



**PWLUD Committee Meeting
September 24th, 2026 @ 3:00 pm
VIA Conference Call & Town Hall
141 Main St, Townsend, DE 19734**

3:00 p.m. PWLUD Committee Meeting

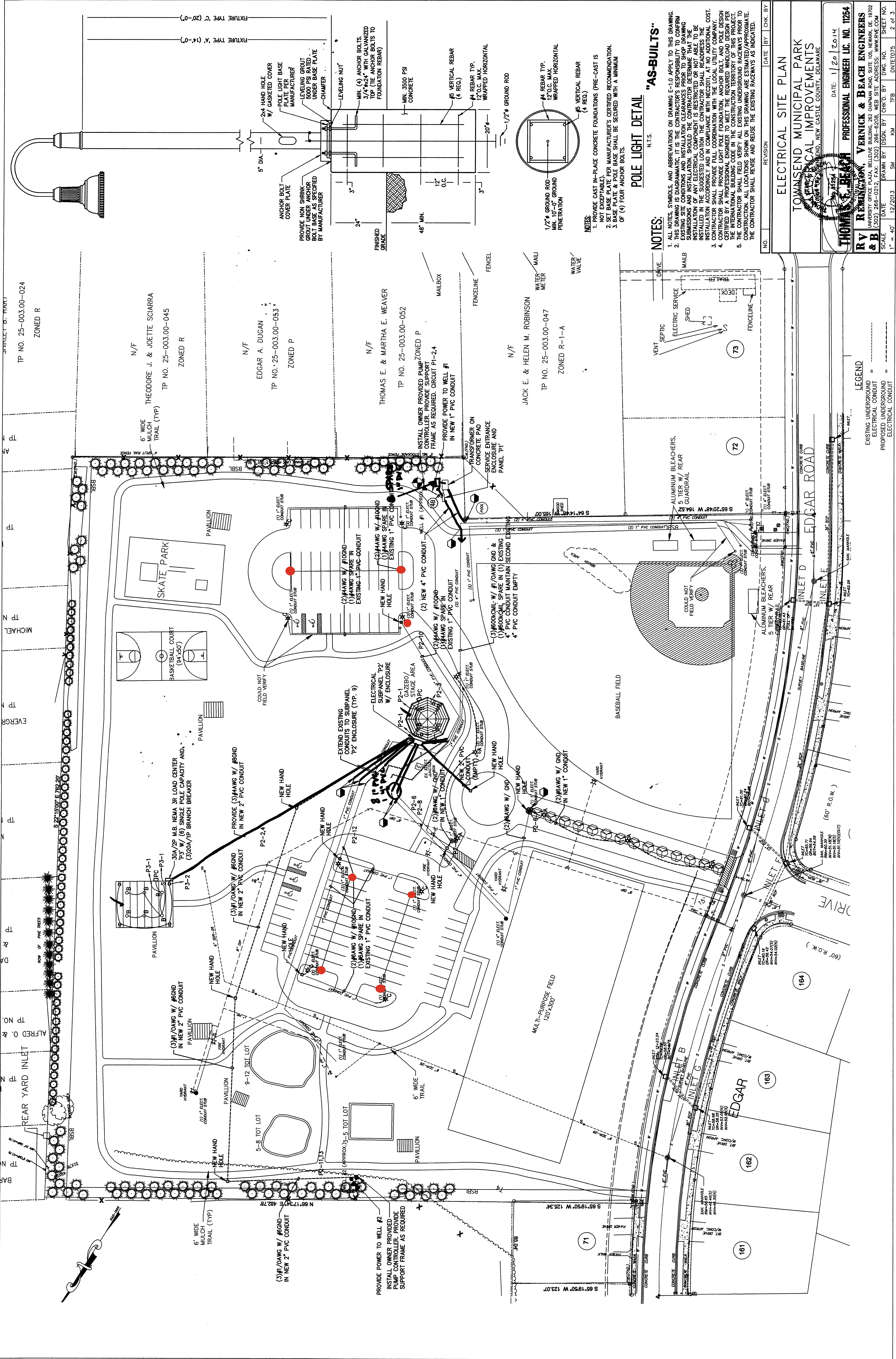
- I. Call to Order:
- II. Opening Ceremonies
 - a. Roll Call:
 - b. Pledge of Allegiance:
 - c. Recognition of Visitors:
 - d. Announcements:
- III. Citizens Comments & Participation
- IV. Adoption of Agenda.
- V. Approval/Rejection of Meeting Minutes.
- VI. **ACTION ITEM:** Pre-Project discussion with JC Paving as it relates to the Roads Repaving project recently awarded.
- VII. **ACTION ITEM:** Discussion and review of Park Lighting Project.
- VIII. **ACTION ITEM:** Discussion and review of Town Sidewalk replacement project and progress.
- IX. **ACTION ITEM:** Discussion and review of GAP analysis reports.
- X. **ACTION ITEM:** Discussion and review of PW Building Progress and next steps.
- XI. **ACTION ITEM:** Discussion and review of PWS report of Park Diagram (asset locations) and requested pricing for replacement items at park.
- XII. Ongoing Business Updates.
- XIII. Recap of directives received at meeting & confirming assignments.
- XIV. Discussion of future agenda items.
- XV. Discussion regarding next meeting dates.
- XVI. Adjournment.

Committee Meetings will be held both in person and in a virtual format.

Those wishing to attend virtually may dial **1(301)715-8592**. When directed, provide following meeting ID **827- 6421-7575#** and then the following password **361631#** to enter the meeting. If you choose to access the meeting online click the following link:
<https://us02web.zoom.us/j/82764217575?pwd=aHI4RDhTZ0xjME1HV0ZOcHRxSHZ3QT09>

Residents will be able to view documents posted to the meeting tab on the Town website at <https://townsend.delaware.gov> or by joining the meeting via computer.

Public Participation Procedures: Speakers shall state their name and place of residence for the record, address remarks to the Council or Commission as a whole, and limit comments to the matter under consideration. Public comments are heard during the time slotted for General Citizen Comments. Once closed, there will be no additional public comment unless the agenda specifically provides an additional public comment period on an individual topic. Comments permitted pursuant to a specific agenda item shall be limited to the matter under consideration. All public comments are limited to three (3) minutes per speaking per opportunity. Unused time may not be donated to another speaker. Written comments submitted by 3:00 p.m. on the day of the meeting will be distributed to members but will not be read aloud. All participants shall comply with the direction of the presiding officer and conduct themselves in an orderly and respectful manner.



TP NO. 25-003.00-024
ZONED R

N/F
THEODORE J. & JOETTE SCIARRA
TP NO. 25-003.00-045
ZONED R

N/F
EDGAR A. DUGAN
TP NO. 25-003.00-053
ZONED P

N/F
THOMAS E. & MARTHA E. WEAVER
TP NO. 25-003.00-052
ZONED P

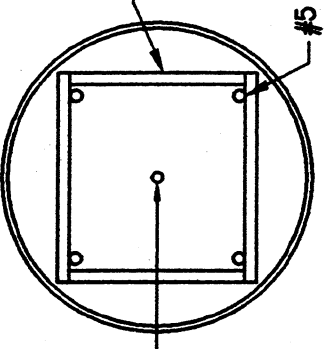
N/F
JACK E. & HELEN M. ROBINSON
TP NO. 25-003.00-047
ZONED R-1-A

NOTES:

1. ALL NOTES, SYMBOLS, AND ABBREVIATIONS ON DRAWING E-10 APPLY TO THIS DRAWING.
2. THIS DRAWING IS DIAGNOSTIC. IT IS THE CONTRACTOR'S RESPONSIBILITY TO CONFIRM EXISTING SITE CONDITIONS AND INSTALLATION CLEARANCES PRIOR TO SHOP DRAWING SUBMISSIONS AND INSTALLATION. SHOULD THE CONTRACTOR DETERMINE THAT THE EXISTING CONDITIONS DIFFER FROM THE INFORMATION PROVIDED HEREON, THE CONTRACTOR SHALL BE RESPONSIBLE FOR CORRECTING THE INFORMATION AND PROVIDING THE CORRECTED INFORMATION TO THE ENGINEER.
3. CONTRACTOR SHALL PROVIDE FULL COORDINATION WITH THE LOCAL UTILITY COMPANY.
4. CONTRACTOR SHALL PROVIDE LIGHT POLE FOUNDATION, ANCHOR BOLT, AND POLE DESIGN CERTIFIED BY A PROFESSIONAL ENGINEER TO MEET THE REQUIRED WINDLOAD DESIGN PER THE INTERNATIONAL BUILDING CODE IN THE CONSTRUCTION TERRITORY OF THIS PROJECT.
5. THE CONTRACTOR SHALL FIELD VERIFY ALL EXISTING UNDERGROUND FACILITIES PRIOR TO CONSTRUCTION. THE CONTRACTOR SHALL REUSE AND REUSE THE EXISTING FACILITIES AS INDICATED.

POLE LIGHT DETAIL

N.T.S.



- NOTES:
1. PROVIDE CAST-IN-PLACE CONCRETE FOUNDATIONS (PRE-CAST IS NOT EXCEPTABLE).
 2. SET BASE PLATE PER MANUFACTURER'S CERTIFIED RECOMMENDATION.
 3. BASE PLATE & POLE BASE SHALL BE SECURED WITH A MINIMUM OF (4) FOUR ANCHOR BOLTS.

ELECTRICAL SITE PLAN

TOMMSENDE MUNICIPAL PARK
LOCAL IMPROVEMENTS
TOMMSENDE, NEW CASTLE COUNTY, DELAWARE

DATE: 1/20/2014
PROFESSIONAL ENGINEER LIC. NO. 17254
THOMAS E. BEACH

RY R. VERNICK
VERNICK & BEACH ENGINEERS
UNIVERSITY OFFICE PLAZA, RELIANCE BUILDING, SUITE 105, NEWARK, DE 19702
(302) 268-0212, FAX: (302) 268-6208, WEB SITE ADDRESS: WWW.RVE.COM

SCALE: 1" = 40'
DRAWN BY: DSSN, BY: CHK'D: JTB
DATE: 12/20/13
DWG. NO.: 17254
SHEET NO.: 2 of 3
DATE: 12/20/13
DWG. FILE: E-11 Electrical Site Plan

LEGEND

- EXISTING UNDERGROUND
- ELECTRICAL CONDUIT
- PROPOSED UNDERGROUND
- ELECTRICAL CONDUIT

PW Gap Analysis

Overview

Phase 1 –Assessment & Planning

- Needs Assessment: Identify the scope of services (e.g., streets, water/sewer, solid waste, stormwater, facilities maintenance, fleet, parks).
- Regulatory Review: Compile all relevant laws, codes, and environmental regulations that will govern operations.
- Budget & Funding Plan: Determine startup and recurring costs, identify funding sources (taxes, grants, utility fees).
- Organizational Design: Decide on structure (divisions, reporting lines, management hierarchy).
- Master Plan: Draft a 5–10-year development plan with measurable goals.

Phase 2 - Establish Core Infrastructure

- Leadership Recruitment: Hire a Public Works Director and key managers.
- Facility Planning: Secure offices, maintenance yards, workshops, and storage areas.
- Equipment Procurement: Acquire essential vehicles, tools, and IT systems (asset management software, work order tracking).
- Policy & Procedure Development: Create SOPs for safety, quality control, emergency response, and project management.
- Public Communication Channels: Set up a website, 311 system, and social media for public service requests.

Phase 3 - Initial Service Rollout

- Pilot Programs: Begin with the most critical services (e.g., road repair, water/sewer maintenance, trash collection).
- Workforce Expansion: Hire skilled labor, operators, mechanics, and support staff.
- Training: Implement safety programs, equipment operation training, and regulatory compliance courses.
- Performance Metrics: Track efficiency, cost, and public satisfaction for each service.
- Community Engagement: Hold public meetings to gather feedback and adjust priorities.

Phase 4 - Full Operational Capacity

- All Divisions Active: Roads, water/sewer, stormwater, parks, facilities, fleet.
- Preventive Maintenance Program: Shift from reactive to proactive service schedules.

PW Gap Analysis

- Capital Improvement Program (CIP): Plan and execute major infrastructure upgrades.
- Interdepartmental Coordination: Work with planning, emergency services, and environmental agencies.
- Technology Integration: Use GIS, asset tracking, and predictive analytics for decision-making.

Phase 5 - Continuous Improvement & Growth

- Annual Performance Reviews: Adjust goals and budgets based on outcomes.
- Innovation & Sustainability: Incorporate renewable energy, water conservation, and green infrastructure.
- Grant & Partnership Development: Seek regional, state, and federal funding for large projects.
- Succession Planning: Develop internal leadership pipelines.
- Public Trust Building: Increase transparency through annual reports and citizen advisory boards.

