



Posted 04/11/2025, 4:30pm

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
Fax: (617) 788-4899
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Date: Wednesday, April 16, 2025
Time: 1:00pm
Location: Deer Island Reception/Training Building, 1st Floor
33 Tafts Avenue – Favaloro Meeting Room
Boston, MA 02128

Photo ID required for entry.

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

Webex meeting link (Registration required):

<https://mwra.webex.com/weblink/register/r1ed14a9a8ed42b36f8c091e0ffee6570>

Meeting Number: 2338 456 2034 Password: 041625

AGENDA

- I. **APPROVAL OF MINUTES**
- II. **REPORT OF THE CHAIR**
- III. **REPORT OF THE EXECUTIVE DIRECTOR**
- IV. **EXECUTIVE SESSION**
 - i. Approval of March 19, 2025 Executive Session minutes
 - A. **Litigation**
 1. To Discuss Strategy with Respect to Litigation
 - B. **Collective Bargaining**
 1. Unit 2: Approval and Ratification of Collective Bargaining Agreement; Memorandum of Agreement (Position Upgrades) - verbal
 2. Unit 3: Memorandum of Agreement (Operator Career Ladder) - verbal
- V. **WATER POLICY & OVERSIGHT**
 - A. **INFORMATION**
 1. Quabbin Reservoir Communities System Expansion Evaluation Update
 2. Local Water System Assistance Program Annual Update
 3. Lead Service Line Replacement Program Update
 - B. **CONTRACT AWARDS**
 1. Saugus River Crossing Section 56 Replacement: BOND Civil & Utility Construction, Contract 7486

V. WATER POLICY & OVERSIGHT (Continued)**C. CONTRACT AMENDMENTS/CHANGE ORDERS**

1. Northern Extra High Pressure Zone Improvements: Black & Veatch Corporation, Contract 7404, Amendment 1

VI. PERSONNEL & COMPENSATION**A. APPROVALS**

1. Approval of the 2025 Affirmative Action Plan
2. PCR Amendments – April 2025
3. Appointment of Jeffrey McAvoy, Director, Risk Management, Finance Division
4. Non-Union Manager Benefits; Contract Employee Salary Adjustments

VII. ADMINISTRATION, FINANCE & AUDIT**A. INFORMATION**

1. Progress on Emissions Reduction and 2023 Greenhouse Gas Inventory
2. 2024 Annual Update on New Connections to the MWRA
3. Delegated Authority Report – March 2025
4. FY25 Financial Update and Summary through March 2025

B. APPROVALS

1. Flow Averaging for Computing Clinton Wastewater Sewer User Charges

C. CONTRACT AMENDMENTS/CHANGE ORDERS

1. Purchase Order Contract for Senior Business Analyst Consultant: Acro Service Corporation, Bid WRA-5258Q, State Contract ITS77 Category 1A and 1B, Amendment 2

VIII. WASTEWATER POLICY & OVERSIGHT**A. INFORMATION**

1. Infiltration/Inflow Local Financial Assistance Program Annual Update

IX. CORRESPONDENCE TO THE BOARD

- March 10, 2025, correspondence from Jessica Mooring on behalf of the Town of New Salem's Selectboard, comments on the November 19, 2024, MWRA presentation of the Quabbin Reservoir Watershed Communities: Alternative Evaluation Summary
- March 21, 2025, correspondence from Richard E. Raiche, Chair, MWRA Advisory Board, comments on SD828: An Act relative to the Quabbin watershed and regional equity

X. OTHER BUSINESS**XI. ADJOURNMENT**

MASSACHUSETTS WATER RESOURCES AUTHORITY

Meeting of the Board of Directors

March 19, 2025

A meeting of the Massachusetts Water Resources Authority (“MWRA”) Board of Directors was held on March 19, 2025 at the MWRA Administration Facility in Chelsea, and via remote participation.

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

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; MIS Director Paula Weadick; Deputy Finance Director/Treasurer Matthew Horan; HRIS and Benefits Manager Ivana McGrail, Deer Island Treatment Plant Deputy Director Chad Whiting; Metropolitan Maintenance Manager Bill Carter; Wastewater Director Stephen Cullen; Construction Director Marty McGowan; Construction Coordinator Jeffrey Bina; Director of Planning and Sustainability Stephen Estes-Smargiassi; Senior Program Manager Daniel Nvule; Assistant Director of Engineering Lisa Hamilton; Program Manager Kellie Stevens; Waterworks Director Valerie Moran; Human Resources Director Wendy Chu; Chief of Staff Katherine Ronan; Associate General Counsels Angela Atchue and Kimberley McMahon; and, Assistant Secretary Kristin MacDougall attended at the MWRA Administration Facility.

Vandana Rao, EEA and Matt Romero, MWRA Advisory Board, also attended at the Administration Facility.

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 was participating remotely. The Chair announced that the meeting was being held at the MWRA Administration Facility 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 FEBURARY 12, 2025 MINUTES

A motion was duly made and seconded to approve the minutes of the Board of Directors’

Documents used for this meeting and cited in these minutes, including meeting materials/staff summaries, presentations, and approved minutes, are posted on MWRA’s website: <https://www.mwra.com/about-mwra/governance-management/board-directors/archive-agendas-and-minutes>

meeting of February 12, 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>
Tepper		
		Foti
Peña		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(Mr. Foti abstained due to Webex sound issues.) (ref. I)

REPORT OF THE CHAIR

Chair Tepper reported that the Healy-Driscoll Administration recently outlined its Energy Affordability Agenda for reducing energy bills, and noted upcoming state legislation related to energy affordability. (ref. II)

REPORT OF THE EXECUTIVE DIRECTOR

MWRA Executive Director Fred Laskey updated Board Members on the ongoing Ware River Diversion. Mr. Taverna asked how many gallons were being diverted per day. David Coppes, MWRA Chief Operating Officer, explained that the diversion rate was approximately 100 million gallons per day, with a total volume of approximately 813 million gallons to date.

Mr. Laskey then discussed Governor Healey's recent Executive Order to promote the use of project labor agreements ("PLAs"), noting that it is consistent with MWRA's goals, including for the Metropolitan Water Tunnel Program. He briefly noted that the state Legislature is expected to extend allowances for remote and hybrid public meetings, including MWRA Board meetings.

Finally, Katie Ronan, MWRA Chief of Staff, invited Board members to attend two upcoming panel discussions for MWRA staff: *Women in MWRA Operations* and *Women in DPW Leadership in MWRA Communities*. (ref. III)

EXECUTIVE SESSION

Chair Tepper requested that the Board move into Executive Session to discuss litigation and collective bargaining, since discussing such in Open Session could have a detrimental effect on the litigating and bargaining positions of the Authority. She announced that the planned topics for Executive Session were a discussion of strategy with respect to litigation; and the approval

and ratification of Collective Bargaining Agreements for Units 1, 3, 6 and 9 with an update on Unit 2. 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		
Foti		
Peña		
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 1:06pm and adjourned at 1:54pm.

*** CONTINUATION OF OPEN SESSION ***

Chair Tepper announced that during Executive Session the Board voted to approve and ratify collective bargaining agreements for the period July 1, 2024 to June 30, 2027 with United Steelworkers Local 9358 Unit 1, NAGE Local R1-168 Unit 3, United Steelworkers Local 9360 Unit 6 and MOSES Unit 9, which include: (i) for all four Units across-the-board increases of 3% retroactive to January 2025, 2% effective in June 2025, 2% effective in January 2026, 2% effective in June 2026 and 2% effective in January 2027, and increases in shift differential and standby pay; (ii) for Units 1, 6 and 9 increases in the meal stipends; and, (iii) for Unit 6

amendments to salary steps. The Chair congratulated staff on the contract ratifications.

ADMINISTRATION, FINANCE AND AUDIT

Information

Delegated Authority Report – February 2025

Committee Vice Chair Vitale invited Board Members' questions on the Delegated Authority Report.

Mr. Jack Walsh requested more information about Report Item C-5: *Air Compressor Maintenance and Repair Services at Various Authority Facilities*. Mr. Coppes explained that Item C-5's scope includes annual inspection; testing; preventative maintenance; and, line items for emergency repairs and replacements. He noted that the contract's total value represents an upper limit. There was general discussion about the facilities served by Item C-5, the contract's cost, and the pros and cons of service contracts.

(Chair Tepper left and returned to the meeting during this discussion.)

Mr. Taverna requested a status update for Report Item C-1: *MWRA Office Consolidation Boston/Chelsea*. Mr. Coppes reported that the project is complete.

With regard to Report Item P-9: *Purchase Order Contract for a Maximo Systems Administrator Consultant—State Contract ITS77 Category 1A*, Mr. Jack Walsh asked if MWRA had a Maximo Administrator on staff. Paula Weadick, MWRA MIS Director, responded in the affirmative and explained that the Maximo consultant would augment in-house staff in support of time-sensitive projects and upgrades. There was brief discussion about the contract's length.

(Ms. Wolowicz left and returned to the meeting during this discussion.)

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

FY25 Financial Update and Summary through February 2025

Thomas Durkin, MWRA Finance Director, reported a total year-to-date FY25 Current Expense Budget ("CEB") variance of \$18 million, with a projected year-end favorable variance of \$49.1 million underspent, consistent with past trends. He noted that consistency is essential to staff's long-term budgeting strategy, including rates management. He added that staff expect to recommend the disposition of any positive budget variance as defeasances in May 2025, and described the uses and benefits of defeasances.

Next, Mr. Durkin reported that the chemicals budget was currently on target; utilities were 0.05% under budget; and, wages and salaries were approximately 6% under budget.

He then reported that the Capital Improvement Program (“CIP”) budget was 22.4% underspent through February 2025 and noted that the Deer Island Clarifier Phase II project was going well.

There was discussion about the number of budgeted Full Time Equivalents (“FTEs”). Mr. Durkin explained that the budgeted FTE goals were determined through a 2012 Association of Metropolitan Water Agencies (“AMWA”) workforce evaluation, with some FTEs subsequently added for the Metropolitan Water Tunnel Program. He noted that while FTE goals remain constant, MWRA’s budget reflects adjustments for understaffing such as reductions for the wages and salaries line items.

There was general discussion about potential reasons and solutions for ongoing understaffing. Michele Gillen, MWRA Director of Administration, advised that staff are confident that MWRA’s budgeted FTE goals are appropriate for maximally effective operations. She described ongoing measures to address the current staffing shortfall, such as project prioritization and service contracts. There was also discussion about the projected variance for senior debt; the budget for warehouse inventory, which was overspent due to early purchases driven by supply chain issues; and, MWRA’s warehousing and surplussing procedures.

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

Proposed Amendment to General Revenue Bond Resolution

Matthew Horan, MWRA Deputy Finance Director/Treasurer, provided background on MWRA’s 1990 General Bond Resolution, including its purpose and subsequent amendments. He noted that the Resolution includes a Credit Facility definition that prevents MWRA from doing business with highly rated, major financial institutions such as Bank of America, Wells Fargo, J.P Morgan and TD Bank due to the Great Recession’s (c. 2007-2009) impacts on their long-term credit ratings.

Mr. Horan explained that staff proposed a new Resolution Amendment that removes the long-term rating requirement from the definition of “Credit Facility” in order to increase the pool of competitors for MWRA bonds. He advised that per the Resolution, the proposed new amendment would effectuate when MWRA issues a new series of bonds. Finally, Mr. Horan noted that staff had discussed and reviewed the proposed amendment with credit agencies; financial institutions; and, the Bond Trustee and their counsel, and that none of these entities had indicated any concerns.

Matt Romero, MWRA Advisory Board Executive Director, expressed support for the new Resolution amendment.

There was brief, general discussion about rating agencies’ determinations that the proposed

amendment was unlikely to have a negative credit rating impact; and, the procurement process for credit facilities, including evaluation criteria and eligibility requirements. Mr. Vitale expressed support for the amendment.

Hearing no further discussion or questions from the Board, Mr. Vitale moved to Approvals. (ref. V A.3)

APPROVALS

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

A motion was duly made and seconded 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.

Ivana McGrail, Manager of HRIS and Benefits, described some of the services provided to MWRA and its staff by the Employee Assistance Program (“EAP”). She discussed the procurement process for the proposed EAP contract, and reported that one bid from the incumbent provider, ALLONE Health EAP, LCC (“ALLONE”), was received. Finally, Ms. McGrail noted that staff have been satisfied with the ALLONE’s services.

Mr. Vitale asked how many employees participate in the EAP. Ms. McGrail explained that there were 279 individual staff EAP activities last year, and noted that ALLONE also provided services such as grief counseling and presentations on mental health resources. Mr. Vitale added that ALLONE is the Boston Water and Sewer Commission’s EAP provider, and has received positive feedback from BWSC staff.

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		
Foti		
Peña		
Taverna		
Vitale		
J. Walsh		
P. Walsh		

Yes No Abstain

Wolowicz

(ref. V B.1)

Workers' Compensation Legal Services: Tentindo, Kendall, Canniff & Keefe LLP, Contract A644

Ms. McGrail noted that Tentindo, Kendall, Canniff & Keefe LLP ("TKCK") has been MWRA's workers' compensation legal services provider for a number of years, and described the scope of the proposed new contract. She explained that the contract was publicly advertised; that two proposals were received; and that TKCK was ranked first due to their experience; cost; qualifications, including a strong team of experienced attorneys; and, past performance with MWRA.

A motion was duly made and seconded 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.

Chair Pepper 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:

Yes No Abstain

Pepper

Foti

Peña

Taverna

Vitale

J. Walsh

P. Walsh

Wolowicz

(ref. V B.2)

WASTEWATER POLICY AND OVERSIGHT

Contract Awards

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

A motion was duly made and seconded to approve the award of a Preferred Service Agreement to provide technical support, emergency repair services and spare parts for the combustion turbine generators 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.

Chad Whiting, Deer Island Treatment Plant Deputy Director, presented photos of MWRA's Deer Island Combustion Turbine Generators ("CTGs"), and requested approval for a preferred services agreement with the original manufacturer, Mitsubishi Power Aero, LLC ("Mitsubishi"). He described the contract's scope, which includes proprietary maintenance; parts and service; and, on-site services during events that increase the risk of power interruptions, such as high profile storms and Cross-Harbor Cable work.

Mr. Whiting explained that CTGs provide 100% backup power for Deer Island as required under MWRA's NPDES permit and are critical to MWRA's Continuity of Service and Emergency Operations Contingency plans.

Next, he discussed how the Deer Island CTGs generate revenue and contain costs through MWRA's participation in the ISO New England Forward Capacity Market and Demand Response programs. He reported that the CTGs have generated over \$1.5 million in revenue per year, noting that \$2.1 million was generated in 2024, exceeding the annual maintenance costs by approximately 47%.

Finally, Mr. Whiting explained that the proposed contract's allowances for on-call services and spare parts would be paid on an as-needed basis, and briefly described a separate, three-year CTG maintenance contract with O'Connor Constructors, Inc. ("O'Connor") that was awarded through a competitive bidding process.

Mr. Jack Walsh requested more information about the scope of the proposed contract with Mitsubishi versus the existing O'Connor contract. Mr. Whiting explained that the O'Connor contract is primarily for general maintenance tasks such as filter changes, while the proprietary Mitsubishi contract would cover specialized tasks such as calibrations and inspections. There was discussion with questions and answers about staff response times under the CTG maintenance contracts, during which Mr. Whiting explained that contractors are stationed on site during events such as high-profile storms.

Mr. Peña requested more information concerning how often the CTGs are tested, including for demand response. Mr. Whiting relayed that the CTGs are tested monthly, and that demand response audits are performed in the summer and winter. There was brief discussion about the testing methods and parameters. Mr. Peña asked if contract staff are present for the CTG testing. Mr. Whiting responded in the negative.

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		
Foti		
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Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. VI A.1)

Contract Amendments/Change Orders

Hydraulic Equipment Service: R. Zoppo Corp., Contract OP-445, Change Order 2

A motion was duly made and seconded 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.

Bill Carter, MWRA Metropolitan Maintenance Manager, requested Board approval for Change Order 2 for a Hydraulic Equipment Service contract with R. Zoppo Corp (“Zoppo”), in an amount not to exceed \$66,000. He summarized the duration and scope of this contract for annual preventive maintenance and inspection services, and non-emergency and emergency repairs for hydraulic systems. He outlined the reasons for the proposed change order, including the unforeseen rehabilitation of hydraulic equipment. Mr. Carter explained that there were some mechanical malfunctions requiring large rebuilds during the prior contract, and that it has been necessary to perform five cylinder rebuilds; replace two hydraulic pumps; and, perform several smaller control and seal replacements. He noted that staff would include this recent trend in their analysis to determine bid quantities for the next maintenance contract. Finally, Mr. Carter advised that staff expect this proposed change order to cover additional needed maintenance for the remainder of the contract term.

There was general discussion with questions and answers about Zoppo’s hydraulics portfolio. Mr. Jack Walsh asked if the contractor rehabilitates hydraulic equipment on site. Stephen Cullen, MWRA Wastewater Director, explained that the equipment is serviced on- and off- site, and noted that rehabilitation is more cost effective than purchasing new hydraulic equipment. There was brief discussion about the specifications of various hydraulic equipment and MWRA projects successfully performed by Zoppo.

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		
Foti		
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Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. VI B.1)

Nut Island Headworks Odor Control and HVAC Improvements: Walsh Construction Company II, LLC, Contract 7548, Change Order 20

A motion was duly made and seconded 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.

Marty McGowan, MWRA Construction Director, requested approval for a Change Order for a Nut Island Headworks Odor Control and HVAC Improvements contract with Walsh Construction Company II, LLC (“Walsh”). He advised that a \$200,000 re-delegation approved on June 26, 2024 was insufficient to complete the project due to unanticipated change order items that were subsequently identified, including modifications to the existing carbon loading and dust collection equipment, and the significant expansion of the scope to repair existing fireproofing.

Next, Jeffrey Bina, MWRA Construction Coordinator, discussed unanticipated, existing fireproofing deficiencies that were not identifiable during design due to obstructions by large HVAC ducts, and presented examples of completed fireproofing repairs in compliance with fire code.

Finally, Mr. McGowan noted that Walsh had received the Engineering News Record’s 2024 award for Best Project, Water/Environment for this contract, and presented some aerial and internal photos of the finished project.

Mr. Patrick Walsh requested the number of hours to complete the work under this proposed change order. Mr. McGowan advised that staff would provide this information at a later date.

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		
Foti		
Peña		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. VI B.2)

WATER POLICY AND OVERSIGHT

Information

Report on 2024 Water Use Trends and Reservoir Status

Stephen Estes-Smargiassi, MWRA Director of Planning and Sustainability, presented a review of MWRA's water sources; safe yield; and a graph showing a five-year running average in million gallons per day ("mgd") for total reservoir withdrawals from 1980 (330 mgd) to 2024 (200.2 mgd). He noted that withdrawals remained substantially below safe yield in 2024, which was the region's third hottest year on record, with dry conditions through December.

Next, Daniel Nvule, MWRA Senior Program Manager, discussed trends in total water consumption by MWRA communities from 1980 to 2024. He reported that community total water consumption rose by 3.7% in 2024 mainly due to dry weather and extra water use by partially-supplied communities for drought and PFAS concerns. He noted that the highest and lowest daily withdrawal dates for 2024 were July 15 (287 mgd) and January 1 (157 mgd) respectively; that the City of Boston used an average of 61.8 mgd of water last year; and that Boston's water demand continues at levels below that of 1900.

Mr. Nvule then presented a graph comparing base (indoor) demand versus seasonal demand for 2000-2026, and noted that base use trends suggest improvements in water use efficiency despite increased population and employment within the MWRA service area. He highlighted the relatively small proportion of outdoor water use versus base use and reported that seasonal use represented 13.3% of total water use in 2024.

Next, Mr. Nvule presented trends for daily and annual MWRA supplied demand in partially supplied communities, noting increased water use in 2024 due to dry conditions and PFAS concerns.

Mr. Estes-Smargiassi then reported that the Quabbin Reservoir stayed within normal operating range in 2024, with peaks in the spring and at the end of the year. He advised that the Quabbin fell below normal levels in February 2025, noting that the trigger level rises on the first of that month. He explained that recent rainfall has brought levels back into normal range, and that staff expect levels to remain close to the normal range through spring, then fall back to below normal for the remainder of the year. He explained that long-term trend data provides insight into how MWRA's water system is operating. Finally, Mr. Estes-Smargiassi highlighted the resiliency of the system through wet and dry periods, and the importance of water conservation to ensure reliable water supplies for existing and potential new customer communities, and to manage environmental impacts.

There was brief, general discussion about the methods for calculating values for the Staff Summary's Figure 6 (*Fully Supplied Communities Annual Base and Seasonal Demand*).

Hearing no further discussion or questions, Committee Chair Taverna moved to Contract Awards. (ref. VII A.1)

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

A motion was duly made and seconded 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.

Lisa Hamilton, MWRA Assistant Director of Engineering, noted that this proposed steel water storage tank painting and improvements contract for the Walnut Hill tank represents the first of two construction packages for water tank improvements. She explained that the second package for Supervisory Control and Data Acquisition ("SCADA") security and water quality monitoring improvements at six sites is in design and would be presented for approval at a future meeting.

Next, Kellie Stevens, MWRA Program Manager, presented an overview of the project, including the Walnut Hill tank's location; structure; history; capacity and, pressure zone. She noted that the tank provides storage for MWRA's Brattle Court and Spring Street Pump Stations.

Ms. Stevens summarized the project's major components, including interior and exterior tank painting and ancillary improvements, noting that the tank's existing coatings, last applied in 1999, are reaching the end of their useful lives. She explained that inspections would be performed after surface preparation and prior to painting in order to evaluate the tanks'

integrity before performing any necessary repairs. She discussed some anticipated structural improvements such as steel plate, pit, and seam repairs; steel beam and internal tie rod replacements; and, repairs to the external stairs, platform and guardrails. She added that the cathodic protection system would also be upgraded to fully comply with NSF 61 standards.

Ms. Stevens then presented photos of the Walnut Hill Tank's existing conditions, which indicate corrosion of the exterior platform and internal tie rod supports as well as pitted interior tank coating. She also presented progress photos of a similar project at MWRA's Bellevue Tank completed in 2019.

Finally, Ms. Stevens summarized the bid results for this proposed contract. She noted that the bid evaluation determined that the lowest bidder was not eligible. She explained that staff recommended award to the second-lowest bidder, Atlas Painting and Sheeting Corporation, whose bid came in under the Engineer's Estimate, and described their qualifications.

Mr. Taverna requested more information about the terms of the proposed contract. Ms. Stevens explained that the majority of the contract was lump sum, with some unit price bid items. Mr. Taverna asked if this project entails any lead paint removal. Ms. Stevens responded in the negative, and advised that the Walnut Hill Tank's lead paint was removed in 1999.

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		
Foti		
Peña		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. VII B.1)

Contract Amendments/Change Orders

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

A motion was duly made and seconded 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.

Valerie Moran, MWRA Waterworks Director, requested Board approval of an amendment to

extend a Dam Safety Compliance and Consultant Services contract with GEI, Inc. by 35 days, with no increase in contract cost.

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		
Foti		
Peña		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. VII C.1)

PERSONNEL AND COMPENSATION

Approvals

March 2025 PCR Amendments

A motion was duly made and seconded to approve amendments to the Position Control Register (PCR) as presented in the March 19, 2025 Staff Summary and filed with the records of this meeting.

Wendy Chu, MWRA Human Resources Director, invited Board Members' questions on the proposed PCR Amendments for March 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		
Foti		
Peña		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. VIII A.1)

Appointment of Manager, Metering and Monitoring

A motion was duly made and seconded 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.

Ms. Chu invited Board Members' questions about the proposed appointment of the recommended candidate for the Manager, Metering and Monitoring position.

(Mr. Taverna temporarily left the meeting during the summary.)

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		
Foti		
Peña		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. VIII A.2)

Appointment of Manager, Training and Development

A motion was duly made and seconded 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, 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 Manager, Training and Development position.

Mr. Jack Walsh asked if MWRA conducts exit interviews with employees who resign from MWRA. Ms. Chu responded in the affirmative. There was brief discussion about the benefits of exit interviews, and exit interview questions.

(Mr. Taverna returned to the meeting after the discussion.)

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		
Foti		
Peña		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. VIII A.3)

Appointment of Appointment of Manager, Real Property and Outreach

A motion was duly made and seconded 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, 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 Manager, Real Property and Outreach position.

There was brief discussion about the posting of job positions internally only, or internally and externally; determining factors; consultation with hiring managers; and confirmation that the hiring manager for this position recommended the proposed candidate.

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		
Foti		
Peña		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. VIII A.4)

Appointment of Director, Occupational Health and Safety

A motion was duly made and seconded 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.

Ms. Chu invited Board Members' questions about the proposed appointment of the recommended candidate for the Director, Occupational Health and Safety position.

Mr. Jack Walsh asked where this position would be stationed at MWRA. Ms. Chu explained that the Safety Department is headquartered in Chelsea, with staff stationed at Chelsea, Deer Island and Southborough.

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		
Foti		
Peña		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. VIII A.5)

CORRESPONDENCE TO THE BOARD

Chair Tepper announced that the Board of Directors had received correspondence from Paul Silva regarding MWRA entrance fees; and from Thomas Smith, Chair of the Town of Orange Board of Selectmen, related to the Quabbin System Expansion Evaluation. She noted that the correspondence was included and publicly posted in the materials for this meeting, and invited Board Members' discussion and questions.

The Chair advised that she had reviewed this correspondence, and that the MWRA Advisory Board was asked to review particularly the letter from Mr. Silva of Reading and to provide a recommendation. She noted that the Quabbin System Expansion Evaluation is ongoing, and that the comments received from Mr. Smith of the Town of Orange Board of Selectmen would be taken into account.

Mr. Taverna requested a briefing on the status of the Quabbin System Expansion Evaluation.

Mr. Laskey explained that a briefing is tentatively scheduled for the April 2025 Board meeting.

Chair Tepper noted some points raised in the letter from the Town of Orange Selectmen, including the scope of the Quabbin Expansion project, and the Town's potential use of water from the Quabbin Reservoir through their own systems. (ref. IX)

OTHER BUSINESS

There was no other business. (ref. X)

ADJOURNMENT

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

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		
Foti		
Peña		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

The meeting adjourned at 3:03pm.

Approved: April 16, 2025

Attest:

Brian Peña, Secretary

LIST OF DOCUMENTS AND EXHIBITS USED

- Draft Minutes of the February 12, 2025 MWRA Board of Directors' Meeting (ref. I)
- March 19, 2025 Presentation – Ware River Diversion Update (ref. III)
- March 19, 2025 Staff Summary – Delegated Authority Report – February 2025 (ref. V A.1)
- March 19, 2025 Staff Summary – FY25 Financial Update and Summary through February 2025 (ref. V A.2)
- March 19, 2025 Staff Summary – Proposed Amendment to General Revenue Bond

Resolution (ref. V A.3)

- March 19, 2025 Staff Summary – Employee Assistance Program Services: ALLONE Health EAP, LLC, Contract A643 (ref. V B.1)
- March 19, 2025 Staff Summary – Workers’ Compensation Legal Services: Tentindo, Kendall, Canniff & Keefe LLP, Contract A644 (ref. V B.2)
- March 19, 2025 Staff Summary and Presentation – Preferred Service Agreement for the Combustion Turbine Generators: Mitsubishi Power Aero, LLC (ref. VI A.1)
- March 19, 2025 Staff Summary – Hydraulic Equipment Service: R. Zoppo Corp., Contract OP-445, Change Order 2 (ref. VI B.1)
- March 19, 2025 Staff Summary and Presentation – Nut Island Headworks Odor Control and HVAC Improvements: Walsh Construction Company II, LLC, Contract 7548, Change Order 20 (ref. VI B.2)
- March 19, 2025 Staff Summary and Presentation – Report on 2024 Water Use Trends and Reservoir Status (ref. VII A.1)
- March 19, 2025 Staff Summary and Presentation – Steel Water Storage Tank Painting and Improvements - Walnut Hill: Atlas Painting and Sheeting Corp., Contract 7493 (ref. VII B.1)
- March 19, 2025 Staff Summary – Dam Safety Compliance and Consulting Services: GEI, Inc., Contract W328, Amendment 2 (ref. VII C.1)
- March 19, 2025 Staff Summary – March 2025 PCR Amendments (ref. VIII A.1)
- March 19, 2025 Staff Summary – Appointment of Manager, Metering and Monitoring (ref. VIII A.2)
- March 19, 2025 Staff Summary – Appointment of Manager, Training and Development (ref. VIII A.3)
- March 19, 2025 Staff Summary – Appointment of Manager, Real Property and Outreach (ref. VIII A.4)
- March 19, 2025 Staff Summary – Appointment of Director, Occupational Health and Safety (ref. VIII A.5)
- February 4, 2025 correspondence from Paul Silva, regarding MWRA entrance fees (ref. IX)
- 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 (ref. IX)

STAFF SUMMARY


TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: Quabbin Reservoir Communities System Expansion Evaluation Update



COMMITTEE: Water Policy & Oversight

 X INFORMATION
 VOTE

Hillary Monahan, Project Manager, Environmental Permitting
Colleen Rizzi, P.E., Director, Env. and Regulatory Affairs
Preparer/Title


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

RECOMMENDATION:

For information only.

DISCUSSION:

MWRA is currently finalizing a feasibility study to assess the expansion of MWRA's water system to communities within the Quabbin Reservoir Watershed. The study includes the following communities: Barre, Belchertown, Hardwick, Ludlow, New Salem, Orange, Pelham, Petersham, Phillipston, Shutesbury, Ware, and Wendell (see Figure 1).

MWRA previously completed three similar water system expansion feasibility studies (available on www.mwra.com). The study areas included ten South Shore communities, 12 Ipswich River Basin communities, and 21 MetroWest communities. The studies reviewed the feasibility of MWRA providing an alternative source of drinking water to these communities. Specifically, these studies were intended to:

- quantify MWRA's available water distribution and transmission system capacity to serve study communities;
- identify new infrastructure needed to deliver the available capacity to these communities;
- provide planning-level cost estimates for infrastructure needed to serve the communities;
- consider the impact on drinking water quality from blending MWRA water with that of communities, and highlight the importance for future study prior to any expansion community connections; and
- identify other factors that would need further study if system expansion discussions proceed, such as required permits and the time necessary for planning, permitting, design, and construction of required infrastructure.

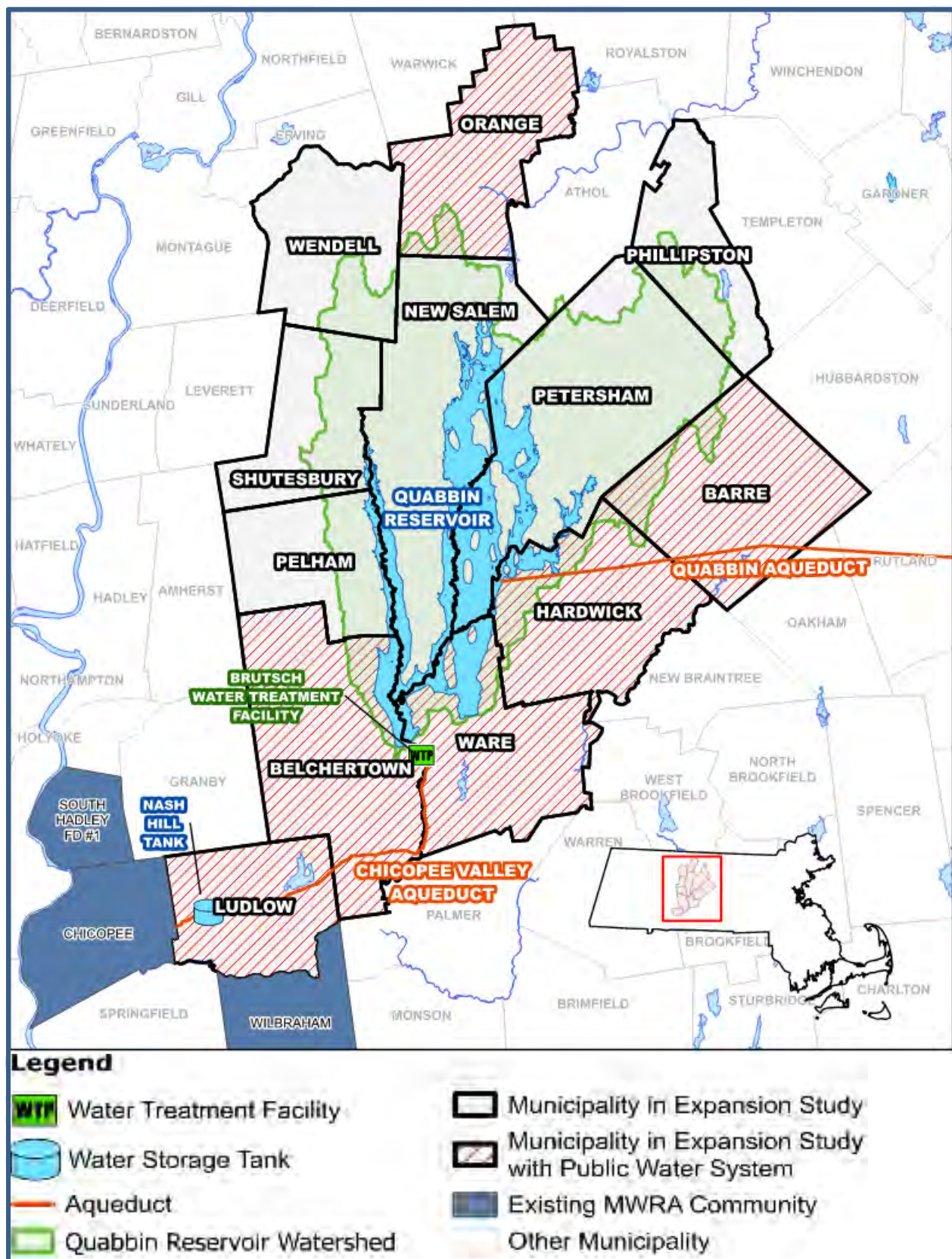


Figure 1. Quabbin Reservoir Communities Study Area

The Quabbin Reservoir Watershed feasibility study varies from the previous three feasibility studies due to limited access to existing MWRA infrastructure. This required additional analysis to identify potential water sources. This feasibility evaluation:

- quantifies MWRA's existing capacity available to serve new customers;
- identifies the critical infrastructure needed to supply water to Quabbin communities, including transmission and distribution pipelines and new treatment facilities;
- identifies potential water supply alternatives (such as surface water intakes and groundwater supplies within the Quabbin Watershed); and
- provides planning-level cost estimates for those alternatives.

This study provides a range of water supply options that could be further investigated by the Quabbin Watershed communities.

Community Coordination

MWRA sent initial inquiries to Quabbin Reservoir communities in March 2024 to request a meeting with staff involved with water supply (e.g. DPW directors and staff, Superintendents, etc.) from each of the study area communities. These initial inquiries also included detailed data requests tailored to specifically address communities with existing public water systems and those communities without public water supplies. The requested data included the presence of a public water supply, water distribution maps, water master plans and town-wide master plans, water system GIS mapping, water system population and/or demand projections, Water Management Act permits, latest Sanitary Surveys, Consumer Confidence Reports, and water quality information (potential pollutants of concern and contamination potential).

An introductory meeting was held on April 12, 2024, with requests for individual meetings following the initial meeting, as well as additional outreach regarding community-specific information. MWRA's initial schedule included a public information session prior to finalizing the report. At the request of some members of the legislative delegation, MWRA held a meeting with community officials and staff on November 19, 2024 to present findings of the study ahead of holding a public information session. The community meeting included an overview of the study components and methodology, technical analysis, including estimated water demands, alternatives evaluated, and five conceptual projects advanced for more detailed evaluation. MWRA agreed to delay the public information session until communities had a chance to review the information presented during the November 19 meeting and provide comments to MWRA.

MWRA received comments from Belchertown, Orange, Petersham, and Phillipston, and is in the process of scheduling the public information session, which is slated for early spring. This correspondence was included in the February and March 2025 Board of Directors' packages. MWRA also received comments from New Salem, included in this April 2025 Board package.

The Quabbin Reservoir Study is anticipated to be completed this spring.

Study Findings

The study evaluated a range of options, including groundwater supply and new surface water intakes from the Quabbin Reservoir, before narrowing down to the following five conceptual projects advanced for more detailed analysis (See Figure 2):

- **Conceptual Project No. 1 – Southwest Intake:** Includes a new surface water intake on the Quabbin Reservoir serving Belchertown, Ware, Ludlow and Pelham;
- **Conceptual Project No. 2 – West Intake:** Includes a new surface water intake on the Quabbin Reservoir serving New Salem, Wendell, Shutesbury and Orange;
- **Conceptual Project No. 3 – Northwest Regional Groundwater Supply:** Includes a new groundwater supply serving New Salem, Wendell and Shutesbury;
- **Conceptual Project No. 4 – Northeast Regional Groundwater Supply:** Includes a new groundwater supply serving Phillipston and Petersham; and
- **Conceptual Project No. 5 – Southeast Intake:** Includes a new surface water intake on the Quabbin Reservoir serving Hardwick and Barre.

Each of the conceptual projects includes water treatment, storage, pumping stations, and water mains.

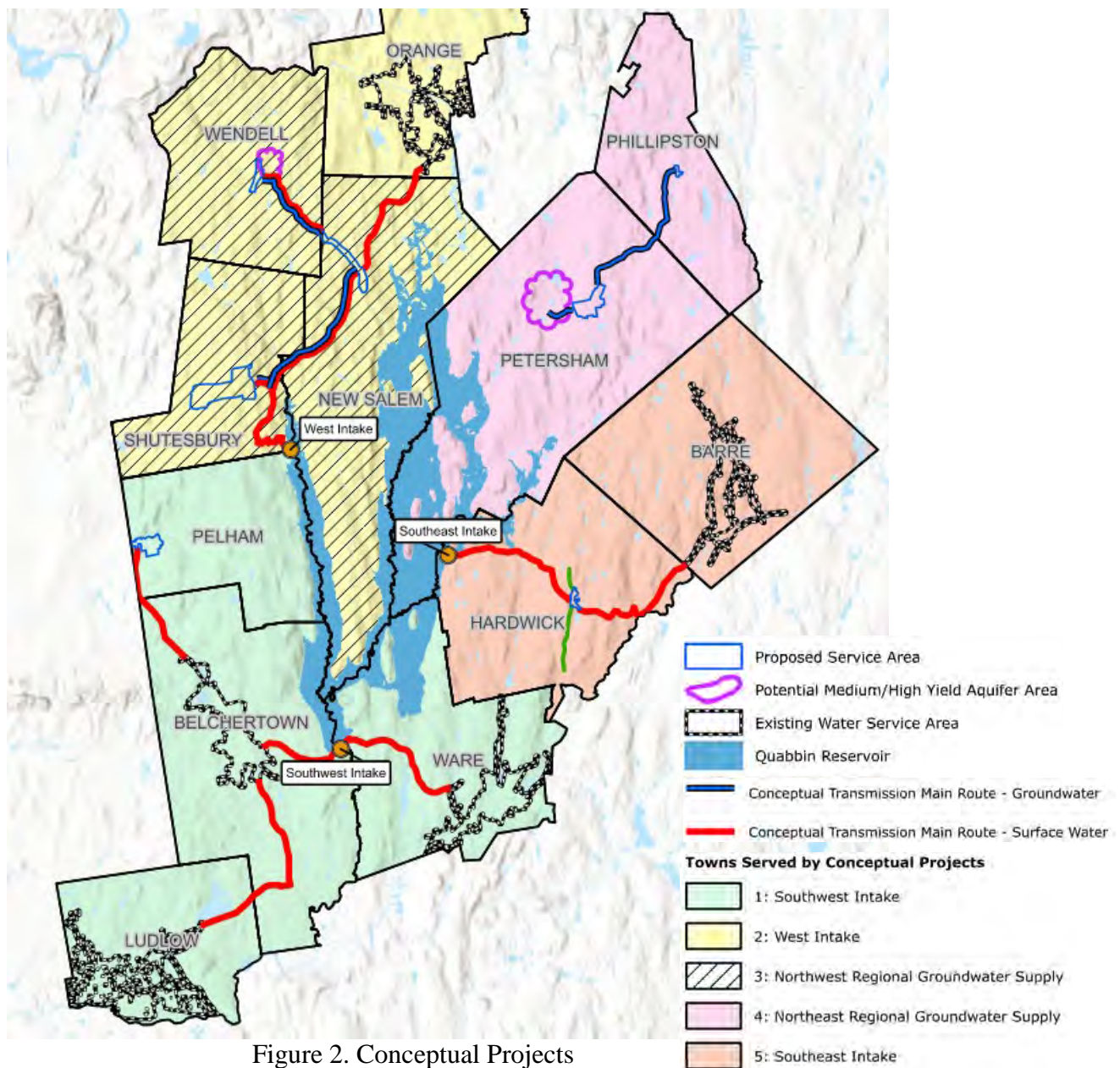


Figure 2. Conceptual Projects

The study also includes an evaluation of existing MWRA facilities for excess capacity. The Brutsch Water Treatment Facility and the Chicopee Valley Aqueduct (CVA) do not have excess capacity available. The capacity of the CVA is fully allocated to existing users.

Proposed Quabbin Legislation

In the 2023-2024 Massachusetts Legislative Session, Senator Comerford and Representative Saunders filed a bill titled “An Act Relative to the Quabbin Watershed and Regional Equity.” This legislation, which was refiled in January 2025, calls for: 1) the establishment of a Quabbin Host Community Trust Fund; 2) modifications to payment in lieu of taxes (PILOT) contributions; 3) modifications to the composition and terms of service of the MWRA Board of Directors; and 4) preparation of an expanded System Expansion Evaluation for communities in the basins of the Westfield River, Chicopee River, Connecticut River, and Millers River.

Quabbin Host Community Trust Fund

The proposed legislation calls for establishment of a Quabbin Host Community Trust Fund to be used for the municipal service, public safety and development needs of the Quabbin watershed communities, to be funded by MWRA through annual deposits of \$35 million, indexed to inflation. This payment would represent a 10% increase on the water utility assessment.

Payment in Lieu of Taxes

The legislation proposes to include the total acreage held in each community (i.e. submerged land beneath the reservoirs) for payment in lieu of taxes (PILOT) payments; thereby increasing the annual payments the Authority pays to watershed communities. MWRA currently pays 100% of the highest tax classification in each community, and the dollar amount cannot be decreased from the prior year. MWRA has paid more than \$200 million in PILOT payments to watershed communities since its creation in 1985. MWRA has also paid for preservation of an additional 28,710 acres of watershed land since 1985 at a cost of approximately \$146 million dollars, increasing the amount of land subject to PILOT payments.

MWRA Board of Directors

The bill includes language that would increase the membership of the MWRA Board of Directors to 13 by adding two members from the Connecticut River Valley, and proposes a term limit of 12 years for all members except the Secretary.

System Expansion Evaluation

The proposed legislation calls for MWRA to prepare an expanded System Expansion Evaluation that would analyze the water needs of over 70 communities in the Westfield River, Chicopee River, Connecticut River, and Millers River basins in a manner consistent with the Evaluation of Ipswich River Basin as completed by the Authority in October 2022. All previous feasibility studies were completed for regions with access to MWRA's water system. The Westfield River, the remainder of the Chicopee River, the Connecticut River, and the Millers River basins are not geographically adjacent to MWRA's water system and any study would be best conducted by a regional planning agency in conjunction with the communities and other water suppliers in the area (e.g. Springfield Water and Sewer Commission and Amherst Water). MWRA's soon to be completed Quabbin Watershed Expansion Feasibility Study will serve as a good starting point for future studies.

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: Local Water System Assistance Program Annual Update



COMMITTEE: Water Policy & Oversight

 X INFORMATION
 VOTE

Kristen M. Hall, Senior Program Manager, Planning
Claudia F. Baptista, Project Manager, Planning
Preparer/Title


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

RECOMMENDATION:

For information only.

DISCUSSION:

MWRA's goal in providing financial assistance to member communities is to improve local water systems' ability to maintain high water quality as it passes from MWRA facilities through local pipelines to customers' taps. Older water mains, particularly those constructed of unlined cast iron pipe, need to be replaced or cleaned and lined to prevent tuberculation (rust buildup), loss of disinfectant residual and potential bacteria growth. Replacement of lead service lines improves water quality by reducing the risk that lead can leach into the water consumed in customers' homes.



Unlined Cast Iron Main

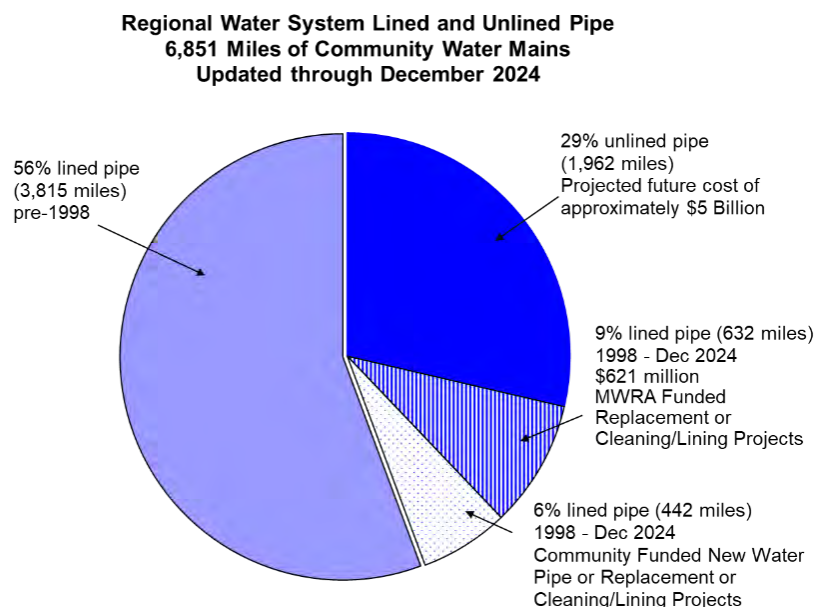
Tuberculated Pipe

Cement Lined Pipe

Prior to 1998, 3,815 miles (56%) of the 6,851-mile regional distribution system consisted of lined water pipe. Since 1998, MWRA's community financial assistance programs have invested \$621 million in local water distribution systems, which has resulted in the replacement, or cleaning and lining, of 632 miles of water mains. Additional community-only funded rehabilitation or new pipeline projects have added 442 miles of lined water mains. Approximately 1,962 miles (29%) of locally owned distribution systems remain unlined, representing a regional need of about five billion dollars for future community water main rehabilitation. Attachment 1 provides individual

statistics for the total miles of lined and unlined water main in each member community's water system.

Water Loan Funds Distribution Update



Under the Local Water System Assistance Program (LWSAP), the Board has authorized a total of \$1.025 billion for community water loans from FY01 through FY35. Loan funds are allocated to member water communities based on a combination of their percent share of unlined pipe and wholesale water charge. MWRA's partially supplied communities receive pro-rated shares based on their percentage use of MWRA water. Through December 2024, \$621 million has been distributed to member communities to finance 624 projects that will help maintain high water quality in local distribution systems. Of the 624 total projects, 559 have been completed and 65 are active projects. Community loans are repaid to MWRA over a ten-year period. All scheduled community loan repayments have been made, a total of \$436 million to date. A total of 45 of the 47 eligible member water communities have participated in the Program¹. Three communities (Belmont, Saugus, and Watertown) are scheduled to receive water loans totaling \$2.3 million during the February 2025 LWSAP funding distribution cycle.

The photos below detail local water system rehabilitation construction work funded through MWRA's LWSAP.

¹ Two communities (Southborough and Wilbraham) participated in the pilot program, but have yet to request funding under the LWSAP. MWRA has a total of 52 water communities (with Dedham/Westwood Water District counted as one). Under MWRA's LWSAP, 47 communities are allocated loan funds. The five water communities that are ineligible to receive funding assistance have special case considerations: Cambridge receives water on an emergency-only basis; Lynn receives water only for the GE Plant; Clinton receives raw water only; and Leominster and Worcester (also on an emergency-only basis) receive untreated water from the Wachusett Reservoir. The three Chicopee Valley Aqueduct (CVA) communities (Chicopee, South Hadley FD#1, and Wilbraham) were allocated funds beginning in Phase 2 of the LWSAP.



Unlined, Tuberculated Cast Iron
Water Main



Water Main Replacement
Construction



Rehabilitated Water Storage
Tank

In FY98, the Authority established a pilot financial assistance program for water system projects. Thirty million was distributed; 25% as grant funds and 75% as interest free loans. The program was well received by communities. Upon completion of the program, the Board of Directors opted to continue to provide financial assistance for water system projects and created the Phase 1 Local Pipeline Assistance Program (LPAP). Phase 1 began in FY01 and was completed at the end of FY13. It provided \$222.3 million in ten-year interest-free loans to finance 257 water main replacement, cleaning and lining, and lead service line replacement projects.

The Phase 2 LWSAP was established in FY11 and provided an expansion of the water loan program by adding \$210 million in interest-free loans for member water communities (including a \$10 million allocation for the three Chicopee Valley Aqueduct (CVA) communities (Chicopee, South Hadley Fire District #1, and Wilbraham). Through December 2024, \$206 million in Phase 2 funds have been distributed. Forty-one communities have received their entire Phase 2 funding allocation, and six communities have funds remaining. (See Attachment 2 - Allocation and Fund Utilization by Community.) LWSAP Phase 2 loan funds will sunset in June 2025. Community Support Program staff continue to reach out to those communities with remaining funds to provide every opportunity to utilize Phase 2 funds prior to the sunset date.

The Phase 3 LWSAP was established in FY18. The Phase 3 expansion of the water loan program added \$293.3 million² in interest-free loans (including a \$14 million allocation for the three CVA communities). Phase 3 funding distributions are approved through FY30. Through December 2024, \$162.7 million in Phase 3 funds have been distributed and \$130.6 million remain to be distributed. FY25 is Year 8 of Phase 3 allocations. (See Attachment 2 - Allocation and Fund Utilization by Community). Through December 2024, Program Phases 2 and 3 have financed 282 projects.

The Phase 4 LWSAP was established in FY25. Phase 4 added \$300 million in interest-free loans (including \$15 million allocated for the three CVA communities). Phase 4 funding distributions

² Phase 3 initially added \$292 million. In December 2020, Ashland and Burlington received LWSAP loan allocations when they were approved as partially supplied member water communities, increasing the total Phase 3 allocation to \$293.3 million.

are approved through FY34. No Phase 4 funding distributions have been made to date.

The majority of financial assistance water loans (95%) under the LWSAP have funded replacement/rehabilitation of unlined water mains, lead service line replacements, water tank rehabilitation and other water quality projects. Some communities have also utilized a portion of their funding allocations on water system efficiency, or “Tier Two” projects, such as water meter replacements, automated meter reading systems and booster pump station rehabilitation.

Lead Service Line Replacement Program Update

In March 2016, the Board approved an enhancement to the LWSAP to provide up to \$100 million in ten-year interest-free loans to communities solely for efforts to replace lead service lines. While lead service line replacements have always been an eligible expense under the LWSAP, the Board wanted to provide funds specifically targeted to addressing the lead service lines in the service area. At the May 22, 2024 meeting, to help communities comply with the requirements of the Lead and Copper Rule Improvements promulgated by EPA, the Board authorized an additional \$100 million for the program and included provisions for a 25% grant component for communities that commit to fully funding the replacement of the portion of the lead service line on private property. Detailed information regarding the revised lead program is included in a separate Staff Summary presented at this Board of Directors’ meeting.



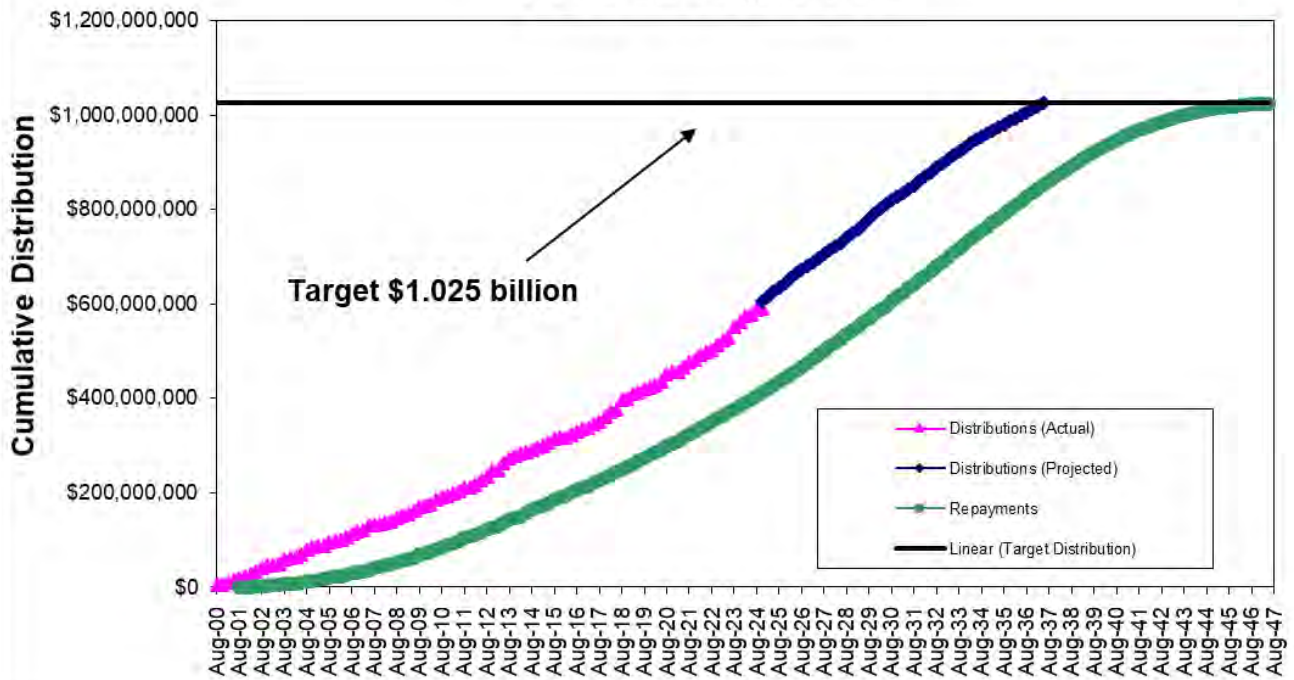
Lead Service Line Replacement

BUDGET/FISCAL IMPACTS:

The FY25 CIP includes an overall net budget of zero dollars for the LWSAP since community loans are offset by repayments over time. However, depending on the timing and level of community loan requests, loan distributions can fluctuate, sometimes causing overspending or underspending (versus budget projections) for any particular quarter or year. The LWSAP Guidelines restrict each community’s annual allocation to the larger of: (1) 10% of their total allocation; or (2) \$500,000. If not utilized in a given year, annual allocations roll over and accumulate up to the community’s total allocation. The annual allocation restrictions are intended to limit MWRA’s annual financial exposure.

The program budget target is \$1.025 billion for water system rehabilitation loan distributions and repayments (not including the \$200 million for additional lead service line replacement loans). Through December 2024, \$621 million in water project loans have been distributed. Community loan repayments total \$436 million. As community loans are repaid, the funds are deposited into MWRA’s construction fund. The FY25 CEB budget includes \$9.8 million for the cost of loan interest as a separate line item under Debt Service. The graph below presents loan funding distributions (actual and projected) and corresponding repayments for the LWSAP (FY01 through FY45).

Local Water System Assistance Programs Distribution and Repayments FY01 through FY47



MBE/WBE PARTICIPATION:

MBE/WBE goals for community projects are outlined in the Program Guidelines.

