



Fiscal Year 2025 Work Plan



Sawyer's Bluff at Wachusett Reservoir

June 2024

Massachusetts Department of Conservation and Recreation
Division of Water Supply Protection
Office of Watershed Management



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Fiscal Year 2025 Work Plan
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1. Annual Work Plans

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**Department of Conservation and Recreation
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FY2025 Annual Work Plan Highlights

Fiscal Year 2025 is the second year in the implementation schedule for the *DCR Watershed System Watershed Protection Plan FY24-FY28*.

Highlights across the system include:

- Our land protection efforts will continue through purchase in fee and of Watershed Preservation Restrictions (WPRs), guided by the Land Acquisition Model for each watershed. Staff will continue to work to identify funding sources beyond ratepayer funds in order to expand protection efforts as allowed.
- Monitoring of our WPRs will continue with each parcel being monitored on a 2-3 year schedule (federally-funded WPRs will be monitored annually per agreement).
- The use of GIS and electronic field data collection will continue to expand and streamline numerous protection efforts including our EQA data collection, Ranger incident reporting, Quabbin Fishing area management, and public access mapping tools.
- Update the Division's Terrestrial Invasive Plant Management Plan to describe and document the threat of non-native and interfering plants to Watershed forest resiliency, prioritize efforts, prevent new introductions and, where possible, effectively control existing infestations.
- Staff will continue implementation of the bird harassment programs at both reservoirs to continue to meet source water quality standards, which includes active harassment, drone monitoring on the reservoirs and other water bodies, and limiting of feeding sources to continue reduction of overall regional populations.
- Monitor and analyze water quality, including routine sampling of tributaries for bacteria, turbidity, temperature, and specific conductance. Continue sampling for nutrients and total suspended solids at tributaries. Continue sampling of the reservoir for plankton, pH, temperature, and dissolved oxygen. Continue extensive hydrologic monitoring (stream flow, groundwater, precipitation, and snowpack) by staff and in cooperation with U.S. Geological Service.
- Continue forestry operations. Active forest lots will be monitored by Foresters to ensure that all Best Management Practices (BMPs) are being followed to ensure continued water quality protection. Continue a long-term, paired watershed study to investigate impact of silviculture on tributary water.

- Implement drone program by beginning pilot project to monitor forest conditions.
- Continue the Climate Vulnerability Assessment by implementing Phase 2 of the consultant contract.
- Continue forest stand adjustment project to enhance tree species diversity, resiliency, wildlife habitat, tree vigor, carbon storage and stand diversity.
- Continue to maintain Ranger presence to monitor and control public access. Enforce DWSP regulations through targeted patrols and education. Work with State and Environmental Police to enforce more serious violations. Expand rules education efforts, including more stewardship signage, website enhancements and other media expansion.
- Continue implementation of the Watershed Protection Act and Regulations (313 CMR 11.00)
- Monitor and maintain major dams in the system, as well as smaller watershed dams.
- Monitor watershed activities to ensure compliance with 313 CMR 11.09. Track activities in EQ database.
- Continue to expand education and outreach programs that showcase the mission and accomplishments of DWSP, using both online and in-person presentations.
- Administer the Payment in Lieu of Taxes (PILOT) program across the watershed system.

Highlights by Region are included below:

Wachusett/Sudbury Region

- Maintain lands around the Wachusett Reservoir including vegetation management, mowing, and monitoring of dam and dike structures.
- Continue managing white-tailed deer populations in the Wachusett and Sudbury watersheds through deer hunting permits and evaluation of deer populations.
- Continue to control beaver populations in the Pathogen Control Zone and work to reduce impacts of beaver in other areas of the watershed.
- Continue efforts, in concert with MWRA, to maintain and document progress controlling aquatic invasive species, including the DASH (Diver Assisted Suction Harvest) removal of invasive plants in the Stillwater and Quinapoxet basins. Monitor watershed ponds and streams for presence of aquatic invasive species.

- Continue work on road salt issue, including expanded social media presence, evaluation of the grant program to encourage municipal improvements to salting efforts, and work on tributary monitoring.
- Work with consultants and MassDOT on treatment of the final remaining direct discharge to the Reservoir in Sterling.
- Continue work with MWRA on preparedness for potential railroad spills.

Quabbin/Ware River Region

- Implement the system-wide comprehensive Land Management Plan including continued use of controlled burns to enhance forest management activities.
- Continue work on management of gravel resources in both watersheds for Division needs.
- Complete long-term forestry paired watershed water quality study and issue report.
- Continue work on eradication of aquatic invasives in Pottapaug Pond.
- Maintain lands around the Quabbin Reservoir, including vegetation management, mowing, and monitoring of dam and dike structures; seek to implement a reduced mowing schedule in other areas to enhance pollinator habitat.
- Continue successful implementation of controlled deer hunts at Quabbin including implementation of the Quabbin Park Deer Management Plan.
- Continue drone work in conjunction with MassDOT aeronautics division to conduct gull roost monitoring at Quabbin Reservoir.
- Continue to operate the Visitor Center at Quabbin, pairing in-person and on-line educational opportunities.
- Work closely with MWRA on the Quabbin Administration Complex capital improvement design study.
- Continue implementation of the Ware River Watershed Public Access Management Plan.



Wachusett/Sudbury FY25 Work Plan

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
	A. Land Acquisition					
A1	Acquire land. Coordinate due diligence and other tasks/services from DCR and private contractors to complete survey, appraisal, title, engineering, and environmental assessments for proposed acquisitions. Negotiate WPR language, purchase prices and conditions of sale with sellers of property.	NR	Felicia Bakaj	GIS-W, GIS, P, A	Protected land	As needed
A2	Develop individual parcel presentation materials and meet with MWRA Board for approval.	NR	Felicia Bakaj	P, GIS, D	Protected land	End of Q4
A3	Communicate with and convene LAP meetings to review parcels and prioritize land purchases.	NR	Felicia Bakaj	RD, DRD, EQ, EP, F	LAP Recommendations	As needed
A4	Use the LAP Prioritization Model to identify priority parcels in the watersheds.	NR	Felicia Bakaj	GIS	Model, Spreadsheet	End of Q4
A5	Continue to solicit and work with landowners in donating conservation interests in land and assist in advising landowners on the tax incentives available when donating conservation interests.	NR	Felicia Bakaj	P	Ongoing communications	End of Q4
A6	Establish regularly scheduled land/legal meetings to address attorney assignments and project logistics.	NR	Felicia Bakaj	D	Meetings	End of Q4
	B. Watershed Preservation Restriction Monitoring					
B1	Monitor WPRs on a regular basis, following monitoring procedures. Monitor high priority WPRs (WPRs under new ownership and ones with potential or ongoing issues), monitor WPRs acquired with Forest Legacy Funds (annual monitoring required) and Supervise Regional Staff that monitor WPRs. Review and file completed monitoring reports and update mobile WPR monitoring app as needed.	NR	Dani Almeida	EQ, GIS	Monitoring reports, updated landownership	End of Q4
B2	Complete baseline documentation reports for new WPRs prior to acquisition or within a reasonable time after acquisition, following EOEEA specifications. Baselines will be done in-house or through appropriate contracts.	NR	Dani Almeida	EQ, GIS	WPR baseline reports	End of Q4
B3	Produce baselines for existing WPRs without baselines	NR	Dani Almeida		WPR baseline reports	End of Q4
B4	Review and file WPR baselines that were contracted.	NR	Dani Almeida		WPR baseline reports	End of Q4

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
B5	Meet with Restriction Stewardship Working Group and confer with legal to respond to enforcement issues and requests to exercise reserved rights.	NR	Dani Almeida	NR, EQ, RD	Issue resolution and reserved rights decisions	End of Q4
B6	Track changes in landownership for WPRs, Forest Legacy WPRs and Non-Forest Legacy WPRs.	NR	Dani Almeida	EQ, GIS	Updated Land ownership spreadsheet	End of Q4
B7	Distribute WPR landowner E-news & Notes from the Field Story Map twice a year to landowners.	NR	Dani Almeida	Joel Zimmerman, Jim Taylor	Outreach Content	As needed
B8	Implement WPR records procedure with DCR records manager	NR	Dani Almeida	Ken MacKenzie	Securely stored records	End of Q4
	C. Land Management					
C1	Implement the system-wide comprehensive Land Management Plan (LMP).	RD	Kelley Freda	F, NR, EQ,P, GIS	implemented programs	End of Q4
C2	DWSP Forestry: Prepare forest harvest proposals for next fiscal year including data on proposed harvest areas, characteristics of stands, soils, cultural resources, wetlands, wildlife, unique features, and priority habitats. Proposals shall also include information on lot layout, landings, stream crossings, wetland crossings, and stonewall crossings.	F	Greg Buzzell	RD	Lot Summaries	End of Q3
C3	DWSP Forestry: Plan and conduct an internal review of proposed logging operations for the coming year, including assessments of silviculture, water quality and stream crossings, wildlife/vernal pool, cultural resources and other potential impacts/benefits Review lots to ensure consistency with aspects of the LMP, including wildlife, forestry objectives, and environmental quality.	NR	Brian Keegan	F, NR, EQ	Internal review report	End of Q4
C4	DWSP Forestry: Present annual forest harvest proposals at a public meeting. Publish Online Public Review document/story map. Accept public comment and respond as needed.	F	Greg Buzzell	NR	Public Presentation/online Story Map	End of Q4
C5	DWSP Forestry: Plan, lay out, mark products for removal, prepare maps and permits, establish photo monitoring points, file Forest Cutting Plans, seek bids, award permits, and properly advertise and post forest management operations consistent with the Forest Cutting Practices regulations, the LMP, and approved harvest proposals.	F	Greg Buzzell		Forestry Database, Permit to Harvest Forest Products, Cutting Plans, Photo Series Feature Layer	End of Q4
C6	DWSP Forestry: Provide supervision and oversight of all forest harvesting operations on DWSP property. Assure compliance with applicable DCR and NHESP regulations and restrictions, approved BMPs, and all Permit conditions. Maintain adequate site visit records. Monitor post-harvest and collect photo point images consistent with internal policy.	F	Greg Buzzell	EQ, NR	Forestry Database, Harvest Evaluation Form, Photo Series feature layer	End of Q4

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
C7	DWSP Forestry: Continue to implement long-term paired watershed monitoring (WATBMP) to assess impact of DWSP forest management on tributary water quality by collecting dry and wet weather samples during different harvest periods. Summarize study progress in annual water quality reports and complete preliminary and final reports at the appropriate stages of the study.	EQ	Dan Crocker	NR, F	Annual updates and reports	End of Q4
C8	DWSP Forest Monitoring: Conduct inventory and analyze forest composition on paired study watersheds	NR	Brian Keevan		report	
C9	DWSP Forest Monitoring: Conduct periodical regeneration and invasive species surveys to monitor forest health and development resulting from silvicultural activities or other natural disturbances and processes.	F	Greg Buzzell	NR	Report	End of Q4
C10	DWSP Forest Monitoring: Conduct periodic reviews and monitoring of land management activities and forest conditions to assure compliance and consistency with Land Management Plan.	NR	Brian Keevan	F, EQ	Reporting as needed	End of Q4
C11	DWSP Forest Data: Collect data and maintain GIS datalayers related to forest structure, composition, regeneration, roads, boundary information, stone walls, wetlands, streams, and other data to guide the land management program. Maintain GIS data documenting the location, extent, and intensity of all silvicultural operations.	F	Greg Buzzell	GIS	GIS datalayers	Ongoing
C12	New Acquisitions: Assess all new fee land acquisitions, documenting existing conditions of forests, access roads, bridges and culverts, boundary markings, and restoration needs. Integrate these lands into existing GIS datasets and land management, public access, and other watershed management programs.	F	Greg Buzzell	CE, WM,WR	GIS datalayers, Boundaries marked	Ongoing
C13	Boundary Marking: Locate, mark, and maintain property boundaries periodically and as needed.	F	Greg Buzzell	CE, RD	Boundaries marked, GIS datalayers	End of Q3
C14	Boundary Marking: Develop scope of work and manage contracted property boundary survey work.	CE	Bryan LaRochelle	F	completed surveys	End of Q4
C15	Boundary Monitoring: Document and pursue resolution of all property boundary encroachments. Update Database. Draft encroachment letters for RD to sign.	WR	Sean Flood	F, RD,DRD	Update Encroachment Database	Quarterly
C16	Land Management: Identify, plan, and oversee non-forest or other unique habitat restoration, field reclamation, and maintenance work.	NR	Brian Keevan	F		End of Q4

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C17	Land Management: Maintain existing DWSP non-administrative fields through regular periodic mowing using DWSP staff and equipment.	NR	Ken MacKenzie	NR, F, WM	fields mowed according to established mowing plan.	End of Q4
C18	Land Management: Conduct restoration work utilizing DWSP staff and specialized equipment (i.e., mulching).	NR	Brian Keegan	F, WM	areas restored for habitat	End of Q4
C19	Land Management: Develop, award, and oversee contracted restoration work; assure performance meets contract standards.	NR	Brian Keegan	F	completed contracted restoration work	End of Q4
C20	Monitoring: Assess and document conditions on non-forested land; oversee and conduct follow-up work using mechanical and chemical methods to ensure long-term success of restoration efforts.	NR	Brian Keegan	F	restoration areas maintained	End of Q4
C21	Develop, implement, award, and supervise agricultural use permits on DWSP lands.	F	Greg Buzzell	RD	Field notes and observations throughout mowing season	Ongoing
C22	Invasive Plants: Identify, prioritize, and implement terrestrial invasive plant (TIP) control projects in line with the expanded Terrestrial Invasive Plant Management Plan. Respond as needed to newly discovered and controllable TIP populations.	NR	Brian Keegan	F, WM, EQ, RD	Projects	End of Q4
C23	Rare Communities Data: Collect data and maintain datasets, GIS datalayers, and related maps and reports of rare and listed plants and communities.	NR	Brian Keegan	F, GIS	Internal GIS layers, reports to NHESP	End of Q4
C24	Rare Plant Monitoring: Monitor known state listed plant occurrences, document new discoveries and provide reports to NHESP.	NR	Brian Keegan		Reports to Natural Heritage	End of Q4
C25	Forest Data Collection: Continue to pursue permission to expand use of unmanned aerial system (UAS) to document forest conditions, map openings, identify invasive plant populations, assess internal road conditions, and other remote sensing activities.	NR	Ken MacKenzie	RD, F, WM	Internal GIS layers	End of Q4
C26	Monitor Spotted Lanternfly information and regional observation	F	Greg Buzzell			
C27	Removal of Hazardous Trees	F	Greg Buzzell	WM, RD	Records kept; trees removed	As needed
C28	Forest Monitoring: Maintain deer exclosures and sample vegetation periodically to assess impacts of herbivore browsing.	NR	Brian Keegan	F	Monitoring and repair as needed	Ongoing
C29	Monitoring: Conduct field inspections of mapped sensitive resource areas, review YOPs and VMPs, and provides comment for ROW Management projects.	EQ	Dave Getman	EQ	Review letter submitted as an official comment	End of Q4

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
C30	Organize, inventory, and categorize permit, lease, and easement information and enter information into the database.	CE	Ngala Shofola		organized files, database	End of Q4
C31	Participate in process to transfer lands surrounding Framingham Reservoirs 1 and 2 to DCR Parks.	D	John Scannell	RD, P		End of Q4
	D. Wildlife Management					
D1	Bird Harassment Program: continue program within the Pathogen Control Zone at Wachusett Reservoir, using human presence, boats, pyrotechnics, passive scare devices, and other techniques. Continue to identify and test new harassment techniques.	EQ	Tristan Lundgren	F, WM, CE, GIS	Birds are moved out of control zone	Ongoing
D2	Bird Control: Obtain annual Federal depredation permit for bird removal	NR	Ken MacKenzie		Permit	End of Q4
D3	BHP administration: finalize participant lists, revise program SOP and data collection methods as necessary, evaluate equipment and supplies and purchase new items when necessary, notify abutters, plan and run training/orientation meeting for all participants, and conduct Survival Suit training for new participants. Review BHP data collection in AGOL.	EQ	Tristan Lundgren		Inventory of equipment, supplies	End of Q1
D4	BHP reporting: Produce a weekly report during active Bird Harassment Program season. Produce an annual report to interpret and analyze program success using criteria such as bird numbers at the North and South Basins, bacteria samples and harassment efforts. Compile selected historic data from past 25+ years for analysis and interpretation in a summary report on the long-term success of the program.	EQ	Tristan Lundgren		Weekly report	End of Q4
D5	BHP Administration: Schedule staff for the BHP program to ensure that all positions in the current schedule are staffed appropriately.	EQ	Tristan Lundgren	OSSI	Schedule distributed to participants and other relevant staff.	End of Q4
D6	Explore alternatives and determine the feasibility for boat dock improvements to facilitate safer and better winter BHP program operation	RD	Kelley Freda	EQ	Improved staff safety and reduced salt/sand use	End of Q2
D7	Gull Roost Monitoring: Observe and document the nocturnal roost of gulls on the reservoir weekly during the months of September- March.	NR	Hillary Siener	EQ	Weekly counts: Data used to guide harassment program	04/01/23
D8	Gull Roost Monitoring: use a UAS to document the gull roost abundance.	NR	Hillary Siener	EQ	Photos	04/01/23
D9	Canada Goose Control: maintain and reduce goose populations at Wachusett and Sudbury Reservoirs by treating eggs during nesting season to prevent hatching.	NR	Hillary Siener		Annual report	End of Q4

