

**MWRA Board of Directors Meeting
April 10, 2013
Voting Summary Sheet**

Item Name	Type	Notes	Vote	Discussion Highlights	Attachments
Approval of Minutes	n/a	n/a	Unanimous		
Report of the Chair	n/a	n/a	n/a	*	
Report of the Executive Director	n/a	n/a	n/a	*	
PCR Amendments-April 2013	Approval	Approved amendments that aimed at improving cost-effectiveness, structural soundness and staffing patterns as well as addressing union settlements.	Unanimous		
Appointment of Deputy Payroll Manager, Administration & Finance	Approval	Approved the appointment of Sothea Chung Recommended salary of \$87,932 Effective May 4, 2013	Unanimous		
Appointment of Director of Environmental Quality, Operations Division, and Related Organizational Changes	Approval	Approved the appointment of Elizabeth Reilley, P.h.D Date to be determined by Executive Director following the retirement of the ENQUAD Director expected in June 2013.	Unanimous		
Integrated Financial, Procurement and Human Resources/Payroll Management System Maintenance And Support: Infor Global Solutions (formerly Lawson Associates, Inc.)	Contract Awards	Approved award of sole source purchase order contract for the annual maintenance and support of the Integrated Financial, Procurement and Human Resources/Payroll Management System to Infor Global Solutions Contract amount not to exceed \$388,690.50 From June 1, 2013 to May 31, 2014.	Unanimous	*	
Information Security Program Design and Implementation: JANUS Associates, Inc., State Blanket Contract ITS43-WRA-3593Q	Contract Awards	Approved purchase order WRA-3593Q for professional services for the design and development of an Information Security Plan with JANUS Associates, Inc. Amount of \$245,950.10 under State Blanket contract ITS43.	Unanimous	*	
Electric Equipment Upgrade 4, Deer Island Treatment Plant: Dagle Electrical Construction Corporation, Contract 6901	Contract Awards	Approved the award of Contract 6901, Electrical Equipment Upgrade Construction 4, Deer Island Treatment Plant, to the lowest and responsible bidder, Dagle Electrical Construction Corporation Bid amount of \$10,861,700 Contract Term of 1095 calendar days from Notice to Proceed.	Unanimous		
Watertown Section Pipeline Rehabilitation, Waltham And Watertown: J. D'Amico, Inc., Contract 7222	Contract Awards	Approved the award of Contract 7222, Watertown Section Pipeline Rehabilitation, Waltham and Watertown, to the lowest eligible and responsible bidder, J. D'Amico, Inc. Bid amount of \$2,580,900 Contract term of 214 calendar days from the Notice to Proceed.	Unanimous		
Purchase and Supply of Electric Energy to Deer Island Treatment Plant: Hess Corporation, Contract S493, Amendment 1	Contract Amendments/Change Orders	Approved Amendment 1 to Contract S493, Purchase and Supply of Electric Energy to Deer Island Treatment Plant, with Hess Corporation Extending contract term from June 1, 2013 to October 31, 2013. Authorized the Executive Director to accept an optimal fixed-price per kWh for the purchase of a 10-MW peak and 5-MW off-peak block of electric power, prior to the current contract expiration date of May 31, 2013.	Unanimous	*	

