

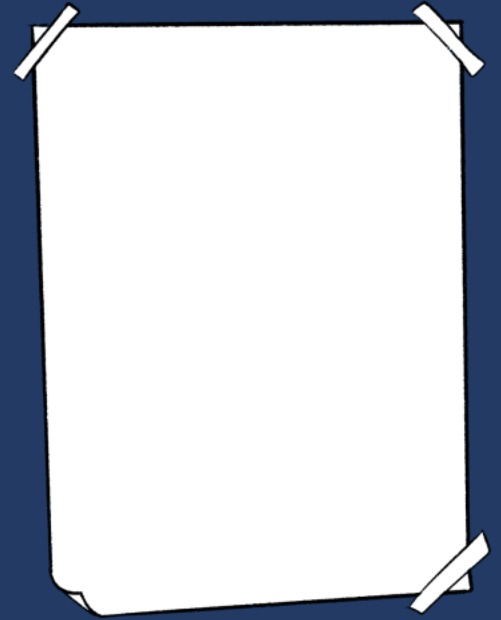


Comments & Recommendations

A new take

Document thumbnails on the screen include:

- Fastest "Ten Paper"
- Energy & Utilities "Ten Paper"
- Chemicals "Ten Paper"
- Indirects "Top Four"
- CSR CSR Express "Ten Paper"
- CIP
- Policy Points
- Reimagining the CSR
- In Conclusion



Reimagining the C&R

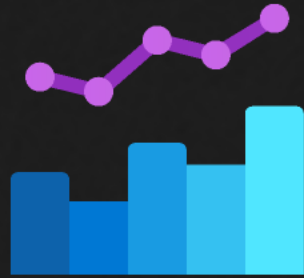
Overview of proposed expenses



Key insights into budget allocation



Data visualization of expense categories



Impact of expenses on financial outlook



C&R CEB Expenses "One-Pager"

High-level view of MWRA's expenses



expenses



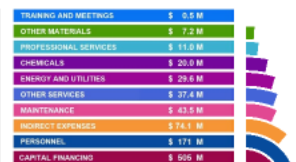
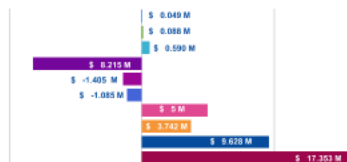
Proposed Fiscal Year 2025 CEB

Authority Level - Expenses

	Approved FY 24	Proposed FY 25	Change YoY(\$)	Change YoY (%)
TOTAL DIRECT EXPENSES	\$ 316,003,024	\$ 320,657,176	\$ 4,654,152	1.5%
PERSONNEL	\$ 161,523,613	\$ 171,152,082	\$ 9,628,469	6.0%
CHEMICALS	\$ 28,269,124	\$ 20,054,280	\$ (8,214,844)	-29.1%
ENERGY AND UTILITIES	\$ 31,064,893	\$ 29,660,076	\$ (1,404,818)	-4.5%
MAINTENANCE	\$ 38,574,255	\$ 43,578,318	\$ 5,004,063	13.0%
TRAINING AND MEETINGS	\$ 498,597	\$ 547,346	\$ 48,749	9.8%
PROFESSIONAL SERVICES	\$ 10,410,484	\$ 11,000,628	\$ 590,144	5.7%
OTHER MATERIALS	\$ 7,167,398	\$ 7,255,219	\$ 87,821	1.2%
OTHER SERVICES	\$ 38,494,660	\$ 37,409,229	\$ (1,085,432)	-2.8%
INDIRECT EXPENSES	\$ 154,479,411	\$ 149,505,095	\$ (4,974,317)	-3.2%
CAPITAL FINANCING	\$ 487,759,367	\$ 505,112,526	\$ 17,353,159	3.6%
TOTAL EXPENSES	\$ 874,148,898	\$ 899,898,196	\$ 25,749,297	2.9%

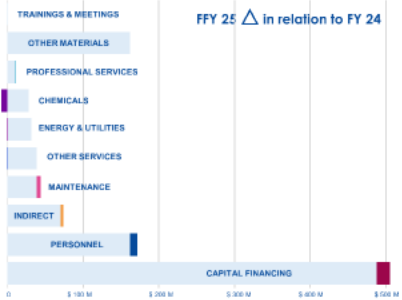
▲ from FFY24

PFY 25 ↑ \$ 25 M



FY25 Proposed Budget Highlights

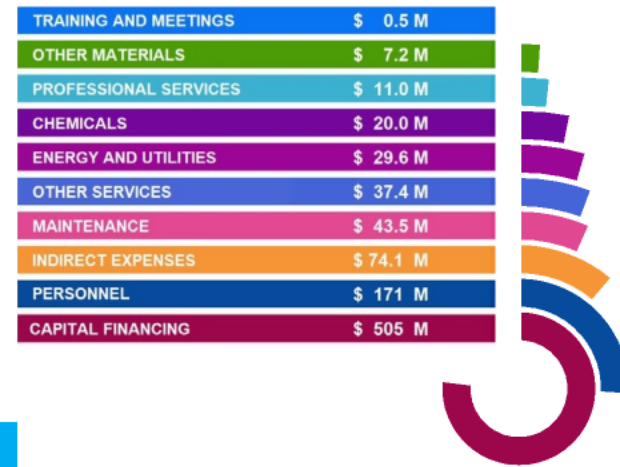
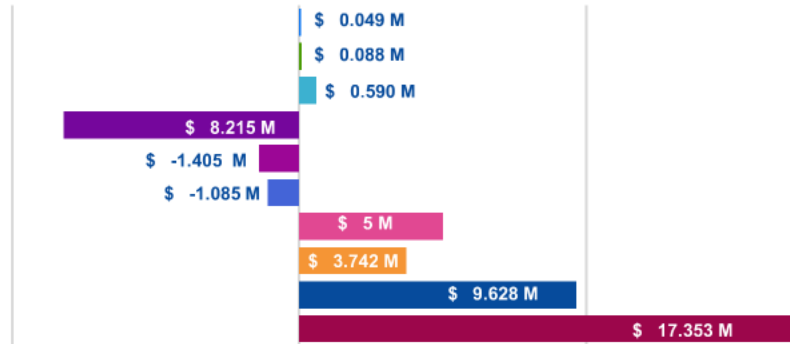
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Other Services	↓2.8% = lower Sludge Pelletization contract & grit and screenings contract
Maintenance	↑ 13% = CTG control system replacement & PICS HMI system upgrade
Indirect Expenses	Insurance ↑10%, Pension 148.5%, Additional \$5.8M toward 2030 full funding
Personnel	Wages 16.1%, Health Insurance 16%
Capital Financing	Debt prepayment \$7M, Defeasance \$15M, Var Interest =4.75%



