

# PUBLIC WORKS DEPARTMENT

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## Department Purpose Statement

The purpose of the Public Works Department Enterprise Funds is to provide the citizens of the town with an environmentally sound, efficient and cost effective means of obtaining drinking water and disposal of solid waste and wastewater.

## Enterprise Funds



SOLID WASTE



WATER  
POLLUTION  
CONTROL



WATER  
SUPPLY

## SOLID WASTE ENTERPRISE FUND

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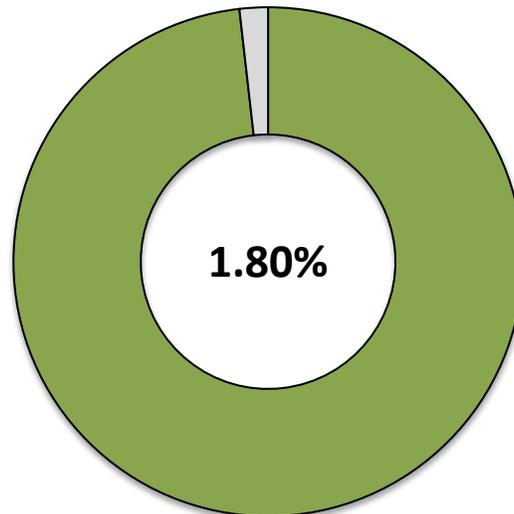
### Department Purpose Statement

To provide the citizens of Barnstable with an environmentally sound, cost-effective means of disposing or recycling of municipal solid waste at reasonable market rates that support all solid waste disposal and recycling costs.

Transfer Station

Recycling Centers

% of FY 2022 All Appropriated Funds



Solid Waste Enterprise Fund comprises 1.80% of all appropriated funds.

## SOLID WASTE ENTERPRISE FUND

### Enterprise Fund Services Provided

The Solid Waste Division manages and coordinates the transfer and disposal of solid waste and recyclables on the Town's behalf. The transfer station involves a compactor type system that allows residents to dispose of their bagged waste. A residential sticker is sold annually which entitles purchasers to utilize the Residential Transfer Station.



*Solid Waste Facility – Arial View*

### Recent Accomplishments

- Implemented the elimination of the free Recycle Only Sticker;
- Implemented online sticker sales portal;
- Purchased a new container for mattress recycling which was partially funded by a grant from MassDEP;
- Processed approximately 4,000 cubic yards of compost and provided it to Sticker Holders free of charge;
- Completed and submitted all MassDEP, Cape Cod Commission and Town reports and permits;
- Continuing to find and implement strategies and methods to reduce cost for disposal of MSW and recyclables;
- Continued with post closure monitoring and maintenance of capped landfill, and;
- Attended seminars on ways to expand recycling efforts in all areas.

### Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)



*Solid Waste Facility*

#### Short-Term:

1. Continue to explore new efficient systems to address rising costs of disposal of recyclable material. **(SP: Public Health and Safety, Finance, and Infrastructure)**

#### Long-Term:

1. Pursue all available grants to improve costs of operations. **(SP: Finance)**
2. Construct the improvements to the Solid Waste Facility. **(SP: Finance)**

**SOLID WASTE ENTERPRISE FUND**

**Enterprise Fund Budget Comparison**

<b>Solid Waste Enterprise Fund</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY21 - 22</b>	<b>Change</b>
Charges for Services	\$3,413,319	\$4,736,507	\$3,010,675	\$3,333,363	\$322,688	10.72%
Interest and Other	83,476	61,274	71,050	71,050	-	0.00%
<b>Total Operating Sources</b>	<b>\$3,496,795</b>	<b>\$4,797,781</b>	<b>\$3,081,725</b>	<b>\$3,404,413</b>	<b>\$322,688</b>	<b>10.47%</b>
<b>Total Sources of Funding</b>	<b>\$3,496,795</b>	<b>\$4,797,781</b>	<b>\$3,081,725</b>	<b>\$3,404,413</b>	<b>\$322,688</b>	<b>10.47%</b>
<b>Direct Operating Expenses</b>						
Personnel	\$1,177,276	\$1,161,540	\$1,162,388	\$1,187,435	\$25,047	2.15%
Benefits	136,013	148,744	144,166	153,308	9,142	6.34%
Operating Expenses	1,605,143	2,086,839	1,780,869	1,939,287	158,418	8.90%
Capital Outlay	-	-	-	70,000	70,000	0.00%
Debt Service	65,321	63,395	63,395	57,440	(5,955)	-9.39%
<b>Total Direct Operating Expenses</b>	<b>\$2,983,753</b>	<b>\$3,460,518</b>	<b>\$3,150,818</b>	<b>\$3,407,469</b>	<b>\$256,651</b>	<b>8.15%</b>
<b>Indirect Operating Costs</b>						
General Fund Staff	\$87,263	\$86,312	\$86,312	\$81,103	(\$5,209)	-6.03%
Pensions	199,374	221,007	221,007	238,246	17,239	7.80%
Audit & Software Costs	9,776	11,962	11,962	12,072	110	0.92%
Property, Liability Insurance	23,154	22,692	22,692	27,261	4,569	20.14%
Workers' Compensation Insurance	51,764	56,137	56,137	38,590	(17,547)	-31.26%
Retirees Health Insurance	24,353	28,475	28,475	28,764	289	1.01%
<b>Total Indirect Operating Expenses</b>	<b>\$395,684</b>	<b>\$426,585</b>	<b>\$426,585</b>	<b>\$426,037</b>	<b>(\$548)</b>	<b>-0.13%</b>
<b>Total Operating Expenses</b>	<b>\$3,379,437</b>	<b>\$3,887,103</b>	<b>\$3,577,403</b>	<b>\$3,833,506</b>	<b>\$256,103</b>	<b>7.16%</b>
Capital Improvements Program	225,142	-	100,000	210,000	110,000	110.00%
<b>Total Capital Expenses</b>	<b>\$225,142</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$210,000</b>	<b>\$110,000</b>	<b>110.00%</b>
<b>Total Expenses</b>	<b>\$3,604,579</b>	<b>\$3,887,103</b>	<b>\$3,677,403</b>	<b>\$4,043,506</b>	<b>\$366,103</b>	<b>9.96%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>(\$107,784)</b>	<b>\$910,678</b>	<b>(\$595,678)</b>	<b>(\$639,093)</b>	<b>(\$43,415)</b>	
<b>Beginning Certified Free Cash</b>	<b>\$1,987,656</b>		<b>\$1,879,872</b>	<b>\$1,284,194</b>		
<b>FY 2021 Projected Excess (Deficiency)</b>				<b>910,678</b>		
<b>Ending Projected Certified Free Cash</b>	<b>\$1,879,872</b>		<b>\$1,284,194</b>	<b>\$1,555,779</b>		

**Summary of Budget Changes**

The Solid Waste Enterprise Fund's proposed FY 2022 budget is increased by \$256,103 (7.16%) from the approved FY 2021 budget. Personnel budget change includes contractual obligations and the reallocated Safety Officer position to the Town Manager's budget. Operating budget change includes reinstating reductions made in the approved FY 2021 budget due to the public health crisis. Capital outlay cost includes onetime purchases for two new packer container units as well as a Kubota RTV vehicle.

**SOLID WASTE ENTERPRISE FUND**

**Enterprise Fund Budget Comparison (Continued)**

Job Title	FY 2020	FY 2021	FY 2022	Change
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Administrative Assistant	1.00	1.00	1.00	-
Assistant DPW Director	0.15	0.15	0.15	-
Director of Public Works	0.15	0.15	0.15	-
Equipment Operator	2.00	2.00	2.00	-
Financial Coordinator	0.15	0.15	0.15	-
Lab/Craftperson/Gate Attendant	4.00	4.00	4.00	-
Mechanic/Working Foreman	1.00	1.00	1.00	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Recycling Laborer	4.00	4.00	4.00	-
Solid Waste General Foreman	2.00	1.00	1.00	-
Solid Waste Supervisor	1.00	1.00	1.00	-
Town Engineer	0.15	0.15	0.15	-
Town Safety Officer	0.20	0.20	-	(0.20)
<b>Full-time Equivalent Employees</b>	<b>16.95</b>	<b>15.95</b>	<b>15.75</b>	<b>(0.20)</b>

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
<b>FY 2021 Approved Budget</b>				<b>\$3,577,403</b>	
Contractual Obligations Net of Staff Turnover	52,821	-	-	52,821	-
Change in Indirect Costs	(19)	(529)	-	(548)	-
One-Time Charges		-	-	-	-
Debt Service	-	(5,955)	-	(5,955)	-
<b>FY 2022 Budget Changes</b>					
1. Town Safety Officer	(18,632)	-	-	(18,632)	(0.20)
2. Increases to Recycling Material line item	-	50,000	-	50,000	-
3. Increase to Contract Waste Disposal line item	-	15,000	-	15,000	-
4. Charm Recycling Disposal Fee	-	10,000	-	10,000	-
5. Increase to Repairs & Maintenance – Vehicles	-	225	-	225	-
6. Increase to R&M Heavy Equipment	-	4,500	-	4,500	-
7. Increase to Buildings/Grounds line item	-	28,000	-	28,000	-
8. Increase to Parts/Accessories line item	-	8,500	-	8,500	-
9. Increase to Motor Oil Lubrication line item	-	1,500	-	1,500	-
10. Increase to Contract Services-Other	-	9,500	-	9,500	-
11. Increase to Office Supplies line item	-	3,000	-	3,000	-
12. Safety Equipment line item	-	3,000	-	3,000	-
13. Increase to Uniforms line item	-	3,000	-	3,000	-
14. Increase to Advertising Line Item	-	500	-	500	-
15. Increase to Postage/Delivery Line item	-	3,000	-	3,000	-
16. Increase to Tools/Equipment line item	-	2,000	-	2,000	-
17. Increase to General Building Supply's line item	-	3,000	-	3,000	-
18. Increase to Telephone Service Line item	-	2,500	-	2,500	-
19. Increase to Cellular Phone Service Line item	-	1,500	-	1,500	-
20. Anticipated Gasoline/Diesel Increases	-	9,693	-	9,693	-
21. Packer Container Replacement	-	-	40,000	40,000	-
22. Kubota RTV Replacement	-	-	30,000	30,000	-
<b>FY 2022 Proposed Budget</b>	<b>\$34,170</b>	<b>\$151,934</b>	<b>\$70,000</b>	<b>\$3,833,506</b>	<b>(0.20)</b>