ATTACHMENTS:

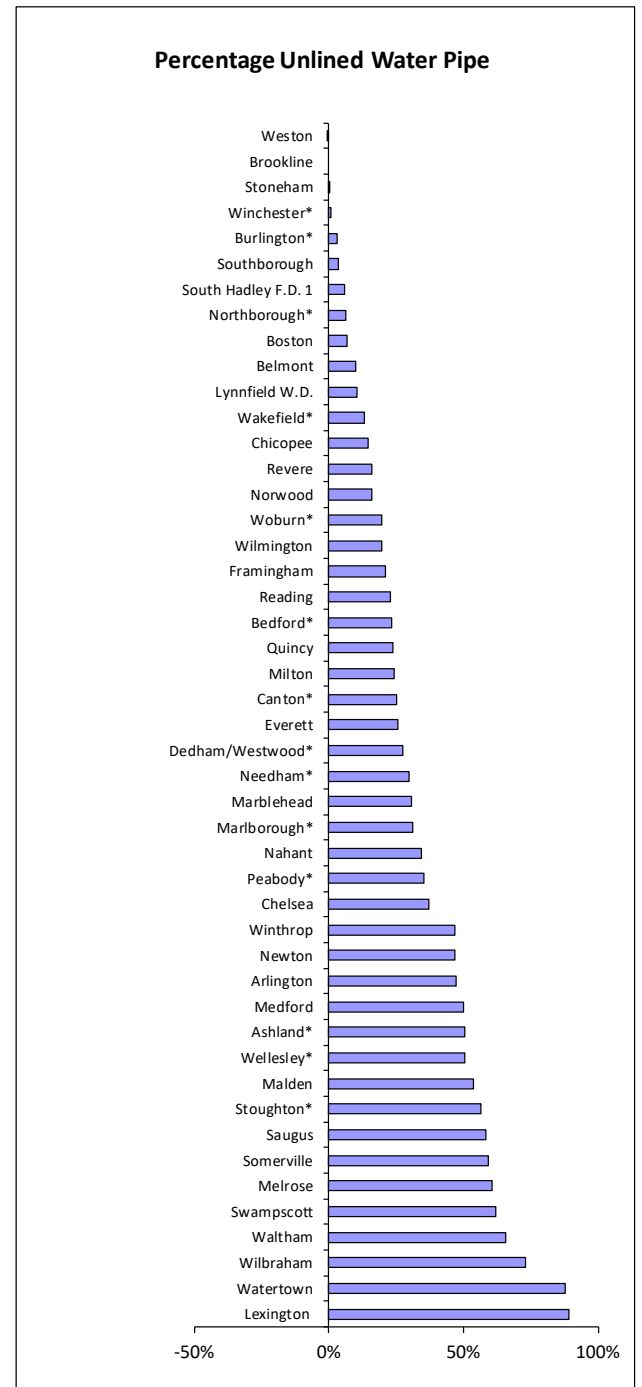
Attachment 1 - Lined and Unlined Pipe by Community (through December 2024)

Attachment 2 - Phases 2, 3, and 4 - Local Water System Assistance Program Allocation and Fund Utilization by Community (through December 2024)

ATTACHMENT 1
MWRA LOCAL WATER SYSTEM ASSISTANCE PROGRAM
LINED AND UNLINED PIPE BY COMMUNITY
THROUGH DECEMBER 2024

Community	Total Miles of Pipe	Miles of Lined Pipe	Miles of Unlined Pipe	Percent Unlined
Arlington	129	68	61	47%
Ashland*	85	42	43	51%
Bedford*	85	65	20	24%
Belmont	92	83	9	10%
Boston	1009	943	66	7%
Brookline	140	140	0	0%
Burlington*	124	120	4	3%
Canton*	128	96	32	25%
Chelsea	59	37	22	37%
Chicopee	275	235	40	15%
Dedham/Westwood*	208	151	57	27%
Everett	70	52	18	26%
Frammingham	282	223	59	21%
Lexington	157	17	140	89%
Lynnfield W.D.	29	26	3	10%
Malden	121	56	65	54%
Marblehead	97	67	30	31%
Marlborough*	183	126	57	31%
Medford	144	72	72	50%
Melrose	82	32	50	61%
Milton	140	106	34	24%
Nahant	25	16	9	34%
Needham*	135	95	40	30%
Newton	329	175	154	47%
Northborough*	65	61	4	6%
Norwood	119	100	19	16%
Peabody*	208	135	73	35%
Quincy	240	183	58	24%
Reading	115	89	26	23%
Revere	108	91	17	16%
Saugus	125	52	73	58%
Somerville	110	45	65	59%
South Hadley F.D. 1	83	78	5	6%
Southborough	87	84	3	3%
Stoneham	80	80	0	0%
Stoughton*	151	66	85	56%
Swampscott	58	22	36	62%
Wakefield*	114	99	15	13%
Waltham	170	58	112	66%
Watertown	82	10	72	88%
Wellesley*	150	74	76	51%
Weston	111	111	0	0%
Wilbraham	74	20	54	73%
Wilmington	126	101	25	20%
Winchester*	112	111	1	1%
Winthrop	45	24	21	47%
Woburn*	190	153	38	20%
TOTAL	6,851	4,890	1,962	29%

* Partially Served



ATTACHMENT 2
MWRA LOCAL WATER SYSTEM ASSISTANCE PROGRAM
ALLOCATION AND FUND UTILIZATION BY COMMUNITY AS OF
DECEMBER 2024

Community	Community Total Phase 2 Allocation	Phase 2 Funds Distributed Thru December 2024	Total Remaining Phase 2 Funds	Community Total Phase 3 Allocation	Community Phase 3 Annual Allocation	Phase 3 Allocation To Date (FY25: Year 8)	Phase 3 Funds Distributed Thru December 2024	Phase 3 Funds Currently Available	Community Total Phase 4 Allocation	Community Phase 4 Annual Allocation	Phase 4 Allocation To Date (FY25: Year 1)	Phase 4 Funds Distributed Thru December 2024	Phase 4 Funds Currently Available	Total Phase 2 + 3 + 4 Funds Available
Arlington	\$6,225,000	\$6,225,000	\$0	\$8,687,000	\$868,700	\$6,949,600	\$5,875,000	\$1,074,600	\$8,561,000	\$856,100	\$856,100	\$0	\$856,100	\$1,930,700
Ashland* ¹	\$0	\$0	\$0	\$519,400	\$0	\$519,400	\$0	\$519,400	\$851,000	\$500,000	\$500,000	\$0	\$500,000	\$1,019,400
Bedford *	\$2,418,000	\$2,418,000	\$0	\$3,649,000	\$500,000	\$3,649,000	\$0	\$3,649,000	\$3,237,000	\$500,000	\$500,000	\$0	\$500,000	\$4,149,000
Belmont	\$3,477,000	\$3,477,000	\$0	\$3,852,000	\$500,000	\$3,852,000	\$3,500,000	\$352,000	\$3,133,000	\$500,000	\$500,000	\$0	\$500,000	\$852,000
Boston	\$38,754,000	\$38,754,000	\$0	\$52,787,000	\$5,278,700	\$42,229,600	\$41,267,364	\$962,236	\$49,639,000	\$4,963,900	\$4,963,900	\$0	\$4,963,900	\$5,926,136
Brookline	\$3,426,000	\$3,426,000	\$0	\$4,585,000	\$500,000	\$4,000,000	\$1,234,000	\$2,766,000	\$4,491,000	\$500,000	\$500,000	\$0	\$500,000	\$3,266,000
Burlington* ¹	\$0	\$0	\$0	\$827,400	\$0	\$827,400	\$0	\$827,400	\$1,124,000	\$500,000	\$500,000	\$0	\$500,000	\$1,327,400
Canton *	\$3,216,000	\$3,216,000	\$0	\$2,971,000	\$0	\$2,971,000	\$2,500,000	\$471,000	\$2,637,000	\$500,000	\$500,000	\$0	\$500,000	\$971,000
Chelsea	\$3,814,000	\$3,814,000	\$0	\$5,039,000	\$503,900	\$4,031,200	\$2,511,700	\$1,519,500	\$5,159,000	\$515,900	\$515,900	\$0	\$515,900	\$2,035,400
Dedham/Westwood *	\$503,000	\$503,000	\$0	\$849,000	\$0	\$849,000	\$0	\$0	\$1,099,000	\$500,000	\$500,000	\$0	\$500,000	\$500,000
Everett	\$4,672,000	\$4,672,000	\$0	\$6,298,000	\$629,800	\$5,038,400	\$3,319,200	\$1,719,200	\$5,217,000	\$521,700	\$521,700	\$0	\$521,700	\$2,240,900
Framingham	\$7,357,000	\$7,357,000	\$0	\$9,003,000	\$900,300	\$7,202,400	\$2,700,900	\$4,501,500	\$9,861,000	\$986,100	\$986,100	\$0	\$986,100	\$5,487,600
Lexington	\$3,024,000	\$3,024,000	\$0	\$3,777,000	\$277,000	\$3,777,000	\$1,891,015	\$1,885,985	\$14,914,000	\$1,491,400	\$1,491,400	\$0	\$1,491,400	\$3,377,385
Lynnfield Water Dist.	\$1,396,000	\$1,396,000	\$0	\$1,678,000	\$0	\$1,678,000	\$1,530,800	\$147,200	\$1,611,000	\$500,000	\$500,000	\$0	\$500,000	\$647,200
Malden	\$7,272,000	\$7,272,000	\$0	\$10,605,000	\$1,060,500	\$8,484,000	\$7,423,500	\$1,060,500	\$9,970,000	\$997,000	\$997,000	\$0	\$997,000	\$2,057,500
Marblehead	\$4,237,000	\$4,237,000	\$0	\$5,112,000	\$511,200	\$4,089,600	\$1,022,400	\$3,067,200	\$4,712,000	\$500,000	\$500,000	\$0	\$500,000	\$3,567,200
Marlborough	\$1,917,000	\$1,283,800	\$633,200	\$3,512,000	\$12,000	\$3,512,000	\$0	\$3,512,000	\$8,495,000	\$849,500	\$849,500	\$0	\$849,500	\$4,994,700
Medford	\$6,959,000	\$6,959,000	\$0	\$10,800,000	\$1,080,000	\$8,640,000	\$7,538,000	\$1,102,000	\$10,140,000	\$1,014,000	\$1,014,000	\$0	\$1,014,000	\$2,116,000
Melrose	\$3,988,000	\$3,988,000	\$0	\$6,865,000	\$686,500	\$5,492,000	\$4,805,500	\$686,500	\$6,537,000	\$653,700	\$653,700	\$0	\$653,700	\$1,340,200
Milton	\$4,123,000	\$4,123,000	\$0	\$5,967,000	\$596,700	\$4,773,600	\$3,440,800	\$1,332,800	\$5,601,000	\$560,100	\$560,100	\$0	\$560,100	\$1,892,900
Nahant	\$1,490,000	\$1,490,000	\$0	\$1,835,000	\$0	\$1,835,000	\$745,550	\$1,089,450	\$1,968,000	\$500,000	\$500,000	\$0	\$500,000	\$1,589,450
Needham *	\$794,000	\$794,000	\$0	\$1,894,000	\$0	\$1,894,000	\$337,265	\$1,556,735	\$2,097,000	\$500,000	\$500,000	\$0	\$500,000	\$2,056,735
Newton	\$13,602,000	\$13,602,000	\$0	\$20,837,000	\$2,083,700	\$16,669,600	\$6,251,100	\$10,418,500	\$19,573,000	\$1,957,300	\$1,957,300	\$0	\$1,957,300	\$12,375,800
Northborough	\$1,048,000	\$986,053	\$61,947	\$1,450,000	\$0	\$1,450,000	\$0	\$1,450,000	\$2,018,000	\$500,000	\$500,000	\$0	\$500,000	\$2,011,947
Norwood	\$4,395,000	\$4,395,000	\$0	\$6,296,000	\$629,600	\$5,036,800	\$5,036,800	\$0	\$4,726,000	\$500,000	\$500,000	\$0	\$500,000	\$500,000
Peabody *	\$1,089,000	\$1,089,000	\$0	\$2,756,000	\$0	\$2,756,000	\$2,756,000	\$0	\$3,767,000	\$500,000	\$500,000	\$0	\$500,000	\$500,000
Quincy**	\$10,505,000	\$10,505,000	\$0	\$14,252,000	\$1,425,200	\$12,826,800	\$12,826,800	\$0	\$11,565,000	\$1,156,500	\$1,156,500	\$0	\$1,156,500	\$1,156,500
Reading	\$4,146,000	\$4,146,000	\$0	\$5,073,000	\$507,300	\$4,058,400	\$3,043,800	\$1,014,600	\$4,291,000	\$500,000	\$500,000	\$0	\$500,000	\$1,514,600
Revere	\$5,034,000	\$5,034,000	\$0	\$5,315,000	\$531,500	\$4,252,000	\$2,126,000	\$2,126,000	\$4,994,000	\$500,000	\$500,000	\$0	\$500,000	\$2,626,000
Saugus	\$6,621,000	\$6,621,000	\$0	\$9,688,000	\$968,800	\$7,750,400	\$3,502,414	\$4,247,986	\$9,022,000	\$902,200	\$902,200	\$0	\$902,200	\$5,150,186
Somerville	\$7,419,000	\$7,419,000	\$0	\$10,791,000	\$1,079,100	\$8,632,800	\$5,589,234	\$3,043,566	\$10,273,000	\$1,027,300	\$1,027,300	\$0	\$1,027,300	\$4,070,866
Southborough	\$1,512,000	\$0	\$1,512,000	\$1,920,000	\$0	\$1,920,000	\$0	\$1,920,000	\$1,719,000	\$500,000	\$500,000	\$0	\$500,000	\$3,932,000
Stoneham	\$2,339,000	\$2,339,000	\$0	\$2,742,000	\$0	\$2,742,000	\$2,500,000	\$242,000	\$2,520,000	\$500,000	\$500,000	\$0	\$500,000	\$742,000
Stoughton*	\$2,506,000	\$2,506,000	\$0	\$3,547,000	\$47,000	\$3,547,000	\$1,622,000	\$1,925,000	\$864,000	\$500,000	\$500,000	\$0	\$500,000	\$2,425,000
Swampscott	\$3,755,000	\$3,755,000	\$0	\$5,276,000	\$527,600	\$4,220,800	\$2,294,468	\$1,926,332	\$5,015,000	\$501,500	\$501,500	\$0	\$501,500	\$2,427,832
Wakefield *	\$2,325,000	\$2,325,000	\$0	\$3,356,000	\$0	\$3,356,000	\$3,000,000	\$356,000	\$2,857,000	\$500,000	\$500,000	\$0	\$500,000	\$856,000
Waltham	\$10,293,000	\$10,293,000	\$0	\$14,904,000	\$1,490,400	\$11,923,200	\$1,462,561	\$10,460,639	\$14,864,000	\$1,486,400	\$1,486,400	\$0	\$1,486,400	\$11,947,039
Watertown	\$2,978,000	\$2,978,000	\$0	\$3,745,000	\$245,000	\$3,745,000	\$2,683,000	\$1,062,000	\$8,630,000	\$863,000	\$863,000	\$0	\$863,000	\$1,925,000
Wellesley *	\$2,350,000	\$1,813,569	\$536,431	\$3,268,000	\$0	\$3,268,000	\$0	\$3,268,000	\$4,286,000	\$500,000	\$500,000	\$0	\$500,000	\$4,304,431
Weston	\$1,625,000	\$1,625,000	\$0	\$2,295,000	\$0	\$2,295,000	\$2,193,497	\$101,503	\$2,139,000	\$500,000	\$500,000	\$0	\$500,000	\$601,503
Wilmington *	\$611,000	\$611,000	\$0	\$1,306,000	\$0	\$1,306,000	\$0	\$1,306,000	\$1,343,000	\$500,000	\$500,000	\$0	\$500,000	\$1,806,000
Winchester *	\$882,000	\$775,000	\$107,000	\$1,394,000	\$0	\$1,394,000	\$0	\$1,394,000	\$1,416,000	\$500,000	\$500,000	\$0	\$500,000	\$2,001,000
Winthrop*	\$3,312,000	\$3,312,000	\$0	\$4,119,000	\$0	\$4,119,000	\$4,119,000	\$0	\$3,578,000	\$500,000	\$500,000	\$0	\$500,000	\$500,000
Woburn *	\$2,591,000	\$2,591,000	\$0	\$3,905,000	\$405,000	\$3,905,000	\$3,500,000	\$405,000	\$4,486,000	\$500,000	\$500,000	\$0	\$500,000	\$905,000
SUBTOTAL	\$200,000,000	\$197,149,422	\$2,850,578	\$279,346,800	\$23,845,500	\$237,468,000	\$156,998,668	\$80,469,332	\$285,000,000	\$34,303,600	\$34,303,600	\$0	\$34,303,600	\$117,623,510

Chicopee	\$7,153,000	\$7,153,000	\$0	\$9,774,000	\$977,400	\$7,819,200	\$5,186,400	\$2,632,800	\$10,413,000	\$1,041,300	\$1,041,300	\$0	\$1,041,300	\$3,674,100
South Hadley F.D. 1	\$1,538,000	\$1,538,000	\$0	\$2,026,000	\$0	\$2,026,000	\$500,000	\$1,526,000	\$2,220,000	\$500,000	\$500,000	\$0	\$500,000	\$2,026,000
Wilbraham	\$1,309,000	\$0	\$1,309,000	\$2,200,000	\$0	\$2,200,000	\$0	\$2,200,000	\$2,367,000	\$500,000	\$500,000	\$0	\$500,000	\$4,009,000
SUBTOTAL	\$10,000,000	\$8,691,000	\$1,309,000	\$14,000,000	\$977,400	\$12,045,200	\$5,686,400	\$6,358,800	\$15,000,000	\$2,041,300	\$2,041,300	\$0	\$2,041,300	\$9,709,100

TOTAL	\$210,000,000	\$205,840,422	\$4,159,578	\$293,346,800	\$24,822,900	\$249,513,200	\$162,685,068	\$86,828,132	\$300,000,000	\$36,344,900	\$36,344,900	\$0	\$36,344,900	\$127,332,610
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Phase 2 funds will sunset in FY25

* Partially Served Communities

¹ Ashland and Burlington: Partial Water Communities Beginning in FY21

** Exempt per Board Approval

*** Per Board Approval, years 4, 9 and 10 allocations were distributed in June 2020

STAFF SUMMARY


TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: Lead Service Line Replacement Program Update



COMMITTEE: Water Policy & Oversight

 X INFORMATION
 VOTE

David Granados, Program Manager
Kristen M. Hall, Senior Program Manager
Rebecca Weidman, Deputy Chief Operating Officer
Stephen Estes-Smargiassi, Dir. Of Planning and Sustainability
Preparer/Title


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

At the May 22, 2024 meeting, the Board approved an additional \$100 million for the Lead Service Line Replacement Program and authorized the inclusion of a 25 percent grant, based on a recommendation from the Advisory Board, for communities who commit to funding the replacement of the privately owned portion of lead service lines. The revised program was in effect as of July 1, 2024. All public water systems submitted initial service line inventories in October 2024.

RECOMMENDATION:

For information only.

DISCUSSION:

MWRA's goal in providing financial assistance to member communities is to encourage and facilitate the full removal of all lead service lines in local water systems to reduce lead levels and protect public health, and to meet the requirements of the Lead and Copper Rule Improvements, promulgated by EPA in October 2024, which requires the removal of all lead service lines by 2037.

In March 2016, the Board approved \$100 million in ten-year interest-free loans to fund the Lead Service Line Replacement Loan Program, or LLP, for communities to fully replace lead service lines from the main to the house. In an effort to help communities meet the requirements of the new Lead and Copper Rule Improvements, the Board approved an additional \$100 million for the program in May 2024, and authorized the addition of a twenty-five percent (25%) grant for communities who commit to fully funding the replacement of the portion of the lead service line on private property. MWRA's goal is to replace all lead service lines by 2032 to meet the requirements of the Lead and Copper Rule Improvements and to avoid an unnecessary, costly and potentially risky change in corrosion control treatment at the John J. Carroll Water Treatment

Plant¹. In June 2024, the Board approved the revised program guidelines, and the program changed its name to the Lead Service Line Replacement Program, or LRP.

To kick off the revised program, a new Program Manager position was created to handle the workload associated with the expected increase in distributions and communication. The position was filled in October 2024 by David Granados, who previously served as a Project Manager in the Community Support Program. MWRA, jointly with the Advisory Board, provided a community training session on the requirements of the Lead and Copper Rule Improvements (LCRI) and the new MWRA funding program in October. Around the same time, MWRA received notification that all member water communities completed and submitted their initial service line inventories to DEP and EPA by the October 16, 2024 deadline. Communities reported that approximately 2.8% of all service lines are constructed of lead. A summary of the inventory data is provided in Table 1. While the number of lead service lines was only slightly higher than our previous estimate, the number of service lines of unknown material was greater than expected (although similar to statewide numbers). It is expected that many of the unknown will be determined to be non-lead. Each community was also required to mail a letter with information about the risks of lead to every property with a lead service line or galvanized service line, which was or is downstream of a lead service line, as well as, to every property where the service line is of unknown material.

Outreach to MWRA's member water communities ramped up in anticipation of the inventory deadline. Staff collaborated with the Advisory Board to present two lead workshops; multiple emails detailing the program have been sent; phone calls to establish connections and detail progress are ongoing. Staff prioritized meeting with communities that have the most work to accomplish. Community officials, including elected officials, DPW and engineering staff, have made themselves available to discuss inventories and strategies to remove all lead service lines. Staff are encouraged with the level of engagement, and many communities are on track to accomplish the goal of removing all lead service lines in local water systems by 2032.

Through December 2024, \$43.8M in interest-free loans has been distributed to fund 46 projects in 17 communities. Table 2 provides details on the number of projects and funds provided to each community. As expected, very few applications were received in the first two quarters of FY25, as communities were working to complete their required initial inventories of all service lines for DEP and EPA by mid-October. Four distributions were completed in the third quarter, two of which were eligible to receive the grant. Chelsea received \$800,000, of which \$200,000 was a grant, and Winthrop received \$980,000, of which \$245,000 was a grant. Both projects will replace lead service lines at no cost to homeowners. Several more grant/loan distributions are in the planning stages for upcoming quarters. Other distributions during the third quarter were made as interest-free loans to Watertown, \$300,000 to replace lead goosenecks, and Brookline, \$2,000,000 to investigate and replace unknown public service lines, galvanized lines requiring replacement and lead goosenecks.

¹ As previously discussed, staff continue to operate the pilot test rig with lead service lines evaluating potential changes to corrosion control treatment. In early February, staff met with our outside expert panel to review the experimental data and begin the process of drafting a final report. A key initial recommendation of the panel was to support MWRA's approach of accelerated lead service line replacement as an important step to reduce public health risk in a timely manner.

Regulatory Uncertainty

Staff continue to closely monitor EPA's position on many drinking water issues, including lead. EPA has requested a pause in the ongoing judicial review of the LCRI as the new administration reviews the rule and develops its own policy. To date, no actions to change any requirements have occurred. MassDEP continues its development of state drinking water regulations to implement EPA's Lead and Copper Rule Revisions and LCRI.

BUDGET/FISCAL IMPACTS:

In FY24, MWRA received \$650,000 from EOEEA Office of Environmental Justice and Equity to reduce the financial burden of lead service line removal work. The grant funds were utilized to reduce the amount of funds needed to be borrowed for MWRA's lead service line removal program saving the ratepayers on interest expenses.

MWRA is exploring different funding sources to help mitigate the costs associated with the revised lead service line replacement program. Staff are working with the Massachusetts Clean Water Trust to determine if State Revolving Fund (SRF) lead program loans can be provided to MWRA on behalf of its member communities that meet SRF eligibility requirements. Under this program, MWRA would be eligible for grants for a portion of the funds borrowed, which would reduce the cost of the program to ratepayers.

The FY25 CIP includes an overall budget of \$200 million for grant and loan distributions. Only projects that fully fund the removal of the private portion of lead service lines will be eligible to receive the 25% grant; other projects will be funded as 100% interest free loans. Depending on the timing and level of community loan requests, loan distributions can fluctuate, sometimes causing overspending or underspending (versus budgeted totals) for any particular fiscal year.

Through December 2024, \$43.8 million has been distributed, all as interest free loans. As community loans are paid, the funds are deposited into MWRA's Construction Fund. The Program has a remaining balance of \$156.2 million for future community grants and loans.

MWRA water communities reported to MassDEP a total of 14,488 known lead service lines and 2,472 galvanized requiring replacement lines. Continuing efforts to improve and confirm inventories will likely result in both locations assumed to be lead found to be non-lead, and discovery of lead at some sites currently categorized as unknown material. Staff will continue to monitor updates to the community inventories and funding disbursements as work progresses toward the goal of complete removal by 2032, and will provide annual updates to the Board on replacements, remaining lead services, and funding progress and adequacy.

ATTACHMENTS

Table 1 – MWRA Water Community Initial Service Line Inventory

Table 2 – Summary of Funded Lead Projects

Table 1 MWRA Water Community Initial Service Line Inventory

Community	Total Service Lines	Lead Service Lines	% Lead Service Lines	Total Galvanized Requiring Replacement Lines	% Galvanized Requiring Replacement Lines	Total Unknown Service Lines	% Unknown
Arlington	12,705	30	0.24%	2	0.02%	3,586	28.23%
Ashland	6,291	-	0.00%	-	0.00%	-	0.00%
Bedford	4,893	-	0.00%	-	0.00%	899	18.37%
Belmont	7,369	3	0.04%	1	0.01%	230	3.12%
Boston	99,793	2,472	2.48%	283	0.28%	5,797	5.81%
Brookline	9,134	-	0.00%	1	0.01%	189	2.07%
Burlington	7,196	-	0.00%	2	0.03%	4,719	65.58%
Canton	7,661	-	0.00%	-	0.00%	4,388	57.28%
Chelsea	5,885	87	1.48%	1	0.02%	4,403	74.82%
DWWD	12,661	13	0.10%	-	0.00%	4,432	35.01%
Everett	8,175	1,108	13.55%	2	0.02%	1,635	20.00%
Framingham	18,778	-	0.00%	60	0.32%	57	0.30%
Lexington	11,189	12	0.11%	321	2.87%	78	0.70%
Lynnfield WD	1,481	1	0.07%	29	1.96%	308	20.80%
Malden	11,336	2,460	21.70%	10	0.09%	683	6.03%
Marblehead	8,200	-	0.00%	166	2.02%	1,629	19.87%
Marlborough	11,069	268	2.42%	45	0.41%	1,506	13.61%
Medford	14,577	5,123	35.14%	2	0.01%	4,566	31.32%
Melrose	7,966	400	5.02%	23	0.29%	259	3.25%
Milton	8,600	52	0.60%	80	0.93%	4,693	54.57%
Nahant	1,460	1	0.07%	7	0.48%	1,298	88.90%
Needham	10,181	26	0.26%	65	0.64%	28	0.28%
Newton	24,126	3	0.01%	284	1.18%	77	0.32%
Northborough	4,390	-	0.00%	2	0.05%	662	15.08%
Norwood	8,395	233	2.78%	-	0.00%	5,116	60.94%
Peabody	14,931	53	0.35%	-	0.00%	2,868	19.21%
Quincy	21,384	558	2.61%	-	0.00%	191	0.89%
Reading	7,761	152	1.96%	294	3.79%	218	2.81%
Revere	10,703	452	4.22%	23	0.21%	575	5.37%
Saugus	9,726	136	1.40%	68	0.70%	2,730	28.07%
Somerville	15,565	105	0.67%	-	0.00%	96	0.62%
Southborough	3,294	-	0.00%	-	0.00%	105	3.19%
Stoneham	6,207	-	0.00%	-	0.00%	-	0.00%
Stoughton	8,531	11	0.13%	-	0.00%	-	0.00%
Swampscott	6,299	-	0.00%	2	0.03%	5,605	88.98%
Wakefield	8,184	39	0.48%	42	0.51%	1,491	18.22%
Waltham	14,227	-	0.00%	-	0.00%	-	0.00%
Watertown	7,058	17	0.24%	-	0.00%	662	9.38%
Wellesley	8,076	-	0.00%	481	5.96%	5,761	71.33%
Weston	3,450	-	0.00%	-	0.00%	325	9.42%
Willmington	7,675	-	0.00%	-	0.00%	-	0.00%
Winchester	7,292	81	1.11%	8	0.11%	356	4.88%
Winthrop	4,541	539	11.87%	-	0.00%	-	0.00%
Woburn	11,689	-	0.00%	162	1.39%	261	2.23%
Metro Total	500,104	14,435	2.89%	2,466	0.49%	72,482	14.49%
Chicopee	15,695	53	0.34%	6	0.04%	11,028	70.26%
South Hadley FD#1	5,058	-	0.00%	-	0.00%	-	0.00%
Wilbraham	3,398	-	0.00%	-	0.00%	6	0.18%
CVA Total	24,151	53	0.22%	6	0.02%	11,034	45.69%
MWRA Total	524,255	14,488	2.76%	2,472	0.47%	83,516	15.93%

Table 2
Summary of Funded Lead Projects
Through December 2024

Community	Number of Fundings	Total
Boston	2	\$3.46 Million
Chelsea	6	\$1.8 Million
Everett	5	\$5.5 Million
Lexington	1	\$3.88 Million
Malden	1	\$0.5 Million
Marlborough	4	\$5.0 Million
Melrose	1	\$1.04 Million
Needham	1	\$1.0 Million
Newton	1	\$4.0 Million
Quincy	2	\$3.0 Million
Reading	1	\$1.5 Million
Revere	2	\$1.5 Million
Somerville	2	\$2.46 Million
Watertown	4	\$1.5 Million
Weston	1	\$0.16 Million
Winchester	5	\$2.8 Million
Winthrop	7	\$4.69 Million
Total	46	\$43.80 Million

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: Saugus River Crossing Section 56 Pipeline Replacement
BOND Civil & Utility Construction, Inc.
Contract 7486



COMMITTEE: Water Policy & Oversight

Peter F. Grasso, Program Manager
Brian L. Kubaska, P.E., Chief Engineer
Preparer/Title

 INFORMATION

 X VOTE


Michele S. Gillen

Director of Administration


David W. Coppes, P.E.

Chief Operating Officer

RECOMMENDATION:

To approve the award of Contract 7486, Saugus River Crossing Section 56 Pipeline Replacement, to the lowest responsible and eligible bidder, BOND Civil & Utility Construction, Inc., and to authorize the Executive Director, on behalf of the Authority, to execute said contract in the bid amount of \$9,484,846.99 with a contract term of 365 calendar days from the Notice to Proceed.

DISCUSSION:

The Saugus River Crossing Section 56 Pipeline Replacement construction project, designed by AECOM Technical Services, Inc., consists of the installation of approximately 4,800 linear feet of 24-inch diameter water pipeline that will replace a steel section of the pipeline that once crossed over the Saugus River on the General Edwards Bridge from Revere into Lynn. The steel pipeline was taken out of service in February 2014 due to severe corrosion and was subsequently removed



Figure 1.

from the Bridge in 2017. (See Figure 1.) Of the 4,800 linear feet of pipeline being installed, approximately 2,000 linear feet are being installed by typical open-cut construction methods and approximately 2,800 linear feet will be constructed using Horizontal Directional Drilling (HDD) to install the pipeline under the Saugus River. The new river crossing will replace the removed portion of the Section 56 pipeline that crossed over the General Edwards Bridge. (See Attachment 1.) This project will also install new line valves and appurtenances at the new connections to the existing Section 56 pipeline in Revere

and Lynn. Section 56 is part of the MWRA's Northern High Service Zone and was originally constructed in 1934. Section 56 supplies MWRA Meters 116 and 126 in Revere and Meter 208 to the General Electric Company in Lynn and provides critical redundancy for the MWRA's Northern High Service Zone.

Procurement Process

Contract 7486 was advertised in the Central Register, the Boston Herald, Banner Publication, El Mundo, the Dorchester Reporter, and COMMBUYS, and bid utilizing MWRA's e-procurement system (Event 6206) in accordance with Massachusetts General Laws, Chapter 30. A pre-bid conference was held on February 20, 2025 at the project site with eleven contractors participating. Eight bids were received and opened on March 14, 2025 with the following results:

<u>Bidder</u>	<u>Bid Amount</u>
BOND Civil & Utility Construction, Inc.	\$9,484,846.99
McCourt Construction Company	\$9,850,000.00
P. Gioioso & Sons Inc.	\$10,775,000.00
R. Zoppo Corp.	\$10,848,000.00
RJV Construction Corp.	\$11,650,000.00
<i>Engineer's Estimate</i>	<i>\$12,208,294.00</i>
Albanese D&S, Inc.	\$13,224,000.00
Albanese Bros. Inc.	\$14,440,800.00
MAS Building & Bridge, Inc.	\$15,450,000.00

The lowest bid was submitted by BOND Civil & Utility Construction, Inc. (BOND). BOND's bid of \$9,484,846.99 is \$2,723,447.01 (22.3%) below the Engineer's Estimate, 3.7% below the second lowest bid, and 12% below the third lowest bid. The number and distribution of bids are reflective of a competitive environment and in line with the Engineer's Estimate.

Staff reviewed the scope of work in detail with BOND and confirmed that BOND understood the scope of work and the complexity of the project. BOND provided its bid cost breakdown for review, allowing a better understanding of the differences between its bid price and the Engineer's Estimate. Based on this review, the difference may partially be attributed to BOND having a trenchless HDD division, BOND Trenchless, and, therefore, no need to subcontract the HDD portion of work, which was in contrast to the second and third low bids. BOND owns its HDD equipment and its equipment yard is located in Everett, just a few miles from the project site. This could account for BOND's equipment costs being lower than those included in the Engineer's Estimate. Based on the bid review, staff are confident that BOND understands the full scope of work and can perform the work for the bid price, which includes the payment of prevailing wages, as required.

References were checked and found to be favorable. BOND has successfully completed several projects as a general contractor of similar size and complexity, including Harvard University Science Engineering Complex Enabling Roadways Project, Massport Terminal B Entrance Roadway Project, and Kendall Square Culvert project. References indicated that BOND provided good quality work, adhered to budget and schedule, and they would work with the firm in the future. (One reference confirmed BOND is currently working on another project for them.) BOND Trenchless has successfully completed several HDD projects of 2,500 feet in length or greater, including one recently completed 4,000-foot HDD for Globalinx Sandridge Offshore in Virginia

Beach. The firm is currently working on a 4,086-foot HDD for the Western Monmouth Utilities Authority in Old Bridge, New Jersey. The four HDD staff at BOND Trenchless assigned to this project have a combined total of 85 years of experience with HDD trenchless technology, and have worked together on multiple HDD projects on the east coast. These projects range from 550 to 4,200 feet in length, used the same pipe material, and had similar complexity and environment.

Staff reviewed five years of OSHA records for BOND. There was one instance classified as “Other Than Serious” that occurred on May 29, 2024 where BOND was cited for not providing a safe means of egress from an excavation. In response to the citation, BOND immediately implemented corrective actions, including retraining on the use of suitable support of excavation systems, refresher training on trench safety and excavation access/egress procedures, and additional trench ladders to ensure that crews have immediate access to compliant egress options at all times. A citation for this incident was issued on November 1, 2024, a settlement was reached, and the case was closed on March 5, 2025.

Staff are of the opinion that BOND possesses the skill, ability, and integrity necessary to perform the work under this contract and is qualified to do so. Therefore, staff recommend the award of this contract to BOND Civil & Utility Construction, Inc. as the lowest, responsible, and eligible bidder.

BUDGET/FISCAL IMPACT:

The FY25 CIP includes \$6,700,000 for Contract 7486. This estimate was updated during the FY26 Proposed CIP to be \$11,194,614. The award amount is \$9,484,846.99.

MBE/WBE PARTICIPATION:

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

ATTACHMENT:

Attachment 1 – Section 56 Pipeline Replacement Overview Plan

STAFF SUMMARY


TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: Northern Extra High Pressure Zone Improvements
Black & Veatch Corporation
Contract 7404, Amendment 1



COMMITTEE: Water Policy & Oversight

 INFORMATION
 X VOTE

Paul T. Rullo, P.E., Senior Program Manager
Brian L. Kubaska, P.E., Chief Engineer
Preparer/Title


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

RECOMMENDATION:

To authorize the Executive Director, on behalf of the Authority, to approve Amendment 1 to Contract 7404, Northern Extra High Pressure Zone Improvements, with Black & Veatch Corporation, increasing the contract amount by \$879,418.13, from \$6,710,053.83 to \$7,589,471.96, with no increase in contract term.

DISCUSSION:

The Northern Extra High Pressure Zone provides water to Arlington, Bedford (through Lexington), Belmont, Burlington (also through Lexington), Lexington, Waltham, and Winchester. The seven communities are supplied an average of 14 million gallons per day (mgd) from MWRA through twelve community meters. Water is pumped to these communities and into storage facilities in Arlington, Lexington and Waltham by three pumping stations: Spring Street Pumping Station, Brattle Court Pumping Station, and Lexington Street Pumping Station. The pumping stations draw water from the Norumbega Covered Storage Facility via the Weston Aqueduct Supply Main 3 (WASM 3).

The Board of Directors approved the award of Contract 7404 to Black & Veatch Corporation (B&V) on January 20, 2021 to provide design, bidding services, and engineering services during construction (ESDC) for three construction contracts for the Northern Extra High Pressure Zone Improvements Program. Staff intended to conduct separate competitive procurements for the resident engineering and resident inspection services (RE/RI) for each of the construction contracts. The improvements being designed under Contract 7404 include approximately 33,400 linear feet of new, or replacement, 20-inch and 24-inch diameter water mains, installation of one new community meter, and rehabilitation or replacement of existing community meters. These system upgrades are necessary to improve redundancy in the pressure zone by the replacement and rehabilitation of aging infrastructure and through construction of new pipeline interconnections. The majority of the improvements are located in Arlington and Lexington. Attached Figure 1

shows the general locations and extent of the proposed improvements and defines the three construction packages to implement this work.

Construction Contract 6522 (CP1) was awarded to Albanese D&S Inc. at the February 16, 2022 Board meeting. CP1 extended MWRA's Section 63 pipeline approximately 5,300 linear feet with new 24-inch diameter water main in Lexington as the first leg of the redundant loop to improve service in the pressure zone. The section 63 extension also allowed the Town of Burlington to connect to the MWRA water system. RE/RI services for overseeing this construction contract were procured through a Request for Qualifications/Proposals (RFQ/P). MWRA received two proposals and awarded a contract in April 2022 to CDM Smith, Inc. The new MWRA pipeline was constructed and activated in December 2022.

Construction Contract 7725 (CP2) was awarded to RJV Construction Corp. at the February 12, 2025 Board meeting. CP2 includes installation of approximately 11,000 linear feet of new 24-inch diameter water main in Lexington to interconnect Section 45 to the new pipeline installed in CP1, completing the second leg of a redundant loop to improve service to the pressure zone. CP2 also includes installation of two meters for Lexington and replacement of 3,400 linear feet of 20-inch pipe with 24-inch diameter pipe in Arlington to improve Section 63's conveyance capacity. The construction Notice to Proceed is expected to be issued in late April 2025.

Construction Contract 7910 (CP3) is being designed to include installation of approximately 3,900 linear feet of new 24-inch diameter water main in Arlington to interconnect Section 83 to Section 45 and the new 24-inch pipe installed in CP2, completing the redundancy improvements within this portion of the pressure zone. CP3 also includes reliability and capacity improvements with the replacement of approximately 5,000 linear feet of 12 and 16-inch pipe with 20-inch diameter pipe within Sections 34 and 45 in Arlington, replacement of approximately 4,800 linear feet of 24-inch diameter Section 61 pipe in Arlington, installation of one new meter for Belmont, and rehabilitation of other existing community water meters. CP3 is scheduled for advertisement in February 2026.

This Amendment

Proposed Amendment 1 seeks to increase Contract 7404 by a new amount of \$879,418.13 and includes the following changes to scope and budget:

- add scope and budget to perform RE/RI services to support construction contract 7725 (CP2);
- increase the budget of Task 1, Project Management, associated with added RE/RI services for construction contract 7725 (CP2);
- reduce the budget of Task 2, Design and Bidding, for the completed Field Testing Program; and
- reduce the scope and budget of Task 3, ESDC, for construction administration services performed during completed construction Contract 6522 (CP1).

Resident Engineering and Resident Inspection

\$1,172,042.02

On January 22, 2025, MWRA issued a RFQ/P to solicit proposals from engineering firms for RE/RI services to support construction Contract 7725 (CP2). No proposals were received. An

outreach was conducted to determine why no engineering firms submitted proposals. The firms cited limited staff availability for RE/RI services. Staff also contacted prospective engineering firms to determine if they would reconsider and propose if a subsequent RFQ/P were released. B&V was the only firm that expressed interest.

MWRA entered into discussions with B&V to determine if the firm could assemble a team that meets the construction schedule and qualification requirements. B&V's Contract 7404 team member, PEER Consultants (WBE), was able to commit to providing a qualified Resident Engineer. Amendment 1 includes 5,300 hours for the Resident Engineer to provide full-time coverage to support the 880-calendar day construction duration. Preliminary discussions with the construction contractor indicates that it will mobilize multiple crews to complete the project and, therefore, Amendment 1 includes an additional 2,000 hours for a Resident Inspector to assist on the project. B&V committed to provide a Resident Inspector who is presently working on MWRA engineering design projects.

Task 1 - Project Management \$68,220.10

Budget is required for management and coordination of the added RE/RI roles. These additional management efforts will be provided for the 30-month CP2 construction duration.

Task 2 - Design and Bidding (\$140,395.79)

Staff do not foresee any additional work associated with the Field Testing Program (Task 2.3), which provided for geotechnical investigations for the design of the three construction packages. The field testing quantities estimated in the development of Contract 7404 were less than anticipated. Therefore, staff recommend reducing the budget for this task by \$140,395.79.

Task 3 - Engineering Services During Construction (\$220,448.20)

All work associated with the ESDC of construction Contract 6522 (CP1) is complete. The quantities and/or level of effort for review of contractor shop drawing submittals, review of requests for information (RFI) from the contractor, review of change orders, and technical support to construction, were less than originally anticipated. Therefore, staff recommend reducing the budget for this task by \$220,448.20.

With industrywide shortages in engineering staff, it has become increasingly difficult to obtain proposals from engineering firms to provide stand-alone RE/RI services. Staff are considering modifying future design contract scopes to include RE/RI services in addition to design, bidding, and ESDC. This was MWRA's practice for many years. However, the practice was mostly discontinued due to frequent contract amendments to increase the budget for RE/RI services. Construction contract packaging assumptions made during the concept stage are used to develop a consultant contract level of effort and schedule of services. These assumptions often change as the project develops from the concept phase to the construction phase. Staff will continue to evaluate options for RE/RI services.

While no proposals were submitted to solely provide RE/RI services for construction Contract 7725 (CP2), the B&V proposed team has the qualifications and experience to perform the services at rates that are consistent with other MWRA professional services contracts for resident

engineering and resident inspection services. Staff recommend approval of Amendment 1 to Contract 7404 in the net amount of \$879,418.13.

CONTRACT SUMMARY:

	Amount	Time	Dated
Original Contract	\$6,710,053.83	94 Months	2/23/2021
Amendment 1	<u>\$ 879,418.13</u>	<u>0 Months</u>	Pending
Adjusted Contract Amount	\$7,589,471.96	94 Months	

BUDGET/FISCAL IMPACT:

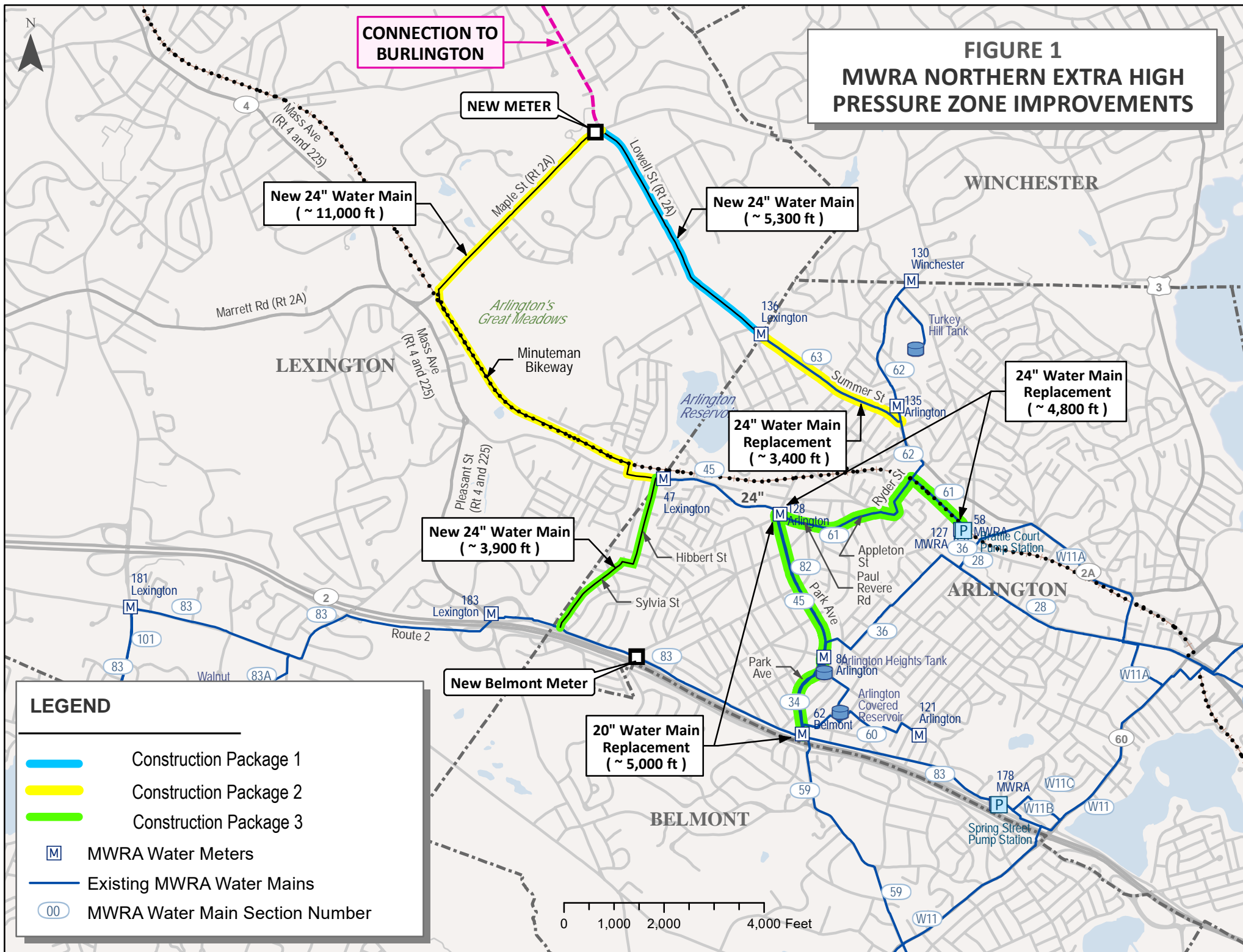
The FY25 CIP includes \$6,710,054 for Contract 7404. Including this change order for \$879,418.13, the adjusted subphase total will be \$7,589,471.96 or \$879,417.96 over the CIP amount. This amount will be absorbed within the five-year CIP spending cap.

MBE/WBE PARTICIPATION:

The minimum MBE and WBE participation requirements for this project were established at 7.18% and 5.77%, respectively. Black & Veatch Corporation has committed to 11.4% MBE and 16.7% WBE participation.

ATTACHMENT:

Figure 1



STAFF SUMMARY



TO: Board of Directors
FROM: Rita C. Mercado, Chief Diversity and Equity Officer
DATE: February 12, 2025
SUBJECT: Approval of the 2025 Affirmative Action Plan

COMMITTEE: Personnel & Compensation

 INFORMATION

 X VOTE

Rita C. Mercado, Chief Diversity and Equity Officer (AACU)
Preparer/Title



RECOMMENDATION:

That the Board of Directors approve the Massachusetts Water Resources Authority's Affirmative Action Program effective for a one-year period from January 1, 2025 through December 31, 2025.

DISCUSSION:

The Affirmative Action Program sets out the basic parameters of MWRA's commitment to Equal Opportunity in the areas of Employment (EEO) and Minority, Women, and Disadvantaged Business participation in MWRA procurements and contracted services. The Program has been prepared pursuant to Section 7(g) of the Chapter 372 of the Acts of 1984, which states:

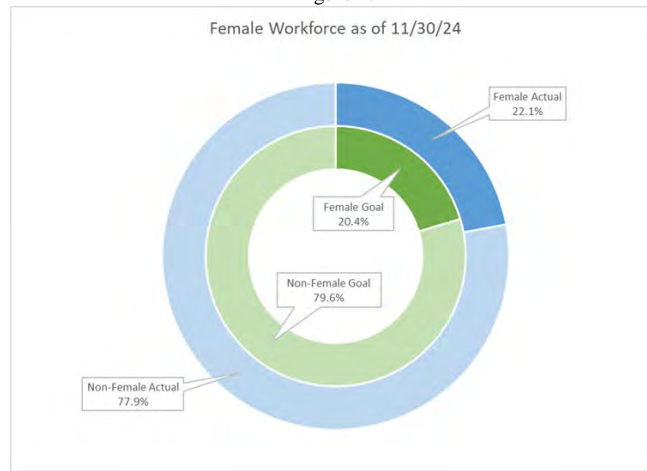
“The Authority shall develop policies and plans for affirmative action in employment, procurement, and contracting in accordance with laws and consistent with general policies and plans for the Commonwealth.”

MWRA updates its Affirmative Action Program annually and provides information on the development, implementation and monitoring of the various plan elements including workforce information, and on its Minority, Women, and Disadvantaged Business Program. The proposed Affirmative Action Program for 2025, including appendices, is attached as Attachment A.

Equal Employment Opportunity

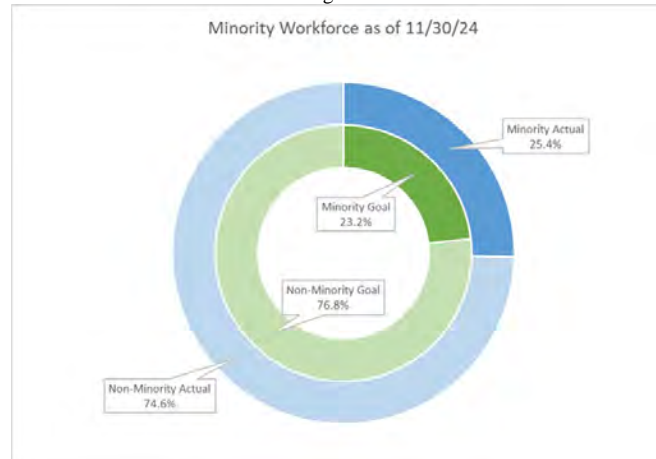
During the 2024 Affirmative Action plan year, MWRA exceeded its placement goal for females and minorities in its workforce. As for November 30, 2024, MWRA employed 1,069 employees, with a female composition of 22.1%. The placement goal for 2024 was 20.4%. See Figure 1.

Figure 1.



In addition, MWRA exceeded its placement goal for minorities in 2024, where the minority composition of the MWRA was 25.4%. The placement goal for 2024 was 23.4%. See Figure 2.

Figure 2.



Based on the employment data from 2024, MWRA conducted an analysis, through Affirmity, a nationally known computer software package, to produce the required workforce staffing reports for the Affirmative Action Plan. As a result of that analysis, MWRA was able to identify underutilized job groups that denote areas for recruitment, if positions become available. Please refer to Attachment B – MWRA Job Group Representation. In addition, MWRA has established benchmarks for minorities and females in our workforce for 9 specific job groups where underutilization exists during the 2025 Affirmative Action plan year. These benchmarks are based on employee data, feeders¹, value weights², and availability³ of qualified applicants.

¹ A feeder is an internal labor pool that is considered as part of the source of availability. A job group is considered a feeder when movement, such as promotions, regularly occur out of this group into another job group.

² A value weight is a percentage representing the relative number of people an organization draws from each factor in staffing its job group. For example, in job group Management A, 80% of the qualified individuals might be available in a reasonable recruitment area (Factor 1), but 20% of qualified individuals can come from a promotion within an organization (Factor 2).

Action-Oriented Program

For the past 5 years, MWRA has exceeded its overall minority and female placement goals for its workforce. In 2025, MWRA will continue its good faith efforts to maintain workforce staffing representation and to assure equal employment opportunities for all qualified individuals. MWRA is also committed to reaching out to veteran's organizations and public and private recruitment services, to notify them of MWRA's commitment to equal employment opportunities, including, but not limited to, veterans, and individuals with disabilities. However, instead of an overall workforce goals for underrepresented groups, in 2025, MWRA will focus its efforts to assure equal opportunity in employment with targeted benchmarks that address potential discrimination in specific job groups.

There may be opportunities to fill critical positions through promotions of qualified internal candidates, including underrepresented groups that may be impacted by discrimination. MWRA's Affirmative Action and Compliance Unit (AACU) will continue to focus its efforts to assist senior management to fill vacancies with underrepresented groups through the promotion of qualified women and minorities in the Administration, Management, Clerical, Engineer, Skilled Crafts, Operator, and Technical job groups. In addition, where external recruitment efforts are necessitated by the absence of qualified internal candidates, AACU will work with MWRA hiring managers and Human Resources to recruit qualified minority and female candidates for those job groups.

In 2025, AACU will also begin work on a review of our job groups, and make recommendations, if any, related to whether certain job titles should be moved to another job group. This effort will help ensure that the analysis into underutilization and the establishment of benchmarks will better reflect the nature of certain positions, and availability of qualified individuals in and around MWRA's member communities. In addition, AACU will assist in the review of job descriptions to make sure they reflect the essential qualifications and requirements of each job, with special attention to positions where an underutilization exists.

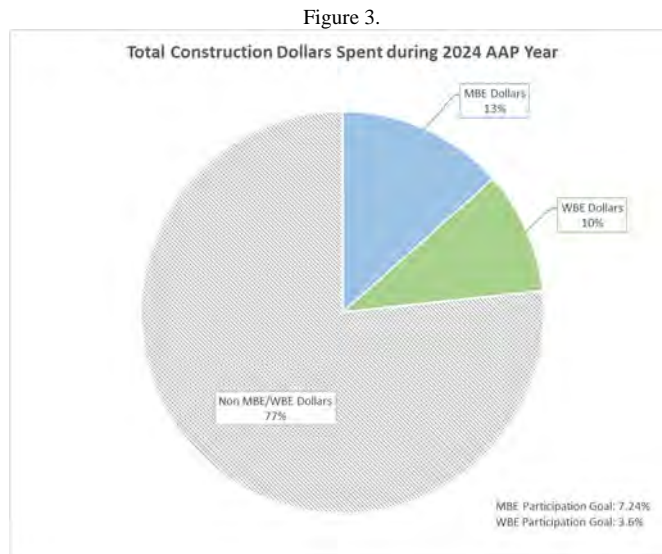
Minority, Women, and Disadvantaged Business Program

It is the policy of the MWRA to ensure the equitable participation of Minority Business Enterprises (MBEs) and Women Business Enterprises (WBEs) in the award of all contracts including contracts for construction, goods/non-professional services and professional services. As required by the Massachusetts Department of Environmental Protection via the Environmental Protection Agency, the program also includes Disadvantaged Business Enterprises (DBEs).

AACU places participation goals on the MWRA's construction and professional services contracts where there is a reasonable expectation of participation from available minority and women firms, whether as prime contractors or as subcontractors, to perform the contracted work. When construction participation goals are warranted, the participation goal of 7.24% MBEs and 3.6% for WBEs are included in the construction contract. In 2024, MWRA monitored 14 construction contracts. Of these contracts, 13% (approximately \$4.6 million) of all construction

³ Availability is the theoretical demographic availability for each job group. It consists of availability of existing employees that could be promoted or transferred into a job group, and external availability of those individuals who are qualified to be employed in a job group within a reasonable recruitment area.

payments went to MBE firms, and 10% (approximately \$3.4 million) went to WBE construction firms. See Figure 3.



When professional services participation goals are warranted within a contract, the participation goal of 7.18% for MBEs and 5.77% for WBEs are included in the contract. In 2024, MWRA monitored 25 professional services contract. Of these contracts, 13% (approximately \$2.5 million) went to MBE firms, and 1% (\$196,620) of payments went to WBE firms. MWRA did not meet its participation goals for WBE firms. This shortfall is likely attributable to the nature of professional services contract where billing occurs over a larger contract duration. In addition, of the 25 professional services contracts that were monitored in 2024, 8 of those contracts are more than 75% complete, which likely means monies spent on WBE firms occurred prior to 2024. Notwithstanding, in 2025, MWRA is committed to determine, if there are any particular barriers that are hindering WBE professional services firms from participating in our program.

MWRA further participates in the MassDEP State Revolving Fund Financial Assistance (SRF) Program. MassDEP sets the SRF participation goals and grants any waivers related to its 4.2% D/MBE goal, and 4.5% for its D/WBE goal. In 2024, AACU monitored 6 construction projects under the SRF Program, where the MWRA spent 6% (approximately \$2.8 million) of all SRF construction payments to D/MBE firms, and 4% (approximately \$1.9 million) of those payments to D/WBE firms.

Availability Study

In 2025, MWRA plans to launch an Availability study. This study will provide a complete, comprehensive study to determine what changes if any, should be made to the MWRA's business inclusion programs for its contracts. This study will give insight into the availability of MBE and WBE firms in and around MWRA's member communities for construction, maintenance, and design and engineering contracts typically entered into by the MWRA. In addition, the study will assist in identifying any barriers with doing business with the MWRA.

ATTACHMENT:

Attachment A - Affirmative Action Plan

Attachment B – MWRA Job Group Representation

MASSACHUSETTS WATER RESOURCES AUTHORITY



WORKFORCE DEVELOPMENT AND ACCESS TO CONTRACT OPPORTUNITIES PROGRAM

AFFIRMATIVE ACTION PLAN

JANUARY 1, 2025 – DECEMBER 31, 2025

Frederick A. Laskey
Executive Director

Rita C. Mercado
Chief Diversity and Equity Officer
Affirmative Action & Compliance Unit

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I. INTRODUCTION

The Massachusetts Legislature created the Massachusetts Water Resources Authority (the “MWRA” or “Authority”) in December 1984 to provide wholesale water and sewer services for 3.1 million people and 5,500 businesses in 61 communities in eastern and central Massachusetts. Since 1985, the MWRA has invested more than \$6 billion in essential new facilities. While the Boston Harbor clean-up is the best known of its projects, MWRA has also completed a modernization of the region’s drinking water system. MWRA also maintains hundreds of miles of water and sewer pipes, and dozens of other facilities that regularly require either upgrades or replacements. We have also established aggressive maintenance programs to ensure that these facilities never fall back into a cycle of disrepair.

This Affirmative Action Plan (“Plan”) for the MWRA is prepared and adopted pursuant to Section 7(g) of Chapter 372 of the Acts of 1984, which states:

“The Authority shall develop policies and programs for affirmative action in employment, procurement and contracting in accordance with law and consistent with general policies and programs of the commonwealth.”

MWRA’s policies and personnel practices adhere to the nondiscrimination provisions of all applicable state laws, as amended, including the following:

- Massachusetts General Laws, Chapter 151B, as amended.
- Massachusetts Equal Pay Act, as amended.

MWRA is also committed to attract, develop, and retain a skilled and engaged workforce that is consistent with the MWRA’s values. MWRA further strives to support local businesses by making procurement and contracting opportunities accessible to all potential qualified vendors to firms. The below values serve as the fundamental principles that define the identity of the MWRA and shape its approach to carrying out its mission.

- Diversity
- Collaboration
- Innovation
- Accessibility
- Partnership
- Transparency
- Excellence
- Accountability
- Respect
- Trust

This Plan covers the time period of January 1, 2025 through December 31, 2025. It includes a results-oriented set of programs designed to develop a workforce that reflects communities in and around the MWRA’s service area, to promote job opportunities for individuals with disabilities and veterans, and to

make procurement and contracting opportunities more accessible to businesses located in or around the MWRA's member communities.

The Plan has been reviewed by the MWRA Board of Directors, voted on and approved for full implementation, and shall remain in full force and effect until a successor annual plan is approved by the MWRA Board of Directors.

II. POLICY STATEMENT

Executive Director's Statement

MWRA's mission is the provision of reliable, cost-effective, high quality water and wastewater treatment services that protects the public health, promotes environmental stewardship and justice, maintains customer confidence and supports a vital economy. MWRA serves 3.1 million people in 61 communities in eastern and central Massachusetts. We serve residents in every neighborhood, economic class and cultural group in our service area, and strive to ensure equitable participation in our employment and contracting opportunities. MWRA will be in harmony with its social role only when our work environment reflects our broader social aspirations for equal opportunity, justice, personal dignity, inclusion and cross-cultural respect. To that end, we must take responsibility for diversity and inclusivity in our organization and in our community.

We believe MWRA staff are stronger as a team when we include diverse perspectives, backgrounds, experiences and approaches. We further work to advance equity and environmental justice into all of our work when planning and implementing programs and policies in furtherance of our mission.

All of us at the MWRA recognize that we must take affirmative action to prevent and to remedy any discriminatory effects of business or employment practices based on race, color, religion, sex, sexual orientation, gender identity and expression, genetic information, national origin, age, ancestry, citizenship, disability, veteran and marital status. We further support and encourage the greatest possible participation of Minority Business Enterprises, Women Business Enterprises, and other small and local business in the award of the contracts for work that supports our mission.

On behalf of the MWRA, its managers and employees, I am committed to taking those steps which ensure equitable participation in our employment and contracting opportunities by the members of any protected class group without regard to race, color, religion, sex, sexual orientation, gender identity and expression, genetic information, national origin, age, ancestry, citizenship, disability, veteran status and marital status. We are committed to achieving equal opportunity for all through fair and effective implementation of our affirmative action plan.

Frederick A. Laskey
Executive Director

Board of Directors' Statement

We, the Board of Directors of the MWRA, take great pride in our diverse and talented workforce. We recognize that our continued success depends largely on the collective strengths of our employees. Developing the right mix of skills, ideas and individuals requires an unwavering commitment to Equal Employment Opportunity and Affirmative Action. Accordingly, it is our policy to recruit, hire, and advance individuals without regard to their race, color, religion, sex, sexual orientation, gender identity and expression, genetic information, national origin, age, ancestry, citizenship, disability, veteran and marital status.

Our commitment to the principles of Affirmative Action and Equal Employment Opportunity is reflected in all of our policies and procedures from recruitment and hiring to training, compensation, benefits, transfers and promotions. This commitment is based on sound management and business practices, as well as legal requirements.

In keeping with fair employment practices, we will maintain a positive and productive work environment which calls for the highest standard of personal conduct. In accordance with this standard, any type of harassment or discrimination directed toward any employee or applicant for employment on the basis of race, color, religion, sex, sexual orientation, gender identity and expression, genetic information, national origin, age, ancestry, citizenship, disability, veteran and marital status will not be tolerated.

We, the Board of Directors of the MWRA, further support efforts to overcome barriers that impact equity in the procurement and provision of services that support the MWRA's mission. When a diverse, competitive business community fully participates in the procurement and the provision of such services, efficiencies and new approaches emerge resulting in the best results for the Authority. Moreover, equitable workforce participation through good labor and equity practices in contracting promotes equitable pay and safe worksites, free from discrimination and harassment.

MWRA is committed to Equal Employment Opportunity. We expect each employee, our contractors, and services providers to be an active partner in this effort by supporting, in word and deed, the spirit and principles of equal opportunity, and non-discrimination. Further, we expect that these values will govern the relationships we establish with communities we serve and others with whom we do business. Working together, we can build upon this commitment and create an environment that reflects diversity in its fullest and truest sense.

The Chief Diversity and Equity Officer (Special Assistant, Affirmative Action and Compliance Unit), has responsibility for implementing and monitoring the Authority's Annual Plan for Workforce Development and Access to Contract Opportunities. Employees are encouraged to contact the Affirmative Action & Compliance Unit directly in order to obtain a copy of the Authority's Policy on Equal Employment Opportunity and Affirmative Action.

III. RESPONSIBILITY FOR PLAN IMPLEMENTATION

A. Senior Management Responsibilities

The Executive Director, the Chief Diversity and Equity Officer (Special Assistant of Affirmative Action and Compliance Unit), the Director of Human Resources, Division/Department Directors and other managers and supervisors are responsible for the effective implementation of the Plan consistent with the MWRA's values, and are committed to developing a workforce with the knowledge and skills that best meet the Authority's mission.

B. Affirmative Action and Compliance Staff

The Chief Diversity and Equity Officer is provided with sufficient authority, senior management support, and staff to execute these responsibilities, and is identified in all internal and external communications regarding the Plan. The Chief Diversity and Equity Officer may propose additional programs and activities to strengthen the MWRA's commitment to the development of a knowledgeable and skilled workforce that reflects the makeup of its member communities.

The Chief Diversity and Equity Officer, in conjunction with the appropriate staff, is responsible for taking affirmative action in the following:

- Implementing workforce development programs.
- Developing policy statements.
- Reporting on workforce demographics and trends
- Periodically reviewing, with the Chairman of the Board of Directors and the Executive Director, the progress of senior managers in the implementation of the Plan.
- Serving as a liaison between MWRA and enforcement agencies, community groups, trade organizations, and individuals with disabilities and veteran organizations.
- Reviewing the Plan with managers and supervisors to ensure the measures taken in connection with workforce development reflects the operational needs of the Authority and are consistent with the MWRA's values.

The MBE/WBE Program Manager in conjunction with the appropriate staff is responsible for:

- Administration and monitoring of the MWRA's MBE/WBE program.
- Assisting divisions in the implementation of the MWRA's MBE/WBE program.
- Ensuring that the program is consistent with the MWRA's Supplementary Provision for Equal Employment Opportunity, Anti-Discrimination, and Affirmative Action.

C. Line Management Responsibilities

Managers and supervisors will assist with the implementation of the Plan in the following ways:

- Assist in identifying problem areas, including but not limited to the identification of knowledge and skill gaps between the current workforce and future needs; identification of obsolete job requirements; and succession planning.
- Maintain an open door policy for employees to discuss career development, mentoring, and training opportunities.
- Meet with other managers, supervisors, and employees to reinforce the MWRA's values and adhere to MWRA policies.
- Assist in the performance of internal audits to determine effectiveness of the workforce development plan.
- Evaluate the performance of subordinate managers and supervisors in achieving the Plan's objectives.

D. Other Key Staff

The Director of Human Resources has developed and implemented appropriate mechanisms to ensure accessibility of opportunities for all applicants and employees.

The General Counsel and the Associate General Counsel for Labor & Employment, and other staff in the Law Division provide legal advice regarding compliance with laws pertaining to workforce development as they affect the Authority.

IV. EQUAL EMPLOYMENT OPPORTUNITY

A. Dissemination and Communication

MWRA will communicate its equal employment opportunity, and non-discrimination policies to all relevant audiences in the following manner:

1. Internally

- Communicate to employees the existence of this Plan and make it available for inspection.
- Prominently display required workforce posters including, but not limited to notices related to wages, fair employment, and veteran services, throughout all business locations identifying appropriate staff to contact.
- Conduct special meetings with managers, supervisors and employees to explain the intent of the equal employment opportunity and non-discrimination policies, discuss individual responsibility for implementation and make clear the Executive Director's support of the policies.
- Discuss the related policies in employee orientation sessions and reference it in management training sessions.
- Publicize the equal opportunity and non-discrimination policies on the MWRA's internal and external websites, reports and other media.
- Provide updates related to equal employment opportunities and workforce development efforts on the MWRA's internal website.
- Include non-discrimination clauses in union agreements, and work to eliminate contract provisions that may have discriminating effects.

2. Externally

- Communicate to applicants for employment the existence of the Plan, and make it available for review if requested.
- Incorporate an equal employment opportunity clause in all purchase orders, leases and contracts.
- Communicate to all recruitment sources that the MWRA is an equal opportunity employer, with emphasis on communities in and around the MWRA's service area.

B. WORKFORCE DATA (2024)

1. Workforce Analysis

As of November 30, 2024, MWRA employed 1,069 people. MWRA divides its workforce into 34 departments in Executive, Administration, Finance, Law, and Operations as follows:

MWRA's Departments	
Affirmative Action	MIS
Clinton	Occupational Health & Safety
Controller	Office of Emergency Preparedness
Deer Island	Operations Administration
Director's Office	Operations Support
Division Director	Planning Department
Engineering & Construction	Procurement
ENQUAL	Public Affairs
Executive Office	Rates & Budget
Facilities Management	Residuals
Fleet Services	Risk Management
FOD Administration	TRAC
Human Resources	Treasury
Internal Audit	Tunnel Redundancy
Laboratory Services	Wastewater Operations
Law	Water Operations & Maintenance
Metro Maintenance	Water Quality Assurance

MWRA maintains a workforce analysis to depict staffing patterns. It is a method to determine whether barriers to equal opportunity exist within an organization, and provides information for the Authority to make informed decisions related to activities for workforce development.

The Workforce Analysis Report (Appendix A) lists each job title as it appears in the applicable collective bargaining agreements or payroll records, ranked from the highest paid to the lowest paid within each of the 34 departments. The report displays the total number of incumbents, the total number of male and female incumbents, and the total number of male and female incumbents who are White, Black, Hispanic, Asian, American Indian, Native Hawaiian and Other, and Two or More Races, within each department for each job title. Finally, the report also supplies a wage rate code for each job title.

2. Employment Activities from December 2023 through November 2024

From December 31, 2023 through November 30, 2024, there were a total of 106 new hires at the MWRA, which consisted of 76 (72%) males, 30 (28%) females, 75 (71%) non-minorities and 31 (29%) minorities.