MWRA Board of Directors Meeting

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Cottage Farm Fuel System Upgrade: MECO Environmental Services, Inc., Contract 7281, Change Order 7	Contract Amendments/Change Orders	Authorized Executive Director to approve Change Order 7 to Change Order 7281, Cottage Farm Fuel System Upgrade with MECO Environmental Services, Inc. Lump sum amount of \$46,397.88 No increase in contract term	Unanimous		
Prison Point CSO Facility HVAC and Odor Control System Upgrade: Arden Engineering Constructors, LLC, Contract 6795, Change Order 11	Contract Amendment/Change Orders	Authorized Executive Director to approve Change Order 11 to Contract 6795, Prison Point CSO Facility, HVAC and Odor Control Systems Upgrade, with Arden Engineering Constructors Lump sum amount of \$457,870 No increase in contract term	Unanimous	*	
Ultraviolet Disinfection Facilities, John J. Carroll Water Treatment Plant: Daniel O'Connell's Sons, Inc., Contract 6924, Change Order 12	Contract Amendments/Change Orders	Authorized Executive Director to approve Change Order 12 to Contract 6924, Ultraviolet Disinfection Facilities, with Daniel O'Connell's Sons, Inc. Lump sum amount of \$939,975.20 No increase in contract term	Unanimous		
Delegated Authority Report-March 2013	Information	MWRA staff highlighted that most of the items seen in the report is for purchasing. Staff does about 10,000 purchase orders a year, which account for an average value of \$35 million.	n/a	*	
FY13 Financial Update and Summary as of March 2013	Information	MWRA staff noted that the defeasance account is a multi-year rate management strategy that has evolved with the assistance of the Advisory Board to overcome debt service and be used for rate relief.	n/a	*	
Update on Electronic Procurement	Information	MWRA staff explained that electronic procurement has been a priority and staff will be going fully electronic sometime in the summer.	n/a	*	*
Residuals Processing Facilities-Technology Options Assessments and Deer Island Co-Digestion Update	Information	MWRA staff stated that sludge is processed, distributed and disposed for beneficial reuse. Staff is looking at ways to reduce cost, reduce sludge volume and how more methane generated & electricity can be produced on Deer Island.	n/a	*	*
Update on Drinking Water Regulatory Issues	Information	Tabled until the June Board meeting	n/a	*	

■ Administration and Finance
 ■ Wastewater
 ■ Water
 ■ Personnel
 * Link to Advisory Board position



MWRA Advisory Board Summary
of the
MWRA Board of Directors Meeting
Wednesday, April 10, 2013

- *Please note that this serves to highlight active discussion on agenda items at the Board of Directors meeting.*
- *Language directly from the staff summary is highlighted in grey, while the discussion remains in plain text.*
- *Please see the attached summary sheet for a complete list of Board actions.*

A meeting of the Board of Directors of the Massachusetts Water Resources Authority was held on April 10, 2013 at the Charlestown Navy Yard. **Present:** Chair Rick Sullivan, Joel Barrera and Jennifer Wolowicz, Gubernatorial Appointees; Joseph Foti, Advisory Board Representative; Henry Vitale, City of Boston Representative; Jack Walsh, City of Quincy Representative; Paul Flanagan, Town of Winthrop Representative. **Absent:** John Carroll and Andrew Pappastergion, Advisory Board Representatives; Kevin Cotter and Brian Swett, City of Boston Representatives.

Report of the Chair

No Report.

Report of the Executive Director

MWRA Executive Director Fred Laskey stated that three watersheds (Quabbin, Wachusett, and Ware) contribute to the MWRA water supply. The Ware is only diverted at limited times during the year. This past winter, the Ware was diverted a total of 465 hours; transferring 3.4 billion gallons of water into the Quabbin, which increased the level of the Quabbin by a half of an inch. For a number of years the MWRA did not exercise the right to do this but this winter it was done. This was accomplished with the cooperation of the Army Corps of Engineers. During that time, the water actually flows west in the Quabbin Aqueduct.

Mr. Laskey reminded the Board that the Commonwealth's Transparency Law requires the Board of Directors to meet annually to have a discussion related to MWRA staff without the presence of MWRA senior staff. Last year this was done at the first June meeting; this item needs to be placed on the Board's meeting agenda.

Mr. Laskey informed the Board that there are a nesting pair of eagles in Framingham, right off of Route 9. This is the closest to the city a pair of eagles have been found.

Mr. Laskey also mentioned that there would be a piece on rising sea levels due to the increasing severity of storms in the Boston area on Chronicle on Channel 5. Mr. Laskey noted that he was interviewed on Deer Island and was asked how the island would survive. He stated that what can be seen from the design and elevation is that the island would be able to survive the 100 year storm plus 2 ½ feet.

Approvals

PCR Amendments-April 2013

The Board voted to approve the amendments to the Position Control Register, as presented and filed with the records of the meeting.

Appointment of Deputy Payroll Manager, Administration & Finance

The Board voted to approve the Executive Director's recommendation to appoint Sothea Chung to the position of Deputy Payroll Manager in the Administration & Finance Division (Unit 6, Grade 11), at an annual salary of \$87,932 to be effective on May 4, 2013.

Appointment of Director of Environmental Quality and Related Organizational Changes, Operations Division

The Board voted to approve the Executive Director's recommendation to appoint Elizabeth Reilly, Ph.D. to the position of Director of Environmental Quality, Operations Division (Non-Union/Grade 15) at an annual salary of \$118,554 to be effective on the date designated by the Executive Director, following the retirement of the incumbent ENQUAD Director (expected in June 2013).

