



WESTFORD'S STORMWATER UTILITY

Mass Rivers Alliance Stormwater Financing Workshop Series (Workshop #2)

Paul Starratt, PE, Town Engineer

Christine Collins, Tax Collector - Treasurer



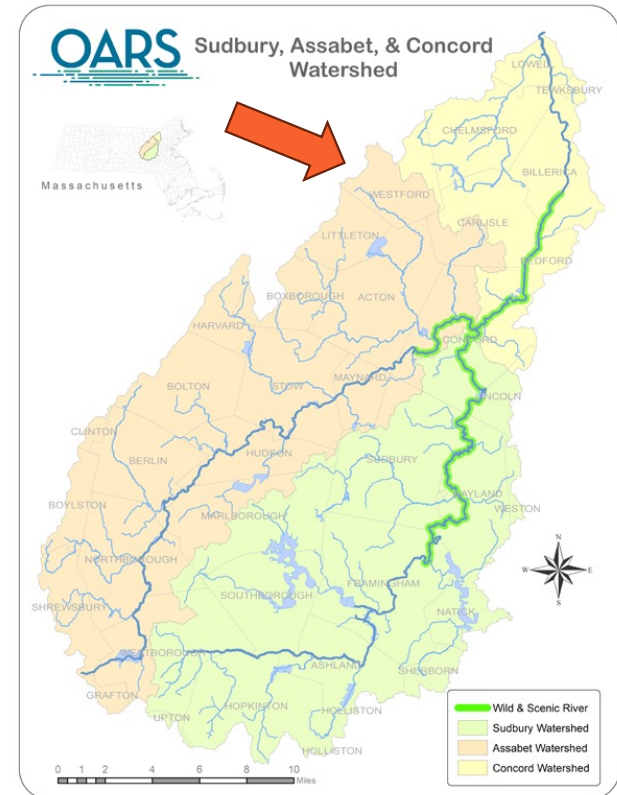
TODAY'S PRESENTATION

Share top lessons learned from our experience:

1. The process of developing a Stormwater Management Master Plan, with sustainable funding in mind at the start set, us up for success.
2. The overall financial impact of the program and fairness of the fee structure were determined through many meetings with Stakeholders and the Select Board
3. A first attempt to adopt the enterprise fund prior to the Select Board adopting rates was not successful. With the rate structure settled and additional outreach, the stormwater utility was adopted.



ABOUT WESTFORD





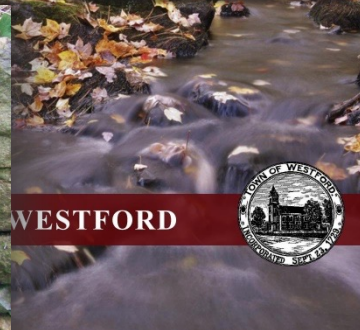
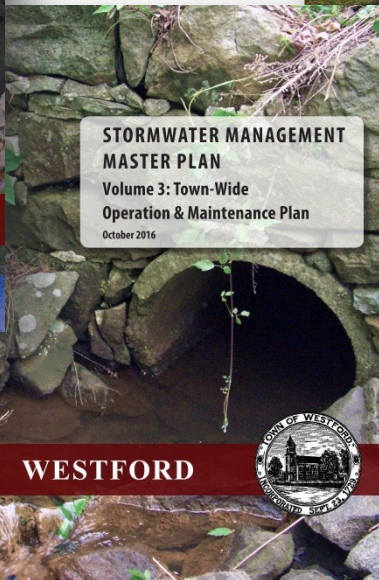
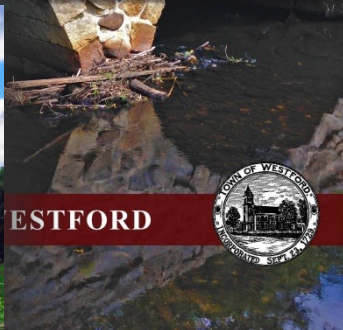
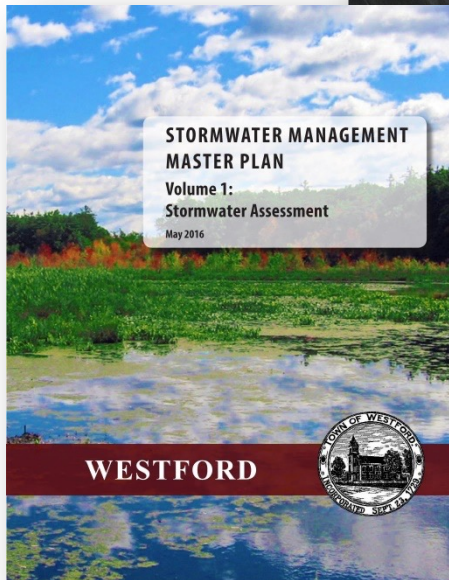
ABOUT WESTFORD

