

FY 2022 Budget Questions & Answers Finance Committee

Dept. Number, Name + Account	Questioner's Name/Question	Response
405 Public Works	FitzPatrick: Related to the org chart, can some functions be combined – specifically payroll. Does payroll for the other departments fall in HR?	Cronin: Following the retirement of the Highway Department Office Manager in June 2020, management bargained with OPEIU and CWA to redistribute functions of the position among existing administrative staff. The Highway and Water Administrative Assistant positions were reclassified to Records Supervisors and the Public Works Office Manager position was eliminated. Payroll and accounts payable functions for Highway, Snow & Ice, Engineering, GIS, and Stormwater have been assigned to the Highway Records Supervisor. The Water Department and Highway Department Records Supervisors have been cross trained to perform payroll and accounts payables for all Public Works departments.
405/410 Public Works	FitzPatrick: With all the vehicles owned by the town, why are there travel/mileage lines	Cronin: The travel/mileage line items were for employees who use their personal vehicles to attend trainings and meeting outside of town. In light of recent retirements, the need for this line item is being re-evaluated.
410 Engineering	FitzPatrick: what GIS is outsourced vs done in house?	Cronin: GIS services are performed almost exclusively in-house. Outsourcing only occurs on rare occasions for special projects. The GIS budget does include yearly subscription costs for the town’s online map viewer and aerial imagery updates.
421 Highway Department	FitzPatrick: How do recent retirements affect the budget for FY22?	Cronin: The FY22 budget was created prior to the Town being notified of recent retirements. We will be asking 2021 Annual Town Meeting to consider reclassifying the Highway Superintendent position

FY 2022 Budget Questions & Answers Finance Committee

Dept. Number, Name + Account	Questioner's Name/Question	Response
		from a Band 7 to a Band 6.
421 Highway Department Special Details	Cunningham: You show an increase of 43.18%. Please explain.	Cronin: The FY22 Highway Department budget line items have been adjusted to better reflect actual spending for those specific line items for the last five years.
421 Highway Department Building Maintenance	Cunningham: Building maintenance increases by 21.43%. please explain.	Cronin: The FY22 Highway Department budget line items have been adjusted to better reflect actual spending for those specific line items for the last five years.
421 Highway Department Elevator Maintenance	Cunningham: Please explain the 172.73% cost for Elevator maintenance. Is this included in a town-wide contract for elevators?	Cronin: There is a town-wide contract for elevator maintenance. The annual inspection fee is \$1,200, and this expense line is used to pay for any unforeseen repairs. O'Donnell: We plan to centralize expenses for town-wide maintenance contracts in next years' 199 Public Building budget under the Facilities Director.
421 Highway Department Fire Alarm Maintenance	Cunningham: The maintenance / services for the fire alarm increases by 40%. Is this a one-time increase or part of a town-wide contract?	Cronin: This is an increase for expenses related to testing, monitoring, and maintenance of the fire alarm and suppression system.
421 Highway Department Advertising	Cunningham: Why the 40% increase in advertising?	Cronin: This is for bid advertisements that are required by procurement law.
421 Highway Department Description of Changes	Cunningham: Recent spending trends are cited as a reason for the \$ increase. Please explain.	Cronin: The FY22 Highway Department budget line items have been adjusted to reflect actual spending for those specific line items for the last five years.
421 Highway Department Description of Changes	Cunningham: The rebuild of 6 vehicles is mentioned for funding in FY21. Please identify types of vehicle, nature of repair and source of funds.	Cronin: A copy of the list of vehicles to be repaired is attached. The repairs for Trucks #54 and #32 were expedited due to mechanical failure this winter and funded through the operating budget. Please see the response to FitzPatrick's question.

FY 2022 Budget Questions & Answers
Finance Committee

Dept. Number, Name + Account	Questioner's Name/Question	Response
421 Highway Department	Cunningham: Number of employees is stated as 25 while personnel chart shows 20.3. Please explain the difference.	Cronin: Some of our employees works for Parks & Grounds and Cemeteries so their share of the salaries are charged back to their respective budgets.
421 Highway Department	FitzPatrick: How do recent retirements affect the budget for FY22?	Cronin: We are evaluating the staffing needs of the department and will make adjustments as management decisions are made.
421 Highway Department	FitzPatrick: Supervisor salaries are 60% of operator/laborer salaries. Is there one mechanic and one supervisor? The shape of the org chart seems wrong.	Cronin: There is one Mechanic and one Mechanic Supervisor.
421 Highway Department	FitzPatrick: Has there been any exploration of putting solar on the highway buildings. Seems ideal on top of the hill.	O'Donnell: Yes, we are exploring the possibility of adding solar panels to the highway garage. There is a placeholder on the Annual Town Meeting warrant and we are determining if we have enough time to bring this project forward by ATM.
421 Highway Department	Fitzpatrick: Please provide a chart to the committee of which vehicles are included in the extra maintenance? Age and mileage and issue. Also, couldn't that maintenance be split over two years?	Cronin: This request was made to Capital Planning in an effort to defer the replacement of Highway vehicles in a year of fiscal challenges. Capital Planning felt the maintenance costs belonged in the Highway operational budget instead. We plan to request an additional \$60,000 budget transfer to the SB/FinCom in May to fund these repairs. A copy of the list of vehicles to be repaired is attached. The repairs for Trucks #54 and #32 were expedited due to mechanical failure this winter and funded through the operating budget. The maintenance cannot be deferred because we need these vehicles for snow removal operations.
421 Highway Department	FitzPatrick: Are there specific traffic lines/cross walks included in the maintenance? Please refresh my memory as	Cronin: This item is for the painting of fog lines, center lines, lane marking, stop lines, and crosswalks

FY 2022 Budget Questions & Answers
Finance Committee

Dept. Number, Name + Account	Questioner's Name/Question	Response
	to why we had the big jump in FY21.	on all Town owned roads.
421 Highway Department	FitzPatrick: What services are expected to be contracted?	Cronin: Disposal of storm debris, roadway millings, and Asphalt Brick & Concrete. Guard rail repair. Gravel screening equipment rental.
421 Highway Department	FitzPatrick: is the resurface material cut supplemented by the asphalt agreement/ settlement with Newport.	Cronin: Yes. Under the settlement agreement, Newport provides the Town up to 300 tons of F.O.B. asphalt per year. The resurface material line item is for the asphalt we expect to use in addition to that 300 tons.
421 Highway Department	FitzPatrick: Please remind me to what all the stipends relate?	Cronin: Attached is a copy of the contract language related to stipends and a copy of the current licenses held by Department employees.
421 Highway Department	FitzPatrick: What does the OT relate to in the highway budget?	Cronin: The Overtime line item is for unscheduled overtime not related to snow and ice activities. This includes storm response and cleanup, town sponsored brush and hazardous waste disposal days, road hazard response calls, and all other emergency response calls.
421 Highway	Bao: The expense has a line item "Traffic Lines/Crosswalk maintenance". Which sections of the roads will the budget cover?	Cronin: This item is for the painting of fog lines, center lines, lane marking, stop lines, and crosswalks on all Town owned roads.
421 Highway	Bao: The expense has a line item "Resurface materials". Is the cost of resurface material a linear function of the miles to be resurfaced in the fiscal year? e.g. miles to be resurfaced in FY22 might be about half of miles resurfaced in FY21?	Cronin: This line item was reduced to reflect the usage of 300 tons of F.O.B. asphalt per the Newport Settlement agreement.
421/650 Highway & Stormwater Enterprise	FitzPatrick: special details went up almost 20k (all in highway) but I know many of these projects get tied together. Is there Westford big dig 2.0 coming? What	Cronin: The special details line item is for details in the Highway and Stormwater budgets are related to routine maintenance and operations, such as catch

FY 2022 Budget Questions & Answers
Finance Committee

Dept. Number, Name + Account	Questioner's Name/Question	Response
	underlies the big jump?	basin repair, line painting, roadside brush cutting, street sweeping and catch basin cleaning, pot hole patching and repair, and other small miscellaneous repairs. Details for Capital Projects are charged directly to the budget for the project. The Highway special details line item was adjusted to reflect changes in actual spending for police details.
432 Recycling	FitzPatrick: What is the status of SB discussions regarding PAYT?	O'Donnell: The Select Board met on March 9th and they were given a presentation on several possible options regarding Pay As You Throw. The Town Manager's office is working with the Recycling Commission to provide additional information to the Select Board at their 4/27/21 meeting.
432/433 Recycling/ Solid Waste	FitzPatrick: Can we get the graphs updated thru February on page 104 and 105?	O'Donnell: Through February, the town has processed 1,705 tons of recycling and 5,381 tons of solid waste. The blended rate per ton for recycling has fallen from \$84.32 per ton in July to \$45.27 per ton in February and should result in a closeout to the recycling budget. Overall tonnage for solid waste has increased from last year and we anticipate needing a \$40,000 budget transfer to pay for expenses through the end of the year.
442 Wastewater Treatment Management	Cunningham: Building maintenance Services are reduced by 88.3% resulting in an overall reduction of 5.75% overall to "fund maintenance and operations contracts". How does this work?	Cronin: The Repairs and Services line items for each school are for large scale repairs and maintenance at the four wastewater treatment facilities outside of the scope of contract operations. The Building Maintenance Services, Sludge Pumping and Removal, Monitoring/Testing Services, Contracted Services, and Septic Supplies line item are for expense related

