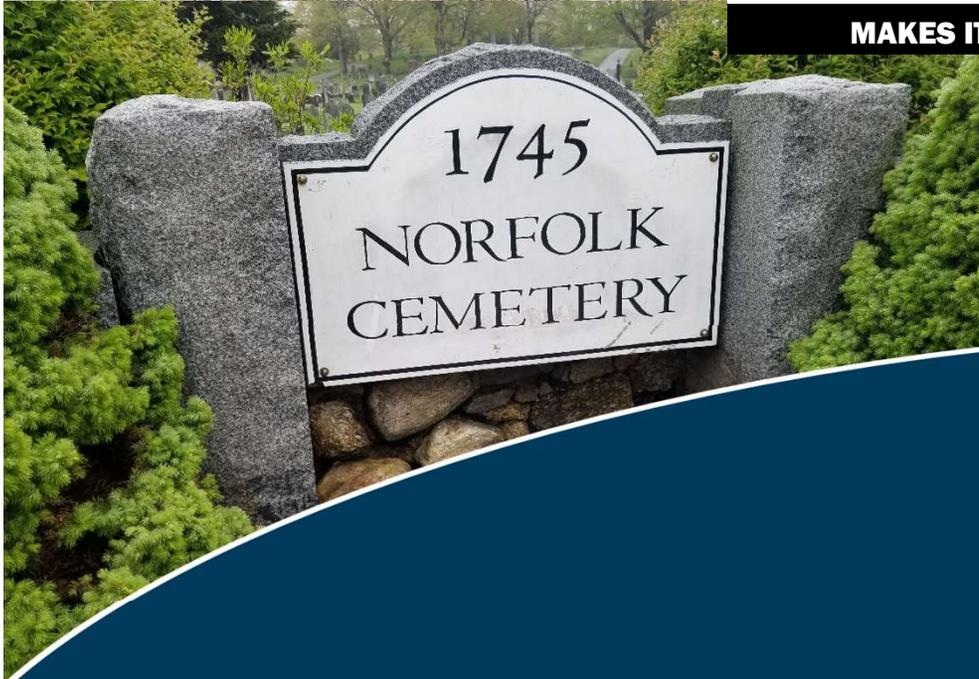




NORFOLK PUBLIC WORKS

MAKES IT HAPPEN



Town of Norfolk
Department of Public works
Select Board's Meeting - FY2021 Budget Review

February 8th , 2020

Discussion Agenda

- **Norfolk DPW Overview**
- **DPW Organizational Structure**
 - Current Structure
 - FY2021 Proposed Structure
- **Budget Process:**
 - Analysis
 - Findings
- **FY2021 Zero Increase and 3% Increase General Budget**
 - Division Budgets Review
- **FY2021 Enterprise Budgets**
 - Water
 - Waste Water
- **Presenter**
 - Barry A. Lariviere, Interim DPW Director



NORFOLK PUBLIC WORKS

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The primary function of the Norfolk Department of Public Works (DPW) is to provide exceptional municipal services for Norfolk's citizens, businesses, institutions and visitors through sound management, innovation and teamwork. The Norfolk DPW is dedicated to efficiently and effectively maintaining and preserving the infrastructure of the Town in the most cost effective and environmentally conscious manner possible.

The Department of Public Works is comprised of seven major divisions: Administration, Highway, Grounds Maintenance/Cemetery, Solid Waste, Vehicle Maintenance, Water and Waste Water.

- **Administration** – 6 Staff Members
- **Highway Division** – 5 Employees, 200 employee hours per week, 265 hours needed per week on average
- **Grounds Maintenance/Cemetery Division** – 4 Employees, 157 employee hours per week, 191 hours needed per week on average
- **Solid Waste Division** – 5 Employees (3 full time, 2 part time)
- **Vehicle Maintenance Division** – 2 Employees
- **Water Division** – 3 Employees and operations consultant White Water
- **Waste Water Division** - 1 Employee and operations consultant White Water

Department Staff Total – 23 Full Time, 2 Part Time



NORFOLK PUBLIC WORKS

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Administration – Oversees the daily operations of the DPW, planning, budgets, billing, staffing, regulatory compliance, engineering and the coordination and tracking of customer complaints/requests

Highway Division – Maintenance/repair of over 75 miles of paved and gravel roadways, 40 miles of sidewalk, 3,500+ stormwater structures, 1,000 Signs and 66 miles of roadway striping.

