



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, March 18, 2026
Time: 1:00pm
Location: MWRA Administration Facility, Board Room 2C/2D
2 Griffin Way, Chelsea, MA 02150
Photo ID required for entry.
The meeting will also be held virtually on Webex.

Webex registration link:

<https://mwra.webex.com/weblink/register/ra791a6ca4976fe08b352ae3b24e10b6f>

Webinar number: 2346 721 3896

Password: 031826

AGENDA

- I. APPROVAL OF MINUTES**
- II. REPORT OF THE CHAIR**
- III. REPORT OF THE EXECUTIVE DIRECTOR**
- IV. EXECUTIVE SESSION**
 - i. Approval of February 25, 2026 Executive Session Minutes
- A. Real Estate**
 1. To Consider the Purchase, Exchange, Lease or Value of Real Property (vote)
- V. ADMINISTRATION, FINANCE AND AUDIT**
 - A. Information**
 1. FY2026 Financial Update and Summary as of February 2026
 - B. Approvals**
 1. Approval of the Ninety-Second Supplemental Resolution
 - C. Contract Awards**
 1. Audit Services: CliftonLarsonAllen LLP, Contract F286
 - D. Contract Amendments/Change Orders**
 1. Maximo Systems Administrator Consultant: Computer and Engineering Services, Inc., Bid WRA-5588Q, State Contract ITS77 Category 1A, Amendment 2
- VI. WASTEWATER POLICY AND OVERSIGHT**
 - A. Contract Awards**
 1. Somerville Marginal Combined Sewer Overflow Facility Rehabilitation Design, Engineering Services During Construction and Resident Engineering and Inspection Services: HDR Engineering, Inc., Contract 7689

VI. WASTEWATER POLICY AND OVERSIGHT (Continued)**A. Contract Awards (Continued)**

2. Siphon and Junction Structure Rehabilitation: National Water Main Cleaning Company – New England, Contract 6225
3. Cryogenic Oxygen Generation Facility Compressor Services: WES Construction Corp., Contract S632

VII. WATER POLICY AND OVERSIGHT**A. Information**

1. Water Use Trends and Reservoir Status

B. Contract Amendments/ Change Orders

1. Metropolitan Water Tunnel Program - Program Support Services: JCK Underground, Inc., Contract 7655, Amendment 3
2. John J. Carroll Water Treatment Plant Technical Assistance Consulting Services: Contract 7974, Amendment 2

VIII. PERSONNEL AND COMPENSATION**A. Information**

1. Non-Union Manager Compensation Subcommittee – Study Update

B. Approvals

1. Appointment of Michael J. Altieri, Deputy General Counsel

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

- 2/26/26 Email from Stephanie and Hans Geuns-Meyer
- 3/3/26 Emails from Karen A. Wheelock; Nancy E. Phillips; Richard Blewett
- 3/12/26 Email with links from Emily Norton, Charles River Watershed Association
- Additional Correspondence

X. OTHER BUSINESS**A. Preliminary Screening Committee (Executive Director Position) - Update****XI. ADJOURNMENT**

MASSACHUSETTS WATER RESOURCES AUTHORITY

Meeting of the Board of Directors

February 25, 2026

A meeting of the Massachusetts Water Resources Authority (MWRA) Board of Directors was held on February 25, 2026 at MWRA Headquarters at Deer Island, Boston, and via remote participation.

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

MWRA Executive Director Frederick Laskey; General Counsel Carolyn Francisco Murphy; Chief Operating Officer Kathleen Murtagh, Deputy Chief Operating Officers Stephen Cullen and Rebecca Weidman; Finance Director Thomas Durkin; Environmental and Regulatory Affairs Director Colleen Rizzi; Deputy Finance Director/Treasurer Matthew Horan; Chief Engineer Brian Kubaska; Deer Island Treatment Plant Director Chad Whiting; Deer Island Engineering Services Manager Richard Adams; Procurement Director Douglas Rice; Project Manager Malcom Regan; Budget Director Michael Cole; Senior Program Manager Kathleen Pearson; Human Resources Director Wendy Chu; Public Affairs Director Sean Navin; Associate General Counsel Angela Atchue; Chief of Staff Katie Ronan; Technical Support Manager Michael Curtis; and Assistant Secretary Kristin MacDougall were among the staff in attendance at MWRA Headquarters.

Vandana Rao, EEA, attended remotely, and Danielle Burney, EEA, attended at MWRA Headquarters. Matt Romero and Richard Raiche, MWRA Advisory Board, attended at MWRA Headquarters.

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

ROLL CALL

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

APPROVAL OF JANUARY 14 AND FEBRUARY 4, 2026 MINUTES

A motion was duly made and seconded to approve the minutes of the Board of Directors' January 14 and February 4, 2026 meetings.

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		
Pappastergion		
Peña		
Swett		

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

(ref. I)

REPORT OF THE EXECUTIVE DIRECTOR

MWRA Executive Director Fred Laskey reported on MWRA's response to recent significant snowstorms, including providing aid for the Town of Winthrop. Mr. Flanagan noted that there were seven water main breaks in Winthrop during the February 23, 2026 storm, and low tide was a mitigating factor for repairs. Chair Tepper thanked the response team.

Next, Mr. Laskey discussed the statewide drought and the benefits of snowfall for recharging aquifers. Finally, he announced that electric vehicle (EV) chargers are now in place at MWRA's facilities in Chelsea and Southborough and presented a photo of MWRA charging stations.

In response to a question from Chair Tepper, MWRA Deputy Chief Operating Officer Rebecca Weidman explained that a total of 20 dual port chargers were installed for employee use, with 30 plugs available in Chelsea and 10 in Southborough. She added that five dual-port DC fast chargers were available for fleet vehicles, and staff hope to install additional chargers for employee use at Deer Island this summer. Chair Tepper encouraged MWRA staff to use the EV chargers. (ref. III)

WASTEWATER POLICY AND OVERSIGHT

Approvals

Submission of Draft Updated CSO Control Plan, Alewife Brook/Upper Mystic River and Lower Charles River/Charles Basins

A motion was duly made and seconded that the Board authorize staff to complete and submit a Draft Updated CSO Control Plan consistent with the recommendations included in the February 4, 2026 Staff Summary and Board of Directors' meeting, and as further summarized in the February 25, 2026 Staff Summary presented for this meeting, to MassDEP and EPA by April 30, 2026 in accordance with MassDEP's Water Quality Standard Variances for the Alewife Brook/Upper Mystic River and Lower Charles River/Charles Basins.

Colleen Rizzi, MWRA Director, Environmental and Regulatory Affairs, presented on the Draft Updated CSO Control Plan ("Draft Plan") for Alewife Brook/Upper Mystic River and Lower Charles River/Charles River Basins ("variance waters") as included in the February 4, 2026 Board Meeting and materials and further discussed in the Staff Summary and PowerPoint presentation slides ("slides") for this meeting.

Ms. Rizzi corrected figures shown on meeting Slides 30 and 76 that were presented at the February 4, 2026 Board meeting (ref I A.1), noting that a data export error caused a miscount of the sewer separation acreage in Cambridge for Charles River Alternative 7 ("7.CR"). She highlighted the incorrect figure (4,400 acres) and explained that the inaccuracy was limited to summaries of acreage used for presentation purposes and was not factored into technical analysis or modeling. She noted the correct figure (3,600 acres) had reduced 7.CR's estimated cost from \$4.5 billion to \$4.3 billion; project costs

could potentially be refined over time; and the error had no impact on the project team's recommendation. Finally, Ms. Rizzi outlined the next steps for Draft Plan review and approval.

There was brief general discussion with questions and answers about the regulatory review/approval process for the Draft Plan and potential appeals of final determinations that could possibly involve a court path.

Mr. Taverna asked where the Draft Plan stands with respect to Green Storm Water Infrastructure (GSI). Ms. Rizzi explained that the CSO communities plan to incorporate GSI where possible into designs for sewer separation projects, which align well with GSI.

Mr. Taverna then asked which MWRA projects staff anticipate needing to cut or delay to fund the Plan. MWRA Deputy Finance Director/Treasurer Matthew Horan relayed that this has not yet been determined; in ten years approximately \$5 billion of MWRA's estimated \$6 billion Capital Improvement Program (CIP) is expected to be earmarked for important asset protection projects; and operating cost cuts could be necessary in the future.

Mr. Swett thanked staff for their work to improve the Draft Plan since it was first presented, and for providing responses to Board members' questions in the Staff Summary, including those regarding the recommended CSO alternatives' adaptability. He acknowledged that staff were presenting a base plan that could be adjusted in the future if actual climate change impacts exceed current estimates, and encouraged staff to continue emphasizing adaptability as the Plan progresses. Ms. Rizzi relayed that opportunities to optimize the Plan were likely to arise as it develops further.

Mr. Pappastergion echoed Mr. Swett's remarks and expressed support for approving the Draft Plan for submittal. Mr. Laskey thanked staff and Board members for their contributions.

In response to a question from Chair Tepper, MWRA Chief Engineer Brian Kubaska referred to a chart listing anticipated CSO discharge volumes across levels of control on page 15 of the Staff Summary and noted the figures for treated and untreated discharge volumes. In response to the Chair's follow-up question, Mr. Kubaska explained that existing variance water CSO outfalls would serve as relief points if the sewer system's capacity were exceeded.

Chair Tepper asked how long a CSO discharge could be expected to impact its receiving water under the Draft Plan. Mr. Kubaska explained that the durations would vary by water body; for example, water quality modeling for the Draft Plan indicates that a CSO discharge to the Charles River during the biggest storm in a typical year would cause bacterial concentrations to exceed swimming standards for a period of up to six hours. He noted that water moves relatively quickly through Alewife Brook and tends to stagnate as it flows to the Upper Mystic, and the waters between Alewife Brook and the Upper Mystic could be impacted for less than 24 hours. The Chair asked if the impacts would be similar in the case of a second storm in the same typical year. Mr. Kubaska responded in the affirmative and explained that some storm-related water quality impacts would occur in the variance waters even if there were zero CSO discharges.

Chair Tepper requested estimated timelines for seeing benefits of the Draft Plan. Ms. Rizzi provided some examples such as storage tanks (benefits upon completion) and sewer separation (incremental benefits as work progresses).

Mr. Vitale remarked that in his view, sewer separation in the Back Bay would be a very complex undertaking. Mr. Pappastergion noted BWSC has its own NPDES Permit, and that Boston is performing its own work separate from MWRA's proposed work under the Draft Plan, and that all of that is in addition financially to rate payers, and Mr. Vitale expressed agreement.

Secretary Tepper thanked the Board for their time working on this important matter, which resulted in an improved Draft Plan, and acknowledged the project team's dedication, work, thoughts, analysis and efforts to develop and present it to the public and the Board. She relayed that she and the Board are proud of the strides that MWRA has made over the last 40 years, including reducing 88% of CSOs and treating 94% of the remaining flows; noted that there is more work to be done, and described the challenge of finding a practical solution to address the remaining CSOs while protecting water quality, public health and taking into consideration affordability and climate change.

Chair Tepper expressed appreciation for the Draft Plan's incorporation of future climate change modeling through the year 2050, noting that this novel approach demonstrates forward thinking and affords confidence in the accuracy of the Plan's predicted performance. She recognized that the project team took the limited CSO option off the table and only considered alternatives that would result in at least zero CSOs in a typical year in response to public feedback, adding that in her view zero CSOs in a typical year is a more appropriate starting point. She further noted staff's practical approach to neighborhood impacts, the scope and scale of construction, timelines and long-term costs.

The Chair also acknowledged that CSO control is not the only major investment that MWRA and its member communities must make over the next decade and noted that factors must be balanced against the long-term benefits of investing in clean water. She acknowledged that no one at this meeting or in the wider community doesn't want to have healthy rivers that can be enjoyed for decades to come, and that everyone involved in this discussion wants to be good stewards and call the watersheds home.

Secretary Tepper emphasized that CSO control is an ongoing process and Board approval to submit the Draft Updated CSO Control Plan would mark the beginning of a careful and deliberate effort. She described the next phase of the Plan's development, including completion and submission of the Draft Plan by April 30 and a transparent and stringent review and public comment process. Lastly, Chair Tepper thanked the members of the public and watershed advocacy groups for their feedback, which has strengthened the Plan, and noted that their voices will continue to be an important part of the decision-making 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		
Pappastergion		
Peña		
Swett		
Taverna		
Vitale		

Green's MBE status was a consideration during the selection process.

Mr. Swett asked if MWRA was considering the expected impacts of climate change and sea level rise for 2070 and beyond in terms of the DITP seawall and shoreline protection system. Mr. Adams relayed that this project is designed for a 2050, 100-year mark. Mr. Swett asked if other MWRA projects or initiatives were looking at the longer-term. Mr. Adams responded in the affirmative and briefly described the scope of this project and proposed amendment. Mr. Swett recommended that MWRA consider updating its approach for storm risk management at Deer Island, noting an ongoing U.S. Army Corps of Engineers study for the rest of Boston Harbor.

Mr. Flanagan asked if project construction would impact Deer Island public access including for events such as Sail Boston 2026. Mr. Adams responded not during that timeframe, but after that timeframe, yes, he anticipates that on the eastern-side due to construction work there will be some partial rerouting for public access, but not a shutdown. Mr. Whiting expressed agreement adding that staff do not expect this project to impact public access during Sail Boston.

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

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

(ref. IV A.1)

ADMINISTRATION, FINANCE AND AUDIT

Information

Delegated Authority Report – January 2026

Mr. Flanagan invited Board Members' questions about the January 2026 Delegated Authority Report.

Mr. Vitale asked if the vendor for Report Item P-6: *Purchase Order Contract for the Provision of the MWRA Consumer Confidence Report – State Contract OFF4B* was a union shop. MWRA Procurement Director Douglas Rice responded in the affirmative.

Regarding Item C-3: *Nut Island Fire Pump #3 and Controller Replacement*, Mr. Jack Walsh asked if the pump would be housed in the Nut Island Fire Building. MWRA Deputy Chief Operating Officer Stephen Cullen responded in the affirmative; provided background on Nut Island's fire pump replacement; and noted that the existing controller is obsolete and is being replaced because parts are no longer available. There was discussion about the Nut Island Fire Building's connection to City of Quincy facilities; and use to increase water pressure.

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

FY2026 Second Quarter Orange Notebook

Malcom Regan, MWRA Project Manager, presented highlights of MWRA's performance indicators for the second quarter of Fiscal Year 2026 (FY26) as further discussed in the Staff Summary and slides. He reported on drought conditions and Quabbin Reservoir levels and a NPDES permit acute toxicity violation at DITP in December 2025. He noted there were no operational upsets or significant changes at DITP when the sample was collected; all other permit limits were met; subsequent lab tests were within normal limits; and staff continue to investigate possible causes. Mr. Regan also discussed NPDES permit violations at the Clinton Wastewater Treatment Plant attributable in part to the effects of drought on system flow dilution and improved FTI counts. Finally, Mr. Regan reported on operations to exercise and replace blow-off valves (above target) and main line valves (below target), adding that the operability of all valves surpassed targets during the second quarter of FY26.

Mr. Swett noted that electricity unit pricing for Deer Island operations was reported as higher than budgeted, despite use being lower. MWRA Budget Director Michael Cole explained that Eversource had raised their rates three times in calendar year 2025, which significantly impacted Deer Island and staff currently project a \$2.1 million overage for Deer Island electricity costs. Mr. Swett inquired if that would change MWRA's buying strategy and further recommended that MWRA consider having an energy procurement conversation in the near future and consider changing its energy purchasing strategy. MWRA Deputy Chief Operating Officer Rebecca Weidman relayed that staff would review MWRA's energy purchasing policy and noted recent market volatility in the past five years. Mr. Swett suggested a future discussion on energy procurement strategies for potentially substantial cost savings.

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

FY26 Financial Update and Summary through January

Mr. Cole provided a financial update through January 2026 as detailed in the Staff Summary. He reported a favorable budget variance of \$11.3 million; expenses under budget by 1.8%; and revenues over budget by 0.5%. He noted that this month marks two firsts: a transfer of savings from variable debt to the defeasance account; and a year-end projection to June 30 (+ \$32 million). He also noted that the CIP was 31% underspent on a gross basis and 23.4% underspent for project spending, which is slightly below the 20-year average. Lastly, Mr. Cole explained that wastewater projects were driving approximately 75% of the overall CIP variance, attributable to \$21.6 million in underspending for the I/I Community Loan Program; however, he noted staff anticipate approximately \$21.8 million in loan distributions in February.

There was brief, general discussion about interest rates and the overall economic climate.

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

Fiscal Year 2026 Mid-Year Capital Improvement Program Spending Report

Mr. Cole and MWRA Finance Director Thomas Durkin discussed the Mid-Year CIP Spending Report as detailed in the staff Summary. Mr. Durkin noted that MWRA appeared to be moving into a period of

increased capital expenditures; for example, \$311 million in spending is estimated for FY26, versus the approximately \$1 billion a year estimated for FY29-FY32, including for projects such as the Metropolitan Water Tunnel and CSO Control Programs. He stressed that staff would continue to take a critical and prudent approach with the budget and maintain dialogues with the MWRA Advisory Board and other stakeholders. He also noted that sustainability and predictability are hallmarks of MWRA's financial approach, and principal and interest cycles could put pressure on sustainable and predictable rates.

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

FY2026 Community Assessment Adjustments

Mr. Cole relayed that the MWRA Metering Department's review of calendar year (CY) 2024 wastewater flows resulted in recommended adjustments to sewer flows for Arlington, Boston, Cambridge and Medford. He explained the CY24 adjustments would be applied to the four communities' FY26 assessments and reflected in MWRA's Preliminary FY27 ("PFY27") assessments, all as detailed in the Staff Summary.

Mr. Vitale noted BWSC's vetting of the \$90K adjustment for Boston and observed that BWSC's calculations are consistent with those of MWRA.

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

Community Billing Correction

Mr. Cole discussed a recommended CY07-CY24 billing correction for the Town of Saugus due to a processing issue that erroneously caused both Saugus and DCR to be charged for a small amount of water at the Breakheart Reservation as detailed in the Staff Summary. He noted that the Town of Saugus has taken steps to resolve the issue.

Hearing no questions or discussion from the Board, Mr. Flanagan moved to the next item. (ref. V A.6)

Preliminary FY27 Water and Sewer Assessments

Mr. Cole relayed that staff recommends a rate revenue requirement for FY27 of \$905 million, which represents increases of 3% on a combined basis, 3.9% for water assessments, and 2.4% for wastewater assessments. He noted that these assessments are consistent with the planning estimates presented with the final FY26 CEB.

Hearing no questions or discussion from the Board, Mr. Flanagan moved to the next item. (ref. V A.7)

Approvals

Transmittal of the FY27 Proposed Current Expense Budget

A motion was duly made and seconded to approve transmittal of the FY27 Proposed Current Expense Budget to the MWRA Advisory Board for its 60-day review and comment period.

Mr. Durkin described the annual budget process and the benefits of MWRA's multi-year budgeting approach and reiterated that ensuring that assessments grow at a sustainable and predictable rate is a priority. Staff then presented an overview of the proposed FY27 ("PFY27") Current Expense Budget ("CEB") as detailed in the Staff Summary and slides.

Mr. Cole outlined the PFY27 CEB's structure and staff's recommendations for Direct Expenses, including

key cost drivers such as wages and salaries, fringe benefits, utilities and maintenance. He highlighted steep upward trends in health insurance and electricity costs. He also discussed proposed increases for the Indirect Expenses budget, driven mostly by the Pension and Watershed Reimbursement categories, and noted the PFY27 CEB includes an additional \$6.5 million toward the goal of fully funding the pension by 2030.

Next, Mr. Horan reviewed the PFY27 Capital Finance budget by category, including senior debt, variable interest, the State Revolving Fund, subordinate debt, defeasance and other costs. He briefly discussed Capital Finance trends and projections and staff's defeasance strategy to level debt and noted that planned borrowing reflects increased Capital Improvement Plan (CIP) spending cost.

Mr. Horan then presented trends for tax exempt and taxable interest rates; MWRA's strategy regarding interest, principal, overall debt structure, and managing assessments. He discussed some interest rate drivers, taxable interest rates' impacts on investment income, and how variable interest rates impact MWRA's budgeting strategy.

Next, Mr. Cole reviewed PFY27 CEB revenue by category, including rate revenue, investment income, other revenue, and other user charges. He noted that the use of rate stabilization is not planned for FY27.

Finally, Mr. Durkin presented an overview of combined rate trends and projections through FY31, noting additional pressures on future water rates, and Mr. Cole discussed the next steps of the CEB process.

(Ms. Wolowicz temporarily left the meeting during the presentation.)

Mr. Vitale requested more information about CY25 pension and OPEB Trust returns. Mr. Horan reported a 11.6% return for the pension (preliminary), and a 12.6% return for the OPEB Trust. There was brief discussion about how these funds performed in comparison to the PRIM fund. There was also general discussion with questions and answers about the SMART Plan's performance and administration; PFY27 vacancy adjustments and MWRA's budgeting strategy for staffing levels.

In response to Mr. Jack Walsh's question about the proposed budget increase for hydrogen peroxide, Mr. Cole explained that key factors include volume and pricing. Mr. Durkin added that weather is also a factor, and staff would provide more information after this meeting.

MWRA Advisory Board Executive Director Matt Romero thanked staff for their work to develop the PFY27 CEB; relayed that the Advisory Board looks forward to continued engagement with MWRA staff throughout the budget process; and noted MWRA's multi-year approach for predictable and sustainable rates.

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

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

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

(ref. V B.1)

(Ms. Wolowicz returned to the meeting.)

Due to time constraints, Chair Tepper moved the meeting to Other Business.

OTHER BUSINESS

Search for a New Executive Director: Process and Preliminary Screening Committee (vote)

Noting that Mr. Laskey had announced his upcoming retirement, Chair Tepper led a discussion about next steps for a Preliminary Screening Committee (“Committee”) for the Executive Director position as established at the February 4, 2026 Board Meeting. She announced there was support from the Board that she serve as Chair of the Committee and she confirmed that she will, and further after consultation she is appointing Board members Foti, Swett and Wolowicz to serve on the Committee; and outlined the goals of today’s discussion.

There was discussion about the Committee’s essential charges, including candidate screening; consideration of applications and resumes; conducting interviews with the assistance of a search committee; and the recommendation of at least two or three finalists to the full Board, who would then conduct additional interviews and make the final selection. There was also discussion of the Committee reporting back to the Board.

With respect to updating the Executive Director job description, Secretary Tepper explained her experience where a search firm assists in developing a job profile for Board review through such means as interviews with all Board members and some key stakeholders. Board members agreed that such profile would return to the Board for approval. Mr. Pappastergion requested that staff provide the existing Executive Director job description to the Board.

Regarding the selection of a search firm, Secretary Tepper noted assistance provided by MWRA Procurement staff who g received bids from two companies. After brief discussion, the Board agreed that the Screening Committee would select a firm.

There was discussion about the cadence of the search process, including check-ins at upcoming Board meetings, and some interim communications as needed.

Mr. Pappastergion requested an update on the ongoing non-union manager compensation study. Ms. Wolowicz relayed that the non-union manager compensation study subcommittee (Ms. Wolowicz and Messrs. Foti and Vitale) had met earlier this month with Collins Center staff to discuss the draft report (with the assistance of Ms. MacDougall posting the meeting); the Subcommittee members have each reviewed the draft report; and the Collins Center was currently preparing the final report for distribution to the full Board, anticipated for the March meeting. There was brief discussion about how the final report would be useful for the Executive Director search process.

A motion was duly made to ratify the appointments of Secretary Tepper, Messrs. Foti and Swett and Ms. Wolowicz to the Preliminary Screening Committee established by the Board at the February 4, 2026 meeting for the MWRA Executive Director position, with Secretary Tepper serving as Chair of the Committee, which Committee work will include screening, considering and/or interviewing applicants to provide the Board of Directors with a list of applicants qualified for further consideration or interview by the Board.

Further, a motion was duly made and seconded to authorize the Preliminary Screening Committee, with the assistance of staff, to approve an award to, and hire, an executive search firm selected by the Committee to provide services in connection with the search and selection of candidates for the Executive Director position in an amount and for a term to be determined by the Committee, and to authorize the Executive Director, on behalf of the Authority, to execute a contract with such firm consistent with the award of the Committee.

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

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

(ref. IX)

WATER POLICY AND OVERSIGHT

Contract Awards

WASM 3 CP2 Rehabilitation of Water Main Section W10 (Waltham): Albanese D&S, Inc., Contract 6543

A motion was duly made and seconded to approve the award of Contract 6543, Weston Aqueduct Supply Main 3 Construction Package 2 Rehabilitation of Water Main Section W10 (Waltham), to the lowest responsible and eligible bidder, Albanese D&S, Inc. and to authorize the Executive Director, on behalf of the Authority, to execute said contract in the bid amount of \$21,467,000 for a contract term of 1,202 calendar days from the Notice to Proceed.

Kathleen Pearson, MWRA Senior Program Manager, discussed a proposed contract for the Weston Aqueduct Supply Mains 3 (WASM 3) Construction Package 2 (CP2) Section W10 rehabilitation project in Waltham ("WASM CP2"), as further detailed in the Staff Summary and Slides for this meeting.

Ms. Pearson presented an overview of the WASM 3 system and the proposed contract's location, scope and schedule. She relayed that WASM CP2 construction is restricted to low water demand months in order to meet summer high demand periods and outlined contract sequencing. She noted that MWRA had pre-purchased a 60-inch diameter butterfly valve separately, under Contract 6543A, due to the long

lead time of delivery and to facilitate the fall 2026 construction. She then reviewed the procurement process; reported that staff recommend award to the lowest responsible and eligible bidder, Albanese D&S, Inc. ("Albanese"); and reviewed their qualifications. Finally, Ms. Pearson noted that staff plan to recommend an amendment to a design contract with Stantec Consulting Services, Inc., at a future Board meeting, for completion of WASM CP2 construction administration and resident inspector services.

There was brief discussion about the construction schedule. Ms. Pearson explained that metering work can start prior to pipe work, which is limited to low demand periods. In response to a question from Mr. Taverna, Ms. Pearson explained that bids for this project may have been competitive because construction is scheduled to take place during the winter moratorium period. Mr. Laskey noted that this is a difficult project.

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		
Pappastergion		
Peña		
Swett		
Taverna		
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J. Walsh		
P. Walsh		
Wolowicz		

(ref. VI A.1)

PERSONNEL AND COMPENSATION

Approvals

February 2026 PCR Amendments

A motion was duly made and seconded to approve amendments to the Position Control Register (PCR) as presented in the February 25, 2026 Staff Summary and filed with the records of this meeting.

Wendy Chu, MWRA Human Resources Director, requested Board approval for a proposed Position Control Register (PCR) amendment to provide a position for an employee who is returning after an extended Workers' Compensation leave.

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

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

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

(ref. VII A.1)

Chair Tepper requested Vice Chair Pappastergion to chair the balance of the meeting. (Chair Tepper left the meeting.)

Appointment of Manager, Labor Relations

A motion was duly made and seconded to approve the appointment of Mr. Ryan Smith to the position of Manager, Labor Relations (Non-Union, Grade 14) in the Administration Division, at an annual salary of \$145,000, commencing on a date to be determined by the Executive Director.

Ms. Chu discussed the vacancy history for this position; the work experience and qualifications of the recommended candidate, and the selection process.

There was discussion about the candidate's expected start date, work experience and skills. In response to a question from Mr. Jack Walsh, Ms. Chu explained that there were no internal candidates for this position.

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

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

(ref. VII A.2)

Contract Amendments/Change Orders

Third Party Administration of Workers' Compensation Program: USI Insurance Services, LLC d/b/a FutureComp, Contract A633, Amendment No. 2

A motion was duly made and seconded to authorize the Executive Director, on behalf of the Authority, to approve Amendment 2 to Contract A633, Third Party Administration of Workers' Compensation Program Services, with USI Insurance Services, LLC d/b/a FutureComp, increasing the contract amount by \$33,000, from \$168,975 to a total not-to-exceed amount of \$201,975, and extending the contract term by 12 months, from April 1, 2026 to March 31, 2027.

Ms. Chu requested Board approval for Amendment 2 to Workers' Compensation third-party administration (TPA) contract with USI Insurance Services, LLC d/b/a FutureComp, as further discussed in the Staff Summary. She described the scope of the contract, which was extended last year under delegated authority; and explained that staff are seeking this amendment with time extension to align with an enterprise system upgrade and internal staffing change. Ms. Chu noted that staff intend to conduct a competitive procurement for a Workers' Compensation TPA contract prior to the end of this proposed extension.

There was discussion about the respective roles of the TPA and internal staff with respect to the MWRA's Workers' Compensation recommendation process.

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

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

(ref. VII B.1)

Mr. Vitale requested more information about the amount held in MWRA's Workers' Compensation reserve and asked if it was audited annually. Mr. Durkin affirmed that the reserve is audited annually and the amount (\$14 million) is determined by state regulations.

CORRESPONDENCE TO THE BOARD

Vice Chair Pappastergion announced the Board of Directors had received correspondence regarding the Draft Updated CSO Control Plan, which was included in the materials for this meeting and posted on MWRA's website, and, in addition to formal correspondence, other emails related to the Draft Updated CSO Control Plan were received. He noted that all the correspondence would not be listed individually in the interest of time, but their receipt has been noted. He expressed appreciation for the continued interest and outreach.

Vice Chair Pappastergion also noted that the Board had received a February 9, 2026 letter from State Senator Jo Comerford and State Representative Aaron Saunders regarding Quabbin Equity, which was included in the materials for this meeting and posted on MWRA's website.

Ms. Wolowicz inquired about further discussion with Senator Comerford and Representative Saunders and asked if staff planned to invite them to a future Board meeting, noting some prior scheduling conflicts that prevented an earlier meeting.

MWRA Public Affairs Director Sean Navin relayed that to his understanding, Secretary Tepper's office is

also working with the legislative delegation to schedule such a meeting for the summer or fall.

EXECUTIVE SESSION

Having no further Business in Open Session, Vice Chair Pappastergion requested a motion to conclude Open Session and enter into Executive Session to discuss Real Estate, noting that Open Session may have a detrimental effect on the negotiating position of the Authority. He announced the planned topic for Executive Session was a Watershed Land Acquisition. The Vice Chair 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 purpose 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>
Flanagan		
Pappastergion		
Peña		
Swett		
Taverna		
Vitale		
J. Walsh		
P. Walsh		
Wolowicz		

Voted: to conclude Open Session, and to enter Executive Session.

The Open Session concluded at 2:52pm.

*** EXECUTIVE SESSION ***

The meeting entered Executive Session at 2:53pm and adjourned at 2:59pm.

Approved: March 18, 2026

Attest:

Brian Peña, Secretary

LIST OF DOCUMENTS AND EXHIBITS USED

- Draft Minutes of the January 14 and February 4, 2026 MWRA Board of Directors Meetings (ref. I)
- February 25, 2026 Presentation Slide: EV Chargers at MWRA Facilities (ref. III)
- February 25, 2026 Staff Summary and Presentation: Submission of Draft Updated CSO Control Plan, Alewife Brook/Upper Mystic River and Lower Charles River/Charles Basins (ref. IV A.1)
- February 25, 2026 Staff Summary and Presentation: Deer Island Treatment Plant Eastern Seawall and Shoreline Protection Remediation – Design, Engineering Services During Construction, and Resident Engineering: Green International Affiliates, Inc., Contract 6723, Amendment 1 (ref. IV B.1)
- February 25, 2026 Staff Summary: Delegated Authority Report – January 2026 (ref. V A.1)
- February 25, 2026 Staff Summary and Presentation: FY2026 Second Quarter Orange Notebook (ref. V A.2)
- February 25, 2026 Staff Summary: FY26 Financial Update and Summary through January (ref. V A.3)
- February 25, 2026 Staff Summary: Fiscal Year 2026 Mid-Year Capital Improvement Program Spending Report (ref. V A.4)
- February 25, 2026 Staff Summary: FY2026 Community Assessment Adjustments (ref. V A.5)
- February 25, 2026 Staff Summary: Community Billing Correction (ref. V A.6)
- February 25, 2026 Staff Summary: Preliminary FY27 Water and Sewer Assessments (ref. V A.7)
- February 25, 2026 Staff Summary and Presentation: Transmittal of the FY27 Proposed Current Expense Budget
- February 25, 2026 Staff Summary and Presentation: WASM 3 CP2 Rehabilitation of Water Main Section W10 (Waltham): Albanese D&S, Inc., Contract 6543 (ref. VI A.1)
- February 25, 2025 Staff Summary: February 2026 PCR Amendments (ref. VII A.1)
- February 25, 2025 Staff Summary: Appointment of Manager, Labor Relations (ref. VII A.2)
- February 25, 2025 Staff Summary: Third Party Administration of Workers' Compensation Program: USI Insurance Services, LLC d/b/a FutureComp, Contract A633, Amendment No. 2 (ref. VII B.1)
- Correspondence to the Board Regarding the Draft Updated CSO Control Plan (ref. VIII.A)
- Correspondence to the Board Regarding Quabbin Equity (ref. VIII.B)

STAFF SUMMARY




TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: March 18, 2026
SUBJECT: FY26 Financial Update and Summary through February

COMMITTEE: Administration, Finance & Audit

INFORMATION

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

VOTE


Thomas J. Durkin
Director, Finance

RECOMMENDATION:

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

DISCUSSION:

The total Year-to-Date variance for the FY26 CEB is \$14.5 million, due to lower direct expenses of 4.0% or \$8.4 million, indirect expenses of 4.9% or \$3.2 million, and higher revenue of 0.5% or \$3.0 million. The year-end favorable variance is projected to be 3.5% or \$32.0 million underspent, of which \$12.2 million is related to debt service. Beyond debt service savings, staff project a favorable variance of approximately \$19.8 million at year-end of which \$13.0 million would be from lower direct expenses, \$3.1 million from lower indirect expenses, and \$3.7 million from greater than budgeted revenues.

As the year progresses and more actual spending information becomes available, staff will continue to refine the year-end projections and update the Board accordingly.

FY26 Current Expense Budget

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

- Lower Direct Expenses of 4.0% or \$8.4 million under budget. Spending was lower for Wages & Salaries, Other Services, Fringe Benefits, Chemicals, Professional Services, Training & Meetings, and Overtime. Spending was higher than budget for Maintenance, Utilities, Workers' Compensation, and Other Materials.
- Lower Indirect Expenses of 4.9% or \$3.2 million under budget due primarily to lower Watershed Reimbursements and Insurance.

- Revenue was 0.5% or \$3.0 million over the estimate driven by Investment Income of \$2.1 million due to higher than budgeted interest rates and Other Revenue of \$0.8 million driven by favorable Energy Revenue from Renewable Portfolio Credits.

