

Town of Winthrop

Fall Forum 2017



October 17, 2017 Robert DeLeo Senior Center

Town of Winthrop Improvements - Coughlin Park



Town of Winthrop Improvements - Town Landing



Town of Winthrop Improvements - Belle Isle Ecology Park and Lewis Lake



Town of Winthrop Improvements - Miller and Veterans Fields



Energy Reduction Plan and Milestones

Winthrop designated Green Community in 2012

From 2012-2015 Winthrop has received:

- **\$872,000 in Green Communities funding**
 - 6,791 MMBTU savings from 38 energy savings measures

2016 to Present under shared Energy Manager with Chelsea

- \$154,000 Green Communities funding
- \$16,000 in free equipment from National Grid
- \$11,433 in Massachusetts Clean Energy Center Grants
- \$4,000 in additional Mass Save rebates
- **Totaling \$185,433 in funding**
 - 2,166 MMBTU savings from 12 energy savings measure
 - 25% of lifetime savings in one year with less, but more diversified funding

Diversifying funding sources important as less competitive grant money will be available with more municipalities now Green Communities

Renewable Energy Initiatives

July 2017, completed Power Purchase Agreement supplying all town-side buildings with 100% local, renewable solar energy from Haverhill

- Project also distributing renewable energy to the residents of Winthrop, Malden, and Gloucester Housing Authorities
- Next step, as new projects are developed look to do the same for the schools

Achieved SolSmart Bronze designation through the EPA SunShot Initiative

- Expect to achieve Silver designation by end of the year, ranking higher than the City of Boston

Begin pursuing Solar Photovoltaic rooftop and Solar Hot Water Projects 1st Qtr 2018

Community Programs

Solarize Winthrop program is now live

- Solar installations for home or business more than 20% below market rate cost
- Our partner installer, ACE Solar providing free assessments by visiting gosolarwinthrop.com

National Grid Community Initiative

- Helping connect residents to the Mass Save energy efficiency offers
- Based on how many people call, Winthrop receives an incentive toward additional energy efficiency projects
- MassSave.com or email fnitti@town.winthrop.ma.us

Public Safety Complex Site Search



Winthrop Pauline Street
Fire Station Built 1889

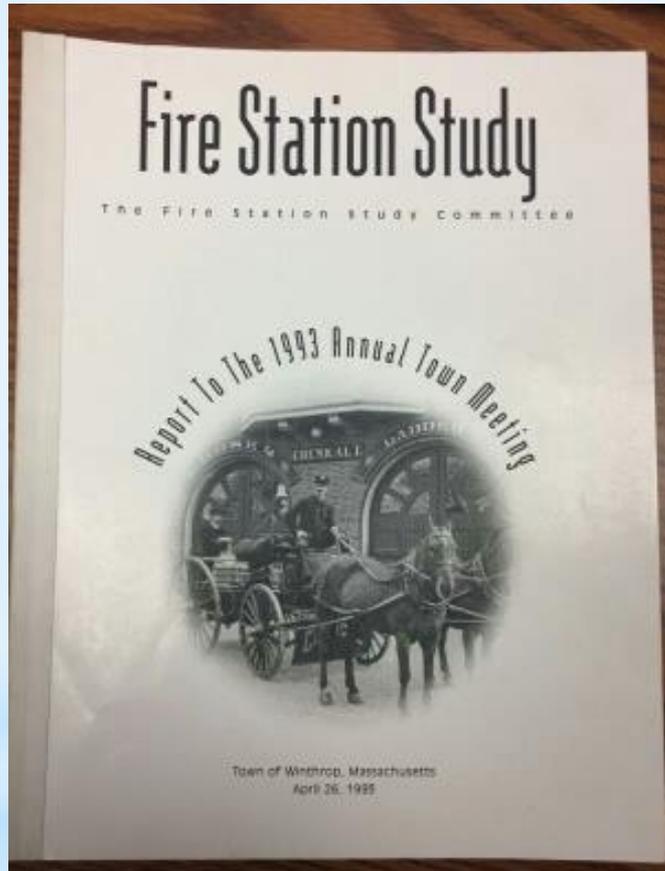


Winthrop Beach Fire Station Built 1904



Winthrop Police Station

Previous Fire Station Feasibility Studies



Fire House Station Study April 26, 1993
Commissioned by the Town Meeting



Fire House Feasibility and Design by Winter Street Architects in 1997

Services Managed in the Town Clerk's Office

Elections
Census Data Management
Vital Records

Business Licensing
Liquor
Restaurants
Taxi Drivers

Public Records
Open Meeting
Ethics Compliance

Town Council
Planning Board
Board of Appeals



By the Numbers:

Registered Voters----- 1163
Early Voters in Nov. 2016 -----2690
Absentee Voters in Nov. 2016--552
Voters in Polls in Presidential
Election--- 9725
Census Forms Mailed----- 12,554
Vital Records Created this year
554
Business Certificates Issued-- 137
Public Information Requests
Received---160
Dog Licenses Issued----- 1494
Appeals Cases Heard----- 33
Planning Cases Heard----- 13
Business Licenses Renewed--- 150

Voting & Election Management Work Throughout the Year

- * Highlights This Year Included:
 - * Ran four election worker trainings with over 70 people!
 - * Successfully implemented early voting - 2,690 people voted in ten days before November 2016 election - we opened nights and weekends!
 - * Advocated Need and Received Funding to purchase new voting equipment!
 - * Training Video Available online
 - * New Poll Worker's Manual developed
 - * Improved Voter Access with five new polling locations!
 - * Better parking, better lighting, climate controlled
 - * Engaging Our Students in Election Process
 - * Middle School Students created artwork for Town Hall
 - * High School Students worked in the polls in Presidential Election
 - * Nursery School Students toured Town Hall this summer and learned about Elections

Preservation Accomplishments and Future Budget Support

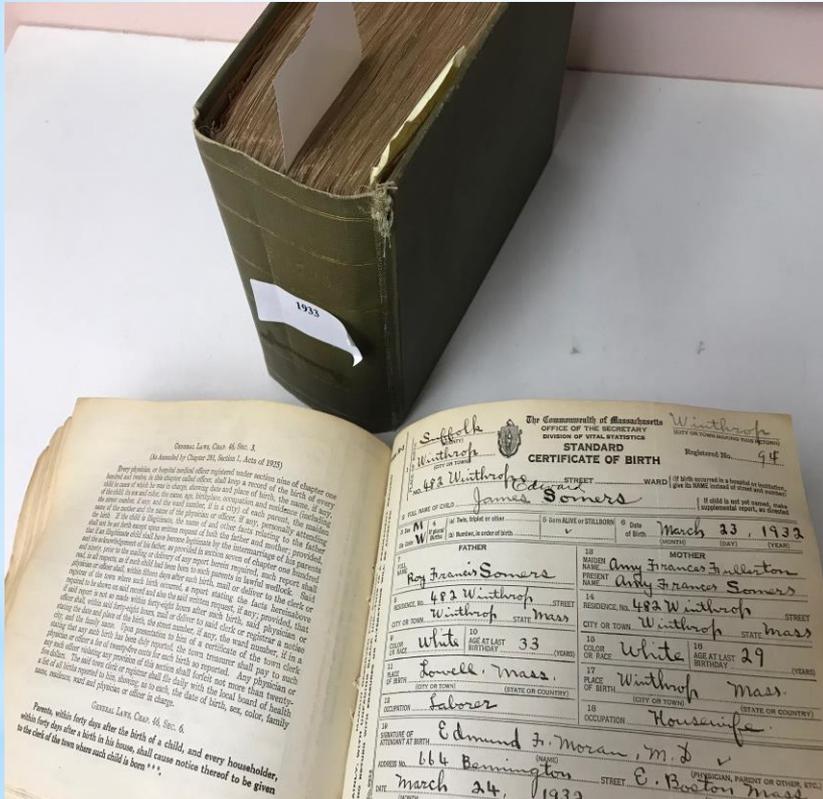
Town Clerk's Office had Preservation Allocations in FY16 and FY17