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
D10	Canada Goose Control: Implement additional control activities as needed, including coyote decoys, habitat management practices or harassment to limit goose presence. Monitor geese activity on the North and South Dikes.	NR	Hillary Siener		Field Notes	End of Q4
D11	Regional Gull Monitoring: Identify places in MA where human derived food is available for gulls and work to prevent feeding through educational signage, interaction and enforcement.	NR	Hillary Siener	WM	Field reports; Reduction of available human-derived food sources	End of Q4
D12	Regional Gull Monitoring: Monitor area landfills for gull presence. Work cooperatively with landfill operators to ensure DEP landfill regulations are being followed.	NR	Hillary Siener	EQ	Field reports	End of Q4
D13	Regional Gull Monitoring: Monitor wastewater treatment plants in Massachusetts that have wires installed to prevent feeding to make sure they function and continue to exclude gulls. Identify other wastewater treatment plants in MA with gulls and work to install wires at those plants.	NR	Hillary Siener	EQ	Field reports	End of Q4
D14	Gull Feeding: Work with cities and municipalities in MA to educate feeders and/or enforce feeding regulations.	NR	Hillary Siener		Reduction in feeding of gulls	End of Q4
D15	Aquatic Mammal Control: Remove beaver and muskrat in the Aquatic Wildlife Pathogen Control Zone at Wachusett and monitor beaver activity in the Watershed.	NR	Hillary Siener	EQ	Field reports, Annual summary	End of Q4
D16	Pathogen monitoring: Analyze aquatic mammals removed from the Pathogen Control Zone at Wachusett Reservoir for the presence of Giardia and Cryptosporidium by sending fecal samples to a laboratory for analysis.	NR	Hillary Siener		Field reports, Annual summary	End of Q4
D17	Beaver Issues: Respond to beaver-caused flooding issues on DWSP property; assess situations and take appropriate actions.	NR	Hillary Siener	WM	Summary report	End of Q4
D18	Beaver Issues: Respond to private landowner complaints caused by beaver on DCR property, provide technical assistance and issue access permits as necessary.	NR	Hillary Siener	WM, RD	DCR Access Permits	End of Q4
D20	Burrowing Animal Control: Respond to problems of burrowing animals on dams and dikes; take appropriate action.	NR	Hillary Siener		Field report	End of Q4
D21	Loon Monitoring: Research and manage for common loons on DWSP waterbodies; provide nesting platforms, capture and sample birds for contaminants.	NR	Jillian Whitney		Annual report	End of Q4
D22	Collect lead tackle and discarded monofilament fishing line	NR	Jillian Whitney		Discarded monofilament line and lead tackle.	Ongoing
D23	Long-term Forest-Wildlife Monitoring: Continue Annual Amphibian/ Reptile survey using pitfall traps	NR	Hillary Siener		Database	End of Q4

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
D24	Long-term Forest-Wildlife Monitoring: Continue Annual Breeding Bird Survey (BBS)	NR	Hillary Siener		Database	End of Q4
D25	Long-term Forest-Wildlife Monitoring: Continue Annual Acoustic Bat Survey	NR	Hillary Siener		Database	End of Q4
D26	Long-term Forest-Wildlife Monitoring: Continue Annual Small Mammal Trapping Survey	NR	Hillary Siener		Database	End of Q4
D28	DWSP Deer Hunt: Administer the White-tailed Deer Management Program on DWSP lands in the Wachusett and Sudbury Watersheds;	NR	Ken MacKenzie	RD, DRD, WM, F, WR	Deer density at levels that support forest regeneration	End of Q4
D29	DWSP Deer Hunt: Publish the applications/permits and prepare and schedule hunter Orientations if needed.	NR	Ken MacKenzie	NR	Application database, permits	End of Q4
D30	Deer Density Monitoring: Conduct pellet surveys on DWSP lands to assess populations of deer and moose.	NR	Hillary Siener	F	Database	End of Q4
D31	DWSP Deer Hunt: Analyze results of hunt and publish Annual Deer Report	NR	Hillary Siener	NR	Annual Deer Report	End of Q4
D32	Coordinate with the Massachusetts Natural Heritage and Endangered Species Program concerning rare species occurrences and protection	NR	Hillary Siener	F	Field Notes; reports	End of Q4
	E. Public Access Management					
E1	Proactively patrol watershed lands to ensure compliance with DCR regulations and policies. Tally visitor contacts and produce quarterly and annual summary reports that includes a narrative of law enforcement referrals and response. Conduct trend analysis on visitor statistics and rule violations.	WR	Sean Flood		Report	Quarterly
E2	Continue to cooperate with state, environmental, and local police for assistance with enforcement when required.	WR	Sean Flood	DRD	Enforcement Resolution	Quarterly
E3	Continue to use DCR social media accounts for advertisement of interpretive programs, including general or emergency information (such as closings).	WR	Kathryn Parent	IS	Press documents	Quarterly
E4	Develop public outreach regarding allowed uses on DCR Wachusett lands.	WR	Sean Flood	IS	Plan, signage, outreach	Quarterly
E5	Continue updates and improvements to access points with signs, gates and improved parking areas. Conduct regular inspections of gates and access barriers.	WR	Sean Flood	WM, DRD	Signs, barriers	Quarterly
E6	Regularly evaluate and modify policies within the current Public Access Plan and publish annual appendices with policy modifications or to regulate new proposed uses on DWSP lands.	WR	Sean Flood	DRD	Compliance with DWSP regulations	Quarterly
E7	Continue to conduct "special operations" such as night operations, ATV, and snowmobile operations, as needed.	WR	Sean Flood		Compliance with DWSP regulations	Quarterly

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
E8	Enforce rules and regulations of 313 CMR 11.09 through education.	WR	Sean Flood		Compliance with DWSP regulations. Update database.	Quarterly
E9	Implement Public Access Plans for Wachusett and Sudbury Reservoir Watersheds	WR	Sean Flood	WR, DRD	Compliance with DWSP regulations	End of Q4
E10	Complete an ADA accessible walkway at the dam promenade.	CE	Bryan LaRochelle	RD, DRD	Completed walkway	End of 2nd quarter
E11	Develop a sensory trail.	RD	Kelley Freda	Paula Davison, WM, IS	Completed trail	End of Q2
	F. Watershed Security					
F1	Maintain an active presence in the watershed. Monitor watershed lands, roadways, and railways for unusual or suspicious activities; provide appropriate response.	WR	Sean Flood	DRD	Ranger logs	Quarterly
F2	Continue ongoing communication and coordination with local, state, and federal emergency responders; coordinate with MWRA on all security issues.	WR	Sean Flood	DRD	Ranger logs	Quarterly
F3	Continue program of enhancing security infrastructure around Wachusett Reservoir.	WR	Sean Flood	CE,WM	Implementation	Quarterly
F4	Inspect, maintain, and monitor gates, barways, and signage throughout the watersheds for security and access control.	WR	Sean Flood	CE, WM	Inspection, repairs, installation.	Quarterly
F5	Replace existing rules signage with updated rules signage that incorporates DEI initiatives and includes the updated MEMA dispatch phone number.	WR	Sean Flood	DRD, RD	New signage	End of Q4
	G. Infrastructure					
G1	Assess Wachusett and Sudbury dams, spillways, and dikes monthly, monitor conditions and maintenance activities, and prepare work requests as necessary. Forward all significant issues to the Regional Director and the MWRA. Coordinate with MWRA on biannual dam safety inspections for compliance with 302 CMR 10.00.	CE	Ngala Shofola	RD, DRD	Inspection logs and reports, summary reports	Monthly
G2	Assess DWSP smaller dams semi-annually, monitor conditions and maintenance activities, and prepare work requests as necessary. Coordinate DCR's role in dam removal projects.	CE	Ngala Shofola	WM	Plans, summary reports	2nd quarter. 4th quarter
G3	Work with DER to develop plans and permit the Malden Brook restoration project	CE	Bryan LaRochelle	CE, EQ	Plans, permits	End of Q4
G4	Conduct annual inspection/evaluation of Wachusett internal roads, parking lots, drainage structures, shoreline access points; update GIS data layers as needed and develop list of maintenance and repairs needs.	CE	Justin Guerra	EQ	Maps, datalayers	End of Q4
G5	Develop annual plan for internal road repair/reconstruction projects. Provide oversight to ensure protection of water resources. Update trails GIS datalayer.	CE	Justin Guerra	RD,F,WM,EQ,DRD, WR, NR,CE	Annual Plan, work orders, summary report	04/01/23

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G6	Conduct regular inspections of all DWSP BMPs, monitor conditions and maintenance activities, prepare work requests and plans for maintenance and repair projects.	CE	Bryan LaRochelle	EQ, WM	Maintained, properly operating SW BMPS	End of Q4
G7	Design and oversee installation of drain valves from forebays at Gate 25 and WB10	CE	Bryan LaRochelle	CE	plan, control pipe	End of Q4
G8	Evaluate Sudbury watershed access, internal roads and develop work plan, as necessary.	CE	Ngala Shofola	CE, EQ	Work plan, maps, work orders	End of Q4
G9	Assess designing Foss Boat ramp off Old Worcester Road	CE	Bryan LaRochelle	CE	Design	End of Q2
G10	Provide supervision, coordination, oversight, and technical support or assistance for all engineering, construction, and renovation work in Section.	CE	Paula Davison	DRD	Inspections, construction and maintenance records	End of Q4
G11	Maintain records and plans regarding property lines, reservoir and facility construction, and maintenance operations.	CE	Bryan LaRochelle	CE	Miscellaneous records	End of Q4
G12	Implement annual Major Projects	RD	Kelley Freda	DRD	Improvements	End of Q4
G13	Oversee installation of replacement fence on North Dike	CE	Ngala Shofola	CE	New Fence	End of Q4
G14	Develop scope and oversee consultant evaluation of Ranger Station building envelope	CE	Paula Davison	CE	Report	End of Q1
G15	Review Stillwater Farmhouse roof replacement recommendations	CE	Paula Davison	CE	New Roof installed	End of Q4
G16	Oversee demolition of Grove Street garage	CE	Paula Davison	CE	Building demolished	End of Q4
G17	Layout and oversee Old Stone Church shoreline wall and rain garden construction	CE	Bryan LaRochelle	CE,EQ	Project completed	End of Q4
G18	Evaluate and coordinate the monitoring of facilities for compliance with state and federal regulations. Develop and update required documents, as necessary	CE	Paula Davison		Summary reports	End of Q4
G19	Coordinate with WM to provide access to water quality monitoring stations and snowpack measurement sites. Perform occasional maintenance activities at stream gages.	EQ	Nick Ferry	WM	Maintained access; functioning gages	End of Q4
G20	Coordinate and oversee the SPCC program. Conduct quarterly inspections, testing and training as needed.	CE	Paula Davison	DRD	Inspection reports	End of Q4
G21	Coordinate O/W separator and tight-tank maintenance	CE	Paula Davison		Inspection reports	End of Q4
G22	Evaluate and update, as needed, the Facility Operations and Spill Response Plan for the Wachusett Recycling Center	CE	Paula Davison		Updated Plan	End of Q4
G23	Maintenance of forest roads, dams, dike, fields, parking areas, drainage structures, snowplowing, boat launch areas, and other management activities.	WM	Timothy Culkeen	CE, DRD	Maintenance and management.	Quarterly
G24	Prioritize and schedule online workorders for division staff and add to daily work plan.	WM	Timothy Culkeen	DRD	Summary Reports	Quarterly
G25	Assist division staff with specific workorders as needed.	WM	Timothy Culkeen	DRD	Summary Reports	Quarterly

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G26	Maintenance of grounds at MWRA facilities as needed. Clinton (Cosgrove), Oakdale (Shaft One)	WM	Timothy Culkeen	DRD	Ongoing maintenance	Quarterly
G27	Conduct building maintenance activities, including painting, carpentry, cleaning, minor repairs, and other routine maintenance	WM	Richard McCarthy	DRD	Ongoing maintenance	Quarterly
G28	Inspect all Wachusett facilities, buildings, related structures and building utility systems. Determine needed costs of materials for maintenance, repair and replacement of parts as needed.	DRD	Richard McCarthy	DRD	Ongoing maintenance	End of Q4
G29	Assess and develop plan for Decarbonation of facilities per EO#594. Building upgrades.	DRD	Derek Liimatainen	BM, CE, PSO	Summary Reports	End of Q4
G30	Complete construction of Wachusett Dam ADA walkway	CE	Bryan Larochelle	CE,RD,DRD	Project completed	End of Q2
	H. Watershed Protection Act					
H1	Continue implementation of the WsPA. Review and process all WsPA applications. Enter data in the ArcGIS WsPA database. Prepare and issue decisions within timeframes as required by the regulations. Perform site visits for all active WsPA construction projects regularly to ensure compliance with decisions. Enter data in the ArcGIS WsPA database.	EQ	Bernadette DeBlander	RD, GIS-W, P	WsPA Decisions, updated electronic files	End of Q4
H2	Perform site visits and/or review submitted information for WsPA projects that have ongoing or perpetual monitoring conditions. Work with property owners to resolve issues. Enter inspection information in the WsPA ArcGIS database.	EQ	Bernadette DeBlander	Bernadeta Susianti	Site visits; updated records	End of Q4
H3	Respond to and/or identify any potential WsPA violations. Work with property owners to resolve issues. Enter data in the ArcGIS WsPA database (as identified in SOP).	EQ	Bernadette DeBlander	Bernadeta Susianti	Issued resolved and data entered	End of Q4
H4	Convene the Watershed Protection Act Working Group regularly to discuss policy and address specific problems related to the WsPA	P	Joel Zimmerman	EQ, RD	Coordination, decisions, meeting minutes	End of Q4
H5	Review permits for watershed towns on a monthly basis with letters sent to property owners of affected parcels.	EQ	Bernadette DeBlander	RD	Letters to Property Owners of Affected Parcels	End of Q4
H6	Review property transfers for seven towns on a monthly basis with letters sent to new property owners of affected parcels informing them of the WsPA and how they may obtain additional information.	EQ	Bernadette DeBlander	RD, Bernadeta Susianti, Jussara Batista	Letters to Property Owners of Affected Parcels	Monthly
H7	Review files from previous year on an ongoing basis, including contact with owners and site visits as needed. Emphasis placed on monitoring active variances.	EQ	Bernadette DeBlander	Bernadeta Susianti	Follow-up letters issued as needed. All activities documented in database.	End of Q4

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
H8	Visit all unresolved variances, determinations, and advisory opinions and determine status. Resolve if possible, request action if needed, and refer violations to legal department	EQ	Bernadette DeBlander	Bernadeta Susianti	NOC issued wherever possible	End of Q4
H9	Develop a WsPA Pond/Lake brochure for pond and lakeside communities and associations.	EQ	Bernadette DeBlander	Kathryn Parent	Brochure	End of Q4
H10	Contact Town Halls on a regular basis to ensure access to WsPA Affected Parcel Lists and provide paper WsPA maps as requested. Also provide any updated brochures and applications.	EQ	Bernadette DeBlander	GIS-W	Inventory of needs and inventory of information that was distributed.	Visit each town twice yearly.
	I. Education and Outreach					
I1	Implement the Wachusett Interpretive Services Plan; amend as needed.	IS	Kathryn Parent	WR,EQ	Amended plan with documentation of actions	Ongoing
I2	Coordinate Educational and Outreach programs, develop and present programs, advertise public programs using DCR social media accounts as necessary and create non-personal media.	IS	Kathryn Parent	WR, EQ	Improved public outreach, school programs established, contacts made with public and visitors	Ongoing
I3	Develop public outreach regarding allowed uses on DCR Wachusett lands and conduct watershed, wildlife, forests and history education programs in the local schools using current curriculum standards.	IS	Kathryn Parent	WR	Improved rules compliance	Ongoing
I4	Participate in state-wide agency initiatives, partner with other organizations, maintain relationships with Secretary's Advisory Group on Environmental Education (SAGEE), Massachusetts Environmental Education Society (MEES), curriculum coordinators, libraries, community groups and non-profits.	IS	Kathryn Parent	WR	Improved public outreach	Ongoing
I5	Maintain and enhance kiosks and bulletin boards throughout the watershed update as necessary highlighting water supply, cultural and natural history of our properties; at least 4 times/year; obtain quotes, develop materials and replace (1-2) 4-sided kiosk with panel signage incorporating DEI initiatives as appropriate.	IS	Kathryn Parent	IS,WM	Updates on Kiosks at least quarterly; new panel signage.	Quarterly
I6	Perform inventory of signage and make recommendations for improvements and additions of stewardship signs	WR	Sean Flood	D,RD,IS,EQ	Inventory of sign type and location	Ongoing
I7	Assess interpretive and safety needs and allowed uses on watershed lands with respect to trail and other signage.	WR	Sean Flood	IS, DRD, RD	Ongoing Maintenance	Quarterly
I8	Provide IS review and participate in approving and designing interpretive signage and printed materials using DCR standards and guidelines.	IS	Kathryn Parent	WR, RD	Standardized printed material	Ongoing

