, Coin Operated Laundries, Massage and Bath Establishments, Animal Control Code, Abrasive Blasting, Cemeteries, Smoking, Tobacco Products, Tanning Devices, Signs, Miscellaneous Street and Sidewalk Regulations, Beaches, Solid Waste Collection and Disposal, Recycling, Dumpsters, Zoning, Dimensional Regulations, Environmental performance/ Environmental design review by planning board, Nonconforming uses, Signs, Swimming Pools, Flood Hazard Control Regulations, Site Plan Review and Certificates of Occupancy.

Budget Issues

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

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290 Regional Dispatch

290 Regional Dispatch	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Other Intergovernmental						
569500 Regional Dispatch	0	0	0	75,000	192,600	
Sub-Total Other Intergovernmental	0	0	0	75,000	192,600	
Total Regional Dispatch Expenditure \$	- \$	- \$	- \$	75,000 \$	192,600 \$	

- Scheduled to go live in Fall of FY2017
- Partnership with City of Revere
- Will allow for Winthrop Police and Fire Department staff to be redeployed from dispatch duties
- Budget is net of funding from State
- Costs are allocated based on agreement



Public Safety

Regional Dispatch Budget

Budget Summary for FY2017

Personnel Expenses

Total Salaries	\$	1,282,589.79	
Total Insurance Costs	\$	443,100.00	
Other Employer-Paid Benefit or Tax Costs	\$	250,330.48	
Personnel Expenses Subtotal	\$		1,976,020.27

Other Operating Expenses

Administrative Expenses	\$	59,400.00	
Facility Expenses	\$	35,750.00	
Training and Misc. Personnel Expenses	\$	26,700.00	
Operations and Maintenance Expenses	\$	77,980.00	
Technology Support Expenses	\$	120,240.00	
			\$ 320,070.00
Total FY2017 Budget	\$		<u>2,296,090.27</u>

	Population	Percentage	
One-Half of Budget Allocated on Population Proportionality			\$ 1,148,045.14
Revere Estimated 2012 Population (census estimate)	53,179	75%	\$ 858,447.00
Winthrop Estimated 2012 Population (census estimate)	17,940	25%	\$ 289,598.13
Total Population	71,119	100%	\$ 1,148,045.14

		Percentage of overall "Call" Volume	
One Half of Budget Allocated on "Call" Formula			\$ 1,148,045.14
Revere PD "Call" Volume	19,477	56.6%	\$ 650,335.20
Revere FD "Call" Volume	8,599	25.0%	\$ 287,119.80
Winthrop PD "Call" Volume	5,272	15.3%	\$ 176,031.58
Winthrop FD "Call" Volume	1,035	3.0%	\$ 34,558.55
Total Call Volume	34,383	100%	\$ 1,148,045.14

Total Budget Allocations

Revere	\$	1,795,902.00	78.2%
Winthrop	\$	500,188.27	21.8%
Total	\$	<u>2,296,090.27</u>	



Regional Dispatch Budget Cont.

Total Cost for Winthrop	\$ 500,188.27
Per IMA	

Revenues	\$ 500,188.27
General Fund Contribution	\$ 192,600.00
Action Ambulance	\$ 48,000.00
E911 Account	\$ 135,000.00
Current State Funding	\$ 36,002.00
Projected State Funding	\$ 88,586.27

Allocation of Costs

The Inter Municipal Agreement (IMA) between Winthrop and Revere for the regional dispatch center specifies that the costs will be split based on the population as well as percentage of calls for service.

The table on the prior page shows the total estimated budget for the center as well as the details on the calculations of the cost sharing.

Description of Funding

The table above show how the Town is planning to fund the contribution toward the Regional Dispatch Center.

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291 Emergency Management

291 Emergency Management	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
519000 Other Personal Services	0	0	0	3,000	0	
Sub-Total Personnel Services	0	0	0	3,000	0	
Purchased Services						
521000 Energy	12,349	11,135	13,000	4,960	4,960	-61.8%
523000 Non-Energy Utilities	0	0	0	240	240	
524000 Repairs and Maintenance	0	0	0	1,600	1,600	
530000 Professional and Technical	1,775	1,917	1,500	2,000	2,000	33.3%
534000 Communication	0	0	0	4,800	4,800	
Sub-Total Purchased Services	14,124	13,051	14,500	13,600	13,600	-6.2%
Supplies						
542000 Office Supplies	2,649	3,635	4,019	1,000	1,000	-75.1%
558000 Other Supplies	0	0	0	600	600	
Sub-Total Supplies	2,649	3,635	4,019	1,600	1,600	-60.2%
Other Charges and Expenses						
579000 Software	0	0	0	2,500	2,500	
Sub-Total Other Charges and Expenses	0	0	0	2,500	2,500	
Total Emergency Management Expenditures	\$ 16,773	\$ 16,686	\$ 18,519	\$ 20,700	\$ 17,700	-4.4%

Mission

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

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292 Animal Control

Mission

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



Public Safety

Animal Control Budget

	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
292 Animal Control						
Personnel Services						
511000 Permanent Employees	42,089	46,725	44,623	48,246	47,708	6.9%
514000 Differentials	0	0	0	0	725	
Sub-Total Personnel Services	42,089	46,725	44,623	48,246	48,433	8.5%
Purchased Services						
521000 Energy	825	1,632	1,258	0	0	-100.0%
524000 Repairs and Maintenance	0	0	0	4,000	4,000	
530000 Professional and Technical	358	632	900	2,400	2,400	166.7%
534000 Communication	0	0	0	1,200	1,200	
Sub-Total Purchased Services	1,183	2,264	2,158	7,600	7,600	252.2%
Supplies						
542000 Office Supplies	1,369	1,746	2,345	0	0	-100.0%
558000 Other Supplies	0	0	0	1,850	1,850	
Sub-Total Supplies	1,369	1,746	2,345	1,850	1,850	-21.1%
Total Animal Control Expenditures	\$ 44,641	\$ 50,735	\$ 49,126	\$ 57,696	\$ 57,883	17.8%

Budget Highlights:

- 524000 Repairs and Maintenance is funding for repairs to Animal Control vehicle
- 534000 Communication includes funding for employee cell phone reimbursement as well as wireless card for laptop in Animal Control Vehicle
- 558000 Other Supplies includes funding for uniforms as well as snares and traps



Animal Control Cont.

Service Summary

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

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

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

Budget Issues

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

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293 Municipal Hearing Office

Mission

The Municipal Hearings Office, is responsible for the record keeping and adjudication of fines and fees resulting from the issuance of parking tickets as well as non-criminal violations. MHO is also responsible for the development and maintenance of the ticket fine structures and by-laws and ordinances that govern parking and non-criminal violations. The MHO holds parking hearings in accordance with MGL Ch. 90 on all written appeals received within the allotted timeframe. The office also holds hearings on all non-criminal citations in accordance with MGL Ch. 40U. Works in conjunction with the Winthrop Police Department and Harbormaster's Department on addressing parking issues. Works with the Inspectional Services Department, the Harbormaster's Department, the Animal Control Officer, and the Winthrop Police Department on addressing non-criminal violations. All non-criminal violation appeals are now heard by the Town of Winthrop.



Public Safety

Municipal Hearing Office Budget

	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
293 Municipal Hearing Office						
Personnel Services						
511000 Permanent Employees	12,000	14,522	16,320	51,850	24,976	53.0%
519000 Other Personal Services	0	0	0	0	5,000	
Sub-Total Personnel Services	12,000	14,522	16,320	51,850	29,976	83.7%
Purchased Services						
521000 Energy	0	44	840	0	0	-100.0%
530000 Professional and Technical	27,726	25,579	27,794	21,685	21,685	-22.0%
534000 Communication	0	0	0	1,480	1,480	
Sub-Total Purchased Services	27,726	25,623	28,634	23,165	23,165	-19.1%
Supplies						
542000 Office Supplies	7,904	4,372	8,000	2,500	2,500	-68.8%
558000 Other Supplies	0	0	0	13,933	13,933	
Sub-Total Supplies	7,904	4,372	8,000	16,433	16,433	105.4%
Other Charges and Expenses						
571000 In-State Travel	0	0	0	100	100	
Sub-Total Other Charges and Expenses	0	0	0	100	100	
Capital Outlay						
587000 Replacement Equipment	0	0	0	500	500	
Sub-Total Capital Outlay	0	0	0	500	500	
Total Municipal Hearing Office Expenditures	\$ 47,630	\$ 44,517	\$ 52,954	\$ 92,048	\$ 70,174	32.5%

Budget Highlights:

- \$31,874 for parking enforcement previously under Municipal Hearings budget now under Police budget
- 530000 Professional and Technical includes funding for processing of parking tickets
- 558000 Other Supplies includes funding for licensing and permit materials
- 587000 Replacement Equipment is funding for replacement computer equipment
- This department will serve as the point of contact for the joint project with the Harvard Kennedy School and See-Click-Fix



Municipal Hearing Office Cont.

Budget Issues

Parking Tickets

Tickets will need to be ordered again. The cost is approximately \$4,000.00, plus shipping. We will need to get updated pricing, and I would expect the cost to go up. I also anticipate an increase in costs for postage and mailing supplies due to increased appeal load in the office.

Non-Criminal citations

Citations have not been purchased since August of 2007. Due to the conversion of the old bylaws to ordinances and the town's adoption of MGL Ch. 40U, the current citations are no longer accurate. New citations need to be ordered that reflect the current ordinances, current appeal procedures, and meet the current and expected needs of the issuing departments.