- Implemented Laserfiche Software and Server to support goals
Windows based electronic document management system
Non-editable document images and metadata created a searchable repository
Full benefits of software still to be realized as more data is created
- Digitized Birth Records from 1953-2005 over 15,000 images created
Next phase to be 1853-2004 Births-a capital request for fy18 -
appropriation needed
Original Images were scanned, treated and bound

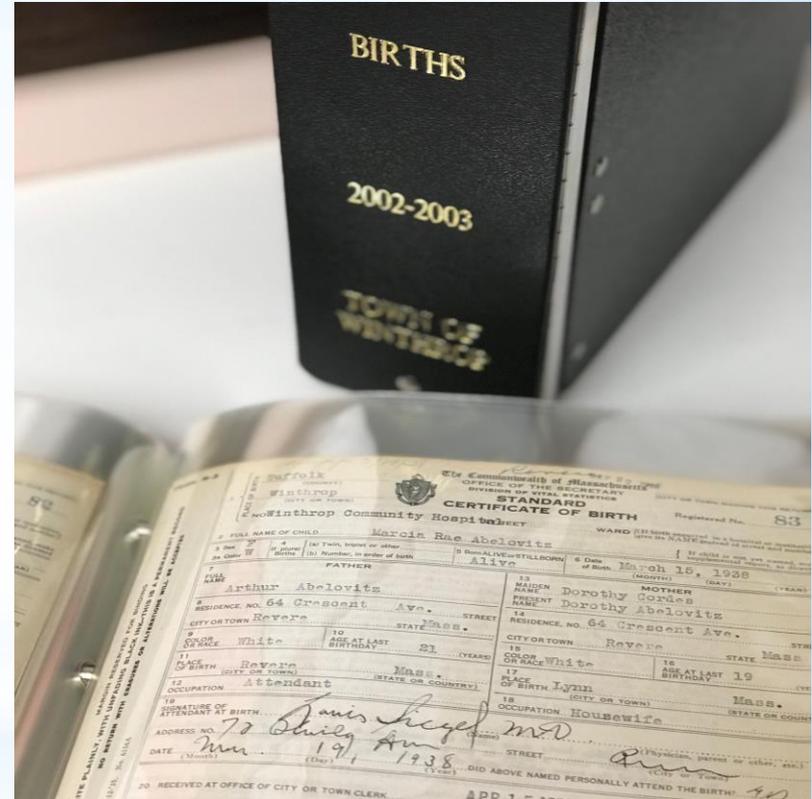
We hope to have another appropriation to continue our progress!!!

Birth Record Books

Before Preservation



After Preservation



Public Health Services and Programs

Disease Surveillance and Reporting

Over 120 reportable Disease events YTD

20 Confirmed - ACTIVE TUBERCULOSIS CASES YTD

Disease Education, Prevention and Resources

Wellness Clinics

Vaccination Clinics

Flu Clinics - Town Employees, First Responders, School Staff, Community members

150 Flu Vaccines administered this season to date

Community Health Events and Education

Dana Farber Skin Cancer Screening

Dana Farber Mammography Screening Van

Public Health Emergency Preparedness / MRC

Community Outreach

Mental Health, Hoarding, Food Services, Emergency Assistance Resources

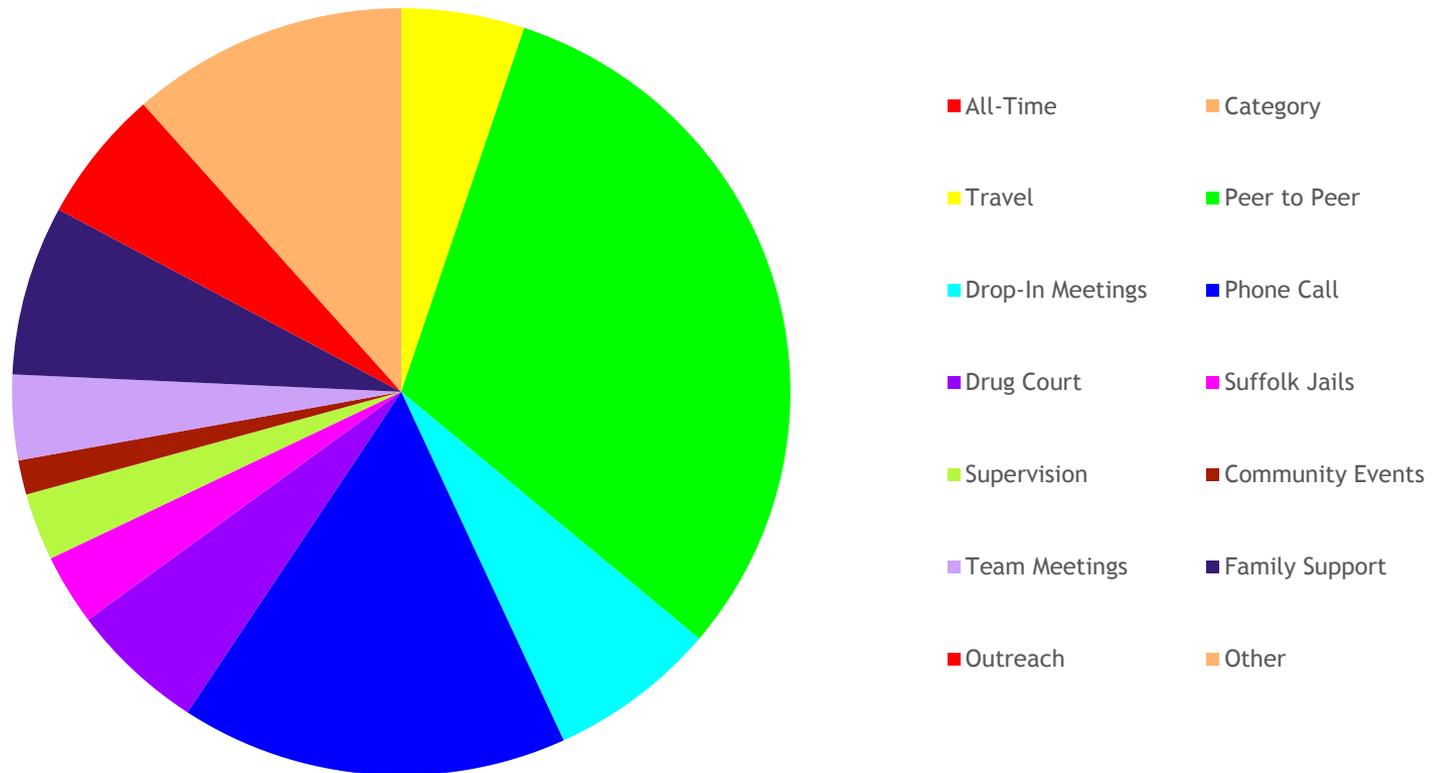
Home visits to homebound patients (referrals)



- **400+ individuals identified by the Winthrop Police department**
- **200+ Peer Recovery Coaches have engaged people in 2017**
- **60+ referrals to the Social Worker from the Police Department in 90 days**
- **14* DEATHS related to Substance Use Year to Date in Winthrop**

PEER RECOVERY COACH ENGAGEMENT

All-Time Distribution of Activities



Winthrop Medical Reserve Corp



PUBLIC HEALTH EMERGENCY PREPAREDNESS

- PHEP Workplan
- PHEP Deliverables
- PHEP Budget Reports
- PHEP Regional Meetings
- PHEP Planning
- PHEP and LHD coordination
- PHEP and Emergency Management coordination
- PHEP training and resources for the community
- PHEP technical assistance

The Future....

