



MARILYNN CRUZ-APONTE, DIRECTOR

• After thirty-three (33) years in leadership positions for three (3) Connecticut municipalities, it is my vision that Public Works Departments must fully engage their capable personnel to provide quality essential infrastructure operations, maintenance, and technical services to all residents, sister municipal agencies, businesses, and visitors.



> DIVISIONAL CHART

POSITIONS - 84



> STAFF CLASSIFICATIONS



FY 2024

Total Staffing	84	
Non-union	1	Director
818	14	Supervisors
CSEA	17	Professional Admin
Local 1174	52	Operational Rank/File

^{*}FY 2023 – 92 Positions

DEPARTMENT DESCRIPTION & SERVICES

Administration Division :

- >Sets a vision for public works services provided to the community
- ➤ Oversees all operations to ensure high-quality performance
- ➤ Manages budget to control expenditures/adhere to financial policies/procedures
- > Responsible for staff training, health and safety
- > Provides customer service education utilizing Q-Alert to respond to concerns

• **Engineering Division:**

- ➤ Oversees consultants monitoring the closed landfill, road reconstruction, levee maintenance, building renovations and other capital projects
- ➤ Issues excavation permits, design services and technical support to Town Departments
- ➤ Reviews site plans for Planning and Zoning and Inland Wetland Commissions and the Inspection and Permits Department



▶ DEPARTMENT DESCRIPTION & SERVICES

Highway Services Division:

- Maintains roadways, Town-owned cemeteries, catch basins and manholes
- > Provides leaf collection and snow removal services
- ➤ Operates and maintains 4.1 miles of flood levee requiring Army Corps system testing, vegetation control and animal burrow repair
- ➤ Maintains streetlights, bus shelters and roadside tree care

Waste Division:

- ➤ Operates the Town's Transfer Station for disposal of bulky waste and recyclables
- Inspects, educates and enforces residential set-out procedures for waste items collected at the curbside
- Oversees contracts for residential refuse, recycling and bulky collection

▶ DEPARTMENT DESCRIPTION & SERVICES

Fleet Division:

- Maintains and repairs a fleet of 290 trucks, construction equipment and police vehicles
- Operates and maintains controls of two fueling stations and the GPS system

Building Maintenance Division:

Maintains and repairs 55 (415,000 square feet) Town-owned buildings and facilities

Parks Division:

- Maintains 650 acres of land, 24 parks, 5 outdoor pools, playgrounds, tennis, basketball and pickleball courts, sports fields
- ➤ Maintains all greens and clears snow from Town facilities

> ACHIEVEMENTS & ACCOMPLISHMENTS

Administration:

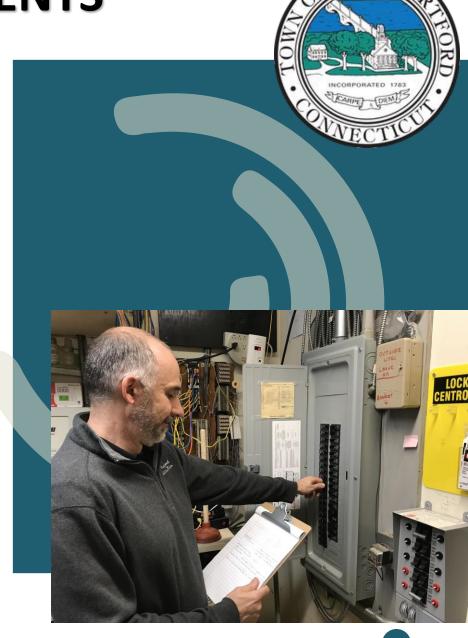
- > Accomplished staffing at 88% (12% vacancy) and a 35% diversity rate
- ➤ Served as PW call center for public information 20,263 calls in FY 22
- ➤ Logged 13,853 Q-Alert requests; 90% closed, 6% in progress, 4% open
- > Lead role in safety and skills development training

Fleet and Waste:

- > Fleet completed an asset inventory with life-cycle expectancies
- ➤ Solid waste education efforts are projected to reduce contamination by 8% decreasing penalty fees paid by the Town by \$30,000
- ➤ Solid waste official hired in 2022 is already yielding significant benefits to the Town not only by reducing penalty fees but improving behaviors

• Facilities:

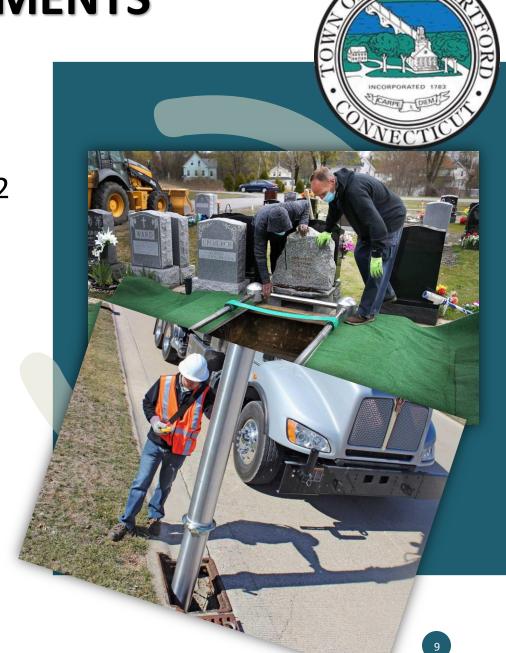
- ➤ Utilized AkitaBox work-order system; 730 work orders completed
- > Constructed new camera-operations room for the Police Department
- ➤ Completed interior painting of Town buildings
- ➤ Key role in Town Hall relocation to CCC



ACHIEVEMENTS & ACCOMPLISHMENTS

Highway Maintained:

- ➤ Milled and paved approximately 10 miles of road
- Cleaned 3,263 of 6,400 catch basins; replaced 212
- Operated and maintained 5 cemeteries, sold 64 lots
- Completed 159 cemetery burials
- ➤ Managed 17 snow response events
- > Collected 193 tons of leaves
- ➤ Installed new "Blue Light" parking ban system jointly with Police Dept. and added snow parking lots in local parks



ACHIEVEMENTS & ACCOMPLISHMENTS

Parks:

- ➤ Refurbished Brewer House gardens and sidewalks
- ➤ Resurfaced Gorman Park infield with sod and clay
- ➤ 25 trees planted, numerous trees removed and hundreds were pruned
- ➤ Created new hiking trails at Long Hill Drive nature park



Also:

Maintained

- 650 acres of recreation land
- 24 parks
- 9+ miles of trails
- 97 green locations
- 12 playscapes
- 5 pools and 2 wading pools

ACHIEVEMENTS & ACCOMPLISHMENTS

PROJECTS

- ➤ Successful construction oversight of:
 - ➤ Wickham Library
 - Town Hall HVAC renovations
 - ➤ Veterans Memorial Clubhouse renovation design
 - ➤ New Impound Garage at Public Safety Complex



ADMINISTRATION

- Conduct agency self assessment and prepare APWA standard operating procedures
- Continue effective utilization of the Q-Alert system to track service requests by residents and accountability for DPW responses



ENGINEERING

- ➤ Manage Capital, Construction, Renovation, Bonded and Maintenance projects
- ➤ Continue to oversee Flood Levee reconstruction and permitting
- ➤ Ensure compliance with regulatory MS-4 requirements and permits
- ➤ Continue to support Inland/Wetlands Commission
- ➤ Promote sustainability, including green energy initiatives and open space efforts where possible
- ➤ Utilize new asset management program information to improve road restoration effort
- ➤ Develop plans for miscellaneous storm water repairs town-wide



Paving Benefits:

- Improved public safety
- Reduction of claims
- Drivability
- Increased property value



HIGHWAY

- Continue a program for sidewalk, sign and line striping assessment and repair
- Finalize a route map for targeted weekly street sweeping for arterial roadways to eliminate litter
- ➤ Finalize inventory and maintenance schedule for storm water retention areas
- Continue MUTCD sign replacement efforts beginning with stop and street name signs
- ➤ Improve compliance with regulatory requirements for storage, maintenance and testing of catch basin and street sweeping residue



