



# MASSACHUSETTS WATER RESOURCES AUTHORITY

Charlestown Navy Yard  
100 First Avenue, Building 39  
Boston, MA 02129

Frederick A. Laskey

Executive Director

*Chair:* K. Theoharides

*Vice-Chair:* J. Carroll

*Secretary:* A. Pappastergion

*Board Members:*

C. Cook

P. Flanagan

J. Foti

B. Peña

H. Vitale

J. Walsh

P. Walsh

J. Wolowicz

## **BOARD OF DIRECTORS' MEETING**

**To be Held on Wednesday, April 13, 2022**

Time: 1:00pm

To be Held Virtually

Pursuant to An Act Relative to Extending Certain COVID-19  
Measures Adopted During the State of Emergency.

**WebEx Meeting Link (Registration Required)**

<https://mwra.webex.com/mwra/onstage/g.php?MTID=e279c84929dc45618b297ac2c5cc17546>

Event Number: 2348 564 4689

Event Password: 41322

## **REVISED AGENDA (2)**

### **I. APPROVAL OF MINUTES**

### **II. REPORT OF THE CHAIR**

### **III. REPORT OF THE EXECUTIVE DIRECTOR**

### **IV. EXECUTIVE SESSION**

i. Approval of March 16, 2022 Executive Session Minutes

#### **A. Litigation**

1. Update on February 23, 2022 Notice of Intent to File Suit from Conservation Law Foundation (CLF), TRAC Enforcement (verbal)

#### **B. Collective Bargaining**

1. Approval and Ratification of Certain Collective Bargaining Agreements (verbal)

### **V. ADMINISTRATION, FINANCE & AUDIT**

#### **A. Information**

1. Delegated Authority Report – February 2022

2. 2021 Annual Update on New Connections to MWRA System

3. FY2022 Financial Update and Summary as of March 2022

Telephone: (617) 242-6000

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**V. ADMINISTRATION, FINANCE & AUDIT (Continued)**

**B. Approvals**

1. Approval of the 85th Supplemental Resolution
2. Memorandum of Agreement between MWRA and the City of Chelsea: Griffin Way/Eastern Avenue Intersection Signalization, Contract OP-339

**C. Contract Awards**

1. Maintenance and Support of the Integrated Financial, Procurement and Human Resources/Payroll Management System: Infor Inc.

**VI. WATER POLICY & OVERSIGHT**

**A. Information**

1. Update on the William A. Brutsch Hydroelectric Facility and the McLaughlin Fish Hatchery Pipeline

**B. Contract Amendments/Change Orders**

1. Quinapoxet Dam Removal Design, Permitting and ESDC: SLR Corporation, Contract 7347, Amendment 1

**VII. PERSONNEL & COMPENSATION**

**A. Information**

1. Proposed Organizational Changes within MWRA

**B. Approvals**

1. PCR Amendments - April 2022
2. Appointment of Controller, Finance Division
3. Appointment of Business Relationship Manager, MIS

**VIII. CORRESPONDENCE TO THE BOARD**

**IX. OTHER BUSINESS**

**X. ADJOURNMENT**

## MASSACHUSETTS WATER RESOURCES AUTHORITY

Meeting of the Board of Directors

March 16, 2022

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A meeting of the Massachusetts Water Resources Authority (“MWRA”) Board of Directors was held on March 16, 2022. The meeting was conducted virtually, pursuant to Chapter 20 of the Acts of 2021, An Act Relative to Extending Certain COVID-19 Measures Adopted During the State of Emergency. Chair Theoharides presided remotely. Also participating remotely from the Board were Messrs. Carroll, Cook, Flanagan, Foti, Pappastergion, Peña, Vitale, J. Walsh, and P. Walsh. Ms. Wolowicz was absent.

MWRA staff in attendance virtually included Frederick Laskey, Executive Director; Carolyn Francisco Murphy, General Counsel; David Coppes, Chief Operating Officer; Carolyn Fiore, Deputy Chief Operating Officer; Thomas Durkin, Director of Finance; Kathy Murtagh, Director, Tunnel Redundancy; Andrea Murphy, Director, Human Resources; Paula Weadick, Director, MIS; Douglas Rice, Director, Procurement; David Duest, Director, Deer Island Treatment Plant; and, Assistant Secretaries Ria Convery and Kristin MacDougall. Vandana Rao, Executive Office of Environmental Affairs (EEA), and Joseph Favaloro, MWRA Advisory Board, were also in attendance virtually.

Chair Theoharides called the meeting to order at 1:37pm. MWRA General Counsel Francisco Murphy took roll call of Board Members in attendance. On behalf of the Chair, Ms. Francisco Murphy announced that except for Executive Session, the meeting was open to the public virtually, via a link posted on MWRA’s website ([www.mwra.com](http://www.mwra.com)). She added that the meeting would be recorded, and that the agenda and meeting materials were available on MWRA’s website. She also announced that the meeting would move into Executive Session after the Executive Director’s report, and that the Open Session would resume after the adjournment of Executive Session.

General Counsel Francisco Murphy explained that all motions would be individually presented and given an opportunity for discussion and deliberation; further, that after discussion and deliberation, any Board member could request an individual roll call vote on that motion, where Board Members could vote affirmatively or in the negative, or abstain from voting. She also noted that if no request for an individual vote were made or concerns raised, the motion would advance for an omnibus roll call vote at the conclusion of all the presentations.

### APPROVAL OF FEBRUARY 16, 2022 MINUTES

A motion was duly made and seconded to approve the minutes of the Board of Directors’ meeting of February 16, 2022. Chair Theoharides called for any questions, discussion, or objections. Hearing none, she referred the motion to an omnibus roll call vote. (ref. I)

### REPORT OF THE CHAIR

Chair Theoharides briefly reported on Baker-Polito administration initiatives, including federal funding, the development a Transportation Bond Infrastructure Bond Bill, and American Rescue Plan Act (ARPA) funding for Massachusetts infrastructure (ref. II)

REPORT OF THE EXECUTIVE DIRECTOR

MWRA Executive Director Frederick Laskey reported that staff, pursuant to Governor Baker's Executive Order 597, had performed a thorough review of all MWRA contracts and investments and had found no ties to Russia. He added that the MWRA Retirement System held an "emerging markets" investment, and that staff would follow the lead of PERAC (Public Employee Retirement Administration Commission) and the State Treasurer. Next, Mr. Laskey announced that MWRA had received \$1.2 million in debt service assistance, and funding for system expansion studies; he thanked the Baker-Polito administration for its support. He then noted that Congresswoman Clark was expected to hold a press conference to announce \$10 million in federal funding for local projects, including an aqueduct trail connection in honor of the late State Representative Chris Walsh; \$3.36 million in lead funding for Malden; and, the Mystic and Charles Regional Coastal Flood Interventions Project. Finally, Mr. Laskey reported that staff had strategically purchased diesel fuel for the Deer Island Treatment Plant at \$2.98 per gallon on March 7, 2022; he noted that on March 13, 2022 the cost had risen to \$3.78 per gallon, and that the vendor would hold the lower price.

There was general discussion about rising fuel costs. (ref. III)

EXECUTIVE SESSION

Chair Theoharides requested that the Board move into Executive Session to discuss litigation and collective bargaining, since open session could have a detrimental effect on the litigation and bargaining positions of the Authority. She announced that the planned topics of discussion in Executive Session were a Notice of Intent to File Suit from the Conservation Law Foundation, and the approval and ratification of collective bargaining agreements for NAGE Unit 3 and MOSES Unit 9. She also announced that the Board would return to Open Session after the conclusion of Executive Session.

A motion was duly made and seconded to enter Executive Session for these purposes, and to resume Open Session after Executive Session adjournment.

Upon a motion duly made and seconded, a roll call vote was taken in which the members were recorded as follows:

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Theoharides		
Carroll		
Cook		
Flanagan		
Foti		
Pappastergion		
Peña		
Vitale		
J. Walsh		
P. Walsh		

Voted: to enter Executive Session, and to resume Open Session after Executive Session adjournment.

The Board moved to Executive Session to discuss litigation and collective bargaining, since discussing such in Open Session could have a detrimental effect upon the litigation and bargaining positions of the Authority.

\*\*\* EXECUTIVE SESSION \*\*\*

The meeting entered Executive Session at 1:44pm and adjourned at 2:08pm.

\*\*\* CONTINUATION OF OPEN SESSION \*\*\*

Open Session resumed at 2:08pm. Chair Theoharides presided.

COLLECTIVE BARGAINING ANNOUNCEMENT

Chair Theoharides announced that during Executive Session the Board voted to approve and ratify the collective bargaining agreements with NAGE Unit 3 and MOSES Unit 9, which included ATB (across the board) increases of 2.5%, 2.0% and 2.0% for FY21, FY22 and FY23, respectively, and a one-time signing bonus payment of 1.5% (with a minimum of \$1,000); and that Board also authorized a one-time Hazard Pay payment of either \$2,000 or \$1,000 for certain members of NAGE Unit 3 and MOSES Unit 9.

PERSONNEL AND COMPENSATION

Approvals

PCR Amendments - March 2022

A motion was duly made and seconded to approve amendments to the Position Control Register (PCR) as presented and filed with the records of the meeting.

MWRA Director of Human Resources Andrea Murphy summarized the proposed PCR amendments, which included two title and grade changes and the addition of a two new Tunnel Redundancy Program positions.

At the request of a Board member, staff presented a Tunnel Redundancy Program organizational chart that highlighted the new positions.

Chair Theoharides asked if there was further discussion or any objections. Hearing none, she advanced the motion to an omnibus roll call vote. (ref. V A.1)

Appointment of Manager, Occupational Health & Safety

A motion was duly made and seconded to approve the appointment of Mr. Timothy Wooster to the position of Manager, Occupational Health and Safety (Non-Union, Grade 14) in the

Administration Division, at an annual salary of \$138,000 commencing on a date to be determined by the Executive Director.

Ms. Murphy summarized the proposed candidate's work history, experience, education, and qualifications.

Chair Theoharides asked if there was any discussion or objections. Hearing none, she advanced the motion to an omnibus roll call vote. (ref. V A.2)

## ADMINISTRATION, FINANCE AND AUDIT

### Information

#### Delegated Authority Report – February 2022

MWRA Director of Procurement Douglas Rice reported that the January 2022 Delegated Authority Report did not reflect any actions taken under new delegated authority policy approved by the Board in January 2022. He added that the February 2022 Delegated Authority Report was expected to include actions taken under the new policy.

Hearing no questions or discussion, Committee Chair Foti proceeded to the next agenda item. (ref. VI A.1)

#### FY22 Financial Update and Summary through February 2022

MWRA Director of Finance Thomas Durkin reported that wages and salaries were approximately \$9.8 million under budget due to ongoing hiring and retention challenges. Next, Mr. Durkin discussed potential budget variances on direct expenses such as maintenance, chemicals and utilities due to the impacts of inflation, supply chain issues and the ongoing war in Ukraine. Finally, Mr. Durkin noted that MWRA's budget structure had muted the impacts of inflation on capital finance and indirect expenses to date, and that staff would engage with the MWRA Advisory Board to make any necessary adjustments to the proposed FY23 budget.

There was general discussion about methods for measuring inflation.

Hearing no further questions or discussion, Committee Chair Foti proceeded to the next agenda item. (ref. VI A.2)

### Contract Amendments/Change Orders

#### Renewable and Alternative Energy Portfolio Services: Next Grid Markets, LLC, Contract RPS-68, Amendment 3

A motion was duly made and seconded that the Executive Director, on behalf of the Authority, approve Amendment 3 to Contract RPS68, Renewable and Alternative Energy Portfolio Services, with Next Grid Markets, LLC, in accordance with the pricing established under Massachusetts State Contract FAC109, extending the contract term by 730 days, from March 31, 2022 to March 30, 2024, and increasing the contract amount by \$35,000, from \$105,000 to \$140,000. Approval of Amendment 3 will be contingent on DCAMM extending the FAC109 Contract.

MWRA Deputy Chief Operating Officer Carolyn Fiore described the purpose of renewable energy credits, MWRA's earnings from energy credits, and the general terms of the proposed contract with aggregator Next Grid Markets, LLC, pending the Division of Capital Asset Management and Maintenance (DCAMM) approval of renewal.

There was discussion about MWRA's efforts to install solar canopies at MWRA facilities, and the battery storage pilot program.

Board Member Vitale requested an estimated total number of vehicles in MWRA's fleet, and the percentage of electric fleet vehicles. Ms. Fiore advised that staff would forward that information at a later date.

There was discussion about the process of siting battery storage in communities.

Chair Theoharides asked if there was further discussion or any objections. Hearing none, she advanced the motion to an omnibus roll call vote. (ref. VI B.1)

## WASTEWATER POLICY AND OVERSIGHT

### Information

#### Infiltration/Inflow Local Financial Assistance Program Annual Update

MWRA Director of Planning and Sustainability Stephen Estes-Smargiassi presented an overview of the Infiltration/Inflow (I/I) Financial Assistance Program's goals, structure and accomplishments.

There was discussion about MWRA system I/I reduction volumes and how they were calculated, the I/I Annual Report, and the program's benefits.

Hearing no further questions or discussion, Committee Chair Jack Walsh proceeded to the next agenda item. (ref. VII A.1)

### Approvals

#### Approval of Memorandum of Agreement with Massachusetts Bay Transportation Authority, ADA Compliant Bus Offload Area at Public Access Parking Lot, Deer Island Treatment Plant

A motion was duly made and seconded to authorize the Executive Director, on behalf of the Authority, to approve a Memorandum of Agreement with the Massachusetts Bay Transportation Authority, relating to bus offload ADA accessibility at the Deer Island public access parking lot, substantially in the form attached to the March 16, 2022 Staff Summary presented and filed with the records of this meeting.

MWRA Deer Island Treatment Plant Director David Duest presented a summary of the purpose and terms of the proposed Memorandum of Agreement with the Massachusetts Bay Transportation Authority relating to bus offload accessibility at Deer Island.

There was brief discussion about the motion.

Hearing further discussion or any objections, Chair Theoharides advanced the motion to an omnibus roll call vote. (ref. VII B.1)

### Contract Awards

#### Preferred Service Agreement for the Combustion Turbine Generators: Mitsubishi Power Aero LLC

A motion was duly made and seconded to approve the award of a Preferred Service Agreement to provide technical support, emergency repair services and spare parts for the combustion turbine generators to the original equipment manufacturer, Mitsubishi Power Aero LLC and to authorize the Executive Director, on behalf of the Authority, to execute said contract for an amount not to exceed \$586,000 for a period of three years.

Mr. Duest presented a summary of the purpose of critical backup generators (CTGs) and the terms of the proposed sole source contract. He explained that the contract included on-site technician coverage during high profile storm events and cable outages. Finally, Mr. Duest noted that the CTGs fulfill NPDES requirements for backup power and generate revenue.

There was brief discussion about Mitsubishi Power Aero, LLC's ownership of Pratt and Whitney, and the estimated uses and lifespans of MWRA's CTGs.

Chair Theoharides asked if there was further discussion or any objections. Hearing none, she advanced the motion to an omnibus roll call vote. (ref. VII C.1)

### WATER POLICY AND OVERSIGHT

#### Information

##### Update on Lead and Copper Rule Regulatory Issues

Mr. Estes-Smargiassi presented an overview of changes to the EPA's Lead and Copper Rule (LCR). He reported that in February 2022, the EPA had directed the Massachusetts Department of Environmental Protection (DEP) to accelerate aspects of the revised LCR. He explained that the changes would immediately impact five MWRA communities (Boston, Winthrop, Medford, Melrose and Malden), and that all other fully supplied water communities in the Metro Boston area were expected to be effected in September 2022. Mr. Estes-Smargiassi described new LCR sampling, investigation and reporting requirements, and explained that staff were in negotiations with regulators.

There was general discussion about the potential implications of the new LCR reporting requirements on MWRA and its water system communities, the relative numbers of lead service lines in various service communities, lead service line replacements, corrosion control testing, and the ongoing negotiations with regulators.

Next, Mr. Estes-Smargiassi presented more details on MWRA's corrosion control improvements testing program, and an update on MWRA's lead service line and gooseneck replacement programs. Finally, Mr. Estes-Smargiassi described a joint program with the Massachusetts Department of Public Health to sample the homes of children with elevated lead blood levels.



Mr. Laskey acknowledged Board Member Carroll's role in the development of the joint lead testing program for children.

Chair Theoharides asked if there was further discussion or any objections. Hearing none, she advanced the motion to an omnibus roll call vote. (ref. VIII A.1)

#### Local Water System Assistance Program Annual Update

Mr. Estes-Smargiassi briefly presented MWRA's distribution of Local Water System Pipeline Assistance Program (LWSAP) funds to communities in calendar year 2021, and described how the program contributed to water quality improvements at customer taps.

Mr. Cook commended LWSAP Program staff.

Hearing no further questions or discussion, Chair Theoharides proceeded to the Omnibus Roll Call Vote. (ref. VIII A.2)

#### OMNIBUS ROLL CALL VOTE

Chair Theoharides called for an omnibus roll call vote on the motions made and seconded. An omnibus roll call vote was taken in which the members were recorded as follows:

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Theoharides		
Carroll		
Cook		
Flanagan		
Foti		
Pappastergion		
Peña		
Vitale		
J. Walsh		
P. Walsh		

Voted: to approve the minutes of the Board of Directors' meeting of February 16, 2022; (ref. I)

Further, voted: to approve amendments to the Position Control Register (PCR) as presented and filed with the records of the meeting; (ref. V A.1)

Further, voted: to approve the appointment of Mr. Timothy Wooster to the position of Manager, Occupational Health and Safety (Non-Union, Grade 14) in the Administration Division, at an annual salary of \$138,000 commencing on a date to be determined by the Executive Director; (ref V A.2)

Further, voted: that the Executive Director, on behalf of the Authority, approve Amendment 3 to Contract RPS68, Renewable and Alternative Energy Portfolio Services, with Next Grid Markets, LLC, in accordance with the pricing established under Massachusetts State Contract FAC109, extending the contract term by 730 days, from March 31, 2022 to March 30, 2024, and

increasing the contract amount by \$35,000, from \$105,000 to \$140,000. Approval of Amendment 3 will be contingent on DCAMM extending the FAC109 Contract; (ref. VI.B.1)

Further, voted: to authorize the Executive Director, on behalf of the Authority, to approve a Memorandum of Agreement with the Massachusetts Bay Transportation Authority, relating to bus offload ADA accessibility at the Deer Island public access parking lot, substantially in the form attached to the March 16, 2022 Staff Summary presented and filed with the records of this meeting; (ref. VII B.1), and,

Further, voted: to approve the award of a Preferred Service Agreement to provide technical support, emergency repair services and spare parts for the combustion turbine generators to the original equipment manufacturer, Mitsubishi Power Aero LLC and to authorize the Executive Director, on behalf of the Authority, to execute said contract for an amount not to exceed \$586,000 for a period of three years. (ref. VII C.1)

#### CORRESPONDENCE TO THE BOARD

There was no correspondence to the Board.

#### OTHER BUSINESS

There was no other business.

#### ADJOURNMENT

A motion was duly made and seconded to adjourn the meeting.

A roll call vote was taken in which the members were recorded as follows:

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Theoharides		
Carroll		
Cook		
Flanagan		
Foti		
Pappastergion		
Peña		
Vitale		
J. Walsh		
P. Walsh		

The meeting adjourned at 3:06pm.

Approved: April 13, 2022

Attest:

\_\_\_\_\_  
Andrew M. Pappastergion, Secretary

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Peña		
Vitale		
J. Walsh		
P. Walsh		

(ref. IV B.1/ES 3.a)

ADJOURNMENT

A motion was duly made and seconded to adjourn Executive Session and return to Open Session.

A roll call vote was taken in which the members were recorded as follows:

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Theoharides		
Carroll		
Cook		
Foti		
Flanagan		
Pappastergion		
Peña		
Vitale		
J. Walsh		
P. Walsh		

The meeting adjourned at 3:06pm.

Approved: April 13, 2022

Attest:

\_\_\_\_\_  
Andrew M. Pappastergion, Secretary

**STAFF SUMMARY**

**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director *Frederick A. Laskey*  
**DATE:** April 13, 2022  
**SUBJECT:** Delegated Authority Report – March 2022

**COMMITTEE:** Administration, Finance & Audit

X INFORMATION  
  VOTE

*Michele S. Gillen*

Michele S. Gillen  
Director, Administration

Jacqueline Collins, Administrative Coordinator  
Barbara Aylward, Administrator A & F  
Preparer/Title

*Douglas J. Rice*  
Douglas J. Rice  
Director of Procurement

**RECOMMENDATION:**

For information only. Attached is a listing of actions taken by the Executive Director under delegated authority for the period March 1 – 31, 2022.

This report is broken down into three sections:

- Awards of Construction, non-professional and professional services contracts and change orders and amendments in excess of \$25,000, including credit change orders and amendments in excess of \$25,000;
- Awards of purchase orders in excess of \$25,000; and
- Amendments to the Position Control Register, if applicable.

**DISCUSSION:**

The Board of Directors' Management Policies and Procedures, as amended by the Board's vote on February 16, 2022, delegate authority to the Executive Director to approve the following:

Construction Contract Awards:

Up to \$3.5 million if the award is to the lowest bidder.

Change Orders:

Up to 25% of the original contract amount or \$1,000,000.00, whichever is less, where the change increases the contract amount, and for a term not exceeding an aggregate of six months; and for any amount and for any term, where the change decreases the contract amount. The delegations for cost increases and time can be restored by Board vote.

Professional Service Contract Awards:

Up to \$1,000,000 and three years with a firm; or up to \$200,000 and two years with an individual.

Non-Professional Service Contract Awards:

Up to \$1,000,000 if a competitive procurement process has been conducted, or up to \$100,000 if a procurement process other than a competitive process has been conducted.

Purchase or Lease of Equipment, Materials or Supplies:

Up to \$3.5 million if the award is to the lowest bidder.

Amendments:

Up to 25% of the original contract amount or \$500,000, whichever is less, and for a term not exceeding an aggregate of six months.

Amendments to the Position Control Register:

Amendments which result only in a change in cost center.

**BUDGET/FISCAL IMPACT:**

Recommendations for delegated authority approval include information on the budget/fiscal impact related to the action. For items funded through the capital budget, dollars are measured against the approved capital budget. If the dollars are in excess of the amount authorized in the budget, the amount will be covered within the five-year CIP spending cap. For items funded through the Current Expense Budget, variances are reported monthly and year-end projections are prepared at least twice per year. Staff review all variances and projections so that appropriate measures may be taken to ensure that overall spending is within the MWRA budget.

