

VINCENT J. MESOLELLA  
CHAIRMAN

LAURIE HARRIDGE  
EXECUTIVE DIRECTOR

# FISCAL YEAR 2022

BUDGET

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NARRAGANSETT BAY COMMISSION  
RHODE ISLAND





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Narragansett Bay Commission**

**Rhode Island**

For the Fiscal Year Beginning

**July 1, 2020**

*Christopher P. Morrill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Narragansett Bay Commission, (NBC), Rhode Island, for its annual budget for the fiscal year beginning July 1, 2020. The GFOA also awarded NBC Special Performance Measures Recognition and Special Capital Recognition. In order to receive the Distinguished Budget award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. In order to obtain Special Performance Measure Recognition, the three reviewers must find the Performance Measures to be outstanding. To obtain Special Capital Recognition the governmental unit must receive outstanding ratings in Capital Expenditures and Debt by all three reviewers. This award is valid for a period of one year only. We believe that the current budget continues to conform to the program requirements, and we will submit it to GFOA to determine its eligibility for another award.



*Photo: Providence River, Rhode Island*

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## BOARD OF COMMISSIONERS

Narragansett Bay Commission (NBC) is governed by a Board of Commissioners (Board). The Board represents the municipalities in the service area, as well as ten gubernatorial appointments. Empowered with responsibilities ranging from ensuring that NBC operates a balanced budget to approving contracts for improving and sustaining the treatment facilities and wastewater collection system, the Board meets monthly to guide the direction of NBC.

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*Photo: Seals in the Providence River, Rhode Island*



## NBC ORGANIZATION

NBC is comprised of a team of dedicated professionals who are committed to the fulfillment of NBC’s goals. NBC’s organizational structure consists of five Divisions headed by Division Directors who report to the Executive Director. Within each Division there are sections headed by Program Managers who report to the Division Director.

### EXECUTIVE DIRECTOR

ADMINISTRATION	CONSTRUCTION & ENGINEERING	FINANCE	OPERATIONS & MAINTENANCE	ENVIRONMENTAL SCIENCE & COMPLIANCE
Administration	Construction Services	Finance	Operations & Maintenance Services	Technical Analysis & Compliance
Human Resources	Engineering	Accounting	Interceptor Maintenance	Pretreatment
Legal		Customer Service	Field’s Point	Laboratory
Information Technology		Purchasing	Bucklin Point	Environmental Monitoring
		General Services		



*Photo: Providence River, South Water Street, Rhode Island*

# NARRAGANSETT BAY COMMISSION

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# Budget Message

*“The mission of the Narragansett Bay Commission is to maintain a leadership role in the protection and enhancement of water quality in Narragansett Bay and its tributaries by providing safe and reliable wastewater collection and treatment services to its customers at a reasonable cost.”*



**Photo: Field's Point Turbines on Narragansett Bay**

## Introduction

The Narragansett Bay Commission (NBC) is pleased to present its Fiscal Year (FY) 2022 Budget. This budget reflects NBC's dedication to water quality improvement through continued investment in capital improvements, the effective operation of its wastewater treatment and collections system, and water quality monitoring efforts. This budget also demonstrates NBC's commitment to providing excellent service at a reasonable cost to its ratepayers through the careful allocation of resources while taking into consideration COVID-19 impacts. The Budget incorporates the GFOA S.M.A.R.T. Goal framework, and an increased number of performance measures based on output and outcome.

## Fiscal Year 2022 Outlook

NBC's Budget is based on the Strategic Plan, which sets forth NBC's goals and priorities for the next ten years. This narrative serves to link the allocation of resources in the FY 2022 Budget to each program's short-term service level objectives and the Goals in the Strategic Plan listed below. A complete Strategic Plan overview is provided in the Budget Process and Policies section of the Budget.

### Strategic Plan Goals



## Core Business

NBC's Core Business Goal in FY 2022 and beyond is the successful operation and maintenance of its treatment and collection systems, as well as the completion of capital investments to ensure NBC's compliance with the Rhode Island Pollution Discharge Elimination System (RIPDES) permits issued to NBC by the Rhode Island Department of Environmental Management (RIDEM) and the Consent Agreement associated with the permits.

The alignment of the FY 2022 Budget with the Core Business Goal is evident in the \$124.9 million or 77.7% increase in the budget over the prior year. This is driven by a \$124.7 million or 222.3% increase in the Capital Budget to further the completion of the federally mandated Combined Sewer Overflow (CSO) Program as set forth in a Consent Agreement with RIDEM.

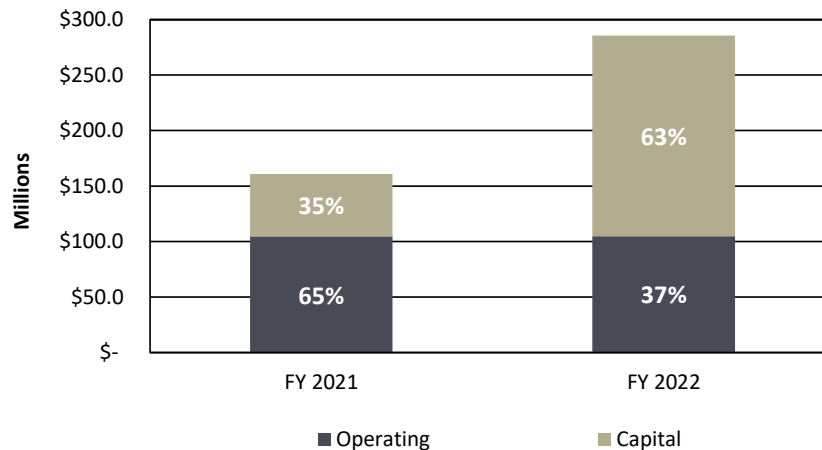
### FY 2022 Budget

(in Millions)

	FY 2021	FY 2022	Difference	% Change
Operating Budget	\$ 104.6	\$ 104.8	\$ 0.2	0.2%
Capital Budget	56.1	180.8	124.7	222.3%
<b>Total</b>	<b>\$ 160.7</b>	<b>\$ 285.6</b>	<b>\$ 124.9</b>	<b>77.7%</b>

NBC's investment in capital improvements is shown in the following graph, with the FY 2022 Capital Budget increasing from 35% to 63% of the total Budget on a year-over-year basis.

### Operating vs. Capital Budget



The increase in the Capital Budget is due to programmed CIP expense of \$176.3 million in FY 2022, which is 240.2% higher than the prior year. The CSO Phase III A Facilities are the largest component of the CIP, with \$140.1 million programmed in FY 2022. The CIP also includes \$22.8 million for the Bucklin Point Resiliency Improvements, \$6.1 million for the Field's Point Resiliency Improvements, and \$7.3 million for other projects. The CIP shows additional planned expenditures during FY 2023 – 2027 of \$718.0 million for a total of \$894.3 million. This year's budget also supports the capital program through funding for a new Assistant Construction Manager position in the Construction and Engineering Division to support management of NBC's large capital program. Please refer to the Capital Budget – CIP section of the Budget for additional information regarding the CIP.

### Capital Budget

(in Millions)

	FY 2021	FY 2022	Difference	% Change
<b>Sources</b>	\$ 56.1	\$ 180.8	\$ 124.7	222.3%
<b>Uses</b>				
CIP	51.8	176.3	124.4	240.2%
Other	4.3	4.5	0.3	7.0%
<b>Total Uses</b>	<b>\$ 56.1</b>	<b>\$180.8</b>	<b>\$ 124.7</b>	<b>222.3%</b>



NBC's Core Business Goal includes compliance with the RIPDES permit effluent limitations and monitoring requirements. NBC's FY 2022 Budget and performance measures are based on meeting or surpassing its RIPDES permit limits for the wastewater treatment facilities (WWTFs) located at Field's Point and Bucklin Point. The RIPDES permit levels are shown in the following table and are wastewater industry standards for measuring the effectiveness of wastewater treatment and the quality of effluent discharged into the receiving waters.