- Westford maintains a significant drainage system that includes:
 - 60 miles of drainpipes
 - Nearly 6,000 structures - catch basins and manholes
 - 675 outfalls
 - 285 culverts
 - 150 miles of publicly maintained roadways and 110 miles of roadway curb
 - Vehicles and equipment for maintaining the drainage infrastructure and
 - Stormwater treatment structures.
- Replacement value of drainage infrastructure over \$150 million





1. STORMWATER MANAGEMENT MASTER PLAN



TOWN OF WESTFORD

STORMWATER FUNDING AND FINANCING ALTERNATIVES

Final Report - December 2016





2. FINANCIAL IMPACTS

Early Version of Budget



Westford Stormwater Management Master Plan Preliminary Opinion of Probable Costs

| | Staff Salaries | Operation and Maintenance | Program Management and Compliance | Capital Improvement Projects | Annual Program Cost |
|------------------------|----------------|---------------------------|-----------------------------------|------------------------------|---------------------|
| Existing | \$185,000 | \$150,000 | \$50,000 | \$180,000 | \$570,000 |
| Future | | | | | |
| Level of Service | | | | | |
| A - Advanced | \$380,000 | \$320,000 | \$230,000 | \$1,500,000 | \$2,500,000 |
| B - Protective | \$370,000 | \$240,000 | \$170,000 | \$700,000 | \$1,500,000 |
| C - Minimum Compliance | \$250,000 | \$160,000 | \$130,000 | \$300,000 | \$840,000 |

Notes: This Preliminary Opinion of Probable Costs was developed with the following assumptions. All costs will be refined during completion of the SWMMP and after the final NPDES Small MS4 General Permit is promulgated.

1. Staff Salaries: Existing staff salaries include the following staff at 15% of FY17 salary: Town Engineer, Asst. Town Engineer, GIS Coordinator, Highway Superintendent, Crew Supervisor, Operations Supervisor, and Equipment Operators / Laborers.
2. Future Staff Salaries: Level C and Level B assume the same staff at 20% and 30% of FY17 salaries, respectively. This corresponds to the increasing staff time required to implement the new Small MS4 permit and SWMMP. Level A includes the addition of a full-time stormwater coordinator and additional Equipment Operators / Laborers.
3. Operation & Maintenance: Existing costs are based on current expenditures in the FY17 Highway budget including drainage maintenance, dam repairs, diesel fuel (15% of total), vehicle maintenance (25% of total), equipment maintenance (25% of total), pipe & pipe supplies, and other misc. supplies and expenses. Future Level C includes the cost to contract catch basin cleaning. Level B and C show a percent increase to be refined upon completion of the SWMMP.
4. Program Management and Compliance: The Existing costs are from FY17 budget line item for Stormwater Management. Future costs are for annual compliance costs for the anticipated Small MS4 General Permit compliance costs. Level C is compliance with minimal Permit Year 1 requirements. Level A and B are average annual costs depending on increased mapping and GIS data management expenditures.
5. Capital Improvement Projects: Existing costs are for drainage related, approved capital requests for equipment (10% of total excluding plows), dams, culverts, drainage improvements, and other related projects requested by Highway and Engineering. An average cost was used for Future Level C to include additional drainage or culvert improvement projects. Likewise, an average annual allowance was carried under Level B for purchase of a sweeper and catch basin truck (\$100k/yr.) and more substantial culvert reconstruction (such as Key Culvert Reconstruction), and studies/design for the three municipal dams. Level A assumed an increase for additional unapproved capital requests for drainage related projects and equipment and dam remediation.

SWMMP brought about many discussions about “right sizing” the program and the real costs of stormwater management.

