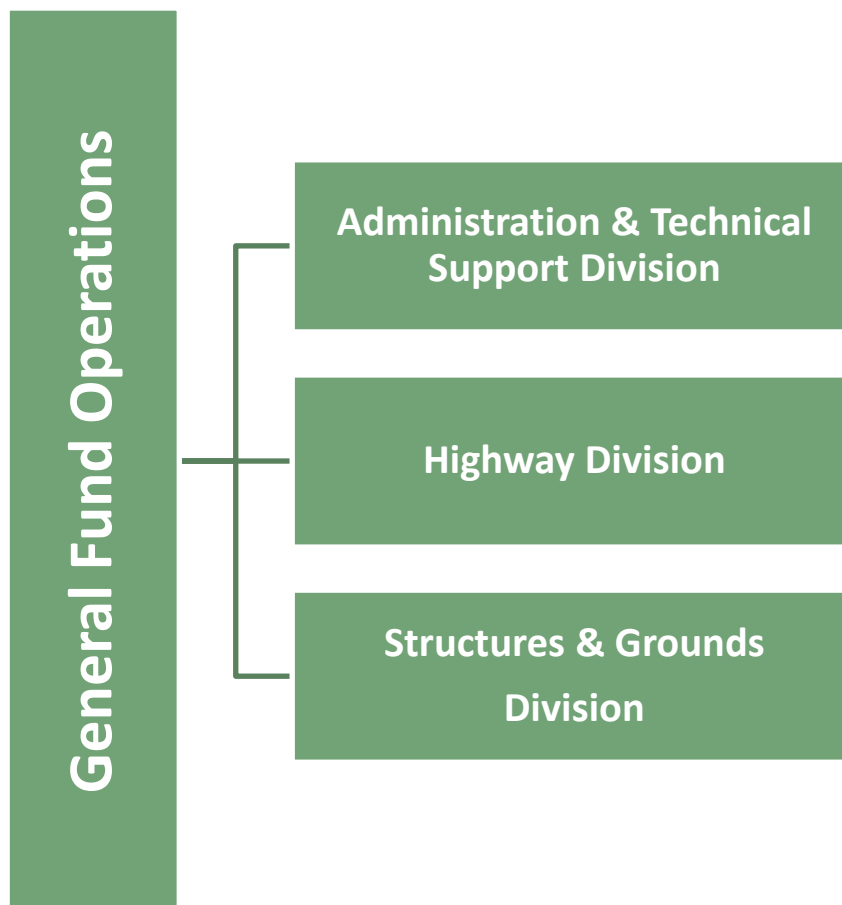


## Public Works Department

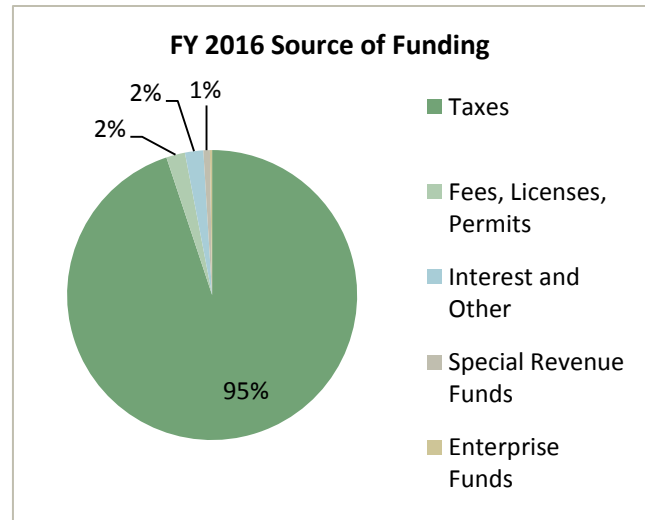
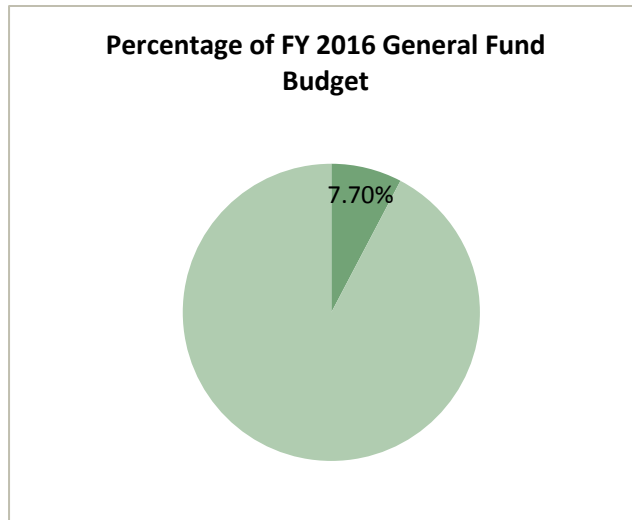
### *Department Mission*

The Mission of the Department of Public Works is to protect, preserve and improve the Town's infrastructure and related assets in a manner that meets the current and future social and economic needs of the community; and contributes to a healthy, safe and quality environment for the Town's citizens and its visitors. It includes the ability to provide water service to the Hyannis area, cost-effective and environmentally sound disposal of solid waste, and treatment and disposal of wastewater.

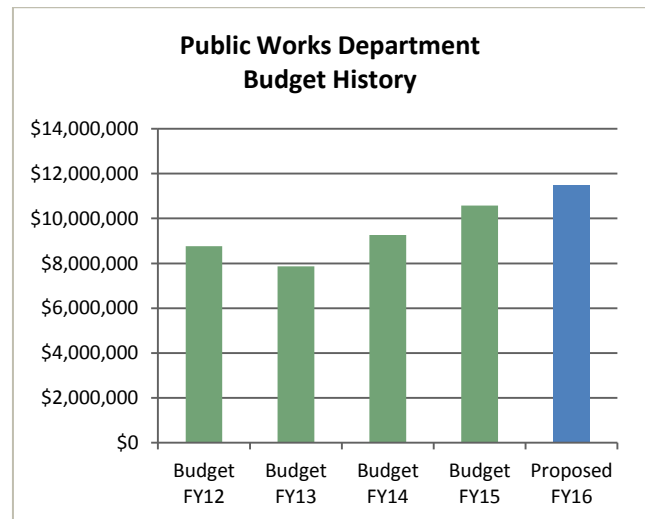
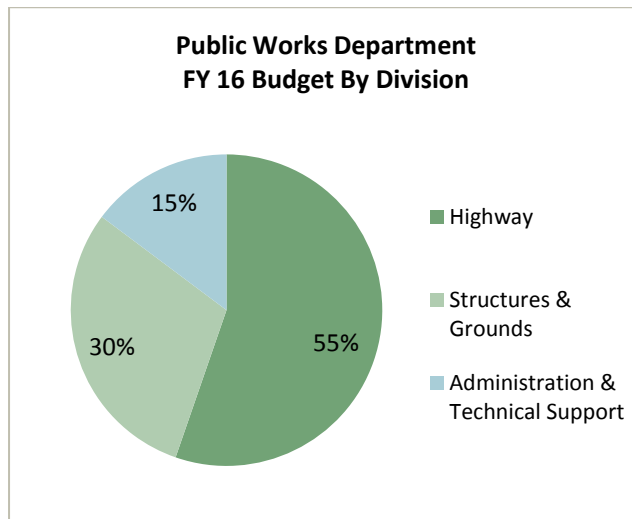


*Protecting and Maintaining the Town's  
Infrastructure*

## Fiscal Year 2016 Department Financial Data



The Public Works Department comprises 7.7% of the overall General Fund budget; the third largest department after the School Department and Police Department. This budget also includes and deficit spending on snow removal from the previous year. Taxes provide 95% of the funding for this operation.



The Highway Division is the largest operation within the Public Works Department General Fund operations representing 55% of the FY16 proposed budget. The budget has increased from \$8.8 million in FY12 to \$11.5 million proposed FY16 or 31.1% over the five year period. Costs associated with snow removal account for much of the change in the budget from year-to-year. In FY 13 there were no snow removal deficits from the prior year as FY12 included a mild winter.