Grounds Maintenance/Cemetery Division - Maintains all athletic fields, parks, memorials, cemeteries, municipal green spaces, school grounds, roadside mowing. Responsible for brush/tree trimming, tree removal and tree emergencies, oversees the installation of all holiday decorations, lights, flags, wreaths etc.

Solid Waste Division – Responsible for monitoring, collecting and disposing of solid waste, hazardous waste, bulky waste, yard waste and recyclables, provides solid waste and recyclable collection service for municipal buildings, recreation areas and conservation areas.

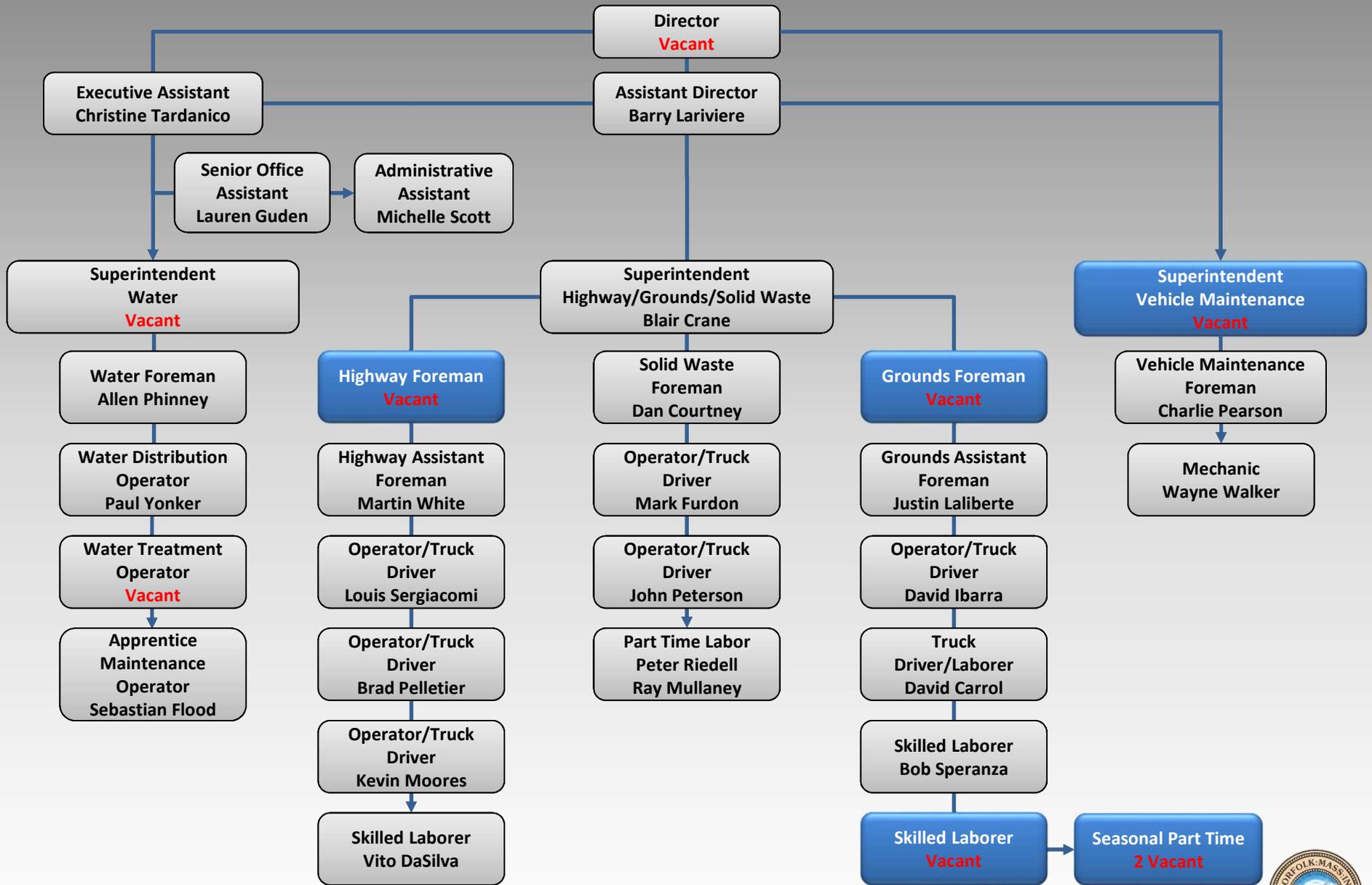
Vehicle Maintenance Division – Responsible for the purchase, repair and maintenance of the Town owned fleet consisting of 70 vehicles and 100 pieces of equipment, oversees the repair and maintenance of all Town owned vehicles.

