







Presentation to

MWRA Board of Directors

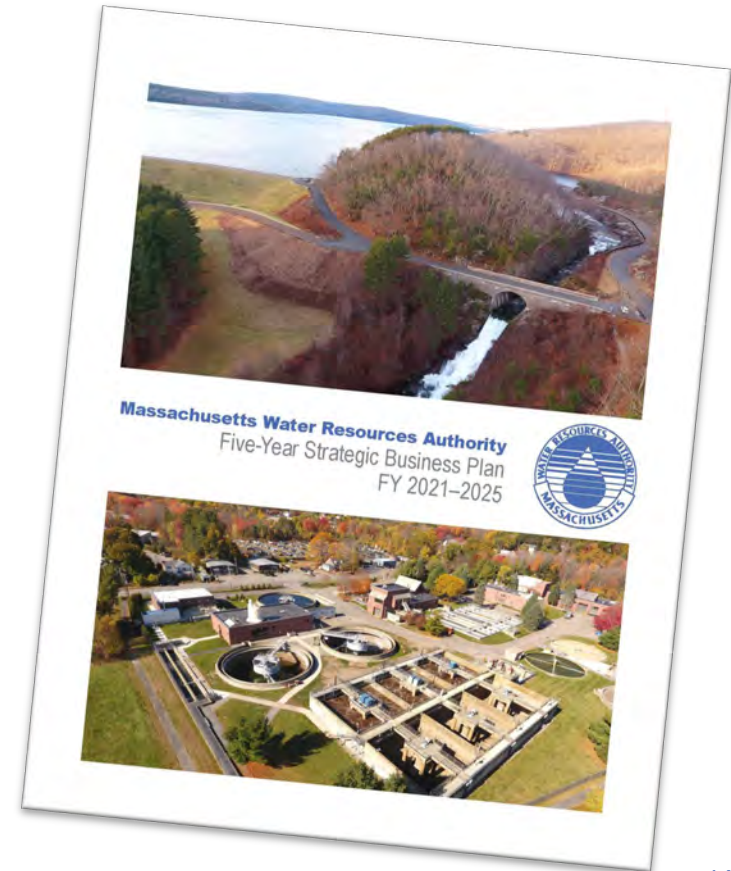
***FY21-FY25 Strategic Business Plan
Annual Update for FY25 &
FY26-FY30 Strategic Business Plan***

January 14, 2026



The purpose of the Five-Year Business Plan (and annual update) is to:

- Identifying and prioritizing strategic initiatives
- Provide transparency to ratepayers
- Measure progress toward initiatives and/or identify potential obstacles
- Provide a bridge to the long-term Master Plan, the CEB/CIP, and the Orange and Yellow Notebooks





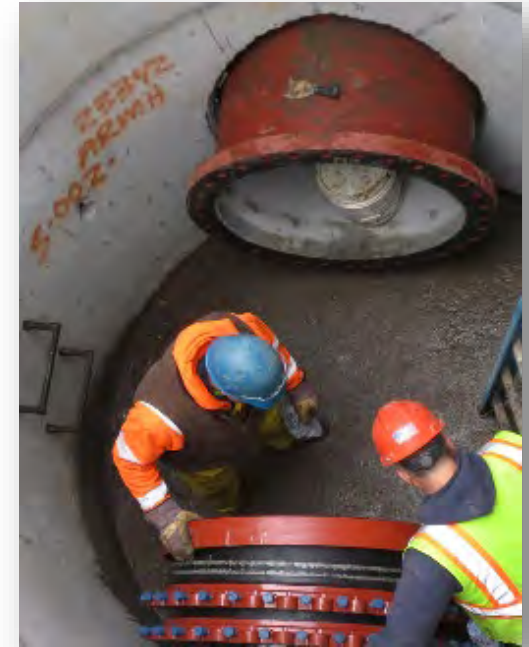
Business Plan Guiding Principles

- Public Accountability & Transparency
- Cost-Effective Services
- Collaboration With Internal/External Partner
- System Resilience
- Environmental Stewardship
- Workforce Development
- Diversity, Equity & Inclusion



