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MASSACHUSETTS WATER RESOURCES AUTHORITY
Deer Island
33 Tafts Avenue
Boston, MA 02128

Stephen Estes-Smargiassi
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

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BOARD OF DIRECTORS' MEETING

Date: Wednesday, November 18, 2026

Time: 1:00pm

Location: MWRA Administration Facility, Board Room 2C/2D
2 Griffin Way, Chelsea, MA 02150

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

Webex registration link

https://mwra.webex.com/weblink/register/r45d5be96351eb3a2988f29c1c0af4e64

Webinar number: 2331 351 4268 Password: 111826

AGENDA

I. APPROVAL OF MINUTES

II. REPORT OF THE CHAIR

III. REPORT OF THE EXECUTIVE DIRECTOR

IV. ADMINISTRATION, FINANCE AND AUDIT

A. Information

1. Delegated Authority Report – October 2026
2. FY2027 1st Quarter Orange Notebook
3. FY2027 Financial Update and Summary as of October 2026

B. Contract Awards

1. Security Equipment Maintenance and Repair Services: Sullivan & McLaughlin Companies Inc., Contract EXE-050

C. Contract Amendments/Change Orders

1. Foster Appraisal and Consulting Co., Inc., Contract 623TA, Amendment 2

V. WASTEWATER POLICY AND OVERSIGHT

A. Contract Awards

1. Cottage Farm CSO Facility PCB Abatement – Phase 1: American Environmental, Inc., Contract 7389
2. Interceptor Renewal No. 7 Malden-Melrose (Sections 37/41/42/49/54/65) – Resident Engineering/Resident Inspection Services: Arcadis U.S., Inc., Contract 7751

V. WASTEWATER POLICY AND OVERSIGHT (Continued)

B. Contract Amendments/Change Orders

1. Technical Assistance-Agency Wide: Kleinfelder Northeast, Inc., Contract 7991, Amendment 3
2. Deer Island Treatment Plant Clarifier Rehabilitation, Phase II: Walsh Construction Company II, LLC, Contract 7395, Change Order 6
3. Deer Island Treatment Plan Clarifier Rehabilitation, Phase II, Design/ESDC: CDM Smith Inc., Contract 7394, Amendment 5
4. CSO Post-Construction Monitoring and Performance Assessment: AECOM Technical Services, Inc., Contract 7572, Amendment 6

VI. WATER POLICY AND OVERSIGHT

A. Information

1. Update on Lead and Copper Rule Compliance and Lead Sampling – Fall 2026

B. Contract Awards

1. Dam Safety Compliance & Consulting Services: GZA GeoEnviormental, Inc., Contract W345, Amendment 2

VII. PERSONNEL AND COMPENSATION

A. Information

1. Non-Union Manager Compensation Committee Update (verbal)

B. Approvals

1. PCR Amendments
2. Appointment of Katherine M. Ronan, Director of Strategic Initiatives and Partnership
3. Appointment of Anna Baker, Chief of Staff to the Executive Director
4. Appointment of Paul V. Savard, Director, Tunnel Redundancy
5. Appointment of Elizabeth Herriott Tierney, Chief Human Resources Officer

VIII. CORRESPONDENCE TO THE BOARD

- 10/20/26 letter, Town of Reading Select Board and Town Manager, regarding the Draft Updated Combined Sewer Overflow Control Plan
- 10/21/26 letter, State Senators Comerford and Oliveira, and State Representatives Saunders and Whipps, requesting that MWRA withdraw its Interbasin Transfer Act application
- 10/22/26 letter, Randolph Town Council regarding opposition to the Draft Updated Combined Sewer Overflow (CSO) Control Plan and Proposed Financial Burden on Randolph Ratepayers
- 10/22/26 letter, Randolph Town Manager Brian P. Howard, regarding opposition to the Draft Updated Combined Sewer Overflow (CSO) Control Plan and Proposed Financial Burden on Randolph Ratepayers
- 10/26/26 letter, State Senator Michael J. Barrett regarding the Draft Updated Combined Sewer Overflow Long-Term Control Plan
- 10/27/26 letter, City of Framingham, regarding the Draft Updated Combined Sewer Overflow Control Plan

VIII. CORRESPONDENCE TO THE BOARD (Continued)

- 10/28/26 letter, State Representative Steven C. Owens, regarding the Draft Updated Combined Sewer Overflow Long-Term Control Plan
- 10/29/26 letter, Town of Natick Select Board regarding the Draft Updated CSO Control Plan
- 10/30/26 letter, letter, City of Chelsea Manager Fidel A. Maltez, regarding the Draft Updated Combined Sewer Overflow Control Plan
- 10/30/26 letter, City of Newton Mayor Marc C. Laredo, regarding the Draft Updated CSO Long-Term Control Plan
- 10/30/26 letter, Town of Braintree, regarding the Draft CSO Plan
- 10/30/26 letter, Wastewater Advisory Committee to the MWRA (WAC), regarding the Draft Updated CSO LCTP
- 10/30/26 letter, A Better City, regarding MWRA's Draft Plan for Combined Sewer Overflows (CSOs) Management
- 10/30/26 letter, Katherine Bird, Interim Ashland Town Manager, regarding the Draft Updated Combined Sewer Overflow Control Plan
- 10/30/26 letter, Town of Dedham, regarding the Draft Updated CSO Plan
- 11/2/26 letter, State Representative David Linsky, regarding the Draft Updated CSO Control Plan

IX. OTHER BUSINESS

X. EXECUTIVE SESSION

i. **Approval of October 21, 2026 Executive Session Minutes** (Materials to follow)

A. Real Estate

1. Watershed Land Acquisition Approval

B. Litigation

1. To Discuss Strategy with Respect to Litigation

XI. ADJOURNMENT

MASSACHUSETTS WATER RESOURCES AUTHORITY

Meeting of the Board of Directors
Morning Session
October 21, 2026

A meeting of the Massachusetts Water Resources Authority (MWRA) Board of Directors was held on October 21, 2026 at MWRA Headquarters at Deer Island, Boston, and via remote participation.

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

MWRA Executive Director Stephen Estes-Smargiassi; General Counsel Carolyn Franciso Murphy; Chief Operating Officer Kathy Murtagh; Deputy Chief Operating Officers Stephen Cullen and Rebecca Weidman; Director of Finance Thomas Durkin; Director of Administration Michele Gillen; Chief Equity and Inclusion Officer (AACU) Wendy Chu; Associate General Counsel Angela Atchue; IT Asset and Configuration Manager Michael Curtis; and, Assistant Secretary Kristin MacDougall were among those attending at MWRA Headquarters.

Vandana Rao, EEA, attended at MWRA headquarters and Matt Romero, MWRA Advisory Board, attended remotely.

Chair Tepper called the meeting to order at 10:31am.

ROLL CALL

Assistant Secretary Kristin MacDougall took roll call of Board Members in attendance and announced that Mr. Jack Walsh was participating remotely.

(Mr. Foti also participated remotely; he was inaudible during Roll Call.)

The Chair announced that the meeting was being held at MWRA Headquarters and virtually via a link posted on MWRA's website. She added that the meeting was being recorded, and the agenda and meeting materials were available on MWRA's website.

SELECTION OF MWRA EXECUTIVE DIRECTOR

Chair Tepper announced that the purpose of this meeting was to appoint a new MWRA Executive Director. She then described the comprehensive Executive Director search process in which a national search firm, Isaacson, Miller, contacted 230 individuals across the country; the position was also widely advertised; the Preliminary Screening Committee ("PSC") received nearly 50 resumes for review; nine candidates were interviewed during the PCS's first round of interviews; four were subsequently interviewed during a second round; and two finalists from the second-round candidates were selected: Matt Brown, the Interim Chief Executive Officer and General Manager, Chief Operating Officer and Executive Vice President of Operations and Engineering, District of Columbia Water and Sewer Authority (DC Water); and Jonathan Gulliver, Undersecretary of Transportation and Highway Administrator, Massachusetts Department of Transportation. She relayed that the Committee believes that both final candidates were imminently qualified for the Executive Director role.

Documents used for this meeting and cited in these minutes, including meeting materials/staff summaries, presentations, and approved minutes, are posted on MWRA's website. https://www.mwra.com/about-mwra/governance-management/board-directors/archive-agendas-and-minutes

The Chair added that Board members were invited to meet with Messrs. Brown and Gulliver since the final candidates were selected by the PSC on October 14, 2026; further, the Board had received the finalists' resumes and cover letters as well as summaries of their references.

Discussion

Secretary Tepper, who served as the PSC Chair, invited the Board, starting with the PSC members (Mr. Pappastergion, Mr. Swett and Ms. Wolowicz), to share their thoughts about who they supported as the next MWRA Executive Director, and which points they found compelling about their preferred candidate's experience and background.

Board Vice Chair Pappastergion

Mr. Pappastergion expressed appreciation for the Isaacson, Miller team and praised their professionalism and maintenance of confidentiality throughout the PSC process; advised that selecting the new Executive Director was a very difficult task; and noted the quality of the applicants, particularly the nine interviewed remotely and the four semifinalists, made the decision extremely difficult. He added that he was not a member of the original PSC and, therefore, did not take part in the original review of all applicants; however, he joined the PSC before any interviews took place.

Mr. Pappastergion then thanked the PSC Chair and members; discussed the PSC members' hours of participation, homework, reading and follow-up analysis, how the PSC and Isaacson, Miller made a challenging task easier, and how the process was well handled and respectful to the candidates. He relayed that the finalists, Messrs. Brown and Gulliver, were very competent and qualified; and discussed Mr. Brown's fine character and significant experience in the water and wastewater sector, including at DC Water.

Next, Mr. Pappastergion noted that Mr. Gulliver was likely known to some Board members; Mr. Gulliver showed a depth of knowledge about MWRA, with a career that began in the water and wastewater fields; highlighted Mr. Gulliver's vision for MWRA as discussed with the PSC, his well thought out presentation that indicated due diligence and consideration of where the Authority should be in terms of continuing former Executive Director Fred Laskey's legacy as well as MWRA's future steps, and a framework and timeline that Mr. Gulliver had laid out for what the Board could expect under his leadership, and for setting milestones and targets to assess his performance.

In conclusion, Mr. Pappastergion advised that his choice was to appoint Mr. Gulliver as the next MWRA Executive Director because of his forward vision; and he expressed confidence in Mr. Gulliver's ability to lead MWRA into the future.

Chair Tepper remarked on the value of Mr. Pappastergion's historical knowledge about MWRA and the Board of Directors to the PSC, his unique perspective, and the diverse viewpoints of the PSC members. She agreed that it was a well-orchestrated and thoughtful process that involved significant time, thought and discussion.

Board Member Wolowicz

Ms. Wolowicz echoed remarks about the well-conducted process and the positive experience working with Isaacson, Miller; noted that it was labor-intensive for the PSC members; and discussed the members' seriousness with respect to discussion and consideration of MWRA's present and future.

Ms. Wolowicz relayed that the world has changed over 25 years and that in her view, the MWRA was in a generational time of maintaining and fixing the system under Mr. Laskey's leadership; MWRA was now in a different space in time; and she was currently focused on the future. She recognized the importance of a strong and experienced leader to guide MWRA's mission and attend the needs of the communities and residents who depend on the Authority's services on a daily basis. She added that water and sewer services were sometimes taken for granted and noted the level of trust put into MWRA.

Next, Ms. Wolowicz noted the high quality of both finalists; how Mr. Gulliver's experience in public service and transportation infrastructure leadership brought a valuable perspective to the Executive Director position; explained that she was unfamiliar with either finalist prior to her participation in the PSC; and described her unique perspective as a resident of a town located further West.

Ms. Wolowicz relayed that she was very impressed by the materials that Mr. Gulliver presented in his interviews; and that MWRA now faces important responsibilities including maintaining as well as modernizing the critical infrastructure that protects the public health and environment, always exercising fiscal reasonability for ratepayers, and ensuring the long-term reliability and sustainably of MWRA's water and wastewater systems.

Ms. Wolowicz then advised that the Executive Director must be able to work collaboratively with the Board, staff, member communities and regional partners; provide strategic direction and accountability; serve as the public face of state-level interactions including the public and the players; and understand processes and channels.

Ms. Wolowicz also relayed that Mr. Gulliver demonstrated that history and those responsibilities; the Executive Director position required a commitment to serving the public interest and clear understanding of the challenges facing public agencies including climate change, where MWRA stands on those matters, and whether the MWRA would be part of that change, lead different things, and provide something more on the environmental side going forward. She affirmed that Mr. Gulliver demonstrated clarity on these matters during the PSC's questioning; expressed appreciation of the significance of appointing a new Executive Director and the responsibility the Board would entrust in the next leader. Finally, Ms. Wolowicz stated her support to select Mr. Gulliver for the position.

Board Member Swett

Mr. Swett noted that he had been part of a number of executive director hiring processes and found this PSC process to be the most rigorous and thoughtful process by far; described the dozens of hours spent by PSC members and the challenges and rewards of working on a matter of such significance; and thanked the PSC and Secretary Tepper for this responsibility.

Mr. Swett noted that thanks to the Isaacson, Miller team the PSC had the luxury of speaking and learning from a lot of very qualified applicants; thanked the candidates for putting themselves forward through a challenging, highly regulated selection process; and discussed the nine impressive individuals who took part in interviews, including the four highly talented semifinalists.

He explained that due to the large number of high-quality candidates, the PSC was able to make decisions that were not based simply on qualifications but also included consideration of who would be the right leader for this moment in time with respect to challenges and opportunities that MWRA faced;

two candidates, Messrs. Brown and Gulliver, met the moment and qualifications; and the Board was now in the position to really choose a leader going forward.

Mr. Swett acknowledged the importance of the candidates' depth and expertise and relayed that in his view MWRA was currently at a critical juncture and clearly building off of a very strong foundation, with a talented team, good built infrastructure and great stakeholder relationships; and, going forward MWRA's critical capital projects would need to be managed in a much more challenging environment than in version one; further, a number of these projects are very important to MWRA's success.

Mr. Swett added that the Authority's mission is currently under stress and increased attention, in particular with respect to climate change; the world is changing, and the MWRA must adapt and evolve how it addresses the needs of the community and members as well as the role this talented agency can play in helping the Commonwealth address its needs given the talent available; and that the pressure is on to continue to evolve.

He also advised that MWRA's work is more visible than ever with regards to stakeholder engagement, and while the Authority had been able to stay out of the limelight in a positive way for decades, every decision about MWRA's growth, infrastructure investments, and responsibilities to ratepayers in current member communities and the Commonwealth was getting more attention and would receive more attention going forward.

Next, Mr. Swett relayed that he appreciated getting to know the two excellent finalists; and while he was initially less familiar with Mr. Brown, he was very impressed with his crisis management and leadership abilities, which are critical to the MWRA Executive Director role.

Reiterating that both finalists were highly qualified, Mr. Swett indicated his preference to select Mr. Gulliver for the position, and discussed some reasons for his choice, including Mr. Gulliver's ability and demonstrated leadership in managing major capital projects in the Commonwealth, which were expected to become more complex and require the management of challenging procedures and procurement laws while also ensuring the efficient and effective use of capital funds over the next several decades; his greatly impressive strategic vision, command for details, and data-driven leadership approach; ability to deal with politics to get through decisions while also being driven by science in terms of where MWRA should go; demonstrated leadership of stakeholder engagements in Massachusetts; and impressive ability to help the Commonwealth talk through some challenging decisions.

Finally, Mr. Swett complemented the Isaacson, Miller team for its assistance with reference checks to ensure that the candidates presented to the PSC were represented through the lived experiences of their colleagues across key stakeholders in the Commonwealth and beyond, thanked the PSC team, and reiterated the importance of this decision.

Board Taverna

Mr. Taverna relayed that he spoke with each of the two finalists on Zoom and found both to be very qualified; he found that Mr. Gulliver knew Massachusetts and the players involved and understands MWRA and its mission; while Mr. Brown was not as familiar with Massachusetts, spoke in generalities, but he had a strong financial background and made good public presentations; Mr. Gulliver was strong in operations engineering and had a solid public vision; and Mr. Gulliver presented a specific approach

for recruiting and retaining employees that would benefit MWRA. Lastly, Mr. Taverna reiterated that both candidates were impressive and well-qualified, with mostly pros and very few cons, and advised that he was leaning toward selecting Mr. Gulliver because he is local to Massachusetts, checks all the necessary boxes, and has all the qualifications, including knowledge of MWRA issues including the Quabbin, CSOs and Deer Island.

Board Secretary Peña

Mr. Peña acknowledged the work the PSC team put into selecting the two finalists and the difficulty of their decisions; expressed gratitude to the PSC for recommending two final candidates who were, in his view, very different on paper; and noted that he had read through the information provided by Isaacson, Miller and was not swayed one way or another until after he had the opportunity to meet Messrs. Brown and Gulliver.

Mr. Peña then relayed that he would support the selection of Mr. Gulliver because as impressive as both candidates were, Mr. Gulliver's conversation showed that he was prepared, but not rehearsed; Mr. Gulliver demonstrated understanding of the Authority's challenges because of his 30 years of active involvement in service to the Commonwealth; and that he was particularly struck by Mr. Gulliver's passion for MWRA's success, which is also the Commonwealth's success.

Mr. Peña also described Mr. Gulliver's experience managing capital projects and how he brought the most relevant experience in that arena; and noted decades of capital construction ahead for MWRA, including for the Tunnel Redundancy and CSO Control Programs. He discussed Mr. Gulliver's record of leadership in a crisis, and his belief that Mr. Gulliver would be the best-equipped candidate in the event of an emergency at MWRA. Finally, Mr. Peña discussed his positive impression of Mr. Gulliver's plans for staff recruitment and retention and reiterated his support to appoint Mr. Gulliver after meeting with both finalists.

Board Member Patrick Walsh

Mr. Patrick Walsh relayed that he had the opportunity to speak with both finalists and was impressed with Mr. Brown's finance background, cleanup of the Potomac River, crisis management, and experience with tunnelling; Mr. Gulliver hit it out of the park because he dove into recruitment and retention matters, understood the construction world, and demonstrated knowledge and interest in Career and Technical Education programs. He also noted Mr. Gulliver's capital strategy with respect to MWRA's Tunnel and CSO programs, which would benefit MWRA's great financial position. Finally, Mr. Walsh expressed his support of Mr. Gulliver as the appointee for the Executive Director position.

Board Member Vitale

Mr. Vitale thanked the PSC and the Chair; agreed that the process was very well done; and expressed appreciation for the work of MWRA staff. He advised that he spoke with both finalists; in his view both were qualified for the MWRA Executive Director position; and he and Mr. Gulliver had discussed issues related to CSO Control, Deer Island, and the Quabbin. In conclusion, Mr. Vitale reiterated that both finalists were very well qualified and impressive, and expressed his support for appointing Mr. Gulliver as the next Executive Director.

Board Member Jack Walsh

Mr. Jack Walsh thanked the PSC and advised that he had reviewed the finalists' qualifications and materials provided by Isaacson, Miller, although he was unable to speak with Messrs. Brown and Gulliver. He explained that in his view both finalists were very capable of performing the Executive Director job; discussed Messrs. Brown's and Gulliver's talents and respective backgrounds in finance and construction; noted that he found the facilities managed by Mr. Brown to be smaller than MWRA's; and credited Mr. Gulliver's experience handling many jobs at different levels. Mr. Walsh then discussed Mr. Brown's current interim position at DC Water; noted the potential for Mr. Brown to apply to the full GM position; expressed slight concern about the number of jobs Mr. Gulliver has held; and praised Mr. Gulliver's construction background and qualifications. Finally, Mr. Walsh explained that he would not cast a vote until he had heard all Board members' viewpoints since he was not able to meet with the finalists directly.

Chair Tepper thanked Mr. Walsh for reviewing the materials and for joining the meeting to listen and share his perspectives.

Board Member Flanagan

Mr. Flanagan relayed that he thoroughly enjoyed speaking with Messrs. Brown and Gulliver; briefly discussed his own tenure on the Board representing Winthrop since 2012 , noting the importance of being involved in the day-to-day operations of the Town; and recognized points made by Board members so far. He noted that MWRA's accomplishments were a credit to the team, described former Executive Director Fred Laskey's confidence in staff's expertise during Board meetings as staff responded to Board questions; and added that he had advised both finalists that if selected as Executive Director, they would bring their own expertise and make necessary adjustments, however, in his view, the MWRA is not broken.

Next, Mr. Flanagan noted that when asked what would be some of the changes he would make as Executive Director, Mr. Gulliver responded that MWRA needed to sell itself better. He briefly described MWRA's early history ("four no more") with respect to public outcry about rate increases to fund infrastructure improvements and highlighted Mr. Gulliver's strong interest in public outreach such as for water supply and CSO matters.

Mr. Flanagan then described discussions that he had with four public works directors; noted Mr. Gulliver's approach to ratepayer outreach; and added that during his conversation, Mr. Gulliver had indicated that selecting and hiring qualified people usually leads to success, and that his team was part of the success for Mass Highway and Mass DOT.

In conclusion, Mr. Flanagan advised that he supported the recommendation of Mr. Gulliver to the Executive Director position; emphasized taking care of staff because staff took care of the Board and Executive Director including answering questions; reviewed Mr. Gulliver's qualifications including knowledge of the players and understanding of community construction impacts such as from road work; and encouraged Chair Tepper to have a further conversation with each finalist.

Chair Secretary Tepper

Chair Tepper advised that while both finalists for the MWRA Executive Director position were accomplished professionals who would be terrific in the role, in her view Mr. Gulliver was the candidate who would best serve MWRA, its member communities, and the Commonwealth at large at this time.

She relayed that in his interview Mr. Gulliver noted the impressive fiscal strength of the MWRA and its nationally recognized workforce performance and excellence; that Mr. Gulliver knew that MWRA is well run, the staff is great, and MWRA was also at an inflection point, with major capital projects to work on and the need to address climate adaptation and resilience while maintaining affordability; and Mr. Gulliver had talked about his vision for the Authority and emphasized the need for maintaining and building public trust and credibility.

The Chair reported that Mr. Gulliver's references emphasized his commitment to public safety and excellence in design and execution and described him as a relationship builder who is responsive to a wide array of stakeholders. She highlighted references' description of Mr. Gulliver as a leader who gets people to "yes" together and his ability to lead a large agency sometimes outside of its comfort zone and do what's right for the people of Massachusetts and the lands and the water that we steward.

Chair Tepper added that Mr. Gulliver also brought the perspective of a long-time Central Massachusetts resident who recognizes the opportunities that the MWRA has to serve the Commonwealth as a whole and expressed her belief that Mr. Gulliver was the right person at the right time to lead this agency.

Finally, the Chair noted Board consensus to select Mr. Gulliver as the next MWRA Executive Director and invited further discussion.

Mr. Pappastergion suggested that the Board members discuss the recommended term of Mr. Gulliver's contract, and Chair Tepper agreed.

The Board then noted former Executive Director Fred Laskey's contract term started at three years and was later increased to five years. There was general discussion with questions and answers, and MWRA General Counsel Carolyn Franciso Muprhy affirmed that the Enabling Act provides for a five-year cap on the Executive Director's term. After further discussion, the Board reached consensus on a three-year term, with the potential to lengthen it in the future.

Next, the Board members discussed Mr. Gulliver's recommended salary and the advertised annual salary range of $290,000 to $365,000, which Chair Tepper noted was considered below industry standard by many interviewees.

Mr. Pappastergion suggested that the Board give Chair Tepper the discretion to conduct contract negotiations with Mr. Gulliver, and the members expressed consensus.

There was discussion how the posted salary range was determined, the potential to adjust the Executive Director salary in the future, keeping the starting salary within the advertised range for fairness to the applicants and any interested parties who did not apply due to the posted salary, some reasons why the advertised range was below the average, and the need to take future steps to ensure that the MWRA Executive Director's salary is on par with the position's peers nationally.

There was further discussion about the Board's discretion to adjust the Executive Director's salary at future annual reviews and the Non-Union Managers Compensation Study. The members also discussed the wording of a motion to appoint Mr. Gulliver as the MWRA Executive Director and the need to discuss benefits such as vacation time and vehicle allowances during contract negotiations.

A motion was duly made and seconded to appoint Jonathan Gulliver to the position of Executive Director of the Massachusetts Water Resources Authority for a term of three years, effective on a date to be determined by the Chair of the Board of Directors and contingent upon completion of background and screening requirements and execution of a contract of employment, and to further authorize the Chair, on behalf of the Authority, to negotiate and execute a contract of employment with Jonathan Gulliver providing for an annual salary within the range of $290,000 to $365,000 annually and other reasonable terms and conditions and finally for the Chair to provide an update to the Board of Directors at the next Board of Directors' meeting.

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

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

(ref. I)

Closing Discussion

MWRA Advisory Board Executive Director Matt Romero expressed that the Advisory Board is excited about working with Mr. Gulliver in his new role; Mr. Taverna requested that the Board hold a meet-and-greet session with Mr. Gulliver, and Chair Tepper agreed; there was brief, general discussion about Mr. Gulliver's transition process; Mr. Pappastergion asked Chair Tepper to express the Board's appreciation to the Isaacson, Miller team; and Chair Tepper noted she would contact the finalists about this meeting's outcome.

Next, Mr. Estes-Smargiassi invited Board members to take a tour of the Deer Island Treatment Plant after this meeting, and Ms. MacDougall noted that flu shots were available.

Lastly, Mr. Vitale thanked MWRA Estes-Smargiassi for serving as Executive Director in the interim, and the Board echoed his remarks.

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:

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

The meeting adjourned at 11:25am.

Approved: November 18, 2026

Attest: _____

Brian Peña, Secretary

LIST OF DOCUMENTS AND EXHIBITS USED

- Finalist Candidate Bios (ref. I)

MASSACHUSETTS WATER RESOURCES AUTHORITY

Meeting of the Board of Directors
Afternoon Session
October 21, 2026

A meeting of the Massachusetts Water Resources Authority (MWRA) Board of Directors was held on October 21, 2026 at MWRA Headquarters at Deer Island, Boston, and via remote participation.

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

MWRA Executive Director Stephen Estes-Smargiassi; General Counsel Carolyn Franciso Murphy; Chief Operating Officer Kathy Murtagh; Deputy Chief Operating Officers Stephen Cullen and Rebecca Weidman; Director of Finance Thomas Durkin; Director of Administration Michele Gillen; Chief Equity and Inclusion Officer (AACU) Wendy Chu; Deputy Finance Director/Treasurer Matthew Horan; Internal Audit Director Claude Cormier; Budget Director Michael Cole; ENQUAL Director David Wu; TRAC Director Matthew Dam; Program Manager John Riccio, Jr.; Deer Island Treatment Plant Director Chad Whiting; Engineering Services Manager Richard Adams; Associate General Counsels Angela Atchue, Kimberley McMahon, and Kristen Schuler; IT Asset and Configuration Manager Michael Curtis; and, Assistant Secretary Kristin MacDougall were among those attending at MWRA Headquarters.

Vandana Rao, EEA, attended at MWRA headquarters.

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

ROLL CALL

Assistant Secretary Kristin MacDougall took roll call of Board Members in attendance. The Chair announced that the meeting was being held at MWRA Headquarters and virtually via a link posted on MWRA's website. She added that the meeting was being recorded, and the agenda and meeting materials were available on MWRA's website.

APPROVAL OF MINUTES

A motion was duly made and seconded to approve the minutes of the September 23 and October 14, 2026 Board of Directors' meetings as presented and filed with the records of this meeting

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

Yes	No	Abstain
Flanagan		
Pappastergion		
Peña		
Swett		
Taverna		
Vitale		

Documents used for this meeting and cited in these minutes, including meeting materials/staff summaries, presentations, and approved minutes, are posted on MWRA's website. https://www.mwra.com/about-mwra/governance-management/board-directors/archive-agendas-and-minutes

Yes	No	Abstain
P. Walsh		
Wolowicz		
Tepper		

(ref. I)

REPORT OF THE CHAIR

Secretary Tepper discussed MWRA's recent application to the Water Resources Commission ("Commission") proposing to increase its present rate of Interbasin Transfer by 20 million gallons per day to allow for the expansion of service to multiple public water systems. She explained that this regional water supplier pathway allows the Commission to evaluate and approve criteria applicable to the donor basin separately from the receiving area; as part of this process a public hearing was held on September 30, 2026 in Belchertown; Commission staff and over 200 attendees participated in person and online; over 50 comments were received at the hearing; and the Secretary and the Commission continue to receive additional comments by email. The Chair then reported that the public comment period has been extended to October 28 based on the feedback heard at the hearing; the extension notice states that the Commission was accepting comments on the substance of the application (whether the application is consistent with the environmental criteria set out in the Interbasin Transfer Act, such as impacts on the fisheries, recreation, and the aquatic ecosystem of the donor basin), as well the process by which a regional water supplier may seek this approval. Finally, Chair Tepper advised that the Commission was carefully reviewing all feedback and noted the time extension reflects the importance of public comment, including regarding any concerns about the process. (ref. II)

REPORT OF THE EXECUTIVE DIRECTOR

MWRA Executive Director Stephen Estes-Smargiassi reported that the public comment period for the Draft Updated Long-term Combined Sewer Overflow ("CSO") Control Program was ongoing, and staff continued outreach to communities and stakeholder groups with diverse viewpoints. He encouraged members of the public to submit comments for the record.

Mr. Estes-Smargiassi then discussed the October 8, 2026 Laskey Pump Station dedication ceremony, noting that staff would be happy to arrange site access for Board members.

Next, Mr. Estes-Smargiassi relayed that staff had been informed that MWRA would receive an audit from the State Auditor's office as required every three years; and the audit would include review of the last audit, as well as the Infiltration/Inflow ("I/I") and Pretreatment Programs. He extended a welcome to the auditing team and noted that both programs had recently undergone internal reviews; MWRA received a routine IRS audit related to bond matters; and staff were working with Bond Counsel to respond to any questions.

Finally, Mr. Estes-Smargiassi reported that he and MWRA Deputy Finance Director/Treasurer Matthew Horan had recently attended an event hosted by the Clean Water Trust ("Trust") to celebrate $10 billion in loans and grants since the Trust's inception; MWRA had received a total of approximately $2.4 billion from the SRF program, which has saved ratepayers approximately $400 million in reduced interest rates and principal forgiveness; and invited Board members to view the commemorative plaque received.

There was brief, general discussion with questions and answers about the I/I audit.

Secretary Tepper relayed that the Clean Water Trust was a wonderful program, expressed concern about future funding from the federal administration, and noted that the Trust is an important aspect of the Commonwealth's ability to make progress in the water area. (ref. III)

ADMINISTRATION, FINANCE AND AUDIT

Information

Delegated Authority Report – September 2026

Committee Chair Flanagan invited Board discussion about the September 2026 Delegated Authority Report.

Mr. Pappastergion suggested that it would be helpful for staff to provide Delegated Authority Report highlights in the future similar to quarterly Orange Notebook presentations. Mr. Estes-Smargiassi affirmed that presenting brief highlights would be possible, noting the Report's format was intended to promote meeting efficiency. MWRA Director of Administration Michele Gillen added that prior to Covid staff would sit at the meeting table to answer Board members' questions about the Report. There was brief, general discussion, and Mr. Estes-Smargiassi relayed that staff were reviewing Delegated Authority criteria to streamline the approval process.

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

Internal Audit Department Activities Report – FY2026

Claude Cormier, MWRA Internal Audit Director, outlined MWRA's Internal Audit Department's ("IAD") tasks, goals and annual Activities Report as presented in the Staff Summary, and reported that staff identified nearly $1.4 million in cost savings and recoveries in FY26. He noted some key FY26 highlights for contract audits and related reviews, including the completion of several incurred cost audits that resulted in the recovery of over $161,000, the identification of an estimated $255,000 in cost savings that may be achieved from labor rate reviews, and over $321,000 in cost savings for the CY2025 Harbor Electric Energy Company ("HEEC") Cross-Harbor Cable annual payment from an operations and maintenance ("O&M") and billings true-up.

Mr. Cormier then discussed some FY26 internal audits and recommendations including for MWRA's purchasing card program and a fleet optimization analysis. Finally, he reported that the IAD team worked closely with staff to close two recommendations within 12 months during FY26.

Mr. Vitale inquired about MWRA's overhead rate. Mr. Cormier relayed that staff would provide this information after the meeting. In response to Mr. Vitale's follow-up question, Mr. Cormier affirmed that MWRA's Divisions have different overhead rates.

Chair Tepper requested more information about the HEEC audit. Mr. Cormier provided brief background on staff's review of expenditures for the installation of the Cross Harbor Cable, then outlined the ongoing IAD process for reviewing cost estimates, invoices and actual expenditures for O&M as discussed in the Staff Summary. MWRA General Counsel Carolyn Francisco Murphy added that MWRA is able to perform annual O&M cost reviews as the sole ratepayer of the Cross Harbor Cable and provided more information about the process. There was brief discussion with questions and answers about the cross-harbor installation and associated costs.

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

FY27 Financial Update and Summary through September

Michael Cole, MWRA Budget Director, reported a total Current Expense Budget ("CEB") variance of $9.1 million under budget due to lower costs for wages and salaries, maintenance costs and other services, and noted that those line items also drove underspending in the first quarter of FY26. He then discussed recent pricing for diesel fuel ($5.64 per gallon) as provided by the same contractor used in FY26. Mr. Cole advised that this price was higher than FY27's budgeted cost ($3.05 per gallon); staff had based the diesel budget on futures during the Spring Revisit, when the ongoing Iran conflict was projected to be short-term; and staff were working with various stakeholders to keep a close eye on fuel prices. Finally, Mr. Cole reported that the Capital Improvement Plan ("CIP") budget was underspent on a gross basis by approximately 12.1% during the first quarter of FY27 (14.2% underspent after accounting for the I/I and Local Water System Assistance Loan Programs and locally managed CSO projects), which was significantly below historical averages.

In response to a question from Mr. Vitale, Mr. Horan affirmed that MWRA's construction fund balance averaged approximately $100 million over the past several years. He added that MWRA borrows as needed and has some current revenue for capital to fund lead loans and power-related energy projects. In response to Mr. Vitale's follow up question, Mr. Horan relayed that MWRA's Commercial Paper program was evaluated last year; an additional line was added; and staff may request Board approval to increase the program's capacity in the future as CSO and Tunnel projects move forward.

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

Approvals

Bond Defeasance of Future Debt Service

A motion was duly made and seconded to authorize the Executive Director or his designee, on behalf of the Authority, to enter into, and deliver all necessary agreements and other instruments and to take such other actions necessary to effectuate the redemption and defeasance of an aggregate principal amount of $25,710,000 of outstanding MWRA senior bonds including to cause the escrow of cash and/or securities in an amount necessary to fund such redemption and defeasance, in order to reduce the debt service requirement by $28.0 million in the FY27 through FY30 timeframe.

Mr. Horan requested Board approval to use a portion of remaining funds available from the FY26 budget to execute a defeasance of outstanding debt for future community assessment impact management. He explained that this proposed defeasance was expected to result in significant savings; staff were advised by its Escrow Group and Bond Counsel that in this case leaving taxable bonds outstanding until maturity would save approximately $1.8 million ($400,000 over the original estimate); and if approved this transaction was expected to net approximately $28 million in overall rate savings.

Mr. Vitale remarked that this strategy was excellent. Mr. Taverna asked whether staff planned to use all the remaining funds to defease debt or to keep some in reserve. Mr. Horan explained that staff expected a delta; and staff would typically propose rolling any surplus into a Spring defeasance.

Chair Tepper asked if there was any discussion or questions from the Board. Hearing none, she

requested a roll call vote in which the members were recorded as follows:

Yes	No	Abstain
Flanagan		
Pappastergion		
Peña		
Swett		
Taverna		
Vitale		
P. Walsh		
Wolowicz		
Tepper		

(ref. IV B.1)

WASTEWATER POLICY AND OVERSIGHT

INFORMATION

2025 Deer Island Outfall Monitoring Overview

David Wu, MWRA ENQUAL Director, presented an overview of MWRA's Deer Island Treatment Plant ("DITP") Outfall Monitoring Program for CY2025 as detailed in the Staff Summary and PowerPoint slides ("meeting slides"). He provided background on the Program's regulatory requirements.

Next, Mr. Wu noted that the effluent quality was excellent; there were no adverse impacts from the outfall on the environmental quality of the Massachusetts and Cape Cod Bays; water quality remains generally good; and flounder liver disease remains low.

Mr. Wu then reported on four CY25 Contingency Plan threshold exceedances (two for DITP effluent acute toxicity and two for algae blooms), and reviewed results for effluent metals and solids discharges, which remained low. He explained that the CY25 effluent toxicity exceedances were permit violations as well as threshold exceedances; the CY25 algal bloom exceedances were related to natural, region-wide blooms with no evident link to the outfall; Contingency Plan thresholds were designed to signal changes from pre-outfall conditions and not necessarily environmental harm; and there have been no exceedances in CY26 to date. Mr. Wu added that effluent nitrogen loading was below the caution threshold in CY25; staff continue to investigate potential factors of CY19 and CY24 exceedances of the nitrogen threshold such as service area population growth; and no adverse environmental impacts have been observed.

Mr. Wu also provided background on toxicity testing and discussed June and December 2025 acute toxicity exceedances, noting the last exceedance was in June 2006. He explained that no other operational issues were observed at DITP; all permit limits were met during the testing periods; staff's review of lab reports suggests conditions at the testing lab of high pH leading to high ammonia, and low dissolved oxygen may have been factors for the June and December test results, respectively; MWRA has contracted with a different lab for 2026; and since that change test results have been more in line with historic results.

Next, Mr. Wu discussed naturally occurring summer algae blooms that resulted in Contingency Plan exceedances, results for dissolved oxygen (no exceedances in 2025), benthic communities (no

detectable impacts from the outfall), and flounder liver disease (very low). He also presented a graph showing that updated analysis by MWRA staff documents a shift in Boston Harbor from a wastewater-driven system to one driven by natural processes like physical mixing. Finally, Mr. Wu showed a video of sea life at an active outfall diffuser cap site.

Hearing no discussion or questions from the Board, Committee Chair Patrick Walsh moved to the next Information item. (ref. V A.1)

MWRA Industrial Waste Report #42: Industrial Pretreatment Program Annual Report to EPA for FY26

Matthew Dam, MWRA TRAC Director, discussed MWRA's Industrial Waste Report #42 as presented in the Staff Summary and meeting slides. He provided background on MWRA's Industrial Pretreatment Program and its annual report to the EPA; reported that the Program met all regulatory requirements, including for treatment plant and sludge data; and noted that these results were a positive reflection on the work of TRAC staff during FY26. Mr. Dam briefly discussed MWRA's 2,200 permitted sewer users and 171 Significant Industrial Users and presented a summary of Program highlights.

He then reported that staff were working on a reassessment of local limits as required by the EPA's Draft Deer Island NPES Permit. He noted that MWRA had not yet received the final permit; a contract has been awarded to review and extract relevant information from existing data on a number of parameters; staff were waiting on the final NPDES Permit to complete analysis; and MWRA would propose updated sewer regulations to reflect any new EPA recommendations.

Next, Mr. Dam reviewed MWRA Toxic Reduction and Control ("TRAC") staff investigations conducted during FY26, including a release from a nonpermitted facility that neighbored an inspection site that did not directly impact MWRA's sewer system and was referred to the DEP, which issued a penalty, a nonpermitted industry reported through a municipal tip that resulted in a cease-and-desist order, and a sludge discharge release from a permitted facility that did not affect MWRA's collection system or DITP because there was enough buffering capacity to raise the pH to a safe level. He also provided brief status updates on the investigations, some of which were ongoing.

Mr. Dam then noted that the EPA had conducted an audit of the Industrial Pretreatment Program for MWRA's DITP and Clinton NPES permits in 2026. He reported that the EPA was very complimentary of the Program overall; commended MWRA on its oversight of Industrial Users; and issued four recommendations for MWRA to address, which staff can quickly accomplish.

Finally, Mr. Dam explained that the Industrial Waste Report had changed to an electronic format last year; presented a link on the EPA website where the final report could be found after its submittal on October 31, 2026; and noted the report would also be posted on MWRA's website.

Hearing no discussion or questions from the Board, Mr. Walsh moved to the Contract Awards. (ref. V A.2)

Contract Awards

Cryogenic Facility Valve Replacement: Walsh Construction Company II, LLC, Contract 8150

A motion was duly made and seconded to approve the award of Contract 8150, Cryogenic Facility Valve Replacement, to the lowest responsive and eligible bidder, Walsh Construction Company II, LLC and to authorize the Executive Director, on behalf of the Authority, to execute said contract in the bid

amount of $8,580,000 for a contract term of 900 calendar days from the Notice to Proceed.

John Riccio, Jr., MWRA Program Manager, provided an overview of a Cryogenic Facility valve replacement project proposed for award to Walsh Construction Company II, LLC ("Walsh") as detailed in the Staff Summary and meeting slides. He discussed the Cryo facility's functions; presented a process flow diagram; and outlined the steps to generate high purity oxygen onsite at DITP. He then discussed the scope of the proposed contract and the procurement process. Finally, Mr. Riccio presented the bid results and requested award to Walsh, the lowest responsible bidder.

Mr. Peña asked if staff planned to bypass the storage tank. Mr. Riccio responded in the affirmative and explained that the tank provides redundancy and isn't used in regular operations. MWRA DITP Director Chad Whiting added that both plants would be online during the tank work to ensure continued oxygen generation if needed.

Mr. Swett requested staff's insights on the wide cost range of the bids received. Mr. Riccio noted staff were unable to interview the highest bidder, and Mr. Whiting added that Walsh's cost-saving proposal to use drones for oxygen storage tank inspections, rather than interior and exterior staging as included in the Engineer's Estimate, and the firm's lower quotes for equipment such as valves. Mr. Swett asked why Walsh requested an M/WBE waiver for the project. Mr. Riccio explained that this was due to the specialized nature of the work. In response to Mr. Swett's follow-up question, MWRA Chief Equity and Inclusion Officer (AACU) Wendy Chu indicated that M/WBE waivers are not part of MWRA bid packages, however, they are considered at the time of award.

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

Yes	No	Abstain
Flanagan		
Pappastergion		
Peña		
Swett		
Taverna		
Vitale		
P. Walsh		
Wolowicz		
Tepper		

(ref. V B.1)

CONTRACT AMENDMENTS/CHANGE ORDERS

Technical Assistance Consulting Services – Deer Island Treatment Plant: AECOM Technical Services, Inc., Contract 7981, Amendment 1

Technical Assistance Consulting Services – Deer Island Treatment Plant: CDM Smith Inc., Contract 7982, Amendment 1

Technical Assistance Consulting Services – Deer Island Treatment Plant: Hazen and Sawyer, P.C., Contract 8018, Amendment 1

A motion was duly made and seconded to authorize the Executive Director, on behalf of the Authority, to approve Amendment 1 to Contract 7981, Technical Assistance Consulting Services – Deer Island Treatment Plant, with AECOM Technical Services, Inc. to extend the contract term by 40 months from December 1, 2026, to April 1, 2030, with no increase in contract value.

Richard Adams, MWRA Engineering Services Manager, requested Board approval for time-only Amendments to three separate DITP Technical Assistance Consulting Services contracts with AECOM Technical Services, Inc. (Contract 7981, 40-month extension), CDM Smith Inc. (Contract 7982, 37-month extension), and Hazen and Sawyer, P.C. (Contract 8018, 48-month extension), to provide sufficient time to complete work, as detailed in the respective Staff Summaries and the meeting slides for this agenda item.

In response to a question from Mr. Taverna, Mr. Adams explained that the varying lengths of the proposed extensions were based on time expected to be needed for the consultants to complete their respective assignments.

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

Yes	No	Abstain
Flanagan		
Pappastergion		
Peña		
Swett		
Taverna		
Vitale		
P. Walsh		
Wolowicz		
Tepper		

(ref. V C.1)

A motion was duly made and seconded to authorize the Executive Director, on behalf of the Authority, to approve Amendment 1 to Contract 7982, Technical Assistance Consulting Services – Deer Island Treatment Plant, with CDM Smith Inc. to extend the contract term by 37 months from December 1, 2026, to January 1, 2030, with no increase in contract value.

Mr. Patrick Walsh noted that staff had presented on this proposed Amendment during Agenda Item V C.1.

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

Yes	No	Abstain
Flanagan		
Pappastergion		
Peña		
Swett		

Yes	No	Abstain
Taverna		
Vitale		
P. Walsh		
Wolowicz		
Tepper		

(ref. V.C.2)

A motion was duly made and seconded to authorize the Executive Director, on behalf of the Authority, to approve Amendment 1 to Contract 8018, Technical Assistance Consulting Services – Deer Island Treatment Plant, with Hazen and Sawyer, P.C. to extend the contract term by 48 months from December 1, 2026, to December 1, 2030 with no increase in contract value.

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

Yes	No	Abstain
Flanagan		
Pappastergion		
Peña		
Swett		
Taverna		
Vitale		
P. Walsh		
Wolowicz		
Tepper		

(ref. V.C.3)

PERSONNEL AND COMPENSATION

Approvals

October 2026 PCR Amendments

A motion was duly made and seconded to approve amendments to the Position Control Register (PCR) as presented in, and attached to, the October 21, 2026 Staff Summary and filed with the records of this meeting.

On behalf of all MWRA senior managers, Ms. Gillen extended congratulations to Mr. Jonathan Gulliver for his appointment to the MWRA Executive Director position and relayed that staff care deeply about the Authority's mission and look forward to continuing MWRA's work under his leadership.

Next, Ms. Gillen discussed three proposed PCR amendments. She explained that the creation of one position and a title and grade change for one position in the Security Department were prompted largely by retirement and the need to separate safety and security functions; and creation of a position in Wastewater Operations would supplement staffing, noting challenges to fill a Non-Union Manager position.

Mr. Taverna asked why staff were proposing to create new positions rather than amending existing vacant positions and noted the number of vacancies. Ms. Gillen explained that the creation of new

positions was dependent on a number of factors, including whether a position was union or non-union ("NU"), and noted that staff should review the PCRs to identify positions that could be amended rather than created. In response to Mr. Taverna's follow-up question, Ms. Gillen relayed that the proposed creation of a union position in Wastewater Operations exemplified some high-grade union employees' reluctance to move into lower-grade NU positions and noted the Board's NU Manager Compensation Subcommittee was currently reviewing the matter.

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

Yes	No	Abstain
Flanagan		
Pappastergion		
Peña		
Swett		
Taverna		
Vitale		
P. Walsh		
Wolowicz		
Tepper		

(ref. VI A.1)

CORRESPONDENCE TO THE BOARD

Chair Tepper announced that the MWRA Board of Directors had received correspondence including an October 7, 2026 letter from Water Supply Citizens Advisory Committee regarding MWRA's Interbasin Transfer Act Application. She noted that she found this letter to be thoughtful and helpful, and encouraged Board members to review it.

The Chair also announced that staff had received correspondence regarding the Draft Updated CSO Control Plan comprised of an October 1, 2026 letter from Norwood resident Stephen P. Konetchy; an October 1, 2026 letter from the Brookline Greenspace Alliance; an October 6, 2026 letter from Allyson Hamilton, Selectboard Chair, on behalf of the Town of Walpole; and an October 14, 2026 letter from Senator Patricia D. Jehlen.

Chair Tepper expressed appreciation for the correspondence, which was included in the meeting materials distributed to the Board. (ref. VII)

OTHER BUSINESS

There was no other business. (ref. VIII)

EXECUTIVE SESSION

Having no further Business in Open Session, Chair Tepper requested a motion to conclude Open Session and enter into Executive Session to discuss Real Estate, Security and Litigation, noting that Open Session may have a detrimental effect on the negotiating and litigating positions of the Authority. The Chair announced the planned topics for Executive Session were a watershed land acquisition, a security update and strategy discussion, a discussion of strategy with respect to litigation and the proposed release of Executive Session minute entries. She announced that the Board would not return to Open

Session after the conclusion of Executive Session.

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

Chair Tepper announced that the meeting would not return to Open Session at the conclusion of the Executive Session.

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

Yes	No	Abstain
Flanagan		
Pappastergion		
Peña		
Swett		
Taverna		
Vitale		
P. Walsh		
Wolowicz		
Tepper		

The meeting concluded at 1:56pm. (ref. IX)

*** Executive Session ***

The meeting entered Executive Session at 1:56pm and adjourned at 3:05pm.

Approved: November 18, 2026

Attest: _____

Brian Peña, Secretary

LIST OF DOCUMENTS AND EXHIBITS USED

- Draft Minutes of the September 23 and October 14, 2026 Board of Directors' meetings (ref. I)
- 10/21/26 Staff Summary – Delegated Authority Report – September 2026 (ref. IV A.1)
- 10/21/26 Staff Summary – Internal Audit Department Activities Report – FY2026 (ref. IV A.2)
- 10/21/26 Staff Summary – FY27 Financial Update and Summary through September (ref. IV A.3)
- 10/21/26 Staff Summary – Bond Defeasance of Future Debt Service (ref. IV B.1)
- 10/21/26 Staff Summary and Presentation – 2025 Deer Island Outfall Monitoring Overview (V A.1)
- 10/21/26 Staff Summary and Presentation – MWRA Industrial Waste Report #42: Industrial Pretreatment Program Annual Report to EPA for FY26 (ref. V A.2)
- 10/21/26 Staff Summary and Presentation – Cryogenic Facility Valve Replacement Walsh

Construction Company II, LLC Contract 8150 (ref. V B.1)

- 10/21/26 Staff Summary and Presentation – Technical Assistance Consulting Services – Deer Island Treatment Plant Contract 7981, Amendment 1 AECOM Technical Services, Inc. (ref. V C.1)
- 10/21/26 Staff Summary and Presentation – Technical Assistance Consulting Services – Deer Island Treatment Plant Contract 7982, Amendment 1 CDM Smith Inc. (ref. V C.2)
- 10/21/26 Staff Summary and Presentation – Technical Assistance Consulting Services – Deer Island Treatment Plant Contract 8018, Amendment 1 Hazen and Sawyer, P.C. (ref. V.C.3)
- 10/21/26 Staff Summary – October 2026 PCR Amendments (ref. VI A.1)
- 10/1/26 letter, Stephen P. Konetchy, Norwood, regarding the Draft Long-Term CSO Control Plan; 10/1/26 letter, Brookline Greenspace Alliance, regarding the Draft Long-Term CSO Control Plan; 10/6/26 letter, Allyson Hamilton, Selectboard Chair, on behalf of the Town of Walpole, regarding the Draft Long-Term CSO Control Plan; 10/14/26 letter, Senator Patricia D. Jehlen, Second Middlesex, regarding the Draft Long-Term CSO Control Plan; 10/7/26 letter, Water Supply Citizens Advisory Committee (WSCAC), regarding MWRA's Interbasin Transfer Act Application (ref. VII)

STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Delegated Authority Report – October 2026

COMMITTEE: Administration, Finance & Audit

X INFORMATION
___ VOTE

Michele S. Gillen
Director, Administration

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

Douglas J. Rice
Director of Procurement

RECOMMENDATION:

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

No.	Date of Award	Title and Explanation	Contract	Amend/CO	Company	Value
C-1	**10/08/26**	**Steel Water Storage Tank Painting and Improvements – Walnut Hill** Final balancing change order to reflect actual quantities used: sheet pit fitting repairs on tank interior; steel pit welding repair; steel seal welding plate repair; seal joint filling of roof beams; seal joint filling of roof beams; miscellaneous structure steel stiffener plate welding repair; internal tie-rod replacement on tank interior; bolt and anchor bolt repair and Fire Department and price adjustment allowances.	**7493**	**4**	**Atlas Painting and Sheeting Corp.**	**($317,028.25)**
C-2	**10/08/26**	**John J. Carroll Water Treatment Plant SCADA System Improvements** Installation of a wall mounted ductless split system heat pump in the newly constructed server room.	**7582**	**22**	**LeVangie Electric Company, Inc.**	**$175,000.00**
C-3	**10/08/26**	**Digester Fixed Cover and Valve Gate Replacement CWWTP** Redesign the bypass pumping discharge piping; remove existing coating from the Primary Digester; relocate the existing aeration gate; reroute the chemical feed lines; conduct smoke test on the Primary Digester; disconnect and reconnect suction piping; extend contract term by 88 calendar days from September 21, 2026 to December 18, 2026.	**7648**	**3**	**Walsh Construction Company II, LLC**	**$451,962.09**
C-4	**10/13/26**	**Prison Point CSO Facility Electrical Improvements** Award of a contract to the lowest responsive bidder for the Prison Point CSO Facility electrical improvements for a term of 450 calendar days.	**OP-530**	**Award**	**State Electric, LLC**	**$377,633.00**
C-5	**10/13/26**	**Fire Alarm Service Metro Boston** Award of a contract to the lowest responsive bidder to provide Fire Alarm services to various MWRA facilities for a term of 1,095 calendar days.	**OP-513**	**Award**	**Pine Ridge Technologies, Inc.**	**$476,190.00**

C-6	**10/13/26**	**Boiler and Water Heater Service** Award of a contract to the lowest responsive bidder to provide boiler and water heater maintenance services at various MWRA Facilities for a term of 1,095 calendar days.	**OP-535**	**Award**	**General Air Conditioning & Heating, Inc.**	**$840,575.00**
C-7	**10/13/26**	**Electrical Testing and Technical Services – Metropolitan Boston** Award of a contract to the lowest responsive bidder for electrical testing and technical services at various MWRA Facilities for a term of 1,095 calendar days.	**OP-533**	**Award**	**1 Test Corp.**	**$925,225.00**
C-8	**10/23/26**	**Disparity Study** Award of a contract to the highest ranked proposer to provide Disparity Study for a term of 24 months.	**EXE-050**	**Award**	**BBC Research & Consulting, Inc.**	**$497,070.00**
C-9	**10/26/26**	**Lonergan Intake Facility (Shaft 8) Walkway and Wall Improvements** Award of a contract to the lowest responsive bidder for the Lonergan Intake Facility (Shaft 8) walkway and wall improvements for a term of 730 calendar days.	**8138**	**Award**	**G.V.W., Inc.**	**$2,278,325.00**
C-10	**10/27/26**	**Installation of Insulation at Braintree-Weymouth, Houghs Neck and Quincy Wastewater Pump Stations** Award of a contract to National Grid approved vendor for the installation of insulation at Braintree-Weymouth, Houghs Neck and Quincy pump stations for a term of 150 calendar days.	**OP-541**	**Award**	**World Energy Services, LLC**	**$65,587.13**
C-11	**10/27/26**	**Installation of Heat Pumps at New Neponset Wastewater Pump Station** Award of a contract to the highest ranked proposer for the installation of heat pumps at New Neponset Wastewater Pump Station for a term of 250 calendar days.	**8149A**	**Award**	**Guardian Energy Management Solutions**	**$1,187,835.00**

Purchasing Delegated Authority Items October 1-31, 2026

No.	Date of Award	Title and Explanation	Company	Value
P-1	**10/8/26**	**Purchase Order Contract to Upgrade Ethernet Cabling at the Chelsea Maintenance Building—*State Contract ITT72*** This procurement upgrades all existing Category 5 ethernet cabling and termination points to Category 6 within the Chelsea Maintenance Building. Work will be performed with close coordination with MWRA staff to minimize the operational impacts during the removal and replacement of the cabling.	**Future Technologies Group, LLC dba New Era Technology NE**	**$92,265.49**
P-2	**10/8/26**	**One-Year Purchase Order Contract for the Supply and Delivery of Sodium Bisulfite** Sodium bisulfite is used throughout MWRA's wastewater system for dechlorination. PVS Chemical Solutions, Inc. will provide sodium bisulfite to Cottage Farm, Union Park, and Prison Point. Holland Company, Inc. will provide sodium bisulfite to Somerville Marginal. Compared to the existing contract, PVS Chemical Solutions, Inc.'s bid prices have remained the same. Holland Company, Inc.'s bid price increased by $0.20 per gallon.	**PVS Chemical Solutions, Inc.; Holland Company, Inc.**	**$132,750.**00; **$28,800.**00
P-3	**10/8/26**	**Purchase Order for 100 Dell Pro Slim Computers—*State Contract ITC73*** This procurement provides 100 new desktop computers to upgrade older devices as well as to provide additional inventory for normal support needs such as replacement of broken devices.	**Dell Marketing LP**	**$141,335.00**
P-4	**10/8/26**	**One-Year Purchase Order Contract for the Supply and Delivery of Ferric Chloride** The Clinton Wastewater Treatment Plant uses ferric chloride to reduce phosphorous in its effluent. Compared to the existing contract, the cost has decreased by $0.083 per dry pound.	**Pencco, Inc.**	**$202,606.00**
P-5	**10/22/26**	**Purchase Order Contract for 500 FortiSASE Licenses and Two FortiGate Firewalls with Three Years of Support and Implementation Services—*State Contract ITS86*** This procurement is for the hardware, licenses and implementation services to migrate all FortiClient users to FortiSASE to improve cyber security for the administration network.	**Presidio Networked Solutions, LLC**	**$173,276.10**
P-6	**10/22/26**	**One-Year Purchase Order Contract for the Supply and Delivery of Ferric Chloride** Deer Island uses ferric chloride to control struvite formation in the overflow piping of its digesters. Compared to the existing contract, the cost has decreased by 15% per dry pound.	**Pencco, Inc.**	**$3,777,400.00**

No.	Date of Award	Title and Explanation	Company	Value
P-7	**10/22/26**	**One-Year Purchase Order Contract for the Supply and Delivery of Sodium Hypochlorite** MWRA uses sodium hypochlorite at the Deer Island Treatment Plant to disinfect the plant's effluent. Compared to the existing contract, the cost has decreased by 20%.	**Univar Solutions USA, LLC**	**$4,096,400.49**
P-8	**10/28/26**	**Purchase Order for the Supply and Delivery of 380,000 Gallons of Ultra-Low Sulfur #2 Diesel Fuel—*State Contract ENE53*** 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 $4.9483 per gallon that includes all taxes and fees.	**Global Montello Group Corporation**	**$1,880,354.00**

STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: FY2027 First Quarter Orange Notebook

COMMITTEE: Administration, Finance & Audit

_X_ INFORMATION
___ VOTE

Michael O'Keefe, Senior Project Manager, Planning
Malcolm Ragan, Project Manager, Planning
Preparer/Title

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

RECOMMENDATION:

For information only. The Quarterly Report on Key Indicators of MWRA Performance (the Orange Notebook) is prepared at the close of each quarter of the fiscal year.

DISCUSSION:

The Orange Notebook presents performance indicators for operational, financial, workforce, and customer service parameters tracked by MWRA management each month. This staff summary includes highlights from the first quarter of fiscal year 2027.

Drought Update, Quabbin Remains Below Normal Operating Range

Water Supply

The region has been experiencing dry conditions since late 2024, and although recent months have brought more rainfall, providing a degree of recovery, drought conditions persist in some parts of the state. Drought levels in both the Connecticut River Valley and Central regions were downgraded from Level 2-Significant to Level 0-Normal status by September. A Level 2-Significant drought declaration remains in effect for the Northeast region. Rainfall measured at MWRA's Quabbin and Wachusett Reservoir rain gages was 40-50% above 20-year averages for the first Quarter, owing to a small number of large storms, including a September 26-28 Nor'easter that brought around 3.5 inches of precipitation to Metro Boston. The Quabbin Reservoir was in below-normal status for the duration of Quarter 1, and as of September 30 was at 77.5% capacity, a decrease of 4.6% over Quarter 4 FY26. During Quarter 1, the threshold for below normal status steps down from 90%, to 87.5% in August, and 85% in September. Quabbin remains substantially above the next MWRA drought plan stage of Drought Warning, remaining roughly halfway between the lower and upper threshold of below normal for the duration of the quarter (see page 30).

Wastewater

Despite above-average rainfall in supply watersheds, precipitation at the Deer Island Wastewater Treatment Plant was 22% below the four-year average (11 in vs. 14 in expected) in Quarter 1. Resulting flow through the plant was roughly 18% below the four-year average (250 MGD vs 303 MGD expected). Peak flow at the plant was 1,115 MGD on September 27, during the aforementioned Nor'easter, which also resulted in 11 hours of secondary treatment blending at the plant (see page 2). Electricity spending at Deer Island was 6.6% above budget in Quarter 1 due to slightly higher-than-expected unit pricing and due to Thermal Power Plant annual maintenance in July and follow-up repairs in August, which limited steam turbine generator availability.

All Large Hydroelectric Facilities Currently Offline

Energy from hydroelectric turbines were 57% below budget in Quarter 1 due to all of MWRA's major hydroelectric assets being offline for maintenance issues. On August 24th, an oil leak was discovered on a thrust bearing assembly at the Oakdale hydroelectric turbine at Shaft 1 in West Boylston. The turbine has since been bypassed during transfers from the Quabbin to Wachusett Reservoir. The Deer Island outfall hydroelectric turbines have been offline since November 2024 due to chronic wicket gate issues, and the turbines at the Cosgrove Intake on the Wachusett Reservoir in Clinton remains offline since electrical problems emerged following a rehab of a nearby dam gatehouse (see page 10). The Deer Island turbines are both undergoing rehabilitation. The Cosgrove turbines likely cannot be reactivated until a large transformer is replaced, which could take up to two years. This leaves only the relatively small Brutsch Water Treatment Plant and Loring Road Covered Storage turbines operating, which historically account for only 4-7% of total hydropower when all turbines are operating.

The turbines at the Deer Island outfall can provide the greatest monetary value out of all MWRA hydro assets. This is because the energy produced at Deer Island is not exported to the grid and instead offsets part of the required energy purchase for the plant. Over the final two years of consistent Deer Island hydro operation, each unit offset grid electricity that was priced at an average of $0.115. Over the same period, MWRA received an average of only $0.033/kWh for the Oakdale turbine and $0.039/kWh for the Cosgrove turbines from the connected utilities.

Internal Audit Department Begins a Fleet Optimization Analysis

Building on MWRA's progress installing new electric vehicle charging infrastructure across the system, the Internal Audit Department began a fleet optimization analysis with the goal of finding opportunities where certain vehicles can be better utilized in the shared pool (see page 50). Though preliminary, the analysis has identified certain electric vehicles that could be reassigned to other departments or drivers with higher annual miles driven. Improvements to the reservation system for all vehicles are also under consideration.

Significant Increase in Water Distribution Pipeline Inspections

Drinking water pipeline inspections were under target during FY26 due to persistent staffing challenges, exacerbated by the difficulty of hiring for positions that can only work during night shifts. As of Quarter 1 FY27, three of four Senior Field Service Technician positions that perform this work have now been filled, and 24.5 miles of water main were inspected. While this is still below the nominal target of 71.25 miles through Quarter 1 (see page 6), this total is more than 80% of all inspections completed in FY26.

MASSACHUSETTS **W**ATER **R**ESOURCES **A**UTHORITY

Board of Directors Report

on

Key Indicators of MWRA Performance

First Quarter FY2027

Q1	Q2	Q3	Q4
■			

Stephen Estes-Smargiassi, Executive Director
Kathleen Murtagh, Chief Operating Officer
November 18, 2026

Board of Directors Report on Key Indicators of MWRA Performance

1st Quarter – FY27

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This quarterly report is prepared by MWRA staff to track a variety of performance measures for routine review by the Board of Directors. The content and format of this report is expected to develop as time passes. Information is reported on a preliminary basis as appropriate and available for internal management use and is subject to correction and clarification.

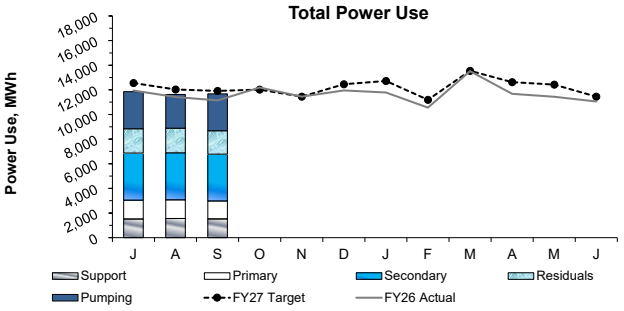
Stephen Estes-Smargiassi, Executive Director
Kathleen Murtagh, Chief Operating Officer

November 18, 2026

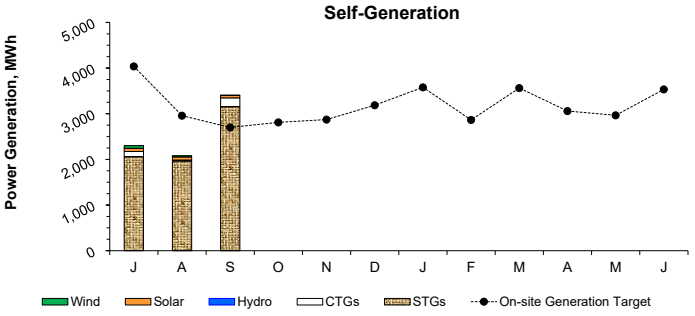
OPERATIONS AND MAINTENANCE

Deer Island Operations

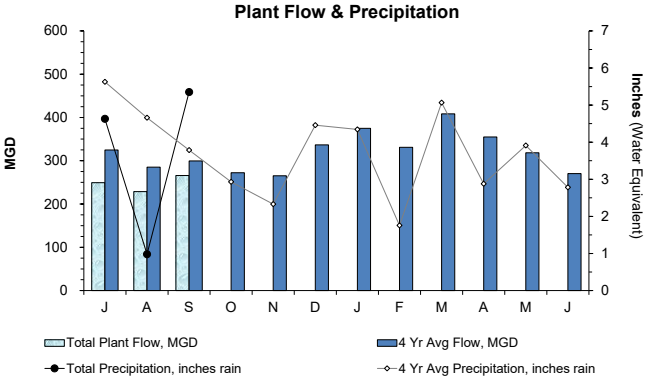
1st Quarter - FY27



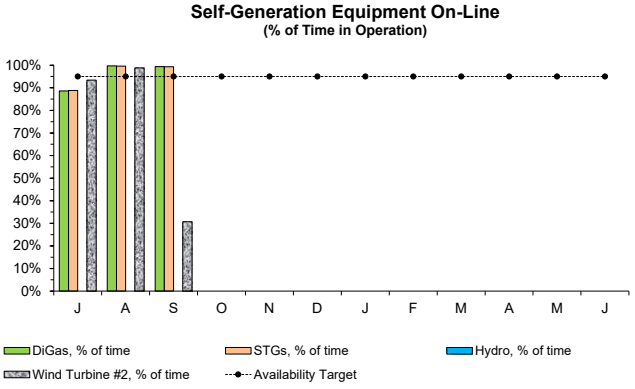
Total power usage in the 1st Quarter was 3.7% below target as plant flows were below the target used to generate the electricity model. As a result, power usage for most of the major treatment processes were similar to or slightly below their target. Power usage for raw wastewater pumping was 13.8% below target due to 18.2% lower-than-expected plant flows.



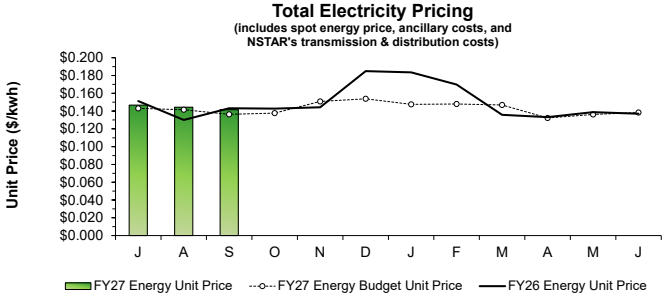
Total on-site generation during the 1st Quarter was 19.7% below target due mainly to much lower-than-expected generation by the CTGs and the lack of Hydro Turbine generation. While the CTGs were operated for approximately 47 hours this quarter, the operation for peak shaving was much less than in previous years. The Q1 CTG operation was mainly for maintenance and testing purposes, and for backup power, with only two (2) instances of operation for peak shaving. STGs generation was 8.6% below target partially due to extended work on the main STG during the Thermal Power Plant Annual Maintenance Outage, as well as follow-up repairs due to STG vibration issues. Solar Panel generation was 6.9% below target while Wind Turbine generation was 59.8% above target as the historical average used in the budget included periods of time with little to no wind turbine generation. The budget assumed the return of one (1) Hydro Turbine for FY27, however, both Hydro Turbines remain out of service pending wicket gate rehabilitation and other needed repairs.



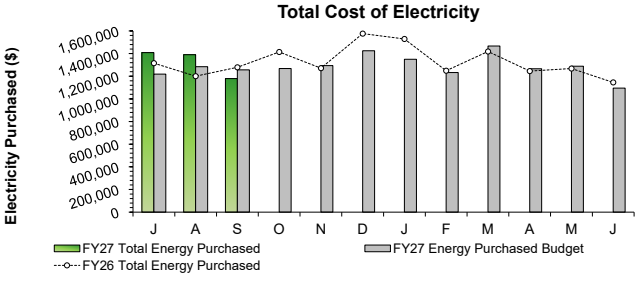
Total Plant Flow for the 1st Quarter was 18.2% below the budgeted 4 year average plant flow (247.9 MGD actual vs 303.1 MGD expected) as precipitation was 22.1% lower than target this quarter (10.96 inches actual vs. 14.07 inches expected).



The DiGas System and STGs both exceeded the 95% availability target in the 1st Quarter. Wind Turbine #2 availability was only 74.3%, as the turbine has been out of service since September 10 due to a bearings issue that is pending further evaluation by a gearbox specialist. The budget assumed the return of one (1) Hydro Turbine for FY27, however, both Hydro Turbines remain out of service pending wicket gate rehabilitation and other needed repairs.



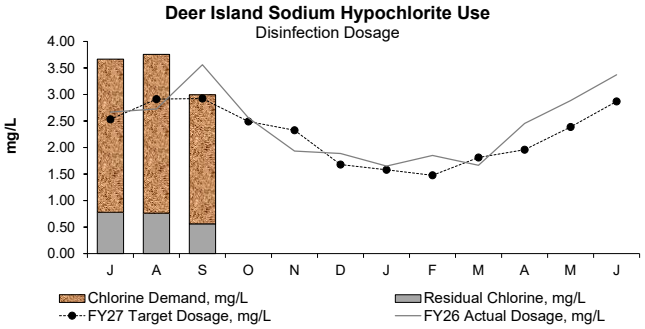
Under the current energy supply contract, a block portion of DI's energy is a fixed rate and the variable load above the block is purchased in real time. The average Total Energy Unit Price for FY27-to-date is 2.9% higher than budget. The Total Energy Unit Price includes a fixed block price, spot energy price, transmission & distribution charges, and ancillary charges.

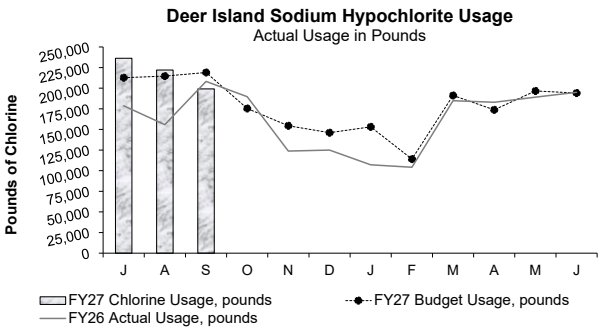


The Total Cost of Electricity is $218,938 (5.8%) higher than budgeted for FY27 through September as the average Total Energy Unit Price is 2.9% higher than budget and the Total Volume of Electricity Purchased is 2.8% above target.

Deer Island Operations

1st Quarter - FY27





On March 11, the disinfection basin effluent total chlorine residual target for dry weather flows was increased from 0.30 mg/L to greater than or equal to 0.75 mg/L, and to even higher levels during wet weather flow conditions. The purpose for the higher chlorine residual target (and higher sodium hypochlorite dosing) is to continue developing operating strategies for the potential seasonal Enterococcus bacteria limit in the draft NPDES permit, an effort that was undertaken each season starting in 2023. On September 9, the total residual chlorine target of 0.75 mg/L during dry weather plant flow conditions was lowered to 0.50 mg/L, while still maintaining a target of 1.0 mg/L or higher during high plant flow conditions resulting from heavy rain. The disinfection dosing rate in the 1st Quarter was 24.5% higher than target. Plant flows were 18.2% lower than budget resulting in a higher strength wastewater that exerts a greater chlorine demand requiring higher disinfection dosing rates to maintain target chlorine residuals. Additionally, a higher chlorine residual target was being maintained from July 1 - September than was originally planned in the FY27 budget for the ongoing effort to develop operating strategies for the new potential permit limits. Actual sodium hypochlorite usage in pounds of chlorine was 1.7% above budget in the 1st Quarter due to this higher dosing. DITP maintained an average disinfection chlorine residual of 0.70 mg/L with an average dosing rate of 3.47 mg/L as chlorine demand was 2.77 mg/L.

The overall disinfection dosing rate (target and actual) is dependent on plant flow, target effluent total chlorine residual levels, effluent quality and NPDES permit levels for fecal coliform (or the proposed seasonal Enterococcus bacteria).

Secondary Blending Events

Month	Count of Blending Events	Count of Blending Events Due to Rain	Count of Blending Events Due to Non-Rain-Related Events	Secondary, as a Percent of Total Plant Flow	Total Hours Blended During Month
July	3	3	0	99.7%	5.66
August	0	0	0	100.0%	0.00
September	2	2	0	98.8%	11.22
October					
November					
December					
January					
February					
March					
April					
May					
June					
Total	5	5	0	99.5%	16.88

99.5% of all flows were treated at full secondary during the 1st Quarter as there were five (5) separate secondary blending events, all due to high plant flows from heavy precipitation. These blending events resulted in 16.88 hours of blending and a total of 114.16 MGal of primary-only treated effluent blended with secondary effluent. The Maximum Secondary Capacity during the entire quarter was 700 MGD.

Deer Island Operations & Maintenance Report

Environmental/Pumping:
The plant achieved an instantaneous peak flow rate this quarter of 1,115.3 MGD on September 27. This peak flow occurred during a rain event that brought 3.53 inches of rain to the metropolitan Boston area during a Nor'easter storm. Total Plant Flow was 18.2% below the 4 year average plant flow target for the quarter as precipitation was 22.1% lower than the 4 year average (10.96 inches actual vs. 14.07 inches expected).

Primary and Secondary Treatments:
The contractor completed the first several phases of the Clarifier Rehabilitation Project (Contract #7395) with the rehabilitation of the Primary Batteries A, B, C and D Influent and Effluent Channels, completing all scheduled work in these channels. The rehabilitation work under this contract includes putting primary influent gates in place, installing new aeration header systems, completing the installation of lower aeration systems, Linabond repair work in the clarifiers, installing drains between Batteries A and B, replacing effluent gates, completing hatch and grating modifications, and expansion joint repairs, in addition to other work. The contractor is currently working in primary clarifiers A9, A10, A12 and B12, and have completed work in ten (10) other primary clarifiers. The contractor is also replacing the secondary scum influent gates and other equipment in the secondary clarifiers. The plan is to target the rehabilitation of no more than three (3) secondary clarifiers at a time. As of this reporting, the contractor is actively working in secondary clarifiers A14, C11, and C12, and have completed work in 26 other secondary clarifiers. There are 18 secondary clarifiers in each battery, totaling 54 clarifiers. Deer Island plans to maintain a secondary process limit of 700 MGD, which is the capacity of 50 clarifiers in operation. Additionally, the contractor completed an inspection of the Secondary Battery B influent channel on September 22 to confirm information needed to complete the tasks required under this project. This required the temporary suspension of flow to Secondary Battery B and the draining of the influent channel to prepare the channel for inspection.

The media in the molecular sieve #2 for the cryogenic oxygen facility was replaced in July by a contractor. The molecular sieve is filled with a Zeolite Silica combination media. The media removes moisture, carbon dioxide and dangerous hydrocarbons from the airstream preventing freezing and explosive conditions within the cold box during air separation. This work was completed with no operational impact to the facility. The media in molecular sieve #1 was replaced in November 2025.