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

	FY26 Budget	FY26 Actual	\$ Variance	% Variance
Direct Expenses	\$210.0	\$201.6	-\$8.4	-4.0%
Indirect Expenses	\$64.1	\$61.0	-\$3.2	-4.9%
Capital Financing	\$300.3	\$300.3	\$0.0	0.0%
Total	\$574.4	\$562.8	-\$11.6	-2.0%

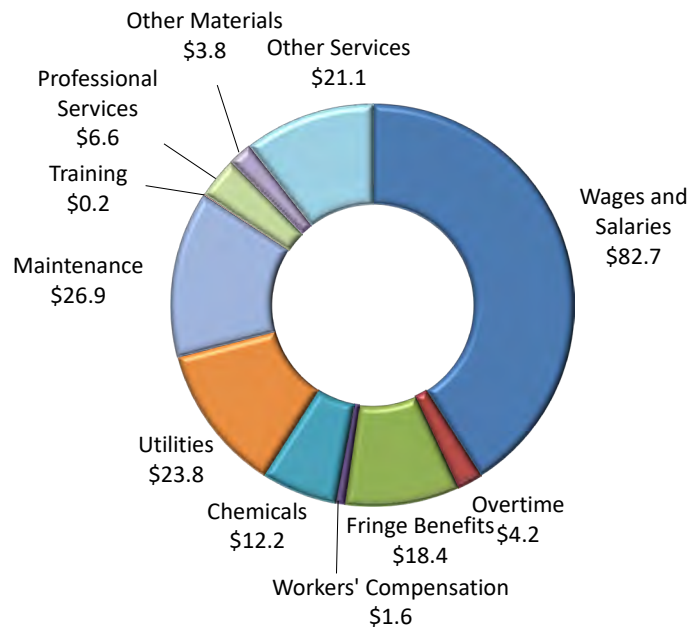
Totals may not add due to rounding

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

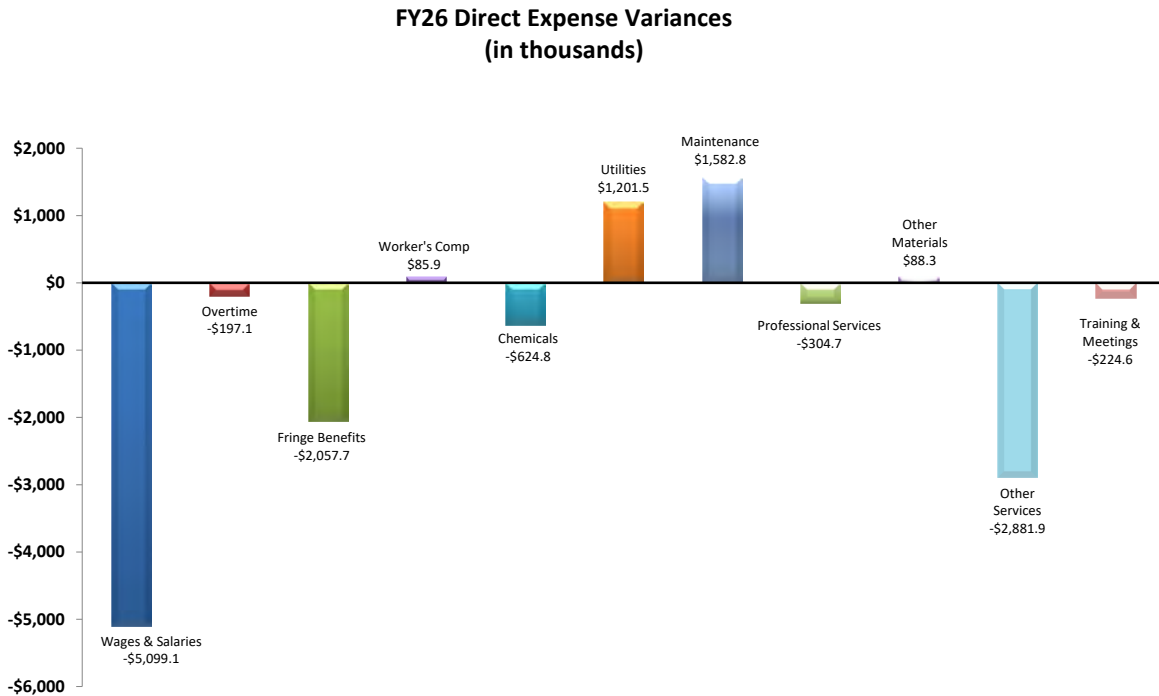
Direct Expenses

FY26 direct expenses through February totaled \$201.6 million, which was \$8.4 million or 4.0% less than budgeted.

**FY26 Direct Expenses
(in millions)**



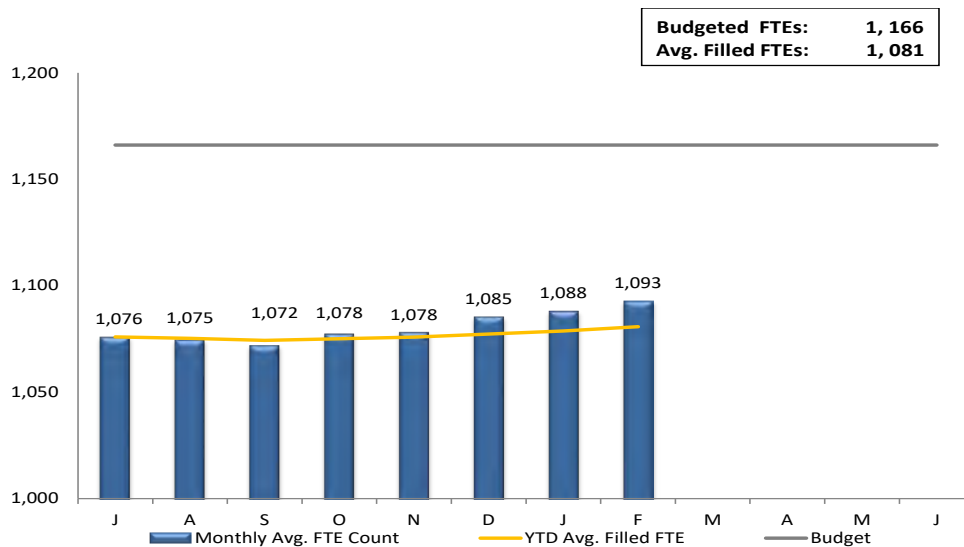
Spending was lower for Wages & Salaries, Other Services, Fringe Benefits, Chemicals, Professional Services, Training & Meetings, and Overtime. Spending was higher than budget for Maintenance, Utilities, Workers' Compensation, and Other Materials.



Wages and Salaries

Wages and Salaries were lower than budget by \$5.1 million or 5.8%. Through February, there were 85 fewer average FTEs (1,081 versus 1,166 budget) or 7.3% 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



Other Services

Other Services were lower than budget by \$2.9 million or 12.0% driven by lower than anticipated expenses through February for Sludge Pelletization of \$2.0 million primarily for the potential PFAS regulation changes requiring landfilling that had no spending but were budgeted for, Telecommunications of \$654,000, and Grit & Screenings Removal of \$375,000 primarily due to lower quantities. These were partially offset by greater than anticipated spending for Police Details of \$118,000 through February.

Fringe Benefits

Fringe Benefits spending was lower than budget by \$2.1 million or 10.0%. This is primarily driven by lower Health Insurance costs of \$2.0 million due to fewer than budgeted participants in health insurance plans, increased contribution rate by external new hires vs. lower contribution rates of staff retiring, and the shift from family to individual plans which are less expensive.

Maintenance

Maintenance spending was higher than budget by \$1.6 million or 6.2%. Maintenance Materials were greater than budget by \$1.9 million driven by higher Inventory of \$712,000, higher Plant & Machinery Materials of \$463,000 due to greater than anticipated spending through February including the earlier than anticipated purchase of a Reactor Mixer Gearbox 50 H.P. Replacement. Higher Electrical Materials of \$239,000, Special Equipment Materials of \$226,000, and Automotive Materials of \$192,000 were all due to greater than anticipated purchases through February. Maintenance Services were below budget by \$303,000 driven by lower Building and Grounds Services of \$530,000 due to less than anticipated services through February including invasives control, Special Equipment Services of \$288,000 due to less than anticipated spending through February, Pipe Services of \$249,000 due to less than anticipated services for paving and less than anticipated spending for manhole rehabilitation through February, and Electrical Services of \$206,000 due to updated schedules for water pumping station heat pump projects. This underspending was partially offset by higher Computer Services of \$534,000 due to greater than anticipated spending through February.

Utilities

Utilities were higher than budget by \$1.2 million or 5.3%. Higher than budgeted spending for Electricity of \$1.2 million driven by Deer Island Treatment Plant (DITP) primarily due to Eversource Energy for higher pricing. Higher spending for Natural Gas of \$195,000 was due to higher pricing and volume. Higher spending for Water of \$195,000 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 \$402,000 primarily due to DITP purchase at a lower price and lower volume.

Chemicals

Chemicals were lower than budget by \$625,000 or 4.9%. Lower Sodium Bisulfite of \$225,000 primarily driven by lower volume at DITP due to lower quantities to dechlorinate the effluent which will be fine-tuned as a result of new permit requirements, and Wastewater Operations due

to lower volume as a result of less than anticipated CSO activations. Lower Liquid Oxygen of \$149,000 was due to lower dosing at Carroll Water Treatment Plant and Carbon Dioxide of \$136,000 driven by lower pricing. Lower Sodium Hypochlorite of \$137,000 was due to lower flows at Deer Island. Lower Polymer of \$115,000 was due to lower than expected secondary sludge production. These were partially offset by higher Hydrogen Peroxide of \$294,000 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 and higher Soda Ash of \$172,000 due to volume at CWTP. DITP flows are 21.4% less than planned and the CWTP flows are 8.5% greater than planned through February. It is important to note that Chemical variances are also based on deliveries which in general reflect the usage patterns. However, the timing of deliveries is an important factor.

Professional Services

Professional Services were lower than budget by \$305,000 or 4.4% driven by lower Other Services of \$392,000 due to less than anticipated spending through February including the Disparity Study and lower Security Services of \$166,000 due to less than anticipated costs through February. These were partially offset by higher Legal Services of \$298,000 due to greater than anticipated spending on outside counsel through February.

Training & Meetings

Training & Meetings were lower than budget by \$225,000 or 50.7% primarily due to less than anticipated spending on conferences and meetings through February.

Overtime

Overtime expenses were lower than budget by \$197,000 or 4.5%. Lower than budgeted spending in TRAC of \$93,000, Occupational Health & Safety of \$31,000, Engineering & Construction of \$29,000 were all due to less than anticipated needs. Year-to-Date rainfall was a major contributor for the less than anticipated overtime.

Other Materials

Other Materials spending was higher than budget by \$88,000 or 2.4% driven by higher Vehicle Purchases/Replacements of \$556,000 due to earlier than anticipated purchases through February, as well as greater than anticipated spending on Equipment/Furniture of \$239,000, Health/Safety of \$141,000, and Lab & Testing Supplies of \$108,000 through February. This greater than budget spending was partially offset by lower Other Materials of \$373,000 due to less than anticipated materials needs including gravel purchases, Computer Hardware of \$265,000 due to less than anticipated purchases through February, and Vehicle Expense of \$219,000 due to lower fuel prices.

Worker's Compensation

Worker's Compensation expenses were greater than budget by \$124,000 or 8.5%. The variance is due to higher than budgeted expenses for Compensation Payments of \$180,000 and Administrative Expenses of \$10,000, partially offset by lower Medical Payments of \$66,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.

Indirect Expenses

Indirect Expenses totaled \$61.0 million, which is \$3.2 million or 4.9% lower than budget. The variance is driven by lower Watershed Reimbursement. Based on FY26 operating activity only, the Watershed Division is \$2.8 million or 16.1% 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 \$2.7 million or 15.7% below budget through February 2026. In addition, PILOT was paid in the amount of \$9.3 million, which was \$92,000 or 1.0% below budget.

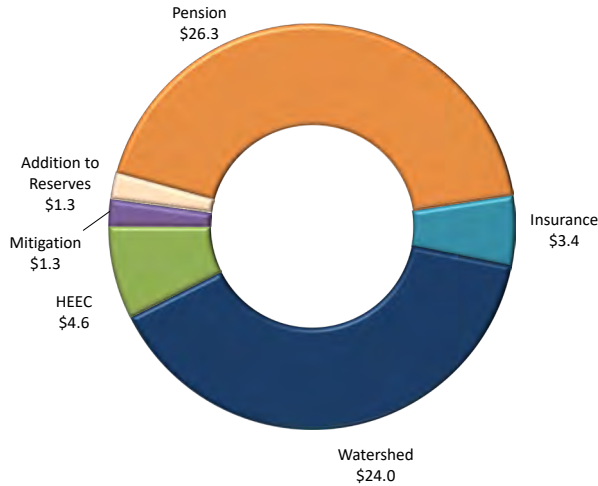
**FY26 Watershed Protection Variance
(in millions)**

\$ in millions	FY26 Budget	FY26 Actual	FY26 \$ Variance	FY26 % Variance
Operating Expenses	18.1	15.6	-2.0	-11.1%
Operating Revenues - Offset	0.7	1.0	0.3	40.2%
FY26 Operating Totals	17.5	14.7	-2.8	-16.1%
DCR Balance Forward (FY25 year-end accrual true-up)	0.0	0.1	0.1	
FY26 Adjusted Operating Totals	17.5	14.7	-2.7	-15.7%
PILOT	9.4	9.3	-0.1	-1.1%
Total Watershed Reimbursement	26.9	24.0	-2.8	-10.5%

Totals may not add due to rounding

MWRA reimburses the Commonwealth of Massachusetts Department of Conservation (DCR) and Recreation - Division of Water Supply Protection – Office of Watershed Management for expenses. The reimbursements are presented for payment monthly in arrears. Accruals are being made monthly based on estimated expenses provided by DCR and trued-up monthly based on the monthly invoice. MWRA’s budget is based on the annual Fiscal Year Work Plan approved by the Massachusetts Water Supply Protection Trust. The FTE count at the end of February was 139.0 (143.6 on a year-to-date average basis) vs. a budget of 151.

**FY26 Indirect Expenses
(in millions)**

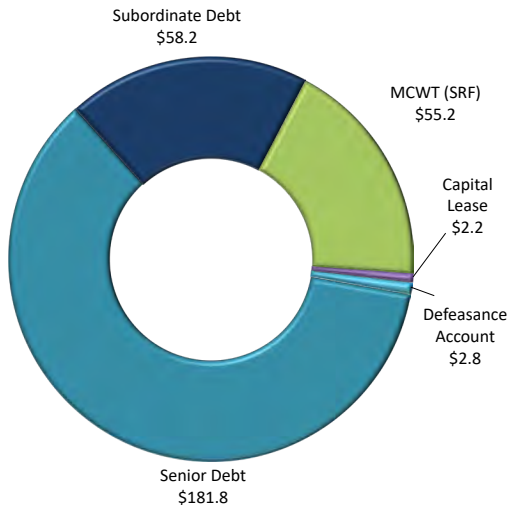


Capital Financing

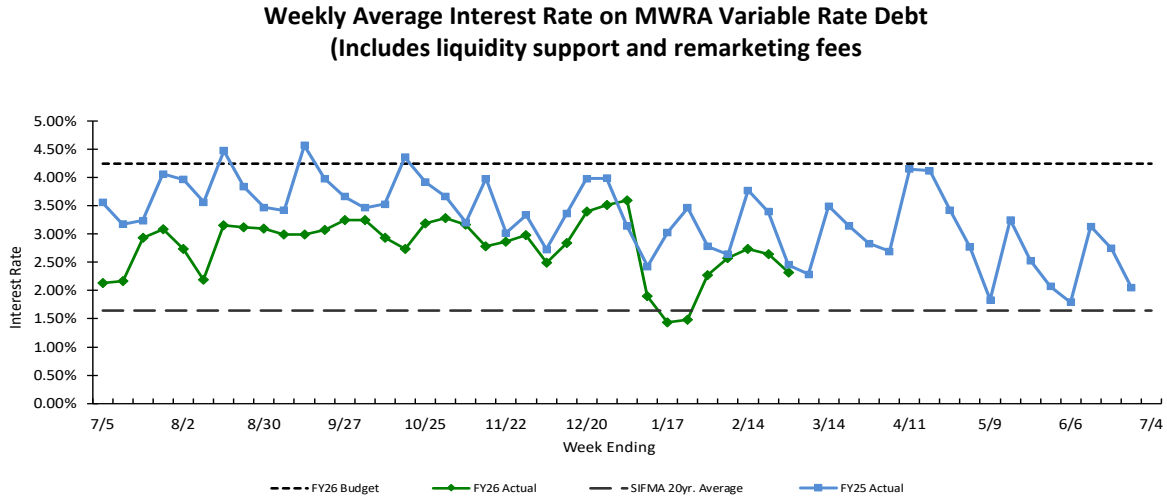
Capital Financing expenses include the principal and interest payments for fixed senior debt, the variable subordinate debt, the Massachusetts Clean Water Trust (SRF) obligation, the costs for the local water pipeline projects, current revenue for capital, Optional Debt Prepayment, and the Chelsea Facility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

Capital Financing expenses in FY26 through February totaled \$300.3 million which matched the budget after the transfer of \$2.8 million to the Defeasance account. The transfer reflects lower variable rate debt expense due to lower than budget interest expense of \$2.7 million as a result of lower than anticipated interest rates and lower SRF of \$142,000 due to transaction timing.

**Capital Finance
(\$ in millions)**



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



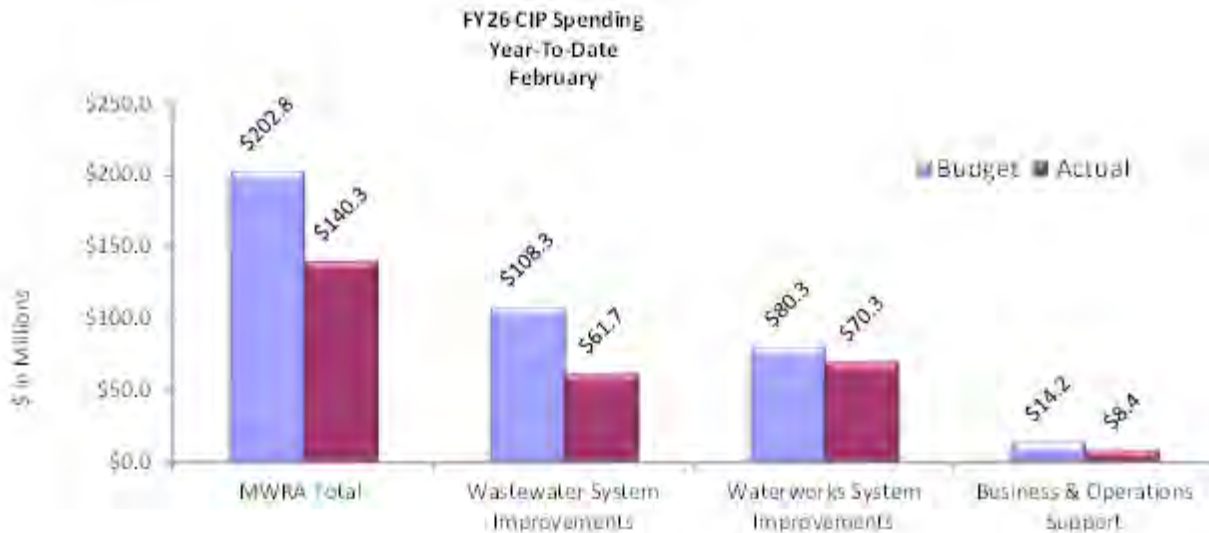
Revenue & Income

Revenues of \$622.1 million were \$3.0 million or 0.5% greater than the estimate driven by Investment Income which was \$2.1 million or 14.1% greater than planned due to higher than assumed interest rates. Other Revenue of \$806,000 also contributed to the greater than budgeted estimate and was driven by favorable Energy Revenue of \$690,000 due to the receipt of Renewable Portfolio Credits.

FY26 Capital Improvement Program

Capital expenditures in Fiscal Year 2026 through January totaled \$140.3 million, \$62.5 million or 30.8% 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 \$123.0 million, \$40.6 million or 24.8% under planned spending.



Overall, CIP spending reflects less than planned spending in Wastewater Improvements (\$46.7 million), less than planned spending in Waterworks (\$10.0 million) and less than planned spending in Business and Operations Support (\$5.8 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, lower than projected task order work for DITP As-Needed Design contracts, and Somerville Marginal New Pipe Connection.

Major variances in Waterworks include less than planned spending due to contractor progress for Section 75A and 47 Extension - CP-1, final work pending for Wachusett Lower Gatehouse Pipe & Boiler Replacement Construction, work scheduled for FY26 completed in FY25 for Metro Redundancy Interim Improvements CP2 Shaft 5, updated schedule for NIH Storage - Design CA/RI, lower than projected task order work for CWTP Technical Assistance and less than planned consultant progress for Metro Water Tunnel Program Geotechnical Support Services and WASM 3 - MEPA/Design/CA/RI. This was partially offset by contractor progress for CP-2 NEH Improvements, Section 56 Replacement/Saugus River – Construction, and Section 89/29 Replacement Construction, and greater than anticipated loan distributions for the Water Loan Program.

\$ in Millions	Budget	Actuals	\$ Var.	% Var.
Wastewater System Improvements				
Interception & Pumping	15.1	10.9	(4.3)	-28.1%
Treatment	48.7	35.0	(13.7)	-28.1%
Residuals	1.3	0.3	(1.0)	-80.2%
CSO	3.9	1.9	(2.0)	-51.4%
Other	39.3	13.6	(25.7)	-65.4%
Total Wastewater System Improvements	\$108.3	\$61.7	(\$46.7)	-43.1%
Waterworks System Improvements				
Drinking Water Quality Improvements	2.5	0.9	(1.6)	-62.7%
Transmission	34.7	26.0	(8.7)	-25.1%
Distribution & Pumping	33.3	32.1	(1.2)	-3.6%
Other	9.8	11.3	1.5	15.6%
Total Waterworks System Improvements	\$80.3	\$70.3	(\$10.0)	-12.4%
Business & Operations Support	\$14.2	\$8.4	(\$5.8)	-41.2%
Total MWRA	\$202.8	\$140.3	(\$62.5)	-30.8%

FY26 Spending by Program:

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

Other Wastewater: Less than planned spending of \$25.7 million

- \$25.7 million for Community I/I due to less than anticipated requests for community grants and loans.

Wastewater Treatment: Less than planned spending of \$13.7 million

- \$8.9 million for Clarifier Rehabilitation Phase 2 Construction due to contractors' progress was less than anticipated.
- \$4.2 million for DITP As-Needed Design due to lower than projected task order work.
- \$1.2 million for Cryogenics Facility Valve Replacement due to schedule change.
- \$1.1 million for DITP Roofing Replacement due to pending claims resolution.
- This under planned spending was partially offset by greater than planned spending of \$2.0 million for HVAC Equipment Replacement - Design/ESDC, and \$0.9 million for Digester & Storage Tank Rehabilitation Design/ESDC due to consultant progress greater than anticipated.

Waterworks Transmission: Less than planned spending of \$8.6 million

- \$2.4 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.
- \$1.2 million for Metropolitan Water Tunnel Program WASM 3 - MEPA/Design/CA/RI, and \$1.1 million for Geotechnical Support Services due consultants progress less than planned.
- \$0.8 million for Sudbury/Foss Dam Construction due to updated schedule for work at the Foss Dam.

Business & Operations Support: Less than planned spending of \$5.8 million

- \$2.8 million for As-Needed Design Contracts due to lower than projected task order work.
- \$1.2 million for Security Equipment & Installation due to project delays including upgrades to communication circuits and Incident Management System.
- \$0.5 million for Servers due to less than anticipated progress for implementation.

Interception & Pumping: Less than planned spending of \$4.3 million

- \$4.1 million for Hayes Pump Station Rehab Construction due to contractor progress less than anticipated.
- \$0.8 million for Ward St & Columbus Park Headworks Design/CA due to consultant 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 \$0.6 million for the Braintree-Weymouth Improvements Construction contracts.

Combined Sewer Overflow: Less than planned spending of \$2.0 million

- \$2.2 million for Somerville Marginal New Pipe Connection due to contractor progress less anticipated.

Drinking Water Quality Improvements: Less than planned spending of \$1.6 million

- \$1.6 million for CWTP Technical Assistance due to lower than projected task order work.

Other Waterworks: Greater than planned spending of \$1.5 million

- \$3.8 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 \$1.3 million for Steel Tank Improvements - Design/CA and REI due to CA and REI services less than anticipated.

Water Distribution and Pumping: Less than planned spending of \$1.2 million

- \$5.1 million for Section 75A and 47 Extension CP-1 Construction due to less than planned contractor progress.
- \$1.6 million for NIH Storage Design CA/RI and \$1.3 million for CP-1 Section 68 Construction due to updated schedules.
- This less than planned spending was partially offset by greater than planned spending of \$5.6 million for CP-2 NEH Improvements, \$4.2 million for Section 56 Replacement/Saugus River Construction, \$1.4 million for Section 89/29 Replacement Construction.

Residuals: Less than planned spending of \$1.0 million

- \$1.0 million for schedule change 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 \$147.9 million as of the end of February. Commercial Paper/Revolving Loan available capacity was \$140.0 million.

ATTACHMENTS:

Attachment 1 – Variance Summary February 2026

Attachment 2 – Current Expense Variance Explanations

Attachment 3 – Capital Improvement Program Variance Explanations

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

ATTACHMENT 1
FY26 Actuals vs. FY26 Budget

	Feb 2026 Year-to-Date				
	Period 8 YTD Budget	Period 8 YTD Actual	Period 8 YTD Variance	%	FY26 Approved
	<u>EXPENSES</u>				
WAGES AND SALARIES	\$ 87,779,713	\$ 82,680,636	\$ (5,099,077)	-5.8%	\$ 133,658,992
OVERTIME	4,361,504	4,164,407	(197,097)	-4.5%	6,449,019
FRINGE BENEFITS	20,486,585	18,428,837	(2,057,748)	-10.0%	30,489,107
WORKERS' COMPENSATION	1,453,153	1,577,125	123,972	8.5%	2,179,730
CHEMICALS	12,868,303	12,243,468	(624,835)	-4.9%	19,307,228
ENERGY AND UTILITIES	22,565,365	23,766,896	1,201,531	5.3%	33,579,064
MAINTENANCE	25,362,944	26,945,762	1,582,818	6.2%	43,622,667
TRAINING AND MEETINGS	443,079	218,509	(224,570)	-50.7%	689,741
PROFESSIONAL SERVICES	6,936,040	6,631,335	(304,705)	-4.4%	11,302,703
OTHER MATERIALS	3,758,909	3,847,246	88,337	2.4%	7,656,637
OTHER SERVICES	23,992,350	21,110,492	(2,881,858)	-12.0%	39,045,372
TOTAL DIRECT EXPENSES	\$ 210,007,945	\$ 201,614,713	\$ (8,393,231)	-4.0%	\$ 327,980,260
<u>INDIRECT EXPENSES</u>					
INSURANCE	\$ 3,721,559	\$ 3,439,529	\$ (282,030)	-7.6%	\$ 5,529,173
WATERSHED/PILOT	26,862,981	24,037,498	(2,825,483)	-10.5%	35,118,900
HEEC PAYMENT	4,615,454	4,564,833	(50,621)	-1.1%	6,837,804
MITIGATION	1,258,083	1,258,083	-	0.0%	1,869,152
ADDITIONS TO RESERVES	1,324,269	1,324,269	-	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	\$ 64,129,463	\$ 60,971,329	\$ (3,158,134)	-4.9%	\$ 83,018,814
<u>CAPITAL FINANCE EXPENSES</u>					
STATE REVOLVING FUND	\$ 55,344,857	\$ 55,202,490	\$ (142,367)	-0.3%	\$ 84,683,758
SENIOR DEBT	181,815,836	181,815,836	-	0.0%	289,254,618
DEBT SERVICE ASSISTANCE	-	-	-	---	-
CURRENT REVENUE/CAPITAL	-	-	-	---	21,500,000
SUBORDINATE MWRA DEBT	60,936,828	60,936,828	-	0.0%	91,345,699
LOCAL WATER PIPELINE CP	-	-	-	---	10,208,818
CAPITAL LEASE	2,165,329	2,165,329	-	0.0%	3,217,060
VARIABLE DEBT	-	(2,687,892)	(2,687,892)	---	-
DEFEASANCE ACCOUNT	-	2,830,259	2,830,259	---	-
DEBT PREPAYMENT	-	-	-	---	8,500,000
TOTAL CAPITAL FINANCE EXPENSE	\$ 300,262,850	\$ 300,262,850	\$ -	0.0%	\$ 508,709,953
TOTAL EXPENSES	\$ 574,400,258	\$ 562,848,892	\$ (11,551,365)	-2.0%	\$ 919,709,027
<u>REVENUE & INCOME</u>					
RATE REVENUE	\$ 591,473,750	\$ 591,473,750	\$ -	0.0%	\$ 878,761,000
OTHER USER CHARGES	7,782,651	7,903,579	120,928	1.6%	10,939,768
OTHER REVENUE	5,152,374	5,958,890	806,516	15.7%	6,675,834
RATE STABILIZATION	-	-	-	---	-
INVESTMENT INCOME	14,682,547	16,752,797	2,070,250	14.1%	23,332,425
TOTAL REVENUE & INCOME	\$ 619,091,322	\$ 622,089,016	\$ 2,997,695	0.5%	\$ 919,709,027

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY26 Budget February	FY26 Actuals February	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Direct Expenses					
Wages & Salaries	87,779,713	82,680,636	(5,099,077)	-5.8%	Wages and Salaries were lower than budget by \$5.1 million or 5.8%. Through February, there were 85 fewer average FTEs (1,081 versus 1,166 budget) or 7.3% and , lower average new hire salaries versus retirees. The timing of backfilling vacant positions also contributed to Regular Pay being under budget.
Overtime	4,361,511	4,164,407	(197,104)	-4.5%	Overtime expenses were lower than budget by \$197,000 or 4.5%. Lower than budgeted spending in TRAC of \$93,000, Occupational Health & Safety of \$31,000, Engineering & Construction of \$29,000, all due to less than anticipated needs. Year-to-Date rainfall was a major contributor for the less than anticipated overtime.
Fringe Benefits	20,486,585	18,428,837	(2,057,748)	-10.0%	Fringe Benefits spending was lower than budget by \$2.1 million or 10.0%. This is primarily driven by lower Health Insurance costs of \$2.0 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	1,453,153	1,577,125	123,972	8.5%	Worker's Compensation expenses were greater than budget by \$124,000 or 4.9%. The variance is due to higher than budgeted expenses for Compensation Payments of \$180,000 and Administrative Expenses of \$10,000, partially offset by Medical Payments of \$66,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.
Chemicals	12,868,303	12,243,468	(624,835)	-4.9%	Chemicals were lower than budget by \$625,000 or 4.9%. Lower Sodium Bisulfite of \$225,000 primarily driven by lower volume at DITP due to lower quantities to dechlorinate the effluent which will be fine tuned as a result of new permit requirements, and Wastewater Operations of due to lower volume as a result of less than anticipated CSO activations. Lower Liquid Oxygen of \$149,000 due to lower dosing at Carroll Water Treatment Plant and Carbon Dioxide of \$136,000 driven by price. Lower Sodium Hypochlorite of \$137,000 due to lower flows at Deer Island. Lower Polymer of \$115,000 due to lower than expected secondary sludge production. This was partially offset by higher Hydrogen Peroxide of \$294,000 to reduce elevated H2S levels for odor pretreatment and corrosion control and allows staff to perform maintenance activities and ongoing tank work more safely within the tanks due to the low flows and higher Soda Ash of \$172,000 due to volume at CWTP. DITP flows are 21.4% less than planned and the CWTP flows are 8.5% greater than planned through February. It is important to note that Chemical variances are also based on deliveries which in general reflect the usage patterns. However, the timing of deliveries is an important factor.

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY26 Budget February	FY26 Actuals February	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Utilities	22,565,365	23,766,896	1,201,531	5.3%	Utilities were higher than budget by \$1.2 million or 5.3%. Higher than budgeted spending for Electricity of \$1.2 million driven by Deer Island Treatment Plant (DITP) of \$1.3 million which was primarily due to Eversource Energy for higher pricing. Higher spending for Natural Gas of \$195,000 due to higher pricing and volume. Higher spending for Water of \$195,000 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 \$402,000 primarily due to DITP purchase at a lower price and lower volume.
Maintenance	25,362,944	26,945,762	1,582,818	6.2%	Maintenance spending was higher than budget by \$1.6 million or 6.2%. Maintenance Materials were greater than budget by \$1.9 million driven by higher Inventory of \$712,000, higher Plant & Machinery Materials of \$463,000 due to greater than anticipated spending through February including the earlier than anticipated purchase of Reactor Mixer Gearbox 50 H.P. Replacement and Electrical Materials of \$239,000 and Special Equipment Materials of \$226,000 also due to greater than anticipated spending through February. Automotive Materials of \$192,000 due to greater than anticipated purchases. <i>Maintenance Services</i> were lower than budget by \$303,000 driven by Building and Grounds Services of \$530,000 due to less than anticipated services through February including invasives control, Pipe Services of \$249,000 due to less than anticipated services for paving and less than anticipated spending for manhole rehabilitation through February, Special Equipment Services of \$288,000 due to less than anticipated spending through February, and Electrical Services of \$206,000 due to updated schedules for water pumping station heat pump projects. This underspending was partially offset by higher Computer Services of \$534,000 due to greater than anticipated spending through February.
Training & Meetings	443,079	218,509	(224,570)	-50.7%	Training & Meetings were lower than budget by \$225,000 or 50.7% primarily due to less than anticipated spending on meetings and conferences driven by Admin Director's Office (\$41,000), MIS (\$39,000), DITP (\$17,000), Tunnel Redundancy (\$23,000), Procurement (\$7,000), partially offset Operations Administration of \$60,000.
Professional Services	6,936,040	6,631,335	(304,705)	-4.4%	Professional Services were lower than budget by \$305,000 or 4.4% driven by lower Other Services of \$392,000 due to less than anticipated spending through February including the Disparity Study, less than anticipated Security Services of \$166,000 due to less than anticipated costs through February. These were partially offset by higher Legal Services of \$298,000 due to greater than anticipated spending on outside counsel through February.
Other Materials	3,758,909	3,847,246	88,337	2.4%	Other Materials spending was higher than budget by \$88,000 or 2.4% driven by Vehicle Purchases/Replacements of \$556,000 due to earlier than anticipated purchases through February, greater than anticipated spending on Equipment/Furniture of \$239,000, Health/Safety of \$141,000, and Lab & Testing Supplies of \$108,000 through February. This greater than budget spending was partially offset by Other Materials of \$373,000 due to less than anticipated materials purchases including gravel purchases, Computer Hardware of \$265,000 due to less than anticipated purchases through February, and Vehicle Expense of \$219,000 due to less than anticipated spending driven by lower fuel prices.

