

BOS Meeting Monday, December 3, 2018

- Introduction to Stormwater and background

Town Meeting Votes Pertaining to Stormwater and Mailings

- **May 9, 2016 Annual Town Meeting**

Article 29, Voted Unanimously that the Town appropriate the sum of \$35,000.00 for all aspects pertaining towards the EPA mandated stormwater water management improvements.

FY17 Town applies and receives a MassDEP grant of \$50,000.00 for the formation of a Stormwater Utility Feasibility Study.

- **June 5, 2017 Annual Town Meeting**

Article 17, Voted Unanimously that the Town appropriate the sum of \$194,603.10 for the U.S. EPA mandated National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit regulatory compliance. (beginning July, 2017)

- June 30, 2017 Stormwater Utility Feasibility Study Final Report completed and presented to BOS and Stormwater Committee.
- October, 2017 Informational pamphlet mailed to all Millis residents and businesses, explaining the need of a Stormwater Utility.
- October 19, 2017 informational meeting to learn more about the Stormwater Utility.

- **November 6, 2017 Annual Fall Town Meeting**

Article 3, Voted by Standing Count, 320 – Yes, 105 – No (majority vote required) that the Town amend the Town's By-Laws by adding a new section entitled Stormwater Management Utility By-Law as written.

- Handout for Town Meeting

- **May 14, 2018 Annual Spring Town Meeting**

Article 7, Voted Majority One No Vote (majority vote required) Stormwater enterprise fund

\$132,048.87 – Salaries/Wages

\$338,679.90 – Expenses

\$129,272.00 – Transfer to General Fund

\$600,000.00 – Total

- Stormwater Utility Update (mailed to all Millis residents and businesses)

- **June 25, 2018 Public Hearing Stormwater Utility Rates**

- Stormwater / Budget
 - Budget / Narrative
 - DOR / Review
 - Public Meetings 4/6/2017, 6/13/2017, 8/31/2017 – Agendas
 - Town of Millis Count of Residents by Ward and Precinct
-

such sum under G.L. Chapter 44 or any other enabling authority, and to authorize the Board of Selectmen to apply for any grants or loans in connection thereto and to take all actions necessary to carry out this project.

ARTICLE 29. To see if the Town will vote to appropriate and raise by taxation, by transfer from available funds, by transfer from the Stabilization Fund, a sum of money for engineering, construction, training and inspection costs necessary to comply with and implement **EPA mandated stormwater management improvements**, or act in any manner relating thereto.

VOTED UNANIMOUSLY that the Town appropriate and raise by transfer from Free cash the sum of \$35,000.00 for engineering, construction, training and inspection costs necessary to comply with and implement EPA mandated stormwater management improvements.

ARTICLE 30. To see if the Town will vote to appropriate and raise by taxation, by transfer from available funds, by transfer from the Stabilization Fund, or by borrowing under the provisions of M.G.L. Chapter 44, a sum of money for **repairs to the DPW Garage**, including the payment of all costs incidental and related thereto, and to meet such appropriation by authorizing the Treasurer, with the approval of the Board of Selectmen, to borrow such sum under G.L. Chapter 44 or any other enabling authority, and to authorize the Board of Selectmen to apply for any grants or loans in connection thereto and to take all actions necessary to carry out this project, or act in any manner relating thereto.

VOTED UNANIMOUSLY (2/3 VOTE REQUIRED) that the Town appropriate and raise by borrowing under the provisions of M.G.L. Chapter 44, the sum of \$250,000.00 for repairs to the DPW Garage, including the payment of all costs incidental and related thereto, and to meet such appropriation by authorizing the Treasurer, with the approval of the Board of Selectmen, to borrow such sum under G.L. Chapter 44 or any other enabling authority, and to authorize the Board of Selectmen to apply for any grants or loans in connection thereto and to take all actions necessary to carry out this project.

ARTICLE 31. To see if the Town will vote to appropriate a sum of money, or reserve a sum of money from the **Community Preservation Fund**, for the Historic Resources Reserve, the Community Housing Reserve, the Open Space Reserve, or the Budgeted Reserve, from annual revenues in the amounts recommended by the Community Preservation Committee, for committee administrative expenses, community preservation projects and/or other expenses in fiscal year 2017, with each item to be considered a separate appropriation; or act in any manner relating thereto.

Moderator Paul Jacobsen informed Town Meeting members the Community Preservation Committee, at an open public hearing held on Thursday, May 5, 2016, voted unanimously to recommend approval of this article.

VOTED UNANIMOUSLY that the Town appropriate and reserve the sums listed below from the Community Preservation Fund, for the Historic Resources Reserve, the Community Housing Reserve, the Open Space Reserve, or the Budgeted Reserve, from annual revenues in the amounts recommended by the Community Preservation Committee, for committee administra-

authorize the Board of Selectmen to apply for any grants or loans in connection thereto and to take all necessary actions to carry out this project.

ARTICLE 17. To see if the Town will vote to raise and appropriate or transfer from available funds or by transfer from the Stabilization fund, or by borrowing under the provisions of M.G.L. Chapter 44 or any other enabling authority, a sum of money for **U.S. EPA mandated National Pollutant Discharge Elimination Systems (NPDES) Municipal Separate Storm Sewer Systems (MS4) permit regulatory compliance** with respect to administration of the Town's municipally owned and operated stormwater management system, including engineering, training and inspection costs, including any incidental and related costs and expenses, or take any other action in relation thereto.

VOTED UNANIMOUSLY that the Town transfer from Free Cash the sum of **\$194,603.10** for **U.S. EPA mandated National Pollutant Discharge Elimination Systems (NPDES) Municipal Separate Storm Sewer Systems (MS4) permit regulatory compliance** with respect to administration of the Town's municipally owned and operated stormwater management system, including engineering, training and inspection costs, including any incidental and related costs and expenses.

ARTICLE 18. To see if the Town will vote to raise and appropriate or transfer from available funds, or by transfer from the Stabilization fund, or by borrowing under the provisions of M.G.L. Chapter 44 or any other enabling authority, a sum of money for the purchase and equipping of a **Yukon Cargo Trailer for the DPW**, or take any other action in relation thereto.

VOTED UNANIMOUSLY that the Town transfer from Free Cash the sum of **\$7,995** for the purchase and equipping of a **Yukon Cargo Trailer for the DPW**.

ARTICLE 19. To see if the Town will vote in accordance with M.G.L., Chapter 41, section 4A, and Chapter 268A, to **authorize the Board of Health** to appoint any of its members to another town office or position for which it has appointing authority, for the term provided by law, if any, otherwise for a term not exceeding one year, and fix the salary of such appointee, notwithstanding the provision of M.G.L. Chapter 43, Section 108, or act in any manner in relation thereto.

VOTED UNANIMOUSLY that the Town, in accordance with M.G.L., Chapter 41, section 4A, and Chapter 268A, **authorize the Board of Health** to appoint any of its members to another town office or position for which it has appointing authority, for the term provided by law, if any, otherwise for a term not exceeding one year, notwithstanding the provision of M.G.L. Chapter 43, Section 108.

ARTICLE 20. To see if the Town will vote to raise and appropriate a sum of money or reserve a sum of money from the **Community Preservation Fund**, for the Historic Resources Reserve, the Community Housing Reserve, the Open Space Reserve, or the Budgeted Reserve from annual revenues in the amounts recommended by the Community Preservation Committee for administrative expenses, community preservation projects and/or other expenses in fiscal year



**STORMWATER UTILITY FEASIBILITY STUDY
TOWN OF MILLIS, MA
WATER MANAGEMENT ACT PLANNING GRANT
FY17**

FINAL REPORT

June 30, 2017

20173982.001A



This project has been financed partially with State Capital Funds from the Massachusetts Department of Environmental Protection (the Department) under a Sustainable Water Management Initiative Grant. The contents do not necessarily reflect the views and policies of the Department, nor does the mention of trade names or commercial products constitute endorsement or recommendation for use.



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A Report Prepared for:

The Town of Millis, MA

**STORMWATER UTILITY FEASIBILITY STUDY
TOWN OF MILLIS, MA
WATER MANAGEMENT ACT PLANNING GRANT FY17**

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June 30, 2017
20173982.001A

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APPENDIX

A: Workshop Materials



1.1 PURPOSE

This Stormwater Utility Feasibility Study Report presents information generated under a Massachusetts Department of Environmental Protection (MassDEP) grant no. BWR-2017-08 provided to the Town of Millis Department of Public Works. The grant is for completion of a Stormwater Utility Feasibility Study that includes the following primary tasks:

- Two stakeholder workshops to explain: (1) Stormwater Utility background information; and (2) feasibility study results.
- Utility Feasibility Study analysis with Technical Memorandum summarizing: current and future program needs; data analysis and revenue estimate; a review of the existing legal framework; and potential next steps.
- Final Report detailing project tasks and findings.

The project was intended to provide information to local decision makers regarding the potential to create a Stormwater Utility as a potential mechanism to fund the current and future stormwater management program in the Town of Millis. The recent emphasis on the regulatory requirements of the 2016 National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) General Permit has been the catalyst for this type of evaluation in many communities, including Millis. It is important to recognize, however, that the stormwater management program includes much more than regulatory compliance. It includes capital projects, operation and maintenance of existing infrastructure, engineering and planning activities and other traditional management tasks. Any or all of these activities can be funded through a utility. That decision, among others, will be part of the Town's consideration of next steps in this process.

This report provides the results of the Stormwater Utility Feasibility Study and includes the materials from the aforementioned workshops (Appendix A). The information compiled for this report serves a dual purpose: 1) it is the basis for understanding the true costs of stormwater management in the Town of Millis; and 2) it is a platform for sharing that information with a wider stakeholder group critical to determining the most appropriate approach for sustainably funding that program into the future.

1.2 CURRENT PROGRAM SUMMARY

The Town of Millis is approximately 12.2 square miles in size and is located in Norfolk County; bordered by Sherborn, Holliston, Medway, Norfolk, and Medfield (see Figure 1). The Charles River forms the majority of the Town's southern and eastern borders. All of Millis lies within the Charles River major basin for which Total Maximum Daily Load (TMDL) studies have been completed for pathogens and phosphorus. Significant requirements to address these water quality impairments are included in the 2016 MS4 General Permit. Millis has a population of approximately 7,891 (2010 US Census), which is currently expected to remain stable or decrease (MAPC, 2014).

Based on the Town's current Geographic Information Systems (GIS) database, the town operates approximately 8 miles of closed drainage for stormwater conveyance. Additionally, the Town maintains an open drainage system of approximately 63 culverts and 12 structural best management practices (BMPs) associated with their stormwater infrastructure (see Figure 2).

The Town of Millis has continuously implemented its MS4 program under the framework of the NPDES Small MS4 General Permit since 2003. Over that time, the Town has maintained a compliant program and has been able to report progress towards identified plan objectives. Investment has been made in inventorying, mapping, and sampling of stormwater outfalls. Millis has adopted by-laws regulating illicit discharges and has also adopted by-laws regulating construction and post-construction stormwater management. Additionally, the Town has taken steps to develop a documentation framework to prepare for upcoming regulatory reporting requirements. Multiple actions to comply with the MS4 Permit requirements are planned for FY18.

Other than for capital costs/equipment (such as a new sweeper) or consultant expenses for specific tasks, the Town has not maintained a separate accounting of costs associated with stormwater management (i.e. salary or Full Time Equivalent [FTE] figures for staff assigned to stormwater management, or expenses associated with stormwater management). Unlike water and sewer infrastructure management which is funded through an enterprise account framework, stormwater program costs have typically been paid out of operating budgets and general fund appropriations, which are primarily derived from property tax revenue.

The Town of Millis absorbed the 2003 MS4 regulatory programmatic responsibilities within the existing staff at the Department of Public Works, which is also responsible for highway, drainage system, sewer system, water system, parks and recreation and cemetery maintenance among other responsibilities. With a total non-administrative staff of approximately ten (10) full-time staff, it is already stretching resources to successfully achieve all of these functions.