CONSTRUCTION/PROFESSIONAL SERVICES DELEGATED AUTHORITY ITEMS MARCH 1 - 31, 2022

NO.	DATE OF AWARD	TITLE AND EXPLANATION	CONTRACT	AMEND/CO	COMPANY	FINANCIAL IMPACT
C-1.	03/02/22	<b>WACHUSETT RESERVOIR NORTH AND SOUTH DIKE INSTRUMENTATION</b> FINAL BALANCING CHANGE ORDER TO DECREASE FOLLOWING BID ITEMS: FOOTAGE OF CASED, DRIVE AND WASH BORINGS, REHABILITATION OF EXISTING MONITORING WELLS, EXISTING WELL ABANDONMENT, ABANDONMENT OF NEW BOREHOLES, ADDITIONAL SPLIT SPOON SAMPLE, UNDISTURBED SHELBY TUBE SAMPLES, NEW PROTECTIVE CASING OR FLUSH MOUNT ROAD BOX, COVID-19 ALLOWANCE; DELETE THE NUMBER OF PIEZOMETERS AND ASSOCIATED COMMUNICATION EQUIPMENT FROM TWO TO ONE AT MONITORING WELL SOUTH DIKE (SD-1).	W327	1	NEW ENGLAND BORING, INC.	(\$86,459.50)
C-2.	03/07/22	<b>TAFTS AND SHIRLEY INTERSECTION IMPROVEMENTS</b> FINAL BALANCING CHANGE ORDER TO DECREASE FOLLOWING BID ITEMS: POLICE SERVICES, COVID-19 ALLOWANCE.	5598	2	UNIFIED CONTRACTING, INC.	(\$25,947.49)
C-3.	03/17/22	<b>WESTON AQUEDUCT STOP PLANK GATES</b> FINAL BALANCING CHANGE ORDER TO DECREASE THE FOLLOWING BID ITEMS: FRAMINGHAM FIRE DEPARTMENT SERVICES, WAYLAND FIRE DEPARTMENT SERVICES, CONCRETE STRUCTURAL CRACK REPAIR, CONCRETE LEAKING CRACK REPAIR, CONCRETE SURFACE SPALL REPAIR, ANTI-CORROSION REBAR COATING, COVID-19 ALLOWANCE, DECREASE IN TIME AND MATERIALS NECESSARY TO PERFORM WORK ORDERED IN CHANGE ORDER NO. 2.	7369	4	WES CONSTRUCTION CORP.	(\$170,492.93)
C-4.	03/28/22	<b>HARASSMENT PREVENTION TRAINING</b> AWARD OF A CONTRACT TO THE LOWEST RESPONSIVE BIDDER FOR HARASSMENT PREVENTION TRAINING FOR A TERM FROM THE NOTICE TO PROCEED TO DECEMBER 31, 2022.	A632	AWARD	MORGAN, LEWIS AND BOKIUS, LLP	\$134,375.00
C-5.	03/28/22	<b>AGENCY-WIDE TECHNICAL ASSISTANCE CONSULTING SERVICES</b> INCREASE THE LEVEL OF EFFORT AND EXTEND THE CONTRACT TERM BY 12 MONTHS FROM DECEMBER 29, 2022 TO DECEMBER 29, 2023 TO CONTINUE AND/OR BEGIN WORKING OF THE FOLLOWING ACTIVE AND/OR PROPOSED TASK ORDERS: SOMERVILLE/MARGINAL CSO FACILITY NEW PIPE CONNECTION DESIGN; REPLACEMENT OF EXISTING FUEL STORAGE TANKS BARRE AND SOUTHBOROUGH; TOP SHAFT 7, 7B, 7C AND 7D; TOP OF SHAFT 5 ESDC. <b>(Amended under increased delegation granted by BOD on 2/16/2022)</b>	7691	1	HAZEN AND SAWYER, P.C.	\$500,000.00
C-6.	03/28/22	<b>AGENCY-WIDE TECHNICAL ASSISTANCE CONSULTING SERVICES</b> INCREASE THE LEVEL OF EFFORT AND EXTEND THE CONTRACT TERM BY 12 MONTHS FROM NOVEMBER 23, 2022 TO NOVEMBER 23, 2023 TO CONTINUE AND/OR BEGIN WORKING OF THE FOLLOWING ACTIVE AND/OR PROPOSED TASK ORDERS: FACILITY FUEL STORAGE TANK REPLACEMENTS; PROPOSED MWRA CONSOLIDATION OF OFFICE SPACE BOSTON/CHELSEA; PROPOSED MWRA SYSTEM EXPANSION STUDY OF THE IPSWICH RIVER BASIN; ESCD SERVICES ON THE FACILITY FUEL STORAGE TANK REPLACEMENT AT CARUSO, DELAURI, FRAMINGHAM, NEW NEPONSET AND COTTAGE FARM CSO.	7692	1	CDM SMITH, INC.	\$500,000.00

## PURCHASING DELEGATED AUTHORITY ITEMS March 1-31


NO.	DATE OF AWARD	TITLE AND EXPLANATION	CONTRACT	AMENDMENT	COMPANY	FINANCIAL IMPACT
P-1	03/07/22	<b>AMENDMET 1 TO PO 1187406 TO PROVIDE STRUVITE, SCUM, SLUDGE, AND GRIT REMOVAL SERVICES</b> This amendment addresses higher than expected utilization of Struvite, Scum, Sludge and Grit Removal Services at the Deer Island Treatment Plant. An increased need to clean scum and rags from the gravity thickeners as well as an increase in the use and disposal of flushable, non-flushable and antiseptic wipes during the pandemic resulted in a higher utilization of removal services. No time is being added to this contract under this amendment.	WRA-4838	1	Moran Environmental Recovery, LLC	\$249,350.00
P-2	03/07/22	<b>SUPPLY AND DELIVERY OF 424,000 GALLONS OF ULTRA-LOW SULFUR #2 DIESEL FUEL</b> Award of purchase order contract under State Contract ENE47 to the lowest responsive bidder for a the Supply and Delivery of 424,000 Gallons of Ultra-Low Sulfur #2 Diesel Fuel for the Thermal/Power Plants at the Deer Island Treatment Plant. <b>(Awarded under increased delegation granted by BOD on 2/16/2022)</b>	WRA-5102		Global Montello Group Corporation	\$1,261,484.80
P-3	03/09/22	<b>DELIVERY OF ULTRA LOW SULFUR DIESEL FUEL TO COLUMBUS PARK HEADWORKS</b> Award of a purchase order under State Contract ENE47 for the Delivery of Ultra Low Sulfur Diesel Fuel, which powers both the heating system and the backup emergency generator at the Columbus Park Headworks.			Dennis K. Burke Inc.	\$25,066.36
P-4	03/09/22	<b>PURCHASE OF 1,500 OKTA LIFECYCLE MANAGEMENT SUBSCRIPTIONS AND SIX MONTHS SUPPORT</b> Award of a purchase order under State Contract ITS60 for 1,500 Okata Lifecycle Management Subscriptions and Six Months of Support. Okta is a Single Sign-On service that prevents MWRA staff from having to manage multiple usernames and passwords across different software applications.	WRA-5082Q		Carahsoft Technology Corporation	\$26,757.89
P-5	03/09/22	<b>ONE-YEAR PURCHASE OF MOBILE MASSACHUSETTS STATE VEHICLE INSPECTIONS</b> Award of a one-year purchase order contract to the lowest responsive bidder for Mobile Massachusetts State Vehicle Inspections to ensure that all equipment designed for travel meets the Massachusetts State required safety protocols.	WRA-5070Q		Baystate Mobile Inspections	\$36,925.00
P-6	03/09/22	<b>PURCHASE OF EIGHT WINDOWS SERVER 2022 DATACENTER LICENSES</b> Award of a purchase order under State Contract ITS75 to the lowest responsive bidder for 8 Windows Server 2022 Datacenter Licenses, which allows access to untrusted networks, such as the internet, while ensuring MWRA's network remains secure.	WRA-5071Q		CDW-G LLC	\$55,860.88
P-7	03/09/22	<b>UPGRADE OF THE PIMS DATABASE TO ORACLE 19</b> Award of a sole-source purchase order to upgrade the PIMS database to Oracle 19. PIMS is used by MWRA's TRAC Department to issue new permits and keep track of historical permitting, sampling, inspection and enforcement information. The current database is operating on Oracle 11g, which is no longer being supported.			Inflection Point Solutions, LLC	\$67,698.00
P-8	03/14/22	<b>PURCHASE OF ONE NEW 20-TON TILT TRAILER</b> Award of a purchase order to the lowest responsive bidder for 1 New 20-ton Tilt Trailer used for transporting equipment to various MWRA facilities.	WRA-5089Q		ATS Equipment of Rhode Island, Inc.	\$31,540.00
P-9	03/16/22	<b>PURCHASE OF AN A/C CONDENSER UNIT FOR THE DEER ISLAND TREATMENT PLANT</b> Award of a purchase order for an A/C Condenser Unit for the Deer Island Treatment Plant to heat and cool personal work areas, electric equipment rooms, and other process areas.	WRA-5086Q		HTS Engineering Inc.	\$31,000.00
P-10	03/16/22	<b>SERVICES AND UPGRADES TO VIBRATION DATA COLLECTION EQUIPMENT</b> Award of a sole-source purchase order contract for services and upgrades to vibration data collection equipment at the Deer Island Treatment Plant. Vibration analysis provides information so that staff can identify bearing or other equipment problems in advance of failure. This purchase will upgrade three controller tablets to the newer generation.			Symphony Industrial AI	\$37,800.00
P-11	03/16/22	<b>PURCHASE OF ONE PENTAIR FAIRBANKS NIJHUIS CENTRIFUGAL PUMP</b> Award of a sole-source purchase order for 1 Pentair Fairbanks Nijhuis Centrifugal Pump to replace the existing 3 mgd pump at the Linden St. Pumping Station.			Hayes Pump, Inc.	\$38,391.43
P-12	03/16/22	<b>PURCHASE OF A CHEMICAL CONTAINMENT SYSTEM</b> Award of a purchase order to the lowest responsive bidder for a chemical containment system for the Deer Island Treatment Plant. This containment system is used to safely contain chemicals to prevent spills, which result in environmental impacts and costly cleanup efforts.	WRA-5046Q		Polystar, Inc.	\$44,692.00
P-13	3/17/22	<b>ASSIGNMENT AND ASSUMPTION OF CONTRACT FOR AUTOMATED VEHICLE LOCATOR AND TRACKING SYSTEM</b> A recent acquisition involving GPS Insight, LLC and Insight Mobile Data, Inc., requires tha the automated vehicle locator tracking system contract originally awarded to GPS Insight be assigned and assumed by Insight Mobile Data.			Insight Mobile Data, Inc.	\$291,446.95
P-14	03/18/22	<b>INVASIVE PLANT CONTROL AT WARE RIVER SHAFT 8 INTAKE POOL</b> Award of a purchase order to the lowest responsive bidder to Provide Invasive Plant Control at the Ware River Shaft 8 Pool. Invasive plant control is essential in preserving the quality of water diverted to the Quabbin Reservoir.	WRA-5092Q		Davey Resource Group, Inc.	\$43,070.00
P-15	03/18/22	<b>PURCHASE OF A SOUND ATTENUATED TRAILER MOUNTED HYDRAULIC POWER PACK WITH SIX-INCH SUBMERSIBLE PUMP</b> Award of a purchase order to the lowest responsive bidder for one Sound Attenuated Trailer Mounted Hydraulic Power Pack with Six-Inch Submersible Pump. This pump will allow staff to dewater primary and secondary clarifiers, channels, sump pits and wet wells to perform maintenance on equipment located within those operating units.	WRA-5077		Mersino Dewatering, Inc.	\$87,569.24

## PURCHASING DELEGATED AUTHORITY ITEMS March 1-31

NO.	DATE OF AWARD	TITLE AND EXPLANATION	CONTRACT	AMENDMENT	COMPANY	FINANCIAL IMPACT
P-16	03/02/22	<b>SUPPLY AND DELIVERY OF HYDROGEN SULFIDE CONTROL CHEMICALS</b> Award of a one-year purchase order contract, with two additional option years, to the lowest responsive bidder for the Supply and Delivery of Hydrogen Sulfide Control Chemicals. These chemicals are used in the Framingham Extension Sewer and Framingham Extension Relief Sewer to reduce odors during warm months.	WRA-5080		Evoqua Water Technologies, LLC	\$158,220.00
P-17	03/22/22	<b>PURCHASE OF 96 CISCO SMALL FORMAT PLUGGABLE TRANSCEIVERS</b> Award of a purchase order contract under State Contract ITT72 to the lowest responsive bidder for the purchase of 96 Cisco Small Format Pluggable Transceivers. Video conferencing and the new Voice Over IP Cisco phone system requires faster processing technology that currently exists at the DITP and Southborough facility. These transceivers will connect new fiber cabling from Core switches located in the facility's Data Center to the Access switches located throughout the facility.	WRA-5084Q		ePlus Technology, Inc.	\$177,800.00
P-18	03/22/22	<b>PROVISION OF THE "MWRA CONSUMER CONFIDENCE REPORT"</b> Award of a one-year purchase order contract, with one addition option year, to the lowest responsive bidder for the provision of the "MWRA Consumer Confidence Report," which reports the state of drinking water quality to its customers.	WRA-5079		Hannaford & Dumas Commercial Printers	\$285,049.13
P-19	03/24/22	<b>PURCHASE OF 11 CISCO VIDEO ROOM KITS</b> Award of a purchase order Under State Contract ITT72 to the lowest responsive bidder for eleven Cisco Video Room Kits to allow seamless video conferencing on the Webex platform in each of the eleven conference rooms at various MWRA facilities.	WRA-5093Q		ePlus Technology, Inc.	\$25,135.00
P-20	03/24/22	<b>PURCHASE OF ONE NEW MILLING MACHINE</b> Award of a purchase order to the lowest responsive bidder for one new Milling Machine to the Chelsea Facility. Milling machines are integral pieces of equipment used to fabricate major components for the Metropolitan water and wastewater facilities. This purchase will replace an existing unit that is over 30 years old.	WRA-5078Q		A. Green Company, Inc.	\$42,951.50
P-21	03/24/22	<b>PURCHASE OF ONE NEW LATHE MACHINE</b> Award of a purchase order to the lowest responsive bidder for one New Lathe Machine to the Chelsea Facility. A Lathe is an integral piece of equipment where major components for the Metropolitan water and wastewater facilities are fabricated. This purchase will replace an existing unit that is over 30 years old.	WRA-5065		A. Green Company, Inc.	\$49,925.00
P-22	03/28/22	<b>CRITICAL NEEDS PURCHASE FOR RENTAL AND INSTALLATION OF A TEMPORARY TRANSFORMER</b> Award of a critical needs purchase order contract for the Rental and Installation of a Temporary Transformer. The Facility Main Transformer at the Intermediate Pump Station was found to be leaking cooling oil from cooling fans and is beyond repair. This temporary transformer will ensure a backup is available while a			Infra-Red Building and Power Services, Inc.	\$62,929.00



## STAFF SUMMARY


**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director   
**DATE:** April 13, 2022  
**SUBJECT:** 2021 Annual Update on New Connections to the MWRA System

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**COMMITTEE:** Administration, Finance and Audit

INFORMATION  
 VOTE

Rebecca Weidman, Director, Environmental & Regulatory Affairs  
Katie Ronan, Environmental Analyst  
Preparer/Title

  
David W. Coppes, P.E.  
Chief Operating Officer

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### RECOMMENDATION:

For information only. This 2021 Annual Update on New Connections to the MWRA System has been prepared pursuant to the “Annual Update” requirements of MWRA’s system expansion policies.

### DISCUSSION:

MWRA’s system expansion policies require an annual update on the status of any new connections (connection approved within the preceding five years) to MWRA from outside the water and sewer service areas. Calendar year 2002 was the first year that MWRA system expansion policies prescribed this annual update requirement. In an effort to maintain a single document that includes all new connections, the 2021 Annual Update discusses all post-2002 connections to MWRA. A summary of each connection’s compliance in 2021 with requirements as stipulated in its water supply or sewer use agreement is provided. For water connections, requirements include compliance with water withdrawal limits and entrance payments due to MWRA. For wastewater connections, requirements address inflow removal, ongoing stipulations regarding management of wet weather flows, compliance with discharge limits, and entrance payments due to MWRA. Included at the end of the report is a discussion of inquiries from potential applicants for admission and other system expansion considerations for calendar year 2021.

The MWRA operating policies listed below govern system expansion. A more detailed summary of each policy is provided in Attachment A.

- *OP.04, Sewer Connections Serving Property Partially Located in a Non-MWRA Community (the “Sewer Straddle” policy);*
- *OP.05, Emergency Water Supply Withdrawals;*
- *OP.09, Water Connections Serving Property Partially Located in a Non-MWRA community (the “Water Straddle” policy);*
- *OP.10, Admission of New Community to MWRA Water System; and*
- *OP.11, Admission of New Community to MWRA Sewer System and Other Requests for Sewer Service to Locations Outside MWRA Sewer Service Area.*

## **Summary of Approved Connections to the MWRA System**

### ***Water***

In 2021, the Executive Office of Energy and Environmental Affairs and its agencies, through the Massachusetts Drought Management Task Force, continued to assess hydrologic conditions throughout the Commonwealth. MWRA maintains a separate Drought Management Plan specifically tailored to the capacity of its reservoirs. In 2021, Quabbin Reservoir levels remained well within the normal operating band throughout the year and rose steadily. Elevated reservoir levels resulted in a total of 20.26 million gallons spilled into the Swift River over 18 days. According to monthly DCR Hydrologic Conditions Reports, 2021 began with generally high temperatures and low precipitation. As a result, *Level 1 – Mild Drought* and *Level 2 – Significant Drought* declarations were issued across the Commonwealth between March and June. However, by July significant rainfall events, including Tropical Storm Elsa, battered most of the state and by October all regions returned to normal through the end of the year.

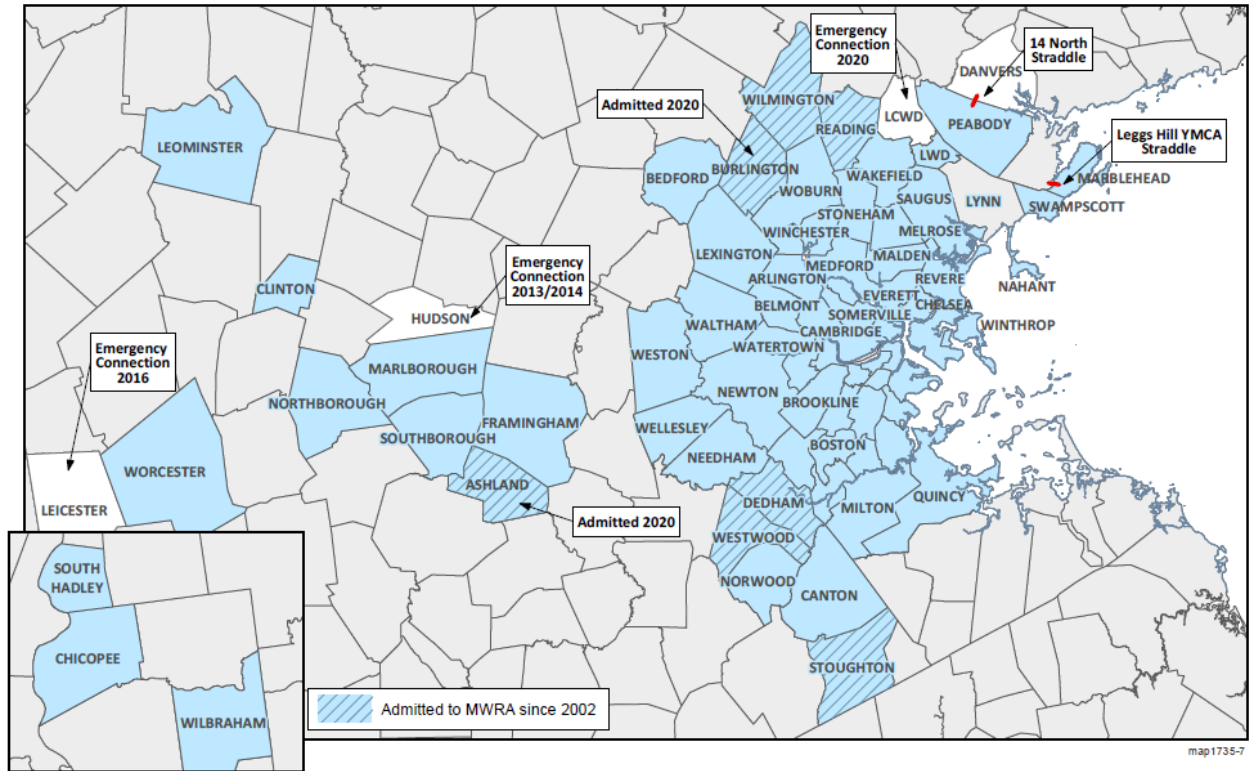
Given the relatively wet conditions in 2021, MWRA did not receive any requests for emergency withdrawals pursuant to *OP.05 Emergency Water Supply Withdrawals* related to water quantity. However, MWRA received numerous inquiries throughout the year related to water quality issues, including concerns regarding Per- and Polyfluoroalkyl Substances (PFAS) in local sources. The recently revised Drinking Water Regulations at 310 CMR 22.00 set a Maximum Contaminant Level (MCL) of 20 parts per trillion (ppt) for the sum of six PFAS compounds (PFAS6). All community public water systems were required to test for the PFAS6 in their finished drinking water by the end of calendar year 2021.

MWRA tested for PFAS6 during the first two quarters of 2021. No more than trace amounts were detected in MWRA’s finished water; too low to quantify. Many partially served and non-MWRA water communities detected PFAS6 in their local drinking water and must now evaluate both short-term and long-term remedies for meeting the PFAS6 drinking water MCL. Communities may consider a variety of options, including treating for PFAS, relying more heavily on local sources that have not exceeded the MCL, and obtaining water from an alternative source such as MWRA.

Throughout the year, staff provided information regarding *OP.05 Emergency Water Supply Withdrawals* and *OP.10 Admission of New Community to MWRA Water System* to various communities that detected PFAS6 in their local drinking water and worked closely with several communities to help evaluate the conceptual feasibility of obtaining water from MWRA based geography, infrastructure, and water compatibility. Additionally, in early 2022, Dedham Westwood Water District, which is partially supplied by MWRA, requested authorization to temporarily increase use of MWRA water supply to blend with their local sources due to issues with elevated Total Trihalomethanes (TTHMs) in their finished water. MWRA authorized Dedham-Westwood to temporarily exceed the maximum annual volume specified in the Water Supply Continuation Agreement while the district installs measures to reduce TTHMs.

Since 2002, Stoughton, Reading, the Dedham-Westwood Water District, Wilmington, Ashland and Burlington have become MWRA water communities. (Bedford was admitted into the MWRA system prior to 2002, before firm water withdrawal limits were established for new communities.) There have also been two “straddle connections” since 2002: Avalon in Peabody/Danvers (now called 14 North) and the YMCA in Marblehead/Salem. The connections are shown on the map in Figure 1 and information pertaining to these connections is provided in Table 1.

Figure 1: New Water Connections Since 2002



**Table 1 - Approved Connections to MWRA Water System Since 2002**

Applicant	Applicable MWRA Policy	Approval Date or Emergency Period (month/year)	Entrance Fee or Payment of Charges Under the Emergency Policy	MWRA Approved withdrawal	2021 MWRA Withdrawal
Ashland	OP.10, New	12/20 (admitted)	Entrance fee of \$388,336.34, w/ 20-year payment schedule to begin 2023.	32.8 mg/yr, (0.09 mgd average, 0.648 mgd max)	0
Burlington	OP.10, New	12/20 (admitted)	Entrance fee of \$4,407,986.46, w/ 20-year payment schedule to begin 2023.	324 mg/yr (0.886 mgd average, 1.5 mgd max)	270.8 mg/yr
Wilmington (partial supply)	OP.10, New	5/09 (admitted) 10/20 (approved for temporary exceedance)	Entrance Fee of \$2,809,320 w/ 20-year payment schedule. On-time payments.	219 mg/yr (0.6 mgd average, 1.2 mgd max)	154.8 mg/yr
Dedham Westwood W.D (partial supply)	OP.10, New	12/05(admitted) 12/14(amended) 10/18 (approved temporary increase)	Entrance fee of \$548,748 (first 0.1 mgd) and \$566,727 (additional 0.1 mgd) paid in full.	73 mg/yr (2 mgd max)	55.3 mg/yr
Hudson	OP.05 Emergency	6/13 (emergency) 12/13 (emergency) 6/14 (emergency) 1/16 (emergency)	MWRA has received a total of \$1,033,787 for emergency withdrawals.	N/A	0
Reading	OP.10, New	11/05 (admitted) 10/07 (amended)	Entrance Fee of \$3,285,242 (first 0.6 mgd) & \$7,799,606	766.5 mg/yr (3.8 mgd max)	606.7 mg/yr

<b>Table 1 - Approved Connections to MWRA Water System Since 2002</b>					
<b>Applicant</b>	<b>Applicable MWRA Policy</b>	<b>Approval Date or Emergency Period (month/year)</b>	<b>Entrance Fee or Payment of Charges Under the Emergency Policy</b>	<b>MWRA Approved withdrawal</b>	<b>2021 MWRA Withdrawal</b>
			(additional 1.5 mgd) paid in full.		
YMCA Salem/Marble head	OP.09, Straddle	11/06 (admitted)	Entrance fee of \$70,823 paid in full.	0.0127 mgd	0.004591 mgd
14 North Danvers/Pea body	OP.09 Straddle	05/03 (admitted)	Entrance fee of \$64,063 paid in full.	0.012 mgd	0.007028 mgd
Stoughton (partial supply)	OP.10, New	6/02 (admitted)	Entrance fee of \$5,657,117 paid in full.	419.75 mg/yr (2.5 mgd max)	25.7 mg/yr

*mg/yr = million gallons per year, mgd = million gallons per day*

The highlights of Table 1 include:

- In 2021, all new water supply connection withdrawals were below their MWRA Water Supply Agreement limits.
- The Town of Burlington was approved by the Board of Directors for admission to the MWRA water system on December 16, 2020. Burlington plans to connect to MWRA in a two-phased approach. A Water Supply Agreement was executed in 2021, in alignment with Phase 1 of the connection, which allows Burlington to obtain up to 324 mg/year and 0.886 mgd on average from MWRA via a connection to the Town of Lexington local water system. Phase 2 involves construction, by Burlington, of a pipeline in Lexington’s local water system that will connect directly to the MWRA water system, which will allow Burlington to obtain up to 6.5 mgd from MWRA. Construction of the Phase 2 pipeline is expected to be complete in 2023, at which time the Water Supply Agreement will be amended.
- The Town of Ashland was approved by the Board of Directors for admission to the MWRA water system on December 16, 2020. A Water Supply Agreement was executed in 2021, which allows Ashland to obtain up to 32.8 mg/year or 0.09 mgd on average from MWRA via a connection to the Town of Southborough’s local water system. Ashland intends to use MWRA to supplement local water supply, primarily between the months of October and January, when use of the Hopkinton Reservoir is restricted. Ashland did not withdraw water from MWRA in 2021.
- For permanent connections made prior to 2020, all entrance fees have been paid pursuant to agreed-upon schedules of payments included in Water Supply Agreements. Burlington and Ashland will begin entrance fee payments in 2023.

### ***Sewer***

In 2021, there were no new formal applications for admission under OP.11 or OP.4, the “Sewer Straddle” policy. Since 2002, ten entities have been approved to discharge into the MWRA wastewater system. Most recently, Crescent Ridge Dairy was approved in 2019 pursuant to OP.11, and The River School was approved in 2020 pursuant to OP.04, the “Sewer Straddle” policy.

Figure 2 shows and Table 2 summarizes connections to the MWRA sewer system since 2002, when annual reporting requirements were established.