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY26 Budget February	FY26 Actuals February	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Other Services	23,992,350	21,110,492	(2,881,858)	-12.0%	Other Services were lower than budget by \$2.9 million or 12.1% driven by lower than anticipated expenses through February for Sludge Pelletization of \$2.0 million primarily for the potential PFAS regulation changes requiring landfilling that had no spending but were budgeted for, Telecommunications of \$654,000, and Grit & Screenings Removal of \$375,000 primarily due to lower quantities. These were partially offset by greater than anticipated spending for Police Details of \$118,000 through February.
Total Direct Expenses	210,007,952	201,614,713	(8,393,239)	-4.0%	
Indirect Expenses					
Insurance	3,721,559	3,439,529	(282,030)	-7.6%	Lower premiums of \$408,000 partially offset by higher payments/claims of \$126,000 than budgeted.
Watershed/PILOT	26,862,981	24,037,498	(2,825,483)	-10.5%	Lower Watershed Reimbursement is \$2.8 million less than budget driven by lower spending on Wages & Salaries, Fringe Benefits, and Maintenance.
HEEC Payment	4,615,454	4,564,833	(50,621)	-1.1%	HEEC Revenue Requirement (\$36,000), HEEC O&M Charge (\$14,000).
Mitigation	1,258,083	1,258,083	-	0.0%	
Addition to Reserves	1,324,269	1,324,269	-	0.0%	
Pension Expense	26,347,117	26,347,117	-	0.0%	
Post Employee Benefits	-	-	-		
Total Indirect Expenses	64,129,463	60,971,329	(3,158,134)	-4.9%	
Debt Service					
Debt Service	300,262,850	300,262,850	-	0.0%	Capital Financing matched the budget after the transfer of \$2.8 million to the Defeasance account. The transfer reflects lower variable rate debt expense due to lower than budget interest expense of \$2.7 million as a result of lower than anticipated interest rates, and \$142,000 for the SRF.
Debt Service Assistance	-	-	-		
Total Debt Service Expenses	300,262,850	300,262,850	-	0.0%	
Total Expenses	574,400,265	562,848,892	(11,551,372)	-2.0%	

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY26 Budget February	FY26 Actuals February	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Revenue & Income					
Rate Revenue	591,473,750	591,473,750	-	0.0%	
Other User Charges	7,782,651	7,903,579	120,928	1.6%	
Other Revenue	5,152,374	5,958,890	806,516	15.7%	Other Revenue was \$807,000 or 15.7% greater than budget due to Energy Revenue of \$690,000, Miscellaneous Revenue of \$302,000, partially offset by Profit & Loss on Disposal of Equipment of \$128,000.
Rate Stabilization	-	-	-		
Investment Income	14,682,547	16,752,797	2,070,250	14.1%	Investment Income is over budget due to higher than assumed interest rates.
Total Revenue	619,091,322	622,089,016	2,997,694	0.5%	
Net Revenue in Excess of Expenses	44,691,057	59,240,124	14,549,066		

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

	FY26 Budget February	FY26 Actuals February	Actuals vs. Budget		Explanations
			\$	%	
Wastewater					
Interception & Pumping (I&P)	\$15,119	\$10,864	(\$4,255)	-28.1%	<u>Less than planned spending</u> Hayes Pump Station Rehab - Construction and REI: \$4.1M (contractor progress less than anticipated) Cottage Farm/Prison Point Chemical Storage Tank: \$800k, and North Collection Sewer System Rehab - Design/ESDC/REI: \$500k (schedule changes) Ward St & Columbus Park Headworks Design/CA: \$770k (consultant progress less than anticipated) <u>Greater than planned spending</u> West Roxbury Tunnel Inspection: \$1.2M, Braintree-Weymouth Improvements Construction: \$607k and IPS Transformer Replacement: \$270k (work planned in FY25 performed in FY26)
Treatment	\$48,725	\$35,042	(\$13,683)	-28.1%	<u>Less than planned spending</u> Clarifier Rehabilitation Phase 2 Construction: \$8.9M (contractors' progress less than anticipated) DITP As-Needed Design: \$4.2M (lower than projected task order work) DITP Roofing Replacement: \$1.1M (pending claims resolution) Cryogenics Facility Valve Replacement: \$1.2M, Chemical Pipe Replacement - Construction: \$667k, Screw Pump Replacement Phase 2 - Construction: \$500k, and Odor Control Rehab - Design/ESDC: \$333k (schedule changes) SSPS VFD Replacement Design/ESDC/REI: \$676k (less than anticipated consultant progress) <u>Greater than planned spending</u> HVAC Equipment Replacement - Design/ESDC: \$2.0M and Digester & Storage Tank Rehabilitation Design/ESDC: \$882k (consultants' progress greater than anticipated) Clinton Primary Digester Cover Replacement: \$725k (contractor's progress greater than anticipated)
Residuals	\$1,267	\$251	(\$1,016)	-80.2%	Various Equipment Replacement Design Services: \$1.0M (schedule change)
CSO	\$3,911	\$1,900	(\$2,011)	-51.4%	<u>Less than planned spending</u> Somerville Marginal New Pipe Connection and REI: \$2.2M (contractor progress less than anticipated)
Other Wastewater	\$39,321	\$13,610	(\$25,711)	-65.4%	<u>Less than planned spending</u> I/I Local Financial Assistance: \$25.7M (less than anticipated requests for community grants and loans)
Total Wastewater	\$108,343	\$61,666	(\$46,676)	-43.1%	

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

	FY26 Budget February	FY26 Actuals February	Actuals vs. Budget		Explanations
			\$	%	
Waterworks					
Drinking Water Quality Improvements	\$2,521	\$940	(\$1,581)	-62.7%	<u>Less than planned spending</u> CWTP Technical Assistance: \$1.6M (lower than projected task order work)
Transmission	\$34,719	\$25,999	(\$8,720)	-25.1%	<u>Less than planned spending</u> Wachusett Lower Gatehouse Pipe & Boiler Replacement Construction: \$2.6M (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 WASM 3 - MEPA/Design/CA/RI: \$1.2M, Geotechnical Support Services: \$1.1M, and Program Support Services: \$512k (consultants progress less than planned), and Waltham Water Pipeline REI: \$547k, (less than anticipated REI services) Sudbury/Foss Dam Construction: \$800k (updated schedule for work at the Foss Dam) Quinapoxet Dam Removal - Construction: \$387k (balancing credit change order) <u>Greater than planned spending</u> Metropolitan Water Tunnel Final Design/ESDC: \$881k (consultant progress greater than planned) Land Acquisition: \$369k (greater than antipated land acquisitions)
Distribution & Pumping	\$33,268	\$32,065	(\$1,202)	-3.6%	<u>Less than planned spending</u> Section 75A and 47 Extension - CP-1 Construction: \$5.1M (less than planned contractor progress) NIH Storage - Design CA/RI:\$1.6M (updated schedule) CP-1 Section 68 Construction: \$1.3M (schedule change) CP-2, Sections 25 & 24 - Construction: \$763k (less than planned contractor progress) CP-2, Sections 25 & 24 - REI: \$474k (less than anticipated REI services) <u>Greater than planned spending</u> CP-2 NEH Improvements: \$5.6M, Section 56 Replacement/Saugus River - Construction: \$2.4M, and Section 89/29 Replacement Construction: \$1.4M (greater than planned contractor progress)

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

	FY26 Budget February	FY26 Actuals February	Actuals vs. Budget		Explanations
			\$	%	
Other Waterworks	\$9,770	\$11,293	\$1,523	15.6%	<u>Greater than planned spending</u> Local Water Pipeline Financial Assistance Program: \$3.8M (greater than anticipated distributions for the Community Water Loan Program) CWTP SCADA Upgrades - Design, Programming, RE: \$483k (consultant progress greater than anticipated) <u>Less than planned spending</u> Steel Tank Improvements - Design/CA and REI: \$1.3M (CA and REI services less than anticipated) Steel Tank Improvements Construction: \$468k (contractor progress less than anticipated)
Total Waterworks	\$80,277	\$70,296	(\$9,980)	-12.4%	
Business & Operations Support					
Total Business & Operations Support	\$14,199	\$8,353	(\$5,847)	-41.2%	<u>Less than planned spending</u> As-Needed Design Contracts: \$2.8M (lower than projected task order work) Chelsea Administration Building Heat Pumps: \$1.5, and Heat Pumps at Wachusett Lower Gatehouse, New Neponset Pump Station and Newton Street Pumping Station: \$833k (schedule changes) Security Equipment & Installation: \$1.2M (delays with projects including upgrades to communication circuits and Incident Management System) Servers v.2: \$466k (less than anticipated progress for implementation) Data Center Firewalls: \$444k (schedule change) <u>Greater than planned spending</u> DITP Wind Turbine 1 Replacement: \$1.4M (down payment for equipment)
Total MWRA	\$202,819	\$140,315	(\$62,503)	-30.8%	

**Attachment 4
FY26 Budget vs. FY26 Projection**

TOTAL MWRA	FY26 Budget	FY26 Projection	Change FY26 Budget vs FY26 Projection	
			\$	%
EXPENSES				
WAGES AND SALARIES	\$ 133,658,993	\$ 126,807,748	\$ (6,851,245)	-5.1%
OVERTIME	6,449,017	6,126,566	(322,451)	-5.0%
FRINGE BENEFITS	30,489,107	28,507,315	(1,981,792)	-6.5%
WORKERS' COMPENSATION	2,179,730	2,234,223	54,493	2.5%
CHEMICALS	19,307,228	18,341,867	(965,361)	-5.0%
ENERGY AND UTILITIES	33,579,064	35,779,064	2,200,000	6.6%
MAINTENANCE	43,622,667	45,447,667	1,825,000	4.2%
TRAINING AND MEETINGS	689,741	482,819	(206,922)	-30.0%
PROFESSIONAL SERVICES	11,302,703	11,076,649	(226,054)	-2.0%
OTHER MATERIALS	7,656,637	7,886,336	229,699	3.0%
OTHER SERVICES	39,045,372	32,308,492	(6,736,880)	-17.3%
TOTAL DIRECT EXPENSES	\$ 327,980,260	\$ 314,998,747	\$ (12,981,513)	-4.0%
INSURANCE	\$ 5,529,174	\$ 5,209,230	\$ (319,944)	-5.8%
WATERSHED/PILOT	35,118,900	32,454,789	(2,664,111)	-7.6%
HEEC PAYMENT	6,837,804	6,687,466	(150,338)	-2.2%
MITIGATION	1,869,152	1,869,152	-	0.0%
ADDITIONS TO RESERVES	1,967,483	1,967,483	-	0.0%
RETIREMENT FUND	26,347,116	26,347,116	-	0.0%
POSTEMPLOYMENT BENEFITS	5,349,184	5,349,184	-	0.0%
TOTAL INDIRECT EXPENSES	\$ 83,018,813	\$ 79,884,420	\$ (3,134,393)	-3.8%
STATE REVOLVING FUND	\$ 84,683,758	\$ 84,057,341	\$ (626,417)	-0.7%
SENIOR DEBT	289,254,619	284,872,966	(4,381,653)	-1.5%
SUBORDINATE DEBT	91,345,699	87,503,176	(3,842,523)	-4.2%
LOCAL WATER PIPELINE CP	10,208,818	6,892,555	(3,316,264)	-32.5%
CURRENT REVENUE/CAPITAL	21,500,000	21,500,000	-	0.0%
CAPITAL LEASE	3,217,060	3,217,060	-	0.0%
DEBT PREPAYMENT	8,500,000	8,500,000	-	0.0%
DEBT SERVICE ASSISTANCE	-	-	-	0.0%
TOTAL DEBT SERVICE	\$ 508,709,954	\$ 496,543,098	\$ (12,166,856)	-2.4%
TOTAL EXPENSES	\$ 919,709,027	\$ 891,426,265	\$ (28,282,762)	-3.1%
REVENUE & INCOME				
RATE REVENUE	\$ 878,761,000	\$ 878,761,000	\$ -	0.0%
OTHER USER CHARGES	10,939,765	11,158,560	218,795	2.0%
OTHER REVENUE	6,675,837	7,610,454	934,617	14.0%
RATE STABILIZATION	-	-	-	0.0%
INVESTMENT INCOME	23,332,425	25,854,205	2,521,780	10.8%
TOTAL REVENUE & INCOME	\$ 919,709,027	\$ 923,384,220	\$ 3,675,193	0.4%

VARIANCE: **\$ (31,957,955)** **\$ (31,957,955)**

STAFF SUMMARY




TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: March 18, 2026
SUBJECT: Approval of the Ninety- Second Supplemental Resolution

COMMITTEE: Administration, Finance & Audit

X VOTE
 _____ INFORMATION

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


Thomas J. Durkin
 Director of Finance

RECOMMENDATION:

To adopt the Ninety-Second Supplemental Resolution authorizing the issuance of up to \$790,000,000 of Massachusetts Water Resources Authority Tax-Exempt General Revenue Bonds and General Revenue Refunding Bonds and the supporting Issuance Resolution.

DISCUSSION:

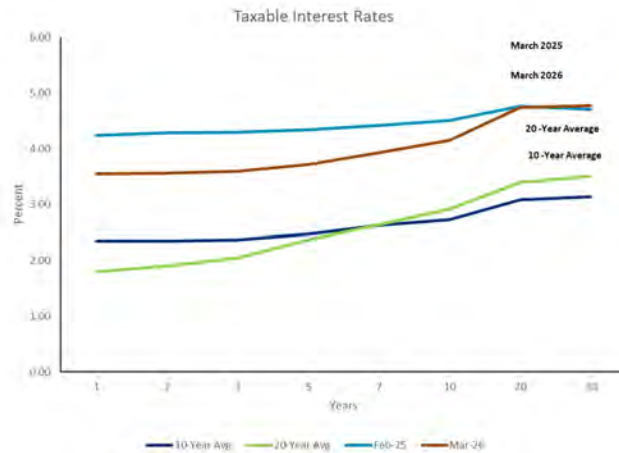
The bonds to be issued under this authorization will include approximately \$540.0 million in refunding bonds and \$250.0 million in new money bonds. The new money bonds will be used to permanently finance outstanding short-term borrowings used for construction in progress. The \$540.0 million in refunding bonds will be utilized to complete a refunding of outstanding bonds for interest rate savings. The refunding portion of the transaction will be comprised of two different components, a current refunding of approximately \$245.4 million and a tender process of approximately \$294.6 million as further discussed in this staff summary. The following table provides a breakdown of the components of the proposed transaction.

Bond Type	Proposed Issuance Amount
New Money	\$ 250,000,000
Refunding Bonds	\$ 540,000,000
Total Authorization	\$ 790,000,000

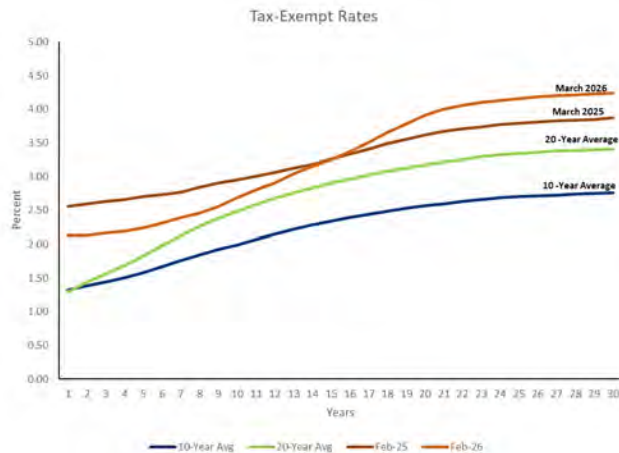
Prior to the passage of the Tax Reform and Jobs Act of 2017, MWRA could utilize tax-exempt bonds to complete an advance or current refunding for interest rate savings. In advanced refunding, bond proceeds would be placed in an escrow until the time at which the bonds could be called. Typically, bonds would be advanced refunded approximately seven to eight years after they were issued. Unfortunately, the 2017 Act eliminated the ability to use tax-exempt debt to advance refund outstanding tax-exempt bonds. As a result, the use of tax-exempt debt for

refundings is limited to current refundings, which limits the new debt issuance to within 90-days of the call date or purchase date through a tender of the outstanding bonds.

In 2019 and 2021, MWRA utilized taxable bonds to complete a refunding transaction for interest rate savings. At the time of issuance of the 2019 and 2021 taxable bonds, interest rates were at historically low levels. As the Federal Reserve continues to maintain the short-term interest rates at higher levels over the last several years, it has helped pushed taxable interest rates much higher across the yield curve. The following graph details the 10 and 20 year averages as compared to the current and last year's US Treasury interest rates.



In addition to the pressure on taxable interest rates, there have been increases to the tax-exempt yield curves. The following graph details the 10 and 20 year averages as compared to the current and last year's Municipal Market Data tax-exempt yield curves.



Given these current market dynamics, tender prices that are attractive to bondholders but below the face value of the bonds are possible. MWRA's 2019 and 2021 taxable bonds were issued when interest rates were extremely low, which makes them good candidates for a tender transaction. As a result of the sustained higher interest rates, the value of MWRA's bonds held by investors has decreased. Under current market conditions many of these taxable bonds that were issued at par are trading on the secondary market at significant discounts. At the time a bond is initially sold to an investor, the yield that they receive on the bonds is based on the coupon interest rate payment

and the market at that time. As interest rates rise and fall, the value of that bond changes. For example, based on market conditions at the time of issuance a bond has a yield of 4%, if the owner wanted to sell the bond, they could get \$1 for every dollar of principal. As interest rates rise, investors can purchase bonds with higher yields in the bond market and as a result that 4% bond has less value. If the owner of that bond wants to sell the bond in this higher interest rate market, they will not receive a dollar for every dollar of principal but might only receive 95 cents on the dollar. This decreased value for the bonds has created a desire by investors to remove these bonds from their portfolios and allow MWRA to purchase the bonds at less than face value.

In order to determine whether bondholders might have an interest in selling their bonds back to MWRA, a two-week public tender process will be conducted. Under that process a notice of tender will be sent to applicable MWRA bondholders asking them if they are willing to sell their bonds back and to indicate the price at which they are willing to sell. At the end of the tender period the offers to sell will be reviewed by MWRA, its financial advisor, and the dealer manager to determine which bonds can be purchased at a discount that will result in refunding savings that meet MWRA's criteria. MWRA can execute a tender for these taxable bonds using the proceeds from the newly issued tax-exempt refunding bonds to pay for the tendered bonds. Purchasing the bonds at a discount coupled with the refunding bonds being issued at a lower spot on the yield curve than when the tendered bonds were originally issued drives the savings. Staff will utilize MWRA's debt policy's parameters as a minimum threshold when reviewing candidates for a refunding for interest rate savings. The criteria are as follows:

- overall savings has a present value of 4.0% or greater;
- individual maturities have a 3% present value savings or an option value above 70%; and
- the efficiency of the escrow is greater than 50% (not applicable/no escrow).

In addition to these criteria, bonds may be refunded or restructured to meet particular organizational and/or strategic needs when it is advantageous to do so. All refunding transactions require the approval of the Board of Directors. Based on current market conditions approximately \$1.3 billion in bonds have a decreased market value and meet MWRA's refunding criteria. Currently in the market, issuers that have issued tender requests have seen a typical range of 15% to 40% participation rate from bond holders depending on the interest rate on the bond. This would result in approximately \$294.6 million in bonds being tendered. The actual amount of bonds that are tendered will be determined by bondholder interest and market conditions, but staff believe that this authorization is sufficient to ensure that the refunding can be maximized if market conditions became more favorable and generate a larger tender response.

Based on the \$245.4 million of bonds to be refunded and \$294.6 million offer to tender under current market conditions that could result in \$49.0 million in budgetary savings with \$28.4 million or 6.0% in present value savings for the recommended bonds. The table to the right details the estimated refunding savings by fiscal year.

Fiscal Year	Prior Debt Service	Refunding Debt Service	Savings
2027	\$ 20,447,842	\$ 20,808,732	\$ (360,890)
2028	\$ 23,928,330	\$ 25,813,875	\$ (1,885,545)
2029	\$ 36,639,789	\$ 36,090,500	\$ 549,289
2030	\$ 62,609,304	\$ 62,038,375	\$ 570,929
2031	\$ 64,539,633	\$ 63,967,875	\$ 571,758
2032	\$ 43,036,542	\$ 45,297,875	\$ (2,261,333)
2033	\$ 48,398,385	\$ 50,656,875	\$ (2,258,490)
2034	\$ 39,221,357	\$ 41,484,125	\$ (2,262,768)
2035	\$ 38,776,895	\$ 41,034,500	\$ (2,257,605)
2036	\$ 34,185,134	\$ 36,444,125	\$ (2,258,991)
2037	\$ 52,390,863	\$ 51,820,250	\$ 570,613
2038	\$ 56,693,315	\$ 52,475,750	\$ 4,217,565
2039	\$ 60,227,952	\$ 48,062,625	\$ 12,165,327
2040	\$ 61,260,292	\$ 49,115,000	\$ 12,145,292
2041	\$ 48,454,941	\$ 36,321,500	\$ 12,133,441
2042	\$ 20,947,503	\$ 10,964,000	\$ 9,983,503
2043	\$ 10,875,407	\$ 9,038,750	\$ 1,836,657
2044	\$ 5,979,213	\$ 409,750	\$ 5,569,463
2045	\$ 2,623,203	\$ 415,125	\$ 2,208,078
Total	\$ 731,235,899	\$ 682,259,607	\$ 48,976,292

This transaction is the fourth time in MWRA’s history that it has conducted a tender process to purchase back bonds at a discount from bondholders. The most recent transaction in June 2024 resulted in \$39.9 million in budgetary savings or \$26.6 million in present value interest rate savings. Long-term tax-exempt fixed interest rates would have to increase by 45 basis points for the entire refunding transaction to fall below the 4% threshold.

In addition to the refunding, staff are recommending issuing \$250 million of new money bonds. The new money bonds would be utilized to permanently finance the outstanding tax-exempt commercial paper. Commercial paper is utilized for short-term borrowings, primarily for projects under construction. Currently MWRA could issue a level debt service new money transaction at an All-In True Interest Cost of 4.40%.

Similar to previous bond transactions, staff will structure these bonds around the existing bonds to continue to minimize peaks and valleys in debt service and take advantage of favorable spots in the tax-exempt interest rate curve. Staff intend to issue both the refunding and new money bonds as “Green Bonds.” Green Bonds are marketed to environmentally responsible investment funds. While there is no required certification for Green Bonds, MWRA will be required to document that the funds were used to pay for projects that provided environmental benefits. Given MWRA’s mission its projects are green by their nature. MWRA has issued \$3.1 billion in Green Bonds making it one of the largest Green Bond issuers in the country.

Under the terms of the last procurement approved by the Board in June 2021, Jefferies LLC will serve as the lead underwriter for this transaction. Staff will continue to work with MWRA’s financial advisor to determine the most appropriate size and structure for the transaction.

BUDGET/FISCAL IMPACT:

There are sufficient funds available in the FY26 CEB to pay the debt service costs associated with these borrowings. The potential refunding for savings component will reduce future debt service. The amount of the potential reduction will be determined based on market conditions and the ultimate pricing of the refunding transaction.


STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: March 18, 2026
SUBJECT: Audit Services
CliftonLarsonAllen LLP
Contract F286

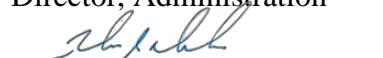


COMMITTEE: Administration, Finance & Audit

 INFORMATION
 X VOTE


Michele S. Gillen
Director, Administration

William Kibaja, Controllor
Preparer/Title


Thomas J. Durkin
Director, Finance

RECOMMENDATION:

To approve the recommendation of the Selection Committee to award Contract F286, Audit Services, to CliftonLarsonAllen LLP and to authorize the Executive Director, on behalf of the Authority, to execute said contract in an amount not-to-exceed \$580,000 for a term of four years, from April 1, 2026 to March 31, 2030.

DISCUSSION:

The MWRA Enabling Act requires that the Authority’s financial statements be audited annually by an independent certified public accounting firm. The MWRA Amended and Restated General Revenue Bond Resolution (the Resolution) and certain loan agreements, by reference, specify that the audit be conducted by independent accountants of nationally recognized standing and be satisfactory to the Trustee.

The selected independent certified public accounting firm will provide recurring services to the Authority, including an annual audit of the MWRA’s financial statements, financial and internal control reviews, certifications and periodic advice, including an annual letter of comments and recommendations for improvements to the Authority’s system of internal controls. The selected firm will also provide an annual certification as to the MWRA’s compliance with certain financial requirements of the Resolution. These services require the firm selected to have significant experience in the public sector and the utility industry, including expertise with significant debt issuance engagements and related involvement with ratings agencies and the investment market.

The Authority also requires that audit procedures be performed in accordance with Uniform Guidance (formerly OMB Circular A-133, Audits of States, Local Governments, and Non-

Profit Organizations), with respect to the Authority’s major federal programs, primarily passed through the State Revolving Fund (SRF).

Contract F286 encompasses the independent audit of the Authority’s financial statements for Fiscal Years 2026 through 2029, including an audit of the Authority’s Irrevocable OPEB Trust for each of these years.

Procurement Process

On December 15, 2025, the MWRA issued a one-step Request for Qualification Statements/Proposals (RFQ/P) utilizing the MWRA Supplier Portal under (Event No. 6521), that was publicly advertised in the Boston Herald, Central Register, El Mundo, Banner Publications and the Dorchester Reporter. A total of 12 firms became Plan Holders.

On January 15, 2026, three firms submitted proposals: CliftonLarsonAllen LLP, Berry, Dunn, McNeil & Parker, LLC and CBIZ CPAs. The Selection Committee members met on February 9, 2026, evaluated and ranked the proposals based on the criteria contained in the RFQ/P. The following criteria were used to evaluate the proposals: Cost (30 points); Experience and Past Performance (25 points); Qualifications and Key Personnel (25 points); and, Capacity, Organization Management and Technical Approach (20 points).

The proposals were ranked as follows:

Firm	Overall Rank	Total Points	Order of Preference Total Score*	Cost	Partner Average Single Hourly Rate
CliftonLarsonAllen LLP	1	458	5	\$580,000	\$329
Berry, Dunn, McNeil & Parker, LLC	2	402	10	\$549,100	\$553
CBIZ CPAs	3	357	15	\$571,000	\$430

*Order of Preference represents the sum of the individual Selection Committee members’ rankings where the firm receiving the highest number of points is assigned a “1”; the firm receiving the next highest points is assigned a “2”, and so on.

The Selection Committee unanimously ranked CliftonLarsonAllen LLP first. CliftonLarsonAllen provided a comprehensive, well-prepared proposal, emphasizing the firm’s current and past experience serving multiple state and local government clients, including many in Massachusetts. CliftonLarsonAllen is the incumbent and performs the audit of the MWRA Retirement System. Key personnel from the previous years’ audit are committed to this engagement. The proposed audit partner demonstrated a hands-on approach that resonated with the Committee. References included entities of significant size and complexity and were extremely satisfied with CliftonLarsonAllen’s performance. The cost for the first year of this proposal is the same as last year and, thereafter, it is increased by approximately 3% of the cost of the previous year’s total, indicating to the Committee a desire to be price sensitive and competitive.

The second-ranked firm, Berry, Dunn, McNeil & Parker, LLC, has the highest hourly rates for all its team members. The Selection Committee expressed concern about the experience level

of certain key personnel related to the public utility sector and noted that no Senior Auditor was identified as a team member. Even though the firm provided a sample plan for the MWRA, there was no projected time frame to complete the tasks. While the firm appears to be building its government sector practice, it has limited public utility experience in the view of the Selection Committee.

Similarly, committee members expressed significant concerns about the experience level of key personnel for CBIZ CPAs, and despite requests for resumes, none were included in the proposal. Moreover, scores were lower for CBIZ because the clients listed in the firm's proposal are small in comparison to the MWRA. The committee members also expressed concern about the generic nature of the firm's technical approach.

The RFQ/P cost criteria included a firm fixed price/lump sum for each of four years for the annual audit, as well as for an audit in compliance with Uniform Guidance (Single Audit if the Authority is the recipient of federal funds); and, single hourly rates for any additional work activated by task order. The Selection Committee evaluated all of those elements and determined that CliftonLarsonAllen provided the best overall value. Staff recommend award of Contract F286 to CliftonLarsonAllen LLP.

BUDGET/FISCAL IMPACTS:

There are sufficient funds in the FY2026 Current Expense Budget to cover this contract. Sufficient funds will be recommended in the FY2027, FY2028 and FY2029 Current Expense Budgets, as well.

MBE/WBE PARTICIPATION:

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

STAFF SUMMARY



TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: March 18, 2026
SUBJECT: Amendment 2 Purchase Order Contract for a Maximo Systems Administrator Consultant
Computer and Engineering Services, Inc.
Bid WRA-5588Q, State Contract ITS77 Category 1A

COMMITTEE: Administration, Finance, & Audit


 INFORMATION

 X VOTE



Michele S. Gillen
Director of Administration

Paul Fentross, Business Applications Manager
Preparer/Title



Paula Weadick
Director, MIS

RECOMMENDATION:

To authorize the Executive Director, on behalf of the Authority, to approve Amendment 2 to Contract WRA-5588Q, Maximo Systems Administrator Consultant, with Computer and Engineering Services, Inc., increasing the contract amount by \$235,950, from \$250,800 to \$486,750, and the billable hours from 2,250 to 4,200 (112 weeks).

DISCUSSION:

The most recent Maximo application and infrastructure upgrade and the Maximo-Lawson Interface upgrade that occurred in 2024 created a backlog of work on the Maximo Enterprise Asset Management application. The backlog was more than the single Maximo Systems Administrator was able to complete in a timely manner. The Maximo backlog included resolving issues related to the most recent Maximo application and infrastructure upgrade as well as the Maximo-Lawson Interfaces upgrade that occurred in 2024. At that time, the Maximo application roadmap included updating the Maximo-Lawson Interfaces to integrate with the Infor CloudSuite ERP application and the planning and implementation of the next Maximo upgrade that could likely be to a Software-as-a-Services (SaaS) platform in late 2026 or early 2027. The next Maximo upgrade will also require modifications to the Maximo-CloudSuite interfaces.

Maximo is a critical enterprise application for the MWRA and upgrades require a significant amount of work. In February 2025, in order to assist the Maximo Systems Administrator with this important work and ensure the above-described work was completed in a timely and satisfactory manner, a procurement for Maximo Systems Administrator Consultant was initiated. On February 28, 2025, Computer and Engineering and Services Inc. was awarded Contract WRA-5588Q for a Maximo Systems Administrator Consultant for 1,950 hours at a rate of \$110 per hour.

Since then, the MWRA Maximo Systems Administrator has worked with the Consultant to prioritize the backlog and roadmap of work. The Consultant is responsible for some or all of the

following work:

- assist the Maximo System Administrator with Maximo System Administrative tasks;
- provide Maximo application support to MWRA end users;
- review and analyze issues related to upgrading Maximo from 7.6.0.9 to 7.6.1.3;
- review and analyze issues related to upgrading Maximo integrations to the MWRA ERP application;
- assist the Maximo System Administrator and to implement vendor (IBM) recommendations;
- troubleshoot, modify and enhance MIF integrations to the MWRA ERP application;
- assist the project team and Maximo System Administrator with the reintegration of the Maximo application to the Infor CloudSuite ERP application;
- assist the Maximo System Administrator with the planning and analysis required for the next Maximo upgrade; and
- assist the MWRA Maximo System Administrator and Database Administrators with performance tuning the Maximo application.

Amendment 1:

On March 6, 2026, Amendment 1 was approved under delegated authority. This amendment added 300 hours of services at an increased hourly rate of \$121 (10% higher than the original rate), which increased Contract WRA-5588Q by \$36,300. Staff had reviewed the rate increase and determined that it was reasonable.

The Consultant assisted the Maximo System Administrator during the upgrade project of the existing Maximo-Lawson Interfaces and on the migration of these interfaces from Lawson to CloudSuite in support of the Lawson Upgrade Project. Maintaining support for these interfaces during the several weeks of post go-live was critical to ensure there were no operational issues.

Amendment 2

This amendment, if approved, will increase Contract WRA-5588Q by \$235,950 for 1,950 additional hours of services at an hourly rate of \$121.

The Consultant is currently assisting with the project to update and migrate the Maximo Asset Management application to a cloud (SaaS) environment and to design a long-term solution for the interfaces. In order to maintain the scheduling of the current and planned projects it is critical that the Maximo support team maintain current staffing and expertise levels to ensure successful and timely completion of these projects. Having a resource that has institutional knowledge of the current MWRA Maximo environment as well as the new CloudSuite interfaces configuration provides continuity with respect to support. The consultant has excellent skills and has performed well in the role displaying an understanding of relevant technologies and functionality. Amending this contract maintains the current Consultant and ensures there is no gap in support. Staff have reviewed this rate increase and determined it to be reasonable; therefore, staff recommend Amendment 2 of this purchase order contract.

CONTRACT SUMMARY:

	<u>Amount</u>	<u>Time and Rate</u>	<u>Dated</u>
Original Contract:	\$214,500	1,950 hours at \$110 per hour	2/14/2025
Amendment 1*	\$36,300	300 hours at \$121 per hour	3/6/2026
Amendment 2	\$235,950	1,950 hours at \$121 per hour	Pending
Total Amended Contract	\$486,750		

*Delegated Authority

BUDGET/FISCAL IMPACT:

There are sufficient funds for this purchase order included in MIS' FY26 Current Expense Budget.

MBE/WBE PARTICIPATION:

Computer and Engineering Services, Inc. is not a certified Minority-owned or Woman-Owned business.

STAFF SUMMARY



TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: March 18, 2026
SUBJECT: Somerville Marginal CSO Facility Rehabilitation
Design, Engineering Services During Construction and Resident Engineering
Inspection Services
Contract 7689
HDR Engineering, Inc.