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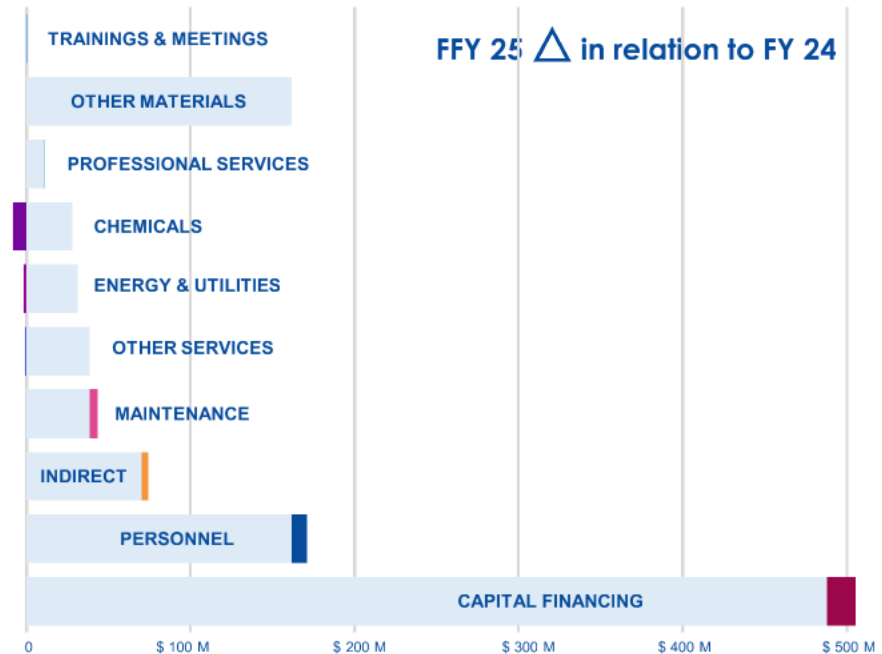
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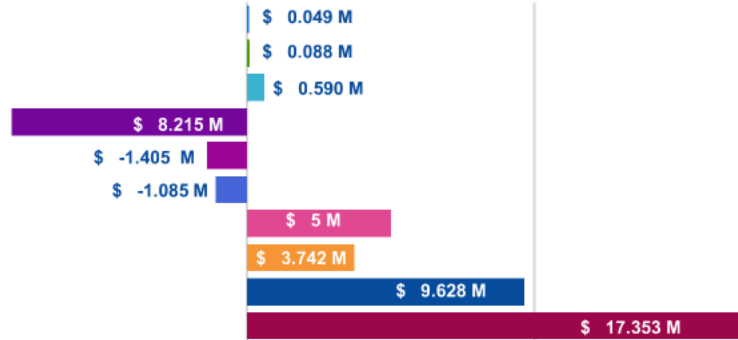


FY25 Proposed Budget Highlights

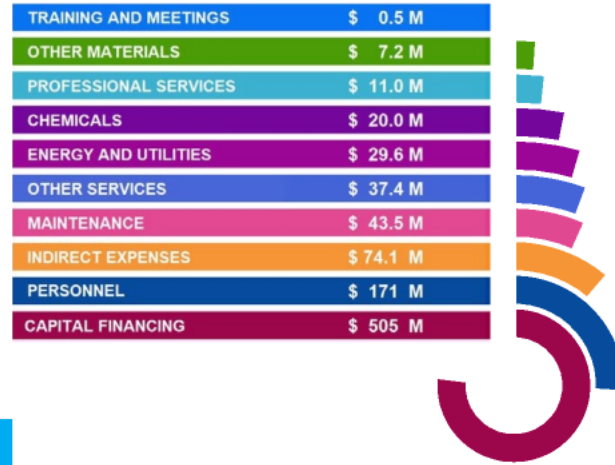
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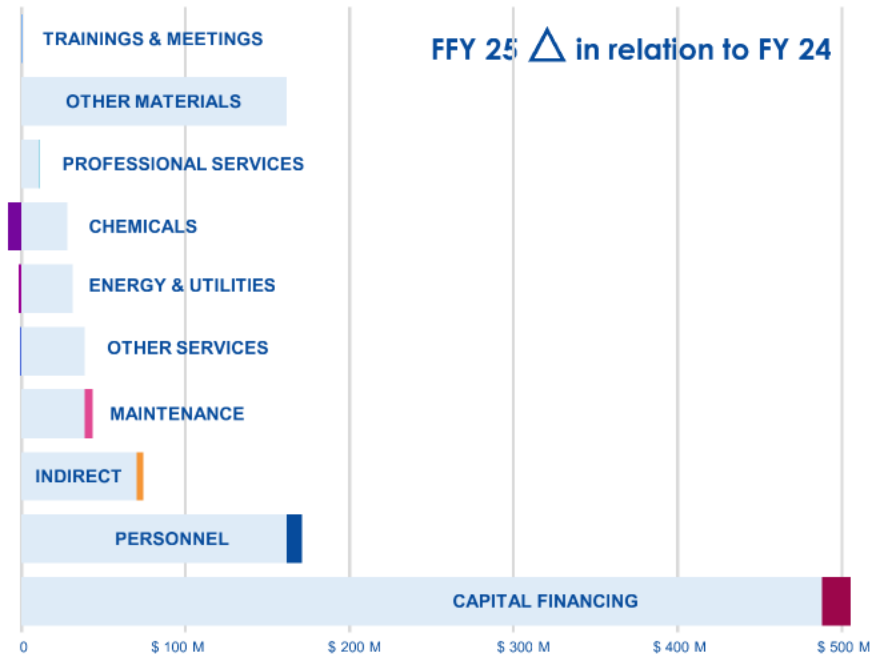
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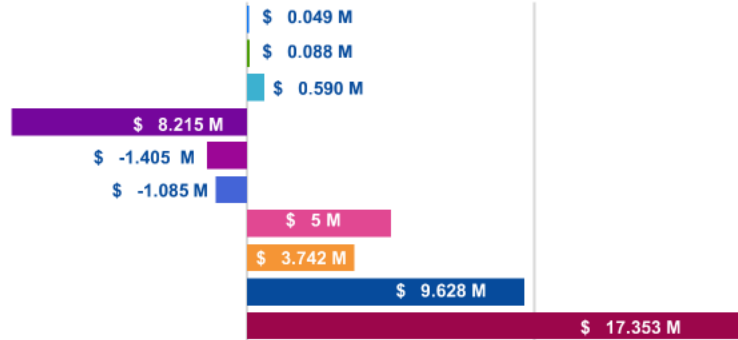
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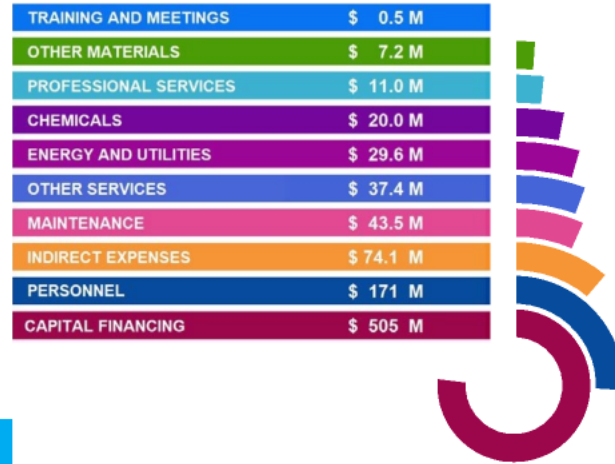
FFY 25 ▲ in relation to FY 24



