



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
TTY: (617) 788-4971

Date: Wednesday, October 22, 2025
Time: 1:00pm
Location: MWRA Administration Facility, Board Room 2C/2D
2 Griffin Way, Chelsea, MA 02150
Photo ID required for entry.
The meeting will also be available via Webex.

Webex meeting link (registration required)

<https://mwra.webex.com/weblink/register/re14a8a85fd0494953df383fbaf04c67a>

Meeting number: 2335 332 2000

Password: 102225

AGENDA

I. APPROVAL OF MINUTES

II. REPORT OF THE CHAIR

- A. Annual Meeting: Election and Appointment of MWRA Officers, and Committee Assignments

III. REPORT OF THE EXECUTIVE DIRECTOR

IV. EXECUTIVE SESSION

- i. Approval of the September 17, 2025 Executive Session Minutes

A. Real Estate

1. Watershed Land Acquisition Approval

B. Security

1. Security Briefing (verbal)

C. Litigation

To discuss strategy with respect to litigation:

1. *In the Matters of MWRA Challenge to Certain Conditions in Alewife Brook/Upper Mystic River Basin and Lower Charles River/Charles River Basin Variances, OADR Nos. 2024-029 and 2024-030; MWRA v. Massachusetts Department of Environmental Protection, Suffolk Sup. Ct. No. 2484CV02837*
2. *U.S. v. M.D.C., et al., USDC (Mass) No. 85-0489-RGS (Boston Harbor Case) (verbal)*

V. WASTEWATER POLICY AND OVERSIGHT**A. Information**

1. Public Engagement and Involvement for Development of the Draft Updated CSO Control Plan
2. 2024 Outfall Monitoring Overview
3. MWRA Industrial Waste Report #41: Industrial Pretreatment Program Annual Report to EPA for FY25

VI. ADMINISTRATION, FINANCE AND AUDIT**A. Information**

1. Delegated Authority Report – September, 2025
2. FY2026 Financial Update and Summary as of September 2025
3. Internal Audit Department Activities Report – FY2025

B. Contract Amendment/Change Orders

1. Automated Vehicle Locator Tracking System (AVL): Insight Mobile Data Inc, Contract VEH106, Amendment 2

VII. PERSONNEL AND COMPENSATION**A. Approvals**

1. PCR Amendments – October 2025
2. Appointment of Tara Taylor, Manager, Benefits & HRIS

VIII. CORRESPONDENCE TO THE BOARD**IX. OTHER BUSINESS****X. ADJOURNMENT**

MASSACHUSETTS WATER RESOURCES AUTHORITY

Meeting of the Board of Directors

September 17, 2025

A meeting of the Massachusetts Water Resources Authority (MWRA) Board of Directors was held on September 17, 2025 at MWRA Headquarters at Deer Island, Boston, and via remote participation.

Chair Tepper presided from MWRA Headquarters. Board Members Flanagan, Pappastergion, Vitale, Jack Walsh, Patrick Walsh and Wolowicz also participated at MWRA Headquarters. Board Members Foti, Peña and Swett participated remotely. Board Member Taverna was absent.

MWRA Executive Director Frederick Laskey attended at MWRA Headquarters. General Counsel Carolyn Francisco Murphy; Chief Operating Officer Kathleen Murtagh; Deputy Chief Operating Officers Stephen Cullen and Rebecca Weidman; Director of Finance Thomas Durkin; Director of Administration Michele Gillen; Director of Environmental and Regulatory Affairs Colleen Rizzi; Chief Engineer Brian Kubaska; Senior Program Manager, Planning, Michael O’Keefe; Chief of Staff Katherine Ronan; Associate General Counsel Angela Atchue; IT Asset and Configuration Manager Michael Curtis; and Assistant Secretary Kristin MacDougall were among the staff who also attended at MWRA Headquarters.

Vandana Rao, EEA, and Matt Romero and Richard Raiche, MWRA Advisory Board (Advisory Board), also attended at MWRA Headquarters.

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

ROLL CALL

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

APPROVAL OF JULY 23 AND AUGUST 20, 2025 MINUTES

A motion was duly made and seconded to approve the minutes of the Board of Directors’ meetings of July 23 and August 20, 2025.

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

Yes No Abstain

Tepper

Flanagan

Foti

Pappastergion

Peña

Swett

Vitale

J. Walsh

P. Walsh

Wolowicz

(ref. I)

REPORT OF THE EXECUTIVE DIRECTOR

MWRA Executive Director Fred Laskey noted that staff continue to monitor the Quabbin Reservoir, which remains within normal operating range during the ongoing regional drought. He thanked Chair Tepper and Board Members Pappastergion, Taverna and Wolowicz for participating in the Quinapoxet Dam Celebration held on September 10, 2025. He reported that the Quabbin Reservoir Watershed Communities Expansion Evaluation would be released in approximately one week, and MWRA was in the process of discontinuing a temporary supply of water to Wayland because the town's water emergency had resolved. Finally, Mr. Laskey welcomed MWRA Advisory Board Executive Committee Chair Richard Raiche to the meeting.

Secretary Tepper congratulated staff on the success of the Quinapoxet Dam Removal Project. (ref. III)

EXECUTIVE SESSION

Chair Tepper requested that the Board move into Executive Session to discuss litigation, since discussing such in Open Session could have a detrimental effect on the litigating positions of the Authority. She announced that the planned topics for Executive Session were discussions of strategy with respect to litigation regarding the federal court Boston Harbor case; the variance appeals relating to the Alewife Brook/Upper Mystic and Charles Rivers; and the *Barletta Heavy Division, Inc. v. MWRA* Superior Court (Prison Point) case. 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 at their remote location or able to hear the Executive Session discussion.

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

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Tepper		
Flanagan		
Foti		
Pappastergion		
Peña		
Swett		
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 1:41pm.

*** CONTINUATION OF OPEN SESSION ***

PRESENTATIONS

Progress on Development of Updated Combined Sewer Overflow Control Plan

Brian Kubaska, MWRA Chief Engineer, reviewed MWRA’s 35 years of significant progress to reduce Combined Sewer Overflow (CSO) discharges in the Metropolitan Boston area and ongoing efforts to develop the next phase of control for the remaining CSO discharge to Alewife Brook and the Charles and Upper Mystic Rivers (“variance waters”).

Mr. Kubaska presented the locations of CSOs in MWRA’s Metropolitan Boston service area. He highlighted those that can still discharge into the variance waters (“open CSOs”), which are operated by MWRA, Cambridge and Somerville (“project partners”), and do not discharge frequently. He explained that the project partners are jointly developing a Draft Updated CSO Control Plan for the open CSOs that is required for submittal to EPA and DEP by December 31, 2025.

Mr. Kubaska noted the variance waters are designated as Class B (“swimmable and

fishable” standards) water bodies where CSO discharges are effectively not permitted without variances; the current variances are effective from August 2024 through August 2029; and requirements include the development of updated plans to address the remaining open CSOs, with evaluations up to and including elimination, as well as consideration for predicted climate change impacts.

He explained that the project partners have been working to meet these requirements by using hydraulic modeling to predict the frequency and volumes of CSO discharges during a 2050 typical year (“2050 TY”).

Referring to a table showing a predicted rise in CSO discharge frequency and volumes from the prior typical year to the forecasted 2050 TY, Mr. Kubaska noted that climate change is expected to substantially increase storm sizes and intensities, resulting in larger and more frequent CSO discharges. He described how the project partners are also evaluating CSO control alternatives for design storms (5-year/24-hour and 25-year/24-hour) forecasted out to the 2050 planning year in order to consider the impact of climate change for these larger storm events. He noted 2050 design storms are expected to occur infrequently but generate significantly increased CSO discharge volumes.

Next, Mr. Kubaska reviewed the four levels of CSO control considered in the evaluations:

- significant reduction in CSO discharges from those predicted to occur in a 2050 TY;
- no CSO discharges in a 2050 TY;
- no CSO discharges in a 2050 5-year design storm; and
- no CSO discharges in a 2050 25-year design storm.

He presented a table showing predicted CSO discharge volume and what is required to achieve the varying levels of control.

Mr. Kubaska outlined CSO control methods the project partners have incorporated into an extensive suite of potential alternatives, including sewer separation, green stormwater infrastructure, storage, conveyance improvements (increased carrying capacity), and regional tunnels. He explained that the project partners are evaluating the alternatives and would ultimately identify a recommended alternative for each variance water body.

He then outlined some key evaluation considerations such as positive and negative water quality impacts; constructability and implementation feasibility; potential community impacts and disruptions; cost/value; and the timeline to CSO discharge reduction.

With respect to water quality considerations, Mr. Kubaska advised that updated water quality models, which include predicted 2050 TY conditions model results, continue to show that the ability to meet water quality standards would not significantly improve even if all CSO discharges were eliminated in a 2050 TY.

He explained how some CSO control methods were predicted to affect water quality; for

example, sewer separation would increase pollution such as from phosphorous due to added stormwater; and CSO discharge treatment, like that provided at MWRA's Cottage Farm and Somerville Marginal facilities, would have no bacterial water quality impacts.

Mr. Kubaska then outlined some cost and value considerations for the CSO alternatives. He noted that escalation to construction midpoint or land acquisition are being considered but not included in comparative cost estimate data; the project partners are working toward a fair and equitable way to share project costs; and some alternatives include benefits beyond CSO control, such as infrastructure upgrades, street improvements and recharged groundwater through infiltration and green stormwater infrastructure. Finally, Mr. Kubaska briefly discussed how the length of time required for each alternative to be implemented and produce meaningful improvements is a factor of consideration.

Next, Colleen Rizzi, MWRA Director of Regulatory and Environmental Affairs, presented representative examples of the 37 CSO alternatives under review (also outlined in the September 17, 2025 Staff Summary).

Ms. Rizzi explained that the full set of alternatives under consideration includes an array of targeted and regional approaches for CSO control, as well as single and mixed implementation methods that incorporate both existing and new infrastructure. She presented comparisons of potential alternatives, including locations, methods, estimated project durations, preliminary estimated costs, and the benefits and challenges for water quality, constructability and potential for disrupting communities and infrastructure. Mr. Laskey briefly noted that a potential CSO storage tank alternative for Charles River could impact a planned DCR renovation at Magazine Beach.

Ms. Rizzi then discussed the next steps in the Updated CSO Control Plan development process, including ongoing public engagement, such as Public Meeting #5 to be held on September 25 and a presentation and hearing set for spring 2026; continued work with project partners; obtaining MWRA consensus including at meetings with the Board of Directors and the Advisory Board; and the December 31, 2025 Draft Report submittal. She highlighted that public engagement, including opportunities for comment, would continue after the submittal.

Finally, Ms. Rizzi noted the Draft Report would include documentation for the alternatives development and selection processes and address any potential changes to water quality standards if warranted.

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

Chair Tepper requested more information about public feedback and concerns with respect to the methodology for developing and evaluating CSO control alternatives. Mr. Kubaska noted that the project partners have been engaging with local watershed

associations, including at meetings held in advance of public info sessions. He reported that the watershed associations' feedback on the process has been mixed; their members have requested more opportunities to provide technical input; and project partners are doing their best to include these groups while also balancing other stakeholders' needs and concerns.

Chair Tepper advised that consensus would ideally be reached on methodologies, even if agreement on the final outcome cannot be achieved. Mr. Kubaska explained that the watershed associations have been invited to share input about their priorities for the evaluation criteria.

There was general discussion about MWRA's collaboration with the project partners and BWSC, and staff's plan to present proposed recommendations for each variance water to the Board in October, 2025. Chair Tepper recommended that staff provide Board members with materials to review in advance of that meeting. Mr. Kubaska agreed and outlined staff's intention to present the alternatives to the Board in October, then request its direction in November.

Chair Tepper asked if a special Board meeting dedicated to the Updated CSO Control Plan could be held. Ms. Francisco Murphy affirmed that such a meeting could take place with a quorum. There was brief, general discussion about potential meeting formats, times, locations and participants.

Matt Romero, MWRA Advisory Board Executive Director, thanked staff for keeping the Advisory Board apprised of the Updated CSO Control Plan's progress, and agreed that a special Board meeting would be beneficial. (ref. V.A)

MWRA's Resilience Efforts and Climate Change Adaptation Strategy

Michael O'Keefe, MWRA Program Manager, Planning, presented highlights of MWRA's ongoing adaption and resilience efforts to address and prepare for climate change impacts to operations, such as sea level rise, stronger coastal storms, intense precipitation and extreme heat. He highlighted the Deer Island Wastewater Treatment Plant (DITP) as an example of MWRA's forward-thinking response to coastal storms and sea level rise, noting that DITP, which is designed to be protected against a 100-year storm plus two feet of sea level rise, represents one of the nation's first physical climate adaptation efforts.

Next, Mr. O'Keefe presented a map depicting how a 100-year storm is predicted to impact MWRA's coastal facilities, which are vulnerable to storms and sea level rise. He explained that in 2016 MWRA implemented its initial approach to system-wide climate change adaption, which focused on understanding potential impacts, assessing and prioritizing vulnerable facilities, acting quickly to mitigate impacts, and developing institutional standards for long-term resiliency. He reviewed the benchmarks for evaluating the

facilities, facility assessment strategy, vulnerability ranking process, and the exercise of overlaying photos of coastal facilities with 100-year flood elevations to determine vulnerability.

Next, Mr. O'Keefe summarized targeted measures taken to protect the most vulnerable facilities, including deployable flood barriers, entrance stoplogs, sandbags, protective walls, and electrical equipment relocation. He also discussed MWRA's long-term climate adaptation approach for facilities such as adjusting designs for three active rehabilitation design projects to reflect predicted sea level rise, full retrofits, and the consideration of sea level rise in the designs for all future rehabilitation projects.

Mr. O'Keefe then reviewed some of the climate resilience program's accomplishments since the initial assessments, including ongoing work to protect all facilities to the level of a 100-year storm, and regular training for staff on the deployment of temporary flood barriers.

Mr. O'Keefe explained that staff are updating the facility vulnerability assessment processes, including by comparing MWRA's sea level rise and storm benchmarks with the Massachusetts Coastal Flood Risk Model's latest projections, noting that MWRA's initial benchmark for 2050 closely matches the state model's projections. He added that staff will use the Massachusetts State Climate Resilience Design Standards tool to determine the projections needed as facilities are rehabilitated.

He then briefly highlighted some examples of regional collaboration on climate resilience, including coordination with the City of Boston on Moakley Park and its connectors; membership in the Resilient Mystic Collaborative; and work with the Massachusetts Office of Coastal Zone Management to develop statewide plans.

Next, Mr. O'Keefe discussed how historic heavy rains and periods of drought from climate change are expected to impact MWRA's water system. He explained that staff anticipate a modest increase in safe yield, citing the benefits of the MWRA water system's storage capacity and aggressive water conservation programs, and presented a graph of water system demand reductions. He also reviewed climate resilience measures for MWRA's water system assets such as dams, dikes and spillways, including approximately \$30 million in spillway and dam improvements, and noted that all MWRA dams are designed to meet a spillway design flood. He added that the Updated CSO Control Plan is also taking climate change into consideration.

Regarding the impacts of increasingly extreme heat from climate change, Mr. O'Keefe noted that staff have implemented a workforce heat stress prevention plan and advised that heat and intense rainfall could affect future drinking water quality due to increased algal blooms and turbidity events and negatively impact the health and biodiversity of watershed forests. He relayed that MWRA and DCR staff are closely monitoring and

preparing for these potential impacts.

Finally, Mr. O’Keefe presented a summary of some ongoing climate change resilience efforts, such as further limiting vulnerability at facilities, and continued monitoring and preparation for impacts of changing heat and rainfall conditions on source water.

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

Chair Tepper thanked staff for their work and recommended that MWRA begin to consider designing for 2070 climate projections. Mr. O’Keefe agreed and explained that staff are using 2070 projections for future projects.

(Mr. Swett left the meeting during the presentation.) (ref. V.B)

ADMINISTRATION, FINANCE AND AUDIT

Committee Chair Flanagan reviewed the agenda items discussed at the September 17, 2025 Administration, Finance and Audit meeting, and advised that the Committee voted to advance all motions presented for full Board approval.

Approvals

Approval of the Ninety-First Supplemental Bond Resolution

A motion was duly made and seconded to adopt the Ninety-First Supplemental Resolution authorizing the issuance of up to \$63,000,000.00 of Massachusetts Water Resources Authority Subordinated General Revenue Bonds and the supporting issuance resolution.

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		
Flanagan		
Foti		
Pappastergion		
Peña		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. AF&A B.1/VI A.1)

Contract Awards

Remarketing Agent for the 2008 Series A-1 and 2025 C-F and Commercial Paper Dealer for the 2025 Notes: BofA Securities, Inc., Goldman Sachs & Co. LLC, Jefferies LLC, RBC Capital Markets, LLC and TD Securities (USA) LLC, Contract F283

A motion was duly made and seconded to authorize the Executive Director, pursuant to the Fifty-Fourth, Eighty-Ninth and Ninetieth Supplemental Resolutions, to approve the recommendation of the Selection Committee for BofA Securities, Inc., Goldman Sachs & Co. LLC, Jefferies LLC, and RBC Capital Markets, LLC., to provide remarketing services for the Multi-Modal Subordinated General Revenue Refunding Bonds, and for TD Securities (USA) LLC to provide commercial paper dealer services for the 2025 Notes, as detailed in the September 17, 2025 Staff Summary presented and filed with the records of this meeting.

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

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

Flanagan

Foti

Pappastergion

Peña

Vitale

J. Walsh

P. Walsh

Wolowicz

(ref. AF&A C.1/VI B.1)

Assignment and Assumption of Contract EXE-047: Viscom Systems, Inc. to Sullivan & McLaughlin Companies, Inc.

A motion was duly made and seconded to authorize the Executive Director, on behalf of the Authority, to approve the assignment and assumption of Contract EXE-047, Security Equipment Maintenance and Repair Services, from Viscom Systems, Inc. to Sullivan & McLaughlin Companies, Inc., and to further authorize the Executive Director, on behalf of the Authority, to execute an Assignment and Assumption Agreement to effectuate that assignment and assumption with no increase in contract price or contract term.

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:

Yes No Abstain

Tepper

Flanagan

Foti

Pappastergion

Peña

Vitale

J. Walsh

P. Walsh

Wolowicz

(ref. AF&A C.2/VI B.1)

PERSONNEL AND COMPENSATION

Committee Chair Wolowicz outlined the agenda items discussed at the September 17, 2025 Personnel and Compensation meeting and advised that the Committee voted to advance all motions presented for full Board approval.

Approvals

September 2025 PCR Amendments

A motion was duly made and seconded to approve amendments to the Position Control Register (PCR) as presented in the September 17, 2025 Staff Summary and filed with the records of this meeting.

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:

Yes No Abstain

Tepper

Flanagan

Foti

Pappastergion

Peña

Vitale

J. Walsh

P. Walsh

Wolowicz

(ref. P&C A.1/VII A.1)

Appointment of Ethan Wenger, Director, Wastewater

A motion was duly made and seconded to approve the appointment of Mr. Ethan Wenger to the position of Director, Wastewater, (Non-Union, Grade 16), in the Operations Division at an annual salary of \$201,380.00, commencing on a date to be

determined by the Executive Director.

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		
Flanagan		
Foti		
Pappastergion		
Peña		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. P&C A.2/VII A.2)

Appointment of Chad A. Whiting, Director, Deer Island Wastewater Treatment Plant

A motion was duly made and seconded to approve the appointment of Mr. Chad A. Whiting to the position of Director, Deer Island Wastewater Treatment Plant (Non-Union, Grade 16) at an annual salary of \$195,000.00 commencing on a date to be determined by the Executive Director.

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		
Flanagan		
Foti		
Pappastergion		
Peña		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. P&C A.3/VII A.3)

Appointment of Lisa Richardson-Lowery, Manager, Labor Relations

A motion was duly made and seconded to approve the appointment of Ms. Lisa Richardson-Lowery to the position of Manager, Labor Relations (Non-Union, Grade 14) in the Administration Division, at an annual salary of \$146,250.00, commencing on a date to be determined by the Executive Director.

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

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
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Teppa

Flanagan

Foti

Pappastergion

Peña

Vitale

J. Walsh

P. Walsh

Wolowicz

(ref. P&C A.4/VII A.4)

WATER POLICY AND OVERSIGHT

Committee Member Jack Walsh summarized the agenda items and discussions held at the September 17, 2025 Water Policy and Oversight meeting and advised that the Committee voted to advance all motions presented for full Board approval. (Mr. Pappastergion temporarily left the meeting during the summary.)

Contract Awards

Cathodic Protection System Improvements Shafts E, L, N and W

CorrTech, Inc., Contract 6439

A motion was duly made and seconded to approve the award of Contract 6439, Cathodic Protection System Improvements Shafts E, L, N and W, to the lowest responsible and eligible bidder, CorrTech, Inc., and to authorize the Executive Director, on behalf of the Authority, to execute said contract in the bid amount of \$7,324,782.00 with a contract term of 912 calendar days from the Notice to Proceed.

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

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
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Teppa

Flanagan

Foti

Peña

Vitale

J. Walsh

P. Walsh

Wolowicz

(ref. W A.1/VIII A.1)

(Mr. Pappastergion returned to the meeting after the Roll Call vote.)

Contract Amendments/Change Orders

Dam Safety Compliance and Consulting Services – Repairs, Design and Engineering Services During Construction: GZA GeoEnvironmental, Inc., Contract 7614, Amendment 4

A motion was duly made and seconded to authorize the Executive Director, on behalf of the Authority, to approve Amendment 4 to Contract 7614, Dam Safety Compliance and Consulting Services - Repairs, Design and Engineering Services During Construction, with GZA GeoEnvironmental, Inc., increasing the contract amount by \$25,100.00, from \$582,811.51 to \$607,911.51 and increasing the contract term by 24 months from October 21, 2025 to October 21, 2027.

There was brief discussion about the change order's cost and duration.

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

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

(ref. W B.1/VIII B.1)

Quinapoxet Dam Removal Design, Permitting and Engineering Services During Construction: SLR International Corporation Contract 7347, Amendment 3

A motion was duly made and seconded to authorize the Executive Director, on behalf of the Authority, to approve Amendment 3 to Contract 7347, Quinapoxet Dam Removal, Design and Engineering Services During Construction, with SLR International Corporation, increasing the contract amount by \$148,000.00, from \$620,428.67 to \$768,428.67, and extending the contract term by 36 months from April 1, 2026 to April 1, 2029.