What will be fee funded and what will remain tax funded?





2. FINANCIAL IMPACTS

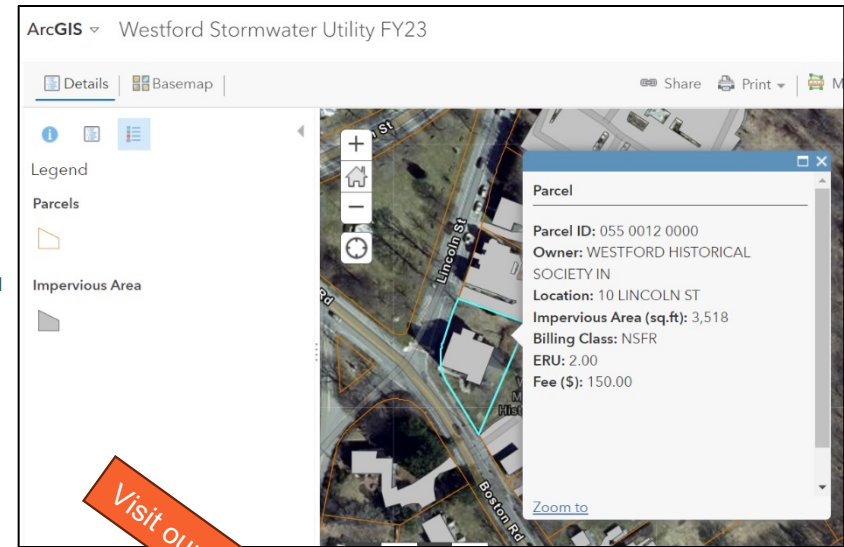
WESTFORD'S FEE & CREDIT POLICY: FOCUS ON EQUITY & TRANSPARENCY

Fee Calculation

Stormwater fees are based on property type and the overall amount of impervious surface area that exists on a property. The tables below summarize how stormwater fees are calculated. Stormwater definitions are provided at the bottom of this page.

| Single Family Residential (SFR) | | |
|---------------------------------|------|------------|
| Impervious Area (square feet) | ERUs | Annual Fee |
| SFR1: < 2,000 square feet | 0.5 | \$37.50 |
| SFR2: >2,000 to <= 2,900 | 0.7 | \$52.50 |
| SFR3: >2,900 to <= 4,100 | 1.0 | \$75.00 |
| SFR4: >4,100 to <= 5,500 | 1.3 | \$97.50 |
| SFR5: > 5,500 square feet | 2.0 | \$150.00 |

| Non-Single Family Residential (NSFR) |
|---|
| NSFR properties are charged at a rate of \$75 per ERU |



Parcel Look Up Tool



- Select Board chose 5 residential tiers to minimize burden for lowest tier
- Non-profits excluded from 1st year of billing to allow time to prepare
- Town voted to allow residents who defer real estate taxes to defer their stormwater bills as well
- Billing is being done through Munis General Billing and may be handled with Munis UBCIS (Utility Billing Customer Information System) in the future



CUSTOMER SERVICE: BE READY FOR THE CALLS





3. ENTERPRISE FUND COULD NOT STAND ALONE



Annual Town Meeting Results, March 2019

Article 8 — Create a stormwater management enterprise fund for fiscal 2020. **Motion failed 246 to 198.**



3. ENTERPRISE FUND COULD NOT STAND ALONE

Special Town Meeting Results, October 2019 Articles 6 & 7 — Passed by a majority.



Special Stormwater Matters Workshop on WestfordCAT.



Select Board Chair's Special Town Meeting Presentation



TOWN OF WESTFORD
Office of the Town Clerk

Westford, Massachusetts Special Town Meeting Results October 28, 2019

Electronic Voting was presented as an option for voters. The motion to use electronic devices failed with 156 – yes and 166 – no votes.

