



Memorandum

To: Board of Selectmen

From: Martha White, Town Administrator
Michael Walters Young, Deputy Town Administrator

Date: Thursday, April 19, 2012

Re: Water and Sewer Rate Setting for FY 2013

Introduction

The Board of Selectmen serves as the Water & Sewer Commissioners for the Town of Natick. Among the various duties assigned to you in this role, perhaps none is more important than the annual setting of Water & Sewer rates. This memorandum introduces (or re-introduces) commissioners to the process involved in rate setting, recent changes witnessed by the fund and ratepayers over the last couple of fiscal years, provides pertinent financial information of the water & sewer enterprise fund and finally a summary of rate recommendations which will formally be presented to you during the formal rate hearings of May 7th and May 21st.

Water & Sewer Rates: Process

Ideally, water and sewer rates are set once a year in Natick. This is to ensure not only stability in the rates and the revenue stream, but more importantly so end-users can reliably and predictably budget for how much they have to pay for water & sewer services. In order for rate changes to correspond to the Town's fiscal year, rates must be set by June 1st or very shortly thereafter to meet bill production deadlines and billing cycles.

Therefore, staff works to begin the process so that it ends with the affirmative action of the Board no later than June 1st. This requires that the Board review the expenses - both operational and capital - *before* setting rates so that sufficient revenues can be raised to support the level of expenses requested and then appropriated through Town Meeting in April. Thus, the rate setting process actually begins January 1st when the Town Administrator unveils her recommended operational and capital budgets for the Water & Sewer Enterprise Fund.

The Selectmen then review and approve both budgets during February and March and they are advanced to the Finance Committee for their recommendations to Town Meeting in April.

Town Meeting will approve the budget in late April or early May, at the same time that the Selectmen are considering rate proposals and eventually setting rates.

The annual rate setting process is summarized below.

Annual Water & Sewer Rate Setting Process					
January	February	March	April	May	June
Water & Sewer Budget Unveiled by Town Administrator	Water & Sewer Budget (Operating & Capital) Reviewed and Approved by Selectmen; forwarded to Finance Committee for Subsequent Recommendation to Town Meeting		Rate Setting Begins @ BOS Town Meeting Hears & Approves Water & Sewer Budget	BOS Approves Rates for Next Fiscal Year	Bills with New Rates Produced & Distributed

Water & Sewer Rates: Timeline

As mentioned above, staff proposes that the formal rate setting process for FY 2013 take place in three sessions – April 23rd, May 7th and May 21st. The formal public hearing to set the rates would start on May 7th and end on May 21st. The proposed timeline and what is to be discussed when is presented below:

Session #1: April 23, 2011

- Introduction to the Rate Setting Process
- Solicitation of additional input from Commissioners on rate proposals
- Review of Water/Sewer Draft Rates
- Review of Water/Sewer Proposed Financial Management Policies
- Review of Public Comment Received to Date

Session #2: May 7, 2011

- Open Public Hearing
- Receive Rate Proposal(s) & Comprehensive Rate Packet
- Receive Additional Analysis (as requested by BOS)
- Take Public Input

Session #3: May 21, 2011

- Finish Public Hearing
- Set Rates

Immediately afterwards:

- First bills go out for FY 2013

Water & Sewer Rates: A brief review of changes & issues over the last several years

Since FY 2009, ratepayers have witnessed significant changes in both the structure of rates and the actual amount billed.

In FY 2009, the inclining block rate structure used by the Town was modified a) to accommodate for an 23% increase (on average) in people's bills (to accommodate for unprecedented declines in available retained earnings, increased capital spending and lower usage amounts) and b) elongated so that the differences between tiers were greater. Translated, this means that those who used less would see very little increase in their rates, whereas average users would see a 23% increase, and heavy water users would see between 40-49% increases in their rates. Finally, the first category of multi-unit dwellings – condominiums – was averaged in order to more accurately reflect the individual dwelling units cost of water & sewer services in buildings serviced by a master meter.