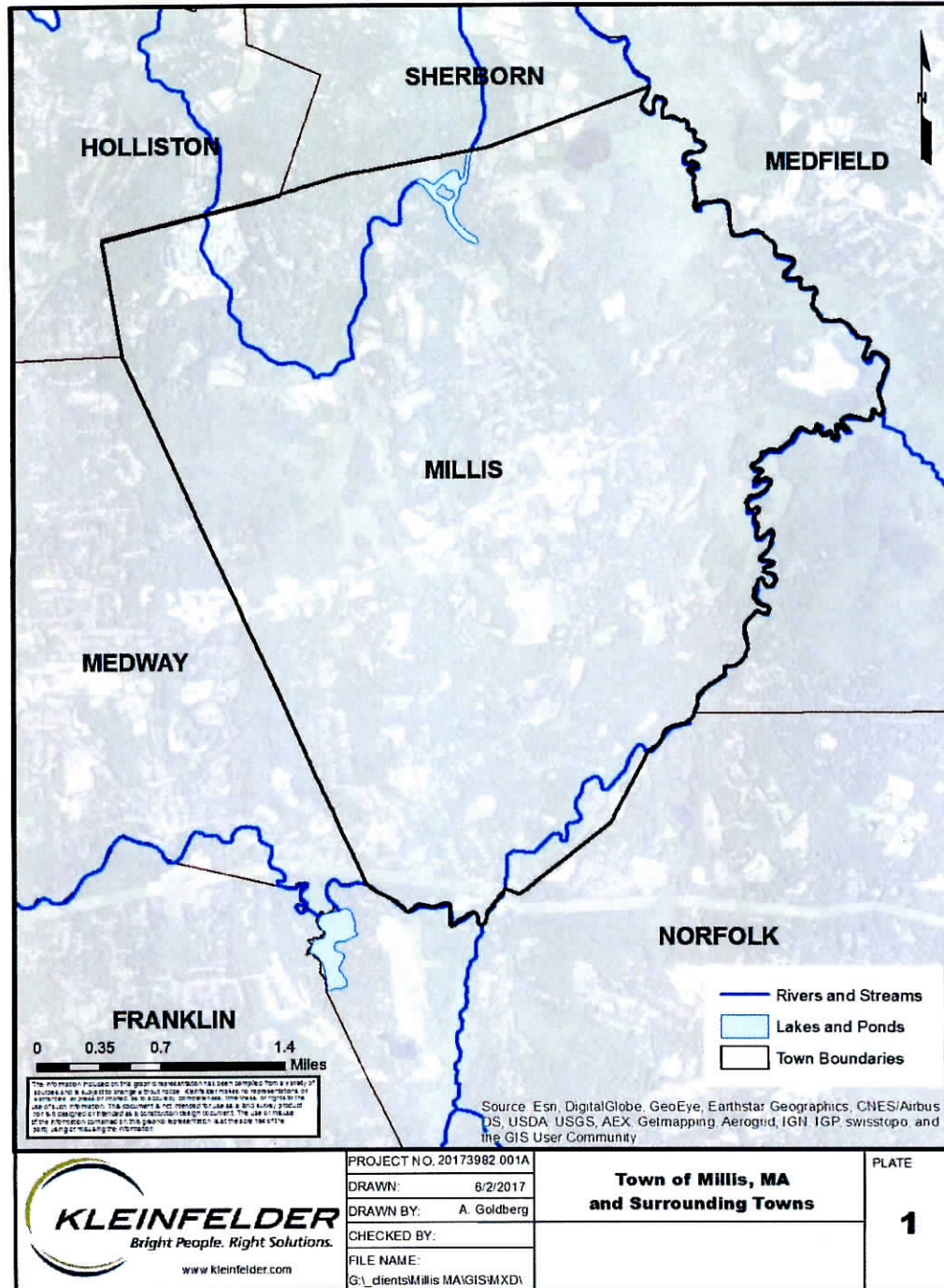


Figure 1: Town of Millis, MA and Surrounding Towns

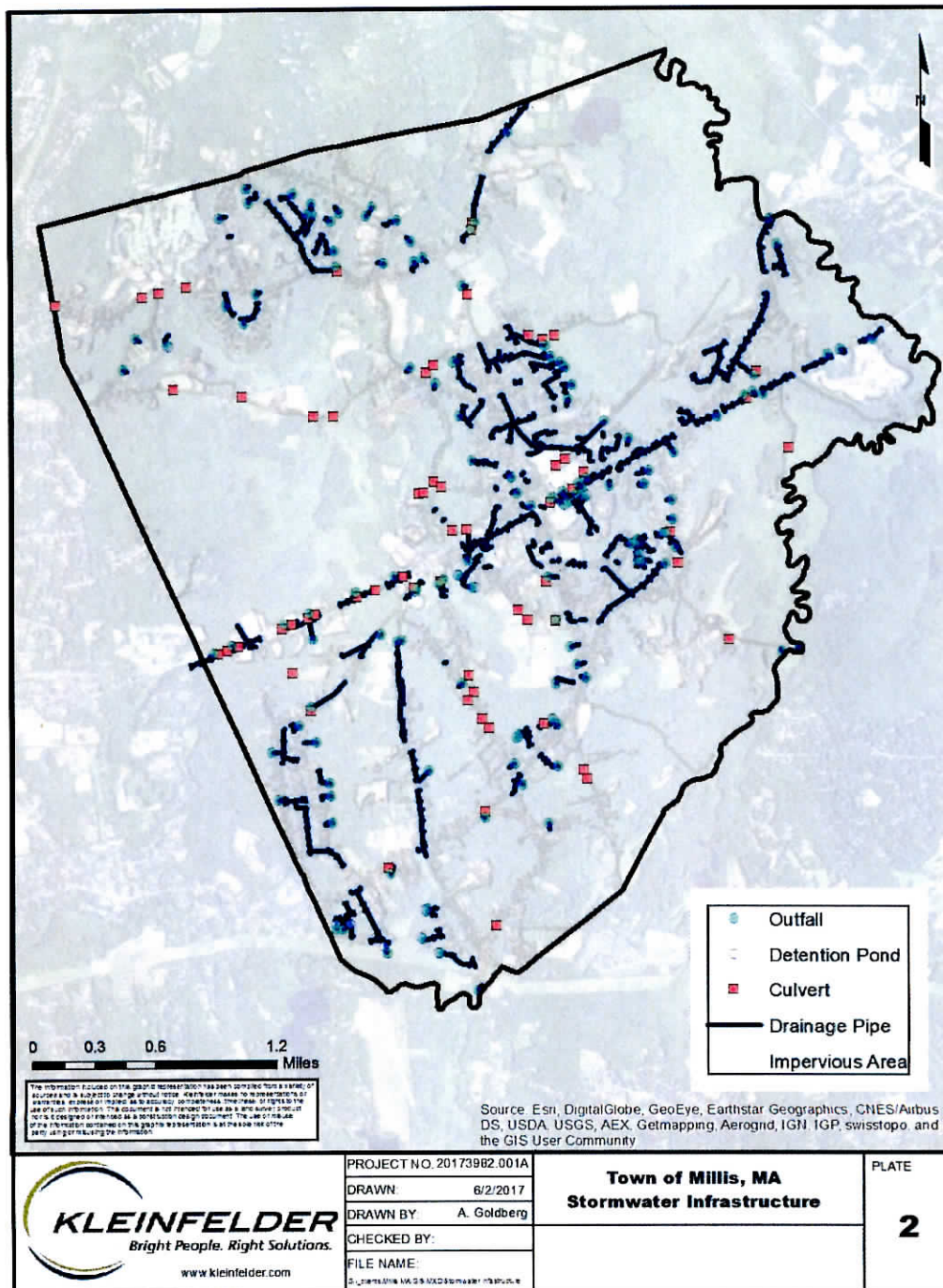


Figure 2: Town of Millis, MA Stormwater Infrastructure



1.3 PROGRAM PRIORITIES

As with their other infrastructure assets, Millis strives to build and operate their stormwater system such that it serves the public safety interests of the community in a cost-effective manner. As a practical matter, most residents perceive drainage systems as a flood control imperative, with water quality protection as a secondary benefit. This is certainly consistent with historical patterns of public drainage infrastructure development for virtually all municipal operators. One of the primary intents of the NPDES MS4 program is to enhance public appreciation for, and support of, greater water quality controls/protection with regard to MS4 discharges. At the Millis Town administration/department levels, this issue has been addressed by the Board of Health, Drinking Water Committee, Board of Selectmen, Department of Public Works and others over the course of the first MS4 permit term. The extent to which the issue has been recognized or appreciated by the residents at large is not as clearly understood.

In order to fund and administer a program that provides real and perceived value beyond a regulatory compliance baseline, public support for the program is paramount. In an effort to identify a hierarchy of stakeholder-supported program objectives, the Town included an exercise for attendees at an initial workshop during which key Stormwater Utility/enterprise system concepts were introduced.

This initial workshop took place on April 6, 2017. During a workshop activity, stakeholders were asked to provide feedback around local stormwater management priorities. Participants were presented with an array of stormwater management outcomes/objectives and asked to rank priorities for the Town. Each stakeholder was given five (5) votes for what they felt were the most important stormwater issues. The results are shown in Figure 3 below.

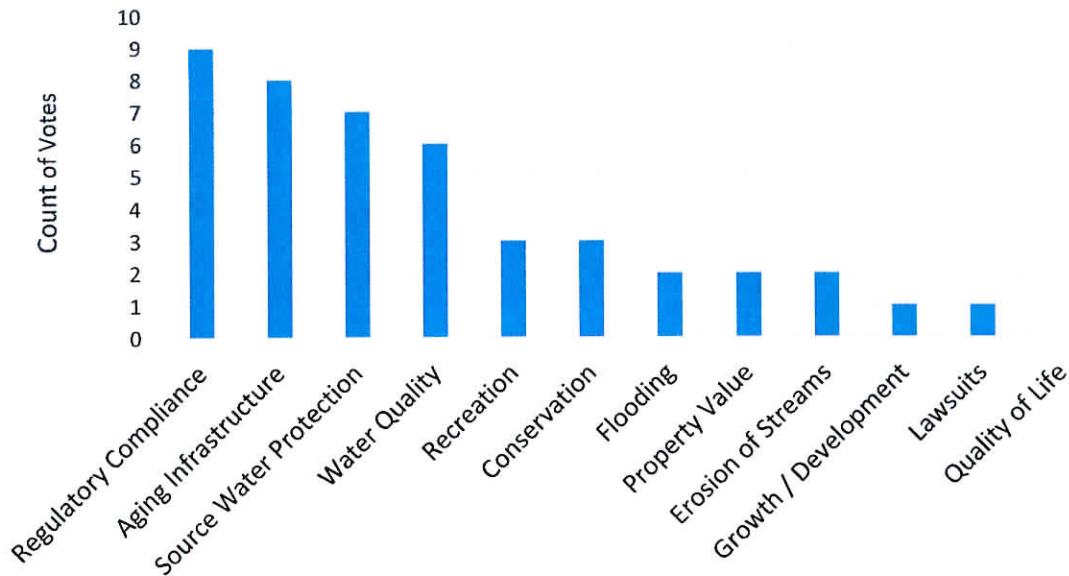


Figure 3: Stakeholder Vote of Future Stormwater Priorities

The discussion following the activity reflected some of the complexities of generating public support for stormwater-dedicated revenues. In this instance, achieving regulatory compliance was the top-ranked priority, and yet it serves no easily observable benefit to the majority of tax payers. Subsequent discussion around this finding was continued at the second workshop on June 13, 2017. Participants suggested that this prioritization of regulatory compliance was directly related to the potential for financial or other penalties. Framed differently – it was not predicated on support of the program’s water quality protection objectives per se, but a recognition of legal or financial risk in the event of non-compliance. Experience in other New England communities has shown that if residents assume regulatory compliance is the leading purpose for the program and utility fee, there is likely to be significant resistance to instituting the utility. If there are other recognizable local benefits to a more robust and better funded program, and clearly the results in Millis show stakeholders recognize there are (or can be), than the utility (or stormwater management investment more broadly) is likely to garner more support. Finding a way to present compliance as a necessary outcome, but not a primary driver for the program must be one component of future public education awareness efforts.

As shown above, participants identified “addressing aging infrastructure, (drinking water) source water protection and (receiving) water quality” as the next highest priorities in descending order of rank. Locally, potable water issues have been preeminent in the minds of many residents due to the relatively high-profile Exelon Generating Facility expansion in neighboring Medway. Millis had entered into preliminary discussions with the facility operator, who requires an additional water supply that could not be provided



by the Town of Medway. Adequate water for present and future growth scenarios is considered a local asset in Millis and it is not surprising to see protection of that asset as a high priority for the Town.

1.4 STORMWATER PROGRAM NEEDS AND COST

An EPA-funded analysis completed by Horsley Witten Group and AMEC Earth & Environmental, Inc. entitled *Sustainable Stormwater Funding Evaluation for the Upper Charles River Communities of Bellingham, Franklin and Milford* was completed in 2011. The document presented an analysis using six major cost centers which are described in detail below. Since the original publication of that report, the MS4 General Permit underwent draft iterations and then ultimately the issuance of the Final permit in April 2016. Consequently, some of the assumptions regarding future program administrative costs reflected in that report have changed, however, the type and nature of the requirements are very similar.

Few towns track these categorized costs specifically for stormwater management. For instance, administration costs may be embedded in salaries for office staff responsible for multiple DPW areas of operation. In addition, these categories include generally descriptive terms (and open to some interpretation) and they do not necessarily align neatly with the MS4 General Permit “minimum control measures” (MCM). The “operations and maintenance” category, for example should not be assumed to be equivalent to MCM 6 – Municipal Operations and Good Housekeeping. Street sweeping and catch basin cleaning clearly fall within the municipal operations area, however, the BMP effectiveness evaluations and optimization planning required under that MCM could be construed as an engineering and master planning task as defined by the 2011 EPA report.

Since the Town of Millis has not historically tracked costs separately and could not provide detailed data, we assumed an “order of magnitude” cost comparable to similar communities in Massachusetts for whom a more detailed analysis of cost has been performed. On that basis, an initial estimate of approximately \$150,000 - \$200,000 per year for operations pre-2017 MS4 permit effective date was established.

Compared to existing program costs, future stormwater non-capital expenditures will include additional prescriptive tasks related to infrastructure assessment, documentation and maintenance required by the Final MS4 General Permit. The future stormwater program cost estimates are provided in Table 1. Other program priorities identified through the stakeholder ranking exercise, such as repair/restoration or replacement of aging infrastructure, or protection of water quality, are ideally outcomes of a properly designed infrastructure management program execution. There have been assumptions made to estimate the average annual cost over the next 5 years relating to each cost center. Note that capital projects for structural controls to reduce phosphorus in

accordance with Total Maximum Daily Load (TMDL) requirements (i.e. water quality related controls) have implementation deadlines that extend beyond the first 5-year term of the permit, and are addressed elsewhere below.

Table 1: Stormwater Management Program Costs, MS4 Permit Years 1-5

Major Cost Category	FY18	FY19	FY20	FY21	FY22
1) Administration*	\$67,000	\$68,700	\$70,400	\$72,200	\$74,000
2) Engineering & Master Planning	\$132,000	\$30,000	\$20,000	\$20,000	\$20,000
3) Operations & Maintenance	\$140,000	\$151,000	\$145,000	\$145,000	\$145,000
4) Regulation/Enforcement	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
5) Project Management	\$15,000	\$15,400	\$15,800	\$16,000	\$16,000
6) SW Major Capital Projects**	\$150,000	\$153,750	\$157,600	\$161,500	\$165,500
Totals	\$531,000	\$445,850	\$435,800	\$441,700	\$447,500

Notes:

***Administration mostly represents salaries and the costs presented include an annual 2.5% increase to account for inflation.**

****Carrying \$150,000 as a generic figure at approximately 2.5% inflation per year. PM costs at 10% of capital project costs.**

Capital costs provided in Table 1 relate to general infrastructure repair/replace/new construction as currently undertaken by the Town. It does not take into consideration the water quality related capital costs specific to pollutant reduction targets stipulated in the MS4 permit, which will begin after the initial 5-year period.

Cost categories and some of the assumptions embedded in the cost estimates are summarized below:

- 1) Administration:** Staff time for general stormwater program management, administrative support, public education and emergency/disaster management. 25% increase in overall effort from existing program. This is driven by increased efforts under other key cost centers and NPDES MS4 permit requirements.
- 2) Engineering and Master Planning:** 50% increase in overall effort from existing program. New planning efforts include: Stormwater Management Plan, Illicit Discharge Detection & Elimination Plan and a Phosphorous Control Plan to meet the TMDL requirements that are incorporated into the MS4 permit.
- 3) Operations and Maintenance:** Labor and materials for storm drain and culvert maintenance, remedial repair and replacement, catch basin cleaning, street sweeping, detention system maintenance, leaf collection and emergency

response, equipment maintenance and fuel. 50% increase in overall effort from existing program. Permit requirements will likely drive an increase in the frequency of catch basin cleaning, street sweeping and other storm drain system maintenance activities.

- 4) Regulation/Enforcement: Staff time for stormwater permit administration and inspections. 100% increase in effort from existing program due to increased inspection requirements under the new MS4 permit.
 - a. Monitoring: Monitoring of stormwater outfalls during dry and wet weather will be required under the new NPDES MS4 permit. Based on the Town's approach for evaluating water quality and monitoring progress, monitoring of receiving waters may also be conducted. This was a cost category carried separately under the EPA 2011 Report, however, these costs have been embedded in the enforcement and engineering costs above for purposes of this analysis.
- 5) Project Management: Costs associated with planning for and implementing Stormwater Management Capital Projects. PM costs at 10% of capital project costs.
- 6) Stormwater Major Capital Projects: A description of potential major capital costs are included below:
 - a. Capital Improvement Costs: The Town has traditionally relied upon grants, state-funded projects (e.g. MassHighway) or private development to defray capital costs for drainage projects. As these are inconsistent sources and introduce some uncertainty regarding availability of funds, we used an estimate (with the Town's concurrence) of an average value of past non-town funded projects, and used this as the basis for an estimate of future funding requirements (irrespective of source of the funds). The costs include the current Local Multi-hazard mitigation 5 year plan, which was approved in April 2011 and budgeted for \$18,000 (on average \$3,600 over 5 years) and which addresses 6 hazardous areas vulnerable to flooding within the town.
 - b. Future TMDL Compliance Costs: The TMDL pollutant load reduction requirements have been incorporated into the Final NPDES MS4 permit and under these new requirements the Town of Millis will have to develop non-structural and structural BMPs to reduce existing phosphorous loads by 26% or approximately 546.6 pounds per year. For conceptual planning purposes, we have assumed that approximately 15% of that total reduction can be accomplished through non-structural controls, such as street sweeping. That 15% reduction (approximately 82 lbs.) results in a net reduction still required via structural BMPs of approximately 465 lbs. The 2011 EPA Report cited an

average cost of approximately \$40,000 per pound of phosphorus removed as a basis for estimated future capital costs to meet the phosphorus TMDL. Based on a more recent evaluation of technologies available for phosphorus reduction, that number may be overly conservative and is generally more appropriate for more urbanized settings than Millis. But even at a \$25,000 per pound cost (lower range) to reduce phosphorus, the Town would be faced with a total cost of approximately \$11.6M in capital projects.

Over the 15-year span of the TMDL-specific components of the permit as currently laid out in the 2017 Final MS4 General Permit, this equates to approximately \$775,000 per year in additional capital costs. Additionally, this does not include the cost to manage the construction for these projects, as well as conduct long-term maintenance of the new systems.

Further refinements of estimates based on site-specific or BMP specific information need to be conducted as the regulatory program proceeds and the Town collects more data. Unit costs for treatment using specific BMPs can be estimated using Table 2, below. Unit costs for each BMP were derived from literature sources and the project team's collective experience with implementation of structural stormwater controls.

Table 2: Unit Costs for Construction of Various Structural Stormwater Control Practices

Control Practice Type	Unit Construction Cost (\$/ft ³)*
Infiltration Basin	10.8
Rain Garden	13.5
Surface Infiltration Trench	21.6
Subsurface Infiltration Chamber System	32.4
Bioretention	27.0
Gravel Based Wetland	21.6
Notes:	
*Unit construction costs are derived from new facility construction costs and include a multiplier of 2 to account for the fact that these will be retrofit projects with a 35% contingency for design, permitting and construction administration service (e.g., typical new construction cost for infiltration basin = \$4.0/ft ³ (cubic feet of stormwater treated); thus retrofit cost = 4.0 (2.0)(1.35)=\$10.80ft ³). 7.48 gallons in cubic foot of water.	

