



Town of *Wellesley*  
FY2021 Budget Request  
Department of Public Works: Mission, Services, & Priorities

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### **MISSION STATEMENT**

*The Town of Wellesley Department of Public Works is dedicated to providing in a safe and cost effective manner the essential, emergency and maintenance services, together with information and planning support, to protect, maintain, and improve the Town's assets and infrastructure for the safety and well-being of the community.*

### **MAJOR GOALS**

Five major goals are derived from the themes in the mission statement. Each major goal has one or more objective and strategy. The goals and objectives are discussed in a general way throughout the program, sub program and function narratives of the tax impact budget. The five major goals are:

- To Provide Essential Services
- To Provide Emergency Services
- To Provide Maintenance Services
- To Provide Information and Planning Support
- To Protect, Maintain and Improve the Town's Assets and Infrastructure

and to do all of the above at the highest standards in a safe and cost effective manner.

### **VISION STATEMENT**

*To be recognized by the community for outstanding services to the Town which are achieved through careful planning and implementation, continuous improvements, and by developing teamwork through good support and training.*

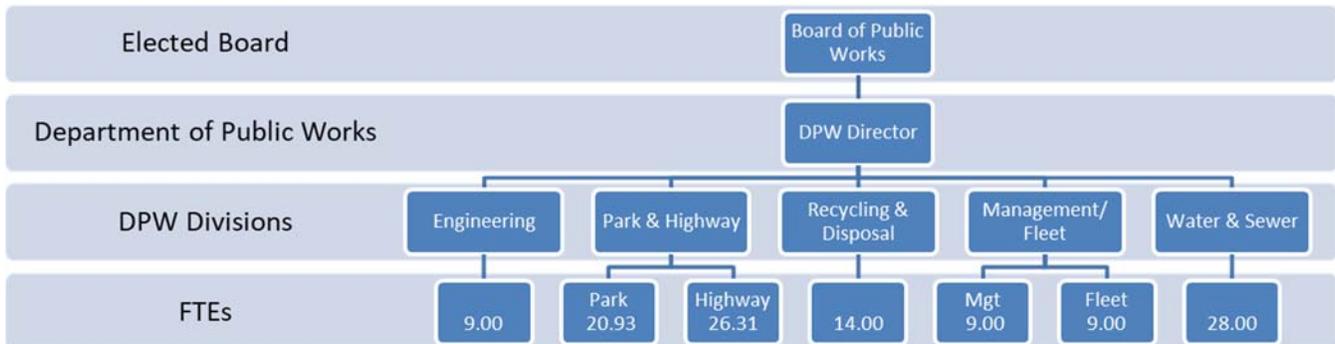
### **VALUE STATEMENT**

Our value statement indicates the qualities and characteristics the Department holds in esteem as it goes about its work:

*We value the supportive environment that allows our productive spirit and professional capabilities to serve the Wellesley community.*

## Department Description and Organizational Structure

Overseen by the 3-person elected Board of Public Works, the DPW provides essential public works, water and sewer utilities, and other services. Funding for these services includes both tax revenues and customer payments. Town tax revenues fund the DPW Engineering, Park and Highway, Recycling and Disposal, and Management Services/Fleet Divisions. DPW services financed by tax revenues are often referred to as the DPW “tax-impact programs.” Rate-paying customers fund the services provided by the DPW Water and Sewer Divisions, which do not affect the Town’s tax rate. Budgets for these programs are referred to as “Enterprise Fund programs”.



	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
<b>PERMANENT STAFFING (FTEs)</b>					
Position Titles:					
Engineering	10.00	10.00	9.00	9.00	9.00
Highway	26.31	26.31	26.31	26.31	26.31
Park & Tree	19.74	20.74	20.74	20.93	20.93
Recycling and Disposal	14.00	14.00	14.00	14.00	14.00
Management	9.00	9.00	9.00	9.00	9.00
Fleet Maintenance	9.00	9.00	9.00	9.00	9.00
<b>Total Tax Impact Budget Positions</b>	<b>88.05</b>	<b>89.05</b>	<b>88.05</b>	<b>88.24</b>	<b>88.24</b>
Water & Sewer	28.00	28.00	28.00	28.00	28.00
<b>Total DPW Positions</b>	<b>116.05</b>	<b>117.05</b>	<b>116.05</b>	<b>116.24</b>	<b>116.24</b>

## Tax Impact Programs

The Park and Highway Division maintains Town roadways, sidewalks, curbs, street name signs as well as salts, sands, plows, removes ice and snow from streets, ways, walks and pavement areas to provide for safe vehicular and pedestrian traffic for the convenience and safety of the public and all emergency services including police, fire, and ambulance, and to provide access to other support services (e.g., food, fuel, medical). It also maintains catch basins, culverts, storm drains, and preserves and develops Town parks, open space areas, playgrounds, public shade trees, brooks, and streams. The Recycling and Disposal Facility (RDF) is responsible for disposing of solid waste and recyclable materials and is the Town’s most widely-used facility, with over 350,000

annual vehicle trips. The Engineering Division designs and provides project management services for all DPW projects. The Division also reviews private plans for conformance to Town standards for the Planning Board, Zoning Board of Appeals, and other Town departments. Other responsibilities include implementation of the storm water management plan, maintenance of Town plans and files related to deeds, easements, and construction as well as regulating all utility and excavation work within the public way through the Street Occupancy and Trench Permit Program. The Management Division directs and supports the programming, planning, budgeting and evaluations of all activities of the Department of Public Works to provide services in an efficient and effective manner. The Fleet Maintenance program procures, maintains, and repairs vehicles and equipment and provides repair and welding service to other department as requested. Fleet Maintenance also oversees the Town's Fuel Depot that provides fuel for all Town vehicles.

### **FY2021 Goals**

Meeting maintenance targets on a regular basis is key to the protection of the Town's assets and infrastructure.

In addition, the DPW will provide Engineering services for the major Town projects including Great Plain Avenue Rotary Replacement, Grove Street Reconstruction, emerging Development Projects, and Stormwater Permit Compliance.

Solid waste goals include further reductions in residential trash and increases in recycling and expansion of Business Initiatives.

### **Tax Impact Operating Programs Budget Request**

The DPW FY2021 Operating Budget request is \$7,293,397, which is an increase of \$120,007 or 1.7% over FY2020 and meets the guideline target for FY2021. The DPW expects to generate \$615,000 in revenue from the Recycling and Disposal Facility operations including Commercial tipping fees, Recycling revenues and the income from our Business Initiatives. This revenue is returned to the General Fund.

### **Tax Impact Personal Services and Staffing**

- The FY2021 Operating Budget includes a total staff of 89 permanent employees. Of the total permanent employees, one is 37 hours per week, and two are 24 hours per week employees.
- The Personal Services increase of \$120,007 (1.7%) includes a 2.5% increase for Group 40 employees. Production Unit and Supervisory Unit contracts expire at the end of FY20 and no increase is included in the budget at this time pending the results of contract negotiations. Each 1% increase in Production and Supervisory wages has a tax impact of approximately \$30,000.

- The Personal Services increase also includes the net effect of position changes, salary adjustments, staff hired at lower amounts, and the reduction from 52.4 to 52.2 weeks in FY21.
- No new permanent positions are proposed however, this budget includes additional funding for temporary seasonal Engineering support to assist with construction projects, a new Highway Division co-op program to assist with implementation of a new asset management system, and additional support at the RDF, primarily to provide assistance at the Reusables Area.

