



TOWN OF NORTHBOROUGH

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APPROPRIATIONS COMMITTEE – MEETING MINUTES

Thursday, February 22, 2024 – 7:00 PM

Select Board Meeting Room

- MEMBERS PRESENT:** George Brenckle, Vice Chair
Tim Kaelin, Clerk
Janice Hight
Robert D'Amico
- MEMBERS ABSENT:** Scott Rogers, Chair
- TOWN:** Timothy McInerney, Town Administrator
Jason Little, Finance Director
Scott Charpentier, Director of Public Works
- OTHER:** Lisa Maselli, Select Board Liaison

The meeting was called to order at 7:08 pm by Vice Chair, George Brenckle.

1. Approval of Minutes: February 15, 2024

The decision to approve the meeting minutes was deferred due to their unavailability for review.

2. Appointment Consideration of Susan Sartori to Financial Planning Committee

(CLICK [HERE](#) FOR LINK TO APPLICATION LETTER FROM SUSAN SANTORI)

George Brenckle initiated a discussion regarding a vacancy on the Financial Planning Committee that was applied for by Susan Sartori. George Brenckle mentioned Susan's seven years of prior service on the Financial Planning Committee and her additional experience on the School Committee. While Susan couldn't attend the meeting for direct discussion, the urgency of needing another member for the committee to achieve quorum and proceed with essential work was highlighted. Given her extensive background, the recommendation to appoint her was put forward.

Motion to Appoint Susan Sartori to the Financial Planning Committee:

Initiated by Janice Hight.

Motion Seconded: By Tim Kaelin.

Vote: Goerge Brenckle called for a vote; it resulted in unanimous approval with all present members voting "aye."

3. DPW Project Update (Presented by Scott Charpentier)

(CLICK [HERE](#) FOR LINK TO THE PRESENTATION MEMO)

- Pavement Management
The conversation centered around the Pavement Management Program, operational since 2014, assessing road conditions biennially to maintain a townwide pavement condition index (PCI). Despite consistent investment, the program faces challenges from inflation and emergency repairs diverting funds, leading to a plateaued PCI of 76. Innovative maintenance strategies like rubber crack seal, fog seal, and bonded wearing courses are employed to extend road life cost-effectively. The aim is to manage 10% of the town's roads annually, focusing on both preservation and efficient use of resources to improve overall road quality.
- Sidewalk Improvements and Construction
In 2022, a comprehensive survey of all town sidewalks was conducted, similar to the pavement management program. This resulted in a detailed assessment and inventory of sidewalk conditions, using a grading system of poor, fair, good, and excellent, instead of the traditional A, B, C, D grades. The survey identified the backlog of sidewalks needing repair or replacement, along with the associated costs, highlighting the cost-effectiveness of different materials. The town also evaluated sidewalk accessibility, planning to integrate these assessments in future updates to improve both sidewalk conditions and accessibility, while balancing funding challenges.
- Complete Streets
Northborough is a Complete Streets community, securing a \$35,200 MassDOT grant to enhance street planning and public infrastructure. The program focused on public engagement, including online surveys and meetings with the Select Board and Planning Board, to identify critical areas for connectivity improvements, such as filling sidewalk gaps. Although Complete Streets funding supports construction rather than design, with a cap of \$500,000 over five years, it significantly contributes to new construction projects, highlighting the challenge of balancing funds between repair and new infrastructure development.

The downtown revitalization project has led to a report with recommendations, one of which includes leveraging Complete Streets funding to enhance pedestrian infrastructure downtown. For instance, creating a more pedestrian-friendly environment by addressing the lack of sidewalks and improving the overall walkability. The goal is to make downtown areas more inviting for pedestrians, ensuring safety and accessibility for all.

- Water and Sewer SCADA Project
Three town meetings ago, funding was approved to implement a SCADA (Supervisory Control and Data Acquisition) system for enhanced monitoring and control of water and sewer facilities. This system allows for remote management, such as adjusting pumps and checking levels directly from a phone, addressing cybersecurity concerns. The initial funding covered half the project, with the remainder supported by a \$491,000 federal earmark from Senator McGovern's office in the FY 23 Surplus budget, requiring a 20% match. Despite slow federal processes, this significant contribution is worth the wait for the benefits it brings.
- Northborough Reservoir Dam Removal
Northborough is moving forward with a dam removal project in Shrewsbury, located on the boundary with Boylston. The dam, previously used for drinking water, is now redundant as Northborough sources water elsewhere. State evaluations deemed the dam in poor condition, necessitating its removal or repair. Choosing removal aligns with environmental benefits, restoring the area to its natural state. The project has completed most design phases and is navigating through an expanded environmental impact reporting process due to proximity to an Environmental Justice community. Funding strategies for construction are being planned to follow a similar grant-supported approach as the design phase.
- Dog Park
The dog park's design is nearly finished, located on Boundary Street, a road owned by Marlborough but on land purchased by the town in the 60s for a different purpose. After a thorough site selection and funding for design secured, the next step involves applying for construction grants through the Stanton Foundation, which also funded the design phase. The planning director, with experience in developing dog parks, is leading the project, aiming for construction to begin in spring, grass growth by fall, and opening hopefully by Thanksgiving. The town has already committed \$347,000 towards the project.
- Brigham Street Burial Ground Beautification
The Brigham Street burial ground beautification is almost finished, pending an additional overseeding. Funds are available for further enhancements, and discussions with the Historic Commission about adding trees and markers for historic graves are planned. The site primarily features open space without burials, located to the left and towards the back from Brigham Street. A tree assessment identified health issues with hemlocks and oaks, leading to their removal. There's consideration for replanting trees, depending on the commission's goals, to enhance the area's beauty and historical significance.
- Senior Center Accessible Trail
Funds were allocated through the Community Preservation Act (CPA) to construct a wheelchair-accessible trail at the Senior Center, designed to encircle the pond and link with Edmonds Hill Trail. The project, fully designed and bid, will soon commence construction, aiming for a summer opening. Additionally, a \$5,200 grant from AARP will fund benches along the route, enhancing accessibility and enjoyment for visitors.

(CLICK [HERE](#) FOR LINK TO BUDGET DETAIL SHEETS)

4. DPW FY2025 Budget Presentation (Presented by Scott Charpentier)

- Highway Administration and Highway Construction and Maintenance

The Highway Administration is proposing minor adjustments, notably transferring maintenance operations and costs of the highway garage to the Facilities Division for better efficiency and cost-effectiveness, resulting in a 52% reduction in the Building Maintenance budget. The overall budget remains unchanged, simply reallocating funds. After anticipating significant utility cost increases last year and adjusting the budget accordingly, actual expenses were lower than expected. For FY25, the utility budget has been revised downwards, reflecting these unforeseen savings.

Labor wages are expected to increase, and currently, there are two light equipment operators. The goal is to have versatile staff due to the lean team size, encouraging all to be capable of various tasks. The plan includes potentially promoting one of the light equipment operators to a heavy equipment operator, contingent on obtaining a commercial driver's license (CDL), aiming for all staff to handle heavy equipment, similar to practices a decade ago.

