



# MASSACHUSETTS WATER RESOURCES AUTHORITY

Deer Island  
33 Tafts Avenue  
Boston, MA 02128

**Frederick A. Laskey**  
**Executive Director**

*Chair:* R. Tepper  
*Vice-Chair:* A. Pappastergion  
*Secretary:* B. Peña  
*Board Members:*  
P. Flanagan  
J. Foti  
B. Swett  
L. Taverna  
H. Vitale  
J. Walsh  
P. Walsh  
J. Wolowicz

**BOARD OF DIRECTORS' MEETING**

Telephone: (617) 242-6000  
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Date: Wednesday, March 19, 2025  
Time: 1:00pm  
Location: MWRA Administration Facility, Conference Rooms 2C and 2D  
2 Griffin Way, Chelsea, MA 02150

**Photo ID required for entry.**

The meeting will also be available via Webex. The link, event number and password to attend virtually are below.

**Webex meeting link (Registration required):**

<https://mwra.webex.com/weblink/register/rdb3fb360021b6f34a73c2172809bb155>

Meeting Number: 2337 946 6933

Password: 031925

**AGENDA**

**I. APPROVAL OF MINUTES**

**II. REPORT OF THE CHAIR**

**III. REPORT OF THE EXECUTIVE DIRECTOR**

**IV. EXECUTIVE SESSION**

i. Approval of February 12, 2025 Executive Session Minutes

**A. Litigation**

1. To Discuss Strategy with Respect to Litigation - verbal

**B. Collective Bargaining**

1. Approval and Ratification of Collective Bargaining Agreements: Units 1, 3, 6 and 9; Update: Unit 2

**V. ADMINISTRATION, FINANCE AND AUDIT**

**A. Information**

1. Delegated Authority Report – February 2025
2. FY25 Financial Update and Summary as of February 2025
3. Proposed Amendment to General Revenue Bond Resolution

**B. Contract Awards**

1. Employee Assistance Program Services: ALLONE Health EAP, LLC, Contract A643

**V. ADMINISTRATION, FINANCE AND AUDIT - Continued****B. Contract Awards - Continued**

2. Workers' Compensation Legal Services: Tentindo, Kendall, Canniff & Keefe LLC, Contract A644

**VI. WASTEWATER POLICY & OVERSIGHT****A. CONTRACT AWARDS**

1. Preferred Service Agreement for the Combustion Turbine Generators at the Deer Island Treatment Plant: Mitsubishi Power Aero LLC

**B. CONTRACT AMENDMENTS/CHANGE ORDERS**

1. Hydraulic Equipment Services: R. Zoppo Corp., Contract OP-445, Change Order 2
2. Nut Island Headworks Odor Control and HVAC Improvements: Walsh Construction Company II, LLC, Contract 7548, Change Order 20

**VII. WATER POLICY & OVERSIGHT****A. INFORMATION**

1. Report on 2024 Water Use Trends and Reservoir Status

**B. CONTRACT AWARDS**

1. Steel Water Storage Tank Painting and Improvements - Walnut Hill: Atlas Painting and Sheeting Corp., Contract 7493

**C. CONTRACT AMENDMENTS/CHANGE ORDERS**

1. Dam Safety Compliance and Consulting Services: GEI, Inc., Contract W328, Amendment 2

**VIII. PERSONNEL & COMPENSATION****A. APPROVALS**

1. March 2025 PCR Amendments
2. Appointment of Timothy Beaulieu, Manager, Metering and Monitoring
3. Appointment of Ronald Paula, Manager, Training and Development
4. Appointment of Colleen Guida, Manager, Real Property and Outreach
5. Appointment of Christopher Rock, Director, Occupational Health and Safety

**IX. CORRESPONDENCE TO THE BOARD**

- February 4, 2025 correspondence from Paul Silva, regarding MWRA entrance fees
- February 19, 2025 correspondence from Thomas Smith, Chair, Orange Board of Selectmen, Comments on the November 19, 2024, MWRA presentation of the Quabbin Reservoir Watershed Communities: Alternative Evaluation Summary

**X. OTHER BUSINESS****XI. ADJOURNMENT**

## MASSACHUSETTS WATER RESOURCES AUTHORITY

Meeting of the Board of Directors

February 12, 2025

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A meeting of the Massachusetts Water Resources Authority (“MWRA”) Board of Directors was held on February 12, 2025 at MWRA Headquarters at Deer Island, Boston, and via remote participation.

Chair Tepper presided at MWRA Headquarters. Board Members Flanagan, Pappastergion, Peña, Taverna, Vitale, Patrick Walsh and Jack Walsh also participated at the MWRA Administration Facility. Board Members Foti, Swett and Wolowicz participated remotely.

MWRA Executive Director Frederick Laskey; General Counsel Carolyn Francisco Murphy; Chief Operating Officer David Coppes; Deputy Chief Operating Officer Rebecca Weidman; Director of Finance Thomas Durkin; Director of Administration Michele Gillen; Director of Tunnel Redundancy Kathleen Murtagh; Special Assistant for Affirmative Action Rita Mercado; Senior Program Manager for Planning Michael O’Keefe; Deer Island Treatment Plant Director David Duest; Chief Engineer Brian Kubaska; MIS Director Paula Weadick; Director of Planning and Sustainability Stephen Estes-Smargiassi; Human Resources Director Wendy Chu; Budget Director Michael Cole; Deputy Finance Director/Treasurer Matthew Horan; Engineering Services Manager Richard Adams; Assistant Director of Engineering Lisa Hamilton; Chief of Staff Katherine Ronan; Associate General Counsels Angela Atchue, Kimberley McMahon and Kristen Schuler Scammon; and, Assistant Secretary Kristin MacDougall attended at MWRA Headquarters.

Vandana Rao, EEA, attended remotely, and Matt Romero, MWRA Advisory Board, attended at MWRA Headquarters.

Chair Tepper called the meeting to order at 1:00pm.

### ROLL CALL

MWRA General Counsel Francisco Murphy took roll call of Board members in attendance and announced that Mr. Foti, Mr. Swett and Ms. Wolowicz were participating remotely. The Chair announced that the meeting was being held at MWRA Headquarters and virtually, via a link posted on MWRA’s website. She added that the meeting would be recorded, and that the agenda and meeting materials were available on MWRA’s website.

### APPROVAL OF JANUARY 15, 2025 MINUTES

**A motion was duly made and seconded to approve the minutes of the Board of Directors’ meeting of January 15, 2025.**

Chair Tepper asked if there was any discussion or questions from the Board. Hearing none, she requested a roll call vote in which the members were recorded as follows:

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
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Tepper

Flanagan

Foti

Pappastergion

Peña

Swett

Taverna

Vitale

J. Walsh

P. Walsh

Wolowicz

(ref. I)

#### REPORT OF THE EXECUTIVE DIRECTOR

MWRA Executive Director Fred Laskey reported that MWRA received DEP approval for a filtration waiver for the Wachusett Reservoir, and advised that the Quabbin Reservoir waiver application is under review.

Next, Mr. Laskey presented a time lapse video of the Quinapoxet Dam Removal Project and provided an update, noting that the contractor worked throughout the winter. He highlighted facilities to promote fish safety, and thanked Board members for their support of the project. Mr. Taverna requested more information about the construction status. MWRA Chief Operating Officer David Coppes explained that the project is close to completion, and described work scheduled for spring 2025, such as plantings. There was brief, general discussion about project features, including specialized stonework to facilitate fish spawning.

Next, Mr. Laskey advised that the MWRA Affirmative Action Plan would be presented for approval at a future Board Meeting, and that staff are evaluating the impacts of recent federal Executive Orders.

Mr. Laskey then reported that MWRA Director of Administration Michele Gillen was selected to participate in the Water and Wastewater Leadership Center program. Finally, he advised that MWRA has informed DCR that flows measured in the Rutland Holden Sewer need to be corrected for 2023 and 2024 due to a data handling error. He explained that staff are working with DCR and the impacted communities to address this issue. (ref. III)

EXECUTIVE SESSION

Chair Tepper requested that the Board move into Executive Session to discuss Real Estate and Collective Bargaining, since discussing such in Open Session could have a detrimental effect on the negotiating and bargaining positions of the Authority. She announced that the planned topics for Executive Session were a watershed land acquisition approval; the acceptance of a grant of easements from the MBTA related to MWRA Contract 7725; and, a Collective Bargaining Update for Units 1, 2, 3, 6 and 9. She advised 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.**

General Counsel Francisco Murphy reminded Board members that under the Open Meeting Law members who were participating remotely in Executive Session must state that no other person is present or able to hear the discussion at their remote location. A response of “yes” to the Roll Call to enter Executive Session when their name was called would also be deemed their statement that no other person was present or able to hear the Executive Session discussion.

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>
Tepper		
Flanagan		
Foti		
Pappastergion		
Peña		
Swett		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

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

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

The meeting entered Executive Session at 1:10pm and adjourned at 1:43pm.

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

ADMINISTRATION, FINANCE AND AUDIT

Information

FY2025 Second Quarter Orange Notebook

Michael O’Keefe, MWRA Senior Program Manager for Planning, presented highlights of the Orange Notebook for the second quarter of FY2025 (“Q2”). He reported that low precipitation continued through the start of Q2 (16% below average), and discussed the drought’s impacts on Deer Island Treatment Plant (“DITP”) flows; Quabbin Reservoir levels; and, Clinton Wastewater Treatment Plant compliance. Mr. O’Keefe explained that the Quabbin was within normal operating range by the end of Q2, and that its levels dropped to below normal on February 1, 2025, when its seasonal target rose to 85%. He advised that staff have reached out to customer communities to encourage water conservation and leak detection. He then discussed Q2 Clinton Wastewater Treatment Plant violations attributable to drought, including the October 2024 exceedances of 12-month average flow limits and effluent copper levels. He noted that these levels have since improved with increased rainfall.

Next, Mr. O’Keefe reported that in Q2 molybdenum levels in sludge fertilizer pellets exceeded state land limits, but were below federal limits. He advised that the exceedances were not permit violations because the pellets were not distributed in Massachusetts. He explained that cooling tower corrosion inhibitors were likely the main sources of the molybdenum in the pellets, and that MWRA’s Toxic Reduction and Control staff are developing educational materials and outreach plans to identify where corrosion inhibitors are being distributed. Finally, Mr. O’Keefe noted that the molybdenum levels have dropped since the Q2 reporting period.

Brief, general discussion followed about the negative gastrointestinal effects of molybdenum on grass-fed cows, and the use of salt licks to reduce such effects.

With respect to a recent major wildfire in California, there was general discussion about the MWRA water distribution system’s capacity if a similar, hypothetical wildfire event were to occur locally. Mr. Laskey noted that MWRA maintains backup water supplies for such emergencies.

Hearing no further discussion or questions from the Board, Mr. Flanagan moved to the next Information item. (ref. V A.1)

Delegated Authority Report – January 2025

Mr. Flanagan invited Board Members’ questions on the Delegated Authority Report.

Mr. Jack Walsh requested more information about Report Item C-5: *Wachusett Dam Lower Gatehouse Pipe and Boiler Replacement*. Mr. Coppes explained that Item C-5 was necessary to address a stray voltage issue at the Lower Gate House that posed a worker safety hazard. He provided background on the circumstances and its resolution. Brian Kubaska, MWRA Chief Engineer, added that staff are investigating the issue.

Mr. Jack Walsh then asked staff to describe the purpose of Item P-2: *Purchase Order for Quest Software Subscriptions—State Contract ITS75*. Paula Weadick, MWRA MIS Director, explained that Quest is a suite of software used by Oracle software developers. Mr. Walsh asked how many staff use this software. Ms. Weadick advised that it is used by approximately 25 employees. Mr. Walsh asked if Item P-2 was a sole source purchase. Ms. Weadick responded in the negative.

Hearing no further discussion or questions from the Board, Mr. Flanagan moved to the next Information item. (ref. V A.2)

#### FY25 Financial Update and Summary through January 2025

Thomas Durkin, MWRA Finance Director, reported that overall expenditures were approximately 2.8% under budget; direct expenses were 6.9% underspent, primarily driven by continued low FTE counts (-8.7%); and indirect costs were 2.8% under budget, mostly attributable to lower Watershed reimbursements.

Next, Mr. Durkin discussed capital expenditures, which were at budget after the transfer of \$2.2 million to the defeasance account. He briefly described staff's defeasance strategy and noted that staff expect to recommend a defeasance at a future meeting.

Mr. Durkin then reported that revenues were 0.4% over the estimate, primarily driven by investment income from higher than assumed interest rates and money market account balances.

He then reported that the Capital Improvement Plan ("CIP") is progressing well and that the FY25 CIP was 25.4% under planned spending, after accounting for programs that are not directly under MWRA's control, such as Inflow and Infiltration ("I/I") grants/loans and Local Water System Assistance loans. Finally, Mr. Durkin noted that timing explained most budgetary variances, citing schedule changes and supply chain issues.

Mr. Jack Walsh asked why I/I grant and loan requests were below anticipated levels during Q2. Mr. Durkin described how program participation is estimated, and noted that community participation is voluntary, therefore variable.

MWRA Director of Planning and Sustainability Stephen Estes-Smargiassi suggested that I/I

program applications may have temporarily stalled in Q2 because communities may have prioritized the labor-intensive lead service line inventories that were due on October 16, 2024. He added that staff expect to see an uptick of I/I program applications during Q3. There was brief discussion about the importance of I/I reduction.

Mr. Vitale requested the average duration of a MWRA worker's compensation claim, and more information about MWRA's workers' compensation policy. Wendy Chu, MWRA Human Resources Director, explained that claims are managed on a case-by-case basis, and noted staff would provide more information about the average length of claims at a later date.

Mr. Taverna asked for staff's perspectives on the potential budgetary impacts of new federal tariffs on products from Canada and Mexico. Mr. Durkin relayed MWRA does not conduct business with vendors headquartered in Mexico, and with only a few vendors headquartered in Canada, for a total of approximately \$800,000 over the last fiscal year. He added that staff are evaluating the potential budgetary impacts of tariffs on steel and aluminum. Mr. Durkin advised that the SRF program is not expected to be impacted due to existing policies; however, new tariffs on foreign goods could cause domestic prices to rise.

Hearing no further discussion or questions from the Board, Mr. Flanagan moved to the next Information item. (ref. V A.3)

#### Fiscal Year 2025 Mid-Year Capital Improvement Program Spending Report

Mr. Durkin reported that the FY25 CIP was 21% underspent at the midyear mark, not counting the previously discussed I/I and Local Water Assistance programs. He noted that FY25's midyear CIP spending aligns with the five-year average (28% underspent).

Hearing no discussion or questions from the Board, Mr. Flanagan moved to the next Information Item. (ref. V A.4)

#### Preliminary FY26 Water and Sewer Assessments

Mr. Durkin explained that the foundation of MWRA's water and sewer assessments is the rate of change, year over year, on a combined basis, for all service communities combined, on average. He reported that staff are proposing a preliminary combined rate increase of 3% for FY26, and noted that this increase is slightly less than last year's projection (3.3%). Mr. Durkin advised that staff remain concerned about the potential impacts of inflation on MWRA assessments. He also discussed MWRA's multi-year rate strategy, which includes projected increases of 3% for FY26-28, and 3.1% for FY29-30, and staff's approaches for sustainable long-term rates management. Finally, Mr. Durkin described the next steps in the FY26 assessments development process.

Referring to page 8 of the Staff Summary for agenda item V A.4 (Fiscal Year 2025 Mid-Year CIP



Spending Report), Mr. Vitale asked staff to provide examples of priority changes that could prompt staff to shift a planned contract award beyond FY25. Mr. Durkin explained that some examples of priority-changing factors include emergencies, unpredicted systems failures, and staffing challenges. Mr. Coppes agreed with Mr. Durkin, and described the current need to reprioritize some CIP projects due to understaffing for engineering positions.

Hearing no further discussion or questions from the Board, Mr. Flanagan moved to Approvals. (ref V A.5)

## APPROVALS

### Transmittal of the FY26 Proposed Current Expense Budget

Mr. Durkin briefly discussed ongoing budgetary challenges due to inflation and supply chain issues, such as the rising cost of chemicals. He advised that staff are managing MWRA's budget through the current period of economic volatility. Staff then presented an overview of MWRA's proposed Preliminary FY26 ("PFY26") Current Expense Budget ("CEB") for transmittal to the MWRA Advisory Board ("Advisory Board"), pending Board approval.

Michael Cole, MWRA Budget Director, reported that staff proposed a PFY26 CEB totaling \$922.2 million, which represents a 2.4% increase over FY25. He presented more details on PFY26 budgets for direct expenses (+2.6% over FY25), primarily driven by the Other Services line item (+19.8%), including potential pellet landfill costs due to PFAS concerns; wages and salaries (+2.6%), including anticipated cost of living adjustments and a FTE reduction (-\$5.6 million); and, maintenance (-7.1%), driven by the completion of some large projects.

Mr. Cole also discussed the PFY26 budget for indirect expenses (+\$6.2 over FY25), including its key drivers: pension (+13.3%); watershed reimbursement (+8.0%), and the Harbor Electric Energy Company ("HEEC") cable (-16.8%). Next, Matthew Horan, MWRA Deputy Finance Director/Treasurer, discussed the PFY26 capital finance budget. He provided background on MWRA's capital finance strategy, noting that over 90% of MWRA's capital financing budget is applied to pay debt service on outstanding bonds, and for anticipated FY26 bond issuances. He explained that staff's active debt management practices, such as structuring; targeted defeasances; and, refundings help to offset inflation and control rate increases. Mr. Horan reported a proposed 4.5% variable interest rate assumption for FY26, and discussed the PFY26 capital finance budget's Other category, including revenue for capital and an optional debt payment to manage rates.

Mr. Horan also discussed trends and budget assumptions for tax exempt and taxable long-term interest rates, and for short-term tax-exempt rates, and how they factor into MWRA's budgets and rate management strategies, and presented a graph illustrating these trends. He noted that interest rates are variable and currently rising, and advised that staff will continue to monitor

them as the budget cycle continues.

Mr. Vitale asked if MWRA has a cap on the amount of reserves it can use per year. Mr. Horan explained that for rate stabilization, there is a 10% cap for senior debt. There was brief, general discussion about bond rating agencies and MWRA's liquidity fee strategies.

Next, Mr. Cole presented staff's PFY26 CIP revenue assumption of \$922.2 million, which is in line with the expense total; noting the largest component of the PFY26 revenue line item is the Rate Revenue Requirement (\$881.0 million), which represents a 2.4% increase over FY25. He also discussed rates associated with investment income (-17% for PFY26), and reported that staff do not anticipate the use of Rate Stabilization in FY26.

Mr. Durkin then discussed MWRA's multi-year rate strategy and projections, noting that staff aim to keep rate increases level and predictable. He explained that staff's current projections might vary from the finals, because MWRA's model uses conservative estimates that compound on each other.

Next, Mr. Durkin noted that projections are a tool for managing future rate increases with today's dollars. He presented graphs of historical and projected rates on a combined basis, and by utility for FY21-FY30, highlighting the overall consistency of rate increases over time. Finally, Mr. Durkin reviewed the next steps of the CEB process.

(Mr. Taverna left and returned to the meeting during the presentation.)

**A motion was duly made and seconded to approve transmittal of the FY26 Proposed Current Expense Budget to the MWRA Advisory Board for its 60 day review and comment period.**

Chair Tepper asked if there was any further discussion or questions from the Board. Hearing none, she requested a roll call vote in which the members were recorded as follows:

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Tepper		
Flanagan		
Foti		
Pappastergion		
Peña		
Swett		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. V B.1)

Contract Amendments/Change OrdersEnterprise Content Management System Purchase and Implementation: Cadence Solutions Inc., Contract 7438, Amendment 4

**A motion was duly made and seconded that the Board of Directors, on behalf of the Authority, approve Amendment 4 to Contract 7438, Enterprise Content Management System Purchase and Implementation, with Cadence Solutions Inc., to increase the contract amount by \$372, 750.67, from \$2,532,323.19 to \$2,905,073.86, and extend the contract term by 24 months, from March 24, 2025 to March 2, 2027.**

Ms. Weadick provided background on the Enterprise Content Management System (“ECM”), which is used to manage documents electronically. She explained: MWRA’s ECM went live in two phases (i.e. March and November 2023); the contract’s previous amendments; work is progressing on schedule; staff seek approval for Amendment 4 to increase application support due to increased ECM system adoption; the significant size and complexity of the system; and benefits of extending this managed services contract.

There was brief discussion about the term “custom configurations” with respect to the scope of the ECM contract. Ms. Weadick noted that in the case of this contract, the term does not refer to code, but to available options inherent to the application. There was also general discussion about the benefits of using out-of-the-box software functionalities.

Chair Tepper asked if there was any further discussion or questions from the Board. Hearing none, she requested a roll call vote in which the members were recorded as follows:

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Tepper		
Flanagan		
Foti		
Pappastergion		
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Swett		
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J. Walsh		
P. Walsh		
Wolowicz		

(ref. V B.1)

## WASTEWATER POLICY AND OVERSIGHT

### Information

#### Combined Sewer Overflow Program Update

Mr. Coppes presented background on MWRA's Combined Sewer Overflow ("CSO") Program, including its start under the Boston Harbor case, development of the CSO Long Term Control Plan ("LTCP") and its 35 projects using a range of CSO controls, their locations and, costs. He noted that the original Program emphasized the elimination of CSOs at beaches and shellfish areas in addition to CSO reductions across the service area. Mr. Coppes explained that MWRA and the CSO communities have continued to make system improvements after the completion of the LTCP projects, with measurable results. He presented a graph of system-wide CSO discharge volume reductions since the 1980s, and described how program initiatives resulted in an 88% reduction of CSO discharge volumes in a typical year, with 94% of the remaining discharges receiving treatment.

Next, Mr. Coppes explained that water quality standards for most of the CSO receiving waters were changed, permitting the Authority to discharge; but not for the Charles River, Upper Mystic River and Alewife Brook water bodies where the water quality standards do not allow CSO discharges. He explained that MWRA and the cities of Somerville and Cambridge each have CSO outfalls that discharge to these waterbodies under variances issued by DEP.

He further noted that under the variances MWRA, Cambridge and Somerville are each required to draft and submit an updated CSO control plan by December 2025, to include alternatives up to and including CSO elimination; consideration of climate change in evaluating control alternatives; and an extensive public outreach program. He outlined the public outreach activities, including four public meetings. He summarized the topics covered at the meetings, and invited Mr. Kubaska to discuss the fourth public meeting, held on January 22, 2025.

Mr. Kubaska noted that the first step in developing an updated CSO control plan was to create a new means of measuring CSO performance with the expected impacts of climate change, including use of storm events projected out to 2050 and the development of a new 2050 typical year and the series of storms used for such development. He presented a table highlighting expected impacts of climate change, including a comparison of the CSO volume predicted for the prior typical year against the new 2050 typical year.

Mr. Kubaska then presented some information concerning the CSO planning process including discussion of development of a unified hydrologic and hydraulic models, creation of alternatives utilizing various CSO reduction tools, development of conceptual layouts and preliminary cost estimates, comparison using weighted criteria, preparation of a Financial Capability Assessment and the ultimate development of a draft updated CSO control plan by

the end of the year.

Next, Mr. Kubaska presented a working preliminary list of potential alternatives that are under investigation for elimination under different conditions for each of the three waterbodies, noting that staff also intend to investigate alternatives that do not achieve full elimination in the 2050 typical year to have a full array of control alternatives. Mr. Kubaska discussed and provided some examples of preliminary potential alternatives for a 2050 typical year; a 2050 5-year storm; and, a 2050 25-year storm. He also discussed characteristics, benefits, costs and feasibility, and some potential LTCP alternatives presented at the most recent public meeting, such as sewer separation for the Mystic River; an integrated alternative for the Alewife Brook (sewer separation plus storage); and potential storage tunnels for the Alewife Brook and Charles River.

Next, Mr. Coppes advised that the full elimination of CSO discharges under the various control standards would require an immense amount of construction and, by way of example, for the Charles River alone at a high projected cost of ~\$2.3 billion; and staff are also developing alternatives for lesser levels of CSO control. Finally, he discussed the next stage of the process that includes organizing all of the alternatives, use of the criteria previously discussed, weighing alternatives, broaden public outreach to involve more stakeholders, robust discussion and collaboration with the Advisory Board and recommendations to the Board.

There was general discussion about potential strategies for public participation, and informing stakeholders about the Updated Control Plan benefits. There was also discussion about achieving substantive water quality improvement in comparison with the potential alternatives' considerable cost. During this discussion, Mr. Coppes discussed the importance of reaching out to as many stakeholders as possible and the challenges of optimizing and navigating the process. Mr. Swett asked why 2050 was selected as a design target. Mr. Coppes explained that regulatory framework requires MWRA to look back at a period and develop a yardstick based on the past (that's the minimum requirement); and he discussed MWRA's decision to look forward and base the analysis on a 2050 typical year, using it as yardstick – a means to evaluate alternatives. Mr. Swett commended staff for taking this step and advised that in his view, a later target, such as 2070, would be more useful. Mr. Coppes acknowledged Mr. Swett's recommendation, and described how the decision to develop alternatives based on projections to 2050 was made. Chair Tepper also acknowledged Mr. Swett's suggestion, and noted that the 2050 target aligns with the planning practices of most Massachusetts state agencies.

With respect to public participation for the Updated CSO control plan, Chair Tepper recommended that MWRA and its partners engage as many diverse stakeholders as possible, including those who were involved during the development of the LTCP. Mr. Kubaska noted

that over 300 people attended the fourth public meeting, indicating a high level of community interest. (Mr. Peña temporarily left the meeting after the discussion.)

Hearing no further discussion or questions from the Board, Mr. Patrick Walsh moved to Contract Awards. (ref. VI A.1)

Deer Island Treatment Plant HVAC Control System, Equipment and Fume Hood Replacement- Preliminary Design, Final Design, Bidding and Engineering Services During Construction: Mott MacDonald, LLC, Contract 7110

**A motion was duly made and seconded to approve the recommendation of the Consultant Selection Committee to award Contract 7110, Deer Island Treatment Plant HVAC Control System, Equipment and Fume Hood Replacement – Preliminary Design, Final Design, Bidding and Engineering Services During Construction, to Mott MacDonald, LLC and to authorize the Executive Director, on behalf of the Authority, to execute said contract in an amount not to exceed \$8,274,489.37 for a contract term of 78 months from the Notice to Proceed.**

Mr. Duest discussed a proposed contract for preliminary design, final design, bidding and engineering services during construction for a Deer Island Treatment Plant HVAC control system, equipment and fume hood replacement project (“Contract 7110”) with Mott MacDonald, LLC (“Mott MacDonald”). He presented a summary of the contract’s scope, and noted that the equipment to be replaced is at the end of its useful life or obsolete. He advised that this work is needed to ensure that the DITP’s HVAC and fume hood systems meets state code for building occupancy and laboratory operations.

Next, Mr. Duest presented a history of related DITP HVAC replacement efforts; first contract advertised in 2018, and received one bid approximately 80% over the Engineer’s Estimate; decision to divide the project into three separate construction packages to increase competition; and delays in bidding those packages due to time-sensitive, competing projects.

Mr. Duest discussed the bid results for proposed Contract 7110; one bidder, Mott MacDonald, submitted a proposal nearly twice the Engineer’s Estimate’s level of effort for the design phase due to: equipment and code changes; field investigations; site conditions evaluations; surveying; updating designs; and, preparing bid packages for construction. He advised that Mott McDonald’s bid prices for ESDC were within 10% of the Engineer’s Estimate, and staff are confident in the firm’s qualifications and capacity based on past performance and references.

Next, Mr. Duest discussed how staff evaluated Mott MacDonald’s proposal and factors influencing staff’s recommendation for contract award, including a lack of competition in the HVAC field, and concern that re-advertising the contract could result in the loss of all qualified bidders; and the urgent need to replace DITP’s aging and obsolete HVAC equipment that

continues to degrade and requires costly temporary measures (e.g. leasing mobile chiller units to maintain operations).

Mr. Duest presented photos of the existing HVAC systems and fume hoods at DITP, including outdated controls and corroded equipment that has caused multiple systems failures; reviewed the qualifications of Mott MacDonald and noted Mott MacDonald's commitment to meeting all M/WBE goals for this contract.

(Mr. Peña returned to the meeting during the presentation.)

Discussion followed concerning: the original Design Engineer, Arcadis, for this project; the price for proposed Contract 7110 being higher than that of the original contract advertised in 2018; opportunities for improved energy efficiency; and the current contract's requirements for the consultant to explore and identify available grant funding opportunities.

Mr. Foti expressed concern about the proposed contract's bid price and single bidder. Mr. Duest acknowledged Mr. Foti's concerns and further explained the existing equipment's advanced age and obsolescence contributing to the need to proceed with contract award. Mr. Coppes also acknowledged Mr. Foti's position and concern and advised that in staff's view, further delaying a decision to award this contract could result in worse outcomes with respect to HVAC operations and cost. There was general discussion about the events that led to this contract's current circumstances and the expected life of the equipment to be installed under this contract.

Mr. Jack Walsh asked if the proposed bid price for this contract is within the typical range for this type of project and Mr. Adams confirmed it is slightly below the estimated cost for a new design project with a similar scope as elements of the original design will be applied to this contract. Chair Tepper noted she shared the concerns, and acknowledged that alternatives are limited. Brief discussion followed about the age of the existing HVAC equipment (i.e. over 30 years old) and reasons for not delaying the project further.

Chair Tepper asked if there was any further discussion or questions from the Board. Hearing none, she requested a roll call vote in which the members were recorded as follows:

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Tepper		
Flanagan		
	Foti	
Pappastergion		
Peña		
Swett		



Taverna  
Vitale  
J. Walsh  
P. Walsh  
Wolowicz

(ref. VI B.1)

Digester Fixed Cover and Valve and Gate Replacement, Clinton Treatment Plant; Walsh Construction Company II, LLC, Contract No. 7648

**A motion was duly made and seconded to approve the award of Contract 7648, Digester Fixed Cover and Valve and Gate Replacement at the Clinton Wastewater Treatment Plant, to the lowest responsible and eligible bidder, Walsh Construction Company II, LLC, and to authorize the Executive Director, on behalf of the Authority, to execute said contract in the amount of \$7,013,650 for a contract term of 540 calendar days from the Notice to Proceed.**

Mr. Duest presented a summary of the bid results for the Digester Fixed Cover and Valve and Gate Replacement project at the Clinton Wastewater Treatment Plant. He reported: two bids were received, and that Walsh Construction Company II, LLC (“Walsh”) was the lowest bidder; challenges with respect to the Division 7 sub-bid category, which was advertised twice; instructing the General Contractors to include a \$500,000 placeholder for the Division 7 category in their bid prices; adjusting the final bid price to reflect the actual Division 7 sub-bid cost; and that final bid price being in line with the Engineer’s Estimate.

Chair Tepper recommended that staff present proposals for large contracts earlier in the agenda for future Board Meetings, and expressed appreciation for competitive bidding. Hearing no further discussion or questions, Chair Tepper requested a roll call vote in which the members were recorded as follows:

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Tepper		
Flanagan		
Foti		
Pappastergion		
Peña		
Swett		
Taverna		
Vitale		
J. Walsh		
P. Walsh		



Wolowicz  
(ref. VI B.2)

WATER POLICY AND OVERSIGHT

Contract Awards

Northern Extra High Pressure Zone Improvements - CP2: RJV Construction Corporation,  
Contract 7725

**A motion was duly made and seconded to approve the award of Contract 7725, Northern Extra High Pressure Zone Improvements - CP2, to the lowest responsible and eligible bidder, RJV Construction Corporation, and to authorize the Executive Director, on behalf of the Authority, to execute said contract in the bid amount of \$26,846,000 for a contract term of 880 calendar days from the Notice to Proceed.**

(Mr. Pappastergion temporarily left the meeting during the motion.)

Lisa Hamilton, MWRA Assistant Director of Engineering, presented a schematic of the Northern Extra High Pressure Zone (“NEH”) Improvements project and explained: its goal is to improve the reliability of the NEH system; the project is comprised of three construction packages, including the currently proposed CP-2; CP-1 is complete and in operation; CP-3 is planned for future award; comparison of the CP-2 bid results; lowest bid, from RJV Construction Corp., was 17% above the Engineer’s Estimate.

Mr. Laskey noted that the number and range of bids for this contract reflect a fair level of competition.

Hearing no further discussion or questions, Chair Tepper requested a roll call vote in which the members were recorded as follows:

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Tepper		
Flanagan		
Foti		
Peña		
Swett		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. VII A.1)

PERSONNEL AND COMPENSATIONApprovalsFebruary 2025 PCR Amendments

**A motion was duly made and seconded to approve amendments to the Position Control Register (PCR) as presented in the February 12, 2025 Staff Summary and filed with the records of this meeting.**

Wendy Chu, MWRA Director of Human Resources, invited Board Members' questions on the proposed PCR Amendments for February 2025.

Hearing no discussion or questions from the Board, Chair Tepper requested a roll call vote in which the members were recorded as follows:

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Tepper		
Flanagan		
Foti		
Peña		
Swett		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. VIII A.1)

(Mr. Taverna left the meeting after Roll Call.)

Appointment of Deputy Director of Procurement

**A motion was duly made and seconded to approve the appointment of Mr. Tsuyoshi Fukuda to the position of Deputy Director of Procurement (Non-Union, Grade 15) in the Administration Division, at the annual salary of \$166,000 commencing on a date to be determined by the Executive Director.**

Ms. Chu invited Board Members' questions about the proposed appointment of the recommended candidate for the Deputy Director of Procurement position.

Chair Tepper asked if there was any further discussion or questions from the Board. Hearing none, she requested a roll call vote in which the members were recorded as follows:

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
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Tepper  
Flanagan  
Foti  
Peña  
Swett  
Vitale  
J. Walsh  
P. Walsh  
Wolowicz

(ref. VIII A.2)

(Mr. Taverna returned to the meeting after Roll Call.)