| Expenditure Category                         | Actual<br>FY 2014    | Approved<br>FY 2015  | Projected<br>FY 2015 | Proposed<br>FY 2016  | Change<br>FY15 - 16 | Percent<br>Change |
|--|----------------------|----------------------|----------------------|----------------------|---------------------|-------------------|
| Personnel                                    | \$ 4,879,684         | \$ 5,237,107         | \$ 5,469,445         | \$ 5,491,722         | \$ 254,615          | 4.86%             |
| Operating Expenses                           | 4,388,005            | 4,733,922            | 4,851,458            | 5,385,655            | 651,733             | 13.77%            |
| Capital Outlay                               | 590,616              | 604,000              | 584,075              | 616,000              | 12,000              | 1.99%             |
| <b>Total Appropriation</b>                   | <b>9,858,305</b>     | <b>10,575,029</b>    | <b>10,904,978</b>    | <b>11,493,377</b>    | <b>918,348</b>      | <b>8.68%</b>      |
| <b>Employee Benefits Allocation:</b>         |                      |                      |                      |                      |                     |                   |
| Life Insurance                               | 506                  |                      | 519                  |                      |                     |                   |
| Medicare                                     | 60,129               |                      | 61,852               |                      |                     |                   |
| Health Insurance                             | 316,242              |                      | 330,276              |                      |                     |                   |
| County Retirement                            | 979,290              |                      | 1,016,595            |                      |                     |                   |
| <b>Total Employee Benefits (1)</b>           | <b>1,356,167</b>     |                      | <b>1,409,241</b>     |                      |                     |                   |
| <b>Total Expenditures Including Benefits</b> | <b>\$ 11,214,472</b> |                      | <b>\$ 12,314,219</b> |                      |                     |                   |
| <b>Full-time Equivalent Employees</b>        | <b>83.53</b>         | <b>84.53</b>         |                      | <b>85.53</b>         | <b>1.00</b>         |                   |
| <b>Source of Funding</b>                     |                      |                      |                      |                      |                     |                   |
| Taxes  | \$ 8,224,087         | \$ 8,292,117         | \$ 8,480,832         | \$ 8,333,932         | \$ 41,815           | 0.50%             |
| Fees, Licenses, Permits                      | 200,909              | 179,000              | 209,076              | 184,000              | 5,000               | 2.79%             |
| Charges for Services                         | -                    | -                    | 294                  | -                    | -                   | 0.00%             |
| Interest and Other                           | 2,807                | -                    | 110,865              | 179,600              | 179,600             | 0.00%             |
| Special Revenue Funds                        | 63,474               | 63,500               | 63,500               | 63,500               | -                   | 0.00%             |
| Enterprise Funds                             | 21,345               | 21,345               | 21,345               | 21,345               | -                   | 0.00%             |
| General Fund Reserves                        | 1,345,683            | 2,019,067            | 2,019,067            | 2,711,000            | 691,933             | 34.27%            |
| <b>Total Sources</b>                         | <b>\$ 9,858,305</b>  | <b>\$ 10,575,029</b> | <b>\$ 10,904,978</b> | <b>\$ 11,493,377</b> | <b>\$ 918,348</b>   | <b>8.68%</b>      |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

## Summary of Significant Budget Changes

The FY16 proposed budget is increasing \$918,348 or 8.68%. Personnel costs are increasing \$254,615 which includes all contractual obligations. There is one additional fulltime athletic field foreman added to staffing levels. In addition, \$39,000 has been added to the personnel budget to provide seasonal and temporary positions with the state mandatory minimum wage increase.

Operating expenses are increasing by a net \$651,733 mainly due to snow & ice deficits; however, significant savings in diesel, gasoline, and natural gas contracts (\$71,000) mitigate some of the increase. The department will receive budget allowances for an athletic field maintenance crew \$10,000, increased solid waste disposal cost \$15,000, and vehicle maintenance \$16,800.

Capital outlay has been increased \$12,000 to address the increasing backlog of equipment and vehicle replacements, mechanical systems replacement, and leased property improvements.

Tax support will increase \$41,815 to support the budget increase. There is also \$179,600 in new revenue sources from renewable energy projects. General Fund reserves of \$2,711,000 will be used to cover the snow removal deficit from FY15 that is included in the FY16 spending plan.

## Additional Funding Recommended

### Public Works – Administration

#### 1. Operating Capital for Vehicles and Heavy Equipment

**\$500,000 Requested**

**\$500,000 Recommended**

The DPW has approximately 150 pieces of equipment which are used to conduct its day-to-day business for the Town. These vehicles are replaced when they reach the end of their useful life with monies from the Vehicle Operating Capital budget. Budget projections indicate that significant increases to this budget would be needed to maintain the fleet. To combat this, the DPW has been working hard to create sustainable long term plans for the vehicle program. One new initiative is the creation of dedicated Snow Fighter and Construction fleets. Initial analysis has shown this program alone will save the DPW over \$750,000 over the next five years, and over \$1.7M by FY31. Other savings have come from the aggressive use of Chapter 90 funds for large vehicles. In FY14 the DPW was able to purchase the new Vac Truck with Chapter 90 monies, and in FY15 we are buying a new loader for the Highway Division using Chapter 90 funds. Getting these vehicles via that program resulted in significant savings to the Town. These and other initiatives allowed the DPW to limit the Vehicle Op Cap budget to \$500,000 for FY16.

#### 2. Increase Seasonal Employee's Wages

**\$39,000 Requested**

**\$39,000 Recommended**

The DPW utilizes seasonal laborer positions to augment the workforce during the peak season. Wages for seasonal sidewalk vac, landscaping, and building maintenance positions have not been competitive with other Cape businesses, making it increasingly difficult to attract and retain seasonal laborers.

### Public Works – Highway

#### 1. Vehicle Maintenance Budget

**\$16,800 Requested**

**\$16,800 Recommended**

DPW Fleet maintenance is responsible for repairs on all the Department of Public Works, and many of the Marine and Environmental Affairs vehicles and equipment. Over the past few years repairs have become increasingly more expensive due to the complexity of the equipment and rising cost in shipping and manufacturing of parts (FY12 = \$142,000; FY13 = \$133,000; FY14 = \$146,000). As a result, the Department is requesting that the Vehicle budget be increased from \$136,156 to \$150,000.

### Public Works – Structures and Grounds

#### 1. Operating Capital Mechanical Systems

**\$91,000 Requested**

**\$91,000 Recommended**

The Structures & Grounds Division is responsible for maintenance of 19 municipal facilities that require year-round HVAC systems. These systems are in need of upgrading and in some cases, complete replacement with more energy efficient units. These funds allow the Division to continue a multi-year maintenance and replacement program.

#### 2. Increase Solid Waste Disposal Costs

**\$15,000 Requested**

**\$15,000 Recommended**

The Structures & Grounds Division is responsible for processing payments for municipal waste disposal. This includes tipping fees associated with collecting and servicing municipal building dumpsters, trash

receptacles, seasonal ways to water and beach locations. The existing contract with SEMASS expired January 1, 2015 and a new contract was awarded to New Bedford Waste. The existing disposal fee of \$37.50 a ton was increased to \$55.00 a ton under this new contract. In FY15 the DPW asked for half the value of this increase to cover January 2015 – June 2015, this request represents the other half of the annual increase.

### **3. Sewage Disposal Increase**

**\$3,000 Requested**

**\$3,000 Recommended**

The Structures & Grounds Division is responsible for managing the municipal facilities sewer usage bills (19 accounts). The Department was forced to abandon three on-site septic systems due to system failure, and connected these facilities to the Town sewer system. The Barnstable Police Facility, Marine Environmental Affairs Facility and DPW Structures & Grounds Facility have all been upgraded and connected to the Town sewer system. This will result in a \$3,000 increase in costs to this budget.

### **4. Operating Capital Leased Property**

**\$25,000 Requested**

**\$25,000 Recommended**

The DPW manages the capital improvements for seven Town properties that are leased to others. Under this agreement a percentage of the lease income is allocated for larger capital improvements that fall outside the responsibility of our tenants. These improvements include structural repairs, roof and siding replacement, window and door replacement, HVAC upgrades, painting and electrical improvements.

### **5. Athletic Field Maintenance Crew**

**\$85,455 Requested**

**\$85,455 Recommended**

This request will create a new Municipal Athletic Field Maintenance Crew, under the Structures & Grounds Division, who would work under the supervision of the Grounds Section Foreman. This Crew would be comprised of a new full-time Grade 8 Working Foreman and two additional Seasonal/Temporary Laborers. Initial equipment needs will be handled from existing Department equipment, or from existing budgets. A materials budget (field paint, field chalk, stone dust, grass seed, fence repair parts, etc.) will be created to specifically handle needs for this crew. Currently, recreational field maintenance comes from the existing Grounds program. Over time, as park/green space and fields have been added in Town, this crew has been stretched thin to the point that only very basic maintenance can be performed. As a result, it is becoming increasingly difficult for Grounds Crews to maintain recreational fields in a safe and functional state. This proposed new crew will specialize in recreational fields and will be able to maintain those facilities to a standard worthy of our residents. Removing that work from the existing Grounds crews will also allow them to be able to devote more time to the Town's non-recreational green spaces.

## Administration and Technical Support Division

### *Division Description*

The Administration and Technical Services Section 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, oversight of Division operations, procurement and budgetary management services, community relations and it maintains close liaison with the Town Manager. In addition, the Division provides efficient, cost-effective and professional quality engineering, architectural, survey, and project management services in support of capital improvement and other projects.

## Administration & Technical Support Division

Administration

Technical  
Support

Capital Projects

### Description of Services Provided

#### Administration Program

This Division is organized into four groups. The Administration Group leads the Department and provides management and fiscal oversight. The Engineering Group supports the operational divisions with engineering and project management expertise in all matters relating to horizontal construction (roads,

*Leadership, Management and Vision*

**RECENT ACCOMPLISHMENTS**

1. Reconstructed over 36.7 miles of roads.
2. Design services for traffic signal improvements, Marstons Mills Village Center Improvement, Mill Pond and Long Pond Fishways, Public/Private Pumpout Facility at Hyannis Harbor, Bumps River Bridge, and Snows Creek culvert.
3. Contract management, direction and construction inspection – Various County Bid Roadway Improvements – roadway rehabilitation, chipsealing, crack sealing and new drainage installations.
4. Review of multiple resident requests for safety signage, speed control analysis (provision of solar speed signs), requests for parking restrictions via Town Bylaw
5. Osterville Bay School and Community Center: Completed a building assessment of these two buildings.
6. Barnstable Inner Harbor Bulkhead Repairs: Managed the study of the bulkhead structure and the repair program with the engineering design firm.
7. Prince Cove and Hayward Boat Ramp: These projects are completed in 2015.

sidewalks, sewers, water, etc; and marine matters). The Architectural Group supports the operational divisions with architectural and project managerial expertise for vertical construction. The Survey Group supports the Department with in-house survey capabilities.

**Technical Support Program**

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.

**Capital Projects Program**

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.