Figure 2: New or Increased Volume Sewer Connections Since 2001

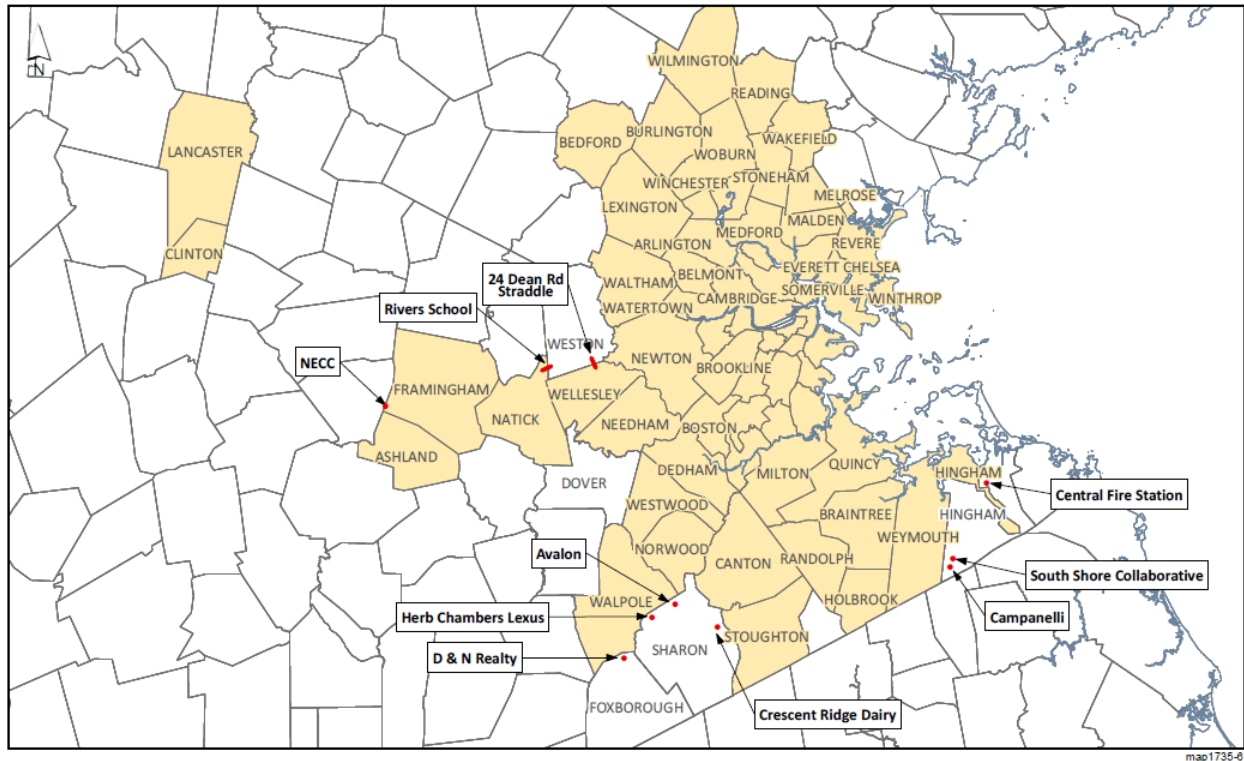


Table 2 - Approved Connections to MWRA Sewer System Since 2002

Applicant	MWRA Policy	Approval Date	Entrance Fee Payment	Status of Inflow Removal/Other Contract Requirements	MWRA Approved discharge	Estimated Discharge to MWRA in 2021*
Rivers School, Weston	OP.04, Straddle	6/20	\$42,086 paid in full	Payment of \$141,600 to Natick to complete inflow removal.	3,000 gpd (average) 12,000 gpd (max)	2,996 gpd
Crescent Ridge Dairy, Sharon	OP.11	5/19	\$33,642 paid in full	Payment of \$200,000 made to Stoughton to complete inflow removal.	10,000 gpd	3,707 gpd
New England Center for Children, Southborough	OP.11	7/15	\$51,898 Paid in full	Inflow removal completed.	12,500 gpd	4,103 gpd
FoxRock Realty, South Shore Collaborative, Hingham	OP.11	4/12	21,883 paid in full	Inflow removal completed.	5,336 gpd	1,698gpd
24 Dean Road, Weston/Wellesley	OP.04 Straddle	3/11	\$18,033 paid in full	Inflow removal completed.	575 gpd	298 gpd
Funway, D&N Realty, Foxborough	OP.11	6/07	\$168,391 paid in full	Inflow removal completed.	13,000 gpd (average) 22,750 gpd (max)	3,213 gpd

<b>Table 2 - Approved Connections to MWRA Sewer System Since 2002</b>						
<b>Applicant</b>	<b>MWRA Policy</b>	<b>Approval Date</b>	<b>Entrance Fee Payment</b>	<b>Status of Inflow Removal/Other Contract Requirements</b>	<b>MWRA Approved discharge</b>	<b>Estimated Discharge to MWRA in 2021*</b>
Avalon Bay, Sharon	OP.11	6/07	\$105,586 paid in full	Inflow removal completed.	16,120 gpd	15,609 gpd
Herb Chambers Lexus, Sharon	OP.11	5/07	\$40,750 paid in full.	Inflow removal completed.	6,400 gpd (average) 10,500 gpd (max)	4,223 gpd**
Hingham Fire Station, Hingham	OP.11	4/07	\$8,429 paid in full	Inflow removal completed.	782 gpd	213 gpd
Campanelli (now Gill Research Drive, LLC), Hingham	OP.11	2/04	\$11,162, paid in full	Inflow removal completed.	2,475 gpd	No reporting requirement
* Wastewater discharges are estimated based on water meter readings.						
**Water consumption figures are adjusted downward by 5% to account for a certain percentage of water that is used by the facility and not returned as wastewater (such as landscaping, water consumed).						

*gpd = gallons per day*

The key findings of Table 2 include:

- All wastewater discharges in 2021 were below their approved agreement limits and entities reported compliance with obligations related to sewer system operations.
- Avalon Bay, a residential community in Sharon, was within its approved discharge limit in 2021, after being slightly over the limit in 2020.
- Crescent Ridge Dairy, located in Sharon, began discharging for the first time in 2021. Crescent Ridge Dairy was approved by the Board of Directors in 2019 to discharge up to 10,000 gpd to MWRA via the Town of Stoughton’s local wastewater system.

### **Potential Future Connections and Expansions**

As noted above, several communities inquired about the admission process and feasibility of connecting to MWRA or expanding existing service volumes in 2021. Numerous non-MWRA water communities across the Commonwealth that detected PFAS6 in their local drinking water evaluated connecting to the MWRA water system as an option for addressing PFAS6 concentrations above the drinking water MCL.

#### ***Communities***

**Hopkinton:** In 2021, Hopkinton inquired about the possibility of receiving supplemental water supply from MWRA. Staff met with Hopkinton to provide information regarding the admission process and requirements as well as logistical considerations related to infrastructure and water quality. MWRA understands that Hopkinton has obtained a consultant to evaluate the feasibility of a connection.

Lynnfield Center Water District: Lynnfield Center has expressed intentions to connect to the MWRA water system, pursuant to OP.10, to remedy local contamination issues and increased difficulty meeting local demand. Lynnfield Center is working with the Town of Wakefield to develop plans for a new water main that would allow them to connect to MWRA via the local Wakefield water distribution system. This scenario would also remedy water quality issues (due to two dead end pipes) in the Wakefield water distribution system. MWRA staff have met with both Lynnfield Center and Wakefield and provided detailed information regarding the admission process and requirements. Staff will continue to coordinate with the two communities regarding timing, infrastructure and water quality considerations.

**Natick:** The Town of Natick reached out to MWRA early in 2021, after detecting PFAS6 in local drinking water. MWRA staff worked with the community throughout the year as it evaluated both short and long term options to remedy the situation. Several coordination meetings were held and conceptual emergency connections points to the MWRA water system were identified and evaluated. Detailed information regarding the admission process and requirements were provided. MWRA understands that Natick has decided to pursue treatment for PFAS, but may be interested in constructing an emergency connection to the MWRA system that would allow the community to obtain emergency withdrawals pursuant *OP.05 Emergency Water Supply Withdrawals* in the future.

**Wayland:** The Town of Wayland reached out to MWRA early in 2021 after detecting PFAS6 in its local drinking water. MWRA staff worked with the community throughout the year as it evaluated both short and long term options to remedy the situation. Several coordination meetings were held and conceptual emergency connections points to the MWRA water system were identified and evaluated. Although Wayland ultimately opted to install temporary treatment to address short term PFAS concerns, a permanent connection to the MWRA water system pursuant to *OP.10 Admission of New Community to MWRA Water System* is under evaluation by the community. MWRA staff continue to coordinate closely with Wayland and have provided detailed information regarding the admission process and requirements, as well as logistical considerations related to infrastructure and water quality.

**Wellesley:** The Town of Wellesley is a partially supplied MWRA water community. In early 2021, Wellesley detected PFAS6 in finished water from its Morses Pond Water Treatment Plant. Wellesley formally requested authorization to temporarily increase withdrawals from MWRA above volumes authorized in its Water Supply Agreement, while installing temporary treatment for PFAS6 at the Morses Pond plant. Wellesley is currently evaluating long term options, including increasing withdrawals from MWRA. Staff have met with Wellesley on numerous occasions. Conceptual new connection points and infrastructure that may be necessary to increase MWRA capacity to Wellesley have been identified. Staff also participated in a remote public forum on PFAS6 in December and will continue to coordinate closely with the community.

**Weymouth:** The Town of Weymouth has expressed interest in obtaining up to eight mgd on average from MWRA to meet both community demand and future demand from the Union Point Development. MWRA staff met with Weymouth on multiple occasions throughout 2021 to discuss the admission process and requirements. Preliminary hydraulic modeling was performed and various conceptual pipeline routes were identified. The Commonwealth recently allocated \$300,000 of American Rescue Plan Act funding for MWRA to conduct studies to evaluate the feasibility of expanding MWRA water and wastewater systems to the South Shore. A portion of this work will specifically examine the existing capacity of MWRA's Southern High pressure zone

to identify additional infrastructure needed and potential operational changes to the Blue Hills tank that could increase capacity in this area. This study will also inform evaluations related to the feasibility of Weymouth obtaining water from MWRA.

**Wilmington:** The Town of Wilmington is currently a partially supplied MWRA water community. In November 2021, Wilmington reached out to MWRA staff to discuss the feasibility of obtaining full water supply from MWRA. The Town is evaluating options and inquired regarding the feasibility of purchasing up to 4.5 mgd from MWRA. Staff have provided detailed information regarding the admission process and requirements. Conceptual improvements in both the MWRA system and local system necessary to increase MWRA capacity to Wilmington have been identified. MWRA will continue to coordinate with Wilmington and its consultants.

**Other:** MWRA staff received inquiries and had high-level conversations with various other communities throughout the year including Acton, Dover, Hanover, Sharon, Walpole and others.

### *Non-Communities*

**Sherborn Potential Development:** Pulte Homes of New England, LLC has been in contact with MWRA regarding a proposed residential development in Sherborn to be located near the Natick and Framingham borders. The developer has expressed intentions to pursue connecting to the MWRA water system via Framingham (which requires creation of a water district) and connection to the MWRA wastewater system via Natick. MWRA has met with Pulte to discuss requirements of admission to MWRA pursuant to both OP.10 and OP.11, as well as costs and logistical considerations of any potential connection. In 2021, Pulte Homes submitted an Environmental Notification Form for review under the Massachusetts Environmental Policy Act. MWRA commented on the proposed project, outlining the admission process and requirements as well as other challenges. A MEPA certificate was issued on the proposed project in July 2021, finding that a Draft Environmental Impact Report would be required. The certificate also raised a variety of concerns from various agencies, including from the Water Resources Commission and MassDEP regarding the viability of water sources from the same river basin.

**The International:** The International is a golf course located in the Town of Bolton, with property in the Town of Clinton. The course expressed interest in connecting to Clinton's distribution system due to water quality concerns in its existing wells. MWRA notified Clinton that this connection would need to be made pursuant to *OP.09 Water Connections Serving Property Partially Located in a Non-MWRA community*, the "Water Straddle" policy.

### **ATTACHMENT:**

Attachment A: Policies for Admission to the MWRA




## ATTACHMENT A

### Policies for Admission to the MWRA

- **OP.04, Sewer Connections Serving Property Partially Located in a Non-MWRA Community.** This policy applies to persons seeking sewer services for buildings/structures that are located partially within a MWRA sewer community and partially outside a MWRA sewer community (the actual structures, not just the parcel of land on which the structure is located, must straddle the municipal boundary). It is also known as the “Sewer Straddle” policy.
- **OP.05. Emergency Water Supply Withdrawals.** This policy applies to communities outside MWRA’s Water Service Area that are seeking MWRA water on an emergency basis. MWRA may approve emergency withdrawals for no more than six months at a time, and typically, the emergency withdrawal period coincides with a DEP Declaration of Emergency for the Community.
- **OP.09, Water Connections Serving Property Partially Located in a Non-MWRA community.** This policy applies to persons seeking to obtain water for a location, building, or structure located on a parcel of land, under single ownership, and which is subject to an integrated plan for use of development that is located partially within a MWRA water community and partially outside a MWRA water community. It is also known as the “Water Straddle” policy.
- **OP.10, Admission of New Community to MWRA Water System.** This policy applies to communities seeking admission to the MWRA water system. OP.10 also applies to any local body, institution, agency or facility of the Commonwealth or federal government seeking MWRA water for a location outside MWRA’s Water Service area. Connections and withdrawals by private entities outside the water service area are prohibited, except for those that are eligible under either the water straddle policy (OP.9), or that are located contiguous to, or in the vicinity of local community-owned water supply pipelines that extend from the MWRA’s Chicopee Valley Aqueduct (CVA) and that receive the appropriate approvals from the CVA, host communities and applicable regulatory bodies.
- **OP.11, Admission of New Community to MWRA Sewer System and Other Requests for Sewer Service to Locations Outside MWRA Sewer Service Area.** This policy applies to communities seeking admission to the MWRA sewer system and to all parties seeking sewer service for locations outside the MWRA service area that are not eligible under the Sewer Straddle Policy.

MWRA must approve all extension of service to entities outside the service area pursuant to the applicable policy noted above, with the exception of connections to local community-owned water supply pipelines that extend from the Chicopee Valley Aqueduct. This is the case even when an entity outside the service area is not directly connected to the MWRA, but instead to a community local system that is part of the MWRA service area.

### STAFF SUMMARY

**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director   
**DATE:** April 13, 2022  
**SUBJECT:** FY22 Financial Update and Summary through March 2022

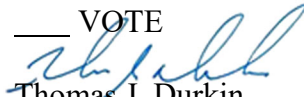
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**COMMITTEE:** Administration, Finance & Audit

Michael J. Cole, Budget Director  
James J. Coyne, Budget Manager  
Preparer/Title

X INFORMATION

     VOTE

  
Thomas J. Durkin  
Director, Finance

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### RECOMMENDATION:

For information only. This staff summary provides the financial results and variance highlights for Fiscal Year 2022 through March 2022, comparing actual spending to the budget, and includes a projection to June 30, 2022.

### DISCUSSION:

MWRA is continuing the practice of setting aside favorable Capital Finance variances into the Defeasance Account with the intention of recommending Board approval to use these funds to defease debt and provide rate relief in future years. Targeted defeasances are a critical component of the Authority's multi-year rate management strategy. As such, in March the year-to-date debt related savings of \$12.7 million was transferred to the Defeasance Account. This variance is primarily due to lower than budgeted variable interest expense and the impact of the refunding and new money transactions.

The total Year-to-Date variance for the FY22 CEB is \$17.0 million, due to lower direct expenses of \$12.0 million, lower indirect expenses of \$1.0 million, and higher revenue of \$4.0 million. The year-end favorable variance is projected at \$41.4 million, of which \$23.3 million is related to debt service. The strategic use of this surplus will continue to be a valuable tool to assist MWRA in managing its long-term rate projections. Beyond debt service savings, staff project a surplus of approximately \$18.1 million at year-end of which \$12.6 million would be from lower direct expenses, \$1.6 million from lower indirect expenses, and \$3.9 million from greater than budgeted revenues.

As the year progresses and more actual spending information becomes available, staff will continue to refine the year-end projections and update the Board accordingly.

## **FY22 Current Expense Budget**

The CEB expense variances through March 2022 by major budget category were:

- Lower Direct Expenses of \$12.0 million or 6.4% under budget. Spending was lower for Wages & Salaries, Maintenance, Other Materials, Fringe Benefits, Workers's Compensation, Professional Services, Chemicals, Other Services, Training & Meetings, and Overtime. Spending was higher than budget for Utilities.
- Lower Indirect Expenses of \$1.0 million or 2.4% under budget primarily due to lower Watershed Reimbursements and HEEC expenses. Spending was higher for insurance payments/claims.
- Debt Service expenses were right on budget after the transfer to the defeasance account, driven by lower than budgeted variable interest expense and the impact of the refunding and new money transactions, and lower SRF spending as a result of timing.

**FY22 Budget and FY22 Actual Variance by Expenditure Category**  
(in millions)

	<b>FY22 Budget YTD</b>	<b>FY22 Actual YTD</b>	<b>\$ Variance</b>	<b>% Variance</b>
Direct Expenses	\$187.4	\$175.5	-\$12.0	-6.4%
Indirect Expenses	\$42.9	\$41.8	-\$1.0	-2.4%
Capital Financing	\$343.5	\$343.5	\$0.0	0.0%
<b>Total</b>	<b>\$573.8</b>	<b>\$560.8</b>	<b>-\$13.0</b>	<b>-2.3%</b>

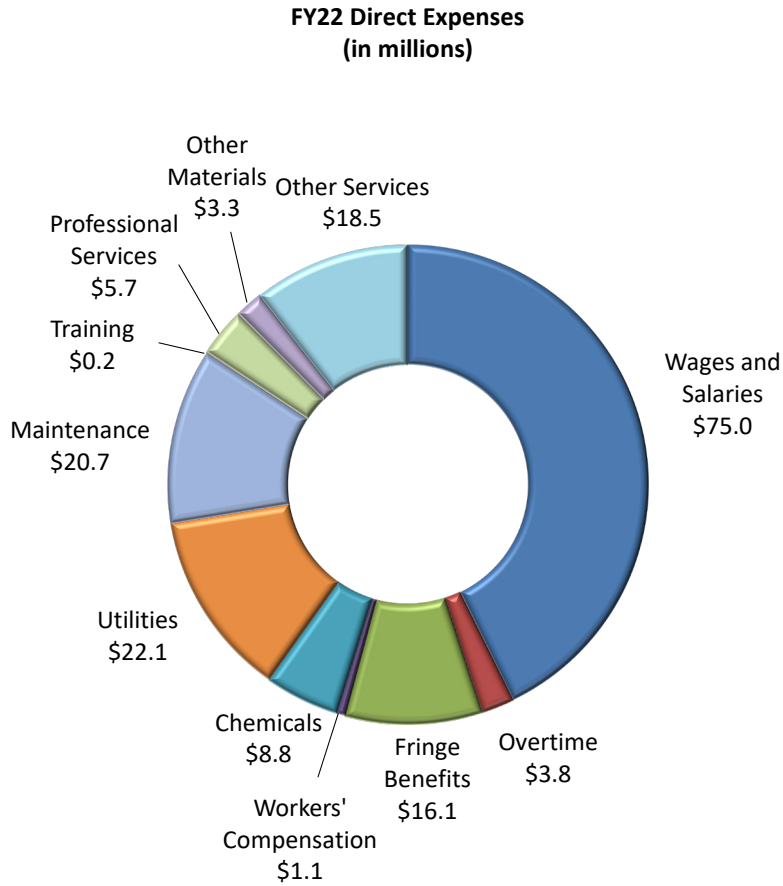
*Totals may not add due to rounding*

Total Revenues of \$614.2 million were \$4.0 million or 0.7% over budget due to higher Other Revenue, Other User Charges, and the receipt of Debt Service Assistance from the Commonwealth.

*Please refer to Attachment 1 for a more detailed comparison by line item of the budget variances for FY22.*

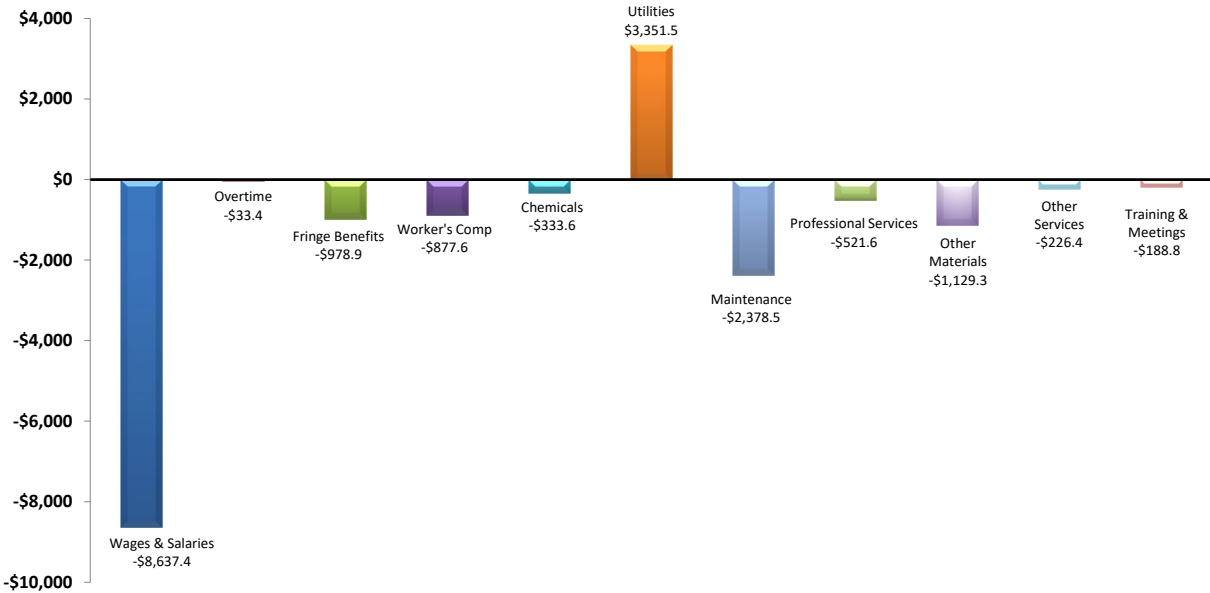
**Direct Expenses**

FY22 direct expenses through March totaled \$175.5 million, which was \$12.0 million or 6.4% less than budgeted.



Lower spending for Wages & Salaries, Maintenance, Other Materials, Fringe Benefits, Worker's Compensation, Professional Services, Chemicals, Other Services, Training & Meetings, and Overtime. Spending was higher than budget for Utilities.

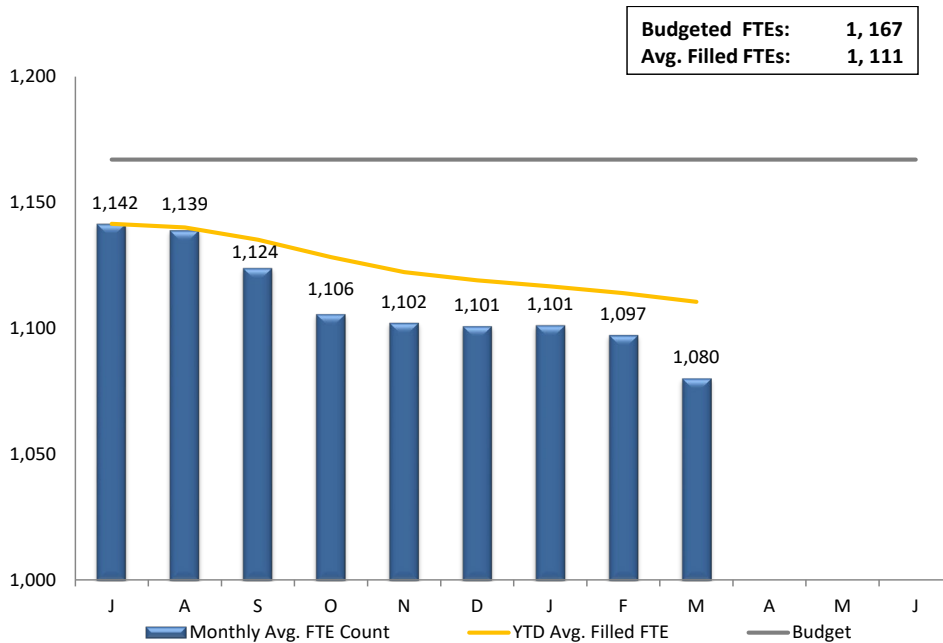
### FY22 Direct Expense Variance (in thousands)



### Wages and Salaries

Wages and Salaries are under budget by \$8.6 million or 10.3%. Through March, there were 56 fewer average FTEs (1,111 versus 1,167 budget) or 4.8% and lower average salaries for new hires versus retirees. The timing of backfilling vacant positions also contributed to Regular Pay being under budget.

### FY22 MWRA Full Time Equivalent (FTE) Position Trend



## **Maintenance**

Maintenance was less than budget by \$2.4 million or 10.3%, largely driven by the timing of projects. Maintenance Materials are under budget by \$1.8 million, driven by Plant and Machine Materials of \$944,000, Special Equipment Materials of \$378,000, Pipe Materials of \$214,000, and HVAC Materials of \$193,000, all largely due to timing. Maintenance Services are under budget by \$0.6 million driven by Building & Grounds Services of \$401,000 due to timing of service contracts and Special Equipment Services of \$330,000 due to timing of service contracts and a lower award than budgeted for the telephone system maintenance contract. This is partially offset by higher Computer Software Licenses of \$165,000 primarily due to timing.

## **Other Materials**

Other Materials were lower than budget by \$1.1 million or 25.7%, driven by less than budgeted spending for Other Materials of \$1.1 million primarily due to funding for the office space modifications now included in the CIP, Equipment/Furniture of \$172,000, Computer Software of \$96,000, Vehicle Purchases/Replacements of \$93,000, and Office Supplies of \$75,000, all largely due to the timing of purchasing. This underspending was partially offset by higher Computer Hardware of \$508,000 in MIS due to additional hardware purchased for teleworking.

## **Fringe Benefits**

Fringe Benefit spending was lower than budget by \$1.0 million or 5.7%. This is primarily driven by lower Health Insurance costs of \$774,000 due to fewer than budgeted participants in health insurance plans, increased contribution by new hires vs. lower contribution rates of staff retiring, and the shift from family to individual plans which are less expensive.

## **Worker's Compensation**

Worker's Compensation expenses were lower than budget by \$0.9 million or 44.8%. The lower expenses were due to favorable variances in Compensation Payments of \$589,000, Medical Payments of \$257,000, and Administrative Expenses of \$32,000. Due to uncertainties of when spending will happen, the budget is spread evenly throughout the year.

## **Professional Services**

Professional Services were lower than budget by \$0.5 million or 8.4%. The overall underspending is driven by lower spending in Computer Systems Consultant of \$779,000 in MIS primarily due to a reduction in scope of Managed Security Services Provider (MSSP) Year 5 monitoring extension and delay in Internet/Intranet Pipeline Upgrade project and Engineering of \$287,000 primarily in Field Operations, partially offset by Other Services of \$520,000 primarily for design work for the move from CNY to Deer Island and Chelsea.

## **Chemicals**

Chemicals were lower than budget by \$0.3 million or 3.6%. Lower than budget spending on Hydrogen Peroxide of \$306,000 driven by Deer Island based on usage as excessive rainfall helped lower H<sub>2</sub>S levels, Polymer of \$68,000 driven by Deer Island due to less usage for centrifuge operations, Activated Carbon of \$68,000 primarily driven by Deer Island due to timing of replacements, Carbon Dioxide of \$62,000 driven by Water Operations due to lower dosing combined with lower flows, and Soda Ash of \$53,000 driven by Water Operations due to lower average flows at Carroll. This is partially offset by higher Ferric Chloride of \$152,000 driven by Deer Island to keep the orthophosphate levels in the digesters at the desired target level. Deer Island flows are 16.7% higher than the budget and Carroll flows are 2.2% lower than the budget through March. It is important to note that Chemical variances are also based on deliveries which in general reflect the usage patterns. However, the timing of deliveries is an important factor.

## **Other Services**

Other Services were lower than budget by \$0.2 million or 1.2%. Lower than budgeted spending for Health/Safety of \$69,000, Telecommunication costs of \$57,000, and Space/Lease Rentals of \$32,000 drove the underspending.

## **Training & Meetings**

Training & Meetings expenses were lower than budget by \$0.2 million or 53.1% driven by reduced spending during the pandemic, as well as the timing of spending.

## **Overtime**

Overtime expenses were less than budget by \$33,000 or 0.9%. Lower spending mainly in Field Operations of \$215,000 primarily for planned and emergency overtime being under budget, Engineering & Construction of \$83,000, are partially offset by higher spending at Deer Island of \$221,000 and Clinton of \$42,000 for storm and shift coverage. Year-to-date rainfall was a major contributor for the increased overtime. In addition, vacancies at the Thermal/Power Plant and Deer Island Operations continue to drive higher overtime costs than anticipated.