▲ from FFY24



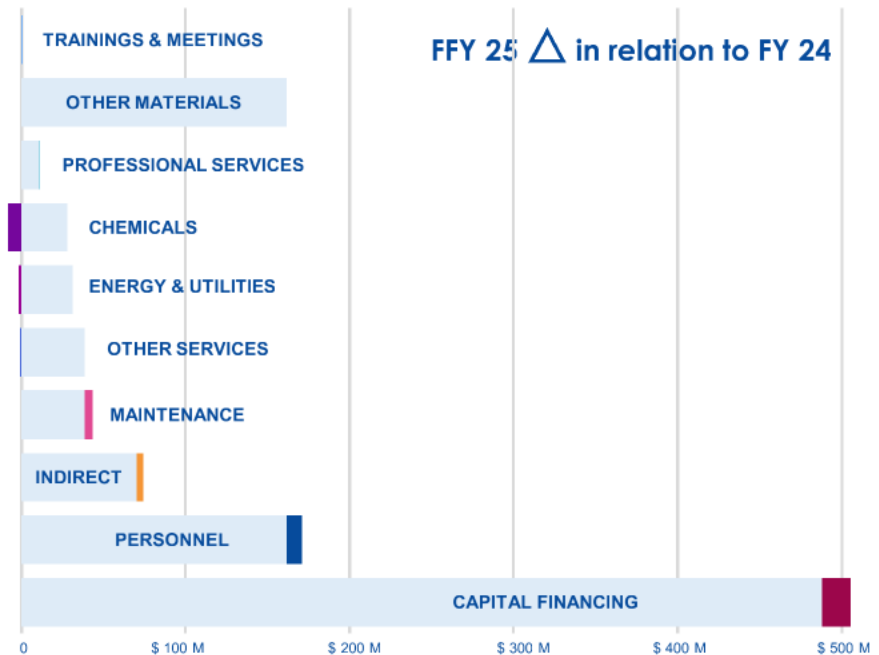
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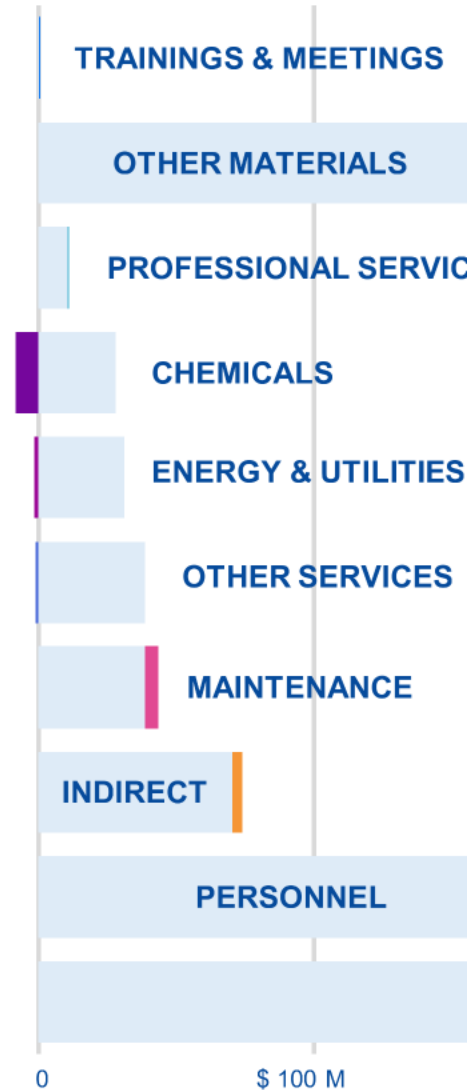
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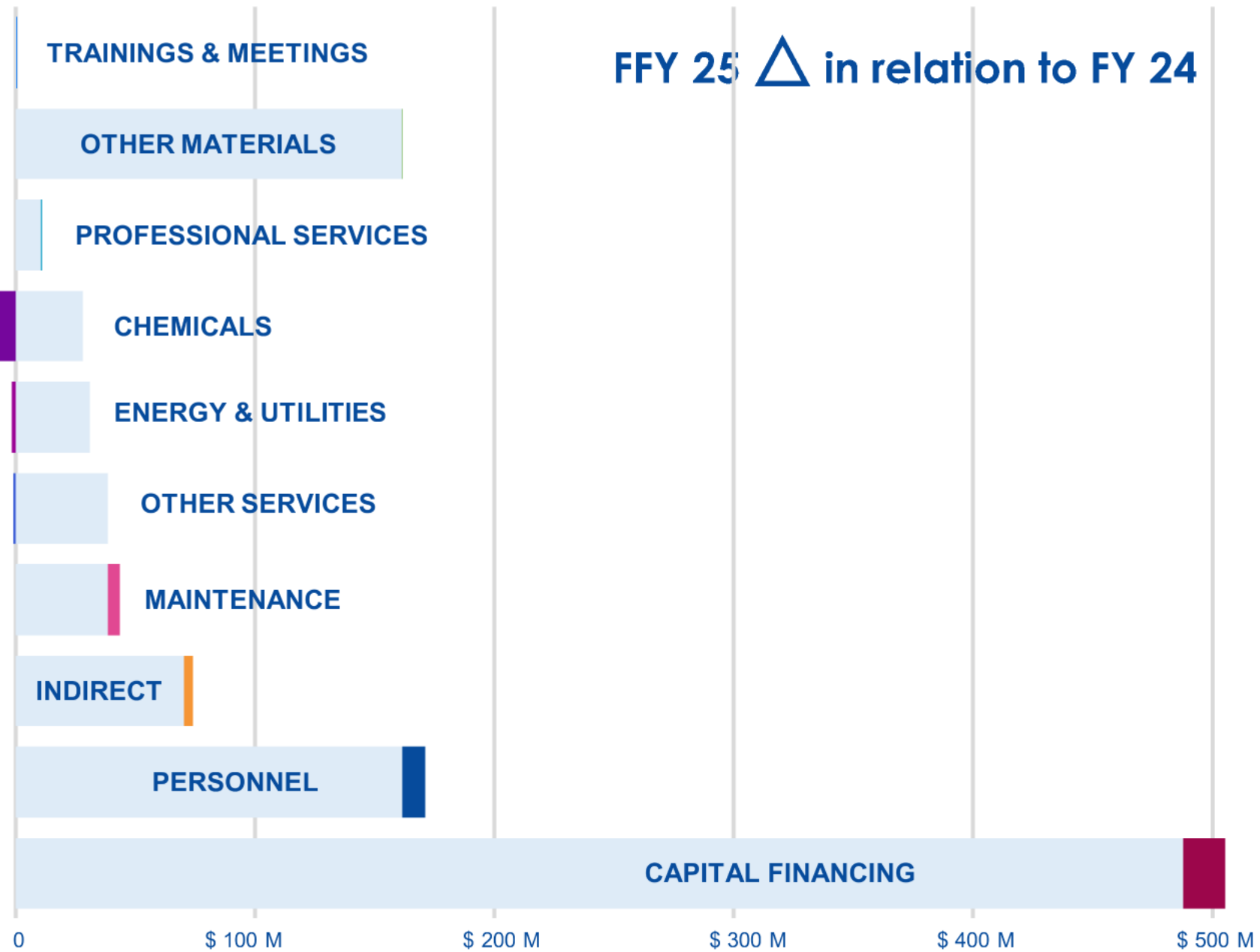