#### CORRESPONDENCE TO THE BOARD

Chair Tepper announced that the Board of Directors had received correspondence related to the Quabbin Feasibility Study from Susan Doherty, Select Board Chair, Town of Petersham, Massachusetts; The Town of Pelham Select Board; and, Steven J. Williams, Town Manager, Belchertown Massachusetts. She noted that this correspondence was included and publicly posted in the materials for this meeting, and invited Board Members' discussion and/or questions.

Chair Tepper requested that staff update Board Members on the Quabbin Feasibility Study and related discussion at a future Board Meeting. Mr. Jack Walsh acknowledged the value of the correspondence received, and briefly discussed his concerns about some of the correspondents' requests.

(Mr. Pappastergion returned to the meeting during the discussion.)

Hearing no further discussion or questions from the Board, Chair Tepper moved to Adjourn.

#### ADJOURNMENT

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

Hearing no further discussion or questions from the Board, Chair Tepper requested a roll call vote in which the members were recorded as follows:

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Tepper		
Flanagan		
Foti		
Pappastergion		

Peña  
Swett  
Taverna  
Vitale  
J. Walsh  
P. Walsh  
Wolowicz

The meeting adjourned at 3:32pm.

Approved: March 19, 2025

Attest:

\_\_\_\_\_  
Brian Peña, Secretary

LIST OF DOCUMENTS AND EXHIBITS USED

- Draft Minutes of the January 15, 2025 MWRA Board of Directors' Meeting (ref. I)
- February 12, 2025 Presentation – Quinapoxet Dam Removal Progress Update (ref. III)
- February 12, 2025 Staff Summary and Presentation – FY2025 Second Quarter Orange Notebook (ref. V A.1)
- February 12, 2025 Staff Summary – Delegated Authority Report – January 2025 (ref. V A.2)
- February 12, 2025 Staff Summary – FY25 Financial Update and Summary through January 2025 (ref. V A.3)
- February 12, 2025 Staff Summary – Fiscal Year 2025 Mid-Year Capital Improvement Program Spending Report (ref. V A.4)
- February 12, 2025 Staff Summary – Preliminary FY26 Water and Sewer Assessments (ref. V A.5)
- February 12, 2025 Staff Summary and Presentation – Transmittal of the FY26 Proposed Current Expense Budget (ref. V B.1)
- February 12, 2025 Staff Summary – Enterprise Content Management System Purchase and Implementation: Cadence Solutions Inc., Contract 7438, Amendment 4 (ref. V C.1)
- February 12, 2025 Staff Summary and Presentation – Combined Sewer Overflow Program Update (ref. VI A.1)
- February 12, 2025 Staff Summary and Presentation – Deer Island Treatment Plant HVAC

Control System, Equipment and Fume Hood Replacement-Preliminary Design, Final Design, Bidding and Engineering Services During Construction: Mott MacDonald, LLC, Contract 7110 (ref. VI B.1)

- February 12, 2025 Staff Summary and Presentation – Digester Fixed Cover and Valve and Gate Replacement, Clinton Treatment Plant: Walsh Construction Company II, LLC, Contract No. 7648 (ref. VI B.2)
- February 12, 2025 Staff Summary and Presentation – Northern Extra High Pressure Zone Improvements - CP2: RJV Construction Corporation, Contract 7725 (ref. VII A.1)
- February 12, 2025 Staff Summary – February 2025 PCR Amendments (ref. VIII A.1)
- February 12, 2025 Staff Summary – Appointment of Deputy Director of Procurement (ref. VIII A.2)
- January 20, 2025 correspondence from Susan Doherty, Select Board Chair, Town of Petersham, Massachusetts: Comments on the Quabbin Feasibility Study
- January 22, 2025 correspondence from Town of Pelham Select Board — Robert Agoglia, Tara Loomis and, David Shanabrook: Comments on the November 19, 2024, MWRA presentation of the Quabbin Reservoir Watershed Communities: Alternative Evaluation Summary
- January 30, 2025 correspondence from Steven J. Williams, Town Manager, Belchertown Massachusetts: Comments on the November 19, 2024, MWRA presentation of the Quabbin Reservoir Watershed Communities: Alternative Evaluation Summary

## STAFF SUMMARY

**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** Delegated Authority Report – February 2025



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**COMMITTEE:** Administration, Finance & Audit

X INFORMATION  
     VOTE

 For MG  
Michele S. Gillen  
Director, Administration

Barbara Aylward, Administrator A & F  
Julio Esperas, Assistant Buyer  
Preparer/Title

Douglas J. Rice  
Director of Procurement

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### RECOMMENDATION:

For information only. Attached is a listing of actions taken by the Executive Director under delegated authority for the period February 1-28, 2025.

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 \$90,000; 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.

Up to \$15 million for purchases of chemicals that are required for normal day-to-day operations where the award is to the lowest responsive bidder under a competitive procurement.

Amendments:

Up to 25% of the original contract amount or \$500,000, whichever is less, and for a term not exceeding an aggregate of twelve 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 February 1 – 28, 2025

No.	Date of Award	Title and Explanation	Contract	Amend/CO	Company	Value
C-1	02/13/25	<b>MWRA Office Consolidation Boston/Chelsea</b> Delete the requirement to furnish and install eight sound absorbing panel systems in the Chelsea Facility; Delete the requirement to furnish and install ten marker boards at various locations in the Chelsea Facility; Delete the requirement to furnish and install one glass wall in Executive Suite and replace with a standard drywall made of sheetrock; Delete the requirement to furnish and install Luxury Vinyl Tile in the Executive Office on Deer Island; Delete the requirement for furnish and install carpet in rooms CH1025, CH1062, CH1067 and CH1072; Delete the requirement to furnish and install ceiling tiles in rooms CH2018B, CH2018C and CH2018D; Delete the requirement to furnish sixteen F-1 (Task Chairs) and replace with quantity of fourteen and change style of Chairs from F-1 to F-22.	7980	4	WES Construction Corp.	(\$163,631.22)
C-2	02/13/25	<b>Nut Island Headworks Odor Control and HVAC Improvements</b> Increase COVID-19 and Fire Department Services allowances; Furnish and install decking and modify the existing handrails and toe boards to accommodate new decking; Furnish and install new motors on six of the custom air-handling units to ensure the units do not exceed the motor horsepower rating when running in by-pass mode; Remove flow switches and associated wiring for the fire suspension deluge system for the carbon adsorbers; Furnish and install additional control valves with control wiring and modify the piping layout for the new irrigation system over the odor control room roof and surrounding areas to ensure proper function; Furnish and install additional under fire sprinkler piping and sprinkler heads in the odor control room; Furnish and install a new unit heater to eliminate potential for frozen fire sprinkler line inside newly constructed stairwell #12.	7548	19	Walsh Construction Company II, LLC	\$197,714.51
C-3	02/13/25	<b>Low Service Pressure Reducing Valve Improvements – Boston/Medford</b> Inspect and repair leaking couplings at Section W15.	7563	7	RJV Construction Corporation	\$250,000.00



<b>C-4</b>	<b>02/24/25</b>	<b>Fire Alarm System Services Central and Western Massachusetts</b> Final balancing change order to decrease bid items to reflect actual quantities used: Fire alarm system testing and monitoring services, non-emergency and emergency repairs services, authorized manufacturer's representative services and replacement parts.	<b>OP-432</b>	<b>1</b>	<b>Encore Holdings, LLC d/b/a Encore Fire Protection</b>	<b>(\$43,805.57)</b>
<b>C-5</b>	<b>02/24/25</b>	<b>Air Compressor Maintenance and Repair Services at Various Authority Facilities</b> Award of a contract to the lowest responsive bidder for air compressor maintenance and repair services at various authority facilities for a term of 1,096 calendar days.	<b>OP-485</b>	<b>Award</b>	<b>Premier Mechanical, LLC</b>	<b>\$307,350.00</b>

**Purchasing Delegated Authority Items February 1-28, 2025**

<b>No.</b>	<b>Date of Award</b>	<b>Title and Explanation</b>	<b>Company</b>	<b>Value</b>
P-1	2/3/25	<b>Sole Source Purchase Order for the Repair of One Flowserve Pump</b> Repair of one submersible Flowserve pump at the Braintree-Weymouth Pump Station. Aqua Solutions, Inc. has been identified as the sole source for Flowserve pump parts and service. The Director of Procurement has approved the sole source nature of this procurement.	Aqua Solutions, Inc.	\$134,778.00
P-2	2/19/25	<b>Purchase Order Contract to Upgrade Ethernet Cabling at the Deer Island Treatment Plant—<i>State Contract ITT72</i></b> Upgrade of the third and fourth floor Ethernet cabling at DITP’s Administration/Laboratory building to support the higher network speeds needed for the new phone system.	Future Technologies Group, LLC dba New Era Technology NE	\$184,670.44
P-3	2/20/25	<b>One-Year Purchase Order Contract for the Removal of Hazardous Waste and Oil/Water Separator Maintenance</b> Hazardous waste disposal and oil/water separator maintenance services at Deer Island are combined into one contract that the MWRA has been competitively bidding since 2002.	Tradebe Environmental Services, LLC	\$92,657.00
P-4	2/20/25	<b>One-Year Purchase Order Contract for the Supply and Delivery of Sodium Bisulfite</b> Sodium bisulfite is added to Deer Island’s effluent to reduce and control total residual chlorine levels. Compared to the existing contract, the cost has decreased by 3%.	Holland Company, Inc.	\$316,000.00
P-5	2/20/25	<b>Three-Year Purchase Order Contract for the Supply and Delivery of Soda Ash to the Clinton Wastewater Treatment Plant</b> Clinton Wastewater Treatment Plant uses soda ash to neutralize acids produced in the sludge process. Compared to the existing contract, the cost has increased by 8%.	Astro Chemicals, Inc.	\$945,000.00
P-6	2/25/25	<b>Purchase Order for Six Long Bed Electric Burden Carriers</b> Purchase of six long bed electric burden carriers to replace six high-maintenance electric vehicles at Deer Island. The replaced vehicles will be deemed surplus this year.	Brodie, Inc.	\$96,240.00
P-7	2/25/25	<b>Purchase Order Contract for Maximo Transportation Licenses and Three Years of Maximo Software Maintenance and Support—<i>State Contract ITS75</i></b> Licenses and software maintenance and support for IBM’s Maximo, the MWRA’s Computerized Maintenance Management System and Enterprise Asset Management System.	Insight Public Sector, Inc.	\$263,476.84

No.	Date of Award	Title and Explanation	Company	Value
P-8	2/28/2025	<b>Sole Source Purchase Order Contract to Refurbish Nine Siemens Variable Frequency Drive Harmony Cell Assemblies for the Deer Island Treatment Plant</b> Refurbishment of nine variable frequency drive (VFD) cell assemblies used in centrifugal pumps at Deer Island. Innomotics LLC has been identified as the sole source provider for refurbishing the cell assemblies. The Director of Procurement has approved the sole source nature of this procurement.	Innomotics LLC	\$107,627.00
P-9	2/28/2025	<b>Purchase Order Contract for a Maximo Systems Administrator Consultant—<i>State Contract ITS77 Category 1A</i></b> Hiring of a Maximo Systems Administrator Consultant for a one-year term. This consultant will help complete a backlog of work on the Maximo Enterprise Asset Management application.	Computer and Engineering Services Inc.	\$214,500.00

## STAFF SUMMARY



**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** FY25 Financial Update and Summary through February 2025

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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 2025 through February 2025, comparing actual spending to the budget, and includes a projection to June 30, 2025.

### DISCUSSION:

The total Year-to-Date variance for the FY25 CEB is \$18.0 million, due to lower direct expenses of 6.5% or \$13.6 million, indirect expenses of 3.8% or \$2.2 million, and higher revenue of 0.4% or \$2.3 million. The year-end favorable variance is projected to be 5.4% or \$49.1 million underspent, of which \$17.4 million is related to debt service. Beyond debt service savings, staff project a favorable variance of approximately \$31.7 million at year-end of which \$27.3 million would be from lower direct expenses, \$2.5 million from lower indirect expenses, and \$1.8 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.

### **FY25 Current Expense Budget**

The CEB expense variances through February 2025 by major budget category were:

- Lower Direct Expenses of \$13.6 million or 6.5% under budget. Spending was lower for Wages & Salaries, Professional Services, Fringe Benefits, Other Services, Training & Meetings, and Chemicals. Spending was higher than budget for Maintenance, Workers' Compensation, Utilities, and Other Materials.
- Lower Indirect Expenses of \$2.2 million or 3.8% under budget due primarily to lower Watershed reimbursements.

- Debt Service expenses were equal to budget after the transfer of \$2.7 million to the defeasance account.
- Revenue was \$2.3 million or 0.4% over the estimate driven by Investment Income of \$1.5 million due to higher than budgeted interest rates and other Revenue of \$0.6 million.

**FY25 Budget and FY25 Actual Variance by Expenditure Category  
(In millions)**

	FY25 Budget	FY25 Actual	\$ Variance	% Variance
Direct Expenses	\$208.3	\$194.7	-\$13.6	-6.5%
Indirect Expenses	\$56.2	\$54.0	-\$2.2	-3.8%
Capital Financing	\$307.8	\$307.8	\$0.0	0.0%
<b>Total</b>	<b>\$572.2</b>	<b>\$556.5</b>	<b>-\$15.7</b>	<b>-2.8%</b>

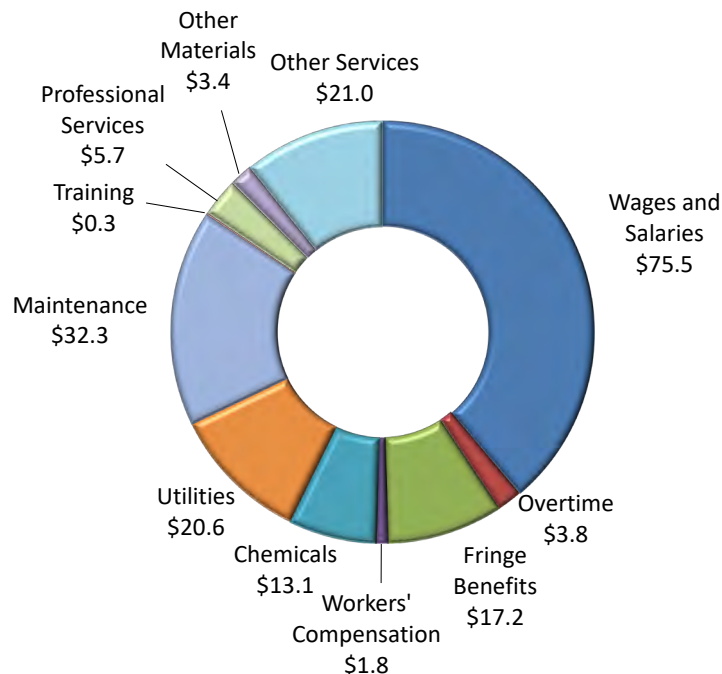
*Totals may not add due to rounding*

*Please refer to Attachment 1 for a more detailed comparison by line item of the budget variances for FY25.*

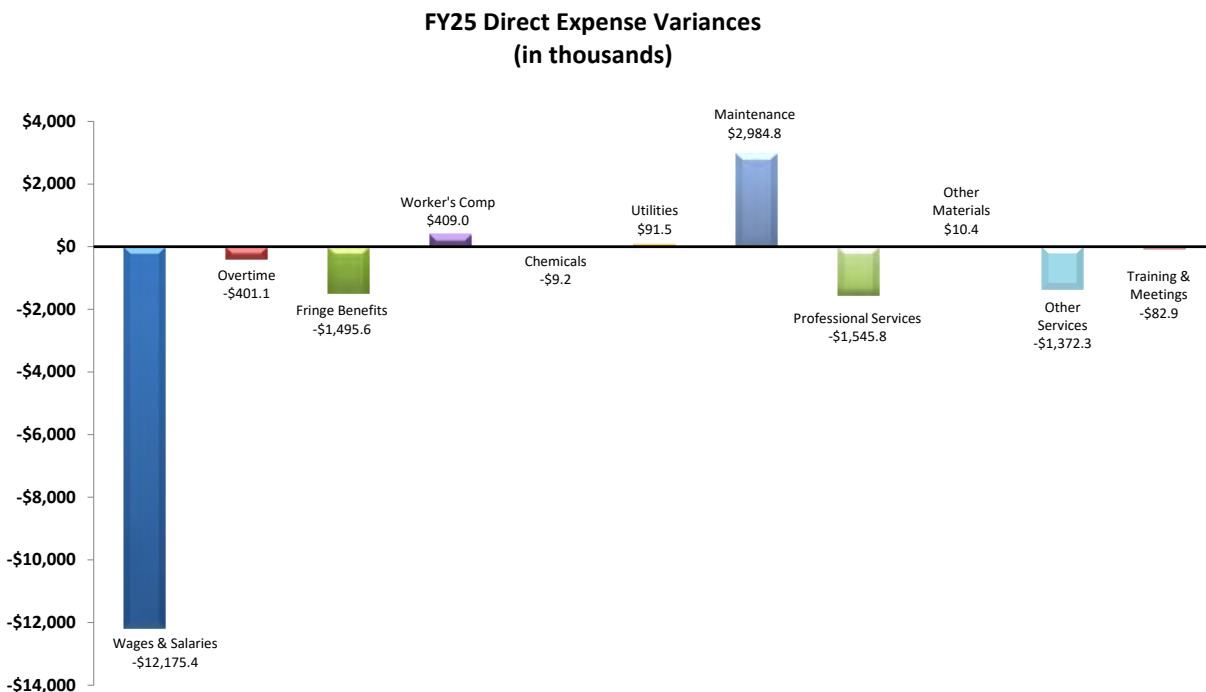
### **Direct Expenses**

FY25 direct expenses through February totaled \$194.7 million, which was \$13.6 million or 6.5% less than budgeted.

**FY25 Direct Expenses  
(in millions)**

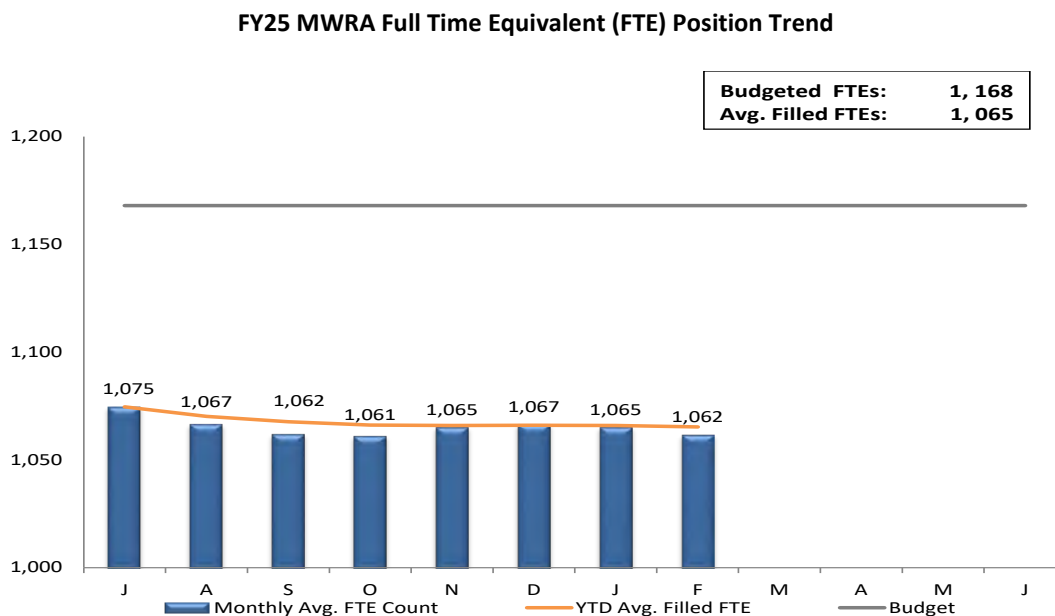


Spending was lower for Wages & Salaries, Professional Services, Fringe Benefits, Other Services, Overtime, Training & Meetings, and Chemicals. Spending was higher than budget for Maintenance, Workers' Compensation, Utilities, and Other Materials.



## Wages and Salaries

Wages and Salaries was under budget by \$12.2 million or 13.9%. Through February, there were 103 fewer average FTEs (1,065 versus 1,168 budget) or 8.8% and lower average salaries for new hires versus retirees. The timing of backfilling vacant positions also contributed to Regular Pay being under budget.



## **Maintenance**

Maintenance was greater than budget by \$3.0 million or 10.2%. Maintenance Services were greater than budget by \$2.6 million driven by higher Plant & Machinery Services of \$2.6 million due to greater than anticipated work performed for annual boiler maintenance and earlier than anticipated work of the hydro wicket gate replacement project for the Deer Island Treatment Plant (DITP) Thermal Plant, Hydro Power and Wind Turbine maintenance contract, and DITP centrifuge maintenance, partially offset by the timing of solar repair at the John Carroll Water Treatment Plant (JCWTP), duct cleaning at pump stations, and diesel exhaust silencers. Higher spending for Computer Software/Licenses of \$310,000 was primarily due to license renewals that were earlier than anticipated including Quest software and VMWARE Workspace renewals. This was partially offset by lower Building and Grounds Services of \$210,000 due to less than anticipated services through February 2025. Maintenance Materials were greater than budget by \$374,000 driven by higher Warehouse Inventory of \$529,000 due to the need for spare parts and purchase of materials early due to long lead times, Electrical Materials of \$523,000 due to greater than anticipated purchases through February including DITP LED lighting projects, Plant & Machinery Materials of \$519,000 for additional purchases including valve plugs, pump assemblies, butterfly valves and ROC fan at DITP and timing of submersible wastewater pumps at headworks facilities. These were partially offset by lower HVAC Materials of \$646,000 due to less than anticipated purchases through February including a scope change for the Chelsea HVAC project and Special Equipment Materials of \$477,000 due to the timing of purchasing hatch covers at Loring Road Covered Storage.

## **Professional Services**

Professional Services were less than budget by \$1.5 million or 21.4% driven by lower Other Services of \$750,000 due to later than anticipated services which includes the Disparity Study, Lab & Testing Analysis of \$243,000, Engineering of \$233,000, and Computer Systems Consultant of \$211,000 all due to less than anticipated spending through February.

## **Fringe Benefits**

Fringe Benefits spending was lower than budget by \$1.5 million or 8.0%. This is primarily driven by lower Health Insurance costs of \$1.4 million, 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.

## **Other Services**

Other Services were lower than budget by \$1.4 million or 6.1% driven by Sludge Pelletization of \$816,000 and Grit & Screenings Removal of \$356,000, both primarily due to lower quantities, and lower than anticipated Telecommunication costs of \$200,000 through February.

## **Worker's Compensation**

Worker's Compensation expenses were greater than budget by \$409,000 or 29.6%. The variance is due to higher than budgeted expenses for Medical Payments of \$211,000, Compensation

Payments of \$156,000, and Administrative Expenses of \$42,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.

### **Overtime**

Overtime expenses were lower than budget by \$401,000 or 9.6%. Lower than budgeted spending for the Field Operations Department (FOD) of \$151,000 driven by less emergency overtime due to less rain events and planned overtime due to vacancies, and Deer Island of \$45,000 primarily due to less emergency overtime as a result of less storm events and shift coverage. Lower spending in TRAC of \$81,000 and Engineering & Construction of \$43,000 is due to less than anticipated needs through February. Year-to-date rainfall was a major contributor for the less than anticipated overtime.

### **Utilities**

Utilities were higher than budget by \$91,000 or 0.4%. Higher than budgeted spending for Water of \$242,000 primarily due to greater than projected water usage at DITP through February as a result of the DITP Primary and Secondary Clarifier Rehabilitation project, and Natural Gas of \$129,000 primarily due to pricing. This was partially offset by lower than budgeted spending for Electricity primarily in Field Operations of \$186,000 due to lower demand as a result of fewer wet weather events resulting in less pumping, and at Deer Island Treatment Plant (DITP) of \$77,000 which was driven primarily by lower Eversource pricing partially offset by higher Direct Energy pricing. Diesel Fuel was lower than budget by \$110,000 driven by Field Operations due to lower pricing and less than anticipated deliveries.

### **Training & Meetings**

Training & Meetings was lower than budget by \$83,000 or 22.8% primarily due to less than anticipated spending on meetings and conferences through February.

### **Other Materials**

Other Materials were greater than budget by \$10,000 or 0.3% driven by Lab & Testing Supplies of \$218,000 was due to greater than anticipated lab equipment purchases through February, Computer Hardware of \$193,000 primarily due to additional purchases of materials through February which includes additional circuits, Wi-Fi at DITP, and audiovisual upgrades at the Chelsea Facility and Carroll Water Treatment Plant. These were partially offset by lower Other Materials of \$288,000 due to less than anticipated purchase of gravel at the Clinton Wastewater Treatment Plant, and Vehicle Expense of \$185,000 due to less than anticipated spending through February including lower fuel prices.

### **Chemicals**

Chemicals were lower than budget by \$9,000 or 0.1%. Lower Liquid Oxygen of \$219,000 was due to lower dosing at Carroll Water Treatment Plant. Lower Sodium Hypochlorite of \$216,000 was driven by DITP of \$110,000 due to below average plant flows and Field Operations of \$103,000 due to lower than anticipated wet weather events. Lower Sodium Bisulfite of \$176,000 was primarily driven by Wastewater Operations of \$88,000 due to lower dose and volume as a



result of less than anticipated CSO activations, and lower volume at DITP of \$66,000 due to lower quantities to dechlorinate the effluent. Lower Activated Carbon of \$145,000 due to fewer carbon change outs this fiscal year. This is partially offset by higher Hydrogen Peroxide of \$723,000 to reduce elevated H2S levels for odor pretreatment and corrosion control and allows staff to perform maintenance activities and ongoing tank work more safely within the tanks due to the low flows, and higher Ferric Chloride of \$239,000 to keep the orthophosphate levels within the target levels. DITP flows were 19.4% less than the budget and the CWTP flows were 0.8% greater than the budget through February. 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.

### **Indirect Expenses**

Indirect Expenses totaled \$54.0 million, which is \$2.2 million or 3.8% lower than budget. The variance is driven by lower Watershed Reimbursements.

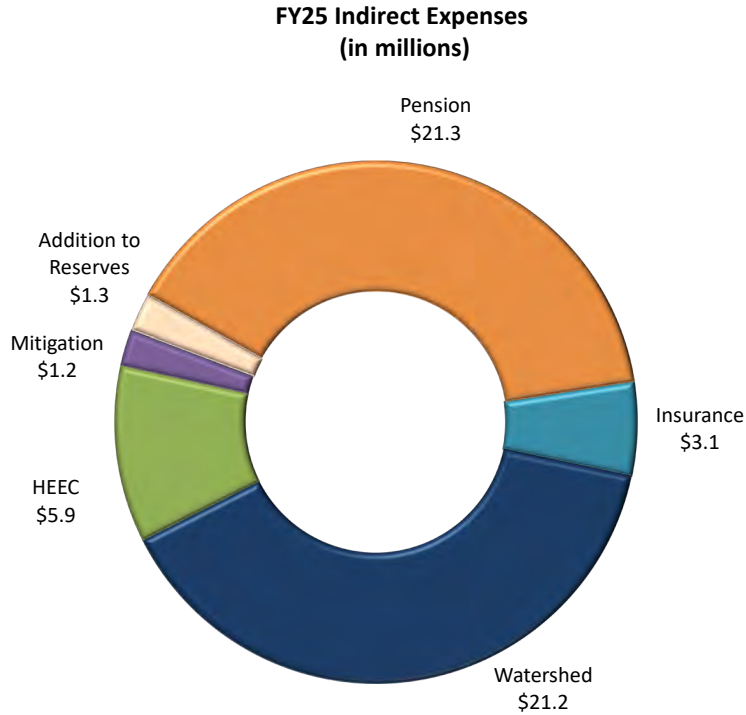
Based on FY25 operating activity only, the Watershed Division is \$1.8 million or 12.1% under budget. Lower spending on Wages & Salaries, Maintenance, Fringe Benefits and Equipment are driving the variance. When factoring in the FY24 balance forward of \$156,000 which was paid during Q1 of FY25, Watershed Reimbursement is \$1.9 million or 13.2% below budget through February 2025. In addition, PILOT was paid in the amount of \$8.5 million, which is \$414,000 or 4.6% under budget.

**FY25 Watershed Protection Variance**

<b>\$ in millions</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>YTD \$ Variance</b>	<b>YTD % Variance</b>
Operating Expenses	15.5	13.7	-1.8	-11.5%
Operating Revenues - Offset	0.9	0.9	0.0	-1.7%
<b>FY25 Operating Totals</b>	<b>14.6</b>	<b>12.9</b>	<b>-1.8</b>	<b>-12.1%</b>
DCR Balance Forward (FY24 year-end accrual true-up)	0.0	-0.2	-0.2	
<b>FY25 Adjusted Operating Totals</b>	<b>14.6</b>	<b>12.7</b>	<b>-1.9</b>	<b>-13.2%</b>
PILOT	8.9	8.5	-0.4	-4.6%
<b>Total Watershed Reimbursement</b>	<b>23.5</b>	<b>21.2</b>	<b>-2.3</b>	<b>-9.9%</b>

*Totals may not add due to rounding*

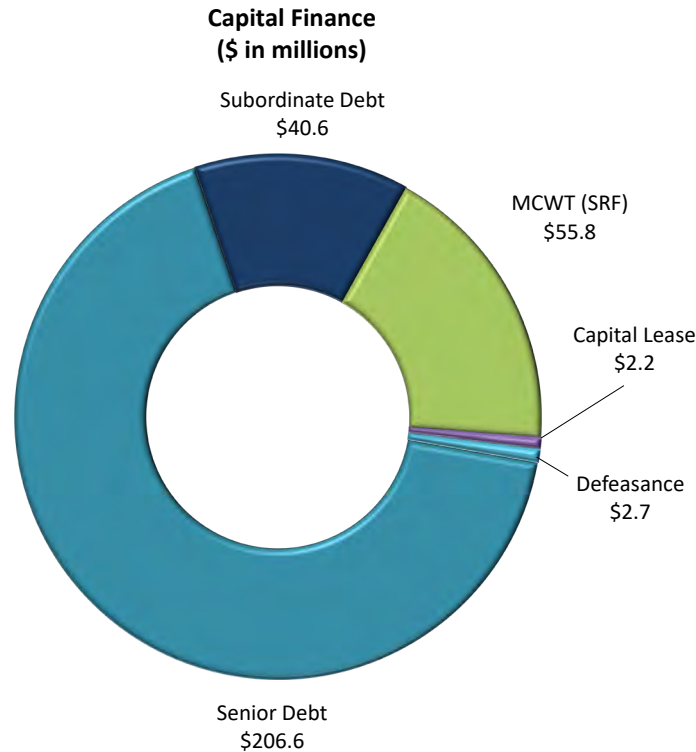
MWRA reimburses the Commonwealth of Massachusetts Department of Conservation (DCR) and Recreation - Division of Water Supply Protection – Office of Watershed Management for expenses. The reimbursements are presented for payment monthly in arrears. Accruals are being made monthly based on estimated expenses provided by DCR and trued-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 February was 146.0 (147.1 on a year-to-date basis) vs. a budget of 151.



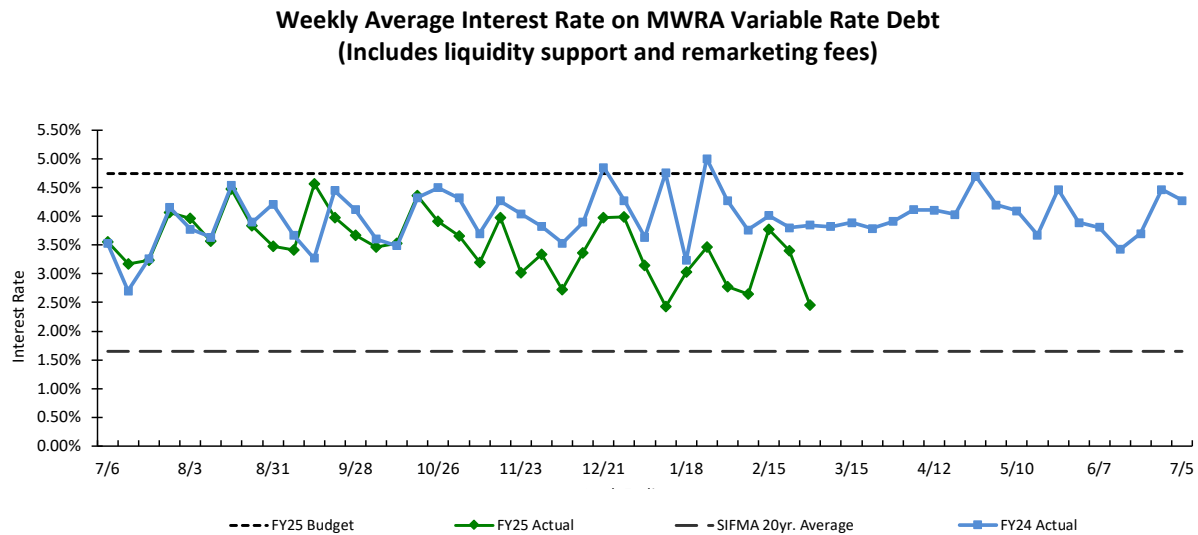
### **Capital Financing**

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 FY25 through February totaled \$307.8 million, which is at budget after the transfer of \$2.7 million year-to-date to the Defeasance account. The transfer reflects lower variable rate debt expense due to lower than anticipated interest rates.



The graph below reflects the FY25 actual variable rate trend by week against the FY25 Budget.