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		

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
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Flanagan

Foti

Pappastergion

Peña

Vitale

J. Walsh

P. Walsh

Wolowicz

(ref. W B.2/VIII B.2)

OTHER BUSINESS

There was no Other Business. (ref. IX)

CORRESPONDENCE TO THE BOARD

There was no Correspondence to the Board (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>
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Tepper

Flanagan

Foti

Pappastergion

Peña

Vitale

J. Walsh

P. Walsh

Wolowicz

(ref. XI)

The meeting adjourned at 2:56pm.

Approved: October 22, 2025

Attest:

Brian Peña, Secretary

LIST OF DOCUMENTS AND EXHIBITS USED

- Draft Minutes of the July 23 and August 20, 2025 MWRA Board of Directors' Meetings (ref. I)
- September 17, 2025 Staff Summary and Presentation – Progress on Development of Updated Combined Sewer Overflow Control Plan (ref V.A)
- September 17, 2025 Staff Summary and Presentation – MWRA's Resilience Efforts and Climate Change Adaptation Strategy (ref V.B)
- September 17, 2025 Staff Summary – Approval of the Ninety-First Supplemental Bond Resolution (ref. AF&A B.1/VI A.1)
- September 17, 2025 Staff Summary – Remarketing Agent for the 2008 Series A-1 and 2025 C-F and Commercial Paper Dealer for the 2025 Notes: BofA Securities, Inc., Goldman Sachs & Co. LLC, Jefferies LLC, RBC Capital, Markets, LLC and TD Securities (USA) LLC, Contract F283 (ref. AF&A C.1/VI B.1)
- September 17, 2025 Staff Summary – Assignment and Assumption of Contract EXE-047 Systems, Inc. to Sullivan & McLaughlin Companies, Inc. (ref. AF&A C.2/VI B.2)
- September 17, 2025 Staff Summary – September 2025 PCR Amendments (ref. P&C A.1/VII A.1)
- September 17, 2025 Staff Summary – Appointment of Director, Wastewater (ref. P&C A.2/VII A.2)
- September 17, 2025 Staff Summary – Appointment of Director, Deer Island Wastewater Treatment Plant (ref. P&C A.3/VII A.3)
- September 17, 2025 Staff Summary – Appointment of Manager, Labor Relations (ref. P&C A.4/VII A.4)
- September 17, 2025 Staff Summary – Cathodic Protection System Improvements Shafts E, L, N and W: CorrTech, Inc., Contract 6439 (ref. W A.1/VIII A.1)
- September 17, 2025 Staff Summary – Dam Safety Compliance and Consulting Services – Repairs, Design and Engineering Services During Construction: GZA GeoEnvironmental, Inc., Contract 7614, Amendment 4 (ref. W B.1/VIII B.1)
- September 17, 2025 Staff Summary – Quinapoxet Dam Removal Design, Permitting and Engineering Services During Construction: SLR International Corporation, Contract 7347, Amendment 3 (ref. W B.2/VIII B.2)

STAFF SUMMARY

TO: Board of Directors

FROM: Rebecca L. Tepper, Chair



DATE: October 22, 2025

SUBJECT: Annual Meeting: Election and Appointment of MWRA Officers, and Committee Assignments

RECOMMENDATION:

That the Board of Directors (1) designate this October 22, 2025 meeting as the Annual Meeting which, as provided in the Authority's by-laws, will be deemed a special meeting of the Board for the purpose of election of officers; (2) elect a Vice-Chair of the Board; and (3) appoint a Secretary of the Board, an MWRA Treasurer, and such Assistant Secretaries and Assistant Treasurers of the Board as the Board deems appropriate. New Committee Chairs will be appointed approximately every two years.

To ratify the following appointments of Board members to standing Committees:

Administration, Finance and Audit	Wastewater Policy and Oversight	Water Policy and Oversight	Personnel and Compensation
Chair: P. Flanagan Vice Chair: H. Vitale	Chair: P. Walsh Vice Chair: J. Foti	Chair: L. Taverna Vice Chair: B. Swett	Chair: J. Wolowicz Vice Chair: J. Walsh
A. Pappastergion L. Taverna J. Walsh P. Walsh B. Swett	A. Pappastergion B. Pena H. Vitale B. Swett J. Wolowicz	J. Foti P. Flanagan J. Walsh P. Walsh J. Wolowicz	B. Pena L. Taverna P. Flanagan J. Foti H. Vitale

DISCUSSION:

Article IV, Section 1, of the by-laws, which specifies the officers to be elected, provides that:

“The Board of Directors shall annually elect one of its members as Vice-Chair and shall annually appoint a Secretary and a Treasurer, who need not be members of the Board of Directors.”

The by-laws also provide that:

“Upon the recommendation of the Executive Director, the Board of Directors may also elect one or more Assistant Secretaries and Assistant Treasurers.”

Retirement Board Appointments

The provisions of G.L. c. 32 § 20 (4 7/8 D) regarding the MWRA Retirement Board, provide that:

“ . . . the secretary of the Authority shall be a member *ex officio*. . . .”

That same section of that statute further provides that a second member of the Retirement Board “. . . shall be appointed by the board of directors of the authority for a term of 3 years” Matthew Horan was appointed as a member of the Retirement Board for a three-year term beginning on July 1, 2024.

Nomination of Officers

Currently, the following individuals serve as the MWRA’s officers:

Vice-Chair:	Andrew M. Pappastergion
Secretary:	Brian Pena
Treasurer:	Matthew Horan
Assistant Secretaries:	Kristin MacDougall Katherine Ronan
Assistant Treasurers:	William Kibaja Michael Cole

The Chair wishes to request that a motion be made to nominate the following as officers, inclusive of appointments of certain MWRA staff as Treasurer, Assistant Secretaries and Assistant Treasurers, as follows:

Vice-Chair:	Andrew M. Pappastergion
Secretary:	Brian Pena
Treasurer:	Matthew Horan
Assistant Secretaries:	Kristin MacDougall Katherine Ronan
Assistant Treasurers:	William Kibaja Michael Cole

There are no special procedures for election of officers, except as governed by Robert’s Rules of Order. Thus, any Board member may make a nomination to elect an officer, and the nomination will carry upon a majority vote of the quorum.

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: October 22, 2025
SUBJECT: Public Engagement and Involvement for Development of the
Draft Updated CSO Control Plan



COMMITTEE: Wastewater Policy and Oversight

X INFORMATION
 VOTE

Brian L. Kubaska, P.E., Chief Engineer
Rebecca Weidman, Deputy Chief Operating Officer
Colleen Rizzi, P.E., Director of Env. And Regulatory Affairs
Michael O'Keefe, Senior Program Manager
Preparer/Title



Kathleen M. Murtagh, P.E.
Chief Operating Officer

This staff summary focuses on the efforts of MWRA and the cities of Cambridge and Somerville to conduct outreach and facilitate public involvement while developing a Draft Updated CSO Control Plan. Specific recommendations for CSO reduction alternatives for the Charles and Upper Mystic Rivers and Alewife Brook will be presented to the Board at a special Board Meeting on October 29, 2025.

RECOMMENDATION:

For information only.

DISCUSSION:

Over the last 35 years, substantial progress has been made toward reducing Combined Sewer Overflow (CSO) discharges within the Metropolitan Boston area. As discussed in previous Board meetings, most recently this past September, MWRA and the cities of Cambridge and Somerville (collectively referred to as the Partners) are developing an Updated CSO Control Plan to further reduce CSO discharges in Alewife Brook/Upper Mystic River Basin and the Lower Charles River/Charles Basin.¹

The extensive scope and complexity of the alternatives being developed to reduce CSO discharges as part of the Updated CSO Control Plan will impact both the communities abutting these water bodies as well as MWRA ratepayers. Consequently, from the beginning of this process, the Partners have been committed to engaging impacted residents and clearly sharing critical information. This staff summary provides an overview of the Partners' substantial efforts to not only inform stakeholders of the project as it develops but facilitate public input and comments on CSO abatement alternatives in line with and beyond regulatory requirements. For more than three years, the Partners have focused on organizing public meetings open to all, providing up-to-date

¹ The updated plan is required as part of the Water Quality Standards Variances most recently issued in August 2024 by the Massachusetts Department of Environmental Protection (MassDEP).

project information and materials, hosting additional technical meetings with watershed organizations, facilitating community feedback, and conducting outreach to environmental justice (EJ) groups. To assist with the Partners' public involvement efforts, the three entities partnered with Somerville's consultant, the Consensus Building Institute (CBI), which has played an integral role in public presentations and the wider engagement approach.

Need for Public Input

A key goal of engagement efforts has been informing and inviting active participation from as many stakeholders as possible. The communities around these CSOs feel the impact of CSO discharges today and will feel the impact of the projects (both positive and disruptive) for decades to come. It is important to keep them abreast of the planning process and let them share their perspective. The Partners have been, and continue to be, receptive and responsive to public inquiries and feedback related to developing the Draft Updated CSO Control Plan. In 2026, staff expect to hear significant input from the public that will be taken into consideration when finalizing the Updated CSO Control Plan.

Public Engagement Considerations

Early in the public engagement process, MWRA, Cambridge, and Somerville were committed to a few main goals: conducting expansive outreach so that as many interested residents as possible could participate, providing up-to-date information so that participation could be knowledgeable, and ensuring the participation of members of EJ populations. Sixty percent of the residents of MWRA's service area live in EJ communities and nearly all of Cambridge and Somerville neighborhoods include EJ populations according to the State's Executive Office of Energy and Environmental Affairs' criteria. Boston, Medford, and Arlington, which border the water bodies associated with the Updated Plan, also have significant EJ populations. It is critical that the Partners specifically reach out to these stakeholders. The Partners incorporated translation and interpretation into the methods of engagement.

Additionally, stakeholders have a broad range of familiarity with CSOs and the efforts to reduce discharges from them. Some have been involved for a while and have benefited from past meetings or published information while others are new to the process. This presents a challenge in designing the information to meet everyone's needs.

Methods of Engagement

To engage with as many stakeholders as possible, the Partners utilized a number of methods.

Project Website

One of the first steps of the Partners' outreach was the creation of a [joint project website](#) as a public resource for everything associated with the Updated CSO Plan. The website has a running timeline of all meetings and events, the presentation slides and recordings of all previous public meetings as well as any associated materials, an FAQ on CSOs and the development of the plan, and translated flyers for any upcoming meetings. Members of the public can also subscribe to receive emails on the project and see the contact information of project leaders for each entity. This website provides a critical platform for both past project materials and future engagement.

Public Meetings

To encourage active participation from stakeholders, the Partners have hosted five virtual public meetings. These meetings were designed to bring the public along over the course of the project by (a) sharing information about the process and draft concepts and content as they were developed, and (b) getting timely input and feedback from the public about the topics on which the project team was working. General topics included a) what CSO discharges are, why they occur, and what has been done already to reduce their frequency and volume; b) an overview of the planning process; c) an overview of potential tools to help reduce or eliminate CSO discharges; d) potential control alternatives under consideration and the range of potential costs; and e) results of alternative analysis. In addition to the public meetings, the Partners hosted a listening session in April 2025 to provide a forum for anyone interested in CSOs and the Updated Plan to share their priorities, concerns, and questions on the planning process. To offer the public multiple perspectives, the listening session included brief presentations by three watershed groups - Charles River Watershed Association, Mystic River Watershed Association, and Save the Alewife Brook - as well as the MWRA Advisory Board. See the table below for the topics, dates, and the number of remote participants for each public meeting.

Public Meeting	Topic	Date	Participants
1	CSO Overview & Intro to CSO Plan	June 29, 2022	226
2	Plan Priorities & New Typical Year Development	December 15, 2022	177
3	CSO Tools & Alternative Development	November 15, 2023	243
4	Alternatives Screening & Affordability Analysis	January 22, 2025	355
Listening Session		April 3, 2025	173
5	Results of Alternative Analysis	September 25, 2025	170+
6	Present Draft Plans	Spring 2026	Planned
7	Present Final Plans	Winter 2027	Planned

Given the technical complexity of the project, the effort to design the content of these meetings so the plan could be understood by members of the public with vastly different levels of knowledge about CSOs was significant. Meetings were two to three hours long and involved both presentations and time for questions to be answered in writing and verbally. During these meetings, staff answered over 450 questions to inform and enable continued public participation in real time. Additionally, surveys associated with public meetings 2 and 3 were made available and open for several weeks to gather input from people who were not able to attend the meeting live. All public meetings were recorded and posted online, and all meeting materials were posted online so the public could access them at any time.

Outreach for Public Meetings

The Partners conduct broad outreach in anticipation of the public meetings. Prior to each meeting, notifications are posted on the joint website as well as each entity's website. Notification flyers with QR codes for registration are developed and translated into eight languages prevalent in the surrounding communities - Spanish, Portuguese, Mandarin, Haitian Creole, Nepali, Amharic, Arabic, and Bengali - in adherence with Massachusetts Environmental Policy Act Office's (MEPA) Public Involvement Protocol for Environmental Justice Populations. These flyers are posted to the joint website and distributed in EJ communities at community events, through the watershed associations, and through MWRA's water fountain program across the metro area.

Notifications of public meetings and the listening session were widely distributed. The Partners email flyers to nearly 200 contacts, including the MEPA EJ distribution list and specific EJ organizations identified by Cambridge and Somerville.

In addition to outreach, the Partners prioritized accessibility at the public meetings. All meetings have been conducted over Zoom to maximize participation, which proved to be successful, with at least 170 people attending all the meetings to date. Interpretation has also been a focus of the Partners. The presentation for the first meeting was prerecorded in English and live interpreted into four languages – Portuguese, Spanish, Amharic, and Bengali – followed by a question and answer period. The second meeting was entirely live interpreted in eight languages – Spanish, Portuguese, Mandarin, Haitian Creole, Nepali, Amharic, Arabic, and Bengali. Participants were given the option to join distinct language channels where an interpreter would repeat the original speaker in the given language. The third meeting was live interpreted in Spanish and Portuguese as potential participants did not request additional languages during outreach. Given that attendance on the translation channels cannot be seen in Zoom, the Partners moved to providing interpretation if requested for the fourth and fifth public meetings. As mentioned above, the flyers are still translated into eight languages with instructions on how to request interpretation for upcoming meetings.

Surveys

As noted, a strategy the Partners are using for encouraging and obtaining feedback is to provide opportunities for people to submit input via asynchronous written online surveys. These were conducted both during public meetings through live polling and, several times, through surveys shared with the broader public that were open for several weeks. See below for a list of each survey conducted to date.

Survey	Date	Format	Respondents
Public Meeting # 2	December 2022 - January 2023	Broad Survey	86
Public Meeting # 3	November 15, 2023	Live Poll	81
Public Meeting # 3	December 2023 - January 2024	Broad Survey	1,312
Public Meeting # 4	January 22, 2025	Live Poll	167

The aim of these surveys was to learn who was participating at the public meetings (participants were asked where they lived and worked) and, in some cases, to hear their primary reason for attending. The surveys provided an opportunity for people who might not want to speak in a forum of nearly 200 people to share their concerns about the current CSO situation, make suggestions for the plan development process, and share thoughts on what they believe is important for the Plan to include.

Over the past several years, responses to these surveys, as well as discussions with the watershed groups, have yielded several themes:

- The Partners need to act with urgency to develop and implement both short-term and long-term CSO discharge reduction alternatives.
- Green infrastructure and nature-based solutions should be a key part of mitigation.
- Input from the public and watershed groups should be taken seriously and the Partners should integrate feedback into the Updated CSO Control Plan.
- The projected impacts of climate change should be considered in evaluating alternatives.

Engagement with Watershed Organizations

In the fall of 2023, the Partners began meeting separately with the watershed groups mentioned previously – the Mystic River Watershed Association (MyRWA), the Charles River Watershed Association (CRWA), and Save the Alewife Brook (StAB). While communication between the Partners and these organizations has been frequent, the watershed groups expressed a desire to be more deeply involved in the development of the Updated CSO Control Plan. To date, four meetings were held with these groups as summarized below. The purpose of these meetings has been (a) to share technical information and answer questions, (b) to hear feedback, and (c) to get advice on the public meeting designs. Because the watershed groups are much more familiar than the general public with CSO discharges in the relevant water bodies and the types of potential mitigation measures, these meetings have allowed for in-depth dialogue on specific topics and more technical discussions.

Watershed Group Meeting	Date	Format	Number of Participants
1	October 24, 2023	In-person	21
2	June 24, 2024	In-person	32
3	December 17, 2024	Virtual	35
4	September 4, 2025	In-person	35

Engaging with the watershed groups has several goals: to receive input on what they and their constituents view as important considerations for the Updated Plan, to get their input regarding the public meetings (these meetings typically preceded the public meetings), to learn of their suggestions for potential siting of reduction projects, and to answer their questions about the process.

The watershed groups also significantly assisted with outreach to interested constituents in the area, and such was key to the Partners’ success in getting high levels of attendance at the public meetings.

In addition to these group sessions, leaders from these organizations were informally in touch with project staff and the CBI facilitators via email and phone during the process to request or share updates or provide recommendations.

Commitment to Community Feedback

The Partners have heard and taken concrete actions in response to many of these concerns. In response to the request to design for future conditions including climate projections, in 2022, in collaboration with a consultant and climate scientist from Cornell University, the Partners established a first of its kind approach, using both historic observed rainfall data and future climate models to identify a 2050 Typical Year. The 2050 Typical Year rainfall is significantly larger than

the typical year rainfall data than was used previously. Using this updated typical year in alternative evaluation for development of the Updated CSO Plan goes beyond regulatory requirements and will allow stakeholders to understand how the projects recommended in the Updated CSO Plan will operate under the more intense rainstorms projected in the future.

The Partners have also implemented and are investigating the feasibility of near-term improvements. Notification, including additional signage on bike paths, in advance of large rainstorms has been implemented and the Partners have completed two evaluation reports: 1) evaluating the effectiveness of current floatables control at outfalls to the Alewife Brook and the Upper Mystic River and recommending improvements; and 2) identifying potential best management practices for reducing odors near CSO structures in the three water bodies. Lastly, in response to comments from both the public and the watershed groups, the Partners are integrating green infrastructure into many alternatives where feasible.

Both the public and watershed organizations also provided specific project and construction related suggestions during the many surveys and meetings, which the Partners have used in developing alternatives.

Next Steps

The Partners are working with urgency to finalize the Draft Updated CSO Plan for submission to MassDEP and the EPA by December 31, 2025. As has been done throughout this process, the Partners will continue to have monthly meetings with the regulators. The Partners will also continue to answer questions from the public and the watershed organizations.

The Draft Updated CSO Control Plan submittal in December will be followed by a public meeting and hearing on the Draft Plan within a five-month DEP/EPA and public review and comment period. Public outreach throughout impacted communities and to various stakeholders will continue through this comment period to encourage additional engagement. The Partners envision robust public involvement during these few months which may include additional public meetings, listening sessions, and stakeholder meetings. Following this engagement, the Final Updated CSO Control Plan, which will address comments received on the Draft Plan, will be submitted in January 2027 for MEPA review.

The Updated CSO Control Plan will provide a conceptual level overview of potential alternatives and their impacts rather than design-level details on specific projects. The Plan itself will not be considered to independently require Environmental Impact Report review. Instead, projects that exceed MEPA thresholds will comply fully with applicable MEPA regulations, including requirements relating to public outreach to and involvement of EJ populations and an analysis of impacts on these residents.

Although the Partners are close to achieving a significant milestone by finalizing recommendations for reducing CSO discharges as part of the Draft Plan, there will continue to be many opportunities for the public to engage and provide input over the next year plus as the final plan is developed.

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: October 22, 2025
SUBJECT: 2024 Deer Island Outfall Monitoring Overview



COMMITTEE: Wastewater Policy & Oversight

X INFORMATION
 VOTE

Rebecca Weidman, Deputy Chief Operating Officer
David Wu, Director, Environmental Quality
Christopher Goodwin, Prog. Manager, Environmental Quality
Preparer/Title


Kathleen M. Murtagh, P.E.
Chief Operating Officer

RECOMMENDATION:

For information only.

DISCUSSION:

MWRA monitors the Deer Island Treatment Plant effluent, as well as the water, sediment and the health of fish and shellfish in Massachusetts and Cape Cod Bays. Calendar year 2024 marked the 33rd consecutive year of monitoring, and 24 years since the effluent discharge moved to Massachusetts Bay from Boston Harbor. MWRA monitored baseline conditions in Boston Harbor, Massachusetts Bay, and Cape Cod Bay starting in the early 1990s, and began discharge monitoring when the outfall was moved to Massachusetts Bay and became operational in September 2000. Monitoring is designed to reveal environmental impacts from the Deer Island discharges, should any occur.

Under the current National Pollutant Discharge Elimination System (NPDES) permit for Deer Island, MWRA must submit the *Outfall Monitoring Overview* to federal and state regulatory agencies each year by November 15. The *Outfall Monitoring Overview* report summarizes the monitoring results. Required monitoring includes measurements of the Deer Island's effluent, and of receiving water, sediments, and fish and shellfish. As in previous years, MWRA has not identified any adverse impacts, a finding with which regulators, their Science Advisory Panel, and public interest groups agree. This staff summary provides the Board of Directors with highlights of the 2024 *Outfall Monitoring Overview* and the 2025 monitoring, as well as a summary of any special monitoring efforts and collaborations with the Science Advisory Panel.

Summary of Contingency Plan Exceedances in 2024 and 2025

The Deer Island NPDES permit¹ requires MWRA to monitor the Deer Island effluent and the

¹ The current NPDES permit expired in 2005. EPA released a draft Deer Island NPDES permit on May 31, 2023. MWRA submitted comments on the draft permit at the close of the comment period on November 28, 2023. A final permit has not been issued as of October 1, 2025.

ambient waters around the Massachusetts Bay outfall. MWRA carefully analyzes monitoring data to identify changes to the Bay's ecosystem that may be related to the outfall. Key results are compared to 95 thresholds contained in MWRA's Contingency Plan.² In 2024, there were no exceedances of the ambient monitoring thresholds, and one exceedance of effluent monitoring thresholds.

There was an effluent monitoring threshold exceedance for annual nitrogen loading. The 2024 total effluent nitrogen load was 12,755 metric tons, exceeding the Contingency Plan threshold of 12,500 metric tons. This threshold was set conservatively at 90% of the anticipated loading for 2020, based on population growth projections (14,000 metric tons).