In FY 2010, the practice of averaging multi-unit dwellings was expanded to include all multi-unit residential dwelling units (apartment buildings, and multi-plex (2, 3, 4, etc.) unit dwellings that were served by master meters), as well as non-Natick residential properties served by master meters.

In FY 2011 and FY 2012, no major changes in rate structures were taken by the Water & Sewer Commissioners. Last year water and sewer rates remained unchanged.

The combination of all of these features has been to a) stabilize the fund and b) make the overall billing structure more fair to all residential properties while c) maintaining our commitment to encourage water conservation.

Water & Sewer Rates: Proposals for FY 2013

Staff has worked to minimize expenses in the Water & Sewer Enterprise Fund with the goal of keeping rate increases as low as possible for FY 2013. To that end, the table below summarizes the Water & Sewer Enterprise budget for FY 2013. Mathematically speaking, the forecast increase in rates would be 0.04%, or just around \$5,551 for FY 2013 when compared to FY 2012.

	2010 Actual	2011 Actual	2012 Appropriated	2013 Recommended	2012 vs. 2013	
					\$	%
Water/Sewer Enterprise Fund						
Revenues						
User Charges	12,314,368	12,353,351	12,401,835	12,407,386	5,551	0.04%
Connection Fees	95,002	104,470	170,000	170,000	-	0.00%
Other Departmental Income	700,002	758,698	750,000	750,000	-	0.00%
Investment Income	45,002	66,356	45,000	75,000	30,000	66.67%
Capital Article Closeouts	162,306	150,000	-	-	-	0.00%
Retained Earnings	213,698	-	320,000	1,105,000	785,000	245.31%
Total Revenues	13,530,378	13,432,875	13,686,835	14,507,386	820,551	6.00%
Expenses						
Water & Sewer Operations	6,855,364	7,021,847	7,435,391	7,769,261	333,870	4.49%
Utility Billing	164,334	180,693	224,318	233,568	9,250	4.12%
Fringe Benefits	606,191	627,467	630,025	652,593	22,568	3.58%
Debt Service	2,177,447	2,287,229	2,341,218	1,965,450	-375,768	-16.05%
Reserve Fund	0	0	200,000	200,000	0	0.00%
Indirects (included in G/F)	2,506,418	2,449,757	2,535,883	2,581,514	45,631	1.80%
Capital	350,002	312,000	320,000	1,105,000	785,000	245.31%
Total Expenses	12,659,755	12,878,994	13,686,835	14,507,386	820,551	6.00%

Given a balance of over \$1,200,000 in retained earnings in the Water & Sewer Enterprise Fund *after* capital appropriations at the 2012 Spring Annual Town Meeting, administration is confident in proposing no change in the water & sewer rates for FY 2013.

We would ask the Water & Sewer Commissioners if there is desire to prepare similar rate proposals to last year, or simply to prepare the same rates as last year. As a reminder, the detailed rate proposals developed last year were:

- 1) **Status quo:** All rates, rate tiers, groupings and averaging would remain the same.
- 2) **Leveling of the Tiers:** Current tiers would be “leveled”; in other words, high users would pay less where low-end users would pay more in order to “level” out the extreme differences between tiers; however, the total amount of revenue raised would be the same as in FY 2012. Overall, there would be no increase in rates.
- 3) **Surplus building:** All rate tiers, groupings and averaging would remain the same; however, the gross increase in revenue would be between 3% for the purpose of building reserves and retained earnings for use in future years. This would result in approximately \$375,000 of additional reserves.

As you consider these and any other proposals, we have attached the adopted Water & Sewer Enterprise Fund Financial Policies.

Public Commentary: Additional Requests/Changes Requested by Users

Over the last several years, we have made great strides to hear and recommend changes where applicable and advisable to the Water & Sewer rate structure. This has included both changes to the rates themselves (via the implementation of averaging for all multi-unit residential dwellings), and to the presentation materials – both during the rate setting process and the creation of more informative water & sewer bills and rate summaries after the rate setting process. We have also in the past received comments regarding the water rates and their impact upon laundromats and irrigation users.

This year, we have received no comments from users. We will pass them along if any are received.