• **CEMETERIES**

- ➤ Evaluate technology for plot mapping and grave identification transitioning away from manual and paper documentation
- ➤ Seek volunteer participation for cemetery beautification



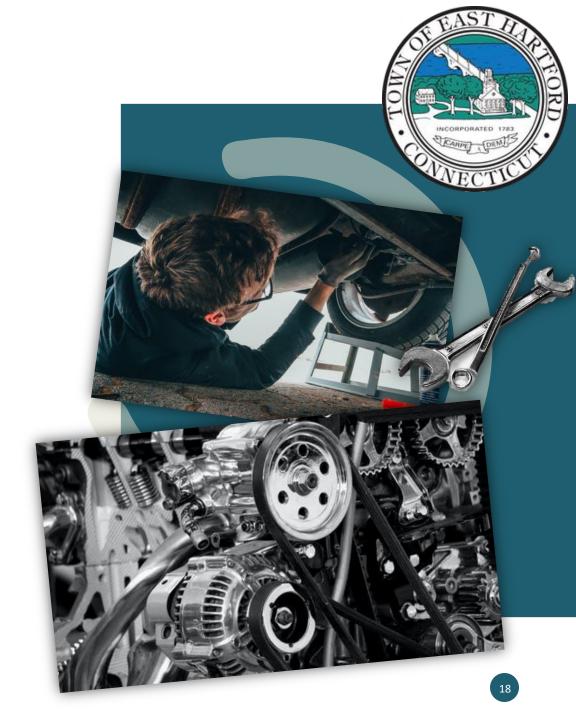
WASTE SERVICES

- Continue Solid Waste Official education program to further reduce contamination of recycled materials
- Continue blight elimination efforts by expanding curbside bulky collection to 3-, 4-, 5- and 6-family properties



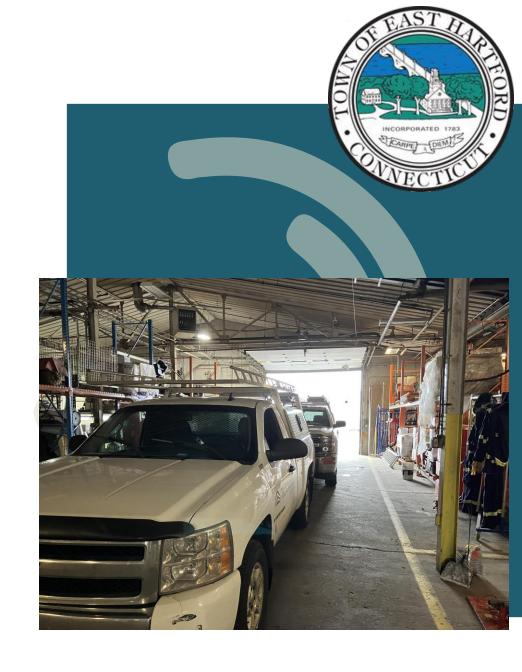
• FLEET SERVICES

- Eliminate unsafe/obsolete vehicles to reduce the fleet and insurance, maintenance, storage and replacement parts costs
- Continue to improve preventative maintenance (PM) program in accordance with the manufacturer's recommended service schedule
- ➤ Continually review operational and management practices
- ➤ Adhere to five-year vehicle replacement plan
- Fill three staff vacancies for optimum performance



FACILITIES

- ➤ Develop a ten-year master plan for repair and replacement of Town facilities based on condition assessments, priorities and affordability
- ➤ Optimize the use of the AkitaBox work order system to further inform the upkeep of facilities
- ➤ Evaluate the portfolio of facilities to identify assets that drain available resources and recommend disposition



PARKS

- Resurface, paint and replace rims and backboards on all Town basketball courts
- Install two (2) new Futsal courts, one in Martin Park and one in Gorman Park
- ➤ Replant O'Connell Green to improve sightlines for travel and aesthetic neighborhood entry
- Install foundation and yard planting at Wickham Library to enhance appearance of renovations