## **Enterprise Fund Budget Comparison (Continued)**

- 1. Reallocation Town Safety Officer Salary** – The Town Safety Office position has been reallocated from the Public Works Department to the Town Manager’s Office.
- 2. Increases to Recycling Material line item** - Basic recyclable items have a cost associated with their transfer to a recycling sorting facility. The current funding for this line item does not cover the cost associated with the transfer to the sorting facility. The amount requested will bring this line item to the level of expenditure for the past two fiscal years. The Transfer Station is continually monitoring the markets and looking into new ways to have the accepted recycling processed and will continue to do so.
- 3. Increase to Contract Service Hazardous Waste Disposal line item** - This request is to return this line item to the necessary funding level needed for offering the four HHW collections at the Transfer Station. The line item was not funded to previous levels due to budget cuts and this request returns the line item to the previous level and includes a necessary increase to cover the increased cost of this collection.
- 4. Charm Recycling Disposal Fee** – The Transfer Station & Recycling Center accepts hard to recycle items, throughout the entire year. Most of these items have a disposal cost associated with them. These fees have been increasing over the years and an increase to the line item is necessary to cover these costs.
- 5. Increase to Repairs & Maintenance – Vehicles** - This request is for an increase to the Repairs & Maintenance – Vehicles line item. This line item is responsible for funding the repairs to the trucks and wheeled vehicles of the Solid Waste Division. This covers the costs associated with repairs and maintenance of vehicles by vendors.
- 6. Increase to R&M Heavy Equipment** - This request is for an increase to the R&M Heavy Equipment line item. This line item is responsible for funding the repairs heavy equipment and machinery of the Solid Waste Division. This covers the costs associated with repairs and maintenance of heavy equipment.
- 7. Increase to Buildings/Grounds line item** - This line item funds the repairs and maintenance for the buildings, structures and grounds of the Transfer Station & Recycling Center. This allows for the funding of general and unforeseen repairs to buildings and structures utilized by employees and users of the facility. It also includes the maintenance of the grounds of the facility. This allows for a safe and useful work environment.
- 8. Increase to Parts/Accessories line item** - This request is needed to fund this line item to and increase the amount to have an amount closer to what has been expended over the last few fiscal years. The cost of parts and accessories has increased with the increase in technology used in the production and manufacturing of vehicles and heavy machinery.
- 9. Increase to Motor Oil Lubrication line item** - Requesting to increase Motor Oil Lubrication line item to fund the purchase of motor oil and lubrication products necessary to continue to maintain the operation of the vehicles, machinery, and equipment as required. These products are vital to the continued useful operation of these items.

## **Enterprise Fund Budget Comparison (Continued)**

- 10. Increase to Contract Services-Other** - This request is to increase the line item for contracted services for the Solid Waste Division. Each year the Solid Waste Division contracts out a rate study to show the financial outlook of the division and use this information to decide on fee structures to financially support the operations of the division. The division also contracts out the rental of equipment necessary to screen compost material. This screened material is offered free to sticker holders beginning in the spring and lasting until the material is gone.
- 11. Increase to Office Supplies line item** - With the push to have more contactless interaction, office supplies will be necessary to accommodate the adjustments.
- 12. Safety Equipment line item** - Efficiency and effectiveness will be provided by the ability of employees to protect themselves and others while performing duties that are hazardous or dangerous. These duties are necessary for the completion of their tasks and assignments. With an employee following all safety measures required, they can perform the task and the operation can continue to operate at an acceptable level.
- 13. Increase to Uniforms line item** - This request will allow the Solid Waste Division to continue to properly outfit its employees with a uniform that can handle the rigors of their work, keep the employee safe and allow users to identify who the employees are.
- 14. Increase to Advertising Line Item** - Funding of this line item will allow the Solid Waste Division to promote changes and updates to the facility. This information may include but is not limited to changes to the recycling operation and how those items are accepted, what items may have waste bans, when the Household Hazardous Waste Collections are scheduled and updates to stickers. This funding will allow necessary information to be distributed to the users of the facility and provide a better experience when they arrive at the facility with the knowledge of changes or adjustments.
- 15. Increase to Postage/Delivery Line item** - By approving this funding request, the Solid Waste Division will be able to purchase the necessary items needed to send and receive items through the USPS and other delivery companies. With the move towards contactless operations, postage and delivery will become a necessary expense. The Solid Waste Division offers Transfer Station stickers through online and mail-in methods. This requires the stickers to be mailed back to the resident purchasing this item. Over 10,000 stickers are issued each fiscal year and more residents are selecting to use the online or mail-in option for purchase.
- 16. Increase to Tools/Equipment line item** - The requested increase is to fund the purchase of new and replacement tools and equipment needed to safely and efficiently operate the Transfer Station & Recycling Center.
- 17. Increase to General Building Supply's line item** - This request will fund the purchase of building supplies needed by the Transfer Station & Recycling Center to build, fabricate and install items and equipment necessary to the operation of the facility.
- 18. Increase to Telephone Service Line item** - The telephone system is a vital component for the operation of the Transfer Station & Recycling Center. Users, vendors and other Town departments have the ability to contact the facility with ease to answer questions and concerns. The requested amount will bring the line item to the level of funding expended during the previous two years.

## **Enterprise Fund Budget Comparison (Continued)**

- 19. Increase to Cellular Phone Service Line item** - The cellular phone service is a vital component for the operation of the Transfer Station & Recycling Center. Employees have the ability to talk directly to other employees working throughout the facility. Employees may also speak to or be contact directly by vendor or other entities without having to be at a desk. The requested amount will bring the line item to the level of funding required the previous two years.
- 20. Gasoline/Diesel Contract Price Increases** - The Town anticipates contract cost increases for the purchase of gasoline and diesel through County bids.
- 21. Container Replacement (2 Units)** - The containers are what household trash and recyclables are compacted into for hauling and disposal. The current containers are nearing the end of their useful life, and beginning to show wear & tear and deterioration. They have large areas of rust and corrosion, and their support structure and frame are beginning to be compromised. When the structure of the container reaches this point, they are no longer safe to use.
- 22. Kubota RTV Replacement** - The RTVs are used to transport people and small equipment around to different locations on the 75+ acres of the Transfer Station. The current machines are past their useful life durations and are beginning to deteriorate.

## **Enterprise Fund Budget Factors Revenues and Expenses**

### **Factors Affecting Revenues**

The Solid Waste Enterprise Fund revenues are affected by rates set at the residential transfer station and recycling facility. Rates are reviewed annually for services provided by this facility. The two major sources of revenue for the Enterprise Fund are the residential sticker and the tonnage fees charged for disposal of construction and demolition materials by homeowners and local small businesses. This pro forma assumes no changes to the program operations and any growth in revenue is a result projected fee increases necessary to sustain the operation.

The Solid Waste Division has continued to maintain a consistent level of service even with an increase in items being disposed of due to the COVID-19 pandemic. The Transfer Station & Recycling Center implemented online sticker purchases to continue with the Town's move towards contactless sales. The operations at the Solid Waste Division are driven by residents who utilize the facility. The free Recycle Only Sticker was eliminated for FY 2021. FY 2021 Full Transfer Station Sticker sale numbers have increased compared to FY 2020. This increase can be attributed to the elimination of the free Recycle Only Sticker.



***Solid Waste Facility – Packer***

## **Enterprise Fund Budget Factors Revenues and Expenses**

### **Factors Affecting Expenses**

This operation has undergone some significant changes over the past few years. The town's tipping fee per ton for waste disposal has significantly increased. The new tipping fee contract is good for ten years and has a cost escalator of 2.5% per year. The increased costs for waste disposal have resulted in transfer station sticker increasing by \$90 over the past few years, from \$160 to \$250 for residents. This is still considerably less than charges for curbside pickup offered by private haulers in town; however, fees could be approaching a price point where residents may be willing to pay more for the convenience of curbside pickup. The operation currently has around 9,000 full-fee paying customers. This operation also provides recycling services for all town residents for a charge if they don't have a transfer station sticker. This was previously provided for free; however, significant changes in the international recycling markets have resulted in increased costs eliminating the free service. The town now pays over \$100 per ton for the disposal of recycled materials. This includes paper, plastics, and glass. There is still a market for corrugated cardboard and metals.