### **Tax Impact Expenses**

The expense budget increase of \$28,955 (1.3%) includes the following items:

- **Trash Disposal.** While there is an increase in contractual tipping fee of \$2.50 per ton from \$82.25 per ton in FY20 to \$84.75 per ton in FY21, the RDF Expense Budget has been decreased \$23,525 due to a projected reduction of 500 residential trash tons.
- **Highway Expenses.** The Highway expense budget increase of \$23,750 is primarily for additional storm drain cleaning, supplies, materials and disposal.
- **Park Expenses.** The Park expense budget increase of \$28,730 is for drinking fountains and fence and flag pole replacements that were moved from the capital budget to the operating budget due to their lesser costs since these individual items are typically lower than thresholds established for capital.
- **Winter Maintenance.** An increase of \$12,822 represents incremental additional funding for this program that has been historically funded well below the typical winter requirements.

## **PROGRAM 410 - ENGINEERING**

### **Program Objective**

To provide engineering, technical and construction management services required to plan, coordinate, develop, conceptualize, design, construct, operate, and maintain Town facilities, infrastructure, services, and records in an effective and efficient manner.

### **Subprogram 441 - Planning and Design**

The purpose of Planning and Design is to develop and review studies, conceptual plans, designs, contract plans, and specifications including those prepared by outside consultants.

Responsibilities also include estimating quantities and costs for Town projects of varying type and complexity.

### **Subprogram Activities**

- Design and prepare plans for proposed construction, maintenance, and landscape projects
- Review plans for conformance to Town standards for the Planning Board, Zoning Board of Appeals and other Town Departments
- Prepare specifications, estimates of quantities, probable cost, and contract documents
- Obtain all necessary permits and approvals required for project implementation
- Coordinate and prepare reports to governmental agencies to fulfill regulatory requirements
- Review subdivision and land survey plans from engineers serving private clients
- Develop easement plans for footways, roadways, and utility installations, including the Municipal Light Plant

In addition, this subprogram includes activities undertaken to develop and effectively maintain the Town's Stormwater Management Program and address other storm collection system issues. Included are the requirements and conditions of the Town's General Permit under Phase II of the National Pollutant Discharge and Elimination System (NPDES). Specific activities related to Stormwater Management include:

- Continued Implementation of the Town's Stormwater Management Plan
  - Working with the US EPA Region 1 and its consultants in the implementation of and necessary revisions to the plan
  - Coordinating the participation of other Town Departments, Boards and Committees in the implementation of the plan
- Apply for and use grant funding as may be available for the implementation of any components of the plan
- Prepare annual reports to US EPA and MADEP regarding the status of the plan's implementation and compliance with the Town's NPDES General Permit
- Address other stormwater management or collection system issues that may arise including changes to the Town's Stormwater Drainage System Rules and Regulations

### **Subprogram 442 - Survey and Inspection**

The Survey and Inspection subprogram performs surveys, provides a full range of construction management services including contract administration and project representation for construction and other Town projects. Other duties include ensuring compliance with approved plans and specifications and conformance to applicable design standards, bylaws, special acts, Mass. General Laws, and standard engineering practices.

#### **Subprogram Activities**

Perform field surveys and construction inspection services for assigned projects including:

- Department maintenance projects
- Sidewalk and driveway apron construction
- Stormwater Drainage System construction
- Water and sewer line construction and location under DigSafe (MGLC82)
- Parking lots and road surveys
- Inspection of subdivision construction
- Provide traffic counts, speed data and surveys
- Survey and Inspection of contracted construction projects

### **Subprogram 443 - Town Plans and Geographic Information Systems (GIS)**

This subprogram maintains the following Town plans, files and records for the coordination of Town projects and for the general use of any party in need of such information:

<b>Plans</b>	<b>Files</b>	<b>Records</b>
<ul style="list-style-type: none"><li>• Town plans (80 and 40 scale)</li><li>• Aerial photographs</li><li>• Construction and easement plans</li><li>• Record Plans</li><li>• Street acceptance plans</li><li>• Zoning maps and the development and update of utility layers for the Town's GIS</li></ul>	<ul style="list-style-type: none"><li>• Deed file</li><li>• Plot plan file</li><li>• Photograph and contract file</li><li>• GIS Utility database</li><li>• Street file</li><li>• Sanitary sewer and stormwater drainage connections files</li></ul>	<ul style="list-style-type: none"><li>• Traffic counts</li><li>• State and local permits</li><li>• Capital improvement contracts (progress payments)</li><li>• Federal and state grant records relating to water and sewer construction, solid waste and recycling programs</li><li>• Engineering and feasibility studies</li><li>• Easement documents</li></ul>

### **Subprogram 961 – Vacation/Holiday/Sick**

The purpose of the Vacation/Holiday/Sick subprogram is to track time away from work for vacations, holidays, sick time, personal leave, jury duty and any other paid time off. All time off is earned and granted according to Town policies.

### **Subprogram 962 – Administration**

The purpose of the Administration subprogram is to effectively manage costs and integrate labor, materials, and equipment in order to meet the objectives of the Engineering Program.

### **Subprogram Activities**

- Plan, direct, analyze, staff, control, and evaluate the Engineering Program including: employee performance; workload and backlog management; coordinate requests for design services; maintain records; establish grades for streets and drains, and street opening permit inspections
- Apply for, administer and coordinate grant programs; including grant closeout at the completion of a project
- Budget analysis and cost estimates for capital improvement projects, operation and maintenance projects, and long range capital planning
- Review of Department specifications for compliance with state procurement statutes
- Coordination and evaluation of consultant-performed studies and other projects including the development of requests for proposals

### **Other Sources of Funds**

#### **415 - Street Permit Program**

Work includes issuing permits for work conducted in the public way and inspecting that work to ensure compliance with town standards.

#### **992 - Work for Others**

Work completed at the request of other Departments for recurring and one-time projects such as land surveys for upcoming projects and project management for ongoing projects.

#### **992 - Work for Others – Enterprise**

Work completed at the request of Water & Sewer for recurring and one-time projects such as sewer house connection inspections.

#### **992 - Enterprise Fund Support**

The Water & Sewer Enterprise Funds pay for Engineering Division salaries on a fixed allocation basis for project planning and oversight.

#### **995 - Capital**

Work includes project management, survey and inspection of DPW Capital Projects such as road reconstruction and the Fuller Brook Park Restoration Project.

ENGINEERING DIVISION  
 FY2021 OPERATING REQUEST  
 DIVISION SUMMARY

PERSONAL SERVICES

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	--VARIANCE--	
						FY2021 - FY2020(\$)	FY2021 - FY2020(%)
441 PLANNING AND DESIGN	98,370	92,528	100,876	173,136	182,065	8,929	5.2%
442 SURVEY & INSPECTION	134,452	96,973	160,171	150,523	146,791	-3,732	-2.5%
443 TOWN PLANS & GIS	39,290	49,140	25,690	88,204	93,187	4,983	5.6%
961 VACATION/HOLIDAY/SICK	52,222	52,578	60,583	47,081	54,663	7,582	16.1%
962 ADMINISTRATION	163,133	178,079	197,429	86,177	83,191	-2,986	-3.5%
TAX IMPACT APPROPRIATION	487,468	469,298	544,749	545,122	559,897	14,775	2.7%
415 STREET PERMIT PROGRAM	84,656	76,858	81,193	125,958	132,070	6,112	4.9%
992 WORK FOR OTHERS	24,493	15,027	31,832	35,031	23,729	-11,302	-32.3%
992 - WORK FOR OTHERS - ENTERPRISE	26,522	31,389	14,257	23,422	13,382	-10,040	-42.9%
992 - ENTERPRISE FUND SUPPORT	58,493	39,222	37,443	38,484	38,426	-58	-0.2%
995 CAPITAL	89,305	80,053	57,247	56,348	57,890	1,542	2.7%
OTHER SOURCES	283,471	242,550	221,972	279,243	265,497	-13,746	-4.9%
<b>PERSONAL SERVICES TOTAL</b>	<b>770,938</b>	<b>711,848</b>	<b>766,720</b>	<b>824,365</b>	<b>825,394</b>	<b>1,029</b>	<b>0.1%</b>