Additionally, a proposal is set to introduce a new full-time administrative staff member to Public Works, reflecting the department's expanding responsibilities, including facilities management and solid waste coordination, enhancing internal efficiency and service quality to residents.

The budget reflects a \$12,000 increase for stormwater management, covering expenses like the disposal of catch basin cleanings and street sweepings, which are considered contaminated materials. This year, disposal costs have risen from \$50 to \$112 per ton due to fewer available facilities and increased distance. Despite these challenges, such materials can be utilized as intermediate cap material in landfills, indicating the operational and financial hurdles in managing stormwater waste efficiently.

- Snow and Ice

The snow and ice budget remains unchanged, aligning with the five-year average expense of around \$470,000, with a proposed budget of \$459,000. Despite similar snowfall levels to last year, ice control poses the greatest expense, costing approximately \$7,500 per salt application due to overtime and material costs. Ice events, more costly and frequent due to climate change, significantly impact the budget, despite public perception. The budget is level-funded this year to manage these unpredictable winter conditions.

- Street Lighting

The discussion on street lights focuses on transitioning to LED for energy savings and environmental benefits. Currently, the budget remains unchanged to accommodate this shift, with any unspent funds rolling into free cash for future flexibility. Communities are debating between 4K and 3K LED lights, with some supply challenges noted. The town has 780 lights to upgrade, which could result in substantial annual savings compared to the current \$65,000 expenditure on street lighting. There's no mandate for this change,

but it's driven by the potential for cost savings and alignment with broader municipal trends.

- Cemetery Division

The Cemetery Division's budget sees minor adjustments, including a \$1,800 increase for a seasonal employee to enhance competitiveness in wages. Additionally, there's a \$2,650 rise in materials and supplies to support the Brigham Street burial ground's upkeep. This includes a robust flower program for Memorial Day and July 4th, and necessary fertilization for the grounds, which lack irrigation, to maintain their beauty and respectfulness.

- Trees Division

The Trees budget remains unchanged, focusing mainly on contractual services for tree maintenance. The process involves bidding for quality contractors annually, identifying and publicly hearing about 50-60 shade trees, and then contracting out complex removals that require cranes, due to the limitations of in-house capabilities. A crane day costs about \$15,000, translating to around \$5,000 per tree, with the budget supporting the removal of approximately 12-15 trees annually, alongside other maintenance performed in-house by skilled personnel.

- Parks Division

The Parks division plans a \$6,000 increase in wages for five seasonal employees, mainly for maintenance tasks like mowing and trash collection. Additionally, there's a \$4,700 increase in materials and supplies, partly for potential dog park maintenance and town common enhancements, including irrigation and uplighting maintenance. To balance new expenses, repairs and maintenance funds were reduced by \$2,300. The budget also includes a grounds improvement line for park upgrades and memorial refurbishments, with some projects postponed to manage costs effectively.

- Engineering

The funding for the town engineer position has been reallocated to the Assistant DPW Director, reflecting an internal budget shift without impacting overall taxes, though it appears as a significant deduction in the budget. Additionally, there's a \$10,000 increase in contractual services to support the Traffic Safety Committee, which evaluates engineering services for initiatives like heavy commercial vehicle exclusions. Recent assessments for truck exclusions on certain streets revealed logistical challenges, leading to a decision against implementation due to potential traffic disruptions. Upcoming considerations include potential truck exclusions on Lincoln and Pleasant Streets, driven by safety concerns, especially near schools and recreational programs.

- Facilities

The Facilities budget sees a significant increase this year, partly due to a \$14,500 reallocation from Highway Administration and also covering actual cost increases in utilities and maintenance contracts. A substantial portion of the increase is for managing 4 West Main Street, which the town now owns, including HVAC maintenance, insurance, and utilities for the property. Budgeting challenges arise from uncertainties around revenue from tenants, as lease details are still being finalized. Efforts to estimate expenses without clear revenue projections aim to ensure adequate funding, with any excess returning to free cash. An upcoming town meeting article will address

using rental income for building upkeep, based on Chapter 40, Section 3, which permits the use of such income for maintenance, with plans to establish a revolving fund for ongoing expenses.

5. Solid Waste Enterprise Fund FY2025 Budget Presentation (Presented by Scott Charpentier)

The solid waste budget faces a steep 24.2% increase, driven mainly by yard waste disposal costs and the end of the current collection contract. Yard waste disposal expenses have been climbing, with the most recent expenditure reaching \$149,000. To comply with regulations, this waste cannot remain at the highway garage for more than a year. The upcoming fiscal year projects a budget of \$125,000 for this purpose, despite hopes for reduced waste.

The collection costs are set to rise significantly, from \$621,000 to a proposed \$724,000, due to the shift towards automated collection methods by most contractors, citing safety concerns. This change necessitates consideration of major operational adjustments and the potential high costs of automation equipment.

Disposal costs are also on the rise, with a notable increase in the contract with our waste-to-energy plant and the cost for recyclable material processing. The shift in recycling market dynamics, especially after China ceased accepting foreign recyclables, poses additional financial challenges, highlighting the complexity of maintaining cost-effective and environmentally responsible solid waste management practices.

6. Water Enterprise Fund FY2025 Budget Presentation (Presented by Scott Charpentier)

The water section outlines a 5% increase, partly due to a new administrative role partly funded by the water Enterprise fund. A significant portion of the hike comes from a 5.3% increase in assessments from the Massachusetts Water Resources Authority (MWRA), impacting half of the budget. Fluctuations in water use, especially by larger cities like Boston, significantly affect these assessments. Efforts to manage the impact include postponing a hydrant replacement program for cost-saving, ensuring the water infrastructure remains robust without compromising service quality.

7. Sewer Enterprise Fund FY2025 Budget Presentation (Presented by Scott Charpentier)

The Sewer Enterprise Fund anticipates a significant 10.1% increase this fiscal year, amounting to \$252,000, primarily due to adjustments in the Marlborough FY 24 budget assessments, which had been estimated since FY 16. This increase stems from litigation issues with Marlborough that affected billing practices. Efforts to match Marlborough's escalating costs included incremental budget increases, but a recent assessment suggests a need for a larger adjustment to \$1.3 million for FY 25. This adjustment accounts for previously undefined shared operating expenses and an effort to accurately reflect costs associated with the treatment plant. To mitigate rate impacts, certain expenditures are postponed, including grinder cartridge replacements and other smaller purchases, alongside reductions in legal costs and emergency reserves, aiming for conservative budgeting to ensure financial stability.

8. Next Meeting – February 29, 2024

The committee unanimously agreed on the next meeting date of February 29, 2024.

9. Any other Business to Come Before the Committee

There was no further business presented to the committee.

Adjournment

Motion to Adjourn Meeting: Initiated by Robert D'Amico.

Motion Seconded: By Tim Kaelin.

Vote: George Brenckle called for a vote to adjourn; it resulted in unanimous approval with all present members voting "aye."