PW Gap Analysis

Detailed Approach

Phase 1 - Assessment & Planning (2026 Q1-Q2)

1. Needs Assessment

Goal: Determine exactly what services the Public Works Department will provide and the scale of each.

- Action Plan:
 - Inventory Current Services - List services currently provided by other departments or contractors.
 - Gap Analysis - Identify missing or underperforming services(e.g., road repair frequency, water infrastructure age).
 - Demand Forecasting- Project service needs for 5-10 years based on population growth, zoning changes, and development plans.
 - Stakeholder Interviews -- Meet with council, utility providers, emergency services, and community groups.
 - Deliverable: "**Public Works Service Scope Report**" summarizing needs, gaps, and priority services.

2. Regulatory Review

Goal: Understand every legal, safety, and environmental requirement.

- Action Plan:
 - Compile Governing Codes -- Federal, state, and municipal regulations related to infrastructure, water quality, waste handling, and public safety.
 - Consult Legal Counsel- Review compliance risks and required permits/licenses.
 - Regulatory Matrix - Create a reference sheet linking each regulation to responsible staff and reporting frequency.
 - Compliance Timeline - Identify deadlines for audits, inspections, and mandatory reporting.
 - Deliverable: "**PWD Regulatory Compliance Framework**" document.

3. Budget & Funding Plan

Goal: Secure funding for both startup and sustained operations.

- Action Plan:
 - Startup Costing- Estimate initial facility, equipment, hiring, and IT expenses.
 - Operating Budget- Project first 3 years' operating costs by division.
 - Identify Funding Sources - Local tax revenue, grants, infrastructure bonds, state aid, utility fees.
 - Grant Search & Application Plan - Assign staff or consultants to prepare competitive applications.
 - Deliverable: "**PWD 10-Year Financial Plan**" with startup, recurring costs, and funding strategy.

PW Gap Analysis

4. Organizational Design

Goal: Create a functional structure with clear responsibilities.

- Action Plan:
 - Identify Divisions - Roads & Streets, Water/Sewer, Stormwater, Solid Waste, Facilities, Fleet, Parks.
 - Create Org Chart- Show reporting lines and chain of command.
 - Job Descriptions - Define responsibilities, qualifications, and safety requirements.
 - Staffing Schedule - Determine hiring waves to align with service rollouts.
 - Deliverable: "**PWD Organizational Structure & Staffing Plan.**"

5. Master Plan

Goal: Set long-term vision and measurable goals.

- Action Plan:
 - 5-10 Year Goals - Example: 90% of roads in good condition, reduce water main breaks by 50%, achieve zero missed waste pickups.
 - Performance Metrics – KPI's for each division.
 - Capital Improvement Plan (CIP)- Prioritize big projects over the next decade.
 - Community Input- Public workshops to review goals and timelines.
 - Deliverable: "**PWD Master Plan 2025-2035**" for council adoption.

Phase 2 - Establish Core Infrastructure (2026 Q3-Q4)

1. Leadership Recruitment

Goal: Bring in qualified management to lead the department's divisions and set operational standards.

- Action Plan:
 - Finalize Job Descriptions - Include duties, qualifications, and leadership expectations from Phase 1 's organizational plan.
 - Recruitment Campaign - Use municipal HR networks, industry job boards, and professional associations.
 - Screen & Interview- Include panel interviews with HR, council members, and technical experts.
 - Reference & Background Checks -Verify licenses, certifications, and prior project success.
 - On boarding Program - Provide regulatory training, city policy briefings, and stakeholder introductions.
 - Deliverable: Fully staffed leadership team including Public Works Director and division heads.

2. Facility Planning

Goal: Secure and prepare physical locations for operations, equipment, and staff.

- Action Plan:
 - Site Selection -- Choose locations for administration offices, maintenance yards, workshops, and storage.
 - Space Design -Allocate areas for offices, meeting rooms, vehicle bays, and materials storage.
 - Permitting & Compliance - Ensure facilities meet zoning, environmental, and ADA requirements.
 - Construction/Renovation Contracts - Bid, award, and oversee build-out or upgrades.
 - Security & Access Systems - Install perimeter fencing, lighting, CCTV, and controlled entry.
 - Deliverable: Operational facilities ready for staff and equipment deployment.

3. Equipment Procurement

Goal: Acquire and deploy all vehicles, tools, and technology required for initial operations.

- Action Plan:
 - Equipment Inventory List- Define needs for each division (dump trucks, backhoes, street sweepers, water jetting trucks, mowers, etc.).
 - Specifications & Standards - Standardize makes/models for easier maintenance and parts ordering.

PW Gap Analysis

- Procurement Process -- Issue RFPs or use cooperative purchasing agreements to save time and cost.
- Delivery & Inspection -Verify compliance with specs before acceptance.
- Asset Registration & Insurance - Add to fleet registry and insure prior to use.
- Deliverable: Fully equipped operational fleet and tool inventory.

4. Policy & Procedure Development

Goal: Establish standardized methods for safety, quality control, and service delivery.

- Action Plan:
 - Draft Standard Operating Procedures (SOPs) - Cover work orders, inspections, maintenance schedules, and reporting.
 - Safety Protocols - Include OSHA requirements, PPE use, confined space entry, and hazard communication.
 - Emergency Response Plans -- For severe weather, infrastructure failure, or environmental incidents.
 - Quality Control Measures -- Service checklists, inspections, and documentation standards.
 - Staff Training Rollout - Deliver initial and refresher courses for all personnel.
 - Deliverable: Official PWD Policy & Procedure Manual adopted by leadership.

5. Public Communication Channels

Goal: Provide a clear way for the public to submit service requests, receive updates, and track progress.

- Action Plan:
 - Website Development- Include online request forms, project updates, service schedules, and emergency notices.
 - 311/Call Center Setup- Implement a centralized phone/email/text reporting system.
 - Service Tracking Portal-Allow residents to track status of reported issues.
 - Social Media Launch -- Regular updates on projects, road closures, and community alerts.
 - Public Awareness Campaign - Flyers, newsletters, and public meetings to introduce the new department.
 - Deliverable: Fully functional and accessible public service communication system.

PW Gap Analysis

Phase 3- Initial Service Rollout (2027)

1. Pilot Programs

Goal: Launch the most critical services first to test workflows, equipment, and staffing before full-scale deployment.

- Action Plan:
 - Identify Priority Services - Select based on public need and infrastructure urgency (e.g., road patching, water line maintenance, trash pickup).
 - Define Service Areas - Begin with high-visibility or high-complaint zones to demonstrate impact.
 - Set Performance Targets -- Time-to-completion, quality standards, and response times.
 - Track & Report -- Use field logs, work order software, and public dashboards for transparency.
 - Evaluate & Adjust- Review results monthly, fix inefficiencies, and scale to more areas.
 - Deliverable: Operational report on pilot results with recommendations for citywide expansion.

2. Workforce Expansion

Goal: Build up crews, support staff, and technical teams to meet service demand.

- Action Plan:
 - Staffing Needs Analysis - Use pilot program data to refine required headcount by division.
 - Hiring Waves- Recruit in phases to avoid overwhelming HR and training resources.
 - Apprenticeship & Internship Programs - Partner with local trade schools and community colleges.
 - Retention Incentives - Competitive wages, certifications, and career advancement pathways.
 - Onboarding Schedule - Cohort-based orientation to train groups together for consistency.
 - Deliverable: Fully staffed crews aligned with operational needs and service area growth.

3. Training

Goal: Ensure all staff have the technical, safety, and customer service skills needed for efficient and compliant work.

- Action Plan:
 - Training Curriculum - Cover equipment operation, safety protocols, regulatory compliance, and service quality.
 - On-the-Job Coaching- Pair new hires with experienced staff for skill transfer.

PW Gap Analysis

- Vendor Training- Require equipment suppliers to provide operation and maintenance instruction.
- Annual Safety Certifications -- Maintain OSHA and state-specific credentials.
- Performance Evaluation - Assess staff competency before independent assignments.
- Deliverable: Fully certified workforce with documented training records.

4. Performance Metrics

Goal: Track service delivery effectiveness, efficiency, and community satisfaction.

- Action Plan:
 - Define KPI's - Examples: pothole repair turnaround time, number of work orders closed per week, missed pickups per 1,000 residents.
 - Data Collection Systems -- Field tablets, GPS tracking on fleet, digital work order systems.
 - Monthly Dashboards - Present to department leadership and city council.
 - Public Scorecards -- Share progress on the website and in newsletters.
 - Continuous Feedback Loops -Adjust staffing, processes, or resources based on data.
 - Deliverable: Quarterly performance report comparing actual results to targets.

5. Community Engagement

Goal: Build trust, gather feedback, and encourage public participation in maintaining infrastructure.

- Action Plan:
 - Town Hall Meetings -- Present pilot results and upcoming service plans.
 - Neighborhood Liaison Program - Assign staff as direct contacts for specific communities.
 - Feedback Channels -- Online surveys, social media polls, and service request follow-up calls.
 - Educational Campaigns - Teach residents how to report issues, reduce stormwater runoff, or prevent blockages.
 - Volunteer Opportunities - Community cleanups, tree planting, and adopt-a-road programs.
 - Deliverable: Annual "State of Public Works" public meeting with report distribution.

PW Gap Analysis

Phase 4- Full Operational Capacity (2028-2032)

1. All Divisions Active

Goal: Have every planned service division running at citywide capacity.

- Action Plan:
 - Division Readiness Review- Confirm staffing, equipment, and SOPs are in place for Roads, Water/Sewer, Stormwater, Solid Waste, Parks, Facilities, and Fleet.
 - Final Service Rollout - Expand services from pilot areas to all neighborhoods, rural routes, and industrial districts.
 - Coordination Meetings - Weekly inter-division planning to align schedules (e.g., water main replacement before road resurfacing).
 - Integrated Dispatch - Centralized service request routing for efficiency.
 - Deliverable: Department-wide operational report confirming all divisions are active and meeting service demand.

2. Preventative Maintenance Program

Goal: Shift from reactive repairs to proactive maintenance, reducing long-term costs and service disruptions.

- Action Plan:
 - Asset Inventory & Condition Assessment- Record age, condition, and maintenance history for all infrastructure and equipment.
 - Maintenance Scheduling Software - Use CMMS (Computerized Maintenance Management System) for tracking cycles.
 - Routine Inspection Routes -- Standardized checklists for roads, storm drains, pump stations, parks, and facilities.
 - Lifecycle Replacement Plans - Budget and schedule replacements before failure.
 - Deliverable: Citywide preventive maintenance calendar with monthly compliance tracking.

3. Capital Improvement Program (CIP)

Goal: Plan and execute large-scale infrastructure upgrades to meet future demand.

- Action Plan:
 - Project Prioritization -- Rank projects based on safety, regulatory compliance, and community benefit.
 - Multi-Year Budgeting- Secure funding via municipal bonds, grants, or dedicated infrastructure funds.
 - Engineering & Design Contracts - Procure external expertise for complex projects.
 - Public Notification Process - Communicate schedules, closures, and project benefits.
 - Deliverable: Adopted 5-10 Year CIP document with annual review updates.

PW Gap Analysis

4. Interdepartmental Coordination

Goal: Improve efficiency and avoid conflicts through collaboration with other city departments.

- Action Plan:
 - Shared Planning Meetings - Coordinate with Planning, Utilities, Police/Fire, and Environmental departments.
 - Joint Project Scheduling- Combine roadwork, underground utility work, and facility upgrades into single projects.
 - Resource Sharing-Share specialized equipment and skilled labor for major projects.
 - Emergency Response Integration - Ensure public works crews are part of disaster response planning.
 - Deliverable: Annual "Citywide Infrastructure Coordination Plan" approved by all departments.

5. Technology Integration

Goal: Use modern tools to improve decision-making, efficiency, and quality of service.

- Action Plan:
 - GIS Mapping- Maintain real-time maps of utilities, road conditions, and work orders.
 - Predictive Analytics - Use historical data to forecast infrastructure failures.
 - Mobile Workforce Tools - Equip crews with tablets for real-time updates, GPS routing, and asset tagging.
 - Public Dashboards - Display live service updates and performance metrics online.
 - Deliverable: Fully integrated digital infrastructure management system operational across all divisions.

PW Gap Analysis

Phase 5- Continuous Improvement & Growth (2032-2035+)

1. Annual Performance Reviews

Goal: Regularly evaluate performance, efficiency, and public satisfaction to guide improvements.