## **Utilities**

Utilities were greater than budget by \$3.4 million or 17.9%. Overspending in Electricity of \$2.7 million primarily at Deer Island of \$1.8 million driven by power demand charges being more than budgeted based on flows, T&D rates from Eversource, and higher real time market prices for the non-block purchases under the Direct Energy contract. Also, Field Operations of \$0.9 million is over budget primarily due to new T&D rates and quantity. Diesel Fuel is overspent by \$0.7 million driven by Deer Island due to higher quantity purchase at a higher price.

## Indirect Expenses

Indirect Expenses totaled \$41.8 million, which is \$1.0 million or 2.4% under budget. The variance is driven by lower Watershed Reimbursements of \$986,000 and lower HEEC costs of \$186,000, partially offset by higher insurance premiums/claims of \$153,000.

Based on FY22 operating activity only, the Watershed Division is \$718,000 or 5.8% under budget. Lower spending on Equipment, Fringe, and Telecommunications are the drivers of the underspending. When factoring in the FY21 balance forward (\$69,000) which was paid during Q1 of FY22, Watershed Reimbursement is \$650,000 or 5.3% below budget through March 2022. In addition, the PILOT payment is \$336,000 or 3.8% below budget.

### FY22 Watershed Variance

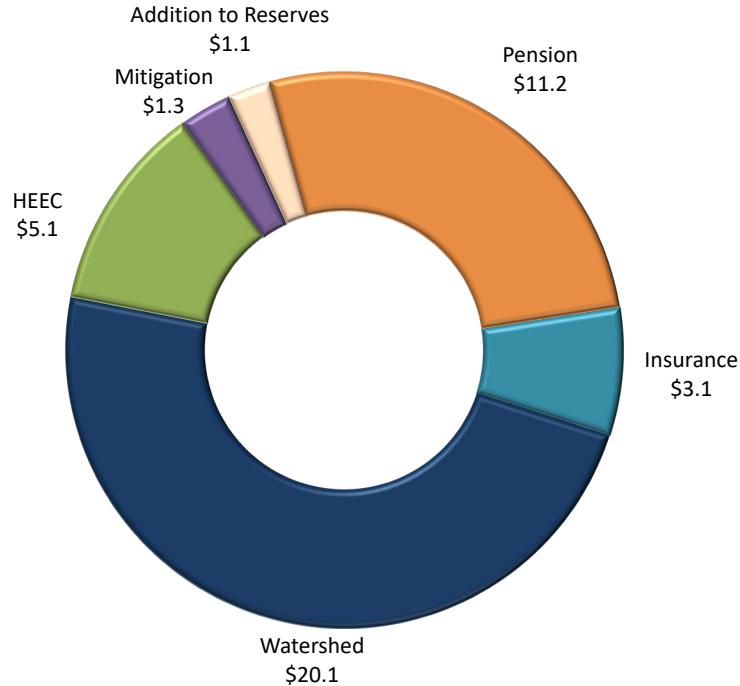
<b>\$ in millions</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD \$ Variance</b>	<b>YTD % Variance</b>
Operating Expenses	13.0	12.5	-0.5	-3.9%
Operating Revenues - Offset	0.7	0.9	0.2	29.4%
<b>FY22 Operating Totals</b>	<b>12.3</b>	<b>11.6</b>	<b>-0.7</b>	<b>-5.8%</b>
DCR Balance Forward (FY21 4th quarter accrual true-up)	0.0	0.1	0.1	
<b>FY22 Adjusted Operating Totals</b>	<b>12.3</b>	<b>11.7</b>	<b>-0.6</b>	<b>-5.3%</b>
PILOT	8.8	8.5	-0.3	-3.4%
<b>Total Watershed Reimbursement</b>	<b>21.1</b>	<b>20.2</b>	<b>-0.9</b>	<b>-4.5%</b>

*Totals may not add due to rounding*

MWRA reimburses the Commonwealth of Massachusetts Department of Conservation (DCR) and Recreation - Division of Water Supply Protection – Office of Watershed Management for expenses. The reimbursements are presented for payment monthly in arrears. Accruals are being made monthly based on estimated expenses provided by DCR and true-up monthly based on the monthly invoice. MWRA's budget is based on the annual Fiscal Year Work Plan approved by the Massachusetts Water Supply Protection Trust. The FTE count at the end of March was 142 (and 134.7 on a year-to-date basis) vs. a budget of 150.



**FY22 Indirect Expenses  
(in millions)**

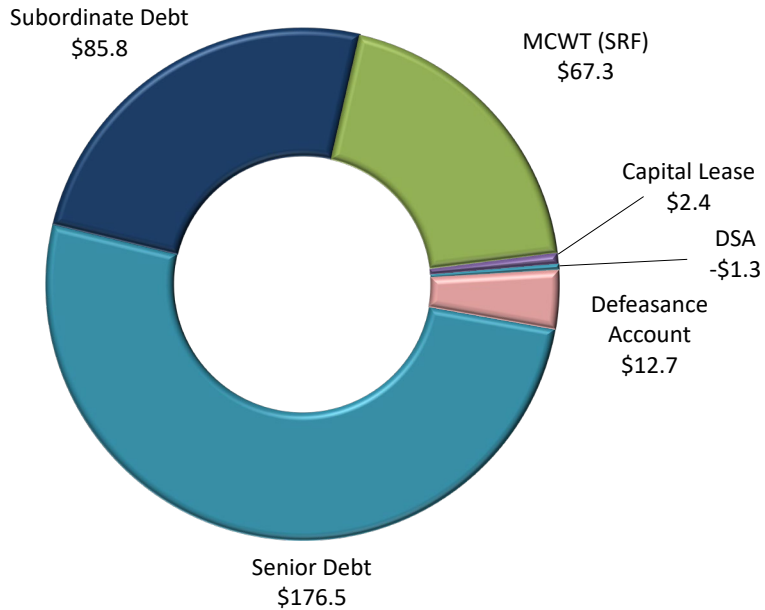


**Capital Financing**

Capital Financing expenses include the principal and interest payments for fixed senior debt, the variable subordinate debt, the Massachusetts Clean Water Trust (SRF) obligation, the commercial paper program for the local water pipeline projects, current revenue for capital, Optional Debt Prepayment, and the Chelsea Facility lease payment.

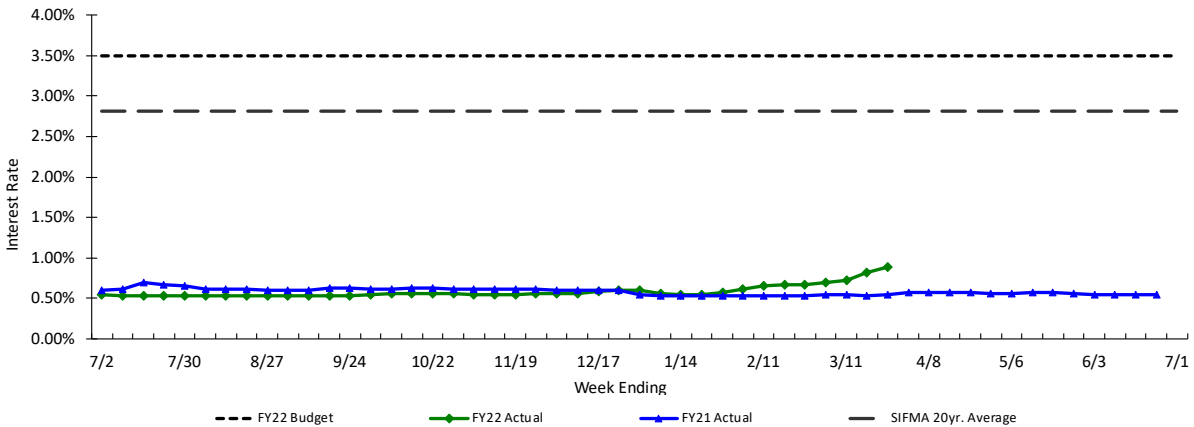
Capital Financing expenses for FY22 through March totaled \$343.5 million, which is on budget after the transfer of \$12.7 million to the Defeasance account, driven by lower than budgeted variable interest expense of \$7.8 million due to lower interest rates, \$3.6 million related to the refunding and new money transaction, and lower SRF spending of \$1.4 million as a result of timing.

**FY22 Capital Finance  
(\$ in millions)**



The graph below reflects the FY22 actual variable rate trend by week against the FY22 Budget.

**Weekly Average Interest Rate on MWRA Variable Rate Debt  
(Includes liquidity support and remarketing fees)**



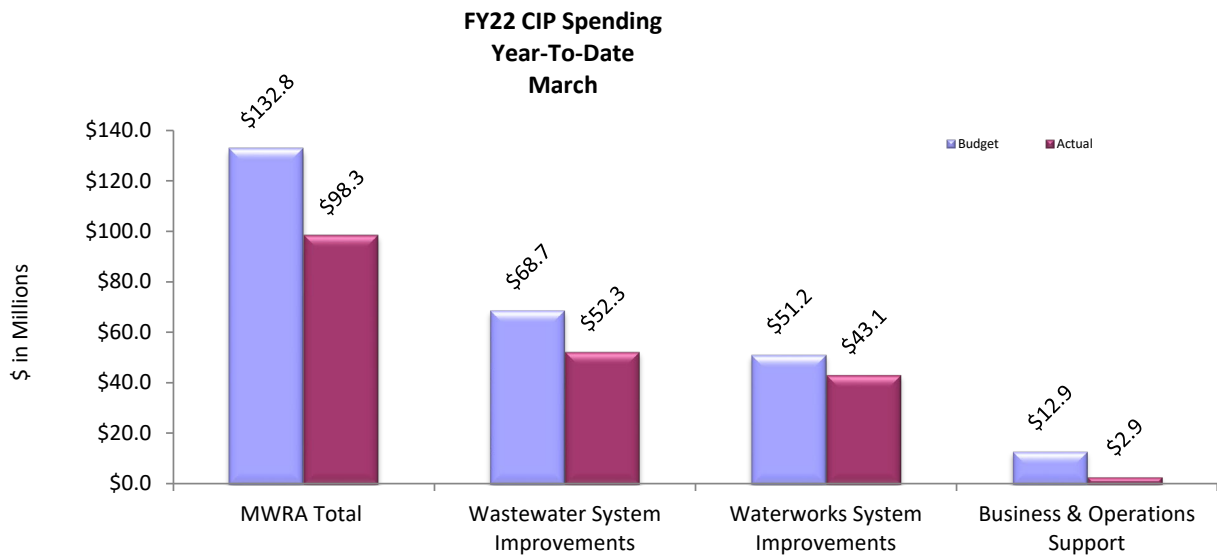
**Revenue & Income**

Revenues of \$614.2 million were \$4.0 million or 0.7% over budget. Other Revenue was \$3.0 million or 32.1% over budget due to Payments from the Commonwealth of Massachusetts of \$1.2 million for Debt Service Assistance, higher Miscellaneous Revenue of \$898,000 driven by \$443,000 in reimbursement from the Commonwealth of Massachusetts for Biobot costs associated with FY21, Energy Rebates of \$697,000, and Income from the Disposal of Equipment of \$256,000. Other User Charges were over budget by \$0.9 million or 12.8% primarily for unplanned water use by the Town of Burlington. Investment Income was \$179,000 or 6.1% over budget due to higher than budgeted average balances.

## FY22 Capital Improvement Program

Capital expenditures in Fiscal Year 2022 through March total \$98.3 million, \$34.5 million or 26.0% under budget.

After accounting for programs which are not directly under MWRA's control, most notably the Inflow and Infiltration (I/I) grant/loan program, the Local Water System Assistance loan program, and the community managed Combined Sewer Overflow (CSOs) projects, capital spending totaled \$73.0 million, \$25.4 million or 25.8% under budget.



Overall, CIP spending reflects the underspending in Wastewater Improvements (\$16.5 million), Waterworks (\$8.0 million) and Business and Operations Support (\$10.0 million). Major variances in Wastewater are primarily due to Prison Point Rehabilitation contract on hold, timing of community grants and loans for the I/I Local Financial Assistance Program, timing of final work for the Winthrop Terminal Facility VFD Replacement and Gravity Thickener contracts, and completion of some design and inspection tasks later than anticipated for the Ward Street and Columbus Park Headworks Upgrades Design/ESDC. This was partially offset by planned FY21 work completed in FY22 for the Chelsea Creek Headworks Upgrades

Waterworks variances are primarily due to updated schedules for NIH Section 89 & 29 Replacement, timing of community loan distributions for the Water Loan Program, and reduction in scope for Sections 50 & 57 Water Pipeline. This was partially offset by contractor progress for WASM 3 Rehabilitation, CP-1 and WASM/Spot Pond Supply Mains Pressure Reducing Valves Construction, earlier than anticipated land purchase for the Metropolitan Tunnel Redundancy Administration, Legal, Public Outreach contract, and timing of work for the Tunnel Program Support Services.

**FY22 Budget and FY22 Actual Variance by Program  
(in millions)**

\$ in Millions	Budget	Actuals	\$ Var.	% Var.
<b>Wastewater System Improvements</b>				
Interception & Pumping	34.3	29.8	(4.4)	-12.9%
Treatment	13.0	4.4	(8.6)	-65.8%
Residuals	0.0	0.0	(0.0)	0.0%
CSO	2.3	4.6	2.3	98.9%
Other	19.2	13.4	(5.8)	-30.0%
<b>Total Wastewater System Improvements</b>	<b>\$68.7</b>	<b>\$52.3</b>	<b>(\$16.5)</b>	<b>-23.9%</b>
<b>Waterworks System Improvements</b>				
Drinking Water Quality Improvements	2.2	2.4	0.2	9.3%
Transmission	19.6	23.9	4.3	22.1%
Distribution & Pumping	12.7	5.4	(7.3)	-57.6%
Other	16.6	11.4	(5.2)	-31.4%
<b>Total Waterworks System Improvements</b>	<b>\$51.2</b>	<b>\$43.1</b>	<b>(\$8.0)</b>	<b>-15.7%</b>
<b>Business &amp; Operations Support</b>	<b>\$12.9</b>	<b>\$2.9</b>	<b>(\$10.0)</b>	<b>-77.6%</b>
<b>Total MWRA</b>	<b>\$132.8</b>	<b>\$98.3</b>	<b>(\$34.5)</b>	<b>-26.0%</b>

*Totals may not add due to rounding*

**FY22 Spending by Program:**

The main reasons for the project spending variances in order of magnitude are:

**Business & Operations Support:** Net underspending of \$10.0 million

- \$2.2 million for As-Needed Technical Assistance and Resident Engineering and Inspection Services due to lower than projected task order work.
- \$1.3 million for Cabling, \$0.9 million for Lawson Upgrade, \$0.7 million for MSSP/SIEM, \$0.5 million for Sans Storage, \$0.3 million for Instrumentation & Controls and \$0.3 million for Enterprise Data Management all due to updated schedules and timing of work.
- \$1.2 million for Vehicle Purchases due to timing of purchases.
- \$0.6 million for Office Space Modifications due to spending later than anticipated.

**Wastewater Treatment:** Net underspending of \$8.6 million

- \$1.8 million for Winthrop Terminal Facility VFD and Motors Replacements, \$0.6 million for Gravity Thickener Rehabilitation, and \$0.5 million for Miscellaneous VFD Replacements due to timing of work.
- \$1.4 million each for Motor Control Center and Switchgear Replacement - Design/ESDC/REI, \$0.9 million for Clarifier Rehabilitation Phase 2 – Construction, \$0.9 million for Fire Alarm System Replacement - Design/CA and Construction, \$0.5 million for Deer Island Dystor Membrane Replacements, and \$0.4 million for Clinton Screw Pump Replacement all due to updated construction schedules.

**Water Distribution and Pumping:** Net underspending of \$7.3 million

- \$5.1 million for Section 89 & 29 Replacement Construction and REI and \$0.9 million for CP-3 CP3-Sections 23, 24, 47 Final Design/CA/RI due to updated schedules.
- \$1.0 million for Sections 50 & 57 Water Rehabilitation - Design/ESDC due to contract scope reduction.
- \$0.4 million for SEH Redundancy Design CA/RI due to less than anticipated budgeted spending.
- \$0.4 million for Cathodic Protection Shafts N & W due to schedule change.

**Other Wastewater:** Net underspending of \$5.8 million

- \$5.8 million for Infiltration/Inflow Financial Assistance due to timing of grant and loan distributions.

**Other Waterworks:** Net underspending of \$5.2 million

- \$4.7 million for Local Financial Assistance due to timing of community loan distributions.
- \$0.3 million for Water System Hydraulic Model due to slower than anticipated start-up.

**Interception & Pumping:** Net underspending of \$4.4 million

- \$6.4 million for Prison Point Design CA/RI and Construction due to project on hold.
- \$1.5 million for Ward Street & Columbus Park Headworks - Design/CA due to completion of some design and inspection tasks later than anticipated.
- \$0.8 million for Interceptor Renewal No. 3, Dorchester Interceptor Sewer – Construction due to timing of contractor work. Contract is substantially complete.
- This underspending was partially offset by overspending of \$5.1 million for Chelsea Creek Headworks Upgrades - Construction and REI due to work scheduled for FY21 performed in FY22.

**Waterworks Transmission:** Net overspending of \$4.3 million

- \$3.1 million for WASM 3 Rehabilitation, CP-1, and \$1.4 million for WASM/Spot Pond Supply Mains Pressure Reducing Valves Improvements due to contractor progress.
- \$1.9 million for Metropolitan Tunnel Redundancy Administration, Legal & Public Outreach due to earlier than anticipated land purchase.
- \$0.3 million for Wachusett Dam Bridge Crane Removal for FY21 planned work completed in FY22.
- \$0.3 million for Program Support Services due to timing of consultant work.
- This overspending was partially offset by underspending of \$0.9 million for Tunnel Redundancy Preliminary Design & MEPA Review and \$0.3 million for WASM 3 Design due to timing of consultants work.

**Combined Sewer Overflow:** Net overspending of \$2.3 million

- \$1.4 million for Somerville Marginal In-System Storage due to timing of payment.
- \$0.7 million for East Boston CSO Control - BOS014 due to work completed earlier than anticipated.
- \$0.6 million for Dorchester Inflow Removal Construction due to timing of payment.
- This overspending was partially offset by underspending of \$0.4 million for CSO Performance Assessment due to time extension.

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**Drinking Water Quality Improvements:** Net overspending of \$0.2 million

- \$0.3 million for As-Needed Technical Assistance due to greater than projected task order work.
- \$0.4 million for Ancillary Modifications – Construction due to contractor progress.
- This overspending was partially offset by underspending of \$0.3 million for Existing Facilities Modifications - CP7 due to timing of work.

**Construction Fund Balance**

The construction fund balance was \$122.5 million as of the end of March. Commercial Paper/Revolving Loan available capacity was \$197 million.

**ATTACHMENTS:**

Attachment 1 – Variance Summary March 2022

Attachment 2 – Current Expense Variance Explanations

Attachment 3 – Capital Improvement Program Variance Explanations

Attachment 4 – Year-End Current Expense Projections vs. Budget

FY22 Actuals vs. FY22 Budget

	Mar 2022				
	Year-to-Date				
	Period 9 YTD Budget	Period 9 YTD Actual	Period 9 YTD Variance	%	FY22 Approved
<b>EXPENSES</b>					
WAGES AND SALARIES	\$ 83,685,418	\$ 75,048,039	\$ (8,637,379)	-10.3%	\$ 116,680,341
OVERTIME	3,882,522	3,849,118	(33,404)	-0.9%	5,156,681
FRINGE BENEFITS	17,126,762	16,147,829	(978,933)	-5.7%	23,253,137
WORKERS' COMPENSATION	1,960,619	1,082,976	(877,643)	-44.8%	2,614,159
CHEMICALS	9,160,965	8,827,344	(333,621)	-3.6%	12,202,286
ENERGY AND UTILITIES	18,773,895	22,125,357	3,351,462	17.9%	24,749,865
MAINTENANCE	23,111,929	20,733,392	(2,378,537)	-10.3%	32,442,382
TRAINING AND MEETINGS	355,634	166,853	(188,781)	-53.1%	473,994
PROFESSIONAL SERVICES	6,233,218	5,711,588	(521,630)	-8.4%	8,773,258
OTHER MATERIALS	4,392,622	3,263,345	(1,129,277)	-25.7%	8,334,774
OTHER SERVICES	18,750,654	18,524,283	(226,371)	-1.2%	25,129,234
<b>TOTAL DIRECT EXPENSES</b>	<b>\$ 187,434,238</b>	<b>\$ 175,480,124</b>	<b>\$ (11,954,111)</b>	<b>-6.4%</b>	<b>\$ 259,810,111</b>
INSURANCE	\$ 2,957,700	\$ 3,110,380	\$ 152,680	5.2%	\$ 3,943,600
WATERSHED/PILOT	21,127,031	20,141,266	(985,765)	-4.7%	26,731,490
HEEC PAYMENT	5,243,965	5,057,789	(186,176)	-3.6%	6,991,953
MITIGATION	1,270,020	1,270,020	-	0.0%	1,693,360
ADDITIONS TO RESERVES	1,059,485	1,059,485	-	0.0%	1,412,647
RETIREMENT FUND	11,205,000	11,205,000	-	0.0%	11,205,000
POST EMPLOYEE BENEFITS	-	-	-	---	4,673,624
<b>TOTAL INDIRECT EXPENSES</b>	<b>\$ 42,863,201</b>	<b>\$ 41,843,939</b>	<b>\$ (1,019,262)</b>	<b>-2.4%</b>	<b>\$ 56,651,674</b>
STATE REVOLVING FUND	\$ 68,713,702	\$ 67,323,372	\$ (1,390,330)	-2.0%	\$ 95,673,399
SENIOR DEBT	180,111,317	176,537,607	(3,573,710)	-2.0%	244,957,128
DEBT SERVICE ASSISTANCE	(1,287,870)	(1,287,870)	-	0.0%	(1,287,870)
CURRENT REVENUE/CAPITAL	-	-	-	---	17,200,000
SUBORDINATE MWRA DEBT	93,562,068	93,562,068	-	0.0%	125,046,218
LOCAL WATER PIPELINE CP	-	-	-	---	6,120,127
CAPITAL LEASE	2,412,795	2,412,795	-	0.0%	3,217,060
VARIABLE DEBT	-	(7,778,815)	(7,778,815)	---	-
DEFEASANCE ACCOUNT	-	12,742,855	12,742,855	---	-
DEBT PREPAYMENT	-	-	-	---	5,609,355
<b>TOTAL CAPITAL FINANCE EXPENSE</b>	<b>\$ 343,512,011</b>	<b>\$ 343,512,011</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 496,535,417</b>
<b>TOTAL EXPENSES</b>	<b>\$ 573,809,450</b>	<b>\$ 560,836,074</b>	<b>\$ (12,973,373)</b>	<b>-2.3%</b>	<b>\$ 812,997,202</b>
<b>REVENUE &amp; INCOME</b>					
RATE REVENUE	\$ 594,063,000	\$ 594,063,000	\$ -	0.0%	\$ 792,084,000
OTHER USER CHARGES	6,733,168	7,594,088	860,920	12.8%	9,222,883
OTHER REVENUE	5,548,016	8,513,638	2,965,622	53.5%	6,479,203
RATE STABILIZATION	937,500	937,500	-	0.0%	1,250,000
INVESTMENT INCOME	2,952,358	3,131,489	179,131	6.1%	3,961,116
<b>TOTAL REVENUE &amp; INCOME</b>	<b>\$ 610,234,042</b>	<b>\$ 614,239,715</b>	<b>\$ 4,005,672</b>	<b>0.7%</b>	<b>\$ 812,997,202</b>

**ATTACHMENT 2**  
**Current Expense Variance Explanations**

Total MWRA	FY22 Budget YTD March	FY22 Actuals March	FY22 YTD Actual vs. FY22 Budget		Explanations
			\$	%	
<b>Direct Expenses</b>					
Wages & Salaries	83,685,418	75,048,039	(8,637,379)	-10.3%	Wages and Salaries are under budget by \$8.6 million. Year to date, there have been 56 fewer average FTEs (1,111 versus 1,167 budget), lower average new hire salaries versus retirees, the timing of backfilling vacant positions.
Overtime	3,882,522	3,849,118	(33,404)	-0.9%	Overtime expenses were less than budget by \$33,000 or 0.9%. Lower spending mainly in Field Operations of (\$215,000) primarily for planned and emergency overtime being under budget, Engineering & Construction of (\$83,000), are partially offset by higher spending at Deer Island of \$221,000 and Clinton of \$42,000 for storm and shift coverage. Year-to-date rainfall was a major contributor for the increased overtime. In addition, vacancies at the Thermal Power Plant and DITP Operations continue to drive higher overtime costs than anticipated.
Fringe Benefits	17,126,762	16,147,829	(978,933)	-5.7%	Lower than budget in <b>Health Insurance</b> of \$774,000, due to fewer than budgeted participants in health insurance plans, increased contribution by external new hires vs. lower contribution rates of staff retiring, and the shift from family to individual plans which are less expensive.
Worker's Compensation	1,960,619	1,082,976	(877,643)	-44.8%	The lower expenses were due to favorable variances in <b>Compensation Payments</b> of \$589,000, <b>Medical Payments</b> of \$257,000, and <b>Administrative Expenses</b> of \$32,000. Due to uncertainties of when spending will happen, the budget is spread evenly throughout the year.
Chemicals	9,160,965	8,827,344	(333,621)	-3.6%	Chemicals were lower than budget by \$0.3 million or 3.6%. Lower than budget spending on <b>Hydrogen Peroxide</b> of \$306,000 driven by DITP based on usage as excessive rainfall helped lower H2S levels, <b>Polymer</b> of \$68,000 driven by DITP due to less usage for centrifuge operations, <b>Activated Carbon</b> of \$68,000 primarily driven by Deer Island due to timing of replacements, <b>Carbon Dioxide</b> of \$62,000 driven by Water Operations due to lower dosing combined with lower flows, and <b>Soda Ash</b> of \$53,000 driven by Water Operations due to lower average flows at CWTP. This is partially offset by <b>Ferric Chloride</b> of \$152,000 driven by DITP to keep the orthophosphate levels in the digesters at the desired target level. DITP flows are 16.7% higher than the budget and CWTP flows are 2.2% lower than the budget through March. It is important to note that Chemical variances are also based on deliveries which in general reflect the usage patterns. However, the timing of deliveries is an important factor.
Utilities	18,773,895	22,125,357	3,351,462	17.9%	Utilities were greater than budget by \$3.4 million or 17.9%. Overspending in <b>Electricity</b> of \$2.7 million primarily at DITP of \$1.8 million driven by power demand charges being more than budgeted based on flows, T&D rates from Eversource, and higher real time market prices for the non-block purchases under the Direct Energy contract. Also, Field Operations of \$0.9 million is over budget primarily due to new T&D rates and quantity. <b>Diesel Fuel</b> is overspent by \$0.7 million driven by Deer Island Treatment Plant due to higher quantity purchase at a higher price.



