



**TOWN OF NORTHBOROUGH
63 MAIN STREET
SELECTMEN'S MEETING ROOM
NORTHBOROUGH, MA 01532**

APPROPRIATIONS COMMITTEE

MEETING AGENDA

February 15, 2023

7:00 p.m.

1. Approval of Minutes
 - February 8, 2023
2. DPW Project Update: including Pavement Management Plan, Drainage Projects, Complete Streets and Sidewalk Initiatives, Downtown Master Plan, Recreation and Parks Improvements and Water/Sewer Projects
3. DPW FY2024 Budget Presentation
4. Solid Waste FY2024 Budget Presentation
5. Water Enterprise Fund FY2024 Budget Presentation
6. Sewer Enterprise Fund FY2024 Budget Presentation
7. Next Meeting – February 22, 2023 @ 6PM
8. Any other business to come before the Committee



APPROPRIATIONS COMMITTEE

MEETING MINUTES

63 Main Street

Selectmen's Meeting Room

February 8, 2023

7:00 PM

MEMBERS PRESENT: George Brenckle
Robert D'Amico
Janice Hight
Tim Kaelin
Rick Nieber
Tony Poteete

The meeting was called to order at 7:00 p.m.

ELECTION OF OFFICERS

For the purposes of reorganization, Mr. Nieber turned the meeting over to Mr. Coderre. Mr. Coderre opened up nominations for Chair and Vice Chair.

Mr. Nieber moved the Committee vote to nominate Mr. Kaelin as Chair; Mr. Brenckle seconded the motion; all members voted in favor.

Mr. Kaelin moved the Committee vote to nominate Mr. Nieber as Vice Chair; Ms. Hight seconded the motion. Vote 5-0-1 (Mr. Nieber abstained).

Mr. Brenckle moved the Committee vote to nominate Mr. Poteete as Clerk; Mr. Kaelin seconded the motion; all members voted in favor.

Following the reorganization, Mr. Kaelin took over as Chair and proceeded to take up the agenda items.

APPROVAL OF MINUTES – JULY 14, 2022 MEETING

Mr. Poteete moved the Committee vote to approve the July 14, 2022 meeting minutes; Mr. Brenckle seconded the motion. Vote 3-0-2 (Ms. Hight was not present at the July 14, 2022 meeting and chose to abstain).

FY2024 STATE AID UPDATE

Mr. Coderre provided the Committee with an update on FY2024 State Aid, noting that following the pandemic, the economy is stabilizing. He added that the State's budget process is late this year due to the change in the administration. The State's revenue consensus hearing that normally takes place mid-December was held on January 24th. The State is using a revenue forecast of 1.6% for their FY2024 Budget.

LIBRARY BUDGET PRESENTATION

Library Director Jennifer Bruneau and Board of Library Trustees Chair Michelle Rehill were present. Ms. Bruneau indicated that the FY2024 Library Budget is down overall 0.82%, or \$7,519. The departmental budget includes a 2% July 1, 2023 cost-of-living wage increases for Union and Non-Union personnel. January 1, 2024 merit increases are budgeted centrally in the Personnel Budget as they are contingent upon a successful performance review. The overall decrease in the

Library Budget is attributable to the migration of all facilities and maintenance costs to a centralized Facilities Budget in FY2024. When controlling for the new facilities budget adjustment, the Library budget is up \$39,966 or 4.15% overall. The increase in energy costs due to the increase of electric aggregation rates for town buildings accounts for \$26,300 or 65.8% of the total increase in FY2024. In FY2024 the Library will also receive an estimated \$27,022 in State Aid that goes directly to the Library and does not require Town Meeting appropriation. The actual amount is unknown until the Governor's budget is submitted on March 1st. Normally the Governor's budget is submitted the third week in January but due to the change in administration that date is March 1st.

The Library Director reviewed some of the program expansions during the past year, noting that there was a 14% increase to the number of people who used library cards to 12,116. Programs and services offered by the Library include:

Circulation

- Books for readers of all ages
- Movies/DVDs
- Music CDs
- Audio books
- Video games
- Large print items
- Magazines
- Interlibrary loan
- Museum passes
- Patron renewals
- Patron holds
- Downloadable eBooks, audio books, video
- Cataloging
- Shelving
- Material selection and acquisition

Children's & Teen Services

- Children's program room
- Homework assistance
- Music Mashup!
- Mother Goose on the Loose
- Young Scientists
- Children's Crafts
- Children's Storytime
- Children's Summer Reading Program

- Teen Summer Reading Program
- Film showings
- Teen Advisory Group (TAG)
- Minecraft gaming
- Video games
- Middle School Book Club
- Manga & Graphic Novel Book Club
- Volunteer programs

Adult Services

- Readers advisory
- Book discussion groups
- Film showings
- Guest speakers
- Recommended reading, audio and viewing materials
- Volunteer programs
- Conversation Circles (LSTA grant-funded)
- Art series, Music series, Nutrition series, Faith Traditions in America series & other adult programs

Reference & Information Services

- Reference collections
- Reference assistance
- Financial subscriptions
- Public PCs & printers
- Assistance with PCs & mobile devices
- High-speed wireless Internet access
- Remote access to online catalogs & databases
- Study rooms
- Public meeting room spaces
- Tax forms & publications
- Public bulletin boards
- Local history & genealogy

SENIOR CENTER BUDGET PRESENTATION

Senior Center Director Kendra Faldetta and Council on Aging Chair Adrienne Cost were present. Ms. Faldetta indicated that the departmental budget is down 8.75% or (\$28,180). Like other departments, the Senior Center budget reduction is due to the migration of all facilities and building

maintenance costs to a centralized DPW Facilities Budget, overseen by the Facilities Manager. All building systems and maintenance contracts will be centrally managed beginning in FY2024. When controlling for the changes in budgeting for facilities, the Senior Center budget is up 9.48% or \$30,512. \$21,240 or 70% of this increase is due to the change in the electrical aggregation rate for town buildings. Beginning in FY2024, the town's rate is increasing by \$0.0576 cents per kilowatt/hour, resulting in significant increases to energy costs across all town buildings. July 1, 2023 cost of living adjustments for both Union and Non-union personnel are captured in this budget. January 1, 2024 merit increases are budgeted centrally in the Personnel Budget as they are contingent on a positive performance evaluation.

In addition to the appropriated budget supported by tax revenues, the Senior Center receives approximately \$32,000 in additional funds directly from the State Formula Grant which is used primarily to provide exercise programs to seniors. The formula grant (based on the number of seniors in Town) is not subject to Town Meeting appropriation.

Ms. Faldetta noted that the Senior Center continues to expand program offerings, including new art programs, watercolor and flower arranging, and is working on adding additional courses on Chinese brush painting and jewelry making. To increase engagement with a broader population of Northborough, the Senior Center has increased cultural programming, working with the India Society, Chinese American Association of Southborough/Northborough, and the B'Nai Shalom synagogue in Westborough. Additional fitness classes have also been added, including chair yoga, and strength and balance. Through the townwide wellness initiative known as BeWell Northborough, the Senior Center added Water Aerobics classes at the YMCA twice per week and a Dynamic Aging class. Also through BeWell Northborough, the Senior Center focused on emotional education and wellbeing and conducted several programs with licensed therapists.

Some of the programs and services offered by the Senior Center are below:

Outreach & Administration

- Assistance with in-home services
- Case management
- Caregiver Support
- Prescription Advantage
- Health insurance information
- Fuel assistance
- Referrals to area agencies
- Program development
- Volunteer/ student coordination
- Grant writing
- Oversight of Senior Center budget
- Oversight of Regional Van Transportation
- Advocacy
- Housing Assistance
- Friendly Voices Program
- Nutrition Referrals
- SHINE (Serving Health Insurance Needs of Everyone)
- Meals on Wheels referrals
- Legal clinic
- AARP Tax Preparation Program
- Property tax relief programs

Social & Educational Programs

- English as a Second Language Classes
- Line dancing
- Golf League
- Computer classes
- Technology Loan Program
- Tech Help Tuesdays
- Memoir writing
- Art classes
- Dull Men's Club
- Bridge & Cribbage
- Needlers
- Bingo
- Craft classes

- | | |
|---|---|
| <ul style="list-style-type: none"> ➤ Pitch ➤ Pool League ➤ Harmonica & Ukulele Club ➤ Belly Dancing ➤ Pickleball ➤ Cornhole League ➤ The Bistro lunch & dinner program ➤ Women's Discussion Group ➤ Understanding Music ➤ Mah Jong ➤ Piano Lessons ➤ Photography Club ➤ Book Club ➤ LGBTQ+ Programs ➤ Quilting Club ➤ Historical Lectures ➤ Trivia Group | <p><u>Health, Fitness & Wellness Programs</u></p> <ul style="list-style-type: none"> ➤ Blood pressure clinics ➤ Hearing clinics ➤ Low vision support group ➤ Keep Well clinic ➤ Matter of Balance classes ➤ Bereavement group ➤ Better Breathers ➤ DayBreak Program for adults with dementia ➤ Health Presentations ➤ Therapeutic Massage ➤ Balls and Bands Fitness Class ➤ Reflexology / Reiki ➤ Manicures, Pedicures, & Spa ➤ Flu Clinic ➤ Strength Training ➤ Tai Chi ➤ Stretch Break ➤ Yoga / Chair Yoga ➤ Zumba Gold ➤ Walking and Hiking Club |
|---|---|

HEALTH DEPARTMENT BUDGET PRESENTATION

In the absence of Health Director Kristin Black, Mr. Coderre noted that the Health Department's FY2024 budget is decreasing by \$16,662 or 7.18%, however the budget is not being reduced. The decrease reflects the part-time plumbing inspector line item moving to the Gas/Plumbing Inspector line in the Building Department budget. A survey of local communities found that the plumbing inspector position is more appropriately housed under the Building Department rather than the Health Department. When controlling for the relocation of the Plumbing Inspector expenses, the Health Department budget is increasing \$923 or 0.4%. This limited increase is due to the turnover of an Administrative Assistant. The departmental budget as presented includes July 1, 2023 cost of living adjustments for union and non-union personnel. This budget does not include merit wage adjustments for January 1, 2024 as those are contingent upon a positive performance evaluation and are budgeted centrally in the Personnel Board account.

During the pandemic Northborough became the lead agency for a regional health services initiative called the Greater Boroughs Partnership for Health which is supported by a Public Health Excellence Grant Program for Shared Services (\$300,000/year for FY2022-FY2024) and a Local Health Support for COVID-19 Case Investigation and Contact Tracing Grant (\$160,000/year for FY2022-FY2024) from the Massachusetts Department of Public Health. In FY2024, these grants will support several positions, which are shared with the Towns of Boylston, Southborough, and Westborough:

- Epidemiologist – Budgeted at 32 hours per week or 0.8 FTE
- Health Agent – Budgeted at 40 hours per week or 1 FTE
- Contracted Public Health Nurses - 2 FTEs

As part of the townwide wellness program known as "Be Well Northborough" the Health Department also coordinated the development of a 60-page Community Resource Guide that highlights our municipal services and local, state, and federal resources that address the deeper

lasting impacts of the pandemic. This project was supported by Library staff as well as input from many town departments, boards, and committees. This guide was direct mailed to all households in town and is available electronically at bewellnorthborough.com.

Additional programs and services offered by the Health Department are shown below:

Enforcement and

Environmental Health

- Septic Inspections, plan review, permitting & soil testing
- Restaurant inspections
- Tenant housing, noise & odor complaints
- Recreational Camps
- Semi-public and public swimming pools
- Tanning Salons
- Stables & barns
- Monitoring capped landfill
- Permitting of Motels
- Well Regulations and permitting
- Body art practitioners & establishments
- Housing Inspections
- Enforcement of State and Local tobacco regulations
- Nuisance complaints
- Outdoor Wood Boilers

Public Health

- Seasonal Flu Clinics and other vaccination clinics as needed

- Health Screening/Health Education clinics
- Maternal-Child Health Services
- Investigation and follow-up of communicable diseases
- Education and outreach for infectious diseases
- Implementation of Mass in Motion Grants (Building a Healthy Northborough)
- Participate in School Wellness Committee
- Investigate and report on all foodborne illnesses
- Substance Abuse Prevention Coalition activities

Animal/Vector Control

- Suspect rabies investigations
- Issuing of beaver trapping permits
- Public health messaging for mosquito-borne illness in coordination with Central MA Mosquito Control
- Vector/pest issues with property owners
- Nuisance complaints

Emergency Planning

- Public Health Emergency Preparedness (PHEP) Region 2 activities and host of regional trailer
- Local Medical Reserve Corps (MRC) activities
- Local Emergency Preparedness Committee (LEPC) activities
- Emergency Dispensing Site (EDS) Plans and annual drill
- Coordinate and assist food establishments during power outages
- Emergency shelter planning
- Isolation & Quarantine protocols

REVIEW OF PRELIMINARY FREE CASH PLAN

Mr. Coderre presented the preliminary FY2024 Free Cash Plan for consideration and use during the upcoming budget process. FY2022 year-end Free Cash was certified at approximately \$2.44 million, which is significantly less than the \$3.39 million from FY2021. Following the dramatic reopening of the economy and subsequent recovery from the pandemic, Free Cash levels are likely to remain at lower historic levels for the foreseeable future.

Mr. Coderre referred to his memo which included a summary of the FY2022 year-end results as follows:

- Unspent Free Cash from FY2021 was \$500,259, which means the Town “generated” \$1,939,814 during FY2022 for a total FY2022 Free Cash of \$2,440,073.

- Revenues exceeded the FY2022 budget by \$765,712 or 1.16%.
- Expenditures returned were \$1,144,386 or 1.67% of the FY2022 budget.

Mr. Coderre reviewed the preliminary Free Cash plan, which includes the annual \$175,000 appropriation to the Reserve Account, a contribution of \$500,000 to the FY2024 Operating Budget, a \$200,000 contribution to the Stabilization Fund, and the use of up to \$1,065,073 to pay for various capital projects. Lastly, the plan contemplates leaving approximately \$500,000 in unappropriated Free Cash, which would remain available if needed.

DRAFT FY2024 CAPITAL BUDGET

Mr. Coderre reviewed the draft FY2024 Capital Budget as follows:

DRAFT FY2024 CAPITAL BUDGET FOR DISCUSSION PURPOSES

(note: available Free Cash is only \$1,065,073 and the Select Board has not voted on ARPA spending)

PROJECTS BY DEPARTMENT		EXPENDITURE	FUNDING SOURCES		
			Free Cash	Enterprise Fund Free Cash	ARPA
Police					
	Police Cruiser Replacements (3)	190,000	190,000		
	Police Station Exterior Repairs & Painting	70,000	70,000		
	Police Subtotal	\$260,000			
Fire					
	Engine 1 Replacement	900,000			900,000
	Fire Subtotal	\$900,000			
Town Administration					
	Downtown Master Plan Phase I Design	0			TBD
	Town Administration Subtotal	\$0			
DPW: Highway Division					
	Roadway Improvements/Maintenance	300,000	300,000		
	20-Ton Dump Truck w/Spreader&Plow Replacement	355,000	355,000		
	Highway Garage Tight Tank DEP Compliance	475,000			475,000
	One-Ton Truck w/Plow Replacement	150,000	150,000		
	Sidewalk Repairs & Improvements	0			TBD
	Culvert & Drainage Replacement Program	0			TBD
	Highway Subtotal	\$1,280,000			
DPW: Water & Sewer Enterprise Funds					
	15-Ton Dump Truck (new addition)	225,000		225,000	
	SCADA Phase II (matching grant allocation)	125,000		125,000	
	Sewer Enterprise Fund Subtotal	\$350,000			
Schools K-8:					
	Proctor Flat Roof Replacement	1,700,000			1,700,000
	Zeh School Back Walkway Entrance Repairs	40,000	40,000		
	Schools K-8 Subtotal	\$1,740,000			
TOTAL FY2024 CAPITAL BUDGET		\$4,530,000	\$1,105,000	\$350,000	\$3,075,000

Mr. Coderre noted that available Free Cash is only \$1,065,073 and the Board of Selectmen has not yet voted on American Rescue Plan Act (ARPA) spending. He added that generally projects included in the Six-Year Capital Improvement Plan are reviewed for years before being included in a Capital Budget, so the projects before the Committee for funding in FY2024 have been discussed and reviewed in detail for the past 5-6 years. New projects are generally added in year 6 of the Plan and move up each year until fully defined and ready for funding.

