



MASSACHUSETTS WATER RESOURCES AUTHORITY

Deer Island
33 Tafts Avenue
Boston, MA 02128

Frederick A. Laskey
Executive Director

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

BOARD OF DIRECTORS' MEETING

Telephone: (617) 242-6000
Fax: (617) 788-4899
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Date: Wednesday, January 14, 2026
Time: 1:00pm
Location: Deer Island Reception/Training Building, 1st Floor
33 Tafts Avenue – Favaloro Meeting Room
Boston, MA 02128

Photo ID required for entry.
The meeting will also be held virtually on Webex.

Webex meeting link (registration required)

<https://mwra.webex.com/weblink/register/r0551736e4346468a27c056f22621c4d4>

Meeting number: 2341 030 0743 Password: 11426

REVISED AGENDA

I. APPROVAL OF MINUTES

II. REPORT OF THE CHAIR

III. REPORT OF THE EXECUTIVE DIRECTOR

IV. EXECUTIVE SESSION

i. Approval of December 10, 2025 Executive Session Minutes

A. Real Estate

1. Watershed Land Acquisition Approval
2. Contract 6224/6225 Siphon and Junction Structure Rehabilitation Project:
Approval of Order of Taking of Temporary Easement

B. Litigation

To Discuss Strategy with Respect to Litigation:

1. *U.S. v. M.D.C., et al, USDC (Mass) No. 85-0489-RGS; CLF v. MDC et al., USDC (Mass) No. 83-1614-RGS – Boston Harbor Case*
2. Annual Litigation Update

V. ADMINISTRATION, FINANCE AND AUDIT

A. Information

1. Delegated Authority Report – December 2025
2. FY25 Annual Update of the FY21-FY25 Business Plan, and Draft FY26-30 Business Plan
3. FY2026 Financial Update and Summary as of December 2025

V. ADMINISTRATION, FINANCE AND AUDIT (continued)**B. Approvals**

1. FY2027 Proposed Capital Improvement Program (CIP)
2. Appointment of Matthew R. Horan, Fore River Railroad Corporation Proxy
3. Legal Services Furnished by Special Assistant Attorney General Jonathan Ettinger/Foley Hoag LLP in the Boston Harbor Case, U.S. v. MDC, et al., USDC No. 85-0489-RGS; CLF v. MDC, et al., USDC No. 83-1614-RGS

C. Contract Awards

1. Financial Advisor Services: PFM Financial Advisors LLC, Contract F285

VI. PERSONNEL AND COMPENSATION**A. Approvals**

1. PCR Amendments for January 2026
2. Appointment of Lisa L. Wong, Deputy Director, Deer Island
3. Appointment of Mark Soutter, Director of SCADA

VII. CORRESPONDENCE TO THE BOARD**A. Correspondence Regarding the Draft Updated CSO Control Plan**

- December 9, 2025 letter from Watertown City Councilors Mark S. Sideris, Caroline Bays, Nicole Gardner, Vincent J. Piccirilli, Jr., John G. Gannon, Lisa J. Feltner, John M. Airasian, Anthony Palomba; Emily Izzo
- December 11, 2025 memorandum from Jordan McCarron, Town of Weston Conservation Administrator
- December 18, 2025 letter from State Representative David M. Rogers
- December 22, 2025 letter from State Representatives Marjorie C. Decker; Amy Mah Sangiolo; Mike Connolly; David Paul Linsky; Steven Owens; David M. Rogers; Thomas M. Stanley; John J. Lawn, Jr.; Greg Schwartz; Sean Garballey; John F. Moran; Kevin G. Honan; Erika Uyterhoeven; Tommy Vitolo; Jay D. Livingstone; Alice Hanlon Peisch; Michael J. Moran; Samantha Montañó (amended 1/9/2026)
- January 7, 2026 email from Katie Theoharides on behalf of The Trustees
- Additional correspondence

VIII. OTHER BUSINESS**IX. ADJOURNMENT**

MASSACHUSETTS WATER RESOURCES AUTHORITY

Meeting of the Board of Directors

December 10, 2025

I
1/14/26

A meeting of the Massachusetts Water Resources Authority (MWRA) Board of Directors was held on December 10, 2025 at MWRA's Administration Facility in Chelsea and via remote participation.

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

MWRA Executive Director Frederick Laskey attended at the Chelsea Administration Facility. General Counsel Carolyn Francisco Murphy; Chief Operating Officer Kathleen Murtagh; Deputy Chief Operating Officers Stephen Cullen and Rebecca Weidman; Director of Administration Michele Gillen; MIS Director Paula Weadick; Deputy Finance Director/Treasurer Matthew Horan; Senior Program Manager Kathleen Pearson; Chief Engineer Brian Kubaska; Procurement Director Douglas Rice; Deer Island Engineering Services Manager Richard Adams; Energy Manager Kristen Patneau; Associate General Counsel Kristen Schuler-Scammon; Deer Island Treatment Plant Director Chad Whiting; ENQUAL Director David Wu; Associate General Counsel Michael Altieri; Program Manager Kellie Stevens; Senior Program Manager Patricia Mallett; Program Manager Geetha Mathiyalakan; Human Resources Director Wendy Chu; Chief of Staff Katherine Ronan; Technical Support Manager Michael Curtis; and Assistant Secretary Kristin MacDougall were among the staff in attendance at the Chelsea Administration Facility.

Purvi Patel, EEA, attended remotely, and Matt Romero, MWRA Advisory Board, attended at the Chelsea Administration Facility.

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

ROLL CALL

MWRA General Counsel Francisco Murphy took roll call of Board members in attendance. The Chair announced that the meeting was being held at MWRA's Chelsea Administration Facility 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 NOVEMBER 19, 2025 MINUTES

A motion was duly made and seconded to approve the minutes of the Board of Directors' November 19, 2025 meeting.

Chair Tepper asked if there was any discussion or questions from the Board.

Mr. Pappastergion noted a typographical error in the minutes, and there was brief discussion. Assistant Secretary Kristin MacDougall recorded the error for correction.

(Ms. Wolowicz joined the meeting during the discussion.)

A motion was duly made and seconded to approve the corrected minutes of the Board of Directors' November 19, 2025 meeting.

Chair Tepper asked if there was any further questions or discussion 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		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. I)

REPORT OF THE EXECUTIVE DIRECTOR

Mr. Laskey welcomed Mystic River Watershed Association (MyRWA) Executive Director Patrick Herron to the meeting. He reported that the MWRA is in discussions with the DEP regarding staff's request to extend the Draft Updated Combined Sewer Overflow (CSO) Control Plan submittal deadline by 120 Days (to April 30, 2026) in order to solicit more public input and afford additional time for the Board's consideration. Mr. Laskey explained that if the extension is granted, MWRA and the CSO partner communities (Cambridge and Somerville) plan to hold a public meeting in January 2026, followed by a Board vote in February or March. He thanked Secretary Tepper, and EEA and DEP staff for their guidance and feedback and affirmed that staff would constructively use an extension to continue work on this important and complex program with generational impacts. (ref. III)

ADMINISTRATION, FINANCE AND AUDIT

Information

Delegated Authority Report – November 2025

Mr. Flanagan invited Board Members' questions about the November 2025 Delegated Authority Report.

Mr. Jack Walsh asked if the contract cost for Report Item C-1: *Hydraulic Equipment Service* includes materials. Stephen Cullen, MWRA Deputy Chief Operating Officer, responded in the affirmative. He explained that C-1 is an Authority-wide maintenance contract, including for aging equipment. There was general discussion about the cost of various parts, the contract's scope, MWRA's facility inspection and corrective maintenance procedures, and the awardee's experience and ten-year history as a low bidder for this contract. Michele Gillen, MWRA Director of Administration, added that the two bids received were close in price, which, in her view, suggests that C-1 is fair market value contract. There was brief, further discussion about corrective maintenance.

In response to a question from Mr. Jack Walsh about Item C-2: *Installation of Energy Efficiency Projects at Quincy, Squantum and Braintree-Weymouth Pump Stations* Rebecca Weidman, MWRA Deputy Chief Operating Officer, briefly outlined the scope and noted that approximately 40% of the listed project cost was covered by incentives.

Mr. Jack Walsh noted the cost for Item P-2: *Sole Source Purchase Order for Two Eaton Variable Frequency Drive Inverters* and requested more information about the engines' horsepower (hp). Mr. Cullen explained that the North Main Pump Station engine is 3,500 hp, and the Winthrop Terminal Headworks' engine is 600 hp.

Regarding Item P-5: *Purchase Order Contract for Four Dell Switches and Support for VMware Workspace ONE Subscriptions – State Contract ITC73*, Mr. Jack Walsh requested a breakdown of materials and maintenance costs. Paula Weadick, MWRA MIS Director, relayed that staff would gather this information. (Ms. Weadick answered Mr. Jack Walsh's question after the vote for Agenda Item V B.1.)

(Mr. Swett joined the meeting during the discussion.)

Hearing no further questions of discussion from the Board, Mr. Flanagan moved to the next Information Item. (rev IV A.1)

Bond Defeasance of Future Debt Service

A motion was duly made and seconded to authorize the Executive Director or his designee, on behalf of the Authority, to enter into, execute and deliver all necessary agreements and other instruments and to take such other actions necessary to effectuate the redemption and defeasance of an aggregate principal amount of \$21,500,000.00 of outstanding MWRA senior bonds including to cause the escrow of cash and/or securities in an amount necessary to fund such redemption and defeasance, in order to reduce the debt service requirement by approximately \$24.5 million in the FY27 through FY30 timeframe.

Matthew Horan, MWRA Deputy Finance Director/Treasurer requested Board approval to use approximately \$22 million remaining from FY25's positive variance to defease bonds coming due between FY27 and FY30. He described the proposed transaction's structure to provide debt service and rate stabilization over several years and outlined staff's long-term defeasance strategy as detailed in the Staff Summary for this meeting. Mr. Horan noted the total transaction would save approximately \$2.5 million in avoided debt, and the defeasance program has provided over \$50 million in avoided interest costs since its implementation.

Mr. Vitale asked how much outstanding senior bond debt and subordinate debt would remain after the transaction, and the allocation of fixed versus variable rate bonds. Mr. Horan explained that about 7% of the outstanding debt is variable rate and that amount would stay the same after this transaction, with \$3.1¹ million in senior debt, \$272 million in variable rate debt and approximately \$700 million for State Revolving Funds (SRF).

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

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

¹ The correct amount of senior debt is \$2.6 million. Mr. Horan relayed the correction after the meeting.

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

(ref. IV B.1)

WASTEWATER POLICY AND OVERSIGHT

Contract Awards

Agency-Wide Technical Assistance Consulting Services: CDM Smith, Inc., Contract 8062;

Hazen and Sawyer, P.C., Contract 8063

A motion was duly made and seconded approve the recommendation of the Consultant Selection Committee to award two separate contracts to provide agency-wide technical consulting services, Contract 8062 to CDM Smith, Inc. and Contract 8063 to Hazen and Sawyer, P.C., and to authorize the Executive Director, on behalf of the Authority, to execute said contracts, each in an amount not-to-exceed \$4,500,000 and each for a contract term of 36 months from the Notice to Proceed.

Kathleen Pearson, Senior Program Manager, reviewed how MWRA uses agency-wide technical assistance consulting contracts to address critical functions, and outlined the scopes and durations of two proposed technical assistance contracts (8062 and 8063) for engineering services. She noted that the proposed initial costs represent increases over the existing contracts due to the growing importance of technical assistance for maintaining, evaluating and improving MWRA systems. Ms. Pearson presented some examples of recent and planned technical assistance projects. She also presented the bid results for the two contracts and recommended award of Contract 8062 to CDM Smith, Inc. and Contract 8063 to Hazen and Sawyer, P.C. Finally, Ms. Pearson outlined the proposal ranking process, including the *order of preference* metric.

In response to a question from Mr. Taverna, Ms. Pearson explained that the two proposed consulting firms could each be expected to perform work on both water and wastewater projects, that project tasks are sometimes divided among two firms or each firm is asked for a cost estimate and the task order given to the lower cost firm. There was general discussion with questions and answers about how MWRA assigns task orders to consultants.

Mr. Foti asked if MWRA was limited to two technical assistance contracts. Brian Kubaska, MWRA Chief Engineer, explained that the number of contracts is not limited, and MWRA also holds separate technical assistance contracts for facilities such as the Deer Island Treatment Plant (DITP) and the Carroll Water Treatment Plant. In response to Mr. Foti's follow-up question, Mr. Kubaska noted that MWRA could potentially expand the number of engineering technical assistance contracts; the Authority has had success using two firms; and that both proposed firms have water and wastewater expertise.

In response to a question from Mr. Jack Walsh, Ms. Pearson summarized how order of preference points work, and Douglas Rice, MWRA Director of Procurement, explained that order of preference is a long-

Summary and slides for this meeting and noted that a third-party evaluation had determined WTG-1's existing foundation and anchors could be reused.

Next, Mr. Adams discussed the competitive bidding process for this contract. He explained that only one bid was received due to the work's specialized nature, and the bidder, O'Connor Corporation, has experience working at Deer Island as the current maintenance contractor for DITP's two wind turbines, thermal power plant equipment and combustion turbine generator (CTG). Finally, Mr. Adams reported that O'Connor's bid was close to the Engineer's Estimate; the reference checks were positive; and the firm would meet M/WBE requirements.

In response to questions from Mr. Pappastergion, Mr. Adams relayed that the Lumus Corporation had originally installed WTG-1, and Kristen Patneau, MWRA Energy Manager, noted the original cost to install WTG-1 and WTG-2 was approximately \$4 million. In response to Board members' questions about ongoing litigation, MWRA Associate General Counsel Kristen Schuler-Scammon advised that litigation was filed approximately 18 months ago and the matter would likely be included in the upcoming Annual Litigation Update.

MWRA Deer Island Treatment Plant Director Chad Whiting noted the scope of the proposed WTG-1 replacement contract includes the preservation of existing turbine components. Deputy Chief Operating Officer Rebecca Weidman added that the project is expected to have minimal ratepayer impacts because MWRA may apply litigation and insurance funds and a DEP grant toward construction costs and briefly summarized the scope of work.

There was brief, general discussion about an experimental Deer Island wind turbine that had been decommissioned by its owner.

In response to a question from Chair Tepper, Mr. Adams relayed that the expected useful life of the WTG-1 replacement is approximately 20 years.

Mr. Peña asked if the design for the replacement includes new, redundant Programmable Logic Controllers (PLCs). Mr. Adams explained that the PLCs will not be redundant and will tie into updated electrical infrastructure. In response to Mr. Peña's follow-up question, Messrs. Adams and Whiting described how the replacement WTG is designed to allow for controlled shutdown in case of PLC failure. Mr. Peña asked if the WTGs would be tied into MWRA's SCADA system. Mr. Whiting responded in the affirmative. There was brief, general discussion about MWRA's wind turbine in Charlestown.

In response to a question from Mr. Jack Walsh, Ms. Patneau relayed that MWRA may apply approximately \$20 million in grant funding from the Massachusetts Climate Mitigation Trust for eligible project costs, and Mr. Whiting noted that design costs are not eligible. There was brief discussion about potential additional funding for this project, including from Mass Save, and the project's total cost (approximately \$3.8 million). Mr. Jack Walsh asked if staff had calculated the return on investment. Ms. Weidman responded in the negative and noted that staff expect construction costs to be covered by funding from settlements, insurance, grants and reimbursements, and that design costs are expected to be approximately \$100,000.

In response to a question from Mr. Vitale, Mr. Rice described MWRA's process for reviewing construction bids with respect to OSHA records.

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

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

(ref. V A.2)

Contract Amendments/Change Orders

Harbor and Outfall Monitoring, Benthic, Fish, and Shellfish Monitoring: Normandeau Associates, Inc., Contract OP-401B, 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 OP-401B, Harbor and Outfall Monitoring, Benthic, Fish and Shellfish Monitoring, with Normandeau Associates, Inc. to increase the contract amount by \$618,262.12 from \$2,986,842.61 to \$3,605,104.73 and to increase the contract term by one year from October 31, 2026 to October 31, 2027.

David Wu, MWRA ENQUAL Director, provided background on a harbor and outfall benthic, fish and shellfish monitoring contract (OP-401B) as detailed in the Staff Summary and presentation for this meeting. He noted the monitoring results show no negative impacts from the Deer Island Outfall. Mr. Wu explained that benthic, fish and shellfish monitoring are not expected to be required under the new DITP NPES permit; however, it must continue until the new permit is issued. He outlined the scope of proposed OP-401B Amendment 4, including a term increase through October 2027. Finally, he presented a cost and time summary of OP-401B's original contract and amendments, noting that the costs vary year to year due to a hard-bottom survey that is conducted on a three-year cycle.

There was discussion with questions and answers about the possibility of requesting a waiver for benthic, fish and shellfish monitoring. Michael Altieri, MWRA Associate General Counsel, advised that such a request would represent a significant modification to the NPDES permit, and Mr. Wu added that the EPA would need to approve such a change. There was discussion about the monitoring cost, the regulatory process for requesting a waiver, the potential for benthic, fish and shellfish monitoring to be required under the new permit, and the Outfall Monitoring Science Advisory Panel (OMSAP).

In response to questions from Mr. Pappastergion and Chair Tepper, Ms. Francisco Murphy relayed that the draft permit was issued in 2023, and the date of the final permit is unknown. There was brief, general discussion about BWSC's NPDES permit and EPA operations.

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		
Swett		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

(ref. V B.1)

Regarding Mr. Jack Walsh's earlier request for a breakdown of materials and maintenance costs for Delegated Authority Report Item P-5: *Purchase Order Contract for Four Dell Switches and Support for VMware Workspace ONE Subscriptions – State Contract ITC73* (ref. IV A.1), Ms. Weadick reported that approximately \$60,000 of the contract was for maintenance support over five years.

WATER POLICY AND OVERSIGHT

Contract Awards

Shaft L Interconnection Design, Engineering Services During Construction, and Resident Engineering Services, Jacobs Associates d/b/a Delve Underground, Contract 8080

A motion was duly made and seconded to approve the recommendation of the Consultant Selection Committee to award Contract 8080, Shaft L Interconnection Design, Engineering Services During Construction and Resident Engineering Services, to Jacobs Associates d/b/a Delve Underground, and to authorize the Executive Director, on behalf of the Authority, to execute said contract in an amount not-to-exceed \$2,986,210 for a contract term of 63 months from the Notice to Proceed.

Kellie Stevens, MWRA Program Manager, discussed the location and cost of a proposed engineering services during construction and resident engineering services contract for the Shaft L Interconnection project. She outlined the scope of the project to allow water system expansion and noted that a future Capital Improvement Program (CIP) project would be necessary for connection to the Town of Wayland.

Next, Ms. Stevens presented the procurement results for the contract. She noted that Delve Underground was the only bidder, with a cost and level of effort that exceeded the Engineer's estimate. She explained that post-bid negotiations with Delve Underground resulted in a revised proposal with a reduced budget and level of effort that aligns more closely with the estimate. Finally, Ms. Stevens discussed Delve Underground's qualifications and requested Board approval for the award.

In response to a question from Mr. Taverna, Ms. Stevens explained that multiple firms attended the preproposal site visit; Delve was the primary proposal and had absorbed Weston & Sampson as a subconsultant; and staff requested feedback from firms that did not submit proposals.

Mr. Jack Walsh expressed concern that there was no available cost comparison because only one firm submitted a bid and inquired whether staff sought proposals from out-of-state contractors. Senior Program Manager Patricia Mallett highlighted the post-bid negotiations and revised proposal and explained that Delve's costs are largely attributable to hourly rates and high level of experience. There was general discussion with questions and answers about the bid solicitation process.

Mr. Taverna asked if eventual testing and activation would require a MetroWest Water Supply Tunnel (MWWST) shutdown. Mmes. Stevens and Mallett explained that staff do not anticipate needing to shut the MWWST down for an extended period.

Mr. Foti noted Delve's negotiations with MWRA, reasonable accommodations and due diligence and expressed that he did not have concern in this case with receiving only one bid.

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

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

(ref. VI A.1)

Contract Amendments/Change Orders

Quabbin Maintenance Building Design and Engineering Services During Construction: The Robinson Green Beretta Corporation, Contract 7677, 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 7677, Quabbin Maintenance Building Design and Engineering Services During Construction, with The Robinson Green Beretta Corporation, extending the contract term by nine months, from December 17, 2025 to September 17, 2026, with no increase in contract price.

Geetha Mathiyalakan, MWRA Program Manager, discussed a proposed Amendment to a Design and Engineering Services During Construction contract (7677) for a DCR Quabbin Maintenance Building (QMB) with The Robinson Green Beretta Corporation (RGB). She outlined QMB's functions and presented its proposed location, layout and site improvements as detailed in the Staff Summary and slides for this meeting. She also outlined the anticipated procurement structure, process and schedule for the upcoming QMB construction contract, noting that staff expect bid plans and specifications to be finalized by the end of 2025.

Next, Ms. Mathiyalakan presented a summary of Contract 7677's amendments to date and requested Board approval for Amendment, which would extend the contract by nine months. She explained the time extension would allow for the completion of bidding and award services in accommodation of a planned upgrade to MWRA's Lawson system. Finally, Ms. Mathiyalakan outlined the anticipated schedule for advertisement and award, noting that staff expect to seek an additional amendment to continue RGB's services through the construction and warranty period.

There was brief discussion about a presentation photo used to illustrate the QMB's conceptual design, and the planned water supply for the facility. In response to a question from Mr. Vitale, Mr. Rice explained that MWRA's M/WBE goals were not applied to this contract because it was awarded through DCR's Designer Selection Board process.

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

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

(ref. VI B.1)

PERSONNEL AND COMPENSATION

Approvals

December 2025 PCR Amendments

A motion was duly made and seconded to approve amendments to the Position Control Register (PCR) as presented in the December 10, 2025 Staff Summary and filed with the records of this meeting.

Wendy Chu, MWRA Human Resources Director, requested Board approval for six PCR amendments, including the creation of a total of five new positions in the Law Division, TRAC and Department of Lab Services, as well as a title and grade change to a vacant position in the Operations Division, all as presented in the Staff Summary.

There was discussion with questions and answers about the job descriptions and operational needs for the proposed new positions. In response to questions from Mr. Vitale, Ms. Chu relayed there is no current Deputy General Counsel position; additionally, General Counsel Francisco Murphy outlined the Law Division's staff count and organizational structure, noting that MWRA had not employed a Deputy General Counsel to the best of her knowledge.

In response to a question from Mr. Jack Walsh, Ms. Chu explained that the three new Lab Services

positions were previously contract positions, and that the new TRAC position resulted from operational need for an expert to transition the TRAC department from PIMS to a new database system.

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

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

(ref. VII A.1)

FY26 and FY27 Non-union Compensation, Amendment of Employment Contract of the Chief Operating Officer, and Non-union Manager Vacation Accrual

A motion was duly made and seconded to authorize the Executive Director, on behalf of the Authority, to implement: 1) for eligible non-union managers a 2% across-the-board compensation adjustment effective January 3, 2026 and a 2% across-the-board compensation adjustment effective June 27, 2026; 2) for Kathleen M. Murtagh, Chief Operating Officer, a 2% compensation adjustment effective January 3, 2026 and a 2% compensation adjustment effective June 27, 2026; and 3) to approve a revision to the non-union manager salary ranges for FY26 and FY27 as presented in Attachment A to the December 10, 2025 Staff Summary presented and filed with the records of this meeting.

Further, a motion was duly made and seconded that for non-union managers, all prior relevant employment experience, in all employment sectors, be applied as creditable service for vacation accrual purposes only and to authorize the Executive Director, on behalf of the Authority, to implement such benefit, as further detailed in the December 10, 2025 Staff Summary.

Ms. Wolowicz invited Board members' questions and discussion.

In response to a question from Mr. Jack Walsh, Ms. Gillen explained that a non-union manager's salary would not exceed those of the Executive Director or Chief Operating Officer, and the non-union manager salary ranges as historically developed need to be refined. Mr. Vitale asked if non-union managers receive performance evaluations, and if raises were tied to reviews. Ms. Gillen outlined MWRA's non-manager performance review process, which is being adjusted, and relayed that evaluations have not been tied to raises. Mr. Vitale asked how the proposed compensation increases were determined. Ms. Gillen explained the proposed non-union pay increases are consistent with those approved for union staff, to maintain parity and alleviate salary compression. There was discussion

and enter into Executive Session to discuss Litigation and Real Estate, noting that Open Session may have a detrimental effect on the litigating and negotiating positions of the Authority. She announced the planned topics for Executive Session: The federal court Boston Harbor case, No. 85-0489-RGS, and an Order of Taking of Temporary Easements related to MWRA Contract 7216/7217. Chair Tepper announced that the Board would not return to Open Session after the conclusion of Executive Session.

A motion was duly made and seconded to conclude Open Session and enter Executive Session for the purposes outlined.

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		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

Voted: to conclude Open Session and enter Executive Session.

The Open Session concluded at 2:33pm.

*** EXECUTIVE SESSION ***

The meeting entered Executive Session at 2:35pm and adjourned at 3:10pm.

Approved: January 14, 2026

Attest:

Brian Peña, Secretary

LIST OF DOCUMENTS AND EXHIBITS USED

- Draft Minutes of the November 19, 2025 MWRA Board of Directors Meeting (ref. I)
- December 10, 2025 Staff Summary: Delegated Authority Report – November 2025 (ref. IV.A.1)
- December 10, 2025 Staff Summary: Bond Defeasance of Future Debt Service (ref. IV.A.2)
- December 10, 2025 Staff Summary and Presentation: Agency-Wide Technical Assistance Consulting Services: CDM Smith, Inc., Contract 8062; Hazen and Sawyer, P.C., Contract 8063 (V.A.1)
- December 10, 2025 Staff Summary and Presentation: Wind Turbine No. 1 Replacement, Deer Island Treatment Plant: O'Connor Corporation, Contract 8148 (ref. V.A.2)
- December 10, 2025 Staff Summary and Presentation: Harbor and Outfall Monitoring, Benthic, Fish, and Shellfish Monitoring: Normandeau Associates, Inc., Contract OP-401B, Amendment 4 (ref. V.B.1)
- December 10, 2025 Staff Summary and Presentation: Shaft L Interconnection Design, Engineering Services During Construction, and Resident Engineering Services, Jacobs Associates d/b/a Delve Underground, Contract 8080 (ref. VI A.1)
- December 10, 2025 Staff Summary and Presentation: Quabbin Maintenance Building Design and Engineering Services During Construction: The Robinson Green Beretta Corporation, Contract 7677, Amendment 3 (ref. VI.B.1)
- December 10, 2025 Staff Summary: December 2025 PCR Amendments (ref. VII A.1)
- December 10, 2025 Staff Summary: FY26 and FY27 Non-union Compensation, Amendment of Employment Contract of the Chief Operating Officer, and Non-union Manager Vacation Accrual (ref. VII A.2)
- Correspondence to the Board regarding the Draft Updated CSO Control Plan (ref. VIII)

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: January 14, 2026
SUBJECT: Delegated Authority Report – December 2025



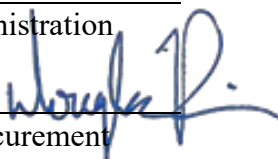
COMMITTEE: Administration, Finance & Audit

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 December 1-31, 2025.

This report is broken down into three sections:

- Awards of Construction, non-professional and professional services contracts and change orders and amendments in excess of \$25,000, including credit change orders and amendments in excess of \$25,000;
- Awards of purchase orders in excess of \$90,000; and
- Amendments to the Position Control Register, if applicable.

DISCUSSION:

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

Construction Contract Awards:

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

Change Orders:

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

Professional Service Contract Awards:

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

Non-Professional Service Contract Awards:

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

Purchase or Lease of Equipment, Materials or Supplies:

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

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

Amendments:

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

Amendments to the Position Control Register:

Amendments which result only in a change in cost center.

BUDGET/FISCAL IMPACT:

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

Construction & Professional Services Delegated Authority Items December 1 – 31, 2025

No.	Date of Award	Title and Explanation	Contract	Amend/CO	Company	Value
C-1	12/04/25	<p>Installation of Air Source Heat Pumps at Belmont Pumping Station Award of an energy efficient contract to Eversource prequalified vendor for the installation of air source heat pumps at Belmont Pumping Station for a term of 180 calendar days.</p>	OP-509	Award	Guardian Energy Management Solutions, LLC	\$241,897.00
C-2	12/09/25	<p>Quinapoxet Dam Removal Final balancing change order to decrease the following bid items: transport and offsite lawful disposal of controlled earthen material and non-controlled earthen material, furnish and install sand, gravel and cobble to simulate the natural channel bed, rock type 1 weathered/rounded boulders, furnish and install rock type 2 angular quarried boulders and type 3 flat boulders, excavation and disposal of bedrock, repair and repoint of existing stone masonry walls, price adjustments for diesel fuel, gasoline, asphalt and Portland cement contained in cast-in-place concrete and provide modifications to the approved water control plan and turbidity monitoring and controls as required to accommodate activation of the Quabbin Aqueduct Transfer, including the accelerated construction of the peninsula that separates the Quinapoxet River from the Quabbin Aqueduct outlet channel.</p>	7348	6	Lucianos Excavation, Inc.	(\$581,537.51)
C-3	12/09/25	<p>HVAC Systems Maintenance Increase replacement parts and unspecified maintenance repairs allowances.</p>	OP-469	1	ENE Systems, Inc.	\$108,546.00
C-4	12/15/25	<p>Top of Shaft 5 Interim Improvements Final balancing change order to decrease the following bid items: concrete surface spall repair, anticorrosion rebar coating, price adjustments for diesel fuel, gasoline, liquid asphalt and Portland cement contained in cast-in-place concrete; fire watch services; demolish and remove the existing three-inch leveling course from north and south valve vault floors and install a new three-inch concrete leveling.</p>	7671	4	R. Zoppo Corp.	(\$147,714.00)
C-5	12/15/25	<p>Installation of Variable Refrigerant Flow Heat Pumps at Newton Street Pumping Station Award of energy efficient contract to Eversource prequalified vendor for the installation of variable refrigerant flow heat pumps at Newton Street Pumping Station for a term of 180 calendar days.</p>	8149B	Award	Guardian Energy Management Solutions, LLC	\$299,861.00

C-6	12/30/25	Diesel Generator Maintenance John J. Carroll Water Treatment Plant Increase authorized manufacturer's representative services, unspecified maintenance/repair at various facilities and replacement parts allowances.	OP-477AC	1	East Coast Energy Systems, LLC	\$105,300.00
C-7	12/30/25	Continuous Emissions Monitoring System Services Award of a contract to the lowest responsive bidder for continuous emissions monitoring system services at the Deer Island Treatment Plant for a term of 730 calendar days.	S630	Award	Alliance Technical Group, LLC	\$266,380.00
C-8	12/30/25	Saugus River Crossing Section 56 Pipeline Replacement Increase removal, handling, transportation and disposal of Group III excavated materials; revise pipeline alignment support of excavation, ground water dewatering and repair an unmarked drain line to eliminate utility conflicts and complete the installation of the new 24-inch water main on Hason Street in Lynn.	7486	3	Bond Civil & Utility Construction, Inc.	\$348,119.00
C-9	12/30/25	Cape Cod Bay Water Quality Monitoring Award of a sole source contract for the Cape Cod Bay water quality monitoring for the term of three years.	OP-510	Award	Center for Coastal Studies, Inc.	\$456,325.00

Purchasing Delegated Authority Items December 1-31, 2025

No.	Date of Award	Title and Explanation	Company	Value
P-1	12/1/25	<p>Three-Year Sole Source Purchase Order Contract Water Operator Training MWRA staff that hold water distribution and/or treatment operator licenses are required by statute to obtain a requisite number of training hours to renew such licenses. This three-year agreement encompasses a wide range of essential water treatment and distribution courses. The Director of Procurement has approved the sole source nature of this purchase order.</p>	<p>New England Water Works Association</p>	<p>\$245,730.00</p>
P-2	12/9/25	<p>Sole Source Purchase Order for Three Years of Maintenance and Support for Process Information Software MWRA utilizes the AVEVA PI System (formerly OSIsoft PI System) as a critical component of its infrastructure monitoring and data management strategy. Aveva Software, LLC is the sole source vendor for software licenses and support of PI Systems. The Director of Procurement has previously approved the sole source nature of this renewal.</p>	<p>Aveva Software LLC</p>	<p>\$510,865.43</p>
P-3	12/9/25	<p>Sole Source Purchase Order for Three Years of Maintenance and Support for the Pretreatment Information Management System MWRA's Toxic Reduction and Control Unit (TRAC) operates an EPA-approved pretreatment program pursuant to MWRA's National Pollutant Discharge Elimination System (NPDES) permit and EPA regulations. Inflection Point Solutions, LLC is the developer of PIMS, and no other firm has the knowledge or ability to provide MWRA with the comprehensive support that is needed for PIMS. For this reason, Inflection Point Solutions, LLC has been approved as the sole-source provider of these services.</p>	<p>Inflection Point Solutions, LLC</p>	<p>\$735,000.00</p>
P-4	12/16/25	<p>One-Year Purchase Order Contract for the Supply and Delivery of Sodium Bisulfite Sodium bisulfite is a chemical added to Deer Island's effluent to reduce and control total residual chlorine levels. Compared to the existing contract, the cost per gallon price has decreased by \$0.18 per gallon, a decrease of 11%.</p>	<p>Holland Company, Inc.</p>	<p>\$290,000.00</p>
P-5	12/16/25	<p>Eighteen Month Purchase Order Contract for Maximo Software Maintenance and Support— State Contract ITS75 Maximo is MWRA's Computerized Maintenance Management System and Enterprise Asset Management System used for managing asset life cycles and maintenance activities, materials management, work orders, overall costs, and prioritization of work schedules.</p>	<p>Insight Public Sector, Inc.</p>	<p>\$739,679.05</p>

Position Control Register (PCR) Location Changes December 2025

<u>DATE OF CHANGE</u>	<u>POSITION TITLE</u>	<u>CURRENT PCR#</u>	<u>CURRENT COST CENTER</u>	<u>NEW PCR #</u>	<u>NEW COST CENTER</u>	<u>REASON FOR CHANGE</u>
11/29/2025	Facility Coordinator	5910030	Operations Policy and Administration	8810052	Administration Procurement	Updated job title from Facility Coordinator to Buyer.

STAFF SUMMARY


TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: January 14, 2026
SUBJECT: FY21-FY25 Strategic Business Plan: Annual Update for FY25 and
FY26-FY30 Strategic Business Plan



COMMITTEE: Administration, Finance and Audit

INFORMATION
 VOTE

Malcolm Ragan, Project Manager
Rebecca Weidman, Deputy Chief Operating Officer
Denise Breiteneicher, Program Manager
Preparer/Title


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

MWRA has been developing and producing a business plan since December 1995. This staff summary covers two Business Plan related items for the Board's information. First, is the FY25 annual review of MWRA's FY21-FY25 Business Plan. This is the fifth and final year of the current five-year business plan and includes accomplishments and progress made on initiatives. Second, is the next iteration of the five-year business plan covering FY26-FY30 to the Board. The Plan describes MWRA's mission, identifies values, and outlines six key strategic priorities and 21 goals, as well as specific initiatives associated with these goals.

RECOMMENDATION:

For information only.

DISCUSSION:

The MWRA Business Plan is a strategic blueprint that articulates the mission statement, values and goals of the Authority, as well as specific initiatives associated with these goals to be achieved or evaluated over a five-year period. The document was developed as a tool to guide staff in prioritizing projects and programs within the broader framework of MWRA's goals and mandates, and to evaluate system-wide performance.

The following six key strategic priorities form the basis of the Plan:

- I. Drinking Water Quality and System Performance;
- II. Wastewater Management and System Performance;
- III. Infrastructure Management and Resilience;
- IV. Finance and Management;
- V. Diversity, Equity, Inclusion, and Workforce Development; and
- VI. Environmental Sustainability.

MWRA staff identified a series of goals to help achieve the stated priorities, as well as core and special initiatives within those goals that describe the specific projects and direction MWRA plans to undertake over this five-year period. Core Initiatives address the activities that MWRA must undertake to meet its performance goals, regulatory requirements and financial commitments. Special Initiatives address activities, projects and emerging issues that staff will be assessing or undertaking in order to improve MWRA's performance of its core responsibilities. Existing reporting mechanisms, such as the Orange and Yellow Notebooks, continue to be used to track monthly and quarterly performance.

FY25 ANNUAL UPDATE

The annual update allows MWRA to assess progress toward achievement of its goals, as well as to assess progress made on individual projects within Core Initiatives and Special Initiatives. It also provides an opportunity for managers to review projects at a high level and decide whether the priority status of the project has changed since the development of the current Business Plan, and whether the level of resources devoted to the project should remain the same, be increased or reduced.

Attachment A presents all goals by strategic priority, along with associated Core Initiatives and Special Initiatives. Symbols included show progress made in FY25, and an associated list of highlights for each initiative. Completed and newly added items are identified. Arrows identify many initiatives related to ongoing requirements.

Some highlights for FY25, grouped by strategic priority, include the following items.

Drinking Water Quality and System Performance

- In May 2025, Massachusetts Department of Environmental Protection (MassDEP) awarded MWRA with a 2024 Public Water System Award in the Medium and Large Community System category, Compliance Award Recipients.
- Staff continue to assist member communities to improve local water distribution systems including:
 - completing 2,161 lead and copper tests from 128 schools and childcare facilities in 40 communities. Overall, MWRA's lab completed 6,216 drinking water lead and copper tests in FY25; and
 - training approximately 56 MWRA or member community staff from 21 communities on coliform sampling and chlorine residual testing, and providing assistance to 12 communities for leak detection.

Wastewater Management and System Performance

- Received the Platinum Award for the Deer Island Wastewater Treatment Plant from the National Association of Clean Water Agencies for 18 consecutive years without a NPDES permit violation.
- Followed key wastewater issues and regulatory developments in FY25, including emerging contaminants such as PFAS (Per- and Polyfluoroalkyl Substances) compounds, pharmaceuticals, and microplastics, rapid notification of combined sewer overflow (CSO) discharges, expanded stormwater permitting, and issues that may impact NPDES permits.

- Added PFAS monitoring requirements to Industrial Sewer Use Discharge Permit applications, allowing for a review of PFAS concentrations for all new permittees and permits that are being renewed.
- Substantially completed Braintree-Weymouth Pump Station Improvements, Contract 7366, in March 2025. This project will improve the operation of the pump station and includes many energy-saving components.
- Began Ward Street and Columbus Park Headworks Design (Design/ESDC Contract 7429) in January 2021. Final design is now underway and expected to be completed in October 2026.



Braintree Weymouth Pump Station

Infrastructure Management, Resilience, and Redundancy

- Established internal committees to review MWRA’s physical resilience and identify deficiencies and that subsequently led to implementing safety systems to provide multiple levels of protection from cyberattacks on MWRA’s assets.

Financial and Management Systems

- Continued to drive cost improvement and containment measures throughout FY25 that allowed MWRA to set a 2.5 percent rate of increase and a 2.7 percent rate of increase for FY26 to the combined rate revenue requirement.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for FY25.
- Migrated work platforms to Microsoft 365 providing many opportunities to consolidate services leveraging the capabilities available in the Microsoft 365 license suite.
- Launched the new MWRA.com website after a full redesign.

Diversity, Equity, Inclusion and Workforce Development

- Established a working group of non-union managers to prioritize succession planning across the Authority, with a focus toward identifying and addressing learning and development gaps.
- Translated MWRA’s Dwayne the Storm Drain Coloring book into seven languages, available digitally for use by educators.

Environmental Sustainability

- Received funding of \$169,586 from the Department of Energy Resources’ Leading by Example program for the purchase and installation of electric vehicle (EV) charging equipment and related infrastructure for the Southborough facility.
- Conducted seven new energy audits in FY25, focusing on replacement of fossil fuel heating systems with heat pumps, building weatherization and remaining lighting opportunities.
- Completed lighting projects at six buildings at Deer Island in FY25. Deer Island staff also continued working on scope development for the replacement of a facility-wide lighting control system.

- Installed 15 dual port level II smart chargers and five direct current fast smart chargers under Eversource’s EV Make Ready Program at the Chelsea Facility in FY25, with equipment expected to be operational in December 2025.
- Quinapoxet River Dam removal began in calendar year 2024 and was completed in April 2025. The dam removal will restore fish migration and natural riverine hydrology to the river and improve climate resilience.



Quinapoxet River Dam Removal

FY26-FY30 BUSINESS PLAN

The format for the Business Plan for FY26-FY30 remains consistent with the prior Business Plan; key strategic priorities identify the major work of MWRA, which are informed by guiding principles that provide overarching values for how the work is carried out. Within each key strategic priority are core and special initiatives to be achieved or evaluated over the five years covered by the Plan.

Some new additions to the initiatives include:

- assist member communities with replacement of all remaining lead service lines by the end of 2032, thereby avoiding the need for future changes to corrosion control treatment of drinking water;
- develop an updated CSO control plan under variances for the Alewife Brook, Upper Mystic and Charles rivers together with the cities of Cambridge and Somerville;
- ensure equitable access to contract opportunities for firms, including minority business enterprises and women business enterprises;
- ensure that all MWRA operations and facility construction projects incorporate carbon emission reductions as a goal of the work;
- expand water quality monitoring to the Quinapoxet Basin in Wachusett Reservoir by the installation and deployment of a fixed depth buoy. The fixed depth buoy, lightweight and portable, can be relocated to other reservoirs in the future;
- conduct outreach to communities in MWRA’s service area to inform them of MWRA’s 8(m) Permit Program requirements that follow from Section 8(m) of MWRA’s Enabling Act (Chapter 372 of the Acts of 1984).
- develop a single, Authority-wide business intelligence platform that can pull data from various sources and provide staff with customizable dashboards to view, report, and make decisions based on that data;
- identify and pursue optimization in all aspects of MWRA’s financial operations;
- complete final design of the Metropolitan Water Tunnel Program and begin construction in 2028; and
- encourage and facilitate establishment of Employee Resource Groups.

BUDGET/FISCAL IMPACT:

Any budgetary impacts of the initiatives in the Business Plan are accounted for in the Current Expense Budget (CEB) and Capital Improvement Program (CIP).

ATTACHMENTS:

Attachment A:

MWRA Five Year Strategic Business Plan, FY21-FY25 (link below)

<https://www.mwra.com/media/file/2021-2025finalmwrabppdf>

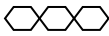
Attachment B:

Review of MWRA Five Year Strategic Business Plan, FY21-FY25, with FY25 updates


Attachment C:

MWRA Five Year Strategic Business Plan FY26-FY30

KEY:

Not started 

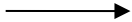
Initiated 


In progress 

Achieved 


On-going Core Activities 



I. Drinking Water Quality and System Performance



Goal #1: Maintain drinking water quality to protect public health and continue to ensure that MWRA water meets all applicable regulations.		
Objective	FY2025	Highlights/ Progress Updates
A. Optimize operation of water treatment facilities to produce high quality, safe drinking water while maximizing water aesthetics (e.g., taste, clarity, and odor).		<ul style="list-style-type: none"> MWRA met all regulatory requirements for safe drinking water. Awarded the Best Water in New England at the New England Section of AWWA annual conference in FY25. In May 2025, Massachusetts Department of Environmental Protection (MassDEP) awarded the MWRA with a 2024 Public Water System Award in the Medium & Large Community System category, Compliance Award Recipients.
B. Monitor drinking water quality in collaboration with member communities and the Massachusetts Department of Conservation and Recreation (DCR) in order to verify high quality water and provide guidance for operating decisions.		<ul style="list-style-type: none"> MWRA continues to coordinate monitoring efforts with DCR for both routine algae and algal toxin monitoring as well as reservoir emergency response planning. MWRA continued weekly inspections to monitor for cyanobacteria blooms in standby and active reservoirs during May-September using a GIS collector-application. MWRA continued to coordinate field and laboratory resources to aid local water departments and in-house staff in the resolution of water quality complaints, low chlorine residuals or coliform detections, and water storage tank cleaning projects or activations. In FY25, staff assisted communities with sampling on four




		<p>occasions and offline pipeline or tank clearance sampling on 17 occasions.</p> <ul style="list-style-type: none">• MWRA continues to provide training and reminders to reinforce the importance of proper sample sites, sampling techniques, and system chlorine residual monitoring. Approximately 56 MWRA or member community staff from 21 communities were trained by staff on coliform sampling and chlorine residual testing. Staff conducted training sessions with communities on water quality field testing using multi-parameter field units. Loaner units were provided to three MWRA communities to assist with their distribution system monitoring.• Data regarding key water quality parameters and reservoir conditions (while the buoys are deployed) are distributed electronically every morning to key decision makers at MWRA. Monthly reports continue to be sent to each community with their water systems' performance compared to historical data. MWRA's Data Management Group sends community reports via email to 101 recipients in 45 towns every month.• Working with Western Operations, water quality staff provided training on MWRA's algae monitoring program. Training included field demonstration of sonde profiling, and a presentation regarding algae response and reporting.• Contract 7631 Wachusett Reservoir Sampling Station Rehabilitation at Route 12 provides the design for the installation of an underwater sampling support structure, sample piping (tubing), pumps, and appurtenances at the Wachusett Reservoir. The Notice to Proceed is anticipated in February 2026 and substantial completion in February 2027.• Staff assisted with two Emergency Response Plan trainings given to consecutive communities. Staff gave presentations
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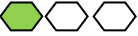

		<p>regarding sampling data review and PFAS data within UCMR5 monitoring.</p> <ul style="list-style-type: none"> As part of the new Lead and Copper Rule, a follow-up sample at a nearby Total Chlorine Residual (TCR) site must be collected within three days for any community residence with lead levels above the Action Level. In FY25, samples were collected from 15 sites in 11 communities. All samples met Optimal Water Quality Control Parameters.
C. Ensure reliability of data presented in required regulatory compliance reports.	→	<ul style="list-style-type: none"> In order to ensure reliability of water quality data we have implemented a proactive statistics-based outlier detection algorithm report to identify putative outliers every week. To ensure reliability and identify issues, weekly and monthly reports continue to be automated.
D. Work cooperatively with DCR on various water quality initiatives including chloride, nutrients, algae and disinfection byproduct precursor monitoring programs. Jointly develop operational response plans for nuisance and harmful algal blooms, algal toxin detections, and taste and odor events.	→	<ul style="list-style-type: none"> Continued participating in a focus group in conjunction with DCR water quality staff to review and compare reservoir and tributary sampling programs for both the Quabbin and Wachusett Reservoirs. Continue to monitor reservoirs for aquatic invasive species and deploy control efforts to prevent their proliferation.
E. Continue to encourage DCR to meet its obligations under its Watershed Protection Plan overseen by the Water Supply Protection Trust, and monitor progress toward achieving those obligations.	→	<ul style="list-style-type: none"> Conducted regular senior manager coordination, reservoir operations, watershed protection operations, and water quality monitoring/laboratory meetings. Reviewed and commented on DCR Land Management Plans and updates to Public Access Plans. Reviewed Annual Watershed Operations Plan and Budget, as well as quarterly status reports. Facilitated annual DEP inspection visits at Quabbin/Ware watersheds and Wachusett watershed under the Filtration Avoidance Determination.