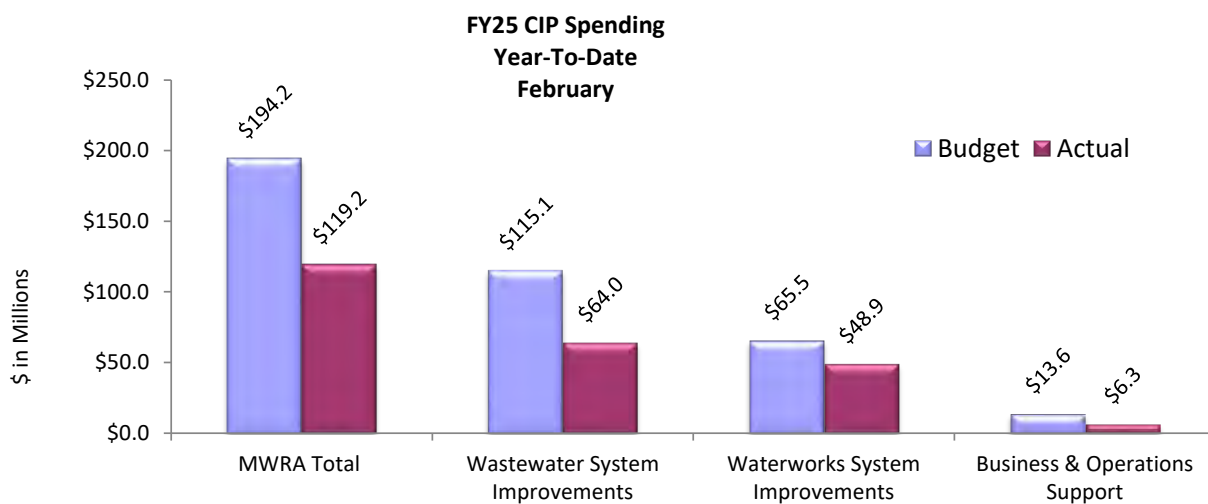
## Revenue & Income

Revenues of \$608.2 million were \$2.3 million or 0.4% over the estimate driven by Investment Income which was \$1.5 million or 8.6% over the estimate due to higher than assumed interest rates. Also, Other Revenue of \$617,000 and Other User Charges of \$165,000 contributed to this variance.

## FY25 Capital Improvement Program

Capital expenditures in Fiscal Year 2025 through February total \$119.2 million, \$74.9 million or 38.6% under planned spending.

After accounting for programs which are not directly under MWRA's control, which includes 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 \$112.1 million, \$32.4 million or 22.4% under planned spending.



Overall, CIP spending reflects the less than planned spending in Wastewater Improvements (\$51.1 million), Waterworks (\$16.6 million) and Business and Operations Support (\$7.3 million). Major variances in Wastewater are primarily due to less than anticipated requests for community grants and loans for the I/I Local Financial Assistance Program, delays with getting materials on a timely basis for DITP Roofing Replacement, a schedule change for Siphon Structure Rehabilitation Construction contract, lower than projected task order work for DITP As-Needed Design contracts, an award slightly later than anticipated for Hayes Pump Station Rehab – Construction, work behind schedule due to delay in contractor submittal of dive and safety plan for West Roxbury Tunnel Inspection, and planned FY25 work completed in FY24 for Nut Island Odor Control and HVAC Improvements. This was partially offset by greater than anticipated contractor progress for the Deer Island Treatment Plant (DITP) Clarifier Rehab Phase 2 contract, and consultant progress for the Digester & Storage Tank Rehabilitation Design/ESDC.

Major variances in Waterworks include a change in the Notice-to-Proceed of the Metro Water Tunnel Program Final Design/ESDC contract, as it was not awarded until October 2024. There was less than anticipated spending on Metropolitan Water Tunnel Program administration, legal and public acquisition costs, and less than anticipated services for Metro Water Tunnel Program Support and Geotechnical Services. In addition, there was less than planned consultant work on WASM 3 - MEPA/Design/CA/RI contract, and less than anticipated requests for community loans

for the Water Loan Program. This was partially offset by greater than planned contractor progress for the Waltham Water Pipeline Construction.

\$ in Millions	Budget	Actuals	\$ Var.	% Var.
<b>Wastewater System Improvements</b>				
Interception & Pumping	13.9	7.9	(5.9)	-42.8%
Treatment	49.1	46.8	(2.3)	-4.7%
Residuals	0.1	0.0	(0.1)	0.0%
CSO	3.9	3.1	(0.9)	-21.6%
Other	48.1	6.2	(41.9)	-87.1%
<b>Total Wastewater System Improvements</b>	<b>\$115.1</b>	<b>\$64.0</b>	<b>(\$51.1)</b>	<b>-44.4%</b>
<b>Waterworks System Improvements</b>				
Drinking Water Quality Improvements	3.1	1.4	(1.7)	-55.2%
Transmission	36.5	29.7	(6.8)	-18.7%
Distribution & Pumping	18.7	15.7	(3.1)	-16.4%
Other	7.1	2.1	(5.0)	-69.9%
<b>Total Waterworks System Improvements</b>	<b>\$65.5</b>	<b>\$48.9</b>	<b>(\$16.6)</b>	<b>-25.3%</b>
<b>Business &amp; Operations Support</b>	<b>\$13.6</b>	<b>\$6.3</b>	<b>(\$7.3)</b>	<b>-53.6%</b>
<b>Total MWRA</b>	<b>\$194.2</b>	<b>\$119.2</b>	<b>(\$74.9)</b>	<b>-38.6%</b>

### **FY25 Spending by Program:**

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

#### **Other Wastewater:** Less than planned spending of \$41.9 million

- \$41.9 million for Community I/I due to less than anticipated requests for community grants and loans.

#### **Business & Operations Support:** Less than planned spending of \$7.3 million

- \$1.9 million for Cabling due to delays in development of the scope of work caused by challenges in locating available conduit paths on Deer Island.
- \$1.5 million for As-Needed Design Contracts due to lower than projected task order work.
- \$0.8 million for Security Equipment & Installation due to project delays including upgrades to communication circuits and Incident Management System.
- \$0.4 million for FY24-28 Vehicle Purchases due to long lead time on receiving vehicles.
- \$0.3 million for Oracle Database Appliance v.2 due to schedule change.
- \$0.3 million for MAXIMO Interface Enhancements due to less than anticipated completion of final work.

#### **Waterworks Transmission:** Less than planned spending of \$6.8 million

- \$3.0 million for Final Tunnel Design/ESDC due to contract awarded later than anticipated.
- \$2.5 million for Metro Water Tunnel Program Administration, Legal & Public Outreach due to less than anticipated costs.
- \$1.9 million for Metro Water Tunnel Program Support and Geotechnical Services due to less than anticipated services.
- \$1.6 million for Wachusett Lower Gatehouse Pipe & Boiler Replacement Construction and REI due to longer lead-time on some larger items and a change in design for the multi-orifice valve.

- \$1.3 million for WASM 3 MEPA/Design/CA/RI due to less than anticipated consultant work.
- \$0.3 million for Watershed Land Acquisition due to less than anticipated land purchases.
- This under planned spending was partially offset by greater than planned contractor progress of \$4.1 million for the Waltham Water Pipeline.

**Interception & Pumping:** Less than planned spending of \$5.9 million

- \$2.2 million for Siphon Structure Rehabilitation Construction due schedule change.
- \$1.1 million for Hayes Pump Station Rehab – Construction due to award being slightly later than anticipated.
- \$0.8 million for West Roxbury Tunnel Inspection due to contractor delayed submitting dive and safety plan.
- \$0.6 million for Ward St. & Columbus Park Headworks Design/CA due to schedule change.
- \$0.5 million for Nut Island Odor Control & HVAC Improvements Design/CA/REI & Construction Phase 2 due to work scheduled for FY25 performed in FY24.

**Other Waterworks:** Less than planned spending of \$5.0 million

- \$3.3 million for Steel Tank Improvements - Design/CA, Construction and REI Phase 1 and \$1.2 million for Phase 2 Construction and REI due to construction schedule changes.
- \$1.0 million for Beacon St. Line Design/ESDC due to schedule change.
- \$0.7 million for Local Financial Assistance due to less than anticipated requests for community loans.

**Water Distribution and Pumping:** Less than planned spending of \$3.1 million

- \$2.5 million for Section 75 and 47 Extension CP-1 Construction due to later than anticipated contract award.
- \$1.3 million for Section 89/29 Replacement Construction due to less than planned contractor progress.
- \$0.5 million for Northern Extra High Service (NEH) - New Pipelines Legal due to less than planned legal/easement expenses.
- \$0.4 million for Section 56 Replacement/Saugus River Design/CA due to a change in Construction schedule affecting Construction Administration services schedule.
- This under planned spending was partially offset by \$1.7 million for the CP-1 NEH Improvements and \$0.6 million for New Connecting Mains CP3-Sections 23, 24 & 47 Rehabilitation due to work scheduled for FY24 including paving performed in FY25.

**Wastewater Treatment:** Less than planned spending of \$2.3 million

- \$3.6 million for the DI Roofing Replacement project due to delay in receiving materials in a timely manner.
- \$2.1 million for Clinton Wastewater Treatment Plant Digester Cover Replacement due to contract awarded later than originally planned.
- \$1.5 million for DITP As-Needed Design due to lower than projected task order work.
- This under planned spending was partially offset by greater than planned spending of \$6.7 million for Clarifier Rehabilitation Phase 2 Construction due to contractor progress greater than planned and additional equipment delivery sooner than anticipated, and \$0.5 million

for Digester & Storage Tank Rehabilitation Design/ESDC due to consultant progress greater than anticipated.

**Drinking Water Quality Improvements:** Less than planned spending of \$1.7 million

- \$1.3 million for the John Carroll Water Treatment Plant (JCWTP) Technical Assistance due to lower than projected task order work.

**Combined Sewer Overflow:** Less than planned spending of \$0.9 million

- \$1.0 million for Somerville Marginal New Pipe Connection due to Notice-to-Proceed issued later than anticipated.

### **Construction Fund Balance**

The construction fund balance was \$120.8 million as of the end of February. Commercial Paper/Revolving Loan available capacity was \$200 million.

### **ATTACHMENTS:**

Attachment 1 – Variance Summary February 2025

Attachment 2 – Current Expense Variance Explanations

Attachment 3 – Capital Improvement Program Variance Explanations

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

ATTACHMENT 1  
FY25 Actuals vs. FY25 Budget

	Feb 2025 Year-to-Date				
	Period 8 YTD Budget	Period 8 YTD Actual	Period 8 YTD Variance	%	FY25 Approved
<b><u>EXPENSES</u></b>					
WAGES AND SALARIES	\$ 87,661,191	\$ 75,485,784	\$ (12,175,407)	-13.9%	\$ 133,658,955
OVERTIME	4,184,882	3,783,754	(401,128)	-9.6%	6,133,078
FRINGE BENEFITS	18,703,036	17,207,460	(1,495,576)	-8.0%	27,834,124
WORKERS' COMPENSATION	1,382,289	1,791,315	409,026	29.6%	2,073,434
CHEMICALS	13,152,598	13,143,401	(9,197)	-0.1%	19,706,033
ENERGY AND UTILITIES	20,548,372	20,639,843	91,471	0.4%	32,048,176
MAINTENANCE	29,269,943	32,254,712	2,984,769	10.2%	46,653,201
TRAINING AND MEETINGS	363,680	280,812	(82,868)	-22.8%	568,346
PROFESSIONAL SERVICES	7,239,594	5,693,837	(1,545,757)	-21.4%	11,121,730
OTHER MATERIALS	3,400,396	3,410,746	10,350	0.3%	7,270,879
OTHER SERVICES	22,360,169	20,987,828	(1,372,341)	-6.1%	33,945,804
<b>TOTAL DIRECT EXPENSES</b>	<b>\$ 208,266,150</b>	<b>\$ 194,679,492</b>	<b>\$ (13,586,657)</b>	<b>-6.5%</b>	<b>\$ 321,013,760</b>
INSURANCE	\$ 3,009,357	\$ 3,140,743	\$ 131,386	4.4%	\$ 4,471,045
WATERSHED/PILOT	23,522,392	21,184,716	(2,337,676)	-9.9%	32,507,642
HEEC PAYMENT	5,878,643	5,927,311	48,668	0.8%	8,185,722
MITIGATION	1,227,399	1,227,399	-	0.0%	1,823,564
ADDITIONS TO RESERVES	1,283,072	1,283,072	-	0.0%	1,906,278
RETIREMENT FUND	21,264,519	21,264,519	-	0.0%	21,264,519
POST EMPLOYEE BENEFITS	-	-	-	---	5,280,806
<b>TOTAL INDIRECT EXPENSES</b>	<b>\$ 56,185,382</b>	<b>\$ 54,027,759</b>	<b>\$ (2,157,623)</b>	<b>-3.8%</b>	<b>\$ 75,439,576</b>
STATE REVOLVING FUND	\$ 55,781,535	\$ 55,781,535	\$ -	0.0%	\$ 85,449,151
SENIOR DEBT	206,579,456	206,579,456	-	0.0%	315,206,721
DEBT SERVICE ASSISTANCE	-	-	-	---	-
CURRENT REVENUE/CAPITAL	-	-	-	---	20,200,000
SUBORDINATE MWRA DEBT	43,271,241	43,271,241	-	0.0%	64,768,074
LOCAL WATER PIPELINE CP	-	-	-	---	9,827,661
CAPITAL LEASE	2,165,329	2,165,329	-	0.0%	3,217,060
VARIABLE DEBT	-	(2,663,659)	(2,663,659)	---	-
DEFEASANCE ACCOUNT	-	2,663,659	2,663,659	---	-
DEBT PREPAYMENT	-	-	-	---	5,500,000
<b>TOTAL CAPITAL FINANCE EXPENSE</b>	<b>\$ 307,797,561</b>	<b>\$ 307,797,561</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 504,168,667</b>
<b>TOTAL EXPENSES</b>	<b>\$ 572,249,093</b>	<b>\$ 556,504,812</b>	<b>\$ (15,744,280)</b>	<b>-2.8%</b>	<b>\$ 900,622,003</b>
<b><u>REVENUE &amp; INCOME</u></b>					
RATE REVENUE	\$ 575,809,231	\$ 575,809,231	\$ -	0.0%	\$ 855,488,000
OTHER USER CHARGES	7,589,487	7,754,950	165,463	2.2%	10,668,572
OTHER REVENUE	4,827,369	5,444,840	617,471	12.8%	6,066,670
RATE STABILIZATION	-	-	-	---	-
INVESTMENT INCOME	17,629,340	19,142,552	1,513,212	8.6%	28,398,761
<b>TOTAL REVENUE &amp; INCOME</b>	<b>\$ 605,855,427</b>	<b>\$ 608,151,573</b>	<b>\$ 2,296,146</b>	<b>0.4%</b>	<b>\$ 900,622,003</b>



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

Total MWRA	FY25 Budget YTD February	FY25 Actuals February	FY25 Actual vs. FY25 Budget		Explanations
			\$	%	
<u>Direct Expenses</u>					
Wages & Salaries	87,661,191	75,485,784	(12,175,407)	-13.9%	Wages and Salaries were lower than budget by \$12.2 million or 13.9%. Year to date, there have been 103 fewer average FTEs (1,065 versus 1,168 budget), lower average new hire salaries versus retirees, the timing of backfilling vacant positions.
Overtime	4,184,882	3,783,754	(401,128)	-9.6%	Overtime expenses were lower than budget by \$401,000 or 9.6%. Lower than budgeted spending for the Field Operations Department (FOD) of \$151,000 due to less emergency overtime due to less rain events and planned overtime due to vacancies, and Deer Island of \$45,000 is primarily due to less emergency overtime due to less storm events and shift coverage. Lower spending in TRAC of \$81,000 and Engineering & Construction of \$43,000 is due to less than anticipated needs through February. Year-to-date rainfall was a major contributor for the less than anticipated overtime.
Fringe Benefits	18,703,036	17,207,460	(1,495,576)	-8.0%	Fringe Benefits spending was lower than budget by \$1.5 million or 8.0%. This is primarily driven by lower <b>Health Insurance</b> costs of \$1.4 million, 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	1,382,289	1,791,315	409,026	29.6%	Worker's Compensation expenses were greater than budget by \$409,000 or 29.6%. The variance is due to higher than budgeted expenses for <b>Medical Payments</b> of \$211,000, <b>Compensation Payments</b> of \$156,000, and <b>Administrative Expenses</b> of \$42,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.
Chemicals	13,152,598	13,143,401	(9,197)	-0.1%	Chemicals were lower than budget by \$9,000 or 0.1%. Lower <b>Liquid Oxygen</b> of \$219,000 due to lower dosing at Carroll Water Treatment Plant. Lower <b>Sodium Hypochlorite</b> of \$216,000 was driven by DITP of \$110,000 due to below average plant flows and Field Operations of \$103,000 due to lower than anticipated wet weather events. Lower Sodium Bisulfite of \$176,000 was primarily driven by Wastewater Operations of \$88,000 due to lower dose and volume as a result of less than anticipated CSO activations, and lower volume at DITP of \$66,000 due to lower quantities to dechlorinate the effluent. Lower Activated Carbon of \$145,000 due to fewer carbon change outs this fiscal year. This is partially offset by higher <b>Hydrogen Peroxide</b> of \$723,000 to reduce elevated H2S levels for odor pretreatment and corrosion control and allows staff to perform maintenance activities and ongoing tank work more safely within the tanks due to the low flows, and higher <b>Ferric Chloride</b> of \$239,000 to keep the orthophosphate levels within the target levels. DITP flows are 19.4% less than the budget and the CWTP flows are 0.8% greater than the budget through February. 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.

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

Total MWRA	FY25 Budget YTD February	FY25 Actuals February	FY25 Actual vs. FY25 Budget		Explanations
			\$	%	
Utilities	20,548,372	20,639,843	91,471	0.4%	Utilities were higher than budget by \$91,000 or 0.4%. Higher than budgeted spending for Water of \$242,000 primarily due to greater than projected water usage at DITP through February as a result of the DITP Primary and Secondary Clarifier Rehabilitation project, and <b>Natural Gas</b> of \$123,000 primarily due to pricing. This was partially offset by lower than budgeted spending for <b>Electricity</b> of \$186,000 primarily in Field Operations of \$186,000 due to lower demand as a result of fewer wet weather events, resulting in less pumping and at Deer Island Treatment Plant (DITP) of \$77,000 which was driven primarily by lower pricing by Eversource partially offset by higher pricing for Direct Energy. Diesel Fuel was lower than budget by \$110,000 driven by Field Operations of \$203,000 due to lower price and less than anticipated deliveries.
Maintenance	29,269,943	32,254,712	2,984,769	10.2%	Maintenance was greater than budget by \$3.0 million or 10.2%. <i>Maintenance Services</i> were greater than budget by \$2.6 million driven by higher <b>Plant &amp; Machinery Services</b> of \$2.6 million due to greater than anticipated work performed for annual boiler maintenance and earlier than anticipated work of the hydro wicket gate replacement project for the Deer Island Treatment Plant (DITP) Thermal Plant, Hydro Power and Wind Turbine maintenance contract, and DITP centrifuge maintenance, partially offset by timing of solar repair at the John Carroll Water Treatment Plant (JCWTP), duct cleaning at pump stations, and diesel exhaust silencers. Higher spending for <b>Computer Software/Licenses</b> of \$310,000 was primarily due to license renewals that were earlier than anticipated including Quest software and VMWARE Workspace renewals. This was partially offset by lower <b>Building and Grounds Services</b> of \$210,000 due to less than anticipated services through February 2025. <i>Maintenance Materials</i> were greater than budget by \$374,000 driven by higher <b>Warehouse Inventory</b> of \$529,000 due to the need for spare parts and purchase of materials early due to long lead times, <b>Electrical Materials</b> of \$523,000 due to greater than anticipated purchases through February including DITP LED lighting projects, <b>Plant &amp; Machinery Materials</b> of \$519,000 for additional purchases including valve plugs, pump assemblies, butterfly valves and ROC fan at DITP and timing of submersible wastewater pumps at headworks facilities. These were partially offset by lower <b>HVAC Materials</b> of \$646,000 due to less than anticipated purchases through February including a scope change for the Chelsea HVAC project and <b>Special Equipment Materials</b> of \$477,000 due to the timing of purchasing hatch covers at Loring Road Covered Storage.
Training & Meetings	363,680	280,812	(82,868)	-22.8%	Training & Meetings were lower than budget by \$83,000 or 22.8% primarily due to less than anticipated spending on meetings and conferences through February driven by MIS (\$95,000), Procurement (\$12,000), Engineering & Construction of (\$10,000), Operational Health & Safety (\$9,000) and Deer Island Treatment Plant (\$6,000), partially offset by higher spending in FOD Admin of \$36,000, Operations Administration of \$29,000 and Water Redundancy of \$11,000.
Professional Services	7,239,594	5,693,837	(1,545,757)	-21.4%	Professional Services were less than budget by \$1.5 million or 21.4% driven by lower <b>Other Services</b> of \$750,000 due to later than anticipated services which includes the Disparity Study, <b>Lab &amp; Testing Analysis</b> of \$243,000, <b>Engineering</b> of \$233,000, and <b>Computer Systems Consultant</b> of \$211,000 all due to less than anticipated spending through February.

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

Total MWRA	FY25 Budget YTD February	FY25 Actuals February	FY25 Actual vs. FY25 Budget		Explanations
			\$	%	
Other Materials	3,400,396	3,410,746	10,350	0.3%	Other Materials were greater than budget by \$10,000 or 0.3% driven by <b>Lab &amp; Testing Supplies</b> of \$218,000 was due to greater than anticipated lab equipment purchases through February, <b>Computer Hardware</b> of \$193,000 primarily due to additional purchases of materials through February which includes additional circuits, Wi-Fi at DITP, and audiovisual upgrades at the Chelsea Facility and Carroll Water Treatment Plant. These were partially offset by lower <b>Other Materials</b> of \$288,000 due to less than anticipated purchase of gravel at the Clinton Wastewater Treatment Plant, and <b>Vehicle Expense</b> of \$185,000 due to less than anticipated spending through February including lower fuel prices.
Other Services	22,360,169	20,987,828	(1,372,341)	-6.1%	Other Services were lower than budget by \$1.4 million or 6.1% driven by <b>Sludge Pelletization</b> of \$816,000 and <b>Grit &amp; Screenings Removal</b> of \$356,000, both primarily due to lower quantities, and lower than anticipated <b>Telecommunications</b> of \$200,000 through February.
<b>Total Direct Expenses</b>	<b>208,266,150</b>	<b>194,679,492</b>	<b>(13,586,658)</b>	<b>-6.5%</b>	
<b>Indirect Expenses</b>					
Insurance	3,009,357	3,140,743	131,386	4.4%	Higher premiums of \$96,000 and payments/claims of \$35,000 than budgeted.
Watershed/PILOT	23,522,392	21,184,716	(2,337,676)	-9.9%	Lower Watershed Reimbursement of \$1.9 million driven by lower spending on Wages & Salaries, Maintenance, Fringe Benefits, and Equipment. Also, the PILOT payment was \$0.4 million less than budget.
HEEC Payment	5,878,643	5,927,311	48,668	0.8%	
Mitigation	1,227,399	1,227,398	(1)	0.0%	
Addition to Reserves	1,283,072	1,283,072	-	0.0%	
Pension Expense	21,264,519	21,264,519	-	0.0%	
Post Employee Benefits	-	-	-		
<b>Total Indirect Expenses</b>	<b>56,185,382</b>	<b>54,027,759</b>	<b>(2,157,623)</b>	<b>-3.8%</b>	
<b>Debt Service</b>					
Debt Service	307,797,561	307,797,561	-	0.0%	Capital Financing was on budget after the transfer of \$2.7 million to the Defeasance account. The transfer reflects lower variable rate debt expense due to lower than budget variable interest expense of \$2.7 million as a result of lower than anticipated interest rates.
Debt Service Assistance	-	-	-		
<b>Total Debt Service Expenses</b>	<b>307,797,561</b>	<b>307,797,561</b>	<b>-</b>	<b>0.0%</b>	

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

Total MWRA	FY25 Budget YTD February	FY25 Actuals February	FY25 Actual vs. FY25 Budget		Explanations
			\$	%	
Total Expenses	572,249,093	556,504,812	(15,744,280)	-2.8%	

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

Total MWRA	FY25 Budget YTD February	FY25 Actuals February	FY25 Actual vs. FY25 Budget		Explanations
			\$	%	
Revenue & Income					
Rate Revenue	575,809,231	575,809,231	-	0.0%	
Other User Charges	7,589,487	7,754,950	165,463	2.2%	Higher than estimated DI water of \$153,000.
Other Revenue	4,827,369	5,444,840	617,471	12.8%	Other Revenue was \$617,000 or 12.8% greater than budget due to <b>Miscellaneous Revenue</b> of \$239,000, <b>Permit Fees</b> of \$105,000, <b>Emergency Water Supply</b> of \$101,000 for the Town of Wayland, <b>Energy Revenue</b> of \$161,000, <b>Energy Rebates</b> of \$85,000, partially offset by <b>Profit &amp; Loss on Disposal of Equipment</b> of \$108,000.
Rate Stabilization	-	-	-		
Investment Income	17,629,341	19,142,552	1,513,211	8.6%	Investment Income is over budget due to higher than assumed interest rates.
Total Revenue	605,855,428	608,151,573	2,296,145	0.4%	
Net Revenue in Excess of Expenses	33,606,335	51,646,761	18,040,425		

**ATTACHMENT 3**  
**FY25 CIP Variance Report (\$000s)**

	FY25 Budget February	FY25 Actuals February	Actuals vs. Budget		Explanations
			\$	%	
Wastewater					
Interception & Pumping (I&P)	\$13,880	\$7,934	(\$5,946)	-42.8%	<u>Less than planned spending</u> Siphon Structure Rehabilitation Construction: \$2.2M (schedule change) Hayes Pump Station Rehab - Construction: 1.1M (award slightly later than anticipated) West Roxbury Tunnel Inspection: \$800k (contractor was delayed in submitting dive and safety plan) Ward St. & Columbus Park Headworks Design/CA: \$638k (schedule change) Nut Island Odor Control & HVAC Improvements Design/CA/REI & Construction Phase 2: \$517k (work scheduled for FY25 performed in FY24) Caruso, DeLauri & Framingham Fuel Tank Replacements: \$496k (schedule change)
Treatment	\$49,065	\$46,762	(\$2,303)	-4.7%	<u>Less than planned spending</u> DITP Roofing Replacement: \$3.6M (Contractor is behind original schedule due to delays with receiving materials on a timely basis) Clinton Wastewater Treatment Plant Digester Cover Replacement: \$2.1M: (contract awarded later than originally planned) DITP As-Needed Design: \$1.5M (lower than projected task order work) Screw Pump Replacement Phase 2 - Construction: \$940k, and Gas Protection System Replacement Phase 2: \$417 (schedule changes) South System Pump Station VFD Replacement Design/ESDC/REI: \$499k (work deferred to Clarifier Rehabilitation priority) <u>Greater than planned spending</u> Clarifier Rehabilitation Phase 2 Construction: \$6.7M (contractor progress greater than planned and additional equipment delivery sooner than anticipated) Digester & Storage Tank Rehabilitation Design/ESDC: \$461k (consultant progress greater than anticipated)
Residuals	\$133	\$32	(\$102)	-76.2%	
CSO	\$3,939	\$3,087	(\$852)	-21.6%	<u>Less than planned spending</u> Somerville Marginal New Pipe Connection: \$1.0M (Notice-to-Proceed issued later than anticipated) <u>Greater than planned spending</u> CSO Performance Assessment: \$455k (consultant progress greater than originally planned)

**ATTACHMENT 3**  
**FY25 CIP Variance Report (\$000s)**

	FY25 Budget February	FY25 Actuals February	Actuals vs. Budget		Explanations
			\$	%	
Other Wastewater	\$48,072	\$6,179	(\$41,892)	-87.1%	<u>Less than planned spending</u> I/I Local Financial Assistance: \$41.9M (less than anticipated requests for community grants and loans)
<b>Total Wastewater</b>	<b>\$115,089</b>	<b>\$63,995</b>	<b>(\$51,094)</b>	<b>-44.4%</b>	
<b>Waterworks</b>					
Drinking Water Quality Improvements	\$3,114	\$1,394	(\$1,720)	-55.2%	<u>Less than planned spending</u> CWTP Technical Assistance: \$1.3M (lower than projected task order work)
Transmission	\$36,545	\$29,722	(\$6,823)	-18.7%	<u>Less than planned spending</u> Metropolitan Water Tunnel Program Final Design/ESDC: \$3.0M (change in Notice-to-Proceed as contract was not awarded until October 23, 2024 Board meeting) Metropolitan Water Tunnel Program Administration, Legal & Public Outreach: \$2.5M (less than anticipated costs) Wachusett Lower Gatehouse Pipe & Boiler Replacement Construction and REI: \$1.6M (longer lead time on some larger items and a change in design for the multi-orifice valve) Program Support Services: \$1.4M and Geotechnical Support Services: \$480k (less than anticipated services) WASM 3 - MEPA/Design/CA/RI: \$1.3M (less than planned consultant work) Maintenance Garage/Wash Bay/Storage Building - Construction: \$480k (schedule change) Watershed Land Acquisition: \$255k (less than planned land purchases) <u>Greater than planned spending</u> Waltham Water Pipeline Construction: \$4.1M (greater than planned contractor progress)

**ATTACHMENT 3**  
**FY25 CIP Variance Report (\$000s)**

	FY25 Budget February	FY25 Actuals February	Actuals vs. Budget		Explanations
			\$	%	
Distribution & Pumping	\$18,744	\$15,668	(\$3,076)	-16.4%	<u>Less than planned spending</u> Section 75A and 47 Extension - CP-1 Construction: \$2.5M (awarded later than anticipated) Section 89/29 Replacement Construction: \$1.3M (less than planned contractor progress) Northern Extra High Service (NEH) - New Pipelines Legal: \$488k (less than planned legal/easement expenses) Section 56 Replacement/Saugus River - Design/CA: \$424k (change in Construction schedule affects CA services schedule) <u>Greater than planned spending</u> NEH Improvements CP-1: \$1.7M and New Connecting Mains CP3-Sections 23, 24 & 47 Rehabilitation: \$567k (work scheduled for FY24 including final paving performed in FY25) Section 56 Easements: \$1.3M (sooner than anticipated easements for Section 56)
Other Waterworks	\$7,091	\$2,138	(\$4,953)	-69.9%	<u>Less than planned spending</u> Steel Tank Improvements - Design/CA, Construction and REI Phase 1: \$3.3M and Phase 2 Construction and REI: \$1.2 million (construction schedule changes) Beacon St. Line - Design/ESDC: \$991k (schedule change) Local Water Pipeline Financial Assistance Program: \$677 (less than anticipated requests for community loans)
<b>Total Waterworks</b>	<b>\$65,493</b>	<b>\$48,921</b>	<b>(\$16,572)</b>	<b>-25.3%</b>	
<b>Business &amp; Operations Support</b>					
<b>Total Business &amp; Operations Support</b>	<b>\$13,582</b>	<b>\$6,299</b>	<b>(\$7,284)</b>	<b>-53.6%</b>	<u>Less than planned spending</u> Cabling: \$1.9M (delays in development of the scope of work caused by challenges in locating available conduit paths on Deer Island) As-Needed Design Contracts: \$1.5M (lower than projected task order work) Security Equipment & Installation: \$777k (delays with projects including upgrades to communication circuits and Incident Management System) FY24-28 Vehicle Purchases: \$442k (long lead time on receiving vehicles) Oracle Database Appliance v.2: \$320k (schedule change) MAXIMO Interface Enhancements: \$309k (less than anticipated completion of final work)
<b>Total MWRA</b>	<b>\$194,164</b>	<b>\$119,215</b>	<b>(\$74,949)</b>	<b>-38.6%</b>	



**Attachment 4**  
**FY25 Budget vs. FY25 Projection**

TOTAL MWRA	FY25 Budget	FY25 Projection	Change FY25 Budget vs FY25 Projection	
			\$	%
EXPENSES				
WAGES AND SALARIES	\$ 133,658,956	\$ 115,620,736	\$ (18,038,220)	-13.5%
OVERTIME	6,133,077	5,779,767	(353,310)	-5.8%
FRINGE BENEFITS	27,834,124	26,215,824	(1,618,300)	-5.8%
WORKERS' COMPENSATION	2,073,434	2,544,104	470,670	22.7%
CHEMICALS	19,706,033	19,474,912	(231,121)	-1.2%
ENERGY AND UTILITIES	32,048,177	31,142,942	(905,235)	-2.8%
MAINTENANCE	46,653,200	44,437,472	(2,215,728)	-4.7%
TRAINING AND MEETINGS	568,346	421,713	(146,633)	-25.8%
PROFESSIONAL SERVICES	11,121,730	9,364,497	(1,757,233)	-15.8%
OTHER MATERIALS	7,270,879	7,387,450	116,571	1.6%
OTHER SERVICES	33,945,804	31,304,362	(2,641,442)	-7.8%
TOTAL DIRECT EXPENSES	\$ 321,013,760	\$ 293,693,778	\$ (27,319,982)	-8.5%
INSURANCE	\$ 4,471,045	\$ 4,602,141	\$ 131,096	2.9%
WATERSHED/PILOT	32,507,642	29,755,671	(2,751,971)	-8.5%
HEEC PAYMENT	8,185,723	8,259,572	73,849	0.9%
MITIGATION	1,823,563	1,823,563	-	0.0%
ADDITIONS TO RESERVES	1,906,278	1,906,278	-	0.0%
RETIREMENT FUND	21,264,519	21,264,519	-	0.0%
POSTEMPLOYMENT BENEFITS	5,280,806	5,280,806	-	0.0%
TOTAL INDIRECT EXPENSES	\$ 75,439,576	\$ 72,892,550	\$ (2,547,026)	-3.4%
STATE REVOLVING FUND	\$ 85,449,151	\$ 82,778,555	\$ (2,670,596)	-3.1%
SENIOR DEBT	315,206,721	306,641,805	(8,564,916)	-2.7%
SUBORDINATE DEBT	64,768,074	61,041,669	(3,726,405)	-5.8%
LOCAL WATER PIPELINE CP	9,827,661	7,347,129	(2,480,532)	-25.2%
CURRENT REVENUE/CAPITAL	20,200,000	20,200,000	-	0.0%
CAPITAL LEASE	3,217,060	3,217,060	-	0.0%
DEBT PREPAYMENT	5,500,000	5,500,000	-	0.0%
DEBT SERVICE ASSISTANCE	-	-	-	0.0%
TOTAL DEBT SERVICE	\$ 504,168,667	\$ 486,726,218	\$ (17,442,449)	-3.5%
TOTAL EXPENSES	\$ 900,622,003	\$ 853,312,545	\$ (47,309,457)	-5.3%
REVENUE & INCOME				
RATE REVENUE	\$ 855,488,000	\$ 855,488,000	\$ -	0.0%
OTHER USER CHARGES	10,668,572	10,753,761	85,189	0.8%
OTHER REVENUE	6,066,670	6,292,411	225,741	3.7%
RATE STABILIZATION	-	-	-	0.0%
INVESTMENT INCOME	28,398,761	29,892,694	1,493,933	5.3%
TOTAL REVENUE & INCOME	\$ 900,622,003	\$ 902,426,866	\$ 1,804,863	0.2%

**VARIANCE:** **\$ (49,114,321)** **\$ (49,114,321)**

## STAFF SUMMARY




**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** Proposed Amendment to General Revenue Bond Resolution

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**COMMITTEE:** Administration, Finance & Audit

X INFORMATION  
     VOTE

Matthew R. Horan, Deputy Director, Finance/Treasurer  
Preparer/Title

  
Thomas J. Durkin  
Director of Finance

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### RECOMMENDATION:

For information only.