DISCUSSION REGARDING RECOMMENDATIONS FOR AMERICAN RESCUE PLAN ACT (ARPA) FY2024 SPENDING OPTIONS

Mr. Coderre provided an update on the latest information regarding ARPA funds that have been received and committed to date. Mr. Coderre indicated that the three projects recommended for funding with ARPA are the Proctor School roof, Fire Engine replacement and DPW Tight Tank compliance project. He noted that these projects will require the issuance of debt if not funded with ARPA because there is not enough Free Cash for medium sized projects such as a \$1.7 million roof.

Mr. Coderre noted that while there are numerous projects and initiatives that still require discussion, the Proctor School Roof, Fire Engine Replacement and the DPW Tight Tank are now time sensitive and require a decision in order for the Town to move forward with the FY2024 Capital and Operating Budgets, as well as the 2023 Annual Town Meeting Warrant.

Committee members expressed concern over issuing debt and raising taxes when the Town has ARPA funds available which were intended to address the general economic impacts of the pandemic. It was noted that several capital projects were delayed due to the pandemic and revenues were reduced.

Ms. Hight moved the Committee vote to recommend that the Board of Selectmen approve ARPA funds for the Proctor School roof, Fire Engine replacement and DPW Tight Tank compliance project; Mr. Nieber seconded the motion; all members voted in favor.

The Committee agreed that Chairman Kaelin will submit a letter to the Board of Selectmen expressing support of the ARPA fund spending for the Proctor School roof, Fire Engine replacement and DPW Tight Tank compliance project on behalf of the Committee.

MEETING SCHEDULE

The Committee members agreed to set the meeting schedule as follows:

Meeting Date	Meeting Topics
Wednesday 2/15/2023 7PM	DPW Ongoing Projects Update and Budget Presentation; Solid Waste, Water Enterprise Fund and Sewer Enterprise Fund Budget Presentations; Reserve Fund Transfers; Draft Town Meeting Warrant Summary
Wednesday 2/22/2023 6PM	K-8 Schools and ARHS Budget Presentations <u>NOTE: Early starting time at 6PM</u>

Wednesday 3/1/2023 7PM	Finance Office, Debt Budget; Health Insurance; Planning Department and Community Preservation Committee Project Requests; Review of ATM Warrant Articles
Wednesday 3//8/2023 7PM	Assabet Valley Regional Technical HS; Police and Fire Budget Presentations; Any Other Presentations, if needed; Discussion regarding Committee Recommendations
Monday 3/27/2023 7PM	Joint Meeting with Board of Selectmen – Budget Hearing (Charter 6-5)
Monday 4/24/2023	6pm at ARHS Auditorium
June 2023	Wrap-Up; Year-end Transfers as needed

OTHER BUSINESS

None.

ADJOURNMENT

Ms. Hight moved the Committee vote to adjourn; Mr. Brenckle seconded the motion; all members voted in favor.

Meeting adjourned at 8:50 p.m.

Respectfully submitted,

Diane M. Wackell
Executive Assistant

Documents used during meeting:

1. February 8, 2023 Meeting Agenda
2. July 14, 2022 Meeting Minutes
3. Informational packet – State Aid Update
4. Informational packet – Library Budget Presentation
5. Informational packet – Senior Center Budget Presentation
6. Informational packet – Health Department Budget Presentation
7. Preliminary Free Cash Plan
8. Draft FY2024 Capital Budget
9. Memorandum – FY2024 ARPA Spending Options
10. Meeting Schedule

FY2023 DPW Budget WITH New Facilities Division Included

PUBLIC WORKS	FY2020		FY2021		FY2022		FY2023		FY2023		FY2024		% CHANGE
	ACTUAL		ACTUAL		ACTUAL		BUDGET	6 MONTHS	BUDGET	6 MONTHS	PROPOSED	\$ CHANGE	
Public Works Department													
Highway Admin.	\$125,009		\$112,251		\$129,653		\$144,774		\$47,545		\$166,133	\$21,359	14.75%
Hwy. Const. & Maint.	\$1,140,713		\$1,189,119		\$1,295,772		\$1,720,163		\$652,238		\$1,776,562	\$56,399	3.28%
Parks	\$121,572		\$91,106		\$133,010		\$155,700		\$42,569		\$178,465	\$22,765	14.62%
Cemetery	\$143,676		\$140,149		\$164,035		\$172,578		\$65,665		\$187,200	\$14,622	8.47%
Facilities	\$257,866		\$231,151		\$541,922		\$479,197		\$191,018		\$751,156	\$271,959	56.75%
Engineering	\$152,151		\$188,624		\$129,393		\$190,191		\$57,021		\$192,261	\$2,070	1.09%
	\$1,940,987		\$1,952,400		\$2,393,785		\$2,862,603		\$1,056,057		\$3,251,777	\$389,174	13.50%
Snow & Ice	\$330,412		\$482,022		\$549,058		\$437,000		\$140,623		\$479,642	\$42,642	9.76%
Street Lighting	\$120,000		\$125,000		\$135,000		\$147,000		\$62,989		\$165,000	\$18,000	12.24%
Trees	\$43,658		\$41,793		\$50,739		\$56,000		\$51,608		\$71,500	\$15,500	27.68%
PUBLIC WORKS TOTAL	\$2,435,058		\$2,601,216		\$3,128,583		\$3,502,603		\$1,311,276		\$3,967,919	\$465,316	13.28%

FY2023 DPW Budget **WITHOUT** New Facilities Division Included

PUBLIC WORKS	FY2020		FY2021		FY2022		FY2023		FY2023		FY2024		% CHANGE
	ACTUAL		ACTUAL		ACTUAL		BUDGET	6 MONTHS	BUDGET	6 MONTHS	PROPOSED	\$ CHANGE	
Public Works Department													
Highway Admin.	\$125,009		\$112,251		\$129,653		\$144,774		\$47,545		\$166,133	\$21,359	14.75%
Hwy. Const. & Maint.	\$1,140,713		\$1,189,119		\$1,295,772		\$1,720,163		\$652,238		\$1,776,562	\$56,399	3.28%
Parks	\$121,572		\$91,106		\$133,010		\$155,700		\$42,569		\$178,465	\$22,765	14.62%
Cemetery	\$143,676		\$140,149		\$164,035		\$172,578		\$65,665		\$187,200	\$14,622	8.47%
Engineering	\$152,151		\$188,624		\$129,393		\$190,191		\$57,021		\$192,261	\$2,070	1.09%
	\$1,683,122		\$1,721,249		\$1,851,864		\$2,383,406		\$865,039		\$2,500,621	\$117,215	4.92%
Snow & Ice	\$330,412		\$482,022		\$549,058		\$437,000		\$140,623		\$479,642	\$42,642	9.76%
Street Lighting	\$120,000		\$125,000		\$135,000		\$147,000		\$62,989		\$165,000	\$18,000	12.24%
Trees	\$43,658		\$41,793		\$50,739		\$56,000		\$51,608		\$71,500	\$15,500	27.68%
PUBLIC WORKS TOTAL	\$2,177,192		\$2,370,065		\$2,586,661		\$3,023,406		\$1,120,258		\$3,216,763	\$193,357	6.40%

52800 CONTRACTUAL SERVICES	\$ 82,592
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Senior Center	\$	31,792
<i>\$3,600 less than FY23 budget number</i>		
Public Library	\$	34,800
<i>\$12,300 less than FY23 budget number</i>		
Police Department	\$	700
<i>\$40,300 less than FY23 budgeted number</i>		
Fire Department	\$	12,300
<i>\$11,900 less than FY23 budget number</i>		
Public Buildings	\$	3,000
<i>FY23 Total budget number</i>		
DPW	\$	-
Total =	\$	82,592

54490 BUILDING MAINTENANCE	\$ 225,400
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Senior Center	\$	24,500
<i>FY23 total budget number</i>		
Public Library	\$	21,000
<i>FY23 total budget number</i>		
Police Department	\$	21,500
<i>\$2,500 less than FY23 budget number</i>		
Fire Department	\$	20,000
<i>FY23 total budget number</i>		
Public Buildings	\$	110,500
<i>FY23 total budget number</i>		
DPW	\$	27,900
<i>FY23 total budget number</i>		
Total =	\$	225,400

TOTAL TRANSFER	\$ 307,992
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54490	\$	225,400
52800	\$	82,592
Total=	\$	307,992

Remaining Budgets:	52800	54490
Senior Center	\$ 3,600	\$ -
Public Library	\$ 12,300	\$ -
Police Department	\$ 40,300	\$ 2,500
Fire Department	\$ 11,900	\$ -
Public Buildings	\$ -	\$ 27,900
DPW		



MEMORANDUM

Date: January 25, 2023

To: John Coderre, Town Administrator

From: Scott D. Charpentier, P.E., Public Works Director

Subject: **Public Works Project Updates**

The support of our Boards and Committees has led to the funding of numerous Capital Improvements Projects. The Department of Public Works has managed these critical projects through various stages of completion this past fiscal year. In addition to these projects and our daily operational tasks, the DPW purchased and commissioned replacement equipment and vehicles including a water/sewer tractor, and two Highway Division vehicles, a pickup truck and small dump truck. Beyond the capital program, the DPW has managed several other projects that are funded through a variety of other means.

I would like to take this opportunity to update you on the status of our department's project activities.

- **Pavement Management**

The Town's initial pavement management plan inventory and assessment was completed in 2013 which measured an average Town-wide Pavement Condition Index (PCI) of 71. In FY2015 the Legislature authorized a \$300 million Chapter 90 program; however, subsequent years' funding levels have been reduced to \$200 million. Annual spending of \$1.1 million is necessary to maintain or slightly improve our current pavement conditions. Under that standard, the Town's Annual Chapter 90 allocation of approximately \$500,000 plus a local appropriation of \$300,000 results in a \$300,000 funding gap, which would be filled if the statewide Chapter 90 funding were released at \$300 million. In the meantime, Annual Town Meetings (ATM) have funded the additional \$300,000 needed to fill this funding gap through the capital improvement plan utilizing free cash.

There have been roadway culvert failures over the past few years which required redirection of nearly all the \$300,000 roadway maintenance operating budget toward replacing these culverts. Culverts on Davis Avenue, Lyman Street, and Ridge Road were replaced in FY2022. Moving forward, additional funding sources need to be identified specifically for culvert and drainage replacements, or the Town risks losing ground in maintaining and improving townwide roadway conditions.

Our most recent update to the pavement management PCI, which incorporates work completed in 2022 and fully updated assessment, shows the town-wide PCI improved from

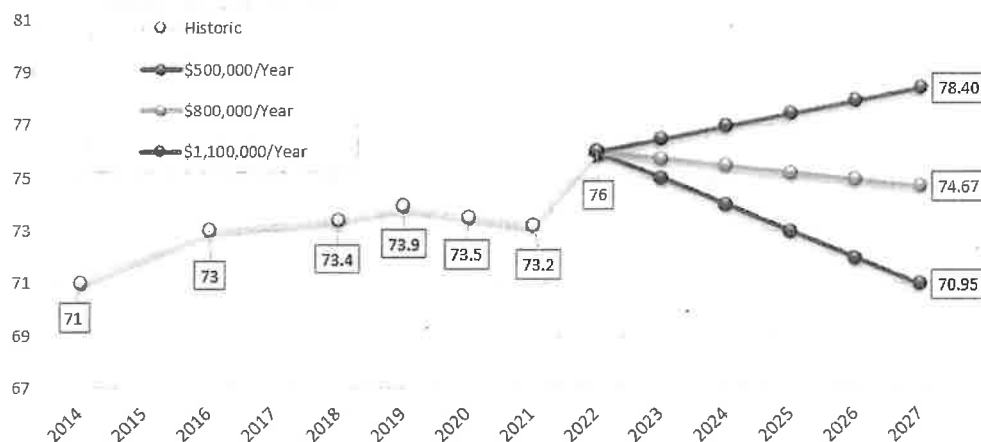
71 in 2014 to 76 in 2022. Below is a summary of pavement management work the Town completed in the 2022 construction season. This represents approximately 10% of all roadways in town having received some form of maintenance activity.

2022 Pavement Program Summary

	<u>Length</u> (Feet)	<u>Length</u> (Mile)
Reclamation	7,870	1.5
Mill and Overlay	4,230	0.8
Rubber Chip Seal	7,830	1.5
Crack Fill	25,132	4.8
		8.5
Sidewalks	4,070	0.8

- **Status:** The Town prepared a comprehensive 3-year roadway improvement plan to follow the program goals of maintaining or improving our overall roadway rating, implementing a range of treatments in a regionalized approach, and applying annual treatments to at least 10% of our roadways. The chart below shows the different funding level impacts on the overall PCI and assumes the \$1.1M investment isn't diverted to other critical needs.

These needs range from those associated with the Complete Streets Policy which requires sidewalk improvements when the adjacent roadway is reconstructed, to drainage/culvert repair and replacement. Diversion of funds to the needs significantly impact the projected chart below.



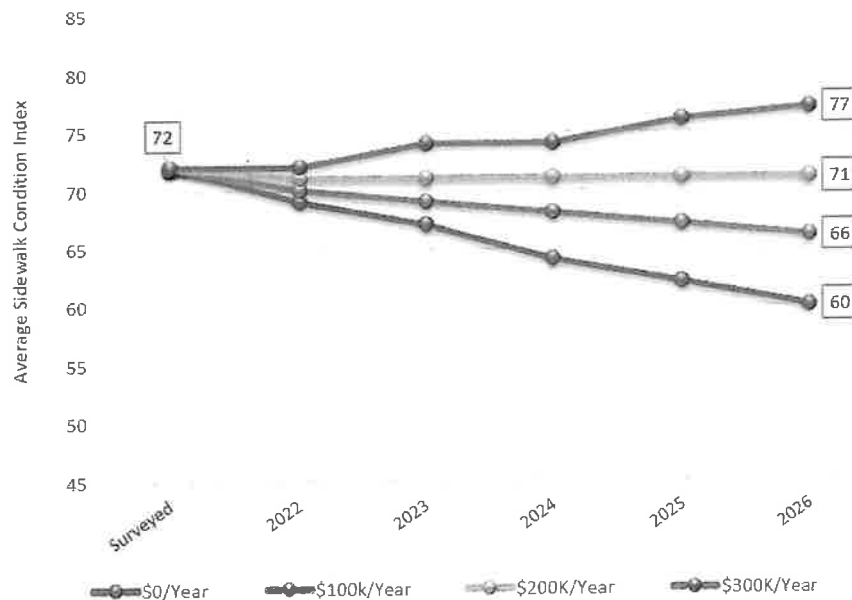
- **Sidewalk Improvements and Construction**

The recently completed Northborough Master Plan identifies sidewalk and crosswalk improvements as well as sidewalk expansion as primary goals of the community. Public Works has begun working towards these goals in several ways.

