



Fiscal Year 2027 Work Plan



Wachusett Reservoir with Wachusett Mountain in the background.

June 2026

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



**Department of Conservation and Recreation
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**Fiscal Year 2027 Work Plan
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FY2027 Annual Work Plan Highlights

Fiscal Year 2027 is the fourth year in the implementation schedule for the *DCR Watershed System Watershed Protection Plan FY24-FY28*.

Highlights across the system include:

- DWSP is proposing conversion of two Long-term seasonal Forestry Assistants into Full-time positions. These positions started as a pilot project to do forest stand improvement (FSI) work to assist in forest regeneration. The work has been very successful. The two staff are currently working in both summer and winter seasons, working for 48 weeks. The conversion to full-time will have minimal budgetary impact.
- DWSP land protection efforts will continue through purchase of land 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. Work will continue to finalize Worcester watershed land WPR.
- Monitoring of our WPRs will continue with each parcel being monitored on an every other year schedule (federally funded WPRs are monitored annually per agreement).
- The use of GIS and electronic field data collection will continue to expand and streamline numerous protection efforts.
- Staff will continue implementation of the bird harassment programs at both reservoirs to continue to meet source water quality standards. This involves active harassment during fall/winter period, the use of drones to monitor gull numbers on the reservoirs and other water bodies. In addition, NR staff continue to address 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 followed for continued water quality protection. Continue forest stand adjustment project to enhance tree species diversity, resiliency, wildlife habitat, tree vigor, carbon storage and stand diversity.
- Continue use of drones to assist in program implementation including wildlife monitoring, forest mapping and other uses.
- Identify and work to acquire Forest Reserves to meet the goals of the Forests as Climate Solutions (FACS) Initiative. Continue participating in and meeting with agency and private partners to develop Reserve designation and expansion strategies consistent with FACS.
- Climate Change Vulnerability Assessment (CCVA): use results of the CCVA to collect necessary natural asset data, prioritize opportunities to enhance resilience, implement climate adaptation strategies, and address capital planning decisions and designs. Results of the CCVA will be integrated into annual Environmental Quality Assessments.
- 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. Provide 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 watershed salt reduction grants to DPWs and expand to include Ware River and Quabbin watersheds (without additional funding)
- Continue 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.

Additional highlights for each Region are included below.

Wachusett/Sudbury Region

- 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 assisting with salt reduction grant program.
- Continue work to maintain and upgrade facilities including Phase II paving of the Clinton maintenance yard, structural work at Stillwater Barn and insulation, siding, windows and gutters at the Ranger Station.
- Install fencing along Route 70 to provide additional security to the boat cove.
- Paving of the Gates Road trail parking lot and stormwater improvements to protect West Waushacum Pond.
- Continue contracts to treat invasive plants in the Lily Ponds and Coachlace Pond to limit the potential for spread to the Reservoir.
- Construction phase of the final direct discharge elimination project on Route 110 in Sterling. This project will eliminate discharge to the Reservoir by collecting runoff from the roadway, treating it and discharging it off watershed.
- Purchase of a new boat to replace the aging Wooldridge for emergency response and reservoir sampling and monitoring.
- Continue educational programming in the Wachusett and Sudbury watersheds with public hikes and presentations as well as on-going school programming.

Quabbin/Ware River Region

- Implement the system-wide comprehensive Land Management Plan including continued use of prescribed fire to promote rare natural communities and enhance forest management activities.
- Continue work on management of gravel resources in both watersheds for Division needs including exploring areas for new gravel pits.

- Continue work on eradicating swollen bladderwort in Quabbin Reservoir, Pottapaug and O'Loughlin Ponds.
- Maintain lands around the Quabbin Reservoir, including vegetation management, mowing, and monitoring of dam and dike structures; continue to implement a reduced mowing schedule in other areas to enhance pollinator habitat.
- Continue successful implementation of controlled deer hunts at Quabbin including controlled hunts in Pelham, Petersham, and Quabbin Park and open hunting during the shotgun season in Hardwick and New Salem
- Continue to operate the Quabbin boat fishing program, including boat inspections, cleaning, and sealing.
- Continue drone work in conjunction with MassDOT aeronautics division to conduct gull roost monitoring at Quabbin Reservoir, deer density estimates in Quabbin Park and other areas of the Reservation, and other approved projects...
- Continue to operate the Les and Terry Campbell Quabbin Visitor Center at Quabbin, pairing in-person and on-line educational opportunities.
- Continue regular water quality sampling in the Reservoir and tributaries, including monitoring plankton levels.
- Work closely with MWRA on starting the construction of the new Maintenance Garage. Work on the Quabbin Administration Renovation study and New Salem restoration projects is pending MWRA funding.
- Continue implementation of the Ware River Watershed Public Access Management Plan.
- Continue work to maintain and upgrade facilities including completion of Quabbin Administration building roof and chimney replacement; replacement of the Hanger door is pending MWRA funding.
- Work with MWRA on the installation of a new salt storage shed at the DWSP Oakham field office to be jointly shared by both agencies.

FY27 Wachusett/Sudbury Work Plan

Staff Key

A: Administration and Finance; AB: Aquatic Biologist; CE: Civil Engineering; D: Division Director; DRD: Deputy Regional Director; EA: Environmental Analyst EP: Environmental Planning; EQ: Environmental Quality; F: Forestry; FN (Quabbin): Finance; FOTL: Field Operations Team Leader GIS: Geographic Information Systems – Division; GIS-W: Geographic Information Systems-Wachusett; IS: Interpretive Services; NR: Natural Resources; OSS: Operation Support Specialist; P: Division Planning; RD: Regional Director; WM: Watershed Maintenance; WM-BLA: Watershed Maintenance, Boat Launch Area; WR: Watershed Rangers.

Additional Acronyms

AIS: Aquatic Invasive Species; BHP: Bird Harassment Program; BMP: Best Management Practice; CFI: Continuous Forest Inventory; CVA: Chicopee Valley Aqueduct; CY: Calendar Year; DWSP: DCR Division of Water Supply Protection; EOEEA or EEA: Executive Office of Energy and Environmental Affairs; EPA: US Environmental Protection Agency; EQA: Environmental Quality Assessment; FY: Fiscal Year; GIS: Geographic Information Systems; ISA: Inter-agency Service Agreement; IT: Information Technology; LAP: Land Acquisition Panel; MIS: Management Information Systems; MWRA: Massachusetts Water Resources Authority; NHESP: Natural Heritage and Endangered Species Program; Q1: First Quarter; Q2: Second Quarter; Q3: Third Quarter; Q4: Fourth Quarter; SOP Standard Operating Procedure; UAS: Unmanned Aircraft System (drone); UMass: University of Massachusetts, Amherst; WPR: Watershed Preservation Restriction; WsPA: Watershed Protection Act.

A. Land Acquisition

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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 Land Acquisition Panel (LAP) meetings to review parcels and prioritize land purchases.	NR	Felicia Bakaj	RD, ARD, 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 communication s	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
A7	Identify and work to acquire Forest Reserves to meet the goals of the Forests as Climate Solutions (FACS) Initiative. Continue participating in and meeting with agency and private partners to develop Reserve designation and expansion strategies consistent with FACS.	NR	Felicia Bakaj	F	Forest Reserve identification	End of Q4

B. Watershed Preservation Restriction Monitoring

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
B1	Monitor Watershed Preservation Restriction (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
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 Landownership spreadsheet	End of Q4
B7	Distribute WPR landowner E-news and Notes from the Field Story Map twice a year to landowners.	NR	Dani Almeida	-	Outreach Content	End of Q2 and Q4
B8	Implement WPR records procedure with DCR records manager	NR	Dani Almeida	NR	Securely stored records	End of Q4

C. Land Management

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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	Plan and conduct an internal review of proposed forest management operations for the coming fiscal year. Assess consistency with aspects of the LMP as well as other DWSP and EEA policies. Include assessments of silviculture, water quality, wildlife habitat, rare species, cultural resource protection, climate change considerations, and other potential impacts/benefits as identified in the proposals.	NR	Brian Keevan	F, NR, EQ	Internal review report	End of Q4
C4	DWSP Forestry: Present annual forest harvest proposals at public meetings and public tours. Publish online public review documents. Review public comments 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, FACS and approved harvest proposals.	F	Greg Buzzell		Forestry Database, Permit to Harvest Forest Products, Cutting Plans, Photo Series Feature Layer	End of Q4

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
C6	DWSP Forestry: Provide supervision and oversight of all forest harvesting operations on DWSP property. Assure compliance with applicable DCR and Natural Heritage and Endangered Species Program (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
C7	DWSP Forestry: Use 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. Complete preliminary and final reports at the appropriate stages of the study.	EQ	Vacant	NR, F	Annual updates and reports	End of Q4
C8	Prepare for, visit, and collect data on Continuous Forest Inventory (CFI) plots designated for survey in the current Fiscal Year. Secure data for long term digital and paper storage, and enter into database. Continue coordination with EEA agencies on CFI protocols and long-term data storage and analysis solution. Analyze available CFI data as needed to inform land managers, administration, and the public on current status and trends of forest structure and composition on DWSP lands.	NR	Brian Keevan	F	report	Ongoing
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	Conduct periodic reviews and monitoring of land management activities and BMP effectiveness to assure compliance and consistency with land management plans.	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, map, and assess conditions on non-forested lands. Plan and oversee non-forest or other unique habitat restoration, field reclamation, prescribed fire implementation and maintenance work as needed. Monitor results and continue follow-up actions to ensure success.	NR	Brian Keevan	F	areas restored for habitat	End of Q4
C17	Land Management: Maintain existing DWSP non-administrative fields through regular periodic mowing using DWSP staff and equipment.	WM	Tim Culkeen	NR, F	Fields mowed according to established mowing plan.	End of Q4
C18	Identify and plan restoration work and implement utilizing light equipment (e.g., chainsaw, brush saw and additional Integrated Vegetation Management (IVM) methods).	NR	Brian Keevan	F, WM	Areas restored for habitat	End of Q4

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
C19	Conduct additional restoration work needing specialized equipment (e.g. mowing, mulching).	WM	Tim Culkeen	NR	Areas restored for habitat	End of Q4
C20	Develop, award, and oversee contracted non-forest restoration work.	NR	Brian Keevan	F	Completed contracted restoration work	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 Terrestrial Invasive Plant Management Plan. Respond as needed to newly discovered and controllable TIP populations. Continue to develop programmatic elements (GIS mapping solution, prioritization tool, training materials) to further support invasive plant management work.	NR	Brian Keevan	F, WM, EQ, RD	Projects	End of Q4
C23	Rare Plants and Communities Data: Collect data and maintain datasets, GIS datalayers, and related maps and reports of rare and listed plants and communities. Provide reports to NHESP of known and newly discovered state listed plant occurrences on DWSP properties. Develop habitat management plans or briefs for work needed in sensitive areas.	NR	Virginia Dautreuil	F, GIS	Internal GIS layers, habitat management plans, reports to NHESP	End of Q4
C24	Continue drafting a 10-year Land Management Plan, with the intention to issue a final plan in FY27. Incorporate feedback from DCR staff, sister agencies, stakeholders, and public comment.	NR	Brian Keevan	F, RD,ARD,CE, EQ, P	LMP draft reviewed and finalized	End of Q4
C25	Forest Data Collection: Explore the use of a drone program to document forest conditions, map openings, identify invasive plant populations, assess internal road conditions, and conduct 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		Observations	Ongoing
C27	Address abutter inquiries regarding potential hazardous trees and plan for selected DWSP hazardous trees to be removed according to budget.	F	Greg Buzzell	WM, RD	Records kept, trees removed	As needed
C28	DWSP Forestry: Evaluate potential sites for Forest Stand Improvement (FSI) work in consultation with regional forestry staff. Implement FSI activities as needed and track progress using GIS, spreadsheets, and other reporting methods.	NR	Brian Keevan	NR, F	Annual FSI report	End of Q4
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
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	Climate Change Vulnerability Assessment (CCVA): use results of the CCVA to collect necessary natural asset data, prioritize opportunities to enhance resilience, implement climate adaptation strategies, and address capital planning decisions and designs.	NR	Ken MacKenzie	RD, EQ, NR, F, CE, GIS, P	Address data gaps	End of Q4
C32	Identify sites that would benefit from the application of prescribed fire. Develop burn plans, obtain associated permits/approvals, maintain certifications, and attend required trainings. Oversee implementation of prescribed burning to meet silvicultural and habitat restoration objectives. Coordinate with WM on fire breaks. Coordinate training and certification opportunities with DWSP staff.	NR	Virginia Dautreuil	F, WM	Report	End of Q4