Meeting adjourned at 8:44 p.m.

Respectfully submitted,



Angie Sowden
Executive Assistant to the
Town Administrator / Select Board

Link to recorded meeting online:
[Appropriations Committee Meeting – Thursday, February 22, 2024](#)

Documents used during the meeting:

- [February 22, 2024, Meeting Agenda](#)
- [DPW Projects Update Presentation Memo](#)
- [Budget Details: DPW / Solid Waste / Water / Sewer](#)



**TOWN OF NORTHBOROUGH
63 MAIN STREET
SELECTMEN'S MEETING ROOM
NORTHBOROUGH, MA 01532**

APPROPRIATIONS COMMITTEE

MEETING AGENDA

February 22, 2024

7:00 p.m.

1. Approval of Minutes
 - February 15, 2024
2. Appointment Consideration of Susan Sartori to Financial Planning Committee
3. DPW Project Update
4. DPW FY2025 Budget Presentation
5. Solid Waste Enterprise Fund FY2025 Budget Presentation
6. Water Enterprise Fund FY2025 Budget Presentation
7. Sewer Enterprise Fund FY2025 Budget Presentation
8. Next Meeting – February 29, 2024
9. Any other business to come before the Committee

Dear Members of the Appropriations Committee,

As a proud resident of Northborough since 1990, I have born witness to a wide array of changes in the town. Through my years, I have witnessed first-hand the role of communication and thoughtful planning in driving successful implementation. As we face the new challenge on the town's horizon, I believe that a keen eye on fiscal responsibility is the key to growth that benefits all residents.

I am applying to fill the current vacancy on the Financial Planning Committee, a group which, through careful capital planning and financing, has served as a cornerstone in the development of our town's current strong financial position, I would be honored to aid this committee as it prepares for the 2024 Northborough Town Meeting, including the continued construction of a robust capital plan taxpayers can support.

Thanks to my seven years of service on the Northborough Financial Planning Committee and more than eight years on the Northborough and Northborough-Southborough School Committees, I believe I am uniquely positioned to aid the town's current challenges. My experience has allowed me to gain a deep understanding of and appreciation for the needs of the municipal and school departments. Not only do I have experience with these groups that drive the town's success, but I also have a track record of achieving consensus with these key players through communication and compromise.

I hope to add my experience and insight to the wonderful work already being done in the town's planning process. By striving for consensus, I believe we can work together to craft a bright future for the town, its employees, local businesses and residents alike.

Best Regards,

Susan Sartori
465 Green Street
Northborough, MA. 01532
Home Phone. 508-393-7193
Cell Phone. 508-826-9149
sds1025@gmail.com



MEMORANDUM

Date: February 20, 2024
To: Timothy P. McInerney, Town Administrator
From: Scott D. Charpentier, P.E., Public Works Director
Subject: **Public Works Project Updates**

The support of our Boards and Committees has led to the funding of numerous Capital Improvements Projects. The Department of Public Works has managed these critical projects through various stages of completion this past fiscal year. In addition to these projects and our daily operational tasks, the DPW purchased and is in the process of commissioning replacement equipment and vehicles including a water/sewer dump truck, and two Highway Division vehicles, small and large dump trucks. Beyond the capital program, the DPW has managed several other projects that are funded through a variety of other means.

I would like to take this opportunity to update you on the status of our department's project activities.

- **Pavement Management**

The Town's initial pavement management plan inventory and assessment was completed in 2013 which measured an average Town-wide Pavement Condition Index (PCI) of 71. In FY2015 the Legislature authorized a \$300 million Chapter 90 program; however, subsequent years' funding levels have been reduced to \$200 million. Annual spending of \$1.1 million is necessary to maintain or slightly improve our current pavement conditions. Under that standard, the Town's Annual Chapter 90 allocation of approximately \$500,000 plus a local appropriation of \$300,000 results in a \$300,000 funding gap, which would be filled if the statewide Chapter 90 funding were released at \$300 million. In the meantime, Annual Town Meetings (ATM) have funded the additional \$300,000 needed to fill this funding gap through the capital improvement plan utilizing free cash.

Our most recent update to the pavement management PCI, which incorporates work completed in 2023 shows the town-wide PCI improved from 71 in 2014 to 76 in 2023. Below is a summary of pavement management work the Town completed in the 2023 construction season. This represents approximately 11% of all roadways in town having received some form of maintenance activity.

2023 Pavement Program Summary

	<u>Length</u> (Feet)	<u>Length</u> (Mile)
Reclamation	4,435	0.8
Mill and Overlay	1,310	0.2
Rubber Chip Seal	11,080	2.1
Surface Rejuvenation	14,940	2.8
Crack Fill	14,800	2.8
		8.8
Sidewalks	2,540	0.5

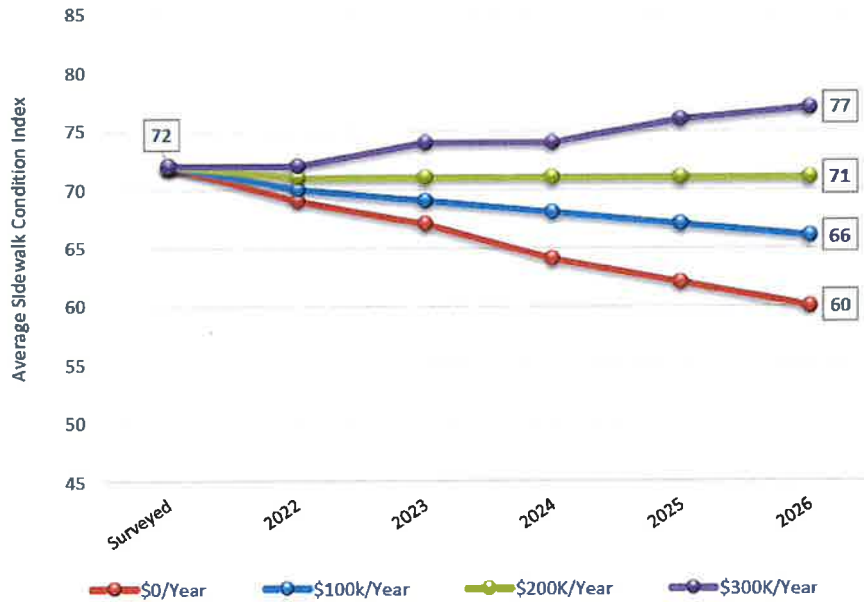
- *Status: The Town prepared a comprehensive 3-year roadway improvement plan to follow the program goals of maintaining or improving our overall roadway rating, implementing a range of treatments in a regionalized approach, and applying annual treatments to at least 10% of our roadways. The chart below shows the different funding level impacts on the overall PCI and assumes the \$1.1M investment isn't diverted to other critical needs including drainage repairs.*

- **Sidewalk Improvements and Construction**

The recently completed Northborough Master Plan identifies sidewalk and crosswalk improvements as well as sidewalk expansion as primary goals of the community. Public Works has begun working towards these goals in several ways.