Water Division – Responsible for operation and maintenance of the Town owned water system, and delivery of potable water to its customers. 646 Hydrants, 74 miles of water main, 2,800 services, two supply wells (with a third well coming on line in late FY21) and two one million-gallon storage tanks.

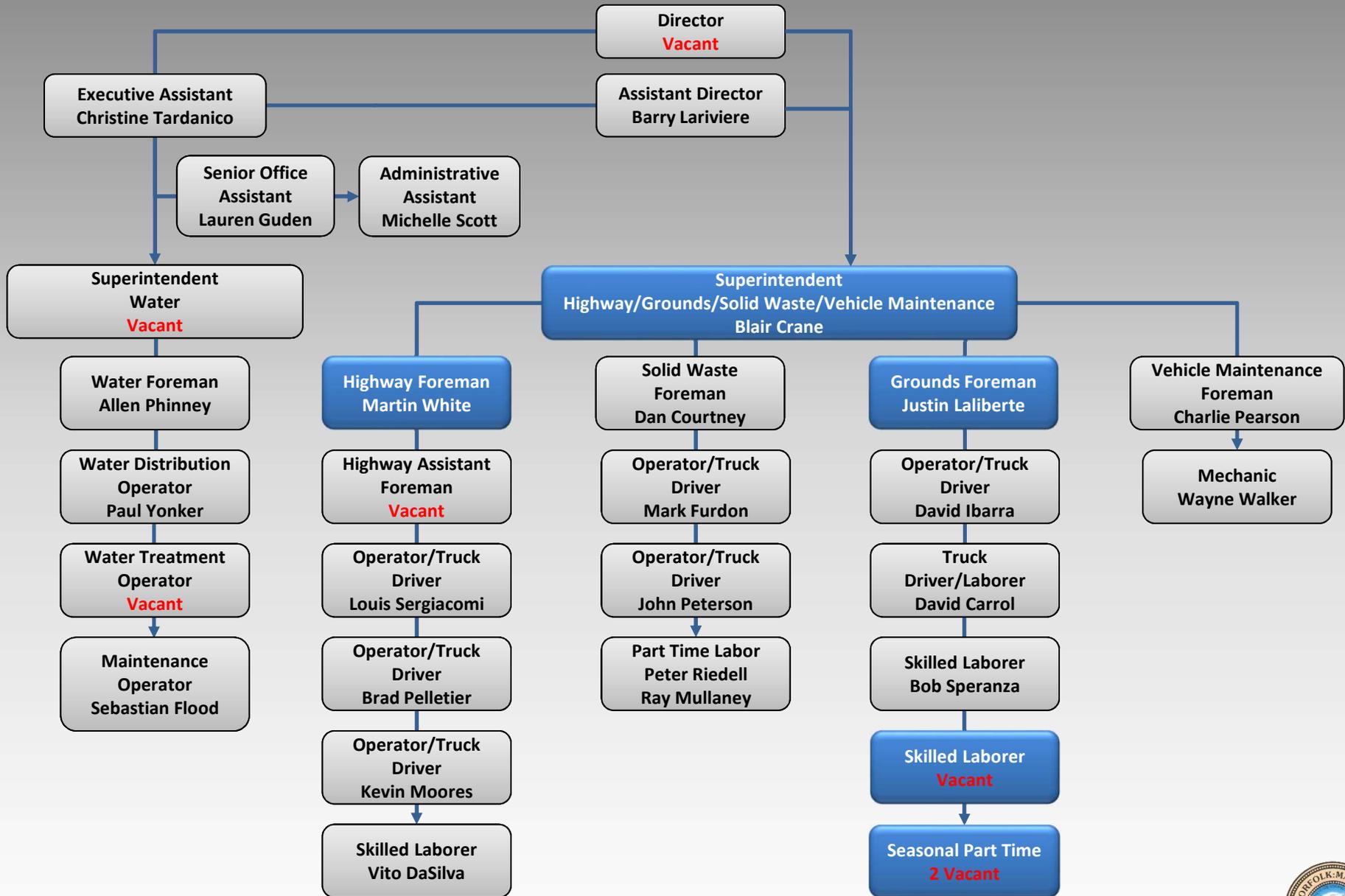
Waste Water Division - Responsible for operation and maintenance of the Town owned sewer system located on Meeting House Road that supports several businesses on Liberty Lane and the Town Homes on Meeting House Road.