1.5 DATA & STORMWATER BILLING UNIT ANALYSIS

Amec Foster Wheeler evaluated the Town's GIS data (i.e. impervious surfaces, parcels, land use, Town boundaries, etc.) to assess options for a preliminary rate structure for a Stormwater Utility. The rate structure serves as the basis of the revenue analysis in Section 1.9 and supports the estimate of revenue necessary to operate a Stormwater



Utility in Millis. The results of this analysis were presented during the second of two public workshops, which occurred on June 13, 2017. Workshop materials are included in Appendix A.

1.6 GIS DATA EVALUATION

The Town of Millis has limited local GIS data (most building footprints constructed prior to 2011), but has access to the latest (2016) high-quality orthoimagery (aerial photography) through a subscription managed by the Massachusetts Office of Geographic Information System (MassGIS). Aerial imagery and parcel boundaries were obtained from MassGIS and land use coding for designated parcels was obtained from the Millis Assessor's Computer Assisted Mass Appraisal (CAMA) property information files. An analysis of the data shows that there are 4,011 "Parcel" data records within the Town boundaries. These records include unique parcel ID numbers that are linked to the GIS parcel information, allowing the property files to be merged with the available GIS data layers to associate land use with parcel ID and impervious cover.

Further review of the parcel data and available impervious cover information resulted in the identification of parcels with little (less than 100 square feet) or no impervious area and parcels associated with more than one owner (condos, duplexes, etc.). Eliminating undeveloped and double-counted parcels allowed for the development of a preliminary data set that identified 3,187 parcels with developed area that would potentially be charged a fee for stormwater services.

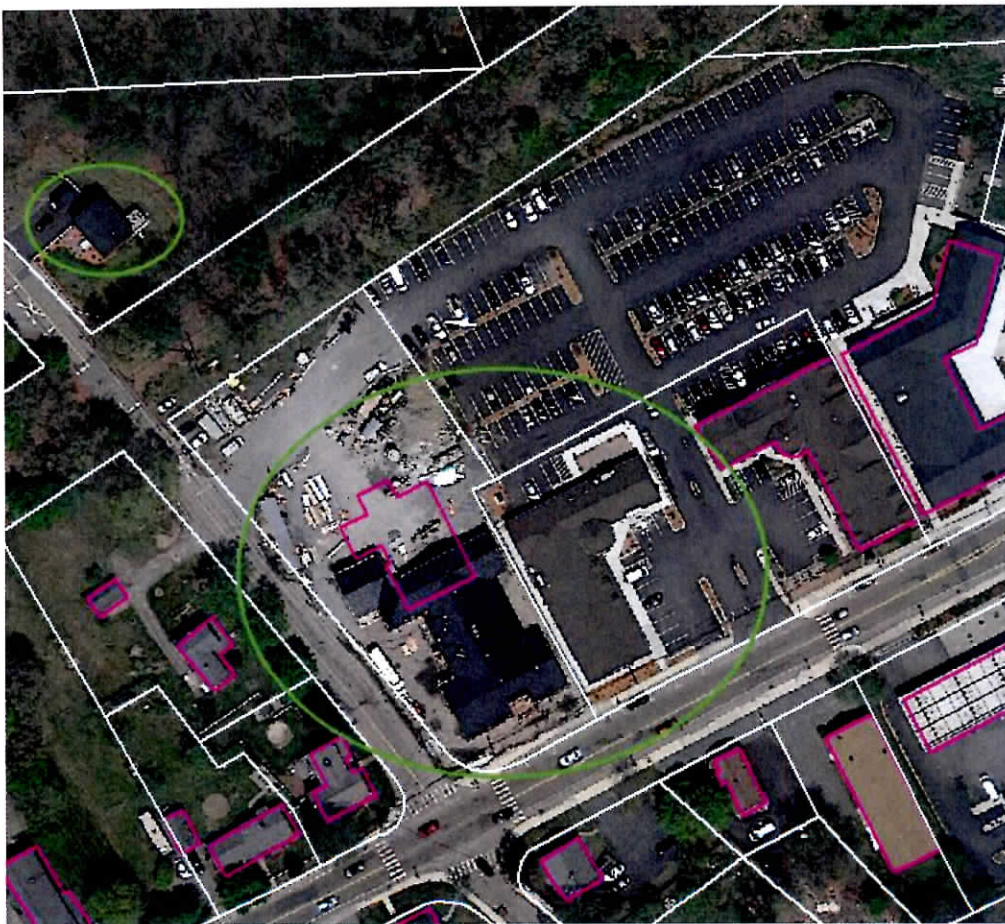
Most Stormwater Utilities set their fees based on charging for stormwater services based on either a flat fee per stormwater billing unit (i.e., a charge for every 1,000 SF of impervious area on a parcel) or they have separate rate structures with two fee classifications based on land use type: Non-Single Family residential (NSFR) and Single Family residential (SFR). To help evaluate these options, the database was sorted by land use to separate SFR and NSFR parcels. NSFR parcels represent multi-family parcels with 3 or more units, condos, commercial, institutional and industrial properties. Results showed that 2,179 parcels were designated SFR and 1,008 were designated NSFR.

A preliminary calculation of impervious area by land use showed that there is approximately 22,860,000 square feet of impervious area in Town associated with residential and non-residential parcels. Note this does not include roads or public right-of-way. Of the total, approximately 8,833,250 SF (~39%) is on residential land and 14,026,730 SF (~61%) is on non-residential land.

It should be noted that the review of the available data that included the 2016 aeriels, the 2011 building footprints layer and an older (2005) MassGIS impervious layer, indicate

that there may be significant under-capture or missed capture of impervious area due to the addition of new development, surface-confusion of impervious area projections, shadowing from the angle of photography, and inaccurate alignment of parcel lines. Examples of missing impervious area are shown on Figure 4.

For feasibility planning purposes, the available data was used to evaluate rate structures and projected revenue potential. Updates to the data, however, will be needed if the Town decides to move forward with implementing a Stormwater Utility fee based on impervious surface capture.



Pink polygons show captured IA. Note several developed areas are not captured or have changed. It is likely new construction that occurred after the 2011 impervious layer was prepared.

Figure 4: Missing IA Example

1.7 STORMWATER BILLING UNIT ANALYSIS

1.7.1 Option 1: SFR and NSFR Rate Structure

A billing unit or stormwater billing unit (SBU) was developed based on an analysis of the distribution of total impervious area for SFR parcels in Millis. The average lot size and IA statistics for the residential housing stock in Millis is summarized below in Table 3.

Table 3: IA Statistics for SFR Parcels by Lot Size

Lot Area	Count	Average IA (sf)
Up to 1 Acre	1,589	3,103
1 Acre to 5 Acres	549	5,939
>5 Acres	41	15,648

Most of the developed SFR parcels in Millis (73%) have less than 1 acre of IA with a relatively “standard” distribution or range of IA from small to large. However, the remaining 27% show significant diversity in lot size and the average amount of impervious area; therefore, applying one billing unit to all SFR properties would not maximize the distribution of the Town’s stormwater costs based on impervious area per parcel and result in less equity for fees between small and large properties. To improve equity, tiers were examined which would allow for billing to better reflect the difference in IA on SFR properties and the resulting stormwater runoff. For planning purposes, three tiers were considered for residential properties. The SBU was calculated by using the average square feet of IA in smaller (lots up to 1 acre) properties, which was rounded to 3,100 sf. This equivalent residential unit (ERU) of 3,100 sf. would be the billing unit for all non-residential properties under this option.

SFR properties would be charged 1, 2 or 3 SBU based on the tier to which they are assigned.

- Tier 1 – 100 SF to 3,100 SF of IA (1,085 parcels)
- Tier 2 – 3,101 to 6,200 SF of IA (815 parcels)
- Tier 3 – more than 6,200 SF of IA (279 parcels)

Fees for NSFR would be determined by dividing the total IA on the property by 3,100 sf. A summary of the SFR and NSFR data using the current impervious area data and the proposed tiers is provided in Table 4 below.

Table 4: SFR and NSFR IA and SBU Data Summary

Characteristic	SFR Parcels	NSFR Parcels	Total
# of parcels	2,179	1,008	3,187
Impervious Area*	8,833,250 SF	14,026,730 SF	22,859,980 SF
# SBUs (3,100 sf SBU)	3,552	4,518**	8,070

*IA for parcels that represent at least 1 SBU (>100 sf IA/parcel).

**NSFR SBUs were calculated by rounding to the nearest ½ SBU for each property.

In the above tier example, 44% of the fees would be paid by residential properties and 56% by non-residential properties.

1.7.2 Option 2: Flat Billing Rate Structure

An alternative billing rate structure which is gaining in popularity as impervious data on property is more easily attainable, is to set a uniform billing unit for all properties, regardless of land use. Many communities are following the more traditional method used in billing other utilities such as water and electricity and billing based on a set flat rate such as 1,000 SF (or other similar billing unit) of impervious area on a property. This eliminates the extra step of assigning land use codes during the billing process and improves the equity of distributing the cost of service, as each property pays for its total impervious area whether it is residential or non-residential. Rates would typically be uniform town-wide and, again for planning purposes in this study, would be set at one (1) billing unit equal to 1,000 square feet of impervious surface area.

Using a proposed 1,000 SF flat billing rate, the billing would be distributed differently than in the example above, as shown in Table 5. Note that this billing approach aligns more directly with actual impervious area and land use as residential properties would pay 39% of the fee and non-residential properties would pay 61% - matching closely with the total distribution of IA by each class of property in Town.

Table 5: Flat Rate IA and SBU Data Summary

Characteristic	SFR Parcels	NSFR Parcels	Total
# of parcels	2,179	1,008	3,187
Impervious Area*	8,833,250 SF	14,026,730 SF	22,859,980 SF
# SBUs (1,000 sf SBU)**	8,820	14,010	22,830

*IA for parcels that represent at least 1 SBU (i.e., >100 sf IA/parcel).

**SBUs were calculated by rounding to the nearest ½ SBU for each property.

It is worth noting that Town properties are included in the above calculations, but roads and public right-of-way are not included. The fees for Town properties will need to be paid through the general fund, which is typical for most utilities. If the Town decides to bill for roads, this will result in a significant shift of program costs from the Stormwater Utility to the general fund to pay the fee for roads in Town.

1.8 TOTAL STORMWATER PROGRAM REVENUE REQUIREMENTS

A stormwater revenue analysis was performed using the future stormwater program costs and the two SBU options discussed above. The projected annual stormwater costs for the Town were shown in Table 1.

The revenue analysis considered the projected revenue requirements for the next 5 years of program implementation and added the costs for administering a potential stormwater fee billing system. The cost for administering the utility assumes that billing will be handled through the existing real property tax billing system. The cash flow analysis includes the following assumptions that impact the rate calculation:

- 3% bad debt (delinquent accounts); assumes 50% of bad debt recovered in the following year.
- Credit program funded at 3% of total program costs (this is revenue dedicated to a credit program that gives credits on fees to property owners who manage on-site stormwater controls). It is presumed credits would be applied beginning in year 2.
- Cost of database management, billing, collection and other stormwater fee management activities, such as credit program administration estimated at \$30,000 per year.
- Assumes 0% SBU growth rate (i.e., no growth in impervious surfaces in Town).

The Stormwater Utility revenue/expenditure estimates are summarized in Table 6.

Table 6: Stormwater Utility Revenue Requirements

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Stormwater Program Costs	\$531,000	\$445,850	\$435,800	\$441,700	\$447,500
Other Revenue Needs					
<i>Bad Debt</i>	\$15,930	\$13,375	\$13,075	\$13,250	\$13,440
<i>Credits</i>	\$0	\$15,000	\$15,000	\$15,000	\$15,000
<i>Utility Billing & Management</i>	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Revenue Requirement	\$576,930	\$504,225	\$493,875	\$499,950	\$506,440
<i>Bad debt recoveries</i>	0	\$7,965	\$6,690	\$6,540	\$6,625

Less Total Revenue Adjustments	0	\$7,965	\$6,690	\$6,640	\$6,625
Adjusted Service Fee Revenue Requirement	\$576,930	\$496,260	\$487,185	\$493,310	\$499,815

1.9 REVENUE ANALYSIS

Using the two rate structure options discussed above, the revenue potential of each approach was calculated.

- **Option 1: SFR and NSFR Rate Structure** - the first option uses the 3,100 SF billing unit and three residential tiers and would result in approximately 8,070 total billing units. For each \$1.00 per month billed, the fee would generate \$8,070 a month or \$96,840 a year.
- **Option 2: Flat Billing Rate Structure** - the second option that would set a flat, town-wide billing unit of 1,000 sf of impervious surface would result in 22,830 smaller billing units. For each \$1.00 per month billed, the fee would generate \$22,830 a month or \$273,960 a year.

To generate sufficient revenue to support the Town's **total annual projected stormwater costs** with a stormwater fee, the monthly rate per billing unit was estimated using these same two rate structure approaches.

The monthly rate per billing unit required under each option is provided in Table 7.

Table 7: Stormwater Rate Analysis - Projected Monthly Stormwater Fee

Rate Structure Option	FY2018	FY2019	FY2020	FY2021	FY2022
	Fee per Month per SBU				
3,100 SF ERU with Residential Tiers	\$5.95	\$5.12	\$5.03	\$5.09	\$5.16
1,000 SF Flat Rate	\$2.10	\$1.81	\$1.78	\$1.80	\$1.82

Note: the projected monthly charges can be set at a constant rate over the 5-year period. It may mean funding some stormwater activities from the general fund in the first year or delaying some first-year program expenditures to prevent overloading the rate in the early years. Rates are typically adjusted over time as the program matures and will need to be reevaluated once a more detailed revenue analysis is complete as part of the Stormwater Utility implementation phase.

Under the rate structures presented above, the proposed monthly rate for the first option averages \$5.27 per SBU per month. This is slightly higher compared to the national average of stormwater fees which is ~\$4.50 per single family residential property per month, but is closer to average when compared with other Massachusetts communities (see Figure 5). It is important to note that using the tiered approach, SFR properties that fall within Tier II (medium) and Tier III (large) would be paying over \$10 and \$15 per month, respectively.

MA Average Monthly Residential Stormwater Fees

- **Reading** (pop. 24,747)
 - ▶ \$3.33/Month
 - ▶ \$400,000 annual revenue
- **Newton** (pop. 85,146)
 - ▶ \$6.25/Month
 - ▶ \$1,750,000 annual revenue
- **Northampton** (pop. 28,540)
 - ▶ \$7.50/Month
 - ▶ \$1,940,000 annual revenue
- **Chicopee** (pop. 55,298)
 - ▶ \$8.33/Month
 - ▶ \$1M annual revenue

Figure 5: Sample Stormwater Fees in Massachusetts (2016)

Using the flat rate approach, homes and businesses with smaller amounts of IA would benefit from a lower rate, but residential properties with higher amounts of IA will pay proportionally more using the flat rate approach, as their fee is no longer “capped.” Table 8 shows how the different approaches could impact typical properties in town.

Table 8: Impacts of Fees Depending on Preferred Rate Structure

Property Type	Impervious area (SF)	Potential Monthly Rate	
		Tiers with ERU ~ \$5.27/SBU	Flat Rate ~ \$1.86/SBU
SFR	2,000	\$5.27	\$3.72
SFR	4,000	\$10.54	\$7.44
SFR	8,000	\$15.81	\$14.88
SFR	16,000	\$15.81	\$29.76

Property Type	Impervious area (SF)	Potential Monthly Rate	
NSFR	2,000	\$5.27	\$3.72
NSFR	4,000*	\$5.27	\$7.44
NSFR	8,000	\$15.81	\$14.88
NSFR	16,000	\$26.35	\$29.76

*Note that it is assumed that billing units would be rounded to the nearest whole number.

To give perspective to the tables above, the preliminary IA analysis per property showed the following number of properties in each IA range in Millis (see Table 9).