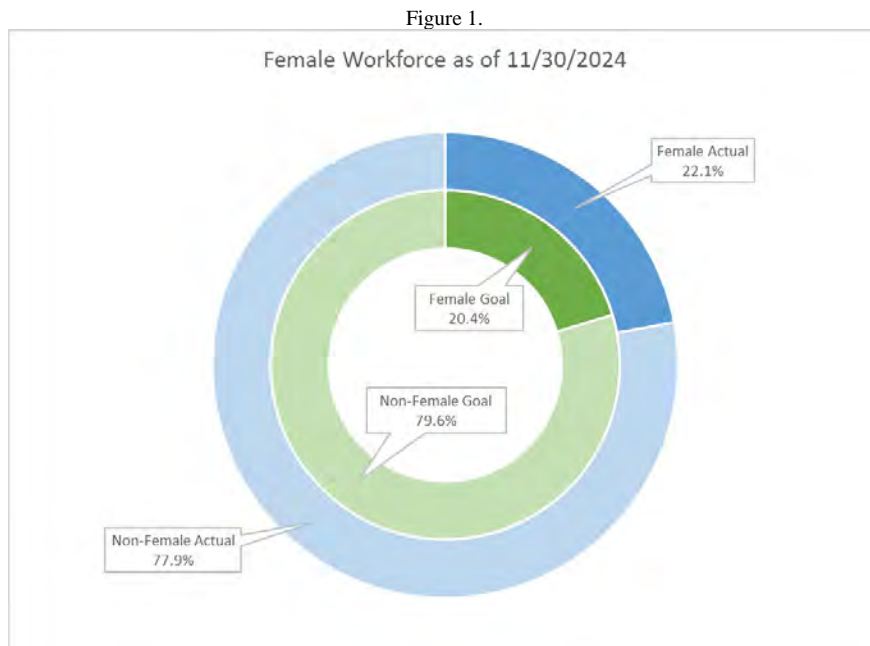
A total of 88 promotions occurred during this reporting period, which consisted of 67 (76%) males, 21 (24%) females, 65 (74%) non-minorities, and 23 (26%) minorities. For reporting purposes 67 of these

promotions reflect employee promotions where there has been a change in Job Group as described under “Availability Analysis.” Of this total, 51 (76%) males, 16 (24%) females, 52 (78%) non-minorities, and 15 (22%) minorities were promoted.

A total of 93 terminations occurred within the period, and of these, 63 (68%) were males, 30 (32%) were females, 71 (76%) were non-minorities, and 22 (24%) were minorities. Of the total number of terminations, 95% left voluntarily, and of those, 62% were employees who retired and 30% were employees who resigned.

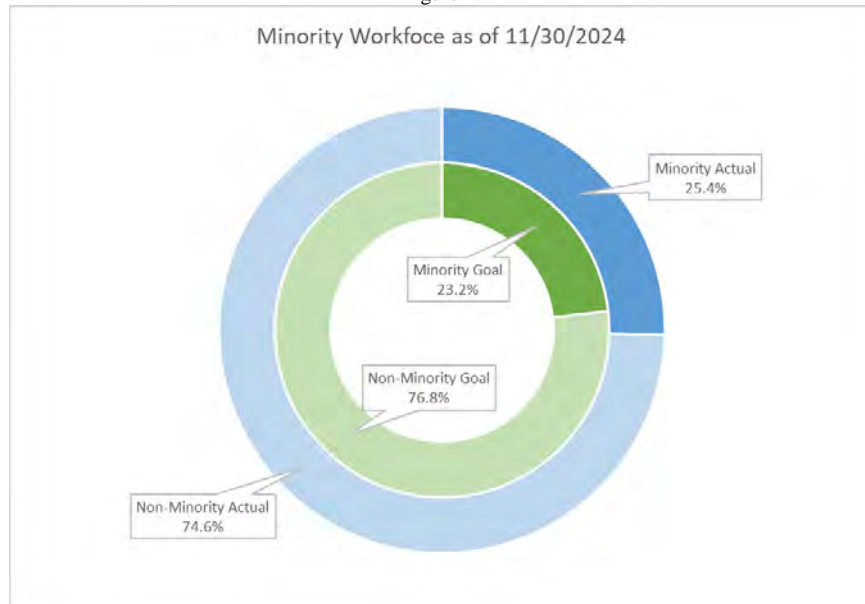
3. Diversity Summary

At the end of the 2024 Affirmative Action plan year, of the total 1,069 employees, the total male composition of the workforce was 77.9%, and the female composition of the workforce was 22.1%, which is greater than the overall 2024 workforce staffing goal of 20.4%. See Figure 1.



At the end of the 2024 Affirmative Action plan year, the total non-minority composition of the workforce was 74.6%, and the total minority composition of the workforce was 25.4% which is greater than the overall 2024 MWRA workforce staffing goal of 23.2%. See Figure 2.

Figure 2.



At the end of the 2024 Affirmative Action plan year, employees also self-identified as follows:

- 28 employees self-identified as veterans, which is 2.62% of the total MWRA workforce (the veterans' benchmark is 5.2%);
- 39 employees self-identified themselves with disabilities; and
- 1 employee self-identified as non-binary.

Figure 3 below demonstrates the gender makeup of the MWRA workforce as of November 30, 2024.

Figure 3.

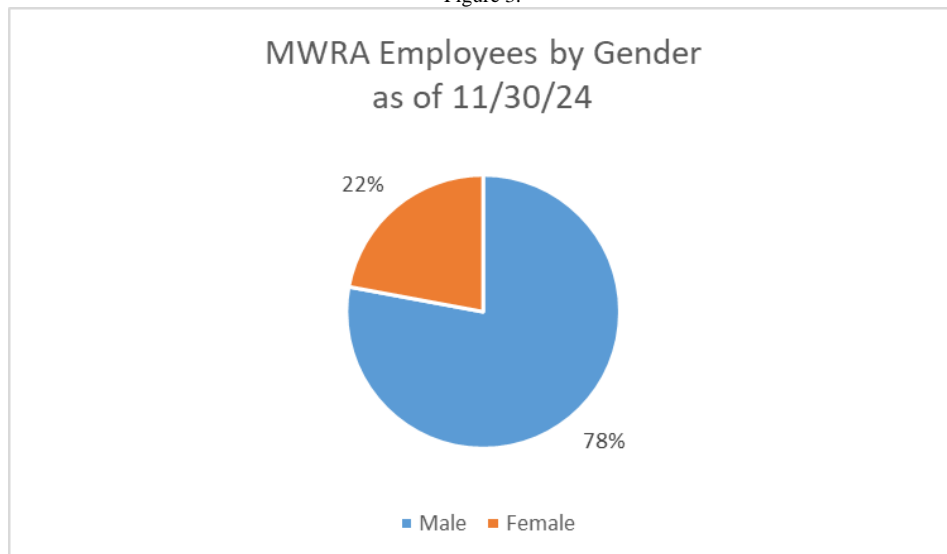
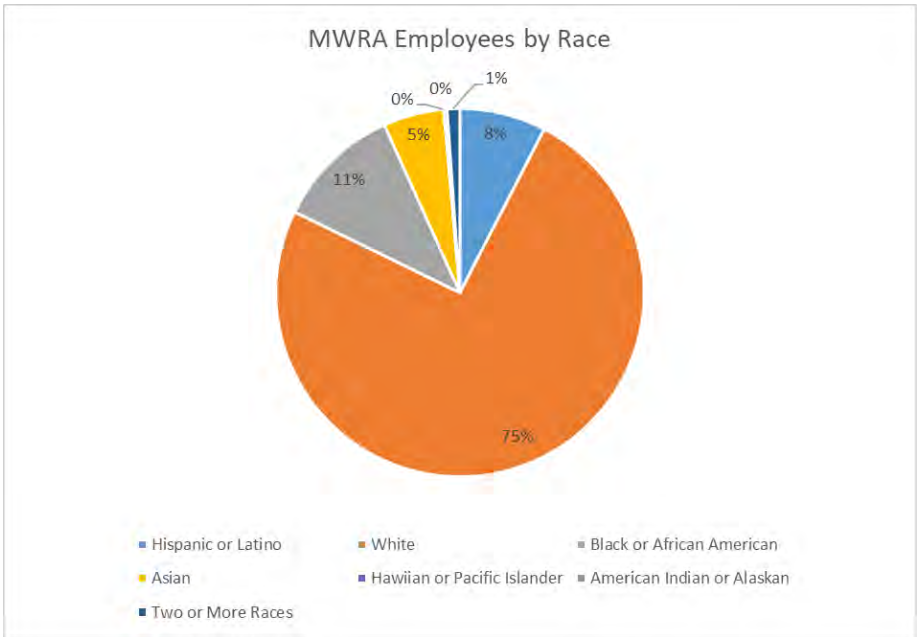


Figure 4 below demonstrates the racial makeup of the MWRA workforce as of November 30, 2024.

Figure 4.



4. 5-Year Analysis of Placement Goals and Movement

For the past 5 years, MWRA exceeded its minority and female placement goals, but continues to actively recruit and hires candidates that better reflect the demographic in and around MWRA’s member communities. Please see Figures 5 and 6 that demonstrate MWRA’s workforce goals as compared to the actual workforce for minorities and females over the past 5 years.

Figure 5.

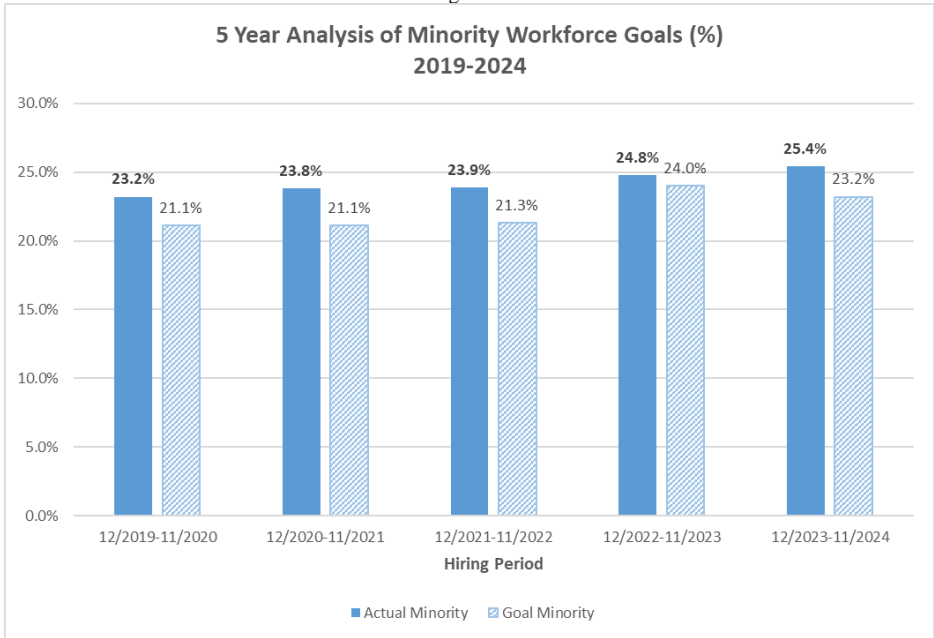
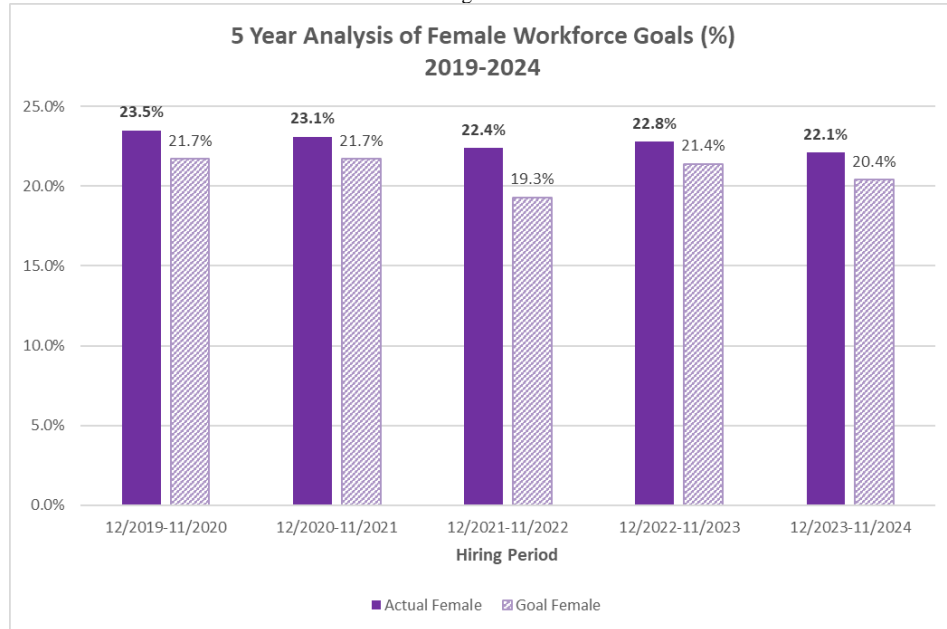


Figure 6.



Figures 7 and 8 below demonstrate the trend of minority new hires and promotions over the past 5-years.

Figure 7.

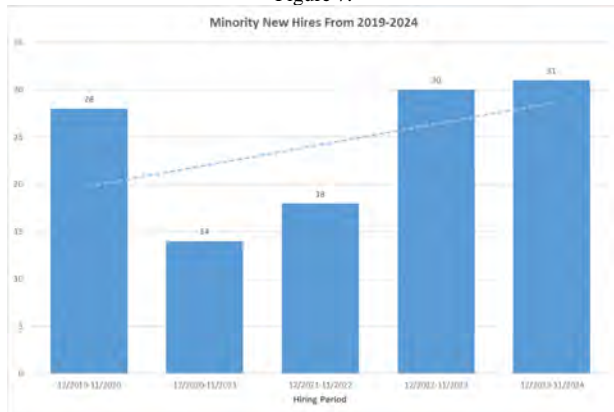
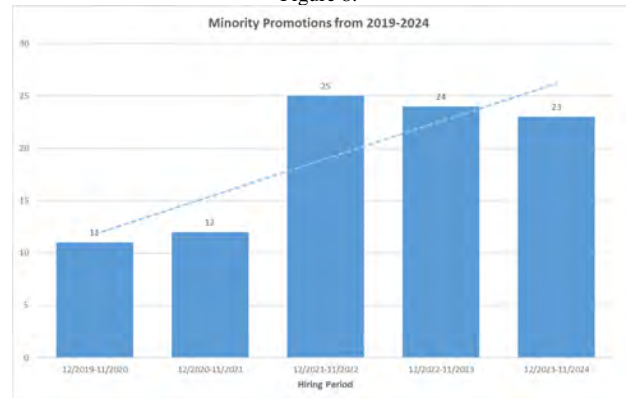


Figure 8.



Figures 9 and 10 below demonstrate the trends of female new hires and promotions over the past 5-years.

Figure 9.

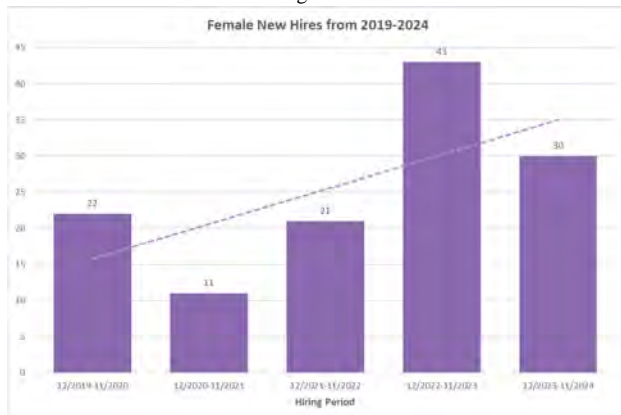
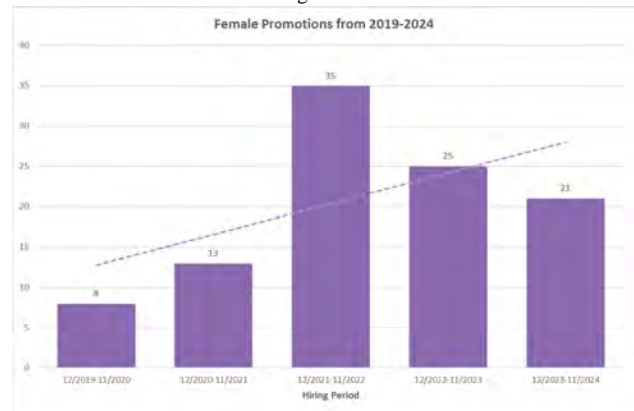


Figure 10.



5. Availability Analysis

“Availability” is an estimate of the number of qualified minorities or females available for employment in a given job group. MWRA conducted an analysis of all major Job Groups for 2024 (see Appendix B - Job Group Analysis Report). Those jobs having similar content, wage rates and opportunities had been grouped together into 18 Job Groups:

MWRA Job Groups*	
Administrator A	Management A
Administrator B	Management B
Clerical A	Operator A
Clerical B	Operator B
Engineers A	Para Professional
Engineers B	Professional A
Craft A	Professional B
Craft B	Technical A
Laborers	Technical B

*Note: MWRA does have a temporary job group (TP) for interns, but that job group is only included in the new hire data.

Moreover, the 18 Job Groups have been kept sufficiently large enough to make for meaningful statistical analyses. The grouping avoids placing job titles from different job categories within the same Job Group, wherever possible. This analysis of the major Job Groups on the Availability Analysis for 2024 is attached as Appendix C. This analysis is generated through Affirmity, a

nationally known computer software package, that produces workforce staffing reports based on employee data, feeders¹, value weights², and availability³ of qualified applicants.

6. Identification of Areas for Special Attention

According to the Availability Analysis, underutilization in the MWRA's workforce exists in the following job groups:

Underutilized Job Groups	
Administrator B	Management A
Clerical B	Operator A
Engineer A	Operator B
Craft A	Technical A
Craft B	

Special attention is required to increase the representation of minority and/or females in these job groups by the following:

- Identify any barriers to equal employment opportunity.
- Conduct training/awareness sessions with managers to ensure that the Authority's anti-discrimination policies are being followed.

Based on this analysis, MWRA has established benchmarks for minorities and females in the specific job groups where underutilizations exist in our workforce during the 2025 Affirmative Action plan year. They are the following:

Job Group: AB- ADMINISTRATOR B

Class	Employees at Plan Date %	Benchmark %
Minority	16.0%	19.8%

Example Job Titles: Deputy Director, Director, Assistant Director

¹ A feeder is an internal labor pool that is considered as part of the source of availability. A job group is considered a feeder when movement, such as promotions, regularly occur out of this group into another job group.

² A value weight is a percentage representing the relative number of people an organization draws from each factor in staffing its job group. For example, in job group Management A, 80% of the qualified individuals might be available in a reasonable recruitment area (Factor 1), but 20% of qualified individuals can come from a promotion within an organization (Factor 2).

³ Availability is the theoretical demographic availability for each job group. It consists of availability of existing employees that could be promoted or transferred into a job group, and external availability of those individuals who are qualified to be employed in a job group within a reasonable recruitment area.

Job Group: CB - CLERICAL B

Class	Employees at Plan Date %	Benchmark %
Female	17.4%	27.3%

Example Job Titles: Administrative Assistant, File Clerk, Secretary

Job Group: EA - ENGINEER A

Class	Employees at Plan Date %	Benchmark %
Female	22%	26.7%
Minority	19.5%	25.9%

Example Job Titles: Program Manager, Project Engineer, Senior Engineer, Senior Program Manager

Job Group: KA - CRAFT A

Class	Employees at Plan Date %	Benchmark %
Female	0.0%	5.5%
Minority	16.1%	20.6%

Example Job Titles: General Foreman, M&O Specialist, Unit Supervisor, Automotive Repairman Assistant

Job Group: KB - CRAFT B

Class	Employees at Plan Date %	Benchmark %
Female	0.0%	5.2%

Example Job Titles: Electrician, Construction Pipelayer, HVAC Technician, Heavy Equipment Operator, Machinist, Welder, Plumber, Toolmaker

Job Group: MA - MANAGEMENT A

Class	Employees at Plan Date %	Benchmark %
Minority	21.8%	23.4%

Example Job Titles: Construction Coordinator, Manager, Program Manager, Senior Program Manager

Job Group: OA - OPERATORS A

Class	Employees at Plan Date %	Benchmark %
Female	6.3%	10.3%
Minority	6.3%	21.9%

Example Job Titles: Area Supervisor, Supervisor, Operator - Transport

Job Group: OB - OPERATORS B

Class	Employees at Plan Date %	Benchmark %
Female	5.8%	6.8%

Example Job Titles: Operator – Transport, Operator-Wastewater, Operator - Water

Job Group: TA - TECHNICAL A

Class	Employees at Plan Date %	Benchmark %
Female	12.8%	22.3%

Examples Job Titles: Data Analyst, Senior Field Inspector, Senior Program Manager, Systems Administrator, Water Quality Technician

Throughout 2025 Affirmative Action plan year, Staff will continue to review available information related to all job groups and make adjustments, as needed, to assure equal employment opportunities for all qualified individuals.

V. Workforce Development Program

MWRA is committed to a strong policy of equal employment opportunity and workforce development and this commitment is clearly expressed in this Plan, which covers all aspects of the employment process from recruiting and hiring to training and promotion.

MWRA takes affirmative action to ensure that applicants for employment and employees are treated fairly during employment, and to develop a workforce that has the knowledge and skills to effectuate the MWRA's mission. MWRA also takes affirmative steps and makes good faith efforts to develop and implement action-oriented programs designed to remove any employment barriers, expand employment opportunities and strive to achieve a workforce that better reflects the demographics in and around MWRA's member communities.

During 2025, MWRA will make good faith efforts to continue to develop and implement an action-oriented program designed to promote equal employment opportunities, while tailoring the size of its workforce to meet its future mission and maintain organizational efficiency.

1. Employee Development and Career Counseling Initiatives

The Chief Equity and Diversity Officer, working in conjunction with MWRA Division Directors, will take affirmative steps to establish the following joint accountability good faith efforts to direct their attention toward employee development programs and career counseling initiatives to prepare all interested employees for consideration of future promotional opportunities. These efforts include, but are not limited to the following:

- Assist Divisions in efforts to promote qualified employees to fill current or unanticipated vacancies.
- Work with hiring managers to determine appropriate outreach to attract a qualified applicant pool in and around the MWRA's member communities.
- Review the appropriate education, experience and skill requirements for successful job performance, and update job postings accordingly to be more inclusive.
- Participate in programs which may benefit individuals in and around MWRA's member communities, especially in the areas of the development of training and recruitment.
- Schedule meetings with employees who request information on MWRA work development strategies, including promotion and training.
- Encourage current employees to take advantage of training and developmental opportunities, as well as opportunities for promotion.
- Monitor and review, where appropriate, the qualifications of all employees to ensure that all interested employees are given full opportunities for appropriate training and available promotional opportunities.
- Implement strategic recruitment strategies that reflects current and future workforce needs, that will likely require external recruitment, including, but not limited to, the creation of career paths that support entry-level positions.
- Ensure that all promotional opportunities are posted.

2. Advertising and Recruitment

- Recruiters send vacancy announcements to over 30 public and private recruitment sources. The sources included state employment offices, community organizations, interest groups, and other sources.
- Recruiters distribute literature, attend career fairs, and maintain contact with referral sources to ensure a steady flow of qualified applicants from in and around the MWRA's services area.

3. Selection

- Human Resources and AACU staff review existing promotion, transfer, training and selection procedures to ensure equal opportunity.
- Human Resources, AACU, and Division staff develop selection criteria that do not discriminate or tend to screen out qualified applicants.
- Human Resources and Affirmative Action staff monitor the selection process to ensure equal opportunity for all applicants.
- Human Resources and Affirmative Action staff review application forms to ensure non-discrimination.
- Managers and Supervisors ensure that qualified employees receive equal consideration in all selections.

4. Promotion and Transfer

Promotions and transfer practices are designed to provide equal opportunity to all employees regardless of race, color, religion, sex, sexual orientation, gender identity and expression, national origin, age, ancestry, citizenship, disability, veteran and marital status.

- The Chief Diversity and Equity Officer, MWRA Division Directors, and MWRA managers and supervisor are to encourage all employees who demonstrate management potential to seek advancement into supervisory or other managerial positions, when appropriate.
- The Chief Diversity and Equity Officer, MWRA Division Directors, and MWRA managers and supervisor are to encourage all employees to take advantage of the benefits and financial support provided to them for professional development and continuing education, which may enhance their promotional opportunities.

5. Compensation

The principle of equal pay for equal work for all employees is a reality. All employees receive compensation in accordance with the same standards. Opportunities for overtime work or otherwise earning increased compensation, when available, is afforded to qualified employees without discrimination based on race, color, religion, sex, sexual orientation, gender identity and expression, genetic information, national origin, age, ancestry, citizenship, disability, veteran and marital status. MWRA does not reduce the amount of compensation offered because of any disability income, pension or other benefit the applicant or employee receives from another source.

6. Facilities

MWRA maintains all of its facilities on a non-segregated basis. MWRA maintains appropriate facilities sensitive to gender and individuals with disability.

7. Training/Career Development

MWRA assures that training programs and seminars are offered to all employees on the basis of appropriate and realistic need. Training programs are monitored to ensure equal opportunity for all employees in all training opportunities. The Authority's training needs are continuously evaluated and Training personnel coordinate with managers to determine areas of high priority with emphasis placed on programs that increase productivity and meet job requirements. Authority staff also conduct cross-functional training to facilitate promotional opportunities, reassignments, transfers, and other avenues of internal movement. This training often results in employees developing new skills and obtaining new licenses and/or certifications.

In addition, all eligible employees are encouraged to participate in the Authority's tuition assistance benefit for continued education, career development and job advancement.

During calendar year 2025, the Authority will continue to offer, as needed, classes which make up the training components of the Unit 2 and Unit 3 Productivity Improvement Program (PIP) and the Unit 1 Administrative Certificate Program (ACP). In calendar year 2025, MWRA will also continue to provide license examination preparatory courses in several areas including but not limited to water and wastewater treatment and distribution, hoisting and heavy equipment operation, commercial drivers' licenses, and various trades. These courses allow staff to obtain/maintain required licenses, as well as to enhance new skills and development. While PIP and ACP classes are required for employees in designated job titles, classes are available for general enrollment by individuals developing their qualifications for future job openings.

8. School Education Program

MWRA offers School Education Program presentations for grades K-12. MWRA School Education Program has provided meaningful educational experiences to a number of students of the MWRA service community, including those in the urban communities of the metropolitan area. Subjects range from the Quabbin Reservoir and the water distribution system to Deer Island and the transformation of wastewater into effluent. One of the School Education Program's goals and objectives is to increase outreach to the schools in communities that reflect the population of the MWRA service area. The School Education Program has been instrumental in informing students, and by extension, the general public of these communities, of the operation and work of the MWRA. The expectation of attaining such knowledge through the School Education Program is to inspire the next generation to pursue careers that support the MWRA's mission. In 2024 MWRA's School Education staff presented to more than 2,500 students in the MWRA service area. Moreover, 104 classrooms were visited in environmental justice populations.

MWRA's Public Affairs Department also attended more than 150 public events with the MWRA Quench Buggy, providing free cold water at events across the region. These opportunities allow MWRA to engage residents in MWRA's member communities and provide valuable information about the history and operation of our system.

VI. GENDER, SEXUAL ORIENTATION, AND GENDER IDENTITY DISCRIMINATION

MWRA does not discriminate against any applicant or employee on the basis of gender, sex, sexual orientation, or gender identity or expression in hiring, recruiting, promoting, transferring, layoff, termination, compensation or in selecting employees for training or other related programs.

A. Recruiting and Advertising

Job advertisements placed by the MWRA in newspapers and online media for employment do not express a gender, sex, sexual orientation, or gender identity or expression preference.

1. Job Policies and Practices

- Written personnel policies expressly indicate that there shall be no discrimination against employees on account of gender, sex, sexual orientation, or gender identity or expression.
- Employees of all genders, sexes, sexual orientation, and gender identities and expression have equal opportunity to any available position for which the individuals are qualified.
- MWRA does not make any distinction based upon gender, sex, sexual orientation, or gender identity or expression in employment contributions, wages, hours or other conditions of employment. MWRA contribution for insurance, pension, welfare programs and other fringe benefits is the same for all individuals, resulting in equal benefits.
- MWRA does not support distinctions related to marital status of any of its employees.
- MWRA provides appropriate and comparable physical facilities to its employees regardless of gender, sex, sexual orientation, or gender identity or expression.
- MWRA does not deny employees the right to any job which they are qualified to perform on the basis of gender, sex, sexual orientation, or gender identity or expression.
- MWRA does not penalize employees in their conditions of employment because they require time away from work on account of child bearing.
- MWRA does not make any distinction based on gender, sex, sexual orientation, gender identity or expression in involuntary or optional retirement age.

2. Wages

- MWRA's wage schedules do not relate to and are not based on the gender, sex, sexual orientation, or the gender identity or expression of its employees.

- MWRA does not discriminatorily restrict certain job classifications to a particular gender, sex, sexual orientation, or gender identity or expression.

VII. HARASSMENT PREVENTION

Acts of harassment by employees are prohibited employment practices under Massachusetts General Laws, Chapter 151(B) and MWRA policy and are subject to sanctions and disciplinary measures.

It is the goal of the MWRA to promote a workplace that is free from all forms of harassment.

A. Sexual Harassment

Sexual harassment means unwelcome sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature when:

- Submission to or rejection of such advances, requests or conduct is made explicitly or implicitly a term or condition of employment or as a basis for employment decisions; or
- Such advances, requests or conduct have the purpose or effect of unreasonably interfering with an individual's work performance by creating an intimidating, hostile, humiliating or sexually offensive work environment.

MWRA's Harassment Prevention Policy, Policy # HR.21, originally approved in 1996 and most recently updated March 25, 2019, sets forth procedures for employees to follow and notify management of sexual harassment.

MWRA personnel investigate complaints of sexual harassment in a prompt, thorough and confidential manner, and recommend appropriate discipline up to and including termination for offenders. Employees should feel confident that retaliation against an individual who has complained about sexual harassment and retaliation against individuals for cooperating with an investigation of a sexual harassment complaint is unlawful and will not be tolerated by the MWRA.

B. Other Forms of Harassment

Verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of their protected category, or that of their relatives, friends, or associates, and that (1) has the purpose or effect of creating an intimidating, hostile, or offensive working environment; (2) has the purpose or effect of unreasonably interfering with an individual's work performance; or (3) otherwise adversely affects an individual's employment opportunities is also prohibited.

Similar to sexual harassment complaints, complaints of other forms of harassment based on a protected category should follow the procedures set forth in MWRA's Harassment Prevention Policy, Policy # HR.21.

VIII. RELIGIOUS DISCRIMINATION

MWRA prohibits discrimination against employees or applicants for employment on the basis of creed or religion.

MWRA will not refuse to hire, discharge or otherwise discriminate against any individual with respect to hiring, recruiting, promoting, transferring, laying off, terminating, compensating or selecting employees for training or other related programs on the basis of creed or religion.

A. Definition of Religion

Under Massachusetts law, religion is defined as any sincerely held religious beliefs, without regard to whether such beliefs are approved, espoused, prescribed or required by an established church or other religious institution or organization.

B. Accommodations

MWRA makes every effort to accommodate the religious observances, needs and practices of employees and prospective employees. MWRA makes every effort to accommodate employees and prospective employees who request an absence to observe the Sabbath or any other holy day, when the employee or prospective employee demonstrates that observance of the Sabbath or holy day is a required practice of the employee's religion, if the employee provides notice at least ten days in advance of the requested absence for religious purposes and the accommodation does not pose an undue hardship on the operation of the Authority's business.

In determining the extent of its obligations under this section, MWRA considers the following factors:

- Business necessity;
- Situations which may compromise public health and safety;
- Financial cost and expenses; and
- Resultant personnel problems.

IX. RACE, COLOR, ANCESTRY, AND NATIONAL ORIGIN DISCRIMINATION

MWRA does not discriminate against any applicant or employee on the basis of race, color, ancestry or national origin in hiring, recruiting, promoting, transferring, layoff, termination, compensation or in selecting employees for training or other related programs.

A. Recruiting and Advertising

Job advertisements placed by the MWRA in newspapers and other media for employment do not express a race, color, ancestry or national origin preference.

1. Job Policies and Practices

- Written personnel policies for affirmative action expressly indicate that there shall be no discrimination against employees on account of race, color, ancestry and national origin.
- Employees of all races, color, ancestry and national origin will have equal opportunity to any available position which the individuals are qualified to perform.
- MWRA does not make any distinction based upon race, color, ancestry or national origin in employment contributions, wages, hours or other conditions of employment. MWRA contribution for insurance, pension, welfare programs and other fringe benefits is the same for all employees, resulting in equal benefits.
- MWRA does not make any distinction based on race, color, ancestry or national origin in involuntary or optional retirement age.

2. Wages

- MWRA's wage schedules do not relate to and are not based on the race, color, ancestry or national origin of its employees.
- MWRA does not discriminatorily restrict certain job classifications to a particular race, color, ancestry or national origin.

X. INDIVIDUALS WITH DISABILITIES

MWRA does not discriminate against any qualified individuals with a disability who are capable of performing their essential job functions, with or without reasonable accommodation, with respect to hiring, recruiting, promoting, transferring, laying off, terminating, compensating or selecting employees for training or other terms and conditions of employment.

A. Definitions

An “individual with a disability” is a person who:

- Has a physical or mental impairment that substantially limits a “major life activity;”
- Has a record of such an impairment; or
- Is regarded as having such an impairment.

A “qualified individual with a disability” is a person who is capable of performing their essential job functions, with or without reasonable accommodation.

B. Reasonable Accommodation

A reasonable accommodation is any adjustment or modification to a job, an employment practice or work environment that makes it possible for an individual with a disability to perform the essential functions of the position, and to enjoy equal terms, conditions, and benefits of employment.

A “reasonable accommodation” for a qualified individual with a disability may include, but is not limited to, the following:

- Making job facilities accessible and usable by an individual with a disability;
- Job restructuring; part-time or modified work schedules; reassignment to a vacant position; modification of equipment or devices; or other similar accommodations;
- Reassigning of nonessential job functions;

Note: An accommodation must be reasonable and is not required if it would impose an “undue hardship” on the MWRA.

C. Request for Reasonable Accommodations

MWRA commits to making reasonable accommodations to the limitations of qualified individuals with disabilities and qualified disabled veterans, unless such an accommodation would impose on undue hardship on the MWRA’s business.

An employee with a disability may make a request for reasonable accommodations at any time to the Affirmative Action and Compliance Unit or the Director of Human Resources. The Chief Diversity and Equity Officer or their designee shall be notified of all reasonable accommodation

requests by supervisors or managers and shall ensure that reasonable accommodation records are kept.

D. Communication of Policy

- The Executive Director or their designee will communicate to Division and Department Directors and other managers of MWRA's policy concerning employment of qualified individuals with disabilities.
- Where the MWRA conducts employment activities, posters will be prominently displayed setting forth such information regarding the employment of individuals with disabilities as may be required by government agencies.
- MWRA will ensure that a list of schools, private and state placement agencies and community and social service organizations receive job listings which are externally posted and advertised by the Authority and that the list is reviewed annually.
- MWRA will continue to notify relevant organizations as well as appropriate public employment agencies and unions, of MWRA's commitment to equal employment opportunity and affirmative action for individuals with disabilities.
- A clause concerning the commitment to equal employment opportunity and affirmative action for individuals with disabilities will continue to be included in contracts and purchase orders of \$2,500 or more.
- MWRA will continue to notify labor unions, contractors and subcontractors of the commitment to equal employment opportunity and affirmative action for individuals with disabilities and will seek their cooperation and assistance.

E. Voluntary Disclosure

An individual may voluntarily self-identify as an individual with disabilities by completing the Invitation to Self-Identify Form, at any time.

Information submitted will be kept confidential as possible, except that (i) supervisors and managers may be informed regarding restrictions on the work or duties of individuals with disabilities, and regarding necessary accommodations; (ii) first aid and safety personnel may be informed, when and to the extent appropriate, if the individual has a condition that might require emergency treatment; and (iii) Government officials engaged in enforcing laws, or enforcing the Americans with Disabilities Act, as amended, may be informed.

F. Review of Selection Process

All human resources processes shall be reviewed by Human Resources and the Affirmative Action Compliance Unit to determine whether present procedures assure careful, thorough and systematic

consideration of the job qualifications of disabled applicants and employees for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available.

G. Consideration of Qualifications

Records are kept by the Human Resources Department and the Affirmative Action Compliance Unit identifying those vacancies, including promotions, for which known disabled persons have been considered. Should any known disabled person be rejected for employment, promotion, or training, a record is made and kept of the reason. If such reason is medically related, the record is treated as a confidential medical record.

Where applicants or employees are selected for hire, promotion, or training, MWRA will participate in an interactive process, when an accommodation is requested, to determine whether any reasonable accommodation will make it possible to place a qualified disabled person on the job. Records are maintained to describe the accommodation; such records are treated as confidential medical records.

H. Miscellaneous

MWRA is committed to preparing job descriptions that reflect the essential qualifications and requirements of each job. When an opportunity for hiring or promotion occurs, MWRA will review the applicable job descriptions to ensure that essential job qualifications are consistent with business necessity and the safe performance of the job.

XI. PREGNANCY DISCRIMINATION

MWRA prohibits discrimination against employees or applicants for employment on the basis of pregnancy or pregnancy-related conditions.

MWRA does not refuse to hire, discharge or otherwise discriminate against any individual with respect to hiring, recruiting, promoting, transferring, laying off, terminating, compensating or selecting employees for training or other related programs on the basis of pregnancy or pregnancy-related conditions.

A. Pregnancy, Childbirth or Other Related Medical Conditions

Disabilities caused or contributed to by pregnancy, childbirth or other related medical conditions, will be treated the same as disabilities caused or contributed to by other medical conditions. In the event that a pregnant employee is not able to meet the definition of a disability, protections are still afforded to such individuals. In compliance with the Pregnant Workers Fairness Act, “known limitations” including physical or mental conditions related to, affected by, or arising out of pregnancy, childbirth, or other related medical condition, may be reasonably accommodated provided it does not cause an undue hardship on the MWRA. In addition, in accordance with the act, MWRA will not require medical documentation about the need for an accommodation if the accommodation is requested for the following:

- More frequent restroom food or water breaks;
- Seating;
- Limits on lifting no more than 20 pounds; and
- Private, non-bathroom space for expressing breast milk

MWRA may request medical documentation for other accommodations.

B. Request for Reasonable Accommodations

An employee may make a request for reasonable accommodations on the basis of pregnancy, childbirth or other related medical condition at any time to the Affirmative Action and Compliance Unit or the Director of Human Resources. The Chief Diversity and Equity Officer or their designee shall be notified of all reasonable accommodation requests by supervisors or managers and shall keep all records related to reasonable accommodations.

XII. AFFIRMATIVE ACTION PROGRAM FOR PROTECTED VETERANS

A. Policy Statement

MWRA is committed to take affirmative action to assure equal employment opportunity in every respect for disabled veterans, Armed Forces service medal veterans, recently separated veterans, or active duty wartime or campaign badge veterans (“protected veterans”).

MWRA will not refuse to hire, discharge or otherwise discriminate against any protected veteran with respect to hiring, recruiting, promoting, transferring, laying off, terminating, compensating or selecting employees for training or other related programs.

B. Communication of Policy

- The Executive Director or their designee will communicate to Division and Department Directors and other managers the Authority’s policy statement concerning employment of qualified protected veterans.
- MWRA will ensure that a list of established veteran’s organizations and public and private recruitment services, included in Appendix D of this Plan, including the appropriate local employment service offices, will receive copies of all positions, which are externally posted and advertised by the MWRA. In addition, this list will be reviewed annually and MWRA will continue to notify veteran’s service organizations as well as appropriate public employment agencies of the commitment to equal employment opportunity and affirmative action for protected veterans.
- A clause concerning the commitment to equal employment opportunity and affirmative action for protected veterans will continue to be included in contracts and purchase orders of \$10,000 or more.
- MWRA will continue to notify labor unions and contractors of the commitment to equal employment opportunity and affirmative action for disabled and protected veterans and will seek their cooperation and assistance.
- MWRA will use the outreach measures it uses for others covered by this Program to recruit and employ veterans.
- MWRA will submit to the Office of the Assistant Secretary of Veterans Employment and Training no later than March 31st of each year, a form titled Federal Contract Veterans Employment Report, which shall contain a list of new employees, and those individuals who have self-identified as protected veterans hired during the period covered by the report.

C. Voluntary Disclosure

Subsequent to making a job offer, but prior to commencing duties, a prospective employee will be offered the opportunity to self-identify as a special disabled veteran, disabled veteran, a veteran of the Vietnam Era or other protected veteran. MWRA will consider only that portion of the veteran's military record that is relevant to the job for which the veteran is being considered. After beginning employment, an employee may voluntarily self-identify themselves at any time as a protected veteran.

Information submitted will be kept confidential, except that (i) supervisors and managers may be informed regarding restrictions on the work or duties of disabled veterans, and regarding necessary accommodations; (ii) first aid and safety personnel may be informed, when and to the extent appropriate, if a veteran has a condition that might require emergency treatment; and (iii) Government officials engaged in enforcing laws including but not limited to the Americans with Disabilities Act, as amended, may be informed.

D. Review of Selection Process

All human resources processes shall be reviewed by the Human Resources Department and the Affirmative Action Compliance Unit to determine whether present procedures assure careful, thorough and systematic consideration of the job qualifications of protected veteran applicants and employees for job vacancies filled either by hiring or promotion, and for all training opportunities offered or available.

E. Consideration of Qualifications

In determining the qualifications of a disabled or protected veteran, MWRA will consider only that portion of the military record, including discharge papers, relevant to the specific job qualifications for which the veteran is being considered.

Records are kept by the Human Resources Department identifying those vacancies, including promotions, for which known protected veterans have been considered. Should any known protected veteran be rejected for employment, promotion, or training, a record is made and kept of the reason. If such reason is medically related, the record is treated as a confidential medical record.

Where applicants or employees are selected for hire, promotion, or training, MWRA will undertake any reasonable accommodation which makes it possible to place a disabled or protected veteran on the job, so long as the accommodation does not create an undue hardship. Records are maintained to describe the accommodation; such records are treated as confidential medical records.

F. Miscellaneous

MWRA is committed to preparing job descriptions that reflect the essential qualifications and requirements of each job. When an opportunity for hiring or promotion occurs, MWRA will review

the applicable job descriptions to ensure that the essential job qualifications are consistent with business necessity and the safe performance of the job.

MWRA will not reduce the amount of compensation to veterans by the amount the veteran receives from disability income, pension or other benefits related to his or her status as a veteran.

MWRA has established a hiring benchmark for veterans of 5.2% for the 2025 Affirmative Action plan year.

XIII. TRAINING, EDUCATION AND WORKFORCE DEVELOPMENT

MWRA is committed to regular annual trainings related to diversity, equity and inclusion, unconscious bias, respect in the workplace, or other seminars and lunch and learns that educate and promote cultural sensitivity and compliance with all relevant laws.

MWRA will also assure accessibility to information related to all rights available under both state and federal laws related to the prohibition of workplace discrimination, equal employment opportunity, harassment prevention, and parental and/or family medical leave, and other required labor notices.

MWRA will continue its efforts in participating in regional career fairs, networking events, and seminars in support of workforce development. MWRA will also continue to oversee its co-op program for high school students.

XIV. INTERNAL AUDITING AND REPORTING SYSTEMS

Internal auditing and reporting for the annual plan is managed through the use of monthly, quarterly, and annual reports generated by AACU and shared with management. Reports reflecting workforce compensation, promotions, transfers and terminations, and exit interview data are reviewed to ensure that the policy of non-discrimination and equal employment opportunity is carried out. State and local governments information reports (EEO-4) are prepared and submitted in accordance with regulation and written instructions.

A. Internal Complaint Procedure

The internal complaint procedure provides the opportunity for any individual (including employees, applicants and members of the public) who believes that they have been harassed, discriminated against or unfairly treated by the MWRA, to file a complaint using the procedures set forth below.

1. Filing a Complaint

The individual alleging discrimination should file a written complaint with the Chief Diversity and Equity Officer, or the Director of Human Resources. Detailed and specific allegations should be provided along with an indication of the action(s) or resolution the individual is seeking. The complaint also must be filed in as timely a fashion as possible.

2. Procedure

- The Chief Diversity and Equity Officer and/or Director of Human Resources, will be responsible for accepting complaints of discrimination.
- Upon receiving a complaint of discrimination, a complaint investigator will be assigned, who shall attempt to determine through preliminary fact finding if a formal investigation is warranted.
- Upon determination that an investigation is warranted, a date will be scheduled for an in-depth interview with the complainant and other relevant parties. The complaint investigator shall attempt to bring about a satisfactory resolution with the complainant and appropriate management and make recommendations accordingly.
- Any agreement or resolution may be in writing and if in writing, copies provided to all appropriate parties.
- The complaint resolution process shall be concluded in an expeditious manner. It is the MWRA's intention to resolve all complaints internally and every effort will be made to maintain confidentiality to the extent practicable.
- The complaint investigator will advise the complainant of their administrative rights.

B. Rejection or Cancellation of the Complaint

MWRA will indicate when a complaint has been rejected for further processing.

In the event an individual files an external complaint, MWRA's legal counsel will handle all communications. All investigations shall be conducted in a confidential manner to the extent practicable.

C. No Retaliation

Employees and applicants shall not be subject to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in the following activities:

- Filing a complaint;
- Assisting or participating in an investigation, compliance evaluation, hearing, or any other activity related to the administration of the affirmative action provisions of the federal, state or local law requiring equal opportunity for women, minorities, individuals with disabilities or protected veterans;
- Opposing any act or practice made unlawful by any federal, state or local law requiring equal opportunity for women, minorities, individuals with disabilities or protected veterans; or
- Exercising any other right protected by any federal, state or local law requiring equal opportunity for women, minorities, individuals with disabilities or protected veterans.

D. State and Federal Government Agencies

In addition to MWRA's internal complaint procedures, you may file a formal complaint with the government agencies listed below. Using MWRA's complaint process does not prohibit you from filing a complaint with these agencies.

Massachusetts Commission Against
Discrimination (MCAD)
One Ashburton Place, 6th Floor, Suite 601
Boston, MA 02108
617-994-6000
mcad@mass.gov

MCAD Worcester
18 Chestnut Street, Room 520
Worcester, MA 01608
(508) 453-9630

Massachusetts Office of Diversity
and Equal Opportunity
100 Cambridge Street, Suite 60
Boston, MA 02114
617-727-7441
TTY (617) 878-9819

MCAD Springfield
436 Dwight Street, Room 220
Springfield, MA 01103
(413) 739-2145

U.S. Equal Employment Opportunity Commission
JFK Federal Building
25 Sudbury Street
Boston, MA 02222

U.S. Department of Labor Office of Federal
Contract Compliance Programs
JFK Federal Building, Room E-350
Boston, MA 02203

XV. ACCESS TO CONTRACT OPPORTUNITIES PROGRAM

A. Policy Statement

It is the policy of the Massachusetts Water Resources Authority (Authority) to ensure equitable access to contract opportunities for firms, including Minority Business Enterprises (MBEs) and Women Business Enterprises (WBEs) for all contracts including contracts for construction, goods/non-professional services (supplies and equipment) and professional services (design selection and consultants).

B. Outreach

The Authority communicates with appropriate advocacy groups and representatives such as SDO, Massachusetts Minority Contractors, and National Association of Minority and Women Owned Law Firms, as well as others, to develop new sources of supply, discuss the MBE/WBE Program, and develop initiatives designed to enhance the Plan's effectiveness.

MWRA will participate in the annual MASSBUYS EXPO that connects public purchasing and procurement officials from government agencies, municipalities, non-profit organizations, and public education for a day of networking and learning and attend SDO's supplier diversity fair. MWRA also will post opportunities on the SDO's Supplier Diversity Hub and continue to conduct site visits of our construction projects to meet with contractors that participate in our MBE/WBE program, and explore further networking opportunities with contractors or vendors.

C. Monitoring and Reporting

The Affirmative Action and Compliance Unit will maintain such records, data and information as may be required to document compliance with Authority policies and procedures, and applicable federal, state and local laws and regulations.

1. MBE/WBE Eligibility

For the purposes of data collection related to MBE/WBE participation, the Authority recognizes minority, women or combination business firms which:

- are certified by the Supplier Diversity Office (SDO) or
- applied for certification with SDO by the deadline for submission of proposals or qualifications statements.

2. Disadvantaged Business Enterprise Eligibility

For the purposes of data collection related to DBE participation, the Authority recognizes disadvantaged business which are certified by:

- United States Small Business Administration, under its 8(a) Business Development Program or Small Disadvantaged Business Program; or
- the United States Department of Transportation; or
- SDO, provided the certification meets the U.S. citizenship requirement under the U.S. Environmental Protection Agency's program.

D. Minority, Women, and Disadvantaged Business Enterprises

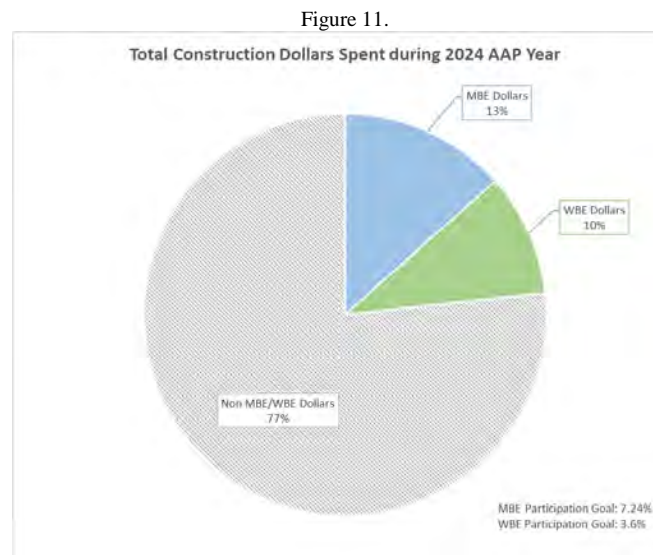
1. MWRA Participation Goals

Based upon the Authority's 2002 Availability Study, the MBE and WBE participation goals are as follows:

Procurement Categories		
	Construction Goals	Professional Goals
MBE	7.24%	7.18%
WBE	3.60%	5.77%

a) Construction Contracts

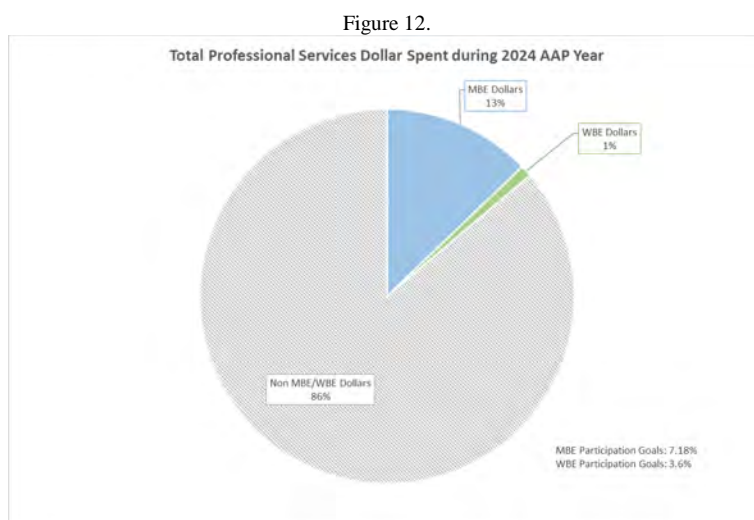
As of November 30, 2024, MWRA is monitoring 14 construction contracts. A total of 32 MBE and WBE construction firms participated in our MBE/WBE program during the 2024 Affirmative Action plan year. From December 1, 2023 through November 30, 2024, MWRA has spent approximately \$4,651,369 on MBE construction firms, and approximately \$3,412,162 on WBE construction firms. This is equal to 13% of payments made to MBE construction firms, and 10% to WBE construction firms, for a total of 23% of all payments made on active construction contracts during the 2024 Affirmative Action plan year. See Figure 11.



MWRA has exceeded its construction participation goals for both MBE and WBE firms for the 2024 Affirmative Action plan year.

b) Professional Services Contracts

As of November 30, 2024, MWRA is monitoring 25 professional services contracts. A total of 12 MBE and WBE professional services firms participated in our MBE/WBE program during the 2024 Affirmative Action plan year. From December 1, 2023 through November 30, 2024, MWRA has spent approximately \$2,524,630 on MBE professional services firms, and approximately \$196,620 on WBE professional services firms. This is equal to 13% of payments to MBE firms and 1% of payment made to WBE firms, for a total of 14% of all payments made to active professional services contracts during the 2024 Affirmative Action plan year.



MWRA exceeded its professional services participation goal for MBE firms. However, it did not meet its participation goals for WBE firms. This shortfall is likely attributable to the nature and progression of billing on professional services contracts. Because 8 of 25 of the professional services contracts are more than 75% complete, the monies spent on WBE firms occurred in prior calendar years outside of the 2024 Affirmative Action plan year. Of the remaining contracts, MWRA will continue to closely monitor those contracts to ensure WBE firm participation for the upcoming calendar year.

For the Fiscal Year 2024, MWRA spent a total of \$5.3 million and \$5.4 million respectively with minority and women owned business in all of its contracts, including construction, professional services, non-professional services and goods and services.

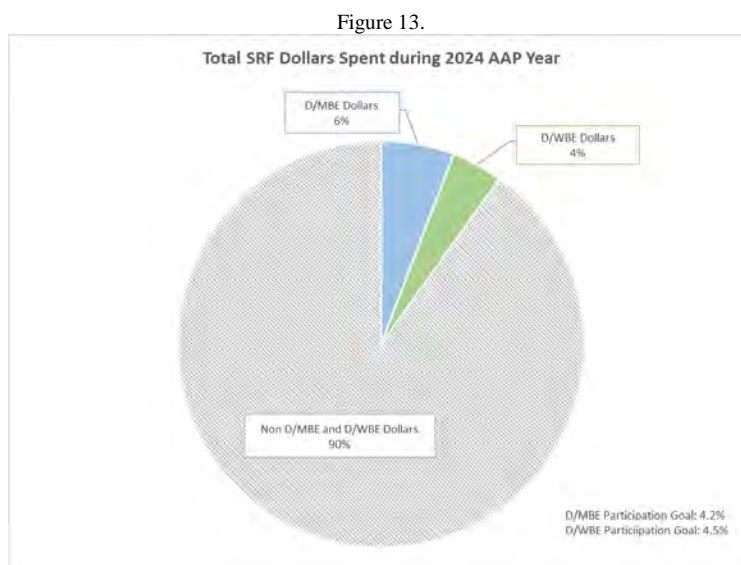
2. DBE Participation

MassDEP has undertaken an Availability Analysis to develop the D/MBE and D/WBE goals under the State Revolving Fund Financial Assistance Program (SRF). As of January 1, 2018, the goals

for all categories – Construction, Professional Services, Goods and Equipment are 4.2% for D/MBE and 4.5% for D/WBE.

Procurement Categories		
	Construction Goals	Professional Goals
D/MBE	4.2%	4.2%
D/WBE	4.5%	4.5%

As of November 30, 2024, MWRA is monitoring 6 construction projects that are benefiting from the SRF Financial Assistance Program. A total of 15 D/MBE and D/WBE firms participated in this program during the 2024 Affirmative Action plan year. From December 1, 2023 through November 30, 2024, MWRA has spent approximately \$2,841,630 on D/MBE firms, and approximately \$1,983,382 on D/WBE firms. This is equal to 6% of all payments made to D/MBE firms and 4% to D/WBE firms, for a total of 10% of all payment made under SRF contracts. See Figure 13.



MWRA has exceeded its D/MBE construction goals. However, it fell short on its D/WBE goals. This is likely attributable to the fact that of the 6 contracts the MWRA is monitoring, 4 contracts received partial waivers from MassDEP of the D/MBE or D/WBE requirement.

3. Construction Workforce

Under M.G.L. c. 149, § 44A(2)(G), all MWRA construction contracts are required to contain workforce participation goals for minorities and women. The current workforce participation goals are set at 15.3% for minorities and 6.9% for women. In all of the MWRA construction contracts processes and procedures are outlined to ensure compliance with the workforce participation goals, including reporting and enforcement provisions.

Since Spring of 2023 to January 15, 2025, MWRA has been tracking 23 construction contracts that have reported a total of 346,779.66 workforce hours, of which 96,956.72 hours (27.96%) were associated with minorities and 12,289.49 hours (3.54%) were associated with women. See Figures 13 and 14 below.

Figure 14.

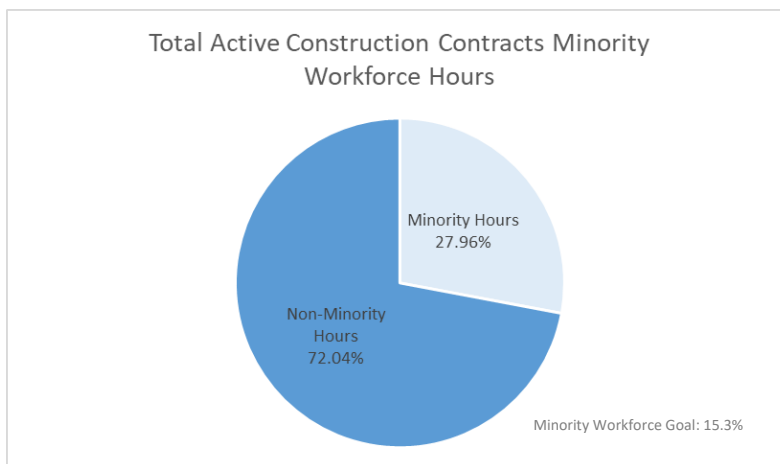
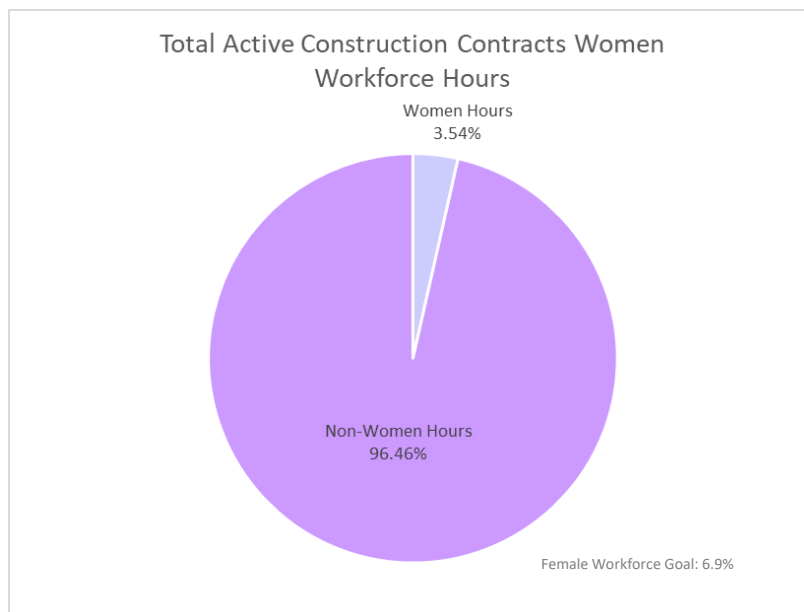


Figure 15.



Although MWRA did not meet its workforce goal for women of 6.9% in its construction contracts, it exceeds the 15.3% workforce goal for minorities. The shortfall in the women workforce goal is consistent with the concerns of underrepresentation in construction jobs expressed in Executive Order No. 638, which notes that only 4% of women represent the workforce in trade occupations.

As a result, and consistent with Executive Order No. 638, MWRA will revise contract language included in construction contracts to promote job-quality and inclusion. MWRA will also review any guidance issued by the Diverse and Equitable Construction Workforce Participation Committee related to the promotion of equitable workforce participation in construction through data and reporting into its construction contracts.

E. Availability Study

MWRA plans to launch an availability study during the calendar year of 2025. It will be guided by a competitively procured expert firm, and will provide current statistical data in accordance with best practices for such studies. This study will help document the challenges or barriers for conducting business with the Authority, and ways to address those barriers going forward in the procurement of MWRA's contracts.