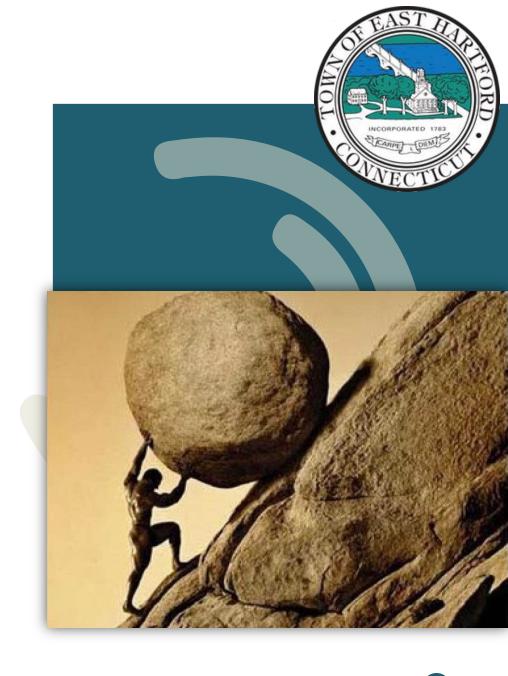
CONSTRUCTION OVERSIGHT PROJECTS

- ➤ Town Hall renovations
- ➤ Public Safety Center impound garage construction
- ➤ Veterans Memorial Clubhouse renovations
- ➤ Hockanum River Park Linear Trail repairs
- ➤ Goodwin Schoolhouse roof replacement
- > Hockanum School renovations
- ➤ Public Works space needs and facility improvements



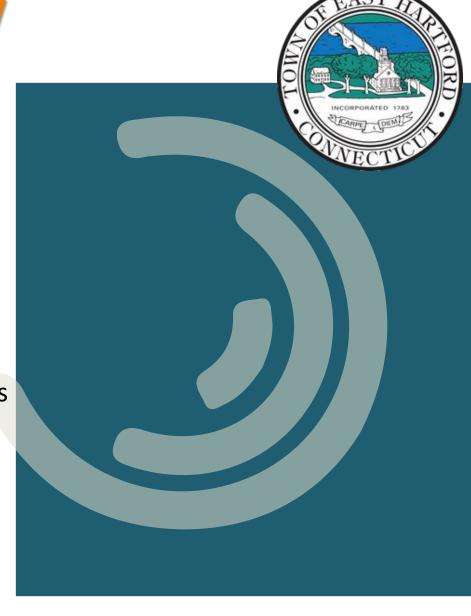
DEPARTMENT CHALLENGES

- Continue Town commitment to correct non-compliant and inadequate Public Works facility
- Retain focus on essential services and avoid mission drift
- Continue staff training to enhance use of technology, meet industry standards for performance, and develop leadership and management skills to facilitate succession planning





- FY24 budget complexity is due to:
 - Right-sizing of staff positions
 - Adjustments for outsourcing are included, but inflation diminished actual savings
 - A history of using vacancies to fund contractual and supply costs
 - This budget starts the incremental truing-up of historical budget deficits
 - New collective bargaining agreement compensation rates
- DPW is prepared to discuss line-items beginning with a macro-view



▶ BUDGET CHANGES − Macro View

Exp. Type	FY23 Adopted	FY24 Recomm	\$ Change	% CHANGE
60-Personal Services	\$6,954,796	\$6,551,728	(\$403,068)*	-6%
62-Consumable Supplies	1,189,373	1,295,082	105,709	9%
63-Services & Charges	3,537,167	4,955,913	1,418,746	9%
64 Capital Improvements	19,600	32,200	12,600	64%
65-Utilities	7,586,290	8,015,423	429,133	6%
TOTAL	\$19,287,226	\$20,850,346	\$1,563,120	8%
*\$403,068 cuts made in personal services notwithstanding significant increase in negotiated salaries				