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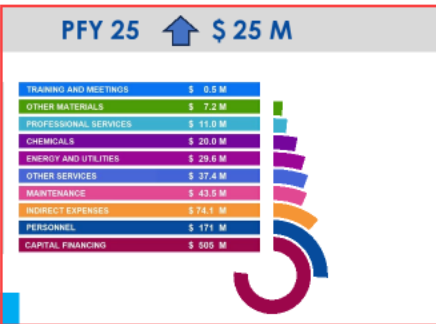
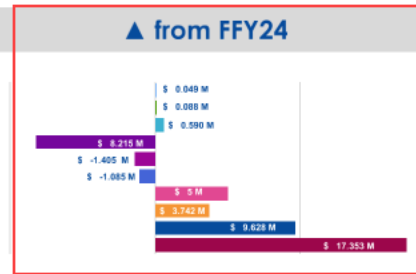


Proposed Fiscal Year 2025 CEB

Authority Level - Expenses

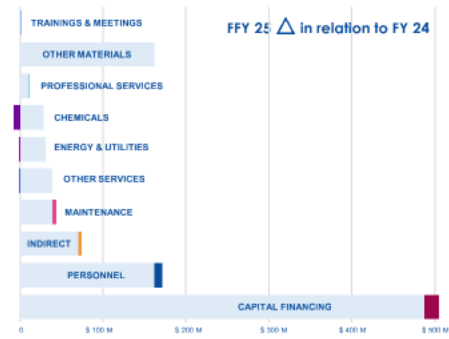
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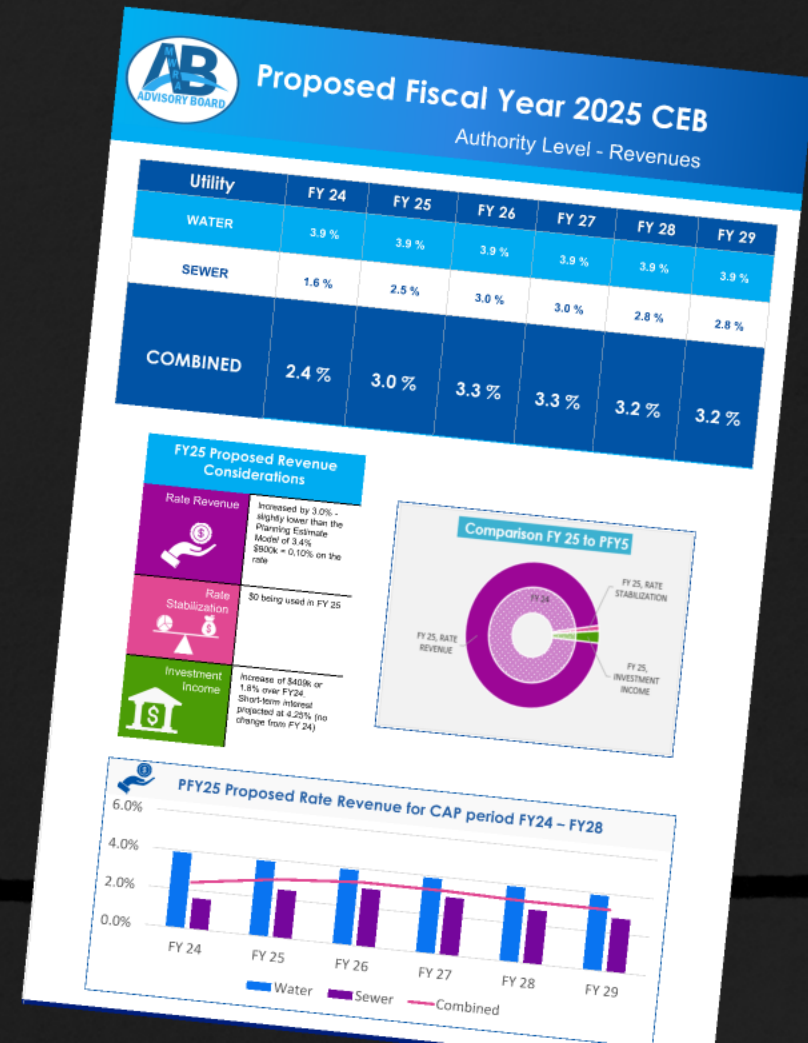
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Revenues "One-Pager"

High-level overview of MWRA revenues



URA revenues



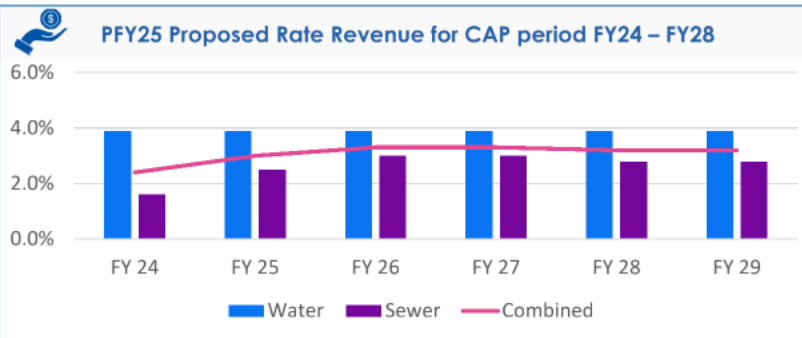
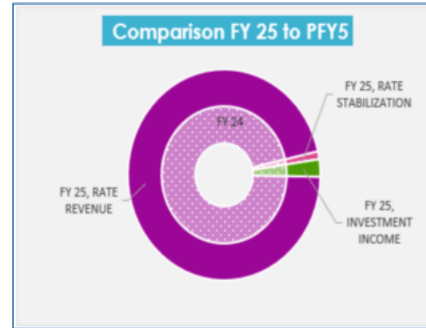
Proposed Fiscal Year 2025 CEB

Authority Level - Revenues

Utility	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
WATER	3.9 %	3.9 %	3.9 %	3.9 %	3.9 %	3.9 %
SEWER	1.6 %	2.5 %	3.0 %	3.0 %	2.8 %	2.8 %
COMBINED	2.4 %	3.0 %	3.3 %	3.3 %	3.2 %	3.2 %

FY25 Proposed Revenue Considerations

<p>Rate Revenue</p>	<p>Increased by 3.0% - slightly lower than the Planning Estimate Model of 3.4% \$900k = 0.10% on the rate</p>
<p>Rate Stabilization</p>	<p>\$0 being used in FY 25</p>
<p>Investment Income</p>	<p>Increase of \$409k or 1.8% over FY24. Short-term interest projected at 4.25% (no change from FY 24)</p>



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FY25 Proposed Revenue Considerations