D. Wildlife Management

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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.	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	Complete the installation of heat trax mats and solar panels at the boat cove to improve staff safety	EQ	Justin Guerra	RD	Improved staff safety and reduced salt/sand use	End of Q4
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	End of Q4
D8	Gull Roost Monitoring: use a UAS to document the gull roost abundance.	NR	Hillary Siener	EQ	Photos	End of Q3
D9	Canada Goose Control: Manage goose populations at Wachusett and Sudbury Reservoirs by treating eggs during nesting season to prevent hatching.	NR	Hillary Siener	-	Annual report	End of Q4
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	Jillian Whitney	EQ	Field reports	End of Q4
D13	Regional Gull Monitoring: Monitor waste water 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

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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
D19	Burrowing Animal Control: Respond to problems of burrowing animals on dams and dikes; take appropriate action.	NR	Hillary Siener	-	Field report	End of Q4
D20	Loon Monitoring: Research common loons on DWSP waterbodies; capture and sample birds for contaminants.	NR	Jillian Whitney	-	Annual report	End of Q4
D21	Collect lead tackle and discarded monofilament fishing line	NR	Jillian Whitney	-	Discarded monofilament line and lead tackle.	Ongoing
D22	Continue drafting the Wildlife sections and review Forestry sections of an updated 10-year Land Management Plan, with the intention to issue a final plan in FY27. Incorporate feedback from DCR staff, sister agencies, stakeholders, and public comment.	NR	Hillary Siener	F	LMP draft	Ongoing
D23	Long-term Forest-Wildlife Monitoring: Continue annual wildlife monitoring program to assess the effects of forest management on key species groups, including amphibians and reptiles (pitfall traps), breeding birds (BBS), bats (acoustic surveys), and small mammals (trapping surveys).	NR	Hillary Siener	-	Database	End of Q4
D24	Administer the White-tailed Deer Management Program on DWSP lands in the Wachusett and Sudbury Watersheds; Review applications and issue Watershed Deer Hunt permits.	NR	Ken MacKenzie	NR	Application database, permits	End of Q4
D25	Assess the impact of deer and moose on forest regeneration by conducting deer density surveys and related monitoring on DWSP lands to evaluate browsing pressure and population levels.	NR	Hillary Siener	F	Database	End of Q4
D26	DWSP Deer Hunt: Analyze results of hunt and publish Annual Deer Report	NR	Hillary Siener	NR	Annual Deer Report	End of Q4
D27	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
D28	Track and evaluate dead or sick wildlife incidents relative to potential cases of HPAI, other diseases, environmental or anthropogenic issues.	NR	Hillary Siener	-	Database	End of Q4

E. Public Access Management

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
E1	Proactively patrol watershed lands to ensure compliance with DCR regulations and policies. Tally visitor contact and produce quarterly and annual summary reports that include a separate field for law enforcement assistance or referrals. 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 help with enforcement when required.	WR	Sean Flood	DRD	Enforcement Resolution	Quarterly
E3	Continue to use DCR social media accounts for advertisement of interpretive programs, general or emergency information (such as closings).	WR	Kathryn Parent	-	Press documents	Quarterly
E4	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
E5	Review policies within the current Public Access Plan and provide policy modifications or regulating of new proposed uses on DWSP lands. Publish addendum if required.	WR	Sean Flood	RD, DRD	Compliance with DWSP regulations	Quarterly
E6	Continue to conduct “special operations” and targeted enforcement days such as night operations, ATV, dog walking, as needed.	WR	Sean Flood	-	Compliance with DWSP regulations	Quarterly

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
E7	Enforce rules and regulations of 313 CMR 11.09 through education.	WR	Sean Flood	-	Compliance with DWSP regulations. Update database.	Quarterly
E8	Implement Public Access Plans for Wachusett and Sudbury Reservoir Watersheds	WR	Sean Flood	WR, DRD	Compliance with DWSP regulations	End of Q4
E9	Apply for any available grants to expand on the sensory trail.	IS	Kathryn Parent	RD	Enhanced sensory trail	End of Q4

F. Watershed Security

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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	Remain up to date with agency policy changes for signage that incorporates diversity and includes the updated MA Emergency Management Agency (MEMA) dispatch phone number.	WR	Sean Flood	DRD, RD, IS	New signage	End of Q4
F6	Provide annual emergency contact information to municipal public safety departments and schedule an annual meeting with Police and Fire Chiefs	WR	Sean Flood	RD,DRD	Enhanced communication	End of Q4
F7	Fence off access to the boat cove from Route 70	CE	Bryan LaRoche	WR, RD,DRD	Enhanced security	End of Q4

G. Infrastructure

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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	Q2, Q4
G3	Work with Division of Ecological Restoration (DER) to develop plans and permit the Malden Brook restoration project.	CE	Bryan LaRoche	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	Maintain 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,A RD, WR, NR,CE	Annual Plan, work orders, summary report	End of Q4
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 LaRoche	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 LaRoche	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

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
G9	Oversee the final design, stormwater management, and paving of the parking lot at rail trail parking area on Gates Road in Sterling.	CE	Justin Guerra	WM	Finished stormwater basin and paved parking lot	End of Q4
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 phased repairs to Clinton Ranger Station based on funding and recommendations from consultant evaluation	CE	Paula Davison	CE	Report	End of Q1
G14	Oversee Stillwater Farm Barn roof replacement and associated structural repairs in conjunction with Office of Cultural Resources	CE	Paula Davison	CE	New Roof installed	End of Q4
G15	Oversee demolition of Hulick cabins in Sterling	CE	Paula Davison	CE	Building demolished	End of Q4
G16	Oversee Phase 1 of paving and stormwater management at the Clinton complex	CE	Bryan LaRochelle	CE, EQ	Project completed	End of Q4
G17	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
G18	Assess and develop plan for Decarbonation of facilities, per EO#594. Building upgrades.	DRD	Derek Liimatainen	BM, CE, PSO	Summary Reports	End of Q4
G19	Coordinate and oversee the SPCC program. Conduct quarterly inspections, testing and training as needed.	CE	Paula Davison	DRD	Inspection reports	End of Q4
G20	Coordinate O/W separator and tight-tank maintenance	CE	Paula Davison	-	Inspection reports	End of Q4
G21	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
G22	Maintain forest roads, dams, dike, fields, parking areas, drainage structures , snowplowing, boat launch areas, and other management activities.	WM	Tim Culkeen	CE, DRD	Maintenance and management.	Quarterly
G23	Prioritize and schedule online workorders for division staff and add to daily work plan.	WM	Tim Culkeen	DRD	Summary Reports	Quarterly
G24	Assist division staff with specific workorders as needed.	WM	Tim Culkeen	DRD	Summary Reports	Quarterly
G25	Maintain grounds at MWRA facilities as needed: Clinton (Cosgrove), Oakdale (Shaft One).	WM	Tim Culkeen	DRD	Ongoing maintenance	Quarterly
G26	Conduct building maintenance activities, including painting, carpentry, cleaning, minor repairs, and other routine maintenance	WM	Richard McCarthy	DRD	Ongoing maintenance	Quarterly
G27	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
G28	Develop preliminary design options for repair or relocation of road along Horseshoe Cove	CE	Justin Guerra	EQ	Improved road surface	End of Q4
G29	Develop preliminary design for a new stormwater basin and erosion scour repair along Beaman Street	CE	Bryan LaRochelle	EQ	Improved water quality	End of Q4
G30	Develop scope of work for a design contract for the replacement of the culvert over Spring Brook inside Gate 35	CE	Bryan LaRochelle	EQ, RD	Improved surface and water quality	End of Q4

H. Watershed Protection Act

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
H1	Continue implementation of the Watershed Protection Act (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.	EP	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.	EP	Bernadette DeBlander	EQ	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).	EP	Bernadette DeBlander	EQ, P	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	EP, RD, D	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.	P	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.	EP	Bernadette DeBlander	RD, OSSl	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.	EP	Bernadette DeBlander	EAll	Follow-up letters issued as needed. All activities documented in database.	End of Q4
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	EP	Bernadette DeBlander	EAll	NOC issued wherever possible	End of Q4
H9	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.	EP	Bernadette DeBlander	GIS-W, P	Inventory of needs and inventory of information that was distributed.	Visit each town twice yearly.

I. Education and Outreach

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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 and press release 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

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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 remaining 2 kiosks at Gates 35 and 39 with interpretive panels.	IS	Kathryn Parent	IS,WM	Updates on Kiosks at least quarterly; new panel signage.	Quarterly
I6	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
I7	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
I8	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
I9	Provide educational materials, teacher training, and support for Mass Envirothon and assist with preparation and logistics for annual competition	IS	Kathryn Parent	IS, EA	School Programs	Ongoing
I10	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, P	Website; resource and program menu	Ongoing
I11	Create and have printed a custom, grommited banner featuring a historical timeline for event display.	IS	Kathryn Parent	RD	Event display	End of Q4
I12	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
I13	Upgrade the Stillwater Farm building's interior by implementing childproofing measures and replacing temporary posters with professional, framed photographs. Develop and install thematic display designs for each room.	IS	Kathryn Parent	-	Update interpretive site for programming.	Ongoing
I14	Investigate permitting and reroute the Stillwater Farm Interpretive trail to accommodate less agile hikers.	IS	Kathryn Parent	F, EQ, RD	New trail route for self-guided interpretive hike	End of Q4

J. Water Quality and Hydrologic Monitoring

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
J1	Perform routine tributary sampling (WATTRB) twice per month (bacteria, turbidity, field parameters).	EQ	Nick Ferry	EQ	Sample collection twice per month, sample delivery to MWRA lab	Ongoing
J2	Perform Nutrient, Chloride, Alkalinity and Total Suspended Solids (TSS) sampling (WATMDC) every month at 10 tributaries, including field parameters (and Shaft 1 when Quabbin transfer is active).	EQ	Nick Ferry	EQ	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	EQ	Database containing most recent data	Ongoing

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
J4	Conduct reservoir bacteria transect sampling (WATTRN) as needed in conjunction with gull harassment program.	EQ	Nick Ferry	EQ	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	Vacant	AB	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	Caroline Anderson	EAIV	Monthly reports produced each month	Ongoing
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	Vacant	EAll	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	Vacant	AB	Updates to DWSP-MWRA Project Management documents, communication s 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 Wells to USGS.	EQ	Caroline Anderson	EQ	Rating curves, precipitation data, monthly HOB downloads entered into database	Ongoing
J10	Conduct reservoir profile and plankton sampling and report results at least weekly from April - September and every other week from October - March when ice conditions permit.	EQ	Joy Trahan-Liptak	ABII	Data entered into database and reports provided via email.	Ongoing
J11	Conduct seasonal reservoir nutrient sampling.	EQ	Joy Trahan-Liptak	ABII	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	Caroline Anderson	EAIV	New discharge measurements and ratings	Ongoing
J13	Maintain Water Quality Monitoring stations on 7 primary tributaries. Maintain HOB0/Mayfly sensors and manage associated data. Maintain control structures, survey staff plates every 2 years.	EQ	Vacant	EAll, CE	Data in database	Ongoing
J14	Monitor groundwater quality monthly (field parameters).	EQ	Caroline Anderson	EAIV	Groundwater data presented in Monthly Water Quality Report	Ongoing
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. Manage UMass ISA/contract.	EQ	Jamie Carr	EAIV		Q2