XVI. APPENDICES

Appendix A – Workforce Analysis Report

Appendix B – Job Group Analysis Report

Appendix C – Availability Analysis

Appendix D – List of Veteran Organizations, and Public and Private Recruitment Services

Workforce Analysis Summary

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	Employees	Minorities										
AFFIRMATIVE ACTION	6	4	Male	2	0	2	0	0	0	0	0	0
			Female	4	2	2	0	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
CLINTON	8	0	Male	7	7	0	0	0	0	0	0	0
			Female	1	1	0	0	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
CONTROLLER	14	7	Male	3	1	2	0	0	0	0	0	0
			Female	11	6	2	1	0	2	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
DEER ISLAND	216	44	Male	198	161	21	1	0	14	0	1	0
			Female	18	11	3	2	0	2	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
DIRECTOR'S OFFICE	2	1	Male	1	1	0	0	0	0	0	0	0
			Female	1	0	1	0	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
DIVISION DIRECTOR	3	0	Male	0	0	0	0	0	0	0	0	0
			Female	3	3	0	0	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
ENGINEERING & CONSTRUCTION	59	9	Male	39	33	2	0	0	4	0	0	0
			Female	20	17	2	1	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
ENQUAL	14	6	Male	6	4	1	1	0	0	0	0	0
			Female	8	4	1	3	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0

Massachusetts Water Resources Authority

Department	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	Employees	Minorities										
EXECUTIVE OFFICE	3	0	Male	1	1	0	0	0	0	0	0	0
			Female	2	2	0	0	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
FACILITIES MANAGEMENT	4	3	Male	4	1	2	1	0	0	0	0	0
			Female	0	0	0	0	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
FLEET SERVICES	8	0	Male	7	7	0	0	0	0	0	0	0
			Female	1	1	0	0	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
FOD ADMINISTRATION	9	4	Male	6	3	1	0	0	2	0	0	0
			Female	3	2	0	0	0	1	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
HUMAN RESOURCES	18	6	Male	3	1	1	0	0	1	0	0	0
			Female	15	11	1	1	0	2	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
INTERNAL AUDIT	6	2	Male	3	2	0	1	0	0	0	0	0
			Female	3	2	0	1	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
LABORATORY SERVICES	57	14	Male	33	24	3	2	0	4	0	0	0
			Female	23	19	1	2	0	1	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	1	0	1	0	0	0	0	0	0
LAW	11	1	Male	4	3	0	1	0	0	0	0	0
			Female	7	7	0	0	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0

Workforce Analysis Summary

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	Employees	Minorities										
METRO MAINTENANCE	99	27	Male	95	70	11	3	0	10	0	1	0
			Female	4	2	2	0	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
MIS	50	27	Male	36	15	7	9	0	4	0	1	0
			Female	14	8	1	4	0	0	0	1	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
OCCUPATIONAL HEALTH & SAFETY	8	4	Male	6	2	1	2	0	1	0	0	0
			Female	2	2	0	0	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
OFFICE OF EMERGENCY PREPARE	6	2	Male	3	2	0	0	0	1	0	0	0
			Female	3	2	0	1	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
OPERATIONS ADMINISTRATION	16	0	Male	3	3	0	0	0	0	0	0	0
			Female	13	13	0	0	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
OPERATIONS SUPPORT	59	22	Male	51	33	7	4	0	6	0	1	0
			Female	8	4	0	1	0	2	0	1	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
PLANNING DEPARTMENT	22	10	Male	14	9	2	1	0	2	0	0	0
			Female	8	3	3	2	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
PROCUREMENT	42	15	Male	29	22	1	2	0	4	0	0	0
			Female	13	5	5	1	1	1	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0

Massachusetts Water Resources Authority

Department	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	Employees	Minorities										
PUBLIC AFFAIRS	10	3	Male	5	4	1	0	0	0	0	0	0
			Female	5	3	1	0	0	1	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
RATES & BUDGET	14	4	Male	9	6	1	1	0	0	0	1	0
			Female	5	4	0	0	0	1	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
RESIDUALS	1	0	Male	1	1	0	0	0	0	0	0	0
			Female	0	0	0	0	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
RISK MANAGEMENT	3	0	Male	1	1	0	0	0	0	0	0	0
			Female	2	2	0	0	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
TRAC	42	10	Male	31	24	4	1	1	1	0	0	0
			Female	11	8	2	1	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
TREASURY	13	2	Male	8	8	0	0	0	0	0	0	0
			Female	5	3	0	1	0	0	0	1	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
TUNNEL REDUNDANCY	8	1	Male	4	4	0	0	0	0	0	0	0
			Female	4	3	0	1	0	0	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
WASTEWATER OPERATIONS	59	19	Male	56	38	12	1	0	5	0	0	0
			Female	3	2	0	0	0	0	0	1	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0

Workforce Analysis Summary

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	Employees	Minorities										
WATER OPERATIONS & MAINTENANCE	160	19	Male	151	133	7	1	1	7	0	2	0
			Female	9	8	0	0	0	1	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
WATER QUALITY ASSURANCE	19	6	Male	12	9	1	1	0	0	0	1	0
			Female	7	4	1	1	0	1	0	0	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	0	0	0	0	0	0	0	0	0
Totals	1,069	272	Male	832	633	90	33	2	66	0	8	0
			Female	236	164	28	24	1	15	0	4	0
			Non-binary	0	0	0	0	0	0	0	0	0
			Unknown	1	0	1	0	0	0	0	0	0

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: AFFIRMATIVE ACTION

Manager Name: Tomeka Cribb

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	MBE/WBE PROGRAM MANAGER	2	12	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MGR, MONITOR&COMPLIA NC	2	12	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SPECIAL ASST FOR AFFIR ACTION	1.2	16	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ADMINISTRATIVE SYSTEMS COORD	5	20	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	COMPLIANCE MONITOR	2	8	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: AFFIRMATIVE ACTION

Manager Name: Tomeka Cribb

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	WORKFORCE RECRUIT. COORD	2	9	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				6	4	Male	2	0	2	0	0	0	0	0	0
					66.67	%	33.33	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00
						Female	4	2	2	0	0	0	0	0	0
						%	66.67	33.33	33.33	0.00	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: CLINTON

Manager Name: Robert McDonald

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	AREA MANAGER	2	12	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SUPERINTENDENT, CLINTON	1.1	14	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: CLINTON

Manager Name: Robert McDonald

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	FACILITIES SPECIALIST	7	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SECRETARY I	6	15	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	HEAVY EQUIPMENT OPERATOR I	7	17	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	AREA SUPERVISOR- CLINTON	7	19	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: CLINTON

Manager Name: Robert McDonald

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	OPERATIONS SUPERVISOR	2	24	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				8	0	Male	7	7	0	0	0	0	0	0	0
					0.00	%	87.50	87.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Female	1	1	0	0	0	0	0	0	0
						%	12.50	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: CONTROLLER

Manager Name: William Kibaja

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PAYROLL SPECIALIST	6	10	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR ACCOUNTANT	2	10	3	1	Male	0	0	0	0	0	0	0	0	0
						Female	3	2	0	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: CONTROLLER

Manager Name: William Kibaja

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR AP SPECIALIST	2	10	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DEPUTY PAYROLL MANAGER	2	11	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ACCOUNTING MANAGER	2	13	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PAYROLL MANAGER	2	13	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	CONTROLLER	2	15	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PAYROLL/PAYABLES COORDINATOR	6	19	3	2	Male	0	0	0	0	0	0	0	0	0
						Female	3	1	1	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: CONTROLLER

Manager Name: William Kibaja

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ADMIN, ACCOUNTS PAYABLE	2	24	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PAYROLL ADMINISTRATOR	5	9	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				14	7	Male	3	1	2	0	0	0	0	0	0
					50.00	%	21.43	7.14	14.29	0.00	0.00	0.00	0.00	0.00	0.00
						Female	11	6	2	1	0	2	0	0	0
						%	78.57	42.86	14.29	7.14	0.00	14.29	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	OPERATIONS LIAISON	2	10	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PUBLIC ACCESS COORDINATOR	2	10	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	BUILDING/GROUNDS WORKER	8	11 - 13	15	5	Male	13	8	1	0	0	4	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	AREA MANAGER	2	12	4	1	Male	4	3	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SHIFT OPERATIONS MANAGER	2	12	6	2	Male	6	4	2	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	WORK COORDINATION CENTER MGR	2	12	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ASSETS MANAGER	2	13	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	MANAGER, POWER GENERATION	2	13	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR SHIFT MANAGER	2	13	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MAINTENANCE MANAGER	2	14	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER, PROCESS CONTROL	2	14	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DEPUTY DIRECTOR, DIWWTP	1.2	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DEPUTY DIRECTOR, MAINTENANCE	1.2	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	FACILITIES SPECIALIST	7	15	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	HEAVY EQUIPMENT OPERATOR	7	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	HVAC TECHNICIAN	7	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER, ENGINEERING SERVICES	1.2	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SECRETARY I	6	15	2	0	Male	0	0	0	0	0	0	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, DIWWTP	1.1	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ELECTRICIAN	7	16	8	4	Male	8	4	2	0	0	2	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	FACILITIES SPECIALIST I	7	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	HVAC SPECIALIST	7	16	5	0	Male	5	5	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	INSTRUMENTATION SPECIALIST	7	16	3	1	Male	3	2	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	M & O SPECIALIST - WASTEWATER	7	16	28	4	Male	28	24	2	0	0	2	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	METAL FABRICATOR/WELDE R	7	16	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	OPERATOR - WASTEWATER	7	16	26	6	Male	24	18	3	0	0	2	0	1	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PLUMBER/PIPEFITTER	7	16	7	1	Male	7	6	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TOOLMAKER	7	16	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	BUILDING/GROUNDS SUPERVISOR	8	17	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	HEAVY EQUIPMENT OPERATOR I	7	17	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TIC CLERK	5	17	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	WORK ORDER COORDINATOR	5	17	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	COMMUNICATION & CONTROL TECH.	3	18	2	1	Male	2	1	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	AREA SUPERVISOR- WASTEWATER	7	19	12	1	Male	11	10	0	0	0	1	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	GENERAL FOREMAN	8	19	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	HEAVY EQUIPMENT OPERATOR II	7	19	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MED VOLT ELECTRICAL SPECIALIST	7	19	5	1	Male	5	4	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	STAFF ENGINEER	2	19	2	1	Male	1	1	0	0	0	0	0	0	0
						Female	1	0	0	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	UNIT SUPERVISOR - MECH CERT	7	19	5	0	Male	5	5	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	UNIT SUPERVISOR (MECH HOIST)	7	19	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	UNIT SUPERVISOR- HVAC	7	19	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	UNIT SUPERVISOR- MACHINING	7	19	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	UNIT SUPERVISOR- PLUMBER/PIPE	7	19	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ADMINISTRATIVE SYSTEMS COORD	5	20	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PLANNING/SCHEDULI NG COORD	5	20	5	0	Male	5	5	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR MED VOLT ELECT SPECIALIST	7	20	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TECHNICAL ASSISTANT THERMAL PL	2	20	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	THIRD CLASS ENGINEER	7	20	5	1	Male	5	4	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ELECTRICAL OPERATIONS SUPERVIS	7	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	INSTRUMENTATION OPERATIONS SUP	7	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PICS PROJECT ENGINEER	2	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PLUMBING OPERATIONS SUPERVISOR	7	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT ENGINEER	2	21	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT ENGINEER, CADD	2	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT ENGINEER, PROCESS CONT	2	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	TRADES FOREMAN (LICENSED)	7	21	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TECHNICAL INFO SYSTEM ADMINIST	5	22	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SECOND CLASS ENGINEER	7	24	4	0	Male	4	4	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	CADD MANAGER	3	25	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER	2	25	9	1	Male	8	8	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER, PICS	2	25	3	2	Male	3	1	2	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PROJECT MGR, PICS APPLICATIONS	2	25	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, ELECTRICAL	2	29	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, ENERGY	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, MECHANICAL	2	29	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, OPERATIONS	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PROGRAM MANAGER, PICS CONTROL	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, PROCESS ENG	2	29	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, PROCESS MONIT	2	29	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROG MANAGER PICS	2	30	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DEER ISLAND

Manager Name: Dave Duest

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR PROGRAM MANAGER	2	30	5	0	Male	5	5	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				216	44	Male	198	161	21	1	0	14	0	1	0
					20.37	%	91.67	74.54	9.72	0.46	0.00	6.48	0.00	0.46	0.00
						Female	18	11	3	2	0	2	0	0	0
						%	8.33	5.09	1.39	0.93	0.00	0.93	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: DIRECTOR'S OFFICE

Manager Name: Tom Durkin

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	DIRECTOR, FINANCE	1.1	17	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DIRECTOR'S OFFICE

Manager Name: Tom Durkin

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ADMINISTRATIVE SYSTEMS COORD	5	20	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				2	1	Male	1	1	0	0	0	0	0	0	0
					50.00	%	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Female	1	0	1	0	0	0	0	0	0
						%	50.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: DIVISION DIRECTOR

Manager Name: Michele Gillen

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	REAL PROPERTY PROJECT MANAGER	2	11	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, ADMINISTRATION	1.1	17	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: DIVISION DIRECTOR

Manager Name: Michele Gillen

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ADMINISTRATIVE SYSTEMS COORD	5	20	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				3	0	Male	0	0	0	0	0	0	0	0	0
					0.00	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Female	3	3	0	0	0	0	0	0	0
						%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: ENGINEERING & CONSTRUCTION

Manager Name: Brian Kubaska/Marty McGowan

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ASST DIRECTOR, CONSTRUCTION	2	14	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ASST DIRECTOR, ENGINEERING	1.2	14	2	1	Male	0	0	0	0	0	0	0	0	0
						Female	2	1	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: ENGINEERING & CONSTRUCTION

Manager Name: Brian Kubaska/Marty McGowan

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	CHIEF ENGINEER	1.1	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, CONSTRUCTION	1.1	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ADMINISTRATIVE COORDINATOR	6	18	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR DRAFTSPERSON	3	19	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	STAFF ENGINEER	2	19	5	1	Male	3	2	0	0	0	1	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ADMINISTRATIVE SYSTEMS COORD	5	20	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: ENGINEERING & CONSTRUCTION

Manager Name: Brian Kubaska/Marty McGowan

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ASSISTANT CIVIL ENGINEER	2	21	3	0	Male	3	3	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT ENGINEER	2	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT ENGINEER, CADD-DISC	2	21	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT ENGINEER, CIVIL	2	21	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TECHNICAL INFO SYSTEM ADMINIST	5	22	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR CIVIL ENGINEER	2	23	3	2	Male	3	1	1	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: ENGINEERING & CONSTRUCTION

Manager Name: Brian Kubaska/Marty McGowan

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR ENGINEER	2	23	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PRINCIPAL CIVIL ENGINEER	2	25	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER	2	25	8	1	Male	5	4	0	0	0	1	0	0	0
						Female	3	3	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER	2	29	6	1	Male	4	4	0	0	0	0	0	0	0
						Female	2	1	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, ELECTRICAL	2	29	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MGR, STRUCTURAL ENG	2	29	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: ENGINEERING & CONSTRUCTION

Manager Name: Brian Kubaska/Marty McGowan

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	CONSTRUCTION COORDINATOR	2	30	3	0	Male	2	2	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	CONSTRUCTION COORDINATOR- CECD	2	30	4	1	Male	4	3	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROG MGR ENGINEER & CONSTRU	2	30	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROG MGR TECH SUPPORT QUAL	2	30	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROGRAM MANAGER	2	30	5	1	Male	2	2	0	0	0	0	0	0	0
						Female	3	2	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: ENGINEERING & CONSTRUCTION

Manager Name: Brian Kubaska/Marty McGowan

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SPECIAL PROJECTS COORDINATOR	5	8	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				59	9	Male	39	33	2	0	0	4	0	0	0
					15.25	%	66.10	55.93	3.39	0.00	0.00	6.78	0.00	0.00	0.00
						Female	20	17	2	1	0	0	0	0	0
						%	33.90	28.81	3.39	1.69	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: ENQUAL

Manager Name: Dave Wu

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	DATA MANAGEMENT COORD	3	10	2	1	Male	1	1	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR ANALYST, ENQUAL	2	10	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: ENQUAL

Manager Name: Dave Wu

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	DIRECTOR,ENVIRON MENTAL QUALITY	1.1	15	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ENVIRONMENTAL SCIENTIST	2	21	2	0	Male	1	1	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJ. MGR, ENVIRONMENTAL DATA	2	25	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER	2	25	2	1	Male	1	0	1	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER, NPDES	2	25	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROG MGR, ENVIRONMENTAL MONITO	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: ENQUAL

Manager Name: Dave Wu

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PROGRAM MANAGER	2	29	2	0	Male	1	1	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROGRAM MANAGER, ENQUAD	2	30	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				14	6	Male	6	4	1	1	0	0	0	0	0
					42.86	%	42.86	28.57	7.14	7.14	0.00	0.00	0.00	0.00	0.00
						Female	8	4	1	3	0	0	0	0	0
						%	57.14	28.57	7.14	21.43	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: EXECUTIVE OFFICE

Manager Name: Fred Laskey

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ASST TO THE EXECUTIVE DIRECTOR	6	11	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: EXECUTIVE OFFICE

Manager Name: Fred Laskey

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	CHIEF OF STAFF	2	14	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	EXECUTIVE DIRECTOR	1.1	20	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				3	0	Male	1	1	0	0	0	0	0	0	0
					0.00	%	33.33	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Female	2	2	0	0	0	0	0	0	0
						%	66.67	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: FACILITIES MANAGEMENT

Manager Name: Lee Maxwell

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	JR ENGINEERING AIDE	5	12	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
 Department: FACILITIES MANAGEMENT
 Manager Name: Lee Maxwell

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	MESSENGER/COURIER	6	12	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MAIL SERVICES COORDINATOR	6	17	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SUPERVISOR, TRANS/COURIER/MAIL	2	9	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				4	3	Male	4	1	2	1	0	0	0	0	0
					75.00	%	100.00	25.00	50.00	25.00	0.00	0.00	0.00	0.00	0.00
						Female	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Incl - employee is included in this plan and department
 Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: FLEET SERVICES

Manager Name: Charles Fino

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ASST AUTO TECHNICIAN IN TRAINI	8	11	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER, VEHICLE MAINTENANCE	2	13	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MOTOR EQUIPMENT REPAIRMAN	7	15	3	0	Male	3	3	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	VEHICLE SERVICES FOREMAN	7	17	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	VEHICLE SERVICES SUPERVISOR	7	18	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: FLEET SERVICES

Manager Name: Charles Fino

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ADMINISTRATIVE SYSTEMS COORD	5	20	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				8	0	Male	7	7	0	0	0	0	0	0	0
					0.00	%	87.50	87.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Female	1	1	0	0	0	0	0	0	0
						%	12.50	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: FOD ADMINISTRATION

Manager Name: Tracy Leonard

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SKILLED LABORER	8	11	2	1	Male	2	1	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MATERIALS COORDINATION MANAGER	2	12	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: FOD ADMINISTRATION
Manager Name: Tracy Leonard

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	MANAGER, POLICY & PLANNING SUP	2	13	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	OMC LABORER	8	13	2	1	Male	2	1	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SECRETARY II	6	14	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	WORK ORDER COORDINATOR	5	17	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: FOD ADMINISTRATION

Manager Name: Tracy Leonard

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ADMINISTRATIVE COORDINATOR	6	18	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				9	4	Male	6	3	1	0	0	2	0	0	0
					44.44	%	66.67	33.33	11.11	0.00	0.00	22.22	0.00	0.00	0.00
						Female	3	2	0	0	0	1	0	0	0
						%	33.33	22.22	0.00	0.00	0.00	11.11	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: HUMAN RESOURCES

Manager Name: Wendy Chu

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR TRAINING SPECIALIST	2	10	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ASST MANAGER, EMPLOYMENT	2	11	1	1	Male	1	0	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: HUMAN RESOURCES

Manager Name: Wendy Chu

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ASST MANAGER, LABOR RELATIONS	2	11	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ASST MGR, WC & LABOR RELATIONS	2	11	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, TRAINING	2	11	2	0	Male	0	0	0	0	0	0	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SENIOR HR ANALYST (BENEFITS)	2	11	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR HR ANALYST (COMPENSATION)	2	11	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	COMPENSATION MANAGER	2	14	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: HUMAN RESOURCES

Manager Name: Wendy Chu

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	MANAGER, BENEFITS & HRIS	2	14	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER, EMPLOYMENT	2	14	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER, LABOR RELATIONS	2	14	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, HUMAN RESOURCES	1.1	16	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	HR ADMIN SYST COORD EMPLOYMENT	5	20	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	HR SYSTEMS ADMIN COORD GENERAL	5	20	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: HUMAN RESOURCES
Manager Name: Wendy Chu

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	FILE CLERK	6	8	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	EMPLOYEE RELATIONS SPECIALIST	2	9	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TALENT ACQUISITION SPECIALIST	2	9	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				18	6	Male	3	1	1	0	0	1	0	0	0
					33.33	%	16.67	5.56	5.56	0.00	0.00	5.56	0.00	0.00	0.00
						Female	15	11	1	1	0	2	0	0	0
						%	83.33	61.11	5.56	5.56	0.00	11.11	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: INTERNAL AUDIT

Manager Name: Claude Cormier

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR AUDITOR	2	10	2	0	Male	0	0	0	0	0	0	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	INTERNAL AUDIT MANAGER	2	12	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ASST DIRECTOR, INTERNAL AUDIT	1.2	13	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, INTERNAL AUDIT	1.1	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: INTERNAL AUDIT

Manager Name: Claude Cormier

Incl/ Excl	Job Title	EEO Code	Salary Code	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
				Employees	Minorities										
	INTERNAL AUDIT SPECIALIST	2	8	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				6	2	Male	3	2	0	1	0	0	0	0	0
					33.33	%	50.00	33.33	0.00	16.67	0.00	0.00	0.00	0.00	0.00
						Female	3	2	0	1	0	0	0	0	0
						%	50.00	33.33	0.00	16.67	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: LABORATORY SERVICES

Manager Name: Steve Rhode

Incl/ Excl	Job Title	EEO Code	Salary Code	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
				Employees	Minorities										
	IS PROJECT LEADER	2	10	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, LABORATORY SERVICES	1.1	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: LABORATORY SERVICES

Manager Name: Steve Rhode

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	RESEARCH VESSEL OPERATOR	7	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SECRETARY I	6	15	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR LABORATORY TECHNICIAN	2	15	3	2	Male	2	1	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	1	0	1	0	0	0	0	0	0
	BIOLOGIST I	2	18	2	0	Male	1	1	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	CHEMIST I	2	18	11	2	Male	6	4	1	0	0	1	0	0	0
						Female	5	5	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MICROBIOLOGIST I	2	18	3	2	Male	0	0	0	0	0	0	0	0	0
						Female	3	1	0	1	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: LABORATORY SERVICES

Manager Name: Steve Rhode

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	LABORATORY SUPERVISOR	2	19	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ADMINISTRATIVE SYSTEMS COORD	5	20	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	CHEMIST II	2	20	5	3	Male	4	1	0	1	0	2	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	CLIENT SERVICES COORDINATOR	2	20	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MICROBIOLOGIST II	2	20	2	1	Male	2	1	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	CHEMIST III	2	22	12	3	Male	6	5	0	1	0	0	0	0	0
						Female	6	4	1	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: LABORATORY SERVICES
Manager Name: Steve Rhode

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	LABORATORY SUPERVISOR II	2	23	2	0	Male	1	1	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	LABORATORY SUPERVISOR III	2	25	5	1	Male	3	2	1	0	0	0	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER	2	25	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER, LAB QUAL ASSU	2	25	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: LABORATORY SERVICES
Manager Name: Steve Rhode

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	LABORATORY MANAGER	2	30	2	0	Male	1	1	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				57	14	Male	33	24	3	2	0	4	0	0	0
					24.56	%	57.89	42.11	5.26	3.51	0.00	7.02	0.00	0.00	0.00
						Female	23	19	1	2	0	1	0	0	0
						%	40.35	33.33	1.75	3.51	0.00	1.75	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	1	0	1	0	0	0	0	0	0
						%	1.75	0.00	1.75	0.00	0.00	0.00	0.00	0.00	0.00

Department: LAW
Manager Name: Carolyn Francisco Murphy

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	STAFF COUNSEL	2	11	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR STAFF COUNSEL	2	13	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: LAW

Manager Name: Carolyn Francisco Murphy

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ASSOCIATE GENERAL COUNSEL	1.1	15	4	0	Male	1	1	0	0	0	0	0	0	0
						Female	3	3	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	GENERAL COUNSEL	1.1	17	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	LEGAL COORD, LABOR & EMPLOYMEN	5	20	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	LEGAL COORD, LITIGATION	5	20	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: LAW

Manager Name: Carolyn Francisco Murphy

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PARALEGAL	5	20	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				11	1	Male	4	3	0	1	0	0	0	0	0
					9.09	%	36.36	27.27	0.00	9.09	0.00	0.00	0.00	0.00	0.00
						Female	7	7	0	0	0	0	0	0	0
						%	63.64	63.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: METRO MAINTENANCE

Manager Name: William Carter

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SKILLED LABORER	8	11	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	WORK	2	12	1	1	Male	1	0	0	0	0	1	0	0	0
	COORDINATION CTR					Female	0	0	0	0	0	0	0	0	0
	MGR FOD					Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: METRO MAINTENANCE

Manager Name: William Carter

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	OMC LABORER	8	13	9	2	Male	7	5	2	0	0	0	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	OMC LABORER IN TRAINING	8	13	1	1	Male	1	0	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MAINTENANCE MANAGER	2	14	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	WSS FOREMAN	8	14	2	2	Male	2	0	0	0	0	2	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	FACILITIES SPECIALIST	7	14 - 15	7	1	Male	7	6	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	HEAVY EQUIPMENT OPERATOR	7	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: METRO MAINTENANCE

Manager Name: William Carter

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	HVAC TECHNICIAN	7	15	2	1	Male	2	1	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TELE-INSPECTION OPERATOR	3	15	2	1	Male	2	1	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ELECTRICIAN	7	16	5	3	Male	5	2	2	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	FACILITIES SPECIALIST I	7	16	4	0	Male	4	4	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	HVAC SPECIALIST	7	16	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	M & O SPECIALIST	7	16	15	4	Male	15	11	1	0	0	3	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: METRO MAINTENANCE

Manager Name: William Carter

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	MASTER WELDER I	7	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PLUMBER/PIPEFITTER	7	16	8	2	Male	8	6	2	0	0	0	0	0	0
	R					Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	HEAVY EQUIPMENT OPERATOR I	7	17	1	1	Male	1	0	0	0	0	0	0	1	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TELE-INSPECTION FOREMAN	3	17	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	GENERAL FOREMAN	8	19	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MED VOLT ELECTRICAL SPECIALIST	7	19	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: METRO MAINTENANCE

Manager Name: William Carter

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SEWER MAINT SUPERVISOR	8	19	3	0	Male	3	3	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TRADES FOREMAN	7	19	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	UNIT SUPERVISOR - MECH CERT	7	19	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	UNIT SUPERVISOR- ELECTRICIAN	7	19	3	0	Male	3	3	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	UNIT SUPERVISOR- HVAC	7	19	2	1	Male	2	1	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PLANNER/SCHEDULE R	5	20	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: METRO MAINTENANCE

Manager Name: William Carter

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PLANNING/SCHEDULING COORD	5	20	8	3	Male	7	5	1	1	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR MED VOLT ELECT SPECIALIST	7	20	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ELECTRICAL OPERATIONS SUPERVIS	7	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	FIELD SUP WW PIPE INSPECTION	3	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PLUMBING OPERATIONS SUPERVISOR	7	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TRADES FOREMAN (LICENSED)	7	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: METRO MAINTENANCE
Manager Name: William Carter

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	CHIEF PIPELINE MAINTENANCE	7	23	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER	2	25	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROGRAM MANAGER	2	30	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: METRO MAINTENANCE

Manager Name: William Carter

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ADMINISTRATIVE ASSISTANT I	6	7	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				99	27	Male	95	70	11	3	0	10	0	1	0
					27.27	%	95.96	70.71	11.11	3.03	0.00	10.10	0.00	1.01	0.00
						Female	4	2	2	0	0	0	0	0	0
						%	4.04	2.02	2.02	0.00	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: MIS

Manager Name: Paula Weadick

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	HARDWARE MAINTENANCE SPECIAL	2	10	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	IS PROJECT LEADER	2	10	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: MIS

Manager Name: Paula Weadick

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	IT ASSET MANAGEMENT ANALYST	2	10	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	IT FINANCIAL MANAGER	2	10	1	1	Male	1	0	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	LIBRARY SUPERVISOR	2	10	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	NETWORK ADMINISTRATOR I	2	10	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SYSTEMS ADMINISTRATOR I	2	10	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	.NET DEVELOPER/PROGR AMMER III	2	11	2	2	Male	2	0	0	2	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: MIS

Manager Name: Paula Weadick

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	BUSINESS SYSTEMS ANALYST II	2	11	2	1	Male	1	0	0	1	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DATABASE ANALYST	2	11	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	IT SECURITY ANALYST	2	11	1	1	Male	1	0	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SYST ANALYST/PROG III (ERP)	2	11	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SYSTEMS ADMINISTRATOR II	2	11	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SYSTEMS ANALY/PROGR III MAXIMO	2	11	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: MIS

Manager Name: Paula Weadick

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SYSTEMS ANALYST/PROGRAM MER III	2	11	4	3	Male	2	1	0	0	0	0	0	1	0
						Female	2	0	0	2	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	BUSINESS SYSTEMS ANALYST III	2	12	2	1	Male	1	0	0	1	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	IT PROJECT MANAGER III	2	12	2	1	Male	1	1	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	LIBRARY/RECORDS MANAGER	2	12	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	NETWORK ADMINISTRATOR III	2	12	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, MIS	2	12	4	0	Male	3	3	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: MIS

Manager Name: Paula Weadick

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SYSTEMS ADMIN III (SYSTEMS)	2	12	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SYSTEMS ADMINISTRATOR III	2	12	2	1	Male	2	1	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	IT ARCHITECT	2	13	2	2	Male	2	0	1	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	NETWORK AND SYSTEMS MANAGER	2	13	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	0	0	1	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROG MGR, APPLICATIONS GRP	3	13	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROG MGR, SYSTEMS ADMIN	3	13	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: MIS

Manager Name: Paula Weadick

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	BUSINESS APPLICATIONS MANAGER	2	14	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	BUSINESS RELATIONSHIP MANAGER	2	14	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TECHNICAL OPERATIONS MANAGER	2	14	1	1	Male	1	0	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, MIS	1.1	16	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	RECORDS CENTER SPECIALIST	5	17	2	1	Male	1	0	1	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	CUSTOMER SUPPORT TECH I	5	8	1	1	Male	1	0	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: MIS

Manager Name: Paula Weadick

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	IS DEVELOPMENT SPECIALIST	2	9	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TECH SUPPORT TECHNICIAN II	2	9	4	2	Male	3	1	2	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				50	27	Male	36	15	7	9	0	4	0	1	0
					54.00	%	72.00	30.00	14.00	18.00	0.00	8.00	0.00	2.00	0.00
						Female	14	8	1	4	0	0	0	1	0
						%	28.00	16.00	2.00	8.00	0.00	0.00	0.00	2.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: OCCUPATIONAL HEALTH & SAFETY

Manager Name: Vacant

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ADMINISTRATIVE COORDINATOR	6	18	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: OCCUPATIONAL HEALTH & SAFETY

Manager Name: Vacant

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SAFETY TECHNICIAN	2	18	1	1	Male	1	0	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ADMIN SYST COORD	5	20	1	0	Male	0	0	0	0	0	0	0	0	0
	SAFETY TRAIN					Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SAFETY COORDINATOR	2	22	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER, SAFETY	2	25	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROG MGR, SAFETY EVE/TRAIN/ERT	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROG MGR, SAFETY SECUR/CONST/R	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: OCCUPATIONAL HEALTH & SAFETY

Manager Name: Vacant

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PROGRAM MANAGER, SECURITY/SAFE	2	29	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				8	4	Male	6	2	1	2	0	1	0	0	0
					50.00	%	75.00	25.00	12.50	25.00	0.00	12.50	0.00	0.00	0.00
						Female	2	2	0	0	0	0	0	0	0
						%	25.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: OFFICE OF EMERGENCY PREPARE

Manager Name: Gary Cacace

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SECURITY SERVICES COORDINATOR	2	10	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER, SECURITY SERVICES	2	12	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: OFFICE OF EMERGENCY PREPARE

Manager Name: Gary Cacace

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR PROGRAM MANAGER, IT SECURIT	2	13	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR OF SECURITY	1.1	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SECURITY SPECIALIST	2	18	1	1	Male	1	0	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SECURITY ASSISTANT	5	20	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				6	2	Male	3	2	0	0	0	1	0	0	0
					33.33	%	50.00	33.33	0.00	0.00	0.00	16.67	0.00	0.00	0.00
						Female	3	2	0	1	0	0	0	0	0
						%	50.00	33.33	0.00	16.67	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: OPERATIONS ADMINISTRATION
Manager Name: Dave Coppes

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR CONTRACT ADMINISTRATOR	2	10	2	0	Male	0	0	0	0	0	0	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER,COORDIN ATION & CONTROL	2	12	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER, OPERATIONS ADMIN	2	13	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER, ENERGY	2	14	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, ENV & REG AFFAIRS	1.1	16	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DEPUTY CHIEF OO, PP&P	1.1	17	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: OPERATIONS ADMINISTRATION
Manager Name: Dave Coppes

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	CHIEF OPERATING OFFICER	1.1	18	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ENVIRONMENTAL ANALYST	2	23	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MGR, ENVIR PERMITTING	2	25	2	0	Male	0	0	0	0	0	0	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER	2	29	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, ENVIRONMENTAL	2	29	2	0	Male	0	0	0	0	0	0	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ENVIRONMENTAL MANAGER	2	30	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: OPERATIONS ADMINISTRATION
Manager Name: Dave Coppes

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	HEAD ADMINISTRATIVE ASSISTANT	6	9	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				16	0	Male	3	3	0	0	0	0	0	0	0
					0.00	%	18.75	18.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Female	13	13	0	0	0	0	0	0	0
						%	81.25	81.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: OPERATIONS SUPPORT
Manager Name: Lisa Bina

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	STATISTICAL SUPERVISOR	3	10	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER	2	11 - 25	8	2	Male	6	5	1	0	0	0	0	0	0
						Female	2	1	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: OPERATIONS SUPPORT

Manager Name: Lisa Bina

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	JUNIOR INSTRUMENT TECHNICIAN	7	14	3	0	Male	3	3	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER,METERIN G & MONITORING	1.2	14	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DEPUTY DIRECTOR, WATERWORKS	1.2	15	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIR, SCADA, METER&MONITORIN G	1.2	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	INSTRUMENT TECHNICIAN	7	15	4	3	Male	4	1	1	0	0	2	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR INSTRUMENT TECHNICIAN	3	16	2	2	Male	2	0	2	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: OPERATIONS SUPPORT

Manager Name: Lisa Bina

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	COMMUNICATION & CONTROL TECH.	3	18	6	3	Male	5	2	1	1	0	1	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	STAFF ENGINEER	2	19	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT ENGINEER	2	21	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	0	0	1	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT ENGINEER (OPS ENG)	2	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT ENGINEER, METER ENGINE	2	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT ENGR WATER AND WW	2	21	1	1	Male	1	0	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: OPERATIONS SUPPORT

Manager Name: Lisa Bina

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PROJECT ENGR, MONITOR AND CTL	2	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SUPER WATER/WW METER MAINT	7	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TECHNICAL SUPERV, METER MAINT	7	21	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR SCADA MAINT TECHNICIAN	3	22	6	2	Male	6	4	0	0	0	1	0	1	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR ENGINEER	2	23	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR MONITOR & CONTROL ENG	2	23	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: OPERATIONS SUPPORT

Manager Name: Lisa Bina

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR MONITORING & CONTROL ENG	2	23	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROG MGR,MONITOR & CONTROL	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER	2	29	2	1	Male	2	1	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, METERING	2	29	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, OPS ENGINEERI	2	29	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, SCADA (TECH)	2	29	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: OPERATIONS SUPPORT

Manager Name: Lisa Bina

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PROGRAM MANAGER,SCADA (ENG)	2	29	3	1	Male	3	2	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MGR, METRO METER MAINT	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROG MGR OPS ENGINEERING	2	30	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROG MGR SCADA WEST	2	30	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROGRAM MANAGER, SCADA	2	30	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: OPERATIONS SUPPORT

Manager Name: Lisa Bina

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	DATA ANALYST	3	8	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				59	22	Male	51	33	7	4	0	6	0	1	0
					37.29	%	86.44	55.93	11.86	6.78	0.00	10.17	0.00	1.69	0.00
						Female	8	4	0	1	0	2	0	1	0
						%	13.56	6.78	0.00	1.69	0.00	3.39	0.00	1.69	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: PLANNING DEPARTMENT

Manager Name: Steve Estes-Smargiassi

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	MANAGER, EMERGENCY PLANNING	2	13	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, PLANNING & SUSTAINAB	1.1	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: PLANNING DEPARTMENT

Manager Name: Steve Estes-Smargiassi

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PLANNING ENGINEER	2	19	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ENVIRONMENTAL PLANNER	2	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	GIS COORDINATOR	2	23	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR ENGR HYDROLOGIC AND HYDRAUL	2	23	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PLANNER	2	23	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER	2	25	4	3	Male	2	0	1	1	0	0	0	0	0
						Female	2	1	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: PLANNING DEPARTMENT
Manager Name: Steve Estes-Smargiassi

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PROJECT MANAGER - PLANNING	2	25	3	2	Male	2	1	0	0	0	1	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER, GIS	2	25	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER,I/I	2	25	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER	2	29	1	1	Male	1	0	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, SECURITY/SAFE	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, WRP	2	29	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: PLANNING DEPARTMENT
Manager Name: Steve Estes-Smargiassi

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR PROGRAM MANAGER	2	30	3	1	Male	2	1	1	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				22	10	Male	14	9	2	1	0	2	0	0	0
					45.45	%	63.64	40.91	9.09	4.55	0.00	9.09	0.00	0.00	0.00
						Female	8	3	3	2	0	0	0	0	0
						%	36.36	13.64	13.64	9.09	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: PROCUREMENT
Manager Name: Doug Rice

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ASST CONTRACTS MANAGER	2	12	3	1	Male	2	2	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MGR, ANALYSIS & TECH SUPPORT	2	12	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: PROCUREMENT

Manager Name: Doug Rice

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	WAREHOUSE MANAGER	2	12	3	0	Male	1	1	0	0	0	0	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DEPUTY CONTRACTS MANAGER	2	13	4	2	Male	2	1	0	1	0	0	0	0	0
						Female	2	1	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MATERIALS MANAGER	2	13	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER, PURCHASING	2	14	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	WAREHOUSE MATERIALS HANDLER	6	14	8	1	Male	8	7	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DEPUTY DIR, PROCUREMENT	1.2	15	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: PROCUREMENT

Manager Name: Doug Rice

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	INVENTORY CONTROL SPECIALIST	6	15	7	3	Male	7	4	0	0	0	3	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, PROCUREMENT	1.1	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ASSISTANT BUYER	6	18	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SHIPPING/RECEIVING SUPERVISOR	6	18	2	1	Male	2	1	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ASSET CONTROL SUPERVISOR	5	19	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DOCUMENT SPECIALIST	6	19	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: PROCUREMENT

Manager Name: Doug Rice

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	BUYER	2	22	3	2	Male	1	1	0	0	0	0	0	0	0
						Female	2	0	2	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MATERIALS MGMT COORD I	2	22	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ADMIN,ADMIN&FINAN CE	2	24	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	1	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR BUYER	2	24	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				42	15	Male	29	22	1	2	0	4	0	0	0
					35.71	%	69.05	52.38	2.38	4.76	0.00	9.52	0.00	0.00	0.00
						Female	13	5	5	1	1	1	0	0	0
						%	30.95	11.90	11.90	2.38	2.38	2.38	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: PUBLIC AFFAIRS

Manager Name: Sean Navin

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	COMMUNITY RELATIONS LIAISON	2	11	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ENVIRON JUSTICE COMM LIAISON	2	11	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJ MANAGER, MEDIA & DESIGN	2	11	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	COMMUNICATIONS MANAGER	2	12	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	COMMUNITY RELATIONS COORD.	2	12	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, PUBLIC AFFAIRS	1.1	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: PUBLIC AFFAIRS

Manager Name: Sean Navin

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ADMINISTRATIVE COORDINATOR	6	18	2	1	Male	0	0	0	0	0	0	0	0	0
						Female	2	1	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	COMMUNICATION SPECIALIST	2	22	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	FILE CLERK	6	8	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				10	3	Male	5	4	1	0	0	0	0	0	0
					30.00	%	50.00	40.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00
						Female	5	3	1	0	0	1	0	0	0
						%	50.00	30.00	10.00	0.00	0.00	10.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: RATES & BUDGET

Manager Name: Mike Cole

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR FINANCIAL ANALYST	2	10	5	2	Male	3	2	1	0	0	0	0	0	0
						Female	2	1	0	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ASSISTANT FINANCE MANAGER, CIP	2	11	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	FINANCIAL IS PROJECT LEADER	2	11	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER, FINANCE & ADMIN	2	12	2	1	Male	1	0	0	0	0	0	0	1	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ASSIST MANGR RATES, REV & FIN	2	13	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	BUDGET MANAGER	2	14	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: RATES & BUDGET

Manager Name: Mike Cole

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	BUDGET DIRECTOR	1.1	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ADMINISTRATIVE SYSTEMS COORD	5	20	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ACCOUNTING AND PROCURE ADMINIS	2	22	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				14	4	Male	9	6	1	1	0	0	0	1	0
					28.57	%	64.29	42.86	7.14	7.14	0.00	0.00	0.00	7.14	0.00
						Female	5	4	0	0	0	1	0	0	0
						%	35.71	28.57	0.00	0.00	0.00	7.14	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: RESIDUALS

Manager Name: Carl Pawlowski

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	MANAGER, RESIDUALS OPERATIONS	2	30	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				1	0	Male	1	1	0	0	0	0	0	0	0
					0.00	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Female	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: RISK MANAGEMENT

Manager Name: Paul Whelan

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	INSURANCE OFFICER	2	11	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER, RISK MANAGEMENT	2	13	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: RISK MANAGEMENT

Manager Name: Paul Whelan

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ADMINISTRATOR, RISK MGMT	2	24	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				3	0	Male	1	1	0	0	0	0	0	0	0
					0.00	%	33.33	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Female	2	2	0	0	0	0	0	0	0
						%	66.67	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: TRAC

Manager Name: Matt Dam

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	DATA MANAGEMENT COORD	3	10	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, TRAC	1.1	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: TRAC

Manager Name: Matt Dam

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	ADMINISTRATIVE COORDINATOR	6	18	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	FIELD INSPECTOR, WATER/WASTEWA	2	19	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SAMPLING ASSOCIATE	2	19	9	3	Male	7	5	1	1	0	0	0	0	0
						Female	2	1	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PERMITTING AND DATA ASSISTANT	5	20	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	OIL GAS SEPARATOR TRAPS INSPEC	2	21	2	1	Male	2	1	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	COMPLIANCE COORDINATOR	2	23	4	0	Male	2	2	0	0	0	0	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: TRAC

Manager Name: Matt Dam

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	INDUSTRIAL COORDINATOR	2	23	8	2	Male	4	3	1	0	0	0	0	0	0
						Female	4	3	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR FIELD INSPECTOR	3	23	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR FIELD INSPECTOR W/WW	3	23	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER	2	25	3	1	Male	1	1	0	0	0	0	0	0	0
						Female	2	1	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER (8(M) PERMITT)	2	25	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR SAMPLING ASSOCIATE	2	25	3	0	Male	3	3	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: TRAC

Manager Name: Matt Dam

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PROG MGR, CONSTRUCTION PERMIT	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROG MGR, INSPECTION AND PERMI	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, MONITORING	2	29	1	1	Male	1	0	0	0	1	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROGRAM MANAGER	2	30	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: TRAC

Manager Name: Matt Dam

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR PROGRAM MANAGER, FO&P	2	30	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				42	10	Male	31	24	4	1	1	1	0	0	0
					23.81	%	73.81	57.14	9.52	2.38	2.38	2.38	0.00	0.00	0.00
						Female	11	8	2	1	0	0	0	0	0
						%	26.19	19.05	4.76	2.38	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: TREASURY

Manager Name: Matt Horan

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR CONTRACT ADMINISTRATOR	2	10	4	2	Male	1	1	0	0	0	0	0	0	0
						Female	3	1	0	1	0	0	0	1	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR FINANCIAL ANALYST	2	10	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: TREASURY

Manager Name: Matt Horan

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	CASH MANAGER	2	12	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	INVESTMENT MANAGER	2	12	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER,FIN & SPECIAL PROJECTS	2	12	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DEPUTY DIR, FINANCE/TREASURE R	1.1	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ACCOUNT COORDINATOR	2	20	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	CONTRACT SUPPORT SPECIALIST	2	22	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: TREASURY

Manager Name: Matt Horan

Incl/ Excl	Job Title	EEO Code	Salary Code	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
				Employees	Minorities										
	TREASURY ANALYST	2	8	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				13	2	Male	8	8	0	0	0	0	0	0	0
					15.38	%	61.54	61.54	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Female	5	3	0	1	0	0	0	1	0
						%	38.46	23.08	0.00	7.69	0.00	0.00	0.00	7.69	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: TUNNEL REDUNDANCY

Manager Name: Kathy Murtagh

Incl/ Excl	Job Title	EEO Code	Salary Code	Total			Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
				Employees	Minorities										
	TUNNEL PROGRAM	2	12	1	0	Male	0	0	0	0	0	0	0	0	0
	COORD DOC MGMT					Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MGR, GEOTECH & TUNNELING	1.2	14	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: TUNNEL REDUNDANCY

Manager Name: Kathy Murtagh

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	DIR, DESIGN & CONSTR TUNNEL RE	1.1	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR OF TUNNEL REDUNDANCY	1.1	17	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	STAFF ENGR (TUNNEL REDUND)	2	19	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, DESIGN TUNNEL	2	29	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: TUNNEL REDUNDANCY

Manager Name: Kathy Murtagh

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR PROG MGR, GEOLOGY	2	30	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				8	1	Male	4	4	0	0	0	0	0	0	0
					12.50	%	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Female	4	3	0	1	0	0	0	0	0
						%	50.00	37.50	0.00	12.50	0.00	0.00	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: WASTEWATER OPERATIONS

Manager Name: Steve Cullen

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	OMC LABORER	8	13	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER, OPERATIONS	2	14	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: WASTEWATER OPERATIONS
Manager Name: Steve Cullen

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	DIRECTOR WW OPERATIONS & MAINT	1.1	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	OPERATOR - TRANSPORT	7	15 - 16	36	17	Male	34	18	11	1	0	4	0	0	0
						Female	2	1	0	0	0	0	0	1	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, WASTEWATER	1.1	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	AREA SUPERVISOR- TRANSPORT	7	19	14	2	Male	13	11	1	0	0	1	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: WASTEWATER OPERATIONS
Manager Name: Steve Cullen

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	OPERATIONS SUPERVISOR	2	24	5	0	Male	5	5	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				59	19	Male	56	38	12	1	0	5	0	0	0
					32.20	%	94.92	64.41	20.34	1.69	0.00	8.47	0.00	0.00	0.00
						Female	3	2	0	0	0	0	0	1	0
						%	5.08	3.39	0.00	0.00	0.00	0.00	0.00	1.69	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: WATER OPERATIONS & MAINTENANCE
Manager Name: Valerie Moran

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	OMC LABORER	8	11 - 13	23	5	Male	21	17	1	0	0	2	0	1	0
						Female	2	1	0	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	FENCING FOREMAN	7	14	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: WATER OPERATIONS & MAINTENANCE

Manager Name: Valerie Moran

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	MANAGER, TRANS & TREATMENT	2	14	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	MANAGER, WESTERN MAINTENANCE	2	14	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	WSS FOREMAN	8	14	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	FACILITIES SPECIALIST	7	14 - 15	5	1	Male	5	4	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIR, METROPOLITAN OPERATIONS	1.1	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, WESTERN OPERATIONS	1.1	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: WATER OPERATIONS & MAINTENANCE

Manager Name: Valerie Moran

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	EQUIPMENT REPAIR SPECIALIST,WO	7	15	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SPECIALTY VALVE INSTALLER	8	15	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	CONSTRUCTION PIPELAYER	7	16	6	2	Male	6	4	0	0	0	1	0	1	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, WATERWORKS	1.1	16	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ELECTRICIAN	7	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	FACILITIES SPECIALIST I	7	16	3	1	Male	3	2	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: WATER OPERATIONS & MAINTENANCE

Manager Name: Valerie Moran

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	M & O SPECIALIST - WATER	7	16	6	0	Male	6	6	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	METAL FABRICATOR/WELDE R	7	16	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	OPERATOR - WATER	7	16	7	1	Male	7	6	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PLUMBER/PIPEFITTE R	7	16	3	0	Male	3	3	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR INSTRUMENT TECHNICIAN	3	16	3	1	Male	3	2	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TOOLMAKER	7	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: WATER OPERATIONS & MAINTENANCE

Manager Name: Valerie Moran

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	TRANSMISSION & TREATMENT OPERA	7	16	12	1	Male	10	9	0	0	0	1	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	VALVE MAINTENANCE FOREMAN	8	16	4	0	Male	4	4	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ADMINISTRATIVE COORDINATOR I	6	17	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	FOREMAN SHAFT 8 LOWER GARAGE	8	17	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	HEAVY EQUIPMENT OPERATOR I	7	17	5	0	Male	5	5	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR FIELD SERVICE TECHNICIAN	3	17	3	0	Male	3	3	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: WATER OPERATIONS & MAINTENANCE

Manager Name: Valerie Moran

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	WORK ORDER COORDINATOR	5	17	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	WSS GENERAL FOREMAN	8	17	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ADMINISTRATIVE COORDINATOR	6	18	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	VALVE GENERAL FOREMAN	8	18	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	AREA SUPERVISOR - WATER	7	19	9	0	Male	9	9	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	HEAVY EQUIPMENT OPERATOR II	7	19	2	1	Male	2	1	0	0	0	1	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: WATER OPERATIONS & MAINTENANCE

Manager Name: Valerie Moran

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	MED VOLT ELECTRICAL SPECIALIST	7	19	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR TRANS/TREATMENT OPERATOR	7	19	9	0	Male	9	9	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR WDS FOREMAN	8	19	3	1	Male	3	2	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TRADES FOREMAN	7	19	2	1	Male	2	1	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	UNIT SUPERVISOR - METAL FABRIC	7	19	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	UNIT SUPERVISOR, INSTRUMENT	7	19	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: WATER OPERATIONS & MAINTENANCE

Manager Name: Valerie Moran

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	UNIT SUPERVISOR- MACHINING	7	19	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	UNIT SUPERVISOR- MOTOR EQ REPAI	7	19	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ADMINISTRATIVE SYSTEMS COORD	5	20	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR MED VOLT ELECT SPECIALIST	7	20	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ELECTRICAL OPERATIONS SUPERVIS	7	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PLUMBING OPERATIONS SUPERVISOR	7	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: WATER OPERATIONS & MAINTENANCE

Manager Name: Valerie Moran

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PROJECT ENGINEER	2	21	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	TRADES FOREMAN (LICENSED)	7	21	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	WDS GENERAL FOREMAN	8	21	4	1	Male	4	3	0	0	1	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SUPERVISOR, WARE RIVER INTAKE	8	22	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	CROSS CONNECTION COORDINATOR	3	23	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR ENGR RESERVOIR OPERATIONS	2	23	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: WATER OPERATIONS & MAINTENANCE

Manager Name: Valerie Moran

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	PROJ MGR PROC ENGR & CTL	2	25	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER	2	25	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SUPERVISOR, FACILITY MAINT	8	26	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SUPERVISOR, T&T OPERATIONS	8	26	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, ELECTRICAL	2	29	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: WATER OPERATIONS & MAINTENANCE

Manager Name: Valerie Moran

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR PROGRAM MANAGER	2	30	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROGRAM MANAGER, VALVES	2	30	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROGRAM MANAGER,OCC	2	30	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR PROGRAM MANAGER,T&T OPS	2	30	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Department: WATER OPERATIONS & MAINTENANCE

Manager Name: Valerie Moran

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR PROGRAM MGR, WESTERN MAINT	2	30	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				160	19	Male	151	133	7	1	1	7	0	2	0
					11.88	%	94.38	83.13	4.38	0.63	0.63	4.38	0.00	1.25	0.00
						Female	9	8	0	0	0	1	0	0	0
						%	5.63	5.00	0.00	0.00	0.00	0.63	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Department: WATER QUALITY ASSURANCE

Manager Name: Kim LeBeau

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	DATA MANAGEMENT COORD	3	10	2	1	Male	1	1	0	0	0	0	0	0	0
						Female	1	0	0	1	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	DIRECTOR, WATER QUALITY	1.1	15	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

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Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: WATER QUALITY ASSURANCE
Manager Name: Kim LeBeau

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR SANITARY ENGINEER AIDE	5	15	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	WATER QUALITY TECHNICIAN	2	15	1	0	Male	0	0	0	0	0	0	0	0	0
						Female	1	1	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	SR INSTRUMENT TECHNICIAN	3	16	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	CHEMIST I	2	18	2	0	Male	0	0	0	0	0	0	0	0	0
						Female	2	2	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	COMMUNICATION & CONTROL TECH.	3	18	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	ENVIRONMENTAL SCIENTIST	2	21	2	0	Male	2	2	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department
Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Department: WATER QUALITY ASSURANCE
Manager Name: Kim LeBeau

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	LABORATORY SUPERVISOR II	2	23	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER	2	25	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER,CMS	2	25	1	0	Male	1	1	0	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROJECT MANAGER,OPERATIO NS IN	2	25	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	0	0	0	1	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER	2	29	1	1	Male	1	0	0	0	0	0	0	1	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	PROGRAM MANAGER, WATER QUALITY	2	29	1	1	Male	1	0	0	1	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0

Incl - employee is included in this plan and department

Excl - employee is excluded from this plan and department

Workforce Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
 Department: WATER QUALITY ASSURANCE
 Manager Name: Kim LeBeau

Incl/ Excl	Job Title	EEO Code	Salary Code	Total Employees	Minorities		Total	White	Black	Asian	Native American	Hispanic	Pacific Islander	Two or more races	Unknown
	SR PROGRAM MGR.QUALITY ASSURA	2	30	1	1	Male	0	0	0	0	0	0	0	0	0
						Female	1	0	1	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
	STATISTICIAN	5	8	1	1	Male	1	0	1	0	0	0	0	0	0
						Female	0	0	0	0	0	0	0	0	0
						Non-binary	0	0	0	0	0	0	0	0	0
						Unknown	0	0	0	0	0	0	0	0	0
Totals				19	6	Male	12	9	1	1	0	0	0	1	0
					31.58	%	63.16	47.37	5.26	5.26	0.00	0.00	0.00	5.26	0.00
						Female	7	4	1	1	0	1	0	0	0
						%	36.84	21.05	5.26	5.26	0.00	5.26	0.00	0.00	0.00
						Non-binary	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
						Unknown	0	0	0	0	0	0	0	0	0
						%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Incl - employee is included in this plan and department
 Excl - employee is excluded from this plan and department

Job Group Analysis Summary

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group	Total Employees	Female		Minority	
		#	%	#	%
AA - ADMINISTRATIVE A	23	10	43.48	4	17.39
AB - ADMINISTRATIVE B	25	8	32.00	5	20.00
CA - CLERICAL A	22	17	77.27	9	40.91
CB - CLERICAL B	22	3	13.64	6	27.27
EA - ENGINEER A	81	18	22.22	16	19.75
EB - ENGINEER B	57	19	33.33	20	35.09
KA - CRAFT A	115	0	0.00	19	16.52
KB - CRAFT B	125	0	0.00	25	20.00
L - LABORERS	58	6	10.34	14	24.14
MA - MANAGEMENT A	85	30	35.29	18	21.18
MB - MANAGEMENT B	36	5	13.89	10	27.78
OA - OPERATORS A	61	4	6.56	4	6.56
OB - OPERATORS B	69	4	5.80	24	34.78
P - PARA PROFESSIONAL	43	18	41.86	16	37.21
PA - PROFESSIONAL A	29	15	51.72	8	27.59
PB - PROFESSIONAL B	167	72	43.11	54	32.34
TA - TECHNICAL A	47	6	12.77	18	38.30
TB - TECHNICAL B	4	1	25.00	2	50.00
Totals	1,069	236	22.08%	272	25.44%

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: AA - ADMINISTRATIVE A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	BUDGET DIRECTOR	1	4.35	0	0
Massachusetts Water Resources Authority	CHIEF ENGINEER	1	4.35	0	0
Massachusetts Water Resources Authority	CHIEF OPERATING OFFICER	1	4.35	0	0
Massachusetts Water Resources Authority	DEPUTY CHIEF OO, PP&P	1	4.35	1	0
Massachusetts Water Resources Authority	DEPUTY DIR, FINANCE/TREASURER	1	4.35	0	0
Massachusetts Water Resources Authority	DIR, DESIGN & CONSTR TUNNEL RE	1	4.35	0	0
Massachusetts Water Resources Authority	DIRECTOR OF SECURITY	1	4.35	0	0
Massachusetts Water Resources Authority	DIRECTOR OF TUNNEL REDUNDANCY	1	4.35	1	0
Massachusetts Water Resources Authority	DIRECTOR, ADMINISTRATION	1	4.35	1	0
Massachusetts Water Resources Authority	DIRECTOR, CONSTRUCTION	1	4.35	0	0
Massachusetts Water Resources Authority	DIRECTOR, DIWWTP	1	4.35	0	0
Massachusetts Water Resources Authority	DIRECTOR, ENV & REG AFFAIRS	1	4.35	1	0
Massachusetts Water Resources Authority	DIRECTOR, FINANCE	1	4.35	0	0
Massachusetts Water Resources Authority	DIRECTOR, HUMAN RESOURCES	1	4.35	1	1
Massachusetts Water Resources Authority	DIRECTOR, INTERNAL AUDIT	1	4.35	0	0
Massachusetts Water Resources Authority	DIRECTOR, MIS	1	4.35	1	1
Massachusetts Water Resources Authority	DIRECTOR, PLANNING & SUSTAINAB	1	4.35	0	0
Massachusetts Water Resources Authority	DIRECTOR, PROCUREMENT	1	4.35	0	0
Massachusetts Water Resources Authority	DIRECTOR, WATERWORKS	1	4.35	1	0
Massachusetts Water Resources Authority	EXECUTIVE DIRECTOR	1	4.35	0	0
Massachusetts Water Resources Authority	GENERAL COUNSEL	1	4.35	1	0

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: AA - ADMINISTRATIVE A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	MGR, GEOTECH & TUNNELING	1	4.35	1	1
Massachusetts Water Resources Authority	SPECIAL ASST FOR AFFIR ACTION	1	4.35	1	1
Totals:		23		10	4
				43.48%	17.39%

Job Group: AB - ADMINISTRATIVE B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	ASSOCIATE GENERAL COUNSEL	4	16.00	3	0
Massachusetts Water Resources Authority	ASST DIRECTOR, ENGINEERING	2	8.00	2	1
Massachusetts Water Resources Authority	ASST DIRECTOR, INTERNAL AUDIT	1	4.00	0	1
Massachusetts Water Resources Authority	CONTROLLER	1	4.00	0	1
Massachusetts Water Resources Authority	DEPUTY DIR, PROCUREMENT	1	4.00	1	1
Massachusetts Water Resources Authority	DEPUTY DIRECTOR, DIWWTP	1	4.00	0	0
Massachusetts Water Resources Authority	DEPUTY DIRECTOR, MAINTENANCE	1	4.00	0	0
Massachusetts Water Resources Authority	DEPUTY DIRECTOR, WATERWORKS	1	4.00	1	0
Massachusetts Water Resources Authority	DIR, METROPOLITAN OPERATIONS	1	4.00	0	0
Massachusetts Water Resources Authority	DIR, SCADA, METER&MONITORING	1	4.00	0	0
Massachusetts Water Resources Authority	DIRECTOR WW OPERATIONS & MAINT	1	4.00	0	0
Massachusetts Water Resources Authority	DIRECTOR, LABORATORY SERVICES	1	4.00	0	0
Massachusetts Water Resources Authority	DIRECTOR, PUBLIC AFFAIRS	1	4.00	0	0
Massachusetts Water Resources Authority	DIRECTOR, TRAC	1	4.00	0	0
Massachusetts Water Resources Authority	DIRECTOR, WASTEWATER	1	4.00	0	0
Massachusetts Water Resources Authority	DIRECTOR, WATER QUALITY	1	4.00	1	0

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: AB - ADMINISTRATIVE B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	DIRECTOR, WESTERN OPERATIONS	1	4.00	0	0
Massachusetts Water Resources Authority	DIRECTOR, ENVIRONMENTAL QUALITY	1	4.00	0	1
Massachusetts Water Resources Authority	MANAGER, ENGINEERING SERVICES	1	4.00	0	0
Massachusetts Water Resources Authority	MANAGER, METERING & MONITORING	1	4.00	0	0
Massachusetts Water Resources Authority	SUPERINTENDENT, CLINTON	1	4.00	0	0
Totals:		25		8	5
				32.00%	20.00%

Job Group: CA - CLERICAL A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	ADMINISTRATIVE COORDINATOR	7	31.82	5	4
Massachusetts Water Resources Authority	ADMINISTRATIVE COORDINATOR I	1	4.55	1	0
Massachusetts Water Resources Authority	ASSISTANT BUYER	1	4.55	0	1
Massachusetts Water Resources Authority	DOCUMENT SPECIALIST	1	4.55	1	1
Massachusetts Water Resources Authority	LEGAL COORD, LABOR & EMPLOYMENT	1	4.55	1	0
Massachusetts Water Resources Authority	LEGAL COORD, LITIGATION	1	4.55	1	0
Massachusetts Water Resources Authority	PAYROLL SPECIALIST	1	4.55	1	0
Massachusetts Water Resources Authority	PAYROLL/PAYABLES COORDINATOR	3	13.64	3	2
Massachusetts Water Resources Authority	SECRETARY I	4	18.18	4	0
Massachusetts Water Resources Authority	SHIPPING/RECEIVING SUPERVISOR	2	9.09	0	1
Totals:		22		17	9
				77.27%	40.91%

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: CB - CLERICAL B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	ADMINISTRATIVE ASSISTANT I	1	4.55	1	1
Massachusetts Water Resources Authority	FILE CLERK	2	9.09	0	0
Massachusetts Water Resources Authority	HEAD ADMINISTRATIVE ASSISTANT	1	4.55	1	0
Massachusetts Water Resources Authority	INVENTORY CONTROL SPECIALIST	7	31.82	0	3
Massachusetts Water Resources Authority	MAIL SERVICES COORDINATOR	1	4.55	0	1
Massachusetts Water Resources Authority	MESSENGER/COURIER	1	4.55	0	0
Massachusetts Water Resources Authority	SECRETARY II	1	4.55	1	0
Massachusetts Water Resources Authority	WAREHOUSE MATERIALS HANDLER	8	36.36	0	1
Totals:		22		3	6
				13.64%	27.27%

Job Group: EA - ENGINEER A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	ASSETS MANAGER	1	1.23	0	0
Massachusetts Water Resources Authority	ENVIRONMENTAL MANAGER	1	1.23	0	0
Massachusetts Water Resources Authority	LABORATORY MANAGER	2	2.47	1	0
Massachusetts Water Resources Authority	MANAGER, POWER GENERATION	1	1.23	0	1
Massachusetts Water Resources Authority	MANAGER, TRANS & TREATMENT	1	1.23	0	0
Massachusetts Water Resources Authority	MANAGER, WESTERN MAINTENANCE	1	1.23	0	0
Massachusetts Water Resources Authority	PICS PROJECT ENGINEER	1	1.23	0	0
Massachusetts Water Resources Authority	PRINCIPAL CIVIL ENGINEER	2	2.47	0	0
Massachusetts Water Resources Authority	PROG MGR, MONITOR & CONTROL	1	1.23	0	0
Massachusetts Water Resources Authority	PROGRAM MANAGER	2	2.47	1	0