Disinfection/Dechlorination:
MWRA uses sodium hypochlorite to destroy pathogens in plant effluent after primary and secondary treatment. Indicator bacteria such as Fecal Coliforms, E. coli, and Enterococcus are used to measure the presence of potential pathogens. To provide a proper pathogen kill, sodium hypochlorite, a disinfectant, is added to meet a chlorine demand then regulated by maintaining a chlorine residual. On March 11, the disinfection basin effluent total residual chlorine target for dry weather flow conditions was increased from 0.30 mg/L to greater than or equal to 0.75 mg/L and to even higher levels during wet weather flow conditions. The purpose for adjusting to the higher chlorine residual targets (by increasing the sodium hypochlorite dosing) is to continue developing operating strategies for the future more stringent seasonal NPDES permit limits for indicator bacteria (Enterococcus) prior to the limits coming into effect, an effort that has been undertaken each season starting in 2023. On September 9, the total residual chlorine target of 0.75 mg/L during dry weather plant flow conditions was lowered to 0.50 mg/L, while still maintaining a target of 1.0 mg/L or higher during high plant flow conditions resulting from heavy rain. DITP maintained an average disinfection chlorine residual of 0.70 mg/L for the quarter, with an average dosing rate of 3.47 mg/L as chlorine demand was 2.77 mg/L. Higher usage of both sodium hypochlorite and sodium bisulfite, used for removing the residual chlorine before discharging the effluent, is anticipated in order to comply with the more stringent indicator bacteria limits in the proposed new NPDES permit.

Deer Island Operations & Maintenance Report (continued)

Residuals Treatment:
Sludge feed to Module #3 digester #4 was temporarily suspended for several days starting on September 28 to allow the contractor to begin performing routine scheduled maintenance on each of the operating digester's sludge overflow line. This maintenance is performed on only one (1) digester at a time and continues until this maintenance is completed for all eight (8) online digesters. This work will resume with digester #3 in October once the cleaning is completed for digester #4. This routine preventative maintenance was last completed for the Module #3 digesters in January 2025.

Odor Control Treatment:
A total of nine (9) carbon adsorber (CAD) units in all five (5) odor control treatment facilities were emptied and refilled with new regenerated activated carbon media this quarter as part of routine maintenance to replace spent activated carbon.

Energy and Thermal Power Plant:
Overall, total power generated on-site accounted for 22.2% of Deer Island's total power use in the 1st Quarter. Renewable power generated on-site (by Solar, Wind, STGs, and Hydro Turbines) accounted for 21.2% of Deer Island's total electrical power use for the quarter.

The Maintenance/Warehouse Building #1 solar array which has been out of service since April 7 due to an electrical issue was repaired on July 10 after receipt of the replacement parts and was returned to service. On average, this solar array accounts for approximately 11% of the total solar generation.

Annual scheduled maintenance at the Thermal Power Plant (TPP) was conducted from July 19 through July 29 on the STG, BP-STG, two (2) Zurn boilers, and other common systems, including maintenance on various pumps, valves, and instrumentation throughout the TPP and the DITP heat loop system. There were no negative impacts caused by this annual maintenance shutdown at the TPP.

Eversource scheduled maintenance to refurbish the breaker on Bus B at their Station 132 located on Deer Island was conducted on September 30. This maintenance required the Bus B transformer to be deenergized. As such, CTG 2B was operated in the morning to isolate DITP from Eversource Bus B. DITP remained single ended through transformer 110A and double ended inside the plant to both the A and B buses through the tie breaker at the TPP. DITP reconnected to Eversource Bus B the next day on October 1 after the Eversource work was completed and DITP was returned to normal electrical configuration (double ended). Additional Eversource work on their 110A transformer on Bus A is scheduled for October.

MWRA, Mitsubishi Power Aero (the CTG original equipment manufacturer) and maintenance contractor, O'Connor Corporation began work to upgrade the existing CTG controls system, and the mechanical fuel and water valves on the CTG units to replace end-of-life obsolete components. The CTG 1A upgrade began on August 3 and ran through the end of August. CTG 1A has been test operated on 11 days, often with the contractor onsite, since the upgrade work was completed, undergoing a battery of tests in various electrical configurations and conditions. The contractor continues to work on punchlist items and CTG 1A operation for checkout purposes will resume in November.

CTG 2B was operated for 15 hours from the afternoon on September 27 to the morning of September 28 during a heavy rain and high wind nor'easter storm event that resulted in very high plant flows. The CTG was operated in parallel with utility power as a precautionary measure in the event of an unanticipated disruption in utility power while plant flows, especially from the south system, were very elevated.

Wind Turbine #2 tripped during the early morning of September 10 due to high bearing and lube oil temperatures and the turbine remains out of service. The service contractor completed vibration testing of the gearbox. The repair is pending as a crane will be scheduled to remove the gearbox from the nacelle and have it lowered to the ground for further evaluation by the manufacturer's gearbox specialist.

The blades for replacement Wind Turbine #1 arrived onsite on September 24. The new tower pieces, nacelle, and turbine hub are expected to arrive in October.

General:
At the beginning of July, a contractor completed work on the installation of a new 24-inch cured in place pipe liner in the dewatering line that runs under the road in front of the Reception/Training Building. The dewatering line is used to drain process tanks, so maintenance can be performed. The line was tested and returned to service on July 2.

Regulatory:
DEP officials were onsite at DITP on September 23 for an unannounced site visit of the treatment plant. The officials were provided an overview of the various construction and rehabilitation projects currently in process and being planned for the future, followed by a comprehensive plant tour covering the entire wastewater and residuals treatment facilities and process areas. The DEP officials were satisfied with the observations of the plant and their discussions with staff.

Public Access:
Deer Island hosted the Sail Boston 250 event on July 11. The estimated attendance was around 2,500 people.

Clinton Operations & Maintenance Report

Dewatering Building
Maintenance staff washed down the #2 Gravity Thickener. The M&O's replaced the wash box seals on the #2 Belt Filter Press. The contractor replaced 13 eight (8) inch valves in the lower dewatering building.

Chemical Building
Maintenance staff cleaned and washed the lower chemical building after a water line broke in front of building. The M&Os installed a new Milton Roy ferric pump and jetted line B on the soda ash system in the lower chemical building. A contractor replaced the chlorine and oxygen sensors. Deer Island staff installed circuit breakers to prevent the I/O card from tripping the HMI screen. A contractor wired the new Aerzen Blower at the chlorination basin.

Aeration Basins
The HEO assisted field operations staff with moving the diesel portable pump into place for pumping into the intermediate lift well in case of a pump failure. Operations staff cleaned the pH and DO probes. Maintenance staff checked the oil level in all six (6) blowers.

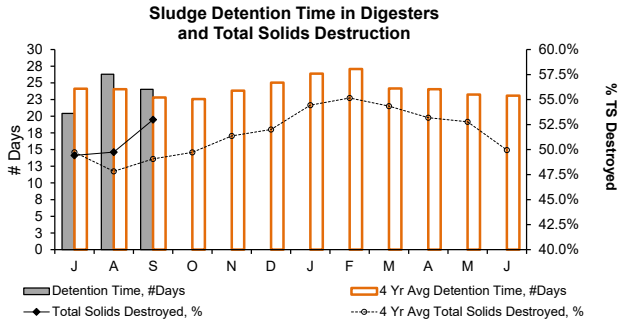
Phosphorus Building
Maintenance staff acid washed all three (3) disk filters, cleaned the troughs, and inspected all the spray nozzles. Staff replaced the tubing with hard piping and cleaned the #1 polymer pump. Operations staff cleaned both CL17 chlorine analyzers and installed a new sample pump for the 5500 analyzers.

Headworks Building
Plant staff installed new Unistrut brackets on the water supply system for the # 1 grit classifier and installed a split mechanical seal on the same classifier. Maintenance cleaned the influent and mechanical bar rack and greased the upper and lower pin racks. A contractor replaced the #1 influent screw pump gearbox. The M&Os installed new packing in the #2 Hayward Gordon pump in the lower headworks building, a new belt on the grit conveyor, and a new sump pump in the lower primary pump building.

Digester Building
The M&Os removed the valve and the flame arrester from the waste gas flares in preparation for the jetting of the digester gas lines. Operation staff checked the equipment for proper operation.

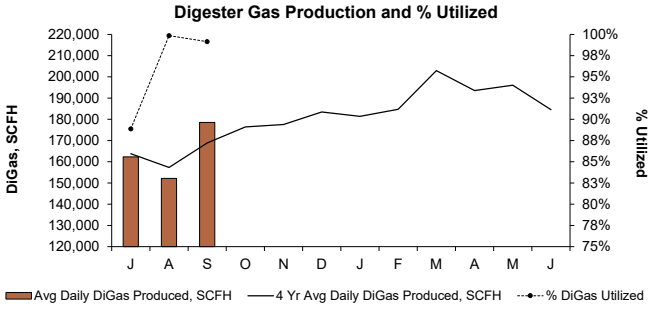
Deer Island Operations & Residuals

1st Quarter - FY27



Total solids (TS) destruction following anaerobic sludge digestion averaged 50.7% during the 1st Quarter, 3.8% above the 4 year average, as sludge detention time in the digesters was 23.6 days, on target with the 4 year average of 23.7 days detention time. On average, 7.5 digesters were in operation, slightly below the budget estimate of 7.8 digesters.

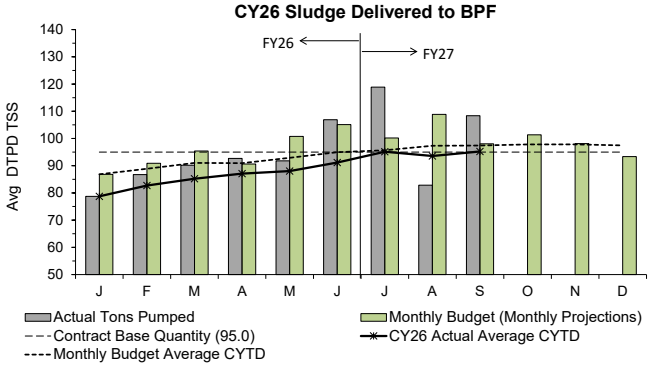
Total solids (TS) destruction is dependent on sludge detention time which is determined by primary and secondary solids production, plant flow, and the number of active digesters in operation. Solids destruction is also significantly impacted by changes in the number of digesters and the resulting shifting around of sludge.



The Avg Daily DiGas Production in the 1st Quarter was on target (+0.6%) with the 4 Year Avg Daily DiGas Production, with 96.0% of the DiGas produced this quarter being utilized at the Thermal Power Plant (TPP). DiGas utilization was only 88.9% in July due to the Thermal Power Plant Annual Maintenance Outage.

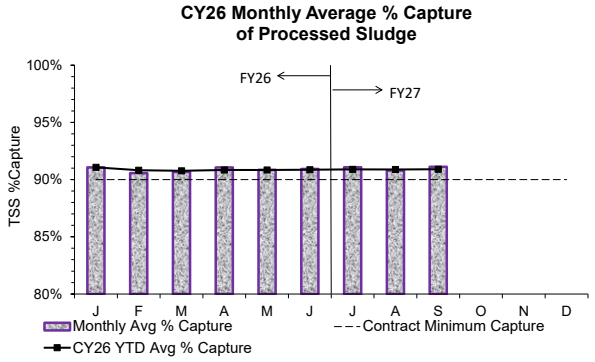
Residuals Pellet Plant

New England Fertilizer Company (NEFCO), a wholly-owned, indirect subsidiary of Synagro Technologies, Inc., operates the MWRA Biosolids Processing Facility (BPF) in Quincy under contract. MWRA pays a fixed monthly amount for the calendar year to process up to 95.0 DTPD/TSS as an annual average (for the new contract period of January 1, 2024 through December 31, 2034). The monthly invoice is based on 95.0 DTPD/TSS (Dry Tons Per Day/Total Suspended Solids) times 365 days divided by 12 months. At the end of the year, the actual totals are calculated and additional payments are made on any quantity above the base amount. On average, MWRA processes more than 95.0 DTPD/TSS each year (FY26's budget is 101.4 DTPD/TSS and the FY27 budget is 102.3 DTPD/TSS).



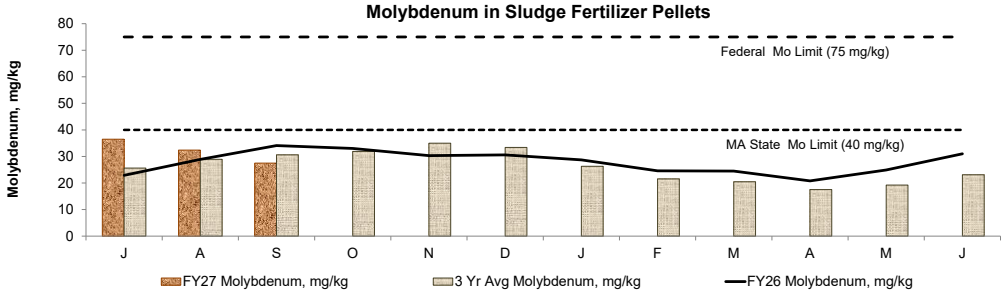
The average quantity of sludge pumped to the Biosolids Processing Facility (BPF) in the 1st Quarter was 103.3 TSS Dry Tons Per Day (DTPD), resulting in a small variance of 1.0% (approximately 1.0 TSS DTPD) higher than the target of 102.3 TSS DTPD for the same period.

The CY26 average quantity of sludge pumped to the BPF through September is 95.2 TSS DTPD - 2.3% below the CY26 average budget of 97.4 TSS DTPD for the same time period.



The contract requires NEFCO to capture at least 90.0% of the solids delivered to the Biosolids Processing Facility. The average capture for the 1st Quarter was 91.0%.

The CY26 average capture rate of solids through September was 90.91%.



Copper, lead, and molybdenum (Mo) are metals of concern for MWRA as their concentrations in its biosolids have, at times, exceeded regulatory standards for unrestricted use as fertilizer. Molybdenum-based cooling tower water is a significant source of Mo in the sludge fertilizer pellets. The Federal standard for Mo is 75 mg/kg. The Massachusetts Type I biosolids standard for molybdenum was changed from 25 mg/kg to 40 mg/kg in 2016, allowing MWRA to sell its pellets in-state for land application whereas the previous limits forced several months' worth of pellets to be shipped out of state.

The levels were below the DEP Type 1 limit for all three (3) metals in the 1st Quarter. For Mo, the level in the MWRA sludge fertilizer pellets for the 1st Quarter averaged 32.1 mg/kg, 13.0% above the 3 year average, 20% below the MA State Limit, and 57% below the Federal Limit. The monthly Mo results for July and August are the final reportable results, while the September result is preliminary.

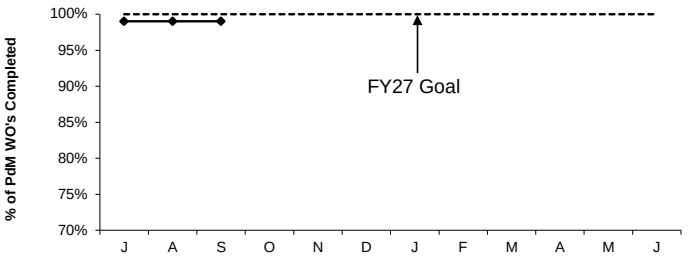
Deer Island Maintenance

1st Quarter - FY27

Productivity Initiatives

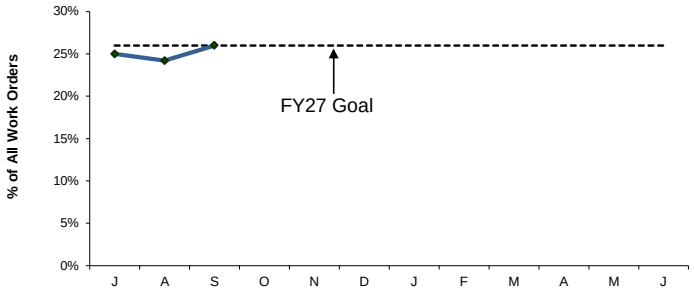
Productivity initiatives include increasing predictive maintenance compliance and increasing PdM work orders. Accomplishing these initiatives should result in a decrease in overall maintenance backlog.

Predictive Maintenance Compliance



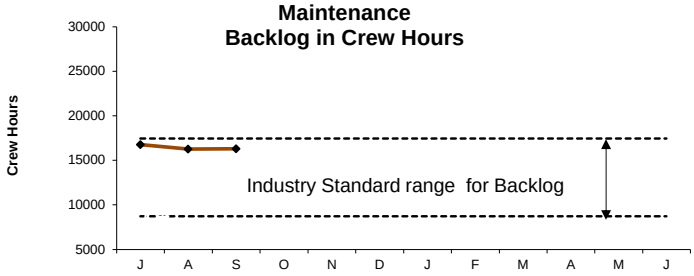
Deer Island's FY27 predictive maintenance goal is 100%. DITP completed 99% of all PdM work orders this quarter. DITP is continuing with an aggressive predictive maintenance program. Deer Island is slightly below are goal this quarter.

Predictive Maintenance



Deer Island's increased FY27 predictive maintenance goal is 26% of all work orders to be predictive. 25% of all work orders were predictive maintenance this quarter. The industry is moving toward increasing predictive maintenance work to reduce downtime and better predict when repairs are needed.

Maintenance Backlog in Crew Hours

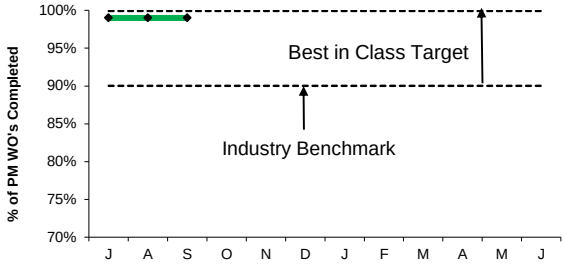


DITP's maintenance backlog at Deer Island is 16,300 hours this quarter. DITP is below the industry average for backlog. The industry Standard for maintenance backlog with 99 staff (currently planned staffing levels) is between 8,730 hours and 17,460 hours. Backlog is affected by (14) Vacancies: (2) B&G, (5) C&C Tech's, (1) Electrician, (2) Plumbers, (3) M&O's, and (1) HEO, Management continues to monitor backlog and to ensure all critical systems and equipment are available.

Proactive Initiatives

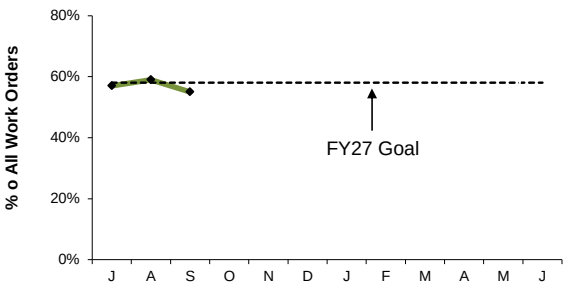
Proactive initiatives include completing 100% of all preventative maintenance tasks and increasing preventative maintenance kitting. These tasks should result in lower maintenance costs.

Preventive Maintenance Compliance



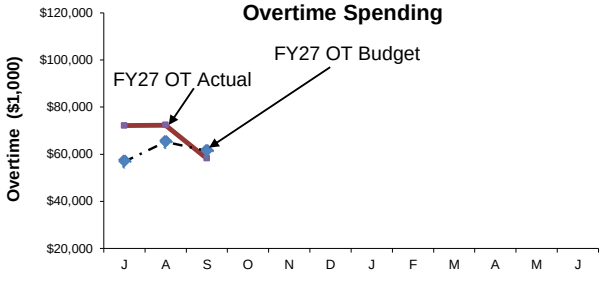
Deer Island's FY27 preventative maintenance goal is 100% completion of all work orders from Operations and Maintenance. DITP completed 99% of all PM work orders this quarter. Deer Island was slightly below our goal, but within Best in Class Target.

Maintenance Kitting



Deer Island's increased FY27 maintenance kitting goal is 58% of all work orders to be kitted. 57% of all work orders were kitted this quarter. Kitting is staging of parts or material necessary to complete maintenance work. This has resulted in more wrench time and increased productivity.

Overtime Spending

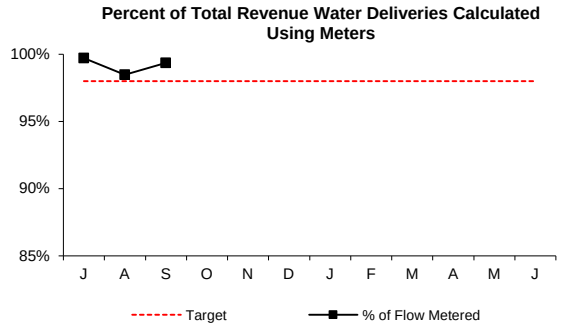


Maintenance overtime was over budget by $19K this quarter and $19k over for FY27. Management continues to monitor backlog and to ensure all critical equipment and systems are available. This quarter's overtime was predominately used for, Pump and Grinder Clogging Issues, Instrumentation PM/CM Work, Storm Coverage, ERT Events, Miscellaneous Tank Work, Annual Boiler Outage / Primary Heat Loop Valve Replacement, CTG 1A Control Panel Upgrades, Caustsic / Hypo dosing Pump Upgrades and Grit Classifier Stub Shart Fabrications.

Operations Division Metering & Reliability

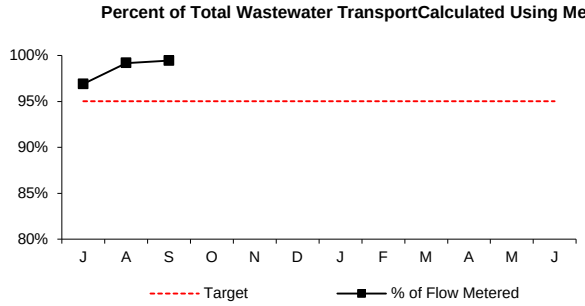
1st Quarter - FY27

WATER METERS



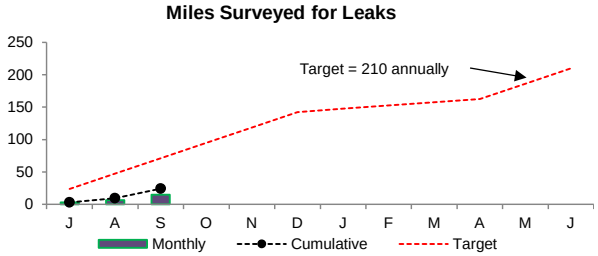
The target for revenue water deliveries calculated using meters is 98%. Estimates are generated for meters that are out of service due to instrumentation problems or in-house and capital construction projects. During Q1 of FY2027, 99.2% of the water billed was metered flow.

WASTEWATER METERS



The wastewater metering system is now operating in a typical mode following closeout of the replacement project. The target for revenue collection meters is a 95% capture rate which has been achieved consistently since the new meters have been online. During Q1 of FY2027, 1.5% of the data required estimates, while 98.5% was metered.

WATER DISTRIBUTION SYSTEM PIPELINES



During the 1st Quarter - FY27, 24.47 miles of water mains were inspected. The total inspected for the fiscal year to date is 24.47 miles. We have been unable to meet the Annual Target due to staffing issues. We currently only have 3 of 4 Sr Field Service Technicians positions filled

Leak Backlog Summary													
Month	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Totals
Leaks Detected	1	1	0										2
Leaks Repaired	0	1	0										1
Backlog	1	0	0										2

During the 1st Quarter - FY27 2 leaks were detected, and 1 was repaired. Refer to FY26 Leak Report below for details. Also, there was community service assistance performed in Boston, Lynn, Newton, and Waltham which can range from individual leak location to surveys completed this month.

1st Quarter - FY27

Date Detected	Location of Leaks	Repaired
08/18/26	128 Ballard St Saugus	08/18/26

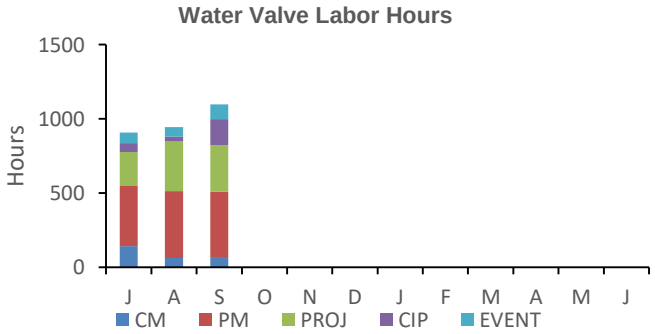
Date Detected	Location of Leaks/Unrepaired
07/31/24	Broadway @ Richardson Lynn
07/23/26	Route 107 Saugus

Water Distribution System Valves

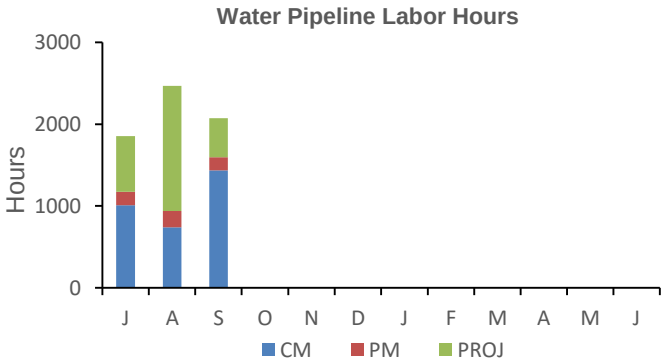
1st Quarter - FY27

Background

Valves are exercised, rehabilitated, or replaced in order to improve their operating condition. This work occurs year round. Valve replacements occur in roadway locations during the normal construction season, and in off-road locations during the winter season. Valve exercising can occur year round but is often displaced during the construction season. This is due to the fact that a large number of construction contracts involving rehabilitation, replacement, or new installation of water lines, requires valve staff to operate valves and assist with disinfection, dechlorination, pressure-testing, and final acceptance. Valve exercising can also be impacted due to limited redundancy in the water system; valve exercising cannot be performed in areas where there is only one source of water to the community meters or flow disruptions will occur.



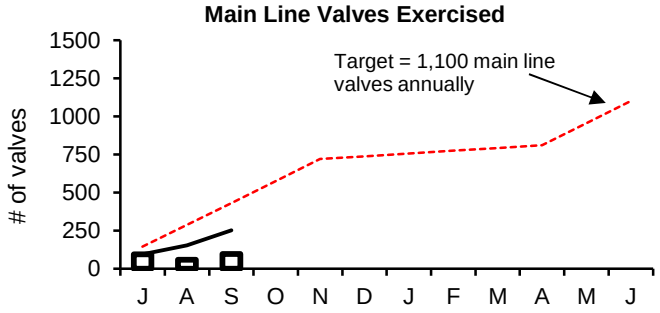
During the 1st Quarter of FY27 there was a 2,950 hours worked. Percentage breakdown; Corrective Maintenance 9%, Preventative Maintenance 44%, Project 30%, Capital Improvements 9%, Event (Water Fountain) 8%



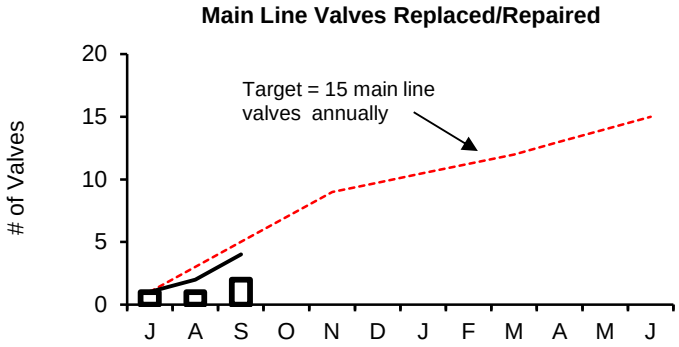
During the 1st Quarter of FY27 there was a total of 6,393 hours worked. Percentage breakdown; Corrective Maintenance 50%, Preventative 8%, Project 42%

Type of Valve	Inventory #	Operable Percentage	
		FY27 to Date	FY27 Targets
Main Line Valves	2,277	97.5%	95%
Blow-Off Valves	1,804	99.3%	95%
Air Release Valves	1,562	97.7%	95%
Control Valves	49	100.0%	95%

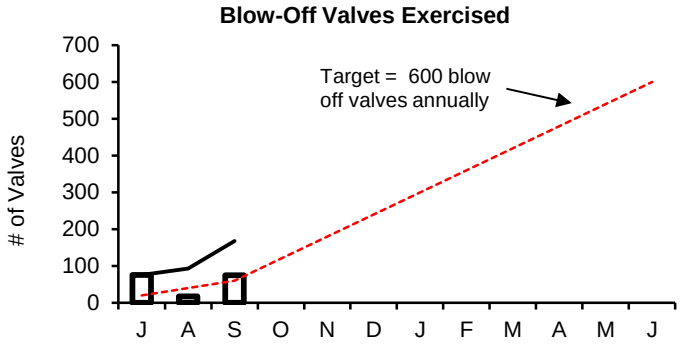
Key to Symbols:
- FY27 Monthly Total
- FY27 Cumulative Total
- FY27 Target



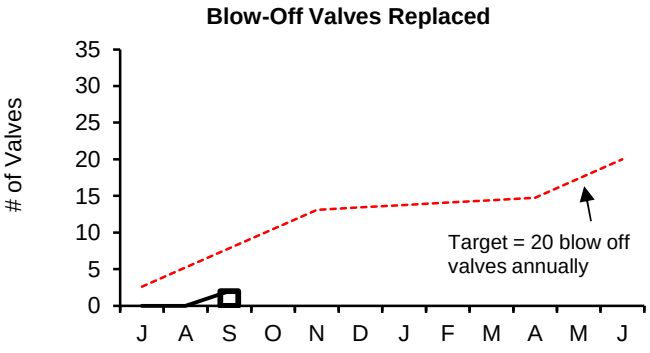
During the 1st Quarter of FY27, 252 main line valves were exercised. The total exercised for the fiscal year to date is 252.



During the 1st Quarter of FY27, there were 4 main line valve replaced or repaired to operable status. The total for the fiscal year to date is 4.



During the 1st Quarter of FY27, 168 blow off valves were exercised. The total exercised for the fiscal year to date is 168.



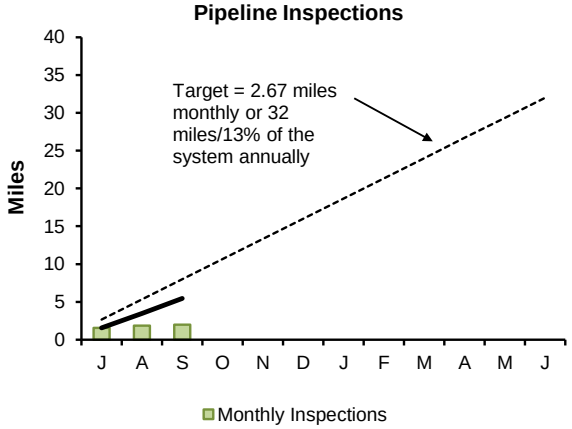
During the 1st Quarter of FY27, there were 2 blow off valves replaced. The total replaced for the fiscal year to date is 2.

Wastewater Pipeline and Structure Inspections and Maintenance

1st Quarter - FY27

Inspections

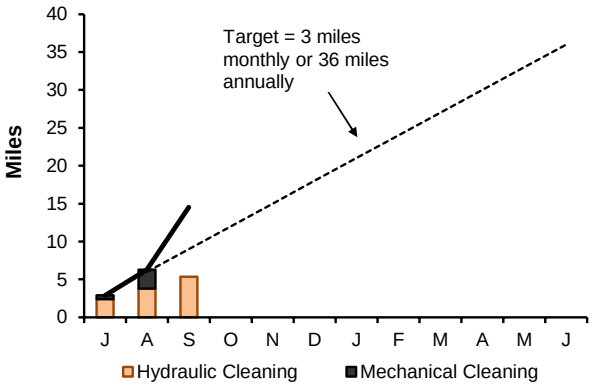
Pipeline Inspections



Staff internally inspected 5.45 miles of MWRA sewer pipe during this quarter.The year to date total is 5.45 miles. No Community Assistance was provided.

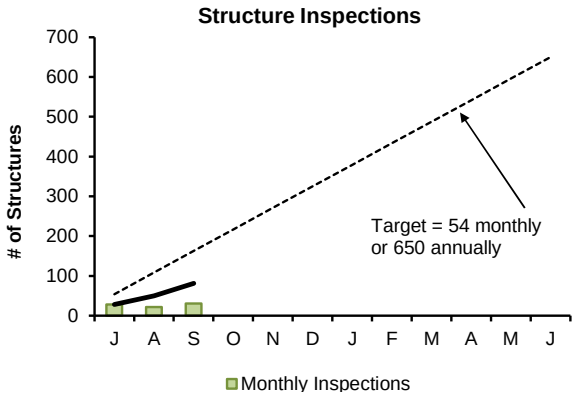
Maintenance

Pipeline Cleaning



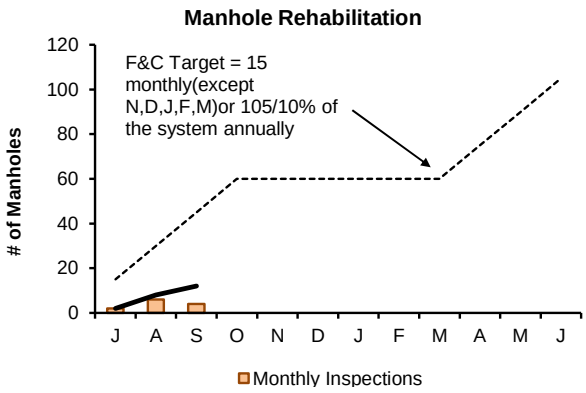
Staff cleaned 14.54 miles of MWRA sewer pipe, and removed 15.25 yards of grit. The year to date total is 14.54 miles. No Community Assistance was provided.

Structure Inspections



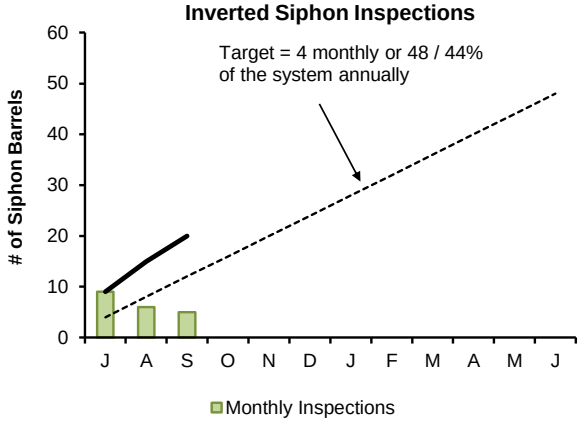
Staff inspected the 36 CSO structures and performed 45 other additional manhole/structure inspections during this quarter. The year to date total is 81 inspections.

Manhole Rehabilitation



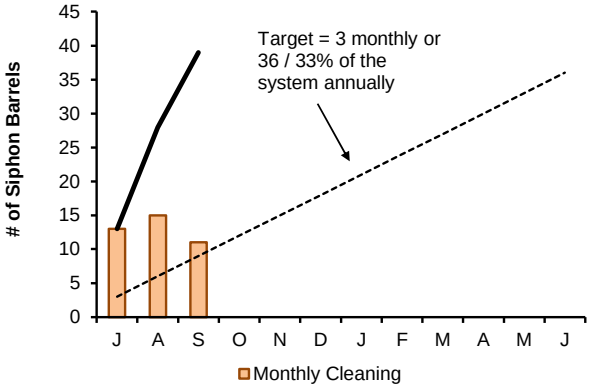
Staff replaced 12 frame and cover replacement this quarter.The year to date total is 12 .

Inverted Siphon Inspections



Staff inspected 20 siphon barrels this quarter. The year total is 20 inspections.

Inverted Siphon Cleaning

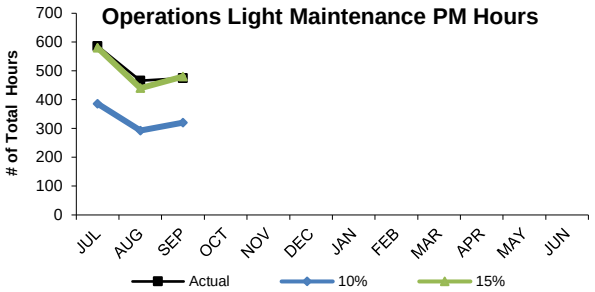


Staff cleaned 39 siphon barrels this quarter.

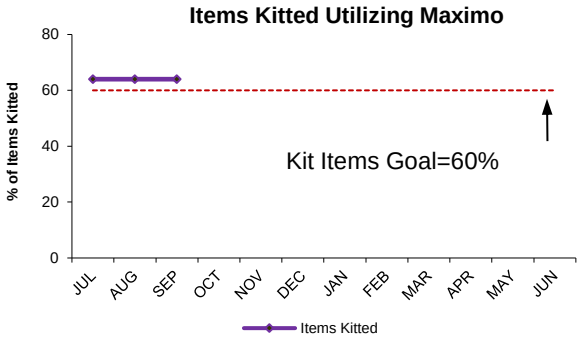
Field Operations' Metropolitan Equipment & Facility Maintenance

1st Quarter - FY27

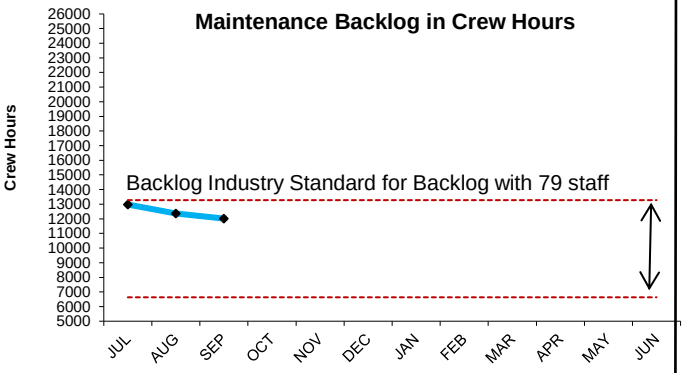
Several maintenance and productivity initiatives are in progress. The goal for the Overall PM completion and the Operator PM completion is 100%. The Operator PM and kitting initiatives frees up maintenance staff to perform corrective maintenance and project work, thus reducing maintenance spending. Backlog and overtime metrics monitor the success of these maintenance initiatives.



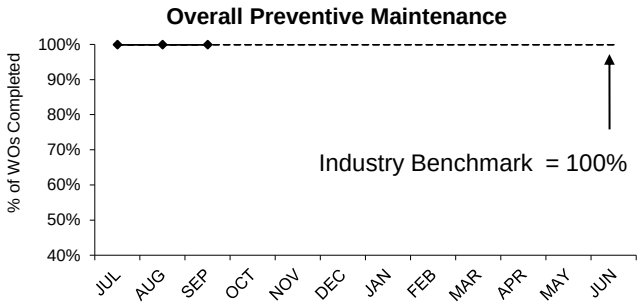
Operations staff averaged 509 hours per month of preventive maintenance during the 1st Quarter of FY27, an average of 15% of the total PM hours for the 1st Quarter, which is within the industry benchmark of 10% to 15%.



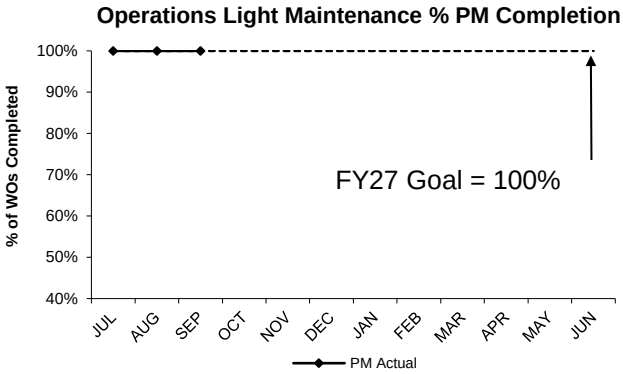
Operations' FY27 maintenance kitting goal has been set at 60% of all work orders to be kitted. Kitting is the staging of parts or material neccesary to complete maintenance work. In the 1st Quarter of FY27, 64% of all applicable work orders were kitted. This resulted in more wrench time and increased productivity.



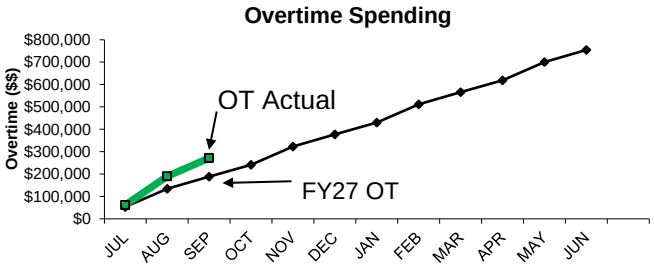
The 4th Quarter of FY27 backlog average is 12,449 hours. Which is within the industry benchmark of 6,636 to 13,275 hours. The current backlog is due to several large maintenance projects.



The Field Operations Department (FOD) preventive maintenance goal for FY27 is 100% of all PM work orders. Staff completed 100% of all PM work orders in the 1st Quarter of FY27.



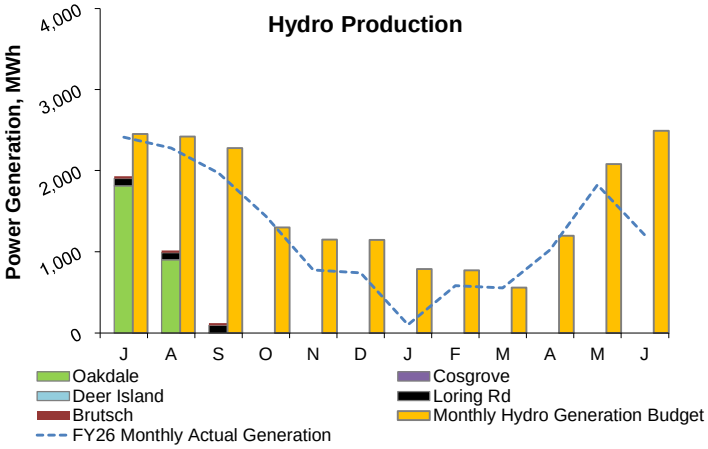
Wastewater Operations complete light maintenance PM's which frees up maintenance staff to perform corrective maintenance. Operations' FY27 PM goal is completion of 100% of all PM work orders assigned. Operations completed 100% of PM work orders in the 1st Quarter of FY26.



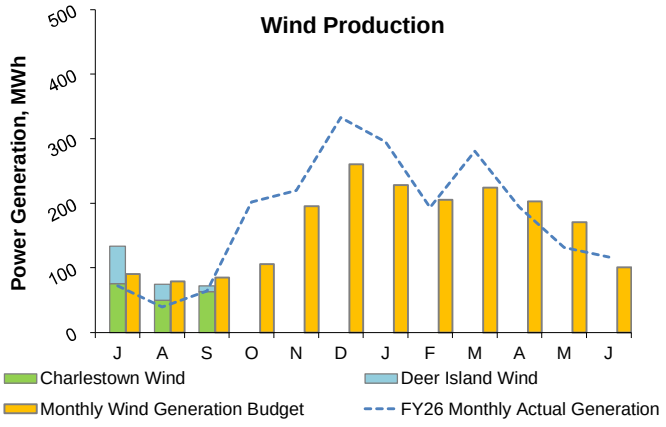
Maintenance overtime was $27,653 over budget on average, per month, for the 1st Quarter of FY27. Overtime is used for critical maintenance repairs and wet weather events. The overtime budget through the 1st Quarter of FY27 is $188,683. Overtime spending was $271,603 which is $82,960 over budget for the fiscal year.

Renewable Electricity Generation: Savings and Revenue

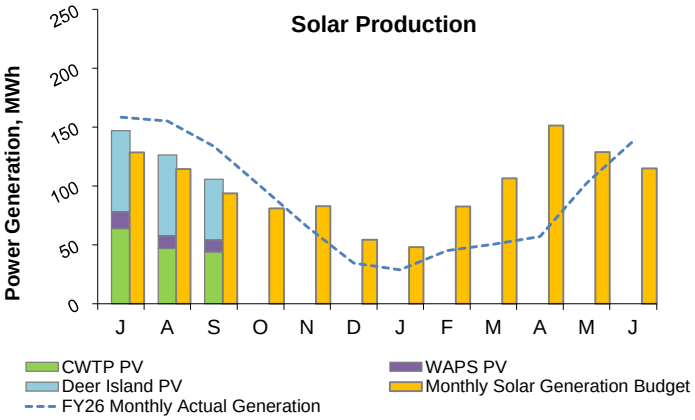
1st Quarter - FY27



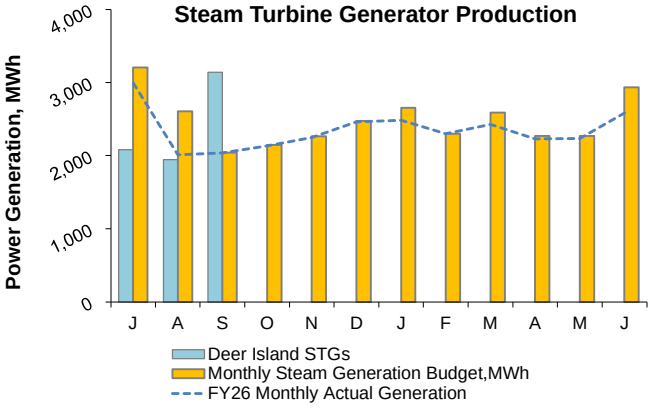
In Quarter 1, energy from hydroelectric turbines totaled 3,064 MWh, 57% below budget. Deer Island hydroturbines are both offline during wicket gate rehabilitation and other repairs. Cosgrove remains offline pending transformer replacement (earliest FY28). The Oakdale turbine was taken offline in late August due to a bearing oil leak; the turbine has been bypassed to allow Quabbin→Wachusett transfers to continue. All of MWRA's major hydroelectric assets are now offline due to maintenance issues.



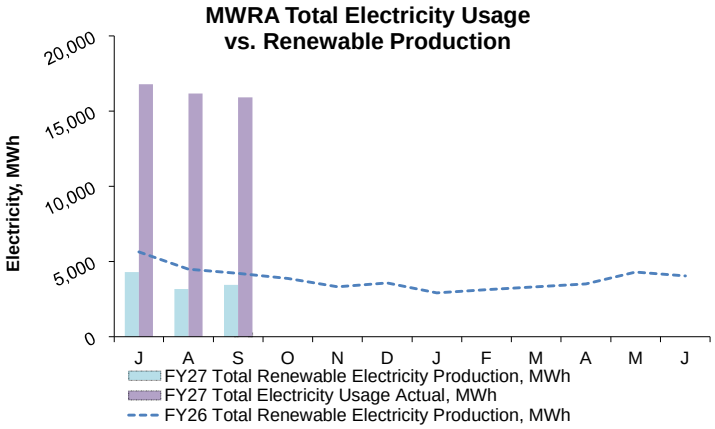
In Quarter 1, wind turbine production totaled 280 MWh, 10% above budget. Deer Island Turbine #1 has been out of service since April 2022 and is scheduled for replacement by 2027.

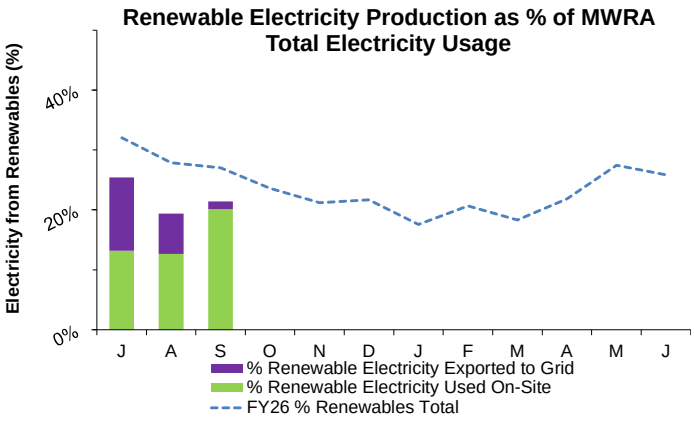


In Quarter 1, energy production from all solar PV systems totaled 379 MWh; 13% above budget[1]. The Deer Island Residuals Odor Control roof mounted array has been offline since September 2022 due to a failed inverter.



In Quarter 1, the renewable energy produced from Deer Island's steam turbine generators totaled 7,167 MWh; 9% below budget[1]. Only the renewable energy from digester gas is included, fuel oil output is not shown. During warm months, fuel oil accounts for 5-10% of output; in winter as much as 15-20%.





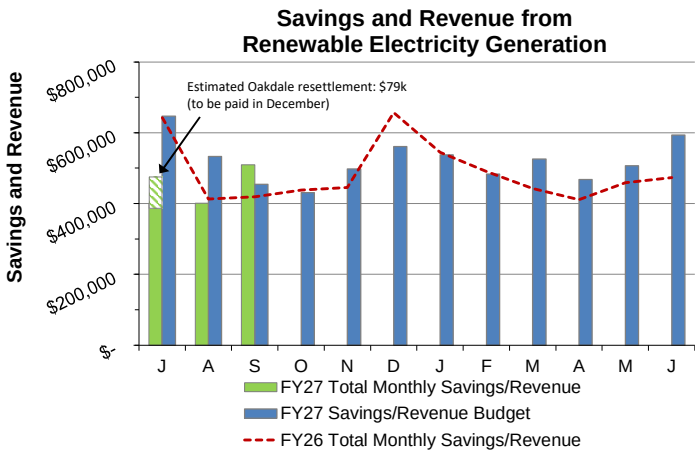
In Quarter 1, total renewable electricity production was 10,889 MWh, 30% below budget. The MWRA total electricity usage is the sum of all electricity purchased for Deer Island and FOD plus electricity produced and used on-site at these facilities. Approximately 99% of FOD electrical accounts are accounted for by actual billing statements; minor accounts that are not tracked on a monthly basis such as meters and cathodic protection systems are estimated based on this year's budget.

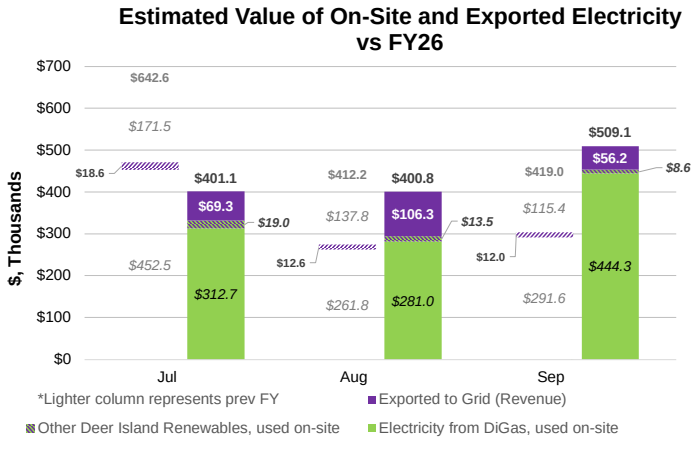
All renewable electricity generated on DI is used on-site (this accounts for more than 50% of MWRA renewable generation). Almost all renewable electricity generated off-DI is exported to the grid.

Notes: 1. Budget values are based on historical averages for each facility and include operational impacts due to maintenance work.

Renewable Electricity Generation: Savings and Revenue

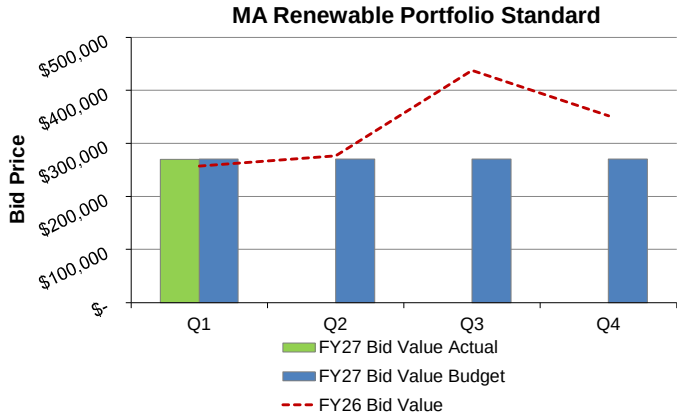
1st Quarter - FY27

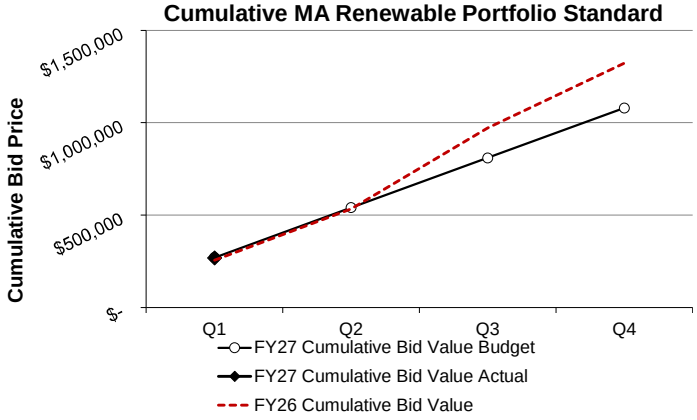




Savings and revenue from renewable sources is estimated at $1,310,976 in Quarter 1, 20% below budget. Ongoing maintenance issues with MWRA's larger hydroelectric turbines explain this variance. The meter reading at the Oakdale turbine was incorrect for July; staff provided utility with corrected output data and a resettlement payment of ~$80k is expected in December.

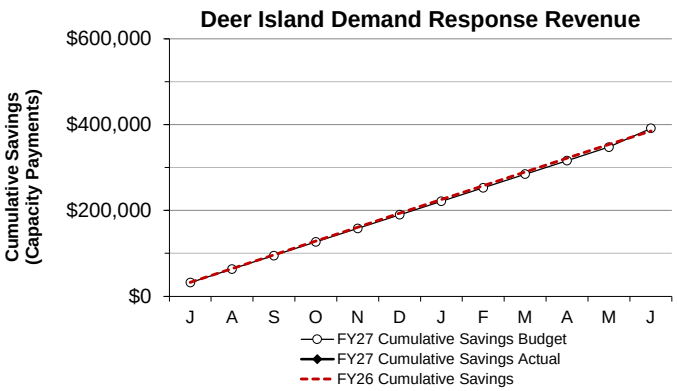
Savings and revenue[1] from all renewable energy sources include wind turbines, hydroelectric generators, solar panels, and steam turbines (DI). This includes savings and revenue due to electricity generation (does not include avoided fuel costs and RPS RECs). The use of DITP digester gas as a fuel source provides the benefit of both electricity generation from the steam turbine generators, and provides thermal value for heating the plant, equivalent to approximately 5 million gallons of fuel oil per year (not included in charts above).

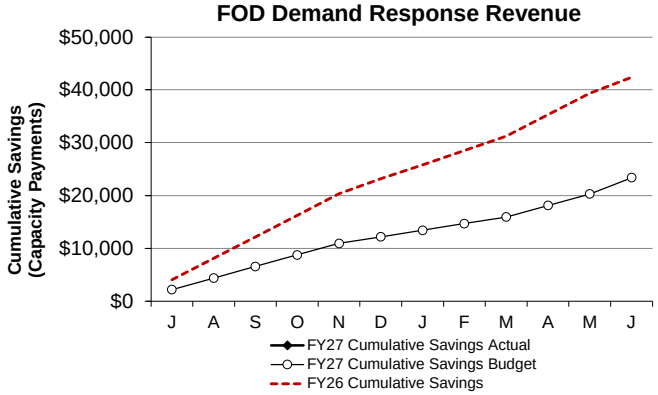




8,381 Class I RECs Renewable Energy Certificates (RECs) were sold in Q1 of FY27[2,3] with a value of $269,709; No Class II RECs were sold. REC values reflect the bid value on the date that bids are accepted. Cumulative bid values reflects the total value of bids received to date.

*MWRA's SRECs have transitioned to the Class 1 REC category starting in FY23.



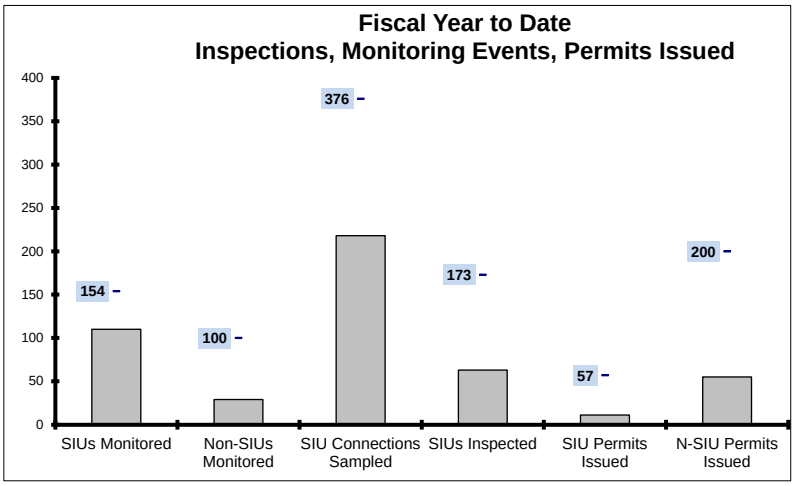


Currently Deer Island, Loring Rd, Brutsch Hydro, and JCWTP participate in the ISO-New England Demand Response Programs. By agreeing to reduce demand and operate the facility generators to help reduce the ISO New England grid demand during periods of high energy demand, MWRA receives monthly Capacity Payments from ISO-NE. When MWRA operates the generators during an ISO-NE called event, MWRA also receives energy payments from ISO-NE. FY26 Payments total $385,516 at Deer Island, and $42,436 for Loring Rd, Brutsch Hydro, and JCWTP. No payments have been receieved for FY27.

Notes:
1. Savings and Revenue: Savings refers to any/all renewable energy produced that is used on-site therefore saving the cost of purchasing that electricity, and revenue refers to any value of renewable energy produced that is sold to the grid.
2. Only the actual energy prices are being reported. Therefore, some of the data lags up to 3 months due to timing of invoice receipt.
3. Budget values are based on historical averages for each facility and include operational impacts due to maintenance work.

Toxic Reduction and Control

1st Quarter - FY27



EPA Required SIU Monitoring Events
for FY27: 154
YTD : **110**

Required Non-SIU Monitoring Events
for FY27: 100
YTD : **29**

SIU Connections to be Sampled
For FY27: 376
YTD: **218**

EPA Required SIU Inspections
for FY27: 173
YTD: **63**

SIU Permits due to Expire
In FY27: 57
YTD: **11**

Non-SIU Permits due to Expire
in FY27: 200
YTD: **55**

Significant Industrial Users (SIUs) are MWRA's highest priority industries due to their flow, type of industry, and/or their potential to violate limits. SIUs are defined by EPA and require a greater amount of oversight. EPA requires that all SIUs *with flow* be monitored at least once during the fiscal year.

The "SIU Monitored" data above, reflects the number of industries monitored; however, many of these industries have more than one sampling point and the "SIU Connections Sampled" data reflect samples taken from multiple sampling locations at these industries.

EPA requires MWRA to issue or renew 90 percent of SIU permits within 120 days of receipt of the application or the permit expiration date - whichever is later. EPA also requires the remaining 10 percent of SIU permits to be issued within 180 days.

Number of Days to Issue a Permit								
	0 to 120		121 to 180		181 or more		Permits Issued	
	SIU	Non-SIU	SIU	Non-SIU	SIU	Non-SIU	SIU	Non-SIU
Jul	5	16	0	0	1	2	6	18
Aug	1	9	0	1	0	3	1	13
Sep	4	21	0	1	0	2	4	24
Oct								
Nov								
Dec								
Jan								
Feb								
Mar								
Apr								
May								
Jun								
% YTD	91%	84%	0%	4%	9%	13%	11	55

TRAC's annual monitoring and inspection goals are set at the beginning of each fiscal year but they can fluctuate due to the actual number of SIUs.

In addition to the Annual SIU inspections required under TRAC's EPA approved Industrial Pretreatment Program, other inspections are usually undertaken, including for enforcement, permit renewal, follow up, temporary construction dewatering sites, group/combined permit audits, spot, sampling locations, visit only and out of business facility.

Monitoring of SIUs and Non-SIUs is dynamic for several reasons, including: newly permitted facilities; sample site changes requiring a permit change; changes in operations necessitating a change in SIU designation; non-discharging industries; a partial sample event is counted as an event even though not enough sample was taken due to the discharge rate at the time; and sometimes increased/decreased inspections lead to permit category changes requiring additional monitoring

This is the first quarter of the MWRA fiscal year, FY27.

In this quarter, 66 permits issued.
There were 11 SIUs, of which 4 were issued on time.
There were 24 non-SIUs of which 21 were issued on time, with 3 late beyond 180 days.

All but 1 of the SIU permits were issued within the 120-day timeframe. The 1 SIU issued after 120 days was due to outstanding permit fees holding up the issuance of the permits. There were 0 SIUs issued after 180 days.

For the Clinton Sewer Service area, there were 0 SIU permits issued during the 4th Q FY26.

In the 1st Q of FY27, there have been 16 completely new permits issued: 4 - LFLP, 7 - Dental, 2 - SIU, 1 - G2, 1 One-Time, 1 - DEW

TRAC completed 169 first time SIU monitoring events and 7 first time NSIU monitoring events.

Permit Categories, as defined in CMR 10.101(2):

SIU- Significant Industrial User

DEW - Category 12 Temporary Construction Site Dewatering Permit

LFLP - Category 10 Non-Significant Industrial User with Low Flow and Low Pollutant

02 N-SIU - Category 2 Non-Significant Industrial User

Dental - Category D1 Dental Group Permit

G2 - Category G2 Group Permit for Food Processing

One- Time - One Time Discharge Permit

METRO WATER OPERATIONS AND MAINTENANCE

- Valve Program: Valve operations to support in-house work including providing isolations on: Section 73 (Blow Off Replacement), Section 83 (Main Line Valve Replacement), Section 20 (Main Line Valve Replacement), Section 91B (Leak Repair). CIP Contractors were supported by isolation and dewatering of portions of Section 45 (Contract 7725), Section 56 (Contract 7486), WASM 10 (Contract 6543) and Section 75 (Contract 7484). Other work included the repair of fire flow by-pass valves on Meters 92, 183 and 230, Loring Road Tank isolation and draining, Gillis Pump Station testing on Low Service supply and the mainline valve exercising of 18 water main sections.
- Water Pipeline Program: Staff completed Blow-Off replacements in Roslindale (Section 73), Main Line Valve Replacements/Repairs in Medford (Section 12), Waltham (Section 83) and Mattapan (Section 20). Additional work during the quarter included leak repairs on the Section 91B (16-inch main) in Saugus, Loring Road Water Storage Tank hatch replacements, Brutsch Water Treatment Plant 8" Fire Line installation and screen installations on overflow piping for water storage tanks. Leak detection was performed on over 24 miles of MWRA water main and assistance was provided to five customer communities.

OPERATIONS ENGINEERING

Capital Project Support:

- Section 75 ext. & 47: Staff continued to provide submittal review and coordination; managed the disinfection and activation of Section 75 and are reviewing detail records and preparing a walkthrough package.
- Section 56 Crossing: Staff are providing support on submittal reviews and have prepared testing and disinfection plans.
- Hayes PS Upgrades: Staff are providing support on submittal reviews, especially for the bypass pumping system. Coordinated station shutdowns to install connections for the bypass system and are coordinating the testing of the system.
- NEHS Improvements: Staff continued to provide support on CP2 and CP3. Provided submittal review for CP2. Staff coordinated the disinfection and activation of Section 45.
- WASM 3 CP2 and CP3: Staff provided review comments on initial submittals for CP2 and developed an isolation and dewatering plan for the initial phase of work, met with Waltham staff to review plan and provided contingency plan training for the valve crew.
- Tunnel Program Support: Staff are working closely with the consultant on the modeling required for the tunnel program, reviewing memos on the connections to existing system and valve vaults. Staff are preparing isolation plans to test the isolations for future tie-ins.
- Staff procured new hatches for Loring Rd, coordinated the work to have the hatches installed on tank 1, coordinated the inspection of the tank and are preparing a scope for the disinfection.

Operations Support:

- Staff assisted in wet weather storm events, compiled and finalized storm reports, monitored and reported on CSO/SSO activation durations and volumes and provided follow up on operational and SCADA issues.
- Provided hydraulic modeling support for the CSO program.
- Managed completion of Manhole Rehab Contract No. 14 and procured the next contract, Contract No. 15.
- Continued to manage the Union Park Contract. Coordinated SCADA Upgrades and developed a scope for a fine screen screw replacement. Staff prepared the new contract for procurement.
- Staff continued to manage contracts for Instrumentation Services and Metro Paving. Began procurement process for new contracts needed in January 2027.
- Provided bi-weekly onsite monitoring of the H2S levels for the Odor Control systems at BWRPS and HNPS and continued to monitor levels at NIHW. Staff developed a new scope for carbon replacement for NIHW, BWRPS and HNPS. Carbon was replaced at HNPS, NIHW carbon will be replaced this winter.
- Managed the Framingham PS chemical system, monitoring H2S levels and coordinated chemical deliveries.
- Provided on-going hydraulic modeling assistance for operational shutdowns
- Continued Processbook development for water and wastewater facilities and OMMS. Staff provided support on the conversion from Processbook to DataParc and the COMMS rollout.
- Staff are supporting updating of Emergency Response Plans and Action Plans.
- Revised the scope of services for the inspection of the NIHW's outfall, to be procured this Fall.
- Completed the work associated with the PLC Upgrade at Framingham PS and BOS019 and are working on a scope for the next sites.

ENVIRONMENTAL QUALITY-WATER

- Algae: DCR continued weekly monitoring at Wachusett Reservoir and bi-weekly monitoring at Quabbin Reservoir. Cyanophytes were the dominant algal species in Wachusett except for early September when chlorophytes were dominant. At Quabbin, diatoms were dominant for the entire quarter. Few nuisance algae were

observed at low densities in Wachusett. Monthly algal toxin sampling was conducted at Wachusett Reservoir and raw and finished water taps at CWTP and BWTF, and results were non-detect. Weekly cyanobacteria inspections continued at active and stand-by reservoirs. A new Survey123 app for cyanobacteria inspections was completed with assistance from MWRA's GIS department.

- Regulatory Sampling: Sampling for nutrients, total organic carbon and disinfection by-products (DBP) was conducted monthly. Staff performed regulatory Q3 Optimal Water Quality Parameter (OWQP) sampling between September 11 – 25 at 27 community locations. Staff conducted daily observations each week for the Wachusett Aqueduct Pump Station Geothermal NPDES permit, collecting samples weekly when flow was observed over the weir. Q3 DBP sampling within the MWRA communities occurred between August 8 – 13. On August 18, staff sampled in response to a small oil release at Oakdale Power Station. Four locations were sampled and all results indicated that substances of concern were non-detect. Q3 sampling for nitrate and nitrite, and manganese was also performed on July 7. Annual perchlorate sampling was conducted at finished water taps for the Wachusett and Quabbin systems on July 28 with non-detect results for both systems.
- Non-Regulatory Sampling: As part of the EPA's Lead & Copper Rule revision, MWRA voluntarily sampled in Quincy and Medford near residences with lead results over the action level. All sample results met corrosion control targets for pH and alkalinity. Staff continued nitrification monitoring, collecting samples monthly. On September 29, water sampling was conducted at MWRA private wells at Shaft 8, Lonergan Intake Lower Garage, and the Brutsch Water Treatment Facility.
- Community Support: Water quality testing support was provided in the town of Norwood for a new pipeline near the Willett School. Staff performed sampling at one of Quincy's storage tanks on July 13.
- Internal Support: Sampling for the CWTP lead pipe-rig study was conducted monthly. Staff coordinated an in-house taste test to choose the best tasting tap location for the NEWWA annual conference drinking water taste contest. The MWRA water sample won the NEWWA "Best of the Best" contest. On August 20, staff performed special non-regulatory sampling at several sites within the CVA system to investigate DBP formation among other water quality parameters. Staff performed sampling for the ongoing UMass Amherst research study on July 20 at CWTP and at community sites on July 27. Wet weather sampling for this study was completed on July 30. Coliform sampler training was conducted in July and August. Staff provided testing to support MWRA Section 59 (Meter 111) pipeline clearance sampling on July 22.
- Contaminant Monitoring System (CMS): This quarter, staff responded to two CMS alarms and followed routine response protocols during each event. Monthly and quarterly CMS sample collections were performed. CMS staff completed review of bid proposals for the new CMS mobile trailer and drafted a staff summary for the Purchasing department. Telog communication devices were installed on CMS units at six sites, thus completing the project. These devices will serve as a secondary means for alarming when SCADA communication is inactive. Staff conducted CMS alarm testing and successfully tested the CMS mobile trailer ahead of 9/11, with no issues noted.
- Wachusett & Quabbin Buoys: Wachusett and Quabbin buoys conducted scheduled water quality profiles this quarter. Sonde maintenance was completed on August 10 with all sixteen sondes received. Anchor work for the Quabbin buoy was completed on September 16 with the assistance of Quabbin DCR, diving company, and crane contractor. Structural damage within the Route 12 shed sample intake assembly was identified during a dive inspection on August 31. Corrective repairs were made promptly on September 2.
- Data Management Group (http://wqdmgdev.mwra.net/): Staff prepared and submitted monthly compliance reports on schedule. Programming to automate the weekly and monthly water quality reports progressed. Staff, in conjunction with operations staff, developed a water quality complaint database that is now operational and used to log and track complaints. Staff developed and implemented custom user interfaces for different group requirements to interact with the complaints database. This quarter, four data requests were fulfilled.
- Permitting/Environmental Compliance: This quarter, staff received and posted town flammable storage permit renewal for the Southborough Western Operations Headquarters property. Staff continued close monitoring of CWTP hydrofluorosilicic acid chemical inventory and worked with procurement on six-month contract which starts on October 1.

ENVIRONMENTAL QUALITY-WASTEWATER

- Ambient Monitoring: Review and synthesis of 2025 Massachusetts Bay monitoring data continues. The sixth, seventh, and eighth Massachusetts Bay water column surveys of the year occurred in Q1. Staff supported the production of RFQ/P materials to solicit bids on monitoring in 2027-2029 under OP-538.
- Harbor/CSO Receiving Water Monitoring: Biweekly harbor and river monitoring continues. The annual water quality report for the Charles River, Alewife Brook, and Mystic River was submitted in July.
- Permitting and Compliance Reporting: Submitted monthly discharge monitoring reports. In Q1, there were 24 CSO and blending notifications/web postings. Posted 20 compliance documents to MWRA's website. Submitted annual Operations staffing reports for Deer Island, the Biosolids Plant, and the Wastewater Transport System to DEP and EPA. ENQUAL also submitted the Deer Island Demand Management Report, I/I Report, and FY25

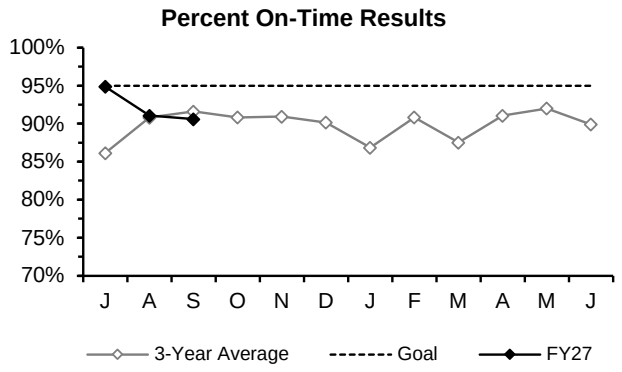
Nitrogen Technology Survey. Submitted request for a minor modification to the new Carroll NPDES permit. ENQUAL issued required public notifications and submitted a letter to EPA and MassDEP in late September regarding a partially treated discharge at the Clinton Plant that occurred between July 26 and 27. Began biannual ambient phosphorus monitoring for Clinton. The interdepartmental NPDES Steering Committee met in September.

- Coordination with other MWRA Departments: Assisted Engineering and Construction by participating in community CSO coordination meetings. Staff participated in "office hours" to answer questions on the Draft Plan, as well as meetings in July with local watershed groups and the Boston Harbor Islands Partnership. ENQUAL and Process Control are working to analyze DITP effluent nitrogen data. Selected ENQUAL staff are helping MIS test a new Forticlient version. Staff met with Western Operations, Water Quality, and DLS to review reissued Carroll Permit changes. Assisted TRAC with new quarterly Multi-Sector General Permit stormwater sampling and inspections at the Pellet Plant. ENQUAL coordinated with Process Control to notify EPA and DEP in advance of maintenance and project work associated with the Deer Island clarifier rehabilitation stop log installation, and CTG controls upgrade. ENQUAL also coordinated with Operations to notify EPA and DEP ahead of a shutdown at the Hayes Pump Station for project work. Additionally, ENQUAL coordinated with Water Quality staff to submit notification of a sheen at the Oakdale facility on August 17. Staff also met with DLS to review ambient phosphorus field sampling techniques in preparation for the monitoring at Clinton and notified DLS and TRAC of upcoming sampling for Clinton's permit renewal. ENQUAL sent Clinton effluent and landfill data to Planning for greenhouse gas reporting. Staff, with the assistance of the interdepartmental PFAS Working Group, began to develop comments on EPA's Draft Guidance for Reducing Risk from Perfluorooctanoic Acid (PFOA) and Perfluorooctane Sulfonic Acid (PFOS) in Biosolids. Assisted Law with questions on Boston Harbor water quality. Coordinated a tour of the Pellet Plant for ENQUAL and Law Department staff.
- Cooperation with other agencies: ENQUAL staff have been participating with other interested parties on CSO engagement and public notification efforts. Staff met with the South Essex Sewerage District to discuss the District's newly issued modified NPDES permit. Staff attended the Northeast Regional Association of Ocean Observing Systems Board of Directors meeting in August. Also in August, staff submitted a questionnaire on DITP for the Division of Marine Fisheries. In conjunction with Water Quality staff, ENQUAL staff are liaising with the Water Research Foundation (WRF) on an ongoing basis, including an on-site meeting at Deer Island in September with the WRF CEO. Staff also attended the September meeting of the Mass Bays National Estuary Program Management Committee. Additionally, staff coordinated with BWSC, Cambridge, Chelsea, and Somerville for CSO public access notification sign inspections. ENQUAL staff also coordinated a meeting with BWSC, ADS, and Operations Engineering to review the operation of BOS019. ENQUAL staff joined DEP's annual NPDES inspection of Deer Island on September 23.

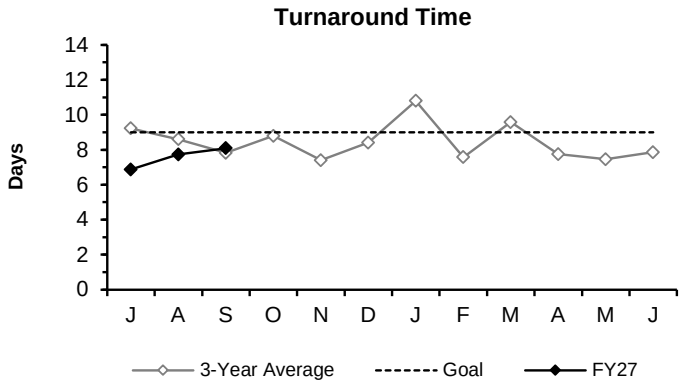
Laboratory Services

1st Quarter - FY27

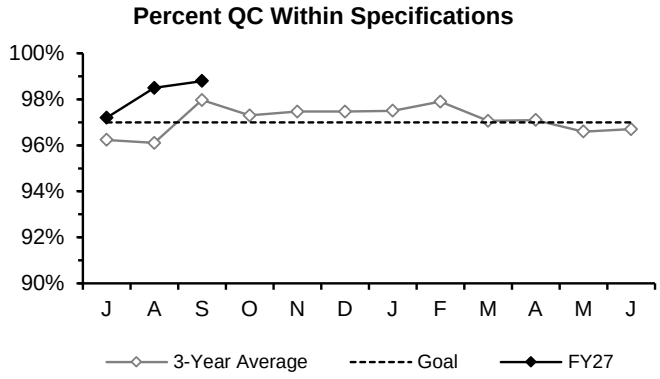
Laboratory Services supports the laboratory sampling, testing, and consulting needs of various client groups primarily in the Operations Division. This includes drinking water transmission and treatment, wastewater collection and treatment, wastewater residuals management, industrial-pretreatment monitoring, and environmental quality.



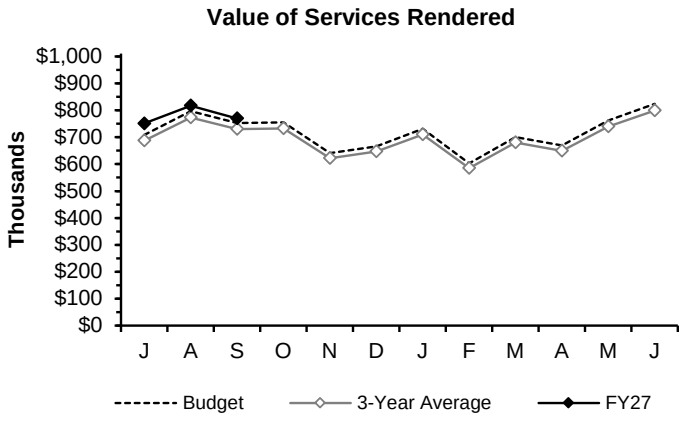
The Percent On-Time measurement assesses performance against internal client due dates. These due dates are shorter than the compliance reporting requirements to allow for internal review of the data.