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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 DWSP's salt use and adopting best practices, collaborating with research partners at UMass and the Interagency Salt Working group, and continued water quality data collection.	EQ	Jamie Carr	EAIV	Input on DCR projects and issues; data summaries	Ongoing
J17	Continue to collect and analyze conductivity/chloride data throughout the watershed to document annual variability and long-term trends in tributary and groundwater salinity and support watershed salt reduction efforts.	EQ	Nick Ferry	EAll	Summary memo presenting results of Conductivity Blitz	Q4
J18	Continue to implement a Salt Reduction grant program to provide matching funds to support new technologies or improved protocols that reduce salt applications for watershed communities.	EQ	Joel Zimmerman	EQ, P	Program outlined and promoted, money distributed	Ongoing
J19	Conduct phytoplankton monitoring in accordance with the Phytoplankton Action Plan, including use of remote sensors (MWRA Buoys) to inform sampling program.	EQ	Joy Trahan-Liptak	-	Collection of additional data	Ongoing
J20	Continue seasonal monitoring of stormwater basins at Rt 12/140 and Rt 62 intersection for water quality, algae, invasive species, and mosquito larva.	EQ	Nick Ferry	EQ	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	-	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	Vacant	EAll, AB	Improved analysis and reporting	Ongoing
J23	Conduct field and laboratory equipment maintenance and calibration; management and inventory tracking of field/lab equipment and supplies.	EQ	Nick Ferry	EQ	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	Caroline Anderson	EAIV, AB	Update to date QAPP and SOPs	Ongoing
J25	Continue Harmful Algal Bloom response including routine monitoring for HABs in the reservoir and priority watershed ponds. Coordinate sampling with MWRA and work with Department of Public Health (DPH) and Department of Environmental Protection (DEP) as needed.	EQ	Joy Trahan-Liptak	-	Info in annual WQ report	Q4
J26	Use currently available remote sensing tools and continue to investigate emerging technologies for monitoring water quality in the reservoir and watershed impoundments, specifically for cyanobacteria and AIS.	EQ	Joy Trahan-Liptak	GIS-W	Enhancement of monitoring programs.	Ongoing
J27	Conduct benthic macroinvertebrate sampling every other year, continue identification and assessment of historic samples. Develop an SOP to document collection methods and start assessment of long-term sampling results. Begin data analysis for production of a long-term benthic macroinvertebrate data report.	EQ	Max Nyquist	-	Inclusion in 30-year WQ Report	Ongoing
J28	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
J29	Collaborate with MA DFW to conduct basic fish monitoring in the reservoir and watershed and coordinate trout stocking activities when necessary.	EQ	Joy Trahan-Liptak	-	Collection of fish, compiling and analyzing results	Ongoing
J30	Continue to review historic datasets and conduct short and long term analyses to better understand phytoplankton and water quality dynamics.	EQ	Joy Trahan-Liptak	-	Collection of additional data, analysis	Ongoing

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
J31	Make recommendations for stormwater sampling based on historical data. Sample storm events as determined necessary.	EQ	Vacant	-	Summary memo; WQ data entered into database to improve annual nutrient loading calculations	Ongoing
J32	Assist with monitoring and research surrounding any ongoing dam removal/riparian habitat restoration projects.	EQ	Joy Trahan-Liptak	ABII	Input on projects, collection of data and analysis.	Ongoing
J33	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

K. Watershed Monitoring and Assessment

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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
K2	Provide technical assistance to state and municipal boards and commissions.	EQ	Tristan Lundgren	EQ	Technical assistance provided	Ongoing
K3	Maintain records of all water quality related issues and EQ actions taken within an updated and modernized ArcGIS On-line (AGOL) EQ database.	EQ	Jamie Carr	EAIII	Corrected files, accurate useful data	Ongoing
K4	Manage Wachusett watershed hydrology mapping corrections and updates 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	Map all surface hydrography (streams and wetlands) in the watershed to show the hydrology flowing from the headwaters to the reservoir by verifying stream flow direction and connections, routing flowpaths through wetlands and waterbodies. This includes mapping drainage structures conveying the hydrology such as culverts, dams, weirs and pipes.	EQ	Tristan Lundgren	GIS, GIS-W	Updated Wetlands and Waterbodies, Natural Hydrography GIS datalayers	Ongoing
K6	Recent work has documented more than 17,000 drainage structures and more than 7,500 storm drains, 98% of which are mapped and connected to the network. Complete the connection verification of the remaining storm drains in the watershed and work with GIS to map connections. Once verified, use the updated hydrological information collected to verify and revise watershed and subbasin boundaries.	EQ	Tristan Lundgren	GIS, GIS-W	Updated GIS datalayers and maps for emergency response and water quality investigations	End of Q4

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
K7	Complete Reservoir District EQA and use recommendations to develop tasks for FY28 Work Plan.	EQ	Dave Getman	GIS, RD	Final report, FY28 work plan tasks	End of Q4
K8	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		Up to date database files and include in EQA	Ongoing, End of Q4 for EQA
K9	Inspect all agricultural operations in Reservoir District and continue to compile an inventory of agricultural sites in Wachusett/Sudbury using iPad app	EQ	Joshua Sjogren		Up to date information in app	Ongoing
K10	Develop and implement outreach strategies and programs for topics identified through EQAs, such as updating the Aquatic Invasive Species signage at Muddy Pond as well as providing AIS education at the annual fishing derbies in the watershed, providing Stormwater Basin Maintenance brochures to all property owners who submit applications under the WsPA when stormwater BMPs are proposed, coordinating with town Recreation Departments to promote educational signage regarding the potential water quality impacts associated with stormwater runoff.	EQ	Dave Getman	EQ, IS,RD	Brochures, PSAs	Ongoing
K11	Remain up to date on all Per- and polyfluoroalkyl substances (PFAS) issues and regulations.	EQ	Dave Getman	RD, P	Summary report	End of Q4
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.	EP	Bernadeta Susianti	-	Up to date information in database	Ongoing

L. Aquatic Invasive Species

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
L1	Implement the Divisional DWSP Aquatic Invasive Species (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	ABII	Final plan produced	Q4
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	ABII	Annual summary in water quality report	Q3
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	ABII	Annual summary in water quality report	Q3
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	ABII	Field report	Q4
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	Q3
L6	Conduct hand-harvesting for water chestnut infestations present in two Holden ponds and Clamshell Pond in Clinton.	EQ	Joy Trahan-Liptak	ABII, AB Seasonal	Plants Removed	Q1
L7	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	ABII	Field report	Q4
L8	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	Q3
L9	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	ABII, WR	Annual summary in water quality report	Q3
L10	Continue to educate ranger and interpretive staff on AIS and other water quality topics for incorporation into routine education program. Update DWSP web pages with current AIS information.	EQ	Joy Trahan-Liptak	-	Annual summary in water quality report	Q3
L11	Monitor beaver activity; if necessary make recommendations to NR for removal where	EQ	Joy Trahan-Liptak	NR	Field Reports	Ongoing

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
	contributing to spread of invasive plants or causing water quality impacts due to flooding abutting property.					
L12	Conduct quarterly Zooplankton sampling in association with reservoir nutrient sampling. Complete assessment of Zooplankton samples for priority AIS.	EQ	Joy Trahan-Liptak	ABII	Web page	Ongoing

M. Wastewater Management

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
M1	Provide plan review to determine compliance with WsPA regulations, if requested, to Boards of Health.	EP	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.	EP	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	EP	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 Inflow and Infiltration (I/I) issues within trunk and relief sewers per DEP requirements	CE	Paula Davison	RD	Report	End of Q4

N. Stormwater Management

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
N1	Manage contract with Tighe & Bond for preparing any final documents and construction oversight for the Route 110 direct discharge elimination project.	CE	Paula Davison	RD	Documents	End of Q4
N2	Work with watershed towns to ensure compliance with Municipal Separate Storm Sewer System (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	-	MS4 permit conditions met	End of Q4
N3	Conduct regular inspections of all construction sites greater than one acre. Record information in Construction General Permit (CGP) AGOL application.	EP	Bernadeta Susianti	-	ESC maintained and working as designed. Use of iPad app to document efforts	End of Q4
N4	Continue work with local Department of Public Works (DPWs) to identify locations of concern, evaluate options for BMP installation, and ways to cooperatively implement recommendations.	EQ	David Getman	RD	Installed BMPs	End of Q4
N5	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	RD	Improved stream passages	End of Q4

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
N6	Provide annual maintenance staff training on stormwater pollution prevention and good housekeeping practices	EQ	Joshua Sjogren	-	Annual training	End of Q2

O. Emergency Response

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
O1	Provide and coordinate Incident Command System (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 and Exercise Plan, Emergency Action Plans, 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
O6	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
O7	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

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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
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	Vacant	GIS	Hardcopy Maps/Web maps/data analysis	As Needed
P5	Provide assistance to the Land Acquisition Coordinator in maintenance of web maps to support Land Acquisition Panel meetings. Provide assistance to maintain one Story Map for each Land Acquisition Panel meeting, with one section per potential property. All maps and StoryMaps must be maintained with accessibility compliance in mind and verified prior to each LAP meeting.	GIS-W	Vacant	GIS	Hardcopy Maps/Story Map/Hosted Feature Layer	Ongoing
P6	Complete GIS-related special projects as needed.	GIS-W	Vacant	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

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
P8	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	GIS-W	OneNote Notebook	As Needed
P9	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
P10	Ensure compliance of all GIS-based web tools (web maps, apps, etc.). Provide all staff with best practices (documents, training) and dedicated office hours to assist staff in creating new content to adhere to best practices and maintain existing content for continued compliance.	GIS	Erica Poisson	GIS-W	Accessible GIS content	Ongoing

Q. Support

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
Q1	Prepare and submit to MWRA and the Water Supply Protection Trust Annual Work Plans, budgets, progress reports, and program goals and objectives. Monitor and 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	OSS2	Information is provided in response to internal and external inquiries	End of Q4
Q4	Provide payroll assistance and personnel services for all Section employees.	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	OSS1	Accounting and financial services	End of Q4
Q6	Coordinate with EEA IT and EOTTS to provide local MIS support and troubleshooting 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	RD	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	Tim Culkeen	-	Ongoing maintenance	End of Q4
Q10	Coordinate staff and prepare presentation for annual DEP filtration waiver inspection	RD	Kelley Freda	All	Completed inspection	End of Q2
Q11	Develop a comprehensive section onboarding program for new staff	RD	Kelley Freda	OSS2	Greater understanding of DWSP mission	End of Q3

FY 27 Quabbin/Ware Work Plan

Staff Key

AB: Aquatic Biologist; AS: Administrative Support CE: Civil Engineering; D: Division Director; DRD: Deputy Regional Director; EA: Environmental Analyst EP: Environmental Planning; EQ: Environmental Quality; F: Forestry; FN: Finance; FOTL: Field Operations Team Leader GIS: Geographic Information Systems – Division; GIS-Q: Geographic Information Systems – Quabbin; GIS-W: Geographic Information Systems-Wachusett; IS: Interpretive Services; NR: Natural Resources; OSS: Operation Support Specialist; P: Division Planning; RD: Regional Director; WM: Watershed Maintenance; WM-BLA: Watershed Maintenance, Boat Launch Area; WR: Watershed Rangers.

