

Massachusetts Water Resources Authority

WAC and WSCAC Presentation

FY19 Proposed Capital Improvement Budget

April 24, 2018



FY19 Proposed CIP

• Establish five-year spending Cap for FY19-23

Establish FY19 Proposed CIP



FY19 Proposed CIP – Key Statistics

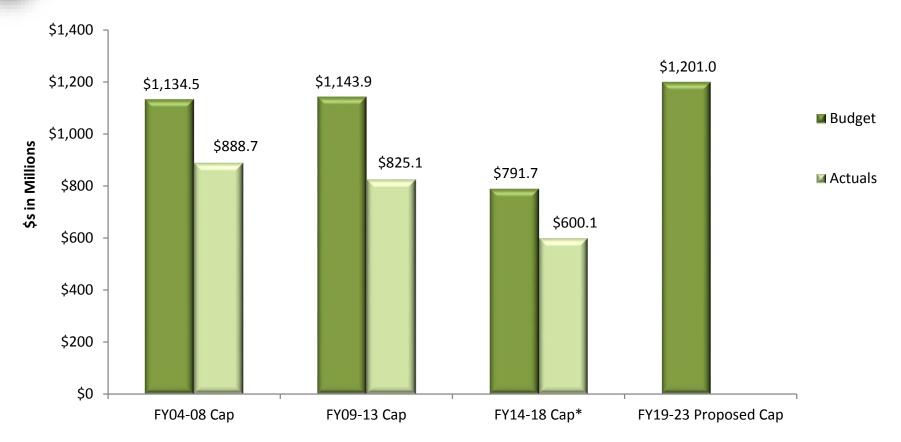
Total CIP Spending since 1986: \$8.2 billion

Future CIP Spending: \$3.3 billion from FY18-FY46

- New Projects added to CIP: \$235 million from FY19-29
 - New Phases 11 and 12 of local I/I grant/loan program



CAP History, Actual Spending and Proposed FY19-23 CAP



^{*}FY18 Projected



CAP History, Actual Spending and Proposed FY19-23 Cap

- FY04 08 Cap \$1,134.5 million
 Actual Spending: \$888.7 million (78.3%)
- FY09-13 Cap \$1,143.9 million
 Actual Spending: \$825.1 million (72.1%)
- FY14-18 Cap \$791.7 million
 Estimated Spending: \$600.1 million (75.8%)
- FY19-23 Proposed Cap \$1,201.0 million



FY19 Proposed CIP – Key Statistics

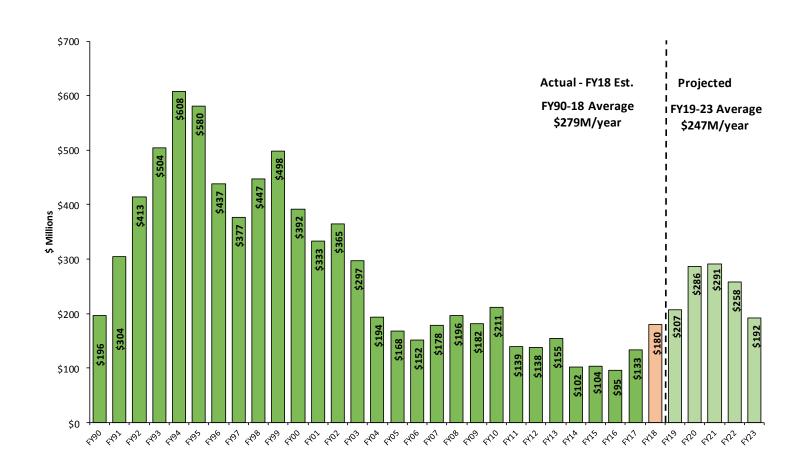
FY19-23 Spending: \$1.2 billion

- FY19 Spending: \$207.2 million
 - 52.9% of FY19 spending awarded

FY19 Contract Awards: 46 awards totaling \$266 million

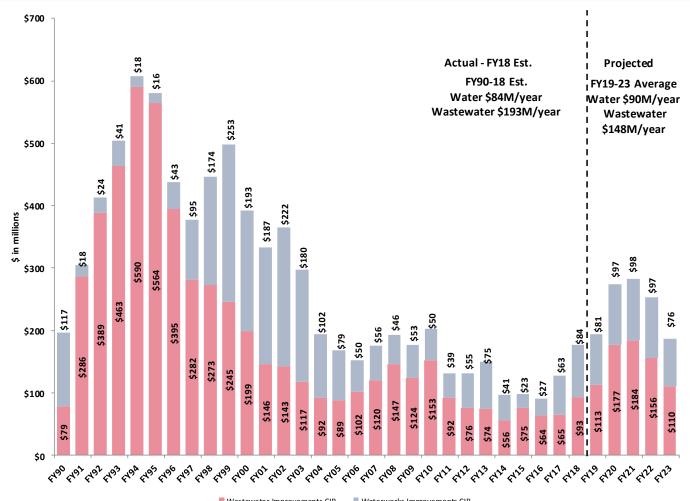


Historic and Projected Capital Improvement Spending





Historic and Projected Capital Improvement Spending by Utility



	FY19	FY20	FY21	FY22	FY23	Total FY19-23
Projected Expenditures	\$207.2	\$285.8	\$290.8	\$258.0	\$192.3	\$1,234.1
I/I Program	(14.0)	(23.2)	(27.2)	(22.4)	(25.0)	(111.8)
Water Loan Program	(13.3)	(14.0)	(10.7)	(8.7)	(5.5)	(52.3)
MWRA Spending	179.9	248.6	252.9	226.9	161.8	\$1,070.1
Contingency	12.5	17.2	17.5	15.9	11.3	74.2
Inflation on Unawarded Construction	0.0	8.2	15.1	18.9	15.7	58.0
Chicopee Valley Aqueduct Projects	0.0	0.0	0.0	(0.3)	(1.0)	(1.3)
FY19 Proposed FY19-23 Spending	\$192.4	\$274.0	\$285.4	\$261.4	\$187.7	\$1,201.0