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: EA - ENGINEER A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	PROGRAM MANAGER, DESIGN TUNNEL	2	2.47	0	0
Massachusetts Water Resources Authority	PROGRAM MANAGER, ELECTRICAL	4	4.94	0	1
Massachusetts Water Resources Authority	PROGRAM MANAGER, ENERGY	1	1.23	0	0
Massachusetts Water Resources Authority	PROGRAM MANAGER, ENVIRONMENTAL	2	2.47	2	0
Massachusetts Water Resources Authority	PROGRAM MANAGER, MECHANICAL	1	1.23	1	0
Massachusetts Water Resources Authority	PROGRAM MANAGER, METERING	1	1.23	0	1
Massachusetts Water Resources Authority	PROGRAM MANAGER, OPERATIONS	1	1.23	0	0
Massachusetts Water Resources Authority	PROGRAM MANAGER, OPS ENGINEERI	2	2.47	0	0
Massachusetts Water Resources Authority	PROGRAM MANAGER, PICS CONTROL	1	1.23	0	0
Massachusetts Water Resources Authority	PROGRAM MANAGER, PROCESS ENG	1	1.23	1	0
Massachusetts Water Resources Authority	PROGRAM MANAGER, PROCESS MONIT	1	1.23	1	0
Massachusetts Water Resources Authority	PROGRAM MANAGER, SCADA (TECH)	1	1.23	0	1
Massachusetts Water Resources Authority	PROGRAM MANAGER, WRP	1	1.23	1	1
Massachusetts Water Resources Authority	PROGRAM MANAGER,SCADA (ENG)	3	3.70	0	1
Massachusetts Water Resources Authority	PROGRAM MGR, METRO METER MAINT	1	1.23	0	0
Massachusetts Water Resources Authority	PROGRAM MGR, STRUCTURAL ENG	1	1.23	1	0
Massachusetts Water Resources Authority	PROJECT ENGINEER	5	6.17	2	1
Massachusetts Water Resources Authority	PROJECT ENGINEER (OPS ENG)	1	1.23	0	0
Massachusetts Water Resources Authority	PROJECT ENGINEER, CADD	1	1.23	0	0
Massachusetts Water Resources Authority	PROJECT ENGINEER, CADD-DISC	2	2.47	0	0
Massachusetts Water Resources Authority	PROJECT ENGINEER, CIVIL	1	1.23	0	1

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: EA - ENGINEER A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	PROJECT ENGINEER, METER ENGINE	1	1.23	0	0
Massachusetts Water Resources Authority	PROJECT ENGINEER, PROCESS CONT	1	1.23	0	0
Massachusetts Water Resources Authority	PROJECT ENGR WATER AND WW	1	1.23	0	1
Massachusetts Water Resources Authority	PROJECT ENGR, MONITOR AND CTL	1	1.23	0	0
Massachusetts Water Resources Authority	PROJECT MANAGER	5	6.17	2	1
Massachusetts Water Resources Authority	SR CIVIL ENGINEER	3	3.70	0	2
Massachusetts Water Resources Authority	SR ENGINEER	2	2.47	0	0
Massachusetts Water Resources Authority	SR ENGR HYDROLOGIC AND HYDRAUL	1	1.23	0	0
Massachusetts Water Resources Authority	SR ENGR RESERVOIR OPERATIONS	1	1.23	0	0
Massachusetts Water Resources Authority	SR MONITOR & CONTROL ENG	1	1.23	1	1
Massachusetts Water Resources Authority	SR MONITORING & CONTROL ENG	1	1.23	0	0
Massachusetts Water Resources Authority	SR PROG MANAGER PICS	1	1.23	0	1
Massachusetts Water Resources Authority	SR PROG MGR OPS ENGINEERING	1	1.23	0	0
Massachusetts Water Resources Authority	SR PROG MGR SCADA WEST	1	1.23	0	0
Massachusetts Water Resources Authority	SR PROG MGR TECH SUPPORT QUAL	1	1.23	1	0
Massachusetts Water Resources Authority	SR PROG MGR, GEOLOGY	1	1.23	0	0
Massachusetts Water Resources Authority	SR PROGRAM MANAGER	6	7.41	2	0
Massachusetts Water Resources Authority	SR PROGRAM MANAGER, SCADA	1	1.23	0	0
Massachusetts Water Resources Authority	SR PROGRAM MANAGER, VALVES	1	1.23	0	0
Massachusetts Water Resources Authority	SR PROGRAM MANAGER,OCC	1	1.23	0	1
Massachusetts Water Resources Authority	SR PROGRAM MANAGER,T&T OPS	1	1.23	0	0

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: EA - ENGINEER A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	SR PROGRAM MGR,QUALITY ASSURA	1	1.23	1	1
Totals:		81		18	16
				22.22%	19.75%

Job Group: EB - ENGINEER B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	ASSISTANT CIVIL ENGINEER	3	5.26	0	0
Massachusetts Water Resources Authority	PLANNING ENGINEER	1	1.75	1	1
Massachusetts Water Resources Authority	PROJ MGR PROC ENGR & CTL	1	1.75	1	0
Massachusetts Water Resources Authority	PROJ. MGR, ENVIRONMENTAL DATA	1	1.75	1	1
Massachusetts Water Resources Authority	PROJECT MANAGER	29	50.88	8	7
Massachusetts Water Resources Authority	PROJECT MANAGER - PLANNING	3	5.26	1	2
Massachusetts Water Resources Authority	PROJECT MANAGER, GIS	1	1.75	1	0
Massachusetts Water Resources Authority	PROJECT MANAGER, NPDES	1	1.75	1	1
Massachusetts Water Resources Authority	PROJECT MANAGER, PICS	3	5.26	0	2
Massachusetts Water Resources Authority	PROJECT MANAGER, SAFETY	1	1.75	0	1
Massachusetts Water Resources Authority	PROJECT MANAGER,CMS	1	1.75	0	0
Massachusetts Water Resources Authority	PROJECT MANAGER,I/I	1	1.75	1	1
Massachusetts Water Resources Authority	PROJECT MANAGER,OPERATIONS IN	1	1.75	1	1
Massachusetts Water Resources Authority	PROJECT MGR, PICS APPLICATIONS	1	1.75	0	0
Massachusetts Water Resources Authority	STAFF ENGINEER	8	14.04	3	3

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: EB - ENGINEER B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	TECHNICAL ASSISTANT THERMAL PL	1	1.75	0	0
Totals:		57		19	20
				33.33%	35.09%

Job Group: KA - CRAFT A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	ASST AUTO TECHNICIAN IN TRAINI	1	0.87	0	0
Massachusetts Water Resources Authority	CHIEF PIPELINE MAINTENANCE	1	0.87	0	0
Massachusetts Water Resources Authority	ELECTRICAL OPERATIONS SUPERVIS	3	2.61	0	0
Massachusetts Water Resources Authority	FENCING FOREMAN	1	0.87	0	0
Massachusetts Water Resources Authority	FOREMAN SHAFT 8 LOWER GARAGE	1	0.87	0	0
Massachusetts Water Resources Authority	GENERAL FOREMAN	2	1.74	0	1
Massachusetts Water Resources Authority	HEAVY EQUIPMENT OPERATOR II	3	2.61	0	1
Massachusetts Water Resources Authority	INSTRUMENTATION OPERATIONS SUP	1	0.87	0	0
Massachusetts Water Resources Authority	M & O SPECIALIST	15	13.04	0	4
Massachusetts Water Resources Authority	M & O SPECIALIST - WASTEWATER	28	24.35	0	4
Massachusetts Water Resources Authority	M & O SPECIALIST - WATER	6	5.22	0	0
Massachusetts Water Resources Authority	OMC LABORER IN TRAINING	1	0.87	0	1
Massachusetts Water Resources Authority	SEWER MAINT SUPERVISOR	3	2.61	0	0
Massachusetts Water Resources Authority	SR MED VOLT ELECT SPECIALIST	3	2.61	0	0
Massachusetts Water Resources Authority	SR WDS FOREMAN	3	2.61	0	1
Massachusetts Water Resources Authority	TRADES FOREMAN	3	2.61	0	1
Massachusetts Water Resources Authority	TRADES FOREMAN (LICENSED)	3	2.61	0	1

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: KA - CRAFT A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	UNIT SUPERVISOR - MECH CERT	7	6.09	0	0
Massachusetts Water Resources Authority	UNIT SUPERVISOR - METAL FABRIC	1	0.87	0	1
Massachusetts Water Resources Authority	UNIT SUPERVISOR(MECH HOIST)	1	0.87	0	0
Massachusetts Water Resources Authority	UNIT SUPERVISOR, INSTRUMENT	1	0.87	0	0
Massachusetts Water Resources Authority	UNIT SUPERVISOR-ELECTRICIAN	3	2.61	0	0
Massachusetts Water Resources Authority	UNIT SUPERVISOR-HVAC	4	3.48	0	1
Massachusetts Water Resources Authority	UNIT SUPERVISOR-MACHINING	2	1.74	0	0
Massachusetts Water Resources Authority	UNIT SUPERVISOR-MOTOR EQ REPAI	1	0.87	0	0
Massachusetts Water Resources Authority	UNIT SUPERVISOR-PLUMBER/PIPE	1	0.87	0	0
Massachusetts Water Resources Authority	VALVE GENERAL FOREMAN	1	0.87	0	0
Massachusetts Water Resources Authority	VALVE MAINTENANCE FOREMAN	4	3.48	0	0
Massachusetts Water Resources Authority	VEHICLE SERVICES FOREMAN	1	0.87	0	0
Massachusetts Water Resources Authority	VEHICLE SERVICES SUPERVISOR	1	0.87	0	0
Massachusetts Water Resources Authority	WDS GENERAL FOREMAN	4	3.48	0	1
Massachusetts Water Resources Authority	WSS FOREMAN	4	3.48	0	2
Massachusetts Water Resources Authority	WSS GENERAL FOREMAN	1	0.87	0	0
Totals:		115		0	19
				0.00%	16.52%

Job Group: KB - CRAFT B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	CONSTRUCTION PIPELAYER	6	4.80	0	2
Massachusetts Water Resources Authority	ELECTRICIAN	14	11.20	0	7

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: KB - CRAFT B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	EQUIPMENT REPAIR SPECIALIST,WO	2	1.60	0	0
Massachusetts Water Resources Authority	FACILITIES SPECIALIST	14	11.20	0	3
Massachusetts Water Resources Authority	FACILITIES SPECIALIST I	8	6.40	0	1
Massachusetts Water Resources Authority	HEAVY EQUIPMENT OPERATOR	2	1.60	0	0
Massachusetts Water Resources Authority	HEAVY EQUIPMENT OPERATOR I	8	6.40	0	1
Massachusetts Water Resources Authority	HVAC SPECIALIST	7	5.60	0	0
Massachusetts Water Resources Authority	HVAC TECHNICIAN	3	2.40	0	1
Massachusetts Water Resources Authority	INSTRUMENT TECHNICIAN	4	3.20	0	3
Massachusetts Water Resources Authority	INSTRUMENTATION SPECIALIST	3	2.40	0	1
Massachusetts Water Resources Authority	JUNIOR INSTRUMENT TECHNICIAN	3	2.40	0	0
Massachusetts Water Resources Authority	MASTER WELDER I	1	0.80	0	0
Massachusetts Water Resources Authority	MED VOLT ELECTRICAL SPECIALIST	9	7.20	0	1
Massachusetts Water Resources Authority	METAL FABRICATOR/WELDER	4	3.20	0	0
Massachusetts Water Resources Authority	MOTOR EQUIPMENT REPAIRMAN	3	2.40	0	0
Massachusetts Water Resources Authority	PLUMBER/PIPEFITTER	18	14.40	0	3
Massachusetts Water Resources Authority	PLUMBING OPERATIONS SUPERVISOR	3	2.40	0	0
Massachusetts Water Resources Authority	SECOND CLASS ENGINEER	4	3.20	0	0
Massachusetts Water Resources Authority	SPECIALTY VALVE INSTALLER	1	0.80	0	1
Massachusetts Water Resources Authority	THIRD CLASS ENGINEER	5	4.00	0	1

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: KB - CRAFT B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	TOOLMAKER	3	2.40	0	0
Totals:		125		0	25
				0.00%	20.00%

Job Group: L - LABORERS

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	BUILDING/GROUNDS SUPERVISOR	2	3.45	0	0
Massachusetts Water Resources Authority	BUILDING/GROUNDS WORKER	15	25.86	2	5
Massachusetts Water Resources Authority	OMC LABORER	35	60.34	4	8
Massachusetts Water Resources Authority	SKILLED LABORER	4	6.90	0	1
Massachusetts Water Resources Authority	SUPERVISOR, T&T OPERATIONS	2	3.45	0	0
Totals:		58		6	14
				10.34%	24.14%

Job Group: MA - MANAGEMENT A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	ASST DIRECTOR, CONSTRUCTION	1	1.18	1	0
Massachusetts Water Resources Authority	BUDGET MANAGER	1	1.18	0	0
Massachusetts Water Resources Authority	BUSINESS APPLICATIONS MANAGER	1	1.18	0	0
Massachusetts Water Resources Authority	BUSINESS RELATIONSHIP MANAGER	1	1.18	1	0
Massachusetts Water Resources Authority	CASH MANAGER	1	1.18	0	0
Massachusetts Water Resources Authority	CHIEF OF STAFF	1	1.18	1	0
Massachusetts Water Resources Authority	COMPENSATION MANAGER	1	1.18	1	0
Massachusetts Water Resources Authority	CONSTRUCTION COORDINATOR	3	3.53	1	0

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: MA - MANAGEMENT A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	CONSTRUCTION COORDINATOR-CECD	4	4.71	0	1
Massachusetts Water Resources Authority	DEPUTY CONTRACTS MANAGER	4	4.71	2	2
Massachusetts Water Resources Authority	MAINTENANCE MANAGER	2	2.35	0	0
Massachusetts Water Resources Authority	MANAGER, BENEFITS & HRIS	1	1.18	1	0
Massachusetts Water Resources Authority	MANAGER, EMERGENCY PLANNING	1	1.18	0	0
Massachusetts Water Resources Authority	MANAGER, EMPLOYMENT	1	1.18	1	1
Massachusetts Water Resources Authority	MANAGER, ENERGY	1	1.18	1	0
Massachusetts Water Resources Authority	MANAGER, FINANCE & ADMIN	2	2.35	1	1
Massachusetts Water Resources Authority	MANAGER, LABOR RELATIONS	1	1.18	0	1
Massachusetts Water Resources Authority	MANAGER, OPERATIONS	1	1.18	0	0
Massachusetts Water Resources Authority	MANAGER, OPERATIONS ADMIN	1	1.18	1	0
Massachusetts Water Resources Authority	MANAGER, POLICY & PLANNING SUP	1	1.18	1	0
Massachusetts Water Resources Authority	MANAGER, PURCHASING	1	1.18	0	0
Massachusetts Water Resources Authority	MANAGER, RESIDUALS OPERATIONS	1	1.18	0	0
Massachusetts Water Resources Authority	MANAGER, RISK MANAGEMENT	1	1.18	0	0
Massachusetts Water Resources Authority	MANAGER, VEHICLE MAINTENANCE	1	1.18	0	0
Massachusetts Water Resources Authority	MANAGER, COORDINATION & CONTROL	1	1.18	0	0
Massachusetts Water Resources Authority	MANAGER, FIN & SPECIAL PROJECTS	1	1.18	0	0
Massachusetts Water Resources Authority	MATERIALS MANAGER	1	1.18	0	0
Massachusetts Water Resources Authority	MBE/WBE PROGRAM MANAGER	1	1.18	0	1
Massachusetts Water Resources Authority	MGR, ANALYSIS & TECH SUPPORT	1	1.18	1	0

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: MA - MANAGEMENT A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	NETWORK AND SYSTEMS MANAGER	1	1.18	1	1
Massachusetts Water Resources Authority	PAYROLL MANAGER	1	1.18	1	1
Massachusetts Water Resources Authority	PROG MGR, ENVIRONMENTAL MONITO	1	1.18	0	0
Massachusetts Water Resources Authority	PROGRAM MANAGER	14	16.47	3	4
Massachusetts Water Resources Authority	PROGRAM MANAGER, MIS	4	4.71	1	0
Massachusetts Water Resources Authority	PROGRAM MANAGER, WATER QUALITY	1	1.18	0	1
Massachusetts Water Resources Authority	PROGRAM MGR, MONITOR&COMPLIANC	1	1.18	1	1
Massachusetts Water Resources Authority	PROJECT MGR, ENVIR PERMITTING	2	2.35	2	0
Massachusetts Water Resources Authority	SR PROG MGR ENGINEER & CONSTRU	1	1.18	1	0
Massachusetts Water Resources Authority	SR PROGRAM MANAGER	12	14.12	3	2
Massachusetts Water Resources Authority	SR PROGRAM MANAGER, ENQUAD	1	1.18	1	0
Massachusetts Water Resources Authority	SR PROGRAM MANAGER, FO&P	1	1.18	0	0
Massachusetts Water Resources Authority	SR PROGRAM MGR, WESTERN MAINT	1	1.18	0	0
Massachusetts Water Resources Authority	WAREHOUSE MANAGER	3	3.53	2	0
Massachusetts Water Resources Authority	WORK COORDINATION CENTER MGR	1	1.18	0	0
Massachusetts Water Resources Authority	WORK COORDINATION CTR MGR FOD	1	1.18	0	1
Totals:		85		30	18
				35.29%	21.18%

Job Group: MB - MANAGEMENT B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	ACCOUNTING MANAGER	1	2.78	1	0
Massachusetts Water Resources Authority	AREA MANAGER	5	13.89	0	1

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: MB - MANAGEMENT B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	ASSET CONTROL SUPERVISOR	2	5.56	0	0
Massachusetts Water Resources Authority	ASSIST MANGR RATES, REV & FIN	1	2.78	0	0
Massachusetts Water Resources Authority	ASST CONTRACTS MANAGER	3	8.33	1	1
Massachusetts Water Resources Authority	INVESTMENT MANAGER	1	2.78	1	0
Massachusetts Water Resources Authority	IT SECURITY ANALYST	1	2.78	0	1
Massachusetts Water Resources Authority	MANAGER, PROCESS CONTROL	1	2.78	1	1
Massachusetts Water Resources Authority	MATERIALS COORDINATION MANAGER	1	2.78	0	0
Massachusetts Water Resources Authority	NETWORK ADMINISTRATOR III	1	2.78	0	1
Massachusetts Water Resources Authority	OPERATIONS SUPERVISOR	6	16.67	0	0
Massachusetts Water Resources Authority	PROJECT MANAGER	5	13.89	1	2
Massachusetts Water Resources Authority	SHIFT OPERATIONS MANAGER	6	16.67	0	2
Massachusetts Water Resources Authority	SR SHIFT MANAGER	1	2.78	0	0
Massachusetts Water Resources Authority	SUPERVISOR, TRANS/COURIER/MAIL	1	2.78	0	1
Totals:		36		5	10
				13.89%	27.78%

Job Group: OA - OPERATORS A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	AREA SUPERVISOR - WATER	9	14.75	0	0
Massachusetts Water Resources Authority	AREA SUPERVISOR-CLINTON	2	3.28	0	0
Massachusetts Water Resources Authority	AREA SUPERVISOR-TRANSPORT	14	22.95	1	2
Massachusetts Water Resources Authority	AREA SUPERVISOR-WASTEWATER	12	19.67	1	1
Massachusetts Water Resources Authority	RESEARCH VESSEL OPERATOR	1	1.64	0	0

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: OA - OPERATORS A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	SR TRANS/TREATMENT OPERATOR	9	14.75	0	0
Massachusetts Water Resources Authority	SUPERVISOR, FACILITY MAINT	1	1.64	0	0
Massachusetts Water Resources Authority	SUPERVISOR, WARE RIVER INTAKE	1	1.64	0	0
Massachusetts Water Resources Authority	TRANSMISSION & TREATMENT OPERA	12	19.67	2	1
Totals:		61		4	4
				6.56%	6.56%

Job Group: OB - OPERATORS B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	OPERATOR - TRANSPORT	36	52.17	2	17
Massachusetts Water Resources Authority	OPERATOR - WASTEWATER	26	37.68	2	6
Massachusetts Water Resources Authority	OPERATOR - WATER	7	10.14	0	1
Totals:		69		4	24
				5.80%	34.78%

Job Group: P - PARA PROFESSIONAL

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	ADMIN SYST COORD SAFETY TRAIN	1	2.33	1	0
Massachusetts Water Resources Authority	ADMINISTRATIVE SYSTEMS COORD	9	20.93	9	2
Massachusetts Water Resources Authority	CUSTOMER SUPPORT TECH I	1	2.33	0	1
Massachusetts Water Resources Authority	HR ADMIN SYST COORD EMPLOYMENT	1	2.33	1	0
Massachusetts Water Resources Authority	HR SYSTEMS ADMIN COORD GENERAL	1	2.33	1	1
Massachusetts Water Resources Authority	JR ENGINEERING AIDE	1	2.33	0	1
Massachusetts Water Resources Authority	PARALEGAL	1	2.33	1	0

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: P - PARA PROFESSIONAL

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	PAYROLL ADMINISTRATOR	1	2.33	0	1
Massachusetts Water Resources Authority	PERMITTING AND DATA ASSISTANT	1	2.33	0	0
Massachusetts Water Resources Authority	PLANNER/SCHEDULER	1	2.33	0	1
Massachusetts Water Resources Authority	PLANNING/SCHEDULING COORD	13	30.23	1	3
Massachusetts Water Resources Authority	RECORDS CENTER SPECIALIST	2	4.65	1	1
Massachusetts Water Resources Authority	SECURITY ASSISTANT	1	2.33	1	0
Massachusetts Water Resources Authority	SPECIAL PROJECTS COORDINATOR	1	2.33	1	0
Massachusetts Water Resources Authority	SR SANITARY ENGINEER AIDE	1	2.33	0	0
Massachusetts Water Resources Authority	STATISTICIAN	1	2.33	0	1
Massachusetts Water Resources Authority	TECHNICAL INFO SYSTEM ADMINIST	2	4.65	0	1
Massachusetts Water Resources Authority	TIC CLERK	1	2.33	0	1
Massachusetts Water Resources Authority	WORK ORDER COORDINATOR	3	6.98	1	2
Totals:		43		18	16
				41.86%	37.21%

Job Group: PA - PROFESSIONAL A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	ASST MANAGER, LABOR RELATIONS	1	3.45	1	0
Massachusetts Water Resources Authority	ASST MGR, WC & LABOR RELATIONS	1	3.45	1	0
Massachusetts Water Resources Authority	COMMUNITY RELATIONS COORD.	1	3.45	0	0
Massachusetts Water Resources Authority	INTERNAL AUDIT MANAGER	1	3.45	1	1
Massachusetts Water Resources Authority	LABORATORY SUPERVISOR	1	3.45	0	0
Massachusetts Water Resources Authority	LABORATORY SUPERVISOR II	3	10.34	1	0

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: PA - PROFESSIONAL A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	LABORATORY SUPERVISOR III	5	17.24	2	1
Massachusetts Water Resources Authority	LIBRARY SUPERVISOR	1	3.45	1	0
Massachusetts Water Resources Authority	OPERATIONS LIAISON	1	3.45	1	1
Massachusetts Water Resources Authority	PROGRAM MANAGER, SECURITY/SAFE	2	6.90	0	1
Massachusetts Water Resources Authority	PROJ MANAGER, MEDIA & DESIGN	1	3.45	0	1
Massachusetts Water Resources Authority	SECURITY SERVICES COORDINATOR	1	3.45	1	0
Massachusetts Water Resources Authority	SR CONTRACT ADMINISTRATOR	6	20.69	5	2
Massachusetts Water Resources Authority	SR STAFF COUNSEL	2	6.90	0	0
Massachusetts Water Resources Authority	TECHNICAL OPERATIONS MANAGER	1	3.45	0	1
Massachusetts Water Resources Authority	TUNNEL PROGRAM COORD DOC MGMT	1	3.45	1	0
Totals:		29		15	8
				51.72%	27.59%

Job Group: PB - PROFESSIONAL B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	.NET DEVELOPER/PROGRAMMER III	2	1.20	0	2
Massachusetts Water Resources Authority	ACCOUNT COORDINATOR	1	0.60	0	0
Massachusetts Water Resources Authority	ACCOUNTING AND PROCURE ADMINIS	1	0.60	1	0
Massachusetts Water Resources Authority	ADMIN, ACCOUNTS PAYABLE	1	0.60	0	0
Massachusetts Water Resources Authority	ADMIN,ADMIN&FINANCE	1	0.60	1	1
Massachusetts Water Resources Authority	ADMINISTRATOR, RISK MGMT	1	0.60	1	0
Massachusetts Water Resources Authority	ASSISTANT FINANCE MANAGER, CIP	1	0.60	0	0

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: PB - PROFESSIONAL B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	ASST MANAGER, EMPLOYMENT	1	0.60	0	1
Massachusetts Water Resources Authority	ASST TO THE EXECUTIVE DIRECTOR	1	0.60	1	0
Massachusetts Water Resources Authority	BIOLOGIST I	2	1.20	1	0
Massachusetts Water Resources Authority	BUSINESS SYSTEMS ANALYST II	2	1.20	1	1
Massachusetts Water Resources Authority	BUYER	3	1.80	2	2
Massachusetts Water Resources Authority	CHEMIST I	13	7.78	7	2
Massachusetts Water Resources Authority	CHEMIST II	5	2.99	1	3
Massachusetts Water Resources Authority	CHEMIST III	12	7.19	6	3
Massachusetts Water Resources Authority	CLIENT SERVICES COORDINATOR	1	0.60	0	0
Massachusetts Water Resources Authority	COMMUNICATION SPECIALIST	1	0.60	1	0
Massachusetts Water Resources Authority	COMMUNICATIONS MANAGER	1	0.60	1	0
Massachusetts Water Resources Authority	COMMUNITY RELATIONS LIAISON	1	0.60	0	0
Massachusetts Water Resources Authority	COMPLIANCE COORDINATOR	4	2.40	2	0
Massachusetts Water Resources Authority	COMPLIANCE MONITOR	1	0.60	0	1
Massachusetts Water Resources Authority	CONTRACT SUPPORT SPECIALIST	1	0.60	1	0
Massachusetts Water Resources Authority	DATABASE ANALYST	1	0.60	0	0
Massachusetts Water Resources Authority	DEPUTY PAYROLL MANAGER	1	0.60	1	0
Massachusetts Water Resources Authority	EMPLOYEE RELATIONS SPECIALIST	1	0.60	1	0
Massachusetts Water Resources Authority	ENVIRON JUSTICE COMM LIAISON	1	0.60	1	1
Massachusetts Water Resources Authority	ENVIRONMENTAL ANALYST	1	0.60	1	0
Massachusetts Water Resources Authority	ENVIRONMENTAL PLANNER	1	0.60	0	0

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: PB - PROFESSIONAL B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	ENVIRONMENTAL SCIENTIST	4	2.40	1	0
Massachusetts Water Resources Authority	FIELD INSPECTOR, WATER/WASTEWATER	1	0.60	0	0
Massachusetts Water Resources Authority	FINANCIAL IS PROJECT LEADER	1	0.60	0	1
Massachusetts Water Resources Authority	GIS COORDINATOR	1	0.60	0	0
Massachusetts Water Resources Authority	HARDWARE MAINTENANCE SPECIAL	1	0.60	0	0
Massachusetts Water Resources Authority	INDUSTRIAL COORDINATOR	8	4.79	4	2
Massachusetts Water Resources Authority	INSURANCE OFFICER	1	0.60	1	0
Massachusetts Water Resources Authority	INTERNAL AUDIT SPECIALIST	1	0.60	0	0
Massachusetts Water Resources Authority	IS DEVELOPMENT SPECIALIST	1	0.60	1	1
Massachusetts Water Resources Authority	IS PROJECT LEADER	2	1.20	0	0
Massachusetts Water Resources Authority	IT ARCHITECT	2	1.20	0	2
Massachusetts Water Resources Authority	IT ASSET MANAGEMENT ANALYST	1	0.60	0	0
Massachusetts Water Resources Authority	IT FINANCIAL MANAGER	1	0.60	0	1
Massachusetts Water Resources Authority	IT PROJECT MANAGER III	2	1.20	1	1
Massachusetts Water Resources Authority	LIBRARY/RECORDS MANAGER	1	0.60	0	0
Massachusetts Water Resources Authority	MANAGER, SECURITY SERVICES	1	0.60	1	1
Massachusetts Water Resources Authority	MATERIALS MGMT COORD I	1	0.60	1	0
Massachusetts Water Resources Authority	MICROBIOLOGIST I	3	1.80	3	2
Massachusetts Water Resources Authority	MICROBIOLOGIST II	2	1.20	0	1
Massachusetts Water Resources Authority	NETWORK ADMINISTRATOR I	1	0.60	0	1
Massachusetts Water Resources Authority	OIL GAS SEPARATOR TRAPS INSPEC	2	1.20	0	1

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: PB - PROFESSIONAL B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	PROG MGR, CONSTRUCTION PERMIT	1	0.60	0	0
Massachusetts Water Resources Authority	PROG MGR, INSPECTION AND PERMI	1	0.60	0	0
Massachusetts Water Resources Authority	PROG MGR, SAFETY EVE/TRAIN/ERT	1	0.60	0	0
Massachusetts Water Resources Authority	PROG MGR, SAFETY SECUR/CONST/R	1	0.60	0	0
Massachusetts Water Resources Authority	PROGRAM MANAGER, MONITORING	1	0.60	0	1
Massachusetts Water Resources Authority	PROGRAM MANAGER, TRAINING	2	1.20	2	0
Massachusetts Water Resources Authority	PROJECT MANAGER	1	0.60	0	0
Massachusetts Water Resources Authority	PROJECT MANAGER (8(M) PERMITT)	1	0.60	0	0
Massachusetts Water Resources Authority	PROJECT MANAGER, LAB QUAL ASSU	1	0.60	1	0
Massachusetts Water Resources Authority	PUBLIC ACCESS COORDINATOR	1	0.60	1	1
Massachusetts Water Resources Authority	REAL PROPERTY PROJECT MANAGER	1	0.60	1	0
Massachusetts Water Resources Authority	SAFETY COORDINATOR	1	0.60	1	0
Massachusetts Water Resources Authority	SAFETY TECHNICIAN	1	0.60	0	1
Massachusetts Water Resources Authority	SAMPLING ASSOCIATE	9	5.39	2	3
Massachusetts Water Resources Authority	SECURITY SPECIALIST	1	0.60	0	1
Massachusetts Water Resources Authority	SENIOR HR ANALYST (BENEFITS)	1	0.60	1	0
Massachusetts Water Resources Authority	SR ACCOUNTANT	3	1.80	3	1
Massachusetts Water Resources Authority	SR ANALYST, ENQUAL	1	0.60	1	1
Massachusetts Water Resources Authority	SR AP SPECIALIST	1	0.60	1	1
Massachusetts Water Resources Authority	SR AUDITOR	2	1.20	2	0
Massachusetts Water Resources Authority	SR BUYER	1	0.60	1	1

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: PB - PROFESSIONAL B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	SR FINANCIAL ANALYST	6	3.59	2	2
Massachusetts Water Resources Authority	SR HR ANALYST (COMPENSATION)	1	0.60	1	0
Massachusetts Water Resources Authority	SR LABORATORY TECHNICIAN	3	1.80	0	2
Massachusetts Water Resources Authority	SR PLANNER	1	0.60	0	0
Massachusetts Water Resources Authority	SR PROGRAM MANAGER, IT SECURIT	1	0.60	0	0
Massachusetts Water Resources Authority	SR SAMPLING ASSOCIATE	3	1.80	0	0
Massachusetts Water Resources Authority	SR TRAINING SPECIALIST	1	0.60	1	0
Massachusetts Water Resources Authority	STAFF COUNSEL	1	0.60	0	1
Massachusetts Water Resources Authority	STAFF ENGR (TUNNEL REDUND)	1	0.60	1	0
Massachusetts Water Resources Authority	SYST ANALYST/PROG III (ERP)	1	0.60	0	0
Massachusetts Water Resources Authority	SYSTEMS ADMINISTRATOR I	1	0.60	1	0
Massachusetts Water Resources Authority	SYSTEMS ANALY/PROGR III MAXIMO	1	0.60	0	1
Massachusetts Water Resources Authority	SYSTEMS ANALYST/PROGRAMMER III	4	2.40	2	3
Massachusetts Water Resources Authority	TALENT ACQUISITION SPECIALIST	1	0.60	1	1
Massachusetts Water Resources Authority	TECH SUPPORT TECHNICIAN II	4	2.40	1	2
Massachusetts Water Resources Authority	TREASURY ANALYST	2	1.20	0	0
Massachusetts Water Resources Authority	WORKFORCE RECRUIT. COORD	1	0.60	1	0
Totals:		167		72	54
				43.11%	32.34%

Job Group: TA - TECHNICAL A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	BUSINESS SYSTEMS ANALYST III	2	4.26	1	1

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: TA - TECHNICAL A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	CADD MANAGER	1	2.13	0	0
Massachusetts Water Resources Authority	COMMUNICATION & CONTROL TECH.	9	19.15	1	4
Massachusetts Water Resources Authority	CROSS CONNECTION COORDINATOR	1	2.13	0	0
Massachusetts Water Resources Authority	DATA ANALYST	1	2.13	1	0
Massachusetts Water Resources Authority	DATA MANAGEMENT COORD	5	10.64	2	3
Massachusetts Water Resources Authority	FIELD SUP WW PIPE INSPECTION	1	2.13	0	0
Massachusetts Water Resources Authority	SR DRAFTSPERSON	1	2.13	0	0
Massachusetts Water Resources Authority	SR FIELD INSPECTOR	1	2.13	0	0
Massachusetts Water Resources Authority	SR FIELD INSPECTOR W/WW	1	2.13	0	0
Massachusetts Water Resources Authority	SR FIELD SERVICE TECHNICIAN	3	6.38	0	0
Massachusetts Water Resources Authority	SR INSTRUMENT TECHNICIAN	6	12.77	0	3
Massachusetts Water Resources Authority	SR PROG MGR, APPLICATIONS GRP	1	2.13	0	0
Massachusetts Water Resources Authority	SR PROG MGR, SYSTEMS ADMIN	1	2.13	0	1
Massachusetts Water Resources Authority	SR SCADA MAINT TECHNICIAN	6	12.77	0	2
Massachusetts Water Resources Authority	STATISTICAL SUPERVISOR	1	2.13	1	1
Massachusetts Water Resources Authority	SUPER WATER/WW METER MAINT	1	2.13	0	0
Massachusetts Water Resources Authority	SYSTEMS ADMIN III (SYSTEMS)	1	2.13	0	1
Massachusetts Water Resources Authority	SYSTEMS ADMINISTRATOR III	2	4.26	0	1
Massachusetts Water Resources Authority	TECHNICAL SUPERV, METER MAINT	1	2.13	0	1

Job Group Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: TA - TECHNICAL A

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	TELE-INSPECTION FOREMAN	1	2.13	0	0
Totals:		47		6	18
				12.77%	38.30%

Job Group: TB - TECHNICAL B

Location	Job Title	Total Employees		Female	Minority
		#	%		
Massachusetts Water Resources Authority	SYSTEMS ADMINISTRATOR II	1	25.00	0	1
Massachusetts Water Resources Authority	TELE-INSPECTION OPERATOR	2	50.00	0	1
Massachusetts Water Resources Authority	WATER QUALITY TECHNICIAN	1	25.00	1	0
Totals:		4		1	2
				25.00%	50.00%

Total Employees in the Plan:		1,069		236	272
				22.08%	25.44%

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: AA - ADMINISTRATIVE A

Factor	Weight	Total Female		Total Minorities	
		<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area	25.00	24.43	6.11	14.77	3.69
Census Areas: 100.00% Massachusetts state					
Internally available	75.00	0.00	0.00	0.00	0.00
Total Weighted Availability			6.11		3.69

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: AB - ADMINISTRATIVE B

Factor			Weight	Total Female		Total Minorities	
				<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area			25.00	23.10	5.78	17.86	4.47
Census Areas:	100.00%	Massachusetts state					
Internally available			75.00	28.76	21.57	20.46	15.35
Feeders:	50.00%	EA - ENGINEER A					
	50.00%	MA - MANAGEMENT A					
Total Weighted Availability				27.34		19.81	

Availability Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: CA - CLERICAL A

Factor	Weight		Total Female		Total Minorities	
			<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area	85.00		82.93	70.49	19.02	16.16
<i>Census Areas:</i>	100.00%	Massachusetts state				
Internally available	15.00		28.38	4.26	29.80	4.47
<i>Feeders:</i>	50.00%	CB - CLERICAL B				
	50.00%	PB - PROFESSIONAL B				
Total Weighted Availability				74.75		20.63

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: CB - CLERICAL B

Factor			Weight	Total Female		Total Minorities	
				<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area			50.00	49.51	24.75	24.01	12.00
Census Areas:	100.00%	Massachusetts state					
Internally available			50.00	5.17	2.59	20.33	10.16
Feeders:	50.00%	KA - CRAFT A					
	50.00%	L - LABORERS					
Total Weighted Availability				27.34		22.17	

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: EA - ENGINEER A

Factor			Weight	Total Female		Total Minorities	
				<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area			50.00	19.09	9.55	23.62	11.81
Census Areas:	100.00%	Massachusetts state					
Internally available			50.00	34.31	17.16	28.13	14.07
Feeders:	50.00%	EB - ENGINEER B					
	50.00%	MA - MANAGEMENT A					
Total Weighted Availability				26.70		25.88	

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: EB - ENGINEER B

Factor			Weight	Total Female		Total Minorities	
				<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area			50.00	16.46	8.23	25.14	12.57
Census Areas:	100.00%	Massachusetts state					
Internally available			50.00	22.62	11.31	29.69	14.84
Feeders:	40.00%	EA - ENGINEER A					
	20.00%	PB - PROFESSIONAL B					
	40.00%	TA - TECHNICAL A					
Total Weighted Availability				19.54		27.41	

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: KA - CRAFT A

Factor			Weight	Total Female		Total Minorities	
				<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area			25.00	6.46	1.61	16.29	4.07
Census Areas:	100.00%	Massachusetts state					
Internally available			75.00	5.17	3.88	22.07	16.55
Feeders:	50.00%	KB - CRAFT B					
	50.00%	L - LABORERS					
Total Weighted Availability				5.49		20.62	

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: KB - CRAFT B

Factor	Weight		Total Female		Total Minorities	
			<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area	75.00		3.43	2.57	18.64	13.98
Census Areas:	100.00%	Massachusetts state				
Internally available	25.00		10.34	2.59	24.14	6.03
Feeders:	100.00%	L - LABORERS				
Total Weighted Availability				5.16		20.01

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: L - LABORERS

Factor	Weight	Total Female		Total Minorities	
		<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area	90.00	4.44	3.99	28.66	25.80
Census Areas: 100.00% Massachusetts state					
Internally available	10.00	0.00	0.00	0.00	0.00
Total Weighted Availability			3.99		25.80

Availability Analysis

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: MA - MANAGEMENT A

Factor			Weight	Total Female		Total Minorities	
				<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area			50.00	29.52	14.76	20.56	10.28
Census Areas:	100.00%	Massachusetts state					
Internally available			50.00	22.51	11.26	26.30	13.15
Feeders:	20.00%	EA - ENGINEER A					
	20.00%	EB - ENGINEER B					
	20.00%	KA - CRAFT A					
	20.00%	MB - MANAGEMENT B					
	20.00%	PB - PROFESSIONAL B					
Total Weighted Availability				26.02		23.43	

Availability Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: MB - MANAGEMENT B

Factor	Weight		Total Female		Total Minorities	
			<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area	25.00		21.63	5.41	16.97	4.24
<i>Census Areas:</i>	100.00%	Massachusetts state				
Internally available	75.00		17.15	12.86	15.75	11.81
<i>Feeders:</i>	70.00%	OA - OPERATORS A				
	30.00%	P - PARA PROFESSIONAL				
Total Weighted Availability				18.27		16.06

Availability Analysis

Massachusetts Water Resources Authority 01-01-2025

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority

Job Group: OA - OPERATORS A

Factor	Weight		Total Female		Total Minorities	
			<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area	50.00		16.60	8.30	20.78	10.39
<i>Census Areas:</i>	100.00%	Massachusetts state				
Internally available	50.00		4.04	2.02	22.99	11.50
<i>Feeders:</i>	50.00%	KA - CRAFT A				
	25.00%	L - LABORERS				
	25.00%	OB - OPERATORS B				
Total Weighted Availability				10.32		21.89

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: OB - OPERATORS B

Factor			Weight	Total Female		Total Minorities	
				<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area			50.00	5.29	2.64	13.46	6.73
Census Areas:	100.00%	Massachusetts state					
Internally available			50.00	8.28	4.14	22.61	11.31
Feeders:	20.00%	KA - CRAFT A					
	80.00%	L - LABORERS					
Total Weighted Availability				6.78		18.04	

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: P - PARA PROFESSIONAL

Factor	Weight		Total Female		Total Minorities	
			<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area	60.00		52.35	31.41	24.44	14.67
<i>Census Areas:</i>	100.00%	Massachusetts state				
Internally available	40.00		0.00	0.00	16.52	6.61
<i>Feeders:</i>	100.00%	KA - CRAFT A				
Total Weighted Availability				31.41		21.27

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: PA - PROFESSIONAL A

Factor			Weight	Total Female		Total Minorities	
				<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area			50.00	44.20	22.10	22.21	11.10
Census Areas:	100.00%	Massachusetts state					
Internally available			50.00	42.49	21.24	34.77	17.39
Feeders:	50.00%	P - PARA PROFESSIONAL					
	50.00%	PB - PROFESSIONAL B					
Total Weighted Availability				43.34		28.49	

Availability Analysis

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: PB - PROFESSIONAL B

Factor			Weight	Total Female		Total Minorities	
				<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area			75.00	38.08	28.56	27.25	20.43
Census Areas:	100.00%	Massachusetts state					
Internally available			25.00	38.35	9.59	43.07	10.77
Feeders:	33.34%	CA - CLERICAL A					
	33.33%	TA - TECHNICAL A					
	33.33%	TB - TECHNICAL B					
Total Weighted Availability				38.15		31.20	

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: TA - TECHNICAL A

Factor			Weight	Total Female		Total Minorities	
				<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area			50.00	23.12	11.56	22.39	11.19
Census Areas:	100.00%	Massachusetts state					
Internally available			50.00	21.56	10.78	26.17	13.08
Feeders:	50.00%	KB - CRAFT B					
	50.00%	PB - PROFESSIONAL B					
Total Weighted Availability				22.34		24.28	

Analysis Data as of 01/01/2025

Massachusetts Water Resources Authority
Job Group: TB - TECHNICAL B

Factor	Weight	Total Female		Total Minorities	
		<u>Avail</u>	<u>Wtd</u>	<u>Avail</u>	<u>Wtd</u>
Requisite skills in recruitment area	50.00	27.28	13.64	26.20	13.10
Census Areas: 100.00% Massachusetts state					
Internally available	50.00	0.00	0.00	0.00	0.00
Total Weighted Availability			13.64		13.10

Appendix D
List of Veteran Organizations, and Public and Private Recruitment Services

Type	Organization	Address	Phone Number	Email
State Employment Service	Commonwealth Corporation Workforce Training Fund Programs	529 Main St Ste 110 Charlestown, MA 02129	(617) 242-7660	express@commcorp.org krayne@commcorp.org
State Employment Service	Executive Office of Energy & Environmental Affairs	100 Cambridge Street, Suite 900 Boston, MA 02114	617-626-1000	env.internet@mass.gov
State Employment Service	Employer Support of The Guard and Reserve	2 Randolph Road Hanscom AFB MA 01731	339-202-3165	william.valliere.ctr@mail.mil
State Employment Service	Human Resources Division	100 Cambridge Street Suite 600 Boston, MA 02114	617-878-9700	MassHREmployeeServiceCenter@mass.gov
State Employment Service	Executive Office of Labor and Workforce* Development Department of Career Services	Fall River Center, 446 North Main Street Fall River, MA 02720	508-730-5000	ecampbell@detma.org
Disability Service Centers and Groups	Massachusetts Commission For the Blind	600 Washington Street Boston, MA 02111	617-727-5550	Kamilia.Drogosz@state.ma.us
Disability Service Centers and Groups	Massachusetts Office on Disabilities	One Ashburton Place, Room #1305 Boston, MA 02108	617-727-7440	
Disability Service Centers and Groups	Massachusetts Rehabilitation Commission* Executive Office of Health and Human Services	Fort Point Place 600 Washington Street, Suite 5 Boston, MA 02211	617-204-3600	margaret.gilligan@massmail.state.ma.us
Veterans Service Centers and Groups	City of Chelsea	Chelsea City Hall, Room 112 500 Broadway Chelsea, MA 02150	617-466-4250	FToro@chelseama.gov
Veterans Service Centers and Groups	Department of Veterans Affairs	100 Grandview Rd Ste 114, Braintree, MA 02184	781-849-1837	VACareers@va.gov
Veterans Service Centers and Groups	Department of Veterans Services	600 Washington Street 7th Floor, Suite 1100 Boston, MA 02114	617-727-3578	stephanie.siragusa@cityofboston.gov
Veterans Service Centers and Groups	Hero 2 Hired	14 Minuteman Lane Wellesley, MA 02482	978-807-0167	ps.bobupton@gmail.com
Veterans Service Centers and Groups	Italian American War Veterans	40 Oakland Street Malden, MA 02148	774-321-0859	
Veterans Service Centers and Groups	Mass Hire Department Of Career Services		Cambridge: 617-661-7867 X 261 Chelsea: 617-884-4333 X 2713	dennis.pellegrino@state.ma.us
Veterans Service Centers and Groups	Marine Corps League, Department of Massachusetts	181 Lake Avenue Worcester, MA 01604 Marine Corps League State House, Room 545 Boston, MA 02133	508-797-0141	fpeepas@worcestermcl.org
Veterans Service Centers and Groups	The New England Center and Home for Veterans	17 Court Street Boston, MA 02108	617-371-1800	community.support@nechv.org

Appendix D
List of Veteran Organizations, and Public and Private Recruitment Services

Type	Organization	Address	Phone Number	Email
Veterans Service Centers and Groups	Pine Street Inn	444 Harrison Avenue Boston, MA 02118	617-892-9100	jobs@pinestreetinn.org
Veterans Service Centers and Groups	U.S. Veterans Benefits Administration	JFK Federal Building 15 New Sudbury Street, Room #15 Boston, MA 02203	1-800-827-1000	
Veterans Service Centers and Groups	Veterans Inc	69 Grove Street Worcester, MA 01605	1-800-482-2565	careers@veteransinc.org
Veterans Service Centers and Groups	VR&E VetSuccess	JFK Federal Building 15 New Sudbury Street Boston, MA 02203		vesovets@va.gov
Community Organizations	ABCD Boston	178 Tremont Street Boston, MA 02111	617-348-6000	hr@bostonabcd.org
Community Organizations	Asian American Civic Association	87 Tyler Street, 5th Floor Boston, MA 02111	617-426-9492	cyndy@aaca-boston.org
Community Organizations	Caritas Communities, Inc.	25 Braintree Hill Park, #206 Braintree, MA 02184	781-843-1242	info@caritascommunities.org
Community Organizations	Department of Transitional Assistance SNAP Program	2201 Washington Street Roxbury, MA 02111	877-382-2363	
Community Organizations	Inquilinos Boricuas en Accion	405 Shawmut Avenue Boston, MA 02118	617-927-1707	jpaddock@ibaboston.org info@ibaboston.org
Community Organizations	La Alianza Hispana, Inc.	1000 Massachusetts Ave #101 Boston, MA 02118	617-427-7175	galicea@laalianza.org
Community Organizations	National Society of Black Engineers	PO Box 301005 Boston, MA 02130		
Community Organizations	National Association for the Advancement of Color People – Boston Chapter	330 Martin Luther King Boulevard Roxbury, MA 02119	617-427-9494	info@bostonnaacp.org
Community Organizations	One Life at a Time	400 Washington Street Suite 308 Braintree, MA 02184	781-681-7003	info@1lifeatotime.org
Community Organizations	Urban League	88 Warren Street Roxbury, MA 02119	617-442-4519	wwatkins@ulem.org
Public Employment Sources	Attleboro Career Center	95 Pine St Attleboro, MA 02703-2036	508-222-1950	aferreira@masshirebristol.org
Public Employment Sources	Access Point at NSCC	North Shore Community College 300 Broad Street, LW 131 Lynn, MA 01901	781-739-5526	lboyd@northshore.edu
Public Employment Sources	Boston City Hall	One City Hall Square #500 Boston, MA 02201	617-635-4500	veterans@boston.gov owd@boston.gov

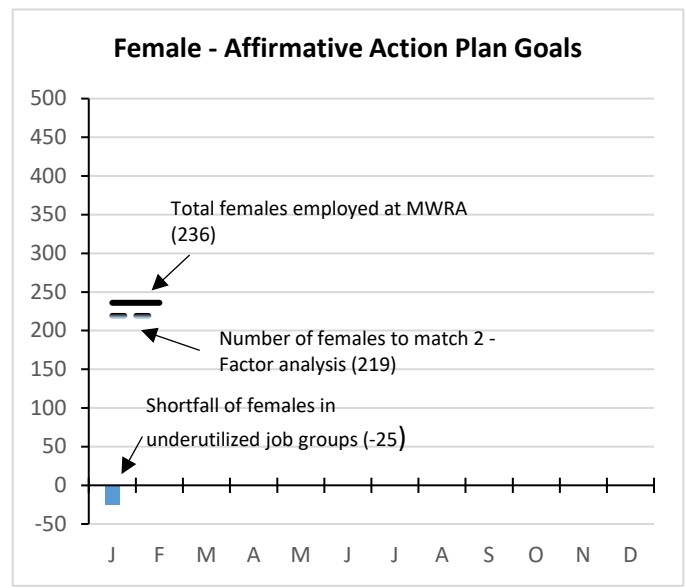
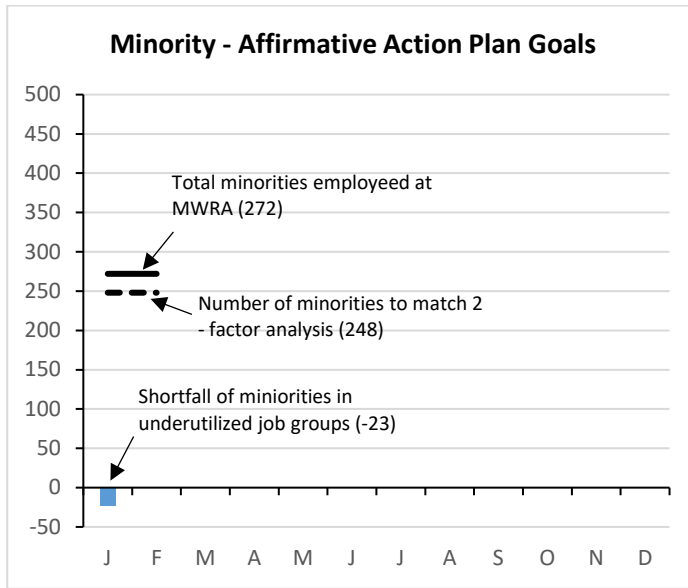
Appendix D
List of Veteran Organizations, and Public and Private Recruitment Services

Type	Organization	Address	Phone Number	Email
Public Employment Sources	Mass Hire Career Center	100 Sylvan Rd Woburn, MA 01801	781-932-5500	DCSFeedback@MassMail.State.MA.US
Public Employment Sources	Mass Hire Boston	1010 Harrison Ave Boston, MA 02119	617-541-1400	contact@masshirebostoncareerctr.org
Public Employment Sources	Mass Hire Metro Region	4 Gerrish Avenue Chelsea, MA 02150	617-884-4333	wbinfo@masshiremsw.com
Public Employment Sources	Department of Conservation and Recreation	251 Causeway Street, Suite 900 Boston, MA 02114	617-626-1250	mass.parks@state.ma.us
Public Employment Sources	Massachusetts One Stop Career Centers	1671 Worcester Road, Suite 205 Framingham, MA 01701	508-861-7993	ecampbell@detma.org
Public Employment Sources	Massachusetts Water Resources Authority Advisory Board	100 First Avenue Building 39, 4th Floor Boston, MA 02129	617-788-2050	
Public Employment Sources	North Central Career Center	100 Erdman Way Leominster, MA 01453	978-534-1481	Rick.Dumont@MassMail.State.MA.US
Public Employment Sources	North Shore Career Center	70 Washington Street Salem, MA 01970	781-691-7400	Albert.Yee@MassMail.State.MA.US
Public Employment Sources	Quincy Career Center	152 Parking Way Quincy, MA 02169	617-745-4066	fmyerson@pqcc.org
Public Employment Sources	Taunton Career Center	72 School Street Taunton, MA 02780	508-977-1400	
Public Employment Sources	Town of Winthrop	One Metcalf Square Winthrop, MA 02152	617-846-1705	afaison@town.winthrop.ma.us
Public Employment Sources	Massachusetts Black & Latino Legislative Caucus	24 Beacon Street, Room #460 Boston, MA 02133	617-722-2688	mablacklatinocaucus@gmail.com
Public Employment Sources	Veterans Career Center	340 Main Street, Suite 400 Worcester, MA 01608	508-799-1600	William.Ryan2@MassMail.State.MA.US
Public Employment Sources	Women's Bureau Region One (Department of Labor)	15 Sudbury Street Boston, MA 02203	617-565-1988	cooke.jacqueline@DOL.GOV
Private Employment Sources	Boston Career Link	1010 Harrison Avenue Boston, MA 02119	617-541-1400	Mark.Bryson1@MassMail.State.MA.US
Labor Unions	AFSCME Local 1242	AFSCME Council 93 8 Beacon Street, 8th Floor Boston, MA 02108	617-367-6000	eddieconsidine@gmail.com
Labor Unions	Boston Metropolitan District Building Trades Council	12A Everdean Street, Suite 2 Dorchester, MA 02122	617-282-0080	briandoherty@metrobtcc.org
Labor Unions	M.O.S.E.S.	90 N. Washington Street Boston, MA 02114	617-367-2727	jdorant@moses-ma.org

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List of Veteran Organizations, and Public and Private Recruitment Services

Type	Organization	Address	Phone Number	Email
Labor Unions	NAGE, Local R1-168	NAGE, Local R1-168 159 Thomas E. Burgin Parkway Quincy, MA 02169 Massachusetts Water Resources Authority	617-376-0220	themac@nage.org
Labor Unions	USWA Local 9358	Massachusetts Water Resources Authority, 100 First Avenue Boston, MA 02129	Ms. Barbara Aylward	
Labor Unions	USWA Local 9360	Massachusetts Water Resources Authority, 100 First Avenue Boston, MA 02129	Mr. Stephen Coffey	Steve.Coffey@mwra.com
Schools	Boston University National Society of Black Engineers	1 University Road Boston, MA 02215		secretary@nsbeboston.org professionals@nsbeboston.org
Schools	Clark University	On Campus Recruiting 950 Main Street Worcester, MA 01610		careers@clarku.edu
Schools	Fisher Career Services	118 Beacon Street Boston, MA 02116		careers@fisher.edu
Schools	Harvard Extension School	54 Dunster Street Cambridge, MA 02138		danielleberger@fas.harvard.edu tamika_grady@harvard.edu
Schools	The Labor Guild	66 Brooks Drive Braintree, MA 02184		office@laborguild.com
Schools	Madison Park Technical School	75 Malcolm X Boulevard Roxbury Crossing, MA 02120		kmccaskill@bostonpublicschools.org
Schools	Massasoit Community College	1 Massasoit Boulevard Brockton, MA 02302		nagganis@massasoit.mass.edu
Schools	MassBay Community College	50 Oakland Street Wellesley Hills, MA 02481		jkomack@massbay.edu
Schools	Quinsigamond Community College	670 West Boylston Street Worcester, MA 01606		cce@qcc.mass.edu
Schools	The Peterson School	25 Montvale Avenue Woburn, MA 01801		leah@petersonschool.com stacey@petersonschool.com wmauro@petersonschool.com
Schools	University of Massachusetts – Lowell Equal Opportunity & Outreach, Human Resources	600 Suffolk Street Lowell, MA 01854		Clara_Orlando@uml.edu
Schools	The 103 Advantage Local 103 IBEW	256 Freeport St Dorchester, MA 02122		csherlock@ibeweducation.com

Attachment B
MWRA Job Group Representation
CY25



Underutilized Job Groups – Workforce Representation

Job Group	Total Employees as of 1/1/2025	Actual Minorities as of 1/1/2025	Achievement Level	Minority Over or Under utilized	Actual Females As of 1/1/2025	Achievement Level	Female Over or Under utilized
Administrative A	23	4	1	3	10	1	9
Administrative B	25	4	5	-1	7	7	0
Clerical A	21	9	4	5	16	16	0
Clerical B	23	6	5	1	4	6	-2
Engineer A	82	16	21	-5	18	22	-4
Engineer B	55	19	15	4	18	11	7
Craft A	112	18	23	-5	0	6	-6
Craft B	124	25	25	0	0	6	-6
Laborers	58	14	15	-1	6	2	4
Management A	87	19	20	-1	32	23	9
Management B	35	10	6	4	6	6	0
Operators A	63	4	14	-10	4	6	-2
Operators B	69	24	12	12	4	5	-1
Professional A	28	8	8	0	14	12	2
Professional B	169	55	53	2	72	65	7
Para Professional	44	17	9	8	18	14	4
Technical A	47	18	11	7	6	10	-4
Technical B	4	2	1	1	1	1	0
Total	1069	272	248	47/-23	236	219	42/-25

STAFF SUMMARY


TO: Board of Director
FROM: Frederick A Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: April 2025 PCR Amendments



COMMITTEE: Personnel and Compensation

Wendy Chu, Director of Human Resources
Preparer/Title

 INFORMATION
 X VOTE


Michele S. Gillen
Director, Administration

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.

April 2025 PCR Amendment

There is one PCR Amendment this month.

Organizational Changes:

1. Title and grade change to one vacant position in the Operations Division, Metering and Monitoring Department from a Technical Assistant, Metering (Unit 9, Grade 20) to Project Manager, Metering Data (Unit 9, Grade 25) to better meet staffing needs.

BUDGET/FISCAL IMPACT:

The maximum annualized budget impact of these PCR amendments will be a cost of \$27,019. Staff will ensure that the cost associated with these PCR amendments will not result in spending over the approved FY25 Wages and Salaries budget.

ATTACHMENTS:

Job Descriptions

MASSACHUSETTS WATER RESOURCES AUTHORITY
POSITION CONTROL REGISTER AMENDMENTS
FISCAL YEAR 2025

PCR AMENDMENTS REQUIRING BOARD APPROVAL - April 16, 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
B23	Operations Metering and Monitoring 5844039	V	T,G	Technical Assistant, Metering	9	20	Project Manager, Meter Data	9	25	\$104,801	\$94,278	-	\$131,820	-\$10,523	-	\$27,019	To better meet staffing needs.
				BOARD TOTAL = 1						TOTAL:				-\$10,523 - \$27,019			

**MWRA
POSITION DESCRIPTION**

OLD

POSITION: Technical Assistant (Metering)

DIVISION: Operations

DEPARTMENT: Meter Maintenance

BASIC PURPOSE:

Provides technical and administrative assistance to the Meter Maintenance department including workshop and field testing, troubleshooting, repair and tracking all wastewater and water metering equipment associated with the Authority's water and wastewater metering systems.

SUPERVISION RECEIVED:

Works under the general supervision of the Program Manager, Metro Meter Maintenance.

SUPERVISION EXERCISED:

May functionally guide Field Crews of instrumentation technicians on projects as required.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Tests, troubleshoots and repairs all electronic and mechanical equipment associated with the wastewater/water metering system.
- Tests and repairs electronic equipment down to the circuit board component level.
- Deploys communications data loggers at both permanent and temporary metering sites in collaboration with meter data group and inspectional services group.
- Utilizes vendor-supplied software and simulators to test, troubleshoot and repair all metering equipment.
- Utilizes oscilloscopes, multimeters, hand tools, schematics and diagrams to test, troubleshoot and repair metering equipment.
- Utilizes the Telog Enterprise Client and Telog Connection Client software to access individual water and wastewater meter data during install and calibration as well as extract existing data for analysis.
- Maintains an accurate database for all test/repair activities. Performs data entry, data analysis and generates reports from database.
- Prepares defective equipment for return to vendor for repair/replacement and maintains

records for all transactions.

- Utilizes Maximo to input and extract data.
- Utilizes Microsoft Office products including Access, Excel and Word to properly track, document and report all equipment and maintenance activities.
- Coordinates activities with field maintenance personnel and data analysis personnel to maximize test/repair effectiveness.
- Tests, repairs and maintains metering antennas and communications equipment as required.
- Researches and reviews equipment specifications, operational guidelines, repair techniques and pricing as required.
- Follows all MWRA safety policies and procedures to ensure a safe work environment.
- Orders, picks up and delivers equipment and material as required.

SECONDARY DUTIES:

- Assists the Supervisor, Meter Maintenance in assembling daily crew assignments.
- Performs related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) An Associate degree in Electrical, Electronics or Mechanical Engineering, or other technical field; and
- (B) Two (2) to four (4) years of experience testing, troubleshooting and repairing electronic equipment/circuitry boards; or
- (C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

- (A) Knowledge of the equipment and tools (oscilloscope, multimeter) required for testing, troubleshooting, and repairing electronic equipment.
- (B) Demonstrated skills in using Microsoft Office products including Word, Excel and Access programs.

SPECIAL REQUIREMENTS:

A valid Massachusetts Class D Motor Vehicle Operators License.

Certified Control System Technician Certification is desirable.

Must successfully complete MWRA confined space entry training within six (6) months of hire.

Participation in and successful completion of MWRA Approved Electronics Training program when next available after hire.

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 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.

September 2021

**MWRA
POSITION DESCRIPTION**

NEW

POSITION: Project Manager, Meter Data

DIVISION: Operations

DEPARTMENT: Operations Support

BASIC PURPOSE:

Manages and supervises the development, operation and maintenance of various MWRA field data collection systems and associated databases. Ensures real time and historically accurate and reliable data availability for revenue, operations, engineering, and alarm purposes.

SUPERVISION RECEIVED:

Works under the general supervision of the Program Manager, Meter Data & Engineering.

SUPERVISION EXERCISED:

Exercises direction supervision of the Statistical Supervisor, Meter Data and indirect supervision of the Data Analysts, Meter Data.

Exercises project specific management of teams that may include multiple stakeholders (Process Engineering, SCADA, etc.). Projects could include the management of outside contracts where appropriate.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Manages and maintains water, wastewater meter and instrument databases that store all collected data.
- Provides statistical analysis and analytical support for all data collected. Uses advanced software data analytics packages, such as MS SQL Server Management Studio and MS PowerBI to quickly assess and monitor data accuracy.
- Keeps an up to date knowledge of available Internet-of-things (IoT) data acquisition software and hardware, such as cloud based flow meters, pressure loggers, pressure transient sensors, etc. Recommends new technologies to the Program Manager – Meter Data where appropriate to improve system efficiency.
- Responsible for training of field staff (Meter Maintenance) on new IoT equipment, including hiring of outside contractors/consultants to perform training where appropriate.

- Coordinates with MIS in the ongoing maintenance and system health of the metering system hardware/software.
- Works with MIS department to ensure seamless data transfer of selected data sets from our metering databases into the PI data historian.
- Provides training and operational assistance to users of the metering software specifically, but not limited to Trimble Unity.
- Develops and maintains systems to monitor the status of the metering system for Transport and Water alarm notification. Repairs interruptions to the alarm notification services.
- Maintains a record of all site settings including alarm set points in the meter or other relevant data systems. Analyzes patterns of alarm call-ins and recommends adjustments to set points and/or maintenance to improve system performance.
- Demonstrates accountability of revenue data by keeping an archive of maintenance records.
- Prioritizes corrective maintenance work orders, and authorizes their closure upon completion.
- Represents the Meter Data department on matters of mutual responsibility with other Authority departments such as SCADA, ENQUAL, TRAC and Process Control personnel.