**Fiscal Year 2016 Goals and Objectives****Short Term:**

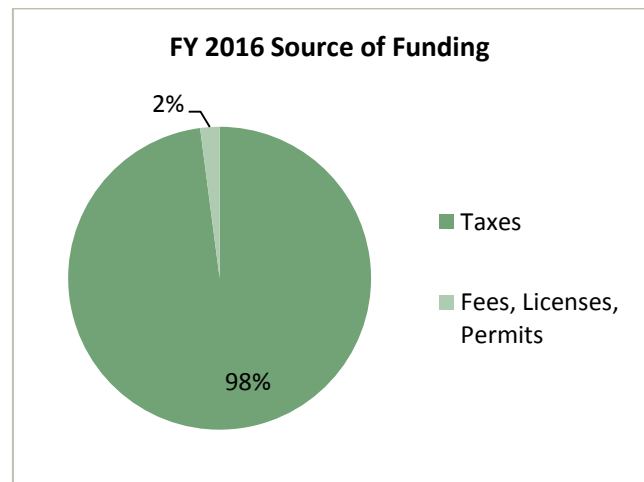
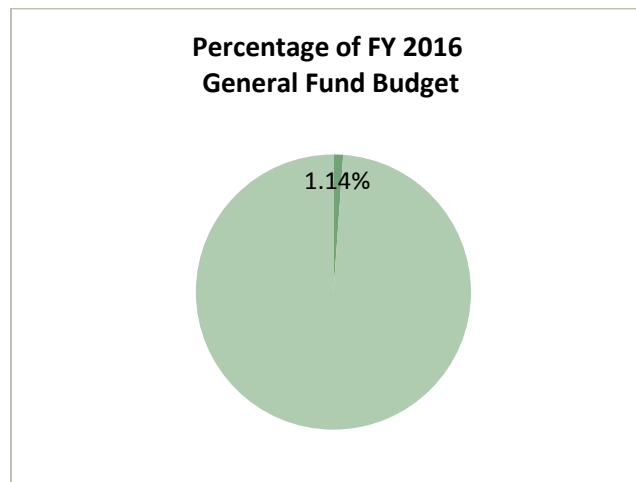
1. Staff and Implement a Department Safety Program – complete DPW Safety Manual. (SP: Public Health and Safety, Infrastructure, Quality of Life)
2. Begin to address road utility projects comprehensively vs. on a utility by utility basis. (SP: Infrastructure)
3. Begin implementation of the “snow fighter” concept. (SP: Public Health and Safety, Infrastructure, Quality of Life)

4. Complete Division Reorganization. (SP: Communication)
5. Implement GPS vehicle program. (SP: Public Health and Safety, Communication)
6. Revise the Department Emergency Management Program. (SP: Public Health and Safety, Communication)

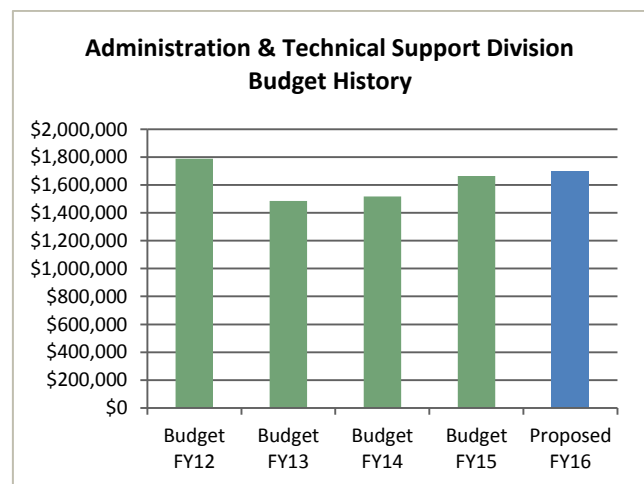
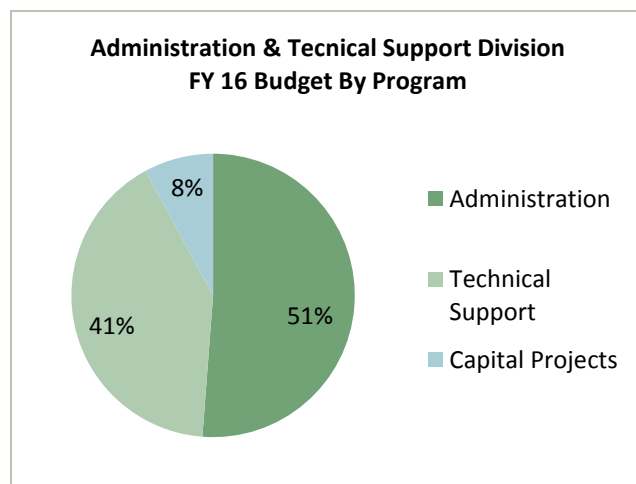
#### Long Term:

1. Create an electronic filing system.
2. Broaden Asset Management Program to include all horizontal disciplines.
3. Begin to create standardized SOP/Direction on subsurface road layout and develop utility corridors.
4. Establish an electronic work-order system that can be accessed by reporting devices in the field.
5. Continue to find efficiencies within the Vehicle Op Cap program.

### Fiscal Year 2016 Division Financial Data



This division comprises 1.14% of the overall General Fund budget. Taxes support 98% of the operation.



The Administration Program is the largest program area within this division representing 51% of the total FY16 proposed budget. This is mainly due to the management of all capital outlay within the Public Works



Department being included in this program area. The significant budget decline in FY13 was a result allocating part of five division employees to the various enterprise fund operations managed by the Department. From FY13 to proposed FY16 the budget has increased 14.39%. Capital outlay has been the largest contributor to the budget.

| <b>Expenditure Category</b> | <b>Actual<br/>FY 2014</b> | <b>Approved<br/>FY 2015</b> | <b>Projected<br/>FY 2015</b> | <b>Proposed<br/>FY 2016</b> | <b>Change<br/>FY15 - 16</b> | <b>Percent<br/>Change</b> |
|-----------------------------|---------------------------|-----------------------------|------------------------------|-----------------------------|-----------------------------|---------------------------|
| Personnel                   | \$ 831,048                | \$ 1,001,855                | \$ 964,390                   | \$ 1,023,124                | \$21,269                    | 2.12%                     |
| Operating Expenses          | 86,042                    | 59,036                      | 68,422                       | 59,036                      | -                           | 0.00%                     |
| Capital Outlay              | 590,616                   | 604,000                     | 584,075                      | 616,000                     | 12,000                      | 1.99%                     |
| <b>Total Appropriation</b>  | <b>1,507,706</b>          | <b>1,664,891</b>            | <b>1,616,886</b>             | <b>1,698,160</b>            | <b>33,269</b>               | <b>2.00%</b>              |

**Employee Benefits Allocation:**

|                                    |                |                |
|------------------------------------|----------------|----------------|
| Life Insurance                     | 66             | 60             |
| Medicare                           | 10,281         | 9,228          |
| Health Insurance                   | 57,633         | 65,509         |
| County Retirement                  | 300,606        | 312,775        |
| <b>Total Employee Benefits (1)</b> | <b>368,586</b> | <b>387,572</b> |

|  |                     |                     |
|--|---------------------|---------------------|
| <b>Total Expenditures Including Benefits</b> | <b>\$ 1,876,292</b> | <b>\$ 2,004,458</b> |
|--|---------------------|---------------------|

|                                       |              |              |              |             |
|---------------------------------------|--------------|--------------|--------------|-------------|
| <b>Full-time Equivalent Employees</b> | <b>11.93</b> | <b>12.93</b> | <b>12.93</b> | <b>0.00</b> |
|---------------------------------------|--------------|--------------|--------------|-------------|

**Source of Funding**

|                         |                     |                     |                     |                     |                 |              |
|-------------------------|---------------------|---------------------|---------------------|---------------------|-----------------|--------------|
| Taxes                   | \$ 1,467,667        | \$ 1,629,891        | \$ 1,575,949        | \$ 1,663,160        | \$33,269        | 2.04%        |
| Fees, Licenses, Permits | 39,719              | 35,000              | 40,644              | 35,000              | -               | 0.00%        |
| Interest and Other      | 320                 | -                   | -                   | -                   | -               | 0.00%        |
| <b>Total Sources</b>    | <b>\$ 1,507,706</b> | <b>\$ 1,664,891</b> | <b>\$ 1,616,886</b> | <b>\$ 1,698,160</b> | <b>\$33,269</b> | <b>2.00%</b> |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

## Summary of Significant Budget Changes

The FY16 proposed budget is increasing \$33,269 or 2%. Personnel costs are increasing \$21,269. Operating expense is unchanged. Capital outlay is increasing \$12,000 to assist the division in addressing the backlog of equipment and vehicle replacements and lease property improvements.

An increase in tax support will provide for the budget increase of \$33,269.