Drivers of FY19-23 Spending

 Drivers of FY19-23 Spending: Asset Protection and Interim Water System Redundancy

Start of Long-Term Water System Redundancy



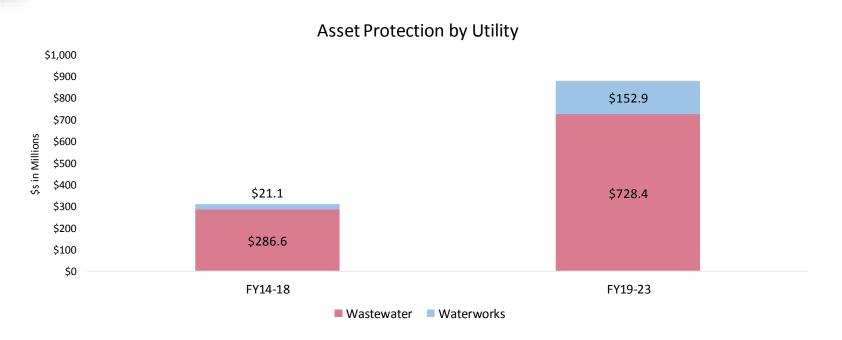
Asset Protection

Elements of major plant assets are aging

- Deer Island \$3.8 billion (1995-2001)
- Carroll Water -\$420 million (2005)
- Nut Island -\$248 million (1998)
- Residuals Plant \$172 million (2001)
- Chelsea Creek Headworks (built 1967 rehabilitated 1987)
- Ward Street Headworks (built 1967 rehabilitated 1987)
- Columbus Park Headworks (built 1967 rehabilitated 1987)
- Prison Point Pump Station and CSO (built 1980 rehabilitated 1999)



Asset Protection Current and Proposed Cap

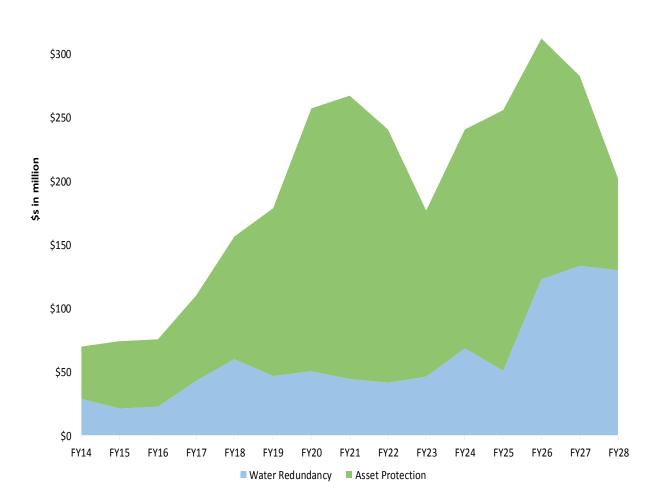


- Asset Protection accounts for the largest share of capital expenditures for the FY19-23 period.
- Deer Island accounts for over \$366 million in spending in FY19-23 period.



Asset Protection and Water Redundancy





Asset Protection and Water Redundancy represent the next two waves of capital expenditures with spending for FY19-23 total \$892 million and \$229 million, respectively.



Top Asset Protection Contracts FY19-23

Contract	Projected FY19-23 Expenditures
Deer Island Clarifier Rehabilitation Phase 2 - Construction	\$129.9
Chelsea Creek Headworks Upgrades - Construction	42.7
Deer Island HVAC Equipment Replacement - Construction	38.8
Nut Island Odor Control HVAC Improvement Construction Phase 2	38.5
Prison Point Rehabilitation - Construction	34.1
NIH Sec 50 & 57 Water & 21/20/19 Sew Rehab Construction	25.5
Deer Island Fire Alarm System Replacement - Construction	20.0
Deer Island SSPS VFD Replacement Construction	19.6
Deer Island Gravity Thickener Rehab	18.0
Deer Island Digester & Storage Tank Rehab - Construction	12.9
Waterworks Facility Steel Tank/Improvement Construction	12.0
NHS Section 53 Connections - Construction	11.5
Deer Island MCC & Switchgear Replacement Construction	10.6
Total Contracts > \$10 million	\$414.2
% of Asset Protection	46.4%
Total FY19-23 Asset Protection	\$891.8

Asset Protection contracts > \$ 10 million total \$414.2 million or 46.4% of total projected Asset Protection expenditures for FY19-23.



Top Water Redundancy Contracts FY19-23

Contract	Projected FY19-23 Expenditures
Interim Redundancy - WASM 3 - Construction 1	\$19.8
SEH Redundancy - Pipeline Sect 111 - Construction 3	17.3
NIH Redundancy Section 89 & 29 Rehabilitation - Construction	16.0
NIH Section 89 & 29 Redundancy Construction 2	15.3
Interim Redundancy - WASM/Spot Pond Supply Mains West PRV Construction	15.2
SEH Redundancy Pipeline Sect 111 - Construction 2	13.8
Interim Redundancy - Section 101/Waltham Section - Construction	11.2
Long-Term Redundancy Conceptual Design Environmental Impact Report	10.6
Total Contracts > \$10 million	\$119.2
% of Water Redundancy	51.9%
Total FY19-23 Water Redundancy	\$229.5

Water Redundancy contracts > \$ 10 million total \$119.2 million or 51.9% of total projected Water Redundancy expenditures for FY19-23.