- Action Plan:
 - Department KPI Review -Assess service delivery metrics (response times, cost efficiency, project completion rates).
 - Public Satisfaction Surveys -Gather resident input via online forms, town halls, and mailed questionnaires.
 - Budget vs. Output Analysis -Compare operational spending to measurable service outcomes.
 - Staff Performance Audits -- Review crew productivity, training compliance, and safety records.
 - Deliverable: Annual "Public Works Performance Report" with recommendations for improvement.

2. Innovation & Sustainability

Goal: Incorporate modern technologies and environmentally responsible practices to reduce costs and environmental impact.

- Action Plan:
 - Green Infrastructure Projects - Install rain gardens, permeable pavements, and bioswales to manage stormwater.
 - Fleet Modernization - Transition to electric or hybrid vehicles and equipment.
 - Energy Efficiency Upgrades - Retrofit facilities with LED lighting, solar panels, and smart HVAC systems.
 - Pilot New Technologies - Test sensor-based monitoring, automated equipment, or AI-driven maintenance scheduling.
 - Deliverable: Annual sustainability scorecard with measurable reductions in carbon footprint, fuel use, and waste.

3. Grant & Partnership Development

Goal: Secure external funding and build partnerships to expand capacity and capabilities.

- Action Plan:
 - Dedicated Grant Team - Assign staff or hire consultants to identify and pursue funding opportunities.
 - Federal/State Infrastructure Programs - Apply for competitive grants (e.g., DOT, EPA, FEMA funding).
 - Private Sector Partnerships - Collaborate with local businesses for sponsorships or equipment sharing.
 - University & Research Collaboration - Partner with academic institutions for pilot projects and innovation studies.

PW Gap Analysis

- Deliverable: Annual funding portfolio showing all external resources acquired and partnerships established.

4. Succession Planning

Goal: Ensure leadership continuity and retain institutional knowledge as staff retire or move on.

- Action Plan:
 - Leadership Development Program -- Train mid-level managers for senior roles.
 - Cross-Training- Ensure staff can perform multiple roles to maintain service continuity.
 - Knowledge Management System - Document SOPs, lessons learned, and project histories.
 - Mentorship Programs -- Pair senior staff with new hires for skills transfer.
 - Deliverable: Active succession pipeline with at least 2 trained candidates for each critical leadership role.

5. Public Trust Building

Goal: Maintain transparency and strong community relationships to ensure ongoing support.

- Action Plan:
 - Annual State of Public Works Report- Share progress, challenges, and upcoming projects with the community.
 - Citizen Advisory Board - Engage residents in project prioritization and policy feedback.
 - Open Data Access -- Provide public access to service performance metrics.
 - Community Volunteer Days - Host park cleanups, recycling drives, and infrastructure tours.
 - Deliverable: Documented increase in public approval ratings and participation in community programs.

Public Works- Gap Analysis

Phase 1- Assessment & Planning

Public Works Service Scope Report

Prepared for: PWLUD Committee

Prepared by: Town Manager

Date: December 2025

1. Introduction

The purpose of this report is to define the scope of services to be provided by the Town of Townsend Public Works (PW) Department and to identify gaps, priorities, and future needs. As Townsend continues to grow in population, infrastructure, and development activity, establishing a structured, well-defined Public Works program is essential to ensuring efficient operations, proper maintenance, and consistent service delivery. This report outlines the current PW responsibilities, identifies service gaps, analyzes future demand, and recommends priority services for implementation.

2. Current Public Works Services

Roads & Transportation

Town-Dedicated Roads

- Minor pavement repairs including pothole patching, crack sealing, and surface maintenance.
- Limited snow and ice management, including:
 - Minimal plowing of Town-maintained roads.
 - Full responsibility for all salt spreading operations.
- Operation capability for the Town's street sweeper (equipment currently not in circulation).
- Minor repair and replacement of regulatory and warning road signs on Town-dedicated roads.

State-Maintained Roads

- DelDOT maintains all state-owned roads, including major repairs, resurfacing, and signage.

Parks & Public Spaces

Parks Maintenance

- PW provides all landscaping services for the Town's public parks:
 - Mowing
 - Weed eating
 - Edging
 - Seasonal pruning and trimming
 - Mulching and planting
- PW is responsible for all trash removal at both public parks, including bin emptying and litter cleanup.

Seasonal & Routine Duties

- Leaf removal, storm debris cleanup, preparation for community events, and general upkeep of public green spaces.

Stormwater Management

- Basic monitoring of street drainage areas within Town-maintained areas.
- Coordination with engineering consultants for stormwater inspections and improvement planning.
- Reactive response to drainage issues (blockages, standing water), but no formal preventive maintenance program in place.

Facilities & Town Assets

- Minor maintenance of Town properties including basic repairs, cleaning, and upkeep.
- Support for setup and breakdown of Town events and community programs.
- Limited inventory of PW tools and equipment; no centralized storage facility until completion of the Wiggins Mill Road Public Works Facility.

Snow & Ice Response

- Minimal plowing capability with available equipment.
- Full responsibility for salt spreading on Town-maintained roads.
- Coordination with contractors for heavier plow operations or large-scale storm events.

3. Gap Analysis

Identified Gaps in Current Services

- Roads: Lack of in-house capacity for larger patching, curb repairs, and detailed roadway assessments.
- Stormwater: No routine inspection schedule, preventive ditch cleaning program, or certified stormwater personnel. All extensive work would be handled by the Town's Engineering partners along with contractors.
- Snow & Ice: Limited plowing equipment resulting in slower response times during major weather events as well as leaning on contractors for support of service.
- Parks: Ability to maintain parks is solid but constrained during peak seasons due to staffing and equipment limits.
- Facilities & Fleet: No dedicated PW facility for work areas with limited garage equipment storage. Supply management is virtually non-existent with space being the primary concern.
- Public Communications: No resident service-request portal specific to Public Works. Vialytics is currently used for a task management software that is utilized inhouse.
- Emergency Response: Limited staffing to support emergency responses. No relationship with other local emergency response teams (fire department) along with limited communication with police department.

4. Demand Forecasting: 5–10 Year Outlook

Population Growth

Continued residential development and potential annexation areas will increase:

- Road maintenance workload including maintenance and snow.
- Improved snow removal and pedestrian accessibility expectations.
- Stormwater system stress and required upkeep.
- Park usage, requiring more frequent landscaping and trash service.

Infrastructure Expansion

Planned additions such as:

- The new Public Works Facility at Wiggins Mill Road.
- Future trails, parks, and open space.
- Expanded street network through subdivision approvals.

These additions will require more staff, equipment, and operational capacity.

5. Input Summary

Town Council

- Strong desire to improve service responsiveness.
- Support for transitioning core maintenance services in-house where cost-effective.

Community Members

- Frequent concerns about drainage, potholes, and park cleanliness.
- General support for a more visible PW presence.
- Concerns of town “Beautification” are a common request for improvements

6. Recommended Service Priorities

Priority 1: Develop Facilities & Fleet Management Capacity

- Equip the new PW facility with proper storage, workstations, and inventory systems.
- Begin planning for a small PW fleet (pickup trucks, utility vehicles, plows, mower system upgrades).

Priority 2: Enhance Road Maintenance Operations

- Develop a structured pavement maintenance program.
- Increase in-house capabilities for patching and small road repairs.
- Implement a signage inspection and replacement schedule.

Priority 3: Improve Snow & Ice Management

- Gradually acquire additional plows and spreaders.
- Formalize snow response routes and service-level expectations.

Priority 4: Strengthen Park Maintenance

- Increase equipment for landscaping efficiency.
- Implement checklists for trash removal and safety inspections.

Priority 5: Establish a Stormwater Preventive Maintenance Program

- Routine inspection of ditches, inlets, and culverts.

- Seasonal cleaning schedule.
- Staff training for stormwater compliance and best practices.

Priority 6: Create a Public Works Communication System

- Online resident request portal for potholes, drainage issues, and park concerns.
- Routine public updates on service activities.

7. Conclusion

The Town of Townsend is entering a phase of growth that requires a more structured and proactive Public Works Department. While current PW staff provide essential services, especially in roads, parks, and snow operations, Town needs are outpacing existing capacity. Quickly the Town will experience a boom of growth. PW needs to be prepared and equipped to sustain the new growth.

Establishing a robust PW structure with defined service levels, updated equipment, and clear operational priorities will ensure safe, reliable, and responsive service delivery to residents for years to come.

This Service Scope Report provides the foundation for:

- Staffing expansion
- Equipment procurement planning
- Operational planning
- Budgeting
- Policy development

Exhibit "A" Staffing Plan

1. Staffing Plan Overview

As the Town grows, the Public Works (PW) Department must expand its staffing capacity to provide effective services in roads maintenance, parks maintenance, stormwater management, snow and ice operations, and emergency response.

The following staffing plan identifies recommended core positions for the next 5–10 years, organized into two tiers:

Tier 1 – Immediate Staffing Needs (Years 1–3)

These positions are essential for establishing a fully functioning PW Department and supporting current service demands.

1. Public Works Director (or Supervisor)
2. Public Works Technician I (Generalist)
3. Public Works Technician II (Skilled Operator)

Tier 2 – Expansion Staffing (Years 4–10)

Positions added as the Town grows, infrastructure expands, and service-level expectations increase.

4. Public Works Crew Leader
5. Public Works Technician III (Stormwater / Infrastructure Specialist)
6. Seasonal Maintenance Workers (2–4 as needed)

2. Staffing Justification

Why 3 staff initially?

- Minimum staffing to handle daily operations without burnout.
- Ensures two staff available on-site even if one is out.
- Supports snow operations that require multiple drivers.
- Park Maintenance (seasonal mowing) would not take up days of all staff, limiting the ability to do other items in peak season.

Why grow to 4–5 staff in years 4–6?

- Increased development adds more lane miles and storm drains.
 - As the Town roads age, more repairs will be needed.
- Park maintenance demands grow annually.
- Enables specialty functions (stormwater, heavy equipment operations).

Why 6–7 staff in the long term?

- Necessary to transition from reactive to proactive asset management.
 - Will allow PW department to be more cost effective and save the Town funding while being more proactive facing to the public.
- Supports an expanded fleet and equipment acquisition plan.
- Implements professional-grade stormwater monitoring and repair.

Potential Certification Requirements:

Certification	Required	Timeline	Applies To
CDL-B	Preferred → Required	Within 12 months	Technicians I & II
DeIDOT Snow & Ice	Required	Within 6 months	All field staff
First Aid/CPR	Required	Within 6 months	All staff
DNREC Stormwater	Preferred	Years 2–3	Supervisor, Tech II
CPSI Playground Safety	Preferred	Years 2–4	Supervisor or specialist
Confined Space Entry	Required	Within 12 months	All staff
OSHA 10	Required	Within 3 months	All staff
OSHA 30	Preferred	Year 1	Supervisor
Certification	Required	Timeline	Applies To

Exhibit "B"
5-10 Year Equipment Acquisition Plan

1. Introduction

As the Town's Public Works (PW) Department grows, its equipment needs will expand to support road maintenance, park maintenance, stormwater servicing, and snow operations. This plan outlines recommended acquisitions over a 10-year horizon with estimated costs for budgeting and capital planning purposes.

2. Equipment Planning Assumptions

- The Town will maintain responsibility for town-dedicated roads, parks, and stormwater features.
- Equipment will be housed at the planned Wiggins Mill Road PW Facility.
- Costs reflect municipal-grade tools and equipment.
- Inflation of **5-7%** annually should be anticipated for long-term budgeting.

3. Equipment Acquisition Overview

Summary by Category

Category	Years 1–3	Years 4–6	Years 7–10
Road Maintenance	Core road repair tools, pickup truck, asphalt patcher	Small dump truck, skid steer attachments	Larger dump truck, small roller
Snow & Ice	Second Salt spreader, plow assembly	Additional plow, brine system	Replacement cycle
Stormwater	Utility trailer, ditching tools	Mini excavator	Vacuum trailer (if feasible)
Parks	Stand-on mower, trimming tools	Utility vehicle (UTV)	Second mower or replacement
Facilities & Fleet	Storage racks, toolkits	Generator, pressure washer	Lift/hoist, welding station

4. Detailed Equipment Plan With Estimated Costs

Years 1–3 (Immediate Needs)

Goal: Equip the department to perform core PW services using a basic fleet and tools.