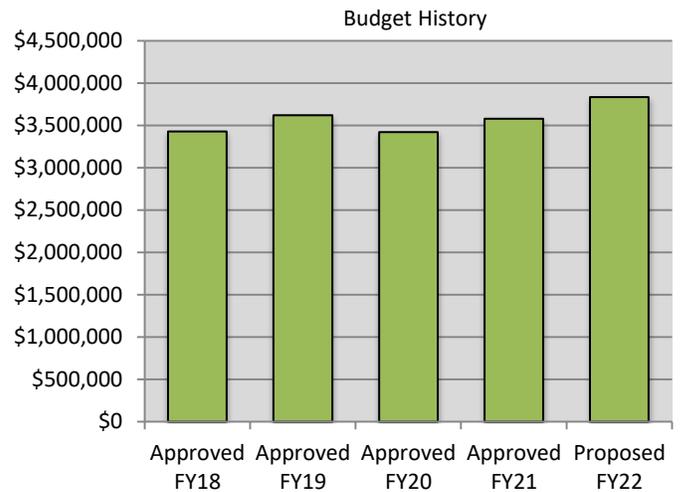
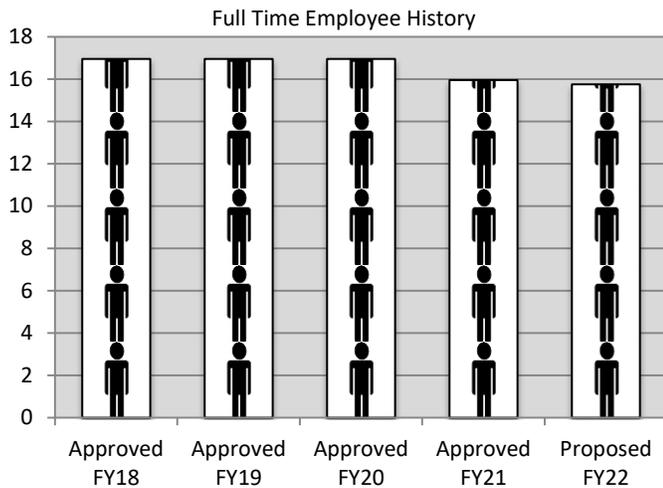


***Solid Waste Facility – Office Building***

The largest cost affecting operations at the Solid Waste Facility is the disposal for materials. This area of the budget has seen significant cost increases in contracts with larger entities that receive the materials once it's been collected and sorted by the facility. This includes both disposing of waste and recycling materials. Furthermore, the market for recycle materials has turned upside, costing the facility to dispose of the materials rather than sell it. These underlining issues are far exceeding the facilities ability to charge affordable fees to cover operating cost.

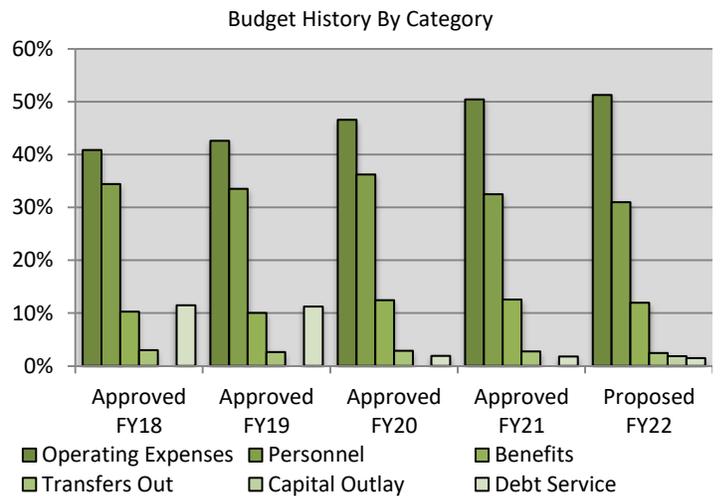
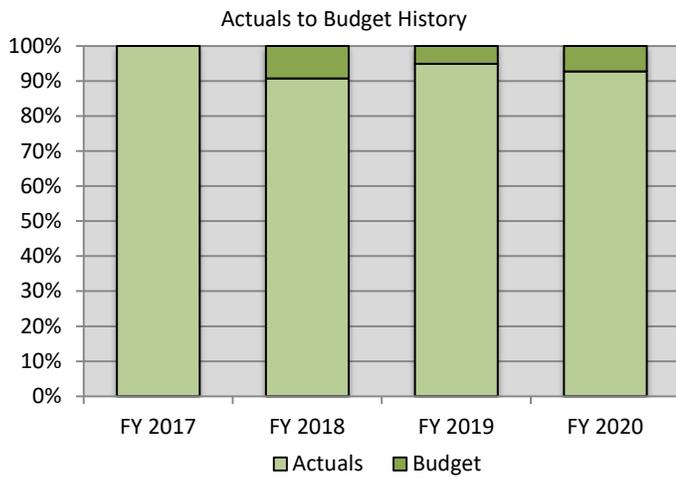
**SOLID WASTE ENTERPRISE FUND**

**Solid Waste Enterprise Fund Budget History**



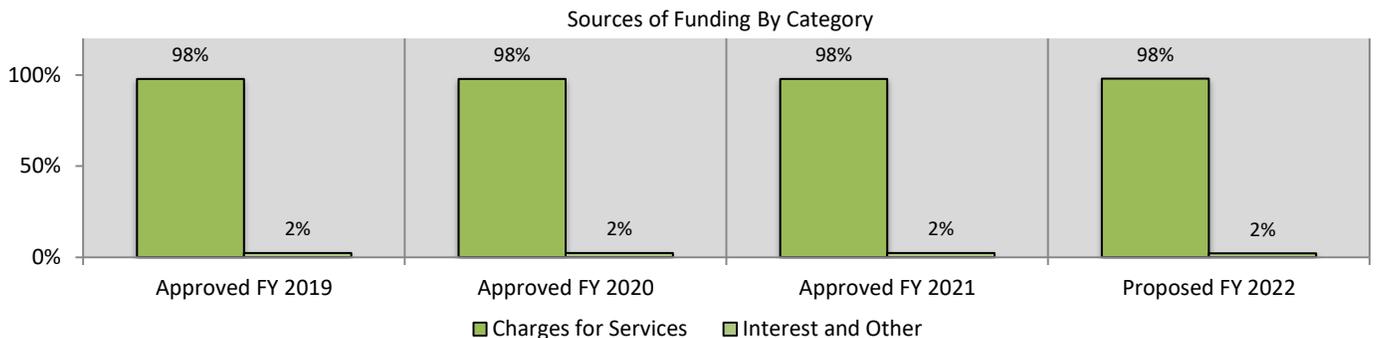
The facility is eliminating (1) fte in FY 2021 budget due to the Packer Service program.

The Solid Waste Enterprise Fund budget has increased 2.37% annually on average over the five-year period.



Solid Waste actual expenditures range 90% to 97% of annually approved budgets.

Personnel and benefits comprise 48% of this fund's expenses. Operating expenses comprise the second largest category 47%.



Solid Waste Receives 98% from Charges for Services. This includes charges for recyclables, disposals, and annual sticker holder

**SOLID WASTE ENTERPRISE FUND**

**Division Workload Indicators**

	<b>FY18 Actuals</b>	<b>FY19 Actuals</b>	<b>FY20 Actuals</b>	<b>FY21 Projection</b>
Received and Transferred (tons)	8,500	8,203	8,946	8,300
Received Single Stream Recyclables (tons)	2,025	809		850
Received Corrugated Cardboard (tons)	589	589	589	620
Packer Service Collected Municipal Properties (tons)	384	383	286	400
Received and Transferred Construction and Demolition (tons)	2,518	2,978	3,409	3,000
Screened Compost (cubic yards)	4,500	4,000	-	-
TV's & Computers	80 (tons)	2,270 (pieces)	2,056 (pieces)	2,400 (pieces)
Metal (tons)	820	913	961	950
Cast Iron (tons)	22	34	25	25
Aluminum (tons)	12	11	14	11
Refrigerator & AC's (pieces)	2,081	2,808	2,808	2,900
Glass (tons)	-	248	391	300
Plastics (tons)	-	123	123	130
Mixed Paper & Newspaper (tons)	-	515	539	580
Copper & Brass (tons)	2	1	1	1
Tires (pieces)	943	829	478	920
Propane Tanks (pieces)	1,047	1,047	460	1,100
Mattresses (pieces)	1,907	3,512	3,683	2,600
Fluorescent Bulbs (pieces)	24,200	24,200	24,200	23,250
Books (tons)	51	50	46	50
Clothing (tons)	75	94	121	100
Waste Oil (gallons)	8,200	8,200	6	8,150
Manure (tons)	679	625	815	630

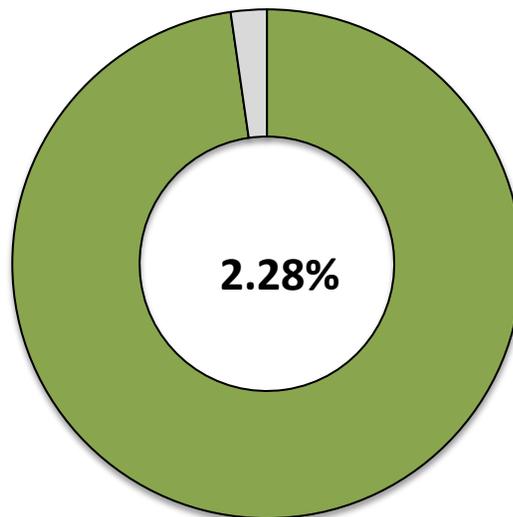
# WATER POLLUTION CONTROL ENTERPRISE FUND

## Purpose Statement

The purpose of the Water Pollution Control Division is to provide the citizens of the Town with an environmentally safe, efficient, and effective means of disposing of sanitary waste.