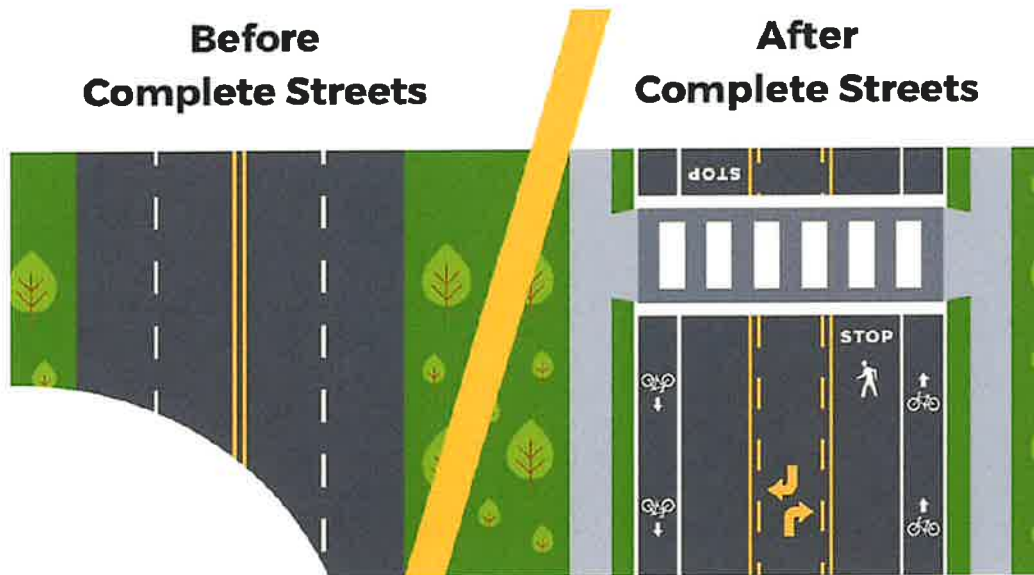
 - *Status: Reconstruction of Thoreau Road and Emerson Road in 2023 included replacement of all sidewalks and cement concrete wheelchair ramps.*

 - A complete reassessment of all town sidewalks was conducted in 2022 which culminated with a sidewalk management plan and accompanying capital improvement plan. Unfortunately, the assessment identified approximately \$2.1 million in existing sidewalk repairs needed. Without an identified funding source, this cost will continue to rise. The chart below presents different funding scenarios and the associated systemwide impact.*



- Complete Streets**

Northborough applied to become a Complete Streets Community and was awarded \$35,200 in State grant funds to assist with development of a Townwide Prioritization Plan. The plan was completed and approved by the State in early 2023.



- *Status: The Town is now eligible for construction funding grants of up to \$500,000 over the next five years. The expectation is that the Planning Department will allocate some or all funds toward improving accessibility in and around downtown.*

- **Water and Sewer SCADA Project**

The 2021 ATM approved funding for the Town's first Supervisory Control and Data Acquisition system for the water and sewer divisions. This allows operating staff to monitor and adjust control of critical water and sewer infrastructure remotely through a secure dedicated network. This first phase of implementation includes two control stations as well as five monitoring locations.

- *Status: Operational software customization is complete. Installation of site-specific control panels continues. The system is currently being testing and is expected to be online by the end of the fiscal year.*

A Federal earmark was included and approved as part of the recently signed omnibus bill. This awards the Town \$491,000 for implementation of the final phase of SCADA. This funds 80% of the total costs with the remainder to be appropriated from water and sewer free cash at the 2023 Annual Town Meeting.

- **Northborough Reservoir Dam Removal**

The Northborough Water Division owns a dam located in Shrewsbury and Boylston, which no longer provides a useful function for the Town. The Massachusetts Office of Dam Safety found the dam to be in poor condition and has ordered its repair or removal. A recent study concluded that removal is the most cost-effective and environmentally conscious alternative. The 2021 ATM approved funding the design and permitting phase of removal in the amount of \$50,000, combined with an additional \$168,750 competitive grant awarded through the Commonwealth. The State approved supplemental funds for permitting services in the amount of \$72,800.

- *Status: A grant application for approximately \$225,000 was submitted to the Stanton Foundation for their consideration of construction funding. This will be combined with the remaining CPA appropriation to enter the construction phase of the project later this year.*

- **Brigham Street Burial Ground Beautification**

Northborough owns a pre-revolutionary war era burial ground on Brigham Street near the South Street end. The Northborough Historic District Commission installed interpretive signage in 2021 to bring public awareness to these grounds. \$137,500 of CPA funds were allocated at the 2022 ATM to remove dead and dying trees, loam and seed the impacted areas, and install a post and chain border.

 - *Status: The project is substantially complete with a second seeding needed in the spring. Tree disease and mortality was found to be extensive, specifically with drought affected oaks, and impaired hemlock stock.*

- **Senior Center Accessible Trail**

The need for an accessible trail was identified in the Town's Master Plan as well as the Open Space Plan. The Town prepared a conceptual design in 2020 and submitted an unsuccessful grant application to the State. \$28,500 of funding was approved at the 2022 ATM which supports design permitting services, and \$370,000 was approved at the 2023 ATM to fund construction.

 - *Status: The project construction contract has been awarded and work is expected to begin as soon as the weather allows.*

Public Works Department Budget
FY2025

14420 - HIGHWAY ADMINISTRATION

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE	COMMENT
PERSONNEL SERVICES										
51100 DPW DIRECTOR SALARY (50%)	59,481.40	61,883.74	64,384.23	66,344.76	68,365.00	70,425.00	73,270.00	2,845.00	4.0%	
51120 ASST. DPW DIRECTOR SALARY (50%)	-	-	-	-	-	-	58,650.00	58,650.00	#DIV/0!	Assist. Dir. shift from Engineering
51410 LONGEVITY PAY	-	-	-	100.00	100.00	100.00	100.00	-	0.0%	
SUBTOTAL PERSONNEL SERVICES	59,481.40	61,883.74	64,384.23	66,444.76	68,465.00	70,525.00	132,020.00	61,495.00	87.2%	

EXPENSES

52110 UTILITIES	33,752.86	35,710.04	34,830.01	35,228.55	31,841.00	61,840.00	48,531.00	(13,309.00)	-21.5%	Reflects actuals
52800 CONTRACTUAL SERVICES	-	2,951.87	469.50	-	-	-	-	-	0.0%	
54290 OFFICE SUPPLIES	1,692.80	1,263.11	915.77	2,176.70	1,987.00	2,000.00	2,000.00	-	0.0%	
54490 BUILDING MAINTENANCE	27,001.62	20,434.91	10,525.45	24,484.22	22,496.00	27,900.00	13,400.00	(14,500.00)	-52.0%	Transferred to facilities
57110 TRAVEL/MILEAGE	568.02	673.01	341.24	560.36	384.00	1,075.00	1,075.00	-	0.0%	
57310 TRAINING, DUES, LICENSES	590.00	2,092.50	785.00	758.75	1,253.00	2,793.00	2,793.00	-	0.0%	
SUBTOTAL EXPENSES	63,605.30	63,125.44	47,866.97	63,208.58	57,961.00	95,608.00	67,799.00	-27,809.00	-29.1%	
TOTAL HIGHWAY ADMINISTRATION	123,086.70	125,009.18	112,251.20	129,653.34	126,426.00	166,133.00	199,819.00	33,686.00	20.3%	