**ATTACHMENT 2**  
**Current Expense Variance Explanations**

Total MWRA	FY22 Budget YTD March	FY22 Actuals March	FY22 YTD Actual vs. FY22 Budget		Explanations
			\$	%	
Maintenance	23,111,929	20,733,392	(2,378,537)	-10.3%	Maintenance was less than budget by \$2.4 million or 10.3%, largely driven by the timing of projects. <i>Maintenance Materials</i> are under budget by \$1.8 million, driven by <b>Plant and Machine Materials</b> of \$944,000, <b>Special Equipment Materials</b> of \$378,000, <b>Pipe Materials</b> of \$214,000, and <b>HVAC Materials</b> of \$193,000, all largely due to timing. <i>Maintenance Services</i> are under budget by \$0.6 million driven by <b>Building &amp; Grounds Services</b> of \$401,000 due to timing of service contracts, <b>Special Equipment Services</b> of \$330,000 primarily due to timing of service contracts and a lower award than budgeted for the telephone system maintenance contract, and <b>Computer Services</b> of \$83,000 due to HP and Cisco Smartnet renewal contracts being less than budgeted and the Distributed Antenna System Support agreement at DITP being delayed. This is partially offset by <b>Computer Software Licenses</b> of \$165,000 primarily due to timing.
Training & Meetings	355,634	166,853	(188,781)	-53.1%	Lower than budget spending on <b>Training &amp; Meetings</b> by \$189,000 is driven by MIS of \$96,000, Tunnel Redundancy of \$19,000, Field Operations of \$13,000, DITP of \$10,000, and Procurement of \$9,000, partially offset by higher spending in Engineering & Construction of \$8,000.
Professional Services	6,233,218	5,711,588	(521,630)	-8.4%	Lower than budget spending primarily for <b>Computer Systems Consultant</b> of \$779,000 in MIS primarily due to a reduction in scope of Managed Security Services Provider (MSSP) Year 5 monitoring extension and delay in Internet/Intranet Pipeline Upgrade project and <b>Engineering</b> of \$287,000 primarily in Field Operations, partially offset by <b>Other Services</b> of \$520,000 primarily for design work for the move from CNY to DI and Chelsea.
Other Materials	4,392,622	3,263,345	(1,129,277)	-25.7%	Other Materials were lower than budget by \$1.1 million or 25.7%, driven by less than budgeted spending for <b>Other Materials</b> of \$1.1 million primarily due to funding for the office space modifications now coming from the CIP, <b>Equipment/Furniture</b> of \$172,000, <b>Computer Software</b> of \$96,000, <b>Vehicle Purchases/Replacements</b> of \$93,000, and <b>Office Supplies</b> of \$75,000, all largely due to the timing of purchasing. This underspending was partially offset by <b>Computer Hardware</b> of \$508,000 in MIS due to additional hardware purchased for teleworking.
Other Services	18,750,654	18,524,283	(226,371)	-1.2%	Other Services were lower than budget by \$0.2 million or 1.2%. Lower than budgeted spending for <b>Health/Safety</b> of \$69,000, <b>Telecommunication</b> costs of \$57,000, and <b>Space/Lease Rentals</b> of \$32,000.
<b>Total Direct Expenses</b>	<b>187,434,238</b>	<b>175,480,124</b>	<b>(11,954,114)</b>	<b>-6.4%</b>	

**ATTACHMENT 2**  
**Current Expense Variance Explanations**

Total MWRA	FY22 Budget YTD March	FY22 Actuals March	FY22 YTD Actual vs. FY22 Budget		Explanations
			\$	%	
<b>Indirect Expenses</b>					
Insurance	2,957,700	3,110,380	152,680	5.2%	Higher Payments/Claims of \$150,000 and higher Premiums of \$3,000 than budgeted.
Watershed/PILOT	21,127,031	20,141,266	(985,765)	-4.7%	Lower Watershed Reimbursement of \$1.0 million favorable variance to budget driven by lower spending on (1) Equipment (2) Fringe Benefits (3) and Telecommunications.
HEEC Payment	5,243,965	5,057,789	(186,176)	-3.6%	Decrease is due to HEEC Revenue Requirement (\$314,000), partially offset by and HEEC O&M charge (\$128,000).
Mitigation	1,270,020	1,270,019	(1)	0.0%	
Addition to Reserves	1,059,485	1,059,485	-	0.0%	
Pension Expense	11,205,000	11,205,000	-	0.0%	
Post Employee Benefits	-	-	-		
<b>Total Indirect Expenses</b>	<b>42,863,201</b>	<b>41,843,939</b>	<b>(1,019,262)</b>	<b>-2.4%</b>	
<b>Debt Service</b>					
Debt Service	343,512,012	344,799,882	1,287,870	0.4%	Debt Service matches the budget after the transfer of \$12.7 million to the Defeasance account, driven by lower than budgeted variable interest expense of \$7.8 million due to lower interest rates, lower Senior Debt spending of \$3.6 million as a result of the refunding and new money transactions, and lower SRF spending of \$1.4 million as a result of timing.
Debt Service Assistance		(1,287,870)	(1,287,870)		
<b>Total Debt Service Expenses</b>	<b>343,512,012</b>	<b>343,512,012</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Expenses</b>					
<b>Total Expenses</b>	<b>573,809,451</b>	<b>560,836,075</b>	<b>(12,973,376)</b>	<b>-2.3%</b>	

**ATTACHMENT 2**  
**Current Expense Variance Explanations**

Total MWRA	FY22 Budget YTD March	FY22 Actuals March	FY22 YTD Actual vs. FY22 Budget		Explanations
			\$	%	
<b>Revenue &amp; Income</b>					
Rate Revenue	594,063,000	594,063,000	-	0.0%	
Other User Charges	6,733,168	7,594,088	860,920	12.8%	Unplanned water use by the town of Burlington.
Other Revenue	5,548,016	8,513,638	2,965,622	53.5%	Other Revenue was \$3.0 million or 53.4% over budget due to <b>Payment From the Commonwealth of Massachusetts</b> of \$1.2 million for debt service assistance, <b>Miscellaneous Revenue</b> of \$898,000 driven by the reimbursement from the Commonwealth of Massachusetts for Biobot costs associated with FY21, <b>Energy Rebates</b> of \$697,000, and <b>Income from the Disposal of Equipment</b> of \$256,000.
Rate Stabilization	937,500	937,500	-	0.0%	HEEC Reserve.
Investment Income	2,952,358	3,131,488	179,130	6.1%	Investment Income is over budget is due to higher than budgeted average balances.
<b>Total Revenue</b>	<b>610,234,042</b>	<b>614,239,714</b>	<b>4,005,672</b>	<b>0.7%</b>	
<b>Net Revenue in Excess of Expenses</b>	<b>36,424,591</b>	<b>53,403,639</b>	<b>16,979,048</b>		

**ATTACHMENT 3  
FY22 CIP Year-to-Date Variance Report (\$000's)**

	FY22 Budget YTD March	FY22 Actuals YTD March	YTD Actuals vs. Budget		Explanations
			\$	%	
<b>Wastewater</b>					
Interception & Pumping (I&P)	\$34,266	\$29,845	(\$4,421)	-12.9%	<u>Underspending</u> Prison Point Design CA/RI and Construction: \$6.4M (project on hold) Ward Street & Columbus Park Headworks Upgrades - Design/CA: \$1.5M (completed some design and inspection tasks later than anticipated) Interceptor Renewal No. 3, Dorchester Interceptor Sewer - Construction: \$846k (timing of contractor work. Contract is substantially complete.) <u>Offset Overspending</u> Chelsea Creek Headworks Upgrades - Construction, CA and REI: \$5.1M (work scheduled for FY21 performed in FY22) Wastewater Metering Asset Protection/Equipment Purchase: \$912k (timing of work. Contract is substantially complete.)
Treatment	\$13,001	\$4,448	(\$8,554)	-65.8%	<u>Underspending</u> Winthrop Terminal Facility (WTF) VFD and Motors Replacement - Construction: \$1.8M, Gravity Thickener Rehabilitation: \$616k, and Miscellaneous VFD Replacements FY19-FY23: \$525k (timing of work) Motor Control Center and Switchgear Replacement - Design/ESDC/REI and Construction: \$1.4M, Clarifier Rehabilitation Phase 2 - Construction: \$944k, Fire Alarm System Replacement - Design/CA and Construction: \$924k, DI Dystor Membrane Replacements: \$500k, Clinton Screw Pump Replacement: \$421k, Gas Protection System Replacement - Phase 2: \$227k (updated construction schedules), Digester & Storage Tank Rehabilitation - Design/ESDC: \$205k (updated schedule) As-Needed Technical Assistance: \$466k (lower than projected task order work) Clarifier Rehabilitation Phase 2 - Design: \$207k (time extension) <u>Offset Overspending</u> Chemical Tank and Digester Pipe: \$210k (timing of final work) Clinton Wastewater Treatment Plant Valves and Pipe Replacement: \$183k (contractor progress)
Residuals	\$22	\$14	(\$8)	-37.6%	
CSO	\$2,298	\$4,571	\$2,273	98.9%	<u>Overspending</u> Somerville Marginal In-System Storage: \$1.4M (timing of payment) East Boston CSO Control - BOS014: \$727k (work completed earlier than anticipated) Dorchester Inflow Removal Construction: \$572k (timing of payment) <u>Offset Underspending</u> CSO Performance Assessment: \$426k (time extension)

**ATTACHMENT 3  
FY22 CIP Year-to-Date Variance Report (\$000's)**

	FY22 Budget YTD March	FY22 Actuals YTD March	YTD Actuals vs. Budget		Explanations
			\$	%	
Other Wastewater	\$19,152	\$13,402	(\$5,750)	-30.0%	<u>Underspending</u> I/I Local Financial Assistance: \$5.8M (timing of community distributions of grants and loans)
<b>Total Wastewater</b>	<b>\$68,740</b>	<b>\$52,280</b>	<b>(\$16,460)</b>	<b>-23.9%</b>	

**ATTACHMENT 3  
FY22 CIP Year-to-Date Variance Report (\$000's)**

	FY22 Budget YTD March	FY22 Actuals YTD March	YTD Actuals vs. Budget		Explanations
			\$	%	
<b>Waterworks</b>					
Drinking Water Quality Improvements	\$2,198	\$2,403	\$205	9.3%	<u>Overspending</u> CWTP As-Needed Technical Assistance: \$319k (greater than projected task order work) Ancillary Modifications - Construction: \$399k (contractor progress) <u>Offset Underspending</u> Existing Facilities Modifications - CP7: \$270k (timing of work) CWTP Parapet Wall Repairs: \$207k (updated schedule)
Transmission	\$19,589	\$23,928	\$4,339	22.1%	<u>Overspending</u> WASM 3 Rehabilitation, CP-1: \$3.1M, and WASM/Spot Pond Supply Mains West Pressure Reducing Valves - Construction: \$1.4M (contractors progress) Metropolitan Tunnel Redundancy Administration, Legal & Public Outreach: \$1.9M (timing of land purchase), and Program Support Services: \$292k (timing of consultant work) Wachusett Dam Bridge Crane Removal: \$291k (FY21 planned work completed in FY22) Shaft 2 - Construction: \$243k (timing of work) <u>Offset Underspending</u> Tunnel Redundancy Preliminary Design & MEPA Review: \$915k and WASM 3 - MEPA/Design/CA/RI: \$291k (timing of consultant work) CP2 Shafts 5, 9: \$416k (updated construction schedule) River Road Improvements-Wachusett: \$264k, and Chestnut Hill Emergency Pump Station Improvements - Design/CA: \$255k (timing of work)
Distribution & Pumping	\$12,718	\$5,395	(\$7,322)	-57.6%	<u>Underspending</u> Section 89/29 Replacement - Construction and RE/RI Services: \$5.1M (updated schedule) Connecting Mains CP3-Sections 23, 24, 47 Final Design/CA/RI: \$929k (less than anticipated final design and CA/RI work) Sections 50 & 57 Water Pipeline Rehabilitation - Design/ESDC; \$972k (contract scope reduction) SEH Redundancy Pipeline Phase 1 - Design/CA/RI: \$365k (Construction Administration and Resident Inspection services less than anticipated budgeted spending) Cathodic Protection Shafts N & W: \$400k (schedule change) <u>Offset Overspending</u> CP3-Sections 23, 24, 47 Rehabilitation: \$1.0M (earlier than anticipated startup)

**ATTACHMENT 3**  
**FY22 CIP Year-to-Date Variance Report (\$000's)**

	FY22 Budget YTD March	FY22 Actuals YTD March	YTD Actuals vs. Budget		Explanations
			\$	%	
Other Waterworks	\$16,647	\$11,418	(\$5,229)	-31.4%	<u>Underspending</u> Local Water Pipeline Financial Assistance Program: \$4.7M (timing of community loan distributions) Water System Hydraulic Model: \$341k (slower than anticipated start-up) <u>Offset Overspending</u> CWTP SCADA Upgrades - Construction: \$299k (timing of work)
<b>Total Waterworks</b>	<b>\$51,152</b>	<b>\$43,144</b>	<b>(\$8,008)</b>	<b>-15.7%</b>	
<b>Business &amp; Operations Support</b>					
<b>Total Business &amp; Operations Support</b>	<b>\$12,936</b>	<b>\$2,902</b>	<b>(\$10,034)</b>	<b>-77.6%</b>	<u>Underspending</u> As-Needed Technical Assistance and CS/REI Services: \$2.2M (lower than projected task order work) FY19-23 Vehicle Purchases: \$1.2Mk (due to timing) Cabling: \$1.3M, Lawson Upgrade: \$877k, MSSP/SIEM: \$720k, Sans Storage: \$509k, Enterprise Data Management: \$346k, Instrumentation & Controls: \$310k, and Security Equipment & Installation: \$211k (updated schedules and timing of work) Office Space Modifications: \$593k (updated schedule)
<b>Total MWRA</b>	<b>\$132,828</b>	<b>\$98,325</b>	<b>(\$34,503)</b>	<b>-26.0%</b>	

**Attachment 4**  
**FY22 Budget vs. FY22 Projection**


TOTAL MWRA	FY22 Budget	FY22 Projection	Change FY22 Budget vs FY22 Projection	
			\$	%
<b>EXPENSES</b>				
WAGES AND SALARIES	\$ 116,680,341	\$ 107,378,367	\$ (9,301,974)	-8.0%
OVERTIME	5,156,681	5,030,378	(126,303)	-2.4%
FRINGE BENEFITS	23,253,137	22,209,351	(1,043,786)	-4.5%
WORKERS' COMPENSATION	2,614,159	1,960,619	(653,540)	-25.0%
CHEMICALS	12,202,286	12,255,355	53,069	0.4%
ENERGY AND UTILITIES	24,749,865	27,684,687	2,934,822	11.9%
MAINTENANCE	32,442,381	30,066,732	(2,375,649)	-7.3%
TRAINING AND MEETINGS	473,994	314,875	(159,119)	-33.6%
PROFESSIONAL SERVICES	8,773,258	7,895,932	(877,326)	-10.0%
OTHER MATERIALS	8,334,774	7,501,297	(833,477)	-10.0%
OTHER SERVICES	25,129,236	24,877,944	(251,292)	-1.0%
<b>TOTAL DIRECT EXPENSES</b>	<b>\$ 259,810,111</b>	<b>\$ 247,175,536</b>	<b>\$ (12,634,575)</b>	<b>-4.9%</b>
INSURANCE	\$ 3,943,600	\$ 3,943,600	-	0.0%
WATERSHED/PILOT	26,731,490	25,450,160	(1,281,330)	-4.8%
HEEC PAYMENT	6,991,953	6,640,819	(351,134)	-5.0%
MITIGATION	1,693,360	1,693,360	-	0.0%
ADDITIONS TO RESERVES	1,412,647	1,412,647	-	0.0%
RETIREMENT FUND	11,205,000	11,205,000	-	0.0%
POSTEMPLOYMENT BENEFITS	4,673,624	4,673,624	-	0.0%
<b>TOTAL INDIRECT EXPENSES</b>	<b>\$ 56,651,673</b>	<b>\$ 55,019,209</b>	<b>\$ (1,632,464)</b>	<b>-2.9%</b>
STATE REVOLVING FUND	\$ 95,673,399	\$ 89,764,498	(5,908,901)	-6.2%
SENIOR DEBT	244,957,128	230,277,333	(14,679,796)	-6.0%
SUBORDINATE DEBT	125,046,217	125,046,217	(0)	0.0%
LOCAL WATER PIPELINE CP	6,120,127	3,431,079	(2,689,048)	-43.9%
CURRENT REVENUE/CAPITAL	17,200,000	17,200,000	-	0.0%
CAPITAL LEASE	3,217,060	3,217,060	-	0.0%
DEBT PREPAYMENT	5,609,355	5,609,355	-	0.0%
DEBT SERVICE ASSISTANCE	(1,287,870)	(1,287,870)	-	0.0%
<b>TOTAL DEBT SERVICE</b>	<b>\$ 496,535,417</b>	<b>\$ 473,257,672</b>	<b>\$ (23,277,745)</b>	<b>-4.7%</b>
<b>TOTAL EXPENSES</b>	<b>\$ 812,997,202</b>	<b>\$ 775,452,417</b>	<b>\$ (37,544,785)</b>	<b>-4.6%</b>
<b>REVENUE &amp; INCOME</b>				
RATE REVENUE	\$ 792,084,000	\$ 792,084,000	-	0.00%
OTHER USER CHARGES	9,222,884	10,693,360	1,470,477	15.9%
OTHER REVENUE	6,479,202	8,739,663	2,260,462	34.9%
RATE STABILIZATION	1,250,000	1,250,000	-	0.0%
INVESTMENT INCOME	3,961,116	4,100,116	139,000	3.5%
<b>TOTAL REVENUE &amp; INCOME</b>	<b>\$ 812,997,202</b>	<b>\$ 816,867,140</b>	<b>\$ 3,869,938</b>	<b>0.5%</b>

**VARIANCE:**

**\$ (41,414,723) \$ (41,414,723)**



## STAFF SUMMARY


**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director   
**DATE:** April 13, 2022  
**SUBJECT:** Approval of the Eighty-Fifth Supplemental Bond Resolution

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**COMMITTEE:** Administration, Finance & Audit

VOTE  
 INFORMATION

Matthew R. Horan, Deputy Director, Finance/Treasurer  
Sean R. Cordy, Sr. Financial Analyst  
Preparer/Title

  
Thomas J. Durkin  
Director, Finance

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### RECOMMENDATION:

To adopt the Eighty-Fifth Supplemental Resolution authorizing the issuance of up to \$50,000,000 of Massachusetts Water Resources Authority Subordinated General Revenue Bonds and the supporting issuance resolution.

### DISCUSSION:

The Massachusetts Clean Water Trust (“Trust”) provides subsidized financing for water and wastewater capital projects to Massachusetts governmental entities. MWRA annually submits new projects to the Massachusetts Department of Environmental Protection to be considered for inclusion on the Clean and Drinking Water Intended Use Plans (IUP). New and previously approved carry-over projects that are included on an IUP are eligible to receive financing through the Trust. Historically, MWRA has drawn down its funding at the same time the Trust was closing its long-term bond transaction. This arrangement assisted the Trust in accessing its federal funding and prevented stress on the Trust’s available funds given MWRA’s relatively large draws.

While MWRA typically only seeks funding on an annual basis, many of the Trust’s other borrowers periodically seek interim financing between the yearly long-term borrowing. The Trust uses its available cash to fund these interim loans. However, given the constraints on available cash and the size of the funding request, both the MWRA and the Trust had continued to utilize only the long-term borrowings for reimbursement. However, starting in 2019, the Trust determined there was sufficient capacity for MWRA to utilize the interim financing. MWRA utilized the interim financing in 2020 and intends to utilize it as part of this transaction. Under this structure, MWRA will enter into interest free interim loans with Trust, which will be replaced with standard loans when the Trust completes its next public market borrowing. As part of this transaction, the Trust will be providing principal forgiveness loans using a portion of the funding Massachusetts received from the American Rescue Plan Act (ARPA).

Currently MWRA has approximately \$49.5 million of approved costs on the approved 2021 IUP, of which \$23.5 million is eligible to be drawn down right now. The following table outlines the immediate draw down amount and estimated ARPA principal forgiveness amount.

<b>Project Name</b>	<b>Total Loan</b>	<b>Anticipated ARPA Funds</b>
Nut Island Headworks Odor Control/HVAC	\$ 15,000,000	\$ 1,125,000
Commonwealth Ave Pump Station Redundancy	\$ 3,500,000	\$ 350,000
Southern Extra High (SEH) Redundancy and Storage	\$ 4,500,000	\$ 450,000
Weston Aqueduct Supply Main Rehabilitation	\$ 500,000	\$ 50,000
<b>Total</b>	<b>\$ 23,500,000</b>	<b>\$ 1,975,000</b>

The ARPA principal forgiveness funds and regular loan funds will be treated as two separate series of bonds. Once all the state and federal requirements for principal forgiveness have been satisfied, the series associated with the ARPA funds will be forgiven.

Once a sufficient amount of funds have been drawn by MWRA and other communities, the Trust will issue long-term debt to permanently finance the loans. At that time, MWRA will enter into the standard long-term loans with the Trust as part of its Pool 24 borrowing.


From the 2021 IUP, MWRA anticipates receiving up to \$50.0 million in new, low-interest loans from the Trust to fund several water and wastewater projects. The loans will have a 20-year maturity at a fixed interest rate of 2.15%, including the Trust administrative fee of 0.15%. The Trust also charges a loan origination fee of \$5.50 per \$1,000 to cover its costs of issuance.

In order to move ahead with the Pool 24 interim and permanent borrowing, the Trust requires that all borrowers sign loan commitment documents which indicate that they have the authorization to borrow these funds. Once the documents are completed, MWRA will begin drawing funds. While this new structure will allow MWRA to access the interest free funds sooner, it may make budgeting for the debt service costs associated with the permanent financing less certain. MWRA is required by its General Bond Resolution to make monthly principal and interest deposits to the debt service accounts for these bonds. Since MWRA is required to budget the funds for anticipated principal and interest payments, shifts in timing of the permanent financing will change when deposits are required and may reduce budgeted debt service expenses.

**BUDGET/FISCAL IMPACT:**

There are sufficient funds available in the FY22 CEB to pay the debt service costs associated with these borrowings.

## STAFF SUMMARY

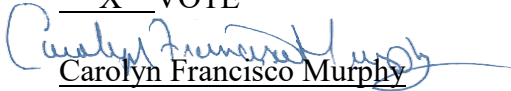
**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director   
**DATE:** April 13, 2022  
**SUBJECT:** Memorandum of Agreement between MWRA and the City of Chelsea  
Griffin Way/Eastern Avenue Intersection Traffic Signalization  
Contract OP-339

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**COMMITTEE:** Administration, Finance & Audit

       INFORMATION

  X   VOTE

  
Carolyn Francisco Murphy  
General Counsel

Meredith Norton, Program Manager  
John P. Colbert, P.E., Chief Engineer  
Preparer/Title

  
David W. Coppes, P.E.  
Chief Operating Officer

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### RECOMMENDATION:

To authorize the Executive Director, on behalf of the Authority, to execute a Memorandum of Agreement with the City of Chelsea, substantially in the form attached hereto, related to the design and construction by MWRA, and ownership, operation and maintenance by the City of Chelsea, of traffic signals, cameras and equipment and roadway and sidewalk improvements at the intersection of Griffin Way and Eastern Avenue in Chelsea.

### DISCUSSION:

On March 1, 2022, the City of Chelsea's Traffic and Parking Commission approved MWRA's project to install traffic signals at the intersection of Eastern Avenue in Chelsea at Griffin Way.

Griffin Way is the access for MWRA's Chelsea Facility and will benefit from improved accessibility, particularly with a number of additional staff relocating from the Charlestown Navy Yard over the next year. The work will include a traffic control signal system and certain street improvements such as a new sidewalk, curbing, crosswalks, pedestrian ramps and signage, along with the removal of existing signs, supports and traffic signal conduit systems.

MWRA will manage the construction of the traffic light, after which, Chelsea will take ownership of the equipment and be responsible for the operations and maintenance. This proposed MOA both will codify the terms and conditions of construction and Chelsea's subsequent ownership.

MWRA's consultant, Stantec Consulting Services, Inc., is completing final design documents including construction cost estimating, scheduling and updated drawings and specifications. Once all approved, MWRA will publically bid the work under Contract OP-339. The construction cost estimate for the work is \$532,200.

**BUDGET/FISCAL IMPACTS:**

Funding for Contract OP-339 in the amount of \$360,200 will be included in the FY23 Current Expense Budget. Pursuant to a letter agreement, Griffin Way, LLC (the former landlord) deposited in an interest-bearing escrow account \$95,000 to secure performance of the road work and \$120,000 to secure the performance of the signal work, for a total deposit of \$215,000. Griffin Way, LLC completed the road work and withdrew a portion of the funds from Escrow Account. There is currently a balance of approximately \$172,000 in the Escrow Account, which will be used to fund the remainder of this contract.

**MBE/WBE PARTICIPATION:**

The M/WBE participation requirements for the construction contract will be established by MWRA's Affirmative Action and Compliance Unit.

**ATTACHMENTS:**

Figure 1- Griffin Way/Eastern Avenue Traffic Signalization Chelsea, Massachusetts Project Map

Draft Memorandum of Agreement

Figure 1  
Traffic Signalization Project Map  
Griffin Way/Eastern Avenue, Chelsea, Massachusetts



0 175 350 700 Feet

MEMORANDUM OF AGREEMENT  
BETWEEN  
MASSACHUSETTS WATER RESOURCES AUTHORITY  
AND  
CITY OF CHELSEA, MASSACHUSETTS

This MEMORANDUM OF AGREEMENT (“MOA”) is made by and between the MASSACHUSETTS WATER RESOURCES AUTHORITY ("MWRA"), a body corporate and politic and an independent authority pursuant to St. 1984, c. 372 of the laws of the Commonwealth of Massachusetts, as amended, and the CITY OF CHELSEA ("Chelsea"), a municipal corporation duly organized and existing under the laws of the Commonwealth of Massachusetts having an address of 500 Broadway, Chelsea, Massachusetts 02150 (each individually a “Party” and collectively the “Parties”).