- * Continue to improve practices by implementing Policies and Procedures within the department
- * Develop a strategic plan with the Town Manager to meet the Health needs of the Winthrop community
- * Transition the Health Department to a new space to allow for continued growth and service delivery to the community

Human Resources Management

Town & School



Leave Management

- Workers Comp
- Unemployment
- Leave of Absence
- FMLA

Union/Labor Relations

- 5 Unions on the Town Side
- 6 Unions on the School Side
- Union negotiations
- Grievances

Benefits Cont.

- Currently serve
- All active Town employees
 - Approx. 236 of which 128 are on benefits
- All active School employees
 - Approx. 386 of which 217 are on benefits
- All Town Retirees/Survivors
 - Approx. 177
- All School Retirees/Survivors
 - Approx. 159

Recruitment Management

- Job Posting – Internally & Externally
- Interviewing
- Hiring/Selection
- Onboarding – Paperwork, Training

Succession Planning

- Identifying future leaders from within

Organization & Roles

- Job Scope
- Skills
- Experience

Compensation/Benefits

- Job Descriptions
- Salary Structure
- Benefits System

Benefits System

- Health
- Dental
- Life
- Short Term, Accidental, Cancer Insurance
- Flex Spending

October 17,
2017

Tackling Problem Properties in Winthrop, MA: Two years of continuous improvement

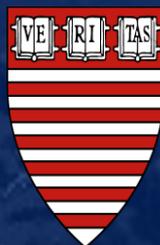
by

Manuel Gonzalez Schuler

MPA Candidate 2018 | Harvard Kennedy School of

City Coordinator | Harvard Ash Center for Democratic Governance and Innovation

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WINTHROP
MASSACHUSETTS

AGENDA

- 1. PROJECT INFORMATION
AND ACHIEVEMENTS**
- 2. PERFORMANCE & RESULTS OF THE PROBLEM
PROPERTY TASK FORCE**
- 3. DATA ANALYTICS FOR WINTHROP**

ABOUT THE HARVARD INNOVATION FIELD LAB



A joint initiative on **urban innovation** of The **Harvard Kennedy School of Government** and **The Ash Center** aiming at **improving social conditions** in five Massachusetts cities throughout the design of **data-driven strategies**, the integration of **multi-sectoral efforts**, and the use of **technological instruments** in municipal government.

WINTHROP: GOALS DEFINED IN THE 2-YEAR COLLABORATION



2016



Boosting **Efficiency** and **Effectiveness** in the area of **Problem Properties**



Improving **Public Health and Safety** for the residents of Winthrop

2017



Created by Ali Alshuaib from Noun Project
Building Capacity



Improving Systems and Processes



Producing Results

PROJECT ACHIEVEMENTS



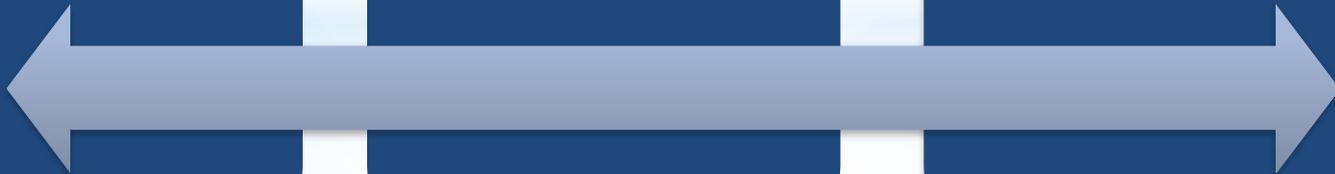
**Collaborative
Capacity**



**Operational
Capacity**

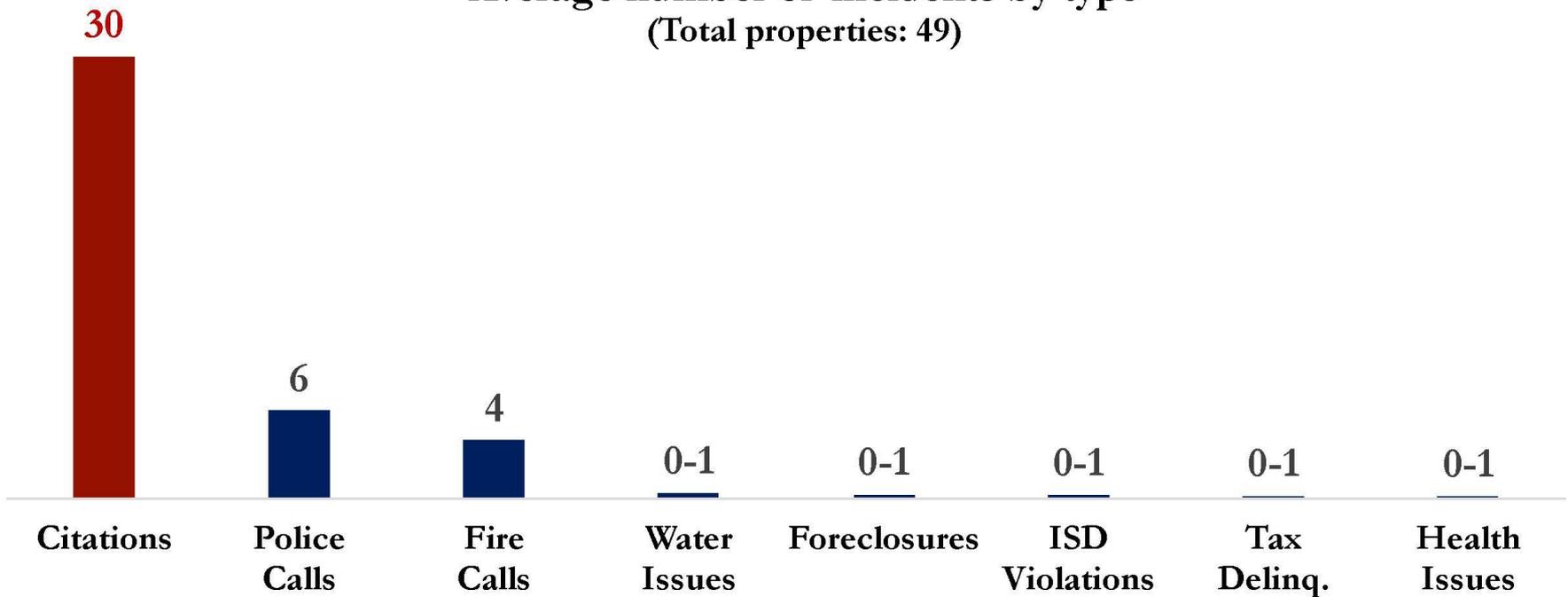


**Leadership
Capacity**



WHAT IS A “PROBLEM PROPERTY” IN WINTHROP?