Total New Projects added to CIP: \$234.7 million

Division	Total Contract Amount	FY19 Spending	FY19-23 Spending	
Wastewater	\$105.0	\$5.8	\$77.0	
Waterworks	\$125.2	\$1.1	\$27.7	
Business and Ops Support	\$4.5	\$0.8	\$4.5	
Total New Projects	\$234.7	\$7.7	\$109.2	



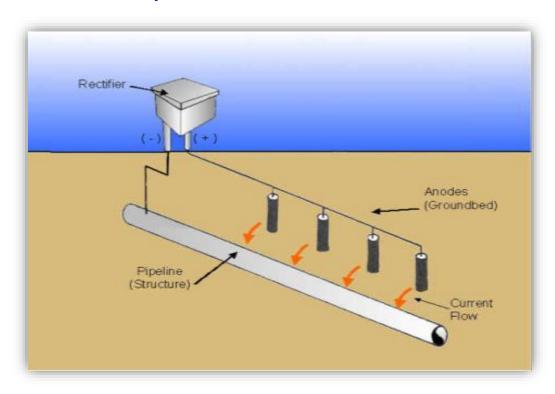
(\$s in millions)

Project	Total Contract Amount	FY19-23 Spending
I/I Local Financial Assistance Program	\$90.0	\$63.7
Deer Island Asset Protection	\$15.0	\$13.3
Cathodic Protection	\$62.2	\$18.1
Carroll Water Treatment Plant Asset Protection	\$38.3	\$2.3
NHS Revere & Malden Pipeline Improvements	\$12.9	\$0.0
Watershed Land	\$5.0	\$5.0
Sudbury/Weston Aqueduct Repairs	\$3.9	\$0.0
Dam Projects	\$1.8	\$1.8
Waterworks Facility Asset Protection	\$0.6	\$0.0
Distribution System Facilities Mapping	\$0.5	\$0.5
Capital Maintenance Planning & Support	\$4.5	\$4.5
Total New Projects	\$234.7	\$109.2
Total New MWRA Capital Projects (excludes Loan Programs)	\$144.7	\$45.5



Cathodic Protection - \$62 million

Metro System Cathodic Protection - \$57 million Western System Cathodic Protection - \$5.4 million



needed to maintain pipe and steel storage tanks integrity in order to provide reliable water delivery



John Carroll Treatment Plant Asset Protection - \$38 million

Ultra Violet
Reactor
Replacement \$10 million



needed to maintain water quality for safe water supply



Ozone Generator Replacement - \$20 million



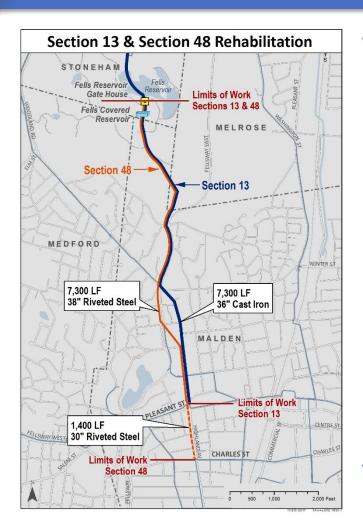
Deer Island Asset Protection - \$15.0 million

Hydroturbine Replacement \$12.0 million





NHS – Revere and Malden Pipeline Improvements \$12.9 million



Total Contract: \$12.9 million (design & construction) Sections 13 & 48 Rehabilitation

Approx. 7,300 If of Section 13 Approx. 7,300 If of Section 48

to improve hydraulic and water quality problems, and to meet the Safe Drinking Water Act requirements



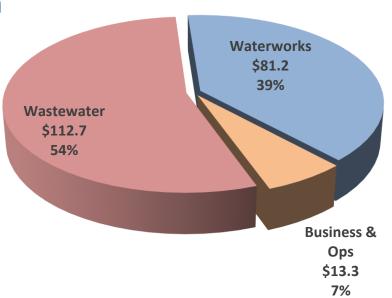
FY19 Expenditures by Program

Total Proposed FY19 Expenditures: \$207.2 million

Wastewater: \$112.7 million

- Waterworks: \$81.2 million

Business and Operations:\$13.3 million





Top Spending FY19 Contracts

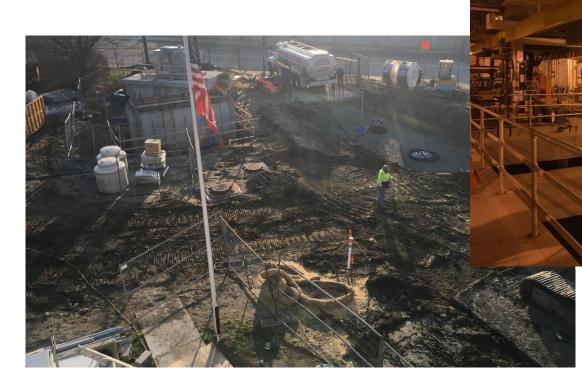
Contract	Projected FY19 Expenditures \$s in millions
Chelsea Creek Headworks Upgrades - Construction	\$25.8
LWSAP Phase 2 Distributions	20.3
Deer Island Clarifier Rehabilitation Phase 2 - Construction	16.2
NIH Section 89 & 29 Redundancy Construction Phase 2	11.0
LWSAP Phase 3 Distributions	10.0
SEH Redundancy Pipeline Section 111 - Construction 2	8.4
Deer Island HVAC Equipment Replacement - Construction	7.8
I/I Local Financial Assistance - Phase 9 Grants	7.5
SEH Redundancy Pipeline Section 111 - Construction 3	7.1
NI Odor Control HVAC Improvement - Construction 2	6.5
Steel Tank Painting Deer Island, Bellevue 2 & Turkey Hill	5.5
Lead Service Line Replacement Loans	5.0
Total Contracts > \$5.0 million	\$131.1
% of FY19 Spending	63.3%
Excluding Community Loan Programs	\$88.3
% of FY19 Spending	42.6%
Total projected FY19 Spending	\$207.2