Roads & Transportation

- ¾-Ton Pickup Truck (PW primary vehicle) – \$65,000
- Cold Patch Asphalt Heater / Patcher Unit – \$15,000

- Road Sign Installation Tool Kit & Inventory Startup – \$5,000
- Hand Tools (rakes, shovels, tampers, saws) – \$8,000

Snow & Ice Management

- Salt Spreader (tailgate/insert model) – \$6,500
- 8–9 ft Plow Attachment – \$9,000
- Snow/Ice Materials Storage Bins – \$4,000
- Snow Blower/ shovels etc.- \$2,000

Stormwater Management

- Utility Trailer (6x12 or 6x14) – \$4,500
- Ditch/Drainage Tool Set (hand tools & pumps) – \$3,000

Parks & Public Spaces

- Stand-On Commercial Mower OR riding mower – \$12,000
- String Trimmers, Edgers, Blowers (full set) – \$3,500
- Chainsaws & Pruning Equipment – \$2,500

Facilities & Operational

- Storage Racks & Workshop Benches – \$8,000
- Safety Equipment (PPE, signs, cones) – \$4,000
- Initial Inventory of PW Supplies – \$30,000

Total Estimated Cost (Years 1–3): ~\$182,000

Years 4–6 (Growth Phase)

Goal: Increase operational capacity, support expanded stormwater and road responsibilities.

Roads & Transportation

- Small Dump Truck (5–7 ton) – \$120,000 – \$150,000
- Skid Steer Loader – \$65,000
- Skid Steer Attachments (cold planer, bucket, sweeper) – \$25,000–\$30,000
- Portable Traffic Message/Arrow Board – \$18,000

Snow & Ice Management

- Second Plow Attachment (for additional vehicle or skid steer) – \$9,000
- Liquid Brine System (tank + sprayer) – \$20,000

Stormwater

- Mini Excavator (8–10k lb class) – \$70,000–\$85,000
- Trailer for Mini Excavator – \$10,000

Parks & Public Spaces

- Utility Terrain Vehicle (UTV) with dump bed – \$16,000–\$20,000
- Additional mower or upgraded deck – \$12,000–\$14,000

Facilities & Operations

- Industrial Pressure Washer – \$2,400
- Backup Generator for PW Facility – \$15,000

Total Estimated Cost (Years 4–6): ~\$397,000 – \$433,000

Years 7–10 (Expansion & Replacement Cycle)

Goal: Renew equipment, expand fleet as Town grows, and add specialized infrastructure tools.

Roads & Transportation

- Medium Dump Truck (10–12 ton) – \$160,000 – \$200,000
- Small Road Roller / Compactor – \$30,000

- Flatbed Trailer for Equipment Transport – \$12,000

Snow & Ice Management

- Replacement Plow and Spreader Cycle – \$18,000–\$25,000
- Enclosed Salt/Brine Storage Structure – \$35,000–\$45,000

Stormwater

- Vacuum Trailer (ditch/culvert cleaning) – \$65,000 – \$90,000
Optional but highly effective for stormwater program expansion.

Parks

- Second UTV or Utility Cart – \$12,000–\$20,000
- Replacement Stand-On Mower – \$12,000–\$15,000

Facilities & Operations

- Maintenance Lift/Hoist – \$10,000
- Welding / Small Fabrication Station – \$8,000

Total Estimated Cost (Years 7–10): ~\$362,000 – \$443,000

5. Total 10-Year Estimated Cost Summary

Period	Estimated Total
Years 1–3	~\$182,000
Years 4–6	~\$397,000 – \$433,000
Years 7–10	~\$362,000 – \$443,000
Total (10 Years)	~\$927,500 – \$1,044,500

6. Funding Recommendations

To support the acquisition plan, the Town may consider:

- Annual PW Capital Reserve Fund (recommended \$100,000–\$150,000 per year)
- DeIDOT Municipal Street Aid Funds (for road equipment)
- DNREC & MS4 grants (for stormwater-related equipment)
- Shared purchasing or lease-to-own agreements for specialized equipment

7. Conclusion

This 5–10 Year Equipment Acquisition Plan provides a sustainable roadmap for building a fully functional Public Works Department capable of supporting the Town's infrastructure, enhancing service responsiveness, and reducing reliance on external contractors.

The recommended approach builds capacity incrementally, prioritizing core service capabilities in the early years and transitioning to more advanced equipment as the Town and PW responsibilities expand.

Exhibit "C"
Equipment Replacement & Depreciation Schedule

1. Equipment Replacement Life Cycles

Equipment / Asset	Estimated Cost	Useful Life	Planned Replacement Year	Notes
1-Ton Dump Truck w/ Plow & Spreader	\$120,000	10 years	Year 10	Core winter ops asset
Skid Steer Loader	\$75,000	12 years	Year 12	High utilization machine
Skid Steer Attachments (bucket, forks, broom)	\$20,000	10 years	Year 10	Replace as needed
Compact Utility Tractor	\$65,000	10 years	Year 10	Parks & ROW maintenance
Zero-Turn Mowers (2 units)	\$20,000 each	5 years	Year 5	High wear assets
Leaf Vacuum Trailer Unit	\$18,000	10 years	Year 10	Low-moderate annual wear
Enclosed Tool Trailer	\$10,000	12 years	Year 12	Minimal wear
Salt Brine Maker & Tanks	\$30,000	12 years	Year 12	Corrosion monitoring needed
Sign-Making/Repair Equipment	\$7,500	10 years	Year 10	Low wear
Street Sweeper (future)	\$250,000	15 years	Year 15	High capital cost
Utility Pickup Truck	\$55,000	8 years	Year 8	For Supervisor or Crew use
Handheld Equipment (trimmers, blowers, chainsaws)	\$10,000	5 years	Every 5 years	Consumable assets
Snow Plows/Shovels/Small Spreaders	\$5,000	5 years	Every 5 years	Corrosive environment
Safety Equipment (PPE, cones, signs)	\$3,500	5 years	Every 5 years	OSHA refresh cycle

2. Depreciation Table

Equipment	Cost	Useful Life	Annual Depreciation	Salvage (Est.)	Notes
Dump Truck w/ Plow	\$120,000	10 yrs	\$12,000/yr	\$10,000	Typical residual value
Skid Steer	\$75,000	12 yrs	\$6,250/yr	\$5,000	
Skid Steer Attachments	\$20,000	10 yrs	\$2,000/yr	\$2,000	
Utility Tractor	\$65,000	10 yrs	\$6,500/yr	\$5,000	
Zero-Turn Mowers (each)	\$20,000	5 yrs	\$4,000/yr	\$1,000	Rapid wear
Leaf Vacuum	\$18,000	10 yrs	\$1,800/yr	\$1,500	
Tool Trailer	\$10,000	12 yrs	\$833/yr	\$2,000	
Brine Maker	\$30,000	12 yrs	\$2,500/yr	\$3,000	
Sign Shop Equipment	\$7,500	10 yrs	\$750/yr	\$500	
Street Sweeper	\$250,000	15 yrs	\$16,667/yr	\$20,000	
Utility Pickup Truck	\$55,000	8 yrs	\$6,875/yr	\$5,000	
Handheld Equipment	\$10,000	5 yrs	\$2,000/yr	\$500	
Snow Equipment	\$5,000	5 yrs	\$1,000/yr	\$0	
Safety/PPE Equipment	\$3,500	5 yrs	\$700/yr	\$0	

3. Summary: Replacement Budget Forecast

Year	Planned Replacement(s)	Estimated Total
Year 1–2	Initial equipment acquisition	<i>Included in main plan</i>
Year 5	Mowers, handheld tools, snow tools, PPE	\$40,000
Year 8	Utility pickup truck	\$55,000
Year 10	Dump truck, skid steer attachments, tractor, leaf vacuum, sign shop	\$242,500
Year 12	Skid steer, brine system, tool trailer	\$115,000
Year 15	Street sweeper	\$250,000

(These numbers can be smoothed into a capital reserve plan.)

4. Optional: Capital Reserve Recommendation

To avoid budget shocks, the Town should establish a **Public Works Capital Equipment Reserve**.

Suggested annual reserve contribution: **≈ \$40,000–\$60,000 per year**

This allows consistent funding toward future replacements.

Public Works- Gap Analysis

Phase 1- Assessment & Planning

Public Works Department Regulatory Compliance Framework

Prepared for: PWLUD Committee

Prepared by: Town Manager

Date: December 2025

1. Purpose & Overview

The purpose of this Regulatory Compliance Framework is to identify, document, and organize all legal, safety, and environmental requirements that govern the Town of Townsend's Public Works (PW) operations. This framework establishes how the department will ensure ongoing compliance with federal, state, and municipal regulations related to infrastructure maintenance, water quality, waste handling, occupational safety, and public welfare.

This framework supports the overarching GAP Analysis goal: **Understand every legal, safety, and environmental requirement affecting the Public Works Department.**

2. Regulatory Landscape: Federal, State & Local Requirements

Public Works operations intersect with several regulatory bodies. Below is a summary of primary compliance areas relevant to Townsend.

2.1 Federal Regulations

Environmental Protection Agency (EPA)

- Clean Water Act (CWA) stormwater discharge, illicit discharge prohibitions
- National Pollutant Discharge Elimination System (NPDES)
- Resource Conservation and Recovery Act (RCRA) hazardous waste handling
- Safe Drinking Water Act (if applicable to any Town-managed infrastructure)

Occupational Safety & Health Administration (OSHA)

- Hazard Communication Standard (HAZCOM)
- Confined Space Entry standards
- Lockout/Tagout procedures
- Personal Protective Equipment (PPE) standards
- Equipment operation and heavy machinery safety standards

2.2 State Regulations (Delaware)

DeIDOT

- Work zone traffic safety standards
- Snow & ice operations certification
- Road construction/repair specifications
- Signage and MUTCD compliance for traffic control

DNREC

- Sediment and Stormwater Management Regulations
- Stormwater facility inspection and maintenance requirements
- Waste and recycling handling
- Air quality/dust control during construction
- Spill prevention and cleanup procedures

Delaware State Fire Marshal's Office

- Fire code for PW facility storage and fuel handling
- Emergency response access and hydrant clearance rules

2.3 Local / Municipal Regulations

Town of Townsend Municipal Code

- Property maintenance standards
- Rights-of-way maintenance
- Local stormwater infrastructure responsibilities
- Park and facility safety standards
- Noise, debris, and nuisance regulations
- Procurement, contracting, and reporting obligations
- Local permits for road closures or events

3. Legal Counsel Review & Risk Assessment

Town legal counsel should review:

- Areas where compliance risk is highest (stormwater, equipment operations, hazardous materials).
- Required permits for construction, road work, stormwater discharge, and facility operations.
- Town exposure regarding contractor oversight.
- Necessary updates to Town Code or departmental SOPs.
- Regulatory gaps identified in the GAP analysis.

4. Regulatory Compliance Matrix

A matrix provides a clear reference for ongoing compliance requirements. The table below summarizes core categories; a full version can be expanded into an Appendix if desired.

Compliance Matrix (Summary)

Regulation / Requirement	Governing Body	PW Responsibility	Responsible Staff	Reporting / Documentation
CWA / Stormwater (Illicit Discharge, MS4-lite obligations)	EPA / DNREC	Inspect outfalls, maintain stormwater facilities	Supervisor / Stormwater Specialist	Annual log; incident reports
Sediment & Erosion Control	DNREC	Compliance during PW construction activities	Supervisor W/support of Town Engineer	Project-by-project documentation
Hazardous Waste Handling	EPA / DNREC	Proper storage, transport, disposal	Supervisor / Tech II	Annual waste manifest

Regulation / Requirement	Governing Body	PW Responsibility	Responsible Staff	Reporting / Documentation
Work Zone Safety	OSHA / DeIDOT	Traffic control compliant with MUTCD	Supervisor / Techs	Training logs; site checklists
Signage Standards	DeIDOT	Install/maintain signs to state specs	PW Technician I	As needed; annual audit
Snow & Ice Certification	DeIDOT	Maintain certified operators	Supervisor / Techs	Every 3 years
Equipment Safety	OSHA	Machinery operation, PPE, lockout/tagout	All PW staff	Safety training records
Park Maintenance & Playground Safety	Town Code / Certified Playground Safety Inspector (CPSI)	Routine inspections and repairs	Tech I / Facilities Specialist	Monthly inspection logs
PW Facility Hazard Communication	OSHA	Chemical inventory, SDS books	Supervisor	Annual review
Fuel Storage Compliance	State Fire Marshal	Handling, containment, emergency procedures	Supervisor	Annual facility inspection

5. Compliance Timeline & Reporting Calendar

The following lists all deadlines, renewals, and inspection cycles necessary for full compliance.