## Fiscal Year 2016 Program Financial Data

### Administration Program

| Expenditure Category                  | Actual<br>FY 2014 | Approved<br>FY 2015 | Projected<br>FY 2015 | Proposed<br>FY 2016 | Change<br>FY15 - 16 | Percent<br>Change |
|---------------------------------------|-------------------|---------------------|----------------------|---------------------|---------------------|-------------------|
| Personnel                             | \$ 268,761        | \$ 209,948          | \$ 208,096           | \$ 220,311          | \$10,363            | 4.94%             |
| Operating Expenses                    | 13,416            | 33,200              | 41,638               | 33,200              | -                   | 0.00%             |
| Capital Outlay                        | 590,616           | 604,000             | 584,075              | 616,000             | 12,000              | 1.99%             |
| <b>Total Appropriation</b>            | <b>872,793</b>    | <b>847,148</b>      | <b>833,809</b>       | <b>869,511</b>      | <b>22,363</b>       | <b>2.64%</b>      |
| <b>Full-time Equivalent Employees</b> | <b>2.68</b>       | <b>2.68</b>         |                      | <b>2.68</b>         | <b>0.00</b>         |                   |
| <b>Source of Funding</b>              |                   |                     |                      |                     |                     |                   |
| Taxes                                 | \$ 872,793        | \$ 847,148          | \$ 833,515           | \$ 869,511          | \$22,363            | 2.64%             |
| Charges for Services                  | -                 | -                   | 294                  | -                   | -                   | 0.00%             |
| <b>Total Sources</b>                  | <b>\$ 872,793</b> | <b>\$ 847,148</b>   | <b>\$ 833,809</b>    | <b>\$ 869,511</b>   | <b>\$22,363</b>     | <b>2.64%</b>      |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Technical Support Program

| Expenditure Category                  | Actual<br>FY 2014 | Approved<br>FY 2015 | Projected<br>FY 2015 | Proposed<br>FY 2016 | Change<br>FY15 - 16 | Percent<br>Change |
|---------------------------------------|-------------------|---------------------|----------------------|---------------------|---------------------|-------------------|
| Personnel                             | \$ 461,556        | \$ 666,761          | \$ 656,593           | \$ 674,044          | \$ 7,283            | 1.09%             |
| Operating Expenses                    | 58,868            | 20,305              | 20,446               | 20,305              | -                   | 0.00%             |
| <b>Total Appropriation</b>            | <b>520,424</b>    | <b>687,066</b>      | <b>677,039</b>       | <b>694,349</b>      | <b>7,283</b>        | <b>1.06%</b>      |
| <b>Full-time Equivalent Employees</b> | <b>7.65</b>       | <b>8.65</b>         |                      | <b>8.65</b>         | <b>0.00</b>         |                   |
| <b>Source of Funding</b>              |                   |                     |                      |                     |                     |                   |
| Taxes                                 | \$ 480,385        | \$ 652,066          | \$ 636,395           | \$ 659,349          | \$ 7,283            | 1.12%             |
| Fees, Licenses, Permits               | 39,719            | 35,000              | 40,644               | 35,000              | -                   | 0.00%             |
| Interest and Other                    | 320               | -                   | -                    | -                   | -                   | 0.00%             |
| <b>Total Sources</b>                  | <b>\$ 520,424</b> | <b>\$ 687,066</b>   | <b>\$ 677,039</b>    | <b>\$ 694,349</b>   | <b>\$ 7,283</b>     | <b>1.06%</b>      |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Capital Projects Program

| Expenditure Category                  | Actual<br>FY 2014 | Approved<br>FY 2015 | Projected<br>FY 2015 | Proposed<br>FY 2016 | Change<br>FY15 - 16 | Percent<br>Change |
|---------------------------------------|-------------------|---------------------|----------------------|---------------------|---------------------|-------------------|
| Personnel                             | \$ 100,731        | \$ 125,146          | \$ 99,701            | \$ 128,769          | \$ 3,623            | 2.89%             |
| Operating Expenses                    | 13,758            | 5,531               | 6,338                | 5,531               | -                   | 0.00%             |
| <b>Total Appropriation</b>            | <b>114,489</b>    | <b>130,677</b>      | <b>106,039</b>       | <b>134,300</b>      | <b>3,623</b>        | <b>2.77%</b>      |
| <b>Full-time Equivalent Employees</b> | <b>1.60</b>       | <b>1.60</b>         |                      | <b>1.60</b>         | <b>0.00</b>         |                   |
| <b>Source of Funding</b>              |                   |                     |                      |                     |                     |                   |
| Taxes                                 | \$ 114,489        | \$ 130,677          | \$ 106,039           | \$ 134,300          | \$ 3,623            | 2.77%             |
| <b>Total Sources</b>                  | <b>\$ 114,489</b> | <b>\$ 130,677</b>   | <b>\$ 106,039</b>    | <b>\$ 134,300</b>   | <b>\$ 3,623</b>     | <b>2.77%</b>      |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

## 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 vehicle 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.



Roadway  
Maintenance



Equipment  
Support



Snow & Ice  
Removal

### **Description of Program Services Provided**

The Division is organized into four Sections: the Traffic Section, the Forestry Section, the Roads Section, and the Equipment Section. The Division is responsible for 260 miles of town roads, 70 miles of town sidewalks, four miles of bike paths, 74 town parking lots, 4,000 drainage systems on town roads, 8,000 regulatory and non-regulatory signs on town roads and street signs on private roads, and over 48,500 feet of guardrail. It also performs emergency repairs to

*Keeping the traveled ways safe*

**RECENT ACCOMPLISHMENTS**

1. The Division received and responded to over 2,656 unscheduled work requests from citizens.
2. Cleaned over 1,136 catch basins.
3. Conducted crack sealing operations on 7.82 miles of town roads throughout town to help preserve roadways.
4. Swept over 572 miles of roads and 57 parking lots.
5. Mowed 247 miles of road shoulders and picked up litter on 253 miles.
6. Maintained 28 traffic and 13 school lights.
7. Responded to 48 Traffic/school light malfunctions.
8. Installed 10 new drainage systems.
9. Repainted 302 stop bars and 107 crosswalks.
10. Repainted 190 miles of fog lines Town-wide.
11. Repainted 214 miles of center lines Town-wide.
12. Removed and installed 1,100 feet of new guardrail.
13. Managed 30 snow and ice events, removing over 59.25 inches of snow accumulation, applied 15,128 tons of road salt, 1,145 tons of road sand, and 8,364 gallons of liquid de-icer.
14. Continued with the rebuilding of Marsh Trail on Sandy Neck.
15. Removed 28 hazardous trees town- wide.

200 miles of private roads, and operates and maintains the Town's only drawbridge. The Division also maintains the DPW fleet of over 150 vehicles including trucks, automobiles, street sweepers, backhoes and everything in-between. The crews are supported by a small office staff which answers the telephones, dispatches, and deals with administrative matters and equipment procurement for the DPW.

**Roadway Maintenance Program**

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 town roads and private roads on an emergency basis, 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 1,100 feet of guardrails on town roads, and provides pavement marking on town primary roads and parking lots. The Forestry section plants approximately 25 new trees per year and maintains and waters 100 trees per week during the summer months. The bridge crew operates the drawbridge and the courier moves interdepartmental mail, as well as picking up dead animals. 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.

**Equipment Maintenance Support Program**

The Equipment Maintenance Support Program maintains a 150 unit fleet of vehicles which includes trucks, automobiles, street sweepers, backhoes and everything in-between. We do this for all divisions of the DPW, as well as Marine & Environmental Affairs (including Natural Resources, Animal Control, Sandy Neck and Harbormaster programs), Weights and Measures, Recreation, and the Hyannis Youth & Community Center. The Equipment Maintenance Support Program also maintains 27 traffic signals, 13

school flashers, the Osterville drawbridge, and operates the municipal fueling depot.

### **Snow & Ice Removal Program**

The Snow & 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 sidewalks and four miles of bike paths. 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.

### **Fiscal Year 2016 Goals and Objectives**

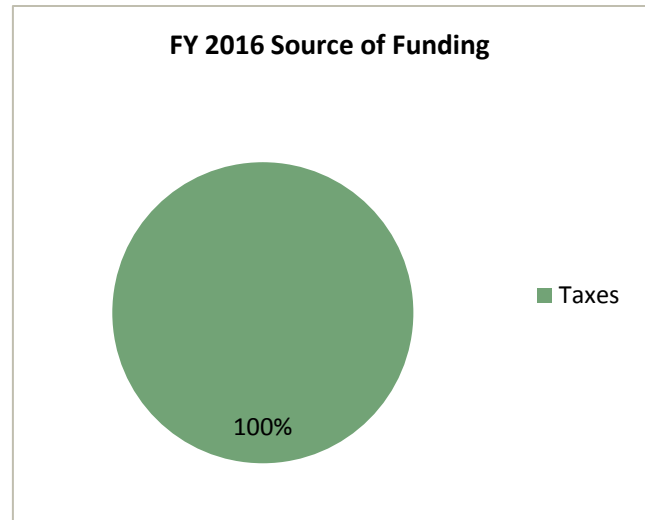
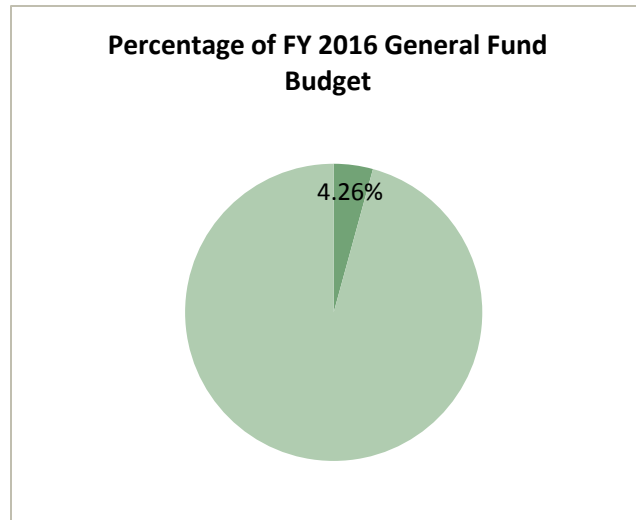
#### **Short Term:**

1. Upgrade the West Bay Bridge Operators position so the Bridge Operator can perform basic troubleshooting, and at a minimum, get the bridge down allowing traffic to pass while waiting for technical help to arrive.
2. Work with DPW Administration to begin to implement the "snow fighter" concept.
3. Work with DPW Administration to implement a vehicle GPS system.
4. Work to integrate Asset Management into Division activities.
5. Initiate the Phase 3 part of the new Highway Division building.

