

## **TOWN COUNCIL MEETING MINUTES OF SEPTEMBER 21, 2021**

### **President Boncore Opens Meeting to order at 7:00 PM, with the Zoom information**

#### **ROLL CALL**

Present: Councilor Flockhart, Councilor Demarco, Councilor Letterie, Councilor Honan, Councilor Ferrino, Vice President Christopher, President Boncore

Absent: Councilor LoConte

#### **PLEDGE OF ALLEGIANCE**

Councilor Honan

#### **MINUTES**

Motion by Councilor Letterie to accept Minutes of September 7, 2021

2<sup>nd</sup> by Councilor Ferrino

Discussion

There was a change requested by Councilor Honan, which was corrected

#### **ROLL CALL VOTE**

Approve: Councilor Ruggiero, Councilor Flockhart, Councilor Demarco, Councilor Letterie, Councilor Honan, Councilor Ferrino, Council Vice President Christopher, President Boncore

Absent: Councilor LoConte

Motion Passed 8-1

Council President attending the Cottage Park Yacht club for the international racing, it was enjoyable seeing different flags and countries who entered, great to see them and they excited to be here. If you get a chance, visit the CPYC to also enjoy the races.

#### **GENERAL INFORMATION AND RECOMMENDATIONS**

Interim CFO Steve Cirillo

Prior to Steve speaking, Interim Town Manager Delehanty would like to introduce Steve and an outline of what he and Steve has been working on, which is the strengthening of Winthrop's Fiscal Condition And how to project 3-5 years out. Steve has issued a memo in reference to this, and Town Manager asks how the Town Council would like to proceed as for going through and asking questions?

Also, after this session, they will invite the Town Council and Finance Commission in small groups as to no form a quorum and review this mem.

Interim Steve Cirillo introduces his memo and how he came to this forecast....

PLEASE SEE COPY OF MEMO, which Interim CFO reviews in depth....

Councilor Letterie thanks Interim CFO for this presentation and looks forward to reviewing finances with him to discuss.... he reviews a few now....

Schools....eliminate use of one-time funds.... (\$900,000) he compares to this year level service budget was \$1.3 Million and we only gave \$600,000, they were \$300,000 short this year, if we went to \$900,000 (Per memo), they would be short ...

Interim CFO explains, you might think this but has had a conversation with Superintendent Howard...

Town Manage Position-Believes there were funds used and must be reviewed...

IT Dept. he does agree with

Pension information will be needed to be reviewed...

Local Receipts, he agrees with CFO, and leads to free cash and needs to be more aggressive....

OPEB definite concern, he does not want to discourage people that we are significantly unfunded

Retirement board takes over maintenance if another review to be discussed.

Interim CFO does look forward to speaking with all in reference to this memo

Interim Town Manager Delehanty would like to clarify a comment, he and Interim CFO have met with School Department extensively, had invited the Superintendent to tonight's meeting as this memo was to be discussed including the school budget. He believes Superintendent can live with \$900,000...does she want more? Of course, but they went back through this and really squeezed numbers, and this is the best we can do for the schools...

### **PUBLIC COMMENT**

Peggy Roberts (P3) Complaining about the airplane noise and concerned with the runway extension and asked if the Town Council will oppose this?

Council President reports that Massport states funding cannot be used for soundproofing but would like to fight this .... Massport will be at a Town Council Meeting within the next couple of months to explain.

This is also a safety buffer not a runway extension.

### **PUBLIC COMMENT CLOSED**

### **CORRESPONDENCE-**

**Please see attached**

### **COMMITTEE REPORTS**

#### **Finance Committee**

Councilor Letterie reports on this meeting and the two items on agenda

-Abatement Trash Fee-Good to begin discussion and want to make sure process to get an abatement is discussed and how the process will begin.

-Vote on Vocational School-Proposal for a new school, cost roughly \$317,000,000. They would be allowed an MSBA reimbursement, 12 communities involved. Still reviewing as must be approved by each community.

Reached out to our liaison, Rob O'Dwyer and he will be attending the meetings with the Voke and will report to the Town Council.

#### **Public Safety Committee**

Councilor Lockhart, reports on meeting which included agenda item, small bump out in front of Cervizzi's .... PLEASE SEE ATTACHED COPY OF MEETING MINUTES

Council President has asked the Public Safety Committee to re-open and do more research on the Public Access Road of the Cummings School.

## **TOWN MANAGER REPORT**

Reports on Chief Flanagan retirement last day will be Sept. 30, 2021. There will be a community BBQ on Town Hall greens and asks all to please join.  
Interim Town Manager will be naming Scott Wiley as Interim Fire Chief.

In reference to the temporary parking lot in French Sq, he refers this to Director Calla

Director Calla reports that within a two week look ahead, construction will begin in the French Sq. parking lot...and it will be dismantled and will begin drainage and conduit work and starting reconstruction of French Sq.

The parking lot at Citizens Bank will also be in construction. We will be dealing with both parking lots being under construction simultaneously. This will result in loss of parking, hoping to be completed as soon as possible.

Staging area currently in the Rink parking lot will be dismantled by November 12<sup>th</sup>.

Council President asks if parking lots can be staggered?

Director Calla reports, we could, but it would hold up project and a monetary cost.

Interim Town Manager Delehanty, reports that he asked Director Calla to explore water main on Bartlett Rd... this could be a million-dollar project and can use ARPA's money.

We have Assistant CFO attending ARPA'S review making sure we are funding money correctly.

Being cautioned on loss revenue and how to calculate and make sure this is being spent correctly... Powers and Sullivan are offering pre audits...

Has asked Director Calla to review the drainage on Crest Ave. Not sure if noticed but the last several storms have caused quite a flooding...business owners have reported their wheel wells covered in water. Not sure if we can do this, but it is being reviewed.

Old curbing from the center but projected cost is about \$200,000 to move, Director Calla does have where can go, but will be costly...Town Council can either approve or not.

Councilor Honan asks if this includes installation?

Director Calla reports total cost would be approx. \$250,000, additional for installation

Interim Town Manager Delehanty reports it has come to his attention that the Greenway Grant, signed off by prior Town Manager and Friends of the Greenway. It is a \$87,700 Grant, whoever drafted grant committed town to \$33,900, he has questions as this is significant money.

Director Calla not sure if this includes engineering cost, this is still being reviewed.

Fall Household Hazard waste on October 2, 2021...please see DPW Website

In reference to the new Northeast Vocation School, the regional school district voted in favor, this gives the town 60 days to act, if no action taken, the town would be responsible for payment of \$435,000 for the next 30 years on top of current \$900,000. Other communities are sending memos to their council requesting a negative vote and asking for a ballot vote. Interim Town Manager does not deny a new school is needed but the cost is a concern. The Superintendent will come to a Town Council meeting if this is the Council's request. Prayers for a football player seriously hurt during a game.

Fort Banks access road, he urges to consult with the DPW Director, about 30% of his operation would be affected, would like his input.