5.1 Daily, Weekly, and Monthly Requirements

Daily

- Equipment safety checks
- Hazard identification & correction
- Park trash removal and safety checks

Weekly

- Stormwater inlet inspections during heavy rain periods
- Facility chemical storage review
- Vehicle and equipment fleet check

Monthly

- Playground safety inspections
- PW facility inspection (fire extinguishers, eyewash, SDS)
- Signage check on Town-dedicated roads

5.2 Annual Requirements

Deadline	Requirement	Governing Body
January	Update hazard communication logs	OSHA
March	Submit stormwater maintenance records	DNREC
April	Update heavy equipment operator training logs	OSHA
July	Inspect and document all stormwater facilities	DNREC
September	Annual sign inventory audit	DeIDOT / Town
October	PW facility fire code inspection	Fire Marshal
December	Year-end infrastructure report to Town Council	Town

5.3 Permit & Certification Renewal Timeline

Renewal Cycle	Permit / Certification	Responsible Staff
Annual	Waste handling and disposal certification	Supervisor
Every 3 years	DeIDOT snow & ice certification	Supervisor + Technicians
Every 3 years	Playground Safety (CPSI)	Supervisor / Facilities Specialist
Every 5 years	Confined Space & Lockout/Tagout refresher	PW Staff
Variable	Stormwater construction permits	Supervisor (per project)

6. Recommendations for Implementation

1. Centralize all compliance documents in a shared file system at the PW facility and in digital format.
2. Assign specific compliance responsibilities to staff and include in job descriptions.
3. Provide training early for stormwater, OSHA, Deldot, and hazard communication.
4. Use compliance software or a digital calendar to manage deadlines.
5. Annually review this framework against updated regulations and Town growth.

8. Conclusion

The Regulatory Compliance Framework ensures that the Town of Townsend Public Works Department operates safely, legally, and efficiently. By establishing clear responsibilities, tracking regulatory requirements, and creating a defined timeline for compliance tasks, the Town reduces risk, improves operational reliability, and supports long-term sustainable infrastructure management.

Public Works- Gap Analysis

Phase 1- Assessment & Planning

Public Works Department Organizational Structure & Staffing Plan

Prepared for: PWLUD Committee

Prepared by: Town Manager

Date: December 2025

1. Purpose & Goal

Goal: Create a functional Public Works organizational structure with clear responsibilities, accountability, and scalable staffing aligned with service rollouts and community growth.

This Organizational Structure & Staffing Plan establishes divisions, reporting relationships, job roles, and a phased hiring strategy to support efficient delivery of Public Works services while maintaining regulatory compliance, safety, and fiscal responsibility.

2. Public Works Divisions

The Public Works Department is organized into the following functional divisions. While staff may perform cross-functional duties, each division has clearly defined responsibilities.

2.1 Roads & Streets

- Maintenance of Town-dedicated roads
- Minor pothole and pavement crack repairs
- Snow and ice management (plowing as needed; full salting operations)
- Installation and minor repair of road signage on Town roads
- Coordination with DelDOT on State-maintained roads

2.2 Water / Sewer (Oversight Role)

- Coordination with utility providers
- Support for emergency repairs affecting Town rights-of-way
- Infrastructure inspections related to development and annexation
- Asset inventory support (where applicable)

2.3 Stormwater

- Inspection and maintenance of stormwater facilities
- Inlet, pipe, and outfall maintenance
- Illicit discharge identification and response
- Compliance with DNREC and EPA requirements

2.4 Solid Waste & Recycling (Support Role)

- Oversight of contracted waste and recycling services
- Public space trash removal (parks)

- Response to illegal dumping within Town limits

2.5 Facilities

- Maintenance of Town-owned buildings and grounds
- Minor building repairs
- Safety inspections and compliance checks
- Support for special events and emergencies

2.6 Fleet & Equipment

- Preventive maintenance of PW vehicles and equipment
- Equipment inspections and logs
- Coordination with vendors for major repairs
- Fuel management and inventory

2.7 Parks & Public Spaces

- Landscaping at Town parks (mowing, weed eating, pruning)
- Playground inspections and minor repairs
- Trash removal at all public parks
- Seasonal maintenance and beautification

3. Organizational Structure & Reporting Lines

3.1 Organizational Chart (Text Description)

- Mayor & Town Council
 - Policy direction and budget approval
- Town Administrator
 - Executive oversight and interdepartmental coordination
- Public Works Supervisor
 - Department head
 - Oversees all PW divisions
 - Primary compliance and safety authority
- Public Works Technician II (Senior Technician)
 - Leads daily field operations
 - Acts as Supervisor designee when needed
- Public Works Technician I
 - Performs routine maintenance and operational tasks
- Seasonal / Part-Time Staff (as needed)
 - Supports peak workloads (parks, snow, projects)

This structure ensures a clear chain of command while maintaining operational flexibility.

4. Staffing Schedule & Hiring Phases

4.1 Phase 1 – Department Startup (Year 1)

- Hire Public Works Supervisor
- Hire Public Works Technician I
- Establish core operations and procedures

4.2 Phase 2 – Service Expansion (Years 2–3)

- Add Public Works Technician II

- Introduce seasonal staff for parks and snow operations
- Expand stormwater and facility maintenance

4.3 Phase 3 – Stabilization & Growth (Years 4–6)

- Add part-time or full-time technician as needed
- Increase specialization (stormwater, fleet)
- Align staffing with development-driven demand

4.4 Phase 4 – Long-Term Operations (Years 7–10)

- Adjust staffing to maintain service levels
- Prepare succession planning for key roles
- Integrate technology and efficiency improvements

5. Cross-Training & Operational Flexibility

- All PW staff receive cross-training across divisions
- Ensures coverage during emergencies or absences
- Reduces reliance on contractors
- Improves response times and service continuity

6. Succession Planning Framework

6.1 Purpose

The purpose of this Succession Plan is to ensure leadership continuity, operational stability, and institutional knowledge retention within the Public Works Department. Given the small size of the department and the critical nature of its services, proactive succession planning is essential to minimize disruption due to retirement, resignation, extended leave, or emergency absence.

6.2 Key Positions Covered

The following positions are identified as critical roles requiring formal succession planning:

- Public Works Supervisor
- Public Works Technician II (Senior Technician)

These roles carry supervisory authority, regulatory responsibility, and specialized operational knowledge.

6.3 Succession Plan – Public Works Supervisor

Role Importance: The Public Works Supervisor serves as department head, compliance authority, and primary liaison to the Town Administrator, Council, regulators, and contractors. Loss of this position without preparation would significantly impact operations.

Primary Successor (Internal):

- Public Works Technician II

Secondary Successor (Interim):

- Town Administrator (administrative oversight)
- Contracted consultant or retired PW professional (temporary)

Development Actions for Successor:

- Shadow Supervisor in budget preparation and Council reporting
- Participate in regulatory compliance reviews (DNREC, DeIDOT, OSHA)
- Receive leadership and supervisory training
- Assist with grant applications and contractor management

Readiness Timeline:

- Technician II should be capable of serving as Interim Supervisor within 12–18 months of hire

6.4 Succession Plan – Public Works Technician II (Senior Technician)

Role Importance: The Senior Technician is responsible for day-to-day field leadership, equipment operation, and staff training. This role is essential for maintaining service continuity.

Primary Successor (Internal):

- Public Works Technician I

Secondary Successor (Interim):

- Public Works Supervisor
- Qualified seasonal or contract operator (short-term)

Development Actions for Successor:

- Cross-training on heavy equipment and snow/ice operations
- Leadership development for crew supervision
- Certification in work zone safety and equipment operation
- Participation in project planning and scheduling

Readiness Timeline:

- Technician I should be capable of assuming Senior Technician duties within 18–24 months

6.5 Knowledge Transfer & Documentation

To support succession readiness, the following practices will be maintained:

- Written Standard Operating Procedures (SOPs)
- Centralized compliance calendar and permit tracking
- Equipment maintenance logs and asset inventories
- Vendor and contractor contact lists
- Emergency response procedures
- Documentation shall be reviewed and updated annually.

6.6 Emergency Interim Coverage Plan

In the event of an unexpected vacancy:

- Technician II assumes day-to-day operational control
- Town Administrator provides administrative and budget oversight
- Consultant or temporary supervisor retained if vacancy exceeds 90 days

This approach ensures uninterrupted service delivery.

6.7 Long-Term Workforce Planning

- Identify high-potential staff during annual performance reviews
- Encourage certification and cross-training
- Budget annually for leadership and technical training
- Plan retirements and transitions at least 24 months in advance where possible

7. Training & Professional Development Roadmap

7.1 Purpose

The Training & Professional Development Roadmap establishes a structured pathway for employee skill development, regulatory compliance, and leadership readiness within the Public Works Department. The roadmap supports succession planning, operational safety, and service quality by aligning training requirements with career progression.

7.2 Guiding Principles

- Training is tied directly to job responsibilities and risk exposure
- All staff receive baseline safety and compliance training
- Advanced training prepares staff for expanded responsibility and promotion
- Cross-training ensures operational resilience

7.3 Core Training – All Public Works Staff

Required Within First 6 Months of Employment

Training Area	Purpose	Frequency
OSHA Safety Orientation	General workplace safety	One-time + refreshers
PPE & Hazard Communication (HAZCOM)	Chemical and equipment safety	Annual
Traffic Control / Work Zone Safety	Roadside and street work	Every 3 years
Equipment Safety & Inspections	Prevent accidents and damage	Annual
Emergency Response Procedures	Incident readiness	Annual

7.4 Public Works Technician I – Development Path

Target Timeline: Entry through 18–24 months

Training Focus: Foundational skills, safety, and cross-functional exposure

Training / Certification	Timing
Basic Equipment Operation	First 6 months
Stormwater Awareness (DNREC)	Year 1
Playground Safety Basics	Year 1
Snow & Ice Operations (DeIDOT)	Prior to first winter
CDL (if required/desired)	Years 1–2
First Aid / CPR	Year 1

Outcome: Technician I is capable of independently performing routine tasks across divisions.

7.5 Public Works Technician II (Senior Technician) – Development Path

Target Timeline: 18–36 months total service

Training Focus: Leadership, advanced equipment, and regulatory responsibility

Training / Certification	Timing
Advanced Heavy Equipment Operation	Upon promotion
Confined Space Entry	Year 2
Lockout / Tagout	Year 2
Stormwater Inspection & Reporting	Year 2–3
Crew Leadership & Supervisory Skills	Year 2–3
DelDOT Snow & Ice Certification	As required

Outcome: Technician II is prepared to serve as field lead and interim supervisor.

7.6 Public Works Supervisor – Leadership Path

Target Timeline: 3–5 years of progressive experience

Training Focus: Management, compliance oversight, and strategic planning

Training / Certification	Timing
OSHA Supervisor Training	Upon appointment
Budget & Municipal Finance Training	Year 1
Regulatory Compliance Management	Ongoing
Grant Writing & Administration	Year 1–2
Incident Command System (ICS 100/200)	Year 1
Contract & Procurement Management	Year 1–2

Outcome: Supervisor is fully capable of managing staff, budgets, compliance, and Council reporting.

7.7 Cross-Training & Knowledge Sharing

- Annual rotation across divisions
- Joint training exercises (snow events, emergency response)
- Mentorship between Technician II and Technician I
- Documentation of procedures and lessons learned

7.8 Training Administration & Tracking

- Training records maintained by the Supervisor
- Certifications tracked in a centralized log
- Annual training plan approved during budget process
- Training costs incorporated into operating budget

7.9 Review & Updates

This roadmap shall be reviewed annually and updated to reflect regulatory changes, equipment additions, and service expansion.

8. Conclusion

This Organizational Structure & Staffing Plan provides a scalable, efficient framework for delivering Public Works services in the Town of Townsend. The phased staffing approach aligns personnel growth with service expansion and fiscal capacity, while clear divisions and job roles ensure accountability, safety, and regulatory compliance.

This plan should be reviewed every two years and updated to reflect changes in Town growth, service demands, and regulatory requirements.

Public Works- Gap Analysis

Phase 1- Assessment & Planning

Public Works Department 10- Year Financial Plan

Prepared for: PWLUD Committee

Prepared by: Town Manager

Date: December 2025

Purpose: Support the establishment and long-term sustainability of the Town's Public Works Department through realistic cost projections and diversified funding strategies.

1. Financial Planning Goal

Goal: Secure funding for both startup and sustained Public Works operations while minimizing fiscal impact and maximizing outside funding opportunities.

This plan identifies startup costs, projects operating expenses, outlines funding sources, and establishes a grant strategy to support long-term success.

2. Startup Costs (Years 0–2)

Startup costs include one-time or infrequent expenditures required to establish a fully functional Public Works Department.