% of FY 2022 All Appropriated Funds



Water Pollution Control Enterprise Fund comprises 2.28% of all appropriated funds.

## **Enterprise Fund Services Provided**

The Water Pollution Control Program, an enterprise account-funded program under the Department of Public Works, manages a wastewater collection, treatment and disposal system, including the operation and maintenance of a secondary wastewater treatment plant, 30 sewage pump stations, and 55 miles of sewer lines. The Program also includes the operation of a pretreatment program, and a laboratory for testing the quality of sewage and septic to prevent the introduction of toxic wastes into the system and to ensure compliance with Federal and State regulations. In addition, the Program manages an accounts receivable and billing system for users of the sewer system. The Program provides owners of properties with on-site septic systems with a means of disposing of septic that is pumped routinely from their systems to prevent premature failure of the system and contamination of the groundwater.

The Water Pollution Control Fund is used to account for revenues and expenses associated with the Wastewater Facility on Bearses Way in Hyannis, the treatment plant located in Marstons Mills on school property along Osterville-West Barnstable Road, and a treatment system near Red Lilly Pond. The main facility in Hyannis acts as a repository for residential and commercial sewage and septic. The facility in Marstons Mills services the two school buildings and a residential housing development located adjacent to the school property. The Red Lilly Pond system services residential properties located near the pond.



***Water Pollution Control Facility – Aerial View***

The Water Pollution Control laboratory provides operational staff with a variety of data to measure and track the performance of the wastewater treatment processes and to quantify the amount of nitrogen being removed from the incoming sewage. Other metrics used to track performance include pump runtimes, linear feet of sewer cleaned and inspected, the amount of sludge generated and processed, and the amount of emergency call-ins requiring staff response.

## **Recent Accomplishments**

- Completed an effluent disposal capacity analysis.
- Completed design and awarded bid for the Rendezvous Lane Pump Station replacement project.
- Completed Sewer System Evaluation Survey (SSES) inspections for areas with high levels of infiltration and inflow.
- Completed electrical upgrades to the vacuum sewer system control panel.
- Replaced pumps #2 and #3 at the Bearse's Way Pump Station with high capacity chopper pumps and installed new VFDs for those pumps.
- Carried out the emergency repair of failed check and gate valves at the Freezer Road Pump Station.
- Replaced a sludge loading pump and grinder in the solids handling building.
- Completed the repair of failing concrete in the WPCF headworks building.

Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Begin the construction of improvements to the WPCF Solids Handling building.(SP: **Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources**)
2. Complete the relocation of the Rendezvous Lane pump station in order to address coastal resiliency concerns.(SP: **Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources**)
3. Complete the construction of emergency backup generators for Route 6A, Independence Park, Marston Avenue, and Sea Street Pump Stations.(SP: **Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources**)
4. Complete the grant funded asset management analysis for the WPCF.(SP: **Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources**)



Water Pollution Control Facility – Buildings



Water Pollution Control Facility – Clarifier

Long-Term:

1. Complete an evaluation of denitrification technologies that could be constructed at the WPCF. (SP: **Public Health and Safety, Finance, Environment and Natural Resources**)
2. Complete the design and construction of gravity sewer on Bears Way and decommission vacuum sewer in this area. (SP: **Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources**)
3. Complete the design and construction of improvements to address all capacity concerns within the Growth Incentive Zone in Hyannis.(SP: **Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources**)
4. Continue implementation of the Town's Comprehensive Wastewater Management Plan.(SP: **Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources , Education, Communication**)

**WATER POLLUTION CONTROL ENTERPRISE FUND**

**Enterprise Fund Budget Comparison**

Water Pollution Control Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2020	FY 2021	FY 2021	FY 2022	FY21 - 22	Change
Taxes	\$11,081	\$0	\$0	\$0	\$0	0.00%
Intergovernmental Aid	14,380	-	-	-	-	0.00%
Fines & Penalties	65,849	68,476	60,000	60,000	-	0.00%
Fees, Licenses, Permits	13,595	11,688	9,180	9,180	-	0.00%
Charges for Services	4,797,933	5,196,363	4,292,459	4,516,460	224,001	5.22%
Interest and Other	327,008	281,847	228,800	228,800	-	0.00%
<b>Total Operating Sources</b>	<b>\$5,229,845</b>	<b>\$5,558,374</b>	<b>\$4,590,439</b>	<b>\$4,814,440</b>	<b>\$224,001</b>	<b>4.88%</b>

Intergovernmental Aid	119,450	-	-	-	-	0.00%
Trust Funds	2,209,000	-	-	-	-	0.00%
Borrowing Authorizations	1,212,900	-	9,700,000	2,465,000	(7,235,000)	-74.59%
<b>Total Capital Sources</b>	<b>\$3,541,350</b>	<b>\$0</b>	<b>\$9,700,000</b>	<b>\$2,465,000</b>	<b>(\$7,235,000)</b>	<b>-74.59%</b>

<b>Total Sources of Funding</b>	<b>\$8,771,195</b>	<b>\$5,558,374</b>	<b>\$14,290,439</b>	<b>\$7,279,440</b>	<b>(\$7,010,999)</b>	<b>-49.06%</b>
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Direct Operating Expenses						
Personnel	\$1,063,458	\$1,100,214	\$1,206,773	\$1,234,336	\$27,563	2.28%
Benefits	113,204	121,156	134,626	126,582	(8,044)	-5.97%
Operating Expenses	1,380,795	1,356,428	1,486,620	1,626,970	140,350	9.44%
Capital Outlay	153,860	38,280	140,000	140,000	-	0.00%
Debt Service	1,112,535	1,074,387	1,104,580	1,171,242	66,662	6.04%
<b>Total Direct Operating Expenses</b>	<b>\$3,823,852</b>	<b>\$3,690,465</b>	<b>\$4,072,599</b>	<b>\$4,299,130</b>	<b>\$226,531</b>	<b>5.56%</b>

Indirect Operating Costs						
General Fund Staff	\$159,126	\$164,853	\$164,853	\$162,793	(\$2,060)	-1.25%
Pensions	234,338	218,405	218,405	232,737	14,332	6.56%
Audit & Software Costs	12,999	16,142	16,142	17,233	1,091	6.76%
Property, Liability Insurance	51,826	51,425	51,425	61,079	9,654	18.77%
Workers' Compensation Ins.	5,128	27,152	27,152	49,114	21,962	80.89%
Retirees Health Insurance	40,033	39,863	39,863	38,347	(1,516)	-3.80%
<b>Total Indirect Operating Expenses</b>	<b>\$503,450</b>	<b>\$517,840</b>	<b>\$517,840</b>	<b>\$561,304</b>	<b>\$43,464</b>	<b>8.39%</b>

<b>Total Operating Expenses</b>	<b>\$4,327,302</b>	<b>\$4,208,305</b>	<b>\$4,590,439</b>	<b>\$4,860,434</b>	<b>\$269,995</b>	<b>5.88%</b>
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Capital Improvements Program	1,795,966	-	9,900,000	3,540,000	(6,360,000)	-64.24%
<b>Total Capital Expenses</b>	<b>\$1,795,966</b>	<b>\$0</b>	<b>\$9,900,000</b>	<b>\$3,540,000</b>	<b>(\$6,360,000)</b>	<b>-64.24%</b>

<b>Total Expenses</b>	<b>\$6,123,268</b>	<b>\$4,208,305</b>	<b>\$14,490,439</b>	<b>\$8,400,434</b>	<b>(\$6,090,005)</b>	<b>-42.03%</b>
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<b>Excess (Deficiency) Cash Basis</b>	<b>\$2,647,927</b>	<b>\$1,350,069</b>	<b>(\$200,000)</b>	<b>(\$1,120,994)</b>	<b>(\$920,994)</b>
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Beginning Certified Free Cash	<u>\$7,494,395</u>		<u>\$10,142,322</u>	<u>\$9,942,322</u>
FY 2021 Projected Excess (Deficiency)				1,350,069
Ending Projected Certified Free Cash	<u>\$10,142,322</u>		<u>\$9,942,322</u>	<u>\$10,171,397</u>

**WATER POLLUTION CONTROL ENTERPRISE FUND**

**Enterprise Fund Budget Comparison (Continued)**

**Summary of Budget Changes**

The Water Pollution Control's proposed FY 2022 budget is increased by \$269,995 (5.88%) from the approved FY 2021 budget. Personnel budget change includes contractual obligations, the reallocation of the Safety Officer position, and funds for temporary labor. Operating budget change includes reinstating line items from the FY 2021 budget reductions due to the public health crisis. Capital outlay continues the annual operating capital and Stewart's Creeks grinder pump purchases.