Currently, a stickers need to be placed on every citation prior to issuance in order to correct information that is no longer accurate. This cost is currently estimated at one-time cost of approximately \$15,000.00 plus shipping for a supply of tickets that should last another ten years, or until changes to town ordinances and state laws require the purchase again.

Goals

Developing a long-term strategy for collections, public awareness, and meeting customer service requests.

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Town of Winthrop
Fiscal Year 2017
Outlook & Operating Budget

Chapter
5

Public Works

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- [Department of Public Works](#)
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Public Works

Public Works Budget Overview

Public Works	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
192 DPW Building Maint	221,137	276,152	323,586	334,154	333,452	3.0%
420 Department of Public Works	1,713,194	1,908,071	1,898,993	1,958,037	1,993,037	5.0%
423 Snow and Ice	227,160	378,056	110,000	125,000	125,000	13.6%
482 Airport Hazard	0	4,000	2,000	2,000	2,000	0.0%
491 Cemetery	204,278	209,100	239,141	244,692	244,692	2.3%
Total Public Works Expenditures	\$ 2,365,768	\$ 2,775,379	\$ 2,573,720	\$ 2,663,883	\$ 2,698,181	4.8%

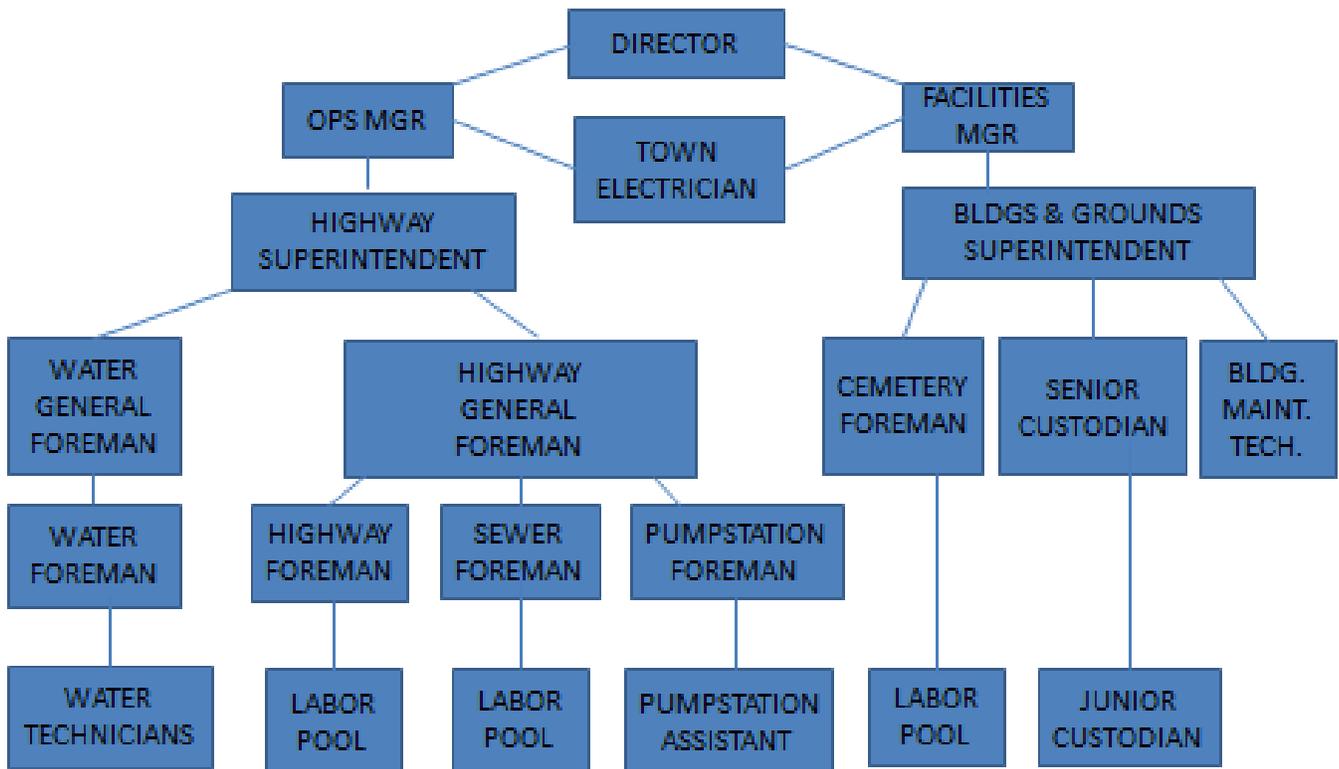
Budget Highlights:

- Budget increase \$124,461



Public Works Overview Cont.

DPW ORGANIZATIONAL CHART



Description of Services

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

The Director of Public Works is responsible for the department's overall operation. On the management level the Operations Manager, Facilities Manager, two Highway

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

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192 Building Maintenance

Mission

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



Public Works

Building Maintenance Budget

192 DPW Building Maintenance	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	144,580	196,840	219,712	224,654	217,302	-1.1%
513000 Overtime	1,793	3,266	3,600	4,600	4,600	27.8%
514000 Differentials	0	0	0	0	650	
519000 Other Personal Services	0	0	0	0	6,000	
Sub-Total Personnel Services	146,373	200,106	223,312	229,254	228,552	2.3%
Purchased Services						
521000 Energy	13,033	13,425	21,900	21,900	21,900	0.0%
524000 Repairs and Maintenance	0	0	0	21,000	21,000	
530000 Professional and Technical	43,488	40,980	51,000	30,000	30,000	-41.2%
Sub-Total Purchased Services	56,521	54,405	72,900	72,900	72,900	0.0%
Supplies						
543000 Repairs and Maintenance Supplies	18,244	21,640	27,374	20,000	20,000	-26.9%
545000 Custodial Supplies	0	0	0	12,000	12,000	
Sub-Total Supplies	18,244	21,640	27,374	32,000	32,000	16.9%
Total DPW Building Maintenance Expenditures	\$ 221,137	\$ 276,152	\$ 323,586	\$ 334,154	\$ 333,452	3.0%

Budget Highlights:

- Funding to maintain 5 positions
 - Currently one vacancy for Building Maintenance Technician



Building Maintenance Cont.

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420 Department of Public Works

Mission

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



Public Works

Department of Public Works Budget

420 Department of Public Works	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	436,566	434,111	493,687	513,010	513,010	3.9%
513000 Overtime	22,845	27,796	29,000	29,000	29,000	0.0%
Sub-Total Personnel Services	459,412	461,907	522,687	542,010	542,010	3.7%
Purchased Services						
521000 Energy	26,404	34,923	36,689	25,000	25,000	-31.9%
523000 Non-Energy Utilities	0	0	0	11,689	11,689	
524000 Repairs and Maintenance	0	19,284	5,000	68,200	68,200	1264.0%
527000 Rentals and Leases	0	0	0	10,000	10,000	
529000 Other Property Related Services	991,788	1,196,457	1,131,186	1,156,638	1,156,638	2.3%
530000 Professional and Technical	87,078	85,817	98,200	4,500	4,500	-95.4%
538000 Other Purchased Services	0	0	0	25,000	25,000	
Sub-Total Purchased Services	1,105,269	1,336,481	1,271,075	1,301,027	1,301,027	2.4%
Supplies						
543000 Repairs and Maintenance Supplies	148,513	109,683	105,231	70,000	70,000	-33.5%
546000 Groundskeeping Supplies	0	0	0	15,000	15,000	
548000 Vehicular Supplies	0	0	0	25,000	25,000	
Sub-Total Supplies	148,513	109,683	105,231	110,000	110,000	4.5%
Capital Outlay						
581000 Land	0	0	0	5,000	5,000	
584000 Site Improvements	0	0	0	0	35,000	
Sub-Total Capital Outlay	0	0	0	5,000	40,000	
Total Department of Public Works Expenditures	\$ 1,713,194	\$ 1,908,071	\$ 1,898,993	\$ 1,958,037	\$ 1,993,037	5.0%

Budget Highlights:

- 529000 Other Property Related Services is Waste Management Contract
- Funding for sidewalk work partially funded in operating budget
 - Shown under 584000 Site Improvements



Department of Public Works Cont.

Description of Services

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

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

covered entirely by the Sewer Enterprise fund.

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423 Snow and Ice

423 Snow and Ice	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
513000 Overtime	59,693	0	0	0	0	
Sub-Total Personnel Services	59,693	0	0	0	0	
Supplies						
553000 Public Works Supplies	167,467	378,056	110,000	125,000	125,000	13.6%
Sub-Total Supplies	167,467	378,056	110,000	125,000	125,000	13.6%
Total Snow and Ice Expenditures	\$ 227,160	\$ 378,056	\$ 110,000	\$ 125,000	\$ 125,000	13.6%

Funding for Snow and Ice materials are shown above. Even with the mild winter seen in Fiscal Year 2016, the snow and ice budget was fully expended. The winter did not involve a large amount of snowfall, but did have several snow events that required crews to salt the roads.

Personnel expenses for snow removal are budgeted in the DPW budget.