FY 2022 Budget Questions & Answers
Finance Committee

Dept. Number, Name + Account	Questioner's Name/Question	Response
		to the Contract Operations Contract.
442 Wastewater Treatment Management - Maintenance	FitzPatrick: what are the contracted services? Each school costs over 50K on average. Why is the center so much less? Do other schools count these costs in their budgets?	Cronin: All of the expenses related to the four town-owned wastewater treatment facilities and the town center sewer system are charged to this budget. The schools are responsible for any sewer pumps that in the schools. The center system is comprised a 2" forced pressure main and four duplex pump chambers to transport wastewater from the Town Hall, Fire Station, Library, Frost, and Roudenbush to the Abbot School Wastewater Treatment plant. The Wastewater Facilities are operated by a contract operations firm. Attached is a scope of the services provided under this contract.
491 Cemetery	FitzPatrick: Where does the interest on perpetual care show? Are those funds used annually or accumulated?	Duane: As of 3/17/21 the balance in the Perpetual Care Interest account is \$34,547. These funds can be accumulated or expended during the fiscal year. O'Donnell: Perpetual Care is considered an expendable trust (Fund 820).
491 Cemetery	FitzPatrick: It would be helpful to share with the committee how many lots are available in the chart on pg. 110.	Duane: See Pine Grove Space Attachment

Town of Westford										
October 23, 2020										
Highway Vehicle Replacement vs. Rehabilitation Cost										
Category	Truck ID	Year	Dept	Vehicle	Replacement Cost	Estimated Useful Life	Replacement Cost/Yer	Quote	Estimated Remaining Useful Life	Rehabilitation Cost per Year
Heavy Dump*	32	2000	Highway	Plow/Sand/Wing	225,000.00	20	11,250.00	4,500.00	5	900.00
Heavy Dump*	54	2004	Highway	Plow/Sand/Wing	225,000.00	20	11,250.00	4,500.00	5	900.00
10-Wheeler Dump	57	2008	Highway	Plow/Dump	232,000.00	20	11,600.00	8,750.00	8	1,094.00
10-Wheeler Dump	58	2012	Highway	Plow/Dump	220,000.00	20	11,000.00	8,750.00	12	729.00
10-Wheeler Dump	11	2015	Highway	Plow/Sand/Wing	220,000.00	20	11,000.00	8,750.00	15	583.00
10-Wheeler Dump	38	2016	Stormwater	Plow/Sand/Wing	220,000.00	20	11,000.00	8,750.00	16	547.00
Heavy Equipment	14	2000	Highway	Loader Plow/Wing	260,000.00	20	13,000.00	8,500.00	8	1,063.00
Heavy Equipment	53	2002	Highway	Loader Yard Plow	260,000.00	20	13,000.00	8,100.00	10	810.00
							93,100.00	60,600.00		6,626.00
*Vehicles 32 and 54 were already repaired in FY21.										

Town of Westford Capital Budget Request

Request #: 8342 **Date Entered:** 10/20/2020 **Status:** Entered
Department: 421 - HIGHWAY **Priority:** 1;
DEPARTMENT
Project / Expenditure: Vehicle Rehabilitation **Fiscal Year:** 2022
Department Head / Board Chair: Chip Barrett **Requested Amt:** \$ 60,000.00

Priority Codes

- 1 - IMMEDIATE / CANNOT BE DEFERRED
- 2 - FUTURE / WITHIN 1-3 YEARS
- 3 - DESIRABLE / CAN BE DEFERRED IF NECESSARY

(Finance Use Only)

Recommended Amt:
Approved Amt:

Approver Notes:

1. Description of Need / Justification for Request:

Rehabilitate 8 Highway Department Vehicles - Front End Loaders #14 & #53, Heavy Dump Truck #32 & #54, Ten Wheel Dump Trucks #57, #58, #11, & #38.

2. Estimated Useful Life: 5 years / 0 months

3. Estimated Payback: 0 years / 0 months
(if applicable)

4. Category: OTHER

Please Explain 'OTHER':

Repair vehicles by welding, sandblasting, and painting corroded areas to extended equipment life.

5. Basis / Source of Estimated Cost:

Vendor Quote

6. Impact of Deferral:

What will be the effect on your department if this expenditure is deferred?
Premature replacement of vehicles.

7. Are grant or alternative revenues available to offset the cost?

8. Please describe the recurring impact of this project/expenditure on your operation budget:

Personnel Budget

- Increase
- Decrease
- No Change

Expense Budget

- Increase
- Decrease
- No Change

Detail:

9. Has this project been requested previously? No

10. Has this project been reviewed by the Permanent Town Building Committee? Not Applicable

11. Has this project been reviewed by the Energy Committee? Not Applicable

FLEET INVENTORY
WESTFORD HIGHWAY, PARKS, ENGINEERING, STORMWATER

4 X 4 LIGHT P/U SUV

TRUCK ID	YEAR	MAKE	CURRENT AGE	MILEAGE	DEPARTMENT	NOTES	REPLACEMENT COST
1	2014	CHEVY	6	59,653	HIGHWAY	TAHOE	\$ 35,000.00
2	2014	CHEVY	6	100,073	HIGHWAY	SILVERADO 1500	\$ 35,000.00
30B	2016	FORD	4	22,057	ENGINEERING	EXPLORER	\$ 30,000.00

4 X 4 PICKUP 3/4 TON

TRUCK ID	YEAR	MAKE	CURRENT AGE	MILEAGE	DEPARTMENT	NOTES	REPLACEMENT COST
48	2002	CHEVY	18	172,078	PARKS	2500 HD FLATBED	\$ 78,750.00
30A	2008	CHEVY	12	80,617	ENGINEERING	2500 HD PU	\$ 55,000.00
45	2008	CHEVY	12	88,882	PARKS	2500 HD PU	\$ 55,000.00
3	2015	CHEVY	5	48,826	HIGHWAY	2500 HD PU	\$ 55,000.00
4	2015	CHEVY	5	70,556	HIGHWAY	2500 HD PU	\$ 55,000.00
40	2018	CHEVY	2	14,698	PARKS	2500 HD PU	\$ 55,000.00

4 X 4 LIGHT TRUCK 1 TON

TRUCK ID	YEAR	MAKE	CURRENT AGE	MILEAGE	DEPARTMENT	NOTES	REPLACEMENT COST
47	1999	CHEVY	21	61,431	PARKS	3500 HD FLATBED/DUMP	\$ 60,000.00
50	2002	CHEVY	18	91,119	FLEET	3500 HD SERVICE TRUCK/PLOW	\$ 78,750.00
46	2003	CHEVY	17	87,782	CEMETERY	3500 HD DUMP/PLOW	\$ 60,000.00
49	2003	CHEVY	17	52,489	PARKS	3500 HD FLATBED/DUMP/PLOW	\$ 60,000.00
10	2008	CHEVY	12	105,220	HIGHWAY	3500 HD FLATBED/DUMP/PLOW	\$ 60,000.00
36	2008	CHEVY	12	102,913	HIGHWAY	3500 HD FLATBED/DUMP/PLOW	\$ 60,000.00
43	2009	CHEVY	11	72,646	CEMETERY	3500 HD DUMP/PLOW/PLOW	\$ 60,000.00
16	2012	CHEVY	8	50,607	HIGHWAY	3500 HD CREW FLATBED/DUMP/PLOW	\$ 60,000.00
19	2012	CHEVY	8	46,767	HIGHWAY	3500 HD FLATBED/DUMP/POWER GATE/PLOW	\$ 65,000.00
9	2014	CHEVY	6	49,795	HIGHWAY	3500 HD DUMP/PLOW	\$ 60,000.00
30C	2016	CHEVY	4	17,346	HIGHWAY	3500 HD UTILITY/PLOW	\$ 60,000.00
41	2016	CHEVY	4	18,447	PARKS	3500 HD FLATBED/DUMP/PLOW	\$ 60,000.00
44	2016	CHEVY	4	24,461	PARKS	3500 HD DUMP/PLOW	\$ 60,000.00
TBD	2020	CHEVY	0	0	FLEET	3500 HD UTILITY/PLOW/LIFT GATE	\$ 75,000.00