**RECITALS**

WHEREAS, MWRA is planning to install traffic signals, cameras, equipment, post(s) and foundation(s) and related materials and work, as well as street improvements including new sidewalks, curbing, crosswalks, pedestrian ramps and signage, at the intersection of Griffin Way and Eastern Avenue, Chelsea (collectively “Signal Work”), described further below, as part of MWRA Contract OP-339 (“Project”);

WHEREAS, on March 1, 2022, Chelsea’s Traffic & Parking Commission approved the Signal Work and the Project, subject to review of the final plans for incorporation of the Commission’s ADA compliance comments into the design;

WHEREAS, Chelsea desires to take ownership, responsibility and control of the Signal Work once it is constructed in accordance with the terms and conditions of this MOA; and

WHEREAS, MWRA and Chelsea wish to enter into this MOA regarding the Signal Work, and their respective roles and responsibilities including with respect to costs, payment, ownership, control, operation and maintenance of the Signal Work.

NOW THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

**1. PROJECT RESPONSIBILITIES AND COSTS**

1.1 The Signal Work shall consist of traffic signals, cameras, equipment, post(s) and foundation(s) and related materials and work, as well as street improvements including new sidewalks, curbing, crosswalks, pedestrian ramps and signage, all as set forth in final plans and specifications prepared by Stantec Consulting Services, Inc. (“Stantec”).

1.2 The Stantec final plans and specifications for the Signal Work shall be provided to Chelsea’s Traffic & Parking Commission (the “Commission”) for final review and confirmation of incorporation of the Commission’s ADA compliance comments. The Commission shall have 30 calendar days for such final review and confirmation. Any final comments by the

Commission regarding the Stantec final plans and specifications and/or the Project shall be provided to MWRA within such 30-day period.

1.3 The Project, which shall be based on the Stantec final plans and specifications for the Signal Work as reviewed and approved by the Commission, shall be presented by the Commission to Chelsea's City Council within 30 calendar days after its hearing, for the City Council's review and approval.

1.4 Provided that Chelsea's City Council approve the Project MWRA shall, in accordance with Massachusetts public bid laws, advertise and accept bids for Contract OP-339 for the construction of the Signal Work. MWRA, in its sole discretion, may accept and/or reject any and/or all bids for the reasons articulated in the MWRA Contract OP-339 bid solicitation materials and/or as provided by law.

1.5 MWRA shall be responsible for reviewing and making determinations with respect to any change order proposals from the general contractor for the Project, including approving or rejecting any such change order proposals in accordance with the contract documents for the Project.

1.6 Chelsea shall cooperate with MWRA and provide MWRA reasonable assistance for the construction of the Signal Work under the Project. By way of example and without limitation, if requested Chelsea shall assist MWRA in answering questions from bidders and the general contractor for the Project.

1.7 Chelsea acquired three separate access and utility easements from abutters (described on an easement plan entitled "2 Griffin Way in Chelsea" prepared by Daylor Consulting group, Inc. dated November 13, 2002) and a discontinued portion of roadway on Eastern Avenue from the Massachusetts Department of Transportation (collectively "Chelsea Property Interests"). To perform the Signal Work, Chelsea agrees to allow MWRA, Stantec and the Project's general contractor, and any of their respective contractors, consultants and representatives, use and access of the Chelsea Property Interests. Chelsea shall provide reasonable assistance to MWRA in accessing the Chelsea Property Interests for construction of the Project.

1.8 MWRA may obtain temporary licenses from abutters, if necessary, for the Signal Work. Chelsea shall reasonably assist MWRA in securing such temporary licenses and any permit(s) required for the Project.

1.9 Upon reasonable written notice to MWRA, Chelsea or its consultants may inspect the Signal Work prior to and/or upon completion of the Project. If any defects in construction exists, the Parties, including their contractors, will cooperate to remedy such defects.

1.10 In Contract OP-339, MWRA shall require its selected general contractor for the Project:

- (i) to name MWRA and Chelsea as additional insureds on all insurance policies required to be provided to MWRA by such general contractor for the Project, except for Workers Compensation insurance;
- (ii) to name MWRA and Chelsea as obligees on the Performance and Labor and Materials Payment Bonds to be provided by the general contractor;

(iii) to indemnify and hold harmless Chelsea to the same extent that MWRA requires its general contractor to indemnify and hold harmless MWRA; and  
(iv) to warrant, for the benefit of Chelsea, that the work will be free from defects in materials and workmanship for a period of one (1) year from substantial completion of the Project in accordance with standard MWRA terms. Provision shall be made for the general contractor to repair or replace all defective work within said one-year period in accordance with standard MWRA terms.

1.11 MWRA shall pay for the construction of the Signal Work. Provided, however, that within thirty (30) calendar days of the execution of Contract OP-339 Chelsea shall pay MWRA \$172,000, which is the balance as of March 30, 2022 of an escrow account at Old Republic National Title Insurance Company held by Chelsea, plus all interest that accrues on the escrow account after March 30, 2022. Such funds shall be used by MWRA to subsidize the costs of construction of the Signal Work.

## **2. OWNERSHIP, CONTROL, OPERATION AND MAINTENANCE OF THE SIGNAL WORK**

2.1 Upon MWRA's written notice to Chelsea of the completion of the construction of the Signal Work, Chelsea, after full and final inspection, shall take full ownership and control of and be fully responsible for the operation and maintenance of the Signal Work, including without limitation all costs and expenses arising out of such ownership, control, operation and maintenance. Upon such written notice, the Signal Work shall be deemed integrated into and a part of the Chelsea traffic control signal system. Upon completion of the construction of the Signal Work MWRA shall not be responsible or liable in any way for the Signal Work, which ownership, control, operation and maintenance shall be Chelsea's sole responsibility.

## **3. TERM**

The term of this MOA shall, unless otherwise agreed to in writing by both Parties, commence on the date below and continue until final completion of the Signal Work and any warranty period within MWRA Contract OP-339.

## **4. AMENDMENTS**

The Parties to this MOA may amend this MOA only by a writing duly executed by both Parties.

## **5. SEVERABILITY**

If any part of this MOA is determined to be invalid, illegal, or unenforceable, such determination shall not affect the validity, legality, or enforceability of any other part of the Agreement and the remaining parts of this MOA shall be enforced as if such invalid, illegal or unenforceable part were not contained herein, unless continued performance of the remaining provisions of this MOA, which have not been determined to be invalid, illegal or unenforceable, would result in the substantial loss of the benefit of the bargain to either MWRA or Chelsea.



**6. NOTICE**

Whenever, by the terms of this instrument, notices may or are to be given either to MWRA or Chelsea, such notice shall be deemed to have been given, if in writing and either delivered by hand or by U.S. mail to the following addresses:

To Chelsea: Edward Keefe, Deputy City Manager  
500 Broadway, Room 203  
Chelsea, Massachusetts 02150

with copy to: Cheryl Watson Fisher, Corporate Counsel  
City of Chelsea Law Department  
500 Broadway  
Chelsea, Massachusetts 02150

To MWRA: John Colbert, Chief Engineer  
Massachusetts Water Resources Authority  
2 Griffin Way  
Chelsea, MA 02150

with copy to: Carolyn Francisco Murphy, General Counsel  
Massachusetts Water Resources Authority  
100 First Avenue  
Boston, MA 02129

**7. ENTIRE AGREEMENT**

This MOA constitutes the entire agreement between the Parties with respect to the subject matter hereof and supersedes all prior agreements, understandings, expectations, negotiations, and discussions of the Parties, whether oral or written. There are no representations by either Party, which are not specifically set forth in this MOA.

**8. GOVERNING LAW**

This MOA shall be executed and delivered in the Commonwealth of Massachusetts and shall be construed and enforced in accordance with, and shall be governed by, the laws of the Commonwealth of Massachusetts.

**8. DISPUTES/COOPERATION**

The Parties shall each use their best efforts to cooperate in the construction of the Signal Work and performance of the Project by appointing appropriate representatives who, respectively, shall be responsible for expediting and responding to any and all inquiries, problems, and matters requiring coordination among the Parties concerning the scheduling, performance, progress or completion of the Project. Any and all disputes which arise and which

cannot be amicably resolved by the Parties during the course of the performance of the Project, if at all possible, shall be resolved after the completion of the project.

**9. COUNTERPARTS**

This MOA may be executed in duplicate counterparts, each of which shall be deemed an original and both of which shall constitute one and the same instrument.

**10. AUTHORITY**

Each person signing in an official or representative capacity warrants that he or she is duly authorized to act for his or her principal, having received all necessary approvals, and that he or she is so acting when signing this MOA, and that, when executed this MOA shall be a valid and binding obligation, enforceable in accordance with its terms.

**11. NO PRESUMPTION**

The Parties agree that this MOA shall be construed without regard to any presumption or other rule requiring construction or interpretation against the Party causing this Agreement to be drafted.

IN WITNESS WHEREOF, the Parties hereto have caused the MOA to be executed as a sealed instrument and signed in duplicate by their duly authorized representatives.

**EXECUTED AS A SEALED INSTRUMENT** this \_\_\_\_\_ day of \_\_\_\_\_, 2022.


MASSACHUSETTS WATER RESOURCES  
AUTHORITY

CITY OF CHELSEA

By: \_\_\_\_\_  
Frederick A. Laskey  
Executive Director

By: \_\_\_\_\_  
Thomas G. Ambrosino  
City Manager

## STAFF SUMMARY


**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director   
**DATE:** April 13, 2022  
**SUBJECT:** Maintenance and Support of the Integrated Financial, Procurement and Human Resources/Payroll Management System  
Infor Inc.

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**COMMITTEE:** Administration, Finance & Audit

     INFORMATION  
  X   VOTE

Paula Weadick, MIS Director  
Paul Fentross, Business Applications Manager  
Douglas J. Rice, Director, Procurement  
Preparer/Title

  
Michele S. Gillen  
Director, Administration

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### RECOMMENDATION:

To approve the award of a sole source purchase order contract for the annual maintenance and support of the integrated financial, procurement and human resources/payroll management system to Infor Inc. and to authorize the Executive Director, on behalf of the Authority, to execute said purchase order contract in an amount not to exceed \$539,283.23 for a period of one year, from June 1, 2022 through May 31, 2023.

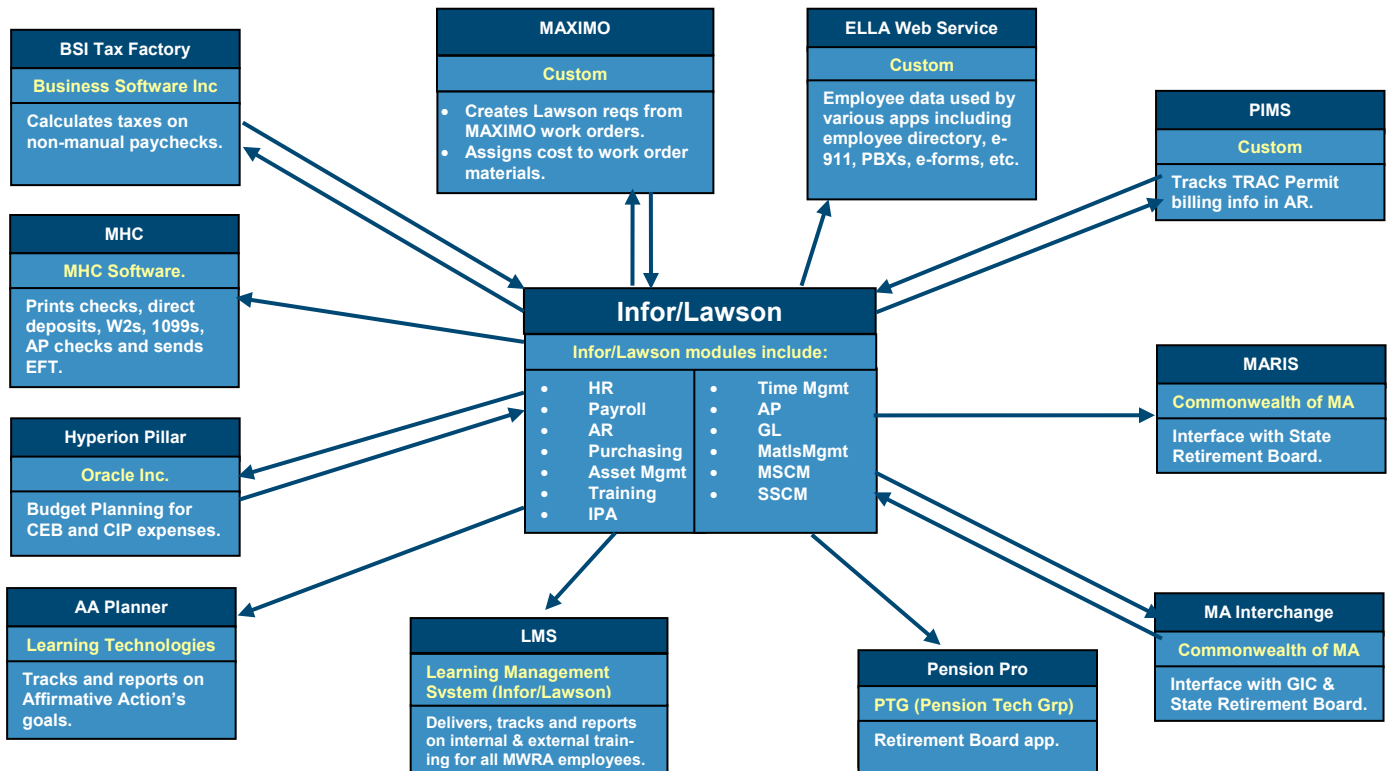
### DISCUSSION:

On March 24, 1999, the Board of Directors approved Contract 6362 with Lawson Associates (now Infor Inc.) to implement an integrated financial and procurement management system. In May 2000, the implementation of a Human Resources/Payroll module was included as part of the Lawson System. Today this set of application modules represents the core administrative and financial management functionality for the MWRA (Human Resources, Payroll, Finance, Procurement, and Materials Management).

In October 2012, as part of an effort to reduce the use of customized applications, use more off-the-shelf products, and respond to the MIS 5-Year Strategic Plan recommendations (including enhancing e-Procurement functionality and reducing paper), the Board of Directors approved the implementation of the Strategic Sourcing, Supplier Order Management and Contracts Management modules.

The illustration on the next page shows the significant Infor/Lawson modules in use and interfaces with other applications.

## Infor/Lawson Dependent Systems



This maintenance and support agreement is an essential tool to protect the MWRA’s Lawson software investment. The Lawson support agreement ensures that the MWRA receives vendor support including the following:

- Access to the Infor Support Portal, which provides product patches, version releases, software upgrades, documentation, “How To” assistance, remote diagnosis, priority case queuing, e-mail notifications, web discussion groups, and electronic self-service case logging, tracking and management.
- Access to support engineers twelve hours a day, five days a week and twenty-four hour, seven day a week support for critical issues.

Staff have thoroughly reviewed the sole source nature of this procurement. Infor is the manufacturer of this software and while there are third party vendors who provide support for various applications, they do not have the ability to change standard code or provide upgrades or fixes to the application. This ability is important to the MWRA to ensure that it is able to maximize its use of Lawson.

Non-renewal of the maintenance and support agreement would place the MWRA at risk since no further support will be provided on the existing applications. Therefore, staff recommend that the MWRA renew the annual maintenance agreement to provide ongoing support for the Lawson System.


**BUDGET/FISCAL IMPACT:**

This year's request of \$539,283.23 represents a 6% increase over last year's not-to-exceed amount of \$508,757.77. There are sufficient funds available in the FY22 CEB for this renewal.

**MBE/WBE PARTICIPATION:**

Infor Inc. is not a certified Minority-Owned or Woman-Owned business.


**STAFF SUMMARY**

**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director   
**DATE:** April 13, 2022  
**SUBJECT:** Update on the William A. Brutsch Hydroelectric Facility and the McLaughlin Fish Hatchery Pipeline

**COMMITTEE:** Water Policy & Oversight

X  INFORMATION  
  VOTE

Valerie Moran, P.E., Director, Waterworks  
Rebecca Weidman, Director, Env. & Reg. Affairs  
Preparer/Title

  
David W. Coppes, P.E.  
Chief Operating Officer

*Since its inception, MWRA has sought opportunities to minimize its environmental footprint while maximizing value to its ratepayers. The development of clean energy projects brings together these principles in a way that provides lasting value to the citizens of the Commonwealth of Massachusetts. An important part of MWRA’s renewable energy projects is the operation of hydro turbines at five locations. MWRA moves large quantities of water on a daily basis, making hydropower an abundant resource to use to our advantage. Two hydro facilities, Oakdale and Cosgrove, brought on line by MWRA’s and DCR’s predecessor, the Metropolitan District Commission, are still in operation today. The MWRA has developed three additional hydropower sites: at Deer Island Treatment Plant, Loring Road, and the Brutsch Treatment Facility. The Brutsch Treatment Facility hydro turbine, the smallest of our hydro turbines, was constructed in 2016/2017. The project was designed and constructed because it provides important benefits to the McLaughlin Fish Hatchery, is a source of clean energy to the grid in western Massachusetts, and results in monetary payments to MWRA to offset operational costs.*

**RECOMMENDATION:**

For information only.

**DISCUSSION:**

The 60-kilowatt hydroelectric turbine at the Brutsch Treatment Facility and the pipeline to the Division of Fisheries and Wildlife’s (DFW) McLaughlin Fish Hatchery have been in service for over four years. The project was jointly sponsored by MWRA, the Executive Office of Energy and Environmental Affairs, the Division of Fisheries and Wildlife, the Department of Fish and Game, the Leading-By-Example Program, and the Massachusetts Clean Energy Center. In 2015, the Board authorized the design and installation of the hydroelectric turbine and pipeline to the McLaughlin Hatchery due to the multiple environmental benefits it would provide, including reducing MWRA’s carbon footprint by generating renewable hydroelectric power; reducing the hatchery’s carbon footprint by eliminating electrical demand associated with pumping water from the Swift River; and delivering cold, well oxygenated water to the fish hatchery without pumping and benefiting the health and growth of the fish.



The project consisted of construction of a raw water tap off of MWRA’s Chicopee Valley Aqueduct (CVA), just prior to the Brutsch Water Treatment Facility transferring about six million gallons per day (mgd) of untreated water through the hydro turbine and then to the hatchery approximately 4,400 feet away. (A bypass line was also constructed for times when the turbine is not operating.) The project design won the 2020 Silver Award, Honoring Outstanding Professional Design Excellence from the American Council of Engineering Companies of Massachusetts.

The McLaughlin Fish Hatchery is the largest of DFW’s hatcheries and accounts for half of the brook, brown, rainbow, and tiger trout that are produced in its hatcheries annually (on average 250,000 pounds). The fish are stocked in approximately 500 lakes, rivers, streams, and reservoirs in Massachusetts. It is located less than a mile from MWRA’s Brutsch Water Treatment Facility and borders the Swift River. Prior to the installation of the pipeline, the hatchery used a combination of water from onsite wells and water withdrawn directly from the Swift River.

Trout eggs need a constant supply of cold, clean, well-oxygenated water to survive. Beginning in December of 2016, MWRA began the delivery of six million gallons per day to the hatchery directly from the Quabbin Reservoir. Since the completion of the pipeline, water at the hatchery is several degrees warmer in the winter (6°F), several degrees colder in the summer (2-8°F), dissolved oxygen has improved, and total nitrogen concentrations have decreased. In addition, the new Quabbin source water has saved the hatchery \$60,000 per year in pumping costs. This spring, DFW will stock 500,000 trout in waterbodies throughout Massachusetts.



The hydroelectric turbine began operating in September of 2017, although it did not start running consistently until August of 2018 when all the initial installation and programming matters were resolved. Staff have optimized the flow through the hydro turbine and beginning in FY20, the turbine has been in operation over 95% of the time, with very little flow bypassing the turbine.

The hydro turbine generation data and revenue is shown in the table below:

**Brutsch Hydro Turbine Generation and Revenue**

Fiscal Yr.	Net Revenue from sale of power to NGRID	Total kWh	Renewable Energy Credit Revenue	Total Annual Revenue
FY19	\$33,757	426086	\$1,470	\$35,227
FY20	\$50,157	471289	\$13,625	\$63,782
FY21	\$42,258	443703	\$17,718	\$59,976
FY22	\$27,280	262797	\$12,492	\$39,772
<b>Total to Date</b>	<b>\$153,452</b>	<b>1603875</b>	<b>\$45,305</b>	<b>\$198,757</b>

FY19-FY21 represent complete fiscal years; FY22 data is through January 2022

It should be noted that the hydro turbine started operation in FY18; however, the data are not included in the chart above due to operational inconsistency during the initial startup period.

Staff have applied for an incentive payment, totaling about \$8,000 per year (based on the total annual generation) through the Hydroelectric Incentive Program under the Energy Policy Act of 2005 (EPAAct), as recently amended by both the Energy Act of 2020 and the Infrastructure, Investment and Jobs Act of 2021. The hydro payment under EPAAct was developed to provide additional federal incentives to operators to maximize generation from small hydro facilities developed after 2005. The payments can be applied for ten calendar years from the first year of operation. (For Brutsch, that means through calendar year 2027.)




The total cost for the project including construction, design, permitting and ESDC was \$4,372,254. The DFW contributed \$2,700,000 for the design and construction of the pipeline to the hatchery and the MWRA received \$714,235 in grant money. Therefore, MWRA’s capital contribution to the project was \$958,019. Based on operational data, the LCCA of the hydroelectric turbine shows a positive return on investment after 8 years based on operational data. The turbine has been in operation since FY19 and by FY26 should show a positive return.

In summary, the project has delivered the expected benefits, both MWRA and the hatchery have reduced their carbon footprint and the fish are thriving.



## STAFF SUMMARY

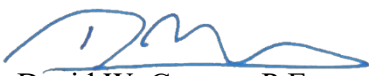
**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director   
**DATE:** April 13, 2022  
**SUBJECT:** Quinapoxet Dam Removal Design, Permitting and Engineering Services  
During Construction  
SLR International Corporation  
Contract 7347, Amendment 1

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**COMMITTEE:** Water Policy & Oversight

         INFORMATION  
  X   VOTE

Valerie Moran, P.E., Director, Waterworks  
Rebecca Weidman, Director, Environmental & Regulatory Affairs  
John J. Gregoire, Program Manager, Reservoir Operations  
Preparer/Title

  
David W. Coppes, P.E.  
Chief Operating Officer

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### RECOMMENDATION:

To authorize the Executive Director, on behalf of the Authority, to approve Amendment 1 to Contract 7347, Quinapoxet Dam Removal Design and Engineering Services During Construction, with SLR International Corporation to increase the contract term by 24 months from April 1, 2022 to April 1, 2024, with no increase in contract price.

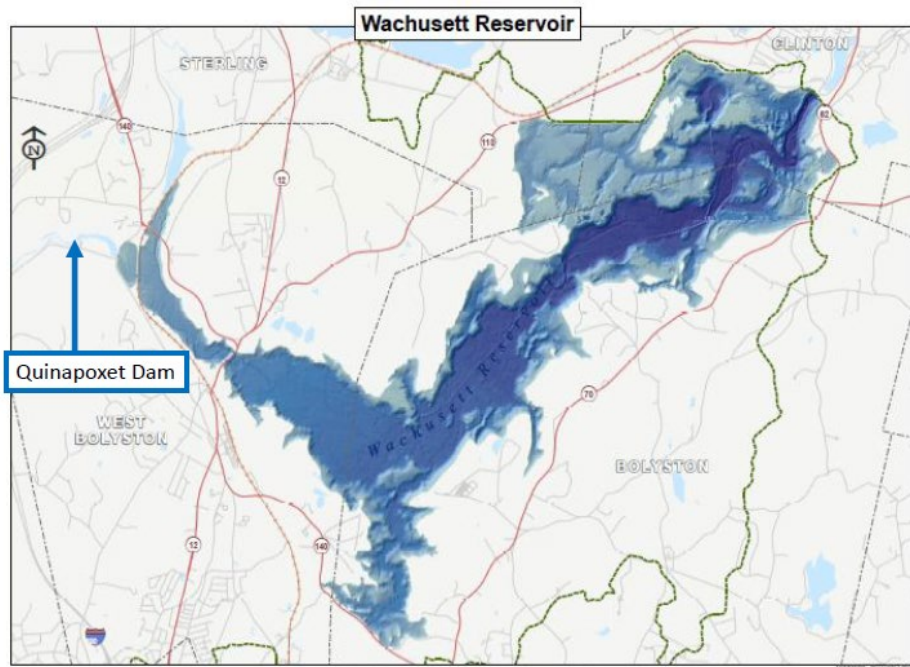
### DISCUSSION:

The Quinapoxet Dam is located on the Quinapoxet River, immediately upstream of the Wachusett Reservoir and directly adjacent to Quabbin Aqueduct's Shaft 1/Oakdale Power Station. The dam, completed circa 1905 to straighten and widen the riverbed to drop sediment before entering the reservoir, is an earthen embankment and stone masonry horseshoe dam that spans the Quinapoxet River from bank to bank.



The Quinapoxet Dam is in need of repair and will require continued maintenance and regulatory inspection into the future for a dam of questionable service to the present-day reservoir. The Department of Fish and Game, Division of Ecological Restoration has documented naturally reproducing coldwater fish in the Quinapoxet River and Wachusett Reservoir, and has done analysis on what the potential would be if habitat above the dam were accessible. Dam removal could increase the salmon population and establish a highly valued fishery.

MWRA is leading a multi-agency project team, including the Massachusetts Department of Conservation and Recreation (DCR) and the Division of Ecological Resources (DER) to remove the Quinapoxet Dam.



The original feasibility study for this project was paid for by DER with oversight by DER, MWRA and DCR. At MWRA's request, an additional structural assessment relative to the Oakdale facility was conducted to further inform engineering design. A more detailed construction cost assessment was also completed. Both tasks were funded by DER. For the current design contract, MWRA received a \$40,000 grant from DER.

The scope of the project consists of design, permitting and engineering services during construction (ESDC) for the removal of the dam and restoration of riverine conditions at this location. There is an important discrete construction window for the project, which can only occur between October and April when the seasonal Quabbin transfer is normally off.

