

MASSACHUSETTS WATER RESOURCES AUTHORITY

Deer Island
33 Tafts Avenue
Boston, MA 02128



Frederick A. Laskey
Executive Director

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

BOARD OF DIRECTORS' MEETING

Telephone: (617) 242-6000
Fax: (617) 788-4899
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Date: Wednesday, April 15
Time: 1:00pm
Location: Deer Island Reception/Training Building, 1st Floor
33 Tafts Avenue – Favaloro Meeting Room
Boston, MA 02128

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

Webex meeting link (registration required)

<https://mwra.webex.com/weblink/register/r1e621d334a31d9dc99043329f6242032>

Webinar number: 2337 769 1567 Password: 041526

AGENDA

- I. **APPROVAL OF MINUTES**
- II. **REPORT OF THE CHAIR**
 - A. Chair's Report
 - B. Recognition of Frederick A. Laskey's service as MWRA Executive Director
 - C. March 6, 2026, letter from Chris Redfern on behalf of Friends of the Fells regarding the approaching retirement of MWRA Executive Director Frederick A. Laskey
 - D. Renaming of the Spot Pond Covered Storage Tank and Pump Station in Stoneham, Massachusetts the "Frederick A. Laskey Covered Storage and Pump Station" **(VOTE)**
- III. **REPORT OF THE EXECUTIVE DIRECTOR**
- IV. **ADMINISTRATION, FINANCE AND AUDIT**
 - A. **Information**
 - 1. Delegated Authority Report – February and March 2026
 - 2. FY2026 Financial Update and Summary as of March 2026 (Materials to follow)
 - 3. MWRA Electricity Procurement Strategies
- V. **WASTEWATER POLICY AND OVERSIGHT**
 - A. **Information**
 - 1. I/I Local Financial Assistance Program Annual Update
- VI. **WATER POLICY AND OVERSIGHT**
 - A. **Information**
 - 1. Local Water System Assistance Program Annual Update
 - 2. Lead Service Line Replacement Program Annual Update

VI. WATER POLICY AND OVERSIGHT (Continued)

B. Contract Awards

1. Metropolitan Water Tunnel Program – Construction Management Services: Hatch Associates Consultants, Inc, Contract 7356
2. Metropolitan Water Tunnel Program – Owner’s Representative Services: Arup US, Inc., Contract 8153

VII. PERSONNEL AND COMPENSATION

A. Approvals

1. Non-Union Manager Compensation Study Report
2. PCR Amendments for April 2026
3. Appointment of Wen-Hwei (Wendy) Chu, Special Assistant, Affirmative Action and Compliance Unit
4. Appointment of Patricia Mallett, P.E., Assistant Director, Engineering

VIII. CORRESPONDENCE TO THE BOARD

- March 6, 2026, letter from Chris Redfern on behalf of Friends of the Fells regarding the approaching retirement of MWRA Executive Director Frederick A. Laskey (See Item II.C.)

IX. OTHER BUSINESS

- Preliminary Screening Committee (Executive Director Position) – Update
- Resignation Due to Retirement of Executive Director Frederick A. Laskey; Appointment of Stephen A. Estes-Smargiassi as Executive Director, to Serve on Interim Basis (**VOTE**)

X. ADJOURNMENT

MASSACHUSETTS WATER RESOURCES AUTHORITY

Meeting of the Board of Directors

March 18, 2026

I
3/18/26

A meeting of the Massachusetts Water Resources Authority (MWRA) Board of Directors was held on March 18, 2026 at MWRA's Administration Facility in Chelsea, and via remote participation.

Chair Tepper presided from the Chelsea Administration Facility. Board Members Foti, Pappastergion, Peña, Taverna, Vitale, and Patrick Walsh also participated at the Administration Facility. Board Member Wolowicz participated remotely. Board Members Flanagan, Swett, and Jack Walsh were 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; Administration Director Michele Gillen; Waterworks Director Valerie Moran; Director of Planning and Sustainability Stephen Estes-Smargiassi; Budget Director Michael Cole; Deputy Finance Director/Treasurer Matthew Horan; MIS Director Paula Weadick; Procurement Director Douglas Rice; Chief Engineer Brian Kubaska; Construction Director Marty McGowan; Project Manager Pedro Bonilla; Senior Program Manager Milan Horbaczewski; Deer Island Treatment Plant Director Chad Whiting; Program Manager John Riccio; Acting Director of Tunnel Redundancy Paul Savard; Senior Program Manger Patricia Mallett; Human Resources Director Wendy Chu; Associate General Counsel Angela Atchue; Senior Counsel Christopher John; Real Property Manager Colleen Guida; Chief of Staff Katie Ronan; Technical Support Manager Michael Curtis; and Assistant Secretary Kristin MacDougall were among the staff in attendance at the Chelsea Administration Facility.

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

Jennifer Rombodi, UMass Boston Collins Center, attended remotely.

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 Ms. Wolowicz was participating remotely. The Chair announced that the meeting was being held at MWRA's Chelsea Administration Facility and virtually, via a link posted on MWRA's website. She added that the meeting was being recorded, and the agenda and meeting materials were available on MWRA's website.

APPROVAL OF FEBRUARY 25, 2026 MINUTES

A motion was duly made and seconded to approve the minutes of the Board of Directors' February 25, 2026 meeting.

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

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

(ref. I)

REPORT OF THE EXECUTIVE DIRECTOR

MWRA Executive Director Fred Laskey reported on an ongoing Ware River diversion to the Quabbin Reservoir, and the reactivation of the Sudbury Aqueduct to refill the Chestnut Hill Reservoir for invasive species control. Next, he updated the Board on a recent small fire in an isolated HVAC system at Deer Island and thanked the Winthrop and Boston Fire Departments for their rapid response to extinguish the fire. He also reported that the New Neponset Pump Station has been operating due to rain and snow melt and a solar farm at the Norumbega Covered Storage Facility is moving forward. Finally, Mr. Laskey announced that his planned retirement date is May 8, 2026.

Secretary Tepper requested more information about the Ware River diversion. MWRA Director of Waterworks Valerie Moran explained that MWRA is permitted to divert water from the Ware River at certain times of the year and noted the operational benefits. In response to a question from Mr. Taverna, Ms. Moran relayed that the current diversion is expected to extend through the week. MWRA Director of Planning and Sustainability Stephen Estes-Smargiassi outlined the allowed transfer limits with respect to water quantities, Quabbin levels and weather conditions, and explained that the diversions are important for MWRA's safe yield. (ref. III)

EXECUTIVE SESSION

Chair Tepper requested a motion to enter Executive Session to discuss Real Estate, noting that Open Session may have a detrimental effect on the negotiating position of the Authority. She announced the planned topic for Executive Session was consideration of the purchase, exchange, lease or value of Real Property.

A motion was duly made and seconded to conclude 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:

Yes No Abstain

Tepper
Foti
Pappastergion
Peña
Taverna
Vitale
P. Walsh
Wolowicz

Voted: to enter Executive Session, and to resume Open Session after Executive Session adjournment.

*** EXECUTIVE SESSION ***

The meeting entered Executive Session at 1:09pm and adjourned at 1:23pm.

*** CONTINUATION OF OPEN SESSION ***

ADMINISTRATION, FINANCE AND AUDIT

Information

FY26 Financial Update and Summary through February

Michael Cole, MWRA Budget Director, reported a \$14.5 million favorable budget variance through February 2026, versus an \$18 million variance at this time last year, and that budgetary trends continued with the notable exception of fuel costs related to the ongoing conflict in the Middle East. He advised that the national average cost for diesel fuel has risen to \$5.08 per gallon; however, MWRA recently received delivery of 360,000 gallons of diesel fuel for Deer Island at \$2.72 per gallon. Mr. Cole noted the FY27 budget currently includes an average Deer Island diesel fuel cost of \$3.00 per gallon; staff will revisit this line item; and rising fuel costs are expected to negatively impact FY26 and FY27 budgets. He added that staff are also watching gasoline costs, which have risen to a national average of \$3.84 per gallon, and noted budget assumptions of \$2.75 per gallon for FY26 and \$2.50 for FY27. Finally, Mr. Cole reported that the Capital Improvement Program (CIP) is in line with historical averages at 31% spent through February, 2026 (25% for project only spending).

Mr. Peña inquired about the net cost of diesel fuel minus taxes. MWRA Finance Director Thomas Durkin relayed that staff would provide that information after the meeting.

Hearing no further discussion or questions from the Board, Committee Vice-Chair Vitale moved to Approvals. (ref. V A.1)

Approvals

Approval of the Ninety- Second Supplemental Resolution

A motion was duly made and seconded 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.

Matthew Horan, MWRA Deputy Finance Director/Treasurer, outlined the terms, process and timeline of the proposed Ninety-Second Supplemental Resolution. He noted that \$250 million of the total requested authorization would be allocated to permanently finance outstanding commercial paper for ongoing capital, with \$540 million set for purposes related to refunding to achieve interest rate savings. He explained that staff plan to refund \$245 million of bonds through a current refunding and conduct a public tender process to determine if bondholders are interested in selling back approximately \$175 million of taxable bonds, and discussed the rationale and strategy as detailed in the Staff Summary. Finally, Mr. Horan relayed that the transactions are expected to net approximately \$45 million in savings for MWRA.

Mr. Vitale noted that the Staff Summary was well-written and informative, and a good resource for anyone interested in learning more about bonds.

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

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

(ref. V B.1)

Contract Awards

Audit Services: CliftonLarsonAllen LLP, Contract F286

A motion was duly made and seconded 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.

Mr. Durkin provided background on MWRA's audited financial statements; outlined the terms of a proposed contract for required third-party independent auditing services; recommended award to the incumbent contract holder CliftonLarsonAllen LLP (CLA); and briefly described the firm's past performance.

Mr. Vitale asked if the proposed scope includes simultaneous audits of MWRA's Irrevocable OPEB Trust and Retirement System. Mr. Durkin explained that the scope includes three audit categories: general, single (with respect to grants and major federal programs), and OPEB Trust; and CLA audits the Retirement System under a separate, independently awarded contract. He noted that in his view, engaging CLA for the MWRA's Irrevocable OPEB Trust and Retirement System audits has been expeditious and cohesive.

In response to Mr. Vitale's follow-up question, Mr. Durkin relayed that the potential for CLA to

subcontract the single audit out to a minority-owned or women-owned business (MBE/WBE) had not been discussed with the firm; however, staff would take Mr. Vitale's suggestion into consideration for future contracts. Mr. Vitale added that CLA had offered positive feedback about MWRA staff.

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

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

(ref. V C.1)

Contract Amendments/Change Orders

Purchase Order Contract for a Maximo Systems Administrator Consultant: Computer and Engineering Services, Inc., Bid WRA-5588Q, State Contract ITS77 Category 1A, Amendment 2

A motion was duly made and seconded 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).

Paula Weadick, MWRA MIS Director, reviewed the history, scope and structure of a purchase order contract for a Maximo systems administrator consultant as detailed in the Staff Summary. She described some of the consultant's past and planned projects, including the implementation of an Enterprise Resource Planning (ERP) system and upcoming Maximo upgrade. Finally, Ms. Weadick noted that the proposed Amendment includes a reasonable rate increase and requested Board approval for proposed Amendment 2.

Mr. Peña asked how Amendment 2's proposed billable hours increase affects the contract duration. Douglas Rice, MWRA Procurement Director, explained that this purchase order contract does not specify an end date but rather is based on the billable hours. In response to Mr. Peña's follow-up question, Mr. Rice and Ms. Weadick relayed that this contract is not closed out and reopened every fiscal year.

Mr. Vitale asked why Maximo wasn't migrated to the cloud during a 2024 upgrade. Ms. Weadick explained that the relatively minor upgrade in 2024 was in support of on-premises interface enhancements, and the upgrade planned for later this year would migrate Maximo to the cloud. She added that the Maximo software licensing agreement, which was renewed for 18 months in December 2025, includes on-premises and cloud tenancy.

Mr. Vitale inquired about the anticipated useful life of the new ERP. Ms. Weadick explained that the new ERP is expected to be maintained as long as it is supported by its publisher (IBM) because it is subscription-based and cloud-hosted.

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

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

(ref. V D.1)

WASTEWATER POLICY AND OVERSIGHT

Contract Awards

Somerville Marginal CSO Facility Rehabilitation Design, Engineering Services During Construction and Resident Engineering Inspection Services: HDR Engineering, Inc., Contract 7689

A motion was duly made and seconded 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.

Brian Kubaska, MWRA Chief Engineer, briefly discussed current and planned work to substantially reduce CSO discharges from the Somerville Marginal CSO Facility, noting the Draft Updated CSO Control Plan (“Draft Plan”). Mr. Kubaska also noted that MWRA’s current variance for the Upper Mystic requires MWRA to design the rehabilitation of the Somerville Marginal CSO facility by approximately February 2028, and invited MWRA Project Manager Pedro Bonilla to discuss a proposed engineering services during construction and resident engineering and inspection services contract for the Somerville Marginal project.

Mr. Bonilla presented the Somerville Marginal facility’s operations, location, treatment processes, and discharge locations, as well as structures requiring rehabilitation design as detailed in the Staff Summary and PowerPoint slides for this meeting (“meeting slides”). He noted that much of the facility’s equipment and architectural components are past their useful lives and outlined the contract scope.

Next, Mr. Bonilla reviewed the procurement process. He relayed that two proposals were received, and the selection committee recommends award to HDR Engineering, Inc. (“HDR”). He explained that HDR’s higher overall score was based on the firm’s more detailed and project-specific technical approach; application of experience to the facility’s operational and sequencing requirements; consistently positive references; strong proposed subconsultant team; and instruction-based support strategy.

There was discussion with questions and answers about the proposals, evaluation criteria, scores, rankings and contract costs; the strength of HDR’s technical approach and overall proposal; and the

need for the Somerville Marginal facility to remain operational during construction.

Mr. Pappastergion expressed concern about the cost of HDR's proposal. There was discussion with questions and answers about methods for evaluating whether awarded firms have matched or exceeded their proposed levels of effort; and how HDR's proposed higher level of effort is supported by its technical approach.

Mr. Foti noted the two firms proposed more hours than the Engineer's Estimate. There was discussion about the bidders' proposed levels of effort, including Arcadis' proposal for additional hours assigned to other direct costs (ODCs"), and the range of total scores.

In response to a question from Mr. Taverna, Mr. Kubaska discussed how the Somerville Marginal's estimated construction costs compared to those for other large CSO facility rehabilitation projects; project deliverables; and HDR's and Arcadis' respective experience on MWRA design projects.

Mr. Pappastergion indicated willingness to vote to approve this award, noting his previously expressed concerns regarding HDR's proposed level of effort and cost. There was discussion about potential reasons for HDR's higher proposed level of effort; the past performances and references of the two firms; the total scores; and the firms' experience and technical approach. In response to a question from Mr. Peña, Mr. Kubaska relayed that staff would provide contract amendment history data at a later date.

There was discussion with questions and answers about the bid advertisement process and timing with respect to variance requirements. There was also discussion about the importance of CSO control projects; consideration of level of effort for future contract proposals; the proposed contract cost and duration; and the bid review process.

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

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

(ref. VI A.1)

Siphon and Junction Structure Rehabilitation: National Water Main Cleaning Company-New England, Contract 6225

A motion was duly made and seconded 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.

Milan Horbaczewski, MWRA Senior Program Manager, provided background on MWRA's siphons and juncture structures, their locations, and MWRA's multi-phased plan to rehabilitate them. He relayed that staff have identified 40 high-priority structures for the first phase of rehabilitation under proposed contract 6225; outlined the project scope; and presented photos of some existing conditions, all as detailed in the Staff Summary and meeting slides. Finally, Mr. Horbaczewski outlined the procurement process; noted the construction duration; and recommended award to the lowest bidder, National Water Main Cleaning Company-New England.

Mr. Taverna asked if local conservation commission approval would be required for some of the work. Mr. Horbaczewski explained that staff have reached out to all project host communities; held dozens of meetings with conservation commissions; conducted multiple site visits; and plan to continue outreach to interested parties during construction. In response to a follow-up question, Mr. Horbaczewski noted the Authority's right to upgrade and maintain its facilities and discussed easements the Authority holds. There was also brief discussion about passive odor control.

Chair Tepper expressed appreciation for staff's outreach to the conservation commissions.

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

<u>Yes</u>	<u>No</u>	<u>Abstain</u>
Tepper		
Foti		
Pappastergion		
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P. Walsh		
Wolowicz		

(ref. VI A.2)

Cryogenic Oxygen Generation Compressor Services: WES Construction Corp., Contract S632

A motion was duly made and seconded 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.

Chad Whiting, MWRA Deer Island Treatment Plant Director, introduced MWRA Program Manager John Riccio, Jr.; discussed MWRA's Cryogenic Compression Building at the Deer Island Treatment Plant ("DITP"); summarized the scope of a proposed contract to overhaul its four main air compressors; and noted that this project requires highly specialized work and has a limited pool of potential bidders. He also presented an overview of the cryogenic generation process and uses; the main air compressor; and the contract scope.

Next, Mr. Whiting reviewed the procurement process as discussed in the Staff Summary and meeting

slides. He noted that MWRA received two bids, one of which was deemed non-responsive because it did not include the full scope of work in its bid price. He explained that the accepted bid from WES Construction Corp. (“WES”) was significantly higher than the Engineer’s Estimate, attributable to the firm’s higher than anticipated level of project oversight and general contractor approach, and noted this contract was advertised as a Chapter 30 project. Finally, Mr. Whiting relayed that staff had reviewed the bids; emphasized the importance of the project with respect to the cryogenic facility’s age and DITP permit requirements, and recommended award to WES.

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

In response to a question from Mr. Taverna, Mr. Whiting relayed that this work did not qualify as a Chapter 149 project. Mr. Rice briefly discussed the procurement for this project, the highly specialized, industrial nature of the work and the limited pool of companies qualified to perform the work.

There was discussion with questions and answers about the number of bidders for this contract; the estimated costs of compressor overhaul versus full replacement; WES’s bid cost, which exceeded the Engineer’s Estimate; and the challenges of potentially re-advertising this contract, including the small number of potential bidders.

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		
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Taverna		
Vitale		
P. Walsh		
Wolowicz		

(ref. VI A.3)

WATER POLICY AND OVERSIGHT

Information

Report on 2025 Water Use Trends and Reservoir Status

Mr. Stephen Estes-Smargiassi presented a report on water use trends and reservoir status for 2025 as further detailed in the Staff Summary and meeting slides. He provided background on MWRA’s safe yield and reservoir withdrawals and noted the five-year average rose slightly between 2024 and 2025.

Next, he discussed trends for total water consumption by MWRA communities; daily system demand; City of Boston water use; and base (indoor) and seasonal (outdoor) demand for fully supplied and partially supplied communities. He noted that water use for partially supplied communities is more variable and reported a 17% increase for 2025.

Mr. Estes-Smargiassi then presented on the status of the Quabbin Reservoir, which remained within Normal operating range throughout 2025. He noted that the Quabbin had dipped to the Below Normal

range in early March 2026, but has since returned to Normal, attributable to factors such as snow melt and Ware River transfers. He also presented historical data and projections for Quabbin elevations; advised that the water system could potentially fall to Drought Warning conditions in the coming months pending the amount of rainfall; and briefly discussed related communications to water communities and residential users. Finally, Mr. Estes-Smargiassi affirmed the resilience, reliability and quality of the water system and MWRA's ability to continue serving partially supplied communities and other municipalities struggling with water quality or source reliability issues and briefly noted that work on system expansion continues.

There was general discussion about the design of a graph on Slide 42: *Quabbin Stayed in Normal Operation Range*; and MWRA's submittal of its updated drought plan in April 2025 as required.

Mr. Vitale thanked MWRA staff for their assistance during a recent BWSC transmission main failure.

Hearing no further discussion or questions from the Board, Committee Chair Taverna moved to Contract Amendments/Change Orders. (ref. VII A.1)

Contract Amendments/Change Orders

Metropolitan Water Tunnel Program - Program Support Services: JCK Underground, Inc., Contract 7655, Amendment 3 – Second Optional 24-Month Renewal

A motion was duly made and seconded 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.

Paul Savard, Acting Director of Tunnel Redundancy, discussed a proposed Amendment to extend a program support services ("PSS") contract for the Metropolitan Water Tunnel Program (MWTP) as presented in the Staff Summary and meeting slides. He provided background on the MWTP's organizational structure, including the PSS team. He also updated the Board on MWTP milestones including preliminary design, geotechnical support services, and 60% design for the first tunnel construction package submittal. Mr. Savard noted that the MWTP's next procurement would be for a construction manager and owner's representative, with construction contracts expected to follow. He then presented an overview of the PSS contract and its scope; described some key functions of PSS staff including complex technical review; and discussed the expected timeline for the award of the North Tunnel and South Tunnel construction packages. Finally, Mr. Savard presented a summary of Proposed Amendment 3 to the PSS contract and requested Board approval.

Noting that staff are not requesting an increase in contract price, Mr. Taverna asked if JCK is able to provide the required level of effort and staffing. Mr. Savard responded in the affirmative and explained that MWRA staff have worked to ensure that PSS staff are only engaged for necessary tasks.

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

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

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

(ref. VII B.1)

John J. Carroll Water Treatment Plant Technical Assistance Consulting Services: Stantec Consulting Services Inc., Contract 7974, Amendment 2

A motion was duly made and seconded 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.

Patricia Mallett, MWRA Senior Program Manager, noted that MWRA Contract 7974, John J. Carroll Water Treatment Plant (“JJCWTP”) Technical Assistance Consulting Services with Stantec Consulting Services Inc. (“Stantec”), had expired on March 15, 2026. She requested Board approval for a two-year contract extension with no increase in contract price to complete two task orders in progress and noted that no additional task orders would be awarded to Stantec during the extension. She also discussed the scopes and terms of the two ongoing task orders: ESDC for construction contract 8012, Brutsch Water Treatment Facility Sodium Hypochlorite Upgrades, and completion of Contract 8190, JJCWTP Carbon Dioxide System Upgrades design, bidding assistance and ESDC. Finally, Ms. Mallett presented a review of contract amendments to date and requested Board approval for Amendment 2.

In response to questions from Mr. Taverna, Ms. Mallett affirmed that Stantec is able to provide the staffing level required to perform the tasks under this proposed Amendment, and there is sufficient budget left in the contract to complete the work. There was brief discussion with questions and answers about the JJCWTP sodium hypochlorite tanks as presented on Slide 53: *Task Order 5 – Brutsch Sodium Hypochlorite Upgrades*.

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

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

(ref. VII B.2)

PERSONNEL AND COMPENSATIONInformationNon-Union Manager Compensation Subcommittee – Study Update

Committee Chair Wolowicz updated the Board on the Non-Union Manager Compensation Study, noting the final report prepared by the UMass Boston Collins Center (“Collins Center”) was included in the meeting materials. Ms. Wolowicz then welcomed Jennifer Romboldi of the Collins Center to the meeting and invited Board member’s questions.

Ms. Romboldi relayed that the Total Compensation Study for MWRA non-union managers conducted by the Collins Center has been completed and submitted, as have other deliverables such as job descriptions. She noted that the Collins Center had received a robust dataset from over 12 national entities that allowed for a very good analysis of wages, and the report accounts for cost of living.

Mr. Pappastergion asked if Appendix A, *Recommended Comparable Organizations* was included in the report, and there was brief discussion. Ms. Romboldi advised that the Collins Center would provide this information after the meeting.

In response to follow-up questions from Mr. Pappastergion, Ms. Romboldi explained that the term “Current Grade Range” referred to the spreads between minimum and maximum rates (pay ranges), which are traditionally 25%-40%, confirmed that the FY26 range for a Grade 20 is 100%, and noted the Collins Center recommends the adoption of a standardized range of 35%. There was discussion with questions and answers about the location of the grade-by-grade recommendations, which are presented on page 24 of the report.

Mr. Pappastergion inquired about the information presented in Appendices B and C. Ms. Romboldi explained that Appendix B shows how MWRA compares to the market, and page 24 is a review of recommended pay rates. There was brief discussion about recommendations as presented on page 24.

Mr. Pappastergion asked Personnel Committee Chair Wolowicz to outline next steps. Ms. Wolowicz recommended not taking a vote at this meeting and invited Board members to submit any additional questions for Collins Center staff to Assistant Secretary Kristin MacDougall, who will coordinate responses. She suggested accepting the final report at the next Board meeting and discussing the recommendations at future meetings.

In response to a question from Mr. Pappastergion, Michele Gillen, MWRA Director of Administration, affirmed that the report does not include discussion of salary collisions between nonunion and union positions. Mr. Pappastergion noted that this data would be useful to Board members going forward, and Ms. Gillen relayed that MWRA could provide information about the total compensation of highly paid union employees and the current salaries of lower-graded non-union managers. Mr. Foti added that Board members would like to see data based on how a union employee could have salary collision with their supervisor. Chair Tepper concurred and suggested postponing a vote on the report until Board members have the opportunity to review this information. There was general agreement with this suggestion.

Ms. Wolowicz noted she believes the study is at a point of completion and thanked Board members for their questions. Mr. Pappastergion complimented Collins Center staff for a well-done report.

There was discussion with questions and answers about the deadline for incorporating any Board decisions on adopting study recommendations in the FY27 budget, and the amount of time staff would need to consider any recommendations. Mr. Cole advised that staff can typically capture changes to the budget through mid-May. Chair Tepper and Mr. Pappastergion asked if staff could perform the exercise of estimating the budgetary impacts of the study's recommendations, and Mr. Pappastergion noted the potential to adopt recommendations in phases.

There was discussion about analytic methods, the budget, and the complexity of applying study findings to individual pay rates. Chair Tepper recommended that staff begin the exercise by performing analysis to afford a general sense of how the study's recommended minimum and maximum salary ranges would impact the budget. Mr. Laskey and Mr. Pappastergion agreed.

Mr. Patrick Walsh asked if comparisons of the monetary values of benefits for MWRA non-union staff versus for staff at other agencies were included in the study analysis. Ms. Romboldi explained that survey data in Amendment B shows base rates; and the report, wage data, and recommendations were factored on total compensation. She noted that the slides on the report's Excel sheet shows in-depth math that goes into the cost of living for regions and a full dissertation about the benefits added to pay to ensure that entitles were being compared on an "apples to apples" basis.

There was brief, general discussion about *Appendix C: Survey Summary – Maximum*. Ms. Romboldi noted that the Collins Center has an implementation spreadsheet that may be helpful to the Board and MWRA staff. There was brief discussion about MWRA's salary structure, which includes steps within ranges. Ms. Romboldi offered to work with MWRA Human Resources staff on the spreadsheet to broadly determine the per-position implementation cost. She noted the Collins Center's typical recommendation for municipalities is to bring an employee on the pay scale with a salary that is closest to their current rate with a slight bump, but never a reduction.

Chair Tepper accepted Ms. Romboldi's offer of the implementation spreadsheet and noted the FY27 budget's May 2026 deadline. Mr. Laskey suggested a placeholder. The Chair advised that it is unlikely that the Board could make informed decisions on these matters by the April Board meeting, and Messrs. Pappastergion and Foti agreed. Mr. Pappastergion noted that this is a large undertaking and he does not want to shortchange the non-union managers. Chair Tepper agreed.

Ms. Wolowicz acknowledged the time constraints; discussed accepting the report at the next meeting; the roles of the Collins Center and the Board; and her municipality's processes for similar undertakings. She suggested that MWRA's financial staff could add approximate numbers to the budget as a buffer while the Board moves through the process of developing recommendations, noting that salaries could be adjusted retroactively after the FY27 budget is approved.

Mr. Pappastergion noted the importance of considering potential impacts on rates. Mr. Foti briefly discussed the large number of positions to be considered, accepting the report, and the complexity of implementing the study's recommendations, and agreed with Mr. Laskey's suggestion to include a placeholder in the FY27 budget. Chair Tepper recommended that staff determine the maximum and minimum budgetary impacts, and discussion of proposed next steps and approval of the report could occur at the next Board meeting.

In response to a question from Mr. Patrick Walsh, Ms. Romboldi relayed that only one staff member, the

Executive Director, is a Grade 20. There was discussion about the pay range for Grade 20, which Mr. Foti noted was currently too broad in his view. There was brief discussion about submitting questions to the Assistant Secretary and the upcoming vote to accept the report. The Board members thanked Ms. Romboldi for her efforts.

Hearing no further discussion or questions from the Board, Ms. Wolowicz moved to Approvals. (ref. VIII A.1)

Approvals

Appointment of Deputy General Counsel

A motion was duly made and seconded 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.

Wendy Chu, MWRA Human Resources Director, referred to the Staff Summary and invited Board members' questions on the proposed appointment.

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

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

(ref. VIII B.1)

OTHER BUSINESS

Preliminary Screening Committee (Executive Director Position) – Update (verbal)

Chair Tepper updated the Board on the Preliminary Screening Committee. She reported that the Committee had met in March 2026 and voted unanimously to authorize MWRA staff to negotiate a contract with Isaacson, Miller, which is the same executive search firm that was engaged by Massport. She noted that two bids were received and reviewed by the Committee.

Hearing no discussion or questions from the Board, Chair Tepper moved to Other Business. (ref. IX.A)

CORRESPONDENCE TO THE BOARD

Correspondence Regarding the Draft Updated CSO Control Plan

Chair Tepper announced that the Board of Directors had received correspondence regarding the Draft Updated CSO Control Plan and these emails were included in the materials for this meeting and posted on MWRA's website. She added that other mails related to the Draft Updated CSO Control Plan were received in addition to formal correspondence, and, in the interest of time, all the correspondence would not be listed individually; however, its receipt has been noted. She also expressed appreciation

for the continued outreach and interest.

There was brief, general discussion about the format of some correspondence. (ref. X.A)

Preliminary Screening Committee (Executive Director Position) – Update (verbal) - Continued

There was brief, additional discussion about the next steps for the Preliminary Screening Committee, including negotiating and signing a contract with Isaacson, Miller and developing a new Executive Director job description, which will entail interviews with Board members and others.

Hearing no further discussion or questions from the Board, Chair Tepper moved to Adjournment. (ref. IX.A)

ADJOURNMENT

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

A roll call vote was taken in which the members were recorded as follows:

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

(ref. XI)

The meeting adjourned at 3:10pm.

Approved: April 15, 2026

Attest:

Brian Peña, Secretary

LIST OF DOCUMENTS AND EXHIBITS USED

- Draft Minutes of the 2/25/2026 MWRA Board of Directors Meeting (ref. I)
- 3/18/2026 Presentation Slides: Deer Island Fire Response (ref. III)
- 3/18/2026 Staff Summary – FY26 Financial Update and Summary through February (ref. V A.1)
- 3/18/2026 Staff Summary – Approval of the Ninety-Second Supplemental Resolution (ref. V B.1)
- 3/18/2026 Staff Summary – Audit Services: CliftonLarsonAllen LLP, Contract F286 (ref. V C.1)
- 3/18/2026 Staff Summary – Purchase Order Contract for a Maximo Systems Administrator Consultant: Computer and Engineering Services, Inc., Bid WRA-5588Q, State Contract ITS77 Category 1A, Amendment 2 (rev. V D.1)
- 3/18/2026 Staff Summary and Presentation – Somerville Marginal CSO Facility Rehabilitation Design,

Engineering Services During Construction and Resident Engineering Inspection Services: HDR Engineering, Inc., Contract 7689 (ref. VI A.1)

- 3/18/2026 Staff Summary and Presentation – Siphon and Junction Structure Rehabilitation: National Water Main Cleaning Company-New England, Contract 6225 (ref. VI A.2)
- 3/18/2026 Staff Summary and Presentation – Cryogenic Oxygen Generation Compressor Services: WES Construction Corp., Contract S632 (ref. VI A.3)
- 3/18/2026 Staff Summary and Presentation – Report on 2025 Water Use Trends and Reservoir Status (ref. VII A.1)
- 3/18/2026 Staff Summary and Presentation – Metropolitan Water Tunnel Program - Program Support Services: JCK Underground, Inc., Contract 7655, Amendment 3 – Second Optional 24-Month Renewal (ref. VII B.1)
- 3/18/2026 Staff Summary and Presentation – John J. Carroll Water Treatment Plant Technical Assistance Consulting Services: Stantec Consulting Services Inc., Contract 7974, Amendment 2 (ref. VII C.1)
- *Total Compensation and Benefits Study, Massachusetts Water Resources Authority* (UMass Boston Collins Center, March, 2026) (ref. VIII A.1)
- 3/18/2026 Staff Summary – Appointment of Deputy General Counsel (ref. VIII B.1)
- Correspondence Regarding the Draft Updated CSO Control Plan (ref. IX.A)

STAFF SUMMARY



TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 15, 2026
SUBJECT: Delegated Authority Report – February and March 2026

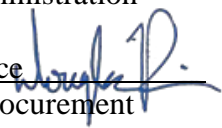
COMMITTEE: Administration, Finance & Audit

INFORMATION
 VOTE



Michele S. Gillen
Director, Administration

Barbara Aylward, Administrator A & F
Julio Esperas, Assistant Buyer
Preparer/Title

Douglas J. Rice
Director of Procurement 

RECOMMENDATION:

For information only. Attached is a listing of actions taken by the Executive Director under delegated authority for the period February 1-March 31, 2026.

This report is broken down into three sections:

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

DISCUSSION:

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

Construction Contract Awards:

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

Change Orders:

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

Professional Service Contract Awards:

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

Non-Professional Service Contract Awards:

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

Purchase or Lease of Equipment, Materials or Supplies:

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

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

Amendments:

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

Amendments to the Position Control Register:

Amendments which result only in a change in cost center.