FLEET INVENTORY
WESTFORD HIGHWAY, PARKS, ENGINEERING, STORMWATER

HEAVY DUMP

TRUCK ID	YEAR	MAKE	CURRENT AGE	MILEAGE	DEPARTMENT	NOTES	REPLACEMENT COST
32	2000	INTERNATIONAL	20	53,005	HIGHWAY	PLOW/SAND/WING	\$ 225,000.00
7	2002	INTERNATIONAL	18	53,827	HIGHWAY	PLOW/SAND/BELLY BOARD	\$ 225,000.00
54	2004	INTERNATIONAL	16	50,306	HIGHWAY	PLOW/SAND/WING	\$ 225,000.00
55	2004	INTERNATIONAL	16	49,714	HIGHWAY	PLOW/SAND/WING	\$ 225,000.00
15	2005	INTERNATIONAL	15	41,593	HIGHWAY	PLOW/SAND/DUMP/WING	\$ 235,000.00
5	2008	INTERNATIONAL	12	37,484	HIGHWAY	PLOW/SAND/DUMP/WING	\$ 235,000.00
56	2016	INTERNATIONAL	4	14,375	HIGHWAY	PLOW/SAND/DUMP/WING/ 4X4	\$ 245,000.00
37	2018	FREIGHTLINER	2	6,995	HIGHWAY	PLOW/SAND/DUMP/WING	\$ 225,000.00
12	2019	FREIGHTLINER	1	2,645	HIGHWAY	PLOW/SAND/DUMP/WING	\$ 235,000.00
18	2020	FREIGHTLINER	0	0	HIGHWAY	PLOW/SAND/WING/ 4X4	\$ 245,000.00

SWAP LOADER

TRUCK ID	YEAR	MAKE	CURRENT AGE	MILEAGE	DEPARTMENT	NOTES	REPLACEMENT COST
42	1999	INTERNATIONAL	21	51,935	PARKS	PLOW/LEAF BODY	\$ 222,000.00
35	2002	INTERNATIONAL	18	69,982	HIGHWAY	PLOW/SAND	\$ 222,000.00
8	2003	INTERNATIONAL	17	68,212	HIGHWAY	PLOW/SAND/DUMP/BELLY BOARD	\$ 222,000.00
59	2017	FREIGHTLINER	3	21,704	HIGHWAY	PLOW/SAND/DUMPHOT BOX	\$ 245,000.00

10 WHEELER DUMP

TRUCK ID	YEAR	MAKE	CURRENT AGE	MILEAGE	DEPARTMENT	NOTES	REPLACEMENT COST
57	2008	INTERNATIONAL	12	50,669	HIGHWAY	PLOW/DUMP	\$ 232,000.00
58	2012	INTERNATIONAL	8	27,530	HIGHWAY	PLOW/DUMP	\$ 220,000.00
11	2015	FREIGHTLINER	5	24,096	HIGHWAY	PLOW/SAND/WING	\$ 220,000.00
38	2016	FREIGHTLINER	4	21,051	STORMWATER	PLOW/SAND/WING	\$ 220,000.00

FLEET INVENTORY
WESTFORD HIGHWAY, PARKS, ENGINEERING, STORMWATER

RESERVE HEAVY EQUIPMENT / SPECIALTY

TRUCK ID	YEAR	MAKE	CURRENT AGE	MILEAGE	DEPARTMENT	NOTES	REPLACEMENT COST
34	1995	INTERNATIONAL	25	54851	HIGHWAY	SIGN TRUCK	
39	1998	INTERNATIONAL	22	61584	HIGHWAY	CATCH BASIN	\$ 200,000.00
31	1999	INTERNATIONAL	21	64943	HIGHWAY	PLOW/V SAND/WING	\$ 222,000.00
SWEeper	2020	ELGIN	0	381 Hours	STORMWATER	SWEeper	\$ 220,000.00

HEAVY EQUIPMENT

TRUCK ID	YEAR	MAKE	CURRENT AGE	HOURS	DEPARTMENT	NOTES	REPLACEMENT COST
6	1985	CAT	35	4,010	HIGHWAY	GRADER	\$ 400,000.00
COMPACT TRACTOR	1994	JOHN DEERE	26	936	PARKS	TRACTOR	\$ 45,000.00
14	2000	JOHN DEERE	20	5,790	HIGHWAY	LOADER PLOW/WING	\$ 260,000.00
53	2002	JOHN DEERE	18	9,312	HIGHWAY	LOADER YARD PLOW	\$ 260,000.00
BACKHOE	2012	JCB	8	1,700	CEMETERY	BACKHOE	\$ 45,000.00
BACKHOE	2012	JOHN DEERE	8	3,664	HIGHWAY	BACKHOE 310SC	\$ 150,000.00
SKID STEER	2012	JOHN DEERE	8	1,052	HIGHWAY	SKID STEER 333	\$ 120,000.00
EXCAVATOR (13)	2013	WACKER	7	3,667	HIGHWAY	EXCAVATOR	\$ 200,000.00
HOT BOX	2014	STAPP	6		HIGHWAY	HOT BOX	\$ 80,000.00
COMPACT TRACTOR	2015	JOHN DEERE	5	363	PARKS	TRACTOR	\$ 45,000.00
17	2018	JOHN DEERE	2	453	HIGHWAY	LOADER PLOW/WING	\$ 260,000.00

EQUIPMENT POWER SPECIALTY

TRUCK ID	YEAR	MAKE	CURRENT AGE	HOURS	DEPARTMENT	NOTES	REPLACEMENT COST
COMPRESSOR	1994	INGERSOL RAND	26	1055	HIGHWAY	COMPRESSOR	\$ 55,000.00
CHIPPER	2005	MORBARK	15	1240	HIGHWAY	CHIPPER	\$ 100,000.00
SIGN BOARD	2010	MINI UTILITY	10		HIGHWAY	SIGN BOARD	\$ 20,000.00
SIGN BOARD	2012	UTILITY	8		HIGHWAY	SIGN BOARD	\$ 20,000.00
CHIPPER	2018	MORBARK	2	144	HIGHWAY	CHIPPER	\$ 100,000.00

FLEET INVENTORY
WESTFORD HIGHWAY, PARKS, ENGINEERING, STORMWATER

EQUIPMENT TRAILER

TRUCK ID	YEAR	MAKE	CURRENT AGE		DEPARTMENT	NOTES	REPLACEMENT COST
10 TON	1995	HUDSON	25		HIGHWAY	10 TON TRAILER	\$ 20,000.00
EQUIP TRAILER	1995	HUDSON	25		PARKS	MOWER TRAILER	\$ 5,000.00
EQUIP TRAILER	1995	HEAVY HAULER	25		CEMETERY	MOWER TRAILER	\$ 5,000.00
EQUIP TRAILER	2001	BIG TEX	19		CEMETERY	MOWER TRAILER	\$ 5,000.00
EQUIP TRAILER	2003	BIG TEX	17		PARKS	MOWER TRAILER	\$ 5,000.00
7 TON	2005	TOWMASTER	15		HIGHWAY	SKID STEER TRAILER	\$ 8,000.00
EQUIP TRAILER	2005	CAM	15		CEMETERY	MOWER TRAILER	\$ 5,000.00
EQUIP TRAILER	2005	BIG TEX	15		PARKS	MOWER TRAILER	\$ 5,000.00
10 TON	2015	CAM	5		HIGHWAY	10 TON TRAILER	\$ 20,000.00
TRAILER	2018	SURE-TRAC	2		PARKS	MOWER TRALER	\$ 5,000.00
TRAILER	2018	SURE-TRAC	2		PARKS	MOWER TRAILER	\$ 5,000.00

ARC ELECTROSTATIC PAINTING CO.

35 Bunker Hill Road, P.O. Box 128, Auburn, NH 03032 603-483-8681 1-800-238-0123 FAX: 603-483-8593

Proposal

October 13, 2020

Costa
Town of Westford, MA
Westford Highway Dept.
28 North Street
Westford, MA 01886

(978) 399-2723
Fax: (978) 399-2737

To be refinished at ARC Shop in Auburn, NH:

John Deere Loader #53:

Sandblast, prime & paint.	\$6,500.00
Repair Rust on Cab, Door Frame & Door Panels.	1,600.00

John Deere Loader #14:

Sandblast, prime & paint.	\$6,500.00
Rust Repairs.	2,000.00

6 Wheel Truck #32:

Sandblast, prime & paint Frame, Wheels & Plow Frame (no body).	\$4,500.00
--	------------

6 Wheel Truck #54:

Sandblast, prime & paint Frame, Wheels & Plow Frame (no body).	\$4,500.00
--	------------

10 Wheel Truck #57:

Sandblast, prime & paint Frame, Wheels, Plow Frame & Dump Body.	\$8,750.00
---	------------

10 Wheel Truck #58:

Sandblast, prime & paint Frame, Wheels, Plow Frame & Dump Body.	\$8,750.00
---	------------

10 Wheel Truck #38:

Sandblast, prime & paint Frame, Wheels & Plow Frame (Spreader body).	\$8,750.00
--	------------

10 Wheel Truck #11:

Sandblast, prime & paint Frame, Wheels & Plow Frame (Spreader body).	\$8,750.00
--	------------

Electrostatic Refinishing of Office Furniture • Toilet Stalls • Elevators
Manufacturing Machinery • Construction Equipment • Lab Cabinets • Teller Stations

Pricing is valid for 90 days from date of proposal.

Customer is responsible for transporting equipment to and from ARC Shop.

Pricing does not include major body work or welding unless listed with quote. Any additional work to be done will be priced and added accordingly.