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482 Airport Hazard

482 Airport Hazard	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Purchased Services						
530000 Professional and Technical	0	4,000	2,000	2,000	2,000	0.0%
Sub-Total Purchased Services	0	4,000	2,000	2,000	2,000	0.0%
Total Airport Hazard Expenditures \$	- \$	4,000 \$	2,000 \$	2,000 \$	2,000 \$	0.0%

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491 Cemetery Department

Mission

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



Public Works

Cemetery Department Budget

	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
491 Cemetery Department						
Personnel Services						
511000 Permanent Employees	168,324	172,393	196,093	199,942	199,942	2.0%
513000 Overtime	19,042	18,974	19,000	19,000	19,000	0.0%
Sub-Total Personnel Services	187,366	191,367	215,093	218,942	218,942	1.8%
Purchased Services						
524000 Repairs and Maintenance	0	0	0	11,400	11,400	
530000 Professional and Technical	8,512	8,788	11,448	1,750	1,750	-84.7%
Sub-Total Purchased Services	8,512	8,788	11,448	13,150	13,150	14.9%
Supplies						
546000 Groundskeeping Supplies	8,400	8,946	12,600	12,600	12,600	0.0%
Sub-Total Supplies	8,400	8,946	12,600	12,600	12,600	0.0%
Total Cemetery Department Expenditures	\$ 204,278	\$ 209,100	\$ 239,141	\$ 244,692	\$ 244,692	2.3%

Budget Highlights:



Cemetery Department Cont.

Description of Services

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

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Town of Winthrop
Fiscal Year 2017
Outlook & Operating Budget

Chapter
6

Culture &
Human Services

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[Veterans Agent](#)
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Culture & Human Services

Culture & Human Services Budget

Culture & Human Services	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
510 Health Department	93,999	38,301	50,391	81,056	95,551	89.6%
541 Council On Aging	169,665	206,748	213,160	196,742	196,697	-7.7%
543 Veterans Agent	138,057	177,856	159,402	174,693	174,024	9.2%
610 Library	466,668	478,742	505,408	559,395	565,088	11.8%
Total Culture & Human Services Expenditures	\$ 868,389	\$ 901,648	\$ 928,361	\$ 1,011,886	\$ 1,031,360	11.1%

Budget Highlights:

- Budget increase of \$102,999
- Increased Health Department budget to add additional resources as part of Town's Opioid Strategy
- Funding for Library to bring in compliance with State Minimum Hours Open requirement as defined in MGL, c.78, s.19B

Culture & Human Services



Culture & Human Services Cont.

Culture & Human Services	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	521,649	534,914	569,528	643,305	640,351	12.4%
514000 Differentials	0	0	0	0	7,725	
Sub-Total Personnel Services	521,649	534,914	569,528	643,305	648,076	13.8%
Purchased Services						
521000 Energy	46,338	47,053	45,511	41,147	41,147	-9.6%
524000 Repairs and Maintenance	0	0	0	4,000	4,000	
530000 Professional and Technical	53,166	38,743	47,277	20,630	20,630	-56.4%
534000 Communication	0	0	600	6,453	6,453	975.5%
Sub-Total Purchased Services	99,504	85,796	93,388	72,230	72,230	-22.7%
Supplies						
542000 Office Supplies	97,111	95,024	98,998	23,810	23,810	-75.9%
543000 Repairs and Maintenance Supplies	0	0	0	647	647	
545000 Custodial Supplies	0	0	0	1,297	1,297	
548000 Vehicular Supplies	0	0	0	198	198	
550000 Medical Supplies	0	0	0	8,400	8,400	
558000 Other Supplies	0	0	0	83,890	83,890	
Sub-Total Supplies	97,111	95,024	98,998	118,241	118,241	19.4%
Other Charges and Expenses						
571000 In-State Travel	0	0	0	1,000	1,000	
577000 Veterans Benefits	102,294	139,540	118,616	130,000	130,000	9.6%
579000 Software	47,831	46,374	47,831	47,110	47,110	-1.5%
Sub-Total Other Charges and Expenses	150,125	185,914	166,447	178,110	178,110	7.0%
Total Culture & Human Services Expenditures	\$ 868,389	\$ 901,648	\$ 928,361	\$ 1,011,886	\$ 1,016,658	9.5%

Budget Highlights:

- Re-coded account numbers to provide a higher level of transparency and accountability
- Prior year expenditure were re-coded in bulk and may not represent the same level of detail

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510 Health Department

Mission

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



Culture & Human Services

Health Department Budget

Health Department 510 Health Department	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	75,211	33,442	46,096	69,656	69,449	50.7%
Sub-Total Personnel Services	75,211	33,442	46,096	69,656	69,449	50.7%
Purchased Services						
521000 Energy	0	413	1,000	0	0	-100.0%
530000 Professional and Technical	16,026	666	500	2,000	2,000	300.0%
534000 Communication	0	0	0	1,000	1,000	
Sub-Total Purchased Services	16,026	1,079	1,500	3,000	3,000	100.0%
Supplies						
542000 Office Supplies	2,762	3,780	2,795	0	0	-100.0%
550000 Medical Supplies	0	0	0	8,400	8,400	
Sub-Total Supplies	2,762	3,780	2,795	8,400	8,400	200.5%
Intergovernmental						
569000 Other Intergovernmental	0	0	0	0	14,702	
Sub-Total Intergovernmental	0	0	0	0	14,702	
Total Health Department Expenditures	\$ 93,999	\$ 38,301	\$ 50,391	\$ 81,056	\$ 95,551	89.6%

Budget Highlights:

- Funding to support additional hours for two peer recovery coaches
 - Positions partially funded as part of a shared grant
 - Additional funds will allow for time dedicated to Winthrop
- Funding for North Suffolk public health collaborative
 - Shown under 569000 Other Intergovernmental



Health Department Cont.

Description of Services

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

a regional public health body known as the North Suffolk Public Health Collaborative in order to share resources and address unmet public health needs.

Winthrop Department of Public Health participates in a regional grant with Revere, Chelsea and Saugus in order to prevent opiate drug use and abuse. Entering the third year of funding, two peer recovery coaches were hired on a part time basis to serve the residents of Winthrop that need recovery resources.

Health inspections of all food establishments and other health department inspections

Health clinics- vaccination, rabies, blood pressure clinics

Investigate public health nuisances and complaints

Public health education and health promotion initiatives

Highlights

In conjunction with Massachusetts General Hospital, a Community Health Needs Assessment was completed and the prominent health issues effecting Winthrop's residents were identified.

The Massachusetts Department of Public Health released the results of the Logan Airport Health Impact Study which highlighted increased rates of respiratory illness in Winthrop. As a result, the Winthrop Department of Public Health and East Boston Neighborhood Health Center have established a pediatric asthma education program which was funded through a grant from MassPort.

With the guidance of MAPC, Winthrop is working with Revere and Chelsea to formulate

Goals

To prioritize public health needs, resources and policy for the Town

To source for grants to fund public health programs needed by the town

To enforce Town and State Health Regulations

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541 Council On Aging

Mission

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



Culture & Human Services

Council On Aging Budget

541 Council On Aging	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	114,256	148,377	149,586	155,171	151,976	1.6%
514000 Differentials	0	0	0	0	3,150	
Sub-Total Personnel Services	114,256	148,377	149,586	155,171	155,126	3.7%
Purchased Services						
521000 Energy	20,223	17,338	19,007	17,147	17,147	-9.8%
530000 Professional and Technical	31,727	37,440	41,000	15,230	15,230	-62.9%
534000 Communication	0	0	0	1,853	1,853	
Sub-Total Purchased Services	51,950	54,778	60,007	34,230	34,230	-43.0%
Supplies						
542000 Office Supplies	3,459	3,593	3,567	5,200	5,200	45.8%
543000 Repairs and Maintenance Supplies	0	0	0	647	647	
545000 Custodial Supplies	0	0	0	1,297	1,297	
548000 Vehicular Supplies	0	0	0	198	198	
Sub-Total Supplies	3,459	3,593	3,567	7,341	7,341	105.8%
Total Council On Aging Expenditures	\$ 169,665	\$ 206,748	\$ 213,160	\$ 196,742	\$ 196,697	-7.7%

Budget Highlights:

- 530000 Professional and Technical includes \$10,000 for funding of elderly lunch program
 - Program from Mystic Valley Elder Services
 - Significant cost reduction from prior years



Council On Aging Cont.

Description of Services

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

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

Highlights

Another major accomplishment was the addition of a Program/Activities Coordinator at the Senior Center. Because the town is now funding most of our Outreach Coordinator's salary, which was grant funded for over ten years, this

freed up funding to hire a Program/Activities Coordinator which we were in desperate need of. Many Councils on Aging already have this position established which helps with the scheduling of activities, programs and working with COA volunteers. Because we have experienced growth at the Senior Center and with the addition of the "baby boomers", this new position will enable us to add additional programs for all to enjoy whether their 60, 70, 80, or 90.

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

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543 Veterans Agent

Mission

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



Culture & Human Services

Veterans Agent Budget

543 Veterans Agent	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	35,009	36,042	37,686	39,193	38,524	2.2%
Sub-Total Personnel Services	35,009	36,042	37,686	39,193	38,524	2.2%
Purchased Services						
530000 Professional and Technical	0	0	0	2,400	2,400	
534000 Communication	0	0	600	600	600	0.0%
Sub-Total Purchased Services	0	0	600	3,000	3,000	400.0%
Supplies						
542000 Office Supplies	754	2,275	2,500	2,500	2,500	0.0%
Sub-Total Supplies	754	2,275	2,500	2,500	2,500	0.0%
Other Charges and Expenses						
577000 Veterans Benefits	102,294	139,540	118,616	130,000	130,000	9.6%
Sub-Total Other Charges and Expenses	102,294	139,540	118,616	130,000	130,000	9.6%
Total Veterans Agent Expenditures	138,057	177,856	159,402	174,693	174,024	9.2%

Budget Highlights:

- 577000 Veterans Benefits budget based on current Chapter 115 Veterans Benefits caseload
- Since 2014, Veterans Agent has helped 219 veterans move from Chapter 115 benefits to other sources, bringing in over \$314,000



Veterans Agent Cont.