- *Status: Reconstruction of Stratton Way, Warren Drive, and Edmunds Way in 2022 included installation of new sidewalk surfaces and cement concrete wheelchair ramps.*

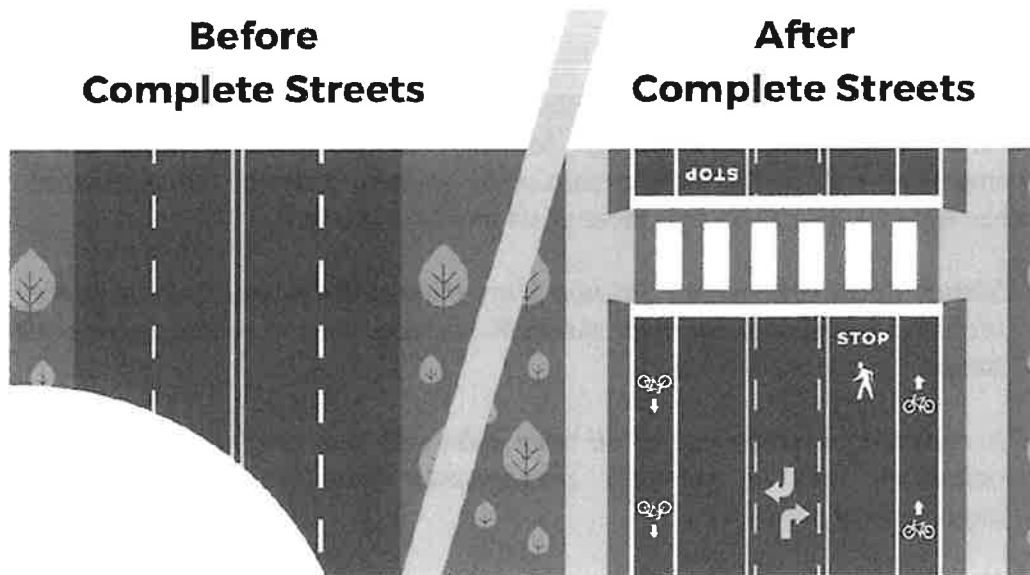
A complete reassessment of all town sidewalks was conducted in 2022 which will culminate with a sidewalk management plan and accompanying capital improvement plan.

Unfortunately, the assessment identified approximately \$2.1 million in existing sidewalk repairs needed. Without an identified funding source, this cost will continue to rise. The chart below presents different funding scenarios and the associated systemwide impact.



- **Complete Streets**

Public Works applied to become a Complete Streets Community and was awarded \$35,200 in State grant funds to assist with development of a Townwide Prioritization Plan. The plan will identify priority projects in the community.



- *Status: The Town adopted a Complete Streets Policy which was subsequently approved by the Massachusetts Department of Transportation (MassDOT). The next step was development of the Complete Streets Prioritization Plan which include a public input component. An online survey was conducted in August of 2022 with 808 respondents. The results were then presented to the Board of Selectmen (BOS) at their October 17, 2022 meeting, during which additional public input was obtained. The resulting plan has been submitted to MassDOT for comment and approval, after which the Town will be eligible for a total in construction funding grants of up to \$500,000 over the next five years.*
- **Lincoln Street Culvert Replacement**
The culvert located just south of Lincoln Street Elementary School failed in 2021. This structure conveys Cold Harbor Brook and is critical to safe and efficient traffic circulation to and from our schools. In addition, the sidewalk located on the east side is used for student pedestrian access to school. Final design and construction funding was approved at the 2020 Annual Town Meeting.



- *Status: Construction began August 1, 2022 and was completed on August 25, 2022, just before the start of the school year. Work progressed through difficult utility conflicts, which were worked through with a project team dedicated to keeping the schedule as a top priority. The Town was successful in obtaining a \$50,000 earmark from the State to aid in paying for these improvements.*
- **New Pickleball Courts at Ellsworth/McAfee Park**
Pickleball is one of the fastest growing sports in American and is very popular in our community. Recently Westborough converted their Chauncy Lake tennis courts to all pickleball. Historically, Northborough did not offer outdoor pickleball for residents. The only court in Town is located inside of Town Hall and is not readily available due to the limited Town Hall hours.



- *Status: Project construction is complete and the courts were available for play in conjunction with the June 22nd Be Well Northborough community event at the Ellsworth/McAfee Park. Work progressed seamlessly with little to no impact on park operations. Court amenities were improved with the addition of interior gates paid for with \$18,000 of Board of Selectmen ARPA supplemental funding.*

- **New Assabet Playground**

The Town successfully negotiated an agreement with the Massachusetts Architectural Access Board which allowed the Town time to implement accessibility improvements to the playground. The 2020 ATM funded this project by appropriation of \$102,775 from free cash and \$452,225 from the CPA reserves. The completed project replaced the Assabet Playground surface and equipment, resulting in a new and fully accessible play area.



- *Status: Project construction was complete in time for the 2022 Memorial Day weekend. The work scope was enhanced with additional new fencing supported by allocated ARPA funds.*

- **Water and Sewer SCADA Project**

The 2021 ATM approved funding for the Town's first Supervisory Control and Data Acquisition system for the water and sewer divisions. This allows operating staff to monitor and adjust control of critical water and sewer infrastructure remotely through a secure dedicated network. This first phase of implementation includes two control stations as well as five monitoring locations.

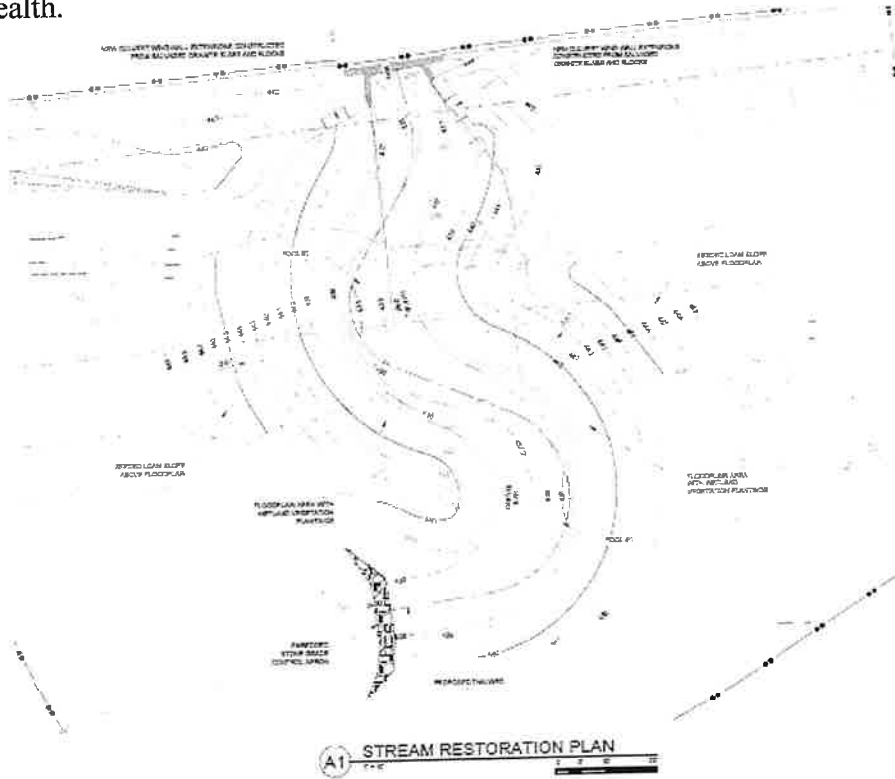
- *Status: Operational software customization is complete. Installation of site-specific control panels continues but has been delayed due to scarcity of materials. The*

system is expected to undergo testing early in 2023 with full commissioning by the end of that year.

A Federal earmark was included and approved as part of the recently signed omnibus bill. This awards the Town \$491,000 for implementation of the final phase of SCADA. This funds 80% of the total costs with the remainder to be appropriated from water and sewer free cash at the 2023 Annual Town Meeting.

- **Northborough Reservoir Dam Removal**

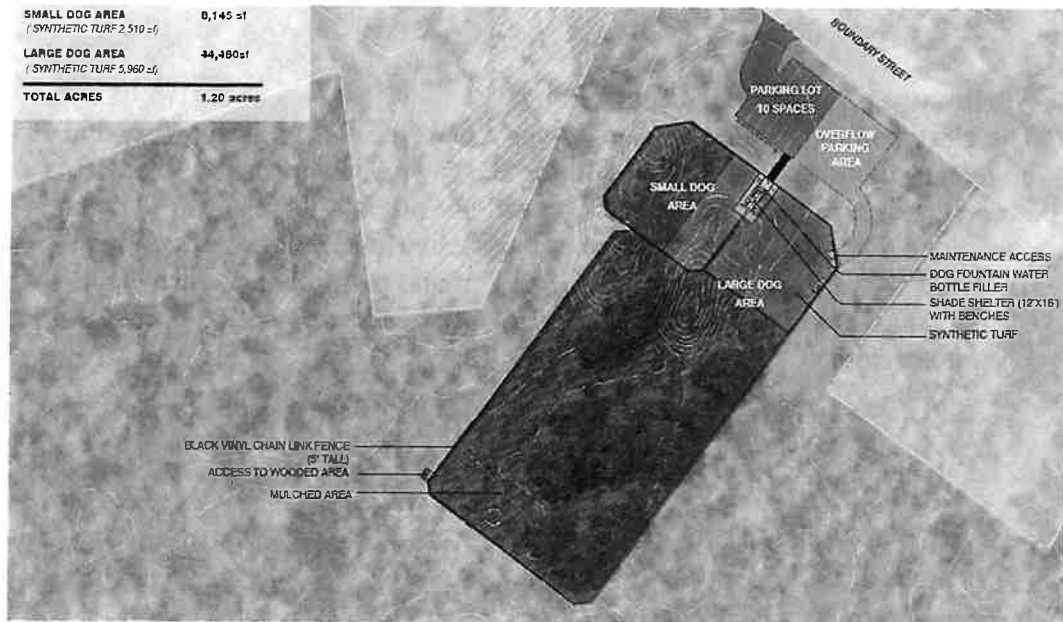
The Northborough Water Division owns a dam located in Shrewsbury and Boylston, which no longer provides a useful function for the Town. The Massachusetts Office of Dam Safety found the dam to be in poor condition and has ordered its repair or removal. A recent study concluded that removal is the most cost-effective and environmentally conscious alternative. The 2021 ATM approved funding the design and permitting phase of removal in the amount of \$50,000, combined with an additional \$168,750 competitive grant awarded through the Commonwealth.



- *Status: Local environmental permit applications have been submitted. Recent amendments to State environmental regulations now require the project to prepare an Environmental Impact Report, which is a longer and more costly process than that which was in the prior regulation. Once the design and permitting phase is complete, the Town intends to seek grant funding through the State Dam and Seawall Grant Program as well as the Municipal Vulnerability Program to help fund the cost of removal.*

- **Dog Park**

Adding a dog park to Northborough's recreational facilities was identified as a priority both in the Master Plan as well as in the Open Space Plan. Community Preservation Act (CPA) funding in the amount of \$35,500 was allocated to the first phase of the project which includes a siting study and preliminary design.



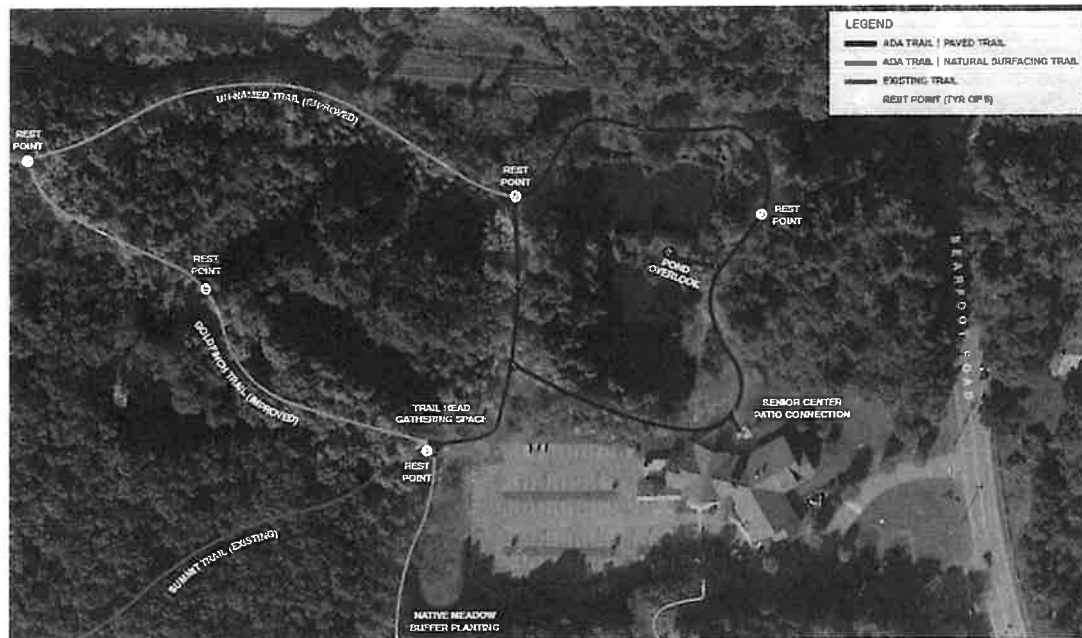
- *Status: A public input session was held on October 11, 2022 to obtain thoughts and opinions on 4 proposed locations. A Town owned property on Boundary Street was found to be the most appropriate. The conceptual design is complete and advancing into preliminary design with the first steps being wetland flagging and land survey. We expect to request CPA funds for final design and construction at the 2023 ATM. In addition, a grant application for approximately \$225,000 will be submitted to the Stanton Foundation for their consideration.*

- **Brigham Street Burial Ground Beautification**

Northborough owns a pre-revolutionary war era burial ground on Brigham Street near the South Street end. The Northborough Historic District Commission installed interpretive signage in 2021 to bring public awareness to these grounds. \$137,500 of CPA funds were allocated at the 2022 ATM to remove dead and dying trees, loam and seed the impacted areas, and install a post and chain border.



- *Status: Trees requiring removal have been marked and the area has been surveyed along with development of a base map. The project bid documents are being developed with an expected construction period during the first half of 2023, dependent upon availability of materials.*
- **Senior Center Accessible Trail**
The need for an accessible trail was identified in the Town's Master Plan as well as the Open Space Plan. The Town prepared a conceptual design in 2020 and submitted an unsuccessful grant application to the State. \$28,500 of funding was approved at the 2022 ATM which supports design permitting services.



- ***Status: Land survey was completed this past fall and local environmental permit applications will be submitted shortly. Final design is expected to be complete in Spring of 2023. We will request \$370,000 in CPA funds for final design and construction at the 2023 ATM.***

- **ADA Accessibility**

Northborough has been awarded grant funds in the amount of \$49,600 from the Massachusetts Office on Disability to support preparation of an ADA self-evaluation and transition plan. The work will include accessibility evaluations of Town buildings, grounds, and parks. The objective is to identify where accessibility barriers exist at town facilities and develop a comprehensive plan to address these concerns. This work will be conducted by our architectural consultant in concert with Public Works and Town Administration.

- ***Status: Northborough will contract with the architectural firm in February of 2023. The expectation is that work on the self-evaluation and transition plan will be complete by the end of this calendar year.***



Public Works Departmental Statement

The Department of Public Works (DPW) consists of multiple Divisions collectively responsible for maintaining and improving the Town's public spaces and infrastructure. This includes the maintenance and development of Town roads, sidewalks, public trees, cemeteries, parks, public grounds and buildings, as well as the Town water supply system and wastewater/sewerage system. In addition to general administration, the Divisions within the Department include: Highway, Parks, Cemetery, Facilities, Engineering, Water and Sewer. For budget information regarding the Water and Sewer Divisions, please see Enterprise Funds, Section 8 of this document.

Highway Division

The Highway Division is responsible for all repairs, street openings, new construction of public ways, sidewalk construction and repair, drainage, snow removal and other matters having to do with the proper maintenance and development of the Town's road system. The Highway Division also maintains the trees within the right-of-way along the public roads.

Parks Division

The Parks Division is responsible for maintaining and developing public playgrounds, parks and related facilities. Under the current staffing model, the same staff performs the duties of the Highway and Parks Divisions.