### RIPDES Discharge Permit Limits

	Field's Point WWTF				Bucklin Point WWTF			
	TSS	cBOD	Enterococci	Nitrogen	TSS	cBOD	Enterococci	Nitrogen
Unit of measure	mg/l	mg/l	MPN/100ml	mg/l	mg/l	mg/l	MPN/100ml	mg/l
Permit/Goal	20	20	35	5	20	20	35	5
CY 2020 Actual	2.69	3.11	5.72	2.41	4.44	1.21	8.05	3.70

The FY 2022 Budget and performance measures are based on RIPDES permit limits of 20 milligrams per liter (mg/l) for both Carbonaceous Biochemical Oxygen Demand (cBOD) and Total Suspended Solids (TSS) at Field's Point and Bucklin Point. The RIPDES permit sets forth daily and monthly limits for both levels, with levels being less restrictive from November through April. The RIPDES permit also sets forth seasonal enterococci permit limits of 35 Most Probable Number (MPN) or viable cells in a liquid sample per 100ml for both WWTFs. Enterococci is an anaerobic bacterium found in the intestinal tract. Lastly, the RIPDES permits set forth total seasonal nitrogen permit limits of 5 mg/l from May to October at the Field's Point and Bucklin Point WWTFs.



**Photo: Aeration tank pumps at Field's Point**

The FY 2022 Budget includes the allocation of resources to support excellent wastewater treatment and collection. The majority of expense accounts for operating the wastewater treatment plants are at or above prior year levels. The FY 2022 Budget includes an increase of \$295 thousand for maintenance contracts for equipment such as aeration blowers and generators. The FY 2022 Budget also includes \$347 thousand for electrical testing at both Bucklin Point and Field's Point. With respect to chemicals, the FY 2022 Budget is \$8 thousand or 0.6% higher than the prior year, reflecting a 5.6% increase in the quantity of liquid polymer and projected price increases.

The FY 2022 Budget also reflects electricity production of 2.8 million kWh from the Bucklin Point Biogas Cogeneration Facility (Biogas Facility) that became operational in the spring of 2021. To support the new Biogas Facility, NBC has programmed \$263 thousand for supplemental natural gas and \$296 thousand for filters, permits, maintenance, and other related costs. Funding for two new positions in the Operations and Maintenance Division is also included to provide support to Interceptor Maintenance (IM), Permitting and Operations.

The FY 2022 Budget also includes programmed Operating Capital Program (OCP) expense of \$4.3 million in FY 2022 for asset purchases, replacements, and betterments. Approximately 48.0% of the total OCP, or \$2.1 million is for assets such as vehicles, pumps, bar racks, gear boxes, and other equipment that are necessary for continuous operation of NBC's facilities. Also included in the OCP are cameras for the CSO tunnel in Providence and additional video equipment at Bucklin Point to enable visual inspection of facilities that are difficult to access due to their location.



**Photo: Bisulfite Pump at Field's Point**

## Environmental Performance

The FY 2022 Budget reflects the results of NBC's efforts to minimize environmental impacts through investments in energy efficiency and sustainability initiatives. NBC's budgeted electricity usage is 35.2 million kWh. NBC's renewable energy investments are estimated to generate 29.8 million kWh, which is 84.8% of the FY 2022 budgeted electricity use. The renewable portfolio is also projected to generate \$695 thousand in Renewable Energy Credit (REC) revenue.



NBC's three 1.5 MW wind turbines at Field's Point and the Biogas Facility at Bucklin Point produce energy that is used on-site and is projected to reduce the amount of electricity purchases by 10.4 million kWh in FY 2022.

The three 1.5 MW wind turbines located in Coventry generate Net Metering Credits (NMC) that are applied to NBC's electricity purchases. NBC also has a Power Purchase Agreement (PPA) that generates NMC, with NBC retaining 25% of the NMC earned. The FY 2022 production from the off-site facilities is 19.4 MWh, projected to reduce expense by \$2.9 million. This is offset by the PPA fee of \$1.2 million.

### FY 2022 Budgeted Electricity Generated from Renewable Sources



#### **On-site Renewable kWh - 10.4 M**

7.6 M - Field's Point Wind Turbines  
2.8 M - Bucklin Point Biogas Facility

#### **Off-site Renewable kWh - 19.4 M**

8.4 M - NBC Wind Turbines in Coventry  
11.0 M - Green PPA

**Total Renewable Production - 29.8 M kWh (84.8% of budgeted use)**

NBC has also programmed \$1.0 million for Project 20600 – NBC Solar Carport which involves the design and construction of a charging station adjacent to Field's Point. NBC estimates that the project will also generate REC revenue of \$4,366 annually along with savings of \$28,377 based on the production of 218 thousand kWh.



**Photo: Environmental Monitoring buoy sondes on Narragansett Bay**

The FY 2022 budget supports NBC's Environmental Performance Strategic Plan Goal to continuously evaluate environmental performance to identify, quantify, and minimize NBC's impact on the environment. NBC's Environmental Monitoring program protects public health through ensuring proper operation of the wastewater treatment plants and protecting the quality of receiving waters. The RIPDES permit requires once daily sampling for TSS, cBOD, total residual chlorine and pH and twice daily sampling for fecal coliform and enterococci. NBC has allocated resources to support the ancillary services needed for sampling and data analysis efforts. The FY 2022 budget includes approximately \$82 thousand for maintenance contracts to ensure continuous operation of critical laboratory equipment including the water purification system, nutrient analyzers, autoclaves, extractors and instruments and calibration of instruments and fume hoods.

The budget also includes \$60 thousand for outside laboratory testing related to Polyfluoroalkyl Substances (PFAS) as well as \$564 thousand in the FY 2022 OCP for the purchase of a new Liquid Chromatograph-MS system that will allow NBC to perform PFAS testing in-house. The OCP also includes funding for the replacement of laboratory and sampling equipment including spectrometer analyzers, autosamplers, fixed site sondes, probes, and meters at a cost of \$338 thousand.

## Financial Management



The most significant financial challenge facing NBC is ensuring sufficient resources for operating, maintenance and capital needs while simultaneously mitigating ratepayer impact. The FY 2022 Operating Budget is approximately \$187 thousand or 0.2% higher than the prior year, including the Transfer to the Project Fund.