Top FY 19 Spenders – Chelsea Creek Headworks

Total Contract: \$77.5 million

FY19 Spending: \$25.8 million





Major FY 19 Spenders – Deer Island Clarifier Rehabilitation

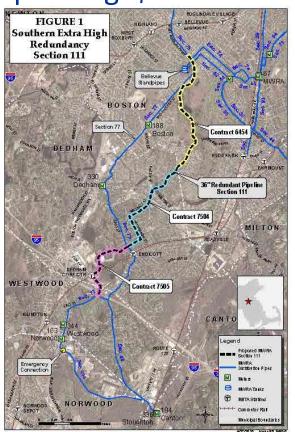
Total Contract: \$129.9 million





Top FY 19 Spenders – SEH Redundancy

Total Contract: \$47.1 million FY19 Spending: \$15.5 million



Contract 1 - \$12.5 million
Approx. 11,000 LF

Substantially Complete in FY18

Contract 2 - \$17.2 million
Approx. 10,000 LF

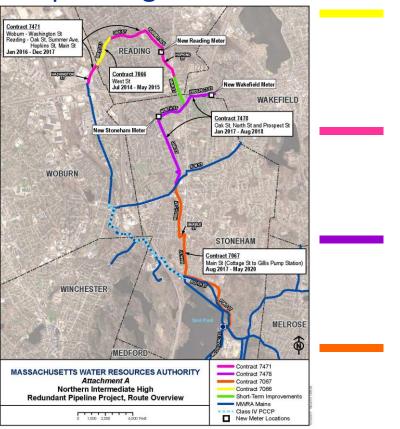
Contract 3 - \$17.3 million
Approx. 6,800 LF



Top FY 19 Spenders - NIH Redundancy and Storage

Total Contract: \$55.4 million

FY 19 Spending: \$13.7 million



Contract 1A - \$1.9 million

Approx. 2,400 lf Completed in FY16

Contract 1B - \$12.2 million

Approx. 8,800 lf Completed in FY18

Contract 1C - \$18.6 million

Approx. 10,400 lf 2 revenue meters

Contract 2 - \$22.7 million

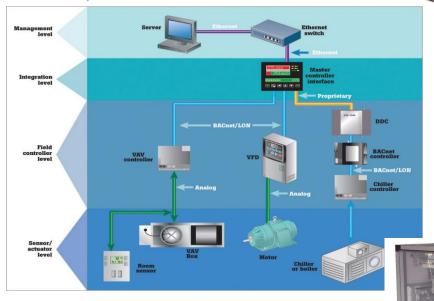
Approx. 14,000 lf



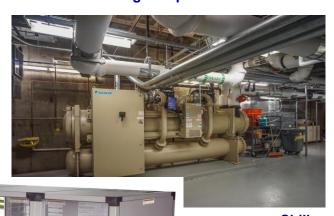
Major FY 19 Spenders – Deer Island HVAC

Total Contract: \$38.8 million

FY19: \$7.8 million



Air Cooled Condensing Compressor Units



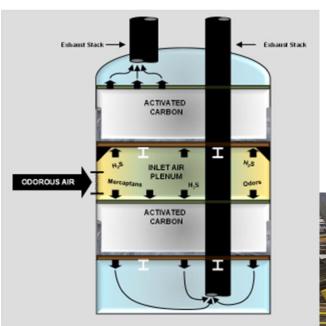
Air Handler

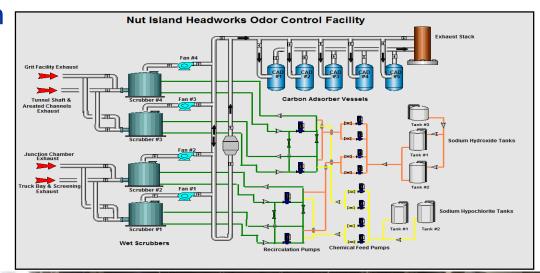
Chiller



Major FY 19 Spenders – Nut Island Odor Control and HVAC

Total Contract: \$38.5 million FY19 Spending: \$6.5 million









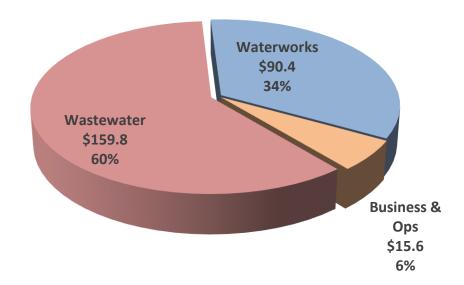
Proposed FY19 Contract Awards by Program

- 46 Contract Awards Planned for FY19
- Total Contract Value: \$266 million

Wastewater: \$159.8 million

Waterworks: \$90.4 million

Business and Operations:\$15.6 million



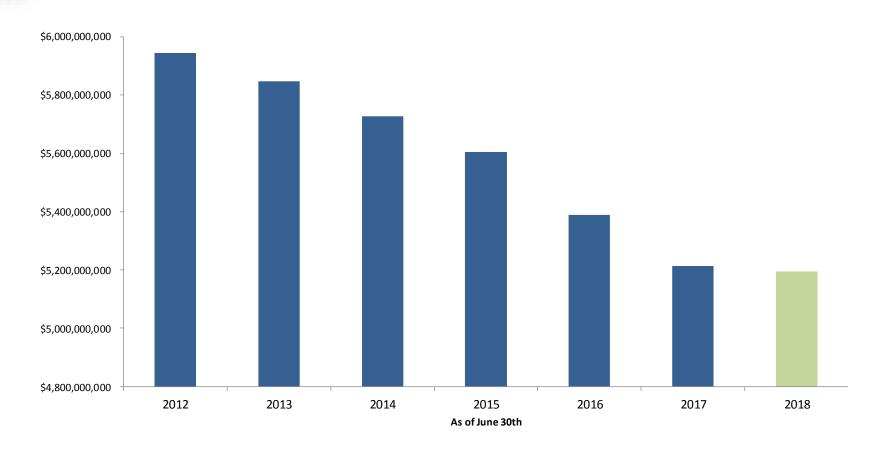


Top 10 Projected Contract Awards (\$'s in millions)

Contract	Contract Budget	FY19-23 Spending
	(\$s in millions)	
Nut Island Odor Control HVAC Improvement - Construction 2	\$38.5	\$38.5
Prison Point Rehabilitation - Construction	\$34.1	\$34.1
Northern Low Section 50 & 57 Water & 21/20/19 Sewer Rehab Construction	\$25.5	\$25.5
Deer Island Fire Alarm System Replacement - Construction	\$20.0	\$20.0
Ward Street & Columbus Park Headworks Des/CA/REI	\$12.0	\$6.4
Metro Tunnel Conceptual Design - Environmental Impact Review	\$10.6	\$10.6
Deer Island MCC & Switchgear Replacement Construction	\$10.6	\$10.6
Peabody Pipeline Construction	\$9.4	\$9.4
New Connecting Mains CP3-Sect 23,24,47 Rehabilitation	\$9.4	\$9.4
Switchgear Relay Replacement Construction	\$8.0	\$8.0
Top 10 Contract Awards FY19	\$178.0	\$172.4
% of Total Awards	67%	68%
Total 46 Contracts for FY19	\$265.7	\$253.5

