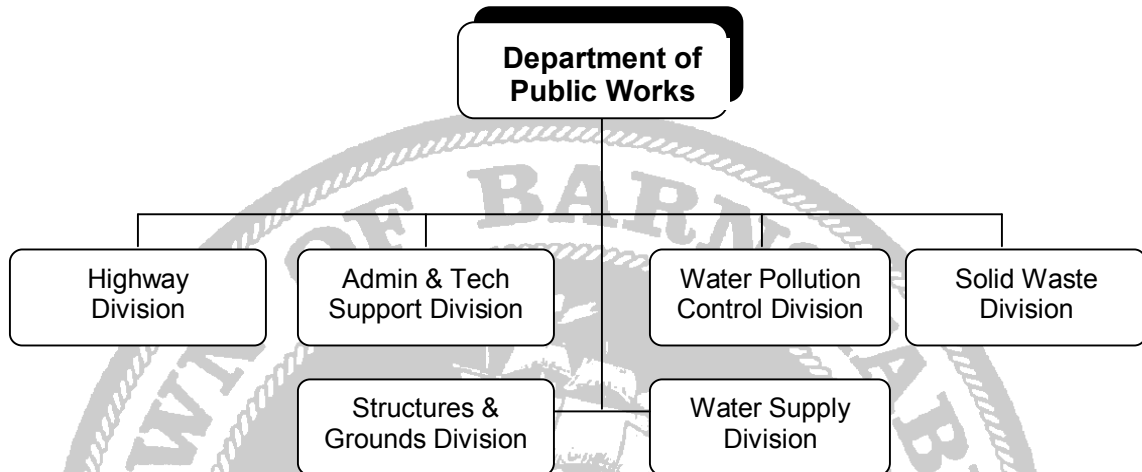


# PUBLIC WORKS DEPARTMENT

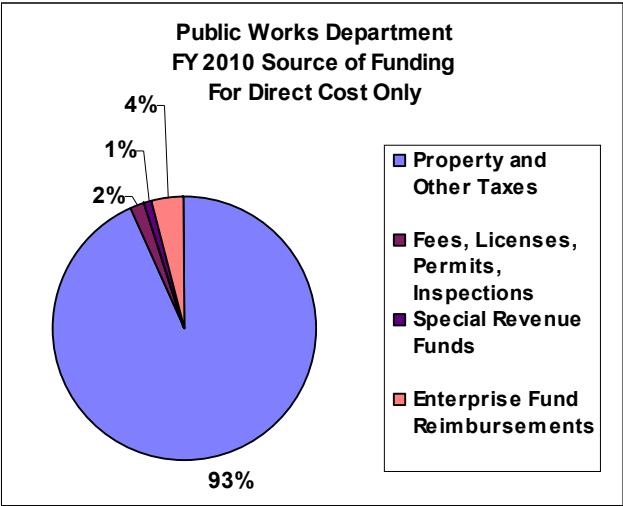
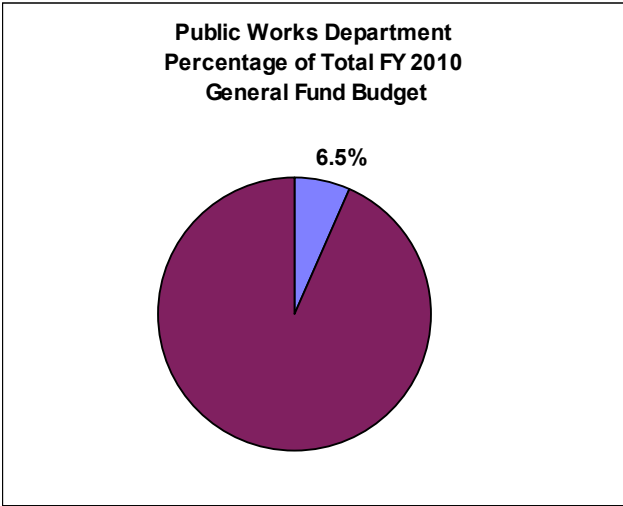
The mission of the Department of Public Works is protect, preserve and improve the Town's infrastructure and related assets in a manner which meets and enhances the current and future social and economic needs of the community, contribute to a healthy, safe and quality environment for the Town's citizens and its visitors, to provide water service to the Hyannis area, and a cost effective and environmentally sound means of disposing of solid waste and waste water.



## DEPARTMENT PERMANENT POSITION (FTEs)

Division FTEs	General Fund	Enterprise	Other Fund	Total
Administration and Technical Support	15.50	0.00	4.00	19.50
Highway	35.50	0.00	2.00	37.50
Structures & Grounds	33.80	0.00	0.00	33.80
Solid Waste	0.00	15.10	0.00	15.10
Water Pollution Control	0.00	14.10	0.00	14.10
Water Supply	0.00	1.50	0.00	1.50
<b>Total Department</b>	<b>84.80</b>	<b>30.70</b>	<b>6.00</b>	<b>121.50</b>

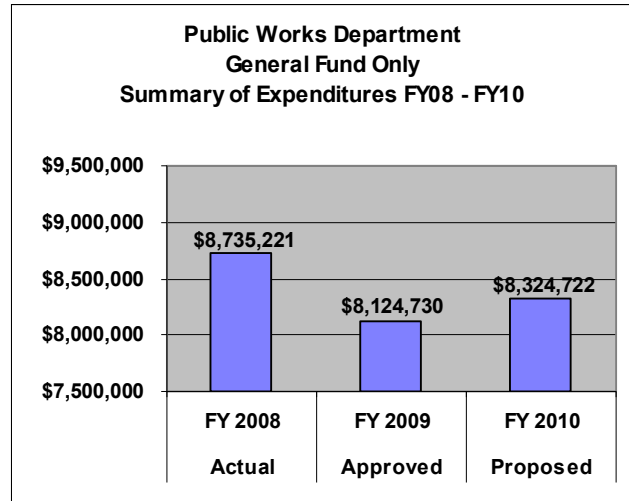
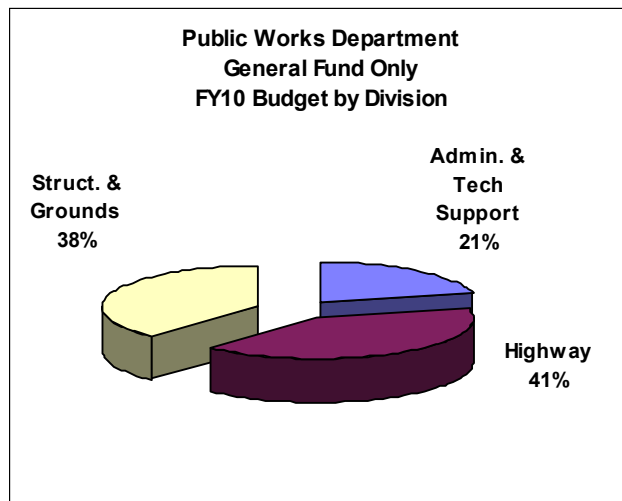
**FY 2011 DEPARTMENT FINANCIAL DATA**



The Public Works Department represents 6.5 percent of the overall General Fund budget. This is the third largest operating budget behind the School and police Departments. Funding for this department is primarily provided from taxes which represents 93 percent of the resources. Four percent of the operation is provided from enterprise fund reimbursements for support services provided to those functions.

**SUMMARY OF DEPARTMENT EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES  
GENERAL FUND ONLY – DEPARTMENT OF PUBLIC WORKS**

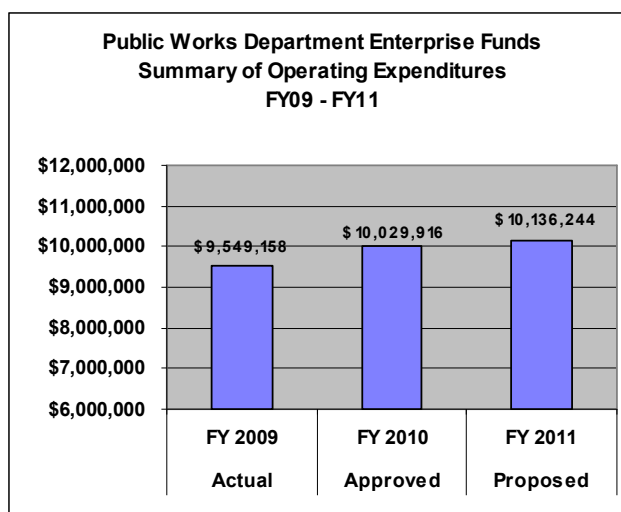
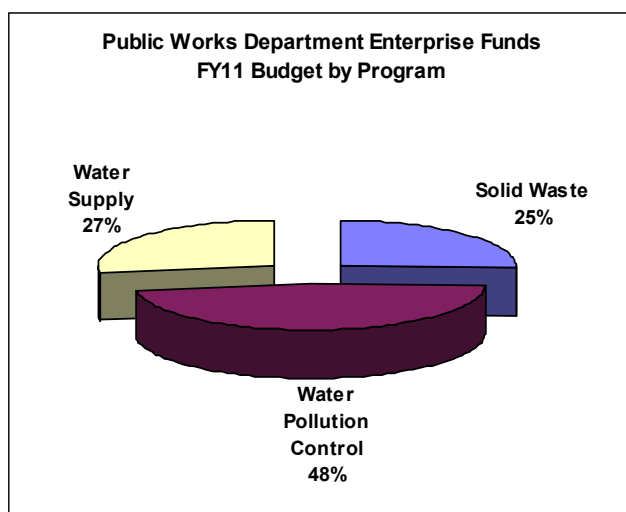
<b>Expenditure Category</b>	<b>Actual FY 2009</b>	<b>Approved FY 2010</b>	<b>Projected FY 2010</b>	<b>Requested FY 2011</b>	<b>Adjustments FY 2011</b>	<b>Proposed FY 2011</b>	<b>Change FY10 - 11</b>	<b>Percent Change</b>
Salaries and Wages	\$ 4,457,708	\$ 4,613,221	\$ 4,599,542	\$ 4,761,878		\$ 4,771,048	\$ 157,826	3.42%
Benefits	496,955	520,147	480,576	537,674		537,674	17,526	3.37%
Operating Expenses	3,129,739	2,515,361	2,942,168	2,516,461		2,540,001	24,640	0.98%
Operating Capital	650,819	476,000	476,000	476,000		476,000	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 8,735,221</b>	<b>\$ 8,124,730</b>	<b>\$ 8,498,286</b>	<b>8,292,012</b>		<b>\$ 8,324,722</b>	<b>\$ 199,992</b>	<b>2.46%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS:</b>								
1. Replacement of vehicular and motorized equipment				234,000	(234,000)			
2. Traffic Signals and Opticom Maintenance				52,000	(52,000)			
3. Increase in Gasoline and Diesel Fuel				10,000	-			
4. Bridge Maintenance				30,000	(30,000)			
5. Pavement Markings - Public Roads				40,260	(40,260)			
6. Police Details				32,000	(32,000)			
7. Increase in Overtime				25,000	(25,000)			
8. Uniforms				4,000	(4,000)			
9. Safety Equipment				2,000	(2,000)			
10. Special Events				6,000	(6,000)			
11. Flags and Holiday Lighting				5,000	(5,000)			
12. Hyannis Streetscape, Bollards and Posts				3,645	(3,645)			
13. Signage at Recreation Facilities				2,000	(2,000)			
14. Private Roads - Emergency Repairs				138,108	(138,108)			
15. Private Roads Maintenance and Repair				231,814	(231,814)			
16. Bismore Park Maintenance				12,745	-			
17. Maintenance of Aselton Park				15,345	-			
18. Walkway to the Sea Maintenance				21,350	-			
19. Increase in funds for Tools & Equipment				4,500	(4,500)			
20. Maintenance of Pearl Street Facilities				2,073	(2,073)			
21. Maintenance of RTA Plaza gardens and turf				2,578	(2,578)			
22. Maintenance of Armory flower beds				1,950	(1,950)			
23. Maintenance of Pleasant Street Park				4,070	(4,070)			
24. Contracted Maintenance Downtown Hyannis Improvement Strategy Projects				13,977	(13,977)			
25. Increase in funds for Employee Training				7,500	(7,500)			
26. Increase in funds for Safety Equipment				7,100	(7,100)			
27. Increase in funds for Professional Services				12,000	(12,000)			
28. Increase in funds for Equipment Maintenance				1,950	(1,950)			
29. Increase in funds for Irrigation Parts				1,500	(1,500)			
30. Increase in funds for Chemical Solvents				725	(725)			
31. Increase in funds for Trees & Plantings				3,500	(3,500)			
32. Increase in funds for Grounds Supplies				4,160	(4,160)			
33. Increase in funds for Permitting Fees				1,000	(1,000)			
34. Additional funds for Dowses Beach Handicap fishing pier and shower				3,880	(3,880)			
35. Increase in funds for general building supplies				12,500	(12,500)			
36. Increase in funds for maintenance of Police Department addition				20,400	(20,400)			
37. Additional funding for Emergency Generator Maintenance				10,000	(10,000)			
38. Increase in funds for Maintenance of Main Street Hyannis Lighting Project				27,040	(27,040)			
39. Restore funding for Street and Highway Repair				10,000	(10,000)			
40. Increase funds for overtime				4,000	(4,000)			
<b>SUBTOTAL</b>				<b>1,021,670</b>	<b>(962,230)</b>			
<b>REDUCTIONS AND RECLASSIFICATIONS:</b>								
1. Transfer PT Admin Asst. Water Enterprise Fund					\$ (26,730)			
<b>SUBTOTAL</b>					<b>(26,730)</b>			
<b>TOTAL</b>				<b>\$ 9,313,682</b>	<b>\$ (988,960)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 8,210,342	\$ 7,613,619	\$ 7,949,675	\$ 8,765,779		\$ 7,776,819	\$ 163,200	2.14%
Fees, Licenses, Permits, Inspections	188,749	117,000	151,000	127,625		127,625	10,625	9.08%
Charges for Services	-	50	50	50		50	-	0.00%
Interest and Other	6,568	-	3,500	-		-	-	0.00%
Special Revenue Funds	-	45,000	45,000	85,132		85,132	40,132	89.18%
Enterprise Fund Reimbursements	329,562	349,061	349,061	335,096		335,096	(13,965)	-4.00%
<b>TOTAL SOURCES</b>	<b>\$ 8,735,221</b>	<b>\$ 8,124,730</b>	<b>\$ 8,498,286</b>	<b>\$ 9,313,682</b>		<b>\$ 8,324,722</b>	<b>\$ 199,992</b>	<b>2.46%</b>



The Highway Division is the largest division within the Public Works Department consuming 41 percent of the operating budget. Structures and Grounds is the next largest division at 38 percent. Administration and Technical Support, which includes the engineering function, comprises 21 percent of the department's budget.

**SUMMARY OF DEPARTMENT EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES  
ENTERPRISE FUNDS ONLY – DEPARTMENT OF PUBLIC WORKS  
SOLID WASTE, SEWER AND WATER COMBINED**

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 1,681,081	\$ 1,856,799	\$ 1,768,400	\$ 1,897,915		\$ 1,930,176	\$ 73,377	3.95%
Benefits	179,284	197,077	173,400	206,681		206,681	9,604	4.87%
Operating Expenses	3,620,119	3,972,759	3,792,000	3,934,838		3,964,838	(7,921)	-0.20%
Operating Capital	284,975	210,000	206,000	210,000		250,000	40,000	19.05%
Debt Service	2,831,942	2,828,860	2,828,446	2,816,151		2,816,151	(12,709)	-0.45%
Transfers Out	951,757	964,421	964,421	968,398		968,398	3,977	0.41%
<b>Subtotal Operating Budgets</b>	<b>9,549,158</b>	<b>10,029,916</b>	<b>9,732,667</b>	<b>10,033,983</b>		<b>10,136,244</b>	<b>106,328</b>	<b>1.06%</b>
Capital Program	4,720,472	4,395,000	700,000	5,543,000		5,543,000	1,148,000	26.12%
<b>Total Budget</b>	<b>\$ 14,269,630</b>	<b>\$ 14,424,916</b>	<b>\$ 10,432,667</b>	<b>15,576,983</b>		<b>\$ 15,679,244</b>	<b>\$ 1,254,328</b>	<b>8.70%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS:</b>								
1. Generator replacement				40,000	\$ -			
2. Sludge disposal				30,000	-			
3. Increase in overtime				1,989	(1,989)			
4. Transfer part-time Administrative Assistant from DPW Administration				32,261	-			
<b>SUBTOTAL</b>				<b>104,250</b>	<b>(1,989)</b>			
<b>TOTAL</b>				<b>\$ 15,681,233</b>	<b>\$ (1,989)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.00%
State Aid	1,062,693	-	-	-		-	-	0.00%
Fines, Forfeitures, Penalties	134,019	110,000	111,000	130,000		130,000	20,000	18.18%
Fees, Licenses, Permits, Inspections	73,236	52,500	80,000	52,500		52,500	-	0.00%
Charges for Services	8,613,887	8,527,000	8,370,000	8,489,000		8,489,000	(38,000)	-0.45%
Interest and Other	1,027,438	451,339	236,000	748,000		748,000	296,661	65.73%
Special Revenue Funds	794,000	-	-	266,000		266,000	266,000	0.00%
Trust Funds	-	-	-	2,695,000		2,695,000	2,695,000	0.00%
Borrowing Authorizations	3,425,804	3,900,000	500,000	1,671,000		1,671,000	(2,229,000)	-57.15%
<b>TOTAL SOURCES</b>	<b>15,131,077</b>	<b>13,040,839</b>	<b>9,297,000</b>	<b>14,051,500</b>		<b>14,051,500</b>	<b>\$ 1,010,661</b>	<b>7.75%</b>
<b>Excess (Deficiency)</b>	<b>\$ 861,447</b>	<b>\$ (1,384,077)</b>	<b>\$ (1,135,667)</b>	<b>\$ (1,525,483)</b>		<b>\$ (1,627,744)</b>		
<b>Adjustment to accrual basis</b>	<b>1,550,861</b>	<b>-</b>	<b>1,300,000</b>	<b>-</b>		<b>-</b>		
<b>Beginning Net Assets</b>	<b>38,064,761</b>	<b>40,477,069</b>	<b>40,477,069</b>	<b>40,641,402</b>		<b>40,641,402</b>		
<b>Ending Net Assets</b>	<b>\$ 40,477,069</b>	<b>\$ 39,092,992</b>	<b>\$ 40,641,402</b>	<b>\$ 39,115,919</b>		<b>\$ 39,013,658</b>		



The Water Pollution control program is the largest enterprise fund operation for the Public Works Department representing 48 percent of the total enterprise fund budgets.

## SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DEPARTMENT – GENERAL FUND

### **General Fund:**

The FY11 General Fund operating budget for the Public Works Department is increasing \$199,992, or 2.5 percent. Personnel cost increase total \$175,352 and operating expenses are increased by \$24,640 over the FY10 approved budget amounts. The personnel cost increases include contractual pay raises for those employees entitled to step increase only and no COLA's are included. Increases for health insurance are also included. These increases are offset by the transfer of a 0.50 FTE's to the Water Enterprise Fund for an Administrative Assistant.

The increase in personnel cost also includes additional funds for part-time help necessary to maintain Bismore and Aselton Parks as well as the Walkway to the Sea. Funding for these increase are provided from revenue generated by parking receipts as Bismore Park and ferryboat embarkation fees. No additional tax support is used for these service enhancements.

### **Solid Waste Enterprise Fund:**

The FY11 Solid Waste operating budget is increasing \$32,045, or 1.3 percent. Funding for this operation is provided from user fee payments, investment income and enterprise fund surplus. Investment income is expected to decline \$100,000 which will require the use of more reserves to fund operations. A total of \$583,674 of surplus will be used; \$315,658 to cover the debt service for the capping of the landfill and \$268,816 for fee mitigation.

### **Water Pollution Control Enterprise Fund:**

The FY11 Sewer Fund operating budget is increasing \$46,622, or 0.9 percent. An increase in operating capital is of \$40,000 is proposed accounting for the higher budget. Personnel costs are increasing \$17,000, which is offset by a decrease in debt service. A total of \$633,000 of surplus funds are being used for fee mitigation to balance the budget.

### **Water Enterprise Fund:**

The Water Fund operating budget for FY11 is increasing \$31,661, or 1.2 percent. A part-time position is being added which accounts for the increase in the operating budget. This position is needed to assist the Division Supervisor due to the several capital projects that have been implemented. User fees and investment income support this budget. No surplus is used to balance the operating budget.

## 2011 DEPARTMENT GOALS

### Short Term

1. Prepare recommended budget documents for Department of Public Works submission to Town Manager for FY 2011, which includes expense and revenue budgets, mission, goals and accomplishments, and capital improvement projects. (Strategic Plan Priorities: Infrastructure, Finance)
2. Sweep all Main and Secondary Roads annually. (Strategic Plan Priority: Infrastructure)
3. Open all Main roads to traffic within 8 hours following a snowstorm (Strategic Plan Priorities: Infrastructure, Public Health and Safety)
4. Proceed with the approved recommendations of the Comprehensive Wastewater Management Plan. (Strategic Plan Priorities: Environment and Natural Resources, Public Health and Safety, Infrastructure)
5. Commence the replacement of the Barnstable Harbor bulkhead. (Strategic Plan Priorities: Infrastructure, Transportation, Public Health and Safety)
6. Prepare rate studies for all service areas of Enterprise Fund. (Strategic Plan Priorities: Environment and Natural Resources, Public Health and Safety, Infrastructure)

### Long Term

1. Provide strategic planning for the department, oversight of divisional activities to support the division's effort to achieve annual goals and support operating divisions and other departments of the Town in their efforts to accomplish Town Council's Strategic Plan Priorities.
2. Sewer extensions into Lake Wequaquet area in Centerville and Sea Street/Stewarts Creek area in Hyannis. (Strategic Plan Priorities: Environment and Natural Resources, Public Health and Safety, Infrastructure)
3. Continue to implement energy conservation and generation measures throughout the Town. (Strategic Plan Priority: Infrastructure)
4. Continue to crusade energy efficient equipment and "green" technologies in all our present and future building projects. (Strategic Plan Priorities: Environment and Natural Resources, Finance, Economic Development)
5. Evaluate, and where feasible, purchase, construct and operate wind generators at the DPW facilities in order to reduce the cost of electricity used at that facility. This project puts in play a source of renewable energy generated by the Town. (Strategic Plan Priorities: Environment and Natural Resources, Economic Development)
6. Continue to implement cost effective improvements to minimize cost of programs to customer. (Strategic Plan Priorities: Public Health and Safety)
7. Complete the Comprehensive Water Management Plan for the Town of Barnstable. (Strategic Plan Priorities: Environment and Natural Resources, Public Health and Safety, Infrastructure)

## DESCRIPTION OF SERVICE PRIORITY PACKAGES

### GENERAL FUND

#### OPERATING CAPITAL (General Fund)

#### **1. Increase Funding for Replacement of Municipal Vehicles and Equipment \$234,000 Requested \$0 Recommended**

The DPW has approximately 150 pieces of equipment which are replaced with the operating capital budget. This equipment consists of items ranging from front end loaders to trucks to mowing equipment. The existing DPW operating capital budget has remained level funded for the last decade. As needs exceed available funds, replacement of equipment is deferred. At the same time, new equipment needs arise as employees who used to work at one location now need to travel to several locations due to staff reductions. This results in a growing backlog of needs. The backlog grows by approximately \$150,000 per year. The current FY2011 request and documented backlog is over \$700,000. This request for an increase will not meet all needs but it will stabilize conditions.

## **PUBLIC WORKS – HIGHWAY**

### **1. Increase Funding for Traffic Signals & Opticom Systems**

**\$52,000 Requested**  
**\$0 Recommended**

This request covers maintenance for Opticom systems, school lights and traffic signals. These functions are very high in safety sensitive areas. School lights are very old and have to be maintained and some replaced. There are currently 27 sets of traffic signals in town; some are very old and at times malfunction and need updating; loops in roadways have failed; and getting parts is difficult. The town has the responsibility to maintain all lights in it's jurisdiction in the interests of public safety. This increase would cover contractor labor and parts.

### **2. Increase Funding for Gasoline and Diesel Fuel**

**\$10,000 Requested**  
**\$10,000 Recommended**

Due to market conditions the fuel line items are far below what is needed to meet operational requirements. This request is based upon on past year's average consumption, less the required 10% FY2009 fuel use reduction, and based upon a five-year fuel cost average. These fuels are used for the operation of municipal vehicles and equipment for the DPW, Marine and Environmental affairs, Recreation, and Weights and Measure and other town departments. The existing budget falls well short of projected fuel prices. The Highway Department currently pays for usage by a few enterprise accounts up front and should be reimbursed. If not funded the Fuel budget will be exhausted in the third quarter of the Fiscal Year.

### **3. Bridge Maintenance**

**\$30,000 Requested**  
**\$0 Recommended**

This request covers maintenance for 6 bridges for which the town has responsibility. Failure to fund timely maintenance leads to deterioration and significantly larger capital improvement expenses. These bridges have been ignored in the past and have to be of a higher priority. This request would include inspections by a contracted expert and repairs, if needed.

### **4. Pavement Markings – Public Roads**

**\$40,260 Requested**  
**\$0 Recommended**

This request would allow both edge and center lines to be painted annually on public collector roads. Worn roadway pavement markings are a safety concern. As more roadways are added to the painting list and painting costs increase, the Highway Division can no longer adequately maintain the lines on town public roads. The Highway Division currently paints centerline one year and edge lines the next year. There are many complaints regarding worn lines – especially at curves. Older residents typically have a difficult time driving at night. The lack of street lights in many areas of Barnstable makes the lines even more important to residents with reduced night vision.

### **5. Police Details**

**\$32,000 Requested**  
**\$0 Recommended**

Many road maintenance activities cannot be safely done without the assistance of Police Detail Officers – especially given the increase in traffic volumes on area roadways. Police Details are necessary to protect DPW workers and motorists - employees no longer want to risk working on busy roads without Police assistance. Many activities which were formerly done by one detail officer now require two officers due to increased traffic volume. Failure to provide details during work often leads to work being shut down to preserve public safety.

### **6. Increase for Overtime**

**\$25,000 Requested**  
**\$0 Recommended**

Existing overtime budget does allow the department to complete projects that have to be performed in early mornings before traffic such as street sweeping, line painting, crosswalk stripping etc. Also the current and projected work load is to the point where we cannot address them in a timely manner without longer days.

### **7. Increase funding for Uniform Rental**

**\$4,000 Requested**  
**\$0 Recommended**

Required under the AFSCME union contract, the town supplies uniforms with laundry service and repairs or a clothing allowance for staff. The current two year contract for this service commenced on July 1, 2008. The proposed increase covers actual costs.

**8. Increase Funding for Safety Equipment/ Training****\$2,000 Requested  
\$0 Recommended**

Safety Equipment and training is essential for employees to help keep them safe and help reduce insurance claims.

**9. Special Events****\$6,000 Requested  
\$0 Recommended**

These events are performed after hours and are funded by overtime budgets that are strained. They involve such tasks as installing and removing fencing for annual Pops by the Sea Concert, Christmas strolls in all villages, fathers day car show, 4<sup>th</sup> and touch a trucks etc.

**10. Funding for Flags and Holiday Lighting****\$5,000 Requested  
\$0 Recommended**

The Celebrations account, which historically pays for flags, bunting, and lights, has not been available in recent years. Many residents voice concern about the condition of Barnstable's flags. Flags cost over \$50 each and, given the wind on the Cape, it is not unusual to go through several flags a year on each flag pole. Flags are removed before severe wind events but they still wear out quickly. The Holiday lights are getting thinner on the town green as strands wear out and are not replaced.

**11. Funding for Maintenance of Hyannis Streetscape, Bollards and Posts****\$3,645 Requested  
\$0 Recommended**

The new streetscape on Main Street in Hyannis contains decorative "break-away" bollards and custom powder coated black sign posts. The bollards are routinely hit. Sometimes they can be reset, sometimes they need new bolts set in concrete, and sometimes the bollard is destroyed. If there is an accident report, the driver's insurance will sometimes pay. If it is hit and run, there is no funding for repairs. The custom street sign posts cost \$23 more than a standard post and about 25 per year are required for replacing damaged posts. A lot of effort went into the design and construction of the Main Street project. No funds, however, were appropriated for maintenance. Bollards are \$850 each and four have been destroyed so far (three were replaced by driver's insurance).

**12. Increase Funding for Signage at Recreation Facilities****\$2,000 Requested  
\$0 Recommended**

The DPW Highway Division provides signs for the Recreation Division for use at the beaches, rink, and ball fields. Over the years, the Recreation Department sign requirements have increased dramatically and the costs of signs have increased. Highway cannot continue to absorb the increased costs without drawing down on more important of its responsibilities.

**13. Increase Funding for Emergency Repairs to Private Roads****\$138,108 Requested  
\$0 Recommended**

The existing budget for private road emergency repairs falls well short of what is needed. This increase will help us keep up with deteriorating asphalt, drainage systems that have and are about to fail, old street signs, emergency brushing and rising costs of materials. If we are to continue with the present private roads policy this increase is essential in order to keep up with rising materials cost, fuel increases, public demand and public safety.

**14. Funding for Routine Maintenance & Repair of Private Roads****\$286,814 Requested  
\$0 Recommended**

If services on Private Roads other than Emergency repairs is mandated, additional funding to make repairs such as pavement repairs, patching potholes, grading, signage, painting and drainage repairs would be needed.

**PUBLIC WORKS – STRUCTURES & GROUNDS****1. Maintenance & Operating Costs Main Street Hyannis Lighting****\$27,048 Requested  
\$0 Recommended**

The Structures & Grounds Division will realize an increase in electrical utilities and maintenance expenses in support of the new Main Street lighting project. The installation of (56) ornamental light poles, (21) Cobra Heads



and associated hardware will consume an estimated 65,919 KWH per year @ \$0.185 per KWH. Illumination hours are estimated at 4,380 annually culminating in a projected initial operating utility cost of \$12,195.00. The annual maintenance program will include a 10% lamp and ballast replacement schedule coupled with a 5% pole and Cobra head replacement program. Additionally, the poles will require periodic routine maintenance that will include painting, globe cleaning, globe replacement and vandalism related repairs. If not funded we will not be able to implement a preventive maintenance program to ensure the reliability and efficient operation of the lighting system. The Town of Barnstable has invested substantial financial capital to enhance the aesthetics and improve the economic vitality of the downtown Main Street district. It is imperative that we implement proper maintenance programs to protect the Town's investment in these capital assets.

## **2. Maintenance of new Police Department Addition**

**\$20,400 Requested**  
**\$0 Recommended**

Structures & Grounds has the responsibility of maintaining the new 6,700 square foot addition at the Police Department. This addition consists of expanded locker room bathroom facilities for men and women, a new detective's wing, a rooftop mechanical room consisting of 6 additional air handling units, and 6 roof mounted condensing units along with exhaust fans and all additional electrical controls. We begin our preventative maintenance schedule on these units shortly even though there is a builder's warranty on the new construction. Our electric bill was over budget by \$5,000.00 at the police department during construction and we expect an average monthly increase of \$450.00. The remaining amount requested includes an increase of \$15,000.00 which will cover the additional time and materials spent on maintenance & repair functions throughout the year. The addition constitutes a 16% increase in square footage to a 40,000 square foot structure. (\$5,400 of request is for electricity)

## **3. Additional Funding for Emergency Generator Maintenance**

**\$10,000 Requested**  
**\$0 Recommended**

The Structures & Grounds Division is responsible for the maintenance and operation of nine (9) emergency generators supporting major municipal facilities. The existing generators are run under test load on a regular schedule and have experienced a multitude of problems due to age and lack of routine maintenance. Specifically, the School Administration building generator needs a new transfer switch and subsequently is not operational. Subject funds will provide a mechanism to place our generators on a scheduled maintenance program including supporting reports and recommended service expenditures. Our generators provide emergency electricity for our larger municipal facilities including emergency response teams within our DPW and Police Departments. We must keep our generators in excellent running order to support emergency operations for our citizenry.

## **4. Increase for Employee Safety Equipment**

**\$7,050 Requested**  
**\$0 Recommended**

Employee Safety equipment replacement costs have consistently increased over the last 10 years negatively impacting our operating budget. The division's five maintenance programs utilize this line item to purchase safety boots, glasses, ear protection, and foul weather gear. Safety boots are required under union contract at \$250.00 per employee and we are also obligated to supply various other safety items under state and federal law. FY09 line item expenditures exceeded 50% of budgeted funds and this trend is continuing into FY10. The division continues to cover line item short falls from other maintenance programs negatively impacting our ability to meet commitments.

## **5. Increase for Employee Training**

**\$7,500 Requested**  
**\$0 Recommended**

The Structures & Grounds Division consists of (5) distinct maintenance sections that require continuous training and education to keep current with licensing, regulatory statutes, by-laws and technological advances. Many of our trades require continuing recertification credits to maintain the licenses that our employees are required to possess to fulfill their jobs. Current training funds are inadequate to address the training requirements for the division and continue to negatively impact other areas of the budget. The benefits of properly trained and educated employees cannot be overstated. We must continue to invest in our employees to provide safe, efficient and professional services to our citizenry.

## **6. Increase for General Building Supplies**

**\$12,500 Requested**  
**\$0 Recommended**

The Structures & Grounds Division purchases a wide variety of building materials throughout the year in support of facilities maintenance and remodeling projects. The cost of building materials has increased 4 % per

year consistently for many years and these rising costs have continued to erode our purchasing power. The sixth edition of the Massachusetts building code requires that many construction materials be rated to withstand hurricane force winds for the Cape & Islands region. This will equate to a substantial increase in the cost of building materials particularly for window and door replacements. S&G has had to reduce our response & service levels in order to absorb these increased prices while operating within our budget. We are seeking an increase in expense funding which would cover the increased costs over the past 5 years.

**7. Increase Overtime (Cemeteries)**

**\$4,000 Requested**  
**\$0 Recommended**

The Structures & Grounds Division assumed control of burial operations in February of 1999. When this transition from contracted services to municipal operations occurred, funding mechanisms were added to our operating budget to support the additional work load and equipment requirements to provide this service. Included in this additional funding was \$7,100.00 in overtime to absorb the added labor costs associated with weekend funeral services. Salaries and wages COLA's have eroded the available funds over the last eight years negatively impacting other areas of the cemetery program operating budget. Although we collect overtime fees from funeral homes and families to perform weekend burials, the number of overtime hours available to support other grounds activities has decreased making it difficult to maintain base line levels of service.

**8. Funding for Contracted Landscape Maintenance / Downtown Hyannis**

**\$13,977 Requested**  
**\$0 Recommended**

The Structures & Grounds Division will experience increased labor and materials costs associated with the maintenance and upkeep of the 725 Main Street and Sherman Square landscape enhancements. The projects included a complete redesign of the existing properties. The design was implemented by a private contractor. Combined, the two properties consist of 22 trees, 103 shrubs, 2,225 perennials of 20 different varieties, 100 square feet of annuals, 7,500 square feet of turf, 8,050 square feet of wild flower gardens, 3,285 square feet of phytoremediation planting and a 985 square foot annual seeded patch. Irrigation is installed on both properties. Flower beds must be re-edged and mulched yearly. All planting beds need weeding and cultivating. All perennials need dead heading on a weekly basis. The turf warrants a 5 step fertilization program and broadleaf weed monitoring. All trees, shrubs and herbaceous plants need a fertilization program for overall plant health and prolonged blooming periods. An Integrated Pest Management program must be executed on a weekly basis. With existing staffing levels Structures & Grounds crews will be unable to maintain these high end landscapes with proper arboricultural, horticultural, nursery and turf management practices. We continue to compromise maintenance levels at other Town properties to accommodate expanded maintenance of high profile landscapes. Grounds crews continue to be grossly understaffed and meeting our base level of service continues to become increasingly difficult. Mowing cycles will continue to decline from 7-10 day's to 10-14 day's and complaints will start to surface particularly with respect to our Cemeteries program. Structures and Grounds floriculture program will suffer inefficiencies by taxing labor and material budgets which will severely affect overall appearance of town wide gardens. All facets of the Structures & Grounds Divisions' grounds maintenance programs will encounter inadequacies. There are currently no funding mechanisms in place to maintain 725 Main Street and Sherman Square gardens and turf at the desired level in which they were intended.