Turnaround Time measures the average time from sample receipt to sample completion.



Percent QC Within Specifications measures the fraction of Quality Control tests that met required limits during the month.

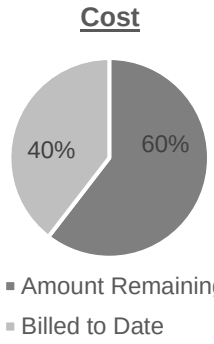


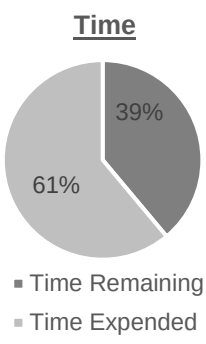
Value of Services Rendered models the true cost of the lab work performed, including fringe benefits that are not a part of the Laboratory Services budget.

School Lead Program: During the 1st quarter of FY27, MWRA's lab completed 385 tests from 59 schools and childcare facilities in 29 communities. Since 2016, MWRA's Laboratory has conducted over 50,000 tests from 780 schools and daycares in 50 communities. We have also completed 1164 home lead tests under the DPH sampling program and 2526 lead tests in response to resident requests since 2017.

CONSTRUCTION PROGRAMS

Engineering & Construction
Projects In Construction
1st Quarter – FY27



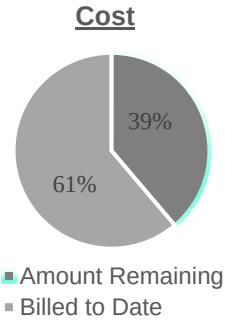


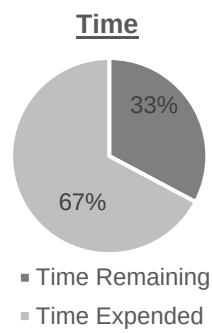
Rehabilitation of Hayes Pump Station

Project Summary: The Hayes Pump Station was built in 1987 to replace the old Reading Pump Station. The station pumps flows of approximately 3 mgd on a typical day and is able to pump peak flows of approximately 9.4 mgd. The majority of the Hayes Pump Station equipment and facility components are over 30 years old or are at the end of their service life. These assets are in need of repair or replacement to ensure the continued, reliable operation of this facility.

Contract Amount: $25,960,159.86 *Contract Duration:* 1,095 Days

Notice to Proceed: 9-Dec-24 *Contract Completion: 9*-Dec-27



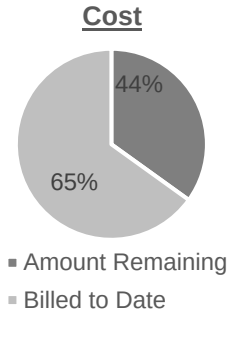


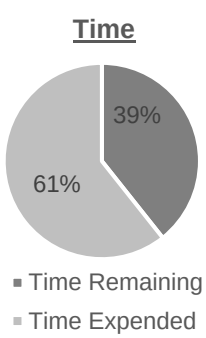
Intermediate High Pipeline CP1 Sections 75A & 47

Project Summary: This contract will improve system reliability by providing hydraulic looping and redundancy between the two Intermediate High Pressure zones and operational flexibility in the event of pipe failures. The contract will also improve water quality by reducing the length of unlined cast iron water mains in the system.

Contract Amount: $22,995,737.09 *Contract Duration:* 912 Days

Notice to Proceed: 3-Feb-25 *Contract Completion: 4*-Aug-27



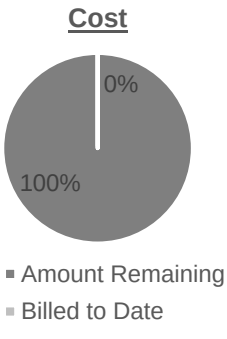


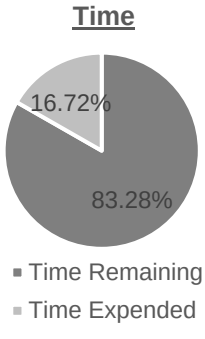
NEH Pressure Zone Improvements CP2

Project Summary: This project, NEH Pressure Zone Improvements - CP2, Sections 45 and 63, includes installation of approximately 11,000 linear feet of new 24-inch diameter water main in Lexington to interconnect Section 45 Extension to the new pipeline installed in CP1 to improve redundancy. CP2 also includes installation of two revenue meters for Lexington, and replacement of 3,400 linear feet of 20-inch diameter water main of Section 63 in Arlington with 24-inch water main.

Contract Amount: $27,783,413.90 *Contract Duration:* 880 Days

Notice to Proceed: 19-May-25 *Contract Completion: 20-Sep-27*





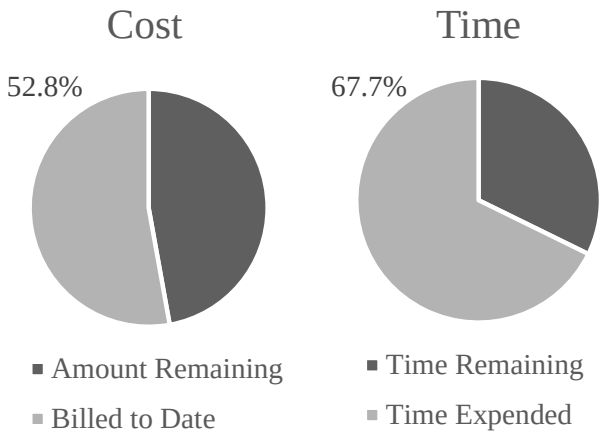
WASM 3, CP2, Water Main Rehabilitation

Project Summary: This project includes the replacement and rehabilitation of approximately 3,540 feet of 60-inch-diameter water main, internal repair of two chronic leak sites with 540 feet of carbon fiber lining, installation of four 60-inch butterfly valves, a meter replacement in Waltham, and a meter replacement in Belmont. The work included in CP2 is restricted to the low water demand months from September 15 to May 15 in order to meet summer high demand periods.

Contract Amount: $21,467,000 *Contract* Duration: 1,202 Days

Notice to Proceed: 20-Mar-26 *Contract Completion: 4-Jul-29*

Deer Island Wastewater Treatment Plant
Projects In Construction
1st Quarter – FY27



7395 - Clarifier Rehabilitation Phase 2

Project Summary: This project involves the replacement of the original remaining scum and sludge equipment, as follows: over 400 Primary Clarifier influent, effluent, and dewatering gates; 384 primary effluent cross channel gate actuators; approximately 450 secondary scum influent gates and actuators; wear strip rails,768 head shaft and idler sprockets; over 3000 linear feet of influent channel aerations piping systems; 360 head shafts collector drives and chains; return sludge line vent piping; approximately 400 concrete and aluminum hatches and associated electrical and control systems.

Contract Amount: $298,197,238.72 *Contract Duration:* 1919 Days

Notice to Proceed: 10-Mar-23 *Contract Completion:* 10-Jun-28

CSO CONTROL PROGRAM

1st Quarter – FY27

Overview

Over the last 36 years substantial progress has been made toward reducing Combined Sewer Overflow (CSO) discharges within the Metropolitan Boston area. All 35 projects in the CSO Long-Term Control Plan (LTCP) were completed as of December 2015. Subsequently, MWRA completed a multi-year CSO post-construction monitoring program and performance assessment, filing the Final CSO Post Construction Monitoring Program and Performance Assessment Report with the Court and submitted copies to EPA and DEP in December 2021. A supplement to the 2021 Final Combined Sewer Overflow Report was submitted in December 2024. April 2024 Annual report shows an 88% reduction in CSO in a typical year, from 3.3 billion gallons to 397 million gallons, with 78 of 86 outfalls meet or materially meet the LTCP goals for CSO activation frequency and volume. On April 30, 20206 MWRA, Cambridge, and Somerville (referred to as the Partners) jointly submit a Draft Updated Combined Sewer Overflow Control Plan Report for their respective outfalls (or a joint plan) to MassDEP and the U.S. Environmental Protection Agency ("EPA"). Projects in the recommended plan are predicted to result in **zero CSO discharges** in the Charles River, Upper Mystic River and Alewife Brook in a 2050 Typical Year. The Authority's estimated share of the draft Updated CSO Control Plan's projected $1.29 billion planning-level capital cost is approximately $763.7 million.

Court Ordered Levels of CSO Control

MWRA held its last scheduled meetings with CLF and the DEP/EPA. The last meeting completing our obligation was jointly held with CLF and DEP/EPA on 12/13/2024.

Ongoing Projects as of September 30, 2026

- *East Boston CSO Control*: BWSC completed Phase 3 of East Boston CSO Control in spring 2024 on 8/2/24. Phase 4 includes five separation contracts, finishing by 2030. Contract 1 21-309-002 NTP 9/9/25 with a SC date 12/27 will show improvements at BOS014. Contract 2 23-309-002 NTP 4/27 and SC 12/30 will have significant benefits to MWR003. Contract C3 26-309-002 NTP 4/28 and SC 12/30. The remaining East Boston contract as 25-309-002 and 26-309-002.
- *South Boston CSO Control:* Contract 1 20-309-012completed February 2023, Contract 2 21-309-012 completed April 2026, Contract 3 22-309-012 NTP 10/24 and a SC date of 3/27. Contract 4 23-309-012 NTP 10/26 and a SC data of 5/28. Contract 5 24-3090012 NTP 10/27 and SC date of 12/30.
- *Somerville Marginal New Pipe Connection:* the Somerville Marginal New Pipe Connection, involves constructing a new underground junction chamber and motorized control gate to hydraulically connect the Somerville Marginal influent conduit with the interceptor, providing real-time flow control and system integration with MWRA SCADA to reduce CSO discharges to the Mystic River. RJV Contractor's was awarded the notice to proceed 10/25. Construction is paused due to MassDOT permitting. Construction resumed April 2026 and the anticipated substantial completion date is 12/31/2026.
- *Roxbury Sewer Separation:* Phase 3 work complete paving remains to be completed spring 2024. BWSC Contract 17-309-011 substantial completed on 9/4/24. Contract 22-309-003 NTP 11/25 and SC 6/27.
- *Fort Point Channel and Mystic Contract 23*-309-014 completed 12/24.
- *Parker Street and Ruggles Contract 20*-309-007 completed 11/26.

Ongoing Projects as of September 30, 2026 Continued

- *CAM005 weir* was raised and lengthened to reduce CSO activation and frequency. A Draft Preliminary Design workshop was held on 12/19/24 with Cambridge DPW and Mount Auburn Hospital. Construction started 7/26. Concrete for weir wall was placed on 7/31/26. Substantial completion 8/26.
- Somerville Marginal CSO Facility Rehab Design: MWR205/SOM007A complete design of facility rehabilitation 2/28. Design contract awarded NTP 5/26, first site visit with the design consultant and sub-consultants was held on 8/6. Design services are underway for the rehabilitation of the Somerville Marginal CSO Facility. The design schedule identifies February 2, 2027 for the Draft Preliminary Design Report, July 23, 2027 for 60% Design, November 3, 2027 for 90% Design, February 17, 2028 for 100% Design.

CSO variances

MassDEP has issued multi-year CSO variances allowing MWRA, Cambridge, and Somerville to continue limited CSO discharges to Alewife Brook, the Upper Mystic River, and the Charles River lower basin. The 2024 variances require Updated LTCPs, addressing CSO control levels, cost evaluations, performance improvements, public participation, and affordability.

- Plan Timeline: Draft Updated Combined Sewer Overflow Control Plan Report due April 30, 2026, Final Plan due May 2027.
- Approval & Schedule: MassDEP and EPA conditionally approved MWRA's Scope of Work on 5/11/2022**.**
- Meetings & Public Engagement: A public meeting sharing Additional Information on Draft CSO Plan Alternatives was held on 6/2/2026. Public engagement continued through office hours and three public hearings during the Draft Plan comment period. Public Hearing #1 was held September 17, 2026 in Cambridge (hybrid); Public Hearing #2 was held September 24, 2026 virtually; and Public Hearing #3 is scheduled for October 28, 2026, 6:00–8:00 PM, hybrid, at Somerville City Hall, Council Chambers, 93 Highland Ave., Somerville. The final office hours session was held October 6, 2026, 5:30–7:30 PM, at 79 Highland Ave., Somerville. Written comments are accepted through October 30, 2026.
- Completed & Upcoming Studies:
    - Alewife PS Optimization (submitted 4/27/2021)
    - Somerville Marginal CSO Reduction Study (submitted 12/27/2021)
    - Alewife Brook & Charles River System Optimization (submitted 12/28/2022)
    - MWRA CSO Variances Optimization Measures Report (submitted 1/31/2023)
    - Odor control feasibility study (submitted 6/2/2025)
    - Real-time notification (submitted 8/29/2025)
    - Floatables control study (submitted 9/30/2025)

CIP Expenditures
1st Quarter – FY27

FY27 Capital Improvement Program Expenditure Variances through September by Program - ($ in thousands)				
Program	FY27 Budget Through September	FY27 Actual Through September	Variance Amount	Variance Percent
Wastewater	$30,124	$35,345	$5,222	17%
Waterworks	$22,204	$12,935	($9,269)	42%
Business and Operations Support	$3,658	$922	($2,736)	75%
Total	$55,986	$49,202	($6,784)	12%

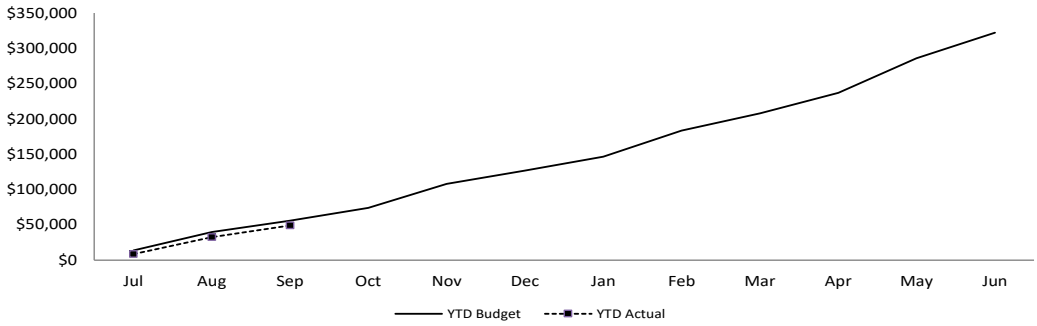
Wastewater:

- Spending was greater than planned in Wastewater primarily due to greater than planned contractor progress for the Deer Island Treatment Plant Clarifier Rehabilitation Phase 2 Construction, greater than anticipated grants and loans for the Infiltration/Inflow (I/I) Local Financial Assistance Program, and greater than anticipated consultant progress for Combined Heat & Power Design/ESDC/REI.
- This greater than planned spending was partially offset by Interceptor Renewal 7, Malden & Melrose-Construction and CA, Somerville Marginal New Pipe Connection, Hayes Pump Station Rehab Construction.

Water:

- Spending was less than planned due to less than anticipated distributions for community loans for the Local Water Financial Assistance Program, as well as design services planned for FY27 performed in FY26 for Metropolitan Water Tunnel Program Final Design/ESDC, less than anticipated expenditures for Administration, Legal & Public Outreach, Notice to Proceed later than anticipated for Cathodic Protection Shaft E, N & W Improvements – Construction, and less than anticipated contractor progress for Section 75A and 47 Extension CP-1.
- This less than planned spending was partially offset by greater than planned contractor progress for Section 56 Replacement/Saugus River Construction, and greater than planned consultant progress for NEH Improvements Design/ESDC.

Budget vs. Actual CIP Expenditures ($ in thousands)
Total FY27 CIP Budget of $322,059



Construction Fund Management

All payments to support the capital program are made from the Construction Fund. Sources of fund in-flows include bond proceeds, commercial paper, SRF reimbursements, loan repayments by municipalities, and current revenue. Accurate estimates of cash withdrawals and grant payments (both of which are derived from CIP spending projections) facilitate planning for future borrowings and maintaining an appropriate construction fund balance.

Cash Balance as of 9/26/26	$167.0 million
Unused capacity under the debt cap:	$2.64 billion
Estimated date for exhausting construction fund without new borrowing:	December 2026
Estimated date for debt cap increase to support new borrowing:	Not anticipated at this time
Commercial paper/Revolving loan outstanding: Commercial paper capacity / Revolving Loan	$ 50 million $350 million
Budgeted FY27 Cash Flow Expectancy*:	$245 million

DRINKING WATER QUALITY AND SUPPLY

Source Water – Microbial Results and UV Absorbance

1st Quarter – FY27

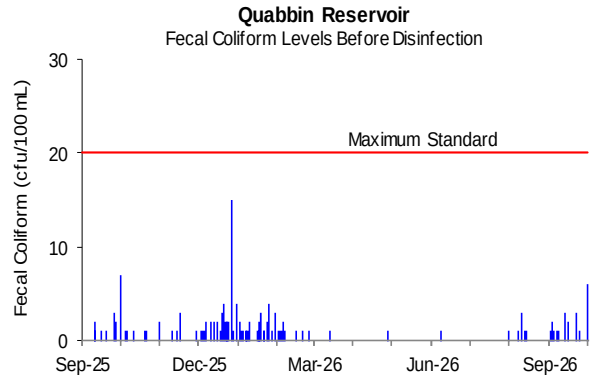
Source Water – Microbial Results

Total coliform bacteria are monitored in both source and treated water to provide an indication of overall bacteriological activity. Most coliforms are harmless. However, fecal coliforms, a subclass of the coliform group, are identified by their growth at temperatures comparable to those in the intestinal tract of mammals. They act as indicators of possible fecal contamination. The Surface Water Treatment Rule for unfiltered water supplies allows for no more than 10% of source water samples prior to disinfection over any six-month period to have more than 20 fecal coliforms per 100mL.

Sample Site: Quabbin Reservoir

Quabbin Reservoir water is sampled at the William A. Brutsch Water Treatment Facility raw water tap before being treated and entering the CVA system.

All samples collected during the quarter were below 20 cfu/100mL. **For the current six-month period, 0.0% of the samples have exceeded a count of 20 cfu/100mL.**

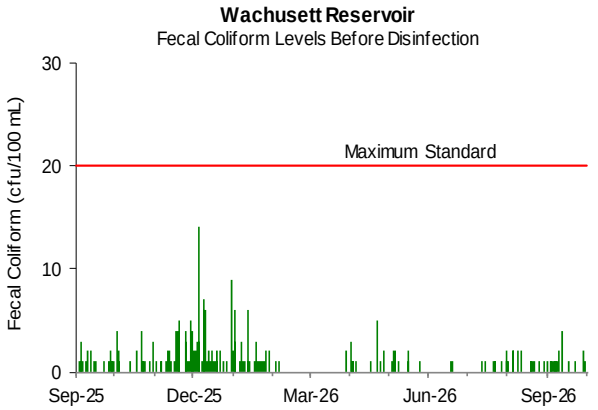


Sample Site: Wachusett Reservoir

Wachusett Reservoir water is sampled at the CWTP raw water tap in Marlborough before being treated and entering the MetroWest/Metropolitan Boston systems.

In the wintertime when smaller water bodies near Wachusett Reservoir freeze up, many waterfowl will roost in the main body of the reservoir - which freezes later. This increased bird activity tends to increase fecal coliform counts. DCR has an active bird harassment program to move the birds away from the intake area.

All samples collected during the quarter were below 20 cfu/100mL. **For the current six-month period, 0.0% of the samples exceeded a count of 20 cfu/100mL.**

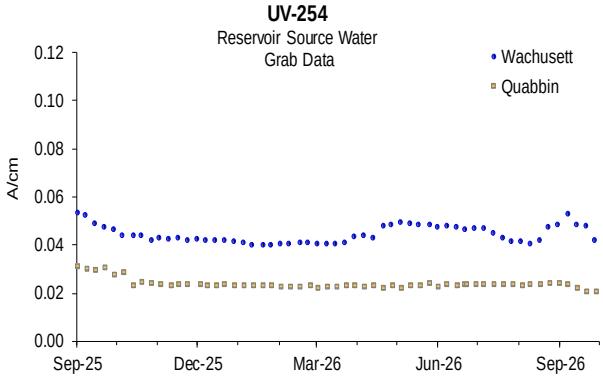


Source Water – UV Absorbance

UV Absorbance at 254nm wavelength (UV-254), is a measure of the amount and reactivity of natural organic material in source water. Higher UV-254 levels cause increased ozone and chlorine demand resulting in the need for higher ozone, and chlorine doses and can increase the level of disinfection by-products. UV-254 is impacted by tributary flows, water age, sunlight and other factors.

Quabbin Reservoir UV-254 levels averaged 0.023 A/cm for the quarter.

Wachusett Reservoir UV-254 levels averaged 0.045 A/cm for the quarter.



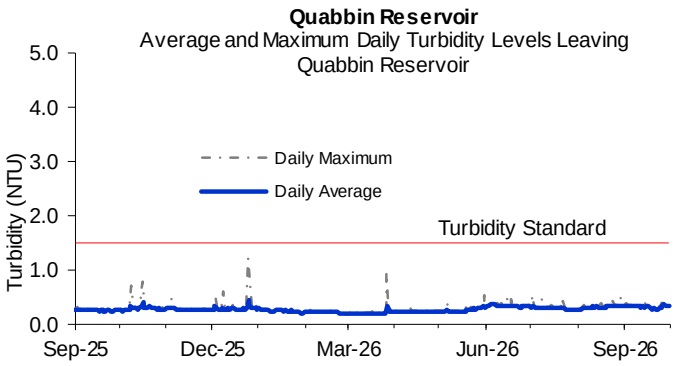
Source Water – Turbidity

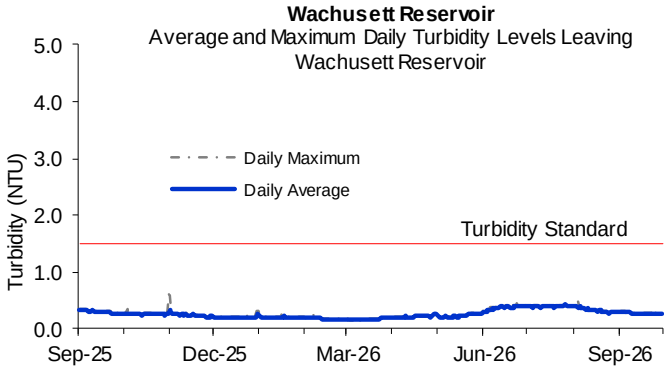
1st Quarter – FY27

Turbidity is a measure of suspended and colloidal particles including clay, silt, organic and inorganic matter, algae and microorganisms. The effects of turbidity depend on the nature of the matter that causes the turbidity. High levels of particulate matter may have a higher disinfectant demand or may protect bacteria from disinfection effects, thereby interfering with the disinfectant residual throughout the distribution system.

There are two standards for turbidity: all water must be below five NTU (Nephelometric Turbidity Units), and water only can be above one NTU if it does not interfere with effective disinfection.

Turbidity of Quabbin Reservoir water is monitored continuously at the Brutsch Water Treatment Facility (BWTF) before UV and chlorine disinfection. Turbidity of Wachusett Reservoir is monitored continuously at the Carroll Water Treatment Plant (CWTP) before ozonation and UV disinfection. Maximum turbidity results at Quabbin and Wachusett were within DEP standards for the quarter.



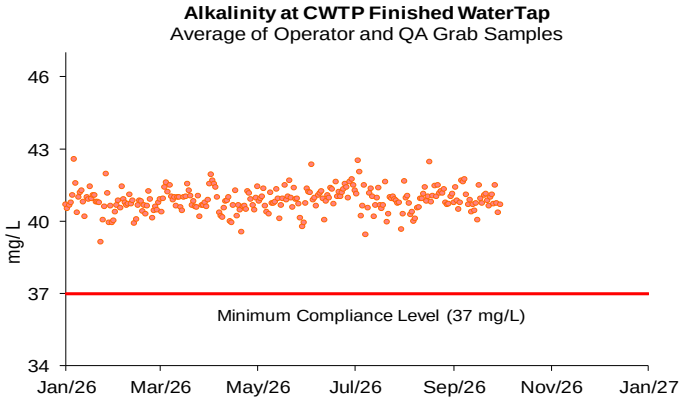


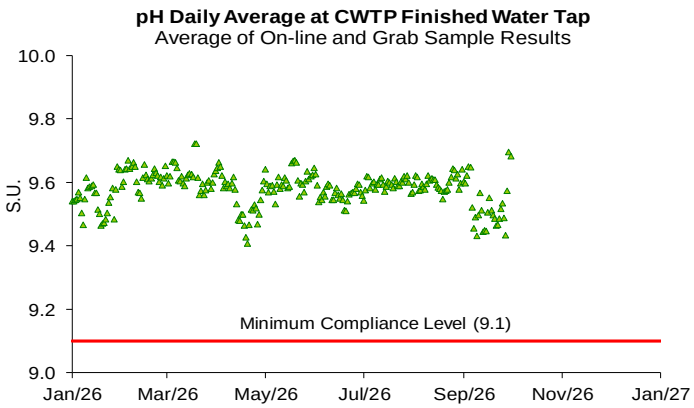
Treated Water – pH and Alkalinity Compliance

MWRA adjusts the alkalinity and pH of Wachusett water at CWTP to reduce its corrosivity, which minimizes the leaching of lead and copper from service lines and home plumbing systems into the water. MWRA tests finished water pH and alkalinity daily at the CWTP's Fin B sampling tap. MWRA's target for distribution system pH is 9.3; the target for alkalinity is 40 mg/l. Per DEP requirements, CWTP finished water samples have a minimum compliance level of 9.1 for pH and 37 mg/L for alkalinity. Samples from 27 distribution system locations have a minimum compliance level of 9.0 for pH and 37 mg/L for alkalinity. Results must not be below these levels for more than nine days in a six month period. Distribution system samples are collected in March, June, September, and December.

Each CVA community provides its own corrosion control treatment. Individual CVA reports are found here: https://www.mwra.com/your-water-system/drinking-water-quality/annual-water-quality-test-results-0.

Quarterly distribution system samples were collected over the course of two weeks in September. Distribution system sample pH ranged from 9.2 to 9.7 and alkalinity ranged from 40 to 43 mg/L. Over the past six months, no sample results were below the compliance levels.





Treated Water – Disinfection Effectiveness

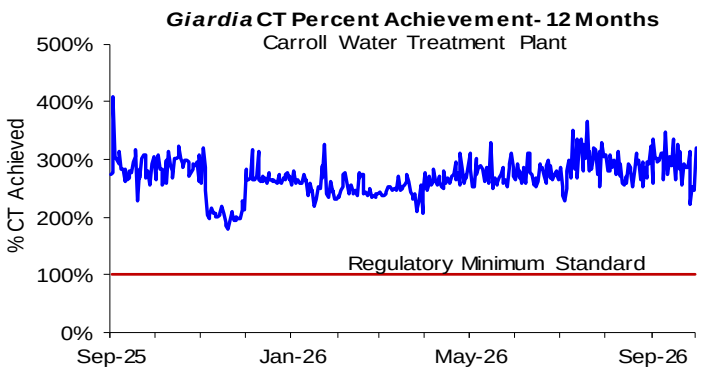
1st Quarter – FY27

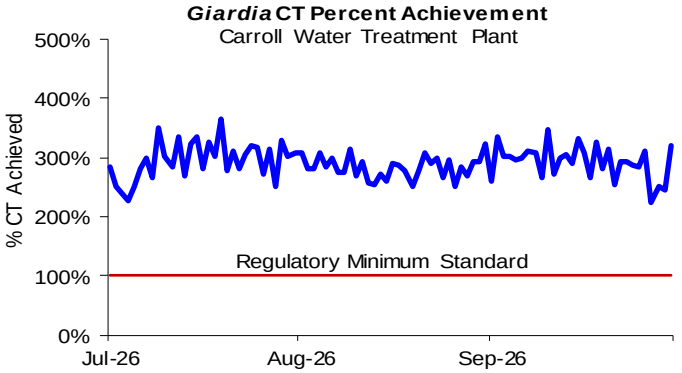
At the Carroll Water Treatment Plant (CWTP), MWRA meets the required 99.9% (3-log) inactivation of *Giardia* using ozone (reported as CT: concentration of disinfectant x contact time) and the required 99% (2-log) inactivation of *Cryptosporidium* using UV (reported as IT: intensity of UV x time). MWRA calculates inactivation rates hourly and reports *Giardia* inactivation at maximum flow and *Cryptosporidium* inactivation at minimum UV dose. MWRA must meet 100% of required CT and IT.

CT achievement for *Giardia* assures CT achievement for viruses, which have a lower CT requirement. For *Cryptosporidium*, there is also an "off-spec" requirement. Off-spec water is water that has not reached the full required UV dose or if the UV reactor is operated outside its validated ranges. No more than 5% off-spec water is allowed in a month.

Wachusett Reservoir – MetroWest/Metro Boston Supply:

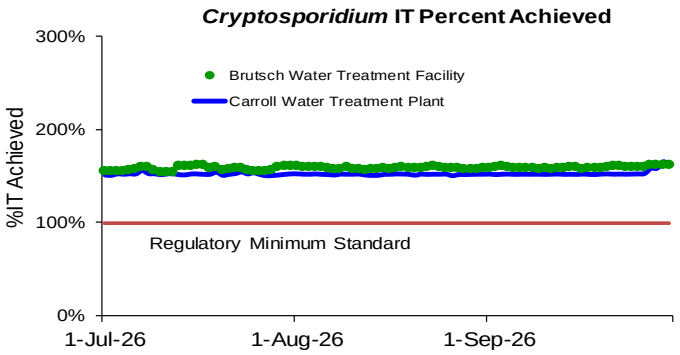
- The chlorine dose at the CWTP varied between 3.47 and 4.01 mg/L for the quarter.
- Ozone dose at the CWTP varied between 1.3 to 2.0 mg/L for the quarter.
- *Giardia* CT was maintained above 100% at all times the plant was providing water into the distribution system this quarter, as well as every day for the last fiscal year.
- *Cryptosporidium* IT was maintained above 100% for the quarter. Off-spec water was less than 5%.
- During November 2025, automated programming for determining ozone CT at CWTP transitioned to using valve position to determine ozone flow activity in lieu of diffuser flow meters that have become obsolete and less reliable for determining ozone flow activity. Additionally, an ozone grid operational change resulted in lower ozone residuals, thus a lower CT inactivation than typical, but still within compliance.

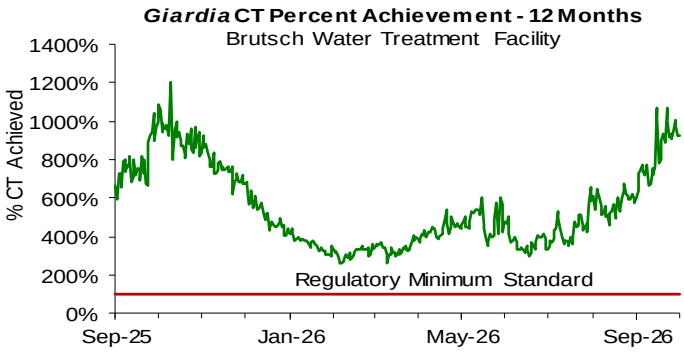


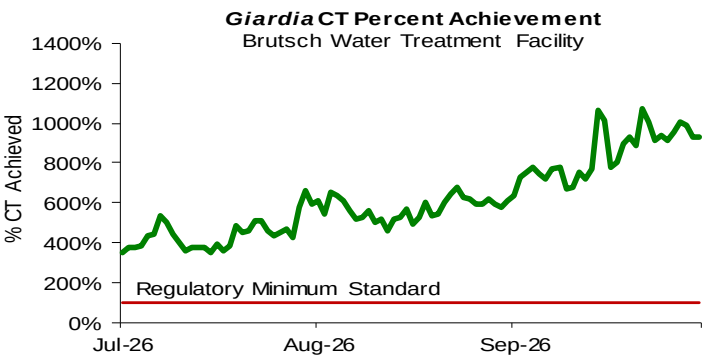


Quabbin Reservoir (CVA Supply) at: Brutsch Water Treatment Facility

- The chlorine dose at BWTF is adjusted in order to achieve MWRA's seasonal target of 0.70 to 0.75 mg/L (January 1 – March 31), 0.75 to 0.80 mg/L (April 1 – June 30 and November 1 – December 31), and 0.85 to 1.05 mg/L (July 1 – October 31) at Ludlow Monitoring Station.
- The chlorine dose at BWTF varied between 1.61 to 1.80 mg/L for the quarter.
- *Giardia* CT was maintained above 100% at all times the plant was providing water into the distribution system for the quarter.
- *Cryptosporidium* IT was maintained above 100% for the quarter. Off-spec water was less than 5%.







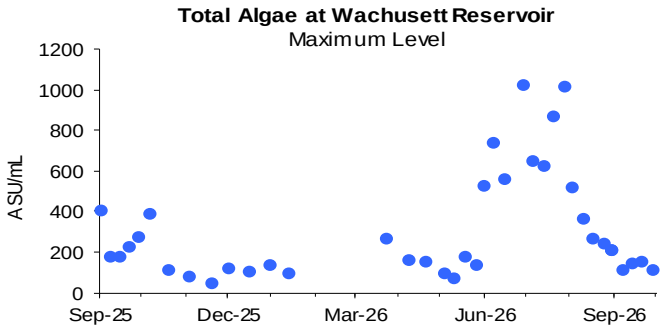
Source Water - Algae

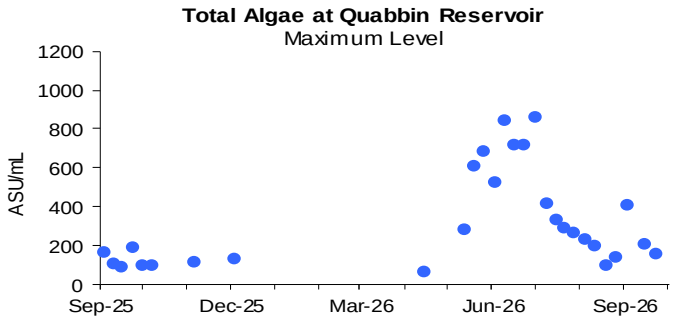
1st Quarter – FY27

Algae levels in the Wachusett and Quabbin Reservoir are monitored by DCR and MWRA. These results, along with taste and odor complaints, are used to make decisions on source water treatment for algae control.

Taste and odor complaints at the tap may be due to algae, which originate in source reservoirs, typically in trace amounts. Occasionally, a particular species grows rapidly, increasing its concentration in water. When *Synura*, *Anabaena*, or other nuisance algae bloom, MWRA may treat the reservoirs with copper sulfate, an algaecide. During the winter and spring, diatom numbers may increase. While not a taste and odor concern, consumers that use filters may notice a more frequent need to change their filters.

In the 1st quarter, there were no complaints which may be related to algae reported from the local water departments.





Drinking Water Quality Customer Complaints: Taste, Odor, or Appearance

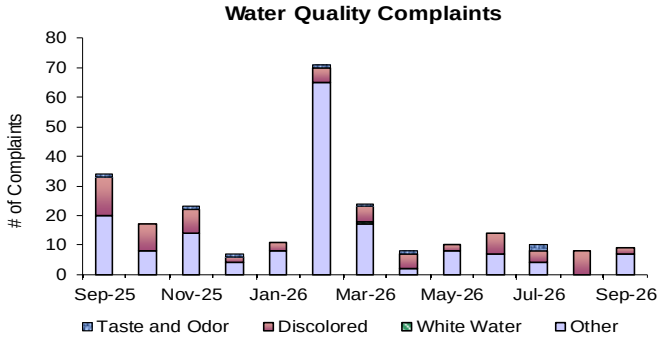
MWRA collects information on water quality complaints that typically fall into four categories: 1) discoloration due to MWRA or local pipeline work; 2) taste and odor due to algae blooms in reservoirs or chlorine in the water; 3) white water caused by changes in pressure or temperature that traps air bubbles in the water; or 4) "other" complaints is a broad category and can include conditions such as low pressure, no water, water main or service line disruptions without discoloration, clogged filters, or other issues.

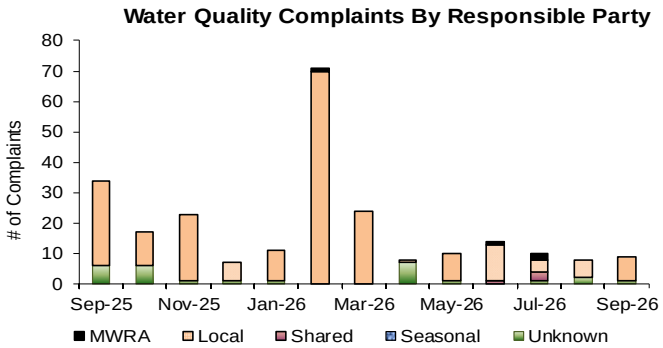
MWRA routinely contacts communities to classify and tabulate water complaints from customers. This count, reflecting only telephone calls to towns, probably captures only a fraction of the total number of customer complaints. Field Operations staff have improved data collection and reporting by keeping track of more kinds of complaints, tracking complaints to street addresses and circulating results internally on a daily basis.

Communities reported twenty-seven complaints during the quarter compared to sixty-eight from the 1st Quarter of FY26. Of these complaints, 14 were for "discolored water", 2 were for "taste and odor ", and 11 were for "other". Of these complaints, 18 were local community issues, 2 were MWRA related, 3 were a shared community/MWRA issue, and 4 were unknown in origin.

For the Quarter:

- Jul: Local DPW and MWRA staff are investigating 4 complaints: Boston, discolored water possibly due to plumbing issue; Marblehead, 2 low pressure issues in the morning; Milton resident, concerned they have elevated iron levels. MWRA staff are investigating a Newton(taste and odor) and Winchester(discolored) water complaints. Somerville reported a no water complaint which was internal to the building and a sulfur smell complaint which was due to flushing in the area.
- Aug: Arlington (1), Boston(2), and Somerville (3) reported discolored water complaints which were due to the local fire department and the local DPW performing tests on the fire hydrants.
- Sep: Three communities reported complaints which were caused by water main breaks which the local DPW's repaired: Burlington (clogged filter), Somerville (no water), and Wilbraham (clogged filter). Somerville reported a low pressure and discolored water complaint which were internal to the building. A no water complaint from Somerville was due to a planned water main shutdown to perform maintenance work.





Bacteria & Chlorine Residual Results for Communities in MWRA Testing Program

1st Quarter – FY27

While all communities collect bacteria samples and chlorine residual data for the Total Coliform Rule (TCR), data from the 46 systems that use MWRA's Laboratory or provide data to MWRA are reported below. Each community executes their own sampling program as required by MassDEP; the total number of samples collected depends upon the population served and the number of repeat samples required. MWRA's program includes sampling at the entry point to the distribution system, along the transmission system, as well as at all water storage tanks. A subset of the community sampling locations are included in MWRA's Shared Community TCR Program and are considered locations indicative of MWRA water as it enters the community system; however, these sites may be influenced by local pipe conditions or water meter activity (1).

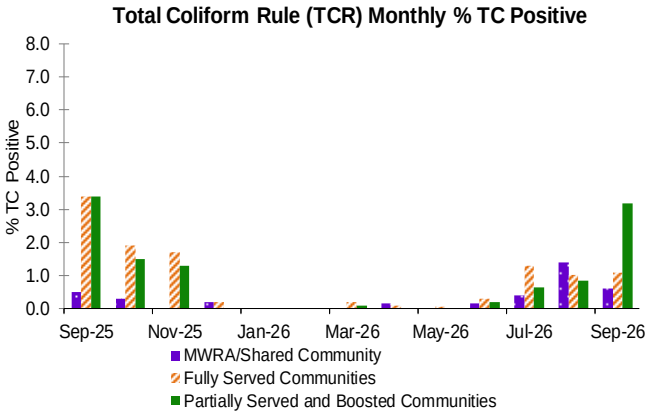
While samplers test chlorine residual in the field additional samples are collected for bacteria testing at a certified laboratory. Samples are tested for total coliform and *Escherichia coli* (*E.coli*). *E.coli* is a specific coliform species whose presence likely indicates potential contamination of fecal origin. If *E.coli* are detected in a drinking water sample, this is considered evidence of a potential public health concern. Public notification is required if repeat tests confirm the presence of *E.coli* or total coliform. Total coliform provide a general indication of the sanitary condition of a sample tap and/or water supply. If total coliform are detected in more than 5% of samples in a month (or if more than one sample is positive when less than 40 samples are collected), the water system is required to investigate the possible cause with a Level 1 or 2 Assessment, and correct any identified problems. A disinfectant residual is intended to maintain the sanitary integrity of the water; MWRA considers a residual of 0.2 mg/L a minimum target level at all points in the distribution system.

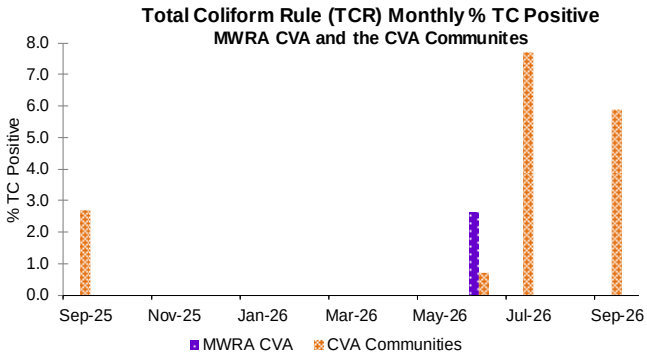
		Total Coliform		*E.coli*	Assessment	Chlorine Residual (mg/L)		
		# Samples (b)	# (%) Positive	#Positive	Required	Max	Min	Avg
MWRA (1)	MWRA Locations	419	8 (1.9%)	0		3.04	1.68	2.42
	Shared Community/MWRA sites	1525	10 (0.7%)	0		3.40	0.51	2.06
	Total: MWRA	1944	18 (0.9%)	0	No			
Fully Served	ARLINGTON	169	0 (0%)	0		2.58	0.24	1.77
	BELMONT	104	0 (0%)	0		2.55	0.86	1.84
	BOSTON	801	3 (0.4%)	0	No	2.95	0.62	2.08
	BROOKLINE	240	1 (0.4%)	0	No	2.77	0.55	1.91
	CHELSEA	152	3 (2.0%)	0	No	2.52	1.13	1.92
	DEER ISLAND	52	0 (0%)	0		2.38	1.35	1.97
	EVERETT	172	1 (0.6%)	0	No	2.95	0.83	1.91
	FRAMINGHAM	282	3 (1.1%)	0	No	2.99	0.05	2.03
	LEXINGTON	157	0 (0%)	0		2.59	0.63	2.00
	LYNNFIELD	21	1 (4.8%)	0	No	2.45	1.01	1.75
	MALDEN	243	3 (1.2%)	0	No	2.85	0.51	1.76
	MARBLEHEAD	78	2 (2.6%)	0	No	2.43	0.54	1.88
	MARLBOROUGH	161	0 (0%)	0		3.40	0.45	2.23
	MEDFORD	261	9 (3.4%)	0	No	3.04	0.52	1.81
	MELROSE	117	0 (0%)	0		2.19	0.96	1.65
	MILTON	111	3 (2.7%)	0	No	2.41	0.22	1.68
	NAHANT	30	0 (0%)	0		2.16	0.75	1.66
	NEWTON	309	10 (3.2%)	0	Yes	2.42	0.86	2.01
	NORTHBOROUGH	48	0 (0%)	0		2.50	1.00	1.76
	NORWOOD	119	8 (6.7%)	0	Yes	2.24	0.51	1.68
	QUINCY	330	8 (2.4%)	0	No	2.57	0.16	1.85
	READING	143	0 (0%)	0		2.61	0.37	1.71
	REVERE	216	0 (0%)	0		2.76	0.48	1.98
	SAUGUS	104	0 (0%)	0		2.32	1.38	1.85
	SOMERVILLE	258	3 (1.2%)	0	No	2.64	1.10	2.10
	SOUTHBOROUGH	36	0 (0%)	0		3.20	0.61	2.48
	STONEHAM	91	0 (0%)	0		2.56	1.62	2.17
	SWAMPSCOTT	57	0 (0%)	0		2.29	0.07	1.36
	WALTHAM	225	0 (0%)	0		3.11	1.05	2.22
	WATERTOWN	155	0 (0%)	0		2.60	0.64	1.93
	WESTON	45	0 (0%)	0		2.84	1.76	2.32
	WINTHROP	75	4 (5.3%)	0	Yes	2.49	0.92	1.93
	Total: Fully Served	*5362*	*62 (1.2%)*					
Partially Served or Boosted Systems(2)	BEDFORD (2)	72	8 (11.1%)	0	Yes	2.59	0.61	1.61
	BURLINGTON	160	3 (1.9%)	0	No	2.51	0.40	1.70
	CANTON	129	7 (5.4%)	0	Yes	2.55	0.05	1.48
	HANSCOM AFB	42	2 (4.8%)	0	No	2.00	0.05	1.19
	NEEDHAM	123	0 (0%)	0		2.70	0.29	1.75
	PEABODY	247	1 (0.4%)	0	No	2.89	0.45	2.08
	WAKEFIELD	136	2 (1.5%)	0	No	2.39	0.60	1.79
	WELLESLEY	111	0 (0%)	0		2.61	0.01	1.14
	WILMINGTON	99	0 (0%)	0		3.06	0.22	1.87
	WINCHESTER	103	0 (0%)	0		2.48	0.14	1.55
	WOBURN	195	0 (0%)	0		2.45	0.22	1.06
	Total: Partially Served & Boosted Systems	*1417*	*23 (1.6%)*					
	Total: Fully & Partially Served & Boosted Systems	*6779*	*85 (1.3%)*					
CVA Part of the Chicopee Valley Aqueduct System. Free chlorine system	MWRA CVA Locations	104	0 (0%)	0		1.05	0.32	0.80
	CHICOPEE	197	0 (0%)	0		0.99	0.01	0.41
	SOUTH HADLEY FD1	72	5 (6.9%)	0	Yes	0.98	0.06	0.42
	WILBRAHAM	57	6 (10.5%)	0	Yes	1.02	0.02	0.38
	Total: CVA	*430*	*11 (2.5%)*					

(2) may mix their chlorinated supply with MWRA chloraminated supply

Bacteria & Chlorine Residual Results for Communities in MWRA Testing Program

1st Quarter – FY27





*Chlorine Residuals in Fully/Partially Served and Boosted Communities

Fully Served Communities

		% <0.1	% <0.2	% <0.5	% <1.0	% >1.0
2026	Sep	0.06	0.2	0.8	4.5	95.5
	Aug	0.23	0.3	1.0	2.9	97.1
	Jul	0.00	0.0	0.3	2.3	97.7
	Jun	0.00	0.0	0.3	1.0	99.0
	May	0.00	0.0	0.3	0.7	99.3
	Apr	0.00	0.1	0.3	0.8	99.2
	Mar	0.00	0.1	0.3	0.9	99.1
	Feb	0.00	0.2	0.5	1.4	98.6
	Jan	0.06	0.1	0.5	1.7	98.3
2025	Dec	0.05	0.5	1.0	3.0	97.0
	Nov	0.12	1.6	3.6	8.7	91.3
	Oct	0.17	0.7	2.8	6.1	93.9
	Sep	0.05	0.4	2.1	4.6	95.4

Partially Served and Boosted Communities

		% <0.1	% <0.2	% <0.5	% <1.0	% >1.0
2026	Sep	1.2	2.8	13.3	26.4	73.6
	Aug	2.0	2.6	9.6	23.2	76.8
	Jul	2.0	2.9	7.3	16.9	83.1
	Jun	1.0	1.0	6.7	13.9	86.1
	May	1.1	1.4	5.3	15.1	84.9
	Apr	0.9	0.9	5.8	18.1	81.9
	Mar	0.6	1.2	5.6	20.4	79.6
	Feb	0.9	1.6	7.5	21.5	78.5
	Jan	1.2	2.8	12.3	26.5	73.5
2025	Dec	1.7	4.8	16.6	30.1	69.9
	Nov	2.9	7.0	17.9	36.1	63.9
	Oct	2.4	5.7	12.5	28.8	71.2
	Sep	2.0	4.3	11.7	26.2	73.8

*Chlorine Residuals are measured in mg/L

*Free Chlorine Residuals in the CVA System

Chicopee

		% <0.1	% <0.2	% <0.5	% <1.0	% >1.0
2026	Sep	10.8	24.6	66.2	100	0.0
	Aug	16.9	26.2	67.7	100	0.0
	Jul	10.4	19.4	58.2	100	0.0
	Jun	10.8	16.9	49.2	100	0.0
	May	1.5	7.7	46.2	100	0.0
	Apr	0.0	4.6	40.0	100	0.0
	Mar	1.5	1.5	33.8	100	0.0
	Feb	1.5	4.6	13.8	98	1.5
	Jan	1.5	3.1	20.0	97	3.1
2025	Dec	7.7	20.0	50.8	100	0.0
	Nov	24.6	36.9	75.4	100	0.0
	Oct	23.1	35.4	70.8	100	0.0
	Sep	16.9	24.6	61.5	100	0.0

South Hadley

		% <0.1	% <0.2	% <0.5	% <1.0	% >1.0
2026	Sep	0.0	15.4	80.8	100	0.0
	Aug	5.0	15.0	60.0	100	0.0
	Jul	4.2	12.5	70.8	100	0.0
	Jun	9.5	23.8	71.4	95	4.8
	May	0.0	20.0	65.0	100	0.0
	Apr	10.0	25.0	70.0	100	0.0
	Mar	15.0	15.0	80.0	100	0.0
	Feb	10.0	20.0	75.0	100	0.0
	Jan	15.0	25.0	70.0	100	0.0
2025	Dec	10.0	35.0	80.0	100	0.0
	Nov	10.5	31.6	78.9	100	0.0
	Oct	10.0	20.0	65.0	100	0.0
	Sep	25.0	41.7	66.7	100	0.0

Wilbraham

		% <0.1	% <0.2	% <0.5	% <1.0	% >1.0
2026	Sep	14.8	25.9	81.5	100.0	0.0
	Aug	20.0	33.3	53.3	87	13.3
	Jul	13.3	26.7	60.0	100	0.0
	Jun	13.3	26.7	73.3	100	0.0
	May	13.3	33.3	60.0	100	0.0
	Apr	20.0	20.0	66.7	100	0.0
	Mar	6.7	26.7	66.7	100	0.0
	Feb	6.7	26.7	60.0	100	0.0
	Jan	0.0	26.7	73.3	100	0.0
2025	Dec	0.0	53.3	80.0	100	0.0
	Nov	0.0	53.3	73.3	100	0.0
	Oct	0.0	40.0	86.7	100	0.0
	Sep	0.0	36.8	84.2	100	0.0

Treated Water Quality: Disinfection By-Product (DBP) Levels in Communities

1st Quarter – FY27

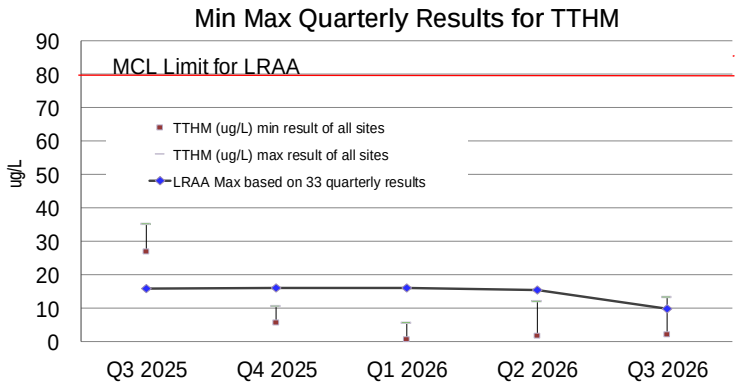
Total Trihalomethanes (TTHMs) and Haloacetic Acids (HAA5s) are by-products of disinfection treatment with chlorine. They are of concern due to their potential adverse health effects at high levels. EPA's locational running annual average (LRAA) standard, using the most recent four quarterly results, is 80 µg/L for TTHMs and 60 µg/L for HAA5s. The locational running annual average at each individual sampling location must be below the standard.

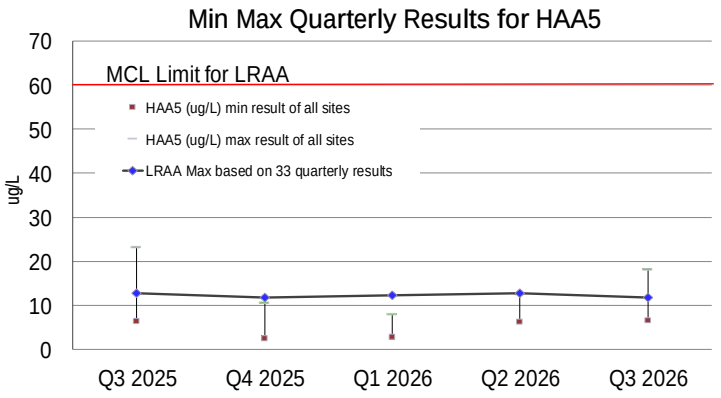
Bromate is tested monthly as required for water systems, like CWTP, that treat with ozone. EPA's RAA Maximum Contaminant Level (MCL) standard for bromate is 10 µg/L. The current RAA for Bromate at the CWTP finished water tap is 0.0 µg/L.

MWRA's TTHM and HAA5 sampling program includes sampling at 33 MetroWest and Metro Boston communities sites. Partially served and CVA communities are responsible for their own compliance monitoring and are regulated individually.

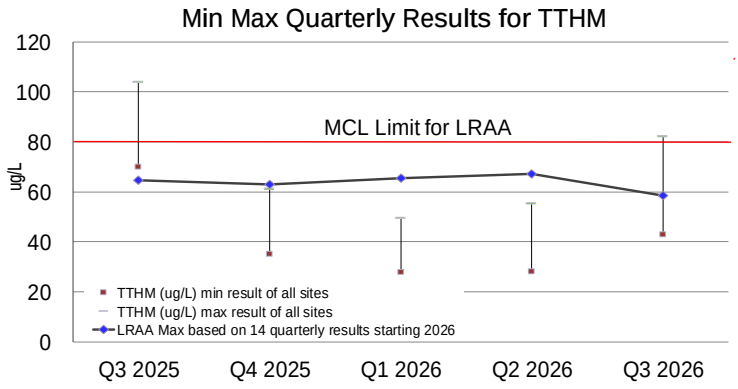
The LRAA for TTHMs and HAA5s for MWRA's Compliance Program (represented as the line in the top two graphs below) remains below current standards. The Max LRAA in the quarter for TTHMs = 9.9 µg/L; HAA5s = 11.7 µg/L. No LRAA exceedances or violations occurred this quarter for MetroBoston and for any of the CVA communities.

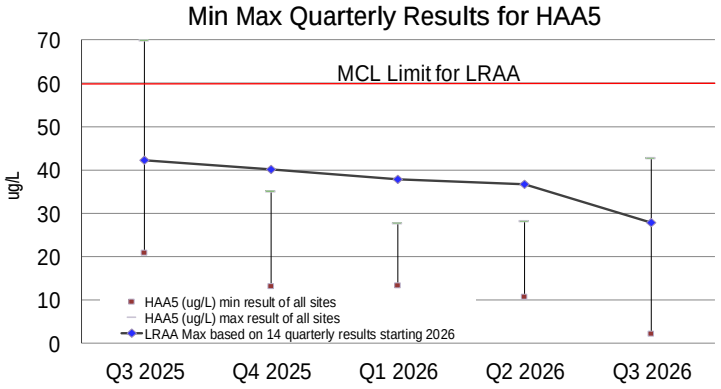
MetroBoston Disinfection By-Products





CVA Disinfection By-Products (Combined Results Chicopee, Wilbraham, & South Hadley FD1)





Water Supply and Source Water Management

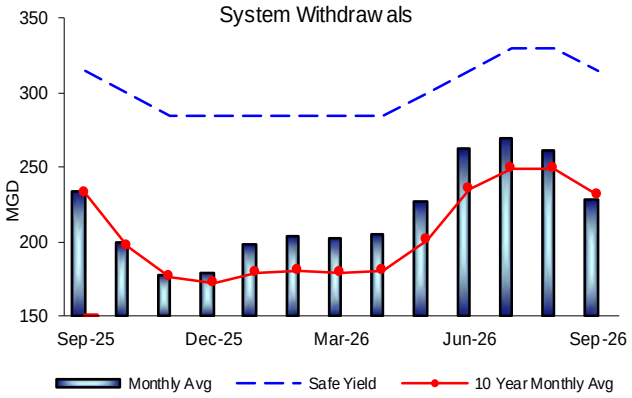
1st Quarter – FY27

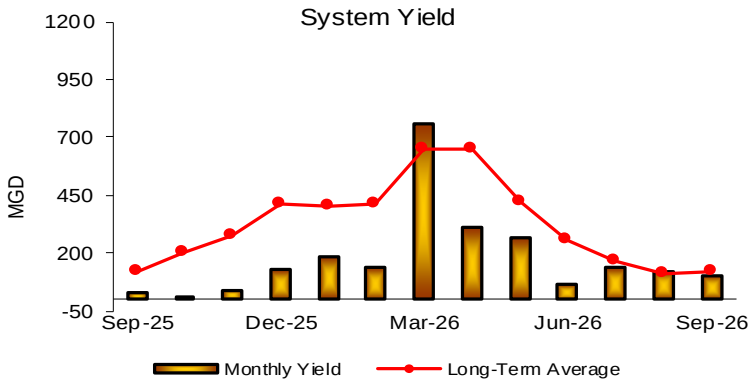
Background

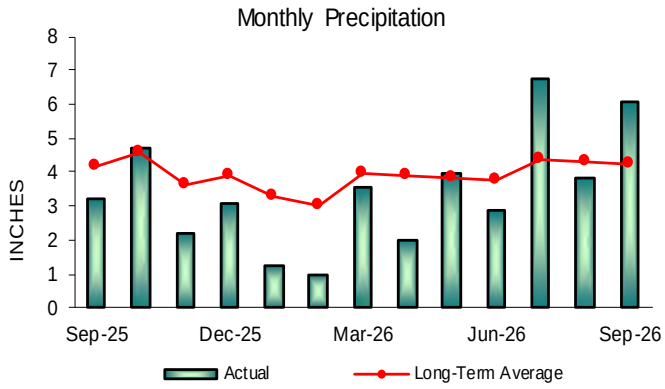
A reliable supply of water in MWRA's reservoirs depends on adequate precipitation during the year and seasonal hydrologic inputs from watersheds that surround the reservoirs. Demand for water typically increases with higher summer temperatures and then decreases as temperatures decline. Quabbin Reservoir was designed to effectively supply water to the service areas under a range of climatic conditions and has the ability to endure a range of fluctuations. Wachusett Reservoir serves as a terminal reservoir to meet the daily demands of the Greater Boston area. A key component to this reservoir's operation is the seasonal transfer of Quabbin Reservoir water to enhance water quality during high demand periods. On an annual basis, Quabbin Reservoir accounts for nearly 50% of the water supplied to Greater Boston. The water quality of both reservoirs (as well as the Ware River, which is also part of the System Safe Yield) depend upon implementation of DCR's DEP-approved Watershed Protection Plans. System Yield is defined as the water produced by its sources, and is reported as the net change in water available for water supply and operating requirements.

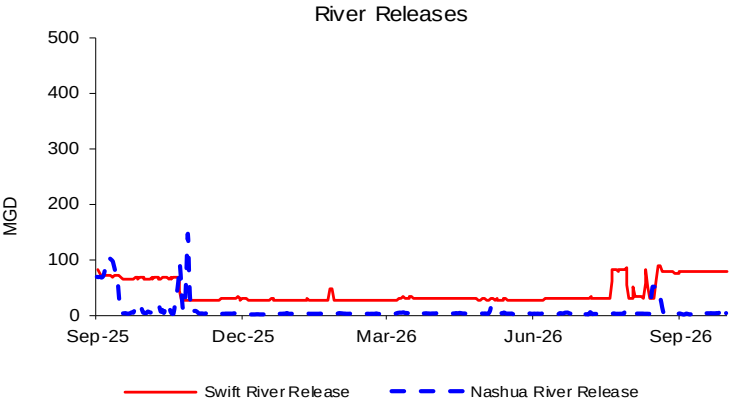
Outcome

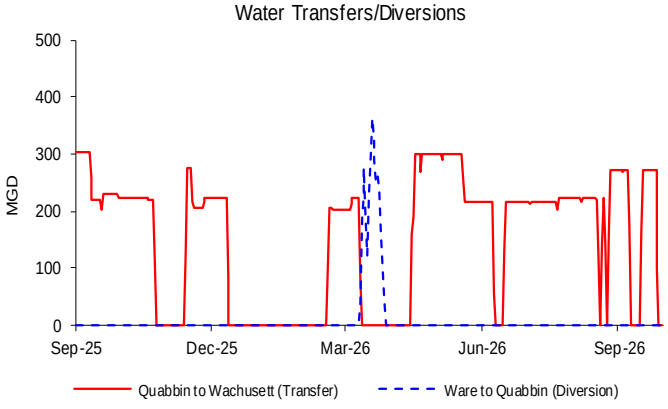
The volume of the Quabbin Reservoir was at 77.5% as of September 30, 2026; a 4.5 % decrease for the quarter, which represents a decrease of more than 18.6 billion gallons of storage and a decrease in elevation of 2.56'. System withdrawal was above its long term quarterly average, this includes Worcester Quinapoxet withdrawals. Precipitation leaned slightly above long term quarterly averages and Yield was right in line with long term quarterly averages. Quabbin is in below normal operating range for this time of year.

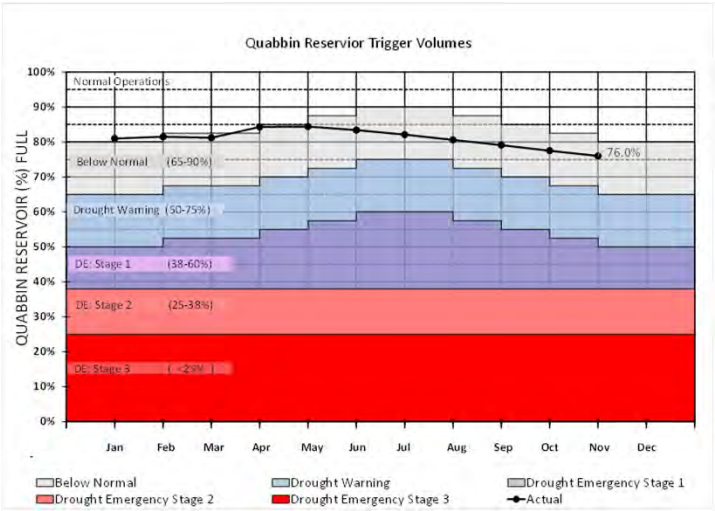












WASTEWATER QUALITY

NPDES Permit Compliance: Deer Island Treatment Plant

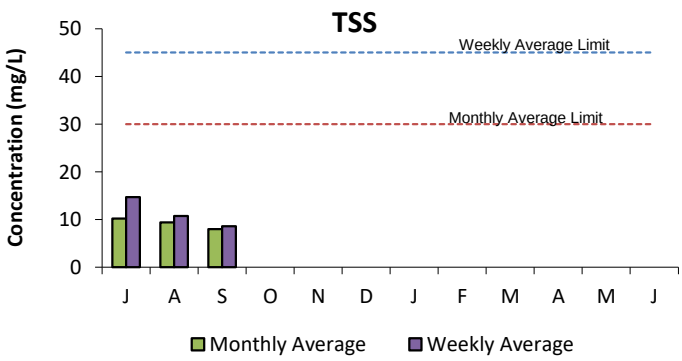
1st Quarter - FY27

NPDES Permit Limits

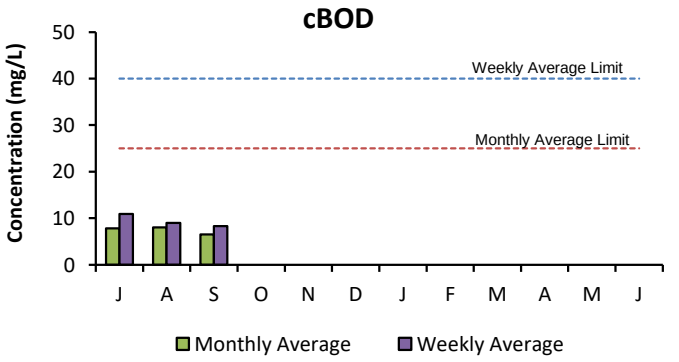
Effluent Characteristics		*Units*	*Limits*	*July*	*August*	*September*	*1st Quarter Violations*	*FY27 YTD Violations*
Dry Day Flow (365 Day Average):		MGD	436	244.0	244.9	245.0	0	0
cBOD:	Monthly Average	mg/L	25	7.8	8.0	6.5	0	0
	Weekly Average	mg/L	40	10.9	9.0	8.3	0	0
TSS:	Monthly Average	mg/L	30	10.2	9.4	8.0	0	0
	Weekly Average	mg/L	45	14.7	10.7	8.6	0	0
TCR:	Monthly Average	ug/L	456	0.0	0.0	0.0	0	0
	Daily Maximum	ug/L	631	0.0	0.0	0.0	0	0
Fecal Coliform:	Daily Geometric Mean	col/100mL	14000	6.3	10.0	16.4	0	0
	Weekly Geometric Mean	col/100mL	14000	5.2	5.7	7.1	0	0
	% of Samples >14000	%	10	0	0	0	0	0
	Consecutive Samples >14000	#	3	0	0	0	0	0
pH:		SU	6.0-9.0	6.4-7.0	6.4-6.9	6.4-7.0	0	0
PCB, Aroclors:	Monthly Average	ug/L	0.000045	UNDETECTED			0	0
Acute Toxicity:	Inland Silverside	%	≥50	>100	78.4	64.8	0	0
	Mysid Shrimp	%	≥50	>100	>100	78.3	0	0
Chronic Toxicity:	Inland Silverside	%	≥1.5	50.0	25.0	25.0	0	0
	Sea Urchin	%	≥1.5	100.0	100	100.0	0	0

There has been no permit violation in FY27 to date at the Deer Island Treatment Plant.

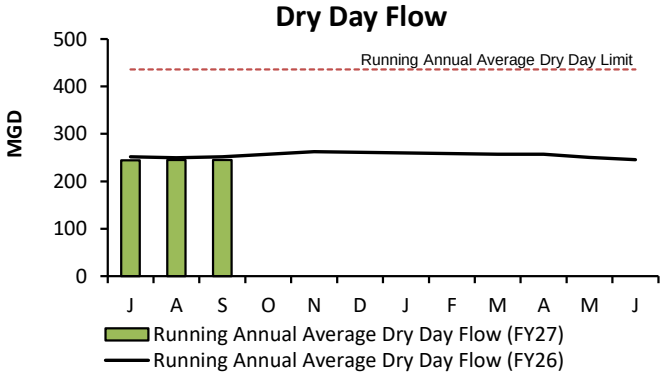
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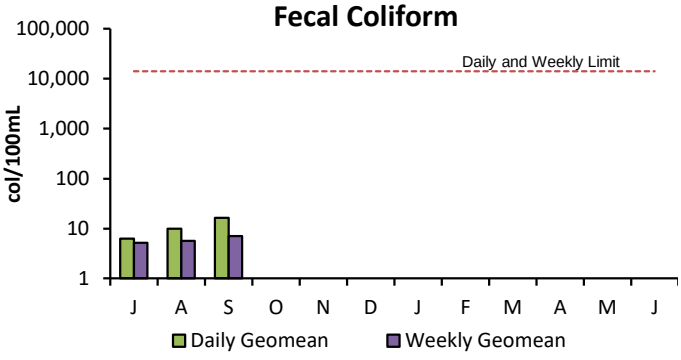
Total Suspended Solids (TSS) in the effluent is a measure of the amount of solids that remain suspended after treatment. All TSS measurements for the 1st Quarter were within permit limits.



Carbonaceous Biochemical Oxygen Demand (cBOD) is a measure of the amount of dissolved oxygen required for the decomposition of organic materials in the environment. All cBOD measurements for the 1st Quarter were within permit limits.



Running Annual Average Dry Day Flow is the average of all dry weather influent flows over the previous 365 days. The Dry Day Flow for the 1st Quarter was well below the permit limit of 436 MGD.



Fecal Coliform is an indicator for the possible presence of pathogens. The levels of these bacteria after disinfection show how effectively the plant is inactivating many forms of disease-causing microorganisms. In the 1st Quarter, all permit conditions for fecal coliform were met.

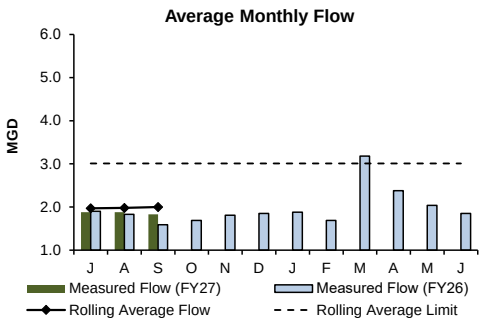
NPDES Permit Compliance: Clinton Wastewater Treatment Plant

1st Quarter - FY27

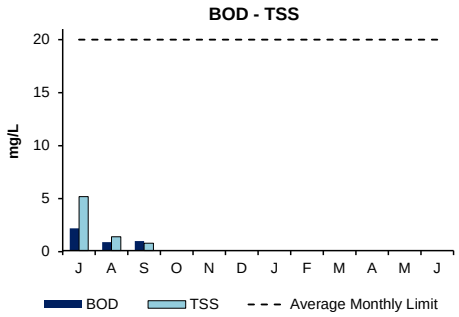
Effluent Characteristics		Units	Permit Limits	July	August	September	1st Quarter Violations	FY27 YTD Violations
Dissolved Oxygen	Daily Minimum	mg/L	≥6	7.1	8.2	8.5	0	0
BOD	Average Monthly	lb/day	500	36.1	14.3	14.4	0	0
	Average Weekly	lb/day	500	51.1	22.2	20.5	0	0
	Average Monthly	mg/L	20	2.2	0.9	1.0	0	0
	Average Weekly	mg/L	20	3.1	1.5	1.4	0	0
BOD removal	Average Monthly	%	≥85	98.8	99.6	99.6	0	0
pH Range	Monthly Minimum	S.U.	6.5	7.1	7.4	7.1	0	0
	Monthly Maximum	S.U.	8.3	8.1	7.6	7.6	0	0
TSS	Average Monthly	lb/day	500	82.0	22.4	13.5	0	0
	Average Weekly	lb/day	500	149.0	26.8	18.9	0	0
	Average Monthly	mg/L	20	5.2	1.4	0.8	0	0
	Average Weekly	mg/L	20	9.3	1.7	1.4	0	0
TSS Removal	Average Monthly	%	≥85	98.7	99.7	99.8	0	0
Ammonia Nitrogen June 1st - October 31st	Average Monthly	mg/L	2.0	0.04	<0.1	<0.1	0	0
	Maximum Daily	mg/L	3.0	0.14	<0.1	<0.1	0	0
Total Phosphorus April 1st - October 31st	Average Monthly	lb/day	3.8	1.3	1.6	1.1	0	0
		mg/L	0.15	0.08	0.10	0.07	0	0
Total Recoverable Copper	Average Monthly	µg/L	11.6	14.5	10.8	10.4	1	1
	Maximum Daily	µg/L	14.0	16.0	10.8	11.9	2	2
Rolling Average Effluent Flow	Average Monthly	MGD	3.01	1.97	1.98	2.00	0	0
Total Residual Chlorine	Average Monthly[1]	µg/L	17.6	<20.0	0.1	0.1	0	0
	Maximum Daily	µg/L	30.4	<20.0	4.0	4.0	0	0
Escherichia coli	Average Monthly[2]	colonies/ 100mL	126	6.7	6.2	6.9	0	0
	Maximum Daily	colonies/ 100mL	409	20.1	12.4	19.7	0	0
Acute (LC_{50})[3]	Maximum Daily	%	≥100	>100.0	N/A	N/A	0	0
Chronic (C-NOEC)[3]	Maximum Daily	%	≥62.5	100.0	N/A	N/A	0	0

There have been three permit violations in FY27 at the Clinton Treatment Plant.
1st Quarter: There were three permit violations in the first quarter, one for average monthly total recoverable copper and two for maximum daily total recoverable copper.

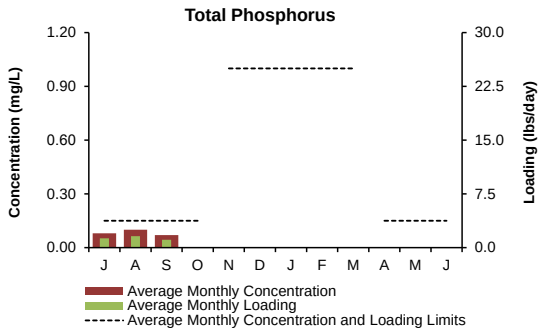
[1] 20 µg/L compliance level.
[2] Expressed as a geometric mean.
[3] Toxicity testing is conducted on a quarterly basis.



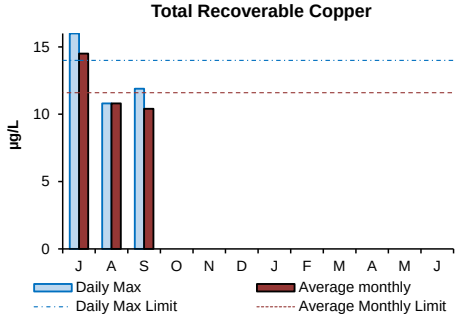
The graph depicts the rolling annual average monthly flow, measured in million gallons per day, exiting the plant.
The 12-month rolling average flows during the 1st Quarter were below the permit limit.



Average monthly concentrations of BOD and TSS were below permit limits in the 1st Quarter. The permit monthly limit for both parameters is 20 mg/L.



Total phosphorus limits are most stringent during the growing season from April to October.
The 1st Quarter's average monthly concentrations and loadings for total phosphorus were below permit limits.

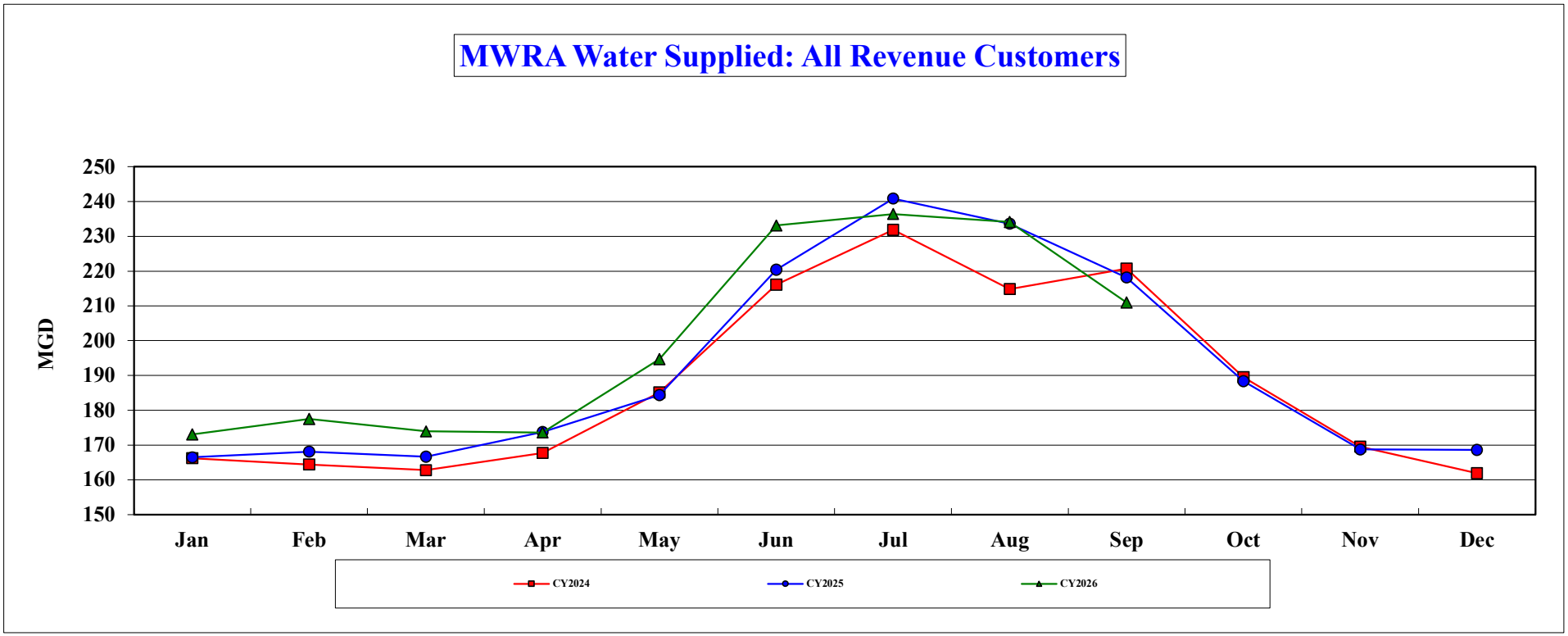


Concentrations of total recoverable copper were below the maximum daily permit limit of 14.0 µg/L in August and September but were above the limit in July. The concentrations were also below the average monthly permit limit of 11.6 µg/L in August and September but were above the limit in July.