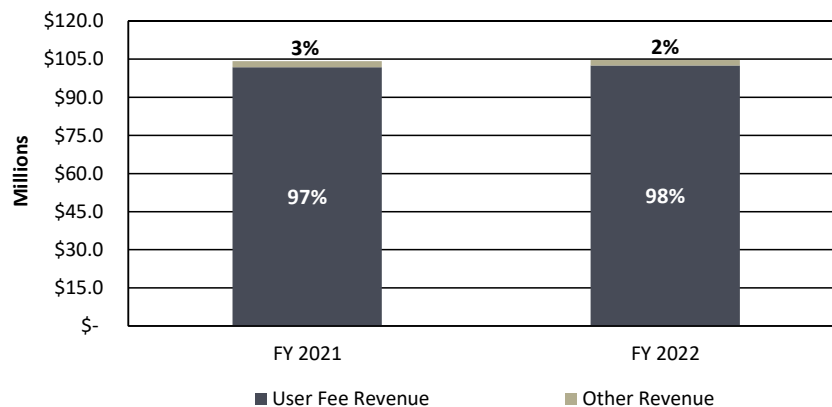
### Operating Budget

(in Millions)

	FY 2021	FY 2022	Difference	% Change
<b>Revenue</b>	\$ 104.6	\$ 104.8	\$ 0.2	0.2%
<b>Expense</b>				
Operations and Maintenance	47.4	48.9	1.5	3.2%
Debt Service	43.9	41.5	(2.4)	(5.5%)
Transfer to Project Fund	13.3	14.4	1.1	8.2%
<b>Total Expense</b>	\$ 104.6	\$ 104.8	\$ 0.2	0.2%

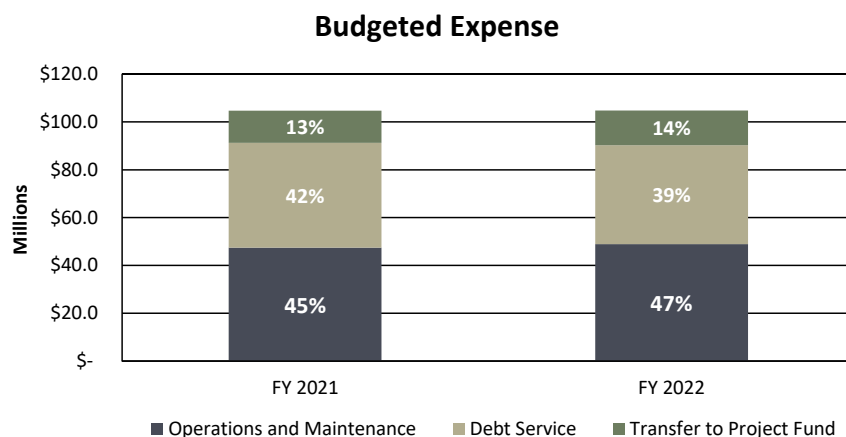
With respect to revenue, NBC projects that COVID-19 will continue to impact consumption revenue next fiscal year and has budgeted revenue based on projected FY 2021 levels, which are approximately \$2.2 million or 3.7% below PUC approved levels. In terms of expense, budgeted Operations and Maintenance Expense is \$1.5 million higher than the prior year. NBC has budgeted for COVID-19 impacts resulting from PUC mandates including an additional \$317 thousand for the absorption of customer payment convenience fees and a 50% reduction in late fee revenue from \$900 thousand to \$450 thousand due to the suspension of late fees. The following chart shows that User Fee Revenue has increased from 97% to 98% of the FY 2022 budgeted revenue.

### Budgeted Revenue



As a precautionary measure, NBC has also programmed \$375 thousand for interest on Revenue Anticipation Notes (RANs) should NBC need to issue RANs to meet cash flow needs as a result of COVID-19 impacts on collections.

With respect to budgeted expense, Operations and Maintenance (O&M) expense increased from 45% to 47% of the total compared to the prior year. Debt service on the other hand, decreased from 42% to 39%, while the Transfer to the Project Fund increased from 13% to 14%. A year-to-year comparison of budgeted expense is shown in the following chart.



O&M Expense consists of three large expense categories, Personnel, Operating Supplies and Expense (OSE), and Professional Services and is \$1.5 million or 3.1% higher than the prior year. Personnel expense is 57.2% of total O&M expense and is 2.6% higher on a year-to-year basis. The budget includes a Cost of Living Adjustment (COLA) and contracted step increases for union employees and merit increases for non-union employees. Budgeted overtime is \$52,280 higher in FY 2022 due to staffing requirements for operations, maintenance, and environmental monitoring. NBC’s contribution rate to the union retirement and retirement health plans decreased by 12% on a year-to-year basis. The budgeted health insurance premium is 8.0% higher than FY 2021 and dental and vision remain unchanged.

The FY 2022 budget for Operating Supplies and Expense (OSE) is 2.4% greater or approximately \$454 thousand more than the prior year. Budgeted biosolids expense is \$294 thousand lower on a year-to-year basis. This is due to decreased dry ton production which more than offsets the estimated 2.6% increase in the contracted disposal rate to \$518.90/dry ton in FY 2022. Budgeted electricity expense is \$596 thousand or 14.8% less in FY 2022 than the prior year. This is the result of an overall projected 7.8% decrease in electricity use and an 18.7% reduction in electricity purchases. The FY 2022 natural gas expense budgeted is 75.2% higher than the prior year primarily due an additional 256,400 therms of supplemental natural gas for the Biogas Facility and a 0.7% increase in the budgeted rate to \$1.044 per therm. An additional \$126 thousand was also budgeted for maintenance, media change-outs, permits, and related items for the Biogas Facility.



*Photo: Seekonk River*

Other large OSE line items included in this year’s budget are \$871,838 in a new Software Licensing and Subscriptions account for software and virtual support contracts. This expense was previously included in the Maintenance Contract account. The amount budgeted in the Maintenance Contract account is now limited to the expense of physically servicing equipment and is 54.9% or \$798,507 lower on a year-to-year basis subsequent to the reallocation of expense. Service Agreements expense is \$255,151 higher than last year to support comprehensive electrical testing at both Bucklin Point and Field’s Point. The FY 2022 budget for chemicals is \$8,124 or 0.6% higher and includes increased liquid polymer usage at Bucklin Point. Lastly, Insurance and Workers’ Compensation Insurance expense is 9.4% or \$117,274 higher due to higher insurance premiums.

Professional Services comprise 3.9% of the total O&M expense and the FY 2022 budget is \$336,305 or 21.7% higher than the FY 2021 budget. This includes an increase of \$317 thousand in Other Services for the absorption of customer payment convenience fees and increased funding for the PUC regulatory assessment fee, and leadership development training. The budget for Management and Audit Services is slightly lower than the prior year.

The FY 2022 budget for Debt Service is \$2.4 million or 5.5% lower than the prior year. This is the result of the defeasance of a Rhode Island Infrastructure Band (RIIB) bond issue and the amortization of debt. NBC also executed a rate reset through the Water Infrastructure Finance and Innovation Act (WIFIA) program administered by United States Environmental Protection Agency (USEPA) for the \$268.7 million 2020 Series B WIFIA 1 loan, which reduced the interest rate from 1.89% to 1.42% and resulted in net present value (NPV) savings of \$27.6 million. Additional capital funding was secured through a second \$190.6 million WIFIA loan, the 2020 Series C WIFIA 2 loan at a rate of 1.60%. These loans will fund 49% of NBC’s largest capital projects, significantly mitigating ratepayer impact through the capitalization of interest and deferral of debt service payments until FY 2032, five years from substantial project completion. Additional discussion regarding capital funding, debt and rate impacts is in the Long-Term Financial Plan section of the budget.

The FY 2022 budgeted Transfer to Project Fund is determined by subtracting Operation and Maintenance and debt service expense from revenue. The FY 2022 budgeted Transfer to Project Fund is \$1.1 million higher than the prior year. Please refer to the Long-Term Financial Plan section of the budget for more information regarding the Transfer to Project Fund.

## Staffing

Another NBC Strategic Plan Goal is Staffing, which involves recruiting, developing, and retaining highly qualified staff. To this end, NBC offers its employees comprehensive benefits. In FY 2022, NBC will continue to offer a strong benefits package. This year’s budget supports NBC’s Workplace Wellness initiative that provides a financial incentive for employees who actively participate in wellness programs. In addition to Workplace Wellness, NBC places a high importance on worker safety and supports safety training. This year’s budget includes \$46,000 for employee training and NBC’s new in-house training program, as well as \$33,370 in software licensing and subscriptions expense for the maintenance of NBC’s online employee training program. Lastly, this year’s budget includes development of a revised non-union performance appraisal process.