**9. Additional Maintenance Funding for Bismore Park Boardwalk Gardens**

**\$12,745 Requested**  
**\$12,745 Recommended**

The Structures & Grounds Division has experienced increased labor and materials costs associated with the maintenance and upkeep of the Bismore Park boardwalk gardens and window boxes. The Bismore Park Shanty project included the installation of a boardwalk and subsequent gardens and window boxes attached to the artist's shanties. All beds need edging and re-mulching on a yearly basis. Annual beds need to be planted, pulled and amended yearly. Bagged soil must be added and removed from the window boxes yearly and planted annually in the spring. Perennials are dead-headed weekly and cutback every fall. All beds need weekly hand weeding and herbicide applications. Pesticides are needed for optimum aesthetics. All perennials and annuals require a fertilizing program for overall plant health care and prolonged blooming periods. Due to unexpected death and possible vandalism, some plants may need to be replaced or replanted. We continue to compromise maintenance levels at other Town properties to accommodate expanded maintenance of high profile landscapes. Grounds crews continue to be grossly understaffed and meeting our base level of service continues to become increasingly difficult. Structures and Grounds floriculture program will suffer inefficiencies by taxing labor and material budgets which will severely affect overall appearance of town wide gardens. There are currently no funding mechanisms in place to maintain Bismore Park boardwalk gardens and window boxes at the desired level in which they were intended, and this will be particularly noticeable now that the shanties must be moved twice a year.

**10. Additional Maintenance Funding for Aselton Park****\$15,345 Requested****\$15,345 Recommended**

The Structures & Grounds Division has experienced increased labor and materials costs associated with the maintenance and upkeep of Aselton Park. The project included renovations & enhancements to Aselton Park and expansion of the landscape. The ornamental buoys need to be installed, dismantled and inspected yearly. The concert stage needs to be assembled, dismantled and inspected yearly. Window boxes, hanging baskets and patio pots are located throughout the park area and must be dismantled and stored on a yearly basis. Hanging baskets must be replanted and installed every spring. Bagged soil must be added and removed from the window boxes and patio pots yearly and planted annually in the spring. All beds need edging and re-mulching on a yearly basis. Perennials are dead-headed weekly and cutback every fall. All beds need weekly hand weeding and herbicide applications. Pesticides are needed for optimum aesthetics. All perennials, annuals, shrubs and trees require a fertilizing program for overall plant health care and prolonged blooming periods. Due to unexpected death and possible vandalism, some plants may need to be replaced or replanted. The increase in turf management includes the aerating, de-thatching and possible over seeding on a once or twice a year basis. The turf fertilization program will go from a 2 step to a 5 step program. The irrigation system needs periodic adjustments increasing overall water management practices. Due to possible vandalism certain irrigation components may need replacing.

**11. Additional Maintenance Funding for Walkway to the Sea Project****\$21,350 Requested****\$21,350 Recommended**

The Structures & Grounds Division has experienced increased labor and materials costs associated with the maintenance and upkeep of the Walkway to the Sea project. The project included renovations & enhancements to the existing Village Green and expansion of the landscape to Aselton Park. New ornamental Lamp posts, ornamental park benches, brick walkways, expanded irrigation systems, expanded planting beds, increased plant material, turf grass, sails & flag poles, new stairways and sidewalks are all part of the maintenance responsibilities added to the division. The new Walkway to the Sea encompasses a year long labor effort due to the fact that grounds crews need to maintain safety of the walks and stairs even during the winter months. Each of the sails have a replacement cost exceeding \$2,500 and will need to be taken down and inspected on a regular basis for repair and eventually replacement. Additional long term costs for painting and maintenance of benches and light poles will also be incurred.

**12. Additional Maintenance Funding for Pleasant Street Park****\$4,070 Requested****\$0 Recommended**

The Structures & Grounds Division will experience increased labor and materials costs associated with the maintenance and upkeep of the Pleasant Street Park. The Pleasant Street Park project included the establishment of many planting beds with perennials and shrubs, the installation of an underground irrigation system, and a brick walkway and a hydro-seeded turf area. All beds need edging and re-mulching on a yearly basis. Perennials are dead-headed weekly and cutback every fall. All beds need weekly hand weeding and herbicide applications. Pesticides are needed for optimum aesthetics. All perennials, shrubs and trees require a fertilizing program for overall plant health care and prolonged blooming periods. Due to unexpected death and possible vandalism, some plants may need to be replaced or replanted. The increase in turf management includes the aerating, de-thatching and possible over seeding on a once or twice a year basis, and the implementation of a 5 step fertilizer program. The irrigation system needs periodic adjustments increasing overall water management practices. Due to possible vandalism certain irrigation components may need replacing.

**13. Additional Maintenance Funding for Armory Flower Beds****\$1,950 Requested****\$0 Recommended**

The Structures & Grounds Division has experienced increased labor and materials costs associated with the maintenance and upkeep of the Armory property. The project included construction of two large flower beds in front of the Armory main entrance, the addition of a privet hedge border, and inclusion of the Town Hall parking lot island located on South Street. All beds need edging and re-mulching on a yearly basis. Annual beds need to be planted, pulled and amended yearly. Perennial beds are dead-headed weekly and cutback every fall. All beds need weekly hand weeding, watering and herbicide applications. Pesticides are needed for optimum aesthetics. All perennials, annuals, shrubs and trees require a fertilizing program for overall plant health care and prolonged blooming periods. The privet hedge, hydrangeas, and trees need periodic pruning throughout the year. Due to unexpected death and possible vandalism, some plants may need to be replaced or replanted.

**14. Additional Maintenance Funding for RTA Plaza Gardens and Turf** **\$2,578 Requested**  
**\$0 Recommended**

The Structures & Grounds Division has experienced increased labor and materials costs associated with the maintenance and upkeep of the RTA plaza gardens and turf. The RTA plaza project included the enlarging and additional planting of the main bed and an increase in the overall level of turf maintenance. All beds need edging and re-mulching on a yearly basis. Annuals need to be planted, pulled and beds amended yearly. Perennials are dead-headed weekly and cutback every fall. All beds need weekly hand weeding and herbicide applications. Pesticides are needed for optimum aesthetics. All perennials, annuals, shrubs and trees require a fertilizing program for overall plant health care and prolonged blooming periods. Due to unexpected death and possible vandalism, some plants may need to be replaced or replanted. The increase in turf management includes the aerating, de-thatching and possible over seeding on a once or twice a year basis; and turf fertilization going from a 2 step to a 5 step program. The irrigation system needs periodic adjustments increasing overall water management practices. Due to possible vandalism certain irrigation components may need replacing.

**15. Additional Maintenance Funding for 46 & 50 Pearl Street Properties** **\$2,073 Requested**  
**\$0 Recommended**

The Structures & Grounds Division has experienced increased labor and materials costs associated with the maintenance and upkeep of the 46 & 50 Pearl Street Properties. The Pearl Street re-landscaping project included the removing of old shrubbery, installation of foundation planting beds, installation of a (7) zone underground irrigation system, hydro-seeded turf areas and increased levels of turf maintenance. All planting beds will need annual maintenance including edging, re-mulching, installation of annual flowers, weeding, fertilizing, and selective applications of pesticides. Perennials will need to be dead-headed weekly during the growing season and cutback and mulched in the fall for winter protection. All perennials and annuals require a fertilizing program for overall plant health care and prolonged blooming periods. Due to unexpected death and possible vandalism, some plants may need to be replaced or replanted. The increase in turf management includes aerating, de-thatching and possible over seeding on a once or twice a year basis. The implementation of a 5 step turf fertilization program is recommended do to the high visibility of the property. The irrigation system needs periodic adjustments increasing overall water management practices. Due to possible vandalism certain irrigation components may need replacing.

**16. Increase Funding for Tools and Equipment** **\$4,500 Requested**  
**\$0 Recommended**

Small equipment replacement costs have consistently increased over the last 10 years negatively impacting our operating budget. The division's grounds program utilizes this line item to replace hand tools, power tools and small motorized equipment in support of large scale grounds operations. FY08 line item expenditures exceeded 228.5% of budgeted funds and this trend is continuing into FY09. The division continues to cover line item short falls from other maintenance programs negatively impacting our ability to meet commitments.

**17. Additional Funding for Dowses Beach Handicap Fishing Pier** **\$3,880 Requested**  
**\$0 Recommended**

Structures & Grounds has been tasked with the maintenance and upkeep of an additional beach facility enhancement: The Handicap Fishing Pier and the new Handicap Shower at Dowses Beach. Routine maintenance and repairs will need to be made at both of these well used upgrades which will require funding for future maintenance. Examples of routine maintenance would include applying preservative to the pressure treated lumber that makes up the pier at least every two years depending on conditions and replacement of the handicap shower control and head when needed.

**18. Increase Funding for Fertilizer Supplies** **\$12,000 Requested**  
**\$0 Recommended**

The Town of Barnstable cemeteries and parks encompass a developed turf grass area of approximately 133 acres. Aesthetically, turf quality and appearance are essential to any well managed park or cemetery complex. The current budget is inadequate to fertilize all cemeteries and parks and many properties do not receive a fertilizer application. Some locations allow for only one turf fertilizer application per year and exclude any weed control, aeration, thatching and over seeding. An intensified turf and fertilization program including these cultural practices would improve root system development, drought tolerance, density, pest resistance and general aesthetics of all Town parks and cemeteries.

**19. Increase Funding for Equipment Maintenance****\$1,950 Requested  
\$0 Recommended**

Equipment replacement parts have consistently increased over the last 10 years negatively impacting our operating budget. The division's grounds maintenance programs utilize this line item to purchase replacement parts for mowers, chain saws, string trimmers, hedge shears, and associated grounds equipment. FY09 line item expenditures exceeded 113% of budgeted funds and this trend is continuing into FY10. The division continues to cover line item short falls from other maintenance programs negatively impacting our ability to meet commitments.

**20. Increase Funding for Irrigation Parts****\$1,500 Requested  
\$0 Recommended**

The Town has expanded several of its existing irrigation systems, and in some cases, added new systems in high profile landscape areas. The cost of Irrigation parts have consistently increased over the last 10 years negatively impacting our operating budget. The division's grounds maintenance programs utilize this line item to purchase zone valves, replacement heads, piping and various plumbing parts for existing systems. The division maintains (14) irrigation systems throughout town requiring annual maintenance and upkeep. FY09 line item expenditures exceeded 79% of budgeted funds and this trend is continuing into FY10. The division continues to cover line item short falls from other maintenance programs negatively impacting our ability to meet commitments.

**21. Permitting Fees for Construction Projects****\$1,000 Requested  
\$0 Recommended**

The Structures & Grounds Division is involved with numerous renovation projects throughout our facilities on an annual basis. These renovation projects require permitting for carpentry, plumbing and electrical work associated with the projects. We are not exempt from the permitting fees levied by the building department who monitors and issued the permits. We are seeking funding to cover these permits in the future.

**22. Increase Funding for Chemical Solvents****\$725 Requested  
\$0 Recommended**

The grounds maintenance shop utilizes a solvent based parts cleaning tank to de-grease machinery parts prior to repair and re-installation. The tank must be serviced quarterly and maintained by a licensed company registered with the DEP. This service cost has increased over the last several years. The division continues to cover this line item short fall from other line items negatively impacting our budget.

**23. Increase Funding for Trees and Plantings****\$3,500 Requested  
\$0 Recommended**

Plant material costs have consistently increased over the last few years which can be attributed to rising fuel and labor costs. These rising costs have negatively impacted our operating budget over a period of years. The division's grounds programs are constantly replacing dead, dying and diseased trees and shrubs throughout the Town of Barnstable's many prominent parks, cemeteries and memorials. Along with trees and shrubs, the Town of Barnstable also purchases several hundred pounds of grass seed each year for top dressing, repairs and restoration to various lawn areas. FY09 line item expenditures exceeded 65% of budgeted funds and this trend continued through FY10. The division continues to cover line item short falls from other maintenance programs negatively impacting our ability to meet commitments.

**24. Increase Funding for Grounds Supplies (Trash Receptacles)****\$4,160 Requested  
\$0 Recommended**

The Structures & Grounds Division has experienced an increase in the need for new town wide trash receptacles. Every year receptacles are cleaned and repaired and put back out into service. With the rise in town and tourist populations both these receptacles longevity and usefulness shortens. The division continues to cover line item short falls from other maintenance programs negatively impacting our ability to meet commitments.

**25. Restore Street and Highway Repair Line Item****\$10,000 Requested  
\$0 Recommended**

In FY2010 the Cemeteries operating expense line item for "Street and highway" was completely cut. The existing roads in the Town cemeteries are well traveled and are in need of repair and maintenance. The repairs to these roads are necessary for the safe access for funerals and the general public.

## **ENTERPRISE FUND**

### **PUBLIC WORKS – WATER POLLUTION CONTROL**

#### **1. Operating Capital - Generator replacement**

**\$40,000 Requested**

**\$40,000 Recommended**

Generator #252 is the 1969 portable generator. This generator is one of two. There are nine pump stations that are serviced by these generators in case of a power failure; these stations do not have on site generators. This generator also serves as the back-up generator for the 720 Main Street pump station on site generator, and as a back-up for the main plant generator.

#### **2. Sludge Disposal**

**\$30,000 Requested**

**\$30,000 Recommended**

The sludge disposal line item of \$469,845 is used to pay for the disposal of sludge generated by the treatment of the sewage and septage at the 617 Bearse's Way plant. The disposal of sludge is contracted out to a vendor who hauls 9,000 gallon tanker loads to an off site facility that further processes the sludge and incinerates it. This service is bid out in three year contracts. The current contract requires an increase in FY 2011 of \$30,000.

#### **3. Overtime Increase**

**\$1,989 Requested**

**\$0 Recommended**

WPCD expends overtime for weekend and holiday coverage, emergency call-ins, sludge processing, and work that must be done in off-hours to preserve service. On weekends and holidays, the WPCD is manned Saturdays, Sundays and Holidays for routine operations and septage deliveries. Emergency call-ins range from simple power outages to extended days in hurricanes and blizzards, broken sewer mains or sudden equipment failure; each call in is 4-hour increments for 2 men per union contract. Sludge processing occurs most heavily during the summer when staff runs the equipment on weekends to keep up with the increased summer demand. Off hour overtime includes jet rodding on busy streets, and cleaning of tanks and other work that if performed during normal hours would disrupt customer service. This increase would allow the present overtime expenditure and work to keep pace with the contracted COLA increase.

#### **4. Wind Turbine Maintenance**

**\$24,000 Requested**

**\$0 Recommended**

In 2010 the WPCD is on track to install 2 or more wind generators. At the time of this submittal the size of the generators will be 110 kW and there will be two generators. The type of generator is unknown, whether gear or inverter. Gear driven generators are more maintenance intensive than the newer inverter type. County Garden has a 110 kW inverter generator, type B and a contract for \$4,000 and \$2,000 contingency. This generator is made in Vermont by Northern Power. If we get two inverter generators the cost will be \$12,000, if we get gear driven the engineer estimate is double or \$24,000..

## ADMINISTRATION AND TECHNICAL SUPPORT DIVISION

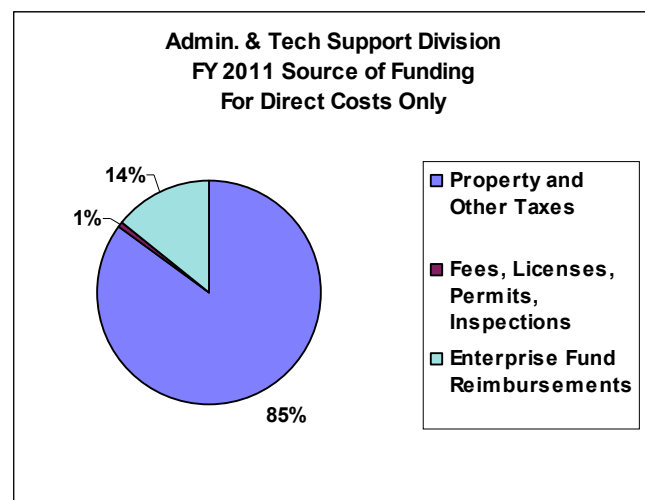
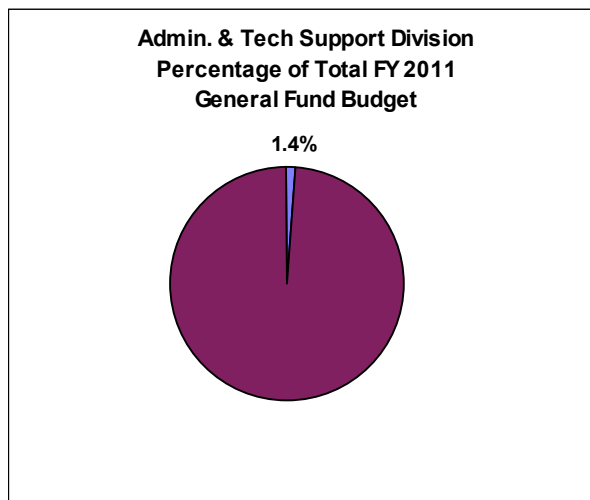
### MISSION STATEMENT

The Administration and Technical Support Division provides centralized administrative and technical support services to the Department's five operating divisions. These services include policy and procedural guidance, program and capital planning, close continuous oversight of division operations and the development and execution of work plans, procurement and budgetary management, community relations and close liaison with the Town Manager. In addition, the Division provides efficient, cost-effective and professional quality engineering services in support of capital improvement and other special projects, and advice and assistance to Town departments, commissions, committees and boards and to citizens and business interests in the Town.

### PERMANENT POSITIONS (FTEs)

Program	General Fund	Other Funds	Total
Administration	5.00	0.00	5.00
Technical Support	7.25	0.00	7.25
Capital Projects	3.25	4.00	7.25
<b>Division Total FTEs</b>	<b>15.50</b>	<b>4.00</b>	<b>19.50</b>

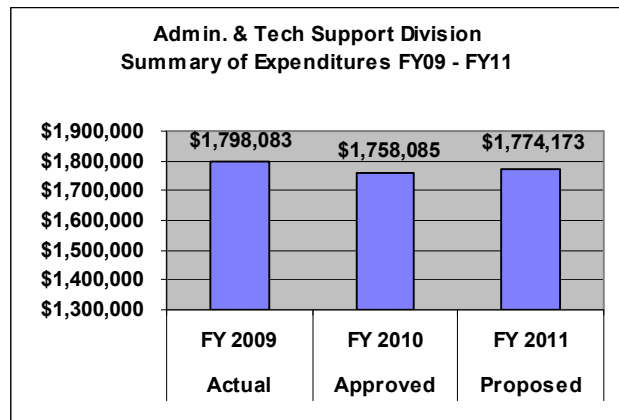
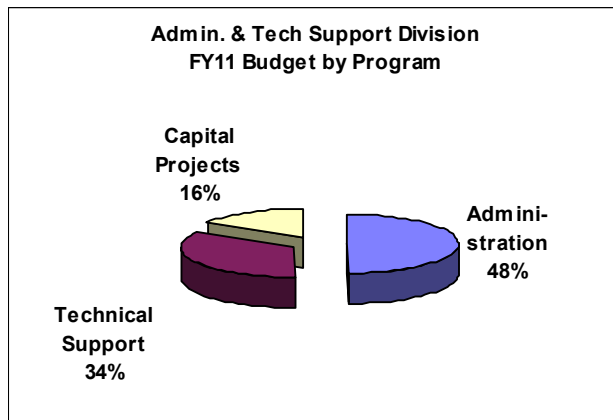
### FY 2011 DIVISION FINANCIAL DATA



This division represents 1.4 percent of the overall General Fund budget. Eighty five percent of this operation is funded with tax support. Fourteen percent is funded through the enterprise fund operations for the support they receive from staff in this area.