		<ul style="list-style-type: none"> Continued active involvement on DCR Land Acquisition Panel, and presented proposed land acquisitions to MWRA's Board of Directors. From MWRA's creation in 1985 through 2025 a total of 28,880 acres have been protected at a total cost of \$147 million. This amount includes MWRA's commitment of \$34 million to date for watershed land acquisitions, of which \$30 million has been spent through November 2025. Furthermore, MWRA has proposed another \$5 million (or \$1 million per year) in the next 5-year Capital Improvement Plan (CIP).
<p>F. Operate the reservoir system to optimize both quality and quantity of water available for water supply purposes and to meet statutory and regulatory requirements for downstream releases.</p>		<ul style="list-style-type: none"> Met all statutory requirements for downstream releases. MWRA manages the timing and amount of water transferred from Quabbin to Wachusett Reservoir to maximize raw water quality while minimizing potential downstream flood impacts and safeguarding supply reliability, using data from multiple water quality monitoring stations and reservoir management models. MWRA completed annual standby reservoir monitoring and performed annual water quality sonde profiling and grab sample analysis. Data Management staff finalized standby reservoir annual reporting and created a software program to generate nutrient reports. Staff continued operation of water quality profiling buoys with additional monitoring for nitrate and fluorescent dissolved organic matter (FDOM) on Buoy 2 and 4 of the Wachusett reservoir, respectively. The FDOM sensor installed in May 2024, on the Quabbin buoy continues to monitor organic matter in the Quabbin reservoir. Expanded water quality monitoring to the Quinapoxet basin in Wachusett reservoir by the installation and deployment of a fixed depth buoy. The fixed depth buoy which is lightweight and portable, can be relocated

		<p>to other reservoirs in the future. Sudbury Reservoir, Foss Reservoir, Chestnut Hill Reservoir, Fells Reservoir, and Spot Pond were all kept within their normal operating ranges. Level control has been maintained through the removal of excess water when the elevation was above the normal operating range.</p> <ul style="list-style-type: none"> Continued to deploy annual monitoring and control efforts for aquatic invasive species at source and emergency reservoirs.
<p>G. Implement database management systems for handling data and incorporating web-based technologies for reporting near real time water quality metrics and provide easy access to data to the MWRA community.</p>		<ul style="list-style-type: none"> In FY2025, continued developing reports, applications and SOPs. Reports of multi-year review of water quality data for all active and standby reservoirs and standby reservoirs can be accessed from the Data Management Group’s internal website. Staff continue to develop databases to house a fully curated database independent of the Deer Island Lab Services databases for regulatory report generation.
<p>H. Enhance the safety and security of the water supply and watershed system against accidental or intentional threats and hazards.</p>		<ul style="list-style-type: none"> Continued implementation of consequence management practices to guide alarm response at contaminant monitoring locations. In FY25, 25 actionable alarm events were responded to across MWRA contaminant monitoring locations. Continued seasonal deployment of water quality profiling buoys and sondes for monitoring source water quality and collecting profiling data in the Wachusett and Quabbin Reservoirs. Three buoys were deployed in the Wachusett Reservoir at Basin South, Basin North and the intake locations and one buoy was deployed in the Quabbin Reservoir near the intake. Buoy data is processed in real-time, and can be viewed through the Buoy App found on the Data Management Group Homepage as well as from the daily emails. Continue to provide professional training to MWRA and DCR watershed operations staff on spill response in the watersheds and reservoirs. Continue to maintain

		prepositioned spill response trailers and equipment in the watersheds.
I. Maintain water quality sampling from treatment throughout the distribution system, including monitoring for emerging contaminants.	→	<ul style="list-style-type: none"> • Purchased instrumentation to add the capability to monitor per- and polyfluoroalkyl substances (PFAS) in-house in FY21 and were certified by MassDEP to do drinking water testing in FY22 Staff expecting to start performing wastewater testing for PFAS by the end of CY2025. • Continued sampling for Unregulated Contaminant Monitoring Rule (UCMR) in consecutive communities and providing training to partial and Chicopee Valley Aqueduct (CVA) communities, MWRA also approved laboratory testing data uploaded by the testing lab to EPA's Central Data Exchange. • Staff deployed the Contaminant Monitoring System mobile trailer in fall, to monitor drinking water quality in real-time during the drawdown and cleaning of Norumbega Covered Storage Tank Cell 1.
J. Identify and evaluate the impact of different treatment strategies and scenarios on the mitigation of transportation related contaminants into the source water. COMPLETED		<ul style="list-style-type: none"> • Completed UMass Amherst research project to evaluate strategies for minimizing impacts of an oil spill and cyanotoxins in the Wachusett Reservoir using treatment scenarios at the John J. Carroll Water Treatment Plant (CWTP) December 2020. Findings from the final report were presented to MWRA and DCR staff at the Reservoir Operations meeting.
K. Identify treatment strategies to minimize contaminants of concern in MWRA's source water.		<ul style="list-style-type: none"> • MWRA research with UMass Amherst on strategies for minimizing disinfection by-products, and other contaminants of concern was completed in February 2024. • Under an Interdepartmental service agreement with UMass Amherst, MWRA is studying strategies to minimize the adverse impacts of organic matter on MWRA drinking water supply. This research project began on April 1, 2024 and continued into FY25.


<p>L. Evaluate new water quality monitoring equipment and testing techniques to monitor and maintain high quality water all the way to the ends of the community systems.</p>		<ul style="list-style-type: none"> • Three communities borrowed field water quality monitoring equipment in FY25 to help monitor and troubleshoot causes for low chlorine residuals in their distribution systems. • MWRA continues to provide training and reminders to reinforce the importance of proper sample sites, sampling techniques, and system chlorine residual monitoring. Approximately 56 MWRA or member community staff from 21 communities were trained by staff on coliform sampling and chlorine residual testing.
<p>M. Participate with other water utilities nationwide in Water Research Foundation studies, specifically researching opportunities pertaining to algae monitoring and mitigation strategies in source water.</p>		<ul style="list-style-type: none"> • In FY25, continued to participate in Water Research Foundation studies on energy efficiency, PFAS, lead pipe rig design, and other distribution system water quality issues. • Continued collaboration on two research studies on microbial and chemical characteristics of drinking water began in FY24. One project, with Georgia Tech, UNC Chapel Hill, Northeastern University and the Water Tower institute requires sampling over a three-year period. The second study, with a similar focus, is with the University of Texas and UMass Amherst which is a three-year project with annual sampling throughout MWRA's system. • MWRA is participating in two studies to support improved understanding of the presence of <i>Legionella</i> and correlation with disinfection by-products within distribution systems. The studies are supported by the Water Research Foundation and EPA and run through the Universities of Texas and UMass Amherst, and through Georgia Tech and Northeastern University.
<p>N. Collaborate with CVA communities to modify chlorine dosing strategy to minimize the formation of disinfection byproducts. COMPLETED</p>		<ul style="list-style-type: none"> • New chlorine dosing strategy and residual targets continue to be implemented in Brutsch Water Treatment Facility-CVA system in collaboration with CVA community Superintendents to minimize disinfection by-products. Continued weekly review of CVA

		disinfection to balance water quality objective.
O. Evaluate data from UCMR4 2018-2020 monitoring and compare against nationwide occurrence data. COMPLETED		<ul style="list-style-type: none"> Completed UCMR4 monitoring on behalf of the communities and posted all data on MWRA's website, responded to public questions on the data, and used the data to demonstrate MWRA's excellent source water quality.
P. Evaluate data from UCMR5 2023-2025 monitoring and compare against nationwide occurrence data.		<ul style="list-style-type: none"> Staff have completed the first two years of monitoring for EPA's Unregulated Contaminant Monitoring Rule 5 (UCMR5), with a projected completion in October 2025. In the second year, samples from 10 fully-served communities were collected, and in the third and final year, samples from seven fully-supplied communities were collected. Monitoring results are regularly posted to MWRA's website
Q. Advocate for responsible and reasonable new and revised state and federal drinking water regulations and provide training and technical support to communities for new regulations.		<ul style="list-style-type: none"> MWRA staff continue to be active in state and federal review of the Lead and Copper Rule, and microbial and disinfection byproducts rules, as well as other proposed rule and guidance changes. Continued to participate in MassDEP/ EPA work group on lead public notice and public education templates, and MassDEP/Massachusetts Department of Public Health (DPH) work group on Disinfection Byproducts public notice template. MWRA staff continue to closely track EPA's efforts to regulate PFAS. EPA finalized its new PFAS rules in April 2024 to become effective in 2029. MassDEP will have to modify the state regulation to meet federal regulation requirements. EPA finalized revisions to the Consumer Confidence Report (CCR) Rule in May 2024, including a requirement for twice annual reports. Staff will coordinate with Advisory Board and communities on implementation of the changes before 2027. MassDEP issued changes to the state Water Management Act that added conditions to registration renewals. MWRA provided


		<p>comments, and has submitted a draft revised drought management plan which is still under review by MassDEP .</p> <ul style="list-style-type: none"> • Conducted training session on Lead and Copper Rule revisions for all MWRA communities.
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Goal #2: Continue to effectively report and communicate water quality information to our customers and public officials.


Objective	FY2025	Highlights/ Progress Updates
<p>A. Distribute the federally required annual water quality report, the CCR, to all households.</p>	<p>→</p>	<ul style="list-style-type: none"> • Completed Annual Water Quality report in June and distributed to homes, as well as posted on MWRA website. Additional focus in 2025 was on MWRA’s 40th anniversary and all that MWRA has accomplished, as well as lead-related issues.
<p>B. Maintain and improve water quality and public health information on MWRA’s web page, www.MWRA.com, and through widely distributed weekly and monthly reports.</p>	<p>→</p>	<ul style="list-style-type: none"> • During FY25, MWRA continued to update and add water quality information to its website. • In 2025, the Annual Water Quality Report was prominently featured at the top of the home page and was publicized through Twitter and other news outlets. The monthly water quality reports were posted regularly and sent directly to subscribers through the Everbridge application. • MWRA again participated in the Association of Metropolitan Water Agency’s (AMWA) “Imagine A Day Without Water” in October 2025 and American Water Works Association’s (AWWA’s) “Drinking Water Week” in May 2025 with relevant postings on MWRA.com and Twitter.
<p>C. Regularly communicate routine Total Coliform Rule (TCR) monitoring data to Water Departments and assist with water quality sampling or training, as needed.</p>	<p>→</p>	<ul style="list-style-type: none"> • Continued ongoing distribution of monthly reports to member communities with data from their TCR sampling events. • In coordination with MIS, staff developed a community Operations Management Monitoring System (OMMS). Web-portal to enable community access to latest water quality data is now operational and being rolled out to community users. Two training sessions were held in November 2025.

<p>D. Continue to strengthen planning and emergency response documents for Boil Water Order (BWO) events. Create, disseminate, and train staff on materials that can be used during a BWO event or at a public information call center.</p>		<ul style="list-style-type: none"> • SOP and training materials have been developed for use in training volunteers staffing a public information call center. Staff included examples during community ERP trainings. • Water quality staff assisted two communities in FY25 with Boil Water Order preparations using response plans, and MWRA staff assisted with repeat sampling. Boil Water Orders were not ultimately required.
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Goal #3: Assist member communities to improve local water distribution systems through ongoing financial, technical and operational support programs to maximize long-term water quality benefits.





Objective	FY2025	Highlights/ Progress Updates
<p>A. Provide technical and operational support through training, on-call contracts, and targeted assistance, as needed.</p>		<ul style="list-style-type: none"> • During FY25, MWRA’s lab completed 2,161 lead and copper tests from 128 schools and childcare facilities in 40 communities. Since 2016, MWRA’s Laboratory has conducted over 46,000 tests from 701 schools and daycares in 49 communities. We have also completed 1,106 home lead tests under the DPH sampling program and 2,139 lead tests in response to customer requests since 2017. Overall, MWRA’s lab completed 6,216 drinking water lead and copper tests in FY25. MWRA continues to provide training and reminders to reinforce the importance of proper sample sites, sampling techniques, and system chlorine residual monitoring. Approximately 56 MWRA or member community staff from 21 communities were trained by staff on coliform sampling and chlorine residual testing. Staff conducted training sessions with communities on water quality field testing using multi-parameter field units. Loaner units were provided to three MWRA communities to assist with their distribution system monitoring. • Provided assistance to 12 communities for leak detection. • Conducted MWRA community Emergency Response Plan training sessions and discussed various water quality subjects




		<p>including distribution system and chlorine monitoring PFAS.</p> <ul style="list-style-type: none"> • Staff performed community sampler training in various capacities including eight training sessions for drinking water sampling to staff from MWRA and 26 consecutive communities.
<p>B. Promote and manage MWRA's Local Water System Assistance Program to help facilitate improvements in local community infrastructure.</p>	<p>→</p>	<ul style="list-style-type: none"> • In FY25, \$27.9 million in MWRA interest-free loans were distributed to member water communities. In total, more than \$634 million in loans have been distributed to fund 625 local projects, with 45 of the 47 eligible water communities participating. Since 1998, 638 miles of local water main have been replaced or cleaned and lined (about 9 percent of the regional system) via projects funded by MWRA financial assistance.
<p>C. Enhance outreach and technical assistance within the existing Lead Service Line Replacement program to support communities as they respond to EPA's revisions to the Lead and Copper Rule and the expected Lead and Copper Rule Improvement.</p>	<p>◻◻◻◻◻</p>	<ul style="list-style-type: none"> • In FY17, the \$100 million lead service line replacement loan program began. In FY24, the MWRA Board added another \$100 million to the program along with a 25% grant component to help communities remove all lead lines with a target completion date of 2032. In FY25, \$17.4 million was distributed to member water communities through this Program. Through FY25, \$61.2 million in loans, targeting full removal of lead water services, have been distributed. • Conducted significant outreach associated with the Lead Service Line Replacement program, as well as additional outreach on other local lead issues. • Continued to conduct outreach and training on lead service line replacement and the requirements of the Revised Lead and Copper Rule, the upcoming Lead and Copper Rule Improvements, including segments in community ERP training to be held in the fall and spring of FY26, as well as multiple one on one session with community staff and elected officials. Assisted communities in



		preparation for EPA audits of community lead programs.
<p>D. Develop the capability to evaluate potential changes to corrosion control treatment using a pipe loop system constructed using “harvested” lead service lines.</p> <p>COMPLETED</p>		<ul style="list-style-type: none"> Completed work with a stakeholder panel of national lead corrosion experts, community and regulatory staff to provide guidance on the set up and operation of a lead pipe rig to evaluate corrosion control options. Our expert reviewers indicated that they believed tested changes in corrosion control provided only minimal benefits, and that MWRA should prioritize lead service line replacements as a more effective and rapid public health initiative. A final report on the project is expected early in CY2026. Continued, conducting sampling from a lead pipe rig system at CWTP as the system continued to acclimate. Approximately 16 samples were collected and tested in FY25. The testing phase was completed in January 2025. A corrosion control expert panel meeting was held in early 2025 to evaluate the study results.

II. Wastewater Quality and System Performance

Goal #4: Meet or surpass environmental compliance standards at both MWRA treatment facilities and throughout the wastewater collection system.		
Objective	FY2025	Highlights/ Progress Updates
<p>A. Continue to carry out the Pretreatment Program to protect receiving water quality, maximize the beneficial reuse of wastewater residuals, and protect workers, MWRA's wastewater treatment plants, and receiving waters.</p>	<p>→</p>	<ul style="list-style-type: none"> • Conducted a total of 967 industrial waste inspections (Significant Industrial Users (SIUs) and Non-SIUs), 395 gas/oil separator inspections, and 120 septage and septage hauler inspections. • Responded to all discharge violations for both SIUs and Non-SIUs by taking the appropriate action in accordance with MWRA's EPA approved Enforcement Response Plan (ERP) and federal regulations. The Toxic Reduction and Control department issued a total of 410 Notices of Violations and 47 higher-level enforcement actions (44 Notices of Noncompliance, two extension letters and one Settlement) to industrial and commercial facilities. • Conducted a total of 2,734 sampling events for the following activities: <ul style="list-style-type: none"> ○ 1,318 industrial compliance; ○ 242 National Pollutant Discharge Elimination System (NPDES) permit compliance; ○ 2 for emergency response; ○ 196 for local limits; ○ 846 for special projects; and • Sampled 153 permitted SIUs with a discharge at least once in FY25. • Issued or renewed 1,154 permits. • FY25 was the first year that MWRA was required to submit its Annual Pretreatment Report electronically through EPA's Central Data Exchange (CDX). One final Annual Report in the previously approved format was published for FY25. Link to the Pretreatment Program's page with all the Annual Reports
<p>B. Continue to monitor Deer Island Treatment Plant (DITP) processes to ensure high quality treated effluent optimizing plant performance to ensure all applicable NPDES permit limits continue to be attained.</p>	<p>→</p>	<ul style="list-style-type: none"> • Deer Island was awarded a Platinum award from the National Association of Clean Water Agencies (NACWA) for 18 consecutive years without a NPDES permit violation.

<p>C. Operate the enhanced phosphorus control system at the Clinton Wastewater Treatment Plant to ensure compliance with its NPDES permit.</p>		<ul style="list-style-type: none"> The seasonal effluent phosphorus limit of 150 micrograms per liter (ug/L) and 3.8 pounds per day loading limit became effective starting April 1, 2019. The effluent through the end of fiscal year 2025 has met these limits.
<p>Goal #5: Continue to initiate plans and studies to prepare for regulatory changes; identify opportunities to refine monitoring requirements; and improve effluent quality.</p>		
<p>Objective</p>	<p>FY2025</p>	<p>Highlights/ Progress Updates</p>
<p>A. Prepare updated Local Limits Studies for Clinton and Deer Island in accordance with EPA guidelines to confirm appropriate discharge limits from industries.</p>		<ul style="list-style-type: none"> Awaiting EPA’s issuance of new NPDES permit for DITP. A draft permit was issued on May 31, 2023 and comments were submitted by the end of November 2023 as required by EPA. The existing permit issued in 2000 continues to be administratively continued until the new permit becomes final. MWRA received NPDES permit coverage under the Medium Wastewater Treatment Facilities General Permit (WWTF GP) for the Clinton Plant from EPA effective on April 1, 2023. MWRA submitted an analysis of Local Limits as required in June 2023. In anticipation of a 2027 Medium WWTF GP, local limits sampling will restart in November 2025.
<p>B. Continue to review all Ambient Monitoring Plan questions and conduct evaluations to ensure they address MWRA needs and public concerns.</p>		<ul style="list-style-type: none"> MWRA continued to update the Outfall Monitoring Science Advisory Panel and the public on MWRA’s monitoring program, including Contingency Plan exceedances of <i>Alexandrium</i>.
<p>C. Continue to closely follow developing permit issues such as the impact of changes in bacterial and nutrient water quality standards, effluent loading limits, emerging contaminants and PFAS regulations, stormwater permitting, endangered species designations, co-permittees, and phosphorus and PFAS in biosolids.</p>		<ul style="list-style-type: none"> Key issues in FY25 were emerging contaminants, including PFAS compounds and pharmaceuticals, rapid notification of combined sewer overflow (CSO) discharges, expanded stormwater permitting, microplastics, and NPDES permits issued following the <i>San Francisco vs. EPA</i> court decision. MWRA staff across multiple departments are closely tracking regulatory developments regarding PFAS. Like all recent permits including that for Clinton, the new DITP permit, when issued, will require sampling of PFAS in influent, effluent, biosolids, and industrial wastewater. An Approval of Suitability (AOS) permit for the beneficial use of the biosolids pellets for the Biosolids Processing Facility went into effect November 2020 and was to expire in 2025. MassDEP has extended MWRA’s AOS to November 2027. This AOS requires the pellets to be tested on a quarterly basis for 16 PFAS compounds. No permit

		<p>limits have been developed for PFAS in any Massachusetts NPDES permit or AOS to date.</p>
<p>D. Develop a plan to address emerging contaminants (e.g., PFAS and microplastics) as they are identified and frame an approach to respond to the public’s concerns about these constituents.</p>		<ul style="list-style-type: none"> • In FY25, MWRA continued to provide support to a Water Research Foundation project to study PFAS compounds in wastewater and biosolids and its possible treatment options. A draft version of the final report was issued for review. • MWRA assisted a MassDEP sampling program for PFAS that collected samples at DITP, Clinton, and the Pellet Plant in FY25. • MWRA provided effluent samples for a study with the University of Rhode Island, the Woods Hole Oceanographic Institution (WHOI), and the National Oceanic and Atmospheric Administration to measure the presence of PFAS and other contaminants of emerging concern in wastewater and the ambient Massachusetts Bay receiving waters. The report has been drafted but not released. • MWRA supported academic researchers from WHOI on a research project investigating microplastics in wastewater influent, effluent, and Massachusetts Bay receiving waters, including sampling on a routine MWRA oceanographic survey. A final report on findings has not been issued. • Conducted a total of 88 sampling events at industrial users; 62 sampling events for Local Limits, 15 sampling events at MWRA sewer facilities and 12 sampling events for NPDES permit compliance to better understand where PFAS could be entering the sewer system. • PFAS monitoring requirements have been added to Industrial Sewer Use Discharge Permit applications, allowing for a review of PFAS concentrations for all new permittees and permits that are being renewed.
<p>E. Assess thresholds for annual nitrogen loading, including evaluating the existing thresholds and the environmental impact of nitrogen, as well as, whether these thresholds developed over 20 years ago are valid or should be modified.</p>		<ul style="list-style-type: none"> • The latest model run of the Bay Eutrophication Model for CY2023 continued to show minimal impacts of effluent nitrogen on Massachusetts Bay. However, DITP did have a total nitrogen Contingency Plan threshold exceedance in CY2024.
<p>F. Review new waste treatment technologies, as they arise, to continuously</p>		<ul style="list-style-type: none"> • In FY25, ENQUAL and DITP Process Control continued to update evaluations of technologies for nitrogen removal


<p>improve treatment performance and efficiency.</p>		<p>and the design criteria used for evaluating nitrogen removal technologies at Deer Island, should it be required. The report continues to be updated with new data each year.</p> <ul style="list-style-type: none"> Deer Island staff have been following the development of PFAS treatment technologies for pellets for potential future implementation at the MWRA pellet plant.
<p>G. Continue to work with researchers investigating the use of wastewater as an indicator of the presence of the COVID-19 virus.</p>		<ul style="list-style-type: none"> MWRA continues to support wastewater based epidemiology (WBE) research for tracking the spread of COVID-19. MWRA has provided in-kind samples to research groups from the Massachusetts Institute of Technology, Northeastern, Tufts and UMass Amherst as well as the national program run by the Massachusetts Department of Health and Human Services (HHS). MWRA continued the wastewater monitoring throughout FY25 by submitting samples from DITP to Biobot Analytics, Inc. for the analysis of the genetic signal for the SARS-CoV-2 virus that causes COVID-19. The results of these analyses are shared with the Massachusetts Department of Public Health (MA DPH) as they are received and shared with the public on www.MWRA.com. At MA DPH’s request we continue to submit samples to the WastewaterSCAN project from December 2022 onwards. These samples are tested for SARS-CoV-2 virus ribonucleic acid (RNA) and variant composition and 10 other pathogens. Results are reported publicly on the WastewaterSCAN Dashboard, https://data.wastewaterscan.org.
<p>Goal #6: Move forward with design and construction of major wastewater infrastructure rehabilitation and renewal projects.</p>		
<p>Objective</p>	<p>FY2025</p>	<p>Highlights/Progress Updates</p>
<p>A. Continue to design and implement facility rehabilitation projects for various pump stations, headworks, CSO facilities and the DITP.</p>		<ul style="list-style-type: none"> Design of Prison Point CSO Facility Improvements, Contract 7462 to upgrade, replace and add major facility components (gates, screens, conveyors, pump engines, mixers, etc.) was completed, competitively bid and awarded in 2021. However, construction was terminated early 2022 due to contract disagreements. Staff are carving out a few project components which require more immediate attention prior to re-bidding the full facility upgrade. The 96-inch discharge header was rehabilitated in FY24 under a separate contract and future standalone contracts will include installing a manual transfer switch which has a target notice to proceed (NTP) of June 2026,


		<p>and replacing the existing sodium hypochlorite tanks, with a target NTP of February 2026.</p> <ul style="list-style-type: none"> • Nut Island Headworks Odor Control & HVAC Systems Improvements construction contract 7548, achieved Substantial Completion in September 2023. Final punch list and site restoration was completed in June 2025. • Braintree-Weymouth Pump Station (PS) improvements construction contract 7366, (new dry weather pumping system; new building extension for odor control system and mechanical screens/washpress/conveyors; and hazardous gas system) reached substantial completion in May 2025. • Ward Street & Columbus Park Headworks Design (design/engineering services during construction (ESDC) contract 7429) began in January 2021. Incorporating lessons learned from the Chelsea Headworks (CCHW) Construction project, these projects will include a new above-grade structure on both sites instead of rehabilitating the existing facility superstructures. Final design is now underway and expected to be completed in October 2026. • Hayes PS Rehab design (contract 7162) was completed in summer 2024. The construction (contract 7357) was awarded in October 2024. Substantial completion is expected by the end of CY2027. • Somerville Marginal CSO Pipe Connection design (contract 7691) was completed in summer 2024. The construction contract (contract 7985) was initially scheduled to be complete in December 2025, but due to conflicting traffic management conditions with MassDOT I-93 projects, construction was delayed. Completion is now anticipated in December 2026. • Somerville Marginal CSO Facility Rehab (Contract 7689) approved in FY25. Design paperwork to begin in October 2025 with final design to be completed by February 2028. • Columbus Park Headworks Emergency Makeup Air Handling Unit (MAHU) construction contract (contract 8100) was completed in February 2025. • The final design for the Ward St. Headworks MAHUs was submitted in August 2025. The project is anticipated to be advertised in October 2025, NTP in January 2026, and substantial completion in October 2027.
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		<ul style="list-style-type: none"> • Braintree-Weymouth Intermediate PS Transformer Replacement construction contract 7995 had a NTP in March 2023 and was completed in August 2025. • Various wastewater facility improvements are underway through in-house and consultant Technical Assistance task order design efforts to support facility and system reliability, including but not limited to: Nut Island Fire Pump Replacement, Phase 3 Fuel Tank Replacements, Cottage Farm CSO Engine Silencers Replacement (design received in September 2025), Belle Isle Sandcatcher Rehab, Phase 3 Duct Cleaning, Alford Street (Charlestown) Pump Station Seawall, Emergency Lighting at Quincy PS, Squantum PS, New Neponset PS, Somerville Marginal CSO, Sodium Hypochlorite Tank Replacement at Cottage Farm and Prison Point CSO Facilities, Framingham and Commonwealth Ave PSs, assessment of Cottage Farm CSO sodium hypochlorite Secondary Containment began in summer of 2025 and findings and repair recommendations anticipated to be received in the first half of CY2026 • The Cottage Farm PCB Abatement design contract_(7393) was awarded in October 2024. The 90% Design Submittal was received in September 2025. The NTP is anticipated in June 2026 with substantial completion in May 2028. • The final design of the Cottage Farm Engine Silencers Replacement was received in September 2025. • Deer Island Clarifier rehabilitation Phase II construction contract was issued in February 2023. Construction began in later 2024 after receipt of materials needed for construction. The construction contract focuses on tank concrete and coating systems, gate replacements and other critical work within the primary and secondary treatment sections of the DITP (construction contract 7395). Anticipated completion in fall 2027. • Deer Island initiated a number of design projects for future plant refurbishments including south system pump station, residuals, odor control, and combined heat and power.
<p>B. Continue to implement an ongoing program to review, prioritize and accelerate interceptor renewal projects.</p>	<p>→</p>	<ul style="list-style-type: none"> • Evaluated wastewater interceptors and prioritized them for rehabilitation. • The design of Interceptor Renewal No. 7 (Boston/Malden/Melrose) sections 37/41/42/49/54/65), to line 26,400 linear feet of sewer was awarded in June 2020. 100%-R2 Design Submittal was submitted in September 2025. Notice of offers for temporary easements were




		<p>mailed in September 2025. Construction NTP anticipated April 2026 with substantial completion expected June 2028.</p> <ul style="list-style-type: none"> • The West Roxbury Tunnel (Sections 637 & 637A) requires an inspection to evaluate its condition and identify any repairs. Design contract (contract 7991) was completed in spring 2024 and the construction contract (contract 6898) to inspect the tunnel had a NTP in July 2024. Contractor mobilized to site and bypass pumping test was completed in August 2025. The West Roxbury Tunnel inspection was started and anticipated to be completed in September 2025. • Siphon and Junction Structure Rehab design (contract 6224) is evaluating 40 structures in 17 communities as part of Phase 1 rehab. Construction (contract 6225) is scheduled to be awarded in March 2026. • The North Collection Sewer System Rehabilitation under contract 7513 will provide design and construction services for structural and operation repairs to Cambridge Branch Sewer (Sections 23/24/26/27) and the North Metropolitan Trunk Sewer and Sandcatcher/Headhouses (Sections 4/5/6/7/186) under two construction contracts. Professional services NTP anticipated for February 2026. • Section 107 Medford Siphon Chamber requires replacement of its covers due to deterioration. In order to make space for this work, tree pruning and removal will be done under a contract through operations to allow the use of a crane for the replacement work.
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Goal #7: Complete all CSO milestones by 2024 and demonstrate that the CSO Plan meets its performance objectives.

Objective	FY2025	Highlights/ Progress Updates
<p>A. Implement CSO performance assessment through ongoing contract with AECOM that will culminate in a report to MassDEP/EPA in December 2021 and a supplemental report in December 2024 verifying whether the approved long-term CSO control plan goals are attained.</p> <p>COMPLETED</p>		<ul style="list-style-type: none"> • In December 2021 MWRA submitted the Final CSO Post Construction Monitoring Program and Performance Assessment Report. MWRA completed the last of seven semi-annual reports documenting the progress of the performance assessment in 2021 and has continued to produce annual reports every April for the previous calendar year. Additionally, MWRA is required to produce and submit a Supplemental Report to the Post Construction Monitoring Program. The supplement was submitted on December 6, 2024. • The performance assessment results indicated that although substantial improvements were made, 16 of the 86 CSOs fell short of meeting the Long-Term Control Plan



		<p>(LTCP) volume and/or activation goals. The report further defined the limited impact remaining CSOs have on water quality. The MWRA and the court parties have agreed and the court has approved to a 3-year extension to the court order, for MWRA to implement additional identified projects and perform additional investigations to determine what can be done to further reduce CSO at the 16 sites. A supplemental report was submitted in December 2024, documenting final performance and conclusion for the 16 outfalls.</p> <ul style="list-style-type: none"> MWRA investigated alternatives and developed costs for possible projects to address CSO compliance issues for the remaining 10 of 16 difficult sites and documented its findings and recommendations in the supplemental performance assessment report submitted in December 2024.
<p>B. Comply with the CSO Variances for the Alewife Brook/Upper Mystic River Basin and the Lower Charles River/Charles Basin issued to MWRA and CSO communities for the term of 9/1/19 through 8/31/24. COMPLETED</p>		<ul style="list-style-type: none"> MWRA continues to use the CSO public notification system implemented in July 2020 to make required notifications to regulatory agencies, boards of health, and subscribers. (Also see Objective D below). Staff completed project evaluations required by the CSO variances, including completion of the CSO System Optimization for Alewife Brook and Lower Charles River Basins Project in December 2022. Further studies to minimize discharges from CSO regulators that contribute CSO to the variance waters continue. A significant variance requirement included development of an Updated CSO Control Plan for MWRA’s discharges to the Variance Waters. A draft plan was presented to the Board of Directors in October 2025. In response to public comments, MWRA has requested an extension to allow further iteration on this plan in 2026, with a goal to finalize by early 2027. Reporting on the Updated CSO Control Plan will now be included within the Variance for the period of September 1, 2024 to August 31, 2029, see below. Due to the complexity of the coordination and public input required for the Updated CSO Control Plan, MWRA, Cambridge, and Somerville requested an extension of the Variance. MassDEP held a public hearing in the spring of 2024, and issued new Variances in August 2024, extending the completion timeline by 36 months. Staff continue to comply with all other variance conditions to minimize CSO impacts.


		<ul style="list-style-type: none"> Variance-required monitoring of receiving waters continued throughout FY25. The monitoring results were used to prepare the annual water quality report as required by the variances. The report on CY2024 conditions was completed in July 2025.
<p>C. Comply with the CSO Variance for Alewife Brook/Upper Mystic River Basin and Lower Charles River/Charles Basin issued to MWRA and CSO communities for the period of September 1, 2024 to August 31, 2029.</p> <p>NEW</p>		<ul style="list-style-type: none"> MWRA advanced projects that allowed 10 outfalls to materially attain the LTCP activation and volume goals by December 2024. This includes sewer separation work in East Boston partially funded through a financial assistance agreement (FAA) with Boston Water and Sewer Commission (BWSC). This project was completed in the fall of 2024. Also planned for East Boston are five new sewer separation projects that started in the summer of 2024 and scheduled to be completed in 2030, further reducing the CSO volumes and activations in East Boston. Installation of connection relief for CHE008 (Construction completed summer 2023); and installation of a new pipe connection upstream of Somerville Marginal with substantial completion expected December 2026. Develop an Updated CSO Control Plan together with the Cities of Cambridge and Somerville that outlines a single plan for each Variance Water that describes the level of CSO control, evaluation of costs and water quality benefits of further CSO control. Work toward compliance includes the development of a scope of services, development of a new “typical year” under conditions of climate change, and close coordination with Cambridge and Somerville in obtaining public and watershed input and developing a unified hydraulic model for each community’s use in analyzing alternatives. MWRA has a Memorandum of Understanding with BWSC to design and construct modifications to BOS013, BOS017, BOS062, BOS065 and BOS070. Somerville Marginal CSO Facility – New Pipe Connection and gate structure designed to maximize flows within the interceptor. The project will be completed in December 2026. Somerville Marginal CSO Facility Rehabilitation Design to ensure reliable treatment of remaining CSO discharges. Design to be completed in February 2028. CAM005 - Weir Raising and lengthening at regulator RE-051. Further investigate to determine if the weir at CAM005 can be modified to reduce activations without adverse impacts to upstream wastewater levels.

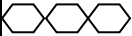



		Investigation design for the new weir work to be completed by December 2025. Construction NTP expected in November, 2025.
D. Conduct an evaluation of the CSO treatment processes to determine potential opportunities to better meet permit limits. Confirm or reassess treatment processes as part of the CSO facility rehabilitation projects.		<ul style="list-style-type: none"> As part of the scope of the CSO performance assessment noted above, staff and the consultant are investigating site-specific measures that can further reduce CSO discharges where needed to help meet the CSO LTCP. MWRA's consultant has completed the design to raise and lengthen the weir at CAM005, to further reduce discharges from MWR205A/SOM007A. Additional work is being done to develop the design for the rehabilitation of the Somerville Marginal CSO Facility.
E. Implement a subscriber based CSO Public Notification Program. Provide notification of a CSO overflow within four hours of the start of a discharge. COMPLETED		<ul style="list-style-type: none"> As of July 2025, notifications are being sent to over 400 external subscribers within two hours of the start of a CSO discharge, including the required notifications to regulatory agencies and boards of health. The 2021 Sewage Notification Law and the implementing regulation 314 CMR 16.00 required continuing improvements to the notification program during FY25. Extensive coordination efforts with metropolitan Boston CSO communities and regional Boards of Health were initiated in FY22 and continued through FY25. MWRA issued the required expanded public notifications starting in July 2022. Signs at public access areas potentially affected by CSOs were produced by MWRA and installed by MWRA and CSO communities around metropolitan Boston. The final Notification Plan was submitted on January 6, 2023 as required, with an opportunity for public comment; MassDEP requested some revisions which were completed on June 23, 2023.
F. Implement a near real-time Sanitary Sewer Overflow (SSO) reporting system to provide public information and ensure reporting timeframes meet regulatory requirements. COMPLETED		<ul style="list-style-type: none"> In 2015, MWRA began posting SSOs to its web site soon after they occurred. The new Sewage Notification regulation, 314 CMR 16.00, requires notification of some SSOs. Expansion of the existing system was completed in FY22 and MWRA began issuing public notifications as required starting in July 2022. MWRA continues to improve its ability to rapidly gather data on SSOs, which happen very infrequently in MWRA's collection system. FY22 and FY24 saw a number of unusually large storms that caused SSOs. Standard operating procedures were developed and updated to allow effective communication and training for future staff in case of the next very large storms.


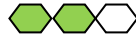
Goal #8: Assist member communities to improve their wastewater collection systems through ongoing technical, financial, and operational support programs.		
Objective	FY2025	Highlights/ Progress Updates
A. Provide technical and operational support including TV inspections, fieldwork assistance, or other targeted assistance, as needed.	→	<ul style="list-style-type: none"> Staff provide technical assistance when requested. In FY25, no requests were submitted by the communities for TV inspections.
B. Promote and manage MWRA's Inflow/Infiltration (I/I) Local Financial Assistance Program to facilitate reduced I/I in local community infrastructure.	→	<ul style="list-style-type: none"> In FY25, \$28.1 million in MWRA grants and interest-free loans were distributed to member sewer communities. In total, more than \$586 million in grants and loans have been distributed to fund 702 local projects. All 43 sewer member communities are participating in this Program. In FY24, the Advisory Board recommended, and the Board of Directors approved two new phases of the I/I Local Financial Assistance Program. Phase 15 (\$100 million) will be available as an interest-free loan in FY25, and Phase 16 (\$125 million) will be available as a 75 percent grant/25 percent interest-free loan in FY26. Since 1989, average annual wastewater flow to DITP has been reduced by about 67 million gallons per day (mgd), a 17 percent reduction. (See more information in the Annual NPDES I/I Reduction Report). MWRA's Regulatory Reporting Page

III. Infrastructure Management and Resilience

Goal #9: Maintain and enhance water and wastewater system assets over the long term at the lowest possible life cycle cost and acceptable risk, consistent with customer, community, and regulatory support service levels.		
Objective	FY2025	Highlights/ Progress Updates
<p>A. Continue to ensure proper operations and maintenance of the water and wastewater systems and minimize system downtime by performing Preventative, Predictive, and Corrective maintenance on equipment and linear assets, water system leak surveys, valve inspections and exercise, and performing inspections and cleaning of wastewater pipelines, structures, water storage tanks, and inverted siphons inspections, and cleaning.</p>		<ul style="list-style-type: none"> • Replaced 34 water blow-off retrofits and one main line valves, entailing excavating and isolating the main from the valve, cutting out the old valve and installing a new one. • Inspected 126.6 miles of MWRA water mains and repaired seventeen leaks. • Performed independent water meter testing to confirm the accuracy of 86 meters supplying the municipalities in MWRA Service Area. • Continued maintenance, inspection, and capital improvements on the existing on-line and backup reservoirs. • Inspected 32 miles of MWRA wastewater interceptors and 661 sewer manholes and other sewer structures such as diversion chambers, tidegates, etc. • Cleaned approximately 42.63 miles of wastewater interceptors and 71 siphon structures. • Replaced 45 wastewater manhole frames and covers and repaired 24 sewer manhole structures.
<p>B. Inspect, maintain, and improve the dams, dikes, spillways, intakes and outlet works constituting the infrastructure of the reservoir system through ongoing maintenance and an adequate multi-year capital improvement program in order to ensure dams' regulatory compliance, long-term operational viability and spillway operation and maintenance to limit potential flood hazards.</p>		<ul style="list-style-type: none"> • Since 2005, over \$27 million has been invested in capital and major maintenance, inspections and studies of source and distribution water supply dams across the system, with over \$7 million committed in current Capital Improvement Plan (CIP) projects. • Contracts recently completed include Sudbury Dam spillway masonry and vent repairs, and Wachusett North Dike earthen berm restoration for overtopping protection. Upcoming projects include the Foss Dam overtopping protection project, and the

		<p>Goodnough Dike and Sudbury Dam internal drainage systems maintenance projects. Planning began in FY25 for the FY27 Dam Safety, Design and Engineering Services Contract, which includes the next biennial dam safety Phase 1 regulatory inspections at all MWRA dams in the fall of 2027. The Ch 30 dam instrumentation design and repair contract for Norumbega Reservoir and Schnecks Pond Dams was recently awarded and is pending NTP.</p> <ul style="list-style-type: none"> • MWRA continues to meet MA Office of Dam Safety regulatory requirements on all 28 dams and dikes that impound the MWRA source and emergency reservoirs.
<p>C. Expand Condition Monitoring techniques to provide earlier indication of asset degradation.</p>		<ul style="list-style-type: none"> • Condition Monitoring techniques continue to be utilized in normal business practices at DITP. Deer Island is now expanding its lube oil program. Staff are able to perform basic oil testing in lieu of sending samples out. This provides immediate results about MWRA’s assets and reduces downtime. • Deer Island Condition Monitoring group is putting together a lubrication manual for maintenance staff. It will contain all lubricants and greases for all process equipment around the plant. It will included oil best practice procedure for oil sampling, grease and filter carts. This will be required for staff to have in their tool box to ensure no cross contamination between oils and greases. This was completed in 2025. • Install Remote Access Sensors (RAS) connectors on our motors and odor control fans to enhance ultrasound acoustics readings and greasing at various locations throughout the process areas. We installed 35 units over FY24 & FY25. This will allow MWRA to connect our Ultrasound Acoustic tool to provide earlier indication of asset degradation. • Condition Monitoring techniques continue to be utilized in normal business practices in the Field Operations Department (FOD), including all the headworks, Pump Stations,

		<p>and CSO facilities. Actions include oil sampling to determine the remaining life expectancy of the oil, ultrasonic testing of the grit pipes in the headworks, and vibration analysis. Staff continue to implement infrared thermography and utilize laser alignment of pumps and fans. Initial staff training has been completed, and training will continue with new staff when brought on board, specifically on vibration analysis and laser alignment.</p>
<p>D. Conduct an updated benchmarking analysis in order to identify gaps and sustain the goal of maximizing asset protection while potentially identifying new best practices in the industry.</p>		<ul style="list-style-type: none"> No work on this initiative to date. MWRA has continued to focus on upgrading Maximo to allow more efficient tracking of benchmarks in their current format rather than updating benchmarks.
<p>E. Update the wastewater metering system and evaluate new technologies to ensure continued accurate flow accounting and to enhance its usefulness for operational and evaluation purposes. COMPLETED</p>		<ul style="list-style-type: none"> The new wastewater meter system was installed and tested on schedule by the end of CY2021. The new meters are now being used for billing of communities as of January 2022.
<p>F. Continue to research and develop Key Performance Indicators (KPI) to compare our performance internally and against the industry.</p>		<ul style="list-style-type: none"> The MAXIMO upgrade was completed in FY19 with new reports being issued continuously. The updated MAXIMO continues assisting MWRA in making KPI's easy to track, display and compare with other public utilities.
<p>G. Enhance and monitor water pipeline protection to maximize pipeline lifetime.</p>		<ul style="list-style-type: none"> In FY16, MWRA began the process of replacing old cathodic protection on MWRA water mains. In FY25, this work continued in force, with the following activities: <ul style="list-style-type: none"> A scope is being developed for the Beacon Street Line Rehabilitation Project which includes the evaluation/replacement of 54 test stations in Boston and Brookline. Construction was awarded for Contract 6439 - Cathodic Protection System Improvements Shafts E, L, N and W at the 9/17/25 Board of Directors' Meeting.

		<p>Construction NTP was 11/14/25 with a substantial completion date of 5/14/28. Testing was completed for Contract OP-393 – Cathodic Protection System Testing, which included inspection/testing of 182 existing test stations. A final report was submitted in July 2023.</p>
<p>H. Expand integration between MWRA’s Authority-wide Enterprise Asset Management System (MAXIMO) with Lawson, Process Information (PI) and Automated Vehicle Location systems to expand the use of predicative Management tasks increasing functionality, asset tracking and improved workflow to reduce equipment and downtime and control budget spikes. Utilize updated MAXIMO to increase opportunities for more paperless work.</p> <p>COMPLETED</p>		<ul style="list-style-type: none"> • MAXIMO now tracks life-cycle costs for Clinton, DITP, FOD, IT and Lab assets. End of Life asset values are now captured in the Property Pass site. • MAXIMO Spatial (GIS) interface updates the mapping features giving staff easier access to buried assets history for the Water Distribution and Wastewater Collection systems. • MAXIMO Anywhere (mobile solution) allows staff to receive work and update work orders and asset history in the field.
<p>I. Continue to upgrade and improve upon the Supervisory Control and Data Acquisition (SCADA) hardware and software to meet the current industry standard and to address cyber security concerns.</p>		<ul style="list-style-type: none"> • Work on the replacement of the entire SCADA system at Carroll Water Treatment Plant continued and approached completion as most of the signals were transferred to the new SCADA system in FY25. • PLC upgrades for BOS019 and Framingham PS that were previously preliminarily designed were moved into active design. • New PLCs were also installed in Braintree-Weymouth Pump Station during the station upgrade. • Additional PLC replacements are being performed as part of facility rehabilitation projects (Wachusett Dam Lower Gate House, Hayes Pump Station, Water Tank Improvements, etc.) and will be developed in future PLC upgrade projects for water and wastewater facilities. • Standards templates and guidelines were developed for MWRA Human Machine Interface (HMI) Graphics. New graphics


		<p>have been and will continue to be implemented to improve operator situational awareness through ongoing design and construction projects and MWRA staff implementation.</p> <ul style="list-style-type: none"> Continued to improve the SCADA network architecture to enhance security. Established internal committees to review MWRA’s physical resilience and identify deficiencies and subsequently safety systems to provide multiple levels of protection from cyber-attacks on MWRA’s assets.
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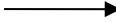


Goal #10: Prepare for catastrophic events that could affect the water and wastewater delivery systems.


Objective	FY2025	Highlights/ Progress Updates
<p>A. Continue to improve and incorporate redundancy and operational flexibility within the water system to ensure uninterrupted service.</p>	<p>→</p>	<ul style="list-style-type: none"> Northern Intermediate High, Sections 89/29 Replacement was awarded in June 2021 and was completed in October 2025. Section 89 was put into use in October 2025. Sections 23, 24, and 47 Rehabilitation construction contract 6392 NTP was issued in November 2021 and achieved Substantial Completion in May 2024. This will provide redundancy to Boston and Watertown. Intermediate High Improvements design contract 6955 was awarded January 2019 and will, when complete (expected in CY 2026), interconnect two Intermediate High Service Areas to provide redundancy and operational flexibility in the event of pipe failures. The first construction contract 6956 had a NTP in July 2023 with an anticipated completion in January 2026. The second construction contract, 7484, was awarded in December 2024.
<p>B. Design and implement projects including those that eliminate or mitigate single points of failure within MWRA’s water transmission and distribution.</p>	<p>→</p>	<ul style="list-style-type: none"> Weston Aqueduct Supply Main 3, CP1 construction contract 6544 NTP was issued in October 2020 and includes rehabilitation of approximately 13,800 feet of 56-inch and 60-inch diameter water main in Arlington, Somerville and Medford. Construction achieved substantial completion in May 2023, more than one year ahead of

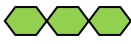
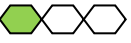
		<p>schedule. CP2 construction contract 6543 is currently in design with anticipated construction in fall 2026.</p> <ul style="list-style-type: none"> • The final design submittal CP2 was received in August 2025. The contract is anticipated to be advertised in November 2025, NTP in March 2026, and substantial completion in June 2029. • Low Service Pressure Reducing Valve Improvements construction contract 7563 was awarded May 2021 and will provide additional operational flexibility to provide water service during emergencies. A construction NTP was issued in July 2021 with substantial completion in August 2024. • Improvements to the top of shafts are being implemented to provide strengthening of pipes directly connected to the tunnel system, waterproofing of underground vaults and replacement of nuts on valve connections. Performing interim improvements at the top of shafts consists of three Construction Packages (CP). CP1 (contract 7561) included top of Shafts 6, 8 and 9A and achieved substantial completion in April 2022; CP2 (contract 7671) include top of Shaft 5 with a notice to proceed in April 2024 and anticipated completion in October 2026; and CP3 (contract 7670) includes top of Shafts 7, 7B, 7C and 7D (in design) and will be awarded after CP2 is complete. • Waltham Water Pipeline Design was constructed and includes a new water main extension to provide redundancy for the Lexington Street Pump Station. Construction contract 7457 reached substantial completion and put into service in the summer of 2025.
<p>C. Continue to train staff on various potential emergency scenarios and participate in broader training exercises.</p>	<p>→</p>	<ul style="list-style-type: none"> • Staff conduct the following training and exercises on a regular basis including: Deer Island Emergency Response Team drills, boom deployment and reservoir spill response, water quality monitoring, and community Emergency Response Plan



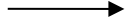
		<p>training. Staff also periodically conduct the following training and exercises: site characterization, flood protection deployment, severe weather response, and water system isolation exercises. In FY25, MWRA also conducted earthquake response and dam inspection training, wilderness first aid and rescue, and tested several emergency interconnections.</p> <ul style="list-style-type: none"> • MWRA has also provided several coliform sampler trainings to support our service communities. • All MWRA staff continued training in cybersecurity awareness; and IT and OT staff continued training in advanced technical cyber security topics.
<p>D. Work with Departments throughout MWRA to continue to implement a comprehensive security and emergency preparedness program including an analysis of lessons learned (ongoing) during the COVID-19- State of Emergency.</p>	<p style="text-align: center;">→</p>	<ul style="list-style-type: none"> • Lessons learned during the COVID-19 State of Emergency was compiled into a preliminary “after-action” report on MWRA’s response and recovery efforts to COVID-19. This report will be used to update MWRA’s pandemic plan. • Emergency Action Plans were updated to include implementation of flood protection measures where applicable and staff are in the process of finalizing power outage responses for each facility. • Dams Emergency Action Plans are reviewed and updated regularly. • Staff continue to upgrade and expand the MWRA security system. Components including alarm sensors, fences, and cameras were added and /or replaced. • MWRA has invested in an enterprise-class Video Management System that is integrated with the access-control and intrusion detection system to drastically improve responsiveness to critical alarms in the water distribution infrastructure in both staffed and remote locations. • Our efforts to improve our technology and security program have greatly improved our relationships between Security and

		<p>Emergency response agencies across the Commonwealth of Massachusetts.</p> <ul style="list-style-type: none"> • The State Auditor’s Office released an audit on MWRA’s compliance with the requirements of America’s Water Infrastructure Act, focusing on those related to physical security, use of treatment chemicals, and security training. • MWRA utilizes extensive liaison contacts within the Intelligence Community, Law Enforcement Organizations and the Private Sector in an effort to identify present and future potential threats to its employees and assets.
<p>E. Develop and implement an Information Security Plan (ISP) to increase the resiliency and sustainability of the MWRA’s data security practices.</p>		<ul style="list-style-type: none"> • MWRA’s ISP includes both approved and drafted cybersecurity policies, standards, and procedures. Three new policies were approved: three existing policies were substantively updated, reviewed and approved, while drafts of future policies continue to be revised to correspond with the latest version of the NIST Cyber Security Framework and to be integrated into both MWRA Information Technology (“IT” – <i>i.e.</i> MIS) and Operational Technology (“OT” -- <i>i.e.</i> SCADA, PICS, I&C, and Physical Security) areas. Approved policies are reviewed on an annual basis. • Staff continue to apply current cyber security standards, controls, and best practices when appropriate to MWRA computer systems and network.