COMMITTEE: Wastewater Policy & Oversight

 INFORMATION

 X VOTE



Michele S. Gillen
Director of Administration



Kathleen M. Murtagh
Chief Operating Officer

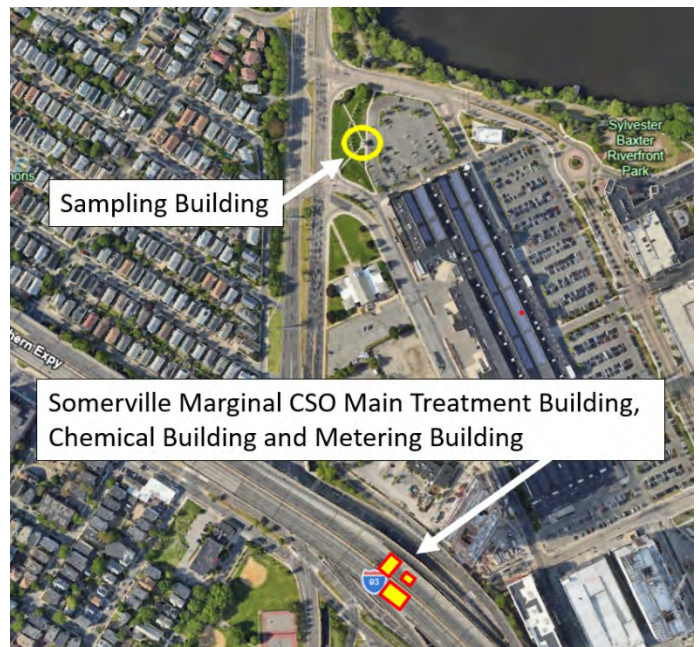
Pedro Bonilla, Project Manager
Brian Kubaska, Chief Engineer
Preparer/Title

RECOMMENDATION:

To approve the recommendation of the Consultant Selection Committee to award Contract 7689, Somerville Marginal CSO Facility Rehabilitation Design, Engineering Services During Construction and Resident Engineering Inspection Services, to HDR Engineering, Inc. and to authorize the Executive Director, on behalf of the Authority, to execute said contract in an amount not-to-exceed \$9,795,358.16 for a contract term of 60 months from the Notice to Proceed.

DISCUSSION:

The Somerville Marginal Combined Sewer Overflow (CSO) Facility is located at 271 Mystic Avenue in Somerville and was placed into service in 1971 with facility upgrades completed in 2001 under the first CSO Long Term Control Plan. The facility consists of the main treatment building, metering building, and chemical building located below the elevated section of I-93, along with a remote sampling building located approximately 1,500 feet to the north in the Assembly Row mall parking lot. The facility provides screening, disinfection, and dechlorination of controlled CSO discharge to permitted outfall MWR205 and SOM007A/MWR205A. Both outfalls discharge into the Mystic River on opposite sides of the



Amelia Earhart Dam. Outfall MWR205 discharges downstream of the Dam (marine discharge), while outfall SOM007A/MWR205A discharges upstream (fresh water, high tide discharge).

During rainstorms, combined sewer flows (sewage and stormwater) from approximately 560 acres of Somerville's collection system can exceed the capacity of the connection to MWRA's interceptor, causing levels in the upstream system to rise. To prevent upstream flooding of streets and basements, the facility's influent gates are opened at a high level, allowing flows to pass through the facility. Flows passing through the facility are first treated with sodium hypochlorite to neutralize bacteria, then screened through bar racks with narrow openings, prior to entering the long outfall pipe, which is owned and operated by the City of Somerville. Flow rates are measured to support operational control and regulatory compliance approximately 50 feet downstream of the main treatment building, with equipment access through the metering building. Treated flows are de-chlorinated with sodium bisulfite approximately 1,800 feet downstream before conveyance to outfalls MWR205 or SOM007A/MWR205A. Chemicals are stored and pumped from bulk storage vessels within the chemical building to the two chemical diffuser locations. During operations, samples are drawn from the CSO flows into the main treatment facility and the remote sample building to monitor and adjust chemicals to meet MWRA's National Pollutant Disinfection Elimination System permit requirement. The Somerville Marginal CSO Facility's systems and process components are at or beyond their intended service life and require rehabilitation to maintain reliable performance and to address code compliance issues.

Under the current variance for the Alewife Brook/Upper Mystic River Basin ("Variance"), permitting limited CSO discharge at the Upper Mystic River through SOM007A/MWR205A, MWRA is required to complete the design of the Somerville Marginal CSO Facility Rehabilitation, with an anticipated date of February 2028. In addition, under the Variance, MWRA, in coordination with the Cities of Cambridge and Somerville, is developing a Draft Updated CSO Control Plan for CSO discharges to the Variance waters, including with respect to CSO discharges from SOM007A/MWR205A. The Draft Plan is due by April 30, 2026 and a Final Updated CSO Control Plan is due by January 31, 2027. During the period between January 31, 2027 and August 31, 2029, MassDEP, in coordination with EPA, will take action to approve or disapprove the Plan. Although the final CSO control alternative for SOM007A/MWR205A is unknown at this time, MWRA's continued operation of the Somerville Marginal CSO Facility remains necessary for the foreseeable future, given the continued discharge from CSO outfall MWR205, downstream of the Amelia Earhart Dam. Barring complete sewer separation of connecting combined sewers of Somerville, Cambridge and portions of Boston (Charlestown), alternative analysis for the Updated CSO Control Plan predicts the continued need for operation of the Somerville Marginal CSO Facility.

The scope of services for Contract 7689 includes design, bidding, construction support and resident engineering and inspection services to rehabilitate the Somerville Marginal CSO Facility, including the treatment building, chemical building, and the remote sampling building. Major scope elements consist of preliminary and final design of process, mechanical, structural, civil/site, architectural, HVAC, electrical, fire protection system instrumentation and control systems, and development of a sewer bypass plan. The scope also includes environmental permitting and preparation of fully biddable construction documents. The consultant will also provide engineering services during construction and full-time resident engineering and inspection (REI). Design and bidding services are anticipated to require approximately 18 months from the Notice to Proceed, reflecting the need to maintain continuous facility operation, coordination with multiple stakeholders, and addressing phased construction constraints. Construction is anticipated to require approximately 30 months, followed by a 12-month warranty period, to accommodate sequencing

requirements, operational limitations, and system commissioning.

Procurement Process

On November 7, 2025, MWRA issued a one-step Request for Qualifications Statements/Proposals (RFQ/P) that was publicly advertised in the Central Register, Boston Herald, Banner Publication, the Dorchester Reporter, and El Mundo. The RFQ/P included the following evaluation criteria and points: Cost - 25 points; Qualifications and Key Personnel - 25 points; Relevant Experience and Past Performance – 20 points; Technical Approach/ Capacity/ Organization and Management Approach - 25 points; and Minority and Women-Owned Business Enterprise Participation - 5 points.

A total of 33 firms registered for the plan holders’ list. A pre-bid meeting was held on November 18, 2025, and eight firms attended the meeting, of which at least seven were potential prime consultants. On January 9, 2025, MWRA received proposals from the following two firms: HDR Engineering, Inc. and Arcadis U.S. Inc.

The proposal costs and level of effort are presented below:

Proposer	Proposed Contract Cost	Level of Effort (Hours)
<i>Engineer's Estimate</i>	\$6,404,496.55	33,614
Arcadis	\$8,336,389.81*	35,439
HDR	\$9,795,358.16**	42,796

* Adjusted to correct mathematical errors.

**Adjusted value to remove out of scope work and correct calculation of fee.

The Selection Committee scored and ranked the proposals as follows:

Proposer	Total Points	Final Ranking
HDR	364.75	1
Arcadis	358	2

Staff reviewed the original Engineer’s Estimate after receiving the proposals, which was 34.6% lower than HDR’s proposal and 23.2% lower than the Arcadis proposal. HDR’s proposal included 42,796 hours, 27% higher than the Engineer’s Estimate. Arcadis’s proposal had 35,439 hours and also included approximately \$1.3 million in other direct expenses to provide drawing and programming services from subconsultants. Staff estimated the hours for these outside services would increase Arcadis’s level of effort to approximately 38,000 hours or about 7% higher than the Engineer’s Estimate.

Staff determined the costs proposed were higher than anticipated for the following reasons.

- The Engineer’s Estimate was developed using past Authority contracts with similar scopes of services and labor classifications to establish an expected average hourly rate. The average hourly rates proposed by HDR and Arcadis were higher than the expected average,

contributing to the variance between the Engineer's Estimate and the submitted proposals. The proposed rates reflect recent upward adjustments in labor costs and salary escalations observed across similar projects.

- Approximately 4,008 additional hours in the design task were included in the HDR proposal over the Engineer's design task level of effort. HDR's detailed technical approach reflects the firm's experience with specialized aspects of the scope and provides a more detailed allocation of effort for specific elements, including preparation of a stormwater bypass plan; conducting environmental, geotechnical and hazardous materials assessments; and performing utility investigations. These additional hours reflect HDR's interpretation of the scope and its proposed approach, which was found to be favorable and reasonable by the Selection Committee.
- HDR's proposal also included approximately 5,350 more hours than the Engineer's Estimate in the Engineering Services During Construction task to support critical construction phase services. HDR's proposed level of effort reflects the firm's approach and experience delivering similar projects, with a more intensive allocation of labor hours for SCADA integration and testing, development of startup and cut-in procedures, preparation of detailed SCADA documentation, and delivery of operator training sessions. These activities are essential to ensure technical compliance and provide the necessary oversight and support throughout the construction period. The level of effort proposed by HDR will help support a successful construction phase and future facility operation.

The Selection Committee found HDR's proposal to be well organized and thoughtfully developed, presenting design alternatives with technical depth and clarity. Further, HDR's proposal was tailored specifically to the project and demonstrated a strong focus on key elements identified by the Authority. From a technical approach perspective, HDR's proposal stood out for its focus on depth of analysis in the evaluation of design alternatives related to maintaining continuous facility operations, development of bypass planning strategies, optimization of chemical feed systems, and SCADA programming and system enhancements.

Arcadis also demonstrated a strong understanding of the project requirements and presented a qualified team with direct experience on MWRA headworks and CSO facilities. Arcadis's proposal highlighted the firm's experience on Chelsea Creek Headworks, Nut Island Headworks, and Prison Point CSO facility projects and emphasized familiarity with MWRA standards.

With respect to qualifications and key personnel, the Selection Committee found that both HDR and Arcadis proposed highly experienced teams. HDR's key personnel include senior staff with 20 to 40+ years of experience and demonstrated involvement in a broad range of CSO infrastructure projects including large pump stations, disinfection systems, and SCADA integration. Arcadis' team includes personnel with extensive experience on MWRA facilities projects and strong familiarity with the Authority's operational requirements. Both HDR and Arcadis proposed strong and experienced teams and received high scores from the Selection Committee under the Qualifications and Key Personnel criterion.

Both HDR's and Arcadis' proposal exceeded the Authority's requirements in Minority Owned Business Enterprise (MBE) and Woman Owned Business Enterprise (WBE) participation. Arcadis proposed a combined MBE/WBE participation of 21.0%, while HDR proposed a combined

participation of 15.20% also surpassing the established goal of 12.95%. The five voting Selection Committee members gave both proposals high scores for their MBE/WBE participation criterion.

In evaluating experience and past performance, the Selection Committee found that HDR's proposal documented experience on several comparable CSO and wet weather infrastructure projects, including work to address odor control, improve maintenance efficiency, and optimize the wet weather disinfection process in the Bells Lane Wet Weather Treatment Facility Modifications project, as well as work completed as part of the initiative to reduce sanitary sewer overflows, and improve water quality in Atlanta's Peachtree Creek in the North Fork CSO Storage Basin and Pump Station project. In addition, the Selection Committee recognized significant value in HDR's lineup of subconsultants, such as I&C Secure, Inc., Corrosion Probe, Inc., and Kleinfelder, all of whom have worked successfully with the Authority. References obtained for HDR were positive and supported past performance on comparable projects.

Arcadis' proposal also reflected a strong background in headworks and CSO facility improvements and demonstrated prior involvement in Authority projects, including facility upgrades at Chelsea Creek Headworks and at Prison Point CSO, and electrical and conveyor improvements at Nut Island Headworks. On these projects, Arcadis' team provided services including design and construction support for screening removal systems, electrical and mechanical upgrades. However, references obtained for Arcadis included both positive and mixed feedback, along with some negative comments related to prior MWRA projects. These comments were considered by the Selection Committee in its overall assessment of experience and past performance and were reflected in the scoring for that criterion.

Although Arcadis' proposal had the lowest cost at \$8,336,389.81 and a competitive level of effort, in weighing cost against other factors between the proposals, the Selection Committee reviewed the level of project specific detail in the technical approach, the results of reference checks, and the proposed staffing and delivery strategy, which were significant factors in the overall evaluation and scoring of the proposals.

Based on the evaluation of the proposals in accordance with all the evaluation criteria, the Selection Committee determined that both firms are qualified and capable of performing the work and that the proposals were closely matched across the evaluation categories, as reflected in the relatively small difference in total scores. However, HDR received the higher overall score based on its more detailed and project specific technical approach, application of experience to the operational and sequencing requirements of the Facility, the consistently positive references received, and the strength of its proposed subconsultant team, and construction phase support strategy. The Selection Committee concluded that HDR offered superior overall value to the project and ranked HDR first.

Based on the final ranking and the reasons set forth above, the Selection Committee recommends award of Contract 7689 to HDR Engineering, Inc. in an amount not-to-exceed \$9,795,358.16.

BUDGET/FISCAL IMPACTS:

The FY26 CIP includes a budget of \$3,000,000 for Contract 7689. The recommended contract award amount is \$9,795,358.16, or \$6,795,358.16 over the amount in the CIP. This amount will be absorbed in the Five-Year CIP Spending Cap. The FY27 CIP will be updated in the spring to include \$9,795,358.16.

MBE/WBE PARTICIPATION:

The minimum MBE and WBE participation requirements for this project were established at 7.18% and 5.77% respectively. HDR has committed to 9.30% MBE and 5.90% WBE participation.


STAFF SUMMARY




TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: March 18, 2026
SUBJECT: Siphon and Junction Structure Rehabilitation
National Water Main Cleaning Company-New England
Contract 6225

COMMITTEE: Wastewater Policy and Oversight

 INFORMATION
 X VOTE


Michele S. Gillen
Director of Administration

Milan A. Horbaczewski, P.E., Senior Program Manager
Brian L. Kubaska, P.E., Chief Engineer
Preparer/Title

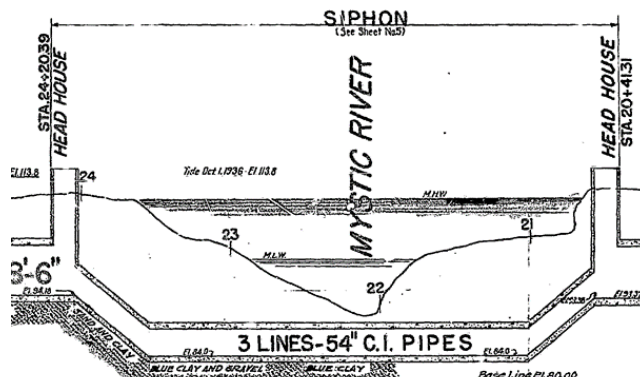

Kathleen M. Murtaugh, P.E.
Chief Operating Officer

RECOMMENDATION:

To approve the award of Contract 6225, Siphon and Junction Structure Rehabilitation, to the lowest responsible and eligible bidder, National Water Main Cleaning Company-New England, and to authorize the Executive Director, on behalf of the Authority, to execute said contract in the bid amount of \$9,682,000 with a contract term of 640 calendar days from the Notice to Proceed.

DISCUSSION:

Siphon chambers are located at the upstream and downstream ends of depressed sewers that are constructed to avoid obstructions in sewer alignments such as rivers and subsurface utilities. Upstream siphon chambers allow attainment of proper wastewater elevation so that the depressed sewer flows under pressure. Downstream chambers provide transitions between depressed sewers and downstream gravity sewers. Junction structures are facilities where flows from sewers are redirected to converge with or receive flows from other sewers. Within the MWRA system there are 171 siphon and junction structures. Most of these structures are located in or adjacent to wetland areas that present constraints on design, permitting and construction to mitigate environmental impacts. MWRA has prioritized the first 40 siphon chambers and junction structures for inclusion in this contract based on the structures' risk of flooding, structural condition, and need for improved access.





Current Means of Access



Siphon Chambers Subject to Flooding

The construction work associated with Contract 6225 includes site access improvements, structural repairs, flood protection upgrades to prevent direct inflow into MWRA’s system, and passive odor control to 40 wastewater siphon and junction structures located at 30 sites in 17 member communities, including the Towns of Braintree, Canton, Dedham, Dover, Lexington, Natick, Needham, Norwood, Watertown, Weymouth, and Winchester as well as the Cities of Boston, Somerville, Cambridge, Everett, Medford, and Quincy.

Procurement Process

Contract 6225 was advertised in the Central Register, Combuys, the Boston Herald, Banner Publications, El Mundo, the Dorchester Reporter, and bid in accordance with Chapter 30 of Massachusetts General Laws. In addition, bid documents were made available for public viewing and downloading on MWRA’s e-procurement system. A pre-bid site visit was held on December 19, 2025. Three general bids were received and opened on January 23, 2026 with the following results:

<u>Bidder</u>	<u>Bid Amount</u>
<i>Engineer’s Estimate</i>	\$7,389,941
National Water Main	\$9,682,000
D’Alessandro Corp.	\$11,457,000
Barletta Heavy Division, Inc.	\$13,750,000

The bid amounts ranged from \$9,682,000 (31% higher than Engineer’s Estimate) to \$13,750,000 (86% higher than the Engineer’s Estimate). The low bid submitted by National Water Main Cleaning Company – New England (“National Water Main”) was approximately \$2.29 million dollars higher than the Engineer’s Estimate. Differences between National Water Main’s bid price and the Engineer’s Estimate were reviewed and discussed during the bidder interview, which was held with representatives from National Water Main on February 2, 2026. During the interview, National Water Main mentioned two major components of its cost that likely contributed significantly to the difference in its bid price from the Engineer’s Estimate: (1) additional costs for providing sewer flow bypass where required to rehabilitate the stop log grooves within the flow channel (because flow rates are variable, National Water Main conservatively utilized higher flow rates than assumed in the estimate to determine the work required to provide sewer flow bypass); and, (2) work associated with transporting and placing new precast concrete top slabs at designated structures, particularly those that are difficult to access from the roadway, including cast in place

concrete work to accommodate the new top slabs. These are specialty construction elements, and the site conditions of this project are particularly challenging, leading to the increased bid costs.

During MWRA's interview, National Water Main's representatives confirmed that they understood the bid documents and could execute the scope of work for the bid price. Based on their responses to various questions from the Authority about the project, it appears they understood the scope of work and proposed an approach to scheduling and sequencing the work that meets the contract requirements. National Water Main confirmed that no exceptions were taken to the contract documents, that prevailing wage rates will be paid, and that the contract requirements related to schedule, submittals, and rehabilitation can be met. Discussions with references indicate that overall, National Water Main performs quality workmanship, effectively manages schedules and subcontractors, maintains professionalism, and demonstrates competent onsite supervisory and safety practices.

A review of the OSHA database was conducted by MWRA staff to identify inspection enforcement action involving National Water Main over the last five years. Although National Water Main has had no OSHA violations in the last five years, staff learned of one open OSHA inspection activity, which occurred under a sister company, National Water Main Cleaning Company-New Jersey, involving a worker fatality. The incident type was classified as an accident. According to the OSHA report, an employee at a manufacturing facility was in the process of removing debris from a siphon in October 2024 and was struck by a winch. Regarding the above-referenced incident, MWRA staff learned National Water Main's parent company, Caryl Corporation¹, implemented the following for its subsidiaries after the fatality: (1) immediate confined space entry retraining for all field employees, including both classroom training and coaching in the field; (2) refresher training on job hazard analyses; (3) evaluation and testing of engineering controls and improvements for manhole guarding and shielding; (4) increasing of site reviews to one to two times per week with both health and safety and environmental personnel (superintendent involvement); and, (5) hiring of an additional health and safety officer at its local New Jersey office (where the incident occurred) to assist with site reviews.

Staff have determined that National Water Main Cleaning Company-New England possesses the skill, ability, and integrity necessary to perform the work under this contract and is qualified to do so. Staff have further determined that the bid price is reasonable, complete, and incorporates all necessary labor and materials, including payment of prevailing wages, as required. Therefore, staff recommend the award of this contract to National Water Main Cleaning Company-New England as the lowest responsible and eligible bidder.

BUDGET/FISCAL IMPACTS:

The FY26 CIP includes \$7,200,000 for Contract 6225. The award amount is \$9,682,000 or \$2,482,000 over the CIP amount. This amount will be absorbed within the five-year CIP spending cap.

MBE/WBE PARTICIPATION:

The minimum MBE and WBE participation requirements for this contract are 7.24% and 3.60% respectively.

¹ National Water Main is a wholly owned subsidiary of the Caryl Corporation, a Chicago-based, national organization with 14 operating companies specializing in sewer, water, and sludge services.


STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: March 18, 2026
SUBJECT: Cryogenic Oxygen Generation Compressor Services
WES Construction Corp.
Contract S632




COMMITTEE: Wastewater Policy and Oversight

 INFORMATION
 X VOTE


Michele S. Gillen
Director of Administration

Chad Whiting, Director, Deer Island Treatment Plant
Richard Adams, Manager, Engineering Services
John Riccio, Program Manager
Preparer/Title


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

RECOMMENDATION:

To approve the award of Contract S632, Cryogenic Oxygen Generation Compressor Services, to the lowest responsive and eligible bidder, WES Construction Corp., and to authorize the Executive Director on behalf of the Authority to execute said contract in the bid amount of \$8,667,000 for a contract term of 730 calendar days from the Notice to Proceed.

DISCUSSION:

A critical element of Deer Island Treatment Plant's (DITP) wastewater treatment process is the introduction of oxygen into the secondary reactors which takes place in the Oxygen Generation Facility. Within the Oxygen Generation Facility there are many subsystems that require maintenance on a routine basis, one of which is the high-pressure air system and it consists of four centrifugal compressor units.

In the Oxygen Generation Facility atmospheric air is compressed to 60 psi by one of four main air compressors (two 2,500 hp units and two 2,000 hp units) manufactured by Atlas Copco. Following compression, moisture in the air is condensed and removed via one of three R-134 chiller trains, prior to entering molecular sieves, where carbon dioxide is removed. The air is then cooled to sub-zero temperatures, allowing separation of liquid and gaseous oxygen. The gaseous oxygen generated through this process flows to the secondary treatment reactors where it is used for respiration by the microorganisms in the biological treatment process.

Historically, the Oxygen Generation Facility has been maintained by utilizing three-year service contracts under which a contractor would perform annual maintenance services on each of the two oxygen generation trains. Those contracts also included general maintenance services on the

compressors. Due to the age and run-hours of the compressors, the underlying contract (S632) includes additional compressor service work beyond that included in previous service contracts.

The scope of work in Contract S632 includes removing the compressors from the Oxygen Generation Facility and transporting them to the overhaul servicer's facility to inspect the units and provide overhauls required according to the needs of each unit. Two units require an intensive overhaul (recommended at ten-year intervals), while two other units require a less significant overhaul (recommended at three-year intervals). A future contract will include a scope of work with more intensive overhaul for the two additional compressors that are not receiving this service under Contract S632.



Main Air Compressor (MAC) 2A (2500 hp)

The current scope of work was previously included in Contract 8150, which also included new compressor programmable logic controllers, internal inspection of the liquid oxygen tank, and replacement of valves on the liquid oxygen system, cooling towers, chillers, molecular sieve valve skids, cold boxes, and vaporizers. Contract 8150 was bid in March of 2025, and one bid was received for \$29.8 million, which was 151% over the Engineer's Estimate of \$11.9 million. As a result of the unsuccessful bid attempt the compressor overhaul services were removed from Contract 8150 and bid separately as Contract S632. This effort was undertaken by staff to garner interest amongst a larger pool of contractors capable of performing the scope of this work, with the aim of creating a more competitive bidding environment.

Procurement Process

Contract S632 was advertised and bid as a non-professional services contract utilizing MWRA's e-procurement system (Event 6534-3). Staff conducted outreach to the three qualified compressor servicers listed in the bid specifications to encourage participation and competition. Despite this outreach, only two bids were received and opened on January 16, 2026. The bid results are as follows:

<i>Engineer's Estimate</i>	\$4,800,000
RAM Industrial Services, LLC	\$5,191,204*
WES Construction Corp.	\$8,667,000

*The bid received from RAM Industrial Services, LLC was deemed non-responsive because it did not include the full scope of work in its bid price.

The bid from WES Construction Corp. is \$3,867,000, or 81%, higher than the Engineer's Estimate. MWRA staff interviewed WES Construction Corp. and confirmed that the bid price reflects all work as described in the contract documents. The difference between WES' bid price and the Engineer's Estimate can be attributed to a highly saturated and unpredictable bidding market. Staff highlighted differences between the Engineer's Estimate and WES' bid during the bid review. WES carried costs for temporary facilities for the entire duration of the contract, full-time Safety,

QA/QC, and full time job supervision over subcontractors for the entire duration of the project WES selected Atlas Copco Comptec LLC, the Original Equipment Manufacturer, to perform the compressor services work at a cost of \$4.2 million. Atlas Copco Comptec LLC provided a quote to the MWRA dated July 2024 for \$2.7 million to complete this work. WES also included in its bid price work to be performed by O'Connor Constructors, Inc. such as disconnecting, reconnecting and rigging of the compressors. WES indicated that it carried a lump sum of \$2 million in its bid price for this portion of the work, which is approximately \$1 million over the Engineer's Estimate.

The markup of these items in the scope of work to be performed by Atlas Copco and O'Connor coupled with the additional onsite services accounts for the \$3.8 million variance between the Engineer's Estimate and WES Construction Corp's bid price, demonstrating the unpredictability of the current bidding market.

The compressors are overdue for this extensive overhaul service. Based on the specialized nature of the work, there are a limited number of contractors who are considered qualified compressor servicers and who can perform the work as specified. As set forth above, this work has been included in other bid packages with even greater unfavorable results due to the specialized nature of the Cryogenic Oxygen Generation System. It is critical to proceed with Contract S632 to ensure the reliability of oxygen generation to support secondary treatment process, and NPDES permit compliance of the DITP.

WES has successfully completed four projects for the MWRA, including Upgrades to the Chelsea Screen House, Commonwealth Avenue Pumping Station Improvements, Weston Aqueduct Stop Plank Gates Rehabilitation, and the Office Consolidation Project. References for these projects as well as external references were reviewed and found to be satisfactory.

As part of the bid evaluation, staff searched the U.S. Department of Labor's OSHA website for any potential enforcement actions involving WES over the last ten years. The OSHA review found a violation in 2018 when a bi-directional machine alarm on a piece of heavy equipment had been disabled. The employee disabled the audible alarm because the noise was disturbing a nearby resident; however, there were no injuries related to this violation. WES reached a settlement with OSHA, hired an outside safety consultant to review WES' safety procedures and guidelines, trained employees, and updated its Heavy Equipment Program Safety Plan to include a section related to equipment warning alarms being operational for all work activities. WES has had no inspection enforcement actions over the past five years.

Staff have concluded that WES possesses the skill, ability, and qualifications necessary to perform the work under Contract S632. WES has the available capacity to complete Contract S632 along with its existing workload. In light of the uniqueness of this work and escalation in cost since the work was estimated, staff opine that the bid price is reasonable, complete and includes the payment of prevailing wage rates, as required. Therefore, staff recommend that Contract S632 be awarded to WES Construction Corp. as the lowest responsible and eligible bidder.

BUDGET/FISCAL IMPACTS:

The FY27 Proposed Current Expense Budget 29820-07408 includes \$2.4 million for Contract S632. Sufficient funds will be included in the FY27 Final CEB for the first portion of the contract.

MBE/WBE PARTICIPATION:

There were no MBE/WBE participation requirements established for this contract due to the specified nature of the work and limited opportunities.

STAFF SUMMARY


TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: March 18, 2026
SUBJECT: Report on 2025 Water Use Trends and Reservoir Status



COMMITTEE: Water Policy & Oversight

X INFORMATION
 VOTE

Daniel Nvule, Senior Program Manager
 Cory Yarrington, Project Manager
 Dlynzee Damas, Planning Engineer
Stephen Estes-Smargiassi, Director, Planning and Sustainability
 Preparer/Title


Kathleen M. Murtagh
 Chief Operating Officer

RECOMMENDATION:

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

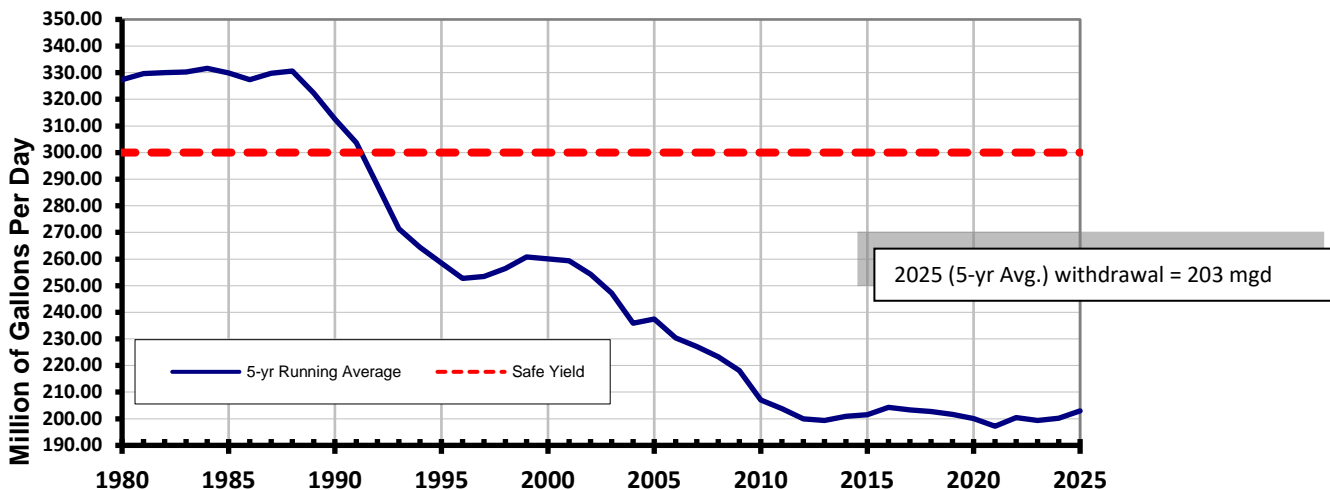
DISCUSSION:

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

Reservoir Withdrawals and Releases

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

Figure 1. Total Reservoir Withdrawals – Five-Year Running Average 1980 to 2025



Withdrawals include water sold to MWRA communities as well as other non-revenue generating uses in the watershed and MWRA system. The year 2025 was initially dry, followed by a very wet May and the rest of the year being dry. Total MWRA water withdrawals increased by six percent in 2025, from 201.2 mgd in 2024 to 213.4 mgd. The five-year average slightly rose between 2024 and 2025.

The City of Worcester, which by legislation is entitled to about eight percent of the Wachusett Watershed yield¹, withdrew 9.75 mgd from their Quinnapoxet Reservoir. This was their third highest annual withdrawal in the last fifty years and was a significant contribution to the increase in the total reservoir withdrawals.

As shown in Figure 1, total reservoir withdrawals have decreased by over 130 mgd since the 1980s, even as the region’s population and employment increased, and the service area expanded.

Water Consumption by MWRA Communities

Water consumption by all MWRA communities of 191.8 mgd increased by 1.9 percent (3.6 mgd) from 2024, as shown on Figure 2. As Attachment A indicates, most of the demand increase was experienced in the partially supplied communities. In addition, Figure 2 illustrates a long-term downward trend with a relative plateau in the last eight years, even with new users.

Figure 2. Total Consumption by MWRA Communities (1980 to 2025)

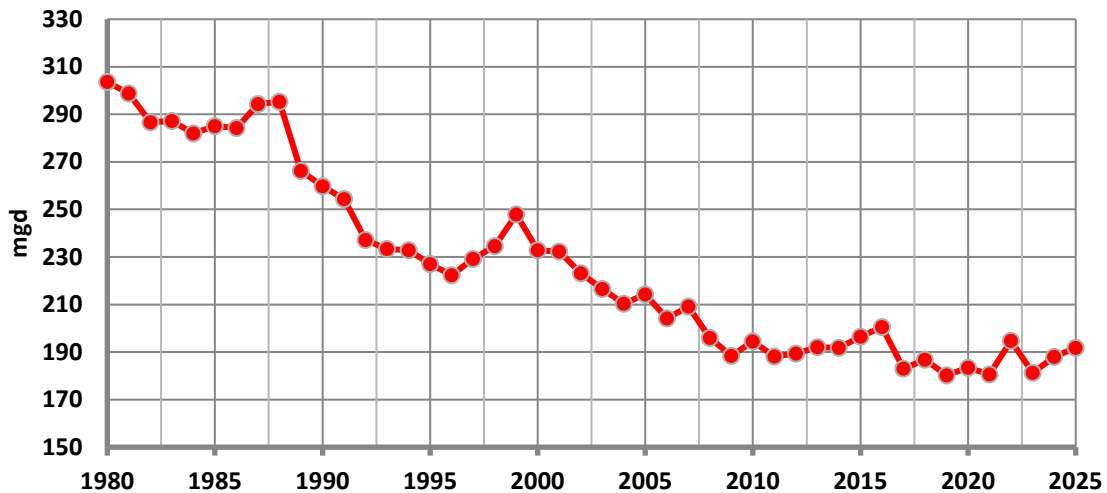
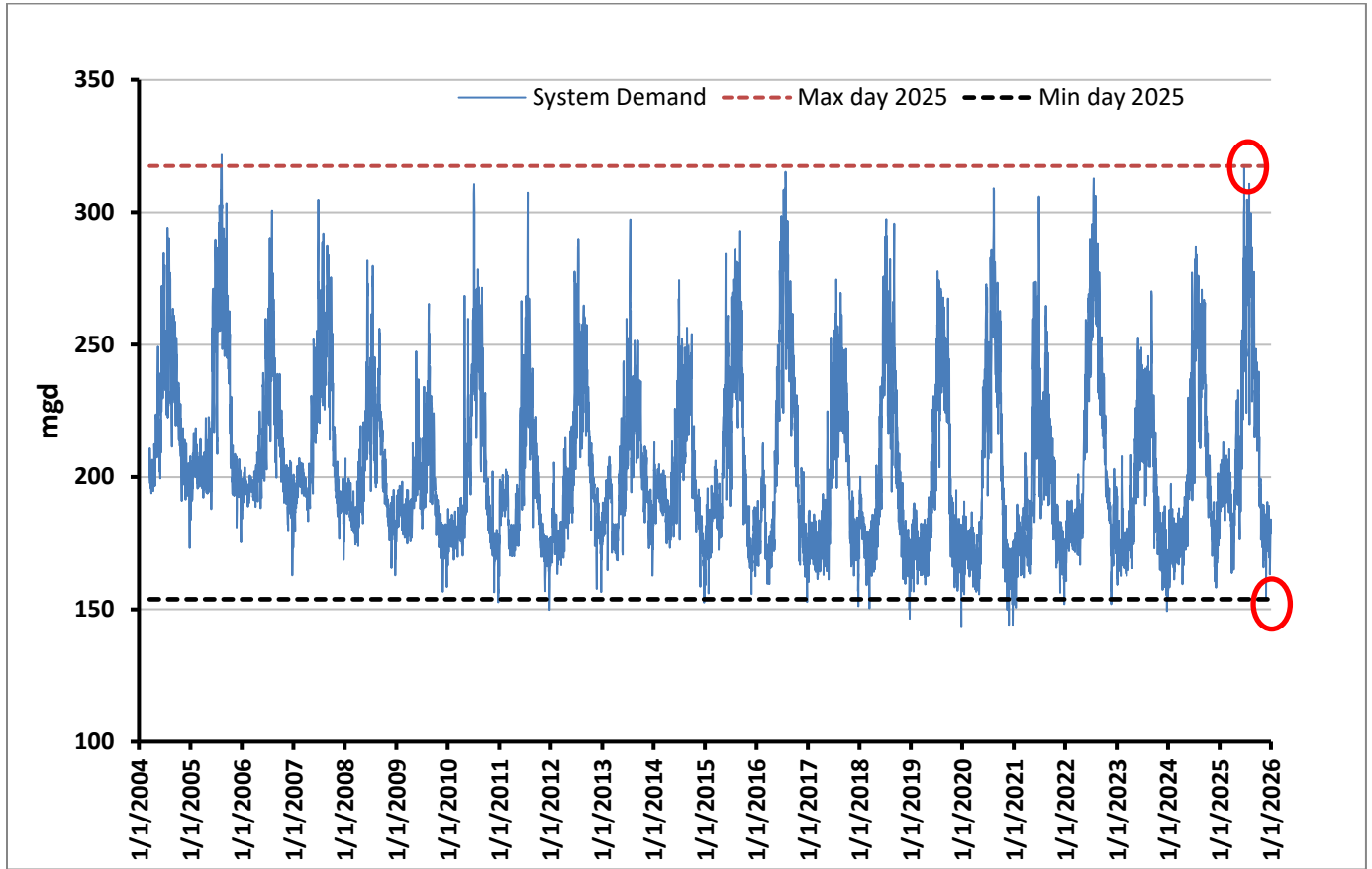


Figure 3 shows daily system withdrawals from 2004 to 2025 with the 2025 highlights of maximum and minimum withdrawals. System-wide, 2025 had a maximum day reservoir withdrawal of 317.5 mgd on June 25 (10.7 percent higher than the 2024 maximum). At the opposite extreme, the day following Thanksgiving at 153.9 mgd was the lowest day of the year.