COMMUNITY FLOWS AND PROGRAMS

Customer Water Use

1st Quarter - FY27



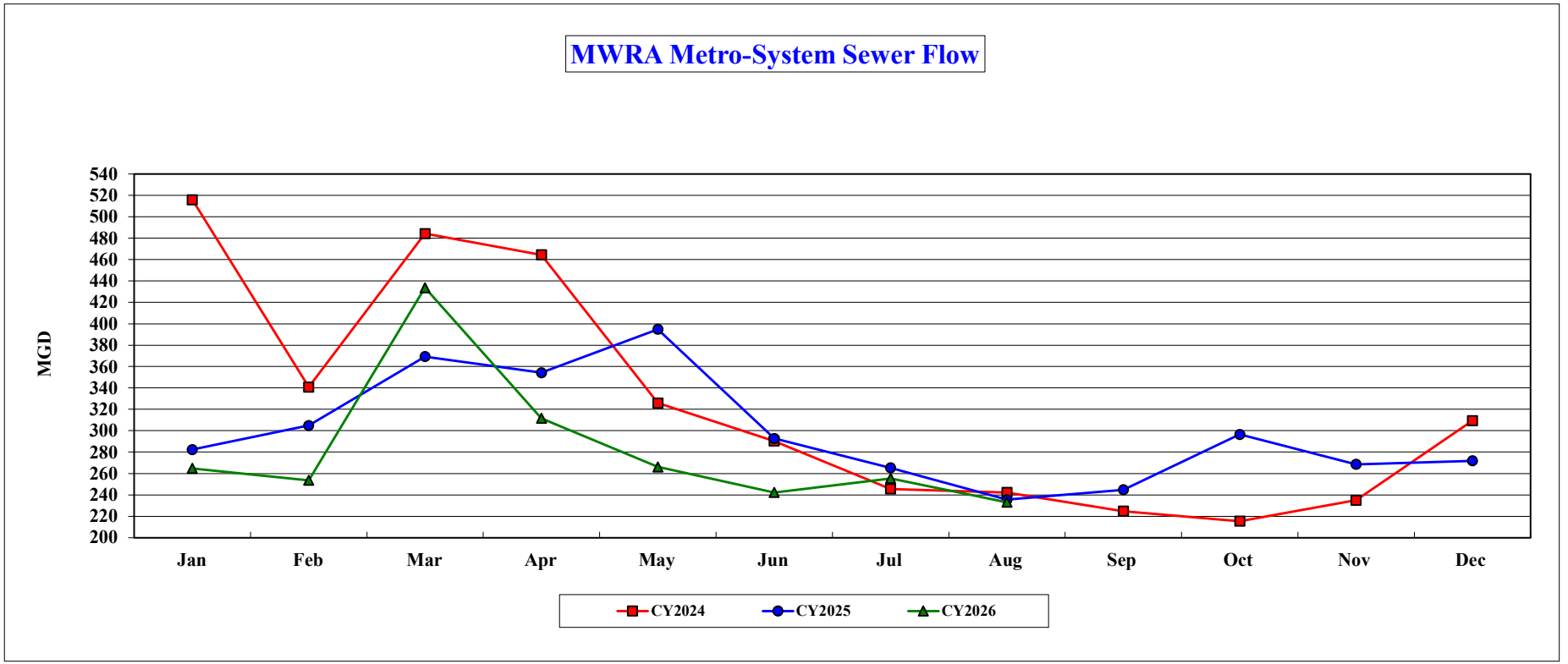
	Water Use (million gallons per day)													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Average	Annual Average
CY2024	166.216	164.428	162.771	167.755	185.117	216.090	231.863	214.851	220.742	189.490	169.526	161.886	192.304	187.622
CY2025	166.464	168.077	166.664	173.719	184.389	220.421	240.865	233.622	218.158	188.349	168.747	168.629	197.169	191.660
CY2026	173.051	177.470	173.922	173.588	194.714	233.100	236.407	234.109	210.958				201.014	201.014

The September 2026 Community Water Use Report was recently distributed to communities and customers served by the MWRA's Metropolitan and Chicopee Valley waterworks systems. Each community's annual water use relative to the system as a whole is the primary factor in allocating the annual water rate revenue requirement to MWRA water communities. Calendar year 2026 water use will be used to allocate the FY2028 water utility rate revenue requirement.

MWRA customers used an average of 227.16 mgd in the 1st quarter (Jul-Sept 2026) of FY2027. This is an increase of 7.6 mgd or 4.0% compared to the 1st quarter of FY2026.

Community Sewer Flow

YTD - FY27



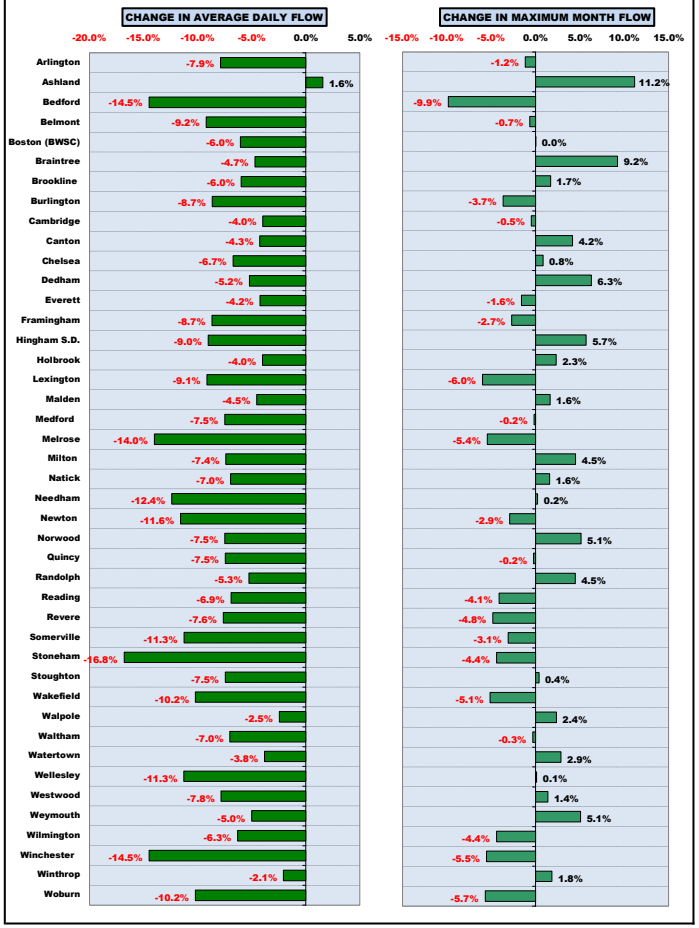
	Sewer Flow (million gallons per day)													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Average	Annual Average
CY2024	515.769	340.793	484.219	464.420	325.952	290.290	245.499	242.359	224.810	215.520	235.100	309.399	363.738	324.650
CY2025	282.394	304.800	369.218	354.187	394.820	292.751	265.409	235.604	244.817	296.560	268.570	271.910	312.401	298.459
CY2026	264.880	253.650	433.580	311.610	266.220	242.420	255.460	233.110					283.020	283.711

The 2026 8-Month Community Sewer Flow Report was recently distributed to the 43 communities served by the MWRA's Metropolitan sewer system. Each community's share of sewer flow relative to the system as a whole is used to allocate the annual sewer rate revenue requirement to MWRA sewer communities. The average of calendar year 2024-2026 sewer flow will be used to allocate the FY2028 sewer utility rate revenue requirement.

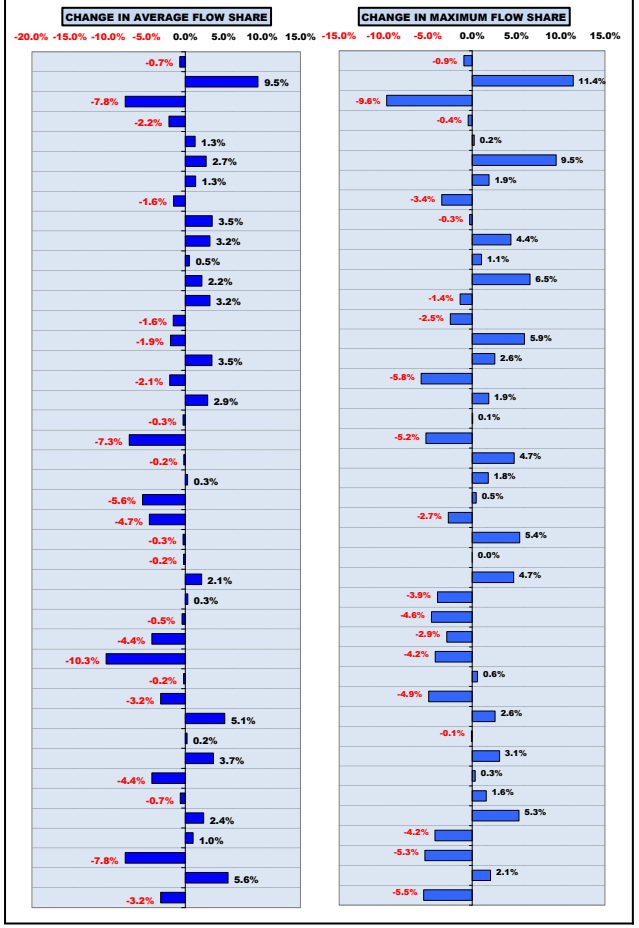
MWRA customer sewer flow averaged 283.02 mgd in the first eight months of CY2026. This is a decrease of 29.38 mgd or 9.4% compared to CY2025.

How CY2024-26 Community Wastewater Flows Could Effect FY2028 Sewer Assessments [1,2,3]

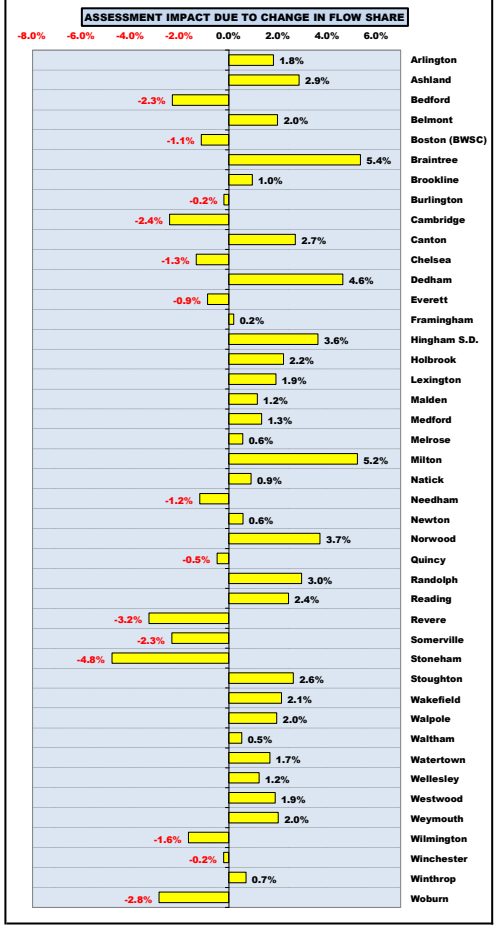
The flow components of FY2028 sewer assessments will be calculated using a 3-year average of CY2024 to CY2026 wastewater flows compared to FY2027 assessments that will use a 3-year average of CY2023 to CY2025 wastewater flows.



But as MWRA's sewer assessments are a ZERO-SUM calculation, a community's assessment is strongly influenced by the RELATIVE change in CY2024 to CY2026 flow share compared to CY2023 to CY2025 flow share, compared to all other communities in the system.



The chart below illustrates the change in the TOTAL BASE assessment due to FLOW SHARE CHANGES. [4]



[1] MWRA uses a 3-year flow average to calculate sewer assessments. Three-year averaging smoothes the impact of year-to-year changes in community flow share, but does not eliminate the long-term impact of changes in each community's relative contribution to the total flow.

[2] Based on actual flows through August 2026.

[3] Flow data is preliminary and subject to change pending additional MWRA and community review.

[4] Represents ONLY the impact on the total BASE assessment resulting from the changes in average and maximum wastewater FLOW SHARES.

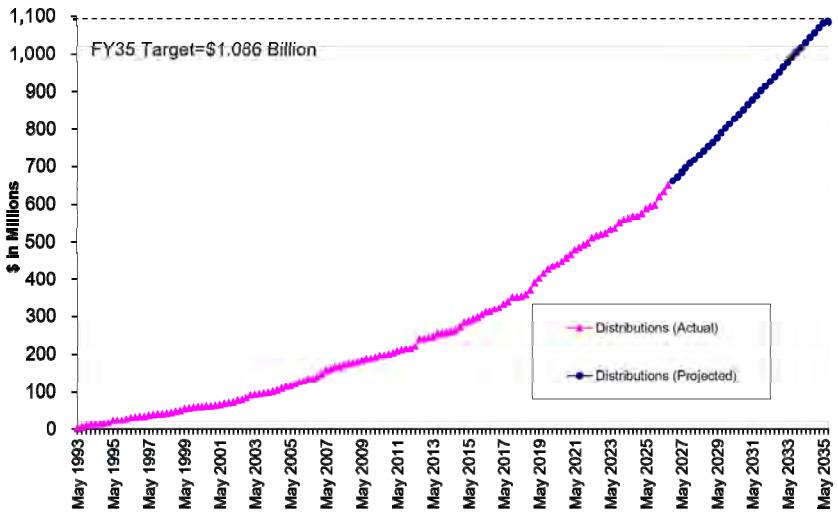
Community Support Programs

1st Quarter – FY27

Infiltration/Inflow Local Financial Assistance Program

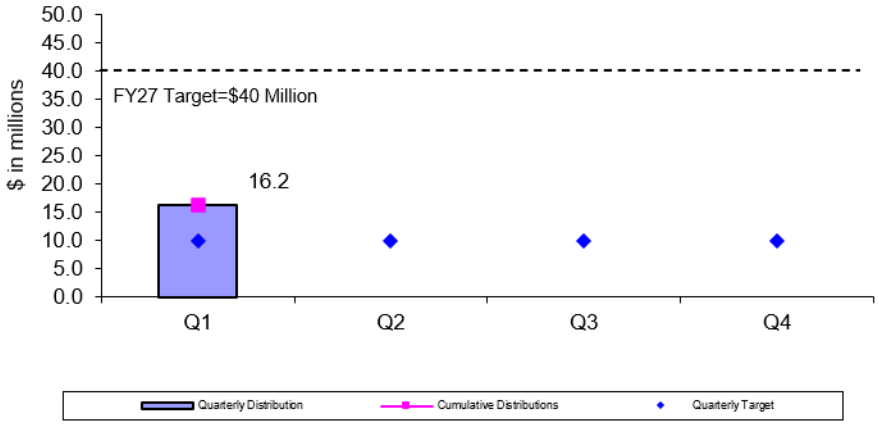
MWRA's Infiltration/Inflow (I/I) Local Financial Assistance Program provides $1085.75 million in grants and interest-free loans (average of about $22 million per year from FY93 through FY35) to member sewer communities to perform I/I reduction and sewer system rehabilitation projects within their locally-owned collection systems. Eligible project costs include: sewer rehabilitation construction, pipeline replacement, removal of public and private inflow sources, I/I reduction planning, engineering design, engineering services during construction, etc. I/I Local Financial Assistance Program funds are allocated to member sewer communities based on their percent share of MWRA's wholesale sewer charge. Phase 1-8 funds (total $300.75 million) were distributed as 45% grants and 55% loans with interest-free loans repaid to MWRA over a five-year period. Phase 9 through 12 funds (total $360 million) are distributed as 75% grants and 25% loans with interest-free loans repaid to MWRA over a ten-year period. Phase 13 funds of $100 million are distributed as ten-year interest-free loan-only funds. Phase 14 funds (total $100 million) are distributed as 75% grants and 25% loans with interest-free loans repaid to MWRA over a ten-year period. Phase 15 provides an additional $100 million in ten-year interest-free loan-only funds. Phase 16 funds (total $125 million) are distributed as 75% grants and 25% loans with interest-free loans repaid to MWRA over a ten-year period.

I/I Local Financial Assistance Program Distribution FY93-FY35



During the 1st Quarter of FY27, $16.2 million in I/I Local Financial Assistance Program distributions were made to fund projects in Boston, Stoughton, Wakefield, Wilmington and Winthrop. Total grant/loan distribution for FY27 to date is $16.2 million. From FY93 through the 1st Quarter of FY27, all 43 member sewer communities have participated in the program and $649 million has been distributed to fund 729 local I/I reduction and sewer system rehabilitation projects. Distribution of the remaining funds has been approved through FY35 and community loan repayments will be made through FY45. All scheduled community loan repayments have been made.

FY27 Quarterly Distributions of Sewer Grant/Loans



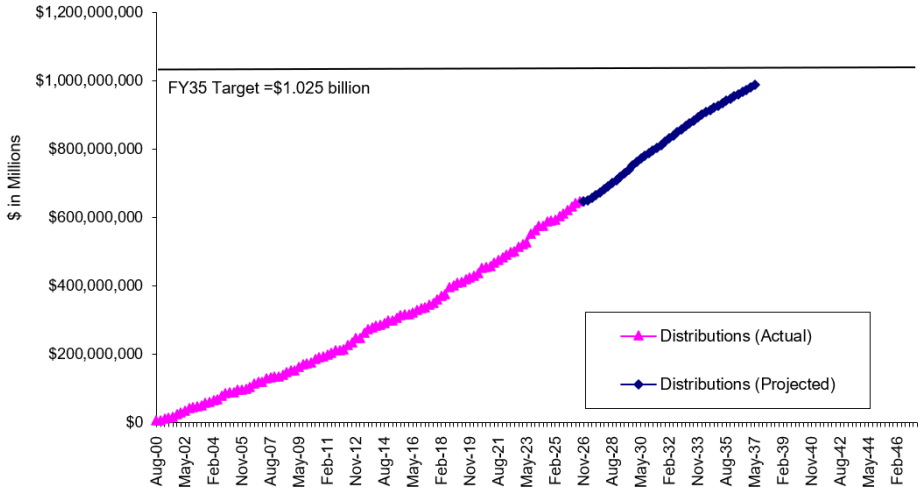
Community Support Programs

1st Quarter – FY27

Local Water System Assistance Program

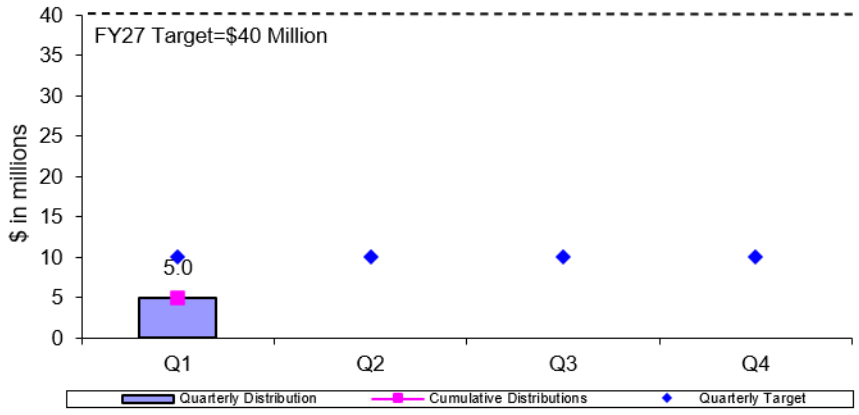
MWRA's Local Water System Assistance Programs (LWSAP) provides $1.025 billion in interest-free loans (an average of about $24 million per year from FY01 through FY35) to member water communities to perform water main rehabilitation projects within their locally-owned water distribution systems. There have been four (4) funding phases: Phase 1 at $222 Million, Phase 2 at $210 Million, Phase 3 at $293 Million and Phase 4 at $300 Million. Eligible project costs include: water main cleaning/lining, replacement of unlined water mains, lead service replacements, valve, hydrant, water meter, tank work, engineering design, engineering services during construction, etc. MWRA partially-supplied communities receive pro-rated funding allocations based on their percentage use of MWRA water. Interest-free loans are repaid to MWRA over a ten-year period beginning one year after distribution of the funds. The Phase 1 water loan program concluded in FY13 with $222 million in loan distributions. The Phase 2 - LWSAP concluded in FY25 with $209 million in loan distributions. The Phase 3 LWSAP is authorized for distributions from FY18 through FY30. The Phase 4 LWSAP is authorized for distributions from FY25 through FY35.

Local Water System Assistance Program Distribution FY01-FY35



During the 1st Quarter of FY27, $5.0 million in interest-free loans was distributed to fund local water projects in the Dedham-Westwood Water District, Malden, Southborough, and Winthrop. Total loan distribution for FY27 to date is $5 million. From FY01 through the 1st Quarter of FY27, $645 million has been distributed to fund 611 local water system rehabilitation projects in 45 MWRA member water communities. Distribution of the remaining funds has been approved through FY35 and community loan repayments will be made through FY45. All scheduled community loan repayments have been made.

FY27 Quarterly Distributions of Water Loans



Community Support Programs

1st Quarter – FY27

Lead Service Line Replacement Loan Program

By its vote on March 16, 2016, the Board approved an enhancement to the Local Water System Assistance Program to provide up to $100 million in 10-year zero-interest loans to communities solely for efforts to fully replace lead service lines. On June 26, 2024, the Board approved an additional $100 million and authorized the inclusion of a 25% grant for communities who commit to fully fund the replacement of the portion of lead service lines located on private property.

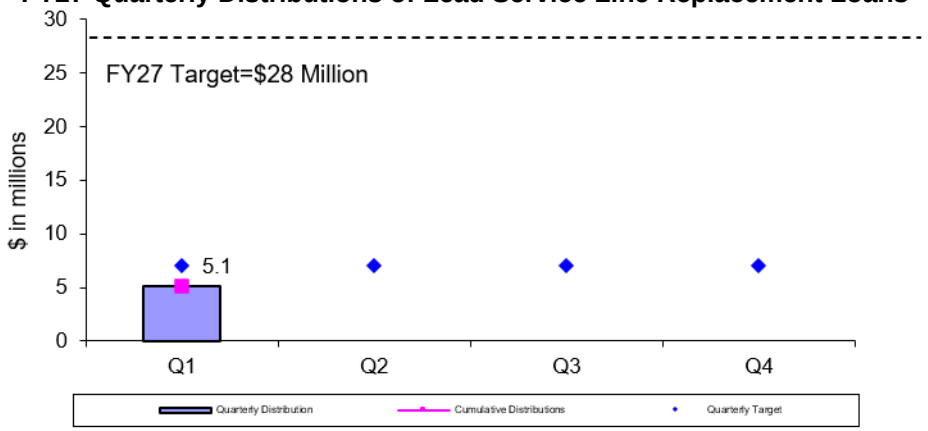
The Lead Service Line Replacement Loan Program is also referenced as the Lead Replacement Program or LRP. Each community can develop its own program, tailored to their local circumstances. MWRA's goal in providing financial assistance to member communities is to help communities remove lead from their water systems. MWRA's goal is for all lead service lines to be removed by 2032, meeting the requirements of the Lead and Copper Rule Improvements.

Distributed Lead Funds

Arlington	$1.0M
Boston	$7.9M
Brookline	$2.0M
Chelsea	$3.6M
Everett	$7.0M
Lexington	$3.9M
Malden	$2.8M
Marblehead	$0.3M
Marlborough	$5.8M
Medford	$8.0M
Melrose	$1.0M
Milton	$1.7M
Needham	$1.0M
Newton	$4.0M
Quincy	$4.0M
Reading	$3.0M
Revere	$3.3M
Somerville	$2.5M
Waltham	$6.6M
Watertown	$1.8M
Weston	$0.2M
Winchester	$3.4M
Winthrop	$6.6M
Total	**$81.0M**

During the 1st Quarter of FY27, $4.1 million in Lead Replacement Program grants and loans were distributed to fund three local water projects in Arlington and Boston. From FY17 through the 1st Quarter of FY27, $81 million has been distributed to fund 70 lead replacement projects in 23 MWRA member water communities. Distribution of the remaining funds has been approved through FY33 and community loan repayments will be made through FY43. All scheduled community loan repayments have been made.

FY27 Quarterly Distributions of Lead Service Line Replacement Loans

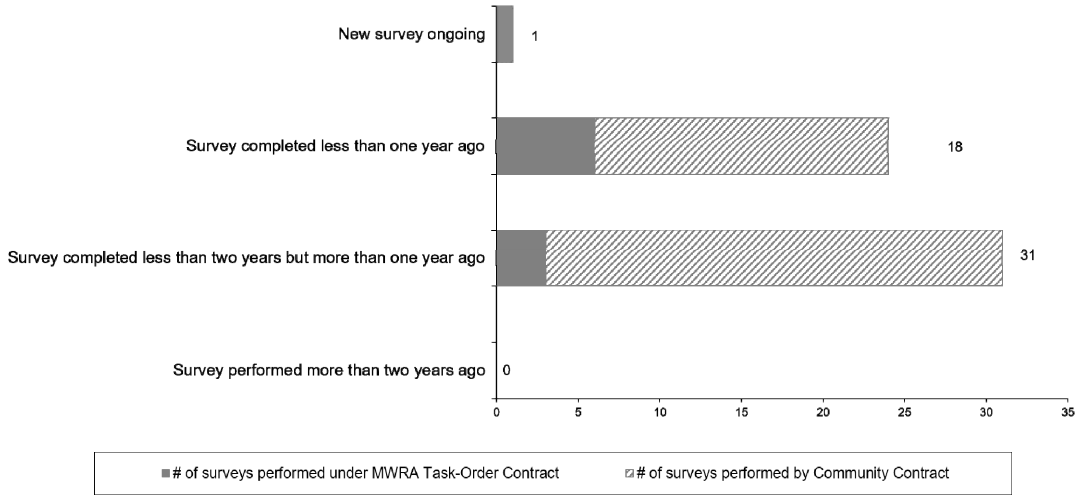


Community Support Programs

1st Quarter – FY27

Community Water System Leak Detection

To ensure member water communities identify and repair leaks in locally-owned distribution systems, MWRA developed leak detection regulations that went into effect in July 1991. Communities purchasing water from MWRA are required to complete a leak detection survey of their entire distribution system at least once every two years. Communities can accomplish the survey using their own contractors or municipal crews, or alternatively, using MWRA's task order leak detection contract. MWRA's task order contract provides leak detection services at a reasonable cost that has been competitively procured (3-year, low-bid contract) taking advantage of the large volume of work anticipated throughout the regional system. Leak detection services performed under the task order contract are paid for by MWRA and the costs are billed to the community the following year. During the 1st Quarter of FY27, all member water communities were in compliance with MWRA's Leak Detection Regulation.



Community Water Conservation Outreach

MWRA's Community Water Conservation Program helps to maintain average water demand below the regional water system's safe yield of 300 mgd. Current 5-year average water demand is less than 200 mgd. The local Water Conservation Program includes distribution of water conservation education brochures (indoor - outdoor bill-stuffers) and low-flow water fixtures and related materials (shower heads, faucet aerators, and toilet leak detection dye tabs), all at no cost to member communities or individual customers. The Program's annual budget is $25,000 for printing and purchase of materials. Annual distribution targets and totals are provided in the table below. Distributions of water conservation materials are made based on requests from member communities and individual customers.

	Annual Target	Q1	Q2	Q3	Q4	Annual Total
Educational Brochures	100,000	18,221				**18,221**
Low-Flow Fixtures (showerheads and faucet aerators)	10,000	422				**422**
Toilet Leak Detection Dye Tablets	------	687				**687**

BUSINESS SERVICES

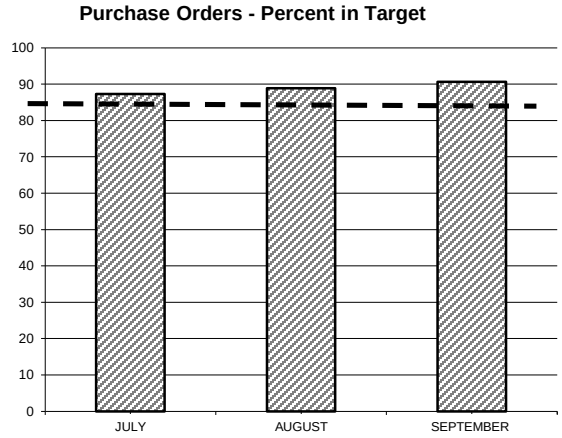
Procurement: Purchasing and Contracts

1st Quarter - FY27

Background: Goal is to process 85% of Purchase Orders and 80% of Contracts within Target timeframes.

Highlights: Processed 93% of purchase orders within target; Average Processing Time was 5.17 days vs. 4.29 days in Qtr 1 of FY26. Processed 50% (2 of 4) of contracts within target timeframes; Average Processing Time was 206 days vs. 121 days in Qtr 1 of FY26.

Purchasing



	No.	TARGET	PERCENT IN TARGET
$0 - $500	386	3 DAYS	82.0%
$500 - $2K	628	7 DAYS	96.0%
$2K - $5K	392	10 DAYS	98.0%
$5K - $10K	212	25 DAYS	99.0%
$10K - $25K	66	30 DAYS	79.0%
$25K - $50K	31	60 DAYS	97.0%
Over $50K	37	90 DAYS	100.0%

The Purchasing Unit processed 1752 purchase orders, 50 less than the 1802 processed in Qtr 1 of FY26 for a total value of $21,827,765 versus a dollar value of $16,816,757 in Qtr 1 of FY26.

The purchase order processing target was not met for the $0 - $500 category due to vendor delays providing quotes. In addition, the processing target was not met for the $10K - $25K category due to additional time required for bid reviews and portal requirements.

Contracts, Change Orders and Amendments

Procurement executed four contracts with a value of $14,208,941 and nine amendments with a value of $1,922,524. Two contracts were not executed during the target timeframe due to processing delays as a result of internal staffing changes.

Staff reviewed 28 proposed change orders and 26 draft change orders. Twenty three change orders were executed during the period. The dollar value of all non-credit change orders during Q1 of FY27 was $5,404,259 and the value of credit change orders was ($231,212).

Note: A credit change order is a change order that results in a decrease in contract value.

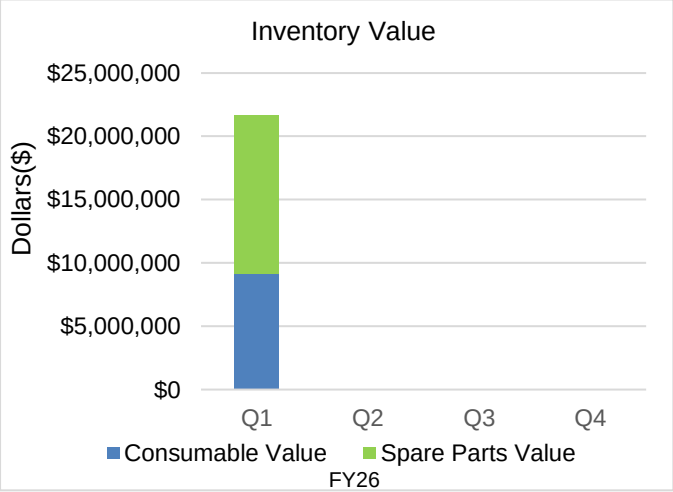
Materials Management

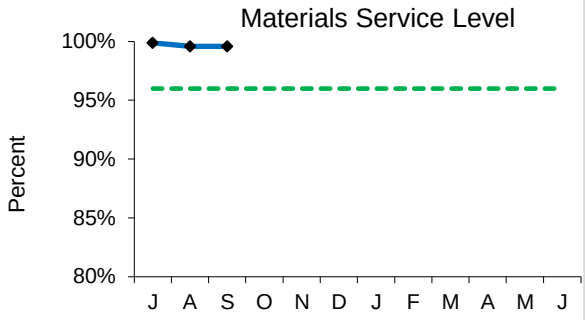
1st Quarter - FY27

The Materials Management department manages the three regional warehouses (Chelsea, Deer Island and Southboro). This includes the replenishment and receipt of both consumable and spare parts items to meet the needs of the MWRA. Additionally, MWRA tools and equipment are safeguarded through the Property Pass unit within the Materials Management department.

Inventory goals focus on:

- Maintaining optimum levels of consumables inventory (office supplies, electrical, safety, etc.) and spare parts inventory (critical items such as actuators, motors, muffin monsters, etc.) necessary to support MWRA Operations and Maintenance. Typically spare parts carry longer lead times.
- Adding new items to inventory to meet changing business needs.
- Reviewing consumables and spare parts for obsolescence.
- Managing and controlling valuable equipment and tools via the Property Pass Program.

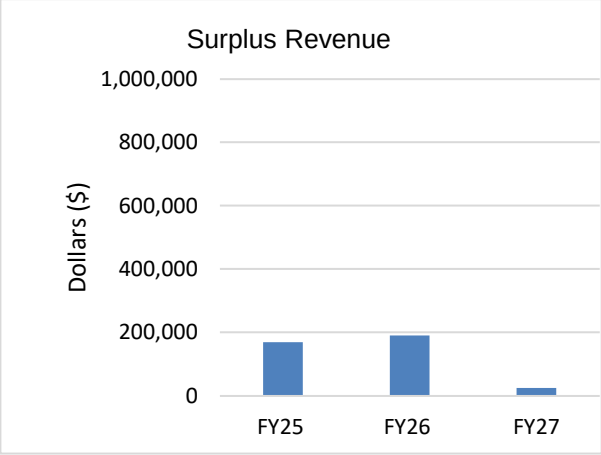


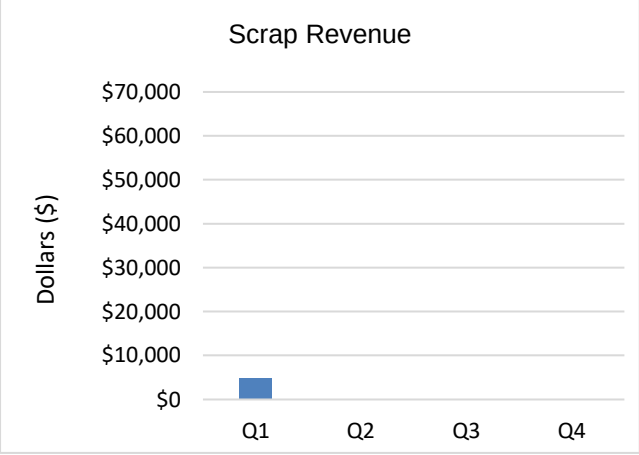


The service level is the percentage of stock requests filled. The goal is to maintain a service level of 96%. Staff issued 8,002 (99.8%) of the 8,017 items requested in Q1 from the inventory locations for a total dollar value of $2,595,841.

Property Pass Program:

- Conducts audits of tools and equipment to ensure the safeguarding of MWRA assets.
- Manages the disposition and sale of surplus tools and equipment through GovDeals, an online auction site.
- Manages the surplusing of scrap metals and materials generating revenue to the MWRA staff.





MIS Programs

First Quarter - FY27

Project Updates

Infrastructure & Security

M365 Migration: Conference Rooms have been updated to support MS Teams. MFA has been transitioned to the Microsoft Authenticator app. ShareFile migration to SharePoint has started, anticipated completion by end of October; Intune kickoff scheduled for October, target completion in Q4 2026; endpoint devices will be migrated to Intune in phases; WS1 subscription ends in January 2027. Testing of Power BI Publishing space to being in October. ECM & Intranet/Pipeline migration scope significantly revised, procurement to start in October. Scoping continues for migration from Cisco Webex to MS Teams calling.

Server/Database Version Upgrades: Staff continue to meet monthly to identify migration paths for infrastructure and applications to maintain support. Progress is slow due to legacy applications such as Lawson, PI, LIMS and MWRA custom apps. Upgrades for each of these application has begun.

Deer Island Fiber Cabling – Phase 1: Procurement nearing completion for scope of work to replace the fiber cabling between Primary Ops, Secondary Ops, Cryogenics, Odor Control and Centrifuge and the Admin/Lab building. Deer Island Engineering reviewing pathways MIS have identified for Phase 2.

Artificial Intelligence (AI): An AI Task force has been established along with a data classification subcommittee. Staff gathered policy examples from sister agencies and discussed use cases and implementation. Microsoft demo of Copilot delivered to all NU managers. Draft changes to ADM.30 to include use of AI has begun. Proposed data labels have been identified and implemented for a handful of users for testing.

Cybersecurity: Implementation of MS Defender deployed to all devices as an additional layers of security protection. Secure Access Service Edge (SASE) pilot complete procurement underway for licensing. Anticipated cut over November.

Network Routing Redesign: This project is geared to improve network resiliency in connectivity at all major facilities. Anticipated completion in October.

Library, Record Center, & Training

The Library: completed 15 research requests from staff and the public and provided access to one new book upon request. The MWRA Library Portal supported 2,472 searches on topics including water conductivity, soil classifications, water tank inspections, ozone, and historical cost index data.

The Record Center (RC): Added 34 new boxes and handled 321 total boxes. The RC completed 61 research requests from staff and the public, scrubbed 239 boxes and added 4,416 total electronic folders into the ECM database to help maintain accurate and reliable data. The Record Center Manager attended 3 virtual RCB meetings. The RC performed database/physical box searches for various departments. Research included: Staff summaries, contract specifications, various construction contracts, legal agreements, equipment-related information, public record requests and other business-related items.

MIS Training: In Q1, 25 online IT lessons were taken (25 YTD), by 48 employees (48 YTD).

Applications

Infor Lawson CloudSuite: Staff continued to address application issues and optimize functionality with more than 50 enhancements approved by the Change Approval Board (CAB) in the last quarter including reporting, permissions, accruals, sourcing event, time entry, scheduled jobs, and integrations.

Applications cont'd

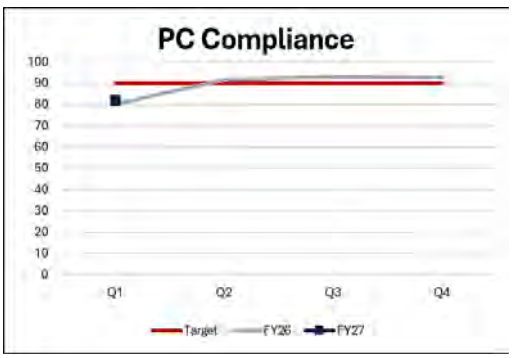
Annual Sick Buyback processing and year end processing were completed, holiday pay updates implemented, and annual CloudSuite Budget team extracts provided. A three (3) year CloudSuite subscription renewal and a Managed Services Agreement with RPI was secured. The October CU release was deployed to Pre-Production, with production deployment scheduled for October 10th. MIS and end user leaders reviewed the release presentations with RPI, and the test environment was refreshed with production data to support accurate testing.

LIMS: MIS, DLS Staff and the vendor Labware continued the Proof-of-Concept demonstration project to evaluate the new version of LIMS (LabWare 8), focusing on the use of the Water and Contract Lab templates to standardize application functionality. Server and database infrastructure is in place, software is installed and configured, and method workbooks are complete. Configuration sessions are underway with laboratory SMEs and vendor consultants to compile master data and configure testing methods for the LIMS Proof of Concept (POC) projects, which will guide future LIMS upgrades. MIS also resolved an issue with broken Dynamic External Links files within the upgraded 2019 server environment, fixed incorrect data source references in the PA regulatory Crystal Report, resolved errors captured in the Main Background scheduler logs and redeveloped the Green Team's PFAS parsing script, changing the data format from pdf to text, and MIS migrated LIMS to 2019 Windows servers.

Numbers & Statistics



Summary of Service Requests submitted.



Percentage of user endpoints in compliance with system updates.

Legal Matters

4th Quarter - FY26

PROJECT ASSISTANCE

Real Estate, Contract, Energy, Environmental and Other Support:

- **8(m) Permits and License Agreements**: Reviewed 121 8(m) permits, including any related MEPA Section 61 Findings. Finalized draft license for the Massachusetts Port Authority and its consultant. Finalized license agreement with the Boston Police Department related to DITP.

- **Real Property:** Completed review of Quabbin watershed fee acquisition package W-001275. Completed review of Quabbin watershed preservation restriction package W-001266. Finalized correspondence concerning Commonwealth and MWRA responsibilities with respect to certain property interests. Finalized documents related to property interests, including drafting extensions for two license agreements and an order of taking concerning an MWRA contract. Reviewed and drafted documents related to property interests and extension to a license agreement. Reviewed property interests related to Spot Pond Covered Storage facility. Revised a memorandum of agreement, draft plans of land and legislation related to acquisition of certain property rights. Reviewed ownership of various properties and acquisition of property interests in furtherance of MWTP. Drafted a license agreement for use of property in furtherance of construction activities. Finalized correspondence following review of records for several properties to enable certain boring work. Reviewed appraisal report, recorded documents, assessor's records and assisted staff with drafting correspondence for acquisition of certain property interests.

- **Environmental:** Assisted with preparation of the Draft Updated CSO Long-term Control Plan. Assisted with preparation of a Joint Motion in the Boston Harbor case regarding amendments to Schedule Seven. Assisted with the preparation of additional filings in the Boston Harbor Case. Reviewed Water Supply Continuation Agreements with the Towns of Burlington and Reading. Prepared draft Memorandum of Agreement between the Authority and the Boston Water and Sewer Commission regarding Lake Street Culvert Replacement Contract. Reviewed and revised a draft Memorandum of Agreement with the Massachusetts Historical Commission regarding a project in Boston.

- **Energy:** Reviewed notice and filings in D.P.U. 25-200, *Investigation by the Department of Public Utilities on Its Own Motion into Gas and Electric Delivery Charges and Bill Redesign*. Reviewed Letters of Intent for potential solar-pv projects at MWRA facilities. Reviewed the Environmental Facilities Siting Board new siting and permitting program pursuant to the 2024 Climate Act.

- **Miscellaneous:** Assisted staff with various contractual issues and matters. Outlined Commonwealth real property disposition process. Reviewed documents and series codes for records retention. Reviewed correspondence and assisted staff in responding to proposed plan to complete certain construction work. Researched case law and drafted memoranda. Reviewed and summarized historical agreement and laws cited. Reviewed executive orders and summarized status. Reviewed correspondence and assisted staff in responding to proposed plan to complete certain construction work. Reviewed various agreements and confirmed findings.

- **Public Records Requests:** During 4th Quarter FY 2026, MWRA received and responded to three hundred twenty (320) public records requests**.**

LITIGATION/CLAIMS

New Lawsuits:

- Brasili v. The Newark Group, Inc. et al., Worcester Sup Ct Civil Action No. 2585CV00370: In May 2026, certain defendants (third-party plaintiffs) filed a third-party complaint against MWRA and others seeking contribution under G.L. c. 231B of all sums, if any, that they are required to pay the plaintiff (including interest). The plaintiff alleges, among other things, that she ingested and was otherwise exposed to water and soil on her property contaminated with PFAS and that such caused personal injury and seeks damages for alleged injuries. The third-party plaintiffs, among other parties, denied liability.

- Cerasuolo v. The Newark Group, Inc. et al., Worcester Sup Ct Civil Action No. 2485CV01202: In April 2026, certain defendants in this action filed a third-party complaint (and amended third-party complaint to correct a scrivener's error) against MWRA and others seeking contribution under G.L. c. 231B of all sums, if any, that they required to pay the plaintiff (including interest). The plaintiff alleges, among other things, that he ingested and was otherwise exposed to

water and soil on his property contaminated with PFAS, and that such caused personal injuries and seeks damages for alleged injuries. The third-party plaintiffs, among other parties, denied liability.

New Claims:

- MIL 21 E, LLC., MA Bankruptcy Court No. 25-12576: On May 14, MWRA filed a claim in the amount of $983 for a sewer use permitting fee.

Significant Developments:

- Walsh Construction Co. (f/k/a Perry Fiberglass Products, Inc.) v. MWRA; Suffolk Superior Court C.A. No. 2484CV02841-BLS2. A Status Conference was held in this matter on April 21st.

- US v. MDC et al., US Dist. Ct. No. 85-0489-RGS; CLF v. MDC, US Dist. Ct. No. 83-1614-RGS (Boston Harbor Case): On April 30, 2026, the US and MWRA filed a Joint Motion to Amend Schedule Seven to add milestones in the case through 2030 and certain requirements of MWRA thereunder. The Court granted the Joint Motion on May 13, 2026. On May 15, 2026, MWRA filed a Motion for Final Determinations Under the Second Stipulation requesting that the Court: (a) grant the motion; (b) declare that MWRA has no further obligation under the Second Stipulation "to undertake such corrective action as may be necessary . . . to meet the levels of CSO control (including as to frequency of CSO activation and as to volume of CSO discharge) described in MWRA's Long-Term CSO Control Plan" (LTCP) and find that (i) MWRA has completed all 35 projects contemplated by the LTCP, (ii) MWRA has completed or provided financial assistance for additional voluntary projects beyond those contemplated by the LTCP, (iii) MWRA has satisfied its obligations as to the 72 outfalls that met the levels of CSO control required by the Second Stipulation, (iv) MWRA has satisfied its obligations as to the six outfalls that materially met the levels of CSO control required by the Second Stipulation and (v) MWRA has no further obligation as to the remaining eight outfalls to meet the levels of CSO control required by the Second Stipulation; c) modify the levels of CSO control required by Exhibit B to the Second Stipulation to reflect the Q4-2024 System Conditions column in Table 4-1 of the 2024 Supplemental Report as to the outfalls that materially met or did not meet their respective LTCP goals, with the exception of MWR203 (Prison Point Facility), for which MWRA requested that the goals be modified to reflect the predicted discharge volume of 260.26 MG following completion of the Somerville Marginal Project; or, in the alternative, find that the levels of CSO control required by Exhibit B as to the outfalls that materially met or did not meet their respective LTCP goals have no continuing relevance; d) declare that no penalties are warranted under the Second Stipulation; e) declare that no injunctive relief is warranted under the Second Stipulation; and f) grant any such other relief as the Court deems just and proper. On May 29, 2026, MWRA filed the Authority's Table Submitted Pursuant to Schedule Seven as Amended, with one column showing the 1992 Typical Year performance (activation frequencies and volumes) with Q4-2024 system conditions for all CSO outfalls using the Authority's 'LTCP model' and a second column showing the1992 Typical Year performance (activation frequencies and volumes) with Q4-2024 system conditions for all CSO outfalls using the 'Unified Model'. On June 15, 2026, MWRA filed its Annual Report for Calendar Year 2025 pursuant to Schedule Seven as Amended.

- Barletta Heavy Division, Inc. v. MWRA, Suffolk Superior Court C.A. No. 2484CV02185-BLS: Mediation was held in April and May 2026.

Closed Cases:

- There are no Closed Cases.

Closed Claims:

- There are no Closed Claims.

Subpoenas:

- During the 4th Quarter FY 2026, one new subpoena was received, and one subpoena closed. There are two pending subpoenas.

SUMMARY OF PENDING LITIGATION MATTERS

TYPE OF CASE/MATTER	As of June 2026
Construction/Contract/Bid Protest	3
Tort/Labor/Employment	2
Environmental/Regulatory/Other	4
Eminent Domain/Real Estate	0
TOTAL	**9**
Other Litigation matters (restraining orders, etc.) - Class Action suit	4
TOTAL – all pending lawsuits	**13**
Claims not in suit	4
Bankruptcy	6
Wage Garnishment	1
TRAC/Adjudicatory Appeals	1
Subpoenas	2
TOTAL – ALL LITIGATION MATTERS	**27**

TRAC/MISC. ADMIN. APPEALS

Appeals Pending:

- Tri-Town Regional Water District; MWRA Docket No.23-03.
  Parties are engaged in settlement discussions, as per recent joint filing in a stay of this appeal.

LABOR AND EMPLOYMENT

New Matters:

- A union requested arbitration, appealing the MWRA's denial of a grievance asserting that the MWRA bypassed employees for overtime in violation of the collective bargaining agreement.
- A union requested arbitration, asserting that the MWRA's demotion of an employee violated the collective bargaining agreement.
- A union requested arbitration, appealing the MWRA's denial of a grievance and asserting that the MWRA violated the collective bargaining agreement when the MWRA did not invite the employee to interview for a vacant position for which the employee applied.
- A union requested arbitration, appealing the MWRA's denial of a grievance and asserting that the MWRA reclassified an employee's position and should pay the employee at a higher rate.
- A former employee appealed the determination of the Department of Unemployment Assistance that the former employee was disqualified from receiving unemployment benefits.
- A union requested arbitration, appealing the MWRA's denial of a grievance and asserting that the MWRA bypassed an employee for overtime in violation of the collective bargaining agreement

Significant Developments:

- MCAD scheduled a mediation for an employee's charge alleging that the MWRA discriminated against the employee based upon age.

Matters Concluded:

- An arbitrator issued an award in favor of the MWRA, denying a grievance alleging that the MWRA's issuance of a suspension to an employee violated the collective bargaining agreement between the MWRA and a Union because the Union and the employee disputed the reasons for the suspension.

- The Department of Unemployment Assistance approved the withdrawal of a former employee's appeal and affirmed the prior determination that the former employee voluntarily left work with the MWRA and is accordingly not eligible for benefits.

- The MWRA and a Union settled an arbitration matter concerning an employee's grievance asserting that the MWRA issued an unjust suspension in violation of the collective bargaining agreement.

- An arbitrator issued an award in favor of the MWRA, denying a union's grievance that asserted that the MWRA violated the collective bargaining agreement when it denied an employee's request to use sick leave for an absence for personal reasons on the day after a holiday resulting in loss of pay for the holiday and a scheduled overtime shift.

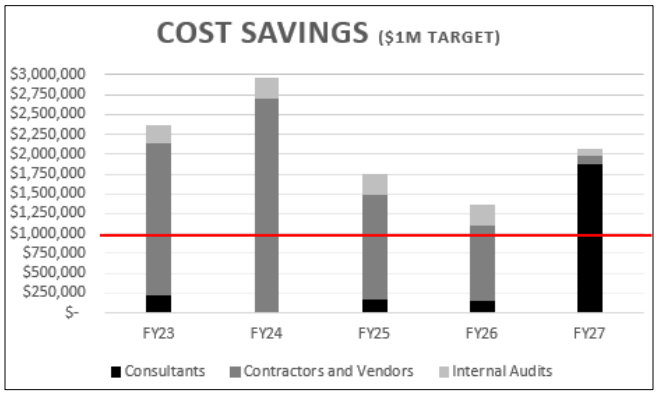
INTERNAL AUDIT AND CONTRACT AUDIT ACTIVITIES

1st Quarter - FY27

Purpose

Internal Audit evaluates the effectiveness of internal controls and procedures and monitors the quality, efficiency and integrity of the Authority's operating and capital programs. Through our audits and reviews, we assess whether internal controls are functioning as intended and that only reasonable, allowable and allocable costs are paid to consultants, contractors and vendors.

Cost Savings	FY27 YTD
Consultants	$1,887,555
Contractors and Vendors	$104,392
Internal Audits	$66,468
Total	$2,058,415



Highlights

During the 1st quarter FY27, Internal Audit prepared a fleet optimization analysis. This analysis focused on daily utilization as well as the distribution and assignment of electric vehicles. We identified opportunities where certain vehicles may be better utilized in a shared pool. The analysis also identified certain electric vehicles that could be reassigned to another department or driver where higher miles are driven on an annual basis. While preliminary and at an early stage, we provided fleet optimization ideas for consideration including a flexible reservation system. We recognize it will take time to validate our analysis, reassign vehicles and right size the shared pool of vehicles to support the operational needs of the Authority.

In addition, Internal Audit completed 3 incurred cost audits and 2 consultant reviews. There are 9 incurred cost audits, 6 labor burden reviews, and 2 consultant reviews in process. IA also issued 21 indirect cost rate letters to consultants following a review of their consultant disclosure statements.

Status of Recommendations

During FY27, 2 recommendations were closed.

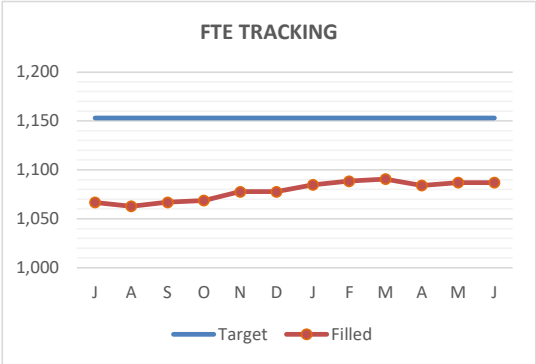
IA follows-up on open recommendations on a continuous basis. All open recommendations have target dates for implementation and are generally targeted to be closed within 12 months of the audit report issue date.

Report Title (issue date)	Audit Recommendations		
	Open	Closed	Total
MIS Asset Management (6/28/2024)	1	6	7
MIS Software Management (9/30/2025)	1	0	1
Purchasing Card Program (6/29/2026)	5	2	7
Uniform Declining Debit Card Program (6/30/2026)	7	1	8
Total Recommendations	**14**	**9**	**23**

OTHER MANAGEMENT

Workforce Management

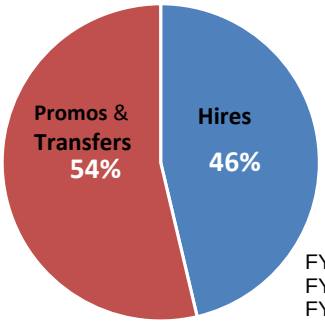
1st Quarter - FY27



FY27 Budget for FTE's = 1156.4

FTE's as of September 2026= 1075.8

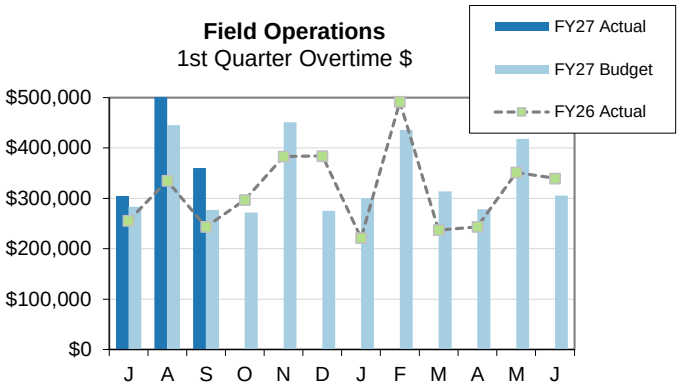
Position Filled by Hires/Promos & Transfer for YTD



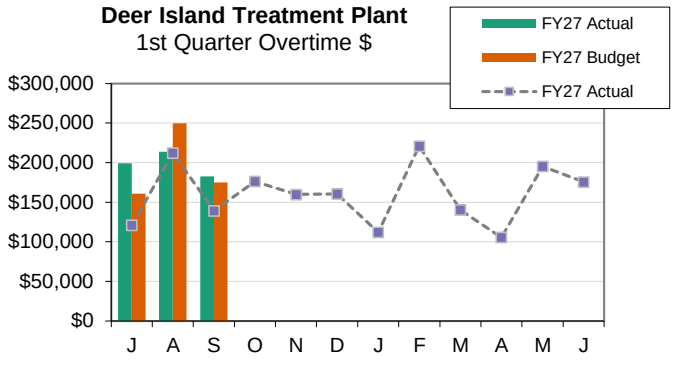
	Pr/Trns	Hires	Total
FY25	124 (58%)	90(42%)	214
FY26	126 (52%)	107 (48%)	233
FY27	29 (54%)	25 (46%)	54

POSITION CHANGE by FY

FY	HIRES	PROMOS	TRANSFER	RETIRE	RESIGN	DISMISS	DECEASED
FY23	91	118	15	46	31	5	5
FY24	93	97	20	48	30	5	4
FY25	90	107	17	54	25	5	3
FY26	107	100	26	55	21	11	2
FY27	25	25	4	21	7	1	0

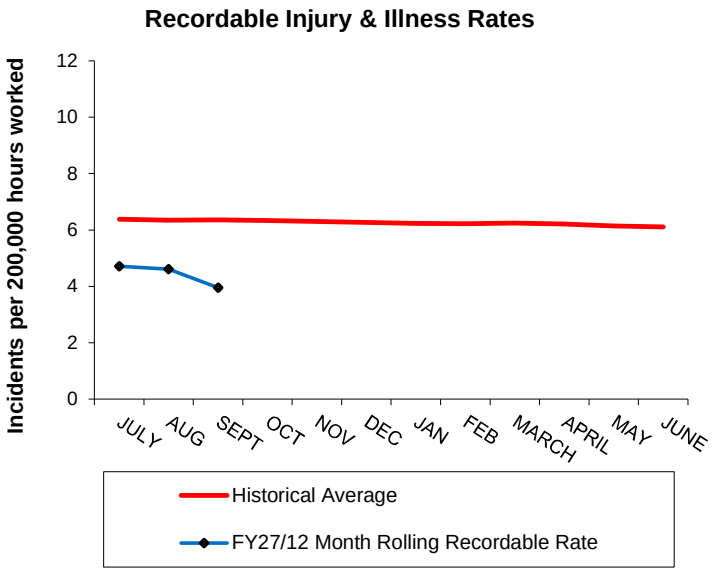


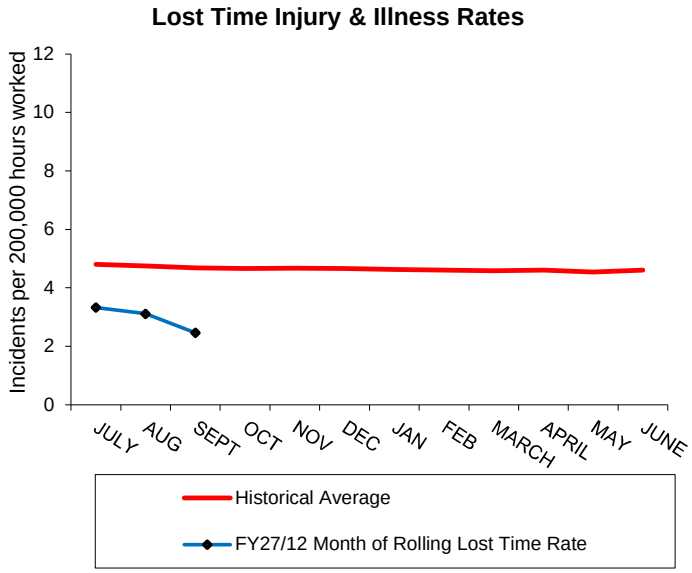
Q1 FY27 Field Operations OT totaled $1.1M ($171k or 17% over budget) driven by higher than anticipated operational coverage needs (vacation, sick and personnel vacancies) and planned overtime (Off Hours Worked, Work Completion and Planned Training). Overages in Western Ops ($111K), Metro Ops ($42K) and Metro MX ($33k) offset by lower spending in FOD Admin by $13k.



Total overtime for Deer Island first quarter (1st) (FY27) was $595k, which is $9.6k or 1.6% over budget - due to $28k **Storm Coverage.** $26k **Planned/Unplanned** comprised of $48k Maint, ($2.9k) Engineering, ($5k) WW Ops, ($4k) Thermal, ($10k) Process Control Offset ($45k) **Shift Coverage** - driven by ($56k) Thermal & $5k Wastewater Ops, $5.8k Trade Labor.

Workplace Safety
1st Quarter - FY27





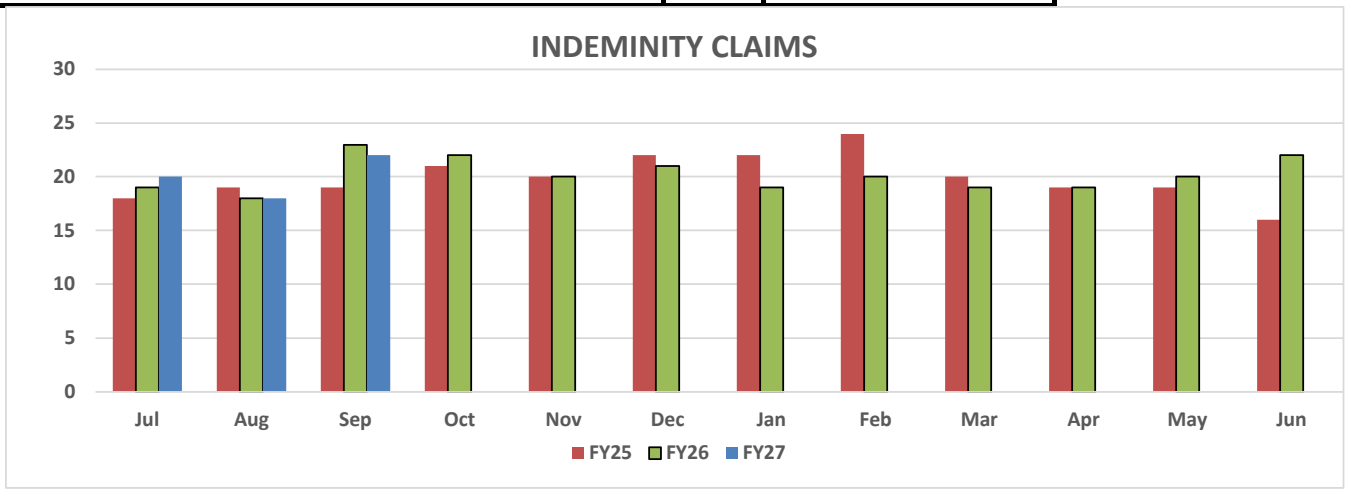
1 "Recordable" incidents are all work-related injuries and illnesses which result in death, loss of consciousness, restriction of work or motion, transfer to another job, or require medical treatment beyond first aid. Each month this rate is calculated using the previous 12 months of injury data.

2 "Lost-time" incidents, a subset of the recordable incidents, are only those incidents resulting in any days away from work, days of restricted work activity or both - beyond the first day of injury or onset of illness. Each month this rate is calculated using the previous 12 months of injury data.

3 The "Historical Average" is computed using the actual MWRA monthly incident rates for FY06 through FY26

WORKERS COMPENSATION HIGHLIGHTS

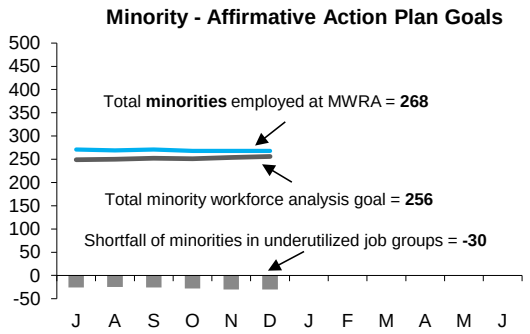
	1st QTotal(s) as of 9/30/26		
	New	Closed	Open Claims
Lost Time	2	0	37
Medical Only	1	2	48
Report Only	0	0	
	QYTD		FYTD
Regular Duty Returns	4		4
Light Duty Returns	0		0
Indemnity payments as of Sept 30th included in open claims listed			22

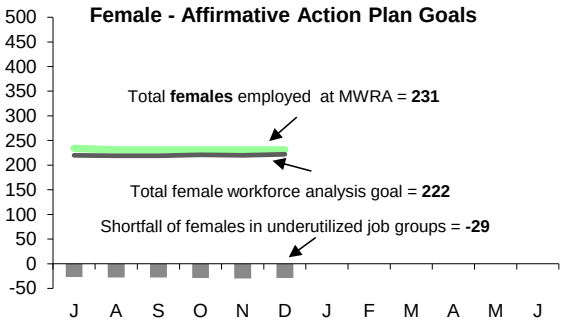


MWRA Job Group Representation

2nd Quarter - FY26

Workforce data is delayed this quarter due to a major software upgrade. This page will be revised when data is available





Highlights:

At the end of Q2 FY26, 7 job groups or a total of 30 positions are underutilized by minorities as compared to 5 job groups for a total of 24 positions at the end of Q2 FY25; for females 7 job groups or a total of 29 positions are underutilized by females as compared to 8 job groups or a total of 27 positions at the end of Q2 FY25. During Q2, 7 minorities and 4 females were hired. During this same period 5 minorities and 6 females were terminated.

Underutilized Job Groups - Workforce Representation

Job Group	Employees as of 12/31/2025	Minorities as of 12/31/2025	Achievement Level	Minority Over or Underutilized	Females As of 12/31/2025	Achievement Level	Female Over or Underutilized
Administrator A	22	3	1	2	9	1	8
Administrator B	26	5	5	0	8	7	1
Clerical A	17	7	4	3	13	13	0
Clerical B	21	4	5	-1	3	6	-3
Engineer A	87	17	23	-6	20	23	-3
Engineer B	58	16	16	0	18	11	7
Craft A	127	17	26	-9	0	7	-7
Craft B	113	24	23	1	1	6	-5
Laborer	58	12	15	-3	3	2	1
Management A	88	20	21	-1	31	23	8
Management B	37	12	6	6	6	7	-1
Operator A	54	3	12	-9	2	6	-4
Operator B	79	26	14	12	5	5	0
Professional A	28	7	8	-1	13	12	1
Professional B	173	55	54	1	73	66	7
Para Professional	43	17	9	8	19	14	5
Technical A	52	21	13	8	6	12	-6
Technical B	5	2	1	1	1	1	0
Total	**1088**	**268**	**256**	**42/-30**	**231**	**222**	**38/-29**

AACU Candidate Referrals for Underutilized Positions

Job Group	Job Titles	# of Vacancies	UL - F=Female, M=Minority	Requisition Internal/ External	Status = New Hire Promo	Selected Applicants
CB-Clerical B	Warehouse Materials Handler x 2	2	M/F	1 Int. 1 Int./Ext.	2 Promo	2WM
EA-Engineering A	Prog Mgr Operat Tech Network Sr Engr Hydrologic and Hydraul Program Manager, Meter Data Program Manager, Environmental	4	M/F	4 Int./Ext.	2 Promo 2 NH	2WM 2WF
KA-Craft A	HVAC Specialist M & O Specialist – Wastewater x 3 Trades Foreman	5	M/F	1 Int. 4 Int./Ext.	1 Promo 4 NH	5WM
KB-Craft B	Electrician x 2 Facilities Specialist Facilities Specialist I Instrument Technician Junior Instrument Technician Heavy Equipment Operator I	7	F	2 Int. 5 Int./Ext.	3 Promo 4 NH	7WM
L-Laborers	Building/Grounds Worker x 2 OMC Laborer x 4 Building/Grounds Supervisor	7	M	1 Int. 6 Int./Ext.	1Promo 6 NH	6WM 1BM
MA-Management A	Manager, Benefits & HRIS Mgr, Workplace Investigations Sr Program Manager, FO&P Work Coordination Center Mgr	4	M	1 Int. 3 Int./Ext.	2 Promo 2 NH	1WM 1AM 1NM 1WF
MB-Management B	Area Manager Project Manager Assist Mangr Rates, Rev & Fin	3	F	3 Int.	3 Promo	2WM 1WF
OA-Operator A	Area Superv I (WW Transport) x 2	2	M/F	2 Int./Ext.	2 Promo	2WM
TA-Technical A	Communication & Control Tech. x 2 Sr Instrument Technician x 2 Field Sup WW Pipe Inspection	5	F	1 Int. 4 Int./Ext.	2 Promo 3 NH	2WM 1BM 2HM

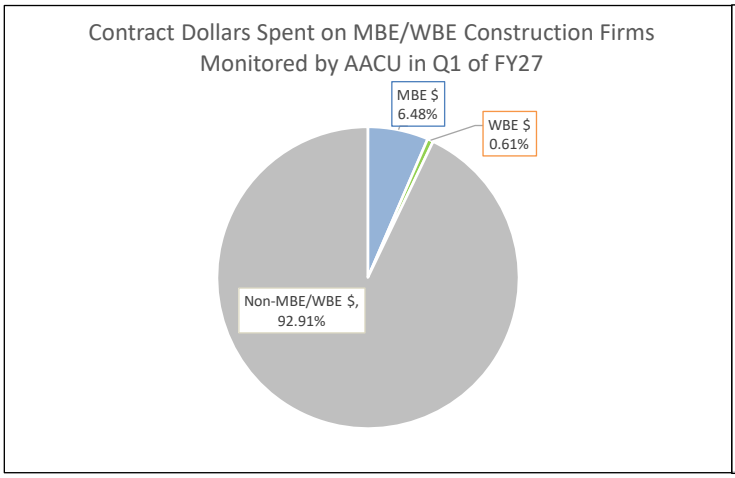
Minority/Women-Owned Business Enterprise (MBE/WBE) Expenditures

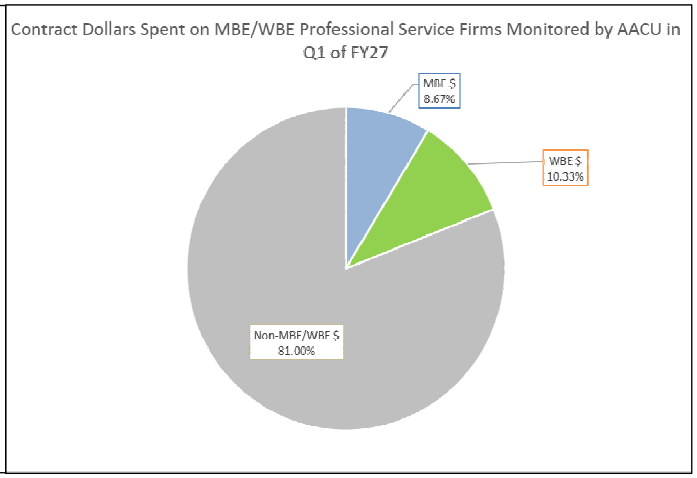
1st Quarter – FY27

MWRA's goals for construction and professional services expenditures for minority owned business enterprises (MBE) and women owned business enterprises (WBE) is based upon a 2002 AvailabilityStudy.* The goals are as follows:

Construction: 7.24% MBE / 3.6% WBE Professional Services: 7.18% MBE / 5.77% WBE

Participation goals are only placed on contracts when there is a reasonable expectation of participation from available MBE and WBE firms, whether as prime contractors or as subcontractors, to perform the contracted work.





In accordance with the Affirmative Action Plan (AAP) for calendar year 2026, MWRA is reporting expenditures for Qtr 1 of FY27 in the format consistent with the approved AAP. MWRA is monitoring 10 construction contracts and 33 professional serivces contracts. In this quarter, MWRA has spend approximately 6.48% (approximately $2.5 million) of all construction payments to MBE firms, and 2.31% (approximately $237K) on WBE firms. In Qtr 1 of FY27, the MWRA has spend approximately 8.67% (approximately $905K) of all professional services payments to MBE firms, and 10.33% (approximately $1 million) on WBE firms. In Qtr 1 of FY27, MWRA has spent approximately $29,311 dollars to MBE or WBE vendors for goods and services.

Calendar Year (2026) to Date					
	Total Payments	MBE Payments ($)	MBE % of Payments	WBE Payments ($)	WBE % of Payments
Construction	$38,983,233	$2,527,534	6.48%	$237,427	0.61%
Professional Services	$10,441,903	$905,147	8.67%	$1,078,787	10.33%
Grand Totals:	**$49,425,136**	**$3,432,680**	**6.95%**	**$1,316,215**	**2.66%**

FY27 CEB Expenses

1st Quarter – FY27

As of September 2026, total expenses are $223.6 million, $8.6 million or 3.7% lower than budget, and total revenue is $235.3 million, $0.5 million or 0.2% over the estimate, for a net variance of $9.1 million.

Expenses –

Direct Expenses are $77.3 million, $7.4 million or 8.7% under budget.

- **Wages & Salaries** were $2.0 million under budget or 6.0%. Regular pay is $1.9 million under budget, largely due to lower head count. YTD through September, the average Full Time Equivalent (FTE) positions was 1,083 or 84 below the 1,167 FTE's budgeted.
- **Ongoing Maintenance** expenses were $2.2 million under budget or 16.4% due to timing of maintenance projects.
- **Other Services** expenses were $2.0 million or 19.8% under budget driven by Sludge Pelletization of $1.0 million primarily due to potential PFAS regulations requiring landfilling that had no spending and lower Grit & Screenings of $384k due to lower quantities.
- **Fringe Benefits** expenses were $905k under budget or 12.3%, primarily due to lower spending for Health Insurance of $651k, reflecting the lower than budgeted head count. As of September, FTEs were 84 below budget.
- **Indirect Expenses** were $39.0 million, $453k or 1.1% below budget driven by lower than budgeted Watershed Reimbursement, $556k under budget.

Capital Finance Expenses totaled $107.2 million, $789k under budget or 0.7%. The variance was a result of lower than budget variable interest expense of $789k due to lower interest rates.

Revenue and Income –

Total Revenue and Income is $235.3 million, $452k or 0.2% over the estimate. The favorable variance was driven by Investment Income of $5.9 million, $470k over the estimate due to higher than anticipated interest rates, and Other Revenue of $175k driven by Emergency Water Supply and Energy Revenues.

	Sep 2026 Year-to-Date			
	Period 3 YTD Budget	Period 3 YTD Actual	Period 3 YTD Variance	%
EXPENSES				
WAGES AND SALARIES	$ 32,870,778	$ 30,893,643	$ (1,977,135)	-6.0%
OVERTIME	1,751,947	1,895,881	143,934	8.2%
FRINGE BENEFITS	8,333,465	7,428,011	(905,454)	-10.9%
WORKERS' COMPENSATION	604,972	761,946	156,974	25.9%
CHEMICALS	5,841,899	5,743,859	(98,040)	-1.7%
ENERGY AND UTILITIES	7,742,032	8,207,451	465,419	6.0%
MAINTENANCE	13,307,132	11,125,090	(2,182,042)	-16.4%
TRAINING AND MEETINGS	179,426	64,438	(114,988)	-64.1%
PROFESSIONAL SERVICES	2,732,142	2,217,630	(514,512)	-18.8%
OTHER MATERIALS	1,494,656	1,089,238	(405,418)	-27.1%
OTHER SERVICES	9,858,889	7,902,635	(1,956,254)	-19.8%
TOTAL DIRECT EXPENSES	**$ 84,717,339**	**$ 77,329,823**	**$ (7,387,516)**	**-8.7%**
INSURANCE	$ 1,235,769	$ 1,338,966	$ 103,197	8.4%
WATERSHED/PILOT	6,755,182	6,198,702	(556,480)	-8.2%
HEEC PAYMENT	1,591,600	1,591,600	-	0.0%
MITIGATION	478,970	478,970	-	0.0%
ADDITIONS TO RESERVES	1,002,146	1,002,146	-	0.0%
RETIREMENT FUND	28,410,126	28,410,126	-	0.0%
POST EMPLOYEE BENEFITS	-	-	-	---
TOTAL INDIRECT EXPENSES	**$ 39,473,793**	**$ 39,020,510**	**$ (453,283)**	**-1.1%**
STATE REVOLVING FUND	$ 20,142,450	$ 20,142,450	$ -	0.0%
SENIOR DEBT	70,482,000	70,482,000	-	0.0%
DEBT SERVICE ASSISTANCE	(1,234,567)	(1,234,567)	-	0.0%
CURRENT REVENUE/CAPITAL	-	-	-	---
SUBORDINATE MWRA DEBT	17,804,794	17,804,794	-	0.0%
LOCAL WATER PIPELINE CP	-	-	-	---
CAPITAL LEASE	804,265	804,265	-	0.0%
VARIABLE DEBT	-	(788,925)	(788,925)	---
DEFEASANCE ACCOUNT	-	-	-	---
DEBT PREPAYMENT	-	-	-	---
TOTAL CAPITAL FINANCE EXPENSE	**$ 107,998,942**	**$ 107,210,017**	**$ (788,925)**	**-0.7%**
TOTAL EXPENSES	**$ 232,190,071**	**$ 223,560,345**	**$ (8,629,726)**	**-3.7%**
REVENUE & INCOME				
RATE REVENUE	$ 225,169,290	$ 225,169,290	$ -	0.0%
OTHER USER CHARGES	3,503,322	3,310,410	(192,912)	-5.5%
OTHER REVENUE	774,317	949,023	174,706	22.6%
RATE STABILIZATION	-	-	-	---
INVESTMENT INCOME	5,448,750	5,918,599	469,849	8.6%
TOTAL REVENUE & INCOME	**$ 234,895,679**	**$ 235,347,322**	**$ 451,643**	**0.2%**

Cost of Debt

1st Quarter – FY27

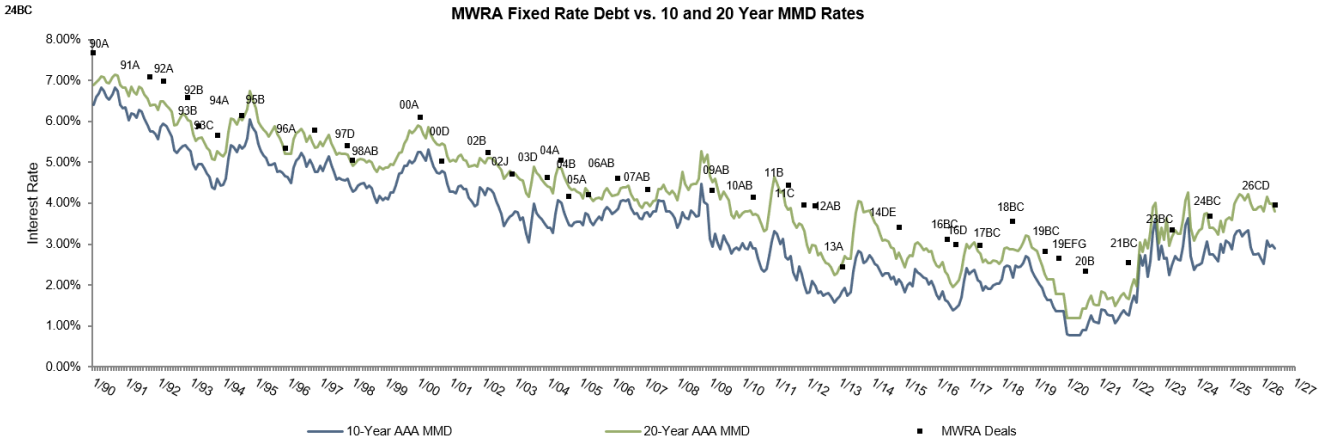
MWRA borrowing costs are a function of the fixed and variable tax exempt interest rate environment, the level of MWRA's variable interest rate exposure and the perceived creditworthiness of MWRA. Each of these factors has contributed to decreased MWRA borrowing costs since 1990.