Table 9: Impervious Area Distribution

Total Impervious Area	# of SFR Properties	# of NSFR Properties
0 – 3,999 SF	1474	663
4,000 – 7,999 SF	555	107
8,000 – 15,999 SF	113	89
Greater than 16,000 SF	37	149

1.10 LEGAL MECHANISMS FOR ADOPTING A UTILITY FEE

In Massachusetts General Law Chapter 83 Section 16 is the relevant enabling legislation with respect to Stormwater Utilities. Chapter 83 focuses on sewers, drains and sidewalks and section 16 of Chapter 83 more specifically goes into details about sewers with a utility plan. Originally established for sanitary sewer systems, this section was revised in 2004 to include “main drains and related stormwater facilities,” thereby enabling municipalities to charge a fee for stormwater services. The following comments regarding the enabling legislation are provided for consideration in the development of a Stormwater Utility (i.e., bylaw, ordinance):

- The fee is to “supplement” other available funds (e.g. real estate tax-derived general funds); however a definition of what should be considered available is not provided.
- Stipulates that charges must be either quarterly or annual, which will influence the billing options that are considered.
- Fees must be charged uniformly across residential properties and a uniform fee established for non-residential properties. The alternative option given is that a uniform fee be established for all properties.
- Current language allows for policy decisions to be made as long as it is fair, equitable, and uniform.

- The language states that such a fee shall be paid “by every person” indicating that all properties (including real estate tax-exempt) would be required to pay said stormwater fee. This interpretation is further substantiated by the discussion of credits as an option to reduce a fee – a credit system is not required by this legislation.

Although not as prevalent in Massachusetts or New England, Stormwater Utilities have been in operation across the country for many years. They vary in accordance with underlying legal enabling frameworks, and provide an opportunity for borrowing language, protocol and methodology where appropriate. Towns in Massachusetts that have adopted a Stormwater Utility fee include: Chelmsford, Chicopee, Fall River, Newton, Northampton, Milton, Reading, Westfield, and others. Sample Stormwater Utility by-laws from select communities with this enabling legislation were compiled through this scope of work.

There are many different administrative structures in use for execution and enforcement of Stormwater Utilities in Massachusetts. These are typically designed to integrate with the least amount of disruption into an existing framework. For instance, maintaining this program within a local Department of Public Works which already operates an enterprise utility system (including billing, work order generation or budgeting processes) is often a preferred approach. The City of Westfield has adopted this approach. The City of Fall River, however, has elected to have their utility administered by a team of Commissioners appointed by the Mayor. Further evaluation of a preferred approach for the Town of Millis will be required.

A Stormwater Utility may be responsible for collection of fees and system operation and maintenance, budgeting and master planning. The purpose to which funds may be, or must be, put is defined within the local by-law or ordinance creating the utility. Public Stormwater Utilities have applied funds across a broad array of stormwater management services, including the following:

- Improvement and maintenance to sewers, drains, stormwater Best Management Practices (BMPs), and treatment facilities
- Management of runoff
- Updating systems that do not comply with state or federal regulations
- Monthly street sweeping
- Monitoring and inspecting stormwater control devices
- Billing and related administrative cost

A summary of general information about Stormwater Utility fees in Massachusetts is provided in Table 10 to indicate how revenue is spent across different size communities.

Table 10: Example Stormwater Utility Fees in Massachusetts

Community	Average Annual Fee	Population	Annual Revenue	Program Funding		
				Good House-keeping	MS4 Regulatory Compliance	Employee Salaries
Chelmsford	\$40	33,802	\$2.0M	X	X	X
Chicopee	\$100	55,298	\$1M	X	X	
Fall River	\$140	88,712	TBD	X	X	X
Newton	\$75	85,146	\$1.75M	X	X	
Northampton	\$64	28,540	\$1.94M	X		X
Reading	\$40	24,747	\$400K	X		
Westfield	\$20	41,608	UNK	X	X	X

The implementation of a Stormwater Utility would require an amendment to the Town's bylaws and/or supporting regulations. The Town will need to create a stormwater enterprise account and then pass a Stormwater Utility bylaw to establish the authority to assess a fee for stormwater. Once the enterprise fund has been created, the Stormwater Utility bylaw will need to be sponsored by a body, such as the Board of Selectmen, and passed by a majority vote at Town Meeting.

1.11 IMPLEMENTATION CONSIDERATIONS

A generalized Stormwater Utility implementation process was presented to the Stakeholders and some of the considerations were discussed during Workshop #2. An evaluation of each implementation consideration was not included in the scope of work for this project. To ensure that the funding approach is clearly defined and widely understood by political and public stakeholders, a more clearly defined implementation plan will need to be developed should the Town decide to move forward with a Stormwater Utility.

Considerations for implementation that were discussed at Workshop #2 are presented in the sub-sections below.

1.11.1 Public Education

A public education plan is a fundamental component of implementing a Stormwater Utility. This plan should include stated goals and objectives for engaging both political

stakeholders and the general public in the utility implementation process. An education plan is often implemented in a phased approach, allowing for input received to guide aspects of the Stormwater Utility development process. Initial phases of an education plan may be aimed establishing buy-in from key stakeholders and educating elected officials. Initial phases should also aim to involve the public so that they can provide informed input on the development of the Utility. During Workshop #2, participants were asked to consider the following questions:

- How might the Town educate internal and external stakeholders?
- What are the public education key themes that resonate (compelling case)?
- Are there existing local models or best practices?
- How would this program be developed?

Participants shared that there are existing processes and methods for educating and gathering input from the public on key issues. Local methods for public education shared during Workshop #2 are included as Appendix A. These methods should be considered, and used appropriately, to gather information and establish early public support for a Stormwater Utility.

1.11.2 Billing

Once a rate structure is established, fees are generally issued using a Master Account file. This dynamic database incorporates all rate factors, final parcel/account association, and fee calculation into one master account file. This billing system would likely incorporate existing data used to issue water and real property tax bills.

About 60% of water accounts match to a unique parcel ID. To develop a Master Account File using the water billing system, accounts need to be matched to parcels and new accounts. As some parcels are “stormwater only,” new accounts would need to be created. A Master Account File can be delivered as a stand-alone bill, with an existing utility (water) bill, or through a Property Tax Bill; however, tax-exempt properties would also receive a bill for stormwater services.

After selecting a method for billing the stormwater fee, it will be important for the Town to develop a policy and train staff on the appeal process, adjusting billing changes, and integrating changes into future bills.

1.11.3 Credits

If the Town of Millis decides to pursue a Stormwater Utility, a credit program must be developed. As discussed in Section 1.9, the revenue analysis assumed an approximately

3% revenue reduction for credits. Background information related to credits is provided below for future consideration. Credits:

- Increase equity by recognizing private investment in stormwater management activities that minimize costs to the Town.
- Minimally impact revenue (3-5%).
- Are earned, not given.
- Are not an “exemption” or “incentive.”

There are two types of credits. Impact reduction credits are used when the measure of IA does not reflect a property’s true impact to the system. These credits are often tied to managing stormwater on-site and thus reducing impact to the larger system or meeting design criteria. This type of credit offers motivation for the proper on-site management of stormwater. Cost reduction credits, a second type of credit, are offered when the Town’s stormwater management costs are reduced through private effort. These can be applied when a public responsibility such as education or maintenance (i.e. education on water quality, maintenance of larger areas or NPDES permit compliance) is taken on by system users.

To begin thinking about the development of a credit system in Millis, the following policy questions were presented to participants at Workshop #2:

- What private action and investment should qualify for a credit?
- How much of the stormwater program should be available for crediting and how generous should the credit be?

In general, credits are offered separately from incentives, which are developed to promote positive stormwater management behavior. Examples of potential incentives which were discussed by participants during Workshop #2 included rain-barrel giveaways, selling town-subsided irrigation meters, town-subsided rain garden design, and town-subsided dry-well installations to promote stormwater recharge and re-use.

Decisions related to these credits considerations may be developed further through a Stormwater Utility Implementation Plan, as this study did include a detailed evaluation of credits.

1.11.4 Cost Estimate

The cost to implement a Stormwater Utility varies based on the scope and the implementation timeline, but is estimated in the range of \$75,000-100,000 (one-time cost). This is dependent on the level of effort for public education and outreach and the

availability of Town staff to manage key activities including database management, billing, and customer service. Key costs will likely include:

- Public education/outreach including developing credit policy (\$15,000 to \$20,000).
- Cost for data management updates (\$25,000 to \$30,000).
- Finalizing Master Account file and billing system integration, including testing of billing system (\$20,000 to \$25,000).
- Preparing and approving a town by-law to set up a dedicated stormwater fund and the stormwater fee (\$5,000 - \$10,000).
- Cost of set-up, preparation and processing bills, and managing collections (\$10,000 - \$15,000).

A sample implementation timeline was provided during Workshop #2. A detailed cost estimate for Stormwater Utility implementation was not prepared since the level of effort could not be clearly defined as part of this initial study.

1.12 POTENTIAL NEXT STEPS

During Workshop #2, a survey assessed the sentiment of moving forward with the implementation of a Stormwater Utility fee. In general, attendees expressed support for pursuing a Stormwater Utility to fund the Stormwater Management Program (based on an informal vote of attendees). A summary of key discussions and feedback from Workshop #2 related to the implementation of a Stormwater Utility is summarized below:

- The Town has historically underfunded the Stormwater Management Program as compared to other water/sewer infrastructure programs in terms of both planning and capital projects. Underfunding can lead to negative impacts on critical infrastructure due to deferred maintenance and short-term repair versus longer term rehabilitation. It can also create disruptive operational complexities/inefficiencies when resources must be re-allocated due to infrastructure failures. A Stormwater Utility can provide a stable, adequate, flexible, and equitable revenue stream to enable the Town to plan investments in stormwater management in a pro-active manner.
- The Board of Selectmen expressed strong support for identifying sustainable funding sources for stormwater management. The Board charged the Deputy Director of Public Works with identifying an appropriate funding mechanism for the Town's program by June 2018.
- The costs for the next steps of a Stormwater Utility implementation were presented. These will vary based on local considerations including the amount of public education required, fee structure, status of legal mechanisms, billing systems, and others issues related to use of in-house or consultant based resources.



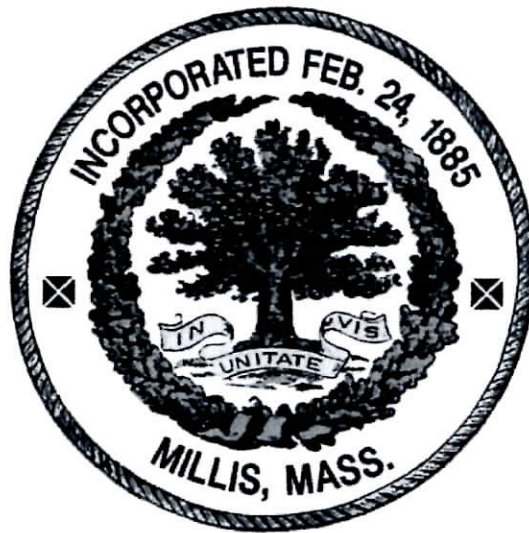
- The Millis DPW will seek authority from the Board of Selectmen to create a Facebook page through which the DPW will solicit feedback, questions and comments regarding this initiative. Other venues appropriate for outreach activities were cited by Workshop participants. A program of meetings and presentations to further solicit feedback should be considered.



APPENDIX A

Workshop Materials

Department of Public Works
Stormwater Management Utility Information



Informational Meeting – Thursday, October 19, 2017 at 7:30 PM
Veterans Memorial Building
900 Main Street Room #229
Millis, MA 02054



TOWN OF MILLIS, MA

UNDERSTANDING STORMWATER MANAGEMENT

FALL 2017

WHAT YOU NEED TO KNOW:

The Town's **stormwater management program** is changing, like hundreds of other communities in Massachusetts, due to new EPA environmental regulations that increase compliance requirements. After consulting with experts and the community, the Town has created a Warrant Article for the Fall Town Meeting that will develop a **Stormwater Utility** to fund its stormwater management program.

Highlights:

- A Utility will streamline municipal operations, provide transparency into spending, and promote effective infrastructure management and use of Town resources
- The by-law will allow for the creation of a dedicated fund for stormwater management
- **Informational meeting (October 19)** and Stormwater Utility by-law **vote at Town Meeting (November 6)**

WHAT IS STORMWATER?

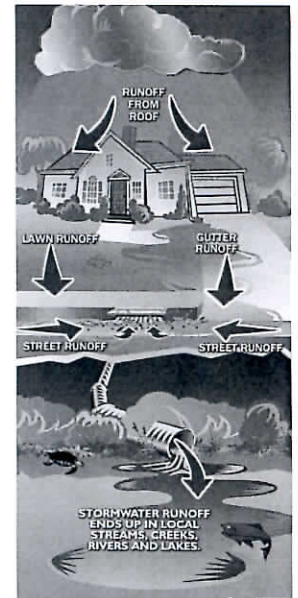
Stormwater runoff is created when precipitation flows over **impervious surfaces** which prevent water from draining into the ground. Impervious surfaces include rooftops, driveways, and parking lots. Stormwater runoff transports pollutants like bacteria, sediment, and petroleum into the Town's drainage system and local waterbodies without treatment. Pollution from stormwater runoff impacts wildlife, recreation, and the water quality of local rivers and ponds. Town services required by regulations will reduce pollutant loading from stormwater.



Town of Millis' Street Sweeper

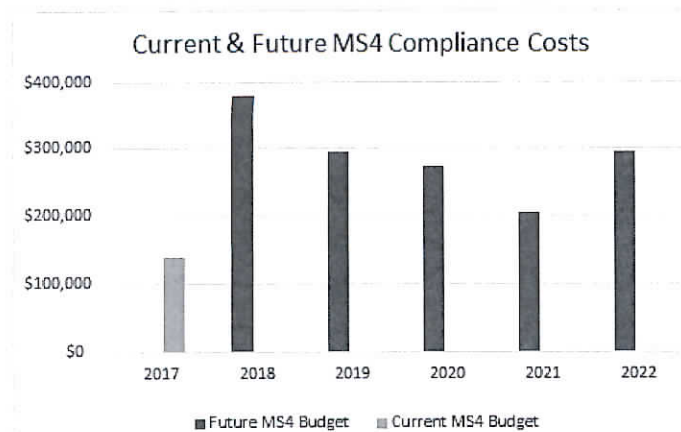
Stormwater management services include:

- Construction & maintenance of infrastructure
- Street sweeping & leaf litter clean-up
- Catch basin cleaning
- Water sampling & removal of illegal tie-ins
- Inspection of construction sites
- Stream restoration & stabilization



Typical Stormwater Runoff Cycle

STORMWATER MANAGEMENT COSTS WILL INCREASE



Stormwater management regulations in the MS4 (Municipal Separate Storm Sewer System) Permit will require the Town to reduce pollution from its drainage system, invest in its aging drainage infrastructure, and report on compliance activities each year.

THE CHALLENGE: New regulations will increase costs for all Massachusetts communities with a MS4 Permit. The Town must take action now to build and sustain operations to remain in compliance with regulations.

OUR SOLUTION: Create a Stormwater Utility that will fund the Town's stormwater management program.

Questions & More Information:

Jim McKay, Public Works Deputy Director

w | http://www.millis.org/Pages/MillisMA_DPW/index
e | jmckay@millis.net p | 508.376.5424

WHAT IS A STORMWATER UTILITY?

The Town's stormwater management program is currently funded through taxes under the **General Fund**, which finances multiple departments. Many communities are transitioning funding from for stormwater programs to a Stormwater Utility.

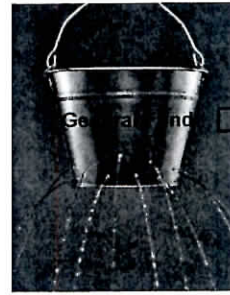
A **Stormwater Utility** is a fund specifically dedicated to stormwater related costs.

The stormwater utility bill will be relative to the amount of impervious area on your property instead of property value.

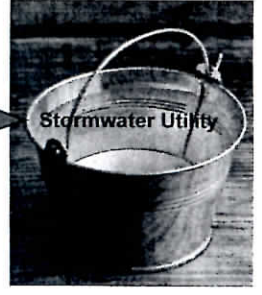
Residents will know where their money is being spent!