TOTAL GENERAL FUND:

TOTAL GENERAL FUND:	2,229,227.52	2,177,191.88	2,795,062.56	2,644,550.81	2,985,988.00	3,947,919.32	4,060,900.46	112,981.14	2.9%	
TOTAL WATER ENTERPRISE FUND:	2,287,439.49	2,371,564.63	2,486,847.99	2,683,925.36	2,636,103.00	2,772,795.00	2,911,133.00	138,338.00	5.0%	5.2% Projected MWRA increase
TOTAL SEWER ENTERPRISE FUND:	1,636,644.60	1,704,352.77	1,761,903.27	1,775,900.65	2,397,488.00	2,508,483.06	2,760,707.50	252,224.44	10.1%	38% Projected Marlborough settlement
TOTAL SOLID WASTE ENTERPRISE FUND:	811,839.00	824,975.52	870,364.85	891,271.26	928,112.46	1,040,684.19	1,292,650.00	251,965.81	24.2%	30% collection & 75% processing increases
TOTAL OPERATING BUDGET:	6,965,150.61	7,078,084.80	7,914,178.37	7,995,648.08	8,947,691.46	10,269,881.57	11,025,390.96	755,509.39	7.4%	

Public Works Department Budget
FY2025

14422 - HIGHWAY CONSTRUCTION & MAINTENANCE

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE	COMMENT
PERSONNEL SERVICES										
51010	594,614.49	625,709.35	663,840.00	680,785.26	725,955.00	784,868.00	825,992.00	41,124.00	5.2%	LEO transition to HEO
51140	59,633.60	61,287.04	62,374.53	63,516.96	65,342.00	67,150.00	103,540.00	36,390.00	54.2%	Added admin
51300	124,185.68	98,408.38	111,327.45	114,481.07	150,448.00	123,123.00	124,484.00	1,361.00	1.1%	
51410	4,350.00	4,175.00	4,875.00	5,087.50	5,238.00	5,388.00	4,588.00	(800.00)	-14.8%	
51920	6,750.00	8,312.50	8,787.50	9,262.50	9,262.00	11,963.00	12,713.00	750.00	6.3%	
51970									0.0%	
SUBTOTAL PERSONNEL SERVICES	789,533.77	797,892.27	851,204.48	873,133.29	956,245.00	992,492.00	1,071,317.00	78,825.00	7.9%	
EXPENSES										
52690	87,865.14	79,537.28	95,955.67	96,480.07	94,918.00	94,300.00	94,300.00	-	0.0%	
52800	46,238.09	17,437.71	54,147.74	23,475.58	56,156.00	45,500.00	45,500.00	-	0.0%	
55320	21,398.32	23,089.28	22,337.63	27,650.97	28,499.00	23,300.00	28,500.00	6,200.00	27.8%	Based on actuals
57310	2,144.76	3,229.82	1,359.41	2,452.23	3,320.00	12,470.00	12,470.00	-	0.0%	
58690	4,569.84	-	981.60	13,815.34	3,649.00	13,000.00	13,000.00	-	0.0%	
58710	183,883.97	77,891.00	84,686.27	157,810.77	301,458.00	400,000.00	375,000.00	(25,000.00)	-6.3%	Postpone guardrail
58715	68,011.85	141,635.78	78,446.53	103,398.40	142,720.00	196,500.00	208,500.00	12,000.00	6.1%	Contaminated material disposal
SUBTOTAL EXPENSES	414,111.97	342,820.87	337,914.85	425,083.36	630,720.00	784,070.00	777,270.00	(6,800.00)	-0.9%	
TOTAL HIGHWAY CONSTRUCTION & MAINTENANCE	1,203,645.74	1,140,713.14	1,189,119.33	1,298,216.65	1,586,965.00	1,776,562.00	1,848,587.00	72,025.00	4.1%	

Public Works Department Budget
FY2025

14423 - SNOW & ICE

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
PERSONNEL SERVICES									
51220 MISCELLANEOUS LABOR	-	-	148.40	2,241.32	1,186.00	13,842.00	13,842.00	-	0.0%
51300 OVERTIME	111,156.85	80,066.37	125,021.37	132,956.71	101,381.00	112,000.00	112,000.00	-	0.0%
SUBTOTAL PERSONNEL SERVICES	111,156.85	80,066.37	125,169.77	135,198.03	102,567.00	125,842.00	125,842.00	-	0.0%
EXPENSES									
52800 CONTRACTUAL SERVICES	63,352.50	49,956.50	74,849.76	81,002.63	50,508.00	92,000.00	92,000.00	-	0.0%
55350 SALT & ADDITIVES	151,525.40	117,400.27	200,838.59	280,475.93	298,473.00	198,800.00	198,800.00	-	0.0%
57810 UNCLASSIFIED	43,281.10	82,988.96	81,163.88	52,381.76	61,335.00	43,000.00	43,000.00	-	0.0%
SUBTOTAL EXPENSES	258,159.00	250,345.73	356,852.23	413,860.32	410,316.00	333,800.00	333,800.00	-	0.0%
TOTAL SNOW & ICE	369,315.85	330,412.10	482,022.00	549,058.35	512,883.00	459,642.00	459,642.00	-	0.0%

Public Works Department Budget
FY2025

14424 - Street Lighting

		FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
52130	UTILITIES	117,000.00	120,000.00	125,000.00	135,000.00	163,564.00	165,000.00	165,000.00	-	0.0%
SUBTOTAL EXPENSES		117,000.00	120,000.00	125,000.00	135,000.00	163,564.00	165,000.00	165,000.00	-	0.0%
TOTAL STREET LIGHTING		117,000.00	120,000.00	125,000.00	135,000.00	163,564.00	165,000.00	165,000.00	-	0.0%