Contract Awards

Integrated Financial, Procurement and Human Resources/Payroll Management System Maintenance and Support: Infor Global Solutions (formerly Lawson Associates)

The Board voted to approve the award of a sole source purchase order contract for the annual maintenance and support of the Integrated Financial, Procurement and Human Resources/Payroll Management System to Infor Global Solutions (formerly Lawson Associates, Inc.), and to authorize the Executive Director, on behalf of the Authority, to execute said purchase order in an amount not to exceed \$388,690.50 for a period of one year, from June 1, 2013 through May 31, 2014.

Board member, Henry Vitale, inquired about the cost drivers for the maintenance agreement. Director of Administration and Finance, Rachel Madden, informed the board that the cost is based on a standard increase to the FY11 maintenance cost. Ms. Madden elaborated further, that starting in FY11, the Infor/Lawson maintenance expense decreased as a result of multiple factors such as transitioning from custom applications to new off-the-shelf applications, licensing changes, and negotiations resulting in savings for the MWRA of over \$200,000 dollars per year.

The prior board agenda item was an informational staff summary and demonstration of new and recently implemented Infor/Lawson electronic bidding functionality. Staff stated the payback for the electronic bidding system was approximately 1-1/2 years. Ms. Madden reminded the Board that the MWRA is committed to continue to inform the board of return-on-investment projections for IT Projects. The maintenance of the e-procurement modules is included in the maintenance agreement. The board also approved \$276,701 of funding in October of 2012 for implementation services which was included in the return on investment projections.

Ms. Madden also complimented the MWRA MIS Department Staff for negotiating the maintenance costs and Mr. Vitale commented favorably on the cost for the annual maintenance.

Information Security Program Design and Implementation: JANUS Associates, Inc., State Blanket Contract ITS43, WRA-3593Q

The Board voted to approve the award of purchase order WRA-3593Q for professional services for the design and development of an Information Security Plan to JANUS Associates, Inc. and to authorize the Executive Director, on behalf of the Authority, to execute and deliver said contract in the amount of \$245,950.10 under State Blanket Contract ITS43.

Staff stated that there is a presidential directive to have a set of cyber standards in place. The latest review by the Department of Homeland Security (DHS) showed staff that it needs to be thoroughly trained on cyber procedures. The DHS cyber unit that gave the review has also given the MWRA grant funding to assist with the implementation of these recommendations. This will not only define procedures but it will help measure up with national standards.

Electrical Equipment Upgrade Construction 4, Deer Island Treatment Plant: Dagle Electrical Construction Corporation, Contract 6901

The Board voted to approve the award of Contract No. 6901, Electrical Equipment Upgrade Construction 4, to the lowest eligible and responsible bidder, Dagle Electrical Construction Corporation, Deer Island Treatment Plant, and to authorize the Executive Director, on behalf of the Authority, to execute and deliver said contract in the bid amount of \$10,861,700 for a term of 1,095 calendar days from the Notice to Proceed.

Watertown Section Pipeline Rehabilitation, Waltham and Watertown: J. D'Amico, Inc., Contract 7222

The Board voted to approve the award of Contract No. 7222, Watertown Section Pipeline Rehabilitation, Waltham and Watertown, to the lowest eligible and responsible bidder, J. D'Amico, Inc., and to authorize the Executive Director, on behalf of the Authority, to execute and deliver said contract in the bid amount of \$2,580,900 for a term of 214 calendar days from the Notice to Proceed.

Contract Amendments/Change Orders

Purchase and Supply of Electric Energy to Deer Island Treatment Plant: Hess Corporation, Contract S493, Amendment 1

The Board voted to authorize the Executive Director, on behalf of the Authority, to approve Amendment No. 1 to extend the term of Contract No. S493 with Hess Corporation, Purchase and Supply of Electric Energy to Deer Island Treatment Plant, by 153 days to October 31, 2013. Further, to authorize the Executive Director to accept an optimal fixed-price per kWh for purchase of a 10-MW peak and 5-MW off-peak block of electric power, prior to the current contract expiration date of May 31, 2013.