Cemetery Division

The Cemetery Division operates, maintains and develops the public burial grounds of the Town and related facilities. There is a small historic cemetery on Brigham Street which has few headstones. The main burial ground in Town is the Howard Street Cemetery which has two portions: the older, historic section and the north section, or the Kizer Cemetery, named for the family from whom the land was purchased. The original section is 18.65 acres, and the active North section is 21.71 acres.

Facilities Division¹

The Facilities Division is responsible for the maintenance and repair of Town owned buildings including the Town Hall, Senior Center, Library, Police and Fire Stations, Highway Garage, White Cliffs, and soon to include 4 West Main Street. Work entails implementing and monitoring preventative maintenance work for all mechanical systems and building envelopes, repairs to fixtures and amenities, and assistance with capital projects.

Engineering Division

The Engineering Division provides technical support to all Town Departments, Boards, and Committees as requested. The Town Engineer reviews a variety of projects for the Planning Board, Conservation Commission, Earthwork Board, Groundwater Advisory Committee and Zoning Board of Appeals. The Division is also responsible for oversight of the Town Pay-As-You-Throw solid waste program which is shown separately under the Solid Waste Enterprise Fund portion of this budget document. The Town Engineer works with various state agencies as a Town representative on local issues (e.g., Mass Highway, Central Mass Regional Planning Commission, MA Executive Office of Environmental Affairs and US Department of Environmental Protection).

¹ FY2024 is the first year that the cost of maintaining town facilities is centralized in a Facilities Division in the Public Works budget.

**Water and Sewer Divisions (Enterprise Funds)**

The Water and Sewer Divisions operate, maintain and develop the Town's public water and sewer systems and related facilities. The Water and Sewer Divisions are operated as enterprise funds. Briefly, an enterprise fund as authorized under MGL Ch. 44 §53F½ is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery—direct, indirect, and capital costs—are identified. This allows the community the option to recover total service costs through user fees.

For purposes of providing a departmental overview and personnel summary, the Water & Sewer Division is included here within the DPW Section 4 of the budget. The actual budgets associated with the Water and Sewer enterprise funds are contained in Section 8 of this budget document.

Related Advisory Boards and Commissions

In addition to the various DPW Divisions, there are several advisory Boards and Commissions related to the DPW's mission and functions. These include:

Cemetery Commission

The Cemetery Commission consists of three members appointed by the Town Administrator for three-year terms. The Commission is responsible for the development of policies, fees, rules and regulations pertaining to the care, superintendence and management of all public burial grounds. The DPW Director serves as the staff liaison to the Cemetery Commission.

Parks & Recreation Commission

The Parks & Recreation Commission consists of five members appointed by the Board of Selectmen for three-year terms. The Commission is responsible for the development of policies, rules and regulations pertaining to the care, superintendence and management of the public recreation programs, facilities and public parks and playgrounds under its control. The DPW Director serves as one of the staff liaisons to the Parks & Recreation Commission and is responsible for the physical maintenance of the facilities. The other staff liaison is the Recreation Director, who is responsible for the Recreation Department programs on those facilities.

Water & Sewer Commission

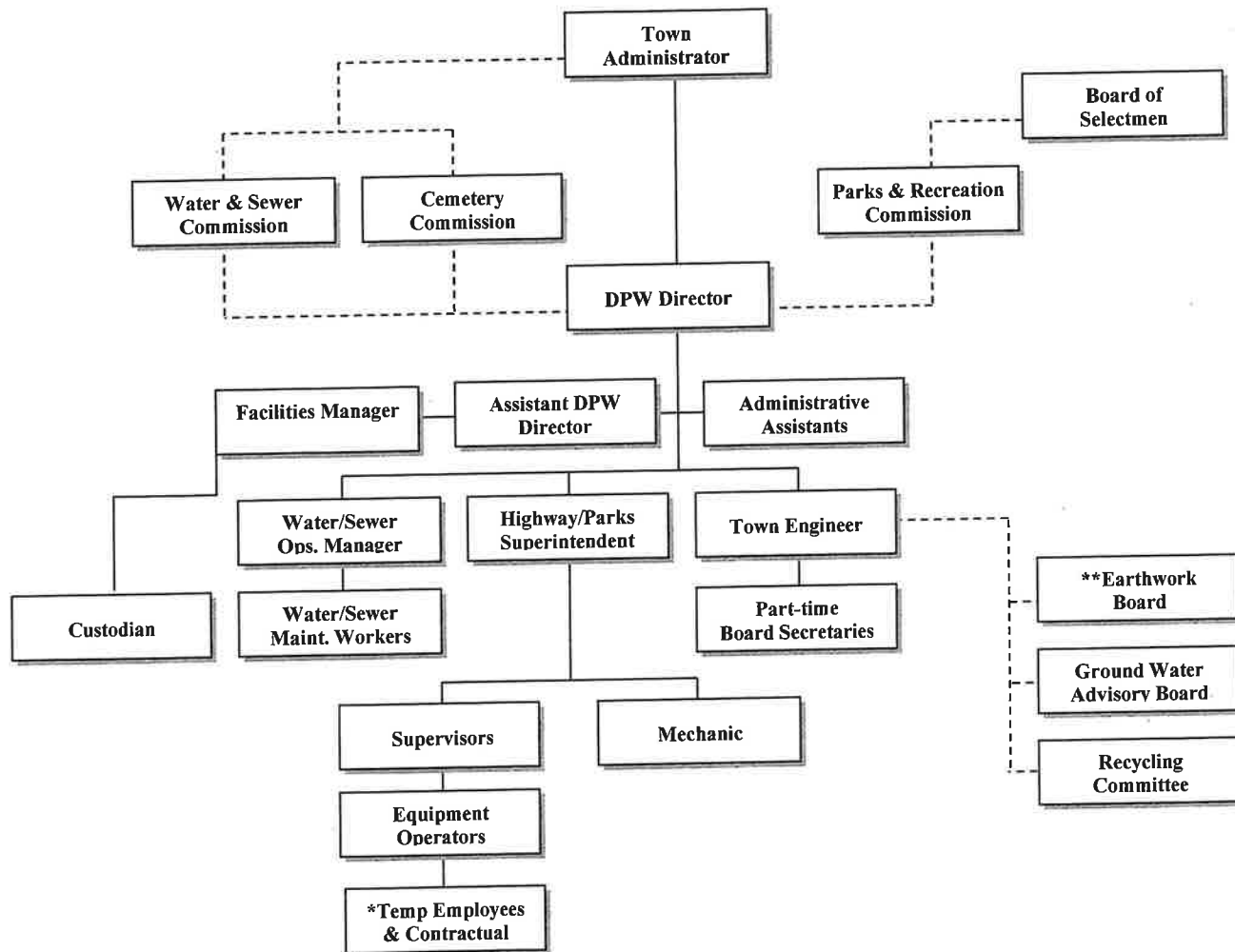
The Water & Sewer Commission consists of three members appointed by the Town Administrator for three-year terms. The Commission is responsible for the development of policies, fees, rules and regulations pertaining to the care, superintendence, development and management of the Town's water supply and facilities and the Town's sewerage system. The DPW Director serves as the staff liaison to the Water & Sewer Commission.

Groundwater Advisory Committee

The Groundwater Advisory Committee consists of five members, one each appointed by the Planning Board, the Conservation Commission, the Board of Health, the Board of Selectmen and the Water & Sewer Commission for indefinite terms. The Committee exists to protect, preserve and maintain the existing and potential groundwater supply and groundwater recharge areas within the known aquifers of the town.



DPW Organizational Chart



Organizational Chart Notes:

*The Highway/Parks Division and Cemetery Division use temporary, seasonal employees to augment park maintenance in the summer months, and contractual snowplow operators to supplement DPW staff during winter operations.

**The Earthwork Board secretary is budgeted under Planning & Conservation.

**DPW FY2023 Initiatives and Accomplishments****Highway/Parks & Cemetery Divisions:**

1. The Department secured quotes and issued purchase orders for equipment and vehicle replacements including a one-ton dump body, front end loader, backhoe, and 20-ton truck.
2. Construction of the new Assabet Park Playground was complete and open for use prior to Memorial Day weekend.
3. Implemented approximately 8.4 miles of roadway maintenance and improvements including mill and overlay, full depth reclamation, rubber chip seal, and crack fill. Reconstructed approximately 0.8 miles of sidewalk.
4. Completed townwide condition assessment of all roadways and sidewalks including capital improvement plans for each.
5. Conducted snow plowing and treatment of over 80 miles of roads for all winter weather events in what turned out to be an average snow fall season.
6. Issued 126 permits for water, sewer, and drainage work which is an increase of 30 over the prior year.
7. Pruned or completely removed over 65 unhealthy, dead, or dying street trees located within the Town's right of way.
8. Completed replacement of the failing Lincoln Street culvert in time for school to open without interruption.
9. Adopted a local Complete Streets Policy. Submitted to MassDOT the Town's Complete Street Prioritization Plan for which MassDOT approval is the final requirement for Northborough to be designated as a Complete Streets Community. A \$35,200 competitive grant was awarded to the Town to partially fund this effort.
10. Completed aesthetic improvements to the September 11, 2001 memorial.
11. Completed construction of six new pickleball courts at Ellsworth McAfee Park.
12. Facilitated painting of a new mural adjacent to the Town Common.

Facilities Division:

1. Replaced both geothermal heat pumps at the Senior Center including upgrades to the system of controls.
2. Completed energy efficient building lighting weatherization improvements funded through Green Communities grants.
3. Installed and commissioned a new audio video system at the Senior Center.
4. Completed roof, masonry, plaster, and paint restoration work at the Northborough Free Library.



5. Secured White Cliffs including selective deconstruction of the south chimney, closure of building envelop openings, and installation of a humidity control system.
6. Submitted grant applications for preparation of an ADA self-evaluation and transition plan, and for a variety of safety measures through the Massachusetts Interlocal Insurance Agency funding program.

Engineering Division:

1. The annual Household Hazardous Waste Day was held at the DPW Garage at 190 Main Street and included the collection of scrap metal and Styrofoam by the Northborough Junior Women's Club.
2. During 2015 the Massachusetts Department of Environmental Protection (DEP) restored some Grant programs which had been eliminated several years before due to the constraints on the state budget. In FY2023, the Town received a \$15,400 grant under the Recycling Dividends Program which will be used to offset some costs such as purchasing recycling bins, compost bins and the cost of producing and mailing the annual recycling calendar to each household in June.
3. The Town Engineer represented Northborough as its liaison to the Central Massachusetts Regional Stormwater Coalition (CMRSWC) and sits on their Steering Committee as they work toward finding feasible ways to protect stormwater quality and to remain in compliance with the Federal Environmental Protection Agency MS4 NPDES permit.
4. The Town Engineer worked closely with the Massachusetts Department of Transportation (MDOT) regarding projects involving the state highway within the limits of Northborough and made applications for State Highway Access Permits on behalf of applicants proposing to connect to Town utilities located within the state highway.
5. The Town Engineer worked closely with the Conservation Commission and their agent on the implementation of the Stormwater Management and Land Disturbance Bylaw, which was approved at the 2021 Annual Town Meeting.

Water and Sewer Divisions:

1. The Assabet Valley Regional Technical High School students completed the interior fit-out for the new operations building.
2. Conducted the sixth year of a 15-year Sanitary Sewer Inflow and Infiltration (I&I) Elimination Program as mandated by State and Federal clean water regulations including building inspections, flow isolation, and video pipe inspection.
3. Completed the second infiltration elimination construction project which removed approximately 67,000 gallon per day of non-sanitary infiltration.
4. Completed controls replacement at the Assabet Hill Water Storage Tank including new testing and monitoring facilities and enclosure.



5. Submitted environmental permit applications for removal of the Northborough Reservoir Dam.
6. Commenced installation of a Supervisory Collection and Data Acquisition system (SCADA) for both water and sewer facilities to allow for remote monitoring of critical infrastructure.
7. Continued our bi-annual hydrant flushing and annual gate exercising program.
8. Continued compliance with unfunded drinking water mandates including:
 - a. Revised Total Coliform Rule.
 - b. Reduction of Lead in Drinking Water Act.
 - c. Revisions to the Water Management Act (WMA) including the Sustainable Water Management Initiative (SWMI).
 - d. Unregulated Contaminant Monitoring Rule (UCMR) Phase 5.
9. Continued upgrading all water meter communication devices.
10. Procured backup power supply for the Town Hall Sewer Pump Station and new operations building.

Department of Public Works FY2024 Goals and Initiatives

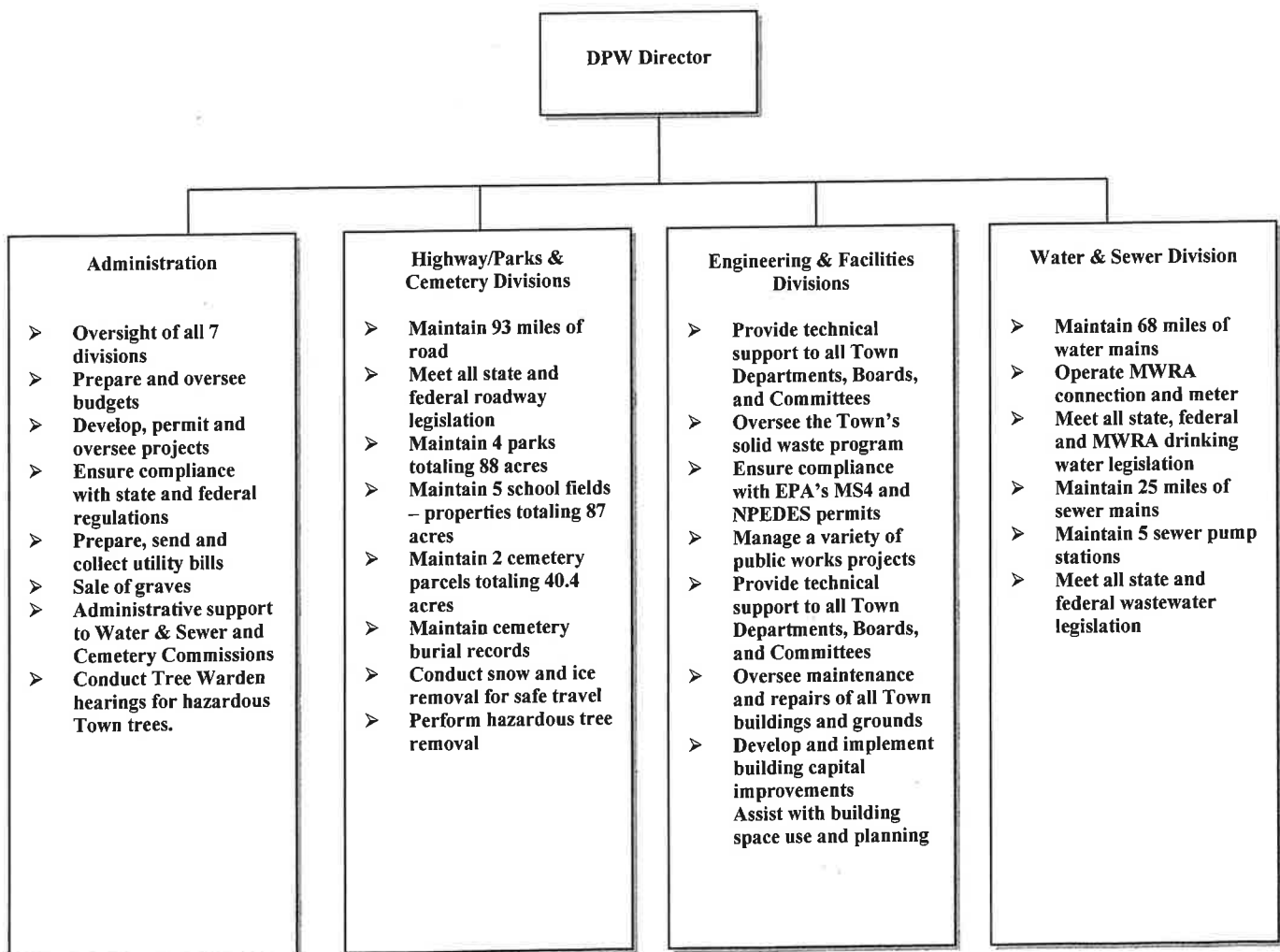
1. Continue the all-inclusive approach to infrastructure management and improvement by combining the recommendations from the pavement management program, water master plan and the comprehensive wastewater management plan to proficiently manage operations and prioritize future capital improvement projects.
2. Selectively implement the pavement management plan according to recommendations by the consultants and Public Works staff with a goal of addressing 10% of the town roadways.
3. Conduct a facilities assessment of all Town buildings including capital needs.
4. Consolidate building preventative maintenance contracts to realize economy of scale savings.
5. Complete design of the ADA accessible trail around the Senior Center property.
6. Obtain MassDOT approval and designation as a Complete Streets Community.
7. Complete improvements to the historic Brigham Street Burial Ground.
8. Continue compliance with unfunded drinking water mandates.
9. Implement the Town's Stormwater Management Plan and Stormwater Pollution Prevention Plan as required by the EPA's final MS4 permit.
10. Rehabilitate grounds around Civil War Memorial.
11. Relocate water and sewer operations into the new building.
12. Obtain all environmental permits for removal of the Northborough Reservoir Dam.
13. Commission the new water and sewer SCADA system.