Average Cost of MWRA Debt FYTD

Fixed Debt ($3.17 billion)	3.43%
Variable Debt ($295.4 million)	2.85%
SRF Debt ($747.92 million)	1.92%
Weighted Average Debt Cost ($3.58 billion)	3.12%

Most Recent Senior Fixed Debt Issue
April 2024

2026 Series C and D ($584.9 million)	3.96%

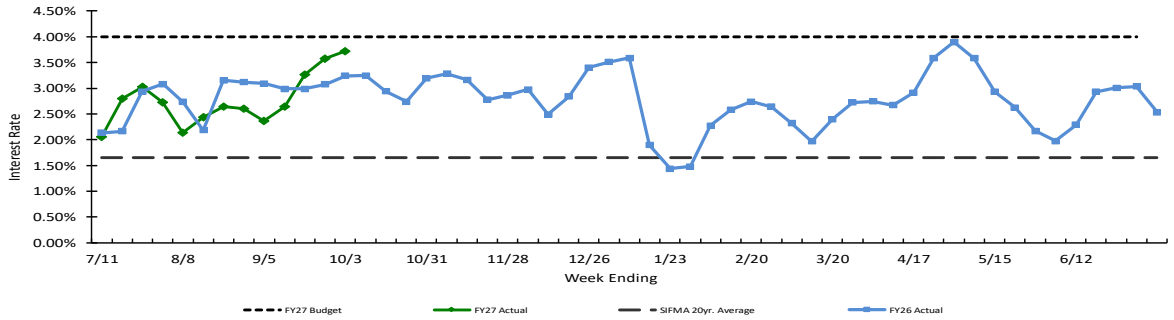


Bond Deal	2000A	2000D	2002B	2002J	2003D	2004A	2004B	2005A	2006AB	2007AB	2009AB	2010AB	2011B	2011C
Rate	6.11%	5.03%	5.23%	4.71%	4.64%	5.05%	4.17%	4.22%	4.61%	4.34%	4.32%	4.14%	4.45%	3.95%
Avg Life	26.3 yrs	9.8 yrs	19.9 yrs	19.6 yrs	18.4 yrs	19.6 yrs	13.5 yrs	18.4 yrs	25.9 yrs	24.4 yrs	15.4 yrs	16.4 yrs	18.8 yrs	16.5 yrs

Bond Deal	2012AB	2013A	2014D-F	2016BC	2016D	2017BC	2018BC	2019BC	2019EF-C	2020B	2021BC	2023BC	2024BC	2026CD
Rate	3.93%	2.45%	3.41%	3.12%	2.99%	2.98%	3.56%	2.82%	2.66%	2.33%	2.56%	3.35%	3.68%	3.96%
Avg Life	17.9 yrs	9.9 yrs	15.1 yrs	17.4 yrs	18.8yrs	11.2 yrs	11.7yrs	11.9yrs	9.73 yrs.	15.6 yrs	12.2 yrs	10.45 yrs	11.77 yrs	10.69

Weekly Average Variable Interest Rates vs. Budget

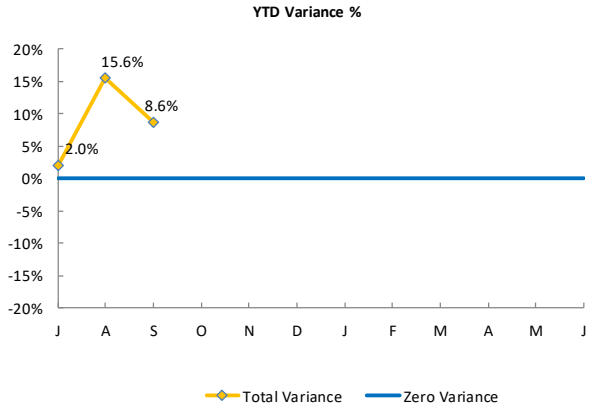
MWRA currently has eight variable rate debt issues with $295.4 million outstanding, excluding commercial paper. Variable rate debt has been less expensive than fixed rate debt in recent years as short-term rates have remained lower than long-term rates on MWRA debt issues. In September, the Securities Industry and Financial Markets Association rate ranged from a high of 3.93% to a low of 2.70% for the month. MWRA's issuance of variable rate debt, although consistently less expensive in recent years, results in exposure to additional interest rate rise as compared to fixed rate debt.



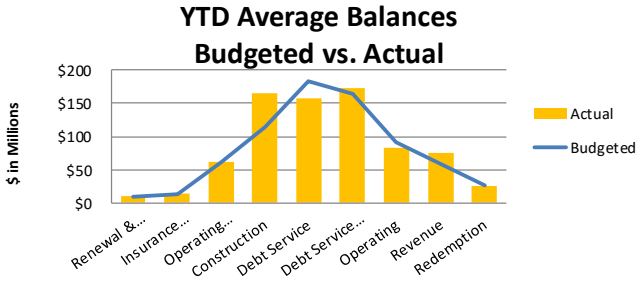
Investment Income

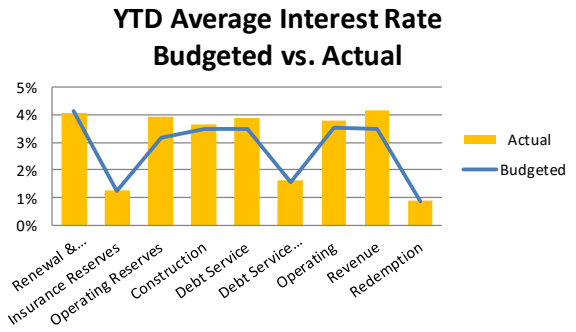
1st Quarter – FY27

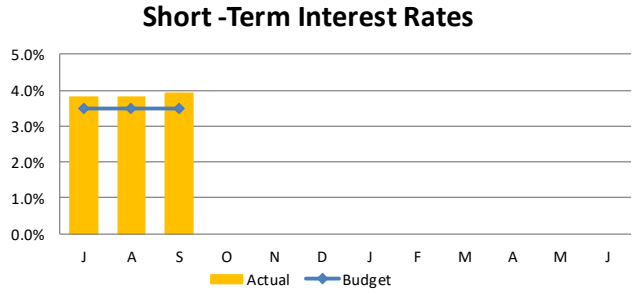
- YTD variance is 8.6%, $0.8 million.

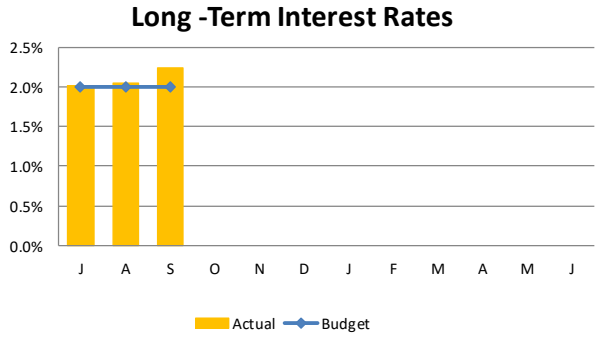


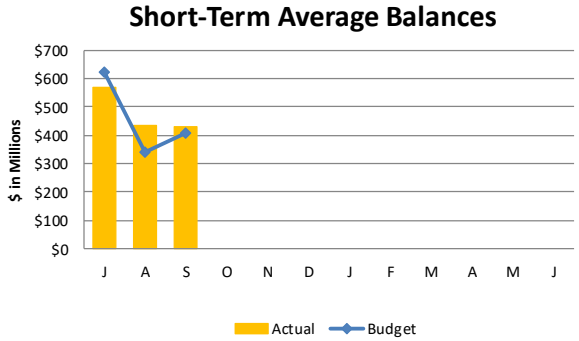
	YTD BUDGET VARIANCE			
	BALANCES IMPACT	RATES IMPACT	TOTAL	%
Renewal & Replacement Reserves	$0	-$3	-$3.8	-3.4%
Insurance Reserves	$0	$0	$0.6	0.3%
Operating Reserves	$1	$108	$113.4	22.6%
Construction	$423	$403	$476.5	38.5%
Debt Service	-$213	-$274	-$69.6	-15.6%
Debt Service Reserves	$37	$48	$55.2	7.6%
Operating	-$21	-$48	$9.9	-5.8%
Revenue	$144	$237	$259.2	46.2%
Redemption	$0	-$1	-$0.8	-1.8%
Total Variance	$371	$469.8	$842	8.6%

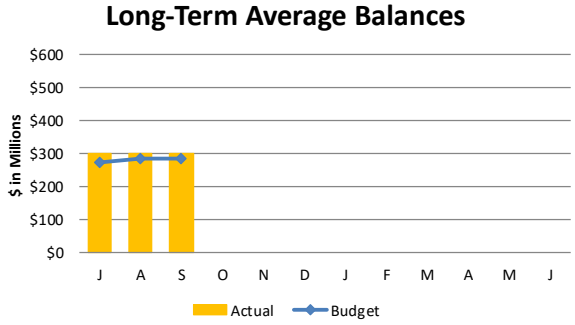












STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: FY27 Financial Update and Summary through October

COMMITTEE: Administration, Finance & Audit

_X_ INFORMATION
___ VOTE

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

Thomas J. Durkin
Director, Finance

RECOMMENDATION:

For information only. This staff summary provides the financial results and variance highlights for Fiscal Year 2027 through October 2026, comparing actual spending to the budget.

DISCUSSION:

The total Year-to-Date variance for the FY27 CEB is $10.7 million, due to lower direct expenses of 6.4% or $7.2 million, indirect expenses of 1.9% or $0.8 million, debt service costs of 0.6% or $0.8 million, and higher revenue of 0.6% or $1.9 million.

FY27 Current Expense Budget

The CEB expense variances for FY27 by major budget category were:

- Lower Direct Expenses of $7.2 million or 6.4% under budget. Spending was lower for Wages & Salaries, Other Services, Fringe Benefits, Maintenance, Professional Services, Training & Meetings, and Other Materials. Spending was higher than budget for Overtime, Utilities, Workers' Compensation, and Chemicals.

- Lower Indirect Expenses of $0.8 million or 1.9% under budget due primarily to lower Watershed reimbursements and HEEC costs.

- Lower Debt Service expenses of $0.8 million was a result of lower than projected variable interest expense.

- Revenue was $1.9 million or 0.6% over the estimate driven by higher Other User Charges of $0.9 million and Investment Income of $0.8 million due to higher than projected interest rates.

FY27 Budget and FY27 Actual Variance by Expenditure Category
(In millions)

	FY27 Budget	FY27 Actual	$ Variance	% Variance
Direct Expenses	$112.4	$105.2	-$7.2	-6.4%
Indirect Expenses	$43.3	$42.5	-$0.8	-1.9%
Capital Financing	$141.1	$140.3	-$0.8	-0.6%
Total	**$296.9**	**$288.0**	**-$8.9**	**-3.0%**

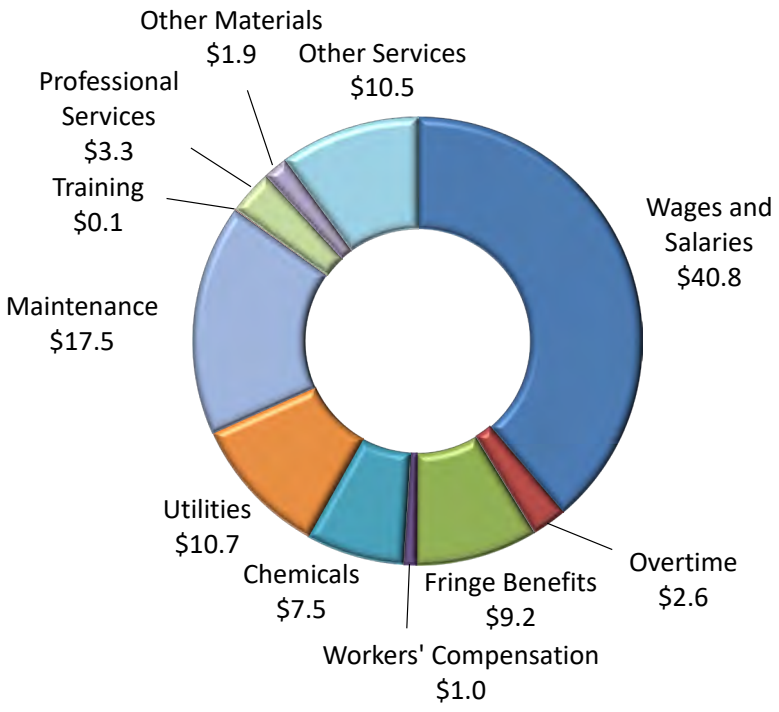
Totals may not add due to rounding

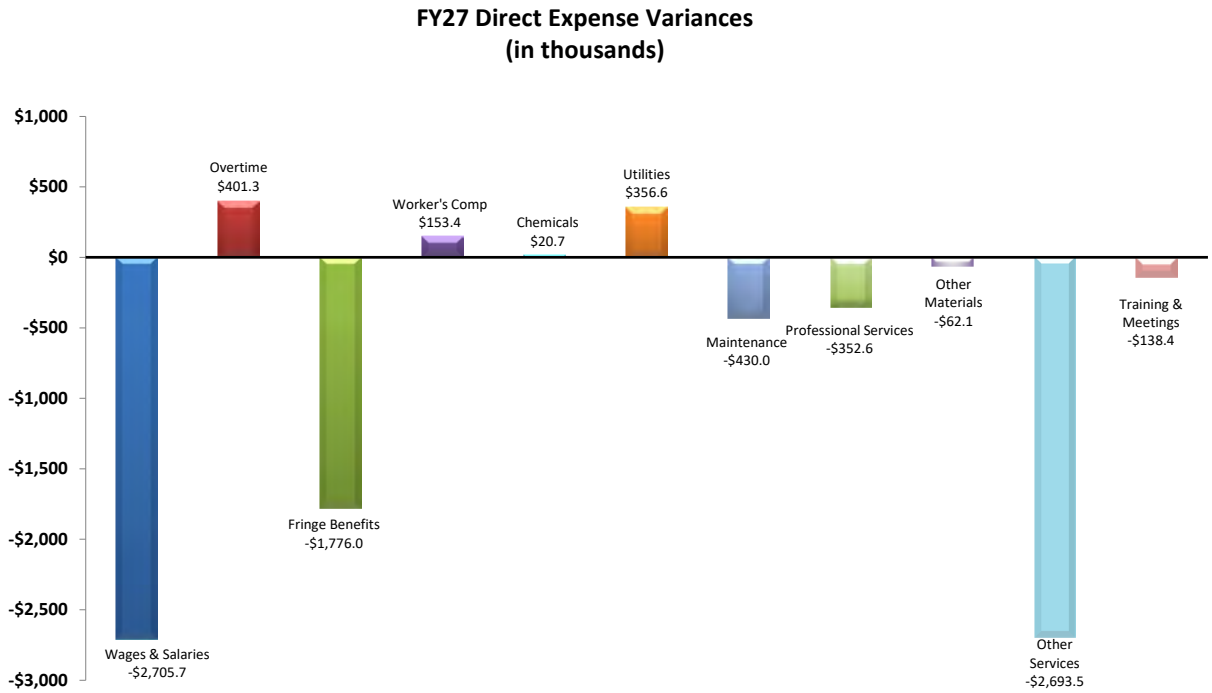
Please refer to Attachment 1 for a more detailed comparison by line item of the budget variances for FY27.

Direct Expenses

FY27 direct expenses through October totaled $105.2 million, which was $7.2 million or 6.4% less than budgeted.

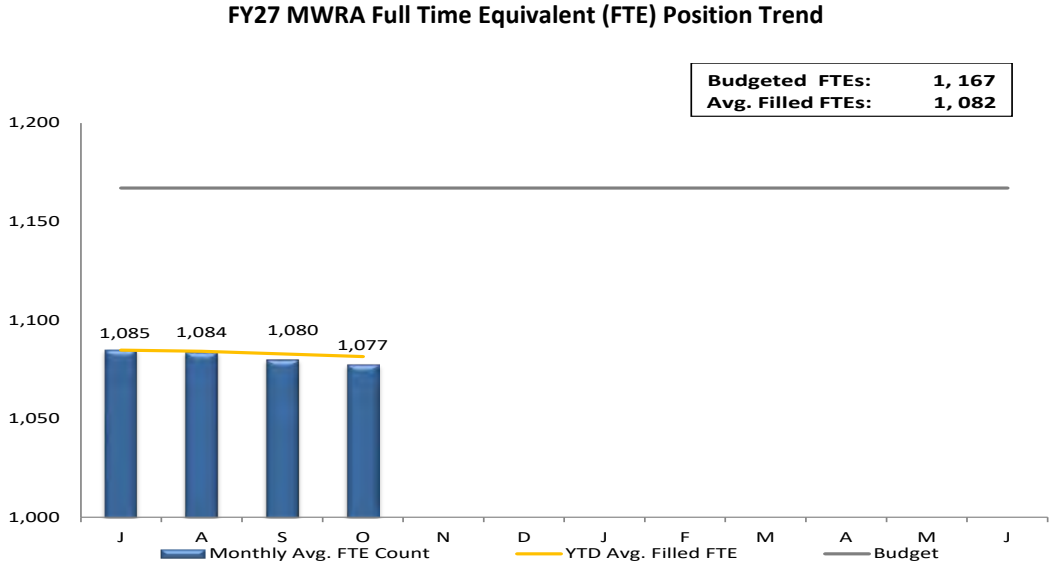
FY27 Direct Expenses
(in millions)





Wages and Salaries

Wages and Salaries were lower than budget by $2.7 million or 6.2%. Through October, there were 85 fewer average FTEs (1,082 versus 1,167 budget) or 7.3% and, lower average new hire salaries versus retirees. The timing of backfilling vacant positions also contributed to Regular Pay being under budget.



Other Services

Other Services were lower than budget by $2.7 million or 20.4% driven by lower than anticipated expenses for Sludge Pelletization of $1.2 million primarily for the potential PFAS regulation changes requiring landfilling that had no spending but were budgeted for, lower Memberships/Dues of $576,000 due to timing of renewals including the Water Research Foundation, lower Grit & Screenings Removal of $498,000 primarily due to lower quantities, and lower Telecommunications of $258,000.

Fringe Benefits

Fringe Benefits spending was lower than budget by $1.8 million or 16.1%. This is primarily driven by lower Health Insurance costs of $1.5 million due to fewer than budgeted participants in health insurance plans, increased contribution by external new hires vs. lower contribution rates of staff retiring, and the shift from family to individual plans which are less expensive.

Maintenance

Maintenance spending was lower than budget by $430,000 or 2.4%. Maintenance Services were lower than budget by $1.4 million driven by Building and Grounds Services of $1.5 million due to less than anticipated services through October and updated schedules for the Chestnut Hill Reservoir Gate, Goodnough Dike drain cleaning and relief well redevelopment work, River Road slope repair projects, and repair of the DITP Primary Battery A elevator service. Lower Plant & Machinery Services of $1.1 million was due to less than anticipated spending through October including a delay in some wicket gate work, duct cleaning for pump stations that was completed earlier than anticipated, and less than anticipated spending for Nut Island Fire Pump 3 and controller replacement. Lower Special Equipment Services of $259,000 due to less than anticipated services through October including the PICS annual maintenance contract that was paid for the fiscal year in entirety in August. This was partially offset by higher Computer Software Licenses/Upgrades of $524,000 due to greater than anticipated spending for licenses through October and updated costs for Microsoft 365 and VMware. Lower Computer Services of $584,000 for additional services including MAXIMO migration and Intune professional services through October. Maintenance Materials were greater than budget by $951,000 driven by Plant & Machinery Materials of $747,000 for meter maintenance and metro maintenance operations and Electrical Materials of $490,000 due to greater than anticipated spending through October including a DITP spare inverter anticipated in FY26 that was received in FY27.

Overtime

Overtime expenses were higher than budget by $401,000 or 18.2%. Overspending in Field Operations of $371,000 was due to shift coverage and weather events and Deer Island Treatment Plant (DITP) of $60,000 was due to weather events. This is partially offset by lower than budgeted spending in TRAC of $29,000 due to less than anticipated needs. Year-to-Date rainfall was a major contributor for the greater than anticipated overtime.

Utilities

Utilities were higher than budget by $357,000 or 3.5%. Higher than budgeted spending for Electricity of $494,000 was driven by Field Operations of $250,000 due to Eversource Energy pricing and volume increases with higher supply charges and DITP of $173,000 due to Direct Energy real time charges as well as Eversource Energy for higher pricing.

Professional Services

Professional Services were lower than budget by $352,000 or 9.5% driven by Computer Systems Consultant of $599,000 and Resident Inspection of $112,000, both due to less than anticipated consulting costs through October. These were partially offset by higher Legal Services of $239,000 due to greater than anticipated spending on outside counsel.

Worker's Compensation

Worker's Compensation expenses were higher than budget by $153,000 or 19.0%. The variance is due to higher than budgeted expenses for Medical Payments of $90,000 and Compensation Payments of $87,000, partially offset by lower Administrative Expenses of $24,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.

Training & Meetings

Training & Meetings were lower than budget by $138,000 or 60.0% primarily due to less than anticipated spending on meetings and conferences through October.

Other Materials

Other Materials spending was lower than budget by $62,000 or 3.2% driven by lower Vehicle Expense of $147,000 and Computer Hardware of $53,000 both due to less than anticipated purchases through October. These were partially offset by higher than anticipated spending on Equipment/Furniture of $267,000.

Chemicals

Chemicals were higher than budget by $21,000 or 0.3%. Higher Sodium Hypochlorite of $239,000 primarily due to higher dosing at DITP during storm events in October and Soda Ash of $149,000 was driven by flow at Carroll Water Treatment Plant. This was partially offset by lower Activated Carbon of $174,000 due to the timing of carbon change-outs and Hydrogen Peroxide of $164,000 due to warmer weather and elevated H2S levels in the wastewater. DITP flows are 13.5% less than planned and the JCWTP flows are 4.6% greater than planned through October. 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.

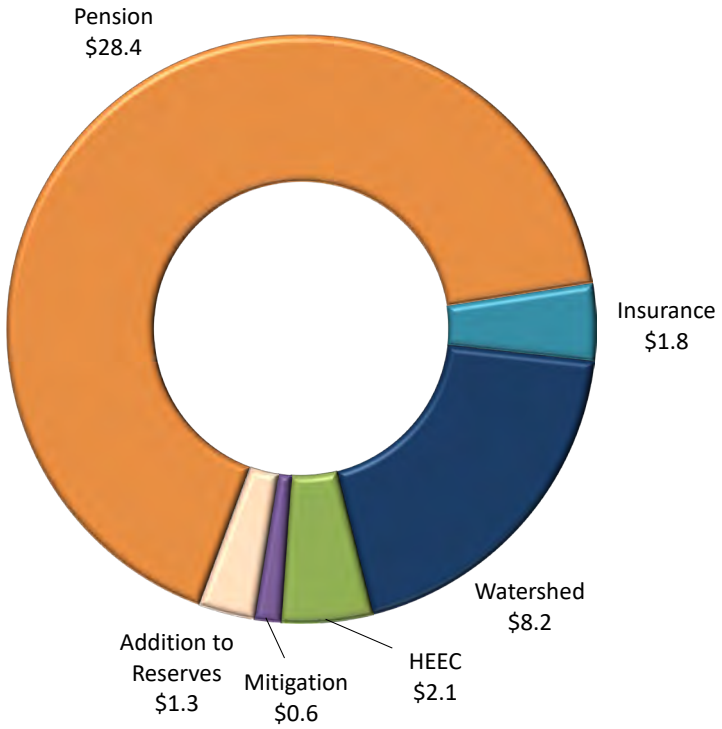
Indirect Expenses

Indirect Expenses totaled $42.5 million, which is $0.8 million or 1.9% lower than budget. The variance is driven by lower Watershed Reimbursement and HEEC costs.

Based on FY27 operating activity only, the Watershed Division is $1.4 million or 15.6% under budget. Lower spending on Wages & Salaries, Fringe Benefits, and Maintenance drove the variance. When factoring in the FY26 balance forward of $752,000 which was paid during Q1 of FY27, Watershed Reimbursement is $625,000 or 7.1% below budget through October 2026.

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 average FTE count through October is 140.8 on a year-to-date average basis vs. a budget of 151.

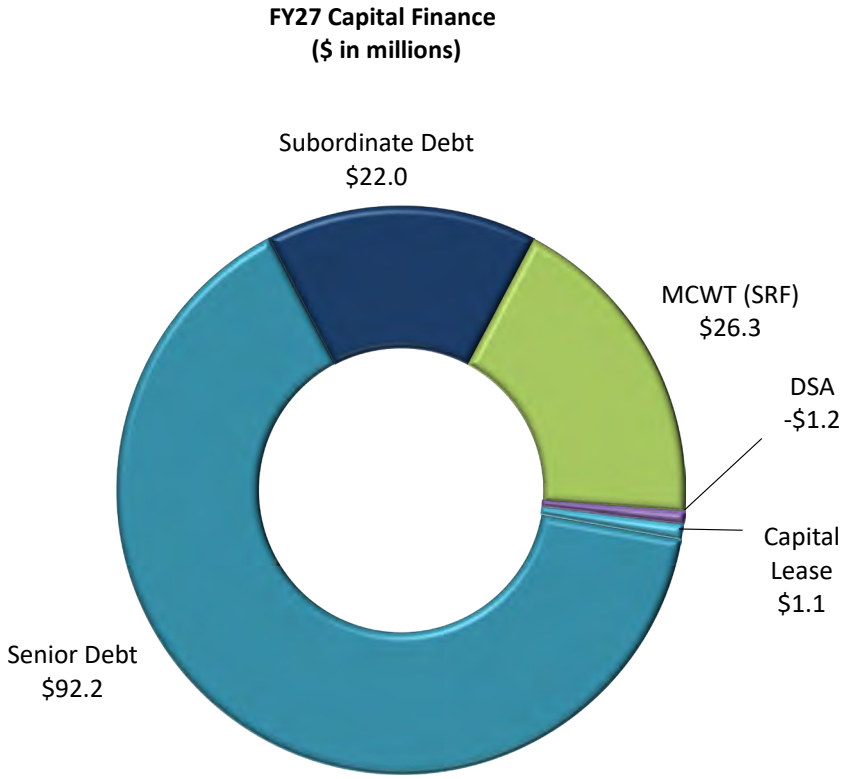
FY27 Indirect Expenses
(in millions)



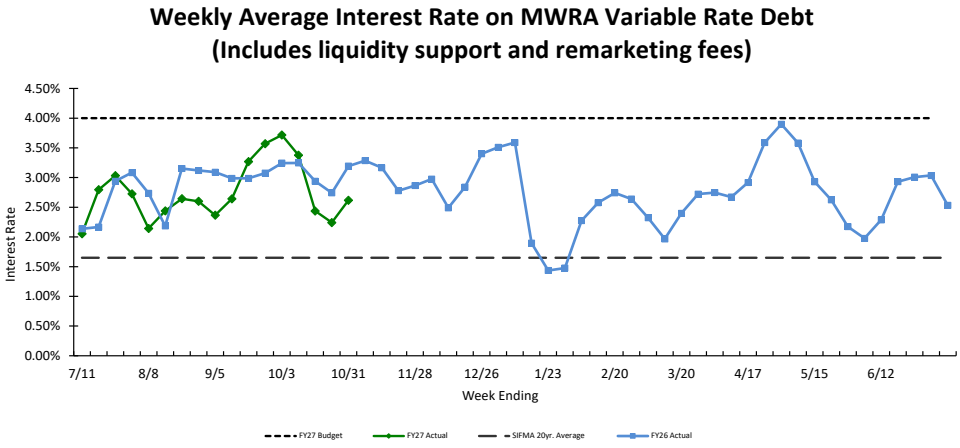
Capital Financing

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 FY27 through October totaled $140.3 million which was $812,000 or 0.6% lower than budget driven by lower than anticipated variable interest expense of $812,000 due to favorable rates.



The graph below reflects the FY27 actual variable rate trend by week against the FY27 Budget.



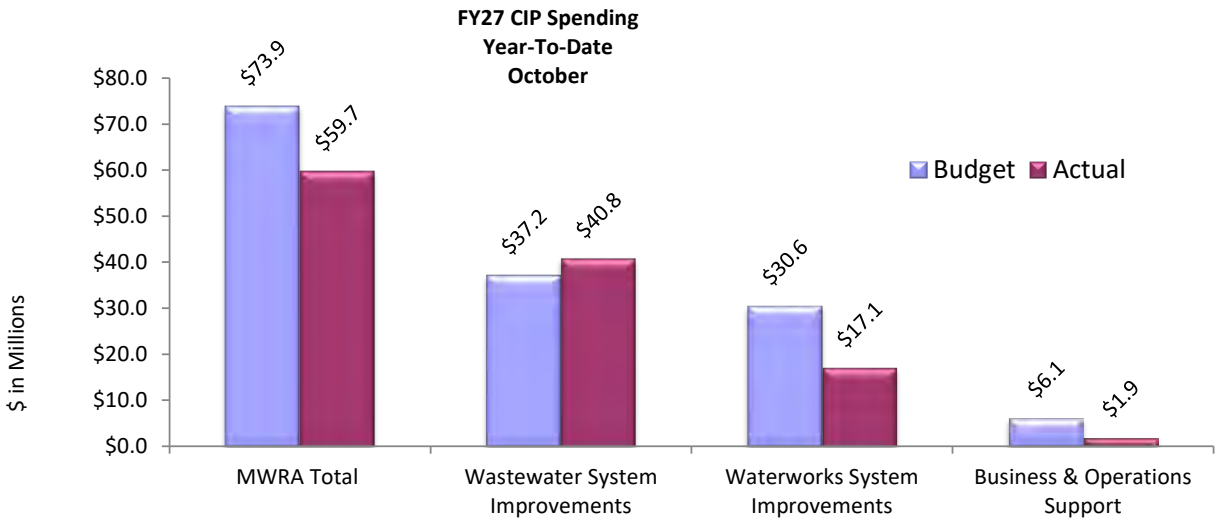
Revenue & Income

Revenues of $308.8 million were $1.9 million or 0.6% greater than the estimate driven by higher Other User Charges of $0.9 million or 21.3% due to the timing of receipts and higher Investment Income of $0.8 million or 11.1% due to higher than assumed interest rates.

FY27 Capital Improvement Program

Capital expenditures in Fiscal Year 2027 through October totaled $59.7 million, $14.2 million or 19.2% under planned spending.

After accounting for programs which are not directly under MWRA's control which include the Inflow and Infiltration (I/I) grant/loan program, the Local Water System Assistance loan program, and the community managed Combined Sewer Overflow (CSOs) projects, capital spending totaled $47.9 million, $13.6 million or 22.2% under planned spending.



Overall, CIP spending reflects greater than planned spending in Wastewater Improvements ($3.6 million), less than planned spending in Waterworks ($13.5 million) and less than planned spending in Business and Operations Support ($4.3 million). Major variances in Wastewater are primarily due to greater than anticipated progress for the Deer Island Treatment Plant (DITP) Clarifier Rehab Phase 2 contract, and greater than anticipated requests for community grants and loans for the I/I Local Financial Assistance Program This was partially offset by slower than anticipated start-up for Interceptor Renewal 7, Malden & Melrose-Construction and CA, less than planned contractor progress for Somerville Marginal New Pipe Connection and Hayes Pump Station Rehab, and less than planned consultant progress for Ward Street & Columbus Park Headworks Design/CA.

Major variances in Waterworks include payment from the City of Waltham for local pipeline work performed by MWRA on Waltham Water Pipeline Construction project, design services planned for FY27 performed in FY26 for Metro Water Tunnel Program Final Design/ESDC, less than anticipated requests for community loans for the Water Loan Program, contract completion in FY26 for CWTP SCADA Upgrade Construction, Notice to Proceed later than anticipated for Cathodic Protection Shaft E, N & W Improvements – Construction. This was partially offset by greater than anticipated watershed land acquisitions.

$ in Millions	Budget	Actuals	$ Var.	% Var.
Wastewater System Improvements				
Interception & Pumping	9.3	3.3	(6.0)	-64.2%
Treatment	12.8	22.2	9.4	73.0%
Residuals	0.0	0.0	0.0	-
CSO	3.0	1.5	(1.5)	-50.3%
Other	12.1	13.8	1.7	14.0%
Total Wastewater System Improvements	**$37.2**	**$40.8**	**$3.6**	**9.6%**
Waterworks System Improvements				
Drinking Water Quality Improvements	1.1	0.4	(0.8)	-66.9%
Transmission	16.8	9.4	(7.3)	-43.6%
Distribution & Pumping	10.5	10.2	(0.2)	-2.3%
Other	2.2	(3.0)	(5.2)	-
Total Waterworks System Improvements	**$30.6**	**$17.1**	**($13.5)**	**-44.2%**
Business & Operations Support	**$6.1**	**$1.9**	**($4.3)**	**-69.6%**
Total MWRA	**$73.9**	**$59.7**	**($14.2)**	**-19.2%**

FY27 Spending by Program:

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

Wastewater Treatment: Greater than planned spending of $9.4 million

- $8.4 million for Clarifier Rehabilitation Phase 2 Construction due to contractor's progress was greater than anticipated.
- $1.0 million for Combined Heat & Power Design/ESDC/REI due to consultant's progress greater than anticipated.

Waterworks Transmission: Less than planned spending of $7.3 million

- $2.9 million for Waltham Water Pipeline Construction due to repayment from City of Waltham for local pipeline work performed by MWRA.
- $2.3 million for Final Tunnel Design/ESDC due to design services planned for FY27 performed in FY26.
- $0.8 million for Administration, Legal & Public Outreach due to less than anticipated expenditures.
- $0.8 million for CWTP Technical Assistance due to lower than projected task order work.
- $0.6 million for Owners Representative Services due to less than anticipated services.
- $0.6 million for WASM 3 - MEPA/Design/CA/RI due to less than planned contractor work.
- This underspending was partially offset by $1.2 million for greater than anticipated watershed land acquisitions.

Interception & Pumping: Less than planned spending of $6.0 million

- $2.4 million for Interceptor Renewal7, Malden & Melrose-Construction and CA due to slower than anticipated start-up.
- $1.4 million for Hayes Pump Station Rehab Construction due to contractor progress less than anticipated.
- $1.0 million for Ward St & Columbus Park Headworks Design/CA due to less than planned consultant progress.

Other Waterworks: Less than planned spending of $5.2 million

- $2.3 million for Local Financial Assistance due to less than anticipated requests for community loans.
- $1.8 million for CWTP SCADA Upgrade Construction due to work completed in FY26.
- $0.3 million for Steel Tank Improvements - Design/CA due to CA services less than anticipated.

Business & Operations Support: Less than planned spending of $4.3 million

- MS Office Upgrades: $1.0 million, Disaster Recovery: $0.3 million, and Instrumentation & Controls IT: $0.3 million due to implementation being behind schedule.
- $0.7 million for As-Needed Design Contracts due to lower than projected task order work.
- $0.6 million for Security Equipment & Installation due to project delays including upgrades to communication circuits and cameras.
- $0.3 million for FY24-28 Vehicle Purchases due to long lead time on the availability of specific vehicles.

Other Wastewater: Greater than planned spending of $1.7 million

- $1.7 million for Community I/I due to greater than anticipated requests for community grants and loans.

Combined Sewer Overflow: Less than planned spending of $1.5 million

- $1.6 million for Somerville Marginal New Pipe Connection due to contractor progress less anticipated.

Water Distribution and Pumping: Less than planned spending of $0.2 million

- $1.4 million for Cathodic Protection Shaft E, N & W Improvements – Construction due to Notice to proceed later than anticipated.
- $0.6 million for CP-2 NEH Improvements due to less than planned contractor progress.
- $0.3 million for CP-3 NEH Improvements due to schedule change.
- This less than planned spending was partially offset by greater than planned spending of $1.2 million for Section 75 and 47 Extension CP-1 Construction due to greater than planned contractor progress, and $1.0 million for Section 56 Replacement/Saugus River Construction and REI due to greater than planned contractor and consultant progress.

Please see Attachment B for detailed FY27 CIP variance explanations of all FY27 for projects.

Construction Fund Balance

The construction fund balance was $169.8 million as of the end of October. Commercial Paper/Revolving Loan available capacity was $325.0 million.

ATTACHMENTS:

Attachment 1 – Variance Summary through October 2026
Attachment 2 – Current Expense Variance Explanations
Attachment 3 – Capital Improvement Program Variance Explanations

ATTACHMENT 1
FY27 Actuals vs. FY27 Budget

	Oct 2026 Year-to-Date				
	Period 4 YTD Budget	Period 4 YTD Actual	Period 4 YTD Variance	%	FY27 Approved
EXPENSES					
WAGES AND SALARIES	$ 43,544,293	$ 40,838,603	$ (2,705,690)	-6.2%	$ 140,690,530
OVERTIME	2,208,651	2,609,916	401,265	18.2%	6,899,457
FRINGE BENEFITS	11,023,545	9,247,586	(1,775,959)	-16.1%	33,872,720
WORKERS' COMPENSATION	806,630	960,063	153,433	19.0%	2,419,889
CHEMICALS	7,445,094	7,465,771	20,677	0.3%	19,803,589
ENERGY AND UTILITIES	10,342,685	10,699,238	356,553	3.4%	35,982,505
MAINTENANCE	17,964,970	17,534,951	(430,019)	-2.4%	51,991,314
TRAINING AND MEETINGS	230,724	92,357	(138,367)	-60.0%	725,173
PROFESSIONAL SERVICES	3,698,915	3,346,266	(352,649)	-9.5%	12,385,894
OTHER MATERIALS	1,944,627	1,882,502	(62,125)	-3.2%	8,129,436
OTHER SERVICES	13,229,646	10,536,141	(2,693,505)	-20.4%	39,376,274
TOTAL DIRECT EXPENSES	**$ 112,439,781**	**$ 105,213,395**	**$ (7,226,386)**	**-6.4%**	**$ 352,276,781**
INSURANCE	$ 1,616,005	$ 1,817,710	$ 201,705	12.5%	$ 4,943,076
WATERSHED/PILOT	8,833,699	8,208,316	(625,383)	-7.1%	36,576,199
HEEC PAYMENT	2,541,159	2,122,128	(419,031)	-16.5%	6,660,088
MITIGATION	626,345	626,345	-	0.0%	1,915,880
ADDITIONS TO RESERVES	1,310,498	1,310,498	-	0.0%	4,008,582
RETIREMENT FUND	28,410,126	28,410,126	-	0.0%	28,410,126
POST EMPLOYEE BENEFITS	-		-	---	5,404,129
TOTAL INDIRECT EXPENSES	**$ 43,337,833**	**$ 42,495,125**	**$ (842,708)**	**-1.9%**	**$ 87,918,080**
STATE REVOLVING FUND	$ 26,340,126	$ 26,340,126	$ -	0.0%	$ 83,672,073
SENIOR DEBT	92,168,769	92,168,769	-	0.0%	312,163,003
DEBT SERVICE ASSISTANCE	(1,234,567)	(1,234,567)	-	0.0%	(1,234,567)
CURRENT REVENUE/CAPITAL	-	-	-	---	22,500,000
SUBORDINATE MWRA DEBT	22,815,192	22,815,192	-	0.0%	63,226,384
LOCAL WATER PIPELINE CP	-	-	-	---	9,530,742
CAPITAL LEASE	1,051,731	1,051,731	-	0.0%	3,217,060
VARIABLE DEBT	-	(812,015)	(812,015)	---	-
DEFEASANCE ACCOUNT	-	-	-	---	-
DEBT PREPAYMENT	-	-	-	---	9,850,000
TOTAL CAPITAL FINANCE EXPENSE	**$ 141,141,251**	**$ 140,329,236**	**$ (812,015)**	**-0.6%**	**$ 502,924,695**
TOTAL EXPENSES	**$ 296,918,864**	**$ 288,037,757**	**$ (8,881,107)**	**-3.0%**	**$ 943,119,556**
REVENUE & INCOME					
RATE REVENUE	$ 294,452,148	$ 294,452,148	$ -	0.0%	$ 900,677,158
OTHER USER CHARGES	4,307,585	5,223,625	916,040	21.3%	11,770,813
OTHER REVENUE	1,052,420	1,200,795	148,375	14.1%	6,762,585
RATE STABILIZATION	-		-	---	-
INVESTMENT INCOME	7,138,831	7,929,617	790,786	11.1%	23,909,000
TOTAL REVENUE & INCOME	**$ 306,950,984**	**$ 308,806,185**	**$ 1,855,201**	**0.6%**	**$ 943,119,556**

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY27 Budget October	FY27 Actuals October	FY27 Actual vs. FY27 Budget		Explanations
			$	%	
Direct Expenses					
Wages & Salaries	43,544,293	40,838,603	(2,705,690)	-6.2%	Wages and Salaries were lower than budget by $2.7 million or 6.2%. Through October, there were 85 fewer average FTEs (1,082 versus 1,167 budget) or 7.3% and, lower average new hire salaries versus retirees. The timing of backfilling vacant positions also contributed to Regular Pay being under budget.
Overtime	2,208,651	2,609,916	401,265	18.2%	Overtime expenses were higher than budget by $401,000 or 18.2%. Overspending in Field Operations of $371,000 due to shift coverage and weather events and DITP of $60,000 due to weather events. Partially offset by lower than budgeted spending in TRAC of $29,000, Occupational Health & Safety of $13,000, Engineering & Construction of $5,000, all due to less than anticipated needs. Year-to-Date rainfall was a major contributor for the greater than anticipated overtime.
Fringe Benefits	11,023,545	9,247,586	(1,775,959)	-16.1%	Fringe Benefits spending was lower than budget by $1.8 million or 16.1%. This is primarily driven by lower Health Insurance costs of $1.5 million due to fewer than budgeted participants in health insurance plans, increased contribution by external new hires vs. lower contribution rates of staff retiring, and the shift from family to individual plans which are less expensive. Medicare expenses were also lower than budget by $265,000 through October.
Worker's Compensation	806,630	960,063	153,433	19.0%	Worker's Compensation expenses were higher than budget by $153,000 or 19.0%. The variance is due to higher than budgeted expenses for **Medical Payments** of $90,000 and **Compensation Payments of** $87,000, partially offset by **Administrative Expenses** of $24,000. Due to uncertainties of when spending will happen, the budget was spread evenly throughout the year.
Chemicals	7,445,094	7,465,771	20,677	0.3%	Chemicals were higher than budget by $21,000 or 0.3%. Higher **Sodium Hypochlorite** of $239,000 primarily due to higher dosing at DITP during storm events in October. Higher **Soda Ash** of $149,000 and **Carbon Dioxide** of $42,000 driven by flow at Carroll Water Treatment Plant. This was partially offset by lower **Activated Carbon** of $174,000 due to the timing of carbon change-outs. Lower **Hydrogen Peroxide** of $164,000 due to due to warmer weather and elevated H2S levels in the wastewater. Lower **Liquid Oxygen** of $90,000 due to lower dosing at Carroll Water Treatment Plant. DITP flows are 13.5% less than planned and the JCWTP flows are 4.6% greater than planned through October. 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.
Utilities	10,342,685	10,699,238	356,553	3.4%	Utilities were higher than budget by $357,000 or 3.5%. Higher than budgeted spending for **Electricity** of $494,000 driven by Field Operations of $250,000 due to Eversource Energy pricing and volume increases with higher supply charges and Deer Island Treatment Plant (DITP) of $173,000 due to Direct Energy real time charges as well as Eversource Energy for higher pricing.

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY27 Budget October	FY27 Actuals October	FY27 Actual vs. FY27 Budget		Explanations
			$	%	
Maintenance	17,964,970	17,534,951	(430,019)	-2.4%	Maintenance spending was lower than budget by $430,000 or 2.4%. *Maintenance Services* were lower than budget by $1.4 million driven by **Building and Grounds Services** of $1.5 million due to less than anticipated services through October and updated schedule for Chestnut Hill Reservoir Gate, Goodnough Dike drain cleaning and relief well redevelopment work, and River Road Slope repair projects, and repair of DITP Primary Battery A elevator service. **Plant & Machinery Services** of $1.1 million due to less than anticipated spending through October including delay in some wicket gate work, and duct cleaning for pump stations that was completed earlier than anticipated, and less than anticipated spending for Nut Island Fire Pump 3 and controller replacement, and **Special Equipment Services** of $259,000 due to less than anticipated services through October including the PICS annual maintenance contract that was paid for the year in August. This was partially offset by **Computer Software Licenses/Upgrades** of $524,000 due to greater than anticipated spending for licenses through October and updated costs for Microsoft 365 and VMware, and **Computer Services** of $584,000 for additional services including MAXIMO migration and Intune professional services through October. *Maintenance Materials* were greater than budget by $951,000 driven by **Plant & Machinery Materials** of $747,000 for meter maintenance and metro maintenance operations and **Electrical Materials** of $490,000 due to greater than anticipated spending through October including a DITP spare inverter anticipated in FY26 that was received in FY27.
Training & Meetings	230,724	92,357	(138,367)	-60.0%	Training & Meetings were lower than budget by 138,000 or 60.0% primarily due to less than anticipated spending on meetings and conferences driven by MIS ($77,000), Admin Director's Offfice ($14,000), Tunnel Redundancy ($6,000), partially Operations Administration of $9,000.
Professional Services	3,698,915	3,346,266	(352,649)	-9.5%	Professional Services were lower than budget by $352,000 or 9.5% driven by **Computer Systems Consultant** of $599,000, and **Resident Inspection** of $112,000, due to less than anticipated consulting costs through October. These were partially offset by higher **Lega**l **Services** of $239,000 due to greater than anticipated spending on outside counsel.
Other Materials	1,944,627	1,882,502	(62,125)	-3.2%	Other Materials spending was lower than budget by $62,000 or 3.2% driven by lower **Vehicle Expense** of $147,000, and **Computer Hardware** of $53,000 due to less than anticipated purchases through October.
Other Services	13,229,646	10,536,141	(2,693,505)	-20.4%	Other Services were lower than budget by $2.7 million or 20.4% driven by lower than anticipated expenses for **Sludge Pelletization** of $1.2 million primarily for the potential PFAS regulation changes requiring landfilling that had no spending but were budgeted for, **l**ower **Memberships/Dues** of $576,000 due to timing of renewals including the Water Research Foundation, lower **Grit & Screenings Removal** of $498,000 primarily due to lower quantities and lower **Telecommunications** of $258,000.
Total Direct Expenses	**112,439,780**	**105,213,394**	**(7,226,386)**	**-6.4%**	

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY27 Budget October	FY27 Actuals October	FY27 Actual vs. FY27 Budget		Explanations
			$	%	
Indirect Expenses					
Insurance	1,616,005	1,817,710	201,705	12.5%	Higher payments/claims of $215,000 partially offset by lower premiums of $13,000 than budgeted.
Watershed/PILOT	8,833,699	8,208,316	(625,383)	-7.1%	Lower Watershed Reimbursement is $625,000 less than budget driven by lower spending on Wages & Salaries, Fringe Benefits, and Maintenance.
HEEC Payment	2,541,159	2,122,128	(419,031)	-16.5%	HEEC True Up ($419,000)
Mitigation	626,345	626,345	-	0.0%	
Addition to Reserves	1,310,498	1,310,499	1	0.0%	
Pension Expense	28,410,126	28,410,126	-	0.0%	
Post Employee Benefits	-	-	-		
Total Indirect Expenses	**43,337,832**	**42,495,124**	**(842,708)**	**-1.9%**	
Debt Service					
Debt Service	141,141,251	140,329,237	(812,014)	-0.6%	Capital Financing was $812,000 lower than the budget due to lower variable rate debt expense of 812,000 as a result of lower than anticipated interest rates.
Debt Service Assistance	-		-		
Total Debt Service Expenses	**141,141,251**	**140,329,237**	**(812,014)**	**-0.6%**	
Total Expenses	**296,918,863**	**288,037,755**	**(8,881,107)**	**-3.0%**	

ATTACHMENT 2
Current Expense Variance Explanations

Total MWRA	FY27 Budget October	FY27 Actuals October	FY27 Actual vs. FY27 Budget		Explanations
			$	%	
Revenue & Income					
Rate Revenue	294,452,148	294,452,148	-	0.0%	
Other User Charges	4,307,585	5,223,625	916,040	21.3%	Higher than projected other User Charges through October.
Other Revenue	1,052,420	1,200,795	148,375	14.1%	Other Revenue was $148,000 or 14.1% greater than budget due to **Energy Revenue** of $93,000, and **Emergency Water Supply** of $87,000.
Rate Stabilization	-	-	-		
Investment Income	7,138,831	7,929,617	790,786	11.1%	Investment Income is over budget due to higher than assumed interest rates.
Total Revenue	**306,950,984**	**308,806,185**	**1,855,201**	**0.6%**	
Net Revenue in Excess of Expenses	**10,032,121**	**20,768,430**	**10,736,308**		

ATTACHMENT 3

FY27 CIP Variance Report ($000s)

	FY27 Budget October	FY27 Actuals October	Actuals vs. Budget		Explanations
			$	%	
Wastewater					
Interception & Pumping (I&P)	$9,326	$3,343	($5,983)	-64.2%	Less than planned spending Interceptor Renewal 7, Malden & Melrose-Construction and CA: $2.4M (slower than anticipated start-up) Hayes Pump Station Rehab - Construction: $1.4M (less than planned contractor progress) Ward St & Columbus Park Headworks Design/CA: $1.0M: (less than planned consultant progress)
Treatment	$12,813	$22,169	$9,356	73.0%	Greater than planned spending Clarifier Rehabilitation Phase 2 Construction and ESDC: $8.4M, and Digester Cover Replacement: $430k (contractors' progress greater than anticipated) Combined Heat & Power Design/ESDC/REI: $987k (consultant's progress greater than anticipated)
Residuals	$0	$1	$1	-	
CSO	$2,991	$1,485	($1,506)	-50.3%	Less than planned spending Somerville Marginal New Pipe Connection: $1.6M (contractor progress less than anticipated)
Other Wastewater	$12,103	$13,792	$1,689	14.0%	Greater than planned spending I/I Local Financial Assistance: $1.7M (greater than anticipated requests for community grants and loans)
Total Wastewater	**$37,233**	**$40,790**	**$3,558**	**9.6%**	

ATTACHMENT 3
FY27 CIP Variance Report ($000s)

	FY27 Budget October	FY27 Actuals October	Actuals vs. Budget		Explanations
			$	%	
Waterworks					
Drinking Water Quality Improvements	$1,125	$372	($753)	-66.9%	Less than planned spending CWTP Technical Assistance: $752k (lower than projected task order work)
Transmission	$16,755	$9,445	($7,310)	-43.6%	Less than planned spending Waltham Water Pipeline Construction $2.9M (Repayment from City of Waltham for local pipeline work performed by MWRA) Metropolitan Water Tunnel Program Final Design/ESDC: $2.3M (design services planned for FY27 performed in FY26) Administration, Legal & Public Outreach: $774k (less than anticipated expenditures) Owners Representative Services: $557k, and Program Support Services: $330k (less than anticipated services) WASM 3 -MEPA/Design/CA/RI: $610k (consultants progress less than planned) Greater than planned spending Land Acquisition: $1.2M (watershed land acquisitions greater than anticipated)
Distribution & Pumping	$10,460	$10,224	($236)	-2.3%	Less than planned spending Cathodic Protection Shaft E, N & W Improvements - Construction: $1.4M (Notice to Proceed later than anticipated) CP-2 NEH Improvements: $595k (less than planned contractor progress) CP-3 NEH Improvements: $333k (schedule change) Greater than planned spending Section 75 Extension - Construction CP-1: $1.2M (greater than planned contractor progress) Section 56 Replacement/Saugus River - Construction and REI: $1.0M (greater than planned contractor and consultant progress)
Other Waterworks	$2,219	($2,985)	($5,204)	-	Less than planned spending Local Water Pipeline Financial Assistance Program: $2.3M (less than anticipated distributions for the Community Water Loan Program) CWTP SCADA Upgrade Construction: $1.8M (contract completed in FY26) Southborough Paving: $400k (schedule change) Steel Tank Improvements - Design/CA: $293k (CA services less than anticipated)
Total Waterworks	**$30,558**	**$17,056**	**($13,502)**	**-44.2%**	

ATTACHMENT 3

FY27 CIP Variance Report ($000s)

	FY27 Budget October	FY27 Actuals October	Actuals vs. Budget		Explanations
			$	%	
Business & Operations Support					
Total Business & Operations Support	**$6,133**	**$1,867**	**($4,266)**	**-69.6%**	Less than planned spending MS Office Upgrades: $963k, Disaster Recovery: $321k, and Instrumentation & Controls IT: $310k (implementation behind schedule) As-Needed Design Contracts: $651k (less than projected task order work) Security Equipment & Installation: $554k (delays with projects including upgrades to communication circuits and camera upgrades) FY24-28 Vehicle Purchases: $267k (long lead time on the availability of specific vehicles)
Total MWRA	**$73,923**	**$59,714**	**($14,209)**	**-19.2%**	

STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Security Equipment Maintenance and Repair Services
Contract EXE-050, Sullivan & McLaughlin Companies, Inc.

COMMITTEE: Administration, Finance & Audit

____ INFORMATION
__X__ VOTE

Michele S. Gillen
Director of Administration

Kathryn T. Keating, Manager, Security Services
Preparer/Title

Gary S. Cacace
Director of Security

RECOMMENDATION:

To approve the award of Contract EXE-050, Security Equipment Maintenance and Repair Services, to the lowest responsible and eligible bidder, Sullivan & McLaughlin Companies, Inc., and to authorize the Executive Director, on behalf of the Authority, to execute said contract in the bid amount of $2,917,757.32 for a contract term of 1,095 days from the Notice to Proceed.

DISCUSSION:

Protecting critical water and wastewater facilities is one of MWRA's highest priorities. MWRA currently employs a comprehensive security system to monitor, and control access to, its assets and facilities. MWRA's security system is primarily comprised of a card access system, an intrusion alarm system, a video surveillance system (closed circuit television) as well as other devices designed to enhance security. The components operate in concert to afford MWRA a high degree of security at its most critical facilities. This contract will cover systems located at 51 different assets and facilities, stretching from the Quabbin Reservoir to the Deer Island Wastewater Treatment Plant, to include a central monitoring command post which is staffed around the clock, 365 days a year. The size, breadth, and complexity of the system requires daily attention from the contractor, and close interaction with MWRA staff.

Contract EXE-050 is a three-year contract that provides preventive and scheduled maintenance and as-needed repair services for all components of MWRA's extensive security system, except for the overarching administration of MWRA's Security Information Technology Network. Provisions for software integration at the application level and response to unforeseen emergencies are also included in the contract. Staff have developed an appropriate preventive maintenance schedule for each piece of equipment and determine on a case-by-case basis when to call the contractor to repair critical equipment outside of normal business hours.

The work of this contract includes the provision of scheduled preventive maintenance services of the specified security equipment comprising MWRA's security system, non-emergency and emergency on-call maintenance and repair services.

Procurement Process

Contract EXE-050 was publicly advertised in the Boston Herald, Banner Publications, El Mundo, Central Register, Dorchester Reporter and COMMBUYS, and was bid in accordance with Chapter 149 of Massachusetts General Laws. Bids were made available for public downloading on MWRA's e-Procurement system (Event 6735). Four companies attended the pre-bid conference held on September 23, 2026. Bids were received and opened on October 21, 2026, with the following results:

Contractor	**Bid Amount**
Sullivan & McLaughlin Companies, Inc.	$2,917,757.32
Staff Estimate	*$2,917,783.28*
Dagle Electrical Construction Corp	$3,484,671.00

Sullivan & McLaughlin Companies, Inc. (SullyMac) is intimately familiar with the MWRA's security system, has been highly responsive to mitigating alarm service issues and has worked cooperatively with staff to ensure a high standard of protection for the MWRA's resources, assets, facilities, employees and visitors. During 2026, SullyMac helped design and integrate security systems for improved security network resiliency and redundancy at an MWRA location and integrated critical security system components at Shaft 9A (Malden) and Dudley Road (Newton). The company provided highly skilled and knowledgeable employees to work on the MWRA's security systems and its employees often functioned unilaterally, requiring very little direction to observe, diagnose and remedy any system interruptions. SullyMac has been highly responsive in addressing emergency "after hours" repairs at the MWRA's critical assets.

A review of the Occupational Safety and Health Administration (OSHA) website database indicated SullyMac had three OSHA inspections in the past five years. The available records indicate that there were three violations associated with one of the inspections, and there was $18,000 in adjusted OSHA penalties. There were no willful or repeat violations identified in the records reviewed. According to SullyMac, the citation received stemmed from a failure to provide for frequent and regular inspections. As a result, SullyMac executed a full corrective action plan by its safety officer, including executing preventative measures such as increasing jobsite safety audits and introducing a new system for toolbox talks making it easier and more effective for onsite training.

References were checked and found to be favorable. SullyMac has successfully completed numerous projects of similar scope and size for MWRA and other organizations. SullyMac is the incumbent contractor and throughout the prior contract term, SullyMac has successfully fulfilled its contractual obligations, demonstrated a comprehensive understanding of the Authority's operational requirements and technical specifications, and maintained the necessary personnel, technical expertise and resources to effectively perform the required services.

SullyMac is confident in its ability and experience in security maintenance and repair work to perform Contract EXE-050, and it advises MWRA staff that it has sufficient capital and capacity to enable successful performance within the contract time. MWRA staff have determined that the bid price is reasonable, complete and includes the payment of prevailing wage rates, as required.

For the foregoing reasons, staff recommend the award of Contract EXE-050 to Sullivan & McLaughlin Companies, Inc. as the lowest responsible and eligible bidder.

BUDGET/FISCAL IMPACT:

The FY27 Current Expense Budget includes sufficient funds for this contract.

MBE/WBE PARTICIPATION:

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

BOARD OF DIRECTORS
STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Foster Appraisal & Consulting Co., Inc., Contract 623TA, Amendment No. 2

Michele S. Gillen
Director, Administration

Colleen Guida, Manager, Real Property & Outreach
Phil Cotto, Project Manager, Real Property
Preparer/Title

Douglas Rice
Director, Procurement

RECOMMENDATION:

To authorize the Executive Director, on behalf of the Authority, to approve Amendment No. 2 to Contract 623TA with Foster Appraisal & Consulting Co., Inc. to increase the contract amount by $62,500, from $187,500, to a not-to exceed amount of $250,000 and to extend the contract term by three months from July 3, 2027, to October 3, 2027.

DISCUSSION:

MWRA staff use property appraisals to establish value when acquiring property in support of Board-approved capital construction projects, in the disposition of surplus MWRA property, and for negotiation of lease, permit and license fees. MWRA also requires consulting services and market studies, as needed.

On July 2, 2024, the Executive Director, under his delegated authority, executed a contract for task order appraisal services with Foster Appraisal & Consulting Co., Inc. ("Foster"), for a term of three years and for an amount not-to-exceed $150,000. On March 12, 2026, the Executive Director, under his delegated authority, executed Amendment 1 to the contract to increase the contract compensation amount by $37,500 to a not-to-exceed amount of $187,500. To date the contract has approximately $1,400 remaining of unspent funds.

This Amendment

Since executing the first amendment to the contract, multiple MWRA projects have required extensive appraisal services, such as Contract 7454, Saugus River Crossing Project and Contract 7429, Ward Street Headworks Upgrade Project.

Additionally, Foster has undertaken a task order assignment for Contract 7910 Northern Extra High Project, Water Sections 34, 45, 61 and 115 in Arlington and Lexington; and staff plan to solicit Foster to complete appraisal report updates needed for revived Contract 7540, Water Sections 50/57 Rehabilitation Project in Medford. The requested budget increase is intended to

cover the planned project appraisal needs and any new requests that may arise through the end of the contract term which, if extended, will be October 3, 2027. Staff seek a three-month contract extension to enable Foster to complete the above-mentioned appraisal work and for staff to properly closeout the contract upon completion of the work.

Staff have been satisfied with the quality of services provided by Foster and the firm has agreed to maintain its current hourly rates for the entirety of the contract. For the foregoing reasons, staff recommend authorizing this second amendment to the contract.

BUDGET/FISCAL IMPACTS:

The FY27 CIP includes sufficient funds for this amendment. The contract is used on an as-needed basis and costs incurred to perform services will be charged to the specific project under FY27 CIP.

MBE/WBE PARTICIPATION:

There were no MBE/WBE requirements assigned to this project due to the lack of subcontractor opportunities.

STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Cottage Farm CSO Facility PCB Abatement - Phase 1
American Environmental, Inc.
Contract 7389

COMMITTEE: Wastewater Policy & Oversight

_____ INFORMATION
_X_ VOTE

Michele S. Gillen
Director of Administration

Brian L. Kubaska, P.E. Chief Engineer
Ester Lwebuga, P.E., Assistant Director
Justin Atteberry, P.E., Project Manager
Preparer/Title

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

RECOMMENDATION:

To approve the award of Contract 7389, Cottage Farm CSO PCB Abatement - Phase 1, to the lowest responsible and eligible bidder, American Environmental, Inc. and to authorize the Executive Director, on behalf of the Authority, to execute said contract in the bid amount of $8,774,411, for a contract term of 24 months from the Notice to Proceed.

DISCUSSION:

The MWRA's Cottage Farm Combined Sewer Overflow Facility in Cambridge is located at 660 Memorial Drive along the northern shore of the Charles River in the Cambridgeport district of Cambridge (Refer to Figure 1). It consists of two buildings, a main building containing pump and screening equipment and a chemical building, which contains tanks and pump systems for addition of sodium hypochlorite and sodium bisulfite to disinfect and dechlorinate combined flows prior to discharge to the Charles River. The main building with associated underground detention basins was constructed in 1971. A major upgrade to Cottage Farm was completed in 2001, which included the construction of the chemical building. The facility provides screening, disinfection, detention, dechlorination and pumping of combined sewer flows. Treated volumes greater than the facility's 1.3 MG storage capacity are discharged to the Charles River by three 90 mgd diesel-driven pumps and one 35 mgd electric-driven pump. Peak discharge capacity is 210 mgd, as limited by the effluent channel and outfall capacity. Detained flows are drained back by gravity into the North Charles Relief Sewer during dry weather. On average, the Cottage Farm CSO Facility activates two times per year, but the number of activations in any given year can vary significantly from this estimated average.

In 2012 and 2013, as part of design efforts in support of planned modifications to the diesel pump engine exhaust systems and in-progress modifications to the diesel fuel supply system in the facility, paint and insulation samples were collected and analyzed for polychlorinated biphenyls (PCBs), lead, and asbestos. PCBs were detected in paint at concentrations above the regulatory action level of 50 ppm. No hazardous materials were identified in the Chemical Building. As reported to the Board of Directors on September 14, 2022, MWRA staff have implemented interim measures to limit PCBs exposure to allow staff to work safely at the facility until abatement can be designed and implemented. MWRA developed a PCB Abatement Plan to address the PCB-contaminated materials which was submitted to the EPA on October 28, 2022. The EPA issued a PCB Risk-Based Decontamination and Disposal Approval dated February 27, 2023, for PCB abatement at Cottage Farm.



Figure 1 — Locus Map of Cottage Farm CSO Facility

The October 2022 PCB Abatement Plan outlined a two-phase process to abate PCBs and complete a full rehabilitation of the facility. Contract 7392 includes the Design, Engineering Services During Construction (ESDC) and Resident Engineering (RE) Services for the first phase of the Abatement Plan only. The first phase will focus on the encapsulation and abatement of accessible PCB contaminated materials (approximately 80% to 90% abatement) in the main building such as walls, floors, ceilings paint and associated caulking and exposed piping. Removal of PCB contaminated materials in areas designated as inaccessible on the contract drawings, such as under existing equipment or behind control panels will take place as part of the second phase. Phase two of the abatement will occur as part of the future full facility rehabilitation and will include encapsulation and abatement of the remaining PCB (10% to 20% of PCB contaminated materials) along with removal of PCB-impacted concrete. It is a requirement of this project that the Cottage Farm CSO Facility remain available for operation in short notice to process CSO flows during significant storm events throughout the abatement.

Procurement Process

Contract 7389 was advertised in the Boston Herald, the Central Register, Banner Publications, El Mundo, the Dorchester Reporter, and on COMMBUYS, and bid utilizing MWRA's e-procurement system in accordance with Chapter 149 of the Massachusetts General Laws. Pre-bid meetings were held in person at the Cottage Farm CSO Facility on June 4, 2026, June 16, 2026, and August 18, 2026. Sub-bids were opened on July 31, 2026, and general bids opened on September 24, 2026, with the following bid results:

BIDDER	BID PRICE
APC Development Group, Inc. (Bid Withdrawn)	$8,767,575.00
American Environmental, Inc.	**$8,774,411.00**
Engineer's Estimate	*$8,931,000.00*
Select Demo Services, LLC	$8,932,000.00
Bestech Inc. of CT	$9,444,000.00
G.V.W., Inc.	$9,697,435.00
Homer Contracting	$11,670,000.00

Following an extensive review of the qualifications of the lowest bidder, including conversations with bidder references and its proposed abatement subcontractor, staff were unable to qualify APC Development Group, Inc. as a responsible and eligible bidder for this contract, and APC Development Group, Inc. subsequently withdrew its bid. Staff then evaluated the second lowest bidder, American Environmental, Inc., with a bid of $8,774,411. American Environmental, Inc.'s bid is $156,589.00 (-1.8%) below the Engineer's Estimate of $8,931,000. Overall, the bids received were closely grouped, with American Environmental, Inc.'s bid and the next lowest bid both within 2% of the Engineer's Estimate. The three lowest remaining bids were all within 9% of the Engineer's Estimate. The difference between American Environmental, Inc.'s bid and the Engineer's Estimate is attributable to the filed sub-bid prices carried in the bid, which were $188,999 below the Engineer's Estimate, primarily in the painting sub-bid.

Staff reviewed the bid from American Environmental, Inc. and conducted a virtual meeting with its project team on October 26, 2026. During this meeting, American Environmental, Inc. was able to convey a clear understanding of the project work. American Environmental, Inc. noted that it developed its price from production rates on comparable PCB paint removal projects, and that it would be self-performing the abatement with its own forces and equipment which will avoid subcontractor markup. American Environmental, Inc. demonstrated an understanding of the project's key constraints, including maintaining the facility's ability to operate during wet-weather events, taking only one pump/engine train out of service at a time, and obtaining EPA approval of the work plan prior to starting abatement. American Environmental, Inc. is a Massachusetts-licensed asbestos abatement contractor that also self-performs PCB remediation.

The contract specifications require the abatement workers and their supervisors to have certain PCB abatement experience. American Environmental, Inc. acknowledged understanding the contract requirements, and during the interview indicated that its workers are trained in PCB, lead, and asbestos abatement, with Massachusetts asbestos worker and supervisor licenses where required. American Environmental, Inc. holds a current DCAMM Certificate of Eligibility for Asbestos Removal and Demolition, with all passing evaluations and a single project limit which exceeds the bid amount.

Seven references were contacted, all of which would work with American Environmental, Inc. again. References described American Environmental, Inc.'s work as well managed and of good quality, and all projects were completed on or under budget, with change orders generally attributed to unforeseen conditions. American Environmental, Inc.'s proposed Project Lead has PCB paint and caulking abatement experience, including MWRA's Chelsea Creek Headworks Upgrade Project, Contract 7161. The MWRA reference was very positive, noting the successful

coordination of the abatement activities within an active wastewater facility while keeping worker safety as a priority.

A review of OSHA records show two citations against American Environmental, Inc. in the last five years, both issued in 2022. The citations were each downgraded from Serious to Other-Than-Serious through informal settlement, and both cases are closed. During the October 26, 2026 interview, American Environmental, Inc. stated that both violations were addressed through corrective action plans, including additional employee training and new safety procedures.

Staff have concluded that American Environmental, Inc. possesses the skill, ability and integrity necessary to perform the work under this contract and is qualified to do so. Staff have determined the bid price is reasonable, complete, and includes the payment of prevailing wages, as required. For the forgoing reasons, staff recommend the award of this contract to American Environmental, Inc. as the lowest responsible and eligible bidder.

BUDGET/FISCAL IMPACTS:

The FY27 CIP includes $8,932,000 for Contract 7389. The award amount is $8,774,411.

MBE/WBE PARTICIPATION:

The minimum MBE and WBE participation requirements for this project were established at 7.24% and 3.6% respectively. American Environmental, Inc. has committed to 29.24% MBE and 3.94% WBE participation, which meets the established requirements.

STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Interceptor Renewal No. 7 Malden-Melrose (Sections 37/41/42/49/54/65) - Resident Engineering/Resident Inspection Services
Arcadis U.S., Inc.
Contract 7751

COMMITTEE: Wastewater Policy & Oversight

_____ INFORMATION
__X__ VOTE

Michele S. Gillen
Director of Administration

Brian L. Kubaska, P.E. Chief Engineer
Ester Lwebuga, P.E., Assistant Director
Justin Atteberry, P.E., Project Manager
Preparer/Title

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

RECOMMENDATION:

To approve the recommendation of the Consultant Selection Committee to award Contract 7751, Interceptor Renewal No. 7 Malden-Melrose (Sections 37/41/42/49/54/65) - Resident Engineering/ Resident Inspection Services, to Arcadis U.S., Inc., and to authorize the Executive Director, on behalf of the Authority, to execute said contract in an amount not-to-exceed $1,595,903.11 for a contract term of 28 months from the Notice to Proceed.

DISCUSSION:

Contract 7751 will provide Resident Engineering and Resident Inspection (RE/RI) services during construction for Contract 7217, Interceptor Renewal No. 7 Malden-Melrose (Sections 37/41/42/49/54/65), which was awarded to Insituform Technologies, LLC at the July 2026 Board of Directors' Meeting.

MWRA's Malden-Melrose Sewer Interceptor Sections 41, 42, 49, 54, and 65, are part of the North Metropolitan Sewer System and were constructed of vitrified clay and brick between 1893 and 1911. Construction Contract 7217 includes rehabilitation of approximately 26,800 linear feet of sewer interceptors, ranging in size from 12-inch circular vitrified clay pipe to 38-inch by 25-inch oval brick pipe, via Cured-In Place Pipe (CIPP) lining, and rehabilitation of approximately 141 sewer manholes. See attached Figure 1 – *Contract 7217: Limits of Work in Malden and Melrose.*

Contract 7217 also includes the removal, testing, and replacement of approximately 300 linear feet of previously installed CIPP liner for Section 37 in East Boston as shown in Figure 2 – *Contract 7217: Limits of Work in East Boston.*

Procurement Process

On July 18, 2026, MWRA issued a one-step Request for Qualifications Statements/Proposal (RFQ/P) that was publicly advertised in the Boston Herald, the Central Register, Banner Publications, El Mundo and the Dorchester Reporter, utilizing MWRA's e-procurement system. In addition, notification of the opportunity was emailed directly to representatives at 60 firms.

The RFQ/P included the following evaluation criteria: Cost (30 points); Qualifications and Key Personnel (30 points); Relevant Experience/Past Performance on Similar Non-Authority Projects and Past Performance on Authority Projects (20 points); Technical Approach, Capacity/Organization and Management Approach (15 points); and MBE/WBE Participation (5 points).

A pre-bid meeting was held virtually on August 5, 2026, and attended by one consultant, Arcadis U.S., Inc. (Arcadis). On August 25, 2026, MWRA received one proposal from Arcadis.

The Selection Committee met on August 27, 2026, to evaluate and score the proposal. The following table represents the proposed cost:

Firm	Proposed Contract Cost
Engineer's Estimate	*$1,441,386.00*
Arcadis U.S., Inc.	**$1,595,903.11**

Arcadis' cost proposal was $1,595,903.11, or $154,517 (10.7%), higher than the Engineer's Estimate. Arcadis' proposed hours for Task 2 match the Pre-Determined Level of Effort of 5,421 hours for the Resident Engineer and 4,259 hours for the Resident Inspector stated in the scope of work. The primary reason Arcadis' cost proposal is higher than the Engineer's Estimate is due to additional project administration and management effort in Task 1, and reimbursable expenses in Task 2, that were not included in the Engineer's Estimate. Staff determined that Arcadis' cost proposal and level of effort for the work involved are reasonable and within industry standards.

Arcadis provided examples of relevant past project experience with comparable scope and size, including construction administration and resident engineering services for CIPP sewer rehabilitation projects in the Town of Franklin and the Town of Ayer. References for these projects were very good to excellent, and both references indicated they would rehire the firm, citing strong communication, project management, and resident engineering services. References from prior MWRA projects, which were primarily design and facility projects, were mixed, with concerns noted regarding staff continuity, schedule, and amendment negotiations. The proposed Project Manager and Resident Inspector for Contract 7751 both worked on the Franklin Interceptor Rehabilitation Project, which received the highest possible reference ratings. The qualifications of the proposed key personnel are excellent and include an experienced team for the key technical roles on the project. Further, Arcadis proposed a Project Manager with direct experience as Resident Engineer on MWRA's Reading Extension Sewer and Metropolitan Sewer Rehabilitation project, which included approximately 14,000 linear feet of CIPP lining and rehabilitation of 64 manholes.

The initial proposal presented by Arcadis included a strong Resident Engineer candidate with electrical experience, but no relevant experience in large diameter pipe rehabilitation. The Selection Committee requested that Arcadis propose another candidate for Resident Engineer who

was in line with the experience parameters described in the RFQ/P. Arcadis provided a satisfactory alternative candidate from Bobrek Engineering & Construction. Bobrek Engineering & Construction will be added to the Arcadis team as a subconsultant to provide the Resident Engineer position.

For the foregoing reasons, the Selection Committee recommends the award of Contract 7751 to Arcadis U.S., Inc. in an amount not-to-exceed $1,595,903.11 and for a contract term of 28 months from the Notice to Proceed.

BUDGET/FISCAL IMPACTS:

The FY27 CIP includes $1,617,000 for contract 7751. The award amount is $1,595,903.11.

MBE/WBE PARTICIPATION:

There were no MBE or WBE participation requirements for this contract.