Description of Services

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

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

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

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

Goals

Ensure effective outreach and communication to local veterans.

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610 Library

Mission

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



Culture & Human Services

Library Budget

610 Library	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	297,173	317,053	336,160	379,285	380,403	13.2%
514000 Differentials	0	0	0	0	4,575	
Sub-Total Personnel Services	297,173	317,053	336,160	379,285	384,978	14.5%
Purchased Services						
521000 Energy	26,115	29,302	25,504	24,000	24,000	-5.9%
524000 Repairs and Maintenance	0	0	0	4,000	4,000	
530000 Professional and Technical	5,413	638	5,777	1,000	1,000	-82.7%
534000 Communication	0	0	0	3,000	3,000	
Sub-Total Purchased Services	31,528	29,939	31,281	32,000	32,000	2.3%
Supplies						
542000 Office Supplies	90,136	85,376	90,136	16,110	16,110	-82.1%
558000 Other Supplies	0	0	0	83,890	83,890	
Sub-Total Supplies	90,136	85,376	90,136	100,000	100,000	10.9%
Other Charges and Expenses						
571000 In-State Travel	0	0	0	1,000	1,000	
579000 Software	47,831	46,374	47,831	47,110	47,110	-1.5%
Sub-Total Other Charges and Expenses	47,831	46,374	47,831	48,110	48,110	0.6%
Total Library Expenditures	466,668	478,742	505,408	559,395	565,088	11.8%

Budget Highlights:

- Increased staffing to provide additional service hours
 - To bring in compliance with State Minimum Hours Open requirement as defined in MGL, c.78, s.19B
- 558000 Other Supplies is funding for books and library materials
- 579000 Software covers Noble, the library's shared regional network system



Library Cont.

Description of Services

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

FY17 Budget Request

The Winthrop Public Library and Museum is requesting enough funding to staff the library for the required 50 hours of service that the Massachusetts Board of Library Commissioners (MBLC) requires, and that Winthrop residents desire. An additional full-time librarian would supplement the current staff in our Children's Room, as well as provide service to our Young Adult population. We currently have no one fulfilling that role, although we see many children from that age group after school each day.

In order to be fully certified by the MBLC we also need to be open for six days, rather than the five we offer now. Current staff could never be stretched that thin. Providing six open days would afford Winthrop residents much more time to utilize the library. The additional staff would also enable the library to offer more programs, especially for children. The current level of programming is minimal and each

session is very crowded. The ability to offer parents some flexibility in our schedule would certainly draw more families to the library.

The majority of our supplies and equipment line is spent on books, movies, ebooks, museum passes, music and other items for library patrons to use, either in the library or at home. We also purchase many materials in a variety of formats such as large print or audiobooks. In order to meet MBLC certification requirements the library must expend 15% of its overall budget on these materials. That amount totals \$83,890. The remaining amount must cover all of our supplies to run the library. This includes all paper, ink and toner, office supplies, barcodes and book processing materials to protect our items. To deter the theft of DVDs and CDs we purchase special cases and we must label everything properly. The staff has taken a close look at the processing of materials this past year and eliminated steps and materials deemed unnecessary, in order to save money on supplies and staff time as well. As a result items are getting to the shelves for our patrons much sooner, and this line is not growing exponentially.

The community uses our copier and printers at a cost of \$.10 per page, but all of the funds we collect (\$1500 in eight months this year) are deposited into the general fund, and not available to us for replacing supplies. Finally, all cleaning supplies and paper goods for the public restrooms are included in this line.

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Town of Winthrop
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Chapter

7

Shared Expenses

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- [Shared Expenses](#)
- [Debt Services](#)
- [State Assessments](#)
- [Employee Benefits](#)





Shared Expenses

Shared Expenses Budget Overview

Shared Expenses	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
425 Shared Expenses	751,845	760,666	810,755	858,675	876,283	5.9%
710 Debt Service	1,249,507	1,010,329	3,085,840	3,092,425	3,092,425	0.2%
820 State Assessments	636,101	612,520	677,172	742,510	656,618	9.6%
910 Employee Benefits	8,552,239	9,161,725	9,595,050	6,236,410	6,076,367	-35.0%
Total Shared Expenses	10,437,847	10,784,574	13,358,062	10,071,345	9,825,410	-24.6%

Budget Highlights:

- Debt service covers payments for new school building
- State Assessments based on House Ways and Means budget
- Employee benefits decrease due to shifting school employee benefits to school department budget



Shared Expenses Overview Cont.



Shared Expenses

Shared Expenses Budget

425 Shared Expenses	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Purchased Services						
521104 Street Lights	176,273	163,307	170,000	178,203	178,203	4.8%
521200 Heat	14,265	12,433	30,000	30,000	30,000	0.0%
534200 Telecommunications	44,198	19,931	40,000	40,000	40,000	0.0%
Sub-Total Purchased Services	234,737	195,671	240,000	248,203	248,203	3.4%
Supplies						
548100 Vehicular Fuel	180,219	172,682	179,417	180,000	180,000	0.3%
Sub-Total Supplies	180,219	172,682	179,417	180,000	180,000	0.3%
Other Charges and Expenses						
574100 Property Insurance	336,888	392,313	391,338	430,472	448,080	14.5%
Sub-Total Other Charges and Expenses	336,888	392,313	391,338	430,472	448,080	14.5%
Total Shared Expenses	751,845	760,666	810,755	858,675	876,283	8.1%

- 521104 Street Lights includes utility costs and lease payment
- Projecting utility costs to be level
- Property insurance projected to increase due to school building



Shared Expenses Overview Cont.

Overview

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

Vehicular Fuel

The gasoline contract is bid annually and the price is generally about twenty cents less than what one would pay at the local gas station. The Town recently purchases a fuel management system that controls and records the amount of gasoline that is put into every town vehicle. This system will also allow the town to accurately monitor gasoline usage, and charge back the appropriate department. We anticipate a significant uptick in fuel pricing (8%).

Street Lights

The Town purchased its streetlights from National Grid. However, the supply of electricity is purchased through Patriot Energy. We are currently exploring a joint purchase solution through MAPC to convert the Town's sodium lights to low energy (LED) lighting.

Property Insurance

The Town purchases the majority of its insurance through the Massachusetts Interlocal Insurance Association (MIIA). Costs are projected to increase because of the additional building.

Heat

The supply of heating fuel is purchased through Patriot Energy.

Telecommunications

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



Shared Expenses

Debt Services Budget

710 Debt Service	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Principal on Long Term Debt						
591101 Principal on Tax Supported Debt	50,000	50,000	50,000	50,000	50,000	0.0%
591102 Principal on Tax Exempt Debt	710,000	730,000	1,156,000	1,620,000	1,620,000	40.1%
Sub-Total Principal on Long Term Debt	760,000	780,000	1,206,000	1,670,000	1,670,000	38.5%
Interest on Long Term Debt						
591501 Interest on Tax Supported Debt	9,250	7,750	6,250	4,000	4,000	-36.0%
591502 Interest on Tax Exempt Debt	480,257	222,579	1,873,590	1,418,425	1,418,425	-24.3%
Sub-Total Interest on Long Term Debt	489,507	230,329	1,879,840	1,422,425	1,422,425	-24.3%
Total Debt Service	1,249,507	1,010,329	3,085,840	3,092,425	3,092,425	0.2%

Budget Highlights:

- Per debt schedules

Shared Expenses



Debt Services

Town of Winthrop, Massachusetts Fiscal Year 2017 Projected Principal and Interest Payments

Aggregate Net Debt Service

DATE	Issue : Purpose	PRINCIPAL	INTEREST	NET NEW D/S
08/15/2016	February 15 2008 : Ice Skating Rink (I)	-	5,145.00	5,145.00
	February 15 2008 : Cemetery Walls (I)	-	2,000.00	2,000.00
	February 15 2008 : Pier (I)	-	4,277.50	4,277.50
	February 15 2008 : Seawalls (I)	-	400.00	400.00
	September 9 2013 MWRA Water (O)	27,500.00	-	27,500.00
	August 31 2015 MWRA Sewer (I)	40,400.00	-	40,400.00
	Subtotal	\$67,900.00	\$11,822.50	\$79,722.50
09/01/2016	September 18 2014 (OE)	600,000.00	454,187.50	1,054,187.50
	Subtotal	\$600,000.00	\$454,187.50	\$1,054,187.50
09/15/2016	March 12 2015 : Cur Ref of 3 15 05 - School (IE)	-	40,962.50	40,962.50
	March 12 2015 : Middle/High School (OE)	-	190,287.50	190,287.50
	Subtotal	-	\$231,250.00	\$231,250.00
11/01/2016	December 15 2011 (IE)	420,000.00	32,925.00	452,925.00
	Subtotal	\$420,000.00	\$32,925.00	\$452,925.00
02/15/2017	February 15 2008 : Ice Skating Rink (I)	50,000.00	5,145.00	55,145.00
	February 15 2008 : Cemetery Walls (I)	50,000.00	2,000.00	52,000.00
	February 15 2008 : Pier (I)	40,000.00	4,277.50	44,277.50
	February 15 2008 : Seawalls (I)	10,000.00	400.00	10,400.00
	February 26 2009 MWRA Water (O)	32,300.00	-	32,300.00
	February 25 2013 MWRA Water (O)	75,000.00	-	75,000.00
	Subtotal	\$257,300.00	\$11,822.50	\$269,122.50
03/01/2017	September 18 2014 (OE)	-	442,187.50	442,187.50
	Subtotal	-	\$442,187.50	\$442,187.50
03/15/2017	March 12 2015 : Cur Ref of 3 15 05 - School (IE)	265,000.00	40,962.50	305,962.50
	March 12 2015 : Middle/High School (OE)	335,000.00	190,287.50	525,287.50
	Subtotal	\$600,000.00	\$231,250.00	\$831,250.00
05/01/2017	December 15 2011 (IE)	-	26,625.00	26,625.00
	Subtotal	-	\$26,625.00	\$26,625.00
05/15/2017	June 11 2012 MWRA Water (O)	170,460.00	-	170,460.00
	June 11 2012 MWRA Sewer (I)	72,776.00	-	72,776.00
	June 1 2015 MWRA Water (O)	228,700.00	-	228,700.00
	Subtotal	\$471,936.00	-	\$471,936.00
	Total	\$2,417,136.00	\$1,442,070.00	\$3,859,206.00