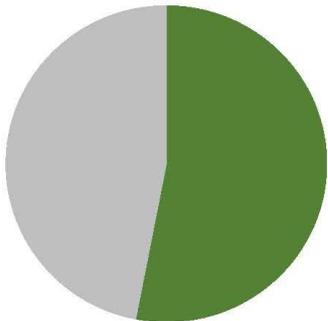
Average number of incidents by type
(Total properties: 49)



1. RESOLUTION RATE AND PACE (Effectiveness + Efficiency)

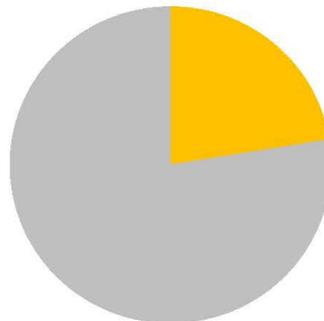
Since September 2016, the Town has identified over **49** problem properties

Resolved: 26



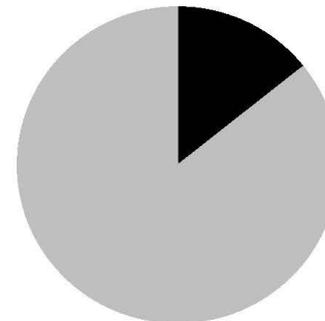
53%

Pending: 11



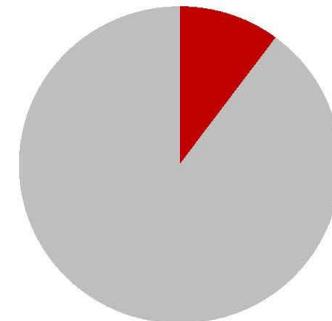
22%

New: 7



14%

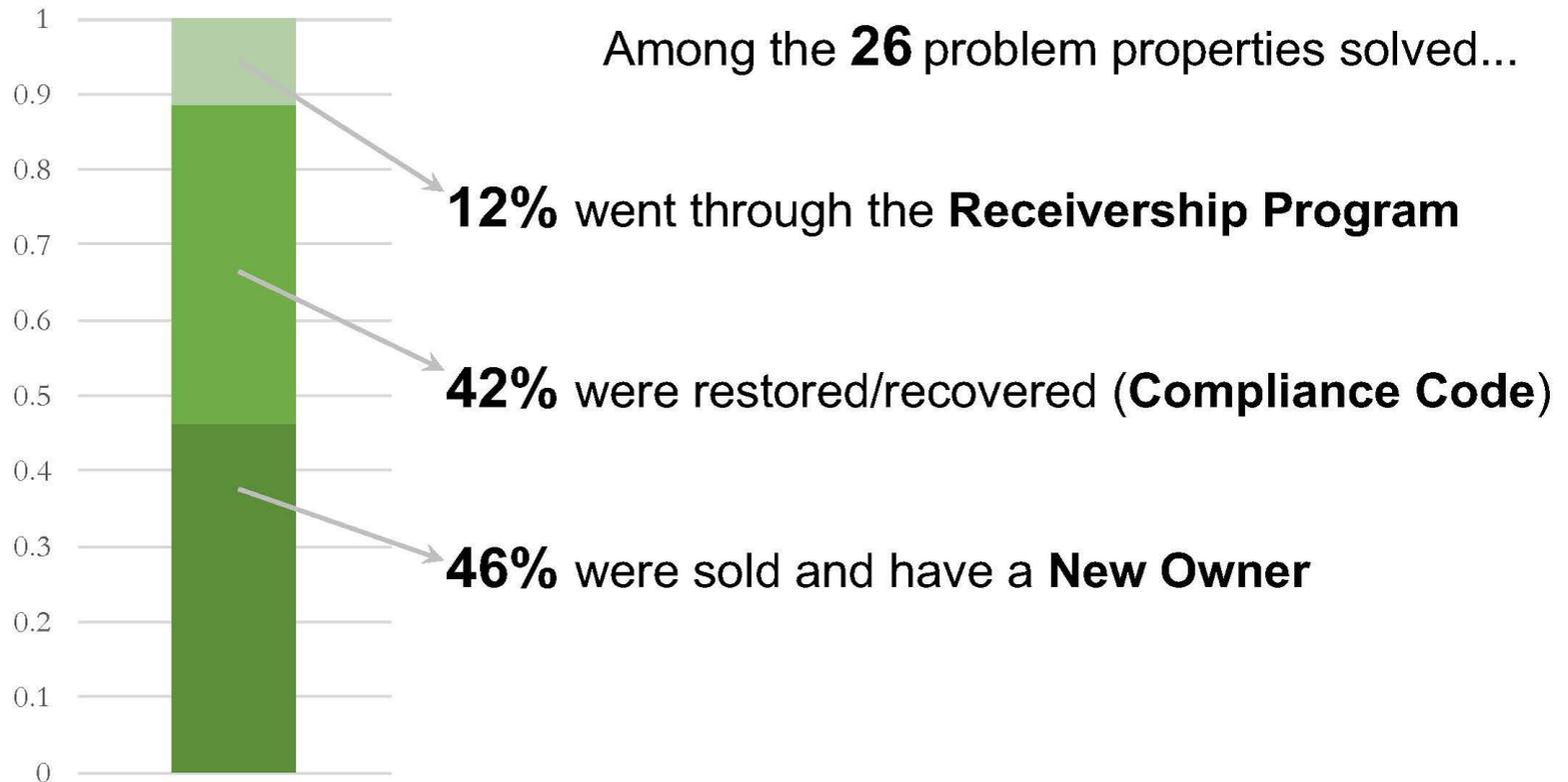
Critical: 5



10%

PACE: 2 to 3 problem properties are solved successfully every month.

2. TYPES OF RESOLUTION: WHICH IS MORE EFFECTIVE?

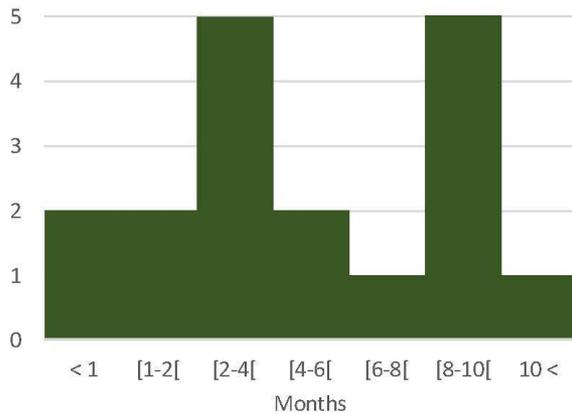


3. DURATION: HOW LONG DO PROPERTIES STAY IN LIST?

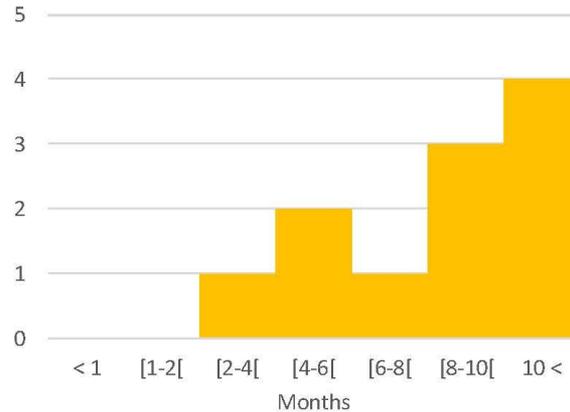
Avg. Duration (in months)	
Total	5
Resolved	4
Pending	8
Critical	10
New	1

- Some **properties resolved** were completed in the first **2 months** of activity. Other surpassed the **8-months** threshold.
- More than half of the **properties pending** have been in the list for more than **8 months**.
- Properties in **critical condition** have been in the list for more than **10 months**