Public Works Department Budget
FY2025

14491 - CEMETERY DIVISION

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 PROPOSED	FY2024 PROPOSED	FY2024 PROPOSED	AMOUNT CHANGE	PCT CHANGE	COMMENT
PERSONNEL SERVICES											
51010 LABOR WAGES	71,348.36	81,605.84	83,443.92	85,651.86	88,190.00	90,855.00	96,925.00	96,925.00	6,070.00	6.7%	
51220 WAGES - TEMPORARY	8,448.00	15,361.50	16,731.00	17,160.00	16,560.00	28,600.00	30,400.00	30,400.00	1,800.00	6.3%	\$1.50 Pay Increase
51300 OVERTIME	1,871.16	6,313.61	6,004.52	9,819.84	8,110.00	8,619.00	8,619.00	-	-	0.0%	
51410 LONGEVITY PAY	-	375.00	475.00	587.50	588.00	588.00	588.00	-	-	0.0%	
51920 UNIFORMS	750.00	1,187.50	1,187.50	1,187.50	1,188.00	1,188.00	1,188.00	-	-	0.0%	
SUBTOTAL PERSONNEL SERVICES	82,417.52	104,843.45	107,841.94	114,406.70	114,636.00	129,850.00	137,720.00	137,720.00	7,870.00	6.1%	
EXPENSES											
52110 UTILITIES	562.31	684.55	796.33	853.76	944.00	1,600.00	1,600.00	-	-	0.0%	
52690 EQUIPMENT MAINTENANCE	9,273.87	4,421.02	5,521.49	6,158.98	12,476.00	6,300.00	8,000.00	1,700.00	1,700.00	27.0%	Based upon actuals
54490 BUILDING REPAIR	3,039.66	3,653.96	229.64	10,416.90	527.00	4,100.00	4,100.00	-	-	0.0%	
54690 MATERIALS & SUPPLIES	19,288.64	19,397.72	17,011.00	17,194.02	21,086.00	24,350.00	27,000.00	2,650.00	2,650.00	10.9%	Added Brigham St Burial Ground
58690 NEW EQUIPMENT CAPITAL	11,638.65	10,675.64	8,748.29	13,782.62	14,072.00	21,000.00	21,000.00	-	-	0.0%	
SUBTOTAL EXPENSES	43,803.13	38,832.89	32,306.75	48,406.28	49,105.00	57,350.00	61,700.00	4,350.00	4,350.00	7.6%	
TOTAL CEMETERY DIVISION	126,220.65	143,676.34	140,148.69	162,812.98	163,741.00	187,200.00	199,420.00	12,220.00	12,220.00	6.5%	

Public Works Department Budget
FY2025

14492 - TREES

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE
EXPENSES									
52690 EQUIPMENT MAINTENANCE	682.13	3,638.89	1,676.16	4,373.82	1,923.00	3,000.00	3,000.00	-	0.0%
52800 CONTRACTUAL SERVICES	35,350.00	37,770.00	39,000.00	45,312.02	50,070.00	65,000.00	65,000.00	-	0.0%
54700 MATERIALS & SUPPLIES	1,541.36	2,249.32	1,117.18	1,946.65	2,503.00	3,500.00	3,500.00	-	0.0%
SUBTOTAL EXPENSES	37,573.49	43,658.21	41,793.34	51,632.49	54,496.00	71,500.00	71,500.00	-	0.0%
TOTAL TREES DIVISION	37,573.49	43,658.21	41,793.34	51,632.49	54,496.00	71,500.00	71,500.00	-	0.0%

Public Works Department Budget
FY2025

16651 - PARKS DIVISION

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE	COMMENT
PERSONNEL SERVICES										
51130 LABOR WAGES	-	-	-	-	-	-	-	-	0%	
51220 SEASONAL LABOR	43,757.00	45,160.00	19,212.90	45,906.29	43,003.00	48,000.00	54,000.00	6,000.00	13%	Pay Increase
51300 OVERTIME	-	-	-	-	-	-	-	-	0%	
51410 LONGEVITY PAY	-	-	-	-	-	-	-	-	0%	
SUBTOTAL PERSONNEL SERVICES	43,757.00	45,160.00	19,212.90	45,906.29	43,003.00	48,000.00	54,000.00	6,000.00	14%	
EXPENSES										
51920 UNIFORMS	-	832.25	1,458.60	847.97	488.00	1,825.00	1,975.00	150.00	8%	
52110 UTILITIES	1,323.82	1,485.18	1,467.57	1,811.01	1,736.00	2,600.00	2,600.00	-	0%	
52610 MATERIALS & SUPPLIES	36,048.82	52,838.71	54,839.51	49,614.28	60,843.00	75,000.00	79,700.00	4,700.00	6%	Mulch Increase
52800 CONTRACTUAL SERVICES	-	5,000.00	3,296.44	13,435.00	4,125.00	27,540.00	25,240.00	(2,300.00)	-8%	
54490 REPAIRS & MAINTENANCE	8,335.15	6,885.77	2,586.68	4,021.48	2,658.00	4,000.00	4,000.00	-	0%	
54710 BUILDING MAINTENANCE	10,313.12	9,369.81	8,244.32	14,947.86	16,693.00	19,500.00	19,500.00	-	0%	
58690 NEW EQUIPMENT	56,020.91	76,411.72	71,893.12	84,677.60	86,543.00	130,465.00	133,015.00	2,550.00	2%	
SUBTOTAL EXPENSES	99,777.91	121,571.72	91,106.02	130,583.89	129,546.00	178,465.00	187,015.00	8,550.00	5%	

Public Works Department Budget
FY2025

FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE	COMMENT
111,966.40	114,205.80	116,490.03	118,819.73	151,640.00	124,476.00	-	(124,476.00)	-100.0%	Shifted to Assist. Director
-	-	-	-	-	-	-	-	0.0%	
650.00	650.00	650.00	650.00	650.00	650.00	-	(650.00)	-100.0%	
112,616.40	114,855.80	117,140.03	119,469.73	152,290.00	125,126.00	0.00	-125,126.00	-100.0%	

FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE	COMMENT
37,092.23	35,000.00	70,000.00	66,200.00	4,000.00	64,200.00	74,200.00	10,000.00	15.6%	Traffic Safety Committee support
641.42	373.74	316.97	233.00	-	450.00	450.00	-	0.0%	
-	-	-	8.98	-	100.00	100.00	-	0.0%	
1,927.13	1,515.62	906.93	1,259.12	1,461.00	1,500.00	-	(1,500.00)	-100.0%	
245.00	406.03	260.00	422.28	278.00	435.00	-	(435.00)	-100.0%	
-	-	-	-	-	150.00	150.00	-	0.0%	
85.00	-	-	-	-	300.00	-	(300.00)	-100.0%	
39,990.78	37,295.39	71,483.90	68,123.38	5,739.00	67,135.00	74,900.00	7,765.00	11.6%	
152,607.18	152,151.19	188,623.93	187,593.11	158,029.00	192,261.00	74,900.00	-117,361.00	-61.0%	

Public Works Department Budget

FY2025

11192 - FACILITIES

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE	COMMENT
PERSONNEL SERVICES										
51100 SALARIES FULL TIME						158,168.04	162,369.07	4,201.03	2.7%	
51300 OVERTIME						6,600.00	6,871.00	271.00	4.1%	
51410 LONGEVITY PAY						500.00	500.00	0.00	0.0%	
SUBTOTAL PERSONNEL SERVICES	0.00	0.00	0.00	0.00	0.00	165,268.04	169,740.06	4,472.02	2.7%	