The payment terms for this account are Net 30 days. Please supply us with a Purchase Order number if required for billing.

Thank you for your business,

Mike Cleary

#53 – 2002 John Deere Front Loader with Plow

Hours: 9,312

Cab, door frame, and door panels require significant rust repair.

Description of Work: Sandblast, repair, prime, and electrostatic painting of chassis, cab, door panels.

Estimated remaining useful life of vehicle: 10 Years

Vendor Quote: \$8,100





452





M 67





#14 – 2000 John Deere Front Loader with Plow & Wing Plow

Hours: 5,790

Cab requires significant rust repair.

Description of Work: Sandblast, repair, prime, and electrostatic painting of chassis and cab.

Estimated remaining useful life of vehicle: 8 Years

Vendor Quote: \$8,500



124

14

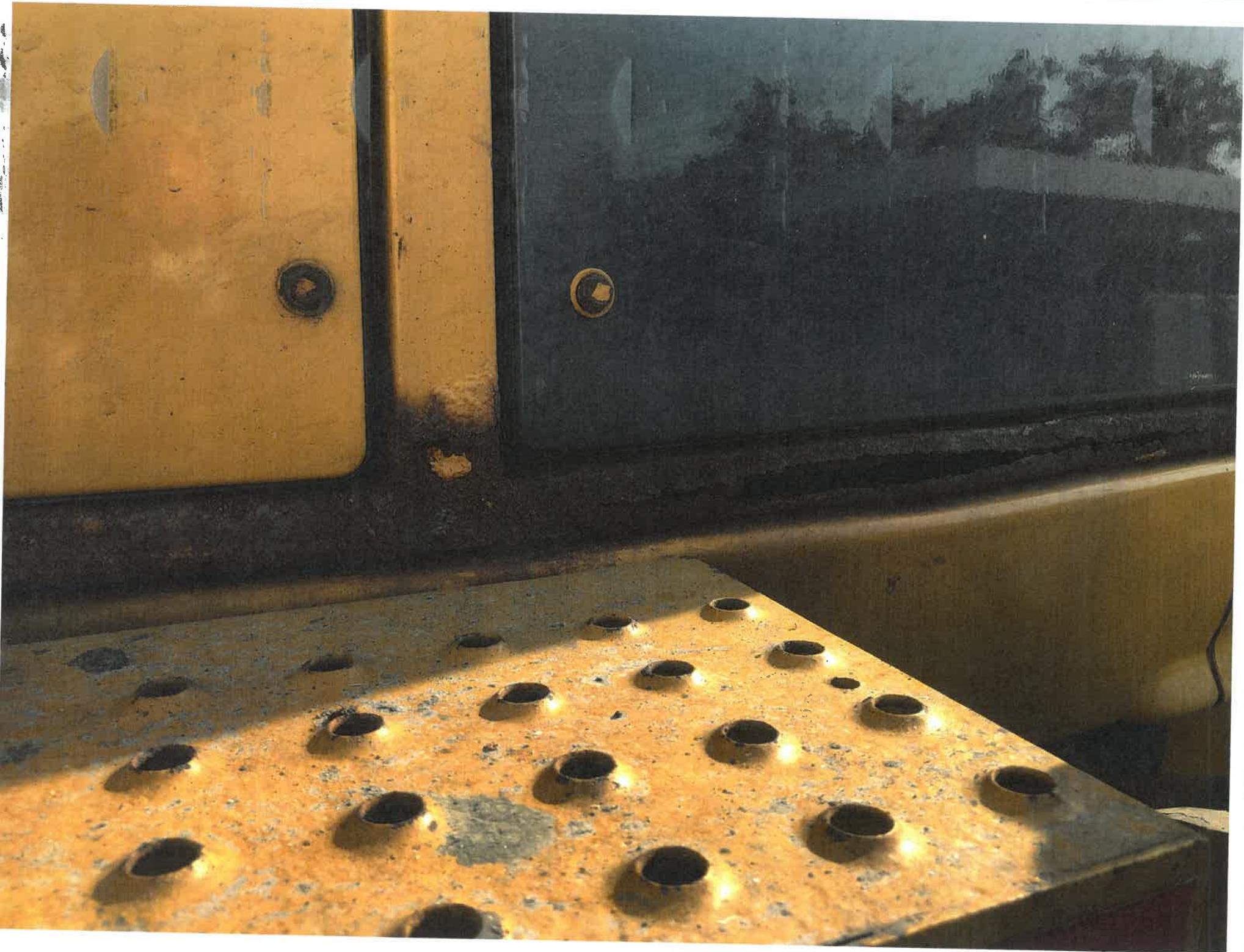
DEEPE

9

4-11













Truck #32 – 2000 International 6 Wheel Dump/Sander Body with Plow

Mileage: 53,005

Existing Dump/Sander Body will need to be replaced in FY23.

Requires new rocker panels and patching of cab corners - work to be completed by Department mechanics.

Description of Work: Sandblast, repair, prime, and electrostatic painting of frame, chassis, suspension, related hydraulic components, plow frame, and wheels.

Estimated remaining useful life of vehicle: 5 Years

Vendor Quote: \$4,500



4 77



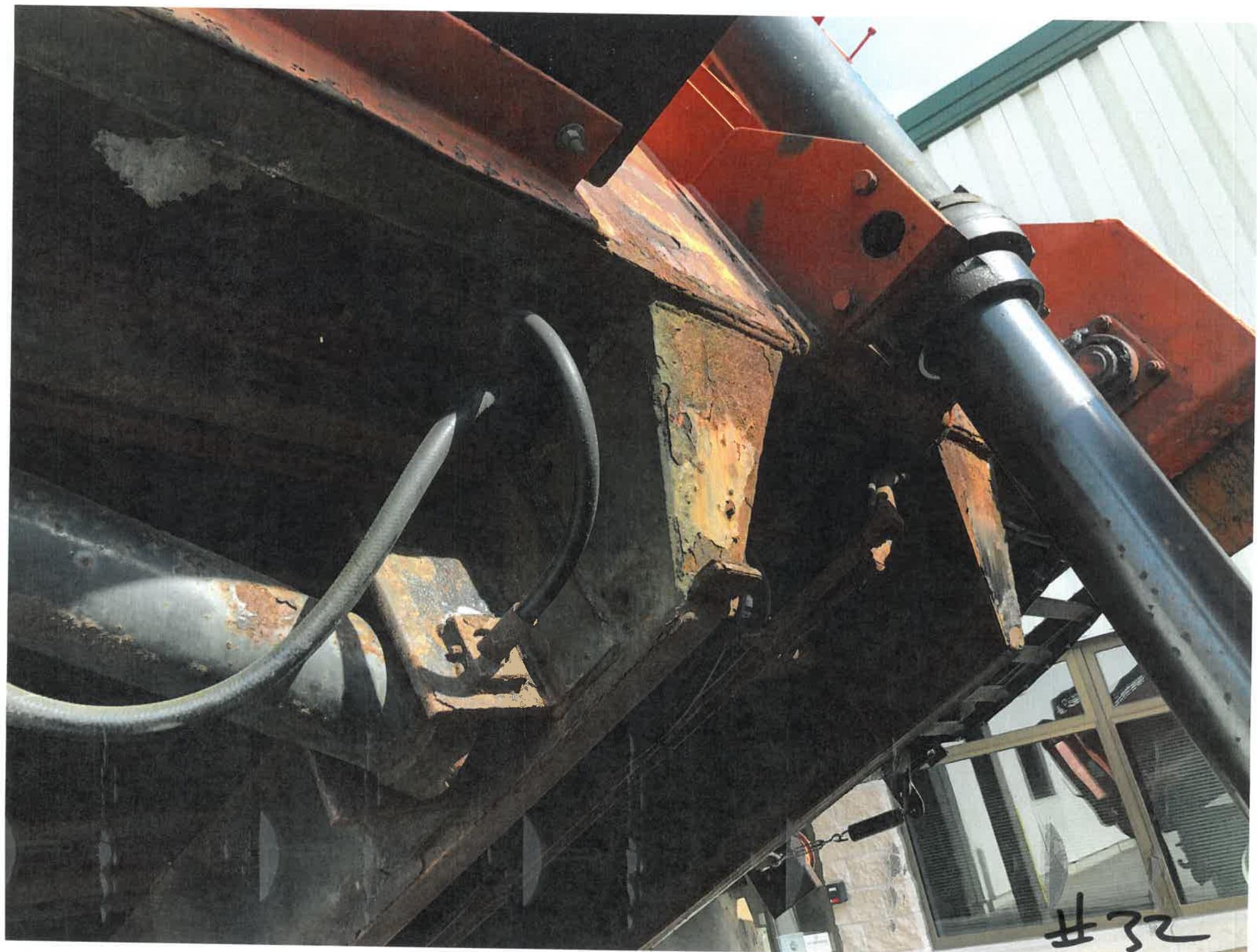
28



227



POLY-BRONZE
MUST BE USED



32

GUARDIAN
TEMPERED GLASS
AS-2 MM
DOT 22

#32





MASSACHUSETTS
M83-002
OFFICIAL

#32

Truck #54 – 2004 International 6 Wheel Dump/Sander Body with Plow

Mileage: 50,306

Dump Truck/Sander Body currently scheduled for repair with New England Welding and Fabrication.

