

DEPARTMENT OF PUBLIC WORKS

DESCRIPTION FUNDING AND STATUS

The Public Works Department implemented a department wide re-organization about three years ago to help us better serve the public, provide for upcoming challenges and allow for us to seamlessly move forward in the years to come. This implementation included a new stormwater utility to help us be ready and staffed to meet the EPA's new federally mandated and unfunded stormwater regulations, more streamlined management of staff, provide for succession planning with a number of senior people that have since retired and will be retiring and having staff and equipment in place to allow us to continue to improve. The implementation is still ongoing even with the current budget concerns and we hope to have it fully implemented within the next few years.

As requested we have reduced the FY22 funding by about 10% while still maintaining our financial stability. We were able to do this by shifting two highway positions to the Stormwater Utility since they were doing stormwater activities already and we had available funding within the Utility. The facilities division also eliminated one vacant Facilities Laborer position and one a Motor Equipment Repairman position as well. These are both needed positions but we felt they were possible reductions to meet the reduction required. The Recreation division reduced the funding for the Recreation and community event coordinator position to only being funded part of the coming fiscal year to help reduce costs as well.

Also as you look at the overall budget costs year over year you don't see the full savings the reduction of the positions give in benefit costs as well since they are shown in the personnel budget. Also there was some additional cost savings to the general fund from the water and sewer division with personnel transfer cost sharing as well. We hope that in the coming years if the finances are better we will be able to replace some of these positions as they are all needed positions in the DPW. We also will be looking to find opportunities to find resources in the DPW in the coming years as well to repurpose existing funds to increase personnel as well they are essential to us being able to do our job.

There are a number of divisions within the public works department for the Town of Braintree. Below is a summary of the main divisions and some of the key activities we are currently working on, as well as the future funding concerns and some of our future needs.

The Admin Division (85 Quincy Ave) helps administer the workings of all other divisions. This includes the Assistant Director of Operations, Assistant Director of Engineering, Financial Analyst and other support staff. Our continuing focus is on aligning all of the departments to function better, grant opportunities, streamlining the budget/ personnel and helping to implement MUNIS, the new financial software program, and other relevant programs.

The Facilities and Equipment Division (245 Union St) is a relatively new division and we have made some great progress in the past three years. The division work includes maintaining the existing Town buildings including cleaning, upkeep of the utilities, heating/cooling, security, pest control, etc. The division also includes oversight of capital building projects such as the American Legion painting,

Daugherty Gym renovations, 74 Pond Street renovation, Police Station renovations, Fire Station renovations, Town Hall renovations, Golf Course expansion, Elder Affairs addition, Town hall HVAC upgrades and the like. Through the reorganization, we have been able to save quite a bit of money by doing the work internally with our own dedicated staff instead of contracting it out. This year as is noted above due to budget concerns we will have to eliminate both a laborer position and Motor Equipment Repairman position. The future funding needs of this division are to try to get back the positions lost and also a future possible merger with the school department facilities division as well.

The Traffic Division (85 Quincy Ave) is a part of the engineering division. Currently the focus for the traffic division is on a Town wide signal inventory program, Traffic Calming and resident concern reviews, pearl & Ivory I/C, new South Street and Washington I/C signal and Grove and Liberty I/C.

The Engineering Division (85 Quincy Ave) assists all the other divisions and the Town as it relates to Civil Engineering. This includes implementation of various federal and state regulations, basic surveying, civil design plans, drainage design, property line determination, GIS system, mapping, water replacement projects, I/I sewer survey, study, design and implementation and 100 roads paving projects from beginning to end and many other tasks.

Currently the focus is on completing the current Infrastructure program, creating a new roadways ranking system, projecting out future year's needs, continuing to implement and get funding through the complete streets program, assisting with ADA compliance concerns, generating a new transportation plan including sidewalk prioritization and continuing to implement our new GIS software program, People GIS.