▶ BUDGET CHANGES − Macro View − Personal Svc

Item	Amount
Wage increase	\$259,263
Elimination of Deputy Dir.	(102,000)
Waste cuts reflected in FY 24 budget	(248,750)
Temporary services	(6,260)
Overtime (incl. waste cuts)	(105,321)
Attrition (vacancy savings)	(200,000)
TOTAL PERSONAL SERVICES	(\$403,068)

▶ BUDGET CHANGES – Macro View Consumable Suppl

Item	Amount
P Playground materials	\$15,000
P Landscaping materials	8,000
P Swimming pool supplies	40,000
P Chemicals, oxygen, gas	4,650
P Tools & Implements	8,490
P Building maintenance supplies	2,100
F – Fuel	120,000
B – AkitaBox	250
TOTAL CONSUMMABLE SUPPLIES CUT	(92,781)
TOTAL	\$105,709

▶ BUDGET CHANGES − Macro View Services & Charges

Item	Amount	Notes
Contracts	\$1,424,581	AAW contract \$1,294,201 compared to projected cost of DPW service \$1,330,324. Other contract costs were dumpster collection, transfer station software, landfill testing etc.
Tipping fees	197,650	Contractual increase. Solid waste disposal fees increased to \$108/ton and bulky to \$100/ton. Penalty charges from recyclable contamination.
Senior Center	12,150	New facility needed building maintenance supplies
TOTAL SERVICES & CHARGES CUT	(215,635)	Fleet vehicle maintenance contractors (\$56K), Town Hall general maintenance (\$40K), office equipment maintenance (\$11.5K), other fleet reductions (\$76K), other misc. (\$32K)
TOTAL SERVICES/CHARGES	1,418,746	
		LINE ITEM BY LINE ITEM NEXT

BUDGET CHANGES - Administration

ORG	OBJECT	DESCRIPTION	REASON	\$ CHANGE
G7100	60110	Permanent Services	Elimination of Deputy position, CBA adjustments	(\$98,608)
G7100	60141	Overtime	Reduction in call center	(1,580)
G7100	62216	Professional Development/travel	Shift to on-line training	(\$3,500)
G7100	62311	Office supplies	Centralization of supplies to Admin	\$2,065

BUDGET CHANGES - Engineering

ORG	OBJECT	DESCRIPTION	REASON	\$ CHANGE
G7200	60110	Permanent Services	Contractual increases – full staffing	\$62,247
G7200	60121	Temporary Services	No longer needed	(\$8,000)
G7200	60141	Overtime	Increase in after-hour meetings OT	\$1,000
G7200	60183	Attrition	Vacancies historically funded other expenses.	(\$100,000)
G7200	62214	Books, maps, publications	As needed	(\$380)
G7200	62316	Copier print supplies	Centralization of supplies in Admin	(\$3,400)
G7200	64602	Computer, printers and peripherals	As needed	(\$1,500)

▶ BUDGET CHANGES - Highway

ORG	OBJECT	DESCRIPTION	REASON	\$ CHANGE
G7300	60110	Permanent services	Contractual increases	\$36,228
G7300	60141	Overtime	Scheduled and emergency services	\$36,622
G7300	60183	Attrition	Historic retirements/resignations have funded fixed other contractual and supplies costs	(\$80,000)
G7300	62239	Landscaping materials	As needed	(\$2,000)
G7300	62311	Office Supplies	Centralization of supplies in Admin	(\$750)
G7300	62320	Uniforms, clothing, shoes	Contractual/vacancies	(\$6,825)
G7300	62344	Tools and implements	Small tool repair and replacement	\$9,990

▶ BUDGET CHANGES - Highway

ORG	OBJECT	DESCRIPTION	REASON	\$ CHANGE
G7300	62346	Cleaning supplies	Centralized with facilities	(\$3,000)
G7300	62347	Building maint. Supplies	Inflation	\$6,100
G7300	63138	Contractual services	\$71,000 from Flood CB cleaning \$30,000 sediment disposal Sidewalk repair, paving markings, GPS	\$118,030
G7300	63218	Weather Service	Inflation	\$150
G7300	63221	Printing and Reproduction	Centralized in Admin	(\$400)
G7300	63236	Office equipment maint.	Centralized in Admin	(\$100)
G7300	63242	Rental vehicles	As needed	(\$1,000)
G7300	63333	Cleaning laundry services	Captured in uniform costs	(\$1,800)