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
I9	Develop requirements and expectations for non-personal interpretive media such as brochures, signage, exhibits, displays, etc.; to ensure that media is appropriate, thematic, and high quality.	IS	Kathryn Parent	IS	Ongoing improvements	Ongoing
I10	Provide educational materials, teacher training, and support for Mass Envirothon and assist with preparation and logistics for annual competition	IS	Kathryn Parent	EQ	School Programs	Ongoing
I11	Maintain and update the DWSP website to provide information and resources for the public. Update website education pages with teaching resources, school programs, and field trip menu.	IS	Joel Zimmerman	IS	Website; resource and program menu	Ongoing
I12	Research and plan for additional archival display cases to provide some historical perspective and educational value to the Historical Objects from DCR Archives. Develop public event showcasing items.	IS	Kathryn Parent		Display for artifacts	end of Q4
I13	Create, evaluate and revise Property Interpretive Profiles for all areas within the Region. Continue to develop and implement the Stillwater Farm Operational Plan.	IS	Kathryn Parent		Site specific profiles and program recommendations	Ongoing
	J. Water Quality and Hydrologic Monitoring					
J1	Perform routine tributary sampling twice per month (bacteria, turbidity, field parameters) (WATTRB)	EQ	Nick Ferry	Travis Drury, Dan Crocker	Sample collection twice per month, sample delivery to MWRA lab	Ongoing
J2	Perform Nutrient, Chloride, Alkalinity and TSS sampling every month at 10 tributaries, including field parameters (and Shaft 1 when Quabbin transfer is active.) (WATMDC)	EQ	Nick Ferry	Travis Drury, Dan Crocker	Monthly sample collection with delivery to MWRA facility	Ongoing
J3	Regular data review, processing, and upload of water quality and hydrologic data to Water Quality Database. Scanning and filing of all paper Chains of Custody and field sheets.	EQ	Nick Ferry	Travis Drury, Dan Crocker	Database containing most recent data	Ongoing
J4	Conduct reservoir bacteria transect sampling (WATTRN) as needed in conjunction with gull harassment program.	EQ	Nick Ferry	Travis Drury, Dan Crocker	Samples collected as needed and delivered to MWRA lab	Ongoing
J5	Produce annual water quality report and document changes to sampling plan in the report.	EQ	Dan Crocker	Joy Trahan-Liptak	Draft Annual WQ report by March 31	3rd Quarter
J6	Produce and distribute a monthly water quality summary and a monthly Quality Control summary (internal)	EQ	Travis Drury	Dan Crocker	Monthly reports produced each month	Ongoing

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
J7	Maintain continuous stream flow gages in all four watersheds through USGS contract (JFA). Coordinate with USGS to ensure proper performance of all gages, and accurate and timely reporting of data.	EQ	Dan Crocker	Travis Drury	Instantaneous hydrology information, USGS cooperation	Ongoing
J8	Coordinate with MWRA labs on sampling projects, including modifying sampling plans (analytes, methods, locations, frequency), delivery of bottles and Chains of Custody, and distribution of laboratory results	EQ	Dan Crocker	Joy Trahan-Liptak	Updates to DWSP-MWRA Project Management documents, communications with MWRA Client Services Coordinator and Lab staff	Ongoing
J9	Augment hydrologic data in Wachusett watershed through monitoring of stream flows, groundwater levels, and precipitation. Take snow pack measurements (seasonally) and distribute results in standardized report. Report monitoring times and water depth of Sterling Well to USGS.	EQ	Travis Drury	Nick Ferry, Dan Crocker	Rating curves, precipitation data, monthly HOBO downloads entered into database	Ongoing
J10	Conduct reservoir profile and plankton sampling at least weekly from April - September and every other week from October - March when ice conditions permit. Conduct additional sampling in accordance with the current Phytoplankton Action Plan. Use remote sensors (MWRA Buoys) to inform sampling program.	EQ	Joy Trahan-Liptak	Max Nyquist	Data entered into database and reports provided via email.	Ongoing
J11	Conduct quarterly reservoir nutrient sampling	EQ	Joy Trahan-Liptak	Max Nyquist	Samples collected quarterly and delivered to MWRA facility	Ongoing
J12	Develop and maintain accurate rating curves by measuring stream discharge two (or more) times per year per site; Confirm or update ratings annually.	EQ	Travis Drury	Dan Crocker	New discharge measurements and ratings	Ongoing
J13	Maintain Water Quality Monitoring stations on 7 primary tributaries. Maintain HOBO/Mayfly sensors and manage associated data. Maintain control structures, survey staff plates every 2 years)	EQ	Dan Crocker	Travis Drury, CE	Data in database	Ongoing
J14	Monitor groundwater quality monthly (field parameters).	EQ	Travis Drury	Dan Crocker	Groundwater data presented in Monthly Water Quality Report	Ongoing

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
J15	Identify and outline system-wide water quality issues and challenges. Bring to ResOPs and/or WQSAT for discussion and integrate into water quality analysis/modeling work with UMass.	EQ	Jamie Carr	Dan Crocker		2nd Quarter
J16	Continue to work to reduce applications of road salt in the watershed and prevent additional increases in chloride concentrations in tributaries and the reservoir through multiple initiatives that DWSP has developed, including: Training and outreach, improving our own salt use and adopting best practices, collaborating with research partners at UMass and the Interagency Salt Working group, improving water quality data collection, and implementing a matching salt reduction grant program.	EQ	Jamie Carr	Dan Crocker	Input on DCR projects and issues; data summaries	Ongoing
J17	Improve data collection by gathering conductivity/chloride data throughout the watershed to improve the understanding of the magnitude and spatial variability of chlorides.	EQ	Dan Crocker	Nick Ferry, Travis Drury	Summary memo presenting results of Conductivity Blitz	Q4
J18	Continue to implement a Salt Reduction grant program (matching funds or reimbursements) to support new technologies or improved protocols for Wachusett watershed communities	EQ	Joel Zimmerman	EQ	Program outlined and promoted; money distributed	
J19	Continue reservoir-wide data collection to increase understanding of reservoir dynamics including stratification, interflow, and distribution of phytoplankton.	EQ	Joy Trahan-Liptak		Collection of additional data	Ongoing
J20	Continue monitoring stormwater basins at Rt 12/140 and Rt 62 intersection for water quality, algae, invasive species, and mosquito larva.	EQ	Nick Ferry	Dan Crocker	Collection of additional data, analysis	Ongoing
J21	Review, process, and import all aquatic biology data to the SQL Server Database, as appropriate. Maintain all Aquatic Biology data management workflows	EQ	Joy Trahan-Liptak	Max Nyquist	Data entered into databases.	Ongoing
J22	Continue to develop and maintain database backed tools and applications (R,GIS,MS Access, SQL Server, AGOL Apps) to facilitate water quality data management, review and analysis, writing reports and modeling efforts.	EQ	Dan Crocker	Travis Drury, Joy Trahan-Liptak, Max Nyquist	Improved analysis and reporting	Ongoing
J23	Field and laboratory equipment maintenance and calibration; Management and inventory tracking of field/lab equipment and supplies.	EQ	Nick Ferry	Joy Trahan-Liptak, Travis Drury, Max Nyquist, Dan Crocker	Accurate measurements and functioning field and lab equipment	Ongoing
J24	Review and update Quality Assurance Project Plan (QAPP) and SOPs for Water Quality and Hydrologic Monitoring Programs	EQ	Travis Drury	Dan Crocker, Joy Trahan-Liptak	Update to date QAPP and SOPs	Ongoing

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
J25	Continue to work with MWRA, Quabbin EQ, NEIWPCC and other stakeholders to characterize cyanobacteria and cyanotoxins in the reservoir.	EQ	Joy Trahan-Liptak	Max Nyquist	Info in annual WQ report	Ongoing
J26	Complete and implement a plan for Harmful Algal Bloom response.	EQ	Joy Trahan-Liptak	Max Nyquist	Final plan produced	4th Quarter
J27	Monitor for HABs in the reservoir and priority watershed ponds using appropriate tools outlined in the HAB response plan. Work with DPH and DEP as needed.	EQ	Joy Trahan-Liptak	Max Nyquist	Summary reports as needed, Info in annual WQ report	Ongoing
J28	Investigate and implement use of remote sensing tools for monitoring water quality in the reservoir and watershed impoundments, specifically for cyanobacteria and AIS.	EQ	Joy Trahan-Liptak	Max Nyquist, Erica Tefft	Enhancement of monitoring programs.	Ongoing
J29	Conduct benthic macroinvertebrate sampling every other year, continue identification and assessment of historic samples.	EQ	Max Nyquist		Inclusion in 30-year WQ Report	Ongoing
J30	Continue cooperative study of current population status, life history, and sustainable yield of lake trout.	EQ	Max Nyquist		Collection of data, generation of spawning area map	Ongoing
J31	Conduct basic fish monitoring in the reservoir and watershed in collaboration with MA DFW. Assess goals and explore optimal sample methods with MA DFW. based on the results of the lake trout study and Creel Survey.	EQ	Joy Trahan-Liptak	Max Nyquist	Collection of fish, compiling and analyzing results	Ongoing
J32	Analyze results of the 2022 Creel Survey and produce a report comparing these results with previous surveys and presenting recommendations for further fisheries management/research.	EQ	Max Nyquist	Joy Trahan-Liptak	Collection of data, compiling and analyzing results.	4th Quarter
J33	Develop a study to identify trends in the long-term phytoplankton and water quality data sets and identify variables influencing these dynamics.	EQ	Joy Trahan-Liptak		Collection of additional data, analysis	Ongoing
J34	Make recommendations for stormwater sampling based on historical data. Sample storm events as determined necessary.	EQ	Dan Crocker		Summary memo; WQ data entered into database to improve annual nutrient loading calculations	Ongoing
J36	Assist with monitoring and research surrounding perspective and ongoing dam removal/riparian habitat restoration projects.	EQ	Joy Trahan-Liptak	Max Nyquist	Input on projects, collection of data and analysis.	Ongoing
K. Watershed Monitoring and Assessment						
K1	Continue to review local records and conduct watershed surveillance to identify potential issues in the Wachusett and Sudbury watersheds that could impact water quality. Work with local boards and land owners when problems are identified. Document all work in EQ database.	EQ	all EQ staff		Document actions in EQ database; compliance with regulations	Ongoing

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
K2	Provide technical assistance to state and municipal boards and commissions.	EQ	Tristan Lundgren	all EQ staff	Technical assistance provided	Ongoing
K3	Maintain records of all water quality related issues and EQ actions taken within an updated and modernized AGOL database.	EQ	Jamie Carr	David Getman	Corrected files, accurate useful data	Ongoing
K4	Manage the Wachusett Watershed Hydrology Mapping Project to ensure progress towards completion within selected subwatersheds and subbasins by verifying, revising and mapping structures and conditions in the field using observations, plans and any information available from towns or other outside sources.	EQ	Tristan Lundgren	GIS, GIS-W	Updated GIS Feature Layers: Drainage Structures, Stormwater Infrastructure, Natural Hydrography, Wetlands and Waterbodies and Stormwater Basins	Ongoing
K5	Create flow paths within the Wachusett Watershed Hydrology Mapping Project by verifying stream flow direction and connections, routing flowpaths through wetlands, waterbodies, and stormwater basins, and creating a flow network with a terminal discharge point.	EQ	Tristan Lundgren	Josh Sjogren	Updated Wetlands and Waterbodies, Natural Hydrography GIS datalayers	Ongoing
K6	Complete Stillwater District EQA and use recommendations to develop tasks for FY26 Work Plan.	EQ	Dave Getman	GIS, RD	Final report, FY24 work plan tasks	End of Q4
K7	Monitor hazardous materials spills and releases until considered complete for Wachusett and Sudbury watersheds. Compile and update hazardous materials sites, USTs and ASTs. Follow up with DEP as needed.	EQ	Joshua Sjogren	Dave Getman	Up to date database files and include in EQA	Ongoing, End of Q4 for EQA
K8	Inspect all agricultural operations in Stillwater District and continue to compile an inventory of agricultural sites in Wachusett/Sudbury using iPad app	EQ	Joshua Sjogren	Dave Getman	Up to date information in app	Ongoing
K9	Develop and implement outreach strategies and programs for topics identified through EQAs, such as partnering with watershed businesses such as breweries and golf courses for clean water signage and outreach assistance.	EQ	Dave Getman	RD	Brochures, PSAs	Ongoing
K10	Monitor placement and additions of turf fields in both watersheds and remain up to date on all research and studies of PFA concentrations resulting from turf fields	EQ	Joshua Sjogren	Kelley Freda, IS	Summary report	End of Q4
K11	Develop an inventory of businesses and land uses in the Wachusett watershed that are at greater potential to have PFAs on the property.	EQ	Dave Getman	Josh Sjogren	Datalayer	End of Q4

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
K12	Continue to communicate with MassDOT on roadway projects. Emphasize need for contractor to maintain safe conditions at all times. Investigate possibility of requiring contractor to have absorbent materials at work area for the duration of the project.	EQ	Bernadeta Susianti	Bernadette DeBlander	Up to date information in database	Ongoing
K13	Investigate obtaining approval from the Municipal Conservation Commissions for a blanket Order of Conditions for regular removal of debris and regular maintenance of streams.	EQ	Dave Getman		Blanket approval	End of Q2
	L. Aquatic Invasive Species					
L1	Implement the DWSP AIS action plan by following the framework for monitoring and making decisions regarding current and new AIS threats across the watersheds.	EQ	Joy Trahan-Liptak	Max Nyquist	Final plan produced	4th Quarter
L2	Prioritize and conduct surveys of watershed/local waterways to inspect reservoirs, lakes, ponds, and tributaries for presence of aquatic invasive species.	EQ	Joy Trahan-Liptak	Max Nyquist	Annual summary in water quality report	3rd Quarter
L3	Conduct surveys, gather information, and make recommendations for management actions on an individual basis if/when new introductions are found in accordance with the Wachusett AIS management plan.	EQ	Joy Trahan-Liptak	Max Nyquist	Annual summary in water quality report	3rd Quarter
L4	Advise on budget for and administer AIS control contracts as appropriate and conduct aquatic vegetation surveys in conjunction with management of invasive species in the Lily Ponds, South Meadow Pond complex, and Clamshell Pond.	EQ	Joy Trahan-Liptak	Max Nyquist	Field report	4th Quarter
L5	Continue to use appropriate methods to manage the current population and prevent the spread of Phragmites along the reservoir shoreline.	EQ	Max Nyquist	WM, NR	Annual summary in water quality report	3rd Quarter
L6	Perform aquatic vegetation surveys in conjunction with reservoir AIS management projects. Provide results to MWRA and contractors to guide plant removal efforts.	EQ	Joy Trahan-Liptak	Max Nyquist	Field report	4th Quarter
L7	Monitor, advise, and assist contractors with plant removal operations as necessary, including boat decontamination inspections and data management through ArcGIS Online apps.	EQ	Joy Trahan-Liptak	WM	Annual summary in water quality report	3rd Quarter
L8	Enforce the decontamination procedures for all watercraft, dive gear, and survey equipment entering the reservoir by inspecting each vessel and collecting completed decontamination certification forms.	EQ	Joy Trahan-Liptak	Max Nyquist, Rangers	Annual summary in water quality report	3rd Quarter
L9	Continue to educate ranger and interpretive staff on AIS for incorporation into routine education programs.	EQ	Joy Trahan-Liptak	WR	Annual summary in water quality report	3rd Quarter
L10	Monitor beaver activity; if necessary make recommendations to NR for removal where contributing to a spread of invasive plants.	EQ	Joy Trahan-Liptak	NR	Field Reports	Ongoing