The Highway Division (245 Union) has had a repositioning of two existing laborer staff to the storm water division as they were performing stormwater related duties and in order to not have to reduce staff further as well. The division has have a variety of dump trucks, backhoes, loaders, graders, excavators, street sweepers and vacuum trucks including many other pieces of equipment to do the job. The future goal is to getting some staff relocated back again and having a new Public Works building with more space and better available to better cover the existing equipment and vehicles we have.

The Highway division oversees the general maintenance of the roads and right of way of the Town. This work includes snow removal, patching potholes, upkeep of two dams and the landfill area, sidewalk repairs and placement, involvement in field monitoring of the 100 roads program, cutting grass, fixing drainage concerns, street sweeping, basin cleaning , stripping, signage, speed reduction devices, signal maintenance when warranted and many other tasks. Currently the focus is on town wide Park renovations, various drainage renovations, Speed Humps placement (both temporary and permanent), placement of flashing crosswalk signs, Traffic calming and resident concerns implementation, street cleaning and leaf removal, basin cleaning and getting ready for the winter.

The Solid Waste Division (85 Quincy Ave/ 74 Pond) is comprised of all contract employees called casual employees. This division oversees the entire trash and other solid waste removal programs for the town, including trash, recycling, yard waste, bulk waste and twice a year solid waste removal. This also includes the general oversight of the transfer station by the Town landfill site, assistance with the

compost yard, oversight of the removal company, their schedule, containers and routing. Lastly compliance with federal and state regulations for the removal and transfer station as well. Currently the focus is on doing our best to keep the costs down regarding the recycling processing with costs currently projected lower this funding was decreased significantly. We also always continue to look for ways to improve our service and to reduce the costs to the community and recycle and reuse as much as possible.

The Recreation Division (85 Quincy Ave/ 74 Pond) relocated about two years ago to 74 Pond Street from 85 Quincy Ave in order to gain more space, better access to the large conference room and more centrally located in Town. This division oversees the playgrounds, cemeteries, oversight of the Art facility, all school fields and many activities throughout the Town. This includes a summer program with activities for children (which had to be reduced this year), adults and the elderly. These programs include summer camps, beach oversight, travel programs, movie nights, volunteer events, fun runs, and many other activities. Currently the focus is on the possibly of improvements to some of our existing recreational facilities, numerous events, creating new facilities, assisting with the new proposed Peterson Pool program and many other projects as well. Due to the current financial concerns the Recreation and community event coordinator position to only be funded part of the coming fiscal year.

The funding needs for this section include replacing funding for the Recreation and community event coordinator position or reorganization of the positions to better accommodate the needs of the division. Also needed are the replacement of the light poles at the high school and various fields in Town, fence repair Town wide, field resurfacing, implementation of new fields at the land we own at the I/C of Granite and West Streets, updated irrigation in a number of the fields, significant upgrades at both Watson and Hollis parks as well as the High School to signature park level. This is projected to be implemented in phases and the design is in process now.

The Grounds Section (245 Union) oversees the grounds for all the Town properties including most of the school grounds. This includes pavement upkeep (except schools), cutting the grass, upkeep of playgrounds, school fields, lighting, fencing, management of the compost yard and many other tasks. Currently the focus is on getting newer and better equipment with better equipment repair response time and an updated building. Also setting the fertilizer program in a more regular routine and getting staff more training.

The Cemetery Section (Plain Street Cemetery) oversees the various cemeteries throughout the Town. This includes cutting grass, repairing fences, upkeep of structures, performing burials, laying out future cemetery grounds expansion and generating revenue for the division so it can be as self-reliant as possible. Currently the focus is on the cemetery grounds expansion and creating new policies. Also getting newer and better equipment with better repair response time and an updated building.

The Golf Division (101 Jefferson Street) oversees the Town's 18 hole golf course and its grounds. This includes mowing for the grass, greens, repairing divots, keeping up the general grounds, outhouse, driving range, golf carts, water around the course, equipment store, concessions, simulators, dining area, many golf events, training, competition, and many other duties. Currently the focus has been on

using our expanded facility as best we can, getting a new liquor license year round, getting the simulators placed for the winter, getting more functions and cafeteria use for the winter, a future upgrade of the sprinkler system when possible and routine updates as needed.

