

## 650 Stormwater Enterprise

### Mission Statement:

It is the mission of the Stormwater Enterprise to adhere to a cost-effective approach to addressing drainage infrastructure needs while considering local, state and federal water quality initiatives to protect our valuable water resources now and for future generations.

### Goals:

- Develop a temporary billing system while migrating water enterprise and stormwater enterprise to the UBCIS Munis software.
- Complete the culvert assessment study to determine a specific five-year capital plan for drainage improvements.

### Description of Changes:

FY21 will be the initial Stormwater Enterprise budget. The proposed budget of \$1,250,138 is less than the expected revenue of \$1,600,000 because the operating budget does not include “pay as you go” capital requests, and we want to be financially cautious with the first year of an enterprise because the general fund is responsible for absorbing any operating losses. The detail of the direct and indirect costs are after the operating budget. As you can see, the direct and indirect costs include portions of employee’s salaries in other departments, such as the 2% Treasurer/Collector and 15% of the Heavy Equipment Operators salaries. It was determined that most efficient way to charge these salaries to the Stormwater Enterprise is through the direct and indirect costs.

### Programs & Services:

#### Introduction

Our town maintains a drainage system valued at over \$150,000,000. The drainage system carries water from roads and properties back to the waterways that provide our drinking water throughout Westford. The Environmental Protection Agency has increased stormwater management requirements across the country with the goal of protecting and improving water resources. A Stormwater Master Plan was completed in 2017 for Westford and provided information to allow us to properly plan for, and comply with EPA regulations, through operational, maintenance, and capital improvements to our stormwater management systems.

#### Revenue Requirements

The Stormwater Master Plan provided detailed information about our existing infrastructure and made recommendations for supporting a Stormwater Management Plan. Three levels of service were modeled; minimum, protective and advanced. The Board of Selectmen agreed that the protective level of service is the right choice for Westford. The protective level of service provides funding for compliance with EPA and DEP

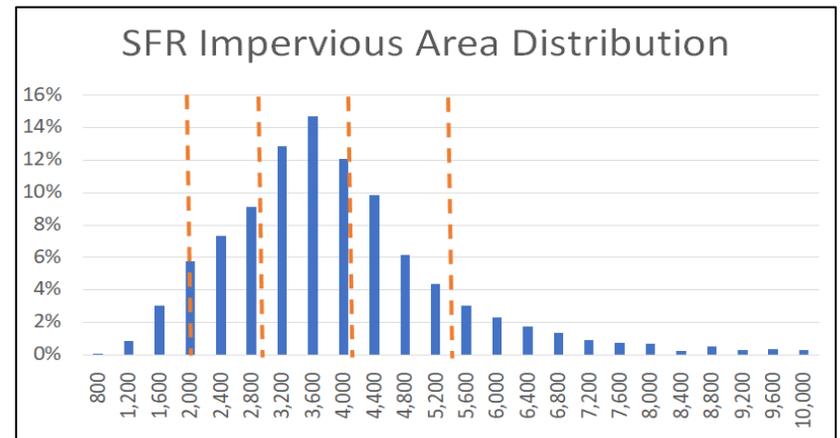
regulations through a program to repair and replace aging infrastructure. The town currently spends approximately \$600,000 per year on stormwater management related activity. To move to a protective level of service, the cost is expected to be approximately \$1,000,000 more per year for Fiscal Years 21 – 23 based on our budget projections.

**Funding Solution**

In August of 2019, the Board of Selectmen established a Stormwater Utility Fee in accordance with MGL CH 83:16 ([www.westfordma.gov/sw-mgl-ch-83-16](http://www.westfordma.gov/sw-mgl-ch-83-16)). The fee will be implemented in FY2021 beginning July 1, 2020. The fee is based upon impervious surface area, broken down into five tiers for Single Family Residential (SFR) properties. The middle tier represents the most common sized impervious surface area for SFR properties, and is used to establish one unit, called an Equivalent Residential Unit (ERU). Non-single-family residential properties will be charged a fee of \$75.00 per ERU, based upon the size of impervious surface area on their property. Bills will be issued in one mailing containing two bill stubs, allowing the option to pay upon receipt or bi-annually.