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
L11	Ensure DWSP AIS web pages are up to date.	EQ	Joy Trahan-Liptak	Joel Zimmerman	Web page	Ongoing
	M. Wastewater Management					
M1	Provide plan review to determine compliance with WsPA regulations, if requested, to Boards of Health.	EQ	Bernadeta Susianti		Plan review, recommendations to boards, applicants	End of Q4
M2	Compile septic system information (installation date, repair date, location, etc.) from watershed communities in wastewater database. Include linked electronic plans where available.	EQ	Bernadeta Susianti		Septic system datalayer	End of Q4
M3	Obtain sewer connection information from Holden and West Boylston; add to Wastewater database and GIS datalayer	EQ	Bernadeta Susianti		Updated database and GIS datalayer	End of Q4
M4	Continue to provide management support, with the MWRA, of the Rutland-Holden trunk sewer and Rutland Holden Relief trunk sewer. Coordinate inspections and maintenance projects for the sewer lines. Prepare and submit quarterly bills to the user communities in a timely manner.	CE	Paula Davison	RD,D	Quarterly bills, correspondence with towns	End of Q4
M5	Research and provide sewer management information for legal issues regarding the Trunk and Relief sewer lines, as necessary. Work with legal and MWRA to research the option of transferring ownership of sewer lines to MWRA or the communities (would require legislative action).	CE	Paula Davison	RD, D	Notes, information	End of Q4
M6	Evaluate and manage new trunk line connections. Monitor trunk line for encroachments; resolve any problems.	CE	Paula Davison	RD	Permits, regular inspections	End of Q4
M7	Monitor I/I issues within trunk and relief sewers per DEP requirements	CE	Paula Davison	RD	Report	End of Q4
	N. Stormwater Management					
N1	Complete design plans, working with Tighe & Bond and MassDOT, for treating direct discharges at Rt. 110 Sterling and work to secure funds.	CE	Bryan LaRochelle	RD, CE	Plans	End of Q4
N2	Manage contract with Tighe & Bond for preparing final construction documents and permitting for the Direct Discharge Elimination Project at Route 110 Sterling	CE	Kelley Freda	CE	Documents	End of Q4
N3	Work with watershed towns to ensure compliance with MS4 requirements. Provide details of DWSP activities that indirectly support town MS4 requirements (education, sampling, inspections) and provide technical assistance or training of requested.	EQ	Dave Getman	Josh Sjogren	MS4 permit conditions met	End of Q4
N4	Conduct regular inspections of all construction sites greater than one acre. Record information in CGP AGOL application.	EQ	Bernadeta Susianti		ESC maintained and working as designed. Use of iPad app to document efforts	End of Q4

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
N5	Continue work with local DPWs to identify locations of concern, evaluate options for BMP installation, and ways to cooperatively implement recommendations.	EQ	David Getman	Josh Sjogren, RD	Installed BMPs	End of Q4
N6	Work with the watershed towns to assist with getting funding for priority culvert replacements to improve climate resilience and aquatic habitat. Assist towns with culvert assessments as needed	EQ	David Getman	Josh Sjogren	Improved stream passages	End of Q4
	O. Emergency Response					
O1	Provide and coordinate ICS, emergency response and safety trainings to appropriate staff. Work with other agencies to provide trainings and exercises	CE	Paula Davison	WR	Trainings, Classes, Exercises	End of Q4
O2	Update information in the Comprehensive Emergency Management Plan, Training & Exercise Plan, EAPs, and other emergency response plans.	CE	Paula Davison	WR	Plans, documents	Quarterly
O3	Organize and maintain emergency response supplies and services.	CE	Paula Davison	WR	Inventory	End of Q4
O5	Provide and coordinate ICS, emergency response and safety trainings to appropriate staff. Work with other agencies to provide trainings and exercises	CE	Paula Davison	WR	Classes, Trainings	End of Q4
O6	Evaluate, monitor and oversee spill clean-ups that impact or threaten water resources of DWSP property. Work with appropriate local, state and federal agencies to ensure that containment, cleanup, and mitigation of the spill are proceeding in a manner that protects drinking water quality	CE	Paula Davison	WR,WM	Contain and cleanup releases	End of Q4
	P. GIS					
P1	Configure and maintain both internal and externally facing ArcGIS Online tools and applications. Work with staff to generate new field data collection tools using Survey123, Field Maps or QuickCapture. Maintain existing field data collection tools for staff; maintenance includes archiving of data (as needed) and ensuring that all tools remain functional through upgrades to ArcGIS Online and mobile apps. Encourage collaboration between sections and regions, where possible, when there is overlap of effort and need.	GIS	Erica Poisson	GIS-W	Web Apps/Surveys/Web Maps	Ongoing

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
P2	Manage and publish hosted feature layers, tile layers and tile packages on an as-needed basis to support projects; ensure all data is current and available to staff through the DWSP - Data Store group, and has updated FGDC-compliant metadata. Published data should be recorded within the DWSP Data Inventory (Excel doc. shared via the DWSP-GIS Team). Ensure that all public-facing data has proper metadata added as per the DWSP Metadata SOP and EEA ArcGIS Online Best Practices.	GIS	Erica Poisson	GIS-W	Hosted Feature Layer/Hosted Tile Layer/Tile Package	As Needed
P3	Provide staff with training in ArcGIS Pro either through written workflows, DWSP-led training or access to Esri's training catalog. Train staff in the use of field data collection applications as needed for specific projects. Alert GIS users to free training or webinars, and encourage continued learning.	GIS	Erica Poisson	GIS-W	GIS users receive training/training materials/continued education	As Needed
P4	Assist staff with their GIS needs for reports, projects and analysis as needed; this could include, but is not limited to, maps (hardcopy and web), data analysis, statistics, data exports and data collection. Assist municipalities and other partners by providing maps (hardcopy or web), data analysis and data exports.	GIS-W	Craig Fitzgerald	GIS	Hardcopy Maps/Web maps/data analysis	As Needed
P5	Create parcel maps for Land Acquisition Coordinator meetings with landowners and MWRA board. Create and maintain one Story Map for each Land Acquisition Panel meeting, with one section per potential property.	GIS-W	Craig Fitzgerald	GIS	Hardcopy Maps/Story Map/Hosted Feature Layer	Ongoing
P6	Complete GIS-related special projects as needed.	GIS-W	Craig Fitzgerald	GIS	Various	As Needed
P7	Keep current in new and emerging GIS technologies by attending webinars, taking self-paced trainings and attending conferences (where possible).	GIS	Erica Poisson	GIS-W	GIS staff receive training/continued education	Ongoing
P8	Maintain OneNote Notebook "GIS Project Inventory". Update as time allows when new projects are completed or as existing projects change in a significant way. The goal is that this is a "living inventory" that allows DWSP staff to see what others are doing and to serve as inspiration for collaborations across watersheds and/or sections.	GIS	Erica Poisson	GIS-W	OneNote Notebook	As Needed
P9	Maintain iPad inventory; ensure all devices are loaded into EEA-IT mobile device management system. Ensure iPads are replaced on a rolling 5-year basis from FY of purchase.	GIS	Erica Poisson		iPad Management	Ongoing
P10	Assist staff in setting up iPads to work with mobile apps (Field Maps, Survey123 and QuickCapture) and to work with Bluetooth GPS units (Bad Elf Pro+ and Arrow 100 GNSS). Provide troubleshooting and assistance as-needed.	GIS	Erica Poisson		iPad Management	Ongoing

Task #	Primary Task	Lead Group	Assigned to	Additional Staff	Product	Due Date
	Q. Support					
Q1	Prepare and submit to MWRA and the Water Supply Protection Trust Annual Work Plans, budgets, progress reports, and program goals and objectives. Track Section progress in meeting program goals.	RD	Kelley Freda	DRD	Completed plans, budgets and reports	End of Q4
Q2	Administer the Payment in Lieu of Taxes (PILOT) program.	P	Joel Zimmerman		Payments to watershed communities	End of Q4
Q3	Operate administrative offices including answering phones, greeting visitors, scheduling interviews, receiving orders for office supplies, updating emergency contacts and other documents as needed. Managing the BHP unit 2, 3 and 9 weekly schedules.	DRD	Jussara Batista	Michelle Andrade	Information is provided in response to internal and external inquiries	End of Q4
Q4	Provide payroll assistance and personnel services for all Section employees and complete all onboarding/offboarding electronic submissions.	RD	Michelle Andrade		Weekly payroll, HR forms processing	End of Q4
Q5	Provide contract administration, financial management, record-keeping, purchasing of goods and services, and other financial support services.	RD	Christy Raillo	Jussara Batista	Accounting and financial services	End of Q4
Q6	Coordinate with EEA IT to provide local MIS support for the Section.	RD	Kelley Freda		Support and troubleshooting services	End of Q4
Q7	Administer Logging Permit program, including mailings, bid openings, financial management, database management, permit and key issuance, etc.	OSS1	Jussara Batista	F, RD	Program administration; annual revenue report; database maintenance	End of Q4
Q8	Plan and implement vehicle and equipment purchases and leases.	DRD	Derek Liimatainen	Timothy Culkeen	Vehicle purchases and leases	End of Q4
Q9	Inspect, provide regular maintenance, and repair vehicles, boats and other motorized equipment, utilizing Fleet Wave system. Maintain up-to-date records of all vehicles and equipment in Fleet Wave system.	DRD	Timothy Culkeen		Ongoing maintenance	End of Q4



Quabbin/Ware River FY25 Work Plan

Task #	Task Description	Lead Group	Assigned To	Additional Staff	Product	Due Date
A. Land Acquisition						
1	Acquire land. Coordinate due diligence and other tasks/services from DCR and private contractors to complete survey, appraisal, title, engineering, and environmental assessments for proposed acquisitions. Negotiate WPR language, purchase prices, and conditions of sale with sellers of property.	NR	Felicia Bakaj	P, GIS	Protected land	As needed
2	Develop individual parcel presentation materials and meet with MWRA Board for approval.	NR	Felicia Bakaj	P, GIS, D	Protected land	End of Q4
3	Communicate with and convene LAP meetings to review parcels and prioritize land purchases.	NR	Felicia Bakaj	RD, DRD, EQ, EP, F	LAP Recommendations	As needed
4	Use the LAP Prioritization Model to identify priority parcels in the watersheds.	NR	Felicia Bakaj	GIS	Model, Spreadsheet	End of Q4
5	Continue to solicit and work with landowners in donating conservation interests in land and assist in advising landowners on the tax incentives available when donating conservation interests.	NR	Felicia Bakaj	P	Ongoing communications	End of Q4
6	Meet regularly with DCR Legal to address attorney assignments and project logistics.	NR	Felicia Bakaj	D	Meetings	End of Q4
B. Watershed Preservation Restrictions						
1	Monitor WPRs on a regular basis, following monitoring procedures, to meet schedule of monitoring WPRs every 1-3 years.	NR	Dani Almeida	F	Monitoring Reports, Updated Landownership	Ongoing
2	Complete baseline documentation reports for new WPRs prior to acquisition or within a reasonable time after acquisition, following EOEEA specifications. Baselines will be done in-house or through appropriate contracts.	NR	Dani Almeida		WPR baseline reports	End of Q4
3	Meet with Restriction Stewardship Working Group and confer with legal to respond to enforcement issues and requests to exercise reserved rights.	NR	Dani Almeida	None	Issue resolution and reserved rights decisions	As needed
4	Track changes in landownership for WPRs.	NR	Dani Almeida	None	Updated Land ownership spreadsheet	End of Q4
5	Implement WPR records procedure with DCR records manager.	NR	Dani Almeida		Securely stored records	End of Q4

Task #	Task Description	Lead Group	Assigned To	Additional Staff	Product	Due Date
6	Distribute WPR landowner E-news , Notes from the Field Story Map twice a year to landowners.	NR	Jim Taylor	IS, P	Outreach Content	As needed
	C. Land Management					
1	Implement the current system-wide Land Management Plan.	RD	Dan Clark	DRD, P, EQ, QGIS, NR, F, WM		Ongoing
2	Prepare forest harvest proposals for next fiscal year including data on proposed harvest areas, characteristics of stands, soils, cultural resources, wetlands, wildlife, unique features, and priority habitats. Proposals shall also include information on lot layout, landings, stream crossings, wetland crossings, and stonewall crossings..	F	Ken Canfield	QGIS, NR	Lot Summaries	End of Q3
3	Plan and conduct an internal review of proposed logging operations for the coming year, including assessments of silviculture, water quality, wildlife, and other potential impacts/benefits Review lots to ensure consistency with aspects of the LMP, including wildlife, forestry objectives, and environmental quality.	NR	Brian Keevan	RD, F, EQ	Internal review report	End of Q4
4	Present annual forest harvest proposals at public meetings. Publish Online Public Review document/story map. Accept public comment and respond as needed.	F	Ken Canfield	NR, RD	Story map of lot proposals and cutting plans	End of Q4
5	Plan, lay out, mark products for removal, prepare maps and permits, establish photo monitoring points, file Forest Cutting Plans, seek bids, award permits, and properly advertise and post forest management operations consistent with the Forest Cutting Practices regulations, the LMP, and approved harvest proposals.	F	Ken Canfield	RD	Forestry Database, Permit to Harvest Forest Products, Cutting Plans, Photo Series feature layer	End of Q4
6	Provide supervision and oversight of all forest harvesting operations on DWSP property from sale until final service forester sign-off and bond return. Assure compliance with applicable DCR and NHESP regulations and restrictions, approved BMPs, and all Permit conditions. Maintain adequate site visit records. Monitor post-harvest and collect photo point images consistent with internal policy.	F	Ken Canfield	NR, EQ	Forestry Database, Harvest Evaluation Form, Photo Series feature layer	Ongoing
7	Monitor BMP effectiveness at active or completed stream crossings utilizing customized assessment protocol.	NR	Brian Keevan		periodic summary of assessment results	
8	Complete long-term paired watershed monitoring to assess impact of DWSP forest management on tributary water quality and submit final report.	EQ	Brett Boisjolie	DRD, NR	Final Report	FY25, end of Q4

Task #	Task Description	Lead Group	Assigned To	Additional Staff	Product	Due Date
9	Conduct periodical regeneration and invasive species surveys to monitor forest health and development resulting from silvicultural activities or other natural disturbances and processes.	F	Ken Canfield	NR	Regeneration database, maps, and photo documentation	As needed
10	Conduct periodic reviews and monitoring of land management activities to assure compliance and consistency with land management plans.	NR	Brian Keevan	F, EQ		As needed
11	Collect data and maintain GIS datalayers related to forest structure, composition, regeneration, roads, boundary information, stone walls, wetlands, streams, and other data to guide the land management program. Maintain GIS data documenting the location, extent, and intensity of all silvicultural operations.	F	Ken Canfield	F, QGIS	Databases, GIS coverages	Ongoing
12	Integrate new land acquisitions into land management, public access, and other watershed management programs, including forest conditions, etc.	F	Ken Canfield	NR, EQ, CE, EP		As needed
13	Locate, mark, and maintain property boundaries periodically or as needed. Identify and document encroachments on DWSP property. Assist with encroachment resolution.	F	Ken Canfield	NR, WR, CE, EQ DRD, RD	Marked Boundaries	As needed
14	Develop scope of work and manage contracted property boundary survey work.	CE	Jeffrey Gagner, Ken Canfield	F	Contract and recorded surveys	End of Q4
15	Document and pursue resolution of all property boundary encroachments using the Encroachment Tracking Hub.	EQ	Jenna Perschka, Daniel Harris, Jeffrey Gagner,	RD, DRD, F, CE, EQ, GIS	Reduction in Encroachments	End of Q4
16	Identify, plan, and oversee non-forest or other unique habitat restoration, field reclamation, prescribed fire implementation and maintenance work.	NR	Ken MacKenzie	F, WM	habitat management	Ongoing
17	Maintain the non-silvicultural lands described in the Land Management Plan	WM	Paul Lapierre	F, NR, DRD		Ongoing
18	Identify, prioritize, and implement terrestrial invasive plant (TIP) control projects in line with the expanded Terrestrial Invasive Plant Plan. Respond as needed to newly discovered and controllable TIP populations.	NR	Brian Keevan	F, EQ, WM, RD	projects	End of Q4
19	Collect data and maintain datasets, GIS datalayers, and related maps and reports of rare and listed plants and communities.	NR	Brian Keevan	F, RD	Database, internal reports, GIS layers	As needed
20	Develop and implement a DWSP drone program to document forest conditions, map openings, identify invasive plant populations, assess internal road conditions, and other remote sensing activities.	RD	Ken MacKenzie	NR, F, WM	Drone program	As needed

Task #	Task Description	Lead Group	Assigned To	Additional Staff	Product	Due Date
21	Analyze CFI and other available data on forest structure, composition, and regeneration. Report findings for public presentation at meetings and in updated land management plans	NR	Brian Keevan	F		End of Q4
22	Implement Quabbin Park Operation and Maintenance Plan	WM	Michael Kennedy	CE		
23	Implement Quabbin and Ware River Road Management Plan	WM	Paul Lapierre, Jeffrey Gagner	CE, F, RD, DRD	Quarterly meetings for planning. Accessible and stable road network. Functioning conveyances. Environmental Permits.	Ongoing
	D. Wildlife Management					
1	Continue the active harassment of birds within the Bird Harassment Zone at Quabbin Reservoir, using human presence, boats, pyrotechnics, passive scare devices, and other techniques. Continue to identify and test new harassment techniques.	EQ	David Gatautis	RD, DRD, NR, other work units	Daily and annual reports; database entries; weekly reports to MWRA	Ongoing
2	Observe and document the nocturnal gull roost on Quabbin Reservoir.	NR	Allan Rantala, Jillian Whitney	EQ	Information	As needed
3	Control Canada geese populations on Quabbin Reservoir (focus in the Bird Harassment Zone) by treating eggs during nesting season to prevent hatching.	NR	Jillian Whitney	WM	Annual report	End of Q4
4	Identify places in MA where human derived food is available and work to prevent feeding gulls through educational signage, interaction and enforcement.	NR	Jillian Whitney	None		As needed
5	Remove beaver and muskrat in the Aquatic Wildlife Pathogen Control Zone at Quabbin and assess beaver issues in the Quabbin/Ware Region.	NR	Jillian Whitney	EQ, WM-B, WM-NS, WM-O	Field reports, annual summary	End of Q4
6	Respond to problems of burrowing animals on dams and dikes; report problems and take appropriate action.	NR	Jillian Whitney	CE, WM-B		Ongoing
7	Research and manage for common loons on DWSP waterbodies; provide nesting platforms, capture and sample birds for contaminants.	NR	Jillian Whitney	WM-C	Annual report	End of Q4
8	Continue long-term wildlife resource monitoring program.	NR	Jillian Whitney	None		Ongoing
9	Work with DFW to survey and document breeding bald eagles around Quabbin Reservoir.	NR	Jillian Whitney	WR		Ongoing