Description of Work:

Sandblast, repair, prime, and electrostatic painting of frame, chassis, suspension, related hydraulic components, plow frame, and wheels.

Estimated remaining useful life of vehicle: 5 Years

Vendor Quote: \$4,500



54

Massachusetts
M99-581
OFFICIAL

NY-54

7800

54



#54



54



127



PS 4







Truck #57 – 2008 International 10 Wheel Dump Body with Plow

Mileage: 50,669

Good structural and mechanical condition.

Description of Work: Sandblast, repair, prime, and electrostatic painting of frame, chassis, suspension, related hydraulic components, plow frame, wheels, and dump body.

Estimated remaining useful life of vehicle: 8 Years

Vendor Quote: \$8,750



#27



M76729

4-27





#57



#57

Truck #58 – 2012 International 10 Wheel Dump Body with Plow

Mileage: 27,530

Good structural and mechanical condition.

Existing Dump/Sander Body repurposed from a 2008 truck. Recent repairs to structural members of the dump body.

Description of Work: Sandblast, repair, prime, and electrostatic painting of frame, chassis, suspension, related hydraulic components, plow frame, wheels, and dump body.

Estimated remaining useful life of vehicle: 12 Years

Vendor Quote: \$8,750



1501



J.C. MA
TRUCK EQ
HARVARD, MA







4-10-20



Truck #38 – 2016 Freightliner 10 Wheel Dump/Sander Body with Plow & Wing Plow

Mileage: 21,051

Excellent structural and mechanical condition.

Description of Work: Sandblast, repair, prime, and electrostatic painting of frame, chassis, suspension, related hydraulic components, plow frame, wheels, and dump body.

Estimated remaining useful life of vehicle: 16 Years

Vendor Quote: \$8,750



38

30
CAUTION
KEEP BACK
100-FEET

LOWELL
800-287-7744

L&M
SPRING
LOWELL, MA
800-287-7744

LOWELL, MA



12-106

#28



120



72 #





1158

Truck #11 – 2015 Freightliner 10 Wheel Dump/Sander Body with Plow & Wing Plow

Mileage: 24,096

Excellent structural and mechanical condition.

Description of Work: Sandblast, repair, prime, and electrostatic painting of frame, chassis, suspension, related hydraulic components, plow frame, wheels, and dump body.

Estimated remaining useful life of vehicle: 15 Years

Vendor Quote: \$8,750











1
ate
ok Center, Inc
801 895-8491



ARTICLE XXIV
LICENSE RENEWALS

Section 1

The Town agrees to reimburse employees for the cost of renewing licenses required by the Town as a condition of employment. Existing employees will be reimbursed for the cost of any new license which may be required by the employer. The Town will cover the cost of one CDL medical exam per renewal.

Section 2

In addition to payments due employees under section 1 of this article the Town shall make payments to employees who hold the following positions or hold the applicable certifications, licenses or permits:

<u>Job classification*</u>	<u>Tools Stipend</u>
Mechanics Supervisor	\$160.00 per month
Mechanic	\$160.00 per month

<u>Certification, license, etc.</u>	<u>Stipend</u>
CDL, Class A Endorsement	\$200.00 per year
Tanker Endorsement	\$200.00 per year
Hazardous Material Endorsement	\$200.00 per year
Hydraulics/Hoisting License**	\$200.00 per year
Pesticide Application License	\$200.00 per year

Employees are limited to four (4) stipends of their election, provided they qualify for such stipends. An additional two (2) certifications/licenses, not to exceed six (6), may be approved at the sole discretion of the Department Head and are based on the needs of the department. As needed for operations, a list of licenses/certificates will be posted along with the dates of available classes. In the instance of promotions, employees may be given the opportunity to seek catch up licenses/certificates.

Payments due monthly under this article shall be paid with the first paycheck of each month. Payments due yearly shall be paid with the first February pay check of the year each payment is due. Payments are due employees who hold the certification or license as of July 1st of each year. Employees obtaining certifications or licenses qualifying for stipends hereunder after July 1st shall have their payments pro-rated.

* Any stipend paid to a mechanic under this section shall not count toward the number of stipends an employee is allowed to receive through this Article.

**Any endorsement above the loader/backhoe license.

The parties agree that the monthly payment due the Mechanic Supervisor under this article is currently being paid to an employee in the Operations Supervisor/Fleet position. The parties further agree that the stipend being paid shall expire when that employee vacates his position and no longer has mechanic duties in the bargaining unit. The parties further agree to meet for the purposes of determining a new monthly stipend payable to the Mechanic Supervisor and/or Operations Supervisor/Fleet position prior to its being filled.

ARTICLE XXV

TRAINING AND DEVELOPMENT

Section 1: Policy

The Town will seek funding in the amount of \$5,000.00 per fiscal year, beginning in Fiscal Year 2009 to be placed in the appropriate department's budget. These funds are to be used for reimbursing bargaining unit employees for the cost of tuition and books for courses, seminars and educational programs subject to all of the conditions set forth in Section 2 of this article.

Section 2: Conditions

- A. Courses, seminars or programs must be approved in writing by the Department Head in advance as being reasonably related to the development of relevant job knowledge and skills. Such approval is subject to the needs of the Town as determined by the Town Manager or his/her designee.
- B. Funds shall have been specifically appropriated or generally available at the time of the request as determined by the Department Head.
- C. The reimbursement will be paid to the employee only upon proof of satisfactory completion of the course, seminar or program.
- D. Any disputes arising under this article shall be grievable up to and including Step 2 of the Grievance Procedure of Article V (A). The decision at Step 2 as such shall be final and there shall not be recourse to arbitration under Article (B) of this agreement.

SECTION 2

SCOPE OF SERVICES

The Westford Water Department is requesting sealed proposals from licensed and qualified professional wastewater treatment facility contract operation firms with documented experience with the operation of decentralized wastewater treatment facilities permitted under the Massachusetts Groundwater Discharge Permit Program, utilizing a rotating biological contactor treatment system. The scope of services, as detailed further in this section, will be applied to the operation and oversight of four wastewater treatment facilities; the Blanchard School wastewater treatment facility, the Westford Academy wastewater treatment facility, the Stony Brook School wastewater treatment facility, and the Abbot School wastewater treatment facility. The Request for Qualifications (RFQ) process will enable the town of Westford to assign higher ratings to operation firms that can demonstrate prior experience, expertise and performance in providing similar services throughout the Commonwealth. Following receipt and review of the submitted proposals, interviews with each qualified consultant may be conducted prior to making the final selection.

All proposals shall, at a minimum, address the following requirements:

SCOPE OF SERVICES

The Professional Contract Operations Firm's proposal shall include, but not be limited to, the following scope items to be performed for each of the four wastewater treatment facilities:

1. Provide all resources necessary to ensure a successful one (1)-year partnership with the Town. Upon annual review of performance of the contract operations firm, there will be an option to renew the annual contract for two consecutive years thereafter.
2. Perform compliance sampling and analysis of influent, effluent and groundwater in accordance with the Groundwater Discharge Permits for each facility. Analysis of samples shall be performed by a Massachusetts Certified Laboratory independent from the Contract Operations Firm.
3. Provide a Licensed Massachusetts Operator (Grade 4M License) as the primary operator to perform daily supervision of the wastewater treatment facility Monday through Friday. Provide a Licensed Massachusetts Operator (Grade 3M) to act as a backup operator. Operator shall inspect components and measure/record information as required by the Groundwater Discharge Permit. Operator shall also perform daily checks on facility's effluent to verify compliance with Groundwater Discharge Permit and record all pertinent information of the daily on goings at the plants in a daily log book.
4. Provide a Licensed Massachusetts Operator (Grade 3M License) to provide on-call services 24 hours per day, 7 days per week.
5. Prepare and submit monthly Discharge Monitoring Reports (DMRs) and submit to the appropriate entities, which include but are not necessarily limited to the MassDEP and the Westford Board of Health. All compliance data and reports shall be made available to the Town in Microsoft Excel/Word formats.

6. Perform routine housekeeping and custodial duties in and around each of the four facilities customary to Professional Contract Operations Services.
7. Provide for all Firm employees to be trained in the proper OSHA safety procedures as required by local, state and federal regulations. Provide for all necessary safety equipment, personal protective equipment, operating procedures, etc., to ensure a safe work environment.
8. Check and maintain proper sludge levels in the wastewater treatment facility and ancillary components.
9. Test all emergency back-up systems on a monthly basis.
10. Maintain sufficient chemicals as required to operate the facility. Chemical shall be furnished by the Contract Operations Firm.
11. Adhere to access control policies established by the Owner and ensure that the facilities are secured at all times.
12. Maintain sufficient supplies of reagents, buffers, personal protection equipment, oils and grease, etc., for proper and safe operation of the wastewater treatment facility.
13. Communicate with Owner the significant activities accomplished during the previous month. This is to be accomplished by means of the written monthly inspection report in addition to the Permit report, which is to be submitted with the DMR data by the 15th of the preceding month. The Report Template has been included as Appendix E for use in preparing the required monthly report.
14. Perform, at a minimum, the basic preventative maintenance at each wastewater treatment facility and its ancillary components in accordance with attached "Table 1 - Minimum Maintenance Schedule" for each wastewater treatment facility.
15. The Firm shall provide a table of hourly rates which describes all costs and the method of computing them, for any out of scope services requested and performed during the contract period.