Councilor Ferrino asks if ARPA's money could pay for this.... Interim Town Manager replies, Public Safety, Broadband, water sewer drainage, loss revenues are the four categories of ARPAS's money.

Public Health Director Reports on public updates-**Please see attached update, also on town website**

Councilor Ferrino asks about a lawsuit, fatality and one of the criteria is that a fence always be place at French Sq.

Director Calla reports their new design does not incorporate a fence but a buffer zone with seating.

Town Manager asks for name and court, but he could not find any settlement agreement at this time.

Councilor DeMarco asks if the two pieces of narrow gage will be included back in  
Director Calla states yes.

Councilor Letterie asks about swing replacement in park...they will be replaced.  
It is also unfortunate parking lots in center are being done at same time, he would like to acknowledge that Gioso is behind which is causing this problem of confliction.  
Comments on the Vocational school and the need for a new but it comes down to finance....

### **SCHOOL COMMITTEE REPORT**

Council President reports School Committee has had two meetings since Town Council last meeting....  
Renaissance program and giving students courses and help with this....  
Moving forward with accelerated learning.  
The accreditation team coming in October to accredited.  
Current report, athletics working and open spectators at all fields and games, 230 students in sports.  
School Committee passed motion to name road behind Middle School High School, the Frankie Fabiano Way, Frankie was very excited to hear this news.

Covid report, Sept. 1-10<sup>th</sup> /11 positive cases- 3 in Forth Bank, 8 in High School  
Sept. 13<sup>th</sup> -17<sup>th</sup>/ 7 positive cases -2 middle 5 high school  
Total 18 since school started, but no school spread

### **OLD BUSINESS**

Fort Bank Access Road-Council President referred to Public Safety Committee  
Flag Policy  
Tree Ordinance

There are no reports on the Flag Policy or Tree Ordinance. Council President asks that these be carried over to old business for our next meeting and hopefully a meeting will be scheduled for discussion.

### **NEW BUSINESS**

-Pest Control- Councilor Letterie asks this to be put on agenda as there has been increased activity outside CBD, Palmyra, and Ingleside area, asks if more baiting can be done. If this is a spread from the CBD, it is something that needs to be addressed.  
Interim Town Manager reports Melrose was on news and is having quite a problem. Not that we should have this problem, but it is not germane to just our community, but baits will be done and inspected. We are also in the process of reviewing companies with this baiting issues. We don't bait private property; we will bait public and try to determine where rodents coming from. Now with Trash coordinator we will need cover requirements.

Councilor Ruggiero thanks for baited work that has been done in his precinct. Wondering if education could be done for the citizens, 10 steps on how to avoid...etc.

**-Inspectional Services Fees-Council President refers to the Finance Committee and Rules & Ordinance**

-Town Council appropriate \$90,000 from the FB Reserve of Overlay Surplus Account to Assessors Consulting

**Line-Council President refers to the Finance Committee**

-Town Council appropriate \$86,000 for the Dog Park/Golf Shed Project- **Council President refers to the Finance Committee**

-Town Council appropriate \$20,000 from TC Reserve for the search of a Town Manager- **Council President refers to the Finance Committee**

**PUBLIC COMMENT**

John DaRos (P4) Question about June tragedy and how it affected the neighborhood, he personally commends all involved and is curious to know how to have discussions with who you may not agree with, etc... where do we go from here? Are there other things being discussed? Curious to know what is happening to site?

Council President requested site taken down a while back, but we had problem with hazardous materials due to accident...had to have EPA come in and review.

Interim Town Manager reflects not necessarily hazardous materials and hazmat permit has been assigned and demolition will commence. We also wanted to make sure our residents had time to deal with this tragedy in their own way.

Public Director Hurley reports that they are working with an Organization, And Still We Rise, they are particularly focused on vulnerable populations, marginalized populations, they develop mental health and support. She will be announcing in the next week, three events, October 7<sup>th</sup>, 14<sup>th</sup> and 21<sup>st</sup>.

Will be meetings to begin with community relations and update and really trying to help citizens that Are vocal with our community, have been working with Mi-Amore, Schools, Religious facilities... Neighbors have also been very active in memorializing these individuals.

CDICR is having a meeting tomorrow night that all may attend.

**PUBLIC RELATIONS / UPCOMING EVENTS**

Fall Forum – (Delivery of Services by Town) Schedule for 10-19-21 Senior Center 7:00PM

Councilor DeMarco requests information on the RFP Committee for the Middle School and if a meeting has been scheduled?

Interim Town Manager reports that a bid has gone out for technical services he has put together a team of 3 people to evaluate the responses and once this is done, then a meeting will commence.

**ADJOURNMENT**

Motion by Councilor Letterie to adjourn at 8:45 PM

2<sup>nd</sup> by Councilor DeMarco

Motion Passed

A DVD of this meeting is available from WCAT / [www.youtube.com](http://www.youtube.com)

Public Documents used in the meeting are available at Town Managers Office.

Documents Used in this Meeting: Handwritten Notes / Committee Openings Documents Roll Call Log

Written Motions / Verbal Motion

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Respectfully submitted,  
Town Council Clerk  
Denise Quist

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# TOWN OF WINTHROP

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

To: Chief Terence Delehanty, Interim Town Administrator  
From: Stephen Cirillo, Interim Finance Director *SC*  
Date: September 8, 2021  
RE: **Strengthening Winthrop's Financial Condition (FY 2023 and beyond)**

The Town of Winthrop developed its FY 2022 Financial Plan during a period of a world-wide health crisis and disruptive local administrative leadership issues. The economic down-turn as the result of the pandemic left municipalities searching for revenue to support ongoing services. Winthrop completed its FY 2022 budget process with the adoption of a Financial Plan that included a balanced budget, based upon the use of non-recurring funds, and low fund balances within both the General Fund and Enterprise Fund budgets. The proposed strategy, below, attempts to correct structural and service delivery deficits and strengthen the Town's General Fund and Enterprise Funds financial condition in future years.

The goals of the strategy are as follows:

1. Eliminate the structural deficits in the General Fund Budget;
2. Build future budgets based upon sustainable revenues;
3. Include budget initiatives to strengthen service delivery in key areas;
4. Implement strategies to address unfunded liabilities;
5. Implement policies to improve General and Enterprise Fund balances (Liquidity);
6. Link Capital Planning between the General Fund (Bonds) and the Capital Stabilization Fund (pay/go).

In order to determine the financial condition of the community, I have used standard tools, a "Long-Term Capital Improvement Plan" and a "Long-Range Revenue and Expenditure Forecast" to identify areas of financial weaknesses. Both of these tools are essential first steps in aiding both Administrators and Policymakers in developing long term strategies to meet future budgetary pressures. These tools are readily available and should be incorporated into the early stage of the annual budget process. Both the Long- Range Capital Plan (October) and the Long-Range Forecast (November) should be prepared by the Town's Finance Director, prior to the development of the next annual Financial Plan. Attached, please find a draft Long-Range Capital Plan in Attachment # 1, and a Long-Rang Revenue and Expenditure Forecast in Attachment # 2.