2.1 Facility Costs

Item	Estimated Cost
PW Facility construction or renovation (Wiggins Mill Rd.)	\$75,000 - \$100,000
Site prep, utilities, paving	\$10,000
Fencing, lighting, security	\$30,000
Office furnishings & break area	\$10,000
Facility Subtotal	\$125K – \$150K

2.2 Equipment & Fleet (Initial Phase)

(Aligned with Equipment Acquisition Plan Years 1–3)

Category	Estimated Cost
Vehicles & Heavy Equipment	\$85,000
Snow & Ice Equipment	\$25,000
Parks Equipment	\$30,000
Tools, safety gear, shop setup	\$42,000
Equipment Subtotal	~\$182,000

2.3 Staffing & Hiring (Startup Phase)

Item	Estimated Cost
Recruitment & onboarding	\$5,000
Initial training & certifications	\$10,000
Year-1 salaries & benefits (3 FTE)	\$215,800
Staffing Subtotal	~\$230,800

2.4 IT & Systems

Item	Estimated Cost
Work order & asset management software	\$20,000
Computers, tablets, printers	\$18,000
GIS & stormwater mapping tools	\$15,000
Cybersecurity & data backup	\$7,000
IT Subtotal	~\$60,000

Total Estimated Startup Cost (Years 0–2):

≈ \$597,800 – \$622,800

3. Operating Budget Projections (Years 1–3)

Operating costs reflect routine annual expenditures and are broken out by division.

3.1 Year-1 Operating Budget (Baseline)

Division	Annual Cost
Personnel (3 FTE + benefits)	\$215,800
Roads & Transportation	\$65,000
Parks & Public Spaces	\$55,000
Stormwater & Drainage	\$40,000
Snow & Ice Operations	\$45,000
Facilities & Fleet	\$35,000
Training & Compliance	\$15,000
Administrative & Supplies	\$20,000
Total Year-1 Operating	≈ \$490,800

3.2 Year-2 Operating Budget

(Assumes inflation and moderate service expansion)

Estimated Total: ≈ \$520,000

3.3 Year-3 Operating Budget

(Adds seasonal help and increased maintenance)

Estimated Total: ≈ \$560,000

4. 10-Year Financial Projection Summary

Category	10-Year Estimated Cost
Startup (Facility + Equipment + IT)	\$597K – \$623K
Personnel	\$4.2M – \$4.8M
Operations & Maintenance	\$2.3M – \$2.8M
Equipment Replacement	\$900k – \$1.05M
Total 10-Year Investment	≈ \$8.5M – \$9.2M

5. Funding Sources & Strategies

A diversified funding strategy is critical to reduce reliance on local tax revenue.

5.1 Local Revenue Sources

- General Fund Allocations
- Property tax growth from new development
- Impact fees / infrastructure contributions (where applicable)
- Stormwater or infrastructure service fees (future consideration)

5.2 State & Federal Funding

Source	Use
DelDOT Municipal Street Aid	Road maintenance & equipment
DNREC Grants	Stormwater infrastructure & equipment
Delaware Community Transportation Fund	Trails & connectivity
FEMA	Emergency repairs
ARPA / Infrastructure Funds	Facility & startup
State Capital Assistance	Large equipment purchases

5.3 Bonds & Capital Financing

- Infrastructure bonds for PW facility construction
- Lease-purchase agreements for large equipment
- Low-interest state infrastructure loans

6. Grant Search & Application Plan

6.1 Grant Management Approach

Task	Assigned To
Grant opportunity monitoring	Town Administrator / Consultant
Grant writing & submission	Consultant or Trained Staff
Compliance & reporting	PW Supervisor
Financial tracking	Finance Dept.

6.2 Priority Grant Categories

- Stormwater & water quality
- Transportation safety
- Climate resilience

- Parks & public space improvements
- Emergency preparedness

6.3 Annual Grant Strategy

- Apply for 2–4 grants annually
- Focus on capital items (equipment, infrastructure)
- Maintain a rolling grant calendar
- Prepare reusable narrative templates

7. Risk Management & Financial Controls

- Establish a PW Capital Reserve Fund
- Create separate line items for PW operations
- Annual financial audits
- Equipment depreciation tracking
- Contingency reserve for emergency repairs

8. Implementation Timeline

Year	Key Financial Milestones
Year 1	Facility financing; hire core staff; purchase equipment
Year 2	Expand services; apply for major grants
Year 3	Stabilize operations; add seasonal staff
Years 4–6	Equipment expansion; capital reserves
Years 7–10	Replacement cycle; sustained grant funding

9. Conclusion

This 10-Year Financial Plan provides a realistic and sustainable roadmap for funding the Town of Townsend Public Works Department. By balancing startup investment with long-term operating discipline and aggressively pursuing outside funding, the Town can build a professional, responsive Public Works program without placing undue burden on taxpayers.

Exhibit A- Year-by-Year Cash Flow

Year-by-Year Cash Flow Table

Fiscal Year	Startup / Capital Costs	Operating Costs	Equipment Replacement	Total Annual Outflow	Identified Funding Sources	Net Cash Flow
Year 1	\$597K - \$623K	\$490,800	\$0	\$1,087,000	Bonds, ARPA, General Fund	(\$1,087,000)
Year 2	\$450,000	\$520,000	\$0	\$970,000	Grants, State Aid, General Fund	(\$970,000)
Year 3	\$0	\$560,000	\$75,000	\$635,000	General Fund, Street Aid	(\$635,000)
Year 4	\$0	\$585,000	\$80,000	\$665,000	General Fund, Grants	(\$665,000)
Year 5	\$0	\$610,000	\$120,000	\$730,000	General Fund, Capital Reserve	(\$730,000)
Year 6	\$0	\$640,000	\$90,000	\$730,000	General Fund, Grants	(\$730,000)
Year 7	\$0	\$670,000	\$150,000	\$820,000	General Fund, Bond Proceeds	(\$820,000)
Year 8	\$0	\$700,000	\$80,000	\$780,000	General Fund, Street Aid	(\$780,000)
Year 9	\$0	\$730,000	\$140,000	\$870,000	General Fund, Capital Reserve	(\$870,000)
Year 10	\$0	\$760,000	\$165,000	\$925,000	General Fund, Grants	(\$925,000)

Projected Revenues by Source (10-Year Outlook)

Estimates shown as average annual revenues; actual amounts will vary year to year based on awards, development activity, and economic conditions.

Funding Source	Conservative Estimate	Expected / Baseline	Best Case Potential	Notes
General Fund Allocation	\$450,000	\$525,000	\$600,000	Primary operating support; grows with tax base
Property Tax Growth (New Development)	\$50,000	\$85,000	\$130,000	Dependent on zoning approvals and build-out
DelDOT Municipal Street Aid	\$35,000	\$50,000	\$70,000	Annual entitlement varies by lane miles
DNREC Stormwater & Environmental Grants	\$20,000	\$45,000	\$80,000	Competitive; capital-focused
Federal Grants (ARPA, FEMA, Infrastructure)	\$0	\$75,000	\$150,000	Project- and cycle-dependent

Infrastructure / Capital Bonds	\$0	\$120,000	\$180,000	Used for facility & major equipment
Utility / Stormwater Fees (Future)	\$0	\$40,000	\$75,000	Policy decision required
Total Annual Revenue	\$555,000	\$940,000	\$1,285,000	

Best-Case vs. Worst-Case Financial Scenario Comparison

Scenario	Annual Revenue	Annual Costs (Avg.)	Annual Gap / Surplus	Description
Worst Case	\$555,000	\$725,000	(\$170,000)	Limited grants, slower growth, higher inflation
Baseline / Expected	\$940,000	\$725,000	\$215,000	Moderate grants, stable growth
Best Case	\$1,285,000	\$725,000	\$560,000	Strong grant success, full build-out, fee adoption

Recommended Financial Safeguards

- Maintain a minimum 15–20% operating reserve.
- Prioritize grants for capital and equipment purchases.
- Phase in utility or stormwater fees if revenue gaps persist.
- Re-evaluate revenue assumptions every two fiscal years.

Public Works- Gap Analysis

Phase 1- Assessment & Planning

Public Works Master Plan 2025-2035

Prepared for: PWLUD Committee

Prepared by: Town Manager

Date: December 2025

1. Executive Summary

The Town of Townsend Public Works Department Master Plan (2025–2035) establishes a clear long-term vision, measurable goals, and implementation strategy to guide the delivery of Public Works services over the next decade. This Plan builds upon the Public Works GAP Analysis and supporting reports and is intended for formal adoption by Town Council.

The Master Plan focuses on service reliability, regulatory compliance, fiscal sustainability, and community responsiveness as the Town continues to grow and evolve.

2. Purpose & Vision

2.1 Purpose

The purpose of this Master Plan is to:

- Define the long-term service scope of the Public Works Department
- Establish measurable performance goals and benchmarks
- Prioritize capital investments and maintenance activities
- Align staffing, equipment, and funding with community needs
- Provide transparency and accountability to Town Council and residents

2.2 Vision Statement

The Town of Townsend Public Works Department will provide safe, reliable, and efficient infrastructure and public services that support community growth, protect public health and the environment, and enhance quality of life.

3. Planning Horizon & Assumptions

- Planning Period: 2025–2035
- Moderate population and residential growth
- Continued development and infrastructure expansion
- Increasing regulatory requirements
- Emphasis on cost-effective, scalable service delivery

4. Core Service Areas

Public Works services are organized into the following divisions:

- Roads & Streets
- Water / Sewer (coordination and oversight)
- Stormwater Management
- Solid Waste & Recycling (contract oversight)
- Facilities & Municipal Buildings
- Fleet & Equipment
- Parks & Public Spaces

5. Long-Term Goals (5–10 Year Targets)

5.1 Roads & Streets

- Maintain **90% of Town-dedicated roads** in good or better condition
- Reduce pothole response time to **within 72 hours**
- Maintain 100% compliance with DelDOT signage standards

5.2 Water / Sewer (Coordination Role)

- Reduce water/sewer service disruptions related to Town infrastructure by **50%**
- Improve coordination response time with utility providers

5.3 Stormwater

- Inspect 100% of Town stormwater facilities annually
- Reduce localized flooding complaints by 40%
- Eliminate illicit discharges through proactive inspection

5.4 Solid Waste & Recycling

- Achieve **zero missed waste pickups** attributable to Town oversight
- Resolve illegal dumping complaints within **5 business days**

5.5 Facilities

- Maintain **100% code compliance** for Town-owned buildings
- Reduce unplanned facility repairs by **30%** through preventive maintenance

5.6 Fleet & Equipment

- Achieve 95% fleet availability
- Replace equipment according to adopted replacement schedule

5.7 Parks & Public Spaces

- Maintain all parks at a “good” or better condition rating
- Complete monthly safety inspections at 100% compliance

6. Performance Metrics (KPIs)

6.1 Key Performance Indicator Framework

Each division will track performance using measurable KPIs to support accountability and continuous improvement.

Division	Key Performance Indicators
Roads & Streets	% roads in good condition; pothole response time
Stormwater	% facilities inspected; flooding complaints
Parks	Inspection completion rate; maintenance response time
Fleet	Equipment downtime; maintenance cost per unit
Facilities	Preventive vs. reactive maintenance ratio
Solid Waste	Missed pickup rate; complaint resolution time
Administration	Budget variance; compliance audit findings

KPIs will be reviewed annually and reported to Town Council.

7. Capital Improvement Plan (CIP) Overview

7.1 CIP Objectives

- Prioritize health, safety, and regulatory compliance
- Address aging infrastructure proactively
- Coordinate projects with development and utility work
- Spread costs to minimize budget impacts

7.2 10-Year Capital Priorities (Summary)

Priority Level	Project Category	Example Projects
High	Public Works Facility	Facility construction and site improvements
High	Roadway Maintenance	Pavement repairs, signage upgrades
High	Stormwater	Drainage improvements, inlet replacements
Medium	Fleet & Equipment	Vehicle and equipment replacement

Medium	Parks Improvements	Playground upgrades, trail connections
Low	Facility Enhancements	Energy efficiency upgrades

Detailed CIP project lists and cost estimates are included in supporting appendices.

8. Community Engagement & Input

8.1 Public Involvement Strategy

Community input is essential to successful implementation of the Master Plan.

Planned engagement includes:

- Public workshops during plan review and updates
- Online surveys and feedback tools
- Coordination with boards, commissions, and community groups
- Public presentation of annual performance reports

8.2 Community Priorities

Public input will help:

- Validate service priorities
- Refine project timelines
- Identify quality-of-life improvements
- Improve transparency and trust

9. Implementation Strategy

9.1 Phased Implementation

Phase	Timeframe	Focus
Phase 1	Years 1–2	Facility, staffing, startup services
Phase 2	Years 3–5	Service expansion, preventive maintenance
Phase 3	Years 6–10	Optimization, replacement cycles

9.2 Monitoring & Reporting

- Annual progress report to Town Council
- KPI dashboard updates

- Budget and CIP alignment reviews
- Five-year mid-plan update

10. Financial Alignment

This Master Plan aligns with the adopted:

- 10-Year Financial Plan
- Equipment Acquisition & Replacement Schedule
- Staffing & Succession Plan

Annual budgets and the Capital Improvement Plan will be used to implement this Master Plan.