Task #	Task Description	Lead Group	Assigned To	Additional Staff	Product	Due Date
10	Administer the applications, permits, and orientations for the Quabbin and Ware River Deer Management Program. Analyze results of hunt.	NR	Ken MacKenzie	WM, IS WR	Completed orientations and scouts; annual report	End of Q4
11	Implement internal operations of all DWSP controlled hunts in Quabbin/Ware Region	WM	Paul Lapierre	RD, DRD, WR	Annual operations of controlled hunts on restricted lands.	Q2
12	Coordinate with the Massachusetts Natural Heritage and Endangered Species Program concerning rare species occurrences and protection.	NR	Jillian Whitney	F		As needed
E. Public Access Management						
1	Monitor DWSP lands and water to ensure compliance with rules and regulations designed to protect the water supply and protect the public.	WR	Kerry Princiotta	DRD	Reports	Quarterly
2	Maintain working relationships with State, Environmental, and local police.	WR	Kerry Princiotta	DRD	Good relations	Quarterly
3	Use Agency social media accounts for advertisement of interpretive programs, including general info or emergency info (e.g., closings).	IS	Maria Beiter-Tucker	IS	Informed public	Ongoing
4	Continue to implement Quabbin Public Access Management Plan. Enforce rules and regulations of 313 CMR 11.09 through education. Complete semi-annual Compliance and Enforcement Reporting to MassDEP. Begin process to update the 2018 plan.	WR	Kerry Princiotta	RD, DRD	Enforcement	Ongoing
5	Implement Ware River Public Access Management Plan	RD	Dan Clark	WM, WR, RD, P		End of Q4
6	Develop improved, uniform signage and maps; improve online mapping of recreational opportunities.	RD, DRD	Paul Davis	WR, IS, GIS	Updated Signs, Updated Maps	Ongoing
7	Conduct night operations, as needed (e.g., night access permits, ATV use monitoring, illegal camping) in Quabbin/Ware Region.	WR	Kerry Princiotta	WM		As needed
8	Operate the boat fishing program in designated portions of Quabbin Reservoir in a manner that minimizes threats to water quality and accommodates visitors with accessibility needs.	WM	Paul Lapierre	IS, DRD		As needed
9	Oversee Quabbin Boat Seal Program	EQ	David Gatautis	RD, DRD, WR, IS, WM		Ongoing
10	Provide ongoing support and consultation to DCR's Division of Parks regarding Comet Pond beach. Maintain boat ramp launch at Long Pond and boat ramp launch and parking lot at Comet Pond.	WM	William McFaul	CE, WR		As needed

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11	Coordinate and/or support special programs and events, including Memorial Day services, public meetings, and Tuesday Tea events.	IS	Maria Beiter-Tucker	WR		As needed
12	Develop an internal Universal Access plan.	IS	Maria Beiter-Tucker	WM, WR	Final Plan	End of Q4
13	Continue to control and monitor research and other public access through an internal review process and permit system. Maintain electronic databases for permit issuances, communication, access notification, and any problems.	RD	Dan Clark	DRD, IS, AS	Research results	Ongoing
14	Manage public access permits for large groups, short- term vehicles, etc.	IS	Dan Clark, Maria Beiter	RD, WR	Approved Permits	Ongoing
15	Implement social media trial program	IS	Maria Beiter-Tucker	WR		Ongoing
16	Update and implement Quabbin Park Operations and Maintenance Plan.	WM	Michael Kennedy	RD, DRD	Updated Plan	Q4
	F. Watershed Security					
1	Continue regular Watershed Ranger patrols to provide watershed security. Perform regular security checks at key access points and MWRA facilities. Record all encounters and violations using iPad applications. Produce periodic reports.	WR	Kerry Princiotta	DRD	Daily patrols; daily logbooks and incident report	Quarterly
2	Maintain gates, barways, bollards and signage throughout the watersheds. Install barriers (such as guardrails or fences) as needed to protect properties and control public access.	WM	Paul Lapierre	CE, WR		As needed
3	Continue ongoing communication and coordination with local, state, and federal emergency responders;	WR	Kerry Princiotta	DRD, RD	coordination	
4	Coordinate with MWRA in order to maintain comprehensive system-wide approach on all security issues.	RD	Dan Clark	DRD, WR		
	G. Infrastructure					
1	Conduct monthly inspections and issue findings on Winsor Dam and spillway and Goodnough Dike. Coordinate inspections with MWRA and consultants. Plan for or conduct dam repair work as called for in dam inspection reports.	CE	Drew Forest	WM, WM-B, RD	Inspection Reports	Monthly
2	Conduct periodic inspections and issue findings on DCR's jurisdictional small dams in the Quabbin/Ware Region. Assure compliance with all dam safety requirements for small dams on DWSP lands, including the review of new or updated Emergency Action Plans, updating of inventory records and addressing upgrade needs.	CE	Drew Forest	RD, DRD	Inspection reports	2nd quarter. 4th quarter

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3	Implement lawn and grounds maintenance activities at the Dam, Dike, and spillway as needed	WM	Drew Forest, Michael Kennedy	CE		Ongoing
4	Quabbin Admin Complex - Continue working with MWRA on facility improvements to the Quabbin Admin Building Complex, including planning and development for future renovations, facility upgrades and studies.	CE, RD, DRD	Jeffrey Gagner	WM	Studies, Reports, Plans	
5	New Salem Facility - Continue working with MWRA on the site restoration including final design, construction bidding, and construction oversight.	RD	Jeffrey Gagner, Scott Campbell	CE	Studies, Reports, Plans	
6	Quabbin Maintenance Facility - Continue working with MWRA on the final design, construction documents, bidding, evaluation, award, planning, and construction services	CE	Jeffrey Gagner, Scott Campbell	RD, DRD, WM-M	Completed Maintenance Facility	As needed
7	Maintain records regarding reservoir and facility construction, as well as maintenance and repair operations. Provide surveying and drafting services, maintain records, and respond to in-house and other requests for information related to land ownership, property lines, buildings, and construction projects.	CE	Jeffrey Gagner	IS	Plans, records	End of Q4
8	Conduct building maintenance activities, including painting, carpentry, cleaning, minor repairs, and other routine maintenance.	WM	Andrew Kupiec	CE		Ongoing
9	Conduct periodic inspections of septic systems at the various Regional office buildings. Assure compliance with applicable state and federal regulations.	CE	Steve Mansfield	RD		Ongoing
10	Conduct periodic inspections, maintenance, or oversight of heating systems, fuel pump operations, and fuel deliveries.	WM	Andrew Kupiec	CE		Ongoing
11	Utilize engineering experience and expertise to develop specifications, bid packages, plans and contracts for facility and infrastructure projects identified in the projected FY25 Spending Budget.	CE	Andrew Kupiec, Steve Mansfield	WM, RD, DRD, FN		As needed
12	Conduct maintenance and management activities in Quabbin Park, including roads, interpretive trails, roadsides, parking areas, drainage structures, fields, vistas, snowplowing, and other management activities.	WM-B	Michael Kennedy	AS, NR		As needed
13	Implement updated Quabbin Park Cemetery Management and Operations Plan to continue to conduct routine maintenance and burial activities in the Quabbin Park cemetery.	WM-B	Michael Kennedy	CE, AS		Ongoing
14	Conduct Quabbin Park Cemetery business and record keeping.	WM	Paul Lapierre	WM, ADM, CE		

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15	Continue to conduct road maintenance activities on DWSP lands.	WM –O, WM-NS	Paul Lapierre	EQ, CE		Ongoing
16	Continue to inspect and assess the condition of roads and culverts. Update attributes, conditions, and photos of infrastructure cataloged along with inspection reports through the ArcGIS data collection system.	CE	Alexander Surreira, Drew Forest, Jeffrey Gagner	WM, GIS	Updated asset inventory and inspections via ArcGIS Online	Ongoing
17	Assess gravel pits and gravel resources on DWSP lands in the Quabbin/Ware Region. Annually review and monitor gravel extraction and site closure and Best Management Practices (BMPs).	EQ	Dan Harris	CE, WM, F, RD, DRD	Site specific gravel plans that include BMPs for active sand and gravel removal operations and for site closure	Ongoing
18	Redevelop and improve the condition of roads and stream crossings to allow for greater access to the New Boston Road corridor in the Quabbin Reservoir Northwest Region, including the installation or repair of three new bridges.	CE	Dan Clark, Jeffrey Gagner, Paul Lapierre	RD, WM	Better Access	FY 26
19	Evaluate need for reservoir maintenance in vicinity of hangar ramp and Winsor intake	EQ	Brett Boisjolie	CE, RD, DRD, WM		FY 25
20	Finalize MOU with Wachusett Greenways regarding management of Mass Central Rail Trail.	RD	Dan Clark	DRD, F, EQ, WM	New MOU	FY 25
	H. Watershed Protection Act					
1	Implement the Watershed Protection Act regulations in 14 Quabbin Reservoir and Ware River Watershed towns. Review and process all WsPA applications, and track the status of applications and associated projects using an Access database. Inspect sites throughout the duration of any activity to ensure compliance. Investigate and resolve violations of WsPA regulations.	EP	Allan Rantala	P, RD, EQ, AS		As needed
2	Continue to review or evaluate public notices, local board agendas and minutes, and information provided by local sources for additional jurisdictional activities or enforcement actions.	EP	Allan Rantala	EQ		As needed
3	Convene WsPA Working Group meetings.	P	Joel Zimmerman	RD, EQ, EP		As needed
4	Educate and interact with local boards and officials in the watersheds about watershed protection regulations. Educate local officials, realtors, prospective buyers, land development consultants, and homeowners on WsPA regulations and procedures.	P, EP	Allan Rantala	RD, EQ		As needed

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5	Provide technical assistance support to local boards through contact, meetings, and/or through regulatory review process.	EP	Allan Rantala	EQ, CE, RD,		As needed
	I. Education and Outreach					
1	Update Interpretive Services Plan for the Ware River Watershed.	IS	Maria Beiter	WR	New Plan	End of Q4
2	Update Interpretive Services Plan for the Quabbin Reservoir Watershed.	IS	Maria Beiter	WR	Plan	End of Q4
3	Staff and operate the Les and Terry Campbell Quabbin Visitor Center at Quabbin to educate visitors about watershed management and related topics.	IS	Justin Gonsor, Maria Beiter-Tucker, Nancy Huntington	WR, WM-BM	Visitor Contact	Ongoing
4	Continue established programs of public education, including school programs and field trips on DWSP properties.	IS	Maria Beiter	WR	education	Ongoing
5	Collaborate with other organizations and watershed communities to reach more diverse audiences. Identify specific groups and their educational needs.	IS	Maria Beiter-Tucker	WR		Ongoing
6	Monitor self-guided Quabbin Park interpretive trails for current conditions and to identify any maintenance issues.	IS	Justin Gonsor	WM		Ongoing
7	Maintain vital records collection for former Quabbin valley towns, issue official records and conduct genealogical and historical research upon request.	IS	Nancy Huntington	RD		As needed
8	Manage audio-visual collection of the Region including photographs, slides, and media coverage of Regional activities and Quabbin-related topics.	IS	Maria Beiter			Ongoing
9	Coordinate with staff archivist to organize and digitize oral history collection using outside contractor	IS	Nancy Huntington		Digital tapes	Ongoing
10	Continue to support and participate in the Envirothon, America's leading natural resource education program for high school students.	IS	Justin Gonsor	AS, WR, EQ		Ongoing
11	Promote outreach to user groups in the Ware River watershed.	IS	Maria Beiter	WR, P		Ongoing
12	Utilize the DWSP website to provide information and resources for the public.	P	Joel Zimmerman			Ongoing
	J. Water Quality and Hydrologic Monitoring					
1	Conduct routine and non-routine water quality sampling and analysis. Evaluate need for sampling before/during Quabbin transfers.	EQ	Brett Boisjolie	MWRA Lab		Ongoing

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2	Perform Shaft 8 Intake Zone Sanitary Survey prior to transfers.	EQ	Jenna Perschka	RE, DRD	Inspections, reports; notification to RD, DRD, MWRA	3rd Quarter
3	Monitor plankton in Quabbin Reservoir. Evaluate need for sampling before/during Quabbin Transfers.	EQ	Shasten Sherwell			Ongoing
4	Collect, interpret, and manage data on reservoir elevations, water transfers and releases. Share data with DWSP staff and MWRA.	CE	Alexander Surreira, Drew Forest	None	Data collection and yield reports	Ongoing
5	Continue improvements to databases for compiling of water quality, quantity, and other relevant data for data and trend analyses.	EQ	Brett Boisjolie			Ongoing
6	Implement streamflow monitoring at selected sites. Coordinate flow monitoring with annual water quality sampling plan.	EQ	Brett Boisjolie			Ongoing
7	Assist MWRA with the continuous water quality monitoring buoy at Quabbin Reservoir	EQ	Brett Boisjolie	MWRA		As needed
8	Implement ISA with UMass for Research	EQ	Brett Boisjolie			Ongoing
9	Coordinate with MWRA on Res Ops work groups as needed.	EQ	Brett Boisjolie	UMass, MWRA		As needed
10	Engage researchers to investigate climate change questions related to algae blooms and invasive species in the Quabbin Reservoir.	EQ	Shasten Sherwell	MWRA		Ongoing
11	Finalize and implement a Cryptosporidium and Giardia Action Plan with MWRA to establish guidelines for inter-agency notifications and coordination.	EQ	Brett Boisjolie	MWRA	Final Plan	FY 25
12	Manage contract with Whitewater for Public Water Supply system management and oversight of DCR water supply systems.	CE	Steve Mansfield	RD		Ongoing
	K. Watershed Monitoring and Assessment					
1	Complete Environmental Quality Assessments in the Quabbin Reservoir and Ware River watersheds according to a prescribed schedule. Present EQAs to RD and DRD.	EQ	Jenna Perschka, Dan Harris	All Work Units	Inspection reports, EQA outlines for Quabbin Reservoir and West Branch Ware Districts	End of Q4
2	Prioritize recommendations in completed EQAs as necessary and complete short- and long-term remedial actions.	RD, DRD	Dan Clark, Lisa Gustavsen	All Work Units	Prioritized recommendations for next FY	End of Q4

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3	Conduct routine inspections of the Winsor basin/CVA intake area. Inspect MWRA CVA screen washing when necessary. Report debris and aquatic organisms trapped on screens.	EQ	David Gatautis	WR, NR	Updated inspection digital database	Ongoing
4	Review and comment on Yearly Operational Plans related to herbicide use. Monitor and inspect no-spray and limited spray zones along rights-of-way.	EQ	Daniel Harris, Jenna Perschka	P	annual review and comments	Annual Due Date Dependent on EM notice
5	Work with timber harvesters to reduce the risk of introducing invasive species into the watersheds.	F	Ken Canfield			As needed
6	Monitor large ROW projects on DCR lands for water quality problems.	EQ	Jenna Perschka, Dan Harris	CE, WM, RD, DRD		Ongoing
L. Aquatic Invasive Species						
1	Implement the Divisional AIS Management Plan and update as necessary.	EQ	Shasten Sherwell	DRD, RD	Updated Plan	As needed
2	Continue program to monitor AIS in the Reservoir.	EQ	Shasten Sherwell	DRD, RD	Reports	3rd Quarter
3	Implement the AIS emergency action plan and update as necessary.	EQ	Shasten Sherwell	RD, DRD	Updated plan	As needed
4	Work in conjunction with MWRA contractors to survey areas of the Reservoir for AIS. Evaluate and make changes in program as needed.	EQ	Taylor Gosselin	WM-BLA, DRD, RD, MWRA		As needed
5	Control populations of AIS, when possible and necessary, in Quabbin Reservoir and surrounding water bodies.	EQ	Shasten Sherwell	RD, DRD		As needed
M. Wastewater Management						
1	Identify potential problem sites or areas through review of local records, water quality data, and other pertinent information.	EQ	Jenna Perschka, Dan Harris	EP	EQA reports	As needed
N. Stormwater Management						
1	Advise local boards on stormwater management issues related to construction activities within WsPA jurisdiction.	EP	Allan Rantala	EQ, RD, DRD		As needed
2	Monitor stormwater management in the watersheds, particularly at large construction sites.	EP	Allan Rantala			Ongoing
O. Emergency Spill Response						
1	Develop and/or update Emergency Response materials for the Quabbin and Ware River watersheds, with up-to-date contact information, emergency procedures, and roles/responsibilities.	DRD	Lisa Gustavsen	RD, EQ	Update documents and post on Employee Portal, Submit to MWRA, MEMA/State Control, and DCR - Storm Program	Ongoing