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Rate Stabilization



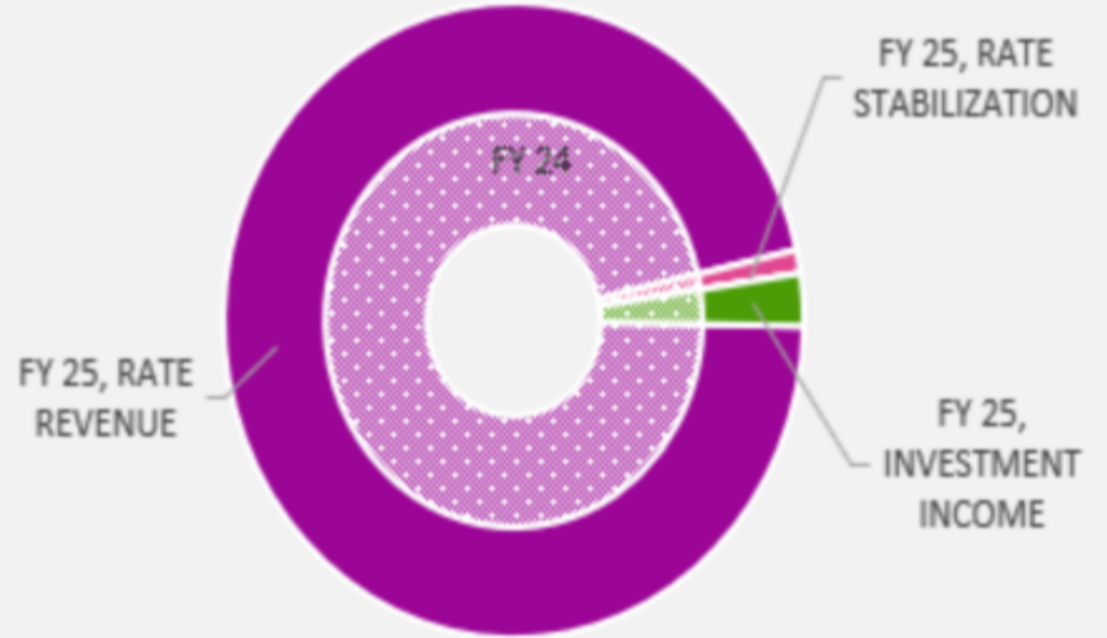
\$0 being used in FY 25

Investment Income



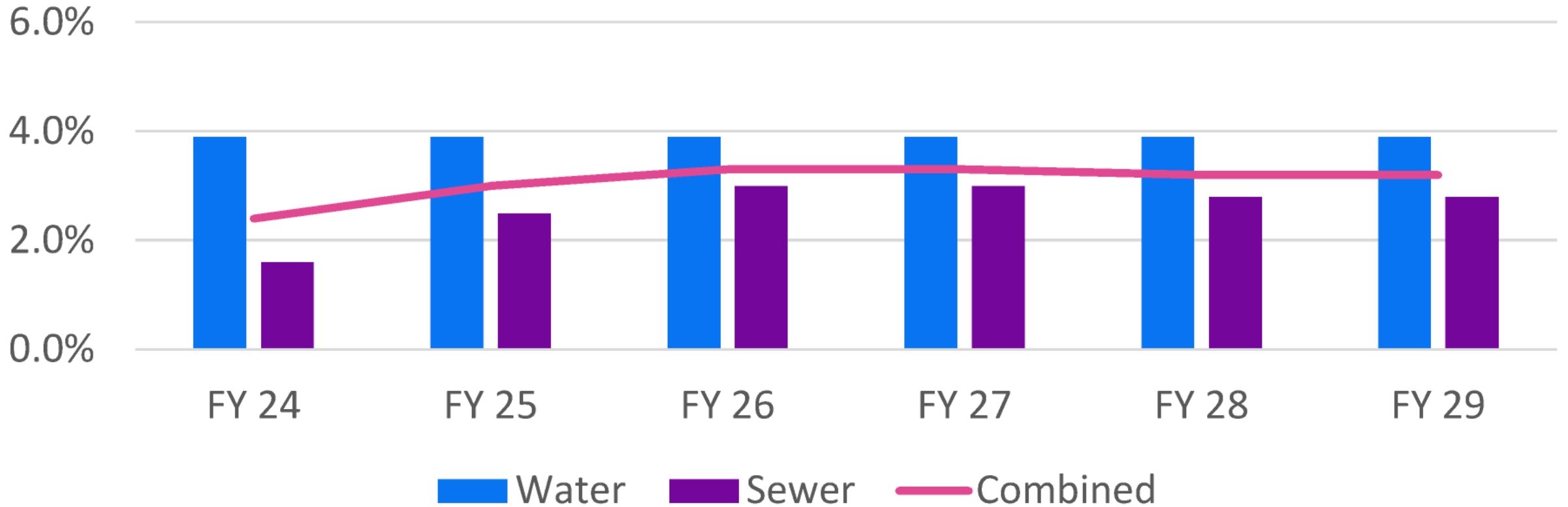
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Comparison FY 25 to PFY5





PFY25 Proposed Rate Revenue for CAP period FY24 – FY28



Energy & Utilities "One Pager"

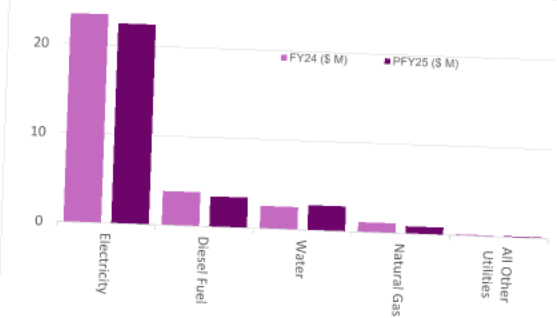


Proposed Fiscal Year 2025 CEB

Energy & Utilities

	FY24 (\$ M)	PFY25 (\$ M)	% Δ
Electricity	23.41	22.44	-4.1
Diesel	3.84	3.42	-10.8
Water	2.55	0.64	10.4
Natural Gas	1.12	0.84	-24.3
All Other Utilities	0.15	0.13	-10.5
TOTAL	31.06	29.66	-4.5

Budget Comparison: FY24 to PFY25



Year over Year Change





Proposed Fiscal Year 2025 CEB

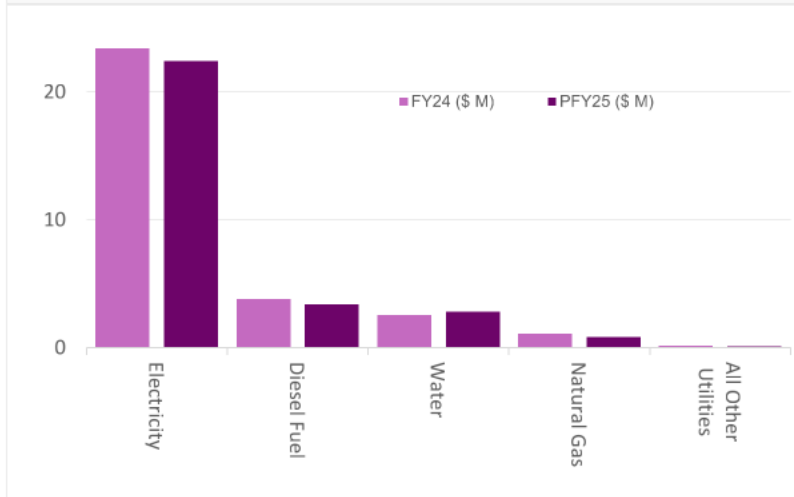


Energy & Utilities

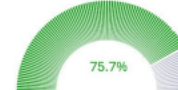
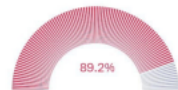
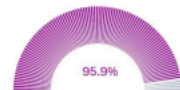
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Year over Year Change