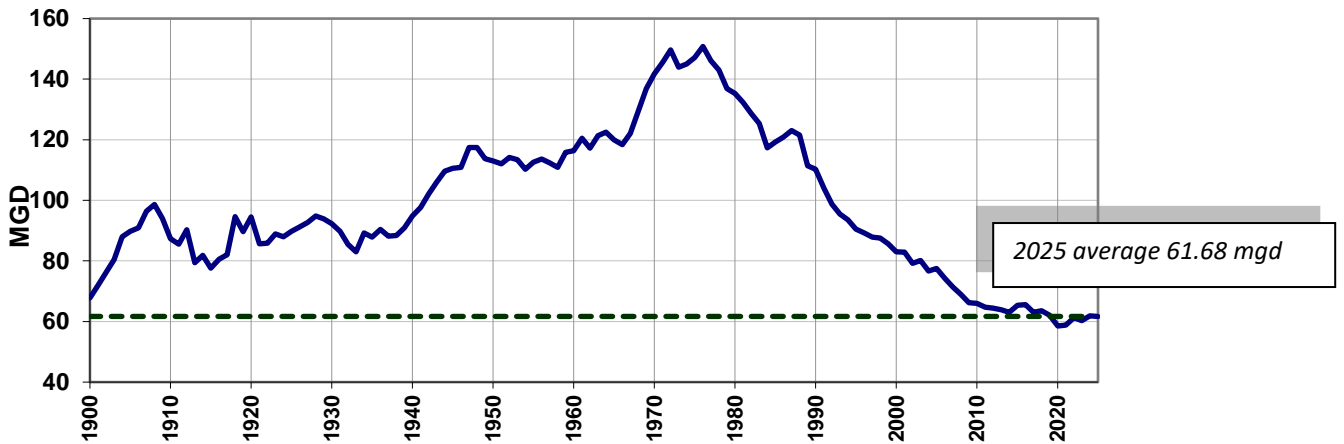
1 Because it shares a portion of the Wachusett watershed yield, Worcester pays a proportionate share of the costs of operating the Clinton Wastewater Treatment Plant.

Figure 3. Daily System Withdrawals (2004 to 2025)



Demand from MWRA’s largest customer, the Boston Water and Sewer Commission, was 61.68 mgd, fairly level when compared to 2024 (0.1 percent decrease). Current Boston demand continues to be lower than demand before 1900, as shown on Figure 4 below.

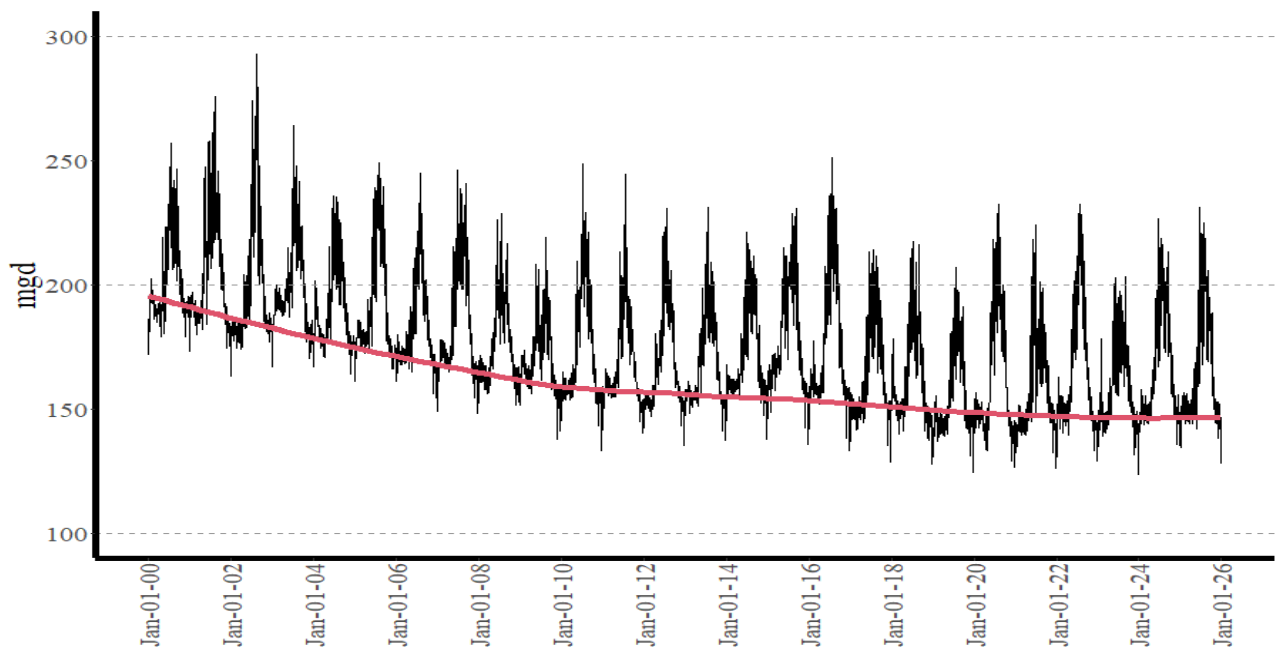
Figure 4. Boston Water Demand (1900-2025)



Demand – Base Water Use and Seasonal Water Use

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

Figure 5: Fully Supplied Communities Demand (1999 to 2025)²



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

² Certain analyses can be done only on fully supplied communities where MWRA has information on their daily use available from MWRA's revenue meters. MWRA receives data on monthly total use for partially supplied communities, but not until they provide that data to DEP in their Annual Statistical Reports in March. Fully supplied communities represent almost 90 percent of the total annual demand. Data from Marlborough and Northborough has been excluded as they switched from being partially supplied to fully supplied during the period of the analysis.

Table 1: Communities Admitted to the MWRA Subject to the Interbasin Transfer Act

Year	Community	IBTA Approved MGD	Actual Usage (5-yr Avg.)	MWRA Withdrawal (5-yr Avg.) at date of admission to MWRA
1993	Bedford	1.75	1.5	271.4
2002	Stoughton	1.15	0.07	254.3
2005	Reading	2.1	1.87	237.4
2005	DWWD*	2	0.21	237.4
2009	Wilmington	1.7	0.53	218.1
2016	Hatchery**	---	6.3	204.3
2018	Ashland	1.6	1.14	202.8
2020	Burlington	6.5	0.69	200.4
2025	LCWD	0.36	---	201.1

*Dedham-Westwood Water District not subject to Interbasin Transfer Act review, but approved by MWRA for maximum of up to two mgd.

**Hatchery based on Memorandum of Agreement; subject to drought actions.

Demand – Seasonal Water Use

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

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

Figure 6. Fully Supplied Communities Annual Base and Seasonal Demand

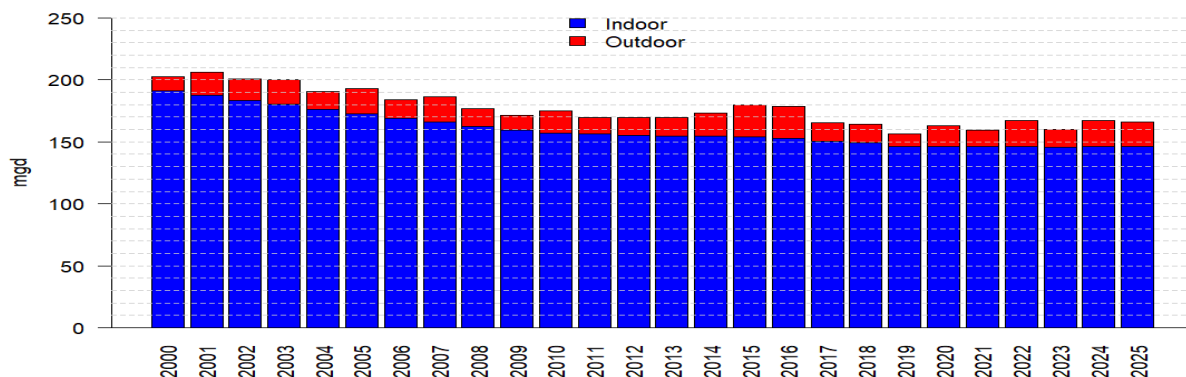
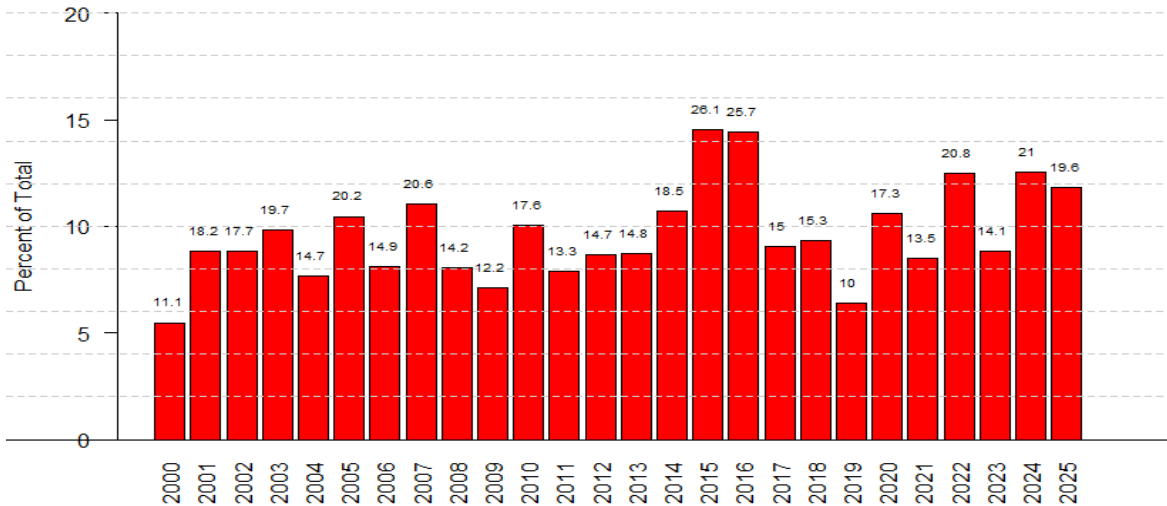


Figure 7 provides a closer look at the seasonal use from 2000 to 2025. Last year’s seasonal water use of 19.6 mgd (11.8 percent of the total water use) was the fifth highest since 2000. (The four higher seasonal use years were during the 2015-2016, 2022 and 2024 droughts.) Viewed on a volume basis, 2025 was the eighth highest.

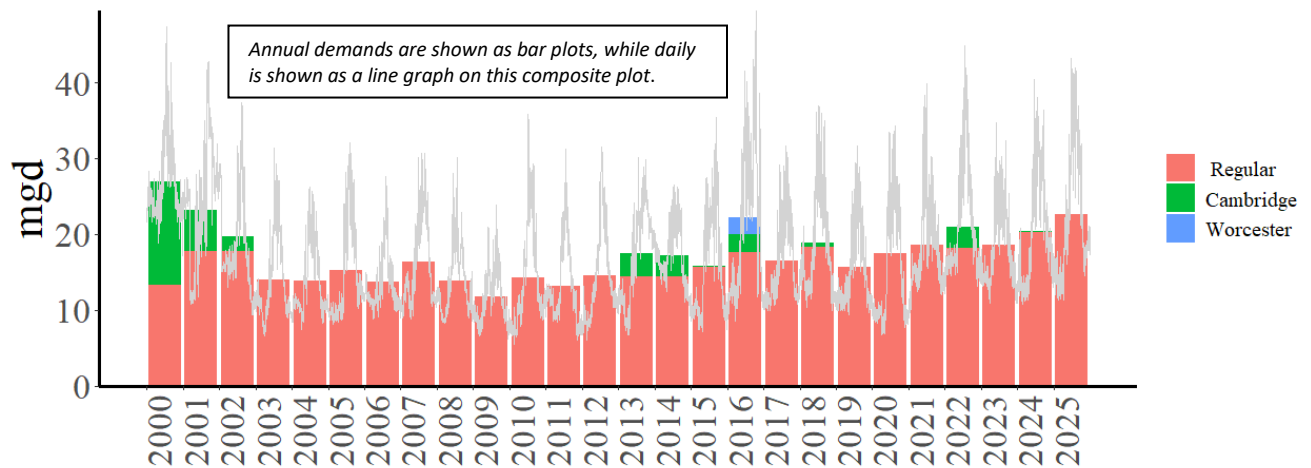
**Figure 7. Fully Supplied Communities’ Annual Seasonal Demand
(Labels show demand in mgd)**



Demand - Partially Supplied Communities

Demand by the partially supplied communities increased by 2.56 mgd (16.9 percent) from 2024 to 2025 as shown in Figure 8 below. The dry conditions experienced in 2025 and water quality concerns were largely responsible for this increase. Peabody, for example, lost the ability to use its source water at the Walsh Plant and had to reduce source use at the Winona Plant. Burlington and Woburn increased their use due to PFAS issues with their local sources.

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



Reservoir Status

With the relatively dry end of 2024, and with almost every month in 2025 having below average precipitation, there were no Quabbin Reservoir spills during the year. Swift River releases from Quabbin averaged 79 mgd and MWRA transferred 54 billion gallons from Quabbin Reservoir to Wachusett Reservoir during the year to meet supply and water quality objectives. Releases from Wachusett Reservoir to the Nashua River were 13.5 billion gallons, which was 37 mgd on average.

While the MWRA system remained in Normal operating range throughout 2025, due to MWRA's large multi-year reservoirs with significant storage, by August, the Commonwealth experienced significant drought conditions in all its regions except for the Southeast. MWRA has continued to participate in the regular meetings of the state's Drought Task Force, which has met for 24 consecutive months, highlighting the generally dry conditions over the past two years. MWRA staff have provided regular reservoir and drought status updates to MWRA's website and social media with conservation messaging to support the statewide drought message.

In April 2025, MWRA submitted its updated drought plan to the DEP with monthly trigger levels for each drought response plan stage. MWRA's updated drought plan maintained the same six stages: Normal, Below Normal, Drought Warning, and Drought Emergency 1, 2 and 3. The new trigger levels softened the abrupt rises and falls in the 1989 plan and now the smaller, more frequent steps closely mimic the natural behavior of the reservoir during replenishment and drawdown. The updated drought plan provides specific actions to be triggered by each drought level ranging from regular conservation messaging to mandatory restrictions on non-essential water use.

As of March 1, 2026, the Quabbin Reservoir was 81.2 percent full, with 335 billion gallons in storage. February 1 is the beginning of the usual reservoir replenishment period, the trigger for dropping into Below Normal rises from 80% to 82.5% on February 1, remaining there until April 1 when it will rise to 85%. Currently, Quabbin storage is Below Normal and its level has been relatively flat since mid-December.

Any time the system is in Below Normal operating conditions, staff monitor system operating conditions more closely, do periodic forecasting of potential drought conditions, and ready the Ware River intake in order to withdraw water from the river, if available, without impacting minimum river flow requirements. Table 2 below shows the forecasted potential drought status for the next 12 months. If conditions remain dry to average, the system will likely remain in Below Normal for the next several months; however, wetter conditions could bring it back into Normal operating range much sooner.

Staff will continue to closely monitor weather and storage conditions. MWRA's drought response plan does not call for any mandatory water use restrictions during Below Normal conditions, but does entail additional outreach and planning activities. Communities were recently offered MWRA's new water conservation brochure for distribution this spring, and staff will be proactively providing technical assistance and advice to water superintendents on planning for a dry spring in the next several weeks.

**Table 2: Quabbin Reservoir Status with Varying Reservoir Yield Scenarios
Looking Forward from March 1, 2026**

	1-Month	3-Months	6-Months	12-Months
Wettest (of Record)	Below Normal	Normal	Below Normal	Normal
Wet (25th Percentile)	Below Normal	Below Normal	Below Normal	Normal
Median	Below Normal	Below Normal	Below Normal	Normal
Dry (75th Percentile)	Below Normal	Drought Warning	Below Normal	Below Normal
Driest(of Record)	Below Normal	Drought Warning	Below Normal	Below Normal

Except for the driest conditions similar to those of the 1960s drought, Quabbin is expected to bounce back to Normal operating range in 24 months.

Summary

System withdrawals increased by six percent during 2025, and the five-year average rose slightly to 203 mgd, well below the system safe yield of 300 mgd. Quabbin Reservoir stayed in its Normal operating range during 2025, while both the Swift and Nashua Rivers received substantial releases from the reservoirs, well above their minimum requirements. MWRA’s large multi-year reservoirs provide the storage needed to manage inflows during wet years, capturing excess yield for use during extended dry periods. While the system has recently dropped into Below Normal status, MWRA’s resilient supply system continues to provide a reliable supply of safe water to our customers, economic vitality to the region, and to be an option for communities struggling with water quality or source reliability issues.

ATTACHMENT:

Community Water Use Data – December 2025

ATTACHMENT A: Community Water Use Data – Dec 2025

Monthly (MG)

	Dec			YTD			YTD System Share			2024	
	2025	2024	Flow Change	YTD		Flow Change	Flow Share ¹		% Change in YTD Flow Share	Annual Flow (mg)	Flow Share ¹
				2025	2024		2025	2024			
Metro-System (Fully Served)											
Arlington	94.9	92.1	3.1%	1,221.5	1,216.1	0.4%	1.85%	1.88%	-1.7%	1,216.1	1.88%
Belmont	49.1	48.6	1.1%	716.2	720.9	-0.6%	1.08%	1.11%	-2.7%	720.9	1.11%
Boston (BWSC)	1,766.7	1,756.8	0.6%	22,517.4	22,537.8	-0.1%	34.04%	34.80%	-2.2%	22,537.8	34.80%
Brookline	122.4	133.2	-8.1%	1,866.0	1,795.3	3.9%	2.82%	2.77%	1.8%	1,795.3	2.77%
Chelsea	106.2	101.4	4.7%	1,277.4	1,238.8	3.1%	1.93%	1.91%	1.0%	1,238.8	1.91%
Everett	104.6	112.3	-6.8%	1,364.3	1,412.9	-3.4%	2.06%	2.18%	-5.5%	1,412.9	2.18%
Frammingham	153.9	148.8	3.5%	2,060.9	2,037.2	1.2%	3.12%	3.15%	-1.0%	2,037.2	3.15%
Lexington ²	107.6	92.8	15.9%	1,746.5	1,728.2	1.1%	2.64%	2.67%	-1.1%	1,728.2	2.67%
Lynnfield W.D.	12.7	10.0	27.5%	203.1	189.3	7.3%	0.31%	0.29%	5.0%	189.3	0.29%
Malden	189.3	157.8	19.9%	1,918.9	1,846.5	3.9%	2.90%	2.85%	1.7%	1,846.5	2.85%
Marblehead	39.4	38.3	2.9%	656.5	638.3	2.8%	0.99%	0.99%	0.7%	638.3	0.99%
Marlborough	108.8	106.8	1.8%	1,466.8	1,454.5	0.8%	2.22%	2.25%	-1.3%	1,454.5	2.25%
Medford	134.8	129.9	3.8%	1,663.9	1,675.6	-0.7%	2.52%	2.59%	-2.8%	1,675.6	2.59%
Melrose	55.6	53.9	3.2%	764.8	751.7	1.7%	1.16%	1.16%	-0.4%	751.7	1.16%
Milton	55.9	56.7	-1.3%	865.6	858.0	0.9%	1.31%	1.32%	-1.2%	858.0	1.32%
Nahant	7.5	7.1	5.8%	121.2	110.1	10.1%	0.18%	0.17%	7.8%	110.1	0.17%
Newton	207.1	216.8	-4.4%	3,225.2	3,116.8	3.5%	4.88%	4.81%	1.3%	3,116.8	4.81%
Northborough	24.8	24.6	0.6%	321.3	321.2	0.0%	0.49%	0.50%	-2.1%	321.2	0.50%
Norwood	69.3	70.4	-1.5%	973.2	967.3	0.6%	1.47%	1.49%	-1.5%	967.3	1.49%
Quincy	254.4	241.1	5.5%	3,175.4	3,105.8	2.2%	4.80%	4.80%	0.1%	3,105.8	4.80%
Reading	43.3	41.1	5.3%	624.2	617.2	1.1%	0.94%	0.95%	-1.0%	617.2	0.95%
Revere	115.4	111.2	3.7%	1,425.7	1,367.9	4.2%	2.16%	2.11%	2.0%	1,367.9	2.11%
Saugus	73.9	76.0	-2.7%	1,080.2	1,070.2	0.9%	1.63%	1.65%	-1.2%	1,070.2	1.65%
Somerville	160.0	167.1	-4.3%	2,156.3	2,207.7	-2.3%	3.26%	3.41%	-4.4%	2,207.7	3.41%
Southborough	23.1	23.1	0.1%	404.4	356.4	13.5%	0.61%	0.55%	11.1%	356.4	0.55%
Stoneham	54.8	51.5	6.5%	756.5	803.0	-5.8%	1.14%	1.24%	-7.8%	803.0	1.24%
Swampscott	36.8	32.4	13.7%	503.7	485.4	3.8%	0.76%	0.75%	1.6%	485.4	0.75%
Waltham	179.6	189.0	-5.0%	2,698.4	2,678.9	0.7%	4.08%	4.14%	-1.4%	2,678.9	4.14%
Watertown	73.4	68.6	7.1%	924.2	936.6	-1.3%	1.40%	1.45%	-3.4%	936.6	1.45%
Weston	28.0	24.5	14.1%	587.0	586.4	0.1%	0.89%	0.91%	-2.0%	586.4	0.91%
Winthrop	31.9	31.3	2.0%	409.2	409.0	0.1%	0.62%	0.63%	-2.0%	409.0	0.63%
Subtotal Metro-System (Fully Served)	4,485.4	4,415.0	1.6%	59,696.0	59,241.1	0.8%	90.2%	91.5%	-1.3%	59,241.1	91.48%
Metro-System (Partially Served)											
Ashland (P)	-	-	0.0%	-	-	0.0%	0.00%	0.00%	0.0%	-	0.0%
Burlington (P)	71.3	24.7	188.6%	665.4	514.1	29.4%	1.01%	0.79%	26.7%	514.1	0.8%
Canton (P)	31.7	25.3	25.0%	527.1	537.5	-1.9%	0.80%	0.83%	-4.0%	537.5	0.8%
Dedham-Westwood W.D. (P)	10.0	29.1	-65.6%	343.7	346.5	-0.8%	0.52%	0.54%	-2.9%	346.5	0.5%
Leominster (P)	-	-	0.0%	-	-	0.0%	0.00%	0.00%	0.0%	-	0.0%
Lynn (LWSC) (P)	5.3	5.5	-2.0%	67.7	24.2	179.7%	0.10%	0.04%	173.8%	24.2	0.0%
Needham (P)	5.8	16.2	-64.3%	430.7	354.9	21.4%	0.65%	0.55%	18.8%	354.9	0.5%
Peabody (P)	152.0	47.6	219.3%	673.8	389.2	73.1%	1.02%	0.60%	69.5%	389.2	0.6%
Stoughton (P)	2.3	1.8	28.5%	21.3	19.2	11.1%	0.03%	0.03%	8.8%	19.2	0.0%
Wakefield (P)	54.2	51.9	4.4%	709.3	736.3	-3.7%	1.07%	1.14%	-5.7%	736.3	1.1%
Wellesley (P)	24.6	21.8	12.7%	742.9	741.3	0.2%	1.12%	1.14%	-1.9%	741.3	1.1%
Wilmington (P)	1.2	7.7	-83.9%	193.7	220.3	-12.0%	0.29%	0.34%	-13.9%	220.3	0.3%
Winchester (P)	27.9	28.4	-1.9%	514.9	481.5	6.9%	0.78%	0.74%	4.7%	481.5	0.7%
Woburn (P)	77.9	65.0	19.9%	1,559.7	1,150.6	35.6%	2.36%	1.78%	32.7%	1,150.6	1.8%
Subtotal Metro-System (Partially Served)	464.1	325.0	42.8%	6,450.1	5,515.5	16.9%	9.8%	8.5%	14.5%	5,515.5	8.5%
Subtotal Metro-System (Full & Partial)	4,949.5	4,740.0	4.4%	66,146.1	64,756.5	2.1%	100%	100%		64,756.5	100%
Chicopee Valley Aqueduct											
Chicopee	131.5	131.2	0.3%	1,840.7	1,849.4	-0.5%	69.84%	72.28%	-3.38%	1,849.4	69.6%
South Hadley FD #1	24.9	25.4	-2.0%	369.3	391.5	-5.7%	14.01%	13.52%	3.65%	391.5	14.7%
Wilbraham	23.8	23.5	0.9%	425.6	416.2	2.3%	16.15%	14.20%	13.72%	416.2	15.7%
Subtotal CVA System	180.2	180.1	0.0%	2,635.6	2,657.1	-0.8%	100%	100%		2,657.05	100%
Other Revenue Supply											
Cambridge (P)	0.7	-	#DIV/0!	0.7	48.5	-99%				48.488	
Clinton ³	45.6	47.4	-3.8%	643.7	611.5	5.3%				611.5	
Worcester (P)	-	-	0.0%	-	-	0.0%				0.0	
Other Revenue Customers ⁴	60.3	50.9	18.6%	571.3	596.3	-4.2%				596.3	
Subtotal Other Revenue Supply ⁵	106.7	98.3	8.5%	1,215.7	1,256.2	-3.2%				1,256.2	
Total Water Supplied											
Fully Supplied Metro Communities	4,485.4	4,415.0	1.6%	59,696.0	59,241.1	0.8%				59,241	
CVA Communities	180.2	180.1	0.0%	2,635.6	2,657.1	-0.8%				2,657	
Partially Supplied Communities	464.1	325.0	42.8%	6,450.1	5,515.5	16.9%				5,515	
Other Revenue Customers	106.7	98.3	8.5%	1,215.7	1,256.2	-3.2%				1,256.2	
Total Water Supplied ⁶	5,236.4	5,018.5	4.3%	69,997.5	68,669.8	1.9%				68,669.8	

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

² Lexington supplies Bedford with partial MWRA water service.

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

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

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

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

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

Question's regarding water supplied can be directed to Tim Beaulieu @ (617) 660-7680 or Chrissy Pieroni @ (617) 788-2223.

STAFF SUMMARY



TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: March 18, 2026
SUBJECT: Metropolitan Water Tunnel Program
Program Support Services Contract with JCK Underground, Inc.
Contract 7655 – Amendment 3 – Second Optional 24-Month Renewal

COMMITTEE: Water Policy and Oversight

 INFORMATION
 X VOTE



Paul V. Savard, P.E., Acting Director, Tunnel Redundancy
Preparer/Title

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

The current Program Support Services Contract expires on April 1, 2026. The contract with JCK Underground, Inc., approved by the Board of Directors in March 2019, included two additional 24-month terms subject to further approval by the Board of Directors. The first optional 24-month renewal was approved by the Board of Directors in December 2023. This staff summary requests approval to exercise the second option to renew the contract for 24 additional months.

RECOMMENDATION:

To authorize the Executive Director, on behalf of the Authority, to approve Amendment 3 to Contract 7655, Program Support Services for the Metropolitan Tunnel Redundancy Program, with JCK Underground, Inc. extending the contract term by 24 months, from April 1, 2026 to April 1, 2028, with no increase in contract price.

DISCUSSION:

In March 2019, the Board of Directors approved the award of Contract 7655, Program Support Services (PSS) for the Metropolitan Tunnel Redundancy Program to JCK Underground, Inc. The initial contract award was for a term of 60 months from Notice to Proceed. In addition to the initial 60-month term, MWRA may elect to exercise options to renew the contract for two additional 24-month terms subject to further approval by the Board of Directors.

JCK Underground (Consultant) was selected in a competitive procurement process in which cost was a key selection criterion. The financial terms (overhead, profit, rate cap, and escalation) of the existing contract carried forward as part of the first renewal and, if approved, will continue through the second renewal. An allowance for the cost of the two, optional 24-month renewal periods was estimated by MWRA staff in 2019 at \$3,500,000 and \$3,750,000 for the first and second renewals, respectively, with the actual costs to be determined at the time of renewal. The first 24-month renewal was approved by the Board of Directors in December 2023 for the amount of \$7,000,000.

The Consultant and its team members are precluded from participating in either the design or the construction phases of the Tunnel Program. Precluding the Consultant from other phases of the Tunnel Program provides independence from the interests of other Program participants and encourages long-term commitment to MWRA.

The Tunnel Program achieved a significant milestone under the initial 60-month contract term with completion of preliminary design and environmental reviews in early 2024. Passing this milestone shifted the focus of work to final designs with additional emphasis on completing land acquisition, expanding outreach efforts, achieving stakeholder agreements, and preparing for tunnel construction. During the first 24-month renewal term, the Tunnel Program will achieve another significant milestone receiving the 60% design submittal for the South Tunnel, which is expected in March 2026.

It is anticipated that both the North and South Tunnels construction contract packages will be in the final design phase during the second 24-month renewal period. The Tunnel Program expects to complete design of the South Tunnel and advance toward the procurement phase for this first tunnel construction contract package in 2027, which occurs in the last year of the second renewal period. Eversource will also be completing construction and installation of new duct bank and cable needed for electric power to the South Tunnel launching shaft, and other early enabling construction packages will also be completed during this period.

Based on the FY26 Capital Improvement Plan (CIP), it is projected that in the coming years, over \$1.8 billion in professional services contracts and construction contracts related to the Tunnel Program will be awarded. This significant increase in contract awards will require an increased level of effort from the Tunnel Department, and other MWRA departments in order to maintain the Tunnel Program schedule.

The Tunnel Department has experienced staff losses associated with promotions, retirements, and resignations. Backfilling staff losses, as well as adding staff to match the expansion of the Tunnel Program, has been difficult. The PSS Consultant has provided skilled professionals on an as needed basis, which has been instrumental in maintaining the Tunnel Program schedule to date. It is anticipated that continued reliance on the PSS staff will be required to maintain the Program schedule.

Over the course of the original 60-month contract duration and first 24-month renewal, the PSS contract delivered essential support to the Tunnel Program, including providing:

1. unique tunnel expertise that is impractical to maintain as permanent in-house MWRA staff. Since the contract award, the Consultant's expertise has been used to establish design criteria for tunnels and shafts, construction package planning, understanding complex geologic conditions, and improving tunnel contract practices following evolving industry standards; and
2. a technical bench necessary to maintain Tunnel Program schedule. By providing staff for targeted, task-oriented support the Consultant helped to ensure that Tunnel Department vacancies do not become project bottlenecks. It has provided field investigation oversight, critical path scheduling, independent cost estimating and technical reviews, and assisted with tunnel industry outreach.

Oversight of all Tunnel Program consultants remains the direct responsibility of MWRA staff in the Tunnel Department. Contracts for the Tunnel Program (including the initial PSS contract, Geotechnical Services Support, and Final Design Engineer) are on schedule and within the respective contract budgets. The Preliminary Design contract was completed on schedule and within the contract budget.

If authorized at a later Board meeting, MWRA will retain a Construction Management (CM) Services Consultant (Contract 7356) to undertake construction management services to include pre-construction and construction support through commissioning. The CM will also provide the field presence required once construction begins.

Also, if authorized at a later Board meeting, MWRA will retain an Owner's Representative (OR) to provide services in accordance with Massachusetts General Laws, Chapter 30, Section 39M½. The OR will be a high-level oversight position mandatory for "Major Contracts" as defined in the statute as those over \$50 million and involving certain public works, including tunnels. To prevent conflicts of interest, Section 39M½ requires the OR to be wholly independent of the Final Design Engineer, CM, and the construction contractors.

The Tunnel Department maintains clear lines of accountability to avoid overlapping roles between consultants. The PSS Consultant's role is separate and distinct from that of the Final Design Engineer, and the future CM and future OR services.

Prior Amendments

Amendment 1 was executed under delegated authority and transferred funds between the Consultant and subconsultants with no change in total cost and no increase in contract term. The transfer allowed the contract budget to more accurately reflect the projected level of effort between the Consultant and subconsultants to meet the Tunnel Program's goals.