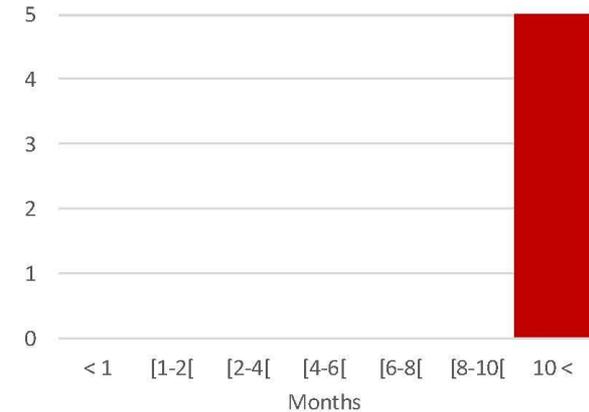
Properties: Resolved



Properties: Pending



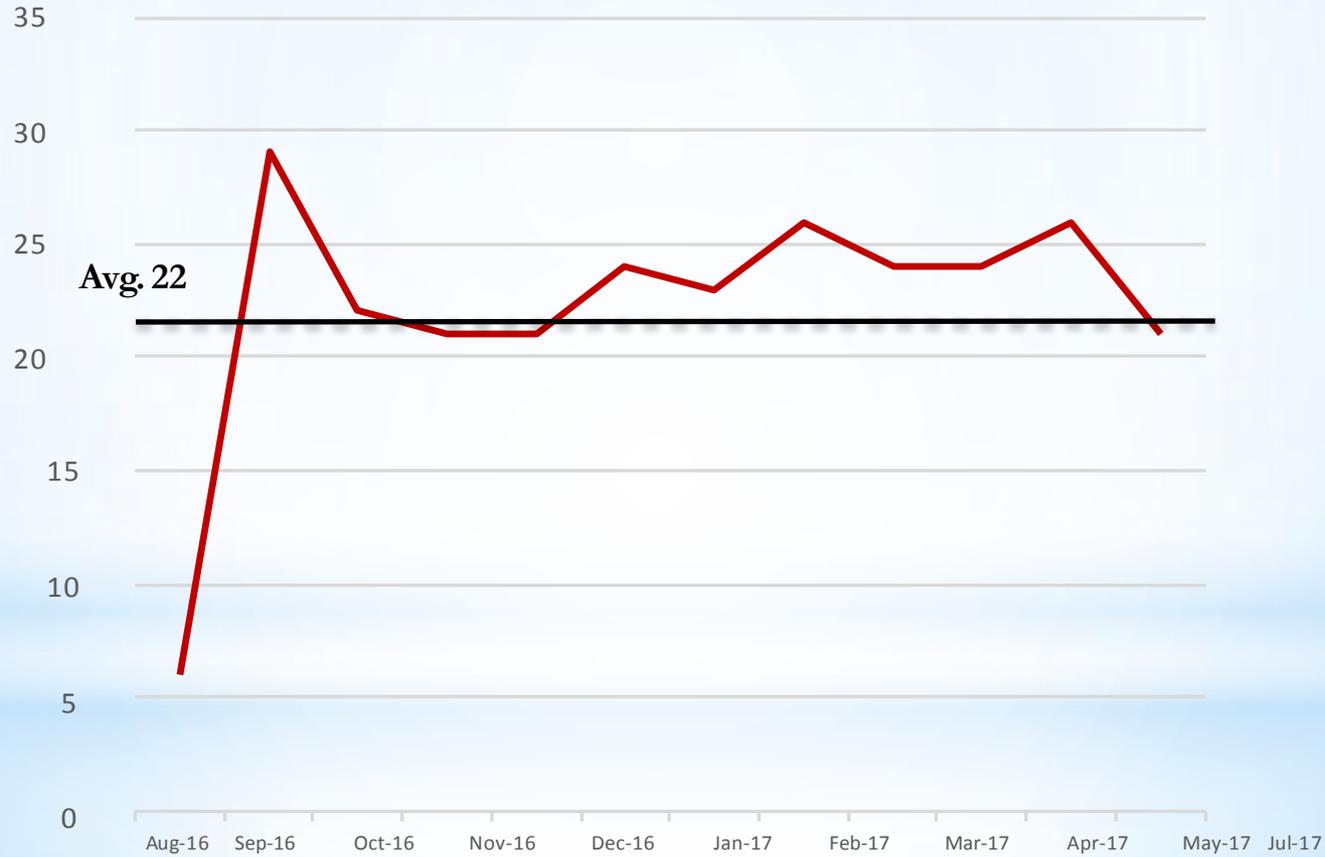
Properties: Critical



Source: Compilation based on CityNexus and the Task Force List, 2017

WORKLOAD: HOW MANY PROPERTIES DOES THE PTFF AFFORD?

The Task Force usually goes through **22 unresolved problem properties** in average every month