The initial design contract anticipated the construction and ESDC under this contract to occur October 2021 through April 2022. However, in the spring of 2020, during the height of the COVID-19 pandemic, it became clear that the original schedule was not achievable and needed to shift by a year.

Project design has advanced. A Sediment Management Plan has been completed, and permitting has successfully passed through the Massachusetts Historical Commission and the MEPA processes, the latter achieving a waiver from filing an Environmental Impact Report. The project team had been targeting the October 2022 through April 2023 construction period. However, while moving through the next level of permitting under the West Boylston Conservation Commission and Massachusetts DEP 401 Water Quality, some unforeseen permit developments have caused additional delay.

Final design cannot be completed until all permit conditions are known; consequently, meeting the October 2022 construction start requirement is not achievable. Because the work is seasonally constrained, these setbacks resulted in a one year project delay.

Concurrently, staff are actively pursuing Federal and State grants for construction. MWRA grant applications have been submitted to the U.S. Fish and Wildlife Service and to the Eastern Brook Trout Joint Venture organization. Presently, the likelihood of success is unclear. Staff anticipate hearing back on these applications in late spring. Additionally, staff continue to pursue other avenues for funding, including the possibility of additional Commonwealth of Massachusetts funding. The goal is to have a “shovel ready” construction bid set available when funding is identified. Ideally, grant funding should be secured early in calendar 2023 prior to contract procurement process.

**This Amendment**

If approved, Amendment 1 will extend the contract term by 24 months to complete permitting and final design, and continue ESDC from the October 2023 through April 2024 construction window and project closeout. This added time will also allow additional opportunity for further grant applications for construction if the two current ones are not successful.

**CONTRACT SUMMARY:**

	<u>AMOUNT</u>	<u>TIME</u>	<u>DATED</u>
Original Contract:	\$425,442.07	24 Months	2/20/2020
Proposed Amendment 1:	\$0	24 Months	Pending
Adjusted Contract:	\$425,442.07	48 Months	


**BUDGET/FISCAL IMPACTS:**

Amendment 1 is for a time extension only and has no financial impact.

**MBE/WBE PARTICIPATION:**

There are no MBE and WBE participation requirements established for this contract due to the limited opportunities for subcontracting.

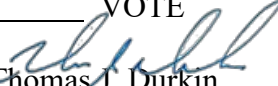
### STAFF SUMMARY


**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director   
**DATE:** April 13, 2022  
**SUBJECT:** Proposed Organizational Changes within MWRA

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**COMMITTEE:** Personnel & Compensation

X  INFORMATION  
  VOTE

  
Thomas J. Durkin  
Director, Finance

  
David W. Coppes, P.E.  
Chief Operating Officer

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### RECOMMENDATION:

For information only. This staff summary provides an overview of a proposed reorganization between the Operations Division and the Finance Division.

### DISCUSSION:

With the challenges brought on by large societal shifts in the workforce, MWRA finds itself in a position to look to ways to consolidate and streamline functions. One area impacted by staff turnover has been MWRA budgeting and bill payment units. Since the mid-1990s, MWRA has operated with a centralized Budget Department operating in the Finance Division as well as budget and payables staff located in the Operations Division. Currently within the Operations Division, there are three departments with staff responsible for the financial support of the Division. The financial staff of the Field Operations Administration/Management department, the Deer Island Administration and Finance department and the Operations Administration Department have been supervised by the Manager, Finance position that became vacant with the retirement of the incumbent. Staff are recommending moving certain positions in the Field Operations Administration/Management department and the Deer Island Administration and Finance departments to the Budget Department, and certain positions in the Operations Administration to the Treasury Department in the Finance Division.

Each of these three units reviews invoices, prepares the invoices for payment processing, reviews contract payments, and prepares and monitors the budgets for the respective departments in support of the Operations Division's financial activity. These financial activities align well with the functions of the Finance Division. The skills, knowledge and tools necessary for staff to perform these functions are very similar to those necessary for the Finance Division. The centralization of these staff for purposes of reporting will enable additional interaction and cooperation that will benefit the Authority.

Maintaining the independent review of payment requests is essential. While the Budget Department under this organizational structure will be presenting items for payment, it will continue to be the independent Controller Department that will approve and finally process the payments. This segregation of duties will continue.

While the reporting of the Operations Division finance units staff will change, the level of support and interaction that the Operations Division relies on will not change. This reorganization will not change the work location of any staff. The staff who report within these units will now report up through the Finance Division, rather than through Operations. To acknowledge these added duties, the PCR Amendments include a recommendation to adjust Budget Director Michael Cole's salary to acknowledge his assumption of the new units.

The changes are included in the accompanying PCR Amendment staff summary.

**BUDGET/FISCAL IMPACT:**

This reorganization will require Position Control Register (PCR) amendments. Funding for these positions is included in the FY22 Current Expense Budget.

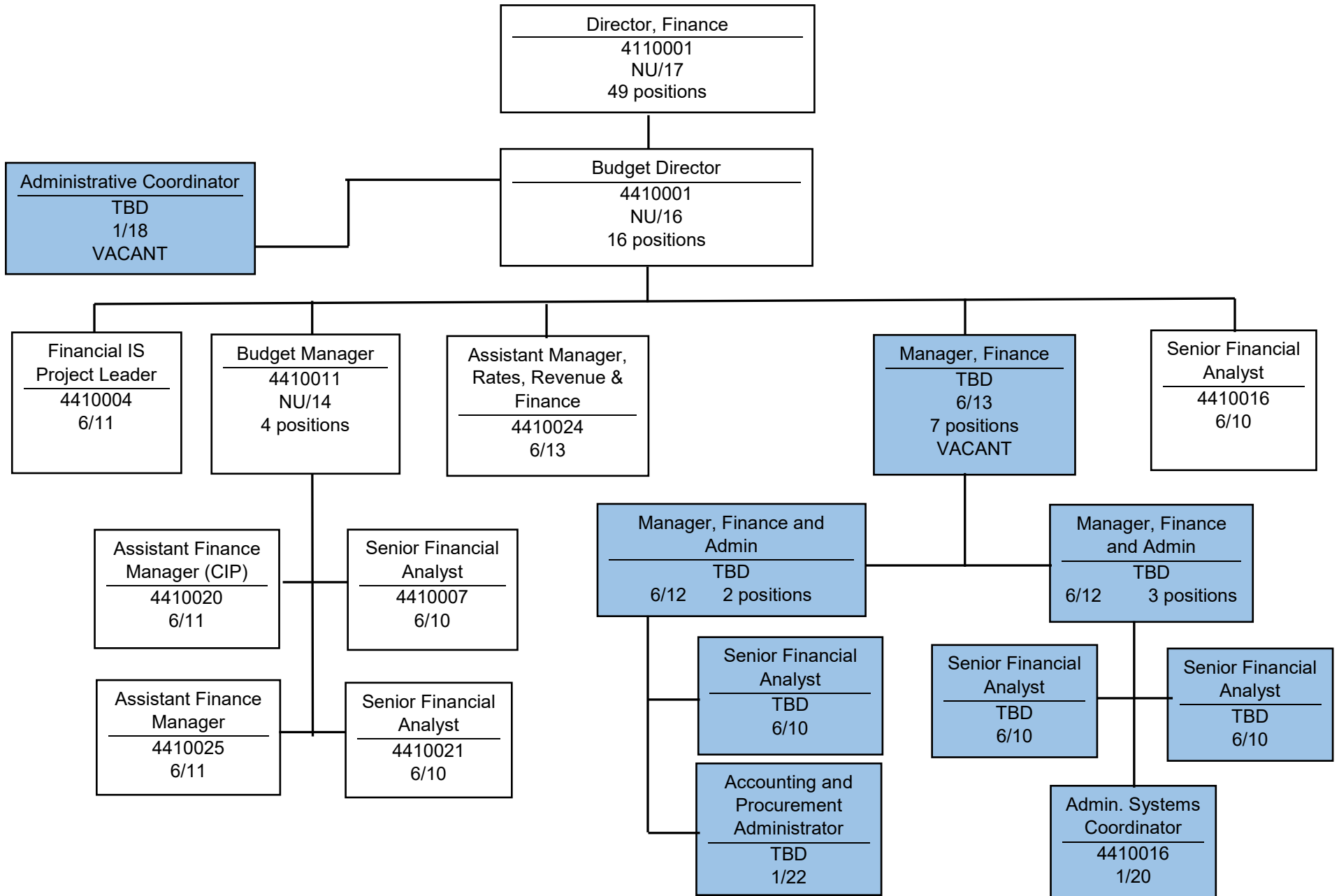
**ATTACHMENTS:**

Attachment A - New Organization Chart for the Budget Department

Attachment B - New Organization Chart for the Treasury Department

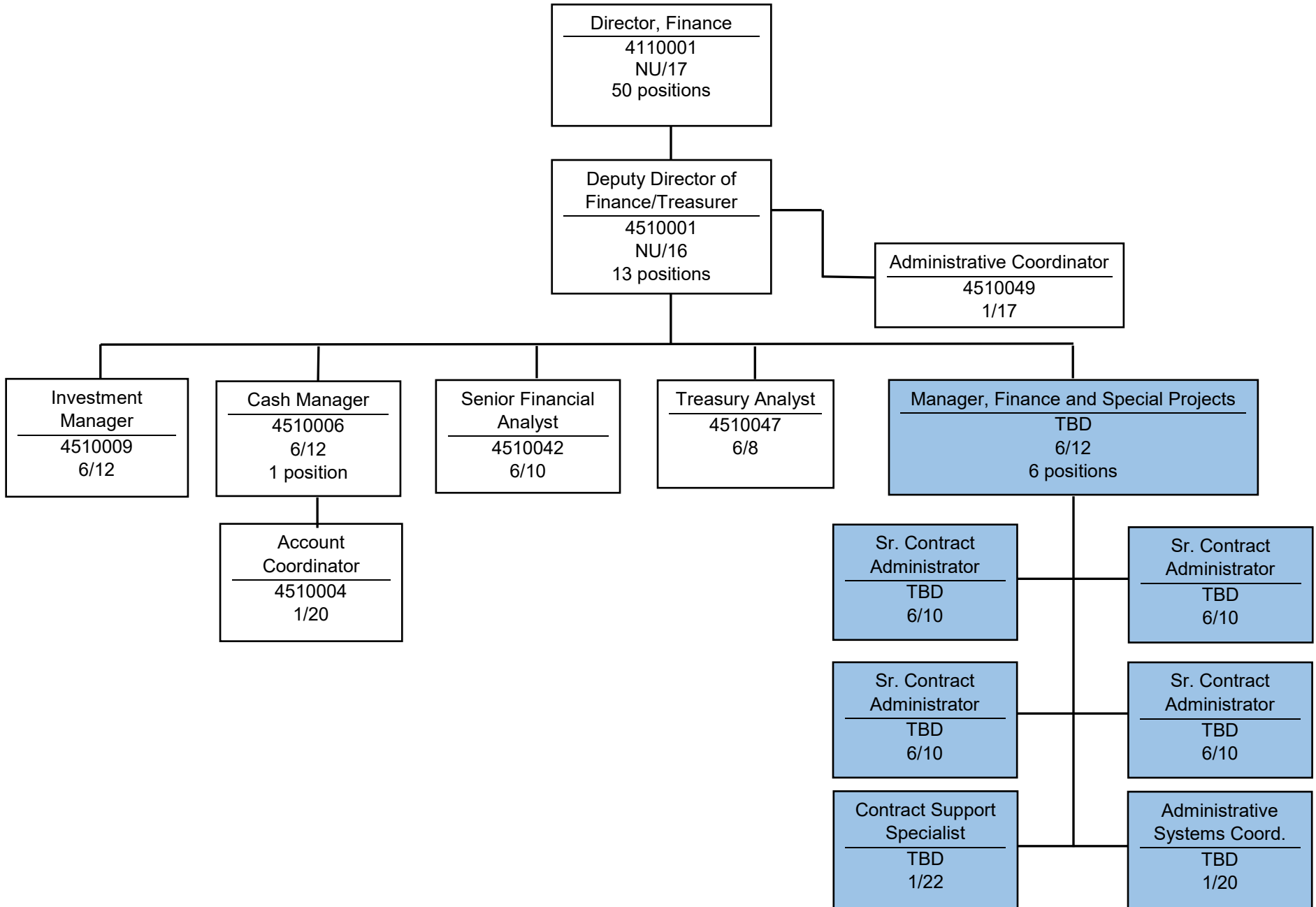
# Finance Division, Rates and Budget Department

April 2022



# Finance Division: Treasury Department

April 2022



### STAFF SUMMARY

**TO:** Board of Director  
**FROM:** Frederick A Laskey, Executive Director  
**DATE:** April 13, 2022  
**SUBJECT:** PCR Amendments - April 2022




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**COMMITTEE:** Personnel and Compensation

         INFORMATION  
  X   VOTE

Andrea Murphy, Director of Human Resources  
Preparer/Title

  
Michele S. Gillen  
Director, Administration

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**RECOMMENDATION:**

To approve amendments to the Position Control Register (PCR) included in the attached chart.

**DISCUSSION:**

The Position Control Register lists all positions of the Authority, filled and vacant. It is updated as changes occur and it is published at the end of each month. Any changes to positions during the year are proposed as amendments to the PCR. All amendments to the PCR must be approved by the Personnel Committee of the Board of Directors. All amendments resulting in an upgrade of a position by more than one grade level, and/or an amendment which creates a position increasing annual cost by \$10,000 or more, must be approved by the Board of Directors after review by the Personnel and Compensation Committee.

**April PCR Amendments**

There are two PCR Amendments this month:

Organizational Changes:

1. Salary change to one filled position in the Finance Division, Rates and Budget Department for the Budget Director Non-Union Grade 16 due to additional staff and responsibility being added to the department as a result of a reorganization which is described in a separate staff summary being presented at this meeting.
2. Title and grade change to one vacant position in the Operations Division, Western Maintenance department from Junior Civil Engineer Unit 9 Grade 21 to Project Manager, Process Engineering and Control Unit 9 Grade 25 to better meet the staffing needs of the department.

**BUDGET/FISCAL IMPACT:**

The annualized budget impact of these PCR amendments will be a maximum cost of \$34,654. Staff will ensure that the cost increase associated with this PCR amendment will not result in spending over the approved FY22 Wages and Salaries budget.



**ATTACHMENTS:**

New Job Description

Old Job Description

MASSACHUSETTS WATER RESOURCES AUTHORITY  
 POSITION CONTROL REGISTER AMENDMENTS  
 FISCAL YEAR 2022

PCR AMENDMENTS REQUIRING BOARD APPROVAL - April 13, 2022																	
Number	Current PCR #	V/F	Type	Current Title	UN	GR	Amended Title	UN	GR	Current/Budget Salary	Estimated New Salary		Estimated Annual \$ Impact		Reason For Amendment		
B35	Finance Rates and Budget 102733	F	S	Budget Director	NU	16	Budget Director	NU	16	\$143,222	\$150,000	-	\$150,000	\$6,778	-	\$6,778	Salary adjustment due to additional staff and responsibility.
B36	Operations Western Maintenance 3391021	V	T,G	Junior Civil Engineer	9	19	Project Manager, Process Engineering and Control	9	25	\$87,724	\$82,968	-	\$115,600	-\$4,756	-	\$27,876	To better meet staffing needs.
<b>BOARD TOTAL=</b>					2							<b>TOTAL:</b>		\$2,022 - \$34,654			

**MWRA  
POSITION DESCRIPTION**



**POSITION:** Junior Civil Engineer  
**DIVISION:** Operations  
**DEPARTMENT:** Engineering and Construction/Field

**BASIC PURPOSE:**

Performs engineering and construction related tasks as directed at field and office locations.

**SUPERVISION RECEIVED:**

Works under the general supervision of a Senior Civil Engineer or a Program Manager.

**SUPERVISION EXERCISED:**

None.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

- Inspects construction or maintenance work for conformance to plans and specifications, and makes minor revisions to meet local conditions encountered in field; plans sequence of work with contractor on jobs and submits progress reports. Acts as a Resident Engineer on minor construction projects.
- Computes quantities of completed construction, prepares reports for interim and final payments and checks data against contracts for final payments.
- Checks materials at source and on project for conformity to specifications and makes simple routine field tests on same.
- Verifies the field methods to be used for location and layout in the field, and verifies the lines and grades for construction work.

**SECONDARY DUTIES:**

- Coordinates construction with pertinent Authority departments and concerned public agencies.
- Performs related duties as required.

**MINIMUM QUALIFICATIONS:**

Education and Experience:

- (A) A Bachelor's Degree in Civil Engineering or Civil Engineering Technology; or
- (B) Any equivalent combination of education and experience.

Necessary Knowledge, Skills and Abilities:

- (A) Knowledge of civil engineering principles and practices.
- (B) A general understanding of civil engineering principles, and practices.
- (C) Demonstrated verbal and written communication skills.

**SPECIAL REQUIREMENTS:**

A valid Class D Massachusetts motor vehicle operators license or equivalent.

**TOOLS AND EQUIPMENT USED:**

Office equipment as normally associated with the use of telephone, personal computer including word processing and other software, copy and fax machine.

**PHYSICAL DEMANDS:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to use hands to finger, handle, feel or operate objects, tools or controls and reach with hands and arms. The employee frequently is required to sit and talk or hear. The employee is occasionally required to stand, walk, climb or balance, stoop, kneel, crouch, or crawl, taste or smell.

The employee must frequently lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, depth perception, peripheral vision and the ability to adjust focus.

## **WORK ENVIRONMENT:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

While performing the duties of this job, the employee frequently works in outside weather conditions. The employee occasionally works near moving mechanical parts, and is occasionally exposed to wet and/or humid conditions and vibration. The employee occasionally works in high precarious places and is occasionally exposed to fumes or airborne particles, toxic or caustic chemicals and risk of electrical shock.

The noise level in the work environment is usually loud in field settings and moderately quiet in an office setting.

**June 2011**

**MWRA  
POSITION DESCRIPTION**

**NEW**

**POSITION:** Project Manager, Process Engineering and Control

**DIVISION:** Operations

**DEPARTMENT:** Western Operations - Transmission and Treatment

**BASIC PURPOSE:**

Provides technical support to operations and has overall project management responsibility for a variety of drinking water treatment process control/optimization initiatives.

**SUPERVISION RECEIVED:**

Works under the general supervision of a Senior Program Manager.

**SUPERVISION EXERCISED:**

May provide supervision of Project Engineer(s), contract staff and/or interns on specific assignments.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

- Conducts process control studies with the objective of identifying process and/or equipment modifications which would improve process performance to include chemical and/or energy use optimization initiatives. Manages the implementation of modifications as directed.
- Assists with check out and start-up of new process control equipment and systems. Performs field investigations and recommends solutions to process control problems that arise during plant operation.
- Develops plans and specifications for treatment plant operations, maintenance and water treatment projects. Coordinates procurement of contractors and manages implementation of the related work.
- Assists in the determination of operating capability and associated performance criteria for existing and proposed water treatment processes.

- Reviews the plans, specifications, and process and instrumentation diagrams for proposed engineering modifications.
- Oversees the activities of Project Engineer, contract employees and interns on certain assignments. Evaluates assigned employees and contractor performance according to MWRA procedures.
- Monitors data from assigned projects. Develops dashboard monitoring and data processing needs for treatment process evaluations.
- Drafts Standard Operating Procedures (SOPs) for treatment plant operations, including, drinking water chemicals, water sampling, water supply, and insures relevance, accuracy and availability.
- Proactively works with MWRA staff to insure that the treatment plants are prepared for changes in regulations regarding water treatment.
- Utilizes existing Authority software and databases (such as Process Book, PI, Telog Enterprise Website, etc.) to analyze facility and system data and gather historical information for evaluation and system optimization purposes.
- Assists Engineering and Construction (E&C) staff in the development of consultant engineering scope of services. Participates in consultant procurement efforts and manages consultant teams as necessary for operational improvement projects done by task orders.
- Participates in scheduled plant shutdowns and may be asked to respond to unscheduled operations and emergency shutdowns.

**SECONDARY DUTIES:**

- Performs related duties as required.

## **MINIMUM QUALIFICATIONS:**

### Education and Experience:

- (A) Bachelor degree in Environmental Engineering, Civil Engineering, Chemical Engineering, or technical field; and
- (B) Five (5) to seven (7) years experience with potable water treatment processes or similar industrial processes in an engineering, operation, maintenance, or laboratory role; or
- (C) Any equivalent combination of education and/or experience.

## **Necessary Knowledge, Skills and Abilities:**

- (A) Ability to interpret Piping and Instrument Diagrams, process schematics, Logic Diagrams and Mechanical Diagrams.
- (B) Excellent interpersonal, oral and written communication skills.
- (C) Demonstrated ability to work as part of a project team, to develop and maintain productive working relationships with external parties, and to function independently with minimal supervision.
- (D) Computer fluency to include the use of MS Word, Excel, Access, PI and other related PC-based software.

## **SPECIAL REQUIREMENTS:**

A valid Class D Massachusetts Motor Vehicle Operators license or equivalent.

A Massachusetts Grade 2B Drinking Water Treatment Operators license or ability to obtain within one (1) year.



### **TOOLS AND EQUIPMENT USED:**

Office equipment as normally associated with the use of telephone, personal computer including word processing and other software, copy and fax machine.

### **PHYSICAL DEMANDS:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to use hands to finger, handle, feel or operate objects, tools or controls and reach with hands and arms. The employee frequently is required to sit and talk or hear. The employee is occasionally required to walk; stand; climb or balance; stoop, kneel, crouch, or crawl; taste or smell.

The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, distance vision, depth perception, peripheral vision and the ability to adjust focus.

### **WORK ENVIRONMENT:**


The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

While performing the duties of this job, the employee frequently works in outside weather conditions. The employee occasionally works near moving mechanical parts, and is occasionally exposed to wet and/or humid conditions and vibration. The employee occasionally works in high precarious places and is occasionally exposed to fumes or airborne particles, toxic or caustic chemicals and risk of electrical shock.

The noise level in the work environment is usually loud in field settings and moderately quiet in an office setting.

**April 2022**

## STAFF SUMMARY


**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director   
**DATE:** April 13, 2022  
**SUBJECT:** Appointment of Controller, Finance Division

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**COMMITTEE:** Personnel and Compensation

X  VOTE  
INFORMATION

Andrea Murphy, Director HR  
Preparer/Title

  
Thomas J. Durkin  
Director of Finance

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### RECOMMENDATION:

To approve the appointment of Mr. William Kibaja to the position of Controller, Finance Division (Non-Union, Grade 15) at an annual salary of \$147,000 commencing on a date to be determined by the Executive Director.

### DISCUSSION:

The Controller's department consists of the Accounting, Accounts Payable and Payroll functions. The department has the responsibility for ensuring financial system integrity and integration between these functions. The department is also responsible for appropriate treatment and classification of MWRA revenues and expenditures in accordance with Generally Accepted Accounting Principles. The position is vacant due to the resignation of our former Controller. The Controller is responsible for developing, administering and maintaining the MWRA accounting systems, financial records and financial statements. The Controller is also responsible for establishing and maintaining fiscal controls, accounting and payroll systems, as well as review and approval of expenditures for appropriateness and conformity with sound financial practices. In addition, the Controller provides advice to senior management regarding accounting treatment of Authority activities.

### Selection Process

The Controller position was posted internally and externally. Of the six applicants, two external candidates were interviewed by a selection committee consisting of the Director of Finance, the Deputy Director of Finance, Treasurer, and the Special Assistant, Affirmative Action and Compliance. Upon completion of the interview process, Mr. Kibaja was recommended as the best candidate for the Controller position. The recommended candidate was interviewed a second time by the Executive Director and the Director of Finance. William Kibaja was selected as the most qualified candidate based on his combination of experience, abilities, knowledge and education.

Mr. Kibaja currently serves as the Controller for Greater Lynn Senior Services, Inc. In that capacity, Mr. Kibaja leads the team responsible for administering and maintaining accounting systems, financial records and reporting, overseeing general accounting, cash management, payroll, accounts receivable and payable. Prior to that, Mr. Kibaja worked for the Boston Public Health Commission where he was the Controller. In this role, Mr. Kibaja was responsible for the

development and maintenance of the finance departments that include Accounting, Accounts Payable and Account Receivable as well as coordinating annual financial and single audits, acting as liaison with auditors, overseeing the preparation of the Provided by Client (PBC) list and ensuring compliance with any audit findings.

Mr. Kibaja holds an Advanced Diploma in Certified Accountancy (BS in Accounting) from Mzumbe University, Mzumbe, United Republic of Tanzania and a Master of Science in Accounting from Northeastern University, Boston, MA.

Mr. Kibaja is a Certified Public Accountant.

**BUDGET/FISCAL IMPACT:**

There are sufficient funds in the FY22 CEB for this position.

**ATTACHMENTS:**

William Kibaja resume  
Position Description  
Controller Department Organization Chart

# William Kibaja, CPA, MSA

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## LEADERSHIP

Member of the Board of Directors at Mzumbe University  
Financial systems implementation team leader (Microsoft GP & SAGE Intacct®)

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## PROFESSIONAL CERTIFICATION

Certified Public Accountant in the Commonwealth of Massachusetts

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**SOFTWARE PROFICIENCY EXPERIENCE** FINANCIAL AND BUDGET SYSTEMS: MICROSOFT GREAT PLAINS AND FORECASTER, ADP GENERAL LEDGER, HYPERION, LAWSON, MAS90, SAGE INTACCT.