Organizational Structure - Current



Organizational Structure - Proposed



Budget Process

Analysis:

- Verify and reconcile the FY2020 budget between MUNIS and the DPW's cost tracking protocols.
- Create base line values for both the general fund and enterprise account budgets.
- Internal meetings were held with administrative and departmental staff to review past division budgets.
- Individual line items were adjusted up or down to be more in line with historical spending.
- Set FY2021 Salaries

Zero Increase Findings:

- Staffing changes and planned retirements over the past few years resulted in a decrease to overall department salaries.
- The decrease in salaries allowed for the re-allocation of funds from salaries to expenses to offset any major changes that would have occurred in implementing a Level Funded Budget.
- Historically underused line items were reviewed and some of those funds were reallocated to higher use line items.
- **No significant budget changes were realized in the level funded budget.**
- **No service related line items were unfunded.**
- **Service related items did decrease in some areas**, resulting in less of those services being provided
 - **Pavement Markings \$25,000 to \$20,000, less roadway striping safety issues**
 - **Catch Basin Cleaning \$25,000 to \$20,000, less CB cleaned, not in MS4 compliance**
 - **Drainage Maintenance \$10,000 to \$5,000, less money to fix drainage structures**

3% Increase Findings:

- Staffing changes and planned retirements over the past few years resulted in a decrease to overall department salaries.
- Historically underused line items were reviewed and some of those funds were reallocated to higher use line items.
- **Line items were restored to full funding as in FY2020 budget. Some line items were increased.**

The DPW General Fund Budget Breakdown - 55% Salaries and 45% Expenses



Overall DPW Budget

	FY2018	FY2019	FY2020	FY2020	FY2021	FY2021
	Actual	Actual	Budget	YTD	Zero Increase	3.0% Increase
Administration						
Salaries	152,573.00	162,663.61	216,609.00	119,911.53	237,593.00	237,593.00
Expenses	63,974.51	59,477.41	62,072.00	29,417.96	53,580.00	63,480.00
	216,547.51	222,141.02	278,681.00	149,329.49	291,173.00	301,073.00
Highway Division						
Salaries	211,317.42	173,733.50	297,205.00	129,498.28	295,561.00	295,561.00
Expenses	142,205.35	205,095.68	149,500.00	103,588.97	139,834.00	159,300.00
	353,522.77	378,829.18	446,705.00	233,087.25	435,395.00	454,861.00
Grounds Maintenance Division						
Salaries	252,181.53	247,894.00	270,067.00	111,966.92	294,622.00	294,622.00
Expenses	42,661.57	55,685.27	52,150.00	27,736.69	56,150.00	59,650.00
	294,843.10	303,579.27	322,217.00	139,703.61	350,772.00	354,272.00
Grounds Maintenance Cemetery Division						
Salaries	17,730.44	8,962.71	24,073.00	7,547.12	16,182.00	16,182.00
Expenses	9,942.00	5,227.53	10,000.00	1,548.78	10,100.00	10,100.00
	27,672.44	14,190.24	34,073.00	9,095.90	26,282.00	26,282.00
Vehicle Maintenance Division						
Salaries	132,007.59	132,007.59	156,861.00	60,853.23	132,320.00	132,320.00
Expense	150,927.55	150,485.11	152,711.00	64,422.28	152,200.00	157,000.00
	282,935.14	282,492.70	309,572.00	125,275.51	284,520.00	289,320.00
Solid Waste Division						
Salaries	225,425.64	230,894.73	252,216.00	129,657.67	246,249.00	246,249.00
Expenses	117,893.64	125,263.45	167,402.00	56,220.16	158,710.00	188,710.00
	343,319.28	356,158.18	419,618.00	185,877.83	404,959.00	434,959.00
Other						
Veteran Graves Misc.	3,668.59	967.00	4,018.00	0.00	2,500.00	2,500.00
Landfill Expense	85,320.99	89,629.47	98,210.00	32,357.33	97,900.00	97,900.00
Snow & Ice Expense	474,651.66	485,177.57	250,000.00	154,188.57	250,000.00	250,000.00
Street Lighting	305.00	4,640.00	5,700.00	0.00	5,700.00	5,700.00
Town Vehicle Fuel	77,941.31	78,180.31	87,046.00	30,755.55	106,808.00	106,823.00
Total:	2,160,727.79	2,217,200.83	2,255,840.00	1,059,671.04	2,256,010.00	2,323,691.00