▶ BUDGET CHANGES – Waste/Sanitation

ORG	OBJECT	DESCRIPTION	REASON	\$ CHANGE
G7400	60110	Permanent Services	Reduction in positions due to privatization	(\$178,352)
G7400	60141	Overtime	Reduction due to privatization	(\$57,000)
G7400	62311	Office supplies	Centralization in Admin	(\$700)
G7400	62320	Uniforms, Clothing, Shoes	Reduction due to privatization	(\$6,001)
G7400	62344	Tools/implements	Reduction due to privatization	(\$1,000)
G7400	62346	Cleaning supplies	Reduction due to fewer personnel	(\$500)
G7400	63138	Contract Services	AAW \$1,294,201; Dumpster collection \$25,800 Software \$3,000; Landfill testing \$550	\$1,306,551
G7400	63363	Cleaning/laundry	Captured in uniform costs	(\$200)
G7400	63410	Tip Fees	Solid waste disposal fees increased to \$108/ton and bulky to \$100/ton. \$2,147,400 moved to Utilities Account	
G7400	63510	Recycling	Recycling vendor contract, tire, lightbulb, waste oil	(\$20,473)

BUDGET CHANGES - Fleet

ORG	OBJECT	DESCRIPTION	REASON	\$ CHANGE
G7700	60110	Permanent Services	Contractual	\$8,949
G7700	62311	Office supplies	Centralized in Admin	(\$500)
G7700	62321	Gasoline and Fuel	Material cost increase	\$120,000
G7700	62322	Tires	Fleet size reduction	(\$50,000)
G7700	62323	Batteries	Fleet size reduction	(\$10,000)
G7700	62324	Auto Parts & Accessories	Right-sizing	(\$15,320)
G7700	62346	Cleaning supplies	Centralized with Facilities	(\$700)
G7700	63229	Vehicle maint. contractual	Fleet size reduction	(\$56,000)
G770	63236	Office equip. maint.	Centralized in Admin	(\$400)

BUDGET CHANGES - Facilities

ORG	OBJECT	DESCRIPTION	REASON	\$ CHANGE
G7800	60110	Permanent Services	Contractual entry level hires	(\$1,804)
G7800	60183	Attrition	Market shortage/vacancy savings historically transferred to cover fixed other contractual supply costs	(\$20,000)
G7800	62311	Office supplies	Centralized in Admin	(\$300)
G7800	62320	Uniforms, clothing, shoes	Contractual	\$1,726
G7800	62344	Tools/implements	As needed	(\$500)
G7800	62349	Computer software	AkitaBox inflation	\$250
G7801	62347	Building maint. supplies	Active renovations first half year	(\$750)
G7801	63231	TH General Maint.	Active renovations first half year	(\$30,640)
G7801	63489	TH Building Maint.	Active renovations first half year	(\$19,000)

▶ BUDGET CHANGES - Facilities

ORG	OBJECT	DESCRIPTION	REASON	\$ CHANGE
G7802	63236	Office equip. maint.	PSC historical average	(\$11,000)
G7805	63489	Building maint.	Senior Center Contractual	\$12,150
G7807	63489	Building maint.	CCC	(\$1,500)

> BUDGET CHANGES - Parks Maintenance

ORG	ОВЈЕСТ	DESCRIPTION	REASON	\$ CHANGE	
G8200	60110	Permanent Services	Contractual	\$79,853	
G8200	60121	Temp. services	Seasonal - summer	\$1,740	
G8200	60141	Overtime	Fully staffed	(\$84,363)	
G8200	62236	Road playground materials	Historical average	\$15,000	
G8200	62239	Landscaping materials	Historical average	\$10,000	
G8200	62311	Office supplies	Centralized in Admin	(\$500)	
G8200	62316	Copier printer supplies	Centralized in Admin	(\$250)	
G8200	62320	Uniforms/clothing/shoes	Contractual	\$804	