## **1. Eliminate the structural deficits in the General Fund Budget**

A generally accepted accounting practice and best practices for developing municipal budgets requires matching recurring revenue with recurring expenditures, and non-recurring revenue with non-recurring expenditures. Structural Deficits are created by the use of non-recurring revenue to support recurring expenditures. The Town's FY 2022 Town Manager's

Budget proposal included \$580,000 (ARPA Funds = \$450,000 and General Stabilization Fund = \$130,000) of non-recurring funds, creating a structural deficit. It is the current plan to substitute additional local receipts and reduced state assessments for the ARPA Funds. Further, it is our intension to substitute additional local receipts for the General Stabilization in FY 2023 to entirely eliminate the structural deficit.

## **2. Build future budgets based upon sustainable revenues**

Sustainable revenue is recurring revenue. This includes property taxes, state aid, local receipts and other revenues. It does not include debt exclusions, free cash, State and Federal Grants, or the General Stabilization Funds. Recurring revenue needs to grow at an average rate equal to the growth in expenditures in order to annually balance budgets.

**Property taxes** are usually the largest source of revenue for Massachusetts communities. The calculation for estimating property tax revenue is to simply take the prior year annual net levy (before debt exclusions), plus a 2.5% increase, and plus new growth development. There are other limitations that currently do not apply to Winthrop. The new growth development is the only variable factor in the calculation and is driven by normal growth (upgrading kitchens, bathrooms, garages, etc.) and growth from larger development projects. It is critically important that the Board of Assessors identify all new growth, as once it is recorded, it is permanently in the yearly base property tax. The Town has strengthened the communication link between the Town Building Permits Department and the Assessors Department so as to identify all new growth in a timely basis.

**Recommendation** – After the issuance of the building permits, but prior to the occupancy permit being issued, the Building Inspection Department must review the overall project to identify the true value of development. This will generate additional new growth and local receipts.

**Local Receipts** are another source of revenue that is affected by local volume, demand and pricing. The pandemic caused a significant drop in these revenue sources. As the world emerges from the effects of the pandemic, the economy is beginning to recover. At this point, it is advisable to look at the level of local revenues actually collected in the fiscal year prior to the epidemic. Using FY 2019 actual local receipts as a benchmark, the FY 2023 revenue can be adjusted to eliminate the remaining structural deficit and offset the effects of annual inflation.

**Recommendation** – A complete review of General Fund local receipts and Enterprise Fund user fees is warranted, as some fees / fines have remained the same for a period of time. In order to determine the correct pricing of individual fees, fines and permits, it is recommended that Winthrop seek professional consulting services. This may help the community avoid the politization of revenue increases. Enterprise Fund revenue can support the portion of the analysis associated with enterprise fund fees. The General Fund analysis can be supported by the unallocated (20%) portion of annual free cash.

**Recommendation** – Due to the necessity of knowing that revenue would increase prior to the submission of the next annual budget, the Town should consider transferring some of the responsibility for setting fee/fine levels with the Town Manager or Finance Director. Knowledge of the sustainability of revenue would strengthen long-range financial planning process.

**Other Revenue** is generated from the transfer of revenue from outside funds or sources (Building Maintenance Fund, Cemetery, etc.). The largest source of revenue is generated from charging the Town's enterprise funds for services rendered by the general fund. Currently these overhead charges are inconsistent, with some funds being over charged and other funds being under charged.

**Recommendation – A complete review of overhead charges should be conducted to identify all enterprise fund costs supported by the general fund.**

**3. Include budget initiatives to strengthen service delivery in key areas**

As the fortieth anniversary of the implementation of Proposition 2 ½ approaches, municipalities have fallen into a repetitive process of including a small constant salary COLA, level funding all non-personnel line items and waiting for the final numbers on State Aid and health insurance. This approach for the most part, does not consider changes that occur in service delivery demand or implementation. A most recent trend of experienced people not being attracted to a career in the public sector has created key departmental vacancies. This in turn creates a need to increase key staff salaries in order to deliver services in the manner that citizens and taxpayer's desire. Further, State and Federal regulations, have increased the service delivery requirements, particularly in public education.

**Recommendation – Increase the School Department FY 2023 budget base by \$900,000 (3.94%) in order to assure that service delivery is supported by recurring revenue rather than Federal and State grants.**

**Recommendation – In order to attract a qualified and experienced Town Manager, the FY 2023 salary should be increased to \$220,000. In addition, in order to allow the Finance Director, the time to analyze and recommend future financial planning strategies, the creation of a previously existing position, Assistant Town Manager should be made at a salary of \$70,000.**

**Recommendation – The volume of building activity has increased over the past few years. In order to complete inspections on a timely basis, and identify sources of new growth taxes, a current part time inspection position should be expanded to full time, at an additional cost of approximately \$25,000. This initiative would occur concurrently with recommended fee increases for Building and Health permits. A review of the Department organization structure is also warranted.**

**Recommendation – The Town needs to review pay and class designations for all Town employees as well as update job descriptions for all union and exempt positions. Estimated cost of \$50,000.**

**Recommendation – The Ferry Enterprise Fund cannot provide sufficient revenue to maintain the service. This service should be eliminated.**

**Recommendation – The Information Technology (IT) Department needs to be re-organized. There is no budget amount associated with this recommendation. The Finance Director should take charge of this project and report to the Town Manager regarding staffing and budget implications.**

#### **4. Implement strategies to address unfunded liabilities**

There are three unfunded liabilities that municipalities must address in order to secure a strong financial condition: Pensions, Retire Health (OPEB's), and employee vacation / sick leave buy outs. Due to strong leadership in the Winthrop Retirement Board and a steady and healthy investment environment, the Town's Pension system is nearing full funding of the its unfunded liability. If the current projections hold, the System shall reach the full funding level in approximately the second half of FY 2027. If this occurs, the annual required contribution (ARC) for pension appropriations shall be significantly reduced.

Winthrop's current OPEB unfunded liability, as of the latest actuary analysis, is \$109,500,000. The Actuary has recommended an ARC of \$570,000 with an escalator of 3% per year. Both the unfunded liability and ARC will increase in future years. The Town funds the annual cost of retiree health benefits in the financial plan, but does not provide recurring funding for the unfunded liability. It has occasionally appropriated some prior year free cash for this purpose. Presently, the OPEB special revenue fund is approximately \$343,000.

The current organization structure of the OPEB special revenue fund also adds to the unfunded liability. The OPEB fund is recorded on the general ledger as a special revenue fund and is controlled by the Town Treasurer. As such, these funds are subject to reduction or elimination, if the Town were to suffer a legal liability loss. As a result of this organization structure, the biennial actuary analysis can only assume a rate of return of OPEB fund investment at the same level as general fund cash (approximately 2%). If the Town were to appoint an independent and autonomous OPEB Advisory Board (municipalities often appoint the Retirement Board) the funds would be legally protected and may utilize a higher estimated rate of return equal to that achieved in the stock market (approximately 7%). This would significantly reduce the OPEB unfunded liability.