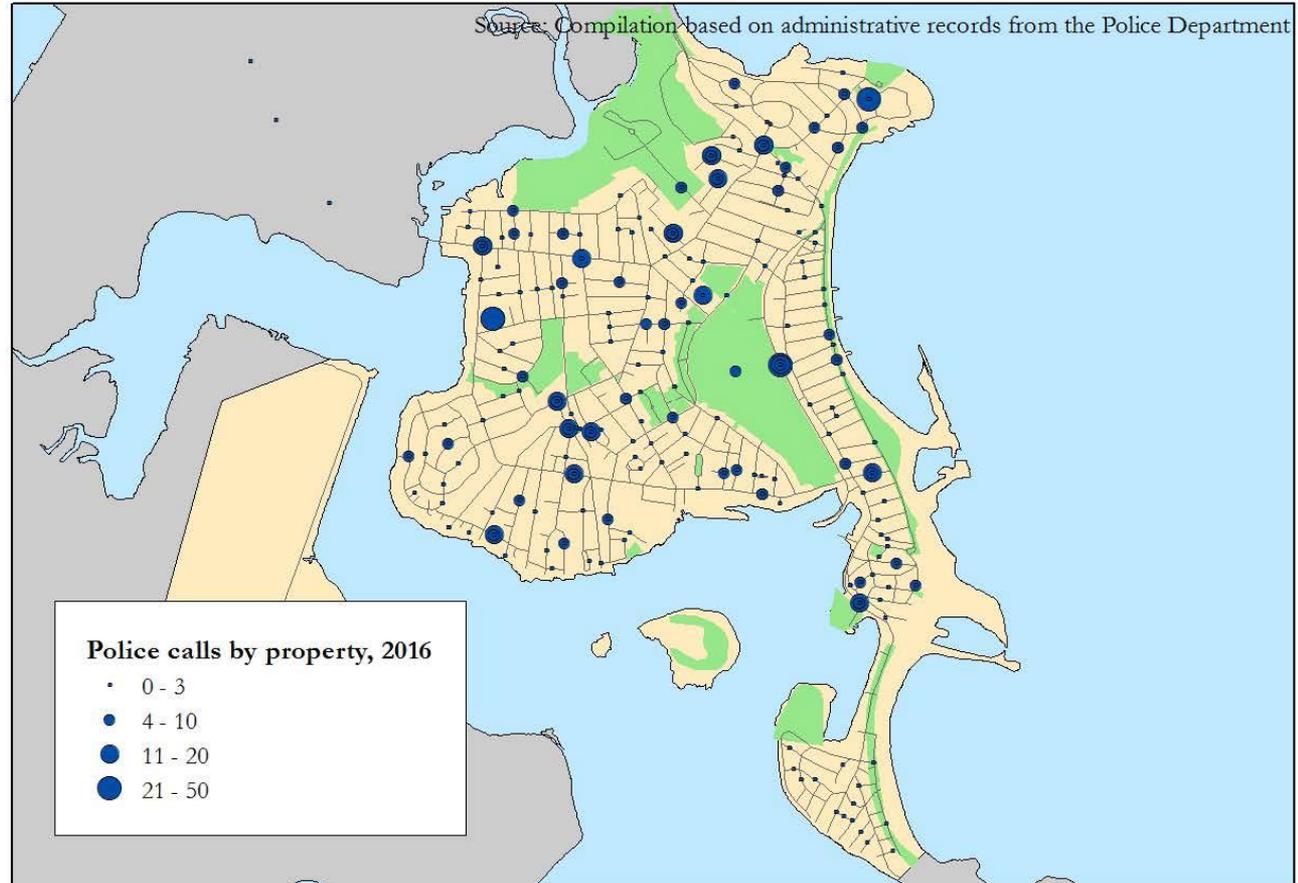


1. POLICE INCIDENTS

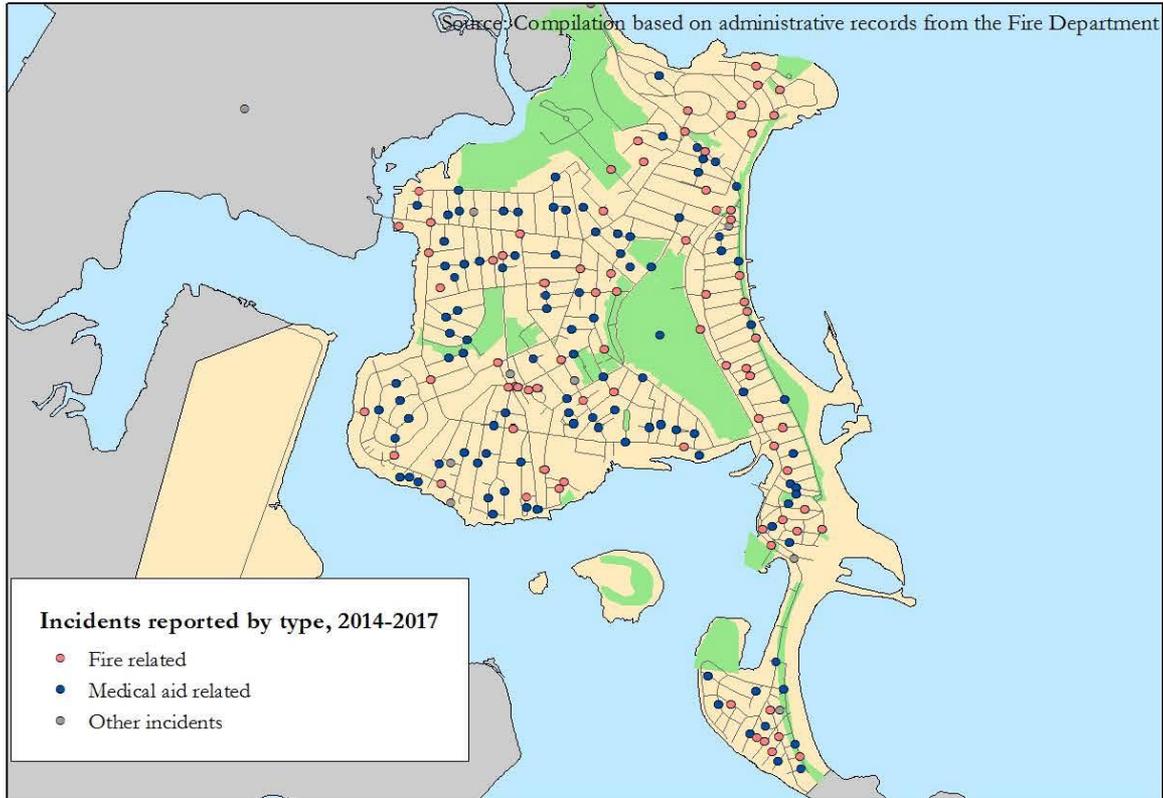
1 out of 6
calls required
medical assistance