BUDGET CHANGES - Parks Maintenance

ORG	OBJECT	DESCRIPTION	REASON	\$ CHANGE
G8200	62324	Auto parts & accessories	Small engine equipment repair	\$5,000
G8200	62340	Chemicals/oxygen gasses	Historical average	\$4,650
G8200	62341	Swimming pool supplies	Historical average	\$40,000
G8200	62347	Building maint. supplies	As needed	(\$4,000)
G8200	63242	Rental vehicles	As needed	(\$1,000)
G8200	63363	Cleaning laundry services	Captured in uniforms	(\$1,122)
G8200	64510	Grounds maint. equip.	Mowers	\$14,500
G8200	64602	Computers, printers peripherals	Centralized in Admin	(\$400)





Capital Improvement BUDGET PRESENTATION FY 2024

DOUGLAS R. WILSON, P.E.

- Town Engineer since 2018
- Legal Traffic Authority since 2022
- Bachelor of Science in Civil Engineering,
 University of Connecticut, 1991
- Connecticut Licensed Professional Engineer since 1996
- 18 years of consulting engineering experience
- 13 years of municipal engineering experience



> FY24 RECOMMENDED CIP ITEMS BONDED PROJECTS (\$3.638M)

DPW Ecology Drive Facility \$2,638,000

Renovation of Sanitation Garage for Fleet Maintenance (PW-B)

\$2,400,000

Design of Highway Storage Protective Shelter & Assessment/Bid Documentation for Demolition of Highway Garage (PW-C & PW-D)

\$238,000



Planet Proper Spiritor, of Probable	Cont					PROJECT YES							
PRIAD NOT	FOUNCE. HTG. 245E	m		mn.		-		ma			Property		TOTAL SUIT
		WHEN P IS	NEW PROJECT	TANKEN OF	COPY, LOTTED IN	4757 MILE SAN	CONTRACTOR LA	MITMET COMPE	NOAS .				
PM & Forest of Two Monater Security on Facilities (Major	Sept. 30, 01	\$101.400	\$77.00	3111,480	\$101,000			-	100		PER	- 1	Main arm
PW-A: Restal of Two Workston Employee Facilities Sings	Feb. 1.23	2190,000	\$61,860	\$81,000	\$81,600	\$81,000	\$100,000				ree		\$645,000
PM A Facial of Face Horseson a Relig	Not 10.31	300,00	PRODUCT.	THEM	- proteins	10000		- ju	0	1	PEA :		10000
PW-8: Records of Switterion for Temp. Fleet Warnismence	ful. f. D	1215,000	\$2,400,000								PWA	5,800	\$2,000,000
17				MOUNTLY ALV	. 10 LUNG: TO	-	POME .						
PM C Hymny Ronge Potential States	344 (9.9)		\$170,660	PLEMBE				1			760	24,740	\$1,780.00
PW-C: Highway Storage Protective Shelter	Feb. 5, 23		\$175,866	11.00							PRIZ	26,868	\$1,700,000
W.E. Nation National Building	564.36.00		96.00	3070307					1		49.00	- 1	1741.00
PW-D: Hanson Highway Building	Feb. 7, 23		265,200	011.00							PWISE		\$740,000
THE BUTTON PERSON STREET WITHOUT SE	398.76.70			Britisher.	\$10,700,000			()	8		78.8	938	\$11,000,000
PW 6: Build New Highway Garage or Employee Facilities	Feb. 7, 23			\$1,300,000	\$18,000,000						PWIRE	13,000	\$11,300,000
Mark Sea 15.55 M Floriday or other Surger, Eur.	Tear 10, 50				STANDARD.	P14600			0		P81	13.300	\$11,000,000
PW-F: Nava 13,300 SP Flant Watnessenick Consps., Stop: Shop, Fac. Workshop Stop	Feb. 7, 23				50	\$1,116,000	F10,7001,700				P91	13,690	\$13,000,000
PM G. Torrostora and actions to Paris Solding	But 35.35			100	Amon	Number :		1	0		764	11.98	\$1,000,000
PW-0: Resonations and additions to Parks Building	Feb. 7, 23						\$100,400	81,794,898			P864	10,000	\$1,004,000
				PROJECTS	nie nytues	Lineballa hai hain							
Medic Record Face Harmonics Science	Sept. 26.10	1					\$6.50	97600			79-0	4	905,600
PRINT Record Flori Manhacons Subling	Fig. 5.36					7			\$188,660	\$100,000	PRIC		\$1,040,000
We fire parties Will take theirs	State 20, 30						SHIRT.	SHEETING.			701	5300	\$1,000,000
PRY Commet was PERS NAME SURFAY	Fre 1 31								\$110,000	10.000,000	7914	1,700	34,100,000
					TOTALE								
Solemon (E. 202) Contine		\$811.66	\$10,00	\$1,40,480	10.01.40	\$1,700m	\$00.00	\$1,511,600	- 81	-	Name (4) About	41,000	10.70.66
Fores 1,800 berlief		100.00	61,710.000	\$1,01,00	PROBLEM	\$1,91,00	\$11,216.69	91/96,898	\$614,000	\$4,000,000	ALC: 15, \$100	95,868	\$14,119,000