ADD ALTERNATE ITEM

16. Schedule sludge removal as necessary with a licensed septage hauler. At a minimum, cost proposal shall include 30,000 gallons of sludge removal once per year for each wastewater treatment facility.

Table 1
Minimum Maintenance Tasks Schedule
Town of Westford
Wastewater Treatment Facilities
Westford, Massachusetts

<i>Maintenance Task by Process</i>	<i>Frequency</i>
Raw Waste Lift Stations	
Check floats, alarms and bulbs	Once per week
Check scum level	Quarterly
Check sludge level	Quarterly
Remove and inspect pump	Annually
Inspect rails and mounts	Annually
Exercise all valves	Annually
Grease Traps	
Check grease levels	Weekly
Pretreatment Tank	
Check tees	Monthly
Check scum levels	Weekly
Check sludge levels	Weekly
Pump sludge and scum	As needed (at 4' depth)
Flow Equalization Tank	
Check floats and alarms	Monthly
Check sludge and scum levels	Monthly
Remove and inspect pump	Annually
Inspect rails and mounts	Annually
Exercise all valves	Annually
Aerobic RBC	
Check shaft lube/grease	Quarterly
Check chain tension	Quarterly
Check oil level in chain bath	Monthly
Check oil level in reducer	Annually
Check media condition	Daily
Change Oil	Annually
Load Test	Annually

Table 1 - Continued
Minimum Maintenance Tasks Schedule
Town of Westford
Wastewater Treatment Facilities
Westford, Massachusetts

<i>Maintenance Task by Process</i>	<i>Frequency</i>
Anoxic RBC	
Check for leaks at seal	Monthly
Check shaft lube	Quarterly
Check oil level in reducer	Monthly
Check chain tension	Quarterly
Change oil	Annually
Check media condition	Weekly
Clarifier	
Check sludge level	Weekly
Grease Fitting	Monthly
Change oil	Biannually
Scum cycles	Weekly
Sludge cycles	Weekly
Sand Filters	
Check level	Daily
Add Cl ₂ for cleaning	As needed
Check sand condition	Weekly
Inspect backwash pumps	Quarterly
Check float switches	Monthly
Manually run backwash cycle	As needed
Membrane Filters	
Clean Membrane Feed Screen	As needed
Blowers	
Grease motor bearings	Monthly
Check drive belts for wear	Monthly
Check air filters	Monthly
Check oil level	Monthly
Change oil	Per manufacturer's Requirements (min. @ 2,000 hrs)
Check solenoid valves	Quarterly

Table 1 - Continued
Minimum Maintenance Tasks Schedule
Town of Westford
Wastewater Treatment Facilities
Westford, Massachusetts

<i>Maintenance Task by Process</i>	<i>Frequency</i>
UV System	
Clean/Check Intensity Sensor	Weekly
Clean UV Sleeves	Monthly
Replace bulbs	As Needed
Alarm System	
Test all alarms	Monthly
Verify phone numbers	Quarterly
Effluent Disposal System	
Inspect for breakout	Weekly
Operate Valves	As Needed
Flow Meter	
Calibrate by outside service contractor	Annually
Check for operation	Monthly
Effluent Dosing Tank	
Check floats and alarms	Quarterly
Remove and inspect pumps	Annually
Inspect rails and mounts	Annually
Exercise all valves	Annually

REGULATORY COMPLIANCE

The Professional Contract Operations Firm will supervise all regulatory compliance and financial transactions, except for the enforcement of the Owner's Ordinances or regulations. The Professional Contract Operations Firm shall operate the Facilities in compliance with current state and federal regulatory requirements and the Discharge Permits.

OWNER'S RESPONSIBILITIES

1. Owner shall provide for office space for the Professional Contract Operations Firm within the WWTF(s).
2. Owner shall pay for all permit compliance and inspection fees as required by MassDEP.
3. Owner shall directly provide for all electrical and telephone utility costs.
4. Owner shall be responsible for snow removal at wastewater treatment facility and monitoring wells.
5. Owner shall schedule, arrange, and pay for the annual maintenance contract and testing for the emergency generator at each facility.
6. Owner shall directly provide for all fuel and electricity required to run the heating and air conditioning systems as well as the emergency generator system.
7. Owner shall directly provide for all capital improvements.
8. Owner shall have the right to inspect the operations at any time.
9. Owner shall promptly procure and continually maintain, in full force and effect, and in accordance with their respective terms, all guarantees, warranties, easements, permits, licenses, and other similar approvals and consents necessary to operate and maintain the Facilities received by or granted to owner of all Facilities and component parts thereof.
10. Owner shall enforce ordinances, including those pertaining to user pretreatment standards and provide for the billing and collection of all user fees and rates pertaining to the Facilities.
11. Owner shall, at all times, provide access to the facilities for the Firm, its agents, and employees.

FEBRUARY 2021

PAYROLL

HIGHWAY DEPARTMENT

EMPLOYEE	LICENSE STIPEND \$200.00 per stipend	License Expires		TOTAL STIPEND
Auger, Brian	2A Hoisting Tanker	Hoisting Exp. 11/30/2021 CDL Exp. 11/30/2022		\$400.00
Barrett, Richard	1B, 4E Hoisting CDL Class A / Tanker	Hoisting Exp. 3/20/2021 CDL Exp. 3/30/2025		\$800.00
Carratu, Erik	1C, 2A Hoisting	Hoisting Exp. 1/07/2021		\$400.00
Cawthron, Michael	1B, 2A, 4E, 4G Hoisting	Hoisting Exp. 5/3/2021		\$800.00
Critch, Matthew	2A Hoisting CDL Class A	Hoisting Exp. 2/6/2021 CDL Exp. 2/6/2021		\$400.00
Gervais, Joe	2A Hoisting CDL Class A / Tanker	Hoisting Exp. 3/14/2021 CDL Exp. 3/14/2024		\$600.00
Hall, David	1C, 2A, 3A, 4E Hoisting	Hoisting Exp. 11/24/2020		\$800.00
Hopkins, Timothy	2A Hoisting CDL Class A	Hoisting Exp. 10/06/2020 CDL Exp. 10/6/2020		\$400.00
Keefe, Brian	1C, 2A Hoisting CDL Class A / Tanker	Hoisting Exp. 2/23/2020 CDL Exp. 2/23/2020		\$800.00
LeDuc, Nathan	2A Hoisting	Hoisting Exp. 10/10/2021		\$200.00
Leonard, Richard	1C, 2A Hoisting CDL Class A	Hoisting Exp. 7/01/2020 CDL Exp. 7/01/2023		\$600.00
Lynch, Kevin	2A, 4E Hoisting CDL Class A / Tanker	Hoisting Exp. 04/10/2020 CDL Exp. 4/10/2022		\$800.00
McCarthy, Glenn	2A, 1C Hoisting Tanker	Hoisting Exp. 8/27/2020 CDL Exp. 8/27/2022		\$600.00
McNiff, Derek	2A Hoisting Tanker	Hoisting Exp. 01/21/2020 CDL Exp. 1/21/2021		\$400.00
Mendes, Connor	No Reimbursement			\$0.00
Nawoichik, Richard	2A Hoisting CDL Class A / Tanker	Hoisting Exp. 6/13/2020 CDL Exp. 6/13/2023		\$600.00
Pelletier, Andrew	2A Hoisting	Hoisting Exp. 5/31/2020		\$200.00
Revis, Jonathan	Pesticide Tanker	Pesticide Exp. 12/31/2020 CDL Exp. 4/29/2023		\$400.00
Robinson, Glenn	1C Hoisting CDL Class A / Tanker	Hoisting Exp. 6/14/21 CDL Exp. 6/14/2020		\$600.00
Tarbox, Lewis	2A, 4E, 4G Hoisting Tanker	Hoisting Exp. 3/16/2021 CDL Exp. 3/16/2021		\$800.00
Tsouprakos, Kosta	1C, 3A Hoisting	Hoisting Exp. 3/09/2022		\$400.00
Upperman, Robert	2A Hoisting	Hoisting Exp. 4/07/2020		\$200.00
Vinal, Steven	2A Hoisting	Hoisting Exp. 8/6/2021		\$200.00
TOTALS				\$11,400.00

Natural Systems Utilities

1.0 TECHNICAL APPROACH

NSU prides itself in a proactive approach to operations. Although we cannot control the quality of wastewater coming in to each plant, nevertheless we will strive to prevent, mitigate, or minimize the occurrence of unexpected conditions or issues at each of the Town of Westford's WWTFs.