Includes Enterprise Fund debt



Shared Expenses

State Assessments Budget

820 State Assessments	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
563900 Mosquito Control Projects	13,309	13,351	13,093	14,445	14,445	10.3%
564000 Air Pollution Districts	4,711	4,739	4,762	4,881	4,881	2.5%
566200 Metropolitan Area Planning Council	5,650	8,970	8,961	9,185	9,185	2.5%
564600 RMV Non-Renewal Surcharge	37,340	35,320	35,320	35,320	35,320	0.0%
566100 MBTA	373,774	381,782	387,838	391,693	391,693	1.0%
563100 Special Education	0	7,113	2,560	2,560	2,560	0.0%
532100 School Choice Sending Tuition	13,250	20,100	9,514	13,400	13,400	40.8%
532200 Charter School Sending Tuition	150,408	141,145	215,124	271,026	185,134	-13.9%
532300 Essex County Tech Sending Tuition	37,659					
Total State Assessments	636,101	612,520	677,172	742,510	656,618	-3.0%

Budget Highlights:

- Per House Ways and Means
- Awaiting results from House final and Senate budgets



State Assessments Cont.

Mosquito Control Projects

There are eight mosquito control districts whose costs are apportioned to member municipalities on the Cherry Sheet. Each district is also allocated a proportional share of expenses for the State Reclamation Board that administers these programs. Each district relies on a separate formula to apportion its assessment to its member municipalities. All formulas are based on Equalized Valuation; five of the districts' formulas also use land area as a component.

Air Pollution Districts

The assessment for Air Pollution districts cannot increase by more than 2.5% per year and is assessed to municipalities through a formula.

Metropolitan Area Planning Council (MAPC)

The assessment for MAPC cannot increase by more than 2.5% per year and is assessed to municipalities through a formula.

RMV Non-Renewal Surcharge

The Registry of Motor Vehicles charges each participating municipality \$20 for each "mark" of a license for non-renewal. The upcoming fiscal years actual assessments are based upon non-renewal obligations cleared in the prior fiscal year. The obligations cleared in the current fiscal year may be for "markings" from several fiscal years.

MBTA

The assessment for the MBTA cannot increase by more than 2.5% per year and is assessed to municipalities through a formula.

Special Education

The cost that each municipality is charged is the average per pupil cost of education within the school district multiplied by the Full Time Equivalent of resident pupils served by the state. Current year charges are for pupils served in the prior school year.

School Choice Sending Tuition

See [Education](#)

Charter School Sending Tuition

See [Education](#)



Shared Expenses

Employee Benefits Budget

910 Employee Benefits	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Fringe Benefits						
517100 Workers Compensation	113,823	150,515	153,525	116,596	38,749	-74.8%
517200 Unemployment	17,113	105,712	75,712	50,000	50,000	-34.0%
517510 Group INS-Town/Retiree/RMT	2,752,889	3,212,769	3,436,056	3,720,000	3,645,000	6.1%
517520 Group Ins-School	2,730,895	2,581,240	2,760,636	0	0	-100.0%
517530 Police/Fire Medical	18,594	30,000	30,000	30,000	30,000	0.0%
517910 Medicare-Town	117,112	116,994	119,334	156,908	149,712	25.5%
517920 Medicare-School	210,429	228,736	228,736	0	0	-100.0%
517700 Pension Appropriation	2,591,384	2,685,759	2,741,050	2,087,906	2,087,906	-23.8%
Sub-Total Fringe Benefits	8,552,239	9,111,725	9,545,050	6,161,410	6,001,367	-37.1%
Transfers to Trust Funds						
596601 OPEB Trust		50,000	50,000	75,000	75,000	50.0%
Sub-Total Transfers to Trust Funds	0	50,000	50,000	75,000	75,000	50.0%
Total Employee Benefits	8,552,239	9,161,725	9,595,050	6,236,410	6,076,367	-36.7%

Budget Highlights:

- Moved School employee benefits to school department budget
 - Accounts for reduction in Workers Comp, Unemployment, and Pension
 - Change between request and recommended in workers comp due to better data from insurance carrier on school costs
- Average increase on GIC health insurance premiums was 4.9%
- Increased funding to pay down OPEB liability



School Employee Benefits

8 School Employee Benefits	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Fringe Benefits						
517100 Workers Compensation	86,977	115,015	117,316	40,000	125,544	7.0%
517200 Unemployment	8,557	52,856	37,856	100,000	100,000	164.2%
517520 Group Ins-School	2,730,895	2,581,240	2,760,636	2,618,000	2,618,000	-5.2%
517920 Medicare-School	210,429	228,736	228,736	204,958	204,957	-10.4%
517700 Pension Appropriation	702,882	728,480	743,477	777,098	777,098	4.5%
Sub-Total Fringe Benefits	3,739,739	3,706,328	3,888,021	3,740,056	3,825,599	-1.6%
Total School Employee Benefits	3,739,739	3,706,328	3,888,021	3,740,056	3,825,599	-1.6%

Change in Budgeting

Fringe benefits for School Department Employees are now budgeted in the School Department budget instead of under Employee Benefits.

Comparison to Prior Years

Since the fringe benefits for the school employees were not separated in the past, there is not an exact figure of the cost of those benefits. The table above shows an approximation of what the costs were attributable to school department employees to show the percent change in the budgeted numbers.

Difference from Budget Request

The change in the Workers compensation budget for the school employees was the result of better data from the insurance company. The assumption in the budget request was that the majority of workers comp insurance costs were from Town employees. This assumption was not correct and has been corrected.

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Town of Winthrop
Fiscal Year 2017
Outlook & Operating Budget

Chapter
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Enterprise Funds

- [Overview](#)
- [Harbormaster](#)
- [Water & Sewer](#)
- [Ferry](#)
- [Parks and Recreation](#)
- [Rink](#)





Enterprise Funds

Enterprise Fund Budget Overview

Enterprise Funds	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 recommended	Percent Change
295 Harbormaster	333,389	354,884	430,157	384,060	384,664	-10.6%
460 Water and Sewer	8,073,635	10,261,257	8,437,775	8,316,234	8,339,698	-1.2%
660 Ferry	0	0	0	392,350	392,350	
671 Recreation	336,213	405,463	360,000	440,000	440,000	22.2%
672 Rink	272,572	314,876	305,696	348,414	350,420	14.6%
Total Enterprise Fund Revenue	\$ 9,015,809	\$ 11,336,479	\$ 9,533,628	\$ 9,881,058	\$ 9,907,133	3.9%
295 Harbormaster	305,682	351,641	430,157	384,060	384,664	-10.6%
460 Water and Sewer	8,992,613	7,872,216	8,437,775	8,316,234	8,339,698	-1.2%
660 Ferry	0	0	0	392,350	392,350	
671 Recreation	351,137	380,392	360,000	491,954	440,000	22.2%
672 Rink	261,043	306,819	305,696	348,414	350,420	14.6%
Total Enterprise Fund Expenditures	\$ 9,910,475	\$ 8,911,068	\$ 9,533,628	\$ 9,933,012	\$ 9,907,133	3.9%
Net	\$ (894,666)	\$ 2,425,411	\$ -	\$ (51,954)	\$ -	

Budget Highlights:

- Water and Sewer combined into one fund
- Beginning of Ferry Enterprise
- Additional operating season of Ice Rink



Enterprise Fund Overview Cont.

FY16 Enterprise Fund Retained Earnings

As of 4/28/2016

<u>Water & Sewer</u>	<u>Amount</u>	<u>Note</u>
Beginning Balance	1,062,523	Certified
Use of Retained Earnings - Contract IV	-175,000	passed 1.19.16
sewer main replacement franklin st	-400,000	3/23/16 pending
Balance:	487,523	

<u>Harbormaster</u>	<u>Amount</u>	<u>Note</u>
Beginning Balance	237,479	Certified
11/25/2015	-10,000	Passed 12.15.15
11/25/2015	-60,000	Passed 12.15.15
use of retained pump out boat	-12,270	pending 2.2.15
Balance:	155,209	

<u>Rink</u>	<u>Amount</u>	<u>Note</u>
Beginning Balance	87,210	Certified
11/25/2015	-15,500	Passed 12.15.15
2/25/2016	-30,000	pending
Balance:	41,710	

<u>Park & Recreation</u>	<u>Amount</u>	<u>Note</u>
Beginning Balance	67,394	Certified
2/25/2016	-60,000	pending
Balance:	7,394	

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295 Harbormaster



Mission

The mission of the Winthrop Harbormaster Department is to ensure that all waterways and town owned waterfront facilities are used in a safe, environmentally sound and lawful manner, and that the Winthrop Ferry Service provides safe and adequate passage for all users. The department provides marine law enforcement, rescue services, and boating assistance under our Operations Division, and coordinates the operations of the Winthrop Ferry Service under the Transportation Division in meeting these goals.