Financial Reporting: FRX, Report Smith, Crystal Reports

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## EDUCATION

### **Northeastern University**

**Boston, MA**

Master of Science in Accounting

### **Mzumbe University**

**Morogoro, Tanzania**

Advanced Diploma in Certified Accountancy (BS in Accounting)

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## EXPERIENCE

**Greater Lynn Senior Services, Inc.** \$50 Million Annual Budget, 200+ Employees

### **Controller**

**Mar 2021 - Current**

- ❖ Leading a team of 6 fiscal staffs in managing the accounting and reporting functions of the Greater Lynn Senior Services and related affiliates.
- ❖ Administer and maintaining accounting systems, financial records and reporting.
- ❖ Over seeing general accounting, cash management, payroll, account receivable and payable.
- ❖ Develop and maintain policies and procedures for controller's office
- ❖ Assisting Dir of Planning and CFO in annual budget preparation by providing
- ❖ Prepare monthly financial reports for CFO review before presetting to the finance committee.
- ❖ Advice CFO and CEO on proper accounting treatment of entity activities, based on the current or new laws and regulations.
- ❖ Works with auditors to keep the audit schedules, to make assure timely production of the audit report, the UFR, 550 and 990 reports
- ❖ Assure the organization policy as adhered to, relative to proper authorization of expenditure, proper and accurate billing of funding sources/payers and timely reporting
- ❖ Approve the GLSS weekly check run after reviewing the expenditure approval to make sure all policies and procedures were followed
- ❖ Project cash inflow & outflows to assure there are adequate funds to meet current and future obligation.
- ❖ Recommends for proper staff level, hiring, firing, disciplinary action and promotion of fiscal service staff position within my team

**Third Sector New England Mission-Works** \$67 Million Annual Budget, 400+ Employees and Managing over 56 FSO's, 501(C) (3) Entity

### **Manager, Finance and Operation**

**Oct 2020 - Mar 2021**

- ❖ Leading a team of 3 Grant & Finance Managers and Operation Coordinator overseeing a \$12M portfolio of 21 Fiscally Sponsored Organizations (FSOs).
- ❖ Providing FSOs with support around grants, finance, and overall operations
- ❖ Ensures that the finance and grant management services are delivered timely, accurately, efficiently and effectively
- ❖ Reviewing grant proposals, awards, amendments, agreements and assist with budgets and ensure budgets are aligned with anticipated outcomes and ensure funders' compliance requirements

- ❖ Conduct, lead and coordinate organizational updates on financial health, human resources, compliance and risk as well as other updates on regular basis Lead and coordinate operational-driven workflow creation or changes between project and TSNE internal staff

**Boston Public Health Commission (BPHC)**

**Feb 2000 - May 2018**

\$170 Million Annual Budget, 1100 Employees and over 40 programs Quasi-Governmental Entity

**Controller**

**Jun 2015 - May 2018**

- ❖ Supervised finance department with 22 employees, 6 direct reported.
- ❖ Developed and Maintained the Finance Department that included Accounting, Accounts Payable and Account Receivable
- ❖ Coordinated annual financial and single audits. Acted as liaison with auditors, oversaw the preparation of the PBC list and ensured compliance with audit findings.
- ❖ Developed systems and internal controls to ensure adequate separation of records, authorization and custodianship of transactions and funds within the department.
- ❖ Oversaw and documented monthly and year - end closing procedures with accounting manager.
- ❖ Developed and maintained accounting policies and procedures, including finance department manuals.
- ❖ Ensured BPHC was following relevant federal, state, local, industry and financial regulations, standards, guidelines and protocols.
- ❖ Developed compliance tests and internal control tests that ensured accuracy of financial recording.
- ❖ Worked with City of Boston (COB) Auditing department and actuarial service to reviewed the accounting for Other Post Employment Benefit (OPEB) and Pension under GASB 45 and 67 respectively to insured inter City agency balance were correct.
- ❖ Developed finance department goals and metric reporting to ensured goals were clear, congruent and achievable.
- ❖ Reported on a regular basis to the Director of Administration and Finance regarding the financial status of BPHC, operations of the finance department and all other relevant financial issues.

**Director**

**Work in Multiple capacity (Budget & Grants Admin) Apr 2007 - May 2015**

- ❖ Supervised grant and budget department with 12 employees, of which 4 were directly reported to me.
- ❖ Oversaw federal and state grants reporting requirements as recipient and sub-recipient.
- ❖ Established a process to gather, review and maintain required information regarding grants applications, award implementation and administration.
- ❖ Created all budget reports for the Executive Office, Board and COB Budget Office. And worked closely with and served as the chief contact person for the COB budget office.
- ❖ Worked in a confidential and independent capacity with the Director of Administration and Finance. Worked closely with the Bureau and Division Directors, Bureau Administrators, Revenue and Billing Administrator and Controller.
- ❖ Made and recommended, management and personnel decisions for the Budget and Grants Administration Department.

**Bureau Fiscal Staff**

**Feb 2000 - Oct 2006**

**Worked in multiple capacity (Fiscal Administrator, Manager & Coordinator)**

- ❖ Administered bureau's financial, accounting and compliance matters for over 10 programs within multiple bureaus.

**MWRA  
POSITION DESCRIPTION**

**POSITION:** Controller

**PCR#:** 4310001

**DIVISION:** Finance

**DEPARTMENT:** Controller Unit

**BASIC PURPOSE:**

Develops, administers and maintains MWRA accounting systems, financial records and statements. Directs general accounting, accounts payable and payroll functions.

**SUPERVISION RECEIVED:**

Works under the general supervision of the Director, Finance. May receive guidance from Deputy Director, Finance/Treasurer on projects.

**SUPERVISION EXERCISED:**

Exercises general supervision of the Accounting Manager, Payroll Manager, and the Admin, Accounts Payable and indirect supervision over 10 financial employees.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

- Establishes and maintains fiscal controls, accounting systems and payroll systems for the Authority.
- Directs the development and preparation of financial statements and develops and maintains chart of accounts.
- Reviews and approves Authority expenditures for appropriateness and conformity to sound financial practices.
- Provides ongoing advice to senior management on options for accounting treatment of Authority activities over time so that capital planning, revenue planning, strategic planning and other Authority activities include recognition of options for future accounting treatment.
- Represents the Authority with internal and external audits.
- Develops and provides financial database information to assist in budget preparation and reporting.

- Develops Office of Controller Policies and Procedures.
- Advises Director, Finance on related matters.
- Provides recommendation on staffing levels. Works with Human Resources staff to recruit, interview, select, hire, and employ an appropriate number of employees.
- Mentors and develops staff, including overseeing new employee on-boarding and providing career development planning and opportunities. Encourages employees to take responsibility for their jobs and goals. Delegates responsibility as appropriate and expects accountability and regular feedback.
- Manages the Department in a manner that is consistent with MWRA's goals of Diversity, Equity, and Inclusion.
- Participates in preparing for collective bargaining and hears Step-One grievances.

**SECONDARY DUTIES:**

- Performs related duties as required.

**MINIMUM QUALIFICATIONS:**

Education and Experience:

- (A) Knowledge of financial and accounting principles as normally attained through a four (4) year college program in accounting, business administration, finance, or a related field. An advanced degree is preferred; and
- (B) Understanding of accounting, payroll administration, and computerized Enterprise Resource Planning (ERP) systems through eight (8) to ten (10) years experience, preferably in the public sector of which four (4) years are in a supervisory or managerial capacity; or
- (C) Any equivalent combination of education and experience.

Necessary Knowledge, Skills, and Abilities:

- (A) Knowledge of GAAP accounting principles with experience in governmental, fund accounting and utility accounting.
- (B) Excellent oral and written communications skills.

### **SPECIAL REQUIREMENTS:**

- A valid Massachusetts Class D Motor Vehicle Operators License.
- A Certified Public Accountant (CPA) license.

### **TOOLS AND EQUIPMENT USED:**

Office machines as normally associated with the use of telephone, personal computer including word processing and other software, copy machine, and fax machine.

### **PHYSICAL DEMANDS:**

The physical demands described are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit and talk or hear. The employee is frequently required to use hands to finger, handle, or operate objects, including office equipment and controls, and reach with hands and arms. The employee is occasionally required to stand and walk.

There are no requirements that weight be lifted or force be exerted in performing the duties of this job. Specific vision abilities required by this job include close vision and the ability to adjust focus.

### **WORK ENVIRONMENT:**

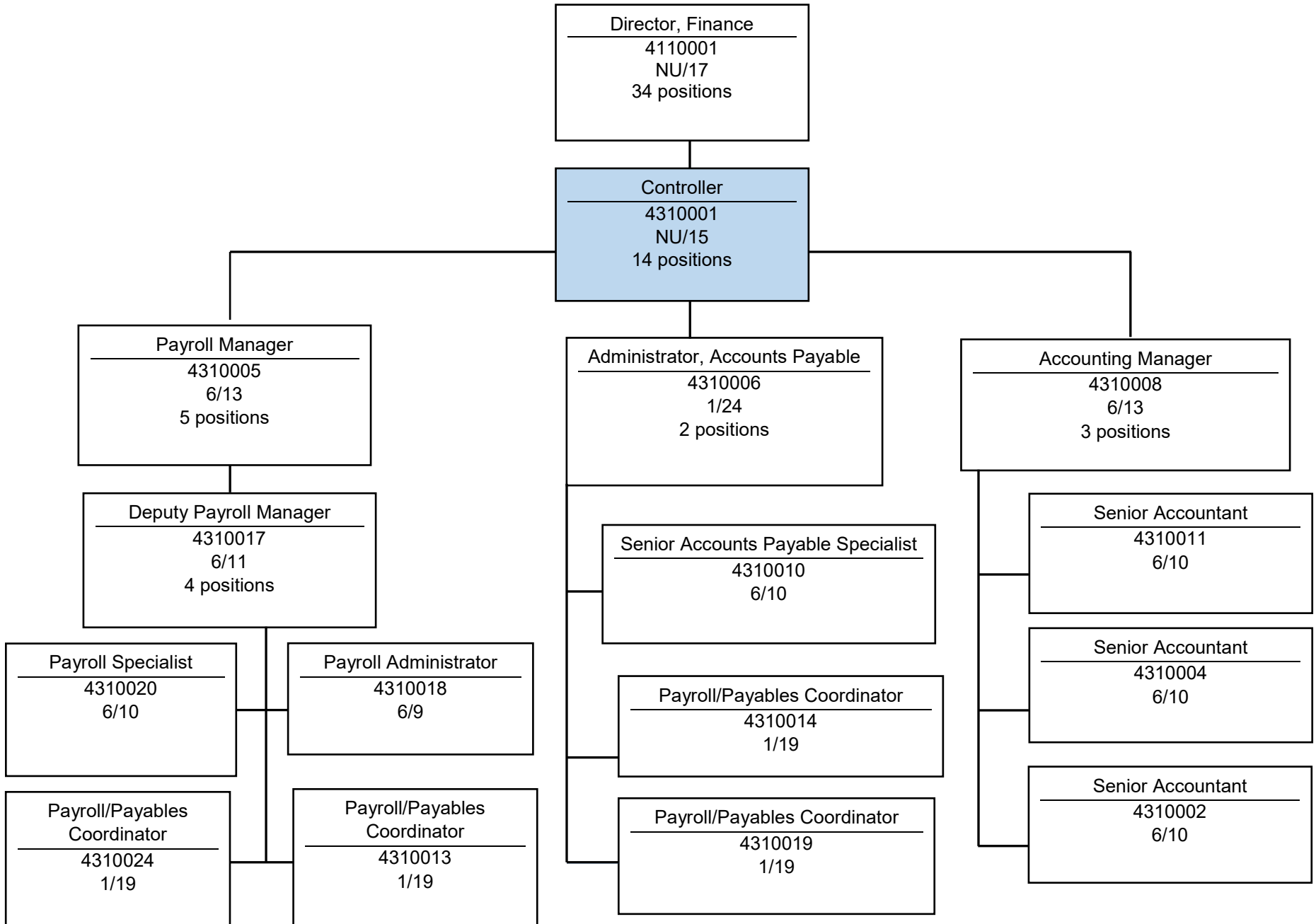
The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

While performing the duties of this job the employee regularly works in an office environment. The noise level in the work environment is a moderately quiet office setting.




Finance Division, Controller Department

April 2022



## STAFF SUMMARY

**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director   
**DATE:** April 13, 2022  
**SUBJECT:** Appointment of Business Relationship Manager, Management Information Systems, Administration

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**COMMITTEE:** Personnel and Compensation

           INFORMATION

VOTE



Michele S. Gillen

Director of Administration

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Paula Weadick, Director, MIS  
Preparer/Title

### RECOMMENDATION:

That the board approve the appointment of Ms. Renata Thomas to the position of Business Relationship Manager, Management Information Systems (MIS), Non-Union, Grade 14, at an annual salary of \$130,000.00 commencing on a date to be determined by the Executive Director.

### DISCUSSION:

On the February 16, 2022, the Board approved the creation of a new position in the Administration Division, MIS department for a Business Relationship Manager Non-Union Grade 14 to oversee one of the MIS business units to make it consistent with the organizational structure of the other MIS units.

The Business Relationship Manager oversees the MIS Business Systems Analysts, IT Training, Project Management Office and the Library and Records Center teams. In addition, this position is responsible for developing and administering protocols and procedures that address the System Development Lifecycle (SDLC) in support of timely and cost effective delivery of IT services that meet documented business requirements.

### Selection Process

This position was posted both internally and externally. One candidate was determined to be qualified and was referred for an interview. The MIS Business Applications Manager, the Associate Special Assistant for Affirmative Action and the Director of MIS conducted the interview. Upon completion of the interview, Ms. Thomas was determined to be an excellent candidate based on her experience, knowledge, skills and education.

Ms. Thomas has over 10 years of experience in information technology with increased roles of responsibility managing teams of up to 10 staff. For the past twenty eight months, Ms. Thomas has served as IT Project Manager III within MIS where she has successfully managed the implementation of a new Visitor Management system, and been involved heavily with the Enterprise Content Management (ECM) and new website projects. Ms. Thomas also leads the IT Steering Committee meetings. Ms. Thomas has shown outstanding communication skills with all levels of the organization, attention to detail, and the ability to translate business requirements to

technical concepts. Ms. Thomas has worked well with a wide range of MWRA users, IT staff, the ECM vendor and has been outstanding assisting staff understand project management best practices. Her strong project management background, prior experience with the implementation of an ECM system and communication skills will be great assets in this position.

Prior to joining the MWRA, Ms. Thomas was the Assistant Director of Operations at the Alcoholic Beverages Control Commission (ABCC) where she lead the successful implementation of a new document management system and the revision of all major ABCC policies with the goal of streamlining processes.

Prior to her work as an Assistant Director Operations, Ms. Thomas held the position of Executive Director at New Hampshire Taskforce on Women & Recovery, Inc. where she managed three staff and was responsible for the strategic roadmap of agency programs, annual budget, and the facilitation of meetings with the Board of Directors, stakeholders and government agencies. Prior to this position, Ms. Thomas held the position of Assistant Executive Director where she managed ten staff.

Ms. Thomas possesses a Bachelor of Science from Lesley University, an MBA from Suffolk University, is PMP certified, and a certification in ITIL Foundations.

Based on her experience with project management, background in document management, ability to understand and document business requirements, and her understanding of SDLC methodologies, Ms. Thomas is recommended for the position of Business Relationship Manager, Management Information Systems.

**BUDGET/FISCAL IMPACT:**

Sufficient funds are included in the FY22 CEB for this position.

**ATTACHMENTS:**

Resume of Renata Thomas  
Position Description  
MIS Organization Chart

# RENATA J. THOMAS

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## Team Manager . Project Manager . Relationship Manager

*Proven success consulting with clients, coordinating project teams, monitoring team progress, mentoring team members, and solving technical issues.*

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Results driven, tech savvy and resourceful professional MBA/PMP with hands-on experience delivering IT projects and programs on schedule and within budget. Strong communication and relationship management skills, with the ability to mentor and build effective teams. Demonstrated ability to coordinate and manage multiple complex projects while effectively supervising project execution, assessing employee performance, and providing updates on projects status. Capable of delivering services to clients while improving the service delivery processes, managing vendors, solving complaints, and ensuring prompt customer service. Team player with strong interpersonal skills and ability to effectively communicate with all levels of the organization, with a particular talent in bridging the gap between business needs and technical requirements and translating technical specs to non-technical stakeholders.

### Highlights of Expertise

- Project/Program Management
- Strategic Planning & Implementation
- Staff Training & Development
- Team Leadership & Motivation
- Performance Management
- Service Delivery/Vendor Management
- Stakeholders Collaboration
- Contracts Management
- Service-level Agreements
- Regulatory Compliance

## Career Experience

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MASSACHUSETTS WATER RESOURCES AUTHORITY, Chelsea, MA

IT Project Manager III (2019 - present)

Responsible for the IT Project Management Office (PMO) within the MWRA, which includes maintaining a rolled-up portfolio of all IT projects, monitoring all project progress, building and maintaining project schedules and SDLC documentation, and providing guidance to IT Project Managers across IT disciplines to preserve accurate and appropriate project management documentation and techniques. Utilizing a combination of Agile and Waterfall techniques within a complex, matrixed organization to manage several high profile, high budget IT projects, keeping projects within scope and budget. Serving as a resource for department project managers and assisting in answering Project Management, Software Development Lifecycle (SDLC), and process improvement related questions.

- Project Manager for the multi-million dollar Electronic Content Management solution roll out. Overseeing all phases (including planning, requirements gathering, procurement, building, implementation, UAT, change management, deployment, and maintenance) with the specific goals of streamlining the Engineering and Construction project workflow process, simplifying records management, and organizing the vast collection of physical and electronic records within the Authority.
- Providing guidance and oversight to the BA team, wherever possible, in the absence of a Business Relationship Manager.
- Researched, procured and implemented a simple project tracking solution (teamgantt.com) for the MIS (IT) Department to build and maintain all IT project schedules, which allows for greater transparency, resource tracking, and insight into planning department-wide initiatives.

## RENATA J. THOMAS

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- Providing Project Management for several other projects, including a new Visitor Management Solution and a Learning Management Solution.
- Providing guidance on organizing next steps, resource planning, and communications (verbal and written), as needed, to IT professionals within the MIS department.

### ALCOHOLIC BEVERAGES CONTROL COMMISSION, Chelsea, MA

Assistant Director of Operations (Functional Title: Technical Project Manager) (2013 to 2019)

Responsible for administering all activities pertaining to scanning and conversion project, including intense requirements gathering, thorough planning, and developing business rule around the capture and conversion of meta-data from over 5M records. Utilizing a combination of Agile and Waterfall methodologies along with customized design per business needs to stabilize and ensure progress within schedule and budget of a critical SaaS eLicensing project valuing several million dollars. Revamped all major ABCC policies with an aim to streamline processes with the Commonwealth's and comply with organizational guidelines and regulatory standards. Overseeing the preparation of all essential documentation and communication material, such as annual reports, commission advisories, instructional text, policies, applications, and others. Using Drupal to update and maintain the agency's website while assuring user friendliness.

- Served as Project Manager/Business Analyst/SME and established a new enterprise SaaS document management system (OnBase) by overseeing all phases of software development lifecycle, including planning, requirements gathering, procurement, building, implementation, UAT, change management, deployment, and maintenance.
- Coordinated activities for a project to procure and build a new EDMS program (OnBase).
- Digitized and automated all alcoholic beverage licensing within the Commonwealth of Mass, resulting in reduced processing time by approx. 20%.
- Responsible for the oversight of the project to scan of more than 5M documents, attaching of metadata, and processing of the same through the new EDMS system.

### NEW HAMPSHIRE TASKFORCE ON WOMEN & RECOVERY, INC., Manchester, NH

Executive Director (2009 to 2010)

Administered annual budget and controlled costs/expenses to ensure cost effectiveness. Directly oversaw a staff of 3 along with multiple volunteers, managed and prioritized workload by delegating tasks and monitoring staff performance. Managed agency finances through QuickBooks and detailed excel spreadsheets, including budget development and tracking, payroll, profit and loss, and coordination of all bill payments while focusing on ensuring accuracy. Organized and facilitated meetings of the Board of Directors (BOD), stakeholders, and government agencies to discuss progress and plan future enhancements. Created content of speeches and presented updates/trainings/workshops to BOD and other stakeholders.

- Delivered a strategic roadmap which included insight, guidance, and leadership for planning, evaluating, and improving quality of all agency programs.
- Revamped and revised the company website as well as brochure to reflect current programs and increase marketability.
- Directly supervised a staff of 3 and provided all HR services including but not limited to the recruitment and termination of all employees, initiating disciplinary actions, processing payroll/benefits, and resolving staff concerns/issues in a timely manner.

## ADDITIONAL EXPERIENCE

Fiscal Systems Manager (2008 to 2009) ■ INDEPENDENT LIVING CENTER OF THE NORTH SHORE AND CAPE ANN INC., Salem, MA

Assistant Executive Director/Lead Case Manager (2002-2007) ■ EASTERN MIDDLESEX ALCOHOLISM SERVICES, INC., Malden, MA

## **Education & Credentials**

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Suffolk University, Boston, MA

MBA (Master of Business Administration)

Lesley University, Cambridge, MA

Bachelor of Science in Human Services (magna cum laude)

*Professional Development:* PMP – Project Management Professional, Certificate # 2205736

*Technical Proficiencies:* MS Office (all applications), Google Suite, Sharepoint, MS Project, JIRA, Raiser's Edge, DonorPerfect, OnBase, OpenText, Accela, Drupal, Photoshop, Acrobat, Infor-Lawson, InDesign, Lifecycle, Dreamweaver, Quickbooks, basic HTML, Basic SQL, Pixlr, Wix, internet savvy

**MWRA  
POSITION DESCRIPTION**

**POSITION:** Business Relationship Manager

**DIVISION:** Administration

**DEPARTMENT:** MIS Department

**BASIC PURPOSE:**

Plans, directs, and oversees the operations and fiscal health of the IT Business Relations Program overseeing the Business Systems Analysis, IT Project Management Office, IT training program, Records Management, and Library. The manager is also responsible for planning and maintaining work systems, procedures, and policies that enable and encourage the optimum performance of its people and other resources within a business unit. These functional sections are responsible for supporting development, implementation, deployment and operation of information systems and technology solutions to meet business and operational needs across the organization as well as records management and library services and support.

**SUPERVISION RECEIVED:**

Works under the general supervision of the Director of MIS.

**SUPERVISION EXERCISED:**

Manages a group of IT supervisors, professional, and technical employees.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

**General Management**

- Provides recommendation on staffing levels. Works with Human Resources staff to recruit, interview, select, hire, and employ an appropriate number of employees.
- Manages the preparation and maintenance of reports necessary to carry out the functions of the department. Prepares periodic reports for management, to track strategic goal accomplishment.
- Provides oversight and direction to the employees in the operating unit in accordance with the organization's policies and procedures. Identifies needed improvements to work practices and works with Director, MIS and Labor Relations staff to bring about changes.
- Coaches, mentors, and develops staff, including overseeing new employee onboarding and providing career development planning and opportunities. Empowers employees to take responsibility for their jobs and goals. Delegates responsibility and expects accountability and regular feedback.

- Fosters a spirit of teamwork and unity that allows for disagreement over ideas, conflict and expeditious conflict resolution, and the appreciation of diversity as well as cohesiveness, supportiveness, and working effectively together to enable each employee and the department to succeed.
- Leads employees using a performance management and development process that provides an overall context and framework to encourage employee contribution and includes goal setting, feedback, and performance development planning. Leads employees to meet the organization's expectations for productivity, quality, and goal accomplishment.
- Maintains employee work schedules including assignments, job rotation, training, vacations and approved leaves. Ensures coverage for absenteeism, and overtime scheduling as needed.
- Maintain transparent communication and appropriately communicate organization information through department meetings, one-on-one meetings, email, online collaboration tools etc.
- Assists in maintaining harmonious labor management relations through proper applications of collective bargaining agreement provisions and established personnel policies.
- Prepares for and hears Step-One grievances and pre-disciplinary hearings.
- Manages the unit in a manner that is consistent with MWRA's goals of Diversity, Equity, and Inclusion.
- Manages the budgetary functions for the unit. Provides technical information required in the preparation of annual budget figures.

#### **Business Relationship Management Unit Oversight**

- Oversees Business Relations Units work understanding and documenting business processes and to documenting and prioritizing user requirements and functional specifications for new and existing systems that support the organization's needs.
- Communicates and consults with management to provide information regarding the costs and ramifications of the decisions made as needed.

#### **IT Project Management Oversight**

- Oversees IT Project Management Office (IT PMO) support of various information technology programs/projects and schedules, resource and expense tracking as appropriate and supports PMO guidance provided to IT subunit project managers to help ensure projects are scoped, designed and delivered on schedule and within budget.
- Supports IT PMOs stakeholder management efforts and meets with management so assist communication of schedule priorities, risks and change ramifications as needed.



### **IT Training Program Oversight**

- Oversees the designs, development and delivery of IT training documentation standards, and management reporting.
- Supports training program technology needs by requesting and justifying technology changes and updates for applications and audio visual equipment.
- Works closely with Manager, Training (Human Resources) to ensure technical training is offered that meets the needs of employees.

### **Records Management and Library Program Oversight**

- Oversees Records Management and Library Programs including the access and control of both programs electronic and physical documents, records search and research support, and records retention compliance efforts.

### **SECONDARY DUTIES:**

- Performs related duties as required.

### **MINIMUM QUALIFICATIONS:**

Education and Experience:

- (A) A Bachelor's degree in computer science, technical education, or related field is required. Advanced degree is preferred; and
- (B) Eight (8) to Ten (10) years of experience in business systems analysis and project management of which four (4) years must be in a supervisory or managerial capacity overseeing an IT multi-discipline functional section; or
- (C) Or any equivalent combination of education and experience.

Necessary Knowledge, Skills and Abilities:

- (A) Excellent analytical and technical skills.
- (B) Excellent written and oral communication skills.
- (C) Exceptional interpersonal skills in areas such as teamwork, facilitation and negotiation.
- (D) Knowledge of formal Project Management methods.
- (E) Strong leadership skills.
- (F) Knowledge of the following is desirable: MS Visio, Project Management Scheduling Software, SDLC Methodologies and artifacts, and Records Management best practices.

### **SPECIAL REQUIREMENTS:**

- A valid Massachusetts Class D Motor Vehicle Operators License.
- Participates in on-call IT Management weekly rotation.
- May be required to be on call or provide after hours or weekend coverage in case of an emergency.
- ITIL Foundations Certification version 3.
- At least two certifications from the following list or the ability to obtain within one year.
  - IIBA Certification such as Entry Certificate in Business Analysis (ECBA), Certification of Capability (CCBA) or Certified Business Analysis Professional (CBAP)
  - Project management Certification such as PMP - Project Management Professional or MPM – Master Project Management
  - Information Mapping Certification

### **TOOLS AND EQUIPMENT USED:**

Office machines as normally associated with the use of telephone, personal computer including word processing and other software, copy machine, and fax machine.

### **PHYSICAL DEMANDS:**

The physical demands described are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit and talk or hear. The employee is frequently required to use hands to finger, handle, or operate objects, including office equipment and controls, and reach with hands and arms. The employee is occasionally required to stand and walk.

The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision and color vision, and the ability to adjust focus.

**WORK ENVIRONMENT:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

While performing the duties of this job, the employee regularly works in an office environment.

The noise level in the normal work environment is quiet.

# Administration Division MIS Department

March 31, 2022