There was no threshold exceedance for dissolved oxygen in Massachusetts Bay in 2024 (the first year since 2020). Exceedances of low dissolved oxygen in 2021 through 2023 are indicative of regional changes, namely warming waters in the wider Gulf of Maine region. At higher temperatures, dissolved oxygen levels are naturally lower.

There have been two Contingency Plan exceedances in 2025 to date:

- June 2025: *Alexandrium catenella*. High cell counts of *Alexandrium catenella*, a harmful algal bloom species known for causing "red tide" in this region. A widespread bloom was observed throughout the Gulf of Maine in 2025. The Contingency Plan threshold for *Alexandrium* was exceeded in early June, and weekly response monitoring was conducted until the bloom subsided in mid-July. Analysis of the available data indicated that the bloom originated in the Gulf of Maine and *Alexandrium* cells were brought south to Massachusetts Bay by natural means. There was no evidence of a link to the outfall.
- June 2025: Deer Island effluent toxicity. Deer Island undergoes four toxicity effluent tests every month that evaluate the potential impact of the effluent on two animal species. The acute toxicity test on the inland silverside minnow (*Menidia beryllina*) showed that at an effluent concentration of 42.6% there was 50% mortality to the test population. This is below the permit limit of 50% effluent concentration. There were no operational upsets or significant changes at Deer Island, and all other effluent permit limits were met in June. There is no pattern of toxicity in the Deer Island Treatment Plant's effluent, as all tests on samples collected in July and August have met permit limits. The outfall has an assigned dilution factor of 70:1; dye studies of the outfall under stratified water column conditions, such as those that would be seen in the month of June, indicate that dilution would be closer to 94:1. These real world dilutions are far greater than the roughly 1:1 dilution (42.6%) that the *Menidia* acute test indicated was toxic.

² The Contingency Plan is a requirement of the current NPDES permit. It contains 20 effluent thresholds and more than 70 numeric thresholds for Massachusetts Bay conditions calculated from environmental monitoring data (e.g. annual average chlorophyll levels near the outfall). An exceedance of a threshold requires rapid notification to EPA, DEP, the Science Advisory Panel, and the public. Some exceedances (e.g. harmful algal blooms, known informally as "red tide") can lead to enhanced sampling for further evaluation of the event. The Contingency Plan requirement was eliminated in the draft NPDES permit issued in 2023.

Summary of Effluent Quality Monitoring in 2024

- The Deer Island Treatment Plant earned a Platinum 18 Peak Performance Award from the National Association of Clean Water Agencies for eighteen years of 100% compliance with effluent permit limits.
- 2024 was an average year for total rainfall, but the precipitation was concentrated primarily in the winter and spring. Almost all effluent (greater than 98%) received full secondary treatment. In very wet weather, primary-treated flow is diverted around the secondary process and then blended with the secondary effluent before disinfection and discharge.
- Total suspended solid loads from effluent were about 14 tons per day. Over the past two decades, the total solids load has been about 10% of what had been discharged to the Harbor in 1990–1991. (Figure 1).

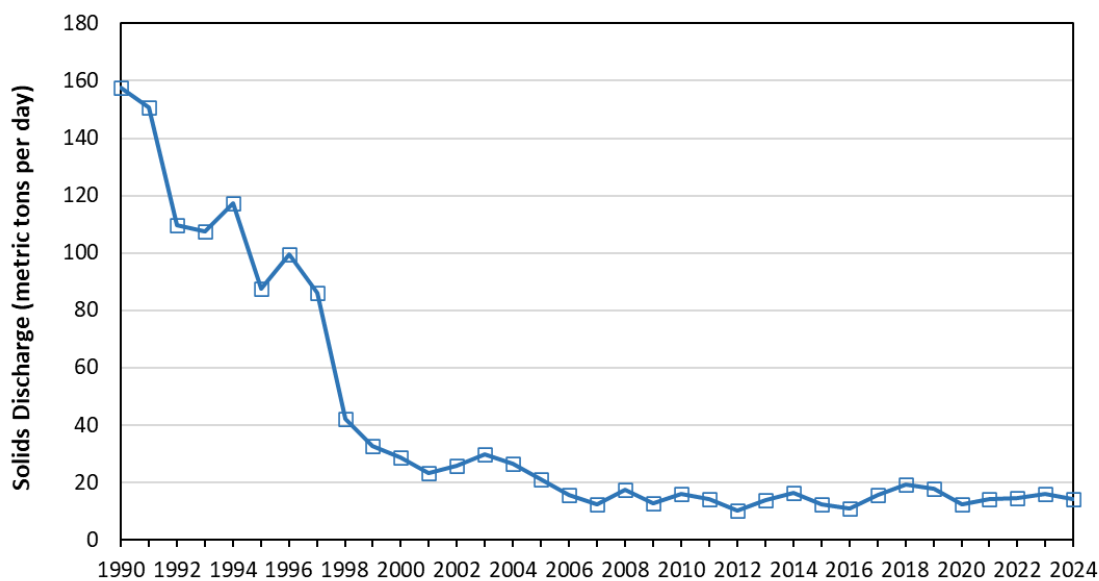


Figure 1. Annual Total Suspended Solids Discharges

- Metal loads in the effluent remain at low levels. Like solids, metal loads have decreased significantly since 1990 (Figure 2).

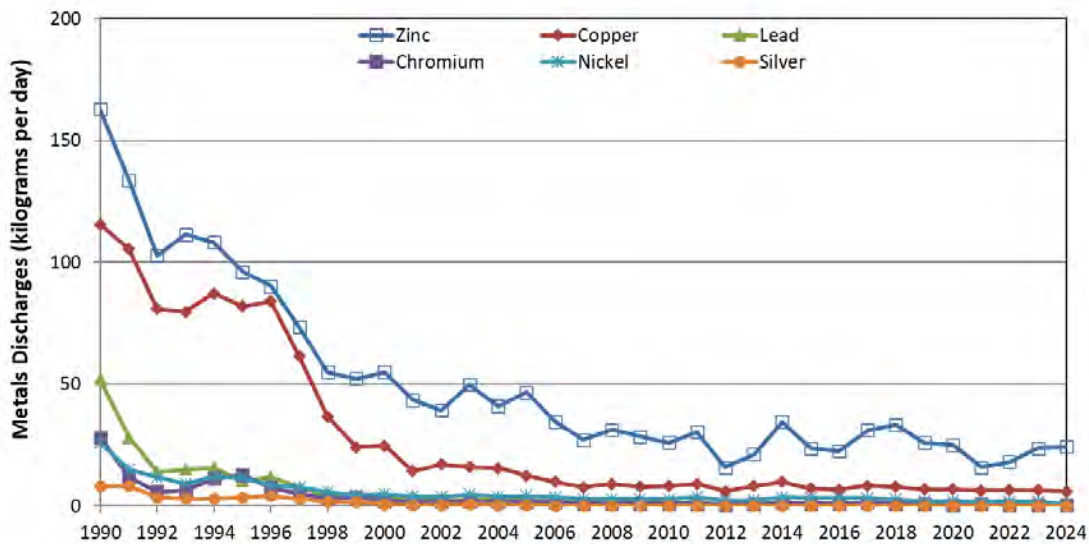


Figure 2. Annual Loads of Metals

- Total effluent nitrogen load in 2024 exceeded the Contingency Plan caution threshold (Figure 3). The reasons for the variability in the effluent nitrogen load are not entirely clear, but do not appear to have a strong correlation to annual rainfall. The only previous exceedance of this threshold was in 2019;

MWRA presented the 2024 effluent nitrogen Contingency Plan exceedance at the Outfall Monitoring Science Advisory Panel's February 2025 meeting, where the Panel discussion focused on the impacts on the annual nitrogen loading of population growth, the ratio between nitrogen species, and the sampling pattern. MWRA staff continue to investigate these factors; and

Additionally, as required by the NPDES permit, MWRA continues to run the Bays Eutrophication Model (BEM) annually. BEM is a sophisticated computer model used to assess potential outfall contributions to eutrophication, or the over-enrichment of nutrients, in Massachusetts Bay. The BEM has consistently shown that the outfall's nutrient contribution to the Bay, while visible near the outfall (Figure 4), has not had a detrimental impact on the Bay's ecosystem. The BEM has also shown that environmental harm would not be caused by nitrogen loadings that are much higher than the warning threshold for effluent nitrogen.

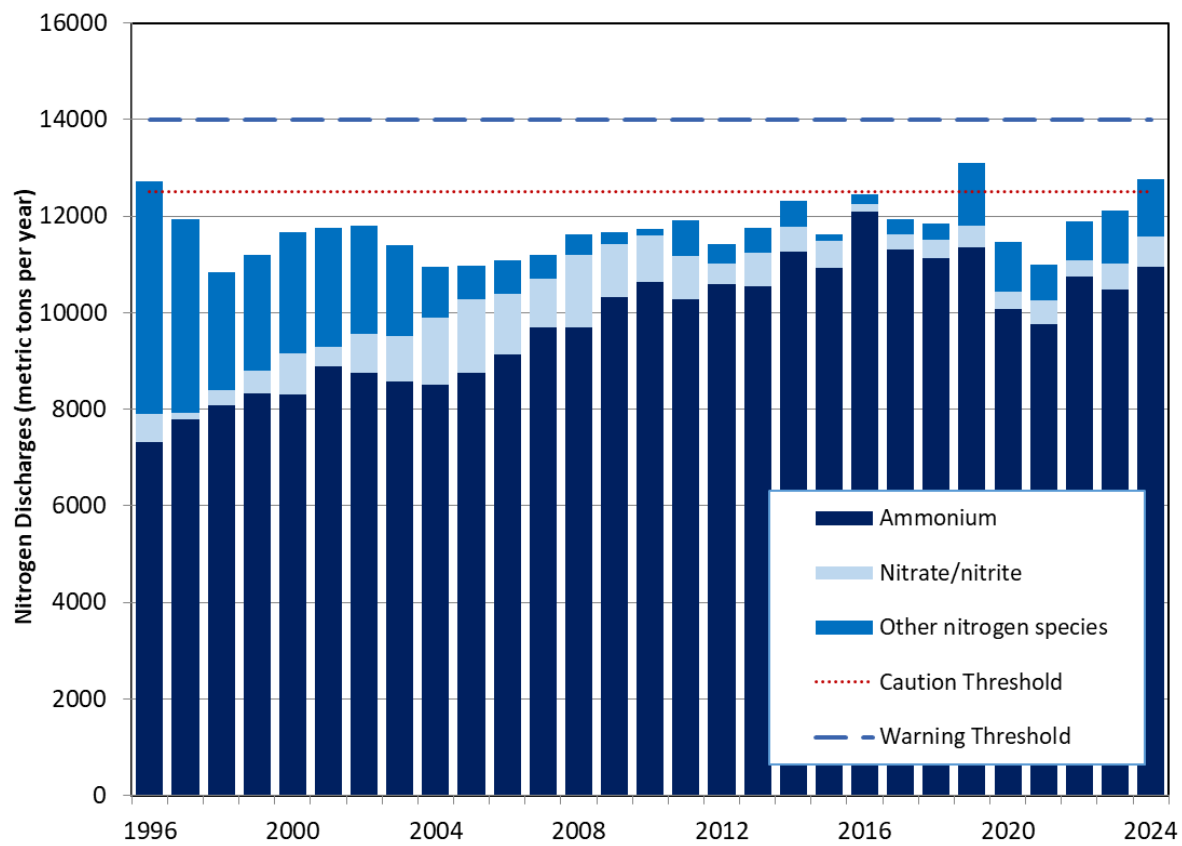


Figure 3. Annual Effluent Nitrogen Load

Summary of Environmental Monitoring Results in 2024

Water Quality Monitoring: Nutrients

The monitoring plan was designed to address concerns as to whether effluent nitrogen would cause excess phytoplankton growth, which could decrease the amount of oxygen in the water; change the species or abundance of plankton, potentially impacting the food web adversely; or increase blooms of harmful algal species. Therefore, sampling focuses on the potential nitrogen impacts (especially those of ammonium, a nitrogen compound) as only about 30% of nitrogen is removed during treatment. After the outfall was relocated in 2000 from the Harbor to its current offshore location, ammonium levels increased near the outfall, but not throughout the Bay (Figure 4; panels N21 and N18 are the stations closest to the outfall). Intermittent, higher than usual results at locations farther from the outfall are likely the result of variable ocean currents and other natural conditions.

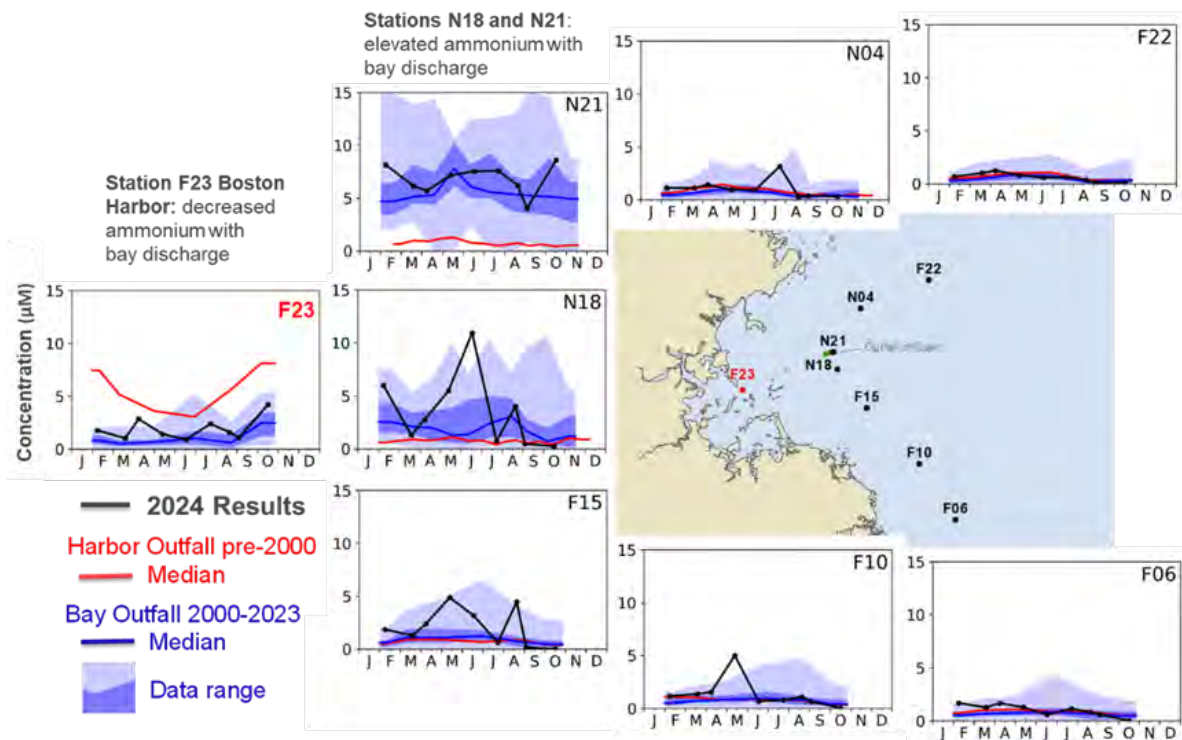


Figure 4. Massachusetts Bay Ammonium Concentrations

Water Quality Monitoring: Plankton

The monitoring plan requires MWRA to monitor phytoplankton communities, including potential and confirmed nuisance species. To date, monitoring data has shown the outfall does not affect phytoplankton growth or species composition.

In 2024, there were no blooms of *Alexandrium catenella*. *Alexandrium* can produce toxins that result in paralytic shellfish poisoning, or “red tide.” The potentially toxic diatom genus *Pseudo-nitzschia* was prevalent in higher abundances in 2024; however, most of these observations were of the smaller, less toxic species *Pseudo-nitzschia delicatissima*. Toxin monitoring performed by the state Division of Marine Fisheries did not detect any toxins in 2024.

Water Quality Monitoring: Dissolved Oxygen

Before the outfall was relocated offshore in 2000, there was concern that effluent nutrients might lead to excess phytoplankton growth at the new outfall location. If that occurred, it could cause oxygen levels to decline when the phytoplankton cells die and decay, so MWRA closely monitors oxygen conditions. Oxygen conditions in Massachusetts Bay are strongly seasonal: oxygen declines through summer due to warm water and the lack of mixing. Oxygen increases in the fall when water temperatures cool and winds increase. These conditions increase the mixing of atmospheric oxygen with the Bay waters and mix high oxygen surface waters down to the bottom. Dissolved oxygen levels in 2024 followed this cycle. Unlike many recent years, the lower levels of oxygen in the summer were above Contingency Plan thresholds; no exceedances were reported.

Monitoring the Sea Floor near the Outfall and in the Harbor



Figure 5. Polychaete Worm from Massachusetts Bay

Sea floor habitat (the benthos) is a major component of a healthy marine ecosystem and is of particular interest in studies of pollutant effects because many contaminants ultimately end up in the sediments.

MWRA's benthic monitoring assesses the health of animal communities and physically characterizes the sediments (Figure 5). Diverse groups of animals including polychaete worms (the dominant animals in the soft sediments near the outfall), mollusks, and crustaceans typical of New England were observed in 2024, and the species assemblages were driven by sediment size and depth, not by proximity to the outfall.

Fish and Shellfish Monitoring

Flounder are a fish that live in close contact with the bottom sediments. This makes their health, especially the rates of liver disease, an indication of the effects of contaminants in the sea floor. During the 1970s and 1980s, fin rot and liver disease (including liver tumors) associated with contaminant exposure were common in winter flounder taken from Boston Harbor. Sampling of flounder has continued as part of MWRA's monitoring since 1991. The flounder study has documented substantial declines in tumor precursors as the flounder population recovered in the Harbor with no increased tumor precursors in fish caught near the Massachusetts Bay outfall. Catching the required flounder has been more challenging in recent years due to decreasing flounder populations, technical challenges (torn nets and entangled lobster traps), and a decrease in fishing boat availability. In 2024, the percentage of flounder containing tumor precursors was very low both at the Deer Island Flats (10%), and near the outfall (9%). Importantly, liver tumors have not been observed in flounder from the Harbor since 2004 and have never been observed in flounder caught near the outfall.

Every three years, MWRA analyzes flounder, lobster, and mussel tissue for metals and organic contaminants (like pesticides) that are toxic to marine life and human health. Concentrations of these contaminants are compared with Contingency Plan thresholds to ensure the outfall is not harming organisms in Massachusetts Bay or adding contaminants that could be consumed in

seafood. All contaminant concentrations remained below these thresholds in 2024. In fact, this analysis continues to show that banned contaminants like chlordane and PCBs have become less present in fish and shellfish tissues over time. Figure 6 shows chlordane in flounder fillet. Chlordane has been banned in the United States since 1988.

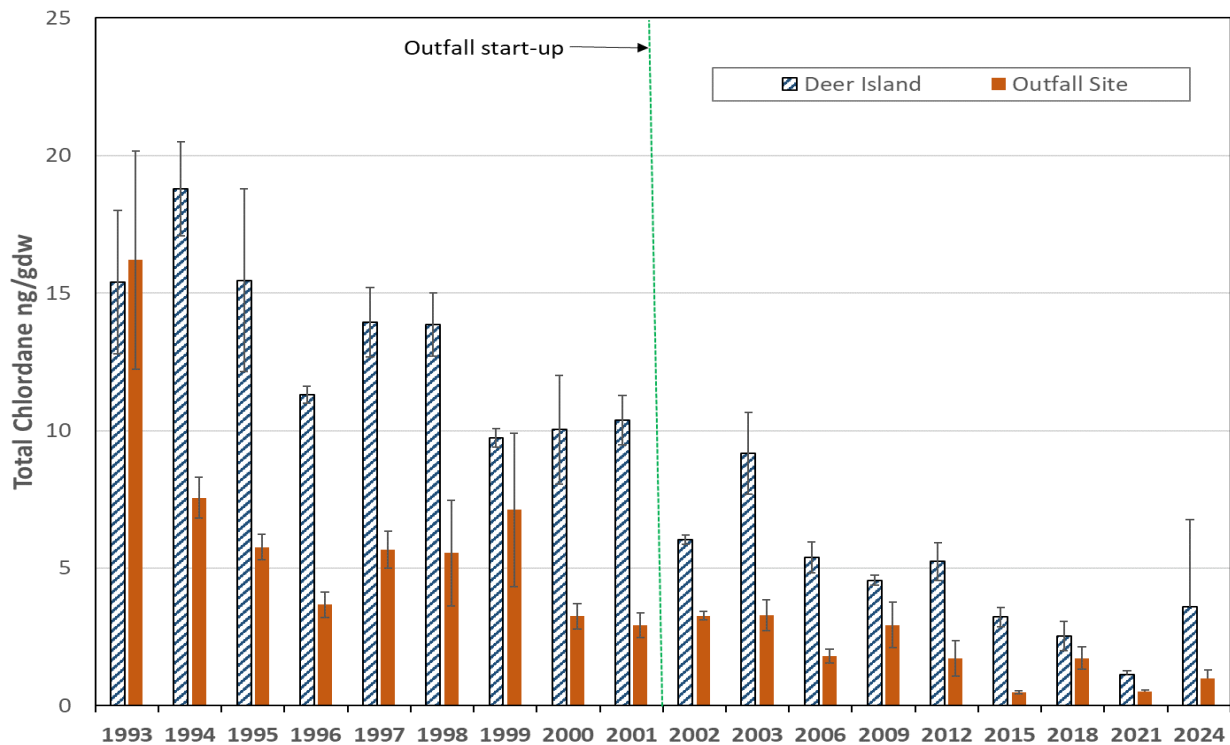


Figure 6. Chlordane in flounder fillets, 1993–2024.

Results of 2024 monitoring in Massachusetts Bay concluded the following:

- no adverse impacts of the outfall discharge on environmental quality were identified in Massachusetts or Cape Cod Bays;
- water quality parameters remained within acceptable thresholds and plankton communities remained diverse and normal;
- seafloor animal community continued to be healthy and diverse; and
- flounder liver disease remained low.