Additional Acronyms

AIS: Aquatic Invasive Species; BHP: Bird Harassment Program; BLA: Boat Launch Area; BMP: Best Management Practice; CFI: Continuous Forest Inventory; CVA: Chicopee Valley Aqueduct; CY: Calendar Year; DWSP: DCR Division of Water Supply Protection; EOEEA: Executive Office of Energy and Environmental Affairs; EPA: US Environmental Protection Agency; EQA: Environmental Quality Assessment; FY: Fiscal Year; GIS: Geographic Information Systems; ISA: Inter-agency Service Agreement; IT: Information Technology; LAP: Land Acquisition Panel; MIS: Management Information Systems; MWRA: Massachusetts Water Resources Authority; Q1: First Quarter; Q2: Second Quarter; Q3: Third Quarter; Q4: Fourth Quarter; SOP Standard Operating Procedure; UAS: Unmanned Aircraft System (drone); UMass: University of Massachusetts, Amherst; WPR: Watershed Preservation Restriction; WsPA: Watershed Protection Act.

A. Land Acquisition

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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
7	Identify and work to acquire Forest Reserves to meet the goals of the Forests as Climate Solutions (FACS) Initiative. Continue participating in and meeting with agency and private partners to develop Reserve designation and expansion strategies consistent with FACS.	NR	Felicia Bakaj	F	Forest Reserve identification	End of Q4

B. Watershed Preservation Restrictions

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
1	Monitor WPRs on a regular basis, following monitoring procedures, to meet schedule of monitoring WPRs every one to three 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 Landownership spreadsheet	End of Q4
5	Implement WPR records procedure with DCR records manager.	NR	Dani Almeida		Securely stored records	End of Q4

Task Number	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	Dani Almeida	IS, P	Outreach Content	As needed

C. Land Management

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
1	Implement the current system-wide Land Management Plan.	RD	Dan Clark	DRD, P, EQ, GIS-Q, NR, F, WM	Implemented plan	Ongoing
2	Begin updating the 10-year Land Management Plan including Wildlife and Forestry sections. Incorporate feedback from DCR staff, sister agencies, stakeholders, and public comment.	NR	Brian Keevan	RD, DRD, F, EQ, WR	LMP Draft	End of Q4
3	Prepare forest harvest proposals for next fiscal year including data on proposed harvest areas, climate considerations, 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	GIS-Q, NR	Lot Summaries	End of Q3
4	Plan and conduct an internal review of proposed forest management operations for the coming fiscal year. Assess consistency with aspects of the LMP as well as other DWSP and EEA policies. Include assessments of silviculture, water quality, wildlife habitat, rare species, cultural resource protection, climate change considerations, and other potential impacts/benefits as identified in the proposals.	NR	Brian Keevan	RD, F, EQ, WM	Internal review report	End of Q4
5	Present annual forest harvest proposals at public meetings and public tours. Publish online public review documents. Review public comments and respond as needed.	F	Ken Canfield	NR, RD	Story map of lot proposals and cutting plans	End of Q4
6	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
7	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
8	Complete final reporting of long-term paired watershed monitoring in FY27. Continue baseline monitoring of monthly grab samples through end of CY26	EQ	Brett Boisjolie, Tansy Remiszewski	DRD, NR	Final Report	End of Q4
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 and BMP effectiveness to assure compliance and consistency with land management plans.	NR	Brian Keevan	F, EQ	Information	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, GIS-Q	Databases, GIS coverages	Ongoing

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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	Updated information	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, ARD, 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	Dan Harris, Jeffrey Gagner, Jenna Perschka	RD, F, CE, EQ, GIS	Reduction in Encroachments	End of Q4
16	Identify, map, and assess conditions on non-forested lands. Plan and oversee non-forest or other unique habitat restoration, field reclamation, prescribed fire implementation and maintenance work as needed. Monitor results and continue follow-up actions to ensure success.	NR	Brian Keevan, Ken MacKenzie	F, WM	habitat management	Ongoing
17	Right of Way (ROW) Maintenance: Shaft 12 Road; Boat Cove to Quabbin Tower; others.	WM	Dan Clark, Lisa Gustavsen	F	Maintained row of powerlines	-
18	Maintain existing DWSP non-administrative fields through regular periodic mowing using DWSP staff and equipment	WM	Lisa Gustavsen	RD, DRD, WM, F, NR	Maintained fields	Ongoing
19	Invasive Plants: Identify, prioritize, and implement terrestrial invasive plant (TIP) control projects in line with the Terrestrial Invasive Plant Management Plan. Respond as needed to newly discovered and controllable TIP populations. Continue to develop programmatic elements (GIS mapping solution, prioritization tool, training materials) to further support invasive plant management work.	NR	Brian Keevan, Christian Smith	F, EQ, WM, RD	projects	End of Q4
20	Rare Plants and Communities Data: Collect data and maintain datasets, GIS datalayers, and related maps and reports of rare and listed plants and communities. Provide reports to NHESP of known and newly discovered state listed plant occurrences on DWSP properties. Develop habitat management plans or briefs for work needed in sensitive areas.	NR	Brian Keevan, Virginia Dautreuil	F, RD	Database, internal reports, GIS layers	As needed
21	Develop and implement an unmanned aerial system (UAS) program to document forest conditions, map openings, identify invasive plant populations, assess internal road conditions, and conduct other remote sensing activities.	RD	Dan Clark, Ken MacKenzie	NR, F, WM	Drone program	As needed
22	Prepare for, visit and collect data on CFI plots designated for survey in the current FY. Secure data for long term digital and paper storage, and enter into database. Continue coordination with EEA agencies on CFI protocols and long-term data storage and analysis solution. Analyze available CFI data as needed to inform land managers, administration, and the public on current status and trends of forest structure and composition on DWSP lands.	NR	Brian Keevan	F	CFI information	End of Q4
23	Implement Quabbin Park Operation and Maintenance Plan	WM	Michael Kennedy	RD, DRD, WM	Maintained land	Ongoing
24	Implement Quabbin and Ware River Region Road Management Plan	RD	Jeffrey Gagner, Lisa Gustavsen	DRD, WM, CE, F, GIS	Quarterly meetings for planning. Accessible and stable road network. Functioning conveyances. Environmental Permits.	Ongoing

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
25	Special Road Projects - Plan, budget and contract for Major Project and Capital investment roadway infrastructure improvement projects.	WM	Jeffrey Gagner, Scott Campbell	RD, DRD, WM, CE, F, GIS	Develop plans and budgets for unique projects to rehabilitate or stabilize roads or conveyances.	-
26	DWSP Forestry: Evaluate potential sites for Forest Stand Improvement (FSI) work in consultation with regional forestry staff. Implement FSI activities as needed and track progress using GIS, spreadsheets, and other reporting methods.	NR	Brian Keevan, Christian Smith	F	FSI report	End of Q4
27	Climate Change Vulnerability Assessment (CCVA): use results of the CCVA to collect necessary natural asset data, prioritize opportunities to enhance resilience, implement climate adaptation strategies, and address capital planning decisions and designs.	NR	Ken MacKenzie	RD, F, EQ, CE, GIS,	Address data gaps	End of Q4

D. Wildlife Management

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
1	Continue the observations and 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	Dave Gatautis	RD, DRD, NR, other work units	Daily and annual reports; database entries; weekly reports to MWRA	Ongoing
2	Maintain GIS workflows for the Bird Harassment Program for data recording and reporting	GIS	Dave Gatautis, Erica Poisson	EQ	Existing work flows	Ongoing
3	Observe and document the nocturnal gull roost on Quabbin Reservoir.	NR	Allan Rantala, Jillian Whitney	EQ	Information	As needed
4	Track and evaluate dead or sick wildlife incidents relative to potential cases of HPAI, other diseases, environmental or anthropogenic issues.	NR	Jillian Whitney	WR	Excel table of reports and actions	Ongoing
5	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
6	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	Information	As needed
7	Remove beaver and muskrat in the Aquatic Wildlife Pathogen Control Zone at Quabbin and assess beaver issues in the Watershed.	NR,	Jillian Whitney	EQ, WM-B, WM-NS, WM-O	Field reports, annual summary	End of Q4
8	Respond to problems of burrowing animals on dams and dikes; report problems and treat all active animal burrows on the Quabbin dam and dikes.	NR	Jillian Whitney	CE, WM-B	Treated holes	Ongoing
9	Research common loons on DWSP waterbodies; capture and sample birds for contaminants.	NR	Jillian Whitney	WM-C	Annual report	End of Q4
10	Continue long-term wildlife resource monitoring program.	NR	Jillian Whitney	None	Information	Ongoing
11	Work with DFW to survey and document breeding bald eagles around Quabbin Reservoir.	NR	Jillian Whitney	WR	Information	Ongoing
12	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
13	Implement internal operations of all DWSP controlled deer hunts in the Quabbin/Ware Region.	WM	Lisa Gustavsen	RD, DRD, WR, WM	Annual operations of the controlled deer hunts	Q2

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
14	Coordinate with the Massachusetts Natural Heritage and Endangered Species Program concerning rare species occurrences and protection.	NR	Jillian Whitney	F	Information	As needed

E. Public Access Management

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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	Work with Agency Modernization Program to complete set up of Facility alerts program. Coordinate with Wachusett IS and State Parks IS to develop online searchable program calendar.	IS	Maria Beiter-Tucker	IS	Informed public	Ongoing
4	Continue to implement Quabbin Public Access Management Plan (QPAMP). Enforce rules and regulations of 313 CMR 11.09 through education. Complete semi-annual Compliance and Enforcement Reporting to MassDEP.	WR	Joshua White, Kerry Princiotta	RD, DRD	Enforcement	Ongoing
5	Continue to implement Ware River Public Access Management Plan	RD	Dan Clark	DRD, WM, WR, P	-	End of Q4
6	Develop improved, uniform signage.	WM	Paul Davis	WR-Q & W	Updated Signs	Ongoing
7	Conduct night operations, as needed (e.g., night access permits, ATV use monitoring, illegal camping)	WR	Kerry Princiotta	WM	Enforcement	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	Kyle Nevue	RD, DRD, WM, EQ	Annual report	As needed
9	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	RD, DRD, CE, WR	-	As needed
10	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
11	Continue to provide/expand Universal Access opportunities at Quabbin.	IS	Maria Beiter-Tucker	WM, WR	Final Plan	End of Q4
12	Continue to control and monitor research and other public access through an internal review process and permit system. Maintain electronic databases for permit issuances, access notification, and any problems.	RD	Dan Clark	IS, AS, WR	Research results	Ongoing
13	Manage public access permits for large groups, short-term vehicles, etc.	IS	Dan Clark, Maria Beiter	RD, WR	Approved Permits	Ongoing
14	Work with agency Communications to feature Quabbin/Ware River on Agency social media.	IS	Maria Beiter-Tucker	WR	Facebook Page	Ongoing
15	Update the 2015 Quabbin Park Operations and Maintenance Plan.	WM	Michael Kennedy	RD, DRD, CE	plan	End of Q4
16	Operate the Divisional Sign Shop	WM	Paul Davis	FOTL, DRD, RD, WM, WR	-	-
17	Assess and replace watershed kiosks	WM	Paul Davis	FOTL, RD, DRD, IS, WM-Trades	New kiosks	-

F. Watershed Security

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
1	Continue regular 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	Andrew Kupiec	RD, DRD, WM-Trades, WR	-	As needed
3	Continue ongoing communication and coordination with local, state, and federal emergency responders;	WR	Kerry Princiotta	DRD, RD	coordination	As needed
4	Coordinate with MWRA in order to maintain comprehensive system-wide approach on all security issues.	RD	Dan Clark	DRD, WR	-	As needed