SECONDARY DUTIES:

- Assists with and/or programs water and wastewater data loggers.
- Prepares weekly, monthly and annual reports on revenue data collection and meter performance.
- Performs other related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) A Bachelor's degree BS in engineering, computer science, or any technical or scientific discipline; and
- (B) At least five (5) years of experience in reporting and consuming data from a SQL based database or management of large (>100GB) databases including at least two (2) years of supervisory experience. Completion of MWRA Supervisory Training can be substituted for the supervisory experience; or
- (C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

- (A) Thorough knowledge of relational databases and querying data for targeted reports, specifically SQL.
- (B) Thorough knowledge and ability to demonstrate experience with data visualization tools, such as Microsoft PowerBI or Tableau.
- (C) Working knowledge of at least one statistics forward object-oriented programming language (Python, R, Matlab) preferred.
- (D) Demonstrated QA/QC and analytical skills.
- (E) Demonstrated decision-making ability.
- (F) Demonstrated verbal and written skills.
- (G) Familiarity with electrical/electronic and hydraulic practices.

SPECIAL REQUIREMENTS:

A valid Massachusetts Class D Motor Vehicle Operator's License.

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 machines.

Use of multimeters and ability to connect programming or other cables to interface computer and datalogging equipment

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 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 is frequently required to sit, talk or hear. The employee is occasionally required to stand and walk, stoop, kneel, crouch or crawl, taste or smell.

There are no requirements that weight is lifted or force is exerted in the performance of this job, although the employee will have the opportunity to participate in field activities that involve lifting weight or exerting force. Specific vision abilities required by this job include close vision, color 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 noise level in the work environment is usually loud in field settings and moderately quiet in an office setting.

April 2025

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: Appointment of Director, Risk Management, Finance Division

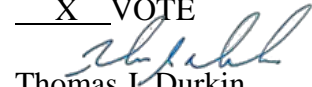


COMMITTEE: Personnel and Compensation

INFORMATION

X VOTE

Wendy Chu, Director, Human Resources
Preparer/Title



Thomas J. Durkin
Director, Finance

RECOMMENDATION:

To approve the appointment of Mr. Jeffrey McAvoy to the position of Director, Risk Management (Non-Union, Grade 15) in the Finance Division at the recommended annual salary of \$162,000 commencing on a date to be determined by the Executive Director.

DISCUSSION:

The Risk Management Department is responsible for developing and managing risk management programs to protect MWRA assets against catastrophic loss using combinations of various techniques including Risk Retention and Risk Transfer and overseeing the Authority's \$2 million insurance program of various types of coverage including excess workers' compensation, property (including boiler and machinery coverage), general liability, excess liability, public official's liability, fiduciary liability, public official's/crime bond, and Treasurer's bond. The department also develops, implements, and directs risk management for the MWRA's construction projects. In February 2025, the Board approved the creation of a non-union grade 15 position, Director, Risk Management, to oversee the Risk Management Department.

Among other responsibilities, the Director of Risk Management recommends limits for MWRA insurance reserve funds by identifying loss potentials and establishing probable maximum losses. This position also supervises the administration and coordination of claims adjustment and claims records for claims other than workers compensation (which is conducted by a third party administrator). The Director of Risk Management also coordinates with the Human Resources and Occupational Health and Safety Departments to reduce insurance costs, with the Law Division and Procurement Department on matters of liability, as well as with the Treasurer to ensure adherence to MWRA's General Bond Resolution requirements. The position reports to the Director of Finance.

Selection Process

The Director, Risk Management position was posted internally and externally. Of the seven applicants, one internal candidate and two external candidates were interviewed by a selection committee consisting of the Chief Diversity and Equity Officer, the Deputy Director of Finance/Treasurer, and the Director of Finance. Jeffrey McAvoy is recommended as the best candidate for the Director, Risk Management position based on his experience, abilities, knowledge and education.

Mr. McAvoy is currently the Manager of Stop Loss Claims at SL Management Partners where he supervises three to four employees and oversees the claims operation. He has been in the position for approximately two years. Prior to that, Mr. McAvoy worked for the predecessor company to SL Management Partners, American Fidelity Assurance Company, as the Claims Manager for approximately five years. In that position, Mr. McAvoy built and implemented claims operations procedures, guided the professional development of claims analysts and support staff, served as a subject matter expert for policy and plan documentation interpretation and was the primary contact for underwriters. Earlier positions demonstrate ten years of increasing responsibility; they include Senior Claims Analyst where he managed a claims case load to resolution and Senior Claims Adjuster for Property and Casualty policies coordinating with appraisers and legal counsel and negotiating settlements.

Mr. McAvoy has a Bachelor of Science degree in Business Administration from Merrimack College and a Master of Business Administration from Suffolk University.

BUDGET/FISCAL IMPACT:

There are sufficient funds in the FY25 CEB for this position.

ATTACHMENTS:

Jeffrey McAvoy resume
Position Description
Risk Management Department Organization Chart

JEFFREY R. MCAVOY

EDUCATION

MBA

Management/Finance

Suffolk University - Sawyer
Business School

Jan 2005 - May 2006

BSBA

Management

Merrimack College

Sept 2000 - May 2004

SKILLS

- People Management
- Subrogation
- Project Management
- Research and Data Analysis
- Policy and Plan Document Interpretation
- Budgeting and Financial Analysis
- Medical Terminology and Coding
- Microsoft Office Suite

CERTIFICATIONS

- MA A&H Producer License
- Notary Public
- CPCU
- AIC

SUMMARY

Decisive leader with 20+ years of claims experience handling multiple lines of insurance. Adaptable and effective with a proven track record of driving operational excellence, efficiency, and strategic impact.

PROFESSIONAL EXPERIENCE

Manager, Stop Loss Claims

SL Management Partners, LLC

Mar 2023 - current

Beverly, MA

- Oversee claims operation of Medical Stop Loss MGU/Program Management organization with customer-centric focus
- Monitor workflow and coordinate team resources to maintain industry-leading five day claim turnaround time
- Develop data-driven cost projection and reserving strategy in collaboration with Clinical Risk Management team
- Provide coverage interpretation and analysis to Underwriting and Policy Administration teams utilizing a consultative approach
- Cultivate trust and collaboration with stakeholders throughout the claims process by proactively addressing concerns.

Claims Manager - Direct Medical Excess Loss

American Fidelity Assurance Company

Apr 2018 - Mar 2023

Beverly, MA

- Built and implemented claims operation procedures and strategy for American Fidelity's direct-written Medical Stop Loss Program
- Guided the professional development of claims analysts and support staff, enhancing performance and collaboration.
- Formulated and executed a cost-containment initiative, integrating in-house capabilities with chosen external vendors, yielding \$2M in savings during the first year.
- Cultivated powerful collaborations with TPA and Broker partners, enhancing cross-functional teamwork and project efficiency.
- Served as subject matter expert for policy and plan document interpretation and was primary claims point of contact for underwriters, risk managers, accounting, and legal departments
- Evaluated over-limit claims for AF MGU partners, delivering precise coverage decisions on denials.

Senior Claims Analyst

QBE A&H

Nov 2013 - Apr 2018


Marblehead, MA

- Managed caseload of specific medical stop loss claims from receipt to resolution assuring adherence to terms of policy and plan documents.
- Identified alternate coverage, liable third-parties, and cost-containment opportunities and referred cases to subrogation counsel or specialized vendor to pursue recoveries and claim savings

- monitored periodic paid claims reporting to identify, review, and process captive stop loss claims providing advice-to-pay or other recommendation to Captive Manager and administrators
- Trained claims analysts and administrative staff in policy/plan review and analysis and file documentation best practices

Senior Claims Adjuster

MiddleOak

 Apr 2008 - Oct 2013

 Salem, MA

- Adjusted and settled Property and Casualty claims involving auto physical damage, homeowners losses, bodily injury, and litigation
- Coordinated internal and external resources such as appraisers, SIU, and legal counsel to investigate and value claims to ensure equitable resolution for policyholders and third-party claimants
- Evaluated and negotiated settlements with claimant's and attorneys with and eye toward cost-mitigation and litigation avoidance
- Built Total Loss Settlement unit to expedite the settlement of vehicle total loss claims with focus on reducing storage cost and maximizing salvage recoveries

COMMUNITY ENGAGEMENT

President - St. Stephen's Housing Corporation

 Nov 2017 - current

- Lead a charitable foundation involved in the ownership of a 130-unit affordable apartment community for Seniors and disabled persons in Lynn, MA, and engaged in funding area non-profits with missions centered around providing affordable housing to vulnerable populations

Chairman - Board of Assessors - Town of Manchester-By-the-Sea, MA

 Jan 2013 - current

- Responsible for oversight of department tasked with evaluation of real and personal property for the purpose of taxation. Review and act on abatement applications, and conduct hearings with taxpayers

**MWRA
POSITION DESCRIPTION**

POSITION: Director, Risk Management

DIVISION: Finance

DEPARTMENT: Risk Management

BASIC PURPOSE:

Develops a variety of risk management programs to protect MWRA assets against catastrophic loss using combinations of various techniques including Risk Retention and Risk Transfer. Oversees \$2 million in insurance programs. Develops, implements, and directs risk management and claims management programs for the MWRA's Construction projects.

SUPERVISION RECEIVED:

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

SUPERVISION EXERCISED:

Exercises direct supervision over professional insurance and risk management staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Recommends limits for MWRA insurance reserve funds by identifying loss potentials and establishing probable maximum losses.
- Oversees Risk Retention/Risk Transfer Program by developing appropriate techniques such as Owner Controlled Insurance Program for the Deer Island facility.
- Supervises administration and coordination of claims adjustment and claims records for claims except for workers compensation.
- Coordinates with Human Resources Department and Department of Occupational Health and Safety staff to reduce insurance costs and with Law and Procurement Departments on matters of liability.
- Negotiates insurance necessary for self insurance and risk retention plan.
- Adheres to General Bond Resolution requirements.
- Maintains all aspects of self-insured programs.

- Develops and oversees contractors' compliance with insurance requirements.
- Reviews leases and contracts to determine risk exposures.
- Maintains a comprehensive knowledge of Loss Prevention and the fluctuating insurance marketplace.
- Directs the development procedures for construction change order review and approvals.
- Oversees the claims management (CM) in providing in-depth progress analysis and documentation of contractor claims.
- Manages CM claims review process and determine (in conjunction with Authority engineering and construction staffs) responsibility for changes in scope of work; analyzes scheduling and financial impact, files appropriate reports and makes recommendation to MWRA Chief Engineer.
- Responsible for Construction Contract claim handling including supervision of staff and subject matter.
- Provides advice and guidance to staff from Law, Procurement, Internal Audit, Engineering and Operations on a wide range of Insurance, Claims and Risk Management matters.
- Communicates with construction, law and insurance firms and coordinates loss cases with the Authority's Human Resources and Law Departments.
- Oversees and maintains an automated information system for the timely and accurate monitoring of claims.
- Directs the preparation of implementation and management of a claims mitigation program including boards, commissions or other bodies with procedures established to resolve disputes. Coordinates as necessary and develops procedures for avoiding, managing, mitigation and resolving claims.
- Responsible for Department work load, including, staff supervision, budgeting, estimates, accruals, forecasts, prioritizing of work, procedures and processes.
- Prepares materials and presents to MWRA Board of Directors, MWRA Advisory Board, Watershed Protection Trust, insurance companies and other forums.
- Directs the safety plan development for each project within the department's responsibility, compiles safety statistics from each project and provides program safety management.
- Develops Risk Management department policies and procedures.

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

SECONDARY DUTIES:

- Performs related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) Knowledge of principles and practices of business and insurance as normally attained through a Bachelor's degree business administration or a related field; an advanced degree is preferred; and
- (B) Practical knowledge of risk mitigation and safety precautions to reduce damage or loss of property and life as well as understanding of the commercial insurance marketplace as acquired by at least eight years of experience in the field, preferably in the public sector, with at least four (4) years in a management or supervisory capacity; or
- (C) Any equivalent combination of education and experience.

Necessary Knowledge, Skills, and Abilities:

- (A) Subject matter expertise in laws, regulations, and industry practices on matters related to insurance, risk management, and claims management.
- (B) Ability to exercise independent judgement.

- (C) Demonstrated ability to work effectively as part of a team and to function independently with minimal supervision.
- (D) Proficiency with computer software, such as MS Office Suite and videoconference applications.
- (E) Excellent interpersonal, oral and written communications skills.

SPECIAL REQUIREMENTS:

- A valid Massachusetts Class D Motor Vehicle Operators License.

TOOLS AND EQUIPMENT USED:

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

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

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

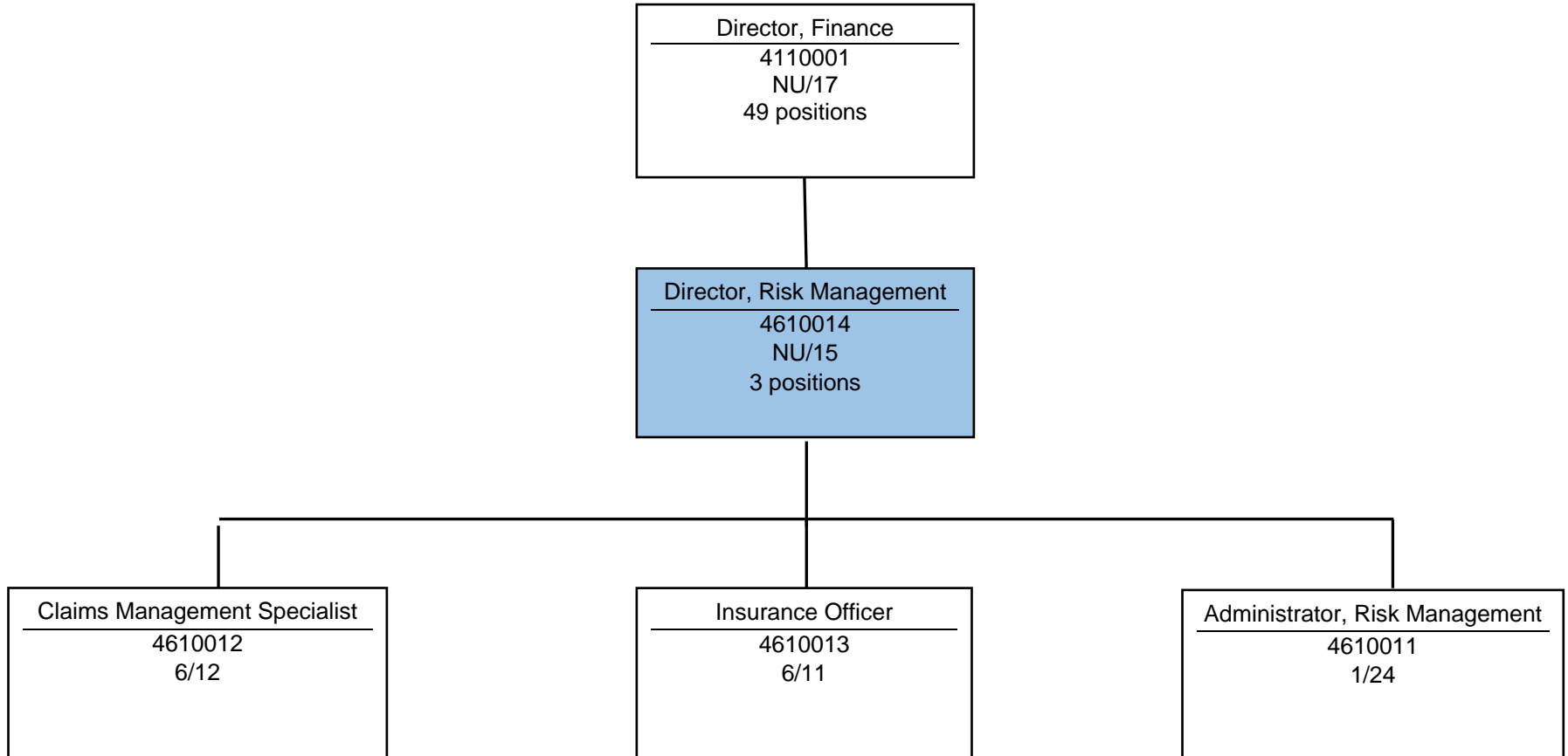
WORK ENVIRONMENT:

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

While performing the duties of this job the employee regularly works in an office environment. The noise level in the work environment is a moderately quiet office setting. This position may be eligible for up to 50% telework.

February 2025

Finance Division,
Treasury Department
April 2025



STAFF SUMMARY


TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: Non-union Manager Benefits
Contract Employees Salary Adjustments



COMMITTEE: Personnel and Compensation

 INFORMATION
 X VOTE

Wendy Chu, Director, Human Resources
Preparer/Title


Michele S. Gillen
Director of Administration

At the March 19 2025 Board of Directors' meeting the Board ratified three-year contracts for four of the Authority's five bargaining units. Those contracts include across-the-board salary increases as well as certain new and modified benefits. It is now recommended to add/modify certain benefits for non-union managers so that such benefits align with benefits provided to bargaining unit personnel. Additionally, it is recommended that salary adjustments approved by the Board for the recently ratified CBAs be applied to three contract employees for the duration of their contracts.

RECOMMENDATION:

To approve the benefits detailed in this Staff Summary related to vacation, sick and bereavement leave; prior state and municipal service for vacation accrual purposes; and tuition reimbursement for non-union managers and authorize the Executive Director to implement said benefits.

Further, to authorize the Executive Director, on behalf of the Authority, to implement salary adjustments of 3% effective January 4, 2025 and 2% effective June 28, 2025 for three contract employees as further detailed in this Staff Summary.

DISCUSSION:

The Management Policies of the Board of Directors (ADM. 01) authorize the Executive Director to act on behalf of the Authority in all labor relations matters involving the Authority's employees. The Executive Director uses this delegated authority outside of "main table" bargaining to advance MWRA's mission. Some examples include: agreements with bargaining units to enhance recruitment and retentions; to resolve disciplinary matters, grievances and arbitrations; and to clarify the parties understanding of contract language.

The Board of Directors reserves the right to ratify all negotiated Collective Bargaining Agreements (CBAs). At the March 19 2025 Board of Directors' meeting the Board ratified three-year contracts

for four of the five Authority bargaining units. (Request for ratification and approval of the remaining bargaining unit CBA is presented as a separate item at this meeting.) The CBAs ratified and approved at the March Board meeting include across-the-board salary adjustments and certain new and modified benefits.

Non-union Manager Benefits

Under ADM.01 the Board of Directors approves benefits and other conditions of employment for non-union managers. At the November 13, 2024 Board of Directors' meeting the Board approved across-the-board salary increases of 3% effective in January 2025 and 2% effective in July 2025 for non-union managers. It is now recommended to add/modify certain benefits for non-union managers so that such benefits are not lesser than those provided to bargaining unit personnel. The benefits that are the subject of this recommendation are as follows.

Sick Leave

Non-union managers currently accrue sick leave on a monthly basis. At the beginning of each payroll calendar month, non-union managers receive 7.5 hours of sick leave for the previous payroll calendar month, provided they have not been in an unpaid status for more than one day in the previous payroll calendar month.

It is recommended the Board approve non-union managers to accumulate up to 12 days of sick leave per year, which shall be credited at the rate of 0.0462 hours of sick leave per hour for either regular (non-overtime) hours worked or paid leave using accrued benefit time in the previous week, provided that a non-union manager on any leave with pay or industrial accident leave shall accumulate sick leave credits. Further, it is recommended this change take effect on March 29, 2025.

It is also recommended the Board approve non-union managers to continue to accrue sick leave at the employee's regular rate of accrual during the first eight (8) weeks of parental leave regardless of whether the employee uses benefit time or is on any leave without pay status during such eight-week period.

Lastly, it is recommended the Board approve non-union managers to use sick leave under the following circumstances:

- When the non-union manager cannot perform his/her duties due to personal illness or injury;
- When the non-union manager's spouse or domestic partner, child(ren) or step-child(ren), parent(s), spouse or domestic partner's parent(s), or relative living in the employee's household is (are) ill or has a medical or dental appointment to which the employee must accompany such individual;
- When the non-union manager is exposed to a contagious disease, unless the employee is able to telework;
- When the non-union manager's presence at work jeopardizes the health of others, unless the employee is able to telework;
- When the non-union manager is recommended not to work under a health care provider's order, unless the employee is able to telework; or
- When the non-union manager attends a medical or dental appointment which he/she is unable to schedule outside of regular work hours.

Vacation Leave

Currently non-union managers with less than 3 years of MWRA creditable service are eligible for up to three weeks of vacation leave, with the exception of Department/Division Directors who are eligible for up to four weeks of vacation leave. At three years of MWRA creditable service non-union managers (not Department/Division Directors) are eligible for up to four weeks of vacation leave, and after 19.5 years of creditable service all non-union managers are eligible for up to five weeks of vacation leave. It is recommended that the Board approve non-union managers to accumulate vacation leave on the last day of each payroll period for service performed in the preceding payroll period as follows:

<u>For All Non-Union Managers Except Department/Division Directors</u>	
<u>Length of Continuous Full-Time Creditable Service</u>	<u>Vacation Credit Accrued</u>
Less than 3 years	0.0577 vacation hours per hour worked or benefit leave used (up to 15 days or 3 weeks per year)
At least 3 but less than 15 years	0.0770 vacation hours per hour worked or benefit leave used (up to 20 days or 4 weeks per year)
15 or more years	0.0962 vacation hours per hour worked or benefit leave used (up to 25 days or 5 weeks per year)

<u>For Department/Division Directors</u>	
<u>Length of Continuous Full-Time Creditable Service</u>	<u>Vacation Credit Accrued</u>
Less than 15 years	0.0770 vacation hours per hour worked or benefit leave used (up to 20 days or 4 weeks per year)
15 or more years	0.0962 vacation hours per hour worked or benefit leave used (up to 25 days or 5 weeks per year)

The recommendation is for this change to take effect on March 29, 2025.

Currently, non-union managers are not given credit for prior public service for purposes of calculating creditable service for accrual of vacation leave. It is recommended that the Board approve all non-union managers receive creditable service for purposes of accruing vacation leave only for previous full-time employment at a Massachusetts public employer, including a state agency, state or local authority, Higher Education, legislature, municipality, county, governor or lieutenant governor's office, executive office, judicial branch, district attorney's office, or constitutional office, or previous full-time employment in a contract position at the MWRA, provided there has not been any break of three years or more in service between the prior service and employment at the MWRA.

Bereavement Leave

Non-union managers currently receive up to four working days of bereavement leave for the death of the employee's spouse, parent, child, brother, sister, grandparent, grandchild, or a person living in the employee's household. It is recommended that the Board approve non-union managers receive the following bereavement leave benefits:

- Upon evidence satisfactory to the Authority of the death of a spouse, domestic partner, or child of the employee, a non-union manager shall be entitled to leave without loss of pay for a maximum of seven working days. This leave must be used for activities reasonably related to the death and must be taken within a reasonable time period immediately following the date of death.
- Upon evidence satisfactory to the Authority of the death of a parent, brother, sister, step-child, step-brother, step-sister, step-parent, grandparent, step-grandparent, grandchild, or step-grandchild of the employee or the employee's spouse or domestic partner, or the death of a related person living in the employee's household, a non-union manager shall be entitled to leave without loss of pay for a maximum of four working days. This leave must be used for activities reasonably related to the death and must be taken within a reasonable time period immediately following the date of death.
- Upon evidence satisfactory to the Authority of the death of (i) the employee's sibling's spouse or domestic partner, (ii) the brother-in-law or sister-in-law of the employee's spouse, (iii) the brother-in-law or sister-in-law of the employee's domestic partner, or (iv) the employee's aunt or uncle, a non-union manager shall be entitled to leave without loss of pay for a maximum of one working day. This leave must be used for activities reasonably related to the death and must be taken within a reasonable time period immediately following the date of death.

Tuition Reimbursement

Non-union managers are currently eligible to receive tuition reimbursement benefits up to \$2,500 per fiscal year for qualifying tuition costs, curriculum fees, registration fees, and lab fees. It is recommended that the Board approve an increase in the tuition reimbursement benefit for non-union managers of up to \$5,000 per fiscal year, to take effect in FY2025.

Contract Employees

The following salary increases are recommended for three contract employees, all of whom are Senior Laboratory Technicians, consistent with the percentage salary adjustments approved by the Board last month under the MOSES (Unit 9) CBA: from \$29.24/hour to \$30.12/hour retroactive to and effective January 4, 2025, and to \$30.72/hour effective June 28, 2025. Two of the contract periods expire in September 2025 and the third contract expires in October 2025.

BUDGET/FISCAL IMPACTS: There are sufficient funds in the FY25 CEB to cover the salary adjustments for the three contract employees.

STAFF SUMMARY


TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: Progress on Emissions Reduction and 2023 Greenhouse Gas Inventory



COMMITTEE: Administration, Finance and Audit

X INFORMATION
____ VOTE

Malcolm Ragan, Senior Planner
Andrew Taylor, Environmental Planner
Michael O'Keefe, Senior Program Manager
Preparer/Title



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

MWRA is dedicated to both mitigating the impacts of climate change by reducing greenhouse gas emissions and adapting its infrastructure to increase resilience to those impacts. To inform the Board on MWRA's sustainability and resiliency efforts, staff will provide a series of three staff summaries and presentations over the coming months. This item, focusing on MWRA's progress on emissions reduction, is the first in the series and will be followed by an overview of the Authority's energy management successes and ongoing strategy and a summary of achievements in protecting vulnerable facilities from the effects of climate change.

RECOMMENDATION:

For information only.

DISCUSSION:

MWRA has a long standing and successful commitment to energy savings and decarbonization. In addition to its primary responsibility of protecting public health and waterways by providing safe drinking water and high quality wastewater treatment to member communities, MWRA continues to focus on reducing its greenhouse gas (GHG) emissions and mitigating the impacts of climate change. The Massachusetts Department of Energy Resources recognized this commitment several times over the last twenty years, most recently in 2023, with MWRA's selection for the Commonwealth's Leading by Example Award, which recognizes public entities that have implemented policies and programs resulting in significant and measurable environmental and energy benefits.

Over nearly two decades, MWRA's commitment to innovative energy efficiency improvements, renewable energy development, and electrification has yielded considerable reductions in GHG emissions. Recently, the Authority has been guided by the Commonwealth's [Clean Energy and Climate Plan for 2050](#), which commits the State to net zero GHG emissions (85% reduction) by 2050 with intermediate targets of 33% and 50% reductions by 2025 and 2030, respectively. MWRA continues to pursue projects that reduce our GHG emissions. Since 2006, we have already

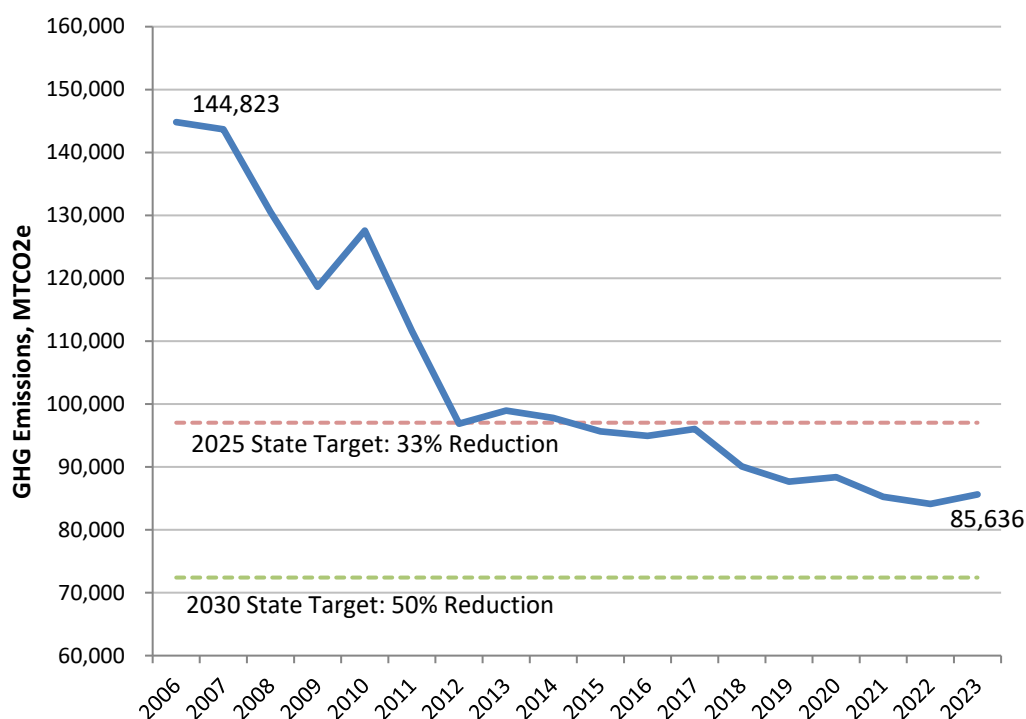
reduced our emissions by 41%.¹ These efforts have been launched and completed without compromising MWRA's core mission as well as ensuring fiscal responsibility to our ratepayers to manage costs.

This staff summary provides an overview of MWRA's substantial progress in reducing GHG emissions to date, a summary of our 2023 inventory update, and plans for and challenges to reducing emissions.

Progress in Reducing Greenhouse Gas Emissions

Since 2006, MWRA's annual GHG emissions² have dropped 41%, an overall decrease of 59,187 metric tons of carbon dioxide (CO₂) equivalent³ (MTCO₂e), comparable to taking over 13,000 passenger vehicles off the road per year. Figure 1 shows this decline alongside the interim Commonwealth emission reduction benchmarks of 33% and 50% by 2025 and 2030, respectively.

Figure 1: MWRA GHG Emissions, Metric Tons of CO₂ Equivalents (2006 – 2023)



When interpreting these reductions and annual variations, it is important to note that MWRA's energy demand is influenced by many factors, including precipitation, temperature, customer demand, and regulatory requirements. This is especially the case for the wastewater system, which accounts for nearly 90% of MWRA's emissions due to energy intensive processes, such as pumping, oxygen generation, and odor control. Specifically, wet weather events increase the treatment plant flows due to increased inflow and infiltration and flow from combined sewers in

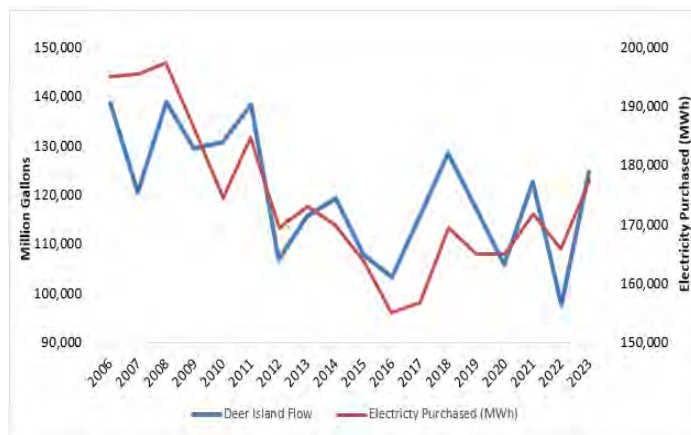
¹ Since 2006 is the earliest year that MWRA has complete, detailed and reliable data on GHG emissions, 2006 serves as the base year for emissions reductions.

² MWRA emissions include scope 1 (direct emissions from onsite energy use and process emissions from MWRA operations) and scope 2 (indirect emissions associated with the consumption of energy at MWRA facilities, i.e., emissions at utility plants from electricity generation). Scope 3 (indirect emissions not included in scope 2 from facilities or operations not owned or controlled by MWRA) are not included in our total emissions, as directed by most reporting protocols.

³ Carbon dioxide equivalent is a measure that allows the comparison of the emissions of other greenhouse gases, such as methane and nitrous oxide, relative to one unit of CO₂.

some MWRA communities. When there are high flows, more wastewater needs to be pumped throughout MWRA's collection system and processed at Deer Island, resulting in increased electricity purchases and associated emissions. The close relationship between wastewater flow to Deer Island and total MWRA electrical purchases is reflected in Figure 2. Regardless of MWRA's efforts, energy demand will always fluctuate annually based on the amount of precipitation in the service area.

Figure 2: Relationship between Deer Island WWTP flow and electricity purchased



MWRA's approach to reducing GHG emissions has focused on utilizing three main strategies: energy efficiency, renewable energy, and electrification.

Energy Efficiency

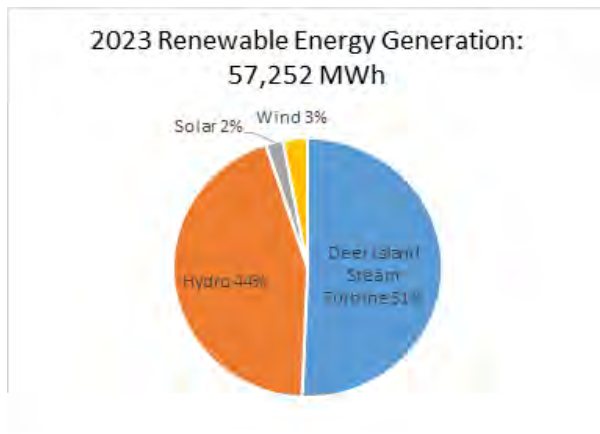
Reducing overall energy use by increasing efficiency continues to be MWRA's most effective strategy for mitigating GHG emissions. Energy audits conducted over the last decade resulted in measures such as the installation of variable frequency drives in pumping facilities, piping insulation, energy efficient lighting,

efficient heating and cooling systems, and other customized solutions. Energy management systems have been installed in several MWRA buildings, providing staff the ability to actively manage heating, ventilation, and air conditioning energy use.

Renewable Energy

MWRA has pursued the development of clean energy projects for decades and built up a significant portfolio of renewable energy infrastructure. Currently there are five hydroelectric facilities, two wind turbines, five photovoltaic solar arrays, and the steam turbine generators at Deer Island. Onsite generation of renewable energy enables MWRA to decrease its GHG emissions by reducing reliance on grid electricity at some facilities. This is particularly the case with the steam turbine generators, which comprises 51% of MWRA's renewable energy production. Deer Island combusts the methane gas that is emitted during the sludge digestion process in a boiler based combined heat and power (CHP) system to meet the facility's thermal demand and provide much of its electricity. This system provides the heating equivalent of over five million gallons of fuel oil each year and produces more than 30 million kilowatt-hours of electricity. As described below, MWRA is in the process of designing a new CHP system that will substantially increase renewable energy production.

Figure 3: MWRA Renewable Energy by Source in 2023



Other than the Deer Island assets, most of the renewables provide clean energy to the electric grid rather than being used onsite. In 2023, MWRA generated 57,252 megawatt hours (MWh) from renewables and 36,189 MWh of this total was consumed onsite, avoiding 15,236 MTCO₂e that otherwise would have been associated with MWRA electric grid usage. While the renewable electricity not used directly on site is not accounted for as part of MWRA's emissions reductions, it adds green power to the grid, reducing the Commonwealth's overall emissions (and indirectly reducing MWRA's emissions by reducing the carbon intensiveness of the electricity bought from the grid).

Electrification

Recently, MWRA's focus has shifted to electrification and studying the feasibility of replacing fuel oil heat with air, ground, or water source heat pumps. MWRA installed a geothermal heat pump system at the Wachusett Aqueduct Pump Station, several water source heat pumps at Spot Pond Pump Station, and an air source heat pump at Norumbega Headquarters. These projects have been a guide for increased implementation at other MWRA facilities.

Over the past decade, MWRA started to replace fossil fuel vehicles with hybrid and electric vehicles. Currently, there are 30 alternative fuel vehicles (24 fully electric, not including the smaller electric burden vehicles at Deer Island used to move personnel and tools around the facilities) in the fleet and, as more vehicles suitable for MWRA use become available, the Authority will increase replacement schedules with more efficient electric vehicles. To ensure electric vehicles are adequately fueled, MWRA is concurrently installing and planning for additional electric vehicle chargers. There are currently 16 chargers across major facilities, providing sufficient charging capacity for existing fleet electric vehicles, with ongoing plans to install an additional 60 charging ports. To encourage electric vehicle use beyond MWRA's fleet, these chargers will be made available, at cost, for employees to charge their personal vehicles.

Internal Procedures

In addition to physical improvements, MWRA has integrated emissions mitigation into internal processes. The Authority established decarbonization standard procedures to ensure that carbon reduction activities are embedded into all of MWRA's operations and facility maintenance and construction projects in a cost effective manner. This includes the adoption of a social cost of carbon of \$125 per metric ton of CO₂ for use when evaluating the life cycle costs of new projects. (The social cost of carbon is an estimate of the economic costs, or damages, of emitting one additional metric ton of CO₂ into the atmosphere⁴.)

⁴ Based on the Federal Interagency Working Group methodology from 2010, but applying a 2% discount rate.

2023 Greenhouse Gas Inventory⁵

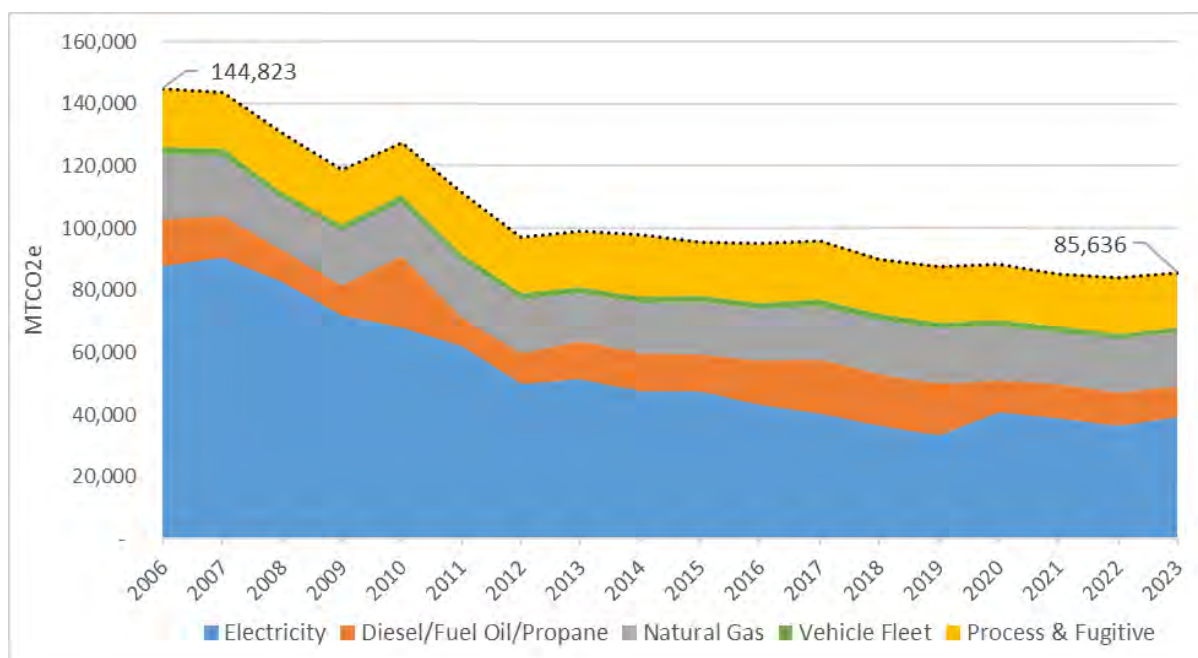
As mentioned above, through 2023, MWRA has reduced GHG emissions by 41% compared to a baseline of 2006. However, there was a slight rise in emissions from 2022 (less than 2%) due to a significant increase in precipitation in 2023, which led to almost 30% higher flows to Deer Island. As described above and in Figure 2, more flow leads to more pumping, which demands more electricity, and leads to more emissions. Consequently, GHG emissions from electricity rose by 7% in 2023 compared to 2022. These higher emissions from electricity were partially offset by an 8% decrease in MWRA's direct emissions from consumption of fuel oil due to a milder winter in 2023.

Emissions Sources

As shown in Figure 4 below, in 2023 the major sources of MWRA's GHG emissions included:

- Electricity: 45.4%
- Process and fugitive: 20.4%
- Natural gas: 20.2%
- Diesel, fuel oil, and propane: 12.1%
- Vehicle fleet: 1.9%

Figure 4: MWRA GHG Emission Sources, 2006-2023



⁵ MWRA's inventory mainly measures GHGs according to the Local Government Operations Protocol, but also utilizes several other methods as appropriate to our specific activities. See MWRA's [GHG Inventory Update 2006-2022](#) for more details on accounting methodology.

Electricity

Electricity, primarily used for operations at water and wastewater treatment plants, pump stations, headworks, and other facilities, is MWRA's largest source of emissions, accounting for roughly 45% of the total. Despite the slight increase in 2023, decreases in electricity emissions comprise over 80% of MWRA's total GHG reductions. While MWRA's energy efficiency and renewable energy efforts produced tangible results, leading to a 9% decline in purchased electricity, their impact on emissions is amplified by the steady decrease in the statewide electricity emission factor that reflects a shift away from carbon emitting generation sources toward a greater proportion of renewables⁶ – resulting in a 56% reduction in electricity emissions. The continued greening of the regional electric grid is critical to future emissions reductions across the State, with the expectation that emissions from electricity will become minimal over the next few decades embedded in all State GHG planning efforts.

Process and Fugitive

Process and fugitive emissions, which comprise over 20% of MWRA's emissions, refer to both expected and unexpected releases of GHGs during the wastewater treatment process. Process emissions result from biochemical reactions during wastewater treatment that release methane and nitrous oxide. Fugitive emissions result from uncontrolled or unintentional releases of GHGs from piping, incomplete combustion of digester gas, and decomposition from landfill disposals.

Because both process and fugitive emissions are inherent to the wastewater treatment process and partially dependent on the size of the service population, they are difficult to reduce, as evidenced by their emissions remaining relatively static (less than a 1% change since 2006). While MWRA continues to explore pathways for reducing these types of emissions, they will continue to prove challenging. This is acknowledged in the [Massachusetts 2050 Decarbonization Roadmap](#) which states that “there are no clear pathways for significant and reliable emissions reductions” and that “no clear policies or technologies exist to achieve deep decarbonization” in the wastewater treatment sector.

Staff are proactively collaborating with the Water Research Foundation, and other wastewater systems, on a project to better measure and account for process and fugitive emissions and investigate pathways to reduction. Through this effort, and our own research, MWRA will continue to monitor the latest technology and best practices, in order to identify opportunities to reduce these emissions.

Natural Gas

MWRA uses natural gas to heat facilities throughout the system, but the most significant use is thermal drying at the Quincy pellet plant for processing biosolids, which accounts for nearly 80% of MWRA's emissions from natural gas. The pellet plant utilizes energy intensive drying to convert sludge (the solids that remain after the wastewater treatment process) into fertilizer pellets for land application. Due to efficiency improvements at the plant, overall emissions from natural gas have decreased by over 17% since 2006, (there was little change in 2023); however, natural gas still remains approximately 20% of overall emissions.

⁶ Electricity emission factors (EF) enable the conversion of megawatt hours of electricity consumed into the equivalent metric tons of CO₂ equivalent (MTCO₂e). The smaller the EF, the fewer emissions per MWh of electricity use. MWRA uses EFs updated annually by the Massachusetts Department of Environmental Protection, which is calculated based on energy used in Massachusetts. Electricity EFs have been reduced by roughly half since 2006.

In 2018, MWRA conducted a study to evaluate replacing the six existing dryers with larger and more efficient units. The conclusion was that while minor efficiency gains could be made, project payback was greater than 30 years and the new configuration would negatively impact operational flexibility. It was ultimately decided that the dryers would be replaced in-kind as they reach the end of their useful lives. Additionally, due to uncertainty in the current regulatory environment regarding Per- and polyfluoroalkyl substances (PFAS), the long-term operation of the pellet plant is uncertain, making decisions on any major infrastructure improvements more complicated.

Diesel/Fuel Oil and Propane

Diesel, fuel oil and propane are mainly consumed for building space heating and by standby power generators at multiple MWRA facilities. Since 2006, MWRA reduced emissions from diesel and fuel oil by over 30% due to a shift away from fossil fuels to electricity for space heating, as mentioned above, and converting several facilities from fuel oil to natural gas, which is less carbon intensive. A significant portion of the emissions from fuel oil is from the use of the combustion turbine generators (CTGs) at Deer Island. During high precipitation, intense storms that cause high flows at Deer Island, MWRA operates the CTGs as a standby emergency power source to ensure continued service in the case of a power outage. Staff are investigating options for limiting the use of CTGs during these events. (See “Electrification” section below.)

Emissions from fuel oil and diesel reflect the most substantial decrease from 2022 to 2023, with an 8% change. The main driver for this decrease was the considerable reduction in fuel used to heat MWRA’s facilities, especially Deer Island, due to a warmer winter. The winter of 2022 was colder, with an average January to March temperature of 34 degrees Fahrenheit, compared to 2023, which had an average temperature of 38 degrees Fahrenheit over the same period⁷. With reduced heating needs, MWRA burned 32% less fuel oil in 2023 to heat Deer Island.

Fleet

MWRA’s operational fleet comprises a small, but important part of GHG emissions at 2%. Vehicle emissions have been reduced by 23% since 2006, in large part due to improvements in vehicle fuel efficiency and the adoption of hybrid and electric vehicles.

Ongoing and Planned Emission Reduction Efforts

MWRA continues to advance projects that reduce GHGs while providing high quality and reliable water and wastewater services to our communities. MWRA has concrete plans to build on its achievements and reinforce its commitment to mitigating the impacts of climate change, by broadening the use of its three main emissions reduction strategies: energy efficiency, renewables, and electrification.

Energy Efficiency

The most impactful emissions reduction project currently underway at MWRA is a new combined heat and power (CHP) system at Deer Island, which commenced design in October 2024. The current CHP system produces over 30 GWh per year from methane derived from the digested wastewater residuals. Once completed, the new system is expected to produce approximately 69

⁷ [National Oceanic and Atmospheric Administration data](#)

GWh per year, more than doubling the renewable electricity produced. This increase in production will mean that roughly 75% of the energy required to run the Deer Island facility will be produced onsite, significantly lowering the amount of energy purchased from the regional grid and the associated emissions. The new CHP system will also optimize thermal production to meet process heating demands while using 75% less fuel oil. MWRA also continues to pursue energy efficiency and electrification audits at six pump stations to identify building envelope improvements as well as the feasibility of installing heat pumps. Proposals from these audits are currently pending, and several more are planned for this year.

Renewable Energy

MWRA recognizes that the expansion of its renewable energy portfolio is critical to reducing emissions and continues to explore opportunities for new assets. To that end, in October 2024, MassDEP awarded MWRA a \$20 million Climate Protection and Mitigation Trust grant⁸ to fund several decarbonization projects that will be completed over the next five years. The bulk of this funding is expected to be used toward construction costs for new renewable energy infrastructure, including a 4 to 5 MW ground mounted solar array at the Norumbega covered water storage facility, a 1 to 2 MW canopy and roof mounted solar array at Deer Island, and replacement of a wind turbine at Deer Island.

Electrification

The greening of the regional electric grid underlines the importance of electrifying facilities throughout the water and wastewater system. Included as part of the Climate Protection and Mitigation Trust grant is the installation of heat pumps for heating and cooling at Norumbega covered storage, the Chelsea Administration Building, the Wachusett Lower Gate House and the Newton Street Pump Station. Several other ongoing heat pump audits, mentioned above, are anticipated to lead to additional project implementation. These projects are expected to be completed by June 2026.

As part of major facility rehabilitation, MWRA examines avenues for both energy efficiency improvements and electrification. During the design of the upgrades of both the Columbus Park and Ward Street Headworks,⁹ MWRA determined that the existing diesel heating system will be replaced by a combination of electricity and natural gas, including the installation of air source heat pumps to meet the heating demand of the administrative areas and electrical rooms. Staff also evaluated several possible configurations of a wastewater energy recovery system at the headworks, but due to large and variable wet weather flows and the lack of installations at similarly sized facilities, this proved impractical at this time. MWRA continues to explore wastewater energy recovery at other facilities.

MWRA is also assessing the potential benefits of using batteries at its facilities. A study is currently underway to evaluate the feasibility of constructing a large scale battery energy storage system at Deer Island. A battery system could reduce the need to preemptively operate CTGs as standby power during high flows, as mentioned above, both reducing fossil fuel demand and costs to the MWRA. The study will also consider other use cases such as demand response, demand charge reduction, and some resiliency use cases. A report is expected in mid-2025. MWRA has

⁸ The Climate Mitigation grant, reported to the Board in May 2024, proposed projects includes solar, wind, and building electrification.

⁹ The Board was briefed on the progress of the design work in the December 11, 2024 Staff Summary relating to an amendment to the professional services contract.

also been piloting battery storage at Brattle Court Pump Station and the Chelsea Administration Building in order to evaluate the system's efficacy in reducing demand costs and participating in grid peak reductions.

Next Steps

Moving forward, it is critical to further develop the impacts that various efforts will have on achieving additional emissions reductions. To expand on the information and accounting provided here and in the inventory update, MWRA is developing a broader GHG Reduction Plan, which is expected to be published in 2026. In addition to providing an update for the 2024 inventory, this plan will include projections of future GHG emissions and pathways for achieving additional reductions.

BUDGET/FISCAL IMPACT:

The FY25 Current Expense Budget (CEB) includes \$32.0 million for energy and utilities, driven by \$24.8 million for electricity, \$3.4 million for diesel fuel, and \$844 thousand for natural gas.

STAFF SUMMARY


TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: 2024 Annual Update on New Connections to the MWRA System



COMMITTEE: Administration, Finance and Audit

 X INFORMATION
 VOTE

Hillary Monahan, Project Manager, Environmental Permitting
Colleen Rizzi, P.E., Director, Env. and Regulatory Affairs
Preparer/Title


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

RECOMMENDATION:

For information only.

DISCUSSION:

MWRA's system expansion policies require an annual update on the status of any new connections (connection approved within the preceding five years) to MWRA from outside the water and sewer service areas. Calendar year 2002 was the first year that MWRA system expansion policies prescribed this annual update requirement. In an effort to maintain a single document that includes all new connections, the 2024 Annual Update discusses all post-2002 connections to MWRA. A summary of each connection's compliance in 2024 with requirements as stipulated in its water supply or sewer use agreement is provided. For water connections, requirements include compliance with water withdrawal limits and entrance fee payments due to MWRA. For wastewater connections, requirements address inflow removal, ongoing stipulations regarding management of wet weather flows, compliance with discharge limits, and entrance payments due to MWRA.

Reduced demand on MWRA's water supply over the last several decades has positioned the Authority as a source of reliable water supply for existing and interested new communities. This report includes a discussion of inquiries from potential applicants for admission made in calendar year 2024 and other related system expansion activities.

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

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

In September 2022, the Board of Directors approved revisions to OP.10 to permit the Authority to waive the water system entrance fee under certain conditions and for a specified period of time.¹ To qualify for the entrance fee waiver, communities must demonstrate that local sources are impacted by water quality issues, local sources are located in a stressed basin or that local economic development is significantly constrained by existing local sources. The waiver is limited to a maximum total of 20 mgd of water by one or more new communities. The waiver for new communities seeking to join the MWRA water system expires on December 31, 2027, or when the 20 mgd amount has been reached, whichever is sooner. For existing members that are seeking to purchase additional water the waiver expires on December 31, 2027.

Summary of Approved Connections to the MWRA System

Water

In 2024, Quabbin Reservoir levels remained well within the normal operating band, spilling 30.3 billion gallons in the spring over 169 days in addition to routinely exceeding its minimum required releases. According to monthly DCR Hydrologic Conditions Reports², 2024 began with generally high temperatures and below normal snowfall. Precipitation was above normal in the first quarter of the year, though dipped to below normal levels in June and remained at that status through November. In June, Level 1 – *Mild Drought* was declared for only the Western Region. By October, Level 2 – *Significant Drought* was declared for the Western, Connecticut River Valley, and Southeast Regions, while Level 3 – *Critical Drought* conditions developed in the Central and Northeast Regions. By November, *Level 3 – Critical Drought* was declared for all regions with the exception of Cape Cod and Islands Regions, which continued at *Level 1 – Mild Drought* for the remainder of 2024. A *Level 2 – Significant Drought* declaration expanded to the Connecticut River Valley, Central, and Northeast Regions as the year came to an end.

MWRA’s large multi-year reservoirs are calculated to hold roughly 5.6 years of water supply demand at current withdrawal rates, providing the storage needed to manage inflows during wet years and capturing excess yield for use during extended dry periods. Notably, despite adding new customers to the system, total reservoir withdrawals have decreased by over 130 mgd since the 1980s. Maintaining normal operation range throughout the year, both the Swift and Nashua Rivers received substantial releases from the reservoirs, well above their minimum requirements.

Water consumption by all MWRA communities of 187.95 mgd increased by 3.7 percent (6.7 mgd) from 2023 to 2024. Demand for the partially supplied communities increased by 1.87 mgd (10.0 percent) from 2023 to 2024. 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 that 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.

Since 2002, Stoughton, Reading, the Dedham-Westwood Water District, Wilmington, Ashland and Burlington have become MWRA water communities. (Bedford was admitted into the MWRA system prior to 2002, before firm water withdrawal limits were established for new communities.) There have also been two “straddle connections” since 2002: Avalon in Peabody/Danvers (now

¹ Further details provided in September 14, 2022 Staff Summary.

² [Monthly Hydrologic Conditions | Mass.gov](#)

called 14 North) and the YMCA in Marblehead/Salem. The connections are shown on the map in Figure 1 and information pertaining to these connections is provided in Table 1.

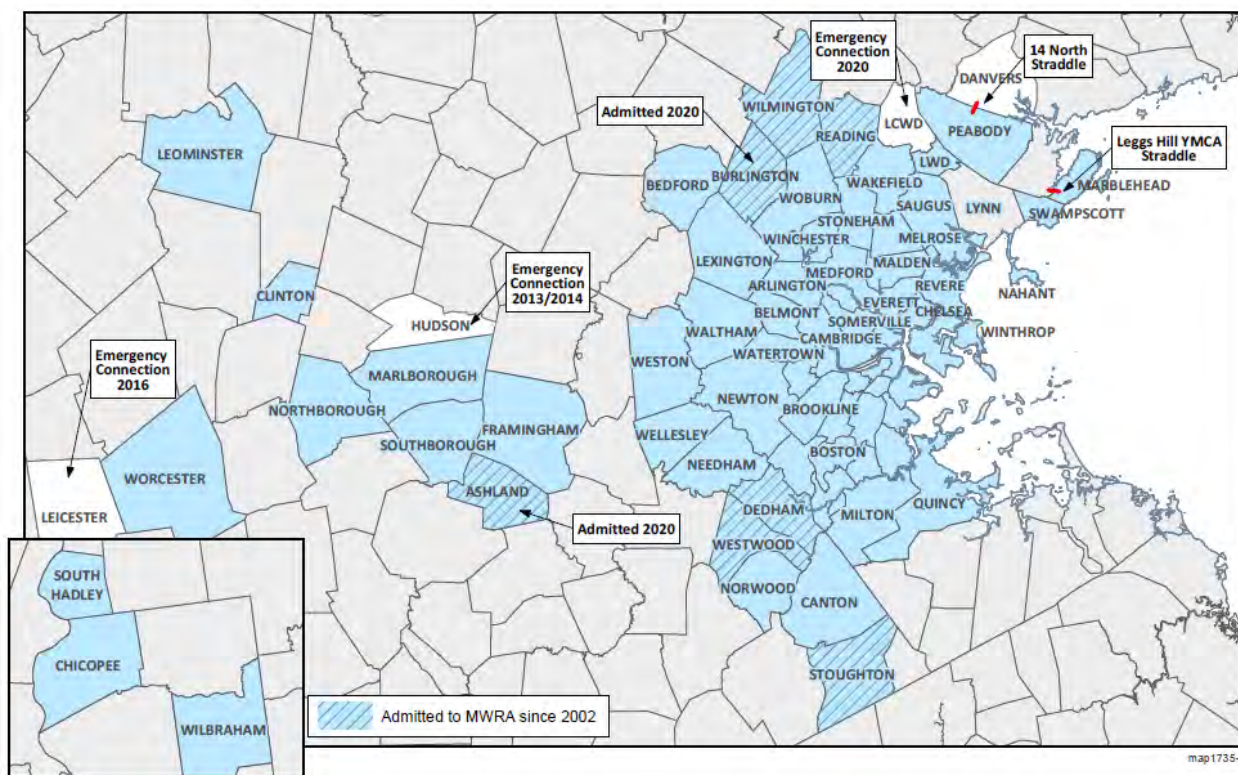


Figure 1: New Water Connections Since 2002

Table 1 - Approved Connections to MWRA Water System Since 2002					
Applicant	Applicable MWRA Policy	Approval Date or Emergency Period (month/year)	Entrance Fee or Payment of Charges Under the Emergency Policy	MWRA Approved Withdrawal	2024 MWRA Withdrawal
Ashland	OP.10, New	12/2020 (admitted)	Entrance fee of \$388,336.34, w/ 20-year payment schedule, began December 2023.	32.8 mg/yr (0.09 mgd average, 0.648 mgd max)	0
Burlington	OP.10, New	12/2020 (admitted) 6/2023 (amended)	Entrance fee of \$4,407,986.46, w/ 20-year payment schedule, began December 2023.	1,278 mg/yr (3.5 mgd average, 6.5 mgd max)	514.1 mg/yr
Wilmington (partial supply)	OP.10, New	5/2009 (admitted) 10/2020 (approved for temporary increase) 9/2022 (approved for temporary exceedance)	Entrance fee of \$2,809,320 w/ 20-year payment schedule. On-time payments.	450.5 mg/yr (2.5 mgd max)	220.3 mg/yr
Dedham Westwood W.D. (partial supply)	OP.10, New	12/2005(admitted) 12/2014(amended) 10/2018 (approved temporary increase) 2/2022 (approved temporary increase) 6/2023 (amended)	Entrance fee of \$548,748 (first 0.1 mgd) and \$566,727 (additional 0.1 mgd) paid in full.	565.75 mg/yr (1.55 mgd average, 3.1 mgd max)	346.5 mg/yr

Table 1 - Approved Connections to MWRA Water System Since 2002					
Applicant	Applicable MWRA Policy	Approval Date or Emergency Period (month/year)	Entrance Fee or Payment of Charges Under the Emergency Policy	MWRA Approved Withdrawal	2024 MWRA Withdrawal
Hudson (emergency)	OP.05 Emergency	6/2013 (emergency) 12/2013 (emergency) 6/2014 (emergency) 1/2016 (emergency)	MWRA has received a total of \$1,033,787 for emergency withdrawals.	N/A	0
Reading	OP.10, New	11/2005 (admitted) 10/2007 (amended)	Entrance fee of \$3,285,242 (first 0.6 mgd) & \$7,799,606 (additional 1.5 mgd) paid in full.	766.5 mg/yr (3.8 mgd max)	617.2 mg/yr
YMCA Salem/ Marblehead	OP.09, Straddle	11/2006 (admitted)	Entrance fee of \$70,823 paid in full.	0.0127 mgd	0.00725 mgd
14 North Danvers/ Peabody	OP.09 Straddle	05/2003 (admitted)	Entrance fee of \$64,063 paid in full.	0.012 mgd	0.00652 mgd
Stoughton (partial supply)	OP.10, New	6/2002 (admitted)	Entrance fee of \$5,657,117 paid in full.	419.75 mg/yr (2.5 mgd max)	19.2 mg/yr
Wayland (emergency)	OP. 05 Emergency	7/2024	Emergency period withdrawal of \$101,337.92	N/A	18.548 mg

mg/yr = million gallons per year; mgd = million gallons per day

The highlights of Table 1 are summarized below.

- The Town of Burlington was approved by the Board of Directors for admission to the MWRA water system on December 16, 2020. A Water Supply Agreement was executed in 2021, in alignment with the first phase of Burlington's connection, which allowed the Town to obtain up to 324 mg/year and 0.886 mgd on average from MWRA via a connection to the Town of Lexington's local water system. In 2022, Burlington withdrew a total of 367.7 million gallons, exceeding its Water Supply Agreement withdrawal limit. Phase 2 of Burlington's connection involved construction of a pipeline, which allows Burlington to obtain up to 6.5 mgd from MWRA. Construction of the Phase 2 pipeline was completed in July 2023. On June 21, 2023, the Board voted to approve the Town of Burlington's request to increase its withdrawal volume limits to up to 1,278 mg/year, or 3.5 mgd average daily use, and up to 6.5 mgd maximum daily use, as well as to waive the entrance fee associated with such increased withdrawal volume.
- The Town of Wilmington requested approval to increase its annual withdrawal volume from the MWRA water system from 219 mg/year to 450.5 mg/year on March 4, 2024, as well as a waiver of the MWRA entrance fee for the additional withdrawal volume. This request was approved by the MWRA Board of Directors on April 16, 2024. Wilmington, which is partially supplied by MWRA, requested this approval because declining groundwater levels have caused a substantial drop in the production capabilities of local groundwater wells and PFAS concerns. The Town requested 255.5 mg/year, or 0.7 mgd, through 2026 to meet seasonal demands. Following those two years, Wilmington requested and received approval for an increase to 450.5 mg/year, or 1.23 mgd, to also supplement their Sargent Water Treatment Facility through 2029. The Town acknowledges that an annual volume above 620.5 mg/year (1.7 mgd) would require Massachusetts

Environmental Policy Act (MEPA) review and Interbasin Transfer Act (ITA) approval under a future permitting process, in addition to a new agreement with MWRA. The Town estimates that withdrawals could range from 0.7 to 2.5 mgd spanning through 2034.

- In June 2023, the Board voted to approve the Dedham-Westwood District's request to increase its withdrawal volume limits to up to 565.75 mg/year, or 1.55 mgd average daily use and up to 3.1 mgd maximum daily use, as well as to waive the entrance fee associated with such increased withdrawal volume. The District, which is partially supplied by MWRA, increased the volumes in their agreement to increase blending of MWRA water with local supplies while taking measures to permanently reduce Total Trihalomethanes in local finished water, in compliance with MassDEP's Maximum Contaminant Level. The District's Water Supply Agreement includes a provision allowing for a temporary increase in water volume in excess of the withdrawal limit without revision to the Agreement in emergency situations.
- For permanent connections made prior to 2020, all entrance fees have been paid pursuant to agreed-upon schedules of payments included in Water Supply Agreements. Burlington and Ashland began entrance fee payments in December 2023 (FY2024) and will continue to make annual payments through FY2045.