<p>F. Continuous assessment of Cyber Security defense in-depth strategy to mitigate new and evolving threats by leveraging advances in technologies.</p>		<ul style="list-style-type: none"> • MWRA completed a cybersecurity planning effort and awarded a new five-year Managed Security Services Provider contract. The contract included the replacement of all existing firewalls and the implementation of new firewalls within the infrastructure enhancing the cyber security posture of the IT network. • MWRA staff continue remediation of identified vulnerabilities from the risk and resiliency assessment of key IT network components required by the America’s Water Infrastructure Improvement Act (AWIA). • Staff continue to update the internal cyber security incident response plan. • Staff continue to implement additional logging and technology solutions to further segment and improve visibility of network traffic.
<p>G. Develop and implement an updated Physical Security Plan including Crime Prevention Through Environmental Design (CPTED) to decrease vulnerabilities and increase capacities so that threats are reduced, thereby reducing risk. COMPLETED</p>		<ul style="list-style-type: none"> • The approved MWRA Physical Security Policy, which incorporated CPTED components, was reviewed and updated. Additionally, other Physical Security Policies, such as Visitor Management and Security Policy for Contractor Access were approved in an effort to enhance MWRA’s physical security. All approved Physical and Cybersecurity policies are reviewed annually.
<p>H. Assess current communication technology and implement communication redundancies where needed within the security network.</p>		<ul style="list-style-type: none"> • Staff continue to upgrade and expand the MWRA security system. The security team identifies perceived areas of exposure to the MWRA’s critical water distribution infrastructure and plan ways of executing improvements and advancements to our existing system. The MWRA is currently using some of the highest rated cameras in the industry that are able to withstand the environmental and communication challenges facing MWRA facilities. Our network is limited by strict security protocols and is not internet facing. The security program includes standard operating procedures that are updated annually and


		<p>specifically include daily tests of both our alarm and video system for response time, clarity and quality of video and alarm response.</p> <ul style="list-style-type: none"> • The MWRA is working with its telecommunications provider to upgrade traditional telephone lines to fiber optic cables capable of transmitting alarm and CCTV camera images at faster speeds with better reliability and resolution. • As cameras age in our system we assess new products and look for cameras that provide the best technology currently available. Twenty-one cameras were replaced and/or added in CY25.
<p>I. Complete the Preliminary Design and Environmental Impact Report for the Metropolitan Water Tunnel Program and initiate final design.</p>		<ul style="list-style-type: none"> • In May 2020, a contract was awarded for Preliminary Design, Geotechnical Investigation and Environmental Impact Report. The preliminary design report was completed in January 2024. • Two geotechnical field investigation programs to support the preliminary design of the proposed tunnels were begun in May 2021 and completed in June 2023. • Property for construction of a connection shaft was purchased in Waltham in September 2021. • In March 2021, an Environmental Notification Form (ENF) for the Metropolitan Water Tunnel Program was submitted to the Massachusetts Environmental Policy Act (MEPA) office to initiate the public environmental review process. • A certificate from the Secretary of Energy and Environmental Affairs on the draft EIR (DEIR) was received in December 2022 requiring a Supplemental DEIR (SDEIR) be filed with MEPA. The SDEIR was filed in July 2023 and MWRA received the Secretary's Certificate in September 2023. A Final EIR (FEIR) was filed in early 2024 and MWRA received the Secretary's Certificate in April 2024 in which it was determined that the



		<p>FEIR adequately and properly complies with MEPA and its implementing regulations.</p> <ul style="list-style-type: none"> • Procurement for a final design consultant began and was awarded in November 2024. • Outreach to key communities, property owners, relevant state agencies, and key stakeholders has been initiated and is ongoing. • Coordination with Eversource to build new power supply transmission to the planned tunnel launching shaft sites is ongoing. Conduit and cable installation began in June 2025 for the South Tunnel and is expected to be completed by 2028. Design for the North Tunnel is ongoing. • Property acquisition and agreements in support of the Tunnel Program with several communities and key stakeholders will advance in anticipation of construction starting in 2028.
<p>J. Update MWRA’s earthquake preparedness through dam stability evaluations, as well as other studies to bring our facilities up to current standards, as they are rehabilitated.</p> <p>COMPLETED</p>		<ul style="list-style-type: none"> • As part of the review under the AWIA, staff developed an assessment of each water facility’s earthquake design standard and created an SOP to ensure earthquake stability is included in all rehabilitation projects. • MWRA dams have had seismic conditions and factors of safety assessed as part of Seepage and Stability Analyses.
<p>K. Move forward Wastewater Facility Emergency Response Planning to identify potential measures to minimize disruptions from failures of facilities, including development of a comprehensive Emergency Response Plan for each facility.</p>		<ul style="list-style-type: none"> • A team of staff have developed an approach to conduct these reviews. Staff are evaluating how this objective interacts with similar requirements in the draft NPDES permit for Deer Island. Elements of this effort related to climate change related future flooding and its impact on wastewater facilities have been included in the draft Deer Island NPDES permit.



<p>L. Create and implement a predetermined schedule of review for facility risk assessments.</p>		<ul style="list-style-type: none"> Staff have completed the 5-year review of the AWIA required Risk and Resiliency Assessment of water facilities in 2025 and updated Emergency Response Plans. On-going work will remediate any gaps identified. Staff are beginning work on a similar assessment process for wastewater facilities.
<p>M. Participate in Lower Mystic Resiliency Planning as an abutter to the Lower Mystic.</p>		<ul style="list-style-type: none"> MWRA staff continue to participate in Resilient Mystic Collaborative meetings, specifically to provide facility insight, maps, and guidance regarding Lower Mystic climate resiliency planning.
<p>N. Issue MWRA 8(m) permits to all companies performing work within a water or sewer easement or other property interest held by the Authority.</p>		<ul style="list-style-type: none"> MWRA staff issued 194 8(m) water permits and 127 8(m) sewer permits to companies performing work within an easement or other property interest held by the Authority. The permitting process includes a detailed review of each project and how it will affect MWRA infrastructure. The permitting process will also include staff inspections and mark-outs when required.


IV. Finance and Management

Goal #11: Ensure Financial Sustainability, Integrity, and Transparency.		
Objective	FY2025	Highlights/ Progress Updates
A. Continue the long-term strategic budgeting practice to ensure sustainable and predictable sewer and water assessments to our member communities.	→	<ul style="list-style-type: none"> Community Assessments increased by 2.5% for FY25, a reduction from the proposed 3.0% due to revised budgetary estimates and assumptions. Assessments are projected to increase no more than 3.3% annually through FY2029. Assessments for the Water and Sewer utilities continue to be “smoothed” reducing the volatility of year-to-year assessment changes thereby improving the sustainability and predictability for member communities.
B. Continue to implement MWRA’s approach to rate increases while accounting for the pandemic’s effects on its communities’ revenue. COMPLETED	◻◻◻	<ul style="list-style-type: none"> MWRA offered to allow communities to restructure their Community Loan repayments, due in FY20-FY22, to mitigate the impact of COVID-19. Five communities took advantage of the offer and restructured their loans.
C. Manage debt and investment portfolios to maximize savings/returns in compliance with all applicable rules and regulations.	→	<ul style="list-style-type: none"> Borrowed \$144 million from the Massachusetts Clean water Trust at a 2.15% interest rate. MWRA received \$8 million in ARPA grants to reduce the amount of principal to be paid back. Staff continue to explore opportunities for refunding for interest rate savings.
D. Continue diversification strategy to insulate against overexposure and promote resiliency to changing market conditions.	→	<ul style="list-style-type: none"> Staff continue to seek prudent diversification.
E. Maintain a system of internal controls to best protect the organization’s resources.	→	<ul style="list-style-type: none"> Staff continue to review and monitor key controls and limit physical and electronic access to assets.
F. Continue to employ budget and expense control practices to manage expenses.	→	<ul style="list-style-type: none"> Continued to drive cost improvement and containment measures throughout FY25 that allowed MWRA to set a 2.5 percent rate of increase to the combined Rate Revenue Requirement and a 2.7 percent for FY26.
G. Identify and pursue optimization in all aspects of MWRA financial operations.		<ul style="list-style-type: none"> Continued the effort of reducing the use of paper by publishing documents on-line. Staff are actively evaluating the electronic


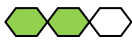
		<p>financial system's existing capabilities and the possible addition of software modules to optimize operations.</p> <ul style="list-style-type: none">• MWRA again received the Distinguished Budget Presentation Award from the Government Finance Officers Association for FY25 and plan to apply again for FY26. MWRA has submitted the paperwork for the Government Finance Officers Association Certificate for Achievement in Financial Reporting for FY23. Additionally, MWRA is preparing the paperwork for FY24.• In May of 2025, the Budget Department began working with consultants on the design and implementation of Oracle Cloud Enterprise Performance Management (EPM), a budgeting software solution that will replace Hyperion Pillar which is obsolete.• The Accounts Payable and Payroll units of the Controllers department continue to record transactional work with electronic documents, having removed all paper from the processing. By employing an additional monitor to assist in data entry, paper was replaced by electronic files archived securely on the network.• Working with MIS and the outside consultant, the Controller's Department has led the Finance Division's effort to upgrade the current Lawson/ Infor Management Information System to the upgraded system, Infor CloudSuite. The new system is scheduled to be live in the spring of 2026.• MWRA transitioned from a pilot energy and utility bill management software program in FY24 to full scale use in FY25, to begin to transition away from paper-based energy bill management processes and greatly improve operational efficiency, financial performance, and environmental sustainability. The centralized energy data platform will improve bill auditing, help us identify trends and anomalies in energy consumption that may lead to cost-reduction opportunities, offer data-driven
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H. Continue to conduct strategic energy procurements.	→	<ul style="list-style-type: none"> Continued to evaluate energy procurement options including competitive bid process purchasing collaboratives and state programs.
I. Continue to fund the pension fund at the annual required contribution level and to develop strategies to address the growing Other Post- Employment Benefits (OPEB).	→	<ul style="list-style-type: none"> As Plan sponsor of the Retirement System, MWRA recognized the increasing annual required contributions until achieving full funding in FY2030 and contributed an additional \$5.2 million in FY25 and \$8.0 million in FY26 to mitigate the increasing contribution and the impact on assessments. The June 30, 2025 OPEB Trust balance (Net position) increased again to \$95.7 million up from \$82.1 million for the prior year reflecting a Plan Fiduciary Net Position of 44 percent. The annual funding practice has been and is projected to be half the annual determined contribution. Retiree health Insurance premiums are paid from the MWRA Current Expense Budget. This practice will be evaluated annually and may be changed according to overall budgetary conditions.
Goal #12: Promote Effective Business Operations and Resource Management.		
Objective	FY2025	Highlights/ Progress Updates
A. Maintain and expand MWRA-wide recycling efforts. COMPLETED		<ul style="list-style-type: none"> As of July 1, 2021, the MWRA implemented a single stream recycling program at the Chelsea Facility in conjunction with existing paper, cardboard, and metal recycling efforts.
B. Pursue, and administer any Federal and or State infrastructure, stimulus or COVID-19 related grants. COMPLETED		<ul style="list-style-type: none"> Staff are actively monitoring the various COVID-19 related stimulus and/or grants that might be available. Staff have applied for reimbursement from the Federal Emergency Management Agency for costs incurred during the disaster. MWRA will be receiving American Rescue Plan Act (ARPA) funding from the Massachusetts Clean Water Trust as part of its next borrowing. MWRA received \$247,100 from the Commonwealth for the FY22 costs


		<p>associated with the Biobot Sampling. The FY21 and FY22 payments from the Commonwealth totaling \$689,765 fully reimbursed MWRA for all of the Biobot costs.</p>
<p>C. Evaluate office footprint and needs in light of pandemic lessons learned. Make changes where practical. COMPLETED</p>		<ul style="list-style-type: none"> At the June 22, 2022 Board of Directors’ meeting, the Board approved a contract with a general contractor to upgrade the office space at both Deer Island and Chelsea to accommodate hybrid workspaces, including updates to office spaces, the electrical system and MIS services to accommodate staff previously working in the Charlestown Navy Yard (CNY). The office upgrade work is substantially complete. CNY staff have been relocated to Deer Island or Chelsea and CNY was vacated and left “broom clean” prior to the May 2023 lease expiration.
<p>Goal #13: Leverage Information Technology to Improve Organizational Effectiveness.</p>		
<p>Objective</p>	<p>FY2025</p>	<p>Highlights/Progress Updates</p>
<p>A. Deliver secure Information Technology (IT) services and solutions efficiently and effectively.</p>		<ul style="list-style-type: none"> The adoption and migration to Microsoft 365 provides many opportunities to consolidate services leveraging the capabilities available in the Microsoft 365 license suite. Staff are reviewing and evaluating these capabilities for potential implementation of new services and/or replacement of existing solutions. Enhanced cyber security with the completed migration to CrowdStrike for endpoint protection and response with managed services for all workstations and mobile devices. MWRA completed a cybersecurity planning effort and awarded a new five-year Managed Security Services Provider contract. The contract included the replacement of all existing firewalls and the implementation of new firewalls within the infrastructure enhancing the cyber security posture of the IT network. Implemented a Single Sign-on solution with 32 applications to expand cybersecurity controls accessing MWRA applications.




		<ul style="list-style-type: none"> • Designed and implemented Software Defined Wide Area Network (SD-WAN) to provide redundancy, resiliency and network traffic optimizations. SD-WAN technology allows MWRA to leverage any combination of information transport services to securely connect users to applications. • Staff continue to plan, design and implement additional network segmentation to physically separate network traffic between systems to improve cyber security. • Additional highlights under specific initiatives below.
<p>B. Provide Information Technology solutions to streamline work processes while ensuring the security and integrity of MWRA data by leveraging the use of existing or emerging technologies.</p>		<ul style="list-style-type: none"> • A virtual Autocad desktop environment was implemented to replace individual physical desktops being used. Virtualization has provided a homogenous experience for all users of this application, streamlined the ability to maintain and update the application, and eliminated the need to maintain and license the 70 physical desktops previously used. • The migration to M365 provides capabilities for streamlining the deployment, patching and managing IT assets. Staff are evaluating this service offering to replace the current device management solution. • Expanded use of secure remote access technologies in support of teleworkers in response to the COVID-19 pandemic. These technologies remain in place for teleworking staff post-pandemic and are continuously evaluated. • Expanded use of WebEx application for collaboration and virtual meetings in support of teleworking and in the delivery of monthly Board of Directors meetings. • Designed and built new Board Room on DITP and Chelsea providing a ubiquitous user experience across all conference rooms. • Continue to expand wireless network access within Deer Island Treatment Plant, Southborough Carroll Water Treatment


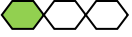

		<p>Plant, Belchertown, Clinton, Nut Island and Needham in support of operational needs.</p> <ul style="list-style-type: none"> • The new MWRA.com website was launched after a full re-design including search functionality and the migration of all content from old website to new website. • Records Management: Continued scanning initiative to digitize active records and potential records to be archived. On average, 30 boxes per month have been scanned and 473 boxes have been decommissioned through the records management process after being scanned. Completed implementation and migration of all iOS and Windows devices to a single device management platform, WorkspaceONE. improving efficacy of device management. • Implemented addition IT Kiosk on DITP to improve self-service of IT accessories. • Completed the design and implementation of new video streaming cameras at Cosgrove, Deer Island and Quabbin. Video feeds have been integrated with the new MWRA website.
<p>C. Obtain feedback from users on satisfaction levels and desired new services and implement changes accordingly.</p>	<p>→</p>	<ul style="list-style-type: none"> • Continued monthly meetings with ENQUAL and Lab Services.
<p>D. Maintain current technology hardware, software, and network infrastructure.</p>	<p>→</p>	<ul style="list-style-type: none"> • The upgrade of Windows, Office and mailbox migration to Exchange Online has begun. Target completion date for this migration is October 2025 in order to maintain support. • Continue to deploy updates to existing hardware and software throughout the year to ensure currency and to mitigate vulnerabilities. • Upgraded VMware infrastructure supporting more than 450 virtual servers. • Upgraded circuit bandwidth at six locations in support of the new phone system rollout and improve network performance.

		<ul style="list-style-type: none"> • Upgrades continue to maintain databases and server operating systems at supported versions. • Implemented a hardware refresh of core switches and edge switches where feasible. Core switches are deployed in the data center providing system-to-system connectivity to end users. Edge switches aggregate user connections back to system resources within the data centers. The edge switches in DITP auxiliary buildings cannot be replaced until fiber cabling has been upgraded. • Upgraded the Commvault Backup environment and expanded storage capacity to accommodate data growth. • Completed Storage Area Network hardware refresh in order to maintain support. • Completed hardware refresh and printer consolidation for 63 multi-function printers.
<p>E. Enhance Information Technology workforce capabilities through new certification and license requirements.</p>		<ul style="list-style-type: none"> • Training for the IT Department staff was online during FY25. Twenty-seven online IT classes were taken by seven staff. • MIS delivered 53 courses attended by 160 staff.
<p>F. Implement an Application Improvement Program that will continue MWRA's efforts to update and enhance the multitude of applications used in the MWRA to improve efficiencies of business processes, mobile devices, and effectiveness of staff.</p>		<ul style="list-style-type: none"> • The following is a list of applications that were either updated or had functionality changes throughout FY25: <ul style="list-style-type: none"> ○ SAP Business Objects: The system supports reporting functions for MAXIMO, ENQUAL and Lawson. Legacy Discoverer reports were migrated to SAP Business Objects Webi. ○ Community OMMS: MWRA completed the design and data validation of the new community OMMS application. GIS was integrated with the custom application. The application is live and communities have been notified. ○ Harbor and Outfall Monitoring Loading (HOML): Used by contracted labs to submit sample data. Modifications to application made in response to changes

		<p>in laboratory submissions to ensure functionality meets all requirements in order to maintain regulatory compliance.</p> <ul style="list-style-type: none"> ○ Pretreatment Information Management System (PIMS): Used in the management of the pretreatment program. Implementation of several service releases including updates for the Copy of Record, NPDES reports and authentication were completed. Phase 2 of PIMS infrastructure upgrades completed. ○ Maximo Upgrade: Completed Maximo Asset Management application and infrastructure upgrade to supported versions. ○ Telog/Unity Remote Monitoring and Management: Integrated Telog with Badger's Unity data reporting module and interfaced access through GIS to enable multifactor authentication. Telog data made available to all MWRA staff via the Badger Remote Monitoring web interface. Working with vendor to improve capability of real time reading functionality. ○ Plant Information (PI) System: Completed the upgrade of the hardware and software for the PICS PI DITP System. Staff coordinated with SCADA staff on the implementation of new data diode for the Carroll Water Treatment Plant SCADA system upgrades. ○ GIS Portal: Completed the application and underlying infrastructure upgrade. Integrated the application with OKTA single sign on and the Unity and COMMS applications. Multiple enhancements were made to GIS including the addition of Statewide Transportation views, MassGIS Aerial Photo 2023 and the addition of views to offline valves to improve operational efficiency. ○ Library Portal application upgrade and migration: Completed the upgrade and migration of the Library Portal to a SaaS environment.
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		<ul style="list-style-type: none"> ○ Fore River Railroad Accounting: Migrated the accounting application used by Finance to manage the Fore River Railroad accounting to a SaaS environment. ○ Debt Management: Finance selected the DebtBook SaaS application to replace its obsolete application. . This new application has been implemented. ○ Lab Information Management System (LIMS): An upgrade assessment which included workshops with lab staff on current workflows and new system functionality have been completed. Staff are developing a scope for a Proof of Concept of the new Labware system functionality. ○ TV Inspection: Completed the upgrade of the TV Inspection application and infrastructure for our pipe system. ○ InspectNTrack Mobile Inspection: Upgraded the Inspection application and infrastructure used by Operations to inspect facilities and assets. Also migrated to iPad minis for use with the new application. ○ LobbyTrack Visitor Management: Implemented a Local Watch List solution to be used when Pre-Registering and Checking-In visitors. Registrations within the Visitor Management application being accepted for all larger locations. ○ New Hire onboarding application: Updated the NewHire Application to enhance its functionality and integrate it with Maximo to automate the creation of work orders.
<p>G. Implement an archive and purge system that will provide an automated and integrated solution for archiving electronic content that will allow the Authority to intelligently store, manage and discover e-mail and all critical business information sources, while providing easy and intuitive access for end users.</p>		<ul style="list-style-type: none"> ● Implementation of an archiving solution as an add-on to existing backup technology was completed. Ingested Personal folders into archiving solutions and configured read-only access to custodians. ● The Microsoft 365 licenses also offer a solution for data compliance and e-discovery. Staff are evaluating this solution to improve current manual e-discovery practices.


<p>H. Execute a Technology Infrastructure Improvement Program that will assess and implement consolidated and optimized versions of MWRA's core IT infrastructure elements and improve data management practices.</p> <p>COMPLETED</p>		<ul style="list-style-type: none"> Implemented new Phone System. Unified Communications in the form of calling, instant messaging, virtual meetings and presence was consolidated into one application.
<p>I. Upgrade and enhance MWRA's Enterprise Resource Planning system leveraging out-of-the-box functionality while striving to eliminate customizations and adoption of technology standards.</p>		<ul style="list-style-type: none"> Learning Management System (LMS): Completed implementation of a new Infor/Lawson product for managing all training including on-line training developed in house and from third parties including LinkedIn Learning. Installation and configuration is underway. Legacy Contract Management System Contracts: All Open contracts were migrated to Infor Lawson. Reporting capabilities have been developed for closed contracts that were not migrated to Infor Lawson. Maximo-Lawson Interfaces: Completed streamlining the interfaces between Maximo and Lawson. Enhanced process flows, functionality, data validation and transaction integrity. Infor Lawson CloudSuite Upgrade: ERP application upgrade and migration to SaaS. Completed the Project and Technical Planning, Current State Analysis, System Provisioning, Super User and Technical Training, Technical and Design Workshops, first pass Data Conversion, Initial System Design, System Build and Unit Test. Currently performing User Acceptance Testing.
<p>J. Implement Enterprise Content Management for e-Construction, e-Engineering and Records Management.</p>		<ul style="list-style-type: none"> The Enterprise Content Management System was initially meant to support selected Construction and Engineering processes, replace the legacy document/records management system and provide the infrastructure for expansion and integrations with other systems. All initial phases of this project were completed during FY24. Development of the system for the routing

		and approval of staff summaries and policy and procedures was completed. Phased deployment underway.
K. Implement a unified communication (UC) collaboration platform to improve business processes, team communication and collaboration and distributed work force.		<ul style="list-style-type: none"> Implementation and configuration of new UC VOIP phone system was completed. The UC system integrates with WebEx virtual meetings and provides call capabilities whether in the office or teleworking. UC deployed to Chelsea, Southboro, CWTP, Nut Island, Clinton and DITP impacted by the construction. Migration to the UC platform for DITP auxiliary buildings continues. Ethernet cabling and circuit upgrades completed in support of new UC system. Implemented digital message boards at four facilities to provide unified messaging and improved communications to all staff.
L. Move towards the use of AI and Machine Learning technology to address computational and process problems.		<ul style="list-style-type: none"> AI is being embedded into technology. Staff are carefully reviewing how it is used within these solutions to ensure information security configurations are appropriate for use.
M. COVID-19 Employee Reporting Systems COMPLETED		<ul style="list-style-type: none"> COVID-19 Self Certification Applications: Two applications were implemented to allow staff to self-certify they do not have COVID-19 symptoms prior to coming to work. One is an in-house developed web application with COVID-19 screening questions and the other is a telephone call in number. Both systems write to the same database for Human Resources and management reporting. Employee Availability Tracking Application: Tested, updated and activated an existing in-house developed employee availability application designed for managing staff availability in emergencies such as pandemic outbreaks. Completed custom application developed for employee vaccination attestation.

V. Diversity, Equity, Inclusion & Workforce Development


Goal #14: Foster and Sustain an Excellent Workforce		
Objective	FY2025	Highlights/ Progress Updates
<p>A. Prioritize Succession Planning in anticipation of critical retirements over the next five years.</p>	<p>→</p>	<ul style="list-style-type: none"> • Staff continue to identify and implement succession planning initiatives including training programs, leadership and mentoring programs, career path development, and expedited replacement hiring processes in advance of critical retirements. • The comprehensive exit procedure developed in FY19 for use when employees leave the MWRA, (documenting knowledge and information on projects, contacts, file locations etc.) continues to be implemented and updated. • Staff negotiated a number of recruitment and retention programs with affected unions, including class recruitment rates and sign-on bonuses for certain critical positions, development of entry-level positions and career ladder tracks, and employee referral fees. • In FY25, the Authority established a working group of non-union managers to prioritize succession planning across the Authority, with a focus towards identifying and addressing learning and development gaps.
<p>B. Provide effective training necessary for employees to obtain and maintain required licenses and certifications to ensure a highly skilled workforce.</p>	<p>→</p>	<ul style="list-style-type: none"> • Wastewater and Water license prep courses as well as collection system certification classes provided at least twice per year on a virtual platform, or at approved vendor locations. Additional classes were brought to Deer Island for Water Distribution exam prep and Wastewater exam prep. • Employees may be sent to approved vendor locations throughout the year for prep training to obtain Water Distribution or Treatment licenses. Virtual, in-person, and hybrid classes are regularly offered to ensure employees meet continuing education requirements for license renewals and required training credit hours.

		<ul style="list-style-type: none"> • Training staff worked to redesign all in-house training to a virtual format in response to COVID-19. Post pandemic training remains a combination of on-line and in-person training.
<p>C. Continue MWRA’s in-house job shadowing, career development training programs and explore a pilot program for job rotation of certain titles.</p>		<ul style="list-style-type: none"> • Continued the on-the-job training programs on an as-needed basis. DITP continued with its M&O shadowing program. This has been an on-going program for several years. • Continue to offer development programs several times per year. Developed an advanced supervisory development training to build on existing curriculum. • Continued to partner with Core Consulting through NACWA to continue a formal MWRA Mentoring program established in FY23. • Continued the DITP Instrumentation shadow program developed in FY24. Staff participating in the program are required to complete 24 modules of an Electronic Technician course and work with experienced Instrument staff for a period of one year. This allows them to meet all the requirements to apply for an Instrument Specialist position. • Negotiated a pilot program that provides on-the-job training to become OMC Laborers. • Negotiated creation of entry-level Operator-in-Training positions and career ladder tracks for water and wastewater operations staff.
<p>D. Continue to improve MWRA’s teleworking capabilities and productivity incorporating lessons learned during the COVID-19 pandemic.</p>		<ul style="list-style-type: none"> • MWRA implemented a formal Telework Policy following the COVID-19 pandemic that includes a new performance evaluation process to ensure productivity while teleworking. Staff continue to review and modify the Policy as needed.
<p>E. Institute programs with a focus on professional and leadership development.</p>		<ul style="list-style-type: none"> • Since 2020, MWRA annually enrolls up to five employees to participate in the CORE Emerging Leaders training offered through NACWA.

F. Expand intern initiative.		<ul style="list-style-type: none"> Continued the summer intern program in 2025. In summer 2025, the MWRA employed 21 interns.
G. Continue to ensure compliance with new state and federal regulations and labor.	→	<ul style="list-style-type: none"> Staff finalized review of pay disparity for non-union managers as required by the Massachusetts Equal Pay Act. A review of bargaining unit positions was completed in FY23 and a new review will begin in FY26 The Massachusetts paid family and medical leave benefits began in 2021. Staff process claims, as needed, and, where applicable, run such leave concurrent with FMLA leave benefits. MWRA continues to meet ongoing notice requirements relative to maximum benefit allowances and employee contribution rates. Staff review all reasonable accommodation requests consistent with post-COVID changes in federal and state law.
Goal #15: Foster a diverse and inclusive workplace.		
Objective	FY2025	Highlights/ Progress Updates
A. Cultivate a safe work environment for all employees that is free from harassment and encourages respect.	→	<ul style="list-style-type: none"> Staff began work on a procurement for Harassment Prevention Training in FY25. Staff continue to investigate complaints of harassment and discrimination and take appropriate corrective measures in the event of violations.
B. Provide training to all employees on diversity, inclusion, equity, respect, and harassment prevention in the workplace.	→	<ul style="list-style-type: none"> Continued to implement the DE&I strategy that includes the addition of off-year training on unconscious bias and respect in the workplace.
C. Continue MWRA's efforts to develop new recruitment and retention strategies to foster diversity, including traditionally underrepresented categories, people with disabilities, and veterans.	→	<ul style="list-style-type: none"> A variety of job fairs, such as Diversity Career Fair, Recruit Military and College Job Fairs, were attended by staff, including Mass Maritime, Merrimack College, Salem State, Boston University STEM Fair, Worcester Polytechnic Institute, and the Environmental, Energy and Engineering Career Fair sponsored by Environmental Business Council of New England. In addition to increasing access to diverse pools of candidates, staff continue to promote MWRA as an organization with

		<p>excellent benefits and employee relations through social media. Beginning in FY23, MWRA has utilized LinkedIn and other professional associations and websites to expand networking</p> <ul style="list-style-type: none">• Staff continue to conduct outreach and foster networking partnerships with Mass Hire Central Mass, Mass Hire City of Cambridge and Mass Hire Boston Workforce Development Program. Staff attended events hosted by Veteran Voice Network.• In FY24, MWRA partnered with the City of Boston in connection with a city climate workforce grant program aimed at placing city residents in green jobs. In FY25, the Greater Boston Climate Resilience Jobs Alliance held its kick-off meeting. Staff met with job seekers receiving training through the Alliance program to discuss job opportunities at the MWRA.• Continued the use of The Local Job Network, a web-based recruiting site where entry, mid-level and senior level positions are posted to expand outreach to diverse protected classes. Continued utilizing Handshake to post job openings on college and professional association job boards.• Continued to add to the existing 258 recruitment sources for minorities, women, individuals with disabilities, and veterans in addition to its existing 53 recruitment sources identified in the Affirmative Action Plan.• Hired 90 new employees in FY25, including 23 (25%) females and 24 (26%) minorities.• Promoted 107 employees in FY25, including 25 (26%) females and 19 (20%) minorities.• Staff continue to engage with Vocational Technical Schools, through the EPC Employer Partnership Committee, whose goal is to provide high school, college, and university students with information about career opportunities in the Water and Wastewater sector. As part of the Deer Island Tour
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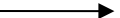
		Program, MWRA employees participate in a Q/A panel discussion to assist students in making informed career decisions.
D. Develop leadership skills at every level to increase opportunities for staff advancement and ownership.	→	<ul style="list-style-type: none"> Implemented a formal MWRA Mentoring program with Core Consulting through NACWA for the third year in a row during FY25.
E. Pursue an inclusive leadership approach that considers innovation and diverse points of view to respond to the evolving needs of the Authority.	→	<ul style="list-style-type: none"> The MWRA DEI Committee continues to encourage staff to participate on its committee and subcommittees. To foster a sense of community and celebration of diversity, MWRA hosts an external speaker series to introduce staff to a variety of inspirational and informative speakers. Continued the MWRA internal speaker series to allow MWRA staff to highlight important MWRA projects and work to give staff a more wholistic view of MWRA's mission critical work. This series also introduces staff to other MWRA employees that they might not otherwise interact with at work. Established guidance and an application for voluntary Employee Resource Groups (ERGs) to expand workforce inclusion.
F. Create and maintain a work group whose mission is to improve diversity, inclusion, equity and respect in the workplace. Implement workgroup recommendations with measurable goals.	→	<ul style="list-style-type: none"> The DEI Committee was established in 2020 to advance MWRA's goal of maintaining a diverse workforce that is reflective of MWRA's ratepayers, an inclusive workplace, and an engaged workforce Progress in FY25 towards achieving our goals include the following: Staff continue to celebrate and embrace the diversity of our staff and regularly update the internal (intranet) webpages with messages that illustrate our commitment to DEI in our workforce. Additionally, staff continue to engage in activities during awareness month(s)/day(s) for a specific group, culture, or cause including hosting Heritage and Cultural Month potluck and celebrating National Disability Employment Awareness Month.


		<ul style="list-style-type: none"> • During the new hire orientation for FY25, we highlighted the organization's inclusive culture, its support of voluntary self-identification, and how employees can request reasonable accommodations. • Staff continued to celebrate a variety of events, including the annual Veterans Day ceremony and luncheon, and the LGBTQ+ Pride walk/luncheon, which was held in conjunction with Caribbean Heritage Month and Juneteenth.
<p>G. Implement an Environmental Justice Strategy (EJ) which outlines MWRA's actions and visions for promoting EJ considerations across MWRA's programs, policies and activities in order to ensure services are delivered equitably across our service area.</p>		<ul style="list-style-type: none"> • The Executive Office of Energy & Environmental Affairs (EEA) 2017 Environmental Justice Policy (EJ) has directed all EEA agencies to develop their own EJ Strategies. The MWRA is committed to this mission articulated in Article 97 of the Massachusetts Constitution for all residents of the Commonwealth and has joined the EEA's Environmental Justice (EJ) Task Force. • An Environmental Justice Community Liaison position was created and filled in FY24 to assist in implementing MWRA's EJ strategies including monitoring changes to the demographics or language needs of residents in MWRA's service area, providing support to staff requesting assistance for translation or interpretation needs, providing staff training, and monitoring the effectiveness of the EJ Plan. • In February 2024, Massachusetts unveiled its first EJ Strategy developed as directed under the Secretariat-wide EJ initiative. • Progress on the following objectives were made in FY25: <ul style="list-style-type: none"> ○ MWRA continues to translate all construction/public notices within EJ communities to enable meaningful communication and access to information on MWRA's services, programs, activities and materials for all residents in MWRA's service area with limited English proficiency.

		<ul style="list-style-type: none"> ○ Continued the MWRA lunchtime speaker series, with guest speakers discussing a variety of topics. Film Documentarian Larry Hott; Former State Senator Linda Dorcena Forry; the Massachusetts Women’s History Center; the Mystic River Watershed Association and the NPS Boston African American National History Site were among the speakers. ○ Translated MWRA’s <u>Dwayne the Storm Drain</u> Coloring book into seven languages, available digitally, for use by educators. ○ Continued to Promote Public Awareness of CSOs and SSOs. MWRA is using Google Translate to translate all notifications into 14 identified languages, and issues notices through email and text via Everbridge. ○ MWRA created signage for CSOs in public access areas that include warnings about health risks. ○ Language interpretation services were offered at all Updated CSO Control Plan public meetings. ○ The MWRA continues to update the public-facing EJ web page. There are a number of resources available on this new page, including links to other MWRA web pages, such as summaries of construction projects, job postings, CSO and SSO notifications.
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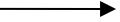
Goal #16: Ensure a safe and healthful work place for all employees, contractors and visitors free of recognized hazards

Objective	FY2025	Highlights/ Progress Updates
<p>A. Continue to identify hazards and assess associated risks. Provide training on programs and procedures to prevent or control incidents and ensure employee safety.</p>		<ul style="list-style-type: none"> ● Continued to develop the Occupational Health and Safety Department including program and policy review and development, facility audits and by participating in training classes. Expanding use of safety software to aid in reducing workplace injuries and preparing Occupational Safety and Health Administration (OSHA) regulatory reports.

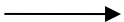

		<ul style="list-style-type: none"> • Successfully launched the Safety Data Sheets search system online. • Instituted monthly Safety Committee meetings at Southborough, Chelsea Facility, and Deer Island. • Established consistent practices of Toolbox Talks across the MWRA’s staffing regions. • Continued to develop and identify safety training for employees. Utilize leading and lagging safety metrics to identify areas of concern to address through training or hazard mitigation strategies. • Continued to improve safety culture through communication and leading by example. • Continued to assess the risks associated with tasks and provide the appropriate training, procedures and equipment to eliminate the risks. Worked with training department to secure safety training that will address identified safety concerns.
<p>B. Continue to review and implement best safety practices during the COVID-19 pandemic to protect the safety of all employees and ensure continuity of critical services.</p> <p>COMPLETED</p>		<ul style="list-style-type: none"> • Discontinued many COVID protocols consistent with the end of the COVID emergency declaration. Continue to follow guidance on isolation and quarantine. Continue to stock COVID tests and masks for use if necessary.
<p>C. Maintain compliance with Massachusetts Occupational Safety and Health for State Workers regulation (454 CMR 25.00) by meeting the requirements set forth under the Occupational Safety and Health Act of 1970.</p>		<ul style="list-style-type: none"> • Safety and training staff continue certificate training in safety disciplines, which improves the overall safety knowledge of the Authority as it relates to OSHA regulations. • Expanded the use of the Safety Reports application to include safety observations and job safety analysis. This expansion now allows in addition to performing formal OSHA inspections of facilities, to conduct walk-through observations on a frequent basis to identify hazards and track them efficiently. Staff can create reports of findings and provide them to stakeholders.

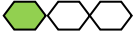


<p>D. Maintain records concerning occupational injuries, illnesses, deaths, and exposure to toxic materials in compliance with regulations.</p>		<ul style="list-style-type: none">• All injuries are reported to the Safety Department and reviewed per OSHA recordkeeping regulations to determine if the injury is recorded. Injuries that meet the recordkeeping requirements are recorded on the OSHA 300 and 300A log. Injured employees complete the OSHA 301 form at the time of injury.
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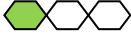

VI. Environmental Sustainability

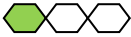
Goal #17: Continue to maximize energy efficiency of MWRA operations, renewable energy production, and revenue generation opportunities using MWRA's energy assets.		
Objective	FY2025	Highlights/ Progress Updates
<p>A. Assist the Commonwealth in meeting its Greenhouse Reductions Goals set forth in the Global Warming Solutions Act and various related climate policies and executive orders.</p>		<ul style="list-style-type: none"> MWRA continues to reduce its greenhouse gas (GHG) emissions through continued implementation of energy efficiency projects, electrification, use of renewable energy generation, and low or no emission technologies, such as electric vehicles and battery powered landscaping equipment. Between 2006 and 2024, MWRA has reduced GHG emissions by about 39 percent, exceeding a state target of 33 percent by 2025. Staff continue to follow Executive Order 594, "Decarbonizing and Minimizing Environmental Impacts of State Government" signed Earth Day 2021 – which provides goals and guidelines to reduce fossil fuel use. MWRA has already met the 2025 goals of 33 percent reductions in GHG emissions. Staff compile annual inventory of GHG emissions and estimate emissions reductions from energy/efficiency projects. Written updates are made available semi-annually on MWRA.com
<p>B. Continue to conduct energy audits at all facilities as needed.</p>		<ul style="list-style-type: none"> Conducted seven new energy audits in FY25, focusing on replacement of fossil fuel heating systems with heat pumps, building weatherization and remaining lighting opportunities. Staff engaged with the U.S. Department of Energy's On-Site Technical Assistance Program (TAP) to conduct a comprehensive energy assessment at Clinton Treatment Plant including a review of CHP and wastewater energy recovery. The preliminary report is expected in the second quarter of FY26. Completed lighting project at six buildings at Deer Island in FY25. Deer Island Electrical

		staff also continue work on scope development for the replacement of a facility-wide lighting control system.
C. Optimize processes to save energy.	→	<ul style="list-style-type: none"> • Work continues on identifying operational processes that can be optimized to save energy.
D. Continue to incorporate cost efficient energy efficiency, non-fossil fuel heating, electric vehicle (EV) charging capabilities, and renewable energy projects into new construction, rehabilitation projects, and equipment replacement.	→	<ul style="list-style-type: none"> • Hayes Pumping Station rehabilitation project contains several energy efficiency elements including HVAC, odor control and pump upgrades, installation of a new air handling unit and exhaust fans with variable frequency drives that will reduce motor speed when the building is unoccupied, installation of new LED lighting fixtures, and the installation of a heat pump to reduce the facility's use of diesel fuel for heating. Construction contract 7375 was awarded at the October 23, 2024 Board of Directors meeting with an NTP date of December 2025. Construction is expected to begin in late CY2025, with substantial completion scheduled for December 2027 • Braintree-Weymouth Pump Station improvements construction NTP was issued in September 2022. This project includes several energy efficiency components including jockey pumps for increased pumping efficiency, ventilation setbacks, and LED lighting. Construction was substantially complete in March 2025.
E. Continue to invest in new stand-alone renewable energy projects at MWRA facilities.	→	<ul style="list-style-type: none"> • Staff continued work on planning for a 1-2 MW solar canopy and various roofs at Deer Island. Preliminary project siting and proposal development started in FY25. • Staff continued work on planning for solar arrays over underground water storage tanks. Preliminary approvals have been given by MassDEP. Legislation for approval to utilize Norumbega Covered Storage for solar was approved in FY25. • Design work was completed for replacement of the failed wind turbine on Deer Island and the construction project will be bid in FY26.

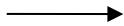
<p>F. Continue to maximize revenue from generation assets including additional Demand Response opportunities.</p>		<ul style="list-style-type: none"> • FOD hydro assets were operated to maximize the generation potential of each asset depending on operational constraints. • Charlestown wind maintained its normal operations. • Deer Island and the Carroll Water Treatment Plant used backup generators in FY25 in order to: Participate in Independent Systems Operator – New England (ISO-NE) Demand Response programs, cutting load when dispatched, with Deer Island expected to earn \$787,000 and Carroll expected to earn approximately \$50,000 in FY25; and, to reduce load during ISO-NE system –side one-hour annual peak to avoid installed capacity charges of over \$500,000 million per year. As of the summer of 2023, neither Carroll nor DITP can use diesel generators to participate in the Eversource Connected Solutions Program, as fossil-fueled generation is no longer eligible. However, DITP has deferred Cryo operation to curtail 2 MW of power demand during these events, with expected FY25 revenue of \$184,000. • Staff applied for and received grant funding from the Mass. Clean Energy Center for an assessment of the hydro turbines at Deer Island project. The feasibility study, which will look at replacing or refurbishing the existing two 1.1 MW hydro turbine to optimize their generation, began in FY25 with completion scheduled for early FY26.
<p>G. Take full advantage of utility energy efficiency rebate opportunities and pursue available federal and state grant money.</p>		<ul style="list-style-type: none"> • Staff continue to work with National Grid and Eversource to update the existing Memorandum of Understandings (MOUs). The MOUs are non-binding, but commit MWRA to continue to implement energy efficiency projects, while obtaining a higher than typical incentive amount from the utilities. • Participating in an Eversource Demand Reduction project that utilizes battery storage technology to reduce electricity demand costs at Brattle Ct. Pumping Station



		<p>and the Chelsea Admin. Building in which Eversource provided the batteries at no cost to the MWRA. Batteries began operating in February/March of CY21. Savings generated both by demand reductions as well as enrollment in the Eversource Targeted Demand Dispatch program (in which batteries are discharged at peak load times) totaled approximately \$62,800 in FY25.</p> <ul style="list-style-type: none"> • MWRA received funding of \$169,586 from DOER’s Leading by Example program for the purchase and installation of EV charging equipment and related infrastructure for the Southborough facility. • MWRA received funding of \$15,000 from the MOR-EV program for two Chevy Silverados. • The installation at the Chelsea Facility of 15 dual port level II smart chargers and five DC Fast smart chargers under Eversource’s EV Make Ready program was substantially completed in FY25 with equipment expected to be operational in the second quarter of FY26.
<p>H. Incorporate employee education on energy efficiency in MWRA training outlets, e.g. tool box talks and HR training classes.</p>		<ul style="list-style-type: none"> • Staff developed and provided a tool box talk for all staff as part of the speaker series.
<p>I. Design new combined heat and power equipment to take advantage of the higher power and thermal efficiencies of new equipment, maximizing the production of additional electric power for on-site use at Deer Island as well as cost savings while reducing maintenance spending on aging equipment.</p>		<ul style="list-style-type: none"> • A project to evaluate DITP’s comprehensive energy programs relative to Heat and Power was completed in FY21. Staff bid out a combined heat and power design project in FY24 and awarded the design contract in July 2024. Design work began in FY25.
<p>J. Evaluate and implement, where feasible, combined heat and power technology in plant operations to improve energy efficiency (e.g. pellet plant, Clinton).</p> <p style="text-align: center;">COMPLETE</p>		<ul style="list-style-type: none"> • Staff completed Combined Heat and Power (CHP) evaluations for the Pellet Plant and Clinton Treatment Plants. Currently these technologies are not recommended for these facilities given unfavorable life cycle cost analyses.




<p>K. Continue to develop the battery storage projects and work with the utility and its contractor to optimize demand savings. Evaluate opportunities for future battery storage projects.</p>		<ul style="list-style-type: none"> MWRA received a \$150,000 grant from the Leading by Example Program under Massachusetts Dept. of Energy Resources for a large-scale battery energy storage assessment (BESS) at Deer Island and have received preliminary verbal approval pending an award of a contract. The contract for this work was awarded in FY25 and is expected to be completed in early FY26.
<p>L. Explore community solar opportunities that will stimulate large-scale remote solar installations and save money on MWRA's electric bills. COMPLETE</p>		<ul style="list-style-type: none"> Staff investigated the possibility of MWRA's participation in community solar and after much discussion determined that at this time, MWRA is best positioned to prioritize on developing its own solar arrays though may be interested in community solar or other opportunities to support large-scale renewable energy.
<p>M. Expand our fleet of electric vehicles and charging stations.</p>		<ul style="list-style-type: none"> In FY25, staff purchased five electric Chevy Equinox and two Chevy Silverado pickup trucks. There are currently 35 alternative fuel vehicles in MWRA's fleet. Eversource approved MWRA's Chelsea, Southborough and Deer Island applications to its EV Make Ready program that would provide MWRA with electric vehicle charging infrastructure. Work on the Chelsea infrastructure was substantially complete in FY25 and is expected to be operational in the 2nd quarter of FY26. However, EV Make Ready funding is no longer available for Southborough and Deer Island. Staff received a grant from MA DOER Lead by Example program in the Spring of CY25 for the full project costs for Southborough. Staff will be reviewing options for funding and procurement of charging infrastructure for Deer Island in FY26.
<p>N. Explore a new MWRA-wide building/plant information management system that includes a comprehensive energy management system.</p>		<ul style="list-style-type: none"> In FY21, staff began to examine artificial intelligence/machine learning platforms to optimize plant operations and save energy at Deer Island. A system to optimize parts of plant operations at Deer Island was explored and determined to not be cost effective for Deer Island.