## SUMMARY OF DIVISION EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES ADMINISTRATION AND TECHNICAL SUPPORT DIVISION

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 982,298	\$ 1,103,226	\$ 1,065,000	\$ 1,129,759		\$ 1,103,029	\$ (197)	-0.02%
Benefits	106,594	125,523	114,000	141,809		141,809	16,286	12.97%
Operating Expenses	58,373	53,336	51,000	53,336		53,336	-	0.00%
Operating Capital	650,819	476,000	476,000	476,000		476,000	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 1,798,083</b>	<b>\$ 1,758,085</b>	<b>\$ 1,706,000</b>	<b>1,800,903</b>		<b>\$ 1,774,173</b>	<b>\$ 16,089</b>	<b>0.92%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS:</b>								
1. Replacement of vehicular and motorized equipment				234,000	(234,000)			
<b>SUBTOTAL</b>				<b>234,000</b>	<b>(234,000)</b>			
<b>REDUCTIONS AND RECLASSIFICATIONS:</b>								
1. Transfer PT Admin Asst. Water Enterprise Fund				\$ (26,730)				
<b>SUBTOTAL</b>					<b>(26,730)</b>			
<b>TOTAL</b>				<b>\$ 2,034,903</b>	<b>\$ (260,730)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 1,488,824	\$ 1,478,882	\$ 1,403,097	\$ 1,770,308		\$ 1,509,578	\$ 30,697	2.08%
Fees, Licenses, Permits, Inspections	60,444	15,100	36,000	15,100		15,100	-	0.00%
Charges for Services	-	50	50	50		50	-	0.00%
Interest and Other	650	-	2,800	-		-	-	0.00%
Enterprise Fund Reimbursements	248,165	264,053	264,053	249,445		249,445	(14,608)	-5.53%
<b>TOTAL SOURCES</b>	<b>\$ 1,798,083</b>	<b>\$ 1,758,085</b>	<b>\$ 1,706,000</b>	<b>\$ 2,034,903</b>		<b>\$ 1,774,173</b>	<b>\$ 16,089</b>	<b>0.92%</b>



### SUMMARY OF SIGNIFICANT DIVISION CHANGES

The FY11 budget is increasing \$16,089. The increase is made up in benefits for changes to health insurance plans. Operating expenses and operating capital are level funded with prior year levels. Tax support for this operation will increase \$30,697 to cover the expense increase of \$16,089 as well as a reduction in enterprise fund reimbursements of \$14,608.

### FY 2011 GOALS

#### Short term

1. Prepare recommended budget documents for Department of Public Works submission to Town Manager for FY 2011, which includes expense and revenue budgets, mission, goals and accomplishments, and capital improvement projects. (Strategic Plan Priorities: Infrastructure, Finance)
2. Coordinate departmental functions in an effort to adhere to organizational policy and procedures. (Strategic Plan Priorities: Infrastructure, Finance, Public Health and Safety, Environment and Natural Resources)
3. Work with divisions to expand project scheduling and budget management to monitor progress toward organizational goals. (Strategic Plan Priorities: Infrastructure, Finance)



4. Provide oversight to Solid Waste, Water Pollution Control and Water Supply Divisions during preparation of rate studies to establish user fee schedules. (Strategic Plan Priorities: Infrastructure, Public Health and Safety)

#### **Long term**

1. Provide strategic planning for the department and oversight of divisional activities to support the division's effort to achieve annual goals. (Strategic Plan Priorities: Infrastructure, Finance)
2. Support operating divisions and other departments of the Town in their efforts to accomplish Town Council's Strategic Plan. (Strategic Plan Priorities: Infrastructure, Finance)
3. Assure Department of Public Works compliance with all aspects of Massachusetts construction and procurement law. (Strategic Plan Priorities: Infrastructure, Finance)
4. Proceed with recommendation of the approved Comprehensive Wastewater Management Plan. (Strategic Plan Priorities: Environmental and Natural Resources, Infrastructure & Public Health)

## **PROGRAMS**

### **ADMINISTRATION**

**Program Description.** The Administration program provides centralized administrative, management and technical direction and support to the department's five operating divisions, including policy and procedural guidance, program and capital planning, close continuous oversight of division operations and the development and execution of work plans, project planning, cost estimating, design, permitting, construction administration and quality control, procurement and budgetary management, community relations, assistance to other departments, assignment of street addresses, and close liaison with the Town Manager.

#### **SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES DPW ADMINISTRATION PROGRAM**

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 328,767	\$ 355,204	\$ 325,000	\$ 354,094		\$ 354,094	\$ (1,110)	-0.31%
Benefits	25,543	31,329	26,000	31,833		31,833	504	1.61%
Operating Expenses	22,317	22,500	21,000	22,500		22,500	-	0.00%
Operating Capital	650,819	476,000	476,000	476,000		476,000	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 1,027,446</b>	<b>\$ 885,033</b>	<b>\$ 848,000</b>	<b>884,427</b>		<b>\$ 884,427</b>	<b>\$ (606)</b>	<b>-0.07%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS:None</b>								
1. Increase replacement funds for vehicular and motorized equipment				234,000	\$ (234,000)			
<b>SUBTOTAL</b>				<b>234,000</b>	<b>(234,000)</b>			
<b>TOTAL</b>				<b>\$ 1,118,427</b>	<b>\$ (234,000)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 867,532	\$ 718,492	\$ 681,459	\$ 968,546		\$ 734,546	\$ 16,054	2.23%
Charges for Services		50	50	50		50	-	0.00%
Enterprise Fund Reimbursements	159,914	166,491	166,491	149,831		149,831	(16,660)	-10.01%
<b>TOTAL SOURCES</b>	<b>\$ 1,027,446</b>	<b>\$ 885,033</b>	<b>\$ 848,000</b>	<b>\$ 1,118,427</b>		<b>\$ 884,427</b>	<b>\$ (606)</b>	<b>-0.07%</b>

### **TECHNICAL SUPPORT PROGRAM**

**Program Description.** The information support program supplies services and records to other DPW divisions, various Town boards, committees and agencies as well as the general public. These services range from review of subdivision submittals for Planning Board and Site Plan Review to supplying address assignments and corrections to the telephone company in support of the 911 system. Many hours are spent answering questions and responding to requests from the public for traffic control, road improvements, parcel information, and plan reproduction. Technical support on numerous issues is provided to the administrative and operating divisions of DPW, as well as other Town departments. The division assists the Assessing Department by annually updating the Assessors maps to reflect changes in property delineations.

## SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES DPW TECHNICAL SUPPORT PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 444,397	\$ 498,079	\$ 495,000	\$ 515,184		\$ 488,454	\$ (9,625)	-1.93%
Benefits	64,268	74,614	70,000	85,307		85,307	10,693	14.33%
Operating Expenses	27,377	23,305	23,000	23,305		23,305	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 536,042</b>	<b>\$ 595,998</b>	<b>\$ 588,000</b>	<b>623,796</b>		<b>\$ 597,066</b>	<b>\$ 1,068</b>	<b>0.18%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None</b>								
<b>REDUCTIONS AND RECLASSIFICATIONS:</b>								
1. Transfer PT Admin Asst. Water Enterprise Fund					\$ (26,730)			
<b>SUBTOTAL</b>					<b>(26,730)</b>			
<b>TOTAL</b>				<b>\$ 623,796</b>	<b>\$ (26,730)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 431,472	\$ 532,117	\$ 500,419	\$ 558,889		\$ 532,159	\$ 42	0.01%
Fees, Licenses, Permits, Inspections	60,444	15,100	36,000	15,100		15,100	-	0.00%
Interest and Other	-	-	2,800	-		-	-	0.00%
Enterprise Fund Reimbursements	44,126	48,781	48,781	49,807		49,807	1,026	2.10%
<b>TOTAL SOURCES</b>	<b>\$ 536,042</b>	<b>\$ 595,998</b>	<b>\$ 588,000</b>	<b>\$ 623,796</b>		<b>\$ 597,066</b>	<b>\$ 1,068</b>	<b>0.18%</b>

## CAPITAL PROJECTS PROGRAM

**Program Description.** The capital projects program provides project and engineering management services for the capital projects. Project management of capital projects involves preliminary planning of a project through to the successful completion of the project. This entails planning, design or review of design by a consultant, permitting, bidding, construction, inspection, grant management, contract management, and all other management functions to assure the timely and cost effective completion of the capital project.

## SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES DPW CAPITAL PROJECTS PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 209,134	\$ 249,943	\$ 245,000	\$ 260,481		\$ 260,481	\$ 10,538	4.22%
Benefits	16,783	19,580	18,000	24,669		24,669	5,089	25.99%
Operating Expenses	8,679	7,531	7,000	7,531		7,531	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 234,595</b>	<b>\$ 277,054</b>	<b>\$ 270,000</b>	<b>292,680</b>		<b>\$ 292,680</b>	<b>\$ 15,627</b>	<b>5.64%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None</b>								
<b>TOTAL</b>				<b>\$ 292,680</b>	<b>\$ -</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 189,820	\$ 228,273	\$ 221,219	\$ 242,873		\$ 242,873	\$ 14,601	6.40%
Interest and Other	650	-	-	-		-	-	0.00%
Enterprise Fund Reimbursements	44,125	48,781	48,781	49,807		49,807	1,026	2.10%
<b>TOTAL SOURCES</b>	<b>\$ 234,595</b>	<b>\$ 277,054</b>	<b>\$ 270,000</b>	<b>\$ 292,680</b>		<b>\$ 292,680</b>	<b>\$ 15,627</b>	<b>5.64%</b>

## FY 2009-10 MAJOR ACCOMPLISHMENTS

- Completed the design for water, wastewater and energy efficiency projects identified on the State Revolving Fund Intended Use Plan in 2009 and submitted application for eligibility for State Revolving and ARRA funding.
- Completed the reconstruction of the intersection of Bearses Way and Bassett Lane, Hyannis.
- Completed the construction of the Hyannis Youth and Community Center.
- Completed reconstruction of School Street, Cotuit.
- Commenced the reconstruction of Bog Road in Marston Mills
- Completed the design and permitting of the Barnstable Harbor bulkhead project.

7. Completed the resurfacing of Shootflying Hill Road, Centerville, Chippingstone and Spur Lane, Marston Mills.

## PERFORMANCE MEASURES

Department Mission			
The mission of the Department of Public Works is to protect, preserve and improve the Town's infrastructure and assets in a manner which meets and enhances the current and future social and economic needs of the			
Division Goal			
The goal of the administration division is to maintain centralized management in order to provide the department divisions with timely direction and support.			
Program Goal			Program Outcome Measure
The goal of the administration program is to provide policy and procedural guidance, program and capital planning, oversight of operations, development and execution of work plans, procurement and budgetary management, and positive community relations.			% of Department outcomes achieved
Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
\$113,560	1,387 hours of support	\$81.87/hour of support	95% of complaints respond to within 2 days
\$113,560	1,387 hours of support	\$81.87/hour of support	95% of days Town's facilities are operable
\$113,560	1,387 hours of support	\$81.87/hour of support	99% of loads accepted at SEMASS
\$113,560	1,387 hours of support	\$81.87/hour of support	100% of tests annually in compliance with Groundwater Discharge Permit
\$113,560	1,387 hours of support	\$81.87/hour of support	TBD
\$113,560	1,387 hours of support	\$81.87/hour of support	95% of support requests responded to within 2 days
Administrative costs are allocated equally through all divisions.			

Division Name	Division Goal			
Administration & Technical Support Division	The goal of the Administrative & Technical Support Division is to provide efficient, cost effective and professional centralized administrative, management, engineering & technical direction and support to five operating divisions, assist Town departments, boards, committees, commissions and the public.			
Program Name	Program Goal			Program Outcome Measure
Capital Projects	The goal of the Capital Projects Program is to provide project and engineering management services for the Town's capital improvement program so that capital projects may be completed within standards, budget and schedule.			82% of scheduled projects completed within standards, budget and on schedule
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Road Reconstruction	\$2,804,000	8.2 linear miles of road reconstructed	\$342,000 linear miles of road reconstructed	83% of streets in satisfactory condition as measured by PCI
Capital Construction Projects	\$4,686,970	5 Capital Construction Projects Completed	\$937,394 per capital construction project completed	80% of capital projects completed on budget and as scheduled
Chip Seal	\$476,707	15.1 miles of roads chip sealed	\$31,570 per mile road chip sealed	100% of roads have useful life extended by 7 years

Division Name	Division Goal			
Administration & Technical Support Division	The goal of the Administrative & Technical Support Division is to provide efficient, cost effective and professional centralized administrative, management, engineering & technical direction and support to five operating divisions, assist Town departments, boards, committees, commissions and the public.			
Program Name	Program Goal			Program Outcome Measure
Information Support	The goal of the information support program is to supply services and records to the Town government, other agencies and the general public.			% of customers who rate the quality and timeliness of data as good to excellent
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
911 System	\$12,896	400 address assignments/corrections	\$32.24 per assignment/correction completed	100% of requests for assignments/corrections completed in 30 days
Survey requests	\$124,600	175 survey requests	\$712 per survey request completed	100% of surveys requested completed on schedule
Road Opening Permits	\$6,987	349 of road opening permits	\$20.02 per road opening permit completed	91% of road opening permits completed within 1 day
Sewer Connection Permits	\$6,232	41 sewer connection permits	\$152 per sewer connection permit completed	90% of sewer connection permits issued within 1 day

# HIGHWAY DIVISION

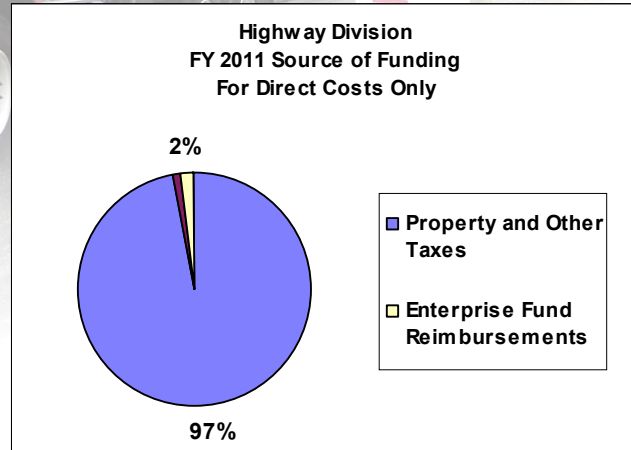
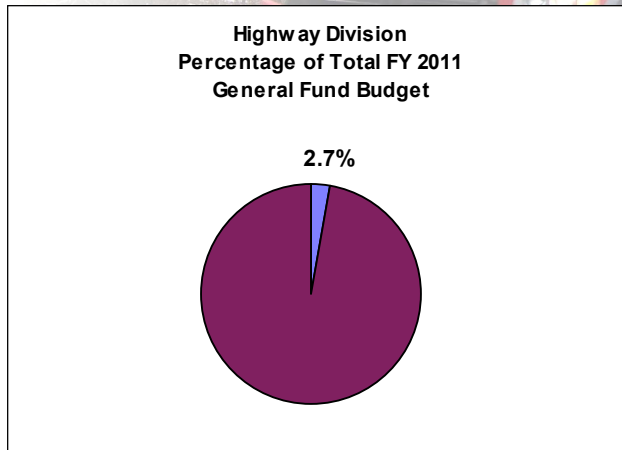
## MISSION STATEMENT

The mission of the Highway Division is to protect, maintain and improve the Town's roadway system, parking facilities and drainage facilities in a manner which promotes maximum life, improves traffic flow and enhances both pedestrian and vehicular safety; and to provide a level of routine and emergency repairs to certain Town-owned vehicles and equipment that maximizes their life and minimizes down-time. The Highway Division is also responsible for the seasonal operation of the drawbridge in Osterville and a courier service that provides interdepartmental mail delivery. The Division strives to accomplish its mission in an environmentally responsible manner and in full cooperation with all other divisions and departments of the Town.

## PERMANENT POSITIONS (FTEs)

Program	General Fund	Other Funds	Total
Road Maintenance	28.20	0.00	28.20
Vehicle Maintenance	7.30	0.00	7.30
<b>Total Division FTEs</b>	<b>35.50</b>	<b>0.00</b>	<b>35.50</b>

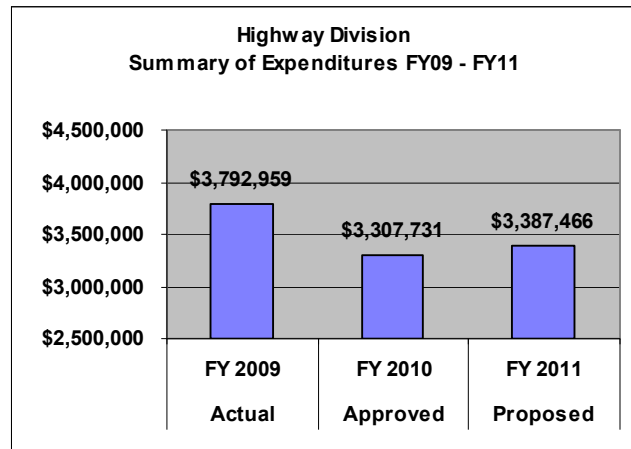
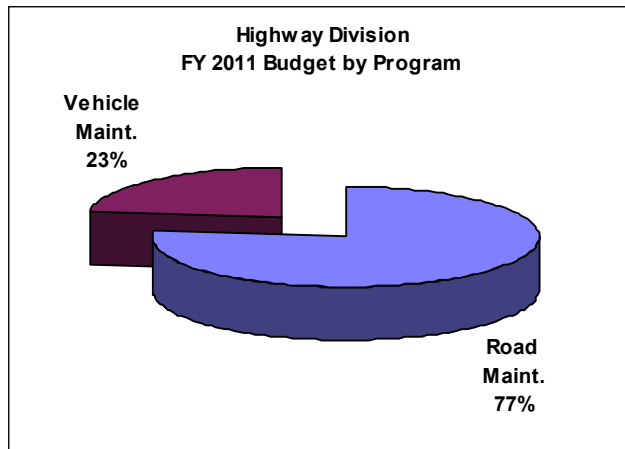
## FY 2011 DIVISION FINANCIAL DATA



The Highway Division represents 2.7 percent of the overall General Fund operating budget. Ninety seven percent of the budget is supported by taxes.