MWRA Program Manager of Energy Management Kristen Patneau stated that staff currently procures energy through three separate contracts. The largest contract is for the Deer Island Treatment Plant, which

makes up almost 67% of the total portfolio. The next largest contract is for the larger “Interval” accounts, which include the Nut Island Headworks, Carroll Water Treatment Plant and Clinton Wastewater Treatment Plant, representing 29% of MWRA’s total purchased load. The third contract is for the smaller, non-time-of-use accounts known as “Profile” accounts, (e.g., CSOs, pump stations, and the Charlestown Navy Yard), representing the remaining 4% of MWRA’s total purchased load.

Specific to the Deer Island contract, is a single fixed price for a block of power. It’s a 10-MW (peak hours)/5-MW (off-peak hours) fixed-price block, with the balance of the load purchased from the variable-rate spot market. There is more being purchased in the variable-rate spot market because that is when the prices tend to be lower so it’s less risk to buy more during those periods.

Ms. Patneau explained the reason for the amendment is because there is a good window of opportunity to take advantage of pricing so there can be money saved over the current pricing that is being received from Hess Corporation. The electricity market had been relatively stable for the last few years but this past winter there was a change in the market. There were some spikes in the winter, which was mainly due to some competing interests for natural gas, as well as a heating demand. The demand for gas was causing constraints in the pipeline, there was difficulty getting gas to the proper locations so it drove up the electricity costs. The energy experts believe this trend will continue so it is a good time to take advantage of this market while also taking a deeper look at the energy portfolio strategy to see if there is anything that might need to be changed.

Cottage Farm Fuel System Upgrade: MECO Environmental Services, Inc., Contract 7281, Change Order 7

The Board voted to authorize the Executive Director, on behalf of the Authority, to approve Change Order No. 7 to increase the amount of Contract No. 7281 with MECO Environmental Services, Inc., Cottage Farm Fuel System Upgrade, for a lump sum amount of \$46,397.88 with no increase in contract term; and to authorize the Executive Director to approve additional change orders as may be needed to Contract No. 7281 in amounts not to exceed the aggregate of \$25,000 in accordance with the Management Policies of the Board of Directors.

Prison Point CSO Facility HVAC and Odor Control System Upgrade: Arden Engineering Constructors, LLC, Contract 6795, Change Order 11

The Board voted to authorize the Executive Director, on behalf of the Authority, to approve Change Order No. 11 to increase the amount of Contract No. 6795 with Arden Engineering Constructors, LLC, Prison Point CSO Facility HVAC and Odor Control System Upgrade, in a lump sum amount of \$457,870, with no increase in contract term.

Board member Jennifer Wolowicz asked if AECOM knew the design was wrong and if AECOM is charging the Authority for the re-design. MWRA staff has determined that AECOM’s design was flawed. AECOM should have realized that the existing exhaust ductwork required modification/replacement due to the new, larger exhaust fans and should have included such modifications/replacement in the final design and bid documents. AECOM does not dispute staff’s position and has agreed in principle to reimburse MWRA for the value of any of the demolition of re-work included in this change order, and to reimburse MWRA for a premium cost involved with any of the new work in this change order.

Board member Joseph Foti asked if the design was correct the first time around, would the Authority have spent the total lump sum amount. Director of Construction Anandan Navanandan stated that staff is still negotiating the value of this portion of Change Order 11 with AECOM. In addition, AECOM will provide

any re-design work and associated engineering services during construction for this change order at no additional cost to MWRA.

Mr. Foti stated that he did not feel comfortable moving forward with this item because there is no agreement with AECOM at the present time. Deputy Chief Operating Officer John Vetere stated that staff has had a conversation about this and agreed that if AECOM is not willing to come forward and sign some sort of settlement agreement, the MWRA will go to court to try to recover that money. Chief Operating Officer Michael Hornbrook stated that he had a discussion within the last several days with the client representative for the Authority and it was agreed to pay in principle but AECOM did not have corporate approval at the time. Staff needs to move forward to make this system right along with protecting MWRA employees & ratepayers. If a voluntary agreement cannot be reached from AECOM to recover the money then staff will have to follow through with a more formal legal process, which has been done in the past.