### DISCUSSION:

In January 1990, the Board of Directors approved MWRA's General Bond Resolution (Resolution) which governs the issuance of its debt obligations. Among other things, the Resolution creates various reserve funds and outlines all the security provisions that bondholders receive to help ensure timely payment of debt service. When the Resolution was approved in 1990, MWRA was a new agency facing a large court mandated capital program and had a limited track record as a debt issuer. Given the uncertainty as to MWRA's ability to pay debt service over the long-term, the resolution was drafted to require the establishment of a variety of security provisions as a "belt and suspenders" approach. In 2007, in recognition of MWRA's maturity as a debt issuer with conservative financial management and strong credit ratings, amendments to the Resolution were undertaken to modernize the document including changes that ranged from administrative corrections to reductions in reserve requirements. The reductions to reserve requirements allowed MWRA to release \$113.4 million in reserve funds that were utilized to defease debt for long-term rates management and provided initial funding of the Other Post-Employment Benefits Trust Fund. In 2007, amendments to the resolution required 67% consent of all the bondholders before being implemented. As a result, it took until April 2015 to receive enough consents to implement most of the amendments. One of the 2007 administrative amendments was to change the requirements for amending the resolution from 67% bondholder consent to 51% and to allow for amendments only impacting new bondholders to be implemented immediately. Unlike the other 2007 Amendments, changes to the amendment requirements required 100% consent of bondholders, which was finally achieved in May 2023.

This change to the Resolution's amendment requirements provides MWRA with an opportunity to update other provisions of the resolution to further modernize the document and improve debt management. The Resolution currently requires that any financial institution that provides liquidity

or credit support for MWRA's short-term borrowing facilities, such as commercial paper and variable rate debt, have a long-term credit rating in one of the two highest rating categories ("AAA"/"AA") from each rating agency. Prior to the Great Recession in late 2007 to mid-2009, this provision did not pose any challenge, since many of the larger banking and other financial institutions were highly rated by the credit rating agencies. After the recession, however, the credit rating agencies reevaluated their risk profile criteria, which has resulted in the many financial institutions having at least one credit rating below the "AA" category. These lower bank credit ratings have caused MWRA to have more difficulty in procuring new credit facilities to support its variable rate debt.

In most cases the existing credit facilities have been maintained, but there have been several occasions when MWRA has needed to procure new providers because a financial institution either stopped providing those services or only offered to continue the agreement at higher than market prices. While MWRA has been able to successfully procure new variable rate products to maintain the program, it has been from a smaller pool of bidders. Over the next year, it is likely that MWRA will have to replace three variable rate providers due to either higher fees or the firm exiting the market. In addition to these existing facilities, it is likely that an increase in short-term borrowing capacity (tax-exempt commercial paper or direct loans) will be necessary to support the Metropolitan Tunnel Project. During the Metrowest Tunnel project, MWRA had \$100 million more in short-term borrowing capacity available and given the projected costs of the new tunnels and the general increase in construction costs, staff believe additional short-term borrowing authorization will be necessary in the near future. This will likely require MWRA to procure new credit facilities.

In order to continue to actively manage MWRA's variable rate debt program and short-term borrowing capacity, staff are recommending the definition of Credit Facility be amended to remove the long-term rating requirement. A long-term credit rating requirement for a Credit Facility to support variable rate debt is unusual, since the bonds typically trade based on the short-term liquidity and credit quality of the Credit Facility provider and rely on the issuer's long-term credit rating, rather than that of the bank. The long-term credit rating of the Credit Facility provider for these short-term borrowing instruments is not relevant to investors.

As a result of the changes to the Resolution amendment requirements, the proposed 2025 Resolution Amendment would be effective immediately for new Subordinated Bonds providing significantly more flexibility in managing the debt portfolio. The current and proposed Credit Facility definition language can be found in attachment A to this Staff Summary. Staff have been working on this proposed change with MWRA's Bond Counsel and Financial Advisor, for several months and both support the proposed amendment. Staff have also held discussions with various financial institutions involved in the variable rate market and all have indicated that this change would not have a negative impact on the trading of MWRA's bonds. Staff also had discussions with Standard & Poors, Moody's, and Fitch Ratings regarding the proposed amendment. All three credit agencies indicated that based on their rating criteria it is unlikely that the amendment would have a negative ratings impact. In addition, the Bond Trustee and their counsel have also reviewed the amendment and do not have any concerns related to the proposed change.

With the Board's support for the 2025 Resolution Amendment, staff will start the process of procuring new credit facilities to support replacements for the existing variable rate bonds discussed earlier in this staff summary and/or any additional short-term facilities that are authorized in the future. The 2025 Resolution Amendment will be presented to the Board of Directors for formal approval in conjunction with the next Supplemental Bond Resolution expected later this spring.

Massachusetts Water Resources Authority  
General Bond Resolution

Current Definition

“Credit Facility” shall mean a letter of credit, revolving credit agreement, standby purchase agreement, surety bond, insurance policy or similar obligation, arrangement or instrument issued by a bank, insurance company or other financial institution, the senior long term debt obligations of which (or the holding company of any bank) are rated in either of the highest two rating categories by each Rating Agency which provides for payment of all or a portion of the Principal Installments or interest due on any Series of Secured Bonds or provides funds for the purchase of such Secured Bonds or portions thereof.

Amended Language

“Credit Facility” shall mean a letter of credit, revolving credit agreement, standby purchase agreement, surety bond, insurance policy or similar obligation, arrangement or instrument issued by a bank, insurance company or other financial institution, ~~the senior long term debt obligations of which (or the holding company of any bank) are rated in either of the highest two rating categories by each Rating Agency~~ which provides for payment of all or a portion of the Principal Installments or interest due on any Series of Secured Bonds or provides funds for the purchase of such Secured Bonds or portions thereof.

## STAFF SUMMARY

**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** Employee Assistance Program Services  
ALLONE Health EAP, LLC  
Contract A643




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**COMMITTEE:** Administration, Finance and Audit

Wendy Chu, Director of Human Resources  
Ivana McGrail, Manager of Benefits and HRIS  
Preparer/Title

       INFORMATION  
  X   VOTE



For MG  
Michele S. Gillen  
Director of Administration

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### RECOMMENDATION:

To approve the recommendation of the Selection Committee to award Contract A643, Employee Assistance Program Services, to ALLONE Health EAP, LLC, and to authorize the Executive Director, on behalf of the Authority, to execute said contract in an amount not-to-exceed \$25,860.08 for a period of one-year from the notice to proceed, and to further authorize the Executive Director, on behalf of the Authority, to exercise a single three-year option to renew said contract, if recommended by staff and approved by the Executive Director, in an amount not-to-exceed \$80,000.

### BACKGROUND:

MWRA has had an Employee Assistance Program (EAP) as part of its union and non-union benefits package since 1990. The EAP is designed to assist MWRA employees and their family members in recognizing and resolving personal problems that do, or may, interfere with employees' job performance and to support their emotional well-being. EAP services include short-term confidential counseling for issues such as stress, alcohol and/or substance abuse or dependency, interpersonal relationships or family dynamics, depression or anxiety, mental or emotional upsets, anger management, and grief. Further, EAP services include, as needed, mandatory Substance Abuse Professional (SAP) referrals, and training and facilitation services as requested by the Director of Human Resources. Similarly, EAP programs provide medical advocacy, financial and/or legal resources, life coaching (personal or professional growth), and work/life resources, including eldercare and childcare. Actual annual cost for this contract is based on an established per employee unit rate and the total employee count as of January 1 of each year, as well as the anticipated number of mandatory substance abuse professional referrals and training and facilitation hours utilized.

**DISCUSSION:**

On January 31, 2025, staff issued a one-step Request for Qualifications/Proposals (RFQ/P) to provide EAP services for employees, SAP counseling, and training facilitation services for managers. The RFQ/P was publicly advertised in the following publications: Goods and Services, Boston Herald, Banner Publication, El Mundo and Dorchester Reporter. Evaluation criteria were weighted as follows: Cost- 25 points; Qualifications and Key Personnel- 20 points; Technical Approach/ Capacity- 20 points; Experience and Past Performance- 20 points; and Organization and Management Approach- 15 points.

On February 21, 2025, proposals were received from one firm: ALLONE Health EAP LLC, the incumbent firm. The selection committee, which included staff from Human Resources, Operations, and AACU, reviewed, scored, and ranked the proposal as follows:

<b>Bidder</b>	<b>Total Points</b>
ALLONE Health EAP, LLC	291

The committee voted unanimously to select ALLONE Health EAP to provide EAP services for MWRA employees. ALLONE Health EAP was established over 40 years ago and has extensive public sector experience. ALLONE Health EAP's key personnel are highly qualified and have a proven record of responsiveness to the needs of the MWRA and its staff and have personally performed trainings, grief counseling sessions and facilitation services. All phone calls are answered 24 hours per day, 7 days per week by live and well-qualified clinicians. ALLONE Health EAP has a mobile app for clients and an online portal for communication with providers. Online literature is also available with information regarding health tools and tips.

The selection committee recommends the award of Contract A643 to ALLONE Health EAP, LLC in an amount not-to-exceed \$25,860.08 for a period of one year from the notice to proceed, with a single three-year option to renew such contract, if recommended by staff and approved by the Executive Director, in an amount not-to-exceed \$80,000.

**BUDGET/FISCAL IMPACTS:**

Funds have been allocated for this program in Human Resources' FY25 Current Expense Budget. Additional funding will be included in future CEB requests to cover anticipated expenditures.

**MBE/WBE PARTICIPATION:**

There were no MBE/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:** March 19, 2025  
**SUBJECT:** Workers' Compensation Legal Services  
Tentindo, Kendall, Canniff & Keefe LLP  
Contract A644

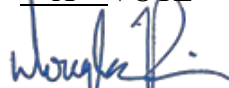


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**COMMITTEE:** Administration, Finance & Audit

Wendy Chu, Director of Human Resources  
Ivana McGrail, Manager of HRIS and Benefits  
Preparer/Title

\_\_\_\_ INFORMATION  
 X  VOTE

 For MG  
Michele Gillen  
Director of Administration

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### RECOMMENDATION:

To approve the recommendation of the Consultant Selection Committee to award Contract A644, Workers' Compensation Legal Services, to Tentindo, Kendall, Canniff & Keefe, LLP, and execute said contract in the not-to-exceed amount of \$350,000 for a term of three (3) years from the Notice to Proceed.

### DISCUSSION:

This contract provides for Legal Services in connection with workers' compensation claims under M.G.L c. 152, including representing MWRA before the Massachusetts Department of Industrial Accidents ("DIA") and Commonwealth of Massachusetts courts, as necessary, in the defense of workplace injury claims brought by MWRA employees. MWRA is licensed by the Division of Insurance as a self-insured entity for workers' compensation coverage and maintains an excess insurance policy. MWRA is responsible for the first \$500,000 in coverage, and any excess coverage is the responsibility of the insurer. MWRA employs approximately 1,060 employees and at any given time may have approximately 80 open workers' compensation claims, of which 25 to 30 can be litigated at the DIA. Staff aggressively manage litigated claims through the DIA process.

### Procurement Process

On January 6, 2025, MWRA issued a one-step Request for Qualification Statements/Proposals (RFQ/P) that was publicly advertised in the Central Register, Boston Herald, Banner Publications and El Mundo, as well as the MWRA Supplier Portal. A total of five (5) firms requested the RFQ/P documents.

The RFQ/P included the following evaluation criteria: Cost – 25 points; Qualifications and Key Personnel – 25 points; Experience and Past Performance – 20 points; Technical Approach – 15 points; and Capacity/Organization and Management Approach – 15 points.



On February 5, 2025, MWRA received two proposals, one from the incumbent, Tentindo, Kendall, Canniff & Keefe, LLP (“TKCK”), and one from the Law Office of Gary P. Howayeck, P.C. (“Howayeck”). The five (5) voting members of the Selection Committee scored the proposals as follows:

<u>Proposer</u>	<u>Total Final Score</u>
TKCK	435
Howayeck	306

The Selection Committee unanimously ranked TKCK first, and awarded higher scores to TKCK across all scoring criteria. While both proposers submitted reasonable hourly rates, TKCK’s rates were lower. The most significant factor that differentiated the proposals was TKCK’s very strong bullpen of qualified, experienced attorneys available to handle MWRA matters. The Selection Committee noted that Howayeck planned to rely almost entirely on its supervising partner to perform the work and the proposal did not document significant Workers’ Compensation experience for the other attorneys in the firm. Ultimately, the Selection Committee determined that TKCK’s larger, more experienced team of attorneys would result in the best workers’ compensation litigation services for MWRA.

Based on the final rankings, and for the reasons set forth above, the Selection Committee recommends the award of this contract to Tentindo, Kendall, Canniff & Keefe, LLP, in an amount not to exceed \$350,000 for a term of three (3) years.

#### **BUDGET/FISCAL IMPACTS:**

The FY25 CEB includes sufficient funds for the first year of Contract A644. Appropriate funding will be included in subsequent CEB requests for the remaining term of the contract.

#### **MBE/WBE PARTICIPATION:**

Due to the specialized nature of this work, no minimum Minority Business Enterprise (MBE) or Women Business Enterprise (WBE) participation was established for this contract. TKCK is not an MBE or WBE business and did not include any MBE/WBE subcontractor in its Proposal.

## STAFF SUMMARY



**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** Preferred Service Agreement for the Combustion Turbine Generators  
Mitsubishi Power Aero, LLC



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**COMMITTEE:** Wastewater Policy & Oversight

Phillip Szottfried, P.E., Senior Program Manager  
Richard J. Adams, Manager, Engineering Services  
David F. Duest, Director, Deer Island Treatment Plant  
Preparer/Title

\_\_\_\_ INFORMATION  
X VOTE  
 For MG  
Michele S. Gillen  
Director, Administration  
 for  
David W. Coppes, P.E.  
Chief Operating Officer

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### RECOMMENDATION:

To approve the award of a Preferred Service Agreement to provide technical support, emergency repair services and spare parts for the combustion turbine generators at the Deer Island Treatment Plant to the original equipment manufacturer, Mitsubishi Power Aero, LLC (formerly PW Power Systems, Inc. and Pratt & Whitney Power Systems, Inc.), and to authorize the Executive Director, on behalf of the Authority, to execute said contract for an amount not to exceed \$612,600 for a period of three years.

### DISCUSSION:

MWRA is required under its National Pollutant Discharge Elimination System (NPDES) permit to provide a 100% backup power source for the Deer Island Treatment Plant. Backup power is achieved with two diesel-fueled combustion turbine generators (CTGs). Commissioned in 1995, these CTGs are aircraft-derivative jet engines, each capable of generating 26 megawatts of backup power. One CTG operating at maximum capacity can fully power the treatment plant up to 850 million gallons per day (mgd). For severe wet weather events and when flows exceed 850 mgd, both units are required to power the plant should a loss of grid power occur. The CTGs serve a critical role in keeping the plant operational during storm events and during power system interruptions. The plant also uses the CTGs in a cost savings role to defer peak power demand periods in the summer, saving MWRA significant money on its annual electricity bill, and in responding to demand response events as part of the ISO New England forward capacity market.

Periodic maintenance is necessary to ensure that the CTGs operate reliably and efficiently. MWRA employs a two-contract maintenance strategy for maintaining its CTGs; one contract is competitively bid for general maintenance while the second contract (this Preferred Service Agreement) is used for proprietary service and parts. The competitively bid contract addresses many of the routine, mechanical-type tasks (e.g., replacing air filters, lubrication, repairing fuel and water leaks). Currently, O'Connor Constructors, Inc. holds the contract to perform yearly maintenance. The approximate annual cost for this is \$550,000 for preventative tasks on the two

CTGs, plus an additional \$87,000 for additional planned and emergency services as required.



This Preferred Service Agreement (PSA) with the original equipment manufacturer, Mitsubishi Power Aero, LLC (formerly PW Power Systems, Inc. and Pratt & Whitney Power Systems, Inc.) addresses the more complex and technical maintenance and repair needs of the CTGs. The CTGs are high-speed machines that require high-speed monitoring and control equipment for pressure, temperature, flow, vibration and many other parameters to ensure they run efficiently and safely. In order to achieve this, the manufacturer must ensure all original factory tolerances and calibrations are maintained. These components can deteriorate through normal operation and must be replaced with the original manufacturer's parts. Ensuring that the CTGs will start and operate without interruption is of paramount importance in maintaining reliable operation of the plant under all circumstances and in meeting NPDES permit compliance.

Prior to May 2005, all of the maintenance, including the manufacturer's services, was included in a single bid maintenance contract with costs passed through to the original equipment manufacturer. At that time, the original equipment manufacturer made a business decision to contract directly with the end user and, therefore, MWRA entered into its first PSA. The PSA identifies MWRA as a priority customer when diagnostic troubleshooting or onsite field service is required. This ensures that critical response times will be met. In addition, technicians are called onsite during high-risk events, such as high flows, or when Eversource is performing substation work or inspections on the cross-harbor cable and there is a risk of power interruptions to the plant.

The PSA provides MWRA with a comprehensive program of customer support that includes calibration of critical sensors and identification of all immediate-need maintenance requirements

(many of which would then be performed by MWRA's current CTG maintenance contractor). The contract includes \$342,600 for scheduled maintenance and two allowance categories: one for \$120,000 is for unanticipated onsite field technician support; and the other, a \$150,000 allowance for spare parts. With the allowances, MWRA will pay only for services rendered or parts purchased.

This contract is approximately 4.3% higher than the previous three-year contract that was awarded at the April 17, 2022 Board of Directors' meeting. The increase in cost is attributed to the wage rate increases for field service and engineering wage rates.

Staff recommend that MWRA continue to contract directly with Mitsubishi under a PSA. This will ensure that MWRA continues to receive the fastest response in critical situations; the best technical advice, troubleshooting and repair services available; and a reliable supply of the highly specialized and complex replacement components when needed. The Director of Procurement has approved the sole source nature of this procurement.

**BUDGET/FISCAL IMPACT:**

Costs associated with the first portion of this contract will be absorbed in the Operations Division's FY25 Current Expense Budget (CEB). Appropriate funding will be included in subsequent Proposed CEB requests for the remaining term of this agreement.

**MBE/WBE PARTICIPATION:**

Mitsubishi Power Aero, LLC is not a certified Minority-owned or Women-owned business.

## STAFF SUMMARY

**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** Hydraulic Equipment Service  
R. Zoppo Corp.  
Contract OP-445, Change Order 2




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**COMMITTEE:** Wastewater Policy & Oversight

       INFORMATION  
  X   VOTE

John T. Parkhurst, Director, Wastewater O&M  
William J. Carter, Manager, Metro Maintenance, Chelsea  
Michael L. Costa, Senior Program Manager  
M. Altaf Bhatti, Project Manager  
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 Change Order 2 to Contract OP-445, Hydraulic Equipment Service, with R. Zoppo Corp. for a not-to-exceed amount of \$66,000, increasing the contract amount from \$429,750 to \$495,750, with no increase in contract term.

### DISCUSSION:

Contract OP-445 is a three-year contract that provides annual preventive maintenance and inspection services, and non-emergency and emergency repairs for hydraulic systems. The contract includes the following MWRA facilities: the Deer Island Treatment Plant; Nut Island Headworks; Ward Street Headworks; Columbus Park Headworks; Chelsea Creek Headworks; Prison Point CSO; Intermediate Pump Station; Braintree Weymouth Replacement Pump Station; Loring Road; Union Park CSO; BOS019; and the South Boston Pump Station.

This contract, similar to other MWRA maintenance contracts, includes line items for labor hours for preventative maintenance and as-needed maintenance during normal business hours; and emergency after-hours maintenance and replacement parts. Bid quantities are specified based upon the number of scheduled preventative maintenance work orders, plus additional time for on-call services using historical trends from previous contracts.

During the prior contract, there were a handful of mechanical malfunctions requiring large rebuilds, including a piston rebuild, seal replacement and two hydraulic cylinder rebuilds. Entering the third and final year of this contract, it has been necessary to perform five cylinder rebuilds and replace two hydraulic pumps, in addition to several smaller controls and seal replacements. Staff will include this recent trend in their analysis when determining bid quantities for the next maintenance contract.



## **This Change Order**

Change Order 2 is for the following items:

### Replacement Parts

\$50,000

The contract included a line item for replacement parts in the amount of \$50,000. Change Order 1 increased this allowance by \$40,000 due to the unanticipated replacement of outdated equipment at the Union Park and Prison Point CSO Facilities. Due to subsequent unanticipated repairs required on the hydraulic system at the Nut Island Headworks, a significant amount of this allowance has been depleted. To date, \$72,393 has been spent and nine months remain in the contract. To ensure that sufficient funds are available for the remainder of the contract, this allowance must be increased by an additional \$50,000.



Sluice Gate Piston

This item has been identified by MWRA staff as an overrun. MWRA staff and the Contractor have agreed to a not-to-exceed amount of \$50,000 for this additional work with no increase in contract term.

### Preventative Maintenance & On-Call Repairs

\$16,000

The contract included 1,200 labor hours for preventive maintenance and on-call repairs during normal business hours at a unit price of \$200. Due to unanticipated repairs and replacements required at the Nut Island Headworks, additional funds are required to perform upcoming scheduled preventive maintenance. Also, the work performed to replace the sluice gate piston at Nut Island Headworks was labor intensive and depleted a significant number of labor hours. As a result, this line item must be increased by an additional 80 hours.

This item has been identified by MWRA staff as an overrun. MWRA staff and the Contractor have agreed to a not-to-exceed amount of \$16,000 for this additional work with no increase in contract term.

**Contract Summary:**

	<u>Amount</u>	<u>Time</u>	<u>Dated</u>
Original Contract:	\$347,000.00	1,095 Days	12/15/22
Change Orders:			
Change Order 1*	\$82,750.00	0 Days	08/27/24
Change Order 2	<u>\$66,000.00</u>	<u>0 Days</u>	Pending
Total of Change Orders:	\$148,750.00	0 Days	
Adjusted Contract:	\$495,750.00	1,095 Days	

\*Approved under delegated authority

If Change Order 2 is approved, the cumulative total value of all change orders to this contract will be \$148,750.00 or 43% of the original contract amount.

**BUDGET/FISCAL IMPACTS:**

There are sufficient funds for this change order in the Operations Division's FY25 Current Expense Budget.

**MBE/WBE PARTICIPATION:**

There were no MBE or 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:** March 19, 2025  
**SUBJECT:** Nut Island Headworks Odor Control and HVAC Improvements  
Walsh Construction Company II, LLC  
Contract 7548, Change Order 20




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**COMMITTEE:** Wastewater Policy & Oversight

Martin E. McGowan, Director, Construction  
Jeffrey J. Bina, P.E., Construction Coordinator  
Preparer/Title

           INFORMATION  
  X   VOTE



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 Change Order 20 to Contract 7548, Nut Island Headworks Odor Control and HVAC Improvements, with Walsh Construction Company II, LLC for a lump sum amount of \$90,942.69, increasing the contract amount from \$61,868,184.15 to \$61,959,126.84 with no increase in contract term.

### DISCUSSION:

Contract 7548 provided upgrades to the odor control system, heating, ventilation and air conditioning system and other equipment. Most of the equipment was at or near the end of its useful life and replacement was required to ensure the continued reliability of this critical facility. This contract also provided reconfiguration of ductwork serving the odor control system to expand the system's operational flexibility, and improved surface access into the below-grade odor control room, the need for which were made evident during the January 2016 fire. Improvements to the odor control system included replacement of the carbon adsorbers, fans, ductwork, dampers, and the odor control SCADA system, rehabilitation of the wet scrubbers system and installation of roof hatches and a new stairway to improve access into the odor control room. Improvements to the HVAC system included: replacement of the air handling units and unit heaters; replacement of the boilers; and replacement of the energy management system. Improvements to other equipment included: replacement of the underground fuel oil storage tanks serving the standby generator and boilers; replacement of the dewatering system pumps serving the bottom level; and replacement of the emergency spillway isolation sluice gates and stop logs.

Contract 7548 was declared substantially complete on September 8, 2023 when the new odor control and HVAC systems were placed into continuous service. The Contractor is nearing completion of the remaining punch list items, which includes site plantings in the spring. Staff requested a re-delegation of \$200,000 at the June 26, 2024 Board of Directors' meeting when there was approximately \$150,000 of known change order costs to be finalized. It was expected that the additional \$200,000 in re-delegation would be sufficient to complete the project. Since that time, there were several additional change order items identified after the June 2024 Board meeting that were necessary to complete the facility upgrades, such as modifications to the existing carbon



loading and dust collection equipment. In addition, the scope to repair the existing fireproofing in the odor control room expanded significantly. The details of the requested fireproofing change order are described below. Staff and the Contractor have now finalized all eligible costs for outstanding change orders. This will be the last change order, aside from a small balancing change order for an unspent police allowance. There is a disputed claim of \$1.72 million asserted by a subcontractor on the project that is in litigation.

### **This Change Order**

If approved Change Order 20 will consist of the following item:

#### Spray Applied Fireproofing

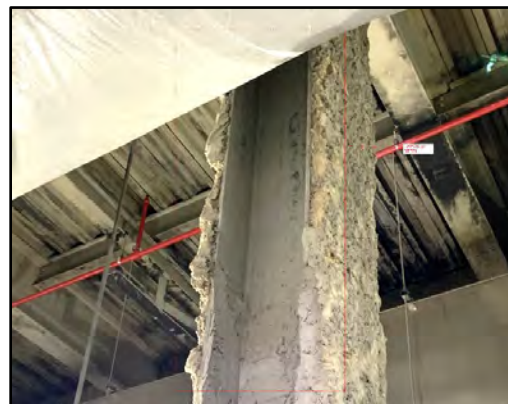
\$90,942.69

The Contractor was required to apply fireproofing material on structural steel members inside the odor control room where the existing fireproofing was removed or damaged during construction. The Contractor needed to remove small portions of the existing fireproofing prior to installing new pipe, duct, and conduit supports as well as other structural members that connect directly to the existing structural steel. In addition to the new work, the Contractor was also required to demolish existing equipment and systems, including the associated supports that were connected to the structural steel. The contract included an embedded quantity of 1,500 square feet for new fireproofing to patch these impacted areas. This quantity was based on the Design Engineer's reasonable estimate given the scope included in the contract and what could be observed during design.

After commencement of the contract and once scaffolding was erected around the wet scrubbers, it became apparent that the existing fireproofing was in worse condition than originally anticipated. The scaffolding provided access to inspect the upper structural steel members that could not be observed from the floor level during design. Sections of existing structural steel members were found uncoated, damaged or with insufficient thickness. In addition to these existing deficiencies, the Contractor performed change order work within the odor control room that required removal of additional fireproofing. The 1,500 square feet of new fireproofing included in the contract depleted during the first phase of construction around the wet scrubbers. To avoid the potential of rework, staff instructed the Contractor to complete the remaining contract activities inside the odor control room before addressing the deficient fireproofing.



Existing fireproofing missing and exposing structural steel

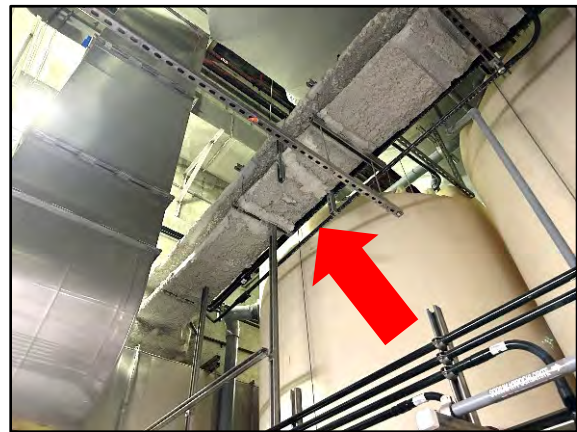


Existing fireproofing missing on column with exposed structural steel

To ensure the structural steel meets the fire-resistance rating required by the Massachusetts State Building Code, staff directed the Contractor to provide access to inspect all of the structural steel and make repairs where the original spray-applied fireproofing was damaged, removed or missing. It is critical that all fire protection measures are in place at this facility. This necessitated additional scaffolding or use aerial lifts to gain access to areas that were unrelated to the new work. These costs were not included in the Contractor's embedded quantity price. With work complete and full access to the structural steel, staff identified 1,680 square feet of additional fireproofing. If approved, this change order will include the costs to erect additional scaffolding, or provide aerial lifts, and apply an additional 1,680 square feet of fireproofing materials to the structural steel members in the odor control room where the original spray-applied materials are damaged, removed or missing to comply with the Massachusetts State Building Code.



New fireproofing patches at new conduit support



New fireproofing patches on underside of structural steel

These items were identified by MWRA staff as an unforeseen condition. MWRA staff, the Consultant, and the Contractor have agreed to a lump sum amount of \$90,942.69 for this additional work. The Contractor proceeded with this work at its own risk in order to proceed with the remainder of the contract work.

#### CONTRACT SUMMARY:

	<b>Amount</b>	<b>Time</b>	<b>Date</b>
Original Contract:	\$57,565,399.00	1,034 Days	02/12/20

#### CHANGE ORDERS

Change Order 1*	\$24,995.58	0 Days	12/08/20
Change Order 2*	\$126,224.03	0 Days	01/08/21
Change Order 3	\$376,355.91	0 Days	03/10/21
Change Order 4*	\$22,320.58	0 Days	03/10/21
Change Order 5*	\$203,986.91	0 Days	09/22/21
Change Order 6	\$222,179.61	0 Days	09/22/21
Change Order 7*	\$23,871.28	0 Days	11/29/21
Change Order 8*	\$161,181.94	0 Days	02/25/22
Change Order 9	\$187,410.85	0 Days	02/25/22
Change Order 10*	\$25,000.00	0 Days	10/06/22
Change Order 11*	\$662,554.51	0 Days	11/30/22
Change Order 12	\$318,164.42	0 Days	11/30/22
Change Order 13*	\$0.00	180 Days	01/10/23

Change Order 14*	\$524,892.66	0 Days	03/31/23
Change Order 15	\$0.00	90 Days	07/31/23
Change Order 16*	\$491,644.21	0 Days	02/22/24
Change Order 17*	\$497,306.07	0 Days	05/31/24
Change Order 18	\$236,982.08	0 Days	06/27/24
Change Order 19*	\$197,714.51	0 Days	02/18/25
Change Order 20	<u>\$90,942.69</u>	<u>0 Days</u>	Pending
Total Change Orders	\$4,393,727.84	270 Days	
Adjusted Contract:	\$61,959,126.84	1,304 Days	

\*Approved under delegated authority

If Change Order 20 is approved, the cumulative value of all change orders will be \$4,393,727.84 or 7.6% of the original contract. Work on this contract is 100% complete.

#### **BUDGET/FISCAL IMPACT:**

The FY25 Capital Improvement Program (CIP) includes \$61,933,487 for contract 7548. Including this change order for \$90,942.69, the adjusted subphase total will be \$61,959,126.84 or \$25,639.84 over the CIP amount. This amount will be absorbed within the five-year CIP spending cap.

#### **MBE/WBE PARTICIPATION:**

The MBE/WBE participation requirements for this project were established at 1.1% and 1.2%, respectively. The Contractor has met these requirements.

## STAFF SUMMARY

**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** Report on 2024 Water Use Trends and Reservoir Status

*Frederick A. Laskey*

**COMMITTEE:** Water Policy & Oversight

  X   INFORMATION  
      VOTE

Daniel Nvule, Senior Program Manager

Cory Yarrington, Project Manager

Stephen Estes-Smargiassi, Director, Planning and Sustainability

Preparer/Title

*David W. Coppes, P.E.*

Chief Operating Officer

### RECOMMENDATION:

For information only. At the beginning of each year, staff provide the Board with a review of the previous year's water use data and discuss trends.