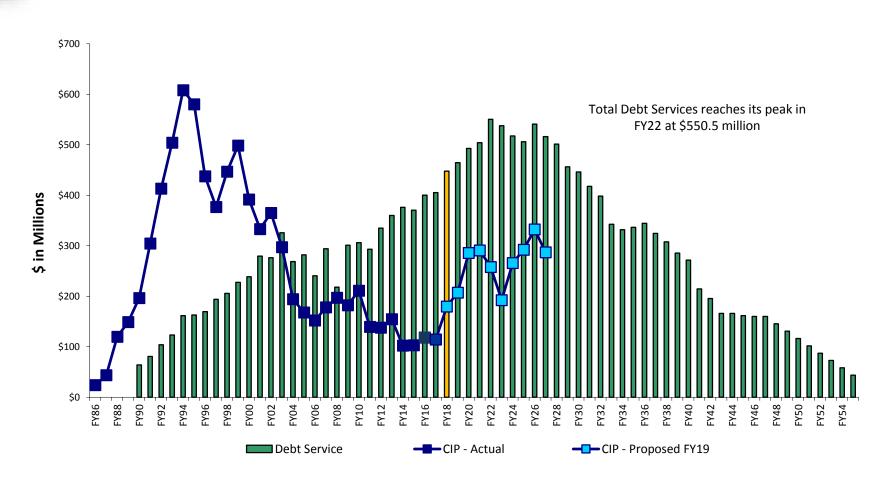


Outstanding Debt



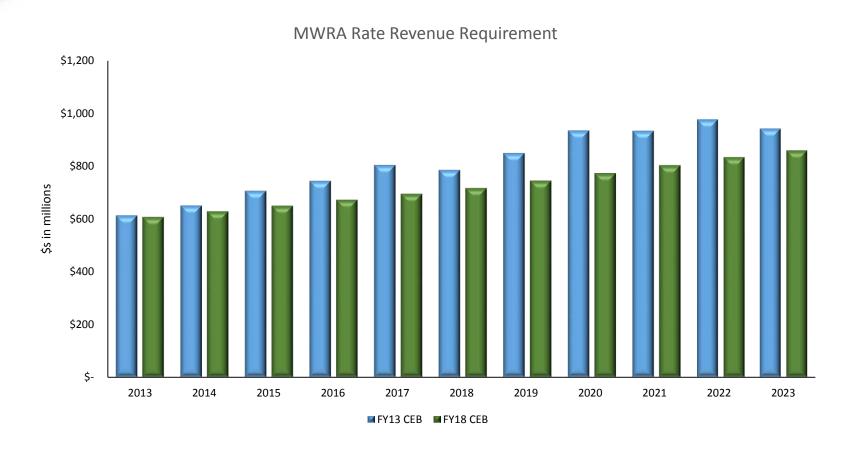


CIP Spending and Debt Service



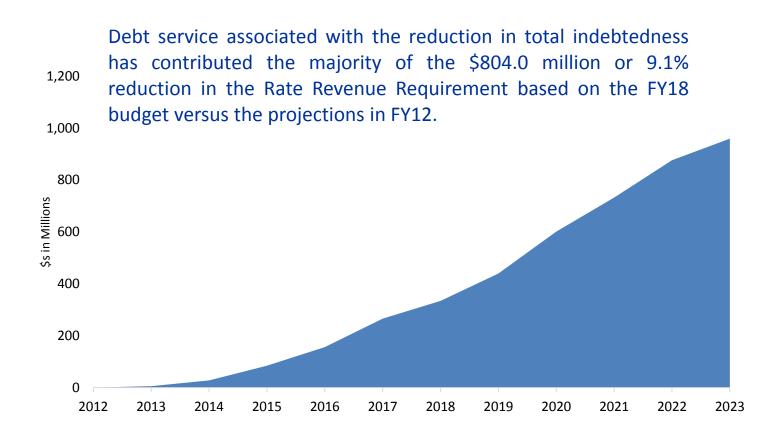


Rate Revenue Requirement FY13 vs. FY18





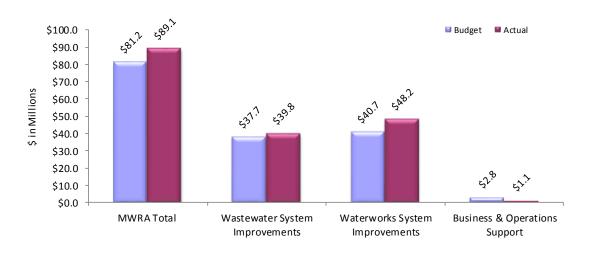
Cumulative Rate Revenue Savings





Capital Improvement Program spending thru December 2017

- Year to date spending thru December 2017 \$89.1M
- \$7.9M greater than budget.





Community Financial Assistance Programs Spending thru December 2017

MWRA remains committed to its Community Financial Assistance Programs

- Infiltration/Inflow YTD spending: \$13.3M, +\$4.7M
- Local Water Pipeline Assistance YTD spending: \$3.6M, +\$1.2M
- Lead Service Replacement: \$1.3M, \$0.5M



Completed Projects thru December 2017

- Deer Island North Main Pump Station and Winthrop Terminal Facility Butterfly Valve Replacements
- Deer Island Treatment Digester Sludge Pump Replacement Phase 2
- Fish Hatchery Pipeline Construction
- Chicopee Valley Aqueduct Screens Replacement
- Deer Island Personnel Dock Rehabilitation



On-going Projects FY18

- Chelsea Creek Headworks Upgrades
- Wachusett Aqueduct Pump Station
- Alewife Brook Pump Station Rehabilitation
- Deer Island Winthrop Terminal Facility Variable Frequency Drives Construction
- Clinton Phosphorus Reduction Construction
- Water system redundancy projects in both the Northern Intermediate High and Southern Extra High Service areas