EXPENSES

962 ADMINISTRATION	53,083	56,295	64,588	65,500	65,500	0	0.0%
TAX IMPACT APPROPRIATION	53,083	56,295	64,588	65,500	65,500	0	0.0%
<b>EXPENSES TOTAL</b>	<b>53,083</b>	<b>56,295</b>	<b>64,588</b>	<b>65,500</b>	<b>65,500</b>	<b>0</b>	<b>0.0%</b>
<b>PS + EXPENSE TOTAL APPROPRIATION</b>	<b>540,551</b>	<b>525,594</b>	<b>609,337</b>	<b>610,622</b>	<b>625,397</b>	<b>14,775</b>	<b>2.4%</b>

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Town Engineer	1.00	1.00	1.00	1.00	1.00
Assistant Town Engineer	1.00	1.00	1.00	1.00	1.00
Sr. Civil Engineer	3.00	3.00	2.00	2.00	2.00
Civil Engineer	1.00	1.00	1.00	1.00	1.00
Staff Engineer	3.00	3.00	3.00	3.00	3.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Number of Positions</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

## **PROGRAM 420 - HIGHWAY**

### **Program Objective**

To maintain and repair streets, sidewalks, storm drain systems and related facilities to provide for safe vehicular and pedestrian traffic and proper drainage in a safe, effective and efficient manner.

#### **Subprogram 460 - Street Repair and Maintenance**

This subprogram is responsible for maintaining approximately 110 miles of roadways, 75 bridge culverts, 118 miles of bituminous, cement, gravel and brick sidewalks, 78 miles of bituminous, cement and granite curbing, 6 miles of rails and fencing, as well as tree lawns throughout the town. Materials and costs associated with these functions include the cost of labor, materials, and supplies such as hot mix asphalt, cement, loam, sand, gravel, crushed stone, paint, and the rental and leasing of special-purpose equipment. Contract support is obtained when it is the most cost-effective approach to meeting the Division's maintenance and repair requirements.

Subprogram activities also include the installation, maintenance and replacement of street signs under the jurisdiction of the Board of Public Works, and the installation, maintenance and replacement of regulatory signs, pavement markings and parking meters under the jurisdiction of the Board of Selectmen. Maintenance of regulatory signs, parking meters and pavement markings is funded by the Board of Selectmen from parking meter receipts.

#### **Subprogram 470 - Street Cleaning**

The Street Cleaning subprogram cleans streets, walks and parking lots by sweeping and picking up sand and debris to provide safe traffic movement and maintain a desirable environment. The three commercial areas in Town are swept twice each week and a full sweep of the town (approximately 234 lane miles) is done each spring which includes the sweeping of sidewalks on some arterial roadways. The Town owned street sweepers are also used to clear debris after traffic accidents and to clean debris from Town roadway construction jobs.

#### **Subprogram 480 - Maintenance – Storm Drains, Brooks and Catch Basins**

The Storm Drains, Brooks and Catch Basins subprogram maintains the stormwater drainage system, including storm drains and brooks, in order to provide for the free flow of surface water to minimize flooding, erosion and property damage. Activities include the cleaning and maintenance of approximately 3,650 catch basins, 121 miles of storm drains and 15 miles of brooks and streams. Catch basins are cleaned regularly to minimize standing water and flood problems throughout the Town. In addition, basins located in problem-prone areas, or at drainage collection points are cleaned prior to, or immediately after storms to prevent flooding and property damage. Catch basin cleanings are stored, tested, hauled to an approved landfill, and disposed in accordance with DEP regulations.

### **Subprogram 490 - Winter Maintenance**

Any Winter Maintenance work carried out by the Highway Division during a regular workday is captured within this subprogram (overtime winter maintenance work is accounted for in Winter Maintenance Program 456). The work completed under this subprogram ensures safe vehicular and pedestrian traffic for the public and emergency services (police, fire, ambulance) during the winter.

Subprogram responsibilities include clearing approximately 234 lane miles of streets and 60 miles of sidewalks. Activities include plowing streets, sidewalks, schoolyards and recreation areas, sanding or salting streets and sidewalks, removing snow and ice from commercial areas and repairing damage from plows. Winter maintenance of metered parking lots is also the responsibility of this subprogram, however costs associated with metered parking lots are funded from parking meter receipts and is not included in this subprogram's totals.

### **Subprogram 961 – Vacation/Holiday/Sick**

The purpose of the Vacation/Holiday/Sick subprogram is to track time away from work for vacations, holidays, sick time, personal leave, jury duty and any other paid time off. All time off is earned and granted according to Town policies.

### **Subprogram 962 - Administration**

The Administration subprogram effectively manages costs and coordinates labor, materials and equipment to meet the objectives of the Highway program.

Subprogram activities include planning and financial management of the Highway program, including: setting goals and objectives; assigning responsibilities and allocating resources; developing measures to evaluate methods; adjusting subprograms and functions to meet changing requirements; preparing and maintaining data and records; overseeing improvements to facilities and grounds; promoting good public relations through accurate communication and courteous treatment of all complaints and requests; organizing and advancing employee development and training; ensuring proper use of prescribed methods of work designed to promote safety; and providing leadership and support for prompt, accurate and effective operations of the Division.

### **Subprogram 970 – Facilities & Grounds**

The Facilities & Grounds subprogram operates and maintains the Park & Highway building at 30 Municipal Way and surrounding area, provides 24/7 security and customer services for the DPW complex. The main building contains 34,840 square feet, comprised of offices, workshops, equipment and vehicle storage areas, locker rooms and restrooms. Also maintained are 10.7 acres of grounds, three ancillary structures containing 15,720 square feet, open storage areas and fencing. Responsibility for custodial maintenance and repair for main building and utilities for the property was transferred to the Facilities Maintenance Department as of July 1, 2016. The items remaining in our budget are for care of the site and grounds that do not fall under FMD responsibility such as material storage areas and fencing.

**Subprogram 991 - DPW Work for Others Not - Reimbursed**

This subprogram includes all services provided to DPW tax impact programs that are not reimbursed. Work performed for the Water & Sewer Enterprise Funds and all other Town Departments is funded through work order transfers from those departments and is described further below.

**Subprogram 996 – Equipment Maintenance**

This subprogram includes all costs related to maintenance and repair of Highway vehicles and equipment. Personal Services costs include Highway Staff time inspecting, washing, and other equipment setup services required. Expenses include Fleet Maintenance repairs and maintenance and also includes parts and sublet repairs.

**Other Sources of Funds****415 - Street Permit Program**

The Highway Division charges the Street Permit Program for inspection of street permit activities to ensure compliance with town standards.

**992 - Work for Others**

Work completed at the request of other Departments for recurring and one time projects. Work includes items such as regulatory sign maintenance, parking meter maintenance, and municipal building parking lot improvements.

**992 - Work for Others – Enterprise**

Work completed at the request of the Water & Sewer Division for recurring and one-time projects. Work includes items such as patching utility trenches and assisting with hydrant flushing operations.

**992 - Enterprise Fund Support**

The Water & Sewer Enterprise Funds pay for Highway Division salaries on a fixed allocation basis for overnight and weekend watchperson services.

**995 – Capital**

Work completed on Highway Capital Projects such as street resurfacing, sidewalk rehabilitation, and storm water drainage system improvement projects.