BUDGET/FISCAL IMPACT:

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

Construction & Professional Services Delegated Authority Items February 1 – 28, 2026

No.	Date of Award	Title and Explanation	Contract	Amend/CO	Company	Value
C-1	2/10/2026	Roof Replacement at Gillis, Brattle Court, and Newton Street Pumping Stations Award of contract for roof replacement at Gillis, Brattle Court, and Newton Street Pumping Stations for a term of 365 calendar days.	7901	Award	Reliable Roofing & Sheet Metal LLC	\$2,222,000.00
C-2	2/10/26	13.8kV Electrical Systems Maintenance Award of a contract to provide preventive maintenance and repair of the 13.8 kV electrical systems at the Carroll Water Treatment Plant and as-needed repairs at nine other locations in Western Operations for a term of 1,095 calendar days	OP-505	Award	Dagle Electrical Construction	\$419,818.99
C-3	2/10/26	Deer Island Treatment Plant Dewatering Pipe Repair Award of a contract for cleaning, inspection, and installation of 275 feet of 24-inch diameter cured in place pipe (CIPP) in the roadway in front of the Reception/Training Building at the Deer Island Treatment Plant for a contract term of 75 calendar days.	S631	Award	National Water Main Cleaning Company – New England	\$396,650.00
C-4	2/12/26	Northern Intermediate High Section 89 Replacement Pipeline Increase of police and fire detail services allowance, and installation of additional air valve manhole structures to complete the pipeline repair from the Spot Pond Pumping Station to Washington Street in Woburn.	7117	18	Northern Intermediate High Section 89 Replacement Pipeline	\$317,439.66
C-5	2/27/26	Elevator Maintenance and Repair Service - Deer Island Extension of contract time by 118 calendar days, increase of non-emergency repair by 200 hours, and increase of preventive maintenance service by 4 hours for the Deer Island Treatment Plant's 23 elevators.	S609	1	United Elevator Company, Inc.	\$65,990.00
C-6	2/27/26	Ward Street Make-Up Air Handler Units Replacement Award of a contract for the replacement of two Make-Up Air Handler (MUAH) units and providing a temporary MUAH for a term of 640 calendar days.	8151	Award	CAM HVAC & Construction, Inc.	\$1,987,000.00
C-7	2/27/26	Ware River Shaft 8 Lower Garage Retaining Wall Replacement Award of a contract for the removal of an existing retaining wall and replacement with a precast modular block gravity wall (precast wall) for a term of 365 calendar days.	8159	Award	Murray Excavating LLC	\$601,000.00

Purchasing Delegated Authority Items February 1-28, 2026

No.	Date of Award	Title and Explanation	Company	Value
P-1	2/13/26	<p>Sole Source Purchase Order for One Inspection Camera Base Station Purchase of a transportable, stand-alone base station camera for capturing video footage of MWRA sewer interceptors to assess the condition of pipe interiors. CUES, Inc. has been identified as the manufacturer and sole supplier of the CUES, CCTV video inspection unit system and corresponding spare parts and equipment. The Director of Procurement has approved the sole source nature of this procurement.</p>	CUES, Inc.	\$141,260.90
P-2	2/13/26	<p>Sole Source Purchase Order Contract for Professional Services to Implement LIMS v8 Proof of Concept Upgrade of MWRA’s LIMS application to LIMS v8 Proof of Concept. LabWare, Inc., is the developer of LIMS, no other firm has the knowledge or ability to provide MWRA with the comprehensive Proof of Concept that is needed to ensure compliance with all MWRA workflows. For this reason, the Director of Procurement has been approved LabWare, Inc. as the sole-source provider of these services</p>	LabWare, Inc.	\$228,256.00
P-3	2/13/26	<p>Purchase Order for 68 Plug Valves Purchase of 68 glass lined plug valves to replace degraded valves in the Deer Island Treatment Plant’s Residuals Complex. This procurement is for materials only. Staff will perform all functions related to the removal and installation of the plug valves.</p>	Aquila and Neptun Enterprises, LLC	\$266,084.00

Construction & Professional Services Delegated Authority Items March 1 – 31, 2026

No.	Date of Award	Title and Explanation	Contract	Amend/CO	Company	Value
C-1	3/20/26	<p>Intermediate High Pipeline Improvements, CP2 Rehabilitation of Sections 24 and 25 Water Mains</p> <p>Final balancing change order to decrease the following bid items: Rock and Boulder Excavation; Remove, Handle, Transport and Dispose Unsuitable Materials; Remove, Handle, Transport and Dispose Class IB Soil (Less than MCP RCS-1 and Greater than Similar Soils); Remove, Handle, Transport and Dispose Class IIB Soil (Lined Landfill); Non-Copper Water Services; Water Services Within MWRA Water Main Trench Limits; Water Service Connections to New Municipal Mains; Water Service Copper Piping; 12-inch Insertion Valves; 10-inch Insertion Valves; 8-inch Insertion Valves; 6-inch Insertion Valves; 12-inch Insertion Valves (Pre-Purchased by MWRA); 6-inch Insertion Valves (Pre-Purchased by MWRA); Sewer Services; Police Detail Services; Work done by Utility Company; Price Adjustment Allowance; Remote Telemetry Units; Remove, Handle, Transport and Dispose of Group IA (Less than MCP RCS-1 and MassDEP Similar Soils); Remove, Handle, Transport and Dispose of Group III (Out of State Disposal Facility); Full Width Road Reconstruction Including Pulverization.</p>	6956	14	Albanese D&S, Inc.	(\$1,623,794.74)
C-2	3/20/26	<p>Low Service Pressure Reducing Valve Improvements - Boston/Medford</p> <p>Final balancing change order to decrease the following bid items: Transport and Dispose of Class IIB Soil at a Lined Landfill; Transport and Dispose of Class III Soil at an Out of State Disposal Facility; Rock and Boulder Excavation; Disinfection of W14; Police Detail Services; Fire Department Services; Private Utility Work; Price Adjustment Allowance; Disposal of Group IIA Soil; Disposal of Excavated Concrete.</p>	7563	8	RJV Construction Corporation	(\$798,776.17)
C-3	3/20/26	<p>On-Call Tree Removal Services</p> <p>Award of a tree removal services contract for trees that pose a risk to MWRA property or abutters' properties that MWRA staff cannot remove safely.</p>	OP-502	Award	Maltby & Co., Inc.	\$214,000.00

Purchasing Delegated Authority Items March 1-31, 2026

No.	Date of Award	Title and Explanation	Company	Value
P-1	3/6/26	<p>One-Year Purchase Order Contract with Two Additional Option Years for the Supply and Delivery of Calcium Nitrate Solution Hydrogen Sulfide Chemicals to control hydrogen sulfide in the Framingham Extension Sewer and Framingham Extension Relief Sewer. Hydrogen sulfide causes corrosion within the sewer and can result in odor complaints from neighboring communities. Brenntag Northeast, LLC's bid represents a \$0.77 per gallon decrease compared to the existing contract.</p>	Brenntag Northeast, LLC	\$218,400.00
P-2	3/6/26	<p>Purchase Order for the Supply and Delivery of 360,000 Gallons of Ultra-Low Sulfur #2 Diesel Fuel—<i>State Contract ENE53</i> The Deer Island Treatment Plant uses ultra-low sulfur #2 diesel fuel in the Thermal Power Plant. Global Montello Group Corporation submitted a locked in, firm per-gallon delivered price of \$2.7574 per gallon that includes all taxes and fees. The locked in price protects MWRA from price escalations during this period.</p>	Global Montello Group Corporation	\$992,664.00
P-3	3/17/26	<p>Purchase Order for 18 Butterfly Valves Replacements for failing butterfly valves used in The Deer Island Treatment Plant's High Temperature Water (HTW) System and Primary Heating Loop. This procurement is for materials only. MWRA staff will perform the 18 butterfly valve replacements.</p>	Water Technology Resources, Inc.	\$100,200.00
P-4	3/17/26	<p>Sole Source Purchase Order for One Reactor Battery 150 Horsepower Gearbox Triple reduction gearboxes are used in reactor aerators at the Deer Island Treatment Plant's Cryogenic Oxygen Generation Facility. This purchase is for a spare gearbox. SPX Flow, Inc. has been identified as the sole source provider for this gearbox. The Director of Procurement has approved the sole source nature of this procurement.</p>	SPX Flow, Inc.	\$398,455.00
P-5	3/24/26	<p>Purchase Order for Two Segmented Flow Analyzers, with Samplers and Accessories The Department of Laboratory Services uses Skalar San++ analyzers to test drinking water, ground water, surface water, wastewater, sludge and fertilizer pellets. Due to age, the automated parts of the systems are no longer supported and not eligible for repair. This purchase will replace the equipment with newer, more reliable systems.</p>	Seal Analytical, Inc.	\$155,282.00

STAFF SUMMARY




TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 15, 2026
SUBJECT: FY26 Financial Update and Summary through March

COMMITTEE: Administration, Finance & Audit

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

INFORMATION

VOTE



Thomas J. Durkin
Director, Finance

RECOMMENDATION:

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

DISCUSSION:

The total Year-to-Date variance for the FY26 CEB is \$18.0 million, due to lower direct expenses of 4.7% or \$11.0 million, indirect expenses of 5.1% or \$3.4 million, and higher revenue of 0.5% or \$3.6 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 4.7% or \$11.0 million under budget. Spending was lower for Wages & Salaries, Other Services, Fringe Benefits, Chemicals, Professional Services, Overtime, Training & Meetings, and Other Materials. Spending was higher than budget for Utilities, Maintenance, and Workers' Compensation.
- Lower Indirect Expenses of 5.1% or \$3.4 million under budget due primarily to lower Watershed Reimbursements and Insurance.

- Revenue was 0.5% or \$3.6 million over the estimate driven by Investment Income of \$2.2 million due to higher than budgeted interest rates and Other Revenue of \$1.3 million driven by favorable Energy Revenue from Renewable Portfolio Credits and Miscellaneous Revenue.

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

	FY26 Budget	FY26 Actual	\$ Variance	% Variance
Direct Expenses	\$236.6	\$225.6	-\$11.0	-4.7%
Indirect Expenses	\$67.2	\$63.8	-\$3.4	-5.1%
Capital Financing	\$340.2	\$340.2	\$0.0	0.0%
Total	\$644.1	\$629.6	-\$14.5	-2.2%

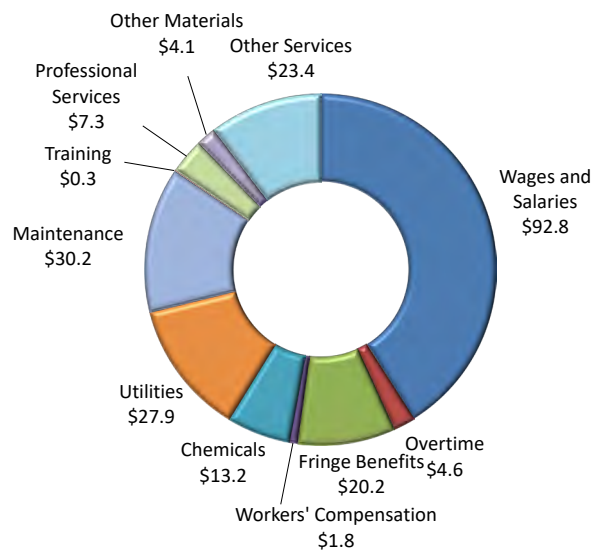
Totals may not add due to rounding

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

Direct Expenses

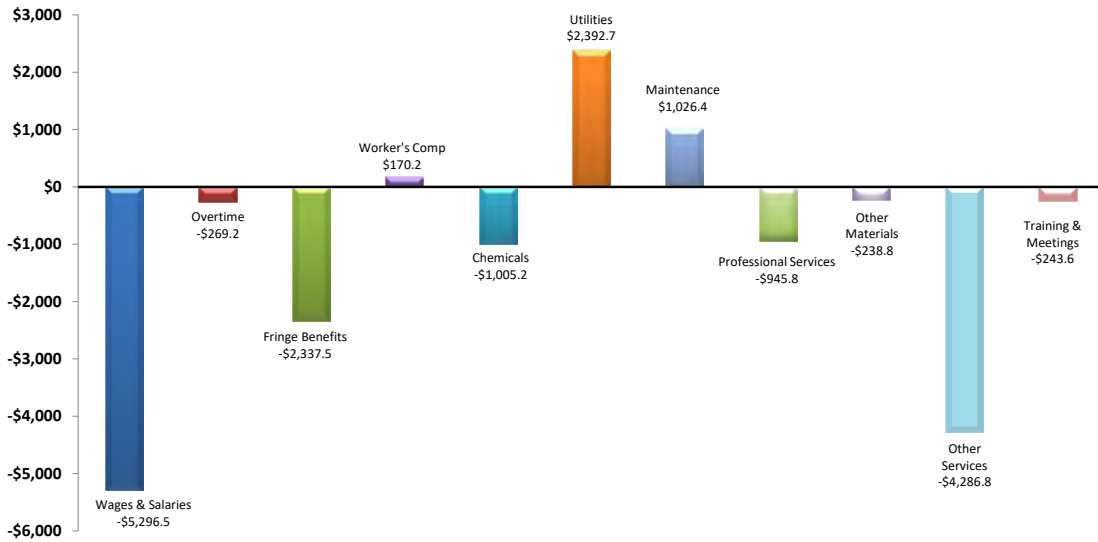
FY26 Direct Expenses through March totaled \$225.6 million, which was \$11.0 million or 4.7% less than budgeted.

**FY26 Direct Expenses
(in millions)**



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

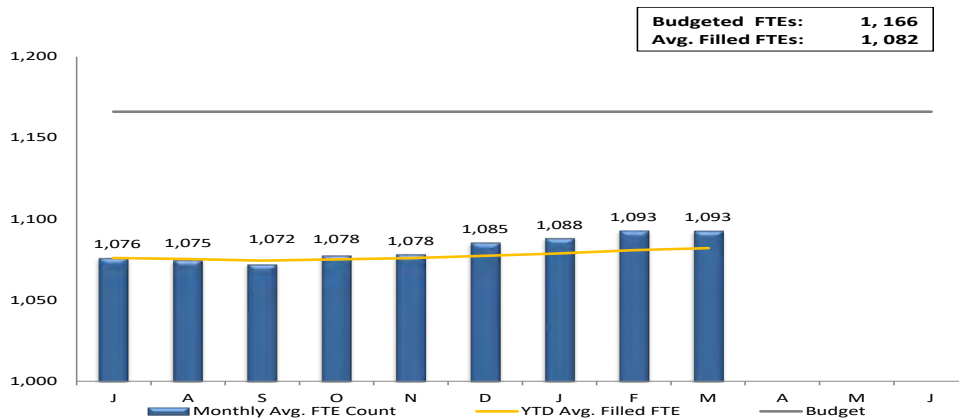
FY26 Direct Expense Variances (in thousands)



Wages and Salaries

Wages and Salaries were lower than budget by \$5.3 million or 5.4%. Through March, there were 84 fewer average FTEs (1,082 versus 1,166 budget) or 7.2% 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 \$4.3 million or 15.5% driven by lower than anticipated expenses through March for Sludge Pelletization of \$3.0 million primarily for the potential PFAS regulation changes requiring landfilling that had no spending but were budgeted for, Telecommunications of \$782,000, and Grit & Screenings Removal of \$428,000 primarily due to lower quantities. These were partially offset by greater than anticipated spending for Police Details of \$131,000 through March.

Utilities

Utilities were higher than budget by \$2.4 million or 9.4%. Higher than budgeted spending for Electricity of \$1.4 million driven by Deer Island Treatment Plant (DITP) of \$1.5 million which was primarily due to Eversource Energy for higher pricing as well as Direct Energy real time charges. Higher spending for Diesel Fuel of \$567,000 primarily due to a DITP purchase made earlier than anticipated. Higher spending for Natural Gas of \$279,000 due to higher pricing and volume. Higher spending for Water of \$177,000 is primarily due to greater than projected water usage at DITP as a result of the DITP Primary and Secondary Clarifier Rehabilitation project.

Fringe Benefits

Fringe Benefits spending was lower than budget by \$2.3 million or 10.4%. This is primarily driven by lower Health Insurance costs of \$2.3 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.

Maintenance

Maintenance spending was higher than budget by \$1.0 million or 3.5%. Maintenance Materials were greater than budget by \$1.5 million driven by higher Inventory of \$711,000, higher Plant & Machinery Materials of \$436,000 due to greater than anticipated spending through March including the earlier than anticipated purchase of Reactor Mixer Gearbox 50 H.P. Replacement and Special Equipment Materials of \$271,000 also due to greater than anticipated spending through March. Automotive Materials of \$186,000 due to greater than anticipated purchases. Maintenance Services were lower than budget by \$497,000 driven by Special Equipment Services of \$778,000 due to less than anticipated spending through March and Building and Grounds Services of \$498,000 due to less than anticipated services through March including invasives control. This underspending was partially offset by higher Computer Software Licenses/Upgrades of \$716,000 for licenses anticipated later in the fiscal year as well as updated software license costs including MAXIMO, unbudgeted items for Info OS Essentials, Data PARC, SAN Switches, and updated costs including PIMS.

Chemicals

Chemicals were lower than budget by \$1.0 million or 7.1%. Lower Sodium Hypochlorite of \$302,000 due to lower flows at Deer Island partially offset by higher than projected flows at the JCWTP. Lower Sodium Bisulfite of \$268,000 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 less than anticipated CSO activations. Lower Liquid Oxygen of \$169,000 due to lower dosing at JCWTP and Carbon Dioxide of \$163,000 driven by lower flows. Lower Polymer of \$92,000 was due to lower than expected secondary sludge production. This was partially offset by higher Hydrogen Peroxide of \$281,000 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 \$152,000 due to flow at JCWTP. DITP flows are 17.0% less than planned and the JCWTP flows are 6.3% greater than planned through March. It is important to note that

Chemical variances are also based on deliveries which in general reflect the usage patterns. However, the timing of deliveries is an important factor.

Professional Services

Professional Services were lower than budget by \$946,000 or 11.5% driven by lower Other Services of \$473,000 due to less than anticipated spending through March including the Disparity Study, less than anticipated Computer Systems Consultant of \$318,000 and Security Services of \$155,000 both due to less than anticipated costs through March. These were partially offset by higher Legal Services of \$241,000 due to greater than anticipated spending on outside counsel through March.

Overtime

Overtime expenses were lower than budget by \$269,000 or 5.6%. Lower than budgeted spending in TRAC of \$98,000, Occupational Health & Safety of \$38,000, Engineering & Construction of \$31,000, all due to less than anticipated needs. Underspending in Field Operations of \$68,000 was due to less than anticipated emergency events. Year-to-Date rainfall was a major contributor for the less than anticipated overtime.

Training & Meetings

Training & Meetings were lower than budget by \$244,000 or 47.5% primarily due to less than anticipated spending on conferences and meetings through March.

Other Materials

Other Materials spending was lower than budget by \$239,000 or 5.5% driven by Other Materials of \$477,000 due to less than anticipated materials purchases including gravel purchases, Computer Hardware of \$412,000 due to less than anticipated purchases through March, and Vehicle Expense of \$268,000 due to less than anticipated spending driven by lower fuel prices for most of the year. This less than budgeted spending was partially offset by higher Vehicle Purchases/Replacements of \$556,000 due to earlier than anticipated purchases through March, as well as greater than anticipated spending on Equipment/Furniture of \$211,000, Health/Safety of \$117,000, and Lab & Testing Supplies of \$183,000.

Worker's Compensation

Worker's Compensation expenses were greater than budget by \$170,000 or 10.4%. The variance is due to higher than budgeted expenses for Compensation Payments of \$230,000 and Administrative Expenses of \$2,000, partially offset by lower Medical Payments of \$62,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.

Indirect Expenses

Indirect Expenses totaled \$63.8 million, which is \$3.4 million or 5.1% lower than budget. The variance is driven by lower Watershed Reimbursement. Based on FY26 operating activity only,

the Watershed Division is \$3.0 million or 15.5% 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 \$2.9 million or 15.1% below budget through March 2026. In addition, PILOT was paid in the amount of \$9.3 million, which was \$92,000 or 1.0% below budget.

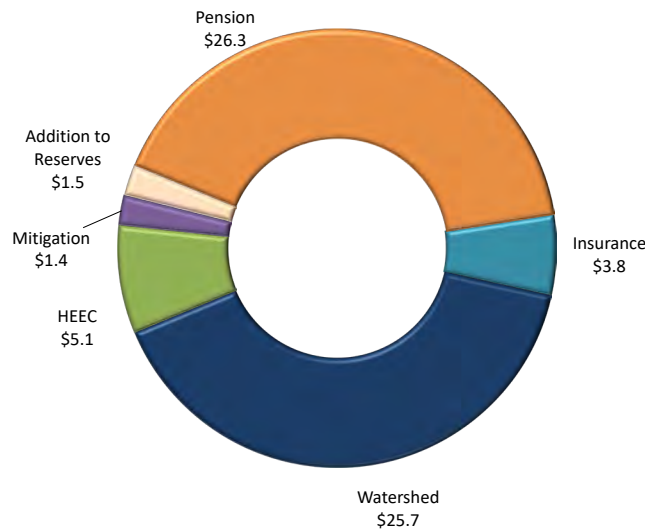
**FY26 Watershed Protection Variance
(in millions)**

\$ in millions	FY26 Budget	FY26 Actual	FY26 \$ Variance	FY26 % Variance
Operating Expenses	20.0	17.3	-2.7	-13.7%
Operating Revenues - Offset	0.8	1.0	0.2	31.6%
FY26 Operating Totals	19.3	16.3	-3.0	-15.5%
DCR Balance Forward (FY25 year-end accrual true-up)	0.0	0.1	0.1	
FY26 Adjusted Operating Totals	19.3	16.4	-2.9	-15.1%
PILOT	9.4	9.3	-0.1	-1.0%
Total Watershed Reimbursement	28.7	25.7	-3.0	-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 March was 139.0 (143.1 on a year-to-date average basis) vs. a budget of 151.

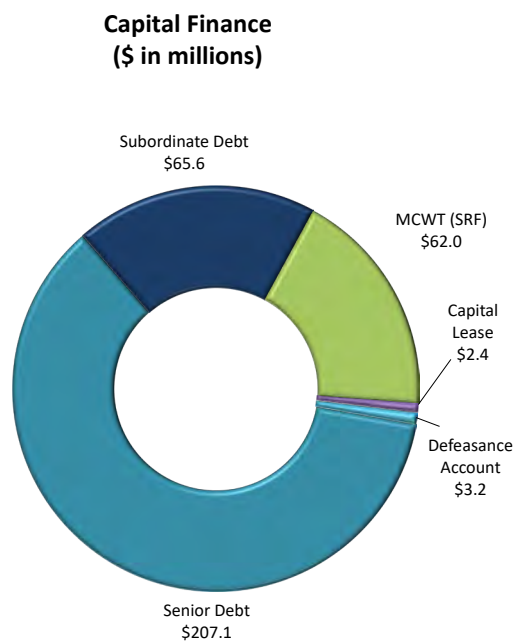
**FY26 Indirect Expenses
(in millions)**



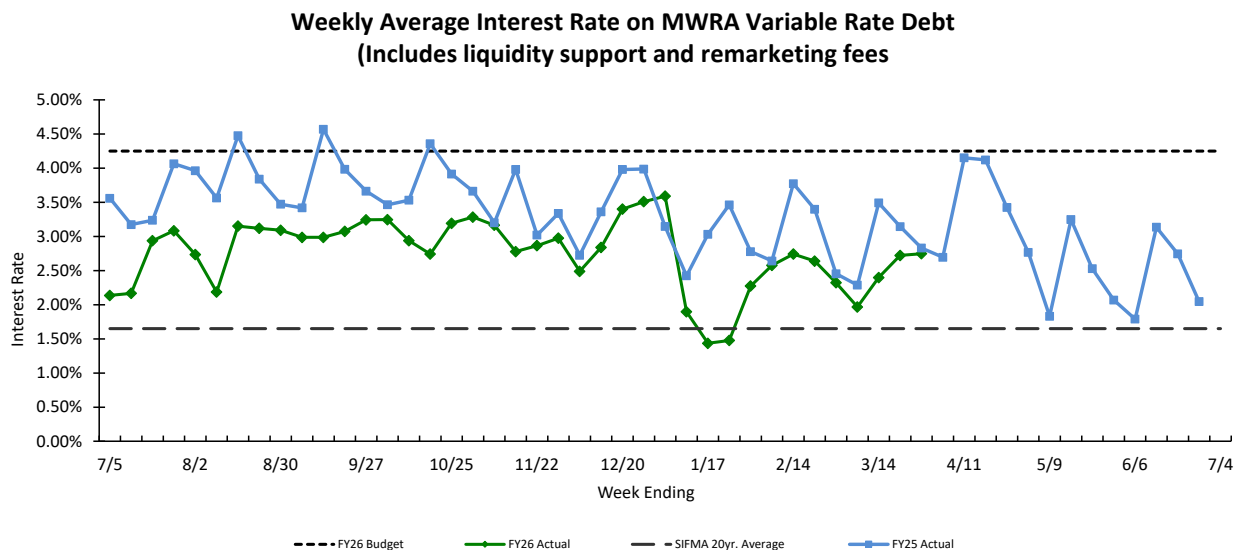
Capital Financing

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 March totaled \$340.2 million which matched the budget after the transfer of \$3.2 million to the Defeasance account. The transfer reflects lower variable rate debt expense due to lower than budget interest expense of \$2.9 million as a result of lower than anticipated interest rates and lower SRF of \$256,000 due to transaction timing and structure.



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



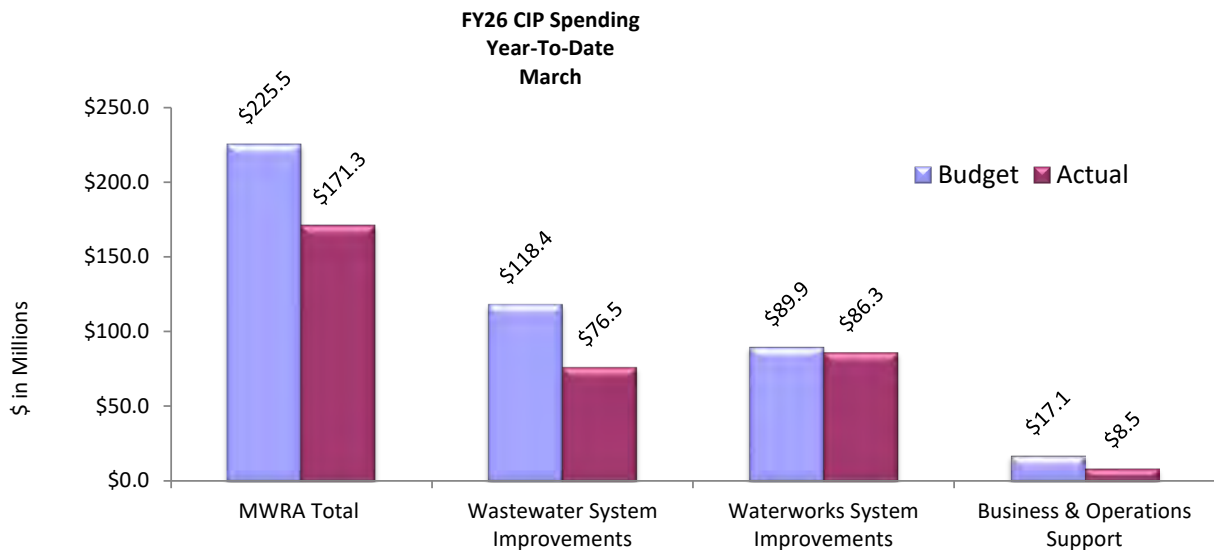
Revenue & Income

Revenues of \$693.0 million were \$3.6 million or 0.5% greater than the estimate driven by Investment Income which was \$2.2 million or 13.3% greater than planned primarily due to higher than assumed interest rates. Other Revenue of \$1.3 million also contributed to the greater than budgeted estimate and was driven by favorable Energy Revenue of \$908,000 due to the receipt of Renewable Portfolio Credits and Miscellaneous Revenue of \$555,000.

FY26 Capital Improvement Program

Capital expenditures in Fiscal Year 2026 through March totaled \$171.3 million, \$54.1 million or 24.0% 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 \$130.1 million, \$53.3 million or 29.1% under planned spending.



Overall, CIP spending reflects less than planned spending in Wastewater Improvements (\$41.9 million), less than planned spending in Waterworks (\$3.6 million) and less than planned spending in Business and Operations Support (\$8.6 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, lower than projected task order work for DITP As-Needed Design contracts, Hayes Pump Station Rehab, 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, lower than projected task order work for CWTP Technical Assistance, updated schedule for NIH Storage - Design CA/RI, and less than planned consultant progress for WASM 3 - MEPA/Design/CA/RI and Metro Water Tunnel Program Geotechnical Support Services. This was partially offset by greater than anticipated loan distributions for the Water Loan Program, contractor progress for CP-2 NEH Improvements, Section 56 Replacement/Saugus River – Construction, and Section 89/29 Replacement Construction.

\$ in Millions	Budget	Actuals	\$ Var.	% Var.
Wastewater System Improvements				
Interception & Pumping	17.9	11.7	(6.2)	-34.5%
Treatment	55.5	36.1	(19.4)	-34.9%
Residuals	1.7	0.3	(1.4)	-84.5%
CSO	4.1	2.0	(2.1)	-50.5%
Other	39.3	26.4	(13.0)	-33.0%
Total Wastewater System Improvements	\$118.4	\$76.5	(\$41.9)	-35.4%
Waterworks System Improvements				
Drinking Water Quality Improvements	3.0	1.0	(2.0)	-66.5%
Transmission	38.2	29.2	(9.0)	-23.5%
Distribution & Pumping	38.4	33.5	(4.9)	-12.8%
Other	10.3	22.6	12.3	119.3%
Total Waterworks System Improvements	\$89.9	\$86.3	(\$3.6)	-4.0%
Business & Operations Support	\$17.1	\$8.5	(\$8.6)	-50.2%
Total MWRA	\$225.5	\$171.3	(\$54.1)	-24.0%

FY26 Spending by Program:

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

Other Wastewater: Less than planned spending of \$13.0 million

- \$13.0 million for Community I/I due to less than anticipated requests for community grants and loans.

Wastewater Treatment: Less than planned spending of \$19.4 million

- \$13.2 million for Clarifier Rehabilitation Phase 2 Construction due to contractors’ progress was less than anticipated.
- \$4.7 million for DITP As-Needed Design due to lower than projected task order work.
- \$1.5 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 \$2.5 million for HVAC Equipment Replacement - Design/ESDC, and \$1.0 million for Digester & Storage Tank Rehabilitation Design/ESDC due to consultant progress greater than anticipated.

Other Waterworks: Greater than planned spending of \$12.3 million

- \$14.9 million for Local Financial Assistance due to greater than anticipated loan distributions for the Community Water Loan Program, and \$0.4 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.

Waterworks Transmission: Less than planned spending of \$9.0 million

- \$2.6 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.
- \$1.4 million for WASM 3 - MEPA/Design/CA/RI, and \$1.1 million for Geotechnical Support Services due consultants progress less than planned.
- \$1.2 million for Sudbury/Foss Dam Construction due to updated schedule for work at the Foss Dam.

Business & Operations Support: Less than planned spending of \$8.6 million

- \$3.4 million for As-Needed Design Contracts due to lower than projected task order work.
- \$3.2 million for heat pumps at Chelsea Facility, Wachusett Lower Gatehouse, New Neponset Pump Station and Newton Pumping Station due to schedule changes.
- \$1.4 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 \$6.2 million

- \$4.3 million for Hayes Pump Station Rehab Construction due to contractor progress less than anticipated.
- \$1.2 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 \$1.0 million for West Roxbury Tunnel Inspection and \$0.6 million for the Braintree-Weymouth Improvements Construction contracts.

Water Distribution and Pumping: Less than planned spending of \$4.9 million

- \$4.9 million for Section 75A and 47 Extension CP-1 Construction due to less than planned contractor progress.
- \$1.8 million for NIH Storage Design CA/RI and \$2.0 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 \$5.1 million for CP-2 NEH Improvements, \$1.6 million for Section 56 Replacement/Saugus River Construction, \$0.8 million for Section 89/29 Replacement Construction.

Combined Sewer Overflow: Less than planned spending of \$2.1 million

- \$1.9 million for Somerville Marginal New Pipe Connection due to contractor progress less anticipated.

Drinking Water Quality Improvements: Less than planned spending of \$2.0 million

- \$2.0 million for CWTP Technical Assistance due to lower than projected task order work.

Residuals: Less than planned spending of \$1.4 million

- \$1.4 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 \$133.3 million as of the end of March. Commercial Paper/Revolving Loan available capacity was \$160.0 million.