Contract Awards thru December 2017

- 8 contracts awarded valued at \$29.6 million, including:
 - Southern Extra High Water Redundancy Section 111
 Construction 2 \$17.2 million
 - Section 57 Water & Sections 21/20/19 Sewer Design and Construction Engineering Services - \$6.0 million
 - Combined Sewer Overflow Performance Assessment \$2.9 million



Massachusetts Water Resources Authority

WAC/WSCAC Presentation Fiscal Year 2019 Proposed Current Expense Budget

April 24, 2018

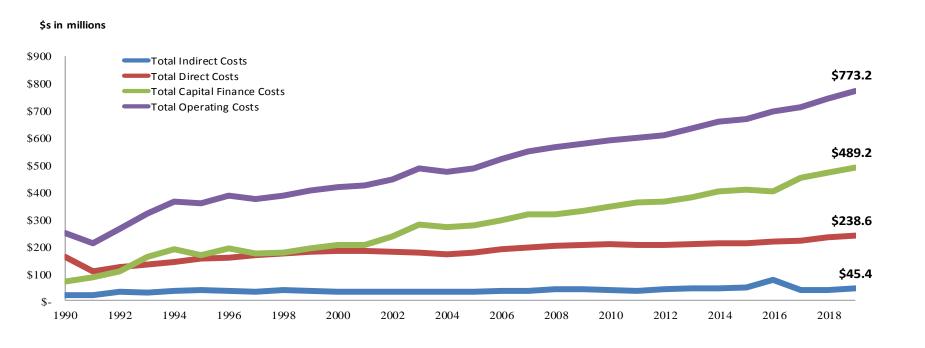
Multi-Year Rates Management Strategy

Deliver Sustainable and Predictable Assessments

Continue Multi-Year Rates Management



Historical Budgeted Spending





Budget Drivers For Multi-Year Planning

- Capital Finance Expenses
- Existing Expenses and Revenue inflation
- New Expenses
 - Long-Term Water Redundancy Program Staffing
 - New HEEC Cable Operating and Maintenance Costs
- Long-Term Liabilities

Ways to address the Debt Service challenge

- Defeasance
- Refundings
- Use of Reserves
 - Rate Stabilization Fund
 - Bond Redemption Fund
- Tactical Issuance Repayment Structure
- Control Capital Spending
- Strategic Use of Current Revenue/Capital Funding



Current Expense Budget Assumptions

- Inflation assumptions
- Actuarial valuations
- Interest rate assumptions

Long-Term Water Redundancy Staffing

- FY19 FTEs: 1,150 + 5
- First 5 FTEs of the projected new 15 FTEs for the Metropolitan Tunnels Long-Term Redundancy project

New Expenses

- New HEEC Cable to be operational by December 2019
- \$6.5 million established HEEC Reserve Fund in FY18
- 30 year repayment schedule

	New HEEC Cable in place Dec 2019 (\$s in millions)					\longrightarrow
	FY19	FY20	FY21	FY22	FY23	FY24
Projected HEEC Payments	\$1.4	\$4.1	\$5.7	\$5.4	\$8.9	\$7.9

- FY19 existing cable
- FY21-24 new cable payments
 - \$2.5 million reserve offset in FY21
 - \$4.0 million reserve offset in FY22



Long-Term Liabilities

- FY 19 retirement contribution: \$7.1 million, increase of \$3.8 million or 117.0% over FY18
- Pension fund is currently 96.5% funded
- Projected contributions to fully fund the plan by 2024

	(\$s in millions)						
	FY19	FY20	FY21	FY22	FY23	FY24	
Retirement Contributions	\$7.1	\$9.2	\$10.8	\$10.5	\$10.9	\$11.4	



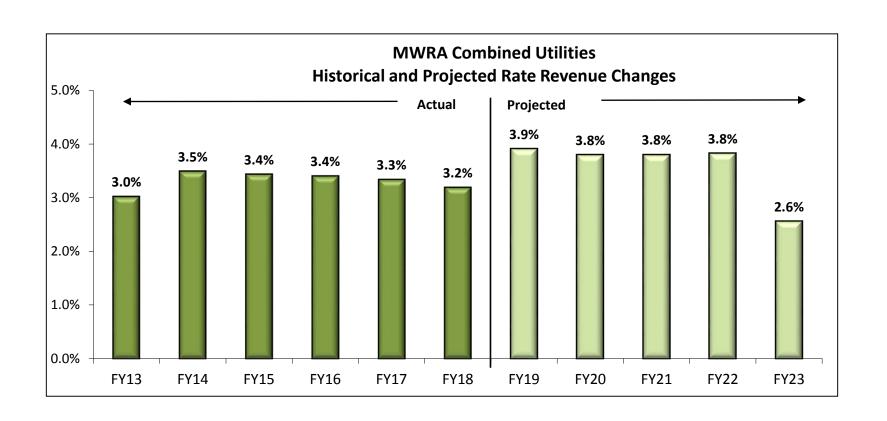
Long-Term Liabilities

 OPEB liability funding: \$5.6 million based on 50% of the contribution per actuarial report