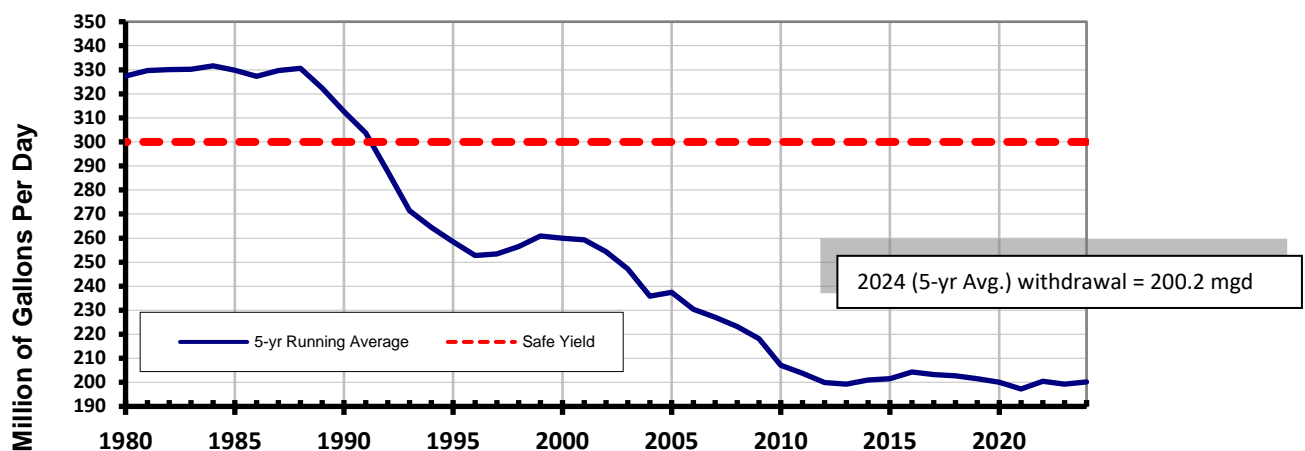
### DISCUSSION:

This staff summary provides an overview of water consumption by communities, base and seasonal water use trends, reservoir withdrawals and reservoir status.

#### Reservoir Withdrawals and Releases

Reservoir withdrawals are the metric used to compare to the 300 million gallons per day (mgd) safe yield of the watershed/reservoir system. Figure 1 below shows five-year averages of withdrawals from 1980 to the present. The five-year averaging reduces the effects of year-to-year variability due to weather and provides a good indication of longer-term trends.

**Figure 1. Total Reservoir Withdrawals – Five-Year Running Average 1980 to 2024**



Withdrawals include water sold to MWRA communities as well as other non-revenue generating uses in the watershed and MWRA system. With the particularly dry second half of the year, total MWRA water withdrawals increased by 3.6 percent in 2024, from 194.3 mgd in 2023 to 201.2 mgd. The five-year average had a very slight uptick between 2023 and 2024.

The pipeline supplying the McLaughlin Fish Hatchery in Belchertown had an average use of 6.14 mgd. MWRA activated the dedicated hydroelectric station and pipeline in December 2016. Without that withdrawal, total reservoir withdrawals in 2024 would have been 195.1 mgd.

Total reservoir withdrawals have decreased by over 130 mgd since the 1980s, even as the service area has expanded.

### Water Consumption by MWRA Communities

Water consumption by all MWRA communities of 187.95 mgd increased by 3.7 percent (6.7 mgd) from 2023, as shown on Figure 2. In addition, Figure 2 illustrates a long-term downward trend with a relative plateau in the last eight years, even with new users.

**Figure 2. Total Consumption by MWRA Communities (1980 to 2024)**

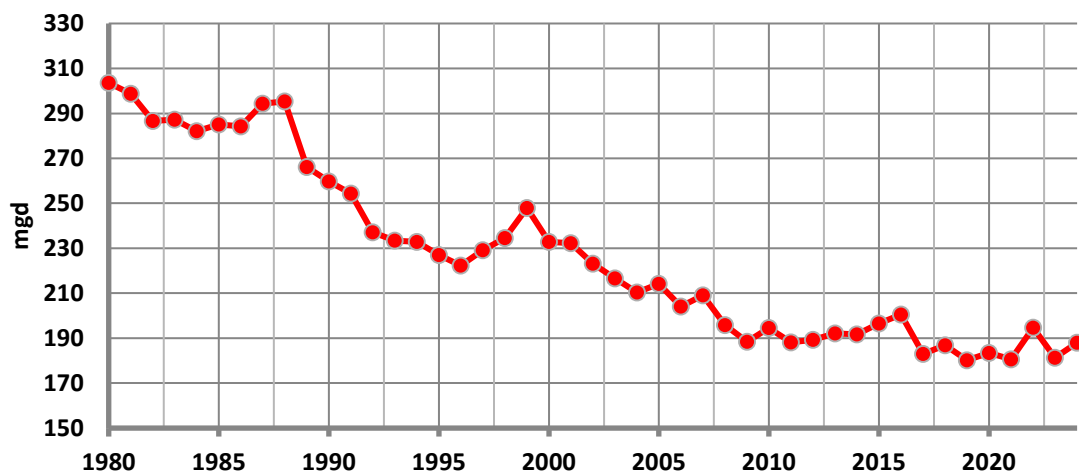
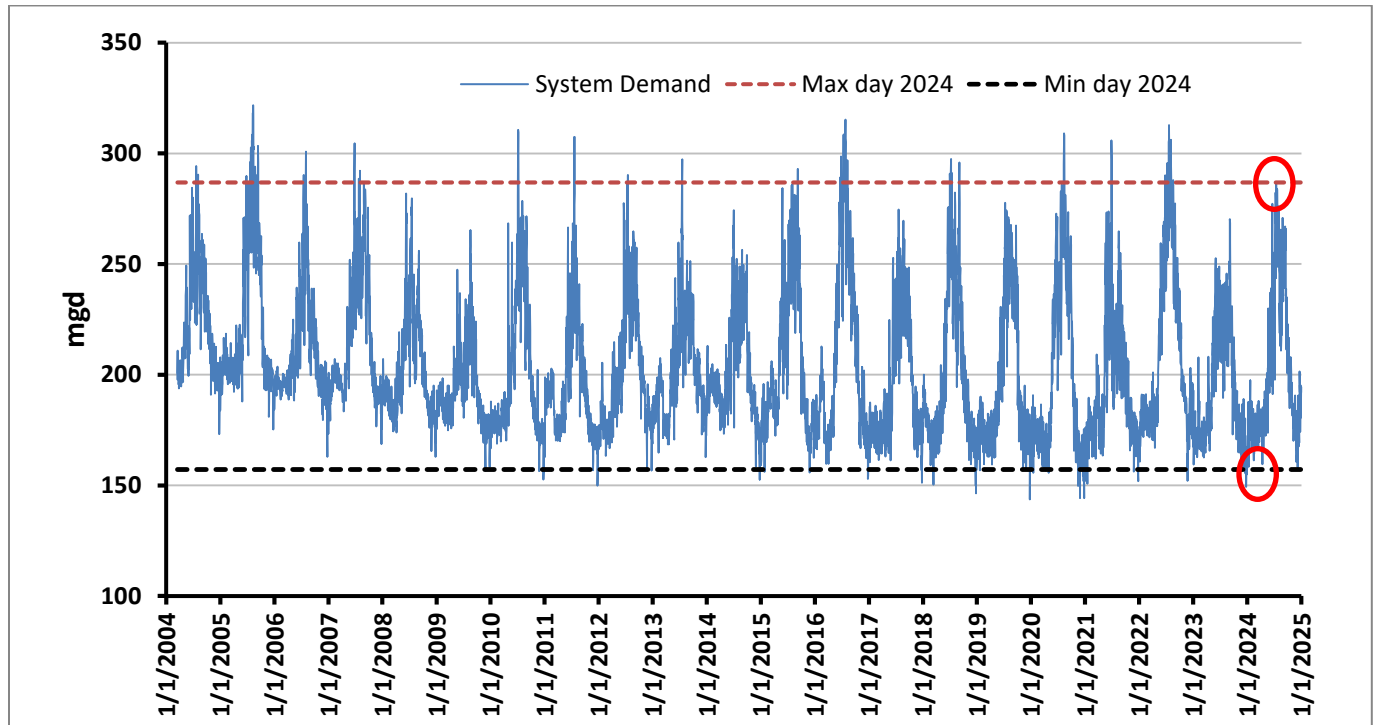


Figure 3 shows daily system withdrawals from 2004-2024 with the 2024 highlights of maximum and minimum withdrawals. System-wide, 2024 had a maximum day reservoir withdrawal of 286.8 mgd on July 15 (6.1 percent higher than the 2023 maximum). At the opposite extreme, New Year's Day at 157.2 mgd was the lowest day of the year.

**Figure 3. Daily System Withdrawals (2004 to 2024)**



Demand from MWRA's largest customer, the Boston Water and Sewer Commission, was 61.84 mgd, which was higher than last year by 1.53 mgd (2.5 percent). Current Boston demand continues to be lower than demand before 1900, as shown on Figure 4 below. As Attachment A indicates, most communities experienced a slight increase in demand during 2024, primarily due to dry weather and the late season drought.



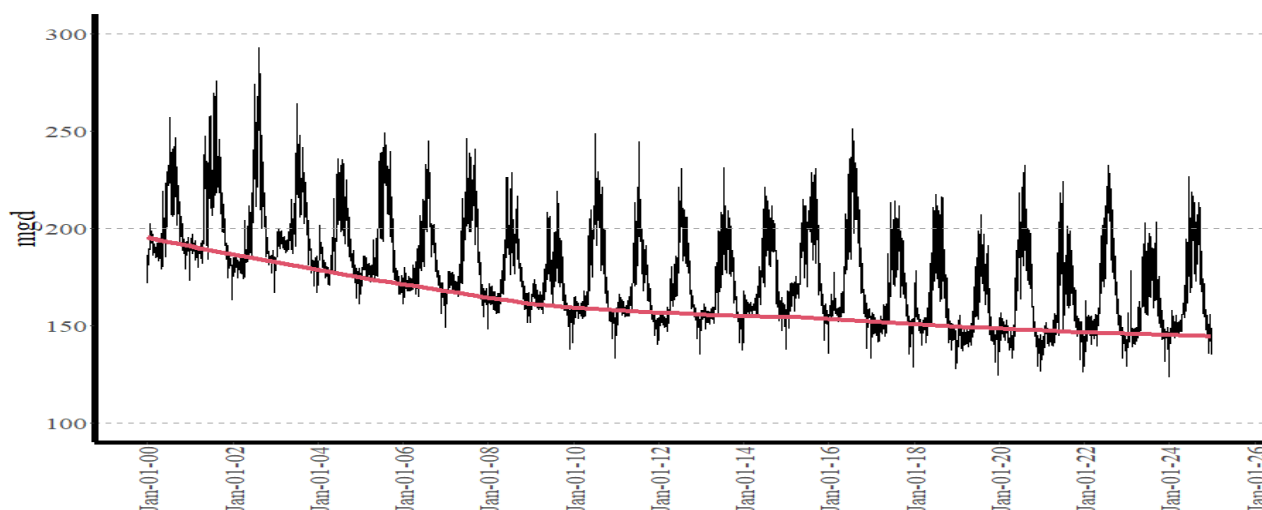
**Figure 4. Boston Water Demand (1900-2024)**



## Demand – Base Water Use and Seasonal Water Use

Over time, there have been substantial water use reductions in both base (indoor) use, defined as water use from November to March, and outdoor (seasonal) use, defined as the increase over the base demand during the irrigation season from May to September. Average base water use, shown as the red fitted curve line on Figure 5 below, has dropped substantially over the past several decades and continues to decrease due to the improvements in the efficiency of water use in homes and businesses as water-saving technologies continue to increase market share, and consumers react to increases in water, sewer, and energy costs. Water use reductions also reflect the success of MWRA and community leak reduction programs with fewer pipeline leaks. Countervailing pressures include population and employment increases.

**Figure 5: Fully Supplied Communities Demand (1999 to 2024)<sup>1</sup>**



The impact of the downward trend in base water use partially explains the decreasing demand within the overall system, despite adding new communities as well as an increase in population and employment to the MWRA system. Table 1 lists these community additions and the system withdrawal (five-year average) from that associated year of admission.

<b>Table 1: Communities Admitted to the MWRA Water System</b>		
<b>Year</b>	<b>Community</b>	<b>MWRA Withdrawal (5-yr Avg.) at date of admission to MWRA</b>
1993	Bedford	271.4
2002	Stoughton	254.3
2005	Reading	237.4
2005	Dedham-Westwood Water District	237.4
2009	Wilmington	218.1
2016	McLaughlin Hatchery	204.3
2018	Ashland	202.8
2020	Burlington	200.4

<sup>1</sup> Certain analyses can be done only on fully supplied communities where MWRA has information on their daily use available from MWRA's revenue meters. MWRA receives data on monthly total use for partially supplied communities, but not until they provide that data to DEP in their Annual Statistical Reports in March. Fully supplied communities represent almost 90 percent of the total annual demand.

## Demand – Seasonal Water Use

Seasonal, or outdoor, water use is more variable than indoor demand and driven in large part by weather during the irrigation season. Factors influencing seasonal use include the total irrigation season precipitation, the number of dry days between rainfall events, temperature, and the total amount of sunshine. During drought conditions, mandatory restrictions or general media exposure to drought messaging will reduce outdoor use over what it would have been, but dry years still tend to have higher demand. Over time, the price of water also influences seasonal use.

Figure 6 shows the variation in seasonal water use in fully supplied communities over time, and the long-term decline in both base and total water use: even the highest recent years are over 130 mgd less than when the MWRA was created. Figure 6 also illustrates the relatively small impact that seasonal demand has on MWRA's total water use.

**Figure 6. Fully Supplied Communities Annual Base and Seasonal Demand**

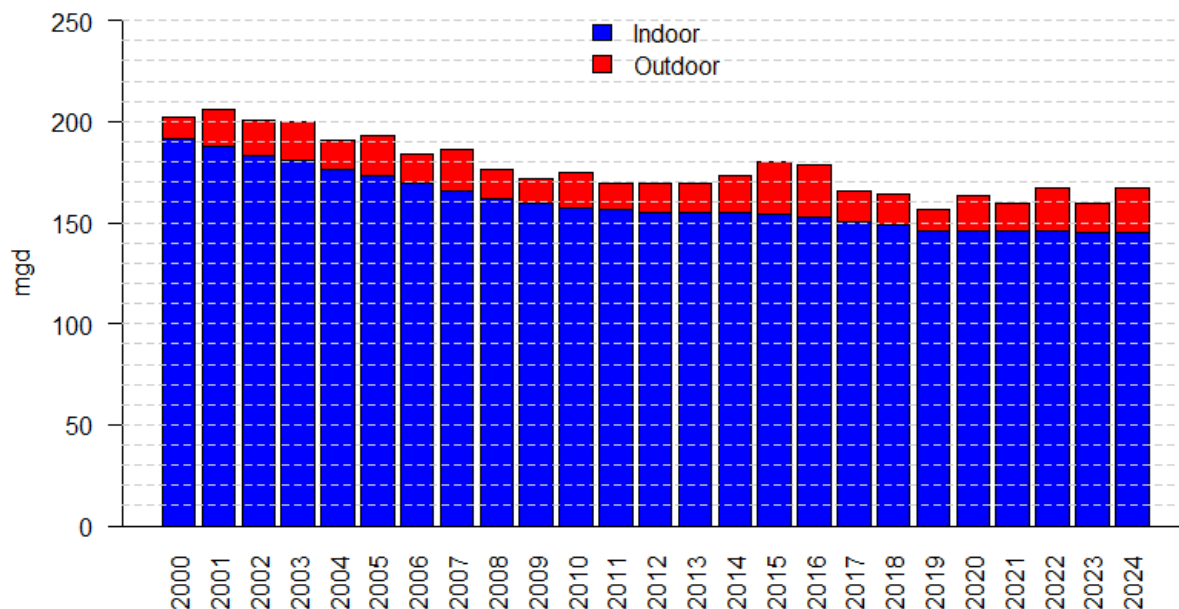
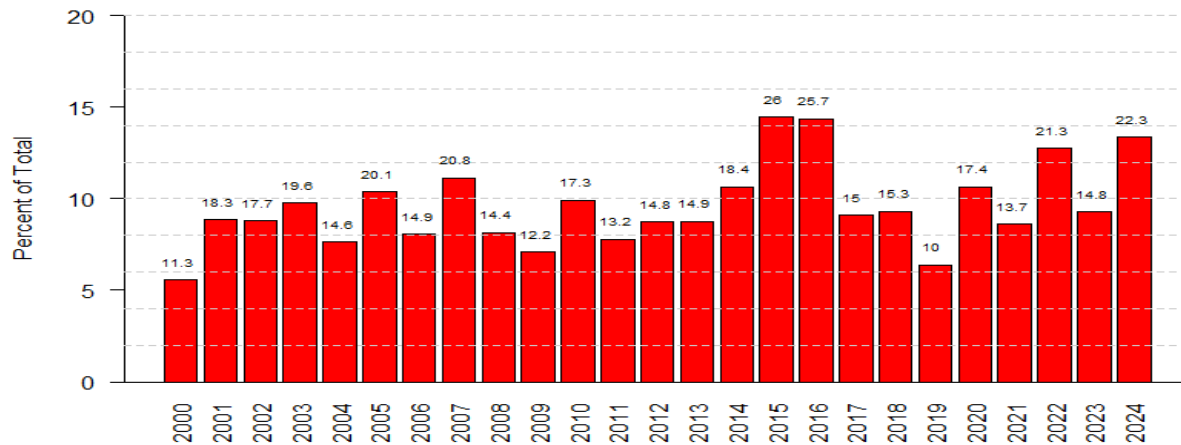


Figure 7 provides a closer look at the seasonal use from 2000-2024. According to a report released by NASA and the National Oceanic and Atmospheric Administration (NOAA), 2024 was the third hottest year on record for Massachusetts.<sup>2</sup> Given the weather pattern and late season drought, 2024's seasonal water use of 22.3 mgd (13.3 percent of the total water use) was the third highest since 2000. (The two higher years were during the 2015-2016 drought.)

<sup>2</sup> <https://stonelivinglab.org/news-article/2024-was-third-hottest-year-on-record-for-massachusetts-wbur/>



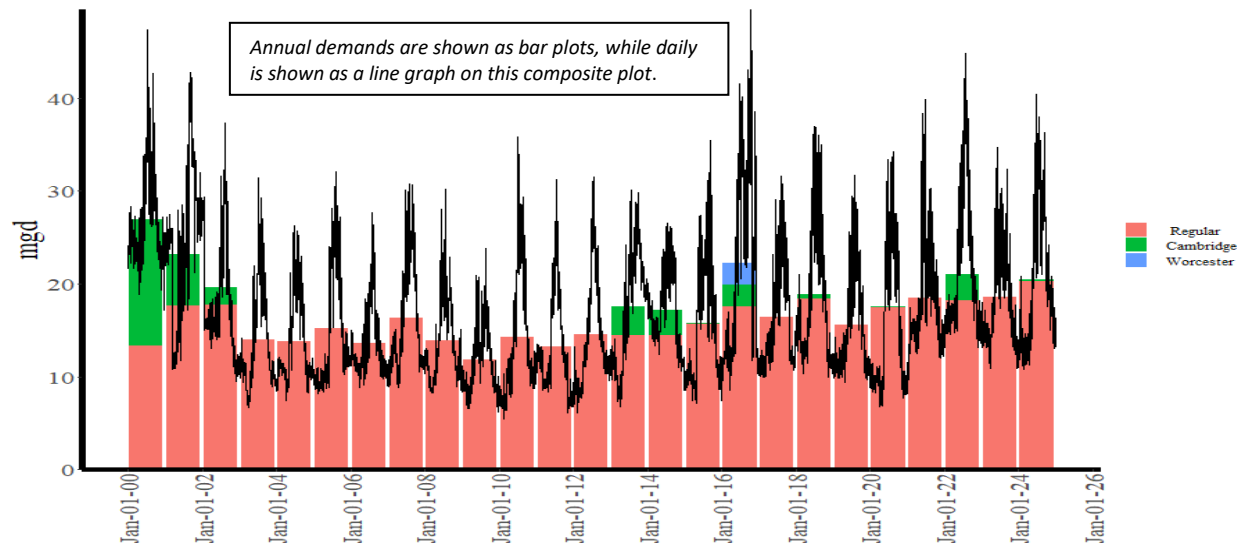
**Figure 7. Fully Supplied Communities' Annual Seasonal Demand  
(Labels show demand in mgd)**



### Demand - Partially Supplied Communities

Demand by the partially supplied communities increased by 1.87 mgd (10.0 percent) from 2023 to 2024, as shown in Figure 8. The hot weather and dry conditions experienced in 2024 were largely responsible for this increase, while several communities increased their use due to PFAS issues with their local sources. During the fall, Cambridge and Lynn approached the Authority indicating they might need MWRA water due to low reservoir levels caused by the drought. While the MWRA was prepared to supply them, neither Cambridge nor Lynn needed extra water.

**Figure 8. Partially Supplied Communities – MWRA Supplied Demand (Daily and Annual)**



### Reservoir Status

In addition to routinely exceeding its minimum required releases, Quabbin spilled for 169 days, for a total of 30.3 billion gallons. MWRA transferred 53 billion gallons from Quabbin Reservoir to Wachusett Reservoir between May and December to meet supply and water quality objectives.

Releases from Wachusett to the Nashua River were 31 billion gallons, which was 84 mgd on average.

While the MWRA system remained in Normal Operating range throughout 2024 due to its large multi-year reservoirs with significant storage, the Commonwealth experienced drought conditions over large portions of the state beginning in October, and continuing until now. MWRA has continued to participate in the regular meetings of the state’s Drought Task Force, as well as in the weekly meetings of the Drought Mission Group. MWRA staff have provided regular updates to MWRA’s website and social media with conservation messaging to support the statewide drought message. Staff also provided technical assistance to communities last fall on managing flushing, leak detection and other municipal demand reduction measures, and depending on conditions, anticipate doing additional outreach later this winter in preparation for spring.

MWRA’s current DEP approved drought plan<sup>3</sup> has monthly trigger levels for each drought response plan stage. MWRA’s drought plan has six stages: Normal, Below Normal, Drought Warning, and Drought Emergency 1, 2 and 3. On the first of February, the trigger level for ‘Below Normal’ rises from 80 percent full to 85 percent full. This reflects the replenishment in storage volume typically seen at this time of year. With Quabbin storage at 84.6 percent full on February 1 this year, the system dipped into ‘Below Normal’ status. While the Below Normal stage does not call for any mandatory actions, MWRA provided additional conservation messaging to the public and our communities.

As of March 1, 2025, Quabbin remains in Below Normal status. Any time the system is below normal operating conditions, staff monitor system operating conditions more closely, do periodic forecasting of potential drought conditions, and ready the Ware River intake in order to take water from the river, if available, without impacting minimum river flow requirements. Table 2 below shows the forecasted potential drought status for the next 12 months.

**Table 2: Quabbin Reservoir Status with Varying Reservoir Yield Scenarios  
Looking Forward from March 1, 2025**

	<b>1-Month</b>	<b>3-Months</b>	<b>6-Months</b>	<b>12-Months</b>
<b>Median</b>	Below Normal	Below Normal	Normal	Normal
<b>Dry (75<sup>th</sup> Percentile)</b>	Below Normal	Below Normal	Normal	Normal
<b>Driest(of Record)</b>	Below Normal	Below Normal	Below Normal	Below Normal

Under most conditions, the system will return to normal operating range within six months, and under no conditions would it drop into Drought Warning during the next 24 months.

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<sup>3</sup> Recent changes to the state’s Water Management Act regulations allow systems like MWRA’s with multi-year reservoir storage to develop and submit system specific drought management plans (with requirements as stringent as the state drought plan), but triggered by system-specific storage conditions, rather than the state regional drought triggers. MWRA will submit an updated MWRA-specific Drought Management Plan in April, based substantially on MWRA’s current DEP approved plan, reflecting the substantial changes that have occurred in the system and in water use in the MWRA service area since the current plan’s development in 1989.

## Summary

System withdrawals increased slightly during 2024, while the five-year average stayed around 200 mgd, well below the system safe yield of 300 mgd. Quabbin Reservoir stayed in its Normal Operating range during 2024, while both the Swift and Nashua Rivers received substantial releases from the reservoirs, well above their minimum requirements. MWRA's large multi-year reservoirs provide the storage needed to manage inflows during wet years, capturing excess yield for use during extended dry periods. While the system has recently dropped into Below Normal status, MWRA's resilient supply system continues to provide a reliable supply of safe water to our customers, economic vitality to the region, and to be an option for communities struggling with water quality or source reliability issues.

## ATTACHMENT A

## Massachusetts Water Resources Authority

## MWRA Water Supplied

Reporting Period: December 2024 (REVISED 01/28/25)

ALL DATA SUBJECT TO CHANGE OR ADJUSTMENT PENDING ADDITIONAL MWRA AND COMMUNITY REVIEW

Prior Year-End

Totals

Metro-System (Fully Served)	Monthly (MG)			YTD (MG)			YTD System Share			Totals	
	Dec		Flow Change	YTD		Flow Change	Flow Share <sup>1</sup>		% Change in YTD Flow Share	Annual Flow (mg)	Flow Share <sup>1</sup>
	2024	2023		2024	2023		2024	2023			
Arlington	92.1	91.7	0.4%	1,216.1	1,142.1	6.5%	1.88%	1.83%	2.8%	1,142.1	1.83%
Belmont	48.6	48.2	0.7%	720.9	653.1	10.4%	1.11%	1.05%	6.5%	653.1	1.05%
Boston (BWSC)	1,756.8	1,721.3	2.1%	22,537.8	22,012.9	2.4%	34.80%	35.22%	-1.2%	22,012.9	35.22%
Brookline	133.2	112.4	18.5%	1,795.3	1,677.7	7.0%	2.77%	2.68%	3.3%	1,677.7	2.68%
Chelsea	101.4	91.5	10.8%	1,238.8	1,172.5	5.7%	1.91%	1.88%	2.0%	1,172.5	1.88%
Everett	112.3	108.0	4.0%	1,412.9	1,373.7	2.9%	2.18%	2.20%	-0.7%	1,373.7	2.20%
Framingham	148.8	149.1	-0.2%	2,037.2	1,942.1	4.9%	3.15%	3.11%	1.2%	1,942.1	3.11%
Lexington <sup>2</sup>	92.8	100.7	-7.8%	1,728.2	1,689.5	2.3%	2.67%	2.70%	-1.3%	1,689.5	2.70%
Lynnfield W.D.	10.0	9.5	4.7%	189.3	184.3	2.7%	0.29%	0.29%	-0.9%	184.3	0.29%
Malden	157.8	165.0	-4.3%	1,846.5	1,902.9	-3.0%	2.85%	3.04%	-6.3%	1,902.9	3.04%
Marblehead	38.3	36.5	4.7%	638.3	609.9	4.7%	0.99%	0.98%	1.0%	609.9	0.98%
Marlborough	106.8	115.5	-7.5%	1,454.5	1,478.6	-1.6%	2.25%	2.37%	-5.1%	1,478.6	2.37%
Medford	129.9	125.7	3.4%	1,675.6	1,611.2	4.0%	2.59%	2.58%	0.4%	1,611.2	2.58%
Melrose	53.9	58.9	-8.4%	751.7	774.4	-2.9%	1.16%	1.24%	-6.3%	774.4	1.24%
Milton	56.7	54.6	3.8%	858.0	810.7	5.8%	1.32%	1.30%	2.1%	810.7	1.30%
Nahant	7.1	6.4	11.5%	110.1	113.6	-3.1%	0.17%	0.18%	-6.5%	113.6	0.18%
Newton	216.8	200.8	7.9%	3,116.8	3,056.3	2.0%	4.81%	4.89%	-1.6%	3,056.3	4.89%
Northborough	24.6	25.1	-1.9%	321.2	310.6	3.4%	0.50%	0.50%	-0.2%	310.6	0.50%
Norwood	70.4	68.7	2.4%	967.3	948.8	1.9%	1.49%	1.52%	-1.6%	948.8	1.52%
Quincy	241.1	240.6	0.2%	3,105.8	2,939.0	5.7%	4.80%	4.70%	2.0%	2,939.0	4.70%
Reading	41.1	41.4	-0.6%	617.2	572.0	7.9%	0.95%	0.92%	4.1%	572.0	0.92%
Revere	111.2	109.2	1.9%	1,367.9	1,313.4	4.2%	2.11%	2.10%	0.5%	1,313.4	2.10%
Saugus	76.0	89.2	-14.8%	1,070.2	1,074.7	-0.4%	1.65%	1.72%	-3.9%	1,074.7	1.72%
Somerville	167.1	174.8	-4.4%	2,207.7	2,142.7	3.0%	3.41%	3.43%	-0.6%	2,142.7	3.43%
Southborough	23.1	20.8	10.9%	356.4	327.2	8.9%	0.55%	0.52%	5.1%	327.2	0.52%
Stoneham	51.5	53.5	-3.8%	803.0	735.5	9.2%	1.24%	1.18%	5.4%	735.5	1.18%
Swampscott	32.4	34.5	-6.1%	485.4	500.2	-2.9%	0.75%	0.80%	-6.3%	500.2	0.80%
Waltham	189.0	193.5	-2.3%	2,678.9	2,602.1	3.0%	4.14%	4.16%	-0.6%	2,602.1	4.16%
Watertown	68.6	69.5	-1.3%	936.6	918.3	2.0%	1.45%	1.47%	-1.6%	918.3	1.47%
Weston	24.5	23.9	2.8%	586.4	493.4	18.9%	0.91%	0.79%	14.7%	493.4	0.79%
Winthrop	31.3	43.8	-28.7%	409.0	426.2	-4.0%	0.63%	0.68%	-7.4%	426.2	0.68%
<b>Subtotal Metro-System (Fully Served)</b>	<b>4,415.0</b>	<b>4,384.2</b>	<b>0.7%</b>	<b>59,241.1</b>	<b>57,509.3</b>	<b>3.0%</b>	<b>91.5%</b>	<b>92.0%</b>	<b>-0.6%</b>	<b>57,509.3</b>	<b>92.02%</b>
<b>Metro-System (Partially Served)</b>											
Ashland (P)	-	-	0.0%	-	-	0.0%	0.00%	0.00%	0.0%	-	0.0%
Burlington (P)	24.7	11.3	117.9%	514.1	528.4	-2.7%	0.79%	0.85%	-6.1%	528.4	0.8%
Canton (P)	25.3	38.7	-34.5%	537.5	550.1	-2.3%	0.83%	0.88%	-5.7%	550.1	0.9%
Dedham-Westwood W.D. (P)	29.1	18.5	56.8%	346.5	182.3	90.1%	0.54%	0.29%	83.4%	182.3	0.3%
Leominster (P)	-	-	0.0%	-	-	0.0%	0.00%	0.00%	0.0%	-	0.0%
Lynn (LWSC) (P)	5.5	6.1	-10.0%	24.2	32.8	-26.1%	0.04%	0.05%	-28.6%	32.8	0.1%
Needham (P)	16.2	1.9	740.0%	354.9	243.0	46.0%	0.55%	0.39%	40.9%	243.0	0.4%
Peabody (P)	47.6	14.3	231.9%	389.2	465.6	-16.4%	0.60%	0.74%	-19.3%	465.6	0.7%
Stoughton (P)	1.8	1.5	14.1%	19.2	19.6	-2.4%	0.03%	0.03%	-5.8%	19.6	0.0%
Wakefield (P)	51.9	53.3	-2.5%	736.3	662.1	11.2%	1.14%	1.06%	7.3%	662.1	1.1%
Wellesley (P)	21.8	34.5	-36.8%	741.3	653.6	13.4%	1.14%	1.05%	9.5%	653.6	1.0%
Wilmington (P)	7.7	8.2	-6.4%	220.3	97.1	126.9%	0.34%	0.16%	119.0%	97.1	0.2%
Winchester (P)	28.4	20.8	36.7%	481.5	407.6	18.1%	0.74%	0.65%	14.0%	407.6	0.7%
Woburn (P)	65.0	46.2	40.5%	1,150.6	1,145.1	0.5%	1.78%	1.83%	-3.0%	1,145.1	1.8%
<b>Subtotal Metro-System (Partially Served)</b>	<b>325.0</b>	<b>255.5</b>	<b>27.2%</b>	<b>5,515.5</b>	<b>4,987.1</b>	<b>10.6%</b>	<b>8.5%</b>	<b>8.0%</b>	<b>6.7%</b>	<b>4,987.1</b>	<b>8.0%</b>
<b>Subtotal Metro-System (Full &amp; Partial)</b>	<b>4,740.0</b>	<b>4,639.8</b>	<b>2.2%</b>	<b>64,756.5</b>	<b>62,496.5</b>	<b>3.6%</b>	<b>100%</b>	<b>100%</b>		<b>62,496.5</b>	<b>100%</b>
<b>Chicopee Valley Aqueduct</b>											
Chicopee	131.2	136.4	-3.9%	1,849.4	1,940.4	-4.7%	69.60%	71.64%	-2.85%	1,940.4	71.6%
South Hadley FD #1	25.4	25.0	1.8%	391.5	360.1	8.7%	14.73%	13.30%	10.80%	360.1	13.3%
Wilbraham	23.5	25.0	-5.9%	416.2	407.8	2.0%	15.66%	15.06%	4.01%	407.8	15.1%
<b>Subtotal CVA System</b>	<b>180.1</b>	<b>186.4</b>	<b>-3.4%</b>	<b>2,657.1</b>	<b>2,708.3</b>	<b>-1.9%</b>	<b>100%</b>	<b>100%</b>		<b>2,708.33</b>	<b>100%</b>
<b>Other Revenue Supply</b>											
Cambridge (P)	-	-	0.0%	48.5	0.03	177413%				0.027	
Clinton <sup>3</sup>	47.4	50.3	-5.6%	611.5	577.5	5.9%				577.5	
Worcester (P)	-	-	0.0%	-	-	0.0%				0.0	
Other Revenue Customers <sup>4</sup>	50.9	44.4	14.7%	596.3	506.1	17.8%				506.1	
<b>Subtotal Other Revenue Supply <sup>5</sup></b>	<b>98.3</b>	<b>94.6</b>	<b>3.9%</b>	<b>1,256.2</b>	<b>1,083.6</b>	<b>15.9%</b>				<b>1,083.6</b>	
<b>Total Water Supplied</b>											
Fully Supplied Metro Communities	4,415.0	4,384.2	0.7%	59,241.1	57,509.3	3.0%				57,509	
CVA Communities	180.1	186.4	-3.4%	2,657.1	2,708.3	-1.9%				2,708	
Partially Supplied Communities	325.0	255.5	27.2%	5,515.5	4,987.1	10.6%				4,987	
Other Revenue Customers	98.3	94.6	3.9%	1,256.2	1,083.6	15.9%				1,083.6	
<b>Total Water Supplied <sup>6</sup></b>	<b>5,018.5</b>	<b>4,920.8</b>	<b>2.0%</b>	<b>68,669.8</b>	<b>66,288.4</b>	<b>3.6%</b>				<b>66,288.4</b>	

1) System share for each rate revenue community is the community's share of total MWRA water use for all rate revenue communities. System share for each Chicopee Valley Aqueduct (CVA) community is each CVA community's share of total MWRA water supplied to the CVA system. Water assessments for revenue communities are calculated by allocating the total annual water rate revenue requirement based on each community's share of flow. Water assessments for CVA communities are calculated by allocating the annual CVA rate revenue requirement based on each CVA community's share of CVA flow.