Ultraviolet Disinfection Facilities, John J. Carroll Water Treatment Plant: Daniel O'Connell's Sons, Inc., Contract 6924, Change Order 12 (ref. W C. 1)

The Board voted to authorize the Executive Director, on behalf of the Authority, to approve Change Order No. 12 to increase the amount of Contract No. 6924 with Daniel O'Connell's Sons, Inc., Ultraviolet Disinfection Facilities, John J. Carroll Water Treatment Plant, in a lump sum amount of \$939,975.20, with no increase in contract term; and to authorize the Executive Director to approve additional change orders as may be needed to Contract No. 6924 in amounts not to exceed the aggregate of \$250,000, in accordance with the Management Policies of the Board of Directors.

Information

Delegated Authority Report-March 2013

Deputy Director of Administration and Finance Michelle Gillen stated that most of the items that are seen in the report relate to purchasing. On average, staff does about 10,000 purchase orders a year, which accounts for an average value of \$35 million. Mr. Laskey explained that every one of the items listed has a full staff summary to support it that comes up through the process and is signed by the person doing the particular function, the department head, Division Director and the Executive Director. Ms. Madden stated that the Delegated Authority also varies based on certain dollar values.

FY13 Financial Update and Summary as of March 2013

Mr. Laskey stated that the strategy with the defeasance account is part of a multi-year rate management strategy that has evolved with the assistance of the Advisory Board and MWRA member communities to overcome the mountain of debt service that has been building every year. The idea is that every penny that can be saved or put in surplus is used to defease or pay off future debt service. Staff has always hoped that there would be an infusion of state or federal money but unfortunately that has not happened.

Ms. Madden stated that because the defeasance account has allowed staff to plan early. When the FY14 proposed budget was transmitted to the Advisory Board, there was a \$15 million deposit included in the rate modeling projections. Staff is now predicting for surpluses beyond the \$15 million so staff will be coming back to the Board in May with some additional defeasance scenarios. The defeasance was built into FY14 as part of the multi-year rates management strategy. The money was primarily addressing FY15 & 16; about \$6 million in FY15; and \$8.6 million in FY16. It allows staff to lower projections in FY16.

Mr. Laskey stated that the defeasance account was something that the Advisory Board staff was advocating for to make sure that every penny is used for rate relief. The Advisory Board advocated and proposed this to the Board and the Board adopted the recommendation.

Mr. Vitale asked how the money in the defeasance account is invested. MWRA Treasurer Tom Durkin explained that the money remains in the revenue fund or the indenture; it doesn't come out of there based on a cash point of view so it's at the Massachusetts Municipal Depository Trust (MMDT) with the rest of the cash. Mr. Vitale also asked if there are any restrictions on withdrawing the money. Ms. Madden stated the money is available. Ms. Soni stated that the amount is updated, depending on what the surplus looks like, can be done in June. Ms. Madden stated staff waits until the end of the fiscal year to execute a defeasance because staff always wants to make sure those funds are available to be pulled back if there is ever a shortfall.

Mr. Foti stated that the Authority has 1,195 funded positions and averaging 1,174 positions; how is staff managing staffing positions in the future? Mr. Laskey stated that there is a goal from the staffing study to get to 1,150 employees within the next five years but the goal has been to do that through attrition and without layoffs. It is an imperfect science. Hopefully, the count of employees will just level out and get to a steady state within the next couple of years. The goal is to get to 1,150 employees without interrupting MWRA's operation. One of the things that staff is going to start doing is posting positions in anticipation of certain retirements because it is taking staff too long to backfill. Staff is going to post a position in anticipation of someone leaving and if that employee decides not to leave, there might be an extra worker on staff but overtime that will level out.

Ms. Madden also mentioned that the proposed FY14 budget had a projected headcount built in for 1,175 employees, which was based on the average year-to-date. One other thing that was highlighted, which was part of the delegated authority, was a transfer under Mr. Laskey's authorization and can change cost centers. It's not always the goal of lowering the headcount as using any vacancies strategically so that staff is not hurting on the operations side. Mr. Foti stated that he was okay with the headcount of 1,150 as long as it was 1,150 appropriate positions. Mr. Foti stated that he understands that staff can't always rely on that through attrition. Ms. Madden stated that Mr. Foti's comments speak to the strategy that staff is trying to accomplish.

Board member Joel Barrera asked for a description of MWRA's paid internships. Mr. Laskey explained that MWRA's goals are to maintain a qualified staff and also try to maintain a diverse workforce that is reflective of the geographic areas that the MWRA serves. One of the issues that MWRA has had a difficult time with is the area of job classification in terms of maintaining an ample number of women and minorities in the workforce. As a result, staff is creating some internships and an apprentice program that will allow the ability to bring in more people from the outside but also take the existing MWRA staff and give them the opportunity to go through an apprentice program in order to gain the skills to be able to move up the ladder. Mr. Barrera stated that he is pleased that staff is working on this.