11. Plan Adoption & Updates

11.1 Council Adoption

This Master Plan is intended for formal adoption by resolution of the Town Council.

11.2 Updates

The Plan shall be:

- Reviewed annually for consistency with budgets and regulations
- Formally updated every five years

12. Conclusion

The Public Works Department Master Plan 2025–2035 provides a strategic, measurable, and fiscally responsible roadmap for delivering high-quality Public Works services in the Town of Townsend. Through disciplined planning, performance tracking, and community engagement, the Town will be well-positioned to meet infrastructure challenges and community expectations over the next decade.

Summary for the Council Packet

Town of Townsend Public Works Department Master Plan 2025–2035 One-Page Executive Summary for Council Packet

Purpose

The Public Works Department Master Plan 2025–2035 provides a clear, long-term roadmap for delivering reliable, safe, and fiscally responsible Public Works services as the Town of Townsend continues to grow. The Plan builds on the completed Public Works GAP Analysis and supporting financial, staffing, and equipment studies and is presented for Town Council consideration and adoption.

Why This Plan Is Needed

- Public Works services have expanded as the Town has grown
- Infrastructure, equipment, and facilities require long-term planning
- Regulatory requirements continue to increase
- Council and residents expect transparency, performance tracking, and cost control

This Master Plan establishes priorities, measurable goals, and accountability for the next decade.

Key Service Areas Covered

- Roads & Streets (Town-dedicated roads)
- Stormwater Management
- Parks & Public Spaces
- Facilities & Municipal Buildings
- Fleet & Equipment
- Solid Waste & Recycling (contract oversight)
- Water/Sewer (coordination and oversight role)

5–10 Year Measurable Goals

- Maintain **90% of Town roads** in good or better condition
- Reduce stormwater-related flooding complaints by **40%**
- Inspect **100% of stormwater facilities annually**
- Achieve **zero missed waste pickups** attributable to Town oversight
- Maintain **100% safety and code compliance** for Town facilities
- Achieve **95% fleet and equipment availability**
- Maintain all Town parks at a “**good**” or **better condition rating**

Performance & Accountability

The Plan establishes **Key Performance Indicators (KPIs)** for each division, including response times, inspection completion rates, condition ratings, and budget performance. Progress will be reported to Council annually and used to guide budget and Capital Improvement Plan (CIP) decisions.

Capital Improvement Priorities

Over the next 10 years, the Plan prioritizes:

- Development of a Public Works facility
- Ongoing road maintenance and signage upgrades
- Stormwater system improvements
- Fleet and equipment replacement
- Targeted parks and facility improvements

Projects are phased to manage costs and coordinated with development and utility work where possible.

Financial Strategy

The Master Plan aligns with an adopted **10-Year Financial Plan**, including:

- Planned startup investments
- Sustainable operating budgets
- Equipment replacement scheduling
- Use of grants, state aid, and capital financing

Startup costs occur early in the plan, with operations reaching baseline sustainability within the first several years.

Community Engagement

The Plan incorporates public input through workshops, surveys, and public reporting to ensure priorities reflect community needs and expectations.

Council Action Requested

Adopt the Public Works Department Master Plan 2025–2035 to:

- Establish long-term service direction
- Support transparent budgeting and capital planning
- Improve accountability and performance tracking
- Position the Town competitively for grants and funding

Prepared for Town Council consideration and inclusion in the Council meeting packet.



Trash Cans – 9

Swing Set -1

Small Gazebo

Exercise -2

Inground Benches – 4

Pavilion – 4 light fixtures

Play Sets -3

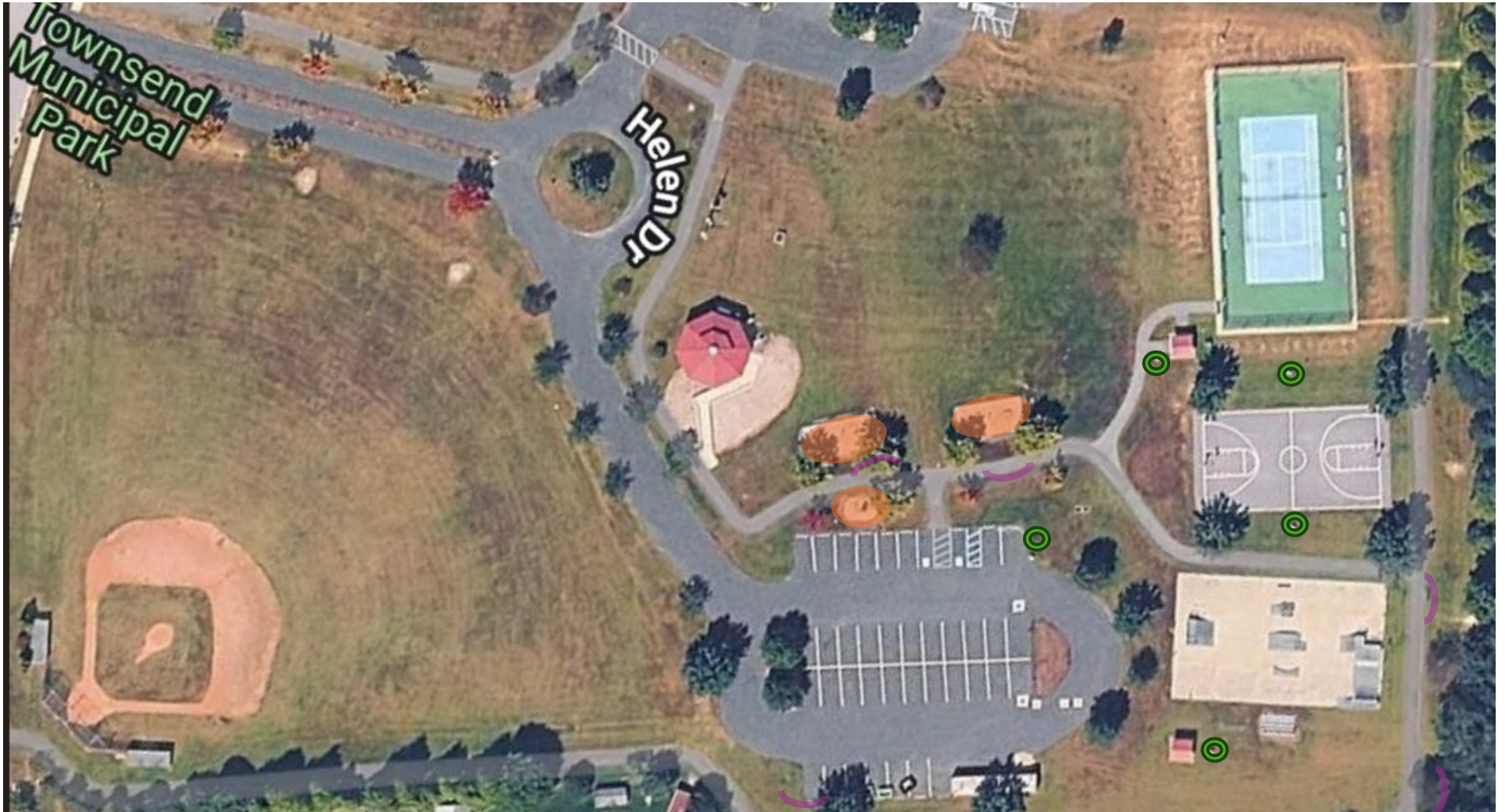
Bike Rack - 1

Grills – 3 small, 1 large

Bleachers - 1

Movable Picnic Tables – In Pavillion

Small Pavilions – P1-P3



Trash Cans – 5

Skate Park

Exercise -2

Inground Benches – 5

Main Gazebo – 4 light fixtures

Tennis Court

Bike Rack – 1

Baseball Field – 2 dugouts, backstop, pitchers rubber, 1 trash can

Grills – 2 small

Bleachers – 1

Pickleball Court

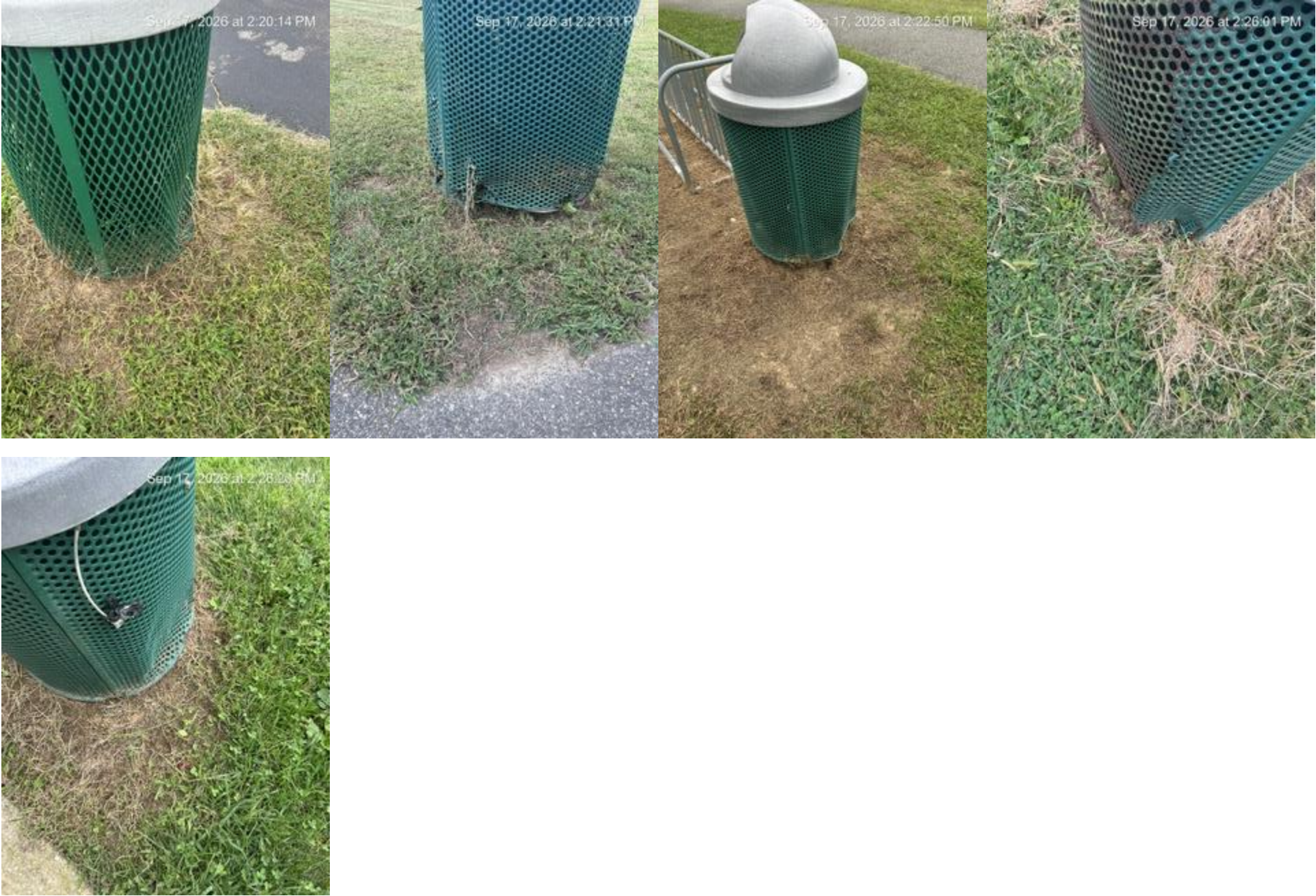
Basketball Court – 2 Goals w/nets

Small Pavilions – P4-P5

6 Trash can lids are cracked or broken.



5 Damaged Trash receptacles need to be replaced



- Dugouts and Backstop are deteriorating. Rusted fencing, pitchers mound is ground level and rubber is damaged, infield needs resurfaced.
 - o ***President of MOT Little League is open to discuss utilizing the field to expand fields and possibly partnering to update***
- Tennis / Pickleball court is stained from mildew / algae, deteriorated / cracked surface – Still playable, just aesthetically displeasing
- Basketball court is in good shape, except lines / markers are not symmetrical or regulation
- All blue benches along walking trails are in good condition
- Small picnic areas
 - o Shelters will get sanded and repainted to remove / remediate rust.
 - o Benches require updating with either in ground or surface mount. Surface mount is preferable and PW can perform the work.
 - o Concrete will be monitored to check for crack growth
- Grills
 - o All are in working order
 - o Will continue to clean and paint yearly with black, high-temperature paint
- Trash Cans
 - o Lids need replacing
 - o Most cans / receptacles require replacing
- Exercise Areas
 - o Structurally in good condition
 - o Weeding, spraying will continue as needed
 - o Will require new layer of wood chips – Typically free from tree trimming companies
- Bike Racks
 - o In good condition
 - o Will continue to treat for vegetation / weeds / grass
- Bleachers
 - o Structurally in good condition
 - o Will continue to treat for vegetation / weeds / grass and monitor gravel that spills into parking lot from large bleachers