Energy & Utilities

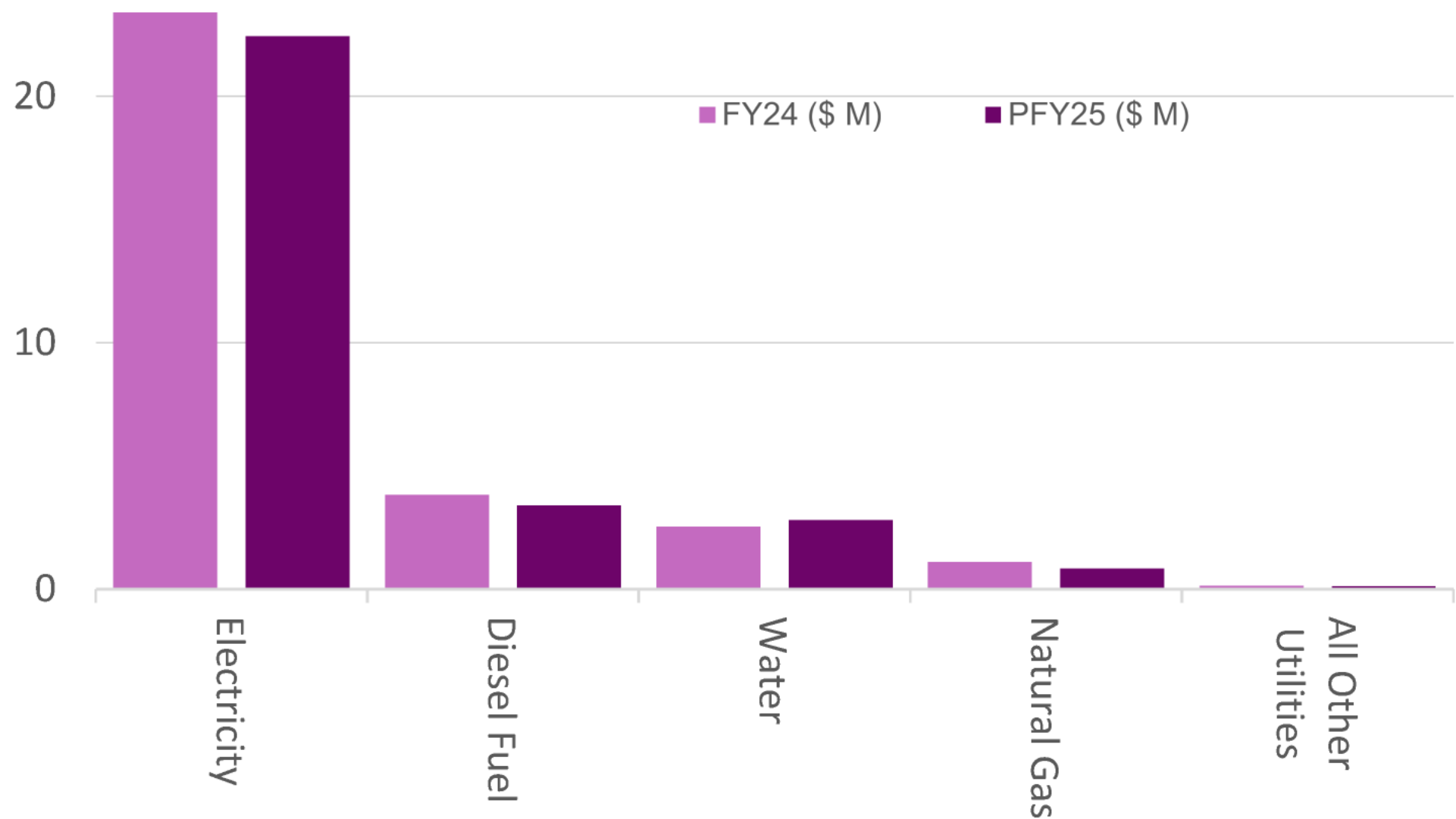
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All Other
Utilities

Natural Gas

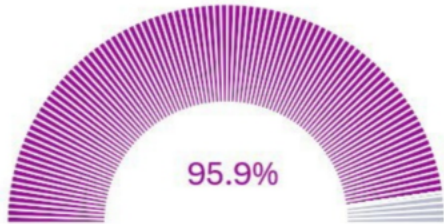
Water

Diesel Fuel

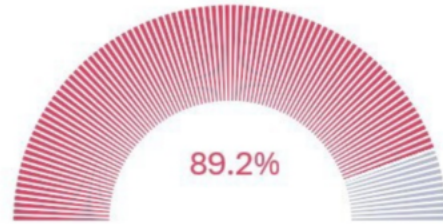
Electricity



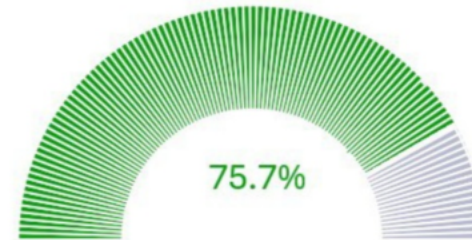
Year over Year Change



PFY25 Electricity as percentage of FY24



PFY25 Diesel Fuel as percentage of FY24



PFY25 Natural Gas as percentage of FY24



PFY25 Water as percentage of FY24

Chemicals "One-Pager"



Proposed

PFY25
↓
\$8.125 M

DITP
↓

Soda Ash
Sodium Hypochlorite
Hydrofluosilic Acid
Sodium Hydroxide
Other
Polymer
Sodium Bisulfite
Activated Carbon



Proposed Fiscal Year 2025 CEB



Chemicals

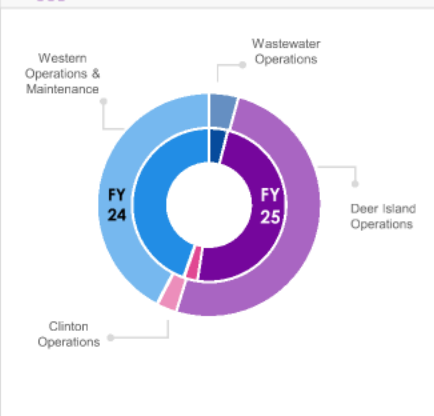
PFY25
↓
\$8.125 M

DITP
↓
\$4.55 M

Western Operations
↓
\$0.3 M

	FY24 (\$ M)	PFY25 (\$ M)	%
Soda Ash	3.306	3.548	7.32%
Sodium Hypochlorite	12.103	7.008	-42.10%
Hydrofluosilic Acid	0.699	0.518	-25.94%
Sodium Hydroxide	0.202	0.204	1.04%
Other	0.073	0.068	-6.17%
Polymer	0.903	0.572	-36.64%
Sodium Bisulfite	0.920	0.740	-19.56%
Activated Carbon	0.378	0.378	0.12%
Sulfuric Acid	0.000	0.000	0.00%
Liquid Oxygen	0.901	0.914	1.53%
Nitrogen	0.003	0.003	0.00%
Carbon Dioxide	1.164	0.805	-30.82%
Ferric Chloride	5.764	4.003	-30.56%
Hydrogen Peroxide	0.872	0.728	-16.45%
Aqua Ammonia	0.703	0.314	-55.42%
Other Oxidizers	0.278	0.250	-10.19%
Total	28.269	20.054	-29.06%

Chemicals by Division: FY24 & FY25



	FY 24	PFY 25
Wastewater Operations	\$1.2005	\$0.7858
DI Operations	\$14.2809	\$9.7310
Clinton	\$0.8150	\$0.5689
Metropolitan Operations	\$0.0318	\$0.0318
Western Operations & Maint.	\$1.1941	\$0.8937