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

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

Expansion of the Marina which includes lobsterman section and fishing docks and increased transient dockage. New boat ramp construction by DCR. Repair of perimeter rip rap on the landing. Preparation for Sail Boston in June 2017

Vigorous enforcement of Waterway and Excise tax sticker to ensure adherence to regulations by all boaters.

Budget Issues

Continuing development of Operational and Financial Plans with all expansions. Continuation of strategy development for short term maintenance and repair, and long-term capital improvements.

Developing manpower strategies to manage both marine law enforcement and landside facilities. (Marina, launch ramp, commercial pier, and parking)

Looking for ways to increase revenue to sustain surplus for emergency repairs, if necessary.

Research and evaluation of computerized systems to assist in all operations and recordkeeping

Staffing

- 1 Harbormaster (Full-time seasonal)
- 1 Assistant Harbormaster (Part-time seasonal)
- 8 Deputy Harbormasters (Part-time Seasonal)
- 3 Reserve Deputy Harbormasters

Highlights



Enterprise Funds

Harbormaster Revenue

295 Harbormaster	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Excises						
416000 Boat Excise	51,814	59,230	52,000	52,000	52,000	0.0%
Sub-Total Excises	51,814	59,230	52,000	52,000	52,000	0.0%
Departmental Revenue						
427005 Ramp	10,825	7,965	7,700	7,700	7,700	0.0%
427012 Slip Rental Summer	84,469	67,996	85,000	83,418	84,022	-1.2%
427014 Slip Rental Winter	9,580	875	9,580	9,580	9,580	0.0%
427019 Mooring Rental Fee	490	280	0	300	300	
480000 Other Sources	2,187	20,002	9,877	5,270	5,270	-46.6%
Sub-Total Departmental Revenue	107,550	97,117	112,157	106,268	106,872	-4.7%
Fees & Fines						
450006 Non-Criminal Citations				5,000	5,000	
Sub-Total Fees & Fines	0	0	0	5,000	5,000	
License & Permits						
416515 Non Resident Waterway Fee	159,428	185,562	0	130,000	130,000	
416520 Resident Waterway Fee	4,481	4,415	161,000	60,000	60,000	-62.7%
427015 Dingy Fees	10,116	8,559	10,000	10,000	10,000	0.0%
Sub-Total License & Permits	174,025	198,536	171,000	200,000	200,000	17.0%
Misc Non Recurring						
497000 Retained Earnings			95,000	20,792	20,792	
Sub-Total Misc Non Recurring	0	0	95,000	20,792	20,792	-78.1%
Total Harbormaster Revenue	\$ 333,389	\$ 354,884	\$ 430,157	\$ 384,060	\$ 384,664	-10.6%

Enterprise Funds



Harbormaster Budget

295 Harbormaster	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	117,877	134,383	184,375	181,978	181,978	-1.3%
512000 Temporary Employees	0	0	0	10,687	10,687	
517000 Fringe Benefits	24,342	12,848	4,157	14,157	14,829	240.6%
Sub-Total Personnel Services	142,219	147,231	188,532	206,822	207,494	9.7%
Purchased Services						
521000 Energy	22,830	18,549	20,000	16,200	16,200	-19.0%
523000 Non-Energy Utilities	2,660	6,115	9,000	12,900	12,900	43.3%
524000 Repairs and Maintenance	0	0	0	26,900	26,900	
530000 Professional and Technical	20,253	57,231	87,500	2,150	2,150	-97.5%
534000 Communication	0	0	0	1,900	1,900	
Sub-Total Purchased Services	45,743	81,895	116,500	60,050	60,050	-48.5%
Supplies						
542000 Office Supplies	15,362	13,970	15,000	800	800	-94.7%
543000 Repairs and Maintenance Supplies	0	0	0	4,500	4,500	
548000 Vehicular Supplies	0	0	0	2,500	2,500	
558000 Other Supplies	0	0	0	4,800	4,800	
Sub-Total Supplies	15,362	13,970	15,000	12,600	12,600	-16.0%
Other Charges and Expenses						
573000 Dues and Memberships	0	0	0	850	850	
574000 Insurance Premiums	0	0	7,843	8,588	7,916	9.5%
578000 Other Classified Items	0	0	18,077	18,077	18,077	0.0%
Sub-Total Other Charges and Expenses	0	0	25,920	27,515	26,843	6.2%
Capital Outlay						
585000 Additional Equipment	7,992	25,693	1,300	0	0	-100.0%
Sub-Total Capital Outlay	7,992	25,693	1,300	0	0	-100.0%
Debt Service						
591000 Principal on Long Term Debt	45,000	50,000	50,000	50,000	50,000	0.0%
591500 Interest on Long Term Debt	14,455	13,105	11,605	9,355	9,355	-19.4%
Sub-Total Debt Service	59,455	63,105	61,605	59,355	59,355	-3.7%
Other Financing Uses						
596100 Transfers to General Fund	34,910	19,747	21,300	17,718	18,322	-16.8%
Sub-Total Other Financing Uses	34,910	19,747	21,300	17,718	18,322	-16.8%
Total Harbormaster Expenditures	\$ 305,682	\$ 351,641	\$ 430,157	\$ 384,060	\$ 384,664	-10.7%
Net	\$ 27,707	\$ 3,243	\$ -	\$ -	\$ -	-

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460 Water & Sewer

Mission

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

Description of Services

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

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



Enterprise Funds

Water & Sewer Revenue

460 Water and Sewer Enterprise	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Investment Income						
482000 Interest Income	1,236	1,236	50,000			
Sub-Total Investment Income	1,236	1,236	50,000	0	0	-100.0%
Departmental Revenue						
432920 U/B Backflow Charge	12,300					
484010 Water Scrap Metal		3,053				
Sub-Total Departmental Revenue	12,300	3,053	0	0	0	
User Charges						
421100 Utility Usage	2,487,717	2,541,144	3,055,288	3,277,900	3,277,900	7.3%
424500 Sewer Utility Usage	4,166,149	4,180,155	4,606,322	4,709,064	4,709,064	2.2%
432830 Water On/Off Charge	5,752	896	0			
484000 Misc Receipts -Sewer	2,790	637	0			
Sub-Total User Charges	6,662,409	6,722,833	7,661,610	7,986,964	7,986,964	4.2%
Penalties & Interest						
414200 Tax Lien - Revenue	42,492	87,587	0			
417400 Tax Lien - Interest & Fees	7,182	54,537	0			
421500 Committed Interest	47,586	40,709	0			
422000 Lien Revenue	955,239	835,759	0	329,270	352,734	
432900 Sewer Interest & Penalties	53,258	63,373	0			
432910 U/B Lien Reading Fee	16,713	14,920	0			
432930 U/B NSF Check Fee	220	250	0			
Sub-Total Penalties & Interest	1,122,690	1,097,135	0	329,270	352,734	
Other						
491000 Proceeds Of Bonds	275,000	2,287,000	0			
497000 Transfer In		150,000	726,165			
Sub-Total Other	275,000	2,437,000	726,165	0	0	-100.0%
Total Water and Sewer Enterprise Revenue	\$ 8,073,635	\$ 10,261,257	\$ 8,437,775	\$ 8,316,234	\$ 8,339,698	-1.2%

•Water & Sewer Enterprises combined into one fund

Enterprise Funds



Water & Sewer Budget

460 Water and Sewer Enterprise	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	789,303	810,834	903,583	877,939	877,939	-2.8%
513000 Overtime	85,763	77,256	90,000	90,000	90,000	0.0%
517000 Fringe Benefits	377,008	390,878	430,622	454,739	458,121	6.4%
Sub-Total Personnel Services	1,252,074	1,278,968	1,424,205	1,422,678	1,426,060	0.1%
Purchased Services						
521000 Energy	74,900	82,123	85,948	55,948	55,948	-34.9%
523000 Non-Energy Utilities	0	0	0	30,000	30,000	
530000 Professional and Technical	262,058	307,365	266,422	283,172	283,172	6.3%
Sub-Total Purchased Services	336,959	389,488	352,370	369,120	369,120	4.8%
Supplies						
542000 Office Supplies	0	0	0	5,000	5,000	
543000 Repairs and Maintenance Supplies	234,030	237,017	237,643	202,643	202,643	-14.7%
548000 Vehicular Supplies	0	0	0	30,000	30,000	
Sub-Total Supplies	234,030	237,017	237,643	237,643	237,643	0.0%
Intergovernmental						
569000 Other Intergovernmental	4,591,625	4,675,640	4,929,550	4,989,972	4,989,972	1.2%
Sub-Total Intergovernmental	4,591,625	4,675,640	4,929,550	4,989,972	4,989,972	1.2%
Other Charges and Expenses						
574000 Insurance Premiums	3,888	6,250	40,564	34,314	34,835	-14.1%
578000 Other Classified Items	0	0	82,500	82,500	82,500	0.0%
Sub-Total Other Charges and Expenses	3,888	6,250	123,064	116,814	117,335	-4.7%
Capital Outlay						
583000 Plant	1,202,554	501,763	443,182	0	0	
585000 Additional Equipment	0	0	0	40,000	40,000	
587000 Replacement Equipment	81,500	65,607	74,600	0	0	-100.0%
Sub-Total Capital Outlay	1,284,054	567,370	517,782	40,000	40,000	-92.3%
Debt Service						
591000 Principal on Long Term Debt	379,686	407,186	606,736	647,136	647,136	6.7%
Sub-Total Debt Service	379,686	407,186	606,736	647,136	647,136	6.7%
Other Financing Uses						
596100 Transfers to General Fund	910,297	310,297	246,425	492,871	512,432	107.9%
Sub-Total Other Financing Uses	910,297	310,297	246,425	492,871	512,432	107.9%
Total Water and Sewer Enterprise Expenditures	\$ 8,992,613	\$ 7,872,216	\$ 8,437,775	\$ 8,316,234	\$ 8,339,698	-1.2%
Net	\$ (918,978)	\$ 2,389,041	\$ -	\$ -	\$ -	