Employee vacation and sick time buy back is a small but growing unfunded liability. The Town should implement policies that would control the cost of this liability.

**Recommendation – Upon reaching full funding of the Town's Pension liability, analysis should be completed to identify the appropriate ARC to keep the liability fully funded. The resulting reduction in the ARC should be transferred to the OPEB Fund to further reduce that unfunded liability;**

**Recommendation – The Council should appoint the Winthrop Retirement Board as the Trustees of the Winthrop OPEB Fund. Protected from legal liability, the fund can begin using a higher rate of return in future Actuary analysis.**

**Recommendation – The Town should charge enterprise funds for an annual OPEB ARC. The enterprise funds can appropriate funds to support its share of the OPEB ARC through increases to the enterprise fund user charges.**

**Recommendation – Winthrop should begin funding the General Fund OPEB liability, beginning in FY 2023 for the Town and FY 2024 for the School Department. Each of these sections of the budget shall include a \$25,000 appropriation in the first year of funding and then increase that amount by \$25,000 per year after that. Once the combined Town, School and Enterprise fund contribution reaches the annually adjusted ARC, appropriation can be adjusted to maintain the appropriate ARC.**

**Recommendation – Winthrop should establish policies which establish internal controls regarding vacation and sick leave buy-back. Other community's cap the buy- out amount of sick leave allowed. Communities also limit the amount of un-used vacation time that can be carried forward. Utilizing the accounting principle of "first in, first out (FIFO), vacation buy back can be based upon the hourly salary at the time that the vacation time is earned.**

**5. Implement policies to improve General and Enterprise Fund balances (Liquidity):**

It is important that a municipality maintain a sufficient level of liquidity to support ongoing operations during times of economic down-turns. Having sufficient reserves to pay bills during economic disruptions is a metric of the financial health of a community. The General Fund liquidity is made up of two sources: Unappropriated free cash and the General Stabilization Fund. These sums, added together and divided by the net annual general fund budget revenue (property tax minus debt exclusions, state aid, local receipts and other revenue, excluding free cash, federal and state grants and General Stabilization funds). Massachusetts communities that achieve a liquidity ratio of 10% or more are likely to receive the highest bond rating (Aaa). Using the above formula, the Town of Winthrop would have a general fund liquidity ratio of 5.12% in FY 2023. As this is a low liquidity level, steps should be taken to improve this metric.

Enterprise funds also have the need for liquidity. The year end fund balance divided by the annual revenue is the appropriate calculation used to determine enterprise fund liquidity. Enterprise funds are usually far smaller than the net general fund revenue. As such, best practices dictates that the enterprise fund liquidity ratio be higher. A target of approximately 20% is necessary. Winthrop has a mix of Enterprise fund liquidity, with some being far lower than needed (Ferry & Recreation), some being about right (Water/Sewer, Waterway Improvements & Solid Waste), and some having a far greater level than is needed (Rink). Enterprise Budget adjustments can be made that should adjust the fund balances to the appropriate level. Such adjustments need not be made at once, but can be phased up over time to the target of approximately 20%.

**Recommendation – The Town's Reserve Policy should be amended to require the first \$250,000 of annual free cash to remain un-appropriated for emergencies, prior to distributing the net free cash to various strategic reserves.**

**Recommendation – The Town's Reserve Policy should be amended to allocate 40% of annual certified free cash to the General Stabilization Fund and 30% to the Capital Stabilization Fund.**

**Recommendation – The Town should implement a strategy to phase up all enterprise fund balances to approximately 20% of the annual enterprise fund revenue. This strategy may be implemented over a period of time.**

In the event that the first two recommendations, above, are implemented, the general fund liquidity ratio should increase to more than 8% by FY 2027.

6. Link Capital Planning between the General Fund (Bonds) and the Capital Stabilization Fund (pay/go)

The annual budget pressure to provide sufficient revenue to support various services often pits direct general fund services against capital needs. When this occurs capital funding is usually the loser. Best practices suggests that a community should dedicate a specific percentage of the net operating budget to capital. When this allocation occurs, the budget battles shift in the general fund between services, and in the capital fund, between capital projects. Winthrop has a small annual general fund budget (\$54.9 million in FY 2022). The combined capital funding commitment (non-excluded debt and pay/go) is 0.36%. The Town has authorized a number of debt exclusions for large capital projects and has a healthy Capital stabilization Fund. Existing financial policies commit a large share of annual certified free cash to the Capital Stabilization fund. Usually, communities with net general fund budgets similar to that of Winthrop commit between 1% and 3% of the annual net budget to non-excluded debt and pay/go capital funding.

**Recommendation – The Town should prepare an annual Long-Range Capital Plan each year, to be completed by the end of October. The Capital Plan should include projects, funding sources and the year of project funding approval. The first year of each Long-Term Capital Plan shall be incorporated into the next year's Budget and finance plan.**

**Recommendation – The Town should commit to an allocation of 1.25% of net general fund operating budget revenue, including both non-excluded debt service, pay/go from the operating budget and pay/go from the Capital Stabilization Fund. This percentage commitment should be increased over time to approximately 3% of the net general fund operating budget revenue.**

**Recommendation – There have been discussions regarding a new Public Safety Building. In the event that this project is authorized, it should only be considered as a debt excluded project.**

**Recommendation - Other sources of revenue, such as enterprise fund pay/go, enterprise fund debt, etc. should also be utilized to increase capital improvement funding (Example – Rink Locker Room Expansion).**

Summary

The Town of Winthrop has the opportunity strengthen budgetary and financial condition in a short period of time, by adopting the recommendations listed above. Annual budget pressures will always exist as long as service demand is greater than annual increases in revenue. Strategic financial planning may resolve most of the gap between revenue and expenditures. Adjustments to the FY 2023 Financial Plan are likely to be required, as more accurate data is received regarding the key budget components of State Aid/Assessments and health insurance. Other discretionary changes by the Town Council may also occur. The proposed FY 2023 Financial Plan strategy can be achieved, with only minor adjustments.