Chemicals

PFY25
↓
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DITP
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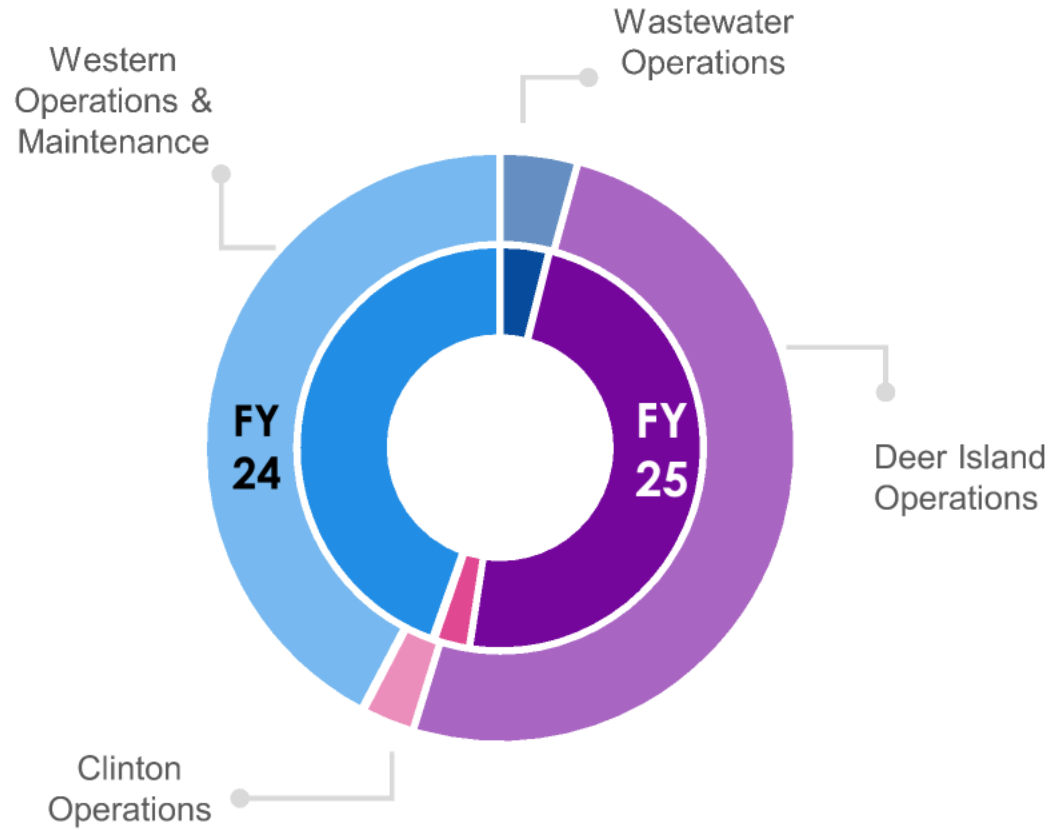
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Ferric Chloride	5.764	4.003	-30.56%
Hydrogen Peroxide	0.872	0.728	-16.45%
Aqua Ammonia	0.703	0.314	-55.42%
Other Oxidizers	0.278	0.250	-10.19%
Total	28.269	20.054	-29.06%



Chemicals by Division: FY24 & FY25



	FY 24	PFY 25
Wastewater Operations	\$1.2005	\$0.7858
DI Operations	\$14.2809	\$9.7310
Clinton	\$0.8150	\$0.5689
Metropolitan Operations	\$0.0318	\$0.0318
Western Operations & Maint.	\$1.1941	\$0.8937

Indirect Expenses Dashboard



Indirect Expenses Dashboard

Deeper dive into indirect expenditures



Indirect Expenses Dashboard

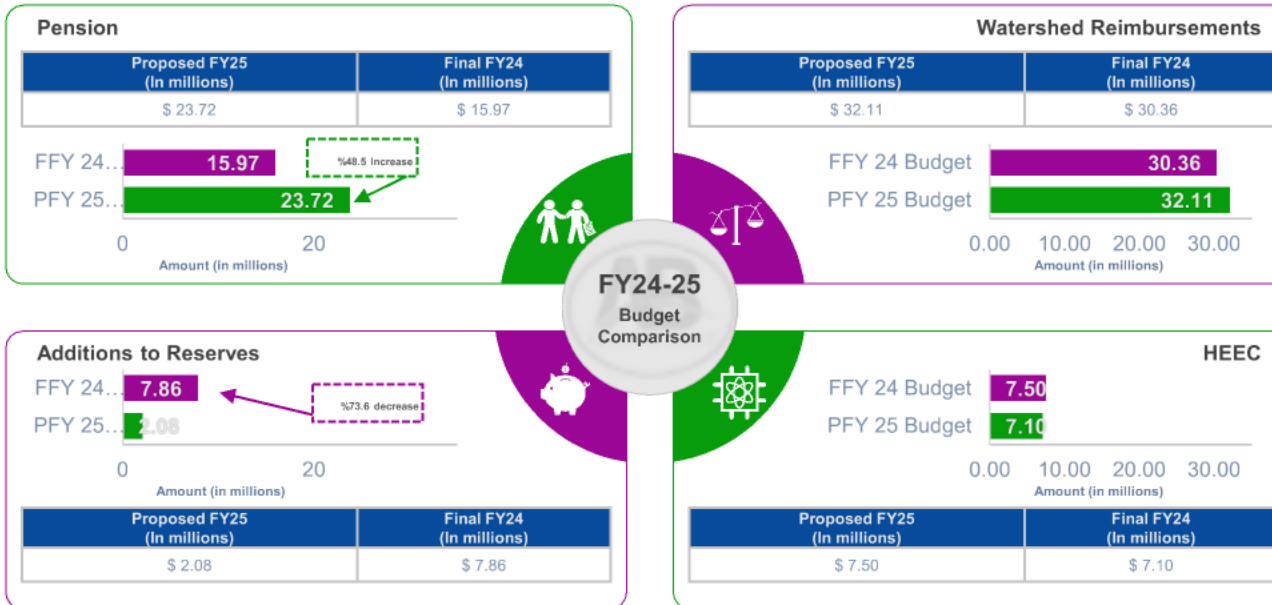
Deeper dive into indirect expenditures

Highest budget amounts and/or % change



Indirects "Top Four"

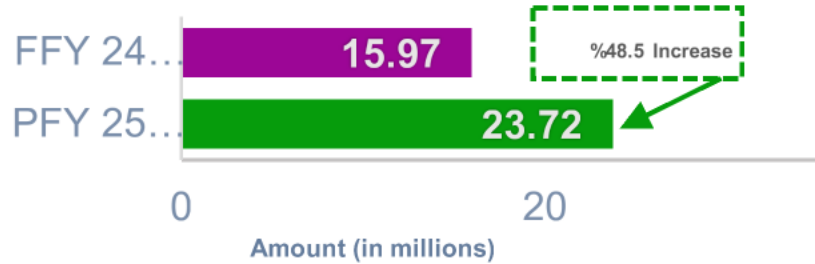
Items with the highest budget amounts and/or percentage change year-to-year