Administration Budget

	FY2020 Budget	FY2021 Zero Increase	FY2021 Zero Increase Change		FY2021 3.0% Increase	FY2021 3.0% Increase Change	
Salaries:	216,609	237,593	20,984	9.7%	237,593	20,984	9.7%
Expenses:	62,072	53,580	(8,492)	-13.7%	63,480	1,408	2.3%
	278,681	291,173	12,492	4.5%	301,073	22,392	8.0%

Zero Increase Budget Notes:

- Clothing Allowance - Clothing Stipend and Contractual Clothing was moved from DPW Administration budget and put into the divisional budgets.
- **A line item was also added for DOT related testing \$2,500 (moved from select boards budget).**
- **Budget increased by 4.5%**

3% Increase Budget Notes:

- Clothing Allowance - Clothing Stipend and Contractual Clothing was moved from DPW Administration budget and put into the divisional budgets.
- **A line item was added under expenses for OSHA Compliance, \$4,500.**
- **A line item was also added for DOT related testing \$2,500 (moved from select boards budget).**
- Line items were restored to full funding as in FY2020 budget. Some line items were increased.
- **Budget increased by 8%**



Highway Division Budget

	FY2020 Budget	FY2021 Zero Increase	FY2021 Zero Increase Change		FY2021 3.0% Increase	FY2021 3.0% Increase Change	
Salaries:	297,205	295,561	(1,644) -0.6%		295,561	(1,644) -0.6%	
Clothing Allowance	0	4,800	4,800		4,800	4,800	
Water Quality Devices	5,000	2,500	(2,500) -50.0%		5,000		
Waterway Maintenance	3,500	1,000	(2,500) -71.4%		3,500		
Hand Tools	5,000	5,000			5,000		
Catch Basin Cleaning	25,000	20,000	(5,000) -20.0%		25,000		
Pavement Markings	25,000	20,000	(5,000) -20.0%		25,000		
Roadway Repairs/Maintenance	80,000	80,534	534 0.7%		85,000	5,000 6.3%	
Street Signs	6,000	6,000			6,000		
	<u>149,500</u>	<u>139,834</u>	<u>(9,666)</u> <u>-6.5%</u>		<u>159,300</u>	<u>9,800</u> <u>6.6%</u>	
	446,705	435,395	(11,310) -2.5%		454,861	8,156 1.8%	

Zero Increase Budget Notes:

- Clothing Allowance - Clothing Stipend and Contractual Clothing was moved from DPW Administration budget to Highway budget.
- A line item was added to allocate separate funds for asphalt and associated repairs \$15,000 was reallocated to this line item
- **Budget decreased by 2.5%**

3% Increase Budget Notes:

- Same changes as Zero Increase Budget
- Line items were restored to full funding as in FY2020 budget. Some line items were increased.
- **Budget increased by 1.8%**