The plan groups goals and initiatives by six Key Strategic Priorities:

1. Drinking Water Quality and System Performance
2. Wastewater Management and System Performance
3. Infrastructure Management and Resilience
4. Finance and Systems Management
5. Diversity, Equity, Inclusion and Workforce Development
6. Environmental Sustainability





FY25 Annual Update to FY21-25 Business Plan - Highlights

- Completed 2,161 lead and copper tests from 128 schools and childcare facilities in 40 communities. To date, 6,216 drinking water lead and copper tests completed.



- 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.

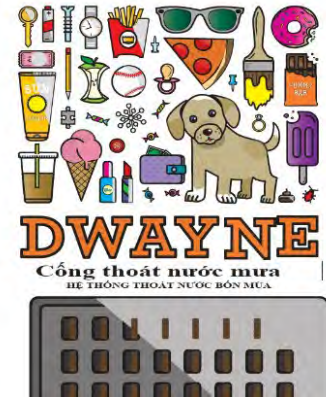


FY25 Annual Update - Highlights (cont.)

- 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.
- Translated MWRA's Dwayne the Storm Drain Coloring book into seven languages, available digitally for use by educators.



- Completed removal of the Quinapoxet Dam to restore fish migration, natural riverine hydrology, and provide better climate resilience.





FY25 Annual Update - Highlights (cont.)

- Received funding of \$161K from MA DOER to install EV infrastructure and EV chargers at the Southborough Facility to accommodate 10 electric vehicles. Work completed in June 2025.
- Conducted new energy audits at seven water and wastewater facilities in FY25, focusing on replacement of fossil fuel heating systems with heat pumps, building weatherization and remaining lighting opportunities.





New Goals & Initiatives for the FY26-30 Business Plan

New Goal:

- Support businesses in and around MWRA's member communities by making MWRA procurement and contracting opportunities accessible to all potential qualified vendors or firms

New Initiatives (highlights):

- Assist member communities with replacement of all remaining lead service lines by the end of 2032
- Ensure equitable access to contract opportunities for firms, including minority business enterprises and women business enterprises





New Initiatives for the FY26-30 Business Plan

New Initiatives (cont.):

- Ensure that all MWRA operations and facility construction projects incorporate carbon emission reductions as a goal of the work
- 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
- Complete final design of the Metropolitan Water Tunnel Program and begin construction in 2028
- Encourage and facilitate establishment of Employee Resource Groups







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***MWRA Fiscal Year 2027
Proposed Capital Improvement Program***

January 14, 2026



FY27 Proposed CIP – Baseline Cap vs. FY27 Proposed Cap

FY24-28 Baseline CAP		FY24	FY25	FY26	FY27	FY28	FY24-28
	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	

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

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



FY27 Proposed CIP – Top Spending Subphases Excl. Community Loans in FY27

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

- Top 10 spending subphases are driving 38.5% of total projected spending in FY27.
- 5 of the top spending subphases listed are awarded/active.



FY27 Proposed CIP – Top Spending Subphases Excl. Community Loans in FY24-28

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

- The top 10 spending subphases are driving 33.0% of total projected spending in the FY24-28 Cap Period.
- 6 of the top spending subphases listed are awarded/active.