		<ul style="list-style-type: none"> For the new CHP installation at Deer Island, which is currently starting detailed design, both a digital twin to monitor and optimize the CHP system operations as well as a microgrid to coordinate the operation of the multiple plant electrical generation sources are to be implemented.
<p>O. Explore and implement building electrification to reduce MWRA’s reliance on fuel oil for heating. NEW</p>		<ul style="list-style-type: none"> Staff have incorporated the requirement to review the feasibility of using heat pumps into the designs of new construction or facility rehabs. MWRA was awarded a grant from MassDEP’s Clean Energy Program to do a pilot installation of heat pumps at two pump stations, one water and one wastewater. This comes after an evaluation was done of these facilities to determine the feasibility of using heat pumps to replace fossil fuel boilers. These projects were bid in FY25, but the scope is being revised and the projects will be re-bid in FY26, due to lack of qualified bidders in the previous procurement. Audits of facilities using fuel oil or with old gas-fired boilers are also being conducted to determine the feasibility of installing heat pumps at these facilities. Upon completion of an audit of the Norumbega Headquarters building, staff are moving forward with electrification to replace the existing fuel oil-fired boiler. This project was completed in FY25.

Goal #18: Continue to monitor climate change research and move forward with plans to reduce impacts of projected sea level rise and storm surge events on MWRA infrastructure.

Objective	FY2025	Highlights/ Progress Updates
<p>A. Continue to incorporate design modifications into facility renovations and maintenance activities to address sea level rise and storm surge.</p>		<ul style="list-style-type: none"> Continued to update flood elevations as the Federal Emergency Management Agency (FEMA) revised its projections. Staff includes these design parameters in all renovation and new construction projects.
<p>B. Plan and install flood protection barriers at water and wastewater sites which fall below expected elevations of flood waters under condition of a FEMA 100-year</p>		<ul style="list-style-type: none"> Flood protection measures have been installed at nearly all facilities vulnerable to sea level rise. Staff have developed SOPs and regularly perform deployment drills.

<p>storm plus 2.5 feet to minimize damage and still provide service.</p>		<ul style="list-style-type: none"> • Flood protection for the MWRA/BWSC jointly owned Union Park CSO/Pump Station is in final planning stage. • Flood protection measures for the Residuals Pellet Plant have been identified and are in the process of being installed. • MWRA utilized new data from the Massachusetts Coastal Flood Risk Model, to update expected flood levels for a 100-year storm in 2030, 2040, and 2050. We will incorporate the new levels, which closely align with the 100-year 2.5 ft of sea level rise standard, in future resiliency efforts. • Continued coordination with Boston on development of Moakley Park adaptation planning so that MWRA's CSO Tunnel vent structure and Columbus Park headworks are protected from sea level rise flooding. MWRA facilities will be protected under the latest plan. • Flood protection was incorporated into the rehabilitation of the Chelsea Headworks that was completed in August 2021. Flood protection is being incorporated in the rehabilitation of the Columbus Park Headworks. As facility rehabilitation projects arise, flood protection will be included if the facility is located in an identified flood zone.
<p>C. Work with State and regional organizations and academic institutions to identify how MWRA's existing long-term environmental data sets can be used to help assess and project impacts of climate change.</p>		<ul style="list-style-type: none"> • Distinguishing climate change impacts from potential effects of MWRA's outfall in Massachusetts Bay, and how to best leverage the long-term environmental monitoring data set, is the subject of discussions internally and with the Outfall Monitoring Science Advisory Panel.
<p>Goal #19: Advance reasonable water system expansion.</p>		
<p>Objective</p>	<p>FY2025</p>	<p>Highlights/ Progress Updates</p>
<p>A. Continue to provide assistance to communities seeking admission to the MWRA's water system or seeking emergency withdrawals.</p>		<ul style="list-style-type: none"> • Provided guidance on the Water System Admission process to prospective communities and developments including: Hopkinton, the Former South Weymouth Naval Air Station, Lynnfield Center Water

		<p>District, Natick, Walpole, Wayland, Wellesley, and Weymouth.</p> <ul style="list-style-type: none"> Completed three system expansion studies, one for the South Shore, one for the Ipswich River Basin Communities, and one for 21 Metro West communities in FY23. Completed a fourth system expansion study for the Quabbin Reservoir Watershed communities.
B. Work with prospective communities to inform them of the benefits of admission.		<ul style="list-style-type: none"> Work continues on this initiative through outreach to communities, watershed groups, and associations and through requests from consultants representing the communities.
C. Work with MWRA's Advisory Board on legislative initiatives to pursue funding for connection assistance for new communities connecting to the water system.		<ul style="list-style-type: none"> In September 2022, the MWRA Board of Directors voted to approve a recommendation by the MWRA Advisory Board to waive the Entrance Fee. To be eligible for the Entrance Fee waiver, new communities seeking admission to MWRA must show that they have water quality issues, water quantity issues, or are unable to meet existing or future demands due to potential economic development opportunities. This waiver only applies to the first 20 million gallons per day of water sold to new communities, and any community wishing to claim the waiver must be approved for admission to MWRA's water system by the MWRA Advisory Board and Board of Directors by the end of December 2027. MWRA staff will continue to work with the MWRA Advisory Board to seek additional sources of funding to cover the infrastructure costs associated with connecting to MWRA's water system.
<p>Goal #20: Continue to recognize the environmental, cultural, historical, and recreational importance of the watershed lands, the aqueduct system, and the unique location on Boston Harbor of the Deer Island Treatment Plant and Nut Island Headworks, to the citizens of the Commonwealth.</p>		
Objective	FY2025	Highlights/ Progress Updates
A. Continue to work cooperatively with DCR and cities and towns to ensure that these lands are		<ul style="list-style-type: none"> Staff have participated in the DCR Land Acquisition Panel (LAP) offering guidance

<p>available for appropriate public access.</p>		<p>since 1995. The MWRA Board has had approval oversight of watershed land purchases under the CIP since FY07. Staff continue to be active in the LAP attending quarterly meetings and offering MWRA viewpoints on land purchases, preservation restrictions and disposition. <i>This update also supports Goal #1, assisting MWRA to maintain drinking water quality.</i> The Executive Director is chairing the Boston Harbor Islands Partnership, a federally sanctioned group that maintains stewardship responsibilities of the Harbor Island National Park.</p>
<p>B. Continue to work with cities and towns to implement the Public Access Initiative on the Wachusett, Weston, Sudbury, and Cochituate Aqueducts.</p> <p>This program creates a partnership between MWRA and communities that host each piece of infrastructure, granting access to applicant communities to use MWRA controlled aqueduct right-of-ways of the Cochituate, Sudbury, Wachusett, and Weston Aqueducts, along with the lands surrounding the Weston and Norumbega distribution reservoirs.</p>		<ul style="list-style-type: none"> • The MWRA Aqueduct Trails Program is an innovative initiative that has opened up new recreational opportunities in communities across Metro West on appropriate MWRA aqueduct infrastructure. • Since 2011, MWRA staff have been working with aqueduct communities to provide technical assistance through the 8(m) permit process and have had great success opening access to these resources for the first time. • To date, MWRA staff have issued many Section 8 (m) Permits as part of the Aqueducts Trails Program authorizing approximately 30 miles of Aqueduct Trails. MWRA estimates that approximately 23 miles are currently open to the public. • MWRA staff have worked with a local historian to develop a web page on the history of the Metropolitan Water System, utilizing historic State archive reports and Digital Commonwealth photos. Website “beforetherwasadam.com” creator won the 2023 New England Water Works Association “Distinguished Public Involvement Award” for this work.
<p>C. Implement construction plans to remove the obsolete Quinapoxet River Dam at Wachusett Reservoir to restore fish migration, natural riverine</p>		<ul style="list-style-type: none"> • Dam removal began in CY2024 and was completed by April 2025. All site restoration work is complete.

hydrology, and climate resilience. Complete		
D. Continue to provide public access to Boston Harbor at Deer and Nut Islands, while ensuring appropriate security for MWRA's operations.	→	<ul style="list-style-type: none"> • MWRA, state and local officials, and fishing advocates cut the ribbon on the new Deer Island Recreational Fishing Pier on June 24, 2021 for its official grand opening. The fishing pier was constructed by the Division of Marine Fisheries (DMF) and the MWRA. MWRA participates in an annual "Reel Fun Fishing Day" at the Piers at Deer Island and Nut Island.

Massachusetts Water Resources Authority

Five Year Strategic Business Plan

FY 2026-2030

Dear Reader,

I am pleased to release the Massachusetts Water Resources Authority's (MWRA) Five Year Strategic Business Plan for fiscal years (FY) 2026-2030. Consistent with MWRA's prior Business Plans, it provides a management tool for identifying and prioritizing the strategic initiatives critical to MWRA's mission. It also provides transparency for our ratepayers and helps to ensure that these initiatives are carried out within the annual capital budget spending limits adopted by the MWRA Board of Directors.

MWRA continues its commitment to the delivery of safe drinking water and environmentally protective wastewater collection and treatment. Many of our strategic priorities are directly derived from these two organizational obligations. Importantly, MWRA will continue its work to address Combined Sewer Overflows (CSOs) in the region by completing an Updated CSO Control Plan. Within the 5 years of this Plan, we will make significant progress on rehabilitation of outdated water and wastewater facilities. During this period we will also complete final design related to the Metropolitan Tunnel Redundancy Project and begin construction. This project represents a significant capital investment that continues our commitment to the secure provision of water to Boston and other member communities. Succession planning in the wake of retirements and continuing to maximize energy efficiency in our operations will also be priorities.

In sum, the Strategic Business Plan for FY2026-2030 provides the framework for MWRA staff to manage and measure progress towards achieving system priorities. We hope that you find this document helpful.

Sincerely,

Frederick A. Laskey

Executive Director

Introduction

Massachusetts's Water Resources Authority's (MWRA) Five Year Strategic Business Plan for fiscal years (FY) 2026-2030 provides a management tool for identifying and prioritizing the strategic initiatives critical to MWRA's mission. It ensures staff are all working toward the same goals and objectives in an ever changing environment while allowing staff to track progress and identify new issues as they arise. It also provides transparency for our ratepayers and helps to ensure these initiatives are carried out within the annual capital budget spending limits adopted by the MWRA Board of Directors.

MWRA was established 40 years ago to operate and modernize water and wastewater systems serving approximately 3.1 million people in 61 cities and towns in eastern Massachusetts. While the systems have been significantly upgraded and rehabilitated over the past 40 years, work remains to be done to complete system upgrades and to ensure that facilities are properly maintained on an ongoing basis. This will enable MWRA to meet changing conditions, such as new regulatory requirements and the effects of climate change.

The Business Plan provides the framework for MWRA staff to manage and measure progress towards achieving system priorities; grouping goals and initiatives by the following strategic priorities.

- I. Drinking Water Quality and System Performance
- II. Wastewater Management and System Performance
- III. Infrastructure Management and Resilience
- IV. Finance and Systems Management
- V. Diversity, Equity, Inclusion and Workforce Development
- VI. Environmental Sustainability

Links throughout this document provide additional context and more detailed information on specific projects, ongoing reporting on routine maintenance initiatives, information on capital budgets and master planning efforts, and compliance with regulatory requirements.

MWRA's partnership with the cities and towns within our service area is critical to ensuring the continued delivery of safe water and the transport of wastewater. MWRA continues to provide financial assistance in the form of grants and loans to assist member communities in maintaining and upgrading their local systems. MWRA employs robust financial management policies, procedures, and systems to ensure both accountability and transparency to our ratepayers and cost effective resource management over the long-term. MWRA also works diligently to ensure that the organization fosters an inclusive workplace and equal opportunities for advancement to the many staff who make it the outstanding organization it is.

Our Mission

MWRA's mission is the provision of reliable, cost-effective, high quality water and wastewater treatment services, that protects the public health, promotes environmental stewardship, maintains customer confidence and supports a vital economy. Recruiting, developing and retaining a high-performance workforce that reflects our service area and underscores our core principles of diversity, equity and inclusion, enables us to achieve our mission, brings value to our staff and makes us better able to serve the ratepayers.

Guiding Principles

1. Public Accountability & Transparency
2. Cost-Effective Services
3. Collaboration with Internal/External Partners
4. System Resilience
5. Environmental Stewardship
6. Workforce Development
7. Diversity, Equity, and Inclusion

Brief System Overview

MWRA's water system extends from the Quabbin, Ware, and Wachusett watersheds in central Massachusetts to the Boston metropolitan area supplying 200 million gallons per day (MGD) to 55 cities, towns, and water districts. Assets and facilities include roughly 100 miles of transmission system tunnels and aqueducts, another 284 miles of pipelines, treatment facilities, pump stations, and water storage facilities. The Metro Boston Service Area's water supply, is treated at the John J. Carroll Water Treatment Plant (JCWTP) in Marlborough, using ozone and ultraviolet light to provide primary disinfection, with chloramine for secondary disinfection. Alkalinity and pH are adjusted to meet corrosion control targets in the finished water. The Chicopee Valley Aqueduct service area water supply is treated at the William A. Brutsch Water Treatment Facility in Ware, using free chlorine and ultraviolet light to provide primary disinfection of water.

MWRA's Metropolitan Sewerage Service Area system covers 518 square miles in the greater Boston area and serves 43 communities. MWRA's system includes 274 miles of tunnels and interceptors, remote headworks facilities, pump stations and combined sewer overflow (CSO) storage and treatment facilities. The Deer Island Wastewater Treatment Plant has a design average daily flow of 361 million gallons per day (MGD) with a wet weather capacity of 1,270 MGD. MWRA's pelletizing plant ensures beneficial use of the residuals generated at Deer Island. MWRA also operates the Clinton Wastewater Treatment Plant, serving Clinton and Lancaster, which has a design flow of 3.01 MGD and a wet weather capacity of 12 MGD.

Ensuring a safe and reliable source of drinking water to our customers, and wastewater discharges that meet all applicable regulations drives both capital and current expense budget costs.

Strategic Business Plan Approach

Six strategic priorities integral to MWRA's mission have been identified for action during 2026-2030. Under each of these priorities, MWRA has identified goals and initiatives to guide action. The Strategic Business Plan allows MWRA to track progress towards meeting the core (routine, on-going) and special (new, one-time or aspirational) initiatives. Core and/or special initiatives are identified for each Business Priority Area.

Key Strategic Priorities

- I. Drinking Water Quality & System Performance
- II. Wastewater Management & System Performance
- III. Infrastructure Management & System Performance
- IV. Finance & Management Systems
- V. Diversity, Equity, Inclusion & Workforce Development
- VI. Environmental Sustainability

I. Drinking Water Quality & System Performance

Goal	Initiatives
<p>1. Maintain drinking water quality to protect public health, and continue to ensure that MWRA water meets all applicable regulations.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Optimize operation of water treatment facilities to produce high quality, safe drinking water while maximizing water aesthetics (i.e. taste, clarity, and odor). B. Monitor drinking water quality in collaboration with member communities and the Department of Conservation and Recreation (DCR) in order to verify high quality water and provide guidance for operating decisions. C. Ensure reliability of data presented in required regulatory compliance reports. D. Work cooperatively with DCR on various water quality initiatives including chloride, nutrient, algae, organic matter and disinfection byproduct precursor monitoring programs. Jointly develop operational response plans for nuisance and harmful algal blooms, algal toxin detections, and taste and odor events. E. Continue to encourage and support DCR to meet its obligations under its Watershed Protection Plan overseen by the Water Supply Protection Trust and monitor progress toward achieving those obligations. F. Operate the reservoir system to optimize both quality and quantity of water available for water supply purposes and to meet statutory and regulatory requirements for downstream releases. G. Continue water quality monitoring at the Quabbin Reservoir and Wachusett reservoirs by the deployment and operation of a seasonal water quality profiling buoy. Continue routine and automatic data transfers to ensure data are proactively reviewed and managed. H. Maintain database management systems to provide easy access to data and incorporate web-based technologies for reporting near real time water quality metrics. I. Enhance the security of the water supply and watershed system against accidental or intentional threats and hazards. Maintain standard contaminant monitoring response procedures for drinking water reservoirs. J. Maintain water quality sampling from source, treatment and community entry point taps and throughout the distribution system, including monitoring for emerging contaminants. K. Continue to identify and evaluate the impact of different treatment strategies and scenarios on the mitigation of transportation related contaminants into the source water L. Evaluate new water quality monitoring equipment and testing techniques to monitor and maintain high quality water all the way to the ends of the community systems.

	<p>M. Participate with other water utilities nationwide in Water Research Foundation studies, specifically research opportunities.</p> <p>N. Regularly communicate routine coliform and chlorine monitoring data to Water Departments and assist with water quality sampling or training, as needed.</p> <p>Special Initiatives:</p> <p>A. Expanded water quality monitoring to the Quinapoxet basin in Wachusett reservoir by the installation and deployment of a fixed depth buoy. The fixed depth buoy, lightweight and portable, can be relocated to other reservoirs in the future.</p> <p>B. Advocate for responsible and reasonable new and revised state and federal drinking water regulations and provide training and technical support to communities on new regulations.</p> <p>C. Identify treatment strategies to minimize contaminants of concern in MWRA’s source water. Maintain ongoing interdepartmental service agreement with UMass Amherst to perform investigative studies to minimize natural organic matter impacts to MWRA’s water supply.</p> <p>D. Evaluate 2023-2025 sampling data from Unregulated Contaminant Monitoring Rule (UCMR) 5 monitoring and determine implications for long-term planning. Review and comment on proposed UCMR6 list when it is released.</p>
<p>2. Continue to effectively report and communicate water quality information to our customers and public officials.</p>	<p>Core:</p> <p>A. Distribute the federally required annual water quality report, the Consumer Confidence Report (CCR), to all households.</p> <p>B. Maintain and improve water quality and public health information on MWRA’s web page, www.MWRA.com, and through widely distributed weekly and monthly reports.</p> <p>C. MWRA will ensure that all communications and engagement are inclusive and accessible for all members of the communities we serve.</p> <p>Special Initiatives:</p> <p>D. Knowing that future CCRs will be issued biannually, extract, review and update appropriate water quality parameter data throughout the year for MWRA, partial and fully-served communities.</p> <p>E. Assist communities interested in joining MWRA with water quality discussions.</p>
<p>3. Assist member communities to improve local water distribution systems through ongoing financial, technical and operational support programs to maximize long-term water quality benefits.</p>	<p>Core:</p> <p>A. Provide technical and operational support through training, on-call contracts, and targeted assistance, as needed.</p> <p>B. Assist member communities with replacement of all remaining lead service lines by the end of 2032, thereby avoiding the need for future changes to corrosion control treatment of drinking water.</p>

Special Initiatives:

- A. Enhance outreach and technical assistance within the existing Lead Service Line Replacement program to support communities as they respond to the U.S. Environmental Protection Agency's (EPA) revisions to the Lead and Copper Rule.
- B. Finalize results of a pipe rig study regarding the effects of modified corrosion control on remaining lead service lines. Demonstrate preferability of accelerated removal of all remaining lead service lines versus additional corrosion control, as already recommended by outside reviewers.

II. Wastewater Management & System Performance

Goal	Initiatives
<p>4. Meet or surpass environmental compliance standards at MWRA treatment facilities and throughout the wastewater collection system.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Continue to carry out the Pretreatment Program to protect receiving water quality, maximize the beneficial reuse of wastewater residuals, and protect workers and MWRA’s wastewater treatment plants and receiving waters. B. Continue to monitor Deer Island Treatment Plant (DITP) processes to ensure high quality treated effluent optimizing plant performance to ensure all applicable National Pollutant Discharge Elimination System (NPDES) permit limits continue to be attained. C. Continue responsible environmental stewardship through monitoring of the Clinton Advanced Wastewater Treatment Plant processes to ensure high quality treated effluent, optimizing plant performance to ensure protection of the Nashua River Watershed and maintain compliance with applicable NPDES permit limits.
<p>5. Continue to initiate plans and studies to prepare for regulatory changes; identify opportunities to refine monitoring requirements; and improve effluent quality.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Prepare updated Local Limits Studies for Clinton and Deer Island in accordance with EPA guidelines to confirm appropriate discharge limits from industries. B. Continue to review all Ambient Monitoring Plan questions and conduct evaluations to ensure they address MWRA needs and public concerns. https://www.mwra.com/our-environment/water-quality-reports/recent-monitoring-reports C. Continue to closely follow developing permit issues such as the impact of changes in bacterial and nutrient water quality standards, effluent loading limits, emerging contaminants and PFAS regulations, stormwater permitting, endangered species designations and phosphorus and Per- and Polyfluoroalkyl Substances (PFAS) in biosolids. D. Prepare for eventual implementation or revision of the draft NPDES permit for DITP and CSO facilities, issued in 2023. Closely monitor the status of implementation or further revisions in response to MWRA and others’ comments. <p>Special Initiatives:</p> <ul style="list-style-type: none"> A. Develop strategies to address emerging contaminants, (e.g., PFAS and microplastics) as they are identified and frame an approach to respond to the public’s concerns about these contaminants. B. Conduct outreach to communities in MWRA’s Service Area to inform them of the requirements in the 8M Permit program. 8M permits are required for any work located near or within an MWRA easement or property. A targeted area of outreach is ground penetrations for geothermal wells.

	<ul style="list-style-type: none"> C. Assess thresholds for annual nitrogen loading, including evaluating the existing thresholds and the environmental impact of nitrogen, as well as whether these thresholds developed over 20 years ago are valid or should be modified. D. Upon issuance of a renewed NPDES Permit, transition from threshold assessment and evaluation to continued monitoring of nitrogen species. E. Review new waste treatment technologies as they arise to continuously improve treatment performance and efficiency. F. Maintain partnerships to test MWRA’s wastewater effluent stream for Covid-19 and other viral loads and make that information available on our website. Share all testing data with MA Department of Public Health.
<p>6. Move forward with design and construction of major wastewater infrastructure rehabilitation and renewal projects.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Continue to design and implement facility rehabilitation projects for various pump stations, headworks, CSO facilities and the Deer Island Treatment Plant. B. Continue to implement an ongoing program to review, prioritize and accelerate interceptor renewal projects. C. MWRA is committed to developing communications and engagement strategies regarding major design and construction projects that are inclusive and accessible for all members of the communities we serve.
<p>7. Comply with the Water Quality Standards (WQS) Variances for Alewife Brook/Upper Mystic River Basin and Lower Charles River/Charles Basin issued to MWRA and CSO communities for the period of September 1, 2024 to August 31, 2029.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Develop an updated CSO Control Plan together with the Cities of Cambridge and Somerville that outlines a single plan for each Variance Water that describes the level of CSO control, evaluation of costs and water quality benefits of further CSO control. Work toward compliance includes the development of a scope of services, development of a new “typical year,” and close coordination with Cambridge and Somerville in obtaining public and watershed input and developing a unified hydraulic model for each community’s use in analyzing alternatives. B. Comply with the CSO Variances for the Alewife Brook/Upper Mystic River Basin and Lower Charles River/Charles Basin issued to MWRA and CSO communities for the period of September 1, 2024 through August 31, 2029. C. Continue web and subscriber based CSO Public Notification Program, providing notification of a CSO overflow within four hours of the start of the discharge. D. MWRA is committed to developing communications and engagement strategies regarding WQS Variance activities that are inclusive and accessible for all members of the communities we serve. <p>Special Initiatives:</p>

	<p>E. Investigate site specific measures to further reduce CSO discharges where needed to further reduce CSOs.</p>
<p>8. Assist member communities to improve their wastewater collection systems through ongoing technical, financial, and operational support programs.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Provide technical and operational support including TV inspections, fieldwork assistance, or other targeted assistance, as needed. B. Promote and manage MWRA's Inflow/Infiltration Local Financial Assistance Program to facilitate reduced I/I in local community infrastructure.

III. Infrastructure Management & Resilience

Goal	Initiatives
<p>9. Maintain and enhance water and wastewater system assets over the long term at the lowest possible life cycle cost and acceptable risk, consistent with customer, community, and regulatory support service levels.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Continue to ensure proper operations and maintenance of the water and wastewater systems and to minimize system downtime by performing: <ul style="list-style-type: none"> a. Preventative maintenance b. Predictive maintenance c. Corrective maintenance on equipment and linear assets d. Leak surveys of the water system e. Water system valve inspections and exercise f. Wastewater pipelines, structures, water storage tanks, and inverted siphons inspections, and cleaning g. Inspect, maintain, and improve the dams, dikes, and other facilities constituting the infrastructure of the watershed system through ongoing maintenance and an adequate multi-year capital improvement program in order to ensure system reliability and limit potential flood hazards. B. Deliver services equitably across a diverse service area. <p>Special Initiatives:</p> <ul style="list-style-type: none"> C. Continue use of Condition Monitoring for all Water and Wastewater sites. Expand Condition Monitoring techniques to provide earlier indication of asset degradation. D. Conduct an updated benchmarking analysis in order to identify gaps and sustain the goal of maximizing asset protection while potentially identifying new best practices in the industry. E. Continue to research and develop Key Performance Indicators (KPI) to compare our performance internally and against the industry. F. Enhance and monitor water pipeline protection to maximize pipeline lifetime. G. Continue to upgrade and improve upon the Supervisory Control and Data Acquisition (SCADA) and Process Information and Controls System (PICS) hardware and software to meet the current industry standard and to address cyber security concerns.
<p>10. Prepare for catastrophic events and malicious acts that could affect the water and wastewater systems.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Continue to improve and incorporate redundancy and operational flexibility within the water system to ensure uninterrupted service. B. Design and implement projects including those that eliminate or mitigate single points of failure within MWRA's water transmission and distribution system.

- C. Continue to train staff on various potential emergency scenarios and participate in broader Massachusetts Emergency Management Agency (MEMA) and other training exercises.
- D. Work with Departments throughout MWRA to continue to implement a comprehensive security and emergency preparedness plan.
- E. Continue regular assessments of the Cyber Security Defense-in-Depth strategy to leverage advances in technology to mitigate ever-evolving threats

Special Initiatives:

- A. Assess current communication technology and implement communication redundancies where needed within the security network.
- B. Complete Final Design for the Metropolitan Tunnel Redundancy Program and begin construction within the next four years.
- C. Move forward with Wastewater Facility Emergency Response Planning to identify potential measures to minimize disruptions from failures of facilities, including development of a comprehensive Emergency Response Plan for each facility.
- D. Create and implement a predetermined schedule of review for facility risk assessments.
- E. Participate in Resilient Mystic Collaborative (RMC) efforts to address impacts of future sea level rise and storm surge on public infrastructure in the Lower Mystic River.

IV. Finance and Management Systems

Goal	Initiatives
<p>11. Maintain and enhance water and wastewater system assets over the long term at the lowest possible life cycle cost and acceptable risk, consistent with customer, community, and regulatory support service levels.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Continue the long-term strategic budgeting practice to ensure predictable and sustainable sewer and water assessments to our member communities. B. Manage debt and investment portfolios to maximize savings/returns in compliance with all applicable rules and regulations. C. Continue diversification strategy to insulate against overexposure and promote resiliency to changing market conditions. D. Maintain a system of internal controls to best protect the organization’s resources. E. Continue to employ budget and expense control practices to manage expenses. F. Identify and pursue optimization in all aspects of MWRA financial operations. G. Continue to conduct strategic energy procurements. H. Continue to fund the pension fund at the annual required contribution level and to develop strategies to address the growing other Post-Employment Benefits. <p>Special Initiative:</p> <ul style="list-style-type: none"> A. Continue to pilot energy and utility bill management software begun in FY24 to reduce reliance on paper-based energy bill management processes.
<p>12. Maximize renewable energy production and revenue generation opportunities using MWRA’s energy assets.</p>	<ul style="list-style-type: none"> A. Continue to maximize value from generation assets including for load and cost management, as well as additional Demand Response opportunities as they are offered. B. Take full advantage of utility energy efficiency rebate opportunities.
<p>13. Leverage Information Technology to Improve Organizational Effectiveness.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Deliver secure Information Technology (IT) services and solutions efficiently and effectively. B. Provide Information Technology solutions to streamline work processes while ensuring the security and integrity of MWRA data by leveraging the use of existing or emerging technologies. C. Obtain feedback from users on satisfaction levels and desired new services and implement changes accordingly. D. Maintain current technology hardware, software, and network infrastructure. E. Enhance Information Technology workforce capabilities through obtaining relevant and/or required certifications and licenses.

Special Initiatives:

- A. Application Improvement Program - Implement an Application Improvement Program that will continue MWRA's efforts to update and enhance the multitude of applications used in the MWRA to improve efficiencies of business processes, mobile devices, and effectiveness of staff.
 - 1. Upgrade and enhance MWRA's major applications, leveraging out of the box functionality while striving to eliminate customizations by adopting industry standards.
 - 2. Develop a single, Authority-wide business intelligence platform that can pull data from various sources and provide staff with customizable dashboards to view, report, and make decisions based on that data.
 - 3. Implement a system that will provide Data Governance, Data Compliance, and Data Security, which will assist MWRA to discover, classify, protect, and manage their data across various environments, including cloud, on-premises, and endpoints.
- B. Infrastructure Improvement Program – Execute a Technology Infrastructure Improvement Program that will assess and implement consolidated and optimized versions of MWRA's core IT infrastructure elements.
 - 1. Update and maintain servers and other infrastructure elements to ensure compliance with the most up-to-date security protocols.
 - 2. Evaluate possible uses for Artificial Intelligence (AI) and Machine Learning technology to assist the MWRA in addressing computational and process issues.
- C. Security Improvement Program – Enhance cyber security through targeted application and infrastructure improvements.
 - 1. Develop, implement, and test a Business Continuity/Disaster Recovery Plan for MWRA's IT systems to better prepare for potential IT related interruptions.
- D. Technology Management Program – Improve the IT organization and the oversight processes for selecting, implementing and operating IT solutions throughout the MWRA.
 - 1. Assess Project Portfolio Management tools within Microsoft 365 and develop applications and/or business processes to assist the Project Management Office with overall department project oversight.

V. Diversity, Equity, Inclusion & Workforce Development

Goal	Initiatives
<p>14. Foster and Sustain a High Performing Workforce.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Prioritize Succession Planning in anticipation of critical retirements over the next five years and to minimize disruption to operations in the short term. B. Continue MWRA’s in-house Job Shadowing, career development training programs and the mentoring program begun in 2023. C. Provide effective training necessary for employees to obtain and maintain required licenses and certifications to ensure a highly skilled workforce. D. Expand training to include management development initiatives designed to prepare staff to grow into managerial roles. E. Continue to develop and offer programs with a focus on professional and leadership development. <p>Special Initiatives:</p> <ul style="list-style-type: none"> A. Expand co-op and “in-training” positions initiatives.
<p>15. Foster a diverse and inclusive workplace.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Cultivate a safe work environment for all employees that is free from harassment and encourages respect. B. Provide training to all employees on diversity, inclusion, equity, respect, and harassment prevention in the workplace. C. Continue MWRA’s efforts to develop new recruitment and retention strategies to foster diversity, including traditionally underrepresented categories, people-term with disabilities, and veterans. D. Develop leadership skills at every level to increase opportunities for staff advancement and ownership. E. Continue to facilitate the Diversity, Equity, and Inclusion working group and implement its recommendations with measurable goals. <p>Special Initiatives:</p> <ul style="list-style-type: none"> A. Encourage and facilitate establishment of Employee Resource Groups.
<p>16. Ensure a safe and healthful workplace for all employees, contractors and visitors, free of recognized hazards.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Ensure adherence to the regulations outlined in Massachusetts Department of Labor Standards 454 CMR 25.00: Occupational Safety and Health for public sector employees, aligning with the Occupational Safety and Health Act (OSHA) of 1970.

	<ul style="list-style-type: none"> B. Maintain records and conduct investigations concerning occupational injuries, illnesses, fatalities, and exposure to hazardous substances in accordance with applicable regulations. C. Maintain OSHA Form 300A, 300, and 301, and submit annually to the Bureau of Labor Statistics (BLS), which involves OSHA injury and illness data to the Survey of Occupational Injuries and Illnesses (SOII). D. Inspect and document all facilities and work sites for recognized hazards and recommend improvements to ensure compliance with applicable regulations. E. Maintain life safety systems, including fire extinguishers, Automated External Defibrillators (AEDs), and first aid supplies. Additionally, prepare and sustain inventories and Safety Data Sheets for all chemicals across all facilities.
<p>17. Support businesses in and around MWRA’s member communities by making MWRA procurement and contracting opportunities accessible to all potential qualified vendors or firms</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Ensure equitable access to contract opportunities for firms, including minority business enterprises (MBE) and women business enterprises (WBE). <p>Special Initiatives:</p> <ul style="list-style-type: none"> A. Continue to attend networking events with diverse contractors and vendors to encourage participation in MWRA procurement and contracts. B. Provide information and resources to contractors and vendors to learn how to do business with the MWRA, including seminars, training, and development of frequently asked questions worksheets. C. Procure services for a new Availability/Disparity Study.

VI. Environmental Sustainability

Goal	Initiatives
<p>18. Maximize energy efficiency of MWRA operations and continue to embed carbon reduction into MWRA operations and facility construction projects.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Assist the Commonwealth in meeting its greenhouse gas (GHG) reduction goals set forth in the Global Warming Solutions Act. Compile regular estimates of GHGs from MWRA’s operations. B. Continue to conduct energy and decarbonization audits at all facilities as needed. C. Optimize water and wastewater processes to save energy. D. Continue to incorporate cost-effective energy efficiency, non-fossil fuel heating, EV charging capabilities and renewable energy projects into new construction, rehabilitation projects, and equipment replacement, where feasible. E. Continue to invest in new renewable energy projects at MWRA facilities. F. Implement building electrification to reduce MWRA’s reliance on more carbon intensive fuels, such as fuel oil and natural gas for heating. <p>Special Initiatives:</p> <ul style="list-style-type: none"> A. Construct new combined heat and power equipment to take advantage of the higher power and thermal efficiencies of new equipment, maximizing the production of additional electric power for on-site use at Deer Island as well as cost savings while reducing maintenance spending on aging equipment. B. Continue to develop the battery storage projects and work with the utility and its contractor to optimize demand savings. Evaluate opportunities for future battery storage projects. C. Expand our fleet of electric vehicles and charging stations, and continue to purchase high efficiency vehicles, and incorporate anti-idling technology in the vehicles we purchase. D. Evaluate standardization of MWRA building/plant information management systems, including a comprehensive energy management system.
<p>19. Continue to monitor climate change research and move forward with plans to reduce impacts of projected sea level rise and storm surge events on MWRA infrastructure.</p>	<p>Core:</p> <ul style="list-style-type: none"> A. Incorporate projections of future sea level rise and storm surge into design specifications for regular facility rehabilitations and maintenance activities. B. Install flood protection barriers at facilities which fall below expected elevations of flood waters under condition of a FEMA 100-year storm plus 2 ½ feet to minimize damage and still provide service. Incorporate new data providing site

	<p>specific elevations into design standards during scheduled facility rehabilitation projects.</p> <p>Special Initiatives:</p> <p>A. Work with State and regional organizations and academic institutions to identify how MWRA’s existing long-term environmental data sets can be used to help assess and project impacts of climate change.</p>
<p>20. Advance reasonable water system expansion.</p>	<p>Core:</p> <p>A. Continue to provide assistance to communities seeking admission to the MWRA’s water system or seeking emergency withdrawals.</p> <p>B. Work with prospective communities to inform them of the benefits of admission.</p>
<p>21. Continue to recognize the environmental, cultural, historical, and recreational importance of the watershed lands, the aqueduct system, and the unique location on Boston Harbor of the Deer Island Treatment Plant and Nut Island Headworks, to the citizens of the Commonwealth.</p>	<p>Core:</p> <p>A. Continue to work cooperatively with DCR and cities and towns to ensure that these lands are available for appropriate public access.</p> <p>B. Continue to work with cities and towns to implement the Public Access Initiative on the Wachusett, Weston, Sudbury, and Cochituate Aqueducts.</p> <p>C. Continue to provide public access to Boston Harbor at Deer and Nut Islands, while ensuring appropriate security for MWRA’s operations.</p> <p>D. Continue implementation of MWRA’s Environmental Justice (EJ) Strategy, which outlines actions to promote EJ considerations across all programs, policies and activities.</p>

STAFF SUMMARY



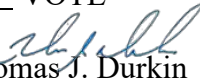
TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: January 14, 2026
SUBJECT: FY26 Financial Update and Summary through December

COMMITTEE: Administration, Finance & Audit

X INFORMATION

 VOTE

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


Thomas J. Durkin
Director, Finance

RECOMMENDATION:

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

DISCUSSION:

The total Year-to-Date variance for the FY26 CEB is \$11.8 million, due to lower direct expenses of 3.4% or \$5.3 million, indirect expenses of 5.0% or \$2.4 million, and debt service costs of 0.8% or \$1.7 million, and higher revenue of 0.5% or \$2.4 million.

FY26 Current Expense Budget

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

- Lower Direct Expenses of 3.4% or \$5.3 million under budget. Spending was lower for Wages & Salaries, Fringe Benefits, Other Services, Chemicals, Training & Meetings, and Overtime. Spending was higher than budget for Utilities, Maintenance, Professional Services, Workers' Compensation, and Other Materials.
- Lower Indirect Expenses of 5.0% or \$2.4 million under budget due primarily to lower Watershed reimbursements.
- Lower Debt Service expenses of 0.8% or \$1.7 million was a result of lower than projected variable interest expense.
- Revenue was 0.5% or \$2.4 million over the estimate driven by Investment Income of \$1.6 million due to higher than budgeted interest rates and Other Revenue of \$0.7 million driven by favorable Energy Revenue.

**FY26 Budget and FY26 Actual Variance by Expenditure Category
(In millions)**

	FY26 Budget	FY26 Actual	\$ Variance	% Variance
Direct Expenses	\$156.8	\$151.5	-\$5.3	-3.4%
Indirect Expenses	\$47.4	\$45.0	-\$2.4	-5.0%
Capital Financing	\$212.0	\$210.3	-\$1.7	-0.8%
Total	\$416.3	\$406.8	-\$9.4	-2.3%

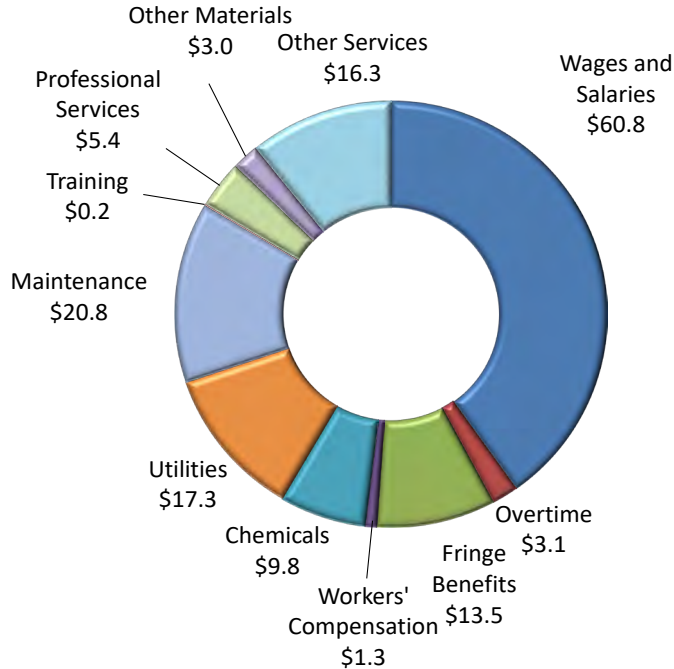
Totals may not add due to rounding

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

Direct Expenses

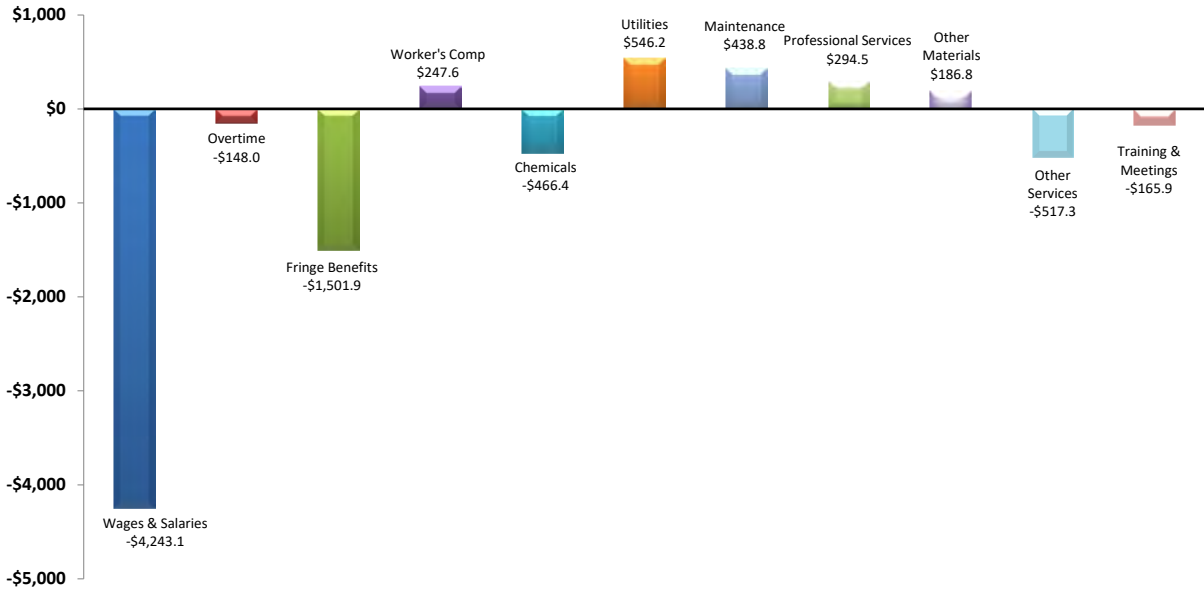
FY26 direct expenses through December totaled \$151.5 million, which was \$5.3 million or 3.4% less than budgeted.

**FY26 Direct Expenses
(in millions)**



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

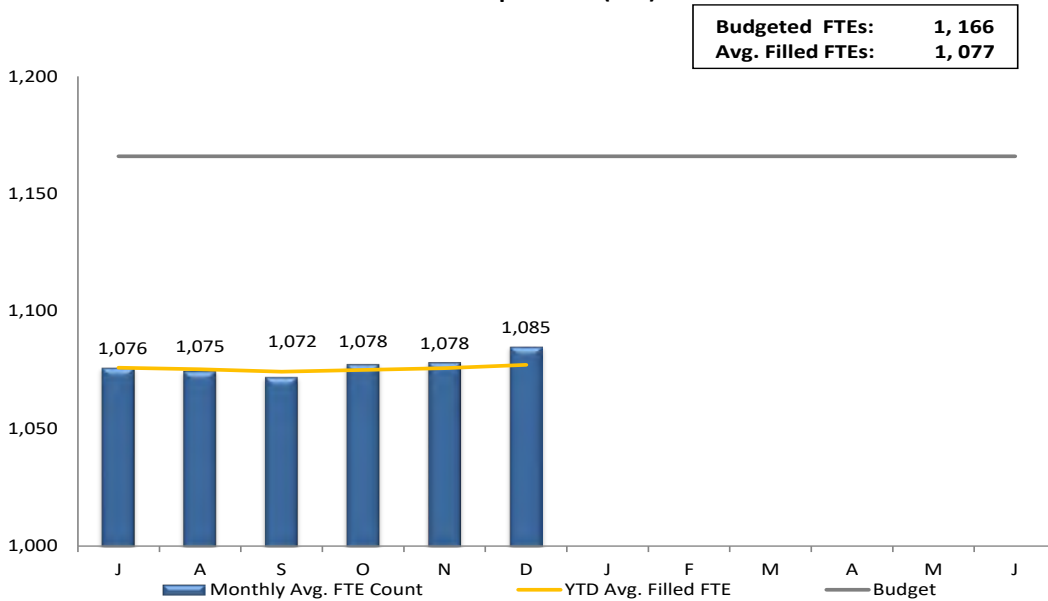
**FY26 Direct Expense Variances
(in thousands)**



Wages and Salaries

Wages and Salaries were lower than budget by \$4.2 million or 6.5%. Through December, there were 89 fewer average FTEs (1,077 versus 1,166 budget) or 7.6% and lower average new hire salaries versus retirees. The timing of backfilling vacant positions also contributed to Regular Pay being under budget.

FY26 MWRA Full Time Equivalent (FTE) Position Trend



Fringe Benefits

Fringe Benefits spending was lower than budget by \$1.5 million or 10.0%. This is primarily driven by lower Health Insurance costs of \$1.5 million, due to fewer than budgeted participants in health insurance plans, increased contribution by external new hires vs. lower contribution rates of staff retiring, and the shift from family to individual plans which are less expensive.

Utilities

Utilities were higher than budget by \$546,000 or 3.3%. Higher than budgeted spending for Electricity of \$804,000 driven by Deer Island Treatment Plant (DITP) of \$847,000 which was primarily due to Eversource Energy for higher pricing. Higher spending for Water of \$156,000 primarily due to greater than projected water usage at DITP as a result of the DITP Primary and Secondary Clarifier Rehabilitation project. This overspending was partially offset by lower Diesel Fuel of \$463,000 primarily due to DITP purchase at a lower price and lower volume.

Other Services

Other Services were lower than budget by \$517,000 or 3.1% driven by lower than anticipated expenses through December for Telecommunications of \$437,000, and Grit & Screenings Removal of \$242,000 primarily due to lower quantities. These were partially offset by greater than anticipated spending for Police Details of \$132,000 through December.

Chemicals

Chemicals were lower than budget by \$466,000 or 4.6%. Lower Activated Carbon of \$252,000 primarily in Wastewater Operations due to the timing of carbon change-outs. Lower Sodium Bisulfite of \$201,000 primarily driven by lower volume at DITP of \$94,000 due to lower quantities to dechlorinate the effluent which will be fine tuned as a result of new permit requirements, and Wastewater Operations of \$79,000 due to lower volume as a result of less than anticipated CSO activations. Lower Polymer of \$144,000 due to lower than expected secondary sludge production and Lower Liquid Oxygen of \$121,000 due to lower dosing at Carroll Water Treatment Plant. This was partially offset by higher Hydrogen Peroxide of \$320,000 to reduce elevated H₂S levels for odor pretreatment and corrosion control and to allow staff to perform maintenance activities and ongoing tank work more safely within the tanks due to the low flows. DITP flows are 31.6% less than planned and the JCWTP flows are 6.6% greater than planned through December. 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.

Maintenance

Maintenance spending was higher than budget by \$439,000 or 2.2%. Maintenance Materials were greater than budget by \$1.4 million driven by higher Warehouse Inventory of \$620,000, higher Plant & Machinery Materials of \$316,000 due to greater than anticipated spending through December including the earlier than anticipated purchase of Reactor Mixer Gearbox 50 H.P. Replacement and Electrical Materials of \$257,000 also due to greater than anticipated spending through December. Maintenance Services were lower than budget by \$929,000 driven by lower Building and Grounds Services of \$544,000 due to less than anticipated services through

December including invasives control, Pipe Services of \$361,000 due to less than anticipated services including paving and manhole rehabilitation, Electrical Services of \$272,000 due to less than anticipated electrical services and testing, and Special Equipment Services of \$247,000 due to less than anticipated spending through December. This underspending was partially offset by higher Computer Software/Licenses of \$303,000 and Computer Services of \$218,000, both due to greater than anticipated spending through December.