The total number of Full Time Equivalents (FTEs) included in the FY 2022 budget is 297, which is 3 more than the prior year budget. Budgeted turnover is less than the prior year, with a reduction from 9.0 FTEs to 8.0 FTEs. The net result is an increase of 4.0 FTEs to 289 FTEs as is shown in the following table.

<b>Budgeted FTEs</b>			
	<b>FY 2021</b>	<b>FY 2022</b>	<b>Change</b>
<b>Total</b>	294.0	297.0	3.0
Less: turnover	(9.0)	(8.0)	1.0
<b>Net FTEs</b>	285.0	289.0	4.0

## Customer Focus



The FY 2022 budget reflects NBC’s continued customer focus with the provision of excellent service. This budget allocates resources to the timely and accurate monthly billing of NBC’s 85,000 customer accounts. In FY 2022, NBC will continue to provide training to Customer Service staff on the new customer service system, with the assistance of expanded user



guides. NBC will also continue to work with customers that may be impacted by COVID-19 through enhanced payment options and the expansion of online account management capabilities.

## Communication

In terms of communication, the FY 2022 budget includes resources for NBC’s Watershed Explorers Education Program that reaches out to elementary schools in NBC’s service area. The program takes place in the classroom and at various river locations and culminates with an environmental education conference attended by the students. This budget includes funding to develop a multi-lingual virtual wastewater treatment facility tour to enhance education.

## Fiscal Year 2021 in Review

FY 2021 was challenging for all due to COVID-19. NBC responded to COVID-19 impacts on operations as a result of the Governor’s “Stay at Home Order” through a combination of transitioning to remote work and allowing certain employees to remain home if doing so did not adversely impact operations. Modifications to work schedules and other staffing changes for essential employees were developed in conjunction with NBC’s unions, enabling safe and effective operation of the wastewater treatment and collection system. NBC also worked with regulators to ensure compliance, given COVID-19 impacts that reduced NBC’s ability to perform sampling and testing. As the pandemic continued, management supported safe work practices, instituted on-site testing and other protocols to ensure that operations were uninterrupted. NBC’s Board continued to meet regularly through video conferencing.

From a financial perspective, the FY 2021 Budget incorporated a reduction in revenue due to COVID-19 impacts. The projected FY 2021 user fee revenue is at the budgeted level, however, there was a significant shift from non-residential to residential consumption. Collections were impacted as NBC’s customer service office was closed to the public in response to the pandemic. NBC worked with impacted customers to make payment arrangements and developed alternative payment options including the implementation of an electronic payment kiosk. NBC was also impacted financially due to a PUC Order which suspended NBC’s ability to charge late fees, a projected revenue loss of \$900 thousand. The PUC also ordered the suspension of customer payment convenience fees which resulted in unbudgeted expense of approximately \$329 thousand.

Despite the challenges posed by COVID-19, NBC had numerous achievements in FY 2021. NBC’s cost centers reported 183 accomplishments with 77 or 42% focused on NBC’s Core Business Goal. In addition, 31% of the accomplishments related to the Financial Management Goal and 11% of the accomplishments related to the Staffing Goal. The following table outlines the percentage of FY 2021 accomplishments by goal and division.

### FY 2021 Major Accomplishments

Strategic Plan Goals	Administration	Construction Services	Finance	Operations & Maintenance	Environmental Science & Compliance	Total	Percent
Core Business	15	20	8	19	15	77	42%
Environmental	-	-	-	-	5	5	3%
Financial Management	5	-	50	-	-	55	31%
Customer Focus	2	-	5	2	4	13	7%
Staffing	14	-	2	3	2	21	11%
Communication	3	-	1	-	6	10	5%
Organizational	2	-	-	-	-	2	1%
<b>Total</b>	<b>41</b>	<b>20</b>	<b>66</b>	<b>24</b>	<b>32</b>	<b>183</b>	<b>100%</b>



NBC’s core business success was acknowledged by the receipt of several Rhode Island Clean Water Association Awards. The Field’s Point facility earned the Mattera Safety Award in recognition of exemplary employee safety efforts. Both the Field’s Point and Bucklin Point facilities were recognized with Gold Awards for outstanding permit compliance for two consecutive years, a significant accomplishment given the number of regulated parameters. In addition, the Fields’ Point and Bucklin Point facilities earned Gold and Silver Peak Performance Awards, respectively, from National Association of Clean Water Agencies (NACWA) for exceptional permit compliance. NBC also received the Lead by Example Clean Energy Award from the RI Office of Energy Resources. This award recognizes agencies for modifying energy supply consumption practices to reduce energy costs and mitigate greenhouse gas emissions.

NACWA named NBC one of fifty Clean Water Success Stories of the Past Fifty Years in recognition of the NBC’s continued excellence in water quality, financial management, and stakeholder engagement. This award coincided with the 50th anniversary of the Federal Clean Water Act. In addition, NBC was recognized by the Water Environment Federation (WEF) and NACWA with the Utility of the Future Award for the second time. NBC was one of an elite group of 61 utilities worldwide to receive the award which recognizes exceptional progress and performance in the treatment of wastewater, the implementation of innovative technologies, and cutting-edge practices with a focus on resource recovery, efficiency, and sustainability.



NBC employees were also recognized for their achievements. NBC’s Laboratory Manager received the Crystal Crucible Award from the New England Water Environment Association (NEWEA), an award that recognizes and honors individuals for their outstanding contributions that promote increased professionalism in the wastewater laboratory field. He was recognized for his leadership in establishing NEWEA’s electronic exam system for certification programs and developing the Analyst I exam for the NEWEA Lab Practices Committee. NBC’s Biologist received the Clair N. Sawyer award from NEWEA for her outstanding service in the wastewater industry. She was specifically acknowledged for operator training, and the development of laboratory practices and certification publications that advance the knowledge of wastewater practitioners. NBC’s Technical Advisor for Operations was the recipient of the Rhode Island Clean Water Association’s 2019 Carmine J. Goneconte Operator of the Year Award for his demonstrated high level of leadership and performance in wastewater operations.

The most notable achievement in FY 2022 for the Construction and Engineering staff, with support from NBC legal staff, was the completion of the competitive procurement process for the design-build contract for the largest CSO Phase III A Facilities project, the Tunnel and Pump Station, along with the subsequent contract negotiation. NBC is nearing completion of two Green Stormwater Infrastructure (GSI) projects that will redirect stormwater runoff along with other GSI best management practices. Construction staff also completed the CSO Phase III A Site Demolition Project (30813) at a cost of approximately \$1.1 million. This project included the demolition of existing buildings to prepare sites for construction of the CSO tunnel launch shaft, pump station shaft and drop shafts. One other capital project, the Large Diameter Interceptors Inspection and Cleaning Project (30478M), which involved the cleaning and inspection services of selected large diameter interceptors throughout the NBC service area, was also completed at a cost of \$288 thousand. The completed projects are summarized in the following table.

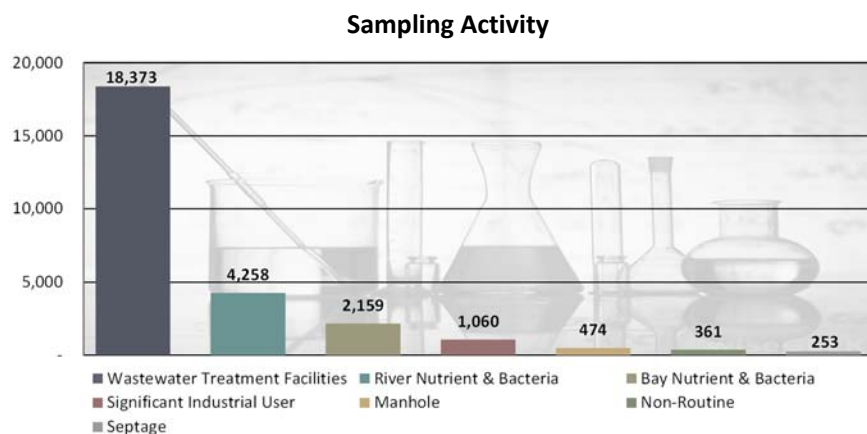
**Completed Projects**  
(in Thousands)

Project Number	Project Name	Cost
30813	CSO Phase III A – Site Demolition	\$ 1,100
30478M	Large Diameter Interceptors Inspection and Cleaning	288
	<b>Total</b>	<u>\$ 1,388</u>

Engineering staff also completed a detailed Resiliency Plan for NBC facilities and received regulatory approval from RIDEM and managed the planning and design of several projects. In addition, Construction and Engineering staff were critical to success of the WIFIA loan application process.