ATTACHMENTS:

Figure 1 – Contract 7217: Limits of Work in Malden and Melrose
Figure 2 – Contract 7217: Limits of Work in East Boston

Figure 1
Contract 7217: Limits of Work in Malden and Melrose

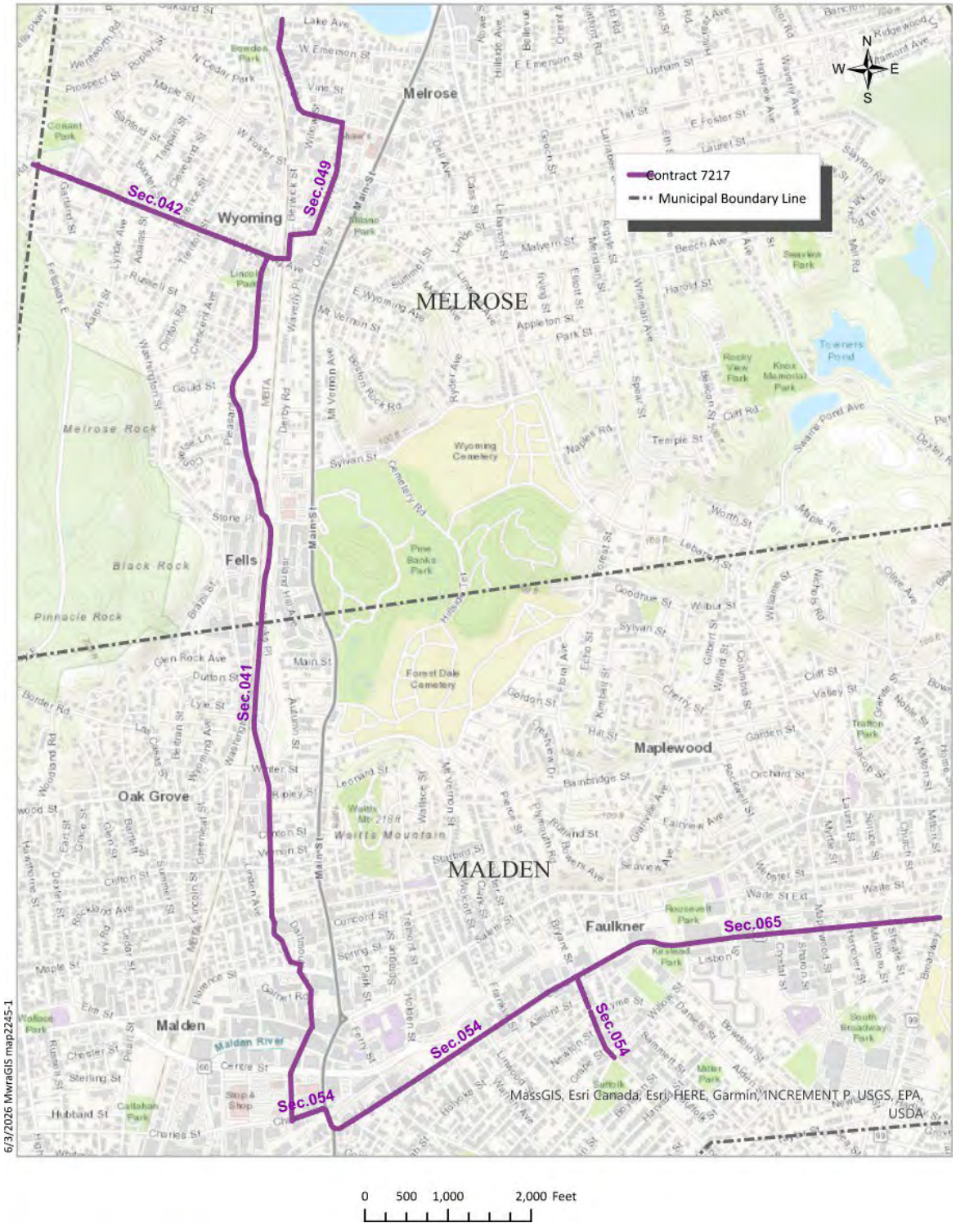
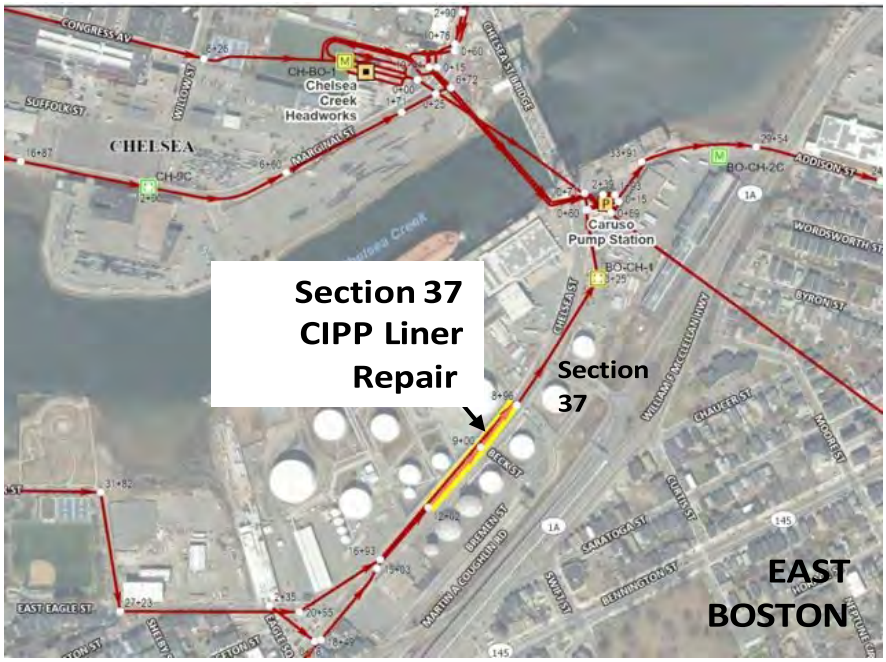


Figure 2
Contract 7217: Limits of Work in East Boston



STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Agency-Wide Technical Assistance Consulting Services
Kleinfelder Northeast, Inc.
Contract 7991, Amendment 3

COMMITTEE: Wastewater Policy & Oversight

___ INFORMATION
_X_ VOTE

Brian L. Kubaska, P.E., Chief Engineer
Ester Lwebuga, P.E., Assistant Director of Engineering
Kathleen Pearson, Sr. Program Manager
Preparer/Title

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

RECOMMENDATION:

To authorize the Executive Director, on behalf of the Authority, to approve Amendment 3 to Contract 7991, Agency-Wide Technical Assistance Consulting Services with Kleinfelder Northeast, Inc. to increase the contract amount by $700,000, from $4,500,000 to $5,200,000, and extend the contract term 48 months from December 21, 2026 to December 21, 2030.

Further, to authorize the Executive Director to approve additional amendments as may be needed to Contract 7991 in an amount not-to-exceed the aggregate of $500,000 and 12 months in accordance with the Management Policies and Procedures of the Board of Directors.

DISCUSSION:

On November 16, 2022, the Board approved the award of Contract 7991 to Kleinfelder Northeast, Inc. (Kleinfelder) in an amount not-to-exceed $3,000,000 for a term of two years. The contract was executed effective on December 21, 2022 to provide technical assistance consulting services.

The Agency-Wide Technical Assistance Consulting Services (TA) contracts are multi-discipline contracts that make available, on a continuing, as needed basis, the services of qualified professional engineering firms and staff to assist MWRA staff on engineering study and design initiatives. The contracts may also provide Engineering Services During Construction (ESDC) and Resident Engineering/Inspection (RE/I) services. The TA contract consultants are required to have expertise in civil, structural, geotechnical, environmental and sanitary, mechanical and process, HVAC, fire protection, electrical, control systems, and chemical engineering as well as architecture, surveying, corrosion and odor control, permitting, security and cost estimating. These TA contracts provide a variety of services, including:

- professional services on high priority or unanticipated projects;
- ensuring adequate resources are available to quickly respond when emergency or unanticipated situations arise;
- access to expertise on short-term assignments requiring specialized disciplines that are not cost effective for MWRA to maintain on an in-house basis; and
- professional services for priority projects such as equipment replacement, and needed rehabilitation of facility components that are unlikely to receive proposals through an RFQ/P process and/or are anticipated to result in significant staff resource burdens to pursue proposals.

Amendment 1

The MWRA Board of Directors approved Amendment 1 to Contract 7991 on July 26, 2024 to increase the contract amount by $1,500,000, from $3,000,000 to $4,500,000, and extended the contract term by 12 months from December 21, 2024 to December 21, 2025. As outlined under Amendment 1, additional cost and time were required to provide adequate budget to perform needed services, keep project work moving and to work toward completing projects already underway.

Amendment 2

The Executive Director, on behalf of the Authority, approved Amendment 2 on December 17, 2025 to extend the contract term by 12 months from December 21, 2025 to December 21, 2026, allowing the consultant to work toward completing the design, bidding services, ESDC, and RE/I services of ongoing projects, as well as one new proposed task order amendment for ESDC.

This Amendment

Proposed Amendment 3 will increase the contract amount by $700,000, from $4,500,000 to $5,200,000, and extend the contract term by 48 months from December 21, 2026 to December 21, 2030.

The timing and scope of TA contracts are not always predictable, and in some instances, there are unforeseen project delays and issues that arise and the project completion no longer coincides with the TA contract's expiration date. This amendment will allow Kleinfelder to continue working on projects under Contract 7991 that cannot be completed within the current contract duration and include ESDC on four projects and the design completion, bidding, and ESDC for one high-priority project. For three of these projects, an Engineer of Record (EOR) is required to fulfill applicable construction control requirements. As the design consultant, Kleinfelder serves as the EOR and is responsible for reviewing and signing the required construction control documents to certify compliance with the approved design and applicable regulatory requirements. Retaining Kleinfelder in this capacity will provide continuity of engineering oversight throughout construction and facilitate the required project documentation and closeout.

Currently, the following projects can be completed within the recommended time extension for this contract, thereby maintaining design-related knowledge, expertise, and consistency from design through engineering and construction.

- **Chelsea HVAC Replacement:** This project will design and replace 19 existing rooftop units with dual fuel, cold climate units that operate using heat pumps at the Chelsea Administration Building, including the replacement of the existing Building Management System (BMS). This project was considered a high priority by the Authority due to the failure of several natural gas operated units at the Chelsea Administration Building identified in a preliminary assessment completed in June 2024. In May 2025, the MWRA Design-Build Request for Proposals (G.L. c.25A, § 11C procurement) received no bids. In November 2025, prior to the March 2026 execution of the latest TA contracts, Kleinfelder was retained under this TA contract to complete the bid documents for the replacement of the existing rooftop units by October 2026. In June 2026, during preliminary design, it was determined that the existing BMS required replacement due to ongoing system failures and the unavailability of replacement parts. Designing the replacement BMS delayed completion of the bid documents. This amendment will permit the continued design, bidding, ESDC, EOR, operational support during start-up, and one-year warranty certification requiring a contract extension through August 30, 2030. Additional budget to allow continued administration services, ESDC services, operations support and a one-year warranty certification is projected to cost $540,000. RE/I will be provided by MWRA construction staff.

- **Lonergan Intake Facility (Shaft 8 Intake Facility) Walkway and Wall Improvements Design Services:** This contract will replace the interior and exterior walkways, guardrails and stairs, replace stop log frame and cover assemblies, hatch frames, cover plates, remove existing concrete foundation, and replace a stone wall at the Shaft 8 Intake Building. Advertisement of the construction contract was delayed six months after the final design as a result of the temporary shutdown of the MWRA Supplier Portal while the system was being upgraded. Construction Contract No. 8138 was awarded in October 2026 to G.V.W., Inc. under delegated Authority. This amendment will permit ESDC, EOR, Administration and Monitoring of the Special Tests & Inspection Program during construction, and the one-year warranty certification anticipated through November 2029. Additional budget for this work is projected to cost $440,000. RE/I are anticipated to be supported by one of the recently awarded TA contracts (Contract 8062 or 8063).

- **Ward Street Headworks Facility Make-Up Air Handling Units Replacement:** This project includes replacement of the two make-up air handling units (MUAHs) at the Ward Street Headworks Facility that are at the end of their useful life. The MUAHs supply fresh air to areas within the Ward Street Headworks Facility with open exposure to raw wastewater. The MUAHs are both required to run continuously, providing heated outside air at a rate required by code to maintain a safe work environment. This project was considered a high priority by the Authority after the failure of MUAHs of a similar age at the Columbus Street Headworks Facility, requiring replacement through an emergency contract. MWRA Contract No. 8151 was awarded in March 2026 to CAM HVAC & Construction, Inc. under delegated authority. This amendment will permit the continued ESDC and EOR services requiring a contract extension through the end of April 2028. No additional budget is required for this work. RE/I will be supported by MWRA construction staff.

- **Wachusett Reservoir Water Quality Sampling Replacement:** MWRA has made a substantial commitment to protecting its water supply and ensuring the highest possible

water quality for its customers. One aspect of this commitment is implementing a continuous contaminant monitoring system, which monitors water quality in real time. This contract will replace the underwater components of a sampling system for MWRA's continuous/real-time contaminant water monitoring system. The award of the construction contract was delayed sixteen months as a result of longer than anticipated permit and design reviews, and the MWRA portal shutdown. Bids were received on this project in August 2026. This amendment will provide the required contract extension to provide ESDC and one-year warranty certification with a completion in December 2028. No additional budget is required for this work. RE/I will be supported by MWRA construction staff.

- **Foss Gatehouse Wet Well Internal Masonry Repair:** This contract will provide facility improvements for the remediation/repair/replacement of the masonry mortar loss in and between all the gatehouse wet wells at Foss Gatehouse that have reached varying levels of deterioration from moderate to severe, or completely missing. These conditions require remediation for proper functioning of the gatehouse. In addition, the contract includes installation of a manual bar rack type "trash barrier" that will be integrated within the existing stoplog grooves of the wet wells. This amendment will provide the required contract extension for ESDC and one-year warranty certification, with completion in September 2029. Additional budget for this work is projected to cost $310,000.

As of October 2026, approximately $3,872,139 (86.05%) of the total contract amount of $4,500,000 has been expended on completed or ongoing task orders. The projected additional cost defined above for three of the five projects equals $1,290,000. Therefore, the remaining contract budget of approximately $627,861 will be used along with the proposed amendment amount of $700,000 to perform the work for three of the five projects listed above.

No additional projects will be authorized under this TA contract.

Staff will pursue procurement of future Authority-wide TA contracts with greater values and longer contract terms before the end of the proposed contract extension period.

CONTRACT SUMMARY:

	AMOUNT	TIME	NTP
Original Contract:	$3,000,000	24 Months	12/21/2022
Amendment 1:	$1,500,000	12 Months	06/26/2024
Amendment 2:	$0	12 Months	12/21/2026
Amendment 3:	$700,000	48 Months	Pending
Amended Contract Amount:	$5,200,000	96 Months	12/21/2030

BUDGET/FISCAL IMPACT:

The FY27 CIP includes a budget of $4,487,720 for Agency-Wide Technical Assistance Service Contract 7991. Including this amendment for $700,000, the adjusted subphase total will be $5,200,000, or $712,280 over the Capital Improvement Program amount. This amount will be absorbed in the five-year CIP spending cap.

MBE/WBE PARTICIPATION:

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

STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Deer Island Treatment Plant Clarifier Rehabilitation, Phase II
Walsh Construction Company II, LLC
Contract 7395, Change Order 6

COMMITTEE: Wastewater Policy & Oversight

____ INFORMATION
_X_ VOTE

Martin E. McGowan, Director, Construction
Jeffrey J. Bina, P.E., Construction Coordinator
Preparer/Title

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

RECOMMENDATION:

To authorize the Executive Director, on behalf of the Authority, to approve Change Order 6 to Contract 7395, Deer Island Treatment Plant Clarifier Rehabilitation, Phase II, with Walsh Construction Company II, LLC, for an amount not-to-exceed $959,918.71, increasing the contract amount from $299,194,366.80 to $300,154,285.51, with no increase in contract term.

Further, to authorize the Executive Director to approve additional change orders as may be needed to Contract 7395 in an amount not to exceed the aggregate of $1,000,000, and 180 days in accordance with the Management Policies and Procedures of the Board of Directors.

DISCUSSION:

Contract 7395 includes the replacement of the original remaining scum and sludge equipment and the remediation of the concrete and coating systems in the Primary and Secondary Clarifiers that have not been replaced under previous construction projects. The work included in this contract is necessary to maintain the overall integrity and reliability of the Primary and Secondary Clarifier tank assets. These tanks are required to meet the EPA-issued Deer Island Treatment Plant National Pollutant Discharge Elimination System permit. The equipment included in this contract needs replacement to prevent future failures from occurring. The scum and sludge equipment is continuously subjected to a very corrosive environment (hydrogen sulfide) and has reached the end of its useful life. The interior concrete structures of the Primary Clarifier tanks have experienced moderate deterioration. Additional deterioration may lead to major structural repairs.

Project Update

To date, the Contractor has completed work in 10 of the 48 primary clarifiers and 26 of the 54 secondary clarifiers. There were significant delays in completing the work in the first four primary clarifiers. MWRA and the Contractor disagree as to the cause of the delays and the requirements of the contract. The Contractor has submitted a claim related to this dispute which is pending an Engineer's decision. The parties have reserved their respective rights. The Contractor's approach was revised in the last six primary clarifiers and production has improved, although the Contractor

is still projecting completion in primary clarifiers several months beyond the June 10, 2028 contract expiration date. The Contractor and MWRA are working collaboratively to find additional efficiencies to improve the contract completion date.

This Change Order

Change Order 6 consists of the following item:

Cracks - Primary Clarifier Roof Slabs — Not to Exceed $959,918.71

The Contractor is required to restore the concrete ceilings in the 48 primary clarifier tanks. The clarifier ceilings are exposed to corrosive hydrogen sulfide gas which has degraded most of the original epoxy coating as well as the top layer of concrete. To prevent further deterioration and risk exposing the reinforcing steel (rebar) to the corrosive wastewater gases, the concrete surfaces must be restored, and a new industrial epoxy coating must be applied. This requires the removal of the remaining epoxy coating and deteriorated concrete using an ultra-high pressure (UHP) water jetting process to prepare the surfaces. The UHP water jetting provides a clean and sound substrate for the concrete resurfacing materials to fill in the voids. The concrete resurfacer restores the concrete and provides a smooth surface to ensure the industrial epoxy coating has a uniform finish. This work must be completed prior to replacing the mechanical equipment in the tanks.

i.) Topside Cracks: After commencement of the contract, it was noted that surface water from rain and snow melt was infiltrating through the topside of clarifier roof slabs. It was determined that the water was migrating through existing cracks along the surface of the concrete tanks. Although these surface cracks were visible during design, it could not be determined which cracks, if any, migrated through the full 12-inch roof slab. To address the migration of water, the Contractor will power wash each clarifier roof slab, clean the existing topside cracks and apply a silicone sealant prior to restoring the concrete ceilings. The Contractor's proposed cost of $7,939.49 per tank has been accepted by MWRA and the Consultant. However, the Contractor recently submitted additional claimed costs related to the first four primary clarifier tanks beyond this accepted cost. Staff's initial opinion is that this recent submission is untimely; however, it is under review and is not included in this request for approval from the Board.



Clarifier Roof Slabs Silicone Sealant

ii.) Underside Cracks at Hatches: In addition to the topside cracks, dynamic cracks were also revealed on the underside of the roof slab following the UHP water jetting operation. Dynamic cracks are active fractures in the concrete that continuously expand and contract with temperature changes as compared to static cracks which form from shrinkage during initial curing and do not change. Dynamic cracks can reflect through the newly applied concrete resurfacer and epoxy coating, thereby creating a path for corrosive gases to attack the underlying concrete. Dynamic cracks have been observed emanating from the corners of the access hatches in all tanks. These cracks could not be identified until the UHP water jetting removed the original coating and deteriorated concrete and the scaffolding was erected to access the underside of the roof slab. The Design Engineer and product manufacturer evaluated options to address this condition and developed a repair procedure that includes the use of a flexible fiberglass mesh cloth that gets embedded in the final epoxy coating. The Contractor will identify and reinforce all dynamic cracks emanating from the corners of access hatches with a 6-inch fiberglass mesh cloth applied during application of the new industrial epoxy coating. MWRA staff, the Consultant, and the Contractor have agreed to an amount of $8,155.07 per tank for this work.



Dynamic Cracks at Corner of Access Hatches

iii.) Other Underside Cracks: Dynamic cracks have also been observed in some, but not all, of the clarifier tanks in locations other than the corners of the tank access hatches. These dynamic cracks do not appear in a consistent manner and will receive the same repair treatment as the cracks identified at the access hatches. The Authority will direct the Contractor to apply the fiberglass mesh cloth in these areas on an as-needed basis. MWRA staff, the Consultant and the Contractor have agreed that these dynamic crack repairs will be performed at a unit cost of $31.03 per linear foot.

These items were identified by MWRA staff as unforeseen conditions. The Contractor proceeded with this work at its own risk to continue progress on the contract.

Finally, with respect to staff's request for redelegation of authority, the additional sum of $1,000,000 and time of six months reestablishes the Executive Director's original delegated authority amount for change orders in the Management Polices of the Board of Directors. If approved by the Board, the Executive Director will be permitted under their delegated authority to authorize change orders which increase the contract amount, in the aggregate, by up to $1,000,000 and extend the contract term by, in the aggregate, up to six months.

CONTRACT SUMMARY:

	Amount	**Time**	**Dated**
Original Contract:	$289,359,690.00	1,620 Days	03/10/23
Change Orders:			
Change Order 1*	$235,317.12	90 Days	05/14/24
Change Order 2	$6,956,606.00	209 Days	09/11/25
Change Order 3*	$959,663.56	0 Days	07/06/26
Change Order 4	$685,962.04	0 Days	07/29/26
Change Order 5*	$997,128.08	0 Days	09/30/26
Change Order 6	$959,918.71	0 Days	Pending
Total Change Orders:	$10,794,595.51	299 Days	
Adjusted Contract:	$300,154,285.51	1,919 Days	

*Approved under delegated authority

If Change Order 6 is approved, the cumulative value of all change orders to this contract will be $10,794,595.51 or 3.7% of the original contract amount. Work on this contract is 53% complete.

BUDGET/FISCAL IMPACTS:

The FY27 CIP includes $302,000,000 for Contract 7395. Including this change order for $959,918.71, the adjusted subphase total will be $300,154,285.51.

MBE/WBE PARTICIPATION:

Due to recent changes made to the MassDEP SRF program, there are no MBE/WBE requirements on this project. However, the Contractor will continue a good faith effort to achieve the goals previously established under this contract.

STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Deer Island Treatment Plant Clarifier Rehabilitation, Phase II
Design/Engineering Services During Construction
CDM Smith Inc.
Contract 7394, Amendment 5

COMMITTEE: Wastewater Policy & Oversight

___ INFORMATION
_X_ VOTE

Chad Whiting, Director, Deer Island Treatment Plant
Richard J. Adams, Manager, Engineering Services
Preparer/Title

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

RECOMMENDATION:

To authorize the Executive Director, on behalf of the Authority, to approve Amendment 5 to Contract 7394, Deer Island Treatment Clarifier Rehabilitation, Phase II, with CDM Smith Inc. for a not-to-exceed amount of $2,450,000, from $4,100,930 to $6,550,930, with no additional time.

DISCUSSION:

The primary treatment facilities at Deer Island were constructed in the mid-1990s and include four primary clarifier batteries identified from east to west as Batteries A, B, C, and D. There are 48 primary clarifiers in total located at the center of Deer Island and each of the four batteries contains 12 stacked sets (upper and lower) of primary clarifiers. Flows enter aerated influent channels and then are equally distributed to each of the 12 stacked clarifiers through eight 14-inch diameter inlet ports located at the same centerline elevation in the influent channel. Primary treatment is provided as flow moves slowly to the opposite end of the upper and lower clarifiers. Gravity separates sludge and scum from the wastewater and it is removed from the clarifiers using chain-driven longitudinal sludge and scum collectors.



Secondary Clarifiers

Construction began on the secondary treatment facilities in the mid-1990s and was completed in 2001. The biological secondary treatment facility at Deer Island is a high-purity, oxygen-activated sludge system. The secondary facilities consist of three oxygen reactor batteries, followed by three clarifier batteries. These facilities provide secondary clarification to separate the liquid and solid components of what is referred to as the "mixed liquor" for the oxygen activated sludge process. The three clarifier batteries each contain 18 stacked (upper and lower) clarifiers for a total of 54 clarifiers.

Each clarifier battery receives flow from the corresponding oxygen reactor battery in an influent channel.

Much of the primary and secondary treatment equipment has been in operation for approximately 30 years. This equipment is subjected to very corrosive environments and is approaching the end of its useful life. The protective coating on the concrete has delaminated and the concrete is now exposed to the high levels of hydrogen sulfide in the primary tanks. The sludge collection equipment in the tanks was manufactured with carbon steel, which has deteriorated and requires replacement. In addition, components such as wear strips, flights, and sprockets have reached the end of their useful life and, also, need to be replaced.



Clarifier Coating Failure

Contract 7394 includes design, bid support, construction administration services and engineering services during construction (ESDC) for the Phase II Clarifier Rehabilitation Project (Construction Contract 7395). The Phase II Clarifier Rehabilitation construction project includes the replacement of various equipment, such as clarifier influent, effluent, and dewatering gates; primary effluent cross channel gate actuators; and secondary scum influent gates and actuators. Further, the work includes the replacement of influent channel aerations systems, longitudinal and cross collection equipment and drive systems (not chain and sprockets), primary sludge pump suction piping, return sludge line vent piping, and various concrete and aluminum hatches. Finally, the work includes various repairs and upgrades, such as installation of concrete cores for head shaft maintenance, concrete repairs around hatch openings, minor expansion joint repair, and miscellaneous electrical upgrades.

Project Update

To date, the Contractor has completed work in 10 of the 48 primary clarifiers and 26 of the 54 secondary clarifiers. There were significant delays in completing the work in the first four primary clarifiers. MWRA and the Contractor disagree as to the cause of the delays and the requirements of the contract. The Contractor has submitted a claim related to this dispute which is pending an Engineer's decision. The parties have reserved their respective rights. The Contractor's approach was revised in the last six primary clarifiers and production has improved, although the Contractor is still projecting completion in primary clarifiers several months beyond the June 10, 2028 contract expiration date. The Contractor and MWRA are working collaboratively to find additional efficiencies to improve the contract completion date. Staff may return to the Board to request additional funding and a further extension to this contract if construction activities extend beyond the June 10, 2028 contract expiration date.

Prior Amendments

Amendment 1 increased the contract amount by $43,116, with no increase in contract term. The added costs were for design work related to replacement of the current density baffles at the effluent launders in Secondary Batteries A and B and the replacement of corroded conduits and

conductors for the flight drive systems.

Amendment 2 increased the contract amount by $94,832, with no increase in contract term. The added costs were for design work related to the installation of semi-permanent scaffolding in the secondary influent channels to assist staff with accessing and maintaining the knife gates that isolate each tank, concrete remediation for the Primary Clarifier tank ceilings, and replacement of the corroded headshaft bearings in both the Primary and Secondary Clarifier tanks.

Amendment 3 increased the contract amount by $113,581, with a 62-month extension of the contract term. The added costs and time were for design work related to the installation of semi-permanent scaffolding in the secondary influent channels to assist staff with accessing and maintaining the knife gates that isolate each tank, concrete remediation for the Primary Clarifier tank ceilings, and replacement of the corroded headshaft bearings in both the Primary and Secondary Clarifier tanks.

Amendment 4 increased the contract amount by $1,612,000, with an 18-month extension of the contract term. The added costs and time are primarily for additional services concerning the following categories: ESDC; Requests for Information (RFI), and Specialty Corrosion Engineering Inspection Services related to the work associated with the forty-eight Primary Clarifier tanks. Several issues arose relating to the resurfacing and coating of the Clarifier tank ceilings, which necessitated additional technical reviews and periodic inspection by the Specialty Corrosion subconsultant.

This Amendment

If approved, this amendment will add a not-to-exceed amount of $2,450,000 with no extension of the contract term. The increase in funding is requested for the following changes from the original scope of services:

Increase to Construction Administration Services $30,000

This will fund the additional time to administer the construction contract to address unanticipated issues that arose related to the Primary Clarifier resurfacing and coating work.

Increase to Submittals and Request for Information Funding $525,000

Several issues have arisen in the field that have resulted in additional contractor submittals and RFIs for which the design engineer must address and provide a response. The majority of the issues have been associated with the Primary Clarifier resurfacing and coating work. An additional level of effort has been provided for research and additional manufacturer testing. Due to the above unanticipated items, the number of submittals and RFIs have exceeded the quantity included in the scope of services for Contract 7394. The original scope of services included a total of 700 submittals and 200 RFIs. The quantities for both items have been exceeded and are now estimated to be 1,000 submittals and 250 RFIs.

Resident Engineering and Inspection Services $1,665,000

RE/I services were originally planned to be performed by MWRA staff. However, due to the specialized nature of the work it was determined that such services should be performed by a full-time Resident Engineer and Resident Inspector, experienced with similar work, so that adequate oversight of the work is maintained. The Resident Engineering is currently being performed by the CDM Smith. The Resident Inspection is being conducted by Corrosion Probe, Inc., a specialized corrosion engineering company which is presently supporting CDM Smith as a subconsultant under this Contract.

If approved, Amendment 5 will fund continued RE/I services on a full-time basis for an additional 20-month period, from November 2026 until June 2028, the current contract term.

Change Order/Claim Review $230,000

The original contract included approximately $40,000 for change order/claim review. During construction a number of issues have arisen that have significantly increased the level of effort expected for change order/claim review. The funding is necessary to ensure that these issues are researched and evaluated appropriately.

CONTRACT SUMMARY:

	AMOUNT	TIME	DATED
Contract Amount:	$ 2,237,401	81 Months	01/20/2015
Amendment 1*	$ 43,116	0 Months	04/28/2017
Amendment 2*	$ 94,832	0 Months	04/28/2017
Amendment 3**	$ 113,581	62 Months	11/23/2021
Amendment 4**	$ 1,612,000	18 Months	09/23/2025
Amendment 5	$ 2,450,000	0 Months	Pending
Adjusted Contract	$ 6,550,930	161 Months	

*Approved under delegated authority
** Approved by MWRA Board of Directors

BUDGET/FISCAL IMPACT:

The FY27 CIP includes a budget of $4,100,930 for Contract 7394. Including this amendment for $2,450,000, the adjusted total will be $6,550,930 or $2,450,000 over the FY27 CIP budget amount. The additional amount requested will be absorbed within the five-year CIP spending cap.

MBE/WBE PARTICIPATION:

The MBE and WBE participation requirements established for this project are 7.18% and 5.77%, respectively. CDM Smith has committed to 8.68% MBE and 5.82% WBE participation. This commitment remains unchanged by this amendment.

STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: CSO Post-Construction Monitoring and Performance Assessment
AECOM Technical Services, Inc.
Contract 7572, Amendment 6

COMMITTEE: Wastewater Policy & Oversite

_____ INFORMATION
__X__ VOTE

Brian L. Kubaska, P.E., Chief Engineer
Jeremy R. Hall, Program Manager, E&C
Preparer/Title

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

AECOM has worked for over nine years as MWRA's CSO consultant on the post construction performance assessment in the Boston Harbor Case as well as requirements under the Variances, performing complex work to support the CSO program. The AECOM team has extensive local CSO knowledge and national experience and their performance has been excellent. AECOM has proven to be resilient; overcoming challenges and adapting to changes supporting MWRA in meeting all its regulatory submittals as required under the Boston Harbor Case and Variances. Additional funds are recommended through this amendment because of: a greater than anticipated level of effort in the development, coordination and presentation of the Updated CSO Control Plan; extensions to the Draft and Final Updated CSO Control Plan submittal dates; additional reporting requirements, as included in the recently amended Schedule Seven in the Boston Harbor Case; and, further level of effort anticipated to prepare the Final Updated CSO Control Plan.

RECOMMENDATION:

To authorize the Executive Director, on behalf of the Authority, to approve Amendment 6 to Contract 7572, CSO Post-Construction Monitoring and Performance Assessment, with AECOM Technical Services, Inc., increasing the contract amount by $2,250,000, from $10,237,705 to $12,487,705, and extending the contract term by 365 calendar days, from August 31, 2029, to August 31, 2030.

DISCUSSION:

AECOM has worked for over nine years as MWRA's CSO consultant on the post construction performance assessment in the Boston Harbor Case as well as assisting the Authority with meeting its requirements under the Variances issued with respect to the Alewife Brook/Upper Mystic River Basin and the Lower Charles River/Charles Basin, performing complex water resources engineering work to support the CSO program. The AECOM team continues to provide extensive CSO experience, with employees who have supported MWRA's CSO efforts stemming back to

the early 1990s when the first Long Term Control Plan (LTCP) was in development. AECOM's extensive MWRA regional CSO knowledge and national CSO experience have provided significant benefit. Further, AECOM's performance has been excellent throughout this contract, providing flexibility to meet the changing needs of the program, while providing sound civil engineering and technical writing for the many MWRA reporting requirements under the Boston Harbor Case and the Variances. Over the course of Contract 7572 MWRA, with the support of AECOM, has met all regulatory submittal dates including but not limited to:

- Seven semi-annual reports during the CSO post construction performance assessment
- Ten annual reports on CSO performance
- Six technical reports required by the Variances
- North Dorchester Bay CSO Tunnel Performance Assessment
- Hydraulic Modeling Calibration
- Receiving Water Quality Modeling Draft and Final Reports
- Final CSO Post Construction Monitoring Program and Performance Assessment Report filed in the Boston Harbor Case
- Supplement to the Final CSO Post Construction Monitoring Program Assessment Report filed in the Boston Harbor Case
- East Boston Technical Memorandum on Alternatives Evaluation and Recommendations
- CHE008 Technical Memorandum on Alternatives Evaluation and Recommendations
- Four Technical Memoranda for Additional Investigation at Cottage Farm, SOM001A, MWR018/019/020 and CAM005
- CAM401A Recalibration Memo
- Draft Updated CSO Control Plan (jointly developed and submitted with the Cities of Cambridge & Somerville)

In addition, with AECOM's technical support and alternatives analysis, MWRA and its member CSO communities identified and implemented further CSO reduction alternatives beyond those included in the original LTCP, as reported in the Supplement to the Final CSO Post Construction Performance Assessment Report filed in the Boston Harbor Case.

Prior Amendments:

Under Contract 7572, as approved in prior amendments, AECOM has been supporting MWRA in the development of an Updated CSO Control Plan under the Variances. The jointly developed and submitted Draft Updated CSO Control Plan required extensive coordination efforts with Cambridge and Somerville, significant analysis and preparation of information to support outreach with stakeholders and quickly respond to concerns received from advocacy groups and the regulators. A summary of the five prior amendments to Contract 7572 are summarized below.

Amendment 1 increased the contract amount by $931,490 and extended the term by one year. The scope of services was modified to: develop a receiving water quality model for the Alewife Brook/Upper Mystic River Basin and the Lower Charles River/Charles Basin at the request of EPA and MassDEP; extend temporary metering at certain CSO outfalls; and purchase the CSO outfall meter equipment that had been installed for temporary measurement so that MWRA could

permanently monitor and implement near real-time CSO outfall reporting.

Amendment 2 increased the contract amount by $1,431,700, with no increase in contract term. This amendment included additional modeling and analysis necessary to support requirements of the 2019 and 2024 Variances. Amendment 2 also included additional hydraulic model calibration, modeling and analysis to evaluate system improvements due to activation frequencies or volumes above the LTCP goals after model recalibration.

Amendment 3 increased the contract amount by $1,559,000 and extended the term by three years. This amendment included investigations, hydraulic modeling, and report preparation to address certain CSO outfalls that had not met LTCP goals in the Boston Harbor Case. It also included tasks related to developing the Draft Updated CSO Control for MWRA outfalls under the Variances, providing project management services, and preparing annual CSO reports. This amendment included allowances for additional services that may be required beyond the specified tasks including analysis of a revision to the Typical Year rainfall, additional model calibration, additional public outreach, additional site investigations, and additional receiving water model runs. As authorized by MWRA, the allowance funding provided in Amendment 3 was used to develop an updated Typical Year that incorporated future rainfall projections accounting for climate change and develop a Unified Hydraulic Model for use by MWRA, Cambridge and Somerville in the development and evaluation of CSO control alternatives for the Alewife Brook/Upper Mystic River Basin and the Lower Charles River/Charles Basin.

Amendment 4 increased the contract amount by $299,300, with no increase in the contract term. This amendment included development and implementation of a flow-metering program at CSO regulator CAM401A and use of this data for recalibration of MWRA's hydraulic model. The amendment also allowed the continued development of the Unified Model, including the additional engineering effort by AECOM as required to import system data, confirm the model is providing consistent results, troubleshoot model discrepancies among the three entities, standardize programming and documentation procedures, and coordinate with the communities.

Amendment 5 increased the contract amount by $3,095,000 and extended the term by 1,608 calendar days to align with the Variances' end date of August 31, 2029. This amendment included planning and analysis to develop additional alternatives as part of the Draft Updated CSO Control Plan development, conducted the Use Attainability Analyses, performed feasibility studies, and prepared the financial capability analyses (FCA) using the new EPA guidance policy. This amendment also allowed for an extension of the project management to allow for completing four additional Annual CSO Discharge Reports and coordination with Cambridge and Somerville. This amendment further allowed for robust stakeholder engagement, increasing the frequency of public meetings and sessions with MassDEP and EPA, the CSO communities, Watershed Associations, the Partners and MWRA management.

This Amendment:

Proposed Amendment 6 seeks to increase the contract amount by $2,250,000 and extend the contract term by 365 calendar days. If approved, this amendment will provide additional level of effort:

- to accommodate schedule modification in the development of the Updated CSO Control Plan;

- for out-of-scope work in the preparation of the Draft Updated CSO Control Plan submitted on April 30, 2026;
- for further anticipated analysis and support in the development of the Final Updated CSO Control Plan; and
- for continued support beyond the current contract end date, including reporting requirements in the Boston Harbor Case to 2030.

Project Management $517,600

Additional funds are requested for project administration and management to account for additional level of effort anticipated in the last 28 months of the Contract including the one-year extension period. Amendment No. 5 assumed a reduced level of effort after the submittal of the Final Updated CSO Control Plan (originally due January 2027) and submittal of annual reports required by the Variances (final report submittal in April 2028). However, additional level of effort is now forecasted given the current five-month extension for submission of the Final Updated CSO Control Plan (currently due May 2027) as well as additional reporting requirements under the Boston Harbor Case to 2030. Moreover, AECOM has supported MWRA in holding a greater than anticipated number of coordination meetings with Cambridge and Somerville and staff anticipate that these meetings will extend throughout the Final Updated CSO Control Plan development and through the proposed August 2030 Contract end period. The added funds will further support additional administration meetings, technical meetings, coordination meetings and workshops not anticipated in prior amendments.

Annual Reports $255,300

The level of effort included in prior amendments for annual reports must be increased. Annual reports are now required in the Boston Harbor Case for each of the years 2027, 2028, 2029 and 2030 (an annual report was also filed in the case earlier this year). Such annual reports must include: (i) estimates of CSO activations and volumes for all MWRA CSO outfalls for the prior calendar year, including data from the MWRA CSO metering program and which may be supplemented by estimates generated using calibrated sewer system modeling using the Unified Model; (ii) rainfall data associated with the CSO discharges; and (iii) for all MWRA CSO outfalls and for certain community-owned outfalls a table showing the 1992 Typical Year performance (activation frequencies and volumes) with Q4-"prior calendar year" system conditions using the Unified Model and the LTCP activation frequencies and volumes. Also under the Boston Harbor Case the Authority is required, annually in each of the years 2027, 2028, 2029 and 2030 (the 2026 submission was completed earlier this year), to provide Cambridge, Somerville, the Boston Water and Sewer Commission and the City of Chelsea with the results of a Unified Model run for the prior calendar year to allow each of them to evaluate and/or report the model outputs for their respective CSO outfalls should any of them decide to utilize the Unified Model in individual reporting. AECOM will be instrumental in assisting the Authority in complying with these requirements.

Updated CSO Control Plans – Alewife Brook/Upper Mystic River Basin and the Lower Charles River/Charles Basin $797,400

Greater effort than anticipated has been required in the development of the Draft Updated CSO Control Plan. This included evaluating a broader range of CSO control alternatives, developing and running hydraulic model representations of various alternatives, preparing figures, developing and applying evaluation criteria, and developing project cost estimates for alternatives at multiple CSO locations. Multiple iterations of the alternatives and additional model runs were performed in coordination with Cambridge and Somerville to refine the alternatives. This work also requires significant coordination with Cambridge and Somerville to establish a consistent approach for formatting of the draft report, and estimating project costs. Also included in this proposed amendment are funds for developing an additional CSO control alternative for the Alewife Brook/Upper Mystic River Basin and the Lower Charles River/Charles Basin.

The Variances require an affordability analysis consistent with EPA's February 2023 Clean Water Act Financial Capability Assessment Guidance, along with any other relevant information to assess financial capacity of the Authority, Cambridge and Somerville which are each required to complete their own affordability analysis. To meet the regulatory agencies' requests, communicated during the development of the Draft Updated CSO Control Plan, additional analysis was required to conduct a FCA for multiple levels of control as well as conducting the full detailed analysis for the preliminary draft plan. Multiple FCA analyses were not anticipated in prior amendments. In addition, funds are being requested under this amendment for additional FCA analysis should modifications be made to the recommended Draft Updated CSO Control Plan.

Further, development of the Draft Updated CSO Control Plan required the following greater than anticipated levels of effort: coordination of combined alternatives, and drafting reports and preparation of figures relating thereto; cost-table development; and development of methodologies for alternatives, including updating cost assumptions. AECOM managed multiple iterations of sections of the draft report, conforming a multitude of reviewer comments and approaches, and coordinated the formatting. In support of community outreach, AECOM produced 75 copies of the Draft Updated CSO Control Plan and provided those copies to public libraries within the MWRA service area.

Lastly, AECOM provided technical assistance to support, and to develop additional schedules and construction impacts for alternatives for use in public outreach prior to submitting the Draft Updated CSO Control Plan. Additional budget is requested in this amendment to provide further technical evaluations to address comments received on the Draft Updated CSO Control Plan.

Allowances $680,000

Given the uncertainty in the regulators' acceptance of the Draft Updated CSO Control Plan and the need to provide additional technical responses on comments received, this amendment includes requested additional funds to perform services outside of those described herein. All task orders for out-of-scope work using the allowance funds require review and approval by senior managers. Services authorized through task orders may include: site investigations; hydraulic model calibration; receiving water model runs and refinements; public outreach and support; and further efforts to advance MWRA's progress in meeting its Court and regulatory obligations on CSO matters.

For the foregoing reasons, staff recommend the Board's approval of proposed Amendment 6.

CONTRACT SUMMARY:

	Amount	**Time**	**Dated**
Original Contract	$2,921,215	42 Months	10/18/2017
Amendment 1	$931,490	12 Months	04/17/2019
Amendment 2	$1,431,700	0 Months	03/18/2020
Amendment 3	$1,559,000	36 Months	02/16/2022
Amendment 4*	$299,300	0 Months	10/12/2023
Amendment 5	$3,095,000	52 Months	09/11/2024
Proposed Amendment 6	$2,250,000	12Months	Pending
	$12,487,705	142 Months	

* Approved under delegated authority

BUDGET/FISCAL IMPACTS:

The FY27 CIP includes a budget of $10,189,596 for Contract 7572. Including this amendment for $2,250,000, the adjusted contract amount will be $12,487,705 or $2,298,109 over the CIP amount. This amount will be absorbed within the five-year CIP spending cap.

MBE/WBE PARTICIPATION:

The contractual MBE and WBE participation requirements of 0% and 4%, respectively, remain unchanged by this amendment

STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Update on Lead and Copper Rule Compliance and Lead Sampling – Fall 2026

COMMITTEE: Water Policy & Oversight

X INFORMATION
____ VOTE

Justin Hart, Project Manager, Public Health
David Granados, Program Manager, Community Support Program
Michael O'Keefe, Senior Program Manager, Planning
Preparer/Title

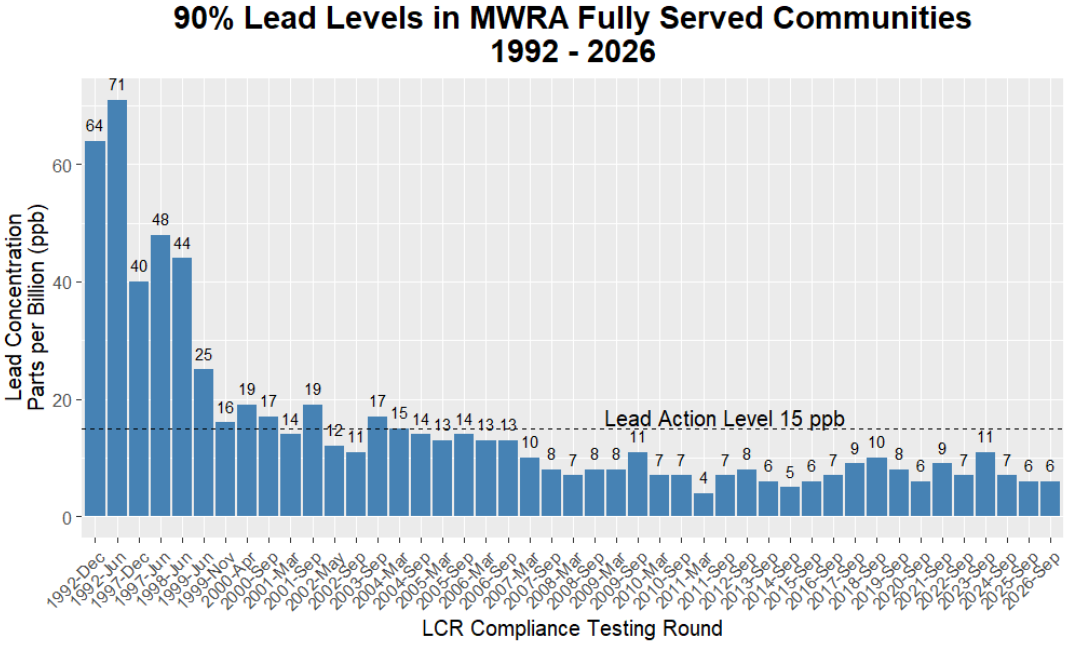
Kathleen Murtagh, P.E.
Chief Operating Officer

RECOMMENDATION:

For information only. This staff summary discusses results from the fall 2026 Lead and Copper Rule sampling round and the status of MWRA's lead service line replacement program.

DISCUSSION:

Under the federal Lead and Copper Rule (LCR), each year MWRA and every fully supplied community are required to sample from homes *that are likely to have high lead levels*. These are usually homes with lead service lines (LSLs) or lead solder. The U.S. Environmental Protection Agency (EPA) requires that 90 percent of the sampled homes have lead levels at or below the Action Level of 15 parts per billion (ppb).



MWRA and its communities conducted the calendar year 2026 LCR sampling round beginning in September 2026. The 90th percentile lead value for the MWRA system as a whole was 6.26 ppb. The MWRA system has been below the lead Action Level of 15 ppb in every round since 2004.

In addition to determining how the system performs as a whole, EPA and the Massachusetts Department of Environmental Protection (MassDEP) look at each individual community to determine whether 90 percent of the community's samples have lead levels at or below 15 ppb. Each community is evaluated based on the samples collected; typically, 20 samples are collected in each community. During this sampling round, only Quincy was individually over the lead Action Level and will need to take the actions described below.

2026 LEAD SAMPLING

EPA and MassDEP require that water systems prioritize the sampling of homes with known LSLs. MWRA's data matches that of most other public water systems; homes with LSLs are more likely to have elevated lead levels. In MWRA's sampling data, results from homes with LSLs typically are three to five times higher than those from homes that have copper pipes with lead solder. In this sampling round, twelve out of 596 samples were above the lead Action Level; eleven of these samples were from homes with LSLs. These data reinforce MWRA's prioritizing the accelerated replacement of all LSLs, for both public health protection and compliance with the regulation.

Responses to Each High Sample:
Public water systems must take action when individual samples exceed the lead Action Level; every sample over the Action Level is taken seriously. MWRA staff immediately contact the community, and the community contacts the residents within three days with the results. This includes providing information to the residents about the health risks of lead and simple actions they can take to reduce lead exposure. Within 30 days, the community follows up with the residents offering to further investigate the possible causes of the elevated levels. In almost all cases, this results in the LSLs being replaced. Communities have replaced or plan to replace ten of the eleven LSLs in homes that exceeded the lead Action Level. In addition, within five days of receiving lab results indicating that water from a home exceeds the Action Level, MWRA sampling staff check the water in the vicinity to assess whether the pH and alkalinity meet MWRA's corrosion control targets. In each case, pH and alkalinity results were typical and within limits.

Community Response Actions:
As of October 2024, the Lead and Copper Rule Revisions require that any public water system over the lead Action Level publish a "Tier 1 Public Notice" within 24 hours of exceeding the lead Action Level. Typically, the Public Notice requirement entails providing the public notification to news outlets, using community reverse 911, and posting the notice on its website within 24 hours, as well as publishing it in a newspaper within 14 days. During this year's sampling round, only Quincy exceeded the lead Action Level and was required to publish a Public Notice. MWRA provided technical assistance to Quincy in advance of the Public Notice. Previous Public Notices have resulted in press coverage focused on the need to replace LSLs, providing some additional impetus for homeowners to work with the communities to determine if they have a LSL and to remove it. This fall, there has been relatively little media attention resulting from Quincy's Public Notice.

Quincy will also need to mail a public education brochure on lead in water to all of its customers. In addition to providing information on the health risks of lead, and practical steps a family can take to reduce lead exposure, the brochure encourages those with lead services to work with their water department to get the service line replaced. MWRA provides graphics and printing support for the brochure.

MWRA transmitted all the sample results to MassDEP and each community by November 10, 2026. The communities are required to transmit the results to each individual resident that collected a sample within 30 days. Lead data from all samples collected under the LCR since 1992, as well as under other programs, are posted on MWRA's website: Lead | MWRA.

School and Childcare Sampling:
Under the LCR, MassDEP requires that each community collect samples from two schools or childcare facilities during each sampling round. One sample out of 116 (from 59 schools and childcare facilities tested) was above the lead Action Level. As with residential samples, MWRA staff immediately contacts any community that has a school sample above the Action Level. All school data were provided to each community to transmit to the schools and are available on DEP's online school database. A link to the MassDEP database is available on the MWRA webpage: Lead Test Results | MWRA.

In addition to the testing done under the LCR, MWRA continues to offer no-cost laboratory analysis services to any of our customer communities that want to sample drinking water taps in schools or childcare facilities. The program is offered in coordination with MassDEP. MWRA's laboratory has conducted over 50,000 tests from 780 schools and childcare facilities in 50 communities since 2016.

Under the revised LCR, beginning in 2028, communities will be required to offer sampling to 20 percent of elementary schools and licensed childcare facilities each year for five years. This will require a substantial increase in community and MWRA workload.

CHANGES TO EPA'S LEAD AND COPPER RULE

There have been some important changes to the regulatory requirements, as previously presented to the Board over the past several years, including upcoming deadlines of note. MWRA staff have scheduled a comprehensive training session for community staff on the new requirements for early in 2027.

Service Line Inventories:
Each community developed and submitted to MassDEP an inventory of all its service lines in October 2024. By November 2024, the communities mailed informational letters to every property with a LSL, certain galvanized lines and any line for which the community did not have full information on its material (unknowns). All MWRA communities met those deadlines. Each community will need to send the same notice each year by the end of December, based on its updated inventory. Staff are providing reminders to communities of these requirements.

An updated service line inventory at the end of 2027 will set the baseline for the mandatory LSL replacement rates. Staff are working with communities to prioritize identifying the material of any unknowns in their system, and to ramp up replacement programs toward MWRA's goal of replacing all LSL by the end of 2032. Communities will need to submit a formal LSL replacement plan to MassDEP by November 2027, including how they will meet the many new requirements for

communicating with customers, managing the required specifics of the replacement process, and documenting and certifying all of their efforts.

Changes to Sampling:
Several changes specified in the Lead and Copper Rule Improvements (LCRI) will likely increase reported lead levels and increase the risk of communities and the MWRA system as a whole exceeding the Action Level after 2027. Communities must continue to sample at those homes with LSLs. Beginning with the spring 2028 sampling round, homes with LSLs will collect five consecutive one-liter samples, send the first and fifth one-liter sample to the lab for analyses, and use the highest lead concentration of the first and fifth sample to calculate the lead level for that home. The first one-liter sample will contain water that has been sitting within the premise plumbing, while the fifth bottle will contain water that has been sitting in the lead service line and has had to travel through the premise plumbing to reach the tap. This approach will identify the risk of elevated lead exposure that may not appear when only the first liter of water is analyzed.

In preparation for these enhanced sampling requirements under the LCRI, MWRA provided kits with five one-liter bottles and instructions for communities to practice and identify barriers before the requirements are in place. The results of this pilot also help MWRA improve the sampling instructions, prepare for the new regulations, and better prioritize LSL replacements. During this sampling round, five of the eight fifth liter samples had a higher concentration of lead than the corresponding first liter samples.

Additionally, the lead Action Level will be reduced to 10 ppb from 15 ppb when the LCRI comes into effect in November 2027. During this year's sampling round, 25 residential samples had concentrations of lead above 10 ppb. Based on these results, two communities that did not exceed the current lead Action Level of 15 ppb would have exceeded the (future) lead Action Level of 10 ppb. In the past five years, between 29 and 66 samples were above 10 ppb, and between three and eight communities would have exceeded the lead Action Level. In 2023, MWRA would have exceeded a lead Action Level of 10 ppb.

Deferral of Corrosion Control Changes with Accelerated Lead Service Line Replacement:
After 2027, if system-wide results from any sampling round indicate that MWRA is over the lead Action Level, MWRA would be required to re-evaluate its corrosion control treatment. MWRA proactively evaluated corrosion control treatment to include adding phosphate to the drinking water impacts to the system via a pipe rig study. A report of the study results indicated that switching treatment could only slightly reduce lead levels and MWRA's outside expert reviewers felt that accelerating LSL replacement was a higher priority and a more effective public health risk reduction strategy. However, if MWRA exceeds the new lower lead Action Level, the default regulatory requirement would be for MWRA to change treatment to include phosphate. MWRA's goal is to replace all LSLs and address unknown service lines by 2032, five years after the LCRI comes into effect, to preclude the need for changes to corrosion control.

As discussed most recently at the November 2025 Board meeting, EPA recognized that evaluating, designing and constructing changes to corrosion control treatment would take nearly five years, and that accelerating LSL replacement is an important public health goal. A final change to the LCR includes a provision that a public water system exceeding the lead Action Level can defer proceeding with changes to its corrosion control treatment if it commits to replacing all of its LSLs within five years, at a rate of 20 percent per year.

Corrosion control treatment is complex, affects many other aspects of water treatment, and has complicated short-term and long-term interactions with materials within the distribution system, including residential plumbing. To avoid the uncertainty and potential inadvertent negative impacts of treatment changes, MWRA expects to avail itself of this accelerated replacement provision if a system exceedance occurs.

MWRA has set a goal of full replacement of all LSLs by the end of 2032 (five years after the LCRI comes into effect) and staff are working with member communities toward that goal by accelerating LSL replacement. Changes to MWRA's financial assistance program include a 25 percent grant to communities fully funding complete LSL replacement at no cost to the homeowner. That change went into effect in July 2024 and has been extensively publicized to member communities with training classes jointly sponsored by the MWRA Advisory Board as well as MWRA's individual outreach efforts to every community.

UPDATE ON LEAD SERVICE LINE REPLACEMENT PROGRAM

As described above, the new program was launched in 2024, and substantial outreach is occurring. Since the implementation of the new program, 18 communities have applied for and received $37.2 million in funding ($6.7 million of that is in the form of grants) to:

- replace 2,390 LSLs;
- replace 472 lead goosenecks; and
- conduct 2,185 test pits to determine unknown service line materials.

Since the inception of MWRA's LSL Replacement Program in 2016, 25 MWRA water communities have received a total of $81 million in funding to support 70 projects. MWRA-funded projects to date include:

- 10,302 LSL removals;
- 1,715 lead gooseneck removals; and
- 12,017 investigations of unknown service lines.

In addition to work funded through MWRA's LSL Replacement Loan and Grant Program, communities also continue to replace LSLs using other MWRA loan funds, local funds, or state revolving loans.

To eliminate the risk of exposure to elevated levels of lead, MWRA encourages communities to prioritize replacing the LSLs at residences that exceed the lead Action Level. **Everett, Malden, Medford, Quincy, and Saugus all removed or have plans to remove the LSLs from residences that exceeded the lead Action Level during this year's sampling round.**

MWRA community service line inventory submittals to MassDEP in October 2024 (and reviewed and approved as of spring 2025) showed a total of 524,810 service lines. MWRA communities had 14,078 known LSLs (2.7%), 2,856 galvanized requiring replacement (GRR) lines (0.5%), and 75,050 unknown material lines (14%). MWRA staff are encouraging communities to prioritize replacing LSL and GRR lines, and to make substantial progress on resolving the material for those service lines identified as unknown material. Both communities with a large number of lines in those categories and those with only a few LSLs are the initial focus of highest attention. A preliminary review of the communities providing updated inventory data as of October 2026 shows 10,583 known LSLs

(2.01%), 2,571 GRR lines (0.49%) and 49,124 unknown material lines (9.31%); compared to 2024, these are decreases of 24.8%, 1%, and 34.5%, respectively.

If a community is able to replace all of its LSLs, it is likely that sampling results will show fewer elevated samples, contributing to a lower local 90th percentile and helping the regional 90th percentile go down. That community will also be subject to far fewer new requirements under the LCRI after 2027. For example, with $750,000 of MWRA funding, Marlborough was able to replace its remaining 22 LSLs and 16 GRRs and identify 21 unknowns, completing its obligations under the revisions to the LCR. In 2026, Belmont confirmed the final LSL in its distribution system was replaced. Twenty-five MWRA communities now report having no lead service lines.

Of the communities served by MWRA, Malden and Medford have the highest proportion of LSLs. Malden continues to make progress in its program and is now offering private side replacements at no cost. It reports that the number of LSLs has decreased from 2,460 in October 2024 to 2,193 now, about an 11 percent reduction. As of August 2026, Medford has reduced its unknowns by 1,131, about a 24 percent reduction, and LSLs by 837, about a 16 percent reduction. While both communities are making good progress, they will need to increase their service line replacement rates to meet the 2032 goal.

Several communities are reporting large numbers of “unknown” material service lines, which will complicate initial attempts to understand the full universe of service lines that will need to be replaced per year to meet the 2032 goal. Communities can use MWRA loan programs in their efforts to identify the actual material of unknown lines.

BUDGET/FISCAL IMPACTS:

The FY27 CIP includes $200 million of which approximately $119 million remains and is available in the approved Lead Service Line Replacement Loan and Grant Program, which is currently anticipated to be sufficient to replace all known LSLs in the MWRA water service area. Interest costs are included in the current expense budget.

STAFF SUMMARY

TO: Board of Directors
FROM: Stephen A. Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Dam Safety Compliance and Consulting Services
GZA GeoEnvironmental, Inc.
Contract W345, Amendment 2

COMMITTEE: Water Policy and Oversight

_____INFORMATION
_X_ VOTE

Brian L. Kubaska, P.E., Chief Engineer
Patricia Mallett, P.E., Assistant Director of Engineering - Water
Karla Cuarezma, Project Manager
Preparer/Title

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

RECOMMENDATION:

That the Executive Director, on behalf of the Authority, approve Amendment 2 to Contract W345, Dam Safety Compliance and Consulting Services, with GZA GeoEnvironmental, Inc., to increase the contract term by 12 months from October 26, 2026, to October 26, 2027, with no increase in price.

DISCUSSION:

Contract W345 was awarded on October 26, 2022 for an amount not-to-exceed $191,403.73 and a contract term of 36 months from the Notice to Proceed.

Under this contract, qualified dam safety engineers are engaged to perform: the required biennial regulatory safety inspections of all MWRA dams; the design of a maintenance plan for the complex internal drainage system at Quabbin Reservoir's Goodnough Dike and for Sudbury Reservoir Dam's relief wells; an existing instrumentation (piezometer) evaluation; a geotechnical assessment of a seepage location at Sudbury Dam; design and install piezometers for Norumbega Reservoir and Schencks Pond Dams (installed under M.G.L. Chapter 30 construction Contract W361), design and redevelopment of relief wells at Goodnough Dike and Sudbury Dam (redeveloped under M.G.L. Chapter 30 construction Contract W362), and to provide engineering services during construction (ESDC) to support work under Contracts W361 and W362. Amendment 1, approved under delegated authority, increased the contract term by 12 months to October 26, 2026.

This Amendment

The extension is required because the EDCS tasks related to Contracts W361 and W362 have not been completed and are anticipated to be completed within the next 12 months. Accordingly, a contract term extension of 12 months, to October 26, 2027 is requested to complete the requisite engineering services during construction for Contracts W361 and W362. No additional funds will be necessary.

There are sufficient funds remaining in the contract for the required services.

CONTRACT SUMMARY:

	AMOUNT	TIME	DATED
Original Contract	$191,403.73	36 Months	12/28/2022
Amendment 1*	$0.00	12 Months	5/6/2026
Amendment 2	$0.00	12 Months	Pending
Adjusted Contract Amount	$191,403.73	60 Months	

*Approved under delegated authority

BUDGET/FISCAL IMPACTS:

This amendment is for a time extension only, with no impact on cost.

MBE/WBE PARTICIPATION:

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

STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Interim Executive Director
DATE: November 18, 2026
SUBJECT: November 18, 2026 PCR Amendments

COMMITTEE: Personnel and Compensation

____ INFORMATION
__X__ VOTE

Wendy Chu, Chief Equity and Inclusion Officer
Preparer/Title

Michele S. Gillen
Director, Administration

RECOMMENDATION:

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

DISCUSSION:

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

November 2026 PCR Amendments

There are four PCR Amendments this month.

Staff recommend organizational changes within the Executive Division to optimize operations, improve workflows and other processes, and to streamline cross-functional strategic initiatives. Those changes include the creation of the position of Director, Strategic Initiatives and Partnerships and a change in grade of the Chief of Staff position to reflect the change in responsibilities of that position. There are two related recommendations to appoint candidates into those positions.

Organizational Changes:

1. Salary change to one filled position in the Operations Division, Engineering and Construction Department for a Program Manager, Water/Wastewater Engineering (Unit 9, Grade 29) per union agreement.

2. Salary change to one filled position in the Operations Division, Engineering and Construction Department for a Program Manager, Water/Wastewater Engineering (Unit 9, Grade 29) per union agreement.

3. Grade change to position in the Executive Department from a Chief of Staff Non-Union Grade 14 to Non-Union Grade 15 due to new responsibility level.

4. Creation of one Director, Strategic Initiatives and Partnerships position in the Executive Department (Non-Union Grade 15) to meet department needs.

BUDGET/FISCAL IMPACT:

The annualized budget impact of the PCR amendments will be a maximum cost of $218,894. Staff will ensure that the costs associated with the PCR amendment will not result in spending over the approved FY27 Budget.

ATTACHMENTS:
Job Descriptions

MASSACHUSETTS WATER RESOURCES AUTHORITY
POSITION CONTROL REGISTER AMENDMENTS
FISCAL YEAR 2027

PCR AMENDMENTS REQUIRING BOARD APPROVAL - November 18, 2026

Number	Current PCR #	V/F	Type	Current Title	UN	GR	Amended Title	UN	GR	Current/Budget Salary	Estimated New Salary			Estimated Annual $ Impact			Reason For Amendment
B37	Operations Engineering Department 5525063	F	S	Program Manager, Engineering (Water/Wastewater)	9	29	Program Manager, Engineering (Water/Wastewater)	9	29	$127,699	$144,585	-	$144,585	$16,886	-	$16,886	Salary adjustment due to union agreement.
B38	Operations Engineering Department 5525039	F	S	Program Manager, Engineering (Water/Wastewater)	9	29	Program Manager, Engineering (Water/Wastewater)	9	29	$138,955	$144,585	-	$144,585	$5,630	-	$5,630	Salary adjustment due to union agreement.
B39	Executive Department 1210011	F	G	Chief of Staff	NU	14	Chief of Staff	NU	15	$145,622	$171,000	-	$171,000	$0	-	$25,378	Grade change due to new responsibility level.
B40	Executive Department TBD	N/A	N/A	N/A	N/A	N/A	Director of Strategic Initiatives and Partnerships	NU	15	$0	$171,000	-	$171,000	$0	-	$171,000	New position to meet department needs.
				BOARD TOTAL =	4						**TOTAL:**			$22,516		$218,894	

MWRA
POSITION DESCRIPTION

POSITION: Program Manager (Water or Wastewater Engineering)

DIVISION: Operations

DEPARTMENT: Engineering and Construction

BASIC PURPOSE:

Supervises project teams in the department to oversee professional engineering and design projects related to the rehabilitation and capital improvement of waterworks and wastewater facilities and infrastructure from conceptual planning through construction. Additionally, manages engineering and design projects related to the rehabilitation and capital improvement of water and wastewater facilities and infrastructure.

SUPERVISION RECEIVED:

Works under the general supervision of a Senior Program Manager in the Engineering and Construction Department.

SUPERVISION EXERCISED:

Exercises close supervision of a staff of professional and technical employees and or consultants.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Oversees projects, including the planning and design of rehabilitation and capital engineering projects for waterworks and wastewater facilities and pipelines. Additionally, manages the planning and design phases of assigned water and wastewater engineering and or maintenance projects including, feasibility and environmental impact reports, detailed plans and specifications, permitting, project schedules, technical assistance, progress review and evaluation.

- Oversees the work of professional engineering consultants, including all work products for quality of work, budget, schedule, and compliance with contractual terms and MWRA objectives and policies.

- Supervises and manages professional staff, including assignment of projects, evaluation of performance, and staff development planning. Provides technical and administrative assistance to staff in the development and management of projects which include design and engineering services during construction of new and rehabilitation water and wastewater projects, development of maintenance and operations procedures and working closely with MWRA Occupational Health and Safety staff, development of safety procedures.

- Supervises professional multi-discipline engineering work of substantial difficulty and importance, requiring application of professional engineering principles and the exercise of independent engineering judgment.

- Oversees and coordinates cooperative project development with other MWRA divisions and departments to ensure complete and coordinated projects. Coordinates projects with communities,

government agencies and other MWRA departments. Provides technical information and assistance. Addresses professional and community groups and initiates outreach projects as required.

- Participates in consultant selection procedures and contract negotiations for projects. Additionally, oversees all phases of consultant selection for assigned projects including development of scope of services, specifications, cost estimates, work schedules, negotiations, and preparations of contract award recommendations. Ensures compliance with contract budgets, schedules and terms.

- Prepares annual and supplementary budget requests for the projects in the Capital Improvement Program. Oversees and reviews projects' budgets and schedules for compliance with established department, division, and MWRA program goals.

- Ensures compliance with MWRA procedures and policies, regulatory requirements and applicable engineering standards. Ensures all project activities are coordinated with MWRA divisions and departments, outside regulatory and permitting agencies and communities, as appropriate.

SECONDARY DUTIES:

- Performs related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

(A) A Bachelor's degree in civil or related engineering field; and

(B) At least seven (7) years of civil engineering experience of which three (3) years must be in a supervisory or project management capacity; or

(C) Any equivalent combination of education and experience.

Necessary Knowledge, Skills and Abilities:

(A) Knowledge of principles and practices of engineering.

(B) Understanding of issues related to design, construction and operation of water and wastewater facilities and infrastructure.

(C) Demonstrated ability to work effectively as part of a project team and also to function independently with minimal supervision.

(D) Knowledge of Massachusetts bidding laws, including M.G.L Chapter 30 and Chapter 149 construction bidding regulations.

(E) Familiarity with computer software such as Word and Excel.

(F) Proven interpersonal, managerial, written and oral communications skills.

SPECIAL REQUIREMENTS:
A valid Massachusetts Class D Motor Vehicle Operators License.

Registered Massachusetts Professional Engineer preferred.

TOOLS AND EQUIPMENT USED:

Office machines as normally associated with the use of telephone, personal computer, including word processing and other software, copy fax machine, measuring equipment, light tools and mobile radio.

PHYSICAL DEMANDS:

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

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

The employee must occasionally lift and/or move up to 10 pounds. There are no special visual requirements for this job.

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 occasionally works in outside weather conditions. The employee occasionally works near moving mechanical parts, and is occasionally exposed to wet and/or humid conditions and vibration. The employee occasionally works in high precarious places and is occasionally exposed to fumes or airborne particles, toxic or caustic chemicals and risk of electrical shock.

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

July 2024

MWRA
POSITION DESCRIPTION

POSITION: Chief of Staff

DIVISION: Executive

DEPARTMENT: Office of the Executive Director

BASIC PURPOSE:

Acts on behalf of the Executive Office to disseminate information, communicate ideas and monitor situations across the agency. Partners with senior managers to conduct and implement strategic planning.

SUPERVISION RECEIVED:

Works under the general supervision of the Executive Director.

SUPERVISION EXERCISED:

May provide functional supervision to Special Assistant to Executive Director on special projects.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Handles complex situations and multiple responsibilities simultaneously mixing long-term projects with the urgency of immediate demands, collaborating with staff at all levels of the organization.
- Deals with confidential information and acts as a liaison between the Executive Director and other constituencies, both internal and external.
- Assists and communicates with senior managers in decision-making, program management, and initiative implementation.
- Assists and supports MWRA senior managers and the Board of Directors in developing and executing overall communications strategies and programs for the MWRA.
- Coordinates and participates in the preparation of agendas and the assembly of information and data to be presented to the MWRA Board of Directors.
- Coordinates, reviews, and revises staff summaries presented for the approval of the Executive Director.
- Assists with the publication of annual reports, fact sheets, newsletters, brochures and other MWRA publications for media or public distribution, in close coordination with others at MWRA. Drafts communications materials for distribution to communities and other customer constituencies.
- Manages the preparation of public presentations and speeches for the Executive Director and senior MWRA managers.
- Edits and approves documents for internal and external distribution.
- Organizes special events.

SECONDARY DUTIES:

- Regular travel throughout the MWRA service area and occasionally elsewhere within or outside the Commonwealth of Massachusetts.

- Performs related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

(A) A Bachelor's degree in communications, public policy, engineering, or science directly related to MWRA's programs. An advanced degree preferred; and

(B) At least seven (7) years of related professional experience in communications, policy development or administration with at least three (3) years in a management or supervisory position; or

(C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

(A) Substantive experience with technical areas of MWRA's water supply and wastewater missions is strongly preferred.

(B) Skills in public speaking, public presentation, and media presentation.

(C) Writing and editing skills including the preparation and presentation skills in common computer formats such as Power Point.

(D) Strong analytical skills and strategic planning skills.

(E) Ability to provide leadership and support to subordinate employees in the areas under supervision as well as colleagues elsewhere in the agency.

(F) Ability to inspire trust and confidence in senior managers, other agencies, constituents and the general public.

SPECIAL REQUIREMENTS:

- A valid Massachusetts 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.
- Agency activities for which the employee is responsible are performed 24 hours a day, 365 days per year and may require the employee's attention and attendance at any time and in emergencies, for extended periods.

TOOLS AND EQUIPMENT USED:

Office equipment as normally associated with the use of telephone, page-net and two-way radio equipment and other standard executive office equipment such as a personal computer including word

processing and applicable software, fax and copy machines. An automobile must be used for local travel. Personal safety equipment must be used on construction and operations sites**.**

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, stand, walk, read, listen and talk. Attendance and presentations at meeting and public forums is regularly required. The employee is regularly required to use the hands to manipulate or operate office equipment and other tools and equipment (including personal safety equipment) described above.

There are no requirements that weight be lifted or force be exerted in the performance of this job. Specific vision abilities requirements are for reading and driving, which are 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, in public meeting spaces and in field and plant environments in, around and ancillary to the facilities operated by and/or under construction by the agency.

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

September 2023

MWRA
POSITION DESCRIPTION

POSITION: Chief of Staff

DIVISION: Executive

DEPARTMENT: Office of the Executive Director/Chief Executive Officer

BASIC PURPOSE:

Serves as the Executive Director and Chief Executive Officer's (ED/CEO) principal management advisor and assists in formulating and implementing MWRA's policies, priorities, and objectives. The position exercises independent judgment and acts on the ED/CEO's behalf within delegated authority to advance executive priorities and resolve matters requiring executive direction.

The Chief of Staff manages the Executive Office, directs the flow of information, decisions, and staff work to and from the ED/CEO, and coordinates with division and department leaders.

The position ensures that executive decisions are tracked and carried out, that leadership are aligned on Authority-wide goals, and that issues requiring executive attention are identified early and resolved. Working closely with senior leadership, the Board of Directors, the MWRA Advisory Board, and state and local officials, the Chief of Staff helps MWRA deliver reliable water and wastewater services and responsibly manage ratepayer resources.

SUPERVISION RECEIVED:

Works under the general supervision of the Executive Director and Chief Executive Officer (ED/CEO).

SUPERVISION EXERCISED:

May supervise ED/CEO staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

Executive Office Management

- Directs the daily operations, staff, and work priorities of the Executive Office. Establishes and maintains procedures that support timely executive decisions, effective internal communication, and accountability for assignments.

- Oversees the ED/CEO's schedule, correspondence, and briefing materials to ensure alignment with executive priorities. Ensures that matters brought to the ED/CEO are complete, vetted with the responsible divisions, and accompanied by analysis and recommended actions.

Policy Formulation and Strategic Advice

- Participates substantially in formulating, evaluating, and implementing Authority-wide policies, goals, and strategic priorities. Advises the ED/CEO on policy, operational, financial, and legislative matters. Working with the leadership team, assesses the impact of proposed policies, legislation, and regulations on MWRA operations, resources, and ratepayers.

- Identifies risks and barriers to achieving MWRA's goals, develops policy options, and recommends strategies to address them. Guides the development of Authority-wide goals, and reviews performance results with the ED/CEO.

Executive Coordination and Follow-Through

- Communicates priorities to leadership, establishes expectations and timelines for executive assignments, and tracks decisions and commitments through completion. Directs cross-divisional coordination on delegated matters, resolves competing priorities and resource needs within delegated authority, and elevates unresolved or significant matters with recommendations. Monitors progress, identifies delays, and directs corrective follow-up on executive assignments.

Board and Governance Support

- In coordination with the responsible divisions, oversees the preparation of executive materials for meetings of the Board of Directors. Tracks Board directives and executive commitments through completion and supports communication with Board members.

Government and Stakeholder Relations

- In coordination with Public Affairs, serves as a liaison to outside offices as necessary including the Governor's Office, state agencies, legislators, and municipal officials on matters requiring executive attention. Supports the ED/CEO's communication with officials, customer communities, the media, and other stakeholders. Represents the ED/CEO at meetings and public events as assigned.

- Key relationships include: MWRA Board of Directors and MWRA Advisory Board, Executive Office of Energy and Environmental Affairs, Governor's Office, Massachusetts Legislature, and Municipal officials in MWRA member communities.

Internal Collaboration and Alignment

- Works closely with division leaders, including the Director of Strategic Initiatives and Partnerships, Operations, Finance, Law, Administration, and Public Affairs, so that executive priorities are coordinated and day-to-day matters are resolved at the appropriate level.

Executive Authority and Decision Making

- Exercises substantial managerial independence under the ED/CEO's strategic direction and in accordance with MWRA policies and established delegations. Makes decisions on Executive Office procedures, staff assignments, and workflow; provides executive direction on delegated policy and organizational matters; and resolves cross-divisional issues and competing resource priorities within the scope of that delegation.

- Develops recommendations for the ED/CEO on significant policy, budget, staffing, personnel, and organizational matters. Refers matters exceeding delegated authority, involving significant commitments or changes in policy, or requiring Board action to the ED/CEO with analysis and recommended action. Carries out decisions and communicates direction following the ED/CEO's review.

- Delegates assignments and related decisions to staff as appropriate to their responsibilities and expertise, establishes expectations for completion, and retains accountability for results.

SECONDARY DUTIES:

- Regular travel throughout the MWRA service area and occasionally elsewhere within or outside the Commonwealth of Massachusetts.

- Performs related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

(A) A Bachelor's degree in communications, public policy, business, engineering, science, or related field; an advanced degree is preferred; and

(B) At least nine (9) years of related professional experience in communications, policy development or administration with at least four (4) years in a management, supervisory, or project management capacity; or

(C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

(A) Experience with technical areas and infrastructure of a public agency preferred.

(B) Skills in public speaking, public presentation, and media presentation.