The funding of this division has improved greatly with a new concessions facility, simulators and events. We have also updated our fees. We continue to look for more revenue and savings. Irrigation replacement, expanded kitchen facility and vehicle/ equipment replacement are key needs of this division.

The Water and Sewer Division within the past few years a new superintendent, staffing and water/ sewer engineer were a part of the DPW reorganization. The increased staffing helped with us managing some water and sewer projects in house and the Engineer position was created to help better oversee Town projects and track information.

The Sewer and Water Transmission Section oversees all the water and sewer piping systems throughout the Town. This maintenance includes routing inspection, repair, looping minor sections of lines when possible, field oversight of the yearly water replacement projects, I/I repair projects and pavement replacement projects from the 100 roads program as well. Currently the focus is on this year's water replacement projects, sewer renovation projects, replacement of the Howard St. Pump Station project, design of the Brookside Street pump station renovation project, Commerce Park pumping station elimination, creating flow monitoring systems, expanding the SCADA info system, wireless real time meter reading and a new monitoring software program. The future need of this division is for a new Public Works building.

The Water Treatment Section (300 King Hill Road) oversees the treatment plant, the grounds around the plant, the reservoirs, various dams, piping system, the water towers around Town, Sewer Pumping stations and various wells. This maintenance includes the upkeep of the water flow, hydrant flushing, pumping systems, treatment systems, testing, reporting, security, future plant design and many other duties as well. Currently the focus has been on moving forward with the proposed new treatment plant and until then keep the existing plant going as effectively as possible.

The Stormwater Division was created to be able to comply with the new federally mandated Stormwater program. The new staff include a Stormwater Manager, Billing Analyst and Outreach Representative, as well as the transfer of three positions from the Highway division to create the Division. The funding for these positions was created by the recently implemented Stormwater fee. This division helps us provide the outreach, mapping, testing, permitting, inspection and other activities that a stormwater program requires. This also allows the department to focus on Town wide outreach and connection to the program for all departments as is required. Currently the focus has been on complying and meeting the several stormwater permit deadlines, working on a 604B grant we secured through DEP for possible future drainage treatment projects, another grant for the Stetson Street culvert replacement project, another grant for tree box filters around the town to help remediate sediment contaminants and getting new software to better track the drainage system and our impervious areas

throughout Town. We have repositioned two existing Highway laborer staff to the division as they were performing stormwater related duties and in order to not have to reduce staff further as well.

The storm water fee will not be raised this coming FY but will be raised for the last time in FY23 as part of the previously approved ordinance. This will help us with the funding of the staff, help us get a new Public Works building and to help us with keeping the fund solvent for years to meet the regulations we are required to meet.

**Town of Braintree
Budget Review
Fiscal Year 2022**

General Fund Expenditures:

1. Division 400 (DPW, pg. 61 – 78)

- DPW Facilities/Equip Maintenance Labor/Custodian/mechanics decreased from \$808K to \$737K, was a position cut or vacated? This line item was also cut \$82K, or 9%, for Highway.

Unfortunately in order to meet the 10% reduction requirement we had to eliminate two positions in the DPW facilities division including one Laborer & one Mechanic position. The DPW Highway division also had two positions that were moved to the Stormwater division to better align the actual work being done with the proper division and reallocate the funding appropriated to the positions.

- Building repairs increased 14%, \$11K, are there unusual one-time repairs that need to be done?

There are a number of significant building repair projects ongoing throughout the Town at this time. This includes the Doughty Gym, 90 Pond Street and the Foster School. The Facilities division is also responsible for numerous other buildings throughout Town, each with a number of concerns that need attention. The increase to the building repairs account allows us to use these funds and leverage our in house staff to try to mitigate some of the below noted repairs in an expedited fashion. At the same time materials costs in general have increased exponentially this past year due to COVID and this increase accounts for that as well.

- Engineering services increased from \$50K to \$70K, though FY21 actuals so far are only \$21K. What additional services are needed?