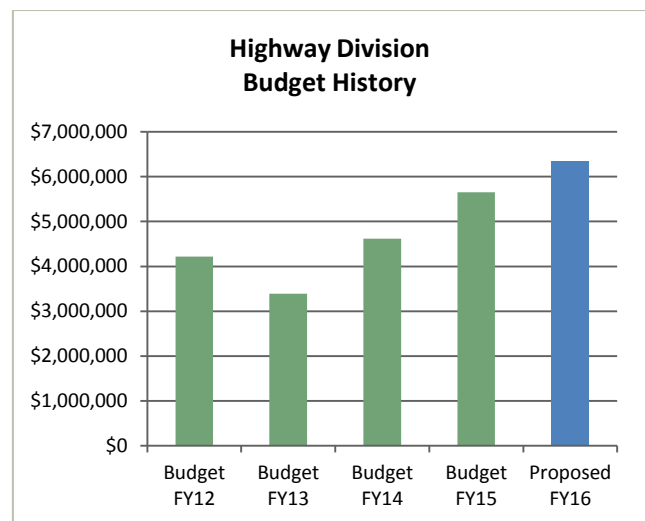
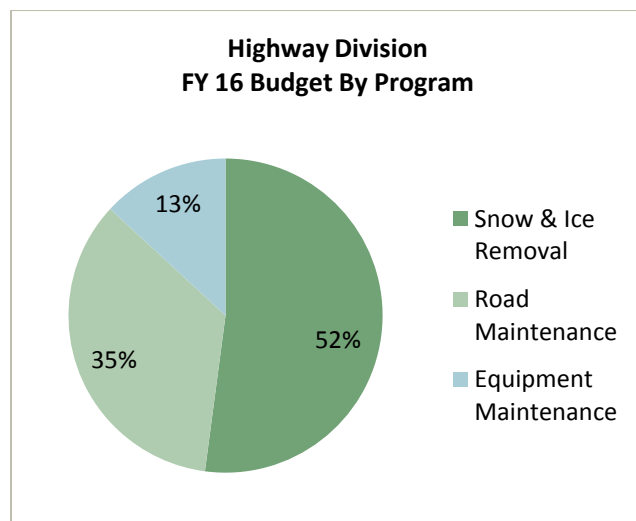
#### **Long Term:**

1. Work with DPW Administration to investigate the merits of making the Equipment Section its own Division.
2. Convert Snow and Ice operations to an all salt operation (removing sand from the operation).
3. Continue to stay abreast of the new science and thinking surrounding snow and ice removal. Investigate the option of a liquid salt brine application system.

## Fiscal Year 2016 Division Financial Data



The Highway Division comprises 4.26% of the overall General Fund budget. Taxes provide 100% of the support for this operation.



The Snow & Ice Removal Program is the largest program area within the Highway Division comprising 52% of the proposed FY16 budget. This budget has increased from \$4.219 million in FY12 to \$6.355 million proposed in FY16, or 50.64% growth rate over the five year period. Snow & Ice deficits have increase 192% over the same five year time period.

| Expenditure Category                         | Actual<br>FY 2014   | Approved<br>FY 2015 | Projected<br>FY 2015 | Proposed<br>FY 2016 | Change<br>FY15 - 16 | Percent<br>Change |
|--|---------------------|---------------------|----------------------|---------------------|---------------------|-------------------|
| Personnel                                    | \$ 2,159,139        | \$ 2,106,049        | \$ 2,482,185         | \$ 2,167,073        | \$ 61,024           | 2.90%             |
| Operating Expenses                           | 3,145,038           | 3,543,884           | 3,587,609            | 4,188,617           | 644,733             | 18.19%            |
| <b>Total Appropriation</b>                   | <b>5,304,176</b>    | <b>5,649,933</b>    | <b>6,069,794</b>     | <b>6,355,690</b>    | <b>705,757</b>      | <b>12.49%</b>     |
| <b>Employee Benefits Allocation:</b>         |                     |                     |                      |                     |                     |                   |
| Life Insurance                               | 221                 |                     | 238                  |                     |                     |                   |
| Medicare                                     | 27,598              |                     | 29,520               |                     |                     |                   |
| Health Insurance                             | 124,554             |                     | 125,687              |                     |                     |                   |
| County Retirement                            | 355,227             |                     | 366,119              |                     |                     |                   |
| <b>Total Employee Benefits (1)</b>           | <b>507,599</b>      |                     | <b>521,564</b>       |                     |                     |                   |
| <b>Total Expenditures Including Benefits</b> | <b>\$ 5,811,776</b> |                     | <b>\$ 6,591,358</b>  |                     |                     |                   |
| <b>Full-time Equivalent Employees</b>        | <b>37.50</b>        | <b>37.50</b>        |                      | <b>37.50</b>        | <b>0.00</b>         |                   |
| <b>Source of Funding</b>                     |                     |                     |                      |                     |                     |                   |
| Taxes  | \$ 3,958,493        | \$ 3,630,866        | \$ 4,050,727         | \$ 3,644,690        | \$ 13,824           | 0.38%             |
| General Fund Reserves                        | 1,345,683           | 2,019,067           | 2,019,067            | 2,711,000           | 691,933             | 34.27%            |
| <b>Total Sources</b>                         | <b>\$ 5,304,176</b> | <b>\$ 5,649,933</b> | <b>\$ 6,069,794</b>  | <b>\$ 6,355,690</b> | <b>\$ 705,757</b>   | <b>12.49%</b>     |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

The FY16 proposed budget is increasing \$705,757 or 12.49%. Personnel costs are increasing \$61,024. This includes \$4,000 for the state mandatory minimum wage increase as well as funds for all contractual obligations. There are no changes proposed in staffing levels. Operating expenses are increasing \$644,733 due to snow removal costs incurred in FY15 that are added to the FY16 budget. Savings on gasoline and diesel contracts of \$64,000 mitigate some of this cost increase. There is additional funding of \$16,800 for vehicle repairs and maintenance.

Tax support is increasing \$13,824 to fund the increase in the budget. General Fund reserves of \$2,711,000 will be used to cover the snow removal deficit from the prior fiscal year.

## Fiscal Year 2016 Program Financial Data

## Roadway Maintenance Program

| Expenditure Category       | Actual<br>FY 2014 | Approved<br>FY 2015 | Projected<br>FY 2015 | Proposed<br>FY 2016 | Change<br>FY15 - 16 | Percent<br>Change |
|----------------------------|-------------------|---------------------|----------------------|---------------------|---------------------|-------------------|
| Personnel                  | \$ 1,400,575      | \$ 1,584,130        | \$ 1,516,408         | \$ 1,603,788        | \$ 19,658           | 1.24%             |
| Operating Expenses         | 466,819           | 606,814             | 521,860              | 606,814             | -                   | 0.00%             |
| <b>Total Appropriation</b> | <b>1,867,394</b>  | <b>2,190,944</b>    | <b>2,038,268</b>     | <b>2,210,602</b>    | <b>19,658</b>       | <b>0.90%</b>      |

Employee Benefits Allocation:

|                                    |                |                |
|------------------------------------|----------------|----------------|
| Life Insurance                     | 176            | 196            |
| Medicare                           | 18,342         | 17,228         |
| Health Insurance                   | 89,359         | 87,180         |
| County Retirement                  | 329,715        | 298,229        |
| <b>Total Employee Benefits (1)</b> | <b>437,592</b> | <b>402,832</b> |

|  |                     |                     |
|--|---------------------|---------------------|
| <b>Total Expenditures Including Benefits</b> | <b>\$ 2,304,986</b> | <b>\$ 2,441,100</b> |
|--|---------------------|---------------------|

|                                       |              |              |              |             |
|---------------------------------------|--------------|--------------|--------------|-------------|
| <b>Full-time Equivalent Employees</b> | <b>29.75</b> | <b>29.75</b> | <b>29.75</b> | <b>0.00</b> |
|---------------------------------------|--------------|--------------|--------------|-------------|

Source of Funding

|                      |                     |                     |                     |                     |                  |              |
|----------------------|---------------------|---------------------|---------------------|---------------------|------------------|--------------|
| Taxes                | \$ 1,867,394        | \$ 2,190,944        | \$ 2,038,268        | \$ 2,210,602        | \$ 19,658        | 0.90%        |
| <b>Total Sources</b> | <b>\$ 1,867,394</b> | <b>\$ 2,190,944</b> | <b>\$ 2,038,268</b> | <b>\$ 2,210,602</b> | <b>\$ 19,658</b> | <b>0.90%</b> |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

## Equipment Maintenance Support Program

| Expenditure Category       | Actual<br>FY 2014 | Approved<br>FY 2015 | Projected<br>FY 2015 | Proposed<br>FY 2016 | Change<br>FY15 - 16 | Percent<br>Change |
|----------------------------|-------------------|---------------------|----------------------|---------------------|---------------------|-------------------|
| Personnel                  | \$ 434,901        | \$ 441,919          | \$ 436,431           | \$ 483,285          | \$ 41,366           | 9.36%             |
| Operating Expenses         | 392,492           | 398,003             | 454,004              | 350,803             | (47,200)            | -11.86%           |
| <b>Total Appropriation</b> | <b>827,393</b>    | <b>839,922</b>      | <b>890,435</b>       | <b>834,088</b>      | <b>(5,834)</b>      | <b>-0.69%</b>     |