Professional Services

Professional Services were higher than budget by \$294,000 or 5.7% driven by greater than anticipated spending through December for Legal Services of \$326,000, Computer Systems Consultant of \$156,000, and Lab & Testing Analysis of \$74,000. These were partially offset by lower Other Services of \$104,000 due to less than anticipated spending through December.

Worker's Compensation

Worker's Compensation expenses were greater than budget by \$248,000 or 22.7%. The variance is due to higher than budgeted expenses for Compensation Payments of \$247,000 and Administrative Expenses of \$18,000, partially offset by lower Medical Payments of \$17,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.

Other Materials

Other Materials spending was higher than budget by \$187,000 or 6.7% driven by Vehicle Purchases/Replacements of \$556,000 due to earlier than anticipated purchases through December, partially offset by lower Computer Hardware of \$386,000 due to less than anticipated purchases through December, Other Materials of \$200,000 due to less than anticipated spending driven by lower gravel purchases, and Vehicle Expense of \$164,000 due to less than anticipated spending driven by lower fuel prices.

Overtime

Overtime expenses were lower than budget by \$148,000 or 4.6%. Lower than budgeted spending in TRAC of \$61,000, Occupational Health & Safety of \$23,000, Engineering & Construction of \$19,000, all due to less than anticipated needs. Less spending for Clinton Wastewater Treatment Plant of \$17,000 was due to less rain events. Year-to-Date rainfall was a major contributor for the less than anticipated overtime.

Training & Meetings

Training & Meetings were lower than budget by \$166,000 or 47.1% primarily due to less than anticipated spending on meetings and conferences through December.

Indirect Expenses

Indirect Expenses totaled \$45.0 million, which is \$2.4 million or 5.0% lower than budget. The variance is driven by lower Watershed Reimbursement.

Based on FY26 operating activity only, the Watershed Division is \$2.2 million or 16.7% 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 \$2.1 million or 16.1% below budget through December 2025.

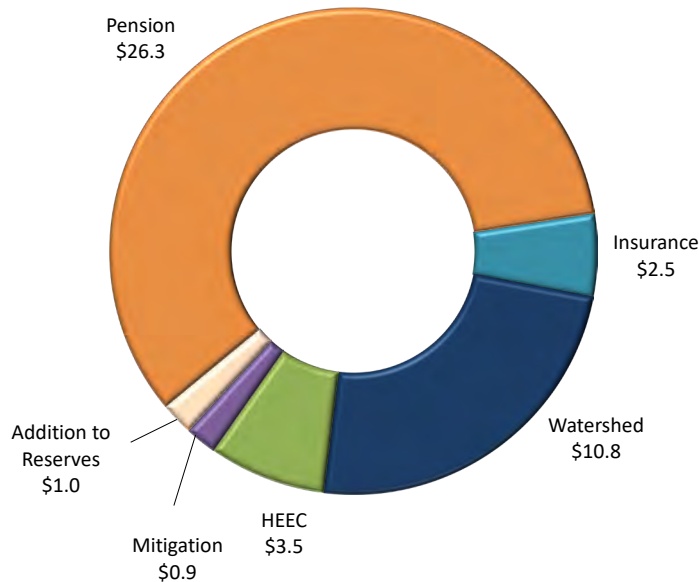
**FY26 Watershed Protection Variance
(in millions)**

\$ in millions	FY26 Budget	FY26 Actual	FY26 \$ Variance	FY26 % Variance
Operating Expenses	13.4	11.4	-1.9	-14.4%
Operating Revenues - Offset	0.5	0.7	0.2	45.7%
FY26 Operating Totals	12.9	10.7	-2.2	-16.7%
DCR Balance Forward (FY25 year-end accrual true-up)	0.0	0.1	0.1	
FY26 Adjusted Operating Totals	12.9	10.8	-2.1	-16.1%
PILOT	0.0	0.0	0.0	0.0%
Total Watershed Reimbursement	12.9	10.8	-2.1	-16.1%

Totals may not add due to rounding

MWRA reimburses the Commonwealth of Massachusetts Department of Conservation (DCR) and Recreation - Division of Water Supply Protection – Office of Watershed Management for expenses. The reimbursements are presented for payment monthly in arrears. Accruals are being made monthly based on estimated expenses provided by DCR and trued-up monthly based on the monthly invoice. MWRA’s budget is based on the annual Fiscal Year Work Plan approved by the Massachusetts Water Supply Protection Trust. The FTE count at the end of December was 141.0 (145.2 on a year-to-date basis) vs. a budget of 151.

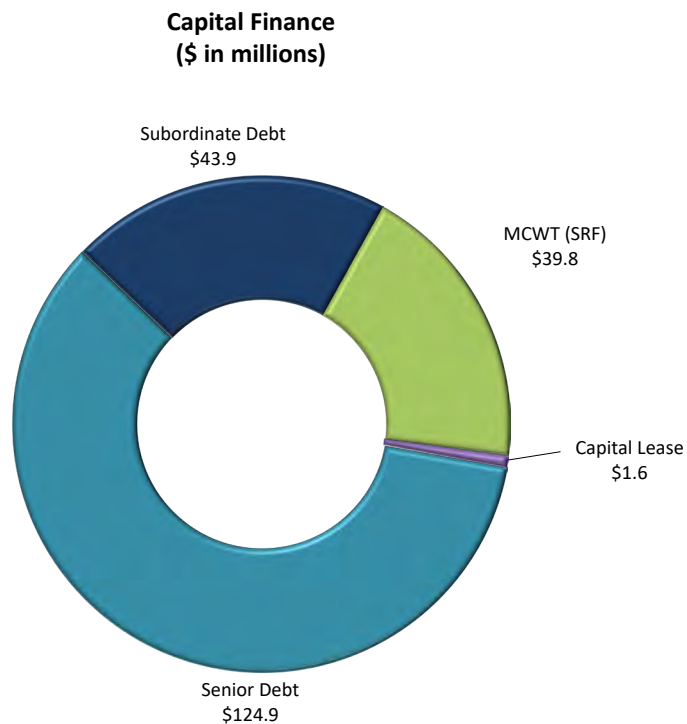
**FY26 Indirect Expenses
(in millions)**



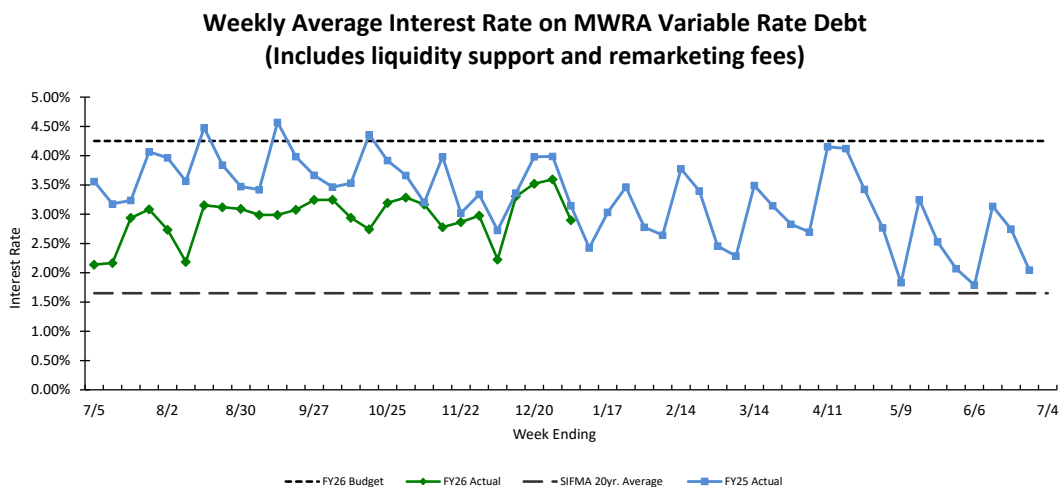
Capital Financing

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 December totaled \$210.3 million which was \$1.7 million or 0.8% lower than budget driven by lower than anticipated variable interest expense of \$1.2 million due to favorable rates.



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



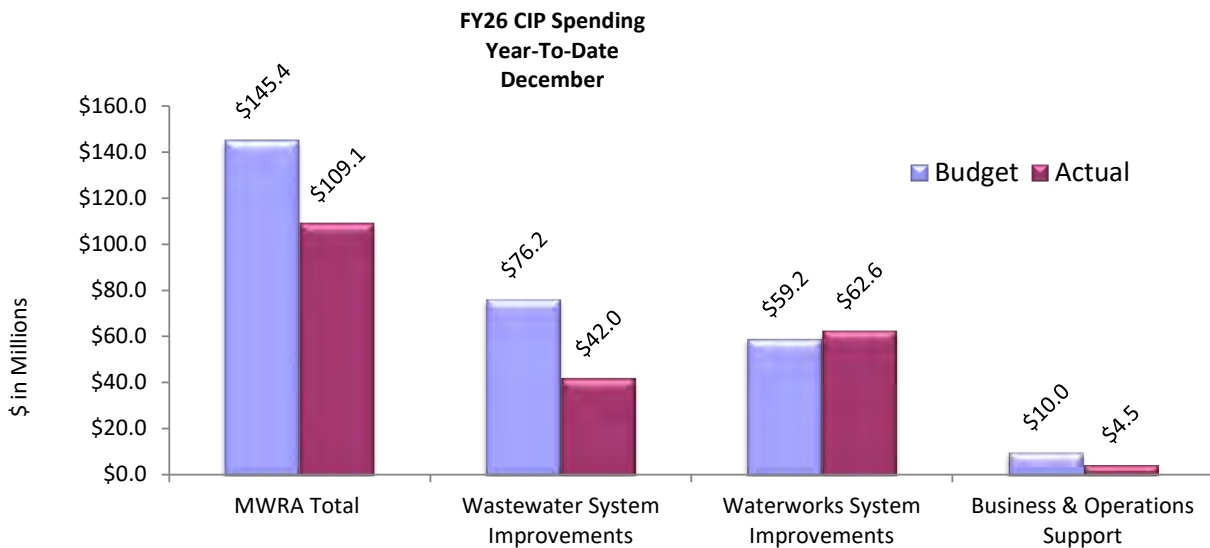
Revenue & Income

Revenues of \$462.7 million were \$2.4 million or 0.5% greater than the estimate driven by Investment Income which was \$1.6 million or 15.0% greater than planned due to higher than assumed interest rates. Other Revenue of \$652,000 also contributed to the greater than budgeted estimate and was driven by Energy Revenue of \$540,000.

FY26 Capital Improvement Program

Capital expenditures in Fiscal Year 2026 through December totaled \$109.1 million, \$36.2 million or 24.9% 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 \$94.1 million, \$27.1 million or 22.3% under planned spending.



Overall, CIP spending reflects less than planned spending in Wastewater Improvements (\$34.2 million), greater than planned spending in Waterworks (\$3.4 million) and less than planned spending in Business and Operations Support (\$5.5 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 the Deer Island Treatment Plant (DITP) Clarifier Rehab Phase 2 contract, Hayes Pump Station Rehab, Somerville Marginal New Pipe Connection, and DITP Roofing Replacement, and lower than projected task order work for DITP As-Needed Design contracts.

Major variances in Waterworks include greater than anticipated loan distributions for the Water Loan Program, and greater than planned contractor progress for CP-2 NEH Improvements, Section 56 Replacement/Saugus River – Construction, and Section 89/29 Replacement Construction. This was partially offset by less than planned contractor progress for Section 75A and 47 Extension - CP-1, pending final work for Wachusett Lower Gatehouse Pipe & Boiler Replacement, work scheduled for FY26 completed in FY25 for Metro Redundancy Interim Improvements CP2 Shaft 5, updated schedule for NIH Storage - Design CA/RI, less than planned consultants progress for Metro Water Tunnel Program Geotechnical Support Services and Final Design/ESDC, 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	10.9	8.0	(2.9)	-26.4%
Treatment	35.2	25.7	(9.5)	-27.0%
Residuals	0.5	0.2	(0.3)	-59.3%
CSO	3.6	1.7	(1.9)	-52.4%
Other	26.1	6.4	(19.7)	-75.4%
Total Wastewater System Improvements	\$76.2	\$42.0	(\$34.2)	-44.9%
Waterworks System Improvements				
Drinking Water Quality Improvements	1.6	0.8	(0.8)	-52.3%
Transmission	27.5	19.2	(8.4)	-30.4%
Distribution & Pumping	23.5	26.8	3.3	14.0%
Other	6.6	15.9	9.3	142.6%
Total Waterworks System Improvements	\$59.2	\$62.6	\$3.4	5.8%
Business & Operations Support	\$10.0	\$4.5	(\$5.5)	-54.7%
Total MWRA	\$145.4	\$109.1	(\$36.2)	-24.9%

FY26 Spending by Program:

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

Other Wastewater: Less than planned spending of \$19.7 million

- \$19.7 million for Community I/I due to less than anticipated requests for community grants and loans.

Wastewater Treatment: Less than planned spending of \$9.5 million

- \$7.0 million for Clarifier Rehabilitation Phase 2 Construction and \$1.1 million for DITP Roofing Replacement due to contractors’ progress was less than anticipated.
- \$3.2 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 \$1.3 million for HVAC Equipment Replacement - Design/ESDC, \$1.0 million for Digester & Storage Tank Rehabilitation Design/ESDC and due to consultant progress greater than anticipated.

Other Waterworks: Greater than planned spending of \$9.3 million

- \$10.5 million for Local Financial Assistance due to greater than anticipated loan distributions for the Community Water Loan Program, and \$0.5 million for CWTP

SCADA Upgrades - Design, Programming, RE due to consultant progress greater than anticipated.

- This greater planned spending was partially offset by less than planned spending of \$1.0 million for Steel Tank Improvements - Design/CA due to CA services less than anticipated.

Waterworks Transmission: Less than planned spending of \$8.4 million

- \$2.2 million for Wachusett Lower Gatehouse Pipe & Boiler Replacement pending final work.
- \$2.0 million for Metro Redundancy Interim Improvements CP2 Shaft 5 due to work scheduled for FY26 completed in FY25.
- \$1.1 million for Metropolitan Water Tunnel Program for Geotechnical Support Services and \$1.0 million Final Tunnel Design/ESDC, as well as \$0.9 million for WASM 3 - MEPA/Design/CA/RI all due consultants progress less than planned.
- \$0.4 million for Quinapoxet Dam Removal due to pending balancing credit change order.

Business & Operations Support: Less than planned spending of \$5.5 million

- \$2.1 million for As-Needed Design Contracts due to lower than projected task order work.
- \$1.0 million for Lawson Upgrade and \$0.5 million for Servers due to less than anticipated progress for implementation.
- \$0.8 million for Security Equipment & Installation due to project delays including upgrades to communication circuits and Incident Management System.

Water Distribution and Pumping: Greater than planned spending of \$3.3 million

- Greater than anticipated progress of \$4.2 million for CP-2 NEH Improvements, \$3.7 million for Section 56 Replacement/Saugus River Construction, \$2.6 million for Section 89/29 Replacement Construction
- This greater than planned spending was partially offset by less than planned spending of \$4.3 million for Section 75 and 47 Extension CP-1 Construction due to less than planned contractor progress, \$1.2 million for NIH Storage Design CA/RI due to updated schedule, and \$0.5 million for CP-2, Sections 25 & 24 Construction due to pending balancing change order.

Interception & Pumping: Less than planned spending of \$2.9 million

- \$3.6 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 \$1.2 million for West Roxbury Tunnel Inspection and \$0.5 million for the Braintree-Weymouth Improvements Construction contracts.

Combined Sewer Overflow: Less than planned spending of \$1.9 million

- \$1.8 million for Somerville Marginal New Pipe Connection due to contractor progress less anticipated.

Drinking Water Quality Improvements: Less than planned spending of \$0.8 million

- \$0.9 million for CWTP Technical Assistance due to lower than projected task order work.

Residuals: Less than planned spending of \$0.3 million

- \$0.3 million for less than anticipated work for Various Equipment Replacement design services.

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

Construction Fund Balance

The construction fund balance was \$99.4 million as of the end of December. Commercial Paper/Revolving Loan available capacity was \$265 million.

ATTACHMENTS:

Attachment 1 – Variance Summary December 2025

Attachment 2 – Current Expense Variance Explanations

Attachment 3 – Capital Improvement Program Variance Explanations

ATTACHMENT 1
FY26 Actuals vs. FY26 Budget

	Dec 2025 Year-to-Date				
	Period 6 YTD Budget	Period 6 YTD Actual	Period 6 YTD Variance	%	FY26 Approved
<u>EXPENSES</u>					
WAGES AND SALARIES	\$ 65,072,325	\$ 60,829,188	\$ (4,243,137)	-6.5%	\$ 133,658,992
OVERTIME	3,202,620	3,054,613	(148,007)	-4.6%	6,449,019
FRINGE BENEFITS	14,995,645	13,493,730	(1,501,915)	-10.0%	30,489,107
WORKERS' COMPENSATION	1,089,865	1,337,454	247,589	22.7%	2,179,730
CHEMICALS	10,225,759	9,759,326	(466,433)	-4.6%	19,307,228
ENERGY AND UTILITIES	16,716,112	17,262,338	546,226	3.3%	33,579,064
MAINTENANCE	20,365,004	20,803,849	438,845	2.2%	43,622,667
TRAINING AND MEETINGS	352,226	186,367	(165,859)	-47.1%	689,741
PROFESSIONAL SERVICES	5,146,883	5,441,360	294,477	5.7%	11,302,703
OTHER MATERIALS	2,806,981	2,993,794	186,813	6.7%	7,656,637
OTHER SERVICES	16,860,275	16,342,937	(517,338)	-3.1%	39,045,372
TOTAL DIRECT EXPENSES	\$ 156,833,695	\$ 151,504,956	\$ (5,328,738)	-3.4%	\$ 327,980,260
INSURANCE	\$ 2,764,586	\$ 2,485,648	\$ (278,938)	-10.1%	\$ 5,529,173
WATERSHED/PILOT	12,859,450	10,784,117	(2,075,333)	-16.1%	35,118,900
HEEC PAYMENT	3,504,274	3,503,769	(505)	0.0%	6,837,804
MITIGATION	934,576	934,576	-	0.0%	1,869,152
ADDITIONS TO RESERVES	983,743	983,743	-	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	\$ 47,393,746	\$ 45,038,970	\$ (2,354,777)	-5.0%	\$ 83,018,814
STATE REVOLVING FUND	\$ 39,812,498	\$ 39,812,498	\$ -	0.0%	\$ 84,683,758
SENIOR DEBT	124,936,482	124,936,482	-	0.0%	289,254,618
DEBT SERVICE ASSISTANCE	-	-	-	---	-
CURRENT REVENUE/CAPITAL	-	-	-	---	21,500,000
SUBORDINATE MWRA DEBT	45,669,583	45,669,583	-	0.0%	91,345,699
LOCAL WATER PIPELINE CP	-	-	-	---	10,208,818
CAPITAL LEASE	1,608,530	1,608,530	-	0.0%	3,217,060
VARIABLE DEBT	-	(1,746,910)	(1,746,910)	---	-
DEFEASANCE ACCOUNT	-	-	-	---	-
DEBT PREPAYMENT	-	-	-	---	8,500,000
TOTAL CAPITAL FINANCE EXPENSE	\$ 212,027,093	\$ 210,280,183	\$ (1,746,910)	-0.8%	\$ 508,709,953
TOTAL EXPENSES	\$ 416,254,534	\$ 406,824,109	\$ (9,430,425)	-2.3%	\$ 919,709,027
<u>REVENUE & INCOME</u>					
RATE REVENUE	\$ 439,380,500	\$ 439,380,500	\$ -	0.0%	\$ 878,761,000
OTHER USER CHARGES	5,472,404	5,564,650	92,246	1.7%	10,939,768
OTHER REVENUE	4,663,316	5,315,576	652,260	14.0%	6,675,834
RATE STABILIZATION	-	-	-	---	-
INVESTMENT INCOME	10,793,444	12,415,214	1,621,770	15.0%	23,332,425
TOTAL REVENUE & INCOME	\$ 460,309,664	\$ 462,675,940	\$ 2,366,277	0.5%	\$ 919,709,027

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY26 Budget December	FY26 Actuals December	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Direct Expenses					
Wages & Salaries	65,072,325	60,829,188	(4,243,137)	-6.5%	Wages and Salaries were lower than budget by \$4.2 million or 6.5%. Through December, there were 89 fewer average FTEs (1,077 versus 1,166 budget) or 7.6% and , lower average new hire salaries versus retirees. Thee timing of backfilling vacant positions also contributed to Regular Pay being under budget.
Overtime	3,202,620	3,054,613	(148,007)	-4.6%	Overtime expenses were lower than budget by \$148,000 or 4.6%. Lower than budgeted spending in TRAC of \$61,000, Occupational Health & Safety of \$23,000, Engineering & Construction of \$19,000, all due to less than anticipated needs. Less spending for Clinton Wastewater Treatment Plant due to less rain events. Year-to-Date rainfall was a major contributor for the less than anticipated overtime.
Fringe Benefits	14,995,645	13,493,730	(1,501,915)	-10.0%	Fringe Benefits spending was lower than budget by \$1.5 million or 10.0%. This is primarily driven by lower Health Insurance costs of \$1.5 million, due to fewer than budgeted participants in health insurance plans, increased contribution by external new hires vs. lower contribution rates of staff retiring, and the shift from family to individual plans which are less expensive.
Worker's Compensation	1,089,865	1,337,454	247,589	22.7%	Worker's Compensation expenses were greater than budget by \$248,000 or 22.7%. The variance is due to higher than budgeted expenses for Compensation Payments of \$247,000 and Administrative Expenses of \$18,000, partially offset by Medical Payments of \$17,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.
Chemicals	10,225,759	9,759,326	(466,432)	-4.6%	Chemicals were lower than budget by \$466,000 or 4.6%. Lower Activated Carbon of \$252,000 primarily in Wastewater Operations due to the timing of carbon change-outs, Lower Sodium Bisulfite of \$201,000 primarily driven by lower volume at DITP of \$94,000 due to lower quantities to dechlorinate the effluent which will be fine tuned as a result of new permit requirements, and Wastewater Operations of \$79,000 due to lower volume as a result of less than anticipated CSO activations. Lower Polymer of \$144,000 due to lower than expected secondary sludge production, Lower Liquid Oxygen of \$121,000 due to lower dosing at Carroll Water Treatment Plant. This was partially offset by higher Hydrogen Peroxide of \$320,000 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. DITP flows are 31.6% less than planned and the CWTP flows are 6.6% greater than planned through December. 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 December	FY26 Actuals December	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Utilities	16,716,112	17,262,338	546,226	3.3%	Utilities were higher than budget by \$546,000 or 3.3%. Higher than budgeted spending for Electricity of \$804,000 driven by Deer Island Treatment Plant (DITP) of \$847,000 which was primarily due to Eversource Energy for higher pricing. Higher spending for Water of \$156,000 primarily due to greater than projected water usage at DITP as a result of the DITP Primary and Secondary Clarifier Rehabilitation project. This overspending was partially offset by Diesel Fuel of \$463,000 primarily due to DITP purchase at a lower price and lower volume.
Maintenance	20,365,004	20,803,849	438,845	2.2%	Maintenance spending was higher than budget by \$439,000 or 2.2%. Maintenance Materials were greater than budget by \$1.4 million driven by higher Inventory of \$620,000, higher Plant & Machinery Materials of \$316,000 due to greater than anticipated spending through December including the earlier than anticipated purchase of Reactor Mixer Gearbox 50 H.P. Replacement and Electrical Materials of \$257,000 also due to greater than anticipated spending through December. <i>Maintenance Services</i> were lower than budget by \$929,000 driven by Building and Grounds Services of \$544,000 due to less than anticipated services through December including invasives control, Pipe Services of \$361,000 due to less than anticipated services including paving and manhole rehabilitation, Electrical Services of \$272,000 due to less than anticipated electrical services and testing, and Special Equipment Services of \$247,000 due to less than anticipated spending through December. This underspending was partially offset by higher Computer Software/Licenses of \$303,000 and Computer Services of \$218,000 due to greater than anticipated spending through December.
Training & Meetings	352,226	186,367	(165,859)	-47.1%	Training & Meetings were lower than budget by \$166,000 or 47.1% primarily due to less than anticipated spending on meetings and conferences driven by MIS (\$59,000), Admin Director's Office (\$35,000), DITP (\$17,000), Tunnel Redundancy (\$15,000), Procurement (\$12,000), partially offset Operations Administration of \$25,000.
Professional Services	5,146,883	5,441,360	294,477	5.7%	Professional Services were higher than budget by \$294,000 or 5.7% driven by greater than anticipated spending for Legal of \$326,000, Computer Systems Consultant of \$156,000, and Lab & Testing Analysis of \$74,000 through December. These were partially offset by lower Other Services of \$104,000 due to less than anticipated spending through December.
Other Materials	2,806,981	2,993,794	186,813	6.7%	Other Materials spending was higher than budget by \$187,000 or 6.7% driven by Vehicle Purchases/Replacements of \$556,000 due to earlier than anticipated purchases through December, partially offset by Computer Hardware of \$386,000 due to less than anticipated purchases through December, Other Materials of \$200,000 due to less than anticipated materials purchases including gravel purchases, and Vehicle Expense of \$164,000 due to less than anticipated spending driven by lower fuel prices.

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY26 Budget December	FY26 Actuals December	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Other Services	16,860,275	16,342,937	(517,338)	-3.1%	Other Services were lower than budget by \$517,000 or 3.1% driven by lower than anticipated expenses through December for Telecommunications of \$437,000, and Grit & Screenings Removal of \$242,000 primarily due to lower quantities. These were partially offset by greater than anticipated spending for Police Details of \$132,000 through December.
Total Direct Expenses	156,833,695	151,504,956	(5,328,738)	-3.4%	
Indirect Expenses					
Insurance	2,764,586	2,485,648	(278,939)	-10.1%	Lower premiums of \$304,000 partially offset by higher payments/claims of \$25,000 than budgeted.
Watershed/PILOT	12,859,450	10,784,117	(2,075,333)	-16.1%	Lower Watershed Reimbursement is \$2.1 million less than budget driven by lower spending on Wages & Salaries, Maintenance, and Fringe Benefits.
HEEC Payment	3,504,274	3,503,769	(505)	0.0%	HEEC True up.
Mitigation	934,576	934,576	-	0.0%	
Addition to Reserves	983,743	983,743	-	0.0%	
Pension Expense	26,347,117	26,347,117	-	0.0%	
Post Employee Benefits	-	-	-		
Total Indirect Expenses	47,393,746	45,038,970	(2,354,777)	-5.0%	
Debt Service					
Debt Service	212,027,093	210,280,183	(1,746,910)	-0.8%	Capital Financing was \$1.7 million less than budget due to lower than projected variable interest expense.
Debt Service Assistance	-	-	-		
Total Debt Service Expenses	212,027,093	210,280,183	(1,746,910)	-0.8%	
Total Expenses					
Total Expenses	416,254,534	406,824,109	(9,430,424)	-2.3%	

**ATTACHMENT 2
Current Expense Variance Explanations**

Total MWRA	FY26 Budget December	FY26 Actuals December	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Revenue & Income					
Rate Revenue	439,380,500	439,380,500	-	0.0%	
Other User Charges	5,472,404	5,564,650	92,246	1.7%	
Other Revenue	4,663,316	5,315,576	652,261	14.0%	Other Revenue was \$652,000 or 14.0% greater than budget due to Energy Revenue of \$540,000, Miscellaneous Revenue of \$263,000, partially offset by Profit & Loss on Disposal of Equipment of \$73,000.
Rate Stabilization	-	-	-		
Investment Income	10,793,444	12,415,214	1,621,770	15.0%	Investment Income is over budget due to higher than assumed interest rates.
Total Revenue	460,309,664	462,675,940	2,366,277	0.5%	
Net Revenue in Excess of Expenses	44,055,130	55,851,831	11,796,701		

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

	FY26 Budget December	FY26 Actuals December	Actuals vs. Budget		Explanations
			\$	%	
Wastewater					
Interception & Pumping (I&P)	\$10,853	\$7,990	(\$2,863)	-26.4%	<u>Less than planned spending</u> Hayes Pump Station Rehab - Construction and REI: \$3.6M (contractor progress less than anticipated) Cottage Farm/Prison Point Chemical Storage Tank: \$400k (schedule change) <u>Greater than planned spending</u> West Roxbury Tunnel Inspection: \$1.2M, Braintree-Weymouth Improvements Construction: \$483k and IPS Transformer Replacement: \$270k (work planned in FY25 performed in FY26)
Treatment	\$35,198	\$25,705	(\$9,493)	-27.0%	<u>Less than planned spending</u> Clarifier Rehabilitation Phase 2 Construction: \$7.0M and DITP Roofing Replacement: \$1.1M (contractors' progress less than anticipated) DITP As-Needed Design: \$3.2M (lower than projected task order work) Cryogenics Facility Valve Replacement: \$500k (schedule change) <u>Greater than planned spending</u> HVAC Equipment Replacement - Design/ESDC: \$1.3M and Digester & Storage Tank Rehabilitation Design/ESDC: \$964k (consultants' progress greater than anticipated) Digester Cover Replacement: \$237k (contractor progress greater than anticipated)
Residuals	\$500	\$204	(\$296)	-59.3%	Various Equipment Replacement Design Services: \$296k (schedule change)
CSO	\$3,585	\$1,705	(\$1,880)	-52.4%	<u>Less than planned spending</u> Somerville Marginal New Pipe Connection: \$1.8M (contractor progress less than anticipated)
Other Wastewater	\$26,088	\$6,406	(\$19,682)	-75.4%	<u>Less than planned spending</u> I/I Local Financial Assistance: \$19.7M (less than anticipated requests for community grants and loans)
Total Wastewater	\$76,224	\$42,010	(\$34,214)	-44.9%	

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

	FY26 Budget December	FY26 Actuals December	Actuals vs. Budget		Explanations
			\$	%	
Waterworks					
Drinking Water Quality Improvements	\$1,578	\$753	(\$825)	-52.3%	<u>Less than planned spending</u> CWTP Technical Assistance: \$857k (lower than projected task order work)
Transmission	\$27,529	\$19,165	(\$8,364)	-30.4%	<u>Less than planned spending</u> Wachusett Lower Gatehouse Pipe & Boiler Replacement Construction: \$2.2M (pending final work) Metro Redundancy Interim Improvements CP2 Shaft 5 Construction and REI: \$2.0M, (work scheduled for F26 performed in FY25) Metropolitan Water Tunnel Program Geotechnical Support Services: \$1.1M, Final Design/ESDC: \$1.0M, and Program Support Services: \$308k, WASM 3 - MEPA/Design/CA/RI: \$888k, and Waltham Water Pipeline REI: \$559k, (consultants' progress less than planned) Quinapoxet Dam Removal - Construction: \$387k (pending balancing credit change order) <u>Greater than planned spending</u> Land Acquisition: \$314k (greater than antipated land acquisitions)
Distribution & Pumping	\$23,499	\$26,783	\$3,284	14.0%	<u>Greater than planned spending</u> CP-2 NEH Improvements: \$4.2M, Section 56 Replacement/Saugus River - Construction: \$3.7M, and Section 89/29 Replacement Construction: \$2.6M (greater than planned contractor progress) <u>Less than planned spending</u> Section 75A and 47 Extension - CP-1 Construction: \$4.3M (less than planned contractor progress) NIH Storage - Design CA/RI:\$1.2M (updated schedule) CP-2, Sections 25 & 24 - Construction: \$500K (pending balancing change order)
Other Waterworks	\$6,554	\$15,903	\$9,349	142.6%	<u>Greater than planned spending</u> Local Water Pipeline Financial Assistance Program: \$10.5M (greater than anticipated distributions for the Community Water Loan Program) CWTP SCADA Upgrades - Design, Programming, RE: \$456k (consultant progress greater than anticipated) <u>Less than planned spending</u> Steel Tank Improvements - Design/CA: \$959k (CA services less than anticipated)
Total Waterworks	\$59,160	\$62,604	\$3,444	5.8%	

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

	FY26 Budget December	FY26 Actuals December	Actuals vs. Budget		Explanations
			\$	%	
Business & Operations Support					
Total Business & Operations Support	\$10,009	\$4,532	(\$5,477)	-54.7%	<u>Less than planned spending</u> As-Needed Design Contracts: \$2.1M (lower than projected task order work) Lawson Upgrade: \$1.0M and Servers v.2: \$466k (less than anticipated progress for implementation) Security Equipment & Installation: \$797k (delays with projects including upgrades to communication circuits and Incident Management System) Chelsea Administration Building Heat Pumps: \$500k (schedule change)
Total MWRA	\$145,393	\$109,146	(\$36,247)	-24.9%	

STAFF SUMMARY




TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: January 14, 2026
SUBJECT: Transmittal of the FY27 Proposed Capital Improvement Program to the MWRA Advisory Board

COMMITTEE: Administration, Finance & Audit

 INFORMATION
 X VOTE

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


Thomas J. Durkin
Director, Finance

RECOMMENDATION:

To approve the transmittal of the FY27 Proposed Capital Improvement Program to the MWRA Advisory Board for its 60-day review and comment period.

DISCUSSION:

The Fiscal Year 2027 Proposed Capital Improvement Program (CIP) represents an update to the program approved by the Board in June 2025 for Fiscal Year 2026. The FY27 Proposed CIP includes the latest cost estimates, revised schedules, and new projects.

The FY27 Proposed Capital Improvement Program projects \$427.3 million in spending for FY27, of which \$219.6 million supports Wastewater System Improvements, \$163.4 million supports Waterworks System Improvements, and \$44.3 million is for Business and Operations Support. The projects with significant spending in FY27 include Deer Island Clarifier Rehabilitation Phase 2 Construction (\$50.0 million), Metropolitan Tunnel Redundancy Final Design/Engineering Services During Construction (\$27.5 million), Ward Street Headworks Construction (\$20.0 million), NHS Revere Malden CP-1 Section 68 Construction (\$12.0 million), New Connecting Mains Section 75 Extension Construction CP-1 (\$12.0 million), and Eastern Seawall Construction – 1 (\$10.0 million).

The CIP continues to address critical redundancy improvements for the Metropolitan Tunnel System. The FY27 Proposed CIP includes \$2.2 billion in spending for this project, an increase of \$61.6 million from the FY26 Approved CIP, reflecting projected inflation and revised cost estimates. The initial contract for Program Support Services began in April 2019. This contract provides assistance with program-wide activities, such as risk management, quality management, design and construction package planning, independent technical reviews, construction practices review and implementation, independent cost estimates, critical path scheduling, and budget tracking. Preliminary Design and MEPA Review was awarded in May 2020 and was completed in January 2024. The third contract, Metropolitan Water Tunnel Program Geotechnical Support Services, for \$12.8 million and a term of 36 months was awarded in December 2022. This contract

focuses on the collection of geotechnical/geological data to support final design, bidding and construction of the Program. The Final Design/ESDC was awarded in October 2024 for \$93.6 million and commenced in November 2024. Needham Dewatering Drain CP-3, Owner’s Representative Services, and Construction Management are expected to commence in early 2026. A full update on the Water Tunnel Program was presented to MWRA Board of Directors this past July.

The FY27 Proposed CIP includes a placeholder for the CSO Updated Control Plan Design (\$5.0 million). When a final plan is approved, staff will add any resultant projects to future CIP requests. The FY27 Proposed CIP also includes \$31.7 million for projects supporting DCR’s Division of Water Supply Protection. Upcoming projects with spending in the FY24-28 Cap Period include the Quabbin Administration Building Design and Construction (\$14.8 million), Quabbin Maintenance Garage Design and Construction (\$7.9 million), and the New Salem Building Design and Construction (\$6.1 million).

The FY27 Proposed Capital Program reaffirms MWRA’s commitment to the community financing assistance programs on both the water and wastewater sides. Today, the Authority is better positioned to reinvest in rehabilitation and replacement of aging facilities as a result of conservative fiscal management which includes judicious control of expenses, and the fact that MWRA has implemented the practice of utilizing available funds for defeasances resulting in the reduction of debt service expenses. MWRA projects an overall reduction in outstanding indebtedness during the FY24-28 period.

The Baseline Cap (FY24-28) of \$1,364.2 million was set in the June 2023 and included a Spend Rate Adjustment to account for the historic underspending of the capital program. In addition to the proposed Spend Rate Adjustment, the format of the Cap table has been adjusted to account separately for MWRA spending, which excludes the local I/I grant and loan program and the local water pipeline loan spending which are both outside of MWRA’s control. As in past Caps, contingency for each fiscal year is incorporated into the CIP to fund the uncertainties inherent to construction. The contingency budget is calculated as a percentage of budgeted expenditure outlays. Specifically, contingency is 7% for non-tunnel projects and 15% for tunnel projects. Inflation is added for unawarded construction contracts. Finally, the Cap excludes Chicopee Valley Aqueduct system projects.

FY24 Approved Baseline Cap

		FY24	FY25	FY26	FY27	FY28	FY24-28
FY24-28 Baseline CAP	Projected Expenditures excl. Metro Tunnel	\$288.2	\$357.9	\$313.5	\$349.8	\$349.1	\$1,658.5
	Metropolitan Tunnel	\$14.4	\$25.2	\$23.9	\$23.9	\$78.6	\$166.2
	I/I Program	(42.9)	(41.5)	(27.5)	(28.4)	(34.2)	(174.5)
	Water Loan Program	(14.1)	(10.9)	(5.0)	(2.6)	8.6	(24.0)
	MWRA Spending	\$245.6	\$330.8	\$304.9	\$342.8	\$402.2	\$1,626.3
	Contingency	15.2	21.8	20.7	23.6	31.7	113.0
	Inflation on Unawarded Construction	1.9	8.1	12.2	22.1	36.1	80.4
	Chicopee Valley Aqueduct Projects	(0.3)	(0.5)	0.0	0.0	0.0	(0.8)
	Projected Spending before Adjustment	\$262.4	\$360.2	\$337.8	\$388.5	\$469.9	\$1,818.9
	Spend Rate Adjustment (25%)*	(65.6)	(90.1)	(84.5)	(97.1)	(117.5)	(454.7)
FY24 Final FY24-28 Spending	\$196.8	\$270.2	\$253.4	\$291.4	\$352.5	\$1,364.2	

It is important to note that the spending on capital programs is largely determined by the nature, magnitude, and number of upcoming projects. In the prior five-year Caps, specifically FY04-08 and FY09-13, the majority of spending was driven by court-mandated projects and building new facilities whereas the FY19-23 period began to the focus on Asset Protection and Water Redundancy. The FY24-28 continues to focus on these two spending initiatives.

Shown in the following, the Proposed FY27 CIP Cap of \$1,296.6 million does not exceed the Baseline 5-year Cap. Future spending continues to focus on Asset Protection and Redundancy initiatives. The FY27 Proposed Cap is \$67.5 million under the Base-Line Cap and \$55.2 million below the FY26 Final Cap.

FY27 Proposed Cap

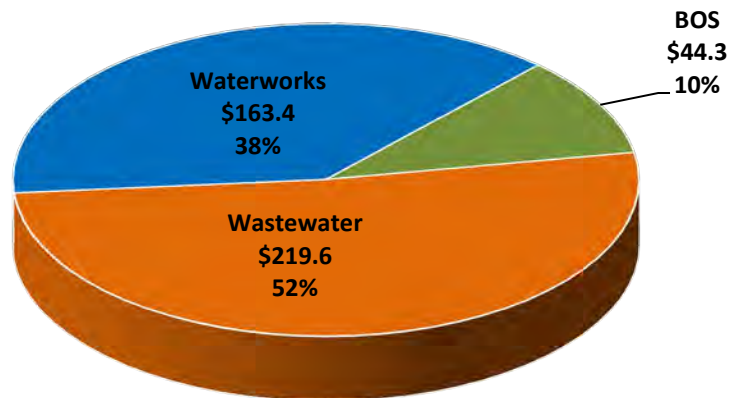
FY27 Proposed CAP		FY24	FY25	FY26	FY27	FY28	FY24-28
	Projected Expenditures excl. Metro Tunnel	\$199.2	\$185.7	\$262.5	\$378.8	\$593.0	\$1,619.2
	Metropolitan Tunnel	\$9.0	\$21.5	\$48.5	\$48.5	\$81.3	\$208.8
	I/I Program	(22.0)	(17.2)	(62.5)	(50.3)	(63.1)	(215.1)
	Water Loan Program	(26.2)	(10.7)	(27.1)	(20.1)	(17.3)	(101.4)
	MWRA Spending	\$160.1	\$179.2	\$221.4	\$356.9	\$593.9	\$1,511.5
	Contingency	0.0	0.0	14.4	23.8	43.8	82.0
	Inflation on Unawarded Construction	0.0	0.0	0.0	3.5	19.8	23.3
	Chicopee Valley Aqueduct Projects	0.0	0.0	0.0	(0.2)	(0.9)	(1.1)
	Projected Spending before Adjustment	\$160.1	\$179.2	\$235.8	\$384.0	\$656.6	\$1,615.7
Spend Rate Adjustment (25%)*	0.0	0.0	(59.0)	(96.0)	(164.2)	(319.1)	
FY27 Proposed FY24-28 Spending	\$160.1	\$179.2	\$176.9	\$288.0	\$492.5	\$1,296.6	

*Based on historical underspending FY04-FY22 excluding community loan programs

Proposed FY27 Spending

The FY27 Proposed Capital Improvement Program projects \$427.3 million in spending for FY27 (projected expenditures including the metro tunnel, illustrated in the first two lines in the table above), of which \$219.6 million supports Wastewater System Improvements, \$163.4 million supports Waterworks System Improvements, and \$44.3 million is for Business and Operations Support.

FY27 Spending



The FY27 Proposed CIP includes \$67.5 million for community assistance programs, which are a combination of loan and partial grant programs, with net expenditures of \$48.6 million for the local Infiltration/Inflow program and net expenditures of \$18.9 million for the local water pipeline program, of which \$21.0 million is for lead service line replacement loans for FY27.

The \$427.3 million in projected spending is driven by 41 active wastewater and water projects. Of this \$427.3 million in spending, the top 10 project contracts in FY27, excluding local community assistance programs, total \$164.4 million and accounts for 38.5% of the projected FY27 spending. These projects are presented in the following table:

Project	Subphase	FY27 Spending \$s in Millions
DI Treatment Plant Asset Protection	Clarifier Rehab Phase 2 - Construction	\$50.0
Metro Water Tunnel Program	Final Design/ESDC	\$27.5
Facility Asset Protection	Ward St Headworks Construction	\$20.0
NHS - Revere & Malden Pipelines	CP-1 Section 68 Construction	\$12.0
New Connecting Mains-Shaft 7 to WASM 3	Section 75 Extension - Construction CP-1	\$12.0
DI Treatment Plant Asset Protection	Eastern Seawall Construction - 1	\$10.0
Northern Extra High Service New Pipelines	CP-2 NEH Improvements	\$9.0
Metro Redundancy Interim Improvements	WASM 3 Rehab CP-2	\$8.5
Alternative Energy Initiative	Norumbega Solar Project	\$8.0
Facility Asset Protection	Hayes Pump Station Rehab Constuction	\$7.4
Total Top 10 Spending Subphases (excluding Loan Programs)		\$164.4
% of FY27 Spending		38.5%
Other Project Spending		\$262.9
Total FY27 Spending		\$427.3

Clarifier Rehabilitation Phase 2 Construction - \$50.0 million (\$299.4 million total construction cost). This project will rehabilitate the sludge removal system in the primary tanks and the aeration/recirculation systems in the secondary tanks. The influent gates, effluent launders and aeration systems, and concrete corrosion in primary clarifiers will also be addressed and repaired.

Metro Tunnel Program Final Design/ESDC - \$27.5 million (\$136.6 million total project cost). Final Design and Engineering Services During Construction of the Northern and Southern Tunnels, including connecting mains.

Ward Street Headworks Construction - \$20.0 million (\$255.0 million total project cost). Upgrade will include construction of new superstructure to replace the existing superstructures at Ward Street and rehabilitation of the effluent channels and shafts at Ward Street and Columbus Park.

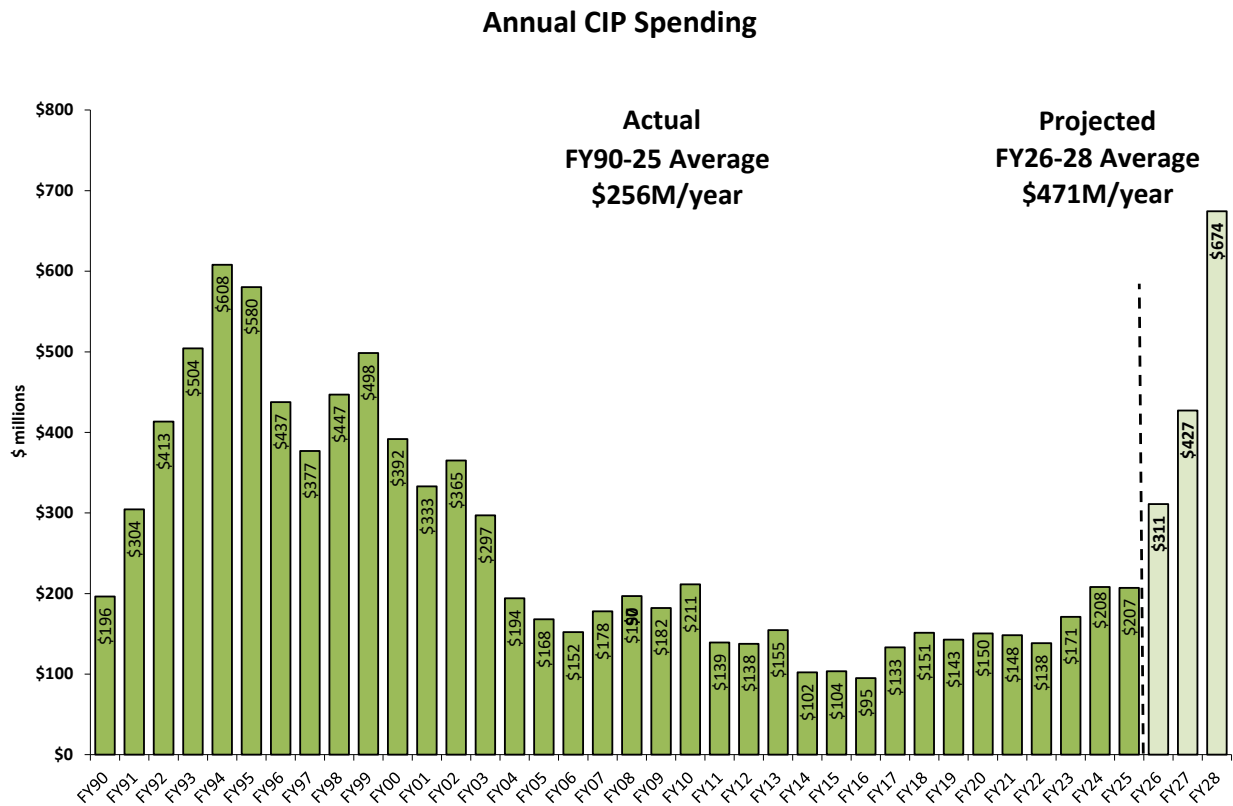
NHS – Revere & Malden Pipelines CP-1 Section 68 Construction - \$12.0 million (\$18.0 million total project cost). Construction of 900 linear feet of 48-inch Section 68, rehabilitation of 100 linear feet of 48-inch Section 84, and replacement of valve vault 53-1-A.

New Connecting Mains to WASM 3 Section 75 Extension Construction CP-1 - \$12.0 million (\$17.3 million total project cost). Addition of approximately 4,000 feet of new 30-inch diameter pipe to extend Section 75 easterly to Section 24 in Newton, to provide a redundant feed to the Intermediate High pressure zone supplying Arlington, Belmont and Watertown, and rehabilitation of a portion of Section 47, and replacement of Meters 111 and 81.