Ms. Wolowicz asked if the appropriate people get interviewed in order to determine what positions are needed; how did staff get to 1150 employees as the goal? Mr. Hornbrook explained that interviews were conducted with some of the key managers and union representatives. There was a peer review that looked at definitive functional areas, which included wastewater transportation, wastewater treatment, MIS, the lab, etc. The study took slices of the organization by function and then compared those to MWRA's peers across the country. The study also compared MWRA to its peers and whether or not they were retail or, wholesale, and dealing with CSOs in order to get the "apples to apples" comparison, which is difficult. There was a range given in order for the MWRA to determine how to be the best in class or the top three quarters. Then by functional area, they gave a number and stated what the goals would be over five years. Good judgment also has to be used in order to achieve those goals. It is a good roadmap or strategy to get

to where MWRA needs to be. This is the second study that has been conducted; there was one done about twelve years ago and staff followed that roadmap as well.

Ms. Wolowicz asked if the study also takes into consideration future technology changes. Mr. Hornbrook stated that it discusses future technology changes but can't see with 100% clarity what regulatory changes could occur. If there is a regulatory change, the staffing numbers will need to be changed. At the time the report was put together, there was an awareness of what emerging technologies are and how that may impact staffing.

Ms. Wolowicz asked if the report identified certain positions. Mr. Hornbrook stated that the report identified functional areas but not position levels. There was discussion but it was not codified in the report.

Mr. Foti asked if it was viable to get certain work done with contractors as opposed to in-house staff. Ms. Madden stated yes, particularly in the IT area, because technology changes so quickly. MWRA is constantly training staff to be up-to-date with new technology but having that flexibility to bring in a contractor for a period of time to deliver a specific project or a particular service is needed. That skill set or need may change within a few years so it's a lot of work to keep training and keep staff up-to-date. It is something that is done at the MWRA but that flexibility is something that Ms. Madden stated that she would like to see long-term. Currently, staffing resources are in place to fill those functions. Mr. Foti stated that there is an obligation to at least look at this approach and then make a determination whether it is best for this organization.

Update on Electronic Procurement

Ms. Gillen stated that electronic procurement has been a priority of the Executive Director and she believed this would be a game changer in terms of how the MWRA conducts its procurement business.

Ms. Gillen stated that staff approached this methodically and benefited from lessons that were learned in the past; the approach for Phase 1 started in March and that opened up a portal for current registration. Today, there are about 350 vendors, staff reached out to close to 5,000. Phase 2, which is currently in progress, has started with purchasing events of over \$25,000, followed shortly by events less than \$25,000. Staff hosted the first event on April 4, 2013 and there are three events coming up and two that are pending. The expectation is that sometime during the summer, the process will go fully electronic. It will include all of MWRA's purchasing contracts inclusive of both construction and professional services contracts. Staff utilizes the Commonwealth's webpage Compass, which has some limited electronic capacity but staff will continue to use it until MWRA's portal is fully operational.

Some of the benefits include creating events directly through requisitions and templates, which will save staff some time. The ability to respond electronically to supplier questions and amend events electronically will become an option. Eventually, the ability to issue purchase bids and contracts electronically will become an option as well. Much of this is done by paper or manually right now, which is time intensive. The supplier will be able to respond electronically to bid notifications and search the portal for bid events as well as add themselves to MWRA's plan holder's list if they are not already on it. The supplier will be able to review all the requirements and submit any questions they may have electronically. The supplier can submit or change their bid up until the time the bid closes.

Ms. Gillen also explained that it gives vendors around the clock access to view MWRA bids and submit bids. The site is safely secured and easy to navigate. This will reduce the amount of paperwork along with meetings and phone calls because the relationship with vendors will become automated. Vendors have stated they liked this approach because it will reduce their travel time.