# TOWN OF WINTHROP LONG RANGE CAPITAL PLAN - FY 23-FY27

| Source                                            | Code | FY<br>2022   | FY<br>2023 | FY<br>2024   | FY<br>2025 | FY<br>2026 | FY<br>2027 |
|---------------------------------------------------|------|--------------|------------|--------------|------------|------------|------------|
| <b>Public Safety</b>                              |      |              |            |              |            |            |            |
| Fire Truck Lease                                  | A    | 85,000       |            |              |            |            |            |
| Fire Truck Lease                                  | I    | 25,000       | 75,000     | 75,000       | 75,000     | 75,000     | 75,000     |
| Police Vehicles                                   | I    | 47,000       | 48,410     | 49,862       | 51,358     | 52,899     | 54,486     |
| Fire Dep Generator                                | I    |              | 39,700     |              |            |            |            |
| Sub-Total Public Safety                           |      | 157,000      | 163,110    | 124,862      | 126,358    | 127,899    | 129,486    |
| <b>Municipal Buildings</b>                        |      |              |            |              |            |            |            |
| Hyde Bldg Window Repl-Library                     | I    |              | 40,000     |              |            |            |            |
| Newton Clock Tower Repairs                        | I    |              | 19,500     |              |            |            |            |
| Town Bldg Rehab / Upgrade                         | I    |              | 100,000    | 100,000      | 100,000    | 100,000    | 100,000    |
| Rink Pay/Go                                       | G    | 34,630       |            |              |            |            |            |
| Public Safety Building (Debt Exclude)             | B    |              | 22,500     | 1,042,750    | 1,038,250  | 1,033,750  | 1,029,250  |
| Rink Locker Room Expansion (Enterprise Fund Debt) | G    |              |            | 145,000      | 140,500    | 136,000    | 131,500    |
| Sub-Total Public Buildings                        |      | 34,630       | 182,000    | 1,287,750    | 1,278,750  | 1,269,750  | 1,260,750  |
| <b>SOURCE</b>                                     |      |              |            |              |            |            |            |
| General Fund Pay/Go                               | A    | Sale of Land | D          | Other        | G          | Bldg Maint | J          |
| General Fund Bond                                 | B    | PILOT        | E          | Retained Ear | H          | Free Cash  | K          |
| Fed / State Aid                                   | C    | Water/Sewer  | F          | Cap Stab     | I          |            |            |

# TOWN OF WINTHROP LONG RANGE CAPITAL PLAN - FY 23-FY27

| Source                                | Code | FY<br>2022   | FY<br>2023 | FY<br>2024   | FY<br>2025 | FY<br>2026 | FY<br>2027 |
|---------------------------------------|------|--------------|------------|--------------|------------|------------|------------|
| <b>Public Works</b>                   |      |              |            |              |            |            |            |
| Sidewalk Replacement                  | I    | 50,000       | 50,000     | 50,000       | 50,000     | 50,000     | 50,000     |
| Sidewalk Replacement                  | I    | 47,000       | 100,000    | 100,000      | 100,000    | 100,000    | 100,000    |
| Revere St Project Design              | I    | 103,500      |            |              |            |            |            |
| DPW Truck                             | I    | 43,500       |            |              |            |            |            |
| Fort Bank Access Rd                   | I    |              | 16,671     |              |            |            |            |
| Bus Stop Infrastructure               | I    |              | 40,000     |              |            |            |            |
| Backhoe                               | D    | 26,225       | 26,225     | 26,225       |            |            |            |
| 750 Dump Truck                        | D    | 40,663       | 40,663     | 40,663       |            |            |            |
| Front End Loader                      | D    | 42,214       | 42,214     | 42,214       | -          | -          | -          |
| Pavement & Sidewalk Repair (Chap. 90) | C    | 280,000      | 280,000    | 280,000      | 280,000    | 280,000    | 280,000    |
| Sub-Total Fire Department             |      | 633,102      | 595,773    | 539,102      | 430,000    | 430,000    | 430,000    |
| <b>Water / Sewer</b>                  |      |              |            |              |            |            |            |
| Asset Management Plan                 | H    | 65,000       |            |              |            |            |            |
| Lewis Lake Drainage (ARPA Funding)    | C    | 450,000      |            |              |            |            |            |
| Lead Pipe Replacement (ARPA Funding)  | C    | 450,000      |            |              |            |            |            |
| Sub-Total Water / Sewer               |      | 965,000      | -          | -            | -          | -          | -          |
| Grand Total                           |      | 1,789,732    | 940,883    | 1,951,714    | 1,835,108  | 1,827,649  | 1,820,236  |
| <b>SOURCE</b>                         |      |              |            |              |            |            |            |
| General Fund Pay/Go                   | A    | Sale of Land | D          | Other        | G          | Bldg Maint | J          |
| General Fund Bond                     | B    | PILOT        | E          | Retained Ear | H          | Free Cash  | K          |
| Fed / State Aid                       | C    | Water/Sewe   | F          | Cap Stab     | I          |            |            |

| TOWN OF WINTHROP LONG RANGE CAPITAL PLAN - FY 23-FY27 |      |            |            |            |            |            |            |
|-------------------------------------------------------|------|------------|------------|------------|------------|------------|------------|
| Source                                                | Code | FY<br>2022 | FY<br>2023 | FY<br>2024 | FY<br>2025 | FY<br>2026 | FY<br>2027 |
| General Fund Pay/Go                                   | A    | 85,000     | -          | -          | -          | -          | -          |
| General Fund Bond                                     | B    | -          | 22,500     | 1,042,750  | 1,038,250  | 1,033,750  | 1,029,250  |
| Fed / State Aid                                       | C    | 1,180,000  | 280,000    | 280,000    | 280,000    | 280,000    | 280,000    |
| Sale of Land Fund                                     | D    | 109,102    | 109,102    | 109,102    | -          | -          | -          |
| PILOT                                                 | E    | -          | -          | -          | -          | -          | -          |
| Water/Sewer                                           | F    | -          | -          | -          | -          | -          | -          |
| Other                                                 | G    | 34,630     | -          | 145,000    | 140,500    | 136,000    | 131,500    |
| Retained Earn                                         | H    | 65,000     | -          | -          | -          | -          | -          |
| Cap Stab                                              | I    | 316,000    | 529,281    | 374,862    | 376,358    | 377,899    | 379,486    |
| Bldg Maint                                            | J    | -          | -          | -          | -          | -          | -          |
| Free Cash                                             | K    | -          | -          | -          | -          | -          | -          |
| Total Capital Appropriation                           |      | 1,789,732  | 940,883    | 1,951,714  | 1,835,108  | 1,827,649  | 1,820,236  |