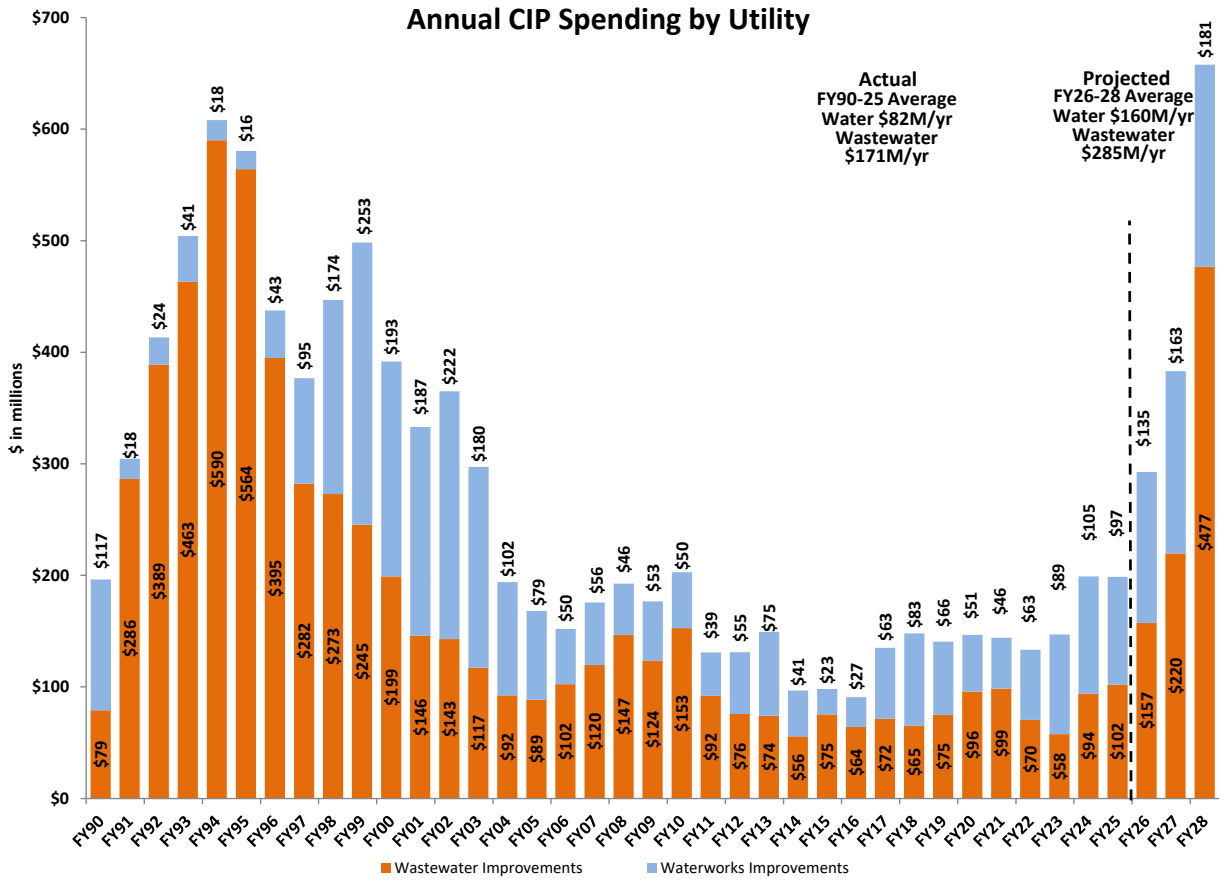
Eastern Sea Wall Construction 1 - \$10.0 million (\$45.0 million total project cost). Design and construction of repairs to the base of the seawall from tidal damage, exposing rebar. Seawall condition is monitored on a biannual basis. Design phase is on-going.

Historical & Projected Spending

The following chart captures the historical CIP spending through FY25 and projects spending through FY28 based on the FY27 Proposed CIP. Average annual CIP spending through FY25 was \$256 million. Average annual CIP spending for the proposed FY26-28 period is projected to be \$471 million.



The following chart shows the historical CIP spending from FY90 through FY25 by utility with projections through FY28. Average annual CIP spending through FY25 was \$82 million for Waterworks and \$171 million for Wastewater. Average annual CIP spending for FY26-28 is projected to be \$160 million for Waterworks and \$285 million for Wastewater.



FY24-28 Spending

Spending during the FY24-28 timeframe is projected to be \$1.8 billion, including local community spending of \$215.1 million for the I/I loan and grant program and \$101.4 million for the water pipeline loan program. Spending under the Wastewater and Waterworks programs is projected at \$1,049.8 million and \$681.4 million, respectively, followed by Business and Operations at \$96.7 million. The spending projections set forth here include updates to the approved FY26 CIP with the latest cost estimates, revised schedules, and new projects.

Yearly projected expenditures for the Proposed FY24-28 period by program are shown in the following table in millions:

	Future Spending Beyond FY25	FY24	FY25	FY26	FY27	FY28	Total FY24-28	Beyond 28
Wastewater System Improvements	\$3,842.5	\$94.0	\$102.1	\$157.4	\$219.6	\$476.7	\$1,049.8	\$2,988.8
Interception & Pumping	1,086.3	20.4	12.6	24.0	59.3	141.6	257.9	861.3
Treatment	2,429.1	41.4	68.5	66.6	96.9	241.7	515.1	2,023.9
Residuals	126.8	0.0	0.2	0.0	11.0	29.0	40.2	86.8
CSO	12.3	10.2	3.6	4.2	2.1	1.3	21.5	4.7
Other Wastewater	188.0	22.0	17.2	62.5	50.3	63.1	215.1	12.1
Waterworks System Improvements	\$3,164.5	\$105.0	\$96.6	\$135.4	\$163.4	\$181.1	\$681.4	\$2,684.7
Drinking Water Quality Improvements	75.3	2.6	1.8	2.7	8.1	7.7	22.9	56.9
Transmission	2,439.0	39.3	56.7	62.4	73.6	109.3	341.3	2,193.6
Distribution & Pumping	676.0	31.3	23.6	32.2	49.9	33.7	170.7	560.3
Other Waterworks	(25.8)	31.8	14.6	38.1	31.8	30.3	146.6	(126.1)
Business & Operations Support	\$96.9	\$9.3	\$8.4	\$18.2	\$44.3	\$16.6	\$96.7	\$17.8
Total MWRA	\$7,103.9	\$208.2	\$207.1	\$311.0	\$427.3	\$674.3	\$1,828.0	\$5,691.3

It is important to emphasize that the majority of spending within the Wastewater and Waterworks programs is concentrated in several larger projects with significant spending in the FY24-28 timeframe. The top 10 project contracts in terms of spending for the FY24-28 period total \$602.6 million, which excludes local community assistance programs. These 10 projects account for 33.0% of total projected period spending. Largest construction initiatives in terms of FY24-28 spending include the Clarifier Rehabilitation at Deer Island of \$240.7 million (total cost of \$299.4 million), Final Design Metro Water Tunnel Program of \$83.4 million (total cost of \$136.6 million), Ward Street Headworks of \$70.0 million (total cost of \$255.0 million), Metro Water Tunnel Program Admin, Legal & Public Outreach \$36.9 million (total cost of \$147.1 million), Eastern Seawall Construction of \$35.0 million (total cost of \$45.0 million), and Waltham Water Pipeline Construction of \$30.0 million (total cost of \$33.5 million).

The following table highlights major project spending in the FY24-28 timeframe:

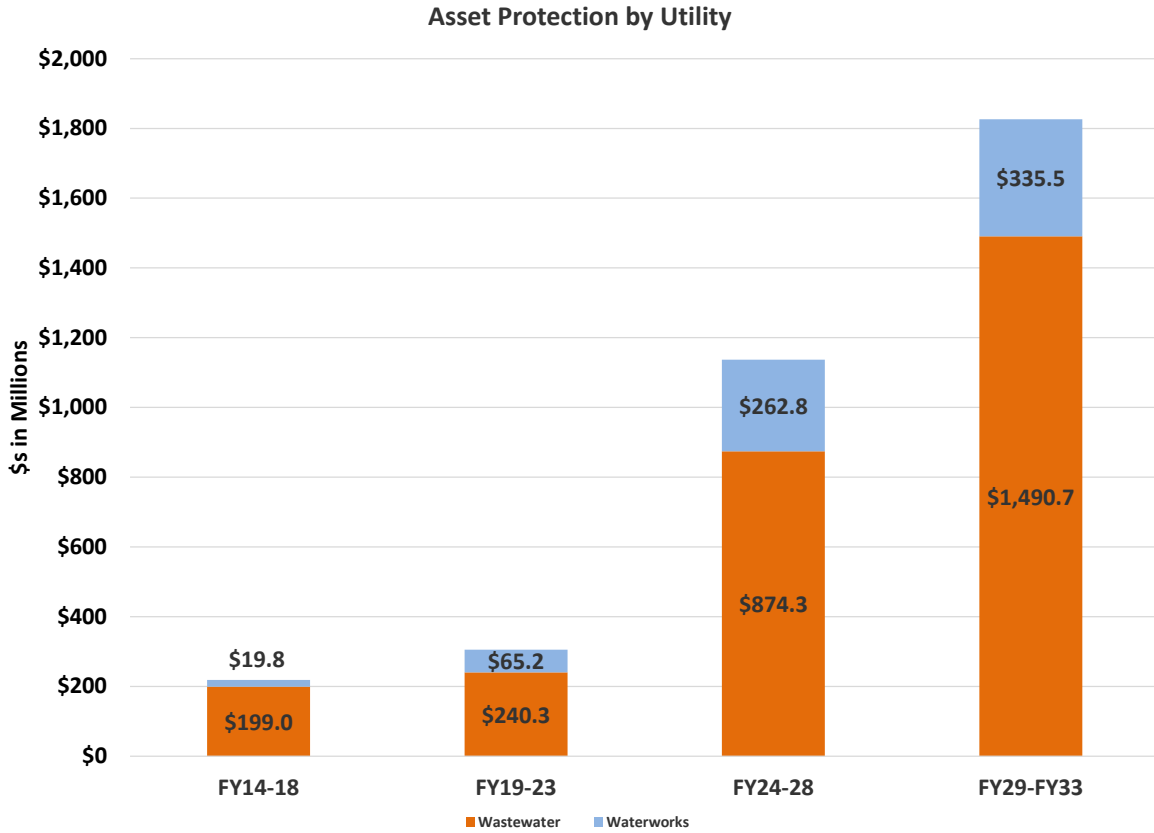
Project	Subphase	FY24-28 Spending \$s in Millions
DI Treatment Plant Asset Protection	Clarifier Rehab Phase 2 - Construction	\$240.7
Metro Water Tunnel Program	Final Design/ESDC	\$83.4
Facility Asset Protection	Ward Street Headworks Construction	\$70.0
Metro Water Tunnel Program	Admin Legal & Public Outreach	\$36.9
DI Treatment Plant Asset Protection	Eastern Seawall Construction - 1	\$35.0
Metro Redundancy Interim Improvements	Waltham Water Pipeline Construction	\$30.0
Metro Water Tunnel Program	Tunnel Construction South CP2	\$28.0
DI Treatment Plant Asset Protection	Digester/Storage TankRehab Construction	\$27.0
Northern Extra High Service New Pipelines	CP-2 NEH Improvements	\$25.9
Facility Asset Protection	Hayes Pump Station Rehab Construction	\$25.6
Total Top 10 Spenders (excluding Loan Programs)		\$602.6
% of FY24-28 Spending		33.0%
Other Project Spending		\$1,225.3
Total FY24-28 Spending		\$1,828.0

Asset Protection is a strategy that involves managing assets to ensure that service levels are met. Asset Protection accounts for the largest share of capital expenditures for the FY24-28 period. The FY27 Proposed CIP includes \$1.0 billion for asset protection initiatives, representing 56.0% of total MWRA spending during this timeframe. Asset protection spending by program is as follows: Wastewater (\$816.3 million), Waterworks (\$187.1 million), and Business and Operations Support (\$20.8 million). Spending for water system redundancy projects totals \$368.6 million in the same FY24-28 period, accounting for 20.2% of total spending.

**Changing nature of the CIP by Category
(\$s in millions)**

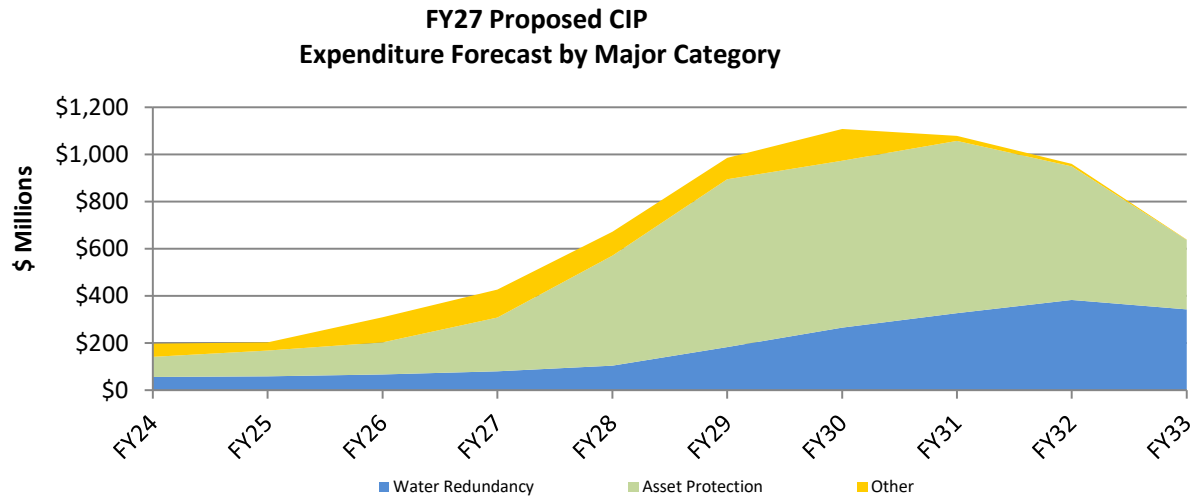
Project Category	FY19-23	FY24-28	FY29-33
Asset Protection	\$313.4	\$1,024.1	\$3,013.2
Water Redundancy	\$186.9	\$368.6	\$1,501.1
CSO	\$12.6	\$16.6	\$4.7
Other	\$238.4	\$418.7	\$259.6
Total	\$751.3	\$1,828.0	\$4,778.6
Asset Protection	41.7%	56.0%	63.1%
Water Redundancy	24.9%	20.2%	31.4%
CSO	1.7%	0.9%	0.1%
Other	31.7%	22.9%	5.4%
Total	100.0%	100.0%	100.0%

In terms of utility spending, wastewater asset protection accounts for 79.7% of the FY24-28 projected asset protection spending at \$816.3 million of which \$499.1 million is designated for the Deer Island Wastewater Treatment Plant and \$317.2 million for headworks and pipelines. The \$187.2 million targeted for waterworks asset protection includes \$112.0 million for water pipeline projects.



As illustrated by the following graph, the next two waves of spending over the FY24-28 and the FY29-33 periods will be for asset protection and water redundancy. This reflects MWRA’s commitment to maintaining its physical plant and addressing the need for water system redundancy in some critical service areas. Total asset protection spending for FY24-28 is projected at \$1.0 billion or 56.0% of projected spending. Similarly, water redundancy spending for FY24-28 is projected at \$368.6 million or 20.2% of projected FY24-28 spending. For the FY29-33 spending window, total asset protection expenditures are projected at \$3.0 billion, 63.1% of projected spending. Similarly, water redundancy spending for FY29-33 is projected at \$1.5 billion or 31.4% of projected spending as the Metro Tunnel Redundancy program gears up.

FY27 Proposed CIP Future Expenditures



The FY27 Proposed CIP contains future spending (beyond FY25) estimated at \$7.1 billion, including \$3.8 billion for Wastewater (primarily Asset Protection of \$3.6 billion) and \$3.2 billion for Waterworks (primarily Redundancy projects of \$2.6 billion). Wastewater Asset Protection includes \$2.4 billion for Deer Island and \$1.0 billion for Wastewater Facility Asset Protection (primarily pump station rehabilitation). Redundancy projects include the Metro Tunnel Redundancy and Metro Redundancy Interim Improvement projects with future spending of \$2.1 billion and \$164.9 million, respectively. FY24-FY28 spending is projected at \$1.8 billion or 25.7% of future spending.

The following table represents the projected spending by the major project categories:

	Future Spending Beyond FY25	Total FY24-28	Total FY29-33	Beyond FY33
Wastewater System Improvements	\$3,842.5	\$1,049.8	\$2,772.7	\$216.1
Interception & Pumping	1,086.3	257.9	828.3	33.0
Treatment	2,429.1	515.1	1,762.2	261.7
Residuals	126.8	40.2	40.1	46.7
CSO	12.3	21.5	4.7	0.0
Other Wastewater	188.0	215.1	137.4	(125.3)
Waterworks System Improvements	\$3,164.5	\$681.4	\$1,988.2	\$696.5
Drinking Water Quality Improvements	75.3	22.9	56.9	0.0
Transmission	2,439.0	341.3	1,474.0	719.6
Distribution & Pumping	676.0	170.7	371.5	188.8
Other Waterworks	(25.8)	146.6	85.9	(212.0)
Business & Operations Support	\$96.9	\$96.7	\$17.7	\$0.1
Total MWRA	\$7,103.9	\$1,828.0	\$4,778.6	\$912.7

New Projects

The FY27 Proposed CIP includes 7 new projects at a total cost of \$162.2 million with projected spending of \$15.0 million over the FY24-28 period. There are 2 water projects for \$14.8 million, 4 wastewater projects for \$137.4 million, and 1 BOS Project for \$10.0 million. The largest new project is the Aeration and Clarifier Rehab at Deer Island for \$121.0 million with no spending projected in the FY24-28 window. A complete listing of projects is included as Attachment C.

\$s in Millions

Project	Total Contract Amount	FY24-28 Spending	Beyond FY28
Walnut St Pipe Bridge Replacement Design & Construction	\$14.2	\$0.0	\$14.2
PT Building CO2 System Upgrades JCWTP	\$0.6	\$0.6	\$0.0
Total Waterworks (#2)	\$14.8	\$0.6	\$14.2
Aeration and Clarifier Rehabilitation Construction, Design, ESDC	\$121.0	\$0.0	\$121.0
Roofing Replacement Construction DITP	\$15.0	\$3.0	\$12.0
Alford St. Pump Station Seawall Repair Construction	\$1.0	\$1.0	\$0.0
Modifications of Regulator RE-051 Weir Wall	\$0.4	\$0.4	\$0.0
Total Wastewater (#4)	\$137.4	\$4.4	\$133.0
Norumbega Solar Project	\$10.0	\$10.0	\$0.0
Total BOS (#1)	\$10.0	\$10.0	\$0.0
Total 7 New Projects	\$162.2	\$15.0	\$147.2

CIP Review and Adoption Process

The Advisory Board will have no less than 60 days from the transmittal of the FY27 Proposed CIP to review the budget and prepare comments and recommendations. During the review period, Advisory Board and MWRA staff will continue to meet and discuss the changes to the capital budget. The Advisory Board will then transmit its comments and recommendations to MWRA in the spring after its review. Staff will prepare draft responses to the Advisory Board's recommendations for discussion at the budget hearing. During the spring, MWRA will update the CIP to incorporate the latest information into the Draft Final budget. In June, staff will present the FY27 Final for the Board's consideration and adoption.

ATTACHMENTS:

- A. FY27 Proposed Project Level Expenditure Forecast
- B. Overview of the FY27 Proposed CIP and Changes from the FY26 Final CIP
- C. FY27 Proposed New Projects

Attachment A
FY27 Proposed Capital Expenditure Forecast
at Project Level
(\$000s)

Program / Project Name	Total Program/Project Budget Amount	Life-to-Date Spending through FY25	Remaining Balance	FY26	FY27	FY28	FY24-FY28	FY29-FY33	FY34-FY38	Beyond FY38
Total MWRA	12,544,253	5,440,383	7,103,869	311,011	427,260	674,322	1,827,952	4,778,583	1,031,835	(119,141)
Wastewater	6,497,033	2,654,553	3,842,481	157,375	219,628	476,683	1,049,800	2,772,704	246,422	(30,331)
Interception & Pumping	1,883,104	796,832	1,086,272	24,030	59,341	141,569	257,914	828,339	23,858	9,135
102 Quincy Pump Facilities	25,907	25,907	-	Completed Project		-	-	-	-	-
104 Braintree-Weymouth (B/W) Relief Facilities	250,513	245,693	4,820	1,225	-	-	14,508	3,595	-	-
105 New Neponset Valley Relief Sewer	30,300	30,300	-	Completed Project		-	-	-	-	-
106 Wellesley Extension Replacement Sewer	64,359	64,359	-	Completed Project		-	-	-	-	-
107 Framingham Extension Relief Sewer	47,856	47,856	-	Completed Project		-	-	-	-	-
127 Cummingsville Replacement Sewer	8,999	8,999	-	Completed Project		-	-	-	-	-
130 Siphon Structure Rehabilitation	24,336	3,532	20,804	1,440	4,784	3,050	9,703	11,530	-	-
131 Upper Neponset Valley Sewer System	54,174	54,174	-	Completed Project		-	-	-	-	-
132 Corrosion & Odor Control	104,681	74,386	30,295	226	-	-	5,170	26,008	4,062	-
136 West Roxbury Tunnel	11,733	10,442	1,291	1,291	-	-	1,419	-	-	-
137 Wastewater Central Monitoring	30,982	19,926	11,056	83	476	1,350	1,909	9,147	-	-
139 South System Relief Project	4,939	3,439	1,500	-	-	-	-	1,500	-	-
141 Wastewater Process Optimization	8,310	2,200	6,111	-	-	-	-	6,111	-	-
142 Wastewater Meter System - Equipment Replacement	21,057	11,930	9,126	-	540	540	1,061	1,620	-	6,426
143 Regional I/I Management & Planning	169	169	-	Completed Project		-	-	-	-	-
145 Facility Asset Protection	1,189,091	193,519	995,572	19,765	53,542	136,628	224,143	768,132	17,505	-
146 Deer Island (DI) Cross Harbor Tunnel	5,000	-	5,000	-	-	-	-	-	2,292	2,708
147 Randolph Trunk Sewer Relief	698	-	698	-	-	-	-	698	-	-

Attachment A
FY27 Proposed Capital Expenditure Forecast
at Project Level
(\$000s)

Program / Project Name	Total Program/Project Budget Amount	Life-to-Date Spending through FY25	Remaining Balance	FY26	FY27	FY28	FY24-FY28	FY29-FY33	FY34-FY38	Beyond FY38
Treatment	2,903,479	474,379	2,429,100	66,569	96,905	241,734	515,102	1,762,192	261,700	-
182 Deer Island (DI) Primary and Secondary Treatment	(958)	(958)	-	Completed Project		-	-	-	-	-
200 DI Plant Optimization	33,279	33,279	-	Completed Project		-	-	-	-	-
206 Deer Island Treatment Plant (DITP) Asset Protection	2,801,892	419,566	2,382,326	64,316	91,005	235,927	499,221	1,729,378	261,700	-
210 Clinton Wastewater Treatment Plant (CWWTP)	67,055	20,280	46,774	2,253	5,900	5,807	15,880	32,814	-	-
211 Laboratory Services	2,212	2,212	-	Completed Project		-	-	-	-	-
Residuals	207,726	80,938	126,788	-	11,000	29,000	40,241	40,097	46,691	-
261 Residuals	63,811	63,811	-	Completed Project		-	-	-	-	-
271 Residuals Asset Protection	143,915	17,127	126,788	-	11,000	29,000	40,241	40,097	46,691	-
CSO	941,108	928,805	12,303	4,236	2,123	1,270	21,470	4,675		
CSO MWRA Managed	440,335	435,554	4,781	3,281	1,500	-	5,471			
339 North Dorchester Bay	221,510	221,510	-	Completed Project		-	-			
347 East Boston Branch Sewer Relief	85,637	85,637	-	Completed Project		-	-			
348 BOS019 Storage Conduit	14,288	14,288	-	Completed Project		-	-			
349 Chelsea Trunk Sewer	31,664	31,664	-	Completed Project		-	555			
350 Union Park Detention Treatment Facility	49,583	49,583	-	Completed Project		-	-			
353 Upgrade Existing CSO Facilities	22,385	22,385	-	Completed Project		-	-			
354 Hydraulic Relief Projects	7,211	2,430	4,781	3,281	1,500	-	4,916			
355 MWR003 Gate & Siphon	4,424	4,424	-	Completed Project		-	-			
357 Charles River CSO Controls	3,633	3,633	-	Completed Project		-	-			

Attachment A
FY27 Proposed Capital Expenditure Forecast
at Project Level
(\$000s)

Program / Project Name	Total Program/Project Budget Amount	Life-to-Date Spending through FY25	Remaining Balance	FY26	FY27	FY28	FY24-FY28	FY29-FY33	FY34-FY38	Beyond FY38
CSO Community Managed	435,658	435,658	-	-	-	-	11,128			
340 Dorchester Bay Sewer Separation (Fox Point)	55,029	55,029	-	Completed Project		-	-			
341 Dorchester Bay Sewer Separation (Commercial Point)	61,440	61,440	-	Completed Project		-	(3)			
342 Neponset River Sewer Separation	2,492	2,492	-	Completed Project		-	-			
343 Constitution Beach Sewer Separation	3,731	3,731	-	Completed Project		-	-			
344 Stony Brook Sewer Separation	44,319	44,319	-	Completed Project		-	-			
346 Cambridge Sewer Separation	104,552	104,552	-	Completed Project		-	-			
351 BWSC Floatables Controls	946	946	-	Completed Project		-	-			
352 Cambridge Floatables Control	1,127	1,127	-	Completed Project		-	-			
356 Fort Point Channel Sewer Separation	23,389	23,389	-	Completed Project		-	11,131			
358 Morrissey Boulevard Drain	32,181	32,181	-	Completed Project		-	-			
359 Reserved Channel Sewer Separation	70,524	70,524	-	Completed Project		-	-			
360 Brookline Sewer Separation	24,715	24,715	-	Completed Project		-	-			
361 Bulfinch Triangle Sewer Separation	9,032	9,032	-	Completed Project		-	-			
362 East Boston CSO Control	2,182	2,182	-	Completed Project		-	-			
CSO Planning & Support	65,115	57,593	7,522	955	623	1,270	4,871	4,675		
324 CSO Support	65,115	57,593	7,522	955	623	1,270	4,871	4,675		
Other Wastewater	561,616	373,599	188,016	62,540	50,259	63,110	215,073	137,402	(85,827)	(39,466)
128 I/I Local Financial Assistance	561,335	373,319	188,016	62,540	50,259	63,110	215,073	137,402	(85,827)	(39,466)
138 Sewerage System Mapping Upgrades	281	281	-	Completed Project		-	-	-	-	-

Attachment A
FY27 Proposed Capital Expenditure Forecast
at Project Level
(\$000s)

Program / Project Name	Total Program/Project Budget Amount	Life-to-Date Spending through FY25	Remaining Balance	FY26	FY27	FY28	FY24-FY28	FY29-FY33	FY34-FY38	Beyond FY38
Waterworks	5,791,956	2,627,439	3,164,518	135,429	163,360	181,081	681,446	1,988,175	785,283	(88,810)
Drinking Water Quality Improvements	740,511	665,165	75,346	2,729	8,098	7,667	22,886	56,852		
542 Carroll Water Treatment Plant (CWTP)	447,946	431,091	16,855	2,160	4,645	800	8,893	9,250		
543 Quabbin Water Treatment Plant	19,973	19,973	-	completed project		-	-	-		
544 Norumbega Covered Storage Facility	106,674	106,674	-	completed project		-	-	-		
545 Blue Hills Covered Storage Facility	40,083	40,083	-	completed project		-	-	-		
550 Spot Pond Storage Facility	60,126	60,126	-	completed project		-	-	-		
555 CWTP Asset Protection	65,710	7,218	58,491	569	3,454	6,867	13,993	47,602		
Transmission	3,465,648	1,026,689	2,438,959	62,395	73,630	109,343	341,295	1,473,957	666,513	53,121
597 Winsor Station Pipeline	74,330	7,574	66,756	100	-	-	199	58,609	8,047	-
601 Sluice Gate Rehabilitation	9,158	9,158	-	completed project		-	-	-	-	-
604 MetroWest Tunnel	710,988	697,182	13,806	400	801	2,770	3,972	9,834	-	-
615 Chicopee Valley Aqueduct Redundancy	8,666	8,666	-	completed project		-	-	-	-	-
616 Quabbin Transmission System	46,922	34,749	12,173	2,807	2,851	3,000	28,834	3,515	-	-
617 Sudbury/Weston Aqueduct Repairs	18,293	4,870	13,423	-	32	564	596	9,493	3,333	-
620 Wachusett Reservoir Spillway Improvements	9,287	9,287	-	completed project		-	-	-	-	-
621 Watershed Land	34,000	29,500	4,500	1,320	1,000	1,925	4,866	255	-	-
622 Cosgrove Tunnel Redundancy	58,619	58,619	-	completed project		-	-	-	-	-
623 Dam Projects	12,984	8,789	4,195	2,840	555	800	9,253	-	-	-
625 Metropolitan Water Tunnel Program	2,189,238	58,308	2,130,930	48,509	48,461	81,290	208,761	1,337,213	562,335	53,121
628 Metropolitan Redundancy Interim Improvements	261,491	96,592	164,899	5,604	15,829	14,484	75,093	36,184	92,798	-
630 Watershed Division Capital Improvements	31,670	3,393	28,278	814	4,100	4,510	9,721	18,854	-	-

Attachment A
FY27 Proposed Capital Expenditure Forecast
at Project Level
(\$000s)

Program / Project Name	Total Program/Project Budget Amount	Life-to-Date Spending through FY25	Remaining Balance	FY26	FY27	FY28	FY24-FY28	FY29-FY33	FY34-FY38	Beyond FY38
Distribution And Pumping	1,323,137	647,097	676,040	32,197	49,850	33,733	170,653	371,471	188,789	
618 Peabody Pipeline Project	1,448	1,448	-	completed project		-	-	-	-	-
677 Valve Replacement	12,016	12,016	-	completed project		-	-	-	-	-
678 Boston Low Service - Pipe & Valve Rehabilitation	23,691	23,691	-	completed project		-	-	-	-	-
683 Heath Hill Road Pipe Replacement	19,358	19,358	-	completed project		-	-	-	-	-
689 James L. Gillis Pump Station Rehabilitation	33,419	33,419	-	completed project		-	-	-	-	-
692 Northern High Service (NHS) - Section 27 Improvements	2,136	124	2,013	-	-	-	-	2,013	-	-
693 NHS - Revere & Malden Pipeline Improvements	173,680	38,958	134,722	8,237	16,912	9,550	38,087	30,024	70,000	-
702 New Connecting Mains - Shaft 7 to WASM 3	108,699	64,107	44,593	8,166	13,450	4,797	57,476	17,979	200	-
704 Rehabilitation of Other Pump Stations	51,572	30,090	21,482	-	594	793	1,387	20,095	-	-
706 NHS-Connecting Mains from Section 91	2,360	2,360	-	completed project		-	-	-	-	-
708 Northern Extra High Service (NEH) - New Pipelines	82,279	22,035	60,243	9,007	13,767	13,354	41,115	24,116	-	-
712 Cathodic Protection of Distribution Mains	8,485	1,160	7,325	1,800	3,000	2,525	7,325	-	-	-
713 Spot Pond Supply Mains Rehabilitation	81,033	65,902	15,131	-	-	-	230	1,183	13,948	-
714 Southern Extra High Sections 41 & 42	3,657	3,657	-	completed project		-	-	-	-	-
719 Chestnut Hill Connecting Mains	60,452	18,287	42,165	-	-	-	-	23,205	18,960	-
720 Warren Cottage Line Rehabilitation	1,205	1,205	-	completed project		-	-	-	-	-
721 Southern Spine Distribution Mains	128,978	38,714	90,263	-	1	314	368	85,254	4,694	-
722 Northern Intermediate High (NIH) Redundancy & Storage	160,378	108,646	51,732	4,918	1,472	1,351	22,809	43,991	-	-
723 Northern Low Service Rehabilitation - Section 8	68,982	5,557	63,425	4	13	13	40	63,396	-	-
725 Hydraulic Model Update	598	598	-	completed project		-	-	-	-	-
727 Southern Extra High (SEH) Redundancy & Storage	179,117	65,094	114,023	64	85	247	468	32,648	80,979	-
730 Weston Aqueduct Supply Mains (WASM)	80,403	80,403	-	completed project		-	-	-	-	-

Attachment A
FY27 Proposed Capital Expenditure Forecast
at Project Level
(\$000s)

Program / Project Name	Total Program/Project Budget Amount	Life-to-Date Spending through FY25	Remaining Balance	FY26	FY27	FY28	FY24-FY28	FY29-FY33	FY34-FY38	Beyond FY38
731 Lynnfield Pipeline	5,626	5,626	-	completed project		-	-	-	-	-
732 Walnut St. & Fisher Hill Pipeline Rehabilitation	2,717	2,717	-	completed project		-	-	-	-	-
735 Section 80 Rehabilitation	30,848	1,925	28,924	1	557	789	1,347	27,567	10	-
Other Waterworks	262,661	288,488	(25,827)	38,109	31,781	30,337	146,612	85,895	(70,019)	(141,931)
753 Central Monitoring System	46,595	41,112	5,482	1,183	1,544	919	11,654	1,837	-	-
763 Distribution Systems Facilities Mapping	3,087	1,756	1,331	19	396	154	750	763	-	-
764 Local Water Infrastructure Rehabilitation	7,488	7,488	-	completed project		-	-	-	-	-
765 Local Water System Assistance Program (LWSAP)	38,459	221,409	(182,950)	27,070	20,064	17,290	101,361	14,662	(120,105)	(141,931)
766 Waterworks Facility Asset Protection	167,032	16,723	150,309	9,837	9,777	11,975	32,847	68,634	50,086	-
Business & Operations Support	255,263	158,392	96,871	18,207	44,272	16,559	96,706	17,704	130	
881 Equipment Purchase	43,161	29,751	13,410	4,264	4,506	2,748	14,303	1,763	130	-
925 Technical Assistance	1,055	-	1,055	-	552	294	845	210	-	-
930 MWRA Facility - Chelsea	9,812	9,812	-	completed project		-	-	-	-	-
931 Business Systems Plan	24,562	24,562	-	completed project		-	-	-	-	-
932 Environmental Remediation	1,479	1,479	-	completed project		-	-	-	-	-
933 Capital Maintenance Planning & Development	50,998	26,183	24,815	5,890	6,925	3,000	19,921	9,000	-	-
934 MWRA Facilities Management & Planning	23,101	20,409	2,692	(8)	-	-	1,711	2,700	-	-
935 Alternative Energy Initiatives	48,274	18,184	30,090	500	22,500	7,090	30,090	-	-	-
940 Application Improvement Program	25,564	13,729	11,835	4,829	2,512	1,945	16,719	2,550	-	-
942 Information Security Program (ISP)	5,393	3,101	2,292	1,257	1,035	-	2,281	-	-	-
944 Information Technology Management Program	2	2	-	completed project		-	-	-	-	-
946 IT Infrastructure Program	21,863	11,182	10,681	1,475	6,242	1,482	10,837	1,482	-	-

ATTACHMENT B
Overview of the FY27 Proposed CIP and Changes from the FY26
Final CIP

Program and Project	FY26 Final				FY27 Proposed				Change from Final FY26			
	Total Budget Amount	FY24-28	FY29-33	Beyond 33	Total Budget Amount	FY24-28	FY29-33	Beyond 33	Total Budget Amount	FY24-28	FY29-33	Beyond 33
Total MWRA	11,856,036	1,991,297	4,214,561	625,157	12,544,255	1,827,949	4,778,587	912,696	688,219	(163,347)	564,027	287,540
Wastewater	5,927,054	1,184,903	2,293,365	(9,652)	6,497,035	1,049,797	2,772,706	216,091	569,981	(135,105)	479,342	225,743
Interception & Pumping	1,639,824	211,129	632,016	32,823	1,883,104	257,913	828,341	32,993	243,280	46,784	196,325	170
102 Quincy Pump Facilities	25,907	-	-	-	25,907	-	-	-	-	-	-	-
104 Braintree-Weymouth Relief Facilities	250,017	14,116	3,492	-	250,513	14,508	3,595	-	496	392	103	-
105 New Neponset Valley Relief Sewer	30,300	-	-	-	30,300	-	-	-	-	-	-	-
106 Wellesley Extension Replacement Sewer	64,359	-	-	-	64,359	-	-	-	-	-	-	-
107 Framingham Extension Relief Sewer	47,856	-	-	-	47,856	-	-	-	-	-	-	-
127 Cummingsville Replacement Sewer	8,999	-	-	-	8,999	-	-	-	-	-	-	-
130 Siphon Structure Rehabilitation	24,286	11,205	9,978	-	24,336	9,703	11,530	-	50	(1,502)	1,552	-
131 Upper Neponset Valley Sewer	54,174	-	-	-	54,174	-	-	-	-	-	-	-
132 Corrosion & Odor Control	104,572	5,170	26,008	3,952	104,681	5,170	26,008	4,062	109	-	-	110
136 West Roxbury Tunnel	11,970	1,656	-	-	11,733	1,419	-	-	(237)	(237)	-	-
137 Wastewater Central Monitoring	30,982	2,399	8,657	-	30,982	1,909	9,147	-	-	(490)	490	-
139 South System Relief Project	4,939	-	1,500	-	4,939	-	1,500	-	-	-	-	-
141 Wastewater Process Optimization	8,310	-	6,111	-	8,310	-	6,111	-	-	-	-	-
142 Wastewater Meter System-Equipment	21,057	1,061	1,620	6,426	21,057	1,061	1,620	6,426	-	-	-	-
143 Regional I/I Management Planning	169	-	-	-	169	-	-	-	-	-	-	-
145 Facility Asset Protection	946,229	175,522	573,952	17,445	1,189,091	224,143	768,132	17,505	242,862	48,621	194,180	60
146 D.I. Cross Harbor Tunnel Inspection	5,000	-	-	5,000	5,000	-	-	5,000	-	-	-	-
147 Randolph Trunk Sewer Relief	698	-	698	-	698	-	698	-	-	-	-	-
Treatment	2,590,059	682,981	1,483,526	59,064	2,903,480	515,101	1,762,192	261,700	313,421	(167,880)	278,666	202,635
182 DI Primary and Secondary	(958)	-	-	-	(958)	-	-	-	-	-	-	-
200 DI Plant Optimization	33,279	-	-	-	33,279	-	-	-	-	-	-	-
206 DI Treatment Plant Asset Protection	2,496,603	665,142	1,460,803	59,065	2,801,892	499,221	1,729,378	261,700	305,289	(165,921)	268,575	202,635
210 Clinton Wastewater Treat Plant	58,923	17,839	22,723	-	67,055	15,880	32,814	-	8,132	(1,959)	10,091	-
211 Laboratory Services	2,212	-	-	-	2,212	-	-	-	-	-	-	-
Residuals	194,126	26,524	62,429	24,476	207,726	40,241	40,097	46,691	13,600	13,717	(22,332)	22,215
261 Residuals	63,811	-	-	-	63,811	-	-	-	-	-	-	-
271 Residuals Asset Protection	130,315	26,524	62,429	24,476	143,915	40,241	40,097	46,691	13,600	13,717	(22,332)	22,215

ATTACHMENT B
Overview of the FY27 Proposed CIP and Changes from the FY26
Final CIP

Program and Project	FY26 Final				FY27 Proposed				Change from Final FY26			
	Total Budget Amount	FY24-28	FY29-33	Beyond 33	Total Budget Amount	FY24-28	FY29-33	Beyond 33	Total Budget Amount	FY24-28	FY29-33	Beyond 33
CSO	941,429	22,143	4,320	-	941,109	21,469	4,674	-	(320)	(674)	354	-
324 CSO Support	65,115	5,225	4,321	-	65,115	4,871	4,675	-	-	(354)	354	-
339 North Dorchester Bay	221,510	-	-	-	221,510	-	-	-	-	-	-	-
340 Dorchester Bay Sewer Separation (Fox Point)	55,029	-	-	-	55,029	-	-	-	-	-	-	-
341 Dorchester Bay Sewer Separation (Commercial Point)	61,440	(3)	-	-	61,440	(3)	-	-	-	-	-	-
342 Neponset River Sewer Separation	2,492	-	-	-	2,492	-	-	-	-	-	-	-
343 Constitution Beach Sewer Separation	3,731	-	-	-	3,731	-	-	-	-	-	-	-
344 Stony Brook Sewer Separation	44,319	-	-	-	44,319	-	-	-	-	-	-	-
346 Cambridge Sewer Separation	104,552	-	-	-	104,552	-	-	-	-	-	-	-
347 East Boston Branch Sewer Relief	85,637	-	-	-	85,637	-	-	-	-	-	-	-
348 BOS019 Storage Conduit	14,288	-	-	-	14,288	-	-	-	-	-	-	-
349 Chelsea Trunk Sewer	31,664	555	-	-	31,664	555	-	-	-	-	-	-
350 Union Park Detention Treatment Facility	49,583	-	-	-	49,583	-	-	-	-	-	-	-
351 BWSC Floatables Controls	946	-	-	-	946	-	-	-	-	-	-	-
352 Cambridge Floatables Control	1,127	-	-	-	1,127	-	-	-	-	-	-	-
353 Upgrade Existing CSO Facilities	22,385	-	-	-	22,385	-	-	-	-	-	-	-
354 Hydraulic Relief Projects	7,531	5,236	-	-	7,211	4,916	-	-	(320)	(320)	-	-
355 MWR003 Gate & Siphon	4,424	-	-	-	4,424	-	-	-	-	-	-	-
356 Fort Point Channel Sewer Separation	23,389	11,131	-	-	23,389	11,131	-	-	-	-	-	-
357 Charles River CSO Controls	3,633	-	-	-	3,633	-	-	-	-	-	-	-
358 Morrissey Boulevard Drain	32,181	-	-	-	32,181	-	-	-	-	-	-	-
359 Reserved Channel Sewer Separation	70,524	-	-	-	70,524	-	-	-	-	-	-	-
360 Brookline Sewer Separation	24,715	-	-	-	24,715	-	-	-	-	-	-	-
361 Bulfinch Triangle Sewer Separation	9,032	-	-	-	9,032	-	-	-	-	-	-	-
362 East Boston CSO Control	2,182	-	-	-	2,182	-	-	-	-	-	-	-
Other Wastewater	561,616	242,125	111,073	(126,016)	561,616	215,073	137,402	(125,293)	-	(27,052)	26,329	723
128 I/I Local Financial Assistance	561,335	242,125	111,073	(126,016)	561,335	215,073	137,402	(125,293)	-	(27,052)	26,329	723
138 Sewerage System Mapping Upgrade	281	-	-	-	281	-	-	-	-	-	-	-
Total Waterworks	5,694,675	716,729	1,917,407	634,679	5,791,956	681,445	1,988,176	696,475	97,281	(35,284)	70,769	61,797
Drinking Water Quality	736,349	19,359	56,216	-	740,512	22,886	56,852	-	4,163	3,527	636	-
542 Carroll Water Treatment Plant	447,780	8,727	9,250	-	447,946	8,893	9,250	-	166	166	-	-
543 Quabbin Water Treatment Plant	19,973	-	-	-	19,973	-	-	-	-	-	-	-
544 Norumbega Covered Storage	106,674	-	-	-	106,674	-	-	-	-	-	-	-
545 Blue Hills Covered Storage	40,083	-	-	-	40,083	-	-	-	-	-	-	-
550 Spot Pond Storage Facility	60,126	-	-	-	60,126	-	-	-	-	-	-	-
555 CWTP Asset Protection	61,713	10,632	46,966	-	65,710	13,993	47,602	-	3,997	3,361	636	-

ATTACHMENT B
Overview of the FY27 Proposed CIP and Changes from the FY26
Final CIP

Program and Project	FY26 Final				FY27 Proposed				Change from Final FY26			
	Total Budget Amount	FY24-28	FY29-33	Beyond 33	Total Budget Amount	FY24-28	FY29-33	Beyond 33	Total Budget Amount	FY24-28	FY29-33	Beyond 33
Transmission	3,397,730	326,972	1,450,658	689,336	3,465,648	341,295	1,473,957	719,634	67,918	14,323	23,299	30,298
597 Winsor Station Pipeline	72,570	99	58,686	6,310	74,330	199	58,609	8,047	1,760	100	(77)	1,737
601 Sluice Gate Rehabilitation	9,158	-	-	-	9,158	-	-	-	-	-	-	-
604 MetroWest Tunnel	709,754	3,467	9,105	-	710,988	3,972	9,834	-	1,234	505	729	-
615 Chicopee Valley Aqueduct Redundancy	8,666	-	-	-	8,666	-	-	-	-	-	-	-
616 Quabbin Transmission System	46,991	30,803	1,615	-	46,922	28,834	3,515	-	(69)	(1,969)	1,900	-
617 Sudbury/Weston Aqueduct Repairs	18,275	2,860	10,545	-	18,293	596	9,493	3,333	18	(2,264)	(1,052)	3,333
620 Wachusett Reservoir Spillway Improvement	9,287	-	-	-	9,287	-	-	-	-	-	-	-
621 Watershed Land	34,000	4,866	255	-	34,000	4,866	255	-	-	-	-	-
622 Cosgrove/Wachusett Redundancy	58,619	-	-	-	58,619	-	-	-	-	-	-	-
623 Dam Projects	12,857	9,126	-	-	12,984	9,253	-	-	127	127	-	-
625 Metro Water Tunnel Program	2,127,642	190,391	1,313,280	596,162	2,189,238	208,761	1,337,213	615,456	61,596	18,370	23,933	19,294
628 Metro Redundancy Interim Improvement	258,269	74,966	39,022	86,864	261,491	75,093	36,184	92,798	3,222	127	(2,838)	5,934
630 Watershed Division Capital Improvement	31,640	10,394	18,150	-	31,670	9,721	18,854	-	30	(673)	704	-
Distribution & Pumping	1,298,136	189,500	346,745	169,671	1,323,137	170,652	371,471	188,791	25,000	(18,849)	24,727	19,120
618 Peabody Pipeline	1,448	-	-	-	1,448	-	-	-	-	-	-	-
677 Valve Replacement	12,016	-	-	-	12,016	-	-	-	-	-	-	-
678 Boston Low Service-Pipe & Valve Rehabilitation	23,691	-	-	-	23,691	-	-	-	-	-	-	-
683 Heath Hill Road Pipe Replacement	19,358	-	-	-	19,358	-	-	-	-	-	-	-
689 James L. Gillis Pump Station Rehabilitation	33,419	-	-	-	33,419	-	-	-	-	-	-	-
692 NHS - Section 27 Improvements	2,136	-	2,013	-	2,136	-	2,013	-	-	-	-	-
693 NHS - Revere & Malden Pipeline Improvement	173,145	46,566	21,010	70,000	173,680	38,087	30,024	70,000	535	(8,479)	9,014	-
702 New Connect Mains-Shaft 7 to WASM 3	109,470	58,910	17,417	100	108,699	57,476	17,979	200	(771)	(1,434)	562	100
704 Rehabilitation of Other Pump Stations	51,572	1,387	20,095	-	51,572	1,387	20,095	-	-	-	-	-
706 NHS-Connecting Mains from Section 91	2,360	-	-	-	2,360	-	-	-	-	-	-	-
708 Northern Extra High Service New Pipelines	81,311	46,815	17,448	-	82,279	41,115	24,116	-	968	(5,700)	6,668	-
712 Cathodic Protection Of Distrubution Mains	6,718	5,558	-	-	8,485	7,325	-	-	1,767	1,767	-	-
713 Spot Pond Supply Mains Rehabilitation	66,805	233	900	-	81,033	230	1,183	13,948	14,228	(3)	283	13,948
714 Southern Extra High Sections 41 & 42	3,657	-	-	-	3,657	-	-	-	-	-	-	-
719 Chestnut Hill Connecting Mains	59,475	-	23,205	17,983	60,452	-	23,205	18,960	977	-	-	977
720 Warren Cottage Line Rehabilitation	1,205	-	-	-	1,205	-	-	-	-	-	-	-
721 South Spine Distribution Mains	127,034	681	83,794	3,898	128,978	368	85,254	4,694	1,944	(313)	1,460	796
722 NIH Redundancy & Storage	158,657	26,380	38,700	-	160,378	22,809	43,991	-	1,721	(3,571)	5,291	-
723 Northern Low Service Rehabilitation Section 8	68,982	52	63,384	-	68,982	40	63,396	-	-	(12)	12	-
724 Northern High Service - Pipeline Rehabilitation	-	-	-	-	-	-	-	-	-	-	-	-
725 Hydraulic Model Update	598	-	-	-	598	-	-	-	-	-	-	-
727 Southern Extra High Redundancy & Storage	176,133	1,572	31,849	77,690	179,117	468	32,648	80,979	2,984	(1,104)	799	3,289
730 Weston Aqueduct Supply Mains	80,403	-	-	-	80,403	-	-	-	-	-	-	-
731 Lynnfield Pipeline	5,626	-	-	-	5,626	-	-	-	-	-	-	-
732 Walnut St. & Fisher Hill Pipeline Rehabilitation	2,717	-	-	-	2,717	-	-	-	-	-	-	-
733 NHS Pipeline Rehabilitation 13-18 & 48	-	-	-	-	-	-	-	-	-	-	-	-