Grounds Maintenance Division Budget

	FY2020 Budget	FY2021 Zero Increase	FY2021 Zero Increase Change		FY2021 3.0% Increase	FY2021 3.0% Increase Change	
Salaries:	270,067	294,622	24,555	9.1%	294,622	24,555	9.1%
Clothing Allowance	0	4,000	4,000		4,000		
Town Hill	8,500	8,500			8,500		
Pond Street Complex	5,000	2,500	(2,500)	-50.0%	2,500	(2,500)	-50.0%
Library	1,500	1,500			1,500		
Hand Tools	2,000	4,500	2,500	125.0%	8,000	6,000	300.0%
Shade Tree Maintenance	35,150	35,150		0.0%	35,150		
	<u>52,150</u>	<u>56,150</u>	<u>4,000</u>	<u>7.7%</u>	<u>59,650</u>	<u>7,500</u>	<u>14.4%</u>
	322,217	350,772	28,555	8.9%	354,272	32,055	9.9%

Zero Increase Budget Notes:

- Clothing Allowance - Clothing Stipend and Contractual Clothing was moved from DPW Administration budget to Grounds Maintenance budget .
- **3 new positions are proposed (one full time, two seasonal)**
- **The funding for the new positions has been reallocated from the previous Superintendent of Vehicle Maintenance and Solid Waste.**
- **Budget increased by 8.9%.**

3% Increase Budget Notes:

- Same changes as Zero Increase Budget
- **Hand tools increased**
- **Budget increased by 9.9%.**



Grounds Maintenance Cemetery Division Budget

	FY2020 Budget	FY2021 Zero Increase	FY2021 Zero Increase Change		FY2021 3.0% Increase	FY2021 3.0% Increase Change	
Salaries:	24,073	16,182	(7,891)	-32.8%	16,182	(7,891)	-32.8%
Expenses:	10,170	10,100	(70)	-0.7%	10,100	(70)	-0.7%
	34,243	26,282	(7,961)	-23.2%	26,282	(7,961)	-23.2%

Zero Increase Budget Notes:

- Staffing changes and planned retirements lowered division salaries.
- **Budget decreased by 23%.**

3% Increase Budget Notes:

- **No change**



Vehicle Maintenance Division Budget

	FY2020 Budget	FY2021 Zero Increase	FY2021 Zero Increase Change		FY2021 3.0% Increase	FY2021 3.0% Increase Change	
Salaries:	156,861	132,320	(24,541)	-15.6%	132,320	(24,541)	-15.6%
Expenses:	<u>152,711</u>	<u>152,200</u>	(511)	-0.3%	<u>157,000</u>	<u>4,289</u>	<u>2.8%</u>
	309,572	284,520	(25,053)	-8.1%	289,320	(20,253)	-6.5%

Zero Increase Budget Notes:

- Clothing Allowance - Clothing Stipend and Contractual Clothing was moved from DPW Administration budget to Vehicle Maintenance budget .
- **Building Maintenance was moved from DPW Vehicle Maintenance Budget to Facilities - \$7,081.**
- Other line items were reviewed and adjusted.
- **Staffing changes and planned retirements lowered division salaries.**
- **Budget decreased 8.1%**

3% Increase Budget Notes:

- Same changes as Zero Increase Budget
- Line items were restored to full funding as in FY2020 budget. Some line items were increased.
- **Budget decreased 6.5%**



Solid Waste Division Budget

	FY2020 Budget	FY2021 Zero Increase	FY2021 Zero Increase Change		FY2021 3.0% Increase	FY2021 3.0% Increase Change	
Salaries:	252,216	246,249	(5,967)	-2.4%	246,249	(5,967)	-2.4%
Equipment Repair	19,478	5,000	(14,478)	-74.3%	5,000	(14,478)	-74.3%
Uniform Replacement/Clothing Allowance	1,500	2,400	900	60.0%	2,400	900	60.0%
Trash Removal	82,400	85,000	2,600	3.2%	85,000	2,600	3.2%
Hazardous Waste	10,000	10,000	0	0.0%	10,000		
Recycling Vendor Fees	21,000	25,000	4,000	19.0%	25,000	4,000	19.0%
Postage/Printing/Office	3,873	3,650	(223)	-5.8%	3,650	(223)	-5.8%
Utilities	10,603	10,600	(3)	0.0%	10,600	(3)	0.0%
Stickers/Decals	2,920	2,600	(320)	-11.0%	2,600	(320)	-11.0%
Facility Maintenance	8,128	8,460	332	4.1%	38,460	30,332	373.2%
Roll-Off Container	7,500	6,000	(1,500)	-20.0%	6,000	(1,500)	-20.0%
	<u>167,402</u>	<u>158,710</u>	<u>(8,692)</u>	<u>-5.2%</u>	<u>188,710</u>	<u>21,308</u>	<u>12.7%</u>
	419,618	404,959	(14,659)	-3.5%	434,959	15,341	3.7%