Job Title	FY 2020	FY 2021	FY 2022	Change
Admin Assistant Sewer Billing	1.00	1.00	1.00	-
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Assistant DPW Director	0.15	0.15	0.15	-
Assistant Mechanic	1.00	1.00	1.00	-
Chief Maintenance Mechanic	1.00	-	-	-
Chief Plant Operator	1.00	1.00	1.00	-
Construction Project Inspector	1.00	1.00	1.00	-
Director of Public Works	0.15	0.15	0.15	-
Financial Coordinator	0.15	0.15	0.15	-
Laboratory Tech/Chemist	2.00	2.00	2.00	-
Plant Operator/Maintenance Laborer	5.00	6.00	6.00	-
Principal Clerk	1.00	1.00	1.00	-
Town Safety Officer	0.20	0.20	-	(0.20)
Senior Project Manager Embayment	0.40	0.40	0.40	-
Town Engineer	0.15	0.15	0.15	-
Water Pollution Control Division Supervisor	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>15.35</b>	<b>15.35</b>	<b>15.15</b>	<b>(0.20)</b>

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
<b>FY 2021 Approved Budget</b>				<b>\$4,590,439</b>	
Contractual Obligations Net of Staff Turnover	25,852	-	-	25,852	-
Change in Indirect Costs	34,779	8,685	-	43,464	-
One-Time Charges	-	(1,340)	(140,000)	(141,340)	-
Debt Service	-	66,662	-	66,662	-
<b>FY 2022 Budget Changes</b>					
1. Town Safety Officer	(18,632)	-	-	(18,632)	(0.20)
2. Temporary Labor	12,300	-	-	12,300	-
3. Sludge Disposal	-	55,000	-	55,000	-
4. On-Call Mechanical and SCADA Contract	-	33,100	-	33,100	-
5. Chemicals	-	14,900	-	14,900	-
6. Laboratory Supplies	-	8,000	-	8,000	-
7. Repair & Maintenance Sewer Lines	-	10,000	-	10,000	-
8. Anticipated Gasoline/Diesel Increases	-	8,940	-	8,940	-
9. Computer Software - SCADA	-	4,000	-	4,000	-
10. Natural Gas	-	4,750	-	4,750	-
11. Repair & Maintenance Vehicles	-	2,500	-	2,500	-
12. Alarms - Cape Cod 5 Pump Station	-	500	-	500	-
13. Operating Capital	-	-	90,000	90,000	-
14. Stewart's Creek Grinder Pump Purchases	-	-	50,000	50,000	-
<b>FY 2022 Proposed Budget</b>	<b>\$54,298</b>	<b>\$215,697</b>	<b>\$0</b>	<b>\$4,860,434</b>	<b>(0.20)</b>

## **Enterprise Fund Budget Comparison (Continued)**

- 1. Reallocation Town Safety Officer Salary** – The Town Safety Office position has been reallocated from the Public Works Department to the Town Manager’s Office.
- 2. Salary/Wages Temporary Labor Funding** - The WPCD has utilized seasonal labor in the past during spring and summer months when there is a high demand for outdoor maintenance, including mowing, weeding, painting, and other routine labor. This budget has also been used to bring back previous employees to train and assist with billing. This budget was eliminated during COVID-19 budget cuts, but should be restored moving forward to provide the WPCD with the flexibility to bring in temporary employees when workload requires.
- 3. Sludge Disposal Budget Increase** - As part of the wastewater treatment process, the Water Pollution Control Facility produces over 1,000 dry tons of sludge per year. This sludge requires disposal, and sludge disposal rates are on the rise. The contract for sludge hauling and disposal went out to bid in the spring of 2020, and prices have increased 13% over the previous three-year contract.
- 4. Professional Services Budget Increase** - The purpose of this request is to increase the professional services budget in order to accommodate an expanding level of service under the WPCD’s professional services contracts. This request will fund a new on-call mechanical services contract and an increase to the on-call SCADA programming contract.
- 5. Chemicals Budget Increase** - The Water Pollution Control Facility uses chemicals as part of the wastewater treatment process. Sodium hypochlorite is used for effluent disinfection and odor control, hydrogen peroxide and sodium hydroxide are used for odor control, and polymer is used for sludge thickening. In recent years the costs for chemicals have been on the rise. This request covers the increase in chemical costs based on a three-year average of usage at the WPCF.
- 6. Laboratory Supplies Budget Increase – Marstons Mills Wastewater Treatment Plant** - The Marstons Mills WWTP has a Massachusetts Department of Environmental Protection (DEP) Groundwater Discharge Permit condition that requires laboratory analysis to be carried out by a Massachusetts certified laboratory. This increase covers the cost of sending out the minimum permit required samples while continuing to carry out process control sampling in-house. The cost of maintaining a Massachusetts laboratory certification for the WPCD laboratory exceeds the cost of sending out the minimum required samples for the permit.
- 7. R&M Sewer Lines** - In order to provide the highest level of service to sewer rate payers, it is necessary to compliment in-house sewer maintenance with specialized contracted work. This allows for a more resilient operation, keeping contractors at the ready in the event that the Town does not have the proper manpower or machinery to carry out emergency maintenance and repairs.
- 8. Gasoline/Diesel Contract Price Increases** - The Town anticipates contract cost increases for the purchase of gasoline and diesel through County bids.
- 9. Computer Software SCADA** - WPCD plans to install a new security system to monitor the treatment plant grounds. This system will have annual licensing fees that will need to be budgeted for. The Town’s SCADA software vendor (General Electric) has also changed its licensing policy to require an annual renewal in order to maintain customer support. The SCADA licensing agreement also guarantees the Town upgrades to the latest software versions at no additional cost.

## **Enterprise Fund Budget Comparison (Continued)**

- 10. Emergency Generators** - While gas prices have been on the decline, the WPCD is constructing four new emergency backup generators for the Town's sewer pump stations which will be powered by natural gas. This request will cover the cost of natural gas with the assumption that there will be at least one period of extended power outage per year.
- 11. Repair & Maintenance Vehicles Budget Increase** - The WPCD R&M Vehicles budget was reduced during COVID-19 budget cuts. The current level of funding is insufficient to cover the long term maintenance of the Water Pollution Control Division's vehicle fleet.
- 12. Alarms Budget Increase** - The Town is in the process of taking over a newly constructed pump station at the location of the new Cape Cod 5 headquarters. This request seeks to fund the alarms budget sufficiently to accommodate the addition of this new pump station so that it is properly monitored.
- 13. Operating Capital** - The Operating Capital renewal request is a recurring budget request that funds the replacement of large pieces of equipment and other critical components of the wastewater treatment plant and collection system. The purpose of this request is to renew the Operating Capital budget.
- 14. Stewart's Creek Grinder Pump Purchases** - As part of the Stewart's Creek sewer expansion project, betterments were assessed for properties within the project area which included the purchase of grinder pumps for every property connected to low pressure sewer. The project budget was closed out in the fall of 2018 and the money was returned to the sewer reserve fund. This request will set aside a portion of sewer reserves in order to continue purchasing high quality grinder pumps for properties tied to low pressure sewer in the Stewart's Creek project area. The appropriation for FY2022 includes funding sufficient to cover the cost of grinder pumps for overdue connections and for properties due to connect in FY2022.

## **Enterprise Fund Budget Factors Revenues and Expenses**

### **Factors Affecting Revenues**

Sewer rates charged to users of the system account for a majority of the revenue in this fund. The number of customers tied into the facility can have a significant impact on revenue. The rates are set in accordance with the necessary revenue required to run the sewer operations and pay back the borrowings issued for the sewer plant improvements. The expansion of the sewer collection system will not be placed on rate payers but should be paid from sewer assessments and General Fund contributions, net of any federal and state aid. Rate increases of approximately 4% to 5% have been implemented over the past several years. The projections do not include any changes to the customer base. Once expansion project funds are appropriated an estimate for the changes in the customer base can be included.



***Water Pollution Control Facility – Clarifier***

### **Factors Affecting Expenses**

Expenses project wage and benefit increases ranging from 3% to 6% respectively. These operations are fixed cost intensive and require continuous maintenance and upgrades to the system. Debt service within the projection includes all sewer related borrowings for existing as well as authorized but unissued loans for maintaining existing infrastructure, but no debt for the expansion of the public sewer system.

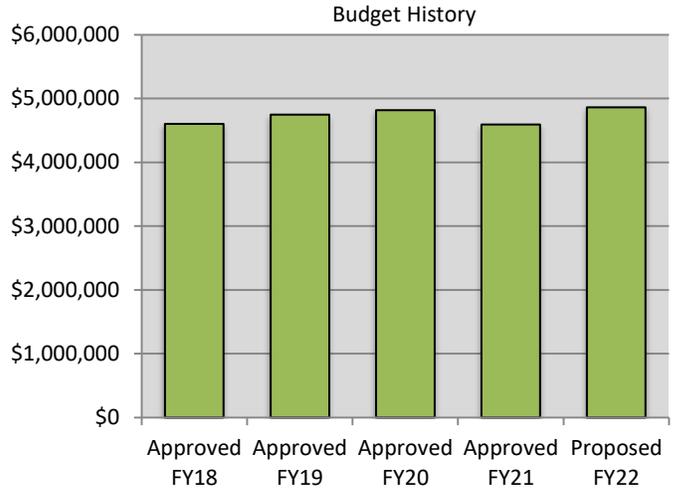
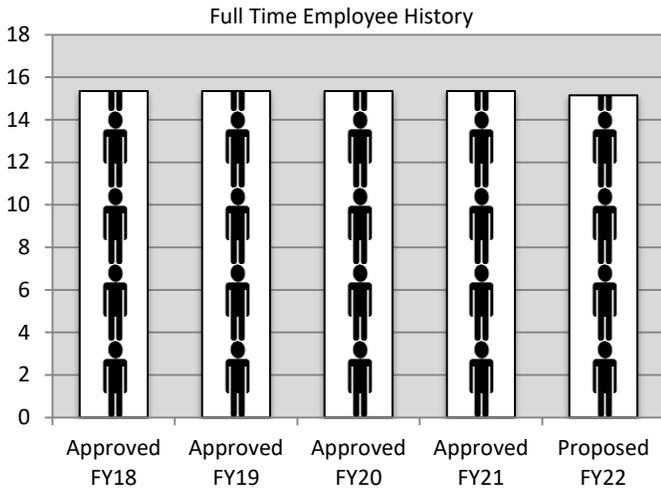
This operation will experience significant changes as a result of the town's Comprehensive Wastewater Management Plan. This plan includes the expansion of collection systems and the centralized treatment of wastewater. There has been much discussion of various funding scenarios for sewer expansion, effluent mitigation, and nitrogen management. Part of the expansion discussion includes issues of ability-to-pay and cost allocation. In the past, the federal and state governments subsidized 90% of capital costs for construction of new wastewater facilities and sewer expansion. Decisions will need to be made in regards to the cost allocation for public sewer expansions. Cost allocations may include betterments, sewer rates, tax rates, and other potential new sources of revenue, net of any federal and state funding that may be available.