Emergency Supplies to MWRA Non-Member Communities

In July of 2024, the Town of Wayland Department of Public Works submitted a request to MWRA for emergency withdrawal under MWRA's Operating Policy OP.05: Emergency Water Supply Withdrawals, which applies to communities outside MWRA's water service area that are seeking MWRA water on an emergency basis. Under the version of OP.05 in effect at the time of the request, MWRA's Executive Director, or Chief Operating Officer, were authorized to approve short-term emergency connections for up to a 30-day period, and emergency connections lasting longer than 30 days and up to six-months required MWRA Board of Directors' approval and MWRA Advisory Board approval for second and subsequent six-month withdrawal periods. Because Wayland could not complete the required work in a 30-day period, the Board of Directors approved an extension of the withdrawal in August 2024 for up to six months. Thereafter, the Board of Directors approved revisions to OP.05 in November 2024 to increase the short-term approval duration from 30 days to 60 days, and to also authorize the Deputy Chief Operating Officer to approve short-term withdrawals.

July 2024 was the Town of Wayland's first emergency withdrawal. Wayland has had ongoing water supply problems and began construction of a temporary emergency connection pump station in 2023. The Town is currently seeking admission to the MWRA water supply system and is getting ready to begin the environmental review process.

Sewer

In 2024, there were no new formal applications for admission under OP.11 or OP.4, the "Sewer Straddle" policy. Since 2002, ten entities have been approved to discharge into the MWRA wastewater system. Most recently, Crescent Ridge Dairy was approved in 2019 pursuant to OP.11, and The Rivers School was approved in 2020 pursuant to OP.04, the "Sewer Straddle" policy. Figure 2 shows, and Table 2 summarizes connections to the MWRA sewer system since 2002, when annual reporting requirements were established.

Figure 2: New or Increased Volume Sewer Connections Since 2002

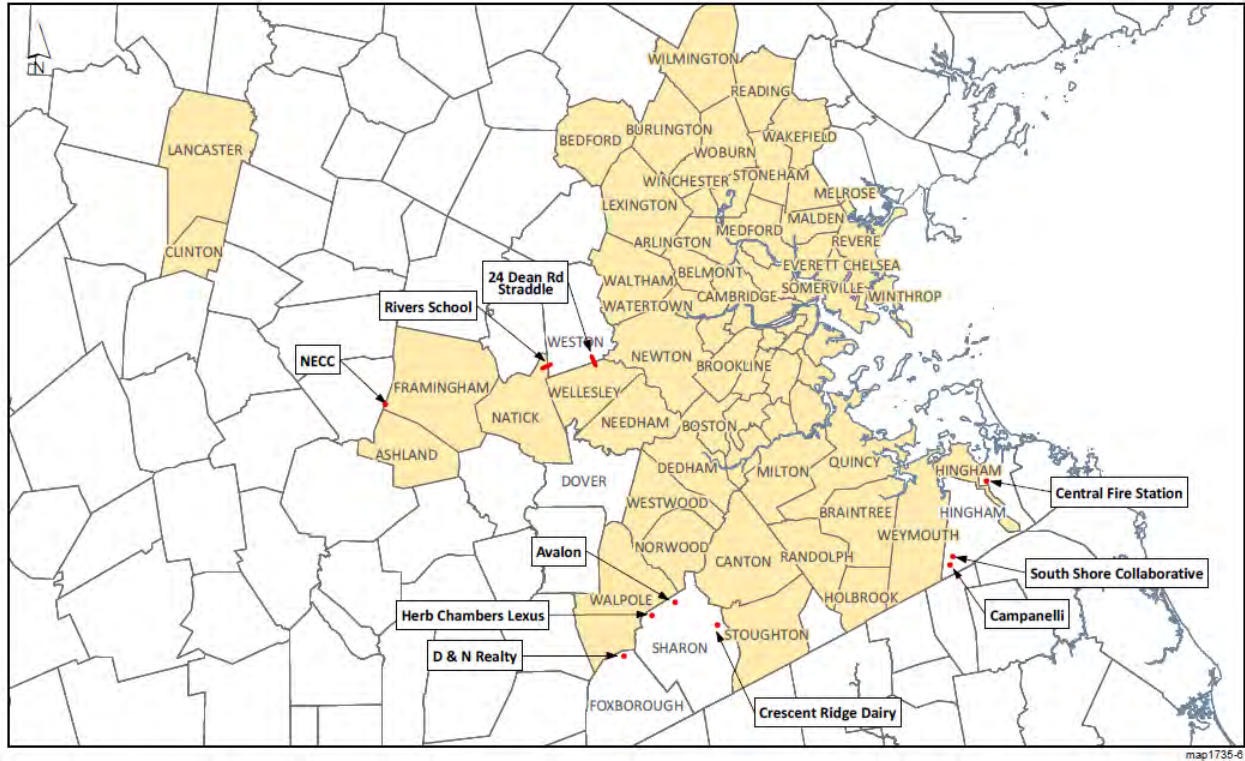


Table 2 - Approved Connections to MWRA Sewer System Since 2002						
Applicant	MWRA Policy	Approval Date	Entrance Fee Payment	Status of Inflow Removal/Other Contract Requirements	MWRA Approved Discharge	Estimated Discharge to MWRA in 2024*
Rivers School, Weston	OP.04, Straddle	6/2020	\$42,086 paid in full	Payment of \$141,600 to Natick to complete inflow removal.	3,000 gpd (average) 12,000 gpd (max)	4,060 gpd
Crescent Ridge Dairy, Sharon	OP.11	5/2019	\$33,642 paid in full	Payment of \$200,000 made to Stoughton to complete inflow removal.	10,000 gpd	3,145.74 gpd
New England Center for Children, Southborough	OP.11	7/2015	\$51,898 Paid in full	Inflow removal completed.	12,500 gpd	6,000 gpd
FoxRock Realty, South Shore Collaborative, Hingham	OP.11	4/2012	21,883 paid in full	Inflow removal completed.	5,336 gpd	1,974.9 gpd
24 Dean Road, Weston/Wellesley	OP.04 Straddle	3/2011	\$18,033 paid in full	Inflow removal completed.	575 gpd	444 gpd
2 Washington St, D&N Realty, Foxborough**	OP.11	6/2007	\$168,391 paid in full	Inflow removal completed.	13,000 gpd (average) 22,750 gpd (max)	1,690 gpd
The Wren, Sharon***	OP.11	6/2007	\$105,586 paid in full	Inflow removal completed.	16,120 gpd	15,152 gpd

Table 2 - Approved Connections to MWRA Sewer System Since 2002						
Applicant	MWRA Policy	Approval Date	Entrance Fee Payment	Status of Inflow Removal/Other Contract Requirements	MWRA Approved Discharge	Estimated Discharge to MWRA in 2024*
Herb Chambers Lexus, Sharon	OP.11	5/2007	\$40,750 paid in full.	Inflow removal completed.	6,400 gpd (average) 10,500 gpd (max)	3,952 gpd****
Hingham Fire Station, Hingham	OP.11	4/2007	\$8,429 paid in full	Inflow removal completed.	782 gpd	219.88 gpd
Campanelli (now Gill Research Drive, LLC), Hingham	OP.11	2/2004	\$11,162, paid in full	Inflow removal completed.	2,475 gpd	No reporting requirement
<p>* Wastewater discharges are estimated based on water meter readings. ** 2 Washington Street in Foxborough was formerly Family Funway, which permanently closed several years ago. *** The Wren at Sharon was formerly known as Avalon Bay under previous management. **** Water consumption figures are adjusted downward by 5% to account for a certain percentage of water that is used by the facility and not returned as wastewater (such as landscaping, water consumed). gpd = gallons per day</p>						

The key findings of Table 2 are noted below.

- Most wastewater discharges in 2024 were below the approved agreement limits, and entities reported compliance with obligations related to sewer system operations.
- The Rivers School exceeded its approved estimated discharge limit of 3,000 gpd, with an average daily flow of 4,060 gpd in 2024. Staff are working with the School to determine if adjustment of the 2020 Sewer Connection Agreement is necessary. The Rivers School notes that actual discharges may be less, due to water used to create ice and maintain such for its ice hockey rink. The School also notes the occurrence of an incident in its Haffenreffer Building in October 2024 where a shower valve let go and remained unnoticed for nearly one week, resulting in a very large usage number that month.
- Family Funway in Foxborough was a small amusement park that permanently closed in 2022 after the passing of its owner. The late owner's staff are still managing the property at 2 Washington Street, including its discharge reporting, coordinated through Legacy Engineering LLC. MWRA staff will work to ensure that any future owners are aware of annual estimated discharge reporting requirements.

System Expansion and Potential Future Connections

In the fall of 2022, MWRA completed two feasibility studies for expanding MWRA's water system to the Ipswich River Basin (Beverly, Danvers, Hamilton, Ipswich, Middleton, Lynn, Lynnfield Center Water District, Peabody, Salem, Topsfield, Wenham, Wilmington) and to the South Shore (Abington, Avon, Brockton, Cohasset, Hanover, Hingham, Norwell, Scituate, Rockland, Weymouth, and the Former Naval Air Station). These studies were initiated at the request of the Baker-Polito Administration and in a direct legislative appropriation, respectively. The South Shore feasibility study also looked at expanding MWRA's wastewater system to the South Shore.

In July of 2023, MWRA completed a third feasibility study for expanding MWRA's water system to communities in the MetroWest area. The MetroWest Feasibility Study includes the communities of Acton, Ayer, Bedford, Chelmsford, Concord, Groton, Holliston, Hopkinton, Hudson, Lincoln, Littleton, Maynard, Natick, Sherborn, Stow, Sudbury, Wayland, Wellesley, Westborough, Westford and Weston. This study was requested by the participating communities, many of which are experiencing significant water quantity and quality issues. This study identifies conceptual alternatives to supply water to the communities in the study area from MWRA's tunnel system. All three of these studies are available on www.mwra.com.

MWRA is currently completing a fourth feasibility study to assess the expansion of MWRA's water system to communities within the Quabbin Reservoir Watershed. An update on this study is the subject of a separate staff summary. This evaluation will quantify MWRA's existing system capacity available to serve new customers, identify the critical infrastructure needed to supply water to Quabbin communities, provide new water supply alternatives (such as surface water intakes and treatment or groundwater supply), and provide planning-level cost estimates for those alternatives. This evaluation will allow MWRA to better understand the infrastructure needed to supply drinking water to the Quabbin Reservoir Watershed communities of Barre, Belchertown, Hardwick, Ludlow, New Salem, Orange, Pelham, Petersham, Phillipston, Shutesbury, Ware, and Wendell. This study is being completed in a similar manner to the previous three system expansion studies for MetroWest, Ipswich River Basin, and South Shore communities. It is anticipated that this study will be completed in the spring of 2025.

MWRA staff anticipate that the four feasibility studies will generate some additional interest in connecting to MWRA's water system. Below is a summary of communities that have expressed intentions or significant interest in pursuing admission to the MWRA water system.

Communities

Avon: Representatives from the town of Avon recently met with MWRA staff to discuss the potential to connect to both MWRA's water and sewer systems. Avon is looking to provide service to an industrial complex in town and anticipates demand would be approximately 0.1 mgd. Avon seeks to connect through the Town of Stoughton and is currently working with Stoughton to determine if a connection is feasible.

Billerica: Representatives from the City of Billerica have met with MWRA staff to discuss the potential to connect to MWRA's water system as a partial community, with the possibility of becoming a fully served community in the future. Billerica's interest stems from the deteriorating water quality of its drinking water source, the Nashua River. Billerica would wheel water through an existing member community. Further modeling is required to determine if there is capacity to supply additional water in that portion of MWRA's distribution system.

Hopkinton: The Town of Hopkinton has expressed interest in pursuing admission to the MWRA water system, pursuant to OP.10, for supplemental water supply. Hopkinton is planning to wheel water through Southborough and is working with Southborough to evaluate connection options. Hopkinton received Town Meeting approval to proceed in the admission process and recently held an inaugural meeting for the Town's newly formed Water & Sewer Advisory Board to ramp up progress on their application coordination.

Lincoln: Representatives from the Town of Lincoln recently met with MWRA staff to discuss the potential to connect to MWRA's water system.

Lynnfield Center Water District: Lynnfield Center Water District (LCWD) is pursuing admission to the MWRA to withdraw up to 0.83 mgd of water, pursuant to OP.10. This connection will remedy local PFAS contamination issues and increased difficulty meeting local demand. During Phase 1 of the Supplemental Interconnection Project, Lynnfield Center worked with the Town of Wakefield to construct a new water main that will allow it to connect to MWRA via the local Wakefield water distribution system. This Phase 1 interconnection can only be used during a MassDEP-declared water supply emergency. MWRA staff have coordinated closely with the Lynnfield Center Water District and its consultants as they pursue applicable regulatory approvals for admission (Phase 2). LCWD has completed the MEPA process, filing an Expanded Environmental Notification Form (EENF) in June, followed by a Single Environmental Impact Report (SEIR) in October 2024. A Certificate on the SEIR was issued in November 2024 with a determination of MEPA compliance. LCWD received Interbasin Transfer Act approval from the Water Resources Commission on March 13, 2025. Pending approval by the MWRA Advisory Board and Board of Directors in spring 2025, LCWD would be the first new community connection since Ashland and Burlington in 2020.

MetroWest Communities: MWRA continues to have regular discussions with 21 MetroWest communities included in the System Expansion Study. A subset of these communities is actively working to determine the physical and financial feasibility of connecting to MWRA's Water System.

Natick: The Town of Natick is actively working toward pursuing admission to MWRA's water system, pursuant to OP.10. The Town is initially seeking to utilize MWRA as a supplemental source, seeking a volume of 1.62 mgd (average day demand), 2.16 mgd (maximum day demand) with the potential to increase supply in the future. Natick is proposing a supplemental water connection at the Rte. 30, MWRA connection to the Hultman Aqueduct, should the Town's Elm Bank water supply become unavailable due to elevated amounts of per-and polyfluoroalkyl substances (PFAS). Elm Bank typically operates at a flow of 1,500 gallons per minute (gpm) and up to 2 mgd when in operation. Average daily demand for Natick is approximately 2-3 mgd. Natick has received Town Meeting approval to proceed in the admission process.

North Sherborn Water and Sewer District: The North Sherborn Water and Sewer District was created following the vote of a Special Town Meeting in Sherborn in October 2023 and approval of Special Legislation in December 2024 to support a proposed development in the town center. The Project involves developing Meadowbrook Commons (67 townhomes) and Coolidge Crossing (120 apartment units across three buildings) as well as connections to adjacent district parcels. Sherborn does not provide municipal water and sewer; therefore, the developer is proposing to obtain water from the MWRA via the City of Framingham's municipal system and to dispose of wastewater to MWRA via the Town of Natick's sewer system. The Project has received a Secretary's Certificate for the Environmental Notification Form (ENF) and is currently progressing the joint DEIR/NPC filing through the MEPA process along with preparation of a Draft ITA Application for spring 2025. The demand associated with the North Sherborn Water and Sewer District is estimated to be 80,000 gpd.

Walpole: The Town of Walpole informed MWRA that it is currently investigating alternative supplemental water supply sources and that the Town intends to pursue admission to the MWRA water system, pursuant to OP.10. The Town would wheel water through Norwood.

Wayland: The Town of Wayland is seeking admission to the MWRA water system, pursuant to OP.10, and is currently in the design process. Throughout 2024, staff worked closely with the community and its consultants to evaluate infrastructure connection options. The Town is pursuing admission for an emergency and partial supply with connections directly from the MetroWest Water Supply Tunnel. Wayland has received Town Meeting approval to proceed in the admission process and intends to begin the MEPA process in the spring of 2025. The Town Select Board voted to proceed with design of a new water treatment plant in addition to the connection (to become a partially supplied community). During maximum day demand summer months, Wayland would require up to 2.1 mgd (or up to 3.5 mgd if Happy Hollow Wellfield were out of service for any reason). For average day demand, Wayland would require 0.25 mgd to supplement Happy Hollow (or up to 1.65 mgd if Happy Hollow were out of service).

Wellesley: The Town of Wellesley is currently a partially supplied MWRA water community and has expressed interest in obtaining additional water from MWRA. Staff have met with Wellesley on numerous occasions and conceptual new infrastructure connection options have been identified. Staff will continue to coordinate closely with the Town.

Westborough: The Town of Westborough has expressed interest in potentially pursuing admission to the MWRA water system pursuant to OP.10 and is currently assessing connection options. Staff will continue to coordinate with the Town.

Weymouth: The Town of Weymouth is pursuing admission to the MWRA water system, pursuant to OP.10, to obtain supply for both the Town and the former South Weymouth Naval Air Station Redevelopment located in South Weymouth. Staff met with the Town and the developers on multiple occasions in 2024 to discuss the admission process and requirements. The Town and the Southfield Redevelopment Authority³ submitted a joint MEPA filing in June 2024. The Project EENF Certificate was issued in September 2024, with a determination that an EIR will be required to provide more detailed analyses with supporting data and to demonstrate compliance with ITA regulations. MWRA's South Shore Feasibility Studies identified two conceptual infrastructure connections that could supply Weymouth and the development.

Non-Communities:

Former South Weymouth Naval Air Station (SWNAS): This development is a 1,440-acre community located within Abington, Rockland, and Weymouth that has been in the process of redevelopment, to varying degrees, since the late 1990s. The site is partially developed, with a master planned community scheduled for full build-out that includes a combination of residential, retail, office, commercial, and open space. Developers have submitted multiple MEPA filings for the SWNAS over the years, most recently a December 2024 Final Supplemental Environmental Impact Report (FSEIR). A Certificate was issued on the FSEIR in December 2024, with a determination that the Project complies with MEPA. The FSEIR indicates the preferred permanent water supply for the development is through the Weymouth/SRA connection to MWRA. MWRA has been part of ongoing conversations regarding construction of the transmission main and will continue to coordinate with the Town and SRA on pipeline alternatives.

Regarding estimated wastewater volumes, it is anticipated that construction of the SWNAS could generate an average daily wastewater flow of up to approximately 0.93 mgd at full buildout. Weymouth is currently a MWRA sewer community, and its portion of the Base could produce a

³ Southfield Redevelopment Authority is the local governmental agency for the former South Weymouth Naval Air Station.

buildout wastewater design flow of approximately 0.62 mgd. The developer and the SRA have been working closely with the Town of Weymouth to analyze Weymouth's sewerage system's capacities to meet future demands. There is limited capacity in the MWRA sewer system in this area and MWRA staff will continue to coordinate closely with the Proponent and the Town of Weymouth regarding wastewater discharges to the MWRA system.

Sunrise Assisted Living: Sunrise Senior Living in Sharon, MA is seeking to discharge 10,000 gpd into the MWRA sewer system via the Town of Norwood, pursuant to OP. 11. Staff are working closely with Sunrise consultants as they evaluate infrastructure connection options. In March 2025, Sunrise Senior Living's Request for Determination of Insignificance under the ITA was approved by the Water Resources Commission stating that no environmental impacts are anticipated from water withdrawals or sewer line construction.

ATTACHMENT:

Attachment A: Policies for Admission to the MWRA

ATTACHMENT A

Policies for Admission to the MWRA

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

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

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: Delegated Authority Report – March 2025



COMMITTEE: Administration, Finance & Audit

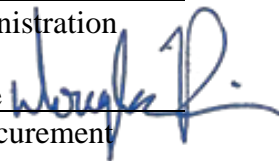
X INFORMATION
____ VOTE



Michele S. Gillen
Director, Administration

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

Douglas J. Rice
Director of Procurement



RECOMMENDATION:

For information only. Attached is a listing of actions taken by the Executive Director under delegated authority for the period March 1-31, 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 - March 1-31, 2025

No.	Date of Award	Title and Explanation	Contract	Amend/CO	Company	Value
C-1	03/07/25	Workers' Compensation Third Party Administrator Services Extend contract term by 12 months from April 1, 2025 to March 31, 2026 to ensure continuity of claims handling.	A633	1	USI Insurance Services, LLC d/b/a FutureComp	\$33,000.00
C-2	03/13/25	Metropolitan Operations Paving Final balancing change order to decrease the following bid items: Thermoplastic stripe, double thermoplastic stripe, painted traffic markings, resetting 12" to 30" castings, resetting 4" to 10" castings, infra-red treatment, crack sealing and filling, permit services, unscheduled on-call night work, unscheduled on-call emergency work, COVID-19 safety.	OP-421	2	Sunshine Paving Corporation	(\$257,333.70)
C-3	03/13/25	Miscellaneous Fencing Installations and Repairs Increase Materials Allowance to ensure materials are available for the remaining term of the contract.	6760AA	1	R.A.D. Corp.	\$100,000.00
C-4	03/13/24	Wachusett Dam Lower Gatehouse Pipe Replacement and Southborough Headquarters Electrical System Upgrades Resident Engineering/Inspection Services Extend contract term by 12 months from February 2, 2025 to February 2, 2026 to allow Resident Engineering/Inspection Services to continue past the anticipated construction contract substantial completion date and remaining punchlist work, allowing for continued onsite and final documentation of construction work.	7717	1	Hazen and Sawyer P.C.	\$105,993.00
C-5	03/13/25	Braintree-Weymouth Pump Station Improvements Furnish and install a pneumatic control system and components at each of the four exterior doors in lieu of the specified exit devices and electric door strikes; Perform drain piping modifications; Relocate the electrical and security equipment and fire protection piping to complete the construction of the new stairwell; Electrical conduit relocations in Upper Screening Room.	7366	11	Walsh Construction Co. II, LLC	\$155,048.03
C-6	03/13/25	John J. Carroll Water Treatment Plant Chemical Feed System Improvements Furnish and install a junction box with terminal strips above each new control panel and rework first soda ash control panel.	7598	3	Walsh Construction Co. II, LLC	\$170,699.25

C-7	03/26/25	Northern Extra High Pressure Zone Improvements Section 63 (Lexington) Final balancing change order to decrease the following bid items: Police detail allowance, fire department allowance and diesel fuel, gas allowance.	6522	7	Albanese D&S, Inc.	(\$771,320.00)
C-8	03/26/25	Quinapoxet Dam Removal Segregate, stockpile and place native weathered/rounded boulders in lieu of importing new material.	7348	4	Lucianos Excavation, Inc.	\$200,000.00
C-9	03/26/25	Section 101 Waltham Pipeline Extension Increase police detail allowance.	7457	11	Baltazar Contractors, Inc.	\$450,000.00
C-10	03/31/25	Intermediate High Pipeline Improvements CP2 Rehabilitation of Sections 24 and 25 Water Mains Isolation valves for Meter 110 in Belmont, Piping reconfiguration at Meter 2.	6956	9	Albanese D&S, Inc.	\$616,825.72

Purchasing Delegated Authority Items - March 1-31, 2025

No.	Date of Award	Title and Explanation	Company	Value
P-1	3/3/25	<p>Three-Year and One-Year Sole Source Purchase Order Contracts for Hardware and Software Maintenance and Support</p> <p>Technical support, software updates and patches, and hardware replacements for the security gateway systems used by Deer Island and SCADA. This award consists of two separate contracts: one, three-year contract for the Deer Island security gateway system in the amount of \$71,307; and one, one-year contract for the SCADA security gateway system in the amount of \$34,368. Waterfall Security Solutions, Ltd. is the manufacturer of the hardware and software utilized for this security gateway system and is the only vendor authorized to provide the hardware and software support services required under this maintenance agreement. For this reason, Waterfall Security Solutions, Ltd. has been approved as the sole source provider of these services.</p>	Waterfall Security Solutions, Ltd.	\$105,675.00
P-2	3/3/25	<p>One-Year Extension Option to the Purchase Order Contract for the Supply and Delivery of Hydrogen Sulfide Control Chemicals</p> <p>MWRA uses various chemicals to control hydrogen sulfide in the Framingham Extension Sewer and Framingham Extension Relief Sewer. The initial contract was for one year, with two additional one-year options to extend at the MWRA's discretion. The first extension option was executed on 3/20/2024. This procurement will execute the second extension option, in an amount not to exceed \$272,300.</p>	Evoqua Water Technologies, LLC	\$272,300.00
P-3	3/5/25	<p>One-Year Purchase Order Contract for the Removal of Excavated Materials</p> <p>This contract includes the proper testing of excavated material from MWRA job sites to determine its classification. Once the material is classified, it is either disposed of, reused or recycled at appropriate disposal sites approved by MWRA.</p>	W.L. French Excavating Corporation	\$145,942.70
P-4	3/6/25	<p>Two-Year Purchase Order Contract for Cryptosporidium and Giardia Testing</p> <p>MWRA has been monitoring for <i>Cryptosporidium</i> and <i>Giardia</i> in source waters since 1994, in response to the Milwaukee 1993 <i>Cryptosporidium</i> outbreak. Staff have determined that it is more cost-effective to utilize outside laboratory services for this work.</p>	Analytical Services, Inc.	\$100,974.00
P-5	3/14/25	<p>Purchase Order for Infor Consultant</p> <p>Hiring of a consultant to implement union contract changes to vacation and sick time accrual in the leave banks within the Lawson ERP application.</p>	Mindlance, Inc.	\$92,736.00

No.	Date of Award	Title and Explanation	Company	Value
P-6	3/14/25	<p>Purchase Order Contract for the Provision of the MWRA Consumer Confidence Report—<i>State Contract OFF48</i></p> <p>The Safe Drinking Water Act Amendments of 1996 contain a requirement for owners of community water systems to provide annual reporting on the state of drinking water quality to its customers. As it has since 1998, MWRA will produce and provide brochures to every household in 45 of its water service area communities.</p>	DS Graphics, Inc.	\$366,266.16
P-7	3/27/25	<p>Purchase Order Contract for the Survey and Removal of Swollen Bladderwort at Quabbin Reservoir and Pottapaug Pond</p> <p>Removal of swollen bladderwort from the Quabbin Reservoir areas adjacent to the regulating dams, Pottapaug Pond, and O’Loughlin Pond. The contractor will also assist in deploying a large fragment barrier in a Pottapaug Pond cove location to prevent any spread of the plant downstream.</p>	TRC Environmental Corporation	\$163,200.00

STAFF SUMMARY


TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: FY25 Financial Update and Summary through March 2025



COMMITTEE: Administration, Finance & Audit

X INFORMATION
 VOTE

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


Thomas J. Durkin
Director, Finance

RECOMMENDATION:

For information only. This staff summary provides the financial results and variance highlights for Fiscal Year 2025 through March 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 \$18.3 million, due to lower direct expenses of 5.8% or \$13.5 million, indirect expenses of 3.9% or \$2.3 million, and higher revenue of 0.4% or \$2.4 million. The year-end favorable variance is projected to be 5.5% 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 March 2025 by major budget category were:

- Lower Direct Expenses of \$13.5 million or 5.8% under budget. Spending was lower for Wages & Salaries, Professional Services, Other Services, Fringe Benefits, Overtime, Chemicals, Other Materials, and Training & Meetings. Spending was higher than budget for Maintenance, Workers' Compensation, and Utilities.
- Lower Indirect Expenses of \$2.3 million or 3.9% under budget due primarily to lower Watershed reimbursements.

- Debt Service expenses were equal to budget after the transfer of \$3.0 million to the defeasance account.
- Revenue was \$2.4 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 \$0.7 million.

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

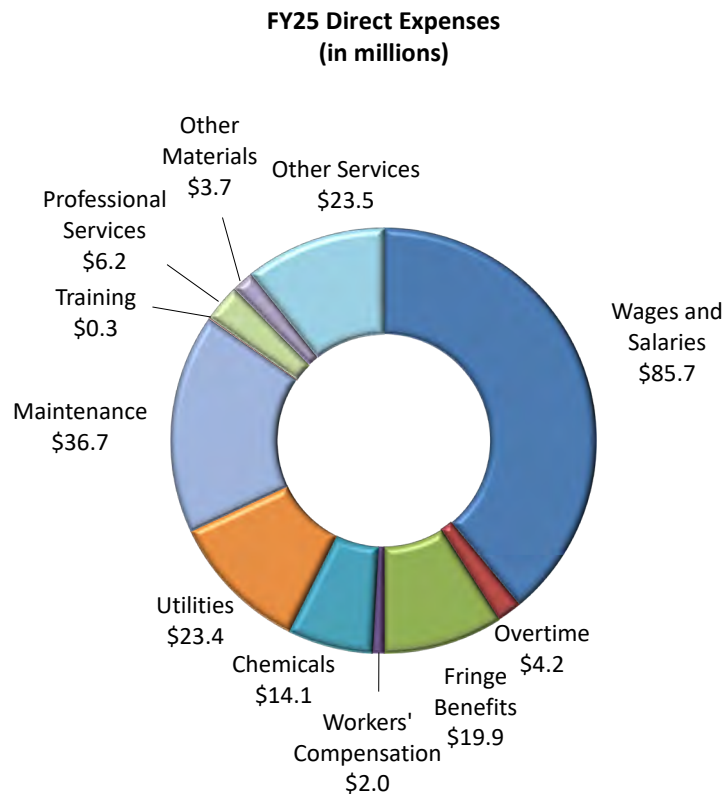
	FY25 Budget	FY25 Actual	\$ Variance	% Variance
Direct Expenses	\$233.3	\$219.7	-\$13.5	-5.8%
Indirect Expenses	\$59.5	\$57.2	-\$2.3	-3.9%
Capital Financing	\$345.9	\$345.9	\$0.0	0.0%
Total	\$638.7	\$622.8	-\$15.9	-2.5%

Totals may not add due to rounding

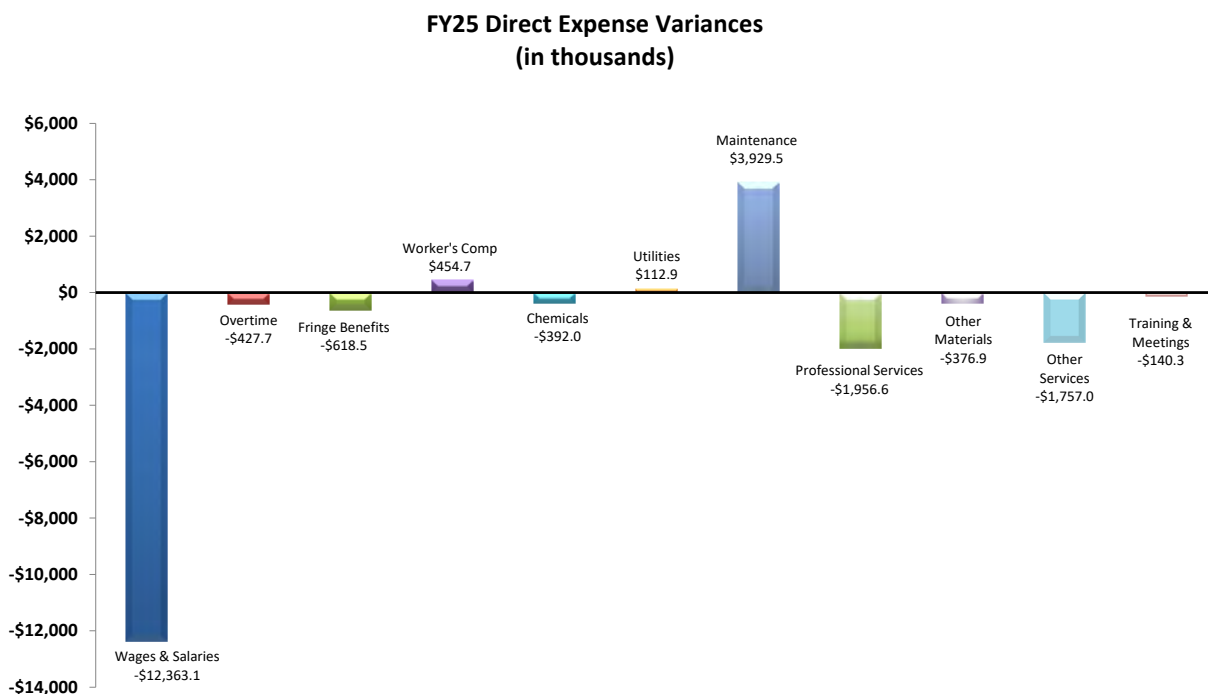
Please refer to Attachment 1 for a more detailed comparison by line item of the budget variances for FY25.

Direct Expenses

FY25 direct expenses through March totaled \$219.7 million, which was \$13.5 million or 5.8% less than budgeted.

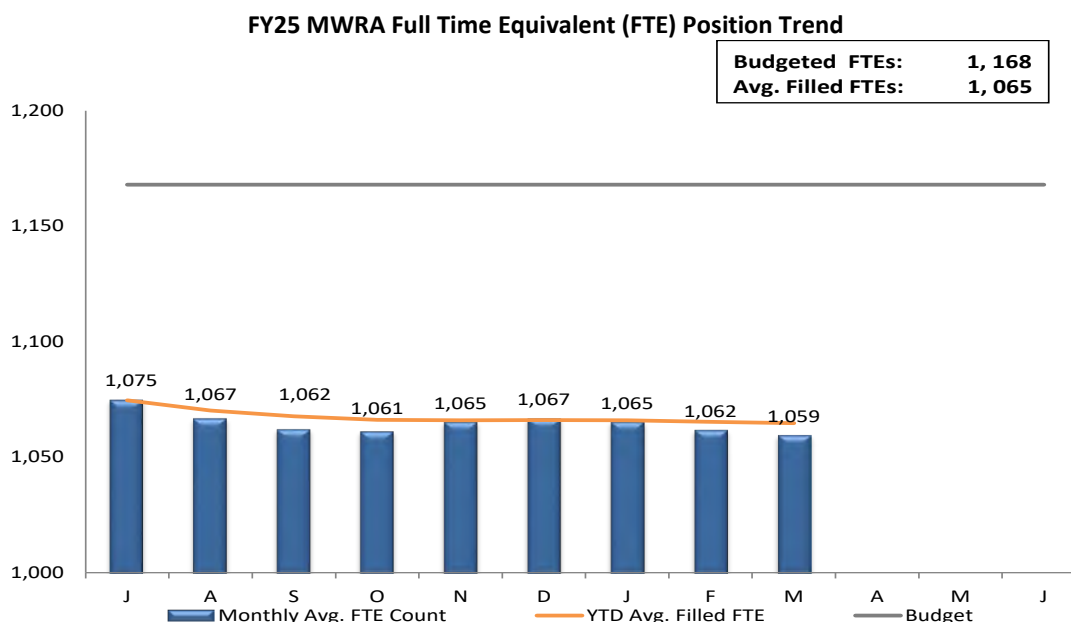


Spending was lower for Wages & Salaries, Professional Services, Other Services, Fringe Benefits, Overtime, Chemicals, Other Materials, and Training & Meetings. Spending was higher than budget for Maintenance, Workers' Compensation, and Utilities.



Wages and Salaries

Wages and Salaries was under budget by \$12.4 million or 12.6%. Through March, 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 \$3.9 million or 12.0%. Maintenance Services were greater than budget by \$3.4 million driven by higher Plant & Machinery Services of \$3.4 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 delayed 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 \$427,000 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 \$345,000 due to less than anticipated services through March 2025 including the Shaft 8 Retaining Wall repair. Maintenance Materials were greater than budget by \$555,000 driven by higher Plant & Machinery Materials of \$668,000 for additional purchases including valve plugs, pump assemblies, butterfly valves and ROC fan at DITP, Electrical Materials of \$615,000 due to greater than anticipated purchases through March including DITP LED lighting projects, and Warehouse Inventory of \$596,000 due to the need for spare parts and purchase of materials early due to long lead times. These were partially offset by lower HVAC Materials of \$682,000 due to less than anticipated purchases through March including a scope change for the Chelsea HVAC project and lower Special Equipment Materials of \$442,000 due to the timing of purchasing hatch covers at Loring Road Covered Storage.

Professional Services

Professional Services were lower than budget by \$2.0 million or 24.0% driven by lower Other Services of \$785,000 due to later than anticipated services which includes the Disparity Study, Engineering of \$349,000, Computer Systems Consultant of \$302,000, and Lab & Testing Analysis of \$259,000, all due to less than anticipated spending through March.

Other Services

Other Services were lower than budget by \$1.8 million or 7.0% driven by lower Sludge Pelletization of \$1.1 million and Grit & Screenings Removal of \$388,000, both primarily due to lower quantities, and lower than anticipated Telecommunications costs of \$96,000 through March.

Fringe Benefits

Fringe Benefits spending was lower than budget by \$618,000 or 3.0%. This is primarily driven by lower Health Insurance costs of \$536,000, due to fewer than budgeted participants in health insurance plans, increased contribution by external new hires vs. lower contribution rates of staff retiring, and the shift from family to individual plans which are less expensive.

Worker's Compensation

Worker's Compensation expenses were greater than budget by \$455,000 or 29.2%. The variance is due to higher than budgeted expenses for Medical Payments of \$237,000, Compensation

Payments of \$171,000, and Administrative Expenses of \$47,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.

Overtime

Overtime expenses were lower than budget by \$428,000 or 9.2%. Lower than budgeted spending for the Field Operations Department (FOD) of \$165,000 due to less emergency overtime as a result of less rain events and planned overtime due to vacancies, and Deer Island of \$41,000 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 \$47,000 is due to less than anticipated needs through March. Year-to-date rainfall was a major contributor for the less than anticipated overtime.

Chemicals

Chemicals were lower than budget by \$392,000 or 2.7%. Lower Sodium Hypochlorite of \$386,000 was driven by DITP of \$296,000 due to below average plant flows and Field Operations of \$86,000 due to lower than anticipated wet weather events. Lower Liquid Oxygen of \$243,000 was due to lower dosing at JCWTP. Lower Sodium Bisulfite of \$222,000 was primarily driven by lower volume at DITP of \$115,000 due to lower quantities to dechlorinate the effluent, and Wastewater Operations of \$93,000 due to lower dose and volume as a result of less than anticipated CSO activations. Lower Activated Carbon of \$145,000 was due to fewer carbon change outs this fiscal year. This is partially offset by higher Hydrogen Peroxide of \$710,000 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 \$196,000 to keep the orthophosphate levels within the target levels. DITP flows are 16.6% less than the budget and the JCWTP flows are 0.7% greater than the budget through March. It is important to note that Chemical variances are also based on deliveries which in general reflect the usage patterns. However, the timing of deliveries is an important factor.

Other Materials

Other Materials spending was lower than budget by \$377,000 or 9.3% driven by Other Materials of \$388,000 due to a later than anticipated Phase 3 Boston/Chelsea office fit-out, less than anticipated purchase of gravel at the Clinton Wastewater Treatment Plant, and lower Vehicle Expense of \$211,000 due to less than anticipated spending through March including lower fuel prices. These were partially offset by higher Lab & Testing Supplies of \$246,000 and Health/Safety Materials of \$120,000 due to greater than anticipated purchases through March.

Training & Meetings

Training & Meetings were lower than budget by \$140,000 or 31.7% primarily due to less than anticipated spending on meetings and conferences through March.

Utilities

Utilities were higher than budget by \$113,000 or 0.5%. Higher than budgeted spending for Water of \$238,000 primarily due to greater than projected water usage at DITP through March as a result of the DITP Primary and Secondary Clarifier Rehabilitation project, and Natural Gas of \$180,000

primarily due to pricing. This was partially offset by lower than budgeted spending for Diesel Fuel by \$183,000 driven by Field Operations of \$276,000 due to lower price and less than anticipated deliveries, and Electricity of \$136,000 primarily in Field Operations of \$163,000 due to lower demand as a result of fewer wet weather events, resulting in less pumping and at DITP of \$45,000 which was driven primarily by lower Eversource pricing partially offset by higher pricing for Direct Energy.

Indirect Expenses

Indirect Expenses totaled \$57.2 million, which is \$2.3 million or 3.9% lower than budget. The variance is driven by lower Watershed Reimbursements.

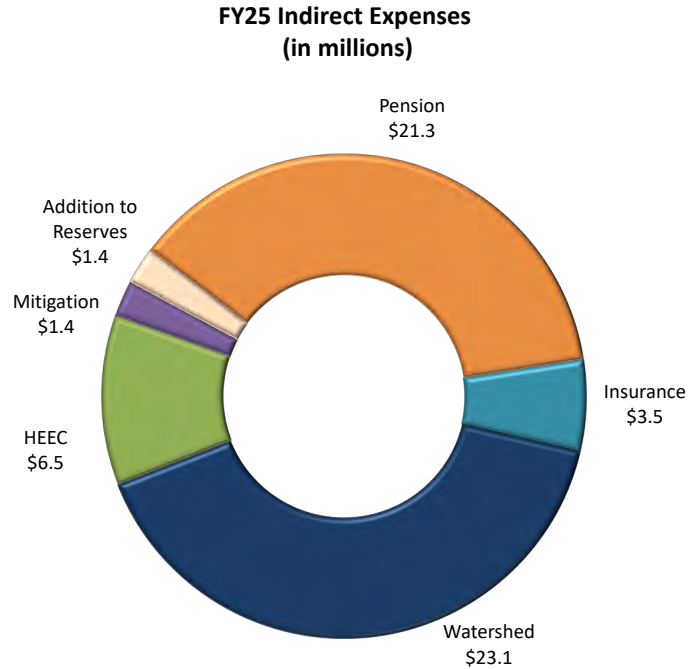
Based on FY25 operating activity only, the Watershed Division is \$2.0 million or 11.8% under budget. Lower spending on Wages & Salaries, Maintenance, Fringe Benefits and Equipment are driving the variance. When factoring in the FY24 balance forward of \$156,000 which was paid during Q1 of FY25, Watershed Reimbursement is \$2.1 million or 12.7% below budget through March 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

\$ in millions	YTD Budget	YTD Actual	YTD \$ Variance	YTD % Variance
Operating Expenses	17.7	15.8	-1.9	-10.5%
Operating Revenues - Offset	0.9	1.0	0.1	12.1%
FY25 Operating Totals	16.8	14.8	-2.0	-11.8%
DCR Balance Forward (FY24 year-end accrual true-up)	0.0	-0.2	-0.2	
FY25 Adjusted Operating Totals	16.8	14.6	-2.1	-12.7%
PILOT	8.9	8.5	-0.4	-4.6%
Total Watershed Reimbursement	25.7	23.1	-2.5	-9.9%

Totals may not add due to rounding

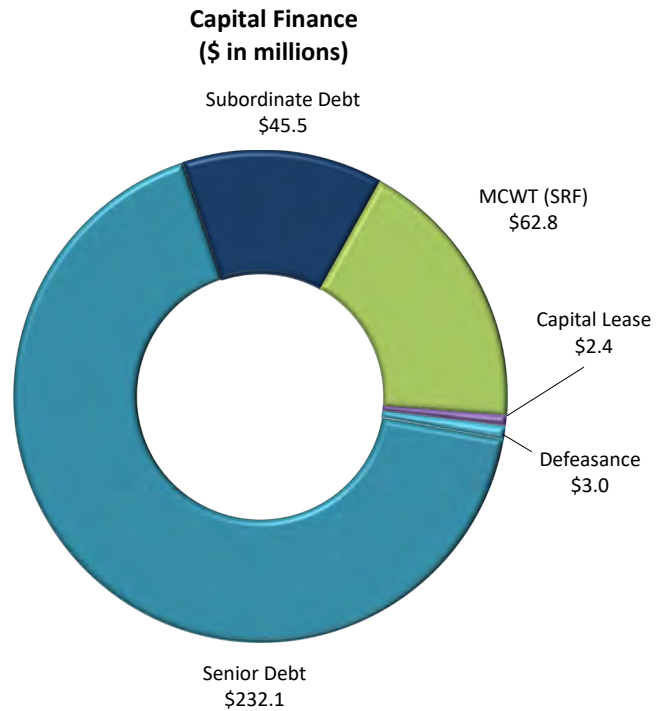
MWRA reimburses the Commonwealth of Massachusetts Department of Conservation (DCR) and Recreation - Division of Water Supply Protection – Office of Watershed Management for expenses. The reimbursements are presented for payment monthly in arrears. Accruals are being made monthly based on estimated expenses provided by DCR and true-up monthly based on the monthly invoice. MWRA's budget is based on the annual Fiscal Year Work Plan approved by the Massachusetts Water Supply Protection Trust. The FTE count at the end of March was 146.0 (147.0 on a year-to-date basis) vs. a budget of 151.



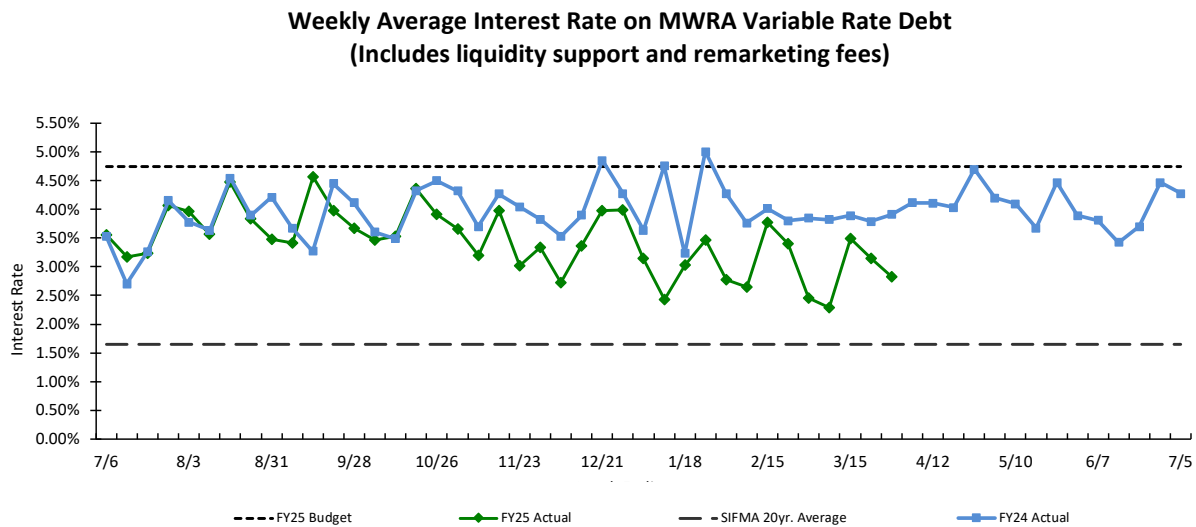
Capital Financing

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 March totaled \$345.9 million, which is at budget after the transfer of \$3.0 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.



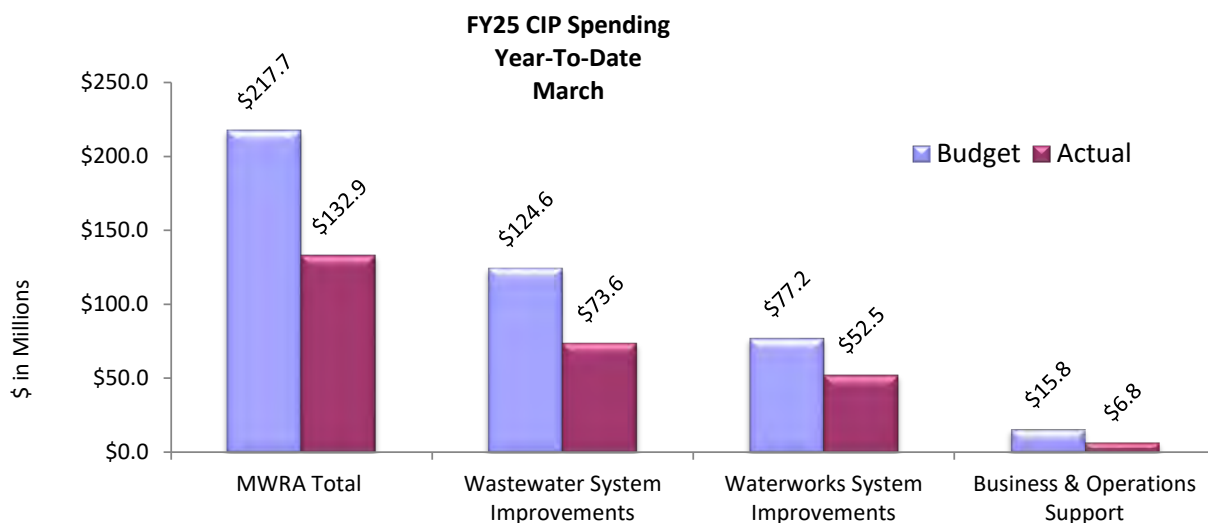
Revenue & Income

Revenues of \$677.0 million were \$2.4 million or 0.4% over the estimate driven by Investment Income which was \$1.5 million or 7.7% over the estimate due to higher than assumed interest rates. Also, Other Revenue of \$717,000 and Other User Charges of \$146,000 contributed to this variance.

FY25 Capital Improvement Program

Capital expenditures in Fiscal Year 2025 through March totaled \$132.9 million, \$84.7 million or 38.9% 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 \$128.3 million, \$39.7 million or 23.6% under planned spending.



Overall, CIP spending reflects the less than planned spending in Wastewater Improvements (\$51.0 million), Waterworks (\$24.7 million) and Business and Operations Support (\$9.0 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, contract awarded later than originally planned for the Clinton Wastewater Treatment Plant Digester Cover Replacement, 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 and Somerville Marginal New Pipe Connection, updated schedule for Clinton Wastewater Treatment Plant Screw Pump Replacement, and work behind schedule due to delay in contractor submittal of dive and safety plan for West Roxbury Tunnel Inspection. This was partially offset by greater than anticipated contractor progress for the Deer Island Treatment Plant (DITP) Clarifier Rehab Phase 2 contract, and work planned in FY24 that was completed in FY25 for the Braintree-Weymouth Pump Station Improvements contract.

Major variances in Waterworks include less than anticipated requests for community loans for the Water Loan Program, 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 Services. There was also 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 and the Section 75A and 47 Extension contract. In addition, there were schedule changes for the Steel Tank Improvements, less than planned contractor progress for Section 89/29 Construction and less than planned consultant work on the WASM 3 MEPA/Design/CA/RI contract. This was partially offset by greater than planned contractor progress for the Waltham Water Pipeline, and CP-2 Shaft 5 contracts.

\$ in Millions	Budget	Actuals	\$ Var.	% Var.
Wastewater System Improvements				
Interception & Pumping	16.2	9.2	(7.0)	-43.2%
Treatment	55.8	53.0	(2.9)	-5.1%
Residuals	0.2	0.2	(0.0)	0.0%
CSO	4.3	3.1	(1.2)	-27.1%
Other	48.1	8.1	(39.9)	-83.1%
Total Wastewater System Improvements	\$124.6	\$73.6	(\$51.0)	-40.9%
Waterworks System Improvements				
Drinking Water Quality Improvements	3.4	1.6	(1.7)	-52.0%
Transmission	42.8	34.9	(7.9)	-18.4%
Distribution & Pumping	21.4	18.1	(3.3)	-15.5%
Other	9.7	(2.1)	(11.8)	-121.7%
Total Waterworks System Improvements	\$77.2	\$52.5	(\$24.7)	-32.0%
Business & Operations Support	\$15.8	\$6.8	(\$9.0)	-56.9%
Total MWRA	\$217.7	\$132.9	(\$84.7)	-38.9%

FY25 Spending by Program:

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

Other Wastewater: Less than planned spending of \$39.9 million

- \$39.9 million for Community I/I due to less than anticipated requests for community grants and loans.

Other Waterworks: Less than planned spending of \$11.8 million

- \$5.1 million for Local Financial Assistance due to less than anticipated requests for community loans.
- \$4.7 million for Steel Tank Improvements - Design/CA, Construction and REI Phase 1 and \$1.8 million for Phase 2 Construction and REI due to construction schedule changes.
- \$1.2 million for Beacon St. Line Design/ESDC due to schedule change.
- This underspending was partially offset by greater than planned progress of \$1.0 million for the Carroll Water Treatment SCADA Upgrade construction contract.

Business & Operations Support: Less than planned spending of \$9.0 million

- \$2.4 million for Cabling due to delays in development of the scope of work caused by challenges in locating available conduit paths on Deer Island.
- \$1.8 million for As-Needed Design Contracts due to lower than projected task order work.
- \$0.9 million for Security Equipment & Installation due to project delays including upgrades to communication circuits and Incident Management System.

- \$0.7 million for Disaster Recovery, Data Center Firewalls of \$0.6 million, LIMS Upgrade v2 of 0.4 million, and Oracle Database Appliance v.2 due to schedule changes.
- \$0.6 million for FY24-28 Vehicle Purchases due to long lead time on receiving vehicles.
- \$0.3 million for MAXIMO Interface Enhancements due to less than anticipated completion of final work.

Waterworks Transmission: Less than planned spending of \$7.9 million

- \$3.7 million for Metro Water Tunnel Program Administration, Legal & Public Outreach due to less than anticipated costs.
- \$3.1 million for Final Tunnel Design/ESDC due to contract awarded later than anticipated.
- \$1.9 million for Metro Water Tunnel Program Support and Geotechnical Services due to less than anticipated services.
- \$1.4 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.
- \$1.5 million for WASM 3 MEPA/Design/CA/RI due to less than anticipated consultant work.
- \$1.0 million for Maintenance Garage/Wash Bay/Storage Building due to schedule change.
- \$0.5 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 \$4.0 million for the Waltham Water Pipeline and \$1.4 million for CP-2 Shaft 5.

Interception & Pumping: Less than planned spending of \$7.0 million

- \$2.7 million for Siphon Structure Rehabilitation Construction due schedule change.
- \$1.7 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.
- \$0.7 million for Ward St. & Columbus Park Headworks Design/CA due to schedule change.
- \$0.3 million for Cambridge Branch Sections 23,24,25,26 Design/CS and Bell Isle Rehab Design/ESDC of \$0.3 million due to contracts being repackaged and rescheduled.
- This underspending was partially offset by greater than planned progress of \$1.0 million for the Carroll Water Treatment SCADA Upgrade construction contract.

Water Distribution and Pumping: Less than planned spending of \$3.3 million

- \$3.0 million for Section 75 and 47 Extension CP-1 Construction due to later than anticipated contract award.
- \$2.2 million for Section 89/29 Replacement Construction due to less than planned contractor progress.
- \$0.5 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 \$0.4 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 \$2.9 million

- \$2.9 million for Clinton Wastewater Treatment Plant Digester Cover Replacement due to contract awarded later than originally planned.
- \$2.7 million for the DI Roofing Replacement project due to delay in receiving materials in a timely manner.
- \$1.8 million for DITP As-Needed Design due to lower than projected task order work.
- \$1.3 million for Screw Pump Replacement Phase 2 and \$0.6 million for Gas Protection System Replacement Phase 2 due to schedule changes.
- \$0.6 million for South System Pump Station VFD Replacement design/ESDC/REI due to work deferred for Clarifier Rehabilitation priority.
- This under planned spending was partially offset by greater than planned spending of \$7.6 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 \$1.8 million

- \$1.5 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 \$1.2 million

- \$1.3 million for Somerville Marginal New Pipe Connection due to Notice-to-Proceed issued later than anticipated.

Construction Fund Balance

The construction fund balance was \$101.8 million as of the end of March. Commercial Paper/Revolving Loan available capacity was \$158 million.

ATTACHMENTS:

Attachment 1 – Variance Summary March 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

	Mar 2025 Year-to-Date				
	Period 9 YTD Budget	Period 9 YTD Actual	Period 9 YTD Variance	%	FY25 Approved
<u>EXPENSES</u>					
WAGES AND SALARIES	\$ 98,073,319	\$ 85,710,211	\$ (12,363,108)	-12.6%	\$ 133,658,955
OVERTIME	4,646,356	4,218,619	(427,737)	-9.2%	6,133,078
FRINGE BENEFITS	20,529,121	19,910,648	(618,473)	-3.0%	27,834,124
WORKERS' COMPENSATION	1,555,076	2,009,768	454,692	29.2%	2,073,434
CHEMICALS	14,541,101	14,149,063	(392,038)	-2.7%	19,706,033
ENERGY AND UTILITIES	23,324,398	23,437,255	112,857	0.5%	32,048,176
MAINTENANCE	32,729,475	36,658,936	3,929,461	12.0%	46,653,201
TRAINING AND MEETINGS	443,255	302,927	(140,328)	-31.7%	568,346
PROFESSIONAL SERVICES	8,163,028	6,206,456	(1,956,572)	-24.0%	11,121,730
OTHER MATERIALS	4,066,385	3,689,469	(376,916)	-9.3%	7,270,879
OTHER SERVICES	25,210,415	23,453,445	(1,756,970)	-7.0%	33,945,804
TOTAL DIRECT EXPENSES	\$ 233,281,929	\$ 219,746,797	\$ (13,535,135)	-5.8%	\$ 321,013,760
INSURANCE	\$ 3,353,284	\$ 3,503,900	\$ 150,616	4.5%	\$ 4,471,045
WATERSHED/PILOT	25,671,336	23,130,867	(2,540,469)	-9.9%	32,507,642
HEEC PAYMENT	6,455,414	6,510,376	54,962	0.9%	8,185,722
MITIGATION	1,367,673	1,367,673	-	0.0%	1,823,564
ADDITIONS TO RESERVES	1,429,709	1,429,709	-	0.0%	1,906,278
RETIREMENT FUND	21,264,519	21,264,519	-	0.0%	21,264,519
POST EMPLOYEE BENEFITS	-	-	-	---	5,280,806
TOTAL INDIRECT EXPENSES	\$ 59,541,935	\$ 57,207,043	\$ (2,334,891)	-3.9%	\$ 75,439,576
STATE REVOLVING FUND	\$ 62,762,151	\$ 62,762,151	\$ -	0.0%	\$ 85,449,151
SENIOR DEBT	232,138,812	232,138,812	-	0.0%	315,206,721
DEBT SERVICE ASSISTANCE	-	-	-	---	-
CURRENT REVENUE/CAPITAL	-	-	-	---	20,200,000
SUBORDINATE MWRA DEBT	48,559,629	48,559,629	-	0.0%	64,768,074
LOCAL WATER PIPELINE CP	-	-	-	---	9,827,661
CAPITAL LEASE	2,412,795	2,412,795	-	0.0%	3,217,060
VARIABLE DEBT	-	(3,020,198)	(3,020,198)	---	-
DEFEASANCE ACCOUNT	-	3,020,198	3,020,198	---	-
DEBT PREPAYMENT	-	-	-	---	5,500,000
TOTAL CAPITAL FINANCE EXPENSE	\$ 345,873,387	\$ 345,873,387	\$ -	0.0%	\$ 504,168,667
TOTAL EXPENSES	\$ 638,697,251	\$ 622,827,227	\$ (15,870,026)	-2.5%	\$ 900,622,003
<u>REVENUE & INCOME</u>					
RATE REVENUE	\$ 641,616,000	\$ 641,616,000	\$ -	0.0%	\$ 855,488,000
OTHER USER CHARGES	7,977,758	8,124,078	146,320	1.8%	10,668,572
OTHER REVENUE	5,226,188	5,943,445	717,257	13.7%	6,066,670
RATE STABILIZATION	-	-	-	---	-
INVESTMENT INCOME	19,838,891	21,361,279	1,522,388	7.7%	28,398,761
TOTAL REVENUE & INCOME	\$ 674,658,837	\$ 677,044,802	\$ 2,385,965	0.4%	\$ 900,622,003

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY25 Budget YTD March	FY25 Actuals March	FY25 Actual vs. FY25 Budget		Explanations
			\$	%	
<u>Direct Expenses</u>					
Wages & Salaries	98,073,319	85,710,211	(12,363,108)	-12.6%	Wages and Salaries were lower than budget by \$12.4 million or 12.6%. 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	4,646,356	4,218,619	(427,737)	-9.2%	Overtime expenses were lower than budget by \$428,000 or 9.2%. Lower than budgeted spending for the Field Operations Department (FOD) of \$165,000 due to less emergency overtime due to less rain events and planned overtime due to vacancies, and Deer Island of \$41,000 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 \$47,000 is due to less than anticipated needs through March. Year-to-date rainfall was a major contributor for the less than anticipated overtime.
Fringe Benefits	20,529,121	19,910,648	(618,473)	-3.0%	Fringe Benefits spending was lower than budget by \$618,000 or 3.0%. This is primarily driven by lower Health Insurance costs of \$536,000, due to fewer than budgeted participants in health insurance plans, increased contribution by external new hires vs. lower contribution rates of staff retiring, and the shift from family to individual plans which are less expensive.
Worker's Compensation	1,555,076	2,009,768	454,692	29.2%	Worker's Compensation expenses were greater than budget by \$454,000 or 29.2%. The variance is due to higher than budgeted expenses for Medical Payments of \$237,000, Compensation Payments of \$171,000, and Administrative Expenses of \$47,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.
Chemicals	14,541,101	14,149,063	(392,038)	-2.7%	Chemicals were lower than budget by \$392,000 or 2.7%. Lower Sodium Hypochlorite of \$386,000 was driven by DITP of \$296,000 due to below average plant flows and Field Operations of \$86,000 due to lower than anticipated wet weather events. Lower Liquid Oxygen of \$243,000 due to lower dosing at Carroll Water Treatment Plant. Lower Sodium Bisulfite of \$222,000 was primarily driven by lower volume at DITP of \$115,000 due to lower quantities to dechlorinate the effluent, and Wastewater Operations of \$93,000 due to lower dose and volume as a result of less than anticipated CSO activations. Lower Activated Carbon of \$145,000 due to fewer carbon change outs this fiscal year. This is partially offset by higher Hydrogen Peroxide of \$710,000 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 \$196,000 to keep the orthophosphate levels within the target levels. DITP flows are 16.6% less than the budget and the CWTP flows are 0.7% greater than the budget through March. It is important to note that Chemical variances are also based on deliveries which in general reflect the usage patterns. However, the timing of deliveries is an important factor.

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			\$	%	
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Maintenance	32,729,475	36,658,936	3,929,461	12.0%	Maintenance was greater than budget by \$3.9 million or 12.0%. <i>Maintenance Services</i> were greater than budget by \$3.4 million driven by higher Plant & Machinery Services of \$3.4 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 Computer Software/Licenses of \$427,000 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 \$345,000 due to less than anticipated services through March 2025 including the Shaft 8 Retaining Wall repair. <i>Maintenance Materials</i> were greater than budget by \$555,000 driven by higher Plant & Machinery Materials of \$668,000 for additional purchases including valve plugs, pump assemblies, butterfly valves and ROC fan at DITP, Electrical Materials of \$615,000 due to greater than anticipated purchases through March including DITP LED lighting projects, and Warehouse Inventory of \$596,000 due to the need for spare parts and purchase of materials early due to long lead times. These were partially offset by lower HVAC Materials of \$682,000 due to less than anticipated purchases through March including a scope change for the Chelsea HVAC project and Special Equipment Materials of \$442,000 due to the timing of purchasing hatch covers at Loring Road Covered Storage.
Training & Meetings	443,255	302,927	(140,328)	-31.7%	Training & Meetings were lower than budget by \$140,000 or 31.7% primarily due to less than anticipated spending on meetings and conferences through March driven by MIS (\$127,000), Procurement (\$12,000), Engineering & Construction of (\$12,000), Operational Health & Safety (\$11,000) and Deer Island Treatment Plant (\$10,000), partially offset by higher spending in Operations Administration of \$33,000 and FOD Admin of \$30,000.
Professional Services	8,163,028	6,206,456	(1,956,572)	-24.0%	Professional Services were lower than budget by \$2.0 million or 24.0% driven by lower Other Services of \$785,000 due to later than anticipated services which includes the Disparity Study, Engineering of \$349,000, Computer Systems Consultant of \$302,000, and Lab & Testing Analysis of \$259,000, all due to less than anticipated spending through March.