G. Infrastructure

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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	Inspection reports	2nd quarter. 4th quarter
3	Implement lawn and grounds maintenance activities at the Dam, Dike, and spillway as needed	WM	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	Jeffrey Gagner	RD	Studies, Reports, Plans	As needed
5	New Salem Facility - Continue working with MWRA on the site restoration including final design, construction bidding, and construction oversight.	RD	Dan Clark, Jeffrey Gagner, Scott Campbell	CE	Studies, Reports, Plans	As needed
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, 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	RD, DRD, WM, CE	-	Ongoing
9	Conduct maintenance activities, cleaning, deep cleaning, and other routine maintenance.	WM	Andrew Kupiec	-	-	-
10	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
11	Quabbin Emergency Generator Replacement - continue working with MEMA on the final design, bidding, construction, and testing of new emergency generators at the QAB and Quabbin Tower.	CE	Scott Campbell, Steve Mansfield	RD	2 new emergency generators	End of Q4
12	Conduct periodic inspections, maintenance, or oversight of heating systems.	WM	Andrew Kupiec	CE	-	Ongoing

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
13	Maintain vehicle fuel pump operations, fuel deliveries, and repairs.	CE	Alexander Surreira	-	-	-
14	Utilize engineering experience and expertise to develop specifications, bid packages, plans and contracts for facility and infrastructure projects identified in the projected FY27 Spending Budget.	CE	Andrew Kupiec, Steve Mansfield	WM, RD, DRD, FN	-	As needed
15	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	RD, DRD, WM, NR	-	As needed
16	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	RD, DRD, WM, CE, AS	-	Ongoing
17	Conduct Quabbin Park Cemetery business and record keeping.	WM	Michael Kennedy	WM, ADM, CE	-	-
18	Continue to conduct road maintenance activities on DWSP lands.	WM –O, WM-NS	Jason Cebula, William McFaul	EQ, CE	-	Ongoing
19	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
20	Assess gravel pits and gravel resources on DWSP lands in the Quabbin/Ware Region, to include both DWSP internal-use pits and pits designated for use by the Towns of New Salem and Petersham. Annually review and monitor sand and gravel extraction and site closure and Best Management Practices (BMPs).	RD	Dan Harris	CE, WM, F	Written communication with Town; Site specific gravel plans; Annual summary report of sand and gravel pit activities for all Quabbin/Ware Region properties, including projections for longevity of the resource and prospective sites.	Ongoing
21	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	RD, WM	Better Access	FY 27
22	Investigate reservoir shoreline conditions in vicinity of hangar ramp and Winsor Intake"	EQ	Brett Boisjolie	CE, RD, WM	-	FY 27
23	Investigate and implement wind monitoring to help determine wind impacts to changes in water quality parameters, such as turbidity and fecal coliform levels.	EQ	Tansy Remiszewski	-	Survey123 data and report; notification to MWRA	FY 27

H. Watershed Protection Act

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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.	EP	Joel Zimmerman	RD, EQ, P	-	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.	EP	Allan Rantala	RD, EQ	-	As needed
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

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
1	Implement Interpretive Services Plan for the Ware River Watershed	IS	Maria Beiter-Tucker	WR	New Plan	End of Q4
2	Implement Interpretive Services Plan for the Quabbin Watershed	IS	Maria Beiter-Tucker	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, 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-Tucker	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-Tucker	-	-	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-Tucker	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

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
1	Conduct routine and non-routine water quality sampling and analysis.	EQ	Shasten Sherwell, Travis Drury	MWRA Lab	-	Ongoing
2	Perform Shaft 8 Intake Zone Sanitary Survey prior to transfers.	EQ	Jenna Perschka	CE	Inspections, reports; notification to RD, ARD, 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	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	Travis Drury	-	-	Ongoing
6	Implement streamflow monitoring at selected sites. Coordinate flow monitoring with annual water quality sampling plan.	EQ	Tansy Remiszewski	-	-	Ongoing
7	Assist MWRA with the continuous water quality monitoring buoy at Quabbin Reservoir	EQ	Dave Gatautis, Shasten Sherwell	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	-	-	As needed
10	Work on future climate change/algal blooms/invasive species work in Quabbin Reservoir with UMass Interagency Service Agreement (ISA).	EQ	Brett Boisjolie, Shasten Sherwell	-	-	Ongoing
11	implement a Cryptosporidium and Giardia Action Plan with MWRA to establish guidelines for inter-agency notifications and coordination.	EQ	Brett Boisjolie	-	Final Plan	Ongoing
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

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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	Dan Harris, Jenna Perschka	All Work Units	Inspection reports, EQA outlines for East Branch Swift and Coldbrook/ Longmeadow/ Canesto Ware Districts	End of Q4
2	Monitor status of agricultural operations, above ground storage tanks, hazardous waste generators, spills, and hazardous materials use through field inspections and records reviews.	EQ	Dan Harris, Jenna Perschka	-	Add to associated databases as applicable	Ongoing
3	Review recommendations in completed EQAs with RD and DRD, organize into separate document, and update document/present routinely to management.	RD, EQ	Dan Clark, Lisa Gustavsen	All Work Units	Prioritized recommendations for next FY	End of Q3
4	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 and submit Survey123 form documenting inspection.	EQ	Dave Gatautis	WR, NR	Updated inspection digital database	Ongoing

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
5	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	Dan Harris, Jenna Perschka	P	annual review and comments	Annual Due Date Dependent on notice
6	Work with timber harvesters to reduce the risk of introducing invasive species into the watersheds.	F	Ken Canfield	-	-	As needed
7	Monitor large ROW projects on DCR lands for water quality problems.	EQ	Brett Boisjolie	CE, WM, RD	-	Ongoing

L. Aquatic Invasive Species

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
1	Implement the DWSP Aquatic Invasive Species (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	Q3
3	Inspect equipment and gear to be used in or on Quabbin Reservoir. Notify other agencies and/or consultants of decontamination requirements. Document inspection for the records.	EQ	Dave Gatautis	-	-	As needed
4	Monitor condition of fragment barriers at the Quabbin Reservoir regulating ponds and Shaft 8, replacing or adjusting as needed. Document inspection for the records.	EQ	Dave Gatautis	-	-	As needed
5	Work in conjunction with MWRA contractors to survey areas of the Reservoir for AIS. Evaluate and make changes in program as needed.	EQ	Tayelor Gosselin	WM-BLA, DRD, RD	-	As needed
6	Control populations of AIS, when possible and necessary, in Quabbin Reservoir and surrounding water bodies.	EQ	Shasten Sherwell	RD, DRD	-	As needed
7	Oversee EQ's role in Quabbin Boat Seal Program	EQ	Dave Gatautis	-	-	Ongoing

M. Wastewater Management

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
1	Identify potential problem sites or areas through review of local records, water quality data, and other pertinent information.	EQ	Brett Boisjolie	EP	EQA reports	As needed

N. Stormwater Management

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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
3	Monitor state and local road reconstruction projects that fall outside of WsPA jurisdiction for water quality concerns	EQ	Brett Boisjolie	EP	-	As needed
4	Integrate, maintain, and monitor structural storm water Best Management Practices (BMPs) needed and/or constructed on DWSP property.	CE	Jeffrey Gagner	EQ	-	As needed
5	Monitor the EPA NPDES database to determine number of non-WsPA related CGPs being issued within the watersheds, and locations.	EQ	Dan Harris, Jenna Perschka	EP	-	As needed

O. Emergency Spill Response

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
1	Develop and/or update Emergency Spill 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
2	Implement SOPs for spill response and dumping and define DCR staff roles in both assessment and response.	RD	Dan Clark, Lisa Gustavsen	DRD, 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, EQ, WR	Dan Clark, Lisa Gustavsen	DRD, 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	Establish a Spill Response Station for West Branch Swift River.	WM	Lisa Gustavsen	RD, DRD, WM, WR	Replace station and contents	End of Q4

P. GIS

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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	GIS-Q	Web Apps/Surveys/Web Maps	Ongoing
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	GIS-Q	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	GIS-Q	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.	GIS-Q	Erica Poisson, Phil Lamothe	GIS	Hardcopy Maps/Web maps/data analysis	As Needed

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
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.	GIS-Q	Phil Lamothe	CE, WM, GIS	Hardcopy Maps/Story Map/Hosted Feature Layer	Ongoing
6	Complete GIS-related special projects as needed and participate, as needed, in review of contract bids for projects involving GIS analysis and data creation. Participate in subsequent project meetings and serve as subject matter expert.	GIS-Q	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	GIS-Q	GIS staff receive training/continued education	Ongoing
8	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
9	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
10	Ensure compliance of all GIS-based web tools (web maps, apps, etc.). Provide all staff with best practices (documents, training) and dedicated office hours to assist staff in creating new content to adhere to best practices and maintain existing content for continued compliance.	GIS	Erica Poisson, Phil Lamothe	GIS-Q	Accessible GIS content	Ongoing

Q. Support

Task Number	Task Description	Lead Group	Assigned to	Additional Staff	Product	Due Date
1	Operate administrative office	RD	Melissa Hanks	IS		Ongoing
2	Manage payroll through SSTA and HR/CMS (Commonwealth Human Resources software).	RD	Dan Clark	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	RD	Leah Mustakangas	-	-	ongoing
6	Coordinate with EOEEA IT to provide local MIS support for the Quabbin/Ware Region.	RD	Dan Clark	All Work Units	-	Ongoing
7	Provide personnel services and assistance for all Quabbin/Ware Region employees.	RD	Dan Clark	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	Jack Dejnak	DRD, WM, AF	-	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	Dan Clark	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

DCR Division of Water Supply Protection
Office of Watershed Management
Office-Wide Responsibilities and Staffing
FY 2027

Section	FY26 FTE	FY27 FTE	Primary Responsibilities
Management –Director, Natural Resources Section Director	1.9	1.9	▪ 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	4.9	▪ Provide budget and finance development and support. ▪ Provide contract administration support. ▪ Provide HR, hiring and employee relations support
Natural Resources	9 3 LTS	11 1 LTS	▪ 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. ▪ Monitor and manage land based invasive plants.
Program Coordination & Technical Support – Environmental Planning	1	1	▪ 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.

Section	FY26 FTE	FY27 FTE	Primary Responsibilities
Program Coordination & Technical Support – GIS	3 1 LTS	3 1 LTS	▪ 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	17.8	20.8	
Total LTS	4	2	

Note: Partial FTEs due to time sharing with DWSP Office of Water Resources in Management and Budget Support.