Current OPEB Trust balance: \$24.4 million

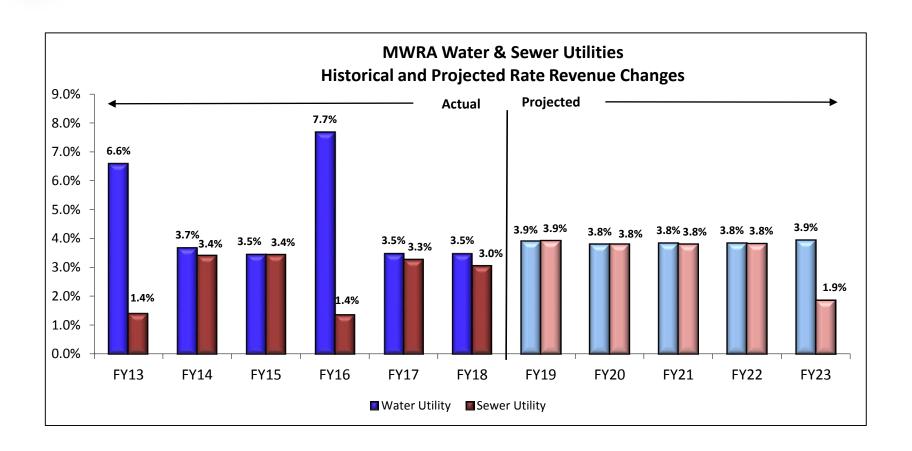


Actual and Forecasted Rate Revenue Changes





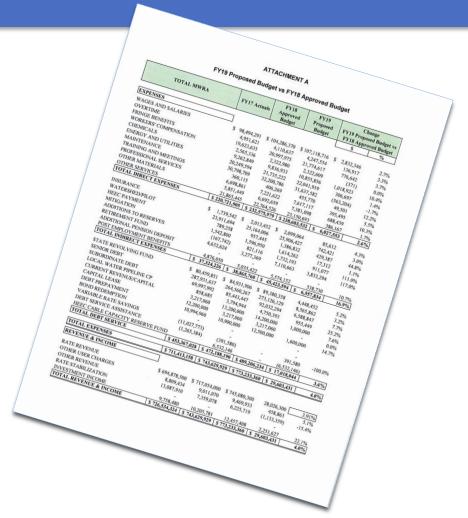
Actual and Forecasted Rate Revenue Changes by Utility





CEB Budget Structure

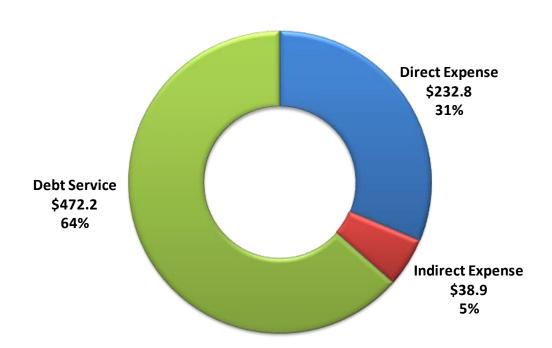
- Direct Expenses
- Indirect Expenses
- Capital Finance Expenses
- Non-Rate Revenue
- Rate Revenue





FY18 Proposed Current Expense Budget (CEB)

FY19 Proposed Current Expense Budget





FY19 Proposed CEB vs **FY18**

Category	•		Approved Proposed		Change FY19 Proposed Budget vs FY18 Approved Budget		
						\$	%
TOTAL DIRECT EXPENSES	\$	232,576	\$	238,604	\$	6,028	2.6%
TOTAL INDIRECT EXPENSES	\$	38,866	\$	45,424	\$	6,558	16.9%
TOTAL CAPITAL FINANCING	\$	472,188	\$	489,206	\$	17,018	3.6%
TOTAL EXPENSES	\$	743,630	\$	773,233	\$	29,603	4.0%



FY19 Proposed Direct Expenses vs. FY18

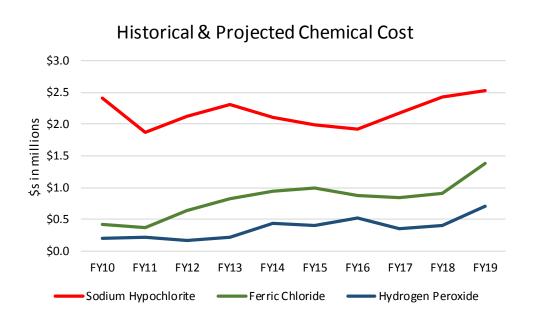
Highlights -

- Wages and Salaries: \$107.1M, \$2.8M or 2.7% increase
- Chemicals: \$10.9M, \$1.0M or 10.4% increase
- Fringe Benefits: \$21.8M, \$0.8M or 3.7% increase
- Other Materials: \$7.4M, \$0.7M or 10.3% increase
- Utilities: \$22.0M, \$0.3M or 1.4% increase



Chemicals - \$10.9M, \$1.0 million or 10.4% increase Budget

- 3 months funding for the Deer Island NPDES permit, \$294k.
- Increased pricing for Ferric Chloride at the Deer Island, \$1.4M budget - increase of \$476k.
- Increased use of Hydrogen Peroxide for odor control at Deer Island and a projected increase in pricing, \$0.7M budget - increase of \$308k.



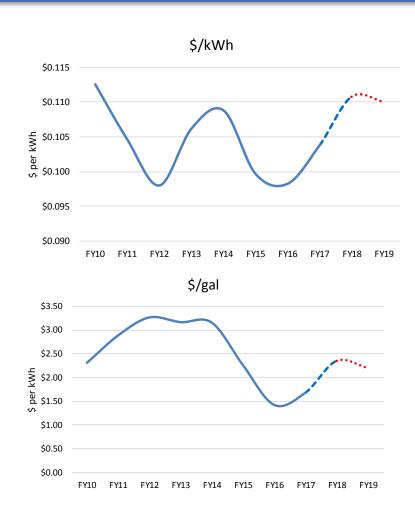
Historical Health Insurance Cost



Utilities

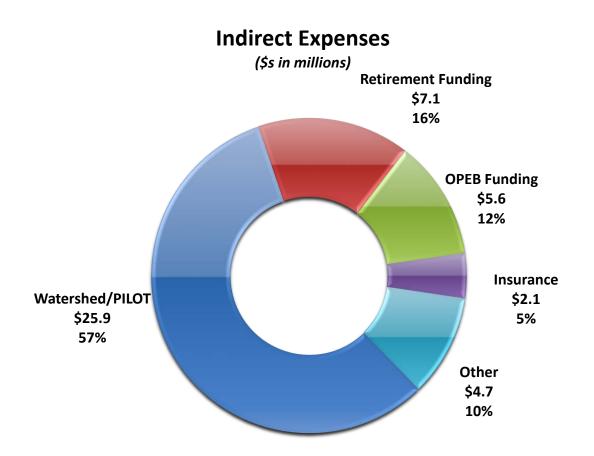
\$22.0M for Utilities, \$307k or 1.4% increase