THE CHALLENGE:

- Current funding prohibits effective planning and management of stormwater infrastructure
- Current stormwater program obscures budget needs and spending across multiple departments
- Compliance fines are expensive, up to \$25,000 per day per violation, so the Town must take action now



CURRENT FUNDING:
Multiple departments
funded - diluted impacts

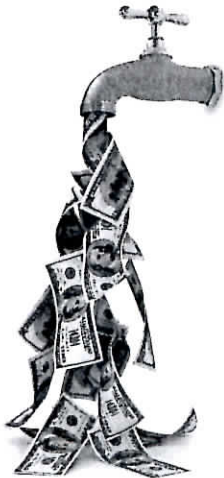


PROPOSED FUNDING:
Dedicated stormwater
fund - prioritized spending

OUR SOLUTION:

- Effective infrastructure management, just like Water and Sewer Enterprise funds
- Increase transparency in funding needs and allocation of resources
- Create a sustainable mechanism for funding required stormwater management services

HOW WILL THE PROPOSED STORMWATER UTILITY AFFECT ME?



Will this impact my property tax?

A: Stormwater Utility bills are unrelated to property value

Who gets billed?

A: All property owners (residential, commercial, and organizations) in Millis with developed land will receive a bill

How much is a Stormwater Utility bill?

A: Bills for a typical single family home are estimated at <\$100 per parcel per year

How is the Stormwater Utility bill amount determined?

A: The billed amount is determined by the amount of impervious area on a parcel

Can I reduce my bill?

A: A system of credits will be developed with public input following Town Meeting

What is the non-payment penalty?

A: Unpaid utility bills will result in liens with compounded interest

What if the Warrant Article does not pass the November Town Meeting?

A: The Town will fund its Stormwater Management Program by revisiting the budget

LEARN MORE



Attend the next informational meeting to learn more about the Stormwater Utility

OCTOBER 19, 2017

7:30 PM at Millis Town Hall Room 229
900 Main Street

NOVEMBER 6, 2017 - TOWN MEETING

7:30 PM at MS/HS Auditorium
245 Plain Street

For more information on Millis' Stormwater Management Program:

Jim McKay, Public Works Deputy Director
e | jmckay@millis.net p | 508.376.5424

w | http://www.millis.org/Pages/MillisMA_DPW/index

VOTE!

On November 6, 2017, we invite you to vote on the Stormwater Utility.
Thank you for caring about Stormwater in Millis!



Introduction

After conducting a feasibility study, The Town of Millis created a Warrant Article that will develop a Stormwater Utility to fund its stormwater management program. The Town's stormwater management program is currently funded through taxes under the General Fund, which finances multiple departments. Due to rising costs for stormwater management and new environmental regulations that increase compliance requirements, the Town will no longer be able to fund the program with the existing budget. To remain in compliance with stormwater regulations and maintain drainage infrastructure, the Town will need to revisit the budget or fund the program through a dedicated Stormwater Utility. The proposed Stormwater Utility is similar to existing Water and Sewer Enterprise funds and will streamline municipal operations, provide transparency into spending, and promote effective infrastructure management.

Glossary of Key Terms

Credit means a reduction in the amount of a Stormwater Utility fee charged to the owner of a particular property where that property owner owns, maintains and operates on-site or off-site stormwater management systems or facilities, or provides services or activities that reduce or mitigate the Town's cost of providing stormwater management services, in accordance with the Town's approved credit policy.

Developable shall mean a parcel of land, as designated by the Assessor, which can be altered from its natural state to include impervious surface area.

Developed means property altered from its natural state by construction or installation of greater than or equal to two hundred (200) square feet of impervious surfaces.

Drainage system shall mean natural and manmade channels, swales, ditches, swamps, rivers, streams, creeks, wetlands, branches, reservoirs, ponds, drainage ways, inlets, catch basins, gutters, pipes, culverts, bridges, head walls, storm sewers, lakes, and other physical works, properties, and improvements that transfer, control, convey or otherwise influence the movement of stormwater runoff.

Dwelling unit means the individual, private premises contained in any building intended, whether occupied or not, as the residence for one household, regardless of the number of individuals in the household. A building may contain more than one dwelling units.

Enterprise Fund is a separate account for the fees and for utility operation, as allowed by MGL Chapter 44, Section 54F ½.

Equivalent Residential Unit (ERU) shall mean the measure of the average amount of impervious surface on all single family residential parcels in the Town of Millis used in assessing fees for each parcel of developed property.

General Laws means the General Laws of the Commonwealth of Massachusetts.

Impervious surface includes any material or structure on or above the ground that prevents water infiltrating the underlying soil. Impervious surfaces include, without limitation, roads, paved parking lots, rooftops, buildings or structures, sidewalks, driveways, and other surfaces which prevent or impede the natural infiltration of stormwater runoff which existed prior to development.



Non-Residential property means developed property that is not Single Family Residential or Multi-Family property as defined herein including, but not limited to such property as commercial and office buildings, public buildings and structures, industrial and manufacturing buildings, storage buildings and storage areas, parking lots, parks, recreation properties, tennis courts, swimming pools, public and private schools and universities, research facilities and stations, hospitals and convalescent centers, airports, agricultural uses, water and wastewater treatment plants, and any other form of use not otherwise mentioned which is not a residential property.

Multi-Family property means developed property containing dwelling units except "single family" dwellings. Multi-Family properties shall include condominiums. Multi-Family properties shall not include developed property containing structures used primarily for nonresidential purposes (i.e. hotels, motels, retirement centers, nursing homes or assisted living homes or properties designated as "mixed use" properties by the Assessor).

Single Family Residential (SFR) property means developed property containing dwellings consisting of one (1) or more rooms with a bathroom and kitchen facilities designed for occupancy by one (1) family and shall include single family houses and/or single family units.

Stormwater is surface water that results from precipitation and that travels over natural or developed land surfaces to discharge into a drainage system or surface water body. Stormwater includes stormwater runoff, snow melt runoff, and surface water runoff and drainage.

Stormwater management services mean all services provided by the Town which relate to the:

- (a) Transfer, control, conveyance or movement of stormwater runoff through the Town;
- (b) Maintenance, repair and replacement of stormwater management systems and facilities owned, controlled, or maintained by the Town;
- (c) Planning, development, design and construction of additional stormwater management systems and facilities to meet current and anticipated needs;
- (d) Regulation, oversight, and enforcement of the use of stormwater management services, systems and facilities;
- (e) Compliance with applicable State and Federal stormwater management regulations and permit requirements including, but not limited to, public education and outreach. Stormwater management services may address the quality of stormwater runoff as well as the quantity thereof.

Stormwater management systems and facilities mean those natural and manmade channels, swales, ditches, rivers, streams, creeks, branches, reservoirs, ponds, drainage ways, inlets, catch basins, pipes, headwalls, storm sewers, outfalls and other physical works, properties and improvements which transfer, control, convey, detain, retain, treat or otherwise influence the movement of stormwater runoff.

Stormwater Utility fee means the periodic user fee imposed pursuant to this by-law by the Town of Millis which will be dedicated to the provision of public stormwater management services.

Undevelopable land is all land including crops, forest land, pasture, conservation or recreation as designated by the Assessor.

Undeveloped land shall mean all land that is not altered from its natural state to an extent that results in greater than two hundred (200) square feet of impervious surface area.

**Department of Public Works
Stormwater Management
Utility Information**

Informational Meeting
Thursday, October 19, 2017
at 7:30 PM
Veterans Memorial Building
900 Main Street Room #229
Millis, MA 02054

PRESORT - STANDARD
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TO: POSTAL CUSTOMER
MILLIS, MA

Town shall undertake a planning process to address the potential impacts of recreational marijuana in the Town, and to consider the Cannabis Control Commission regulations regarding Recreational Marijuana Establishments, and shall consider adopting new Zoning Bylaws in response to these new issues.

Or act in any manner relating thereto.

Article places a temporary moratorium of at least a year on recreational marijuana establishments in Millis to avoid contradicting the State's Regulations which have not yet been established. Recommend approval.

Moderator Paul Jacobsen informed Town Meeting members the Planning Board, at an open public hearing held on Tuesday, October 3, 2017, voted unanimously to recommend approval of the by-law amendments as proposed/written.

VOTED UNANIMOUSLY, (2/3 VOTE REQUIRED) that the Town amend the Town's Zoning By-law by adding a new Section V, Use Regulations, Subsection G., TEMPORARY MORATORIUM ON RECREATIONAL MARIJUANA ESTABLISHMENTS, as written in the warrant, and further to amend the Table of Contents to add Section V.G. "Temporary Moratorium on Recreational Marijuana Establishments".

ARTICLE 3. To see if the Town will vote to amend the Town's By-laws by adding a new section entitled **Stormwater Management Utility By-law** as provided herein and further to authorize the Town Clerk, in consultation with the Town Administrator, to assign appropriate numbering for this Bylaw so that it may be in compliance with the numbering format of the Town Bylaws.

Establishes new Enterprise Fund for Stormwater Management Utility for compliance with Town's required obligation under its MS4 permit, a Federal mandate issued under the Clean Water Act. Recommend approval.

Significant discussion relating to the merits and consequences of this article followed.

It was moved and seconded to MOVE THE QUESTION.
VOTED UNANIMOUSLY to MOVE THE QUESTION.

VOTED BY STANDING COUNT, 320—YES, 105—NO, (MAJORITY VOTE REQUIRED) that the Town amend the Town's By-laws by adding a new section entitled Stormwater Management Utility By-law as written in the warrant, and further to authorize the Town Clerk, in consultation with the Town Administrator, to assign appropriate numbering for this By-law so that it may be in compliance with the numbering format of the Town By-laws.

ARTICLE 4. To see if the Town will vote to appropriate and raise by taxation or by transfer from available funds the sum of **\$69,400 for consulting work associated with the establishment of a Stormwater Management Utility**, or act in any manner relating thereto.

WARRANT 2017 FALL ANNUAL TOWN MEETING TOWN OF MILLIS COMMONWEALTH OF MASSACHUSETTS

Article 3. Stormwater Management Utility Bylaw

ARTICLE 3. To see if the Town will vote to amend the Town's Bylaws by adding a new section ??????? Stormwater Management Utility Bylaw (Submitted by Board of Selectmen)

SECTION 1.0 GENERAL PROVISIONS

1.1. Title This By-Law shall be known as the Stormwater Utility Administration By-Law of the Town of Millis, Massachusetts, hereinafter referred to as "this by-law."

1.2. Responsibility for Administration The Board of Selectmen (the "Board") shall administer, implement, and enforce this by-law. Any powers granted to or duties imposed upon the Board may be delegated in writing by the Board to its employees or agents.

1.3. Purpose The Stormwater Utility shall administer the stormwater management program of the Town. It shall be funded by revenue collected through the Stormwater Utility fee and such other revenue as may, from time to time, be appropriated. The stormwater management program, described in part through Articles I and II of the Town's Stormwater Management Regulations, is designed to promote the health and safety of the public, to protect property from flooding and the damage caused by stormwater runoff and to protect and manage water quality by controlling the level of pollutants in stormwater runoff and the flow of water as conveyed by manmade and by natural stormwater management systems and facilities.

SECTION 2.0

Authority This by-law is adopted in accordance with the authority granted, inter alia, by Amendment Article 89 to Article II of the Massachusetts Constitution (the Home Rule Amendment), Section sixteen of Chapter 83 of the General Laws of the Commonwealth of Massachusetts and such other powers as granted to cities in the said General Laws.

SECTION 3.0 DEFINITIONS

The following words, terms and phrases, when used in this by-law, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning: (1) Credit means a reduction in the amount of a Stormwater Utility fee charged to the owner of a particular property where that property owner owns, maintains and operates on-site or off-site stormwater management systems or facilities, or provides services or activities that reduce or mitigate the Town's cost of providing stormwater management services, in accordance with the Town's approved credit policy. (2) Developable shall mean a parcel of land, as designated by the Assessor or other local jurisdictional authority, that can be altered from its natural state to include impervious surface area. (3) Developed means property altered from its natural state by construction or installation of greater than or equal to two hundred (200) square feet of impervious surfaces. (4) Drainage system shall mean natural and manmade channels, swales, ditches, swamps, rivers, streams, creeks, wetlands, branches, reservoirs, ponds, drainage ways, inlets, catch basins, gutters, pipes, culverts, bridges, head walls, storm sewers, lakes, and other physical works, properties, and improvements that transfer, control, convey or otherwise influence the movement of stormwater runoff. (5) General Laws means the General Laws of the Commonwealth of Massachusetts. (6) Impervious surface includes any material or structure on or above the ground that prevents water infiltrating the underlying soil. Impervious surfaces include, without limitation, roads, paved parking lots, rooftops, buildings or structures, sidewalks, driveways, and other surfaces which prevent or impede the natural infiltration of stormwater runoff which existed prior to development. (7) Stormwater is surface water that results from precipitation and that travels over natural or

developed land surfaces to discharge into a drainage system or surface water body. Stormwater includes stormwater runoff, snow melt runoff, and surface water runoff and drainage. (8) Stormwater management services mean all services provided by the Town which relate to the: (a) Transfer, control, conveyance or movement of stormwater runoff through the Town; (b) Maintenance, repair and replacement of stormwater management systems and facilities owned, controlled, or maintained by the Town; (c) Planning, development, design and construction of additional stormwater management systems and facilities to meet current and anticipated needs; (d) Regulation, oversight, and enforcement of the use of stormwater management services, systems and facilities; (e) Compliance with applicable State and Federal stormwater management regulations and permit requirements including, but not limited to, public education and outreach. Stormwater management services may address the quality of stormwater runoff as well as the quantity thereof. (9) Stormwater management systems and facilities mean those natural and manmade channels, swales, ditches, rivers, streams, creeks, branches, reservoirs, ponds, drainage ways, inlets, catch basins, pipes, headwalls, storm sewers, outfalls and other physical works, properties and improvements which transfer, control, convey, detain, retain, treat or otherwise influence the movement of stormwater runoff. (10) Stormwater Utility fee means the periodic user fee imposed pursuant to this by-law by the Town of Millis which will be dedicated to the provision of public stormwater management services. (11) Undevelopable land is all land including crops, forest land, pasture, conservation or recreation as designated by the Assessor. (12) Undeveloped land shall mean all land that is not altered from its natural state to an extent that results in greater than two hundred (200) square feet of impervious surface area.

SECTION 4.0 STORMWATER UTILITY FEE AND ENTERPRISE FUND ESTABLISHED; BILLING; DEPOSIT TO STORMWATER ENTERPRISE FUND

(a) Pursuant to Section 16 of Chapter 83 of the General Laws, the Town hereby establishes a charge for the use of the stormwater management services of the Town to be known as the Stormwater Utility fee. Stormwater charges shall be established such that they will provide sufficient funds, proportionately calculated and assessed, to construct, operate, maintain, and regulate the systems and facilities in the Town of Millis. (b) The Stormwater Utility fee is assessed to each developed parcel, whether occupied or not. The fee shall be calculated on an annual basis and billed to the record title owner of the property. (c) The Town shall establish a dedicated Stormwater Enterprise Fund in the Town budget and an accounting system for the purpose of managing all funds collected for the purposes and responsibilities of the stormwater program. All revenues and receipts of the Stormwater Utility shall be placed in the Stormwater Enterprise Fund, which shall be separate from all other funds, and only expenses of the stormwater program shall be paid by the fund as provided in G.L. c.44,s. 53 F1/2. (d) Expenditure of funds may consider both stormwater quality and quantity management needs, and can be used as described in Section 7.0. (e) The Deputy Director of Public Works under the general supervision of the Board of Selectmen, shall within forty-five (45) days after the close of each fiscal year, prepare an annual report of the change in cash balances which shall detail the cash receipts and disbursements for the year and which shall be submitted to the Town Administrator and Board of Selectmen.

SECTION 5.0 RATES

(a) The Board of Selectmen shall establish reasonable rates to defray the cost of administering and implementing the stormwater management program of the Town. The initial rates, and any later modifications, shall be based upon recommendation of staff and shall be set by the adoption of a Stormwater Fee Schedule by vote of the Board of Selectmen. The schedule of said rates shall be on file in the office of the Town Clerk of the Town of Millis.

(b) The billing rate structure shall consist of a uniform flat rate based on billing units of 1,000 square feet of impervious area on a developed parcel.

(c) Impervious area per parcel is determined by the Town of Millis by utilizing available GIS data layers to calculate the area of building footprints, building structures, driveways, pathways, pools, sport courts, and parking areas. Any

impervious areas within the town-owned right-of-way will not be attributed to the parcel and will not be considered as part of the total impervious area of the parcel.