2) Lexington supplies Bedford with partial MWRA water service.

3) The Town of Clinton receives up to 800 million gallons of water per year free of charge and is charged a flat wholesale rate per million gallons for water in excess of 800 million gallons per year.

4) Other Revenue Customers: D.C.R. (Parks & Pools), DCR Blue Hills Ski Area, Stone Zoo, Deer Island WWTP, and the Town of Wayland emergency use.

5) Other Revenue Customers are charged a wholesale rate per million gallons of water supplied.

6) This report includes only water supplied for which revenue is collected in accordance with existing user agreements. It does not include water utilized for system maintenance, or water provided to the McLaughlin Fish Hatchery.

(P) Community is partially supplied by MWRA. Marlborough & Northborough are temporarily being fully supplied.

Question's regarding water supplied can be directed to Tim Beaulieu @ (617) 660-7680 or Leo Norton @ (617) 788-2256.

## STAFF SUMMARY

**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** Steel Water Storage Tank Painting and Improvements - Walnut Hill  
Atlas Painting and Sheeting Corp.  
Contract 7493

*Frederick A. Laskey*

**COMMITTEE:** Water Policy and Oversight

           INFORMATION  
  X   VOTE

*Michele S. Gillen* For MG  
Michele S. Gillen  
Director of Administration

Brian Kubaska, P.E., Chief Engineer  
Kellie Stevens, P.E., Program Manager  
Preparer/Title

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

## RECOMMENDATION:

To approve the award of Contract 7493, Steel Water Storage Tank Painting and Improvements - Walnut Hill, to the lowest responsible and eligible bidder, Atlas Painting and Sheeting Corp. and to authorize the Executive Director to execute said contract in the bid amount of \$8,749,000 for a contract term of 426 calendar days from the Notice to Proceed.

## DISCUSSION:



Figure 1: Walnut Hill Tank Location

The Walnut Hill Tank was constructed in 1961 and has a storage capacity of two million gallons. It is located off Walnut Street in Lexington, as shown in Figure 1, and is a 102-foot diameter elevated steel tank with a height of 115 feet. The tank bowl is 35 feet, and the tank is currently in service. The rectifier for the cathodic protection system is mounted on the tank leg support. Cellular equipment is located on the top of the tank, as well as existing

structures located at the bottom of the tank that house cellular equipment. A photograph of the Walnut Hill Tank is shown below in Figure 2.



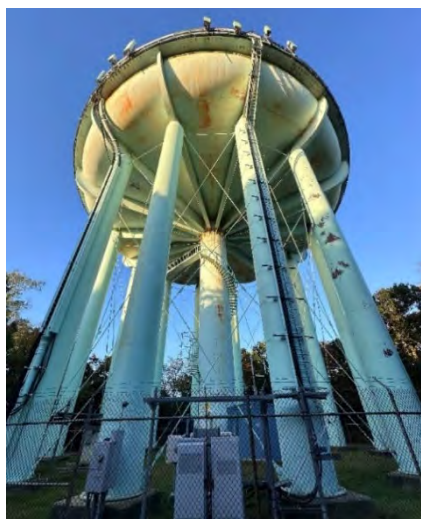


Figure 2: Walnut Hill Tank Exterior

This contract includes painting the Walnut Hill Tank and ancillary improvements. The tank was last painted in 1999 and the coatings are reaching the end of their useful lives. Surface preparation for both the interior and exterior surfaces of the tank is required prior to painting. This contract also includes inspections to be performed post-surface preparation prior to painting in order to evaluate the structural integrity of the tank and perform any necessary repairs. The design anticipates various improvements, including steel plate repairs, steel pit repairs, steel beam replacement, steel seam repairs, and internal tie rod replacement. Given changes to the National Sanitation Foundation (NSF) 61 certification requirements, the current cathodic protection system for the tank will be

upgraded to an Impressed Current Cathodic Protection system that fully complies with NSF 61 Standards. The contract also includes structural repairs to the exterior stairs, platform, and guardrail as significant corrosion has been identified, shown in Figure 3 below. The contract duration is 14 months, including seasonal peak demand constraints in which Walnut Hill Tank must remain in service between May 15 and September 15.



Figure 3: Corroded Stairs and Guardrail

## Procurement Process

Contract 7493 was advertised in the Central Register, Commbuys, the Boston Herald, Banner Publications, the Dorchester Reporter, and El Mundo and bid in accordance with Chapter 30 of Massachusetts General Laws. In addition, bid documents were made available for public viewing and downloading on MWRA's e-procurement system as Event 6142. A pre-bid site visit was held on January 15, 2025. Five general bids were received and opened on February 6, 2025 with the following results:

<b><u>Bidder</u></b>	<b><u>Bid Amount</u></b>
Dynamic Sandblasting and Painting	\$5,802,700.00
Atlas Painting and Sheeting Corp.	\$8,749,000.00
Utility Service Co., Inc.	\$9,951,400.00
<i>Engineer's Estimate</i>	<i>\$10,590,000.00</i>
Minoan Industrial Services	\$12,463,200.00
J&J Contractors, Inc.	\$20,907,000.00

The lowest bid was submitted by Dynamic Sandblasting and Painting. Dynamic's bid was evaluated to determine whether the firm is a responsible and eligible bidder, possessing the skill, ability, and integrity necessary for the faithful performance of the contract work in a safe manner. Dynamic's bid of \$5,802,700 is \$4,787,300 (45.2%) lower than the Engineer's Estimate and 33.7% lower than the next lowest bid. During the bid evaluation it was determined that Dynamic's bid included 11,000 total labor hours, as compared to 39,000 labor hours included in the Engineer's Estimate.

The specifications for Contract 7439 require that the contractor have at least five (5) years of experience properly preparing and applying protective linings and coatings on potable water storage tanks of similar size and scope to the Walnut Hill tank. The contract also requires bidders to identify at least three construction projects that they have completed within the last five years, of comparable type of construction, complexity, and dollar size. During the bid review, representatives from Dynamic stated that their company has been operating under its name since August of 2019, however the project list provided only included projects dating back to 2021. Further, none of the projects submitted by Dynamic are similar in dollar size to the Engineer's cost estimate of \$10,590,000. Additionally, none of the projects submitted by Dynamic are similar in dollar size to Dynamic's bid of \$5,802,700.

A review of the Occupational Safety and Health Administration (OSHA) database records pertaining to Dynamic was also conducted. That review revealed that the company received four violations in the last five years. One serious OSHA safety violation was issued in 2023 in Pennsylvania, in which fall protection was not provided for scaffolding erection and an employee fell 90 feet, resulting in serious injury. Dynamic did not provide sufficient evidence of specific corrective actions taken since 2023 to assure work place safety.

Staff determined that Dynamic is not an eligible and responsible bidder for this project and as a result, Dynamic's bid was rejected.

An evaluation of the second lowest bidder, Atlas Painting and Sheeting Corp., was conducted to determine whether the firm is a responsible and eligible bidder, possessing the skill, ability, and integrity necessary for the faithful performance of the contract work in a safe manner. Staff reviewed the scope of work with Atlas and are satisfied that Atlas fully understands the scope of work, that the bid is compliant with applicable bid laws, and that the firm can complete the scope of work for the price bid. Atlas' bid price is 17.4% or \$1,841,000 less than the Engineer's Estimate. Atlas' staff shared that its bid is based on 33,000 labor hours, which is 15.4% less than the Engineer's Estimate of 39,000 labor hours and within reason.

Atlas provided a list of 77 successfully completed projects similar in size and scope to Contract 7493. Atlas successfully completed MWRA Contract 7601 in 2020, the painting of the Deer Island Steel Water Storage Tank. This work included repainting exterior and interior surfaces, as well as miscellaneous structural repairs. MWRA staff report that Atlas completed the contract work on time and on budget. Atlas recently completed other various tank rehabilitation projects in 2023. These include the Howland Avenue Tank Rehabilitation contract for the Town of Jamestown, Rhode Island, the Repair and Rehabilitation of the three-million-gallon Reservoir Road Water Storage Tank contract for the City of Newport, Rhode Island, and the Colvin Storage Tank Refurbishing in Cheektowaga, New York for the Erie County Water Authority. All references indicated that the projects were completed on schedule, on budget, and in accordance with the contract documents. Atlas has also completed dozens of painting projects in the \$2 million to \$10 million-plus range, indicating its ability to manage large-scale construction projects.

When asked why its bid is lower than the Engineer's Estimate, Atlas stated that it aggressively bid the job to work again with MWRA. The company also identified approximately \$1 million in cost savings from owning some of the equipment required to complete the contract work, rather than renting it as assumed in the Engineer's Estimate.

A review of the OSHA database within the past five years for Atlas revealed no violations.

Staff have determined that Atlas Painting and Sheeting Corp. possesses the skill, ability, and integrity necessary to perform the work under this contract and is qualified to do so. Staff have further determined that the bid price is reasonable, complete, and incorporates all necessary labor and materials, including payment of prevailing wages, as required. Therefore, staff recommend the award of this contract to Atlas Painting and Sheeting Corp. as the lowest responsible and eligible bidder.

**BUDGET/FISCAL IMPACTS:**

The FY25 CIP includes \$9,784,000 for Contract 7493. The award amount is \$8,749,000.

**MBE/WBE PARTICIPATION:**

The minimum MBE and WBE participation requirements for this contract are 7.24% and 3.6% respectively.



## STAFF SUMMARY

**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** Dam Safety Compliance and Consulting Services  
GEI, Inc.  
Contract W328, Amendment 2




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**COMMITTEE:** Water Policy & Oversight

Valerie Moran, P.E., Director, Waterworks  
John J. Gregoire, Senior Program Manager, Reservoir Operations  
Preparer/Title

       INFORMATION  
  X   VOTE



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

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### RECOMMENDATION:

To approve Amendment 2 to Contract W328, Dam Safety Compliance and Consulting Services with GEI, Inc., extending the contract term by 35 days from October 1, 2024 to November 5, 2024, with no increase in contract cost.

### DISCUSSION:

On September 16, 2020, the Board approved the award of Contract W328 to GEI, Inc. for qualified dam safety engineers to perform the required biennial regulatory inspections of MWRA dams. That contract also included the design of required instrumentation (piezometers) at two dams, and Engineering Services During Construction (ESDC) for the instrumentation installation.

Chestnut Hill Reservoir and Weston Reservoir dams are among the oldest dams in the MWRA water system, constructed in 1870 and 1903 respectively. Piezometers monitor the phreatic surface (hydraulic grade line from the reservoir) through the dam. This information is a critical component in seepage and stability analyses and for monitoring internal conditions. Borings required to install these piezometers also provided subsurface soils and geotechnical conditions data collection that will be used in future stability analyses. This work is now complete with all instruments at both locations installed and operating.

Amendment 1 was authorized under delegated authority to increase the contract amount by \$23,020.32, and increase the contract term by 12 months. Additional time was required due to a conflict with MWRA Contract 6392, Sections 23, 24 and 47 Water Mains, which had its pipe and stone laydown yard placed on an area of planned work and access at Chestnut Hill Dam. Additional cost was required because of the expenses caused by the Contract 6392 delay, and during the construction at Weston Dam, the driller unexpectedly encountered subsurface operational problems and equipment issues, which adversely affected the W328 ESDC budget.

## **This Amendment**

This amendment for an additional 35 days is required so GEI can be compensated for its final field reports that were completed after the contract end date. The contract work called for final piezometer installation field reports from four site visits during the warranty period. Two of the four inspections were completed on schedule. However, the GEI field engineer assigned to the project, who had been involved in all aspects of installation and had intimate knowledge of the final instrumentation verifications required, had to take an extended leave unexpectedly, which overlapped with the contract end date. As a result of miscommunication, staff anticipated his return before the contract expired and did not require that GEI provide an alternate field engineer. Upon return, the GEI field engineer completed the required final two site visits and equipment checks on October 2 and October 31, 2024. The final report was received on November 4, 2024.

Staff request a 35-day time extension of the contract to cover the work performed and to complete payment of the final invoice.

### **CONTRACT SUMMARY:**

	<u><b>Amount</b></u>	<u><b>Time</b></u>	<u><b>Dated</b></u>
Contract Amount:	\$125,286.61	36 months	10/08/20
Amendment 1	\$ 23,020.32	12 months	11/20/23
Amendment 2	<u>\$0.00</u>	<u>35 days</u>	Pending
Adjusted Contract Amount:	\$148,306.93	49 months, 4 days	

### **BUDGET/FISCAL IMPACTS:**

Amendment 2 is for a time extension only.

### **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 Director  
**FROM:** Frederick A Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** March 2025 PCR Amendments




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**COMMITTEE:** Personnel and Compensation

Wendy Chu, Director of Human Resources  
Preparer/Title

       INFORMATION  
  X   VOTE

  
Michele S. Gillen  
Director, Administration

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### RECOMMENDATION:

To approve amendment 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, except those resulting only in a change in title or cost center, must be approved by the Personnel and Compensation 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.

### March 2025 PCR Amendments

There is one PCR Amendment this month.

#### Organizational Changes:

1. Creation of a new position in the Operations Division, Environmental and Regulatory Affairs Department for a Manager, Combined Sewer Overflow (CSO) Programs (Non-Union, Grade 14). This position will oversee and manage all aspects of the CSO program including the development of a Long-Term Control Plan, coordination with member communities and regulatory agencies, outreach to stakeholders, environmental permitting, oversight of project development, and the program's capital budget.

### BUDGET/FISCAL IMPACT:

The maximum annualized budget impact of this PCR amendment will be a cost of \$168,000. Staff will ensure that the cost associated with this PCR amendment will not result in spending over the approved FY25 Wages and Salaries budget.

**ATTACHMENTS:**

Job Description

MASSACHUSETTS WATER RESOURCES AUTHORITY  
POSITION CONTROL REGISTER AMENDMENTS  
FISCAL YEAR 2025

PCR AMENDMENTS REQUIRING BOARD APPROVAL - March 19, 2025																		
Number	Current PCR #	V/F	Type	Current Title	UN	GR	Amended Title	UN	GR	Current/Budget Salary	Estimated New Salary			Estimated Annual		Reason		
														\$ Impact		For Amendment		
B21	Operations Environmental and Regulatory Affairs TBD	N/A	N/A	N/A	N/A	N/A	Manager, Combined Sewer Overflow (CSO) Programs	NU	14	\$0	\$148,000	-	\$168,000	\$148,000	-	\$168,000	Creation of a management level position to focus on combined sewer overflow.	
				BOARD TOTAL =		1					TOTAL:			\$148,000		-	\$168,000	

**MWRA  
POSITION DESCRIPTION**

**NEW**

**POSITION:** Manager, Combined Sewer Overflow Programs (CSO)

**DIVISION:** Operations

**DEPARTMENT:** Regulatory and Environmental Affairs

**BASIC PURPOSE:**

Manages all aspects of MWRA's Combined Sewer Overflow (CSO) Program including the development of a Long-Term Control Plan, coordination with member communities and regulatory agencies, outreach to stakeholders, environmental permitting, oversight of project development, and the program's capital budget.

**SUPERVISION RECEIVED:**

Works under the general supervision of the Director, Environmental and Regulatory Affairs.

**SUPERVISION EXERCISED:**

Exercises direct supervision of the assigned unit including a Program Manager. Directly manages consultants.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

- Supervises professional multi-disciplinary planning and design work of large and complex projects, exercising independent judgement while keeping MWRA senior staff informed of critical program decision and work.
- Oversees the development of an Updated CSO Control Plan for CSOs discharging to the Charles River and Mystic River/Alewife Brook watersheds. This includes leading the development of a Financial Capability Assessment, review of water quality and hydraulic modeling, and the development of a Use Attainability Analysis for the watersheds and development of future Water Quality Standards Variances. Ensures that the planning, evaluation, and development of new projects are in compliance with any local, state, or federal requirements/policies.

- Coordinates and builds consensus on CSO program proposals and activities with program partners including federal, state, and local agencies such as the United States Environmental Protection Agency (EPA), Massachusetts Department of Environmental Protection (MassDEP), City of Cambridge, City of Somerville, and City of Boston; area planning, watershed organizations, and other stakeholder groups; and MWRA's member communities.
- Oversees all stakeholder outreach associated with MWRA's CSO Control Program including outreach to member communities and interested stakeholders.
- Represents the Authority at public meetings, and, as appropriate, gives presentations at workshops, conferences and events on initiatives related to MWRA's CSO Control Program.
- Coordinates with other Departments on compliance and reporting requirements associated with MWRA's National Pollutant Discharge Elimination System (NPDES) permit for the Deer Island Treatment Plant, MassDEP's Sewer Notification regulations, and other relevant permits, programs, and regulations.
- Directs the development and administration of capital improvement and current expense projects within the assigned unit. Develops funding plans for projects.
- Develops design schedules and design budgets ensuring fundamental management controls, techniques, accountability for projects related to the CSO Control Program.
- Oversees the work of staff and professional engineering consultants, including all work products, to ensure adherence to budgets, schedules, quality of outputs and compliance with scope of services and contract terms.
- Monitors the professional engineering consultants' efforts to identify and mitigate potential sources of project delays during the design and construction phases.
- Recommends and develops agency, program, or department policy by analyzing all pertinent issues and information regarding the impact of proposed policy on the provision of services to clients, consumers, or the general public and by determining the resources necessary to implement such policy.
- Maintains communication with local, State, and Federal agencies, professional organizations and community groups to provide program information and secure support for programs.
- Develops and oversees current expense budget for assigned unit.
- Oversees and coordinates staffing with project workload to ensure consistency of project execution and quality, and adherence to Massachusetts Water Resources Authority's policy and procedures.

- Completes other special projects as assigned.
- Manages the Program in a manner that is consistent with MWRA's goals of Diversity, Equity, and Inclusion.

**SECONDARY DUTIES:**

- Performs related duties as required.
- Participates in preparing for collective bargaining and hears Step One Grievances.

**MINIMUM QUALIFICATIONS:**

Education and Experience:

- (A) Bachelor's degree in environmental science, public administration, science, engineering, or related field required. An advanced degree in public administration, law, environmental science, or related field preferred; and
- (B) An understanding of wastewater system operations and engineering as acquired by at least eight (8) years of experience including at least four (4) years in a managerial or supervisory position; or
- (C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

- A. Familiarity with sewer infrastructure issues.
- B. Thorough understanding of CSO systems, including hydrology, hydraulics, sewer and stormwater systems design, and stormwater management practices.
- C. Proven ability to present complex plans with technical content to public officials as well as the public.
- D. Excellent interpersonal, oral and written communication skills.
- E. Demonstrated ability to plan, organize, direct, train, and assign duties to subordinates.



- F. Extensive knowledge of federal and state environmental regulations.
- G. Excellent analytical, negotiation, and strategic planning skills.
- H. Knowledge of engineering practices and principles.
- I. Knowledge of the development and use of hydrologic and hydraulic models for the evaluation, planning and design of CSO control systems.
- J. Knowledge of receiving water quality models as used in the assessment of the pollutant impacts to receiving waters
- K. Proficient in computer hardware and software including Microsoft Office Suite, databases, data presentation, and analysis tools.

**SPECIAL REQUIREMENTS:**

A Massachusetts Class D driver's license.

Ability to work evenings for urgent business issues.

**TOOLS AND EQUIPMENT USED:**

Office machines as normally associated, with the use of telephone, personal computer including word processing and other software, and copy 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 sit, talk or hear. The employee is regularly required to use hands to finger, handle, feel or operate objects, including office equipment, or controls and reach with hands and arms. The employee frequently is required to stand and walk.

The employee must regularly lift and/or move up to 10 pounds. 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 usually a moderately quiet office setting.

**March 2025**

## STAFF SUMMARY

**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** Appointment of Manager, Metering and Monitoring




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**COMMITTEE:** Personnel & Compensation

       INFORMATION  
  X   VOTE

Ethan Wenger, P.E., Director, SCADA, Metering and Monitoring  
Valerie Moran, P.E., Director, Waterworks  
Wendy Chu, Director, Human Resources  
Preparer/Title



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

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### RECOMMENDATION:

To approve the appointment of Mr. Timothy Beaulieu to the position of Manager, Metering and Monitoring (Non-Union, Grade 14) in the Operations Division, at the recommended salary of \$167,107 commencing on a date to be determined by the Executive Director.

### DISCUSSION:

The position of Manager, Metering and Monitoring became vacant upon the resignation of the incumbent in December. This position reports directly to the Director, SCADA, Metering and Monitoring and supervises a staff of 24 who are responsible for the maintenance and engineering of all water and wastewater flow meters, and the associated flow data collection for operational and rate revenue allocation purposes. The position works closely with Operations staff in field operations, community support staff in Planning, MWRA Rates and Budget, SCADA, and Engineering and Construction staff.

### Selection Process

The Manager, Metering and Monitoring position was posted internally and externally, and three candidates applied for the position. Two internal candidates were referred for an interview. The Director of Waterworks, the Director of SCADA, Metering and Monitoring, and the Associate Special Assistant for Affirmative Action conducted the interviews. Mr. Timothy Beaulieu was selected as the best candidate for the position based upon his qualifications and extensive experience.

Mr. Beaulieu was hired by MWRA in 1996 to work in the Central Laboratory. He was promoted into Metering in 1999 as the Statistical Supervisor, Water Metering. He served as the Acting Meter Maintenance Supervisor from 2001-2003, which gave him a sound background in supervising staff and maintaining MWRA water revenue meters. In 2003, he was promoted to Project Manager, Meter Data, where he was pivotal in developing and improving the Telog database, which is used for calculating and analyzing MWRA metering flow data. From 2014-2022, Mr. Beaulieu worked in the Deer Island Treatment Plant Process Control Department, where he was responsible for

supporting operations through a combination of contract management, data analysis, and the testing and implementation of new technology. In 2017 he was promoted to Program Manager, Process Engineering where he continued to support Deer Island Operations through the management of a team of engineers charged with improving the wastewater plant operation through data analysis and process improvements.

In 2022, Mr. Beaulieu returned to the Metering Department as the Program Manager, Meter Data & Engineering. In this role, he leads the Meter Data group in analyzing and reporting water and wastewater data to MWRA internal clients. He also supports MWRA member communities by providing data to assist with leak detection and reporting requirements. Mr. Beaulieu has been responsive and thorough in dealing with the communities' questions and concerns.

Mr. Beaulieu possesses a range of skills from working throughout the MWRA over the last 25 years. His demonstrated ability to form and lead technical teams, combined with his knowledge of all facets of water and wastewater metering, have prepared him well to succeed in the Manager, Metering and Monitoring position. He is also a valuable member of the internal information security council that guides cyber security policy at the MWRA.

Mr. Beaulieu holds a Bachelor of Science degree in Biology-Biochemistry from Brown University, as well as a Grade 6C Wastewater License a Grade 4 Collections License, and a Global Information Assurance Certification in cybersecurity.

#### **BUDGET/FISCAL IMPACTS:**

There are sufficient funds for this position in the Operations Division's FY25 Current Expense Budget.

#### **ATTACHMENTS:**

Resume of Timothy Beaulieu  
Position Description  
Organization Chart

Timothy Beaulieu

## Professional Summary

Experienced program manager with expertise in instrumentation, process engineering, and data analysis. Skilled in supervising teams, managing projects, and providing technical support in water and wastewater operations.

## Professional Experience

### Massachusetts Water Resources Authority

#### Program Manager, Meter Data and Engineering (March 2022-Present)

- Supervise team of 4, overseeing meter data analysis and engineering projects
- Prepare monthly reports for revenue generation and community Annual System Reports; report on KPIs for Yellow and Orange notebook
- Lead all Telog software feature requests and oversee deployment and training of Telog revisions, as well as other data management tools
- Liaison with MIS group for Telog data management software to assure availability and security of resource
- Participate in Information Security Council and AWIA risk assessment team

#### Program Manager, Process Engineering, DITP (Jan 2017-March 2022)

- Managed team of 4, providing technical support for plant operations
- Oversaw plant documentation review and revision, including plant O&M and safety documentation
- Participated in Data Users/Data Quality group and Information Security Council
- Identified areas for efficiency gains and reliability improvements

#### Project Manager, Process Control, DITP (Sept 2014-Jan 2017)

- Managed polymer chemical and grit/screenings disposal contracts
- Conducted process control instrumentation surveys and field studies
- Evaluated new technologies and optimized existing equipment

#### Project Manager, Meter Data (Sept 2003-Sept 2014)

- Managed databases for Water Revenue and Transport pumping stations
- Supported water and wastewater system operations through data analysis
- Prepared reports and analyzed flow data for completeness and integrity

### Previous Roles at Massachusetts Water Resources Authority

- Acting Meter Maintenance Supervisor (Feb 2001-Sept 2003)
- Statistical Supervisor, Water Metering (Jan 1999-Feb 2001)
- Quality Assurance Specialist, Central Lab-Deer Island (Jan 1997-Dec 1998)
- Senior Lab Technician, Central Lab-Deer Island (Mar 1996-Dec 1996)

## Education and Certifications

- B.S. Biology-Biochemistry, Brown University, 1990 (Magna Cum Laude)
- MA Grade 6C Wastewater TP Operator
- NEWEA Grade 4 Collection System Operator
- GIAC Information Security Fundamentals

## **MWRA POSITION DESCRIPTION**

**POSITION:** Manager, Metering & Monitoring

**PCR#:** 1520001

**DIVISION:** Operations

**DEPARTMENT:** SCADA, Metering and Monitoring

### **BASIC PURPOSE:**

Oversees the maintenance, repair, and engineering for MWRA's revenue meters, master meters, and other associated equipment used in monitoring and control of the MWRA water system. Oversees meter data collection, quality assurance, quality control, and water & wastewater flow calculations used for the allocation of MWRA's rate revenue requirements.

### **SUPERVISION RECEIVED:**

Works under the general supervision of the Director, SCADA, Metering and Monitoring.

### **SUPERVISION EXERCISED:**

Exercises close supervision of professional, engineering, technical and administrative personnel within the meter data management unit and the meter maintenance unit. Coordinates closely with Operations Engineering staff in field operations, community support staff in Planning, the MWRA Rates Manager, SCADA, Engineering and Construction staff.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES:**

- Oversees water and wastewater meter data collection, quality control, data access for users and customer reporting.
- Oversees meter maintenance to ensure emergency and preventive maintenance is performed on all meters used to measure and record water and wastewater flow and pressure.
- Represents MWRA in discussions with member communities related to water or wastewater flows and works to resolve discrepancies.

- Oversees the preparation of staff summaries to the Board of Directors, and presents meter and flow related information to the Board. Prepares the monthly submissions for the Management Indicators reports (Yellow and Orange Notebooks).
- Directs and/or oversees direction of consultant contracts related to meter design, selection, installation, and/or maintenance.
- Coordinates with Management Information Systems Department and external consultants to ensure up-to-date and user-friendly data management systems integral to MWRA's meter program.
- Participates in meter design, construction and start-up for capital or other projects.
- Oversees planning and implementation of appropriate in-house or consultant-led training programs.
- Oversees the development, periodic review and updating of policies and procedures relating to meter maintenance, metering of water and wastewater flows for revenue, operational and regulatory matters. Ensures all staff are properly trained.
- Ensures consistency and uniformity of work rules in accordance with established policies and procedures.
- Manages the unit's safety program, maximizes employee involvement, supports the Authority-wide safety program, and conducts inspections. Acts as liaison to the Manager, Occupational Safety and Health. Immediately notifies Occupational Safety and Health of any safety issues or risks that need attention.
- Oversees personnel management and staff hiring for the program. Ensures that major initiatives and policy changes are properly communicated to all staff. Identifies organizational needs and proposes re-organization plans to address changing needs.
- Manages successful administration of collective bargaining agreement provisions to maintain harmonious labor management relations. Participates in grievance resolution, collective bargaining and contract negotiations. Serves as Step I hearing officer. Hears disciplinary actions.
- Oversees staff productivity monitoring and continual improvement through staff skills development, strategic planning, standard operating procedure (SOP) improvements and research and implementation of technology advances. Maximizes effective use of the Maximo maintenance software and related computer programs.
- Oversees and manages the program budget for meter data management and meter maintenance units. Ensures that budget resources are allocated appropriately. Monitors



spending and ensures budget compliance. Assesses resources needed to effectively manage the program, prepares budget requests including in-depth justification, and explains budget variances.

**SECONDARY DUTIES:**

- Performs related duties as required.

**MINIMUM QUALIFICATIONS:**

Education and Experience:

- (A) Bachelor of Science degree in civil, electrical or mechanical engineering or related field. Masters degree preferred; and
- (B) Eight (8) to ten (10) years experience with water and wastewater metering, and associated electrical, electronic, pneumatic and mechanical instrumentation systems including at least four (4) years in a supervisory position; and
- (C) Experience with data quality control and quality assurance processes, and
- (D) Experience with work process continuous improvement preferred; or
- (E) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

- (A) Knowledge of water and wastewater metering, instrumentation, electronics and data management and communication systems
- (B) Proficiency in computer hardware and software, including communications technology, databases, data presentation and analysis tools, HMI design and Microsoft Office.

**SPECIAL REQUIREMENTS:**

Professional Engineer license preferred.

Required to be on call as needed.

A valid Massachusetts Class D Driver's License.

**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, including office equipment 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 and walk; climb or balance; stoop, kneel, crouch, or crawl; taste or smell.

The employee must frequently lift and/or move up to 10 pounds, occasionally lift/or move up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision, depth perception and the ability to adjust focus.

### **WORK ENVIRONMENT:**

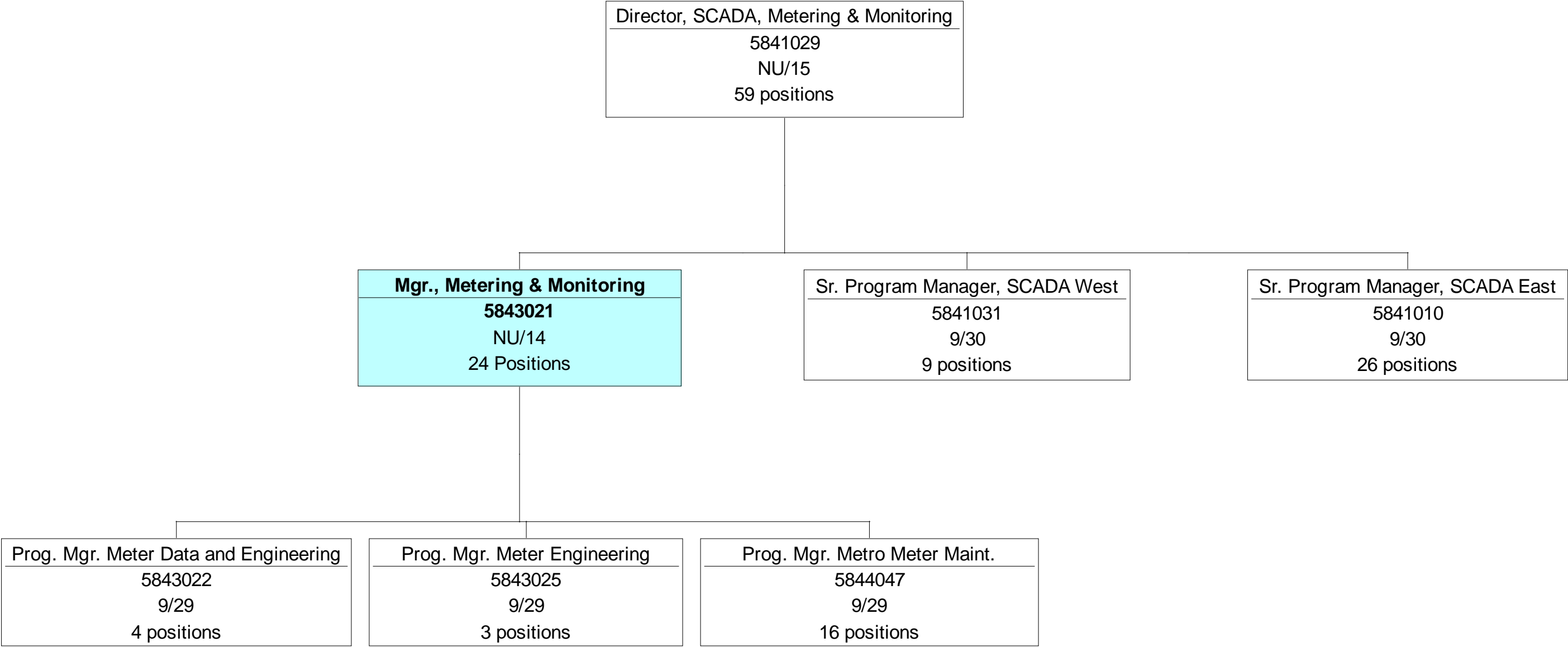
The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

While performing the duties of this job, the employee regularly works in an office environment. The employee occasionally exposed to outdoor weather conditions. The employee is occasionally exposed to fumes and airborne particles.

The noise level in the work environment is a moderately quiet in office setting.