SFR Properties Impervious Square Footage	Proportion in Tier	Yearly Fee	ERU
Tier 1: <2,000 Square Feet	10%	\$ 37.50	0.5
Tier 2: >2,000 to <=2,900	19%	\$ 52.50	0.7
Tier 3: >2,900 to <=4,100	40%	\$ 75.00	1.0
Tier 4: >4,100 to <=5,500	20%	\$ 97.50	1.3
Tier 5: >5,500 Square Feet	11%	\$150.00	2.0

A parcel lookup tool is available on town’s website at this link <http://arcg.is/HG0mW>. This tool will allow you to view details on your property’s impervious surface area.



DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
<b>PERSONAL SERVICES</b>								
STAFF ENGINEER					80,000.00	80,000.00		-
ADMINISTRATIVE ASSISTANT			28,000.00	24,660.00	26,133.00	27,151.00		24,660.00
PROJECT INSPECTOR - FACILITIES TECH			41,296.00	41,296.00	-	-		41,296.00
EQUIPMENT OPERATORS / LABORERS			28,000.00	24,033.00	24,754.00	25,495.00		24,033.00
OTHER OVERTIME			2,000.00	2,000.00	2,000.00	2,000.00		2,000.00
DEPARTMENTAL STIPENDS			1,150.00	1,150.00	1,150.00	1,150.00		1,150.00
LONGEVITY			425.00	425.00	-	-		425.00
<b>CATEGORY TOTAL</b>	-	-	<b>100,871.00</b>	<b>93,564.00</b>	<b>134,037.00</b>	<b>135,796.00</b>		<b>93,564.00</b>
<b>EXPENSES</b>								
SPECIAL DETAILS			11,000.00	11,000.00	11,000.00	11,000.00		11,000.00
VEHICLE MAINTENANCE			28,806.00	28,806.00	28,806.00	28,806.00		28,806.00
EQUIPMENT MAINTENANCE			1,260.00	1,260.00	1,260.00	1,260.00		1,260.00
DRAINAGE MAINTENANCE			34,000.00	34,000.00	34,000.00	34,000.00		34,000.00
DRAINAGE INVESTIGATION			50,000.00	50,000.00	50,000.00	50,000.00		50,000.00
CATCH BASIN CLEANING			66,000.00	66,000.00	66,000.00	66,000.00		66,000.00
STREET SWEEPING			75,000.00	75,000.00	75,000.00	75,000.00		75,000.00
STREET WASTE DISIPOSAL SERV			30,000.00	30,000.00	30,000.00	30,000.00		30,000.00
TESTING / WATER QUALITY SERV			5,000.00	5,000.00	5,000.00	5,000.00		5,000.00
PIPE MONITORING			10,000.00	10,000.00	10,000.00	10,000.00		10,000.00
ENGINEERING SERVICES			5,000.00	5,000.00	5,000.00	5,000.00		5,000.00
MS4 GENERAL PERMIT COMPLIANCE			93,500.00	93,500.00	93,500.00	93,500.00		93,500.00
MS4 CORRECTIVE ACTIONS			15,000.00	15,000.00	15,000.00	15,000.00		15,000.00
CONTRACTED SERVICES			8,000.00	8,000.00	8,000.00	8,000.00		8,000.00
FEE CONSULTING SERVICES			10,000.00	10,000.00	10,000.00	10,000.00		10,000.00
POSTAGE AND PRINTING EXPENSE			12,000.00	12,000.00	12,000.00	12,000.00		12,000.00
DIESEL FUEL/GAS			2,200.00	2,200.00	2,200.00	2,200.00		2,200.00
SOFTWARE SERVICES			11,710.00	11,710.00	11,710.00	11,710.00		11,710.00
XFER TO GF - DIRECT/INDIRECT COSTS			393,964.00	393,964.00	393,964.00	393,964.00		393,964.00
ENCUMBRANCES								-
<b>CATEGORY TOTAL</b>	-	-	<b>862,440.00</b>	<b>862,440.00</b>	<b>862,440.00</b>	<b>862,440.00</b>		<b>862,440.00</b>