| TOWN OF WINTHROP REVENUE AND EXPENDITURE FORECAST - 2023 to 2027 |                   |                        |                        |                        |                        |                        |                        |
|------------------------------------------------------------------|-------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Categories                                                       | FY<br>2021        | Proposed<br>FY<br>2022 | Forecast<br>FY<br>2023 | Forecast<br>FY<br>2024 | Forecast<br>FY<br>2025 | Forecast<br>FY<br>2026 | Forecast<br>FY<br>2027 |
| <b><u>REVENUE:</u></b>                                           |                   |                        |                        |                        |                        |                        |                        |
| Tax Levy                                                         | 34,961,851        | 35,468,247             | 36,537,553             | 37,562,864             | 38,620,670             | 39,364,815             | 40,469,984             |
| State Aid                                                        | 11,929,884        | 12,162,403             | 12,353,758             | 12,400,325             | 12,551,247             | 12,598,279             | 12,752,219             |
| Local Receipts                                                   | 5,973,284         | 6,374,403              | 6,778,079              | 6,969,278              | 7,149,937              | 7,281,723              | 7,415,909              |
| Other                                                            | 997,537           | 905,140                | 908,414                | 923,232                | 938,346                | 953,762                | 969,487                |
| <b>Total Revenue</b>                                             | <b>53,862,556</b> | <b>54,910,192</b>      | <b>56,577,804</b>      | <b>57,855,699</b>      | <b>59,260,200</b>      | <b>60,198,580</b>      | <b>61,607,599</b>      |
| <b>Revenue Change</b>                                            |                   |                        | <b>3.04%</b>           | <b>2.26%</b>           | <b>2.43%</b>           | <b>1.58%</b>           | <b>2.34%</b>           |
| <b><u>APPROPRIATIONS:</u></b>                                    |                   |                        |                        |                        |                        |                        |                        |
| General Government                                               | 2,857,391         | 2,873,794              | 3,199,632              | 3,280,808              | 3,364,110              | 3,449,602              | 3,537,348              |
| Public Safety                                                    | 7,569,274         | 7,722,425              | 8,025,842              | 8,244,019              | 8,468,644              | 8,699,911              | 8,938,018              |
| Public Works                                                     | 1,298,845         | 1,322,511              | 1,335,965              | 1,363,536              | 1,391,849              | 1,420,926              | 1,450,789              |
| Cultural & Human Services                                        | 1,112,138         | 1,129,789              | 1,189,173              | 1,218,446              | 1,248,532              | 1,279,457              | 1,311,243              |
| Education                                                        | 22,242,750        | 22,842,750             | 23,742,750             | 24,455,033             | 25,188,683             | 25,944,344             | 26,722,674             |
| Non-Departmental                                                 | 17,801,678        | 17,689,488             | 18,133,020             | 18,623,705             | 19,145,285             | 19,366,781             | 19,770,705             |
| Other Costs                                                      | 100,000           | 450,000                | 50,000                 | -                      | -                      | -                      | -                      |
| State Assessments                                                | 880,480           | 879,435                | 901,421                | 923,956                | 947,055                | 970,732                | 995,000                |
| <b>Total Appropriations</b>                                      | <b>53,862,556</b> | <b>54,910,192</b>      | <b>56,577,804</b>      | <b>58,109,502</b>      | <b>59,754,159</b>      | <b>61,131,753</b>      | <b>62,725,778</b>      |
| <b>Appropriation Change</b>                                      |                   |                        | <b>3.04%</b>           | <b>2.71%</b>           | <b>2.83%</b>           | <b>2.31%</b>           | <b>2.61%</b>           |
| <b>Cumulative Surplus / Deficit</b>                              | <b>0</b>          | <b>0</b>               | <b>0</b>               | <b>(253,803)</b>       | <b>(493,959)</b>       | <b>(933,173)</b>       | <b>(1,118,179)</b>     |
| <b>Annual Surplus / Deficit</b>                                  |                   |                        | <b>0</b>               | <b>(253,803)</b>       | <b>(240,156)</b>       | <b>(693,017)</b>       | <b>(425,162)</b>       |

**NOTES:**

**Revenue**

FY22 Adjustments Eliminates ARPA Funding  
FY23 New Growth Is \$232,717  
New Growth Increases \$210,000 per year  
Chap 70 Increases 2% per year  
UGGA Increases 1% per year  
Local Receipts increase primarily by PILOT's  
Excise tax increases 1.5% per year beginning in FY24  
FY 23 Enterprise Overhead reflects additional Costs  
Ferry Overhead eliminated  
Enterprise Overhead increases 2% per year beginning in FY24  
PILOT Capital now supported by Cap Stab Fund

**Appropriations**

Salaries increase by 2% per year plus 1% Steps  
Non-Salary increases by 1% per year  
Schools 3.94% or \$900K  
Health Insurance increases by 5% per year  
Used Pension Actuary Schedule  
Regional Schools increase by 3% per year  
Debt service - Nothing new added  
Trash Subsidy phased out  
Eliminate Ferry Service  
TA Salary raised to \$220K  
Deputy TA position = \$70K  
OPEB Fund Strategy Implemented in FY23  
Town Liquidity Strategy Implemented in FY23  
Increase P/T Bldg Inspector to full time. \$25K  
Include Funding of Pay and Class Study. \$50K  
Rink Debt service for Locker Room expansion



# TOWN OF WINTHROP

## OFFICE OF THE TOWN MANAGER

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

**Terence Delehanty**  
**Interim Town Manager**

### Town Council Motion

September 15, 2021

Fiscal Year 2022

#### *Motion Summary*

Title: Overlay Surplus Appropriation for Five-Year Revaluation and Related Consulting

Motion ID: TCM22-005

Amount: \$90,000

Funding Source: Overlay Surplus – FB Reserved of Overlay Surplus

#### *Motion Details*

Motion Type: Appropriate

Submitted by: Terence Delehanty, Interim Town Manager

Date Submitted: September 15, 2021

#### *Text of Motion*

MOTION: I move that the Town Council appropriate \$90,000.00 from the FB Reserved of Overlay Surplus account to Assessor's Consulting line to cover the cost of reevaluation of personal and real property and to continue Department of Revenue mandates and maximize discovery of new growth; or take any other action thereto.

#### *Funding Details*

| Funding Source |                                |          |
|----------------|--------------------------------|----------|
| Account        | Description                    | Amount   |
| 01-322000      | FB Reserved of Overlay Surplus | \$90,000 |

| Funding Destination |                        |          |
|---------------------|------------------------|----------|
| Account             | Description            | Amount   |
| 0114153-530500      | Consulting(Assessor's) | \$90,000 |

Allen E. Maruzzi, Chairman  
Paolo Franzese  
Diane Macken

Stephen J. Roche,  
Deputy Assessor

|            |              |
|------------|--------------|
| Telephone: | 617/846-2716 |
| Facsimile  | 617/846-4780 |

**Town of Winthrop**  
MASSACHUSETTS

**Board of Assessors**

One Metcalf Square  
Town Hall - Room 1  
Winthrop, Massachusetts 02152



**BOARD OF ASSESSORS MEETING MINUTES**

DATE: 9/14/21

Chairman Maruzzi called the meeting to order at 6:00 PM

**ROLL CALL**

Allen Maruzzi-Present- Yes  
Paolo Franzese-Present- No  
Diane Macken-Present- Yes

**MINUTES**

Motion by Mrs. Macken to accept the Minutes of the previous meeting as circulated by the Deputy Assessor.

**ROLL CALL VOTE**

Allen Maruzzi-Yes  
Paolo Franzese-  
Diane Macken-Yes

**PUBLIC COMMENT**

**NEW BUSINESS**

The Board reviewed all correspondence, memoranda, bulletins, emails and/or other writings presented.

The Board voted on the release of the overlay for foreseen and unforeseen necessary assessing department expenditures in the amount of \$90,000.