**May 2019**

**Metering & Monitoring**  
March 2025



## STAFF SUMMARY



**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** Appointment of Manager, Training and Development

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**COMMITTEE:** Personnel & Compensation

       INFORMATION  
  X   VOTE

Wendy Chu, Director, Human Resources  
Preparer/Title



Michele S. Gillen  
Director, Administration

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### RECOMMENDATION:

To approve the appointment of Mr. Ronald Paula to the position of Manager, Training and Development (Non-Union, Grade 14) in the Administration Division, at an annual salary of \$145,500.00, commencing on a date to be determined by the Executive Director.

### DISCUSSION:

The Manager, Training and Development is responsible for the development, implementation, and overall management of all professional, technical and non-technical training and development programs for the Authority. The position became vacant upon the resignation of the incumbent on November 15, 2024. It is one of six non-union manager positions that report directly to the Director of Human Resources.

### SELECTION PROCESS:

This position was posted internally and externally. The Authority received 27 applications for the position. Five external candidates were referred for an interview. The selection committee was comprised of the Director of Human Resources, the Director of Metropolitan Operations, and the Associate Special Assistant for Affirmative Action and Compliance.

Mr. Ronald Paula is the recommended candidate for this position based on his experience, knowledge, skills, and abilities.

Mr. Paula has 25 years of experience in training and professional development, including course instruction, course development, training facilitation, and training management. His past work experiences include both private and public sector entities, including the Commonwealth of Massachusetts where he received the Eugene H. Rooney, Jr. Public Service Award. Mr. Paula is an experienced user of Learning Management Systems (LMS's) and has designed and implemented LMS's at two of his former workplaces. He has held multiple managerial

positions, and has experience supervising in a unionized environment. Mr. Paula has an engineering background (electrical engineering) and began his training career designing and delivering technical trainings to engineers and scientists before eventually branching out to non-technical trainings.

Mr. Paula holds a Bachelor of Science degree in Electrical Engineering from Northeastern University, a Master of Science degree in Training & Development from Lesley University, and a Doctor of Education in Organizational Leadership and Conflict Resolution from Nova Southeastern University. He also possesses several pertinent certifications, including OSHA-10, Project Management Professional (PMP), Kirkpatrick Four Levels® Evaluation Certification (Bronze Level Certified Professional), and Predictive Index (PI) Certified Practitioner and Certified Talent Optimization Consultant.

**BUDGET/FISCAL IMPACTS:**

There are sufficient funds for this position in the Administration Division's FY25 Current Expense Budget.

**ATTACHMENTS:**

Resume of Ronald Paula  
Position Description  
Organization Chart

# Ron Paula, PMP

## CORE COMPETENCIES

Behavior Change | Change Management  
Business Analysis | Customer Focus | Quality  
Coaching | Communication | Influence | Impact  
Curriculum Design | Development | Multimedia  
Leadership | Performance | Talent Management

Learning Strategy | System Integration  
Management and Leadership Development  
Organizational Development | Execution  
Process Improvement | Problem Solving  
Risk Management | Program Management

## SELECTED ACHIEVEMENTS

- Built **five global learning functions** in technical/non-technical, remote/hybrid, union/non-union environments.
- Designed/delivered **global management, leadership, product, and skill / competency-based** learning programs.
- Designed **scalable, performance-based** curricula, **certifications**, and **compliance** programs.
- Led **global system implementations**, including talent, learning management systems, and eLearning platforms.
- Led a **special team** tasked with **solving complex issues**, when others couldn't, with a 97% success rate.
- **Mentored/coached** team to **award-winning** performance. When other teams fragmented, mine was kept together as the only all-around, **high-performing**, trusted trainers, consultants, business advisors and solution providers.
- Received **Governor of Massachusetts' 2022 Eugene H. Rooney, Jr. Public Service Award**; *Chief Learning Officer* magazine's global **LearningElite** Award; **Finalist 2023 ONCON ICON Top 100 L&D Professionals**; various Corporate awards for **Quality, Strategy, Leadership, and Customer Experience**.

## PROFESSIONAL EXPERIENCE

### PERFORMANCE AND PROCESS CONSULTANT

2018 – Present

Freelance, Stoughton, MA

- Currently delivering training for a leading national safety organization.
- Previously consulted on performance, process, learning, OD, talent, training, succession, coaching, and leader development. Partnered in maximizing the efficiency and effectiveness of a growing learning department in a leading biotech; creating a CAPA training program for the medical device industry; determining readiness in implementing new hire and management training programs; assessing organizational readiness to roll out Oracle and SAP ERP, CRM, SCM applications; recommending performance strategies/cost saving measures to Senior Executive Management; advising on the development of strategic vision and reducing discrimination in hiring.

### COMMONWEALTH OF MASSACHUSETTS, Boston, MA

2020 – 2023

Director, Learning and Development

- Managed fiscal and procurement processes: competitive bidding (budget/bid processes), vendor selection, RFP and RFR development/processing, and encumbrance/payment processes. Oversaw administration of federal grants and tuition reimbursement and remission programs.
- Conducted assessments to identify current/future talent and capability gaps and develop plans to accelerate individual, management, and leadership development, employee onboarding, orientation, and engagement. Partnered with union leadership, educational institutions, and professional associations in implementing training programs. Crafted and implemented training policies and procedures.
- Designed, developed, implemented, curated, and managed all professional, technical/non-technical training and skill/career development programs, for union/non-union, supervisory, technical, and administrative personnel to meet current and future work requirements. Delivery modalities included virtual (WebEx, Zoom, Teams), in-person, workshops, seminars, and self-paced online.
- Created learning strategies to align workforce with an emphasis on transformation, new practices, accessibility, and maximization of technology that drove performance and measurable outcomes.
- Analyzed operational challenges in achieving statewide learning objectives and standards. Served as a technical advisor to various statewide task forces, projects, and major agency and interagency initiatives. This included contributing to the statewide implementation of a new learning management system (LMS) via several work streams, including leading the change management work stream. Received the Governor's Eugene H. Rooney, Jr. award for this work and was also was a key administrator on this LMS.

**SR. HR I.T. LEARNING MANAGER, AVP**

2016 – 2018

TJX, Inc., Marlboro, MA

- Created the global Learning CoE for a multigenerational workforce of nearly 3000 associates. Defined/executed the strategy to assess needs, design/deliver solutions to close current/future skill gaps, and advance the culture and engagement. Solutions included one-on-one coaching, leader/manager development, aspiring supervisors, technical/soft skills, onboarding/orientation, performance management, job-specific learning, and mentoring.
- Created/executed a holistic learning strategy, owning the end-to-end planning, communication, budgeting, spending, logistics, content development, evaluations, vendor/stakeholder management, contract negotiations, metrics, and governance processes. Developed leaders, achieved results, and fostered a culture of learning and improvement.
- Partnered in driving the talent review, performance management, and succession planning processes and the design/development of the global talent management strategy including: creating job profiles, implementing competency models, developing workforce plan/ongoing capability, developing talent pipeline, building targeted talent acquisition/retention approach, engaging associates, and improving the performance management process.

**TRAINING DIRECTOR (VP) / SR. INSTRUCTIONAL DESIGN MANAGER**

2011 – 2016

RBS Citizens, Cranston, RI

- Created enterprise development strategies to serve multiple global markets, business functions, and levels of colleagues for the largest (5000+) and most diverse global business unit that included Technology, EPMO, Call Centers, Supply Chain, Consumer/Commercial Operations, Security, Risk, and Property/Facilities. Created a simple, unified, coaching methodology for all levels of leadership. Mentored/coached the learning team to high-performance as consultants, developers, and problem solvers.
- Designed/executed certifications and talent programs including leadership, management, supervisory, emerging leaders, coaching, and performance management. Created assessment strategy and cross-training on various tools, systems, and platforms. Partnered with retail, compliance, regulatory, and quality teams.
- Changed performance management from three-times a year to a culture of continuous coaching and improvement.
- Crafted an upskilling/reskilling strategy, impacted the design of a talent marketplace, created digital learning and career paths, and enhanced colleague and leadership capability in a global environment of 15,000+.
- Drove innovative, measurable solutions focusing on continuous skilling, emerging needs, and connecting capabilities with organizational gaps/requirements to provide the right solutions. Led large-scale, global enterprise system implementations, for talent, performance, customer service, LMS, and eLearning, with adoption rates up to 100%.

**SR. TRAINING PROGRAM MANAGER**

2009-2010

Progress Software Corporation, Bedford, MA

- Designed/delivered solutions for 600+ SaaS global sales and field service enablement employees, supporting various markets and industries, ensuring that they had the knowledge and skills to sell and support the product portfolio. Identified and addressed current/future needs and provided partners with knowledge to successfully implement and configure products. Directed/executed all elements of multiple projects, including people, processes, and technology.

**TRAINING MANAGER**

2007-2008

Boston Globe Media, Boston, MA

- Created the Sales learning function. Developed/delivered certifications, broad-scale initiatives, targeted solutions, and coaching to senior leaders across multiple business units and properties. Aligned capabilities to strategy by conducting organizational analysis and review of business requirements. Improved the competence of the national workforce by assessing performance gaps and developing/delivering solutions to close them. Maximized management performance in line with strategic and operational goals. Created the strategy and developed the resources to improve the performance of more than 33 Divisional Managers and 180 sales personnel.

**SR. CURRICULUM DEVELOPER**

2006-2007

Axcelis, Inc., Beverly, MA

- Developed product curriculum for operation, repair, and maintenance of high current and medium dose ion implanter, performance objectives, and needed skills. Programs covered precision robotic wafer handling, atomic mass unit analysis, deep vacuum and gas delivery systems, chillers/water cooling, fiber optics, and cryogenics. Managed projects and communicated with all management levels. Programs complied with the requirements/regulations of the Departments of Defense, State, Commerce, and Energy, including Health, Safety, Environment, IACET, Performance-Based Training, and passed regulatory, compliance, and quality audits.

## **SR. TRAINING SPECIALIST**

2000-2005

Teradyne, Inc., Boston, MA

- Built/scaled the global Operations Learning function. Delivered capability by creating/delivering solutions for employees at all levels. Used performance-based methodology, in a global, lean six sigma, multi-product manufacturing environment that consistently passed quality, customer, regulatory, and internal audits.
- Led a special team tasked with solving complex issues, when others couldn't, with a 97% success rate.
- Designed and implemented electronic document change control, revision control, and compliance management procedures and processes. Mentored and coached 12 global technical field trainers.
- Led global, cross-functional teams that developed and implemented various learning solutions. Created classroom and e-learning programs. Increased employee field performance by 92%.
- Designed and managed scalable, performance-based curricula, Train-the-Trainer, and compliance programs. Determined learning and development requirements in a multi-product, manufacturing environment.

## **CERTIFICATIONS / PROFESSIONAL LEARNING / MEMBERSHIPS**

### **CERTIFICATIONS**

- Analytical Problem Solving Instructor (CAPA / critical thinking / root cause analysis)
- ISO Class 3, 4, and 5 Cleanrooms
- Kirkpatrick Four Levels® Evaluation Certification - Bronze Level Certified Professional
- Lean Six Sigma Green Belt
- OSHA-10
- Performance-Based Training
- Predictive Index (PI) Certified Practitioner and Certified Talent Optimization Consultant
- Project Management Professional (PMP)
- SPIN Selling
- Trained Mediator

### **PROFESSIONAL LEARNING / TOOLS**

- Assessments [9-Box, DiSC, Conflict Mode, Hogan, MBTI, Qualtrics 360, Strength Finders]
- Biomanufacturing [Aseptic, Bioreactors, Cell Culture, Chromatography, Filtration, Harvesting, Upstream/Downstream]
- Communication [Behavioral Interviewing, Fierce Conversations]
- Distributed Teams [Adobe Connect, GoToMeeting, Google Suite, Microsoft Teams, SAP, Webex, Zoom]
- eLearning Tools [Adobe Creative Suite, Articulate, Camtasia, Captivate, Cornerstone, Lectora, LMSs, SuccessFactor]
- Leadership [Leading with Presence, LinkedIn Learning, Negotiation, Situational Leadership]
- Manufacturing [Blueprints, Data Collection, Lab Management, Ladder Logic, Mechatronics, PLCs, R&D]
- Organizational Transformation [Design Thinking, Digital Transformation, Fostering Innovation]
- Process [Agile, Current Good Manufacturing Process (cGMP), Managing CAPA Projects, Rapid Prototyping]
- Sales/Marketing [Miller-Heiman Strategic Selling, Power Messaging, PM for Marketing, Salesforce, Sandler Sales]
- Standards [21CFR Part 11, 210, 211; ISO 9001; ISO 13485; ISO 14000; SEMI E150-0314]

### **MEMBERSHIPS**

- American Society for Quality
- Cognitive Neuroscience Society
- IEEE Committees [Learning Tech, Digital Reality, Education, Big Data, Business Informatics, Social Networking, IoT]

## **EDUCATION**

**Middlesex Community College.** Certificate (150+ hours), Advanced Manufacturing, Robotics, and Automation

**Worcester Polytechnic Institute.** Certificate (90+hours), Fundamentals of Biomanufacturing – A Hands-On Approach

**Nova Southeastern University.** Doctor of Education, Organizational Leadership, Conflict Resolution

**Lesley University.** Master of Science, Training & Development

**Northeastern University.** Bachelor of Science, Electrical Engineering



**MWRA  
POSITION DESCRIPTION**

**POSITION:** Manager, Training and Development

**DIVISION:** Administration

**DEPARTMENT:** Human Resources

**BASIC PURPOSE:**

Develops, implements and manages all professional, technical and non-technical training and development programs for the Authority.

**SUPERVISION RECEIVED:**

Works under the general supervision of the Director of Human Resources.

**SUPERVISION EXERCISED:**

Exercises close supervision over Training Department staff.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

- Manages the design, implementation and evaluation of all training and development programs for MWRA staff, including non-union, supervisory, technical, trades, maintenance and administrative personnel.
- Manages the training unit and ensures that all training programs are results-oriented and meet current and future training needs.
- Provides guidance to Senior Managers on succession planning training initiatives.
- Designs and implements license renewal, skill development and career development programs to ensure that MWRA has qualified resources to meet current and future work and skill mix requirements.
- Ensures sufficient training availability to meet mandatory requirements for license renewals (Water and Wastewater Operator, Electrician, Plumber, Heavy Equipment Operator, etc.)
- Manages the tuition reimbursement and remission program.
- Serves as administrator for the learning management system (LMS). Works closely with Management Information Systems (MIS) Department and vendor on updates to the LMS.

Ensures reports are readily available to managers and super-users.

- Works closely with the Procurement Department on securing bids and contracts for training services provided by outside vendors.
- Identifies relevant online courses (e.g., LinkedIn Learning) and promotes these offerings to employees.
- Designs and conducts Training Needs Assessments and periodic surveys to determine the training requirements and priorities of the Authority.
- Maintains training data integrity and accuracy for all training programs and keeps information up-to-date in tracking systems.
- Develops Training Department procedures and assists in the development and implementation of training policies, procedures and special human resource program initiatives.
- Develops curriculum and other descriptive training materials. Conducts and supervises training programs, workshops and seminars virtually and in person at all MWRA locations.
- Establishes and maintains active working relationships with union leadership in implementing training programs.
- Establishes and maintains contact with other agencies, training organizations and associations for the purpose of keeping abreast of new training offerings and courses.
- Maintains relationships with educational institutions and professional associations that provide environmental, wastewater and other related training programs.
- Manages the department in a manner that is consistent with MWRA's goals of Diversity, Equity, and Inclusion.

#### **SECONDARY DUTIES:**

- Performs other related duties as required.

## **MINIMUM QUALIFICATIONS:**

### Education and Experience:

- (A) A Bachelor's degree in education, human resources, communications, or related field; and
- (B) Thorough understanding of design, development, management, delivery and evaluation of professional, technical and non-technical training programs as acquired through at least seven (7) years of experience, of which at least three (3) years are in a supervisory and/or managerial capacity; or
- (C) Any equivalent combination of education or experience.

### Necessary Knowledge, Skills and Abilities:

- (A) Experience in meeting facilitation, moderating training sessions, and coordinating large online meetings.
- (B) Excellent written and oral communication skills including public speaking and presentation skills.
- (C) Demonstrated knowledge and skills in providing professional, technical and non-technical training, competency-based training, and career development.
- (D) Strong command of WebEx and other web-based sharing platforms including experience recording and developing training sessions conducted in WebEx or equivalent videoconferencing tool.
- (E) Solid knowledge of the Microsoft Office Suite.
- (F) Ability to use learning management system (LMS) as a platform to manage trainings. Experience with Infor LMS preferred.
- (G) Knowledge of the public sector procurement process preferred.
- (H) Public sector experience and/or experience in water/wastewater industry preferred.

## **SPECIAL REQUIREMENTS:**

Valid Class D Massachusetts Motor Vehicle Operators License.

Must be available for on-call nights and weekends on a rotating basis.

**TOOLS AND EQUIPMENT USED:**

Office machines as normally associated with professional administrative settings, including but not limited to the use of telephone, personal computer, word processing and other software, videoconferencing applications, copier, scanner, 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 feel, finger, handle or operate objects, including office equipment or controls and reach with hands and arms. The employee is occasionally required to stand and walk. The employee is regularly required to sit, and talk or hear.

The employee must frequently lift and/or move up to 10 pounds. 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.

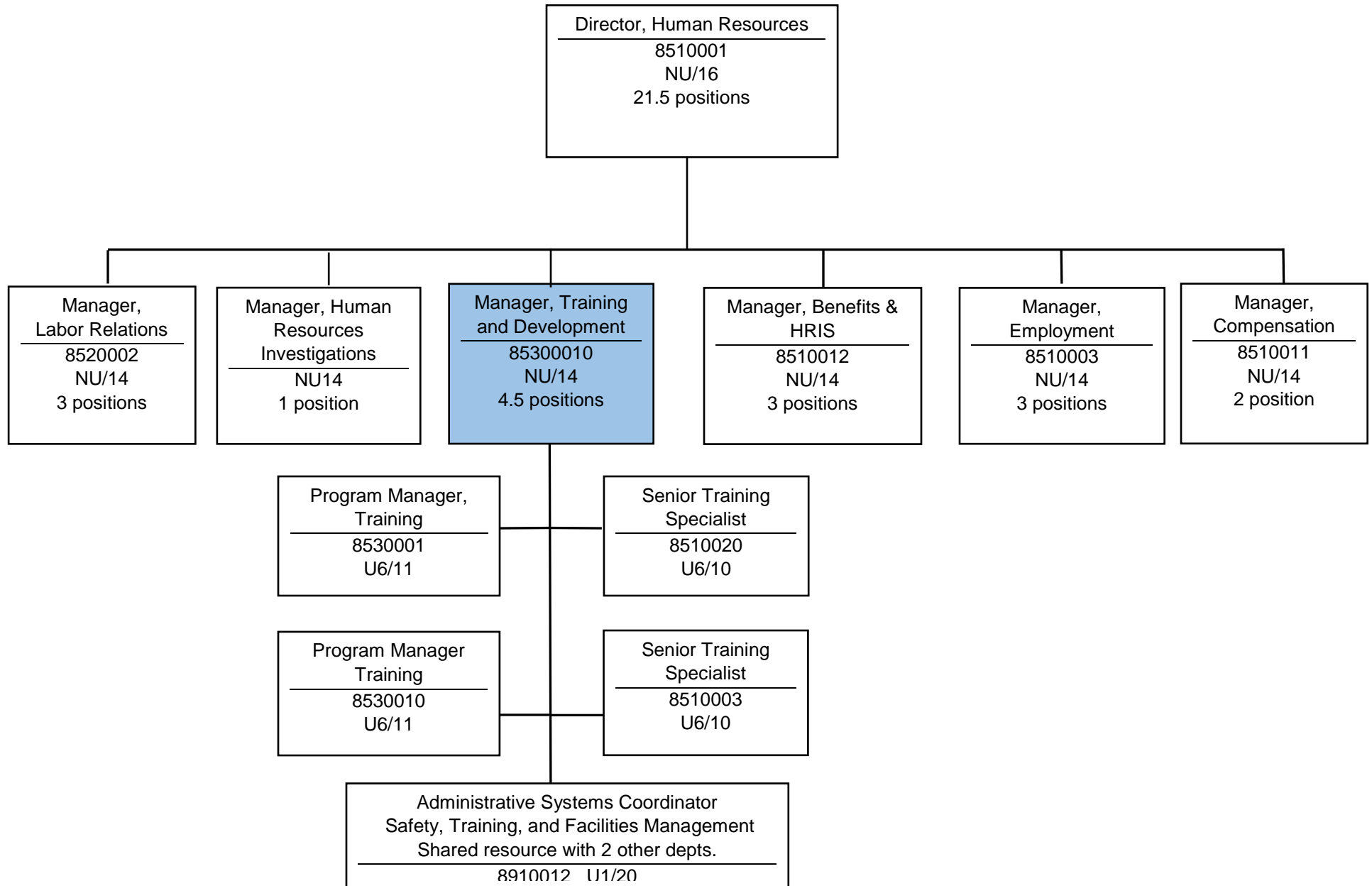
While performing the duties of this job, the employee regularly works in an office environment.

The noise level in the normal work environment is a moderately quiet office setting.

This position may be eligible for occasional telework.

**November 2024**

**Administration Division  
Human Resources Department  
Org chart March 2025**



## STAFF SUMMARY




**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** Appointment of Manager, Real Property and Outreach

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**COMMITTEE:** Personnel & Compensation

       INFORMATION  
  X   VOTE

Michele S. Gillen, Director, Administration  
Wendy Chu, Director, Human Resources  
Preparer/Title

  
Michele S. Gillen  
Director, Administration

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### RECOMMENDATION:

To approve the appointment of Ms. Colleen E. Guida to the position of Manager, Real Property and Outreach (Non-Union, Grade 13) in the Administration Division, at the recommended annual salary of \$129,000.00, commencing on a date to be determined by the Executive Director.

### DISCUSSION:

In January 2025, the Board approved the creation of a new position in the Administration Division, Director's Office for a Manager, Real Property and Outreach (Non-Union, Grade 13) to better meet staffing and Authority-wide real property program needs. This position will manage MWRA's real property program, reporting directly to the Director of Administration. Management of MWRA's leases (Chelsea, Metropolitan Tunnel, and Records Center) will be consolidated under this position. This position will also serve as MWRA's lead negotiator on Metropolitan Tunnel Redundancy real property acquisitions, as well as all other MWRA real property acquisitions, dispositions, and revenue generating permits. The position will have a dotted line reporting structure to the Director, Tunnel Redundancy and the Director, Public Affairs.

The position was posted internally and one qualified applicant applied. Colleen Guida is the recommended candidate for this position based on her experience, knowledge, skills, and abilities.

Ms. Guida has nearly 15 years of real property experience, including as an independent title examiner, a real property paralegal and in her current role as the MWRA Project Manager, Real Property. As the Project Manager of Real Property, Ms. Guida leads MWRA Real Property acquisitions in support of MWRA's Capital Improvement Program and Metropolitan Tunnel Redundancy Program. In this role, she manages MWRA's Real Property Appraisal task order contracts, reviews appraisals, negotiates the acquisition of MWRA Real Property needs and works with MWRA staff to mitigate the impacts of MWRA construction on private and public properties.

Ms. Guida currently manages MWRA's Tunnel Redundancy field office/core storage leases as well as revenue-generating leases and licenses of MWRA property for a variety of commercial

uses, including cellular towers. As the Chelsea lease will also be managed by the Manager, Real Property and Outreach, Ms. Guida is well-prepared to assume these responsibilities with minimal disruption. Prior to serving in her current position, Ms. Guida was employed as a Paralegal in the Authority's Law Division where she performed legal document review and preparation and provided analytical support to the Real Property Group.

Ms. Guida also has 11 years of experience as a title examiner before joining the MWRA. In this position, she researched, evaluated and analyzed pertinent county and state records to fulfill real estate conveyancers' requests to provide clear and marketable title for residential and commercial real estate transactions. She also identified and cured title defects and recorded real property documents in the appropriate state and local offices.

Ms. Guida has a Bachelor of Arts degree in Psychology from Providence College.

**BUDGET/FISCAL IMPACTS:**

There are sufficient funds for this position in the Administration Division's FY25 Current Expense Budget.

**ATTACHMENTS:**

Resume of Colleen E. Guida  
Position Description  
Organization Chart



Colleen E Guida

## Profile

Real Property, legal and sales research and management expertise, extensive organizational skills, effective and efficient management of multiple, complex tasks and strong attention to detail acquired from various backgrounds including, but not limited to: project management for Real Property Division for wholesale utility provider; real property paralegal support and title examination; high-level sales administrative support; Board of Directors for an educational non-profit organization which roles included: controlling finances and overseeing/developing a district-wide grant program; Elected member of School Committee.

## Professional Achievements

### **PROJECT MANAGER, REAL PROPERTY, MASSACHUSETTS WATER RESOURCES AUTHORITY (MWRA), CHELSEA, MA-JUNE 2022-PRESENT**

*Manage the Authority's real estate acquisition, disposition, planning and reuse projects and arrange for the resources needed to execute the transactions*

- Develop and implement strategy for acquiring, disposing of or planning for real estate and/or property rights. Develop and analyze financial data and other relevant factors to determine the most favorable negotiating position for the Authority.
- Meet with each project manager to analyze the Authority's needs and constraints on each purchase, lease or disposition.
- Develop and coordinate the plans and actions of the Real Property Department with Law, Public Affairs, Engineering and Construction, Sewerage, Waterworks and other divisions.
- Negotiate and reach agreement for acquisition of property with affected owners, i.e. private individuals and entities, state agencies, local municipalities, etc.
- Manage consultants under contract to Real Property (appraisers, architects, planners, etc.).
- Prepare and present staff summaries on the actions of the Real Property Department that need the Board's approval.
- Manage the Authority's property leases, as directed, including but not limited to payment of rent, utilities, taxes and acts as a liaison between Authority and landlord; prepares budget projections for Finance Division.





## Colleen E Guida

- Manage all fee based 8(m) and telecommunication permit agreements including proposals, fees, modifications, coordination with Operations staff and budget projections.
- Collaborate with the Planning Department (GIS) to maintain a comprehensive electronic database of the Authority's real property interests and prepare land plans for GIS mapping.
- Provide supervision and management of internal staff, contractors, and vendors as it relates to real property process and procedures for acquisition, disposition and management of real property assets

### **PARALEGAL/TITLE EXAMINER, MASSACHUSETTS WATER RESOURCES AUTHORITY (MWRA), BOSTON, MA-JUNE 2021-JUNE 2022**

#### **TITLE EXAMINER, NORTH SHORE TITLE, WAKEFIELD, MA-MAY 2010-JUNE 2021**

- Research, evaluate and analyze pertinent county and state records to fulfill real estate conveyancers request for land title examination needed to provide clear and marketable title for residential and commercial closings
- Recognize title defects and formulate curative solutions
- Streamline title reports to provide clients highly detailed, organized, and legible electronic versions of reports for ease of sharing, collaborating on and archiving
- Record relevant legal documents at state land records' offices and courts
- Manage client base including, but not limited to, client relations, tracking deliverables and invoicing
- Provide paralegal support for seller representation including: drafting deeds, POAs, Affidavits, etc. using Real Estate industry applications
- Supervise staff of one (1) which responsibilities include but are not limited to: training, review of work product, delegation of deliverables to complete client's title and document requests



Colleen E Guida

#### **MEMBER, WAKEFIELD SCHOOL COMMITTEE, WAKEFIELD, MA -2018-2021**

*Elected member of the Wakefield Public Schools School Committee, served a 3-year term*

- Select and terminate the Superintendent; review and approve budgets for public education; and establish educational goals and policies for the district, consistent with the requirements of law and statewide goals and standards established by the Department of Elementary and Secondary Education (DESE)
- Served on the Labor Relations subcommittee, successfully negotiated Collective Bargaining Agreements (CBAs) for five unions represented across the school district; Chair of Policy/Communications subcommittee, specifically charged with navigating and outlining a transparent and inclusive process regarding creating and writing policy around logo imagery and its use in the district and managing community discussion, participation and deciding vote
- During COVID-19: review Federal and State public health and safety guidelines; strategize, bargain, collaborate, and plan with State Legislature and district Leaders to draft, approve, implement and evaluate remote education and Re-Opening plans, to be carried out in multiple phases with a continued focus of equity in education
- School Committee liaison to the Wakefield Human Rights Commission

### **Education**

Providence College, Providence RI

BA, Major: Psychology; Minor: Women's Studies

### **Skills**

Proficient with PC and Apple operating systems: Windows and iOS.

Proficient with Microsoft: Office Suite; Adobe Acrobat Pro; Google Applications

**MWRA  
POSITION DESCRIPTION**

**POSITION:** Manager, Real Property and Outreach  
**DIVISION:** Administration

**DEPARTMENT:** Real Property

**BASIC PURPOSE:**

Manages MWRA's needs in real property acquisition, disposition, leases, easements, licenses, commercial permits, and land use planning. Responsible for the outreach, communication and coordination with individual, commercial, and public entity property owners and lessors.

**SUPERVISION RECEIVED:**

Works under the direct supervision of the Director of Administration. Dotted line reporting relationship to the Director of Tunnel Redundancy and Director of Public Affairs.

**SUPERVISION EXERCISED:**

Exercises close supervision of one or more personnel.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

- Develops and implements negotiation strategy and leads the negotiations to acquire or dispose of real estate rights and property interests consistent with MWRA's Enabling Act and related policies and procedures.
- Oversees the acquisition of MWRA real property including, the development of Requests for Qualifications/Proposals Coordinates as necessary, with municipalities and Commonwealth of Massachusetts agencies, such as the Division of Capital Asset Management and Maintenance regarding acquisition.
- Serves as the lead negotiator and liaison for all real property acquisitions, including acquisitions associated with the Metropolitan Water Tunnel Program (MWTP). Provides other support to MWTP and other departments regarding real property as needed.
- Evaluates factors associated with site acquisitions/dispositions including environmental, construction, scheduling and maintaining a positive relationship with our member communities.. Procures and manages acquisitions.
- Develops Requests for Qualifications/Proposals for space needs for the Authority and manages the process through the signing of the lease.
- Oversees the disposition of real property including the developing Requests for

Qualifications/Proposals and coordinating, as necessary, with municipalities and Commonwealth of Massachusetts agencies such as the Division of Capital Asset Management and Maintenance.

- Develops and implements the plans and actions of the Real Property Department in coordination with MWTP, Law, Public Affairs, Environmental and Regulatory Affairs, Wastewater, Water and other MWRA divisions and departments.
- Manages consultant contracts supporting MWRA's real property needs such as appraisers, architects, and planners.
- Manages and oversees MWRA's leases including the MWTP office and Rock Core Storage Facility (Needham), the MWRA Records Center (Walpole), the MWRA Chelsea facility, and other facilities as needed.
- Oversees revenue-generating license agreements and 8(m) permits including cell company agreements, long-term land use agreements, and other agreements as needed.
- Prepares staff summaries for presentation to the MWRA Board of Directors or Executive Director. Presents to the Board and/or external constituents.
- Prepares materials in support of and participates in outreach, communication and coordination with stakeholders related to real property.
- Conducts real property interest research in coordination with Law Division staff.
- Maintains and manages the Authority's real property records and database.
- Prepares and monitors adherence to the department's budget.
- Manages department budget and staffing.
- Assists in maintaining harmonious labor management relations through proper applications of collective bargaining agreement provisions and established personnel policies. Prepares for, participates in and hears step one grievances and pre-disciplinary hearings. Participates in collective bargaining negotiations.
- Develops, mentors, and trains department staff.
- Manages the department in a manner that is consistent with MWRA's goals of Diversity, Equity, and Inclusion.

### **SECONDARY DUTIES:**

- Performs other related duties as required.

### **MINIMUM QUALIFICATIONS:**

#### Education and Experience:

- (A) A Bachelor's degree in real estate, business administration, urban planning, paralegal studies, or related field; and
- (B) Understanding of real estate financing, land use and planning as acquired through at least six (6) years of related experience including at least one (1) year of supervisor experience; or
- (C) Any equivalent combination of education and experience.

#### Necessary Knowledge, Skills and Abilities:

- (A) Basic knowledge of real estate laws and regulations, procurement policies, and disposition rules.
- (B) Experience in public finance and planning issues is preferred.
- (C) Solid knowledge of the Microsoft Office Suite and ability to use video-conferencing applications such as WebEx.
- (D) Excellent interpersonal, analytical, written and oral communication skills including public speaking and presentation skills.
- (E) Advanced negotiation skills and ability to maintain strong working relationships with internal and external parties.

### **SPECIAL REQUIREMENTS:**

Valid Class D Massachusetts Motor Vehicle Operators License.

Availability to attend meetings outside the normal business hours (i.e. nights and/or weekends).

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

Office machines as normally associated with a professional office environment, including the use of telephones, personal computers, word processing and other software, email, videoconference applications, copiers, scanners, and fax machines.

**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 sit, talk or hear. The employee is regularly required to use hands to finger, handle, feel or operate objects, including office equipment, or controls and reach with hands and arms. The employee frequently is required to stand and walk.

There are no requirements that weight be lifted or force be exerted in the performance 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 employee occasionally works in outside weather conditions at construction sites.