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2	Implement SOPs for spill response and dumping and define DCR staff roles in both assessment and response.	RD, DRD	Dan Clark, Lisa Gustavsen	WR, EQ	Updated SOPs; equipment procurement, including storage unit to replace Gate 16 shack.	End of Q4
3	In conjunction with MWRA, coordinate spill response and/or incident command system (ICS) training to staff.	WR	Kerry Princiotta	RD, DRD, WM		As needed
4	Coordinate cleanup operations for any spills and dumping that impact or threaten water resources. Work with the appropriate local, state and federal agencies to ensure that spill containment, cleanup, and mitigation is conducted in a manner that protects water quality.	RD, DRD	Dan Clark, Lisa Gustavsen	EQ, WR, WM		As needed
5	Develop and implement spill response plans for all timber harvesting operations on DWSP lands.	F	Ken Canfield	EQ, DRD, RD	Spill Response Plans, updated spill response notification cards	As needed
6	Repair and/or upgrade the boom deployment shed inside Gate 16 and explore the possibility of establishing an additional shed on Prescott peninsula.	WM	Al Detour	RD, EQ, CE	Repaired shed	FY 25
	P. GIS					
1	Configure and maintain both internal and externally facing ArcGIS Online tools and applications. Work with staff to generate new field data collection tools using Survey123, Field Maps or QuickCapture. Maintain existing field data collection tools for staff; maintenance includes archiving of data (as needed) and ensuring that all tools remain functional through upgrades to ArcGIS Online and mobile apps. Encourage collaboration between sections and regions, where possible, when there is overlap of effort and need.	GIS	Erica Poisson, Phil Lamothe	QGIS	Web Apps/ Surveys/Web Maps	Ongoing

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2	Manage and publish hosted feature layers, tile layers and tile packages on an as-needed basis to support projects; ensure all data is current and available to staff through the DWSP - Data Store group, and has updated FGDC-compliant metadata. Published data should be recorded within the DWSP Data Inventory (Excel doc. shared via the DWSP-GIS Team). Ensure that all public-facing data has proper metadata added as per the DWSP Metadata SOP and EEA ArcGIS Online Best Practices.	GIS	Erica Poisson, Phil Lamothe	QGIS	Hosted Feature Layer/Hosted Tile Layer/Tile Package	As Needed
3	Provide staff with training in ArcGIS Pro either through written workflows, DWSP-led training or access to Esri's training catalog. Train staff in the use of field data collection applications as needed for specific projects. Alert GIS users to free training or webinars, and encourage continued learning.	GIS	Erica Poisson	QGIS	GIS users receive training/training materials/continued education	As Needed
4	Assist staff with their GIS needs for reports, projects and analysis as needed; this could include, but is not limited to, maps (hardcopy and web), data analysis, statistics, data exports and data collection. Assist municipalities and other partners by providing maps (hardcopy or web), data analysis and data exports.	QGIS	Erica Poisson, Phil Lamothe	GIS	Hardcopy Maps/Web maps/data analysis	As Needed
5	Provide support for Quabbin Park Cemetery management by maintaining the associated GIS layers for Deed Lots, Grave Lots, Interments, grave markers, metes and bounds, and irrigation system. Moreover, maintain the Cemetery Experience Builder website and develop additional data requested by Civil Engineering.	QGIS	Phil Lamothe	CE, WM, GIS	Hardcopy Maps/Story Map/Hosted Feature Layer	Ongoing
6	Complete GIS-related special projects as needed.	QGIS	Phil Lamothe	GIS	Various	As Needed
7	Keep current in new and emerging GIS technologies by attending webinars, taking self-paced trainings and attending conferences (where possible).	GIS	Erica Poisson, Phil Lamothe	QGIS	GIS staff receive training/continued education	Ongoing
8	Maintain OneNote Notebook "GIS Project Inventory". Update as time allows when new projects are completed or as existing projects change in a significant way. The goal is that this is a "living inventory" that allows DWSP staff to see what others are doing and to serve as inspiration for collaborations across watersheds and/or sections.	GIS	Erica Poisson, Phil Lamothe	QGIS	OneNote Notebook	As Needed
9	Maintain iPad inventory; ensure all devices are loaded into EEA-IT mobile device management system. Ensure iPads are replaced on a rolling 5-year basis from FY of purchase.	GIS	Erica Poisson		iPad Management	Ongoing

Task #	Task Description	Lead Group	Assigned To	Additional Staff	Product	Due Date
10	Assist staff in setting up iPads to work with mobile apps (Field Maps, Survey123 and QuickCapture) and to work with Bluetooth GPS units (Bad Elf Pro+ and Arrow 100 GNSS). Provide troubleshooting and assistance as-needed.	GIS	Erica Poisson		iPad Management	Ongoing
	Q. Support					
1	Operate administrative office	AS	Melissa Hanks	IS		Ongoing
2	Manage payroll through SSTA and HR/CMS.	AS	Kim Turek	None	Payroll reports; Support	Ongoing
3	Provide contract administration and related procurement	FN	Ann Marie Niejadlik	RD, DRD		Ongoing
4	Conduct purchasing, maintain inventory, and keep records of supplies	FN	Kim Turner			Ongoing
5	Process revenue for BLAs, Cemetery, and Forestry	AS	Leah Mustakangas			Ongoing
6	Coordinate with EOEEA IT to provide local MIS support for the Quabbin/Ware Region.	QGIS	Dan Clark	All Work Units		Ongoing
7	Provide personnel services and assistance for all Quabbin/Ware Region employees.	AS	Kim Turek	RD, DRD		Ongoing
8	Submit regular reports to Division Director, MWRA, and the Water Supply Protection Trust Board.	RD	Dan Clark	DRD, FN	Completed plans, budgets and reports	End of Q4
9	Plan and implement vehicle and equipment purchases in coordination with WA.	DRD	Lisa Gustavsen	WM, RD		Q1
10	Manage and maintain mechanical equipment (boats, vehicles, heavy equipment, small engines).	WM-M	Jack Dejnack	AS, DRD		Ongoing
11	Administer the Payment in Lieu of Taxes (PILOT) program	P	Joel Zimmerman	RD		As needed
12	Encourage staff to participate in professional development opportunities, including professional memberships, meetings, trainings, webinars, and field trips.	RD, DRD	Dan Clark, Lisa Gustavsen	EQ, CE, F, P, WM, WR, WM, IS		Ongoing
13	Budget development, maintenance, monitoring, and forecasting (e.g., Operating, Capital when available, Major Projects, other)	FN	Ann Marie Niejadlik, Scott Campbell	CE		Ongoing

2. Region Responsibilities and Staffing Levels

- A. Office-wide
- B. Wachusett/Sudbury
- C. Quabbin/Ware

DCR Division of Water Supply Protection
Office of Watershed Management
Office-Wide Responsibilities and Staffing
FY 2025

Section	FY24 FTE	FY25 FTE	Primary Responsibilities
Management – Director, Natural Resources Section Director	1.9	1.9	<ul style="list-style-type: none"> Supervise all OWM Staff (through Senior staff and direct supervision). Develop program goals and objectives. Ensure program goals and objectives are met. Oversee interagency coordination with MWRA. Coordinate and support programs and policies with other DCR Divisions. Coordinate and support programs and policies with EEA and other EEA agencies. Coordinate and support programs and policies with watershed communities and stakeholders. Consult with Watershed Advisory Committees.
Budget and Administrative Support	3.9	3.9	<ul style="list-style-type: none"> Provide budget and finance development and support. Provide contract administration support.
Natural Resources	7.5 3 LT seasonal	8.5 3 LT seasonal	<ul style="list-style-type: none"> Oversee implementation of the Comprehensive Land Management Plan. Coordinate Land Acquisition Program. Monitor and enforce Division's Watershed Preservation Restrictions (WPRs). Provide wildlife management and mitigation. Monitor roosting gulls and provide technical support, guidance, and recommendations to gull harassment program. Provide research and monitoring to support Natural Resource Management Planning. Monitoring and manage land based invasive plants.
Program Coordination & Technical Support – Environmental Planning	1	1	<ul style="list-style-type: none"> Coordinate implementation of Watershed Protection Act (WsPA). Assist in the development and implementation of Watershed Protection Plans, Public Access Plans, Land Management Plans and other associated plans, policies, and publications. Support interagency coordination with MWRA. Coordinate PILOT program with MWRA, DOR and Watershed towns. Coordinate and support programs and policies with other DCR divisions, EEA and other EEA agencies. Coordinate DCR DWSP web site.
Program Coordination & Technical Support – GIS	3	3 1 LTS	<ul style="list-style-type: none"> Coordinate GIS for Office of Watershed Mgt. Capture, maintain, administrative Spatial Databases. Integrate Office's GIS program within EEA system. Provide data analysis for Office of Watershed Mgt. Distribute maps and digital information to Watershed Partners.
Total FTE	17.3	18.3	
Total LT Seasonals	3	4	

Note: Partial FTEs due to one half-time position in Natural Resources, and time sharing with DWSP Office of Water Resources in Management and Budget Support. One NR position added from Wachusett Forestry.

DCR Division of Water Supply Protection
Office of Watershed Management
Wachusett/Sudbury Region Responsibilities and Staffing
FY 2025

Section	FY24 FTE	FY25 FTE	Primary Responsibilities
Management -- Regional Director; Deputy Regional Director	2	2	<ul style="list-style-type: none"> ▪ Supervise Staff assigned to Wachusett/Sudbury Section ▪ Develop/Implement Program Goals and Objectives including Watershed Protection Plans and Annual Work Plans ▪ Oversee day to day operations in the Region ▪ Oversee policy and plan development and implementation ▪ Ensure interagency coordination with MWRA (Reservoir Operations, Water Quality Testing, Consent Order Compliance and Reporting) ▪ Coordinate/Support programs & Policies with other DCR divisions and EEA/EEA agencies ▪ Coordinate/Support Programs & Policies with watershed communities and stakeholders ▪ Consult with Watershed Advisory Committees, Friends Groups ▪ Oversee fleet management and procurement
Administrative Support	2	2	<ul style="list-style-type: none"> ▪ Maintain payroll, employment and other records ▪ Provide budget, accounting and contract administration support ▪ Assist Regional Director in special projects, as needed ▪ Provide contract administration and database management for forestry program ▪ Provide staffing and operational support for main office
Fiscal	1	1	<ul style="list-style-type: none"> ▪ Coordinate and analyze information in the areas of procurement, contracts, budgets, accounting and finance to inform management decisions ▪ Procurement planning, coordination and preparation ▪ Purchase processing and monitoring ▪ Assist with budget development and monitoring
Environmental Quality	10 1 LT seasonal	10 1 LT seasonal	<ul style="list-style-type: none"> ▪ Develop and implement water quality and hydrologic monitoring programs in reservoirs & tributaries ▪ Develop and maintain water quality database ▪ Interpret water quality data for use in decision making ▪ Develop and implement Aquatic Invasive Species Control Plans ▪ Conduct Environmental Quality Assessments of watershed sanitary districts to identify potential pollution sources and develop mitigation measures ▪ Provide technical assistance to local boards ▪ Work with local DPWs to control stormwater through MS4 compliance. ▪ Supervise and implement Wachusett Bird Control Program ▪ Provide assistance for Emergency Response Actions ▪ Collect, monitor, and maintain records on weather/precipitation, reservoir elevations, river discharges and releases, water transfers and watershed yield. Conduct Snow Surveys

Section	FY24 FTE	FY25 FTE	Primary Responsibilities
Environmental Planning	1	1	<ul style="list-style-type: none"> Administer Watershed Protection Act(WSPA)and Regulations in the Wachusett Watershed Work with local community Boards regarding implementation of WSPA Provide notices to new landowners with parcels affected by WSPA Work with communities on bylaw implementation to satisfy MS4 permits
Forestry	2	1	<ul style="list-style-type: none"> Implement forest management plan, including planning, tree marking, timber sale preparation and supervision of logging operations Oversee and implement hayfield management permits Conduct various surveys and inventories as needed to provide data to help guide forest management operations Participate in Asian Longhorned Beetle Program Coordination in watershed Conduct or participate in other watershed management activities (e.g. boundary maintenance)
Civil Engineering	4	4	<ul style="list-style-type: none"> Provide management oversight of DCR-owned sewers, preparing municipal bills and resolving easement issues Coordinate and maintain records of all surveying required to determine property lines and boundaries, investigate encroachments and maintain records of all agency owned lands including new acquisitions Develop Road Plan and annual work plan; oversee maintenance of DCR access roads Conduct monthly inspections of Wachusett Dam, Sudbury Dam and other dams in the Wachusett and Sudbury watersheds; plan and oversee maintenance of dams and dikes Oversee major repair and renovation contracts at facilities in the Wachusett and Sudbury Watersheds Coordinate emergency response planning, preparedness and operations in the Wachusett and Sudbury Watersheds
Watershed Rangers	9	9	<ul style="list-style-type: none"> Maintain a positive visual presence in watersheds Observe activities on watershed lands & waters Ensure Rules Compliance through education/public interaction and use of citations Coordinate enforcement of watershed rules with State/Environmental Police Conduct or participate in other watershed management activities (e.g. encroachment surveys and resolution) Assist with Emergency Response Planning and Preparedness and general Watershed Security Develop and Conduct environment-based public education programs

Section	FY24 FTE	FY25 FTE	Primary Responsibilities
Interpretive Services	1	1	<ul style="list-style-type: none"> ▪ Develop and conduct watershed system school-based programs ▪ Conduct Programs at Stillwater Farm Interpretive Site ▪ Develop and Conduct environment-based public education programs
Watershed Maintenance	26 4 LT seasonals 2 ST seasonals	26 4 LT seasonals 2 ST seasonals	<ul style="list-style-type: none"> ▪ Maintain water supply dams ▪ Perform primary land and facility maintenance activities on all watershed lands and resources ▪ Maintain physical security barriers around reservoir and watershed facilities ▪ Control shoreline vegetation and maintain fire roads ▪ Maintain and repair all division equipment (motor vehicles, trucks, boats and heavy Equipment) ▪ Participate in Bird Control Program
Total FTEs	58	57	
Total LT Seasonals	5	5	
Total ST Seasonals	2	2	

Note: One FY24 Forestry FTE switched to Divisional Natural Resources in FY25.