ATTACHMENTS:

Attachment 1 – Variance Summary March 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

	Mar 2026 Year-to-Date				
	Period 9 YTD Budget	Period 9 YTD Actual	Period 9 YTD Variance	%	FY26 Approved
<u>EXPENSES</u>					
WAGES AND SALARIES	\$ 98,107,320	\$ 92,810,834	\$ (5,296,486)	-5.4%	\$ 133,658,992
OVERTIME	4,835,148	4,565,934	(269,214)	-5.6%	6,449,019
FRINGE BENEFITS	22,493,853	20,156,318	(2,337,535)	-10.4%	30,489,107
WORKERS' COMPENSATION	1,634,798	1,804,963	170,165	10.4%	2,179,730
CHEMICALS	14,215,796	13,210,561	(1,005,235)	-7.1%	19,307,228
ENERGY AND UTILITIES	25,473,344	27,866,035	2,392,691	9.4%	33,579,064
MAINTENANCE	29,124,181	30,150,614	1,026,433	3.5%	43,622,667
TRAINING AND MEETINGS	512,438	268,801	(243,637)	-47.5%	689,741
PROFESSIONAL SERVICES	8,214,102	7,268,344	(945,758)	-11.5%	11,302,703
OTHER MATERIALS	4,334,568	4,095,779	(238,789)	-5.5%	7,656,637
OTHER SERVICES	27,674,941	23,388,137	(4,286,804)	-15.5%	39,045,372
TOTAL DIRECT EXPENSES	\$ 236,620,489	\$ 225,586,320	\$ (11,034,168)	-4.7%	\$ 327,980,260
INSURANCE	\$ 4,146,880	\$ 3,810,545	\$ (336,335)	-8.1%	\$ 5,529,173
WATERSHED/PILOT	28,689,175	25,685,183	(3,003,992)	-10.5%	35,118,900
HEEC PAYMENT	5,171,044	5,095,365	(75,679)	-1.5%	6,837,804
MITIGATION	1,401,864	1,401,864	-	0.0%	1,869,152
ADDITIONS TO RESERVES	1,475,614	1,475,614	-	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	\$ 67,231,694	\$ 63,815,688	\$ (3,416,006)	-5.1%	\$ 83,018,814
STATE REVOLVING FUND	\$ 62,248,128	\$ 61,991,867	\$ (256,261)	-0.4%	\$ 84,683,758
SENIOR DEBT	207,095,551	207,095,551	(0)	0.0%	289,254,618
DEBT SERVICE ASSISTANCE	-	-	-	---	-
CURRENT REVENUE/CAPITAL	-	-	-	---	21,500,000
SUBORDINATE MWRA DEBT	68,459,475	68,459,475	(0)	0.0%	91,345,699
LOCAL WATER PIPELINE CP	-	-	-	---	10,208,818
CAPITAL LEASE	2,412,795	2,412,795	-	0.0%	3,217,060
VARIABLE DEBT	-	(2,897,234)	(2,897,234)	---	-
DEFEASANCE ACCOUNT	-	3,153,496	3,153,496	---	-
DEBT PREPAYMENT	-	-	-	---	8,500,000
TOTAL CAPITAL FINANCE EXPENSE	\$ 340,215,949	\$ 340,215,949	\$ 0	0.0%	\$ 508,709,953
TOTAL EXPENSES	\$ 644,068,132	\$ 629,617,957	\$ (14,450,174)	-2.2%	\$ 919,709,027
<u>REVENUE & INCOME</u>					
RATE REVENUE	\$ 659,070,750	\$ 659,070,750	\$ -	0.0%	\$ 878,761,000
OTHER USER CHARGES	8,171,446	8,264,974	93,528	1.1%	10,939,768
OTHER REVENUE	5,712,106	6,986,370	1,274,264	22.3%	6,675,834
RATE STABILIZATION	-	-	-	---	-
INVESTMENT INCOME	16,471,855	18,660,207	2,188,352	13.3%	23,332,425
TOTAL REVENUE & INCOME	\$ 689,426,157	\$ 692,982,301	\$ 3,556,145	0.5%	\$ 919,709,027

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY26 Budget March	FY26 Actuals March	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Direct Expenses					
Wages & Salaries	98,107,319	92,810,834	(5,296,485)	-5.4%	Wages and Salaries were lower than budget by \$5.3 million or 5.8%. Through March, there were 84 fewer average FTEs (1,082 versus 1,166 budget) or 7.2% and , lower average new hire salaries versus retirees. The timing of backfilling vacant positions also contributed to Regular Pay being under budget.
Overtime	4,835,155	4,565,934	(269,221)	-5.6%	Overtime expenses were lower than budget by \$269,000 or 5.5%. Lower than budgeted spending in TRAC of \$98,000, Occupational Health & Safety of \$38,000, Engineering & Construction of \$31,000, all due to less than anticipated needs. Underspending in Field Operations of \$68,000 due to less than anticipated emergency events. Year-to-Date rainfall was a major contributor for the less than anticipated overtime.
Fringe Benefits	22,493,853	20,156,318	(2,337,535)	-10.4%	Fringe Benefits spending was lower than budget by \$2.3 million or 10.4%. This is primarily driven by lower Health Insurance costs of \$2.3 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	1,634,798	1,804,963	170,165	10.4%	Worker's Compensation expenses were greater than budget by \$170,000 or 10.4%. The variance is due to higher than budgeted expenses for Compensation Payments of \$230,000 and Administrative Expenses of \$2,000, partially offset by Medical Payments of \$62,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.
Chemicals	14,215,796	13,210,561	(1,005,235)	-7.1%	Chemicals were lower than budget by \$1.0 million or 7.1%. Lower Sodium Hypochlorite of \$302,000 due to lower flows at Deer Island partially offset by higher than projected flows at the Carroll WTP. Lower Sodium Bisulfite of \$268,000 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 less than anticipated CSO activations. Lower Liquid Oxygen of \$169,000 due to lower dosing at Carroll Water Treatment Plant and Carbon Dioxide of \$163,000 driven by flow. Lower Polymer of \$92,000 due to lower than expected secondary sludge production. This was partially offset by higher Hydrogen Peroxide of \$281,000 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 \$152,000 due to flow at CWTP. DITP flows are 17.0% less than planned and the CWTP flows are 6.3% greater than planned through March. It is important to note that Chemical variances are also based on deliveries which in general reflect the usage patterns. However, the timing of deliveries is an important factor.

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY26 Budget March	FY26 Actuals March	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Utilities	25,473,343	27,866,035	2,392,692	9.4%	Utilities were higher than budget by \$2.4 million or 9.4%. Higher than budgeted spending for Electricity of \$1.4 million driven by Deer Island Treatment Plant (DITP) of \$1.5 million which was primarily due to Eversource Energy for higher pricing as well as Direct Energy real time charges. Higher spending for Diesel Fuel of \$567,000 primarily due to DITP purchase made earlier than anticipated. Higher spending for Natural Gas of \$279,000 due to higher pricing and volume. Higher spending for Water of \$177,000 primarily due to greater than projected water usage at DITP as a result of the DITP Primary and Secondary Clarifier Rehabilitation project.
Maintenance	29,124,181	30,150,614	1,026,433	3.5%	Maintenance spending was higher than budget by \$1.0 million or 3.5%. Maintenance Materials were greater than budget by \$1.5 million driven by higher Inventory of \$711,000, higher Plant & Machinery Materials of \$436,000 due to greater than anticipated spending through March including the earlier than anticipated purchase of Reactor Mixer Gearbox 50 H.P. Replacement and Special Equipment Materials of \$271,000 also due to greater than anticipated spending through March. Automotive Materials of \$186,000 due to greater than anticipated purchases. <i>Maintenance Services</i> were lower than budget by \$497,000 driven by Computer Software Licenses/Upgrades of \$716,000 for licenses anticipated later in the fiscal year as well as updated software license costs including MAXIMO, unbudgeted items for Info OS Essentials, Data PARC, SAN Switches, and updated costs including PIMS. Special Equipment Services of \$778,000 due to less than anticipated spending through March including the PLC replacement at Union Park Pump Station. Building and Grounds Services of \$498,000 due to less than anticipated services through March including invasives control, Pipe Services of \$259,000 due to less than anticipated services for paving and less than anticipated spending for manhole rehabilitation through March. This underspending was partially offset by higher Plant & Machinery Services of \$142,000 due to greater than anticipated spending through March.
Training & Meetings	512,438	268,801	(243,637)	-47.5%	Training & Meetings were lower than budget by \$244,000 or 47.5% primarily due to less than anticipated spending on meetings and conferences driven by MIS (\$79,000), Admin Director's Office (\$51,000), DITP (\$26,000), Tunnel Redundancy (\$23,000), partially offset Operations Administration of \$60,000.
Professional Services	8,214,102	7,268,344	(945,758)	-11.5%	Professional Services were lower than budget by \$946,000 or 11.5% driven by lower Other Services of \$473,000 due to less than anticipated spending through March including the Disparity Study, less than anticipated Computer Systems Consultant of \$318,000 and Security Services of \$155,000 due to less than anticipated costs through March. These were partially offset by higher Legal Services of \$241,000 due to greater than anticipated spending on outside counsel through March.

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY26 Budget March	FY26 Actuals March	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Other Materials	4,334,568	4,095,779	(238,789)	-5.5%	Other Materials spending was lower than budget by \$239,000 or 5.5% driven by Other Materials of \$477,000 due to less than anticipated materials purchases including gravel purchases, Computer Hardware of \$412,000 due to less than anticipated purchases through March, and Vehicle Expense of \$268,000 due to less than anticipated spending driven by lower fuel prices for most of the year. This less than budget spending was partially offset by Vehicle Purchases/Replacements of \$556,000 due to earlier than anticipated purchases through March, greater than anticipated spending on Equipment/Furniture of \$210,000, Health/Safety of \$117,000, and Lab & Testing Supplies of \$183,000 through March.
Other Services	27,674,941	23,388,137	(4,286,804)	-15.5%	Other Services were lower than budget by \$4.3 million or 15.5% driven by lower than anticipated expenses through March for Sludge Pelletization of \$3.0 million primarily for the potential PFAS regulation changes requiring landfilling that had no spending but were budgeted for, Telecommunications of \$782,000, and Grit & Screenings Removal of \$428,000 primarily due to lower quantities. These were partially offset by greater than anticipated spending for Police Details of \$131,000 through March.
Total Direct Expenses	236,620,494	225,586,320	(11,034,174)	-4.7%	
Indirect Expenses					
Insurance	4,146,880	3,810,545	(336,335)	-8.1%	Lower premiums of \$408,000 partially offset by higher payments/claims of \$126,000 than budgeted.
Watershed/PILOT	28,689,175	25,685,183	(3,003,992)	-10.5%	Lower Watershed Reimbursement is \$3.0 million less than budget driven by lower spending on Wages & Salaries, Fringe Benefits, and Maintenance.
HEEC Payment	5,171,044	5,095,365	(75,679)	-1.5%	HEEC Revenue Requirement of (\$54,000), HEEC O&M Charge of (\$21,000).
Mitigation	1,401,864	1,401,864	-	0.0%	
Addition to Reserves	1,475,614	1,475,614	-	0.0%	
Pension Expense	26,347,117	26,347,117	-	0.0%	
Post Employee Benefits	-	-	-		
Total Indirect Expenses	67,231,694	63,815,688	(3,416,006)	-5.1%	

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY26 Budget March	FY26 Actuals March	FY26 Actual vs. FY26 Budget		Explanations
			\$	%	
Debt Service					
Debt Service	340,215,949	340,215,949	-	0.0%	Capital Financing matched the budget after the transfer of \$3.2 million to the Defeasance account. The transfer reflects lower variable rate debt expense due to lower than budget interest expense of \$2.9 million as a result of lower than anticipated interest rates, and \$256,000 for the SRF due to transaction timing.
Debt Service Assistance	-	-	-		
Total Debt Service Expenses	340,215,949	340,215,949	-	0.0%	
Total Expenses					
Total Expenses	644,068,137	629,617,957	(14,450,179)	-2.2%	
Revenue & Income					
Rate Revenue	659,070,750	659,070,750	-	0.0%	
Other User Charges	8,171,448	8,264,974	93,526	1.1%	
Other Revenue	5,712,106	6,986,370	1,274,264	22.3%	Other Revenue was \$1.3 million or 22.3% greater than budget due to Energy Revenue of \$908,000, Miscellaneous Revenue of \$555,000, partially offset by Profit & Loss on Disposal of Equipment of \$150,000.
Rate Stabilization	-	-	-		
Investment Income	16,471,855	18,660,207	2,188,352	13.3%	Investment Income is over budget due to higher than assumed interest rates.
Total Revenue	689,426,159	692,982,301	3,556,142	0.5%	
Net Revenue in Excess of Expenses	45,358,022	63,364,344	18,006,321		

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

	FY26 Budget March	FY26 Actuals March	Actuals vs. Budget		Explanations
			\$	%	
Wastewater					
Interception & Pumping (I&P)	\$17,859	\$11,703	(\$6,156)	-34.5%	<u>Less than planned spending</u> Hayes Pump Station Rehab - Construction and REI: \$4.3M (contractor progress less than anticipated) Cottage Farm/Prison Point Chemical Storage Tank: \$1.0M, North Collection Sewer System Rehab - Design/ESDC/REI: \$625k, and Siphon Structure Construction: \$327k (schedule changes) Ward St & Columbus Park Headworks Design/CA: \$1.2M (consultant progress less than anticipated) <u>Greater than planned spending</u> West Roxbury Tunnel Inspection: \$1.0M, Braintree-Weymouth Improvements Construction: \$608k and IPS Transformer Replacement: \$270k (work planned in FY25 performed in FY26)
Treatment	\$55,488	\$36,124	(\$19,364)	-34.9%	<u>Less than planned spending</u> Clarifier Rehabilitation Phase 2 Construction: \$13.2M (contractors' progress less than anticipated) DITP As-Needed Design: \$4.7M (lower than projected task order work) DITP Roofing Replacement: \$1.1M (pending claims resolution) Cryogenics Facility Valve Replacement: \$1.5M, Chemical Pipe Replacement - Construction: \$1.0M, Screw Pump Replacement Phase 2 - Construction: \$750k, and Odor Control Rehab - Design/ESDC: \$500k (schedule changes) SSPS VFD Replacement Design/ESDC/REI: \$812k (less than anticipated consultant progress) <u>Greater than planned spending</u> HVAC Equipment Replacement - Design/ESDC: \$2.5M and Digester & Storage Tank Rehabilitation Design/ESDC: \$991k (consultants' progress greater than anticipated) Clinton Primary Digester Cover Replacement: \$525k (contractor's progress greater than anticipated)
Residuals	\$1,650	\$255	(\$1,395)	-84.5%	Various Equipment Replacement Design and Construction: \$1.4M (schedule change)
CSO	\$4,084	\$2,020	(\$2,064)	-50.5%	<u>Less than planned spending</u> Somerville Marginal New Pipe Connection: \$1.9M (contractor progress less than anticipated) and REI:\$450k (work being done under technical assistance contract)

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

	FY26 Budget March	FY26 Actuals March	Actuals vs. Budget		Explanations
			\$	%	
Other Wastewater	\$39,321	\$26,353	(\$12,967)	-33.0%	<u>Less than planned spending</u> I/I Local Financial Assistance: \$13.0M (less than anticipated requests for community grants and loans)
Total Wastewater	\$118,402	\$76,455	(\$41,946)	-35.4%	
Waterworks					
Drinking Water Quality Improvements	\$2,992	\$1,002	(\$1,991)	-66.5%	<u>Less than planned spending</u> CWTP Technical Assistance: \$2.0M (lower than projected task order work)
Transmission	\$38,240	\$29,235	(\$9,005)	-23.5%	<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)WASM 3 -MEPA/Design/CA/RI: \$1.4M, Geotechnical Support Services: \$1.1M, and Program Support Services: \$517k (consultants progress less than planned), and Waltham Water Pipeline REI: \$547k, (less than anticipated REI services) Sudbury/Foss Dam Construction: \$1.2M (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: \$1.4M (consultant progress greater than planned)
Distribution & Pumping	\$38,385	\$33,461	(\$4,922)	-12.8%	<u>Less than planned spending</u> Section 75A and 47 Extension - CP-1 Construction: \$4.9M (less than planned contractor progress) NIH Storage - Design CA/RI:\$1.8M (updated schedule) CP-1 Section 68 Construction: \$2.0M (schedule change) CP-2, Sections 25 & 24 - Construction: \$1.4M (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: \$5.1M, Section 56 Replacement/Saugus River - Construction: \$1.6M, and Section 89/29 Replacement Construction: \$782k (greater than planned contractor progress)

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

	FY26 Budget March	FY26 Actuals March	Actuals vs. Budget		Explanations
			\$	%	
Other Waterworks	\$10,319	\$22,631	\$12,312	119.3%	<u>Greater than planned spending</u> Local Water Pipeline Financial Assistance Program: \$14.9M (greater than anticipated distributions for the Community Water Loan Program) CWTP SCADA Upgrades - Design, Programming, RE: \$434k (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) Roofs at Gillis/Brattle Court/Newton Pump Stations Construction; \$934k (schedule change) Steel Tank Improvements Construction: \$278k (contractor progress less than anticipated)
Total Waterworks	\$89,935	\$86,328	(\$3,606)	-4.0%	
Business & Operations Support					
Total Business & Operations Support	\$17,118	\$8,532	(\$8,587)	-50.2%	<u>Less than planned spending</u> As-Needed Design Contracts: \$3.4M (lower than projected task order work) Chelsea Administration Building Heat Pumps: \$2.0, and Heat Pumps at Wachusett Lower Gatehouse, New Neponset Pump Station and Newton Street Pumping Station: \$1.2M (schedule changes) Security Equipment & Installation: \$1.4M (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: \$533k (schedule change) <u>Greater than planned spending</u> DITP Wind Turbine 1 Replacement: \$1.4M (down payment for equipment)
Total MWRA	\$225,456	\$171,316	(\$54,139)	-24.0%	

**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: April 15, 2026
SUBJECT: MWRA Electricity Procurement Strategies



COMMITTEE: Administration, Finance and Audit

X INFORMATION
 VOTE

Rebecca Weidman, Deputy Chief Operating Officer
Kristen Patneau, Manager, Energy
Preparer/Title


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

MWRA has a long-standing and successful commitment to energy savings initiatives with attention to fiscal responsibility, environmental protection, and greenhouse gas emissions reduction and mitigation. MWRA is continuously expanding these sustainable and cost-effective efforts. This staff summary focuses on MWRA's electricity procurement strategies.

RECOMMENDATION:

For information only.

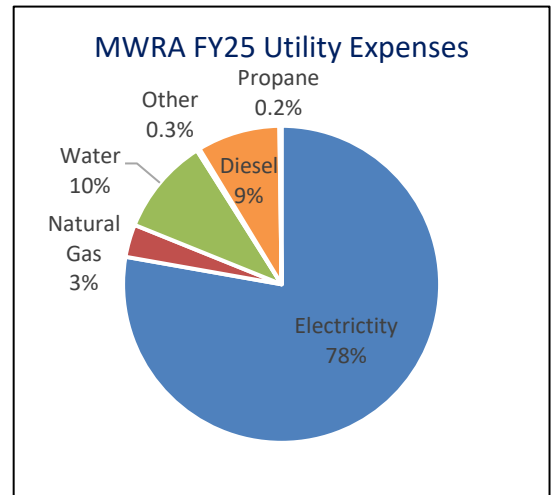
DISCUSSION

MWRA owns and operates over 100 facilities and purchases approximately 164 million kWh of electricity, 670,000 therms of natural gas, and 1.1 million gallons of non-vehicle fuel annually. Almost 85% of this energy use is attributable to wastewater transport and treatment, with 12% used for water treatment and transmission, and 3% for administrative and support functions.

Utility and fuel spending accounts for 11% of direct operating expenses, approximately \$32.4 million per year. Electricity is the primary purchased energy source and will be the focus of this discussion.

MWRA has been competitively procuring electricity supply services since 2001. Since electricity restructuring in 1998, it has been economically beneficial for MWRA to buy electricity from a third-party supplier in the competitive market, as opposed to paying for basic service from the utilities.

Based on account load profiles and a strategy to diversify the contract structures and the terms of its energy portfolio, MWRA currently has three distinct electricity contracts. The largest contract is the Deer Island account, representing approximately 67% of MWRA's total purchased electricity load. The Interval Accounts include other large facilities (e.g., Carroll Water Treatment



Plant, headworks, Clinton Wastewater Treatment Plant, and large pump stations) and are approximately 29% of MWRA's total purchased electricity load. The third contract is the Profile Accounts for the smaller facilities (e.g., CSOs and small pump stations), representing 3% of MWRA's total purchased electricity load. The remaining, less than 1% of MWRA's total purchased electricity load, consists of accounts that include small electrical devices such as flow meters, motorized valves, and cathodic protection. These accounts remain on basic service with the utilities, as there is no economic advantage to including them on competitive supply due to the administration required relative to the load size. There are also several accounts in municipal light plant districts, which prohibit customers from third party supply of electricity.

MWRA procures electricity for Deer Island separately as there are no apparent economies of scale savings that result from combination of the Deer Island electricity load with MWRA's Interval and Profile Accounts. Because Deer Island's electricity is metered as a single account, under separate contract with a large total load, it is easier to manage (than an aggregation of multiple accounts) and results in a lower price.

Staff also developed these different contract structures to optimize the Authority's overall procurement strategy, based on factors such as the account load sizes and operational characteristics of the facilities. Additionally, keeping these separate contract structures and staggered end dates helps to mitigate the risk of procuring the majority of MWRA's electricity load at the same time in what continues to be a historically volatile and sometimes unpredictable market.

The next opportunity to renew MWRA's electricity supply contracts is prior to the following contract expiration dates.

- Deer Island - October 31, 2027
- Interval Accounts - the first meter read date in June 2028
- Profile Accounts - November 2027

Contract Structures

Deer Island

Traditionally, Deer Island electricity supply bids have included a variety of hedging strategies: fully fixed rate; fully indexed rate; and a blended block plus index.

- **Fixed rates** offer a set price for a specified contract period. This fixed price structure prioritizes budget control as it is predictable and guaranteed. Under a fixed rate contract, there is protection from market increases, but there is no ability to take advantage of market lows. This can be advantageous during market spikes, and for loads that have limited load control, but may include a premium for price certainty.
- **Index rates** allow purchasers to choose their energy timing or volume in real time (or a day in advance). If market prices are high, one can remain with index rates until the pricing is stable enough to lock in a fixed rate. This also benefits organizations who can adjust energy usage to align with dips in pricing, but comes with higher risk exposure and less budget certainty.
- **Blended rates** are a hybrid of fixed block and index rates based on a combination of historical usage and future energy predictions. The block and index energy strategy allows

one to hedge a certain percentage of energy usage despite volumes that fluctuate over time. The “block” price(s) is fixed for the contract term and any energy used above the block is billed at the index market rate. This contract structure provides a balance of budget certainty and ongoing opportunity to capture lower real-time market pricing.

Deer Island’s existing supply contract has a blended structure with a ten megawatt (MW) fixed price block during on-peak¹ hours and a three MW block during off-peak hours, and the balance of the load purchased from the variable-rate spot market.² See illustrative example in Figure 1. This contract structure covers approximately 50% of Deer Island's electricity with fixed block pricing and 50% via variable pricing in the ISO-NE real-time market. Although locking in fixed pricing can carry a premium, it balances the risk taken when purchasing a commodity from a volatile market. The on-peak fixed-price block protects MWRA from potential price spikes in the winter (due to natural gas supply constraints) and summer (due to increased cooling demand). The off-peak block price is less expensive than the on-peak block price, resulting in more savings in the off-peak hours when the real-time spot market prices are typically lower and less volatile. The contract also includes capacity charges as an “at cost” pass-through, so staff can continue to reduce load during congested grid periods and decrease or avoid these costs that are included in fixed-price supply pricing.

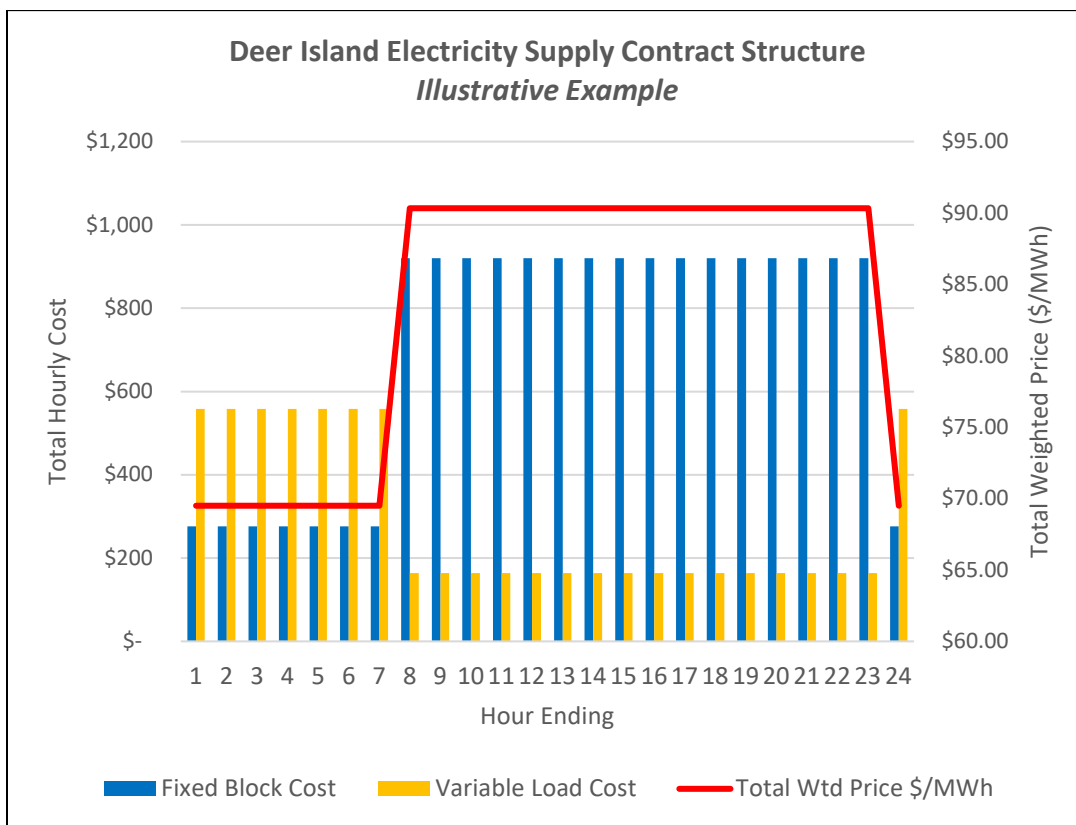


Figure 1- Illustrative Example of Deer Island Electricity Supply Contract Structure

¹ On-peak hours are 7 a.m. to 11 p.m. on non-holiday weekdays.

² For example, if Deer Island draws on average 12MW during an on-peak hour, 10MWh is billed at the 10MW block fixed-price and 2MWh is billed at the variable-rate spot market price. If Deer Island draws on average 12MW during an off-peak hour, 3MWh is billed at the 3MW block fixed-price and 9MWh is billed at the variable-rate spot market price.

Interval Accounts

Due to the complexity of tracking various hedging methods for the 29 Interval Accounts, the previous procurement requested bids only for a 100% fixed rate strategy with a capacity “at cost” pass-through. The fixed pricing may carry a premium, but for these accounts it provides transparency for billing reviews and provides more budget certainty and stability. Additionally, a capacity pass-through enables the Carroll Water Treatment Plant (and potentially other large facilities) to continue to reduce plant load during congested grid periods and decrease or avoid capacity charges for the following year. This practice has historically saved the Carroll Water Treatment Plant approximately \$70,000 per year in avoided capacity charges.

Profile Accounts

Over the past few years, the number of competitive energy suppliers bidding on these smaller Profile Accounts has decreased, with fewer suppliers in the market (many suppliers have merged); the load for this contract is relatively small overall, making it a less attractive load to take on. To address this challenge, in 2023 staff evaluated other electricity purchasing options available to state agencies and authorities, including the Commonwealth’s Operational Services Division ³ and [PowerOptions](#), Inc.⁴ The program administrators for these programs conduct competitive procurements on behalf of their consortiums. The advantages of these alternative procurement options include increased competitive supplier interest, favorable pricing due to the larger aggregated load, and third-party oversight and market insight from the purchasing collaborative.

MWRA executed an initial 12-month term contract with the PowerOptions supplier in October 2023, Constellation New Energy, because it offered the lowest price. A three-year replacement contract was subsequently issued at the end of the initial term and expires in November 2027. Staff report positive streamlining of invoice processing and budget reconciliation under this contract, and no problems with billing or communication.

Historical Data Review

When preparing for a new electricity contract, staff evaluate historical and projected energy load profiles and review the previous bid contract prices to identify if any changes to the existing contract structure (i.e., size of the fixed block in the blended rate model described above) could decrease projected energy supply costs. It is important to note that historical pricing does not indicate future conditions, but it can be a useful reference for evaluating price impacts of the various contract structures in certain market conditions, and a tool to help select the preferred structure for the next contract.

³ The Operational Services Division streamlines the procurement process, manages statewide contracts, and offers state agencies and local governments access to purchase goods and services from vendors and suppliers at competitive rates through its online portal.

⁴ [G.L. c.164, §137](#) allows non-profit institutions and government entities to participate in and become a member of any competitively procured energy program organized and administered, under this statute, by or on behalf of any public instrumentality of the Commonwealth or subsidiary organization. PowerOptions, Inc., a Massachusetts non-profit organization, administers its commodity program on behalf of the Massachusetts Clean Energy Center.

To illustrate this process, Figures 2 and 3 below show the approximate cost of Deer Island’s electricity supply, under different contract structures, based on bid prices from the past two procurements (2021 and 2024) compared to actual contract costs. Figure 2 shows that the total electricity supply costs for the current blended rate of a fixed price and real time index have resulted in the least overall costs. The fixed price would have been the highest overall cost of the three different contract structures. Figure 3 shows the variability of costs under the different contract structures over time.

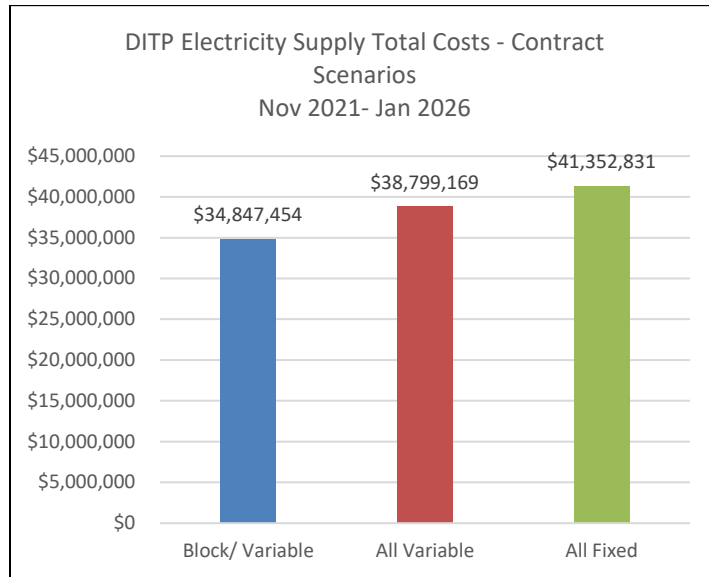


Figure 2 – Deer Island Electricity Supply Total Cost Contract Scenario Comparison

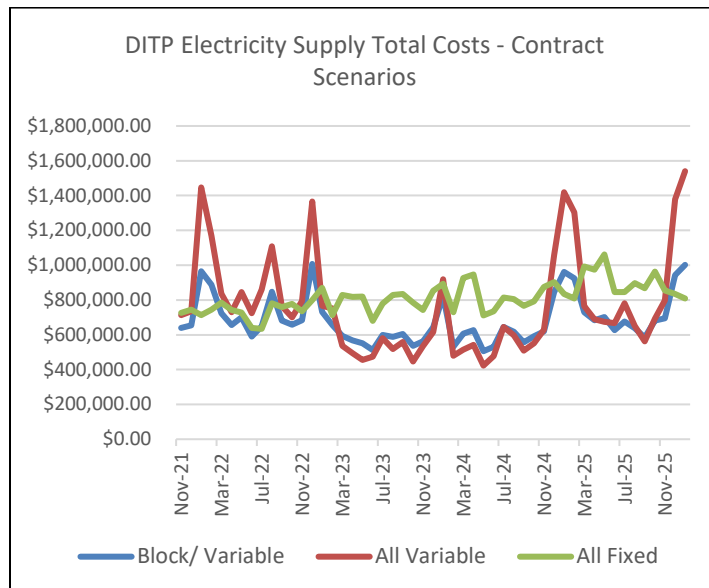


Figure 3 – Deer Island Electricity Supply Cost Contract Scenario Comparison Over Time

Electricity Cost Components

Electricity costs consist of two primary components: supply charges and delivery charges. Supply charges are the actual electricity used each month. Delivery (distribution/transmission) are the charges for transporting electricity and maintaining lines and substations.

Supply (Generation) is the cost of production of energy by power plants, which makes up the largest portion (approximately 45 to 60%) of the overall energy price. In states with retail choice jurisdictions such as Massachusetts, wholesale power producers compete for power supply market share. Businesses and consumers select a retail supplier and can negotiate price, terms, and supply product. Energy pricing is influenced by usage patterns, weather, and various state and federal regulations. Additional components that make up the total cost include capacity, transmission, ancillaries, passthrough charges for renewable portfolio standards and line losses.

There are two entities that can provide electric supply service in Massachusetts:

1. the investor-owned electric company that provides local delivery services (e.g. Eversource, National Grid, or Unitil); or
2. a competitive supplier.

Delivery (Distribution/Transmission) are the charges for transporting electricity and maintaining lines and substations. Electricity delivery in MA is primarily provided by the investor-owned utilities, along with several municipal light plants. The Massachusetts Department of Public Utilities (DPU) sets the customer charge and base distribution rate charge through rates cases for the electric company. Other delivery charges fund programs specifically designed to further policy objectives of the Commonwealth and are typically enacted in state law, such as solar incentives program costs, energy efficiency charges, electric vehicle program, net metering recovery, and renewable energy charges. See Figure 5 for a breakdown of a typical electricity bill.