FTE – Full-Time Employee

LTS – Long-term Seasonal Employee

DCR Division of Water Supply Protection
Office of Watershed Management
Wachusett/Sudbury Region Responsibilities and Staffing
FY 2027

Section	FY26 FTE	FY27 FTE	Primary Responsibilities
Management - -Regional Director; Deputy Regional Director	2	2	▪ 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	▪ 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	▪ 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

Section	FY26 FTE	FY27 FTE	Primary Responsibilities
Environmental Quality	9 1 LTS	9 1 LTS	- 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
Environmental Planning	2	2	- 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	1	1	- 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)

Section	FY26 FTE	FY27 FTE	Primary Responsibilities
Civil Engineering	4	4	▪ 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 1 LT	9 1 LT	▪ 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
Interpretive Services	1	1	▪ 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 3 LTS	26 3 LTS	▪ 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	57	57	
Total LT Seasonals	5	5	

FTE – Full-Time Employee
LTS – Long-term Seasonal Employee

DCR Division of Water Supply Protection
Office of Watershed Management
Quabbin/Ware Region Responsibilities and Staffing
FY 2027

Section	FY26 FTE	FY27 FTE	Primary Responsibilities
Management – Regional Director; Deputy Regional Director	2	2	▪ 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	2	2	▪ 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	▪ 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	FY26 FTE	FY27 FTE	Primary Responsibilities
Environmental Quality	9	9 1 LTS	▪ 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)
Environmental Planning	1	1	▪ 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

Section	FY26 FTE	FY27 FTE	Primary Responsibilities
Forestry	6	6	▪ 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)
Civil Engineering	5	5	▪ 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

Section	FY26 FTE	FY27 FTE	Primary Responsibilities
Watershed Rangers	11 1 LTS	11 1 LTS	▪ 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
Interpretive Services	3 1 LTS	3 1 LTS	▪ 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

Section	FY26 FTE	FY27 FTE	Primary Responsibilities
Watershed Maintenance	32 18 LTS	32 18 LTS	▪ 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	73	73	-
Total LTS	20	21	-

FTE – Full-Time Employee

LTS – Long-term Seasonal Employee

**DCR Division of Water Supply Protection
Office of Watershed Management
FY27 Work Plan Budget Summary**

A. Revenues

Revenue Type	FY27 Projected	Percent of Total
Hydro and Transmission	\$700,000	61.7%
Forestry	\$250,000	22.0%
Fishing and Recreation	\$175,000	15.4%
Miscellaneous	\$10,000	0.9%
Revenues Subtotal	\$1,135,000	4.0%
MWRA Payments to Trust*	\$27,020,726	96.0%
Total Revenues	\$28,155,726	100.0%

* not accounting for FY26 roll-over, which is credited

B. Expenditures

Object Class	Object Name	FY27 Projected	Percent of Total
AA	Personnel	\$15,265,403	54.2%
BB	Employee Expenses	\$25,000	0.1%
CC	Contracted Services	\$20,000	0.1%
DD	Pensions/Insurance	\$7,057,823	25.1%
EE	Admin Expenses	\$208,000	0.7%
FF	Facility Operational Supplies	\$270,000	1.0%
GG	Energy Costs	\$470,000	1.7%
HH	Consultant Contracts	\$356,000	1.3%
JJ	Operational Services	\$110,000	0.4%
KK	Equipment	\$1,559,000	5.5%
LL	Leases, Rentals	\$250,000	0.9%
NN	Construction Improvements	\$1,995,500	7.1%
PP	Grants to Public Entities	\$100,000	0.4%
TT	Specials Payments	\$194,000	0.7%
UU	IT Expenses	\$275,000	1.0%
-	Total Expenditures	\$28,155,726	100.0%

DCR Division of Water Supply Protection
Office of Watershed Management
FY27 Budget Details
June 2026

Expenditures

Object Class	Object	Object Name	FY2025 Actuals	FY2025 Final Budget	FY2026 Final Budget	FY2027 Draft	Prop FY27 vs FY26 Budget	Percent Change
AA	A01	Salaries: Inclusive	\$12,110,907.97	-	\$13,960,595.91	\$14,690,403.39	-	-
AA	A06	Stand-By Pay	-	-	-	-	-	-
AA	A07	Shift Differential Pay	\$40,655.84	-	\$30,000.00	\$35,000.00	-	-
AA	A08	Overtime Pay	\$158,436.42	-	\$270,000.00	\$260,000.00	-	-
AA	A10	Holiday Pay	\$65,318.18	-	\$60,000.00	\$70,000.00	-	-
AA	A11	Employment Related Settlements and Judgements	-	-	-	-	-	-
AA	A12	Sick-Leave Buy Back	\$17,030.44	-	\$40,000.00	\$40,000.00	-	-
AA	A13	Vacation-In-Lieu	\$95,588.42	-	\$100,000.00	\$100,000.00	-	-
AA	A14	Stipends, Bonus Pay and Awards	-	-	\$35,000.00	\$30,000.00	-	-
AA	AA1	Out of Title Pay	\$44,210.59	-	\$20,000.00	\$40,000.00	-	-
AA Total	-	-	\$12,532,147.86	\$13,803,586.00	\$14,515,595.91	\$15,265,403.39	\$749,807.48	5.2%
BB	B01	Out Of State Travel - Inclusive	\$6,106.81	-	-	-	-	-
BB	B02	In-State Travel	\$2,613.84	-	-	-	-	-
BB	B03	Overtime Meals	-	-	-	-	-	-
BB	B05	Conference, Training and Reg, Membership Dues, Licensing Fees	\$4,440.34	-	-	-	-	-
BB	B10	Exigent Job-Related Expenses	\$61.85	-	-	-	-	-
BB	B11	Employer Refund of Non-Tax Benefits	-	-	-	-	-	-
BB	B91	Employee Reimbursement Accounts Payable	\$276.96	-	-	-	-	-
BB Total			\$13,499.80	\$20,000.00	\$25,000.00	\$25,000.00	\$0.00	0.0%
CC	C01	Contracted Faculty	-	-	-	-	-	-
CC	C04	Contracted Seasonal Employees	\$7,182.00	-	-	-	-	-
CC	C23	Management, Business Professionals and Admin Services	\$19,897.90	-	-	-	-	-
CC	C98	Reimb Travel/Other Expenses CC Special Contract/Employee	-	-	-	-	-	-
CC Total			\$27,079.90	\$25,000.00	\$20,000.00	\$20,000.00	\$0.00	0.0%
DD	D09	Payroll Tax	\$1,169,341.42	\$338,800.37	\$374,492.38	\$322,522.01	-	-
DD	D09	Non Fringe Benefits Reimbursement	\$4,331,962.43	\$5,800,955.05	\$6,109,682.39	\$6,495,300.95	-	-
DD	D15	Worker's Comp Chargeback	\$230,000.00	\$224,000.00	\$240,000.00	\$240,000.00	-	-
DD	D21	Health Ins Costs of Employ/Leave in Excess of 1 Yr Charge-back	-	-	-	-	-	-
DD Total			\$5,731,303.85	\$6,363,755.42	\$6,705,804.49	\$7,057,822.96	\$352,018.47	5.2%

Object Class	Object	Object Name	FY2025 Actuals	FY2025 Final Budget	FY2026 Final Budget	FY2027 Draft	Prop FY27 vs FY26 Budget	Percent Change
EE	E01	Office and Administrative Supplies	\$6,030.72	-	-	-	-	-
EE	E02	Printing Expenses and Supplies	\$2,726.96	-	-	-	-	-
EE	E04	Central Reprographics Chargeback		-	-	-	-	-
EE	E06	Postage	\$1,850.00	-	-	-	-	-
EE	E12	Subscriptions, Memberships and Licensing Fees	\$480.00	-	-	-	-	-
EE	E13	Advertising Expenses	\$597.56	-	-	-	-	-
EE	E14	Exhibits/Displays	\$3,522.84	-	-	-	-	-
EE	E15	Office Tap Water Treatment	\$2,650.95	-	-	-	-	-
EE	E19	Fees, Fines, Licenses, Permits and Chargebacks	\$36,142.83	-	-	-	-	-
EE	E20	Motor Vehicle Chargeback	\$89,632.85	-	-	-	-	-
EE	E22	Temp Use Space/Confer-Incidental Includes Reservation Fees	-	-	-	-	-	-
EE	E30	Credit Card Purchases	-	-	-	-	-	-
EE	E32	Tort Claims Liability Management Reduction Fund	-	-	-	-	-	-
EE	E53	S and J: Non-reportable to claimant, sole payee	\$10,000.00	-	-	-	-	-
EE	E75	Advances - Administrative Expenses	\$3,975.00	-	-	-	-	-
EE	EE2	Conference, Training and Registration Fees	-	-	-	-	-	-
EE Total	-	-	\$157,609.71	\$135,000.00	\$180,000.00	\$208,000.00	\$28,000.00	15.6%
FF	F01	Food, Beverages, and Preservation	\$544.89	-	-	-	-	-
FF	F03	Laundry and Cleaning Supplies	\$134.69	-	-	-	-	-
FF	F05	Laboratory Supplies	\$4,688.28	-	-	-	-	-
FF	F06	Medical and Surgical Supplies	\$7,125.15	-	-	-	-	-
FF	F08	Toiletries and Personal Supplies	-	-	-	-	-	-
FF	F09	Clothing and Footwear	\$80,169.96	-	-	-	-	-
FF	F10	Facility Furnishings	\$1,477.36	-	-	-	-	-
FF	F11	Laundry and Cleaning Supplies	\$12,359.35	-	-	-	-	-
FF	F13	Live Animals and Related Supplies	\$968.79	-	-	-	-	-
FF	F16	Library and Teaching Supplies and Materials	\$501.19	-	-	-	-	-
FF	F18	Recreation, Religious and Social Supplies and Materials	\$12,268.44	-	-	-	-	-
FF	F19	Manufacturing Supply and Materials and Raw Materials	\$3,323.85	-	-	-	-	-
FF	F21	Navigational and Nautical Supplies	\$14,965.75	-	-	-	-	-
FF	F22	Municipal Taxes	-	-	-	-	-	-
FF	F24	Motor Vehicle Maintenance and Repair Parts	\$91,161.71	-	-	-	-	-
FF	F27	Law Enforcement and Security Supplies	\$7,014.74	-	-	-	-	-
FF Total	-	-	\$236,704.15	\$270,000.00	\$270,000.00	\$270,000.00	\$0.00	0.0%

Object Class	Object	Object Name	FY2025 Actuals	FY2025 Final Budget	FY2026 Final Budget	FY2027 Draft	Prop FY27 vs FY26 Budget	Percent Change
GG	G03	Electricity	\$76,748.71	-	-	-	-	-
GG	G05	Fuel For Vehicles	\$171,810.77	-	-	-	-	-
GG	G06	Fuel For Buildings	\$125,586.93	-	-	-	-	-
GG	G08	Sewage Disposal and Water	\$3,106.96	-	-	-	-	-
GG	G11	Natural Gas	\$773.06	-	-	-	-	-
GG Total			\$378,026.43	\$440,000.00	\$460,000.00	\$470,000.00	\$10,000.00	2.2%
HH	H05	Arbitrators/Mediators/Dispute Resolution Services	-	-	-	-	-	-
HH	H09	Attorneys/Legal Services	\$15,886.79	\$8,000.00	\$8,000.00	\$20,000.00	-	-
HH	H23	Program Coordinators	-	-	-	-	-	-
HH	HH1	Financial Services	\$80,287.10	\$40,000.00	\$40,000.00	\$40,000.00	-	-
HH	HH2	Engineering, Research and Scientific Services	\$184,682.37	-	-	-	-	-
HH		UMass - Water Quality and Spill Response Modeling	-	\$170,000.00	\$180,000.00	\$190,000.00	-	-
HH		Biodiversity Research Inst (loon capture and banding)	-	\$15,000.00	\$15,000.00	\$15,000.00	-	-
HH		Analytical Services (beaver testing)	-	\$6,000.00	\$6,000.00	\$6,000.00	-	-
HH	HH2	Contract for Invasive Treatment	-	\$40,000.00	\$50,000.00	\$70,000.00	-	-
HH	HH3	Archival scanning	-		\$15,000.00	\$15,000.00	-	-
HH Total			\$280,856.26	\$279,000.00	\$314,000.00	\$356,000.00	\$42,000.00	13.4%
JJ	J10	Auxiliary Financial Services	\$5,270.63	-	-	-	-	-
JJ	J25	Laboratory and Pharmaceutical Services	\$9,753.01	-	-	-	-	-
JJ	J27	Laundry Services	\$10,442.19	-	-	-	-	-
JJ	J28	Law Enforcement	-	-	-	-	-	-
JJ	J33	Photographic and Micrographic Services	-	-	-	-	-	-
JJ	J44	Surveyors	\$205.94	-	-	-	-	-
JJ	J50	Instructors/Lecturers/Trainers	\$7,541.65	-	-	-	-	-
JJ	JJ1	Legal Support Services	-	-	-	-	-	-
JJ	JJ2	Auxiliary Services	\$18,228.90	-	-	-	-	-
JJ Total			\$51,942.32	\$130,000.00	\$130,000.00	\$110,000.00	-\$20,000.00	-15.4%
KK	K02	Educational Equipment	-	-	-	-	-	-
KK	K03	Programmatic Facility Equipment	\$34,686.96	-	-	-	-	-
KK	K04	Motorized Vehicle Equipment	\$365,596.98	-	-	-	-	-
KK	K05	Office Equipment	-	-	-	-	-	-
KK	K06	Printing , Photocopying, and Micrographic Equipment	-	-	-	-	-	-
KK	K07	Office Furnishings	\$2,125.80	-	-	-	-	-
KK	K09	Medical Equipment	-	-	-	-	-	-
KK	K10	Law Enforcement and Security Supplies	\$87,298.69	-	-	-	-	-
KK	K11	Heavy Equipment	\$404,877.25	-	-	-	-	-
KK	K12	Television Broadcasting Equipment	-	-	-	-	-	-
KK Total			\$894,585.68	\$956,300.00	\$1,471,000.00	\$1,559,000.00	\$88,000.00	6.0%