SCOPE OF SERVICES

NSU's duties for the Town of Westford will include, but not be limited to, the following scope items to be performed for each of the four wastewater treatment facilities:

1) *Necessary Resources*

- NSU will provide staff, management, and equipment resources to support Westford's primary, backup, and emergency operators, and support services including Maintenance Technician, Operations Coordinator, Operations Supervisor, as well as full-time safety, management and accounting staff for a successful one year partnership with the Town of Westford.
- All of NSU's full-time operators in New England have four-wheel drive pickup trucks to get to the site in any weather conditions. NSU's maintenance staff have maintenance trucks that are fully equipped with tools and supplies to perform necessary maintenance.
- NSU has in-house administrative and procurement support to provide clear and concise documentation of services rendered, and billing on a monthly basis.
- NSU will welcome the annual review and our full resources will be available to extend the contract on an annual basis for two consecutive years.

2) *Compliance Sampling and Analysis*

- NSU will plan, coordinate, and collect all influent, effluent, groundwater monitoring wells samples in compliance with the frequency and constituents each facility's Groundwater Discharge Permit and have samples conveyed to a Massachusetts certified laboratory (independent from NSU) appropriately preserved and within required holding times for analysis.
- Monthly monitoring well field measurements include: pH, static water level, and specific conductance
- Daily input of sampling and lab results into LogCheck will enable tracking of trends, and more efficient operation.

3) *Primary and Backup Operators*

- The Chief operator (Grade 4M or higher) or back up operator (Grade 3M or higher) will visit each plant daily and perform compliance, operational, and routine maintenance duties as designated in the Organizational and Management Approach/Capacity section of this proposal (section 3)
- The operator will inspect components and measure/record information as required by the Groundwater Discharge Permit.
- Operator will perform daily checks on facility's effluent to verify compliance with Groundwater Discharge Permit and will record all pertinent information of the daily activities and readings at the plants in a daily log book.
- In addition to documenting activities in the daily log book, key activities will be entered daily into LogCheck will enable tracking of activities, and more efficient operation.
- There are many operational tasks to list, but the following are two examples of the level of detail that NSU routinely provides as part of our proactive operation approach:
 - The operator will check dissolved oxygen and pH at appropriate points in the treatment process on a daily basis to confirm conditions are suitable for nitrification and denitrification to occur.

Natural Systems Utilities

- The operator will check the rotational balance each RBC weekly, and enter the results in the log book, and reporting any imbalance or loping to the Operations Supervisor via LogCheck.

4) Emergency Operator

- NSU will provide a Grade 3M or higher licensed Massachusetts Operator for on call services, as designated in the Organizational and Management Approach/Capacity section of this proposal (section 3)
- The primary operator, back up operator, and operations supervisor will also be available to provide on-call services twenty-four hours per day and seven days per week, if the designated emergency operator is not available
- As noted above, the on-call service operator will have appropriate vehicle for responding to alarms in inclement weather.

5) Discharge Monitoring Reports

- A monthly Discharge Monitoring Report will be prepared and submitted to the Massachusetts DEP and the Town Water Department, with copies to the Town of Westford Board of Health.
- NSU prepares these documents in Word and Excel, and will provide all compliance information on these formats, with the exception of the final signed submittal cover letter which is saved as a PDF document to capture how check boxes are checked, and the hand written signature.

6) Routine Housekeeping and Custodial Duties

- A clean plant is easier to operate and maintain than a dirty plant.
- NSU will perform routine housekeeping and custodial duties in an around each of the four facilities customary to professional contract operations services
- NSU noticed that the plants are currently in very good housekeeping condition. NSU will exceed the Water Department's expectations by keeping the plants clean and orderly, which enables efficient operation and maintenance activities.

7) Safety & Health

- The health and safety of our staff, and anyone who visits the facilities that we operate, is of the utmost importance. NSU has a full time Health & Safety Manager dedicated to the oversight of our staff safety on our projects, who is assisted by a full-time Health and Safety Coordinator.
- NSU will maintain the safety of the wastewater collection, treatment, and dispersal facilities consistent with in our Standard Operating Procedures. NSU will make recommendations to the Town of Westford regarding the need for any modifications to any existing component of the facilities in order to comply with applicable law such as the Occupational Safety and Health Administration (OSHA) and the Americans with Disabilities Act. NSU's Environmental Health & Safety Coordinator regularly trains personnel and makes periodic site visits to insure all safety practices and procedures are followed. NSU will operate the WWTF and pumping station at all times in a manner to protect the safety of WVPO visitors/employees, visitors, our employees, and, subcontractors.
- NSU will provide all necessary task-oriented safety equipment, personal protective equipment, operating procedures, etc., to ensure a safe work environment. WWTF-specific safety equipment, such as handrails, equipment labels, fire extinguishers, etc., will be the responsibility of the Town of Westford.
- Safety Activities/Deliverables: Our operation and maintenance employees receive monthly safety training and inspect the plant and vehicles every month for safety issues. If urgent, on-site safety issues will be communicated to the owner's facilities director as soon as possible after they are apparent. Non-urgent and resolved safety issues will be communicated to the owner's facilities director on a monthly basis.

Natural Systems Utilities

- Examples of specific safety activities include:
 - All hoists and cranes will be used properly within their listed weight-bearing limits
 - All motor control centers will be accessed using appropriate safety equipment such as arc-flash protection as needed
 - All confined space entries will be performed by trained personal under a valid permit
- NSU recognizes that regulatory training and education of employees is a vital part of our environmental, health and safety (EH & S) program. Our employees have the knowledge and skills to do their work in a safe manner and have all the necessary safety equipment and personal protective equipment. Safety training and instruction is provided to all employees to comply with all local, state and federal regulations.
- Our EH & S program of employee education and training consists of:
 - Conducting EH & S employee orientation training for new employees and site specific training.
 - Conducting daily toolbox talks from a monthly calendar of safety and health related topics prepared each month for distribution by EH & S.
 - Conducting monthly training in a specific EH & S OSHA performance based standards from an annual scheduled calendar of topics.
 - Quarterly employee training is provided on EH & S topics in a combined classroom and practical hands on field exercise. Where AWM is Training Contact Hour (TCH) trainer qualified in several states and several OSHA training topics such as Confined Space Entry and Control of Hazardous Energy (LOTO).
 - Job safety hazard analysis are developed for routine and non-routine tasks and employees are instructed and training to recognize and control hazards in their workplace.
 - Job specific training of employees is conducted when a new employee is hired, when an employee is assigned new work or different work and when an employee is moved to a new site or location. This training is conducted by the employee's immediate supervisor and EH & S and will consists of a review of safe work practices and procedures that apply to the specific job, bring all known safety hazards that may affect the employee to his/her attention and provides the employee with all information that is necessary for the employee to do the job safely, correctly and with minimal risk.

8) Sludge levels

- NSU will check and maintain proper sludge levels in each WWTF and ancillary components.
- The operator also used his/her senses to operate the plant, the appearance of the mixed liquor suspended sludge MLSS and the attached growth on the disks
- Occasional samples of MLSS in the aerobic RBCs will enable the operator to know when to waste MLSS (remove sludge), adjust aeration, and/or carbon feed, as necessary, to stay within in typical operating range of 1,000 to 3,000 mg/L MLSS.
- NSU will schedule and coordinate sludge removal as necessary with a licensed septage hauler.

9) Emergency Back-up Testing

- NSU will test all emergency backup systems on a monthly basis.
- The generators will run on at least a monthly basis in coordination with school classroom time if the noise of the generator test is an issue.
- Although NSU is not responsible for the maintenance or repair of emergency generators located at each WWTF.
- The SCADA based alarm systems will be tested in each plant on a monthly basis.

Natural Systems Utilities

10) Chemicals

- NSU will maintain a sufficient inventory of required chemicals for each plant including, but not limited to:
 - Methanol
 - Sodium Bicarbonate
 - Aluminum Sulfate
 - Calcium Hypochlorite
 - Caustic
- NSU will furnish these chemicals during the contract period. NSU monitors chemical levels electronically to ensure the reorder of chemicals is in advance of when they are needed. Alerts are preset and emails automatically generated to notify NSU staff members of the need to order.
- NSU will safely and properly store chemicals onsite.

11) Access Control and Security

- NSU is aware that these plants are on public property and school grounds and will adhere to the access control policies established by the Town of Westford Water Department, and School Board.
- NSU will keep the buildings locked when we are not present and any lock all lockable outdoor panels and hatches when not being accessed by NSU's O&M staff.
- NSU will promptly notify the Towns designated contact with and Security concerns.

12) Consumables & Personal Protective Equipment

- NSU will maintain sufficient supplies of the following consumables for the proper and safe operation of the WWTF: reagents, buffers, personal protection equipment, lubricating oils, and grease, etc.