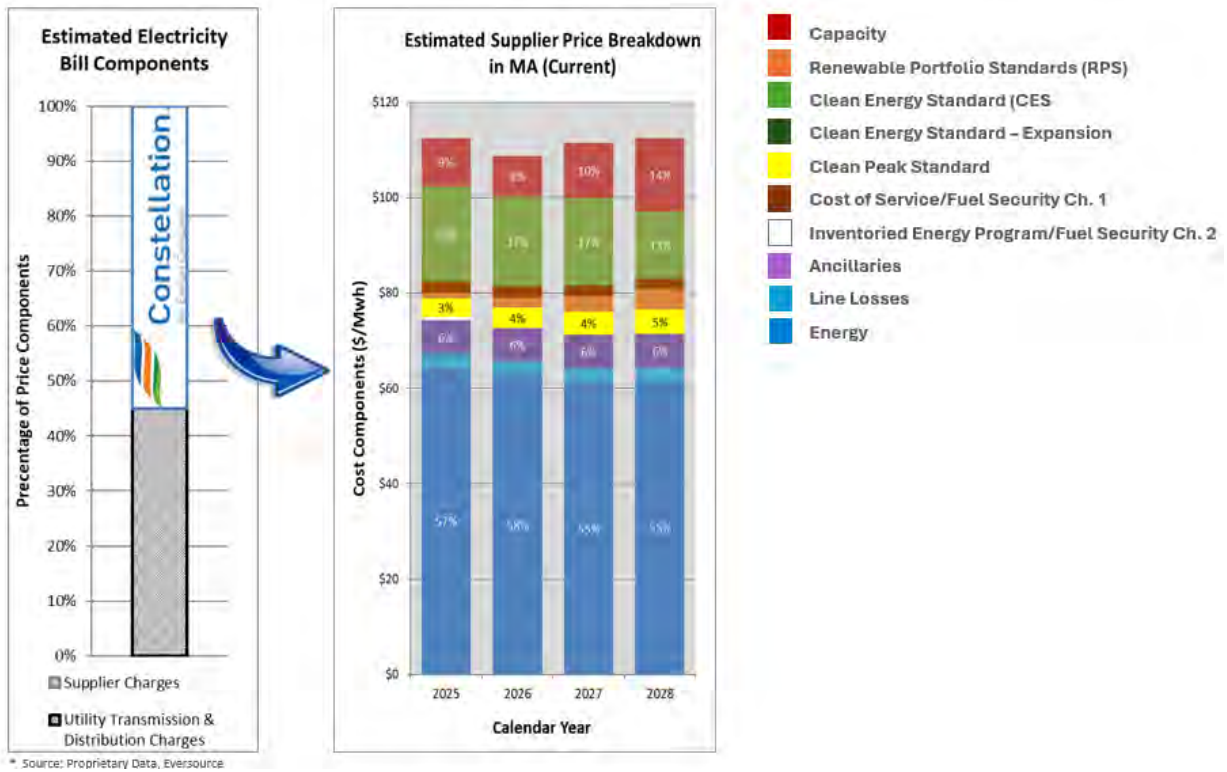


Figure 5 – Electricity Cost Components

As discussed above, MWRA manages risk in the volatile energy market by hedging much of its electricity supply costs through fixed price contracts. However, the utility transmission and distribution charges are not in direct control of MWRA. The recently reported FY26 electricity budget overspending to date is primarily due to the recent utility rate changes, with a majority related to the Deer Island electricity account, given the large size of the purchased electrical load for this facility. To support management of utility costs, MWRA maintains membership in various associations, such as [The Energy Consortium](#) and [PowerOptions](#), which advocate on behalf of their membership by participating in state and regional energy regulatory matters. These organizations intervene in local rate cases, regional transmission proceedings, interface with state agencies, participate in [New England Power Pool](#) committee meetings on issues that impact their membership, and testify before the DPU advocating for fair utility policies and rates.

Community Choice Aggregation

Community Choice Aggregation (CCA) in Massachusetts allows municipalities to aggregate electricity demand for residents and businesses, to procure their energy supply at competitive market prices, including additional renewable supply. Massachusetts utilities procure electricity every six months for residential and small business customers to manage price volatility and align with seasonal demand changes, as mandated by the DPU. This six-month schedule (February to July and August to January) aims to minimize massive, sudden rate shocks, though it can sometimes force locking into higher prices. Aggregations can purchase for longer periods than the utility, providing more price stability, and they can choose when to purchase to take advantage of good market conditions.

While many small commercial and industrial customers are served by these CCA programs, large industrial users often opt for specialized, custom, or direct-supplier contracts, as MWRA uses for its facilities. For the small MWRA accounts that are on utility basic service supply, approximately 50% of those accounts are enrolled in CCA programs through municipalities that offer such option.

Decarbonizing Energy Supply

As required by the [Massachusetts Renewable Portfolio Standard](#), a minimum percentage of electricity supply must be from renewable resources. This renewable electricity is broken into two products, the electricity and the environmental attributes (renewable energy certificates or “RECs”). Historically, MWRA procured voluntary RECs above the state requirements, as a component of its sustainability efforts. Considering the changing REC landscape⁵ and the Commonwealth’s focus on greenhouse gas reductions and decarbonization, the state’s guidance is to use resources to focus on reduction of onsite fossil fuel use instead of the procurement of voluntary RECs. As a result, MWRA no longer includes additional voluntary RECs in electricity supply contracts, but will continue to monitor the REC market and consult with the Massachusetts Department of Energy Resources to determine whether REC purchases in the future are warranted.

Natural Gas

Natural gas is approximately 3% of MWRA’s total utilities (gas, electricity, fuel oil, water, propane) budget. Historically, MWRA has purchased natural gas for its 30 facilities that use gas, primarily for heating, directly through the utility (National Grid and Eversource). Like electricity supply, there are alternative gas supply options available to state agencies and authorities, including contracting through collaboratives or a state contract.

However, natural gas capacity assignments can limit the cost savings opportunities. Natural gas capacity assignment in Massachusetts involves local distribution companies assigning upstream pipeline capacity to third-party suppliers to serve retail customers. This process ensures that suppliers have the necessary transportation and storage capacity to meet customer demand, particularly during peak winter periods. While this ensures reliability, it forces suppliers to carry the cost of infrastructure, meaning they often must bear the same, or higher, upstream transportation costs as the utility, which can lead to higher consumer rates in some cases.

Staff will continue to evaluate pricing through these options and determine whether a competitive supply contract offers overall savings for MWRA’s natural gas accounts.

BUDGET/FISCAL IMPACTS:

The FY26 Current Expense Budget includes \$33.6 million for Energy and Utilities, driven by \$26.1 million for Electricity, \$3.3 million for Diesel Fuel, and \$992 thousand for Natural Gas.

⁵ There is an undersupply of RECs, which leads to higher prices, the purchase of voluntary RECs generally comes from existing projects, and the grid is cleaner due to regulatory renewable supply requirements, not necessarily due to the procurement of voluntary RECs.

STAFF SUMMARY




TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 15, 2026
SUBJECT: Infiltration/Inflow Local Financial Assistance Program Annual Update

COMMITTEE: Wastewater Policy & Oversight

X INFORMATION
 VOTE

Israel D. Alvarez, Project Manager, Planning
Kristen M. Hall, Senior Program Manager, Planning
Stephen Estes-Smargiassi, Director, Planning & Sustainability
Preparer/Title


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

RECOMMENDATION:

For information only.

DISCUSSION:

MWRA’s Infiltration/Inflow (I/I) Local Financial Assistance Program began in May 1993 to provide funding to member sewer communities performing I/I reduction and sewer system rehabilitation projects within their locally owned collection systems. The Program’s goal is to provide technical and financial assistance to member communities, thus improving sewer system conditions to reduce I/I and ensure ongoing repair, replacement and maintenance of local collection systems.

Infiltration is defined as groundwater that enters the collection system through physical defects. Inflow is extraneous flow entering the collection system through point sources and is directly related to stormwater runoff. I/I reduction is a priority for MWRA to maintain flows at levels below the limits set in Deer Island’s National Pollutant Discharge Elimination System (NPDES) permit, and to minimize sanitary sewer overflows (SSOs) and combined sewer overflows (CSOs). Staff’s review of long-term wastewater meter data and frequency and duration of SSOs indicates MWRA’s financial assistance for local I/I reduction and collection system rehabilitation projects, together with CSO Control Program projects and indoor water conservation, have reduced and continue to prevent a net increase in flows in the regional wastewater collection system.

The I/I Local Financial Assistance Program is a critical component of MWRA’s Regional I/I Reduction Plan.¹ Specifically, local sewer system rehabilitation projects are intended to reduce I/I, offsetting ongoing collection system deterioration and new development and, in the long-term, resulting in lower regional I/I volumes. Regional I/I reduction ensures that the dry day wastewater flow does not exceed the Deer Island NPDES permit limit of 436 million gallons per day (MGD)².

¹ As required by the current NPDES permit for the Deer Island Treatment Plant, MWRA’s Regional I/I Reduction Plan was approved by MassDEP in November 2002. MWRA is required to report annually on the I/I Reduction Plan and present estimates of I/I for each member sewer community. The report and data are posted on MWRA’s website. MWRA submitted an updated I/I Abatement Plan to MassDEP in November 2024, as required under the Charles and Mystic River CSO Variances.

² The draft NPDES permit issued in May 2023 has a proposed annual rolling average dry day flow limit of 361 MGD.

Over the last ten years, the dry day wastewater flow to the Deer Island Treatment Plant has averaged 279 MGD, well below the NPDES permit limits. No year was above either the currently dry day limit of 436 MGD or the proposed limit of 361 MGD in the draft Deer Island NPDES permit (See table below).

Deer Island Flows 2016-2025

Calendar Year	Annual Average Wastewater Flow (MGD)	Dry Day Wastewater Flow (MGD)
2016	284	256
2017	318	280
2018	362	308
2019	335	295
2020	299	267
2021	347	305
2022	277	248
2023	340	298
2024	317	269
2025	288	261
10 Year Average	317 MGD	279 MGD

Update on Distribution of I/I Financial Assistance to Communities

Since 1993, a total of \$1.086 billion in grant and loan funds has been authorized by the Board and allocated to member sewer communities through the Program’s 16 funding phases. Community grant/loan allocations are based on each community’s share of sewer charges. In July 2024, Phase 15 (\$100 million) was added as a ten-year-interest-free loan only phase beginning in FY25, and Phase 16 (\$125 million) was added as a 75% grant/25% ten-year interest-free loan phase beginning in FY26. Prior to the addition of Phases 15 and 16, the most recent addition to the Program was Phase 14 (\$100 million) in September 2022. Phases 9 through 12 and 14 were all added as 75% grants and 25% ten-year, interest-free loans. Phase 13 was added as a ten-year interest-free loan phase to provide funds for communities who had utilized all previously authorized grant/loan phases. Similarly, Phase 15 was established for the same purpose. Through December 2025, two communities have used their entire Phase 16 funding allocation, 18 communities have used their entire Phase 14 funding allocation, seven communities have used their entire Phase 13 funding allocation, and 24 communities have used their entire Phase 12 funding allocation. Attachment 1 shows each community’s funding use and indicates which communities have exhausted their Phase 12-16 funds.

All 43 metropolitan sewer customer communities are participating in the financial assistance Program. Through December 2025, a total of \$596 million has been distributed to member communities to fund 708 local sewer rehabilitation projects. The remaining \$489 million are approved for distribution through FY35. All scheduled community loan repayments have been made. Of the 708 total projects, 616 projects have been completed, and 92 projects are currently ongoing in the planning, design or construction phase. Attachment 1 provides a summary of funds allocated, distributed, and remaining for each member community. Attachment 2 provides a summary of funding distributions by fiscal quarter since Program inception in May 1993. Grant and loan funding is provided to local communities for eligible I/I reduction projects including planning, design, construction and engineering services during construction. A total of 79% of the

funds distributed to date have financed construction projects. Projects generally take one to three years to complete.

The table below details funds distributed for planning, design, construction and construction services for both completed and ongoing projects.

I/I Financial Assistance for Planning, Design and Construction

<u>PROJECT PHASE</u>	<u>COMPLETED PROJECTS (\$ millions)</u>	<u>ONGOING PROJECTS (\$ millions)</u>	<u>TOTAL (\$ millions)</u>
Planning/Study:	\$ 54.7	\$ 17.8	\$ 72.5 (12%)
Design:	19.6	10.1	29.7 (5%)
Construction:	348.1	120.0	468.1 (79%)
Eng. Services During Const.:	21.8	4.5	26.3 (4%)
TOTAL	\$ 444.2 (74%)	\$ 152.4 (26%)	\$ 596.6 (100%)

Program Results from Local Projects

Through December 2025, 708 local I/I reduction and sewer system rehabilitation projects have been funded through the MWRA’s I/I Local Financial Assistance (grant/loan) Program. Cumulative results are summarized below.

Results for planning and sewer inspection projects are:

- 2,716 miles of sewer TV inspected;
- 1,871 miles of sewer flow isolation performed;
- 1,577 miles of sewer smoke tested;
- 74,849 sewer manholes inspected; and
- 84,252 buildings inspected.



Identifying Inflow Sources by Smoke Testing

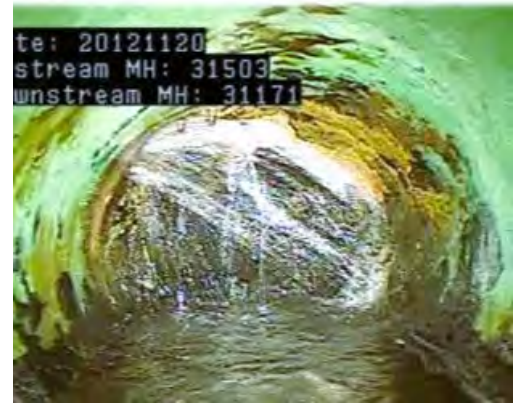


Results for projects targeting infiltration reduction are:

- 85 miles of sewer replaced;
- 388 miles of cured-in-place-pipe liner installed;
- 195 miles of sewer tested/chemically sealed;
- 3,431 sewer spot repairs;
- 20,775 service connection repairs; and
- 5.0 miles of underdrains sealed.

Results for projects targeting inflow reduction are:

- 1,208 catch basins disconnected;
- 49 miles of new or replaced storm drains installed;
- 25,447 manholes rehabilitated/sealed;
- 4,159 manhole covers replaced or inflow seals installed;
- 551 sump pumps redirected; and
- 5,839 downspouts/area drains disconnected.



Infiltration Into a Sanitary Sewer

I/I and Stormwater Impacts on the MWRA Collection System

Typically, many sewer pipes and sewer service laterals are below the surrounding groundwater table. Therefore, leakage into the sewer (infiltration) is a broad problem that is difficult and expensive to identify and resolve.



Sewer Manhole in Marsh: Raised and Sealed

Inflow enters the collection system through point sources, such as roof leaders, yard and area drains, sump pumps, ponded manhole covers, cross connections from storm drains or catch basins, and leaking tide gates. It causes a rapid increase in wastewater flow during and continuing after storms and extreme high tides. The volume of inflow entering a collection system typically depends on the magnitude and duration of rainfall, as well as related impacts from snowmelt, flooding, and storm surge.

Stormwater in combined sewers is, by design, collected in the combined sewer system to be transported to a downstream treatment facility. MWRA has four communities with combined systems: Boston, Cambridge, Chelsea and Somerville. During rainfall events that cause combined sewer systems to reach capacity, a portion of wastewater flow is diverted to CSO storage facilities and CSO outfalls.

The volume of I/I and stormwater (in combined sewers) discharged by member sewer communities into the MWRA collection system is influenced by seasonal and wet weather conditions, as well as tide height and storm surge. Stormwater and I/I take up pipeline capacity in the collection system that would otherwise be available to transport sanitary flow. During extreme storm events, particularly in periods of high groundwater, excessive I/I may cause sewer system surcharging and SSOs in community and/or MWRA sewers. I/I entering the collection system also results in the transport of groundwater and surface water out of the natural watershed. Excess flow must also be pumped and treated, increasing costs, energy use, and greenhouse gas emissions.

Review of Long-Term Flows in the MWRA Collection System

Attachment 3 provides trends of long-term wastewater flow data (37 years from 1989 to 2025) for the total collection system to the Deer Island Treatment Plant as well as flow data for the north and south collection systems. The five-year running average wastewater flow is overlaid on each flow graph to smooth the annual variability in the flow data. Annual rainfall from the Logan Airport gauge is also displayed. The long-term average daily flow for the total system is 348 MGD and the average annual rainfall is 43.4 inches. Using the five-year running average over the long term, the total system wastewater average daily flow has declined approximately 69 MGD, a reduction of 18%. The north collection system wastewater flow has declined by approximately 55 MGD while the south collection system wastewater flow has declined by approximately 14 MGD.

The long-term flow tributary to the Deer Island Treatment Plant is impacted by a variety of factors, some helping to decrease wastewater flow while others increase wastewater flow, as noted below:

- CSO separation projects reduce stormwater tributary to the combined sewer system leading to decreased flows over time. However, MWRA's CSO optimization projects, as well as pumping and interceptor relief upgrades, are intended to maximize wet weather flow to the treatment plant and minimize CSOs and SSOs leading to increased flows over time.
- MWRA's technical and financial assistance for local I/I reduction and sewer rehabilitation projects stimulate gradual improvements to the regional collection system, reducing I/I and stormwater over time. However, the regional collection system continues to age and deteriorate, leading to increased I/I over time.
- While the population in the MWRA service area has increased by approximately a quarter million people over the last 20 years, water use in the region has decreased significantly. Specifically, the reduction in indoor water use has resulted in a decrease in wastewater flow to Deer Island.³



Inflow Into a Manhole During Flooding

Wastewater Flow Reduction Summary

In summary, MWRA's financial assistance for local I/I reduction and collection system rehabilitation projects, in combination with the CSO Control Program project benefits and indoor water use reductions, have reduced and continue to maintain wastewater flow volumes in the regional collection system tributary to the Deer Island Treatment Plant.

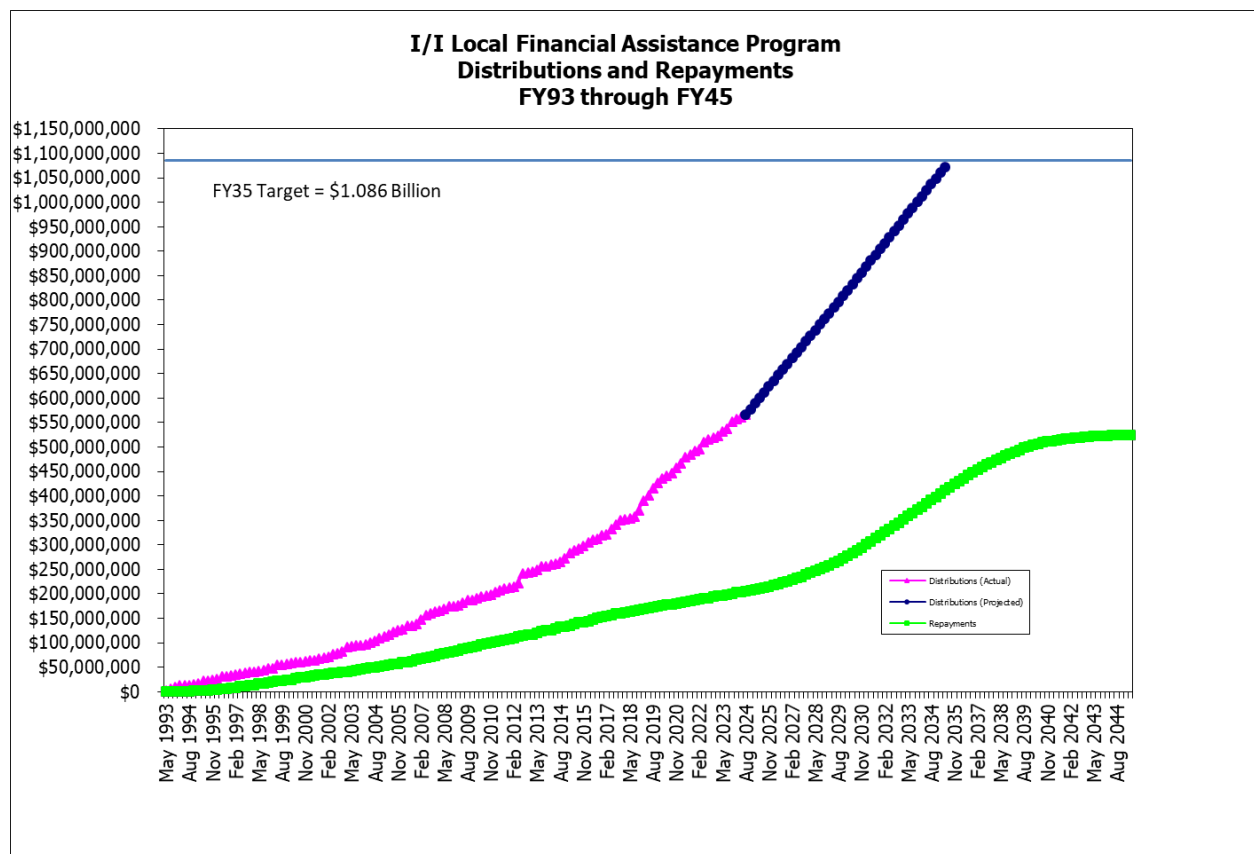
BUDGET/FISCAL IMPACT:

The budget target for the total Program is \$1.086 billion for grant and loan distributions. The FY26 CIP includes an overall budget of \$561 million for the grant portion of the I/I Local Financial Assistance Program. An additional \$524 million is budgeted for the loan portion of the Program. Phase 16 was approved by the Board in June 2024 and became available for distribution beginning

³ Outdoor water use and water system leakage have no impact on wastewater flow.

in FY26. Depending on the timing and level of community loan requests, loan distributions can fluctuate, sometimes causing overspending or underspending (versus budgeted totals) for any particular fiscal year. For example, in November 2024, no I/I applications were received. Staff believe that communities were working on the federally required inventory of their water service lines that were due in October, at the same time I/I funding applications were due. A larger than typical number of applications were received in early 2025.

Through December 2025, \$596 million has been distributed (\$328 million in grants and \$268 million in loans). The loan portion is offset by an equal amount of loan repayments over time. All scheduled community loan repayments have been made. As community loans are repaid, the funds are deposited into MWRA’s construction fund, reducing future borrowing. Community grants and loans are financed through MWRA 30-year bonds. The Program has a remaining balance of \$489 million in future community grants and loans through FY35. The graph below presents grant and loan distributions and loan repayments (actual and projected) for Program Phases 1-16 (FY93 through FY45).



MBE/WBE PARTICIPATION:

MBE/WBE participation goals are included in the Program’s Financial Assistance agreements.

ATTACHMENTS:

- Attachment 1 - Community Funding Summary Through December 2025
- Attachment 2 - Summary of Funding Distributions by Fiscal Quarter
- Attachment 3 - Long-Term Regional Flow Data

ATTACHMENT 1
MWRA I/I LOCAL FINANCIAL ASSISTANCE PROGRAM
COMMUNITY FUNDING SUMMARY THROUGH DECEMBER 2025

Community	Total Allocations (Phases 1 - 16)	Total Distributions (Phases 1 - 16)	Percent Distributed	Funds Remaining
† Arlington	\$19,408,000	\$13,713,000	71%	\$5,695,000
† Ashland	\$5,579,500	\$4,311,860	77%	\$1,267,640
Bedford	\$7,955,600	\$3,109,158	39%	\$4,846,442
Belmont	\$11,690,100	\$5,135,100	44%	\$6,555,000
Boston	\$309,135,200	\$131,029,337	42%	\$178,105,863
Braintree	\$20,901,000	\$13,290,357	64%	\$7,610,643
† Brookline	\$29,698,200	\$21,275,200	72%	\$8,423,000
†† Burlington	\$12,215,800	\$9,954,800	81%	\$2,261,000
Cambridge	\$57,507,100	\$28,830,100	50%	\$28,677,000
Canton	\$9,701,900	\$5,522,460	57%	\$4,179,440
*† Chelsea	\$17,586,100	\$13,510,100	77%	\$4,076,000
† Dedham	\$13,051,000	\$9,240,000	71%	\$3,811,000
Everett	\$19,511,500	\$11,611,500	60%	\$7,900,000
Framingham	\$29,111,000	\$13,671,000	47%	\$15,440,000
† Hingham	\$4,105,500	\$2,812,500	69%	\$1,293,000
Holbrook	\$4,016,600	\$1,349,600	34%	\$2,667,000
† Lexington	\$17,476,300	\$12,155,300	70%	\$5,321,000
Malden	\$29,486,900	\$9,802,870	33%	\$19,684,030
Medford	\$27,868,600	\$7,961,600	29%	\$19,907,000
† Melrose	\$14,357,300	\$10,106,300	70%	\$4,251,000
*† Milton	\$12,904,500	\$10,164,500	79%	\$2,740,000
Natick	\$13,248,600	\$6,832,600	52%	\$6,416,000
Needham	\$14,302,600	\$4,018,600	28%	\$10,284,000
*† Newton	\$49,302,400	\$43,680,400	89%	\$5,622,000
Norwood	\$17,124,400	\$8,449,400	49%	\$8,675,000
Quincy	\$46,608,000	\$32,325,000	69%	\$14,283,000
Randolph	\$14,423,800	\$4,971,058	34%	\$9,452,742
† Reading	\$10,964,100	\$7,749,100	71%	\$3,215,000
Revere	\$24,325,900	\$6,802,900	28%	\$17,523,000
Somerville	\$36,621,800	\$18,995,800	52%	\$17,626,000
*† Stoneham	\$11,422,900	\$8,919,900	78%	\$2,503,000
*†† Stoughton	\$11,353,900	\$10,284,900	91%	\$1,069,000
† Wakefield	\$13,953,900	\$9,836,900	70%	\$4,117,000
Walpole	\$8,876,000	\$5,473,210	62%	\$3,402,790
Waltham	\$31,278,400	\$19,214,560	61%	\$12,063,840
† Watertown	\$14,457,800	\$10,185,800	70%	\$4,272,000
Wellesley	\$13,282,700	\$6,889,700	52%	\$6,393,000
Westwood	\$6,268,300	\$3,091,300	49%	\$3,177,000
Weymouth	\$27,667,900	\$16,560,900	60%	\$11,107,000
Wilmington	\$6,184,000	\$2,462,000	40%	\$3,722,000
*† Winchester	\$9,822,000	\$7,673,000	78%	\$2,149,000
Winthrop	\$7,963,400	\$5,083,400	64%	\$2,880,000
*† Woburn	\$23,029,500	\$18,505,500	80%	\$4,524,000
Totals	\$1,085,750,000	\$596,562,570	55%	\$489,187,430

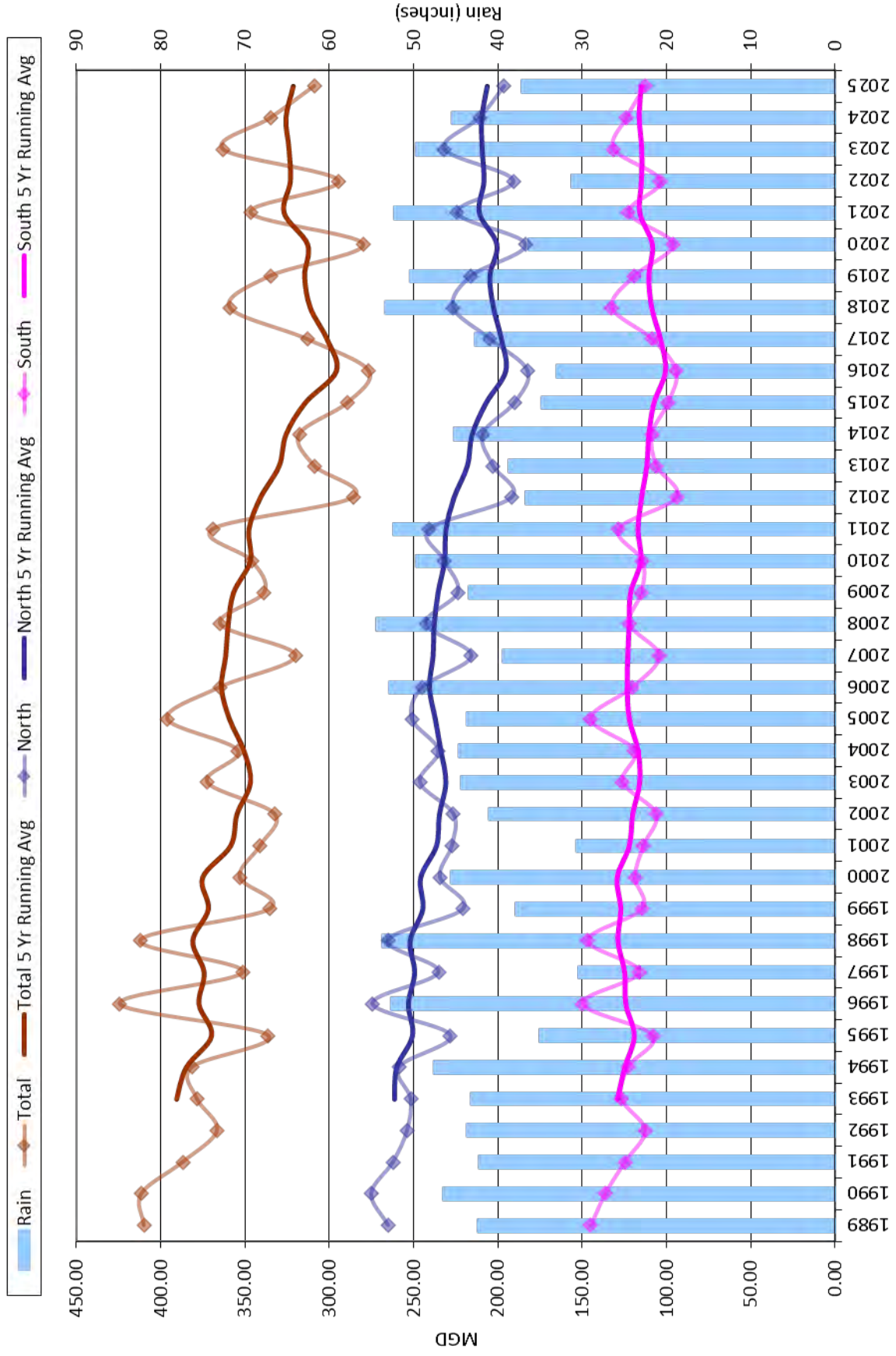
* Phase 13 used † Phase 14 used †† Phase 16 used

Note: Through December 2025, seven communities have used their entire Phase 13 funding allocation, 18 communities have used their entire Phase 14 allocation, and two communities have used their entire Phase 16 funding allocation. Communities that have used their entire Phase 16 allocation now have 100% loan-only phases available (Phases 13 & 15).