***Water Pollution Control Facility – Gravity Thickener***

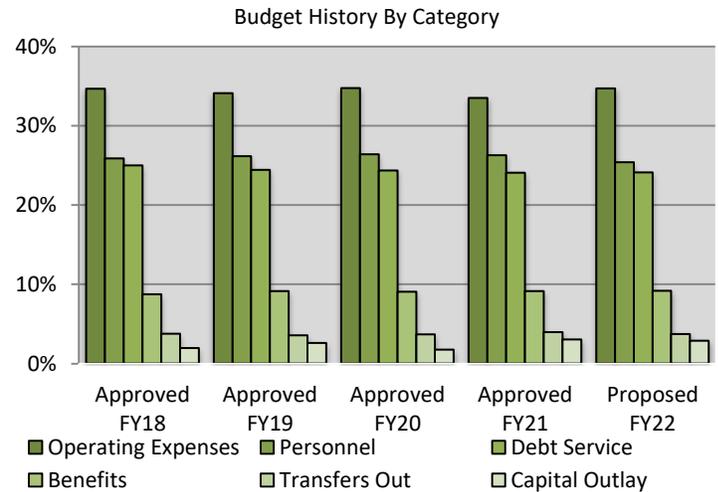
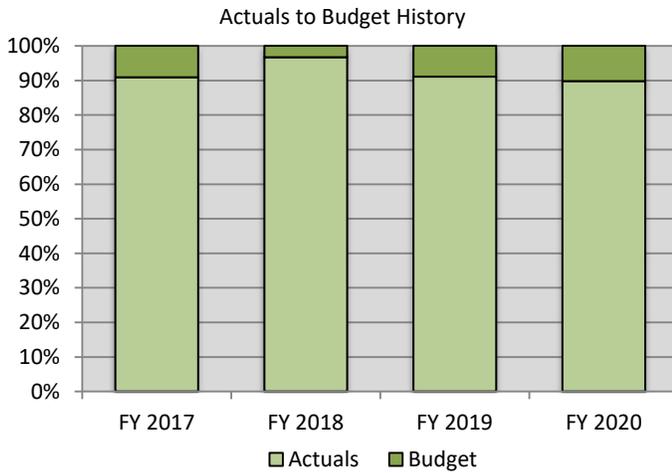
**WATER POLLUTION CONTROL ENTERPRISE FUND**

**Water Pollution Control Enterprise Fund Budget History**



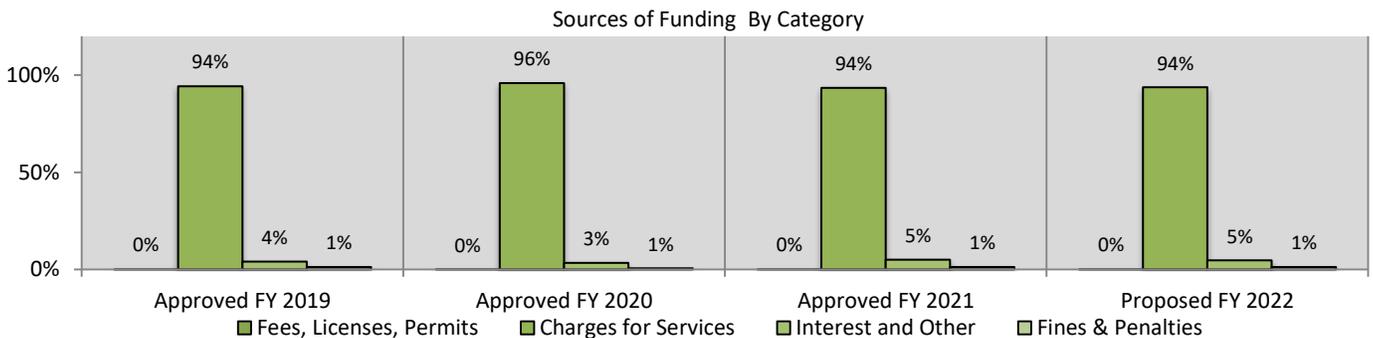
FY 2022 Safety Office salary (-0.20) reallocated to the Town Manager's budget.

The Water Pollution Control Enterprise Fund budget has increased 1.13% annually on average over the five-year period.



Water Pollution Control's actual expenditures has range 86% to 97% of annually approved budgets.

Operating expenses is the largest component at 35%



Charges for services accounts for 94% resources to support the budget.

**WATER POLLUTION CONTROL ENTERPRISE FUND**

**Division Workload Indicators**

WPCD workload is measured by total sewer accounts, gallons of wastewater treated, gallons of septage and grease received, and dry tons of sludge processed. The WPCD operates under a staffing plan that is reviewed and approved by Mass DEP every two years. Workload is expected to remain consistent with current levels in FY 2022. Workload is expected to increase as the Town’s collection system expands in future years.

	<b>FY18 Actuals</b>	<b>FY19 Actuals</b>	<b>FY20 Actuals</b>	<b>FY21 Projection</b>
Treated Gallons of Wastewater	595,687,800	597,413,700	539,729,720	545,000,000
Treated Gallons of Septage	8,922,100	9,143,000	9,370,000	9,450,000
Treated Gallons of Grease	799,100	792,600	697,500	720,550
Processed Dry Sludge (tons)	1,041	1,018	983	1,000
Jet-rod Cleaning Sewer Line (miles)	3.90	3.00	3.3	3.0
Television Inspection Sewer Line (miles)	2.30	3.90	3.1	3.0

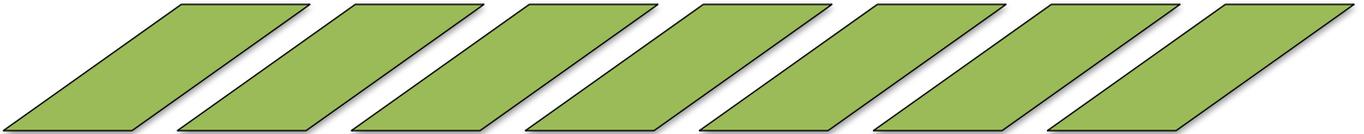
# WATER SUPPLY ENTERPRISE FUND

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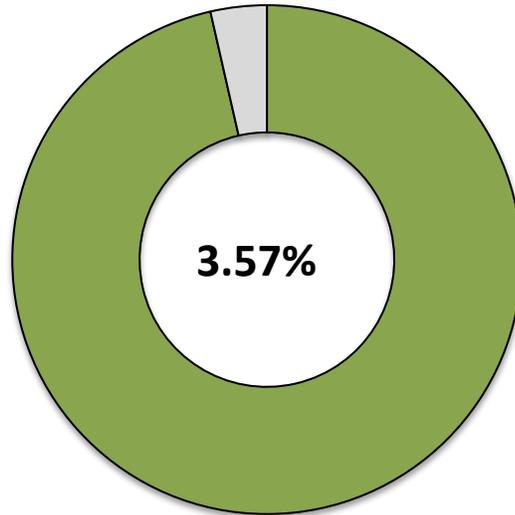
## Purpose Statement

The purpose of the Water Supply Division is to provide commercial and residential properties in Hyannis, Hyannisport and West Hyannisport with a safe, efficient and effective means of obtaining drinking water and fire-readiness services

## Sustainable Water Supply



% of FY 2022 All Appropriated Funds



Water Supply Enterprise Fund comprises 3.57% of all appropriated funds.

## Enterprise Fund Services Provided

The Water Supply program, an enterprise account-funded program under the Department of Public Works, oversees the contract management and operation of a water supply system that provides potable water and fire-readiness services to the residents and businesses (approximately 7,300 accounts) located in Hyannis, Hyannis Port, West Hyannis Port. The management of the system involves substantial investment in water supply sources, pumping, treatment, storage and distribution infrastructure, customer service and regulatory compliance.

The Water Supply Fund was created through the acquisition of the Hyannis Water Company. This operation provides service to residential and commercial properties within the village of Hyannis. An outside contractor provides for the daily management of the water service.



**Mary Dunn – Filtration System**

## Recent Accomplishments

- Started the second phase of the new well exploration program by test well drilling on seven parcels of public land in the Town of Barnstable to find additional water supply wells for the Hyannis Water System.
- Commenced construction of the Maher Filtration Facility.
- Finalized the design, specifications and bid package for the permanent interconnection with the COMM water system on Longview Drive.
- Pumped, treated, and distributed 767,140,000 Gallons of Water in FY 2020.