ATTACHMENT B
Overview of the FY27 Proposed CIP and Changes from the FY26
Final CIP

Program and Project	FY26 Final				FY27 Proposed				Change from Final FY26			
	Total Budget Amount	FY24-28	FY29-33	Beyond 33	Total Budget Amount	FY24-28	FY29-33	Beyond 33	Total Budget Amount	FY24-28	FY29-33	Beyond 33
734 Southern Extra High Pipelines-Sections 30, 39,40, & 44	-	-	-	-	-	-	-	-	-	-	-	-
735 Section 80 Rehabilitation	30,201	1,347	26,929	-	30,848	1,347	27,567	10	647	-	638	10
Other	262,461	180,896	63,789	(224,329)	262,661	146,612	85,896	(211,950)	200	(34,285)	22,107	12,379
753 Central Monitoring System	46,709	11,767	1,837	-	46,595	11,654	1,837	-	(114)	(113)	-	-
763 Distribution Systems Facilities Mapping	3,087	941	572	-	3,087	750	763	-	-	(191)	191	-
764 Local Water Infrastructure Rehabilitation Assistance Program	7,488	-	-	-	7,488	-	-	-	-	-	-	-
765 Local Water Pipeline Improvement Loan Program	38,459	128,811	(5,348)	(269,476)	38,459	101,361	14,662	(262,036)	-	(27,450)	20,010	7,440
766 Waterworks Facility Asset Protection	166,718	39,378	66,728	45,147	167,032	32,847	68,634	50,086	314	(6,531)	1,906	4,939
Business & Operations Support	234,307	89,665	3,789	130	255,264	96,707	17,705	130	20,957	7,042	13,916	-
881 Equipment Purchase	43,099	15,604	400	130	43,161	14,303	1,763	130	62	(1,301)	1,363	-
925 Technical Assistance	1,055	1,055	-	-	1,055	845	210	-	-	(210)	210	-
930 MWRA Facility - Chelsea	9,812	-	-	-	9,812	-	-	-	-	-	-	-
931 Business Systems Plan	24,562	-	-	-	24,562	-	-	-	-	-	-	-
932 Environmental Remediation	1,479	-	-	-	1,479	-	-	-	-	-	-	-
933 Capital Maintenance Planning	41,498	17,858	1,562	-	50,998	19,921	9,000	-	9,500	2,063	7,438	-
934 MWRA Facilities Management	22,927	2,410	1,827	-	23,101	1,711	2,700	-	174	(699)	873	-
935 Alternative Energy Initiatives	38,684	20,500	-	-	48,274	30,090	-	-	9,590	9,590	-	-
940 Applicat Improv Program	25,047	18,752	-	-	25,564	16,719	2,550	-	517	(2,033)	2,550	-
942 Info Security Program ISP	4,493	1,381	-	-	5,393	2,281	-	-	900	900	-	-
944 Info Tech Mgmt Program	2	-	-	-	2	-	-	-	-	-	-	-
946 IT Infrastructure Program	21,649	12,105	-	-	21,863	10,837	1,482	-	214	(1,268)	1,482	-

Attachment C

New Capital Projects Added to the FY26 CIP

Program	Project	Subphase	Contract Number	Total Contract Amount	NTP	SC	FY26	FY27	FY28	FY24-28	Beyond FY28	Total Expenditures
Interception & Pumping	145 Facility Asset Protection	Alford St. Pump Station Seawall Repair Construction	8194	\$ 1,000,000	Jul-26	Jul-27	\$ -	\$ 750,000	\$ 250,000	\$ 1,000,000	\$ -	\$ 1,000,000
Treatment	206 Deer Island Treatment Plant (DITP) Asset Protection	Aeration and Clarifier Rehabilitation Design, ESDC, REI	6728	\$ 14,000,000	Nov-28	Nov-34	\$ -	\$ -	\$ -	\$ -	\$ 14,000,000	\$ 14,000,000
Treatment	206 Deer Island Treatment Plant (DITP) Asset Protection	Aeration and Clarifier Rehabilitation Construction	6729	\$ 107,000,000	Nov-30	Nov-34	\$ -	\$ -	\$ -	\$ -	\$ 107,000,000	\$ 107,000,000
Treatment	206 Deer Island Treatment Plant (DITP) Asset Protection	Roofing Replacement Construction	7449	\$ 15,000,000	Nov-27	Nov-29	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000	\$ 12,000,000	\$ 15,000,000
CSO MWRA Managed	354 Hydraulic Relief Projects	Modifications of Regulator RE-051 Weir Wall	8188	\$ 375,000	Nov-25	Apr-26	\$ 375,000	\$ -	\$ -	\$ 375,000	\$ -	\$ 375,000
Drinking Water Quality Improvements	555 Carroll Water Treatment Plant Asset Protection	PT Building CO2 System Upgrades	8190	\$ 610,000	Sep-26	Sep-27	\$ -	\$ 610,000	\$ -	\$ 610,000	\$ -	\$ 610,000
Distribution And Pumping	713 Spot Pond Supply Mains Rehabilitation	Walnut St Pipe Bridge Replacement Design	8191	\$ 2,032,960	Jan-33	Jan-38	\$ -	\$ -	\$ -	\$ -	\$ 2,032,960	\$ 2,032,960
Distribution And Pumping	713 Spot Pond Supply Mains Rehabilitation	Walnut St Pipe Bridge Replacement Construction	8192	\$ 12,197,760	Jan-35	Jan-37	\$ -	\$ -	\$ -	\$ -	\$ 12,197,760	\$ 12,197,760
Business And Operations Support	935 Alternative Energy Initiatives	Norumbega Solar Project	7324	\$ 10,000,000	Jul-26	Jun-28	\$ -	\$ 8,000,000	\$ 2,000,000	\$ 10,000,000	\$ -	\$ 10,000,000
SUMMARY:												
Total Wastewater Projects				\$ 137,375,000			\$ 375,000	\$ 750,000	\$ 3,250,000	\$ 4,375,000	\$ 133,000,000	\$ 137,375,000
Total Water Projects				\$ 14,840,720			\$ -	\$ 610,000	\$ -	\$ 610,000	\$ 14,230,720	\$ 14,840,720
Total Business & Operations Support Projects				\$ 10,000,000			\$ -	\$ 8,000,000	\$ 2,000,000	\$ 10,000,000	\$ -	\$ 10,000,000
Total Projects				\$ 162,215,720			\$ 375,000	\$ 9,360,000	\$ 5,250,000	\$ 14,985,000	\$ 147,230,720	\$ 162,215,720


STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: January 14, 2026
SUBJECT: Appointment of Proxy for Fore River Railroad Corporation




COMMITTEE: Administration, Finance & Audit

VOTE
 INFORMATION


Carolyn M. Francisco
General Counsel

Sean R. Cordy, Assistant Capital Finance Manager
Matthew R. Horan, Deputy Director, Finance/Treasurer
Preparer/Title


Thomas J. Durkin
Director of Finance

RECOMMENDATION:

That the MWRA Board of Directors, as holder of all voting rights of all the issued and outstanding shares of stock of the Fore River Railroad Corporation, vote to appoint Matthew R. Horan, with the power of substitution, to vote as proxy at the next annual meeting and any special meeting of the stockholders for the Fore River Railroad Corporation in accordance with the form of proxy attached hereto and filed with the records of this meeting. In addition, the MWRA Board of Directors directs the proxy to elect the following board members:

Thomas J. Durkin	Michele S. Gillen	Frederick A. Laskey
Kathleen M. Murtagh	Carolyn M. Francisco Murphy	Brian Peña
Katherine Ronan	John J. Walsh	Rebecca Weidman

DISCUSSION:

In 1987, MWRA purchased the Fore River Staging Area from General Dynamics. Included in the sale was the purchase of the Fore River Railroad Corporation (FRRC). The railroad operates during weekdays and services MWRA's Residuals Plant and Twin Rivers Technologies, Inc. Since July 2001, FRRC has leased its operating rights to Fore River Transportation Corp., a short-line railroad operator. Pursuant to the by-laws of the FRRC, an annual meeting of the shareholders must be held in the first quarter of each calendar year to elect the Board of Directors. MWRA is the sole stockholder of the FRRC.

The primary purpose of the proxy for the stockholders at the Annual Stockholders' meeting is to elect the FRRC Board of Directors as set forth on the Shareholder's Annual Meeting Agenda. Each Director's term extends until the next annual meeting. The FRRC by-laws state that the Board shall consist of a minimum of five and not more than ten members. With the retirement of David

W. Coppes staff recommend that Kathleen M. Murtagh be appointed to serve on the Board. Staff propose that all other current Board Members be reappointed to serve on the FRRC Board. The proposed members are listed below:

Thomas J. Durkin
Kathleen M. Murtagh
Katherine Ronan

Michele S. Gillen
Carolyn M. Francisco Murphy
John J. Walsh

Frederick A. Laskey
Brian Peña
Rebecca Weidman

ATTACHMENT:

Form of Proxy

FORE RIVER RAILROAD CORPORATION
PROXY

The undersigned, on behalf of MWRA's Board of Directors and duly representing the holder of all the issued and outstanding shares of stock of the Fore River Railroad Corporation hereby appoints Matthew R. Horan to vote as proxy for the undersigned at the upcoming Annual Meeting of the Stockholders and at any Special Meeting of the Stockholders of the Fore River Railroad Corporation. The proxy is instructed to vote on all business as may properly come before the Stockholder's meetings and to sign any waivers of notice to be taken thereat, with all the powers the undersigned would possess if personally present. In addition, the Board of Directors directs the proxy to elect the following board members:

Thomas J. Durkin
Kathleen M. Murtagh
Katherine Ronan

Michele S. Gillen
Carolyn M. Francisco Murphy
John J. Walsh

Frederick A. Laskey
Brian Peña
Rebecca Weidman

MASSACHUSETTS WATER RESOURCES
AUTHORITY

By: _____
Rebecca Tepper
Chair
Board of Directors

Dated: Boston, Massachusetts
January 14, 2026

Massachusetts Water Resources Authority: 1,470 Shares

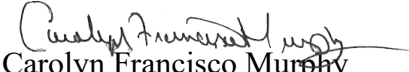
STAFF SUMMARY



TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: January 14, 2026
SUBJECT: Legal Services Furnished by Special Assistant Attorney General Jonathan Ettinger/Foley Hoag LLP in the Boston Harbor Case, *U.S. v. MDC, et al.*, USDC No. 85-0489-RGS; *CLF v. MDC, et al.*, USDC No. 83-1614-RGS

COMMITTEE: Administration, Finance and Audit

 INFORMATION
 X VOTE



Carolyn Francisco Murphy
General Counsel

RECOMMENDATION:

That the Board approve an increase in the hourly rate at which the Authority compensates Foley Hoag LLP for the legal services furnished by Attorney Jonathan Ettinger in his capacity as a Special Assistant Attorney General in the Boston Harbor case from \$950 an hour to \$990 an hour for CY2026.

BACKGROUND:

In 1985, a committee of the MWRA Board of Directors conducted a search for legal counsel to represent the interests of the Authority in the Boston Harbor case, along with other civil actions, which had been or would soon be consolidated with Clean Water Act enforcement suit brought by the Environmental Protection Agency. That search resulted in in the Board’s selection and recommendation of the firm Foley Hoag & Eliot (now Foley Hoag LLP). MWRA’s Enabling Act requires that the Attorney General represent the Authority “in any action involving water pollution in which the Authority is a plaintiff or defendant.” The appointment by the Attorney General of a private sector counsel as Special Assistant Attorney General meets the requirement of the Enabling Act. The Board’s recommendation to engage the Foley Hoag firm was transmitted to the Office of the Attorney General where it was approved by then Attorney General Francis X. Bellotti. Thereafter, Foley Hoag attorney John M. Stevens received an appointment as Special Assistant Attorney General to serve as lead counsel for the Authority in the case. Attorney Stevens represented the Authority until his retirement in 2013 when his partner Jonathan Ettinger, who also worked on the Boston Harbor case, was appointed Special Assistant Attorney General to take the role as lead counsel.

DISCUSSION:

Foley Hoag’s experience and length of service to the Authority in the Boston Harbor case have been invaluable in building and maintaining a high level of credibility as a party before the Federal Court, as well as with other parties in the lawsuit. Attorney Ettinger has dedicated over 35 years to the practice of environmental law. His legal services and dedication to the Boston Harbor case

have been excellent. As lead counsel Attorney Ettinger provides counsel and advice to the Authority, attending to issues and assisting with court filings in the case and representing the Authority before the Federal Court and in dealings with counsel for the various parties.

It is Foley Hoag's practice to adjust billing rates on an annual basis. In July 2019, the Board approved a rate increase for Attorney Ettinger from \$460 an hour (established in 2005) to \$625 an hour for FY2020 and \$700 an hour for FY2021. The firm extended the \$700 hourly rate through calendar year 2021. In January 2022, the Board approved the following rate increases for Attorney Ettinger's legal services: \$790 an hour for CY2022, \$850 an hour CY2023, and \$950 an hour CY2024. The firm extended the \$950 hourly rate to CY2025. These rates were discounted from Attorney Ettinger's standard hourly rate of \$980 in CY2022, \$1,080 in CY2023, \$1,190 in CY2024 and \$1,310 in CY2025.

The proposed hourly rate for Attorney Ettinger's services for the Boston Harbor case for CY2026 is \$990. This represents 4.2% increase from the CY2025 rate and an over 30% discount from Attorney Ettinger's CY2026 standard hourly billing rate of \$1,430. Foley Hoag has also agreed to discount the standard hourly rates of other personnel (attorneys, paralegals, etc.) who work on the case in CY2026 by 20%. Discounted hourly rates for other attorneys, for example, are expected to be approximately \$560 to \$956 for CY2026.

Law Division attorneys, oftentimes and whenever possible, assist in the legal work in the Boston Harbor case to help keep costs down. Law Division attorneys intend to continue this practice. Attorney Ettinger also represents the Authority in other matters, and the rates for those matters are established separately and approved by the Executive Director under the specific engagement. Given the case's significance, staff have sought the Board's approval for the hourly rate for the lead Foley Hoag attorney in the Boston Harbor case. General Counsel is of the opinion that the proposed rate is reasonable given the expertise of Attorney Ettinger and quality of the legal services provided by Foley Hoag.

BUDGET/FISCAL IMPACT:

There are sufficient funds in the FY2026 CEB, and will be sufficient funds in the FY2027 CEB, for the payment of Foley Hoag's legal bills.

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: January 14, 2026
SUBJECT: Financial and Swap Advisory Services
PFM Financial Advisory LLC
Contract F285



COMMITTEE: Administration, Finance & Audit

X VOTE
____ INFORMATION



Michele S. Gillen
Director, Administration

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



Thomas J. Durkin
Director, Finance

RECOMMENDATION:

To approve the recommendation of the Consultant Selection Committee to award Contract F285 for financial and swap advisory services to PFM Financial Advisors LLC and to authorize the Executive Director, on behalf of the Authority, to execute Contract F285 in an amount not to exceed \$686,175 for a term of four years from issuance of the Notice to Proceed.

DISCUSSION:

To manage its multi-billion dollar capital program MWRA requires the services of an Independent Registered Municipal Advisor (financial advisor) and a Qualified Independent Representative (swap advisor). The financial advisor will assist MWRA with the development of a long-term plan of finance, and debt issuances, including assistance with structuring the bond transaction, review and analysis of market conditions, and ongoing management of the debt program. The financial advisor will also assist MWRA with its other financial operations, including review of the existing loan programs and the commercial paper program. Although MWRA currently does not have any swap agreements after terminating them in November 2023, this procurement includes the ability to access swap advisor services in the event a derivative transaction again becomes advantageous to MWRA.

To help protect municipal debt issuers, like MWRA, the Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank) placed a registration requirement and fiduciary responsibilities on municipal financial advisors. In addition to the restrictions on financial advisors, Dodd-Frank restricted investment banks from providing information to municipal bond

issuers who are not represented by a registered independent municipal advisor. Dodd-Frank also required the Securities and Exchange Commission (SEC) and Municipal Securities Rulemaking Board (MRSB) to develop regulations for financial advisors. Dodd-Frank required the SEC and Commodity Futures Trading Commission to produce regulations related to firms providing swap advisory services. The swap regulations place a similar registration and fiduciary responsibility on swap advisors.

PROCUREMENT PROCESS:

The procurement process to select a financial and swap advisor utilized a one-step Request for Qualification Statements and Proposals (RFQ/P), which was issued on November 18, 2025. In addition to the standard procurement advertising requirements, which included Goods & Services Bulletin, the Boston Herald, the Banner Publication and El Mundo, more than 300 firms received notice of the RFQ/P via the MWRA Supplier Portal. Seventeen firms downloaded the RFQ/P, and three firms, Masterson Advisors LLC (Masterson), PFM Financial Advisors LLC (PFM) and Public Resources Advisory Group (PRAG) submitted proposals on December 11, 2025. In their proposal, PFM identified PFM Swap Advisors LLC as the subconsultant that would provide swap advisory services. Masterson indicated that it would provide swap advisory services with the same team that provides financial advisor services. PRAG indicated in their proposal that Evercrest Advisors LLC would provide swap advisory services.

As a result of a prior municipal market scandal involving MWRA's former financial advisor, beginning with its 1993 procurement for financial advisory services, eligibility of firms to provide financial advisory services was limited to financial firms that do not also provide underwriting services. This prohibition was recommended at that time by the Inspector General, and MWRA has continued the practice without interruption since then. As a result of the requirements in the Dodd-Frank Act, the SEC and the MRSB, through Rule G-23, places restrictions on entities from serving as both a financial advisor and underwriter on the same transaction. This regulation prohibits a financial advisor firm from simultaneously serving as an underwriter on a transaction for which it is providing advisory services. However, it does not prohibit a financial firm from serving as an underwriter on other municipal bonds or future transactions for that issuer or, at this time, from purchasing the bonds it advised on in the secondary market. To reduce the risk of conflicts of interest between financial advisory services and underwriting, MWRA again made the business decision to continue its long-standing practice of prohibiting entities that conduct municipal underwritings from serving as its financial advisor. Proposers are required to submit a Statement of Fiduciary Responsibility Standards as part of the proposal which provides the information necessary to determine if a conflict of interest or an appearance of a conflict of interest exists.

As part of the RFQ/P process, a Disclosure Panel comprised of MWRA legal and procurement staff reviewed the proposals for compliance with MWRA's Statement of Fiduciary Responsibility Standards. Based on the Panel's review, it was determined that no conflict of interest or appearance of a conflict of interest exists that would disqualify Masterson, PFM or PRAG from providing these services.

After that determination, the Selection Committee evaluated and ranked the three proposals based on the criteria contained in the RFQ/P including Cost (30 pts), Qualifications and Key Personnel (30 pts), Similar Experience and Past Performance (15 pts), Technical Approach (15pts), and Capacity/Organization and Management Approach (10 pts). The proposals for Financial and Swap Advisory Services were ranked as follows:

Rank	Firm	Costs
1	PFM	\$ 686,175
2	Masterson	\$ 658,125
3	PRAG	\$ 1,337,935

PFM proposed a strong team with a significant amount of experience, albeit at a higher proposed cost than Masterson. The cost delta between PFM and Masterson can be attributed to PFM's proposed single hourly rate being slightly higher than Masterson's hourly rate; however, the hourly rate proposed is reasonable and has remained the same for the two primary roles, director and senior managing consultant, since 2022. Moreover, PFM proposed no escalation in hourly rates over the four-year term of this contract. PFM has deep experience, having advised on 736 bond transactions totaling over \$88 billion in par during 2024, which provides PFM with extensive knowledge about the municipal bond market. Being involved in that many transactions provides their bond pricing group with very detailed, real-time guidance on market conditions. This information is extremely valuable to MWRA when selling bonds in the market to help ensure a successful transaction at the lowest cost of borrowing. PFM's senior personnel are qualified and possess the necessary experience to provide financial advisory services to MWRA. PFM has served as MWRA's financial advisors since 2006 and the firm's performance has been excellent. PFM has served as financial advisor to several Massachusetts entities including the Executive Office for Administration and Finance, Office of the State Treasurer, Massachusetts Port Authority, and Massachusetts Clean Water Trust, as well as many other large issuers around the United States. All of the references for PFM were excellent.

While Masterson's proposal was at a lower cost than PFM, the firm's proposed lead staff, while well-qualified, had less years of experience than PFM's staff. Masterson indicated that it had advised on 901 transactions totaling \$26.7 billion in par over the last five years, but 721, or 80%, of these transactions were in the state of Texas, which caused some concern as to the firm's exposure to transactions nationally as compared to PFM. Masterson indicated that they have a total staff of 30, which caused some concern related to their capacity to provide these services, as compared to PFM's much larger staff. Finally, Masterson's bond pricing services did not appear to be as robust as those offered by PFM. PRAG provided a strong proposal, with a very qualified staff, but at a significantly higher cost than PFM or Masterson.

The Selection Committee concluded that PFM had significant relevant experience and possesses the qualifications and capacity to provide MWRA with the required services. As a result, all the committee members scored PFM in the very good and excellent range and unanimously voted to recommend award of the contract to PFM. Therefore, the Selection Committee recommends that this contract be awarded to PFM for the not-to-exceed amount of \$686,175 for a term of four years from issuance of the notice to proceed.

BUDGET/FISCAL IMPACT:

The costs associated with financial advisory services are split between the cost of issuance for a related bond transaction and the current expense budget depending on the task. There are sufficient funds in the FY26 CEB to pay for the work under this contract. Funds for the remaining years will be included in future CEBs.

MBE/WBE PARTICIPATION:

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

STAFF SUMMARY


TO: Board of Director
FROM: Frederick A Laskey, Executive Director
DATE: January 14, 2026
SUBJECT: January 2026 PCR Amendments



COMMITTEE: Personnel and Compensation

 INFORMATION
 X VOTE

Wendy Chu, Director of Human Resources
Preparer/Title


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.

January 2026 PCR Amendments

There are three PCR Amendments this month.

Organizational Changes:

1. Creation of one Senior Treasury Analyst position in the Finance Division, Treasury Department (Unit 6, Grade 9) to create more of a career path within the department.
2. Title and grade change to one filled position in the Finance Division, Treasury Department from an Assistant Capital Finance Manager (Unit 6, Grade 11) to Capital Finance Manager (Unit 6, Grade 12) to better reflect position's responsibility due to a reorganization.
3. Creation of one Project Manager, Compliance position in the Operations Division, TRAC Department (Unit 9, Grade 25) to meet staffing needs.

BUDGET/FISCAL IMPACT:

The annualized budgetary impact of the PCR amendments will be a net savings of at least \$9,637.

ATTACHMENTS:

Job Descriptions

MASSACHUSETTS WATER RESOURCES AUTHORITY
 POSITION CONTROL REGISTER AMENDMENTS
 FISCAL YEAR 2026

PCR AMENDMENTS REQUIRING BOARD APPROVAL - January 14, 2026																
Number	Current PCR #	V/F	Type	Current Title	UN	GR	Amended Title	UN	GR	Current/Budget Salary	Estimated New Salary		Estimated Annual \$ Impact		Reason For Amendment	
B16	Finance Treasury Department 4510009	V	T/G	Investment Manager	6	12	Senior Treasury Analyst	6	9	\$144,961	\$73,985	-	\$108,816	-\$70,976	-\$36,145	To build more of a career path within the department.
B17	Finance Treasury Department 4510042	F	T/G	Assistant Capital Finance Manager	6	11	Capital Finance Manager	6	12	\$123,037	\$138,015	-	\$138,015	\$14,978	-\$14,978	Better reflects position's responsibility due to a reorganization.
B18	Operations TRAC 2210029	V	T/G	Compliance Coordinator	9	23	Project Manager, Compliance	9	25	\$125,615	\$98,087	-	\$137,145	-\$27,528	-\$11,530	To better meet staffing needs,
BOARD TOTAL =					3						TOTAL:			-\$83,526	-\$9,637	

**MWRA
POSITION DESCRIPTION**

POSITION: Investment Manager

DIVISION: Administration & Finance

DEPARTMENT: Treasury

BASIC PURPOSE:

Assists in the development of a program to borrow funds as needed to insure continuous operations of the Authority and to invest available funds to reduce costs to ratepayers.

SUPERVISION RECEIVED:

Works under the general supervision of the Treasurer.

SUPERVISION EXERCISED:

None.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Executes and monitors an investment strategy for the Authority's operating, capital and reserve funds.
- Prepares interest rate and investment trend reports.
- Identifies and examines resources provided by commercial banks, investment banks and mutual funds for the benefit of the Authority. Also conducts bidding process and placement of funds with respective representatives of these instructions.
- Develops and implements an investor relations program, which includes the publication of a financial newsletter as well as interaction with potential institutional and retail buyers of Authority debt.
- Assists in the preparation of the Authority's capital financing program.
- Monitors the Authority's activities to insure compliance with all note and bond indentures.

SECONDARY DUTIES:

- Performs related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) Knowledge of investing and financial management as normally attained through a four (4) year college program in finance, business, public administration, economics or a related field. Advanced degree is preferred; and
- (B) Understanding of investing and financial management as acquired through three (3) to five (5) years of experience in accounting, banking, investment or financial management. Public sector experience is strongly preferred; or
- (C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

- (A) Knowledge of personal computers required.
- (B) Excellent interpersonal, written and verbal communication skills required.
- (C) Strong quantitative skills required

SPECIAL REQUIREMENTS:

None.

TOOLS AND EQUIPMENT USED:

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

PHYSICAL DEMANDS:

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

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

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

WORK ENVIRONMENT:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. While performing the duties of this job, the employee regularly works in an office environment. The employee occasionally works in outside weather conditions.

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

September 2014

**MWRA
POSITION DESCRIPTION**

POSITION: Senior Treasury Analyst

DIVISION: Finance

DEPARTMENT: Treasury

BASIC PURPOSE:

Assists with financial, debt management, OPEB (Other Post Employment Benefits) Trust and contract administration functions related to the daily management of financial activities. Assist with special financial projects as assigned.

SUPERVISION RECEIVED:

Works under the direct supervision of the Capital Finance Manager. May receive assignments from Deputy Director of Finance/Treasurer and other Finance Division Managers.

SUPERVISION EXERCISED:

May provide general guidance to finance interns.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Coordinates all day-to-day operations of assigned project work.
- Assists with the development of the capital finance and investment income budgets.
- Prepares (or compiles) the data for the monthly capital finance and investment income management reporting (yellow notebook) pages.
- Updates the MWRA's debt management and cash/investment databases.
- Assists with processing (or tracking) deposit of rate revenue and other funds remitted to MWRA.
- Assists with the coordination of the MWRA's OPEB Trust including producing monthly reporting and processing retiree benefit payments.
- Drafts documentation for SRF (State Revolving Fund) transactions.
- Monitors activities of assigned projects to ensure project completion, compliance with applicable terms and conditions, to include accurate payment of applicable fees and invoices.
- Receives, reviews and recommends approval of project invoices.
- Assists with the development of grant applications.
- Assists with activities with federal, state and local entities to ensure compliance with applicable laws and regulations, mitigate project impact, and addresses concerns.
- Prepares agenda and all supporting material for internal and external formal meetings.

- Assists in the development of schedules, applications, forms, spreadsheets, and notices.
- Assists with the collection and collation needed for Finance Division transactions.
- Works on special analytical projects.
- Assists with the development of procurement documents.

SECONDARY DUTIES:

Performs related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) A Bachelor's degree in business, finance, accounting, or a related field; and
- (B) At least two (2) years of experience in contract administration and/or financial analysis; or
- (C) Any equivalent combination of education and experience.

Necessary Knowledge, Skills and Abilities:

- (A) Excellent spreadsheet and database skills.
- (B) Proficient in Microsoft Office Suite.
- (C) Excellent analytical, written, organizational, interpersonal, planning and communication skills.
- (D) Demonstrated ability to work effectively with managers at all levels of the organization
- (E) Attention to detail and ability to maintain confidentiality.

SPECIAL REQUIREMENTS:

A valid Massachusetts Class D Motor Vehicle Operator's License

TOOLS AND EQUIPMENT USED:

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

PHYSICAL DEMANDS:

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

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

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

WORK ENVIRONMENT:

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

While performing the duties of this job, the employee regularly works in an office environment. The employee routinely makes visits to operating facilities and construction sites. In these situations the employee is occasionally exposed to outdoor weather conditions, extreme heat or cold and wet, humid conditions (non-weather) and vibration. The employee occasionally works near moving mechanical parts, and in high precarious places. The employee is occasionally exposed to fumes, toxic or caustic chemicals and airborne particles. The employee occasionally exposed to risk of electrical shock and radiation.

The noise level in the normal work environment is a moderately quiet office setting. Visits made to facilities and construction sites include noise levels at the site that could range from loud to very loud.

January 2026

**MWRA
POSITION DESCRIPTION**

POSITION: Assistant Capital Finance Manager

DIVISION: Finance

DEPARTMENT: Treasury

BASIC PURPOSE:

Provides deep analysis on planning, financing and budgeting for the MWRA capital program and assists in the development and execution of the State Revolving Fund (SRF) program. Creates and maintains accurate records and computer databases for the capital finance and grants programs. Performs complex financial analysis for projects within Finance Division. Reviews and ensures accurate financial data is provided for both internal and external partners including regulators, bond/disclosure counsel rating agencies, investment bankers, financial advisors and other in capital finance business partners. Oversees the operations of the Fore River Railroad Corporation. Reviews work of lower-level Treasury staff. Serves as subject matter expert on capital finance related matters within the Finance Division.

SUPERVISION RECEIVED:

Works under the general supervision of the Deputy Director of Finance/Treasurer. May receive assignments from other Finance Division Managers.

SUPERVISION EXERCISED:

Provides general supervision and training to Treasury Analyst staff and interns.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Coordinates all day-to-day operations of assigned project work.
- Works independently to analyze and research alternative strategies for financing MWRA's capital program.
- Reviews financial proposals presented by investment bankers and other financial consultants
- Assists in development and execution of strategy to acquire the maximum amount of federal grant and SRF financing.
- Serves as main MWRA liaison to Massachusetts Department of Environmental Protection (DEP) on the State Revolving Fund (SRF).
- Assists in the coordination of MWRA staff responsible for choosing projects and drafting applications for funding in support of the capital improvement program.
- Supervises the development and submission of final payment requests and all supporting records and data related to closeout of all grants.

- Prepares and submits applications for funding in an accurate and timely manner.
- Maintains records necessary for funding compliance and audit reviews.
- Analyzes alternative approaches to defining capital and operating expenses.
- Trains and advises Treasury Analysts. Serves as first reviewer of the draft work product.
- Assists with the maintenance of the capital finance program including ensuring all compliance and rebate requirements are met.
- Prepares agenda and all supporting material for internal and external formal meetings. Drafts presentations for review by Deputy Director, Finance/Treasurer to share with capital finance business partners including the rating agencies.
- Reviews and maintains debt service funding schedules for senior, subordinated and SRF bonds.
- Manages the budget for Fore River Railroad Corporation (FRRRC). Prepares agenda and documentation material for the FRRRC Board of Directors' monthly meetings.
- Assists in the development of schedules, applications, forms, spreadsheets, notices and with the collection and collation needed for Finance Division transactions.
- Works on special analytical projects.
- Assist with the development of the annual capital finance budget, of procurement documents and with maintaining financial applications and databases.

SECONDARY DUTIES:

- Performs other related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) A Bachelor's degree in business administration or a related field; and
- (B) At least four (4) years of experience and demonstrated knowledge in capital finance programs. Public sector experience is preferred; or
- (C) Any combination of education and experience.

Necessary Knowledge, Skills and Abilities:

- (A) In-depth knowledge of principles of finance and public budgeting.

- (B) Documented excellent analytical and quantitative skills.
- (C) Documented ability to work independently in designing, executing and presenting analyses of detailed and complex financial issues.
- (D) Documented excellent interpersonal, oral and written communication skills.
- (E) Strong attention to detail and ability to reconcile data issues.
- (F) Ability to provide training and guidance to of lower-level staff.
- (G) Strong project management skills.

SPECIAL REQUIREMENTS:

A valid Massachusetts Class D driver's license (or one from an adjacent state).

TOOLS AND EQUIPMENT USED:

Office machines as normally associated with a professional environment, including the use of telephone, personal computers, typical office software, email, videoconferencing applications, copier, fax machine, printer, and scanner.

PHYSICAL DEMANDS:

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

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

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

WORK ENVIRONMENT:

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

The employee regularly works in an office environment. The noise level in the office setting work environment is usually moderately quiet.

September 2025

**MWRA
POSITION DESCRIPTION**

POSITION: Capital Finance Manager

DIVISION: Finance

DEPARTMENT: Treasury

BASIC PURPOSE:

Provides deep analysis on planning, financing and budgeting for the MWRA capital program and assists in the development and execution of the State Revolving Fund (SRF) program. Creates and maintains accurate records and computer databases for the capital finance and grants programs. Performs complex financial analysis for projects within Finance Division. Manages the development of the Capital Finance and Investment Income Current Expense Budgets. Manages MWRA's long-term investment program. Oversees the operations of the MWRA OPEB Trust. Reviews and ensures accurate financial data is provided for both internal and external partners including regulators, bond/disclosure counsel rating agencies, investment bankers, financial advisors and other in capital finance business partners. Oversees the operations of the Fore River Railroad Corporation. Reviews work of lower-level Treasury staff. Serves as a subject matter expert on capital finance related matters within the Finance Division.

SUPERVISION RECEIVED:

Works under the general supervision of the Deputy Director of Finance/Treasurer. May receive assignments or guidance from other Finance Division Managers.

SUPERVISION EXERCISED:

Supervises Senior Treasury Analyst, Treasury Analysts, and interns.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Coordinates all day-to-day operations of assigned project work.
- Works independently to analyze and research alternative strategies for financing MWRA's capital program.
- Reviews financial proposals presented by investment bankers and other financial consultants
- Assists in development and execution of strategy to acquire the maximum amount of federal grant and SRF financing.
- Serves as main MWRA liaison to Massachusetts Department of Environmental Protection (DEP) on the State Revolving Fund (SRF).
- Assists in the coordination of MWRA staff responsible for choosing projects and drafting applications for funding in support of the capital improvement program.

- Supervises the development and submission of final payment requests and all supporting records and data related to closeout of all grants.
- Prepares and submits applications for funding in an accurate and timely manner.
- Maintains records necessary for revenue bond and grant compliance and audit reviews.
- Analyzes alternative approaches to defining capital and operating expenses.
- Trains and advises Senior Treasury Analyst and Treasury Analysts. Serves as first reviewer of the draft work product.
- Supervises the maintenance of the capital finance program including ensuring all compliance and rebate requirements are met.
- Prepares agenda and all supporting material for internal and external formal meetings. Drafts presentations for review by Deputy Director, Finance/Treasurer to share with capital finance business partners including the rating agencies.
- Reviews and maintains debt service funding schedules for senior, subordinated and SRF bonds
- Manages the budget for Fore River Railroad Corporation (FRRRC). Prepares agenda and documentation material for the FRRRC Board of Directors' monthly meetings.
- Coordinates development of schedules, applications, forms, spreadsheets, and notices for Finance Division transactions.
- Manages the development of the annual capital finance and investment income budgets.
- Manages the long-term investment of bond proceeds and other reserves established under the General Revenue Bond Resolution including the bidding for new long-term investments.
- Oversees and participates in the development of procurement documents and handles the procurement process for all Treasury Department and Fore River Railroad programs.
- Manages the unit's financial applications and databases.
- Oversees the MWRA OPEB Trust including investment of funds and distribution of retiree benefits under the guidance of the Deputy Director Finance/Treasurer.

SECONDARY DUTIES:

- Performs other related duties as required.
- Works on special analytical projects.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) A Bachelor's degree in business administration or a related field is required; Graduate degree in related field is preferred' and
- (B) At least five (5) years of experience and demonstrated knowledge in capital finance programs and investments. Public sector experience is strongly preferred; or
- (C) Any combination of education and experience.

Necessary Knowledge, Skills and Abilities:

- (A) In-depth knowledge of principles of finance and public budgeting.
- (B) Documented excellent analytical and quantitative skills.
- (C) Documented ability to work independently in designing, executing and presenting analyses of detailed and complex financial issues.
- (D) Documented excellent interpersonal, oral and written communication skills.
- (E) Strong attention to detail and ability to reconcile data issues.
- (F) Ability to provide training and guidance to of lower-level staff.
- (G) Strong project management skills.

SPECIAL REQUIREMENTS:

A valid Massachusetts Class D driver's license (or one from an adjacent state).

TOOLS AND EQUIPMENT USED:

Office machines as normally associated with a professional environment, including the use of telephone, personal computers, typical office software, email, videoconferencing applications, copier, fax machine, printer, and scanner.

PHYSICAL DEMANDS:

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

While performing the duties of this job, the employee is regularly required to sit, talk and hear. The employee is regularly required to use hands to finger, handle, feel or operate objects, including office

equipment or controls to reach with hands and arms. The employee is occasionally required to stand and walk.

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

WORK ENVIRONMENT:

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

The employee regularly works in an office environment. The noise level in the office setting work environment is usually moderately quiet.

January 2026

**MWRA
POSITION DESCRIPTION**

POSITION: Compliance Coordinator

DIVISION: Operations

DEPARTMENT: Toxic Reduction and Control (TRAC)

BASIC PURPOSE:

Enforces the MWRA's regulations, permits, orders and other requirements on industrial pre-treatment and gains compliance of violators by writing, issuing, and following up on formal enforcement notices and orders, and by working cooperatively with the regulated community.

SUPERVISION RECEIVED:

Works under the general supervision of the Senior Program Manager, Compliance.

SUPERVISION EXERCISED:

None.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Coordinates with other TRAC staff to identify instances of noncompliance with MWRA regulations, permits, orders and other requirements and to determine the appropriate responses to the noncompliance; initiates the formal enforcement process when appropriate and consistent with TRAC procedures.
- Writes and issues formal enforcement notices and orders that meet programmatic and legal requirements in order to enforce the MWRA's regulations, permits, orders, and other requirements and gain the compliance of violators.
- Manages an enforcement caseload and follows up with sewer users to ensure that compliance is achieved and maintained.
- Conducts meetings and negotiates with the sewer users and their consultants to resolve instances of noncompliance and appeals of enforcement notices and orders.
- Works with other TRAC and MWRA staff and staff of other agencies on enforcement cases and on cases referred for criminal and civil prosecution to the Office of the Attorney General and the United States Attorney.
- Coordinates with staff to provide assistance, including toxic use reduction support, to permitted users to help them gain and maintain compliance.
- Reviews plans and specifications for industrial treatment facilities, including piping and instrumentation diagrams, to ensure conformance to accepted engineering practices, and explores opportunities for pollution prevention and source reduction action by violators and other sewer discharges.
- Coordinates with other TRAC staff on innovative and alternative methods to gain compliance.

SECONDARY DUTIES:

- Participates actively in TRAC multi-disciplinary work groups.
- Maintains accurate and current information relating to enforcement on TRAC databases.
- Drafts reports, memoranda and other documents.
- Performs other related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) A Bachelor's degree in chemistry, biology, environmental sciences, or a related engineering or science field; and
- (B) Three (3) to five (5) years experience in industrial pretreatment, an environmental regulatory program or related field; or
- (C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

- (A) Knowledge and understanding of environmental engineering, science, law, policy, and practice related to industrial wastewater treatment, discharge and regulation.
- (B) Ability to negotiate and reach agreement in an enforcement setting and to work with attorneys.
- (C) Familiarity with computers, including word processing, spreadsheets, databases, and other information systems, and ability to perform data analyses.
- (D) Excellent interpersonal, oral and written communications skills.

SPECIAL REQUIREMENTS:

- A valid Class D Massachusetts Motor Vehicle Operator License.

TOOLS AND EQUIPMENT USED:

Inspection equipment, mobile radio, telephone, personal computer including word processing and other software, copy and fax machine.

PHYSICAL DEMANDS:

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

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

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

WORK ENVIRONMENT:

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

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

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

May 2022

**MWRA
POSITION DESCRIPTION**

POSITION: Project Manager, Compliance

DIVISION: Operations

DEPARTMENT: TRAC Field Operations

BASIC PURPOSE:

Ensures consistency and provides guidance for the Toxic Reduction and Control (TRAC) Department's compliance/enforcement program. Enforces the MWRA's regulations, permits, orders and other requirements and gains compliance of violators by writing, issuing, and following up on formal enforcement notices and orders, and by working cooperatively with the regulated community.

SUPERVISION RECEIVED:

Reports to the Senior Program Manager, Compliance.

SUPERVISION EXERCISED:

Exercises direct supervision of and provides overall direction to TRAC Compliance Coordinators.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Provides direction to Compliance Coordinators concerning enforcement to ensure that there is consistency within the team on enforcement practice, procedure, and implementation.
- Reviews and approves draft compliance and enforcement documents prepared by Compliance Coordinators and other TRAC staff to help ensure that they meet programmatic and legal requirements and are consistent among the TRAC staff.
- Coordinates with other TRAC staff to identify instances of noncompliance with MWRA regulations, permits, orders and other requirements and to determine the appropriate responses to the noncompliance; initiates the formal enforcement process when appropriate and consistent with TRAC procedures.
- Writes and issues formal enforcement notices and orders that meet programmatic and legal requirements in order to enforce the MWRA's regulations, permits, orders, and other requirements and gain the compliance of violators.
- Manages an enforcement caseload and follows up with sewer users to ensure that compliance is achieved and maintained.
- Conducts meetings and negotiates with the sewer users and their representatives to resolve instances of noncompliance and appeals of enforcement notices and orders.

- Provides orientation and training on enforcement issues to TRAC staff.
- Tracks compliance and enforcement issuance goals and accomplishments to help ensure that TRAC issues and follows up on enforcement in a timely manner and provides reports on enforcement accomplishments.
- Provides support on compliance and enforcement issues to the Compliance Coordinators and other TRAC staff.
- Oversees the process to identify and report on sewer users in significant noncompliance and to inform those sewer users of their status.
- Review enforcement related documents including the Enforcement Response Plan and Standard Operating Procedures and updates and revises them as appropriate.
- Works with the Sr. Program Manager, Compliance to review and recommend enforcement and compliance policies and procedures within TRAC.
- Assists the Sr. Program Manager, Compliance with interviewing and recommending staff for hiring and promotion.
- Participates in liaison, coordination and educational activities within the MWRA and with other governmental agencies and the public.
- Drafts reports, memoranda, and other documents.

SECONDARY DUTIES:

- Participates actively in TRAC multi-disciplinary work groups.
- Performs other related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) A Bachelor's degree in engineering, science, information systems, or other related field; and
- (B) Knowledge and understanding of environmental regulatory issues, policies, and practices related to industrial wastewater treatment and discharge, as acquired through at least 5 years of related experience including at least one year enforcing environmental requirements; and
- (C) At least two (2) years of experience managing employees, consultants, projects, or programs. Completion of the MWRA supervisory development program may substitute for the supervisory experience; or,

(D) Any equivalent combination of education and/or experience.

Necessary Knowledge, Skills and Abilities:

- (A) Knowledge of the use, development, maintenance and management of complex computer-based information systems as a tool for supporting compliance/enforcement program.
- (B) Ability to review and apply regulations to enforcement cases.
- (C) Demonstrated effectiveness working across organizational boundaries and with persons at all levels in an organization.
- (D) Strong written and oral communication skills.

SPECIAL REQUIREMENTS:

Massachusetts Class D Motor Vehicle Operators License.

TOOLS AND EQUIPMENT USED:

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

PHYSICAL DEMANDS:

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

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

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

WORK ENVIRONMENT:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. While performing the duties of this job, the employee regularly works in an office environment.

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

January 2026

STAFF SUMMARY




TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: January 14, 2026
SUBJECT: Appointment of Deputy Director, Deer Island Wastewater Treatment Plant

COMMITTEE: Personnel & Compensation

 INFORMATION
 X VOTE

Wendy Chu, Director, Human Resources
Chad A. Whiting, Director, Deer Island Treatment Plant
Preparer/Title


Kathleen M Murtagh, P.E.
Chief Operating Officer

RECOMMENDATION:

To approve the appointment of Ms. Lisa L. Wong to the position of Deputy Director, Deer Island Wastewater Treatment Plant (Non-Union Grade 15) at an annual salary of \$180,250 to be effective on a date to be determined by the Executive Director.

DISCUSSION:

The recent promotion of Mr. Chad A. Whiting to the position of Director, Deer Island Wastewater Treatment Plant resulted in a vacancy in the position of Deputy Director, Deer Island Wastewater Treatment Plant.

The position of Deputy Director reports to the Director of the Deer Island Wastewater Treatment Plant and acts on behalf of the Director in his absence. The Deputy Director will oversee the operating units of the Deer Island Wastewater Treatment Plant (Wastewater Treatment, Thermal/Power Plant and Process Control Departments). The Wastewater Treatment Operations Department works 24 hours per day, seven days per week operating one of the largest wastewater treatment plants in the United States.

Selection Process:

The position was posted both internally and externally. A total of 11 candidates applied; three internal candidates were determined to be qualified and were referred for an interview. None of the external applicants were determined qualified to be referred for an interview. Upon completion of these interviews, Ms. Lisa Wong was recommended for the position based on her knowledge, skills, abilities, experience, and education.

Ms. Wong has worked for MWRA for 35 years in various capacities. She was the Acting Deputy Director of the Deer Island Wastewater Treatment Plant for one year before Mr. Whiting was promoted to this position in August of 2022. Ms. Wong currently holds the position of Manager, Process Control in the Process Control Department at Deer Island, a position she has held since 2016. Prior to this, Ms. Wong worked as a Project Manager and Program Manager in the Process

Control Department. In these roles, she has been the key custodian and reviewer of the Plant's operational data and has played a critical role in providing technical support for the operation of the Plant. As the Manager, Process Control, she is responsible for ensuring that Deer Island is compliant with all EPA and DEP permits. In addition, she is also responsible for maintaining up-to-date and accurate information in Deer Island's Operations Management reporting database. Further, Ms. Wong has over ten years of experience working in the Department of Laboratory Services, including six years as a supervisor, where she developed a strong background in laboratory sampling, analysis, and data reporting.

Ms. Wong has 29 years of experience managing and supervising technical staff and has successfully completed MWRA's Supervisory Development Program. She has demonstrated critical thinking and research skills, as well as an ability to troubleshoot wastewater treatment process problems at Deer Island. Ms. Wong has intimate knowledge of all Deer Island emergency-related operations procedures and has been instrumental in developing and updating these procedures.