## SUMMARY OF DIVISION EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES HIGHWAY DIVISION

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 1,856,091	\$ 1,807,790	\$ 1,867,042	\$ 1,871,616		\$ 1,871,616	\$ 63,826	3.53%
Benefits	180,083	182,053	175,676	187,962		187,962	5,909	3.25%
Operating Expenses	1,756,784	1,317,888	1,820,268	1,317,888		1,327,888	10,000	0.76%
Operating Capital	-	-	-	-		-	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 3,792,959</b>	<b>\$ 3,307,731</b>	<b>\$ 3,862,986</b>	<b>3,377,466</b>		<b>\$ 3,387,466</b>	<b>\$ 79,735</b>	<b>2.41%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS:</b>								
1. Traffic Signals and Opticom Maintenance				52,000	\$ (52,000)			
2. Increase in Gasoline and Diesel Fuel				10,000	-			
3. Bridge Maintenance				30,000	(30,000)			
4. Pavement Markings - Public Roads				40,260	(40,260)			
5. Police Details				32,000	(32,000)			
6. Increase in Overtime				25,000	(25,000)			
7. Uniforms				4,000	(4,000)			
8. Safety Equipment				2,000	(2,000)			
9. Special Events				6,000	(6,000)			
10. Flags and Holiday Lighting				5,000	(5,000)			
11. Hyannis Streetscape, Bollards and Posts				3,645	(3,645)			
12. Signage at Recreation Facilities				2,000	(2,000)			
13. Private Roads - Emergency Repairs				138,108	(138,108)			
14. Private Roads Maintenance and Repair				231,814	(231,814)			
<b>SUBTOTAL</b>				<b>581,827</b>	<b>(571,827)</b>			
<b>TOTAL</b>				<b>\$ 3,959,293</b>	<b>\$ (571,827)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 3,725,478	\$ 3,196,656	\$ 3,751,911	\$ 3,863,546		\$ 3,291,719	\$ 95,063	2.97%
Special Revenue Funds	-	45,000	45,000	29,125		29,125	(15,875)	-35.28%
Enterprise Fund Reimbursements	63,054	66,075	66,075	66,622		66,622	547	0.83%
<b>TOTAL SOURCES</b>	<b>\$ 3,792,959</b>	<b>\$ 3,307,731</b>	<b>\$ 3,862,986</b>	<b>\$ 3,959,293</b>		<b>\$ 3,387,466</b>	<b>\$ 79,735</b>	<b>2.41%</b>



Seventy seven percent of this division's budget is directed towards road maintenance programs while the other 23 percent provided vehicle and equipment maintenance.

### SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION

The FY11 budget is increasing \$79,735, or 2.4 percent. \$69,000 of this increase covers personnel cost increases. An additional \$10,000 is provided for fuel. Price increase for diesel and gasoline are expected as the Town's fuel contract expires on June 30, 2010.

### FY 2011 GOALS

#### Short Term

1. Prepare four miles of roads for resurfacing/chip sealing. (Strategic Plan: Infrastructure)

2. Complete 10 major drainage improvement projects on Town roads. (Strategic Plan: Infrastructure)
3. Sweep all Main roads annually by Labor Day. (Strategic Plan: Infrastructure)
4. Crack seal 15 miles of Town roads. (Strategic Plan: Infrastructure)
5. Open all primary roads to traffic within 8 hours following a snowstorm. (Strategic Plan: Infrastructure, Public Health and Safety)
6. Clean 3,350 catch basins on Town and Private roads annually. (Strategic Plan: Infrastructure)
7. Improve sight distance at problematic intersections due to foliage. (Strategic Plan: Infrastructure, Public Health and Safety)
8. Continue efforts to plant new trees as budget allows. (Strategic Plan: Infrastructure)
9. Implement traffic light study town wide (27 signals) (Strategic Plan; Infrastructure)

#### **Long Term**

1. Construct new highway facility including truck storage and administrative buildings. (Strategic Plan: Infrastructure, Public Safety)
2. Complete state of the art emergency response control room and systems to assist in deployment of resources during an emergency event. (Strategic Plan: Infrastructure, Public Health and Safety)
3. Develop staff training programs to insure that staff is knowledgeable in current technologies and efficient and safe methods related to their work environment. (Strategic Plan: Infrastructure, Public Health and Safety)
4. Continue with research on liquid de-icing products with the short term goal of switching from salt sand to all liquids to melt ice and snow. (Public Health and Safety)
5. Initiate results from traffic light study. (Strategic Plan; Infrastructure, Public Health and Safety)

## **PROGRAMS**

### **ROADWAY MAINTENANCE PROGRAM**

**Program Description.** The roadway maintenance program is responsible for 250 miles of town roads, 70 miles of town sidewalks, 4 miles of bike paths, 74 town parking lots, 6 bridges and over 4,000 drainage systems on town roads. It also performs emergency repairs to 200 miles of private roads, sweeps both town and private roads, grades 91 gravel roads, removes brush and mows 144 lane miles of town road shoulders, and removes litter from 250 miles of town roads. In addition, the division maintains over 8,000 regulatory and non-regulatory signs on town roads, and street signs on private roads, maintains and repairs 6,332 guardrails on town roads and provides pavement marking on town primary roads and parking lots. The bridge crew operates the drawbridge and the courier moves interdepartmental mail, as well as picking up dead animals. The crews are supported by a small office staff which answers the telephone, dispatches, and deals with administrative matters and equipment procurement for the DPW. The Roadway Maintenance program focuses on our goal of infrastructure maintenance, deals expeditiously with daily complaints, strives to complete the preparations necessary for the following year's roadway resurfacing program and, increasingly, accomplishes construction projects such as drainage improvements. During winter storms, everyone works to keep our roadways passable.

## SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES ROADWAY MAINTENANCE PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 1,294,467	\$ 1,345,852	\$ 1,325,000	\$ 1,396,820		\$ 1,396,820	\$ 50,968	3.79%
Benefits	139,012	148,031	135,000	150,566		150,566	2,535	1.71%
Operating Expenses	330,416	471,164	466,000	471,164		471,164	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 1,763,895</b>	<b>\$ 1,965,047</b>	<b>\$ 1,926,000</b>	<b>2,018,550</b>		<b>\$ 2,018,550</b>	<b>\$ 53,503</b>	<b>2.72%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS:</b>								
1. Bridge Maintenance				30,000	(30,000)			
2. Pavement Markings - Public Roads				40,260	(40,260)			
3. Police Details				32,000	(32,000)			
4. Increase in Overtime				25,000	(25,000)			
5. Uniforms				4,000	(4,000)			
6. Safety Equipment				2,000	(2,000)			
7. Special Events				6,000	(6,000)			
8. Flags and Holiday Lighting				5,000	(5,000)			
9. Hyannis Streetscape, Bollards and Posts				3,645	(3,645)			
10. Signage at Recreation Facilities				2,000	(2,000)			
11. Private Roads - Emergency Repairs				138,108	(138,108)			
12. Private Roads Maintenance and Repair				231,814	(231,814)			
<b>SUBTOTAL</b>				<b>519,827</b>	<b>(519,827)</b>			
<b>TOTAL</b>				<b>\$ 2,538,377</b>	<b>\$ (519,827)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 1,738,634	\$ 1,938,640	\$ 1,899,593	\$ 2,511,833		\$ 1,992,006	\$ 53,366	2.75%
Special Revenue Funds	-	-	-	-		-	-	0.00%
Enterprise Fund Reimbursements	25,261	26,407	26,407	26,544		26,544	137	0.52%
<b>TOTAL SOURCES</b>	<b>\$ 1,763,895</b>	<b>\$ 1,965,047</b>	<b>\$ 1,926,000</b>	<b>\$ 2,538,377</b>		<b>\$ 2,018,550</b>	<b>\$ 53,503</b>	<b>2.72%</b>

## EQUIPMENT SUPPORT PROGRAM

**Program Description.** The Equipment support program maintains a 150 unit fleet of vehicles which includes automobiles, Zamboni's and everything in between. We do this for all divisions of the DPW, as well as Natural Resources, Weights and Measures, Recreation, Animal control, Sandy Neck Rangers, Harbormaster, and the Kennedy Rink. The Equipment support program also maintains 27 traffic signals, 13 school flashers, the Osterville drawbridge, and operates the municipal fueling depot.

## SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES EQUIPMENT SUPPORT PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 390,433	\$ 381,938	\$ 375,000	\$ 394,796		\$ 394,796	\$ 12,858	3.37%
Benefits	30,659	34,022	32,000	37,396		37,396	3,374	9.92%
Operating Expenses	298,388	326,724	320,000	326,724		336,724	10,000	3.06%
Operating Capital	-	-	-	-		-	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 719,479</b>	<b>\$ 742,684</b>	<b>\$ 727,000</b>	<b>758,916</b>		<b>\$ 768,916</b>	<b>\$ 26,232</b>	<b>3.53%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None</b>								
1. Traffic Signals and Opticom Maintenance				52,000	\$ (52,000)			
2. Increase in Gasoline and Diesel Fuel				10,000	-			
<b>SUBTOTAL</b>				<b>62,000</b>	<b>(52,000)</b>			
<b>TOTAL</b>				<b>\$ 820,916</b>	<b>\$ (52,000)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 677,259	\$ 703,016	\$ 687,332	\$ 780,838		\$ 728,838	\$ 25,822	3.67%
Interest and Other	4,427	-	-	-		-	-	0.00%
Enterprise Fund Reimbursements	37,793	39,668	39,668	40,078		40,078	410	1.03%
<b>TOTAL SOURCES</b>	<b>\$ 719,479</b>	<b>\$ 742,684</b>	<b>\$ 727,000</b>	<b>\$ 820,916</b>		<b>\$ 768,916</b>	<b>\$ 26,232</b>	<b>3.53%</b>



## SNOW & ICE REMOVAL PROGRAM

**Program Description.** The Snow and Ice Removal Program provides for snow and ice removal from 450 miles of roads comprised of 201 miles of town roads, 49 miles of county roads, 200 miles of private roads, 54 municipal parking areas containing 46 acres, and 70 miles of town sidewalk and four miles of bike path. The program goal is to remove a large portion of the accumulated snow and ice from its areas of responsibility as quickly as possible. The removal is intended to be of sufficient width and depth to allow the adequately prepared public to travel at reduced speeds throughout the town. The Department does not attempt to achieve bare pavement during any storm. The practice is far too expensive and the large quantities of salt required would be detrimental to the environment.

### SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES SNOW & ICE REMOVAL PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 171,192	\$ 80,000	\$ 167,042	\$ 80,000		\$ 80,000	\$ -	0.00%
Benefits	10,413	-	8,676	-		-	-	0.00%
Operating Expenses	1,127,980	520,000	1,034,268	520,000		520,000	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 1,309,585</b>	<b>\$ 600,000</b>	<b>\$ 1,209,986</b>	<b>600,000</b>		<b>\$ 600,000</b>	<b>\$ -</b>	<b>0.00%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None</b>								
<b>TOTAL</b>				<b>\$ 600,000</b>				
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 1,309,585	\$ 600,000	\$ 1,209,986	\$ 600,000		\$ 600,000	\$ -	0.00%
State Aid	-	-	-	-		-	-	0.00%
<b>TOTAL SOURCES</b>	<b>\$ 1,309,585</b>	<b>\$ 600,000</b>	<b>\$ 1,209,986</b>	<b>\$ 600,000</b>		<b>\$ 600,000</b>	<b>\$ -</b>	<b>0.00%</b>

### FY 2009/10 MAJOR ACCOMPLISHMENTS

- The Division received and responded to over 2,300 unscheduled work requests from citizens,
- Cleaned over 3,142 catch basins
- Conducted crack sealing operations throughout town to help preserve roadways.
- Swept over 334.9 miles of roads and 11 parking lots
- Mowed 580 miles of road shoulders and picked litter on 449 miles
- Maintained 76 traffic/school lights.
- Installed 11 new drainage systems
- Repainted 319 stop bars, 115 crosswalks
- Repainted 3.5 miles of fog lines town wide
- Repainted 3.5 miles of center lines town wide
- Opened the West Bay Draw Bridge 2,052 times to let 2,375 vessels through.
- Maintained over 486 pieces of equipment.
- Maintained 51 pieces of snow and ice equipment
- With the help of staff from many other divisions and departments, roadways were cleared of snow and ice. Last winter, the Highway Division responded to 28 snow and ice events and removed over 40 inches of snow accumulation.
- Provided traffic control, fencing, sweeping, signs and decorations for many parades and festivities including Fourth of July, Village Festivals, Fathers Day car show and the Pops by the Sea concert.
- Chip sealed three miles of town roadways
- Paved three miles of town roadways
- Continued with rebuilding of Marsh Trail on Sandy Neck.
- Continued monitoring Millway Bulkhead parking area.
- Assisted Police with traffic control devices associated with Senator Kennedy.

## PERFORMANCE MEASUREMENTS

Division Name	Division Goal			
Highway	The goal of the Highway Department is to protect, maintain and improve the Town's roadway system, parking facilities and drainage facilities in a manner which maximizes useful life, improves traffic flow, and enhances both pedestrian and vehicular safety.			
Program Name	Program Goal			Program Outcome Measure
Roadway Maintenance	The goal of the roadway maintenance program is to provide infrastructure maintenance, daily complaint resolution and prepare for roadway resurfacing and reconstruction services in order to maintain the roads in a satisfactory condition.			72% of roads are maintained in satisfactory condition
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost of Productivity (Efficiency)	Service Quality (Effectiveness)
Roadway Maintenance	\$1,907,827	221.33 lineal miles	\$8,619.83 per lineal mile maintained	2 days average to respond to complaints
Roadway Swept	\$73,241	395 lineal miles	\$185.42 per lineal mile swept	100% of roads cleaned once a year
Catch Basin Cleaning	\$38,075	4,100 of catch basins cleaned	\$10.05 per catch basin cleaned	52% of catch basins cleaner annually
Traffic Signage	\$43,925	8,750 signs	\$5.02 per traffic sign	95% of traffic signs usable
Emergency response	\$668,893	19 events responded to	\$35,204.89 per event responded to	Roadways are maintained to be passable ASAP
Program Name	Program Goal			Program Outcome Measure
Equipment Support	The goal of the equipment support program is to provide a level of routine and emergency repairs to certain town vehicles and equipment that maximizes their useful life and operating time and minimizes down time.			96% of vehicles operational
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost of Productivity (Efficiency)	Service Quality (Effectiveness)
Vehicle Repairs	\$143,827	486 vehicles repaired	\$295.94 per vehicle repaired	95% of vehicle repair on schedule
Traffic Signals	\$7,241	62 traffic signal repairs	\$116.79 per traffic signal repair	98% of traffic signals repaired on schedule
Drawbridge	\$33,916	2,637 openings	\$12.86 per bridge opening	98% of time drawbridge is operable
Fuel Depot	\$158,973	86,573 gallons pumped	\$1.84 per gallon pumped	100% of gallons accounted for
<b>Explanatory Data</b> Unit cost is actual cost - not budget				



**Crack Sealing Phinney's Lane**

## STRUCTURES AND GROUNDS DIVISION



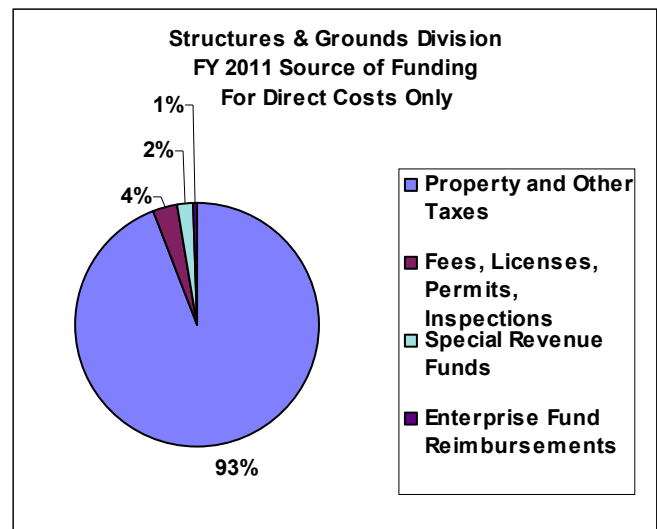
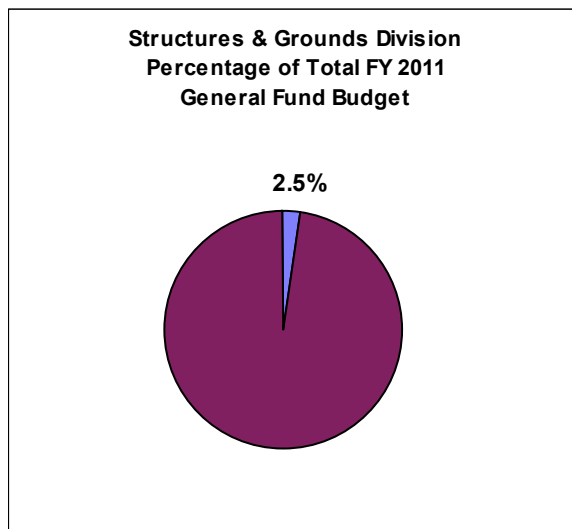
### MISSION STATEMENT

The mission of the Structures & Grounds Division is to protect, enhance and maintain the Town's buildings, parks, cemeteries, marinas, recreational and community facilities and resources. We strive to accomplish this in a manner that maximizes safety, life, utility and enhances the Town's unique environmental and aesthetic qualities. Our goal is to construct, renovate and maintain our facilities in the most responsive, and cost effective manner without diminishing the quality we seek to implement. We place high priority on energy efficiency and conservation, the possibility of energy generation and the use of renewable energy in all projects if possible.