Summary of Information Outreach Efforts

MWRA informs the public, area environmental groups, and colleagues in academia and the wastewater industry about the findings from its monitoring. In 2024 and 2025 staff:

- shared outfall, Harbor, and river monitoring results with municipalities, regional watershed associations, and interested citizens;
- met periodically with researchers and students from universities to share results of MWRA’s monitoring, learn about current academic research, and discuss emerging issues

of environmental concern. For example, MWRA staff co-hosted and attended a scientific symposium on monitoring and research in the Gulf of Maine;

- participated in advisory and oversight committees for regional monitoring and outreach groups, including the Sea Grant College program, EPA, the Massachusetts Bays National Estuary Partnership and the Northeast Regional Association of Coastal Ocean Observing Systems. Staff promote outreach and information gathering on issues important to MWRA. Staff also developed posters summarizing MWRA's environmental monitoring programs for visitors to MWRA's website and on tours of the Deer Island Treatment Plant; and
- staff will post the 2024 *Outfall Monitoring Overview* on MWRA's website and issue a summary of results.

Other Monitoring Program Activities

Contaminants of Emerging Concern

These compounds, such as PFAS, pharmaceutical and personal care products, and microplastics,—are widespread in the environment. Public health concerns for these compounds are broad but there are not yet regulations, limits, or monitoring requirements, with the exception of PFAS which are now being added to NPDES permits.

MWRA has provided data and assisted in data collection for several projects to assess the presence of these contaminants in both the effluent and in Massachusetts Bay. Final reports are not yet available.

Continuous Monitoring

As required by the NPDES permit, MWRA continues to contribute to the costs related to maintaining instrumentation on the A01 buoy located in Massachusetts Bay and managed by the University of Maine. Dissolved oxygen, chlorophyll, and turbidity are reported to MWRA, along with other physical and chemical parameters. These data are used to monitor regional conditions unrelated to the outfall that can help to inform the results of MWRA's Massachusetts and Cape Cod Bay monitoring.

BUDGET/FISCAL IMPACT:

The FY26 Current Expense Budget for required Harbor and outfall monitoring, including the water column, sediment, fish and shellfish monitoring, water quality modeling, and instrumented buoys, is approximately \$1.8 million. A draft NPDES permit for DITP was released in 2023. Staff have budgeted appropriately for monitoring under the current NPDES permit if the draft permit is not finalized. However, if the draft NPDES permit was finalized and issued immediately, there would be no impacts to the FY26 budget.

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: October 22, 2025
SUBJECT: MWRA Industrial Waste Report #41: Industrial Pretreatment Program
Annual Report to EPA for FY25



COMMITTEE: Wastewater Policy & Oversight

X INFORMATION
 VOTE

Rebecca Weidman, Deputy Chief Operating Officer
Matthew Dam, Director, TRAC
Preparer/Title


Kathleen M. Murtagh, P.E.
Chief Operating Officer

RECOMMENDATION:

For information only

DISCUSSION:

MWRA's Toxic Reduction and Control (TRAC) Department operates the Industrial Pretreatment Program to control the level of toxic substances discharged into the sanitary sewer system from commercial and industrial sources. Through permits, inspections, sampling, and enforcement the program helps to keep excessive levels of toxics out of the sanitary sewer system to: (a) protect worker health and safety; (b) protect municipal and MWRA infrastructure; (c) prevent interference with the operation of the Deer Island and Clinton Wastewater Treatment Plants; (d) prevent the pass-through of pollutants into receiving waters; and (e) enable MWRA to beneficially reuse its residuals for the production of fertilizer.



Figure 1: Annual Significant Industrial User Inspection (large amalgam separator system)

MWRA is required by its National Pollutant Discharge Elimination System (NPDES) Permits and U.S. Environmental Protection Agency (EPA) regulations [40 CFR 403.12(i)] to submit an annual report to EPA and Massachusetts Department of Environment Protection (MassDEP) that describes the activities and accomplishments of MWRA's Industrial Pretreatment Program. For FY25, EPA Region 1 requires that all annual industrial waste reports be completed electronically using EPA's NPDES Electronic Reporting Tool (NeT) portal. The information provided in the electronic report will be similar to the information that has historically been submitted annually by MWRA; however, some information previously provided is not required and, therefore, cannot be submitted via EPA's new electronic portal in the same familiar format. For FY25, while the Authority transitions to the new electronic annual report, staff will prepare an industrial waste report using the same format as previous years, as well as submit the required electronic report through EPA's NeT portal.

The FY25 electronic Annual Report (Industrial Waste Report #41) will be submitted to EPA and MassDEP on or before October 31, 2025, which is the required submittal deadline.

FY25 Overview and Accomplishments

Approximately 3% of the total flow to the Deer Island and Clinton treatment plants comes from permitted sewer user facilities. TRAC currently oversees approximately 2,200 permitted sewer users. There were 180 facilities that met MWRA's definition of Significant Industrial User (SIU) during FY25. SIUs require substantial oversight due to the nature of the pollutants they discharge and/or the volume of their flows. Some of the highlights included in the report are described below.

Reassessment of Local Limits

In FY25, TRAC began the reassessment of technically based industrial discharge limits. This reassessment is a requirement of EPA and the requirements for the reassessment are found in the NPDES permit. A contract was awarded to review and extract relevant information from existing data, including industrial discharge, influent, effluent, residential and background discharge, infiltration, sludge, air quality, and operational records. Using this data, MWRA is in the process of conducting a local limits analysis in accordance with EPA – New England's Reassessment of Technically Based Industrial Discharge Limits requirements. It is anticipated that this assessment will be completed in the next six months.

PFAS Updates

TRAC updated the Sewer Use Discharge Permit applications to include the requirement for industries to test for Per- and Polyfluoroalkyl substances (PFAS) when submitting a permit application. In addition to the industrial data, TRAC continued to collect and test PFAS samples throughout the collection system and at permitted industries. During FY25, TRAC collected and tested 88 industries for PFAS and collected an additional 117 PFAS samples throughout the collection system. This data will help to provide a clearer picture of industrial PFAS sources by industry type, as well as characterize the primary sources of influent PFAS (*i.e.*, industrial versus domestic loadings). This data will also allow for a comprehensive local discharge limits review. TRAC continues to work with industries in an effort to reduce industrial sources of PFAS.

Dental Program

In FY25, TRAC renewed 839 dental group permits for dentists that operate in a commercial space within MWRA's sewage district and use an amalgam separator. Dental group permits are renewed every five years and FY25 was the first renewal year for all existing permits. In addition to the permit renewals, staff issued 241 notices of violation for dentists that failed to submit their biannual compliance report.

Significant Industrial Users

A SIU is defined by EPA regulations and includes those sewer users subject to federal categorical standards, permitted users with flows equal to or above 25,000 gallons per day, or those users that MWRA determines have a reasonable potential to violate MWRA's regulations. There were 177 industries that met the definition of SIU at some point during FY25. At the end of FY25, there were still 177 SIUs regulated by MWRA. The number of SIUs can vary during the year as a result of companies ceasing to do business or changing in their pretreatment processes, or a new company being added.

TRAC met EPA's requirements for inspections and sampling in FY25, inspecting all of the 177 SIUs and sampling 153 SIUs. In FY25, 28 SIUs were not sampled for the following reasons: 1)

five SIUs did not discharge during the year; 2) four SIUs discharged very infrequently, and despite several attempts were not discharging while staff were present observing ; and 3) 19 SIUs hold non-discharging SIU permits and, therefore, cannot be sampled. Pursuant to MWRA's Deer Island NPDES permit, EPA requires TRAC to issue 90% of MWRA's SIU permits within 120 days of the industries' current permit expiration dates, or MWRA's receipt of a Sewer Use Discharge Permit Application, whichever is later, and 100% within 180 days. TRAC issued or renewed 49 permits to SIUs during FY25. Of significance, 44 (or 90%) of those SIU permits were issued within 120 days of the permit expiration date or receipt date of the permit application, three of the SIU permits were issued within 180 days of the permit expiration date or receipt date of the permit application, and two SIU permits were issued over 180 days. The two permits that were issued after 180 days were due to extenuating circumstances related to a bankruptcy and failure to pay permit fees.

The NPDES General Permit for Medium Wastewater Treatment Facilities in Massachusetts—in effect during FY25 and applicable to the Clinton treatment facility—requires staff to issue all permits in the Clinton sewer service area within 90 days of their application received date or previous expiration date, whichever is later. One permit was issued to an industry in the Clinton area, and such was issued within the 90-day timeframe.

Inspections and Monitoring Programs

Staff are responsible for permitting, inspecting, and monitoring a variety of other types of facilities to minimize the discharge of toxics to the sewer and assist other MWRA programs. In FY25, staff conducted 967 industrial/commercial facility inspections of other regulated industries, 120 inspections associated with the septage program, including inspections of haulers and septage receiving sites, and 395 inspections of oil/water separators. There are ten septage receiving sites and more than 4,000 gas/oil separators within MWRA's service area.



Figure 2: Annual Inspection of a Landfill

TRAC's monitoring staff conducted 1,318 sampling events to characterize wastewater flow from SIU and non-SIU permitted facilities. In addition, TRAC's monitoring staff conducted an additional 1,416 monitoring events to support MWRA's NPDES permits and MWRA's local discharge limits program, and to evaluate discharges to the sewer in response to emergencies other than MWRA projects.



Figure 3: Monitoring of a Significant Industrial User

TRAC continues to implement strategies to deal with emerging contaminants such as PFAS. In FY25, TRAC's monitoring staff conducted a total of 88 PFAS sampling events at industrial users' facilities, 62 sampling events for local discharge limits to better understand where PFAS is coming into the collection system and 12 sampling events for NPDES permit compliance.

Enforcement Program

This year, the total number of SIUs in Significant Noncompliance¹ at some point during the year was 20, which is a decrease from the 29 SIUs in FY24. In the last quarter of FY25, only seven SIUs were in Significant Noncompliance.

In FY25, TRAC issued 415 Notices of Violations to industrial and commercial facilities, compared to 230 in FY24. A total of 57 other higher-level enforcement actions were issued in FY25 in response to a variety of persistent discharge and reporting violations, down from 67 higher-level enforcement actions in FY24. In FY25, TRAC identified 11 gas/oil separators requiring trap warning letters due to problems with maintenance or accessibility, compared to 17 in FY24.

In FY25, TRAC assessed \$0 in penalties and collected a total of \$68,000 in penalties from permitted sewer users, compared to \$70,100 in penalties assessed and \$130,100 collected in FY24. The number of penalties assessed and collected can vary significantly from year to year as a result of the timing of the penalty issuance, assessment of the penalty, resolution of any administrative appeal, and collection.

Program Cost Recovery

MWRA's Incentive and Other Charges Program continues to recover a substantial portion of MWRA's costs of inspecting, monitoring and permitting industrial sewer users. The total amount billed under the program in FY25 was \$3,150,524, an increase from \$2,896,431 in FY24. As of September 2025, collections for FY25 bills were \$3,089,000 (compared to \$2,991,000 in FY24); an approximate 98% recovery of the amount invoiced.

BUDGET/FISCAL IMPACTS:

In FY25, the TRAC Department recovered \$3,089,000 or 59% of the Department's actual Current Expense Budget (CEB) spending of \$5,223,000 through permit charges. FY25's revenue of \$3,157,000 was an increase of \$36,000 over FY24. This year-over-year change is driven by a 3.0% increase to the permitting and monitoring charges offset by a decrease in penalties. The increase in percentage recovered of the Department's actual CEB spending is due to being 7.1% below budget in personnel costs. In FY26, permitting and monitoring charges will increase by another 3.0%.

¹MWRA is required to annually update EPA regarding SIUs that meet EPA's definition of Significant Noncompliance. Each industrial user is evaluated for Significant Noncompliance four times during the year. MWRA evaluates each SIU based on discharge and reporting requirements.

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: October 22, 2025
SUBJECT: Delegated Authority Report – September 2025



COMMITTEE: Administration, Finance & Audit

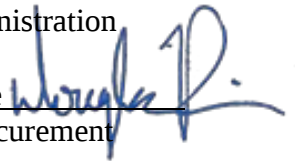
X INFORMATION
____ VOTE



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 September 1-30, 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 September 1 – 30, 2025

No.	Date of Award	Title and Explanation	Contract	Amend/CO	Company	Value
C-1	09/11/25	Grit and Screenings Hauling and Disposal Final balancing change order to decrease the following bid items to reflect actual quantities used: Hauling and disposal of Grit and Screenings from the West Grit Facilities, Hauling and disposal of Scum Screenings from the Deer Island Treatment Plant Scum Screening Facility, Hauling and disposal of Grit and Screenings from the Nut Island Headworks, Hauling and disposal of Grit and Screenings from other MWRA Facilities, Transport and in-plant placement of clean, Contractor-Furnished vacuum container box at the Deer Island Plant, MWRA Use of Contractor-Furnished vacuum container box at the Deer Island Treatment Plant, Round-trip transport of Contractor-Furnished vacuum container box from the Deer Island Treatment Plant to the receiving landfill and back to the Deer Island Treatment Plant or to the Contractor's offices, Disposal of scum from the Deer Island Treatment Plant at receiving landfill by the vacuum container method, Rinse fee for Contractor-Furnished vacuum container box returned to Contractor's Offices, Transport and temporary placement of Contractor-Furnished roll-off container from Contractor's Office to the Deer Island Treatment Plant North Main Tunnel shafts, Transport and disposal of North Main Tunnel Shaft floatable material at receivable landfill, On-site movement of Roll-Off container within the Deer Island Treatment Plant, Hauling and Disposal of Grit and Screenings from the Deer Island East and West Grit Facilities, Hauling and Disposal of scum screenings from the Deer Island Treatment Plant Screening Facility, Hauling and Disposal of Grit and Screenings from the Nut Island Headworks, Hauling and Disposal of Grit and Screenings from other MWRA Facilities, Transport and in-Plant placement of clean, Contractor-Furnished Vacuum Container Box to the Deer Island Treatment Plant, MWRA use of Contractor-Furnished Vacuum Container Box at the Deer Island Treatment Plant, Round-trip transport of Contractor-Furnished Vacuum Container Box from the Deer Island Treatment Plant to the receiving Landfill and back to the Deer Island Treatment Plant or to the Contractor's Office, Disposal of scum from the Deer Island Treatment Plant at receiving landfill by the Vacuum Container Method, Rinse Fee	S612	1	W.L. French Excavating Corporation	(\$1,162,191.71)

		for Contractor Box returned to Contractor's Offices, Transport and temporary placement of Contractor-Furnished Roll-Off Container from Contractor's Offices to the Deer Island Treatment Plant North Main Tunnel Shafts, Transport and Disposal of North Main Tunnel Shaft floatable materials at receiving landfill, On-Site movement Roll-Off Container within the Deer Island Treatment Plant.				
C-2	09/11/25	Braintree-Weymouth Pump Station Improvements Operations and maintenance of temporary bypass pumping system; Hazardous Gas Detection Equipment in Lower Pump Room; Relocate 18-inch Force Main; Odor Control Duct conflicts in Lower Screenings Room.	7366	16	Walsh Construction Co., II, LLC	\$182,412.22
C-3	09/11/25	Phase 14 Sewer Manhole Rehabilitation Award of a contract to the lowest responsive bidder for Phase 14 Sewer Manhole Rehabilitation for a term of 210 calendar days.	OP-497	Award	Insituform Technologies, LLC	\$196,090.00
C4	09/25/25	WASM 3 Rehabilitation of Water Main W10 (Waltham) Construction Package 2 CP2 Materials Pre-Purchase for 60-inch Butterfly Valve Award of a contract to the lowest responsive bidder for the WASM 3 Rehabilitation of Water Main W10 (Waltham) Pre-Purchase of 60-inch Butterfly Valve for a term of 356 calendar days.	6543A	Award	Ferguson Enterprises, LLC d/b/a Ferguson Waterworks	\$118,952.24

Purchasing Delegated Authority Items September 1-30, 2025

No.	Date of Award	Title and Explanation	Company	Value
P-1	9/19/25	Two-Year Purchase Order Contract for Debtbook Software Subscriptions—<i>State Contract ITS75</i> Software subscriptions for DebtBook, debt management application. The MWRA Treasury Department uses DebtBook to manage MWRA’s \$4.2 billion in public and privately placed municipal bonds including fixed and variable interest rates.	Insight Public Sector, Inc.	\$90,062.76
P-2	9/19/25	Three-Year Purchase Order Contract for dataPARC Maintenance and Support The MWRA uses dataPARC to visualize industrial analytics data generated from its plant information historian and other sources. This procurement provides software maintenance and support, standard software upgrades, security patches and technical support.	Capstone Technology Corporation	\$134,170.00
P-3	9/29/25	Sole Source Purchase Order for a Three-Year Subscription for LinkedIn Recruiter, LinkedIn Jobs, and LinkedIn Career Life Pages The Human Resources’ Talent Acquisition staff uses LinkedIn’s hiring solutions to enhance candidate sourcing. Carahsoft Technology Corporation has been identified as the sole source provider for LinkedIn’s hiring solutions. The Director of Procurement has approved the sole source nature of this procurement.	Carahsoft Technology Corporation	\$152,138.25
P-4	9/30/25	Thirteen Month Purchase Order Contract for Infor Essentials Software Subscriptions This procurement is for a Pre-Production environment for testing new versions of the Infor CloudSuite enterprise resource planning application.	Infor Public Sector, Inc.	\$96,420.68
P-5	9/30/25	Purchase Order Contract for the Repair of a Wastewater Pipe at the DeLauri Pump Station Labor, materials, and equipment necessary for the repair of a wastewater force main pipe crack within the DeLauri Pump Station metering vault.	R. Zoppo Corporation	\$108,500.00
P-6	9/30/25	One-Year Purchase Order Contract for the Supply and Delivery of Sodium Bisulfite Sodium bisulfite is used throughout MWRA’s wastewater system for dechlorination. Compared to the existing contract, PVS Chemical Solutions, Inc.’s bid prices represent a \$0.75 per gallon increase at Cottage Farm and Union Park CSO, and a \$1.00 per gallon increase at Prison Point. Holland Company, Inc.’s existing contract price remains firm for Somerville Marginal.	PVS Chemical Solutions, Inc. and Holland Company, Inc.	\$132,750.00 and \$26,800.00

No.	Date of Award	Title and Explanation	Company	Value
P-7	9/30/25	One-Year Purchase Order Contract for the Supply and Delivery of Hydrofluorosilicic Acid Hydrofluorosilicic acid is a source of fluoride that is commonly added to public drinking water supplies to help prevent tooth decay as recommended by the Centers for Disease Control and Prevention. Compared to the existing contract, the cost per dry ton decreased by 32%. A representative from Univar Solutions USA, Inc. stated that decrease in the cost is mainly due to competition coming into the area.	Univar Solutions USA, Inc.	\$396,501.00

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: October 22, 2025
SUBJECT: FY26 Financial Update and Summary through September

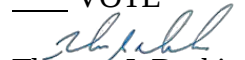


COMMITTEE: Administration, Finance & Audit

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

X INFORMATION

 VOTE


Thomas J. Durkin
Director, Finance

RECOMMENDATION:

For information only. This staff summary provides the financial results and variance highlights for Fiscal Year 2026 through September 2025, comparing actual spending to the budget.

DISCUSSION:

The total Year-to-Date variance for the FY26 CEB is \$6.3 million, due to lower direct expenses of 4.2% or \$3.3 million, indirect expenses of 3.6% or \$1.3 million, and debt service costs of 0.6% or \$0.6 million, and higher revenue of 0.5% or \$1.1 million.

FY26 Current Expense Budget

The CEB expense variances for FY26 by major budget category were:

- Lower Direct Expenses of \$3.3 million or 4.2% under budget. Spending was lower for Wages & Salaries, Fringe Benefits, Other Services, Other Materials, Overtime, Professional Services, and Training & Meetings. Spending was higher than budget for Maintenance, Utilities, Chemicals, and Workers' Compensation.
- Lower Indirect Expenses of \$1.3 million or 3.6% under budget due primarily to lower Watershed reimbursements.
- Lower Debt Service expenses of \$0.6 million was a result of lower than projected variable interest expense.
- Revenue was \$1.1 million or 0.5% over the estimate driven by Investment Income of \$0.8 million due to higher than budgeted interest rates.

FY26 Budget and FY26 Actual Variance by Expenditure Category

(In millions)

	FY26 Budget	FY26 Actual	\$ Variance	% Variance
Direct Expenses	\$77.1	\$73.8	-\$3.3	-4.2%
Indirect Expenses	\$36.9	\$35.5	-\$1.3	-3.6%
Capital Financing	\$106.0	\$105.4	-\$0.6	-0.6%
Total	\$220.0	\$214.8	-\$5.2	-2.4%

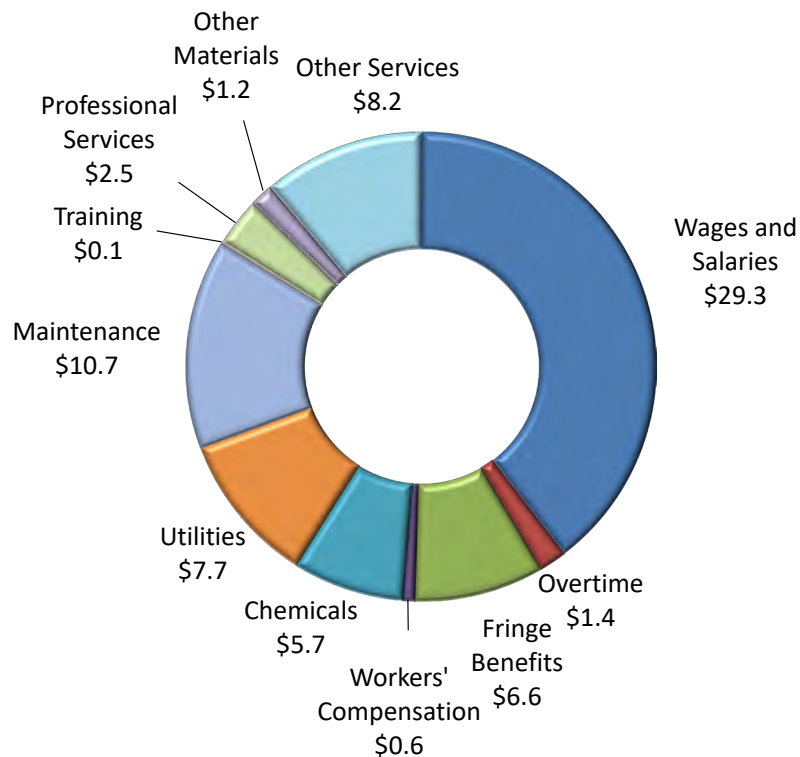
Totals may not add due to rounding

Please refer to Attachment 1 for a more detailed comparison by line item of the budget variances for FY26.