- 523000 Non-Energy Utilities is for building security systems
- 530000 Professional and Technical includes consulting contracts
- 569000 Other Intergovernmental is the MWRA assessment
- 578000 Other Classified Items is reserve fund appropriations

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660 Ferry





Enterprise Funds

Ferry Revenue

660 Ferry Enterprise	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Departmental Revenue						
427100 Advertisement Revenue				9,000	9,000	
Sub-Total Departmental Revenue	0	0	0	9,000	9,000	
User Charges						
Ferry Tickets				262,550	262,550	
Island Trips				10,000	10,000	
484003 Concession Stand Receipts				9,600	9,600	
Merchandise				1,200	1,200	
Sub-Total User Charges	0	0	0	283,350	283,350	
Misc Non Recurring						
497100 Transfers In From General Fund				100,000	100,000	
Sub-Total Misc Non Recurring	0	0	0	100,000	100,000	
Total Ferry Enterprise Revenue	\$ -	\$ -	\$ -	\$ 392,350	\$ 392,350	

Winthrop Ferry Schedule

April - May 27th

Weekdays

	Depart Winthrop	Arrive Rows Wharf	Depart Rows Wharf	Arrive Winthrop
	7:00 AM	7:25 AM	7:30 AM	7:55 AM
	8:05 AM	8:30 AM	8:35 AM	9:00 AM
	5:15 PM	5:40 PM	5:45 PM	6:10 PM
	6:15 PM	6:40 PM	6:45 PM	7:10 PM
<i>*Thursday and Friday</i>	9:00 PM*	9:25 PM*	9:30 PM*	9:55 PM*

April - May 30th

Weekends

	Depart Winthrop	Arrive Rows Wharf	Depart Rows Wharf	Arrive Winthrop
	10:20 AM	10:45 AM	10:50 AM	11:15 AM
	11:20 AM	11:45 AM	11:50 AM	12:15 AM
	4:00 PM	4:25 PM	4:50 PM	5:15 PM
	5:40 PM	6:05 PM	6:30 PM	6:55 PM
<i>*Sundays only</i>	7:20:00 PM*	7:45 PM*	8:10 PM*	8:35 PM*
<i>**Saturdays only</i>	9:00 PM**	9:25 PM**	9:30 PM**	9:55 PM**

www.town.winthrop.ma.us
 General - \$8.50
 Senior over 65 - \$6.50
 Children under 10 - Free



www.facebook.com/thewinthropferry

Enterprise Funds



Ferry Budget

660 Ferry Enterprise	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	0	0	0	150,000	150,000	
512000 Temporary Employees	0	0	0	17,000	17,000	
517000 Fringe Benefits	0	0	0	18,000	18,000	
Sub-Total Personnel Services	0	0	0	185,000	185,000	
Purchased Services						
524000 Repairs and Maintenance	0	0	0	20,700	20,700	
530000 Professional and Technical	0	0	0	48,000	48,000	
534000 Communication	0	0	0	3,600	3,600	
538000 Other Purchased Services	0	0	0	11,250	11,250	
Sub-Total Purchased Services	0	0	0	83,550	83,550	
Supplies						
542000 Office Supplies	0	0	0	2,250	2,250	
543000 Repairs and Maintenance Supplies	0	0	0	900	900	
548000 Vehicular Supplies	0	0	0	42,000	42,000	
549000 Food and Food Service Supplies	0	0	0	2,250	2,250	
558000 Other Supplies	0	0	0	26,000	26,000	
Sub-Total Supplies	0	0	0	73,400	73,400	
Other Charges and Expenses						
574000 Insurance Premiums	0	0	0	24,000	24,000	
578000 Other Classified Items	0	0	0	26,400	26,400	
Sub-Total Other Charges and Expenses	0	0	0	50,400	50,400	
Total Ferry Enterprise Expenditures	\$ -	\$ -	\$ -	\$ 392,350	\$ 392,350	
Net	\$ -	\$ -	\$ -	\$ -	\$ -	

Budget Highlights:

- First full year of Ferry operations
- Operating subsidy from General Fund to be scaled down as operations become self-sustaining

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671 Recreation

Mission

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

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

Highlights

New programs to be offered at Larsen Rink this summer

Parks & Rec Girls Traveling Basketball program (Gr 4-8) replaced CYO basketball

Working with the park committee to raise money for park upgrades

New sports camps this summer

Ongoing CPR offered for ages 15 and up

Ongoing Flag football league for grades 3-8

Partnering with Save the Harbor Save the Bay on educational trips for camp program

After school program shows continued growth despite space issues

Budget Issues

Custodial costs for gym usage and rental fees for non-school gyms since availability of school space is so limited

Concerns with new space being adequate in size to run & grow our afterschool program and how that will effect revenues

Cost of coordinating the running of the rink and its' programs this summer

Park and Field Maintenance cost

Transportation cost – need additional van due to growth of our after school program

Additional staff required for afterschool program because of staggered school pickup times, use of 2 different locations, and the need to escort children to and from the bathroom



Enterprise Funds

Recreation Revenue

671 Recreation Enterprise	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Revenue						
427000 Charges for Services	336,213	405,463	360,000	440,000	440,000	22.2%
Total Recreation Enterprise Revenue	\$ 336,213	\$ 405,463	\$ 360,000	\$ 440,000	\$ 440,000	22.2%

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Enterprise Funds



Recreation Budget

671 Recreation Enterprise	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	147,999	151,989	150,247	153,380	156,456	4.1%
512000 Temporary Employees	105,295	113,102	84,500	146,662	84,252	-0.3%
514000 Differentials	0	0	0	0	2,125	
517000 Fringe Benefits	0	0	0	29,940	29,940	
Sub-Total Personnel Services	253,294	265,091	234,747	329,982	272,773	16.2%
Purchased Services						
521000 Energy	393	5,049	5,000	0	0	-100.0%
524000 Repairs and Maintenance	0	0	0	0	1,500	
534000 Communication	0	0	0	0	5,000	
535000 Recreational	94,560	108,344	100,000	128,140	109,540	9.5%
538000 Other Purchased Services	0	0	0	0	6,000	
Sub-Total Purchased Services	94,953	113,393	105,000	128,140	122,040	16.2%
Supplies						
558000 Other Supplies	2,000	1,459	3,000	3,500	5,100	70.0%
Sub-Total Supplies	2,000	1,459	3,000	3,500	5,100	70.0%
Other Charges and Expenses						
571000 In-State Travel	890	450	1,500	1,800	1,800	20.0%
579000 Software	0	0	0	0	4,500	
Sub-Total Other Charges and Expenses	890	450	1,500	1,800	6,300	320.0%
Other Financing Uses						
596100 Transfers to General Fund	0	0	15,753	28,532	33,787	114.5%
Sub-Total Other Financing Uses	0	0	15,753	28,532	33,787	114.5%
Total Recreation Enterprise Expenditures	\$ 351,137	\$ 380,392	\$ 360,000	\$ 491,954	\$ 440,000	22.2%
Net	\$ (14,924)	\$ 25,070	\$ -	\$ (51,954)	\$ -	

- 517000 Fringe Benefits is pension cost for Rec employees
- 596100 Transfer to General Fund is indirect cost allocation

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672 Rink

Mission

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

Description of Services

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

Highlights

The rink made significant capital improvements to the 5H120 main compressor #1 and 100hp main motor #1.

The rink identified significant structural deficiencies in the steel framing supporting all of the mechanical equipment (known as the “skid”). After performing vibration analysis and engineering consultation these issues were corrected.

The rink installed a hot water heating system to provide its own water for the zamboni and showers.

The rink continues to receive leadership from the Town Council’s Rink Advisory Committee, as well as administrative support.

Budget Issues

Roof work is needed.

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

Both the roof work and the locker rooms will be capital projects and the FY2017 budget has funding set aside for the debt service payments on these two items.