1 out of 10
calls was a
case of disturbance

1 out of 12
calls refers to
MV or parking
complaints



2. MEDICAL EMERGENCIES AND FIRE INCIDENTS



7 out of 10
calls to the Fire Department
referred to
medical emergencies

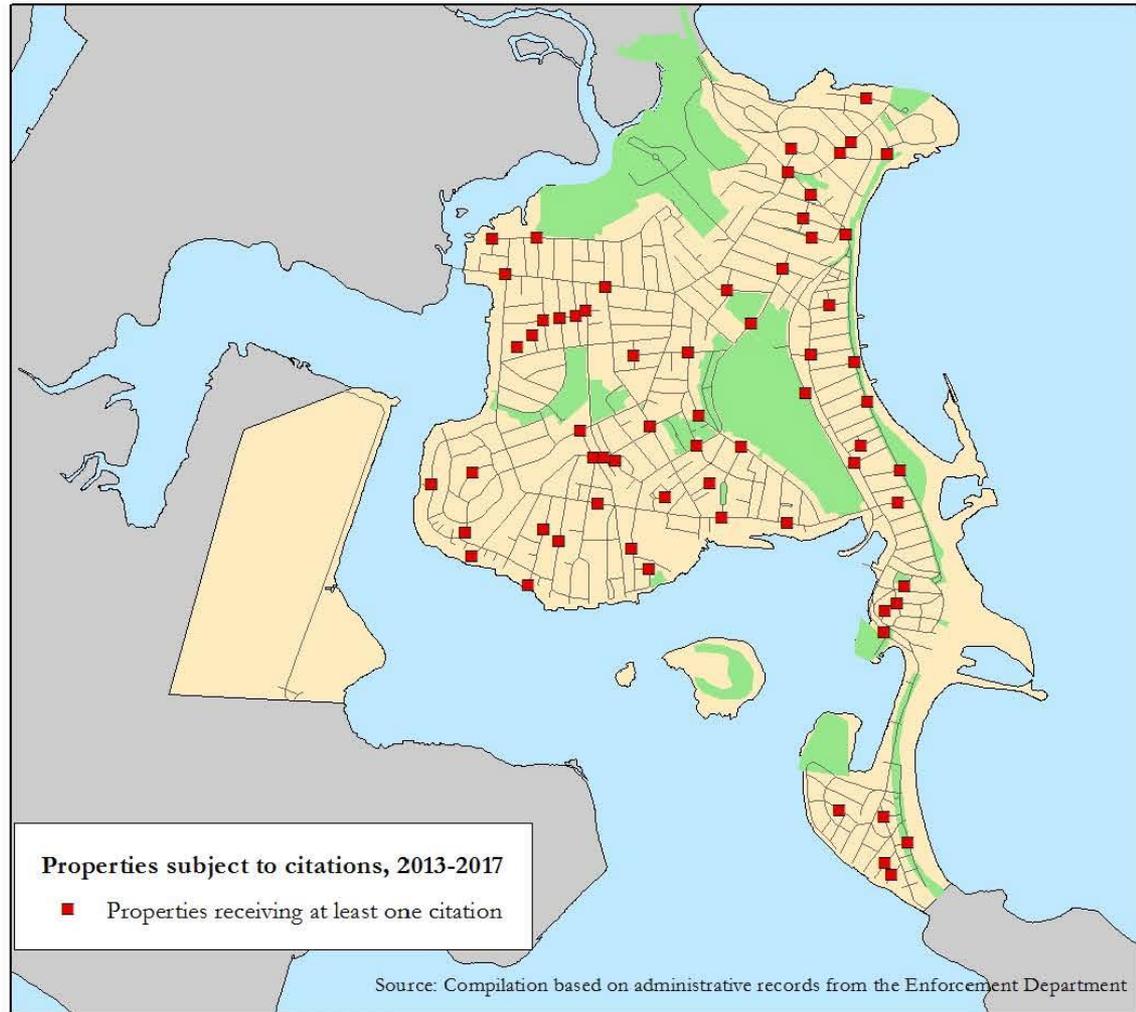
Less than
3%
were **fire related**

3. CITATIONS

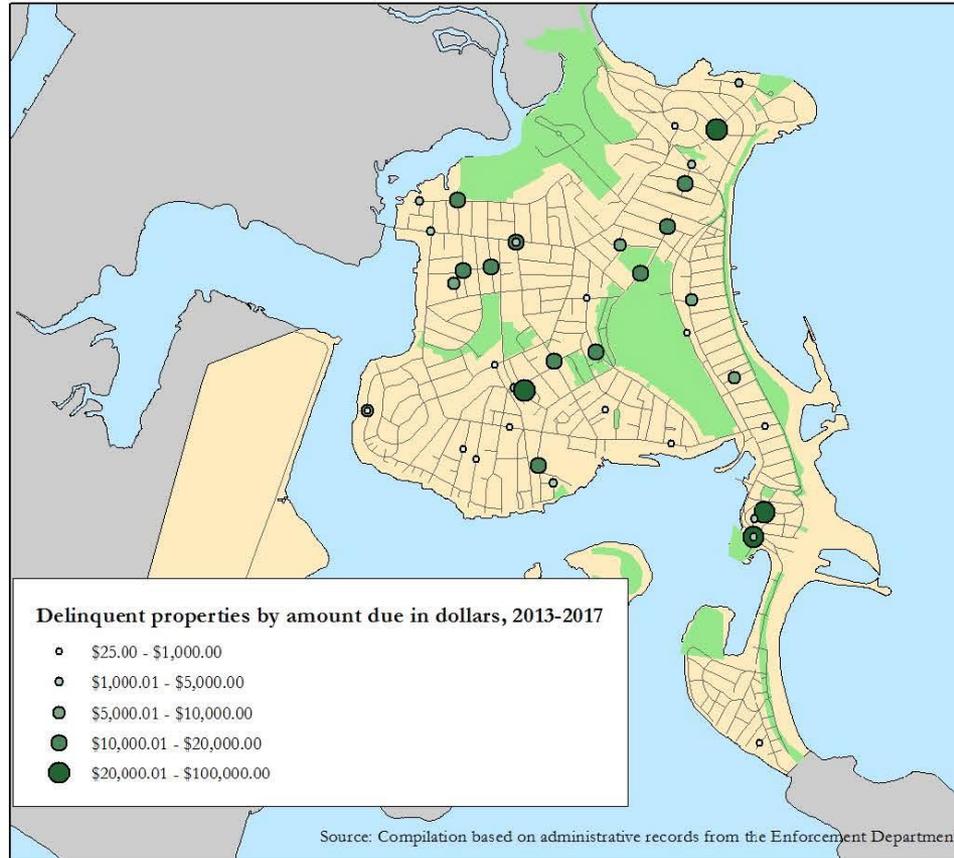
170
properties

2,071
Citations issued

\$199.5K
per year
in the last 3 years



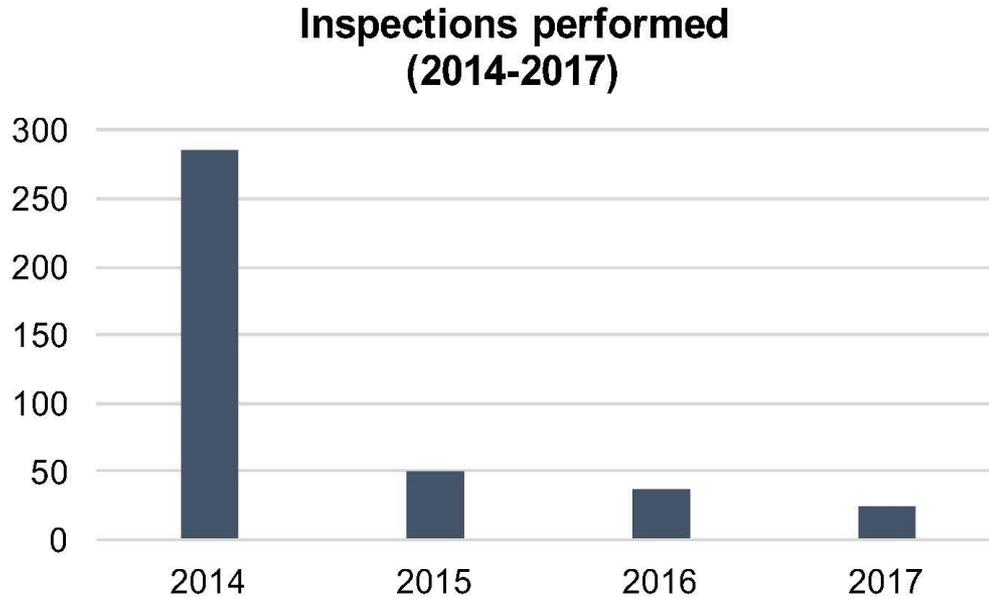
3. CITATIONS



28
of them remain
delinquent

owing almost
\$220K
in fines

4. INSPECTIONS

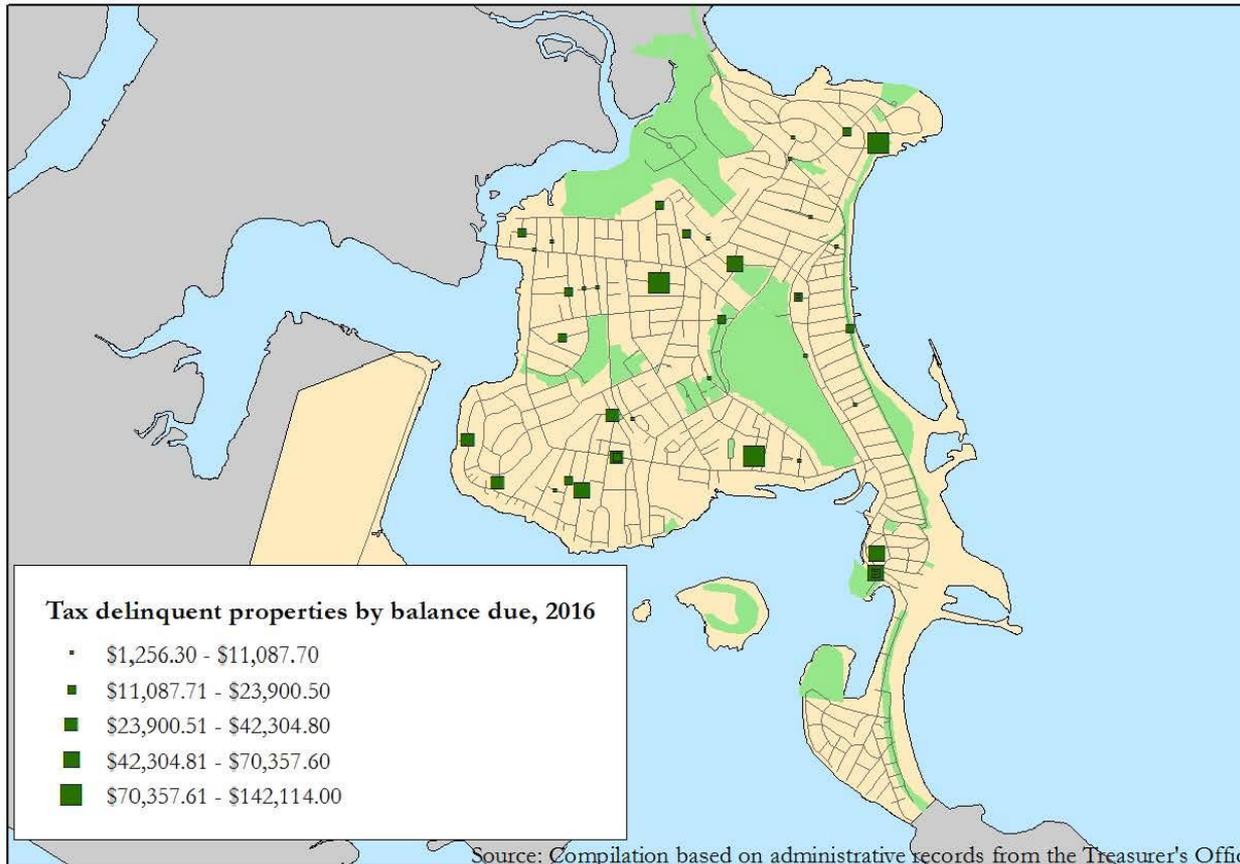


Approximately **575** properties had at least one habitability inspection in the last cycle