ATTACHMENT 2
MWRA VI Local Financial Assistance Program - Fiscal Year Breakdown

FY	Distribution Cycle	Distribution Amount	Distribution Cycle	Distribution Amount	Distribution Cycle	Distribution Amount	Distribution Cycle	Distribution Amount	FY Total
FY93	Aug 1992	\$0	Nov 1992	\$0	Feb 1993	\$0	May 1993	\$2,714,883	\$2,714,883
FY94	Aug 1993	\$3,096,468	Nov 1993	\$4,096,133	Feb 1994	\$3,191,032	May 1994	\$251,494	\$10,635,127
FY95	Aug 1994	\$354,126	Nov 1994	\$976,700	Feb 1995	\$1,894,030	May 1995	\$6,489,891	\$9,714,747
FY96	Aug 1995	\$0	Nov 1995	\$504,100	Feb 1996	\$2,921,600	May 1996	\$3,902,426	\$7,328,126
FY97	Aug 1996	\$1,682,061	Nov 1996	\$1,581,266	Feb 1997	\$395,100	May 1997	\$3,530,758	\$7,189,185
FY98	Aug 1997	\$1,066,300	Nov 1997	\$1,157,260	Feb 1998	\$909,350	May 1998	\$2,001,608	\$5,134,518
FY99	Aug 1998	\$1,521,100	Nov 1998	\$2,464,263	Feb 1999	\$1,481,700	May 1999	\$5,758,077	\$11,225,140
FY00	Aug 1999	\$1,315,767	Nov 1999	\$1,847,900	Feb 2000	\$1,679,000	May 2000	\$1,070,100	\$5,912,767
FY01	Aug 2000	\$1,148,400	Nov 2000	\$388,000	Feb 2001	\$1,640,931	May 2001	\$804,800	\$3,982,131
FY02	Aug 2001	\$4,480,735	Nov 2001	\$704,040	Feb 2002	\$1,804,200	May 2002	\$5,002,691	\$11,991,666
FY03	Aug 2002	\$1,962,600	Nov 2002	\$4,461,768	Feb 2003	\$7,955,752	May 2003	\$1,836,600	\$16,216,720
FY04	Aug 2003	\$2,021,940	Nov 2003	\$1,306,200	Feb 2004	\$1,770,760	May 2004	\$3,295,400	\$8,394,300
FY05	Aug 2004	\$2,756,659	Nov 2004	\$6,013,436	Feb 2005	\$4,054,060	May 2005	\$2,636,700	\$15,460,855
FY06	Aug 2005	\$5,377,487	Nov 2005	\$4,589,600	Feb 2006	\$1,519,463	May 2006	\$6,489,676	\$17,976,226
FY07	Aug 2006	\$0	Nov 2006	\$4,947,414	Feb 2007	\$8,789,300	May 2007	\$8,121,023	\$21,857,737
FY08	Aug 2007	\$3,915,500	Nov 2007	\$4,355,750	Feb 2008	\$1,392,400	May 2008	\$4,436,600	\$14,100,250
FY09	Aug 2008	\$4,196,399	Nov 2008	\$352,000	Feb 2009	\$1,990,300	May 2009	\$4,872,400	\$11,411,099
FY10	Aug 2009	\$5,462,736	Nov 2009	\$616,600	Feb 2010	\$2,679,600	May 2010	\$4,845,000	\$13,603,936
FY11	Aug 2010	\$723,700	Nov 2010	\$3,183,250	Feb 2011	\$4,123,100	May 2011	\$4,258,900	\$12,288,950
FY12	Aug 2011	\$3,695,100	Nov 2011	\$2,417,378	Feb 2012	\$848,300	May 2012	\$7,010,324	\$13,971,102
FY13	Aug 2012	\$21,299,965	Nov 2012	\$1,004,610	Feb 2013	\$2,460,000	May 2013	\$2,675,000	\$27,439,575
FY14	Aug 2013	\$7,550,310	Nov 2013	\$0	Feb 2014	\$2,929,700	May 2014	\$2,271,852	\$12,751,862
FY15	Aug 2014	\$4,053,000	Nov 2014	\$7,647,400	Feb 2015	\$10,128,648	May 2015	\$4,803,450	\$26,632,498
FY16	Aug 2015	\$3,983,100	Nov 2015	\$5,783,000	Feb 2016	\$7,195,116	May 2016	\$5,483,000	\$22,444,216
FY17	Aug 2016	\$2,352,100	Nov 2016	\$6,553,210	Feb 2017	\$2,918,900	May 2017	\$10,434,030	\$22,258,240
FY18	Aug 2017	\$8,085,900	Nov 2017	\$10,311,545	Feb 2018	\$1,377,800	May 2018	\$1,909,730	\$21,684,975
FY19	Aug 2018	\$4,107,370	Nov 2018	\$12,150,449	Feb 2019	\$19,027,200	May 2019	\$11,067,748	\$46,352,767
FY20	Aug 2019	\$14,287,100	Nov 2019	\$10,990,840	Feb 2020	\$9,635,048	May 2020	\$5,454,250	\$40,367,238
FY21	Aug 2020	\$6,087,196	Nov 2020	\$9,789,250	Feb 2021	\$9,642,573	May 2021	\$11,878,316	\$37,397,335
FY22	Aug 2021	\$5,582,842	Nov 2021	\$7,692,520	Feb 2022	\$4,149,000	May 2022	\$13,903,765	\$31,328,127
FY23	Aug 2022	\$4,897,221	Nov 2022	\$4,024,558	Feb 2023	\$4,076,134	May 2023	\$8,736,800	\$21,734,713
FY24	Aug 2023	\$4,761,170	Nov 2023	\$15,133,250	Feb 2024	\$5,718,977	May 2024	\$3,612,630	\$29,226,027
FY25	Aug 2024	\$5,467,390	Nov 2024	\$0	Feb 2025	\$8,777,956	May 2025	\$10,890,858	\$25,136,204
FY26	Aug 2025	\$6,925,000	Nov 2025	\$3,763,210	Feb 2026		May 2026		\$10,688,210
Total		\$144,216,742		\$140,806,900		\$139,077,030		\$169,735,897	\$596,562,570
Average		\$4,370,204		\$4,266,876		\$4,346,157		\$5,304,247	\$18,287,484

ATTACHMENT 3
 MWRA Long-Term Regional Flow Data
 NOAA Annual Rainfall at Logan Airport



Note: As a result of the Wastewater Meter Replacement Project, CY21 wastewater flows were generated from Deer Island pumping records (as opposed to the summation of individual community flows).

STAFF SUMMARY




TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 15, 2026
SUBJECT: Local Water System Assistance Program Annual Update

COMMITTEE: Water Policy & Oversight

X INFORMATION
 VOTE

Claudia F. Baptista, Project Manager, Planning
Kristen M. Hall, Senior Program Manager, Planning
Stephen Estes-Smargiassi, Director, Planning & Sustainability
Preparer/Title


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

RECOMMENDATION:

For information only.

DISCUSSION:

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



Unlined Cast Iron Main

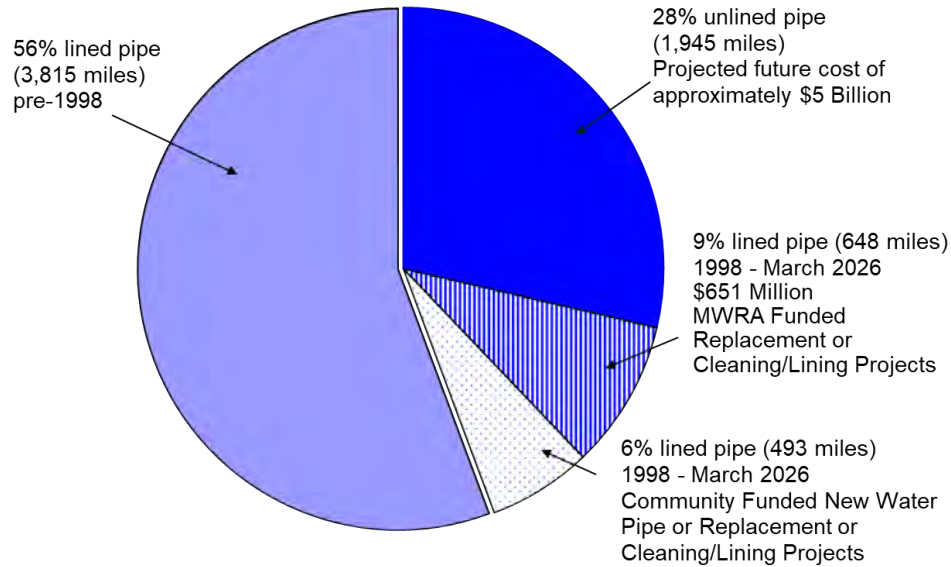
Cement Lined Pipe

Prior to 1998, 3,815 miles (56%) of the 6,851-mile regional distribution system consisted of lined water pipe. Since 1998, MWRA’s community financial assistance programs have invested \$651 million in local water distribution systems and resulted in the replacement or cleaning and lining of 647 miles of water mains. Additional community-only funded rehabilitation or installation of new pipeline projects have added 442 miles of lined water mains. Approximately 1,947 miles (28%) of locally owned distribution systems remain unlined, representing a regional need of about

five billion dollars for future community water main rehabilitation. Attachment 1 provides individual statistics for the total miles of lined and unlined water main in each member community's water system.

Water Loan Funds Distribution Update

**Regional Water System Lined and Unlined Pipe
6,901 Miles of Community Water Mains
Updated through March 2026**



Under the Local Water System Assistance Program (LWSAP), the Board has authorized a total of \$1.056 billion for community water loans from FY98 through FY35¹. Loan funds are allocated to member water communities based on a combination of their percent share of unlined pipe and wholesale water charge. MWRA's partially supplied communities receive pro-rated shares based on their percentage use of MWRA water. Through December 2025, \$651 million has been distributed to member communities to finance 676 projects that will help maintain high water quality in local distribution systems. Of the 676 total projects, 596 have been completed and 80 are active projects. Community loans are repaid to MWRA over a ten-year period. All scheduled community loan repayments have been made to date; 45 of the 48 eligible member water communities are participating in the Program². Additionally, a total of \$10.8 million was distributed to four communities (Belmont, Brookline, Framingham, and Stoneham) during the most recent February 2026 funding cycle.

¹ This total includes the initial \$30 million pilot program and \$1.026 billion under Phases 1 through 4.

² Three communities (Ashland, Burlington and Lynnfield Center Water District) have yet to request funding under the LWSAP. MWRA has a total of 53 water communities (with Dedham/Westwood Water District counted as one). Under MWRA's LWSAP, 48 communities are allocated loan funds. The five water communities that are ineligible to receive funding assistance have special case considerations. Cambridge receives water on an emergency-only basis; Lynn receives water only for the GE Plant; Clinton receives raw water only, and Leominster and Worcester (also on an emergency-only basis) receive untreated water from the Wachusett Reservoir.

The photos below detail local water system rehabilitation construction work funded through the LWSAP .



Unlined, Tuberculated Cast Iron Water Main

Water Main Replacement Construction

Rehabilitated Water Storage Tank

In FY98, MWRA established a pilot financial assistance program for water system projects. A total of \$30 million was distributed as 25% grant and 75% interest free loans. The program was well received by communities, financing 85 projects. Upon completion of the program, the Board of Directors opted to continue to provide financial assistance for water system projects and created the Phase 1 Local Pipeline Assistance Program (LPAP). Phase 1 ran from FY01 through FY13 and provided \$222.3 million in ten-year interest-free loans to finance 257 water main replacements, cleaning and lining, and lead service line replacement projects.

The Phase 2 LWSAP expanded on the Phase 1 program by adding \$210 million in interest-free loans for member water communities (including a \$10 million allocation for the three Chicopee Valley Aqueduct (CVA) communities: Chicopee, South Hadley Fire District #1, and Wilbraham. Phase 2 ran from FY11 through FY25 and provided a total of \$209.3 million in ten-year interest-free loans to finance 203 water eligible projects.

**Summary of Water System Assistance Programs
Through December 2025**

Program	Period	\$ Distributed	Projects Funded
Pilot Program	FY98 - FY99	\$30,000,000	85
LPAP (Phase 1)	FY01 - FY13	\$222,317,575	257
LWSAP (Phase 2)	FY11 - FY25	\$209,292,853	203
LWSAP (Phase 3)	FY18 - FY30	\$182,477,973	121
LWSAP (Phase 4)	FY25 - FY35	\$7,294,556	10
Total		\$651,382,957	676

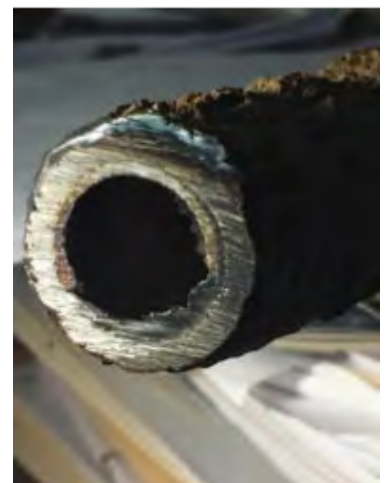
The Phase 3 LWSAP was established in FY18, adding \$293.5 million³ in interest-free loans (including a \$14 million allocation for the three CVA communities). Phase 3 funding distributions are approved through FY30. Through December 2025, \$182.5 million in Phase 3 funds have been distributed and \$111 million remain to be distributed. FY26 is Year 9 of Phase 3 allocations. (See Attachment 2 - Allocation and Fund Utilization by Community.)

The Phase 4 LWSAP was established in FY25, adding \$300.6 million⁴ in interest-free loans (including \$15 million allocated for the three CVA communities). Phase 4 funding distributions are approved through FY35. Through December 2025, \$7.3 million in Phase 4 funds have been distributed and \$293.3 million remain to be distributed. FY26 is Year 2 of Phase 4 allocations. (See Attachment 2 - Allocation and Fund Utilization by Community.)

The majority of financial assistance water loans (96%) under the LWSAP have funded replacement/rehabilitation of unlined water mains, lead service line replacement, water tank rehabilitation and other water quality projects. Some communities have also utilized a portion of their funding allocations on water system efficiency, or “Tier Two” projects, such as water meter replacements, automated meter reading systems and booster pump station rehabilitation.

Lead Service Line Replacement Program Update

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



Lead Service Line Sample

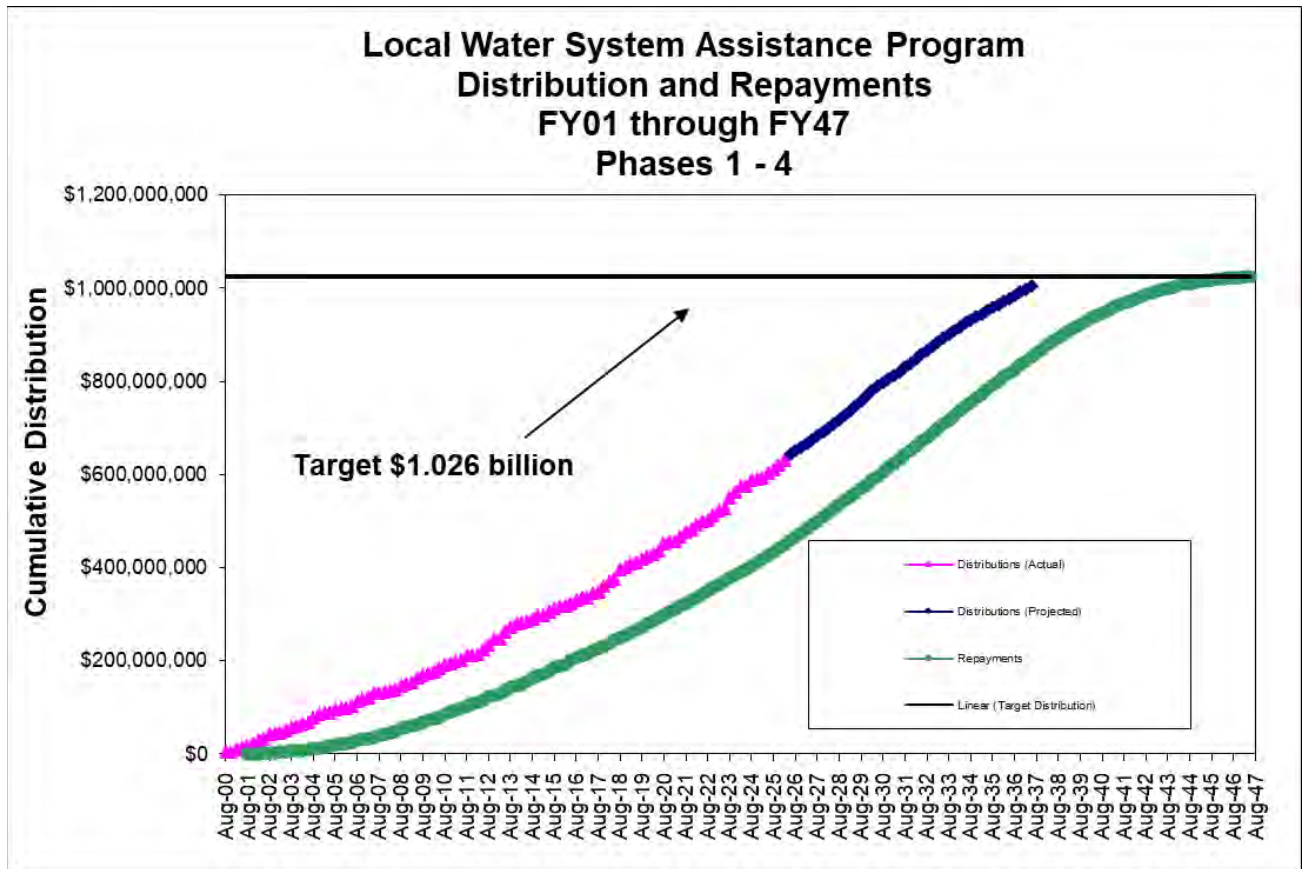
BUDGET/FISCAL IMPACTS:

The FY26 CIP includes an overall net budget of zero dollars for the LWSAP since community loans are offset by repayments over time. However, depending on the timing and level of community loan requests, loan distributions can fluctuate, sometimes causing overspending or underspending (versus budget projections) for any particular quarter or year. The LWSAP Guidelines restrict each community’s annual allocation to the larger of: (1) 10% of their total allocation; or (2) \$500,000. If not utilized in a given year, annual allocations roll over and

³ Phase 3 initially added \$292 million. In December 2020, Ashland and Burlington were approved as partially supplied member water communities, and in August 2025, Lynnfield Center Water District was approved as a partially supplied member water community. All three communities received LWSAP loan allocations upon approval, increasing the total Phase 3 allocation to \$293.5 million.

⁴ Phase 4 initially added \$300 million. In August 2025, Lynnfield Center Water District received LWSAP loan allocations upon approval as a partially supplied member water community, increasing the total Phase 4 allocation to \$300.6 million.

accumulate up to the community’s total allocation. The annual allocation restrictions are intended to limit MWRA’s annual financial exposure.



The program budget target for Phases 1 through 4 is \$1.026 billion for water system rehabilitation loan distributions and repayments (not including the \$200 million for additional lead service line replacement loans). Through December 2025, \$651 million in water project loans have been distributed. As community loans are repaid, the funds are deposited into MWRA’s construction fund. The FY26 CEB budget includes \$10.2 million for the cost of loan interest as a separate line item under Debt Service. The graph below presents loan funding distributions (actual and projected) and corresponding repayments for the LWSAP (FY01 through FY45).

MBE/WBE PARTICIPATION:

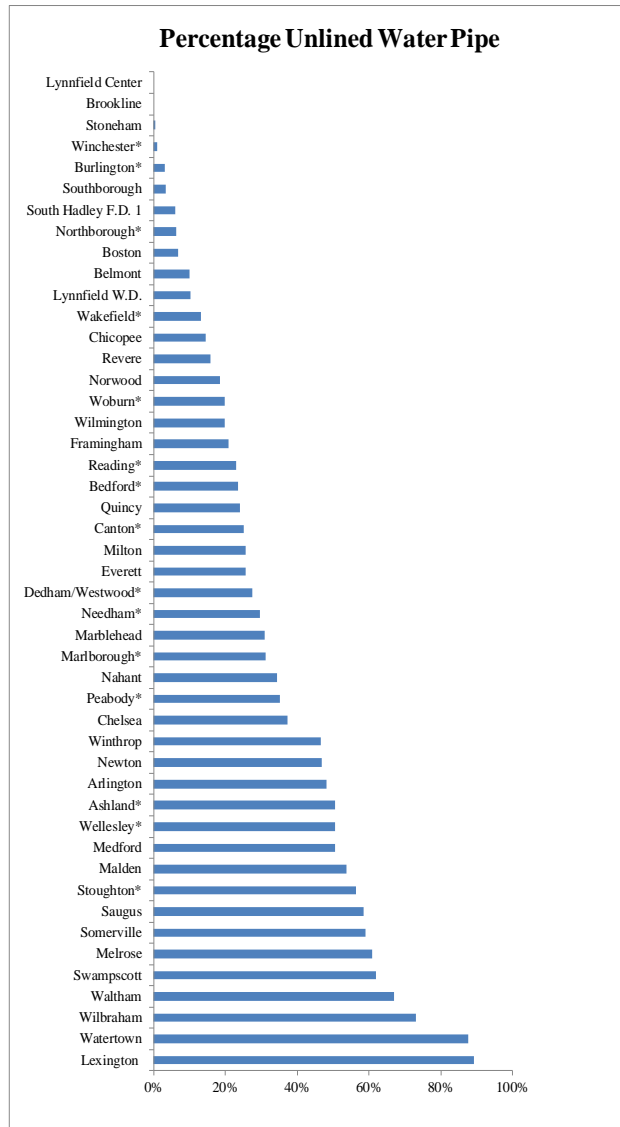
MBE/WBE goals for community projects are outlined in the Program Guidelines.

ATTACHMENTS:

- Attachment 1 - Lined and Unlined Pipe by Community (through December 2025)
- Attachment 2 - Phases 3 and 4 - Local Water System Assistance Program Allocation and Fund Utilization by Community (through December 2025)

ATTACHMENT 1
MWRA LOCAL WATER SYSTEM ASSISTANCE PROGRAM
LINED AND UNLINED PIPE BY COMMUNITY
THROUGH MARCH 2026

Community	Total Miles of Pipe	Miles of Lined Pipe	Miles of Unlined Pipe	Percent Unlined
Arlington	129	68	61	47%
Ashland*	85	42	43	51%
Bedford*	85	65	20	24%
Belmont	92	84	8	9%
Boston	1009	943	66	7%
Brookline	140	140	0	0%
Burlington*	124	120	4	3%
Canton*	128	96	32	25%
Chelsea	59	37	22	37%
Chicopee	275	235	40	15%
Dedham/Westwood*	208	151	57	27%
Everett	70	52	18	26%
Frammingham	281	224	57	20%
Lexington	157	17	140	89%
Lynnfield Center*	50	50	0	0%
Lynnfield W.D.	29	26	3	10%
Malden	121	56	65	53%
Marblehead	97	70	27	28%
Marlborough	183	126	57	31%
Medford	144	72	72	50%
Melrose	82	33	49	60%
Milton	140	106	34	24%
Nahant	25	16	9	34%
Needham*	135	95	40	30%
Newton	329	175	154	47%
Northborough	65	61	4	6%
Norwood	119	103	16	14%
Peabody*	208	135	73	35%
Quincy	240	183	58	24%
Reading	115	89	26	23%
Revere	108	91	17	16%
Saugus	125	52	73	58%
Somerville	110	47	63	57%
South Hadley F.D. 1	83	78	5	6%
Southborough	87	84	3	3%
Stoneham	80	80	0	0%
Stoughton*	151	67	84	56%
Swampscott	58	22	36	62%
Wakefield*	114	101	13	11%
Waltham	170	58	112	66%
Watertown	82	10	72	87%
Wellesley*	150	74	76	51%
Weston	111	111	0	0%
Wilbraham	74	21	53	72%
Wilmington*	126	101	25	20%
Winchester*	112	111	1	1%
Winthrop	45	24	21	47%
Woburn*	190	153	37	20%
TOTAL	6,901	4,956	1,945	28%



* Partially Served Communities

ATTACHMENT 2
MWRA LOCAL WATER SYSTEM ASSISTANCE PROGRAM
ALLOCATION AND FUND UTILIZATION BY COMMUNITY
AS OF DECEMBER 2025

Community	Community Total Phase 3 Allocation	Next Community Phase 3 Annual Allocation	Phase 3 Allocation To Date (FY26: Year 9)	Phase 3 Funds Distributed Thru Dec 2025	Phase 3 Funds Currently Available	Community Total Phase 4 Allocation	Next Community Phase 4 Annual Allocation	Phase 4 Allocation To Date (FY26: Year 2)	Phase 4 Funds Distributed Thru Dec 2025	Phase 4 Funds Currently Available	Total Phase 3 + 4 Funds Available
Arlington	\$8,687,000	\$868,700	\$7,818,300	\$5,875,000	\$1,943,300	\$8,561,000	\$856,100	\$1,712,200	\$0	\$1,712,200	\$3,655,500
Ashland*	\$519,400	\$0	\$519,400	\$0	\$519,400	\$851,000	\$0	\$851,000	\$0	\$851,000	\$1,370,400
Bedford *	\$3,649,000	\$0	\$3,649,000	\$0	\$3,649,000	\$3,237,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$4,649,000
Belmont	\$3,852,000	\$0	\$3,852,000	\$3,852,000	\$0	\$3,133,000	\$500,000	\$1,000,000	\$800,000	\$200,000	\$200,000
Boston	\$52,787,000	\$5,278,700	\$47,508,300	\$47,508,300	\$0	\$49,639,000	\$4,963,900	\$9,927,800	\$272,759	\$9,655,041	\$9,655,041
Brookline	\$4,585,000	\$85,000	\$4,500,000	\$1,234,000	\$3,266,000	\$4,491,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$4,266,000
Burlington*	\$827,400	\$0	\$827,400	\$0	\$827,400	\$1,124,000	\$124,000	\$1,000,000	\$0	\$1,000,000	\$1,827,400
Canton *	\$2,971,000	\$0	\$2,971,000	\$2,500,000	\$471,000	\$2,637,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$1,471,000
Chelsea	\$5,039,000	\$503,900	\$4,535,100	\$2,511,700	\$2,023,400	\$5,159,000	\$515,900	\$1,031,800	\$0	\$1,031,800	\$3,055,200
Dedham/Westwood *	\$849,000	\$0	\$849,000	\$849,000	\$0	\$1,099,000	\$99,000	\$1,000,000	\$0	\$1,000,000	\$1,000,000
Everett	\$6,298,000	\$629,800	\$5,668,200	\$3,319,200	\$2,349,000	\$5,217,000	\$521,700	\$1,043,400	\$0	\$1,043,400	\$3,392,400
Frammingham	\$9,003,000	\$900,300	\$8,102,700	\$2,700,900	\$5,401,800	\$9,861,000	\$986,100	\$1,972,200	\$0	\$1,972,200	\$7,374,000
Lexington	\$3,777,000	\$0	\$3,777,000	\$1,891,015	\$1,885,985	\$14,914,000	\$1,491,400	\$2,982,800	\$0	\$2,982,800	\$4,868,785
Lynnfield Center Water Dist. *¶	\$136,200	\$0	\$136,200	\$0	\$136,200	\$628,200	\$500,000	\$628,200	\$0	\$628,200	\$764,400
Lynnfield Water District	\$1,678,000	\$0	\$1,678,000	\$1,678,000	\$0	\$1,611,000	\$500,000	\$1,000,000	\$652,800	\$347,200	\$347,200
Malden	\$10,605,000	\$1,060,500	\$9,544,500	\$8,484,000	\$1,060,500	\$9,970,000	\$997,000	\$1,994,000	\$997,000	\$997,000	\$2,057,500
Marblehead	\$5,112,000	\$511,200	\$4,600,800	\$2,022,400	\$2,578,400	\$4,712,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$3,578,400
Marlborough	\$3,512,000	\$0	\$3,512,000	\$0	\$3,512,000	\$8,495,000	\$849,500	\$1,699,000	\$0	\$1,699,000	\$5,211,000
Medford	\$10,800,000	\$1,080,000	\$9,720,000	\$7,538,000	\$2,182,000	\$10,140,000	\$1,014,000	\$2,028,000	\$0	\$2,028,000	\$4,210,000
Melrose	\$6,865,000	\$686,500	\$6,178,500	\$5,492,000	\$686,500	\$6,537,000	\$653,700	\$1,307,400	\$583,900	\$723,500	\$1,410,000
Milton	\$5,967,000	\$596,700	\$5,370,300	\$3,440,800	\$1,929,500	\$5,601,000	\$560,100	\$1,120,200	\$0	\$1,120,200	\$3,049,700
Nahant	\$1,835,000	\$0	\$1,835,000	\$745,550	\$1,089,450	\$1,968,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$2,089,450
Needham *	\$1,894,000	\$0	\$1,894,000	\$337,265	\$1,556,735	\$2,097,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$2,556,735
Newton	\$20,837,000	\$2,083,700	\$18,753,300	\$6,251,100	\$12,502,200	\$19,573,000	\$1,957,300	\$3,914,600	\$0	\$3,914,600	\$16,416,800
Northborough	\$1,450,000	\$0	\$1,450,000	\$0	\$1,450,000	\$2,018,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$2,450,000
Norwood	\$6,296,000	\$629,600	\$5,666,400	\$5,666,400	\$0	\$4,726,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$1,000,000
Peabody *	\$2,756,000	\$0	\$2,756,000	\$2,756,000	\$0	\$3,767,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$1,000,000
Quincy**	\$14,252,000	\$0	\$14,252,000	\$12,826,800	\$1,425,200	\$11,565,000	\$1,156,500	\$2,313,000	\$0	\$2,313,000	\$3,738,200
Reading	\$5,073,000	\$507,300	\$4,565,700	\$3,043,800	\$1,521,900	\$4,291,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$2,521,900
Revere	\$5,315,000	\$531,500	\$4,783,500	\$2,126,000	\$2,657,500	\$4,994,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$3,657,500
Saugus	\$9,688,000	\$968,800	\$8,719,200	\$4,402,414	\$4,316,786	\$9,022,000	\$902,200	\$1,804,400	\$0	\$1,804,400	\$6,121,186
Somerville	\$10,791,000	\$1,079,100	\$9,711,900	\$9,711,900	\$0	\$10,273,000	\$1,027,300	\$2,054,600	\$2,054,600	\$0	\$0
Southborough	\$1,920,000	\$0	\$1,920,000	\$0	\$1,920,000	\$1,719,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$2,920,000
Stonham	\$2,742,000	\$0	\$2,742,000	\$2,500,000	\$242,000	\$2,520,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$1,242,000
Stoughton*	\$3,547,000	\$0	\$3,547,000	\$3,122,000	\$425,000	\$864,000	\$0	\$864,000	\$0	\$864,000	\$1,289,000
Swampscott	\$5,276,000	\$527,600	\$4,748,400	\$2,894,468	\$1,853,932	\$5,015,000	\$501,500	\$1,003,000	\$0	\$1,003,000	\$2,856,932
Wakefield *	\$3,356,000	\$0	\$3,356,000	\$3,356,000	\$0	\$2,857,000	\$500,000	\$1,000,000	\$1,000,000	\$0	\$0
Waltham	\$14,904,000	\$1,490,400	\$13,413,600	\$1,462,561	\$11,951,039	\$14,864,000	\$1,486,400	\$2,972,800	\$0	\$2,972,800	\$14,923,839
Watertown	\$3,745,000	\$0	\$3,745,000	\$3,683,000	\$62,000	\$8,630,000	\$863,000	\$1,726,000	\$0	\$1,726,000	\$1,788,000
Wellesley *	\$3,268,000	\$0	\$3,268,000	\$0	\$3,268,000	\$4,286,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$4,268,000
Weston	\$2,295,000	\$0	\$2,295,000	\$2,295,000	\$0	\$2,139,000	\$500,000	\$1,000,000	\$348,497	\$651,503	\$651,503
Wilmington *	\$1,306,000	\$0	\$1,306,000	\$0	\$1,306,000	\$1,343,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$2,306,000
Winchester *	\$1,394,000	\$0	\$1,394,000	\$0	\$1,394,000	\$1,416,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$2,394,000
Winthrop +	\$4,119,000	\$0	\$4,119,000	\$4,119,000	\$0	\$3,578,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$1,000,000
Woburn *	\$3,905,000	\$0	\$3,905,000	\$3,905,000	\$0	\$4,486,000	\$500,000	\$1,000,000	\$585,000	\$415,000	\$415,000
SUBTOTAL	\$279,483,000	\$20,019,300	\$259,463,700	\$176,100,573	\$83,363,127	\$285,628,200	\$33,026,600	\$68,950,400	\$7,294,556	\$61,655,844	\$145,018,971
Chicopee	\$9,774,000	\$977,400	\$8,796,600	\$5,186,400	\$3,610,200	\$10,413,000	\$1,041,300	\$2,082,600	\$0	\$2,082,600	\$5,692,800
South Hadley F.D. 1	\$2,026,000	\$0	\$2,026,000	\$500,000	\$1,526,000	\$2,220,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$2,526,000
Wilbraham	\$2,200,000	\$0	\$2,200,000	\$691,000	\$1,509,000	\$2,367,000	\$500,000	\$1,000,000	\$0	\$1,000,000	\$2,509,000
SUBTOTAL	\$14,000,000	\$977,400	\$13,022,600	\$6,377,400	\$6,645,200	\$15,000,000	\$2,041,300	\$4,082,600	\$0	\$4,082,600	\$10,727,800
TOTAL	\$293,483,000	\$20,996,700	\$272,486,300	\$182,477,973	\$90,008,327	\$300,628,200	\$35,067,900	\$73,033,000	\$7,294,556	\$65,738,444	\$155,746,771

* Partially Served Communities

+ Exempt per Board Approval

¶ Lynnfield Center Water District: Partial Water Community Beginning in FY26

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

STAFF SUMMARY




TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 15, 2026
SUBJECT: Lead Service Line Replacement Program Update

COMMITTEE: Water Policy & Oversight

X INFORMATION
 VOTE

David Granados, Program Manager
Kristen M. Hall, Senior Program Manager
Stephen Estes-Smargiassi, Dir. Of Planning and Sustainability
Preparer/Title


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

At the May 22, 2024 meeting, the Board approved an additional \$100 million for the Lead Service Line Replacement Program and authorized the inclusion of a 25 percent grant, based on a recommendation from the Advisory Board, for communities who commit to funding the replacement of the privately owned portion of lead service lines. Since then, an additional 17 projects at \$31.1 million have been funded through the Lead Service Line Replacement Program.

RECOMMENDATION:

For information only.

DISCUSSION:

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

In March 2016, the Board approved \$100 million in ten-year interest-free loans to fund the Lead Service Line Replacement Loan Program (LLP) for communities to fully replace lead service lines from the main to the house. In an effort to help communities meet the requirements of the new Lead and Copper Rule Improvements, the Board approved an additional \$100 million for the LLP in May 2024 and authorized the addition of a twenty-five percent (25%) grant for communities who commit to fully funding replacement of the portion of the lead service line on private property. MWRA’s goal is to replace all lead service lines by 2032 to both meet the requirements of the Lead and Copper Rule Improvements and also avoid an unnecessary, costly and potentially risky change in corrosion control treatment at the John J. Carroll Water Treatment Plant¹.

¹ As previously discussed, staff constructed and operated a pilot test rig with lead service lines evaluating potential changes to corrosion control treatment. A key recommendation of the expert panel was to support MWRA’s approach of accelerated lead service line replacement as an important step to reduce public health risk in a timely manner. A final report of the project will be completed in the spring of 2026.