SECTION 6.0 SCOPE OF RESPONSIBILITY FOR STORMWATER MANAGEMENT SYSTEMS AND FACILITIES

(a) The Town owns or otherwise has rights which allow it to operate, maintain, improve and access those stormwater management systems and facilities which are located: (1) Within public road rights-of-way; (2) On private property but within easements granted to, and accepted by, the Town of Millis, or are otherwise permitted to be located on such private property by written agreements for rights-of-entry, rights-of-access, rights-of-use or such other lawful means to allow for operation, maintenance, improvement and access to the stormwater management system facilities located thereon; (3) On public land which is owned by the Town and/or land of another governmental entity upon which the Town has agreements providing for the operation, maintenance, improvement and access to the stormwater management systems and facilities located thereon.

(b) Operation, maintenance and/or improvement of stormwater management systems and facilities which are located on private or public property not owned by the Town, and for which the Town lacks a lawful right of entry, shall be and remain the legal responsibility of the property owner, except as otherwise provided for by state and federal laws and regulations.

SECTION 7.0 PURPOSES OF THE STORMWATER UTILITY FUND

Receipts from the Stormwater Utility fee, to the extent consistent with G.L. c. 44, s. 53 F1/2, shall be used for the following purposes:

- (a) The acquisition by gift, purchase or condemnation of real and personal property, and interests therein, necessary to construct, operate, and maintain stormwater management systems and facilities;
- (b) All costs of administration and implementation of the stormwater management program, including the cost of labor and equipment attributable to the stormwater management program and the establishment of reasonable operating and capital reserves to meet unanticipated or emergency stormwater management requirements;
- (c) Payment on principal and interest on debt obligations;
- (d) Engineering and design, debt service and related financing expenses, construction costs for new facilities (including costs for contracted services) and enlargement or improvement of existing facilities;
- (e) Operation and maintenance of the stormwater system, including catch basin cleaning, ditch maintenance, street sweeping, pipe repairs, and stormwater facility repairs;
- (f) Capital investments including stormwater best management practices (BMPs) and components (e.g., purchase of plants, soils, and other amenities to support stormwater management alternatives utilizing vegetation);
- (g) Illicit discharge detection and elimination;
- (h) Monitoring, surveillance, and inspection of stormwater control devices;
- (i) Water quality monitoring and water quality programs;
- (j) Retrofitting developed areas for pollution control;
- (k) Inspection and enforcement activities;
- (l) Billing and related administrative costs; and
- (m) Other activities which are reasonably necessary, including costs related to regulatory compliance.

SECTION 8.0 STORMWATER UTILITY FEE EXEMPTIONS

(a) The Town of Millis finds that all developed property in the Town contributes to runoff and either uses or benefits from the maintenance of the stormwater system. Therefore, except as provided in this section or otherwise provided by law, no developed public or private property located in the Town of Millis shall be exempt from the Stormwater Utility fee charges. No exception, credit, offset, or other reduction in stormwater utility fee charges shall be granted based on age, tax status, economic status, race, religion or other condition unrelated to the cost of providing stormwater management services and facilities.

(b) The Town establishes exemptions to the Stormwater Utility fee as follows: (1) Undevelopable land. (2) Railroad rights-of-way (tracks). However, railroad stations, maintenance buildings, and/or other developed property used for railroad purposes shall not be exempt from Stormwater Utility fee charges. (3) Public streets, highways and rights-of-way. However, maintenance buildings and/or other developed property used for road maintenance purposes shall not be exempt from Stormwater Utility fee charges. All other State, Federal, and County properties are subject to the user fee charges on the same basis as private properties.

SECTION 9.0 STORMWATER UTILITY FEE CREDITS

(a) The Board (or their designee) is hereby authorized to grant credits to property owners to be applied against the Stormwater Utility fee based on the technical and procedural criteria set forth in the Stormwater Utility Credit Manual (Credit Manual) to be developed, maintained and, from time to time, amended by the Board. The Credit Manual shall be implemented during the first year of the Stormwater Utility and shall be available for inspection by the public at the Department of Public Works.

(b) The percentages for credits shall reflect the extent to which the subject properties reduce the peak rate of runoff from the property, or avoid other costs incurred by the stormwater management program in the delivery of services, and shall be approved by the Board (or their designee). The maximum possible credit for properties shall be detailed in the Credit Manual.

(c) Any credit allowed against the Stormwater Utility fee is conditioned on continuing compliance with the Town's design and performance standards as stated in the Credit Manual and/or upon continuing provision of the controls, systems, facilities, services, and activities provided, operated, and maintained by the property owner or owners upon which the credit is based. The Board may revoke a credit at any time for noncompliance with applicable standards and criteria as established in the Credit Manual or this by-law.

(d) In order to obtain a credit, the property owner must make application to the Town on forms provided by the Board for such purpose. The forms are to be fully completed in accordance with the procedures outlined in the Credit Manual.

(e) When an application for a credit is deemed complete by the Board, the Board shall have adequate time, to be further detailed in accompanying regulations, from the date the complete application is accepted to either grant the credit in whole, grant the credit in part, or deny the credit. Credits applied for by the property owner and granted in whole or in part, shall apply to all Stormwater Utility fees in accordance with the terms defined in the Credit Manual.

SECTION 10.0 STORMWATER UTILITY FEE BILLING, DELINQUECIES, COLLECTIONS AND ABATEMENTS

(a) Failure to receive a Stormwater Utility bill is not justification for non-payment. The property owner, as identified from public land records of the Town of Millis, shall be obligated to pay the appropriate Stormwater Utility fee for that property. If a property is unbilled, or if no bill is sent for a particular parcel of developed land, the Town may back bill for the fees as applicable for a period not to exceed six years of charges, but no late fees or delinquency charges of any kind shall be charged or recovered from any property owner so back billed.

(b) Stormwater Utility bills shall be committed to the Treasurer/Collector for collection. The Treasurer/Collector shall notify the Board (or their designee) monthly of the amounts collected, and shall keep records of all paid and unpaid Stormwater Utility bills.

(c) In any case of nonpayment of a Stormwater Utility bill for sixty (60) days after the same is due, the Treasurer/Collector shall send a notice to the delinquent, and shall inform the Board (or their designee) in writing that such notice has been sent.

(d) In accordance with Sections 16A through 16F of Chapter 83 of the General Laws, charges for the Stormwater Utility fee, together with interest thereon and costs relative thereto, shall be a lien upon the real estate for which the charge was billed. Such lien shall take effect by operation of law on the day immediately following the due date of such charge and, unless dissolved by payment or abatement, shall continue until such charge has been added to or committed as a tax in accordance with the requirements of Section 16C of Chapter 83 of the General Laws, and thereafter, unless so dissolved, shall continue as provided in Section 37 of Chapter 60 of the said General Laws.

(e) In addition to the method of collection specified in Sections 16A through 16F of the General Laws, the overdue charge may be collected through any other lawful means.

(f) In the event that a property owner believes the Stormwater Utility fee is improperly calculated or is otherwise incorrect, the property owner may, within thirty (30) days from the date of issuance of the Stormwater Utility bill, and after payment of the bill in full, apply to the Board for an abatement. The application for abatement shall be supported by such information as is necessary for a reasonable person to conclude that it is more likely than not that the billing is in error. The Board shall have sixty (60) days to consider the request for abatement and render a written decision which may deny the abatement, grant the abatement in full or grant the abatement in part.

SECTION 11.0 APPEALS AND HEARINGS

(a) In the event that a property owner is aggrieved by a written decision from the Board denying an application for abatement in whole or in part, or denying an application for a credit, in whole or in part, the property owner shall have thirty (30) days from the date of the written decision to file an appeal to the Board. The appeal shall be in writing and shall specify the grounds thereof. Upon the filing of the notice of appeal, the Board shall make available all documents constituting the record upon which the particular decision was made. The Board shall set a date for hearing which shall be within ninety (90) days of the date of the filing of the appeal and notice thereof setting forth the place, date and time of hearing shall be sent to the property owner no less than ten (10) days prior to the hearing date. The Board shall render a written decision within ten (10) days of the conclusion of the hearing affirming the action or reversing the action. If reversing the denial of an abatement, the decision shall specify the sum to be abated, which shall not exceed the amounts paid. If reversing the denial of a credit, the decision shall specify the credit to be applied prospectively against future charges unless the property owner has paid the full amount of the Stormwater Utility fee as charged and has also requested an abatement.

SECTION 12.0 SEVERABILITY

The invalidity of any section, provision, paragraph, sentence, or clause of this by-law shall not invalidate any section, provision, paragraph, sentence, or clause thereof, nor shall it invalidate any permit or determination that previously has been issued.

SECTION 13.0 EFFECTIVE DATE

To be inserted upon by-law approval of the Attorney General. Or act in any manner relating thereto.



MEMORANDUM

TO: Michael Guzinski
FROM: Betsy Frederick
DATE : January 19, 2018
SUBJECT: Stormwater Utility Implementation Update
CC: Andrew Goldberg, Jean Haggerty

Per your request, this memorandum provides an update on activities related to Phase 2 of the Stormwater Utility implementation process.

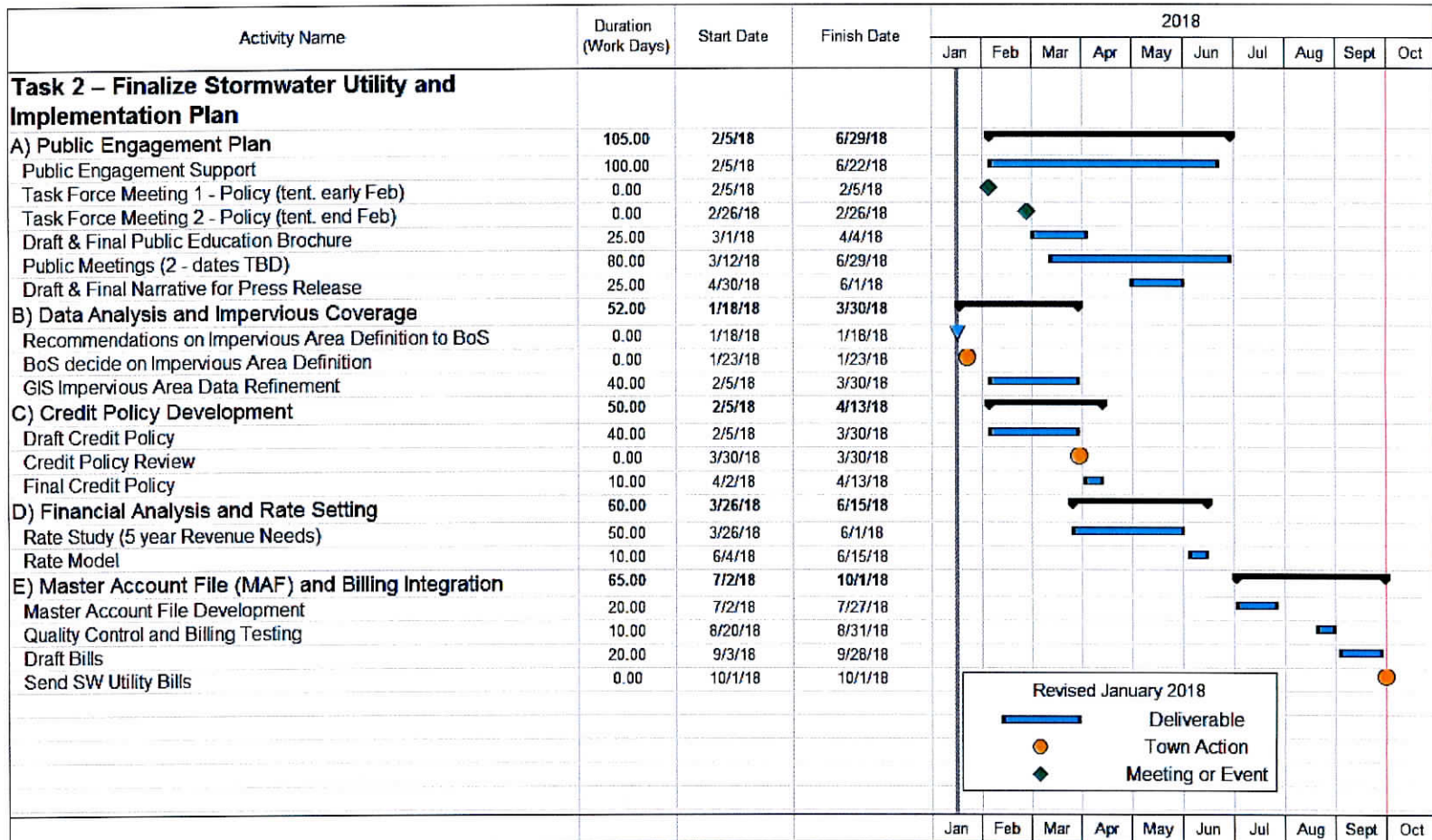
- On December 20, 2017 the project team met with several members of the Town leadership team in order to discuss immediate next steps. Action items identified included:
 - Development of a glossary of terms pertinent to policy discussions and development for dissemination to Board of Selectmen and ultimately to workshop attendees and stakeholders. **Status: conveyed in January 18, 2018 Memorandum to Town Manager and DPW Operations Director.**
 - Recommendation for definition of Impervious Area with respect to GIS parcel-by-parcel analysis for billing purposes. **Status: conveyed in January 18, 2018 Memorandum to Town Manager and DPW Operations Director.**
 - Transmittal of most recent Assessor's parcel data from Town to project team for impervious area calculation refinements. **Status: data conveyed to project team from Paula Dumont on December 26, 2017.**
 - Town and project team need to establish two workshop dates for stakeholder group to meet and establish policy related to utility regulations (rate setting, credit policy, billing for municipally owned parcels, etc.). **Status: unresolved at this time.**
 - Project team to provide preliminary estimates of cost to Town for municipally owned parcels for Departmental FY19 budgeting purposes. Town and Project team discussed options for billing Town-owned parcels. If each Town department will be paying a stormwater utility fee from their operations budget, department leaders will need to be informed during FY19 budgeting process. **Status: project team provided breakdown of known municipal parcels for gross calculation of impervious area**



which equates to potential costs. Data was not segregated by Department, as additional information will be required to assign properties to individual departments.

- At the 12/20 meeting the team discussed changes in schedule which included moving initial billing from July 2018 to September/October timeframe. A revised project schedule was included in the January 18, 2018 memorandum.
- In order for IA refinement task to move forward, the project team requires guidance related to preferred definition of IA and specific land uses that might be included or excluded on the basis of town-directed policy. If the Town intends that determination to be made through consensus of workshop attendees/stakeholders, and we are to meet the original mid-March deadline for that work, the first workshop must be scheduled for early February. If the BOS intends to unilaterally make this determination, the project team can work directly with the Town on the matter in order to allow the refinement task to proceed as soon as possible.

We are prepared to discuss this report with the Town at your convenience.



NPDES MS4: Reduce Pollutants to the Maximum Extent Practicable (MEP)

- Six 'Minimum Control Measures'
 1. Public Education / Outreach
 2. Public Involvement / Participation
 3. Illicit Discharge Detection & Elimination (IDDE) Program
 4. Construction Site Runoff Control
 5. Stormwater Management in New/Re-development
 6. Good Housekeeping / Pollution Prevention

VOTED UNANIMOUSLY (MAJORITY VOTE REQUIRED) that the Town vote to appropriate, from Sewer Department Receipts, the following sums to **operate the sewer enterprise fund beginning July 1, 2018:**

Salaries/Wages	\$247,074.83
<u>Expenses</u>	<u>\$933,975.92</u>
Total	\$1,181,050.75

ARTICLE 6. To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to **operate the water enterprise fund beginning July 1, 2018**, including a reserve fund, or take any other action in relation thereto.

VOTED UNANIMOUSLY (MAJORITY VOTE REQUIRED) that the Town vote to appropriate, from Water Department Receipts, the following sums to **operate the water enterprise fund beginning July 1, 2018:**

Salaries/Wages	\$335,967.88
<u>Expenses</u>	<u>\$763,634.10</u>
Total	\$1,099,601.98

ARTICLE 7. To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to **operate the Stormwater enterprise fund beginning July 1, 2018**, including a reserve fund, or take any other action in relation thereto.