HIGHWAY DIVISION

FY2021 OPERATING REQUEST

DIVISION SUMMARY

PERSONAL SERVICES

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	--VARIANCE--	
						FY2021 - FY2020(\$)	FY2021 - FY2020(%)
460 STREET & SIDEWALKS	139,433	166,189	198,076	193,746	195,884	2,138	1.1%
470 SWEEPING STREETS	60,552	67,251	58,127	63,985	66,551	2,566	4.0%
480 DRAINS, BROOKS, BASINS	96,825	64,838	142,439	181,152	180,753	-399	-0.2%
490 WINTER MAINTENANCE	138,422	165,366	99,802	123,799	123,382	-417	-0.3%
961 VACATION/HOLIDAY/SICK	176,047	167,530	197,121	142,176	142,642	466	0.3%
962 ADMINISTRATION	185,024	182,416	187,820	218,778	235,235	16,457	7.5%
970 FACILITIES & GROUNDS	172,668	122,922	129,621	110,380	112,564	2,184	2.0%
991 WORK FOR OTHERS (NOT REIMBURSED)	16,857	25,964	26,748	15,516	15,522	6	0.0%
996 EQUIPMENT MAINTENANCE	41,900	43,865	27,206	48,305	51,694	3,389	7.0%
TAX IMPACT APPROPRIATION	1,027,728	1,006,341	1,066,960	1,097,837	1,124,227	26,390	2.4%
415 STREET PERMIT	11,525	13,895	11,384	16,249	16,195	-54	-0.3%
992 WORK FOR OTHERS	210,352	219,158	238,182	171,524	173,010	1,486	0.9%
992 - MLP	33,229	29,883	57,473	55,276	56,090	814	1.5%
992 - ENTERPRISE FUND SUPPORT	61,830	78,269	83,330	74,312	77,168	2,856	3.8%
995 CAPITAL	313,131	262,729	210,336	384,992	407,688	22,696	5.9%
OTHER SOURCES	630,068	603,934	600,706	702,353	730,151	27,798	4.0%
<b>PERSONAL SERVICES TOTAL</b>	<b>1,657,797</b>	<b>1,610,274</b>	<b>1,667,665</b>	<b>1,800,190</b>	<b>1,854,378</b>	<b>54,188</b>	<b>3.0%</b>

EXPENSES

460 STREETS & SIDEWALKS	30,062	39,292	40,940	34,750	43,000	8,250	23.7%
470 SWEEPING STREETS	727	19,343	36,516	46,000	40,000	-6,000	-13.0%
480 DRAINS, BROOKS, BASINS	66,324	25,133	76,545	64,500	89,500	25,000	38.8%
490 WINTER MAINTENANCE	17,159	7,254	12,403	9,000	12,000	3,000	33.3%
962 ADMINISTRATION	42,617	46,393	54,688	42,900	59,700	16,800	39.2%
970 FACILITIES & GROUNDS	21,050	21,677	20,088	20,000	19,000	-1,000	-5.0%
996 EQUIPMENT MAINTENANCE	243,834	249,319	215,569	253,300	231,000	-22,300	-8.8%
TAX IMPACT APPROPRIATION	419,978	406,664	455,897	470,450	494,200	23,750	5.0%
<b>EXPENSES TOTAL</b>	<b>419,978</b>	<b>406,664</b>	<b>455,897</b>	<b>470,450</b>	<b>494,200</b>	<b>23,750</b>	<b>5.0%</b>
<b>PS + EXPENSE TOTAL APPROPRIATION</b>	<b>1,447,707</b>	<b>1,413,005</b>	<b>1,522,857</b>	<b>1,568,287</b>	<b>1,618,427</b>	<b>50,140</b>	<b>3.2%</b>

<b>PERMANENT STAFFING (FTEs)</b>	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Budget</b>	<b>FY21 Request</b>
Position Titles:					
Superintendent	1.00	1.00	1.00	1.00	1.00
Assistant Superintendent	1.00	1.00	1.00	1.00	1.00
General Foreman	1.00	1.00	1.00	1.00	1.00
Sr. Office Assistant	1.00	1.00	1.00	1.00	1.00
Foreman A	4.00	4.00	4.00	4.00	4.00
Foreman B	2.00	2.00	2.00	2.00	2.00
Meter & Sign Repair	1.00	1.00	1.00	1.00	1.00
Highway Craftsman	1.00	1.00	1.00	1.00	1.00
Construction Equipment Operator	3.00	3.00	3.00	3.00	3.00
Heavy Equipment Operator	5.00	5.00	5.00	5.00	5.00
Medium Equipment Operator	3.00	3.00	3.00	3.00	3.00
Watchman	3.31	3.31	3.31	3.31	3.31
<b>Total Number of Positions</b>	<b>26.31</b>	<b>26.31</b>	<b>26.31</b>	<b>26.31</b>	<b>26.31</b>

## **PROGRAM 430 - PARK AND TREE**

### **Program Objective**

To preserve, develop, operate and maintain parks, trees, open space and recreation areas in an effective and efficient manner for the pleasure and well-being of the public.

### **Subprogram 500 - Active Recreation**

This subprogram operates and maintains active play areas, school grounds and recreation facilities throughout the Town. There are 255 acres of active recreation areas included in the following sites: 9 schools (Bates, Fiske, Hardy, Hunnewell, Schofield, Sprague, Upham, Middle and High Schools) and 8 parks (Hunnewell, Kelly, Ouellet, Brown, Perrin, Phillips, Warren, and the Morses Pond beach facility).

The facilities found on the 255 acres of active recreation areas include the following: 16 playgrounds; 1 lighted all-purpose field; 4 baseball infields; 5 skinned softball fields; 8 grassed Little League infields; 8 practice infields; 5 regulation lacrosse/soccer fields; 2 regulation field hockey/lacrosse fields; 6 youth soccer fields; 1 practice football field; 3 synthetic turf fields; 1 track and field facility; 16 tennis courts; 37 outdoor basketball hoops with court areas; 465 benches and tables; 116 bike racks; 314 Trash & Recycling Receptacles; Morse's Pond beach; 2 field houses; 9 flag poles; 1 public restroom; 17 drinking fountains; 14 portable bleachers; and 1 stadium bleacher complex.

Recreation area management duties include: mowing; aerating; irrigating; over-seeding; fertilizing; liming; weed and insect control (if necessary); litter clean-up; leaf removal; marking fields for games; leveling and grading fields; fence repairs; vandalism repairs; shrub and tree care; painting structures; care of goals and goal posts; stump removal; master plans; civic activities such as assisting with summertime activities; the Community Garden Program; holiday decorations; litter-barrel care; marathon; parades and special events; care of the beach and bath house facilities; weed harvesting; and pond management.

### **Subprogram 510 - Passive Recreation**

The objective of this subprogram is to maintain passive recreation areas for the health and well-being of the public and for the preservation of wildlife and the environment.

All passive recreation and conservation areas in the Town are included in this subprogram. There are 642 acres of passive recreation areas including: Wellesley's three libraries (Wellesley Square, Fells, and Hills); six conservation reservations (Boulder Brook, Rocky Ledges, Overbrook, Abbott Pond, Carisbrooke, and Colburn Road); ten municipal parking lots (Railroad Avenue, Cameron Street, Waban Street, Eaton Court, River Street, Lower Falls, Farms Railroad Station, Hills Railroad Station, Tailby, and Noanet); eighteen parks (Town Hall, Wellesley Square, Simons, Morton, Elm, Centennial, Rockridge Pond, Washington, Hillside Road, Memorial, Reed's Pond, Overbrook, Clancy's Hollow, Peabody, Sawyer, Shaw Common, Longfellow Pond, and Beebe Meadow);

seventy-five traffic islands at 58 locations throughout the Town; three walking paths or parkways (Fuller Brook, Caroline Path, and Cochituate Aqueduct); Wellesley Police Station; Sections of the State's Charles River Reservation; the Town Forest, the Back Forty Property, Weston Road & Brookside Road Community Gardens: and several Route 9 traffic islands.

General maintenance of these areas includes: periodic mowing, fertilizing, weed control, litter clean-up, leaf removal, fence repairs, shrub and tree care, painting and repairing structures, stump removal, master plans, path and trail maintenance, vandalism repairs, and special projects such as re-landscaping areas to improve aesthetics and to reduce maintenance requirements, and site preparation for special events. This includes planting over 7,000 tulip & daffodil bulbs annually.