13) Monthly Inspection Report

- A monthly inspection report prepared according to the template included in the RFQ will be submitted for each WWTF on a monthly basis.
- The monthly inspection report will be submitted with the DMR data in the preceding month. by the 15th of the month in which the DMR is prepared,
- This report will include significant activities and prioritized issues that need to be addressed.
- This report will be augmented with key WWTF performance summary data from LogCheck.

14) Preventative Maintenance

- NSU will perform, at a minimum, preventive maintenance as described in the RFQ as "Table 1 – Minimum Required Maintenance" for each WWTF and ancillary components
- Proper maintenance is essential for the Town of Westford to maintain the value of this major infrastructure asset and to control the overall cost of WWTF management.
- NSU's approach to maintenance focuses on performance, reliability, and cost-effectiveness. NSU strives to maximize equipment life through quality and timely preventative maintenance and predictive repair replacement. NSU only uses top quality materials that exceed the manufacturer's specifications.
- Maintenance issues that require out of scope cleaning, repair or replacement will be reported to the Water Department as they come up during the month. Work orders will be prepared as necessary and will be promptly performed once the work order is approved.

15) Hourly Rates

Natural Systems Utilities

- The following table shall be used to determine rates for any out of scope services requested and performed during the contract period during regular business hours.
- Emergency Hours – 1.5 x regular hourly rate Any hours worked not considered regular hours (Monday through Friday, Saturday & Sunday)
- Holiday Hours – 2x hourly rate
- A table of Hourly Billing Rates is provided below:
-

Table 1. Hourly Billing Rates:

Title	Rate (per hour)
Operations Field Services Supervisor	\$117.00
Compliance Coordinator	\$87.00
Operations Coordinator	\$79.00
WWTF Operator 4	\$103.00
WWTF Operator 3	\$97.00
WWTF Operator 2	\$89.00
WWTF Operator 1	\$78.00
WWTF Operator	\$69.00
Mobile Maintenance Technician I	\$104.00
Mobile Maintenance Technician II	\$95.00
Maintenance Procurement Coordinator	\$79.00
Laborer	\$69.00

Source: NSU's 2019 Schedule of Rates

ALTERNATE ITEM

16) Sludge Removal

- NSU will include an alternative bid for 30,000 gallons of sludge removal per year as an alternate cost proposal for each plant, as requested in the RFP.

Natural Systems Utilities

2.0 EXPERIENCE/ PAST PERFORMANCE

NSU has been engaged in providing contract operations services for over twenty-five years and currently manages and/or operates over 250 water and wastewater systems in eight states. NSU offers a broad range of contract operations services to public and private sector treatment plants, including management, operation, repair, and maintenance, plus specialized, supportive services, including energy efficiency programs, computerized maintenance management systems, information systems, quality control programs, budget forecasting, administration and public relations, and community involvement programs. Our project managers, engineers, and operations team are highly qualified and experienced to manage, operate, and maintain independent and decentralized systems. NSU has an excellent record of maintaining regulatory compliance. As an owner of water and wastewater facilities, NSU fully understands the difficulties and responsibilities necessary to successfully operate and maintain water and wastewater facilities for its clients. A representative list presenting NSU's experience with managing numerous water and wastewater and O&M projects in New England. (A more extensive project list, noting all the projects we currently operate in the US is presented on pages 11 through 14). The following chart shows representative wastewater treatment and reuse system that NSU currently operates in Massachusetts plus schools in New England, where we currently operate WWTFs that are most comparable to the Town of Westford WWTFs. This confirms that NSU provides contract operations in Massachusetts and at one school in Massachusetts, three schools in the region, and a total of fourteen schools ranging from grammar schools to universities throughout the United States.

Table 2. Most Relevant Experience - O&M Reference Facilities

Wastewater Treatment Plant Project/ Owner/Town	Year Built	Operating Duration (years)	Design Flow (Max. Daily Flow (GPD))	DB	O&M	Plant Type	NSU O&M Staff
Freetown/Lakeville Regional School District, Robert Souza, Facilities Director 98 Howland Road Lakeville, MA 02347 Ph: (508) 923-2000 ext. 1718	2008	2015-2016	35,000		✓	Amphi- drome	PV
Orchards of Holliston Michael Grover, Assistant Community Manager Sterling Services Inc. Holliston, MA 01746 Ph: 1-508-686-5223	2012	2012-2019	17,702	✓	✓	Flat Plate Membrane Bioreactor	JS, PV, WS
The Point Shopping Center Tim Power, Project Manager 333 School Street, #200 Mansfield, MA 02048 Ph: 617.742.0100 x2606	2013	2015-2019	38,500	✓	✓	Flat Plate Membrane Bioreactor	JS, PV, WS
Ponaganset Middle School Mr. John Obiurka 137 Anan Wade Road North Scituate RI 02857 Ph: 401-710-7500 ex 3170	2007	2007-2019	17,500		✓	Bioclere	PV, JS
Kingston Collection David Gilmore, General Manager 101 Kingston Collection Way Kingston, MA Ph: 781.585.8900	1989	2017-2019	90,000		✓	Rotating Biological Contactor	JS, PV, WS

FORM OF PROPOSAL

Firm/Proposer: Applied Water Management, Inc. dba Natural Systems Utilities

Receipt of Addenda 1 of 1

Blanchard School Wastewater Treatment Facility

Item	Monthly Fee (\$)
Labor	\$ 2,092.50
Maintenance supplies labor included above	\$ 40.71
Laboratory Services	\$ 540.65
Others (<i>vehicle mileage</i>)	\$ 32.27
Monthly Total Fee	\$ 2,706.14
Extended Annual Total	\$ 32,473.63
Add Alternate Item	Annual Fee – Lump Sum (\$)
Sludge Pumping & Removal — 30,000 gals	\$ 5,860.00

Westford Academy Wastewater Treatment Facility

Item	Monthly Fee (\$)
Labor	\$ 2,092.50
Maintenance supplies labor included above	\$ 40.71
Laboratory Services	\$ 1,983.70
Others (<i>vehicle mileage</i>)	\$ 32.27
Monthly Total Fee	\$ 4,149.18
Extended Annual Total	\$ 49,790.15
Add Alternate Item	Annual Fee - Lump Sum (\$)
Sludge Pumping & Removal — 30,000 gals	\$ 5,860.00

Abbot School Wastewater Treatment Facility

Item	Monthly Fee (\$)
Labor	\$ 2,092.50
Maintenance supplies labor included above	\$ 40.71
Laboratory Services	\$ 383.89
Others (<i>vehicle mileage</i>)	\$ 32.27
Monthly Total Fee	\$ 2,549.37
Extended Annual Total	\$ 30,592.42
Add Alternate Item	Annual Fee - Lump Sum (\$)
Sludge Pumping & Removal — 30,000 gals	\$ 5,860.00

Stony Brook Wastewater Treatment Facility

Item	Monthly Fee (\$)
Labor	\$ 2,092.50
Maintenance supplies labor included above	\$ 40.71
Laboratory Services	\$ 1,085.65
Others (<i>vehicle mileage</i>)	\$ 32.27
Monthly Total Fee	\$ 3,251.13
Extended Annual Total	\$ 39,013.57
Add Alternate Item	Annual Fee - Lump Sum (\$)
Sludge Pumping & Removal — 30,000 gals	\$ 5,860.00

Summary — Annual Cost

Facility	Annual Fee (\$)
Blanchard School WWTF	\$ 32,473.63
Westford Academy WWTF	\$ 49,790.15
Abbot School WWTF	\$ 30,592.42
Stony Brook WWTF	\$ 39,013.57
Total Annual Fee	\$ 151,869.77

Summary — Annual Cost Plus Add Alternate Item

Facility	Annual Fee (\$)
Blanchard School WWTF w/Sludge Pumping & Removal	\$ 38,333.63
Westford Academy WWTF w/Sludge Pumping & Removal	\$ 55,650.15
Abbot School WWTF w/Sludge Pumping & Removal	\$ 36,452.42
Stony Brook WWTF w/Sludge Pumping & Removal	\$ 44,873.57
Total Annual Fee	\$ 175,309.77

Pine Grove Cemetery

Grave Calculations

Existing Inventory	Single Upright Marker	2- grave	3 - grave	4 -grave	Green	Single Flush Marker	Urn Garden	Columbarium Niche
Number of Lots	28	14	1	12	15	72	28	48
Number of Graves	28	28	3	48	15	72	28	48
Average Annual Sales	12	14	1	1	1	5	0.4	3
Estimated Years of Existing Inventory	2	1	1	12	TBD	14	70	16
					Lot sales began in 2020			Lot sales began in 2011

New Inventory Created	Single Upright Marker	2- grave	3 - grave	4 -grave	Green	Single Flush Marker	Urn Garden	Columbarium Niche
Number of Lots Created	220	248	20	10	140	24	0	0
Number of Graves Created	220	496	60	40	140	24	0	0
Average Annual Lot Sales	12	14	1	1		5		
Estimated Years of Inventory Created	18	18	20	10	TBD	5	0	0

Estimated Years of Inventory After Renovation Completion	20	19	21	22	TBD	19	70	16
					Lot sales began in 2020			Lot sales began in 2011