Employee Benefits Allocation:

|                                    |               |                |
|------------------------------------|---------------|----------------|
| Life Insurance                     | 31            | 32             |
| Medicare                           | 5,098         | 5,271          |
| Health Insurance                   | 29,688        | 32,000         |
| County Retirement                  | 25,512        | 67,890         |
| <b>Total Employee Benefits (1)</b> | <b>60,329</b> | <b>105,193</b> |

|  |                   |                   |
|--|-------------------|-------------------|
| <b>Total Expenditures Including Benefits</b> | <b>\$ 887,723</b> | <b>\$ 995,627</b> |
|--|-------------------|-------------------|

|                                       |             |             |             |             |
|---------------------------------------|-------------|-------------|-------------|-------------|
| <b>Full-time Equivalent Employees</b> | <b>7.75</b> | <b>7.75</b> | <b>7.75</b> | <b>0.00</b> |
|---------------------------------------|-------------|-------------|-------------|-------------|

Source of Funding

|                      |                   |                   |                   |                   |                   |               |
|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|
| Taxes                | \$ 827,393        | \$ 839,922        | \$ 890,435        | \$ 834,088        | \$ (5,834)        | -0.69%        |
| <b>Total Sources</b> | <b>\$ 827,393</b> | <b>\$ 839,922</b> | <b>\$ 890,435</b> | <b>\$ 834,088</b> | <b>\$ (5,834)</b> | <b>-0.69%</b> |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



**Snow & Ice Removal Program**

| <b>Expenditure Category</b> | <b>Actual<br/>FY 2014</b> | <b>Approved<br/>FY 2015</b> | <b>Projected<br/>FY 2015</b> | <b>Proposed<br/>FY 2016</b> | <b>Change<br/>FY15 - 16</b> | <b>Percent<br/>Change</b> |
|-----------------------------|---------------------------|-----------------------------|------------------------------|-----------------------------|-----------------------------|---------------------------|
| Personnel                   | \$ 323,663                | \$ 80,000                   | \$ 529,346                   | \$ 80,000                   | \$ -                        | 0.00%                     |
| Operating Expenses          | 2,285,726                 | 2,539,067                   | 2,611,745                    | 3,231,000                   | 691,933                     | 27.25%                    |
| <b>Total Appropriation</b>  | <b>2,609,389</b>          | <b>2,619,067</b>            | <b>3,141,091</b>             | <b>3,311,000</b>            | <b>691,933</b>              | <b>26.42%</b>             |
| <b>Source of Funding</b>    |                           |                             |                              |                             |                             |                           |
| Taxes                       | \$ 1,263,706              | \$ 600,000                  | \$ 1,122,024                 | \$ 600,000                  | \$ -                        | 0.00%                     |
| General Fund Reserves       | 1,345,683                 | 2,019,067                   | 2,019,067                    | 2,711,000                   | 691,933                     | 34.27%                    |
| <b>Total Sources</b>        | <b>\$ 2,609,389</b>       | <b>\$ 2,619,067</b>         | <b>\$ 3,141,091</b>          | <b>\$ 3,311,000</b>         | <b>\$ 691,933</b>           | <b>26.42%</b>             |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

## Structures & 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.

Administration

Building Maintenance Program

Grounds Maintenance Program

Technical Program

Cemeteries Program

Custodial Program

### Description of Program Services Provided

#### Administration Program

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,

*Preserving Infrastructure Assets*

**RECENT ACCOMPLISHMENTS**

1. Completed multiple capital roofing projects.
2. Started the Marstons Mills Airport Windmill Restoration Project.
3. Completed Phase One pipe insulation for School Administration Building.
4. Completed interior and exterior renovations at 50 Pearl Street, 46 Pearl Street, and Old Selectman's Building.
5. Completed Phase Two of Town Clerk's Office Renovations.
6. Completed 533 grounds related landscape improvement projects.
7. Completed 259 building maintenance and repair work orders and provided painting services.
8. Completed 185 HVAC related service calls and equipment upgrade work orders.
9. Completed 197 electrical related service and repair work orders.
10. Completed 148 plumbing related service work orders.
11. Completed 82 phone service and hardware relocation work orders.
12. Completed re-siding of the Airport hangar and office building at Marstons Mills Airport.

telecommunications and implementing/monitoring energy conservation measures.

**Grounds Maintenance Program**

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 47 locations, support to the Conservation Division with conservation land maintenance, support to the Recreation Division 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 20'X48' greenhouse.

**Building Maintenance Program**

The Building Maintenance Program is responsible for emergency and scheduled maintenance/repairs to over 56 municipal buildings including the Town Hall Campus, 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 assists the Recreation Division with the set-up and removal of beach ramps, ticket booths, and lifeguard stations at all our beaches. This program is also responsible for monitoring, maintenance and repairs, construction and 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.

**Custodial Program**

The Custodial Program provides janitorial services for 6 municipal office buildings, four comfort stations, three community buildings, one cemetery office and the Barnstable Police Station facility. Cleaning schedules provide daily routine maintenance including

floor care, dusting, restroom cleaning and sanitation, trash removal, recycling, and all associated cleaning activities. The custodial staff is also responsible for purchasing, inventory and distribution of all cleaning supplies in support of municipal facilities and recreational programs at fourteen beach buildings. Additional services include building security, safety inspections, meeting set-up, special events support, interior painting, walkway de-icing, and preventive maintenance tasks.

### **Technical Program**

The Technical Program team consists of a licensed electrician and HVAC technician who are responsible for the electrical, heating, air conditioning and ventilating systems throughout the Town. They respond to problem calls, troubleshoot, repair and maintenance, 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.

### **Cemeteries Program**

The Cemeteries 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 fourteen 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.

## **Fiscal Year 2016 Goals and Objectives**

### **Short Term:**

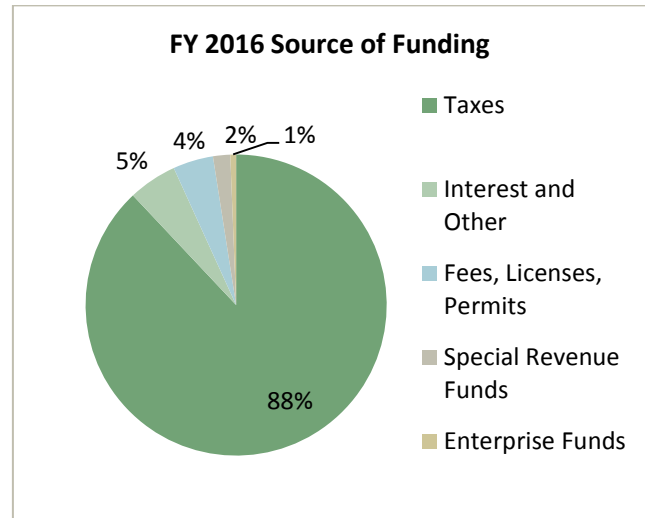
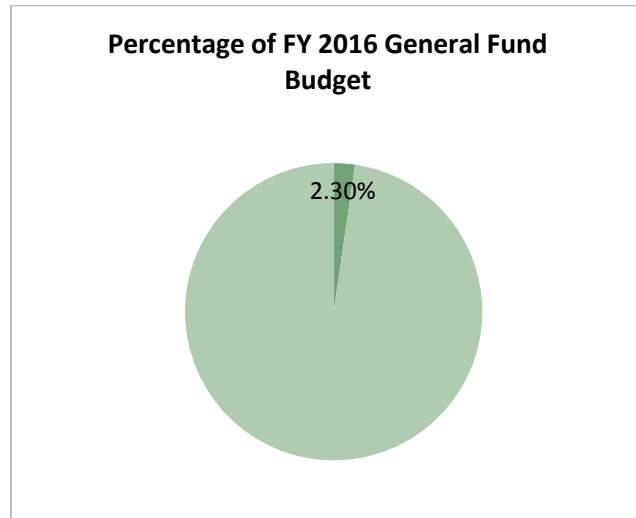
1. Working with DPW Administration, consolidate, and find efficiencies, with municipal trash pick-up in Town.
2. Reorganize the Building Section.
3. Implement a Ball Field Maintenance Crew within the Grounds Section.
4. Reorganize the Custodial Section.
5. Shift Beach Raking to a seasonal employee.

### **Long Term:**

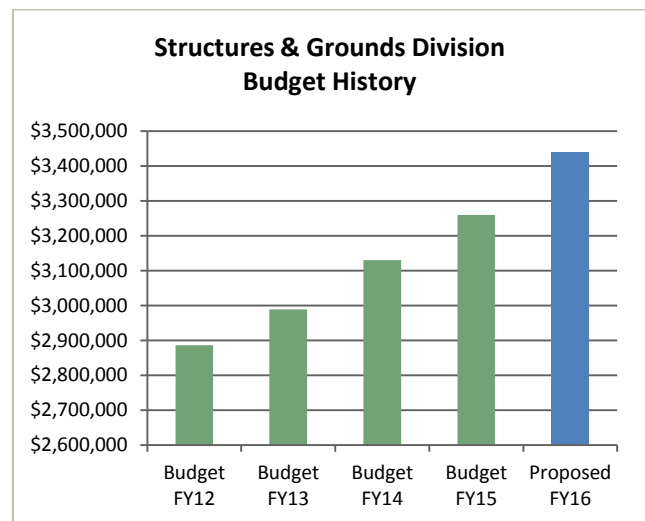
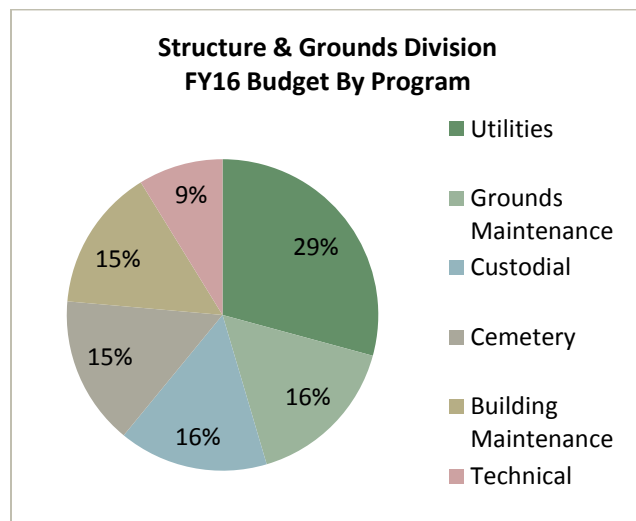
1. Continue to investigate feasibility and associated cost savings by broadening the use of solar trash compactors throughout town.
2. Develop and promote a facilities energy use policy for all Town Departments. Continue to bring forward energy conservation and generation measures throughout our municipal facilities.