Significant Budget Changes or Initiatives

Overall, the Department of Public Works General Fund budget is increasing \$465,316 or 13.3%. Of this increase, \$271,959 is directly attributable to the movement of Facilities expenses from General Administration to being a division within the Public Works department. This division consolidates expenses from several other departments and centralizes them under the Facilities Manager for better oversight and management. Of the \$271,959 increase, \$183,000 is for the movement of expenses from other departments to the centralized Facilities Division. Controlling for the addition of the Facilities Division to Public Works, the general fund portion of the Public Works budget is increasing \$193,357 or 6.4%. All divisions have significant increases in the costs for all general goods and utilities due to the inflationary impacts being felt across all industries, including a 20% increase for road salt. The major department initiatives supported by the General Fund address safety and environmental compliance. These include mandated safety compliance with the Division of Labor Standards which has adopted the requirements of the Occupational Safety and Health Administration. The Town continues to implement new components of the required Stormwater Pollution Prevention Plan, improvements to roadway and roadside safety, compliant removal and disposal of street sweeping and catch basin debris, proper disposal of resident generated yard waste, maintenance and repairs to our parks and monuments, and biannual street sweeping.

Programs and Subprograms




DEPARTMENT OF PUBLIC WORKS
Personnel Summary

Position	FY 2020 FTE	FY 2021 FTE	FY 2022 FTE	FY 2023 FTE	FY 2024 FTE
<u>Administration</u>					
DPW Director	1	1	1	1	1
Assistant DPW Director	1	1	0	0	0
Administrative Assistants	2.48	2	2	2	2
<u>Engineering Division</u>					
Town Engineer	1	1	1	1	1
<u>Highway/Parks/Cemetery Division</u>					
Highway/Parks Superintendent	1	1	1	1	1
Highway/Parks/Cemetery Supervisor	2	2	2	2	2
Mechanic	1	1	1	1	1
Heavy Equipment Operators	6	5	5	5	5
Light Equipment Operator	1	1	2	3	3
<u>Facilities Division²</u>					
Facilities Manager	0	0	0	0	1
Custodian	0	0	0	0	1
<u>Water & Sewer Division</u>					
Water/Sewer Supervisor	1	1	1	1	1
Water/Sewer Maintenance Workers	3	3	3	3	3
Total Full-time Equivalents	20.48	19	19	20	22

*Personnel Explanation: Full-time Equivalents are based upon 40 hrs per wk (30hrs/40hrs = .75 FTE).

- The Highway/Parks & Cemetery Divisions use seasonal staff to augment park maintenance in the summer and contract snowplow operators to supplement staff during winter operations.
- The DPW Director's salary and wages for the two full-time Administrative Assistants are budgeted 50% in the General Fund, 30% in the Water Enterprise Fund and 20% in the Sewer Enterprise Fund budget (See Section 8 of this budget document for Enterprise Fund detail).
- The FY2021 budget eliminated the part-time water/sewer administrative assistant and the department started using a lockbox service.
- In FY2022 funding for the vacant Assistant DPW Director was reallocated to hire another Light Equipment Operator at the request of the Director to better meet service demands. In FY2023 the previously cut Light Equipment Operator position was added back.
- The FY2024 Public Works budget incorporates a newly created Facilities Division. Funds within this division are reallocated from other building Departments such as Fire, Police, Library, Senior Center, and Public Buildings.

² The Facilities Manager and half the full-time Custodian were previously budgeted and accounted for in the Public Buildings budget. Half of the full-time Custodian was budgeted in the Police Department. In FY2024, those positions will relocate into the Facilities Division of the Public Works budget.



Department of Public Works

Section 4-9

DPW Personnel Table of FTEs by Division Budgets

DEPARTMENT OF PUBLIC WORKS					
Personnel Summary ³					
Position	FY 2020 FTE	FY 2021 FTE	FY 2022 FTE	FY 2023 FTE	FY 2024 FTE
<u>Administration</u>					
Budgeted in Divisions below					
<u>Engineering Division</u>					
Town Engineer	1	1	1	1	1
<u>Highway/Parks Division</u>					
DPW Director	.5	.5	.5	.5	.5
Assistant DPW Director	.5	.5	0	0	0
Administrative Assistants	1	1	1	1	1
Highway/Parks Superintendent	1	1	1	1	1
Supervisor	1.25	1.25	1.25	1.25	1.25
Mechanic	1	1	1	1	1
Heavy Equipment Operators	6	5	5	5	5
Light Equipment Operator	.5	1.5	1.5	2.5	2.5
<u>Cemetery Division</u>					
Supervisor	.75	.75	.75	.75	.75
Heavy Equipment Operator	0	0	0	0	0
Light Equipment Operator	.5	.5	.5	.5	.5
<u>Facilities Division</u>					
Facilities Manager	0	0	0	0	1
Custodian	0	0	0	0	1
<u>Water Division Enterprise Fund</u>					
DPW Director	.3	.3	.3	.3	.3
Assistant DPW Director	.3	0	0	0	0
Administrative Assistants	.89	.6	.6	.6	.6
Water/Sewer Superintendent	0	0	0	0	0
Water/Sewer Supervisor	.6	.6	.6	.6	.6
Water/Sewer Maintenance Workers	1.8	1.8	1.8	1.8	1.8
<u>Sewer Division Enterprise Fund</u>					
DPW Director	.2	.2	.2	.2	.2
Assistant DPW Director	.2	0	0	0	0
Administrative Assistants	.59	.4	.4	.4	.4
Water/Sewer Superintendent	0	0	0	0	0
Water/Sewer Supervisor	.4	.4	.4	.4	.4
Water/Sewer Maintenance Workers	1.2	1.2	1.2	1.2	1.2
Total Full-time Equivalents	20.48	19	19	20	22

³ The table above represents how personnel in the table on the previous page are budgeted, as opposed to how many full-time equivalents exist by title. The distinction is important due to the existence of the Water and Sewer Enterprise Funds and the accounting required to capture all the costs associated with these services, so that the fee structures may be set to cover 100% of the direct and indirect costs. For more detail on enterprise fund budgets, please refer to Section 8 of this budget document.

Section 4-10

Department of Public Works



	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
HIGHWAY ADMINISTRATION						
Personnel Services						
451100 DPW Director Salary (50%)	61,884	64,384	66,345	68,366	31,329	70,475
51100 Assistant DPW Director (50%)	0	0	0	0	0	0
51410 Longevity Pay	0	0	100	100	100	100
SUBTOTAL	61,884	64,384	66,445	68,466	31,429	70,525
Expenses						
52110 Utilities	35,710	34,830	35,229	42,540	6,853	61,840
52800 Contractual Services	2,952	470	0	0	0	0
54290 Office Supplies	1,263	916	2,177	2,000	1,205	2,000
54490 Building Maintenance	20,435	10,525	24,484	27,900	7,637	27,900
57110 Travel/Mileage	673	341	560	1,075	144	1,075
57310 Dues	2,093	785	759	2,793	278	2,793
SUBTOTAL	63,125	47,867	63,209	76,308	16,116	95,608
TOTAL: HIGHWAY ADMINISTRATION	125,009	112,251	129,653	144,774	47,545	166,133

⁴ Line 51100 includes 50% of the DPW Director and Assistant Director Salaries with 30% carried in the Water Enterprise Fund Budget and the other 20% included in the Sewer Enterprise Budget (see Section 8 of this Budget Document for detail on the Enterprise Budgets)



Department of Public Works

Section 4-11

FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
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HIGHWAY DIVISION CONSTRUCTION & MAINTENANCE

Personnel Services

51010 Labor Wages	625,709	663,840	680,785	764,955	323,674	784,868
51140 Wages Part-time Permanent	61,287	62,375	63,517	65,299	29,944	67,150
51300 Overtime	98,408	111,327	114,481	121,588	77,592	123,123
51410 Longevity Pay	4,175	4,875	5,088	5,238	5,238	5,388
51920 Uniforms	8,313	8,788	9,263	11,163	4,631	11,963
51970 Stipends	0	0	0	0	0	0
SUBTOTAL	797,892	851,204	873,133	968,243	441,079	992,492

Expenses

52690 Equipment Maintenance	79,537	95,956	94,035	89,000	38,793	94,300
52800 Contractual Services	17,438	54,148	23,476	45,250	26,211	45,500
55320 Materials & Supplies	23,089	22,338	27,651	16,200	12,186	22,300
55420 Safety Training, Dues & Licenses	3,230	1,359	2,452	6,970	0	12,470
58690 New Equipment	0	982	13,815	13,000	0	13,000
58710 Roadway Maintenance	77,891	84,686	157,811	400,000	44,675	400,000
58715 Storm water/Drainage	141,636	78,447	103,398	181,500	89,296	196,500
SUBTOTAL	342,821	337,915	422,639	751,920	211,160	784,070

TOTAL: HIGHWAY CONST & MAINT.

1,140,713	1,189,119	1,295,772	1,720,163	652,238	1,776,562
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Section 4-12

Department of Public Works



	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
PARKS DIVISION						
Personnel Services						
51130 Labor Wages	0	0	0	0	0	0
51220 Seasonal Temporary Labor	45,160	19,213	45,906	45,000	24,495	48,000
51300 Overtime	0	0	0	0	0	0
51410 Longevity Pay	0	0	0	0	0	0
SUBTOTAL	45,160	19,213	45,906	45,000	24,495	48,000
Expenses						
51920 Uniforms	832	1,459	848	1,700	488	1,825
52110 Utilities	1,485	1,468	1,811	2,000	755	2,600
52610 Materials & Supplies	52,839	54,840	49,614	75,000	13,565	75,000
52800 Contractual Services	5,000	3,296	13,435	8,500	653	27,540
54710 Building Maintenance	6,886	2,587	4,021	4,000	1,263	4,000
58690 New Equipment	9,370	8,244	15,248	19,500	1,350	19,500
SUBTOTAL	76,412	71,893	87,104	110,700	18,074	130,465
TOTAL: PARKS DIVISION	121,572	91,106	133,010	155,700	42,569	178,465

⁵ Funding previously included in Line 51130 has been collapsed into Line 51220 to fund seasonal/temporary help instead of a permanent laborer position



Department of Public Works

Section 4-13

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
CEMETERY DIVISION						
Personnel Services						
⁶ 51010 Labor Wages	81,606	83,444	85,652	88,530	40,299	90,855
⁷ 51100 Miscellaneous Labor	15,362	16,731	17,160	23,280	7,524	28,600
51300 Overtime	6,314	6,005	9,820	7,792	3,672	8,619
51410 Longevity Pay	375	475	588	588	588	588
51920 Uniforms	1,188	1,188	1,188	1,188	594	1,188
SUBTOTAL	104,843	107,842	114,407	121,378	52,676	129,850
Expenses						
52110 Utilities	685	796	854	1,000	380	1,600
52690 Equipment Maintenance	4,421	5,521	7,381	5,000	6,951	6,300
54490 Building Repair	3,654	230	10,417	4,100	0	4,100
54690 Materials & Supplies	19,398	17,011	17,194	20,100	5,099	24,350
58690 New Equipment / Capital	10,676	8,748	13,783	21,000	560	21,000
SUBTOTAL	38,833	32,307	49,629	51,200	12,989	57,350
TOTAL: CEMETERY DIVISION	143,676	140,149	164,035	172,578	65,665	187,200

⁶ FY2019 represents a new Supervisor position budgeted 75% in Cemetery and 25% in highway/parks to accurately reflect the time dedicated to the Cemetery Division

⁷ Seasonal summer help dedicated exclusively to the cemetery is now budgeted in line 51100 to more accurately represent the resources devoted to the Cemetery Division

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Department of Public Works



	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
⁸FACILITIES DIVISION						
Personnel Services						
51010 Salaries Full-Time	0	0	72,522	95,411	43,723	158,168
51300 Overtime	0	0	0	6,596	0	6,600
51410 Longevity Pay	175	175	175	175	175	500
⁹ 51920 Part-Time Custodial	27,466	28,125	21,544	29,321	13,567	0
SUBTOTAL	27,641	28,300	94,242	131,503	57,464	165,268
Expenses						
52800 Contractual Services	0	5,112	28,083	3,000	0	133,070
54492 Repairs & Maintenance	82,932	41,481	198,230	110,500	17,170	204,951
54590 Supplies	13,959	12,994	11,182	15,000	6,713	5,400
54820 Gasoline	74,713	82,530	149,795	150,000	81,008	165,000
57110 Travel/Mileage	0	0	85	0	443	2,150
57310 Dues	0	0	0	0	325	2,165
58700 Water Charges	9,129	12,531	9,257	16,500	10,830	16,500
58705 Sewer Charges	5,879	3,589	5,307	6,720	2,697	6,720
58708 Solid Waste Charges	43,612	44,614	45,741	45,947	14,370	49,932
SUBTOTAL	230,224	202,851	447,680	347,694	133,554	585,888
TOTAL: FACILITIES DIVISION	257,866	231,151	541,922	479,197	191,018	751,156

⁸ In FY2024, the Facilities Division will reflect the cost for maintaining all public buildings. Previously, these funds were budgeted in a combination of places, including the prior "Public Buildings" budget, as well as various departmental budgets.

⁹ Previously funds for half the Custodian's salary were budgeted in the Public Buildings fund, reflected in line 51920 until FY2024, and the other half was previously budgeted in the Police Department. In FY2024, the full salary for the Custodian will be budgeted in the Facilities full-time salary line 51010.