650 STORMWATER ENTERPRISE FUND DESCRIPTION	FISCAL 2019 ACTUAL	FISCAL 2020 BUDGET	FISCAL 2021 REQUEST	FISCAL 2021 TMR	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2021 % INC/DEC	FISCAL 2021 \$ INC/DEC
10 WHEEL DUMPTRUCK: HIGHWAY - PRINCIPAL			3,000.00	3,000.00	3,000.00	3,000.00		3,000.00
10 WHEEL DUMPTRUCK: HIGHWAY - INTEREST			225.00	225.00	165.00	105.00		225.00
MAIN STREET RECONSTRUCTION - PRINCIPAL			78,206.00	78,206.00	78,206.00	78,206.00		78,206.00
MAIN STREET RECONSTRUCTION - INTEREST			32,003.00	32,003.00	28,092.00	24,182.00		32,003.00
<b>SUBTOTAL - ISSUED BONDS</b>	-	-	<b>113,434.00</b>	<b>113,434.00</b>	<b>109,463.00</b>	<b>105,493.00</b>		<b>113,434.00</b>
OAK HILL RECONSTRUCTION PROJECT - PRINCIPAL						101,000.00		-
OAK HILL RECONSTRUCTION PROJECT - INTEREST			40,400.00	40,400.00	40,400.00	76,760.00		40,400.00
CULVERT DESIGN, PERMITTING & REPLACEMENT - PRINCIPAL			25,000.00	25,000.00	50,000.00	75,000.00		25,000.00
CULVERT DESIGN, PERMITTING & REPLACEMENT - INTEREST			21,250.00	21,250.00	42,500.00	63,750.00		21,250.00
DRAINAGE IMPROVEMENT PROGRAM - PRINCIPAL			66,000.00	66,000.00	66,000.00	66,000.00		66,000.00
DRAINAGE IMPROVEMENT PROGRAM - INTEREST			28,050.00	28,050.00	28,050.00	28,050.00		28,050.00
INTEREST ON SHORT-TERM DEBT								-
<b>SUBTOTAL - NON-ISSUED BONDS</b>	-	-	<b>180,700.00</b>	<b>180,700.00</b>	<b>226,950.00</b>	<b>410,560.00</b>		<b>180,700.00</b>
<b>CATEGORY TOTAL</b>	-	-	<b>294,134.00</b>	<b>294,134.00</b>	<b>336,413.00</b>	<b>516,053.00</b>		<b>294,134.00</b>
<b>DEPARTMENT TOTAL</b>	-	-	<b>1,257,445.00</b>	<b>1,250,138.00</b>	<b>1,332,890.00</b>	<b>1,514,289.00</b>		<b>1,250,138.00</b>

ORG	DESCRIPTION	FY21 % Allocation	FY21 TMR	FY21 Allocation TMR
<b>INDIRECT COSTS</b>				
123	TOWN MANAGER	0.51%	423,202	2,164
132	FINANCE DEPT	0.51%	148,370	759
135	ACCOUNTING	0.51%	285,067	1,458
135	AUDIT SERVICES	0.51%	37,750	193
145	TREASURER/COLLECTOR - PERS SVCS	0.51%	269,410	1,378
152	HUMAN RESOURCES	0.13%	232,170	307
155	TECHNOLOGY-Personal Services	0.51%	460,045	2,353
	Workers Compensation	0.13%	495,000	654
	Unemployment Compensation	0.13%	80,000	106
	Comprehensive Liability	0.51%	160,000	818
	Excess Umbrella Liability	0.51%	13,000	66
	Auto Liability	2.09%	90,000	1,882
	Public Officials Liability	0.00%	35,000	0
	General Liability Insurance	0.00%	45,000	0
<b>SUBTOTAL</b>				<b>12,138</b>
<b>DIRECT COSTS</b>				
	HEALTH/LIFE INSURANCE	100.00%		36,033
	F.I.C.A. MEDICARE	1.45%		3,965
	RETIREMENT	1.15%	5,473,719	57,845
	ASSISTANT TOWN MANAGER	2.00%	127,321	2,546
	TREASURER COLLECTOR	2.00%	111,731	2,235
	GIS COORDINATOR	15.00%	83,442	12,517
	DPW DIRECTOR	15.00%	133,450	20,018
	DPW BUSINESS MANAGER	15.00%	104,890	15,734
	DPW OFFICE MANAGER	5.00%	69,464	3,473
	TOWN ENGINEER	20.00%	112,963	22,593
	ASSISTANT TOWN ENGINEER	20.00%	96,643	19,329
	HIGHWAY SUPERINTENDENT	15.00%	119,165	17,875
	OPERATIONS SUPERVISOR	15.00%	82,988	12,448
	CREW SUPERVISOR	15.00%	132,530	19,879
	HVY EQUIP. OPERATOR	15.00%	759,330	106,696
<b>SUBTOTAL</b>				<b>353,185</b>
<b>FY21 ASSESSMENT</b>				<b>365,323</b>
<b>FY19 Adjustment Based on Actual Expenses</b>				<b>0</b>
<b>TOTAL FOR STORMWATER ENTERPRISE</b>				<b>365,323</b>