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.

### Fiscal Year 2016 Division Financial Data



The Structures & Grounds comprises 2.3% of the overall General Fund budget. Taxes provide 88% of the support for this operation.



The Utilities is the largest program area within the Structures & Grounds Division comprising 29% of the proposed FY16 budget. This budget has increased from \$2.886 million in FY12 to \$3.439 million proposed in FY16, or 19.16% over the five year period.

| Expenditure Category       | Actual<br>FY 2014 | Approved<br>FY 2015 | Projected<br>FY 2015 | Proposed<br>FY 2016 | Change<br>FY15 - 16 | Percent<br>Change |
|----------------------------|-------------------|---------------------|----------------------|---------------------|---------------------|-------------------|
| Personnel                  | \$ 1,889,497      | \$ 2,129,203        | \$ 2,022,870         | \$ 2,301,525        | \$ 172,322          | 8.09%             |
| Operating Expenses         | 1,156,925         | 1,131,002           | 1,195,428            | 1,138,002           | 7,000               | 0.62%             |
| <b>Total Appropriation</b> | <b>3,046,423</b>  | <b>3,260,205</b>    | <b>3,218,298</b>     | <b>3,439,527</b>    | <b>179,322</b>      | <b>5.50%</b>      |

**Employee Benefits Allocation:**

|                                    |                |                |
|------------------------------------|----------------|----------------|
| Life Insurance                     | 219            | 220            |
| Medicare                           | 22,251         | 23,103         |
| Health Insurance                   | 134,055        | 139,081        |
| County Retirement                  | 323,457        | 337,701        |
| <b>Total Employee Benefits (1)</b> | <b>479,982</b> | <b>500,105</b> |

|  |                     |                     |
|--|---------------------|---------------------|
| <b>Total Expenditures Including Benefits</b> | <b>\$ 3,526,404</b> | <b>\$ 3,718,403</b> |
|--|---------------------|---------------------|

|                                       |              |              |              |             |
|---------------------------------------|--------------|--------------|--------------|-------------|
| <b>Full-time Equivalent Employees</b> | <b>34.10</b> | <b>34.10</b> | <b>35.10</b> | <b>1.00</b> |
|---------------------------------------|--------------|--------------|--------------|-------------|

**Source of Funding**

|                         |                     |                     |                     |                     |                   |              |
|-------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|--------------|
| Taxes                   | \$ 2,797,927        | \$ 3,031,360        | \$ 2,854,156        | \$ 3,026,082        | \$ (5,278)        | -0.17%       |
| Fees, Licenses, Permits | 161,190             | 144,000             | 168,432             | 149,000             | 5,000             | 3.47%        |
| Interest and Other      | 2,487               | -                   | 110,865             | 179,600             | 179,600           | 0.00%        |
| Special Revenue Funds   | 63,474              | 63,500              | 63,500              | 63,500              | -                 | 0.00%        |
| Enterprise Funds        | 21,345              | 21,345              | 21,345              | 21,345              | -                 | 0.00%        |
| <b>Total Sources</b>    | <b>\$ 3,046,423</b> | <b>\$ 3,260,205</b> | <b>\$ 3,218,298</b> | <b>\$ 3,439,527</b> | <b>\$ 179,322</b> | <b>5.50%</b> |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

## Summary of Significant Budget Changes for Division

The FY16 proposed budget is increasing \$179,322 or 5.5%. Personnel costs are increasing \$172,322. This includes all contractual obligations, seasonal wages for a new athletic field maintenance crew and funds for the state mandatory minimum wage increases. In addition, \$49,000 for the athletic field maintenance foreman is included.

Operating expenses are increasing by a net amount of \$7,000. There is funding support for the athletic field maintenance crew of \$10,000, solid waste disposal of \$15,000 and sewer fees of \$3,000. Electricity costs are reduced by \$12,000 for the renewable energy project at the Senior Center.

Renewable energy revenue sources will contribute the large change to source of funds. This will reduce the tax support by \$5,278 in the budget.

## Fiscal Year 2016 Program Financial Data

### Grounds Maintenance Program

| Expenditure Category       | Actual<br>FY 2014 | Approved<br>FY 2015 | Projected<br>FY 2015 | Proposed<br>FY 2016 | Change<br>FY15 - 16 | Percent<br>Change |
|----------------------------|-------------------|---------------------|----------------------|---------------------|---------------------|-------------------|
| Personnel                  | \$ 331,334        | \$ 389,816          | \$ 373,658           | \$ 474,903          | \$ 85,087           | 21.83%            |
| Operating Expenses         | 67,748            | 73,033              | 71,683               | 82,433              | 9,400               | 12.87%            |
| <b>Total Appropriation</b> | <b>399,082</b>    | <b>462,849</b>      | <b>445,341</b>       | <b>557,336</b>      | <b>94,487</b>       | <b>20.41%</b>     |

#### Employee Benefits Allocation:

|                                    |               |               |
|------------------------------------|---------------|---------------|
| Life Insurance                     | 51            | 53            |
| Medicare                           | 3,667         | 4,593         |
| Health Insurance                   | 14,593        | 16,000        |
| County Retirement                  | 77,339        | 48,951        |
| <b>Total Employee Benefits (1)</b> | <b>95,650</b> | <b>69,597</b> |

|  |                   |                   |
|--|-------------------|-------------------|
| <b>Total Expenditures Including Benefits</b> | <b>\$ 494,733</b> | <b>\$ 514,938</b> |
|--|-------------------|-------------------|

|                                       |             |             |             |             |
|---------------------------------------|-------------|-------------|-------------|-------------|
| <b>Full-time Equivalent Employees</b> | <b>5.00</b> | <b>5.00</b> | <b>6.00</b> | <b>1.00</b> |
|---------------------------------------|-------------|-------------|-------------|-------------|

#### Source of Funding

|                       |                   |                   |                   |                   |                  |               |
|-----------------------|-------------------|-------------------|-------------------|-------------------|------------------|---------------|
| Taxes                 | \$ 314,263        | \$ 378,004        | \$ 360,496        | \$ 472,491        | \$ 94,487        | 25.00%        |
| Special Revenue Funds | 63,474            | 63,500            | 63,500            | 63,500            | -                | 0.00%         |
| Enterprise Funds      | 21,345            | 21,345            | 21,345            | 21,345            | -                | 0.00%         |
| <b>Total Sources</b>  | <b>\$ 399,082</b> | <b>\$ 462,849</b> | <b>\$ 445,341</b> | <b>\$ 557,336</b> | <b>\$ 94,487</b> | <b>20.41%</b> |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Building Maintenance Program

| Expenditure Category       | Actual<br>FY 2014 | Approved<br>FY 2015 | Projected<br>FY 2015 | Proposed<br>FY 2016 | Change<br>FY15 - 16 | Percent<br>Change |
|----------------------------|-------------------|---------------------|----------------------|---------------------|---------------------|-------------------|
| Personnel                  | \$ 250,748        | \$ 292,285          | \$ 283,748           | \$ 407,866          | \$ 115,581          | 39.54%            |
| Operating Expenses         | 144,916           | 105,200             | 109,562              | 101,700             | (3,500)             | -3.33%            |
| <b>Total Appropriation</b> | <b>395,665</b>    | <b>397,485</b>      | <b>393,310</b>       | <b>509,566</b>      | <b>112,081</b>      | <b>28.20%</b>     |

#### Employee Benefits Allocation:

|                                    |               |               |
|------------------------------------|---------------|---------------|
| Life Insurance                     | 33            | 36            |
| Medicare                           | 2,688         | 2,888         |
| Health Insurance                   | 23,711        | 25,500        |
| County Retirement                  | 28,409        | 64,217        |
| <b>Total Employee Benefits (1)</b> | <b>54,841</b> | <b>92,641</b> |

|  |                   |                   |
|--|-------------------|-------------------|
| <b>Total Expenditures Including Benefits</b> | <b>\$ 450,506</b> | <b>\$ 485,951</b> |
|--|-------------------|-------------------|

|                                       |             |             |             |             |
|---------------------------------------|-------------|-------------|-------------|-------------|
| <b>Full-time Equivalent Employees</b> | <b>7.00</b> | <b>7.00</b> | <b>7.00</b> | <b>0.00</b> |
|---------------------------------------|-------------|-------------|-------------|-------------|