### PERMANENT POSITIONS (FTEs)

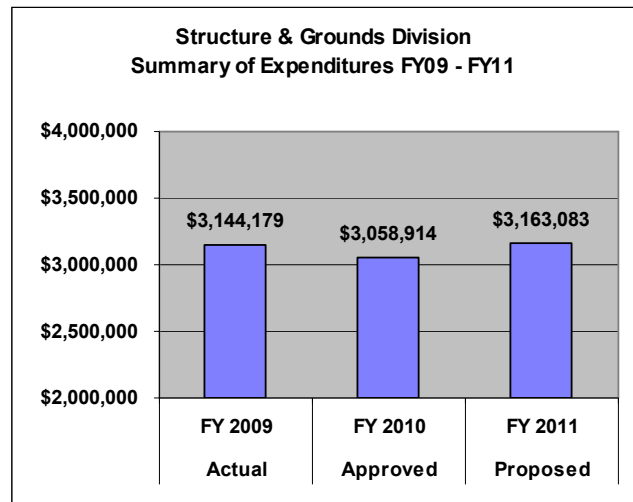
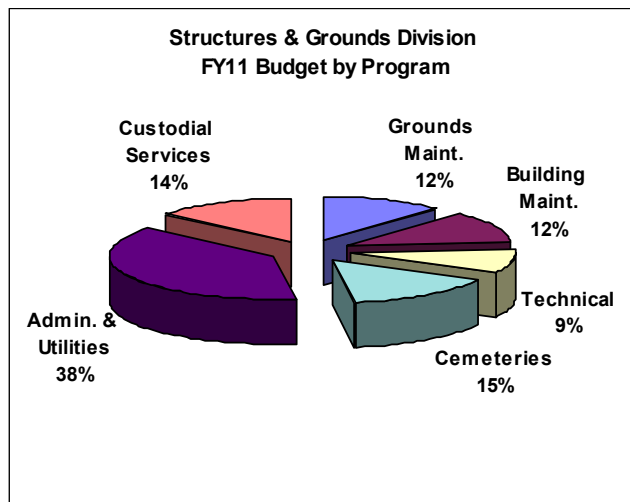
Program	General Fund	Other Fund	Total
Buildings	6.00	0.00	6.00
Custodial	7.00	0.00	7.00
Grounds	5.00	0.00	5.00
Technical	3.80	0.00	3.80
Cemetery	8.00	0.00	8.00
Administration	5.00	0.00	5.00
<b>Total Division FTEs</b>	<b>34.80</b>	<b>0.00</b>	<b>34.80</b>

### FY 2011 DIVISION FINANCIAL DATA



## SUMMARY OF DIVISION EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES STRUCTURES AND GROUNDS DIVISION

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 1,619,318	\$ 1,702,206	\$ 1,667,500	\$ 1,760,503		\$ 1,796,403	\$ 94,197	5.53%
Benefits	210,278	212,571	190,900	207,903		207,903	(4,669)	-2.20%
Operating Expenses	1,314,583	1,144,137	1,070,900	1,145,237		1,158,777	14,640	1.28%
Operating Capital	-	-	-	-		-	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 3,144,179</b>	<b>\$ 3,058,914</b>	<b>\$ 2,929,300</b>	<b>3,113,643</b>		<b>\$ 3,163,083</b>	<b>\$ 104,168</b>	<b>3.41%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS</b>								
1. Bismore Park Maintenance				12,745	-			
2. Maintenance of Aselton Park				15,345	-			
3. Walkway to the Sea Maintenance				21,350	-			
4. Increase in funds for Tools & Equipment				4,500	(4,500)			
5. Maintenance of Pearl Street Facilities				2,073	(2,073)			
6. Maintenance of RTA Plaza gardens and turf				2,578	(2,578)			
7. Maintenance of Armory flower beds				1,950	(1,950)			
8. Maintenance of Pleasant Street Park				4,070	(4,070)			
9. Contracted Maintenance Downtown Hyannis Improvement Strategy Projects				13,977	(13,977)			
10. Increase in funds for Employee Training				7,500	(7,500)			
11. Increase in funds for Safety Equipment				7,100	(7,100)			
12. Increase in funds for Professional Services				12,000	(12,000)			
13. Increase in funds for Equipment Maintenance				1,950	(1,950)			
14. Increase in funds for Irrigation Parts				1,500	(1,500)			
15. Increase in funds for Chemical Solvents				725	(725)			
16. Increase in funds for Trees & Plantings				3,500	(3,500)			
17. Increase in funds for Grounds Supplies				4,160	(4,160)			
18. Increase in funds for Permitting Fees				1,000	(1,000)			
19. Additional funds for Dowses Beach Handicap fishing pier and shower				3,880	(3,880)			
20. Increase in funds for general building supplies				12,500	(12,500)			
21. Increase in funds for maintenance of Police Department addition				20,400	(20,400)			
22. Additional funding for Emergency Generator Maintenance				10,000	(10,000)			
23. Increase in funds for Maintenance of Main Street Hyannis Lighting Project				27,040	(27,040)			
24. Restore funding for Street and Highway Repair				10,000	(10,000)			
25. Increase funds for overtime				4,000	(4,000)			
<b>SUBTOTAL</b>				<b>205,843</b>	<b>(156,403)</b>			
<b>TOTAL</b>				<b>\$ 3,319,486</b>	<b>\$ (156,403)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 2,996,040	\$ 2,938,081	\$ 2,794,667	\$ 3,131,925		\$ 2,975,522	\$ 37,440	1.27%
Fees, Licenses, Permits, Inspections	128,305	101,900	115,000	112,525		112,525	10,625	10.43%
Interest and Other	1,491	-	700	-		-	-	0.00%
Special Revenue Funds	-	-	-	56,007		56,007	56,007	0.00%
Enterprise Fund Reimbursements	18,343	18,933	18,933	19,029		19,029	96	0.51%
<b>TOTAL SOURCES</b>	<b>\$ 3,144,179</b>	<b>\$ 3,058,914</b>	<b>\$ 2,929,300</b>	<b>\$ 3,319,486</b>		<b>\$ 3,163,083</b>	<b>\$ 104,168</b>	<b>3.41%</b>



## SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION

The FY11 budget is increasing \$104,168. This covers all contractual pay increases and benefit increases. Additional funding of \$49,440 is included in the increase for enhanced maintenance of Bismore and Aselton Park as well as the Walkway to the Sea. Transfers from the Bismore Park and embarkation fee special revenue funds will provide the funding sources for these enhancements. Tax support will increase \$37,440 in FY11.

### FY 2011 GOALS

#### Short Term

1. Completed construction of the Highway Division Emergency Operations Center and administration space. (Strategic Plan: Infrastructure, Public Health and Safety)
2. Continued the West Barnstable Community Building interior restoration project. (Strategic Plan: Environment and Natural Resources, Infrastructure)
3. Complete renovations to the Kalmus beach house pavilion. (Strategic Plan: Infrastructure)
4. Implement facilities preservation and rehabilitation program through Community Preservation Act funding. (Strategic Plan: Public Health and Safety, Environment and Natural Resources, Infrastructure)
5. Improve handicap accessibility for Key's Beach house. (Strategic Plan: Environment and Natural Resources, Infrastructure)
6. Complete 10% of identified maintenance improvements to Town Ways to Water inventory. (Strategic Plan: Environment and Natural Resources, Infrastructure)
7. Work with Kirkman Trust Fund Advisory Committee to complete identified capital improvements for Mosswood Cemetery. (Strategic Plan: Environment and Natural Resources, Infrastructure, Finance)

#### Long Term

1. Develop and promote a facilities energy use policy for all Town Departments. Continue to bring forward energy conservation and generation measures throughout our municipal facilities. Continue to crusade for energy efficient equipment and "green" technologies in all our present and future building projects. (Strategic Plan: Environmental & Natural Resources, Economic Development, Infrastructure)
2. Continue working with statement based reporting to assist departments with cost of services analysis. This program will include identifying cost centers including electricity, HVAC, energy, water and sewage charges. Provide monthly maintenance cost and repair work order data at the various departments' facilities. (Strategic Plan: Infrastructure)
3. Continue to establish a preventive maintenance program for all municipal facilities under management. This program will place an emphasis on reducing mechanical failures by providing scheduled preventive maintenance procedures. This effort will allow the division to stock common replacement parts, identify major repairs, insure reliability of our systems and reduce maintenance and operating costs. (Strategic Plan: Public Health and Safety, Environment, Infrastructure)
4. Continue development of a long-range cemetery business and asset management plan including trust fund management, income and expense analysis and five year financial plan. (Strategic Plan: Economic Development, Infrastructure, Finance)
5. Assist the Disabilities Commission with inventory, budgeting and project management relative to improved handicap accessibilities for all town facilities. Continue to pursue CDBG grant funding (Strategic Plan: Public Health and Safety, Infrastructure, Finance)
6. Continue to work with Growth Management Department to inventory existing Town Ways to Water, research new public access and produce corresponding mapping. Develop Long- range maintenance plans including capital improvements and annual routine maintenance. (Strategic Plan: Environment and Natural Resources, Infrastructure)
7. To continue developing and improving the TMA Asset Management System by expanding both inventorying and preventive maintenance modules. This asset management program helps us to track work being requested and completed throughout the year. It aids us in predicting tasks that need to be done in order to prevent costly breakdowns and reactionary management. (Strategic Plan: Public Health & Safety, Infrastructure)

## PROGRAMS

### GROUNDS MAINTENANCE PROGRAM

**Program Description.** The grounds maintenance program provides maintenance, beautification, and improvements for 52 acres of municipal grounds. This includes 12 parks, 49 traffic islands, 29 memorial islands, 21 facilities grounds, 3 playgrounds, 6 ball fields, 4 tennis courts, 43 ways to water, and 17 beaches. It includes administration of the Town's Adopt-A-Spot program for 32 locations, support to the Conservation Department with conservation land maintenance, support to the Recreation Department with beach raking and building maintenance and support to the Engineering Division with landscaping tasks on specific projects. It also provides support for the division's marina and building maintenance programs and assists the Highway Division with snow and ice control. This program also includes tree care, planting, flowerbeds maintenance, and management of a 13'X31' greenhouse.

#### SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES DPW GROUNDS MAINTENANCE PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 262,129	\$ 266,467	\$ 250,000	\$ 274,905		\$ 309,705	\$ 43,238	16.23%
Benefits	45,494	35,645	20,000	27,324		27,324	(8,321)	-23.34%
Operating Expenses	34,331	29,743	29,000	29,743		39,783	10,040	33.76%
Operating Capital	-	-	-	-		-	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 341,954</b>	<b>\$ 331,855</b>	<b>\$ 299,000</b>	<b>331,972</b>		<b>\$ 376,812</b>	<b>\$ 44,957</b>	<b>13.55%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS:</b>								
1. Bismore Park Maintenance				12,745	-			
2. Maintenance of Aselton Park				15,345	-			
3. Walkway to the Sea Maintenance				16,750	-			
4. Increase in funds for Tools & Equipment				1,000	(1,000)			
5. Maintenance of Pearl Street Facilities				2,073	(2,073)			
6. Maintenance of RTA Plaza gardens and turf				2,578	(2,578)			
7. Maintenance of Armory flower beds				1,800	(1,800)			
8. Maintenance of Pleasant Street Park				4,070	(4,070)			
9. Contracted Maintenance Downtown Hyannis Improvement Strategy Projects				13,977	(13,977)			
10. Increase in funds for Employee Training				1,600	(1,600)			
11. Increase in funds for Safety Equipment				1,650	(1,650)			
12. Increase in funds for Professional Services				6,000	(6,000)			
13. Increase in funds for Equipment Maintenance				1,125	(1,125)			
14. Increase in funds for Irrigation Parts				1,000	(1,000)			
15. Increase in funds for Chemical Solvents				500	(500)			
16. Increase in funds for Trees & Plantings				1,000	(1,000)			
17. Increase in funds for Grounds Supplies				2,080	(2,080)			
18. Increase in funds for Permitting Fees				1,000	(1,000)			
<b>SUBTOTAL</b>				<b>80,713</b>	<b>(35,873)</b>			
<b>TOTAL</b>				<b>\$ 412,685</b>	<b>\$ (35,873)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 341,954	\$ 331,855	\$ 299,000	\$ 361,278		\$ 325,405	\$ (6,450)	-1.94%
Special Revenue Funds	-	-	-	51,407		51,407	51,407	0.00%
<b>TOTAL SOURCES</b>	<b>\$ 341,954</b>	<b>\$ 331,855</b>	<b>\$ 299,000</b>	<b>\$ 412,685</b>		<b>\$ 376,812</b>	<b>\$ 44,957</b>	<b>13.55%</b>

### BUILDING MAINTENANCE PROGRAM

**Program Description:** This program has also changed from past years, combining both the Buildings and Marinas programs. It is responsible for emergency and scheduled maintenance/repairs to over 56 municipal buildings including the Town Hall Campus, the Joseph P. Kennedy Memorial Skating Rink, the Senior Center, the Police Department, comfort stations, beach houses, and all Department/Division facilities. This team is comprised of carpenters, plumbers, painters and laborers who work together on repair, renovations and even new construction at municipal facilities. This program is responsible for making and maintaining the ice surface at the Kennedy rink throughout the skating season, as well as the installation and removal of the wood parquet floor. This program assists the Recreation Department with the set-up and removal of beach ramps, ticket booths and lifeguard stations at all our beaches. It is responsible for monitoring/maintenance/repairs and

construction/renovation projects for 3 marinas, 6 docks and 17 boat ramps. This section maintains, replaces and constructs new pilings, 12,000 sq. ft. of floats and 14 ramps. They perform the seasonal installation and removal of these floats. Additionally, this team provides support to the Highway Division for snow & ice control and the Town Clerk for all elections.

### SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES DPW BUILDING MAINTENANCE PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 230,433	\$ 240,688	\$ 239,000	\$ 253,922		\$ 255,022	\$ 14,334	5.96%
Benefits	47,068	43,011	42,900	37,414		37,414	(5,597)	-13.01%
Operating Expenses	120,678	75,900	75,000	75,900		79,400	3,500	4.61%
Operating Capital	-	-	-	-		-	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 398,179</b>	<b>\$ 359,599</b>	<b>\$ 356,900</b>	<b>367,236</b>		<b>\$ 371,836</b>	<b>\$ 12,237</b>	<b>3.40%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS:</b>								
1. Walkway to the Sea maintenance				4,600	\$ -			
2. Maintenance of Armory flower beds				150	(150)			
4. Increase in funds for Employee Training				2,000	(2,000)			
5. Increase in funds for Safety Equipment				1,050	(1,050)			
7. Additional funds for Dowses Beach Handicap fishing pier and shower				3,880	(3,880)			
8. Increase in funds for general building supplies				12,500	(12,500)			
9. Increase in funds for maintenance of Police Department addition				15,000	(15,000)			
<b>SUBTOTAL</b>				<b>39,180</b>	<b>(34,580)</b>			
<b>TOTAL</b>				<b>\$ 406,416</b>	<b>\$ (34,580)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 378,345	\$ 340,666	\$ 337,267	\$ 382,787		\$ 348,207	\$ 7,541	2.21%
Interest and Other	1,491	-	700	-		-	-	0.00%
Special Revenue Funds	-	-	-	4,600		4,600	4,600	0.00%
Enterprise Fund Reimbursements	18,343	18,933	18,933	19,029		19,029	96	0.51%
<b>TOTAL SOURCES</b>	<b>\$ 398,179</b>	<b>\$ 359,599</b>	<b>\$ 356,900</b>	<b>\$ 406,416</b>		<b>\$ 371,836</b>	<b>\$ 12,237</b>	<b>3.40%</b>

### CUSTODIAL PROGRAM

**Program Description:** The custodial program provides janitorial services for 6 municipal office buildings, 4 comfort stations, 3 community buildings, 1 cemetery office and the Barnstable Police Station facility. Cleaning schedules provide daily routine maintenance including floor care, dusting, restroom cleaning/ sanitation, trash removal, recycling, and all associated cleaning activities. The custodial staff is also responsible for purchasing, inventorying and distribution of all cleaning supplies in support of municipal facilities and recreational programs at 14 beach buildings. Additional services include building security, safety inspections, meeting set up, special events support, interior painting, walkway de-icing and preventive maintenance tasks.

### SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES DPW CUSTODIAL PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 305,270	\$ 310,416	\$ 308,500	\$ 320,214		\$ 320,214	\$ 9,798	3.16%
Benefits	16,830	18,619	18,500	19,591		19,591	972	5.22%
Operating Expenses	158,311	102,142	101,900	103,242		103,242	1,100	1.08%
Operating Capital	-	-	-	-		-	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 480,411</b>	<b>\$ 431,177</b>	<b>\$ 428,900</b>	<b>443,047</b>		<b>\$ 443,047</b>	<b>\$ 11,870</b>	<b>2.75%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None</b>								
<b>TOTAL</b>				<b>\$ 443,047</b>	<b>\$ -</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 480,411	\$ 431,177	\$ 428,900	\$ 443,047		\$ 443,047	\$ 11,870	2.75%
<b>TOTAL SOURCES</b>	<b>\$ 480,411</b>	<b>\$ 431,177</b>	<b>\$ 428,900</b>	<b>\$ 443,047</b>		<b>\$ 443,047</b>	<b>\$ 11,870</b>	<b>2.75%</b>



## TECHNICAL PROGRAM

**Program Description:** The Technical Program team consists of licensed electricians and HVAC technicians who are responsible for the electrical, heating, air conditioning and ventilating systems throughout the Town. They respond to problem calls, troubleshoot, repair, maintain and install equipment throughout our facilities. This team is very concerned with safety, energy efficiency and comfort levels. This program gives support to the Information Technology Division through their data network wiring capabilities. They also provide support to the Highway Division to help light up the Village Green, Bismore Park and the Airport Rotary with a colorful Christmas display of lights.

### SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES DPW TECHNICAL PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 186,990	\$ 202,380	\$ 200,000	\$ 212,760		\$ 212,760	\$ 10,380	5.13%
Benefits	17,402	19,403	18,500	21,506		21,506	2,102	10.84%
Operating Expenses	70,220	51,945	51,000	51,945		51,945	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 274,612</b>	<b>\$ 273,728</b>	<b>\$ 269,500</b>	<b>286,211</b>		<b>\$ 286,211</b>	<b>\$ 12,482</b>	<b>4.56%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None</b>								
1. Increase in funds for Employee Training				300	(300)			
2. Increase in funds for Safety Equipment				1,250	(1,250)			
3. Additional funding for Emergency Generator Maintenance				10,000	(10,000)			
4. Increase in funds for Maintenance of Main Street Hyannis Lighting Project				14,853	(14,853)			
<b>SUBTOTAL</b>				<b>26,403</b>	<b>(26,403)</b>			
<b>TOTAL</b>				<b>\$ 312,614</b>	<b>\$ (26,403)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 274,612	\$ 273,728	\$ 269,500	\$ 312,614		\$ 286,211	\$ 12,482	4.56%
<b>TOTAL SOURCES</b>	<b>\$ 274,612</b>	<b>\$ 273,728</b>	<b>\$ 269,500</b>	<b>\$ 312,614</b>		<b>\$ 286,211</b>	<b>\$ 12,482</b>	<b>4.56%</b>

## CEMETERIES PROGRAM

**Program Description.** The cemetery maintenance program provides maintenance, beautification, and improvements for 81 acres of municipal cemetery grounds. This program includes full responsibility for the operation, maintenance and care of 14 town cemeteries, office building and maintenance garage. The section provides preventive maintenance and repair of all grounds and interment services equipment. It provides scheduling, coordination and supervision of funeral services and interment excavation services for approximately 225 burials annually; installation of burial vaults, monument foundations, and marker setting. Maintains accurate records systems data base, cemetery lot mapping, and lot sales support; restores ancient headstones as time and resources permit, and expansion of raw land for future lot development. Additionally, it provides support to the Highway Division with snow/ice control.



## SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES DPW CEMETERIES PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 362,790	\$ 399,341	\$ 390,000	\$ 407,496		\$ 407,496	\$ 8,155	2.04%
Benefits	40,098	47,645	45,000	51,528		51,528	3,883	8.15%
Operating Expenses	41,723	14,869	14,000	14,869		14,869	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 444,612</b>	<b>\$ 461,855</b>	<b>\$ 449,000</b>	<b>\$ 473,893</b>		<b>\$ 473,893</b>	<b>\$ 12,038</b>	<b>2.61%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS:</b>								
1. Increase in funds for Tools & Equipment				3,500	(3,500)			
2. Increase in funds for Employee Training				1,600	(1,600)			
3. Increase in funds for Safety Equipment				2,400	(2,400)			
4. Increase in funds for Professional Services				6,000	(6,000)			
5. Increase in funds for Equipment Maintenance				825	(825)			
6. Increase in funds for Irrigation Parts				500	(500)			
7. Increase in funds for Chemical Solvents				225	(225)			
8. Increase in funds for Trees & Plantings				2,500	(2,500)			
9. Increase in funds for Grounds Supplies				2,080	(2,080)			
10. Restore funding for Street and Highway Repair				10,000	(10,000)			
11. Increase in funds for Overtime				4,000	(4,000)			
<b>SUBTOTAL</b>				<b>33,630</b>	<b>(33,630)</b>			
<b>TOTAL</b>				<b>\$ 507,523</b>	<b>\$ (33,630)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 316,307	\$ 359,955	\$ 334,000	\$ 394,998		\$ 361,368	\$ 1,413	0.39%
Fees, Licenses, Permits, Inspections	128,305	101,900	115,000	112,525		112,525	10,625	10.43%
<b>TOTAL SOURCES</b>	<b>\$ 444,612</b>	<b>\$ 461,855</b>	<b>\$ 449,000</b>	<b>\$ 507,523</b>		<b>\$ 473,893</b>	<b>\$ 12,038</b>	<b>2.61%</b>

## ADMINISTRATION PROGRAM

**Program Description:** This program has the responsibility for the management of the division's overall operations and personnel. This team is responsible for the preparation and administration of the Division's operating and capital project budgets, the processing of invoices for payment, personnel, procurement, utility usage, telecommunications and implementing/monitoring energy conservation measures.

## SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES DPW STRUCTURES & GROUNDS ADMINISTRATION PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 271,707	\$ 282,914	\$ 280,000	\$ 291,206		\$ 291,206	\$ 8,292	2.93%
Benefits	43,386	48,248	46,000	50,540		50,540	2,292	4.75%
Operating Expenses	889,319	869,538	800,000	869,538		869,538	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
<b>LEVEL PERSONNEL SERVICE</b>	<b>\$ 1,204,412</b>	<b>\$ 1,200,700</b>	<b>\$ 1,126,000</b>	<b>1,211,284</b>		<b>\$ 1,211,284</b>	<b>\$ 10,584</b>	<b>0.88%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS:</b>								
1. Increase Employee Training				2,000	(2,000)			
2. Increase Safety Equipment				750	(750)			
3. Increase in funds for maintenance of Police Department addition				5,400	(5,400)			
4. Increase in funds for Maintenance of Main Street Hyannis Lighting Project				12,195	(12,195)			
<b>SUBTOTAL</b>				<b>20,345</b>	<b>(20,345)</b>			
<b>TOTAL</b>				<b>\$ 1,231,629</b>	<b>\$ (20,345)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ 1,204,412	\$ 1,200,700	\$ 1,126,000	\$ 1,231,629		\$ 1,211,284	\$ 10,584	0.88%
<b>TOTAL SOURCES</b>	<b>\$ 1,204,412</b>	<b>\$ 1,200,700</b>	<b>\$ 1,126,000</b>	<b>\$ 1,231,629</b>		<b>\$ 1,211,284</b>	<b>\$ 10,584</b>	<b>0.88%</b>

## FY 2009-10 MAJOR ACCOMPLISHMENTS

1. Completed (168) phone service and hardware relocation work orders.
2. Completed (263) HVAC related service calls and equipment upgrade work orders.

3. Completed (234) buildings maintenance and repair work orders.
4. Completed (252) electrical related service and repair work orders.
5. Completed (277) plumbing related service work orders.
6. Contracted emergency slate roof repairs for Town Hall & SAB facility.
7. Assisted Recreation Division with temporary relocation to the Armory facility.
8. Constructed and installed new float system / Gary Brown Boat ramp.
9. Constructed handicap ramp and observation deck / Millway Beach.
10. Completed exterior restoration work / West Barnstable Community Building.
11. Implemented organic land care program for selected Town properties.
12. Completed multiple capital improvement projects / JFK Memorial Park.
13. Replaced three entrance security gates and attendant booths for selected Town beaches.
14. Assisted Growth Management Department with property improvements / Chili's.
15. Completed renovations and electrical upgrades men's room / JFK Museum.
16. Provided construction oversight for structural repairs and deck replacement / Cotuit dock.
17. Painted interior of Wequaquet, Hathaway's and Millway bathhouses.
18. Installed entrance signs for HYCC and Gary Brown ramp facilities.
19. Provided foundation plantings and landscape improvements / W.B Community Building.
20. Installed replacement signs for (50) Town Ways to Water locations.
21. Replaced 1000,0000 BTU gas fired boiler with three high efficiency modulating boilers / SAB
22. Installed data network cable for Solid Waste administrative office project.
23. Completed carpentry repairs and exterior painting / Guyer Barn Arts Gallery.
24. Completed restoration of three ceilings and installation of reproduction school house lighting / W.B Community Building.
25. Contracted commercial roofing repairs for MEA & 200 Main St. facilities.
26. Constructed and installed informational kiosks for selected conservation property.
27. Continued construction work for the Highway Division Emergency Operations Center. (constructed firewall, replaced exterior trim, removed window units, studded interior walls)
28. Replaced two steam boilers and night set back sequence controls / Centerville Rec. Building.
29. Painted men's cell block and juvenile cell / Police Station Facility.
30. Renovated the interior of Hamblin's Pond Bath House to comply with ADA access standards.
31. Installed sub-floor basement drainage system and sump pump / SAB Building.

## PERFORMANCE MEASURES

Division Name		Division Goal		
Structures and Grounds		The goal of the Structures and Grounds Division is to manage the Town's facilities, and other community resources in a manner that maximizes safety, useful life, utility, and enhances the Town's unique environmental and aesthetic qualities.		
Program Name		Program Goal		Program Outcome Measure
Grounds and Cemeteries		The Goal of the grounds and cemetery program is to provide maintenance and improvements for parks, traffic islands, playgrounds, ball fields, tennis courts, ways to water, beaches and cemeteries to ensure their satisfactory access and condition,		90% of days Town's grounds are operable
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Parks/playgrounds/ball fields/ traffic islands	\$310,906.00	47.2 acres maintained	\$6,587 per acre maintained	85% of parks, playgrounds, ball fields and traffic islands in satisfactory conditions.
Beaches	\$17,250	10 beaches maintained	\$1,725 per beach	90% of users rate beaches clean and safe
Tennis courts	\$1,998	6 (2@3) of tennis courts maintained	\$333 per tennis court	50% of tennis courts useable during season
Ways to water	\$17,644	22 of ways to water maintained*	\$802 per way to water	90% of the ways to water are useable during season
Cemeteries	\$276,777	81 acres of cemeteries maintained	\$ 3,417 per acre maintained	95% of customers rate services as good to excellent
Explanatory Data		*There are 82 ways to water, Town maintains 22		

<b>Division Name</b>	<b>Division Goal</b>			
Structures and Grounds	The goal of the Structures and Grounds Division is to manage the Town's facilities and other community resources in a manner that maximizes safety, useful life and utility; and enhances the Town's unique environmental and aesthetic qualities.			
<b>Program Name</b>	<b>Program Goal</b>			<b>Program Outcome Measure</b>
Buildings & Utilities	The goal of the buildings and utilities program is to provide maintenance, improvements and utility management to municipal buildings.			% of utility budget improvements as a result of improved building management
<b>Activity Name (What)</b>	<b>Budget (Input)</b>	<b>End Product (Output)</b>	<b>Unit Cost or Productivity (Efficiency)</b>	<b>Service Quality (Effectiveness)</b>
Buildings	\$1,055,881.00	309,000 sf buildings maintained	\$3.42 per sf of building maintained	82% of buildings maintained on schedule
Utilities	\$577,560.00	309,000 sf buildings serviced	\$1.87 per sf utility per bldg	15% of buildings received efficiency improvements

## SOLID WASTE DIVISION (Enterprise Fund)

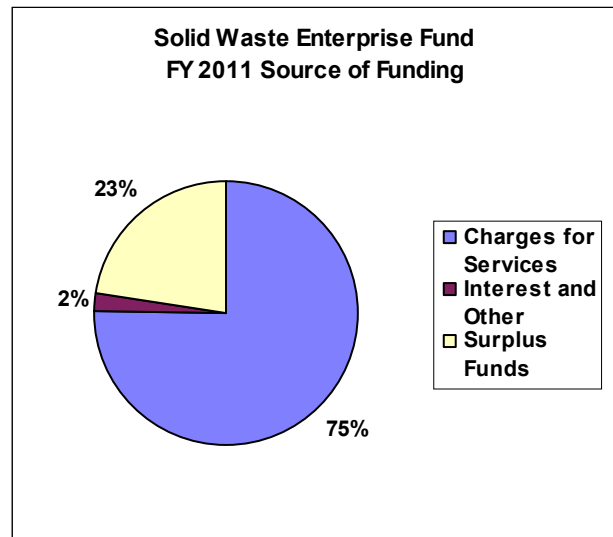
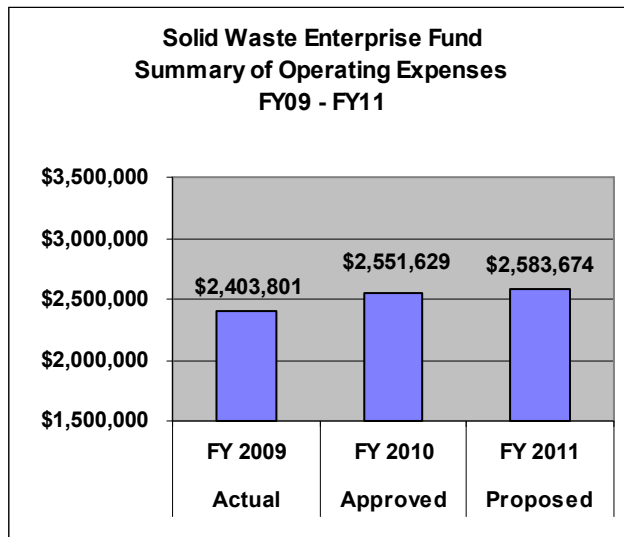
### MISSION STATEMENT

The mission of the Solid Waste Division is to provide the citizens of the town with an environmentally sound, efficient and cost - effective means of disposing of or recycling municipal solid waste.

### PERMANENT POSITIONS (FTEs)

Program	General Fund	Enterprise Fund	Other Funds	Total
Solid Waste	0.00	15.50	0.00	15.50
<b>Division Total FTEs</b>	<b>0.00</b>	<b>15.50</b>	<b>0.00</b>	<b>15.50</b>

### FY 2010 DIVISION FINANCIAL DATA



The FY11 Solid Waste operating budget is increasing \$32,045, or 1.3 percent. Funding for this operation is provided from user fee payments, investment income and enterprise fund surplus. Investment income is expected to decline \$100,000 which will require the use of more reserves to fund operations. A total of \$583,674 of surplus will be used; \$315,658 to cover the debt service for the capping of the landfill and \$268,816 for fee mitigation.

## SUMMARY OF DIVISION EXPENDITURES, RESOURCES ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 807,098	\$ 876,421	\$ 851,000	\$ 893,620		\$ 893,620	\$ 17,199	1.96%
Benefits	74,499	73,937	66,900	84,503		84,503	10,566	14.29%
Operating Expenses	692,607	839,886	812,000	839,886		839,886	-	0.00%
Operating Capital	83,125	-	-	-		-	-	0.00%
Debt Service	423,626	418,220	418,000	420,466		420,466	2,246	0.54%
Transfers Out	322,846	343,165	343,165	345,199		345,199	2,034	0.59%
<b>Subtotal Operating Budget</b>	<b>2,403,801</b>	<b>2,551,629</b>	<b>2,491,065</b>	<b>2,583,674</b>		<b>2,583,674</b>	<b>\$ 32,045</b>	<b>1.26%</b>
Capital Program	76,098	-	-	-		-	-	0.00%
<b>Total Budget</b>	<b>\$ 2,479,899</b>	<b>\$ 2,551,629</b>	<b>\$ 2,491,065</b>	<b>2,583,674</b>		<b>\$ 2,583,674</b>	<b>\$ 32,045</b>	<b>1.26%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None</b>								
<b>TOTAL</b>				<b>\$ 2,583,674</b>	<b>\$ -</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.00%
Charges for Services	1,993,049	1,945,000	1,870,000	1,945,000		1,945,000	-	0.00%
Interest and Other	191,044	155,000	86,000	55,000		55,000	(100,000)	-64.52%
<b>TOTAL SOURCES</b>	<b>2,184,093</b>	<b>2,100,000</b>	<b>1,956,000</b>	<b>2,000,000</b>		<b>2,000,000</b>	<b>\$ (100,000)</b>	<b>-4.76%</b>
Excess (Deficiency)	(295,806)	(451,629)	(535,065)	(583,674)		(583,674)		
Adjustment to accrual basis	261,635	-	200,000	-		-		
Beginning Net Assets	4,323,303	4,289,132	4,289,132	3,954,067		3,954,067		
Ending Net Assets	<b>\$ 4,289,132</b>	<b>\$ 3,837,503</b>	<b>\$ 3,954,067</b>	<b>\$ 3,370,393</b>		<b>\$ 3,370,393</b>		

### FY 2011 GOALS

#### Short term

1. Complete an evaluation of contracted services versus in-house labor to perform operations of transfer station. (Strategic Plan: Public Health and Safety)
2. Complete an evaluation of the potential siting of wind/solar power at the facility. (Strategic Plan: Infrastructure, Finance)

#### Long term

1. Continue to implement cost effective improvements to minimize cost of programs to customer. (Strategic Plan: Public Health and Safety)
2. Market recycled products to minimize cost of recycling program. (Strategic Plan: Public Health and Safety, Environment and Natural Resources)
3. Pursue all grants available to minimize impact of costs of programs on customers. (Strategic Plan: Public Health and Safety, Environment and Natural Resources)
4. Work with the School Dept. to educate students and implement school recycling.

## PROGRAMS

### SOLID WASTE PROGRAM

**Program Description.** Solid Waste is an enterprise account-funded program. The program provides for the operation, maintenance and remedial upgrading of the Town's Solid Waste Transfer Facility to meet State regulations and operation of a residential transfer station and a recycling center including composting of grass clippings and leaves. The transfer station involves a compactor type system that allows residents to manually dispose of their bagged waste. A residential sticker is sold annually which entitles purchasers to utilize the Residential Transfer Station. The Solid Waste Division coordinates with the Town of Yarmouth and SEMASS for transfer and disposal of solid waste. Solid Waste operates the Packer Service, this service handles the removal of trash at all Town buildings and beaches. Solid Waste Division annually holds collections of Household Hazardous Waste.

## FY 2009-10 MAJOR ACCOMPLISHMENTS

1. Received 100% reimbursement for the disposal of mercury products.
2. Screened and processed over 4,000 yards of compost, 4,000 yards of compost given back to residents at no charge.
3. 70 plus acres of the capped landfill was mowed three times.
4. Completed and submitted all DEP, CC Commission, and Town reports.
5. Worked with Growth Management and other Town depts. on the cleanup of multiple illegal dump sites. Coordinated disposal of waste and recyclables, and supplied containers for the debris.

## PERFORMANCE MEASURES

Division Name				
Solid Waste				
Division Mission				
The mission of the Solid Waste Division is to provide the citizens of the town with an environmentally sound, efficient and cost - effective means of disposing of or recycling municipal waste.				
Program Name				
Program Goal				Program Outcome Measure
The goal of the Waste Disposal Program is to provide the citizens of the town with an environmentally sound, efficient and cost - effective means of disposing of or recycling municipal waste.				100% of loads accepted
Waste Disposal				
Activity Name	Budget	End Product	Unit Cost or Productivity	Service Quality
MSW Household Waste Collection	\$842,275.00	9,336.37 Tons	Cost per ton \$90.21	100% repeat customers
Recycling	\$511,641.00	4,926.71 Tons	Cost per ton \$103.85	53% of waste diverted
C & D	\$572,313.00	3,783.92 Tons	Cost per ton \$151.25	99% repeat customers
Explanatory Data				
In FY 2008 the Solid Waste Program handled 9,336.37 tons of Municipal Solid Waste (MSW) at the residential transfer station; 3,783.92 tons of Construction & Demolition Debris, and 4,926.71 tons of recyclables.				