Department of Public Works

Section 4-15

FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
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ENGINEERING

Personnel Services

51100 Town Engineer Salary

51410 Longevity Pay

SUBTOTAL

114,206	116,490	118,820	122,406	56,093	124,476
650	650.00	650	650	650	650
114,856	117,140	119,470	123,056	56,743	125,126

Expenses

52800 Contractual Services

54290 Office Supplies

55980 Field Supplies

57110 Travel/Mileage

57310 Dues

57320 Subscriptions

57340 Meetings

SUBTOTAL

35,000	70,000	8,000	64,200	0	64,200
374	317	233	450	0	450
0	0	9	100	0	100
1,516	907	1,259	1,500	0	1,500
406	260	422	435	278	435
0	0	0	150	0	150
0	0	0	300	0	300
37,295	71,484	9,923	67,135	278	67,135

TOTAL: ENGINEERING

152,151	188,624	129,393	190,191	57,021	192,261
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Section 4-16

Department of Public Works



	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
SNOW & ICE						
Personnel Services						
51220 Miscellaneous Labor	0	148	2,241	9,000	0	13,842
¹⁰ 51300 Overtime	80,066	125,021	132,957	112,000	9,869	112,000
SUBTOTAL	80,066	125,170	135,198	121,000	9,869	125,842
Expenses						
¹¹ 52800 Contractual Services	49,957	74,850	81,003	92,000	1,895	92,000
55350 Salt & Additives	117,400	200,839	280,476	181,000	97,369	218,000
57810 Materials & Supplies	82,989	81,164	52,382	43,000	31,490	43,000
SUBTOTAL	250,346	356,852	413,860	316,000	130,754	353,800
TOTAL: SNOW & ICE	330,412	482,022	549,058	437,000	140,623	479,642

¹⁰ Line 51300 contains Overtime funds for DPW employees that plow snow during winter operation

¹¹ The DPW uses contractual snowplow services to supplement Town staff and equipment during winter operations



Department of Public Works

Section 4-17

	FY2020	FY2021	FY2022	FY2023	FY2023	FY2024
	ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
TREES						
Expenses						
52690 Equipment Maintenance	3,639	1,676	4,374	3,000	602	3,000
52800 Contractual Services	37,770	39,000	45,312	50,000	50,000	65,000
54700 Supplies	2,249	1,117	1,053	3,000	1,006	3,500
SUBTOTAL	43,658	41,793	50,739	56,000	51,608	71,500
TOTAL: TREES	43,658	41,793	50,739	56,000	51,608	71,500

	FY2020	FY2021	FY2022	FY2023	FY2023	FY2024
	ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
STREET LIGHTING						
Expenses						
52130 Utilities	120,000	125,000	135,000	147,000	62,989	165,000
SUBTOTAL	120,000	125,000	135,000	147,000	62,689	165,000
TOTAL: STREET LIGHTING	120,000	125,00	135,000	147,000	62,689	165,000

NOTE: Please see Section 8 Enterprise Fund of this document for the detailed Water & Sewer Division budgets.



Solid Waste Enterprise Fund Statement

On January 1, 2003 the Town began a fee-based solid waste program commonly referred to as "Pay-As-You-Throw" (PAYT). The PAYT program requires residents to use Town of Northborough designated trash bags in order to have their trash and recycling collected at curbside by the Town's contractor. The PAYT program is operated as an enterprise fund intended to generate fee revenue to cover a portion of the solid waste and recycling collection and disposal costs previously provided within the tax base. An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and, in this case, the portion that is subsidized by the tax levy.

Significant FY2024 Budget Changes or Initiatives

Recycling markets throughout the United States are going through a difficult and complicated transition. For many years China had been the primary market for our country's recyclable materials. In early 2018 China revised their specifications for acceptance of recyclable materials to an unachievably low contamination standard, which eliminated the option of exporting these commodities to China. This has resulted in the need for a fast and drastic change to the market for recyclable materials here in the United States. The impact on central Massachusetts is similar to that of the rest of our nation. Market instability is projected to continue until new material recovery facilities can be brought on-line here in the United States and in emerging countries around the world. The cost of this transition unfortunately is being borne by communities such as ours. MassDEP regulations prohibit recyclable materials from entering the solid waste stream; therefore, collection and processing is mandated.

In 2019, the Town issued an Invitation for Bids (IFB) for solid waste and recyclable material collection and disposal. After reviewing the recycling market and the bids received, the Town entered into a three (3) year contract with two (2) one-year extensions at the Town's option. The contract includes a 3% annual increase for collection throughout the duration. The contract also includes an annual Recycling Net Processing Cost Adjustment, which has allowed the Town to maintain costs associated with current recycling market trends and to minimize future significant increases. In FY2024 the Town is exercising the contract's final extension for year five. The Town anticipates issuing an IFB during FY2024 and expects there to be significant increases in collection and processing due to continued volatility in the recycling market. The IFB process will take three to six months as extensive research is required. A part of this research will include several alternative contractual approaches.

Overall, the Solid Waste and Recycling budget is increasing by \$112,571, or 12.1%. The FY2024 fee revenues are projected to be \$530,000 and the FY2024 expenses are estimated at \$1,040,684 leaving a projected general fund subsidy of \$345,160 in addition to a transfer from the Solid Waste Fund Free Cash of \$165,524. In FY2024, the appropriation will again contain a \$10,000 Contingency Reserve account within the Solid Waste Fund to ensure adequate funding for the potential of an unforeseen event in the coming year.



Section 8-2 Solid Waste Enterprise Fund

As a result of the fees projected to be collected and the FY2024 expenses of \$1,040,684 a General Fund subsidy of \$345,160 (\$8,000 more than FY2023) is recommended to balance the Enterprise Fund. The following is a detailed explanation regarding projected revenues, overhead costs, disposal costs, projected tonnage for disposal and collection costs.

PAYT Revenues and Overhead Costs:

The Town continues to offer two sizes of bags and the bag fee was last revised in January of 2007 and remains set at \$3.00/large bag and \$1.50/small bag. Additional fees were also created to help reduce the shortfall between revenues and expenditures. A fee of \$10 per box was instituted for the disposal of hazardous waste at the annual Household Hazardous Waste Day event in September of 2005. In addition, a sticker fee of \$10 per item for the disposal of large/bulky items set out at the curb was instituted in March of 2006.

As reflected in the Trash and Recycling Comparison Chart on page 8-5, trash and recycling disposal tonnage has been consistent for the last several years, although trash increased during the pandemic as more people were at home. Consistent trash tonnage and consistent bag prices have resulted in a stable revenue stream of approximately \$530,000 each of the last few years.

During FY2023, the Town received \$15,400 as part of the Department of Environmental Protection's Recycling Dividends Fund program which provides payments to municipalities that have implemented specific programs and policies proven to maximize reuse, recycling and waste reduction. This money will be used to offset the cost of purchasing recycling bins and to offset the cost of producing and mailing the recycling calendar to each household in June. Due to the possibility of future state budget cuts, the Solid Waste budget also includes \$7,000 to cover these costs in FY2024.

The Town works with W.B. Mason to warehouse and distribute trash bags and bulk item labels to the authorized retailers at a cost of \$.02 per bag or label. The total projected FY2024 overhead costs for the Pay-As-You-Throw program (purchase of bags, stickers, labels, and their distribution) is estimated at \$90,000.

The Solid Waste budget also includes the cost of removing and disposing of the yard waste material (brush, leaves and grass) residents dispose of at the Highway Garage. The State Department of Environmental Protection banned yard waste, which includes grass and leaves, from the list of acceptable items that can be disposed of in landfills and incinerators/resource recovery facilities in 1991. The total cost for disposal of all yard waste is estimated to be \$100,000 for FY2024.

Disposal Costs and Projected Tip Fee:

In accordance with the Waste Disposal Agreement with Wheelabrator Millbury, Inc. as revised in 2014, the tip fee is to be adjusted each year on July 1st based upon the amount of change in the Consumer Price Index (CPI) for urban wage earners and clerical workers-Northeast Urban beginning on July 1, 2017. As outlined in the agreement, the current tip fee is \$75.52/ton and based upon the most recent information from the Bureau of Labor and Statistics and the formula in the agreement, the tip fee for FY2024 has been estimated at \$81.00/ton, which will apply to the amount of trash disposed of between 7/1/23 and 6/30/24.



Solid Waste Enterprise Fund

Section 8-3

Under the terms of the contract for solid waste/recyclable materials collection and disposal, the Town is also responsible for an annual Recycling Net Processing Cost Adjustment. In accordance with the terms of the contract and due to the improved quality of the recycling material being processed at the facility, the Recycling Net Processing Cost Adjustment has been set as a credit of \$8.91 per ton for the actual amount of recycling materials collected in calendar year 2022 (994.5 tons), resulting in a disposal cost credit of \$8,861 for FY2024.

Projected Solid Waste Tonnage:

Actual tonnage for the last 12 months (calendar year 2022) was 2,260 tons, which reflects a 4.34% increase from the previous 12 months. Based on the number of new building permits for single family homes (9) during the last 12 months, the growth rate was 0.18%. The projected tonnage for FY2024 is approximately 2,362 tons ($2,260 \times 1.043 \times 1.00184$). An estimated 2,400 tons is expected to be disposed of in FY2024, resulting in a budget of \$194,400 based upon the projected tipping fee of \$81.00/ton.

Collection Costs:

On July 1, 2019, the Town entered into a new agreement with Republic Services, Inc. for solid waste/recyclable materials collection and disposal, which will continue to service the Town through FY2024, as the Town opted to exercise the second of the two one-year extensions. Under the contract, collection costs will increase by 3% in FY2024. The total FY2024 collection costs are \$620,795, which consists of \$289,594 for Trash Collection and \$331,201 for Recycling Collection and Disposal.

		FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 6 MONTHS	FY2024 PROPOSED
SOLID WASTE ENTERPRISE FUND							
Expenses	Services						
52810	Unclassified	133,434	143,284	160,279	224,350	208,529	224,350
52910	Collection	551,568	568,114	575,978	602,714	259,481	620,795
57810	Disposal	139,973	158,967	155,015	91,049	68,343	185,539
59810	Extra Ordinary & Unforeseen Exp.	0	0	0	10,000	0	10,000
	SUBTOTAL	824,976	870,365	891,271	928,113	536,353	1,040,684
TOTAL:	SOLID WASTE	824,976	870,365	891,271	928,113	536,353	1,040,684



Additional Solid Waste Budget Detail

Unclassified:

Newsletter, training, bins and misc. supplies:	\$7,000
Disposal of illegal dumping:	\$7,000
Household Hazardous Waste Day:	\$20,000
Pay-As-You-Throw costs:	\$90,000
Disposal of Yard Waste	\$100,000
SWANA Membership	\$225
SWANA Meetings	<u>\$125</u>
Sub-total	\$244,350

Solid Waste & Recycling Collection:

Trash Collection:	\$289,594
Recycling Collection:	<u>\$331,201</u>
Sub-total	\$620,795

Solid Waste & Recycling Disposal Adjustment:

7/1/23 - 6/30/24: 2,400 tons x \$81.00/ton	\$194,400
Recycling Processing cost adjustment	<u>(\$8,861)</u>
Sub-total	\$185,539

Contingency Reserve	<u>\$10,000</u>
Sub-total	\$10,000

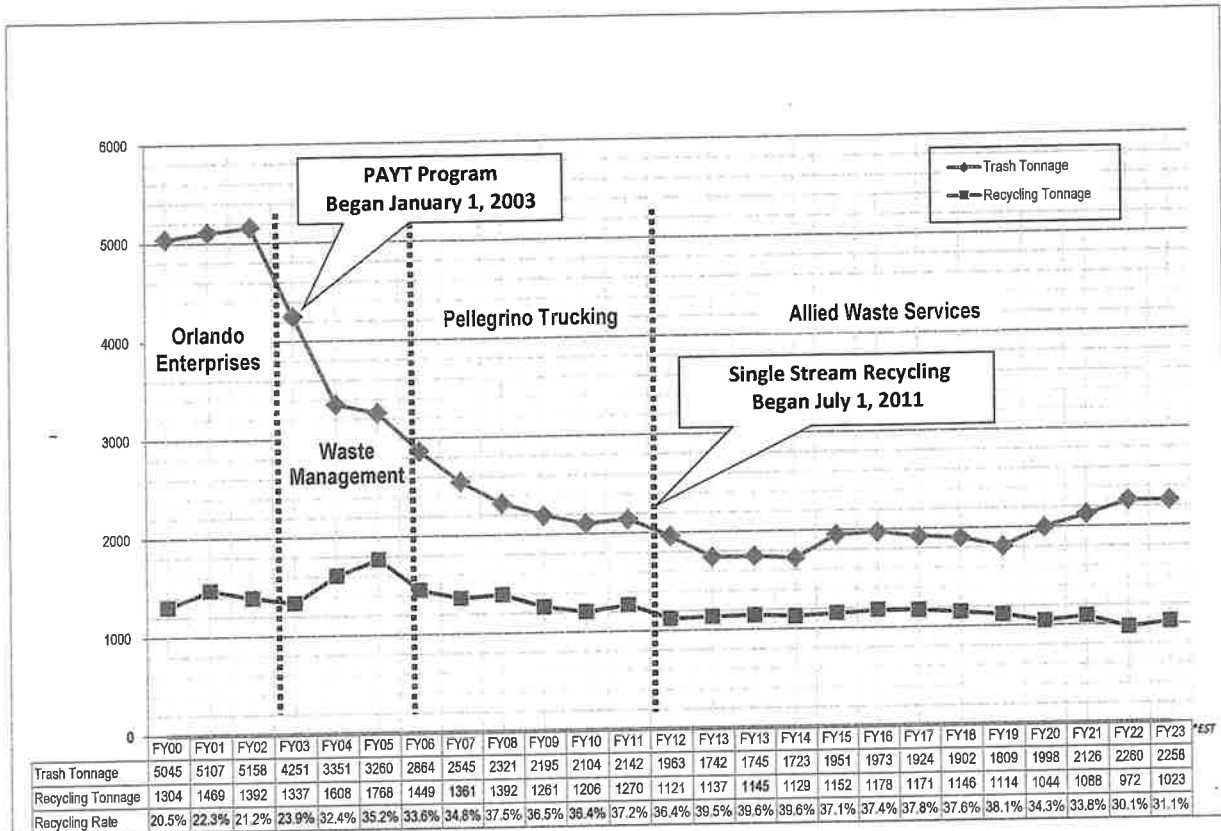
Grand Total \$1,040,684



Solid Waste Enterprise Fund

Section 8-5

Waste & Recycling Trends from FY2000 to FY2023



Since its inception on January 1, 2003 the PAYT program has provided significant incentive to participants to reduce waste and increase recycling. Trash went from a high of 5,158 tons in FY2002 steadily downward to 1,722 tons in FY2014 and has slowly increased been increasing. In addition, recycling rates rose from 21% in FY2002 to approximately 38% in FY2014 and now appears to remain steady at 30%. The difference between the 5,158 tons of trash in FY2002 and the 2,400 tons of trash projected to be disposed in FY2024 is 2,758. In FY2024 that difference, multiplied by the projected disposal rate of \$81.00/ton, represents approximately \$223,398 in cost avoidance.