Direct Expenses

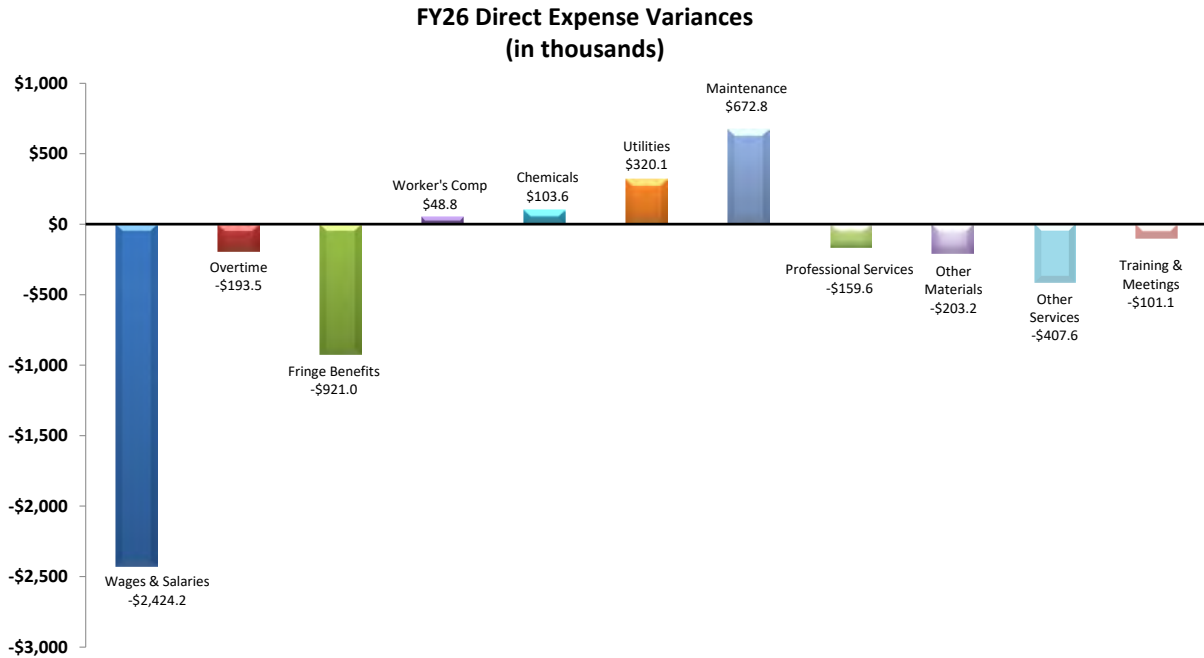
FY26 direct expenses through September totaled \$73.8 million, which was \$3.3 million or 4.2% less than budgeted.

**FY26 Direct Expenses
(in millions)**



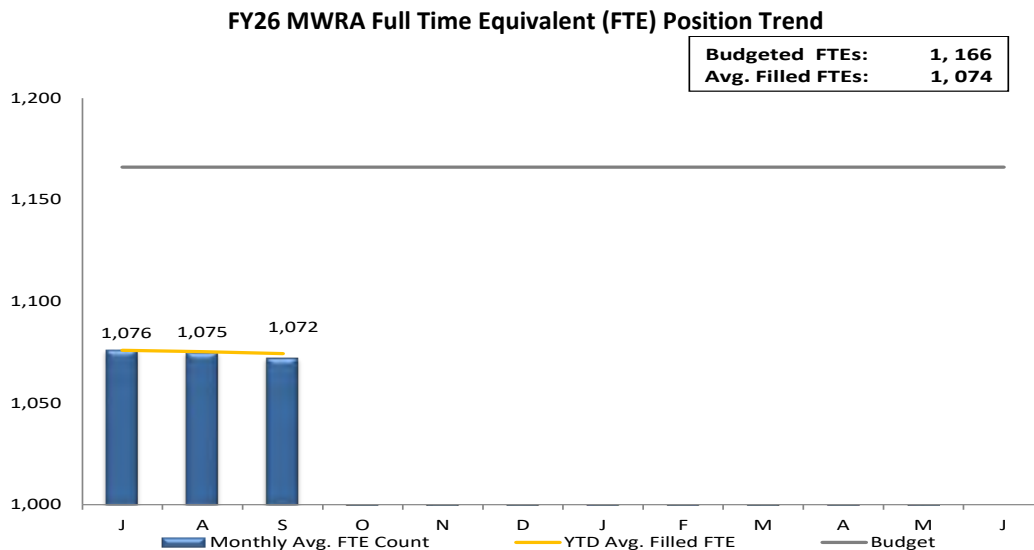
Spending was lower than budget for Wages & Salaries, Fringe Benefits, Other Services, Other Materials, Overtime, Professional Services, and Training & Meetings. These were partially offset

by higher than budgeted spending for Maintenance, Utilities, Chemicals, and Workers' Compensation.



Wages and Salaries

Wages and Salaries were lower than budget by \$2.4 million or 7.7%. Through September, there were 92 fewer average FTEs (1,074 versus 1,166 budget) or 7.9% and lower average salaries for new hires versus retirees. The timing of backfilling vacant positions also contributed to Regular Pay being under budget.



Fringe Benefits

Fringe Benefits spending was lower than budget by \$921,000 million or 12.3%. This is primarily driven by lower than budgeted Health Insurance costs of \$916,000, 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.

Maintenance

Maintenance was greater than budget by \$673,000 or 6.7%. Maintenance Materials were greater than budget by \$808,000 driven by higher Plant & Machinery Materials of \$293,000, Electrical Materials of \$180,000, and Pipe Materials of \$177,000 all due to greater than anticipated spending through September. Maintenance Services were less than budget by \$135,000 driven by Building and Grounds Services of \$706,000 due to less than anticipated services through September including invasives control, Pipe Services of \$239,000 due to less than anticipated services including paving, and Electrical Services of \$225,000 due to less than anticipated services.

Other Services

Other Services were lower than budget by \$408,000 or 4.7% driven by lower than anticipated Telecommunications of \$242,000 and Grit & Screenings Removal of \$151,000 and Sludge Pelletization of \$142,000 both primarily due to lower quantities.

Utilities

Utilities were higher than budget by \$320,000 or 4.3%. Higher than budgeted spending for Electricity of \$232,000 driven by Deer Island Treatment Plant (DITP) of \$428,000 which was primarily due to Eversource Energy for higher pricing. Field Operations was under budget by \$183,000 due to lower demand as a result of fewer wet weather events, resulting in less pumping. Higher spending for Water of \$82,000 primarily due to greater than projected water usage at DITP as a result of the DITP Primary and Secondary Clarifier Rehabilitation project.

Other Materials

Other Materials spending was lower than budget by \$203,000 or 14.8% driven by Computer Hardware of \$372,000 due to less than anticipated purchases through September, Other Materials of \$109,000 due to less than anticipated materials purchases including gravel purchases, and Vehicle Expense of \$86,000 due to less than anticipated spending driven by lower fuel prices. These were partially offset by higher Vehicle Purchases/Replacements of \$257,000 due to earlier than anticipated purchases through September.

Overtime

Overtime expenses were lower than budget by \$193,000 or 12.1%. Lower than budgeted spending for the Field Operations Department (FOD) of \$119,000 was due to less emergency overtime as a result of less rain events and planned overtime due to vacancies. Lower spending in TRAC of \$25,000, Engineering & Construction of \$10,000, and Occupational Health & Safety of \$11,000

were all due to less than anticipated needs. Year-to-Date rainfall was a major contributor for the less than anticipated overtime.

Professional Services

Professional Services were lower than budget by \$160,000 or 6.0% driven by lower Computer Systems Consultant of \$88,000, Other Services of \$47,000, and Resident Inspection of \$34,000 all due to less than anticipated spending through September.

Chemicals

Chemicals were higher than budget by \$104,000 or 1.9%. Higher Hydrogen Peroxide of \$268,000 was 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. In addition, higher Ferric Chloride of \$95,000 was to keep the orthophosphate levels within the target levels. This was partially offset by lower Sodium Bisulfite of \$155,000 primarily driven by lower volume at DITP of \$80,000 due to lower quantities to dechlorinate the effluent which will be fine tuned as a result of new permit requirements, and Wastewater Operations of \$70,000 due to lower volume as a result of less than anticipated CSO activations. Lower Polymer of \$70,000 was due to lower than expected secondary sludge production. DITP flows are 20.1% less than planned and the CWTP flows are 9.5% greater than planned through September. 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.

Training & Meetings

Training & Meetings were lower than budget by \$101,000 or 60.8% primarily due to less than anticipated spending on meetings and conferences.

Worker's Compensation

Worker's Compensation expenses were greater than budget by \$49,000 or 9.0%. The variance is due to higher than budgeted expenses for Compensation Payments of \$73,000 and Administrative Expenses of \$12,000, partially offset by lower Medical Payments of \$36,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.

Indirect Expenses

Indirect Expenses totaled \$35.5 million, which is \$1.3 million or 3.6% lower than budget. The variance is driven by lower Watershed Reimbursement.

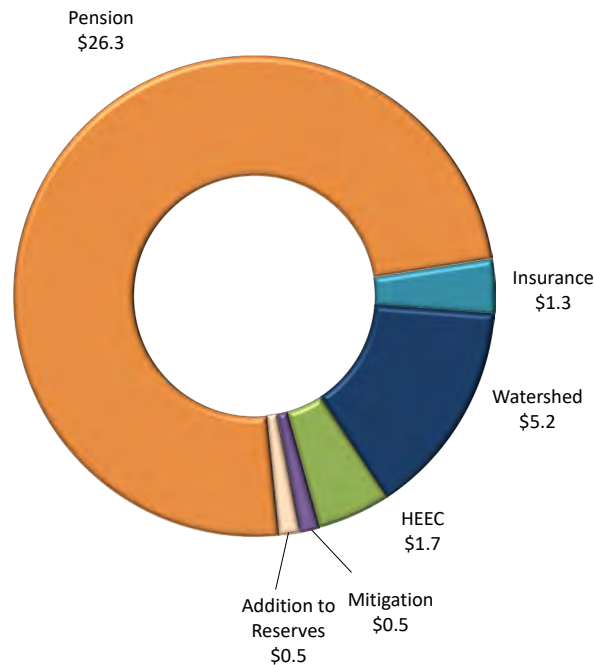
Based on FY26 operating activity only, the Watershed Division is \$1.3 million or 20.8% under budget. Lower spending on Wages & Salaries, Fringe Benefits, and Maintenance drove the variance. When factoring in the FY25 balance forward of \$77,000 which was paid during Q1 of FY26, Watershed Reimbursement is \$1.3 million or 19.6% below budget through September 2025.

FY26 Watershed Protection Variance

\$ in millions	FY26 Budget	FY26 Actual	FY26 \$ Variance	FY26 % Variance
Operating Expenses	6.7	5.3	-1.4	-20.5%
Operating Revenues - Offset	0.3	0.2	0.0	-11.7%
FY26 Operating Totals	6.4	5.1	-1.3	-20.8%
DCR Balance Forward (FY25 year-end accrual true-up)	0.0	0.1	0.1	
FY26 Adjusted Operating Totals	6.4	5.2	-1.3	-19.6%
PILOT	0.0	0.0	0.0	0.0%
Total Watershed Reimbursement	6.4	5.2	-1.3	-19.6%

MWRA reimburses the Commonwealth of Massachusetts Department of Conservation (DCR) and Recreation - Division of Water Supply Protection – Office of Watershed Management for expenses. The reimbursements are presented for payment monthly in arrears. Accruals are being made monthly based on estimated expenses provided by DCR and trued-up monthly based on the monthly invoice. MWRA's budget is based on the annual Fiscal Year Work Plan approved by the Massachusetts Water Supply Protection Trust. The FTE count at the end of September was 146.0 (147.3 on a year-to-date basis) vs. a budget of 151.

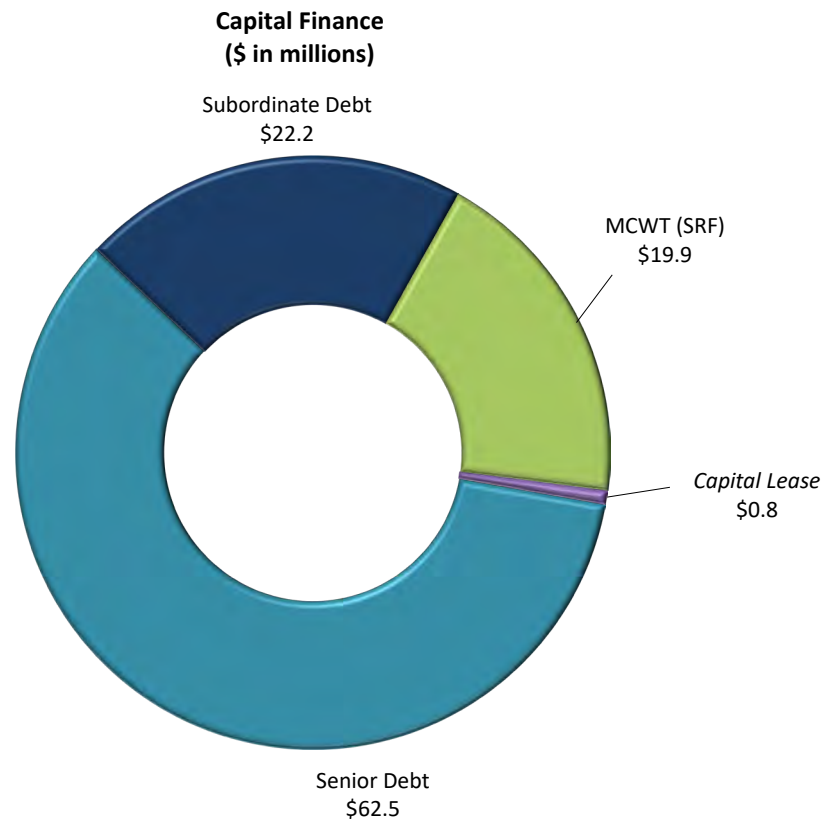
FY26 Indirect Expenses (in millions)



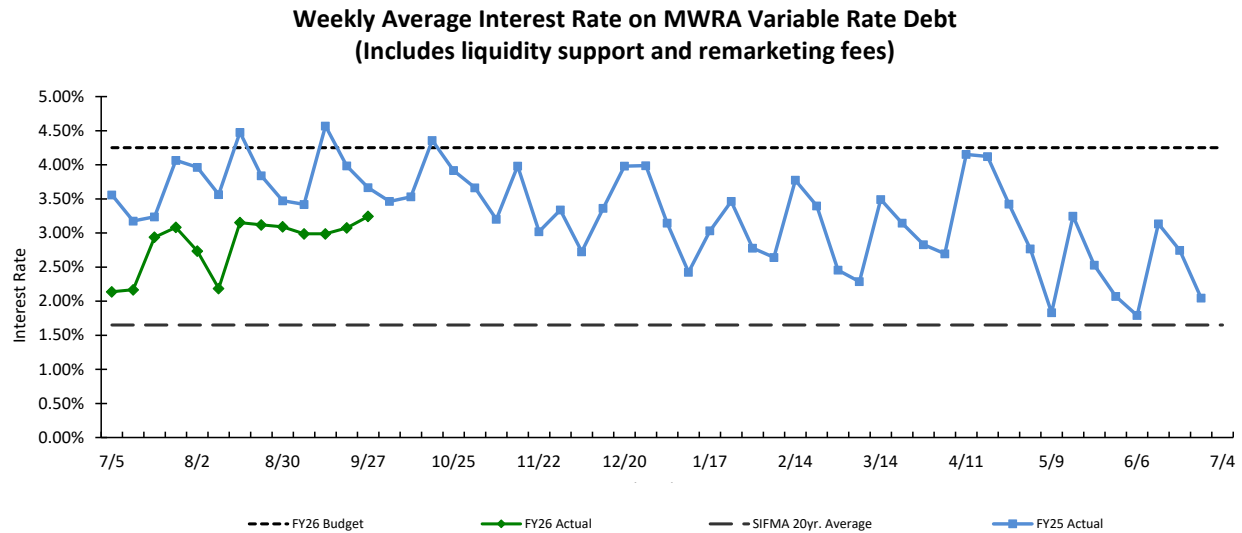
Capital Financing

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

Capital Financing expenses in FY26 through September totaled \$105.4 million which was \$0.6 million lower than budget driven by lower than anticipated variable interest expense of \$0.6 million due to favorable rates.



The graph below reflects the FY26 actual variable rate trend by week against the FY26 Budget.



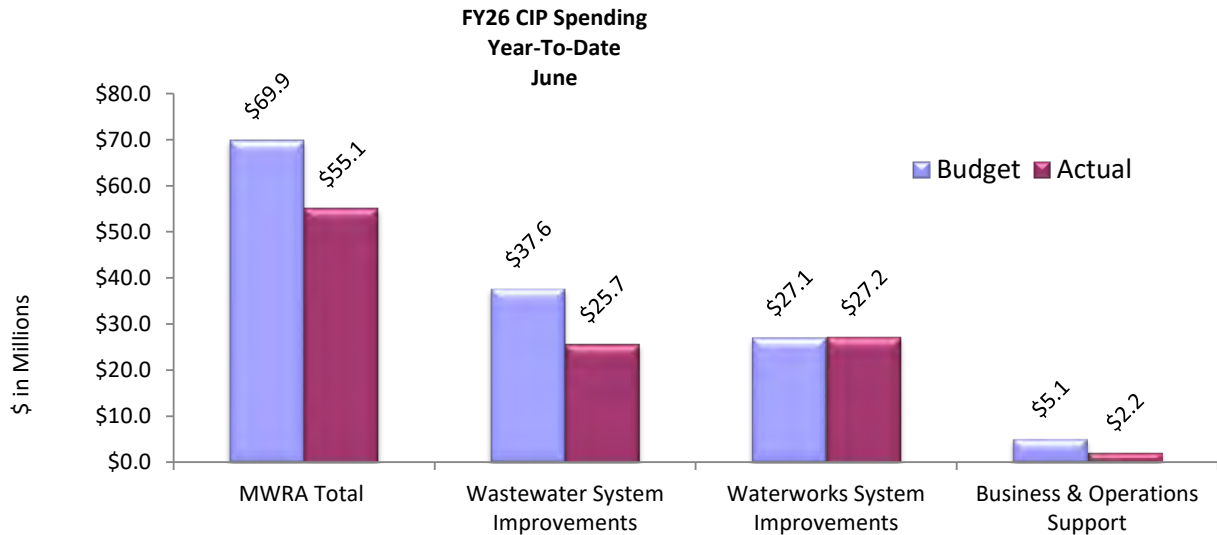
Revenue & Income

Revenues of \$229.6 million were \$1.1 million or 0.5% greater than the estimate driven by Investment Income which was \$0.8 million or 16.6% greater than planned due to higher than assumed interest rates.

FY26 Capital Improvement Program

Capital expenditures in Fiscal Year 2026 through September totaled \$55.1 million, \$14.8 million or 21.2% under planned spending.

After accounting for programs which are not directly under MWRA's control which include 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 \$52.1 million, \$7.8 million or 13.0% under planned spending.



Overall, CIP spending reflects less than planned spending in Wastewater Improvements (\$12.0 million), greater than planned spending in Waterworks (\$0.9 million) and less than planned spending in Business and Operations Support (\$2.9 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, less than anticipated progress for Hayes Pump Station Rehab, the Deer Island Treatment Plant (DITP) Clarifier Rehab Phase 2 contract, DITP Roofing Replacement, and Somerville Marginal New Pipe Connection, lower than projected task order work for DITP As-Needed Design contracts.

Major variances in Waterworks include greater than anticipated requests for community loans for the Water Loan Program, and greater than planned contractor progress for Section 56 Replacement/Saugus River – Construction, CP-2 NEH Improvements, Section 89/29 Replacement Construction, and CP-2, Sections 25 & 24 – Construction. This was partially offset by less than planned contractor progress for Section 75A and 47 Extension - CP-1, Waltham Water Pipeline Construction and REI, less than planned consultants progress for Metro Water Tunnel Program Final Design/ESDC, Geotechnical Support Services and WASM 3 - MEPA/Design/CA/RI, and lower than projected task order work for CWTP Technical Assistance.

\$ in Millions	Budget	Actuals	\$ Var.	% Var.
Wastewater System Improvements				
Interception & Pumping	5.1	4.7	(0.4)	-8.0%
Treatment	17.8	14.8	(3.0)	-16.7%
Residuals	0.0	0.1	0.1	0.0%
CSO	1.7	1.2	(0.5)	-30.2%
Other	13.1	4.9	(8.2)	-62.5%
Total Wastewater System Improvements	\$37.6	\$25.7	(\$12.0)	-31.8%
Waterworks System Improvements				
Drinking Water Quality Improvements	0.8	0.2	(0.5)	-68.6%
Transmission	15.1	10.5	(4.6)	-30.6%
Distribution & Pumping	11.2	15.8	4.5	40.1%
Other	(0.0)	0.7	0.7	-3391.0%
Total Waterworks System Improvements	\$27.1	\$27.2	\$0.1	0.3%
Business & Operations Support	\$5.1	\$2.2	(\$2.9)	-57.0%
Total MWRA	\$69.9	\$55.1	(\$14.8)	-21.2%

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

Other Wastewater: Less than planned spending of \$8.2 million

- \$8.2 million for Community I/I due to less than anticipated requests for community grants and loans.

Waterworks Transmission: Less than planned spending of \$4.6 million

- \$1.4 million for Waltham Water Pipeline Construction and REI due to less than anticipated contractor progress.
- \$0.9 million for Final Tunnel Design/ESDC due consultants progress less than planned.
- \$0.5 million for CWTP Technical Assistance due to lower than projected task order work.
- \$0.5 million for Geotechnical Support Services due to less than planned consultant progress.
- \$0.4 million for WASM 3 - MEPA/Design/CA/RI due to less than planned consultant work.
- \$0.4 million for Wachusett Lower Gatehouse Pipe & Boiler Replacement Construction due to contractors progress was less than anticipated

Water Distribution and Pumping: Greater than planned spending of \$4.5 million

- Greater than anticipated progress of \$2.9 million for Section 56 Replacement/Saugus River Construction, \$2.1 million for CP-2 NEH Improvements, \$1.8 million for Section 89/29 Replacement Construction and \$1.0 million for CP-2, Sections 25 & 24 Construction.
- This greater than planned spending was partially offset by less than planned spending of \$2.3 million for Section 75 and 47 Extension CP-1 Construction due to less than planned contractor progress.
- \$0.6 million for NIH Storage Design CA/RI due to updated schedule.