Every water system was required to submit an initial service line inventory to the Massachusetts Department of Environmental Protection (MassDEP) by October 15, 2024. MWRA ramped up outreach and all MWRA water communities met the deadline. Staff collaborated with the Advisory Board to present multiple lead workshops and anticipate presenting another workshop this spring; multiple emails detailing the LLP were sent; phone calls to establish connections and detail progress are ongoing.

Communities initially reported that approximately 2.68% of all service lines are constructed of lead. As of March 2026, communities have reported that approximately 2.27% of all service lines are constructed of lead. A summary of the most up-to-date inventory data is provided in Table 1. It is expected that many of the services that have yet to be identified, referred to as “unknowns,” will be determined to be non-lead. Each community is required to mail a letter with information about the risks of lead to every resident and property owner with a lead service line or galvanized service line that was or is downstream of a lead service line, and to every property whose service line is of unknown material by the end of each calendar year.

MWRA water communities initially reported to MassDEP a total of 14,078 known lead service lines, 2,856 galvanized requiring replacement (GRR) lines, and 75,050 service lines of unknown material. Continuing efforts to improve and confirm inventories will likely result in both locations assumed to be lead found to be non-lead, and discovery of lead at some sites currently categorized as unknown material. As a result of inventory improvements, and ongoing replacement efforts as of March 2026, communities reported a total of 11,924 known lead service lines, 2,446 GRR lines, and approximately 63,980 service lines of unknown material. Staff are working on both sides of the inventory spectrum, meeting with communities that have the most work to accomplish, and also with communities that are close to being finished. Community officials, including elected officials, and DPW and engineering staff, have made themselves available to discuss inventories and strategies to remove all lead service lines. Staff are encouraged with the level of engagement, and many communities are on track to accomplish the goal of removing all lead by 2032.

Staff will continue to monitor updates to the community inventories and funding disbursements as work progresses toward the goal of complete removal by 2032 and will provide annual updates to the Board on replacements, remaining lead services, and funding progress and adequacy.

Here are a few examples of MWRA water communities that have received LLP funding:

- Medford, the MWRA water community with the highest number of known lead service lines and unknowns, received an \$8 million distribution, including a \$2 million grant, to replace an estimated 650 lead service lines and address approximately 850 unknowns.
- Marlborough received \$750,000, including a 25% grant, to replace the last 22 remaining lead service lines in the City.
- Chelsea applies to the LLP annually. A total of \$3.6 million has been distributed to the City, of which \$450,00 have been grants.
- Similarly, Winthrop applies annually to the LLP and has received \$6.65 million, including \$490,000 in grants. Both Chelsea and Winthrop plan to utilize the LLP until no lead service lines remain in their communities.

- Marblehead received \$265,000 to start a potholing project and plans to apply to the LLP if a significant amount of the unknowns are determined to be lead.

Through December 2025, \$72.4 million in interest-free loans has been distributed to fund 64 projects in 22 communities. These projects are estimated to replace 6,099 known lead service lines and identify 3,767 service lines of unknown material. Table 2 provides details on the number of projects and funds provided to each community. Several more grant/loan distributions are in the planning stages for upcoming quarters.

An important issue that staff are working closely with communities on is resolving the service lines of unknown material. Mandatory annual replacement rates will be set based on the number of lead, GRR lines and unknown material lines in each community's inventory. Unknowns determined not to be lead will not count toward the annual replacement rate. Communities with many unknowns, but few lead or GRR lines will have replacement rates that will exceed the number of lines that can be replaced, placing them in danger of a violation of the new rule. It will be important for some communities to focus both on replacing lead and GRR lines while simultaneously resolving the material of their unknowns.

Regulatory Uncertainty

Staff continue to closely monitor EPA's evolving position on many drinking water issues, including lead. EPA requested a pause in the ongoing judicial review of the Lead and Copper Rule Improvements to allow the current administration time to review the rule and develop its own policy. To date, no actions to change any requirement of the Lead and Copper Rule Improvements have occurred, and EPA has been slow to issue critical guidance documents to assist in compliance planning. MassDEP continues its development of state drinking water regulations to implement EPA's Lead and Copper Rule Revisions and Lead and Copper Rule Improvements.

BUDGET/FISCAL IMPACTS:

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

MWRA continues to explore different funding sources to help mitigate costs associated with the revised lead replacement program. Staff are working with the MassDEP and the Clean Water Trust to determine if State Revolving Fund (SRF) lead program loans can be provided to MWRA on behalf of its member communities that meet SRF eligibility requirements. Under this program MWRA might be eligible for grants for a portion of the funds borrowed, which would reduce the potential cost of the program to ratepayers and allow a higher grant portion for those replacing lines on private property for free.

The FY26 Capital Improvement Plan includes an overall budget of \$200 million for grant and loan distributions. Only projects that replace the private portion of lead service lines at no cost to homeowners are eligible to receive the 25% grant; other projects are funded as 100% interest free loans. Depending on the timing and level of community loan requests, loan distributions can fluctuate, sometimes causing overspending or underspending (versus budgeted totals) for any particular fiscal year.

Through December 2025, \$72.4 million has been distributed, \$4.8 million as grants and \$67.6 million as ten-year interest-free loans. As community loans are repaid, the funds are deposited into MWRA's Construction Fund. The Program has a remaining balance of \$127.6 million for future community grants and loans.

ATTACHMENTS

Table 1 – MWRA Water Community Initial Service Line Inventory

Table 2 – Summary of Funded Lead Projects

Table 1 MWRA Water Community Initial Service Line Inventory

Community	Total Service Lines	Lead Service Lines	Total Galvanized Requiring Replacement Lines	Total Unknown Service Lines	Update
Arlington	12,705	3	-	2,337	3/6/2026
Ashland	6,291	-	-	-	3/31/2025
Bedford	4,893	-	-	899	3/31/2025
Belmont	7,394	1	-	-	6/11/2025
Boston	99,945	1,677	111	2,574	11/13/2025
Brookline	9,129	-	-	29	1/15/2026
Burlington	7,188	-	2	4,717	3/31/2025
Canton	7,661	1	33	3,386	3/31/2025
Chelsea	5,885	65	2	3,716	3/5/2026
Deer Island	12	-	-	-	3/31/2025
DWWD	12,657	13	644	2,753	3/31/2025
Everett	8,129	1,071	2	1,428	3/31/2025
Framingham	18,767	-	2	51	2/13/2026
Lexington	11,189	10	281	61	8/5/2025
Lynnfield WD	1,481	-	29	305	3/31/2025
Malden	11,336	2,193	23	445	10/28/2025
Marblehead	7,981	-	4	1,340	3/31/2025
Marlborough	11,069	22	16	21	4/30/2025
Medford	14,683	4,552	2	3,765	1/20/2026
Melrose	7,966	322	22	175	7/16/2025
Milton	8,603	44	185	2,415	2/18/2026
Nahant	1,460	7	7	1,281	3/31/2025
Needham	10,213	25	60	28	3/31/2025
Newton	24,126	-	130	34	3/19/2026
Northborough	4,325	-	2	74	3/31/2025
Norwood	8,395	217	-	1,406	3/4/2026
Peabody	14,931	53	-	2,868	3/31/2025
Quincy	21,380	338	-	23	3/4/2026
Reading	7,761	154	105	216	3/31/2025
Revere	10,703	362	23	254	2/18/2026
Saugus	9,726	136	68	2,730	3/31/2025
Somerville	15,564	22	-	12	12/22/2025
Southborough	3,294	-	-	105	2/17/2024
Stoneham	6,207	-	-	-	3/31/2025
Stoughton	8,531	11	-	-	3/31/2025
Swampscott	6,299	-	7	5,373	12/19/2025
Wakefield	8,184	-	29	1,300	8/25/2025
Waltham	14,226	-	-	-	3/31/2025
Watertown	7,662	18	-	-	2/13/2026
Wellesley	8,074	-	481	5,759	3/31/2025
Weston	3,449	-	-	343	3/31/2025
Willmington	7,675	-	-	-	3/31/2025
Winchester	7,292	81	8	356	3/31/2025
Winthrop	4,541	478	-	-	12/16/2025
Woburn	11,689	-	162	261	3/31/2025

Metro Total	500,671	11,876	2,440	52,840	
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Chicopee	15,695	48	6	11,134	3/31/2025
South Hadley FD#1	5,058	-	-	-	3/31/2025
Wilbraham	3,398	-	-	6	3/31/2025

CVA Total	24,151	48	6	11,140	
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MWRA Total	524,822	11,924	2,446	63,980	
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Table 2
Summary of Funded Lead Projects
Through December 2025

Community	Number of Projects Funded	Total
Boston	2	\$3.46 Million
Brookline	1	\$2.0 Million
Chelsea	8	\$3.6 Million
Everett	6	\$7.0 Million
Lexington	1	\$3.88 Million
Malden	3	\$2.8 Million
Marblehead	1	\$0.26 Million
Marlborough	5	\$5.75 Million
Medford	3	\$8.0 Million
Melrose	1	\$1.04 Million
Milton	1	\$1.7 Million
Needham	1	\$1.0 Million
Newton	1	\$4.0 Million
Quincy	2	\$3.0 Million
Reading	1	\$1.5 Million
Revere	3	\$3.37 Million
Somerville	2	\$2.46 Million
Waltham	2	\$6.55 Million
Watertown	5	\$1.8 Million
Weston	1	\$0.16 Million
Winchester	6	\$3.4 Million
Winthrop	8	\$5.67 Million
Total	64	\$72.40 Million

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 15, 2026
SUBJECT: Metropolitan Water Tunnel Program
Contract 7356, Construction Management Services
Hatch Associates Consultants, Inc.



COMMITTEE: Water Policy and Oversight

 INFORMATION

 X VOTE



Michele S. Gillen

Director of Administration



Kathleen M. Murtagh, P.E.

Chief Operating Officer

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

RECOMMENDATION:

To approve the recommendation of the Consultant Selection Committee to award Contract 7356, Metropolitan Water Tunnel Program Construction Management Services, to Hatch Associates Consultants, Inc. and to authorize the Executive Director, on behalf of the Authority, to execute said contract in an amount not to exceed \$153,826,032 for a contract term of 132 months from the Notice to Proceed.

DISCUSSION:

In February 2017, the Board approved the preferred alternative of construction of northern and southern deep rock tunnels from the Hultman Aqueduct and MetroWest Water Supply Tunnel to the Weston Aqueduct Supply Main No. 3 (WASM 3) and to the Southern Spine water mains. These two tunnels (approximately 15 miles) and the related work of the Metropolitan Water Tunnel Program (Tunnel Program) will provide the needed redundancy for the existing Metropolitan Tunnel System (which consists of the City Tunnel, the City Tunnel Extension, and the Dorchester Tunnel). The Board also directed staff to proceed with preliminary design, geotechnical investigations, and Massachusetts Environmental Policy Act (MEPA) review of the project.

On May 27, 2020, the Board approved the award of the Metropolitan Tunnel Redundancy Program Preliminary Design, Geotechnical Investigation and Environmental Impact Report contract (the Preliminary Design Contract). The Preliminary Design Contract, completed in January 2024, included an initial phase of geotechnical explorations, the Environmental Impact Report process and the preliminary design. The Final Environmental Impact Report for the Tunnel Program was submitted to MEPA and the Secretary's Certificate was received on April 1, 2024.

On October 23, 2024, the Board approved the award of the Metropolitan Tunnel Redundancy Program Final Design Engineering Services (FDES) Contract 7556. The FDES is ongoing and

includes design of three early enabling construction contract packages, the two tunnel construction contract packages, and engineering services during the tunnel construction (to be authorized through a contract amendment, which will be subject to the approval of MWRA's Board of Directors).

Since October 2024, the Final Design Consultant has progressed on schedule and has produced 60% contract documents for the construction of the South Tunnel. Bid ready contract documents are planned for late 2027 with construction of the South Tunnel commencing in 2028. A similar sequence is also underway of design submissions and bid ready contract documents staggered to start construction of the North Tunnel in 2029.

This staff summary seeks authorization to award Contract 7356 for Construction Management services. A separate staff summary is being presented at this meeting seeking approval to award Contract 8153 for Owner's Representative services. A further update of the Tunnel Program progress is presented in Attachment A.

Construction Management Services Contract

With South Tunnel construction intended to start in 2028, the Tunnel Program now requires the involvement of a consultant to provide construction management services to assist the Authority with reviewing the contract documents and preparing for the start of construction.

Contract 7356 will have a duration of 132 months (11 years), including a one-year warranty period. Work under Contract 7356 will be performed in two phases: pre-construction support and construction support.

Pre-construction support services will include development of a Construction Management Plan, constructability and biddability reviews of the Final Design Engineer's (FDE) construction package design submissions, review of construction cost estimates and schedules, conducting a labor study for the Program, and deployment of a Project Management Information System to be used for document control by all Program team members, including the Authority, FDE, the Construction Manager (CM), and the tunnel contractors. During pre-construction services, the CM will use limited staff to perform the services needed before construction begins.

The construction support services will include construction contract administration, full resident engineering and resident inspection staffing, and additional services including oversight of the contractor's quality assurance and safety programs for both the North and South Tunnel construction packages. Contract administration will include tracking, managing, and responding to all submittals between the contractor, FDE, and the Authority. Contract administration will also include project controls for both construction contracts, including monitoring payments, cash flows, schedule, and progress reporting. During the peak construction period, the CM will have approximately 35 staff working full time overseeing the two tunnel construction contracts.

Procurement Process

A two-step procurement process was used for this contract. A Request for Qualifications (RFQ) was publicly advertised followed by a Request for Proposals (RFP) issued to those firms that were shortlisted after the RFQ phase.

A Selection Committee consisting of five voting members with support from eight non-voting members was formed to evaluate, score, and rank the proposals. Recognizing the importance of this project, the appointed members of the Selection Committee consisted of senior MWRA staff who understand the operational and critical needs of the water transmission system, the complexity of the design process and future construction, the need for robust community outreach, the importance of risk management, and overall fiscal responsibility.

On July 30, 2025, the Authority issued the RFQ that included the following evaluation criteria and point assignments: Qualifications/Key Personnel (35 points), Relevant Experience/Past Performance (35 points), and Capacity/Organization and Management Approach (30 points) for a total maximum score of 100 points.

On September 10, 2025, three firms submitted statements of qualifications in response to the RFQ. The three firms were Hatch Associates Consultants, Inc. (Hatch), Mott MacDonald, LLC (Mott), and Parsons Water and Infrastructure, Inc. (Parsons). The Selection Committee verified that each of these firms presented a multi-disciplined construction management team with the expertise and experience to undertake a project of the size and complexity required by the Tunnel Program. The Selection Committee determined that all three firms should be invited to respond to the RFP.

On October 16, 2025, the Authority issued the RFP, including a detailed scope of work with the following evaluation criteria and point assignments: Cost (20 points); Qualifications/Key Personnel (20 points); Technical Approach (20 points); Capacity/Organization and Management Approach (20 points); Relevant Experience/Past Performance (15 points); and Minority and Women-Owned Business Enterprise Participation (5 points) for a total maximum score of 100 points. A pre-proposal virtual meeting was held on October 24, 2025 with multiple representatives from the three shortlisted firms participating.

Given the size and complexity of the Tunnel Program, a large, highly skilled, and well-managed team is needed. In order to assess each team’s qualifications and capacity to support the Authority, a large number of key personnel, along with minimum and preferred qualifications, were identified in the RFQ and RFP, including:

- Project Director
- Construction Manager
- Resident Engineer
- Chief Inspector
- Project Controls Manager
- Water System Construction Specialist
- Assistant Resident Engineer
- Safety Manger
- Quality Assurance Manager
- Project Labor Agreement Specialist
- Public Relations Specialist

On December 11, 2025, the three shortlisted firms submitted proposals. The following is a summary of the costs and level of effort for each proposer, as well as the Staff’s Estimate:

Proposer	Proposed Cost	Proposed Level of Effort (Total Hours)
Parsons	\$140,072,388	550,251
<i>Staff Estimate</i>	<i>\$ 150,155,218</i>	<i>512,430</i>
Hatch	\$153,826,032*	568,215
Mott	\$154,338,436**	561,468

*Hatch submitted its proposal with a value of \$153,950,000; however, review of the tables and follow-up clarification with Hatch reflected a small mathematical error that required the proposal cost to be reduced to \$153,826,032.

**Mott's bid tabulation erroneously transcribed a value of \$144,338,436 onto MWRA's Supplier Portal. The E-tables included in its proposal and confirmed by Mott in follow-up clarifications totaled \$154,338,436.

The three proposals were closely aligned with each other and the Staff Estimate, suggesting a consistent understanding of the required work to meet the CM scope. Costs ranged from 6.7% below the Staff Estimate (Parsons) to roughly 2.7% above (Hatch and Mott). While all firms estimated more hours than the Staff Estimate, varying from 7.4% to 10.9% above the Estimate, the proposed cost and level of effort from Mott and Hatch were very close to one another, differing by only 0.3% in cost and 1.2% in hours. Parsons' lower cost is primarily attributed to lower indirect rates and fewer hours estimated.

The Selection Committee met to review the proposals and decided to invite each team for an interview step. The Selection Committee invited team members who would likely be instrumental to the successful execution of the CM services, such as the respective team's Project Director, Construction Manager, Project Controls Manager, Water Systems Construction Specialist, Safety Manager, Resident Engineer, and Chief Inspector. In addition, the Deputy CMs from the Mott and Hatch teams attended. The Parsons team did not identify a Deputy CM. The Selection Committee sent the three teams interview presentation topics and questions to seek clarification and focus the interview discussion.

Interviews were held on January 30, 2026 (Mott), February 5, 2026 (Parsons), and February 6, 2026 (Hatch). After completion of the interviews, the Selection Committee reconvened to discuss and rank the proposals based on the interviews and additional information received, including references for key personnel. Final scores from the Selection Committee members were totaled to determine the ranking. The final scores and rankings are as follows:

Proposer	Total Final Score	Ranking
Hatch	424	1
Parsons	415	2
Mott	396	3

The Selection Committee identified Hatch as the top-ranked firm. Hatch provides a well-balanced team including its primary subconsultants: Delve Underground (Delve); CDM Smith (CDM); HDR; and GEI/Hill International. The Selection Committee determined the Hatch team offers well qualified personnel with a demonstrated track record in pre-construction services, construction administration, and the specialized resident engineering and inspection required for deep rock tunnels and water systems. The following key factors support the Selection Committee's recommendation of Hatch.

- The team demonstrated the best understanding of the technical and non-technical complexities inherent in deep rock tunneling. Its proposal outlined a comprehensive delivery strategy, emphasizing staffing continuity and aggressive risk mitigation to protect the MWRA's interests over this long duration project. The team demonstrated it would be a strong advocate for the Authority should potential conflicts or disagreements with the contractors arise.

- As multi-disciplinary leaders in large-scale water tunnel construction, Hatch and Delve provide the technical oversight experience needed for the Tunnel Program. Furthermore, CDM's extensive experience with the Authority's specific water system ensures a deep bench of institutional knowledge.
- As the prime consultant, Hatch presented a clear framework for sub-consultant management and project accountability. Hatch's distribution of the work among its team provides the Authority with a deep bench, ensuring that sufficient highly skilled staffing will remain consistent over the project's multi-year duration.
- Hatch's proposed Project Labor Agreement specialist demonstrated the most direct and relevant experience among all proposers.
- The team is complemented by a Safety Manager who has a proven history of fostering safe environments and monitoring contractor safety programs on similar complex tunneling projects.
- The team's approach is designed to complement the FDE, ensuring a clear separation of duties and avoiding redundant efforts.
- By including CDM, Delve, and GEI — firms that led the previous preliminary design and geotechnical support services phases for the Tunnel Program — the team ensures that critical data and design intent are seamlessly integrated into construction.
- Hatch presented a proactive approach to project controls that is important for the Program. Its system ensures the Authority maintains a "single source of truth" for all project data, providing transparency and consistency throughout the construction lifecycle. Hatch highlighted key challenges for project controls including timeliness, accurate information, change management, and immediate escalation of emerging issues. Hatch and its subconsultants have a long history working in the New England area and with the Authority.

Parsons submitted a highly competitive proposal, featuring a depth of tunnel experience and a team of very qualified individuals. Parsons proposed to use EPC and Hazen and Sawyer (Hazen) as its primary subconsultants. Parsons demonstrated a compelling approach and understanding for pre-construction planning, the importance of the Geotechnical Baseline Report and construction contract structure. Parsons' proposed cost was also notably efficient at 6.7% below the Staff Estimate. However, the Parsons proposal was ranked second; Selection Committee members noted the following:

- Despite the qualifications of the individuals proposed, the Parsons team's significant commitments to other ongoing large-scale projects raised concerns regarding their actual readiness to deliver on this contract.
 - Key personnel for the South Tunnel are currently committed to a New Hampshire tunnel project through the tunneling phase, which Parsons said is scheduled to be complete several months before the South Tunnel's May 2028 planned start date. However, completion of the New Hampshire project is targeted to be complete in late 2028. At the time of this CM procurement, tunnel mining for that project had not yet started. Any schedule slippage represents a significant risk that may disrupt these staff from transitioning to the MWRA Program on time, creating a direct conflict with the South Tunnel's May 2028 start date.
 - Several key staff proposed for the North Tunnel are also similarly committed to another large tunnel project in Washington, DC that could experience delays, leading to challenges providing the staff committed for the North Tunnel.
- Parsons' proposal included the Water Systems Construction Specialist (Hazen) in a nominal role, allocating less than 1% of the total cost. This negligible investment suggests

a lack of accounting for the true complexity that connecting the tunnel to the MWRA water system warrants, and an undervaluing of the technical complexity of the work. Hatch (with CDM Smith) demonstrated a stronger technical grasp by providing a comprehensive strategy for the MWRA system connections, identifying specific success factors, and committing high-level experts with direct experience working with MWRA on similar projects to oversee both the immediate implementation and long-term inspection.

- Parsons' work distribution was heavily concentrated within the prime firm (67%), with EPC and Hazen accounting for only 15% and 1% respectively. The Selection Committee noted that this structure might suggest the team has a shallower bench of qualified staff compared to Hatch, which offered a more balanced distribution of work across its sub-consulting partners. This uneven workload distribution, combined with existing staff commitments, could jeopardize the team's ability to provide the skilled personnel required when construction begins or to maintain consistent staffing over the life of the contract.
- Parsons proposed the least number of hours for the pre-construction phase of the contract. The Selection Committee was concerned that the team may not have allocated sufficient time focused during this critical phase prior to tunnel construction, which is when proper planning leads to successful CM services in construction.

Mott also submitted a highly competitive proposal, showcasing a strong understanding of tunnel construction safety and a team of qualified individuals. The proposal demonstrated strong experience and a collaborative approach, including tunnel safety, which was well received. Mott's team included AECOM and Gilbane as primary subconsultants. However, the Mott proposal was ranked third; Selection Committee members noted the following:

- The relevant experience of some key personnel had more focus on design and engineering services during construction, as indicated in their resumes and the reference checks obtained, as opposed to construction management when compared to the first-ranked team.
- The inclusion of a high number of staff and other resources with a technical or design focus was seen as overlapping duties with the FDE.
- The Water Systems Construction Specialist role was not described as being as involved during the construction phase of the project as was envisioned by the Selection Committee. Also, the reference experience indicated in the proposal appeared more aligned as an Engineer of Record role, as opposed to oversight of construction which was requested in the RFP.
- The proposed cost was the highest of the three proposals, coming in at 2.8% above the Staff Estimate.

Staff met with representatives of Hatch to confirm that they fully understand the scope of work, to confirm the availability of proposed key personnel, and that Hatch can complete the services within the proposed cost and schedule. Based on those discussions and for the reasons stated above, staff recommend that Contract 7356 be awarded to Hatch Associates Consultants, Inc.

BUDGET/FISCAL IMPACTS:

The FY26 CIP includes a budget of \$151,135,620 for Contract 7356. The recommended contract award amount is \$153,826,032. The overage of \$2,690,412 will be absorbed within the Five-Year CIP Spending Cap.

MBE/WBE PARTICIPATION:

The MBE and WBE participation requirements for this contract were established at 7.18% and 5.77%, respectively. Hatch has committed to 7.74% MBE and 6.21% WBE participation.

ATTACHMENT:

Attachment A: Update on Program-Wide Activities

Attachment A – Update on Program-Wide Activities

Program Overview

The Metropolitan Water Tunnel Program is a major water system infrastructure initiative to provide complete redundancy to the existing Metropolitan Tunnel System serving the Greater Boston area. The Program consists of two deep-rock tunnels both starting in Weston, Massachusetts connecting to the MWRA Hultman Aqueduct:

- **South Tunnel:** approximately ten miles (Weston to the Mattapan neighborhood of Boston) with eight shafts, six of which connect to local water infrastructure and two for constructability and to isolate the tunnel to facilitate future operation and maintenance. Because it is the longest tunnel, it sets the critical path for the construction schedule. Pending authorization by the Board, procurement (bidding) for this tunnel is targeted to begin in late 2027 with construction targeted to start in 2028.
- **North Tunnel:** approximately five miles (Weston to Waltham) with five shafts, four of which connect to local water infrastructure and one for constructability and to facilitate future tunnel inspection and maintenance. Its construction is targeted to start approximately one year after the start of the South Tunnel so that it is completed and put into service at about the same time. Pending authorization by the Board, procurement is targeted to begin in late 2028, approximately one year after the start of the South Tunnel. Construction is targeted to start in 2029.
- **Anticipated Tunnel Construction Completion:** Estimated up to 12 years, including surface work, commissioning, and one year warranty. Both tunnels are planned to be operational by 2040.

Final design has been ongoing since November 2024 and reached a milestone with the 60% design submission of drawings and specifications for the South Tunnel in March 2026. The geotechnical investigations that are a large part of tunnel design have progressed on schedule. The 90% design submission for the South Tunnel is planned for March 2027 and bid documents ready in late 2027.

Professional Services Contract Status

The following is a summary of professional services contracts completed or ongoing under direction of the Tunnel Program:

Contract	Consultant	Status (Budget)	Key Scope of Work
7655: Program Support Services	JCK Underground (Schnabel Engineering, Inc.)	Active to April 2028 ¹ (\$17,247,877)	Targeted technical support and reviews, risk management, cost and schedule validation, tunnel industry outreach
7159: Preliminary Design Engineering Services	CDM Smith	Complete Jan 2024 (\$13,774,854)	EIR, initial geotechnical field investigation, preliminary design
7557: Geotechnical Support Services	GEI-McMillen Jacobs (Delve) JV	Active to Jan 2027 ² (\$12,789,889)	Continued geotechnical data collection
7556: Final Design Engineering Services	WSP USA	Active to Nov 2039 ³ (\$93,605,158)	Development of two tunnel construction packages and three enabling works construction packages

Upcoming Requests for Board Authorization (April 2026)

- Contract 7356 Construction Management Services: Recommendation for award.
- Contract 8153 Owner’s Representative Services: Recommendation for award.

Staff will provide recommendations for award of these two contracts to the Board of Directors for authorization at the April 15, 2026 Board meeting.

Construction Strategy and Packaging

To mitigate the tunnel construction critical path, three small-scale "enabling" contracts are planned to be completed prior to release of the main tunnel construction contracts. The purpose of these enabling works contracts is to construct long lead time utilities needed to support the tunnel construction and to ready shaft sites before tunnel contractor

¹ Contract 7655 second two-year renewal approved March 2026; no change in cost.
² Contract 7557 was extended by Delegated Authority for 12 months to January 2027; no change in cost.
³ Contract 7556 Final Design Services: ongoing 60-month design phase (\$93.6M) to end November 2029. As set forth in the October 23, 2024 Staff Summary for the award of Contract 7556, the Board approved the contract structure for Contract 7556, FDES for the Tunnel Program, where the cost for Engineering Services During Construction (ESDC) for the tunnel construction packages will be added by amendment(s) to the FDES Contract 7556. Given the complexity and scope of the Tunnel Program, the performance of the design services may be critical to determine the duration of each tunnel construction package, and the schedule and level of effort required for ESDC. The detailed scope of ESDC for the tunnel construction work will be developed by staff after the completion of the final design for each tunnel construction package. Staff will thereafter negotiate the cost for tunnel construction ESDC and seek authorization for such services from the Board of Directors, which, if approved, will be implemented through contract amendment(s) to the FDES Contract 7556.

mobilization. Staff will provide recommendations for awarding each of these enabling contracts at future Board meetings.

1. **Needham Dewatering Drain Line (Contract 8086):** Construct 1,700 feet of drain pipeline, mostly in public ways, to facilitate discharge of construction water from the I95/Highland Avenue Tunnel Boring Machine (TBM) launch shafts of the South Tunnel.
 - o Status; Construction bid documents are being prepared. Staff expect bidding construction in the fall of 2026 and construction notice-to-proceed to be in early 2027. Staff to provide a recommendation for award of construction to the Board at a future meeting.
2. **Lower 190 Trapelo Road Building Demolition (Contract 8185):** Pre-clear (demolish) several small buildings within the North Tunnel receiving shaft area in Waltham.
 - o Status; Environmental sampling and analysis of building components (e.g., lead paint, asbestos containing building materials) is being completed. Building demolition construction bid documents will be prepared. Staff expect bidding construction in early 2027 and construction notice-to-proceed to be in mid-2027. This work requires bidding under Chapter 149. Staff to provide a recommendation for award of construction to the Board at a future meeting.
3. **Tandem Trailer Lot Relocation (Contract 8186):** Relocate approximately 1.5-acre parking lot used by tandem trailers in the vicinity of the I90/I95 interchange that will allow the North Tunnel contractor to mobilize for the TBM launch shaft site work upon notice to proceed. The relocation would shift the lot adjacent to its existing location within the same parcel of land. Relocation of the Tandem Trailer lot requires coordination with MassDOT and the ongoing Newton-Weston Bridge Rehabilitation project.
 - o Status; Design of the relocation to start in 2026. Timing to be coordinated with MassDOT Newton-Weston Bridge Rehabilitation project that is currently estimated to achieve completion in 2028. Staff to provide a recommendation for award of construction to the Board at a future meeting.

Tunnel construction packaging would follow the respective enabling contracts as indicated above in the Program Overview. The tunnel construction duration for each tunnel contract would include mobilization and launch shaft site preparation, TBM excavation, cast-in-place tunnel and shaft lining, completion of valve chambers and pipeline connections to water system infrastructure, restoration of surface areas, disinfection, flushing, and commissioning of the tunnel to put it into operation, and a one-year warranty period. Staff will provide recommendations for award to the Board of these two tunnel construction contracts at future meetings.

Land Acquisition and Stakeholder Management

Applicable land acquisitions can become a critical path item and are planned to be completed prior to bidding each tunnel construction package, preferably by the 90% design stage.

The following is a summary of the land acquisitions needed:

- **Shafts:** A total of 13 shaft sites are planned - three are on MWRA land, ten require acquisition from MassDOT, the Commonwealth (under care and control of the Department of Conservation and Recreation (DCR)), City of Waltham, and Town of Wellesley.
- **Regulatory Complexity:** Several sites (Hegarty Pumping Station shaft site in Wellesley and Southern Spine shaft site in Jamaica Plain) require Article 97 legislation for Public Lands Preservation Act (PLPA) compliance. Staff will separately provide the Board with an update and request authorization to file legislation under the Article 97 process.
- **DCR Land Acquisitions:** Disposition of land at the Southern Spine Connection site requires legislative approval to meet the requirements of the PLPA, including the identification of replacement land. Land acquisition at the American Legion shaft site is not subject to Article 97 requirements. An easement to cross land under the care and control of the Department of Youth Services (DYS) will be required. Staff will separately present the status of these land acquisitions and request authorization from the Board for any needed actions.
- **Public Way Pipeline Easement Acquisitions:** Easements for pipelines in public ways requiring Board approval will be presented by staff at future Board meetings.
- **MassDOT Land Acquisitions:** Staff expect permanent easements to be obtained from MassDOT through a grant of easement process and will request authorization from the Board to accept these easements at a future meeting.
- **Subterranean Easements:** Approximately 525 parcels will require subterranean easements for the South Tunnel and approximately 200 parcels for the North Tunnel. Subterranean easements will be approximately 200 to 450 feet below ground depending on where they are located along the tunnel alignment. Staff will provide an update and request authorization from the Board for any needed actions at a future meeting.

Where the Tunnel Program's current design would impact landowners who are state agencies and municipalities, staff are working with each stakeholder to identify land disposition steps and timing to ensure that such will meet the Tunnel Program's schedule for land acquisition.

Community Coordination

Staff expect to negotiate Memoranda of Understanding (MOUs) with the communities to address local impacts (e.g., noise, traffic, safety). As part of community coordination for safety, staff are coordinating with local fire and emergency management services (EMS) entities from Weston, Waltham, Needham, Newton, Wellesley, Brookline, and Boston to support the Tunnel Program with emergency response to the shaft sites during construction. The contractor will be responsible for safety and for providing the primary and secondary tunnel rescue teams required by OSHA. However, as has been done on past Authority tunnel projects and consistent with industry practice, advanced coordination during the design phase is necessary to ensure a proper framework is established. Staff will present the results of these discussions to the Board and request authorization to enter into necessary MOUs at future Board meetings.

Critical Path Utility Work: TBM Power

High-voltage power must be installed in advance of the start of TBM start up to avoid delaying tunnel mining because the needed power to operate the TBM is not readily available at the locations (launching shaft sites) and with the loads required. The work will include manholes, 13.8kV cable, and meters installed at the TBM launch shafts. Eversource will own and maintain the duct banks, manholes, cable and meters. During construction, the Tunnel contractor will pay Eversource directly for the actual power used. When tunnel construction is complete, the duct banks will remain. Eversource will be able to use the duct banks as part of the local power grid.