**Recycling Center**

## WATER POLLUTION CONTROL DIVISION (Enterprise Fund)



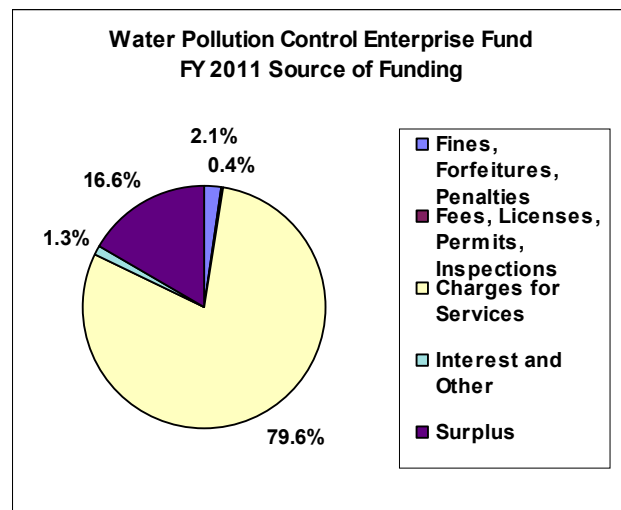
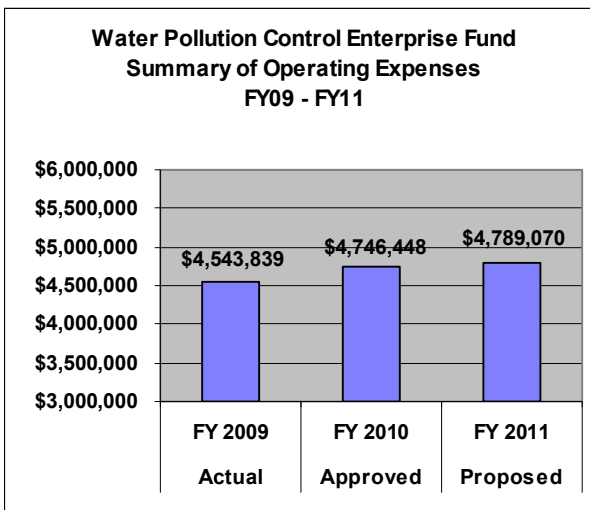
### MISSION STATEMENT

The mission of the Water Pollution Control Division is to provide the citizens of the Town with an environmentally safe, efficient and effective means of disposing of sanitary waste.

### PERMANENT POSITIONS (FTE's)

Program	General Fund	Other Funds	Total
Collection, Treatment, and Disposal of Sanitary Waste	0.00	14.10	14.10
<b>Division Total FTEs</b>	<b>0.00</b>	<b>14.10</b>	<b>14.10</b>

### FY 2011 DIVISION FINANCIAL DATA



## SUMMARY OF DIVISION EXPENDITURES, RESOURCES ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 792,160	\$ 887,907	825,000	\$ 909,565		\$ 909,565	\$ 21,658	2.44%
Benefits	103,436	121,632	105,000	116,982		116,982	(4,650)	-3.82%
Operating Expenses	1,430,674	1,534,900	1,400,000	1,505,084		1,535,084	184	0.01%
Operating Capital	43,913	50,000	46,000	50,000		90,000	40,000	80.00%
Debt Service	1,658,070	1,659,194	1,659,000	1,643,639		1,643,639	(15,555)	-0.94%
Transfers Out	515,586	492,815	492,815	493,800		493,800	985	0.20%
<b>Subtotal Operating Budget</b>	<b>4,543,839</b>	<b>4,746,448</b>	<b>4,527,815</b>	<b>4,719,070</b>		<b>4,789,070</b>	<b>42,622</b>	<b>0.90%</b>
Capital Program	4,255,072	4,195,000	500,000	405,000		405,000	(3,790,000)	-90.35%
<b>Total Budget</b>	<b>\$ 8,798,911</b>	<b>\$ 8,941,448</b>	<b>\$ 5,027,815</b>	<b>5,124,070</b>		<b>\$ 5,194,070</b>	<b>\$ (3,747,378)</b>	<b>-41.91%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS:</b>								
1. Generator replacement				40,000	\$ -			
2. Sludge disposal				30,000	-			
3. Increase in overtime				1,989	(1,989)			
<b>SUBTOTAL</b>				<b>71,989</b>	<b>(1,989)</b>			
<b>TOTAL</b>				<b>\$ 5,196,059</b>	<b>\$ (1,989)</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.00%
State Aid	1,062,693	-	-	-		-	-	0.00%
Fines, Forfeitures, Penalties	103,926	100,000	96,000	100,000		100,000	-	0.00%
Fees, Licenses, Permits, Inspections	10,575	20,000	10,000	20,000		20,000	-	0.00%
Charges for Services	3,739,563	4,014,000	3,800,000	3,814,000		3,814,000	(200,000)	-4.98%
Interest and Other	162,277	175,000	50,000	60,000		60,000	(115,000)	-65.71%
Borrowing Authorizations	3,425,804	3,900,000	500,000	-		-	(3,900,000)	-100.00%
<b>TOTAL SOURCES</b>	<b>8,504,838</b>	<b>8,209,000</b>	<b>4,456,000</b>	<b>3,994,000</b>		<b>3,994,000</b>	<b>\$ (4,215,000)</b>	<b>-51.35%</b>
<b>Excess (Deficiency)</b>	<b>\$ (294,073)</b>	<b>\$ (732,448)</b>	<b>\$ (571,815)</b>	<b>\$ (1,202,059)</b>		<b>\$ (1,200,070)</b>		
<b>Adjustment to accrual basis</b>	<b>649,348</b>	<b>-</b>	<b>600,000</b>	<b>-</b>		<b>-</b>		
<b>Beginning Net Assets</b>	<b>31,137,388</b>	<b>31,492,663</b>	<b>31,492,663</b>	<b>31,520,848</b>		<b>31,520,848</b>		
<b>Ending Net Assets</b>	<b>\$ 31,492,663</b>	<b>\$ 30,760,215</b>	<b>\$ 31,520,848</b>	<b>\$ 30,318,789</b>		<b>\$ 30,320,778</b>		

## FY 2011 GOALS

### Short Term

1. Complete the Treatment Plant Upgrade. (Strategic Plan Priority: Environmental and Natural Resources, Public Health and Safety, Infrastructure)
2. Submitted SRF and Federal Stimulus grants for the construction of wind generators and solar panels. (Strategic Plan Priority: Environmental and Natural Resources, Infrastructure)
3. Completed upgrade of #720 Main Street pump station. (Strategic Plan Priority: Environmental and Natural Resources, Public Health and Safety, Infrastructure)
4. Install the Gonslaves Road pump station for the new Cape Cod Hospital (I think) medical facility.
5. Install energy efficiency equipment for CLC and Federal Stimulus grants.
6. Replace present treatment plant generator. (Strategic Plan Priority: Environmental and Natural Resources, Public Health and Safety, Infrastructure)

### Long Term

1. Implement recommendations of effluent mitigation study. (Strategic Plan Priority: Environmental and Natural Resources)
2. Investigation of concept of sewer districts. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety)
3. Completion of the Comprehensive Water Management Plan. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
4. Investigate innovative technology to substantially reduce sludge production through new sludge reduction technology. (Strategic Plan Priority: Environment and Natural Resources)
5. Design new chlorine storage and distribution system. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
6. Design new pump station at Lincoln Road. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)



## PROGRAMS

### WATER POLLUTION CONTROL PROGRAM

**Program Description.** The Water Pollution Control Program, an enterprise account-funded program under the Department of Public Works, manages a wastewater collection, treatment and disposal system, including the operation and maintenance of a secondary wastewater treatment plant, 30 sewage pump stations and 55 miles of sewer lines. The Program also includes the operation of a pretreatment program and a laboratory for testing the quality of sewage and septage to prevent the introduction of toxic wastes into the system and to ensure compliance with Federal and State regulations. In addition, the Program manages an accounts receivable and billing system for users of the sewer system. The Program provides owners of properties with on-site septic systems with a means of disposing of septage pumped routinely from their systems to prevent premature failure of the system and contamination of the groundwater. When received at the plant, the septage is pretreated and blended with the sewage of the wastewater treatment plant and disposed of in a manner that meets or exceeds public health and environmental regulations. The Program also operates and maintains the wastewater treatment in Marstons Mills and a community cluster system on Lake Elizabeth Drive.

### FY 2009-10 MAJOR ACCOMPLISHMENTS

1. Installed sleeve repairs on broken sewers on Barnstable Rd and High School Rd.
2. Installed new alarms systems at pump stations on Rt 6A, Seameadow, Freezer Rd and Rendevous Lane.
3. Installed chemical monitoring system at the Marstons Mills plant to enhance permit compliance.
4. Commenced operation of new aeration tank, blower, primary pumps, odor control biofilter and scada control system.
5. Commenced operation of new Hyannis Youth Center and upgraded #720 Main Street pump stations.

### PERFORMANCE MEASURES

Division Name	Division Goal			
Water Pollution Control	The goal of the Water Pollution Control Division is to provide the citizens of the town with an environmentally safe, efficient cost effective and well managed disposal system.			
Program Name	Program Goal			Program Outcome Measure
Wastewater Disposal	The goal of the wastewater disposal program is to provide the citizens of the town with an environmentally safe, efficient, and cost effective means of disposing of their wastewater.			100% of tests annually in compliance with Groundwater Discharge Permit
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Septage *		11,523,000 gals treated	\$ .08713 per gal treated	100% of effluent tests meeting DEP standards
"				100% of pretreatment tests meeting DEP standards
Wastewater		466,497,000 gals treated	\$384 per 100 cu ft	100% of effluent tests meeting DEP standards
Sludge **	\$469,703	1058 tons disposed of	\$874 per ton removal cost	3 complaints regarding odor
* Septage- charge to haulers \$.08338/ gal.    ** Sludge removal= town pay \$874/ ton.				



**Freezer Road Sewer Pumping Station**

## WATER SUPPLY DIVISION (Enterprise Fund)

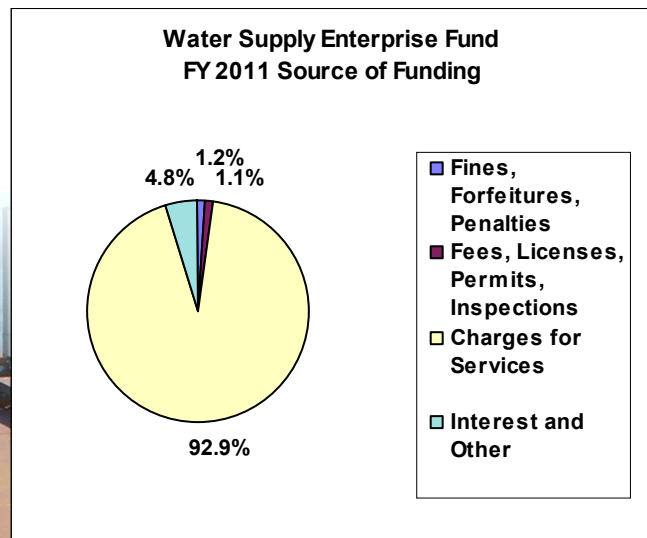
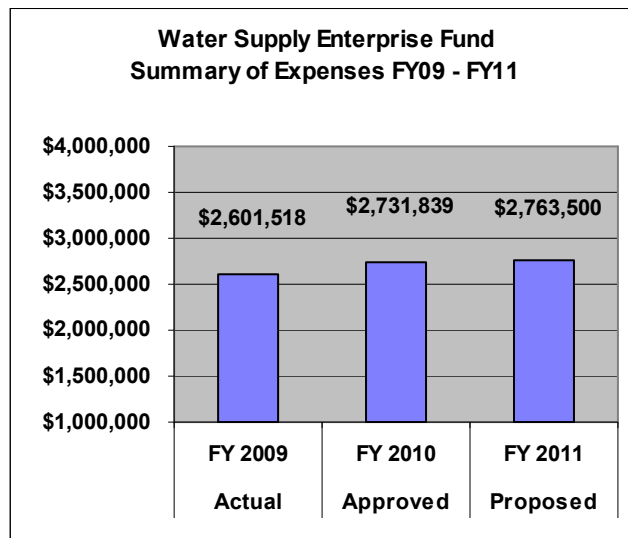
### MISSION STATEMENT

The mission of the Water Supply Division is to provide commercial and residential properties in Hyannis, Hyannisport and West Hyannisport with a safe, efficient and effective means of obtaining drinking water and fire-protection services.

### PERMANENT POSITIONS (FTEs)

Program	General Fund	Enterprise Fund	Other Funds	Total
Water Supply	0.00	1.50	0.00	1.00
Division Total FTEs	0.00	1.50	0.00	1.00

### FY 2011 DIVISION FINANCIAL DATA



## SUMMARY OF DIVISION EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 81,823	\$ 92,471	\$ 92,400	\$ 94,730		\$ 126,991	\$ 34,520	37.33%
Benefits	1,349	1,508	1,500	5,196		5,196	3,688	244.56%
Operating Expenses	1,496,838	1,597,973	1,580,000	1,589,868		1,589,868	(8,105)	-0.51%
Operating Capital	157,937	160,000	160,000	160,000		160,000	-	0.00%
Debt Service	750,246	751,446	751,446	752,046		752,046	600	0.08%
Transfers Out	113,325	128,441	128,441	129,399		129,399	958	0.75%
<b>Subtotal Operating Budget</b>	<b>2,601,518</b>	<b>2,731,839</b>	<b>2,713,787</b>	<b>2,731,239</b>		<b>2,763,500</b>	<b>31,661</b>	<b>1.16%</b>
Capital Program	389,302	200,000	200,000	5,274,000		5,274,000	5,074,000	2537.00%
<b>Total Budget</b>	<b>\$ 2,990,820</b>	<b>\$ 2,931,839</b>	<b>\$ 2,913,787</b>	<b>8,005,239</b>		<b>\$ 8,037,500</b>	<b>\$ 5,105,661</b>	<b>174.15%</b>
<b>SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None</b>								
1. Transfer part-time Administrative Assistant from DPW Administration				32,261	\$ -			
<b>SUBTOTAL</b>				<b>32,261</b>	<b>-</b>			
<b>TOTAL</b>				<b>\$ 8,037,500</b>	<b>\$ -</b>			
<b>SOURCES OF FUNDS</b>								
Property and Other Taxes	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.00%
Fines, Forfeitures, Penalties	30,093	10,000	15,000	30,000		30,000	20,000	200.00%
Fees, Licenses, Permits, Inspections	62,661	32,500	70,000	32,500		32,500	-	0.00%
Charges for Services	2,881,275	2,568,000	2,700,000	2,568,000		2,568,000	-	0.00%
Interest and Other	674,117	121,339	100,000	633,000		633,000	511,661	421.68%
Special Revenue Funds	794,000	-	-	266,000		266,000	266,000	0.00%
Trust Funds	-	-	-	2,695,000		2,695,000	2,695,000	0.00%
Borrowing Authorizations	-	-	-	1,671,000		1,671,000	1,671,000	0.00%
<b>TOTAL SOURCES</b>	<b>\$ 4,442,146</b>	<b>\$ 2,731,839</b>	<b>\$ 2,885,000</b>	<b>\$ 7,895,500</b>		<b>\$ 7,895,500</b>	<b>\$ 5,163,661</b>	<b>189.02%</b>
<b>Excess (Deficiency)</b>	<b>\$ 1,451,326</b>	<b>\$ (200,000)</b>	<b>\$ (28,787)</b>	<b>\$ (142,000)</b>		<b>\$ (142,000)</b>		
<b>Adjustment to GAAP</b>	<b>639,878</b>	<b>-</b>	<b>500,000</b>	<b>-</b>		<b>-</b>		
<b>Beginning Net Assets</b>	<b>2,604,070</b>	<b>4,695,274</b>	<b>4,695,274</b>	<b>5,166,487</b>		<b>5,166,487</b>		
<b>Ending Net Assets</b>	<b>\$ 4,695,274</b>	<b>\$ 4,495,274</b>	<b>\$ 5,166,487</b>	<b>\$ 5,024,487</b>		<b>\$ 5,024,487</b>		

### FY 2011 GOALS

#### Short Term

1. Maintain close contractual oversight of the administration, finances and operation of the Water Supply Division. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
2. Complete the assessment of the water system by commissioning a water quality study of the Hyannis Water System. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
3. Continue to develop and integrate the Water Supply Division's technical and administrative requirements within the Town's regulatory system. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)

#### Long Term

1. Provide cost-effective water supply services to the customers of the Hyannis Water System. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
2. Maintain all assets of the Division to current standards and provide information on needed repairs, and improvements to the water system. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
3. Insure reliable and redundant fire-flows to assist and support demands on the system. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
4. Invest carefully and prudently in the capital assets of the system. (Strategic Plan Priority: Financial, Infrastructure)
5. Investigate and evaluate all options regarding possible additional or alternative sources of revenue, cost-saving measures, grants and conservation measures. (Strategic Plan Priority: Financial, Infrastructure)
6. Continue to strive for excellence in customer service, asset-management, and cost-control within the Division. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)

## PROGRAMS

### WATER SUPPLY PROGRAM

**Program Description.** The Water Supply program, an enterprise account-funded program under the Department of Public Works, oversees the contract management and operation of a water supply system that provides potable water to the residents and businesses (approximately 7300 accounts) located in Hyannis, Hyannisport, West Hyannisport and fire-protection services to the Hyannis Fire District. The management of the system involves substantial investment in water supply sources, pumping, treatment, storage and distribution infrastructure, customer service and regulatory compliance.

### FY 2009 / 2010 MAJOR ACCOMPLISHMENTS

1. The selection, negotiation and transition to a new operations contractor with a long term contract for a very competitive price reflecting savings to the rate payers of the Hyannis Water System with the full support of the Hyannis Water Board, Senior Management Staff and Town Council.
2. The completion of a cost of service study and rate structure analysis of the Hyannis Water System in conjunction with the Hyannis Water Board to determine equitable rates and fees for all our customers to recover all cost related to operation and maintenance of the water system, debt service and capital programs.
3. Completed a flushing program that included public awareness and outreach covering all of the 107 miles of pipe in the Hyannis Water System.
4. Implemented good asset management by insuring preventive maintenance practices to be performed.

### PERFORMANCE MEASURES

Division Name	Division Goal			
Water Supply	The goal of the Water Supply Division is to provide properties in the Hyannis area with safe, efficient and effective means of obtaining drinking water.			
Program Name	Program Goal			Program Outcome Measure
Water Supply	The goal of the Water Supply Program is to provide properties in the Hyannis area with safe, efficient and effective means of obtaining drinking water.			100% of customers served
Activity Name (What)	Budget (Input)	End product (Output)	Unit cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Water Supply	\$2,731,839.00	830,906,000 Gallons	\$ 0.0032 per gallon	In compliance with DEP Water-supply regulations.





**Water Conservation Fair, Saturday August 8, 2009**