**ROLL CALL VOTE**

Allen Maruzzi- Yes  
Paolo Franzese-  
Diane Macken- Yes

Motion by Diane Macken to enter into Executive Session

ROLL CALL VOTE

|                      |     |
|----------------------|-----|
| Allen E. Maruzzi     | Yes |
| Paolo Franzese, Esq. |     |
| Diane Macken         | Yes |

Enter into Executive Session 6:15 PM

EXECUTIVE SESSION

The Board discussed updates on the status of outstanding ATB cases.

Motion by Allen Maruzzi to exit Executive Session and return to open session for adjournment only  
2nd by Diane Macken

Exit Executive Session 6:25 PM

Return to Open Session for Adjournment only

ADJOURNMENT OF OPEN SESSION

Motion to Adjourn by Maruzzi  
2nd By Macken

Meeting Adjourned at 6:25 PM

BOARD OF ASSESSOR'S

\_\_\_\_\_  
Allen Maruzzi  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Diane Macken



# TOWN OF WINTHROP

## OFFICE OF THE TOWN MANAGER

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

Terence Delehanty  
Interim Town Manager

### Town Council Motion

September 15, 2021

Fiscal Year 2022

#### *Motion Summary*

Title: Golf Shed and Dog Park Funding  
Motion ID: TCM22-008  
Amount: \$86,000.00  
Funding Source: Various

#### *Motion Details*

Motion Type: Appropriate  
Submitted by: Terence Delehanty, Interim Town Manager  
Date Submitted: September 15, 2021

#### *Text of Motion*

MOTION: I move that the Town Council appropriate \$86,000.00 from the below listed accounts to a new special article for the purpose of funding the Golf Shed and Dog Park project; or take any other action thereto.

#### *Funding Details*

| Funding Source |                                 |           | Funding Destination |                     |           |
|----------------|---------------------------------|-----------|---------------------|---------------------|-----------|
| Account        | Description                     | Amount    | Account             | Description         | Amount    |
| 711-596000     | INSURANCE RECOVERY - POLICE     | 1,000.00  | TBD                 | New Special Article | 86,000.00 |
| 715-596000     | INSURANCE RECOVERY - DPW        | 13,892.40 |                     |                     |           |
| 718-596000     | INSURANCE RECOVERY - COA        | 26,032.98 |                     |                     |           |
| 719-596000     | INSURANCE RECOVERY-LIBRARY      | 0.14      |                     |                     |           |
| 720-596000     | INSURANCE RECOVERY-RECREATION   | 792.43    |                     |                     |           |
| 0111057-578100 | Town Council Reserve            | 15,000.00 |                     |                     |           |
| 0191051-517510 | Group Ins Town                  | 6,800.00  |                     |                     |           |
| 0193058-584128 | Police Cruiser Replacement      | 3,025.94  |                     |                     |           |
| 0196052-588122 | FY16 Dog Park Design & Permit   | 6,850.00  |                     |                     |           |
| 0196052-588135 | FY17 ASSESING VALUATION 2018    | 1,841.22  |                     |                     |           |
| 0196052-588144 | FY17 GAZEBO REPAIR              | 2,727.40  |                     |                     |           |
| 0196058-588181 | FY20 SNOW REMOVAL EQUIPMENT     | 2,519.10  |                     |                     |           |
| 0196058-588184 | FY20 ATC PLAYGROUND AND REPAIRS | 5,518.39  |                     |                     |           |
|                | Total                           | 86,000.00 |                     |                     |           |



# TOWN OF WINTHROP

## OFFICE OF THE TOWN MANAGER

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

Terence Delehanty  
Interim Town Manager

### Town Council Motion

September 15, 2021

Fiscal Year 2022

#### *Motion Summary*

Title: Town Manager Search  
Motion ID: TCM22-007  
Amount: \$20,000  
Funding Source: Town Council Reserve

#### *Motion Details*

Motion Type: Appropriate  
Submitted by: Terence Delehanty, Interim Town Manager  
Date Submitted: September 15, 2021

#### *Text of Motion*

MOTION: I move that the Town Council appropriate \$20,000 from the Town Council Reserve to a Special Article for the purpose of a search for a Town Manager; or take any other action thereto.

#### *Funding Details*

| Funding Source |                      |          | Funding Destination |                     |          |
|----------------|----------------------|----------|---------------------|---------------------|----------|
| Account        | Description          | Amount   | Account             | Description         | Amount   |
| 0111057-578100 | Town Council Reserve | \$20,000 |                     | New Special Article | \$20,000 |

TC Reserve Balance: \$48,000

Amount Requested: \$20,000

TC Reserve after motion approval: \$28,000



# TOWN OF WINTHROP

## OFFICE OF THE TOWN MANAGER

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

**Terence Delehanty**  
**Interim Town Manager**

### Town Council Motion

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September 15, 2021

Fiscal Year 2022

#### *Motion Summary*

Title: Adopt New Fee Schedule for Inspectional Services  
Motion ID: TCM22-006  
Amount: N/A  
Funding Source: N/A

#### *Motion Details*

Motion Type: Adopt  
Submitted by: Terence Delehanty, Interim Town Manager  
Date Submitted: September 15, 2021

#### *Text of Motion*

MOTION: I move that the Town Council adopt the new fee schedule for the Inspectional Services Department as presented in attached memo; or take any other action thereto.

#### *Funding Details*

N/A



## TOWN OF WINTHROP OFFICE OF INSPECTIONAL SERVICES

Al Legee Commissioner of Inspectional Services  
100 Kennedy Drive, Winthrop, MA 02152 Telephone: 617-846-4344 Fax: 617-539-5826

### MEMORANDUM

TO: Town Council  
FROM: Al Legee, Commissioner of Inspectional Services  
DATE: September 9, 2021  
RE: Proposed Fee Increases

Over the past seven years, the volume of building inspections has increased. Given the increase in population in Town, the amount of daily construction, new construction and violations, the Department needs to increase the amount of time spent for zoning review, plan review, and approval. The cost of full inspections has risen while the fees associated with these inspections have remained the same. Recently, the Inspections Services Department conducted a fee comparison with other communities in the greater Boston area. The comparison findings are attached. Our conclusion is that the Town of Winthrop is lagging behind several communities in the fee levels associated with inspections. After review of the data, we recommend the following changes to our fee structure:

#### Building Fees:

Sign Permit to increase from \$50 to \$100  
Certificate of Occupancy from \$100 to \$200  
Condo Conversion per unit from \$250 to \$300  
Reinspection violations we would like to enforce a \$50 fee  
Real Estate walkthrough for habitability inspection \$50  
For Commercial Permits:  
Building Permits, currently we charge \$12 per 1,000. We would like to increase this to \$16 per 1,000  
Electrical permits we charge \$12 per 1,000. We would like to increase this to \$16 per 1,000  
Plumbing permits we charge \$12 per 1,000. We would like to increase this to \$16 per 1,000  
Gas fitting permit we charge \$12 per 1,000. We would like to increase this to \$16 per 1,000  
Mechanical Permit we charge \$12 per 1,000. We would like to increase this to \$16 per 1,000  
Commercial Certificates of Occupancy we charge \$75 per unit, we would like to increase this to \$150 per unit.  
Commercial Certificate of Occupancy we charge \$50 per unit and would like to increase this to \$100.