DI Treatment Plant Asset Protection Clarifier Rehab Phase 2



Contract 7395

Walsh Construction Co. II

Total: \$299.4 million

NTP: March 2023

Est. Duration: 69 Months



Metro Water Tunnel Program Final Design/ESDC

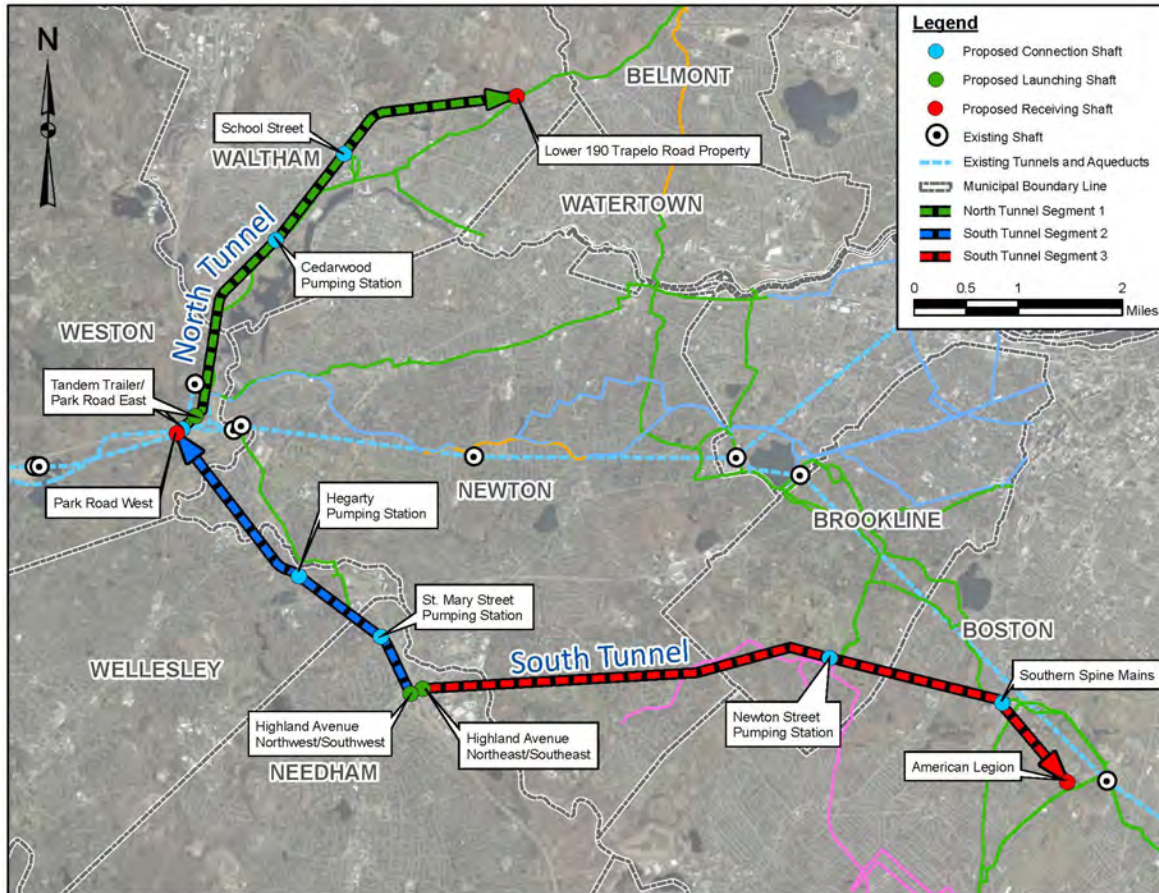
Contract 7556

WSP USA Inc.