EXPENSES

52800 CONTRACTUAL SERVICES						133,069.82	212,004.00	78,934.18	59.3%	Added 4 West Main St.
54490 BUILDING MAINTENANCE						204,951.46	218,648.40	13,696.94	6.7%	Added 4 West Main St.
54590 CUSTODIAL SUPPLIES						5,400.00	9,000.00	3,600.00	66.7%	
57110 TRAVEL/MILEAGE						2,150.00	2,150.00	0.00	0.0%	
57310 TRAINING, DUES, LICENSES						2,165.00	2,165.00	0.00	0.0%	
54820 GASOLINE						165,000.00	165,000.00	0.00	0.0%	
58700 WATER						16,500.00	18,150.00	1,650.00	10.0%	Added Town Common Irrigation
58705 SEWER						6,720.00	6,720.00	0.00	0.0%	
58708 SOLID WASTE						49,932.00	51,440.00	1,508.00	3.0%	
SUBTOTAL EXPENSES	0.00	0.00	0.00	0.00	0.00	585,888.28	685,277.40	99,389.12	17.0%	
TOTAL FACILITIES	0.00	0.00	0.00	0.00	0.00	751,156.32	855,017.46	103,861.14	13.8%	

Public Works Department Budget
FY2025

19995 - SOLID WASTE ENTERPRISE FUND

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE	COMMENT
EXPENSES										
52810 UNCLASSIFIED	162,350.00	133,434.24	143,283.87	160,278.51	220,532.00	224,350.00	252,050.00	27,700.00	12.3%	Leaves and brush
52910 TRASH COLLECTION	494,190.00	551,568.00	568,114.08	575,977.72	518,962.00	620,795.18	724,000.00	103,204.82	16.6%	New contract
57810 TRASH DISPOSAL	145,299.00	139,973.28	158,966.90	155,015.03	158,581.00	185,539.01	306,600.00	121,061.00	65.2%	Recyclable processing
59810 RESERVE FUND	10,000.00	-	-	-	-	10,000.00	10,000.00	-	0.0%	
SUBTOTAL EXPENSES	811,839.00	824,975.52	870,364.85	891,271.26	898,075.00	1,040,684.19	1,292,650.00	251,965.81	24.2%	
TOTAL SOLID WASTE ENTERPRISE FUND	811,839.00	824,975.52	870,364.85	891,271.26	898,075.00	1,040,684.19	1,292,650.00	251,965.81	24.2%	

Public Works Department Budget
FY2025

1999Z - WATER ENTERPRISE FUND

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE	COMMENT
PERSONNEL SERVICES										
51010 LABOR - WAGES FULL TIME	164,013.85	173,925.20	164,513.99	168,033.88	172,844.00	183,793.00	191,992.00	8,199.00	4.5%	
51100 SALARIES FULL TIME	35,688.91	37,130.22	38,630.45	39,806.85	41,019.00	42,255.00	78,462.00	36,207.00	85.7%	Assist. Dir. shift from Engineering
51120 WAGES-FULL TIME-PERMANENT	35,780.16	36,772.22	37,424.72	38,110.18	39,205.00	40,290.00	62,123.00	21,833.00	54.2%	Added admin
51130 SALARIES - PART TIME	1,080.00	1,080.00	0.00	1,080.00	1,080.00	1,080.00	1,080.00	0.00	0.0%	
51300 OVERTIME	44,117.23	41,914.96	47,377.99	43,957.40	47,600.00	51,463.00	53,758.00	2,295.00	4.5%	
51410 LONGEVITY PAY	1,320.00	1,410.00	1,785.00	1,785.00	1,785.00	1,629.00	1,629.00	0.00	0.0%	
51970 STIPEND	900.00	950.00	1,950.00	950.00	750.00	900.00	900.00	0.00	0.0%	
51920 UNIFORMS	1,800.00	2,280.00	2,280.00	2,280.00	1,995.00	2,280.00	2,280.00	0.00	0.0%	
SUBTOTAL PERSONNEL SERVICES	299,029.15	310,222.60	309,197.15	311,711.31	322,457.00	340,359.00	409,912.00	69,553.00	20.4%	

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE	COMMENT
EXPENSES										
51710 WORKMENS' COMPENSATION	13,174.00	13,438.00	12,180.00	11,005.00	11,076.00	11,298.00	8,211.00	-3,087.00	-27.3%	
51730 F.I.C.A. TOWN SHARE	3,785.00	4,806.00	5,037.00	5,037.00	5,037.00	4,936.00	4,936.00	0.00	0.0%	
51740 LIFE INSURANCE	88.00	88.00	88.00	88.00	63.00	63.00	63.00	0.00	0.0%	
51750 HEALTH INSURANCE	53,307.00	49,481.00	48,751.00	49,124.00	49,022.00	59,762.00	76,545.00	16,783.00	28.1%	Added admin
52110 UTILITIES	15,721.74	16,100.55	16,226.65	21,012.58	22,665.00	35,411.00	36,933.00	1,522.00	4.3%	
52610 BUILDING MAINTENANCE	18,053.98	3,563.90	3,511.18	15,288.15	18,029.00	13,300.00	13,300.00	0.00	0.0%	
52620 EQUIPMENT/VEHICLE MAINTENANCE	9,317.04	6,159.99	11,194.56	4,211.23	6,089.00	18,000.00	18,000.00	0.00	0.0%	
52800 CONTRACTUAL SERVICES	71,116.57	162,497.84	121,087.15	107,170.73	120,519.00	197,334.00	202,134.00	4,800.00	2.4%	Tank inspection
52850 AUDIT	1,949.00	2,008.00	2,899.00	2,088.00	2,124.00	2,993.00	2,993.00	0.00	0.0%	
53020 LEGAL EXPENSE	0.00	833.00	273.00	0.00	0.00	10,000.00	10,000.00	0.00	0.0%	
53110 PRINTING (UTILITY BILLS)	7,838.49	5,856.28	5,976.59	6,418.75	8,026.00	13,500.00	13,500.00	0.00	0.0%	
53170 WATER ANALYSIS	2,074.09	563.00	0.00	135.50	1,015.00	5,500.00	5,500.00	0.00	0.0%	
53190 TRAINING, DUES, LICENSES	7,060.53	6,997.25	5,544.76	5,966.86	8,796.00	9,325.00	9,325.00	0.00	0.0%	
54290 OFFICE SUPPLIES	366.86	652.85	259.29	0.00	1,161.00	1,860.00	1,860.00	0.00	0.0%	
54390 MWRA ASSESSMENT	1,271,058.00	1,312,356.04	1,422,346.00	1,760,228.00	1,508,715.00	1,475,638.00	1,553,376.00	77,738.00	5.3%	Estimated increase
54420 DISTRIBUTION OF MATERIALS	103,158.15	95,040.00	89,364.36	18,633.03	45,055.00	92,900.00	67,900.00	-25,000.00	-26.9%	Postpone hydrant replacement
54820 GASOLINE	10,545.00	10,545.00	10,545.00	10,545.00	10,545.00	16,800.00	16,800.00	0.00	0.0%	
55990 CHEMICALS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%	
56220 COUNTY RETIREMENT ASSESS.	47,225.00	33,340.00	37,993.00	34,940.00	39,515.00	57,092.00	65,888.00	8,796.00	15.4%	
57110 TRAVEL/MILEAGE	403.49	403.81	205.51	336.20	230.00	645.00	645.00	0.00	0.0%	
57410 LIAB. & BLDG. INSURANCE	17,639.00	17,639.00	18,130.00	19,500.00	19,500.00	19,890.00	20,563.00	673.00	3.4%	
57810 UNCLASSIFIED	0.00	0.00	0.00	0.00	0.00	75,000.00	75,000.00	0.00	0.0%	
58730 CAPITAL OUTLAY	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%	
59100 PRINCIPAL/LONG TERM DEBT	281,605.30	272,855.30	234,857.21	228,668.95	239,914.00	220,414.00	217,714.00	-2,700.00	-1.2%	
59150 INTEREST/LONG TERM DEBT	52,924.10	46,117.22	39,181.28	53,697.27	45,638.00	40,120.00	33,065.00	-7,055.00	-17.6%	
59270 INTEREST/TEMPORARY LOANS	0.00	0.00	0.00	10,844.80	25,299.00	46,385.00	42,700.00	-3,685.00	-7.9%	
59280 DEBT ISSUANCE	-	-	-	7,275.00	-	4,270.00	4,270.00	0.00	0.0%	
59990 OTHER FINANCING USES	-	-	92,000.00	-	-	-	-	0.00	0.0%	
SUBTOTAL EXPENSES	1,988,410.34	2,061,342.03	2,177,650.54	2,372,214.05	2,188,033.00	2,432,436.00	2,501,221.00	68,785.00	2.8%	