Amendment 2 provided the first 24-month renewal, increasing the contract amount by \$7,000,000, from \$10,247,877 to \$17,247,877, and extending the contract term by 24 months, from April 1, 2024 to April 1, 2026. This amendment included funds for an estimated amount of as-needed assistance, technical reviews, subject matter experts, Expert Review Panel engagement, and supplemental and intermittent staff support to the Tunnel Department. Based on actual services provided, staff estimate that \$3,970,000 will remain from the first 24-month renewal and will be sufficient to cover anticipated services for the second renewal period.

This Amendment

If approved, this amendment will extend Contract 7655 by 24 months with no change in contract amount. During the second renewal period, the Consultant will provide the following services:

- continuing core assistance that will include technical review of 60%, 90%, and 100% contract packages for the two tunnel construction contracts, and continue the technical expert reviews of design elements that have been completed throughout the Tunnel Program to date;
- technical expertise to assist the Tunnel Department in review of the pre-construction and construction services provided during the initial start by the CM. This support includes

performing technical reviews of CM-developed management plans to ensure they align with Program objectives for contractor monitoring, independent evaluation of Program cost and schedule validations, and providing advisory assistance to MWRA staff during bid evaluations if needed; and

- if needed, assist the Tunnel Department and/or provide supplemental staff for MWRA lead initiatives that are time sensitive (e.g., land acquisition, outreach, and stakeholder agreements) and, if not completed in alignment with the overall Program schedule, would result in Program delays and added costs. Also, if needed, provide supplemental staff to support the Program in the event that the MWRA is not able to hire new staff into the Tunnel Department in a timely manner.

CONTRACT SUMMARY

		<u>TIME</u>	<u>DATED</u>
Original Contract	\$10,247,877	60 Months	04/20/2019
Amendment 1*	\$0	0 Months	04/05/2022
Amendment 2	\$7,000,000	24 Months	05/02/2024
Proposed Amendment 3	<u>\$0</u>	<u>24 Months</u>	Pending
Adjusted Contract Amount	\$17,247,877	108 Months	

* Approved under delegated authority

BUDGET/FISCAL IMPACTS:

The FY26 CIP includes sufficient funds allocated to Contract 7655.

MBE/WBE PARTICIPATION:

Due to the specialized nature of this work, no minimum MBE or WBE participation requirements were established for the renewal period.

STAFF SUMMARY




TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: March 18, 2026
SUBJECT: John J. Carroll Water Treatment Plant Technical Assistance Consulting Services
Stantec Consulting Services Inc.
Contract 7974, Amendment 2

COMMITTEE: Water Policy and Oversight

 INFORMATION
 X VOTE

Brian Kubaska, P.E., Chief Engineer
Patricia Mallett, P.E., Senior Program Manager
Preparer/Title


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

RECOMMENDATION:

To authorize the Executive Director, on behalf of the Authority, to approve Amendment 2 to Contract 7974, John J. Carroll Water Treatment Plant Technical Assistance Consulting Services, with Stantec Consulting Services Inc., increasing the contract term by 24 months from March 15, 2026 to March 15, 2028 with no increase in price.

DISCUSSION:

Contract 7974 is a multi-discipline, technical assistance contract that provides as-needed consulting services to assist MWRA staff with engineering and design initiatives, as well as emergency or unanticipated engineering projects requiring professional expertise at the John J. Carroll Water Treatment Plant (JJCWTP). On November 16, 2022, the Board approved the award of Contract 7974 to Stantec Consulting Services Inc. (Stantec) for a two-year term in an amount not-to-exceed \$2,000,000. Amendment 1 increased the contract term by 12 months (to 36 months total) from the executed contract start date of March 15, 2023.

Task Orders for this contract have included engineering services during construction (ESDC) for previous Stantec designs, including the following: the fluoride and soda ash chemical feed systems at the JJCWTP; the electrical upgrades at the Southborough facility; the Griffin Way traffic light; and the Quabbin Administration Complex water supply improvements. Other Task Order work initiated under this contract includes the design of a new sodium hypochlorite feed system at the Brutsch Water Treatment Facility, design of modifications to the carbon dioxide system at the JJCWTP, and preliminary engineering for influent flow control improvements at the JJCWTP. The total committed value of the task orders to date is \$857,539, leaving a balance of \$1,142,461.

Prior Amendments

Amendment 1, approved under delegated authority, extended the contract term by 12 months to allow Stantec to complete the following work:

- design of the Brutsch Water Treatment Facility hypochlorite improvements;
- design of the JJCWTP carbon dioxide system upgrades; and
- preliminary engineering for the JJCWTP influent flow control improvements.

This Amendment

Staff recommend the approval of Amendment 2 to Contract 7974 to extend the contract duration by 24 months to perform the work shown below under two Task Orders:

- ESDC for construction Contract 8012, Brutsch Water Treatment Facility Sodium Hypochlorite Upgrades. Although five bids were received for Contract 8021 on January 28, 2026, bids are still under review and may require a rebid. If so, Stantec’s services will be required to assist during a second bid phase. Once Contract 8021 is awarded, a new task order will be required for the provision of ESDC during the one-year construction contract duration.
- Completion of Contract 8190, JJCWTP Carbon Dioxide System Upgrades design, bidding assistance and ESDC. The 100% design submittal was received on February 16, 2026. A new Task Order will be required to finalize the bid documents, provide bid phase assistance and perform ESDC for the one-year duration of construction Contract 8190.

As Engineer of Record for these projects, Stantec’s participation is necessary to meet Department of Public Safety permit affidavit requirements. Furthermore, Stantec’s staff who prepared the design are best able to respond to questions that may surface during the construction phase of these projects. No other Task Orders will be awarded to Stantec during the extended contract term. A contract extension of 24 months is projected to be sufficient for completion of both construction contracts.

There is sufficient budget left in the contract to complete these scopes of work.

CONTRACT SUMMARY:

	<u>AMOUNT</u>	<u>TIME</u>	<u>DATED</u>
Notice to Proceed:	\$2,000,000	24 Months	3/15/2023
Amendment 1*	\$0	12 Months	3/19/25
Amendment 2	<u>\$0</u>	<u>24 Months</u>	<u>Pending</u>
Adjusted Contract Amount:	\$2,000,000	60 Months	

*Approved under delegated authority

BUDGET/FISCAL IMPACT:

Amendment 2 is a time extension only and has no budgetary impact.

MBE/WBE PARTICIPATION:

Due to the specialized and uncertain nature of this work, no minimum MBE and WBE participation were established for this contract.

Total Compensation and Benefits Study
Massachusetts Water Resources Authority

March 2026

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Executive Summary

The Massachusetts Water Resources Authority (MWRA) partnered with the Collins Center for Public Management to conduct a comprehensive review and update of all non-union position descriptions. The engagement also included a total compensation study, with the goal of evaluating current wages and benefits and providing recommendations for adjustments. As part of this process and with the project team's assistance (see Appendix A), the MWRA identified a set of comparable agencies to benchmark compensation and benefits. Given the MWRA's unique structure and scale of its operations, unmatched by any single agency within Massachusetts, the comparison group included similar organizations from across the country. To ensure a fair and accurate comparison, wages from out-of-state agencies were adjusted for regional cost-of-living differences. In summary, the findings indicate that while MWRA offers a competitive and comprehensive benefits package, its base wages lag behind both peer agencies in other states and in some cases, similarly scaled organizations within Massachusetts. Specific recommendations for wage and benefit adjustments are outlined in the following sections. A detailed analysis of MWRA's compensation and benefits is provided later in this document.

Background

Background on Massachusetts Water Resources Authority (MWRA)

The Massachusetts Water Resources Authority (MWRA) is an independent public authority, chartered by the Massachusetts Legislature in 1984, that provides wholesale water and wastewater services to roughly 3.1 million people, and over 5,500 large industrial users across 61 municipalities in eastern and central Massachusetts. Since its inception, the MWRA has invested more than \$6 billion in upgrading vital infrastructure including modernizing pipelines, treatment plants, and harbor cleanup efforts, while maintaining operations 24/7 through its Board-led governance and dedicated workforce. The Authority is committed to ensuring reliable, cost-effective, high-quality water and wastewater services that protect public health, support economic prosperity, and promote environmental stewardship¹.

The MWRA employs a skilled and diverse workforce of approximately 1,066 full-time equivalents, with a budgeted complement of 1,168 FTEs as of January 2025, including 66 non-union managers and roughly 1,000 union-represented employees across five bargaining units. The workforce includes a wide range of roles including engineers, operators, technicians, administrative and clerical staff, IT specialists, attorneys and skilled tradespeople.²

Project Background

Following the enactment of the Massachusetts Equal Pay Act (MEPA) in 2018, the Massachusetts Water Resources Authority (MWRA) engaged Hirsch Roberts Weinstein LLP to conduct a comprehensive

¹ <https://www.mwra.com/>

² <https://www.mwraadvisoryboard.com/wp-content/uploads/2025/06/AB-Presentation-June-2025.pdf>

evaluation of its pay practices for non-union employees. The primary objective was to ensure full compliance with MEPA. The evaluation included:

- Identifying comparable job titles
- Assessing whether any pay differences were legally justified under MEPA
- Providing recommendations to address any instances of non-compliance
- Conducting a statistical analysis of pay data
- Recommending adjustments to pay practices based on the findings

As a result of this review, fifteen salary adjustments were recommended out of 65 non-union titles analyzed. The adjustments, totaling approximately \$70,000, were implemented in 2019.

Following the initial MEPA analysis, due to staff turnover, new hires, and evolving roles and responsibilities, the MWRA conducted an internal review of all non-union position classifications to ensure continued pay equity across job groups and grades. To validate the internal classification adjustments, the MWRA retained the Collins Center, which reviewed the process by which MWRA made internal pay equity adjustments. The Collins Center concluded that MWRA's adjustments were sound and consistent with MEPA requirements. Based on these findings, the project team overseeing the total compensation and benefits review used the existing classification schedule as the foundation for recommending base pay adjustments for the grades under review.

Following the review and confirmation of the existing classification schedule, the MWRA Board of Directors recommended a comprehensive study of compensation and benefits for non-union positions to include a full evaluation of salary structures, benefits packages, and job descriptions. The study incorporated benchmarking against similar agencies nationwide, with wage data adjusted to reflect regional cost-of-living differences. This initiative reflects MWRA's ongoing commitment to maintaining a competitive compensation framework that supports the recruitment and retention of a highly qualified workforce, which is essential to delivering critical services across the Commonwealth. The compensation study is one of several strategic efforts undertaken by MWRA to ensure its classification and compensation system remains compliant, competitive, and responsive to the evolving needs of the organization.

Project Methodology

Selection of Peer Agencies

To conduct a comprehensive total compensation and benefits analysis for all non-union positions at MWRA, the project team first needed to identify appropriate peer agencies for benchmarking wages and benefits. When the Collins Center performs classification and compensation reviews, it typically recommends selecting comparable organizations within the client's existing labor market. For most public entities, such as municipalities or state agencies, this means choosing organizations that require similar skill sets and qualifications and operate within the same geographic region.

However, MWRA is unique in that it provides highly specialized services in a market with few direct competitors operating at a similar scale. As a result, the project team, in collaboration with the MWRA Working Group, determined that the review should include not only comparable Massachusetts agencies but also similar organizations from other regions of the country. The agencies were selected based on their operational scope and the comparable skills and experience required of their workforce.

The following parameters were identified as key criteria for selecting peer agencies:

Identified Metric	Approximate Range for Comparable Agency
Public or Non-Profit	Limit to « Yes »
FY2025 Operating Budget	\$500M - \$2B
FY2025 Capital Budget	\$200M-\$1B
Number of Customers Served	1M-5M
Water Capacity Per Day	100M-500M
Wastewater Capacity Per Day	500M-1.5B
Communities Served	45-200
Total Employees	750-2500
Significant Industrial Users (SIUs)	100-300
Wholesale and/or Retail Water	Yes and No (not used as a factor – informational only)

Based on the above metrics, the following water and wastewater organizations were selected by the project team for inclusion in the survey of total compensation and benefits for select positions:

No.	Organization	Website
1	The Great Lakes Water Authority	glwater.org
2	The Metropolitan Water Reclamation District of Greater Chicago	mwrdr.org
3	DC Water	dcwater.com
4	The Washington Suburban Sanitary Commission	wsscwater.com
5	The Metropolitan District of Hartford, CT	themdc.org
6	San Francisco Public Utilities Commission	sfpuc.gov
7	San Antonio Water System	saws.org

In addition to gathering data from comparable water and wastewater agencies across the country, the MWRA also included similarly structured organizations within Massachusetts to enhance its understanding of the local labor market. While these agencies may not provide identical services, they were selected based on comparable size, operational complexity, and statewide presence. The project team focused on departments and entities within the state governance framework that, like MWRA, manage distributed staff and facilities across multiple regions. The Massachusetts agencies selected for inclusion are listed below:

No.	Organization	Website
1	Massachusetts Port Authority	massport.com
2	Massachusetts State Police (MSP)	mass.gov
3	Massachusetts Department of Corrections (DOC)	mass.gov
4	Massachusetts Department of Transportation (MassDOT)	mass.gov
5	Massachusetts Bay Transportation Authority (MBTA)	mbta.com

Appendix A provides a detailed overview of the methodology used to select comparable agencies, including a comparison of the key metrics that informed the selection process.

Selection of Wage and Benefit Data

In addition to selecting comparable agencies for benchmarking, the project team, working in partnership with the MWRA Working Group, developed a comprehensive data set to guide the information request. The data included both the benefits currently offered by MWRA and those commonly provided by peer organizations. By collecting a broader range of data, the analysis aimed to identify areas where other agencies may offer benefits not currently available at MWRA, helping to inform future decisions about compensation and benefits enhancements.

Requested Data	
1	Base Wages for 79 Titles
2	Vacation Leave Benefits
3	Sick Leave Benefits
4	Bereavement Leave Benefits
5	Skeleton Day
6	Shift Differential
7	Standby/On-Call Pay
8	Overtime/Compensatory Time
9	Meal Stipends
10	Longevity
11	Sick Leave Buyback
12	Tuition Reimbursement
13	Retirement
14	Health/Vision/Dental Insurance Contribution
15	Health Insurance Opt-Out
16	Health Spending Account Contribution
17	Dependent Care Contribution
18	Paid Holidays

Collection and Adjustment of Base Wages

The primary component of the data collection and analysis is base wage data. Base wages reflect the “pay rate”. A “pay range” is the minimum and maximum pay rates assigned to a classification grade. Classification grades represent the positions in an organization that have similar characteristics, level of accountability, and education and experience requirements. The MWRA selected 79 titles across approximately eight grades to review. Below is the MWRA’s current classification and compensation schedule for the positions included in the study, including the associated base wages for each grade.

Grade	Position Title	Department	Division	FY2026 Minimum	FY2026 Maximum
20	Executive Director	Exec. Director's Office	Executive Office	\$77.56	\$155.11
18	Chief Operating Officer	Operations Administration	Operations	\$79.11	\$150.72
17	Director, Administration	Admin Director's Office	Administration	\$83.40	\$116.96
17	Director, Finance	Director's Office	Finance		
17	General Counsel	Law Expenses	Law		
17	Deputy Chief Operating Officer	Operations Administration	Operations		
17	Director of Tunnel Redundancy	Tunnel Redundancy	Tunnel Redundancy		
16	Director, Human Resources	Employment/Comp/Benefits	Administration	\$74.10	\$108.66
16	Director, MIS (Management Information Systems)	MIS	Administration		
16	Director, Procurement	Procurement	Administration		
16	Special Assistant for Affirmative Action	Affirmative Action	Affirmative Action		
16	Budget Director	Rates & Budget	Finance		
16	Deputy Director Finance/Treasurer	Treasury	Finance		
16	Director, Internal Audit	Internal Audit	Internal Audit		
16	Director, Deer Island Wastewater Treatment Plant	Deer Island Director's Office	Operations		
16	Chief Engineer	Engineering	Operations		
16	Director, Construction	Engineering	Operations		
16	Director, Environmental & Regulatory Affairs	Operations Administration	Operations		
16	Director, Planning & Sustainability	Planning	Operations		
16	Director, Program Management (Tunnel)	Tunnel Redundancy	Tunnel Redundancy		
16	Director, Waterworks	Western General	Operations		
16	Director, Wastewater	WW General	Operations		
16	Director of Security	Office of Emergency Prep	Security		

Grade	Position Title	Department	Division	FY2026 Minimum	FY2026 Maximum
16	Director, Design & Construction (Tunnel)	Tunnel Redundancy	Tunnel Redundancy		
15	Director, Occupational Health and Safety	Occupational Health and Safety	Administration	\$65.87	\$98.44
15	Deputy Director of Procurement	Procurement	Administration		
15	Controller	Controller	Finance		
15	Associate General Counsel	Law Expenses	Law		
15	Associate General Counsel	Law Expenses	Law		
15	Associate General Counsel	Law Expenses	Law		
15	Associate General Counsel	Law Expenses	Law		
15	Deputy Director, Deer Island Wastewater Treatment Plant	Deer Island Director's Office	Operations		
15	Deputy Director, Maintenance	Deer Island Director's Office	Operations		
15	Manager, Engineering Services	Deer Island Director's Office	Operations		
15	Director, Environmental Quality	Environmental	Operations		
15	Director, Laboratory Services	Laboratory Services	Operations		
15	Director Metropolitan Operations	Metro Water General	Operations		
15	Deputy Director, Design & Construction (Tunnel)	Tunnel Redundancy	Tunnel Redundancy		
15	Deputy Director, Waterworks	OP Engineering	Operations		
15	Director, Risk Management	Risk Management	Finance		
15	Director, SCADA, Meter & Monitoring	Scada Maintenance - Water	Operations		
15	Director, TRAC	Trac (Toxic Reduction)	Operations		
15	Director, Water Quality	Water Quality Assurance	Operations		
15	Director, Western Operations & Maintenance	Western General	Operations		
15	Director, Wastewater Operations & Maintenance	WW General	Operations		
15	Director, Public Affairs	Public Affairs	Public Affairs		
14	Manager, Benefits & HRIS	Employment/Comp/Benefits	Administration		
14	Manager, Compensation	Employment/Comp/Benefits	Administration		
14	Manager, Employment (Talent Acquisitions)	Employment/Comp/Benefits	Administration		
14	Manager, Workplace Investigations	Employment/Comp/Benefits	Administration		
14	Manager, Labor Relations	Labor Relations	Administration		

Grade	Position Title	Department	Division	FY2026 Minimum	FY2026 Maximum
14	Business Applications Manager	MIS	Administration		
14	Business Relationship Manager	MIS	Administration		
14	Manager, Information Technology Security, Architecture & Engineering	MIS	Administration		
14	Technical Operations Manager	MIS	Administration		
14	Manager, Purchasing	Procurement	Administration		
14	Manager of Training & Development	Training	Administration		
14	Associate Special Assistant For Affirmative Action	Affirmative Action	Affirmative Action		
14	Chief of Staff	Exec. Director's Office	Executive Office		
14	Budget Manager	Rates & Budget	Finance		
14	Superintendent, Clinton	Clinton	Operations		
14	Assistant Director, Construction	Engineering	Operations		
14	Assistant Director, Engineering (Wastewater)	Engineering	Operations		
14	Assistant Director, Engineering (Water)	Engineering	Operations		
14	Manager, Combined Sewer Overflow Programs (CSO)	Operations	Operations		
14	Manager, Design (Tunnel)	Tunnel Redundancy	Tunnel Redundancy		
14	Manager, Maintenance (Chelsea)	EQ - General	Operations		
14	Manager, Energy	Operations Administration	Operations		
14	Manager, Process Control	Process Control	Operations		
14	Manager, Maintenance (Deer Island)	Trade Labor Maintenance	Operations		
14	Manager, Transmission/Treatment (Water)	Treatment & Transmission	Operations		
14	Manager, Operations (Wastewater)	Wastewater	Operations		
14	Manager, Western Maintenance	Western General	Operations		
14	Manager, Metering and Monitoring	SCADA	Operations		
14	Manager, Geotech & Tunneling	Tunnel Redundancy	Tunnel Redundancy		
13	Assistant Director, Internal Audit	Internal Audit	Internal Audit	\$52.00	\$80.87

Grade	Position Title	Department	Division	FY2026 Minimum	FY2026 Maximum
13	Manager, Policy & Planning Support (Human Resources)	Policy & Admin	Operations		
13	Manager, Real Property and Outreach	Employment/Comp/Benefits	Administration		

To evaluate the market competitiveness of MWRA’s current base wages relative to its selected peer organizations, the project team first requested base wage data for all positions included in the study. The team successfully collected wage information from all twelve comparable organizations identified for analysis. Among the Massachusetts based agencies – Massport Authority, Massachusetts State Police, MassDOT, MassDOC, and MBTA – fewer directly comparable job titles were available due to differences in operational functions. However, these agencies did provide relevant data for non-technical and administrative roles, such as Procurement Director and Legal Counsel.

A key objective of this study was to evaluate MWRA’s wage and benefit competitiveness among water and wastewater agencies nationwide. Within Massachusetts, no agency operates on the same scale as the MWRA, limiting in-state comparisons and requiring the organization to compete nationally for employees with specialized skills. To conduct a meaningful analysis, the MWRA expanded its focus to include agencies across the country that offer similar services at comparable scales. All seven selected national peer organizations provided base wage data and represented a notably stronger alignment in job titles compared to the Massachusetts based organizations. (see Appendix B and Appendix C).

Adjusting Wages for Regional Price Parity

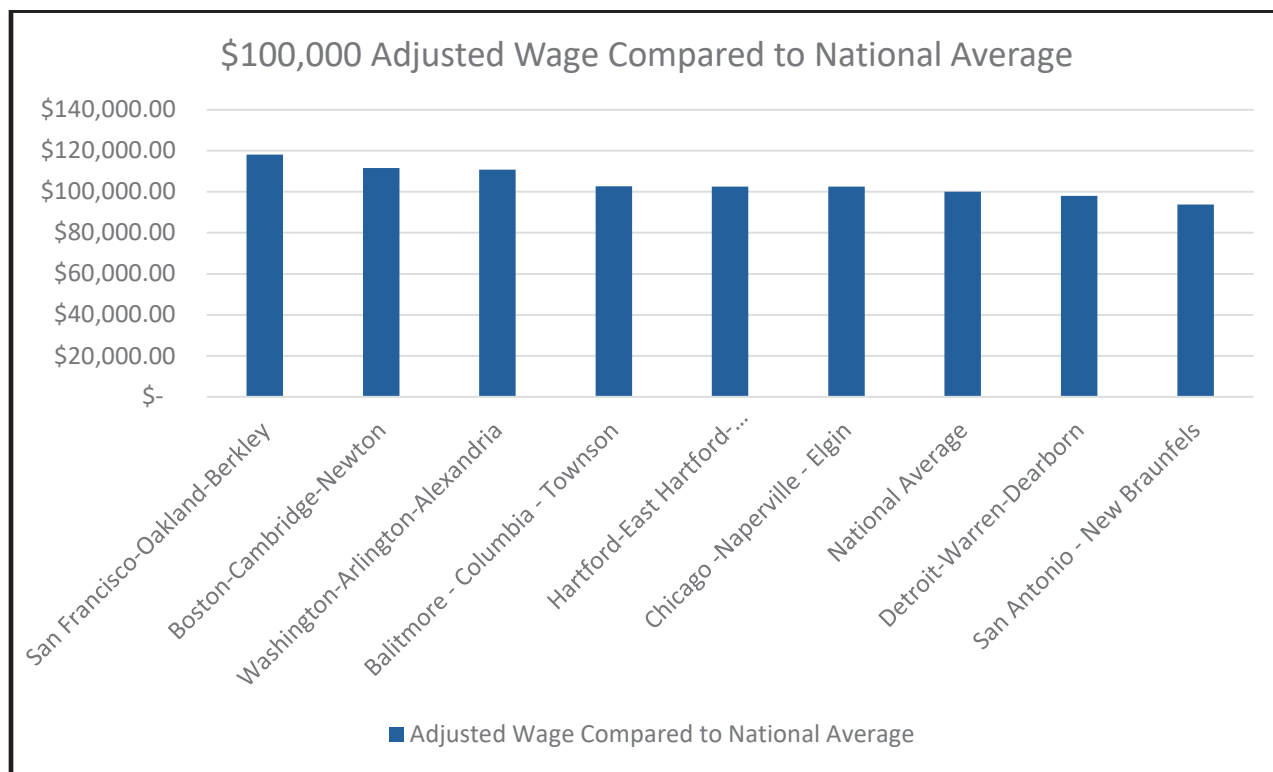
Before conducting the base wage analysis, the project team adjusted wage data from organizations outside of Massachusetts to account for regional price parity (RPP). The adjustment reflects differences in cost of living across various regions, ensuring that wage comparisons with the Greater Boston area are accurate and meaningful. To perform this analysis, the team collected RPP data from the Bureau of Economic Analysis (BEA)³, which provides standardized metrics for evaluating regional economic variations. The BEA provides updated economic data and information like the regional price parity index, which allows comparisons of buying power across the 50 states and DC, or from one metro area to another, for a given year. Price levels are expressed as a percentage of overall national levels. The most recent data available from the BEA is from calendar year 2023, which was used in this analysis. The project team selected an RPP that combines the regional cost of all items (goods, housing, utilities, and other). For each wage reported from outside Massachusetts, the project team utilized one of the RPP’s below (based on location) to determine what the adjusted wage would be given the regional price parity between the locations.

³ <https://www.bea.gov/data/prices-inflation/regional-price-parities-state-and-metro-area>

Bureau of Economic Analysis	
2023 Regional Price Parity (all) by Metropolitan Statistical Area	
Boston-Cambridge-Newton	111.574
Washington-Arlington-Alexandria	110.804
Hartford-East Hartford-Middletown	102.568
Chicago -Naperville - Elgin	102.557
San Antonio - New Braunfels	93.727
San Francisco-Oakland-Berkley	118.225
National Average	100
Detroit-Warren-Dearborn	98.007
Baltimore - Columbia - Townson	102.672

The chart below illustrates the impact of applying Regional Price Parities (RPPs) to a base wage of \$100,000 comparing both the national average and the Boston Metro region. As shown in the tables and charts, Boston has the second-highest RPP of those surveyed, surpassed only by the San Francisco-Oakland-Berkley region, which has the highest RPP nationally. This means that, on average, \$100,000 in wages has the same purchasing power as \$111,574 in the Boston Metro area when adjusted for regional cost differences. Conversely, to match the purchasing power of \$100,000 in Boston, an individual would need to earn approximately \$105,961 in the San Francisco Metro region. Because of the higher cost of living in San Francisco, a greater income is required to achieve the same standard of living. To ensure accurate comparisons, regional price parity (RPP) adjustments were applied to all base wage data collected from organizations outside of Massachusetts which allowed the project team to more precisely evaluate the wage differences for selected positions across varying regional economic contexts. The comparisons, and the conclusions drawn from them, are further detailed in the analysis and findings section of this report.

Region	2023 RPP	Base Wage	Adjusted Wage Compared to National Average	Adjusted Wage Compared to Boston Metro
San Francisco-Oakland-Berkley	118.225	\$100,000.00	\$118,225.00	\$105,961.07
Boston-Cambridge-Newton	111.574	\$100,000.00	\$111,574.00	\$100,000.00
Washington-Arlington-Alexandria	110.804	\$100,000.00	\$110,804.00	\$99,309.88
Baltimore - Columbia - Townson	102.672	\$100,000.00	\$102,672.00	\$92,021.44
Hartford-East Hartford-Middletown	102.568	\$100,000.00	\$102,568.00	\$91,928.23
Chicago -Naperville - Elgin	102.557	\$100,000.00	\$102,557.00	\$91,918.37
National Average	100	\$100,000.00	\$100,000.00	\$89,626.62
Detroit-Warren-Dearborn	98.007	\$100,000.00	\$98,007.00	\$87,840.36
San Antonio - New Braunfels	93.727	\$100,000.00	\$93,727.00	\$84,004.34



Position Descriptions

As part of this project, the team conducted a comprehensive review and update of all job descriptions for the positions included in the study. To facilitate this process, incumbents were asked to review their current job descriptions and suggest updates that accurately reflect their responsibilities and requirements. This included verifying that listed duties matched current tasks, revising essential functions to ensure accuracy, and confirming that required certifications or licenses remained relevant. For vacant positions, managers were responsible for reviewing and updating the descriptions using the same criteria. All edits were tracked, and proposed changes were confirmed with managers prior to finalization.

When a recommended change to a job description had the potential to affect a position’s classification, such as modifications to required licensure or education, the project team flagged it for the MWRA’s review. This allowed the MWRA to determine whether a reclassification was warranted based on the nature and impact of the proposed updates. Final updated job descriptions were uniformly formatted and included recommended language for accommodation requests, along with inclusive language updates such as the removal of gender-specific references. The project team delivered 79 updated position descriptions to the MWRA in the Fall of 2025.

Wage and Benefit Data Analysis and Findings

Analysis of Base Wages

Base wages are the foundation of the total compensation analysis, as base wages are the primary component of total compensation. Before completing the analysis, the project team reviews the data provided by each organization to ensure title alignment. During its review, the project team noted that the organizational structure at the MWRA differs slightly from that of many of the selected comparable organizations. The most notable difference is the use of the title “Chief of Staff”. In many peer organizations, “Chief of Staff” is classified as a high-level executive position and often do not have a “Director of Administration” role, or if they do, it is typically graded and compensated at a significantly lower level. While the project team cannot definitively conclude that “Chief of Staff” and “Director of Administration” roles are functionally equivalent, the reported wages and associated grades suggest that they may be similar in scope and responsibility. Due to the inability to confirm equivalency based solely on title and reported grade and wage information, these positions have been excluded from the base wage analysis to maintain the integrity and comparability of the findings.

Chief of Staff Data

Organization	Reported Minimum	Reported Maximum	RPP Adjusted Minimum	RPP Adjusted Maximum
DC Water	\$92.07	\$153.45	\$92.71	\$154.52
MA DOC*	\$64.71	\$76.62	\$64.71	\$76.62
MA State Police*		\$84.33		\$84.33
MassDOT*	\$56.07	\$86.66	\$56.07	\$86.66
Massport Authority	\$106.41	\$175.54	\$106.41	\$175.54
MBTA*		\$132.02		\$132.02
MWRA	\$58.52	\$88.93	\$58.52	\$88.93
San Antonio Water System	\$94.13	\$188.27	\$112.05	\$224.12
Washington Suburban Sanitary Commission	\$93.30	\$158.61	\$101.39	\$172.36

*DOT, DOC, MSP, and MBTA Chief of Staff positions are reported as higher paid than the Director of Administration positions at those organizations, indicating that they are not comparable to the same positions at the MWRA. For the positions without an asterisk, they did not report wages for the Director of Administration position, likely because it does not exist at those organizations.

Director of Administration Data

Organization	Reported Minimum	Reported Maximum	RPP Adjusted Minimum	RPP Adjusted Maximum	Titles
MWRA	\$83.40	\$116.96	\$83.40	\$116.96	
GLWA	\$78.24	\$118.50	\$89.07	\$134.90	Chief Administrative and Compliance Officer
MassDOT	\$43.92	\$67.58	\$43.92	\$67.58	

Organization	Reported Minimum	Reported Maximum	RPP Adjusted Minimum	RPP Adjusted Maximum	Titles
MA DOC	\$56.10	\$66.36	\$56.10	\$66.36	Executive Director of Administrative Services
MA State Police		\$59.76		\$59.76	Chief Administrative Officer
MBTA		\$67.07		\$67.07	
MDC	125.42	167.02	\$136.43	\$181.69	Chief Administrative Officer

The wage analysis includes an evaluation of both average and median pay for the positions with available data. Median pay is particularly useful in minimizing the influence of outliers that can skew average calculations. The table below outlines key challenges associated with interpreting salary data and should be considered when making evaluative decisions.

Factor	Discussion
Title Comparison/Complexity of Operations	A survey of titles can be challenging. Oftentimes, the same title in another organization may have different levels of responsibility, which can skew the results.
High Demand Positions	In a challenging labor market, many organizations need to make recruitment decisions for high demand or specialized positions which can impact the classification and compensation plan data analysis.
Data Points	The Collins Center provides analysis with three data points or greater. Using fewer than three data points can have a skewed average and median and is not mathematically accurate.
Organizational/Staffing Structure	Staffing levels and classification structures can impact salary survey results. For example, a large organization may have more positions, which may be specialized, or have narrow responsibilities, whereas a smaller organization, with fewer staff, may have broader responsibilities within a title.
Reporting Relationship	Depending on the organizational structure, titles may not be truly comparable. In larger organizations, the same title can be a department head, division head, or professional staff.
Salary Ranges	It is common for salary ranges to be outdated, which contributes to data being skewed. Even though many organizations report minimum salary ranges, it is not known if they hire or compensate employees at the minimum.

Not all positions included in the study have direct counterparts in other organizations, particularly among the selected Massachusetts peer entities, which do not provide the same services and therefore do not employ the same types of positions. To address this, the project team used a benchmarking approach, grouping positions based on MRWA's internal classification system which allowed for comparative analysis of relative pay across all positions within each grade, even when exact title matches were unavailable. Compiled survey data is forwarded under separate cover, survey summaries are in Appendix B and C.

Base Wage Findings

Survey results show that MWRA's compensation is relatively competitive when compared to its selected Massachusetts peer organizations, which do not provide the same scope of services. However, when compared to national peer agencies, particularly after adjusting for regional price parity, the MWRA's base wages fall significantly behind. The disparity may be attributed to two key factors. First, the lack of direct position matches among Massachusetts peers means that the specialized nature of MWRA roles, and their associated compensation, is not fully captured in the local data. Second, it is possible that public sector compensation in Massachusetts generally lags behind that of similar agencies in other states. While this conclusion is difficult to confirm based on a single project, the data suggests that Massachusetts invests less in public sector wages compared to national counterparts, especially within the water and wastewater industry. Recommendations for adjustments to the compensation system are provided in the recommendations section of this report.

Analysis of Benefit Data

The project team successfully obtained benefit data from all selected comparable organizations. However, the volume and quality of the data varied significantly across entities. Despite conducting follow-ups to gather as much comprehensive information as possible, benefit data collection remains one of the most challenging aspects of the project. Unlike base wage data, which is typically well-organized and complete, benefit information can be highly variable due to several different factors which include legacy provisions, benefits tied to specific bargaining units, and individual employee choices that affect the value of certain benefits. As a result, the analysis of benefits is inherently nuanced and must be interpreted with appropriate caveats.