\$125 per sq ft for new construction on both residential and commercial. We would like to increase this to \$200 per sq ft.

\$100 per sq ft for remodeling, we would like to increase to \$150 per sq ft.

\$100 per sq ft for attached garage we would like to increase \$200 per sq ft

\$75 per sq ft on detached garages we would like to increase this to \$150 per sq ft.

\$25 per sq ft for sheds. We would like to increase this to \$50 per sq ft.

\$40 per sq ft for decks without roofs. We would like to increase this to \$100 sq ft.

\$50 per sq ft for decks with roofs. We would like to increase to \$150 sq ft.

We would like to charge \$50 for a letter of denial to move forward to appear to the Board of Appeals when a special permit or variance is needed.

Certificate of Inspections which are done yearly we charge \$100 we would like to increase this \$200. These inspections include 304 inspections and are conducted after work hours since most of these establishments are open at night. We conduct these with Building, Health, Fire as well as Police.

#### Health Fees:

Food Service Permits we currently charge \$150. We would like to increase this to \$300

Retail Stores we charge \$100, we would like to increase this to \$200

Swimming pools we charge \$100. We would like to increase this to \$200

Catering Establishments we charge \$100 and would like to increase to \$200

Milk and cream we charge \$40 we would like to change this to \$100

Habitability Inspections we currently charge \$75. We would like to increase this to \$150.

Tobacco Sales we charge \$200 we would like to increase this to \$300

Body Art Establishment we charge \$300 we would like to increase this to \$400.

Temporary Dumpsters we charge \$60, we would like to increase this to \$100.

FEEs

| Building                     | Windows                                      | Roofs                                         | Exem                                        | Exem/line                                | Mod/Mod                              | Notes                        | Charges                            |
|------------------------------|----------------------------------------------|-----------------------------------------------|---------------------------------------------|------------------------------------------|--------------------------------------|------------------------------|------------------------------------|
| residential building permit  | \$12 per 1,000 sq ft + 40 fee                | \$12 per 1,000 sq ft                          | \$16 per 1,000 sq ft                        | \$20 per 1,000 sq ft                     | \$15 per 1,000 sq ft                 |                              | \$25 for 1st 1,000 then \$15 after |
| commercial building          | \$12 per 1,000 sq ft + 40 fee                | \$15 per 1,000 sq ft                          | \$20 per 1,000 sq ft                        | \$20 per 1,000 sq ft                     | \$15 per 1,000 sq ft                 |                              | \$25 for 1st 1,000 then \$15 after |
| Code of Occupancy            | \$100 per unit                               | \$100 for single, \$150 for 2 family          | \$125                                       | \$100 per unit                           | 125                                  |                              | 25 per unit                        |
| Condo Conversion             | \$250 per unit                               | \$75 up to 50k, \$150 over \$50k up to \$750  |                                             | \$100 per unit                           | 100 for new const                    |                              |                                    |
| Building Permit              | \$125 per sq ft for new const                |                                               |                                             |                                          |                                      |                              |                                    |
|                              | \$100 per sq ft for remodeling               |                                               |                                             |                                          |                                      |                              |                                    |
|                              | \$75 per detached garages                    |                                               |                                             |                                          |                                      |                              |                                    |
|                              | \$25 per sq ft for shed                      |                                               |                                             |                                          |                                      |                              |                                    |
|                              | \$40 per sq ft for deck w/o roof             |                                               |                                             |                                          |                                      |                              |                                    |
|                              | \$50 per sq ft for deck w/o roof             |                                               |                                             |                                          |                                      |                              |                                    |
| Plumbing                     | \$12 per 1,000 sq ft (or +40 for commercial) | \$50 flat fee                                 | \$16 per 1,000 sq ft or \$20 for commercial | \$20 per 1,000 sq ft                     | 125 for first 3 fee, then \$15 after |                              | \$50 for 1st fixture \$5 after     |
| Gas                          | \$12 per 1,000 sq ft (or +40 for commercial) | same                                          | \$16 per 1,000 sq ft                        | \$20 per 1,000 sq ft                     | \$40 first fee, then \$15 each       |                              |                                    |
| Plumbing per fixture         | \$1,000                                      | \$100                                         |                                             |                                          | 15                                   |                              |                                    |
| Heating Systems              | \$4,000 min                                  |                                               |                                             |                                          |                                      |                              |                                    |
| Electrical Permit            | \$12 per 1,000 sq ft + 40 Fee                | \$3 per 1,000 and \$65 for temp serv          | \$16 per 1,000 sq ft                        | \$20 per 1,000 sq ft                     | 300                                  |                              | \$10/\$1,000                       |
| Commercial electrical permit | \$12 per 1,000 sq ft + 40 fee                | same                                          | \$20 per 1,000 sq ft                        |                                          | 400                                  |                              |                                    |
| Health Dept fees             |                                              | reimbursement fee \$50                        |                                             |                                          |                                      |                              |                                    |
| Food permit license          | \$150                                        | \$75 under 3,000 sq ft \$150 over 3,000 sq ft | 200                                         | no alcohol or \$100 with plus \$2 per sq | 175                                  |                              | 200                                |
| Tobacco License renewal      | \$200                                        | \$75                                          | 150                                         | 200                                      | 150                                  |                              |                                    |
| Retail Store                 | \$100                                        |                                               |                                             | \$200                                    |                                      |                              |                                    |
| Babysitter                   | \$100                                        | \$100                                         |                                             |                                          |                                      |                              |                                    |
| Milk and Cream               | \$40                                         | \$25                                          |                                             | 10                                       | 40                                   |                              | 10                                 |
| Bartender Permit             | \$25                                         | \$25                                          |                                             |                                          |                                      |                              |                                    |
| Habitability Inspection      | \$75 per unit                                | \$75 per unit                                 | 50                                          |                                          |                                      |                              | 75                                 |
| Body Art Establishment       | \$200                                        | \$200                                         | 250                                         |                                          | 150                                  |                              | 50                                 |
| Body Art Practitioner        | \$600 every 2 years                          | \$300 every 2 years                           | 150                                         |                                          | 50                                   |                              | 150                                |
| Temporary Dumpster           | \$60                                         | \$50                                          |                                             |                                          | 250                                  |                              | 100                                |
| Animal Handler               | \$150                                        | \$100                                         |                                             |                                          |                                      |                              | 50                                 |
| Animal Dumpster              | \$120                                        |                                               | 100                                         |                                          | 75                                   |                              |                                    |
| Swimming pool                | \$100                                        | \$55 for permit, \$100 for removal            | 100                                         |                                          |                                      | renewal review \$50          |                                    |
|                              |                                              |                                               |                                             |                                          |                                      | \$15 for BOA denial letter   |                                    |
|                              |                                              |                                               |                                             |                                          |                                      | work w/o permit - set amount |                                    |