During FY 2021, NBC’s IM section inspected approximately eight miles of interceptors and maintained 469 catch basins to reduce grit deposit into the system. In addition, 180 tons of sediment was removed from the collection system, and 27 tons of material captured in the CSO netting facilities was removed and prevented from entering the waterbody.

NBC conducted daily sampling at both the Field’s Point and Bucklin Point treatment facilities to ensure compliance with the RIPDES permit requirements and federal mandates. NBC continued to monitor the urban rivers twice per week for bacteria in support of the nine minimum controls program. Staff collected a total of 26,938 samples, with the majority or 68% related to WWTF monitoring. In addition, to assess water quality, 16% of the samples related to river nutrient and bacteria, while 8% of the samples collected were for bay nutrient and bacteria. The following chart shows the number of samples collected by type.



Environmental Compliance and Science staff prepared technical reports documenting the role that NBC has played in improving the water quality of the receiving waters, expanding shellfishing areas, extending the shellfishing season by 89 days, and reducing beach closures in RI. This information was shared with the public and interested parties through virtual tours and meetings. NBC participated in National Grid’s Continuous Energy Improvement (CEI) Program to identify energy efficient operational changes that can be implemented to reduce energy costs. In addition, NBC obtained grant funds and installed two electric vehicle charging stations at its Field’s Point and Bucklin Point facilities.

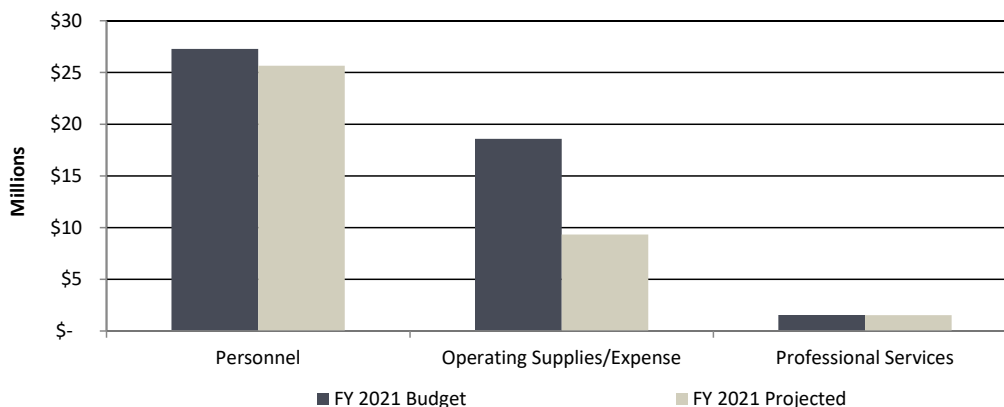


NBC Pretreatment staff inspected its Significant Industrial Users multiple times throughout the year to ensure compliance; and in accordance with federal and state regulations, issued 1,998 Notices of Violation for each incident of non-compliance and 11 educational letters to its permitted users. The Wastewater Rules and Regulations were amended to incorporate the new local permit limits and a Consent Agreement was executed with RIDEM for two outstanding violation issues.

NBC’s FY 2021 revenue is projected to be \$364 thousand under budget. User fee revenue is approximately \$397 thousand or 0.4% or higher than the budgeted level. Other operating revenue is \$775 thousand lower than budget. This is primarily due to late rate fee revenue that is \$900 thousand lower as a result of the PUC’s suspension of late fee charges in response to COVID-19. This was offset by higher Connection Fees/Capacity charge and REC revenue. Non-operating revenue is 3.5% or \$13 thousand higher than budgeted due to higher miscellaneous revenue.

Overall, NBC’s FY 2021 Operation and Maintenance expense will be significantly under budget. Turnover during the year was higher than the budgeted level and NBC projects personnel expense will be 5.9% or approximately \$1.6 million below budget. This, in part, was due to COVID-19 impacts on the hiring process. The performance of the Green PPA exceeded projections, generating nearly 748 thousand more kWh than budgeted and NBC retained an additional \$387 thousand in Net Metering Credits (NMCs). Overall, NBC electricity usage was 3.3 million kWh lower than budgeted and electricity expense was \$276 thousand less than budgeted.

### FY 2021 Budget vs. Projected Operation and Maintenance Expense



Other significant savings in operations and maintenance expense resulted from lower than budgeted biosolids expense due to dry ton (DT) production that was 1,324 DT or 11.9% lower than budgeted, and the contracted disposal rate that was 0.2% lower than budgeted. In addition, NBC’s chemical expense was \$336 thousand or 25.4% lower than budgeted due to lower use. As a result of COVID-19, NBC was unable to use the long-distance travel budget of \$129 thousand to attend conferences and training. These savings were offset by insurance expense that is \$34 thousand more than budget due to higher property insurance premiums and natural gas expense that is \$84 thousand or 23.0% over budget due to a digester gas leak at Bucklin Point that required the purchase of supplemental natural gas.

With respect to Professional Services, customer credit card convenience fees for online payments are \$329 thousand and were not budgeted. This is the result of the PUC’s order, issued in response to COVID-19, requiring NBC to absorb fees normally passed through to customers. Overall, Professional Services will be \$27 thousand below budget due to savings in security services, outside contracted lab services, and other line items.

As previously mentioned, NBC executed a rate reset of the first WIFIA loan from the USEPA, reducing the interest rate from 1.89% to 1.42%, resulting in NPV savings of \$27.6 million. NBC also executed a second WIFIA loan in the amount of \$190.6 million at a rate of 1.60% for the Bucklin Point Resiliency Improvement project on October 26, 2020. As part of this process, NBC requested a credit review from S&P Global Ratings and Kroll Bond Rating Agency. NBC’s credit ratings are shown in the following table.

Rating/Outlook			
	Long-Term Rating	2020 Series B	2020 Series C
S&P Global Ratings	AA-/Stable	AA-/Stable	AA-/Stable
Kroll Bond Rating Agency	N/A	AA/Stable	AA/Stable

NBC received the GFOA Distinguished Budget Presentation Award for the eighteenth consecutive year for NBC's FY 2021 Budget. NBC was also awarded Special Performance Measures Recognition and Special Capital Recognition. NBC further enhanced the budget document and processes with fillable forms and reference guides on the internal web page. NBC also received the Certificate of Achievement for Excellence in Financial Reporting for Fiscal Year 2020 for the eighteenth consecutive year and a clean audit opinion and no management letter for the twenty second consecutive year. NBC's consistently sound financial performance is evident with 29 consecutive years of operating surpluses.

Staff continued to implement debt management software, including automatic journal entries. A WIFIA compliance checklist was developed as part of the representation and warranty signoffs required with each disbursement request. NBC also contracted RECs through 2022 and modified the schedules required to earn the NMCs. Natural gas was also contracted for three years. Staff developed a system to manage NBC's maintenance contracts and managed and processed 2,844 purchase card transactions totaling \$2.3 million.