To monetize benefit information for comparative analysis, it is necessary to define a hypothetical individual with specific attributes such as grade, step, and longevity, to ensure consistent comparisons across organizations, which allows for an "apples to apples" evaluation of benefit offerings. However, assigning a cash value to benefits does not always translate into an increase in total compensation. While certain benefits carry inherent value, they may not directly affect an employee's earnings. For example, variations in vacation time offerings represent a form of value, but when vacation is taken, the employee is simply paid their regular salary, resulting in no additional compensation. So, while the monetary value of the benefit can be estimated based on the wage of the individual, it does not actually add any monetary value to the compensation of the individual. In contrast, some benefits do have a direct impact on total compensation. For instance, differences in employer contributions to insurance plans can significantly affect out-of-pocket costs, with higher contribution reducing the financial burden on employees who opt into those benefits. Due to the variation in value for certain benefits, the project team will offer both a monetary analysis of the benefits, and a non-monetary analysis.

Below is both a non-monetary benefit comparison and a monetary benefit comparison. The first two charts reflect the actual benefits collected for each of the categories for all the comparable organizations. It does not attempt to assign a monetary value to any of the benefits unless they are expressly represented in dollars. The remaining charts in this section reflect monetized benefits data for a hypothetical individual

with the same grade, step, benefit selection, and longevity to accurately compare the value of different benefits across the organizational spectrum.

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Non-Monetary Benefit Values for Benefit Data Collected from all Comparable Organizations

Organization	Bereavement (total)	Paid Holidays	Health Insurance	Dental Insurance	Vision	HSA	Dependent Care
MWRA	15 days	13 (12 regular plus 1 skeleton)	75/25	90/10	0	\$3,300.00	\$3,300.00
GLWA	5 days	12	80/20	Flat \$1k employer contribution	100%	\$3,300.00	\$5,000.00
MADOT	Unpaid - FMLA	12	75/25	85/15	Single dental/vision plan	\$3,300.00	\$3,300.00
MADOC	8 days	13	75/25	85/15	Single dental/vision plan	\$3,300.00	\$5,000.00
Massport	5 days (immediate family only)	13	75/25	100%	0	Yes - amt not spec	Yes - amt not spec
MSP	7 days	11	75/25	85/15	Single dental/vision plan	\$2,000.00	\$4,000.00
MBTA	7 days	11	75/25	85/15	Single dental/vision plan	\$2,000.00	\$4,000.00
MDC	11 days	13	Contribution Rate Fluctuates Annually	0	0	\$3,300.00	\$5,000.00
MWRD	3 days	16 (11 standard + 5 floating)	89/11	70/30	included in health plan	\$3,300.00	\$0.00
SAWS	9 days	17 (11 standard plus 6 additional during holidays)	Varies depending on plan	Varies depending on plan	Varies depending on plan	\$3,300.00	\$5,000.00
SFPUC	9 days	12	Varies depending on plan	Varies depending on plan	Varies depending on plan	\$3,200.00	\$5,000.00
WSSC	9 days	13	75/25	80/20	0	No	No
DC Water	6 days (immediate family; sibling; grandparent)	12	77/23	80/20	100%	\$3,300.00	\$5,000.00

Non-Monetary Benefit Values for Benefit Data Collected from all Comparable Organizations

Organization	Annual Tuition Reimbursement	Sick Leave Buyback	Retirement	Insurance Buyout
MWRA	\$5,000.00	No	2% employer contribution over \$30k; Benefits capped at 80% of 5-year average salary	\$1,000.00
GLWA	\$2,000.00	No	6% employer contribution to 401a; match 457b contribution up to 3%; \$80 per pay period employer contribution to RHS plan; part of Michigan Public Pension System	No
MADOT	Yes - amount not provided; limited to state colleges	No	EE contributes 9%; Benefits capped at 80%	25% of full premium cost
MADOC	Full tuition at state schools; 50% other; includes spouse	20% at retirement	EE contributes 9%; Benefits capped at 80%	25% of full premium cost
Massport	\$5,250.00	No	Yes - Not specified - pension	No
MSP	\$5,250.00	No	Benefits capped at 75% after 30 years	25% of full premium cost
MBTA	Not Provided	Not Provided	EE contributes 9%; Benefits capped at 80%	25% of full premium cost
MDC	\$5,000.00	No	ER contributes 7.5%; vested after 10 years	\$1,000.00
MWRD	\$10,000.00	120 days 50%; over 120 days 33/3% at retirement	Vested at 10 years	No
SAWS	\$4,500 (set by Texas State Law)	Personal Leave Buyback - up to 40 hours	Yes, depends on EE selection	No
SFPUC	\$5,250.00	Yes - amount not provided	Yes - amount not provided	Not provided
WSSC	\$2,500.00	No	Yes, non-pension; contribute to Social Security	No
DC Water	\$5,000.00	Yes - amount not provided	Yes, non-pension; contribute to Social Security	No

Non-Monetary Benefit Values for Benefit Data Collected from all Comparable Organizations

Organization	Overtime	Compensatory Time	Daily Meal Stipend
MWRA	No	1 hour for hour worked; 1 hour for 2 worked depending on grade	\$50.00
GLWA	No	No	Not provided
MADOT	1.5x	No	No
MADOC	1.5x	No	\$59.00
Massport	Non-Exempt only	No	No
MSP	Not provided	Not provided	Not provided
MBTA	Not provided	Not provided	Not provided
MDC	No	No	No
MWRD	1.5X (applies to certain grades)	2X (applies to certain grades)	\$10.00
SAWS	Non-Exempt only - 1.5x	No	No
SFPUC	Not provided	Not provided	Not provided
WSSC	1.5x	No	\$10.00
DC Water	1.5x	1.5x	No

The following analysis represents a top step (an individual with significant longevity or experience) Grade 14 employee for the purposes of benefit accruals. The analysis assumes that the grade 14 individual qualifies for the highest vacation, sick, and personal accrual offered in that grade for each organization. All wages included in the analysis below have been adjusted for regional price parity. Grade 14 was selected for analysis due to the greater availability of wage data compared to other grades. Additional analysis for other grades can be conducted using the same methodology.

Maximum Average Reported Wages for Grade 14 - Adjusted for Region													
Grade	MWRA Current Max	DC Water Average Reported Max	GLWA Average Reported Grade Max	DOT Average Reported Grade Max	DOC Average Reported Grade Max	Massport Average Reported Grade Max	MSP Average Reported Grade Max	MBTA Average Reported Grade Max	MDC Average Reported Grade Max	MWRD Average Reported Grade Max	SAWS Average Reported Grade Max	SFPUC Average Reported Grade Max	WSSC Average Reported Grade Max
14	\$88.93	\$91.75	\$100.36	\$71.77	\$46.91	\$94.91	\$55.33	\$76.66	\$108.10	\$138.06	\$100.15	\$89.13	\$114.41

Organization	Base Wage (2080 hours)	Vacation			Sick			Personal			Bereavement (Total)			Paid Holidays		
		Average	Reported	Max	Average	Reported	Max	Average	Reported	Max	Average	Reported	Max	Average	Reported	Max
MWRA	\$184,974.40	\$17,786.00	\$8,537.28	\$2,134.32	\$10,671.60	\$9,248.72	\$9,248.72	\$2,134.32	\$10,671.60	\$9,248.72	\$9,248.72	\$9,248.72	\$9,248.72	\$9,248.72	\$9,248.72	\$9,248.72
GLWA	\$208,748.80	\$22,480.64	0	0	\$4,014.40	\$9,634.56	\$9,634.56	0	\$4,014.40	\$9,634.56	\$9,634.56	\$9,634.56	\$9,634.56	\$9,634.56	\$9,634.56	\$9,634.56
MADOT	\$149,281.60	\$14,354.00	\$7,464.08	\$7,464.08	Unpaid - FMLA	\$6,889.92	\$6,889.92	\$7,464.08	Unpaid - FMLA	\$6,889.92	\$6,889.92	\$6,889.92	\$6,889.92	\$6,889.92	\$6,889.92	\$6,889.92
MADOC	\$97,572.80	\$9,382.00	\$5,629.20	\$1,125.84	\$3,002.24	\$4,878.64	\$4,878.64	\$1,125.84	\$3,002.24	\$4,878.64	\$4,878.64	\$4,878.64	\$4,878.64	\$4,878.64	\$4,878.64	\$4,878.64
Massport	\$197,412.80	\$22,778.40	\$11,389.20	0	\$3,796.40	\$9,870.64	\$9,870.64	0	\$3,796.40	\$9,870.64	\$9,870.64	\$9,870.64	\$9,870.64	\$9,870.64	\$9,870.64	\$9,870.64
MSP	\$115,086.40	\$11,066.00	\$6,639.60	\$1,327.92	\$3,098.48	\$4,869.04	\$4,869.04	\$1,327.92	\$3,098.48	\$4,869.04	\$4,869.04	\$4,869.04	\$4,869.04	\$4,869.04	\$4,869.04	\$4,869.04
MBTA	\$159,452.80	\$15,332.00	\$9,199.20	\$1,839.84	\$4,292.96	\$6,746.08	\$6,746.08	\$1,839.84	\$4,292.96	\$6,746.08	\$6,746.08	\$6,746.08	\$6,746.08	\$6,746.08	\$6,746.08	\$6,746.08
MDC	\$224,848.00	\$21,620.00	\$12,972.00	\$8,648.00	\$9,512.80	\$11,242.40	\$11,242.40	\$8,648.00	\$9,512.80	\$11,242.40	\$11,242.40	\$11,242.40	\$11,242.40	\$11,242.40	\$11,242.40	\$11,242.40
MWRD	\$287,164.80	\$27,612.00	\$13,253.76	0	\$3,313.44	\$17,671.68	\$17,671.68	0	\$3,313.44	\$17,671.68	\$17,671.68	\$17,671.68	\$17,671.68	\$17,671.68	\$17,671.68	\$17,671.68
SAWS	\$208,312.00	\$20,030.00	0	\$9,614.40	\$7,210.80	\$13,620.40	\$13,620.40	\$9,614.40	\$7,210.80	\$13,620.40	\$13,620.40	\$13,620.40	\$13,620.40	\$13,620.40	\$13,620.40	\$13,620.40
SFPUC	\$185,390.40	\$32,086.80	\$9,269.52	\$3,565.20	\$6,417.36	\$8,556.48	\$8,556.48	\$3,565.20	\$6,417.36	\$8,556.48	\$8,556.48	\$8,556.48	\$8,556.48	\$8,556.48	\$8,556.48	\$8,556.48
WSSC	\$237,972.80	\$22,882.00	\$13,729.20	\$4,576.40	\$8,237.52	\$11,898.64	\$11,898.64	\$4,576.40	\$8,237.52	\$11,898.64	\$11,898.64	\$11,898.64	\$11,898.64	\$11,898.64	\$11,898.64	\$11,898.64
DC Water	\$190,840.00	\$19,084.00	\$9,542.00	Not specified	\$4,404.00	\$8,808.00	\$8,808.00	Not specified	\$4,404.00	\$8,808.00	\$8,808.00	\$8,808.00	\$8,808.00	\$8,808.00	\$8,808.00	\$8,808.00

To conduct the insurance benefit analysis, the project team assumed that the selected employee chooses a family health insurance plan with an annual premium of \$25,000, along with dental and vision plans each valued at \$1,200 annually. Due to the wide variation in coverage options and plan structures across organizations, it is not feasible to compare contribution values without standardizing plan type and cost. Additionally, some organizations offer variable contribution amounts depending on the specific plan selected. In such cases, where consistent comparison was not possible, no analysis was conducted. The insurance analysis remains consistent across all employees and classification grades, as these benefits are provided uniformly regardless of tenure of position within the organization.

Organization	Health Insurance (Reflects employer contribution amount)	Dental Insurance (Reflects employer contribution amount)	Vision (Reflects employer contribution amount)	Health Spending (Maximum pre-tax contribution)	Dependent Care (Maximum pre-tax contribution)
MWRA	\$18,750.00	\$1,080.00	None	\$3,300.00	\$3,300.00
GLWA	\$20,000.00	\$1,000.00	\$1,200.00	\$3,300.00	\$5,000.00
MADOT	\$18,750.00	\$1,020.00	Single dental/vision plan	\$3,300.00	\$3,300.00
MADOC	\$18,750.00	\$1,020.00	Single dental/vision plan	\$3,300.00	\$5,000.00
Massport	\$18,750.00	\$1,200.00	EE pays 100%	Yes - amt not spec	Yes - amt not spec
MSP	\$18,750.00	\$1,020.00	Single dental/vision plan	\$2,000.00	\$4,000.00
MBTA	\$18,750.00	\$1,020.00	Single dental/vision plan	\$2,000.00	\$4,000.00
MDC	Contribution Rate Fluctuates Annually	EE pays 100%	EE pays 100%	\$3,300.00	\$5,000.00
MWRD	\$22,250.00	\$840.00	Included in health plan	\$3,300.00	None
SAWS	Varies depending on plan	Varies depending on plan	Varies depending on plan	\$3,300.00	\$5,000.00
SFPUC	Varies depending on plan	Varies depending on plan	Varies depending on plan	\$3,200.00	\$5,000.00
WSSC	\$18,750.00	\$960.00	EE pays 100%	None	None
DC Water	\$19,250.00	\$960.00	\$1,200.00	\$3,300.00	\$5,000.00

The following analysis represents a bottom step (entry-level) Grade 14 employee for the purposes of benefit accruals. All wages included in the analysis below have been adjusted for regional price parity.

Minimum Average Reported Wages for Grade 14 - Adjusted for Region													
Grade	MWRA	DC Water	GLWA	DOT	DOC	Massport	MSP	MBTA	MDC	MWRD	SAWS	SFPUC	WSSC
	Current Max	Average Reported Grade Max	Average Reported Grade Max	Average Reported Grade Max	Average Reported Grade Max	Average Reported Grade Max	Average Reported Grade Max	Average Reported Grade Max	Average Reported Grade Max	Average Reported Grade Max	Average Reported Grade Max	Average Reported Grade Max	Average Reported Grade Max
14	\$58.52	\$55.05	\$56.47	\$46.62	\$39.05	\$58.48	Not Reported	Not Reported	\$78.82	\$91.80	\$55.94	\$68.89	\$67.20

Organization	Base Wage (2080 hours)	Vacation	Sick	Personal	Bereavement (Total)	Paid Holidays
MWRA	\$121,721.60	\$9,363.20	\$5,617.92	\$1,404.48	\$7,022.40	\$6,086.08
GLWA	\$117,457.60	\$8,131.68	0	0	\$2,258.80	\$5,421.12
MADOT	\$96,969.60	\$3,729.60	\$4,848.48	\$1,118.88	Unpaid - FMLA	\$4,475.52
MADOC	\$81,224.00	\$4,686.00	\$4,686.00	\$937.20	\$2,499.20	\$4,061.20
Massport	\$121,638.40	\$7,017.60	\$7,017.60	None	\$2,339.20	\$6,081.92
MSP	No Grade 14 Min Reported	3 weeks	15 days	3 days	7 days	11 days
MBTA	No Grade 14 Min Reported	3 weeks	15 days	3 days	7 days	11 days
MDC	\$163,945.60	\$6,305.60	\$9,458.40	\$6,305.60	\$6,936.16	\$8,197.28
MWRD	\$190,944.00	\$7,344.00	\$8,812.80	None	\$2,203.20	\$11,750.40
SAWS	\$116,355.20	\$4,475.20	None	\$5,370.24	\$4,027.68	\$7,607.84
SFPUC	\$143,291.20	\$22,044.80	\$7,164.56	\$2,755.60	\$4,960.08	\$6,613.44
WSSC	\$139,776.00	\$8,064.00	\$8,064.00	\$2,688.00	\$4,838.40	\$6,988.80
DC Water	\$114,504.00	\$5,725.20	\$5,725.20	Not specified	\$2,642.40	\$5,284.80

Benefit Findings

Overall, MWRA's benefit offerings are competitive and generally align with those of both its selected Massachusetts peer agencies and national counterparts. MWRA is not providing significantly fewer benefits, nor are its benefit contribution rates notably lower. In certain areas, such as bereavement leave and compensatory time, MWRA offers more generous provisions than its peers. When reviewed in isolation, MWRA's benefits package appears relatively strong and comparable to other public sector entities. However, when paired with base wages that fall below national averages for similar organizations, the overall compensation package becomes less competitive for attracting and retaining the highly specialized and competitive workforce needed for the operation.

Recommendations related to potential benefit adjustments are provided in the *Recommendations* section later in this report.

Recommendations

Base Wage Recommendations

As previously noted, MWRA’s base wages, based on the titles and grades included in this study, are generally below, and in some cases significantly below, the averages offered by its national peer organizations. When compared to Massachusetts agencies, MWRA’s base wages are comparable to some but fall notably behind others. The base wage analysis revealed that positions in higher grades tend to fall further below the average market rate compared to those in lower grades. The discrepancy may be attributed to the highly specialized nature of these roles, which often require advanced education, extensive experience, and specialized skill sets. Additionally, recent shifts in the labor market have driven wages upward, particularly for high-skill positions, further widening the gap between MWRA’s compensation and national benchmarks. Without regular updates to the wage scale that reflect changes in the labor market, the wage system will unfortunately fall behind.

Below are recommendations for adjustments to the minimum and maximum of each grade analyzed.

Grade	FY26 MWRA Minimum Rate	FY26 MWRA Maximum Rate	Current Grade Range	Recommended Minimum	Recommended Maximum	Recommended Grade Range
20	\$77.56	\$155.11	100%	\$159.26	\$215.00	35%
18	\$79.11	\$150.72	91%	\$118.52	\$160.00	35%
17	\$83.40	\$116.96	40%	\$96.30	\$130.00	35%
16	\$74.10	\$108.66	47%	\$88.89	\$120.00	35%
15	\$65.87	\$98.44	49%	\$81.48	\$110.00	35%
14	\$58.52	\$88.93	52%	\$70.37	\$95.00	35%
13	\$52.00	\$80.87	56%	\$62.96	\$85.00	35%

The current classification and compensation system used by the MWRA features wage ranges that vary significantly across grades. In contrast, industry standards typically recommend consistent wage ranges of 30% to 40%, with the midpoint of the grade being closely aligned to the market median for benchmarked positions. A pay range refers to the spread between the minimum and the maximum hourly rates for a particular grade. This approach supports both external competitiveness and internal equity, while allowing room for employee growth within each grade. Establishing standardized wage ranges also enhances budgetary predictability and improves the organization’s ability to forecast salary impacts.

Based on these principles, the project team recommends that the MWRA adopt a standard wage range spread of 35%, which balances market competitiveness with internal consistency and growth potential.

Below is a summary of the data used to inform the recommendations. Complete data sets have been provided under separate cover.

Grade	FY26 MWRA Min. Rate	FY26 MWRA Max. Rate	Current Grade Range	Grade Average Max. Without Regional Adjustment	Grade Median Max. Without Regional Adjustment	Grade Average Max. With Regional Adjustment	Grade Median Max. With Regional Adjustment	Grade Average Max. With Adjustments W/WW Orgs Only	Grade Median Max. With Adjustments W/WW Orgs Only
20	\$77.56	\$155.11	100%	\$188.53	\$196.69	\$206.66	\$213.98	\$236.68	\$213.98
18	\$79.11	\$150.72	91%	\$142.05	\$149.49	\$152.99	\$150.02	\$182.70	\$172.36
17	\$83.40	\$116.96	40%	\$124.29	\$118.50	\$142.98	\$138.25	\$154.64	\$156.39
16	\$74.10	\$108.66	47%	\$113.39	\$117.20	\$117.50	\$116.77	\$128.38	\$122.99
15	\$65.87	\$98.44	49%	\$110.24	\$111.25	\$116.69	\$116.82	\$124.02	\$118.60
14	\$58.52	\$88.93	52%	\$91.32	\$88.46	\$98.21	\$96.13	\$108.99	\$102.24
13	\$52.00	\$80.87	56%	\$101.18	\$114.43	\$104.28	\$121.90	\$107.10	\$124.35

Recommended Adjustments to Benefits

As previously noted, MWRA’s benefit package is generally in line with those offered by peer organizations, excluding base wages. While this alignment does not necessarily enhance MWRA’s attractiveness to prospective employees, it does ensure the agency remains competitive in terms of benefits. The following recommendations outline potential adjustments to the benefits package. The suggestions are intended to maintain MWRA’s competitiveness with other agencies, though they may not significantly improve its appeal to candidates on their own. To strengthen overall compensation offering, MWRA may also consider increasing base pay ranges as recommended above, in conjunction with these benefit enhancements, thereby presenting a more competitive total compensation package.

Sick Leave

When compared to organizations both within Massachusetts and outside of Massachusetts, the MWRA offers a less than competitive number of sick days to its employees. Sick leave is typically accrued as an individual works and is subject to a maximum accrual per year and oftentimes sick leave can be rolled over and “banked” year to year. In Massachusetts, many public entities offer this rollover provision which essentially creates a short-term disability account for long-term employees.

Compared to its selected peers, MWRA offers one of the lowest sick accrual rates. To remain competitive and attractive to prospective employees, the project team recommends that the MWRA consider increasing the maximum annual accrual to 15 days per year, and if not already available, consider a rollover provision for a limited number of hours annually.

Organization	Sick Leave	Recommended MWRA Sick Leave
MWRA	12 days	15 days
GLWA	0	
MADOT	13 days	
MADOC	15 days	
Massport	15 days	
MSP	15 days	
MBTA	15 days	
MDC	15 days	
MWRD	12 days	
SAWS	0	
SFPUC	13 days	
WSSC	15 days	
DC Water	13 days	

Health Spending and Dependent Care Accounts

The MWRA offers its employees the option to contribute pre-tax dollars to both a Health Spending Account and a Dependent Care Account. Many of its selected counterparts offer a similar benefit to their employees. In many cases, organizations set the limit in accordance with IRS provisions. However, some organizations differ from the maximum allowable rate set by law. The amounts typically change annually with IRS tax code changes and are offered at no charge to the employer. The account offers employees an opportunity to create savings accounts for health spending and childcare costs with pre-tax dollars. The current maximum contribution amounts are \$3,300 for Health Spending and \$5,000 for Dependent Care, which are set to increase next year to \$3,400 and \$7,500 respectively. The project team recommends that the MWRA allow for the maximum contributions set by law on an annual basis.

Organization	HSA	Dependent Care	Recommended MWRA HAS and Dependent Care Contribution Limits
MWRA	\$3,300.00	\$3,300.00	Set to maximum allowed by IRS/State Law
GLWA	\$3,300.00	\$5,000.00	
MADOT	\$3,300.00	\$3,300.00	
MADOC	\$3,300.00	\$5,000.00	

Organization	HSA	Dependent Care	Recommended MWRA HAS and Dependent Care Contribution Limits
Massport	Yes - amt not spec	Yes - amt not spec	
MSP	\$2,000.00	\$4,000.00	
MBTA	\$2,000.00	\$4,000.00	
MDC	\$3,300.00	\$5,000.00	
MWRD	\$3,300.00	Not offered	
SAWS	\$3,300.00	\$5,000.00	
SFPUC	\$3,200.00	\$5,000.00	
WSSC	Not offered	Not offered	
DC Water	\$3,300.00	\$5,000.00	

Implementation

Changes to Benefits

The benefit recommendations presented in this report are based solely on a review of comparable benefit data from peer organizations. Prior to implementing any changes, the MWRA may wish to conduct additional internal assessments to ensure that the recommendations align with organizational needs and employee expectations. These assessments could include analyzing benefit utilization rates, collecting employee feedback, evaluating financial impact, and considering operational implications.

Changes to Base Wages

The MWRA will need to make a policy decision about where and how to place employees within the updated pay ranges. The MWRA may consider things like length of service in position when placing employees and regarding applying across the board or cost of living adjustments to the entire pay scale.

Conclusion

The project team would like to extend its sincere thanks to the MWRA for its partnership and collaboration. We are grateful for the assistance of Wendy Chu, Director of Human Resources, Michele Gillen, Director of Administration, as well as the engagement from the Working Group members, Jennifer Wolowicz and Matthew Romero. Your commitment to evaluating and enhancing MWRA compensation practices reflects a strong dedication to the workforce and organizational excellence. We hope the findings and recommendations in this report serve as a valuable resource in advancing MWRA's strategic goals and enhancing its ability to attract, retain, and support a talented, dedicated workforce.

Appendix A – Recommended Comparable Organizations

Appendix B – Survey Summary – Minimum

Note: Survey data for titles that did not have at least three data points returned for comparison are not included in the Table below. Additionally, Chief of Staff and Director of Administration titles are not included in the survey below. Wages have been adjusted for regional price parity.

Department	Position Title	Grade	FY26 MWRA Minimum Hourly Rate	MARKET SURVEY AVERAGE MINIMUM	MARKET SURVEY MEDIAN MINIMUM	MWRA MINUS AVERAGE MINIMUM	MWRA MINUS MEDIAN MINIMUM
Operations Administration	Chief Operating Officer	18	79.11	\$86.61	\$85.73	(\$7.50)	(\$6.62)
Director's Office	Director, Finance	17	83.40	\$89.05	\$95.11	(\$5.65)	(\$11.71)
Law Expenses	General Counsel	17	83.40	\$87.04	\$73.69	(\$3.64)	\$9.71
Employment/Comp/Benefits	Director, Human Resources	16	74.10	\$79.53	\$73.90	(\$5.43)	\$0.20
MIS	Director, MIS (Management Information Systems)	16	74.10	\$81.53	\$76.22	(\$7.43)	(\$2.12)
Procurement	Director, Procurement	16	74.10	\$73.68	\$70.10	\$0.42	\$4.00
Rates & Budget	Budget Director	16	74.10	\$70.12	\$70.10	\$3.98	\$4.00
Treasury	Deputy Director Finance/Treasurer	16	74.10	\$65.24	\$65.52	\$8.86	\$8.58
Internal Audit	Director, Internal Audit	16	74.10	\$78.38	\$71.55	(\$4.28)	\$2.55
Engineering	Chief Engineer	16	74.10	\$93.67	\$97.05	(\$19.57)	(\$22.95)
Engineering	Director, Construction	16	74.10	\$78.46	\$75.94	(\$4.36)	(\$1.84)
Operations Administration	Director, Environmental & Regulatory Affairs	16	74.10	\$72.54	\$69.35	\$1.56	\$4.75
WW General	Director, Wastewater	16	74.10	\$80.40	\$74.15	(\$6.30)	(\$0.05)
Office of Emergency Prep	Director of Security	16	74.10	\$78.19	\$71.93	(\$4.09)	\$2.17

Department	Position Title	Grade	FY26 MWRA Minimum Hourly Rate	MARKET SURVEY AVERAGE MINIMUM	MARKET SURVEY MEDIAN MINIMUM	MWRA MINUS AVERAGE MINIMUM	MWRA MINUS MEDIAN MINIMUM
Occupational Health and Safety	Director, Occupational Health and Safety	15	65.87	\$69.90	\$70.38	(\$4.03)	(\$4.51)
Procurement	Deputy Director of Procurement	15	65.87	\$71.92	\$73.03	(\$6.05)	(\$7.16)
Controller	Controller	15	65.87	\$80.56	\$83.08	(\$14.69)	(\$17.21)
Law Expenses	Associate General Counsel	15	65.87	\$71.21	\$65.22	(\$5.34)	\$0.65
Law Expenses	Associate General Counsel	15	65.87	\$73.10	\$67.66	(\$7.23)	(\$1.79)
Law Expenses	Associate General Counsel	15	65.87	\$74.25	\$71.57	(\$8.38)	(\$5.70)
Law Expenses	Associate General Counsel	15	65.87	\$74.65	\$70.10	(\$8.78)	(\$4.23)
Deer Island Director's Office	Manager, Engineering Services	15	65.87	\$64.42	\$59.84	\$1.45	\$6.03
Laboratory Services	Director, Laboratory Services	15	65.87	\$70.65	\$71.55	(\$4.78)	(\$5.68)
Water Quality Assurance	Director, Water Quality	15	65.87	\$69.88	\$70.83	(\$4.01)	(\$4.96)
WW General	Director, Wastewater Operations & Maintenance	15	65.87	\$85.91	\$91.36	(\$20.04)	(\$25.49)
Public Affairs	Director, Public Affairs	15	65.87	\$80.29	\$73.84	(\$14.42)	(\$7.97)
Employment/Comp/Benefits	Manager, Benefits & HRIS	14	58.52	\$61.85	\$56.45	(\$3.33)	\$2.07
Employment/Comp/Benefits	Manager, Compensation	14	58.52	\$63.01	\$57.72	(\$4.49)	\$0.80
Employment/Comp/Benefits	Manager, Employment (Talent Acquisitions)	14	58.52	\$62.31	\$61.83	(\$3.79)	(\$3.31)
Employment/Comp/Benefits	Manager, Workplace Investigations	14	58.52	\$62.85	\$56.45	(\$4.33)	\$2.07
Labor Relations	Manager, Labor Relations	14	58.52	\$61.15	\$55.81	(\$2.63)	\$2.71
MIS	Business Applications Manager	14	58.52	\$63.46	\$64.08	(\$4.94)	(\$5.56)
MIS	Business Relationship Manager	14	58.52	\$51.13	\$54.39	\$7.39	\$4.13

Department	Position Title	Grade	FY26 MWRA Minimum Hourly Rate	MARKET SURVEY AVERAGE MINIMUM	MARKET SURVEY MEDIAN MINIMUM	MWRA MINUS AVERAGE MINIMUM	MWRA MINUS MEDIAN MINIMUM
MIS	Manager, Information Technology Security, Architecture & Engineering	14	58.52	\$60.41	\$59.58	(\$1.89)	(\$1.06)
MIS	Technical Operations Manager	14	58.52	\$58.67	\$57.72	(\$0.15)	\$0.80
Procurement	Manager, Purchasing	14	58.52	\$55.73	\$53.68	\$2.79	\$4.84
Training	Manager of Training & Development	14	58.52	\$53.65	\$52.31	\$4.87	\$6.21
Rates & Budget	Budget Manager	14	58.52	\$51.21	\$55.43	\$7.31	\$3.09
Clinton	Superintendent, Clinton	14	58.52	\$76.11	\$73.03	(\$17.59)	(\$14.51)
Engineering	Assistant Director, Construction	14	58.52	\$76.73	\$88.27	(\$18.21)	(\$29.75)
Engineering	Assistant Director, Engineering (Wastewater)	14	58.52	\$90.98	\$88.57	(\$32.46)	(\$30.05)
Engineering	Assistant Director, Engineering (Water)	14	58.52	\$91.69	\$88.27	(\$33.17)	(\$29.75)
EQ - General	Manager, Maintenance (Chelsea) (Metro?)	14	58.52	\$58.89	\$55.81	(\$0.37)	\$2.71
Operations Administration	Manager, Energy	14	58.52				
Process Control	Manager, Process Control	14	58.52	\$59.14	\$55.81	(\$0.62)	\$2.71
Trade Labor Maintenance	Manager, Maintenance (Deer Island)	14	58.52	\$66.59	\$60.51	(\$8.07)	(\$1.99)
Treatment & Transmission	Manager, Transmission/Treatment (Water)	14	58.52	\$59.29	\$55.81	(\$0.77)	\$2.71
Wastewater	Manager, Operations (Wastewater)	14	58.52	\$70.81	\$66.91	(\$12.29)	(\$8.39)
SCADA	Manager, Metering and Monitoring	14	58.52	\$56.26	\$56.13	\$2.26	\$2.39
Internal Audit	Assistant Director, Internal Audit	13	52.00	\$74.49	\$73.46	(\$22.49)	(\$21.46)

Appendix C – Survey Summary – Maximum

Note: Survey data for titles that did not have at least three data points returned for comparison are not included in the Table below. Additionally, Chief of Staff and Director of Administration titles are not included in the survey below. Wages have been adjusted for regional price parity.