The current budget to actual reflects higher expenses and funds are needed to make the account balanced for next fiscal year. Some of the costs incurred throughout the year are as noted below:

- Town GIS Consultant representative – The portion of the cost paid for these services out of the Engineering division is approximately \$25,000.
 - Town consulting company provides reports required by the Department of Environmental Protection for the Town Landfill which costs approximately \$35,000 per year.
 - Lastly there are yearly software program and consultant needs as well.
- Street Lighting was budgeted at \$300K, compared to \$315K in FY21 and actuals of \$415K in FY20 and FY19. What accounts for this decrease from previous years?

The funding for the lighting is a contractual agreement with BELD. A number of years ago BELD funded a project to pay for the upgrading of the street lighting throughout Town to LED. As a way of recovering the costs of those improvements BELD increased the lighting costs to the Town over a set time period which was to end this fiscal year with a reduction in yearly cost from \$415,000 to \$200,000 per year thereafter. However, give the pandemic was upon us last year BELD allowed us to have this reduction be over a two year period with fiscal year 2022 being set at \$300,000 and fiscal year 2023 being set at the final cost of \$200,000 per year as noted above.

- Environment affairs/waste collections, Recycling Processing 0140012 538010 decreased from \$450K to \$250K, why?

The past projections for recycling processing were showing a significant increase over this fiscal year. This was due to international trade costs and restrictions beyond our control. Therefore our costs for these services were increased significantly last year. However, since that time the rates have actually come down significantly. Therefore we have estimated the costs much lower for this coming fiscal year. The recycling market is a very volatile one and we do our best to predict the best we can as things change.

- Recreation/community events, Department Head 0140015 511002 decreased from \$99K to \$50K. I understand Nelson is no longer with us, unfortunately, but is the Town not 100% funding that position anymore or combing the duties?

The current expectation is that this position will not be filled until later in the new fiscal year.

- Grounds maintenance overtime 0140018 513001 overtime cut from \$80K to \$40K, anticipating fewer overtime shifts?

Over the past few years this account has not expended all of these funds. Given the current directive of needing to cut by 10% we decided to reduce these funds as much as is possible. However, if the financial environment improves we may request an increase to moderate this reduction.

- 40010-553001 Roadway Markings - \$30K budgeted in 2021, but only \$6100 in actuals? Why is there such a big gap and what will change that we expect to use the full amount in 2022?

Roadway markings are normally spent by the end of May or beginning of June with the centerline painting program. Please be aware that at this time all of the funds for this account have either been encumbered or spent.

- 40011-538000 What accounts for the nearly doubling of contractor services in FY21? Is that to cover the actual snow plow drivers?

The snow and Ice budget is just a place holder for the cost of items in order to manage the winter snow removal effort. Since we are dealing with mother nature we have no way of determining any exact costs. As far as contract services it is any services we use a contract for; however, the vast majority of this cost is for snow plow contract drivers, their vehicles and equipment to help us plow the snow.

- Are the salary increases that exceed 2% due to step changes?

In general you are correct. However, the stormwater division labors salary account did increase due to them now funding two additional laborer positions. Those positions were transferred from the highway division due to them having stormwater related activities they normally work on.

- Can the \$10K in “Drains” be covered under the storm water enterprise fund?

The funds in highway drain account are additional funds that the highway division needs from time to time to help manage the roadways. This can include replacing manhole covers, spot repairs and various pre storm activities.

- How does the Bra-Wey Rec Assessment work?

The Bra-Wey Assessment is just our portion of an estimate of the overall costs for the coming year in order to manage Pond Meadow Park. This includes both capital and operating expenditures determined by the organization that oversees the park. We are then given the final number for our portion of the costs and we insert that number into our budget.

Enterprise Funds Expenditures:

1. Water

- a. 7043801 512001 part-time employees decreased from \$60K to \$40K, elimination of a position or vacancy?

Over the past few years this account has not expended all of these funds. Therefore we have decided to reduce the funding levels to offset some of the increases of the division.

- b. 7043801 530004 consultants decreased from \$80K to \$60K, was a particular service discontinued?