### **Subprogram 520 - Tree Management**

The objective of this subprogram is to preserve and maintain shade trees for the aesthetic enjoyment of the public and the enhancement of Wellesley's environment. The care of over 6,000 inventoried public shade trees along with forested areas in Wellesley are included in this subprogram. Routine maintenance is conducted as required to all of these trees. The care includes: vandalism repairs as needed; storm damage repairs, winter moth and other insect controls, as well as poison ivy and other herbicide treatments in accordance with State regulations; shade and park tree planting and management of new trees for one or two years; tree and stump removals as necessary; and other tree care according to need. In addition, clearance requirements are maintained for streets and sidewalks where visibility and safety problems exist.

### **Subprogram 530 - Equipment Maintenance**

This subprogram maintains the Park & Tree Program's inventory of 160 pieces specialized equipment. It also includes the cost of maintaining the division's over-the-road vehicles. Special equipment maintained by Park and Tree personnel includes two (2) weed harvester, large riding mowers, trimming mowers, three (3) tractors with attachments, small riding mowers with attachments, hand-held weed trimmers, chain saws, leaf blowers, turf sweeping/vacuums, line-stripping machines, seed spreaders/slicers, tractor attachments, and an assortment of recreational equipment (swings, goals, etc.), generators, pumps, beach equipment, hand tools, tree trimming tools, and turf-care tools.

Storage facilities for this equipment are provided at the Park/Highway garage, the Park shed, the Sprague Field House and several storage containers at the Hunnewell Field complex. The division's small equipment shop also repairs small equipment for other divisions and departments as required.

### **Subprogram 490 - Winter Maintenance**

This subprogram funds Park & Tree employees engaged in Winter Maintenance activities during normal working hours. All winter maintenance overtime activities are funded through the DPW's Winter Maintenance Program 456.

**Subprogram 961 – Vacation/Holiday/Sick**

The purpose of the Vacation/Holiday/Sick subprogram is to track time away from work for vacations, holidays, sick time, personal leave, jury duty and any other paid time off. All time off is earned and granted according to Town policies.

**Subprogram 962 - Administration**

This subprogram manages labor, material, and equipment, and provides supervision and leadership for the Park and Tree program.

Activities include overseeing the daily operation of the Park & Tree functions and supervising employees and equipment assigned to the Park and Tree Division. Additional duties of this subprogram include: preparing the budget and overseeing expenditures; preparing monthly and annual reports; recording and tracking resident's service requests; preparing and updating master plans, updating an 5-year capital improvement plans; developing handbooks and manuals; review and development of landscape design plans; providing assistance to the public, DPW divisions and Town organizations including the Natural Resources Commission, the Wetlands Protection Committee, the Board of Selectmen, Planning Board, Building Department, School Department, Recreation Department, Veterans' Council, Fire, Police, Housing Authority and the Library; and meeting regulatory requirements of agencies such as the Wetlands Protection Committee, Zoning Board of Appeals, Design Review Board, Massachusetts Departments of Conservation (DCR), Agricultural Resources (DAR), and Environmental Protection (DEP).

**Subprogram 991 - DPW Work for Others – Not Reimbursed**

This subprogram includes funding for all services provided to DPW tax impact programs with no reimbursement. Work performed for the Water & Sewer Enterprise Funds and all other Town Departments is funded through work order transfers from those departments and is described further below.

**Other Sources of Funds****415 - Street Permit Program**

The Park & Tree Division charges the Engineering Division's Street Permit Program for inspection of street permit activities to ensure compliance with town standards

**992 - Work for Others**

Work completed at the request of other Departments for recurring and one-time projects. Work includes items such as tree planting for the NRC, Moses Pond weed harvesting, and landscaping services for the Selectmen Parking Lots and the Facilities Maintenance Department.

**992 - Work for Others – Enterprise**

Work completed at the request of the Water & Sewer Division for recurring and one-time projects such as grounds keeping at water treatment plants and sewer pump stations and mowing grass at the reservoirs.

**995 – Capital**

Work completed on Park & Tree Capital Projects such as athletic fields, playgrounds, tennis & basketball courts, and traffic island rehabilitation.

PARK AND TREE DIVISION

FY2021 OPERATING REQUEST

DIVISION SUMMARY

PERSONAL SERVICES

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	--VARIANCE--	
						FY2021 - FY2020(\$)	FY2021 - FY2020(%)
490 WINTER MAINTENANCE	72,120	109,311	91,235	55,131	55,617	486	0.9%
500 MAINTAIN ACTIVE REC AREAS	235,400	229,147	239,802	301,821	303,114	1,293	0.4%
510 MAINTAIN PASSIVE REC AREAS	151,221	199,219	201,728	292,204	296,434	4,230	1.4%
520 TREE MANAGEMENT	116,514	149,770	105,947	127,167	125,583	-1,584	-1.2%
530 EQUIPMENT MAINTENANCE	42,002	43,407	50,970	52,322	53,322	1,000	1.9%
961 VACATION/HOLIDAY/SICK	183,726	183,080	169,647	161,249	162,627	1,378	0.9%
962 ADMINISTRATION	288,973	299,707	292,136	259,017	266,738	7,721	3.0%
991 WORK FOR OTHERS (NOT REIMBURSED)	36,370	43,531	67,382	20,466	19,995	-471	-2.3%
TAX IMPACT APPROPRIATION	1,126,326	1,257,172	1,218,847	1,269,377	1,283,430	14,053	1.1%
415 STREET PERMIT PROGRAM	11,307	10,330	10,735	11,837	11,838	1	0.0%
992 WORK FOR OTHERS	114,105	123,497	116,633	145,423	147,081	1,658	1.1%
992 - WORK FOR OTHERS - ENTERPRISE	16,103	15,778	28,142	57,452	57,882	430	0.7%
995 CAPITAL	60,335	74,296	55,780	56,482	59,264	2,782	4.9%
OTHER SOURCES	201,851	223,901	211,291	271,194	276,065	4,871	1.8%
<b>PERSONAL SERVICES TOTAL</b>	<b>1,328,177</b>	<b>1,481,073</b>	<b>1,430,138</b>	<b>1,540,571</b>	<b>1,559,495</b>	<b>18,924</b>	<b>1.2%</b>

EXPENSES

500 MAINTAIN ACTIVE REC AREAS	71,245	70,661	49,790	100,350	96,000	-4,350	-4.3%
510 MAINTAIN PASSIVE REC AREAS	22,315	20,695	28,892	19,900	41,000	21,100	106.0%
520 TREE MANAGEMENT	10,891	16,206	16,686	30,000	31,000	1,000	3.3%
530 EQUIPMENT MAINTENANCE	133,670	162,115	229,765	183,500	197,500	14,000	7.6%
962 ADMINISTRATION	26,311	23,130	35,813	38,820	35,800	-3,020	-7.8%
991 WORK FOR OTHERS	22,717	13,764	7,451	0	0	0	0.0%
TAX IMPACT APPROPRIATION	287,148	306,571	368,398	372,570	401,300	28,730	7.7%
<b>EXPENSES TOTAL</b>	<b>287,148</b>	<b>306,571</b>	<b>368,398</b>	<b>372,570</b>	<b>401,300</b>	<b>28,730</b>	<b>7.7%</b>
<b>PS + EXPENSE TOTAL APPROPRIATION</b>	<b>1,413,474</b>	<b>1,563,744</b>	<b>1,587,245</b>	<b>1,641,947</b>	<b>1,684,730</b>	<b>42,783</b>	<b>2.6%</b>