(C) Writing and editing skills including the preparation and presentation skills in common computer formats such as Power Point.

(D) Strong analytical skills and strategic planning skills.

(E) Ability to provide leadership and support to subordinate employees in the areas under supervision as well as colleagues elsewhere in the agency.

(F) Ability to inspire trust and confidence in senior managers, other agencies, constituents and the

general public.

(G) Strong discretion, diplomacy, and ability to prepare clear executive briefings and recommendations.

(H) Ability to coordinate competing priorities, build collaborative relationships, and track implementation to completion.

(I) Ability to work autonomously.

(J) Ability to prioritize in a rapidly changing environment.

SPECIAL REQUIREMENTS:

- A valid Massachusetts Class D Motor Vehicle Operators License or equivalent from another state.
- Ability to work evenings or weekends for urgent business issues or respond to business calls on MWRA assigned phone after hours.
- Agency activities for which the employee is responsible are performed 24 hours a day, 365 days per year and may require the employee's attention and attendance at any time and in emergencies, for extended periods.

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, stand, walk, read, listen and talk. Attendance and presentations at meeting and public forums is regularly required. The employee is regularly required to use the hands to manipulate or operate office equipment and other tools and equipment (including personal safety equipment) described above.

There are no requirements that weight be lifted or force be exerted in the performance of this job. Specific vision abilities requirements are for reading and driving, which are 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, in public meeting spaces and in field and plant environments in, around and ancillary to the facilities operated by and/or under construction by the agency.

The noise level in the work environment is usually moderately quiet in an office setting and moderately loud in field settings. Position may be eligible to telework.

November 2026

MWRA
POSITION DESCRIPTION

POSITION: Director of Strategic Initiatives and Partnerships

DIVISION: Executive

DEPARTMENT: Office of the Executive Director/Chief Executive Officer

BASIC PURPOSE:

The Director of Strategic Initiatives and Partnerships, based in the MWRA Executive Office and reporting directly to the Executive Director and Chief Executive Officer (ED/CEO) leads high-priority strategic initiatives, special projects, and organizational process improvements.

The Director translates executive priorities into actionable plans, coordinates cross-divisional implementation, and ensures timely decisions and measurable results. The position also leads strategic external partnerships and represents the MWRA with professional organizations and partner agencies. Integrating operational, regulatory, financial, legal, and community perspectives, the Director advances MWRA's mission and responsible stewardship of ratepayer resources.

SUPERVISION RECEIVED:

Works under the general supervision of the Executive Director/Chief Executive Officer (ED/CEO)

SUPERVISION EXERCISED:

May exercise direct supervision over staff and manage consultants.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

Strategic Initiatives and Special Projects

- Leads executive-level initiatives and sensitive or emerging matters requiring cross-divisional coordination and executive engagement. These may include complex regulatory and environmental matters, regional and community relationships, strategic infrastructure and resource management issues, and other priorities. Establishes clear objectives, milestones, decision points, and accountability in coordination with responsible division leaders.
  Specific examples include but are not limited to:
  - Quabbin watershed community relations, including relationships with watershed communities and the DCR Division of Water Supply Protection
  - Combined sewer overflow (CSO) strategy, including coordination of related regulatory, legal, and community matters
  - Biosolids management strategy

Process Improvement and Modernization

- Translates long-range goals into implementation plans and a prioritized portfolio for executive approval.
- Builds and leads an institutionalized process improvement and program management office (PMO) capability, with methods proportionate to MWRA's needs and readiness.

- Works with division leaders and staff to identify process improvement opportunities, establish baseline measures, and pilot improvements with accountable business owners and measurable outcomes. Establishes project intake and prioritization, regular portfolio reviews, practical project management tools, training, and performance reporting.

Internal Collaboration and Alignment

- Works closely with the Chief of Staff, Operations, Finance, Law, Administration, Public Affairs, and others to build alignment around strategic initiatives, special projects, and organizational priorities. This involves maintaining and developing relationships with management and responsible staff throughout all levels of the organization to advance initiatives while daily operations, technical decisions, regulatory compliance, budgets, and personnel remain with their respective departments and divisions.

- Proactively identifies emerging issues, organizational inefficiencies, and opportunities for strategic intervention. Recommends initiatives for executive consideration and coordinates their implementation upon approval.

Strategic External Partnerships

- Builds relationships with local and regional organizations, public agencies, professional associations, and national partners. Serves as the MWRA's designated representative as assigned, advances MWRA's priorities, and takes leadership roles as authorized. Representation before the Board of Directors, the Advisory Board, and elected officials is as directed in coordination with Public Affairs. Develops shared initiatives and coordinate MWRA participation with relevant division leaders.

- Partners may include but are not limited to:
    - DCR Division of Water Supply Protection
    - Friends of Quabbin
    - Friends of the Fells
    - Boston Harbor Island Partnerships
    - Boston Harbor Now
    - Save the Harbor
    - New England Water Environment Association (NEWEA)
    - Association of Metropolitan Water Agencies (AMWA)
    - National Association of Clean Water Agencies (NACWA)

Industry Leadership and Innovation

- Identifies opportunities to strengthen MWRA's visibility, facilitate information sharing, and build strategic partnerships to position the Authority as a national leader in public water and wastewater management.

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 environmental science, public administration, science, engineering, or related field required. An advanced degree in public administration, law, environmental science, or related field preferred; and

(B) An understanding of water and wastewater system operations as acquired by at least nine (9) years of experience including at least four (4) years in a managerial, supervisory, or project management capacity; or

(C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

A. Familiarity with water and sewer utilities.

B. Proven ability to present complex plans with technical content to public officials as well as the public.

C. Excellent interpersonal, oral and written communication skills.

D. Demonstrated ability to plan, organize, direct, train, and assign duties to subordinates.

E. Extensive knowledge of federal and state environmental regulations.

F. Excellent analytical, negotiation, and strategic planning skills.

G. Knowledge of engineering practices and principles.

H. Solid project management skills including program management, quality management, risk management, and project controls.

I. Demonstrated ability to work effectively in a senior leadership position of a collaborative project team and to function independently with minimal supervision

J. Ability to maintain confidentiality and exercise discretion in sensitive matters.

K. 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 another state.

Ability to work evenings or weekends for urgent business issues.

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.

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.

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

November 2026

STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Appointment of Director, Strategic Initiatives and Partnerships, Office of the Executive Director (Chief Executive Officer)

COMMITTEE: Personnel and Compensation

_____ INFORMATION
_X_ VOTE

Michele S. Gillen, Director, Administration
Preparer/Title

Michele S. Gillen
Director, Administration

RECOMMENDATION:

To approve the appointment of Ms. Katherine M. Ronan to the position of Director, Strategic Initiatives and Partnerships (Non-Union, Grade 15), at an annual salary of $171,000 commencing on a date to be determined by the Executive Director.

DISCUSSION:

In the related PCR staff summary, staff recommended organizational changes to the Authority's Executive Office to support significant anticipated increases in capital spending, the need for significant collaboration across Divisions to address complex issues, and plans for process improvements across the Authority for cost savings and greater efficiencies. One of those changes was the creation of a new position, Director, Strategic Initiatives and Partnerships. This position reports directly to the MWRA Executive Director (Chief Executive Officer).

Staff recommend Katherine Ronan for this position. Since 2023, Ms. Ronan has served as the Chief of Staff to the MWRA Executive Director. In this role, Ms. Ronan serves as a liaison between the Executive Director and senior managers, as well as external constituencies. She is responsible for a wide range of complex issues and initiatives. She also assists the Executive Director in managing the day-to-day business operations of the Authority. She also manages the materials presented to the Board of Directors, and reviews and approves all documents submitted for internal and external distribution.

Ms. Ronan has a demonstrated ability to handle complex situations and issues. She has exceptional organizational and communication skills. Ms. Ronan has a deep understanding of MWRA's mission, goals, objectives and processes and a keen eye for process improvements and prioritization.

Ms. Ronan started with MWRA as an intern in 2013 and became a full-time employee in the Planning Department in 2015. During her tenure, she has advanced into positions of increasing responsibility. She has been an Administrative Systems Coordinator in the Public Affairs Department, an Environmental Analyst in Environmental and Regulatory Affairs and a Project Manager, Environmental Permitting in the Environmental and Regulatory Affairs Department.

Ms. Ronan played a key role in the development and implementation of MWRA's Environmental Justice Strategic Plan and is an important member of MWRA's Diversity, Equity and Inclusion Committee. She has been an active participant in MWRA's Mentor Program.

Ms. Ronan is a participant in a number of regional environmental organizations, including being a key organizer of events for the Women's Environmental Network and serving as MWRA's liaison to the Boston Harbor Islands Partnership, Boston Harbor Now, and Save the Harbor. She is an active member of the New England Water Works Association and the New England Water Environment Association, and is being appointed to Vice Chair of the Association of Metropolitan Water Agencies (AMWA) Environmental Justice and Equity Working Group.

Ms. Ronan has a Bachelor of Arts in Geography from the University of Massachusetts, Amherst and a Master of Public Administration from the University of Massachusetts, Boston McCormack Graduate School of Policy and Global Studies. Ms. Ronan was a 2021 participant in the National Association of Clean Water Agencies (NACWA) "Emerging Leaders" training program and a 2026 participant in the NACWA "Senior Leader Accelerator" training program.

Ms. Ronan's skills, experience, education and training will be invaluable in this new role at a critical time for the Authority.

BUDGET/FISCAL IMPACTS:

There are sufficient funds in FY27 Current Expense Budget to fund this position.

ATTACHMENTS:

Resume of Katherine Ronan
Position Description
Executive Division Organization Chart

Katherine M. Ronan

An enthusiastic and effective environmental professional with thirteen years of experience in the water and wastewater industry. Extensive knowledge and measurable accomplishments related to public administration, utility management and environmental policy. An influential leader with vision and a passion for public service.

Professional Experience

Massachusetts Water Resources Authority, Boston, Massachusetts

Chief of Staff • September 2023 – Present

Directly advances and supports MWRA's mission to provide reliable, cost-effective, high-quality water and sewer services that protect public health, promote environmental stewardship, maintain customer confidence, and support a prosperous economy.

- Executes priorities and policies of the Board of Directors and Executive Director.
- Oversees development of all recommendations to the Board of Directors and Executive Director related to all matters including Operations, Finance, Law, Administration and Public Affairs.
- Leads coordination and collaboration across MWRA's senior leadership team. Is central point of coordination and information for others across the Authority.
- Assists the Executive Director in managing MWRA daily organizational operations.
- Coordinates with various external constituencies such as the MWRA Advisory Board, communities, other state agencies and non-governmental organizations.
- Contributes to executive decision-making as well as policy and strategy development.
- Simultaneously manages various complex situations and multiple responsibilities with varying degrees of urgency.
- Develops internal and external communications for the Executive Director including presentations, talking points, formal letters, memos, etc.
- Oversees MWRA's popular Portable Drinking Water Fountain Program.
- Key contributor to MWRA's Diversity, Equity and Inclusion (DEI) Working Group and Environmental Justice (EJ) Task Force. Develops and drives initiatives to advance recruitment and retention efforts, and to promote environmental justice and stewardship across MWRA's service area.
- Developed and produces MWRA's Lunchtime Speaker Series featuring external speakers on relevant topics and MWRA's Lunch and Learn Series featuring monthly internal presentations by staff.
- Active Participant in MWRA's Mentorship Program to develop and empower rising professionals at MWRA.
- Serves as designee for the MWRA Executive Director on the Boston Harbor Islands Partnership, the federally legislated body that governs the Boston Harbor Islands National and State Park.
- Serves as a Director of the Fore River Railroad Corporation, a 2.7 mile long rail line owned by the MWRA.

Massachusetts Water Resources Authority, Boston, Massachusetts

Project Manager, Environmental Permitting, Environmental and Regulatory Affairs • May 2022 – September 2023

Managed compliance with local, state, and federal environmental regulations and permitting requirements for MWRA construction projects and system operations. Implemented MWRA water and wastewater system policies.

- Managed environmental review and permitting of MWRA construction projects.
- Served as MWRA liaison to various environmental regulatory agencies.
- Led development of MWRA's first Environmental Justice (EJ) Strategy and creation of MWRA's EJ Task Force.
- Managed MWRA water system expansion initiatives and requests for connection from non-MWRA communities.
- Worked with communities & other entities pursuing admission to the MWRA water or wastewater system through the admission process, pursuant to MWRA operating policies and other regulations, including Massachusetts Environmental Policy Act and Interbasin Transfer Act. Provided technical assistance regarding regulatory, administrative, and operational considerations.
- Managed MWRA Water Supply Agreements and Sewer Use Discharge Agreements with MWRA member communities and other entities.

Massachusetts Water Resources Authority, Boston, Massachusetts

Environmental Analyst, Environmental and Regulatory Affairs • 2018 – 2022

- Evaluated MWRA construction projects for environmental impacts and Massachusetts Environmental Policy Act (MEPA) thresholds. Identified necessary environmental permits and requirements, prepared applications, and coordinated with regulatory entities. Worked collaboratively with MWRA construction project managers, engineering staff, and consultants.
- Ensured MWRA compliance with all historic preservation regulations and permitting requirements. Evaluated MWRA construction projects and operations for historical impacts, prepared submissions, and coordinated with the Massachusetts Historical Commission (MHC), Tribal Historic Preservation Officers, and local historic commissions.
- Implemented MWRA Programmatic Memorandum of Agreement (PMOA) with the MHC and served as the MWRA designated liaison. Designed and maintained the required database of MWRA historic properties, prepared submissions, and coordinated with MHC regarding the PMOA and MWRA projects.
- Managed MWRA compliance with the National Heritage Endangered Species Program (NHESP) and prepared the annual Vegetation Management Plan.
- Served as Liaison to MWRA's Water Supply Citizens Advisory Committee (WSCAC) & Wastewater Advisory Committee (WAC).
- Represented MWRA on the Massachusetts Water Resources Commission (WRC).
- Prepared minutes and managed materials for quarterly Water Supply Protection Trust (WSPT) Meetings.
- Performed research on environmental regulations and permitting. Prepared reports, presentations, and formal letters as required.

Massachusetts Water Resources Authority, Boston, Massachusetts

Administrative Coordinator, Public Affairs • 2015-2018

- Directly supported the Director of Intergovernmental Affairs in overseeing MWRA legislative affairs, managing community and intergovernmental relations, and implementing environmental regulations and programs.
- Managed MWRA legislative review of bills in the state legislature with relevance or potential impact to MWRA.
- Implemented MWRA public and community relations strategy by responding to various questions, inquiries, and concerns from the public, communities, and other agencies.
- Facilitated public outreach and engagement during planning, design, and implementation of MWRA construction projects.
- Supported MWRA Aqueducts Trails Program to permit MWRA emergency back-up aqueducts for public access. Worked with communities and provided planning, mapping, and technical support.

Massachusetts Water Resources Authority, Boston, Massachusetts

Geographic Information Systems Contractor, Planning • 2014-2015

- Collaborated with MWRA staff from various departments to develop custom maps for projects and reports.
- Updated and improved a variety of MWRA water and wastewater system GIS data.

Massachusetts Water Resources Authority, Boston, Massachusetts

Geographic Information Systems Intern, Planning • 2013-2014

- Updated and improved MWRA sewer data with community GIS data and created maps for operational use.
- Developed 47 MWRA Community Water Quality Sampling Site maps for routine & emergency use.

Education

Masters of Public Administration, 2018
University of Massachusetts Boston, McCormack Graduate School of Policy and Global Studies

- Cumulative GPA 4.0
- Richard H. Hogarty Award for Academic Excellence, Sole Recipient
- Pi Alpha Alpha International Honors Society of Public Affairs and Administration, Inductee
- Capstone Case Study entitled *Forest Filtered: How not filtering water has enabled the Massachusetts Water Resources Authority (MWRA) to take a holistic approach to water system management*

Bachelor of Arts in Geography, 2013
University of Massachusetts Amherst, Collage of Natural Sciences

- National Society of Collegiate Scholars
- Dean's List
- Minor in Jazz Studies

Skills & Expertise

Public Administration; Environmental Permitting; Regulatory Compliance; Public Speaking and Presenting; Public Outreach and Engagement; Professional Writing; Geographic Information System (GIS), Microsoft Office Suite including Word, Excel, Access, PowerPoint; ESRI ArcGIS Products including ArcMap and ArcCatalog; Adobe; InstaTrac; Everbridge Communication System

Professional Affiliations

Association of Metropolitan Water Agencies (AMWA), Member
Women's Environmental Network (WEN), Organizer
New England Water Works Association (NEWWA), Member
New England Water Environment Association (NEWEA), Member

Training

Core Water Leaders Senior Leader Accelerator, 2026
MWRA Mentorship Program, Mentee: 2023, Mentor: 2024, 2025, 2026
Core Water Leaders Emerging Leader Training Program, 2021
MWRA Supervisory Development Course, 2021
Environmental Training Institute at University of Texas Austin, Intro to Environmental Law Course, 2021
Environmental Training Institute at University of Texas Austin, Intro to Environmental Compliance Course, 2021

Publications & Presentations

- Ronan, Katherine., & Weidman, Rebecca. (2023). **Water Resources for the Commonwealth of Massachusetts.** *Civil Engineering Practice*, 31(1), 11-18. https://www.bscesjournal.org/wp-content/uploads/BSCES-Civil-Engineering-Practice-Summer-2023-04.pdf
- **MWRA – Potential Options to Address Water Supply Needs through Regionalization**
  - Co-Presenter, New England Water Works Association, Spring Conference, Worcester MA, April 6, 2023
- **The Massachusetts Water Resources Authority (MWRA) Water System**
  - Presenter, Massachusetts Municipal Lawyers Association, Conference, Devens MA, October 14, 2023
- **Fostering Community Engagement, MWRA's Portable Water Fountain Program**
  - Co-Presenter, New England Waterworks Association, Spring Conference, Worcester MA, April 2, 2025
- **Women's Environmental Network (WEN), Building Community and Empowering One Another**
  - Co-Presenter, New England Water Environment Assoc., Annual Conference, Boston MA, January 28, 2025

MWRA
POSITION DESCRIPTION

POSITION: Director of Strategic Initiatives and Partnerships

DIVISION: Executive

DEPARTMENT: Office of the Executive Director/Chief Executive Officer

BASIC PURPOSE:

The Director of Strategic Initiatives and Partnerships, based in the MWRA Executive Office and reporting directly to the Executive Director and Chief Executive Officer (ED/CEO) leads high-priority strategic initiatives, special projects, and organizational process improvements.

The Director translates executive priorities into actionable plans, coordinates cross-divisional implementation, and ensures timely decisions and measurable results. The position also leads strategic external partnerships and represents the MWRA with professional organizations and partner agencies. Integrating operational, regulatory, financial, legal, and community perspectives, the Director advances MWRA's mission and responsible stewardship of ratepayer resources.

SUPERVISION RECEIVED:

Works under the general supervision of the Executive Director/Chief Executive Officer (ED/CEO)

SUPERVISION EXERCISED:

May exercise direct supervision over staff and manage consultants.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

Strategic Initiatives and Special Projects

- Leads executive-level initiatives and sensitive or emerging matters requiring cross-divisional coordination and executive engagement. These may include complex regulatory and environmental matters, regional and community relationships, strategic infrastructure and resource management issues, and other priorities. Establishes clear objectives, milestones, decision points, and accountability in coordination with responsible division leaders.
  Specific examples include but are not limited to:
  - Quabbin watershed community relations, including relationships with watershed communities and the DCR Division of Water Supply Protection
  - Combined sewer overflow (CSO) strategy, including coordination of related regulatory, legal, and community matters
  - Biosolids management strategy

Process Improvement and Modernization

- Translates long-range goals into implementation plans and a prioritized portfolio for executive approval.
- Builds and leads an institutionalized process improvement and program management office (PMO) capability, with methods proportionate to MWRA's needs and readiness.

- Works with division leaders and staff to identify process improvement opportunities, establish baseline measures, and pilot improvements with accountable business owners and measurable outcomes. Establishes project intake and prioritization, regular portfolio reviews, practical project management tools, training, and performance reporting.

Internal Collaboration and Alignment

- Works closely with the Chief of Staff, Operations, Finance, Law, Administration, Public Affairs, and others to build alignment around strategic initiatives, special projects, and organizational priorities. This involves maintaining and developing relationships with management and responsible staff throughout all levels of the organization to advance initiatives while daily operations, technical decisions, regulatory compliance, budgets, and personnel remain with their respective departments and divisions.

- Proactively identifies emerging issues, organizational inefficiencies, and opportunities for strategic intervention. Recommends initiatives for executive consideration and coordinates their implementation upon approval.

Strategic External Partnerships

- Builds relationships with local and regional organizations, public agencies, professional associations, and national partners. Serves as the MWRA's designated representative as assigned, advances MWRA's priorities, and takes leadership roles as authorized. Representation before the Board of Directors, the Advisory Board, and elected officials is as directed in coordination with Public Affairs. Develops shared initiatives and coordinate MWRA participation with relevant division leaders.

- Partners may include but are not limited to:
    - DCR Division of Water Supply Protection
    - Friends of Quabbin
    - Friends of the Fells
    - Boston Harbor Island Partnerships
    - Boston Harbor Now
    - Save the Harbor
    - New England Water Environment Association (NEWEA)
    - Association of Metropolitan Water Agencies (AMWA)
    - National Association of Clean Water Agencies (NACWA)

Industry Leadership and Innovation

- Identifies opportunities to strengthen MWRA's visibility, facilitate information sharing, and build strategic partnerships to position the Authority as a national leader in public water and wastewater management.

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 environmental science, public administration, science, engineering, or related field required. An advanced degree in public administration, law, environmental science, or related field preferred; and

(B) An understanding of water and wastewater system operations as acquired by at least nine (9) years of experience including at least four (4) years in a managerial, supervisory, or project management capacity; or

(C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

A. Familiarity with water and sewer utilities.

B. Proven ability to present complex plans with technical content to public officials as well as the public.

C. Excellent interpersonal, oral and written communication skills.

D. Demonstrated ability to plan, organize, direct, train, and assign duties to subordinates.

E. Extensive knowledge of federal and state environmental regulations.

F. Excellent analytical, negotiation, and strategic planning skills.

G. Knowledge of engineering practices and principles.

H. Solid project management skills including program management, quality management, risk management, and project controls.

I. Demonstrated ability to work effectively in a senior leadership position of a collaborative project team and to function independently with minimal supervision

J. Ability to maintain confidentiality and exercise discretion in sensitive matters.

K. 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 another state.

Ability to work evenings or weekends for urgent business issues.

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.

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.

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

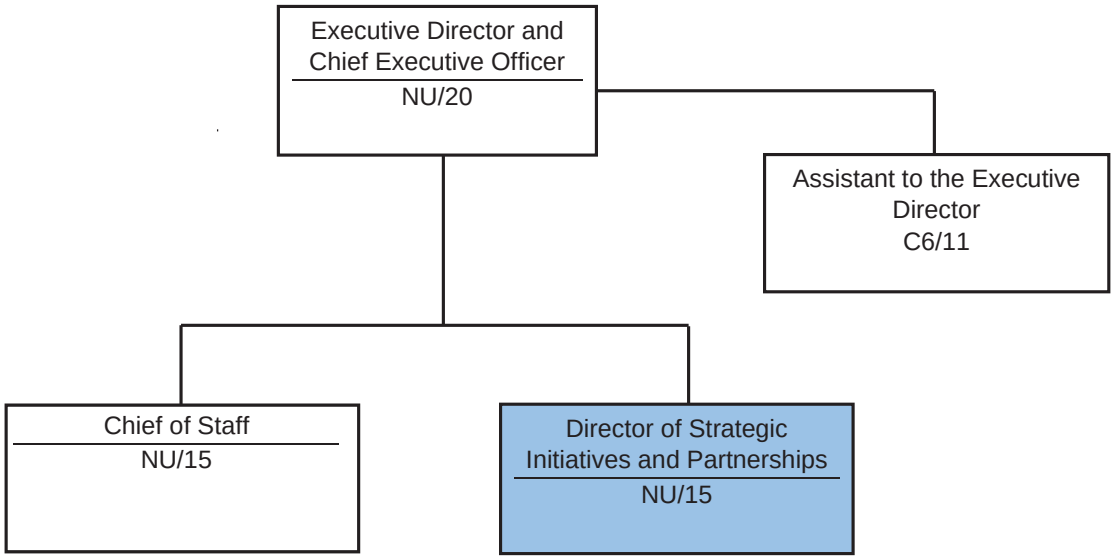
November 2026

MWRA

Executive Division

Office of the Executive Director

November 2026



STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Appointment of Chief of Staff to the Executive Director (Chief Executive Officer)

COMMITTEE: Personnel and Compensation

_____ INFORMATION
_X_ VOTE

Michele S. Gillen, Director, Administration
Preparer/Title

Michele S. Gillen
Director, Administration

RECOMMENDATION:

To approve the appointment of Ms. Anna Baker to the position of Chief of Staff to the Executive Director (Chief Executive Officer) (Non-Union, Grade 15), at an annual salary of $171,000 commencing on a date to be determined by the Executive Director.

DISCUSSION:

In the related PCR staff summary, staff recommended organizational changes to the Authority's Executive Office to support significant anticipated increases in capital spending, the need for significant collaboration across Divisions to address complex issues, and plans for process improvements across the Authority for cost savings and greater efficiencies. One of those changes was to reclassify the Chief of Staff position from a Non-Union Grade 14 to a Non-Union Grade 15 consistent with new position responsibilities.

Staff recommend Ms. Anna Baker for this position. Ms. Baker currently serves as the Chief of Staff to the Commonwealth of Massachusetts Highway Division of the Massachusetts Department of Transportation ("MassDOT"). Ms. Baker has served in this role since 2025. Prior to that she was the Highway Division Deputy Chief of Staff from 2023 to 2025. She has also served as the Communications Director in the Office of Representative James O'Day.

In her role as Highway Chief of Staff, Ms. Baker is a critical member of the Highway Division's executive leadership team. She is responsible for organizational priorities and has led strategic decisions across the Highway Division's Headquarters and six Regional Districts. Ms. Baker leads large, complex initiatives including organizational reform and emergency response. She manages Highway's communications strategy, MassDOT Board of Directors reporting and stakeholder engagement for high-profile infrastructure projects.

Ms. Baker has a Bachelor of Science degree in Business Administration (Management) from

Bryant University and a Master of Arts degree in Applied Politics from Suffolk University.

Ms. Baker's skills, experience and education will bring tremendous value to the Authority at a critical time.

BUDGET/FISCAL IMPACTS:

There are sufficient funds in FY27 Current Expense Budget to fund this position.

ATTACHMENTS:
Resume of Anna Baker
Job description
Organizational chart

Anna Baker

Highway Chief of Staff
Massachusetts Department of Transportation
10 Park Plaza, Boston, MA 02116

Professional Summary

Public-sector leader with experience in organizational leadership, strategic planning, government operations, and the execution of complex initiatives across both the legislative and executive branches of Massachusetts state government.

At MassDOT, serves as Highway Chief of Staff and a senior member of the Highway Division's executive leadership team, acting on behalf of the Highway Administrator to coordinate organizational priorities, management decisions, and strategic initiatives across headquarters and six regional districts. The Highway Division is one of the Commonwealth's largest public infrastructure organizations, a nearly 3,000-person staff responsible for the operation, maintenance, and improvement of the state highway, bridge, and tunnel network and the delivery of a $2.3B annual capital program. Leads large and complex initiatives including organizational reform, emergency response, and communications strategy, and directs executive communications, MassDOT Board of Directors reporting, and stakeholder engagement for high-profile infrastructure investments.

Career rooted in the Massachusetts House of Representatives, including service as Communications Director to a senior legislative leader and in the Office of the Speaker of the House, with expertise in legislative process, public policy, constituent services, executive communications, and media relations

Extensive experience working with state leadership, the Governor's Office, legislators, municipalities, public agencies, and industry organizations, and coordinating engineering, construction, operations, finance, legal, legislative, and administrative teams to translate executive priorities into coordinated action.

Collaborative, solutions-oriented management approach grounded in accountability, sound judgment, and the mentorship of professional staff and cross-functional teams within a matrix reporting structure.

Experience

Massachusetts Department of Transportation (MassDOT)

Highway Chief of Staff

2025–Present

Serves as a senior member of the Highway Division's executive leadership team, acting on behalf of the Highway Administrator in coordinating organizational priorities, management decisions, and strategic initiatives across headquarters and six regional districts. Advises executive leadership on strategic planning, organizational issues, governmental relationships, and emerging operational and policy matters.

Coordinates engineering, construction, operations, administrative, and policy leadership to advance major infrastructure programs, resolve organizational challenges, and implement executive priorities. Serves as a principal liaison with state leadership, legislators, municipalities, industry organizations, and other public agencies, and directs executive communications, Board reporting, stakeholder engagement, and public information initiatives.

Highway Deputy Chief of Staff

2023–2025

Served as the Highway Administrator's proxy, providing executive leadership and supervision to a diverse team of professionals across six districts and headquarters. Led cross-functional teams in developing and executing strategic communication initiatives, including reports to the MassDOT Board of Directors, press releases, executive briefings, and speeches, and coordinated Highway Division messaging with the MassDOT Communications Department and the Governor's Office.

Served as a key liaison between state leadership, industry partners, and legislative stakeholders; directed outreach initiatives to improve public and legislative engagement; and planned and oversaw public events for the Highway Division and the MassDOT Secretary and CEO.

Massachusetts House of Representatives

Communications Director, Office of Representative James O'Day

2019–2023

Oversaw a team responsible for communications strategy for Representative James O'Day (14th Worcester District), serving as Fourth Division Leader. Drafted key messaging for legislative hearings, formal sessions, interviews, and events; coordinated media relations as primary point of contact for press inquiries; and managed digital content that increased community engagement and visibility. Supervised constituent services and high-priority cases with local and state agencies.

Graduate Communications Intern, Office of the Speaker

2019

Supported communication planning and high-profile events for the Office of Speaker of the House Robert DeLeo. Created social media campaigns related to the Speaker's

platform, conducted research and developed briefings for executive staff, and provided logistical support at public events and stakeholder meetings.

Suffolk University

Graduate Fellow

2018–2019

Provided executive-level support within the Dean's Office, handling confidential student and course information, auditing and reporting on course syllabi and program evaluations, and contributing to honors program operations and student-facing initiatives.

Volta Oil Company, Inc.

Project and Administrative Coordinator

2018

Coordinated strategic initiatives and reporting across executive leadership, administered daily, weekly, and monthly company-wide reports, oversaw licenses, permits, and compliance items, and facilitated management meetings and company-wide communications.

Education

Suffolk University; Boston, MA
MA, Applied Politics

Bryant University; Smithfield, RI
BSBA, Management

MWRA
POSITION DESCRIPTION

POSITION: Chief of Staff

DIVISION: Executive

DEPARTMENT: Office of the Executive Director/Chief Executive Officer

BASIC PURPOSE:

Serves as the Executive Director and Chief Executive Officer's (ED/CEO) principal management advisor and assists in formulating and implementing MWRA's policies, priorities, and objectives. The position exercises independent judgment and acts on the ED/CEO's behalf within delegated authority to advance executive priorities and resolve matters requiring executive direction.

The Chief of Staff manages the Executive Office, directs the flow of information, decisions, and staff work to and from the ED/CEO, and coordinates with division and department leaders.

The position ensures that executive decisions are tracked and carried out, that leadership are aligned on Authority-wide goals, and that issues requiring executive attention are identified early and resolved. Working closely with senior leadership, the Board of Directors, the MWRA Advisory Board, and state and local officials, the Chief of Staff helps MWRA deliver reliable water and wastewater services and responsibly manage ratepayer resources.

SUPERVISION RECEIVED:

Works under the general supervision of the Executive Director and Chief Executive Officer (ED/CEO).

SUPERVISION EXERCISED:

May supervise ED/CEO staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

Executive Office Management

- Directs the daily operations, staff, and work priorities of the Executive Office. Establishes and maintains procedures that support timely executive decisions, effective internal communication, and accountability for assignments.

- Oversees the ED/CEO's schedule, correspondence, and briefing materials to ensure alignment with executive priorities. Ensures that matters brought to the ED/CEO are complete, vetted with the responsible divisions, and accompanied by analysis and recommended actions.

Policy Formulation and Strategic Advice

- Participates substantially in formulating, evaluating, and implementing Authority-wide policies, goals, and strategic priorities. Advises the ED/CEO on policy, operational, financial, and legislative matters. Working with the leadership team, assesses the impact of proposed policies, legislation, and regulations on MWRA operations, resources, and ratepayers.

- Identifies risks and barriers to achieving MWRA's goals, develops policy options, and recommends strategies to address them. Guides the development of Authority-wide goals, and reviews performance results with the ED/CEO.

Executive Coordination and Follow-Through

- Communicates priorities to leadership, establishes expectations and timelines for executive assignments, and tracks decisions and commitments through completion. Directs cross-divisional coordination on delegated matters, resolves competing priorities and resource needs within delegated authority, and elevates unresolved or significant matters with recommendations. Monitors progress, identifies delays, and directs corrective follow-up on executive assignments.

Board and Governance Support

- In coordination with the responsible divisions, oversees the preparation of executive materials for meetings of the Board of Directors. Tracks Board directives and executive commitments through completion and supports communication with Board members.

Government and Stakeholder Relations

- In coordination with Public Affairs, serves as a liaison to outside offices as necessary including the Governor's Office, state agencies, legislators, and municipal officials on matters requiring executive attention. Supports the ED/CEO's communication with officials, customer communities, the media, and other stakeholders. Represents the ED/CEO at meetings and public events as assigned.

- Key relationships include: MWRA Board of Directors and MWRA Advisory Board, Executive Office of Energy and Environmental Affairs, Governor's Office, Massachusetts Legislature, and Municipal officials in MWRA member communities.

Internal Collaboration and Alignment

- Works closely with division leaders, including the Director of Strategic Initiatives and Partnerships, Operations, Finance, Law, Administration, and Public Affairs, so that executive priorities are coordinated and day-to-day matters are resolved at the appropriate level.

Executive Authority and Decision Making

- Exercises substantial managerial independence under the ED/CEO's strategic direction and in accordance with MWRA policies and established delegations. Makes decisions on Executive Office procedures, staff assignments, and workflow; provides executive direction on delegated policy and organizational matters; and resolves cross-divisional issues and competing resource priorities within the scope of that delegation.

- Develops recommendations for the ED/CEO on significant policy, budget, staffing, personnel, and organizational matters. Refers matters exceeding delegated authority, involving significant commitments or changes in policy, or requiring Board action to the ED/CEO with analysis and recommended action. Carries out decisions and communicates direction following the ED/CEO's review.

- Delegates assignments and related decisions to staff as appropriate to their responsibilities and expertise, establishes expectations for completion, and retains accountability for results.

SECONDARY DUTIES:

- Regular travel throughout the MWRA service area and occasionally elsewhere within or outside the Commonwealth of Massachusetts.

- Performs related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

(A) A Bachelor's degree in communications, public policy, business, engineering, science, or related field; an advanced degree is preferred; and

(B) At least nine (9) years of related professional experience in communications, policy development or administration with at least four (4) years in a management, supervisory, or project management capacity; or

(C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

(A) Experience with technical areas and infrastructure of a public agency preferred.

(B) Skills in public speaking, public presentation, and media presentation.

(C) Writing and editing skills including the preparation and presentation skills in common computer formats such as Power Point.

(D) Strong analytical skills and strategic planning skills.

(E) Ability to provide leadership and support to subordinate employees in the areas under supervision as well as colleagues elsewhere in the agency.

(F) Ability to inspire trust and confidence in senior managers, other agencies, constituents and the

general public.

(G) Strong discretion, diplomacy, and ability to prepare clear executive briefings and recommendations.

(H) Ability to coordinate competing priorities, build collaborative relationships, and track implementation to completion.

(I) Ability to work autonomously.

(J) Ability to prioritize in a rapidly changing environment.

SPECIAL REQUIREMENTS:

- A valid Massachusetts Class D Motor Vehicle Operators License or equivalent from another state.
- Ability to work evenings or weekends for urgent business issues or respond to business calls on MWRA assigned phone after hours.
- Agency activities for which the employee is responsible are performed 24 hours a day, 365 days per year and may require the employee's attention and attendance at any time and in emergencies, for extended periods.

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, stand, walk, read, listen and talk. Attendance and presentations at meeting and public forums is regularly required. The employee is regularly required to use the hands to manipulate or operate office equipment and other tools and equipment (including personal safety equipment) described above.

There are no requirements that weight be lifted or force be exerted in the performance of this job. Specific vision abilities requirements are for reading and driving, which are 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, in public meeting spaces and in field and plant environments in, around and ancillary to the facilities operated by and/or under construction by the agency.

The noise level in the work environment is usually moderately quiet in an office setting and moderately loud in field settings. Position may be eligible to telework.

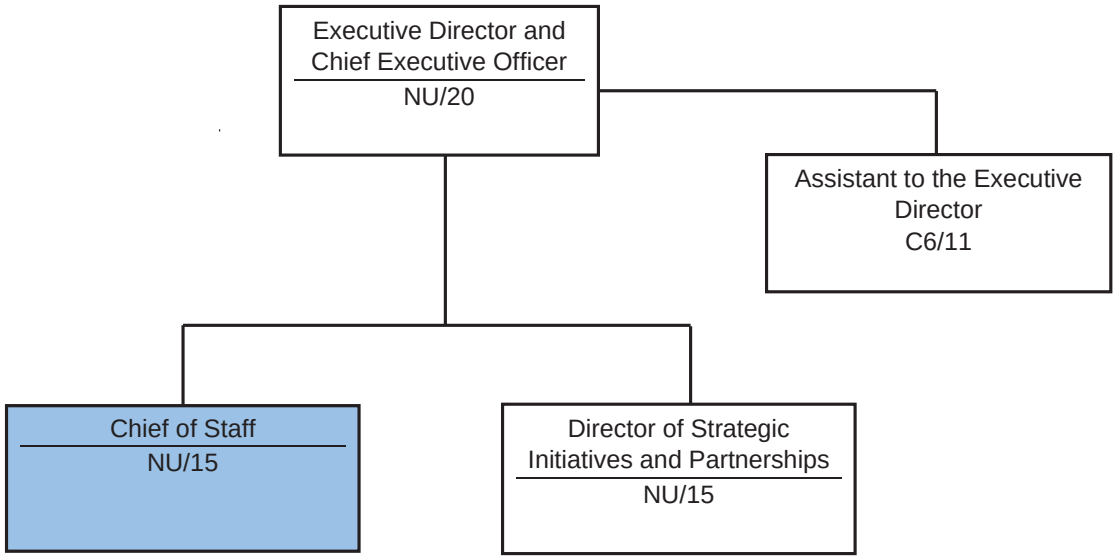
November 2026

MWRA

Executive Division

Office of the Executive Director

November 2026



STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Appointment of Director, Tunnel Redundancy
Tunnel Redundancy Department

COMMITTEE: Personnel & Compensation

_____INFORMATION
_X_VOTE

Kathleen Murtagh, P.E.
Chief Operating Officer

RECOMMENDATION:

To approve the appointment of Mr. Paul V. Savard to the position of Director, Tunnel Redundancy (Non-Union, Grade 17) at an annual salary of $216,123, commencing on a date to be determined by the Executive Director.

DISCUSSION:

The Director, Tunnel Redundancy of Design position was vacated in June 2025 upon the promotion of the incumbent, Kathleen Murtagh, to the position of Chief Operating Officer. The Operations Division was also reorganized at the same time to include the Tunnel Department instead of having it report directly to the Executive Director.

This position was the original Tunnel Department position created in 2018 and is an essential role for success of the Metropolitan Water Tunnel Program. The Director, Tunnel Redundancy oversees and directs the design, construction, engineering, budgeting, outreach and procurement tasks associated with the Metropolitan Water Tunnel Program. Mr. Savard has been the Acting Director, Tunnel Redundancy, since January 2026.

Mr. Savard joined the Tunnel Department in January 2019 as the Deputy Director of Design and Construction. In that role Mr. Savard directed the administration of the Tunnel Department to ensure timely and cost-effective delivery of tunnel redundancy projects. He oversaw program quality management, schedule and budget controls, risk management, and constructability/value engineering. In May 2020, Mr. Savard was promoted to the role of the Director of Design and Construction upon the retirement of the incumbent. The Director of Design and Construction serves as the chief engineer for the Tunnel Program and performs a critical leadership role within the Tunnel Department.

Selection Process

This position was posted internally and externally in August 2025, and three external candidates applied for the position. One candidate was determined to be qualified and was referred for an interview. The Chief Operating Officer, Director of Administration, and Human Resources representative conducted the interview. This process was not successful in filling the role.

Mr. Savard was interviewed by the Chief Operating Officer for this position. He has provided continuity of leadership in the Tunnel Department as the Acting Director, Tunnel Redundancy, since January 2026. Mr. Savard is recommended for the position as the permanent Director, Tunnel Redundancy.

Mr. Savard is an excellent candidate for this position based on his experience, abilities, knowledge and education. Mr. Savard has 38 years of experience in planning, designing, and constructing water and wastewater transmission and conveyance systems. His experience has a strong focus on design and construction using tunnel and trenchless construction methods including soft ground and hard rock tunnel boring machines, micro-tunneling, and other construction methods. He also has extensive experience in quality management of engineering services, risk management and risk registers, and project controls. Also, under Mr. Savard's leadership the Tunnel Program has progressed into final design and is on schedule with the first tunnel construction package, for the 10 mile long South Tunnel, expected to complete final design in 2027 with construction planned to begin in 2028. The schedule for the North Tunnel, approximately 4.5 miles long, is planned to stagger by approximately one year.

Prior to rejoining the MWRA, he served as a Project Manager and Senior Water Practice Group Lead with Parsons Corporation. He led a multidiscipline joint venture team in design of a $280 million sewer conveyance tunnel and sewage pump station replacement project serving the Regional Municipality of York, Ontario. It involved building a tunnel that was 3-meters in diameter and 14 kilometers long using an earth pressure balance tunnel boring machine. Prior to his role at Parsons Corporation, he was a Project Manager at Jacobs Engineering responsible for managing large infrastructure design and construction projects including the MWRA Hultman Aqueduct Interconnections Project and East Boston Branch Sewer Relief Project. Mr. Savard started his career at MWRA in 1988 employed working as a Staff Engineer in the Waterworks Division working on the design of large diameter water transmission mains.

Mr. Savard has a Bachelor of Science Degree in Civil Engineering from UMass Amherst and Master of Science Degree in Environmental Sciences and Engineering from the University of North Carolina, Chapel Hill. He is a registered professional engineer in the Commonwealth of Massachusetts.

The Director, Tunnel Redundancy reports directly to the Chief Operating Officer.

BUDGET/FISCAL IMPACTS:

There are sufficient funds for this position in the FY27 CEB.

ATTACHMENTS:

Resume of Paul V. Savard
Position Description
Organization Chart

PAUL V. SAVARD, PE

Director Tunnel Redundancy

TRAINING & CERTIFICATIONS

OSHA 29 CFR 1910 Construction Safety and Health 10 Hour Training | 2020

NASTT Horizontal Directional Drilling Good Practices Course. North American Society of Trenchless Technology | 2019

NASTT Rehabilitation Good Practices Course. North American Society of Trenchless Technology | 2018

NASTT Cured-in-Place Pipe Good Practices Course. North American Society of Trenchless Technology | 2018

Project Management Course (PMC). Parsons | 2014

PACE Quality Management Training. Parsons | 2014

CSM Microtunneling Short Course. Colorado School of Mines | 2013

OSHA 29 CFR 1910.146 Confined Space 8 Hour Training | 2012

PROJECT AWARDS

East Boston Branch Sewer Relief Project, Trenchless Technology Project of the Year New Installation, North American Society of Trenchless Technology, 2011.

HDD Construction Risks and Challenges on the King County Bellevue Pump Station Force Main Project, Trenchless Technology NASTT No-Dig Outstanding Paper Award, 2008.

West Roxbury Tunnel Rehabilitation Project, Trenchless Technology Project of the Year Honorable Mention, Rehabilitation by the North American Society for Trenchless Technology, 2003.

REGISTRATION

Professional Engineer – Active

- Massachusetts - #41768

PROFESSIONAL PROFILE

Successful program, project, and construction management roles with a proven history building and leading multifunctional teams to meet budget, schedule, and quality performance. Experience over 35 years involving planning, designing, and constructing water and wastewater transmission and conveyance systems. Strong focus on program management, design and construction using tunnel and trenchless construction methods including soft ground and hard rock TBM, microtunneling, and other construction methods.
Led large tunnel design and construction teams in multiple roles as project engineer, lead design manager, and project manager.
Experienced in constructability reviews and value engineering.
Excellent communicator with passion as a results oriented manager, mentor and leader.

Program Management

Director of Design and Construction for the Massachusetts Water Resources Authority Tunnel Redundancy Department responsible for a team of 8-10 staff overseeing development of $2.1B of capital programs that include two tunnel construction contract packages and multiple early enabling works packages prepared by consultant teams for program support, geotechnical support, final design, construction management, and owner's representative services.

Project Management

Managed tunnel projects with construction valued between $500,000 and $280 million and supporting federal, state, municipal, and commercial stakeholders. Understands national and international markets through management of projects in California, Connecticut, Florida, Georgia, Maryland, Massachusetts, Missouri, New York, Rhode Island, Texas, Washington, Washington D.C., Puerto Rico, and Canada. Effectively used information technology to lead design groups across multiple offices to complete work on time and on budget.

Quality Management

Served as a quality manager for 8 years responsible for training up to 200 staff members on corporate quality requirements. Conducted project audits to verify compliance with quality procedures, developed job-specific quality plans, and monitoring implementation for compliance.

Professional Experience

Massachusetts Water Resources Authority **Jan 2021 - present**

- Began as Deputy Director and then Director of Design and Construction responsible to direct the administration of the Tunnel Redundancy Department to ensure timely and cost-effective delivery of tunnel redundancy projects. Responsible to oversee program quality management, schedule and budget controls, risk management, and constructability/value engineering and for managing the Program Support Services consultant services.

PROFESSIONAL AFFILIATIONS

Society for Mining, Metallurgy,and Exploration, 2022-present

American Society of Civil Engineers, 2022-2024

Boston Society of Civil Engineers, 2011-2014, 2022-present

North American Society for Trenchless Technology, 2002-2018 Member Program Committee 2018-2021

Northeast Chapter North American Society for Trenchless Technology Member Publication Committee and Treasurer 2017-2021

EDUCATION

Master of Science, Environmental Sciences and Engineering, University of North Carolina at Chapel Hill, 1995

Bachelor of Science, Civil Engineering, University of Massachusetts Amherst, 1987

COMPUTER/SOFTWARE SKILLS

Microsoft Office

Parsons Corporation **June 2013 – Jan 2021**

- Senior water practice group lead responsible to coordinate workload and assignments for 20 staff, identify new project opportunities, and monitor and take corrective action for financial performance.
- Construction manager lead for NYC Department of Environmental Protection Catskill Aqueduct rehabilitation project in charge of resident engineering and inspection, safety, quality, and construction schedule and cost controls staff.
- Led multidiscipline joint venture team in design of a $280M sewer conveyance tunnel and sewage pump station replacement serving the Regional Municipality of York. Tunnel was 3-meter diameter and 14 kilometers long using an earth pressure balance tunnel boring machine and a new sewage pumping station with a capacity of 2,400L/d. Developed Project Management Plan in compliance with PMP® certification program and managed cash flow, quality assurance, risk management, and project controls.
- Provided staff augmentation to the Washington Suburban Sanitary Commission (WSSC) engineering group associated with their consent decree driven sewer rehabilitation program. Directed the quality control program responsible for verifying compliance on more than 100 construction task orders with construction value from $700,000 to $5 million each.
- Condition Assessment Task Lead for DC Water Capital Improvement Program (CIP) Program Management (PgMC) DC Water. Developed asset management plans documenting physical condition and performance levels and set risk-based protocols for 40 miles of large diameter sewer gravity and force mains and 25 miles of pressure water pipeline assets.

Jacobs Engineering **Oct 1994 - June 2013**

Project Manager Boston, MA

- Lead project manager for large regional water and wastewater clients including Massachusetts Water Resources Authority and Narragansett Bay Commission focused on delivering high quality, schedule driven design and construction phase services.
- Representative projects include rehabilitation of 17 miles of the 132-inch Hultman Aqueduct and 84-inch Hultman Aqueduct Branch pipeline; East Boston Branch Sewer Relief Project 14,000 feet of relief sewer installed by microtunneling and other infrastructure rehabilitation, including management of the subsurface exploration program to minimize overall risk; tunnel rehabilitation study for West Roxbury Tunnel; constructability review for SFPUC on 15 miles of large diameter water transmission infrastructure.

Massachusetts Water Resources Authority **Oct 1988 - Aug 1992**

Project Engineer Boston, MA

- Capital Engineering and Development department responsible for large diameter water transmission main designs.

MWRA
POSITION DESCRIPTION

POSITION: Director of Tunnel Redundancy Program

DIVISION: Tunnel Redundancy

DEPARTMENT: Tunnel Redundancy

BASIC PURPOSE:

Directs the design, construction, engineering and procurement for the Metropolitan Water Tunnel Program.

SUPERVISION RECEIVED:

Reports directly to and acts under the supervision of the Chief Operating Officer.

SUPERVISION EXERCISED:

Exercises close supervision of Managers and staff assigned to the program.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Directs and controls the design, construction, engineering, procurement, and outreach activities for the Metropolitan Tunnel Redundancy Program from capital delivery to operations start up and maintenance, meeting approved time, cost, environmental compliance, safety, and technical objectives.

- Establishes guidelines, and reviews plans, estimates, reports and recommendations prepared by staff and outside contractors for the Metropolitan Water Tunnel Program.

- Negotiates, recommends and manages contracted services and equipment contracts.

- Develops and monitors program master schedules and budgets and coordinates program scheduling and sequencing with planned project financing.

- Ensures adequate allocation of staff and financial resources for successful implementation of capital and maintenance project delivery.

- Manages the impacts of MWRA operations and construction on community water/sewer systems, through coordination with community system managers.

- Works collegially with other MWRA divisions and departments to ensure the goals, objectives and strategies of the Metropolitan Water Tunnel Program are achieved.

- Develops and directs implementation of risk management, safety and quality control programs for the project.

SECONDARY DUTIES:

- Performs related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

(A) A Bachelor's degree in sanitary, civil or mechanical engineering, business, management or associated field. Advanced degree or other significant post-graduate educational experience in an engineering discipline preferred; and

(B) Knowledge of the principles and practices of tunnel project management as acquired by twelve (12) to fifteen (15) years experience in design and construction phase of major civil engineering projects, including a minimum of six (6) years experience in a managerial position; or

(C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

(A) Excellent engineering and analytical skills.

(B) Excellent oral and written communication skills required.

(C) Familiarity with automated project management financial program preferred.

(D) Expert familiarity and management competence in the planning, regulation and operation of water systems.

(F) Ability to work with personnel at various organizational levels, to balance competing priorities and to manage personnel and resources as required.

(G) Ability to provided technical leadership to subordinate employees, as well as the proven ability to inspire confidence in customers and the general public.

SPECIAL REQUIREMENTS:

Massachusetts Motor Vehicle Operators License or equivalent.

Massachusetts registration as Professional Engineer or eligible through reciprocity.

TOOLS AND EQUIPMENT USED:

Office equipment 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 use hands to finger, handle, feel or operate objects, tools or controls and reach with hands and arms. The employee frequently is required to sit and talk or hear. The employee is occasionally required to stand, walk, climb or balance, stoop, kneel, crouch, or crawl, taste or smell.

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

WORK ENVIRONMENT:

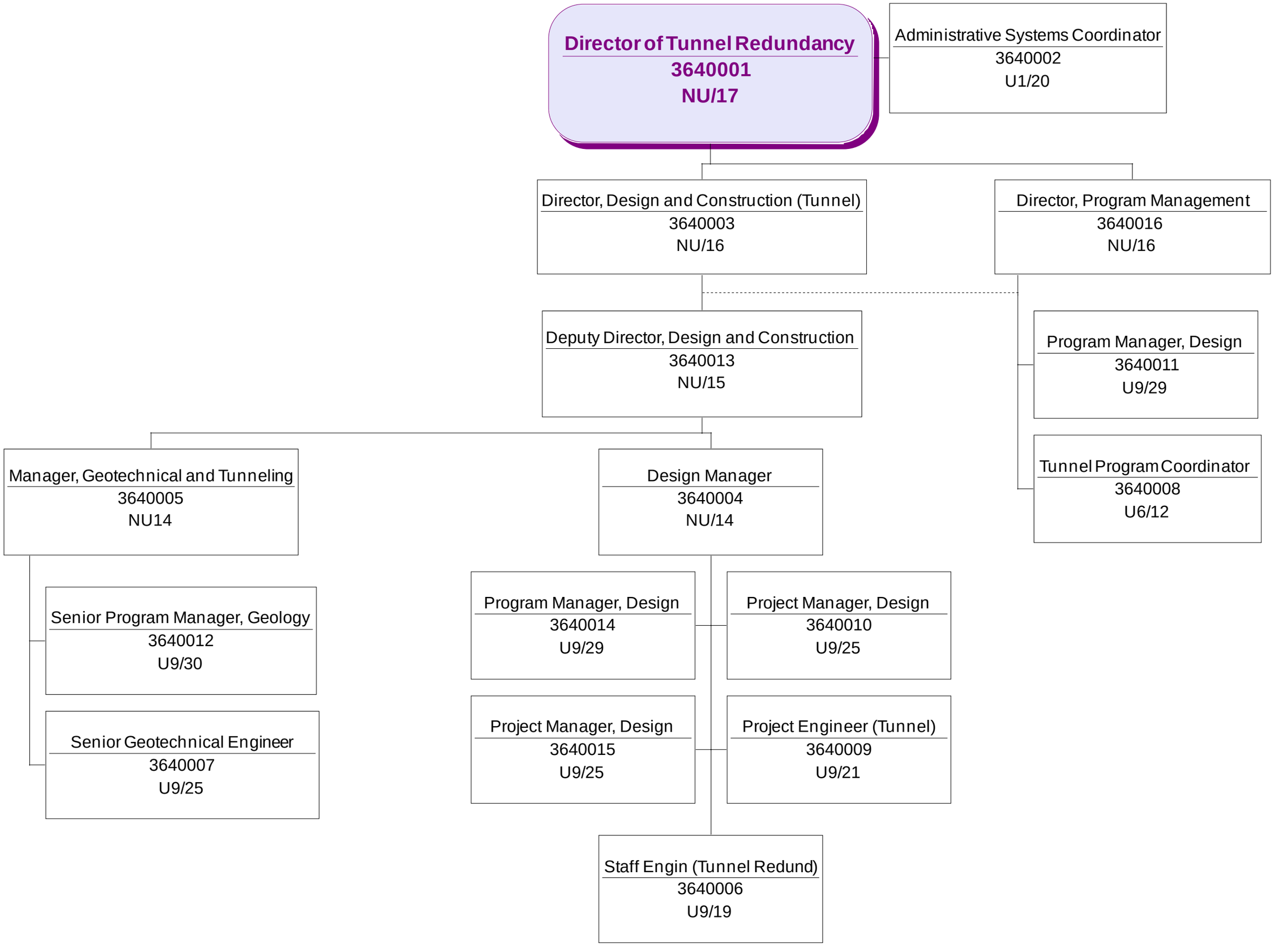
The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

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

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

August 2025

Tunnel Redundancy Department



STAFF SUMMARY

TO: Board of Directors
FROM: Stephen Estes-Smargiassi, Executive Director
DATE: November 18, 2026
SUBJECT: Appointment of Chief Human Resources Officer, Administration Division

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COMMITTEE: Personnel and Compensation

_____ INFORMATION
__X__ VOTE

Michele S. Gillen, Director, Administration
Preparer/Title

Michele S. Gillen
Director, Administration

RECOMMENDATION:

To approve the appointment of Ms. Elizabeth Herriott Tierney to the position of Chief Human Resources Officer (Non-Union, Grade 16), at an annual salary of $191,600 commencing on a date to be determined by the Executive Director.

DISCUSSION:

The position of Chief Human Resources Officer (CHRO) [1] became vacant when the incumbent became the Authority's Chief Equity and Inclusion Officer. The position reports to the Director of Administration and is responsible for all human resource policies and programs, directing all personnel and labor relations functions and implementing human resource activities that support MWRA's organizational goals and objectives. The CHRO manages talent acquisition, the compensation and benefits programs, collective bargaining, union contract administration, human resource information systems, training, workforce development, workers' compensation and workplace investigations.

The CHRO guides critical initiatives related to recruitment and retention, succession planning and workforce development, collective bargaining and personnel matters.

SELECTION PROCESS:

The incumbent held the position from 2022 until April 2026 when she was appointed as the Chief Equity and Inclusion Officer. The position was posted internally and externally three times. There were no internal applicants. Ten external applicants were interviewed in the first two posting periods. Two were offered the position but declined for reasons that included benefits and the commute to Deer Island.

[1] The job title (formerly, Director of Human Resources) and job description were updated to better reflect the breadth of work and to align with current industry job descriptions and titles.

Most recently three more external applicants were interviewed.

Ms. Elizabeth Herriott Tierney is the recommended candidate based on her experience and education. Ms. Herriott Tierney has over 20 years of human resources experience in a variety of roles in both the private and public sector. She has extensive experience in unionized workplaces, which was an important consideration for the interview committee. She has direct experience with succession planning, workforce development and performance evaluations. Ms. Herriott Tierney is also a labor and employment attorney.

She currently serves as the Director of Labor, Employee Relations and Compliance at Brandeis University. Prior to that she was the Human Resources Director for the Commonwealth of Massachusetts Executive Office of Health and Human Resources.

Ms. Herriott Tierney has a Bachelor of Arts and a Juris Doctor from Boston College.

BUDGET/FISCAL IMPACTS:

There are sufficient funds for this position in the FY27 CEB

ATTACHMENT:

Resume of Elizabeth Herriott Tierney
Position Description
Organizational Chart

Elizabeth Herriott Tierney, Esq.

EXPERIENCED HUMAN RESOURCES AND LABOR RELATIONS PROFESSIONAL

Experienced Human Resources leader who is a licensed attorney. Years of experience leading Human Resources functions in complex organizations, including multi-site organizations, healthcare, higher education, government and transportation. Currently the Director of Labor, Employee Relations and Compliance for Brandeis University.

Influential change agent with multi-disciplinary Human Resources and operational focus. Consistently problem-solves to successfully maximize productivity and develop programs and processes that create culture changes and improve employee engagement with minimal disruption.

Additional strengths in developing strong relationships with internal and external partners to gain buy-in at all levels and establishing credibility with internal staff and union representatives.

Competencies include:

Strategic Planning	Compensation Systems
Change Management/Culture Shift	Employee Benefits
Employee Relations and Retention	Employee and Customer Satisfaction
Investigations	Strategic Problem Solving

EDUCATION

Boston College Law School (Newton, MA)
Juris Doctor
Admitted to the Massachusetts Bar in January 2002
Boston College (Chestnut Hill, MA)
B.A. in history, magna cum laude
College of Arts and Sciences Honors Program, Golden Key National Honors Society, Phi Alpha Theta history honors society and Phi Beta Kappa.

RECENT PROFESSIONAL EXPERIENCE

Brandeis University (Waltham, MA) 2018-present
(Brandeis is a medium-sized top-tier research institution and member of the Association of American Universities (AAU). Brandeis has approximately 3,600 undergraduate students, 2,000 graduate students, 560 faculty, 1,900 staff and 6 collective bargaining units)
Director of Labor, Employee Relations and Compliance

- Provide strategic consultation and support to senior leadership and managers throughout the University with regard to all human capital-related issues including organizational structure, reorganizations, positive employee engagement, employee communications, performance concerns, reductions in force, benefit programs and labor relations.
- Supervise and oversee the University's Human Resources Business Partners who serve as the entry point for accessing human resources services; developed and built out the University's first human resources business partner service delivery model in conjunction with VP for HR.
- Coordinate and direct all aspects of Brandeis' labor relations practice, including contract negotiations, grievance administration, oversight of union elections, developing labor strategy, union-related metrics and reporting, maintaining and cultivating union relationships, and encouraging positive employee relations in non-union sectors of the University.
- Coordinate and direct all aspects of Brandeis' employee relations practice, including the development of human resources policies and practices designed to foster engagement, drafting and revising employee communications, counseling managers and supervisors and oversight of performance management.

- Collaborate with human resources operations to build out and continually update enterprise system (Workday) processes and initiatives.
- Oversee and conduct employee investigations, including investigations related to employee conduct, workplace violence and consensual relationships.
- Previously served as University's Title IX and Deputy Title IX Coordinator.
- Provide technical guidance, leadership and support to human resources colleagues with regard leaves leave of absence, equitable hiring practices, and other compliance-related concerns.
- Support and facilitate all ADA reasonable accommodations for University faculty and staff.

Accomplishments:

- Within 2 weeks of hire at Brandeis, assumed role of University's Acting Title IX Coordinator for seven months.
- Reached agreement for multiple successor contracts with Library Union (SEIU Local 888), Facilities Union (SEIU Local 32BJ), Part-Time Faculty Union (SEIU Local 509) and Graduate Assistants' Union (SEIU Local 509), keeping within University budget authorizations, proscribed time frames and avoiding any labor disruption.
- Worked closely with an outside benefits consultant to develop, in conjunction with Brandeis' Director of Benefits and Wellness, a private plan to comply with the Massachusetts Paid Family and Medical Leave Act. Coordinated all employee communications and collective bargaining negotiations to implement this new plan on an ongoing basis.
- Oversaw large reduction in force of over sixty employees across multiple University departments resulting in zero related legal actions by affected employees.
- Oversaw two NLRB elections for PhD Research Assistants and a staff administrative and research bargaining unit including negotiating stipulated election agreements, oversight of union elections and communications with faculty and staff concerning organizing activity.
- Under guidance of VP of HR, implemented University's first HR Business Partner service delivery model, to include hiring of three (3) HR Business Partners, integration into department operations and day to day supervision.
- In conjunction with VP of HR and Talent Colleagues, implemented updated performance management system, utilizing Workday functionality. Developed employee communications/change management materials and managed HR Business Partners' service delivery with regard to new performance management initiative.

Commonwealth of Massachusetts Executive Office of Health and Human Services (Boston, MA) 2015-2018

(EOHHS is the largest executive agency in Massachusetts state government, with over 22,000 employees, spread across 15 agencies)

Secretariat Human Resources Director

- Served as the liaison between the Commonwealth's Human Resources Division and the Executive Office of Health and Human Services Secretariat to further and support Commonwealth-wide human resources initiatives across the 15 EOHHS agencies.
- Managed and directed all human resources functions for EOHHS agencies in a consolidated human resources structure, including supervising 7 direct reports and a total staff of over 180 FTEs. Areas of oversight include training and staff development, workers' compensation, labor relations, human resources operations, recruitment and staffing, benefits and HRIS.
- Provided support and counsel at the Secretariat and agency head level with regard to sensitive personnel matters, including hiring, investigations, employee discipline and terminations.

Rhode Island School of Design (Providence, RI) 2012-2015

(Rated as a leading art and design school, RISD has approximately 2,000 employees including faculty, part-time faculty and staff, as well as 8 collective bargaining units)

Director of Labor and Employee Relations

- Served as chief negotiator for 8 separate contracts covering a diverse cross-section of employees, including faculty, part-time faculty, public safety personnel and maintenance employees.
- Coordinated and directed all aspects of RISD's labor relations practice, including contract negotiations, grievance administration, maintaining and cultivating union relationships, developing labor strategy and encouraging positive employee relations in non-union sectors of the college.
- Represented the college in arbitrations, before the NLRB and the Rhode Island Commission for Human Rights.
- Negotiated and drafted all executive employment and separation agreements.

- Served as the primary point person for all employee relations issues, including counseling employees and managers with regard to workplace conflicts, counseling managers on the corrective action process and conducting workplace investigations.
- Served as College's Deputy Title IX Coordinator.
- Conducted investigations at all levels of the college.

Accomplishments:

- Conducted high profile investigation of a whistleblower claim with thoughtfulness and sensitivity.
- Worked collaboratively to standardize Title IX investigatory process.
- Became certified as an ATIXA Title IX Coordinator.
- Instituted regular labor management meetings with various unions, where none had previously been conducted.
- Negotiated contracts with trades, security, faculty and public safety unions on time and within budget.
- Conducted positive employee engagement training for managers and supervisors in areas at risk for organizing, as well as a general employment law and management skills training for all managers and supervisors at the college.
- Greatly reduced outside counsel fees.

Steward Health Care LLC (Boston, MA) 2011-2012
Sr. Manager of Labor Relations
(At time of employment, Steward was a fully-integrated community care organization with 16,500 employees serving more than one million patients annually through 10 for-profit hospitals, home care and physician practices in 90 communities in Massachusetts)

- Served as an internal resource for managers and supervisors with regard to the administration and interpretation of 11 collective bargaining agreements covering more than 7 thousand unionized employees with an emphasis on achieving appropriate staffing levels and minimizing labor costs given contractual constraints.
- Served as point of contact for external collective bargaining representatives with regard to resolution of day-to-day issues, information requests, labor management meetings and grievances.
- Worked collaboratively with internal and external business partners to successfully manage all aspects of hospital acquisitions relating to unionized employees, including assumption of collective bargaining agreements, notifications to unions, employee communications, etc.
- Served as chief spokesperson for mid-term contract negotiations, draft proposals and obtain cost estimates working with both internal and external business partners.
- Worked with inside and outside counsel, coordinate successor contract negotiations including composition of bargaining team, drafting proposal language, obtaining cost estimates, etc.
- Drafted and coordinate roll-out of policies applicable to unionized employees.
- Oversaw employee relations investigations.

ADDITIONAL PROFESSIONAL EXPERIENCE

Massachusetts Port Authority (East Boston, MA) 2008-2011
(Quasi-public transportation authority that owns and operates the Port of Boston, Boston Logan Airport, L.G. Hanscom Field and Worcester Regional Airport)
Manager of Labor Relations

Commonwealth of Massachusetts Department of Revenue (Boston, MA) 2004 – 2008
(2000+ employee state agency responsible for compliance with tax, child support and municipal finance laws of the Commonwealth)
Labor Counsel

David W. Healey & Associates (Boston, MA) 2003 – 2004
(Boutique law firm specializing in the representation of self-funded health and welfare and retirement benefit plans)
Associate

Murphy, Hesse Toomey & Lehane LLP (Quincy, MA) 1999 – 2003
(Law firm with a focus on management-side labor and employment representation. Hired as Law Clerk and promoted to Associate)
Summer Associate/Associate

MWRA
POSITION DESCRIPTION

POSITION: Chief Human Resources Officer (CHRO)

DIVISION: Administration

DEPARTMENT: Human Resources

BASIC PURPOSE:

The Chief Human Resources Officer (CHRO) serves as a key member of the executive leadership team, shaping and executing a comprehensive human capital strategy that enables the Authority to achieve its mission of delivering reliable, cost-effective, and high-quality water and sewer services. This role leads the development of a modern, data-driven HR function that drives organizational performance, workforce sustainability, and a culture of inclusion, safety, and accountability.

The CHRO partners closely with senior leadership to align talent strategy with long-term business objectives, ensuring the Authority attracts, develops, and retains a diverse, high-performing workforce of over 1,000 employees. This leader champions organizational effectiveness, workforce planning, and cultural transformation while ensuring compliance, equity, and operational excellence across all HR functions.

SUPERVISION RECEIVED:

Works under the general supervision of the Director, Administration.

SUPERVISION EXERCISED:

Exercises general supervision over six units: Talent Acquisition, Labor Relations, Workplace Investigations, Compensation, Benefits & HRIS, and Training & Development and direct supervision of an Administrative Systems Coordinator. Indirectly supervises other professional and administrative HR staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

Enterprise HR Strategy & Leadership

- Develop and execute a forward-looking human capital strategy aligned with organizational priorities, operational demands, and regulatory requirements.
- Serve as a trusted advisor to the Executive Director and senior leadership on organizational design, workforce risks, and talent optimization.
- Lead HR as a strategic business partner model that proactively supports divisions in achieving performance goals.

Organizational Effectiveness & Workforce Planning

- Drive workforce and succession planning strategies to ensure leadership continuity and preservation of institutional knowledge.
- Lead organizational design initiatives, change management efforts, and workforce transformation to improve efficiency and agility.

- Establish and monitor key HR metrics and analytics to inform decision-making and measure organizational health.

Talent Management & Culture

- Build and sustain a high-performance culture grounded in accountability, inclusion, and continuous development.
- Oversee integrated talent management strategies including recruitment, leadership development, performance management, and retention.
- Champion Diversity, Equity, and Inclusion (DEI) as a core business priority, embedding it into all talent systems and practices.

Labor Relations & Risk Management

- Provide executive oversight of collective bargaining strategy, labor negotiations, and contract administration across multiple unions.
- Mitigate organizational risk by ensuring consistent, fair, and legally compliant application of HR policies and practices.
- Partner with legal and compliance functions to address complex employee relations matters and evolving regulatory requirements.
- Oversees collective bargaining negotiation, contract administration and grievance proceedings for five bargaining units.

Total Rewards & Employee Experience

- Ensure compensation, benefits, and classification systems are competitive, equitable, and aligned with organizational goals.
- Enhance employee engagement, well-being, and workplace safety through integrated HR and cross-functional initiatives.
- Oversee modernization of HR systems (HRIS) and processes to improve service delivery and employee experience.

Operational Excellence & Governance

- Lead and develop a high-performing HR team across multiple functional areas, fostering innovation and accountability.
- Manage HR operations through disciplined budgeting, resource allocation, and performance management.
- Present strategic HR insights and recommendations to the Board of Directors to inform governance and decision-making.

SECONDARY DUTIES:

- Performs related duties as required.

MINIMUM QUALIFICATIONS:

Education and Experience:

(A) Solid knowledge of business operations and human resource administration as normally attained through a Bachelor's degree in public administration, business or related field. An advanced degree or graduate certificate in Human Resources, Public Administration, Business, Law, or a related field is preferred; and

(B) Thorough understanding of human resources administration and management as acquired through at least ten (10) years of experience of which at least five (5) years are in a supervisory and/or managerial capacity and at least three (3) years are in the public sector; or

(C) Any equivalent combination of education or experience.

Necessary Knowledge, Skills and Abilities:

- Proven executive-level leadership in human resources, with a track record of aligning HR strategy to organizational outcomes.
- Deep expertise in public sector HR, labor relations, and regulatory compliance.
- Demonstrated success leading organizational transformation, workforce planning, and culture change initiatives.
- Strong business acumen with the ability to influence and advise senior stakeholders.
- SHRM: Senior Professional in Human Resources (SPHR) or Professional in Human Resources (PHR) preferred.
- IPMA-HR: Senior Certified Professional (SCP) or Certified Professional (CP) preferred.
- Strong analytical thinking with the ability to translate insights into strategic action.
- Excellent interpersonal and communication skills, with a proven ability to influence and collaborate at all organizational levels.
- Skilled in negotiation, conflict resolution, and strategic planning.
- Demonstrated ability to build trusted relationships with senior leadership and key stakeholders.
- High level of discretion, professionalism, and commitment to confidentiality.
- Ability to manage multiple priorities in a fast-paced, dynamic environment.
- Confident public speaker with the ability to deliver clear, engaging, and professional presentations.

SPECIAL REQUIREMENTS:

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

- Willingness to participate in a weekly on-call rotation with HR leadership.

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

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

Occasional site visits to MWRA locations may involve working in outside weather conditions. The employee may be exposed to strenuous, dangerous, or stressful conditions. On rare occasions in the field, the employee may need to use personal protective and safety equipment to minimize the risk of illness and injury.

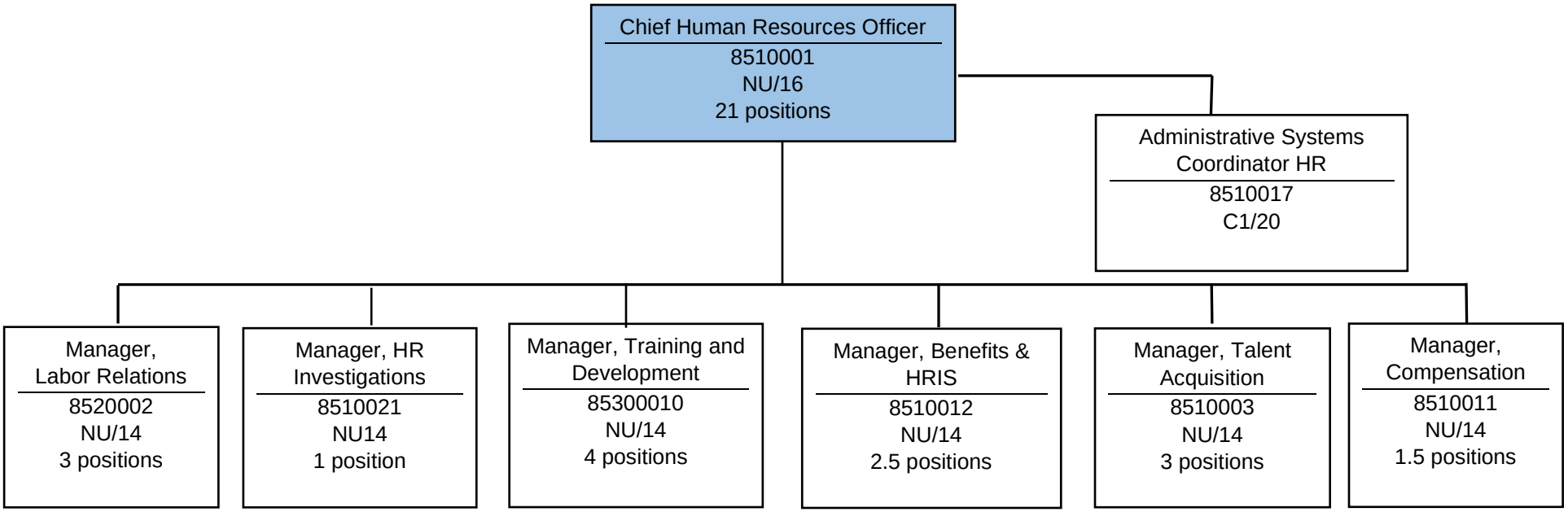
WORK ENVIRONMENT:

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 normal office work environment is quiet but is usually loud in field settings. Position may be eligible for up to 50% telework.

April 2026

Administration Division
Human Resources Department
Org chart November 2026



October 20, 2026

Rebecca Tepper, Chair
MWRA Board of Directors
2 Griffin Way
Chelsea, MA 02150

RECEIVED
OCT 29 2026

Draft Updated CSO Control Plan Partners
c/o Massachusetts Water Resources Authority
2 Griffin Way
Chelsea, MA 02150

Re: Town of Reading Comments on the Draft Updated Combined Sewer Overflow Control Plan

Dear Chair Tepper and CSO Control Plan Partners:

On behalf of the Reading Select Board and Town Manager, we write to express our opposition to the financial burden and proposed cost allocation of the approximately $1.3 billion Draft Updated Combined Sewer Overflow Control Plan. Reading supports cleaner waterways, protection of public health, and responsible regional infrastructure investment. However, the proposed plan would impose substantial costs on Reading's ratepayers without providing comparable improvements to our local infrastructure or relief from the environmental obligations our community already carries.

We urge MWRA and its partners to reconsider lower-cost alternatives, including the approximately $870 million alternative identified in Norwood's comments, and to develop a more equitable funding arrangement before advancing the final plan.

Reading understands that environmental responsibility extends beyond municipal boundaries. Our community has acted on that principle.

Reading transitioned away from withdrawing water from the Ipswich River Basin to help preserve river flows for downstream communities. We maintained conservation measures that reduced water use even after joining MWRA. Our August 20, 2025 correspondence documented more than $11 million in entrance fees and approximately $4.4 million in interest associated with financing our admission to the water system, with repayment continuing through 2028. Those commitments reflect the real costs Reading's ratepayers have carried to support a regional environmental solution.

Reading has also invested in the Maillet, Somes, and Morgan constructed stormwater detention project to reduce downstream flooding and lessen impacts on neighboring

communities. This work demonstrates our commitment to addressing stormwater problems where local action can produce broader benefits.

These investments matter when considering what Reading's residents and businesses can reasonably be asked to finance next.

The MWRA Advisory Board's long-term cost dashboard projects Reading's cumulative obligation under the proposed Future Storm Protection plan at approximately **$22.7 million through 2072**, including approximately **$12.9 million after 2050**. Under the Extreme Storm Protection alternative, Reading's projected obligation would rise to approximately **$68.4 million**—an additional **$45.7 million**, or roughly three times the proposed plan's cost.