There were some one time services needed due to several senior staff who left this fiscal year that will not be needed next fiscal year.

- c. 7043801 530006 engineering services increased from \$70K to \$100K; FY21 was the first year this line item had any budget at all. What are these services, and what was the reason for the increase?

The Town GIS consultant services representative has always had those water/sewer services paid out of a number of water/ sewer accounts in the past. We wanted to set these costs in the water/sewer portion of the budget out of the same account for the future.

- d. 7043801 530019 software nearly doubled from \$37K to \$71K; FY21 actuals costs are \$73k so far. What is this software? Was it implemented early?

- Please explain the large increases in Software and Engineering Services?

There have been a number of software purchases over the past few years. This includes video monitoring of the Richardi pumps station, software for tracking the capital costs for our projects, various other CAD, GIS, billing, tracking and work order software as well. All of these purchases have greatly increased our ability to do our job in a much more efficient manner. Recently we purchased Sedaru software which did increase the costs as noted but will help us greatly in overseeing our overall water and sewer system and allow us to be much more proactive instead of reactive. We will continue to innovate and work to make the water and sewer division as efficient and cost effective as possible.

For Engineering Services, the current budget to actual reflects higher expenses and funds are needed to make the account balanced for next fiscal year. Some of the costs incurred throughout the year are as noted below:

- Town GIS Consultant representative – The portion of the cost paid for these services out of the Engineering division is approximately \$25,000.
- Town consulting company provides reports required by the Department of Environmental Protection for the Town Landfill which costs approximately \$35,000 per year.
- Yearly software program and consultant needs as well.

- e. 7043803 524003 outside motor vehicle increased from \$25K to \$30K; FY21 actuals were \$41K, why were actuals so much more than budgeted? Is \$30K a reasonable budget?

The aging of our vehicle inventory resulted in increased repair/maintenance costs. We hope that with our more recent new vehicle purchases we will be able to minimize the maintenance costs in the future. However, there is no way to determine equipment and vehicle breakdowns. We do our best to maintain our equipment but once items get to a certain age more mechanical issues occur. We feel that at this time given all the possibilities the \$30,000 budget set should be sufficient.

- f. 7043804 515010 System rehab standby/weekend duty was eliminated (\$55K to \$0, FY21 actuals are \$41K), is this a reasonable cut?

The Standby/weekend duty program was on a trial basis to try to bring more staff in for emergencies. After further review and given the cost of \$55,000 per year for this program we have decided to go back to utilizing management for emergencies. That along with some increased overall staffing we feel should address the staffing needs for emergencies we had in the past and will save us some money as well.

- g. 7043805 530011 treatment division water testings increased from \$25K to \$45K; previous years actuals did not exceed \$20K. Does the Town do routine testings every few years?

We recently replaced our filter media with GAC for the treatment of PFAS, a compound that has been recently classified as a contaminant. Because of this new media system we are required to provide monthly testing for PFAS on the individual filters to ensure that they are performing effectively. This will cause a significant increase in the testing costs and therefore the need for the increase in funding.

- h. 7043806 585000 water meters increased from \$150K to \$210K; FY21 actuals are only at \$125k. Is this a one-time project?

- Why are water meters increasing by \$60K?

We are moving forward with AMI (Automatic Meter Integration). This will allow us read all Town meters much faster which once up and running will save us time, money and get us more and better data. These costs are associated getting this program up and running and maintaining the system.

- i. 7043807 591000 future tri-town debt service had \$480K budgeted in FY21 but \$0 actuals, is this all paid at once at year-end?

These funds are meant to help us gradually bring the community up to the projected new costs of the new treatment plant. We want to make the transition over a number of years so that when the plant is fully constructed we did not have to have a large increase all at once to the residents. Given it is a very large project it could have had a substantial impact. Given the existing plant is well past its life expectancy and the new plant will have top of the line equipment, water quality and cost efficiencies this is a much needed project.

- j. 7043801-573001 Dues and Memberships have seen a 300% increase, why?