Wastewater Treatment: Less than planned spending of \$3.0 million

- \$1.6 million for Clarifier Rehabilitation Phase 2 Construction and \$1.1 million for DITP Roofing Replacement due to contractors progress was less than anticipated.

- \$1.6 million for DITP As-Needed Design due to (lower than projected task order work.
- This under planned spending was partially offset by greater than planned spending of \$0.7 million for Digester & Storage Tank Rehabilitation Design/ESDC due to consultant progress greater than anticipated.

Business & Operations Support: Less than planned spending of \$2.9 million

- \$1.0 million for MS Office Upgrades, \$0.5 million for Servers v.2 and \$0.4 million for Lawson Upgrade due to less than anticipated progress for implementation.
- \$0.9 million for As-Needed Design Contracts due to lower than projected task order work.
- \$0.3 million for Security Equipment & Installation due to project delays including upgrades to communication circuits and Incident Management System.

Other Waterworks: Greater than planned spending of \$0.7 million

- \$1.2 million for Local Financial Assistance due to greater than anticipated requests for community loans.
- \$0.5 million for Steel Tank Improvements - Design/CA due to CA services less than anticipated.

Combined Sewer Overflow: Less than planned spending of \$0.5 million

- \$0.5 million for Somerville Marginal New Pipe Connection due to contractor progress less anticipated.

Interception & Pumping: Less than planned spending of \$0.4 million

- \$2.2 million for Hayes Pump Station Rehab Construction due to contractor progress less than anticipated.
- This underspending was partially offset by work planned in FY25 that was completed in FY26 of \$1.3 million for West Roxbury Tunnel Inspection and \$0.4 million for the Braintree-Weymouth Improvements Construction contracts.

Please see Attachment 2 for detailed FY26 CIP variance explanations of all FY26 for projects.

Construction Fund Balance

The construction fund balance was \$117.1 million as of the end of September. Commercial Paper/Revolving Loan available capacity was \$98.8 million.

ATTACHMENTS:

Attachment 1 – Variance Summary September 2025

Attachment 2 – Current Expense Variance Explanations

Attachment 3 – Capital Improvement Program Variance Explanations

ATTACHMENT 1
FY26 Actuals vs. FY26 Budget

	Sep 2025 Year-to-Date				
	Period 3 YTD Budget	Period 3 YTD Actual	Period 3 YTD Variance	%	FY26 Approved
<u>EXPENSES</u>					
WAGES AND SALARIES	\$ 31,684,099	\$ 29,259,891	\$ (2,424,208)	-7.7%	\$ 133,658,992
OVERTIME	1,605,163	1,411,635	(193,528)	-12.1%	6,449,019
FRINGE BENEFITS	7,497,688	6,576,702	(920,986)	-12.3%	30,489,107
WORKERS' COMPENSATION	544,933	593,755	48,822	9.0%	2,179,730
CHEMICALS	5,564,654	5,668,228	103,574	1.9%	19,307,228
ENERGY AND UTILITIES	7,360,190	7,680,256	320,066	4.3%	33,579,064
MAINTENANCE	10,048,532	10,721,347	672,815	6.7%	43,622,667
TRAINING AND MEETINGS	166,488	65,341	(101,147)	-60.8%	689,741
PROFESSIONAL SERVICES	2,647,750	2,488,173	(159,577)	-6.0%	11,302,703
OTHER MATERIALS	1,376,524	1,173,321	(203,203)	-14.8%	7,656,637
OTHER SERVICES	8,604,110	8,196,520	(407,590)	-4.7%	39,045,372
TOTAL DIRECT EXPENSES	\$ 77,100,131	\$ 73,835,169	\$ (3,264,962)	-4.2%	\$ 327,980,260
INSURANCE	\$ 1,382,293	\$ 1,318,479	\$ (63,814)	-4.6%	\$ 5,529,173
WATERSHED/PILOT	6,429,725	5,168,003	(1,261,722)	-19.6%	35,118,900
HEEC PAYMENT	1,749,198	1,749,198	-	0.0%	6,837,804
MITIGATION	467,288	467,288	-	0.0%	1,869,152
ADDITIONS TO RESERVES	491,871	491,871	-	0.0%	1,967,486
RETIREMENT FUND	26,347,117	26,347,117	-	0.0%	26,347,117
POST EMPLOYEE BENEFITS	-	-	-	---	5,349,182
TOTAL INDIRECT EXPENSES	\$ 36,867,492	\$ 35,541,953	\$ (1,325,539)	-3.6%	\$ 83,018,814
STATE REVOLVING FUND	\$ 19,906,249	\$ 19,906,249	\$ -	0.0%	\$ 84,683,758
SENIOR DEBT	62,468,241	62,468,241	-	0.0%	289,254,618
DEBT SERVICE ASSISTANCE	-	-	-	---	-
CURRENT REVENUE/CAPITAL	-	-	-	---	21,500,000
SUBORDINATE MWRA DEBT	22,827,841	22,827,841	-	0.0%	91,345,699
LOCAL WATER PIPELINE CP	-	-	-	---	10,208,818
CAPITAL LEASE	804,265	804,265	-	0.0%	3,217,060
VARIABLE DEBT	-	(594,893)	(594,893)	---	-
DEFEASANCE ACCOUNT	-	-	-	---	-
DEBT PREPAYMENT	-	-	-	---	8,500,000
TOTAL CAPITAL FINANCE EXPENSE	\$ 106,006,596	\$ 105,411,703	\$ (594,893)	-0.6%	\$ 508,709,953
TOTAL EXPENSES	\$ 219,974,219	\$ 214,788,825	\$ (5,185,394)	-2.4%	\$ 919,709,027
<u>REVENUE & INCOME</u>					
RATE REVENUE	\$ 219,690,250	\$ 219,690,250	\$ -	0.0%	\$ 878,761,000
OTHER USER CHARGES	3,002,153	3,050,858	48,705	1.6%	10,939,768
OTHER REVENUE	785,685	961,829	176,144	22.4%	6,675,834
RATE STABILIZATION	-	-	-	---	-
INVESTMENT INCOME	5,088,538	5,930,732	842,194	16.6%	23,332,425
TOTAL REVENUE & INCOME	\$ 228,566,626	\$ 229,633,669	\$ 1,067,043	0.5%	\$ 919,709,027

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY26 Budget	FY26 Actuals	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Direct Expenses					
Wages & Salaries	31,684,099	29,259,891	(2,424,208)	-7.7%	Wages and Salaries were lower than budget by \$2.4 million or 7.7%. Through September, there were 92 fewer average FTEs (1,074 versus 1,166 budget), lower average new hire salaries versus retirees, the timing of backfilling vacant positions.
Overtime	1,605,163	1,411,635	(193,528)	-12.1%	Overtime expenses were lower than budget by \$193,000 or 12.1%. Lower than budgeted spending for the Field Operations Department (FOD) of \$119,000 due to less emergency overtime due to less rain events and planned overtime due to vacancies. Lower spending in TRAC of \$25,000, Engineering & Construction of \$10,000, and Occupational Health & Safety of \$11,000, all due to less than anticipated needs. Year-to-Date rainfall was a major contributor for the less than anticipated overtime.
Fringe Benefits	7,497,688	6,576,702	(920,986)	-12.3%	Fringe Benefits spending was lower than budget by \$921,000 or 12.3%. This is primarily driven by lower Health Insurance costs of \$916,000, 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	544,933	593,755	48,822	9.0%	Worker's Compensation expenses were greater than budget by \$49,000 or 9.0%. The variance is due to higher than budgeted expenses for Compensation Payments of \$73,000 and Administrative Expenses of \$12,000, partially offset by Medical Payments of \$36,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.
Chemicals	5,564,654	5,668,228	103,574	1.9%	Chemicals were higher than budget by \$104,000 or 1.9%. Higher Hydrogen Peroxide of \$268,000 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 \$95,000 to keep the orthophosphate levels within the target levels. This was partially offset by Sodium Bisulfite of \$155,000 primarily driven by lower volume at DITP of \$80,000 due to lower quantities to dechlorinate the effluent which will be fine tuned as a result of new permit requirements, and Wastewater Operations of \$70,000 due to lower volume as a result of less than anticipated CSO activations. Lower Polymer of \$70,000 due to lower than expected secondary sludge production. DITP flows are 20.1% less than planned and the CWTP flows are 9.5% greater than planned through September. It is important to note that Chemical variances are also based on deliveries which in general reflect the usage patterns. However, the timing of deliveries is an important factor.

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY26 Budget	FY26 Actuals	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Utilities	7,360,190	7,680,256	320,066	4.3%	Utilities were higher than budget by \$320,000 or 4.3%. Higher than budgeted spending for Electricity of \$232,000 driven by Deer Island Treatment Plant (DITP) of \$428,000 which was primarily due to Eversource Energy for higher pricing. Field Operations was under budget by \$183,000 due to lower demand as a result of fewer wet weather events, resulting in less pumping. Higher spending for Water of \$82,000 primarily due to greater than projected water usage at DITP as a result of the DITP Primary and Secondary Clarifier Rehabilitation project.
Maintenance	10,048,532	10,721,347	672,815	6.7%	Maintenance was greater than budget by \$673,000 million or 6.7%. Maintenance Materials were greater than budget by \$808,000 driven by higher Plant & Machinery Materials of \$293,000, Electrical Materials of \$180,000, and Pipe Materials of \$177,000 all due to greater than anticipated spending through September. <i>Maintenance Services</i> were less than budget by \$135,000 driven by Building and Grounds Services of \$706,000 due to less than anticipated services through September including invasives control, Pipe Services of \$239,000 due to less than anticipated services including paving, and Electrical Services of \$225,000 due to less than anticipated services. This underspending was partially offset by higher Computer Software/Licenses of \$972,000 primarily due to unanticipated license renewals including Microsoft Enterprise and Computer Services of \$198,000 due to greater than anticipated spending through September.
Training & Meetings	166,488	65,341	(101,147)	-60.8%	Training & Meetings were lower than budget by \$101,000 or 60.8% primarily due to less than anticipated spending on meetings and conferences driven by MIS (\$50,000), Admin Director's Office (\$20,000), Tunnel Redundancy (\$13,000), and Operations Administration of (\$11,000).
Professional Services	2,647,750	2,488,173	(159,577)	-6.0%	Professional Services were lower than budget by \$160,000 or 6.0% driven by lower Computer Systems Consultant of \$88,000, Other Services of \$47,000, Resident Inspection (\$34,000) and Engineering of \$31,000, all due to less than anticipated spending through September.
Other Materials	1,376,524	1,173,321	(203,203)	-14.8%	Other Materials spending was lower than budget by \$203,000 or 14.8% driven by Computer Hardware of \$372,000 due to less than anticipated purchases through September, Other Materials of \$109,000 due to less than anticipated materials purchases including gravel purchases, and Vehicle Expense of \$86,000 due to less than anticipated spending driven by lower fuel prices. . These were partially offset by Vehicle Purchases/Replacements of \$257,000 due to earlier than anticipated purchases through September.
Other Services	8,604,110	8,196,520	(407,590)	-4.7%	Other Services were lower than budget by \$408,000 or 4.7% driven by lower than anticipated Telecommunications of \$242,000 and Grit & Screenings Removal of \$151,000 and Sludge Pelletization of \$142,000 primarily due to lower quantities.
Total Direct Expenses	77,100,131	73,835,169	(3,264,962)	-4.2%	

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY26 Budget	FY26 Actuals	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Indirect Expenses					
Insurance	1,382,293	1,318,479	(63,814)	-4.6%	Lower premiums of \$166,000 partially offset by higher payments/claims of \$102,000 than budgeted.
Watershed/PILOT	6,429,725	5,168,003	(1,261,722)	-19.6%	Lower Watershed Reimbursement of \$1.3 million driven by lower spending on Wages & Salaries, Maintenance, and Fringe Benefits.
HEEC Payment	1,749,198	1,749,195	(3)	0.0%	
Mitigation	467,288	467,288	-	0.0%	
Addition to Reserves	491,871	491,871	-	0.0%	
Pension Expense	26,347,117	26,347,117	-	0.0%	
Post Employee Benefits	-	-	-		
Total Indirect Expenses	36,867,492	35,541,953	(1,325,539)	-3.6%	
Debt Service					
Debt Service	106,006,596	105,411,703	(594,893)	-0.6%	Capital Financing was \$595,000 less than budget due to lower than projected variable interest expense.
Debt Service Assistance	-	-	-		
Total Debt Service Expenses	106,006,596	105,411,703	(594,893)	-0.6%	
Total Expenses	219,974,219	214,788,825	(5,185,393)	-2.4%	
Revenue & Income					
Rate Revenue	219,690,250	219,690,250	-	0.0%	
Other User Charges	3,002,153	3,050,858	48,705	1.6%	Primarily higher than estimated DI water.
Other Revenue	785,685	961,829	176,144	22.4%	Other Revenue was \$176,000 or 22.4% greater than budget due to Energy Revenue of \$126,000, Miscellaneous Revenue of \$103,000, partially offset by Profit & Loss on Disposal of Equipment of \$60,000.
Rate Stabilization	-	-	-		
Investment Income	5,088,538	5,930,732	842,194	16.6%	Investment Income is over budget due to higher than assumed interest rates.
Total Revenue	228,566,626	229,633,669	1,067,043	0.5%	
Net Revenue in Excess of Expenses	8,592,407	14,844,844	6,252,436		

ATTACHMENT 3
FY26 CIP Variance Report (\$000s)

	FY26 Budget September	FY26 Actuals September	Actuals vs. Budget		Explanations
			\$	%	
Wastewater					
Interception & Pumping (I&P)	\$5,067	\$4,660	(\$407)	-8.0%	<u>Less than planned spending</u> Hayes Pump Station Rehab - Construction: \$2.2M (contractor progress less than anticipated) <u>Greater than planned spending</u> West Roxbury Tunnel Inspection: \$1.3M, Braintree-Weymouth Improvements Construction: \$403k and IPS Transformer Replacement: \$270k (work planned in FY25 performed in FY26)
Treatment	\$17,757	\$14,796	(\$2,961)	-16.7%	<u>Less than planned spending</u> Clarifier Rehabilitation Phase 2 Construction: \$1.6M and DITP Roofing Replacement: \$1.1M (contractors progress less than anticipated) DITP As-Needed Design: \$1.6M (lower than projected task order work) <u>Greater than planned spending</u> Digester & Storage Tank Rehabilitation Design/ESDC: \$731k (consultant progress greater than anticipated) Digester Cover Replacement: \$399k (contractor progress greater than anticipated)
Residuals	\$0	\$118	\$118	n/a	
CSO	\$1,691	\$1,181	(\$510)	-30.2%	<u>Less than planned spending</u> Somerville Marginal New Pipe Connection: \$495k (contractor progress less than anticipated)
Other Wastewater	\$13,127	\$4,927	(\$8,200)	-62.5%	<u>Less than planned spending</u> I/I Local Financial Assistance: \$8.2M (less than anticipated requests for community grants and loans)
Total Wastewater	\$37,642	\$25,682	(\$11,960)	-31.8%	

ATTACHMENT 3
FY26 CIP Variance Report (\$000s)

	FY26 Budget September	FY26 Actuals September	Actuals vs. Budget		Explanations
			\$	%	
Waterworks					
Drinking Water Quality Improvements	\$789	\$248	(\$542)	-68.6%	<u>Less than planned spending</u> CWTP Technical Assistance: \$528k (lower than projected task order work)
Transmission	\$15,098	\$10,480	(\$4,618)	-30.6%	<u>Less than planned spending</u> Waltham Water Pipeline Construction and REI: \$1.4M, CP2 Shaft 5: \$474k and Wachusett Lower Gatehouse Pipe & Boiler Replacement Construction: \$428k (contractors progress less than anticipated) Metropolitan Water Tunnel Program Final Design/ESDC: \$894k and Geotechnical Support Services: \$515k (consultants progress less than planned) WASM 3 - MEPA/Design/CA/RI: \$440k (less than planned consultant work) Quinapoxet Dam Removal - Construction: \$294k (pending balancing credit change order) <u>Greater than planned spending</u> Land Acquisition: \$324k (greater than antipated land acquisitions)
Distribution & Pumping	\$11,242	\$15,755	\$4,513	40.1%	<u>Greater than planned spending</u> Section 56 Replacement/Saugus River - Construction: \$2.9M, CP-2 NEH Improvements: \$2.1M, Section 89/29 Replacement Construction: \$1.8M and CP-2, Sections 25 & 24 - Construction: \$977k (greater than planned contractor progress) <u>Less than planned spending</u> Section 75A and 47 Extension - CP-1 Construction: \$2.3M (less than planned contractor progress) NIH Storage - Design CA/RI:\$585k (updated schedule)
Other Waterworks	(\$22)	\$710	\$731	n/a	<u>Greater than planned spending</u> Local Water Pipeline Financial Assistance Program: \$1.2M (greater than anticipated requests for community loans) <u>Less than planned spending</u> Steel Tank Improvements - Design/CA: \$529k (CA services less than anticipated)
Total Waterworks	\$27,108	\$27,193	\$85	0.3%	

ATTACHMENT 3
FY26 CIP Variance Report (\$000s)

	FY26 Budget September	FY26 Actuals September	Actuals vs. Budget		Explanations
			\$	%	
Business & Operations Support					
Total Business & Operations Support	\$5,117	\$2,199	(\$2,918)	-57.0%	<u>Less than planned spending</u> MS Office Upgrades: \$963k, Servers v.2: \$500k, and Lawson Upgrade: \$350k (less than anticipated progress for implementation) As-Needed Design Contracts: \$929k (lower than projected task order work) Security Equipment & Installation: \$327k (delays with projects including upgrades to communication circuits and Incident Management System) <u>Greater than planned spending</u> FY24-28 Vehicle Purchases: \$329k (greater than anticipated vehicle purchases)
Total MWRA	\$69,868	\$55,074	(\$14,794)	-21.2%	

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: October 22, 2025
SUBJECT: Internal Audit Department Activities Report – FY2025



COMMITTEE: Administration, Finance & Audit

X INFORMATION

 VOTE

Claude J. Cormier, Director, Internal Audit
Preparer/Title



RECOMMENDATION:

For information only. Internal Audit presents annually to the Board, the results of completed assignments and the status of active and planned assignments. Every quarter, Internal Audit utilizes the Orange Notebook to briefly discuss recently issued reports and to report on the status of open audit recommendations and cost savings. This Staff Summary includes a discussion of activities since Internal Audit's last report to the Board in November 2024.

DISCUSSION:

In FY2025, a total dollar savings of \$1,737,806 was recognized from numerous assignments, including internal audits, management advisory services, consultant incurred cost audits, consultant preliminary reviews, construction labor burden reviews, the true-up and review of HEEC billings, and contract negotiation support.

Internal Audit's goal is to provide sufficient audit coverage to give reasonable assurance that internal management controls are functioning as intended and that only reasonable, allowable and allocable costs are paid to consultants, contractors and vendors. Audit coverage is provided through performance audits that analyze and evaluate MWRA programs and activities to determine if they are being carried out effectively and efficiently, compliance audits that focus on adherence to MWRA policies and procedures, contractual requirements, rules or regulations and management advisory services.

The development of the Annual Audit Plan is based on Internal Audit's risk assessment of program and management controls, as well as input from MWRA senior managers and the MWRA Advisory Board. The actual scheduling and completion of audit assignments depend on staff availability, which can be impacted by control issues needing immediate attention or by unscheduled special requests for management advisory services.

Attachment 1 lists assignments completed since Internal Audit's last report to the Board, assignments currently in process and additional assignments planned to commence in FY2026.

Internal Audits and Management Advisory Services

Internal Audit follows up on open recommendations (quarterly basis). During FY2025, Internal Audit worked with management to close 10 recommendations. Internal Audit has made tremendous progress with Auditees to close recommendations within 12 months from issuance of the audit report.

Telework Compliance

Internal Audit prepared a consultive analysis of telework compliance. The analysis consisted of telework agreement compliance, time reporting compliance and new hire probationary period eligibility. Overall, results were favorable with a high degree of compliance and no recommendations were presented.

Infiltration and Inflow (I/I)

Internal Audit prepared a review of MWRA Inflow/Infiltration (I/I) Local Financial Assistance Program. The I/I Program (Program) was initiated in May 1993. As of the end of December 2024, the Board has authorized 15 phases and committed over \$960.8 million to the I/I program of [\$566.2 million distributed through December 2024]. These program funds are available to 43 MWRA sewer member communities based on an allocation formula derived from sewer rates assessments. The purpose of the program is to provide incentives in the form of grants and interest-free loans to reduce “Infiltration” and “Inflow” tributary to MWRA treatment facilities.

The audit consisted of a review of controls and procedures in place for all sewer communities in the I/I Program, assessing whether the application process and relevant key documents (Financial Assistance Applications, Financial Agreements, Loan Agreements, Vouchers, and Sewer Bonds) are properly reviewed and executed, a review of project closeout requirements, and a review of treasury process and procedures related to cash disbursements, loan repayments and bond closeouts are accurate and complete.

Internal Audit issued one recommendation for management to develop a process of coordinating with relevant banking institutions to ensure timely delivery of escrow statements.

NEFCo Claim

As recently reported in the Orange Notebook, Internal Audit reviewed and determined the accuracy of claimed costs submitted by NEFCo in its Claim Statement for Product Marketing Cost Impact of High Molybdenum. Internal Audit’s review did not include whether such claimed costs are compensable under the terms of the contract, which issue is reviewed by Procurement and Law Division staff.

Lease Agreements

Internal Audit periodically performs a review of MWRA leased properties including the Chelsea facility and Needham facility. The objective of these reviews is to determine whether escrow accounts (i.e. real estate and insurance) are sufficiently funded to meet future payment obligations, as well as the supportability of applicable operating expenses.

Internal Audit completed a review of the Needham facility lease for CY2023 operating expenses and determined \$4,541 was due to MWRA as a result of higher than expected real estate taxes and lower than expected operating costs.

A review of the Chelsea lease is nearing completion.