<b>PERMANENT STAFFING (FTEs)</b>	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Budget</b>	<b>FY21 Request</b>
Position Titles:					
Assistant Superintendent	1.00	1.00	1.00	1.00	1.00
Landscape Planner	0.74	0.74	0.74	0.93	0.93
General Foreman	1.00	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
Construction Foreman A	1.00	1.00	1.00	1.00	1.00
Horticulturist Technician	1.00	1.00	1.00	1.00	1.00
Field Foreman A	1.00	1.00	1.00	1.00	1.00
Foreman A - Fuller Brook	-	1.00	1.00	1.00	1.00
Tree Care Foreman A	1.00	1.00	1.00	1.00	1.00
Lead Tree Climber	1.00	1.00	1.00	1.00	1.00
Tree Climber	2.00	2.00	2.00	2.00	2.00
Park Construction Craftsman	1.00	1.00	1.00	1.00	1.00
Technical Services Craftsman	1.00	1.00	1.00	1.00	1.00
Park Facilities Technician	1.00	1.00	1.00	1.00	1.00
Groundskeeper (Foreman)	2.00	2.00	2.00	2.00	2.00
Groundskeeper	3.00	3.00	3.00	3.00	3.00
Park Maintenance Worker	1.00	1.00	1.00	1.00	1.00
<b>Total Number of Positions</b>	<b>19.74</b>	<b>20.74</b>	<b>20.74</b>	<b>20.93</b>	<b>20.93</b>

## **PROGRAM 440 - RECYCLING AND DISPOSAL**

### **Program Objective**

To operate and maintain recycling, disposal, and refuse collection systems in an effective and efficient manner in order to protect the public health, prevent pollution, and to conserve energy and natural resources. Table 1 below shows a variety of RDF Statistics including projected tons and revenue.

### **Subprogram 540 - Recycling**

This subprogram is responsible for transferring recyclables from residential, municipal and commercial waste streams. Activities consist of: collecting, separating, packaging/baling, marketing, selling, and delivering recyclable materials; developing new market sources and maximizing revenue opportunities; monitoring and promoting participation to increase the number of participants and the tonnage recycled; educating about the recycling program; and controlling the quality of recyclable materials. Materials recycled include newspapers, cardboard, mixed paper, glass, metal, aluminum, refundable beverage containers, steel, plastic, wood, and other special wastes.

This subprogram also includes disposal of hazardous wastes in a safe and environmentally sound manner and to promote the reduction and reuse of products containing hazardous materials purchased and used by Wellesley residents. Some hazardous materials are collected year round at the RDF and other household hazardous products are collected on a single day in the spring. Additional recycling activities are funded through Recycling Business Initiatives subprogram 590.

### **Subprogram 550 - Trash Disposal**

Subprogram activities include collection, processing, compacting and loading non-recyclable solid waste for hauling for disposal. All non-recyclable waste is dumped in the transfer haul building and then loaded into 100-CY containers for transfer.

### **Subprogram 560 - Earth Products**

Subprogram activities include: the separation, windrowing, and screening of leaves and grass clippings; grinding of brush; development of markets; and preparation and distribution of educational materials on composting practices.

### **Subprogram 490 - Winter Maintenance**

This subprogram provides support to the Highway Division's winter maintenance effort. This subprogram provides funding for RDF personnel providing services during regular working hours. All overtime activities are funded from the Winter Maintenance Program 456.

### **Subprogram 962 - Administration**

Subprogram activities include planning, organizing, staffing, supervising, directing, and controlling the RDF program. The preferred method of solid waste disposal is by recycling. Solid waste that is not recycled is compacted and hauled to a licensed landfill.

**Subprogram 976 - Site and Facilities Operations and Maintenance**

This subprogram includes RDF site maintenance related to the drop-off areas, sheds, storage containers, truck scale, drainage structures, retaining walls, fencing, signage, fuel pumps and pole lighting,

**Other Sources of Funds****Subprogram 992 - DPW Work for Others**

RDF Work for Others typically includes the collection of trash and recyclable materials from Town Departments. Pickup from Water & Sewer facilities are charged to Work for Other – Enterprise.

**Subprogram 590 - Business Initiatives Program**

This subprogram provides funds to purchase and process recyclable materials when there is an opportunity to sell these items for a “profit” (i.e., additional recycling revenue to the General Fund, over and above the cost for the materials and processing). This budget is offset by an equal amount of projected revenues, so there is no net impact on the overall Town budget balance. The RDF will tap into these funds only when a profitable opportunity arises, with the resulting revenues going to the Town’s General Fund. If no profitable opportunities are available, unspent funds at year-end will be returned to the General Fund.

**Business Initiatives Summary**

	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Plan</b>	<b>FY20 Revised</b>	<b>FY21 Plan</b>
<b>Business Initiatives Revenue</b>	<b>\$254,225</b>	<b>\$184,692</b>	<b>\$55,529</b>	<b>\$60,000</b>	<b>\$20,000</b>	<b>\$20,000</b>
<b>Business Initiatives Expenses</b>						
Personal Services	\$57,237	\$52,718	\$14,063	\$28,000	\$9,000	\$9,000
Expenses	\$45,668	\$67,523	\$10,925	\$17,000	\$5,000	\$5,000
<b>Total Bus. Initiatives Expenses</b>	<b>\$102,905</b>	<b>\$120,241</b>	<b>\$30,541</b>	<b>\$45,000</b>	<b>\$14,000</b>	<b>\$14,000</b>
<b>Business Initiatives Net Revenue</b>	<b>\$151,320</b>	<b>\$64,451</b>	<b>\$139,692</b>	<b>\$15,000</b>	<b>\$6,000</b>	<b>\$6,000</b>
<b>Return on Investment</b>	<b>60%</b>	<b>54%</b>	<b>55%</b>	<b>53%</b>	<b>30%</b>	<b>30%</b>

### RDF Statistics

	FY17	FY18	FY19	FY20	FY20	FY21
	Actual	Actual	Actual	Plan	Revised	Plan
<b>RECYCLING</b>						
Recycled Tons	3,649	3,711	3,793	3,500	3,800	3,500
Recycled Tons - Business Initiatives	3,870	2,835	998	1,000	1,000	1,000
<b>Total Recycled Tons</b>	<b>7,519</b>	<b>6,546</b>	<b>4,791</b>	<b>4,500</b>	<b>4,800</b>	<b>4,500</b>
Recycling Revenues (\$)	\$210,063	\$204,492	\$171,353	\$200,000	\$115,000	\$100,000
Recycling Revenues - Business Initiatives (\$)	\$254,225	\$184,692	\$55,529	\$60,000	\$20,000	\$20,000
<b>Total Recycling Revenue</b>	<b>\$464,288</b>	<b>\$389,185</b>	<b>\$226,882</b>	<b>\$260,000</b>	<b>\$135,000</b>	<b>\$120,000</b>
<b>TRASH DISPOSAL</b>						
Commercial Tons	1,699	2,557	2,071	2,300	2,500	2,300
Residential Tons	5,306	5,260	4,567	6,000	4,000	5,500
Municipal Tons	299	381	319	300	300	300
<b>Total Tons Hauled</b>	<b>7,304</b>	<b>8,198</b>	<b>6,957</b>	<b>8,600</b>	<b>6,800</b>	<b>8,100</b>
<b>Tipping Revenue (\$) (Including Wood)</b>	<b>\$288,302</b>	<b>\$382,776</b>	<b>\$345,916</b>	<b>\$290,000</b>	<b>\$500,000</b>	<b>\$460,000</b>
<b>EARTH PRODUCTS</b>						
Earth Products - Commercial Tons	626	741	460	575	575	575
Earth Products - Municipal Tons	1,174	983	1,002	775	775	775
<b>Total Tons Weighed</b>	<b>1,800</b>	<b>1,724</b>	<b>1,462</b>	<b>1,350</b>	<b>1,350</b>	<b>1,350</b>
Earth Products Revenue (\$)	\$44,190	\$60,409	\$64,511	\$25,000	\$25,000	\$25,000
Snow Permits and Tipping Revenue	\$15,275	\$22,220	\$17,011	\$10,000	\$10,000	\$10,000
<b>Total Revenue – All sources</b>	<b>\$812,055</b>	<b>\$854,590</b>	<b>\$654,320</b>	<b>\$585,000</b>	<b>\$670,000</b>	<b>\$615,000</b>
<b>BALER, COMPACTOR AND OTHER RDF EQUIPMENT STABILIZATION FUND</b>						
Starting Balance	\$732,000	\$732,942	\$741,191	\$766,157	\$806,179	\$825,691
Yearly Appropriation	0	0	0	11,512	11,512	11,512
Fund Transfers/Interest Earned	942	8,249	64,989	996	8,000	8,000
Equipment Replacement	0	0	0	0	0	0
<b>Available Balance</b>	<b>\$732,942</b>	<b>\$741,191</b>	<b>\$806,179</b>	<b>\$778,665</b>	<b>\$825,691</b>	<b>\$845,203</b>
<b>BALER, COMPACTOR AND OTHER RDF EQUIPMENT REPAIR FUND</b>						
Starting Balance	\$0	\$24,776	\$50,402	\$55,402	\$103,562	\$123,562
Metals Sales (Included in Revenues Above)	32,026	54,242	53,159	20,000	40,000	20,000
Equipment Repairs	8,250	28,616	0	-20,000	-20,000	-20,000
<b>Available Balance</b>	<b>\$24,776</b>	<b>\$50,402</b>	<b>\$103,562</b>	<b>\$55,402</b>	<b>\$123,562</b>	<b>\$123,562</b>