We just got a membership regarding our new specifications that we use every year for our construction program. This along with our normal annual memberships increasing in number and cost resulted in the increase. These results in contract savings and with memberships comes training as well.

- k. 574002 What is Lock Box and why is \$10K budgeted, when prior year's we've only expended in the \$3K range?

The lockbox payments are those which we receive from Century Bank. Any bill that is mailed is processed through here. The fee is based on how many bills are processed through Century. Due to the fact that we have two locations where people can drop off their bills (Town Hall and 85 Quincy Ave), sometimes this budget line may generate more or less expenditures.

- I. 578010 Does all of the OPEB get expensed in Q4? \$113.5K budgeted for FY21, but \$0 expended YTD.

The open liability item is normally expended towards the end of the fiscal year.

- m. Future tri-town debt is a \$250K increase vs. last year. Will that continue to increase until the plant is built? Do the retained earnings cover this cost?

Braintree's 50% share of the project is currently 33,568,000. We have been provided estimated debt service schedules for Braintree's 50% share of the new Tri town plant cost.

The funding of \$33,568,000 will be provided through the State Revolving Fund (SRF) in the form of a low interest program the annual debt service cost for the options are as follows

- 20 years at 2.00% estimated annual debt service \$2,051,000 and
- 30 years at 2.40% estimated annual debt service \$1,578,000
- 1% water rate increase is approx. \$71,000

<u>bond amount</u>		<u>Debt service</u>	<u>est. Rate increase</u>
33,568,000	20 yr	2,081,000	29%
33,568,000	30 yr	1,580,000	22%

Tri town capital reserve in retained earnings balance

<u>FY</u>	<u>add annual increa</u>	<u>total</u>	<u>cumm total</u>
2020	230,000	230,000	230,000
2021	250,000	480,000	710,000

2022	250,000	730,000	1,440,000
2023	250,000	980,000	2,420,000
2024	250,000	1,230,000 0	3,650,000
2025	250,000	1,480,000 0	

33,568,000	Braintree part of the cost of the new plant
(3,356,800)	use part of retained earnings balance to reduce the bonded amount
<u>30,211,200</u>	bond 10 % less and less debt service 90 %

<u>bond amount</u>	<u>Debt Prin + int</u>	savings over bonding the entire amount
30,211,200	1,872,900	(208,100)
30,211,200	1,422,000	(158,000)

This model will over a six year period gradually increase the water rates to be able to have funds to cover the increased debt service cost for Braintree's share of the new Tri town plant. This model will also increase the water sewer retained earnings balance over time. Part of this retained earnings balance can be used to pay directly a portion of Braintree's share of the construction costs and thereby reducing the total amount Braintree's needs to bond and directly reduce the future annual debt service costs to the ratepayers.

2. Stormwater

- a. 7245003 530019 software increased from \$9K to \$23K, what new software was purchased?
- Please explain the large increases in Software

The Stormwater division has recently purchased PeopleGIS Stormwater Management, various other CAD, GIS, billing, tracking and work order software as well. These software programs will help us greatly in overseeing our overall stormwater program and allow us to be much more proactive instead of reactive.

- b. 7245004 511005 labor/custodian/mechanic increased from \$354K to \$447K, is there an anticipated increase in need/demand?

The DPW Highway division had two positions that were moved to the Stormwater division to better align the actual work being done with the proper division. This was implemented before it was scheduled given the current budgetary constraints.

- c. Currently no Department head, but \$93K budgeted. When are you expecting to fill this position?

We expect to fill this position within the next few weeks.

3. Sewer

- a. 530013 2021: \$65 on Vegetation control... and \$450 the prior year, and \$0.00 in 2019; Why a \$10K budget request?

In past years we have had in house highway staff help in these activities but moving forward due to the reduced resources in the general fund we will be contracting this work out in the future.

- b. How does the MWRA assessment work? What do we “get” for \$10.5 million?

The MWRA assessment pays for waste to be conveyed outside of Town limits and processed/treated at the Deer Island Wastewater Treatment Facility. It also provides opportunities for the Town to fund I&I projects in the form of grants and low interest loans.