Requested Action:

Administration is asking that the Water & Sewer Commissioners take no action on April 23rd, other than:

Calling for the posting of a public hearing to commence on May 7th and ending on May 21st for the purpose of setting water & sewer rates for the Fiscal Year beginning July 1, 2012.

AND

Determining how many rate proposals staff should develop in advance of the public hearing.

Staff will develop rate recommendations as summarized above for your meeting of May 7th. Staff needs to know, however, if there are other requests, rate scenarios or analysis that the Board desires for that next meeting. This can include the questions & concerns raised by water users and discussed herein. In order for staff to complete this on-time and still have the Board vote rates on May 21st, *we need to know over the next week and one half what those are*. Please e-mail (myoung@natickma.org) or call (505) 647-6404 the Deputy Town Administrator with any requests or suggestions you may have **by Wednesday, May 2nd**.

Please let us know if you have any questions.

Attachments

- Adopted Water/Sewer Enterprise Fund Financial Policies (*circa May 2011*)



Town of Natick, Massachusetts

Water/Sewer Enterprise Fund Financial Policies – Approved by Board of Selectmen – 05/23/2011

To protect the Water & Sewer Enterprise Fund’s financial stability and to ensure the availability of adequate financial resources in times of emergency, it is essential that policies regarding the enterprise fund’s financial management be adopted and adhered to in the preparation and implementation of the operating and capital budgets.

1) Reserves

Maintaining adequate reserves is a fundamental principle of sound financial management. Although there is no standardized reserve policy guidance for enterprise funds in Massachusetts, industry practice would suggest the following:

- a) Retained Earnings (as certified by the Mass. Department of Revenue *eff. July 1* of each fiscal year) shall serve as the principle reserves for the Water & Sewer Enterprise Funds.
- b) Retained Earnings balance should be at least 10% of the gross revenues of the Water & Sewer Enterprise Fund after accounting for planned draws in any fiscal year (e.g. capital purchases).
- c) Reserves can be used for any lawful purpose, but serve primarily to provide financial security in case of catastrophic and unforeseen events, or capital and asset renewal and replacement.
- d) Reserves should not be used to subsidize ongoing operations, whenever possible.

2) Capital

In order to preserve the Town’s fixed asset base and ensure that Water and Sewer facilities, and equipment efficiently and effectively support the Town’s programs and operations, the Town should provide consistent and stable funding sources for the timely and periodic renewal and/or replacement of water/sewer infrastructure, vehicles and equipment. To that end:

- a) **Methods of Financing:** Generally, the Town should finance all vehicles, equipment and infrastructure with a useful life less than 10 years out of its Retained Earnings. For those vehicles, equipment and infrastructure with a useful life greater than 10 years, the town should consider borrowing as per the regulations set forth under M.G.L. Ch. 44 Sec. 7 & 8 and/or any other applicable laws, if sufficient Retained Earnings are not available.
- b) **Debt Management:** When borrowing is necessary to finance a capital improvement, the Town Finance Director shall seek to issue bonds in such way as to minimize issuance and interest costs while achieving the best terms for the financial betterment of the Enterprise Fund.
- c) **Capital Planning:** All capital projects funded through the Enterprise Fund must be part of the agreed to and adopted 5-year Capital Improvement Plan.
- d) **Roadway Improvement:** Any disruption caused of a paved surface as a result of Water & Sewer Infrastructure Improvements shall be restored as part of the Water & Sewer project and paid for out of revenues of the Water & Sewer Enterprise Fund.

3) Rate Structures

- a) The Town of Natick should continue its established practice of ascending or inclined block rates for water usage in order to promote conservation.
- b) Rates should be proposed and adopted sufficient to cover all costs incurred during the fiscal year with the exception of catastrophic events. Mid-year rate modifications should be avoided whenever possible.

4) Indirect Costs

- a) Indirect costs shall be reviewed at regular intervals to ensure that they are reasonable to the services being provided by the General Fund in support of Water & Sewer Operations.

These policies should be reviewed at regular intervals for their effectiveness and continued improvement.