\$136.6 million

NTP: Nov 2024

Est. Duration: 182 months





Ward Street Headworks Construction



Contract 7430

\$255.0 million

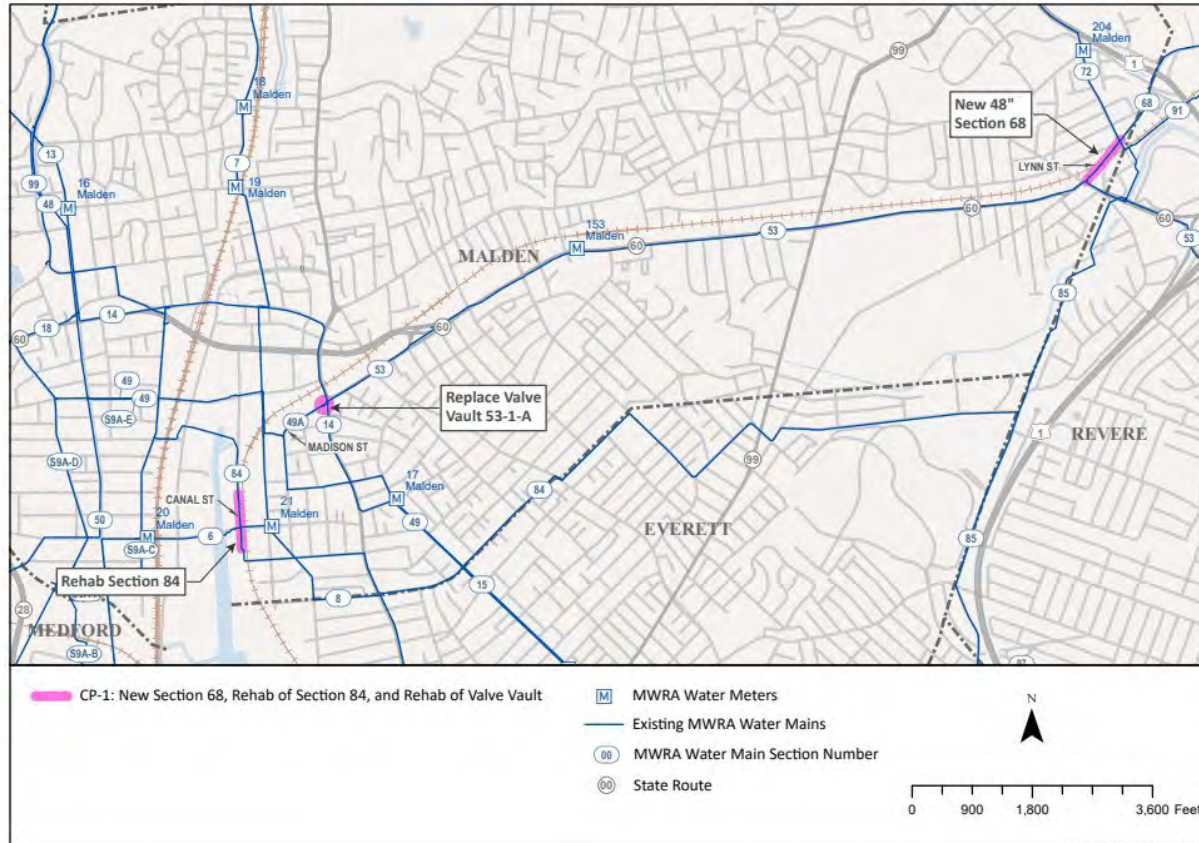
NTP: May 2027

Est. Duration: 60 Months



NHS – Revere & Malden Pipelines CP-1 Section 68 Construction

SECTION 53 & 99 PIPELINE IMPROVEMENTS (CP-1)



Contract 6335

\$18.0 million

NTP: June 2026

Est. Duration: 36 months



New Connecting Mains – Shaft 7 to WASM3 Intermediate High Pipeline Improvements CP1, Sections 75A & 47



Contract 7484

P. Gioioso & Sons, Inc.

\$22.6 million

NTP: February 2025

Est. Duration: 30 Months



Deer Island Asset Protection – Eastern Seawall Construction Phase 1



Contract 6724

\$45.0 million

NTP: August 2026

Est. Duration: 30 months





New Projects \geq \$10.0 Million



Aeration & Clarifier Rehabilitation Design, Construction, & ESDC \$121.0 million (left)

Deer Island Roof Replacement Construction \$15.0 million (right)



New Projects \geq \$10.0 Million



Walnut Street Pipe Bridge Replacement Design & Construction \$14.2 million (left)

Norumbega Solar Project \$10.0 million (right)



FY27 Proposed CIP – Next Steps

- Today – Requesting Board approval to transmit to the Advisory Board for their 60-day minimum comment and review period
- Spring Revisit Process/Brief Advisory Board Staff
- Present FY27 Draft Final CIP to the Board of Directors for approval in June 2026