Other Town Buildings

\$1,000,000

Renovations & Improvements per Building Asset Analysis by Colliers (specific buildings TBD)

FY24 RECOMMENDED CIP ITEMS BOND PREMIUM

DPW Equipment - \$913,500

F-250 Pickup Trucks (3 each)	\$180,000
F-550 Small Dump Truck With Plows And Sanders	\$193,000
Transit Van	\$50,000
Leaf Vacuum	\$85,000
Loader Clam Attachment	\$35,000
Mini Excavator	\$125,000
Tow-Behind Enclosed Trailer	\$17,500
Tow-Behind Flatbed Trailer	\$30,000
F450 Bucket Truck	\$140,000
Stand-On Leaf Blower	\$13,000
Leaf Box For F-Series	\$15,000
Sanitation Roll Off Covers (3 each)	\$30,000



> FY24 RECOMMENDED CIP ITEMS LOCIP/STATE GRANT FUNDED

LOCIP (Total = \$495,000)

McAuliffe Park Irrigation System \$140,000

Parks Aluminum Bleachers \$30,000

Fencing for Parks, Ball Fields & Open Spaces \$25,000

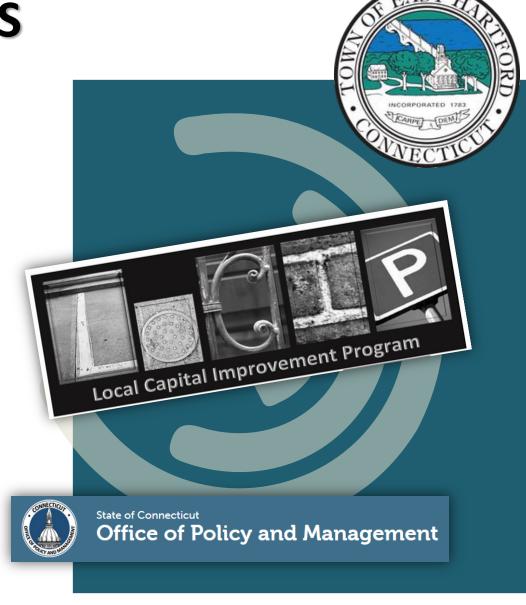
Martin Park Parking Lot Rehabilitation \$300,000

DEEP Urban Act Grant

Terry Pool Parking Lot Rehabilitation

\$40,000





> FY24 RECOMMENDED CIP ITEMS SUMMARY OF ITEMS

DPW Ecology Drive Facility (bond) \$2,638,000

Other Town Buildings (bond) \$1,000,000

DPW Equipment (bond premium) \$913,500

Parks Projects (LOCIP & DEEP grant) \$535,000

GRAND TOTAL → \$5,086,500



> LOOKING FORWARD

- Continued improvement in levels of service.
- Increased project management
- Modernizing and diversifying department
- Streetlight program improvements
- Planned park improvements







THANKYOU!