Other Management Advisory Services

Annually, Internal Audit provides management advisory services that include calculating MWRA's fringe and indirect cost rates, and providing support and review services to the Fore River Railroad Corporation (FRRC). Internal Audit supported the Selection Committee's process to award Contract S592, Operations and Maintenance of the Fore River Pelletizing Plant. Internal Audit supports MWRA's policies and procedures and signature authority forms as needed. In addition, Internal Audit provided support to certain internal controls and workflows related to the Lawson upgrade.

In FY2025, the annual savings resulting from internal audits and management advisory services totaled \$249,550.

Policies and Procedures

Policies and procedures provide consistent and clear statements of MWRA's standards to assist employees in the day-to-day management of the Authority's business and operations. Policy and procedure numbers that begin with ADM (Administrative), FIN (Finance), HR (Human Resources) and OP (Operations) are accessible to employees on the MWRA's intranet site, Pipeline. Internal Audit is the official custodian of the policies; it does not develop or approve policies, but reviews all policies prior to final approval.

During FY2025, Internal Audit supported a process to update three existing policies:

- ADM.11 Fleet Services Management and Maintenance;
- ADM.39 MWRA Video Surveillance System Policy; and
- OP.05 Emergency Water Supply Withdrawals Policy.

Other policies are in various stages of updating.

Contract Audits and Related Reviews

In FY2025, savings of \$1,488,256 were recognized from the following contract audits and other related reviews.

Consultant Incurred Cost Audits

An incurred cost audit determines if billed labor costs are supported by the consultant's time reports and project cost records, other direct costs are supported by valid payments, final indirect costs have been calculated in accordance with the contract, and if final indirect cost rates have been properly applied to labor billings. The extent of fieldwork required to complete an assignment is based on a risk assessment that starts with an invoice analysis and a review of the consultant's annual Consultant Disclosure Statement submittal. Internal Audit has historically conducted the fieldwork at the consultant's office, but as a result of the pandemic has built a remote, paperless workflow to obtain the information necessary to perform the audit procedures to verify if costs billed are supported.

In FY2025, incurred cost audits were completed with four firms with a total contract value of \$28.8 million. A total of \$164,860 was recovered.

Consultant Preliminary Reviews

When a new contract is awarded for more than \$1 million, Internal Audit performs a consultant preliminary review to determine if the proposed direct labor, indirect costs, other direct costs or multipliers/comprehensive hourly rates are supportable. Internal Audit then notifies Procurement and the Project Manager of any issues, including any unsupported proposed costs that might be available for re-allocation to another cost element.

In FY2025, five consultant preliminary reviews were completed with a total value of \$24.4 million. All proposed costs were properly supported.

Consultant Disclosure Statements/Annual Indirect Cost Rate Reviews

Each professional service consultant is required to submit a Consultant Disclosure Statement annually, including an indirect cost rate for the firm's recently completed fiscal year. Internal Audit reviews and approves provisional indirect cost rates proposed by consultants for billing both new and active contracts. The approved provisional indirect cost rates are reported to Project Managers and Procurement as a reference source for reviewing invoices, and pricing contracts and amendments. During FY2025, 62 annual indirect cost rate reviews were completed and letters sent to consultants.

Construction Labor Burden Rate Reviews

A construction labor burden rate review establishes provisional labor burden rates to be used in the pricing of future change orders. Typical adjustments to proposed contractor rates include applying effective versus statutory Federal and State unemployment tax rates, applying appropriate experience modifications and other adjustments to workers' compensation rates, and determining the basis for general liability and umbrella insurances and bond premium.

In FY2025, nine construction labor burden rate reviews were completed for contracts with a total value of \$99.7 million. An estimated \$606,394 in cost savings may be achieved on future change orders.

Harbor Electric Energy Company (HEEC) Cross-Harbor Cable

2024 O&M True-Up and Billings: Internal Audit reviewed the annual payment to HEEC for the operations and maintenance (O&M) of the cross-harbor cable. The review included verifying the capacity charge calculation and O&M charges billed by HEEC under the terms of the Massachusetts Department of Public Utilities (DPU) tariff for CY2024. The DPU tariff is based on a capacity charge calculation that includes O&M charges for labor and materials needed to maintain the cable, and insurance for the cable. Internal Audit reviewed the O&M charges and the tariff computation prior to HEEC's filing with DPU, which DPU approved. As a result of the CY2024 true-up, MWRA paid \$5,379.

Project Costs: During construction of the new cross-harbor cable, Internal Audit periodically reviewed and audited the costs incurred on the project. During FY25, MWRA paid \$381,380 related to task costs for the back-fill of the eel grass trench and related restoration.

MWRA is permitted to pay one-half of the total costs of the project prior to completion with the balance of such costs paid over a 30-year period pursuant to the final terms of a DPU tariff. Under a Memorandum of Understanding and subsequent agreement with HEEC, the Authority has paid \$59.6 million as of December 31, 2024. These payments reduce the return on equity, resulting in significant future cost savings over the pay-back period. The realized cost savings in FY2025 was \$329,437.

ATTACHMENT:

Status of Internal Audit Assignments FY2025 and FY2026

		Attachment 1
Status of Internal Audit Assignments FY25 and FY26		
<u>COMPLETED</u>	<u>Date</u>	<u>IN PROCESS & PLANNED TO START IN FY26</u>
<u>Internal Audit/Management Advisory Services</u>		
Telework Compliance analysis	Nov-24	MIS Software License Management
Inflow/Infiltration (I/I) Local Financial Assistance Program	Mar-25	Purchase Card Compliance
NEFCo Claim	May-25	Lawson Privileged Access (User Access Review)
		Inventory Management/Cycle Count Program - DITP
		Uniform Debit Card Program
MWRA Overhead Rate (FY25)	Jul-24	MWRA Overhead Rate (FY26)
<u>Reviews of Agreements and Contracts</u>		
HEEC Cable costs (monitor finalization)		
HEEC O&M 2024	May-24	HEEC O&M 2025
	Jun-24	Other facility leases
		NEFCo Financial Review
<u>Consultant Incurred Cost Audits</u>		
AECOM	Jan-25	Aldea Services
Black & Veatch	Feb-25	Arcadis
Stantec	Dec-24	Aztec Technologies
RJN Group (FY 2023-2024)	Aug-24	CDM Smith
		CDW Consultants
		Corrosion Probe
		GEI Consultants
		Green International Affiliates
		Hazen & Sawyer
		Jacobs Engineering Group
		JCK Underground
		Kleinfelder
		PMA Consultants
		SDE
		Vanasse Hangen Brustlin
<u>Consultant Preliminary Reviews (Over \$1 mill)</u>		
CHP Des/ESDC/REI (6730) \$18.3M	Mar-25	Barge Berth Des/ESDC/REI (6725) \$4.6M
Cottage Farm PCB Abatement - Design/CA (7392) \$3.7M	Feb-25	Odor Control Rehab Design/ESDC (7088) \$14M
As Needed Design (7981) AECOM \$2.4M	Sep-24	Deer Island HVAC REI (7094) \$10M
As Needed Design (7982) CDM \$2.4M	Sep-24	Deer Island HVAC Design ESDC (7110) \$8.3M
As Needed Design (8018) Hazen & Sawyer \$2.4M	Sep-24	Deer Island Dystor Membrane Repl. (7135) \$9.5M
		Centrifuge Replacement Des/ESDC/REI (7137) \$14M
		Various Equipment Replacement Design (7175) \$3.8M
		NIH Storage - Design (7311) \$6.9M
		MWTP Construction Management (7356) \$151M
		Fells Loring RD Tanks Rehab Des/CA (7385) \$1M
		Fire System Replacement Design/ESDC/REI (7426) \$12M
		N. Coll. Sewer Syst. Design/ESDC (7513) \$6.2M
		Metro Tunnel Redundancy Final Des/ESDC (7556) \$135.3M
		Hayes Pump St Rehab REI (7668) \$1.7M
		Steel Tanks Impr REI (7676) \$1.1M
		Sect 14, 53 & 99 Const REI (7682) \$3.6M
		Somerville Marginal CSO Facility Rehab Des/CA (7689) \$3M
		Weston Aqueduct Gatehouse Rehab (7700) \$1.3M
		Intercept Renewal 7 REI (7751) \$1.3M
		Hingham Pump Station Rehab Des/ESDC (7827) \$2.9M
		Siphon Structure Phase 1 REI (7996) \$1.5M
		REI CP-3 (8005) \$1.5M
		Cosgrove Tunnel Rehab Inspection (8030) \$1M
		As Needed Des Contract 22 (8062) \$2.5M
		As Needed Des Contract 23 (8063) \$2.5M
		Sect 75 Ext REI CP-1 (8067) \$2M
		Shaft L Interconnect Des/ESDC (8080) \$1.3M
		Prision Point Repack Des/CA/RI (8106) \$2.3M
		Technical Assistance 15 (8130) \$2M
		Technical Assistance 16 (8131) \$2M
		Cottage Farm/Prision Point Chem Storage Tank (8141) \$1M
		Chelsea Admin Heat Pumps (8147) \$3M
		DITP Wind Turbine 1 Repl (8148) \$4.5M
		Heat Pumps Wach Lower Gatehouse/NewNep/Newt (8149) \$3M

		Attachment 1
Status of Internal Audit Assignments FY25 and FY26		
<u>COMPLETED</u>	<u>Date</u>	<u>IN PROCESS & PLANNED TO START IN FY26</u>
<u>Consultant Preliminary Reviews (Over \$1 mill) - Continued</u>		
		Cryo Facility Valve Repl (8150) \$11.9M
		Ward St Headworks Air Handler Replacement (8151) \$2M
		Owners Representative Services (8153) \$6.3M
		High Level Culv. Design/ESDC/REI (8155) \$1M
		Lonergan Int.Bldg Walkway REI (8160) \$2M
<u>Construction Labor Burden Rate Reviews (Over \$1 mill)</u>		
Quinapoxet Dam Removal - Construction (7348) \$2.5M	Dec-24	Clarifier Rehab Phase 2 CA (7395), Losordo (sub to Walsh)
Hayes Pump Station Rehab Const (7375) \$25.6M	Jun-25	Siphon Structure Rehab Construction (6225) \$7.2M
Clarifier Rehab Phase 2 CA (7395), Folan (sub to Walsh) \$1.6M	Mar-25	Digester/Storage Tank Rehab Const (6240) \$400M
Section 75 Extension - Constr CP-1 (7484) \$22.5M	Jun-25	CP-1 Section 68 Construction (6335) \$18M
CP3 Shaft 5 (7671) \$5.4M	Oct-24	Cath Pro Shafts E,L,N&W Const (6439) \$5.6M
CP-2 NEH Improvements (7725) \$26.8M	Jun-25	WASM 3 Rehab C-2 (6543) \$24.7M
Deer Island Roofing Replacement (7734) \$8.9M Greenwood	Aug-24	Eastern Seawall Construction - 1 (6724) \$45M
Somm Marginal New Pipe Connect (7985) \$4.4M	Mar-25	Chemical Pipe Replacement - Construction (6852) \$9M
Sudbury Reservoir Dam Spillway & Gatehouse Vent (7615A) \$2M Ardent	Nov-24	Various Equipment Replacement (7143) \$20M
		Inter Ren 7-Malden & Melrose Constr (7217) \$9.4M
		DI Solar Canopy Project \$10M
		Cottage Farm PCB Abatement Construct. 1 (7389) \$10.6M
		Deer Island MCC & Switch Gear (7420) \$39M
		Section 56 Replacement - Construction (7486) \$9.5M
		Steel Tank/Impr Constr (7493) \$8.7M
		Maint Gar/Wash Bay/Stor Bldg Const (7577) \$6.3M
		Screw Pump Replac Ph 2 Const (7591) \$7.7M
		Shaft 5 Building Improv Constr (7600) \$3.5M
		Caruso, Delauri & Frmingham Fuel Tank Repl Constr CP1 (7637) \$2.5M
		Digester Cover Replacement (7648) \$7M
		CP3 Shafts 7, 7B, 7C, 7D (7670) \$8.6M
		Steel Tank Improv Constr Ph2 (7727) \$11.2M
		Roof Gillis/Bratt/Newt Const (7901) \$1.5M
		CP-3 NEH Improvements (7910) \$29.2M
		Tunnel Construction CP3 (8086) \$10.4M
		Lonergan Int.Bldg Walkway/Wall Impr. (8138) \$2M
		Ware River Shft 8 Retaining Wall (8159) \$1M
		Southborough Paving (8183) \$1M
		Foss Dam Overtopping Repairs (7615B)

STAFF SUMMARY

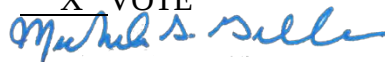
TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: October 22, 2025
SUBJECT: Automated Vehicle Locator Tracking System (AVL)
Insight Mobile Data, Inc.
Contract VEH116, Amendment 2



COMMITTEE: Administration, Finance & Audit

____ INFORMATION

X VOTE



Michele S. Gillen

Director of Administration

Paula Weadick, Director, Management Information Systems
Stephen D. Cullen, Deputy Chief Operating Officer
Ronald S. Zizza, Manager, Coordination and Control
Preparer/Title



Kathleen M. Murtagh, P.E.

Chief Operating Officer

RECOMMENDATION:

To authorize the Executive Director, on behalf of the Authority, to approve Amendment 2 to Contract WRA-5027, Automated Vehicle Locator Tracking System, with Insight Mobile Data, Inc., increasing the contract amount by \$289,434.60 from \$449,348.10 to \$738,782.70 and extending the contract term by three years, from November 29, 2025 to November 28, 2028.

DISCUSSION:

MWRA has utilized an Automated Vehicle Locator (AVL) system since 2013. The AVL system uses a web-based live mapping system to determine the location, speed and activity of MWRA's 403 vehicles and transmits data to a central control center, allowing for near real-time tracking alerts. The system enables MWRA staff to accurately pinpoint and track a vehicle's location and route at any time; respond quickly to emergencies and dispatch assistance, if needed; flag vehicle maintenance through electronic engine diagnostics; enhance fleet management, productivity and gain efficiencies in work assignments by optimizing work crew routes; improve driver and vehicle safety by providing the ability to verify alleged traffic violations; track odometer readings and mileage electronically; and capture driving statistics.

This contract was approved by the Board in October 2021. While previous AVL contracts contained multiple options to renew, this contract was awarded for a period of 36 months. At the time of the award, the Authority transitioned to new AVL hardware in each of the 403 vehicles in which it is utilized. By the end of the original contract period, the existing hardware was still performing well.

Amendment 1

On January 2, 2025, Amendment 1 was approved under delegated authority to extend the contract term from December 28, 2024 through November 28, 2025. Staff chose to extend the contract term under delegated authority in order to explore the best options going forward. Those options included a new procurement through the state contract, a new procurement soliciting proposals not under the state contract, and extension of the current contract term. After exploring these options, staff recommend extending the current contract term and increasing the contract amount as set forth in this staff summary.

This Amendment

The Insight Mobile Data, Inc. system performs as expected and staff continue to be pleased with the quality of services provided. Over the past four years, staff have used the tracking system to locate the closest MWRA vehicle to a MWRA facility that required a rapid response, thereby shortening response time. The system has been used to confirm or dispute the involvement of MWRA vehicles alleged to be involved with traffic incidents reported by the public and, also, provides valuable diagnostic data used by MWRA's vehicle management and maintenance technicians. In addition, fuel consumption data are provided for MWRA's fleet, which helps to determine if there are potential maintenance problems related to a vehicle. Furthermore, the AVL system provides a number of reports that are used to audit crews assigned to perform work in the field, and Operations staff that perform facility rounds.

The current state contract, VEH116, has two product solutions, Geotab and Insight Mobile Data, Inc. While the service offerings are similar, the monthly device cost for Geotab is \$20.95 compared to \$19.95 for Insight Mobile Data, Inc. The Insight Mobile Data, Inc. equipment and software have not yet reached the end of their useful life and continue to meet MWRA's fleet tracking requirements. The initial installation of the GPS devices and configuration into the new system took more than a month to complete due to the logistics of coordinating with vehicle operators. This resulted in overtime for the vehicle maintenance staff. If a new contract were procured through VEH116, staff anticipate a similar lag time for device installation and configuration as well as impacts to Operations, downtime for Operations field staff, and time expended by staff gaining proficiency with a new system. Additionally, the data collected from the Insight Mobile Data, Inc. system was integrated with MWRA's Fuel Distribution System and Maximo Enterprise Asset Management applications and provides odometer readings on the fleet that MWRA manages. Migrating to a new system would be a significant undertaking given the size of the fleet, the complexity of the Geotab GPS device installation, resource constraints within the vehicle maintenance department and the system integrations.

For these reasons, staff are recommending a 36-month extension of the current contract with Insight Mobile Data, Inc. at the existing monthly per unit monitoring cost of \$19.95 for 403 units, increasing the contract amount by \$289,434.60 and extending the contract end date to November 28, 2028.

CONTRACT SUMMARY:

	<u>Amount</u>	<u>Time</u>	<u>Dated</u>
Original Contract	\$362,007.00	36 months	12/28/2021
Amendment 1*	\$87,341.10	11 months	12/28/2024
Proposed Amendment 2	<u>\$289,434.60</u>	<u>36months</u>	<u>Pending</u>
Adjusted Contract Amount	\$738,782.70	83 months	

*Approved under Delegated Authority

BUDGET/FISCAL IMPACTS:

There are sufficient funds included in the MIS Division's FY26 Current Expense Budget for the first portion of this contract. Appropriate funding will be included in subsequent CEB requests for the remaining term of this three-year extension.

MBE/WBE PARTICIPATION:

Insight Mobile Data, Inc. is not a certified Minority-owned or Women-owned business.

STAFF SUMMARY

TO: Board of Director
FROM: Frederick A Laskey, Executive Director
DATE: October 22, 2025
SUBJECT: October 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 amendments to the Position Control Register included in the attached chart.

DISCUSSION:

The Position Control Register (PCR) lists all positions of the Authority, filled and vacant. It is updated as changes occur and 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 increase in annual cost by \$10,000 or more must be approved by the Board of Directors after review by the Personnel and Compensation Committee.

October 2025 PCR Amendments

There is one PCR Amendment this month.

Organizational Changes:

1. Salary change to one filled position in the Operations Division, Metro Trades Maintenance Department for a Program Manager, Trades Maintenance (Unit 9, Grade 29) to ensure internal pay equity per union agreement.

BUDGET/FISCAL IMPACT:

The maximum annualized budget impact of the PCR amendment will be a cost of \$10,813. Staff will ensure that the costs associated with the PCR amendment will not result in spending over the approved FY26 Budget.

ATTACHMENTS:

Job Description

**MWRA
POSITION DESCRIPTION**

Position: Program Manager, Trades Maintenance (Electrical and HVAC)

Division: Operations Division

Department: FOD/WW Operations & Maintenance

BASIC PURPOSE:

Oversee the equipment condition inspections, repair/replacement, planning, engineering, budgeting, priority setting, work scheduling and maintenance for Metro Area electrical and HVAC equipment and facilities.

SUPERVISION RECEIVED:

This position reports to the Senior Program Manager, Metro Trades.

SUPERVISION EXERCISED:

Exercises direct supervision of the Electrical Operations Supervisor and Unit Supervisor, HVAC and their assigned Staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Manages a group of electrical and HVAC maintenance personnel who perform tasks related to maintenance.
- Develops and manages maintenance service contracts to support existing Metro Water and Wastewater facilities
- Manages and participates in the troubleshooting, testing, inspection and operation of complex medium and high voltage (480 volt – 69 kv) electrical systems and equipment including feeder circuits, distribution circuits, complex relay systems, automatic transfer switches and high voltage circuit breakers.
- Provides written reports detailing results of problem investigations and economic justification for proposed changes.
- Respond to emergencies related to medium and high voltage machinery and participates in the planning and scheduling of preventative and corrective maintenance.
- Supports the efforts of the Facility Assets Management Program (FAMP) Program, Reliability Centered Maintenance (RCM) process, and any related Task Forces or Task Team initiatives.
- Generates inspection lists and maintenance reporting through the Computerized Maintenance Management System.
- Assists in the development and administration of condition monitoring programs such as vibration analysis, load bank testing, and Thermography.

- Attends Operations and Maintenance (O & M) Meetings, project progress meeting, staff meetings, and FAMP development meetings as required.
- Coordinates with other managers, supervisors, work coordination staff and others for optimal functioning of assigned staff.
- Monitors "Work in Progress" by coordinating with Maintenance Supervisors, Operations Managers and Planner Schedulers, and also monitors backlog with object of minimization.
- Manages all aspects of the Maintenance Program relative to preventive, corrective, predictive, project, condition based maintenance, and emergency maintenance activities with special emphasis on the development of a formal preventive maintenance program.
- Prepares, manages, and oversees contracts and purchase orders for the repair and purchase of maintenance equipment.
- Develops the current expense budget for areas of responsibility including annual project work, training, and material purchases. Monitors budget performance and provides budget updates for the Current Expense Budget (CEB) as required. Approves and tracks spending, justifies variances from budget, and provides support documentation as required.
- Oversees the preparation of condition assessments and the establishment of engineering project priorities for the CEB and Capital Improvement Program (CIP).
- Coordinates with the Operations Unit to assure that maintenance work is properly coordinated and prioritized.
- Implements staffing redeployments, establishes work policies and procedures, defines work priorities and oversees training program.
- Oversees the expansion and proper utilization of a parts inventory system to support maintenance activities.
- Prepares reports on the status of the maintenance activities as necessary.
- Provides technical input for major maintenance projects and review construction proposals to insure maintainability.
- Reviews assigned employee performance according to MWRA procedures as established and maintained by the Human Resources Department.
- Recommends upgrades to plant equipment and facilities to ensure continued optimal operation. Includes tracking major projects and the coordination of outside contractors, as required.
- Promotes the MWRA Safety Policy and Program by participating in and supporting activities as detailed by the Occupational Health Safety department.
- Acts as liaison between and promotes harmonious relations with other Maintenance Managers, Operations Managers, vendors and MWRA departments.
- Coordinates shutdown and start-up of process equipment in support of maintenance activities.

- Ensures facility cleanliness and makes rounds to ensure facilities are maintained by staff.
- Schedules overtime as required.
- Provides training to assigned staff.
- Assists employee with procurement of tools, parts and materials.
- Operates motor vehicles, such as vans and pick-up trucks, to transport materials to work sites, pick up equipment, etc.
- Inspects and troubleshoots various systems and equipment.