**Mary Dunn – Pump and Meter**

- Increased water quality by continuing the unidirectional flushing system for the Hyannis Water System.
- The completion of the second phase of the cleaning and lining pipe rehabilitation project on Main Street from School Street to the Yarmouth town-line.

**Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)**

**Short-Term:**

1. Maintain close contractual oversight of the administration, finances, and operation of the Water Supply Division. **(SP: Regulatory Process and Performance, Education, Communication, Finance)**
2. Continue to implement the capital funded pipe replacement program by focusing on water quality improvements and deficient water pipe while maximizing results and minimizing customer impact. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, and Education, Finance)**
3. Finalize the construction of the water filtration building at the Maher facility, receive DEP approvals, bring the plant on line and cease the purchase of water. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, and Education)**
4. Continue to develop and integrate the Water Supply Division's technical and administrative requirements within the Town's regulatory, planning and legal system. **(SP: Environment and Natural Resources, Regulatory Process and Performance, Education, Finance, Communication)**
5. Proceed with the implementation of the new source alternatives evaluation report to provide the Hyannis Water System with drinking water production sources that yield high quality drinking water and needed redundancy. **(SP: Environment and Natural Resources, Regulatory Process and Performance, Infrastructure)**
6. Implement the well building and treatment plant rehabilitation program by prioritizing and replacing building components, process control equipment, security and electrical systems. **(SP: Infrastructure, Finance)**

**Long-Term:**

1. Provide cost-effective water supply services to the customers of the Hyannis Water System. **(SP: Environment and Natural Resources, Regulatory Process and Performance, and Education, Communication)**
2. Maintain all assets of the Division to current standards and provide information to the Hyannis Water Board and the DPW Director on needed repairs, and improvements to the water system. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, Education, Communication, Finance)**
3. Insure reliable and redundant fire-flows to assist the Hyannis Fire Department and support demands on the system. **(SP: Infrastructure, Regulatory Process and Performance)**
4. Continue to strive for excellence in customer service, asset-management, and cost-control within the Division. **(SP: Infrastructure, Regulatory Process and Performance, Education, Communication)**



*Harold E. Tobey "Maher Water" Filtration Plant*

**WATER SUPPLY ENTERPRISE FUND**

**Enterprise Fund Budget Comparison**

<b>Water Supply Enterprise Fund</b>	<b>Actual</b>	<b>Projected</b>	<b>Approved</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY21 - 22</b>	<b>Change</b>
Intergovernmental Aid	\$173	\$0	\$0	\$0	\$0	0.00%
Fines & Penalties	18,461	16,964	36,900	18,833	(18,067)	-48.96%
Fees, Licenses, Permits	148,462	351,384	310,100	151,447	(158,653)	-51.16%
Charges for Services	5,806,323	6,377,771	6,047,195	6,462,583	415,388	6.87%
Interest and Other	469,922	439,446	487,500	601,843	114,343	23.45%
Transfers In	-	500,000	500,000	360,000	(140,000)	-28.00%
<b>Total Operating Sources</b>	<b>\$6,443,341</b>	<b>\$7,685,565</b>	<b>\$7,381,695</b>	<b>\$7,594,706</b>	<b>\$213,011</b>	<b>2.89%</b>
Borrowing Authorizations	1,050,000	-	1,400,000	1,050,000	(350,000)	-25.00%
<b>Total Capital Sources</b>	<b>\$1,050,000</b>	<b>\$0</b>	<b>\$1,400,000</b>	<b>\$1,050,000</b>	<b>(\$350,000)</b>	<b>-25.00%</b>
<b>Total Sources of Funding</b>	<b>\$7,493,341</b>	<b>\$7,685,565</b>	<b>\$8,781,695</b>	<b>\$8,644,706</b>	<b>(\$136,989)</b>	<b>-1.56%</b>
<b>Direct Operating Expenses</b>						
Personnel	\$264,435	\$218,432	\$218,444	\$228,078	\$9,634	4.41%
Benefits	21,980	20,735	23,376	21,835	(1,541)	-6.59%
Operating Expenses	4,089,675	3,673,804	4,774,797	4,030,957	(743,840)	-15.58%
Capital Outlay	146,216	110,000	166,000	166,000	-	0.00%
Debt Service	2,236,817	2,489,734	2,489,734	2,938,192	448,458	18.01%
<b>Total Direct Operating Expenses</b>	<b>\$6,759,123</b>	<b>\$6,512,705</b>	<b>\$7,672,351</b>	<b>\$7,385,062</b>	<b>(\$287,289)</b>	<b>-3.74%</b>
<b>Indirect Operating Costs</b>						
General Fund Staff	\$82,907	\$80,226	\$80,226	\$86,158	\$5,932	7.39%
Pensions	81,636	84,287	84,287	92,318	8,031	9.53%
Audit & Software Costs	5,173	6,629	6,629	6,867	238	3.59%
Property, Liability Insurance	18,594	21,595	21,595	24,301	2,706	12.53%
<b>Total Indirect Operating Expenses</b>	<b>\$188,310</b>	<b>\$192,737</b>	<b>\$192,737</b>	<b>\$209,644</b>	<b>\$16,907</b>	<b>8.77%</b>
<b>Total Operating Expenses</b>	<b>\$6,947,433</b>	<b>\$6,705,442</b>	<b>\$7,865,088</b>	<b>\$7,594,706</b>	<b>(\$270,382)</b>	<b>-3.44%</b>
Capital Improvements Program	11,423,723	-	1,550,000	1,250,000	(300,000)	-19.35%
<b>Total Capital Expenses</b>	<b>\$11,423,723</b>	<b>\$0</b>	<b>\$1,550,000</b>	<b>\$1,250,000</b>	<b>(\$300,000)</b>	<b>-19.35%</b>
<b>Total Expenses</b>	<b>\$18,371,156</b>	<b>\$6,705,442</b>	<b>\$9,415,088</b>	<b>\$8,844,706</b>	<b>(\$570,382)</b>	<b>-6.06%</b>
<b>Excess (Deficiency) Cash Basis</b>	<b>(\$10,877,815)</b>	<b>\$980,123</b>	<b>(\$633,393)</b>	<b>(\$200,000)</b>	<b>\$433,393</b>	
<b>Beginning Certified Free Cash</b>	<b>\$12,133,402</b>		<b>\$1,255,587</b>	<b>\$622,194</b>		
<b>FY 2021 Projected Excess (Deficiency)</b>				<b>980,123</b>		
<b>Ending Projected Certified Free Cash</b>	<b>\$1,255,587</b>		<b>\$622,194</b>	<b>\$1,402,317</b>		

**Summary of Budget Changes**

The Water Supply Enterprise Fund's proposed FY 2022 budget is decreased by \$270,382 (-3.44%) from the approved FY 2021 budget. Personnel budget change includes contractual obligations and a reallocation of the Safety Officer salary. Operating budget change includes the annual Suez contract cost increases. Also, due to the Harold H. Tobey filtration plant becoming fully operational the need for outside water purchases has been eliminated. Capital outlay continues the annual emergency repairs program.

**WATER SUPPLY ENTERPRISE FUND**

**Enterprise Fund Budget Comparison (Continued)**

Job Title	FY 2020
Admin Assistant	0.75
Admin Assistant to DPW Director	0.15
Assistant DPW Director	0.15
Director of Public Works	0.15
Financial Coordinator	0.15
Town Safety Officer	0.05
Senior Project Manager Embayment	0.40
Town Engineer	0.15
Water Supervisor	1.00
<b>Full-time Equivalent Employees</b>	<b>2.95</b>

FY 2021	FY 2022	Change
0.75	0.75	-
-	-	-
0.15	0.15	-
0.15	0.15	-
-	-	-
0.05	-	(0.05)
-	-	-
0.15	0.15	-
1.00	1.00	-
<b>2.25</b>	<b>2.20</b>	<b>(0.05)</b>

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
<b>FY 2021 Approved Budget</b>				<b>\$7,865,088</b>	
Contractual Obligations Net of Staff Turnover	6,251	-	-	6,251	-
Change in Indirect Costs	8,031	8,876	-	16,907	-
One-Time Charges	-	-	(166,000)	(166,000)	-
Debt Service	-	448,458	-	448,458	-
<b>FY 2022 Budget Changes</b>					
1. Town Safety Officer	(4,658)	-	-	(4,658)	(0.05)
2. Overtime Reduction Returned	6,500	-	-	6,500	-
3. Suez Contract Increase	-	81,302	-	81,302	-
4. Water Purchases	-	(852,000)	-	(852,000)	-
5. Buildings & Grounds	-	7,750	-	7,750	-
6. Credit Card Fees	-	10,000	-	10,000	-
7. Tools & Equipment	-	7,000	-	7,000	-
8. Dues & Memberships	-	2,000	-	2,000	-
9. Anticipated Gasoline/Diesel Increase	-	108	-	108	-
10. Police Details	-	-	16,000	16,000	-
11. Emergency Repairs	-	-	150,000	150,000	-
<b>FY 2022 Proposed Budget</b>	<b>\$16,124</b>	<b>\$(286,506)</b>	<b>\$-</b>	<b>\$7,594,706</b>	<b>(0.05)</b>

- 1. Reallocation Town Safety Officer Salary** – The Town Safety Office position has been reallocated from the Public Works Department to the Town Manager’s Office.
- 2. Overtime Budget Returned** – The overtime budget line item was eliminated in FY 2021 because budget cuts due to the public health crisis. This line item is being reinstated in the proposed FY 2022 budget.
- 3. Suez Contract, Year 13 increase** - The efficiency and effectiveness of the water supply operations will be improved by continuing to contract with Suez. This request addresses the contractually required yearly increase for fiscal year 2022.
- 4. Water Purchase Elimination** - The completion of the Maher Filtration Plant and the installation of interim carbon filters at the Airport well, Straightway wells, Simmons Pond well and Hyannis Port well is making this expense redundant.