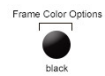
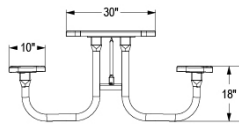
- Skate Park
 - Generally in good condition
 - Continuous graffiti removal
 - Some deterioration on picnic table obstacle
 - Will continue to treat for vegetation / weeds / grass
- Main / Large Gazebo
 - In good condition
 - Some sanding and painting required
 - Some outlet boxes and a switch require new covers or boxes due to minor damage
 - No safety hazard or bare wires exposed
 - No issue with functionality
- Play Sets
 - Structurally in good condition
 - Showing signs of aging
 - Alligator spring toy to be removed due to cracking
 - Some cracking plastic
 - No safety issues
 - Will continue to treat for vegetation / weeds / grass
 - Mulch will be ordered in the spring
- Pavillion
 - Structurally in good condition
 - Some graffiti to be removed
 - Pressure washing to continue yearly
 - Many tables need to be replaced
- Swing Set
 - Structurally in good condition
 - Baby swings have a residue on plastic coating of chain that is sticky
 - Trying to find a product that removes
 - Will update
 - Mulch will be ordered in spring
-

Belson.com



Model 238-EV6 | 360° View

Combining top-of-the-line weather and vandal resistant finishes with commercial grade steel allows these 6' and 8' E-Series picnic tables to be a cost-effective way for facilities to expand outdoor seating.



Ultra-Cost Effective

Ultra-convenient and economical, the E-Series rectangular picnic tables aid in maximizing an overall experience and enjoyment of outdoor spaces.

Developed from a classic outdoor table design, these 6' and 8' tables feature diamond pattern steel surfaces supported by a MIG welded steel tube frame. The strong, open table design construction with 30" wide table top and 10" wide seats offers superior load bearing abilities and hassle free maintenance, easily wiping clean and quick to dry.

Dimensions
Model 238-EV6 - 72"L x 68"W x 30"H
Model 238-EV8 - 96"L x 68"W x 30"H
Model 238H-EV8 - 96"L x 68"W x 30"H



6' Length E-Series Rectangular Picnic Table Diamond Pattern							Qty
238-EV6	(1 to 2 Units)	Top/Seats Color ▾	Black Frame	(180 lbs)	\$915.00		▾
238-EV6B	(3 to 5 Units)	Top/Seats Color ▾	Black Frame	(180 lbs)	\$897.00		▾
238-EV6C	(6 to 10 Units)	Top/Seats Color ▾	Black Frame	(180 lbs)	\$878.00		▾
238-EV6D	(11+ Units)	Top/Seats Color ▾	Black Frame	(180 lbs)	\$860.00		

8' Length E-Series Rectangular Picnic Table Diamond Pattern							Qty
238-EV8	(1 to 2 Units)	Top/Seats Color ▾	Black Frame	(205 lbs)	\$1,025.00		▾
238-EV8B	(3 to 5 Units)	Top/Seats Color ▾	Black Frame	(205 lbs)	\$1,005.00		▾
238-EV8C	(6 to 10 Units)	Top/Seats Color ▾	Black Frame	(205 lbs)	\$984.00		▾
238-EV8D	(11+ Units)	Top/Seats Color ▾	Black Frame	(205 lbs)	\$964.00		

ADA - Double Overhang E-Series Rectangular Steel Picnic Table Diamond Pattern							Qty
238H-EV8	(1 to 2 Units)	Top/Seats Color ▾	Black Frame	(190 lbs)	\$1,015.00		▾
238H-EV8B	(3 to 5 Units)	Top/Seats Color ▾	Black Frame	(190 lbs)	\$995.00		▾
238H-EV8C	(6 to 10 Units)	Top/Seats Color ▾	Black Frame	(190 lbs)	\$974.00		▾
238H-EV8D	(11+ Units)	Top/Seats Color ▾	Black Frame	(190 lbs)	\$954.00		

(Prices F.O.B. Origin)
Some Assembly Required

[Bulk Inquiry](#)

[Add to Cart](#)

Uttans.com

Metal Picnic Table - Rectangle Expanded Metal - 8ft - Green - ADA Compliant

★★★★★ 37 reviews

\$977.87 ~~\$1,059.87~~

Free Shipping

4 interest-free installments, or from \$88.26/mo with shop ☺

Table Type: Rectangular

☐ Square ☐ Round ☒ Rectangular

Size: 8ft

☐ 4ft ☐ 6ft ☒ 8ft

Style: Expanded Metal

☒ Expanded Metal ☐ Punched Metal

Configuration: No Backrest

☒ No Backrest ☐ With Backrest

Color: Green

☐ Black ☐ Blue ☒ Green ☐ Red

☐ Brown

1 +

[Add to cart](#)

Bulk Discounts Available

☒ Buy 3+ Get 3% Off!	\$948.53/each \$977.87/each
☐ Buy 6+ Get 5% Off!	\$928.96/each \$977.87/each
☐ Buy 9+ Get 8% Off!	\$899.64/each \$977.87/each
Add To Cart	





~~\$1,030.00~~ **\$875.00**

SKU: 624pt105-1

You Save: **\$155.00** (15.05%)

- ADA Accessible
- Thermoplastic finish with powder coated frame
- *QuickShip is available with a quantity of 5 or less per sku

Justin from Preston, Hannah from Kingsland & 26 others bought this item recently.

Style

Expanded Steel (Diamond Pattern)

Accessible Option

Double Sided

Color

Green

-

1

+

ADD TO CART

ADD TO QUOTE

QTY	PRICE
1-3	\$875.00
4-8	\$864.94
9-14	\$853.56
15+	\$849.19





Rectangular Pedestal Tables - Surface Mount Standard Finish					Qty
TRTT6S-ES	6' Length	Green	Black	(349 lbs)	\$2,332.00
TRTT8S-ES	8' Length	Top/Seats Color	Frame Color	(415 lbs)	\$2,433.00



6-Ft. Dual Pedestal Inground Picnic Table



6-Ft. Dual Pedestal Inground Picnic Table

\$2,131.00 / each

Request a quote 

- [Surface Mount Version Available Here](#)

ITEM #

#398-1324

 PRINT

PRODUCT RESOURCES

[VIEW SPEC SHEET](#)



Rectangular Pedestal Picnic Table

\$2,332.00 / each

Request a quote 

- ✓ Size: 6', 8' Lengths
- ✓ Coatings: Premium Advantage [\$\$\$], Textured Matte [\$] or Industry Standard [\$]
- ✓ Materials: 3/4" #9 Flattened Expanded Metal [\$] or 1/2" Hole Punched (Perforated) Steel [\$]
- ✓ Frame Materials: 4" Square Tubing Center Post, 3" Square Tubing Arms, Galvanized Tubing with Powder Coat Finished
- ✓ Additional Options: Single Pedestal or Double Pedestal

ITEM #

#543-9012

 PRINT

PRODUCT RESOURCES

[VIEW SPEC SHEET](#)



Rectangular Double Pedestal Table

MyTCoat

~~\$2,550.00~~ **\$2,360.00**

★ ★ ★ ★ ★ (No reviews yet) [Write a Review](#)

Quick Specs:

- Free "floating" benches
- Two central support posts
- Comes in Industry Standard or Advantage Coating
- Comes in all powder coat colors



←

→

SALE

Quick Ship

Ultra-Play | #43055

32 Gallon Outdoor Expanded Metal Trash Receptacle

\$355.95

Regular Price \$458.95

Finish

Expanded Metal

Finish*: Green Gloss

+

Image may not reflect selections made.

Quantity

—

1

+

ADD TO CART

Want to get a quote? Simply add items to your cart and use our Request a Quote tool.

Estimated to ship in: 1 - 2 weeks



←

→

Quick Ship

Ultra-Play | #43084

Black Plastic Round Dome Lid with Flap- 32 Gallon

\$187.95

Quantity

—

1

+

ADD TO CART

Want to get a quote? Simply add items to your cart and use our Request a Quote tool.

Estimated to ship in: 1 - 2 weeks



←

→

Quick Ship

Ultra-Play | #43586

Inground Receptacle Mounting Kit

\$94.95

Quantity

—

1

+

ADD TO CART

Want to get a quote? Simply add items to your cart and use our Request a Quote tool.

Estimated to ship in: 1 - 2 weeks



Model R32TR & R32DC

Popular Addition Built Ready for High-Volume Enviroments

Rugged, standard size 32 gallon expanded metal trash receptacle is a solid addition to promote litter-free environments. These all-steel receptacles are a popular choice for both indoor and outdoor commercial applications.

Base Dimensions

23-1/2"Dia. x 29-3/4"H

Constructed with 3/4" #9 steel and finished in an impact, UV stabilized coating—these trash receptacles are able to withstand the rigors of high traffic use. Engineered to meet just about any site application demand, the receptacle base can be outfitted with several options; four lid styles, rigid plastic liners, in-ground and surface mounting kits.

Quick Buying Guide

[Polyethylene vs Thermoplastic](#)



▼ Item Specific Details Available on Linked Model Numbers Below



Traditional Style Trash Receptacles 32 Gallon					Qty
R32TR	32 Gallon Trash Receptacle	Poly Green	(70 lbs)	\$486.00	
Traditional Style Trash Receptacles Lids & Liner					Qty
R32DC	Dome Top Cover - Plastic	Black	(10 lbs)	\$203.00	
S32DC	Dome Top Cover - Steel	Top Color	(10 lbs)	\$381.00	
R32FC	Flat Top Cover with 8" Opening	Top Color	(20 lbs)	\$198.00	
R32AB	Flat Top Cover with Ash Bonnet	Top Color	(21 lbs)	\$283.00	
R32RB	Flat Top Cover with Rain Bonnet	Top Color	(21 lbs)	\$248.00	
R32L	32 Gallon Rigid Plastic Liner	Black	(5 lbs)	\$88.00	
Accessories					Qty
RIP	In-ground Post Mounting Kit	Black	(10 lbs)	\$99.00	
RSP	Surface Post Mounting Kit	Black	(10 lbs)	\$99.00	

(Prices F.O.B. Origin)

[Bulk Inquiry](#)

[Add to Cart](#)



\$899.95

RHINO 32 Gallon Trash Can - Thermoplastic - Quick Ship

SKU: RRD32-AB-00-000

Quantity	1+	6+	11+
Price	\$569.95	\$559.95	\$549.95

- 32-Gallon Capacity
- Expanded or Perforated Steel
- 1-2 Week Lead Time

Delivery date: 7 - 10 Business Days

Metal Options: [View Options](#)

Receptacle Color: [View Options](#)

Lid Option: [View Options](#)

Top Color: [View Options](#)

Mounting Option: [View Options](#)

Liner Option:

Lids

Recreationinstallations.com



Q

\$197.00

The heavy-duty poly dome lid has a self-closing feature and fits 22 and 32-Gallon receptacles. Available in black, brown, blue, gray, red, yellow.

1

ADD TO QUOTE

Categories: Park & Site Amenities, Trash Receptacles

Parknpool.com



Home / Plastic Dome Lid for 32 Gal. and 55 Gal. Receptacle

Model No: 12LD-2132

Plastic Dome Lid for 32 Gal. and 55 Gal. Receptacle

\$152.95

LID STICKER *
-- Please Select --

COLOR *

1

Add to Cart

Add to Quote

Amazon.com

Results



Sponsored

Structural Foam Dome Lid ideal for 32/36/45 Gallon outdoor trash can, Black

\$114⁹⁹

FREE delivery **Thu, Oct 1**

Add to cart



Sponsored

Thermoplastic Perforated Metal 32 Gallon Outdoor Trash Can with Structural Foam Dome Lid, Black (Dome Lid)

\$459⁰⁰

FREE delivery **Thu, Oct 1**

Only 16 left in stock - order soon.

Add to cart