Object Class	Object	Object Name	FY2025 Actuals	FY2025 Final Budget	FY2026 Final Budget	FY2027 Draft	Prop FY27 vs FY26 Budget	Percent Change
LL	L11	Heavy Equipment Lease-Purchase	-	-	-	-	-	-
LL	L23	Facility Equipment Rental or Lease	\$96,810.26	-	-	-	-	-
LL	L24	Motorized Vehicle Equipment Rental or Lease		-	-	-	-	-
LL	L25	Office Equipment Rental or Lease	\$3,460.28	-	-	-	-	-
LL	L26	Printing/Photocopy and Micrographics Equipment Rent/Lease	\$16,089.54	-	-	-	-	-
LL	L31	Heavy Equipment Rental or Lease	\$2,082.50	-	-	-	-	-
LL	L42	Educational Equipment Maintenance and Repair	-	-	-	-	-	-
LL	L43	Facility Equipment Maintenance and Repair	-	-	-	-	-	-
LL	L44	Motorized Vehicle Equipment Maintenance and Repair	\$90,184.26	-	-	-	-	-
LL	L45	Office Equipment Maintenance and Repair	\$720.37	-	-	-	-	-
LL	L46	Print, Photocopying and Micrograph Equipment Maintenance and Repair	\$2,498.90	-	-	-	-	-
LL	L50	Law Enforcement/Security Equipment Maintenance/Repair	-	-	-	-	-	-
LL	L51	Heavy Equipment Maintenance/Repair	\$11,522.58	-	-	-	-	-
LL	L63	Programmatic Equipment Maintenance and Repair	\$11,277.54	-	-	-	-	-
LL Total			\$234,646.23	\$215,000.00	\$230,000.00	\$250,000.00	\$20,000.00	8.7%
NN	N15	Building/Vertical Structure Construction	-	-	-	-	-	-
NN	N16	Major Construction, Major Renovation, Building Alteration, Land Improvement	\$3,744.31	-	-	-	-	-
NN	N17	Major Building Maintenance and Land Improvements	\$43,730.00	-	-	-	-	-
NN	N19	Land Acquisition and Eminent Domain		-	-	-	-	-
NN	N21	Highway Horizontal/Lateral Construction	\$56,910.56	-	-	-	-	-
NN	N22	Highway Horizontal/Lateral Maintenance and Improvements	\$149,011.12	-	-	-	-	-
NN	N23	Highway Horizontal/Lateral Maintenance Materials	\$28,172.45	-	-	-	-	-
NN	N41	State Park and Recreation Facilities Construction	\$242,613.02	-	-	-	-	-
NN	N50	Non-Major Facility Infrastructure Maintenance and Repair	\$195,501.54	-	-	-	-	-
NN	N52	Facility Infrastructure Maintenance and Repair Tools and Supplies	\$135,915.35	-	-	-	-	-
NN	N60	Lawn and Grounds Equipment Maintenance and Repair	\$19,207.73	-	-	-	-	-
NN	N61	Lawn and Grounds Equipment	\$87,351.01	-	-	-	-	-
NN	N63	Rental or Lease of Facility	-	-	-	-	-	-
NN	N64	Garden Expenses, Tools and Supplies	\$30,937.89	-	-	-	-	-
NN	N70			-	-	-	-	-
NN	N71	Exterminators/Integrated Pest Management	\$3,212.50	-	-	-	-	-
NN	N72	Hazardous Waste Removal Services	\$35,947.28	-	-	-	-	-
NN	N73	Non-Hazardous Waste Removal Services	\$21,835.05	-	-	-	-	-
NN	N74	Snow Removal and Groundskeeping Services (inc. haz. tree removal)	\$47,653.50	-	-	-	-	-
NN	N98	Reimbursement for Travel/Other Expense Infrastructure Projects	-	-	-	-	-	-
NN	NN1	Engineering, Research and Scientific Services	\$416,670.93	-	-	-	-	-
NN Total			\$1,518,414.24	\$1,585,000.00	\$1,878,500.00	\$1,995,500.00	\$117,000.00	6.2%

Object Class	Object	Object Name	FY2025 Actuals	FY2025 Final Budget	FY2026 Final Budget	FY2027 Draft	Prop FY27 vs FY26 Budget	Percent Change
PP	P01	Grants to Public Entities	\$36,743.00	-	-	-	-	-
PP Total			\$36,743.00	\$100,000.00	\$100,000.00	\$100,000.00	\$0.00	0.0%
SS	S11	Payment To Refund Bond Escrow Agent	-	-	-	-	-	-
SS Total						\$1,000.00		
TT	T04	Payments and Refunds (USGS gages)	\$150,760.00	-	-	-	\$0.00	-
TT Total			\$150,760.00	\$160,000.00	\$188,000.00	\$194,000.00	\$6,000.00	3.2%
UU	U01	Telecommunications Services Data	\$4,361.47	-	-	-	-	-
UU	U02	Telecommunications Services - Voice	\$120,293.98	-	-	-	-	-
UU	U03	Software and Information Technology (IT) Licenses	-	-	-	-	-	-
UU	U04	Information Technology Chargeback	\$65,248.60	-	-	-	-	-
UU	U05	Information Tech (IT) Professionals	-	-	-	-	-	-
UU	U06	Information Technology Cabling	-	-	-	-	-	-
UU	U07	Information Tech (IT) Equipment Purchase	\$56,440.65	-	-	-	-	-
UU	U09	Information Technology (IT) Equip Rental Or Lease	-	-	-	-	-	-
UU	U10	Information Tech (IT) Equipment Maintenance and Repair	\$8,463.01	-	-	-	-	-
UU	U11	Information Technology (IT) Contract Services	\$2,312.16	-	-	-	-	-
UU	U12	Information Tech (IT) cloud services	\$2,809.22	-	-	-	-	-
UU Total			\$259,929.09	\$210,000.00	\$240,000.00	\$275,000.00	\$35,000.00	14.6%
Total Baseline Cost			\$22,504,248.52	\$24,692,641.80	\$26,728,900.40	\$28,155,726.36	\$1,426,825.96	5.3%

Revenues

Object Code	Object Name	FY2025 Actuals	FY2025 Final Budget	FY2026 Final Budget	FY2027 Draft	Prop FY27 vs FY26 Budget	Percent Change
6995	Hydro and Transmission	\$912,137.15	\$700,000.00	\$600,000.00	\$700,000.00	\$100,000.00	16.7%
4500	Forestry	\$323,222.50	\$200,000.00	\$200,000.00	\$250,000.00	\$50,000.00	25.0%
3148	Fishing and Recreation	\$219,693.00	\$175,000.00	\$200,000.00	\$175,000.00	-\$25,000.00	-12.5%
6900	Misc.	\$16,655.14	\$10,000.00	\$10,000.00	\$10,000.00	\$0.00	0.0%
-	Sub-Total	\$1,471,707.79	-	-	-	-	-
-	Revenue Adjustment	-\$15,877.61	-	-	-	-	-
-	Revenue Total	\$1,455,830.18	\$1,085,000.00	\$1,010,000.00	\$1,135,000.00	\$125,000.00	12.4%
-	-	-	-	-	-	-	-
-	Net Reimbursement	-	-	-	\$23,682,641.80	-	-

PILOT Debt (actually paid to DCR less the reimbursements paid by Fay School and Town of Southborough)

\$8,900,000.00

Total FY27DCR Budget

\$32,457,641.80

Department of Conservation and Recreation
Division of Water Supply Protection - Office of Watershed Management
FY 2027 Major Projects

Quabbin/Ware River Region

Project	Operating Cost	Notes	Expenditure Category
Speed Bumps - Quabbin Park roadway	\$10,000	Address increased dangerous speeding in Quabbin Park. State Parks uses for Boston Marathon and Parks.	N50
Salt Shed for New Salem and Oakham	\$50,000	Erect two new salt sheds at the satellite offices.	N50
Restore domestic water to New Salem office	\$20,000	Restore domestic water to New Salem; pump house, associated hardware	N50
Generator Replacement Project	\$350,000	Cover DCR share of grant, additional engineering fees and additional project contingencies resulting in a shortfall of available matching funds.	N22
Boat cove upgrades	\$50,000	New anchors, hardware and ramp for the Quabbin boat cove dock	K03
Quabbin Park Road Repaving	\$120,000	Reclaim and repave sections of Quabbin Park road,	N22
BLA II Photo Voltaic (PV) Shed Battery Upgrade	\$50,000	Upgrade solar batteries in last remaining PV Shed,	N50
Hazardous Materials Abatement (including monitoring)	\$55,000	Continue ongoing abatement and material removal (Hazardous Waste Shed cleanout).	N72
Mini split system integration at Stockroom	\$40,000	Lessen oil usage, Heat, cool, dehumidify the building more efficiently if the electric service allows	N50
Mechanical Repairs - HQ and other locations	\$50,000	Work on various items.	N22
Hazard Tree Removal and Maintenance	\$40,000	Work on hazardous trees in cemetery, spillway and other locations.	N22
Gravel/Road Supplies and Repairs	\$40,000	Gravel crushing for in-house use.	N22
Terrestrial Invasive Species Control	\$35,000	Contract services for treatment at forestry lots; new infestations, infrastructure	HH2
Dam/Dike Land Maintenance	\$8,500	Work on turf improvements and other issues.	N50
Water System Repairs	\$40,000	Repair existing water system and new water systems	N50
Quabbin Park Cemetery grave/monument repair	\$10,000	Establish a repair contract to begin fixing unsafe, broken headstones/monuments where DCR is responsible	N50
Scoping Project: Site Restoration/Wetland Replication	\$25,000	Work part of EQA recommendations. Follow-up includes Boat Cove borrow pit (priority) and Gate 40 road.	NN1

Project	Operating Cost	Notes	Expenditure Category
Replace New Salem mobile trailer	\$134,000	Replace existing leased trailer with a new purchased one; delivery timeline pushed this to FY 27	KK
Subtotal KK	\$184,000	-	-
Subtotal NN	\$908,500	-	-
Subtotal HH	\$35,000	-	-
Total	\$1,127,500	-	

Wachusett/Sudbury Region

Project	Operating Cost	Notes	Expenditure Category
Route 110 Direct discharge design	\$32,000	Direct Discharge Oversight	NN1
Hazardous Tree Removal	\$45,000	Various sites	N74
Required Dam Studies (Phase 1s and 2s)	\$20,000	Regulation required reports. Muschopauge, Tenney, Unionville due in FY27	NN1
Dike Maintenance	\$8,000	Regular liming and seeding	N74
Boat Cove Fencing	\$45,000	Fence in entire boat cove from guardrail along Rt 70.	N22
BMP Maintenance	\$30,000	Contract for stormwater BMP cleaning based on Aqualis quote.	N22
Ranger Station	\$120,000	Insulate, replace siding, windows, gutters	N50
Stillwater Barn	\$50,000	Structural work	N50
Clinton Yard Paving	\$120,000	Phase 2 of Clinton Yard Paving	N22
Beaman Street BMP	\$15,000	Design, construction	NN1
Gates Road Paving, Stormwater	\$55,000	Pave parking lot, stormwater	N22
Springbrook Culvert (Gate 35)	\$20,000	Design to replace culvert	NN1
Watershed Gravel Road Reconstruction Supplies	\$15,000	Purchase materials for in-house road work	N23
Aquatic Invasive Control Projects	\$125,000	Aquatic invasive control at Lily Pond, Coachlace, South Meadow	NN1
Ranger Station HVAC replacement (heat pumps)	\$40,000	replace oil heat system with heat pumps	N50
Subtotal NN	\$740,000		
TOTAL	\$740,000		

Major Equipment Purchases (KK)*

Watershed	Operating Cost	Notes	Expenditure Category
Quabbin	\$300,000	Purchase of heavy equipment (FY27 ILF Aspen)	K11
Wachusett	\$200,000	Purchase of heavy equipment (Woldridge boat replacement)	K11

*Does not include passenger vehicle replacements

Major Projects Budget Summary

Expenditure Category	Operating Cost
HH Budget Total	\$35,000
KK Budget Total	\$684,000
NN Budget Total	\$1,648,500
Total Major Projects	\$2,367,500

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

FY27 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 prevents 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.
- Protect water resources, while also maintaining contiguous forest landscapes and supporting associated climate resilience and biodiversity benefits.
- 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 FY27 is estimated to be \$1 million.