- **South Tunnel Launching Shaft Sites (Needham):** In May 2025, the Board authorized the Executive Director, on behalf of the Authority, to release payment to Eversource in the amount of \$7,875,977 to provide electric service to the two TBM launch shaft sites in the Town of Needham. Eversource started work in June 2025 with test pitting and installation of new conduit and manholes. They have installed a portion of cable segments in existing conduits. Their construction will continue through 2026 and 2027. They are on track to have the needed electric infrastructure in place for the first quarter of 2028.
- **North Tunnel Launching Shaft Site (Weston):** Eversource has completed the engineering, and permitting is underway for approximately 3.2 miles of new duct bank through Waltham, Newton, and Weston to the Tandem Trailer site in Weston.
 - Status: Staff expect to request authorization from the Board at an upcoming meeting to release payment of approximately \$12M to Eversource to begin construction of conduit and cable needed for the North Tunnel TBM power supply.

STAFF SUMMARY

TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 15, 2026
SUBJECT: Metropolitan Water Tunnel Program
Contract 8153, Owner’s Representative Services
Arup US, Inc.



COMMITTEE: Water Policy and Oversight

 INFORMATION
 X VOTE


Michele S. Gillen

Director of Administration


Kathleen M. Murtagh, P.E.

Chief Operating Officer

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

RECOMMENDATION:

To approve the recommendation of the Consultant Selection Committee to award Contract 8153, Metropolitan Water Tunnel Program Owner’s Representative Services, to Arup US, Inc. and to authorize the Executive Director, on behalf of the Authority, to execute said Contract in an amount not to exceed \$6,000,000 for a contract term of 120 months from the Notice to Proceed.

DISCUSSION:

As detailed below, this staff summary seeks Board approval to award Contract 8153 for Owner’s Representative services for the Metropolitan Water Tunnel Program (Tunnel Program). A separate but related staff summary, which includes an update on the Tunnel Program, is included in the materials for this Board meeting and seeks authorization to award Contract 7356 for Construction Management services for the Tunnel Program.

Pursuant to G.L. c. 30, §39M½, the Commonwealth or any agency or authority thereof is required to engage and maintain an Owner’s Representative to provide professional project oversight with regard to any “major contract.”¹ The statute defines “major contract” as a project by which “the Commonwealth or any of its public agencies or authorities is to procure the construction, repair or rehabilitation of a publicly-owned highway, railway, bridge, tunnel, building platform or any component thereof...” with an estimate of construction cost exceeding \$50,000,000. Because the construction of the two tunnels qualifies as a major contract, the Tunnel Program is the first MWRA project statutorily required to engage an Owner’s Representative. The Authority’s Owner’s Representative contract amount not to exceed \$6,000,000 was estimated based on an assumed level of effort over the duration of the contract. This level of effort was determined to be comparable to other projects in Massachusetts requiring an Owner’s Representative.

¹ Regulations have been promulgated by the Office of the Inspector General under 945 CMR 4.00 *et seq.*

Under the law, the selected Owner’s Representative must be wholly independent of the designer, general contractor or any subconsultant involved in the public works project. Its sole responsibility is to the Commonwealth and the authority that retained it. The Owner’s Representative will be tasked with conducting a peer review of engineering elements, serving as the primary manager of value engineering, and filing annual reports on the project with the Inspector General. The Owner’s Representative may also participate in cost recovery activities. Given that the statute requires the Owner’s Representative to be selected and retained prior to the award of a major contract, and because the Owner’s Representative’s duties include peer review and value engineering of the overall design, staff request approval to award Contract 8153 to retain an Owner’s Representative for the Tunnel Program.

Procurement Process

A one-step procurement process was used for this contract. A Request for Qualifications Statements/Proposals (RFQ/P) was publicly advertised. A total of 26 firms accessed the documents on the MWRA Supplier Portal. A Selection Committee consisting of five voting members, with support from five non-voting members, was formed to evaluate, score, and rank proposals.

The RFQ/P, which was issued on December 19, 2025, included the following evaluation criteria and points: Qualifications/Key Personnel (40 points); Experience/Past Performance on Similar Projects (30 points); and Capacity/Organization, Management and Technical Approach (30 points). Unlike most MWRA professional services procurements, the RFQ/P could not solicit cost information because the law requires that the selection process be qualifications-based and, further, agencies are prohibited by statute from awarding the work on a cost-plus basis.² On February 5, 2026, MWRA received proposals from two firms; Arup USA, Inc. and Boscardin Consulting Engineering, Inc.

The Selection Committee met on February 24, 2026, to review the proposals. The following is a summary of scores and ranking for each firm.

Proposer	Total Final Score	Ranking
Arup US, Inc.	439	1
Boscardin Consulting Engineering, Inc.	365.5	2

The Selection Committee voted unanimously to recommend award of the contract to the first-ranked firm, Arup US, Inc. Key factors supporting this recommendation include:

- Arup’s proposal offered an Owner’s Representative with impressive experience in major heavy civil tunnel projects, supported by an industry-wide tunneling expert;
- Arup proposed additional personnel that are well-qualified with experience on similar major tunnel projects, such as the New York City Department of Environmental Protection Water Tunnel No. 3 Shafts Project and Kensico-Eastview Project; and
- Arup’s proposal showed capacity to ensure qualified staffing over the duration of the contract.

Members of the Selection Committee noted Boscardin Consulting Engineers, Inc. offered a team of two engineers who are well-qualified with construction management experience and locally

² See M.G.L. c.30 § 39M½(n).

located in western Massachusetts. Boscardin's proposed Owner's Representative is well regarded within the civil engineering industry and the two individuals have extensive tunnel and heavy civil project backgrounds. However, the Selection Committee ranked the firm second due to the following comparative disadvantages:

- Boscardin's proposal did not include experience with water systems projects; and
- concern with continuity of staffing over the duration of the contract period because Boscardin's team is small, with only two key personnel and support staff.

The Selection Committee reasoned that Arup's deeper bench with additional water systems expertise would serve the role better.

After the Selection Committee identified Arup as first-ranked, staff met with Arup personnel to negotiate compensation as allowed by the Owner's Representative regulations (945 CMR 4.00). Arup agreed to a billing structure based on single hourly rates for each of the Arup personnel, plus reimbursable other direct costs. MWRA's Internal Audit Department reviewed Arup's financial documents establishing the audited indirect cost rate and approved the compensation structure as meeting the Authority's requirements. Arup will only be compensated for services actually furnished at the direction of the Tunnel Department.

Based on the qualifications of Arup and the appropriateness of the single hourly rate billing structure, staff recommend the award of this contract to Arup US, Inc. for a not-to-exceed amount of \$6,000,000 and a contract term of 120 months.

BUDGET/FISCAL IMPACTS:

The FY26 CIP includes \$6,263,400 for Contract 8153. The recommended contract award amount is \$6,000,000.

MBE/WBE PARTICIPATION:

Due to the specialized nature of this work and limited opportunities for subcontracting, no minimum Minority Business Enterprise (MBE) or Women Business Enterprise (WBE) participation was established for this contract.

Total Compensation and Benefits Study
Massachusetts Water Resources Authority

March 2026

Table of Contents

Executive Summary.....	3
Background	3
Background on Massachusetts Water Resources Authority (MWRA)	3
Project Background	3
Project Methodology	4
Selection of Peer Agencies	4
Selection of Wage and Benefit Data.....	6
Collection and Adjustment of Base Wages.....	7
Adjusting Wages for Regional Price Parity	10
Position Descriptions	12
Wage and Benefit Data Analysis and Findings.....	13
Analysis of Base Wages.....	13
<i>Chief of Staff Data</i>	13
<i>Director of Administration Data</i>	13
Base Wage Findings	15
Analysis of Benefit Data.....	15
Benefit Findings	23
Recommendations	24
Base Wage Recommendations	24
Recommended Adjustments to Benefits.....	25
<i>Sick Leave</i>	25
<i>Health Spending and Dependent Care Accounts</i>	26
Implementation	27
Changes to Benefits	27
Changes to Base Wages.....	27
Conclusion.....	27
Appendix A – Recommended Comparable Organizations.....	28
Appendix B – Survey Summary – Minimum	48
Appendix C – Survey Summary – Maximum.....	51

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

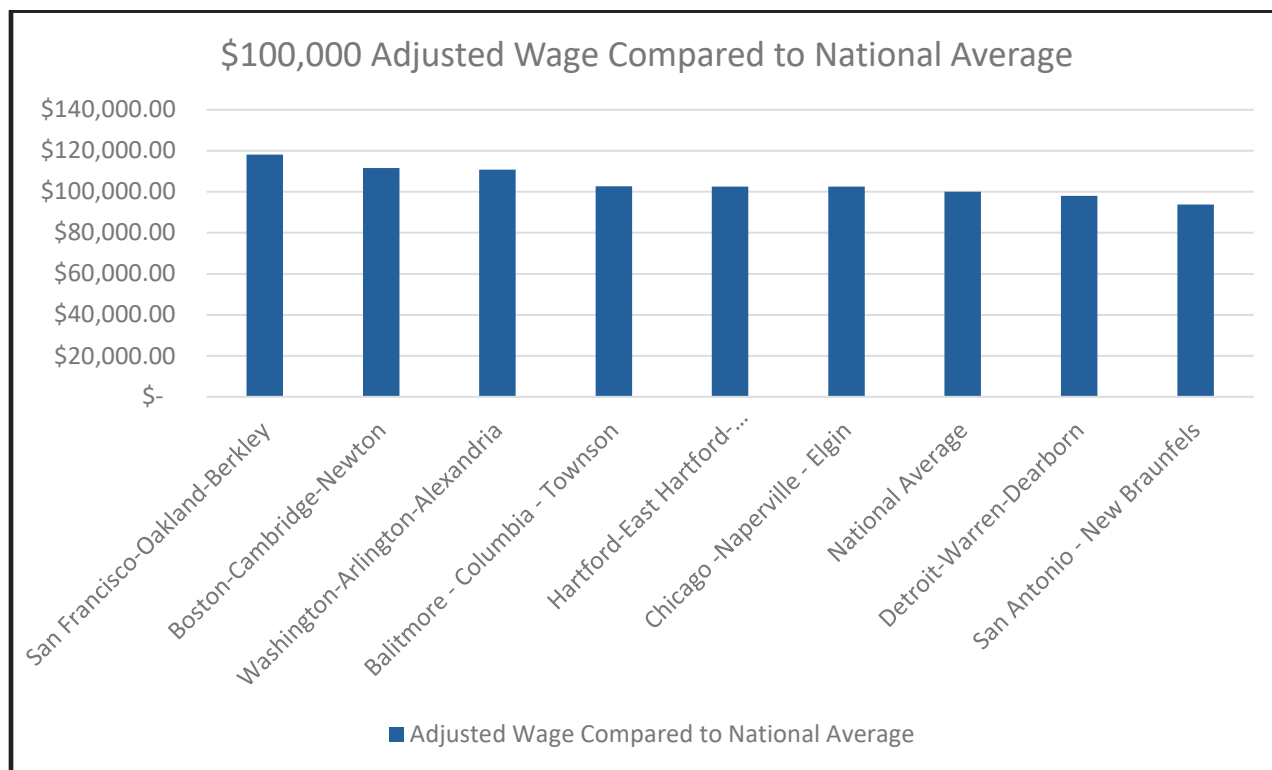
Before conducting the base wage analysis, the project team adjusted wage data from organizations outside of Massachusetts to account for regional price parity (RPP). The adjustment reflects differences in cost of living across various regions, ensuring that wage comparisons with the Greater Boston area 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 A

Massachusetts Water Resources Authority Recommended Comparable Organizations
Great Lakes Water Authority (GLWA)
The Metropolitan Water Reclamation District of Greater Chicago (MWRD)
DC Water
Washington Suburban Sanitary Commission (WSSC Water)
The Metropolitan District – Hartford, CT (MDC)
San Francisco Public Utilities Commission (SFPUC)
San Antonio Water System (SAWS)
Massachusetts Port Authority (Massport)
Massachusetts State Police (MSP)
Massachusetts Department of Corrections (DOC)
Massachusetts Department of Transportation (MassDOT)
Massachusetts Bay Transportation Authority (MBTA)

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 Director
FROM: Frederick A Laskey, Executive Director
DATE: April 15, 2026
SUBJECT: April 2026 PCR Amendments

COMMITTEE: Personnel and Compensation

 INFORMATION
 X VOTE

Wendy Chu, Director of Human Resources
Preparer/Title


Michele S. Gillen
Director, Administration

RECOMMENDATION:

To approve amendments to the Position Control Register included in the attached chart.

DISCUSSION:

The Position Control Register (PCR) lists all positions of the Authority, filled and vacant. It is updated as changes occur and is published at the end of each month. Any changes to positions during the year are proposed as amendments to the PCR. All amendments to the PCR, except those resulting only in a change in title or cost center, must be approved by the Personnel and Compensation Committee of the Board of Directors. All amendments resulting in an upgrade of a position by more than one grade level, and/or an increase in annual cost by \$10,000 or more must be approved by the Board of Directors after review by the Personnel and Compensation Committee.

April 2026 PCR Amendment

There is one PCR Amendment this month.

Organizational Changes:

1. Title and grade change to one vacant position in the Administration Division, Procurement Department from a Deputy Contracts Manager (Unit 6, Grade 13) to Assistant Contracts Manager (Unit 6, Grade 12) to better meet department needs.

BUDGET/FISCAL IMPACT:

The annualized budgetary impact of the PCR amendment will be a net savings of at least \$23,854.

ATTACHMENTS:

Job Descriptions

MASSACHUSETTS WATER RESOURCES AUTHORITY
 POSITION CONTROL REGISTER AMENDMENTS
 FISCAL YEAR 2026

PCR AMENDMENTS REQUIRING BOARD APPROVAL - April 15, 2026																	
Number	Current PCR #	V/F	Type	Current Title	UN	GR	Amended Title	UN	GR	Current/Budget Salary	Estimated New Salary		Estimated Annual		Reason For Amendment		
													\$ Impact				
B20	Administration Procurement Department 8810050	V	T, G	Deputy Contracts Manager	6	13	Assistant Contracts Manager	6	12	\$168,815	\$98,565	-	\$144,961	-\$70,250	-	-\$23,854	To better meet department needs.
BOARD TOTAL =					1		TOTAL:					-\$70,250		-		-\$23,854	

**MWRA
POSITION DESCRIPTION**

POSITION: Deputy Contracts Manager

DIVISION: Administration

DEPARTMENT: Procurement

BASIC PURPOSE:

Manages all aspects of construction and professional and non-professional service contracts from initial submission of contract documents through contract closeout.

SUPERVISION RECEIVED:

Works under the general supervision of the Director, Procurement.

SUPERVISION EXERCISED:

Exercises close supervision of assigned Assistant Contracts Manager(s).

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Under the direction of the Director, Procurement, develops and implements Authority-wide policies and procedures for all elements of the contract function, including creation, review and/or evaluation of RFQs, RFPs, proposals, bids and contracts as well as the negotiation of contracts and terms and the review of contract amendments, change orders, contract close-out and final payment.
- Reviews bids, contract processes and documents for format and substance as well as compliance with Authority standards and applicable law, especially MGL Chapters 149 and 30; directs assigned Assistant Contracts Manager(s) in performance of these same functions.
- Oversees and administers advertising programs and systems to open bids and award and execute contracts in compliance with Authority standards and Commonwealth law; works with administrative staff on these issues.
- Assists the Director, Procurement in the defense of contract claims and the dispute resolution process; participates in and directs Assistant Contract Manager(s) in similar activities as appropriate.
- Advises Law Division and Senior Authority staff on contract matters as required; represents Authority before Commonwealth Attorney General's Office; directs Assistant Contracts Manager(s) in performance of these functions.
- Directs Assistant Contracts Manager(s) in the review and evaluation of consultant proposals, emphasizing compensation analysis and cost control.
 - Participates with administrative staff in the establishment and maintenance of a contract database that tracks progress through the advertising, bidding and award stages as well as through the life of the contract.
 - Reviews, drafts and helps negotiate contract terms and conditions; oversees the preparation and updating of standard forms and other contract provisions; supervises Assistant Contracts Manager(s) and directs and assists Authority staff in performance of these functions.

- Reviews contract amendments and change orders; participates in contract close-out and final payment stages; directs Assistant Contracts Managers in performance of these same functions.
- Participates in Consultant/Contractor Selection Committees as required.
- Participates with technical personnel in presentations to the Board.

SECONDARY DUTIES:

- Performs related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) A four (4) year college program in business administration or a related field; and
- (B) A masters degree in a related field or a degree in law is strongly preferred; or
- (C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

- (A) Understanding of contract administration as acquired through six (6) to eight (8) years contract management experience, of which at least two (2) years should be in a supervisory capacity.
- (B) Knowledge of and experience with MGL Chapters 149 and 30 and with design and other professional and nonprofessional service contracts required; governmental contract experience preferred.
- (C) Excellent written and oral communication skills are required.

SPECIAL REQUIREMENTS:

A valid Massachusetts Class D Operators License.

TOOLS AND EQUIPMENT USED:

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

PHYSICAL DEMANDS:

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

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

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

WORK ENVIRONMENT:

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

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

April 2016

**MWRA
POSITION DESCRIPTION**

POSITION: Assistant Contract Manager

DIVISION: Administration

DEPARTMENT: Procurement

BASIC PURPOSE:

Manages all aspects of construction, professional services and other non-professional services contracts from the initial request for services through closeout.

SUPERVISION RECEIVED:

Works under the general supervision of the Deputy Contract Manager. May receive assignments, guidance and direction from Director or Deputy Director, Procurement.

SUPERVISION EXERCISED:

May provide functional supervision to administrative staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Under the direction of the Director, Procurement, Deputy Director, Procurement, and/or Deputy Contract Manager(s), contributes to the development and implementation of Authority-wide policies and procedures for all aspects of public procurement and contracting and oversees the procurement process for MWRA construction, professional services, and non-professional services contracts.
- Creates, reviews, evaluates, and/or negotiates documents related to the procurement of construction and non-professional service contracts, including but not limited to, construction specifications and drawings, addenda, and bids for format and substance, as well as compliance with Authority standards and applicable law, especially, M.G.L. c. 149 and 30.
- Creates, reviews, evaluates, and/or negotiates documents related to the procurement of professional services contracts, including but not limited to, Requests for Qualifications and Proposals (RFQ/P), Scopes of Work, Contract Agreements, and Amendments for format and substance, as well as compliance with Authority standards and applicable law; oversees Contractor/Consultant Selection Committee meetings as required.
- Oversees and administers the advertising and electronic bidding process to make bid documents available to the public, open bids, and award and execute construction, professional services and non-professional services contracts in compliance with Authority standards and applicable law; works with administrative staff on these tasks.

SECONDARY DUTIES:

- Performs related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) A Bachelor's degree is required. A Master's degree may substitute for two years of experience. A JD degree may substitute for up to three (3) years of experience; and
- (B) Understanding of contract administration as acquired through five (5) years of contract management experience; or
- (C) Any equivalent combination of education or experience

Necessary Knowledge, Skills and Abilities:

- (A) Public sector/government contracting experience strongly preferred.
- (B) Knowledge of and experience with M.G.L. Chapters 149 and 30 or with design and other professional service contracts preferred.
- (C) Excellent written and oral communication skills, as well as strong attention to detail and analytical ability.

SPECIAL REQUIREMENTS:

A valid Massachusetts Class D Operator's License or driver's license from another state.

TOOLS AND EQUIPMENT USED:

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

PHYSICAL DEMANDS:

The physical demands described 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 is lifted or force is exerted in the performance of this job. Specific vision abilities required by this job include close vision, and the ability to adjust focus.

WORK ENVIRONMENT:

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

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

April 2026

STAFF SUMMARY



TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 15, 2026
SUBJECT: Appointment of Special Assistant, Affirmative Action and Compliance Unit

COMMITTEE: Personnel & Compensation

 INFORMATION
 X VOTE



Michele S. Gillen, Director of Administration
Preparer/Title

RECOMMENDATION:

To approve the appointment of Wen-Hwei (Wendy) Chu to the position of Special Assistant, Affirmative Action and Compliance (Non-Union, Grade 16) at annual salary of \$187,847 commencing on a date to be determined by the Executive Director.

DISCUSSION:

The Special Assistant for Affirmative Action and Compliance (Chief Equity and Inclusion Officer) leads the Authority’s Affirmative Action and Compliance Unit (AACU). The position supervises, administers, cultivates and monitors all activities, policies and programs necessary to advance and maintain the Massachusetts Water Resources Authority’s affirmative action, equal opportunity and diversity, equity and inclusion (DEI) goals and objectives in employment, contracting and procurement and serves as the Authority’s Chief Equity and Inclusion Officer. Organizationally this position reports to the Chair of the MWRA Board of Directors and to the MWRA Executive Director on day-to-day administrative matters, which is reflective of the critical nature of this position.

Selection Process:

The Special Assistant position became vacant upon the resignation of the incumbent. Prior to the appointment of the incumbent in 2024, the job description was reviewed and updated to reflect MWRA’s commitment to foster and sustain an excellent, engaged and diverse workforce and a safe and inclusive work environment; and to reinforce its commitment to advance environmental justice and contractor and supplier diversity policies and programs.

The position was posted internally and externally and four qualified candidates, including Ms. Chu, were referred for interviews. MWRA Board of Directors’ Personnel and Compensation Committee Chair Jennifer Wolowicz, and MWRA Director of Administration Michele Gillen interviewed the four candidates. Ms. Chu was determined to be the best candidate for this position based on her skills, abilities, education, extensive experience in labor and employment and knowledge of and commitment to MWRA’s core values of affirmative action, equal

opportunity and DEI. Chairperson Tepper and Executive Director were advised of the process and recommendation and agreed that Ms. Chu is an excellent candidate.

Ms. Chu currently serves as the MWRA Director of Human Resources, a position she has held since 2023. Prior to that Ms. Chu served as the MWRA Associate General Counsel, Labor and Employment. In those roles, Ms. Chu has served as a trusted advisor to Senior Managers and the Board on a number of legal and regulatory changes such as the Pay Equity and Paid Family Leave Laws. As the Human Resources Director, she has served as a key member of the MWRA Diversity, Equity and Inclusion Committee and has worked closely with AACU on recruitment efforts, requests for accommodations under the American Disabilities Act, and on investigations into discrimination claims. She also played a key role in the negotiation of successor bargaining agreements with all 5 of MWRA's unions and led successful negotiations on the development of operations career ladders that will provide long-term staffing stability in critical operations positions.

Ms. Chu effectively transitioned her skill, knowledge and experience gained as a labor and employment attorney into her role as a highly effective and engaged Human Resources Director.

Ms. Chu started her legal career as a Labor Counsel at the Human Resources Division of the Commonwealth. After serving in that role for four years, she was employed by the US Environmental Protection Agency to serve as Assistant Regional Counsel for Region 1. Attorney Chu was the sole labor and employment attorney for the Region, providing advice and counsel on labor relations matters, such as contract negotiations, grievances and unfair labor practices, and employee discipline, leave and discrimination matters. She represented the Region in litigation before federal administrative agencies and in arbitrations. Following her work at the EPA, Ms. Chu returned to the Human Resources Division of the Commonwealth to serve as Assistant General Counsel/Diversity Officer. She represented the agencies in labor and employment litigation before state administrative bodies including the MCAD, the DLR and the Civil Service Commission, and in arbitration hearings. She also counseled state agencies in federal and state labor and employment matters including labor relations, collective bargaining, harassment and discrimination and FMLA leave, and conducted employment-related investigations. Attorney Chu developed, reviewed and provided advice and training on statewide employment policies. Finally, she served as the reasonable accommodation officer and co-chair of the agency's diversity committee and was responsible for promoting and highlighting diversity in employment and investigating internal complaints of discrimination. While Ms. Chu's career has largely been dedicated to the public sector, she also has experience in private practice representing public employers, including municipalities and school committees, in labor and employment litigation before various administrative bodies such as the MCAD, the U.S. Equal Employment Opportunity Commission, the DLR and the Department of Unemployment Assistance.

Ms. Chu received her Bachelor of Arts degree in 1995 from Columbia University and her Juris Doctor from Boston College Law School in 2002. She is a member in good standing of the Massachusetts Bar and is admitted to practice before the state and federal courts

BUDGET/FISCAL IMPACTS:

There are sufficient funds in the FY25 Current Expense Budget to fund this position

ATTACHMENTS:

Resume of Wendy Chu

Position Description

Organizational Chart

WENDY H. CHU

QUALIFICATION HIGHLIGHTS

- Accomplished labor and employment attorney with more than 20 years of experience in the public sector at all levels of government (federal, state, and local)
- Senior leader with proven record of strategic planning and execution in fast-paced, pressure environments
- Adept at identifying and mitigating risks, establishing strong relationships with stakeholders, and facilitating resolutions to complex matters

PROFESSIONAL EXPERIENCE

Massachusetts Water Resources Authority

Director, Human Resources

January 2023 – present

Responsible for oversight of all aspects of MWRA's Human Resources Department, including staffing and recruitment, labor relations, compensation and classification, training, personnel actions, workplace investigations, reasonable accommodations, and leave administration. Member of Executive Director's Senior Staff. Currently focusing on development of new and existing career ladder tracks, succession planning with a focus on managerial positions, pay equity and compensation reviews, implementation of collective bargaining agreements, and expanding DEI initiatives. Direct and indirect supervision of approximately 20 HR professionals.

Associate General Counsel (Labor & Employment)

April 2021 – January 2023

Provided legal counsel to MWRA's Executive Team, Human Resources, and other managers on a broad range of labor and employment matters, including personnel actions, collective bargaining, grievance responses, and conflicts of interest. Represented MWRA in grievance arbitrations, unfair labor practice charges before the Department of Labor Relations, and discrimination matters before the Massachusetts Commission Against Discrimination. Participated in collective bargaining with union partners. Developed, revised, and implemented employment policies. Conducted and advised on workplace investigations. Reviewed reasonable accommodation and family/medical leave requests. Supervised Senior Staff Counsels.

Valerio Dominello & Hillman, LLC

Attorney

April 2018 – April 2021

Deutsch Williams Brooks DeRensis & Holland, P.C.

Senior Associate

February 2016 – March 2018

Represented private and public sector employers (state entities, cities, towns, School Committees) in labor and employment litigation, including grievance arbitrations and administrative adjudicatory proceedings before the Massachusetts Commission Against Discrimination, U.S. Equal Employment Opportunity Commission, Department of Labor Relations, Department of Unemployment Assistance, and Civil Service Commission. Advised employers on a wide range of labor and employment law topics, including collective bargaining, labor relations, FMLA, FFCRA, ADA, discipline and discharge, workplace harassment and discrimination, civil service, and layoffs and demotions. Conducted investigations into allegations of workplace harassment and discrimination. Appeared before various School Committees and Select Boards to present case summaries, investigation findings, and disciplinary actions. Led workplace trainings on employer policies related to anti-discrimination and conflicts of interest. Reviewed work assignments of junior attorneys and provided supervision to support staff.

WENDY H. CHU

PROFESSIONAL EXPERIENCE (cont.)

Commonwealth of Massachusetts, Human Resources Division

Assistant General Counsel/Diversity Officer
Labor Counsel

May 2012 – February 2016
October 2003 – December 2007

Assisted in the management and supervision of legal personnel who service various state agencies on labor and employment law matters. Served as legal counsel on labor and employment litigation before state administrative agencies, including the Massachusetts Commission Against Discrimination, Department of Labor Relations, and Civil Service Commission. Represented state agencies in grievance arbitration hearings. Counseled state agencies in state and federal labor and employment law matters, including labor relations, discrimination, harassment, FMLA, and civil service. Developed, reviewed, and provided advice and training on statewide employment policies, including FMLA leave, progressive discipline, and the Massachusetts Earned Sick Time law. Participated in collective bargaining negotiations on behalf of management. Conducted employment-related investigations at the request of the administration. Responsible for promoting and highlighting diversity in employment, investigating internal complaints of discrimination, facilitating reasonable accommodation requests, and co-chairing the agency's diversity committee.

U.S. Environmental Protection Agency, Region 1

Assistant Regional Counsel

January 2008 – May 2012

Served as the Region's sole labor and employment attorney. Provided advice and counsel to management on labor relations matters (e.g., contract negotiations, grievances, unfair labor practices), employee discipline, employee leave, and employment discrimination matters. Represented the Region in litigation before federal administrative agencies, including the Federal Labor Relations Authority, Merit Systems Protection Board, Equal Employment Opportunity Commission, and Federal Mediation and Conciliation Service. Represented the agency in grievance arbitration hearings. Led highly sensitive investigation into allegations of harassment, discrimination, and retaliation. Counseled agency employees on federal ethics requirements. Researched and responded to inquiries on federal appropriations law. Performed legal reviews of agency agreements on various subject matters. Responded to subpoena requests in accordance with agency regulations.

H.E.R.E.I.U., Local 6

Assistant Business Agent

September 2002 – August 2003

Represented hotel and restaurant workers in grievances and other contractual disputes with management. Assisted with grievance arbitration hearings. Negotiated side agreements and other resolutions with management.

EDUCATION AND BAR ADMISSION

Boston College Law School

Juris Doctor, 2002

Newton, MA

Columbia University

Bachelor of Arts, 1995

New York, NY

Active Member of the Massachusetts Bar since 2002

DIVISION: Affirmative Action

DEPARTMENT: Affirmative Action

UNION/GRADE: Non-Union/Grade 16

TO VIEW OUR BENEFITS PLEASE CLICK ON THE LINK! - <https://www.mwra.com/about-mwra/careers>

BASIC PURPOSE:

Leads the Massachusetts Water Resources Authority's (MWRA) Affirmative Action and Compliance Unit (AACU). Serves as MWRA's Chief Equity and Inclusion Officer. Develops, supervises, administers, monitors and enforces the Authority's affirmative action plan for employment, contracting and procurement and all activities, policies and programs necessary to advance and maintain such plan and equal opportunity at the MWRA. Monitors compliance with and enforces the Authority's non-discrimination, harassment prevention and other related policies and Code of Conduct.

SUPERVISION RECEIVED:

Reports to the Chair of the MWRA Board of Directors, with administrative functions of AACU under the supervision of the MWRA Executive Director.

SUPERVISION EXERCISED:

Exercises close supervision of AACU staff. Also exercises functional supervision, in collaboration with managers from the Human Resources Department and Law Division, of other employees who are assigned to investigate claims of discrimination, harassment or retaliation.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Develops, updates, advances, monitors compliance with and enforces an annual affirmative action plan for the MWRA including systematic rules, standards, objectives, enumeration of goals and timetables consistent with applicable state and federal laws for equal opportunity and affirmative action programs in employment, procurement and contracting.
- Develops and implements policies, procedures and programs for equal opportunity in hiring, contracting and procurement to meet the requirements, goals and objectives of the affirmative action plan, Minority Business Enterprise (MBE), Women Business Enterprise (WBE) and Disadvantaged Business Enterprise (DBE) goals and related state and federal laws.

- Presents the annual affirmative action plan to the MWRA Board of Directors for review and approval. Provides the MWRA Board of Directors with updates on MWRA's affirmative action plan and equal opportunity policies, programs and initiatives. Prepares and files other required reports and updates.
- Reviews and audits MWRA policies, procedures and practices to ensure that provisions comply with affirmative action plan and state and federal laws. Collaborates with Human Resource, Internal Audit, Law, Procurement and other departments as appropriate to recommend changes as necessary.
- Develops, implements. and maintains a strategic vision and operational plan to advance equal opportunity and equitable and inclusive practices at the MWRA in compliance with applicable state and federal laws.
- Works with the MWRA Executive Director, Director of Human Resources and Division Directors in setting, revising and achieving the affirmative action plan and equal opportunity objectives of the MWRA.
- Develops and provides support on business planning strategies and objectives, including the objectives of the affirmative action plan and equal opportunity. Establish metrics to measure the success of objectives and programs established in the affirmative plan and related equity plans and programs.
- Works with the MWRA Law Division and Public Affairs Department to keep the Executive Director, Director of Human Resources and Division Directors apprised of legislative initiatives and changes in legal requirements related to affirmative action plans and equal opportunity.
- Informs the MWRA Board of Directors, Executive Director, and Divisions and Units of current policies, principles and practices relative to the affirmative action plan and equal opportunity. Reports on MWRA's performance measurements for all categories of positions within the MWRA.
- Serves as MWRA's Americans with Disabilities Act (ADA) chief compliance officer. Collaborates with appropriate staff to ensure the Authority's compliance with the ADA, including provision of training, employee notifications, the review of requests for reasonable accommodations and completion of interactive processes to respond to such requests.
- Advises and trains all levels of MWRA staff on issues related to compliance with constitutional requirements, statutes and regulations pertaining to civil rights, affirmative action and equal opportunity.

- Monitors compliance with the MWRA Code of Conduct, non-discrimination, anti-harassment and other applicable policies and procedures and applicable state and federal laws.
- Investigates, and/or supports investigations of, any claims, allegations, reports or observances of discriminatory acts and impacts of business, procurement or employment practices based on any category or characteristic protected by state or federal law, including race, color, religion, sex, sexual orientation, gender identity and expression, genetic information, national or ethnic origin, age, disability, and veteran and marital status.
- Investigates, and/or supports investigations of, claims, allegations, reports or observances of any type of discrimination, harassment or retaliation directed toward any employee or applicant for employment on the basis of any category or characteristic protected by state or federal law, including race, color, religion, sex, sexual orientation, gender identity and expression, genetic information, ethnic or national origin, age, disability, and veteran and marital status.
- Prepare reports and collaborate with Human Resource, Law and other departments to recommend remedies and remedial action, as appropriate, relating to investigations concerning claims of discrimination, harassment, retaliation or other violations of MWRA policies, procedures or Code of Conduct.
- Promotes an understanding of the MWRA's commitment to equal opportunity among its employees, those whom the MWRA serves, and those with whom it does business.
- Serves in a leadership role on, and provide guidance and support to, task forces and committees that promote and support equity, inclusion, equal opportunity and the MWRA's efforts to achieve healthy environments and clean water in the MWRA's customer communities.