- \$16.5M for Electricity, level funded with FY18 with similar usage and price
 - New Eversource/NGRID T&D rate structure with potential \$1.0M impact, \$600k @ DI alone.
- \$2.5M for Diesel level funded with FY18 with lower projected pricing offset by higher usage





CEB Budget Structure – Indirect Expenses





FY19 Proposed Indirect Expenses vs. FY18

Highlights:

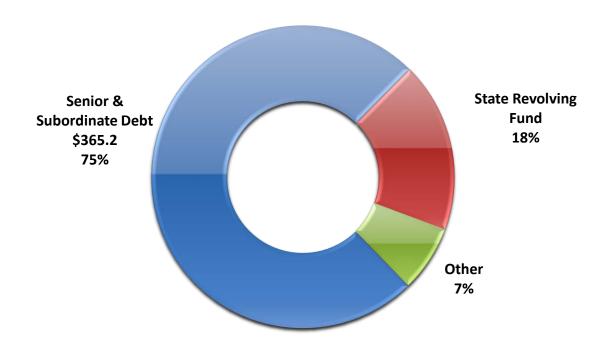
- Watershed Program operating and PILOT: \$25.9M, \$0.7M or 3.0% increase
- Pension Fund required contribution: \$7.1M, \$3.8M or 117.0% increase
- OPEB half of actuarial contribution: \$5.6M, \$0.5M or 10.7% increase
- Insurance: \$2.1M, level funded
- Mitigation: \$1.6M, level funded
- HEEC contract: \$1.4M, \$0.4M or 44.8% increase due to capital improvements on sub-stations



CEB Budget Structure – Capital Finance Expenses

Capital Financing

(\$s in millions)





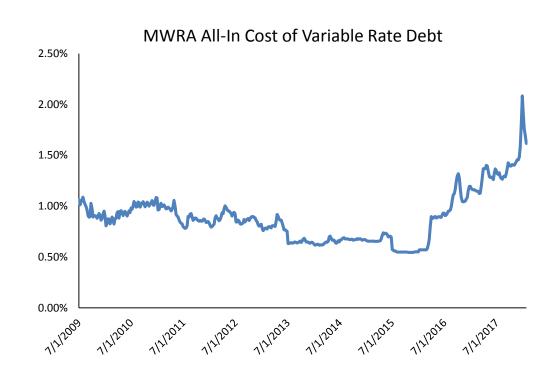
FY19 Proposed Capital Financing

Highlights:

- Variable Rate Debt Assumption 3.50%, 25 bp increase
- \$25.9M defeasance
- \$12.5M prepayment of debt
- \$14.2M to Current Revenue for Capital
- No Debt Service Assistance

Interest trending up with the Fed balancing economic expansion, inflation and employment

- 3 rate hikes projected in 2018 with the next 25 bp increase expected in March
- 2 rate hikes projected in 2019

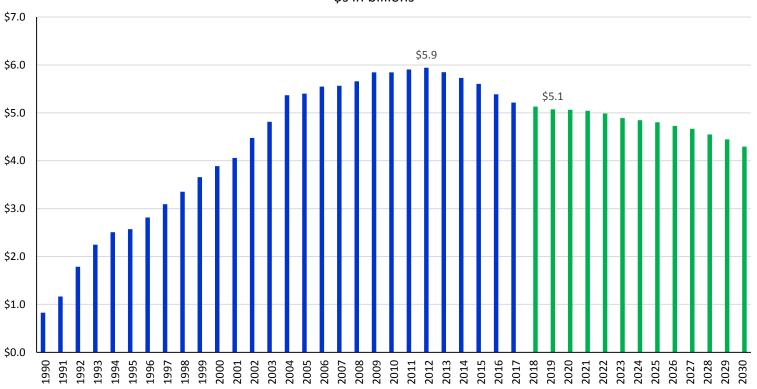




Outstanding Debt Matt to Update

Outstanding Debt

\$s in billions





Highlights -

• Other User Charges: \$9.5M, \$0.5M or 5.1% increase

• Other Revenue: \$6.2M, \$1.1M or 15.4% decrease (related to demand response and RPS programs)

• Investment Income: \$12.5M, \$2.3M or 22.1% increase

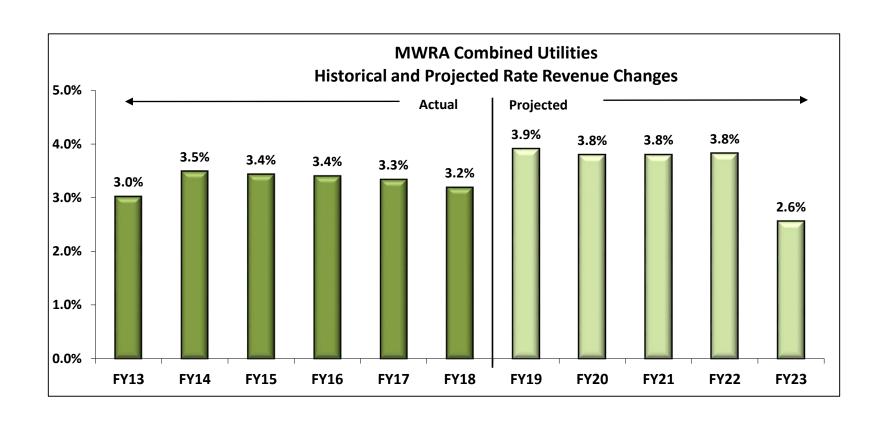


Rate Revenue Requirement \$s in Millions

Direct Expenses	\$238.6
Indirect Expenses	\$45.4
Capital Financing	\$489.2
Non-Rate Revenue	(\$28.2)
Rate Revenue Requirement	\$745.1



Actual and Forecasted Rate Revenue Changes





FY19 Current Expense Budget Next Steps

- Advisory Board 60 day review
- Public Hearing
- MWRA Board Hearing
- Staff will present Draft Final Budget to Board of Directors in May



Thank You