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			\$	%	
Other Materials	4,066,385	3,689,469	(376,916)	-9.3%	Other Materials spending was lower than budget by \$377,000 or 9.3% driven by Other Materials of \$388,000 due to later than anticipated Phase 3 Boston/Chelsea office fit-out, less than anticipated purchase of gravel at the Clinton Wastewater Treatment Plant, and Vehicle Expense of \$211,000 due to less than anticipated spending through March including lower fuel prices. These were partially offset by Lab & Testing Supplies of \$246,000 and Health/Safety Materials of \$120,000 due to greater than anticipated purchases through March.
Other Services	25,210,415	23,453,445	(1,756,970)	-7.0%	Other Services were lower than budget by \$1.8 million or 7.0% driven by Sludge Pelletization of \$1.1 million and Grit & Screenings Removal of \$388,000, both primarily due to lower quantities, and lower than anticipated Telecommunications of \$96,000 through March.
Total Direct Expenses	233,281,929	219,746,797	(13,535,132)	-5.8%	
Indirect Expenses					
Insurance	3,353,284	3,503,900	150,616	4.5%	Higher premiums of \$99,000 and payments/claims of \$51,000 than budgeted.
Watershed/PILOT	25,671,336	23,130,867	(2,540,469)	-9.9%	Lower Watershed Reimbursement of \$2.5 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	6,455,414	6,510,376	54,962	0.9%	
Mitigation	1,367,673	1,367,672	(1)	0.0%	
Addition to Reserves	1,429,709	1,429,709	-	0.0%	
Pension Expense	21,264,519	21,264,519	-	0.0%	
Post Employee Benefits	-	-	-		
Total Indirect Expenses	59,541,935	57,207,043	(2,334,892)	-3.9%	

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY25 Budget YTD March	FY25 Actuals March	FY25 Actual vs. FY25 Budget		Explanations
			\$	%	
Debt Service					
Debt Service	345,873,387	345,873,387	-	0.0%	Capital Financing was on budget after the transfer of \$3.0 million to the Defeasance account. The transfer reflects lower variable rate debt expense due to lower than budget variable interest expense of \$3.0 million as a result of lower than anticipated interest rates.
Debt Service Assistance	-	-	-		
Total Debt Service Expenses	345,873,387	345,873,387	-	0.0%	
Total Expenses	638,697,251	622,827,227	(15,870,023)	-2.5%	
Revenue & Income					
Rate Revenue	641,616,000	641,616,000	-	0.0%	
Other User Charges	7,977,758	8,124,078	146,320	1.8%	Higher than estimated DI water of \$134,000.
Other Revenue	5,226,188	5,943,445	717,257	13.7%	Other Revenue was \$717,000 or 13.7% greater than budget due to Energy Revenue of \$263,000, Miscellaneous Revenue of \$247,000, Permit Fees of \$125,000, Emergency Water Supply of \$101,000 for the Town of Wayland, Energy Rebates of \$85,000, partially offset by Profit & Loss on Disposal of Equipment of \$138,000.
Rate Stabilization	-	-	-		
Investment Income	19,838,891	21,361,279	1,522,388	7.7%	Investment Income is over budget due to higher than assumed interest rates.
Total Revenue	674,658,837	677,044,802	2,385,965	0.4%	
Net Revenue in Excess of Expenses	35,961,586	54,217,575	18,255,988		

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

	FY25 Budget March	FY25 Actuals March	Actuals vs. Budget		Explanations
			\$	%	
Wastewater					
Interception & Pumping (I&P)	\$16,250	\$9,224	(\$7,026)	-43.2%	<u>Less than planned spending</u> Siphon Structure Rehabilitation Construction: \$2.7M (schedule change) Hayes Pump Station Rehab - Construction: \$1.7M (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: \$730k (schedule change) Caruso, DeLauri & Framingham Fuel Tank Replacements: \$661k (schedule change) CB1 Sects 23,24,25,26 Design/CS: \$319k and Belle Isle Rehab Design/ESDC \$313k (contracts being repackaged and rescheduled) <u>Greater than planned spending</u> Braintree-Weymouth Improvements Design CS/Construction: \$1.0M work planned in FY24 that was completed in FY25
Treatment	\$55,816	\$52,958	(\$2,859)	-5.1%	<u>Less than planned spending</u> DITP Roofing Replacement: \$2.7M (Contractor is behind original schedule due to delays with receiving materials on a timely basis) Clinton Wastewater Treatment Plant Digester Cover Replacement: \$2.9M: (contract awarded later than originally planned) DITP As-Needed Design: \$1.8M (lower than projected task order work) Screw Pump Replacement Phase 2 Construction: \$1.3M, and Gas Protection System Replacement Phase 2: \$625k (schedule changes) South System Pump Station VFD Replacement Design/ESDC/REI: \$636k (work deferred to Clarifier Rehabilitation priority) <u>Greater than planned spending</u> Clarifier Rehabilitation Phase 2 Construction: \$7.6M (contractor progress greater than planned and additional equipment delivery received sooner than anticipated) Digester & Storage Tank Rehabilitation Design/ESDC: \$519k (consultant progress greater than anticipated)
Residuals	\$200	\$184	(\$16)	-7.8%	

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

	FY25 Budget March	FY25 Actuals March	Actuals vs. Budget		Explanations
			\$	%	
CSO	\$4,305	\$3,139	(\$1,166)	-27.1%	<u>Less than planned spending</u> Somerville Marginal New Pipe Connection: \$1.3M (Notice-to-Proceed issued later than anticipated) <u>Greater than planned spending</u> CSO Performance Assessment: \$445k (consultant progress greater than originally planned)
Other Wastewater	\$48,072	\$8,137	(\$39,934)	-83.1%	<u>Less than planned spending</u> I/I Local Financial Assistance: \$39.9M (less than anticipated requests for community grants and loans)
Total Wastewater	\$124,642	\$73,641	(\$51,001)	-40.9%	
Waterworks					
Drinking Water Quality Improvements	\$3,365	\$1,616	(\$1,750)	-52.0%	<u>Less than planned spending</u> CWTP Technical Assistance: \$1.5M (lower than projected task order work)
Transmission	\$42,783	\$34,890	(\$7,893)	-18.4%	<u>Less than planned spending</u> Metropolitan Water Tunnel Program Administration, Legal & Public Outreach: \$3.7M (less than anticipated costs) Metropolitan Water Tunnel Program Final Design/ESDC: \$3.1M (change in Notice-to-Proceed as contract was not awarded until October 23, 2024 Board meeting) Wachusett Lower Gatehouse Pipe & Boiler Replacement Construction and REI: \$1.4M (longer lead time on some larger items and a change in design for the multi-orifice valve) Program Support Services: \$1.6M and Geotechnical Support Services: \$334k (less than anticipated services) WASM 3 - MEPA/Design/CA/RI: \$1.5M (less than planned consultant work) Maintenance Garage/Wash Bay/Storage Building - Construction: \$960k (schedule change) Watershed Land Acquisition: \$505k (less than planned land purchases) <u>Greater than planned spending</u> Waltham Water Pipeline Construction: \$4.0M and CP2 Shaft 5: \$1.4M (greater than planned contractor progress)

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

	FY25 Budget March	FY25 Actuals March	Actuals vs. Budget		Explanations
			\$	%	
Distribution & Pumping	\$21,411	\$18,101	(\$3,311)	-15.5%	<u>Less than planned spending</u> Section 75A and 47 Extension - CP-1 Construction: \$3.0M (awarded later than anticipated) Section 89/29 Replacement Construction: \$2.2M (less than planned contractor progress) Section 56 Replacement/Saugus River - Design/CA: \$510k (change in Construction schedule affects CA services schedule) NIH Storage Design CA/RI:\$500k (updated schedule) <u>Greater than planned spending</u> NEH Improvements CP-1: \$1.7M and New Connecting Mains CP3-Sections 23, 24 & 47 Rehabilitation: \$366k (work scheduled for FY24 including final paving performed in FY25) Section 56 Easements: \$1.3M (easements paid that were necessary for Section 56) Section 24 & 25 CP2: \$1.0M (greater than planned contractor progress) Northern Extra High Service (NEH) - New Pipelines Legal: \$682k (greater than planned legal/easement expenses)
Other Waterworks	\$9,671	(\$2,098)	(\$11,769)	-121.7%	<u>Less than planned spending</u> Steel Tank Improvements - Design/CA, Construction and REI Phase 1: \$4.7M and Phase 2 Construction and REI: \$1.8 million (construction schedule changes) Beacon St. Line - Design/ESDC: \$1.2M (schedule change) Local Water Pipeline Financial Assistance Program: \$5.1M (less than anticipated requests for community loans)
Total Waterworks	\$77,231	\$52,509	(\$24,722)	-32.0%	

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

	FY25 Budget March	FY25 Actuals March	Actuals vs. Budget		Explanations
			\$	%	
Business & Operations Support					
Total Business & Operations Support	\$15,783	\$6,800	(\$8,983)	-56.9%	<u>Less than planned spending</u> Cabling: \$2.4M (delays in development of the scope of work caused by challenges in locating available conduit paths on Deer Island) As-Needed Design Contracts: \$1.8M (lower than projected task order work) Security Equipment & Installation: \$879k (delays with projects including upgrades to communication circuits and Incident Management System) FY24-28 Vehicle Purchases: \$592k (long lead time on receiving vehicles) Disaster Recovery: \$667k, Data Center Firewalls: \$571k, LIMS Upgrade v2: \$375k, Oracle Database Appliance v.2: \$317k, and Servers v2:\$240k (schedule changes) MAXIMO Interface Enhancements: \$309k (less than anticipated completion of final work)
Total MWRA	\$217,656	\$132,950	(\$84,706)	-38.9%	


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: April 16, 2025
SUBJECT: Flow Averaging for Computing Clinton Wastewater Sewer User Charges




COMMITTEE: Administration, Finance & Audit

INFORMATION

X VOTE

Michael Cole, Budget Director
Leo Norton, Asst. Mgr, Rates, Revenue and Finance
Preparer/Title


Thomas J Durkin
Director, Finance

To mitigate wide swings in the Clinton Wastewater Treatment Plant User Charges for the Town of Clinton and the Lancaster Sewer District, staff are recommending implementing flow averaging, similar to the calculation used for the Metropolitan Sewer System assessments.

RECOMMENDATION:

To implement two-year wastewater flow averaging in FY2026, using CY2023 and CY2024 wastewater flow metering data (Average Daily Flow); and then implement three-year wastewater flow averaging in FY2027, using CY2023, CY2024 and CY2025 flow data.

DISCUSSION:

In 1991 as construction of the Clinton Wastewater Treatment Plant was nearing completion, the Board approved the User Charge System. The User Charge System captures the operating and capital costs of the Clinton Plant and computes a User Charge for the Town of Clinton and for the Lancaster Sewer District (Lancaster). The computation first applies the revenue from the City of Worcester based on the 1914 agreement that continues between the Metropolitan Water and Sewerage Board and the City of Worcester requiring Worcester to pay approximately 7.9% of the cost to operate the Clinton Plant. The FY26 Proposed User Charge includes \$247,898 revenue from Worcester to reduce the charges to Clinton and the Lancaster Sewer District.

To address the fact that each community's wastewater flows relative to the other communities can vary substantially from year to year as a result of variations in annual precipitation and local sewer conditions, in 1998 the Board approved the implementation of flow averaging for computing wholesale sewer charges for the Metropolitan Sewer System. On average, approximately 27.2% of a community's preliminary FY26 sewer assessment is based on each community's share of Average Daily Wastewater Flow. The Average Daily Wastewater Flow in the current sewer assessment methodology uses a three year average of flows. This three year averaging methodology was never applied to the wastewater flows at the Clinton Plant.

Staff have observed the same variations in flow shares based on annual precipitation at the Clinton Plant that are observed in the Metropolitan System. Staff are recommending the same phased in flow averaging approach that has been used for the Metropolitan System. Below is a table detailing the impact to FY26 Proposed User Charges.

Impact of Flow Averaging for Fiscal Year 2026 Proposed			
	FY26 Proposed	FY26P with Flow Averaging	Difference
Clinton Plant Service Area Expenses	\$5,727,664	\$5,727,664	\$0
Revenue from City of Worcester	(\$247,898)	(\$247,898)	\$0
Net User Charges	\$5,479,766	\$5,479,766	\$0
Clinton Flow (Average Flow MG/YR)	865.071	954.738	89.667
Clinton Proportional Share of Total Flow	89.36%	89.72%	0.36%
Clinton Share of Net User Charges	\$4,896,828	\$4,916,244	\$19,416
MWRA Water Ratepayer Subsidy	(\$4,396,828)	(\$4,416,244)	\$19,416
Net Charge to Clinton	\$500,000	\$500,000	\$0
Lancaster Flow (Average Flow MG/YR)	102.981	109.436	6.455
Lancaster Proportional Share of Total Flow	10.64%	10.28%	-0.36%
Lancaster Share of Net User Charges	\$582,937	\$563,522	(\$19,415)
Prior year true-up to actual expenses adj.	(\$51,059)	(\$51,059)	\$0
Net Charge to Lancaster	\$531,878	\$512,463	(\$19,415)
Change from prior year	6.0%	-2.4%	-8.4%

BUDGET/FISCAL IMPACT:

This change only affects the allocation of wastewater charges to the Town of Clinton and the Lancaster Sewer District. It is important to know that pursuant to Chapter 307, Section 8 of the Acts of 1987, Clinton is only liable for the first \$500,000 of its share. Lancaster's User Charge would be reduced by \$19,415 for FY26P; this reduction is shared by all Water System communities. Over time averaging will smooth out decreases and increases for all Water System members.

ATTACHMENT:

July 15, 1998 Staff Summary Implementing Flow Averaging for Computing Future Wholesale Sewer Charges

STAFF SUMMARY

TO: Board of Directors
FROM: Douglas B. MacDonald, Executive Director *Douglas B. MacDonald*
DATE: July 15, 1998
SUBJECT: Implementing Flow Averaging for Computing Future Wholesale Sewer Charges

COMMITTEE: Administration & Finance☒ VOTE☐ INFORMATION

MSTC
Michael S. Kuklinski, Rates Manager
Preparer/Title

Barbara Jettisch
Division Director Approval

RECOMMENDATION: To implement two-year wastewater flow averaging in FY01, using CY98 and CY99 wastewater flow metering data (Average Daily Flow and Maximum Month Flow); and then implement three-year wastewater flow averaging in FY02, using CY98, CY99, and CY00 flow data.

DISCUSSION: MWRA allocates sewer charges based on each community's proportional share of four allocation parameters: annual wastewater flow, maximum month flow, census population, and sewered population. On average, approximately 65% of a community's annual sewer charge is based on wastewater flow. Therefore, the most important factor in MWRA's sewer rate methodology is a community's proportional share of total flow in relation to all other communities.

Flow data over the past four years shows that each community's wastewater flows relative to other communities can vary substantially from year to year as a result of variations in annual precipitation and local sewer conditions. Because the current methodology is dependent on annual flow data, it can create substantial and unpredictable year-to-year fluctuations in annual community sewer charges.

Calculating annual fiscal year sewer charges based on average flows over several years will smooth annual sewer charge volatility. The Advisory Board's Sewer Rate Methodology Implementation Committee has been discussing the merits of flow averaging for several years. At its January 29, 1998 meeting, the Advisory Board voted to recommend two-year flow averaging beginning in FY01 sewer charges, and three-year flow averaging for FY02 charges. Sewer charges for FY03 and beyond will use three-year flow averaging to calculate annual sewer charges.

BUDGET/FISCAL IMPACT: This change only affects the allocation of wastewater charges to communities. There is no impact on MWRA's budget.

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: Amendment 2 Purchase Order Contract for Senior Business Analyst Consultant
Acro Service Corporation
Bid WRA-5258Q, State Contract ITS77 Category 1A and 1B



COMMITTEE: Administration, Finance, & Audit

 INFORMATION

 X VOTE



Michele S. Gillen

Director of Administration

Paul Fentross, Business Applications Manager

Preparer/Title



Paula Weadick

Director, MIS

RECOMMENDATION:

That the Board of Directors, on behalf of the Authority, approve the award of Amendment 2 to WRA-5258Q for a Senior Business Analyst Consultant to Acro Service Corporation, in the amount of \$163,800 and authorize the Director of Administration to execute an amended purchase order, increasing the purchase order amount from \$327,600 to \$491,400, and extending the contract term by one year from March 31, 2025 to March 31, 2026.

DISCUSSION:

The MIS Enterprise Resource Planning (ERP) team supports the Infor Lawson and associated integrated systems. Since January of 2021, MIS has been seeking to fill a vacant System Analyst/Programmer III position in this group. The position has been posted multiple times; however, no qualified applicants have been found. While the search process continues to find a permanent replacement, a Consultant has been utilized to ensure continued support for the critical ERP applications and to assist with the following MIS ERP initiatives until the vacant ERP position is filled:

- Assist with Infor Lawson to CloudSuite SaaS migration and implementation.
- Assist with Lawson and Landmark Application and support.
- Support Infor Lawson Strategic Sourcing, Contracts Management, and Procurement.
- Develop and support Infor Process Automation interfaces and flows.
- Provide technical consulting services to support the three tiers of the Lawson system.

Amendment 1:

By March 2024, staff were not able to find qualified applicants for the permanent position;

therefore, in April 2024, staff requested and received board approval for Amendment 1 to this purchase order contract to increase the purchase order amount by \$163,800 for an additional 1950 billable hours while staff continued to search for and hire a full time candidate for the open position.

This Amendment

MIS is currently executing the Infor Cloudsuite Enterprise Resource Planning (ERP) migration. Maintaining current staffing levels for the ERP Migration project is critical to its success and extending the Consultant's contract will help ensure that the required efficiency and quality of the project tasks and deliverables are sustained. This existing Consultant has participated in much of the project training, design workshops, configurations development and systems integrations testing and it is important that the project team not lose the knowledge that the Consultant has gained while working on the project. The Consultant has assisted with the maintenance and setup of user accounts in both the existing and future ERP platform, developed reports and data views for staff and has performed needed data validation for the migration. The Consultant has excellent skills and has performed well in the role displaying an understanding of relevant technologies and functionality and has developed a good understanding of MWRA's environment. Maintaining the existing Consultant will ensure continuity of the project team. For these reasons, staff recommend extending the existing contract so that these services can continue to be provided without disruption.

This amendment, if approved, would increase the purchase order amount in a lump sum amount of \$163,800 for 1950 billable hours at a rate of \$84.00 per hour.

CONTRACT SUMMARY:

	<u>Amount</u>	<u>Time</u>	<u>Dated</u>
Original Contract:	\$163,800.00	1950 hours	3/15/2023
Amendment 1	\$163,800.00	1950 hours	4/17/2024
Amendment 2	\$163,800.00	1950 hours	4/16/2025
Amended Contract:	\$491,400.00		

BUDGET/FISCAL IMPACT:

There are sufficient funds for this purchase order included in the FY25 Approved and FY26 Proposed Current Expense Budgets under Professional Services Account 86100-10610.

MBE/WBE PARTICIPATION:

Acro Service Corporation is a certified Minority-Owned business.

STAFF SUMMARY


TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 16, 2025
SUBJECT: Infiltration/Inflow Local Financial Assistance Program Annual Update



COMMITTEE: Wastewater Policy & Oversight

 X INFORMATION
 VOTE

Israel D. Alvarez, Project Manager, Planning
Kristen M. Hall, Senior Program Manager, Planning
Stephen Estes-Smargiassi, Director, Planning & Sustainability
Preparer/Title


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

RECOMMENDATION:

For information only.

DISCUSSION:

MWRA's Infiltration/Inflow (I/I) Local Financial Assistance Program began in May 1993 to provide funding to member sewer communities performing I/I reduction and sewer system rehabilitation projects within their locally-owned collection systems. The Program's goal is to provide technical and financial assistance to member communities, thus improving sewer system conditions to reduce I/I and ensure ongoing repair, replacement and maintenance of local collection systems.

Infiltration is defined as groundwater that enters the collection system through physical defects. Inflow is extraneous flow entering the collection system through point sources and is directly related to stormwater runoff. I/I reduction is a priority for MWRA to maintain flows at levels below the limits set in Deer Island's National Pollutant Discharge Elimination System (NPDES) permit, and to minimize sanitary sewer overflows (SSOs) and combined sewer overflows (CSOs). Staff's review of long-term wastewater meter data and frequency and duration of SSOs indicates MWRA's financial assistance for local I/I reduction and collection system rehabilitation projects, together with CSO Control Program projects and indoor water conservation, have reduced and continue to maintain lower flows in the regional wastewater collection system.

The I/I Local Financial Assistance Program is a critical component of MWRA's Regional I/I Reduction Plan.¹ Specifically, local sewer system rehabilitation projects are intended to reduce I/I, offsetting ongoing collection system deterioration and new development, and in the long-term, resulting in lower regional I/I volumes. Regional I/I reduction ensures that the dry day wastewater flow does not exceed the Deer Island NPDES permit limit of 436 million gallons per day (mgd)². Over the last ten years, the dry day wastewater flow to the Deer Island Treatment Plant has averaged 278 mgd, well below the NPDES permit limits. (See table below).

Deer Island Flows 2015-2024

Calendar Year	Total Wastewater Flow (MGD)	Dry Day Wastewater Flow (MGD)
2015	295	256
2016	284	256
2017	318	280
2018	362	308
2019	335	295
2020	299	267
2021	347	305
2022	277	248
2023	340	298
2024	317	269
10 Year Average	317 MGD	278 MGD

Update on Distribution of I/I Financial Assistance to Communities

Since 1993, a total of \$1.086 billion in grant and loan funds has been authorized by the Board and allocated to member sewer communities through the Program's 16 funding phases. Community grant/loan allocations are based on each community's share of sewer charges. In July 2024, Phase 15 (\$100 million) was added as a ten-year interest free loan only phase beginning in FY25, and Phase 16 (\$125 million) was added as a 75% grants and 25% ten-year, interest-free loans phase to begin in FY26. Prior to the addition of Phases 15 and 16, the most recent addition to the program was Phase 14 (\$100 million) in September 2022. Phases 9 through 12 and 14 were added as 75% grants and 25% ten-year, interest-free loans. Phases 13 and 15 were added as ten-year interest-free loan phases to provide funds for communities who had utilized all previously authorized grant/loan phases. Through December 2024, 11 communities have used their entire Phase 14 funding allocation, five communities have used their entire Phase 13 funding allocation and 20 communities have used their entire Phase 12 funding allocation. Attachment 1 shows each community's funding use and indicates which communities have exhausted their Phase 12-14 funds.

All 43 metropolitan sewer customer communities are participating in the financial assistance program. Through December 2024, a total of \$566 million has been distributed to member communities to fund 688 local sewer rehabilitation projects. The remaining \$519 million are

¹ As required by the current NPDES permit for the Deer Island Treatment Plant, MWRA's Regional I/I Reduction Plan was approved by MassDEP in November 2002. MWRA is required to report annually on the I/I Reduction Plan and present estimates of I/I for each member sewer community. The report and data are posted on MWRA's website. MWRA submitted an updated I/I Abatement Plan to MassDEP in November 2024, as required under the Charles and Mystic River CSO Variances.

² The draft NPDES permit issued in May 2023 has a proposed annual rolling average dry day flow limit of 361 mgd.

approved for distribution through FY35. All scheduled community loan repayments have been made, a total of \$209 million to date. Of the 688 total projects, 601 projects have been completed and 87 projects are currently ongoing in the planning, design or construction phase. Attachment 1 provides a summary of funds allocated, distributed, and remaining for each member community. Attachment 2 provides a summary of funding distributions by fiscal quarter since program inception in May 1993.

Grant and loan funding is provided to local communities for eligible I/I reduction projects including planning, design, construction and engineering services during construction. A total of 79% of the funds distributed to date have financed local construction projects. Projects generally take one to three years to complete.

The table below details funds distributed for planning, design, construction, and construction services for both completed and ongoing projects.

I/I Financial Assistance for Planning, Design and Construction

<u>PROJECT PHASE</u>	<u>COMPLETED PROJECTS (\$ millions)</u>	<u>ONGOING PROJECTS (\$ millions)</u>	<u>TOTAL (\$ millions)</u>
Planning/Study:	\$ 53.1	\$ 15.5	\$ 68.6 (12%)
Design:	19.2	8.9	28.1 (5%)
Construction:	333.7	111.0	444.7 (79%)
Eng. Services During Const.:	21.0	3.8	24.8 (4%)
TOTAL	\$ 427.0 (75%)	\$ 139.2 (25%)	\$ 566.2 (100%)

Program Results from Local Projects

Through December 2024, a total of 688 local I/I reduction and sewer system rehabilitation projects have been funded through the MWRA's I/I Local Financial Assistance (grant/loan) Program. Cumulative results are summarized below.

Results for planning and sewer inspection projects are:

- 2,614 miles of sewer TV inspected;
- 1,758 miles of sewer flow isolated;
- 1,489 miles of sewer smoke tested;
- 70,535 sewer manholes inspected; and
- 79,232 buildings inspected.



Offset Joint Detected via CCTV Inspection



Inflow Source Identified by Smoke Testing

Results for projects targeting infiltration reduction are:

- 84 miles of sewer replaced;
- 365 miles of cured-in-place-pipe (CIPP) liner installed;
- 195 miles of sewer tested/chemically sealed;
- 3,415 sewer spot repairs;
- 20,129 service connection repairs; and
- 4.8 miles of underdrains sealed.

Results for projects targeting inflow reduction are:

- 1,208 catch basins disconnected;
- 49 miles of new or replaced storm drains installed;
- 24,994 manholes rehabilitated/sealed;
- 4,126 manhole covers replaced or inflow seals installed;
- 551 sump pumps redirected; and
- 5,839 downspouts/area drains disconnected.



Infiltration into a Sanitary Sewer

To expand on MWRA's assistance, staff, in collaboration with the Advisory Board, will be presenting a workshop on Private Inflow Removal in May 2025. Community Support Program staff are reaching out to MWRA communities who have had successful private inflow removal programs in recent years to encourage their participation as speakers and information resources.

I/I and Stormwater Impacts on the MWRA Collection System

Typically, many sewer pipes and sewer service laterals are below the surrounding groundwater table. Therefore, leakage into the sewer (infiltration) is a broad problem that is difficult and expensive to identify and resolve.



Sewer Manhole in Marsh: Raised and Sealed

Inflow enters the collection system through point sources, such as roof leaders, yard and area drains, basement sump pumps, ponded manhole covers, cross connections from storm drains or catch basins, and leaking tide gates. It causes a rapid increase in wastewater flow during and continuing after storms and extreme high tides. The volume of inflow entering a collection system typically depends on the magnitude and duration of rainfall, as well as related impacts from snowmelt, flooding, and storm surge.



Inflow into a Manhole During Flooding

Stormwater in combined sewers is, by design, collected in the combined sewer system to be transported to a downstream treatment facility. MWRA has four communities with combined sewer systems: Boston, Cambridge, Chelsea and Somerville. During rainfall events that cause combined sewer systems to reach capacity, a portion of wastewater flow is diverted to CSO storage facilities and CSO outfalls.

The volume of I/I and stormwater (in combined sewers) discharged by member sewer communities into the MWRA collection system is influenced by seasonal and wet weather conditions as well as tide height and storm surge.

Stormwater and I/I take up pipeline capacity in the collection system that would otherwise be available to transport sanitary flow. During extreme storm events, particularly in periods of high groundwater, excessive I/I may cause sewer system surcharging and SSOs in community and/or MWRA sewers. I/I entering the collection system also results in the transport of groundwater and surface water out of the natural watershed. Excess flow must also be pumped and treated, increasing costs and greenhouse gas emissions.

Review of Long-Term Flows in the MWRA Collection System

Attachment 3 provides trends of long-term wastewater flow data (36 years from 1989 to 2024) for the total collection system to the DITP as well as flow data for the north and south collection systems. The five-year running average wastewater flow is overlaid on each flow graph to smooth the annual variability in the flow data. Annual rainfall from the Logan Airport gauge is also displayed. The long-term average daily flow for the total system is 349 mgd and the average annual rainfall is 43.5 inches. Using the five-year running average over the long term, the total system wastewater average daily flow has declined approximately 67 mgd, a reduction of 17%. The north collection system wastewater flow has declined by approximately 53 mgd, while the south collection system wastewater flow has declined by approximately 14 mgd.

The long-term flow tributary to DITP is impacted by a variety of factors, some helping to decrease wastewater flow while others increase wastewater flow, as noted below:

- CSO separation projects reduce stormwater tributary to the combined sewer system leading to decreased flows over time. However, MWRA's CSO optimization projects, as well as pumping and interceptor relief upgrades, are intended to maximize wet weather flow to the DITP and minimize CSOs and SSOs leading to increased flows over time.

- MWRA's technical and financial assistance for local I/I reduction and sewer rehabilitation projects stimulate gradual improvements to the regional collection system reducing I/I and stormwater over time. However, the regional collection system continues to age and deteriorate, leading to increased I/I over time.
- While the population in the MWRA service area has increased by approximately a quarter million people over the last 20 years, water use in the region has decreased significantly. Specifically, the reduction in indoor water use has resulted in a decrease in wastewater flow to Deer Island.³

Wastewater Flow Reduction Summary

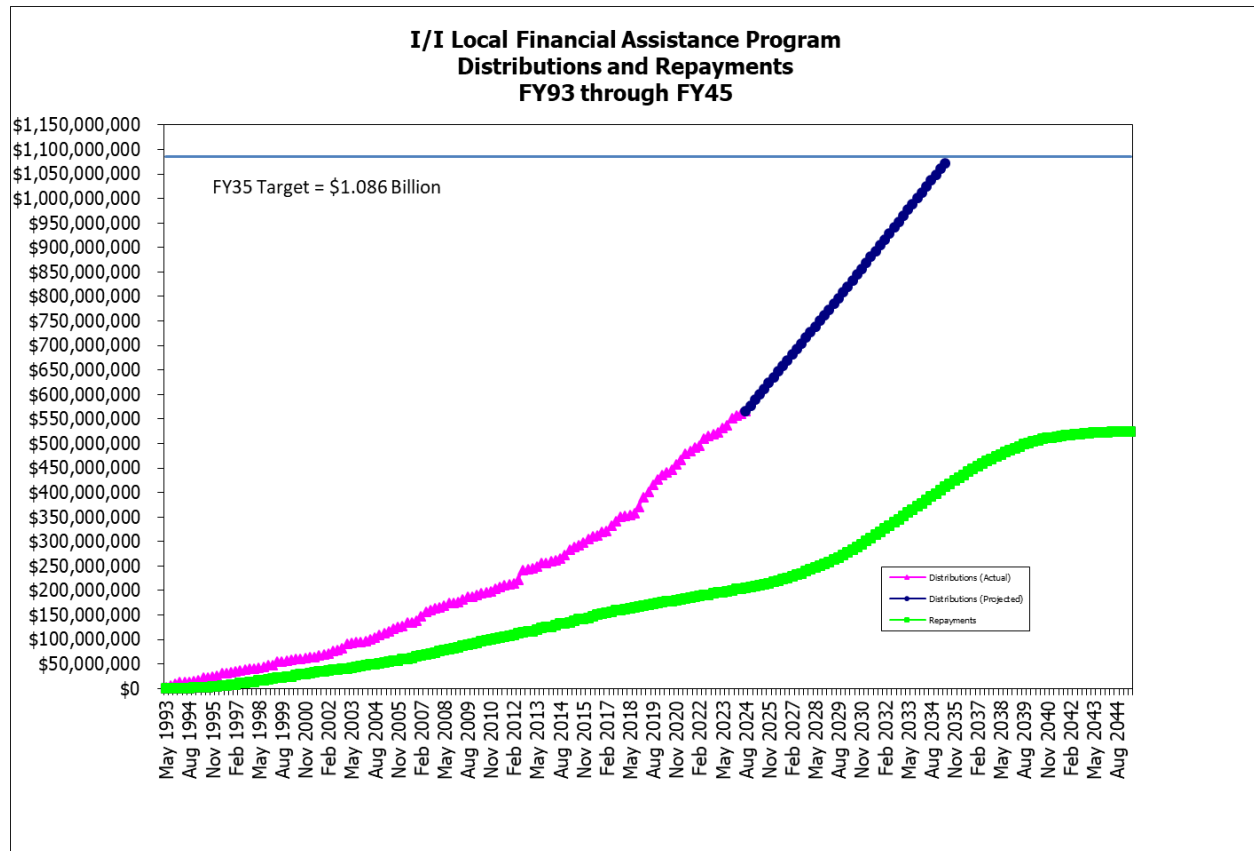
In summary, MWRA's financial assistance for local I/I reduction and collection system rehabilitation projects, in combination with CSO Control Program project benefits and indoor water use reductions, have reduced and continue to maintain wastewater flow volumes in the regional collection system tributary to the Deer Island Treatment Plant.

BUDGET/FISCAL IMPACT:

For the total program, the budget target is \$1.086 billion for grant and loan distributions. The FY25 CIP includes an overall budget of \$561 million for the grant portion of the I/I Local Financial Assistance Program. An additional \$524 million is budgeted for the loan portion of the program. Phase 16 was approved by the Board in June 2024 and will become available for distribution in FY26. Depending on the timing and level of community loan requests, loan distributions can fluctuate, sometimes causing overspending or underspending (versus budgeted totals) for any particular fiscal year. For example, in November 2024, no I/I applications were received. Staff believe that communities were working on the federally required inventory of their water service lines that were due in October, at the same time I/I funding applications were due. A larger than typical number of applications were received in early 2025.

Through December 2024, \$566 million has been distributed (\$311 million in grants and \$255 million in loans). The loan portion is offset by an equal amount of loan repayments over time. All scheduled community loan repayments have been made, a total of \$209 million to date. As community loans are repaid, the funds are deposited into MWRA's construction fund. Community grants and loans are financed through MWRA 30-year bonds. The Program has a remaining balance of \$519 million in future community grants and loans through FY35. The graph below presents grant and loan distributions and loan repayments (actual and projected) for Program Phases 1-16 (FY93 through FY45).

³ Outdoor water use and water system leakage have no impact on wastewater flow.



MBE/WBE PARTICIPATION:

MBE/WBE participation goals are included in the Program's Financial Assistance agreements.

ATTACHMENTS:

Attachment 1 - Community Funding Summary Through December 2024

Attachment 2 - Summary of Funding Distributions by Fiscal Quarter

Attachment 3 - Long-Term Regional Flow Data

ATTACHMENT 1

MWRA I/I LOCAL FINANCIAL ASSISTANCE PROGRAM COMMUNITY FUNDING SUMMARY THROUGH DECEMBER 2024

Community	Total Allocations (Phases 1 - 16)	Total Distributions (Phases 1 - 16)	Percent Distributed	Funds Remaining
*Arlington	\$19,408,000	\$13,015,900	67%	\$6,392,100
Ashland	\$5,579,500	\$2,928,860	52%	\$2,650,640
Bedford	\$7,955,600	\$3,109,158	39%	\$4,846,442
Belmont	\$11,690,100	\$5,135,100	44%	\$6,555,000
Boston	\$309,135,200	\$127,275,449	41%	\$181,859,751
Braintree	\$20,901,000	\$12,272,977	59%	\$8,628,023
*Brookline	\$29,698,200	\$19,666,200	66%	\$10,032,000
*‡Burlington	\$12,215,800	\$8,522,800	70%	\$3,693,000
Cambridge	\$57,507,100	\$28,830,100	50%	\$28,677,000
Canton	\$9,701,900	\$4,464,250	46%	\$5,237,650
*†‡Chelsea	\$17,586,100	\$13,510,100	77%	\$4,076,000
*‡Dedham	\$13,051,000	\$9,240,000	71%	\$3,811,000
*Everett	\$19,511,500	\$11,611,500	60%	\$7,900,000
Framingham	\$29,111,000	\$13,671,000	47%	\$15,440,000
*‡Hingham	\$4,105,500	\$2,812,500	69%	\$1,293,000
Holbrook	\$4,016,600	\$1,349,600	34%	\$2,667,000
*‡Lexington	\$17,476,300	\$12,155,300	70%	\$5,321,000
Malden	\$29,486,900	\$6,725,900	23%	\$22,761,000
Medford	\$27,868,600	\$7,961,600	29%	\$19,907,000
*‡Melrose	\$14,357,300	\$10,106,300	70%	\$4,251,000
*†‡Milton	\$12,904,500	\$10,164,500	79%	\$2,740,000
Natick	\$13,248,600	\$6,832,600	52%	\$6,416,000
Needham	\$14,302,600	\$4,018,600	28%	\$10,284,000
*†‡Newton	\$49,302,400	\$39,277,400	80%	\$10,025,000
Norwood	\$17,124,400	\$6,879,400	40%	\$10,245,000
*Quincy	\$46,608,000	\$32,325,000	69%	\$14,283,000
Randolph	\$14,423,800	\$4,971,058	34%	\$9,452,742
*Reading	\$10,964,100	\$6,709,100	61%	\$4,255,000
Revere	\$24,325,900	\$6,302,900	26%	\$18,023,000
Somerville	\$36,621,800	\$18,995,800	52%	\$17,626,000
*†Stoneham	\$11,422,900	\$7,829,900	69%	\$3,593,000
*†‡Stoughton	\$11,353,900	\$8,962,900	79%	\$2,391,000
*‡Wakefield	\$13,953,900	\$9,836,900	70%	\$4,117,000
Walpole	\$8,876,000	\$5,141,050	58%	\$3,734,950
Waltham	\$31,278,400	\$19,214,560	61%	\$12,063,840
*Watertown	\$14,457,800	\$8,865,800	61%	\$5,592,000
Wellesley	\$13,282,700	\$6,889,700	52%	\$6,393,000
Westwood	\$6,268,300	\$3,091,300	49%	\$3,177,000
Weymouth	\$27,667,900	\$15,548,584	56%	\$12,119,316
Wilmington	\$6,184,000	\$2,462,000	40%	\$3,722,000
*Winchester	\$9,822,000	\$5,923,000	60%	\$3,899,000
*Winthrop	\$7,963,400	\$5,083,400	64%	\$2,880,000
*‡Woburn	\$23,029,500	\$16,515,500	72%	\$6,514,000
Totals	\$1,085,750,000	\$566,205,546	52%	\$519,544,454

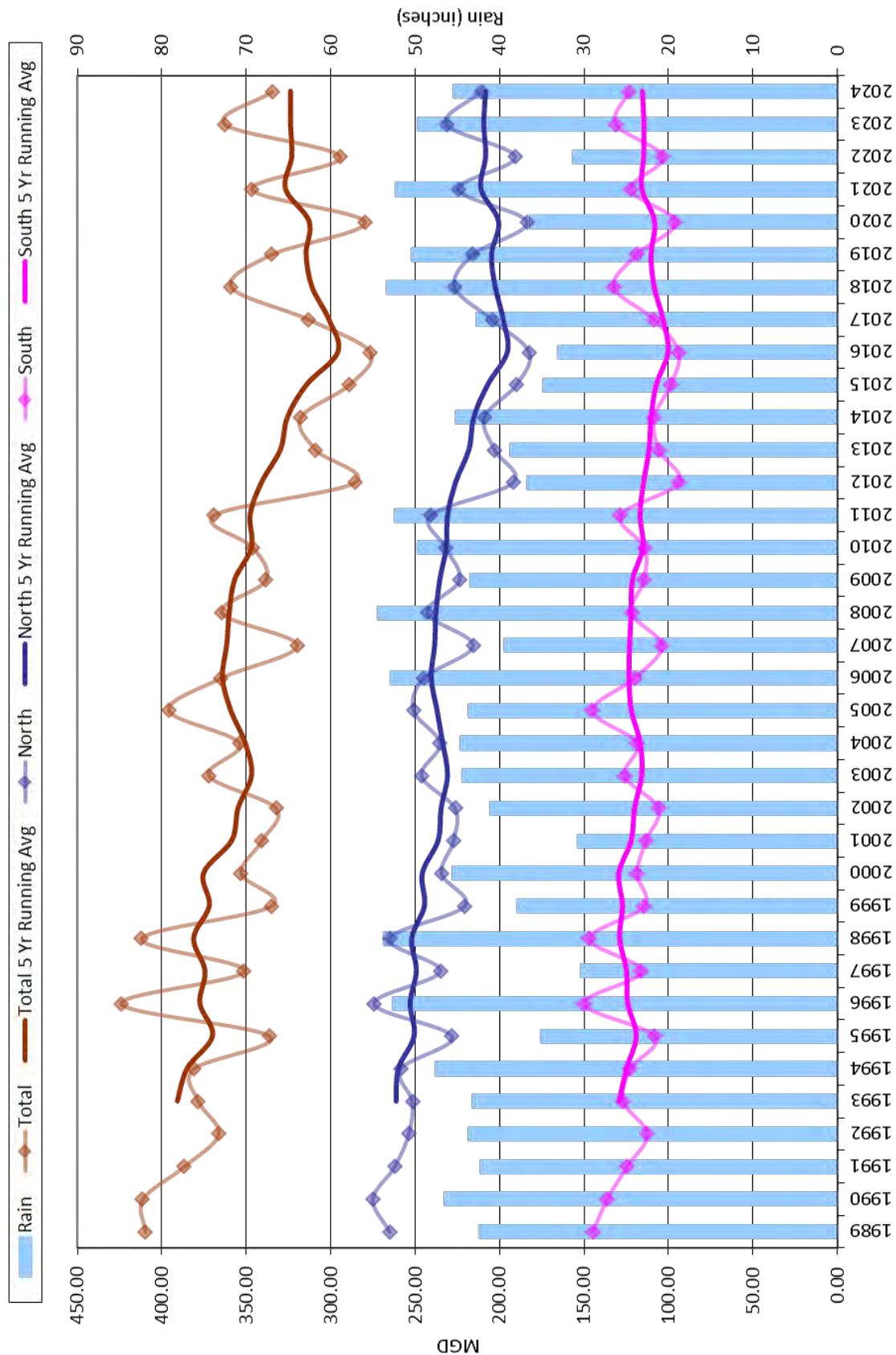
* Phase 12 used
† Phase 13 used
‡ Phase 14 used

Note: Through December 2024, 11 communities have used their entire Phase 14 funding allocation, five communities have used their entire Phase 13 funding allocation and 20 communities have used their entire Phase 12 funding allocation.

ATTACHMENT 2
MWRA III Local Financial Assistance Program - Fiscal Year Breakdown

FY	Distribution Cycle	Distribution Amount	Distribution Cycle	Distribution Amount	Distribution Cycle	Distribution Amount	FY Total
FY93	Aug 1992	\$0	Nov 1992	\$0	Feb 1993	\$0	\$2,714,883
FY94	Aug 1993	\$3,096,468	Nov 1993	\$4,096,133	Feb 1994	\$3,191,032	\$10,635,127
FY95	Aug 1994	\$354,126	Nov 1994	\$976,700	Feb 1995	\$1,894,030	\$9,714,747
FY96	Aug 1995	\$0	Nov 1995	\$504,100	Feb 1996	\$2,921,600	\$7,328,126
FY97	Aug 1996	\$1,682,061	Nov 1996	\$1,581,266	Feb 1997	\$395,100	\$7,189,185
FY98	Aug 1997	\$1,066,300	Nov 1997	\$1,157,260	Feb 1998	\$909,350	\$5,134,518
FY99	Aug 1998	\$1,521,100	Nov 1998	\$2,464,263	Feb 1999	\$1,481,700	\$11,225,140
FY00	Aug 1999	\$1,315,767	Nov 1999	\$1,847,900	Feb 2000	\$1,679,000	\$5,912,767
FY01	Aug 2000	\$1,148,400	Nov 2000	\$388,000	Feb 2001	\$1,640,931	\$3,982,131
FY02	Aug 2001	\$4,480,735	Nov 2001	\$704,040	Feb 2002	\$1,804,200	\$11,991,666
FY03	Aug 2002	\$1,962,600	Nov 2002	\$4,461,768	Feb 2003	\$7,955,752	\$16,216,720
FY04	Aug 2003	\$2,021,940	Nov 2003	\$1,306,200	Feb 2004	\$1,770,760	\$8,394,300
FY05	Aug 2004	\$2,756,659	Nov 2004	\$6,013,436	Feb 2005	\$4,054,060	\$15,460,855
FY06	Aug 2005	\$5,377,487	Nov 2005	\$4,589,600	Feb 2006	\$1,519,463	\$17,976,226
FY07	Aug 2006	\$0	Nov 2006	\$4,947,414	Feb 2007	\$8,789,300	\$21,857,737
FY08	Aug 2007	\$3,915,500	Nov 2007	\$4,355,750	Feb 2008	\$1,392,400	\$14,100,250
FY09	Aug 2008	\$4,196,399	Nov 2008	\$352,000	Feb 2009	\$1,990,300	\$11,411,099
FY10	Aug 2009	\$5,462,736	Nov 2009	\$616,600	Feb 2010	\$2,679,600	\$13,603,936
FY11	Aug 2010	\$723,700	Nov 2010	\$3,183,250	Feb 2011	\$4,123,100	\$12,288,950
FY12	Aug 2011	\$3,695,100	Nov 2011	\$2,417,378	Feb 2012	\$848,300	\$13,971,102
FY13	Aug 2012	\$21,299,965	Nov 2012	\$1,004,610	Feb 2013	\$2,460,000	\$27,439,575
FY14	Aug 2013	\$7,550,310	Nov 2013	\$0	Feb 2014	\$2,929,700	\$12,751,862
FY15	Aug 2014	\$4,053,000	Nov 2014	\$7,647,400	Feb 2015	\$10,128,648	\$26,632,498
FY16	Aug 2015	\$3,983,100	Nov 2015	\$5,783,000	Feb 2016	\$7,195,116	\$22,444,216
FY17	Aug 2016	\$2,352,100	Nov 2016	\$6,553,210	Feb 2017	\$2,918,900	\$22,258,240
FY18	Aug 2017	\$8,085,900	Nov 2017	\$10,311,545	Feb 2018	\$1,377,800	\$21,684,975
FY19	Aug 2018	\$4,107,370	Nov 2018	\$12,150,449	Feb 2019	\$19,027,200	\$46,352,767
FY20	Aug 2019	\$14,287,100	Nov 2019	\$10,990,840	Feb 2020	\$9,635,048	\$40,367,238
FY21	Aug 2020	\$6,087,196	Nov 2020	\$9,789,250	Feb 2021	\$9,642,573	\$37,397,335
FY22	Aug 2021	\$5,582,842	Nov 2021	\$7,692,520	Feb 2022	\$4,149,000	\$31,328,127
FY23	Aug 2022	\$4,897,221	Nov 2022	\$4,024,558	Feb 2023	\$4,076,134	\$21,734,713
FY24	Aug 2023	\$4,761,170	Nov 2023	\$15,133,250	Feb 2024	\$5,718,977	\$29,226,027
FY25	Aug 2024	\$5,467,390	Nov 2024	\$0	Feb 2025		\$5,467,390
Total		\$137,291,742		\$137,043,690		\$130,299,074	\$566,205,546
Average		\$4,290,367		\$4,282,615		\$4,203,196	\$17,824,926

ATTACHMENT 3
 MWRA Long-Term Regional Flow Data
 NOAA Annual Rainfall at Logan Airport



Note: As a result of the Wastewater Meter Replacement Project, CY21 wastewater flows were generated from Deer Island pumping records (as opposed to the summation of individual community flows).



Town of New Salem
Office of the Selectboard
19 South Main Street, New Salem, MA 01355
Tel. 978-544-6437

March 10, 2025

To: Executive Director Laskey and Members of the MWRA Board of Directors

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

Dear Executive Director Laskey and Members of the MWRA Board of Directors,

On behalf of the Town of New Salem's Selectboard I would like to express our appreciation for undertaking the feasibility study for the 12 Quabbin Watershed communities and also register our concerns about major portions of this study.

Key Concerns Identified in the Review:

1. Irrelevance of Study Scope

The MWRA's feasibility study, tailored for North Shore, South Shore, and MetroWest communities, fails to address the distinct needs of Quabbin watershed communities. Differences in location, demographics, tax base, and stewardship roles require criteria specific to Quabbin's unique challenges. These towns play a critical role in protecting the Quabbin watershed and neighboring areas, yet their needs remain inadequately evaluated.

2. Insufficient Engagement and Preparation Time

The study's schedule, with only one information session and a meeting officials provided minimal opportunity for towns to prepare or offer input. Most of the 12 towns lack professional staff, relying on volunteers who could have contributed valuable data. This limited engagement undermines the study's ability to reflect the unique needs of diverse communities.

3. Water Quality Considerations

Like many Quabbin communities, the Town of New Salem is on a private well system. There is no incentive for understanding the quality of current water supplies, as testing for PFAS and

other contaminants is costly, with remediation options out of reach for many residents. Additionally, drought threatens the availability of water resources, and residents often rely on bottled water when their wells are unreliable. Therefore, there is a current gap in understanding existing water quality issues in town, which does not contribute to understanding the water quality considerations for the study.

4. Overlooking Local Contributions and Compensation

The Town of New Salem protects multiple watersheds and prioritizes forest and wetland preservation over commercial development. The Town of New Salem is approximately 58 square miles, making it the largest town by area in Franklin County but has less than 1,000 residents. This is due to the large percentage of land that is off limits to the Town, protected as part of the Quabbin Reservation. The Town has a long history of proud stewardship of this valuable land and a deep appreciation for its natural resources and their ecosystem services. However, the limits of the available tax base leads to stunted revenue for the Town to make needed advances and improvements for residents. The study fails to consider these efforts or address the financial and environmental costs borne by rural communities like New Salem in supporting MWRA water quality.

5. Lack of Recognition and Compensation

The MWRA relies on Quabbin watershed towns to safeguard water quality for eastern Massachusetts, yet the study does not account for their vital contributions. Meaningful evaluations should reflect the unique conditions of each community and propose fair compensation for their stewardship.

We appreciate your time and look forward to working with you to protect this valuable resource while also recognizing the significant contribution made by our community.

Sincerely,

Jessica Mooring

Town of New Salem

Town Coordinator



March 21, 2025

VIA ELECTRONIC MAIL

The Honorable Rebecca Tepper, Secretary of the Executive Office of Energy and Environmental Affairs
Chair, MWRA Board of Directors

Re: Opposition to SD828 – “An Act relative to the Quabbin watershed and regional equity” – Unbalanced, Unsustainable, and Unfair

Dear Secretary Tepper and Members of the MWRA Board of Directors,

WHAT IS FAIRNESS?

At its core, fairness is about three things: **balance, responsibility, and sustainability.**

Balance — ensuring that appropriate commitments are honored, obligations are shared, and no one bears a disproportionate burden.

Responsibility — upholding agreements and making sure that financial commitments reflect shared duty rather than indefinite obligation.

Sustainability — establishing a system that is stable, predictable, and does not place ever-expanding demands on one party alone.

These three characteristics happen to match perfectly with the three main stakeholders in the MWRA's water system. This helps us evaluate the proposed legislation within both the three-fold concept of fairness as well as the way in which it impacts the three primary stakeholders.

- **Balance** applies to the **Quabbin host communities**, ensuring their historical losses are recognized through continued financial support, while also maintaining a fair and sustainable relationship with MWRA and its ratepayers.
- **Responsibility** belongs to the **Division of Water Supply Protection (DWSP)**, which serves as the true steward of the watershed, actively managing, protecting, and preserving the resource for the benefit of millions.
- **Sustainability** is upheld by **MWRA and its ratepayers**, who provide the necessary financial support to ensure long-term stability and good governance of the system.

The host communities surrounding the Quabbin Reservoir argue that fairness entitles them to ongoing compensation for land taken nearly a century ago. They see fairness as recognition of past losses and a





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continued commitment to supporting those most impacted by the reservoir's creation. On this point we emphatically agree; this was an immense sacrifice, one that should not be – and has not been – ignored or dismissed. That is why MWRA ratepayers have long upheld their commitment to acknowledging and honoring this history—not just in words, but in action—through decades of substantial and ongoing financial commitments, ensuring that these communities receive sustained support.

But fairness cannot mean an obligation with no limits. Fairness must not only reflect what was lost, but also acknowledge what has been given, and perhaps most importantly identify and agree on what is necessary to maintain a stable and equitable future. Since 1985, MWRA ratepayers have contributed over \$850 million to maintain, preserve, and protect the watersheds, including over \$200 million in direct payments to host communities. That financial support has been significant, continuous, and structured to provide ongoing benefits.

Yet, instead of recognizing this as part of a balanced and responsible approach, this proposed legislation demands even more – an additional \$35 million in annual ratepayer funds that would result in the first double-digit rate increase in decades. Worse, this legislation continues to demand more with no defined limits or end in sight.

Fairness isn't an ever-expanding obligation. It isn't a system where one side always pays while the other continues to receive. And it isn't simply rewriting the rules whenever more is desired by one stakeholder in a longstanding, ongoing, and mutually beneficial system.

This legislation places a disproportionate financial burden on MWRA ratepayers under the false flag of fairness. But fairness – to live up to its namesake – must apply **equitably**. This letter outlines why the MWRA Board should oppose this legislation—examining the issue through the lens of three key principles to ensure fairness for all stakeholders: balance, responsibility, and sustainability.

I. BALANCE – Recognizing What Has Been Given and What Is Being Asked

MWRA ratepayers have not just acknowledged the Quabbin host communities' sacrifice—they have provided an unprecedented and uniquely generous financial commitment far exceeding what other communities across the Commonwealth receive in PILOT payments. Yet, rather than recognizing this ongoing, substantial investment, this legislation attempts to extract even more, with no clear justification beyond a seemingly insatiable demand for additional revenue and a vague but unprovable assertion that they have “lost out” on potential economic benefits from growth displayed in other communities in the Commonwealth despite a longstanding self-assertion they do not wish to become overly developed like the very communities they are pointing to as examples of what they have lost.

The Quabbin host communities undeniably have a unique history with the reservoir. Their towns were directly



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Matthew A. Romero
Executive Director



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affected by the reservoir's creation, and they have long sought recognition and financial support to address those impacts. The PILOT (Payment in Lieu of Taxes) system was created in 1985 to provide ongoing, stable financial compensation to these communities.

- In 1985, the Legislature created the MWRA to make up for the then-MDC's oft-documented shortcomings.
- One of the key new provisions was including PILOT payments for reservoir host communities. These were specifically designed to provide long-term financial support in recognition of this special relationship between the host communities and the MWRA and its ratepayers.
- These PILOT payments, unlike others in the Commonwealth, are separate from the statewide formula that would significantly reduce PILOT payments to the host communities.
- Moreover, they have always been paid at the highest tax rate available within a host community and include a "hold harmless" clause that ensures no year's payment can be lower than the previous year's payment. Yet again, one more example of the MWRA and its ratepayers' recognition of the special relationship between the MWRA and its host communities.
- Now, this bill seeks additional payments without clear justification for why previous commitments are no longer sufficient considering they do not offer any additional services or responsibilities.

Balance means ensuring that past agreements are honored while also maintaining a sustainable approach to future financial obligations. The host communities have received decades of financial support, but fairness must recognize when an obligation has been met and when continued expansion of payments is no longer justified.

II. RESPONSIBILITY – Defining True Stewardship

The Quabbin host communities often claim they are the "stewards" of the watershed, using this specious justification for expanded financial support. However, true stewardship requires both direct responsibility for management and active preservation efforts, not simply proximity and relative location. Examining stewardship through the lens of the three real stakeholder roles in this system reveals a more accurate picture:

1. The Quabbin Host Communities – Recognizing Their Role as **Hosts**

- These communities have a unique and special relationship with the Quabbin Reservoir, as MWRA ratepayers have long recognized and honored through PILOT payments and other financial commitments.





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- Their role is not one of direct environmental management, but rather as host communities that have been fairly and continuously compensated for the impact of the reservoir's creation, particularly since the PILOT payments were reinstated in 1985 along with dedicated commitments to increased payments over time by MWRA and its ratepayers.
- Additionally, the MWRA system ensures unprecedented public access to lands surrounding a protected drinking water supply, supporting recreation and tourism that benefits both local residents and local economies.

2. The Division of Water Supply Protection (DWSP) – **The True Stewards**

- DWSP is the entity responsible for direct management, conservation, protection, and preservation of the watershed.
- DWSP's focus is primarily on preserving water quality for over 3 million people.
- Stewardship should be measured by who actively maintains and safeguards the resource, not by who resides nearby.
- Given the financial and environmental benefit to avoid building a costly and energy intensive filtration plant, the DWSP has committed to its mission over the years by supporting and implementing initiatives including:
 1. Enhanced enforcement against trail cutting by recreational watershed patrons, which it successfully implemented
 2. A renewed focus on the hiring process to reduce critical vacancies, which it has also successfully implemented
 3. Its most recent mandate from MassDEP to pursue the option and authority for park rangers and other enforcement officials to regain their authority to issue citations and tickets against visitors to the watershed violating the duly approved watershed rules and regulations

3. The MWRA and its ratepayers – **The Financial Backbone of the System**

- MWRA through its ratepayers provide the resources to DWSP to conduct its mission
- MWRA's ratepayers also bear the responsibility and the financial burden of compensating the host communities for the impacts of the watersheds





III. SUSTAINABILITY – Preventing Open-Ended Financial Obligations and Preserving Good Governance

MWRA ratepayers have fulfilled their financial commitments for nearly 40 years, recognizing the sacrifice made by the disincorporated communities and the current host communities.

- The 1938 settlement and 1985 PILOT system were designed to provide resolution and long-term stability, including the many generous provisions previously outlined—the 'hold harmless' clause and the continued precedent of assessing PILOT payments at the highest rate in each host community provided it is reasonably calculated.
- Expanding payments beyond what was previously agreed upon undermines the purpose of long-standing financial commitments.

The new version of this bill replaces the per-gallon water tax with a water tax by another name—a mandatory \$35 million annual transfer to the Quabbin Host Community Trust Fund, with no expiration date. This is just one of several unjustified financial burdens placed on MWRA ratepayers by this proposed legislation. In addition to the \$35 million in new financial obligations, the legislation also seeks to overturn a long-standing Supreme Judicial Court decision that limits PILOT payments to lands above the waterline. If enacted, this change could result in millions of dollars in additional costs to MWRA ratepayers by requiring payment on thousands of acres of submerged land—an expense without precedent in Massachusetts. Worse still, this shift could set a dangerous precedent that may compel other water suppliers and public utilities across the Commonwealth to shoulder similar expanded PILOT obligations, possibly driving up costs statewide. Realistically, however, since the Commonwealth budget line item for PILOT payments has not been increased in years, and the formula simply divides the static appropriated amount by the proportion of property compared to the total across the Commonwealth, this would seem more likely to simply diminish PILOT payments received by many communities due to this unexpected and unprecedented reapportionment.

As previously noted, the MWRA's PILOT payments to host communities would remain separate from this disruption to the Commonwealth-wide program; yet, it would not be without its own dramatic impacts:

- This would result in the first double-digit MWRA rate increase in over a decade—spiking the increase in water assessments from 3.9% to nearly 14%.
- Once enacted, this transfer and expense never goes away, but becomes part of the permanent costs ratepayers need to shoulder from year to year.

Additionally, the legislation proposes an unnecessary and costly expansion of the MWRA study for potentially supplying water to the Quabbin host communities. Upon the suggestion of the Advisory Board, MWRA agreed to fund studies for 10 Quabbin-area communities, though this study would be funded by ratepayers. When local





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officials requested an additional two communities to be included, MWRA again consulted with the Advisory Board, which agreed to fund their inclusion at additional ratepayer expense in continued recognition of their special relationship with the watershed. However, both the previous and re-filed legislation seek to include over 70 additional communities, many of which are geographically distant from MWRA's core service area, making their inclusion in a study both logistically impractical and financially unjustifiable.

- This expanded study would cost an additional \$2.5 million, an expense that would fall entirely on MWRA ratepayers for a study that serves no clear benefit to MWRA's core mission.
- Economic development studies for municipalities should be conducted by regional planning agencies, economic development organizations, or chambers of commerce—not by MWRA ratepayers whose funds are meant to protect and sustain existing water infrastructure.

Furthermore, this legislation threatens the long-term sustainability of MWRA governance by undermining the careful balance of representation that has served MWRA ratepayers for decades.

- MWRA's Board structure is intentionally designed to balance the interests of all stakeholders, ensuring that no single appointing authority – not the Governor, the Mayor of Boston, the Advisory Board, or the host communities of Quincy and Winthrop – has unilateral control over the MWRA.
- The proposed legislation would dramatically shift this balance
- This disruption would undo decades of stable governance, much of which was shaped by John J. Carroll, the longest-serving Board member in MWRA history. As a founding Board member, Carroll was instrumental in many of the final strategic decisions that made MWRA one of the most successful water systems in the nation, and frankly one of the most successful government entities in the Commonwealth.
- Carroll often noted that the MWRA's success was due in large part to the carefully balanced structure of the Board, ensuring that no single appointing authority could dominate decision-making. This structure created an environment where thoughtful debate, expertise, and institutional knowledge could lead to sound decisions for the benefit of all ratepayers by compelling the Board members to work together to achieve consensus.
- The proposed term limits would impact many current Board members who are either over or nearing the 12-year term limit in the proposed legislation. That so many appointing authorities have continued to reappoint longstanding members speaks to the benefits of having the longevity and continuity of MWRA Board members over the years.
- This continuity and stability have provided institutional knowledge and a steady hand in navigating complex infrastructure and financial challenges.



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- The proposed legislation also unfairly removes the Advisory Board's autonomy to appoint its three representatives on the MWRA Board of Directors by including term limits. In fact, the Advisory Board representatives are the only three MWRA Board members that are elected by a group of their peers rather than being appointed by executive fiat.
- It is worth noting that when the Advisory Board updated its bylaws in 2021 term limits were internally debated, discussed, and summarily dismissed as unnecessary and disruptive to institutional stability.

In addition to the financial burden this legislation imposes, it also threatens the long-term sustainability of MWRA governance by undermining the careful balance of representation that has served MWRA ratepayers for decades.

CONCLUSION: FAIRNESS MEANS STABILITY, NOT AN OPEN-ENDED DEMAND

MWRA ratepayers have contributed more than enough to sustain the Quabbin system. This bill seeks to rewrite financial commitments in favor of a select few while placing an unsustainable burden on ratepayers.

We emphatically urge the MWRA Board to oppose this legislation.

Fairness means balance, responsibility, and sustainability—not a system where one side can demand more forever, while the other side is forced to keep paying.

Sincerely,

A handwritten signature in blue ink, appearing to read 'R. Raiche'.

Richard E. Raiche
Chair, MWRA Advisory Board

Cc: MWRA Board of Directors
MWRA Advisory Board Executive Committee



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