LT Seasonal = Long-term Seasonal

ST Seasonal = Short-term Seasonal

DCR Division of Water Supply Protection
Office of Watershed Management
Quabbin/Ware Region Responsibilities and Staffing
FY 2025

Section	FY24 FTE	FY25 FTE	Primary Responsibilities
Management – Regional Director; Deputy Regional Director	2	2	<ul style="list-style-type: none"> ▪ Supervise staff assigned to Quabbin/Ware River Region and oversee hiring, training, and other personnel-related duties ▪ Develop and implement program goals and objectives, annual work plans and budgets ▪ Oversee policy and plan development and implementation ▪ Oversee day-to-day operations in the Region ▪ Ensure interagency coordination with MWRA (re: Reservoir Operations, Quarterly Coordination Meetings, Water Quality Monitoring and Testing, Consent Order Compliance and Reporting) ▪ Coordinate/Support programs and policies with other DCR divisions, EEA and other EEA agencies ▪ Coordinate/Support programs, policies and/or technical assistance with watershed communities and stakeholders ▪ Consult with Watershed Advisory Committees ▪ Oversee fleet management and procurement activities
Administrative Support	3	3	<ul style="list-style-type: none"> ▪ Administer research access permit and gate key issuances ▪ Process revenues and provide accounting for boat fishing program. ▪ Provide administrative services for cemetery, including deed preparation and revenue tracking, ▪ Assist Regional and Deputy Regional Director with special projects, as needed ▪ Maintain payroll, employment and personnel records ▪ Provide staffing and operational support for main office ▪ Provide administrative and contract support for forestry program ▪ Manage the Quabbin boat seal and fishing season pass information and communication with the public
Fiscal	2	2	<ul style="list-style-type: none"> ▪ Coordinate and analyze information in the areas of procurement, contracts, budgets, accounting and finance to inform management decisions ▪ Procurement planning, coordination and preparation ▪ Purchase processing and monitoring ▪ Develop quotes/contract information for special projects ▪ Assist with budget development and monitoring ▪ Manage shipping/receiving

Section	FY24 FTE	FY25 FTE	Primary Responsibilities
Environmental Quality	8	9	<ul style="list-style-type: none"> Conduct water quality and quantity monitoring in reservoir and tributaries Maintain and analyze water quality data to monitor the health of the watershed and reservoirs, and prepare periodic reports Conduct annual Environmental Quality Assessments (“Sanitary Surveys”) in both watersheds Develop and implement aquatic invasive species management and control programs Identify pollution sources and seek mitigation Implement and oversee the Quabbin Bird Harassment program Provide environmental oversight for all Regional activities that could impact water quality Assist with the design and implementation of water quality research conducted by the University of Massachusetts Provide technical review of proposed projects, as necessary Provide technical assistance to watershed communities and organizations regarding water quality issues Assist with public education efforts aimed at enhancing water quality protection on watershed lands Monitor streamflow, pathogens, algae, stormwater flows and macrophytes in watershed tributaries Monitor environmental compliance in building (e.g., drinking water testing) Manage gravel pits and resources for Region
Environmental Planning	2	1	<ul style="list-style-type: none"> Administer WsPA on Quabbin Reservoir and Ware River watersheds. Maintain and analyze regulatory data to ensure compliance. Provide technical assistance to town boards and commissions in watershed communities Coordinate with other agencies and local boards to enhance the development and enforcement of environmental protection regulations on watershed lands Assist Regional Director with coordinating DCR-DOT drone contract
Forestry	6	6	<ul style="list-style-type: none"> Implement Forestry Program including planning, tree marking, timber sale preparation and supervision of timber harvesting operations Conduct regeneration surveys and continuous forest inventories (CFI) to provide data to help guide forest management operations Oversee field maintenance contracts Implement the Comprehensive Land Management Plan Coordinate with other state and federal agencies regarding forestry and other land management operations Conduct or participate in other watershed management activities (e.g., boundary maintenance, encroachment issues)

Section	FY24 FTE	FY25 FTE	Primary Responsibilities
Civil Engineering	5	5	<ul style="list-style-type: none"> Collect, monitor and maintain records on weather/precipitation, reservoir elevations, river discharges and releases, water transfers and watershed yield Conduct Snow Survey and calculate runoff potential in Quabbin Reservoir Watershed Conduct monthly inspections of Winsor Dam, Goodnough Dike and other dams in the Quabbin Reservoir and Ware River watersheds; take necessary Piezometer readings when appropriate and maintain records Conduct inspections and maintain records on all buildings and bridges in the Quabbin Reservoir and Ware River watersheds Coordinate and maintain records of all surveying required to determine property lines and boundaries; investigate encroachments and maintain records of all agency-owned lands including new acquisitions; provide assistance to private surveyors requesting historic surveying data on agency lands Maintain all historical records consisting of the construction of dams, roads, bridges and buildings in the Quabbin Reservoir and Ware River Watersheds Oversee major repair and renovation contracts on facilities in the Quabbin and Ware River watersheds Oversee and maintain Photovoltaic Systems at Quabbin Boat Launch Areas
Watershed Rangers	11	11	<ul style="list-style-type: none"> Conduct security and surveillance of critical infrastructure Maintain a positive visual presence in watersheds Monitor public activities on watershed lands and waters in accordance with Public Access Management Plans. Ensure Rules Compliance through education/public interaction/signage Coordinate enforcement of watershed rules with EPO, Mass State Police, SP Marine Unit and local law enforcement Assist with Emergency Spill Response and Emergency Preparedness planning Provide First Response and general watershed surveillance/security activities Maintain and analyze records of violations and public interactions

Section	FY24 FTE	FY25 FTE	Primary Responsibilities
Interpretive Services	3 1 LT Seasonal	3 1 LT Seasonal	<ul style="list-style-type: none"> ▪ Develop and conduct watershed based programs, displays and curricula for visitors and school groups ▪ Maintain and operate the Les and Terry Campbell Quabbin Visitors Center ▪ Participate in other EOEEA Environmental Education programs (e.g., Envirothon) ▪ Serve as press liaison for Region activities and events, in conjunction with DCR and EOEEA public information offices protocol ▪ Organize special events (e.g., Memorial Day services) ▪ Maintain vital records collection for the 4 dis-incorporated Quabbin towns, and issue official records upon request; Assist visitors with genealogical research. ▪ Manage and issue access permit requests ▪ Serve as liaison with other organizations, including Friends of Quabbin, Swift River Valley Historical Society, Valley Environmental Education Collaborative, Massachusetts Drinking Water Education Partnership, and Envirothon steering committee. ▪ Develop informational materials on Quabbin fishing program, access issues and management activities ▪ Maintain audio-visual collection for Quabbin/Ware Region, including photographs, slides and oral history tapes
Watershed Maintenance	32 14 LT seasonals	32 18 LT seasonals	<ul style="list-style-type: none"> ▪ Perform primary maintenance activities on watershed lands, roads, facilities and other resources ▪ Maintain physical security barriers around reservoir and watershed facilities ▪ Maintain roads, gates, barways, drainage structures, signs and other access controls ▪ Maintain and repair all division equipment (motor vehicles, trucks, boats and heavy Equipment) ▪ Provide staffing for the Bird Harassment and Controlled Deer hunt programs ▪ Maintain Quabbin Park ▪ Operate and maintain Quabbin Park Cemetery including scheduling funerals and assisting with grave markers ▪ Operate and maintain the three Boat Launch Areas at Quabbin Reservoir
Total FTEs	74	74	
Total LT Seasonals	15	19	

Note: One FY24 Environmental Planning FTE switched to Environmental Quality in FY25.

LT Seasonal = Long-term Seasonal

ST Seasonal = Short-term Seasonal

3. Annual Budget Summary: Expenditures and Revenues

WATER SUPPLY PROTECTION TRUST
Expenditures and Revenues Report
FY25 Work Plan Budget

		FY25	
		Projected	% of Total
A. Revenues			
OWM Revenues			
	Hydro + Transmission	\$700,000	2.8%
	Forestry	\$250,000	1.0%
	Fishing & Recreation	\$175,000	0.7%
	Misc.	\$10,000	0.0%
	OWM Revenues Subtotal	\$1,135,000	4.6%
	MWRA Payments to Trust *	\$23,557,642	95.4%
	Total Revenues	\$24,692,642	100.0%
B. Expenditures			
AA	Personnel	\$13,803,586	55.9%
BB	Employee Expenses	\$20,000	0.1%
CC	Contracted Services	\$25,000	0.1%
DD	Pensions/Insurance	\$6,363,755	25.8%
EE	Admin Expenses	\$135,000	0.5%
FF	Facility Operational Supplies	\$270,000	1.1%
GG	Energy Costs	\$440,000	1.8%
HH	Consultant Contracts	\$279,000	1.1%
JJ	Operational Services	\$130,000	0.5%
KK	Equipment	\$956,300	3.9%
LL	Leases, Rentals	\$215,000	0.9%
NN	Construction Improvements	\$1,585,000	6.4%
PP	Grants to Public Entities	\$100,000	0.4%
TT	Specials Payments	\$160,000	0.6%
UU	IT Expenses	\$210,000	0.9%
	Total Expenditures	\$24,692,642	

* not accounting for FY24 roll-over, which is credited

4. Annual Operating Budget

DCR Division of Water Supply Protection
Office of Watershed Management
FY25 Budget Details

Budget_Fiscal_Year	2025	FY2025 Budget						
Appropriation	28300100	3/1/2024						
Object_Class	Object	Object Name	FY2023 Actuals	FY2023 Final Budget	FY2024 Final Budget	FY2025 Draft	Prop FY25 vs FY24 Budget	%
AA	A01	Salaries/Inclusive		11,677,440	12,268,973	13,253,586	984,613	8.0%
	A06	Stand-By Pay					-	
	A07	Shift Differential Pay		20,000	30,000	30,000	-	0.0%
	A08	Overtime Pay		240,000	260,000	280,000	20,000	7.7%
	A10	Holiday Pay		45,000	55,000	60,000	5,000	9.1%
	A11	Employment Related Settlements and Judgements					-	
	A12	Sick-Leave Buy Back		40,000	35,000	35,000	-	0.0%
	A13	Vacation-In-Lieu		100,000	95,000	95,000	-	0.0%
	A14	Stipends, Bonus Pay and Awards			35,000	35,000	-	0.0%
	AA1	Out of Title Pay		16,000	15,000	15,000	-	0.0%
AA Total			10,572,627.58	12,138,440	12,793,973	13,803,586	1,009,613	7.9%
BB	B01	Out Of State Travel - Inclusive						
	B02	In-State Travel						
	B03	Overtime Meals						
	B05	Conference, Trng & Reg, Membership Dues, Licensing Fees						
	B10	Exigent Job-Related Expenses						
	B11	Employer Refund of Non-Tax Benefits						
	B91	Employee Reimbursement Accounts Payable						
BB Total			7,655.00	15,000	20,000	20,000	-	0.0%
CC	C01	Contracted Faculty						
	C04	Contracted Seasonal Employees						
	C22	Engineering, Research & Scientific Services						
	C98	Reimb Travel/Other Expenses CC Special Contract/Employee						
CC Total			19,382.00	30,000	30,000	25,000	(5,000)	-16.7%
DD	D09	Payroll Tax				338,800		
	D09	Non Fringe Benefits Reimbursement				5,800,955		
	D15	Worker's Comp Chargeback				224,000		
	D21	Health Ins Costs of Employ/Leave in Excess of 1 Yr Chgback						
DD Total			4,440,586.29		5,912,214	6,363,755	451,541	1.9%
EE	E01	Office & Administrative Supplies						
	E02	Printing Expenses & Supplies						
	E04	Central Reprographics Chargeback						
	E06	Postage						
	E12	Subscriptions, Memberships & Licensing Fees						
	E13	Advertising Expenses						
	E14	Exhibits/Displays						
	E15	Office Tap Water Treatment						
	E19	Fees, Fines, Licenses, Permits & Chargebacks						
	E20	Motor Vehicle Chargeback						
	E22	Temp Use Space/Confer-Incidental Includes Reservation Fees						
	E30	Credit Card Purchases						
	E32	Tort Claims Liab Mgmt Reduc Fd						
	E53	S&J: Non-reportable to claimant, sole payee						
	E75	Advances - Administrative Expenses						
	EE2	Conference, Training and Registration Fees						
EE Total			123,911.39	160,000	160,000	135,000	(25,000)	-15.6%
FF	F01	Food, Beverages, & Preservation						
	F03	Laundry and Cleaning Supplies						
	F05	Laboratory Supplies						
	F06	Medical & Surgical Supplies						
	F08	Toiletries and Personal Supplies						
	F09	Clothing & Footwear						
	F10	Facility Furnishings						
	F11	Laundry & Cleaning Supplies						
	F13	Live Animals & Related Supplies						
	F16	Library and Teaching Supplies and Materials						
	F18	Recreation, Religious & Social Supplies & Materials						
	F19	Manufacturing Supply & Materials & Raw Materials						
	F21	Navigational & Nautical Supplies						
	F22	Municipal Taxes						
	F24	Motor Vehicle Maintenance & Repair Parts						
	F27	Law Enforcement & Security Supplies						
FF Total			192,007.33	250,000	250,000	270,000	20,000	8.0%
GG	G03	Electricity						
	G05	Fuel For Vehicles						
	G06	Fuel For Buildings						
	G08	Sewage Disposal & Water						
	G11	Natural Gas						
GG Total			432,961.49	340,000	410,000	440,000	30,000	7.3%
HH	H05	Arbitrators/Mediators/Dispute Resolution Services						
	H09	Attorneys/Legal Services		8000	8000	8,000		
	H23	Program Coordinators						
	HH1	Financial Services		20000	40000	40,000		
	HH2	Engineering, Research & Scientific Services						
		UMass - Water Quality and Spill Response Modeling		150000	160000	170,000		
		Source Molecular		14000	14000			
		Biodiversity Research Inst (loon capture and banding)		15000	15000	15,000		
		Analytical Services (beaver testing)		5000	5000	6,000		
	HH2	Contract for Invasive Treatment		25000	25000	40,000		
HH Total			239,716.68	237,000	267,000	279,000	12,000	4.5%
JJ	J25	Laboratory and Pharmaceutical Services						
	J27	Laundry Services						
	J33	Photographic & Micrographic Services						
	J44	Surveyors						
	J50	Instructors/Lecturers/Trainers						
	JJ1	Legal Support Services						
	JJ2	Auxiliary Services						
JJ Total			94,907.08	45,000	130,000	130,000	-	0.0%

**DCR Division of Water Supply Protection
Office of Watershed Management
FY25 Budget Details**

Budget_Fiscal_Year	2025	FY2025 Budget						
Appropriation	28300100	3/1/2024						
Object_Class	Object	Object_Name	FY2023 Actuals	FY2023 Final Budget	FY2024 Final Budget	FY2025 Draft	Prop FY25 vs FY24 Budget	%
KK	K02	Educational Equipment						
	K03	Programmatic Facility Equipment						
	K04	Motorized Vehicle Equipment						
	K05	Office Equipment						
	K06	Printing, Photocopying, and Micrographic Equipment						
	K07	Office Furnishings						
	K09	Medical Equipment						
	K10	Law Enforcement & Security Supplies						
	K11	Heavy Equipment						
	K12	Television Broadcasting Equipment						
KK Total			805,667.59	910,000	770,000	956,300	186,300	24.2%
LL	L11	Heavy Equipment Lease-Purchase						
	L23	Facility Equipment Rental or Lease						
	L24	Motorized Vehicle Equipment Rental or Lease						
	L25	Office Equipment Rental or Lease						
	L26	Printing/Photocopy & Micrographics Equip Rent/Lease						
	L31	Heavy Equipment Rental or Lease						
	L42	Educational Equipment Maintenance & Repair						
	L43	Facility Equipment Maintenance & Repair						
	L44	Motorized Vehicle Equipment Maintenance & Repair						
	L45	Office Equipment Maintenance and Repair						
	L46	Print, Photocopying & Micrograph Equipment Maint/Repair						
	L50	Law Enforcement/Security Equipment Maintenance/Repair						
	L51	Heavy Equipment Maintenance/Repair						
	L63	Programmatic Equipment Maintenance and Repair						
LL Total			200,867.06	180,000	180,000	215,000	35,000	19.4%
NN	N15	Building/Vertical Structure Construction						
	N16	Maj Construction, Maj Renovation, Bldg Alteration, Land Impr						
	N17	Major Building Maintenance and Land Improvements						
	N19	Land Acquisition and Eminent Domain						
	N21	Highway Horizontal/Lateral Construction						
	N22	Highway Horizontal/Lateral Maintenance and Improvements						
	N23	Highway Horizontal/Lateral Maintenance Materials						
	N41	State Park & Recreation Facilities Construction						
	N50	Non-Major Facility Infrastructure Maintenance & Repair						
	N52	Facility Infrastructure Maint & Repair Tools & Supplies						
	N60	Lawn and Grounds Equipment Maint & Repair						
	N61	Lawn and Grounds Equipment						
	N63	Rental or Lease of Facility						
	N64	Garden Expenses, Tools and Supplies						
	N70							
	N71	Exterminators/Integrated Pest Management						
	N72	Hazardous Waste Removal Services						
	N73	Non-Hazardous Waste Removal Services						
	N74	Snow Removal&Groundskeeping Svcs (inc. haz. tree removal)						
	N98	Reimbursement for Travel/Other Expense Infrastructure Projects						
	NN1	Engineering, Research and Scientific Services						
NN Total			1,302,673.59	1,397,000	1,585,000	1,585,000	-	0.0%
PP	P01	Grants to Public Entities						
PP Total			36,014.50	100,000	100,000	100,000	-	0.0%
TT	T04	Payments & Refunds (USGS gages)						
TT Total			133,560.00	150,000	150,000	160,000	10,000	6.7%
UU	U01	Telecommunications Services Data						
	U02	Telecommunications Services - Voice						
	U03	Software and Information Technology (IT) Licenses						
	U04	Information Technology Chargeback						
	U05	Information Tech (IT) Professionals						
	U06	Information Technology Cabling						
	U07	Information Tech (IT) Equipment Purchase						
	U09	Information Technology (IT) Equip Rental Or Lease						
	U10	Information Tech (IT) Equipment Maintenance & Repair						
	U11	Information Technology (IT) Contract Services						
UU Total			172,408.87	210,000	210,000	210,000	-	0.0%
Total Baseline Cost					22,968,187	24,692,642	1,724,455	7.5%
Revenues								
	6995	Hydro & Transmission		400,000	600,000	700,000	100,000	
	4500	Forestry		450,000	250,000	200,000	(50,000)	
	3148	Fishing & Recreation		150,000	150,000	175,000	25,000	
	6900	Misc.		20,000	10,000	10,000	-	
Revenue Total						1,085,000	75,000	
Net Reimbursement						23,607,642		
PILOT (actually paid to DCR less the reimbursements paid by Fay School and Town of Southborough)						8,900,000	8,900,000	
DEBT								
Total DCR Budget					-	32,507,642	8,900,000	

5. Annual Major Projects

Department of Conservation and Recreation
Division of Water Supply Protection Office of Watershed Management
FY2025 Major Projects