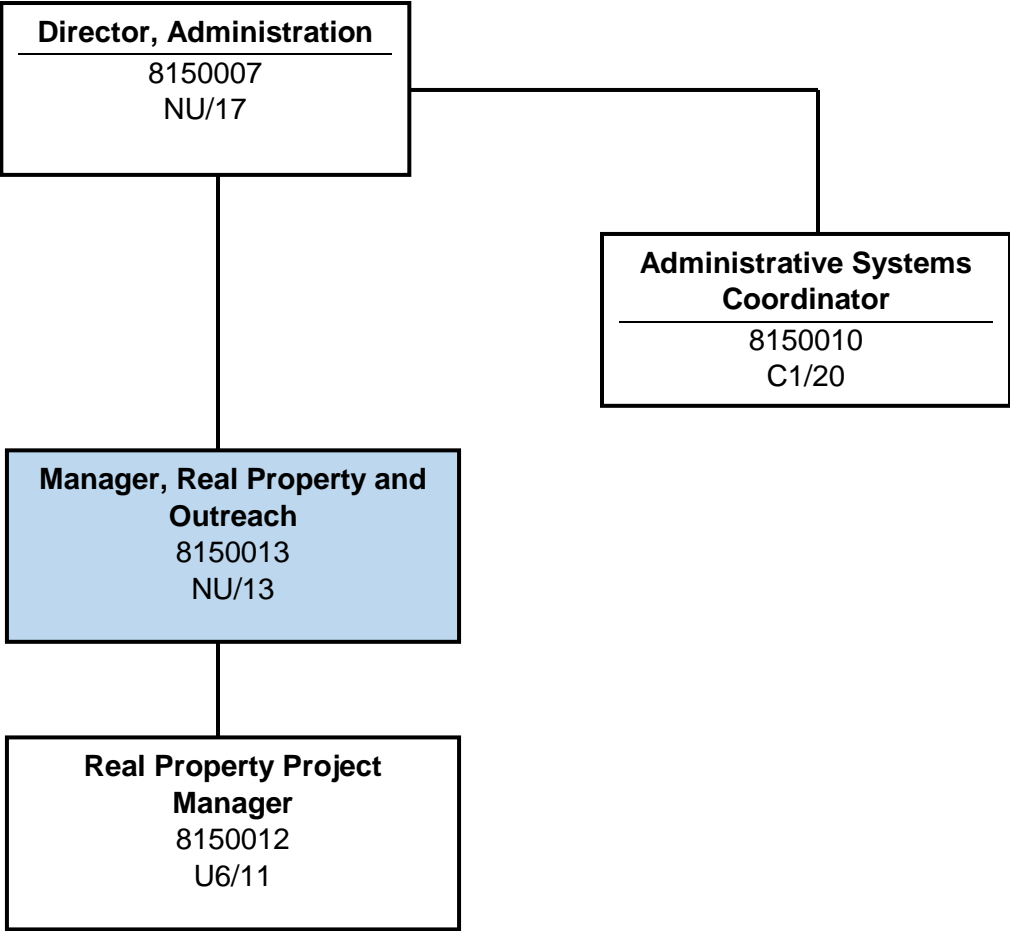
The noise level in the work environment is usually a moderately quiet office setting. The position may be eligible to telework up to 50%.

February 2025

Administration Division

Director's Office

March 2025



## STAFF SUMMARY




**TO:** Board of Directors  
**FROM:** Frederick A. Laskey, Executive Director  
**DATE:** March 19, 2025  
**SUBJECT:** Appointment of Director, Occupational Health and Safety

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**COMMITTEE:** Personnel & Compensation

       INFORMATION  
  X   VOTE

Michele S. Gillen, Director, Administration  
Wendy Chu, Director, Human Resources  
Preparer/Title

 For MG  
Michele S. Gillen  
Director, Administration

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### RECOMMENDATION:

To approve the appointment of Mr. Christopher Rock to the position of Director, Occupational Health and Safety (Non-Union, Grade 15) in the Administration Division, at the recommended annual salary of \$169,546, commencing on a date to be determined by the Executive Director.

### DISCUSSION:

In 2018, the Board approved the creation of a non-union grade 14 position, Manager, Occupational Health and Safety, to oversee and manage MWRA's comprehensive safety program under one department. Among the critical responsibilities of this important position are site safety assessments, data analysis, safety program enhancements, incident response, and compliance tracking and reporting. This position reported directly to the Director of Administration and oversaw all facets of MWRA's workplace health and safety program to ensure safe and healthful working conditions for MWRA staff that are compliant with the Commonwealth of Massachusetts' occupational health and safety regulations.

The Manager, Occupational Health and Safety position became vacant following the resignation of the incumbent on June 21, 2024. The position was posted internally and externally for 14 days with no recommended candidate. In order to attract qualified candidates, staff recommended that the position be re-classified as a non-union grade 15 position, Director, Occupational Health and Safety, with a corresponding increase in job responsibilities. The Board approved that recommendation in September 2024.

### SELECTION PROCESS:

The position of Director, Occupational Health and Safety was posted internally and externally from September 2024 through January 2025. There were two qualified applicants, both external, who received an interview. Both applicants were interviewed by the Director of Administration, the Director of Toxic Reduction and Control (who also served as the Manager, Occupational



Health and Safety from October 13, 2018 to July 23, 2021) and the Associate Special Assistant for Affirmative Action and Compliance.

Mr. Christopher Rock was selected as the best candidate based on his extensive experience, abilities, skills and education and training.

Mr. Rock has over 20 years of directly related safety experience in both the private and public sectors, including his current role as the Environmental Health Officer at the Commonwealth of Massachusetts Department of Public Health (DPH). His responsibilities at DPH include health and safety audits and site safety analyses to develop safety goals and plans to comply with Massachusetts Department of Labor Standards (DLS) OSHA standards and to eliminate or minimize workplace accidents. He also conducts post-incident investigations and responds to DLS audits and requests. In addition, Mr. Rock serves as the Incident Commander for all emergency response activities.

He previously served as the Environmental Health and Safety Manager at Tufts University, where his duties and responsibilities included representing the university before regulatory agencies, managing emergency responses with state, federal, and local regulators, and managing hazardous chemicals and waste. Mr. Rock also has extensive health and safety experience in laboratory settings.

Mr. Rock holds a Master of Science in Safety, Security and Emergency Management from Eastern Kentucky University, a Bachelor of Arts in Environmental Science from Roger Williams University and is a PhD candidate in Occupational Health and Safety at Columbia Southern University. Mr. Rock holds several safety certifications, including a Graduate Safety Practitioner Certificate. He is in the process of obtaining a Safety Professional certification.

#### **BUDGET/FISCAL IMPACTS:**

There are sufficient funds for this position in the Administration Division's FY25 Current Expense Budget.

#### **ATTACHMENTS:**

Resume of Christopher Rock  
Position Description  
Organization Chart

## **PROFESSIONAL EXPERIENCE**

- 2021 - Pres. **Massachusetts Department of Public Health (DPH)** *Boston, Massachusetts*  
EHS Officer / Environmental Engineer VI,
- Directs EHS staff with five reports
  - Technical expert and contact for regulatory agencies on all EHS matters, a technical consultant to senior management on issues relevant to occupational safety and health
  - Environmental compliance audits and reports for UST, hazmat materials, air emissions and water discharges, fire, machinery, noise, chemical, radiological, and biological
  - Manages hazard assessments to evaluate new processes and equipment, Identify potential hazards, and provide direction on eliminating or minimizing hazards.
  - Incident Commander for all emergency response activities
  - Manages risk management and accident and incident investigations
  - Management of federal OSHA and Massachusetts DLS standards for safety training and auditing.
  - Management, accident and incident investigations, and reporting to senior management, workers' compensation, and DLS
  - Directs hazardous chemical, biological, infectious, universal, and radiological wastes
  - Directs all OSHA and EHS training programs for both general and construction industries
- 2010 - 2021 **Tufts University** *Grafton, Massachusetts*  
2013 - 2021 EHS Campus Manager / Health Physicist / ARO (CDC DSAT)  
2010 - 2013 Health Physicist / ARO (CDC DSAT)
- Represented the university to regulatory agencies on EHS matters
  - Environmental Compliance audits UST, hazmat materials, air and water discharges, fire, machinery, noise, chemical, radiological, and biological.
  - Managed emergency response as an IC and liaison with public safety, facilities, human resources, academic departments, and local, state, and federal regulators concerning all aspects of environmental health and safety
  - Managed CDC Select Agent and Toxin program as an Alternate Responsible Official until 2018.
  - Managed Risk Management and accident and incident investigations for both General & Construction industries /
  - Managed hazardous chemical, biological, infectious, universal, and radiological wastes
  - Conducted EHS training for the following programs: Radiation & Laser Safety, BBP & SAT Biosafety, Hazard Communication, RCRA & Hazardous waste, Laboratory Safety, Confined Space and Chemical Safety, Life safety systems including fire and construction safety
  - Radiation Safety: Applied HP responsibilities, including responding to radiation & biological and hazardous material emergencies and performing comprehensive surveys/inspections of laboratories
- 2005 - 2010 **The Jackson Laboratory** *Bar Harbor, Maine*  
2007 - 2010 EHS Specialist / Radiation Safety Officer (RSO)  
2005 - 2007 EHS Specialist / Asst Radiation Safety Officer
- HP responsibilities, including responding to radiation & hazardous material emergencies
  - Performed comprehensive surveys/inspections of radiation laboratories
  - Managed personal dosimetry program Investigates internal/external exposures
  - Conducts inventory/leak tests for sealed sources and irradiators and Calibrates radiation survey instruments
  - Reviewed protocols involving radioactive materials for use in research labs and animals
  - Managed Environmental Compliance for Hazardous & Radioactive materials, air, and water discharges including Hazardous, radioactive & biological waste program.
- 2002 - 2005 **Roger Williams University** *Bristol, Rhode Island*

#### Wet Lab Assistant

- Provided science support to the Marine Biological Wet Lab - While attending school full-time.
- Design of large-scale mollusk hatchery, including construction and control systems

2001 - 2002 **Integrated Companies, Inc.** *Denver, Colorado*  
Project Manager, Engineering (Site Location: Genetics Institute - Andover, Massachusetts)

- Provided multi-disciplined coordination of multiple engineering projects for manufacturing and development.
- Provided project and plant engineering support while acting as an onsite commissioning agent and owner representative

1993 - 2001 **Raytheon Polar Services Company** *(Formerly Antarctic Support Associates) Englewood, Colorado*

1999 - 2001 Assistant Project Engineer / Supervisor Facilities Engineer - South Pole Station, Antarctica

1995 - 2001 Supervisor, Facilities Engineer – South Pole Station, Antarctica

1993 - 1995 Supervisor, Hazardous Waste – McMurdo Station and South Pole Station, Antarctica

- Supported National Science Foundation for South Pole Station projects.
- Provided site analysis and support for the Environmental Assessment report
- Monitored and forecasted all electrical demands and fuel usage for the station.
- Supervised up to 10 members of engineering staff & provided contract oversight of subcontractors.
- Supervised US Antarctic Hazardous Waste Management Program and developed and implemented written procedures and source reduction strategies.
- Managed the acquisition, inventory, and disposal of radioactive materials
- Managed all environmental data for compliance with all applicable regulations.
- Directed Oil and Hazmat spill response teams as an Incident Commander

### **Education**

Pending IN PROGRESS: Ph.D. Occupational Safety and Health Program, Columbia Southern University, Orange Beach, Alabama

2020 MSc – EHS Master of Science in Safety, Security, & Emergency Mgmt. Eastern Kentucky University

2005 BA – Environmental Science, Roger Williams University, Bristol, Rhode Island

### **Training and Certifications**

2021 GSP Graduate Safety Professional, BCSP Board of Certified Safety Professionals

2017 Occupational Safety Certificate, Eastern Kentucky University

2016 OSHA 511 Standards for General Industry – OSHA New England, Manchester, NH

2015 OSHA 510 Standards for Construction Industry – OSHA New England, Manchester, NH

2013 OSHA 3095 Electrical Standards – OSHA New England, Manchester, NH

## **MWRA POSITION DESCRIPTION**

**POSITION:** Director, Occupational Health and Safety

**DIVISION:** Administration

**DEPARTMENT:** Safety

### **BASIC PURPOSE:**

Manages MWRA's overall Occupational Health and Safety program including compliance with Massachusetts Department of Labor Standards (DLS) (state) and federal rules and regulations and industry best practices; provides programs, guidance and recommendations in areas of employee safety and health. Oversees and develops a program for regulatory compliance with state standards and works closely with other authority safety and health staff to communicate, implement, monitor and track safety and health regulatory compliance. Leads agency's activities in a proactive way to minimize health and safety issues and prevent situations that could create workers' compensation cases.

### **SUPERVISION RECEIVED:**

Works under the general supervision of the Director of Administration.

### **SUPERVISION EXERCISED:**

Supervises Program Managers, Project Managers, and other professional and administrative safety staff.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES:**

- Develops and oversees an overall program of regulatory compliance consistent with the employer responsibilities defined by DLS designed to reduce work-related injury and illness. Such program will include the following key activities:
  - Conducting multi-facility (30+) worksite safety assessments and inspections (i.e., self-audits) to determine risks to employee safety and health and ensure that the workplace conditions conform to DLS standards;
  - Assessing potential hazards and controls;
  - Evaluating risks and hazard control measures;
  - Investigating incidents involving the safety and health of employees, visitors, vendors and contractors;
  - Maintaining and evaluating incident and loss records;
  - Assisting with the development and deployment of emergency response plans.

- Works closely with authority safety, operations and emergency preparedness staff to create, update, and implement safety and health programs in areas such as Bloodborne Pathogens Exposure Control Plan, Emergency Action Plan, Fire extinguishers, Fire Prevention Plan, Confined Space, Model Confined Space Entry Policy and Procedure, Hazard Communication, Hearing Conservation Program, Lockout /Tagout, Respiratory Program, Personal Protective Equipment Hazard Assessment, and Trench Safety.
- Works closely with MWRA Training Department to provide and deliver safety training as required by state and federal regulations or identified through risk assessments.
- Works closely with other authority safety staff to establish and/or update operating procedures including the MWRA Online Safety & Health Manual and ensure the appropriate communication to employees is delivered in order to ensure employee compliance with safety and health requirements.
- Ensures that any required DLS postings are prominently displayed at authority worksites in order to inform employees of their rights and responsibilities.
- Ensures the proper notification to the appropriate DLS office of any work-related fatalities, inpatient hospitalizations, amputations, loss of consciousness, and loss of an eye within the timeframes established by DLS.
- Administers an authority-wide system for record keeping for work-related injuries and illnesses using the OSHA Log of Work-Related Injuries and Illnesses form (OSHA Form 300). Posts the summary of the OSHA log for injuries and illnesses (OSHA 300A) according to procedures promulgated by OSHA. Provides access to employees, former employees and their representatives to OSHA Form 300 as required by applicable state regulations.
- Complete the Bureau of Labor Statistics (BLS) annual survey on Occupational Injury and Illnesses when selected by BLS to participate.
- Serves as the authority's main contact to DLS Inspectors for communications and for inspections. Attends opening and concluding conferences conducted by the DLS Inspector and provides DLS Inspectors with injury records and written programs as requested. Provides DLS Inspectors with the names of any authorized employee representatives who may be asked to accompany the Inspector during an inspection.
- Reviews reports developed by DLS Inspectors and works with MWRA staff to take any necessary corrective actions.
- As required by DLS, posts citations, abatement verification documents or tags near the cited workplace and complies with the posting period required by DLS. Works with authority staff to correct cited violations within the timeframes prescribed by DLS.
- Works with authority staff to evaluate hazard communication programs and training of

employees regarding the hazards they may be exposed to during the course of employment at MWRA including communicating the need for employees to utilize proper personal protective equipment required for handling hazardous chemicals.

- Interacts with regulatory agencies, operations managers, employee representatives and employees on a regular basis.
- Tracks changes in federal and state safety and health regulations and appraises authority management of such changes and impact to the authority. Recommends and drafts communications, policies and standard operating procedures needed to meet such changes in regulations. Oversees the work of professional consultants under contract to the Authority, including quality of output and budget.
- Develops meaningful management workplace safety indicators for use by senior managers (e.g., Yellow/Orange Notebook data and reports).
- Serves as technical consultant to senior management on issues relevant to occupational safety and health.
- Coaches all levels of staff to create and maintain a strong safety culture.
- Provides professional opinions to Law, Labor Relations, Workers' Compensation, and Risk Management, including testifying as an expert witness.
- Represents the executive office in the investigation of serious or potentially serious accidents or security incidents.
- Interprets technical data provided by outside technical professionals.
- Manages budget and staffing.
- Assists in maintaining harmonious labor management relations through proper applications of collective bargaining agreement provisions and established personnel policies. Prepares for, participates in and hears step one grievances and pre-disciplinary hearings. Participates in collective bargaining negotiations.
- Leads efforts to comply with applicable federal or state requirements.

#### **SECONDARY DUTIES:**

Performs related duties as required.

#### **MINIMUM QUALIFICATIONS:**

Education and Experience:

- (A) Knowledge of the principles and practices of a safety professional as normally attained

through a Bachelor's degree in occupational health and safety, industrial hygiene or related science and/or engineering discipline, or environmental science; an advanced degree is preferred; and

- (B) Knowledge of health and safety policies, regulations, standards, best practices in an industrial environment; an understanding of issues related to safety, emergency response, risk management, environmental health; experience in incident investigations, safety inspections as normally attained through at least ten (10) years of experience including at least four years of supervisory experience; and
- (C) Demonstrated knowledge through direct involvement/management of federal OSHA and Massachusetts DLS standards, training, implementation and auditing of policies and procedures as they relate to employee safety; or
- (D) Any equivalent combination of education or experience.

**Necessary Knowledge, Skills and Abilities:**

- (A) Excellent interpersonal, oral and written communication skills needed to interface with regulatory staff and write analyses, recommendations and draft recommendations for safety policies and procedures.
- (B) Expert knowledge in the area of safety and health regulatory compliance in order to recommend, organize and manage a compliance program as required by Massachusetts DLS.
- (C) Ability to identify safety and health issues and concerns and recommend actions to correct deficiencies identified through inspections and other oversight activities.
- (D) Ability to conduct, interpret and translate all safety-related training requirements mandated by federal, state and local regulatory agencies to staff.

**SPECIAL REQUIREMENTS:**

Ability to provide evening or weekend coverage on a rotating basis.

A valid Massachusetts Class D Motor Vehicle Operators License.

Certification by the Board of Certified Safety Professionals as a Safety Management Specialist (SMS), Certified Safety Professional (CSP) or by the American Board of Industrial Hygienists as a Certified Industrial Hygienist (CIH).

**TOOLS AND EQUIPMENT USED:**

Office machines 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 sit, talk or hear. The employee is regularly required to use hands to finger, handle, feel or operate objects, including office equipment, or controls and reach with hands and arms. The employee frequently is required to stand and walk. The employee is occasionally required to walk, climb, balance, stoop, kneel, crouch, or crawl.

The employee must frequently lift and/or move up to 10 pounds, and occasionally lift and/or move up to 25 pounds. 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.

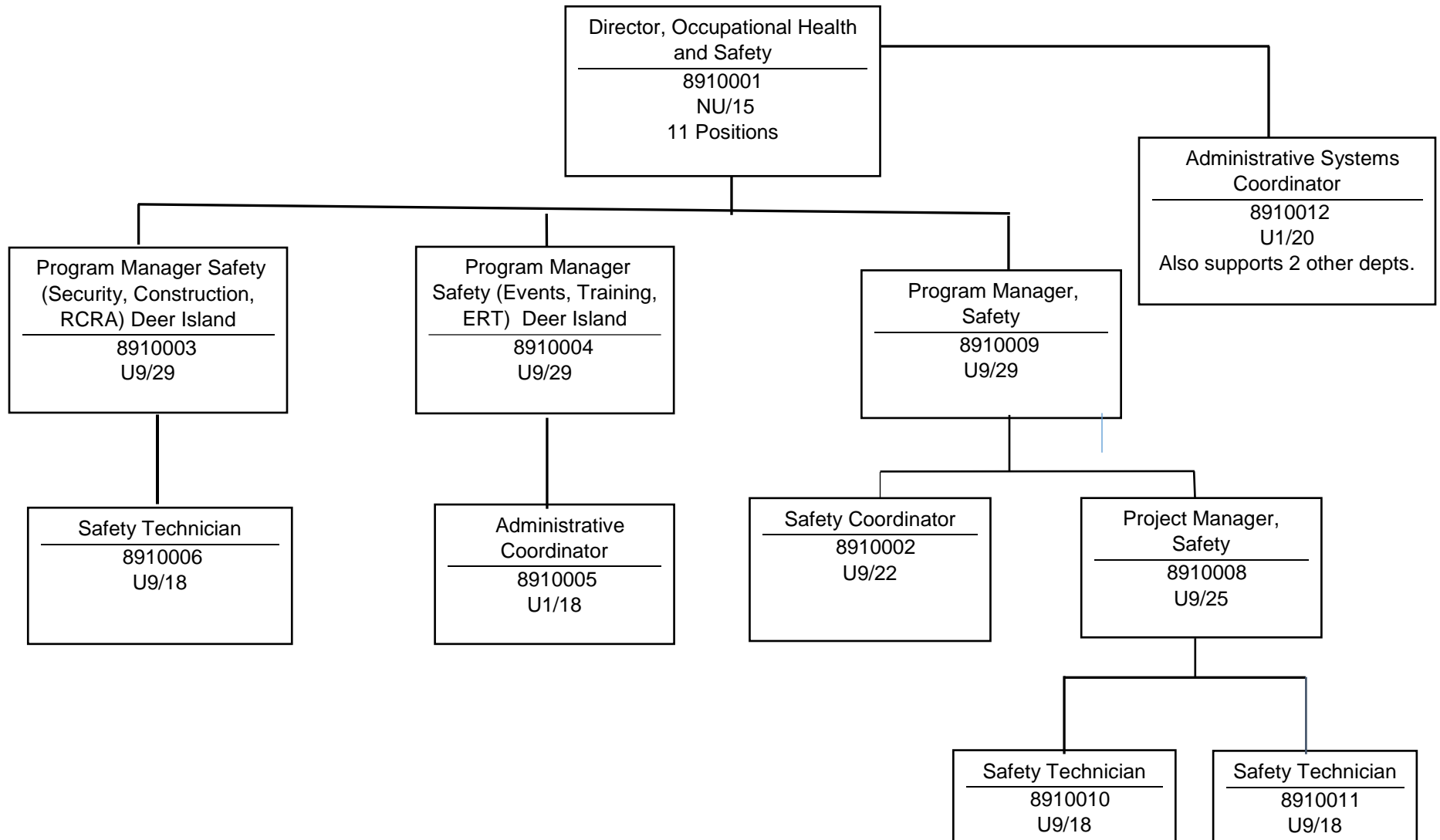
While performing the duties of this job, the employee regularly works in either an office or field environment which involves traveling to worksites. The employee often works in outside weather conditions. The employee often works near moving mechanical parts and is occasionally exposed to wet and/or humid conditions and vibration. The employee often works in high, precarious places and is occasionally exposed to fumes or airborne particles, toxic or caustic chemicals, and risk of electrical shock. The employee may be exposed to strenuous, dangerous, or stressful conditions. While in the field, the employee uses gloves, helmets, respirators, and other personal protective and safety equipment to minimize the risk of illness and injury.

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

**September 2024**



**Administration Division  
Occupational Health and Safety Department  
January 2025**



**Paul Silva**  
**12 Autumn Ln**  
**Reading, MA 01867**  
**(781-956-3420)**

February 4, 2025

Mr. Frederick A. Laskey, Executive Director  
Massachusetts Water Resources Authority  
Deer Island, 33 Tafts Avenue  
Boston, Massachusetts 02128

Dear Mr. Laskey:

I am writing to you with a concern about Entrance Fees that have been charged to a handful of communities that joined the MWRA system subsequent to 1984. With the decision in 2022 by the MWRA to waive up to 7300 million gallons in Entrance Fee through 2027, it is soon to be a fact that just six communities out of a likely total of 67 have been charged for a pro-rata share of the value of existing water works (92% of MWRA communities have been charged nothing for old costs while just six communities representing just 8% have been charged a total of \$25 million). This result could not possibly have been the intent of the original legislation on 1984. Additionally, while the language of the Enabling Statue provides the MWRA wide-latitude in setting reasonable charges and fees to member communities, it clearly does not provide the Authority with the ability to charge Entrance Fees to any community to fund decades old costs of the water works system - costs that have already been paid for by Massachusetts taxpayers. In fact, the words "Entrance Fee" cannot be found in the legislation that created the MWRA in 1984.

#### **Background**

First, some background. I have been a Reading resident since 1994. In 2005, Reading joined the MWRA as a partial user of MWRA water. In 2007, Reading became a fully-supplied community. In connection with these two transactions, Reading paid two Entrance Fees totaling almost \$11 million. The amount was calculated by the MWRA as a pro-rata share of the entire then existing water works system. Since that time, Reading residents have suffered the absolute highest water rate of any MWRA community as it has struggled to pay these fees (Reading has paid \$11 million while five others have paid an average of just \$2.8 million).

#### **History**

The MWRA was created by Chapter 372 of the Acts of 1984 (hereinafter the "Enabling Act"). Forty-six communities were listed as initial customers of the MWRA. None of these were charged by the MWRA for their pro-rata share of the then existing value of the water works system. The issue of cost recovery of the then existing water works system was not even mentioned in the Enabling Act. Since 1984, the MWRA has charged a total of \$25 million to just six communities that became customers of the MWRA since 1984. In 2002, the MWRA adopted a policy to waive up to \$104 million of future Entrance Fees (See Note 1). All of these actions have created the following result:

<u>Community Category</u>	<u># Description</u>
Communities not charged an Entrance Fee	46 (listed in the statute as existing customers)
Future communities with no Entrance Fee	15 (based on an average usage 500 million gallons/yr.)
Communities charged an Entrance Fee	<u>6</u>
Total.....	67

In a vast overreach of the power granted the MWRA to set reasonable costs and fees, the MWRA imposed Entrance Fees on new communities for a pro-rata share of the already existing water works system. This system had already been paid for by Massachusetts taxpayers including those in residing in the six communities that have been targeted by the MWRA to pay Entrance Fees. It could not possibly be the intent of the MWRA's Enabling Legislation that just 8% of communities be charged a pro-rata share of existing costs. A careful reading of the statute gives the MWRA wide-latitude in setting operational charges and fees. It does not provide the MWRA to charge fees for the costs that have already been borne by taxpayers.

I placed a Freedom of Information Act request questioning the statutory authority for Entrance Fees. Your General Counsel's Office pointed me to Section 10 of the Enabling Act. The Section provides the ability for the Authority to charge rates, fees and assessments to cover the annual operating expenses including the cost to maintain or replace various parts of the water works system. The Section does not provide the Authority to selectively develop a new fee, chargeable only to new communities on a discriminatory basis, for the assumed value of the existing water works system. The language clearly limits the authority to normal operating and capital expenses and not the recovery of costs associated with the value of the entire water works at the time of admission of a new community.

In a staff summary presented to the Board in 2022 concerning the new Entrance Fee waiver of up to \$104 million, the argument was advanced that new communities should not have to pay Entrance Fees because the added revenue from the sale of water benefits all MWRA-communities through a better coverage of fixed costs. With this, I do not disagree. The staff also advanced the supporting idea that new municipalities needed access to MWRA water due to contaminants in existing water sources. Both of these "New" ideas applied to Reading in 2007. Our purchase of water enabled a better spread of fixed costs for the Authority and our existing wells had been contaminated from a gasoline tanker truck accident on I-93 in the early 1990's.

I have attached a summary detailing the 46 original MWRA municipalities listed in the Enabling Statute for which no Entrance Fee was charged. The schedule also presents the six municipalities for which an aggregate amount of \$25.3 million was charged. Assuming an average usage of 500 million gallons, the 7300MG subject of the new 2022 Entrance Fee waiver would provide for an additional 15 communities to become a customer for which no Entrance Fee would be charged or collected.

Through some emails back and forth with MWRA employees and through a review of information on MWRA.COM, I have found the Authority to be totally transparent and professional in everything that it does. All other charges and fees are transparent and equitable. Entrance Fees should be no different. While I do not believe that the Authority intended to discriminate against new communities, its actions have clearly done exactly that.

### The Problem

I have two issues. The first is the general unfairness to Reading and the other handful of communities that have struggled under the weight of Entrance Fees only to see others granted a total and complete waiver of such costs. The second is the position that the MWRA has taken that the discriminatory charges to be applied only to new communities (and then waived for a subset of those) is granted by Section 10 of the Enabling Act. Section 10 provides no ability for the MWRA to charge for decades old costs that have already been borne by taxpayers including those residing in the six communities..

Clearly, my goal is to obtain a refund of all Entrance Fees paid by Reading and a handful of other communities to put all municipalities on an equal footing. The ability to charge for old costs is not granted in the Enabling Act. I ask the MWRA to:

1. Seek an opinion from the Attorney General of the Commonwealth as to whether Section 10 provides the MWRA with the ability to charge Entrance Fees for costs already paid for by taxpayers.
2. Avoiding the matter of a possible embarrassment from an adverse opinion, the MWRA could simply consider the Entrance Fees charged to date to be part of the 7300MG that were advanced in the 2002 waiver decision. This solution would absorb just 24% of the 2022 waiver grant.

I mention the Attorney General as a possible arbiter as the MWRA General Counsel has an apparent conflict given prior actions on Entrance Fees.

I ask that you share this letter with members of the MWRA Board so that measures can be taken to correct this inequity.

Sincerely,



Paul Silva  
12 Autumn Ln  
Reading, MA 01867  
Attachment

Cc: Mr. Bradley Jones  
House Representative, 20<sup>th</sup> Middlesex District  
24 Beacon Street, Room 124  
Boston, MA 02133

Mr. Rebecca Tepper  
Massachusetts Water Resource Authority Chair  
Secretary of Energy and Environmental Affairs  
Massachusetts Water Resources Authority  
Deer Island, 33 Tafts Avenue  
Boston, Massachusetts 02128

Mr. Matthew Kraunelis, Town Manager  
Town Hall  
16 Lowell Street  
Reading, MA 01867

Mr. Carlo Bacci, Select Board Chair  
Town Hall  
16 Lowell Street  
Reading, MA 01867

- (1) Reading was assessed \$10,924,888 in Entrance Fees for access to 766.5 million gallons. That amount represents \$14,253 per 1 million gallons. The same math on the 7300MG granted by the Authority in 2002 totals \$104 million.

# Massachusetts Water Resources Authority

## Schedule of Assessments for Existing Water Works (Entrance Fee)

### SCHEDULE 1

#### Original Communities for which NO assessments were made relative to the value of existing water works

Arlington	Leominster	Newton	Wakefield
Belmont	Lexington	Northborough	Waltham
Boston	Lynn	Norwood	Watertown
Brookline	Lynnfield Water District	Peabody	Wellesley
Cambridge	Malden	Quincy	Weston
Canton	Marblehead	Revere	Wilbraham
Chelsea	Marlborough	Saugus	Winchester
Chicopee	Medford	Somerville	Winthrop
Clinton	Melrose	Southborough	Woburn
Dedham	Milton	South Hadley Water District	Worcester
Everett	Nahant	Stoneham	
Framingham	Needham	Swampscott	

### Schedule 2

#### Communities Added Since 1984 and Entrance Fee Charged

<u>Municipality</u>	<u>Fee Assessed</u>	<u>Month and Year Added</u>
Stoughton	5,657,117	Jun-02
Reading	10,924,888	Oct-07
Dedham-Westwood	1,115,475	Dec-05
	2,809,320	May-09
Ashland	388,366	Dec-23
Burlington	4,407,986	23-Dec
	<u>25,303,152</u>	

NOTE: In 2002, The MWRA authorized Entrance Fee waivers totaling \$104 million.

Source: MWRA Connection Report dated April 17, 2024



# Town of Orange

Thomas Smith, *Chair*  
 Patricia Lussier, *Vice-Chair*  
 Andrew Smith, *Clerk*  
 Jane Peirce, *Member*  
 Julie Davis, *Member*

## Office of the Board of Selectmen

Brianne Brusco, *Executive Assistant*  
 Email: [TAAdmin@townoforange.org](mailto:TAAdmin@townoforange.org)

February 19, 2025

Fred Laskey, Executive Director  
 MWRA Board of Directors  
[Kristin.macdougall@mwra.com](mailto:Kristin.macdougall@mwra.com)

RE: Comments on the November 19, 2024, MWRA presentation of the Quabbin Reservoir Watershed Communities: Alternative Evaluation Summary

Dear Mr. Laskey:

Thank you for affording us the opportunity to review and comment on the Draft *Quabbin Reservoir Watershed Communities: Alternative Evaluation Summary*. The Orange Board of Selectmen offers the following comments:

### 1. Irrelevance of Study Scope:

The underlying assumption of MWRA's feasibility study is flawed. The study is based on previous studies conducted for the North Shore, South Shore, and MetroWest areas, where water is needed. But the characteristics, demographics, and resources of those eastern Massachusetts communities are markedly different from those of the Quabbin watershed communities. The MWRA study presumes that Quabbin communities have the same need for water, and contemplates how MWRA can provide it. However, Quabbin communities are the source of the water that MWRA provides to its users. We receive no compensation for the clean water that MWRA profits from. The feasibility study is a proposal to spend millions of dollars to take our water, run it through the MWRA system, pump it back uphill, and sell it back to the communities that provided the water in the first place.

### 2. Failure to Recognize or Address the Real Needs of the Communities:

Some Quabbin watershed communities are served by public water supplies, and some are not. Rather than proposing to spend millions of dollars to send our water back to us, the feasibility study should propose distribution of funds to address the replacement of aging infrastructure, operation and upgrade of pumping and treatment stations, testing and replacement of private wells, development of new public water supplies – whatever addresses the unique needs of each community.

### 3. Insufficient Engagement and Preparation Time:

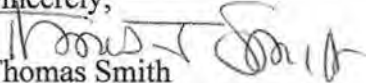
On May 3, 2024, the Orange Water Department received a request to provide a substantial amount of data and information in support of the study development. The request arrived at the same time as our overworked staff was preparing for town meeting. The Town was unable to provide all of the desired information in the requested time frame, instead deferring to DEP,

where much of the information is also available. It is unknown whether adequate Orange data was ultimately obtained and used for the study.

We request that the final study:

- Conducts robust outreach to solicit public opinion and ideas
- Ensures that the needs of each community are recognized and addressed
- Incorporates consideration of financial needs, and proposes programs to
  - support water suppliers and private well owners, and
  - Compensates for watershed protection and water currently provided to MWRA at no cost

Sincerely,



Thomas Smith

Chair, Orange Board of Selectmen

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