Items with the highest budget amounts and/or percentage change year-to-year

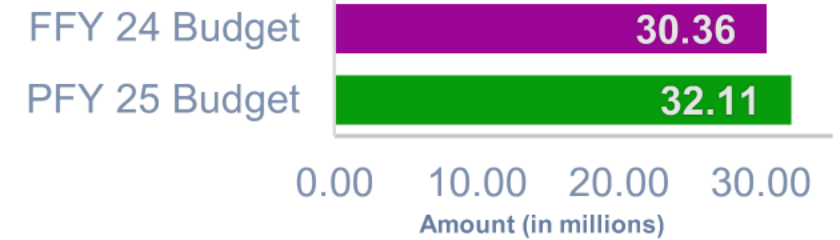
Pension

Proposed FY25 (In millions)	Final FY24 (In millions)
\$ 23.72	\$ 15.97



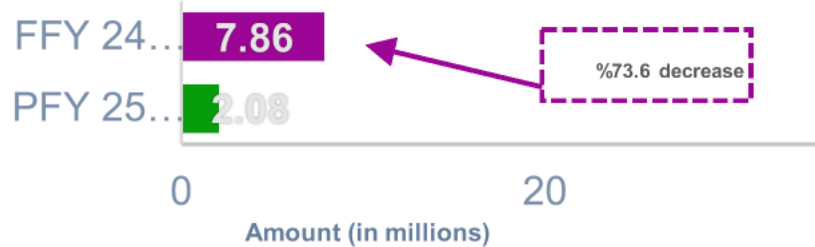
Watershed Reimbursements

Proposed FY25 (In millions)	Final FY24 (In millions)
\$ 32.11	\$ 30.36



Additions to Reserves

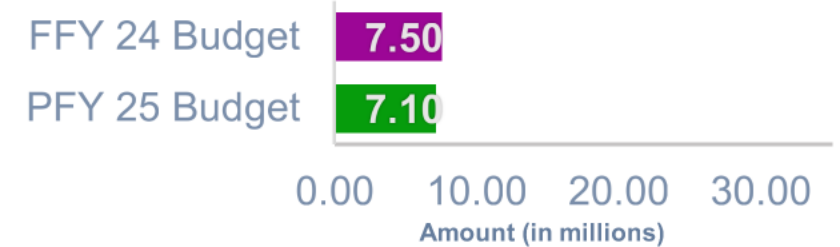
Proposed FY25 (In millions)	Final FY24 (In millions)
\$ 2.08	\$ 7.86



Proposed FY25 (In millions)	Final FY24 (In millions)
\$ 2.08	\$ 7.86

HEEC

Proposed FY25 (In millions)	Final FY24 (In millions)
\$ 7.50	\$ 7.10



Proposed FY25 (In millions)	Final FY24 (In millions)
\$ 7.50	\$ 7.10

**FY24-25
Budget
Comparison**

CIP

LWSAP - Reiterate recommendation

I/I - Reiterate recommendation

Lead Loan Program - TBD



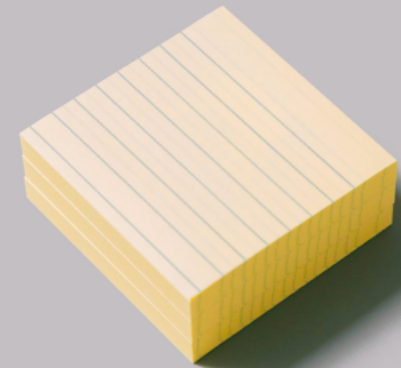
* Policy Points

Watershed Management

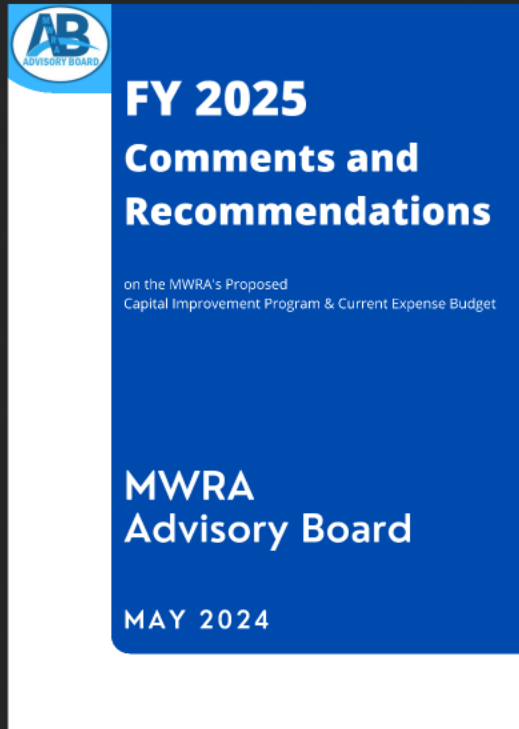
- Forestry
- Ranger Enforcement

Pension

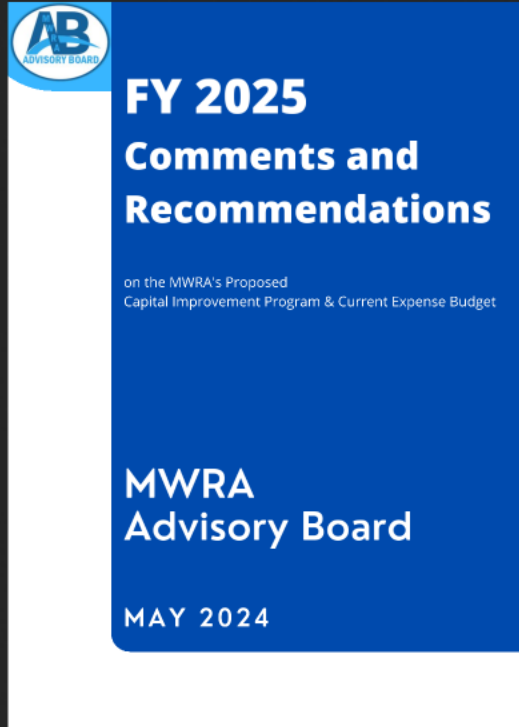
- Extend funding deadline?



In Conclusion



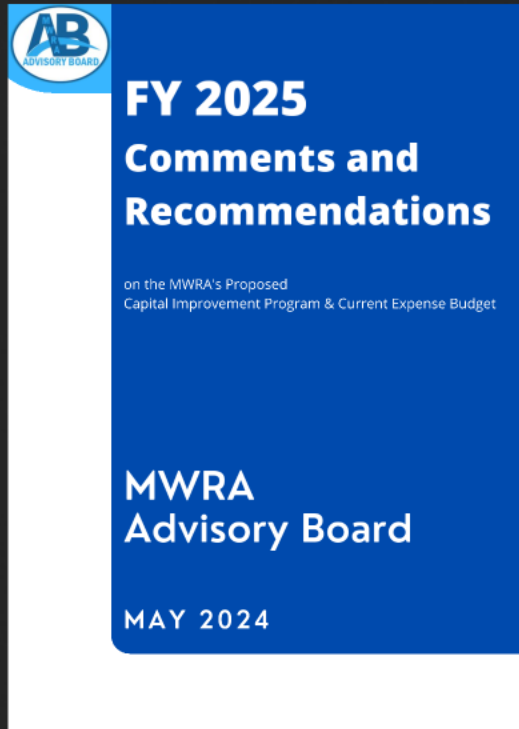
In Conclusion



Deeper dives - more analysis
New formats - tell the story better



In Conclusion



Deeper dives - more analysis
New formats - tell the story better

3.0%



~2.4%