Zero Increase Budget Notes:

- Clothing Allowance - Clothing Stipend and Contractual Clothing was moved from DPW Administration budget to Solid Waste budget .
- Other line items were reviewed and adjusted.
- **Staffing changes and planned retirements lowered division salaries.**
- **Budget decreased 3.5%**

3% Increase Budget Notes:

- Same changes as Zero Increase Budget
- Line items were restored to full funding as in FY2020 budget. Some line items were increased.
- **A line item was added to expenses to allow for grinding, hauling of DPW yard waste and CB cleanings - \$30,000**
- **Budget increased 3.7%**



Other Department Budgets

	FY2020 Budget	FY2021 Zero Increase	FY2021 Zero Increase Change		FY2021 3.0% Increase	FY2021 3.0% Increase Change	
Snow & Ice							
Salaries:	37,500	30,000	(7,500)	-20.0%	30,000	(7,500)	-20.0%
Expenses:	212,500	220,000	7,500	3.5%	220,000	7,500	3.5%
	250,000	250,000			250,000		
Landfill							
Expenses:	98,210	97,900	(310)	-0.3%	97,900	(310)	-0.3%
ROW Lighting							
Expenses:	5,700	5,700			5,700	5,700	
Town Vehicle Fuel Account							
Expenses:	87,046	106,808	19,762	22.7%	106,823	19,777	22.7%
Officer of Veteran's Graves							
Salaries:							
Expenses:	4,018	2,500	(1,518)	-37.8%	2,500	(1,518)	-37.8%

Zero Increase Budget Notes:

- **Snow & Ice** - proposed change in Weather Service Vendor – No Change
- **Landfill** – increase in consultant expenses, other line items adjusted.
- **ROW Lighting** – No Change
- **Town Vehicle Fuel Account Budget** – increase in fuel budget, historically over spent – Budget increased 22%
- **Office of Veterans Graves** – Budget was analyzed and reduced based on historic spending – Budget decreased 38%

3% Increase Budget Notes:

- No Change



Water Enterprise Budget

	FY - 2020	FY - 2021	Change	
Salaries:	<u>\$310,119</u>	<u>\$312,086</u>	<u>\$1,967</u>	<u>0.6%</u>
Expenses:	\$611,703	\$689,620	\$77,917	12.7%
Indirect Costs:	\$176,830	\$182,634	\$5,804	3.3%
Indirect Costs - Information Technology:	\$15,000	\$15,000		
Unforeseen Expenses:	\$50,000	\$50,000		
Debt Service:	\$580,367	\$539,390	(\$40,977)	-7.1%
	<u>\$1,433,900</u>	<u>\$1,476,644</u>	<u>\$42,744</u>	<u>3.0%</u>
Water Enterprise Budget Total:	\$1,744,019	\$1,788,730	\$44,711	2.6%

Budget Notes:

- **Expenses** - A line item was added to expenses to cover asphalt for water related roadway work - \$10,000.
- **Expenses** - Contract services increased due to increase in consultant services, and addition of new well site. (White Water)
- **Expenses** - A line item was added to cover potential new PFAFS Regulations - \$20,000
- Other line items were reviewed and adjusted.
- Budget increased by 2.6%



Waste Water Enterprise Budget

	FY - 2020		FY - 2021		Change	
Salaries:	\$10,000		\$10,922		\$922	9.2%
Expenses:	<u>\$140,000</u>		<u>\$143,495</u>		<u>\$3,495</u>	<u>2.5%</u>
Waste Water Enterprise Budget Total:	\$150,000		\$154,417		\$4,417	2.9%

Budget Notes:

- Budget increased by 2.9%
- **Expenses** - increased by 2.5% due to increase in consultant services for operation of the WWTF. (White Water)