RECYCLING AND DISPOSAL FACILITY

FY2021 OPERATING REQUEST

DIVISION SUMMARY

PERSONAL SERVICES

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	--VARIANCE--	
						FY2021 - FY2020(\$)	FY2021 - FY2020(%)
490 WINTER MAINTENANCE	29,625	16,182	2,653	3,651	3,353	-298	-8.2%
540 RECYCLING	270,869	252,191	281,672	403,580	427,241	23,661	5.9%
550 TRASH DISPOSAL	181,705	246,423	184,783	204,238	206,372	2,134	1.0%
560 EARTH PRODUCTS	8,404	20,134	9,108	49,744	49,469	-275	-0.6%
961 VACATION/HOLIDAY/SICK	138,970	149,523	146,344	127,787	127,425	-362	-0.3%
962 ADMINISTRATION	232,983	197,056	251,181	203,336	199,089	-4,247	-2.1%
976 FACILITIES & GROUNDS	89,898	44,362	55,660	55,880	57,247	1,367	2.4%
TAX IMPACT APPROPRIATION	948,254	920,472	926,002	1,048,216	1,070,196	21,980	2.1%
540 BUSINESS INITIATIVES	57,237	52,718	14,063	58,526	58,526	0	0.0%
992 WORK FOR OTHERS	17,011	4,945	4,801	3,802	3,808	6	0.2%
992 - WORK FOR OTHERS - ENTERPRISE	3,642	4,927	4,207	1,318	1,320	2	0.2%
OTHER SOURCES	77,890	62,590	23,071	63,646	63,654	8	0.0%
<b>PERSONAL SERVICES TOTAL</b>	<b>1,026,144</b>	<b>983,062</b>	<b>949,073</b>	<b>1,111,862</b>	<b>1,133,850</b>	<b>21,988</b>	<b>2.0%</b>

EXPENSES

540 RECYCLING	104,609	119,352	115,939	168,512	168,512	0	0.0%
550 TRASH DISPOSAL	666,408	647,344	677,822	716,000	692,475	-23,525	-3.3%
560 EARTH PRODUCTS	35,800	39,445	19,575	35,000	35,000	0	0.0%
962 ADMINISTRATION	31,923	34,093	44,043	30,600	30,600	0	0.0%
976 FACILITIES & GROUNDS	68,810	82,557	69,687	24,380	24,380	0	0.0%
996 EQUIPMENT MAINTENANCE	225,251	225,703	204,398	214,800	214,800	0	0.0%
TAX IMPACT APPROPRIATION	1,132,677	1,148,494	1,131,463	1,189,292	1,165,767	-23,525	-2.0%
540 BUSINESS INITIATIVES	46,822	67,523	10,924	74,655	74,655	0	0.0%
OTHER SOURCES	46,822	67,523	10,924	74,655	74,655	0	0.0%
<b>EXPENSES TOTAL</b>	<b>1,179,499</b>	<b>1,216,017</b>	<b>1,142,387</b>	<b>1,263,947</b>	<b>1,240,422</b>	<b>-23,525</b>	<b>-1.9%</b>
<b>PS + EXPENSE TOTAL APPROPRIATION</b>	<b>2,080,931</b>	<b>2,068,965</b>	<b>2,057,465</b>	<b>2,237,508</b>	<b>2,235,963</b>	<b>-1,545</b>	<b>-0.1%</b>

<b>PERMANENT STAFFING (FTEs)</b>	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 Budget</b>	<b>FY21 Request</b>
Position Titles:					
Superintendent	1.00	1.00	1.00	1.00	1.00
Business Manager	1.00	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
General Foreman	1.00	1.00	1.00	1.00	1.00
Foreman A	2.00	2.00	2.00	2.00	2.00
Transfer Haul Trailer Operator (A)	1.00	1.00	1.00	1.00	1.00
Transfer Haul Equipment Operator (B)	4.00	4.00	4.00	4.00	4.00
Industrial Truck Operator	1.00	1.00	1.00	1.00	1.00
VECE/Rubbish Driver	2.00	2.00	2.00	2.00	2.00
<b>Total Number of Positions</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>

## **PROGRAM 450 - MANAGEMENT SERVICES**

### **Program Objective**

To manage, direct and support the activities of the Department of Public Works to provide public works and public services in an efficient and effective manner.

The activities of this program include those of the Director and Assistant Director and their immediate staff in support of the DPW tax-impact programs. Similar to a chief executive function in a corporation, day-to-day management is carried out under the policies of the Board of Public Works. Functions include the overall supervision and management of the Engineering, Park & Highway, Recycling and Disposal, Fleet Services and Management Services Divisions and programs. Responsibilities include the integration of all capital resources including money, labor, material, equipment and facilities in order to deliver effective public services in an efficient manner. Also included are the functions of planning, programming, budgeting, organizing and staffing, controlling, systems development, data processing management, public information services, and maintenance of central files.

Personal services and expenses for the Management Services Division are apportioned between this program budget and the Water and Sewer enterprise funds.

### **Other Sources of Funds**

#### **Work for Others**

Includes office administrative and accounting support for Fleet Maintenance accounts payable, accounts receivable, data entry, and document management tasks.

#### **Enterprise Fund Support**

The Water & Sewer Enterprise Funds pay for Management Division salaries on a fixed allocation basis for budgeting, accounting, and management services. Allocations are reviewed periodically to determine the appropriate amounts to be allocated.