Ms. Wong has a Bachelor of Science degree in Biology from the University of Massachusetts, Boston. She has a Massachusetts Grade 6 Wastewater Operator's License and an excellent grasp of wastewater treatment principles. Ms. Wong is in the process of petitioning the Massachusetts Board of Certification for an upgrade to the Grade 7 Wastewater License. Her performance while in her previous positions at MWRA makes her an excellent candidate for the position of Deputy Director, Deer Island Wastewater Treatment Plant.

BUDGET/FISCAL IMPACTS:

There are sufficient funds for this position in the FY26 Current Expense Budget.

ATTACHMENTS:

Resume of Ms. Lisa Wong
Position Description
Organizational Chart

Lisa L. Wong

QUALIFICATIONS

- Practical experience and understanding of wastewater, residuals, and odor control treatment processes, and related environmental concepts, gained primarily through 35 years of experience in various capacities within the MWRA including 21 years with the DITP Process Control Department, 10 years with the Department of Laboratory Services, and nearly 4 years with the Harbor Studies Group (currently the Environmental Quality Department).
- Thorough understanding of regulatory and reporting requirements specified in the National Pollutant Discharge and Elimination System (NPDES) Permit, the Title V Air Quality Operating Permit for DITP, and others.
- Over 30 years of experience supervising and managing staff having various levels of skills and technical expertise including experience directing the DITP Wastewater Treatment Operations, onsite Thermal Power Plant Operations, and the Process Control Department for one year as the Acting Deputy Director of DIWWTP.
- Effectively manage staff by encouraging a strong team approach and by providing staff with the necessary support and guidance essential for meeting target objectives and goals.
- 30 years of direct experience in the hiring of staff at the MWRA, including over 20 hires and promotions as the hiring manager in the past 21 years.
- Experienced in the procurement and management of bulk chemical and technical service contracts that are both competitively bid and sole source in nature.
- Experienced with preparing and reviewing capital expense budgets and providing budget variance reports for finance staff and senior management.
- Effectively communicate and coordinate projects between various departments and groups.
- Demonstrated ability to manage special studies and investigations from design stage to summary reporting.
- Understanding of environmental monitoring methods and statistical analysis of data.
- Demonstrated ability to manage multiple projects and tasks while continuing to meet deadlines.
- Successfully completed all regulatory and compliance reporting and notifications within required deadlines.
- Strong oral and written communications skills.
- Proven self-motivator and a dedicated team player with strong management, supervisory, and leadership skills.

EXPERIENCE

MASSACHUSETTS WATER RESOURCES AUTHORITY, BOSTON, MA

July 1990 – Present

Manager, DITP Process Control (April 2016 – Present)

- Manage a department of up to 17 staff comprised of a secretary, entry and mid-level engineers, Project and Program Managers, and a Senior Program Manager.
- Ensure Process Control Department staff work closely alongside treatment plant operations and onsite Thermal Power Plant operations to provide support as necessary to ensure compliance with all applicable permit requirements, and to support optimization efforts.
- Provide oversight and guidance to the Process Monitoring group in the management and reporting of all operational, process control, and regulatory reportable data for all aspects of Deer Island operations.
- Provide direction, oversight, and recommendations to staff in both the Process Engineering and Process Instrumentation and Control System (PICS) groups in coordination with Deer Island and Thermal Power Plant operations to support process control improvements and optimization initiatives.
- Manage the sample monitoring program to ensure compliance with all NPDES and Title V Air Quality Operating Permits, the Multi-Sector General Permit (MSGP), as well as for process control and other related purposes.

- Manage and provide guidance for the assessment, planning, and implementation of technical and cyber security upgrades for the treatment plant's distributed control system (DCS) and the process information (PI) system.
- Prepare, review, and evaluate departmental operating, chemical usage, and electricity usage and generation budgets.
- Provide as needed support to the Clinton Wastewater Treatment Plant and the Biosolids Processing Facility (BPF) in Quincy.
- Manage the procurement and oversight of all bulk chemical contracts, and a number of services contracts including for the Cryogenic Oxygen Facility, the Authority-wide Grit and Screenings Removal and Disposal contract, the Supply, Delivery, and Disposal of Regenerated Activated Carbon contract, the Struvite, Sludge, Scum and Grit Removal Services contract, various PICS hardware, software, and service contracts for the treatment plant's PICS and the human machine interface (HMI), and related systems.
- Initiated and worked with staff and the MassDEP to close out of the 30-year Post-Closure Environmental Monitoring Plan for the historic Deer Island Grit and Screenings Landfill and transition to the current Long-Term Care and Custodial Control Plan (LTCCCP) which was formalized by the MassDEP in September 2024. Ensure compliance with the requirements stipulated in the LTCCCP.

Acting Deputy Director, DIWWTP (July 2021 – July 2022)

- Provided oversight of the operations of the Deer Island Wastewater Treatment Plant and the Thermal Power Plant, and the management of the Process Control Department.
- Managed and provided guidance to the Program Manager, Energy Management on the implementation of various energy reduction and cost savings initiatives.
- Due to the departure of the Program Manager, Energy Management staff, initiated the procurement for the next Lead Market Participant (LMP) contract to cover the ISO-NE CCP periods from 2027-28 through 2029-30 as required for Deer Island's participation in the Forward Capacity Market through its Demand Response Program, until the vacant position was filled.
- Oversaw the hiring of several staff in the plant Operations Department and in the Thermal Power Plant.
- Acted in place of the Director in his absence.

Program Manager - Process Monitoring, DITP Process Control Department (September 2014 – April 2016)

- Managed the Process Monitoring group comprised of a secretary for the Process Control Department and a team consisting of a Project Manager and several Project Engineers.
- Responsible for managing the preparation, review, and distribution of all DITP wastewater and emissions regulatory compliance and non-regulatory operational performance reports, chemical budget models, all monthly chemical usage and electricity budget variance reports, monthly and quarterly performance indicator reports (DITP Yellow and Orange Notebook pages), Secondary Blending reports, and bi-annual Landfill Monitoring reports, among others.
- Overall management of the DITP process monitoring and reporting program, including managing the collection, review, quality control, reporting, and archiving of over 13,000 operational data points and over 8,000 laboratory test results per month.
- Managed the DITP Air Monitoring program to ensure Air Permit compliance requirements are met and to provide process monitoring support to plant Operations.

Project Manager - Process Monitoring, DITP Process Control Department (September 2004 – September 2014)

- Provided timely notifications and supporting information and data to internal regulatory liaisons for blending events, plant upset conditions, shutdowns, or failures and exceedances, in accordance with the NPDES and the Air Quality Operating Permits for DITP.
- Managed the process laboratory testing program, as well as the inventory and equipment used in the two Process Control laboratories. Additionally, prepared equipment/instrument specifications for competitive bid procurements and managed applicable laboratory equipment service contracts.
- Provided sampling assistance, laboratory testing coordination, data review, and technical assistance on several special studies.
- Implemented the DITP process chemicals testing program. Schedule and coordinate the periodic sampling and testing of process chemicals to ensure chemical deliveries meet minimum contract specifications.
- Managed data requests for internal use by MWRA staff and for external parties or consultants.

Project Manager, Department of Laboratory Services (August 2000 – September 2004)

- Directed and managed a wide range of sampling, monitoring, and laboratory testing projects and studies relevant to drinking water treatment, wastewater treatment, CSOs, and other environmental impact issues.
- Communicated project objectives and client needs to laboratory personnel and provided project updates to clients as needed or as requested.
- Interacted with contract laboratories to coordinate sampling/testing projects.
- Responsible for reporting laboratory results to both interagency and intra-agency client groups.

Laboratory Supervisor I & II, Department of Laboratory Services (March 1994 – August 2000)

- Supervised a team of Microbiologist(s), Biologist(s), Chemist(s), technicians and interns in the performance of a wide range of laboratory analyses and field sampling activities.
- Provided training, mentoring and guidance to team and other laboratory personnel.
- Responsible for implementing and maintaining a thorough microbiology QA/QC program that complies with the MassDEP and FDA laboratory certification requirements.
- Wrote and reviewed analytical, sampling, safety and QA/QC SOP's and documents.

Junior Bacteriologist, Harbor Studies Group (August 1991 – March 1994)

- Coordinated field and laboratory activities to meet the requirements of the Harbor Monitoring Project.
- Trained and supervised a staff of six interns each summer to assist in field and laboratory operations.
- Collected in-situ water quality monitoring data and samples.
- Conducted laboratory analyses for sewage indicator bacteria using the membrane filtration technique.

Laboratory/Field Intern, Harbor Studies Group (July 1990 – August 1991)

- Performed field and laboratory activities in support of the Harbor Monitoring Project.

UNIVERSITY OF MASSACHUSETTS, BOSTON, MA

July 1987 – July 1990

Research Assistant, Psychology Department

- Performed and assisted in the development of experiments in the field of psychobiological development in *Rattus norvegicus*.
- Published manuscripts (furnished upon request).

EDUCATION, LICENSES, AND CERTIFICATIONS

MA Wastewater Treatment Plant Operator License (Grade VI) – Active Status

since January 2006

Supervisory Development Training (6 week MWRA consultant training program)

January – March 2015

Client/Server Technology Certificate Program (Worcester Polytechnic Institute, Waltham, MA)

Introduction to Programming with C (University of Massachusetts, Lowell, MA)

Ocean Environments (Harvard University Extension School, Cambridge, MA)

Applied Statistics (University of Massachusetts, Boston, MA)

Bachelor of Science in Biology (GPA 3.5/4.0)

September 1985 – June 1990

Minor in Psychology

Distinguished Honors in Biobehavioral Studies

**MWRA
POSITION DESCRIPTION**

Position: Deputy Director, DIWWTP (Deer Island Wastewater Treatment Plant)

PCR#: 2915016

Division: Operations

Department: Wastewater Treatment

BASIC PURPOSE:

Directs the efficient and effective operation of the Deer Island Treatment Plant's (DITP) processes and equipment to meet regulatory requirements and provide operations personnel with necessary resources and support. Directs the shift operations activities of assigned personnel to ensure efficient operation of all plant areas to enable the plant to meet optimized performance and permit requirements.

SUPERVISION RECEIVED:

Works under the general supervision of the Director, DIWWTP (Deer Island Wastewater Treatment Plant).

SUPERVISION EXERCISED:

Exercises general supervision of the Senior Shift Manager, Manager of Power Generation, Program Manager of Energy Management, Program Manager of Energy and the Manager of Process Control.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Directs the 24 - hour operations of the Deer Island Wastewater Treatment Plant and Onsite Thermal Power Plant. Advises the Director on all operational aspects of the facility. Responds to emergency situations 24 hours per day, seven days per week.
- Provides advice/assistance, on all issues, to the Director, DIWWTP and acts in place of Director in his/her absence.
- Oversees plant process evaluations to ensure optimization of plant processes. Has overall responsibility for enhancement of all plant process systems to reduce chemical

and utility costs without sacrifice to permit compliance. Establishes and updates operational procedures in accordance with process control strategies.

- Reviews, analyzes and prepares managerial reports for operational, process control, fiscal and personnel matters. Develops recommendations for ongoing improvements in facility operations.
- Manages the preparation of annual operations budgets and participates in the Authority budgetary process.
- Coordinates with the Maintenance Department, the Thermal Power Plant, and Laboratory Services to establish priorities to ensure successful facility operation.
- Represents plant operations and is an active participant in plant and/or Authority-wide initiatives.
- Directs the Process Control Department including Process Engineering, Process Monitoring/Data Management, and the PICS support functions.
- Directs Process Control Department in the implementation of new control strategy and/or process control modifications to improve plant performance or provide energy savings.
- Provides management input and technical review of plant wide or individual area energy initiatives including consultant studies and engineering projects.
- Works with the Process Control Manager to maintain and update the current inventory of all PICs hardware spare parts.
- Works with the Program Manager, Energy to coordinate CTG outages and plant notifications, monitor the electrical grid pricing and operate CTGs for peak days, demand response, or high electrical pricing to reduce energy costs.
- Manages the development and updating of Operation Manuals and Systems/Station Operating procedures and works with the Program Manager – Technical Information to ensure timely production of updates.
- Works with all Deer Island Department Managers to ensure the success of plant organization, including the development of staffing requirements and oversight of staff selection.

- Partners with the Manager, Training and Development to oversee and provide technical, supervisory and managerial training and education opportunities for all operations employees. Works with Human Resources on the continued implementation of the Wastewater Operator Shadowing Program.
- Oversees staff productivity monitoring and continual improvement through staff skills development, strategic planning, standard operating procedures (SOP) improvements and research and implementation of technology advances.
- Collaborate with Manager of Occupational Health and Safety to oversee and ensure Deer Island Operations Department's compliance with safety programs, maximize employee involvement, and support Deer Island and Authority-wide safety programs. Acts as liaison to the Manager, Occupational Health Safety and Health.
- Works closely with Occupational Health and Safety and Training departments to establish, emergency response procedures, and oversees training via scheduled drills, audits and inspections.
- Establishes and administers operational records and procedures required for a 24 - hour facility.
- Ensures consistency and uniformity of work rules in accordance with established policies and procedures.
- Reviews assigned employees' performance per MWRA procedures. Provides feedback and coaching to managers to maximize successful performance.
- Reviews, analyzes and prepares managerial reports for operational, maintenance, budget, and personnel matters.
- Oversees successful administration of collective bargaining agreement provisions. Participates in grievance resolution, collective bargaining and contract negotiations. Serves as Step I hearing officer. Hears disciplinary actions.
- Manages the Department in a manner that is consistent with MWRA's goals of Diversity, Equity, and Inclusion.

SECONDARY DUTIES

- Performs related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) A Bachelor of Science degree in Chemical or Environmental Engineering or a related field. Masters degree preferred; and
- (B) Ten (10) to twelve (12) years of progressive experience in wastewater treatment and/or in a large utility, regional agency or equivalent, of which at least six (6) years should be in a managerial capacity; or
- (C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

- (A) Knowledge of engineering principles and practices with a special emphasis on wastewater treatment theory, process instrumentation, control and automation.
- (B) Proven expertise in the commissioning and operation of large-scale process plant equipment/systems to include a solid understanding of mechanical operating characteristics and their relationship to process performance variables.
- (C) Demonstrated managerial capability in a multi-disciplinary technical environment. Knowledge of operational procedures and techniques.
- (D) Knowledge of standard business management practices to include labor relations, budgeting and job cost accounting techniques.
- (E) Demonstrated computer skills to include proficiency in MS Office software package as well as MS Project. Familiarity with Operations reporting systems, distributed control systems, and Maximo maintenance management systems a plus.
- (F) Excellent oral, analytical and written communication skills.
- (G) Demonstrated successful experience managing in a union environment with a diverse workforce preferred.
- (H) Demonstrated knowledge and understanding of water and sewer infrastructure issues.

SPECIAL REQUIREMENTS:

A valid Massachusetts Class D driver's license.

A valid Massachusetts Wastewater Treatment Plant Operator Grade VII certification (or ability to obtain one within 12 months from date of hire).

Ability to respond to emergency situations 24 hours per day, seven days per week.

TOOLS AND EQUIPMENT USED:

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

PHYSICAL DEMANDS:

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

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

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

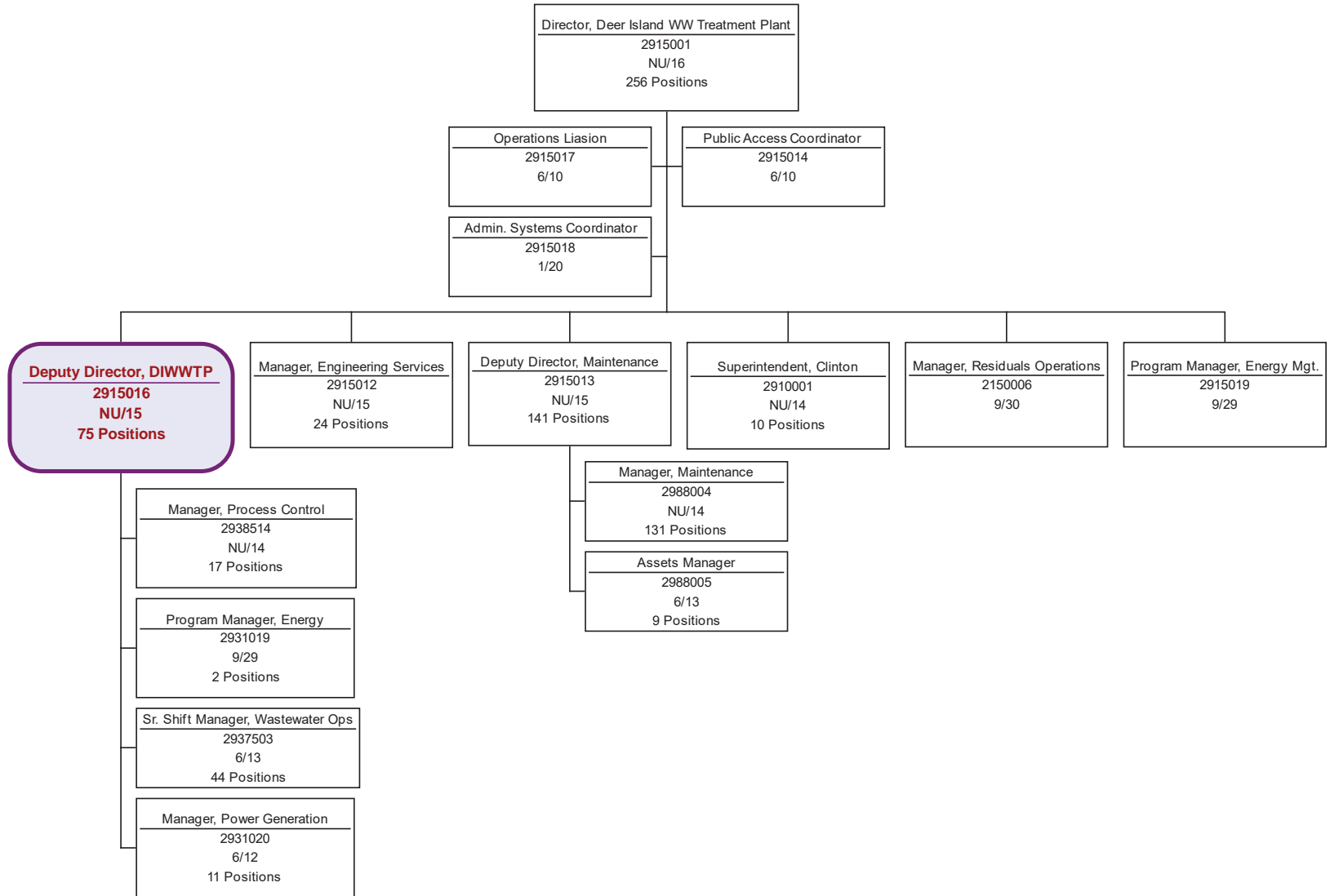
WORK ENVIRONMENT:

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

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

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

Wastewater Treatment - Summary



STAFF SUMMARY


TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: January 14, 2026
SUBJECT: Appointment of Director, SCADA, Metering & Monitoring



COMMITTEE: Personnel & Compensation

 INFORMATION
 X VOTE

Wendy Chu, Director, Human Resources
Valerie L. Moran, P.E., Director, Waterworks
Preparer/Title


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

RECOMMENDATION:

To approve the appointment of Mr. Mark Soutter to the position of Director, SCADA, Metering & Monitoring (Non-Union, Grade 15) in the Operations Division, at the recommended annual salary of \$180,250 commencing on a date to be determined by the Executive Director.

DISCUSSION:

The position of Director, SCADA, Metering & Monitoring became vacant following the incumbent's promotion. The Director, SCADA, Metering & Monitoring reports to the Director of Waterworks. The position oversees the development, maintenance, and implementation of SCADA and metering systems for assigned water and wastewater facilities. It also oversees meter data collection, quality control, and total flow calculations used for allocation of MWRA's rate revenue requirements for the water and wastewater systems using revenue meters.

Selection Process

This position was posted internally and externally. Six candidates applied for the position, two of whom were determined to be qualified and were referred for an interview. Both qualified candidates were internal. The Director of Waterworks, the Director of Wastewater, the Director of MIS and the Manager of Talent Acquisition interviewed the candidates. Upon completion of the interviews, Mr. Mark Soutter was determined to be the best candidate for the position based on his combination of experience, abilities, knowledge, skills, and education.

Mr. Soutter has 37 years of experience in SCADA, instrumentation, and control systems specific to water and wastewater operations. His career began in the U.S. Navy, where he served as a Leading Engineering Laboratory Technician, supervising personnel responsible for maintaining reactor plant and steam plant chemistry, as well as ensuring radiological safety standards. This role established his strong leadership capabilities and commitment to operational excellence.

Following his naval service, Mr. Soutter held roles in several corporations where he was responsible for maintaining high-purity water systems for fabrication processes, programming

SCADA systems, and integrating HMI platforms. His experience spans both hands-on technical work and system-level planning and implementation.

Since joining the MWRA in 2015, Mr. Soutter has advanced through progressively responsible positions within the process control group, ultimately serving as Senior Program Manager, SCADA. In this capacity, he has gained extensive knowledge of MWRA's SCADA network, overseen significant programming and system improvements, managed SCADA engineers supporting metro water and wastewater system operations, and contributed to long-term operational and development strategies. His work demonstrates not only technical skills, but also strategic thinking and the ability to guide complex, multi-disciplinary projects.

Mr. Soutter holds a Bachelor of Arts degree in Economics from the University of Massachusetts at Boston, and an Associate of Science degree in Electronics Engineering from the University of Massachusetts at Lowell, providing him with a solid multidisciplinary foundation that supports both the technical and managerial demands of this position. His education, supervisory background, and deep understanding of operations and process control issues—combined with his demonstrated ability to lead and implement complex initiatives—make him an outstanding candidate for the Director, SCADA, Metering & Monitoring position.

BUDGET/FISCAL IMPACTS:

There are sufficient funds in the Operations Division's FY26 Current Expense Budget to fund this position.

ATTACHMENTS:

Resume of Mark Soutter
Position Description
Organization Chart

Mark Soutter

Control systems professional with extensive experience in programmable logic controls, systems integration, SCADA project development and OT network integration and security. Effective leader with skills to build a high performing, technically skilled team tackling large scale projects and continuous operational improvements for major metropolitan water and wastewater utility.

Senior Program Manager, SCADA Massachusetts Water Resources Authority 2023-Present

- Manage team of seven SCADA engineers supporting metro water and wastewater system operations
- Scope and implementation of Security Information and Event Management for the metro water and wastewater operations' network enhancing threat identity, analysis and mitigations.
- Identify and arrange training for team members to support their current roles and future advancement
- Annual budget review and forecast for SCADA Engineering
- Implement standards and processes for core system backup and storage services.
- Interview and recommend candidates for positions in the SCADA department

Program Manager, SCADA Massachusetts Water Resources Authority 2020-2023

- Supervisor of SCADA Project Manager, two Sr. Monitoring and Control Engineer, and Project Engineer
- Provide SCADA engineering oversight on multiple, large-scale projects for water and wastewater utility with a diverse team of contributors
- Develop and mentor engineers in core support of utility operations including all aspects of corrective and preventive maintenance.
- Scope and objectives for in-house projects and manage engineering team in accomplishing tasks
- Configure, maintain and enhance SCADA network operation and security devices such as routers, firewalls, and switches

Project Manager, SCADA Massachusetts Water Resources Authority 2018 - 2020

- Coordinate workflow with operations, electrical, mechanical and HVAC disciplines
- Work with process control and support to develop the control strategies for wastewater sites targeted for upgrades.
- Perform quality reviews of work done by vendors tasked with integrating control strategies utilizing SCADA system standards.
- Implement network upgrades for the SCADA system including router and firewall deployments to support new network lines adding redundancy and increase availability.

Sr Monitoring and Control Engineer, Massachusetts Water Resources Authority 2015 – 2018

- PLC programming of Allen Bradley SLC and Logix platforms
- SCADA/HMI development with Proficy iFix software
- Maintain SCADA network operation and security devices such as routers, firewalls, and switches
- Security hardening of the OT network including unidirectional gateway management

Instrumentation & Controls Technician, Intel Corporation 2005 –2015

- Support the design specification, installation and startup validation of process control systems including facilities reliability enhancements, HVAC systems, water purification and wastewater processing and collections.
- Facilities Control Systems maintenance, programming, troubleshooting, including PLC installation and programming, SCADA systems and HMI integration.

Water and Wastewater operations, Intel Corporation 2000-2005

- Senior UPW/IWS operator responsible for supplying high purity water to fabrication facility and ensuring IWS discharge compliance.

- Established 100% ISO 9002 compliance as Calibration Coordinator for Operations group and maintain all ISO UPW analytical equipment for tech services group.
- Certified trainer for Level 1 and Level 2 UPW/IWS operation's technicians.

Water and wastewater operations, Unitrode Corporation 1995 - 2000

- Maintenance and operations of high purity water supply to semiconductor factory
- Installation of control system for wastewater treatment of factory effluent
- Design and installation of water reclaim system reducing well water flow by 25%

Leading Engineering Laboratory Technician, U.S. Navy 1988 - 1994

- Managed division operations with a staff of five technicians maintaining reactor plant and steam plant chemistry as well as radiological safety standards.

EDUCATION University of Massachusetts / Boston
BA, Economics

University of Massachusetts/Lowell
AS, Electronics Engineering

Other

Cyber Security, GIAC certification
General Radio Operator License
Collection Systems, Grade 4 License

MWRA Position Description

Director, SCADA Metering & Monitoring

Summary:

The Director, SCADA, Metering & Monitoring provides leadership, motivation and direction to SCADA and Metering personnel. It also oversees the development, maintenance, and implementation of SCADA and Metering systems for assigned water and wastewater facilities. It plays a key role in establishing and implementing strategies, plans and policies to ensure efficient, reliable and secure (both physical and cyber) remote operation of the water and wastewater facilities. It also oversees meter data collection, quality control, and total flow calculations used for allocation of MWRA's rate revenue requirements for the water and wastewater systems using revenue meters.

Posting Period

Location: Chelsea, MA

Salary

Work Schedule:

Key Responsibilities

- Directs the further development, implementation, and optimization of SCADA and Process Control Standards for all water and wastewater facilities (excluding Deer Island Treatment Plant - DITP).
- Develops and implements new SCADA and Metering initiatives to ensure efficient, reliable and secure SCADA and Metering operation of all assigned water and wastewater facilities. Ensures that major initiatives and policy changes are properly communicated to all staff.
- Directs the SCADA group efforts related to cyber security. Keeps informed of emerging techniques related to cyber security protection. Participates in the MWRA Information Security Council.
- Oversees emergency and preventive maintenance on all meters, SCADA systems, and related equipment used in control, measurement and recording of water flow and pressure, treatment and real time water quality monitoring.
- Oversees water meter data collection, quality control, and data access for users and customer reporting.
- Reports to senior staff on department initiatives and progress towards agency goals.
- Recommends, develops and implements policies and procedures for the SCADA, Meter Maintenance, and Meter Data groups.
- Develops and implements continued updates of control strategies to ensure clear documentation of automated facility controls and alarming functions.
- Directs the operation, modification and continued improvement of the communication infrastructure to support secure and reliable transmission of SCADA data throughout MWRA's system.
- Directs the documentation of all control panels and instrumentation installations with support from other departments.
- Directs in-house and contract instrumentation maintenance, modifications and upgrades.
- Oversees the review of capital project designs and directs staff support of construction and new equipment startup with regard to group responsibilities to ensure adherence to standards and effective integration into overall SCADA and metering systems.
- Directs the maintenance and implementation of Programmable Logic Controller (PLC) and Human Machine Interface (HMI) programming to support operational needs.
- Oversees staff productivity monitoring and continual improvement through staff skills development, strategic planning, standard operating procedures (SOP) improvements and research and implementation of technological advances.
- Partners with the Manager, Training and Development to oversee and provide opportunities for

technical, supervisory and managerial training and education for all department employees. Ensure that staff are trained properly to be ready to operate new facilities as they come online.

- Directs the SCADA and Metering safety programs, maximizing employee involvement, supporting the Authority-wide safety program, and making inspections. Acts as liaison to the Manager, Occupational Safety and Health.
- Maximizes effective use of Maximo maintenance management software and related computer programs.
- Manages the preparation of, and exercises control over current expense budget for SCADA, Metering, & Monitoring.
- Assures consistency and uniformity of work rules in accordance with established policies and procedures.
- Reviews assigned employees' performance per MWRA procedures. Provides feedback and coaching to managers to maximize successful performance.
- Reviews, analyzes and prepares managerial reports for operational, maintenance, budget, and personnel matters.
- Oversees successful administration of collective bargaining agreement provisions. Participates in grievance resolution, collective bargaining and contract negotiations. Serves as Step I hearing officer. Hears disciplinary actions.

Required Qualifications

- A Bachelor of Science degree in civil, electrical or mechanical engineering or related field is required (Master's degree is preferred); and
- More than ten (10) years of experience in design, startup, and management of SCADA and metering systems in a large industrial/utility setting (water or wastewater system experience preferred) which includes at least five (5) years of experience in a management position with multiple supervisory levels
- More than ten (10) years of experience in engineering, construction management, operations and maintenance in a large water/wastewater setting including at least five (5) years of experience in design, startup and management of SCADA and metering systems and at least five (5) years in a management position with multiple supervisory levels; or
- Any equivalent combination of education or experience.
- This position has been designated as essential in instances where the MWRA Executive Director requires essential personnel to report to work such as inclement weather and other emergencies.
- May be eligible for teleworking up to 50% of the work week; a waiting period may apply.

Knowledge and Abilities

- Knowledge of engineering principles and practices.
- Knowledge of cyber security and how to implement initiatives in the water and wastewater industries.
- Knowledge of computer hardware and software such as SCADA and communications technology, routers and networking, cyber security, PLC control programming, HMI programming, databases, data presentation and analysis tools.
- Ability to read and interpret plans and drawings.
- Knowledge of computerized maintenance management systems and procedures.
- Excellent interpersonal, written and verbal communication skills required.
- Demonstrated successful experience managing in a union environment with a diverse workforce.
- Proficient in the use of personal computers and associated Microsoft Office software programs, including Word, Excel, and Access.

Supervision Received and Exercised

Works under the general supervision of Director, Waterworks.

Exercises direct supervision of Manager, Metering & Monitoring and two Senior Program Managers, SCADA, and close supervision of other assigned professional, engineering, technical, maintenance and operations staff.

Other Position Information

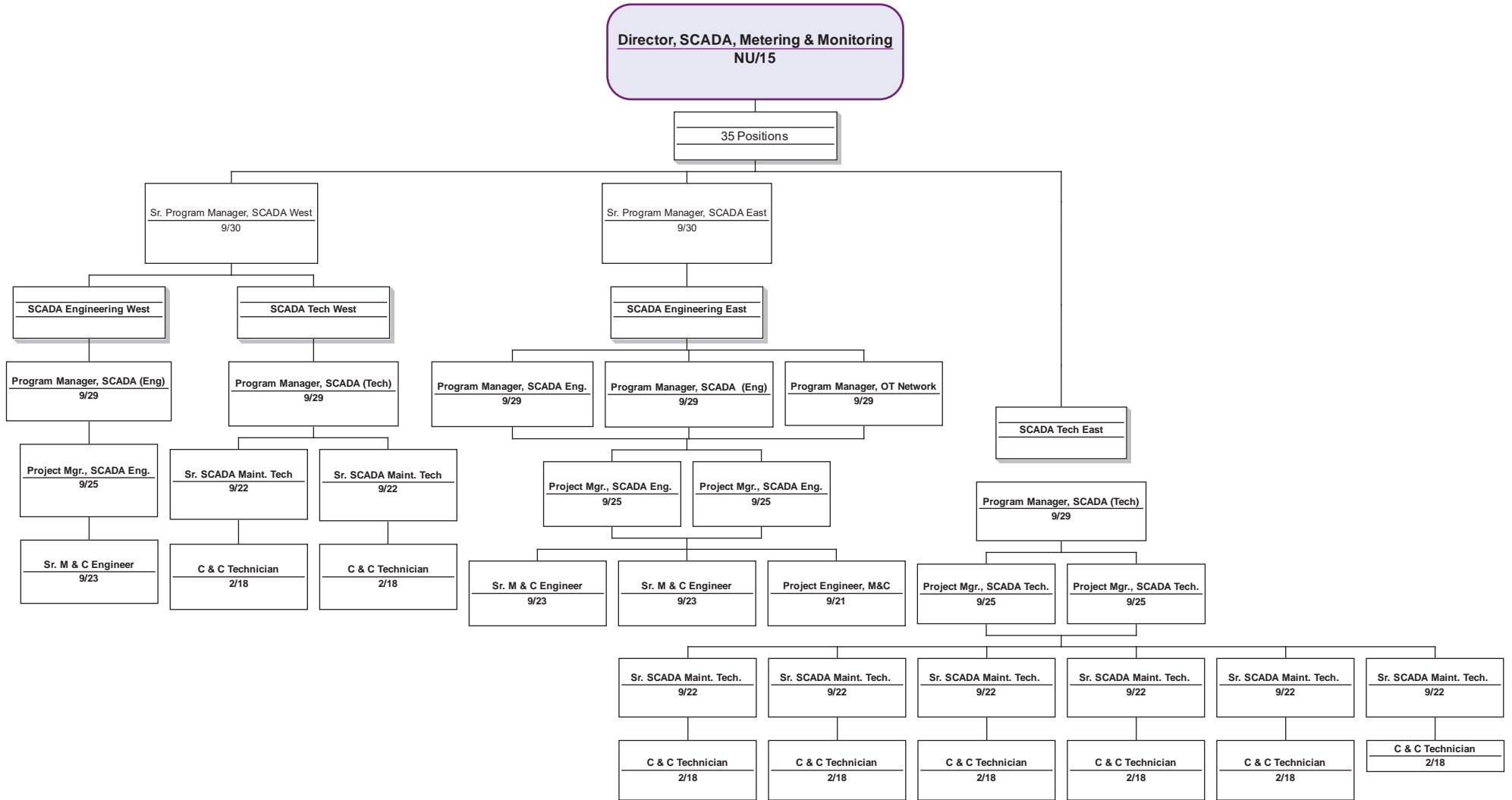
PCR: 5841029

Division: Operations

Department: SCADA

Union/Grade: Non-Union Grade 15

SCADA Maintenance & Engineering





Watertown City Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

December 9, 2025

To the MWRA Board,

We are writing regarding the future of the Charles River and goals related to reducing or eliminating combined sewer overflow (CSO) discharges. We were pleased you tabled the November 19 vote on the misguided recommendation to downgrade the water quality classification of the Charles and allow more sewage discharges in coming years.

As elected officials within the Charles River watershed, we urge you to support the highest level of CSO control.

Our long term residents remember when the Boston Harbor and Charles River were lifeless and reeked of sewage. They remember the presidential campaign when George HW Bush came to Boston to embarrass Governor Dukakis for having the "most polluted harbor in America." The cleanup of the Boston Harbor is considered one of the greatest environmental achievements in our nation's history. Why would we clean it up, only to turn it back into a dumping ground for sewage?

Our residents care deeply about clean water and the health of the Charles River. We are well aware that the Charles is much cleaner than it was, and MWRA is to be commended for its prior work to reduce sewage overflows. We are also aware that MWRA ratepayers, including our residents, have paid for the improvements to date, improvements we don't want to see erased.

We vehemently oppose any attempts to downgrade the water quality standards classification of the Charles River to a Class B (CSO). This would be a disastrous result, making the status quo a river regularly polluted with sewage and unsafe for recreation and disincentivizing any future efforts to clean it up.

Let us be clear: our residents want and deserve a clean and healthy Charles River. They have invested in the cleanup to date, they want to see the job finished. They want to see the Charles safe enough for boating, they want it safe enough for swimming, they want to end the practice of using it as a sewer.

We are doing our part to clean up the Charles River by honoring our obligations and reducing stormwater pollution under the MS4 permit. And when it comes to sewage, we are not allowed to be doing what MWRA is doing, dumping it into the river; under the MS4 permit, if we detect an illicit discharge, we are obligated to "locate, confirm the source(s), and eliminate the illicit discharge as expeditiously as possible"

because "discharges from an MS4 that are mixed with an illicit discharge ... remain unlawful until eliminated." Unlike the MWRA, we are not granted a variance from the water quality standards for decades. To see MWRA attempting to shirk its responsibilities now, after decades of investment, is not acceptable to us.

We are doing our part, we are asking you to do your part to finish the job of cleaning up the Charles River.

Sincerely,
Mark Sideris



City Council President
City of Watertown

ELECTED OFFICIALS

Mark S. Sideris,
Council President

Caroline Bays,
Councilor At Large
Nicole Gardner,
District A Councilor

Vincent J. Piccirilli, Jr.,
Vice President &
District C Councilor
John G. Gannon,
Councilor At Large
Lisa J. Feltner
District B Councilor

John M. Airasian,
Councilor At Large

Anthony Palomba,
Councilor At Large
Emily Izzo,
District D Councilor

WESTON CONSERVATION COMMISSION

P.O. BOX 378
WESTON, MA 02493
TELEPHONE: 781-786-5068
CONSERVATION@WESTONMA.GOV

MEMORANDUM

TO: MWRA BOARD C/O KRISTIN MACDOUGALL
FROM: JORDAN MCCARRON, CONSERVATION ADMINISTRATOR
SUBJECT: ELIMINATING SEWAGE DISCHARGE TO THE CHARLES RIVER
DATE: DECEMBER 11TH, 2025

To the MWRA Board,

I am writing in regards to a call for action from the Charles River Watershed Association (CRWA) regarding a new recommendation from MWRA staff that would consign the Charles River to higher levels of sewage discharges going forward; I understand that an anticipated vote on this issue on November 19th was postponed. On behalf of the Weston Conservation Commission, I urge you to reject this recommendation.

Our residents care deeply about clean water and the health of the Charles River. We are well aware that the Charles is much cleaner than it was, and the MWRA is to be commended for its prior work to reduce sewage overflows. We are also aware that MWRA ratepayers, including our residents, have paid for these improvements to date, improvements we don't want to see erased.

We were surprised and dismayed to hear that of the four options under consideration for the next phase of CSO control, MWRA staff are recommending that you choose an option that **increases** the volume of discharges in coming years, and ensures sewage will forever be dumped into the Charles.

Instead, we want you to communicate to the MWRA staff that you **support the highest level of CSO control**. And we vehemently oppose any attempts to downgrade the water quality standards classification of the Charles River to a Class B (CSO). This would be a disastrous result, making the status quo a river regularly polluted with sewage and unsafe for recreation and disincentivizing any future efforts to clean it up.

As I write this, the Weston Conservation Department, Weston Forest and Trail Association, and the Appalachian Mountain Club are actively planning for improvements to the trails along Weston's stretch of the Charles at Norumbega Road/Tower; further, we have included as a goal in our

upcoming 2025 Update to Weston's Open Space & Recreation Plan (OSRP) the need to improve and promote the scenic beauty and recreational potential of Weston's Charles River shoreline.

Let us be clear: our residents want and deserve a clean and healthy Charles River. They want to see the Charles safe enough for boating, they want it safe enough for swimming, they want to end the practice of using it as a sewer.

Weston is doing its part to clean up the Charles River by honoring our obligations and reducing stormwater pollution under the MS4 permit. Under the MS4 permit, if we detect an illicit discharge, we are obligated to "locate, confirm the source(s), and eliminate the illicit discharge as expeditiously as possible" because "[d]ischarges from an MS4 that are mixed with an illicit discharge ... remain unlawful until eliminated." Unlike the MWRA, we are not granted a variance from these water quality standards. To see MWRA attempting to shirk its responsibilities now, after decades of investment, is not acceptable to us.

We are doing our part; we are asking you to do your part to finish the job of cleaning up the Charles River.

Sincerely,

Jordan McCarron
Conservation Administrator
Town of Weston
Mccarron.j@westonma.gov

Cc: Emily Norton, Executive Director, Charles River Watershed Association



The Commonwealth of Massachusetts

House of Representatives

State House, Boston 02113-1054

The Honorable Rebecca Tepper,
Secretary Executive Office of Energy and Environmental Affairs
100 Cambridge Street, Suite 900
Boston, MA 02114

MWRA Board of Directors
Massachusetts Water Resources Authority
Deer Island, 33 Tafts Avenue
Boston, MA 02128

December 18, 2025

Dear Secretary Tepper and MWRA Board of Directors,

As a Representative in the watershed communities of the Charles River, the Mystic River and Alewife Brook, I am writing to express my deep concern with the direction Massachusetts Water Resources Authority (MWRA) is proposing to take when it comes to the level of Combined Sewer Overflow (CSO) control in the next Long Term Control Plan for these waterbodies.

The MWRA is to be commended for the progress made over the last several decades in reducing sewage discharges to our local rivers. Our constituents are also to be commended, as they have been paying the cost of building the Deer Island wastewater treatment plant and of the many sewer separations and other infrastructure upgrades over the years. However, the latest series of proposals for CSO control are unacceptable and stunt the progress and investments to reduce sewage in our waterways.

The Boston Harbor cleanup to date has transformed the quality of life in Greater Boston and has yielded tangible economic benefits; but the job is not done. As you know, hundreds of millions of gallons of sewage discharges continue to flow in the Charles, the Mystic, and the Alewife. These discharges are a public health hazard and prevent residents from enjoying recreational activities in and around these waterways. I have heard from many constituents and neighbors who have had CSO discharges flood into their homes, witness pedestrians walking through contaminated puddles, and some even have suffered gastrointestinal sickness from exposure to raw sewage. This is unacceptable for residents to endure without a good-faith effort by the MWRA to eliminate CSOs.

It was action taken by the State Legislature and Governor Dukakis that created the MWRA in 1985, with the express purpose of cleaning up what was then considered the most polluted harbor in America. We are now calling on you to complete the work. Our constituents



The Commonwealth of Massachusetts

House of Representatives

State House, Boston 02113-1054

do not want to see the MWRA give up on its founding purpose. They do not want to see backsliding to the minimalist levels of CSO control these plans propose, nor do they want to accept that sewage will continue to be dumped into our rivers forever.

Throughout my time in the Legislature, I have been advocating for the elimination of CSOs. Repeatedly the refrain I hear is that 1) the complexity and 2) the cost are essentially insurmountable barriers to solving this problem. Yet there has been transformational progress in Boston Harbor with an 87% reduction in total CSO volume since 1988. So, it is possible, and I fully understand it may take imposing hefty surcharges or finding other means to finish the job. At the very least, there should be a public, transparent discussion of a willingness to pay for sewage-free rivers. While this issue was briefly referenced in public meetings, it has not received a thorough discussion with the community.

Whatever the ultimate solution, the level of control proposed in these plans is entirely insufficient. Indeed, just recently, the Massachusetts Department of Environmental Protection weighed in, noting that the draft plan under discussion is inadequate.

With all of this in mind, I respectfully urge the MWRA to go back to the drawing board. I understand the voting on these plans have been delayed, and I urge the MWRA to continue to work with the cities of Somerville and Cambridge to achieve the highest feasible level of CSO control. And crucially, there must be a pathway developed for the full elimination of CSOs. This is an incredible opportunity to end to sewage discharges in our waterways, so that we can finally achieve the vision of the Clean Water Act for "fishable, swimmable" rivers.

Respectfully,

A handwritten signature in blue ink, appearing to read "David M. Rogers".

David M. Rogers

State Representative

24th Middlesex District

Arlington, Belmont, Cambridge



COMMONWEALTH OF MASSACHUSETTS
THE GENERAL COURT
STATE HOUSE, BOSTON 02133-1053

January 9, 2026

Dear Secretary Tepper and members of the MWRA Board of Directors,

We write to you today in strong opposition to the [proposal](#) to reclassify the surface water quality standards (SWQS) of the Lower Charles River/Charles Basin and the Alewife Brook/Upper Mystic River Basin from Class B to Class B (CSO). As state legislators whose districts include the impacted watersheds, we urge the MWRA to uphold its commitment to “[inclusively and equitably promote public and environmental health.](#)”

We are grateful for the significant improvements in water quality achieved by the MWRA over the past several decades, including closing and treating combined sewer overflows (CSOs). Cleaner water has led to increased activity on and along these waterways— bald eagles nesting, families picnicking, and people of all ages taking advantage of the shade and greenery. However, ongoing CSOs threaten the health of everyone who comes in contact with contaminated water, along with the fragile progress we have made towards rebalancing watershed ecosystems.

It is crucial to note the [environmental justice impacts](#) of these considerations. CSOs disproportionately impact under-resourced and marginalized communities; the same communities that disproportionately suffer from poor air quality, heat islands, and lack of access to green space and recreational opportunities, all of which are exacerbated by the climate crisis.

The predicted 2050 CSO volumes outlined in this proposal make it clear that we need to be moving forward, not backward, in controlling CSOs. This is a critical opportunity to prevent public and environmental health disasters. In addition to causing severe gastrointestinal distress, sewer overflows have been [linked to](#) elevated risks of asthma, the spread of antibiotic-resistant bacteria and other pathogens, and the contamination of drinking water and irrigated foods.

We are committed to continuing to work in partnership with the MWRA, advocacy organizations, and municipalities to ensure that these watersheds and their surrounding communities are protected from CSOs and other pollutants. We urge you to reject this proposal and to explore the recommended alternatives.

Sincerely,

Marjorie C. Decker
State Representative - 25th Middlesex

Michael J. Moran
State Representative - 18th Suffolk

Amy Mah Sangiolo
State Representative - 11th Middlesex

Thomas M. Stanley
State Representative - 9th Middlesex

John F. Moran
State Representative - 9th Suffolk

Paul McMurtry
State Representative - 11th Norfolk

Steven Owens
State Representative - 29th Middlesex

David M. Rogers
State Representative - 24th Middlesex

Erika Uytterhoeven
State Representative - 27th Middlesex

Mike Connolly
State Representative - 26th Middlesex

Greg Schwartz
State Representative - 12th Middlesex

Alice Hanlon Peisch
State Representative - 14th Norfolk

Kevin G. Honan
State Representative - 17th Suffolk

Tommy Vitolo
State Representative - 15th Norfolk

David Paul Linsky
State Representative - 5th Middlesex

Sean Garballey
State Representative - 23rd Middlesex

Jay D. Livingstone
State Representative - 8th Suffolk

John J. Lawn, Jr.
State Representative - 10th Middlesex

Samantha Montaña
State Representative - 15th Suffolk

[EXTERNAL] Protect the Water Quality of MA Rivers

From Katie Theoharides <ktheoharides@thetrustees.org>

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To MacDougall, Kristin <Kristin.MacDougall@mwra.com>

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To the MWRA Board,

I am writing on behalf of the 100,000+ members of The Trustees. For more than a century, The Trustees has been on the ground all across Massachusetts, protecting and conserving our natural spaces. Our mission is to preserve, for public use and enjoyment, places of exceptional scenic, historical, and ecological value. In Greater Boston, that includes the Charles and Mystic Rivers.

This is why I feel compelled to reach out and express my disappointment with the news that the MWRA was proposing to change the classification of the Charles and Mystic Rivers, and Alewife Brook, in order to allow sewage to be discharged into these water bodies forever. The MWRA is renowned for its work to clean up Boston Harbor and its rivers. We should finish the job and not allow progress to be reversed.

The residents of Massachusetts value our state's natural resources and support investing to protect them. Consigning the Charles and Mystic Rivers to sewage discharges forever would not only harm the residents near those rivers, it would send a message to all our residents to give up on the idea of protecting your own local rivers, streams, beaches, ponds and lakes.

Sewage discharges also have negative public health impacts that is known to disproportionately impact environmental justice communities. It is time to make the necessary investments in the Charles and Mystic Rivers and Alewife Brook, and indeed in all our rivers across Massachusetts, to end sewage discharges forever.

Sincerely,

Katie Theoharides

CEO & President, The Trustees

Secretary, MA Executive Office of Energy and Environmental Affairs, 2019-2022

MWRA Board Chair, 2019-2022



CC:

Governor Maura Healey

Lt Governor Kim Driscoll

US Senator Ed Markey

US Senator Elizabeth Warren

Secretary Rebecca Tepper

DEP Commissioner Bonnie Heiple