5. TAX DELINQUENCY

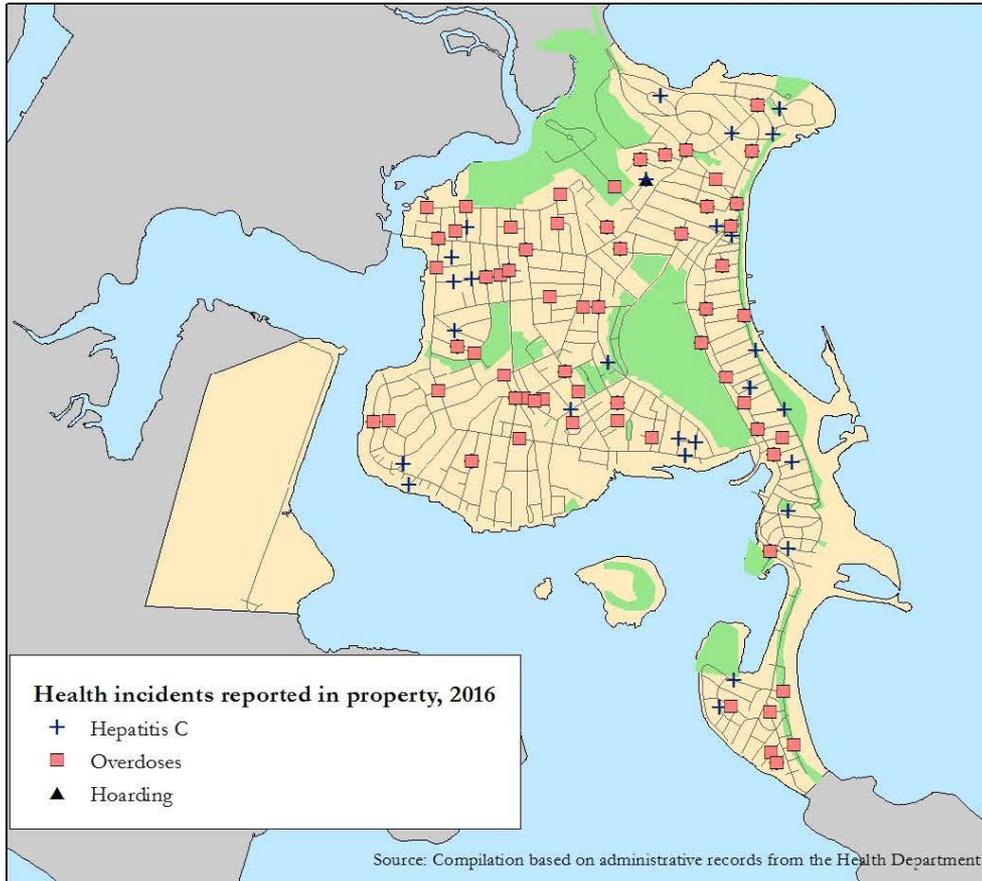
50
properties
have a
tax title
account

...



...owing
over
\$679 K
say
1.5%
of the
Town's
GF
revenue

6. HEALTH ISSUES



Overdoses:
158 properties

Hepatitis C:
107 properties

Both:
16 properties

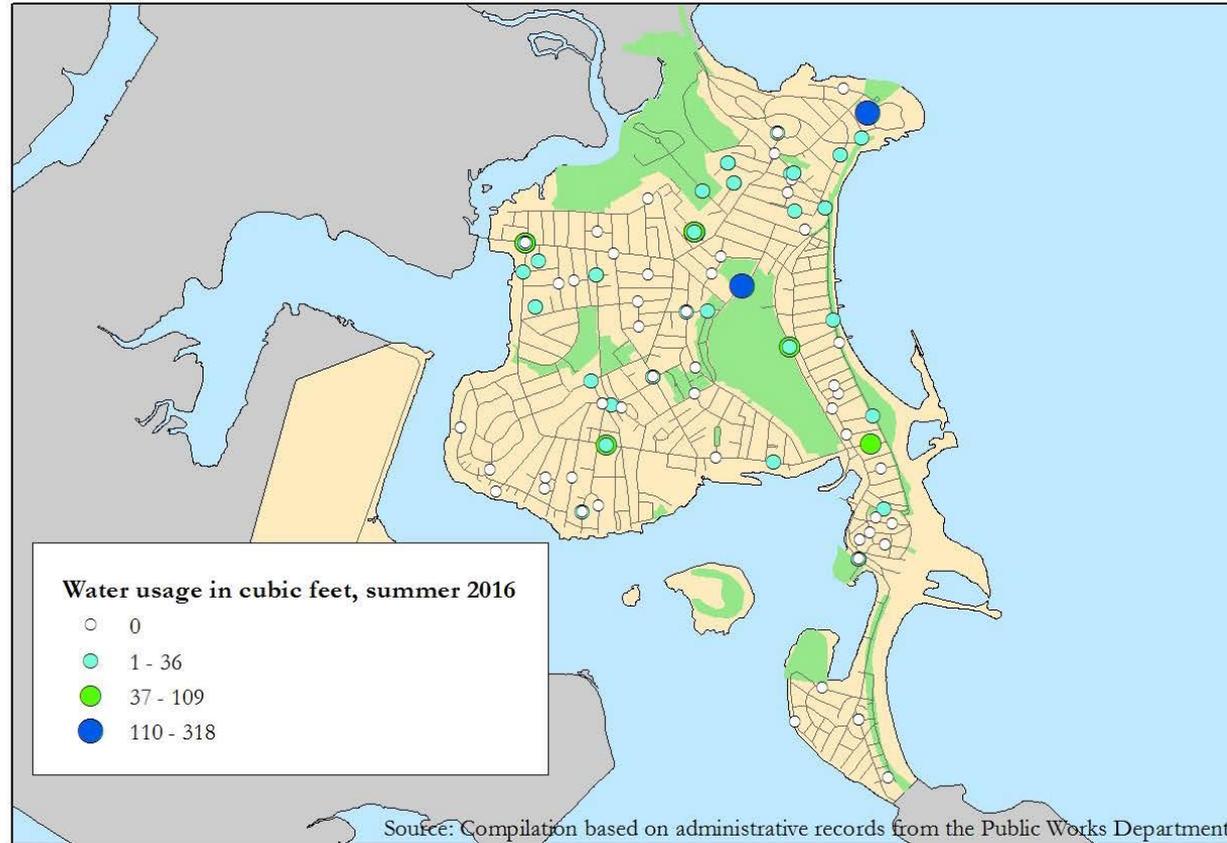
7. WATER USAGE

Low use

good metric to track
abandonment or water theft

High use

good indicator for
illegal renting or water leaks



Breakdown of the Last Three Years of 40U Citation Collections

	Number of Citations	Fine Amount	Late Fee	Total Due	Amount PAID
FY 15 Payments Collected	140	\$36,075.00	\$1,100.00	\$37,175.00	\$35,165.00
FY 16 Payments Collected	475	\$144,475.00	\$3,990.00	\$148,465.00	\$109,830.00
FY 17 Payments Collected	411	\$129,985.00	\$3,780.00	\$133,765.00	\$131,425.00
Totals	1026	\$310,535.00	\$8,870.00	\$319,405.00	\$276,420.00

Unpaid 40U citations that are more than 51 days old are placed on the third quarter tax bill as a lien against the property.

Potential FY 18 40U Liens as of 10/16/2017

	Number of Citations	Number of Properties	Fine Amount	Late Fee	Total Due
FY 18 Potential Liens	631	18	\$176,250.00	\$6,310.00	\$182,560.00

THANK YOU!

<http://www.fieldlab.ash.harvard.edu/>