These are projected costs under current assumptions, but their scale is clear. They would become obligations paid through local sewer rates over decades, alongside the cost of maintaining Reading's own water, sewer, drainage, and stormwater infrastructure. Residents and businesses must pay all of these bills, regardless of whether the projects are classified as local or regional.

The region's prior investments have already produced substantial environmental progress. According to the Advisory Board's draft comments, modeled CSO volume has declined approximately 88 percent from 1988 conditions, and more than 99 percent of the original modeled volume has either been eliminated or now receives treatment before discharge. Those investments are working. They provide a strong foundation for continued, targeted improvements.

The question is whether each additional investment produces enough additional benefit to justify its cost.

The water-quality findings discussed in the Advisory Board's draft comments deserve particular attention. In the modeled events described for Alewife Brook and the Charles River, the contribution of CSOs to elevated bacteria levels declined substantially within several hours. In Alewife Brook, that contribution largely passed approximately six hours after the storm peak. Yet elevated bacteria levels persisted because of stormwater and other pollution sources. The Charles River analysis similarly identified continued pollution from stormwater, including during a later rainfall event when no CSO discharge occurred.

These findings do not mean that the water becomes safe within a few hours or that CSOs should be ignored. They show that increasingly expensive CSO controls alone will not resolve the remaining water-quality problems. Investment decisions must account for the sources that continue to impair the water after the immediate CSO impact has declined.

The Advisory Board's draft comments also describe a sharp increase in the cost of additional reductions beyond the proposed typical-year standard. For Alewife Brook and the Charles River, the incremental cost per additional million gallons controlled rises approximately fivefold when moving to the larger five-year storm standard. Imposing those substantially greater costs without a proportionate demonstration of additional public-health and environmental benefits would not be fiscally responsible.

We recognize that the Advisory Board supports the proposed $1.3 billion plan. Reading's concerns extend to the affordability and allocation of that proposal itself. The final plan should clearly explain why lower-cost alternatives are insufficient, what additional benefits the recommended spending would achieve, and why the proposed division of costs is fair to all participating communities.

Reading also asks a more fundamental question: why is eliminating all modeled CSO discharges in a 2050 Typical Year the appropriate endpoint? Has MWRA evaluated whether an approach that captures most of the remaining overflow—for example, a 90 percent reduction in remaining discharge volume—could achieve substantial water-quality and public-health benefits at significantly lower cost? If so, the final plan should present that comparison in plain language, identify the baseline used, and explain the additional cost and environmental benefit of moving from substantial reduction to full typical-year elimination. It should also distinguish any binding regulatory requirements from planning choices. **Ratepayers deserve a clear explanation of why the final increment of control is necessary and worth its cost.**

The perfect should not be the enemy of the good. A practical plan that builds on successful investments, delivers measurable improvements, and preserves communities' ability to address other pressing environmental needs is a responsible path forward.

Accordingly, Reading requests that MWRA, its partners, and reviewing agencies:

1. **Reconsider lower-cost alternatives and justify the proposed control target.** Provide a clear comparison of expected water-quality benefits, costs, and implementation schedules, including an explanation of the changes from the earlier approximately $870 million alternative. Specifically evaluate whether substantial reductions short of zero modeled CSOs in a 2050 Typical Year could deliver comparable public-health and environmental benefits at materially lower cost. Explain the additional cost and benefit of achieving the final increment of control and identify any regulatory requirements that limit consideration of these alternatives.

2. **Reevaluate the proposed cost allocation.** Distinguish regional wastewater responsibilities from local sewer separation, drainage, and other infrastructure improvements, and explain how those functions and benefits are reflected in each partner's share. Communities receiving direct local infrastructure improvements should bear an appropriate share of those costs. Provide a project-by-project cost breakdown, explain how Reading's share was calculated, and identify alternative allocation methods considered and the reasons they were not selected.
3. **Oppose substantially more expensive control requirements without demonstrated, proportionate benefits**. Reading cannot support increasing its projected obligation from approximately $22.7 million to $68.4 million on the basis of a more stringent control standard alone.
4. **Secure meaningful state and federal funding.** Grants, direct appropriations, and principal forgiveness should help reduce the amount borne by local ratepayers. Lower-interest loans may help with financing, but communities must still repay the principal. This assistance should be pursued for the proposed plan as well as any additional requirements. Provide a **specific** funding strategy identifying available programs, eligibility requirements, potential funding amounts, application schedules, and the parties responsible for pursuing assistance. Explain how funding secured would reduce member communities' obligations.
5. **Evaluate affordability across the full range of obligations.** Consider CSO costs alongside Deer Island rehabilitation, water-system redundancy, and member communities' own infrastructure needs. Explain whether and how Reading's prior investments, ongoing debt service, and local infrastructure obligations were considered in evaluating affordability. Provide updated community-level projections showing annual assessment impacts, financing assumptions, and sensitivity to changes in cost allocation and outside funding, including future MWRA communities and their entry fees (currently under waivers).
6. **Direct investments toward measurable water-quality results.** Continue monitoring and addressing stormwater, upstream pollution, illicit discharges, and other significant sources so that regional spending produces meaningful improvements in public health and the use of our waterways.

Reading remains committed to doing its part. Our history demonstrates a willingness to invest, conserve, and undertake projects that benefit communities beyond our borders. That commitment must be matched by a regional approach that recognizes prior contributions, allocates costs fairly, and respects the limits of local ratepayers.

We ask that the proposed plan be revised to deliver continued environmental progress at a cost that Reading and its fellow member communities can responsibly sustain.

Sincerely,

Melissa Murphy
Chair, Reading Select Board

Chris Hatey
Reading Select Board

Karen Rose-Gillis
Vice-Chair, Reading Select Board

Sal Bramante
Reading Select Board

Karen Gately Herrick
Secretary, Reading Select Board

Jayne Wellman
Town Manager
Town of Reading

cc: MWRA Advisory Board
Massachusetts Department of Environmental Protection
U.S. Environmental Protection Agency, Region 1
Reading Legislative Delegation
Reading Finance Committee

COMMONWEALTH OF MASSACHUSETTS

THE GENERAL COURT

STATE HOUSE BOSTON 02133-1053

21 October 2026

To: Jonathan Gulliver, Incoming Executive Director, Massachusetts Water Resources Authority;
Stephen Estes-Smargiassi, Interim Executive Director, Massachusetts Water Resources Authority
Board of Directors, Massachusetts Water Resources Authority

Dear Mr. Estes-Smargiassi, Mr. Gulliver, and Members of the MWRA Board of Directors:

We respectfully **request that the Massachusetts Water Resources Authority (MWRA) withdraw its Interbasin Transfer Act application to the Water Resources Commission (WRC)** for an additional 20 million gallons of water per day.

We are not convinced that 313 CMR 4.10, which allows donor-basin approval before identifying all potential receiving communities, is consistent in this case with the *Interbasin Transfer Act*. We therefore believe the statutory basis for this application is questionable.

That concern is compounded by MWRA's failure to substantiate the need for this specific additional volume. Your analysis addresses whether the system can accommodate the proposed increase. It does not establish why an additional 20 million gallons per day is necessary or why that amount should be authorized before receiving communities and their actual water needs have been identified. Given that no receiving communities have been identified, the public cannot discern what, if any, harm would result from the withdrawal of your application.

MWRA should simply withdraw this application now, and finally grapple honestly with its obligation to the communities that steward the water on which so many depend.

As you know well, nearly 90 years ago, the Commonwealth disincorporated and flooded four Swift River Valley towns to create the Quabbin Reservoir. The communities surrounding the reservoir have lived with the consequences of that decision ever since. Quabbin communities have protected this extraordinary resource, accepted substantial restrictions on their own economic development, and borne lasting economic consequences — while not receiving a commensurate share of the benefits generated by this resource.

These are longstanding concerns of equity, representation, and shared responsibility that the Commonwealth has yet to resolve. Before pursuing an inadequately substantiated increase in withdrawals from the Quabbin, the Commonwealth and MWRA must address the inequities embedded in the current arrangement.

In summary, we ask MWRA to:

1. **Withdraw its application for an additional 20 million gallons per day** from the Quabbin Reservoir and commit to utilizing the traditional process under the *Interbasin Transfer Act* of considering the donor basin and receiving communities contemporaneously for future proposals.

2. **Commit to a meaningful process with Quabbin communities and their representatives** to address longstanding concerns about regional representation, stewardship costs, economic restrictions, and appropriate financial benefits for the communities that protect this resource. Note that this is not the first time this request has been made. In 2024, MWRA undertook a system expansion feasibility study of the Quabbin region, but did not meaningfully engage with communities despite repeated requests to do so. The resulting MWRA study of Quabbin communities did not identify actionable solutions or propose MWRA support, further straining relations between MWRA and Quabbin communities. In August 2026, Governor Maura Healey wrote to MWRA urging it to support the pressing needs of watershed communities, yet MWRA has taken no meaningful action.
3. **Work with the Commonwealth and regional stakeholders on a durable, equitable water policy** that includes meaningful donor-community participation and ensures that future water-supply decisions account for pressing climate realities and the needs and obligations of both sending and receiving communities.

Withdrawing this application would not end the conversation about water needs in eastern Massachusetts. It would simply create the conditions for a more responsible and productive one — one grounded in demonstrated need, a sound legal basis, transparent decision-making, and a fair accounting of regional obligations. **It would also give MWRA an opportunity to undertake the necessary climate-related, hydrological analysis and potable-water study to help it understand and secure a sustainable water future for the entire Commonwealth for generations to come.**

We look forward to your response and to a meaningful path forward.

Yours in service,

Jo Comerford
STATE SENATOR
Hampshire, Franklin, Worcester district

Aaron Saunders
STATE REPRESENTATIVE
7th Hampden district

Jacob R. Oliveira
STATE SENATOR
Hampden, Hampshire, Worcester district

Susannah Whipps
STATE REPRESENTATIVE
2nd Franklin district

cc:

Governor Maura Healey
Lieutenant Governor Kim Driscoll
Secretary Rebecca Tepper
Climate Chief Melissa Hoffer
MWRA Advisory Board
Water Resources Commissioners
Western Massachusetts Director Kristen Elechko
Rural Affairs Director Anne Gobi
Quabbin Watershed Municipal Officials

Town of Randolph

Office of the

TOWN COUNCIL

41 South Main Street
Randolph, Massachusetts 02368
Telephone (781) 961-0909
Fax (781) 961-0905
www.townofrandolph.com

Ryan Egan, Jr., President
Richard Brewer Jr., Vice President
Christos Alexopoulos
James F. Burgess, Jr.
Natacha Clerger
Jesse Gordon
Katrina Huff-Larmond
Kevin O'Connell
Brandon Thompson

DATE: October 22, 2026

By First Class Mail and By Electronic Mail

Massachusetts Water Resources Authority
Board of Directors
2 Griffin Way
Chelsea, MA 02150
Email: UpdatedCSOControlPlan@aecom.com

RECEIVED
OCT 29 2026

Re: ***Opposition to the Draft Updated Combined Sewer Overflow (CSO) Control Plan and Proposed Financial Burden on Randolph Ratepayers***

Dear Members of the MWRA Board of Directors:

On behalf of the Town of Randolph, I am writing to express our strong concerns and opposition to the proposed allocation of costs associated with the Massachusetts Water Resources Authority's Draft Updated Combined Sewer Overflow (CSO) Control Plan for the Somerville and Cambridge area. While Randolph recognizes the importance of protecting our waterways and addressing combined sewer overflows, we believe the proposed plan raises serious questions regarding fairness, financial responsibility, and the long-term priorities of the MWRA.

Under the proposed plan, Randolph is facing an estimated cost of approximately $29 million toward a project that will provide no direct, localized benefit to our community. This is a substantial financial obligation for our residents and ratepayers, who are already facing significant costs associated with maintaining and improving our own essential water and sewer infrastructure.

Randolph has recently made a major investment of more than 40 million dollars in the new Tri- Town Water Treatment Plant, a critical project necessary to provide a reliable and sustainable drinking water supply for our community. The associated financial obligations will affect our residents and ratepayers for decades. In addition, Randolph must continue to address other necessary water and sewer improvements, aging infrastructure, and increasing operating costs. Every additional dollar placed on our ratepayers limits our ability to address these local priorities, maintain our infrastructure, and keep water and sewer services affordable.

We are particularly concerned about the apparent inequity in how the MWRA addresses infrastructure challenges among its member communities. The communities of Randolph,

Braintree, and Holbrook participate in the MWRA sewer system. Nonetheless, these communities have been left to address the significant challenge of managing sediment associated with our water treatment plant after the MWRA declined to accept it due to concerns that it may contain PFAS. We were advised that our communities would need to address this issue independently, potentially creating additional costs and responsibilities for local ratepayers. Other MWRA sewer only communities will also confront this issue at some point.

It is difficult to reconcile that position with a proposal under which all MWRA sewer communities would contribute toward a major CSO project serving only the Somerville and Cambridge area. If communities are expected to share the costs of regional infrastructure projects, there must be a clear, consistent, and equitable standard for determining when the MWRA provides assistance and how the financial burden is distributed. Randolph is not asking that environmental improvements elsewhere be ignored; we are asking that our residents receive fair consideration and that regional financial responsibilities be allocated transparently and

consistently.

Furthermore, the estimated cost of the proposed CSO plan raises concerns about the MWRA's capacity to fund its own future capital needs. Committing such a significant amount to this initiative could constrain resources available for other essential regional infrastructure projects, maintenance, system improvements, and unforeseen emergencies. The MWRA must balance environmental objectives with responsible financial stewardship and the long-term sustainability of the entire system.

Randolph supports responsible environmental protection and recognizes the importance of reducing pollution in our waterways. However, these goals must be pursued through a fair, financially sustainable approach that respects the needs and limitations of all member communities.

Randolph stands ready to participate in a constructive discussion about a more equitable approach that protects our environment while safeguarding the financial interests of all communities served by the MWRA.

Thank you for your consideration.

Sincerely,

Randolph Town Council
Town of Randolph, Massachusetts

cc: (all by email)

Randolph Town Council (randolphtowncouncil@randolph-ma.gov)
Randolph Assistant Town Manager Kevin Dumas (kdumas@randolph-ma.gov)
Randolph Town Clerk Cheryl Sass (csass@randolph-ma.gov)
Randolph DPW Director Neil McCole (nmccole@randolph-ma.gov)
Tri-Town Water Board (knaughton@braintree.gov)
Joint Water Board (PublicWorks@HolbrookMassachusetts.us)
Norfolk County Commissioners (info@norfolkcounty.org)
Senator William Driscoll (William.Driscoll@masenate.gov)
Senator Michael Brady (Michael.Brady@masenate.gov)
Representative Richard Wells (Richard.Wells@mahouse.gov)
Representative Bruce Ayers (Bruce.Ayers@mahouse.gov)

Town of Randolph

Office of the
TOWN MANAGER
41 South Main Street
Randolph, Massachusetts 02368
Telephone (781) 961-0911
Fax (781) 961-0905
www.townofrandolph.com

Brian P. Howard, Town Manager
bhoward@randolph-ma.gov

October 22, 2026

By First Class Mail and By Electronic Mail
Massachusetts Water Resources Authority
Board of Directors
2 Griffin Way
Chelsea, MA 02150
Email: UpdatedCSOControlPlan@aecom.com

Re: Opposition to the Draft Updated Combined Sewer Overflow (CSO) Control Plan and Proposed Financial Burden on Randolph Ratepayers

Dear Members of the MWRA Board of Directors:

On behalf of the Town of Randolph, I am writing to express our strong concerns and opposition to the proposed allocation of costs associated with the Massachusetts Water Resources Authority's Draft Updated Combined Sewer Overflow (CSO) Control Plan for the Somerville and Cambridge area. While Randolph recognizes the importance of protecting our waterways and addressing combined sewer overflows, we believe the proposed plan raises serious questions regarding fairness, financial responsibility, and the long-term priorities of the MWRA.

Under the proposed plan, Randolph is facing an estimated cost of approximately $29 million dollars toward a project that will provide no direct, localized benefit to our community. This is a substantial financial obligation for our residents and ratepayers, who are already facing significant costs associated with maintaining and improving our own essential water and sewer infrastructure.

Randolph has recently made a major investment of more than $40 million dollars in the new Tri-Town Water Treatment Plant, a critical project necessary to provide a reliable and sustainable drinking water supply for our community. The associated financial obligations will affect our residents and ratepayers for decades. In addition, Randolph must continue to address other necessary water and sewer improvements, aging infrastructure, and increasing operating costs. Every additional dollar placed on our ratepayers limits our ability to address these local priorities, maintain our infrastructure, and keep water and sewer services affordable.

We are particularly concerned about the apparent inequity in how the MWRA addresses infrastructure challenges among its member communities. The communities of Randolph, Braintree, and Holbrook participate in the MWRA sewer system. Nonetheless, these communities have been left to address the significant challenge of managing sediment associated with our water treatment plant after the MWRA declined to accept it due to concerns that it may contain PFAS. We were advised that our communities would need to address this issue independently, potentially creating additional costs and responsibilities for local ratepayers. Other MWRA sewer only communities will also confront this issue at some point.

It is difficult to reconcile that position with a proposal under which all MWRA sewer communities would contribute toward a major CSO project serving only the Somerville and Cambridge area. If communities are expected to share the costs of regional infrastructure projects, there must be a clear, consistent, and equitable standard for determining when the MWRA provides assistance and how the financial burden is distributed. Randolph is not asking that environmental improvements elsewhere be ignored; we are asking that our residents receive fair consideration and that regional financial responsibilities be allocated transparently and consistently.

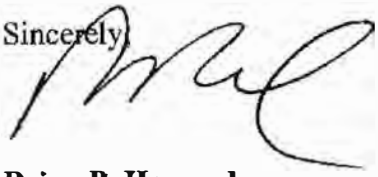
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Randolph supports responsible environmental protection and recognizes the importance of reducing pollution in our waterways. However, these goals must be pursued through a fair, financially sustainable approach that respects the needs and limitations of all member communities.

Randolph stands ready to participate in a constructive discussion about a more equitable approach that protects our environment while safeguarding the financial interests of all communities served by the MWRA.

Thank you for your consideration.

Sincerely,



Brian P. Howard
Town Manager
Town of Randolph

cc: **(all by email)**
Randolph Town Council (randolphtowncouncil@randolph-ma.gov)
Randolph Assistant Town Manager Kevin Dumas (kdumas@randolph-ma.gov)
Randolph Town Clerk Cheryl Sass (csass@randolph-ma.gov)
Randolph DPW Director Neil McCole (nmccole@randolph-ma.gov)
Tri-Town Water Board (knaughton@braintree.gov)
Joint Water Board (PublicWorks@HolbrookMassachusetts.us)
Norfolk County Commissioners (info@norfolkcounty.org)
Senator William Driscoll (William.Driscoll@masenate.gov)
Senator Michael Brady (Michael.Brady@masenate.gov)
Representative Richard Wells (Richard.Wells@mahouse.gov)
Representative Bruce Ayers (Bruce.Ayers@mahouse.gov)

The Commonwealth of Massachusetts
MASSACHUSETTS SENATE

SENATOR MICHAEL J. BARRETT
Third Middlesex District

MIKE.BARRETT@MASENATE.GOV
WWW.MASENATE.GOV

STATE HOUSE
BOSTON, MA 02133-1054
TEL. (617) 722-1572

October 26, 2026

MWRA Board of Directors
2 Griffin Way
Chelsea, MA 02150
Via Email: UpdatedCSOControlPlan@aecom.com

RE: MWRA Draft Updated Combined Sewer Overflow Long-Term Control Plan

Dear Chair Tepper and Members of the MWRA Board of Directors,

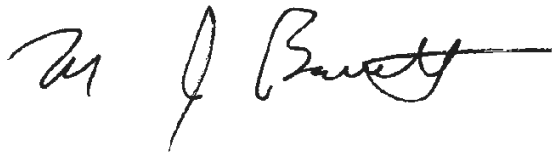
I am reaching out today to express my concern with the MWRA proposal to allow Combined Sewer Overflows to continue to be dumped into the Charles River, as would be permitted under the MWRA's Draft Updated Combined Sewer Overflow Long-Term Control Plan.

The Boston Harbor cleanup transformed the quality of life for Greater Boston, producing enormous economic benefits, including an expanded port, enhanced access to the waterfront, and billions in real estate investments. The implementation of a 25-year storm level of control along South Boston beaches, for instance, has earned recognition for some of the safest urban beaches in the country, enabling millions of annual visits to waterfront beaches and parks.

And yet, millions of gallons of untreated sewage continue to be discharged into the Charles River every year, threatening human health, fish, and wildlife. The MWRA's Draft LTCP would allow these threatening conditions to persist forever, perpetuating significant risks. These dangerous pollutants stifle our ability to improve equitable access to our rivers and to create new opportunities to grow a reliable outdoor recreational economy through expanded swimming, boating, and fishing.

I call on the MWRA to implement a **2050, 25-year storm level of control** for the Charles River under the Final Updated LTCP. The MWRA is responsible for ending CSOs so the state can finally meet the requirements of state and local laws governing the Charles. My constituents pay for the Deer Island Wastewater Treatment Plant and pay to implement other infrastructure upgrades throughout the region, and they deserve the MWRA's protection from raw sewage exposure. So I urge the MWRA to recommend virtual CSO elimination of our rivers in MWRA's Final Updated Combined Sewer Overflow Long-Term Control Plan consistent with its obligations.

Respectfully,



Senator Michael J. Barrett

Cc: MassDEP Commissioner Bonnie Heiple *Via Email:* Bonnie.Heiple@mass.gov

CITY OF FRAMINGHAM

Charlie J. Sisitsky
Mayor

508-532-5401
mayor@framinghamma.gov
www.framinghamma.gov

MEMORIAL BUILDING
150 Concord Street, Room 213
Framingham, MA 01702

October 27, 2026

Rebecca Tepper, Chair
MWRA Board of Directors
2 Griffin Way
Chelsea, MA 02150

Re: City of Framingham Comments on the Draft Updated Combined Sewer Overflow Control Plan

Dear Chair Tepper and Members of the MWRA Board of Directors:

On behalf of the City of Framingham, I am writing to express concern regarding the Draft Updated Combined Sewer Overflow (CSO) Control Plan, particularly its substantial long-term financial obligations, the allocation of those costs among member communities, and the extent to which the proposed expenditures are justified by their anticipated environmental benefits.

Framingham supports protecting public health, improving water quality, and addressing combined sewer overflows. However, these objectives do not eliminate the responsibility to ensure that major infrastructure investments are cost-effective, that their benefits are clearly demonstrated, and that their financial burdens are distributed fairly. The proposed plan would commit MWRA communities and their ratepayers to significant costs over many decades. That commitment warrants a more critical examination than simply accepting the proposed level of control as the appropriate endpoint.

The proposed plan is estimated to cost approximately $1.3 billion, compared with an approximately $870 million alternative previously considered by MWRA that, according to the Town of Norwood's comments, was revised following a request from MassDEP. MWRA should clearly explain why the less costly alternative was deemed insufficient, why the revised plan is necessary, and what measurable environmental and public-health benefits the additional expenditure is expected to deliver. The question is not whether further CSO reductions are desirable, but whether the incremental benefits justify the additional cost.

This concern becomes more significant when considering the alternatives that would extend control beyond the proposed elimination of modeled CSO discharges in a 2050 Typical Year. The substantially higher costs associated with more stringent control levels raise legitimate questions about diminishing returns. Where the additional expenditure produces progressively smaller reductions in CSO discharges, the public deserves a clear demonstration that those costs will result in proportionate improvements to water quality and public health. A more stringent standard should not be pursued simply because it is technically achievable.

The plan must also be evaluated in the context of the other sources of water pollution that will remain after CSO controls are implemented. Stormwater runoff and other sources continue to affect water quality, including during periods when CSOs are not discharging. Further CSO investment alone will not

resolve these problems. A sound regional strategy must consider whether the next dollar spent on CSO control will produce greater public benefit than investments addressing other significant sources of pollution.

Equally troubling is the financial burden placed on communities that may receive limited or no direct local infrastructure improvements from the proposed projects. A regional wastewater system necessarily requires shared investment, but that principle should not preclude scrutiny of how costs are allocated. The distinction between regional CSO obligations and local sewer separation, drainage, and other infrastructure improvements matters. Communities should not be expected to absorb substantial additional costs without a transparent explanation of how those costs relate to regional responsibilities and the benefits received.

These obligations also fall on ratepayers who must continue to finance their own water, sewer, drainage, and stormwater infrastructure, along with other essential municipal services. The cumulative impact of these commitments over several decades cannot be treated as secondary to the engineering objectives of the plan. The fact that a cost is distributed over time does not make it less consequential to households, businesses, or municipal budgets.

Framingham therefore urges the MWRA Board to take a more critical look at the proposed plan before advancing a final commitment of this magnitude. The final plan should demonstrate why the proposed investment is preferable to materially less expensive alternatives, explain the basis for allocating costs among member communities, and give appropriate weight to affordability and the benefits of addressing other sources of water pollution. If additional control requirements are ultimately imposed beyond a level justified by the regional partners' analysis, meaningful state and federal financial assistance should be sought. Grants, direct appropriations, and principal forgiveness would provide genuine relief to ratepayers; loans alone merely defer the burden.

The City of Framingham recognizes the importance of continued progress toward cleaner waterways. That progress, however, must be accompanied by fiscal discipline, a defensible allocation of costs, and clear evidence that the benefits justify the expenditures. A plan of this scale should not move forward on the assumption that the most extensive available controls are necessarily the most responsible choice.

Thank you for considering Framingham's comments.

Sincerely,

Charlie Sisitsky
Mayor
City of Framingham

cc: MWRA Advisory Board
Massachusetts Department of Environmental Protection
U.S. Environmental Protection Agency, Region 1

The Commonwealth of Massachusetts
HOUSE OF REPRESENTATIVES
STATE HOUSE, BOSTON 02133-1020

Representative Steven C. Owens
Twenty-Ninth Middlesex District

24 Beacon Street, Room 167
Boston MA, 02133
(617) 722-2230
steven.owens@mahouse.gov

Vice Chair
Tourism, Arts and Cultural Development

Committee Member
House Committee on Ways & Means
Joint Committee on Transportation
Joint Committee on Advanced Information Technology, the Internet & Cybersecurity

October 28, 2026

MWRA Board of Directors
2 Griffin Way
Chelsea, MA 02150
Via email: UpdatedCSOControlPlan@aecom.com

RE: Draft Updated Combined Sewer Overflow Long-Term Control Plan

Dear MWRA, Cambridge and Somerville Combined Sewer Overflow Project Team,

I am writing in my capacity as State Representative for the Charles River, Mystic River, and Alewife Brook communities of Cambridge and Watertown to express my concern with the Massachusetts Water Resources Authority's (MWRA) proposal to allow Combined Sewer Overflows (CSOs) to continue to be dumped into these waters, as would be permitted under the MWRA's Draft Updated Combined Sewer Overflow Long-Term Control Plan (LTCP).

I appreciate the progress made by the MWRA to reduce sewage discharges into Boston Harbor. The 25-year storm level of control along the South Boston beaches was particularly impactful in keeping our urban beaches safe and healthy for visitors and neighbors. Unfortunately, millions of gallons of raw and undertreated sewage discharges are still flowing into the Charles River, Mystic River, and Alewife Brook annually, posing public health and environmental risks. The MWRA's job in cleaning our waterways remains unfinished.

I have heard from residents who experienced flooding in their homes because of CSO discharges and others who suffered from gastrointestinal illness from exposure to raw sewage. The MWRA's Draft LTCP would allow these dangerous conditions to persist indefinitely, allowing continued discharge of raw sewage into our waterways and perpetuating ongoing, significant risks to human health, safety, and the environment. Such pollutants stifle our ability to improve equitable access to our rivers and to create new opportunities to grow a reliable outdoor

recreational economy through expanded swimming, boating, and fishing. Our constituents paid to build, maintain, and operate the Deer Island Wastewater Treatment Plant and implement other infrastructure upgrades throughout the region, and they deserve the MWRA's protection from raw sewage exposure.

I ask the MWRA to implement a 2050, 25-year storm level of control for the Charles River, the Mystic River, and the Alewife Brook under the Final Updated LTCP. Regardless of short- and medium-term remediations, the long-term goal must remain the virtual elimination of CSOs in these waterways. Matching the standard used for Boston Harbor will help protect the health of my constituents and fulfill the Clean Water Act's goal of making these waterways "fishable" and "swimmable."

Thank you for your attention to this matter. Please do not hesitate to contact my office with questions.

Sincerely,



Steven C. Owens
State Representative
29th Middlesex District

SELECT BOARD

SelectBoard@natickma.org ◆ (508) 647-6410
13 East Central St. Natick, MA 01760 ◆ www.natickma.gov

Rebecca Tepper
Chair Board of Directors,
Massachusetts Water Resources Authority (MWRA)
2 Griffin Way
Chelsea, MA 02150

RE: Draft Updated CSO Control Plan - Town of Natick Comments

Dear Secretary and Chair Tepper:

On behalf of the Natick Select Board, this letter is provided to express our significant concern regarding the overall costs to Natick ratepayers for both the “Future Storm Protection” or Typical Year and "Extreme Storm Protection” or 25-Year options being considered by the MWRA and the cities of Somerville and Cambridge in the Draft Updated CSO Control plan.

The Town of Natick supports the environmental, regulatory, and public health benefits these options provide as currently proposed. However, these options place a significant financial burden on MWRA communities and ratepayers.

For Natick specifically, with the current estimated 60 percent MWRA share of the $1.3 billion project costs for the lower cost Typical Year option, over the course of the debt service period Natick ratepayers will pay an additional $26 million, or approximately 12.5 percent more during the peak cost years of FY43 to FY59. This increases to an additional $80 million for the 25-Year option. These increases represent $85 per year per ratepayer and $256 per year per ratepayer respectively - far above what Natick ratepayers should be expected to pay for these improvements.

In addition, Natick’s water and sewer system has its own significant short and long-term capital needs, in part to ensure compliance with current and anticipated PFAS regulations on our public drinking water, which have direct benefits to the MWRA sewer system. Over the past 5 years, the Town has invested several million dollars in building filtration and treatment facilities in order to address the presence of PFAS in our drinking water. An estimated $30+ million more are needed in the coming years to ensure full compliance, including a proposed connection to the MWRA water network designed to provide supplemental water to our system. Adding an additional $26 million to $80 million in cost to Natick ratepayers will be untenable on an already financially challenged system.

In addition to the above concerns, either option will place significant stress on the Authority's ability to fund other future capital investments that will be required over the next 40+ years, including those that benefit the entire MWRA system, most notably the need to ensure that the Deer Island Treatment Plant operates effectively and efficiently. Ensuring the MWRA has the

capacity to fund these critical investments that benefit all the MWRA communities, while also keeping in mind the financial impact to our customers - the residents, businesses, and property owners utilizing the MWRA system - is critical to the long-term health of the MWRA system.

For these reasons and more, the Natick Select Board implores the MWRA to consider the following when reviewing this CSO plan:

- The MWRA Board of Directors must bring the selected plan financially in line with the “no more than 4%” increase tagline that MWRA uses for its annual cost increases in order to limit the financial burden on all ratepayers;

- The cost sharing model should be significantly modified to reflect the MWRA share of the costs related directly to regulatorily required improvements to MWRA-owned infrastructure. Costs above and beyond this standard, or costs for non-MWRA-owned infrastructure, should be the responsibility of the local communities or others;

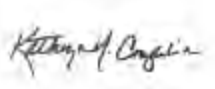
- The MWRA is strongly encouraged to seek alternative federal and state funding to cover a considerable portion, if not all, of the project costs.

The significant cost to Natick ratepayers of the two current proposals is extremely concerning. Prior to any plan being advanced, all communities, ratepayers, and residents within the MWRA system must be fully informed, engaged, and understand what is being asked of them financially and otherwise. This project has the potential to significantly impact the financial health of all MWRA communities - a burden that should not be placed on these communities without extensive engagement.

The Town of Natick is committed to the environmental health of the Commonwealth, especially our waterways. As a community home to one of Boston’s oldest freshwater reservoirs (now known as Cochituate State Park), as well as a portion of the Charles River, Natick has shown this commitment time and time again throughout its history. Most recently the Town led efforts to restore the natural flow of the Charles River by removing a centuries old dam. This and many other efforts throughout the years highlight Natick’s commitment to ensuring our water systems are healthy for present and future generations.

Thank you for your consideration of Natick’s comments encouraging the MWRA to find a more cost effective and equitable plan to address these needed improvements to the identified CSOs.

Sincerely,



Kathryn M. Coughlin
Chair

cc: Senate President Karen Spilka
Representative David Linsky

CITY OF CHELSEA, MA
Executive Department

City Hall, 500 Broadway, Chelsea, MA 02150
Phone: 617.466.4100 · Fax: 617.466.4175

¡PA'LANTE CHELSEA ONWARD!

Fidel Maltez
City Manager
fmaltez@chelseama.gov

October 30, 2026

Massachusetts Water Resources Authority
Attn: Draft Updated CSO Control Plan
2 Griffin Way
Chelsea, MA 02150

Re: Comments on Draft Updated Combined Sewer Overflow Control Plan

Dear Board of Directors,

The City of Chelsea is a full water and wastewater member community of the MWRA and I am writing to submit comments on the draft Combined Sewer Overflow (CSO) Long Term Control Plan (LTCP) currently under review.

Chelsea is a CSO community itself and understands the importance of continuing to work toward prevention of overflow events but the proposed cost sharing of the $1.3 billion draft plan – a cost of $38.2 million to Chelsea – is unsupportable. At our annual rate hearings, we hear over and over that utility rate increases force homeowners to defer maintenance on their properties and rent increase force long term tenants out of the city. With an increase of approximately $1,320,000 to the annual assessment, should the base project be approved, the average Chelsea household will pay $121 more per year, exacerbating these issues. An increase of $4,000,000, should a higher level of control be approved, would be devastating to our community.

The draft LTCP that seeks to eliminate CSOs in the 2050 typical year places a considerable and long-term financial obligation on the City of Chelsea amidst significant other obligations. For the past several years, the MWRA itself has presented projections of coming increases in annual assessments to fund major capital improvements at the Deer Island Treatment Plant that will be additive to the cost of the LTCP. In 2027, Chelsea will initiate construction a locally funded sewer separation project to reduce CSOs and shortly thereafter begin payment on a $12 million loan from the Clean Water State Revolving Fund. This is in addition to the millions we must spend to meet EPA deadlines for lead service identification and removal and the $35 million cost of replacing a failing stormwater culvert that was abandoned by the private entities who constructed it and now threatens collapse of a critical roadway. None of this is to mention the need for maintaining our roadways, public buildings, and other capital assets, providing support programs for low-income seniors and children, and funding a $30 million shortfall in the Chelsea

Public Schools budget due to the loss of over 800 students while our immigrant community has been a target of federal government activities.

Like communities across the MWRA system, we face a range of competing capital priorities that must be considered against the benefits and burdens to our residents and small businesses. Mandating a $38.2 million contribution extending to 2072 reduces our agency to make these hard tradeoffs. Should MassDEP accept the $1.3 billion LTCP, the City of Chelsea requests that the MWRA give serious consideration to the affordability of this project to small member communities, reassess the cost sharing agreement, and identify state or federal funding assistance could support this program without placing the full burden on rates payers across the system.

Sincerely,

Fidel A. Maltez
City Manager

Marc C. Laredo
Mayor

City of Newton, Massachusetts
Office of the Mayor

Telephone
(617) 796-1100
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(617) 796-1113
TDD/TTY
(617) 796-1089
Email
mlaredo@newtonma.gov

October 30, 2026

U.S. Environmental Protection Agency, Region 1
11 Technology Drive
North Chelmsford, MA 01863

Massachusetts Department of Environmental Protection
100 Cambridge St
Suite 900
Boston, MA 02114

Re: Draft Updated CSO Long-Term Control Plan: Comments of the City of Newton

Dear U.S. Environmental Protection Agency, Region 1, and Massachusetts Department of Environmental Protection:

Newton is bordered on three sides by the Charles River. It is part of our history, our neighborhoods, and our future, and our residents care deeply about its health. The City's strong environmental regulations, substantial MS4 and Phosphorus Control Program, city-wide sanitary sewer lining, and parks and conservation area management are all designed with a primary goal of protecting the Charles and its tributaries within Newton's boundaries.

Beyond Newton, the Massachusetts Water Resources Authority (MWRA) and the downstream cities of Cambridge and Somerville (together the "Partners") play a critical role in protecting the river through their CSO Control Program. Much progress has been made over several decades, and the alternative recommended by the Partners in the April 30, 2026 Draft Updated CSO Long-Term Control Plan represents a substantial additional environmental commitment. Newton shares the goal behind this plan, and we recognize that some stakeholders are calling for an even higher level of protection. We unequivocally support these loftier goals. We are all aligned on the goal of a cleaner, healthier, and more usable river that everyone can safely enjoy.

Newton is already investing heavily in the Charles. To meet EPA's phosphorus requirements for the river, the City must reduce phosphorus loading by 4,700 pounds a year, the second-largest requirement in Massachusetts after Boston. We have built or begun major stormwater projects, including three supported by a $4.3 million State Revolving Fund loan, and we run an aggressive street sweeping and catch basin cleaning program. For example, in partnership with the Charles River Watershed Association (CRWA), Newton secured $1.24 million in state funding to construct an underground stormwater infiltration and flood-storage system beneath the Albemarle fields. This project helps reduce flooding while improving stormwater management and water quality in Cheesecake Brook, a tributary of the Charles River. The full compliance program may cost as much as $500 million. Our stormwater fee, which began at $25 per household in 2007, has been raised seven times and is now $200, and it will need to rise further to keep pace with increased federal regulations.

The difficulty is the cost burden on cities and towns already under resource constraints. Newton has no CSOs, yet we have the fourth-highest MWRA sewer assessment ($25.7 million in FY27), after Boston and the two partner communities. Average water and sewer bills in Newton now exceed $2,100, and 64% of the City's water and sewer budget goes to the MWRA. According to the MWRA Advisory Board's CSO Financial Impact Dashboard, the Partners' $1.29 billion plan will cost Newton about $98 million, a significant investment with tangible environmental benefits, but with no direct impact on the City.

A higher level of control, such as zero discharges in a 2050 25-year storm without state or federal funding would roughly triple Newton's cost to $295 million and raise our annual assessment for this program from $3.4 million to $10.3 million. If we had appropriate resources from the state and federal government, we would want to do all of this. Absent this financial support, the extra $7 million a year would require either rapidly escalating water and sewer bills, on top of the annual increases our ratepayers already bear, or cuts to Newton's own capital program to maintain aging infrastructure which includes our ongoing efforts to address runoff and water quality of the many Charles River tributaries that run through Newton. Balancing the need to improve the water quality of the Charles River with the competing demands of maintaining and investing in Newton's $25 billion portfolio of capital assets, and doing so within the limited financial resources of our community, is a critical responsibility. It requires thoughtful prioritization, long-term planning, and a recognition that every investment must be weighed against other essential needs.

For this reason, we respectfully ask EPA and MassDEP to do two things:

1. Approve the April 30, 2026 Draft Updated CSO Long-Term Control Plan and its recommended Typical-Year Standard, which would achieve zero modeled CSO discharges in the Charles River, Alewife Brook, and Upper Mystic River during a climate-adjusted 2050 Typical Year.

2. Work with the Commonwealth, MWRA, and federal partners to identify grants and other funding sources so that we can achieve an even higher level of control in a fiscally sustainable manner that does not fall on ratepayers alone.

Newton is ready to be a partner in this work. With the right funding, we can protect the river sooner and more fully, without placing an unsustainable burden on the residents who live here.

Sincerely,

Mayor Marc C. Laredo

cc: Massachusetts Water Resources Authority

TOWN OF BRAINTREE

The Office of Mayor Erin V. Joyce

October 29, 2026

Secretary Rebecca Tepper, Chair of the Board
Massachusetts Water Resources Authority
2 Griffin Way
Chelsea, MA 02150
Via email to: UpdatedCSOControlPlan@aecom.com

RE: Draft CSO Plan

Dear Secretary Tepper and Members of the Board:

On behalf of the Town of Braintree ("Town" or "Braintree"), I write in follow up to the solicitation for commentary regarding the Draft Updated Combined Sewer Overflow (CSO) Control Plan ("Draft Plan") presently under consideration by the Massachusetts Water Resources Authority ("MWRA"). I oppose the draft plan as presented. While Braintree supports responsible investment in regional wastewater infrastructure and recognizes the attendant environmental benefit from upgrading such infrastructure, the magnitude and duration of the proposed program require careful review of its scope, cost-effectiveness, and allocation of costs among MWRA sewer communities, particularly given how few member communities will gain the benefit of the infrastructure upgrade if effectuated.

In a nutshell, Braintree has grave reservations regarding whether the Draft Plan equitably allocates the projected charges among MWRA-member communities in light of both MWRA's ordinary sewer capital-allocation methodology and the geographically limited CSO program under consideration. The proposed improvements principally address combined sewer conditions and receiving waters in the Cambridge and Somerville areas, a limited portion of the MWRA's geographic footprint. Braintree is outside the affected watersheds, maintains a separate sanitary sewer system, and would not receive direct local infrastructure improvements from the proposed work. Nevertheless, current projections indicate that Braintree's cost through 2072 would be approximately $44.3 million, a substantial long-term obligation for the Town and its sewer ratepayers, particularly in light of costly upgrades in progress described below.

Chapter 372 of the Acts of 1984 ("Chapter 372") requires the equitable allocation of charges and directs MWRA, when setting community charges, to account for the actual cost of providing services; incentives and disincentives for conservation and environmental protection; community expenditures for sewer-system rehabilitation, infiltration and inflow reduction, combined sewer separation, and other efficiency improvements; and disproportionate historic investment in the regional system. The Town respectfully requests that MWRA demonstrate how these statutory factors were meaningfully considered in determining the allocation of the Draft Plan costs, and

why the existing capital methodology produces an equitable result for this particular infrastructure upgrade.

Indeed, Chapter 372's required equitable allocation of charges is especially significant here because the Town is already addressing at great present and future cost, its own substantial wet-weather capacity and overflow challenges. Braintree is subject to an EPA Administrative Order and is revising its Collection System Capacity Assessment to evaluate alternatives for eliminating chronic sanitary sewer overflows. Those alternatives include continued and expanded I/I reduction, interceptor improvements, relief pumping, wet-weather storage, pump station upgrades, flow redirection, and hybrid approaches. The total capital cost remains indeterminate at present, but the required work is expected to represent a major long-term local investment at highly significant cost to the Town.

If Braintree is required to ultimately contribute millions toward funding the CSO enhancements in other regions at the levels projected in the Draft Plan, Braintree may have no choice but to pull back on addressing Braintree's own pressing challenges with overflow and SSO remediation.

Relatedly, Braintree has also made sustained investments in its collection system. The Town has operated an annual I/I investigation and rehabilitation program for many years and has committed to increasing that effort as part of its SSO remediation strategy. These expenditures reduce wet-weather flow entering both the local and regional wastewater systems. The Town therefore asks MWRA to identify where, and to what extent, Braintree's prior and continuing investments in I/I reduction, sewer rehabilitation, and system efficiency have been recognized in the Draft Plan's proposed cost allocation, as required by Chapter 372.

Braintree also requests that MWRA clearly explain the relationship between the existing capital-allocation factors and the responsibility for, use of, or benefit from the incremental CSO program. The conventional formula may be reasonable for infrastructure that provides broadly distributed regional benefits throughout MWRA's geographic footprint. However, that is not the case here. MWRA should therefore reevaluate whether that same formula remains equitable for extraordinary expenditures addressing combined sewer infrastructure, regulatory obligations, and water-quality benefits concentrated in limited portions of the total service area.

In light of the foregoing, the Town respectfully requests the following from MWRA and, to the extent applicable, the Draft Plan's partners:

- A detailed breakdown from MWRA of how the Town's projected $44.3 million share of the Updated CSO Control Plan was calculated, including how the applicable factors under Chapter 372 were considered in determining the allocation;
- A written evaluation by MWRA regarding whether the existing capital allocation methodology is appropriate for a program of this scale and geographic concentration, and whether an alternative allocation approach or adjustment is warranted. This review should include consideration of Braintree's ongoing investments in I/I reduction and sewer rehabilitation, as well as the Town's own significant sewer system improvement and regulatory obligations;
- An evaluation of reasonable alternative allocation methods that place greater weight on cost causation, location of combined sewer infrastructure, direct infrastructure and

environmental benefits, and prior municipal investments in I/I reduction and sewer rehabilitation;

- A reassessment of whether the proposed scope and level of control under the Draft Plan are necessary to satisfy applicable environmental and regulatory requirements, and a comparison of the proposal with lower-cost alternatives using consistent performance criteria;
- An explanation of why MWRA appears to contend that the Draft Plan's benefits justify its significant incremental costs, such explanation to include identifying measurable environmental and operational outcomes associated with the significant additional expenditures; and
- An analysis of local municipal affordability and the cumulative burden on communities that, like Braintree, must simultaneously fund significant MWRA assessments (with no benefit to the local community's infrastructure) and major local projects required to address their own regulatory obligations and aging infrastructure.

In sum, although MWRA is authorized to spread the costs of sewer infrastructure upgrades though all member communities, Braintree has grave concerns about the extent to which the extraordinary costs under the Draft Plan, calculated through the ordinary sewer capital-allocation methodology, comport with Chapter 372's required equitable allocation of charges. Similarly, the Draft Plan appears to give little or no meaningful consideration or accounting of actual service costs, prior municipal investments, environmental incentives, historic investment, and the economic effects on member communities, particularly given the Town's ongoing upgrades noted above.

Before the Draft Plan's long-term obligations are imposed, Braintree respectfully requests that MWRA develop a clear administrative record demonstrating why the proposed scope and allocation are reasonable, equitable, and cost-effective; similarly, Braintree urges MWRA to evaluate feasible alternatives for reducing the financial burden on the many non-CSO communities, like Braintree, that will be impacted if the Draft Plan moves forward as is.

Thank you in advance for considering Braintree's comments and for undertaking the additional analysis requested by the Town to ensure MWRA's compliance with its obligations to equitably allocate charge, if and when this project is effectuated – particularly given the significant local and regional financial obligations facing Braintree's sewer ratepayers under the Draft Plan.

Respectfully,

Edward V. Joyce
Mayor

WASTEWATER ADVISORY COMMITTEE TO THE MASSACHUSETTS WATER RESOURCES AUTHORITY

29 October 2026

Draft Updated CSO Control Plan Partners

Massachusetts Water Resources Authority, City of Somerville, City of Cambridge (Partners)
Attn: Draft Updated CSO Control Plan
2 Griffin Way
Chelsea, MA 02150

Submitted via the Portal: ***https://us.planengage.com/updatedcsocontrolplan/page/home***

Re: Comments on the Draft Updated CSO LCTP

The Wastewater Advisory Committee (WAC) to the Massachusetts Water Resources Authority (MWRA) appreciates the opportunity to provide comments to the Partners on their Draft Updated Combined Sewer (CSO)[1] Long-Term Control Plan (LCTP) (the Draft Plan).

WAC is an all-volunteer committee formed to provide comment and direction to the MWRA Board of Directors on any issues related to wastewater, biosolids, and wastewater conveyance. WAC is also charged with educating the public about wastewater issues.

On this particular issue, WAC supports efforts to further reduce CSO discharges, while remaining conscious of other important water-related capital needs, and the need to spend public funds on several related priorities to achieve easily detected water quality improvements.

While this Plan further cuts the volume of future CSO discharges, it will not solve unrelated issues of flooding, sewer backups in separate municipal sewer systems due to flooding and leaks, or pollution—including bacterial pollution—now found in much of the region's stormwater. Stormwater pollution is the reason that this Plan as well as more extreme CSO discharge reduction will not increase the number of days the rivers will be safe for recreation.

[1] Combined sewer systems are designed to prevent sewer backups by discharging a combination of stormwater and sewage into water bodies when pipes become full of rain. To see how the systems work and what various changes would mean, visit the MWRA Advisory Board's explainer.

WAC supports the current Plan, for reasons outlined below.

Background

When MWRA undertook to clean up the Boston Harbor, and the Mystic, Neponset, Muddy and Charles rivers, it proposed and executed billions of dollars' worth of infrastructure projects—all of which worked. Residents experienced improvements in water clarity, smell, and an increase in fishable and swimmable days.

This updated CSO LCTP builds upon roughly 40 years of further infrastructure and water quality advances undertaken for the region by the MWRA and the communities that send combined sewage and stormwater to the Charles and Mystic river watersheds (so, starting from a cleaner baseline already).

The Draft Plan

The Draft Plan outlines four possible levels of CSO discharge reductions (or control). It recommends a level which eliminates combined sewage discharges in the watersheds in a 2050 Typical Year (TY)[2] and reduces them in more extreme storms for a projected cost of $1.3 billion.[3]

A less costly approach that would reduce but not eliminate CSO discharges in the Charles and Mystic rivers (est. cost $870 million) was discarded early in the drafting process in response to public concerns. In the Plan's appendices, the Partners outline two more aggressive options—topping out at roughly $6.6 billion.[4]

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[2] A Typical Year is a rainfall scenario engineers use to predict a sewer system's performance in an average storm year. The 2050 TY includes more extreme rainstorms predicted in climate change models for this area.

[3] Including: 549 acres of sewer separation (or modernization) that includes green stormwater infrastructure (for instance planted areas that allow rainwater to slowly seep into the ground), and 25.5 million gallons (MG) of stormwater & sewage storage, mostly in large underground tanks.

[4] These comments are grounded in the Draft Plan's water quality data and modeling

The currently recommended plan has higher CSO control goals than other major combined systems—including New York City, Portland, OR, Paris, Tokyo and London.[5]

WAC believes the Partners deserve praise for opting for higher levels of CSO discharge reduction.

In particular, the Partners used a climate-forward 2050 TY rainfall model—which takes future climate change and predicted higher-intensity rainstorms into account. **This is the first of its kind in the United States**. Infrastructure designed to this standard will remain effective under conditions that would overwhelm systems designed using historic rainfall models.

In fact, the storms likely in 2050 would make the flooding the region saw in March 2010 look relatively manageable.[6] Unless significant capacity is added to municipal sewer pipes elsewhere in the watersheds, storms in 2050 and beyond will overwhelm most of the sanitary (separated) sewer systems in the region, sending sewage into basements, streets and the rivers no matter what improvements are made downstream in the combined systems.

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[5]



Partners' presentation; June 2, 2026 Public Meeting, slide 15

[6] "During the month of March of 2010, a new total of 14.83 inches of rainfall accumulation was officially recorded by the National Weather Service (NWS)... Torrential rain falls lasting ten days caused March 2010 to be the wettest month on record for the City of Boston.' Climate Change Vulnerability Assessment, City of Cambridge, 2015

WAC commends the Partners for adopting this conservative, climate-forward, vs. historic, modeling for this Draft Plan.

Importantly, all four options outlined in the Draft Plan include removal of all CSO in a Typical Year from Alewife Brook. WAC recognizes this investment will clearly result in water quality improvement along the brook. The committee toured the Alewife in 2024. All CSO discharges in the Alewife now are untreated, meaning raw sewage enters the brook with the stormwater. As it is a small water body, this current sewage contribution is particularly noticeable. WAC is pleased that all the Plan's options eliminate combined sewage discharges in a Typical Year to the brook.

MWRA and the Partners, instead of opprobrium, should be celebrated for

A. impressive progress to date controlling combined sewage overflows (e.g. reducing CSO discharges by 88% and disinfecting 93% of remaining CSO flow) and
B. designing the current draft plan to further aggressively address the issue of remaining CSO discharges.

Additional expenditure on CSO will not substantially improve water quality

The Partners have shown that these watersheds—and, in fact, the region—face three significant water challenges that will be compounded as climate change increases rainstorm intensity. None of these can be adequately addressed in a CSO plan:

- Flooding—both localized and riverine as a result of climate change
- Sanitary (separate) sewer overflows
- Stormwater pollution.[7]

In light of these non-CSO challenges, none of the four options outlined in the Draft Plan will have an effect on the water quality, smell, clarity, or number of days the rivers will be safe for recreation detectible by the general public. Despite investing significant ratepayer funds in large infrastructure projects, these outside pollution sources will still make recreation dangerous after significant storms.

[7] Separate stormwater pipes are carrying high levels of fecal pollution into these 3 water bodies- the Charles, Mystic, and Alewife, probably from aging sewer pipes.

In fact, the data in the plan show a diminishing return on investment as the size of the projects increases.[8]

Large investments of this sort should have proportional benefits. The public will otherwise feel that the MWRA and partners built gold-plated projects that don't work.

Fiscal and environmental trade-offs

WAC is concerned that the public is insufficiently informed about the Draft Plan. Long-term rate increases and community trade-offs have had some limited discussion, but WAC believes that as yet few residents understand them, particularly the negative impacts more aggressive options would have.[9]

For one, WAC is aware of how communities respond when utility bills rise sharply. Very often, they hold off on repairing their own aging sewer pipes, so residents don't face unaffordable bills.[10] But delaying these repairs means more sewage leaks into stormwater pipes—making river water quality worse.

It is fiscally and environmentally prudent for communities to continue to invest in repairing their own sewer pipes—to both reduce flows to Deer Island and to remove fecal contamination from stormwater and the rivers.

The second category of fiscal tradeoffs are at the MWRA level.

If the Authority is mandated—and this Plan would become a mandate, unlike other maintenance or expansion needs—to build extensive CSO storage on the Charles, Alewife and Mystic, its ability to borrow and to address critical maintenance and construction needs is likely to be affected.

For most of its history, WAC has stressed the importance of maintaining the infrastructure in which the region has already invested—particularly Deer Island and the system of

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[8] The Partners' data and modeling find that CSO discharges under all 4 alternatives for the Charles and the Mystic rivers would not meaningfully impact river water quality—because stormwater dominates fecal bacterial loading in both rivers.

[9] For a community-by-community estimate of costs for two of the options, download the CSO Long-Term Cost Dashboard.

[10] Already 18% of Cambridge ratepayers face "unaffordable" sewer bills as defined by federal guidelines (2% of median household income). Under the Draft Plan, this figure would increase to 24%; under the 25-year level of control 46%. *Figures via Cambridge DPW*.
Somerville, under the Plan, will see its average sewer bill increase 205% by 2055 for no water quality benefit. The higher costs are for larger tanks at the Somerville Marginal facility, where CSO is already disinfected.

large pipes and pumps that bring sewage to it. WAC would not want to see MWRA potentially squandering past public investments. WAC recalls that Deer Island is 36 years old, and many parts of the treatment plant need to be rehabilitated, renovated or replaced. Other areas in which MWRA has invested are also coming due for major maintenance.[11]

In addition, while WAC's focus is wastewater issues, we are aware of the MWRA's pending commitment to build a second drinking water tunnel to supply the Boston region. This $2.1 billion project, by ensuring uninterrupted access to drinking water, is critical for protecting both

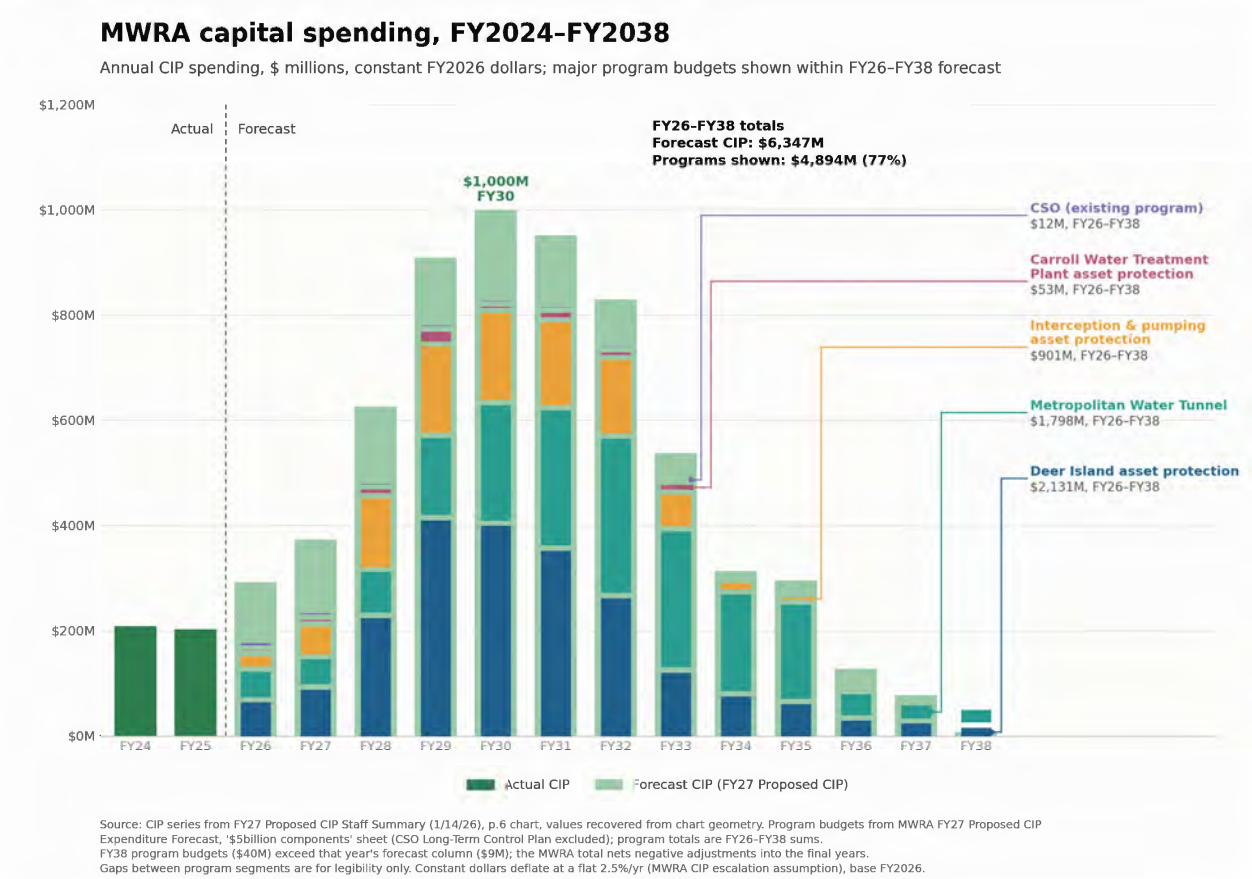
A. public health, including the continued operations of hospitals, and
B. against the risk of lost revenue to businesses to the tune of over $1 billion per day.

This project will raise the water bills of many of MWRA's customers at the same time as Deer Island repairs and the implementation of this Plan impact their sewer bills.

Further, the impact of the larger plans on Magazine Beach and the Esplanade temporarily and permanently have not been adequately illustrated and debated, along with other

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11



negative environmental impacts such added air pollution (e.g. from construction and maintenance vehicles).[12]

WAC's position

WAC recognizes the need to further reduce CSO discharges. However, for the reasons above, WAC would not recommend a more aggressive plan than the current Draft Plan, which is already more aggressive than the original proposal, increasing the cost from $870 million to $1.3 billion.

Unlike some commenters, WAC believes the continued control and management of CSO discharges into these three water bodies represents a regional and state benefit, and therefore regional contributions to it are appropriate.

However, WAC believes that the region should retain financial capacity for other investments with higher impacts on water quality.

In its major investments to date, MWRA built for the future our region can expect. WAC feels the Partners are continuing that tradition with this Draft Plan.

Again, thank you for your attention to our comments.

Yours,



Dan Winograd, Chair

Wastewater Advisory Committee to the MWRA

[12] The proposed Cottage Farm tank permanently removes some of Magazine Beach Park (serving a minority-designated Environmental Justice community). The minimum estimate for just the pump building is 40'x60'—about half the size of a basketball court—plus parking and fencing. The higher-control plans would remove an additional .332 acres from Magazine Beach—about 1/3 of a football field, as well as land for pump stations and shafts on the Esplanade.

October 30, 2026
Massachusetts Water Resources Authority
Deer Island, 33 Tafts Avenue

Boston, Massachusetts 02128

RE: A Better City's Comments on the MWRA's Draft Plan for Combined Sewer Overflows (CSOs) Management

Executive Director Gulliver, Chair Tepper, and Members of the MWRA Advisory Board:

On behalf of A Better City, thank you for your vision and leadership in advancing the critical mission of providing reliable, cost-effective, high-quality water and sewer services that protect public health, promote environmental stewardship, maintain customer confidence, and support a prosperous economy in Greater Boston. We are grateful that the proposed Draft Plan is the first CSO long-term control plan in the nation to explicitly incorporate and account for projected heavy rainfall and climate change impacts through a 2050 Typical Year standard.

A Better City has championed the implementation of regional climate resilience solutions that help to protect our local ecosystems, communities, critical infrastructure, and regional economy for many years. A Better City members understand that the health of our water bodies is essential for supporting thriving municipalities, as demonstrated by the Boston Harbor cleanup that resulted in prospering economies throughout Greater Boston. As CSO events threaten our local ecosystems, public health, and regional economy, we are grateful for your efforts to address these challenges in a thoughtful, data-driven approach.

In reviewing the Draft Updated Combined Sewer Overflow (CSO) Control Plan (Draft Plan), A Better City has concerns related to: clarifying stormwater impacts; enhancing alternatives modeling; establishing real-time water quality monitoring and communications related to CSO events; supporting green infrastructure for stormwater management; supporting regional coordination across jurisdictions; exploring creative financing strategies like municipal bonds and tiered rate systems to mitigate ratepayer impacts; and enhancing transparency by sharing MWRA responses to public comments on the MWRA's website.

A Better City appreciates the MWRA's long-standing commitment to improving the water quality in the region, which is vital to our region's environmental health, public health community resilience, and economic vitality. We remain ready and eager to partner with the MWRA on the implementation of climate resilient solutions.

Sincerely,

Y. L. Torrie

Yve Torrie
Director of Climate, Energy, & Resilience

Isabella Gambill

Isabella Gambill
Assistant Director of Climate, Energy, & Resilience

Clarifying Stormwater Impacts: A Better City suggests revisiting the implied contributions of stormwater runoff versus combined sewer overflow events impacting E. Coli and water quality in the MWRA region. Local watershed advocacy groups have provided data to show that concentrations of E. Coli spike after CSO events. However, the Draft Report characterizes stormwater runoff as the primary pollutant source that contributes to unhealthy and unsafe E. Coli values. Since stormwater runoff also impacts pipe capacity and resulting CSO events, separating out stormwater impacts versus CSO event impacts could be misleading. A Better City recommends either revising the Draft Plan to lessen the emphasis of stormwater runoff as the primary cause of water quality issues, or to provide more justification for this approach so that CSO events and stormwater impacts are addressed in tandem.

Enhancing Alternatives Modeling: A Better City suggests that the MWRA consider modeling all Draft Plan alternatives under 2050 conditions. Such modeling should be consistent with the "continuous simulation" approach included in the Environmental Protection Agency's Combined Sewer Overflow Policy Guidance to ensure more accurate benefit-cost analysis, as the current modeling may not adequately capture both localized and regional benefits of the Draft Plan, particularly improved public health benefits, enhanced critical infrastructure resilience across the entire MWRA system, and ensuring operational continuity of the Deer Island Treatment Plant.

Establishing Real-Time Water Quality Monitoring and Communications: A Better City appreciates the recommendation to explore real-time CSO event communication tools like warning lights and signage around CSO outfall areas. As real-time monitoring data for water quality will be important to have before, during, and after CSO events, A Better City recommends exploring water quality sensors located downstream of CSOs, with opportunities to publicly share water quality data on the MWRA and/or MassDEP website. This will help local property owners, businesses, residents, schools, healthcare institutions, and workers to check the safety and water quality of nearby river systems in real-time and would also help to provide greater transparency around the impacts of stormwater versus CSO events on water quality.

Supporting Green Infrastructure for Stormwater Management: A Better City encourages more emphasis on proactive green infrastructure development as part of the Draft Plan, especially in the context of drought and the inability of unhealthy soils to effectively recharge groundwater. A Better City recommends incentivizing green infrastructure projects like bioswales, rain gardens, green roofs, and underground storage tanks on public and privately owned property whenever possible.

Supporting Regional Coordination: A Better City recommends enhancing regional coordination across jurisdictions, as the impacts of CSO events on the watershed do not stop at the Cambridge and Somerville borders. In particular, A Better City recommends leveraging the MWRA Advisory Board, alongside regional partners like the Metropolitan Area Planning Council, to help coordinate with municipal and civic leaders across Cambridge, Somerville, Arlington, Medford, Boston, Watertown, Chelsea, and other areas impacted by downstream CSO events from the Charles and Mystic Rivers, and the Alewife Brook. This coordination is also important to help convey the potential regional benefits of the Draft Plan on all MWRA communities. For example, in addition to stormwater capacity constraints impacting CSOs, the Deer Island Treatment Plant itself reportedly has its own capacity limitations, and every dollar invested in the virtual elimination of CSOs across the region helps to ensure the operational continuity and resilience of Deer Island, as well as the health and vitality of Boston Harbor.

Exploring Creative Financing Strategies: A Better City supports the goal of removing CSOs to improve water quality and public health in the region, and remains concerned about impacts to commercial, institutional, and residential ratepayers alike. Recognizing the MWRA's limitations in determining municipal rate structures, A Better City recommends that the MWRA work with municipal partners to explore creative financing structures like municipal bonds

and tiered rate systems with discount rates and/or exemptions for low-income and other ratepayers, alongside incentive structures for property stormwater management and green infrastructure, as mentioned above. Finally, as CSO events are a regional problem for Greater Boston, A Better City recommends engaging state decision makers to explore creative avenues for increased state-level investments in the Draft Plan, serving as a continued cleanup of Boston Harbor.

Enhancing Transparency: A Better City recommends the MWRA post the public comments received on the Draft Plan online, including responses to each comment. Boston's Building Emissions Reduction and Disclosure Ordinance (BERDO) team drastically increased transparency of the Ordinance and regulatory process by posting each public comment received on the Ordinance and subsequent regulations, including the City's response to each comment and explanation for whether or not it was addressed in regulatory amendments. This significantly enhanced buy-in from all stakeholders, and the MWRA could benefit from such an approach.

Town of Ashland, *Town Managers's Office*

October 30, 2026

MWRA
Attn: Draft Updated CSO Control Plan
2 Griffin Way
Chelsea, MA 02150

RE: Town of Ashland Comments on the Draft Updated Combined Sewer Overflow (CSO) Control Plan

Dear Members of the MWRA Board of Directors:

The Town of Ashland supports protecting public health, improving water quality, and making responsible regional infrastructure investments. However, the approximately $1.3 billion Draft Updated Combined Sewer Overflow (CSO) Control Plan raises significant concerns regarding affordability, equitable cost-sharing, and whether the proposed expenditures will deliver environmental benefits proportionate to their cost.

According to the MWRA Advisory Board's CSO Long-Term Cost Dashboard, Ashland's projected cumulative obligation through 2072 is approximately $12 million under the Future Storm Protection Plan and $36.1 million under the more stringent Extreme Storm Protection Plan—an increase of approximately $24.1 million. Of these totals, approximately $6.8 million and $20.6 million, respectively, would accrue after 2050. These long-term costs would place additional pressure on local budgets and the rates paid by Ashland residents and businesses, alongside the Town's own water, sewer, stormwater, and other infrastructure needs.

Unlike communities with combined sewer systems, Ashland does not have a combined sewer system and maintains its own local wastewater infrastructure. The Town also pays the City of Framingham a wastewater transportation fee to convey Ashland's wastewater to the MWRA system, in addition to paying MWRA assessments. The proposed CSO cost-sharing would therefore impose a substantial additional financial burden on Ashland ratepayers for improvements that do not directly address the Town's own sewer system. MWRA should carefully consider this distinction when determining how the costs of regional CSO improvements are allocated among member communities.

The proposed plan's overall cost has increased from approximately $870 million for the alternative presented in October 2025 to approximately $1.3 billion in the April 2026 draft. MWRA should explain the additional benefits achieved, the alternatives considered, and the basis for allocating costs among communities. The Extreme Storm Protection Plan is designed to address rare 25-year storms, which have an approximately 4 percent annual probability, yet CSOs would still occur during larger storms. Given the

significant additional cost, MWRA should clearly demonstrate the incremental water-quality and public-health benefits of the more expensive alternative.

Ashland recognizes that regional wastewater challenges require regional solutions. Nevertheless, the final plan must balance environmental progress with affordability, transparency, and measurable outcomes. The Town respectfully requests that MWRA and its partners:

1. **Reevaluate lower-cost alternatives.** Reconsider the approximately $870 million alternative and compare project costs, schedules, regulatory requirements, and expected water-quality improvements. Explain whether less costly approaches could achieve substantial environmental benefits and identify the additional benefits associated with more stringent controls.

2. **Establish a fair and transparent cost allocation.** Explain how Ashland's share is calculated and reassess the distribution of costs among MWRA, directly affected communities, and other member communities. The allocation should account for regional responsibilities, project benefits, and the differing wastewater infrastructure maintained by individual communities.

3. **Oppose substantially more expensive control requirements with demonstrated proportionate benefits.** Ashland cannot support an increase from approximately $12 million to $36.1 million project obligation on the basis of a more stringent control standard alone.

4. **Pursue state and federal financial assistance.** Actively seek grants, direct appropriations, principal forgiveness, and other funding opportunities to reduce the burden on local ratepayers. Identify potential funding sources and explain how outside assistance could reduce member communities' obligations.

5. **Evaluate long-term affordability.** Provide updated community-level financial projections that identify anticipated assessment impacts, debt-service assumptions, alternative cost allocations, and the potential effects of outside funding. These projections should account for the significant infrastructure obligations already borne by individual member communities.

The Town of Ashland supports responsible investments that protect our region's waterways. However, these investments must also reflect fiscal responsibility, transparency, and a fair distribution of costs. We respectfully urge the MWRA Board of Directors to reconsider the current proposal, evaluate cost-effective alternatives, and establish a funding approach that delivers meaningful environmental improvements while remaining financially sustainable for all member communities.

Respectfully,

Katherine Bird
Interim Town Manager

CC: Beth Reynolds, Ashland Assistant Town Manager
Daniel Maurer, Ashland Director of DPW
Rebecca Navarro, Ashland Deputy Director of DPW

TOWN OF
DEDHAM
MASSACHUSETTS

Leon I. Goodwin III
Town Manager
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450 Washington Street
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October 30, 2026

Massachusetts Water Resources Authority
Attn: Draft Updated CSO Plan
2 Griffin Way
Chelsea, MA 02150

RE: Dedham's Comments on the Draft Updated CSO Plan

Dear Chair Tepper,

On behalf of the Town of Dedham as Sewer Commissioner for the Town, I am writing to share Dedham's comments regarding the Draft Updated Combined Sewer Overflow (CSO) Control Plan for Alewife Brook, Upper Mystic River, and Charles River and the associated cost implications for our community.

Dedham has a long-standing commitment to protecting and improving water quality for our residents and the greater region. We recognize the extraordinary environmental progress achieved through decades of investment in regional water and wastewater infrastructure, and we fully support continued efforts to further reduce CSO discharges and safeguard public health and the environment.

However, we are concerned about the significant financial burden that the proposed plan places on Dedham and other MWRA member communities that are not the primary beneficiaries of the proposed infrastructure improvements. As detailed in the Draft Updated CSO Control Plan and the MWRA Advisory Board's own comments, the recommended level of control - zero modeled CSO discharges in a 2050 Typical Year - requires approximately $1.29 billion in new infrastructure investment, with the total systemwide long-term obligation reaching over $2.2 billion through 2072 under the proposed plan.

The materials shared by MWRA show that moving to even higher levels of control, which are being advocated for by some environmental groups, would increase the incremental obligation by billions of dollars, with much of this cost borne by communities like Dedham. Unfortunately, this is despite the fact that the direct environmental and public health benefits accrue primarily to the communities adjacent to the Alewife Brook, Upper Mystic River, and Charles River. The Advisory Board's own dashboard and financial impact analysis confirm that Dedham's share of the obligation rises substantially under the proposed and higher-control scenarios, with long-term repayment extending well beyond 2050.

For the Town of Dedham, the financial implications are significant. Based on current projections, Dedham's anticipated cost associated with this project through 2072 is approximately $25,805,341. This represents a substantial long-term obligation for the Town and its sewer ratepayers.

An increase such as this can and will likely have a direct impact funding our ongoing sewer operation, maintenance, and capital investments such as Inflow & Infiltration removal efforts.

Dedham strongly believes that the costs of these major infrastructure investments should be allocated in a manner that more fairly reflects the distribution of benefits. Specifically, we urge the MWRA Advisory Board and the relevant regulatory agencies to:

- Re-examine the cost allocation methodology to ensure that communities directly benefiting from the proposed CSO controls bear a proportionally greater share of the financial responsibility; and
- Advocate for additional state and federal funding to offset the burden on MWRA member communities; and
- Ensure that future mandates for higher levels of control are accompanied by meaningful non-ratepayer funding, such as grants or principal forgiveness, rather than relying solely on local ratepayers.

Dedham remains committed to regional collaboration and to supporting water quality improvements that are justified by demonstrated public value. However, we don't support a plan that imposes unsustainable costs on our community for benefits that are not equitably shared. We respectfully request that the MWRA Advisory Board and regulatory partners work with member communities to develop a more balanced and just approach to funding these critical investments. Given the magnitude of this decision, we would also respectfully request that the comment period be extended at least thirty (30) additional days to allow greater public participation in this important decision.

Thank you for your consideration of Dedham's position. We look forward to continued dialogue and partnership as the Final Updated CSO Control Plan is developed.

Regards,

Leon I. Goodwin III
Town Manager/Sewer Commissioner
Town of Dedham , MA

The Commonwealth of Massachusetts
HOUSE OF REPRESENTATIVES
STATE HOUSE, BOSTON 02133-1054

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VICE CHAIR
Joint Committee on Revenue

Committees:
Joint Committee on
Public Service

November 2, 2026

Rebecca Tepper
Chair, Board of Directors
Massachusetts Water Resources Authority (MWRA)
2 Griffin Way Chelsea, MA 02150

Re: Draft Updated CSO Control Plan

Dear Chair Tepper,

I write to you today to express my strong support for the Town of Natick Select Board's concerns regarding the overall costs to Natick ratepayers for both the "Future Storm Protection" or Typical Year and "Extreme Storm Protection" or 25-Year options being considered by the MWRA and the cities of Somerville and Cambridge in the Draft Updated CSO Control plan.

As the Select Board highlighted, both of these options represent inordinately high cost increases for Natick ratepayers, with residents being expected to pay an additional $26 million, or approximately 12.5 percent more during the peak cost years of FY43 to FY59 under the more conservative "Future Storm Protection" or Typical Year and "Extreme Storm Protection". This increases to an additional $80 million for the 25-Year option. These cost increases signify $85 per year per ratepayer and $256 per year per ratepayer respectively, costs which are far above what Natick ratepayers should be expected to pay for these improvements.

Given the fact that the Town of Natick has already invested several million dollars over the past 5 years into building water filtration and treatment facilities to address the presence of PFAS in Town drinking water, and the reality that an estimated $30+ million more are needed in the coming years to ensure full compliance, adding an additional $26 million to $80 million in cost to Natick ratepayers would simply be unsustainable for the Town's already financially challenged system.

It is for these reasons that I ask you to consider the Town's request for the MWRA to consider the factors the Select Board highlighted in their letter, which include:

● The MWRA Board of Directors must bring the selected plan financially in line with the "no more than 4%" increase tagline that MWRA uses for its annual cost increases in order to limit the financial burden on all ratepayers;
● The cost sharing model should be significantly modified to reflect the MWRA share of the costs related directly to regulatorily required improvements to MWRA-owned infrastructure. Costs above and beyond this standard, or costs for non-MWRA-owned infrastructure, should be the responsibility of the local communities or others;
● The MWRA is strongly encouraged to seek alternative federal and state funding to cover a considerable portion, if not all, of the project costs.

Furthermore, I lend my strong support to the Select Board's request that, prior to the advancement of any plan, all communities, ratepayers, and residents within the MWRA System be fully informed, engaged, and understanding of the costs included in any proposal regarding this issue.

Thank you for your consideration of the Town of Natick's comments encouraging the MWRA to find a more cost effective and equitable plan to address these needed improvements to the identified CSOs, and for your continued work to keep our public resources safe and sustainable.

Sincerely,



David Linsky
State Representative
Fifth Middlesex District