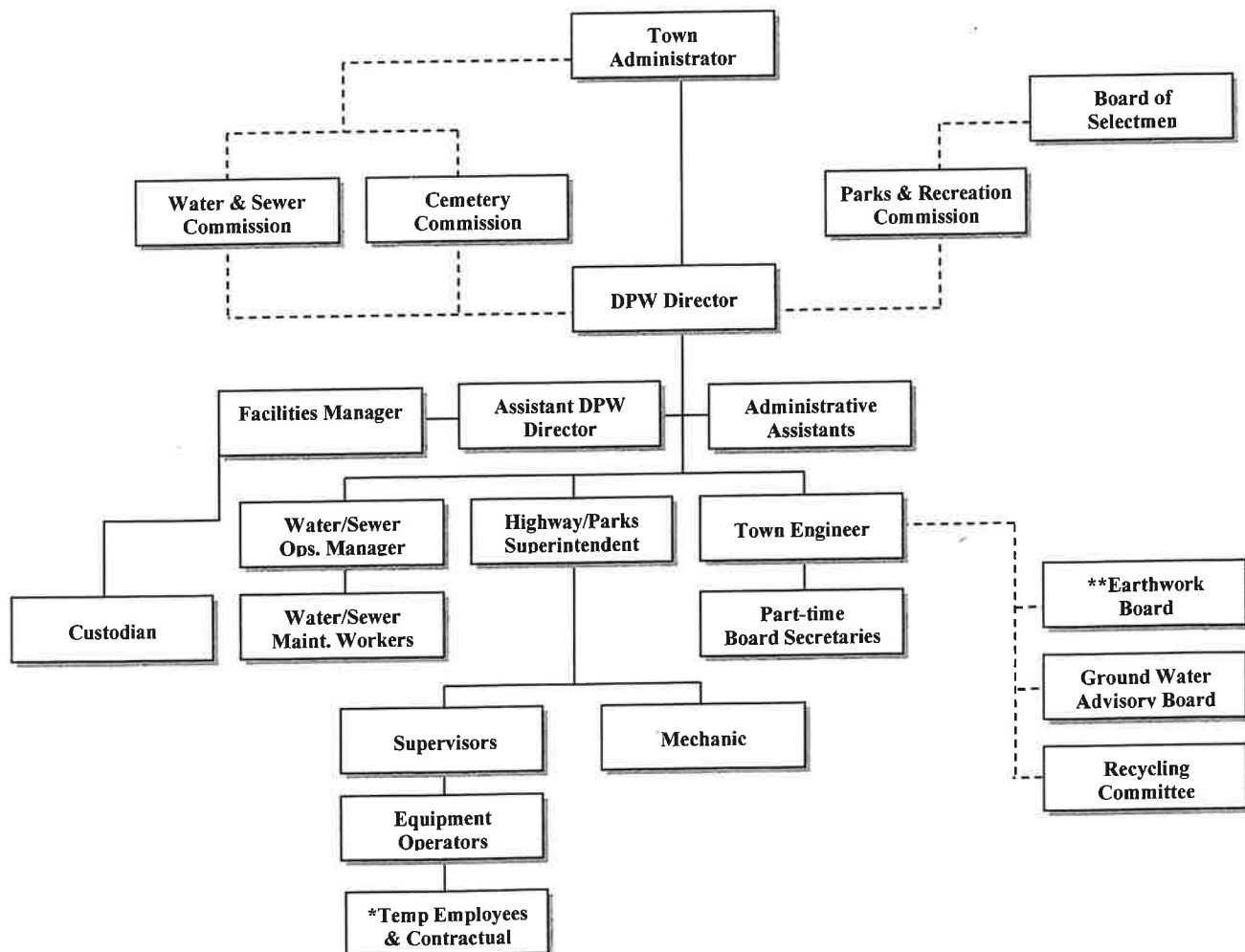
Water & Sewer Enterprise Funds

The Water and Sewer Divisions operate and maintain the Town's public water and sewer systems and related facilities. The Water and Sewer Divisions are operated as enterprise funds. Briefly, an enterprise fund as authorized under MGL Ch. 44 §53F½ is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery—direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. For purposes of providing a departmental overview, personnel summary and goals/objectives, the Water & Sewer Divisions are included within Department of Public Works (DPW) Section 4 of the budget. The actual line-item budgets associated with the Water and Sewer enterprise funds are contained here in Section 8 of this budget document.

Water & Sewer Commission

In addition to the DPW staff, the Water & Sewer Commission provides advisory oversight to the enterprise funds. The Water & Sewer Commission consists of three members appointed by the Town Administrator for three-year terms. The Commission is responsible for the development of policies, fees, rules and regulations pertaining to the care, superintendence, development and management of the Town's water supply and facilities and the Town's sewerage system. The DPW Director serves as the staff liaison to the Water & Sewer Commission.

DPW Organizational Chart





Background on the Northborough Water System

Northborough's Water System was first authorized by the State Legislature in 1882. A small portion of Town was originally served from the Northborough Reservoir located in Shrewsbury and Boylston before it was taken out of service in 1955. The connection to what is now called the Massachusetts Water Resources Authority (MWRA)¹ was initiated in 1954. The Town's four wells came online later. The Brigham Street well was brought online in 1956; the Lyman Street well was brought online in 1964; the Crawford Street well was brought online in 1969; and the Howard Street well was brought online in 1994.

In the past, the Town operated its own wells and supplemented production from the wells with water purchased from the MWRA. The MWRA water was originally provided directly from the Wachusett Aqueduct. When the Wachusett Aqueduct was shut down for repair in 2000, the water provided by the MWRA to the Town came through a connection in Bartlett Street. This is connected to the new MWRA Carroll Water Treatment facility in Marlborough.

From 2000 to 2009, all the Town's water was being purchased from the MWRA because the well water was chemically incompatible with the water being provided by the MWRA. The Town well water has a pH of 6.5, and the new MWRA water source has a pH of 9. The higher pH in the MWRA water causes the Town's well water to drop the naturally occurring iron and manganese out of solution and turn the water red.

To address requirements of the Safe Drinking Water Act and to make the Town's water compatible, treatment alternatives were evaluated. The Town's consultant designed a new chemical addition facility at the Lyman Street well which the Town subsequently built. The Lyman Street well was reactivated in 2009 and produced approximately 225,000 gallons per day of the necessary 1 million gallons per day of average daily water usage in Northborough. Unfortunately, in June 2011, routine testing of the Lyman Street well indicated the presence of bacteria and the well was taken offline.

The Town then contracted with an engineering consultant to evaluate the Town's long-term water supply and distribution needs. The evaluation used historical population data and regional studies to project future water system demands for a 20-year period. Raw and finished water quality data was reviewed to determine required improvements for treatment facilities to comply with current and future drinking water standards. The local well supplies were then contrasted with MWRA interconnections and a cost-benefit analysis performed to see if the Town should:

- Utilize the Town's existing wells (and possibly additional subsurface supplies through exploration) with added treatment facilities to meet the water consumption demands,
- Utilize the Town's existing wells along with MWRA interconnection for summer peak demands, or
- Utilize MWRA interconnection for all water supply needs.

¹ The MWRA is a public authority established under Chapter 372 of the Acts of 1984. The MWRA is an independent authority that provides wholesale water and sewer services to its customer communities and funds its operations primarily through user assessments and charges.



Section 8-8

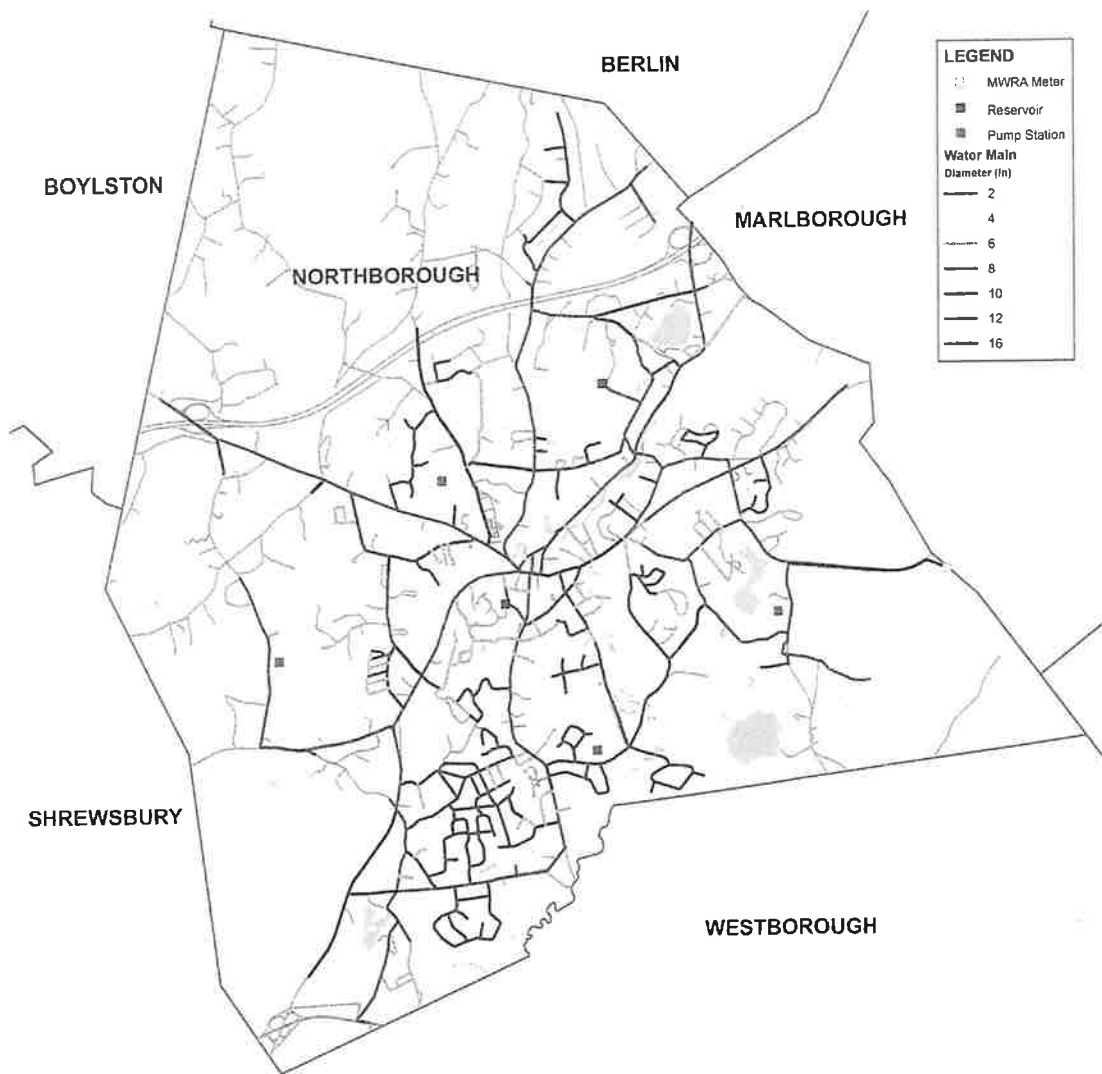
Water & Sewer Enterprise Funds

In order to fully determine which of the three options outlined above would be the best option for the Town, a water system master plan was prepared. The master plan focused on the entire potable water system and its ability to provide the Town with the most cost-effective method of delivering safe, clean potable water to the residents. The study included reviewing sustainable sources of water supply as well as evaluating the current distribution model, calibrating the model and calculating storage and system operating pressures.

The evaluation determined that while our distribution system is basically sound, the town-owned wells cannot supply the current water demand of an average of 0.87 million gallons per day (MGD) and a maximum or peak demand of 1.73 MGD. Reactivation of Town wells would require a cost-prohibitive water treatment facility that would still fall short of meeting the needs of the Town. As a result, the Town receives 100% of its water from the MWRA and the four wells remain off-line in an emergency only capacity.

Approximately 80% of the Town receives water from the public water supply system. The map below shows the water system service area.

Northborough Water System Map





Water & Sewer Enterprise Funds

Section 8-9

Significant FY2024 Budget Changes or Initiatives

The FY2024 Water Enterprise Fund is budgeted at \$2,771,352 which is an increase of \$135,249 or 5.1%. This increase follows the 10.8% FY2023 budget reduction which was primarily attributed to the MWRA preliminary assessment going down by \$251,513. The cause of this was a shift in the share of the overall use from “bedroom communities” such as Northborough to Metro Boston as a result of businesses reopening after the initial effects of the pandemic. The FY2024 increase is attributed to several factors: including funding the required bi-annual system-side leak detection survey, inflationary increases to goods and services, reinstatement of \$50,000 toward the emergency account, and phasing back in of the annual hydrant replacement program, the latter two of which were eliminated due to financial constraints associated with the pandemic.

In the second quarter of FY2014, a base charge was added to each water account to recover a portion of fixed costs paid from the enterprise fund such as debt, meter reading, billing, and collection, regardless of the amount of water usage. Based upon formal rate studies, the water utility user rates are expected to increase approximately 4%-5% per year due to a combination of inflationary pressures (2-3% annually), annual water use fluctuations which trend downward between 0.5% and 1.0% due to mandated conservation measures, and the need to make regular infrastructure investments. The FY2024 user rates will be adjusted based upon a detailed rate study but are currently projected to increase between 3% and 4%. The base charge will also be evaluated as part of the rate study in an effort to maintain the appropriate ratio of fixed verse volumetric revenues.

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
WATER ENTERPRISE FUND						
Personnel Services						
² 51010 Full-time Wages	173,925	164,514	168,034	170,750	80,246	183,793
³ 51100 Full-time Salary	37,130	38,630	39,807	39,818	18,797	42,255
⁴ 51120 Full-time Permanent wages	36,772	37,425	38,110	38,056	17,966	40,290
⁵ 51130 W&S Commissioner Stipends	1,080	0	1,080	1,080	0	1,080
⁶ 51135 GIS Salary	14,760	15,400	15,708	16,179	16,179	16,669
51300 Overtime	41,915	47,378	43,957	47,810	18,927	51,463
51410 Longevity Pay	1,410	1,620	1,785	1,659	1,785	1,629
51970 Stipends	950	1,950	950	950	0	900
51920 Uniforms	2,280	2,280	2,280	2,280	1,140	2,280
SUBTOTAL	310,223	309,197	311,711	318,582	155,040	340,539

² Line 51010 represents 60% of the Water/Sewer Operations Manager salary and Water/Sewer Maintenance Workers' wages. The other 40% of these personnel expenses are included in the Sewer Enterprise Fund budget.

³ Line 51100 represents 30% (12 hrs/ week) of the DPW Director's salary. 20% is reflected in the Sewer Enterprise Fund Budget and the balance (50%) is included in the DPW budget Section 4 of this document.

⁴ Line 51120 represents 24 hours per week of an Administrative Assistant

⁵ Line 51130 represents the three Water & Sewer Commissioners who receive \$600 each per year, split 40% (\$720) Sewer Fund Budget and 60% (\$1,080) Water Fund Budget

⁶ Line 51135 represents 15% (6 hours per week) of the GIS Director's time supporting the Water Enterprise fund.

Section 8-10

Water & Sewer Enterprise Funds



	FY2020	FY2021	FY2022	FY2023	FY2023	FY2024
	ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
WATER ENTERPRISE FUND						
Expenses						
51710 Workers' Compensation	13,438	12,180	11,005	11,076	11,076	11,298
51730 F.I.C.A.	4,806	5,037	5,037	5,037	5,037	4,936
51740 Life Insurance	88	88	88	63	63	63
51750 Health Insurance	49,481	48,751	49,124	49,022	49,022	59,762
52110 Utilities	16,1012	16,227	21,013	19,500	7,215	35,411
52610 Building Maintenance	3,564	3,511	15,288	13,300	13,026	13,300
52620 Equipment Maintenance	6,160	11,195	4,211	18,000	1,737	18,000
52800 Contractual Services	162,498	121,087	107,171	178,134	46,263	197,334
52850 Audit	2,008	2,899	2,088	2,957	0	2,993
53020 Legal Services	833	273	0	10,000	0	10,000
53110 Printing	5,856	5,977	6,419	10,308	3,647	13,500
53170 Water Analysis	563	0	136	5,500	0	5,500
53190 Training	6,997	5,545	5,967	8,825	1,448	9,325
54290 Office Supplies	653	259	0	1,860	677	1,860
54350 Howard Street Well	0	0	0	0	0	0
54370 Private Work	0	0	0	0	0	0
54380 Brigham Street Well	0	0	0	0	0	0
54390 MWRA Assessment	1,312,356	1,422,346	1,760,228	1,508,715	754,358	1,475,638
54400 Lyman Street Well	0	0	0	0	0	0
54410 Crawford Street Well	0	0	0	0	0	0
54420 Materials & Supplies	95,040	89,364	18,633	67,900	19,897	92,900
54820 Gasoline	10,545	10,545	10,545	10,545	10,545.00	16,800
55990 Chemicals	0	0	0	0	0	0
56220 Worcester Regional Retirement	33,340	37,993	34,940	39,515	39,515	55,649
57110 Travel/Mileage	404	206	336	600	86	645
57410 Liability/Building Insurance	17,639	18,130	19,500	19,500	19,500	19,890
58530 Capital Outlay	0	0	0	0	0	0
59810 Extraordinary and Unforeseen	0	0	0	25,000	0	75,000
SUBTOTAL	1,742,370	1,811,612	2,071,728	2,005,357	983,112	2,119,804



Water & Sewer Enterprise Funds

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	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
WATER ENTERPRISE FUND						
Expenses (Debt Service)						
59100 Principal / Long Term Debt	272,855	234,857	228,668	239,914	0	220,414
59150 Interest / Long Term Debt	46,117	39,181	52,797	47,552	21,863	40,120
59270 Interest / Temporary Loans	0	0	10,844	20,095	0	46,385
59280 Issuance Costs	0	0	0	4,605	0	4,270
SUBTOTAL	318,973	274,038	292,311	312,164	21,863	311,189
TOTAL: WATER ENTERPRISE FUND	2,371,565	2,394,848	2,675,750	2,636,103	1,160,015	2,771,352

Section 8-12 Water & Sewer Enterprise Funds



Background on the Northborough Sewer System

The Town operates a collection system of sewer pipes that bring sewerage to the City of Marlborough's Westerly Wastewater Treatment Plant where it is treated and discharged into the Assabet River. When the sewer system was started in the mid 1960's it was designed to service only the central portion of Town. While sewer pipe installation did not start until the 1970's, in 1964 land was purchased for a Northborough sewage treatment plant on Boundary Street.