Mr. Barrera asked if the Inspector General has been contacted on this; or has this been modeled off of what other agencies are doing? Ms. Gillen stated that in some ways, there are some entities that are ahead of us, like the Massachusetts Department of Transportation (MassDot). MassDot does many things electronically but they are still distributing their documents on CD and not electronically. MWRA did speak with staff to see how their process works. MassDot has a much larger staff and needs more customization. Mr. Barrett noted that MassDot needs to maintain five different systems. Ms. Gillen mentioned that the Commonwealth is about two years behind the MWRA on moving to fully electronic. This initiative will put MWRA ahead of the curve when it is up and running. Staff has talked to the law division and any issues raised have been sorted out.

Ms. Wolowicz asked if every submission would be available online now. Ms. Gillen stated that it all hasn't happened yet but it is being phased in at the moment. Staff is starting with purchasing then moving to construction and professional services. By the summer, staff will be accepting and retaining everything electronically.

Mr. Vitale asked who provides the training to internal staff; who was the consultant? Mr. Barrett stated that there was a consultant through Lawson that helped with the implementation. Mr. Vitale asked how the response was from staff in terms of learning this process. Mr. Barrett stated that it was positive. Mr. Vitale also asked if there was a maintenance cost associated with this. Mr. Barrett stated that it was embedded into the overall cost.

If you are interested in viewing the e-Procurement presentation made at the Board of Directors meeting, please click [here](#).

Residuals Processing Facilities-Technology Options Assessment and Deer Island Co-Digestion Update

Mr. Barrera asked what the general surplus has been within the last few years. Mr. Hornbrook stated that there is no surplus generated for residuals processing. Director of Deer Island Dan O'Brien explained that the MWRA pays Fore River to process the sludge that is sent to them from Deer Island. Mr. Hornbrook noted that the sludge is processed, distributed and disposed for beneficial reuse. If you look at residual processing across the country, it is not a moneymaker. This is one of the things that staff is taking a look at on this study. Staff is trying to find ways to reduce costs and how to reduce sludge volume on the island so there is less to send over and how more methane can be generated to provide more electricity on the island. Mr. Hornbrook noted that co-digestion has the ability to generate more methane, which generates more electricity, which would enable the Authority to be more self-reliant on power and buy less electricity. It also does produce some residual solids; it is not 100% digestive. Staff will be going through a series of examinations, which includes a bench test; propose a pilot test to get specific information on how much more electricity will be gained from the methane and how much more solids would be produced in order to figure out what will be cost effective. Staff is going through a definitive process in order to make any final decisions.

Mr. O'Brien stated that the independent review found that the performance and reliability at Deer Island is above industry average. Staff felt encouraged to have that validated and for that reason, digestion will be used as the core technology at Deer Island. That being said, there are still a number of promising technologies out there that should be evaluated as well. Those would be at the pilot stage or small scale, and/or more detailed reports or analysis.

Mr. Barrera stated that there was a fire at the pellet plant, but staff got the plant back up online shortly after. However, what would have been done if the fire had gotten out of control and the plant had to be off-line for a month? Mr. O'Brien stated that there are two basic functions at the pellet plant, which includes dewatering the sludge and drying it. The fire impacted the drier side and the dewatering side was still online. Once staff got approval from the Quincy Fire Chief, staff shipped out the dewatered sludge. If the whole plant went down, staff would have to mobilize the dewatering units at Deer Island and would have to arrange to have dewatered sludge come directly to Deer Island until staff reestablished something.

Mr. Laskey stated this was an issue with the backup landfill. Staff still has a contingency plan to send the sludge to Fore River, which would be to truck it or move it on a rail. Mr. O'Brien stated that was exercised during the fire event with New England and New York based landfills, which worked out well.

Mr. Hornbrook stated that New England Fertilizer Company (NEFCO) has it required in their contract to have landfills available to them. Staff gets a list of who they contracted and the space they will accept if something happened. The more likely option would be to dewater at Fore River and ship out the sludge by rail or truck.

Mr. Barrera asked if NEFCO is involved in selling the final product. Mr. Hornbrook stated that NEFCO is responsible for selling and disposal of the final product. Their responsibility is to find markets, find customers and dispose of it. It is a big effort and NEFCO is a national company with national markets. It is an area that staff felt was not their expertise. This is more the national model, whereas the pelletization contractors are responsible for ultimate disposal.

If you are interested in viewing the Residuals Processing Facilities-Technology Options Assessment and Deer Island Co-Digestion presentation made at the Board of Directors meeting, please click [here](#).

Update on Drinking Water Regulatory Issues

This agenda item was tabled until the next Board meeting.