#### Source of Funding

|                      |                   |                   |                   |                   |                   |               |
|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------|
| Taxes                | \$ 393,965        | \$ 397,485        | \$ 393,116        | \$ 509,566        | \$ 112,081        | 28.20%        |
| Interest and Other   | 1,700             | -                 | 195               | -                 | -                 | 0.00%         |
| <b>Total Sources</b> | <b>\$ 395,665</b> | <b>\$ 397,485</b> | <b>\$ 393,310</b> | <b>\$ 509,566</b> | <b>\$ 112,081</b> | <b>28.20%</b> |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Technical Program**

| Expenditure Category       | Actual<br>FY 2014 | Approved<br>FY 2015 | Projected<br>FY 2015 | Proposed<br>FY 2016 | Change<br>FY15 - 16 | Percent<br>Change |
|----------------------------|-------------------|---------------------|----------------------|---------------------|---------------------|-------------------|
| Personnel                  | \$ 228,438        | \$ 238,218          | \$ 223,258           | \$ 196,215          | \$ (42,003)         | -17.63%           |
| Operating Expenses         | 111,468           | 106,195             | 103,508              | 106,195             | -                   | 0.00%             |
| <b>Total Appropriation</b> | <b>339,906</b>    | <b>344,413</b>      | <b>326,766</b>       | <b>302,410</b>      | <b>(42,003)</b>     | <b>-12.20%</b>    |

**Employee Benefits Allocation:**

|                                    |               |               |
|------------------------------------|---------------|---------------|
| Life Insurance                     | 23            | 12            |
| Medicare                           | 3,125         | 2,596         |
| Health Insurance                   | 14,392        | 14,089        |
| County Retirement                  | 12,252        | 36,065        |
| <b>Total Employee Benefits (1)</b> | <b>29,792</b> | <b>52,762</b> |

|  |                   |                   |
|--|-------------------|-------------------|
| <b>Total Expenditures Including Benefits</b> | <b>\$ 369,698</b> | <b>\$ 379,528</b> |
|--|-------------------|-------------------|

|                                       |             |             |             |             |
|---------------------------------------|-------------|-------------|-------------|-------------|
| <b>Full-time Equivalent Employees</b> | <b>3.00</b> | <b>3.00</b> | <b>3.00</b> | <b>0.00</b> |
|---------------------------------------|-------------|-------------|-------------|-------------|

**Source of Funding**

|                      |                   |                   |                   |                   |                    |                |
|----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|----------------|
| Taxes                | \$ 339,906        | \$ 344,413        | \$ 326,766        | \$ 302,410        | \$ (42,003)        | -12.20%        |
| <b>Total Sources</b> | <b>\$ 339,906</b> | <b>\$ 344,413</b> | <b>\$ 326,766</b> | <b>\$ 302,410</b> | <b>\$ (42,003)</b> | <b>-12.20%</b> |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Cemeteries Program**

| Expenditure Category       | Actual<br>FY 2014 | Approved<br>FY 2015 | Projected<br>FY 2015 | Proposed<br>FY 2016 | Change<br>FY15 - 16 | Percent<br>Change |
|----------------------------|-------------------|---------------------|----------------------|---------------------|---------------------|-------------------|
| Personnel                  | \$ 448,125        | \$ 464,673          | \$ 457,687           | \$ 481,675          | \$ 17,002           | 3.66%             |
| Operating Expenses         | 44,830            | 49,923              | 56,359               | 49,923              | -                   | 0.00%             |
| <b>Total Appropriation</b> | <b>492,955</b>    | <b>514,596</b>      | <b>514,046</b>       | <b>531,598</b>      | <b>17,002</b>       | <b>3.30%</b>      |

**Employee Benefits Allocation:**

|                                    |               |                |
|------------------------------------|---------------|----------------|
| Life Insurance                     | 32            | 36             |
| Medicare                           | 6,021         | 5,798          |
| Health Insurance                   | 27,181        | 28,570         |
| County Retirement                  | 25,392        | 79,224         |
| <b>Total Employee Benefits (1)</b> | <b>58,625</b> | <b>113,628</b> |

|  |                   |                   |
|--|-------------------|-------------------|
| <b>Total Expenditures Including Benefits</b> | <b>\$ 551,581</b> | <b>\$ 627,674</b> |
|--|-------------------|-------------------|

|                                       |             |             |             |             |
|---------------------------------------|-------------|-------------|-------------|-------------|
| <b>Full-time Equivalent Employees</b> | <b>8.00</b> | <b>8.00</b> | <b>8.00</b> | <b>0.00</b> |
|---------------------------------------|-------------|-------------|-------------|-------------|

**Source of Funding**

|                         |                   |                   |                   |                   |                  |              |
|-------------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| Taxes                   | \$ 331,765        | \$ 370,596        | \$ 345,614        | \$ 382,598        | \$ 12,002        | 3.24%        |
| Fees, Licenses, Permits | 161,190           | 144,000           | 168,432           | 149,000           | 5,000            | 3.47%        |
| <b>Total Sources</b>    | <b>\$ 492,955</b> | <b>\$ 514,596</b> | <b>\$ 514,046</b> | <b>\$ 531,598</b> | <b>\$ 17,002</b> | <b>3.30%</b> |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.



**Administration Program**

| Expenditure Category       | Actual<br>FY 2014 | Approved<br>FY 2015 | Projected<br>FY 2015 | Proposed<br>FY 2016 | Change<br>FY15 - 16 | Percent<br>Change |
|----------------------------|-------------------|---------------------|----------------------|---------------------|---------------------|-------------------|
| Personnel                  | \$ 273,302        | \$ 320,962          | \$ 278,862           | \$ 288,274          | \$ (32,688)         | -10.18%           |
| Operating Expenses         | 701,367           | 715,601             | 741,527              | 716,701             | 1,100               | 0.15%             |
| <b>Total Appropriation</b> | <b>974,669</b>    | <b>1,036,563</b>    | <b>1,020,389</b>     | <b>1,004,975</b>    | <b>(31,588)</b>     | <b>-3.05%</b>     |

**Employee Benefits Allocation:**

|                                    |                |               |
|------------------------------------|----------------|---------------|
| Life Insurance                     | 12             | 12            |
| Medicare                           | 3,365          | 3,407         |
| Health Insurance                   | 35,668         | 36,022        |
| County Retirement                  | 120,374        | 54,744        |
| <b>Total Employee Benefits (1)</b> | <b>159,419</b> | <b>94,185</b> |

|  |                     |                     |
|--|---------------------|---------------------|
| <b>Total Expenditures Including Benefits</b> | <b>\$ 1,134,088</b> | <b>\$ 1,114,575</b> |
|--|---------------------|---------------------|

|                                       |             |             |             |             |
|---------------------------------------|-------------|-------------|-------------|-------------|
| <b>Full-time Equivalent Employees</b> | <b>4.10</b> | <b>4.10</b> | <b>4.10</b> | <b>0.00</b> |
|---------------------------------------|-------------|-------------|-------------|-------------|

**Source of Funding**

|                      |                   |                     |                     |                     |                    |               |
|----------------------|-------------------|---------------------|---------------------|---------------------|--------------------|---------------|
| Taxes                | \$ 973,882        | \$ 1,036,563        | \$ 909,719          | \$ 825,375          | \$ (211,188)       | -20.37%       |
| Interest and Other   | 787               | -                   | 110,670             | 179,600             | 179,600            | 0.00%         |
| <b>Total Sources</b> | <b>\$ 974,669</b> | <b>\$ 1,036,563</b> | <b>\$ 1,020,389</b> | <b>\$ 1,004,975</b> | <b>\$ (31,588)</b> | <b>-3.05%</b> |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

**Custodial Program**

| Expenditure Category       | Actual<br>FY 2014 | Approved<br>FY 2015 | Projected<br>FY 2015 | Proposed<br>FY 2016 | Change<br>FY15 - 16 | Percent<br>Change |
|----------------------------|-------------------|---------------------|----------------------|---------------------|---------------------|-------------------|
| Personnel                  | \$ 357,550        | \$ 423,249          | \$ 405,656           | \$ 452,592          | \$ 29,343           | 6.93%             |
| Operating Expenses         | 86,596            | 81,050              | 112,788              | 81,050              | -                   | 0.00%             |
| <b>Total Appropriation</b> | <b>444,145</b>    | <b>504,299</b>      | <b>518,444</b>       | <b>533,642</b>      | <b>29,343</b>       | <b>5.82%</b>      |

**Employee Benefits Allocation:**

|                                    |               |               |
|------------------------------------|---------------|---------------|
| Life Insurance                     | 67            | 72            |
| Medicare                           | 3,385         | 3,821         |
| Health Insurance                   | 18,510        | 18,900        |
| County Retirement                  | 59,691        | 54,500        |
| <b>Total Employee Benefits (1)</b> | <b>81,654</b> | <b>77,293</b> |

|  |                   |                   |
|--|-------------------|-------------------|
| <b>Total Expenditures Including Benefits</b> | <b>\$ 525,799</b> | <b>\$ 595,737</b> |
|--|-------------------|-------------------|

|                                       |             |             |             |             |
|---------------------------------------|-------------|-------------|-------------|-------------|
| <b>Full-time Equivalent Employees</b> | <b>7.00</b> | <b>7.00</b> | <b>7.00</b> | <b>0.00</b> |
|---------------------------------------|-------------|-------------|-------------|-------------|

**Source of Funding**

|                      |                   |                   |                   |                   |                  |              |
|----------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| Taxes                | \$ 444,145        | \$ 504,299        | \$ 518,444        | \$ 533,642        | \$ 29,343        | 5.82%        |
| <b>Total Sources</b> | <b>\$ 444,145</b> | <b>\$ 504,299</b> | <b>\$ 518,444</b> | <b>\$ 533,642</b> | <b>\$ 29,343</b> | <b>5.82%</b> |

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

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