In the late 1960's when the Town of Northborough attempted to obtain approvals for a sewerage treatment plant from the Massachusetts Department of Public Health, the regulators told the Town that since Marlborough was building a plant across the roadway on Boundary Street, that they would not allow two plants across the street and side-by-side with each other on the river. As a result, the Town of Northborough was required to become a partner in the Marlborough Westerly Wastewater Treatment Plant by entering into an Intermunicipal Agreement with the City of Marlborough for sewerage treatment.

In 1970, the Town of Northborough entered into the first of two twenty-year agreements with Marlborough for 800,000 gallons per day. The Marlborough Westerly Plant has a design capacity of 2.89 million gallons per day (MGD). Therefore, Marlborough's portion is 2.09 MGD and Northborough's is 0.80 MGD. While our sewer pipe installation has continued into the present in accordance with a Master Plan initially generated in the early 1980's, the Town's sewer capacity at the Westerly Plant has not changed since the original 1970 agreement. It has remained at 0.80 MGD.

Sewer service area and future capacity needs

In the late 1970's the Town hired the engineering firm of Camp Dresser & McKee (CDM) to begin developing the sewer system and mapping out the sewer service area for the Town. It was estimated that the sewerage to be contributed by the users in the original sewer service area would use the full 0.80 MGD of sewer capacity. Therefore, as long as the Town's capacity at the treatment plant remains at 0.80 MGD, it cannot provide sewer to any other parts of Town currently outside of the sewer service area.

During 2000, CDM updated the sewer service area and determined that there was only 50,000 gallons per day of sewer capacity for development of the southeast and southwest industrial areas. The Avalon Bay/Northborough Crossing development discharges approximately 80,000 gallons per day. Not only does this use up the 50,000 gallons per day allocated for industrial development, but it also uses 30,000 gallons per day more of capacity previously targeted for existing residential areas in Town. Therefore, it is critical for the Town to pursue additional capacity at the Marlborough Westerly Wastewater Treatment Plant. Should the Town be unsuccessful in getting additional capacity, the amount of capacity previously designated for users within the sewer service area will need to be reduced by 30,000 gallons per day to stay within our 0.80 MGD.

Assabet Consortium Study

In 2000, Town Meeting authorized \$500,000 to study the Town's current sewer needs through the Assabet River Consortium Study. The Assabet Consortium Study is a collaboration of the six towns whose sewerage treatment plants discharge to the Assabet River; these include Northborough, Marlborough, Westborough, Shrewsbury, Hudson and Maynard. As part of the discharge permit for each sewerage treatment plant (there are four) each Town must produce a study that evaluates the effect of the treatment plant's discharge on the Assabet River. The



engineering firm of Fay, Spofford & Thorndike (FST), was hired to do the study for the Town of Northborough. FST inventoried the Board of Health records for septic system failures, excessive pumping, Building Department records for building construction, soils maps, zoning and other applicable files and information to calculate the sewer capacity necessary to service the entire Town of Northborough. They determined that the Town, including existing users, would need 1.25 MGD. This means that there is not enough capacity in the existing sewage treatment plant for the Town to provide sewer to every area that needs it. Marlborough's consultant determined that Marlborough also needed additional capacity. Between Northborough & Marlborough the total sewage treatment capacity needed is 4.15 MGD. With the plant capacity permitted for 2.89 MGD, the deficit is 1.26 MGD.

Through the Assabet Consortium Study process, the Department of Environmental Protection (DEP) and the Federal Environmental Protection Agency (EPA) originally informed the Town that no additional flows would be permitted into the Assabet River. Therefore, the additional 4.15 MGD of capacity necessary for Northborough and Marlborough must be handled by infiltrating it into the ground through subsurface discharge. Even though the effluent water is treated to just about drinkable standards, the DEP and EPA goal is to replenish the ground water rather than let it flow away down the river.

Haitsma Property Acquisition

At the August 10, 2004 Special Town Meeting the Town opted to purchase, through the Chapter 61A tax relief statute, the Haitsma farm at 455 Main Street. The primary purpose of this land was to serve future sewer utility expansion, thus allowing proper build-out and economic development of the Town. According to the Town's consultants, an additional 1.5 MGD of sewer capacity could be achieved through subsurface disposal on the Haitsma property, if needed. However, the cost would be significantly higher than discharging to the river. Consultants for Marlborough and Northborough proposed putting all the additional flows into the river because of the negative environmental impact of clearing all the land necessary to put the additional flows into the ground as well as the additional energy costs of the subsurface disposal. Further evaluation by the Town's consultant in 2018 determined that subsurface disposal of effluent at the Haitsma property would likely result in the discharge entering the Assabet River due to the local hydrogeologic conditions, calling into question the viability of subsurface disposal at that location.

Status of the Marlborough Westerly plant expansion

On November 16, 2009, after spending more than 8 years working with both the State DEP and Federal EPA, the National Pollutant Discharge Elimination System (NPDES) Permit modification for the Marlborough Westerly Treatment Plant was finally granted. This is the permit that allows the Westerly Treatment Plant additional flow into the Assabet River, instead of more expensive alternatives such as subsurface disposal on the Haitsma property. The NPDES permit modification also included significant and expensive upgrades to water treatment, particularly with regard to phosphorus discharge limits.

Unfortunately, after granting the increase in flow, the EPA abruptly and unexpectedly decided to rescind the NPDES permit on February 23, 2010. However, since the granting of the permit, Marlborough has completed the \$30 million expansion and upgrades to the plant and although the plant is seeing great results on the quality of the effluent, it is coming at a significant increase in operational costs. Under the proposed Intermunicipal Agreement, the Town of Northborough will owe 30% of the cost of construction. It remains to be seen how the issue of additional capacity will be resolved. The EPA has issued the new NPDES permit for the Marlborough

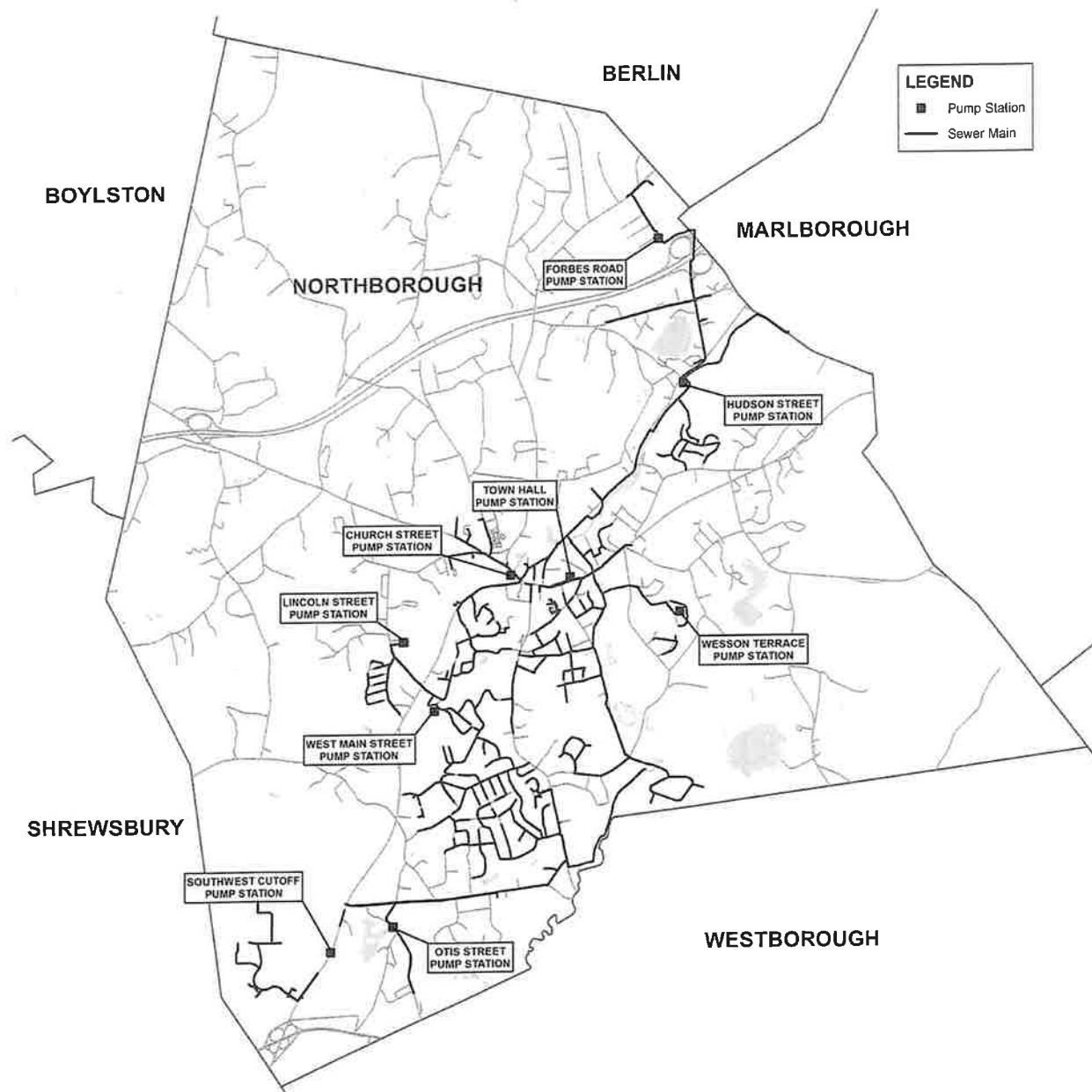
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Westerly Plant within which Northborough is a co-permittee. The new permit provides no additional capacity, and the City has indicated no willingness to appeal the permit issuance. The new permit does include additional operational requirements that will impact the sewer enterprise fund operating expenses in the coming years.

Approximately 30% of the Town has access to the sewer wastewater system. The map below shows the sewer system service area.

Northborough Sewer System Map





Water & Sewer Enterprise Funds

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Significant FY2024 Budget Changes or Initiatives

The FY2024 Sewer Enterprise Fund is budgeted at \$2,507,519, which is an overall increase of \$110,031 or 4.6%. The budget reflects an estimated 5% or \$44,728 increase in the Marlborough use charge. This value, along with several other smaller increases directly related to industry wide inflationary impacts and labor increase account for the FY2024 budget adjustments.

The critical issue facing the DPW Sewer Enterprise Fund continues to be negotiations for a new Intermunicipal Agreement with the City of Marlborough. The matter is currently in litigation, the outcome of which will establish our contribution to the operational expenses of the Westerly Wastewater Treatment Plan as well as Northborough's share of the \$30 million plant improvement project. Sewer rates were increased significantly in the second quarters of FY2014, FY2016, FY2017, and FY2018 in anticipation of a large plant improvement payment to Marlborough. The sewer use charges are evaluated as part of our comprehensive rate study. While final rate adjustments will be based upon the updated rate study, a modest increase is projected at this time for this coming fiscal year.

	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
SEWER ENTERPRISE FUND						
Personnel Services						
51010 Full-time Wages	115,950	109,676	112,023	113,834	53,497	123,220
51100 Full-time Salary	24,754	25,754	26,538	26,545	12,531	28,174
51120 Full-time Permanent wages	24,515	24,950	25,407	25,371	11,978	26,860
⁷ 51130 W&S Commissioner Stipends	720	1,800	720	720	0	720
⁸ 51135 GIS Salary	9,840	10,266	10,472	10,786	10,786	11,113
51300 Overtime	27,943	31,585	29,305	31,874	12,618	34,309
51410 Longevity Pay	940	1,080	1,190	1,064	1,190	1,044
51970 Stipends	1,000	0	1,000	1,000	0	1,000
51920 Uniforms	1,520	1,520	1,520	1,520	760	1,520
SUBTOTAL	207,182	206,631	208,174	212,714	103,360	227,265

⁷ Line 51130 represents the three Water & Sewer Commissioners receive \$600 each per year, split 40% (\$720) Sewer Fund Budget and 60% (\$1,080) Water Fund Budget

⁸ Line 51135 represents 10% (4 hours per week) of the GIS Director's time supporting the Sewer Enterprise fund.

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Water & Sewer Enterprise Funds



	FY2020	FY2021	FY2022	FY2023	FY2034	FY2024
	ACTUAL	ACTUAL	ACTUAL	BUDGETED	SIX MONTHS	PROPOSED
SEWER ENTERPRISE FUND						
Expenses						
51710 Workers' Compensation Ins.	8,399	8,120	7,337	7,384	7,384	7,532
51730 F.I.C.A.	3,120	3,364	3,364	3,364	3,364	3,295
51740 Life Insurance	59	59	59	42	42	42
51750 Health Insurance	32,988	32,501	32,749	32,682	32,682	39,842
52110 Utilities	51,165	51,941	60,855	60,000	19,566	105,055
52310 Marlborough Use Charge	400,000	400,000	400,000	894,555	200,000	939,283
52600 Building Maintenance	50,879	49,814	41,076	97,800	17,280	104,254
52620 Equipment Maintenance	6,795	20,459	10,720	41,000	2,097	41,000
52800 Contractual Services	156,605	65,923	200,889	179,611	37,781	182,233
52850 Audit	1,338	2,211	1,392	2,249	0	2,273
53020 Legal Services	37,362	85,152	8,569	50,000	3,330	50,000
53110 Printing	3,904	3,984	5,524	5,873	2,431	9,000
53170 Testing	8,151	1,644	5,557	4,900	0	4,900
53190 Training, Dues and Licenses	1,782	426	2,369	3,240	732	3,240
54290 Office Supplies	450	390	465	1,740	451	1,740
54420 Materials & Supplies	14,380	33,163	29,243	44,500	5,270	44,500
54820 Gasoline	7,030	7,030	7,030	7,030	7,030	11,200
55990 Chemicals	0	0	0	0	0	0
56220 Worcester Regional Retirement	22,227	25,329	23,293	26,343	26,343	37,099
57110 Mileage	269	137	224	400	58	430
57410 Liability/Building Insurance	11,759	12,087	13,000	13,000	13,000	13,260
58730 Capital Outlay	0	0	0	0	0	0
59810 Extraordinary and Unforeseen	0	0	0	75,000	0	75,000
SUBTOTAL	818,752	803,734	853,445	1,550,713	436,300	1,675,178



Water & Sewer Enterprise Funds

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	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 BUDGETED	FY2023 SIX MONTHS	FY2024 PROPOSED
SEWER ENTERPRISE FUND						
Expenses (Debt Service)						
59100 Principal / Long Term Debt	514,370	530,183	581,611	503,491	100,000	488,791
59150 Interest /Long Term Debt	144,672	123,121	133,007	124,320	65,623	103,910
59270 Interest / Temporary Loans	19,377	10,234	0	5,125	0	11,375
59280 Issuance Costs	0	0	0	1,125	0	1,000
SUBTOTAL	678,419	663,539	714,619	634,061	165,623	605,076
TOTAL: SEWER ENTERPRISE FUND	1,704,353	1,673,903	1,776,238	2,397,488	705,283	2,507,519