VOTED MAJORITY (MAJORITY VOTE REQUIRED) ONE NO VOTE that the Town vote to appropriate, from Stormwater Receipts, the following sums to **operate the Stormwater enterprise fund beginning July 1, 2018:**

Salaries/Wages	\$132,048.87
<u>Expenses</u>	<u>\$338,679.00</u>
Total	\$470,727.87



TOWN OF MILLIS, MA STORMWATER UTILITY BILLING UPDATE

JUNE 2018

The Town is implementing a Stormwater Utility which will promote effective management of drainage infrastructure, streamline municipal operations, and provide transparency in spending. **The Board of Selectmen will set billing rates at a Public Hearing at 7pm on June 25 in Town Hall Room 229.**

Highlights:

- In November 2017, the Town passed a Stormwater Utility bylaw which allows for the creation of a dedicated fund for stormwater management.
- **Stormwater Utility Bills** will be mailed to all property owners in Millis starting October 2018.
- Property owners may be eligible to apply for credits to reduce bills after the first billing cycle.

CREDITS

The Town will begin a credit program for eligible activities which control stormwater on-site or reduce pollutant loading from stormwater runoff (such as rain gardens, porous pavement, dry wells, or other best management practices). More information about the credit applications process will available after the first billing cycle.

7PM ON JUNE 25, 2018 - STORMWATER UTILITY RATE HEARING

Millis Town Hall Room 229
900 Main Street

OCTOBER 2018 - STORMWATER UTILITY BILLS

Bills will be mailed to all property owners in Town

Questions & More Information:

Jim McKay, Department of Public Works
w | http://www.millis.org/Pages/MillisMA_DPW/index
e | jmckay@millis.net p | 508.376.5424

Number of Billing Units	Square Feet of Impervious Area	Anticipated Annual Fee
0	0 – 199	\$0
1	200 – 1499	\$33
2	1500 – 2499	\$66
3	2500 – 3499	\$99
One additional billing unit for each additional 1000 square feet increment of impervious area greater than 3499 square feet		

The Town developed a rate structure based on the amount of impervious area on a parcel. Impervious surfaces include rooftops, driveways, and parking lots. All property owners in Millis with developed land will receive a bill starting in October 2018. Millis' rate structure and estimated rates are similar to other Massachusetts communities with Utilities such as Reading, Northampton, and Chicopee.

Rates are estimated at approximately \$2.75/billing unit and will be finalized on June 25 at a public rate hearing. At this billing rate, more than 50% of billed parcels will pay \$99 or less annually. The number of billing units for each parcel is posted on the Town's Stormwater webpage:

<http://millis.org/pages/SWBu.pdf>



TOWN OF MILLIS
DEPARTMENT OF PUBLIC WORKS
Veterans Memorial Building
900 Main Street
Millis, MA 02054



Local
Postal Customer

Stormwater Enterprise

Stormwater Enterprise Departmental Statement

The Stormwater Management Department (or Stormwater Utility) has recently been created to administer the stormwater management program of Millis. It is primarily funded by revenue collected through the Stormwater Utility fee, although it may use or require other revenue on occasion to accomplish unanticipated projects.

The stormwater management program, described in part through Articles I and II of the Town's Stormwater Management Regulations, is designed to promote the health and safety of the public, to protect property from flooding and the damage caused by stormwater runoff, and to protect and manage water quality by controlling the level of pollutants in stormwater runoff. Finally the program manages the flow of water as conveyed by manmade and natural stormwater management systems and facilities.

Stormwater Department Personnel Summary

Personnel

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2019
Position	FTE	FTE	FTE	FTE	FTE	FTE
Deputy Director/Chief of Operations					0.18	0.18
Department Assistant III					0.13	0.13
General Foreman					0.18	0.18
Mechanic					0.10	0.10
HEO/Laborer/Mechanic					1.75	1.75
	0.00	0.00	0.00	0.00	2.34	2.34

Stormwater Enterprise

Stormwater Department Revenue Summary

	FY2015	FY2016	FY2017	FY2018 TM	FY2019	FY2019
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	REQUESTS	PROPOSED
Storm Water Management Enterprise						
<i>Storm Water Management Fund Revenue</i>						
Penalties/Interest					\$0	\$0
Service Fee (Revenue Ser)					\$600,000	\$600,000
Liens Added					\$0	\$0
Micellaneous Revenue					\$0	\$0
Bank Account Interest					\$0	\$0

Stormwater Enterprise

Stormwater Department Budget Summary

	FY2015	FY2016	FY2017	FY2018 TM	FY2019	FY2019
	ACTUAL	ACTUAL	ACTUAL	ADOPTED	REQUESTS	PROPOSED
STORMWATER DIVISION						
<i>Personnel Services</i>						
Salary Department Head					\$18,798	\$21,498
Salaries Clerical					\$7,317	\$7,317
Wages					\$102,370	\$102,370
Longevity					\$864	\$864
Total	\$0	\$0	\$0	\$0	\$129,349	\$129,349
<i>Expenses</i>						
Services						
Engineering					\$74,000	\$74,000
Police Details					\$3,000	\$3,000
Equipment Hired					\$24,080	\$24,080
Supplies & Expenses					\$500	\$500
Clothing					\$750	\$750
Postage					\$2,500	\$2,500
Fuel					\$9,563	\$9,563
Vehicle						
Supply/Repair					\$25,000	\$25,000
Training					\$4,000	\$4,000
Public Education & Outreach Program					\$12,000	\$12,000
Testing					\$0	\$0
Inspections					\$23,000	\$23,000
Misc Expense					\$4,298	\$4,298
Transfer to General Fund for Indirects					\$129,536	\$129,272
Capital Outlay Reserve					\$158,424	\$155,988
Total	\$0	\$0	\$0	\$0	\$470,651	\$470,166
TOTAL BUDGET	\$0	\$0	\$0	\$0	\$600,000	\$600,000

Stormwater Enterprise

Stormwater Department Highlights

- The Town passed a Warrant Article at the fall 2017 Town Meeting to create a Stormwater Utility and fund its stormwater management program.
 - Cost of complying with stormwater regulations and with the Final MS4 Permit is expected to increase.
- The following program challenges are anticipated:
 - Major increases in requirements related to data collection, management, and reporting;
 - Increased operation and maintenance requirements;
 - Increase in stormwater planning and assessment activities;
 - Compliance with TMDL's will be costly;
 - Major capital projects for stormwater improvements are required;
 - Significant increases in administrative costs.
- To prepare for these anticipated challenges, Millis is proactively taking actions to fund the program through a stormwater utility. The Utility is expected to begin collecting revenue in FY19 (Fall of 2018.)
 - Millis has also planned to hire a new part-time employee to oversee administrative components of the stormwater program. This personnel expense is estimated at approximately \$7,000 per year.

Stormwater Department Accomplishments

- Completed a study to gauge the feasibility of implementing a stormwater utility to fund the Town's stormwater management program.
 - Project engaged various stakeholders in a series of workshops and public meetings. Following the study, Phase I of implementation of the utility was completed.
 - Phase I completion resulted in a vote at fall 2017 Town Meeting to implement enabling legislation for a stormwater utility.
- DPW began Phase II of stormwater utility implementation, which is scheduled to be completed in the first half of FY19.
- Design and construction for a culvert replacement on Village Street was completed. Additional culverts throughout Millis were inspected and maintained.
- Street sweeping was completed on 100% of town-owned streets, in compliance with the requirement of the MS4 Permit.
- 1000+ town-owned catch basins and all stormceptors were cleaned, in compliance with the requirements of the MS4 Permit.

Stormwater Enterprise

Stormwater Department Goals

- Capital Improvement Projects
 - Several culvert repair/replacement capital improvement projects that Millis is planning within the next two fiscal years, as the infrastructure is at a notable risk of failure.
 - Projects will be funded by the stormwater utility and potentially partially funded by the Division of Ecological Restoration under the Culvert Replacement Municipal Assistance Grant Program.
- MS4 Permit Compliance
 - Several near-term permit deadlines that Millis has prioritized for the upcoming fiscal year including the submission of the Notice of Intent and Preparation of a Stormwater Management Plan.
 - Developing a Notice of Intent will engage stakeholders to develop specific actions to comply with the permit.
 - Stormwater Management Plan will document standard procedures and provide officials with information on the drainage systems intended to carry out actions described in the Notice of Intent.
 - Town plans to update and improve the accuracy of its GIS stormwater system map so as to improve documentation and compliance with regulations.
- DPW will continue housekeeping activities required by the MS4 Permit, including catch basin cleaning and street sweeping.
- Operations and Maintenance
 - The Department will train staff on drainage infrastructure inspection procedures as they are developed and documented in the Stormwater Management Plan.

Storm Water Management Enterprise*Storm Water Management Fund Revenue*

	FY2015 ACTUAL	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 TM ADOPTED	FY2019 REQUESTS	FY2019 PROPOSED
Penalties/Interest					\$0	
Service Fee (Revenue Ser)					\$600,000	
Liens Added					\$0	
Micellaneous Revenue					\$0	
Bank Account Interest					\$0	

Personnel

Position	FY2015 FTE	FY2016 FTE	FY2017 FTE	FY2018 FTE	FY2019 FTE	FY2019 FTE
Deputy Director/Chief of Operations					0.18	
Department Assistant III					0.13	
General Foreman					0.18	
Mechanic					0.10	
HEO/Laborer/Mechanic					1.75	
	0.00	0.00	0.00	0.00	2.34	

STORMWATER DIVISION

Personnel Services

Salary Department Head
Salaries Clerical
Wages
Longevity

				\$18,798	
				\$7,317	
				\$102,370	
				\$864	
Total	\$0	\$0	\$0	\$0	\$129,349
					\$0

Expenses

Services Engineering
Police Details
Equipment Hired
Supplies & Expenses
Clothing
Postage
Fuel
Vehicle Supply/Repair
Training
Public Education & Outreach Program
Testing
Inspections
Misc Expense
Transfer to General Fund for Indirects
Capital Outlay Reserve

				\$74,000	
				\$3,000	
				\$24,080	
				\$500	
				\$750	
				\$2,500	
				\$9,563	
				\$25,000	
				\$4,000	
				\$12,000	
				\$0	
				\$23,000	
				\$4,298	
				\$130,022	
				\$157,938	
Total	\$0	\$0	\$0	\$0	\$470,651
					\$0

TOTAL BUDGET

	\$0	\$0	\$0	\$0	\$600,000
					\$0

Town of Millis, MA

Stormwater Utility FY19 Program Costs for Planning Use



Category	Operations & Maintenance	Capital Projects	Indirect Allocation	Administration	Engineering & Master Planning	Regulation/ Enforcement
One-time costs						
Sum of One-time costs	\$45,000.00	\$0.00	\$0.00	\$20,000.00	\$24,000.00	\$14,000.00
Average of One-time costs (FY19-21)	\$15,000.00	\$0.00	\$0.00	\$6,666.67	\$8,000.00	\$4,666.67
Annual costs						
Sum of Annual program costs (FY19-21)	\$73,000.00	\$175,000.00	\$0.00	\$25,750.00	\$0.00	\$0.00
Sub-total						
One-time and average annual costs	\$88,000.00	\$175,000.00	\$0.00	\$32,416.67	\$8,000.00	\$4,666.67
Program Costs - Labor and Expenses						
DPW Labor and Longevity	\$122,031.85	\$0.00	\$0.00	\$7,317.02	\$0.00	\$0.00
Indirect Labor and Expenses	-	-	\$130,022.41	-	-	-
Total Non-labor and Labor						
Average Year (FY19-21) Estimate	\$210,032	\$175,000	\$130,022	\$39,734	\$8,000	\$4,667
10% Contingency	\$21,003.18	\$17,500.00	\$13,002.24	\$3,973.37	\$800.00	\$466.67
Average Year (FY19-21) Estimate with 10% Contingency	\$231,035.03	\$192,500.00	\$143,024.65	\$43,707.06	\$8,800.00	\$5,133.33

Total Program Costs - Non-labor Expenses	
One-time costs	
Sum of One-time costs	\$103,000.00
Average of One-time costs (FY19-21)	\$34,333.33
Annual costs	
Sum of Annual program costs (FY19-21)	\$273,750.00
Sub-total	
One-time and average annual costs	\$308,083.33
Total Program Costs - Labor and Expenses	
DPW Labor and Longevity	\$129,348.87
Indirect Labor and Expenses	\$130,022.41
Total Non-labor and Labor	
Average Year (FY19-21) Estimate	\$567,454.61
10% Contingency	\$56,745.46
Average Year (FY19-21) Estimate with 10% Contingency	\$624,200.07

Town of Millis
Fiscal Year 2019 Requests
Form 3

FY 2019
DEPARTMENT
REQUEST

STORMWATER FUND
STORMWATER SALARY
SALARIES

?	SALARY DEPARTMENT HEAD	
	SALARY CLERICAL	\$7,317.00
	WAGES	\$44,949.00
	WAGES OVERTIME	\$1,000.00
TOTAL STORWATER FUND SALARIES		\$52,364.00

STORMWATER
STORMWATER FUND EXPENSES
EXPENSES

SERVICES ENGINEERING	\$74,000.00
POLICE DETAILS	\$3,000.00
EQUIPMENT HIRED	\$24,080.00
SUPPLIES & EXPENSES	\$500.00
CLOTHING	\$750.00
POSTAGE	\$2,500.00
FUEL	\$9,563.00
VEHICLE SUPPLY / REPAIR	\$25,000.00
TRAINING	\$4,000.00
PUBLIC EDUCATION & OUTREACH PROGRAM	\$12,000.00
TESTING	
INSPECTIONS	\$23,000.00

	MISC EXPENSE	\$4,298.00
	ADMINISTRATIVE EXPENSE	\$15,306.00
TOTAL STORWATER FUND EXPENSES		\$197,997.00
TOTAL STORWATER FUND SALARIES		\$52,364.00
TOTAL STORWATER FUND EXPENSES		<u>\$197,997.00</u>
	TOTAL	<u>\$250,361.00</u>

BUDGET NARRATIVE**Description of Department Function**

Describe the overall mission or purpose of the Department.

The Stormwater Management Department (or Stormwater Utility) has been recently created to administer the stormwater management program of the Town. It is primarily funded by revenue collected through the Stormwater Utility fee, although it may use or require other revenue on occasion to accomplish unanticipated tasks. The stormwater management program, described in part through Articles I and II of the Town's Stormwater Management Regulations, is designed to promote the health and safety of the public, to protect property from flooding and the damage caused by stormwater runoff and to protect and manage water quality by controlling the level of pollutants in stormwater runoff and the flow of water as conveyed by manmade and by natural stormwater management systems and facilities.

Programs and Sub-Programs

Consider and list the actual Programs and Sub-Programs Executed by the Department

The Town's Stormwater Management program consists of three major components:

- Capital Improvements
 - Major infrastructure projects (ex: culvert replacement projects; stormwater drain line installation, replacement, or lining)
- MS4 (Municipal Separate Storm Sewer System) Permit Compliance Activities
 - 6 minimum control measures
 - Public Education and Outreach,
 - Public Engagement and Involvement,
 - Illicit Discharge Detection and Elimination,
 - Construction Runoff Management,
 - Stormwater Management in New/Re-Development, and
 - Municipal Good Housekeeping for Pollution Prevention (including catch basin cleaning and street sweeping)
- Operations and Maintenance Activities
 - Minor infrastructure repairs (ex: replacement of catch basins, jetting of stormwater drain lines)

Accomplishments

Describe the major describable accomplishments or measurable activities in FY18 or CY17. Use statistics whenever possible.

- Completed a project to study the feasibility of implementing a stormwater utility to fund the Town's stormwater management program. This project engaged stakeholders in a series of workshops and public meetings. MassDEP partially funded (\$40,000) this effort through a grant. Following the feasibility study, Phase 1 of the implementation of

the utility was completed, resulting in a vote at fall 2017 Town Meeting to implement enabling legislation for a stormwater utility.

- The Department of Public Works began Phase 2 of the Stormwater Utility implementation project, which will develop the policies for the utility and will refine the billing rates for rate payers. This phase of work is scheduled to be completed in the first half of FY19.
- Design and construction for a culvert replacement on Village Street was completed. Additional culverts throughout Town (Farm Street, Richardson Pond, Main Street, Larch Road, Pleasant Street and Causeway Street) were inspected and maintained for beavers.
- Street sweeping was completed on 100% of town-owned streets, in compliance with the requirements of the MS4 Permit.
- 1000+ town-owned catch basins and all stormceptors were cleaned, in compliance with the requirements of the MS4 Permit.
- Submission of a MS4 Annual Report to MassDEP and EPA.