From a technology standpoint, the Information Technology (IT) department revised the Cyber Security Plan to protect NBC's servers and applications from cyberattacks. IT also implemented a new data backup system to accommodate increased data volume, moved to a managed services model for network support, and streamlined the digital asset management tracking of software licenses and deployed hardware. Lastly, the IT section facilitated NBC's shift to remote work and provided ongoing support during the COVID-19 pandemic.

Operations & Maintenance staff optimized inventory management procedures, reorganized assets at Bucklin Point, implemented a bar code system to enhance the Asset Management Inventory Module, and eliminated hard copy work orders utilizing a computerized work tracking system. Additionally, staff upgraded and standardized the panel controls for the Tunnel Pump Station, aeration blowers, Biological Nutrient Removal (BNR), and Integrated Fixed Film Activated Sludge (IFAS) systems.

Engineering staff implemented software to combine GIS and AutoCAD files and improve workflow between construction contracts, easements, and asset data in the NBC service area. NBC's Environmental Science and Compliance staff implemented software for real time sampling data collection, automatic data transfer into long-term storage, and automated RIPDES permit related notifications and data reporting. NBC's Snapshot of the Bay website was updated to include a "Learn More" section, to provide information regarding NBC's programs and presentations to the public.

From a Human Resources (HR) standpoint, HR implemented a Management Essentials training program to provide participants with the foundational knowledge and skills required to successfully develop and lead. In addition, HR introduced and launched its new Bay Academy online training development system containing a large library of self-paced training courses. The HR section also coordinated workplace wellness and training programs to staff and completed the renewal of certain employee benefits. The section also initiated an evaluation of the union salary structure.

NBC received the 2020 Best Places to Work in Rhode Island Award for the tenth consecutive year. This involved the completion of a workplace assessment process including employee surveys and an inventory of company benefits, policies, and offerings.





*Photo: NBC's Watershed Explorers wastewater treatment facility tour*

In FY 2021, NBC worked with non-profit organizations in support of river cleanups throughout the NBC service area. NBC collaborated with the service area cities and towns to streamline the permits process and issued 337 new sewer connection and stormwater permits.

In terms of public outreach, NBC conducted 42 educational tours of the WWTFs and 120 watershed education lessons through the NBC's Watershed Explorers program. Through this program, more than 780 students from 15 schools in NBC's service area received monthly lessons and learned about the health of their school's watershed. The students were transitioned to a virtual platform in FY 2021 due to social distancing. In addition, NBC sponsored and participated in the Hack for Global Good program, which engages motivated high school students to assess and address real, global environmental challenges.

## Summary

FY 2021 brought additional challenges related to the COVID-19 pandemic, but at NBC we remained focused on our clean water mission. Our wastewater treatment facilities continued to perform admirably, receiving numerous regional and national awards for excellence. Our staff carried forward with the important infrastructure projects, environmental monitoring, and customer service initiatives that underscore both our environmental and fiduciary commitments and resulted in NBC receiving the designation of Utility of the Future for the second time. We complemented our regional efforts by joining with the NACWA and fellow wastewater agencies around the country to advocate for increased federal clean water infrastructure funding and support for our most vulnerable ratepayers.

None of this could happen without the support of the Board of Commissioners and the resiliency and creativity of our staff. These talented, devoted environmentalists could work anywhere, but they choose to work at our clean water agencies because they care about helping our communities stay safe and healthy. Their work is often unseen and underappreciated, but it is critical for our society to function. Today and everyday provides a good opportunity to say "THANK YOU, #H2OHEROES."

During FY 2022, NBC will continue to work to protect its community, ratepayers and all Rhode Islanders while enhancing the water quality of Narragansett Bay. I look forward to furthering NBC's reputation as an environmental leader on both the regional and national stage.

Laurie Horridge  
Executive Director



# About Narragansett Bay Commission

## Background

In 1979, the Governor of Rhode Island's Sewage Facilities Task Force reported that the discharge of pollutants into Narragansett Bay, and particularly in the Providence metropolitan area of the Bay, posed problems of such scope and cost that they were beyond the City of Providence's capability to control them. Additionally, the prospect of continued federal funding of sewer construction programs under the Clean Water Act was clouded by the scheduled expiration of the Clean Water Act at the close of the 1982 federal fiscal year.

Consequently, the Task Force recommended, and the Rhode Island General Assembly in 1980 approved, the establishment of a regional district commission to correct and minimize pollution discharges into the Upper Bay. The Narragansett Bay Water Quality Management District Commission, renamed the Narragansett Bay Commission in 1999, was authorized to acquire, operate, and upgrade the metropolitan Providence wastewater collection and treatment facility.

On January 1, 1992, the former Blackstone Valley District Commission was merged into NBC, expanding the service area.