Enterprise Funds

Rink Revenue

672 Rink Enterprise Fund	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Departmental Revenue						
427100 Advertisement Revenue	13,207	9,400	10,000	10,000	10,000	0.0%
427200 Outside Revenue	166,927	18,460	21,571	24,789	24,795	14.9%
427300 Skate Shop Revenue	1,775	0	0		0	
427301 Snack Shop Revenue	0	2,813	2,625	2,625	2,625	0.0%
427400 Youth Hockey Revenue	77,000	114,555	100,000	120,000	120,000	20.0%
427500 Skating Association	11,600	14,600	13,000	16,000	16,000	23.1%
427501 WPS Revenue	0	34,040	34,000	38,000	40,000	17.6%
427502 League Revenue	0	10,810	14,000	15,000	15,000	7.1%
427503 Pick-Up League Revenue	0	101,385	90,000	110,000	110,000	22.2%
Miscellaneous	2,063	8,813	20,500	12,000	12,000	-41.5%
Total Rink Enterprise Fund Revenue	\$ 272,572	\$ 314,876	\$ 305,696	\$ 348,414	\$ 350,420	14.6%

Budget Highlights:

- Revenue increased to account for additional operating season

Enterprise Funds



Rink Budget

672 Rink Enterprise Fund	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	82,805	104,971	104,000	107,950	107,950	3.8%
513000 Overtime	269	0	2,000	2,800	2,800	40.0%
517000 Fringe Benefits	0	0	0	0	1,627	
Sub-Total Personnel Services	83,073	104,971	106,000	110,750	112,377	6.0%
Purchased Services						
521000 Energy	72,499	73,459	75,000	82,600	82,600	10.1%
524000 Repairs and Maintenance	0	0	0	20,000	20,000	
530000 Professional and Technical	27,996	57,169	21,500	0	0	-100.0%
534000 Communication	0	0	0	1,300	1,300	
538000 Other Purchased Services	0	0	0	5,700	5,700	
Sub-Total Purchased Services	100,495	130,628	96,500	109,600	109,600	13.6%
Supplies						
542000 Office Supplies	17,235	12,331	32,000	550	550	-98.3%
543000 Repairs and Maintenance Supplies	0	0	0	4,300	4,300	
545000 Custodial Supplies	0	0	0	1,500	1,500	
558000 Other Supplies	0	0	0	7,200	7,200	
Sub-Total Supplies	17,235	12,331	32,000	13,550	13,550	-57.7%
Other Charges and Expenses						
578000 Other Classified Items	0	0	13	2,000	2,000	15285%
579000 Software	0	0	0	850	850	
Sub-Total Other Charges and Expenses	0	0	13	2,850	2,850	21823%
Debt Service						
591000 Principal on Long Term Debt	45,000	45,000	50,000	50,000	50,000	0.0%
591500 Interest on Long Term Debt	15,240	13,890	12,540	10,290	10,290	-17.9%
592500 Interest on Notes	0	0	0	40,000	40,000	
Sub-Total Debt Service	60,240	58,890	62,540	100,290	100,290	60.4%
Other Financing Uses						
596100 Transfers to General Fund	0	0	8,643	11,374	11,753	36.0%
Sub-Total Other Financing Uses	0	0	8,643	11,374	11,753	36.0%
Total Rink Enterprise Fund Expenditures	\$ 261,043	\$ 306,819	\$ 305,696	\$ 348,414	\$ 350,420	14.6%
Net	\$ 11,529	\$ 8,057	\$ -	\$ -	\$ -	

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Chapter 9

Revolving Funds

[Overview](#)

[Tax Title](#)

[COA Revolving](#)

[EB Newton](#)



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Enterprise Funds



Revolving Funds	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
158 Tax Title	0	0	0	26,000	26,000	
614 COA Revolving	24,551	37,226	8,441	30,000	30,000	
724 EB Newton Plan Review	80,625	91,114	88,700	97,520	97,520	9.9%
Total Revenue	\$ 105,176	\$ 128,341	\$ 97,141	\$ 153,520	\$ 153,520	58.0%
158 Tax Title	0	0	0	26,000	26,000	
614 COA Revolving	30,155	34,147	10,904	29,000	29,000	
724 EB Newton	65,640	89,436	88,700	97,520	97,520	9.9%
Total Expenditures	\$ 95,795	\$ 123,584	\$ 99,604	\$ 152,520	\$ 152,520	53.1%
Net	\$ 9,381	\$ 4,757	\$ (2,463)	\$ 1,000	\$ 1,000	-140.6%

Budget Highlights:

- Revolving fund budgets are for planning purposes
 - Expenditures can change as year progresses
- Funds are authorized up to annual maximum
- Revolving funds roll from one year to the next and can run deficits in a single year so long as the fund has a sufficient balance from prior year surpluses



Enterprise Funds

158 Tax Title Revolving Fund

158 Tax Title	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Fees & Fines						
432100 Tax Lien - Fees				26,000	26,000	
Sub-Total Fees & Fines	0	0	0	26,000	26,000	
Total Revenue	\$ -	\$ -	\$ -	\$ 26,000	\$ 26,000	
Purchased Services						
530000 Professional and Technical	0	0	0	23,000	23,000	
534000 Communication	0	0	0	3,000	3,000	
Sub-Total Purchased Services	0	0	0	26,000	26,000	
Total Expenditures	\$ -	\$ -	\$ -	\$ 26,000	\$ 26,000	
Net	\$ -	\$ -	\$ -	\$ -	\$ -	

Budget Highlights:

- New fund proposed to be created in FY17
- Would require local acceptance of M.G.L. c. 60, § 15B
- The funds will be credited with certain costs, charges, and fees incurred by the tax collector or treasurer and collected upon redemption of tax titles or sales of real property acquired through foreclosures of tax titles

Enterprise Funds



614 COA Revolving Fund

614 COA Revolving	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Departmental Revenue						
437000 Other Fees And Charges	24,551	15,826	8,441	10,000	10,000	18.5%
480000 Miscellaneous Revenue		21,400		20,000	20,000	
Sub-Total Departmental Revenue	24,551	37,226	8,441	30,000	30,000	255.4%
Total Revenue	\$ 24,551	\$ 37,226	\$ 8,441	\$ 30,000	\$ 30,000	255.4%
Personnel Services						
511000 Permanent Employees	23,107	9,853	6,690	8,000	8,000	19.6%
Sub-Total Personnel Services	23,107	9,853	6,690	8,000	8,000	19.6%
Purchased Services						
530000 Professional and Technical	4,827	21,959	3,004	20,000	20,000	565.9%
535000 Recreational	1,575	377	557	1,000	1,000	
Sub-Total Purchased Services	6,401	22,336	3,560	21,000	21,000	489.8%
Supplies						
558000 Other Supplies	647	1,958	653	0	0	-100.0%
Sub-Total Supplies	647	1,958	653	0	0	-100.0%
Total Expenditures	\$ 30,155	\$ 34,147	\$ 10,904	\$ 29,000	\$ 29,000	166.0%
Net	\$ (5,604)	\$ 3,079	\$ (2,463)	\$ 1,000	\$ 1,000	-140.6%



Enterprise Funds

724 EB Newton Revolving Fund

724 EB Newton Revolving	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Departmental Revenue						
437001 1st Floor Rent EB Newton	15,200	14,000	15,000	16,170	16,170	7.8%
437002 2nd Floor Rent EB Newton	36,700	40,700	40,700	43,890	43,890	7.8%
437003 3rd Floor Rent EB Newton	23,800	20,400	20,715	22,440	22,440	8.3%
437004 Other Rent EB Newton	3,700	10,500	10,500	15,020	15,020	43.0%
437009 Donations	1,151	1,785	1,785			
480000 Miscellaneous Revenue	74					
Sub-Total Departmental Revenue	80,625	87,385	88,700	97,520	97,520	9.9%
Misc Non Recurring						
497100 Transfers In From General Fund		3,729				
Sub-Total Misc Non Recurring	0	3,729	0	0	0	
Total Revenue	\$ 80,625	\$ 91,114	\$ 88,700	\$ 97,520	\$ 97,520	9.9%

Budget Highlights:

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Enterprise Funds



724 EB Newton Revolving Fund

724 EB Newton Revolving	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Recommended	Percent Change
Personnel Services						
511000 Permanent Employees	10,629	11,800	12,000	7,000	7,000	-41.7%
519000 Other Personal Services	0	0	0	6,004	6,004	
Sub-Total Personnel Services	10,629	11,800	12,000	13,004	13,004	8.4%
Purchased Services						
521000 Energy	30,960	33,015	27,400	28,848	28,848	5.3%
523000 Non-Energy Utilities	3,846	1,634	4,500	5,340	5,340	18.7%
524000 Repairs and Maintenance	11,415	24,217	15,818	23,580	23,580	49.1%
530000 Professional and Technical	2,229	7,828	4,232	3,804	3,804	-10.1%
Sub-Total Purchased Services	48,450	66,693	51,950	61,572	61,572	18.5%
Supplies						
543000 Repairs and Maintenance Supplies	4,325	2,619	10,450	8,448	8,448	-19.2%
545000 Custodial Supplies	0	0	0	2,400	2,400	
Sub-Total Supplies	4,325	2,619	10,450	10,848	10,848	3.8%
Other Charges and Expenses						
574000 Insurance Premiums	0	0	0	1,560	1,560	
578000 Other Classified Items	0	8,324	9,300	5,496	5,496	-41%
Sub-Total Other Charges and Expenses	0	8,324	9,300	7,056	7,056	-24%
Capital Outlay						
582000 Buildings	2,235	0	5,000	5,040	5,040	0.8%
Sub-Total Capital Outlay	2,235	0	5,000	5,040	5,040	0.8%
Total Expenditures	\$ 65,640	\$ 89,436	\$ 88,700	\$ 97,520	\$ 97,520	9.9%
Net	\$ 14,985	\$ 1,678	\$ -	\$ -	\$ -	-

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