| Article | Title | Result |
|---------|---|-----------------------|
| 1 | Approve Unpaid Bills from Previous Year(s) | Dismissed unanimously |
| 2 | Fiscal Year 2020 Budget Adjustments | Passed by majority |
| 3 | Fiscal Year 2020 Budget Transfers | Dismissed unanimously |
| 4 | Fiscal Year 2020 Capital Appropriations | Passed by majority |
| 5 | Reduce Amount raised by Taxes in Fiscal Year 2020 | Passed unanimously |
| 6* | Purchase Software for Fee Billing and Upgrade for Water Billing | Passed by majority |
| 6* | Create a Stormwater Management Utility Enterprise Fund | Passed by majority |
| 7 | Defer Stormwater Utility Fees Assessed under G.L.c83, s.16 for Low Income Seniors | Passed by majority |
| 8 | Amend the General Bylaws to Accept the Provisions of General Laws, c 44, sec 53E1/2 to Establish a Revolving Fund for the Farmers Market | Passed by majority |
| 9 | Authorize Revolving Funds | Passed by majority |
| 10 | Approve Community Preservation Committee Recommendations | Passed by majority |
| 11 | Authorization for the Board of Selectmen to petition the General Court for two (2) additional all alcohol on premises licenses to be exercised by Westford Valley Marketplace located at 160-174 Littleton Road | Passed by majority |
| 12 | Amend the Charter to Reflect Inclusive Language Including Renaming the Board of Selectmen to Select Board | Passed by majority |
| 13 | Approve the Board of Cemetery Commissioners Regulations for Municipal Cemeteries | Passed by majority |
| | Having no further business to discuss, the meeting adjourned at 10:42 pm. | |

* Article 6 was divided into two parts.

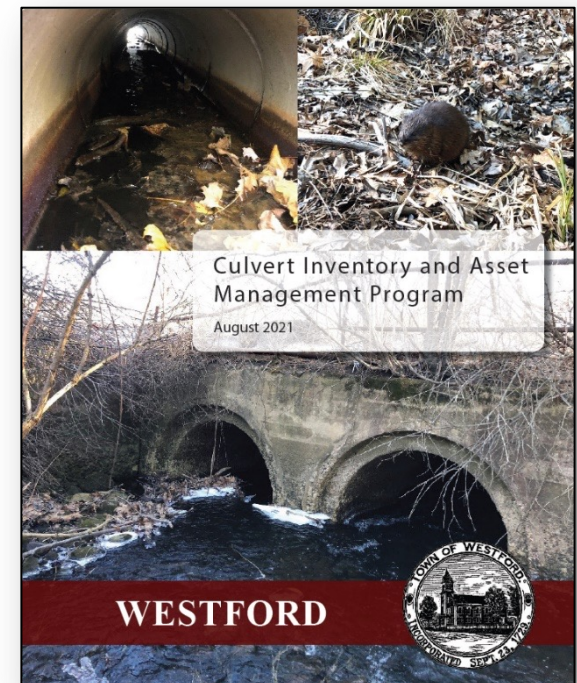
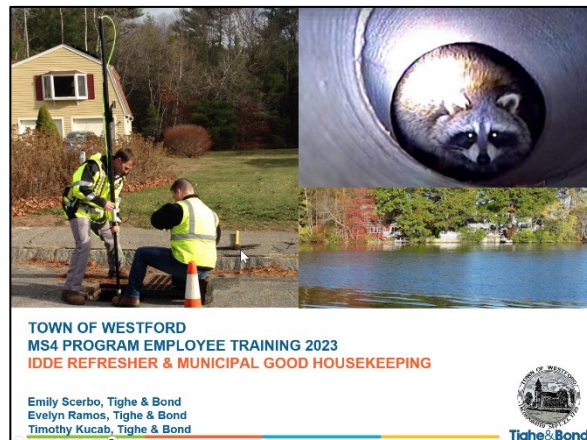
55 Main Street Westford, MA 01886
Tel: (978) 692-5515 Fax: (978) 399-2555 Email: townclerk@westfordma.gov



AFTER 3 YEARS – WORTH IT?

PROJECTS MADE POSSIBLE WITH DEDICATED FUNDING

- Ongoing MS4 Compliance
- Town-wide Culvert Asset Management Program
- Culvert Replacement Program
- Other Infrastructure Projects with Drainage Components



Blue Brook Culvert Replacement Project (in progress)

Annual Employee Training



QUESTIONS & DISCUSSION

Paul Starratt, PE

pstarratt@westfordma.gov

Christine Collins

ccollins@westfordma.gov



*Clean water
begins with YOU.*

Visit us online:

www.westfordma.gov/Stormwater