*Photo: Hope Island in Narragansett Bay*

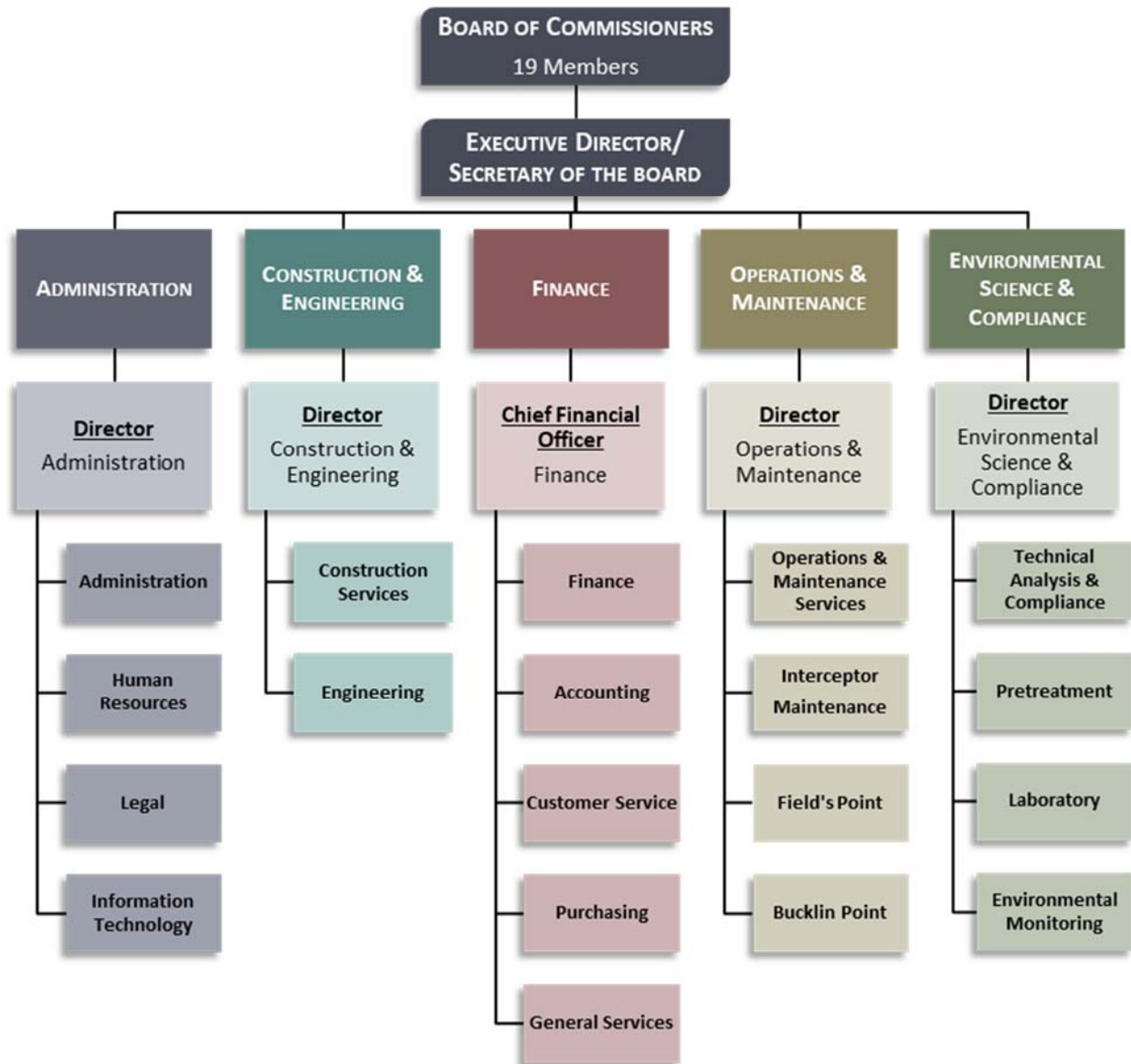
## The Commission

NBC is governed by a 19-member Board of Commissioners (Board). The Board consists of nine members representing the municipalities in the service area, as well as ten gubernatorial appointments. Empowered with responsibilities ranging from ensuring that NBC operates with a balanced budget, to approving contracts for improving and maintaining the treatment facilities and wastewater collection system, the Board meets monthly to guide the direction of NBC.

NBC is regulated by the Rhode Island Public Utilities Commission (PUC). Accordingly, both the Board and the PUC must authorize adjustments to sewer user rates. NBC funds operation and maintenance expense and debt service through user charges.

## NBC Organization

NBC is comprised of a team of dedicated professionals who are committed to the fulfillment of NBC’s goals. NBC’s organizational structure consists of five Divisions headed by Division Directors who report to the Executive Director. Within each Division, there are sections headed by Program Managers who report to the Division Director. Additional discussion of the organization structure is located in the Operating Budget section. The next page contains a brief description of the Divisions and the responsibilities of each program or section level.



# Program Level Operational Responsibilities Overview

## ADMINISTRATION DIVISION

Responsible for creating, planning, implementing, and integrating the strategic direction of the organization. Provide support function including human resources and information technology.

**ADMINISTRATION:** Lead and direct the resources of the organization to provide safe and reliable wastewater collection and treatment services to NBC ratepayers at a reasonable cost. Advises the Board of Commissioners on daily operations and collaborates on policy development and strategic issues.

**HUMAN RESOURCES:** Administer and process employee records, recruitment & retention, workers' compensation, employee benefits and collective bargaining agreements. This section is also responsible for establishing and maintaining an in-house training program.

**LEGAL:** Provide legal advice to NBC staff regarding issues that may arise in the course of NBC's business activities.

**INFORMATION TECHNOLOGY:** Maintain all aspects of NBC networks, security, telecommunications, hardware, software, and databases.

## CONSTRUCTION AND ENGINEERING DIVISION

Responsible for the planning, design, and construction of capital improvement projects.

**CONSTRUCTION SERVICES:** Manage the construction of NBC's capital improvement projects including bidding, contract award and resident engineering.

**ENGINEERING:** Plan and design facilities necessary for the collection and treatment of wastewater and provide facilities and maintenance services for the NBC Campus.

## FINANCE DIVISION

Responsible for finance, accounting, rate setting, debt issuance, customer service, purchasing and utilities and ensuring compliance with applicable state and federal laws, rules, and regulations.

**FINANCE:** Ensure overall sound financial management including the operating budget, CIP, OCP, debt management, rate setting, NBC retirement plans, cash management, and compliance.

**ACCOUNTING:** Maintain NBC financial records, issues monthly financial statements in accordance with GAAP, payroll and payment processing and IRS related reporting.

**CUSTOMER SERVICE:** Provide accurate and timely billing and collection of approximately 85,000 accounts in the NBC service area and all other aspects of providing excellent customer service.

**PURCHASING:** Ensure the legal, timely and cost-effective purchasing of goods and services. This section is also responsible for NBC's insurance and risk management and the support of renewable energy efforts.

**GENERAL SERVICES:** Responsible for overhead items such as funding of the Health Reimbursement Arrangement, unemployment, gas and electricity utilities, net metering credits and sale of RECs and debt service.

## OPERATIONS AND MAINTENANCE DIVISION

Responsible for operating and maintaining NBC's infrastructure.

**OPERATIONS & MAINTENANCE SERVICES:** Ensure process control for NBC's treatment facilities in accordance with State and Federal regulatory requirements. This section is also responsible for maintaining the Asset Management Program.

**INTERCEPTOR MAINTENANCE:** Monitor and maintain NBC's infrastructure and collection system throughout the service area to ensure system capacity and proper sewage flow conditions. This section also manages the issuance of sewer connection permits.

**FIELD'S POINT:** Operate and maintain the Field's Point facilities to produce the highest quality effluent in the most efficient manner.

**BUCKLIN POINT:** Operate and maintain the Bucklin Point facilities to produce the highest quality effluent in the most efficient manner.

## ENVIRONMENTAL SCIENCE AND COMPLIANCE DIVISION

Responsible for ensuring agency compliance with state and federal regulations and permits, agency energy and environmental sustainability and water quality science.

**TECHNICAL ANALYSIS & COMPLIANCE:** Ensure compliance with state and federal regulations and develop sound environmental science and resultant data to support NBC's mission. Perform pollution prevention, energy management, environmental compliance and sustainability, and NBC health and safety. Analyze resultant data to NBC staff, regulatory authorities, stakeholders, and the public.

**PRETREATMENT:** Maintain the federally mandated pretreatment program to protect NBC's wastewater treatment plants and infrastructure from toxins and pollutants, ultimately protecting our receiving waters

**LABORATORY:** Ensure the production of high-quality analytical data using diagnostic measurements in order to comply with Federal and State regulations.

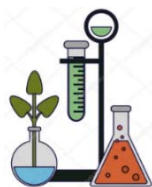
**ENVIRONMENTAL MONITORING:** Monitor water quality throughout NBC's service area through sampling. Design and implement monitoring programs to respond to State and Federal mandates, including RIPDES permit requirements.



## Governmental Regulation

NBC's core business goal is to ensure compliance with state and federal environmental and financial regulations.

### Environmental Regulation



NBC is regulated by the Rhode Island Department of Environmental Management (RIDEM) and the United States Environmental Protection Agency (USEPA) to ensure compliance with the Federal Clean Air and Clean Water Acts.

New Rhode Island Pollutant Discharge Elimination System (RIPDES) permits for each of the wastewater treatment plants were signed in January 2019. The RIPDES Permits, established 3,260 annual compliance points for Field's Point and 2,940 for Bucklin Point. NBC conducts extensive sampling and testing to evaluate compliance levels and ensure that facility processes are meeting compliance standards. The RIPDES permit also requires NBC to employ best management practices (BMPs) while maintaining the sewage collection system and NBC is subject to notification requirements if the public is exposed to sanitary sewage. Each wastewater treatment facility must also comply with a RIPDES Stormwater Discharge Permit, which requires monitoring and implementation of BMPs to protect the receiving waters of Narragansett Bay.

NBC is also under a Consent Agreement with RIDEM to implement a federally mandated Combined Sewer Overflow (CSO) Program that will address NBC's 65 CSOs in both the Field's Point and Bucklin Point service areas. The CSO Program will be completed in three phases. Approximately 98% of the annual CSO volume will receive treatment when all three phases of the CSO Program are completed. The first phase of the CSO abatement facilities addresses 40% of the CSO volume that will be treated and has been in service since November 2008. NBC constructed additional CSO abatement facilities in Phase II, and those facilities became operational in December 2014. NBC is now in the third and final Phase of the CSO Abatement Program. The Phase III facilities consist of four phases A, B, C and D. NBC and RIDEM have agreed to scheduled completion dates for each of these phases that also incorporates time for RIDEM review and approval of design and other parameters. The current schedule contemplates completion of all four phases in 2041.