SECONDARY DUTIES:

- Provides backup and support to the Program Manager, Trades Maintenance.
- Conducts assigned field audits of Facilities, CSOs, and other structures in support of safe/efficient operation.
- Directs remedial action in all emergencies.
- Performs related duties as assigned.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) Knowledge of the principles and practices of maintenance attained through a Bachelor's degree in mechanical or electrical engineering or related field; and.
- (B) Seven (7) to nine (9) years of electrical field experience that includes the installation, field inspection, operation, and maintenance of a wide variety of electrical power and control equipment, including medium and high voltage equipment, of which a minimum of three (3) years must be in a supervisory or managerial capacity; or
- (C) Any equivalent combination of education and experience.

Necessary Knowledge, Skills and Abilities:

- (A) Computer literacy in Microsoft Office Suite.
- (B) Extensive experience utilizing computerized maintenance management and work order systems.
- (C) Experience and knowledge in the development and management of service contracts.
- (D) Demonstrated knowledge of medium and high voltage machines and systems, process plant electrical equipment, and construction issues.
- (E) Demonstrated knowledge of NFPA 70E codes.
- (F) Ability to plan, organize, direct, and train subordinates.
- (G) Excellent oral and written communication skills.

SPECIAL REQUIREMENTS:

Is required to be part of an on-call rotation for emergencies 24 hours a day, 7 days a week.

Needs to be available during emergencies including storm coverage during regular work hours and after hours.

A valid Massachusetts Class D Motor Vehicle Operators License.

Massachusetts Master Electrician License preferred.

Infrared Technology, level one certification preferred.

TOOLS AND EQUIPMENT USED:

Office equipment as normally associated with the use of telephone and personal computer.

PHYSICAL DEMANDS:

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

While performing the duties of this job, the employee is regularly required to use hands fingers, handle, feel or operate objects, including office equipment or controls and reaches with hands and arms. The employee must frequently lift and or move up to 10 pounds, occasionally lift/or move up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision, depth perception and the ability to focus.

WORK ENVIRONMENT:

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

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

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

May 2022

MASSACHUSETTS WATER RESOURCES AUTHORITY
POSITION CONTROL REGISTER AMENDMENTS
FISCAL YEAR 2026

PCR AMENDMENTS REQUIRING BOARD APPROVAL - October 22, 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	
B7	Operations Trades Maintenance 5470069	F	S	Program Manager, Trades Maintenance	9	29	Program Manager, Trades Maintenance	9	29	\$107,449	\$118,262	-	\$118,262	\$10,813	-	\$10,813	Salary adjustment to ensure internal pay equity. Union agreement.
				BOARD TOTAL = 1						TOTAL:				\$10,813 - \$10,813			

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: October 22, 2025
SUBJECT: Appointment of Manager, Benefits & HRIS



COMMITTEE: Personnel & Compensation

 INFORMATION
 X VOTE

Wendy Chu, Director, Human Resources
Preparer/Title

Michele S. Gillen
Director, Administration

RECOMMENDATION:

To approve the appointment of Ms. Tara Taylor to the position of Manager, Benefits & HRIS (Non-Union, Grade 14) in the Administration Division, at an annual salary of \$146,250, commencing on a date to be determined by the Executive Director.

DISCUSSION:

The Manager, Benefits & HRIS oversees and administers the MWRA's numerous benefits programs and develops and maintains human resources information systems (HRIS) relative to employee records, personnel actions, leave balances, and benefits administration. The position will become vacant upon the retirement of the incumbent in January 2026. It is one of six non-union manager positions that report directly to the Director of Human Resources.

SELECTION PROCESS:

This position was posted internally and externally. The Authority received 31 applications, of which four (4) candidates were referred for an interview (three external candidates, one internal candidate). The selection committee was comprised of the Director of Human Resources, the Manager of Talent Acquisition, and the Deputy Director of Finance/Treasurer.

Ms. Tara Taylor is the recommended candidate for this position based on her experience, knowledge, skills, and abilities.

Ms. Taylor has over 20 years of experience as public sector human resources (HR) professional, all of which was with the Commonwealth of Massachusetts. In her previous roles, she has performed a wide range of HR responsibilities, including benefits management, employee leave management, and unemployment and workers' compensation claims oversight. She also has significant experience with HRIS's, having been on the project team that worked on the Commonwealth's HRIS upgrade. She later served as a subject matter expert/core user tester when the upgraded system was rolled out across state agencies.

She has significant managerial experience and has worked at both the agency and secretariat level. Her previous work experience has provided her with the critical thinking, interpersonal, and supervisory skills needed for this position.

Ms. Taylor is a graduate of Revere High School.

BUDGET/FISCAL IMPACTS:

There are sufficient funds for this position in the Administration Division's FY26 Current Expense Budget.

ATTACHMENTS:

Resume of Tara Taylor
Position Description
Organization Chart

Tara Taylor

Summary: Human Resources and Payroll professional with 20+ years of experience in the public and private sector, in a multitude of industries. Specialized experience in HR, payroll, benefits management and HRIS. Seeking a position to continuously challenge my current skills, in an environment that provides opportunities for growth and development within the organization.

Skills & Systems: HR/CMS (SME), MMARS/LCM, MaGIC, Mobius View, PCRS/PMIS, Rational, COMiT, Intempo, CIW, PeopleSoft v8 and v9, Clarity, Taleo, MS Office, Oracle, ServiceNow, OnBase, SharePoint

Commonwealth of Massachusetts

April 2004 – Present

Human Resources Division

January 2024 – Present

Director of HR Operations

- Provide direct management and oversight to streamline and improve HR functions and processes, such as the pre-hire to post-hire employee experience, employee orientation, onboarding/offboarding processes, benefits and leave administration, and time and attendance.
- Conduct ongoing assessments of all human resources policies, programs, and practices in collaboration with internal departments and keep current on significant changes in employment law to ensure compliance with applicable state and federal laws and administrative regulations.
- Support Hiring Managers with the post to hire lifecycle such as job postings, salary analysis, pre-offer activities, and other onboarding tasks that are completed within and outside of MassCareers
- Oversee and collaborate with HRD HR/Payroll Shared Services staff to improve overall efficiency of internal HR processes and compliance.
- Evaluate human resources operations and activities while establishing quality and efficiency standards to ensure that these standards are measured and reviewed on an ongoing basis.
- Manage the HR Operations unit that provides human resources, benefits and payroll support to various state agencies and departments based on a Shared Services model.
- Provide guidance and direction on various HR matters and assist to ensure HR tasks are tracked and completed.
- Assess training and professional development needs of HR staff to provide growth opportunities and cross training in other HR/Payroll functional areas.

Executive Office of Veterans Services

May 2023 – January 2024

Secretariat Human Resources Officer

- Plans, leads, develops, coordinates, and implements policies, processes, training, initiatives, and surveys to support the organization's compliance and strategic needs.
- Develops and exercises an efficient system of control for planning, communication, program development and implementation, accountability, coordination, monitoring, and evaluation of HR/Payroll related tasks.
- Oversees the administration of human resources, payroll, labor relations, employment and staffing including, but not limited to, compensation, benefits, and leave; disciplinary matters; disputes and investigations; performance and talent management; productivity, recognition, and morale; and training and development.
- Supports, advises, and appropriately challenges leadership by providing insight, recommending areas for process improvement, change management, organizational development, performance management, communications strategies, and team effectiveness efforts.

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- Collaborate with internal staff to ensure that enterprise applications and programs provide agencies with accurate and timely data analysis.
- Conducts research and analysis of organizational trends including review of reports and metrics from HRCMS, Labor Cost Management, Mobius and the Commonwealth Information Warehouse.
- Maintain ongoing collaborative partnerships with Secretariat Leadership and other agency stakeholders to develop in-depth knowledge of the business activities, both strategically and operationally.
- Subject Matter Expert (SME) core user tester for HR/CMS

Executive Office of Housing and Economic Development Deputy SHRO, HR Operations and Payroll Director

October 2021 – May 2023

- Align HR strategic initiatives across the Secretariat as defined by the SHRO and leadership stakeholders.
- Designing, recommending, implementing, and monitoring changes and updates to HR policies, systems, processes, and procedures.
- Support Hiring Managers with the post to hire lifecycle such as job postings, salary determinations, pre-offer activities, and other onboarding tasks that are completed within and outside of MassCareers
- Conduct onboarding and benefits process, including annual enrollment and ongoing benefits administration. Meet with and counsel employees on the full array of Commonwealth benefits and implement changes as required.
- Work with the HR Team to identify gaps on staff demographics, applicant and recruitment trends, hiring and attrition statistics, performance management, and succession planning
- SME core user tester for HR/CMS

Human Resources Division (HRD) Director of Human Resources

December 2019 – October 2021

- Responsible for direct oversight of multiple state agencies for HR and Payroll related services
- Conduct onboarding for new hire orientation and offboarding; exit interviews, compensation analysis and staffing, recruitment, and employee benefits; HR/payroll resources for state agencies regarding policy and procedures; serve as the point of contact for employment verifications.
- Confer with legal on a multitude of employee relations topics, leveraging extensive knowledge of collective bargaining unit contracts and language.
- Process bi-weekly payroll; enter all transactions including new hires, terminations, transfers, merit pay, tax updates, general deductions, pay adjustments, garnishments, direct deposits, schedules, verify time and attendance; processing cash out upon separation; maintaining employee files; processing expense reimbursements.
- Run bi-weekly payroll reports; verifying funding for all appropriation accounts each pay period; monitoring LCM activity; correcting payroll rejects; processing labor reallocations; researching time discrepancies; running labor history reports; extracting data reports via the Commonwealth Information Warehouse; reviewing HR and payroll reports via Mobius.
- Maintain all health/dental/vision coverage for employees via MaGIC; running annual open enrollments, reviewing monthly/quarterly coverage reports; meeting with employees regarding benefits.
- Post employment opportunities; monitor position posting through life cycle; generating offer letters; ensuring all hiring policies and procedures are followed; working closely with hiring

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manager and Diversity Officer/ADA Coordinator on recruitment, interviews, and candidate selection.

- Liaison for Group Insurance Commission (GIC), Performance Management, Annual Performance Recognition Program, COMECC, FMLA, Worker's Comp, HCSA/DCAP, and transit flexible spending; tracking and maintaining all management and non-management performance evaluations; SERV Program, etc.
- Work closely with the CFO regarding payroll budget and ongoing labor maintenance.
- SME core user tester for HR/CMS
- Assisted in the launch of the POST Commission in areas of HR and Payroll

Executive Office of Technology Services and Security (EOTSS)

Payroll & Benefits Manager

August 2015 - December 2019

- Processed payroll for 500+ employees; entered all HR and payroll transactions including new hires, terminations, transfers, merit pay, tax updates, general deductions, pay adjustments, garnishments, direct deposits, schedules, verification of time and attendance; processed overtime and expense reimbursements; processed leave balance cash out upon separation; researched and rectified pay discrepancies with finance unit.
- Conducted orientation for all new hires and transfers; maintenance of employee personnel and medical files; worked closely with recruitment on compensation management, analysis and employee classifications.
- Managed benefits administration; educated new and existing staff on all aspects of benefits including; health, dental, vision, long term disability and optional life insurance coverage, buy out program, conducted annual open enrollments including special 'limited time' enrollments for all health related benefits and HCSA/DCAP enrollments, reviewed monthly/quarterly coverage reports; hosted informational benefit sessions, met with employees regarding benefits as requested, worked with vendors to engage in providing new benefits to staff.
- Ran bi-weekly payroll reports to review with CFO; verified and maintained funding for appropriations and units, monitor Labor Cost Management activity; corrected payroll rejects; processed labor reallocation requests from finance unit; researched payroll discrepancies; monitored shift differentials; ran labor history reports; extracted data reports via access Warehouse queries; reviewed payroll reports via Mobius.
- Acted as the coordinator/liaison for all benefits management including: GIC, EILB, FMLA, HCSA/DCAP flexible spending accounts, 457b Smart Plan, pension, transit/commuter accounts, employee volunteer program.
- Worked on various payroll and benefits projects (i.e. converted all employees to self-service time and attendance, Article 87 IT consolidation project, The File project, TCD project for 24/7 operations).

Massachusetts Department of Transportation (DOT)

Staffing Manager

February 2015 - August 2015

- Worked closely with acting HR Director on staffing needs; supervision of HR Generalist's; work with management and unions on reclassification project of over 1000 employees; lead coordinator for early retirement incentive program.

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Human Resources Division (HRD)

HRCMS Manager & Upgrade Project Team Member, Bureau of Enterprise Applications Unit

January 2008 – February 2015

- Temporarily vacated HR Director's position to work on statewide upgrade project and pilot for the agency; occasionally assisted with the HR Director's duties.
- Member of the HR/CMS v9 Upgrade and BEAU functional analyst team which included system integration testing (SIT), user acceptance testing (UAT), writing job aids for core user community, workflow strategies, researching current business practices, training on system functionality, contributing analyst for HR/CMS weekly bulletin, accessibility compliance and testing; team lead for IV&V during upgrade.
- Performed ongoing maintenance and operations within the HR/CMS system; provide guidance and tier II/III support for agencies; Submit HR/CMS change orders for HR/CMS; run mass update programs such as furlough implementation, mass hires and transfers, Cola's and retro, use or lose program; ongoing data clean up.
- Implemented seven new Sheriff's Departments within the Commonwealth in the areas of HR, Payroll, Time and Attendance; trained staff on HR and Payroll functions in HR/CMS, policies and procedures.
- Work with OER, EOTSS, and CTR on implementing union related items in HR/CMS such as dues/fee's, Cola and retro programs, furlough programs, mass updates, run controls, etc.
- Act as the Extended Illness Leave Bank (EILB) Program Statewide Coordinator, which includes distributing statewide enrollment instructions to all agencies; Secretariat sign off for ANF agencies regarding EILB; ensuring guidelines are always up to date; performed audits on data.
- Designated Dept Security Officer for agency which includes issuing security badge access for employees; granting access to Commonwealth applications; review monthly and yearly security reports for accuracy.
- Acted as the functional analyst for the HR/CMS Self Service Time and Attendance Pilot.
- Assisted in launching the Exec. Office of Education in the area of HR and payroll.
- Assisted in the implementation of Self Service Time and Attendance rules
- SME for HRCMS functionality
- Served as a functional lead analyst for BEAU team

Executive Office of Technology, Security, and Services (formerly known as ITD)

Payroll & Human Resources Manager

November 2004 - November 2006

- Processed all transactions including new hires, terminations, transfers, merit pay, tax updates, general deductions, pay adjustments, garnishments, direct deposits, schedules, verify time and attendance; conduct employee orientation; process cash out upon separation; exit interviews; maintenance of employee files; process overtime and expense reimbursements; compensation management; employee classifications; research and rectify pay discrepancies.
- Posted positions on state career site; worked with managers on hiring process; ensured proper funding on positions; sent recall letters to former employees; generated offer letters; ensured all hiring policies were followed.
- Extracted data reports via the Warehouse; utilized payroll reports via DocDirect.
- Acted as a Coordinator/Liaison for GIC, ACES, PRP, COMECC, EILB, FMLA, Worker's Comp, Sentinel Benefits for flexible spending.
- Processed quarterly Diversity reports.

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- Acted as the subject matter expert for Employee/Labor Relations; extensive knowledge of collective bargaining unit contracts and language; worked with senior management on employee issues.

Payroll/Accounts Payable Manager

April 2004 - November 2004

- Processed payroll for all ITD employees; entered all transactions including: new hires, terminations, transfers, general deductions, pay adjustments, direct deposits, schedules, etc; conducted employee orientation, ensured upkeep of employee files.
- Ran bi-weekly payroll reports, verified and maintained funding in LCM, researched time discrepancies, monitored shift differentials, and ran labor history reports on sick/vacation leave.
- Approved invoices for payment in new MMARS, researched vendor payments.
- Maintained all health/dental/vision coverage for employees via MAGIC, ran annual open enrollments, reviewed monthly/quarterly coverage reports and acted as GIC coordinator for the agency.
- Participated in new MMARS/LCM upgrade testing.

Clinical One/New Boston Medical ~ Division of Vedioir NA Payroll & Billing Specialist

**November 1998 - April 2004
January 2003 - April 2004**

- Processed payroll and billing for 12 nationwide offices; led daily pay coordinator & weekly pay of approximately 700 nurses, processed 22 payroll runs each week.
- Assisted in payroll and billing software conversion from Oracle to TKO.
- Processed adjustments, stop payments, void & reissues, manual checks, direct deposits, check numbers, and deductions; generate reconciliation.
- Ran weekly/ monthly billing/payroll registers, YTD/Weekly, and spread reports for senior executives, controllers, and branch/regional managers, processed billing invoices for clients; created training manuals; developed departmental goals & internal procedures for all divisions.

Accounts Payable Specialist

November 1998 - January 2003

- Duties included payables for over 75 offices, vendor relations, reconciliation of accounts, disputes, and allocations.
- Processed invoices, check requests, and expense reports.
- Handled leases, contracts, and master accounts.
- Worked with upper management on various accounts & cost saving strategies.

**MWRA
POSITION DESCRIPTION**

POSITION: Manager, Benefits & HRIS

DIVISION: Administration

DEPARTMENT: Human Resources

BASIC PURPOSE:

Oversees and administers the MWRA benefits programs. Develops and maintains human resource information systems (HRIS) relative to employee records, personnel actions, leave balances and benefits administration. Oversees the development, maintenance and use of information and tracking systems used by the department. Manages the workers' compensation program and works in conjunction with the Director of Occupational Health & Safety to ensure the health and safety of employees.

SUPERVISION RECEIVED:

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

SUPERVISION EXERCISED:

Exercises general supervision over File Clerk and Senior HR Analyst (Benefits) and shared supervision of a Human Resources Specialist.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Manages the MWRA benefits programs including health, life, disability and dental insurances, leave benefits (contractual and statutory), Employee Assistance Program (EAP), flu vaccination program, workers' compensation, unemployment benefits, and industry-specific leadership programs.
- Formulates, recommends and manages the implementation of benefits and data collection and maintenance programs, policies and procedures.
- Evaluates the adequacy and appropriateness of existing levels and types of benefits and recommends adjustments as may be required.
- Researches, develops and recommends proposals for new or improved benefits.
- Manages the workers' compensation program. Files employee claims. Serves as liaison to payroll, security, department managers and MWRA Retirement Board on issues and reporting related to employees on workers' compensation leave. Handles inquiries from employees about workers' compensation benefits.
- Maintains strong working relationship and communication with third party workers' compensation administrator and workers' compensation legal counsel to ensure an assertive claims management approach.

- Manages procurement of benefit providers including EAP, dental insurance, flu shot clinics, workers' compensation third-party administrator, and workers' compensation legal counsel.
- Participates in negotiations with benefits carriers and consultants to ensure maximum coverage with available resources as may be required.
- Manages employee information programs on benefits policies and procedures.
- Assesses long-range compensation and benefits objectives along with the Manager of Compensation and makes recommendations as may be required.
- Manages employee leave programs, including FMLA, PFML, mutual aid, and other collectively bargained leave benefits. Serves as liaison to Massachusetts Group Insurance Commission and Massachusetts Department of Family and Medical Leave.
- Monitors personnel data collection and maintenance programs and recommends improvements as may be required.
- Represents the department in all Management Information Systems (MIS) development projects and serves as the primary liaison in the development of specifications and in planning the implementation of a new Human Resources/Payroll system and subsequent updates.
- Oversees the maintenance of electronic and hard copy personnel and medical documentation files for the MWRA in compliance with applicable state and federal laws. Prepares responses to public records and legal requests related to personnel files, benefits, and leave.
- Manages the MWRA unemployment program, including participation in unemployment proceedings.
- Manages the department in a manner that is consistent with MWRA's goals of Diversity, Equity, and Inclusion.

SECONDARY DUTIES:

- Oversees and prepares the department's current expense budget and variance reporting relative to benefits programs.
- Supervises department procurement functions and oversees expenditure tracking and cost code system relative to benefits programs.
- Participates in the review of accommodation requests and determination process as required by state and federal law.
- Participates in collective bargaining negotiations, prepares costing information and analysis as may be required.
- Oversees employee service award programs, including annual years of service and extraordinary

service award programs. Secures data for annual years of service awards ceremony and works closely with the Executive Office on the awards ceremony.

- Attends meetings of union health & welfare (dental and vision) committee.
- Performs other related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) A Bachelor's degree in human resources, labor relations, public administration, business administration or a related field; and
- (B) A thorough understanding of benefits and leave management, human resources, workers' compensation, and records maintenance as acquired through at least seven (7) years of relevant work experience, with at least three (3) years of supervisory and/or managerial experience in any field. Public sector experience preferred; or
- (C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

- (A) Excellent interpersonal, written and oral communication skills.
- (B) Strong knowledge of state and federal employee leave benefits, including but not limited to FMLA, PFML, Parental, and Military leaves.
- (C) Knowledge of unemployment benefits and experience with Massachusetts Department of Unemployment Assistance (DUA) appeal process.
- (D) Knowledge of workers' compensation law, policies, and procedures.
- (E) Knowledge of the public sector procurement process is preferred.
- (F) Demonstrated proficiency in Microsoft Office Suite and videoconference applications.
- (G) Demonstrated proficiency with HRIS systems, preferably Lawson or Infor.
- (H) Strong critical thinking skills and ability to draw conclusions based upon available evidence.
- (I) Strong organizational skills and a demonstrated ability to oversee multiple projects simultaneously.
- (J) Demonstrated supervisory skills.
- (K) Ability to handle highly confidential information including medical records.

SPECIAL REQUIREMENTS:

A valid Massachusetts Class D Motor Vehicle Operator's license or equivalent.

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

TOOLS AND EQUIPMENT USED:

Office machines as normally associated with professional office environment, including but not limited to the use of telephones, personal computers, word processing and other software, videoconference applications, copiers, scanners, and fax machines.

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the 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 or operate objects including office equipment, and frequently required to reach with hands and arms. The employee is occasionally required to stand, walk, climb, balance, stoop, kneel, crouch, or crawl.

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 focus.

WORK ENVIRONMENT:

The work environment characteristics described herein are representative of those an employee encounters while performing the essential functions of this job. While performing the duties of this job the employees regularly works in an office environment. The noise level in the work environment is usually a moderately quiet office setting.

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

August 2025

**Administration Division
Human Resources Department
Org Chart October 2025**