Quabbin/Ware Region			
<i>Project</i>	<i>Operating</i>	<i>Notes</i>	
Radio migration - analog to digital Phase 1 (LG)	\$86,300.00	see Radio tab	K10
Finish Gate 43 Paving	\$100,000.00	done in the fall after BLA closes	N22
Hangar Door replacement study and design	\$100,000.00	Study design	NN1
New Salem Storage Building Upgrades	\$50,000	insulation, heat, etc. (DC)	N50
Hazardous Materials Abatement	\$30,000	Carpentry shop	N72
Demolition	\$100,000	demolish Forestry building (DC)	N16
Mechanical Repairs, HQ and other locations	\$50,000	various	N50
Hazard Tree Removal- and Maintenance	\$30,000	Hazardous trees in cemetery and other locations	N22
Gravel\Road Supplies and repairs	\$30,000	Gravel crushing for in-house use	N22
Terrestrial Invasive Species Control	\$25,000	Contract services for treatment at forestry lots; new infestations, infrastructure	HH2
Installation of barriers (fencing, guardrail)	\$25,000	Work in critical areas, dump spots, Prescott	N41
Rental Boat\Motor Purchase	\$20,000	Program of rental boat\motor replacement	K04
Emergency Generator Design Contract	\$35,000	Quabbin Maintenance Building Generator Specs and Install Plans	NN1
Dam/Dike Land Maintenance	\$8,500	turf improvements, other	N64
Subtotal KK	\$106,300		
Subtotal NN	\$558,500		
Subtotal HH	\$25,000		
TOTAL	\$689,800		
Wachusett/Sudbury Region			
<i>Project</i>	<i>Operating</i>	<i>Notes</i>	
Route 110 Direct discharge design	\$30,000	Design for Rt110 Direct Discharge Project (potential changes due to permitting)	NN1
Hazardous Tree Removal	\$35,000	Various sites	N74
Required Dam Studies (Phase 1s and 2s)	\$15,000	Reg-required reports (2 Phase I/ follow up inspections)	NN1
Dike Maintenance	\$15,000	Liming, seeding regularly	N74
BMP Valve	\$30,000	Install forebay valve.	N22
BMP Maintenance	\$30,000	Contract for stormwater BMP cleaning based of Aqualis quote	N22
Iron Horse Storage Structure	\$144,000	40'x80' Cold Storage Structure	N41
Diesel Tank Install Clinton	\$25,000	Install 1,500 Gallon Diesel Tank at 500 Wilson Street, Clinton.	N17
All Person Trails	\$10,000	kiosks, signage, fencing- hope to find a matching grant opportunity for (+10,000)	N50
Ranger Station Envelope Study	\$90,000	Envelope study for RHQ (Replacing SWF house envelope study)	NN1
Watershed Gravel Road Reconstruction Supplies	\$15,000	Purchase materials for in-house road work	N23
Aquatic Invasive Control Projects	\$166,250	Aquatic invasive control at Lily Pond and South Meadow	N73
Terrestrial Invasive Species Control	\$14,000	Contract services for treatment at forestry lots; new infestations, infrastructure	HH2
Subtotal HH	\$14,000		
Subtotal NN	\$605,250		
Major Equipment Purchases (KK)*			
Wachusett	\$175,000	Purchase of heavy equipment such as backhoes, bulldozers	K11
Quabbin	\$175,000	Purchase of heavy equipment (estimates: \$150K - Roller; \$130K - Backhoe)	K11
*Does not include passenger vehicle replacements			
HH Budget Totals	\$39,000		
KK Budget Totals	\$456,300		
NN Budget Totals	\$1,163,750		
TOTAL	\$ 1,659,050		

6. Annual Land Acquisition Capital Spending Plan

**Department of Conservation and Recreation
Division of Water Supply Protection**

FY25 Proposed Watershed Land Acquisitions

DWSP staff will continue to pursue the purchase of lands that have importance to protecting the water supply. The most direct and proven method of protecting the water source's long-term quality is to own and manage watershed lands surrounding the water supply source. A major tenet of watershed management is protection through ownership of interests in watershed lands because:

- A forested landscape provides the best quality water.
- The purchase of undeveloped lands protects water sources from development, which can alter vegetation and drainage, and add impervious surfaces that can move pollutants quickly towards streams.
- The purchase of vegetated buffers provides natural "treatment" or protection to lessen water quality impacts of future development.
- The purchase of stream buffers provides protections against changing flow patterns due to climate change.
- The purchase of problem properties can halt the problem of activity or use and allows for proper clean-up or re-vegetation of the site.

Landowners continually solicit DCR interest in purchasing their land for watershed protection. DCR also approaches selected landowners holding acreages which are determined applicable to watershed acquisition criteria. Priority is given to those projects which:

- Rate favorably on the Watershed Land Acquisition Model Map for each of the three active watersheds.
- Are determined important for an administrative and/or strategic purpose (Agency access, boundary consolidation, prevention of assemblage threat).

In addition, consideration is given to landowners who are willing to consider the placement of a Watershed Protection Restriction on their land in place of a fee transfer.

The "Land List" remains fluid as proposed projects are brought before the Land Acquisition Panel (LAP) for approval to proceed with due diligence. All proposed acquisitions are subsequently approved by the MWRA Board of Directors.

The projected budget for watershed land acquisition in FY25 is estimated to be \$1 million.

7. Annual Payments in Lieu of Taxes

Department of Conservation and Recreation
Division of Water Supply Protection
Office of Watershed Management

FY25 Payments in Lieu of Taxes Estimate

Payments in Lieu of Taxes (PILOT), required under MGL c.59 s.5G, are based upon the valuation set by the Department of Revenue (DOR) and the local commercial tax rate. The process used by DOR for valuing State Owned Land (SOL – which includes DCR Watershed Management) under MGL c. 58 was established by the Mass Municipal Modernization Act – Chapter 218, Section 108 of the Acts of 2016.

Under this process, DOR determined a base year SOL valuation for each community as of January 1, 2017. After a hearing and appeal process, base year SOL valuations were finalized. These base year valuations will be adjusted every two years by a percentage equal to the change in a city or town's equalized cash value (EQV), as determined by DOR. Valuations are also updated annually to include the value of any acquisitions and/or dispositions in a community. Calculations for acquired lands will be made using the cost per acre average for each town, adjusted by the EQV.

MGL c.59 s.5G requires that the Watershed PILOT amount can never be less than the previous year (the “hold harmless” provision).

The FY24 PILOT was \$8,492,448. This figure represents a 0.2% increase from FY23 PILOT. FY24 PILOT took into account the addition of 265 acres of land. This amount was less than the 1.6% to 3.5% estimated increase to \$8.6 - \$8.8 million in the FY24 Work Plan.

FY25 PILOT will be based on DOR's State Owned Land valuations adjusted by EQV in FY24, which is calculated based on odd years' information and adjusted in even years' calculations. It is predicted that an additional 263 acres of land will now be included in the valuation. Utilizing a generic estimated no increase or a 5% increase to all towns' tax rates from FY24 to FY25, **it is estimated that PILOT will increase between 0.1% and 1.2% to approximately \$8.5 - \$8.6 million.** This figure will depend on the actual tax rates set by each community.



Department of Conservation and Recreation
Division of Water Supply Protection
Office of Watershed Management
FY24 Payments in Lieu of Taxes
February 2024 - FINAL

Community	FY23 PILOT	Total 2023 Property Valuation	FY24 EQV	Total FY24 Property Valuation	Assessed Acres	Valuation per Acre	2022-2023 Acquisitions (acres)	Added Valuation for Acquisitions	Total 2024 Property Valuation	FY24 Tax Rate	FY24 Minimum PILOT Due	FY24 PILOT	Hold Harmless	Increase	% Increase
Barre	\$186,168.60	\$7,285,700	1.1511	\$8,386,569	5,420.9	\$1,547	3	\$4,641	\$8,391,200	\$13.98	\$117,308.98	\$186,168.60	\$68,860	\$0	0.0%
Belchertown	\$257,074.40	\$13,853,400	1.1070	\$15,335,714	3,190.2	\$4,807	0	\$0	\$15,335,700	\$15.32	\$234,942.92	\$257,074.40	\$22,131	\$0	0.0%
Belchertown - Annexed Lands	\$50,625.10	\$1,845,400	1.1070	\$2,042,858	670.0	\$3,049	0	\$0	\$2,042,900	\$15.32	\$31,297.23	\$50,625.10	\$19,328	\$0	0.0%
Berlin	\$61,155.00	\$2,250,000	1.0915	\$2,455,875	46.6	\$52,746	0	\$0	\$2,455,900	\$25.45	\$62,502.66	\$62,502.66	\$0	\$1,348	2.2%
Boylston	\$599,930.50	\$37,874,400	1.1442	\$43,335,888	2,758.2	\$15,712	0	\$0	\$43,335,900	\$13.81	\$598,468.78	\$599,930.50	\$1,462	\$0	0.0%
Clinton	\$205,948.72	\$7,874,300	1.1214	\$8,830,240	469.2	\$18,819	0	\$0	\$8,830,200	\$21.81	\$192,586.66	\$205,948.72	\$13,362	\$0	0.0%
Framingham	\$261,930.91	\$5,974,800	1.1386	\$6,802,907	235.4	\$28,904	0	\$0	\$6,802,900	\$25.41	\$172,861.69	\$261,930.91	\$89,069	\$0	0.0%
Hardwick	\$123,021.36	\$8,368,800	1.0711	\$8,963,822	4,686.9	\$1,913	0	\$0	\$8,963,800	\$12.62	\$113,123.16	\$123,021.36	\$9,898	\$0	0.0%
Hardwick - Annexed Lands	\$941.41	\$42,500	1.0711	\$45,522	150.0	\$303	0	\$0	\$45,500	\$12.62	\$574.21	\$941.41	\$367	\$0	0.0%
Holden	\$919,615.57	\$41,613,100	1.1080	\$46,107,315	3,910.4	\$11,791	0	\$0	\$46,107,300	\$14.15	\$652,418.30	\$919,615.57	\$267,197	\$0	0.0%
Hubbardston	\$380,387.00	\$27,170,500	1.1153	\$30,303,259	8,671.4	\$3,495	0	\$0	\$30,303,300	\$11.79	\$357,275.91	\$380,387.00	\$23,111	\$0	0.0%
Leominster	\$8,688.49	\$208,300	1.1688	\$243,461	42.5	\$5,723	23.76	\$135,981	\$379,400	\$14.51	\$5,505.09	\$8,688.49	\$3,183	\$0	0.0%
Ludlow	\$10,524.06	\$239,600	1.0657	\$255,342	50.8	\$5,026	0	\$0	\$255,300	\$18.09	\$4,618.38	\$10,524.06	\$5,906	\$0	0.0%
Marlborough	\$112,802.46	\$2,544,000	1.0917	\$2,777,285	570.4	\$4,869	0	\$0	\$2,777,300	\$17.66	\$49,047.12	\$112,802.46	\$63,755	\$0	0.0%
New Salem	\$520,470.61	\$19,493,800	1.0906	\$21,259,938	22,462.7	\$946	0	\$0	\$21,259,900	\$14.37	\$305,504.76	\$520,470.61	\$214,966	\$0	0.0%
New Salem - Annexed Lands	\$201,603.91	\$6,696,200	1.0906	\$7,302,876	11,580.0	\$631	0	\$0	\$7,302,900	\$14.37	\$104,942.67	\$201,603.91	\$96,661	\$0	0.0%
Northborough	\$103,466.89	\$5,982,100	1.1026	\$6,595,863	360.9	\$18,278	0	\$0	\$6,595,900	\$14.28	\$94,189.45	\$103,466.89	\$9,277	\$0	0.0%
Oakham	\$147,067.60	\$11,362,700	1.1267	\$12,802,354	2,537.1	\$5,046	0	\$0	\$12,802,400	\$11.08	\$141,850.59	\$147,067.60	\$5,217	\$0	0.0%
Orange	\$11,567.60	\$605,000	1.1341	\$686,131	82.8	\$8,287	0	\$0	\$686,100	\$17.44	\$11,965.58	\$11,965.58	\$0	\$398	3.4%
Pelham	\$338,086.39	\$12,009,300	1.0685	\$12,831,937	5,974.0	\$2,148	0	\$0	\$12,831,900	\$17.52	\$224,814.89	\$338,086.39	\$113,272	\$0	0.0%
Pelham - Annexed Lands	\$38,096.61	\$863,800	1.0685	\$922,970	1,080.0	\$855	0	\$0	\$923,000	\$17.52	\$16,170.96	\$38,096.61	\$21,926	\$0	0.0%
Petersham	\$296,721.61	\$11,373,500	1.1331	\$12,887,313	12,230.2	\$1,054	64	\$67,439	\$12,954,800	\$14.30	\$185,253.64	\$296,721.61	\$111,468	\$0	0.0%
Petersham - Annexed Lands	\$203,305.78	\$5,676,600	1.1331	\$6,432,155	10,000.0	\$643	0	\$0	\$6,432,200	\$14.30	\$91,980.46	\$203,305.78	\$111,325	\$0	0.0%
Phillipston	\$11,912.74	\$164,200	1.1803	\$193,805	162.8	\$1,191	0	\$0	\$193,800	\$11.98	\$2,321.72	\$11,912.74	\$9,591	\$0	0.0%
Princeton	\$316,538.43	\$20,187,400	1.0823	\$21,848,823	3,133.8	\$6,972	162.91	\$1,135,811	\$22,984,600	\$14.03	\$322,473.94	\$322,473.94	\$0	\$5,936	1.9%
Rutland	\$525,860.45	\$26,659,600	1.2036	\$32,087,495	6,489.0	\$4,945	0	\$0	\$32,087,500	\$14.83	\$475,857.63	\$525,860.45	\$50,003	\$0	0.0%
Shutesbury	\$299,391.54	\$8,145,800	1.0579	\$8,617,442	5,097.2	\$1,691	0	\$0	\$8,617,400	\$17.81	\$153,475.89	\$299,391.54	\$145,916	\$0	0.0%
Southborough	\$317,481.16	\$19,501,300	1.0909	\$21,273,968	1,310.6	\$16,232	0	\$0	\$21,274,000	\$13.91	\$295,921.34	\$317,481.16	\$21,560	\$0	0.0%
Sterling	\$830,606.50	\$54,466,000	1.1455	\$62,390,803	5,211.4	\$11,964	10.95	\$131,006	\$62,521,800	\$13.31	\$832,165.16	\$832,165.16	\$0	\$1,559	0.2%
Templeton	\$1,082.18	\$63,000	1.2210	\$76,923	92.1	\$836	0	\$0	\$76,900	\$12.60	\$968.94	\$1,082.18	\$113	\$0	0.0%
Ware	\$193,261.40	\$7,572,300	1.1365	\$8,605,919	4,845.0	\$1,776	0	\$0	\$8,605,900	\$16.33	\$140,534.35	\$193,261.40	\$52,727	\$0	0.0%
Ware - Annexed Lands	\$167,580.62	\$5,099,700	1.1365	\$5,795,809	3,865.0	\$1,500	0	\$0	\$5,795,800	\$16.33	\$94,645.41	\$167,580.62	\$72,935	\$0	0.0%
Wendell	\$33,047.28	\$1,422,000	1.1725	\$1,667,295	654.7	\$2,547	0	\$0	\$1,667,300	\$22.15	\$36,930.70	\$36,930.70	\$0	\$3,883	11.8%
West Boylston	\$683,581.59	\$24,920,076	1.1141	\$27,763,456	2,940.2	\$9,443	0	\$0	\$27,763,500	\$14.78	\$410,344.53	\$683,581.59	\$273,237	\$0	0.0%
Westborough	\$59,780.02	\$3,233,100	1.1022	\$3,563,523	190.8	\$18,679	0	\$0	\$3,563,500	\$16.41	\$58,477.04	\$59,780.02	\$1,303	\$0	0.0%
TOTAL	\$8,479,324.48	\$402,633,800					264.62	\$1,474,877			\$6,593,321	\$8,492,447.70	\$1,899,127	\$13,123	0.2%

NOTES:

1. Watershed PILOT, per MGL c. 59 s.5G, is determined by multiplying the DOR valuation by the local commercial tax rate.

Property valuations available at https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=BLA.DCR_WaterShedLand and https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=BLA.DCR_WatershedAnnexLand.

Tax rates available at https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=PropertyTaxInformation.taxratesbyclass.taxratesbyclass_main.

Full PILOT calculations available at https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=BLA.DCR_PILOT

2. The process used by MA Department of Revenue (DOR) for valuing State Owned Land (SOL – which includes DCR Watershed Management) under MGL c. 58 changed in FY 19. Under this process, DOR determined a base year SOL valuation for each community as of January 1, 2017. After a hearing and appeal process, base year SOL valuations were finalized. Going forward, the base year valuations are adjusted every two years by a percentage equal to the change in a city or town's equalized cash value (EQV). Valuations are also updated annually to include the value of any acquisitions and/or dispositions in a community. Total Property Valuations are rounded to the nearest 100.

3. "Hold Harmless" is a provision in the legislation that requires any payment never to be less than the previous year's payment. Therefore, if either valuations or tax rates drop, the municipality is guaranteed a consistent payment.

4. Acquisitions added: Pellachia (Leominster - 24 acres; Sterling - 11 acres); Cusanello (Princeton - 163 acres); Keller (Barre - 3 acres; Petersham 64 acres).

[The Department of Revenue website has an interactive version of this table.](#)