SECONDARY DUTIES:

- Performs other related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

- A Bachelor's degree in public administration, political science/government, management, human resources, gender studies, ethnic studies, or other related field. Graduate degree preferred; and

- A strong understanding of state and federal employment grant compliance regulations and the principles and practices of affirmative action, contract compliance and personnel administration as acquired through at least ten (10) years' experience,
- of which five (5) years should be in a managerial or supervisory capacity; or
- Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

- Excellent interpersonal, oral and written communication skills.
- Demonstrated record of professional accomplishment and an ability to work with all levels of management and employees.
- Experience with construction and professional service contract management and compliance preferred.

SPECIAL REQUIREMENTS:

- A valid Class D Motor Vehicle Operators License.
- Ability to work evenings or weekends for urgent business issues or respond to business calls on MWRA assigned phone after hours.

TOOLS AND EQUIPMENT USED:

Office machines as normally associated with professional administrative settings, including but not limited to the use of telephone, personal computer, word processing and other software, videoconferencing applications, copier, scanner and fax machine.

PHYSICAL DEMANDS:

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

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

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

WORK ENVIRONMENT:

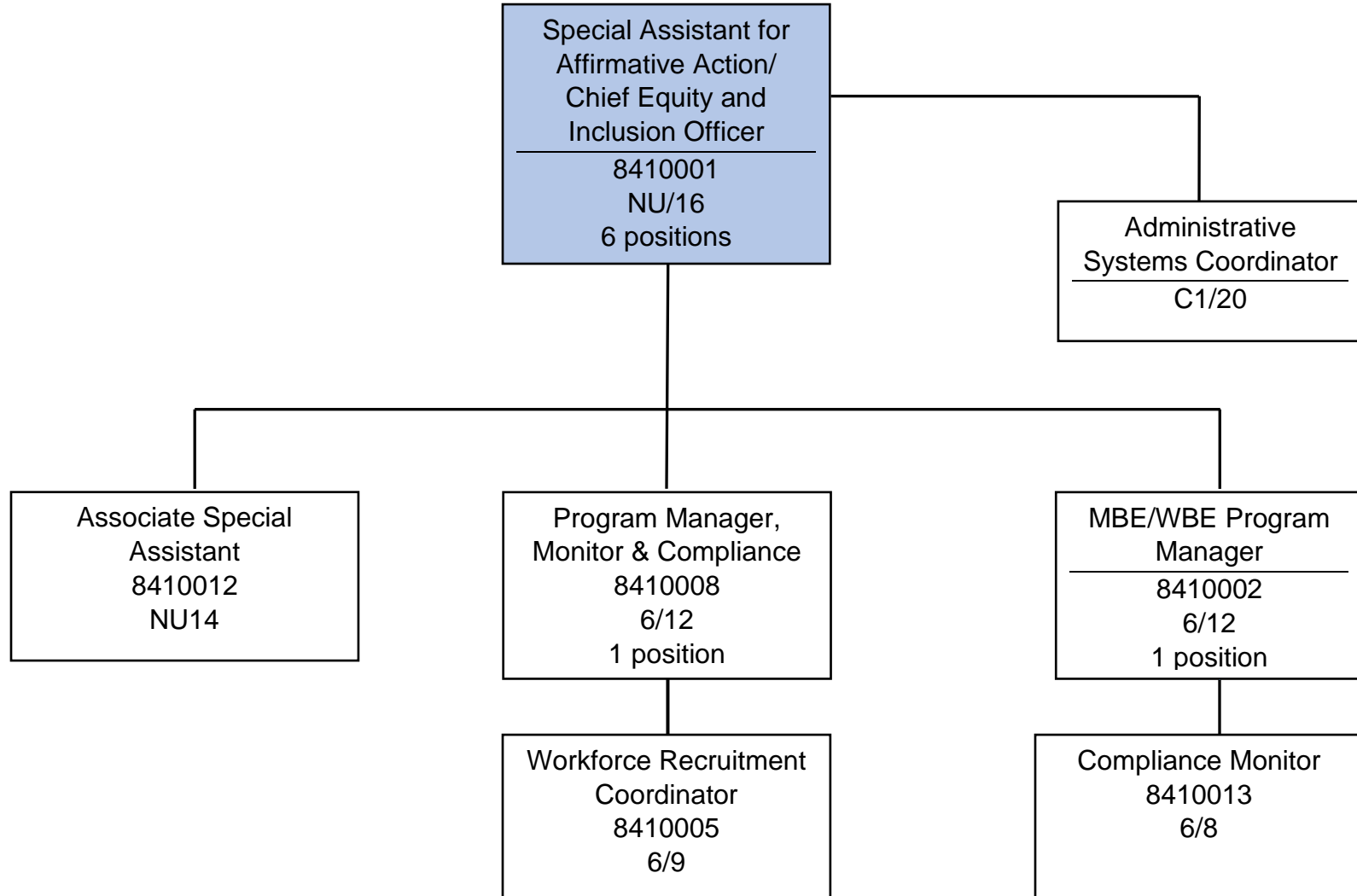
The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. While performing the duties of this job, the employee regularly works in an office environment.

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

Massachusetts Water Resources Authority (MWRA) is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, national or ethnic origin, age, religion, disability, sex or gender, sexual orientation, gender identity or expression, genetics, or veteran status.

Affirmative Action

April 2026



STAFF SUMMARY




TO: Board of Directors
FROM: Frederick A. Laskey, Executive Director
DATE: April 15, 2026
SUBJECT: Appointment of Assistant Director, Engineering, Operations Division

COMMITTEE: Personnel and Compensation

 INFORMATION
 X VOTE

Wendy Chu, Director, Human Resources
Rebecca Weidman, Deputy Chief Operating Officer
Brian L. Kubaska, P.E. Chief Engineer
Preparer/Title


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

RECOMMENDATION:

To approve the appointment of Ms. Patricia Mallett, P.E. to the position of Assistant Director, Engineering, Operations Division (Non-Union, Grade 14) at an annual salary of \$176,088, commencing on a date to be determined by the Executive Director.

DISCUSSION:

There are currently two Assistant Director positions in the Engineering & Construction Department: one for Water Engineering and one for Wastewater Engineering. The Assistant Director, Engineering Water position became vacant in January 2026 with the retirement of the incumbent. The Assistant Director, Engineering position reports directly to the Chief Engineer, manages 23 in-house engineering staff and oversees staff managing numerous consultant contracts. This position oversees the development and administration of capital improvement and current expense projects as well as the development of environmentally sound solutions to engineering problems. It also assists in the preparation of and oversees the department's capital improvement budget. The Assistant Director, Engineering provides supervision and technical oversight to engineering staff and is responsible for managing projects within the Engineering section. The Assistant Director, Engineering oversees and coordinates staffing resources, considering project workload to assure consistency of project execution and quality, and adherence to MWRA policy and procedures.

Selection Process

The position of Assistant Director, Engineering was posted internally and externally. A total of nine candidates applied for the position, including four internal applicants. Two external and three internal candidates were determined to be eligible and qualified and were referred for an interview. The Chief Engineer, Deputy Chief Operating Officer of Programs, Planning and Policy, and Manager of Talent Acquisition interviewed the candidates. Upon completion of the interviews, Ms. Mallett was determined to be the best qualified to fill the position based on a combination of experience, knowledge, skills and education.

Ms. Mallett has over 20 years of engineering experience, eight of which have been in roles of increased responsibility within MWRA's Engineering and Construction Department. Ms. Mallett also spent just under eight years with the San Francisco Public Utilities Commission in project management and engineering roles and worked as a senior engineer at two other engineering firms. Ms. Mallett has extensive experience working on complex water and wastewater engineering projects, including the design and construction of a chloramine conversion project at the Hetch Hetchy Water Treatment Plant in San Francisco and the design of MWRA's Hayes Pump Station Rehabilitation Project.

In her current position as Senior Program Manager, Ms. Mallett managed and led MWRA's corrosion control studies for compliance with the Lead and Copper Rule Revisions, supervised assigned engineering staff managing various water design projects, as well as procuring and managing the John J. Carrol Water Treatment Plant Technical Assistance contracts. She provides close project coordination with other MWRA departments and provides outreach to host communities and permitting agencies. She has successfully managed all the projects that have been assigned to her and ensured the projects managed by assigned staff were successfully designed and brought to construction. Prior to her current MWRA position, Ms. Mallett managed the multi-faceted Wachusett Lower Gate House Pipe & Boiler Project and Bastion Building Rehabilitation, as well as the Hayes Pump Station Rehabilitation project. During her eight years with the MWRA, Ms. Mallett has become an asset to MWRA and has earned the respect of her colleagues and supervisors.

Ms. Mallett earned a Bachelor of Science degree in Civil Engineering from the University of Maine and a Master of Science degree in Environmental Engineering from Johns Hopkins University. She is also a registered Civil Engineer in Massachusetts and California and serves on the American Water Works Association UV Disinfection Committee.

BUDGET/FISCAL IMPACTS:

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

ATTACHMENTS:

- Resume of Patricia Mallett, P.E.
- Position Description
- Assistant Director of Engineering Organization Chart

Patricia A. Mallett, P.E.

PROFESSIONAL EXPERIENCE

Massachusetts Water Resources Authority (MWRA)

Senior Program Manager, Engineering and Construction **March 2023 to Present**

Program Manager, Engineering and Construction **June 2019 to March 2023**

Project Manager, Engineering and Construction **September 2017 to May 2019**

Manage a staff of engineers responsible for design of drinking water projects, including in-house design, capital improvement and current expense projects, as well as the associated permitting, public outreach and member community outreach. Develop and plan capital improvement budgets and conduct consultant selection processes for water quality studies/design/engineering services during construction and resident engineering contracts. Manage technical assistance contracts and design contracts for drinking water facilities. Interface with MWRA divisions to ensure successful project implementation. Manage staff workloads, hiring process, training for new staff, employee discipline and productivity issues.

John J. Carroll Water Treatment Plant: Managed the design of multiple projects at the 405 MGD ozone and ultraviolet water treatment plant, including modifications to chemical feed systems and the UV rooms HVAC system. Managing the development of a corrosion control study for compliance with the Lead and Copper Rule Revisions and the plant technical assistance contracts. Technical assistance contract task order work at the plant includes structural inspection of the ozone contactors and storage tanks; design and engineering services during construction for parapet wall repairs; design of upgrades to the carbon dioxide feed system, and preliminary engineering design for influent flow control improvements with an estimated construction cost of \$19 million.

Wachusett Dam Lower Gate House Pipe and Boiler Replacement: Managed the consultant design and engineering services during construction to replace the original piping and valves, including carbon fiber reinforced polymer lining of the four outlet pipes from the reservoir, energy dissipation valves, lead paint abatement, and SCADA upgrades with a cost of \$21 million. Managing preliminary engineering of the roof replacement and repainting of the building.

Wachusett Dam Bastion Building Rehabilitation: Managed the design and engineering services during construction for the \$3.9 million structural rehabilitation of the building. Obtained the required regulatory permits, including the maintenance waiver for historical building modifications.

William A. Brutsch Water Treatment Facility: Supervising the design process for the replacement of the existing sodium hypochlorite feed system at the Brutsch plant, as well as the in-house design of a new fire service feed to the building.

Hayes Pump Station Rehabilitation: Managed the design and permitting of the \$25.6 million Hayes Pump Station Rehabilitation project. Currently managing the engineering service during construction. The construction contract includes replacement of the existing pumps, process piping and valves, gates, climber screen, grinder, HVAC system, and motor control center, as well as design of architectural upgrades and a new bypass pump station.

San Francisco Public Utilities Commission

Senior Project Manager, Regional Water

September 1997 to January 2003

Sanitary Engineer

July 1995 to August 1997

Managed staff engineers on regional water supply capital projects. Managed conceptual engineering, environmental review/permitting, detailed design, and the design/implementation of the public outreach program for the \$60 million Hetch Hetchy Water Treatment Project Chloramine Conversion. Managed conceptual engineering, environmental review/permitting, detailed design and construction phases for the \$54 million Sunol Valley Water Treatment Plant Improvement Project. Managed the Hetch Hetchy Watershed Working Group with the National Park Service in support of the San Francisco Public Utilities Commission's filtration avoidance waiver.

Uribe & Associates

Senior Civil Engineer

July 1993 to June 1995

Managed water quality studies, environmental compliance audits and environmental impact statements for the U.S. Navy.

MWH

Senior Engineer

July 1989 to June 1993

Project engineer for industrial wastewater pilot studies, wastewater source control studies and the Water Reclamation Master Plan for the City and County of San Francisco.

PROFESSIONAL LICENSE

Registered Civil Engineer in California, License No. 50308

Registered Civil Engineer in Massachusetts, License No. 53888

EDUCATION

The Johns Hopkins University, M.S.E. in Environmental Engineering, May 1989.

University of Maine, B.S. in Civil Engineering, May 1988.

PROFESSIONAL COMMITTEES

AWWA UV Disinfection Committee

HONORS AND AWARDS

Mayor's Fiscal Advisory Committee Public Managerial Excellence Award Nominee

2001. SPARC Water Quality Planning Unit.

**MWRA
POSITION DESCRIPTION**

POSITION: Assistant Director, Engineering (Water/Wastewater)

PCR#:

DIVISION: Operations

DEPARTMENT: Engineering and Construction

BASIC PURPOSE:

Assists in the direction of all aspects of engineering capital projects and current expense projects, including oversight of development, procurement and administration of professional services contracts and the oversight of the procurement, award, and engineering support of construction projects for assigned unit.

SUPERVISION RECEIVED:

Works under the general supervision of the Chief Engineer.

SUPERVISION EXERCISED:

Exercises direct supervision of the assigned unit including several Senior Program Managers.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Directs the development and administration of capital improvement and current expense projects within the assigned unit. Develops funding plans for projects; assists in the preparation of and oversees the department's capital improvement budget.
- Assists in the evaluation of solutions to engineering problems and develops environmentally sound solutions.
- Oversees the work of staff and consulting engineers to ensure adherence to budgets, schedules, quality of outputs and compliance with scope of services and contract terms.
- Oversees the development of in-house engineering designs and permits. Approves final permit applications for submittal and contract documents for bidding and construction using credentials(Massachusetts Professional Engineer license).
- Oversees coordination of projects and engineering functions with appropriate MWRA Divisions and sees that projects comply with MWRA policies and procedures.
- Recommends and develops agency, program, or department policy by analyzing all pertinent issues and information regarding the impact of proposed policy on the provision of services to clients, consumers, or the general public and by determining the resources necessary to implement such policy.

- Maintains communication with local, State, and Federal agencies, professional organizations and community groups to provide information on and gain support for programs.
- Develops and oversees current expense budget for assigned unit.
- Oversees and coordinates staffing with project workload to assure consistency of project execution and quality, and adherence to Massachusetts Water Resources Authority's policy and procedures.
- Oversees the recruiting, professional development, training, and performance evaluation of staff for assigned unit.
- Manages the Department in a manner that is consistent with MWRA's goals of Diversity, Equity, and Inclusion.

SECONDARY DUTIES:

- Performs related duties as required.
- Participates in preparing for collective bargaining and hears Step One Grievances.

MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) A Bachelor's degree in civil, environmental, mechanical engineering or a related engineering field is required. Graduate degree in engineering is preferred; and
- (B) An understanding of water and/or wastewater engineering and contract construction management as acquired by at least ten (10) years of experience including at least four (4) years in a managerial or supervisory position; or
- (C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

- A. Knowledge of engineering practices and principles.
- B. Demonstrated verbal and written communication skills.
- C. Demonstrated ability to plan, organize, direct, train and assign duties to subordinates.
- D. Demonstrated successful experience managing in a union environment with a diverse workforce.
- E. Proficient in computer hardware and software including Microsoft Office Suite, databases, data

presentation, and analysis tools.

SPECIAL REQUIREMENTS:

A Massachusetts Class D driver's license or equivalent from an adjacent state.

Registration required as a Professional Engineer in good standing in Massachusetts or in another state with ability to acquire a Massachusetts registration via reciprocity within three months.

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

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.

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

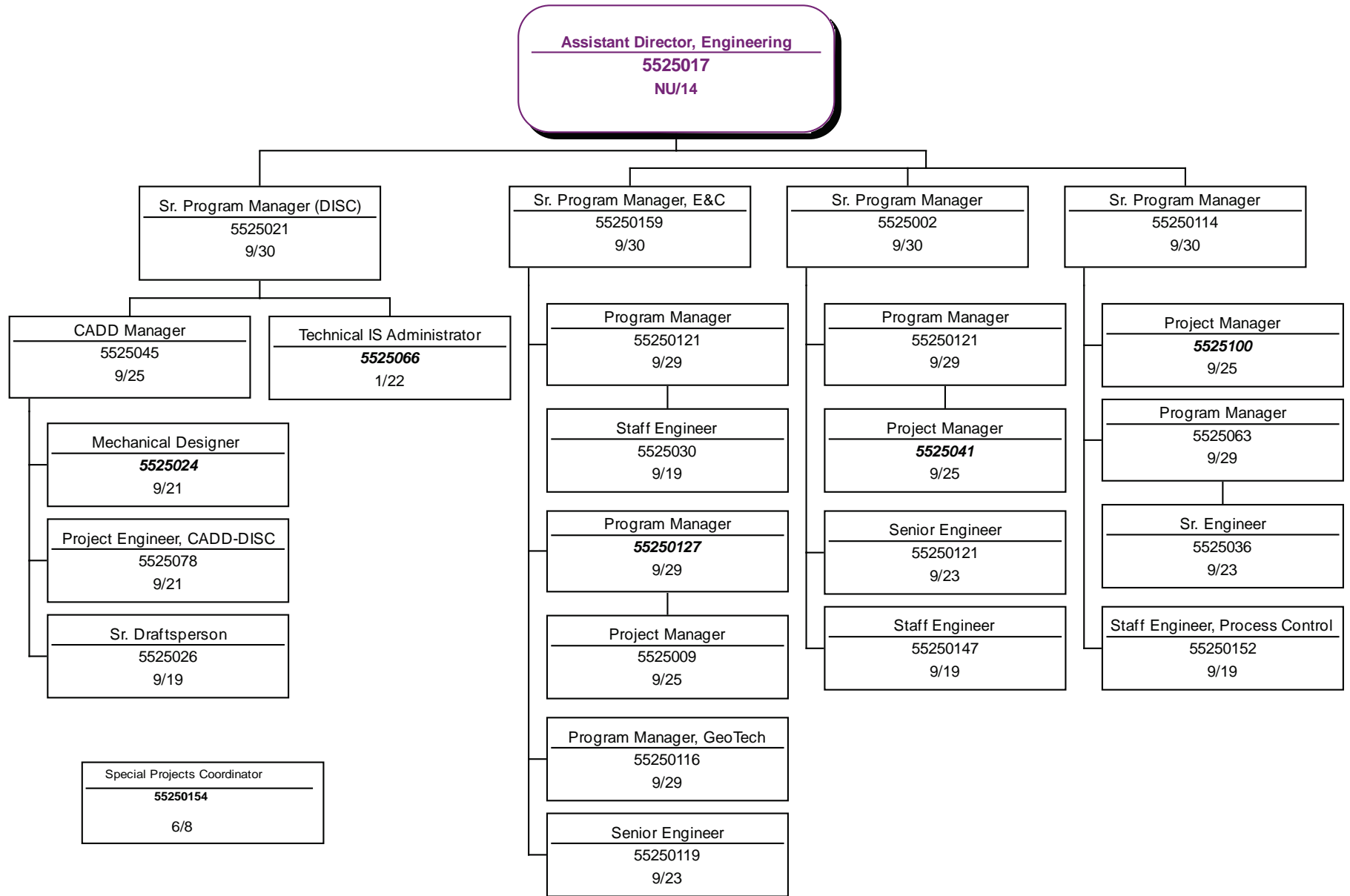
WORK ENVIRONMENT:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. While performing the duties of this job, the employee regularly works in an office environment. This position may be eligible for telework up to 50%.

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

January 2026

Engineering & Construction
Water/Wastewater Engineering





FRIENDS OF THE FELLS

II.C/VIII
4/15/26

Promoting the conservation, appreciation, and sustainable
enjoyment of the Middlesex Fells Reservation

March 6, 2026

Rebecca Tepper, Chair
MWRA Board of Directors
100 Cambridge Street, 10th floor
Boston, MA 02114

Dear Chair Tepper and the MWRA Board of Directors,

As the retirement of Executive Director Frederick A. Laskey approaches, on behalf of the Friends of the Middlesex Fells Reservation I wish to express our immense admiration and gratitude to Director Laskey for his 25 years of stewardship of MWRA activities within the Fells. I write not only on behalf of our membership and thousands of other visitors to the Fells watersheds, but on behalf of the remarkable animals and plants, many rare and some endangered, which make the Fells a uniquely biodiverse and sensitive landscape inside the perimeter of Route 95.

In 2010 Director Laskey wrote that the MWRA mission was *“to provide a safe and uninterrupted water supply to the residents of our member communities and to facilitate a safe environment for those walking and hiking near or on waterworks land.”* Those communities include 26 cities and towns and more than 500,000 people who receive water daily from the Fells. Along with this dual mission, Director Laskey has also recognized the need to take care of what makes the Fells so extraordinarily rugged, beloved, and important.

“Forests not only purify the air, but they have a most important and practical relation to the purity and preservation of fresh water,” wrote Elizur Wright, who in the 1870s and 1880s was responsible for the campaign that led to setting aside the Fells. Later, on May 12, 1897, as the Spot Pond Pumping Station and Basin 1 of the High Service Reservoir were planned, the Metropolitan Water Board and the Metropolitan Park Commission wrote a Memorandum of Agreement:

“It is understood and agreed that the Water Board, in the laying of pipes and building of the reservoir and pumping station, and in all its other operations, shall perform its work in such a manner as shall cause the least injury reasonable possible to the territory and roads of the Fells and parkways, and the least inconvenience reasonably possible to their enjoyment by the public and to the work of the Park Commission...and shall restore as far as possible all portions of the Fells and parkways to the condition in which they were before work was undertaken...”

As the transition in leadership of the MWRA approaches, we urge the Board of Directors to recognize and continue this extensive tradition of collaboration, shared mission, and stewardship in the Fells between MWRA and the Friends of the Middlesex Fells Reservation.

Significant examples of collaboration during Director Laskey's tenure include:

Public process for new MWRA buried water storage tank (2002). The Friends participated with MWRA in a vigorous public process to choose the location for a new 20-million-gallon buried storage tank near Spot Pond. Friends of the Fells Director Mike Ryan urged building the reservoir on a previously developed site to avoid the need to disturb woodlands within the Fells, which MWRA chose to do. As Director Laskey noted, "*When completed it will be the first addition of open space to the Fells since it was created. And it's due in large part to the advocacy of Mike, the Friends of the Fells and State Representative Donato and others...it really did help turn the tide.*" This remarkable achievement will endure as part of Director Laskey's stewardship legacy.

Over the surface of the new seven-acre covered reservoir and embankments, Friends of the Fells botanist Walter Kittredge developed, in collaboration with MWRA, a list of ecologically appropriate native grasses, wildflowers and shrubs to create a natural meadow. As Walter noted, "*Fred listened to everyone and took my advice on work they were doing that impacted the vegetation...if only all public servants were as friendly and collaborative as he was!*"

Restoration of historic structure in Spot Pond watershed (2005). MWRA provided funds toward restoration of the historic Tudor Barn on the eastern shore of Spot Pond as part of a multi-year Friends of the Fells campaign urging the state to rebuild the stone structure. Funds were contributed by MWRA, the Friends, the Department of Conservation and Recreation, and the Executive Office of Environmental Affairs which matched the funds contributed by the Friends of the Fells.

Collaborative conference for the Fells (2006). In January 2006 Director Laskey joined the DCR commissioner, agency officials, Fells district senators and representatives, Melrose Mayor Robert Dolan, the Friends Board, and members of the public at a conference organized by the Friends of the Fells at the DCR Botume House to discuss "*A New Vision for Fells Restoration.*"

Graffiti removal in the Fells (2007). In response to a Friends of the Fells recommendation, Director Laskey initiated a large-scale graffiti removal project in the eastern Fells along the High Service Reservoir and at nearby Pickerel Rock.

MWRA participated in DCR trails assessment process (2010). Director Laskey signed a comment letter reminding DCR that any new mountain biking trails should be consistent with watershed protection and should be under the sole jurisdiction of MWRA and its partner agencies.

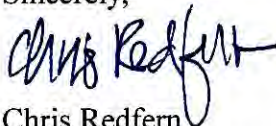
Charles Eliot Service Award to Director Laskey at the Friends of the Fells Annual Meeting (2010). Director Laskey was given this award due to his "*ongoing support of efforts to preserve and enhance the integrity, naturalness, and beauty of the Fells Reservation while fulfilling the watershed protection mission...*" In 1893, Charles Eliot's innovative report for the Metropolitan Park Commission outlined a structure for the system of large regional parks and parkways, including the Middlesex Fells, which was ultimately created.

Retirement event for Friends of the Fells director (2014). Director Laskey attended the retirement party for outgoing Friends of the Fells director Mike Ryan, describing in his remarks how MWRA and the Friends of the Fells shared the stewardship mission.

Partnership for a new trailhead on MWRA property (2025). Director Laskey responded amenable to a Friends of the Fells request for assistance in establishing a new trailhead on MWRA property, providing a right of entry agreement to the Town of Stoneham.

Looking ahead, the Friends of the Fells is ready to continue working as a partner with MWRA and its new director to fulfill our shared stewardship mission in the beautiful Middlesex Fells Reservation.

Sincerely,



Chris Redfern
Executive Director

cc: Frederick A. Laskey, MWRA Executive Director

Members of the MWRA Board of Directors

Brian Peña

Jennifer L. Wolowicz

John J. Walsh

Paul E. Flanagan

Henry F. Vitale

Patrick J. Walsh

Brian Swett

Joseph C. Foti

Andrew M. Pappastergion

Louis M. Taverna, P.E.

Estes-Smargiassi - Page 1

STEPHEN A. ESTES-SMARGIASSI
Director of Planning and Sustainability
Massachusetts Water Resources Authority

EDUCATION

HARVARD UNIVERSITY
Masters in City and Regional Planning, 1982

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
Bachelor of Science in Civil Engineering, 1979

EXPERIENCE

MASSACHUSETTS WATER RESOURCES AUTHORITY Boston MA

1987 to Present Director of Planning and Sustainability, Director of Planning, Manager of Planning, Senior Program Manager, Program Manager

Oversee all aspects of planning for the wholesale water and wastewater systems serving 3.1 million people in metropolitan Boston. Manage a group of analysts, planners, cartographers, scientists, educators and engineers.

Presented all major decisions developed by my group to the Board of Directors, and gained their confidence the programs and in my ability. Represented the agency credibly before regulatory, citizen and other interest groups building support for agency policy. Frequently requested as participant or speaker on national water quality or resource policy issues.

Oversaw the successful implementation of the Long Range Water Supply Program, shifting the agency from a supply-based planning approach to a demand-based one, and reduced demand by over 30 percent. Reviewed and oversaw progress of 21 major water supply programs and the associated several dozen staff throughout the agency. Coordinated source protection planning studies for 40 cities and towns with ground or surface water supplies. Initiated the agency's Geographic Information System.

Oversaw the annual development and tracking of the Waterworks Division's capital budget with over \$1.7 billion in projects. My group is currently developing a fourth round of integrated master plans to prioritize and schedule improvements to the region's water and sewer systems, including developing resiliency or redundancy for critical single points of failure.

Developed a highly regarded cooperative protection effort with the Massachusetts Department of Conservation and Recreation for the 400 square mile watershed supplying MWRA under severe time constraints and difficult institutional arrangements. Provide continuing strategic direction on watershed protection efforts and compliance with filtration avoidance criteria. Led siting and environmental review for the 405 mgd Wachusett water treatment plant, including dozens of public

meetings. Represent MWRA at meetings of the national Unfiltered Systems Working Group and the Pacific Northwest Watershed Managers Group.

Developed the briefing materials used by MWRA's Board of Directors to make the treatment technology decision for the metropolitan Boston water system to remain an unfiltered system and then participated in the successful defense of that decision in federal court. Lead or participated in all major water quality and treatment decisions.

Initiated efforts to develop the joint MWRA/DCR pathogen control program, the MWRA public health working group, and joint MWRA efforts with local public health academics and officials to examine water-related issues of public health significance.

Oversaw cooperative development of regional lead outreach efforts. Have overseen MWRA's collaborative efforts to understand, manage and communicate the risks of lead in drinking water since 1993, and has been active in regional and national efforts to review and revise the Lead and Copper Rule, including participation in two National Drinking Water Advisory Council (NDWAC) working groups. Oversee MWRA's \$200 million lead service line removal grant/loan program.

Produce and distribute the MWRA's annual water quality report to over 900,000 households; as well as a public facing monthly water quality update, and use the opportunity to reinforce the bridges built to the public health community.

Coordinate Green House Gas monitoring and reduction efforts, climate change adaptation efforts for both water and wastewater systems, and public reporting on energy use, greenhouse gases and energy efficiency.

Active in regional and national drinking water regulatory development and in water and public health related research. Testified three times before US House of Representatives on lead and infrastructure related issues.

Oversaw wholesale water and wastewater metering program used for both operational data and allocation of \$700 million community assessments.

METCALF & EDDY

Wakefield MA

1981-1987

Project Planner Provided a full range of environmental, demographic, financial and community planning services with this engineering consulting firm. Oversaw engineers, biologists, planners and other specialists, and coordinated multi-disciplinary teams. Developed and implemented public participation strategies. Wrote, edited and produced reports for technical and non-technical audiences. Prepared and presented proposals. Selected and managed sub-consultants.

MERRIMACK VALLEY PLANNING COMMISSION

Haverhill MA

1979-1980 Planner Performed transportation, community and energy planning.

**ADDITIONAL
EXPERIENCE**

THE URBAN INSTITUTE

Washington, DC

1993-94 Consultant Provided expert assistance to municipalities in the Czech Republic for infrastructure planning and finance, under contract to the USAID.

TUFTS UNIVERSITY

Medford MA

2006 -2009 Adjunct Professor Co-Taught: Methods in Environmental Impact Assessment

**PROFESSIONAL
MEMBERSHIPS**

American Water Works Association
New England Water Works Association
Massachusetts Water Works Association
American Institute of Certified Planners (1982 – 2009)
American Planning Association (1982 – 2009)

PROFESSIONAL SERVICE

Commissioner at Large – *Boston Conservation Commission*, 2025 – present

Member of Board of Directors of the *Metropolitan Water Works Museum*, 2016 to present

Co-chair of the Host Committee for the AWWA 2014 Annual Conference in Boston.

Peer Reviewer – *Drinking Water Distribution Systems: Assessing and Reducing Risks*, National Research Council of the National Academies, 2006

Panel Member - *Review of the NYC Watershed Protection Program*, National Research Council of the National Academies, 2020

Peer Reviewer for *Journal of AWWA* and *Journal of Water and Health*

Invited participant in EPA's 2004 and 2005 Lead and Copper Rule Review Expert Workshops on Sampling, Simultaneous Compliance, and Lead in Plumbing Fittings and Fixtures

Member of the EPA National Drinking Water Advisory Council Working Group on Improving Lead Education – 2005-2006

Member of the EPA National Drinking Water Advisory Council Working Group on Major Revisions to the LCR– 2014-2015

Active “back bench” participant in EPA FACA Process for the Long Term 2 Enhanced Surface Water Treatment Rule/ Stage 2 DBP Rules, representing unfiltered surface water supplies

Trained as Peer Review Team Leader in American Waterworks Association’s QualServe - Excellence in Water Service Program. Coordinated and led peer review of the Calgary Water Division and the EPCOR (Edmonton) water utility, April 1998 and September 2000

Chair of the Water Research Foundation (formerly AwwaRF) Research Advisory Council (2007-2010) RAC Member (2004-2006, 2010-2012)

Expert Panelist to review:

NYC Dependability Study, Operation Support Tool, and Kensico-Eastview Conveyance,
San Francisco Water Quality Protection Study
Portland OR LT2 Variance Request
Providence, RI Lead Response
Tampa Bay Water Decision Process and Trade-off Analysis Model.

Testimony on lead contamination in drinking water before:

US House of Representatives Committee on Government Reform, March 11, 2005,
Boston City Council Committee on Health and Human Services on December 1, 2005,
US House of Representatives Energy and Commerce Subcommittee on May 13, 2010,
and
US House Subcommittee on Environment and the Economy and Subcommittee on Health, April 13, 2016

Co-Chair of New England Waterworks Association’s Legislative and Regulatory Committee (2004 – present)

Member of Tufts University Civil and Environmental Engineering Department’s External Advisory Committee, and Tufts University Department of Public Health and Community Medicine’s External Advisory Committee

Chair of the AWWA Lead Technical Advisory Workgroup (TAW). Member of for Lead, TCR, DBPs and Microbial Rules TAWs