## **Enterprise Fund Budget Comparison (Continued)**

- 5. Buildings & Grounds Expenses** - To restore the buildings & grounds expense line-item. The Water Supply Division is custodian over approximately 28 structures. The buildings & grounds expense line-item is needed to deal with maintaining these structures.
- 6. Credit Card Fees Expense Increase** - The Water Supply Division is encouraging electronic payment of water bills with the support of the Hyannis Water Board. The water system customers are responding positively and using these payment options more frequently. The Hyannis Water Board voted to absorb these credit card fees.
- 7. Tools & Equipment** - To restore the Tools & Equipment expense line-item. The Water Supply Division is operating a water supply operation with 107 miles of water mains, 12 wells, 5 treatment plants, 4 water storage facilities and multiple support buildings. The tools & equipment expense line-item is needed to update and repair equipment and tools.
- 8. Dues & Memberships** - To restore the Dues & Memberships expense line-item. The Water Supply Division is operating a water supply utility with licensed, specialized operators and equipment, responsible for public health and safety. The water system fully supports the Hyannis Fire Department by providing sufficient water flow and pressure to well-maintained fire hydrants. It is crucial as an organization to be aware of the latest developments in the water utility field, communicate with other water system professionals and attend required professional training. This line-item expense would support this effort.
- 9. Gasoline/Diesel Contract Price Increases** - The Town anticipates contract cost increases for the purchase of gasoline and diesel through County bids.
- 10. Operating Capital** - During water main breaks and other emergencies it is paramount to use police details for security and safety of the water utility workers and the general public. The operations contract requires the availability of these funds to deal with emergency repairs.

## **Enterprise Fund Budget Factors Revenues and Expenses**

### **Factors Affecting Revenues**

The rates are set in accordance with the necessary revenue required to run the water operations and pay back borrowings issued for water related capital improvements. This forecast includes a provision for annual rate increases of around 7.5% to help fund the operational budget increases and an infrastructure improvement program of over \$1 million per year.

### **Factors Affecting Expenses**

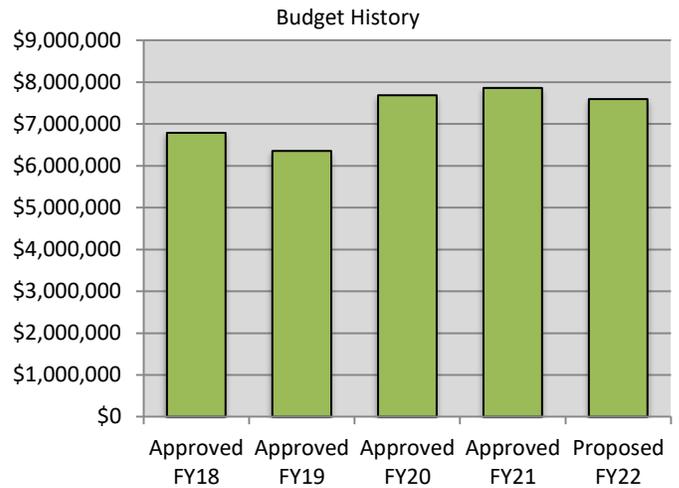
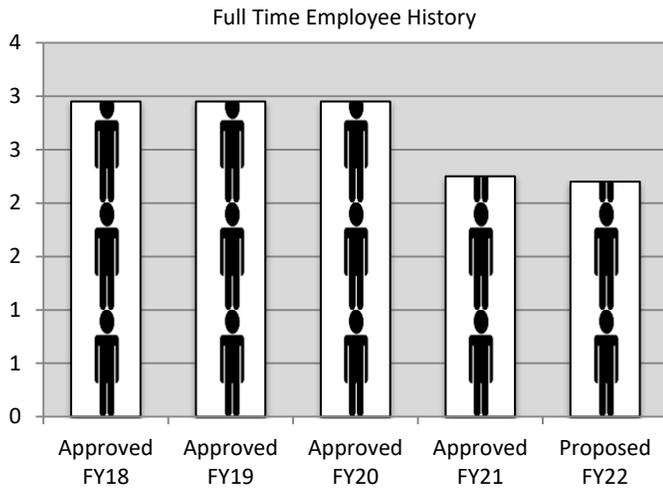
The town contracts with SUEZ North America to run its water supply operation. This is a multiyear contract with built in escalators. It is expected that this operation will continue to be operated under a contract over the next five years. As more treatment systems are constructed, the annual operating cost of the system, including the management contract, will rise.



***Simmons Pond Well Pump and Meter.***

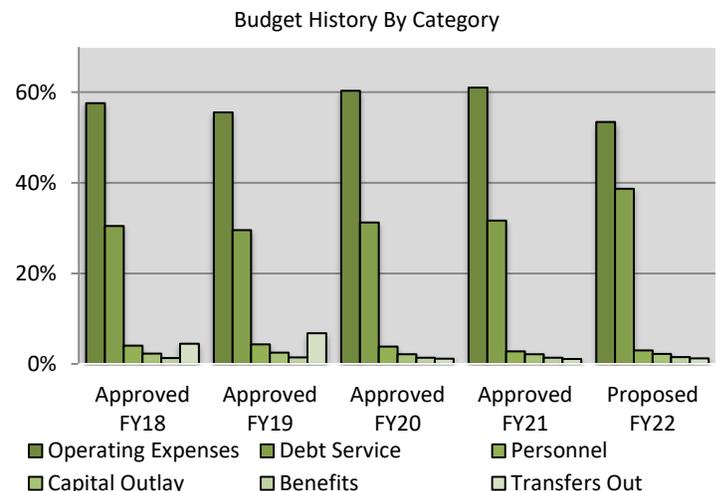
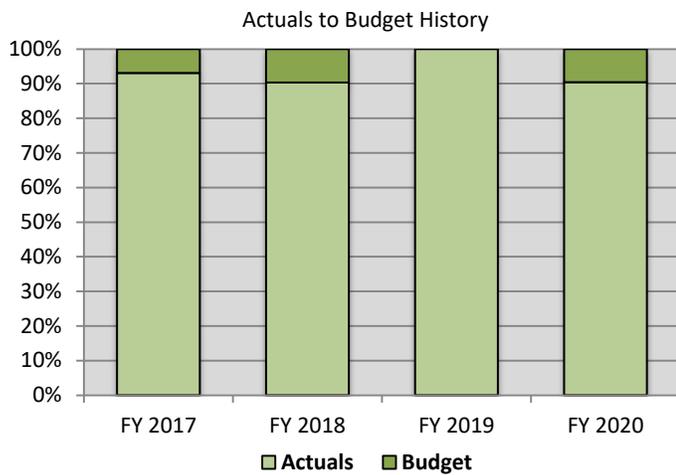
## WATER SUPPLY ENTERPRISE FUND

# Water Supply Enterprise Fund Budget History



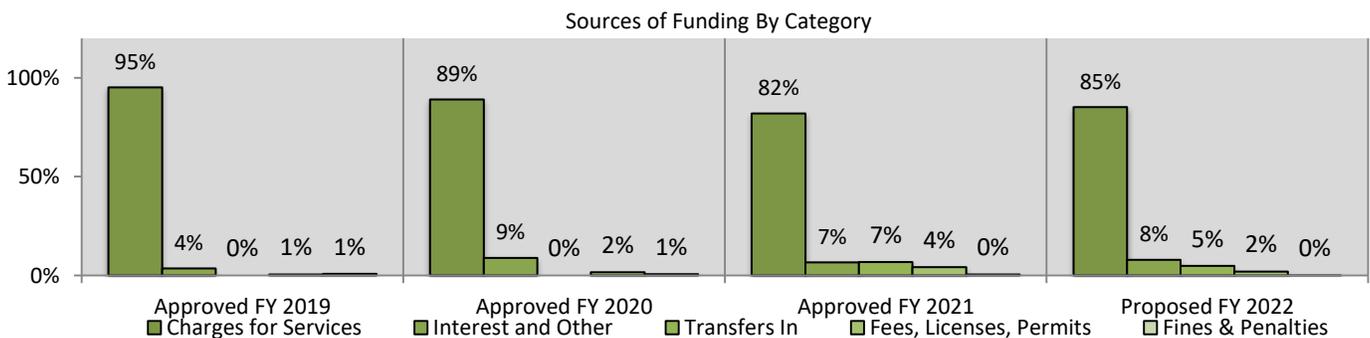
The FY 2021 budget reallocated (0.70) fte's to the General Fund. FY 20202 reallocates (-0.05) to the Town Manager's budget.

This budget has increased 2.37% annually on average over the five-year period.



Water Supply actual expenditures range 86% to 98% of annually approved budgets.

Operating expenses represent the largest component of the budget comprising 53%.



Charges for services are 85% resources to support the budget, which metered sales accounts for 77% of this category followed by public hydrants fees 14%.