MANAGEMENT DIVISION

FY2021 OPERATING REQUEST

DIVISION SUMMARY

PERSONAL SERVICES

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	--VARIANCE--	
						FY2021 - FY2020(\$)	FY2021 - FY2020(%)
961 VACATION/HOLIDAY/SICK	42,687	55,068	52,273	51,778	52,835	1,057	2.0%
962 ADMINISTRATION	319,050	317,344	303,726	341,437	325,380	-16,057	-4.7%
TAX IMPACT APPROPRIATION	361,737	372,412	355,999	382,958	378,215	-4,743	-1.2%
992 - ENTERPRISE FUND SUPPORT	333,095	344,267	325,814	380,359	376,988	-3,371	-0.9%
OTHER SOURCES	333,095	344,267	325,814	380,359	376,988	-3,371	-0.9%
<b>PERSONAL SERVICES TOTAL</b>	<b>694,832</b>	<b>716,679</b>	<b>681,813</b>	<b>763,317</b>	<b>755,203</b>	<b>-8,114</b>	<b>-1.1%</b>

EXPENSES

962 ADMINISTRATION	23,374	23,322	23,488	24,070	24,070	0	0.0%
TAX IMPACT APPROPRIATION	23,374	23,322	23,488	24,070	24,070	0	0.0%
<b>EXPENSES TOTAL</b>	<b>23,374</b>	<b>23,322</b>	<b>23,488</b>	<b>24,070</b>	<b>24,070</b>	<b>0</b>	<b>0.0%</b>
<b>PS + EXPENSE TOTAL APPROPRIATION</b>	<b>385,111</b>	<b>395,735</b>	<b>379,487</b>	<b>407,028</b>	<b>402,285</b>	<b>-4,743</b>	<b>-1.2%</b>

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Director	1.00	1.00	1.00	1.00	1.00
Executive Assistant	2.00	2.00	2.00	2.00	2.00
Programs Manager/Assistant Director	1.00	1.00	1.00	1.00	1.00
Sr. Management Analyst	1.00	1.00	1.00	1.00	1.00
Database/Applications Manager	1.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Safety Coordinator	1.00	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Number of Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

## **PROGRAM 454 – FLEET SERVICES**

### **Program Objective**

To provide supplementary funding for Fleet Services costs not otherwise covered by the fees charged to Fleet Customers.

Subprogram activities consist of the maintenance and repair of Town vehicles and equipment, plus administrative and recordkeeping functions of Fleet Services. The cost of maintaining approximately 130 pieces of equipment (e.g., sedans, pickup trucks, and utility trucks, trucks with gross vehicle weights of 10,000 lbs. and up, front-end loaders, backhoes, crane/backhoe, snow loaders/blowers, sidewalk tractors, and street sweepers) are distributed to the appropriate programs and subprograms being served. Fleet Services charges an hourly rate, plus the cost of parts. The indirect costs of managing Fleet Services and not charged out to customers are included in this budget.

The facilities used to maintain equipment of all DPW divisions consist of a repair shop with 5 bays (two of which are drive-through), a stockroom, welding shop and an inspection bay. Emissions testing equipment is available in order to test vehicles in accordance with the state's enhanced emission standards. Materials and costs associated with this subprogram include a portion of the cost of indirect labor and indirect expenses.

FLEET MAINTENANCE SERVICE SHOP  
 FY2021 OPERATING REQUEST  
 DIVISION SUMMARY

		FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	--VARIANCE-- FY2021 - FY2020(\$)		FY2021 - FY2020(%)
<b>PERSONAL SERVICES</b>									
454	INDIRECT LABOR SUBSIDY	143,105	157,767	160,922	165,000	170,775	5,775		3.5%
	TAX IMPACT APPROPRIATION	143,105	157,767	160,922	165,000	170,775	5,775		3.5%
421	FLEET INDIRECT LABOR	76,191	113,182	162,048	159,197	159,197	0		0.0%
422	FLEET DIRECT LABOR	103,858	119,434	125,299	319,502	302,974	-16,528		-5.2%
	OTHER SOURCES	180,049	232,616	287,347	478,699	462,171	-16,528		-3.5%
	<b>PERSONAL SERVICES TOTAL</b>	<b>323,154</b>	<b>390,383</b>	<b>448,269</b>	<b>643,699</b>	<b>632,946</b>	<b>-10,753</b>		<b>-1.7%</b>
<b>EXPENSES</b>									
454	FLEET ADMINISTRATION	43,462	51,749	73,488	43,462	43,462	0		0.0%
	TAX IMPACT APPROPRIATION	43,462	51,749	73,488	43,462	43,462	0		0.0%
421	FLEET DIRECT EXPENSES	412,343	561,600	542,859	693,538	693,538	0		0.0%
	OTHER SOURCES	412,343	561,600	542,859	693,538	693,538	0		0.0%
	<b>EXPENSES TOTAL</b>	<b>455,805</b>	<b>613,349</b>	<b>616,347</b>	<b>737,000</b>	<b>737,000</b>	<b>0</b>		<b>0.0%</b>
	<b>PS + EXPENSE TOTAL APPROPRIATION</b>	<b>186,567</b>	<b>209,516</b>	<b>234,410</b>	<b>208,462</b>	<b>214,237</b>	<b>5,775</b>		<b>2.8%</b>

PERMANENT STAFFING (FTEs)	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budget	FY21 Request
Position Titles:					
Director	1.00	1.00	1.00	1.00	1.00
Executive Assistant	2.00	2.00	2.00	2.00	2.00
Programs Manager/Assistant Director	1.00	1.00	1.00	1.00	1.00
Sr. Management Analyst	1.00	1.00	1.00	1.00	1.00
Database/Applications Manager	1.00	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00	1.00
Safety Coordinator	1.00	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
<b>Total Number of Positions</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

## PROGRAM 456 - WINTER MAINTENANCE

### Program Objective

To sand, salt, plow and remove ice and snow from streets, ways, walks and pavement areas to allow safe vehicle and pedestrian traffic for the convenience and safety of the public and all emergency services (police, fire, ambulance), and to provide access to other support services (e.g., food, fuel, medical). This program funds all overtime work by Tax Impact divisions associated with winter maintenance, all straight time and overtime winter maintenance work by DPW Enterprise fund employees, and all expenses for winter maintenance activities.

Program activities include: the plowing of streets, sidewalks, school yards, municipal parking lots, town building lots, and recreation areas; sanding or salting of streets and sidewalks; removing snow and ice from commercial and repairing damage from plows.

Approximately 224 lane miles of streets and 60 miles of sidewalks are maintained. The program also provides winter maintenance services for Town buildings, around 12 schools, in the Town's three business districts, and in various non-metered municipal parking lots. Materials and costs associated with these functions include the cost of labor, equipment use, sand and salt, equipment rental, general supplies and other materials. Winter Maintenance of metered parking lots is funded from parking meter receipts and is not included in subprogram totals. The total Winter Maintenance budget provides for approximately 100 crew hours of plowing and road treatment operations, approximately 2,500 tons of salt/sand, contracted equipment and vehicle maintenance and operation.

### Winter Maintenance Tax Impact Operating Budget and Statistics

	FY15	FY16	FY17	FY18	FY19
	Actual	Actual	Actual	Actual	Actual
Personal Services	\$ 460,694	\$ 139,904	\$ 255,438	\$ 321,307	\$ 254,798
Expenses	\$ 912,953	\$ 454,538	\$ 590,607	\$ 548,308	\$ 551,176
FEMA Reimbursement	\$ 136,500	\$ -	\$ -	\$ 187,942	\$ -
<b>TOTAL</b>	<b>\$ 1,237,147</b>	<b>\$ 594,442</b>	<b>\$ 846,045</b>	<b>\$ 681,673</b>	<b>\$ 805,974</b>
Salting/Sanding Events	15	8	11	16	13
Plowing Events	7	4	5	8	6
Removal Events	6	0	2	2	2
Flooding Events	0	0	0	0	0
<b>TOTAL</b>	<b>28</b>	<b>12</b>	<b>18</b>	<b>26</b>	<b>21</b>

WINTER MAINTENANCE

FY2021 OPERATING REQUEST

DIVISION SUMMARY

EXPENSES

491 WINTER MAINTENANCE  
 TAX IMPACT APPROPRIATION  
 EXPENSES TOTAL  
 PS + EXPENSE TOTAL APPROPRIATION

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 PLAN	FY2021 REQUEST	--VARIANCE--	
						FY2021 - FY2020(\$)	FY2021 - FY2020(%)
	846,045	869,615	805,974	366,355	379,177	12,822	3.5%
	846,045	869,615	805,974	366,355	379,177	12,822	3.5%
	846,045	869,615	805,974	366,355	379,177	12,822	3.5%
	846,045	869,615	805,974	366,355	379,177	12,822	3.5%