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

FY27 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 FY26 PILOT was \$9,312,874. This figure represents a 9.5% increase from FY25 PILOT. FY26 PILOT took into account the addition of 30.34 acres of land. This is within the estimated increase of between 8% to 10.5% to approximately \$9.2 million - \$9.4 million presented in the FY2026 Work Plan. The FY26 PILOT was based on DOR's State Owned Land valuations adjusted by EQV, which is calculated based on odd years' information and adjusted in even years' calculations. The FY26 percentages had an average increase of 28 percent (low of 14%, high of 37%).

FY27 PILOT will be based again on DOR's State Owned Land valuations adjusted by EQV in FY26. It is predicted that an additional 59 acres of land will now be included in the valuation. Utilizing scenarios of an estimated 5% reduction, no increase, or a 5% increase to all towns' tax rates from FY26 to FY27, **it is estimated that PILOT will increase between 0% to 2.7%, to approximately \$9.3 million - \$9.5 million.** This figure will depend on the actual tax rates set by each community.

[Watershed PILOT data is available on the DOR Gateway website.](#)

Department of Conservation and Recreation, Division of Water Supply Protection’ Office of Watershed Management
FY26 Payments in Lieu of Taxes

Community	FY25 PILOT	Total 2025 Property Valuation	FY25 EQV	Total FY26 Property Valuation	Assessed Acres	Valuation per Acre	2024- 2025 Acquisitions (acres)	Added Valuation for Acquisitions	Total 2026 Property Valuation	FY26 Tax Rate	FY26 Minimum PILOT Due	FY26 PILOT	Hold Harmless	Increase	Percent Increase
Barre	\$186,168.60	\$8,391,200	1.3418	\$11,259,312	5,423.9	\$2,076	0	\$0	\$11,259,312	\$13.35	\$150,311.82	\$186,168.60	\$35,857	\$0	0.0%
Belchertown	\$257,074.40	\$15,335,700	1.2567	\$19,272,374	3,190.2	\$6,041	0	\$0	\$19,272,374	\$15.13	\$291,591.02	\$291,591.02	\$0	\$34,517	13.4%
Belchertown - Annexed Lands	\$50,625.10	\$2,042,900	1.2567	\$2,567,312	670.0	\$3,832	0	\$0	\$2,567,312	\$15.13	\$38,843.44	\$50,625.10	\$11,782	\$0	0.0%
Berlin	\$62,502.66	\$2,455,900	1.3628	\$3,346,901	46.6	\$71,884	0	\$0	\$3,346,901	\$21.13	\$70,720.01	\$70,720.01	\$0	\$8,217	13.1%
Boylston	\$599,930.50	\$43,335,900	1.3698	\$59,361,516	2,758.2	\$21,522	9.54	\$205,321	\$59,566,836	\$13.58	\$808,917.64	\$808,917.64	\$0	\$208,987	34.8%
Clinton	\$205,948.72	\$8,830,200	1.2711	\$11,224,067	469.2	\$23,921	0	\$0	\$11,224,067	\$21.58	\$242,215.37	\$242,215.37	\$0	\$36,267	17.6%
Framingham	\$261,930.91	\$6,802,900	1.2175	\$8,282,531	109.7	\$75,502	0	\$0	\$8,282,531	\$24.13	\$199,857.47	\$261,930.91	\$62,073	\$0	0.0%
Hardwick	\$123,021.36	\$9,025,100	1.3487	\$12,172,152	4,718.9	\$2,579	0	\$0	\$12,172,152	\$12.74	\$155,073.22	\$155,073.22	\$0	\$32,052	26.1%
Hardwick - Annexed Lands	\$941.41	\$45,500	1.3487	\$61,366	150.0	\$409	0	\$0	\$61,366	\$12.74	\$781.80	\$941.41	\$160	\$0	0.0%
Holden	\$919,615.57	\$46,107,300	1.2884	\$59,404,645	3,910.4	\$15,191	0	\$0	\$59,404,645	\$13.48	\$800,774.62	\$919,615.57	\$118,841	\$0	0.0%
Hubbardston	\$380,387.00	\$30,563,900	1.3363	\$40,842,540	8,745.9	\$4,670	0	\$0	\$40,842,540	\$11.18	\$456,619.59	\$456,619.59	\$0	\$76,233	20.0%
Leominster	\$8,688.49	\$379,400	1.2417	\$471,101	66.3	\$7,106	0	\$0	\$471,101	\$13.66	\$6,435.24	\$8,688.49	\$2,253	\$0	0.0%
Ludlow	\$10,524.06	\$255,300	1.2640	\$322,699	50.8	\$6,352	0	\$0	\$322,699	\$16.01	\$5,166.41	\$10,524.06	\$5,358	\$0	0.0%
Marlborough	\$112,802.46	\$2,777,300	1.2185	\$3,384,140	570.4	\$5,933	0	\$0	\$3,384,140	\$18.43	\$62,369.70	\$112,802.46	\$50,433	\$0	0.0%
New Salem	\$520,470.61	\$21,259,900	1.3161	\$27,980,154	22,462.7	\$1,246	1.5	\$1,868	\$27,982,023	\$13.62	\$381,115.15	\$520,470.61	\$139,355	\$0	0.0%
New Salem - Annexed Lands	\$201,603.91	\$7,302,900	1.3161	\$9,611,347	11,580.0	\$830	0	\$0	\$9,611,347	\$13.62	\$130,906.54	\$201,603.91	\$70,697	\$0	0.0%
Northborough	\$103,466.89	\$6,595,900	1.2492	\$8,239,598	360.9	\$22,833	0	\$0	\$8,239,598	\$14.82	\$122,110.85	\$122,110.85	\$0	\$18,644	18.0%
Oakham	\$147,867.72	\$12,802,400	1.2561	\$16,081,095	2,537.1	\$6,338	0	\$0	\$16,081,095	\$11.12	\$178,821.77	\$178,821.77	\$0	\$30,954	20.9%
Orange	\$11,965.58	\$686,100	1.2447	\$853,989	82.8	\$10,314	0	\$0	\$853,989	\$16.60	\$14,176.21	\$14,176.21	\$0	\$2,211	18.5%
Pelham	\$338,086.39	\$12,831,900	1.3070	\$16,771,293	5,974.0	\$2,807	0	\$0	\$16,771,293	\$18.79	\$315,132.60	\$338,086.39	\$22,954	\$0	0.0%
Pelham - Annexed Lands	\$38,096.61	\$923,000	1.3070	\$1,206,361	1,080.0	\$1,117	0	\$0	\$1,206,361	\$18.79	\$22,667.52	\$38,096.61	\$15,429	\$0	0.0%
Petersham	\$296,721.61	\$13,084,900	1.3365	\$17,487,969	12,417.6	\$1,408	0	\$0	\$17,487,969	\$14.24	\$249,028.68	\$296,721.61	\$47,693	\$0	0.0%
Petersham - Annexed Lands	\$203,305.78	\$6,432,200	1.3365	\$8,596,635	10,000.0	\$860	0	\$0	\$8,596,635	\$14.24	\$122,416.09	\$203,305.78	\$80,890	\$0	0.0%
Phillipston	\$11,912.74	\$193,800	1.3344	\$258,607	162.8	\$1,589	0	\$0	\$258,607	\$10.95	\$2,831.74	\$11,912.74	\$9,081	\$0	0.0%
Princeton	\$338,018.66	\$23,263,500	1.2716	\$29,581,867	3,336.7	\$8,866	0	\$0	\$29,581,867	\$13.44	\$397,580.29	\$397,580.29	\$0	\$59,562	17.6%
Rutland	\$525,860.45	\$32,441,300	1.2405	\$40,243,433	6,560.5	\$6,134	0	\$0	\$40,243,433	\$13.87	\$558,176.41	\$558,176.41	\$0	\$32,316	6.1%
Shutesbury	\$299,391.54	\$8,617,400	1.2610	\$10,866,541	4,979.4	\$2,182	0	\$0	\$10,866,541	\$16.19	\$175,929.31	\$299,391.54	\$123,462	\$0	0.0%
Southborough	\$317,481.16	\$21,274,000	1.2539	\$26,675,469	1,310.6	\$20,353	0	\$0	\$26,675,469	\$14.36	\$383,059.73	\$383,059.73	\$0	\$65,579	20.7%
Sterling	\$832,165.16	\$62,976,400	1.2816	\$80,710,554	5,263.9	\$15,333	0	\$0	\$80,710,554	\$12.55	\$1,012,917.46	\$1,012,917.46	\$0	\$180,752	21.7%
Templeton	\$1,082.18	\$76,900	1.2953	\$99,609	92.1	\$1,082	0	\$0	\$99,609	\$11.87	\$1,182.35	\$1,182.35	\$0	\$100	9.3%
Ware	\$193,261.40	\$8,605,900	1.2335	\$10,615,378	4,845.0	\$2,191	0	\$0	\$10,615,378	\$14.49	\$153,816.82	\$193,261.40	\$39,445	\$0	0.0%
Ware - Annexed Lands	\$167,580.62	\$5,795,800	1.2335	\$7,149,119	3,865.0	\$1,850	0	\$0	\$7,149,119	\$14.49	\$103,590.74	\$167,580.62	\$63,990	\$0	0.0%
Wendell	\$36,930.70	\$1,742,200	1.1444	\$1,993,774	684.1	\$2,914	19.3	\$56,248	\$2,050,022	\$20.50	\$42,025.44	\$42,025.44	\$0	\$5,095	0.0%
West Boylston	\$683,581.59	\$27,763,500	1.3068	\$36,281,342	2,940.2	\$12,340	0	\$0	\$36,281,342	\$14.53	\$527,167.90	\$683,581.59	\$156,414	\$0	13.8%
Westborough	\$59,780.02	\$3,563,500	1.2750	\$4,543,463	190.8	\$23,815	0	\$0	\$4,543,463	\$15.93	\$72,377.36	\$72,377.36	\$0	\$12,597	21.1%
Total	\$8,508,793	\$454,581,900					30.34	\$263,437	\$588,083,688			\$9,312,874.11	\$1,056,166	\$804,082	9.5%

- Notes:
1. Watershed PILOT, per MGL c. 59 s.5G, is determined by multiplying the DOR valuation by the local commercial tax rate. See DOR website for Property valuations for [watershed land](#) and [annexed lands](#) as well as [tax rates](#).
 2. "Hold Harmless" is a provision in the legislation that requires any payment to never be less than the previous year's payment. Therefore, if either valuations or tax rates drop, the municipality is guaranteed a consistent payment.
 3. Acquisitions added: Dale (Boylston - 9.54 acres); Gentl (New Salem - 1.5 acres); Salloom (Wendell - 19.3 acres)