TOTAL WATER ENTERPRISE FUND	2,287,439.49	2,371,564.63	2,486,847.69	2,683,925.36	2,510,490.00	2,772,795.00	2,911,133.00	138,338.00	5.0%	
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NOTE: \$1.05M for LPAP Loan (MWRA)
 Water tank inspections every 3-5 yrs.
 Water Tank Rehabilitation/recirculation system
 Annual leak detention survey (MWRA)

Public Works Department Budget
FY2025

FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 ACTUAL	FY2024 APPROVED	FY2025 PROPOSED	AMOUNT CHANGE	PCT CHANGE	COMMENT
109,342.56	115,950.08	109,675.99	112,022.60	115,229.00	122,529.00	127,995.00	5,466.00	4.5%	
23,792.61	24,753.51	25,753.55	26,538.02	27,346.00	28,170.00	52,308.00	24,138.00	85.7%	Assist. Dir. shift from Engineering
23,853.44	24,514.82	24,949.81	25,406.78	26,137.00	26,860.00	41,416.00	14,556.00	54.2%	Added admin
720.00	720.00	1,800.00	720.00	720.00	720.00	720.00	-	0.0%	
9,553.00	9,840.00	10,266.00	10,472.00	10,786.00	11,113.00	11,792.00	679.00	6.1%	
29,411.53	27,943.36	31,585.33	29,304.90	31,734.00	34,309.00	35,839.00	1,530.00	4.5%	
880.00	940.00	1,080.00	1,190.00	1,190.00	1,044.00	1,044.00	-	0.0%	
1,000.00	1,000.00	-	1,000.00	750.00	1,000.00	1,000.00	-	0.0%	
1,200.00	1,520.00	1,520.00	1,520.00	1,330.00	1,520.00	1,520.00	-	0.0%	
199,753.14	207,181.77	206,630.68	208,174.30	215,222.00	227,265.00	273,634.00	46,369.00	20.4%	
8,234.00	8,399.00	8,120.00	7,337.00	7,384.00	7,532.00	3,947.00	(3,585.00)	-47.6%	
2,523.00	3,210.00	3,364.00	3,364.00	3,364.00	3,295.00	3,296.00	1.00	0.0%	
59.00	59.00	59.00	59.00	42.00	42.00	42.00	-	0.0%	
35,538.00	32,988.00	32,501.00	32,749.00	32,682.00	39,842.00	51,031.00	11,189.00	28.1%	Added admin
52,910.02	51,164.64	51,940.66	60,855.02	65,022.00	105,055.06	105,297.50	242.44	0.2%	
400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	939,283.00	1,300,000.00	360,717.00	38.4%	Projected settlement
78,408.98	50,879.08	49,814.01	41,075.78	67,312.00	104,254.00	58,100.00	(46,154.00)	-44.3%	Postpone grinder cartridge, Marlborough
10,684.76	6,795.17	20,458.76	10,719.90	8,629.00	41,000.00	41,000.00	-	0.0%	
78,204.83	156,604.81	65,922.91	200,889.31	74,575.00	182,233.00	171,467.00	(10,766.00)	-5.9%	Postpone several, Marlborough
1,300.00	1,338.00	2,211.00	1,392.00	1,416.00	2,273.00	2,273.00	-	0.0%	
18,351.43	37,362.21	85,151.50	8,569.00	69,142.00	50,000.00	10,000.00	(40,000.00)	-80.0%	Marlborough settlement
5,225.67	3,904.20	3,984.40	5,253.59	5,422.00	9,000.00	9,000.00	-	0.0%	
1,935.00	8,150.57	1,644.00	5,556.99	2,566.00	4,900.00	4,900.00	-	0.0%	
1,131.60	1,781.65	426.34	2,368.93	832.00	3,240.00	3,240.00	-	0.0%	
269.57	450.22	390.32	464.95	982.00	1,740.00	1,740.00	-	0.0%	
29,959.54	14,380.30	33,163.16	29,243.04	21,287.00	44,500.00	44,500.00	-	0.0%	
7,030.00	7,030.00	7,030.00	7,030.00	7,030.00	11,200.00	11,200.00	-	0.0%	
31,486.00	22,227.00	25,329.00	23,293.00	26,343.00	38,061.00	43,926.00	5,865.00	15.4%	
268.99	269.18	136.99	224.13	154.00	430.00	430.00	-	0.0%	
11,759.00	11,759.00	12,087.00	13,000.00	13,000.00	13,260.00	13,708.00	448.00	3.4%	
-	-	-	-	57,460.00	75,000.00	25,000.00	(50,000.00)	-66.7%	Reduce for Marlborough
473,515.72	514,369.51	530,183.42	581,611.35	503,491.00	488,791.00	486,891.00	(1,900.00)	-0.4%	
163,415.40	144,672.46	123,121.12	132,670.36	126,232.00	103,910.00	84,085.00	(19,825.00)	-19.1%	
24,680.95	19,377.00	10,234.00	-	6,401.00	11,375.00	11,000.00	(375.00)	-3.3%	
-	-	-	-	-	1,000.00	1,000.00	-	0.0%	
-	-	88,000.00	-	215,000.00	-	-	-	0.0%	
1,436,891.46	1,497,171.00	1,555,272.59	1,567,726.35	1,715,768.00	2,281,218.06	2,487,073.50	205,857.44	9.0%	
1,636,644.60	1,704,352.77	1,761,903.27	1,775,900.65	1,930,990.00	2,508,483.06	2,760,707.50	252,226.44	10.1%	