FY19 Departmental Goals

Describe the initiatives and accomplishments planned for FY19

Capital Improvement Projects: The Department is participating in the Town-wide effort to plan for Capital Improvement Projects. As it relates to stormwater, there are several culvert repair/replacement capital improvement projects that the Town is planning within the next two fiscal years, as the infrastructure is at high risk of failure. These capital improvement projects are anticipated to be funded under the stormwater utility. The Town also anticipates applying for a partial funding from the Division of Ecological Restoration (DER) under the Culvert Replacement Municipal Assistance Grant Program to support culvert replacements in locations of high ecological value. The culvert on Causeway Street is in the top 5% of stream crossings in need of replacement, as identified in the Climate Action Tool. Additional projects to reduce pollutant loading in the Charles River will be required under the MS4 Permit.

MS4 Permit Compliance: The Department of Public Works is actively preparing for the effective date of the Final MS4 Permit. There are several near-term permit deadlines that the Town has prioritized for the upcoming fiscal year including the submission of the Notice of Intent and preparation of a Stormwater Management Plan. Developing the Notice of Intent (NOI) will engage internal stakeholders including the Board of Selectmen, Planning Board, and Conservation Commission to develop specific actions to comply with the permit. Similarly, the Stormwater Management Plan will document the procedures and provide Town staff with detailed information on the drainage system to carry out actions described in the NOI and MS4 Permit. Additionally, to improve documentation and understanding of the Town's stormwater system, the Town plans to update and improve the accuracy of its GIS stormwater system map. The Department of Public Works will continue good housekeeping activities required by the MS4 Permit, including catch basin cleaning and street sweeping.

Operations and Maintenance: The Department will be training staff on drainage infrastructure inspection procedures as these are developed and documented in the

Stormwater Management Plan. Additional operations and maintenance activities will take place on an on-going basis.

Spending Highlights for FY18

Explain any significant budget changes from FY17

The Town's stormwater management program is changing due to new stormwater regulations that increase compliance requirements. The Town passed a Warrant Article at the fall 2017 Town Meeting that will develop a Stormwater Utility and fund its stormwater management program. The Final MS4 Permit has more prescriptive requirements than previous versions and the costs to comply with the permit are expected to increase. Stormwater management regulations will require the Town to reduce pollution from its drainage system, invest in its aging drainage infrastructure, and report on compliance activities each year. The following program challenges are anticipated:

- Major increases in requirements related to data collection, management, & reporting
- Increased operation & maintenance requirements
- Increase in stormwater planning and assessment activities
- Compliance with TMDLs will be costly
- Major capital projects for stormwater improvements are required
- Significant increases in administrative costs

To prepare for increased costs of stormwater management under this new Permit, which has an effective date of July 1, 2018, the Town is proactively taking actions to fund the program through a stormwater utility. The Utility is expected to begin collecting revenue in FY19 (Fall 2018).

The Town has also planned to hire a new part-time employee to oversee administrative components of the stormwater program. This personnel expense is estimated at approximately \$7,000 per year.

Non-tax Funding

List any expected non-tax revenues that will be use to fund department activities, including an estimate to be received.

As described above, the Stormwater Department activities are intended to be funded through an enterprise fund created through implementation of a Stormwater Utility. Several contracts and/or activities that extend into the fiscal year were funded through tax revenue. It is the Department's intention to fund future work through the utility to the extent possible.

**Town of Millis - DPW
Stormwater Management FY19**

Employee	SWM Clerical Wages	SWM Dept. Head	SWM Wages	SWM Longevity	SWM Summer Help	SWM Overtime	SWM Overtime
Gilmore, Deirdre	\$7,317.00			\$98.00			
Vacant Department Assistant							
McKay, James							
Clinton, Joseph							
Donovan, Matthew							
Farricy, Francis							
Hillery, Michael							
Kandola, Kevin							
McDonald, Shawn							
McKenney, Ron							
Main, Stephen							
Rachmaciej, David							
Wagner, Ryan							
Wanders, Jonathan							
Vacant HEO/Laborer			\$44,949.00				
Summer Help							
Overtime							

\$7,317.00	\$0.00	\$44,949.00	\$98.00	\$0.00	\$0.00	\$0.00
510300	510220	510500	510600	510566	510550	510555

TBD-510300	Clerical Wages	\$7,317.00
TBD-510220	Dept. Head	\$0.00
TBD-510500	Wages	\$44,949.00
TBD-510600	Longevity	\$98.00
TBD-510566	Summer Help	\$0.00
TBD-510550	Overtime	\$0.00
TBD-510555	Snow & Ice O/T	\$0.00
Total		\$52,364.00
Stormwater Management		

**TBD Stormwater Management
Budget #TBD**

SCHEDULE A-2
ENTERPRISE FUNDS CH. 44 S.53 F1/2 et al - Fiscal Year 2019

Enterprise fund number: A-2(3RD)
Type of enterprise fund: Special Legislation
Name of enterprise fund/statutory reference: Stormwater

	(a) FY 2018 Actual Revenues	(b) FY 2019 Estimated Revenues	
1. Enterprise revenues and available funds			
a. User charges	0.00	600,000.00 *	
Other departmental revenue	0.00	0.00	
Investment income	0.00	0.00	
Total revenues	<u>0.00</u>	<u>600,000.00</u>	
Retained earnings appropriated from July 1, 2017 Certification	0.00	0.00 **	
Retained earnings appropriated from July 1, 2018 Certification		0.00 **	
Other enterprise available funds		0.00	
Total revenues and available funds	<u>0.00</u>	<u>600,000.00</u>	(To Recap Pg 2, Part III B, line 3)
* Written documentation should be uploaded to support increases of estimated vs actual revenues			
** Retained earnings must be certified by the Director of Accounts prior to appropriation			
2. Total costs appropriated			
a. Costs appropriated in the enterprise fund			
Salaries, wages and expenses	314,739.37		
Capital Outlay	0.00		
Other - Stormwater Reserve	155,988.50		
Total costs appropriated in the enterprise fund		<u>470,727.87</u>	2a
b. Indirect costs appropriated in the general fund			
Health Insurance	0.00		
Pension	0.00		
Debt	0.00		
Other - Indirect transfer to general fund	129,272.13		
Total costs appropriated in the general fund		<u>129,272.13</u>	2b
Total costs		<u>600,000.00</u>	2a + 2b
3. Calculation of subsidy (see instructions)			
Revenue and available funds	600,000.00	(part 1 col b)	
Less: Total costs	600,000.00	(part 2 total costs)	
Less: Prior year deficit	0.00	(To Recap Pg 2 Part II B)	
(Negative represents subsidy)	<u>0.00</u>		
4. Sources of funding for costs appropriated in the enterprise fund			
a. Revenue and available funds	470,727.87		
b. Taxation	0.00		
c. Free Cash	0.00		
d. Non-Enterprise Available Funds	0.00		
Total sources of funding for costs appropriated in the enterprise fund	<u>470,727.87</u>	(Must equal total part 2a)	

Signatures

Accounting Officer

I hereby certify that the actual revenues - Part 1 column (a) and the amounts appropriated - part 2(a & b) are to the best of my knowledge correct and

NOTE : The information was Approved on 11/26/2018

SCHEDULE A-2
ENTERPRISE FUNDS CH. 44 S.53 F1/2 et al - Fiscal Year 2019

Enterprise fund number: A-2(1ST)
Type of enterprise fund: Sewer
Name of enterprise fund/statutory reference: Ch 44 Sect 52F 1/2

	(a) FY 2018 Actual Revenues	(b) FY 2019 Estimated Revenues	
1. Enterprise revenues and available funds			
a. User charges	1,083,633.06	1,085,000.00 *	
Other departmental revenue	369,333.62	292,590.00	
Investment income	1,388.15	1,000.00	
Total revenues	1,454,354.83	1,378,590.00	
Retained earnings appropriated from July 1, 2017 Certification	0.00	0.00 **	
Retained earnings appropriated from July 1, 2018 Certification		183,691.33 **	
Other enterprise available funds		0.00	
Total revenues and available funds	1,454,354.83	1,562,281.33	(To Recap Pg 2, Part III B, line 3)
* Written documentation should be uploaded to support increases of estimated vs actual revenues			
** Retained earnings must be certified by the Director of Accounts prior to appropriation			
2. Total costs appropriated			
a. Costs appropriated in the enterprise fund			
Salaries, wages and expenses	1,181,051.00		
Capital Outlay	183,691.33		
Other	0.00		
Total costs appropriated in the enterprise fund		1,364,742.33	2a
b. Indirect costs appropriated in the general fund			
Health Insurance	0.00		
Pension	0.00		
Debt	0.00		
Other - Indirect transfer to general fund	197,539.00		
Total costs appropriated in the general fund		197,539.00	2b
Total costs		1,562,281.33	2a + 2b
3. Calculation of subsidy (see instructions)			
Revenue and available funds	1,562,281.33	(part 1 col b)	
Less: Total costs	1,562,281.33	(part 2 total costs)	
Less: Prior year deficit	0.00	(To Recap Pg 2 Part II B)	
(Negative represents subsidy)	0.00		
4. Sources of funding for costs appropriated in the enterprise fund			
a. Revenue and available funds	1,364,742.33		
b. Taxation	0.00		
c. Free Cash	0.00		
d. Non-Enterprise Available Funds	0.00		
Total sources of funding for costs appropriated in the enterprise fund	1,364,742.33	(Must equal total part 2a)	

Signatures

Accounting Officer

I hereby certify that the actual revenues - Part 1 column (a) and the amounts appropriated - part 2(a & b) are to the best of my knowledge correct and

NOTE : The information was Approved on 11/26/2018

SCHEDULE A-2
ENTERPRISE FUNDS CH. 44 S.53 F1/2 et al - Fiscal Year 2019

Enterprise fund number: A-2(2ND)
Type of enterprise fund: Water
Name of enterprise fund/statutory reference: Chapter 44, Section 53.F 1/2 - SEWER

	(a) FY 2018 Actual Revenues	(b) FY 2019 Estimated Revenues	
1. Enterprise revenues and available funds			
a. User charges	876,623.04	905,638.44 *	
Other departmental revenue	510,121.51	434,650.00	
Investment income	1,426.91	750.00	
Total revenues	1,388,171.46	1,341,038.44	
Retained earnings appropriated from July 1, 2017 Certification	0.00	10,000.00 **	
Retained earnings appropriated from July 1, 2018 Certification		19,955.63 **	
Other enterprise available funds		0.00	
Total revenues and available funds	1,388,171.46	1,370,994.07	(To Recap Pg 2, Part III B, line 3)
* Written documentation should be uploaded to support increases of estimated vs actual revenues			
** Retained earnings must be certified by the Director of Accounts prior to appropriation			
2. Total costs appropriated			
a. Costs appropriated in the enterprise fund			
Salaries, wages and expenses	1,099,601.98		
Capital Outlay	24,389.33		
Other - Prior Year Unpaid Bills	5,566.30		
Total costs appropriated in the enterprise fund		1,129,557.61	2a
b. Indirect costs appropriated in the general fund			
Health Insurance	0.00		
Pension	0.00		
Debt	0.00		
Other - Indirect transfer to general fund	241,436.46		
Total costs appropriated in the general fund		241,436.46	2b
Total costs		1,370,994.07	2a + 2b
3. Calculation of subsidy (see instructions)			
Revenue and available funds	1,370,994.07	(part 1 col b)	
Less: Total costs	1,370,994.07	(part 2 total costs)	
Less: Prior year deficit	0.00	(To Recap Pg 2 Part II B)	
(Negative represents subsidy)	0.00		
4. Sources of funding for costs appropriated in the enterprise fund			
a. Revenue and available funds	1,129,557.61		
b. Taxation	0.00		
c. Free Cash	0.00		
d. Non-Enterprise Available Funds	0.00		
Total sources of funding for costs appropriated in the enterprise fund	1,129,557.61	(Must equal total part 2a)	

Signatures

Accounting Officer

I hereby certify that the actual revenues - Part 1 column (a) and the amounts appropriated - part 2(a & b) are to the best of my knowledge correct and

NOTE : The information was Approved on 11/26/2018



Stormwater Utility Workshop #1
April 6, 2017
Millis, MA

- 7:00 – 7:15 INTRODUCTION AND PROJECT OVERVIEW (B. Frederick)
- 7:15 – 7:20 PURPOSE AND GOALS OF WORKSHOP #1 AND #2 (B. Frederick)
- 7:20 – 7:40 INTRODUCTION TO STORMWATER FUNDING & UTILITIES (J. Haggerty)
- Why Are We Doing This Study?
 - Stormwater Management Challenges
 - Funding for Stormwater Management Programs
 - What is a Stormwater Utility?
- 7:40 – 8:05 NATIONAL AND REGIONAL PERSPECTIVES (R. Niles)
- National Trends for Stormwater Utilities
 - New England Examples
 - Is this Right for Millis? Key Considerations*
- 8:05 – 8:50 MILLIS STORMWATER PROGRAM & FUTURE PRIORITIES (B. Frederick)
- Current Stormwater Program & Costs
 - Future Needs & Priorities*
 - Drivers for an Enhanced Stormwater Program and New Funding Approach*
- 8:50 – 9:00 BREAK
- 9:00 – 9:30 STORMWATER UTILITY IMPLEMENTATION APPROACHES (J. Haggerty)
- Due Diligence and Road Map
 - How Other Towns Have Done It
 - Hurdles and Show Stoppers*
- 9:30 – 10:00 WRAP UP/SUMMARY (B. Frederick/All)

**During these portions of the workshop, participants will be asked to provide specific feedback as it applies to Millis.*



Stormwater Utility Workshop #2
June 13, 2017
Millis, MA

Agenda:

7:00 – 7:15 Project Overview and Context

- Review Grant Scope of Work
- Recap Workshop #1
- Purpose and Goals of Workshop #2

7:15 – 8:00 Stormwater Management Program

- Stormwater Management Priorities, Needs, and Challenges
- Current and Future Stormwater Management Program Costs
- Funding Mechanisms
- Legal Analysis

8:00 – 8:45 Results

- Feasibility Study Methods
- Estimate of Stormwater Utility Revenue
- Potential Rate Structure

8:45 – 9:00 Break and Rate Structure Activity

9:00 – 9:45 Stormwater Utility Implementation Considerations

- Policy and Local By-Laws
- Data Needs and Potential Billing Mechanisms
- Credits
- Public Education and Outreach
- Timing
- Cost Estimate to Implement a Stormwater Utility

9:45 – 10:00 Next Steps and Closing Discussion

- Grant Project – Final Report
- Utility Implementation

**During the workshop, participants are encouraged to provide feedback and discuss feasibility considerations as it applies to Millis.*



Stormwater Utility Workshop #1
August 31, 2017
Millis, MA

- I. Background (9:00 – 9:15 a.m.)
- Our Mission: getting to a draft by-law by mid-September
 - How we arrived here today – chronology of the Stormwater Utility effort
 - Planned public outreach prior to Town Meeting
 - Goal for workshops 1 & 2 – getting to a by-law
- II. Basics of a Stormwater Utility (9:15 – 9:30 a.m.)
- Administration (purpose: to operate and manage a storm drainage system)
 - What does it pay for?
 - How is revenue generated?
 - Glossary of terms
- III. Creating the Legal Framework (9:30 – 9:45 a.m.)
- Stand-alone by-law or modification to existing by-law?
 - Relationship with existing/current Millis by-laws and Massachusetts General Laws
 - Concept of equitable fee structures
- BREAK (9:45 – 10:00 a.m.)
- IV. “Draft” By-Law Deconstruction – Policy Discussions (10:00 – 11:30 a.m.)
- Rate structure options (from Feasibility Study)
 - Billing units (equivalent residential units or ERU) – pro and con
 - Flat Fee – pro and con
 - Organization and Management
 - Covered costs of service
 - Operations & Maintenance
 - Capital Projects
- V. Summary and Proposed 9/5 Agenda Topics (11:30 – 11:45 a.m.)

Ward No	Prnct No	Active	Inactive	Non-Voter	Grand Total
0	1	2053	23	850	2926
	2	2095	7	843	2945
	3	2084	7	841	2932
0 Total		6232	37	2534	8803
Grand Total		6232	37	2534	8803