Department	Position Title	Grade	FY26 MWRA Maximum Hourly Rate	MARKET SURVEY AVERAGE MAXIMUM	MARKET SURVEY MEDIAN MAXIMUM	MWRA MINUS AVERAGE MAXIMUM	MWRA MINUS MEDIAN MAXIMUM
Exec. Director's Office	Executive Director	20	\$155.11	\$206.66	\$213.98	(\$51.55)	(\$58.87)
Operations Administration	Chief Operating Officer	18	\$150.72	\$152.99	\$150.02	(\$2.27)	\$0.70
Director's Office	Director, Finance	17	\$116.96	\$138.92	\$138.25	(\$21.96)	(\$21.29)
Law Expenses	General Counsel	17	\$116.96	\$131.73	\$126.60	(\$14.77)	(\$9.64)
Employment/Comp/Benefits	Director, Human Resources	16	\$108.66	\$114.84	\$116.66	(\$6.18)	(\$8.00)
MIS	Director, MIS (Management Information Systems)	16	\$108.66	\$126.90	\$131.31	(\$18.24)	(\$22.65)
Procurement	Director, Procurement	16	\$108.66	\$120.07	\$116.77	(\$11.41)	(\$8.11)
Rates & Budget	Budget Director	16	\$108.66	\$99.65	\$104.97	\$9.01	\$3.69
Treasury	Deputy Director Finance/Treasurer	16	\$108.66	\$105.47	\$110.31	\$3.19	(\$1.65)
Internal Audit	Director, Internal Audit	16	\$108.66	\$129.18	\$116.77	(\$20.52)	(\$8.11)
Engineering	Chief Engineer	16	\$108.66	\$143.11	\$139.94	(\$34.45)	(\$31.28)
Engineering	Director, Construction	16	\$108.66	\$119.47	\$120.21	(\$10.81)	(\$11.55)
Operations Administration	Director, Environmental & Regulatory Affairs	16	\$108.66	\$109.85	\$106.16	(\$1.19)	\$2.50
Planning	Director, Planning & Sustainability	16	\$108.66	\$108.54	\$119.26	\$0.12	(\$10.60)

Department	Position Title	Grade	FY26 MWRA Maximum Hourly Rate	MARKET SURVEY AVERAGE MAXIMUM	MARKET SURVEY MEDIAN MAXIMUM	MWRA MINUS AVERAGE MAXIMUM	MWRA MINUS MEDIAN MAXIMUM
WW General	Director, Wastewater	16	\$108.66	\$120.69	\$116.84	(\$12.03)	(\$8.18)
Office of Emergency Prep	Director of Security	16	\$108.66	\$112.23	\$107.59	(\$3.57)	\$1.07
Occupational Health and Safety	Director, Occupational Health and Safety	15	\$98.44	\$106.20	\$103.35	(\$7.76)	(\$4.91)
Procurement	Deputy Director of Procurement	15	\$98.44	\$117.26	\$124.35	(\$18.82)	(\$25.91)
Controller	Controller	15	\$98.44	\$127.69	\$119.37	(\$29.25)	(\$20.93)
Law Expenses	Associate General Counsel	15	\$98.44	\$112.71	\$116.77	(\$14.27)	(\$18.33)
Law Expenses	Associate General Counsel	15	\$98.44	\$115.97	\$116.80	(\$17.53)	(\$18.36)
Law Expenses	Associate General Counsel	15	\$98.44	\$109.09	\$116.84	(\$10.65)	(\$18.40)
Law Expenses	Associate General Counsel	15	\$98.44	\$117.92	\$116.84	(\$19.48)	(\$18.40)
Deer Island Director's Office	Manager, Engineering Services	15	\$98.44	\$100.75	\$102.20	(\$2.31)	(\$3.76)
Environmental Quality	Director, Environmental Quality	15	\$98.44				
Laboratory Services	Director, Laboratory Services	15	\$98.44	\$104.49	\$112.56	(\$6.05)	(\$14.12)
Metro Water General	Director Metropolitan Operations	15	\$98.44				
Public Affairs	Director, Public Affairs	15	\$98.44	\$116.77	\$111.88	(\$18.33)	(\$13.44)
Employment/Comp/Benefits	Manager, Benefits & HRIS	14	\$88.93	\$93.62	\$91.63	(\$4.69)	(\$2.70)
Employment/Comp/Benefits	Manager, Compensation	14	\$88.93	\$96.12	\$96.97	(\$7.19)	(\$8.04)
Employment/Comp/Benefits	Manager, Employment (Talent Acquisitions)	14	\$88.93	\$89.27	\$91.75	(\$0.34)	(\$2.82)
Employment/Comp/Benefits	Manager, Workplace Investigations	14	\$88.93	\$96.55	\$99.16	(\$7.62)	(\$10.23)
Labor Relations	Manager, Labor Relations	14	\$88.93	\$86.69	\$88.92	\$2.24	\$0.01
MIS	Business Applications Manager	14	\$88.93	\$90.87	\$93.04	(\$1.94)	(\$4.11)
MIS	Business Relationship Manager	14	\$88.93	\$80.00	\$82.95	\$8.93	\$5.98

Department	Position Title	Grade	FY26 MWRA Maximum Hourly Rate	MARKET SURVEY AVERAGE MAXIMUM	MARKET SURVEY MEDIAN MAXIMUM	MWRA MINUS AVERAGE MAXIMUM	MWRA MINUS MEDIAN MAXIMUM
MIS	Manager, Information Technology Security, Architecture & Engineering	14	\$88.93	\$113.57	\$103.38	(\$24.64)	(\$14.45)
MIS	Technical Operations Manager	14	\$88.93	\$90.19	\$103.38	(\$1.26)	(\$14.45)
Procurement	Manager, Purchasing	14	\$88.93	\$85.09	\$91.63	\$3.84	(\$2.70)
Training	Manager of Training & Development	14	\$88.93	\$84.77	\$91.63	\$4.16	(\$2.70)
Rates & Budget	Budget Manager	14	\$88.93	\$84.81	\$96.97	\$4.12	(\$8.04)
Clinton	Superintendent, Clinton	14	\$88.93	\$121.81	\$124.35	(\$32.88)	(\$35.42)
Engineering	Assistant Director, Construction	14	\$88.93	\$93.21	\$93.33	(\$4.28)	(\$4.40)
Engineering	Assistant Director, Engineering (Wastewater)	14	\$88.93	\$124.63	\$131.91	(\$35.70)	(\$42.98)
Engineering	Assistant Director, Engineering (Water)	14	\$88.93	\$150.07	\$150.31	(\$61.14)	(\$61.38)
EQ - General	Manager, Maintenance (Chelsea) (Metro)	14	\$88.93	\$81.36	\$91.75	\$7.57	(\$2.82)
Operations Administration	Manager, Energy	14	\$88.93	\$91.51	\$93.82	(\$2.58)	(\$4.89)
Process Control	Manager, Process Control	14	\$88.93	\$96.52	\$91.75	(\$7.59)	(\$2.82)
Trade Labor Maintenance	Manager, Maintenance (Deer Island)	14	\$88.93	\$102.05	\$99.16	(\$13.12)	(\$10.23)
Treatment & Transmission	Manager, Transmission/Treatment (Water)	14	\$88.93	\$98.16	\$96.13	(\$9.23)	(\$7.20)
Wastewater	Manager, Operations (Wastewater)	14	\$88.93	\$109.66	\$105.70	(\$20.73)	(\$16.77)
SCADA	Manager, Metering and Monitoring	14	\$88.93	\$98.36	\$99.16	(\$9.43)	(\$10.23)
Internal Audit	Assistant Director, Internal Audit	13	\$80.87	\$104.28	\$121.90	(\$23.41)	(\$41.03)

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: March 18, 2026
SUBJECT: Appointment of Deputy General Counsel

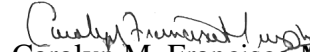


COMMITTEE: Personnel & Compensation

 INFORMATION

 X VOTE

Wendy Chu, Director, Human Resources
Preparer/Title


Carolyn M. Francisco-Murphy
General Counsel

RECOMMENDATION:

To approve the appointment of Michael J. Altieri to the position of Deputy General Counsel, Law Division (Non-Union, Grade 16), at an annual salary of \$185,000, commencing on a date to be determined by the Executive Director.

DISCUSSION:

On December 10, 2025, the Board approved a Position Control Register amendment creating the position of Deputy General Counsel. Among other responsibilities, this position will assist the General Counsel in the management of the legal affairs of the Authority, including providing legal advice to the Board of Directors, the Executive Director and management and operational staff of the Authority. This position will also represent the Authority's interests in various matters, assist in the Authority's long-term and project planning from a legal and regulatory perspective, assist in the development and enforcement of regulatory programs for the Authority, and assist with the management of the Law Division including personnel hiring, supervision and evaluation, budgeting, resource acquisition and program and systems development.

The Deputy General Counsel position was posted internally. Three well-qualified candidates applied and were interviewed by the General Counsel, Director of Finance and Associate Special Assistant of Affirmative Action. Mr. Michael J. Altieri is recommended for appointment and is well suited and qualified for the position based upon his experience, background and knowledge.

Mr. Altieri began his legal career in the Office of General Counsel of New York's Department of Environmental Conservation where, as a Senior Attorney, he worked on matters arising under both the Clean Water Act and the Safe Drinking Water Act, including work involving a filtration avoidance determination for two of New York City's drinking water sources, Combined Sewer Overflow (CSO) compliance issues, and requirements under the National Pollutant Discharge Elimination System (NPDES) and New York State Pollutant Discharge Elimination System (SPDES) permits.

Mr. Altieri next worked in the Office of General Counsel for the Massachusetts Department of Environmental Protection where, as a Senior Counsel and Senior Regional Counsel, he worked on a range of matters including vehicle emissions, solid waste, hazardous waste, water resources

matters, and asbestos remediation and wetlands enforcement. Mr. Altieri next served as an Assistant General Counsel for the Massachusetts Department of Conservation & Recreation (DCR) where he dealt with a variety of construction and procurement matters, participated in DCR/MWRA real estate and watershed acquisition transactions, handled energy-related matters and continued his experience with environmental compliance matters arising under Massachusetts law (Chapter 21E) and the federal Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA).

Following DCR, Mr. Altieri held various legal positions at the Massachusetts Department of Energy Resources, ultimately serving as General Counsel where he headed up a legal team involved with the agency's contract, finance and procurement needs and with a wide variety of energy policy issues, including the handling of energy-related matters before the Massachusetts Department of Public Utilities.

Mr. Altieri was next hired by MWRA as an Associate General Counsel (Operations). During this first time at the Authority, Mr. Altieri oversaw the Authority's environmental and real estate legal matters and provided legal counsel on the federal Boston Harbor and cross-harbor cable cases as well as related to design and construction issues, including claims avoidance and dispute resolution relating to Authority infrastructure projects. Mr. Altieri also advised on electric and gas utility rate tariffs and special utility contracts, represented the Authority on energy and public utility matters, and advised on ratemaking and net metering for hydroelectric and other resources. Mr. Altieri further provided legal support relating to the Fore River Railroad Corporation, including corporate and real estate matters.

In 2019, Mr. Altieri left the Authority's employment for a position as Senior Attorney at the firm of Hunton Andrews Kurth LLP where he specialized in environmental and energy law matters. Mr. Altieri counseled clients on the regulatory process, permitting, compliance, enforcement and other legal matters arising under various environmental laws including the Clean Water Act, among others. He also provided counsel to clients regarding energy programs such as the state Renewable Portfolio Standard, including compliance obligations, and renewable energy certificate markets, and represented clients throughout the utility administrative proceedings, including rate cases, renewable resources, energy efficiency and investigations.

Mr. Altieri returned to the Authority in 2021 to assume the position of Associate General Counsel (Environmental and Energy). In this role, among other responsibilities, Mr. Altieri provides legal advice and guidance in all areas of federal and state environmental law including clean water, safe drinking water, clean air, hazardous and toxic substances, land and water use and conservation, wetlands, environmental impact review, permitting and common law actions. Mr. Altieri also provides counsel and advice to staff and representation of the Authority regarding the Authority's Toxic Reduction and Control (TRAC) program, including permitting, enforcement and other regulatory matters. Mr. Altieri provides valuable assistance in CSO-related matters and issues including with respect to the Boston Harbor case and variances for the Alewife Brook/Upper Mystic River and Charles River Basins, advises on legislation and regulations affecting the Authority and its activities, practices and procedures and provides legal counsel relating to water supply protection issues.

Mr. Altieri is well respected among his Law Division colleagues and Authority staff. With his knowledge, background and experience he is poised to further assist management and staff in the many key areas that impact the Authority's operations including with respect to clean water, safe drinking water, CSO and pollution abatement, land and water use and conservation and permitting. In this new role he will assist in the management of the Law Division and continue to provide legal support to staff who work on the Authority's initiatives to mitigate the impacts of climate change, including energy and sustainability efforts.

Mr. Altieri earned a Bachelor of Arts degree from the State University of New York (Buffalo) and a Juris Doctor degree from Union University (Albany Law School). He is admitted to practice law in Massachusetts and New York.

BUDGET/FISCAL IMPACT:

There are sufficient funds for this position in the FY26 CEB.

ATTACHMENTS:

Resume of Michael J. Altieri
Position Description
Organizational Chart for Law Division

MICHAEL J. ALTIERI

New York State - Admitted 2000

Massachusetts - Admitted 2006

PROFESSIONAL ASSOCIATIONS

Boston Bar Association, Environmental Law Section

- *Member*

New York State Bar Association, Environmental and Energy Law Section

- *Former Member and Co-Chair, Committee on Water Quality*

EXPERIENCE

Massachusetts Water Resources Authority, Boston, MA

Associate General Counsel (Operations), July 2017 – September 2019

Associate General Counsel (Environmental and Energy), August 2021 – Present

- Provided legal advice and guidance in all areas of federal and state environmental law including clean water, safe drinking water, clean air, hazardous and toxic substances, land and water use and conservation, wetlands, environmental impact review, permitting and common law actions. Supervised Authority Counsel and administrative staff, as well as collaborated with outside counsel and consultants in these and other subjects and matters.
- Provided counsel and advice to staff and representation of the Authority regarding the Authority's Toxic Reduction and Control ("TRAC") program, including permitting, enforcement, and other regulatory matters.
- Represented the Authority on energy and public utility matters, including those that affect the Authority and arise under the jurisdiction of the Massachusetts Department of Public Utilities, Federal Energy Regulatory Commission and ISO-New England.
- Provided legal services related to public design and construction issues, including claims avoidance and dispute resolution on Authority water, sewer, and related utility infrastructure projects.
- Worked with the Authority's operating divisions to acquire property interests for construction and other projects.
- Provided legal services to the Fore River Railroad Corporation, and handling other corporate and real estate matters.
- Assisted with the filing of the Authority's compliance and progress reports to the U.S. District Court in the Boston Harbor litigation, Clean Water Act permit compliance, and supporting projects under the Court schedule and other administrative orders.
- Drafted, analyzed and reviewed legislation and regulations affecting the Authority and advised senior managers about the potential impacts upon the Authority's activities, practices and procedures.
- Provided counsel to Authority senior managers regarding Massachusetts governmental practice topics including the Massachusetts Open Meeting Law, Public Records Law, State Ethics Law, among others.

Hunton Andrews Kurth LLP, Boston, MA
Senior Attorney, October 2019 – July 2021

- Worked as a Senior Attorney within the firm’s Administrative Practice Group specializing in environmental and energy law matters.
- Prepared comprehensive National Environmental Policy Act (“NEPA”) comments for an anticipated U.S. Army Corps of Engineers major construction project.
- Advised clients on environmental and other regulatory considerations unique to offshore wind and renewable natural gas projects in the Northeast.
- Defended clients in federal Clean Water Act (“CWA”) and Resource Conservation and Recovery Act (“RCRA”) based regulatory and citizen suit matters, which includes analyzing complex permitting issues associated with mixing zones, combined sewer overflows, and similar discharge matters.
- Represented a client in connection with the environmental permitting for a proposed commercial aquaculture project.
- Analyzed issues arising under Comprehensive Environmental Response, Compensation, and Liability Act (“CERCLA”), including contribution protection ongoing litigation strategy.
- Conducted the environmental due diligence review for the acquisition of drinking water and wastewater systems.
- Provided counsel for an undersea telecommunications cable project, including real property and environmental permitting issues.
- Prepared publications, client alerts, and blog posts on emerging environmental and energy law issues in the Northeast.

Massachusetts Department of Energy Resources, Office of General Counsel, Boston, MA
General Counsel, January 2016 – June 2017
Acting General Counsel, October 2015 - December 2015
Counsel, November 2012 - September 2015

- Provided direct legal counsel to the Department’s Commissioner and executive staff while leading a team of attorneys who served the legal needs of the Department.
- Served as the primary legal counsel to the Department’s finance office. Responsible for reviewing the Department’s procurement solicitation documents; contracts; federal and state grants and trusts; and other documents crucial to the Department’s contracting operations.
- Represented the Department in dockets before the Massachusetts Department of Public Utilities. Prepared legal memoranda, pleadings, Department witnesses, and testimony for administrative hearings, including rate cases, energy efficiency, and various investigations.
- Conducted hearings and performed drafting necessary for the promulgation of Department regulations concerning Energy Management Services contracting, the Commonwealth’s Renewable Energy Portfolio Standard, and its Green Communities Programs.
- Collaborated with agency analysts in preparing briefing memos and researching energy policy issues regarding the implementation of the Commonwealth’s Climate Protection and Green Economy Act.
- Provided counsel to the Green Communities and Renewable and Alternative Energy Development Divisions on a variety of legal issues. Examples include counsel and support on public record requests, non-disclosure agreements, data privacy, and procurements for renewable energy.

Massachusetts Department of Conservation & Recreation, Office of General Counsel, Boston, MA
Assistant General Counsel, June 2008 – October 2012

- Represented Department Staff in administrative proceedings to demonstrate compliance with the Commonwealth's various public procurement and construction laws that led to favorable reported decisions in the following matters:
 - *Hi-Way Safety Systems Inc. v. DCR*, Attorney General Bid Protest Decision (2009); *The Aulson Company v. DCR*, Attorney General Bid Protest Decision (2009); *Dagle Electrical Construction Corporation v. DCR*, Attorney General Bid Protest Decision (2009); and *Tasco Construction, Inc. v. DCR*, Attorney General Bid Protest Decision (2012).
- Served as the Department's liaison counsel, responsible for developing litigation strategies, drafting affidavits, and related litigation documents in a proceeding that challenged the Department's award of a significant bridge rehabilitation contract, in which the reviewing court upheld the Department's actions in all respects. *MIG Corporation, Inc. v. Mass. Dep't. of Cons. and Rec. and SPS New England, Inc.*, Middlesex Sup. Ct., No. MICV 2012-1429 (April 30, 2012).
- Served as counsel to the Department's Division of Contract Administration and Procurement, including matters related to the Department's procurement of energy management systems and renewable energy facilities.
- Reviewed and prepared legal documents associated with Commonwealth land acquisition and disbursement projects, including the negotiation and drafting of watershed preservation restrictions, easements, and fee interest documents.
- Provided legal counsel to various Department Divisions and Bureaus on compliance with M.G.L. c. 21E, the Massachusetts Contingency Plan, CERCLA, which touch and concern Commonwealth lands.

Massachusetts Department of Environmental Protection, Office of General Counsel, Boston, MA
Senior Counsel and Senior Regional Counsel, January 2006 – May 2008

- Provided legal counsel and support for all aspects the Commonwealth's Motor Vehicle Enhanced Emissions and Safety Test Program. Drafted and completed negotiation of one of the Commonwealth's largest service-based public contracts necessary for the implementation of the Commonwealth's Motor Vehicle Enhanced Emissions and Safety Test Program.
- Represented the Department's central and regional offices in all aspects of contested administrative proceedings challenging Department permits, licenses, and enforcement orders.
- Negotiated administrative orders on consent and drafted administrative enforcement orders.
- Provided legal assistance to the Department's central and regional offices regarding program implementation and enforcement of Massachusetts solid waste, hazardous waste, and water resources matters, with a particular emphasis on asbestos and wetlands enforcement.

New York State Dept. of Environmental Conservation, Office of General Counsel, Albany, NY
Senior Attorney, October 2000 – January 2006

- Served as the legal advocate for Department's negotiating team regarding the USEPA's 2002 *Filtration Avoidance Determination*, allowing New York City to continue to avoid filtering its Catskill/Delaware water supply systems. Acquired a working knowledge of the federal CWA and SDWA; New York State Clean Water laws; and the enforcement and permitting requirements under the NPDES/SPDES programs.

- Department's liaison counsel, responsible for developing litigation strategies, drafting affidavits, and related litigation documents in the following environmental judicial proceedings:
 - *Altman v. Town of Amherst, N.Y., EPA, and NYSDEC*, 98-CV-237 (W.D.N.Y.) (Clean Water Act / Pesticides Proceedings); *Catskill Mountains Chapter of Trout Unlimited, et al. v. City of New York et al.* 00-CV-0051 (N.D.N.Y.) (Clean Water Act / Shandaken Tunnel Proceedings); and *Wisconsin Builders Association v. EPA*, 03-2908 (7th Cir.) (In Re EPA, Final NPDES General Permit for Storm Water Discharge From Construction Activities).
- Department's counsel / co-counsel of record in the following environmental administrative proceedings:
 - *In the Matter of the New York City Department of Environmental Protection*, NYSDEC Case Nos. NY0026191, *et al.* (NYC 14 SPDES Permits / Long Island Sound TMDL); and *In the Matter of the City of Plattsburgh*, NYSDEC Case No. NY-0026018 (SPDES Permit / Lake Champlain TMDL).

General Electric Corporation, Energy (formerly Power Systems) - Legal, Schenectady, NY
Law Clerk, September 1999 - October 2000.

Served as a law clerk to the GE Environment, Health, & Safety (EHS) Senior Counsel, Counsel, and EHS professionals. Aided in many areas of Power Systems' EHS regulatory compliance. Substantive experience in the following environmental regulatory compliance areas: CAA (Title V & NSR), CWA, CERCLA/EPCRA, RCRA, and TSCA. Assisted with legal research as applicable to environmental audits, EHS issues in acquisitions and divestitures, and risk management for new products and services. Completed a comprehensive project, which analyzed individual state minor source CAA permitting requirements.

NYS Office of the Attorney General, Environmental Protection Bureau, Albany, NY
Legal Aide, May 1998 - May 1999; *Legal Extern*, 1997 – 1998.

Assisted attorneys in analyzing legal issues and researching solutions critical to protecting New York's environmental interests. Drafted legal memoranda and affidavits on issues including: the CAA, the CWA, the NYC Watershed Agreement, wetlands enforcement, Adirondack Park land use enforcement, RCRA, solid waste, public nuisance, and Brownfields redevelopment.

EDUCATION

Albany Law School of Union University, Albany, NY

Juris Doctor, May 1999, Concentration: Environmental Law

- *Coordinating Editor*, Albany Law Environmental Outlook Journal
- Gary M. Peck '79 Memorial Prize, May 1999
 Established by the General Counsel, Regional attorneys, and the staff of attorneys of the New York State Department of Environmental Conservation with the support of the family of Gary Peck, ALS alumnus and professor, to the graduating senior who demonstrates a strong interest in environmental law, a commitment to solving problems, and personal integrity.
- Gary M. Peck '79 Scholarship, for excellence in environmental law, November 1998

State University of New York at Buffalo, Buffalo, NY

BA in Political Science, Minor in Economics, May 1995

**MWRA
POSITION DESCRIPTION**

POSITION: Deputy General Counsel

DIVISION: Law

DEPARTMENT: Law

BASIC PURPOSE:

Assists in the management of the legal affairs of the Authority, including providing legal advice and representation to the Board of Directors, the Executive Director, and the management and operational staff in a timely and competent manner.

SUPERVISION RECEIVED:

Works under the general supervision of the General Counsel.

SUPERVISION EXERCISED:

Assists with the supervision of Associate General Counsels and other Law Division staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Provides timely and competent legal advice, counsel and representation concerning the powers, responsibilities, duties and activities of the Authority.
- Researches and provides advice and counsel on federal, state and local laws, regulations, case law etc. Interprets and provides legal advice and counsel on the Authority's Enabling Act.
- Reviews, analyzes, and provides advice and counsel concerning transactions, contracts, agreements, legal documents and claims.
- Conducts legal research as required. Prepares legal memoranda and documents.
- Supports and provides assistance to the General Counsel in overseeing the legal affairs of the Authority.
- Assists with the management of the Law Division including personnel hiring, supervision and evaluation, budgeting, resource acquisition, program, and systems development.
- Represents or supervises the representation of the Authority in litigation and administrative proceedings conducted on behalf of or against the Authority as well as in interagency and intergovernmental matters.
- Manages outside counsel, as needed and/or directed by the General Counsel. Reviews, interprets and provides advice and counsel concerning legislative and regulatory matters.
- Assists in the Authority's long-term and project planning from a legal and regulatory perspective.
- Assists in the development and enforcement of regulatory programs for the Authority.

- Serves as liaison to federal, state, and local agencies and organizations, and municipalities, as needed and/or directed by the General Counsel.
- Acts as the General Counsel in his/her absence when requested.
- Assists with the administration and conduct of the Board of Directors' meetings.
- Serves on MWRA committees as directed by the General Counsel.
- Assists with the management of the department in a manner that is consistent with MWRA's goals of Diversity, Equity, and Inclusion.

SECONDARY DUTIES:

- Performs other related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- Bachelor's degree in any field.
- Juris Doctor from an accredited law school.
- At least ten (10) years of legal experience as a practicing attorney.
- Understanding of relevant areas of law such as: litigation, environmental, public procurement, construction, contracts, and/or labor and employment.
- At least five years of managerial or supervisory experience, preferably managing or supervising other attorneys.

Necessary Knowledge, Skills and Abilities:

- Demonstrated ability to work directly with and serve as a trusted counsel to senior leadership.
- Demonstrated ability to review and analyze complex matters and information and clearly articulate conclusions, recommendations and rationale.
- Well-organized and detail oriented.
- Demonstrated ability to independently manage and successfully prioritize numerous assignments and matters under deadline pressure.
- Demonstrated ability to work on and manage a wide range of legal matters.
- Strong problem-solving and risk assessment skills.
- Strong supervisory skills. Demonstrated ability to manage and motivate other attorneys and staff and

to work collaboratively with all members of the Law Division.

- Excellent analytical, research, interpersonal, and oral and written communication skills.
- Experience working with government clients and/or on public law matters.
- Experience drafting, reviewing and negotiating legal documents.

SPECIAL REQUIREMENTS:

Admission in good standing to the bar to practice law in Massachusetts.

A valid Massachusetts Class D Motor Vehicle Operator's license or equivalent license from an adjacent state.

Must be available for occasional work on nights and weekends as needed.

TOOLS AND EQUIPMENT USED:

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

PHYSICAL DEMANDS:

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

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

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

WORK ENVIRONMENT:

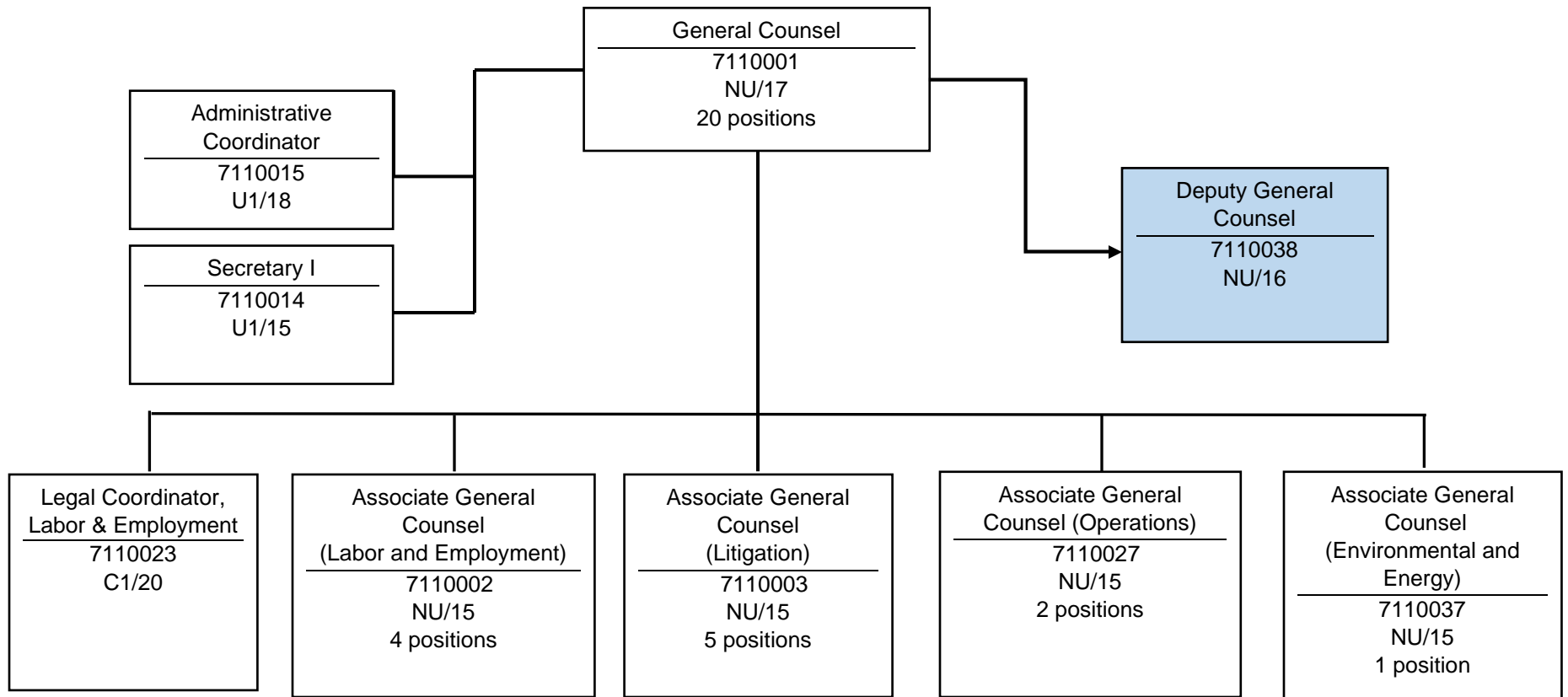
The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. While performing the duties of this job, the employee regularly works in an office environment.

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

Position may be eligible for up to 50% telework.

November 2025

**Legal Division
March 2026**





[EXTERNAL] We Need the Highest Level of CSO Control for the Mystic and Alewife

From Stephanie Geuns-Meyer <stephgeunsmeyer@earthlink.net>

Date Thu 2/26/2026 12:39 AM

To MWRA, Ask <Ask.MWRA@mwra.com>

Cc env.internet@mass.gov <env.internet@mass.gov>

[EXTERNAL]: This is an external email. Do not click on links or attachments if sender is unknown or if the email is unexpected.

Dear MWRA Board of Directors,

We are Stephanie and Hans Geuns-Meyer, residents of Medford, MA.

We are writing to you about the recent proposal approved by the Board that would allow higher levels of sewage discharges into the Mystic River in the future. We are longtime supporters of the Mystic River Watershed Association because we care about the health of local habitats and waterways. We are deeply disappointed that the MWRA board would approve a plan that allows ongoing combined sewer overflows to the Mystic River and Alewife Brook.

We live about a half-mile north of the river in the Medford section where the water quality is very good most of the time. We enjoy watching the birds and other wildlife as we walk along the river and over the bridges. The Condon shell provides a great place for Farmers Markets in the summer.

We want all parts of the Mystic River to provide a healthy habitat for fish, birds, and other animals and a place for people to exercise and enjoy nature and to never have to experience the stench and health hazards caused by CSOs.

MWRA's own report shows that MWRA has the financial capability to nearly eliminate CSOs, yet you approved a half-measure that provides minimal control in a future climate. We can't afford to take half-measures. We need the highest level of CSO control.

Sincerely,

Stephanie & Hans Geuns-Meyer
54 Whitney Rd
Medford, MA

Sent from my iPad



Outlook

[EXTERNAL] We Need the Highest Level of CSO Control for the Mystic and Alewife

From Karen Wheelock <wheelsann@me.com>

Date Tue 3/3/2026 12:18 PM

To MWRA, Ask <Ask.MWRA@mwra.com>

Cc env.internet@mass.gov <env.internet@mass.gov>; constituent.services@state.ma.us
<constituent.services@state.ma.us>

[EXTERNAL]: This is an external email. Do not click on links or attachments if sender is unknown or if the email is unexpected.

Dear MWRA Board of Directors,

My name is XXX, and I am a resident of XXX.

I am writing to you about the recent proposal approved by the Board that would allow higher levels of sewage discharges into the Mystic River in the future. As a concerned citizen who cares about the health of the Mystic River watershed, I am deeply disappointed that the MWRA board would approve a plan that allows ongoing combined sewer overflows to the Mystic River and Alewife Brook.

[MENTION HOW THIS IMPACTS YOU AND YOUR PERSONAL EXPERIENCE]

Ex: I regularly paddle on the Mystic River; I bring my children to the river to fish; I walk to work every day on the Alewife Brook path.

[MENTION ANY CONCERNS YOU HAVE ABOUT YOUR HEALTH AND THE HEALTH OF FAMILY, FRIENDS, AND NEIGHBORS, WHO COME INTO CONTACT WITH UNTREATED SEWAGE]

MWRA's own report shows that MWRA has the financial capability to nearly eliminate CSOs, yet you approved a half-measure that provides minimal control in a future climate. We can't afford to take half-measures. We need the highest level of CSO control.

Sincerely,
Karen A Wheelock

Sent from my iPhone

[EXTERNAL] We Need the Highest Level of CSO Control for the Mystic and Alewife

From Nancy E. Phillips <nanphill73@gmail.com>

Date Tue 3/3/2026 12:31 PM

To MWRA, Ask <Ask.MWRA@mwra.com>

Cc env.internet@mass.gov <env.internet@mass.gov>; constituent.services@state.ma.us
<constituent.services@state.ma.us>

[EXTERNAL]: This is an external email. Do not click on links or attachments if sender is unknown or if the email is unexpected.

Dear MWRA Board of Directors,

My name is Nancy Phillips, and I am a resident of Cambridge.

I am writing to you about the recent proposal approved by the Board that would allow higher levels of sewage discharges into the Mystic River in the future. As a concerned citizen who cares about the health of the Mystic River watershed, I am deeply disappointed that the MWRA board would approve a plan that allows ongoing combined sewer overflows to the Mystic River and Alewife Brook.

I am in my mid-80's and I walk frequently along the Alewife Brook path. I hate knowing that there is untreated sewage in the brook that could impact the health of the many people who live nearby and could come in contact with that sewage.

Ex: I regularly paddle on the Mystic River; I bring my children to the river to fish; I walk to work every day on the Alewife Brook path.

MWRA's own report shows that MWRA has the financial capability to nearly eliminate CSOs, yet you approved a half-measure that provides minimal control in a future climate. We can't afford to take half-measures. We need the highest level of CSO control.

Sincerely,
Nancy E. Phillips
Cambridge



[EXTERNAL] We Need the Highest Level of CSO Control for the Mystic and Alewife

From Richard Blewett <RLBlewett@comcast.net>

Date Tue 3/3/2026 12:35 PM

To MWRA, Ask <Ask.MWRA@mwra.com>

Cc env.internet@mass.gov <env.internet@mass.gov>; constituent.services@state.ma.us <constituent.services@state.ma.us>

[EXTERNAL]: This is an external email. Do not click on links or attachments if sender is unknown or if the email is unexpected.

Dear MWRA Board of Directors,

My name is Richard Blewett, and I am a resident of Somerville.

I am writing to you about the recent proposal approved by the Board that would allow higher levels of sewage discharges into the Mystic River in the future. As a concerned citizen who cares about the health of the Mystic River watershed, I am deeply disappointed that the MWRA board would approve a plan that allows ongoing combined sewer overflows to the Mystic River and Alewife Brook.

My wife and I regularly walk along the Mystic River in Medford and behind Assembly Row, and would like to know that the water would be clean and safe, even after storms. We need to preserve the remaining parks and wildlife areas, and clean water is extremely important.

Somerville has been working for years now to adapt the stormwater outflows to minimize sewage, and I suspect other cities and towns have been working toward those same goals. The MWRA should continue to encourage these clean-water initiatives for all municipalities.

MWRA's own report shows that MWRA has the financial capability to nearly eliminate CSOs, yet you approved a half-measure that provides minimal control in a future climate. We can't afford to take half-measures. We need the highest level of CSO control.

Sincerely,
Richard Blewett
48 Tennyson St
Somerville, MA 02145



Outlook

[EXTERNAL] For MWRA Board meeting

From Emily Norton <enorton@crwa.org>

Date Thu 3/12/2026 4:33 PM

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

[EXTERNAL]: This is an external email. Do not click on links or attachments if sender is unknown or if the email is unexpected.

Greetings Kristin,

I wanted to share a couple items with the MWRA Board in advance of their next meeting.

First this oped written by Paul Levy and myself:

<https://commonwealthbeacon.org/opinion/the-mwra-cleaned-up-boston-harbor-its-time-to-do-the-same-for-the-charles-and-mystic-rivers/>

And second, this link to a webinar with the leader of the Milwaukee water authority, who is enthusiastically addressing CSOs and flooding:

<https://www.crwa.org/events/cso-webinar>

Thank you,

Emily

--

Emily Norton | She/her

Executive Director

Charles River Watershed Association

Lands of the Massachusetts, Nipmuc, and Wampanoag tribes

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**CHARLES
RIVER
CLEANUP**
April 25, 2026



**RUN
CRWA
CHARLES**
April 26, 2026