The wastewater treatment facilities operate 24 hours per day and 365 days per year and require uninterrupted operation. Therefore, NBC has emergency generators in case of a grid power failure. The generators are subject to Federal and State Air Pollution Control emissions limitations and operating requirements and require sampling of various parameters and annual reporting to RIDEM.

### Financial Regulation

#### Long-Term Debt

NBC's long-term debt issuance is subject to regulatory approval and other tax and reporting requirements. A summary of the most important of these requirements is set forth below. Please refer to the Debt Policy in the Budget Process and Policies section of the Budget for more detailed information. Primary compliance items are as follows:

**Tax-Exempt Bonds** - NBC has financed capital improvements in part through the issuance of tax-exempt revenue bonds which are subject to certain Internal Revenue Service (IRS) requirements in order to maintain their tax-exempt status. NBC has established procedures to ensure compliance with these regulations.

**Continuing Disclosure** – In connection with the issuance of public debt, NBC has entered into Continuing Disclosure Agreements (Agreements) in accordance with SEC Rule 15c2-12. Pursuant to the Agreements, NBC must file its audited financial statements and annual operating data through the Municipal Securities Rulemaking Board’s Electronic Municipal Market Access (EMMA) website within the time limits prescribed under the Agreements. In addition, the Agreements require disclosure on EMMA of the occurrence of certain material events listed in the Agreements within 10 business days of such occurrence. NBC has established procedures to ensure compliance with these requirements.

**Division of Public Utilities and Carriers (Division)** - NBC is required by Rhode Island General Laws §39-3-15 to receive Division approval prior to entering into a debt obligation with a term of more than one year.

## User Rates and Charges

NBC is entirely funded through a system of fees and charges, which are set forth in “tariffs” regulated by the Rhode Island Public Utilities Commission (PUC). All filings for rate relief must be first be authorized by the Board. Tariff changes through the PUC process take between 90 days and nine-months. A summary of the three types of rate applications is provided below.



### **General Rate Relief**

In addition to specific filing requirements set forth in the Rhode Island General Laws and the PUC’s Rules of Practice and Procedure, a rate application includes written testimony and schedules from NBC’s witnesses, including outside experts that support the application. The Division participates as the ratepayer advocate, and certain other parties may request PUC approval to participate as Intervenors.

During the application review process, NBC responds to data requests from the PUC, the Division, and Intervenors, if any. Subsequent to review of the testimony, data responses and investigation by their own witnesses, the Division and Intervenors submit written testimony and schedules supporting their respective positions. After reviewing the testimonies filed by the Division and Intervenors, NBC may submit rebuttal testimony. Thereafter, the Division and Intervenors may file surrebuttal testimony.

Also, during this process, the PUC holds public hearings in NBC’s service area for ratepayer comment. At any time during the process, if NBC, the Division and/or the Intervenors reach an agreement, the parties may negotiate a settlement agreement which is presented to the PUC for approval at a public hearing. If the parties do not reach a settlement agreement, the PUC holds hearings on the contested issues.

In both a settlement hearing and a contested hearing, the PUC enters documents into evidence and witnesses who have submitted testimony are cross examined. The PUC must render a decision within nine months of the filing date through a majority vote at an open meeting. NBC must then make a compliance filing that sets forth the final tariffs in accordance with the PUC’s decision. A written Report and Order is typically issued by the PUC after the effective date of the new approved rates.

### **Rate Relief for Debt Service and Debt Service Coverage**

The PUC approved a “Debt Service Compliance Filing Mechanism” that allows NBC to seek rate relief solely for debt service and debt service coverage. This approach permits an expedited rate relief process that provides NBC with the flexibility needed to fund its large capital programs as well as issue variable rate debt. NBC must request rate relief no later than 60 days prior to the proposed effective date and the request is limited to debt service and debt service coverage. Because the scope is limited, the review process is more expeditious and rate relief is generally granted within 90 days. Public notice requirements also apply to these filings. Testimony, supporting schedules and discovery are also part of this process. The PUC conducts a hearing prior to issuing its decision, and a written Report and Order is issued typically after the effective date of the new rates.

## **Tariff Advice Filings**

NBC can also request minor changes in existing tariffs or the addition of new rules or services through a tariff advice filing. These filings typically request modifications to NBC's Terms and Conditions, miscellaneous user charges like lien sale fees, user classification definitions, and abatement fee calculations. The Division typically reviews the application and submits a recommendation based on its analysis. Although public notice is provided, hearings may or may not be conducted. The PUC review and approval process may take up to nine months, and a written Report and Order may or may not be issued.

## **Wastewater Treatment Facilities**

NBC owns and operates Rhode Island's two largest Wastewater Treatment Facilities (WWTF's) along with an extensive infrastructure of interceptors, pump stations, tide-gates, a septage receiving station and combined sewer overflows. The location of the two wastewater treatment facilities is shown on the adjacent map. The Field's Point WWTF is located in Providence and serves the greater Providence metropolitan area including the City of Providence, the Town of Johnston, the Town of North Providence and portions of the Town of Lincoln and the City of Cranston. The Bucklin Point WWTF is located in East Providence and serves the Cities of Pawtucket and Central Falls, and parts of the Towns of Cumberland, Lincoln, East Providence, and Smithfield.



## **Field's Point Service Area Facilities and Technology**



***Photo: Aeration Tanks at the Field's Point Wastewater Treatment Facility***

The Field's Point WWTF provides advanced wastewater treatment for dry weather flows of up to 65 million gallons per day ("MGD") and sustained wet weather flows of 77 MGD. The plant provides primary treatment and disinfection for an additional 123 MGD of wet weather flows through its wet weather facility. Total treatment capacity at Field's Point is 200 MGD.

This facility uses an Integrated Fixed Film Activated Sludge (IFAS) process for advanced wastewater treatment, which includes grit removal, primary sedimentation, secondary aeration, nitrogen removal, final clarification, and chlorination and dechlorination after disinfection. Final effluent is discharged to the Providence River.

NBC also owns, operates, and maintains three outlying pump stations in the Field's Point service area: the Washington Park and Reservoir Avenue Pump Stations (Providence), and the Central Avenue Pump Station (Johnston). The Ernest Street Pump Station, located at the FPWWTF, handles 98% of the flow. The Tunnel Pump Station located next to the Ernest Street Pump Station; pumps stored combined sewage flow from the CSO tunnel to Field's Point for full treatment.

Nineteen permanent flow metering stations, also maintained by NBC, measure flow at various points in the sewer system. In addition, NBC owns and maintains 38 CSOs, 32 tide gates and 80 miles of interceptors in the Field's Point service area. NBC has begun its comprehensive long-term CSO Abatement Program to minimize overflows from its combined sewers which are discussed later in this section.

## Bucklin Point Service Area Facilities and Technology

The Blackstone Valley District Commission (BVDC) was established by the Rhode Island General Assembly in 1947 to plan, design, construct, operate and maintain facilities including the Bucklin Point WWTF for the abatement of pollution generated in the Blackstone Valley. The former BVDC was merged into NBC on January 1, 1992.



*Photo: Bucklin Point Wastewater Treatment Facility*

The Bucklin Point WWTF provides secondary treatment and nitrogen removal for flows of up to 46 MGD per day and primary treatment and disinfection for flows of up to 116 MGD. Total treatment capacity at Bucklin Point is 162 MGD.

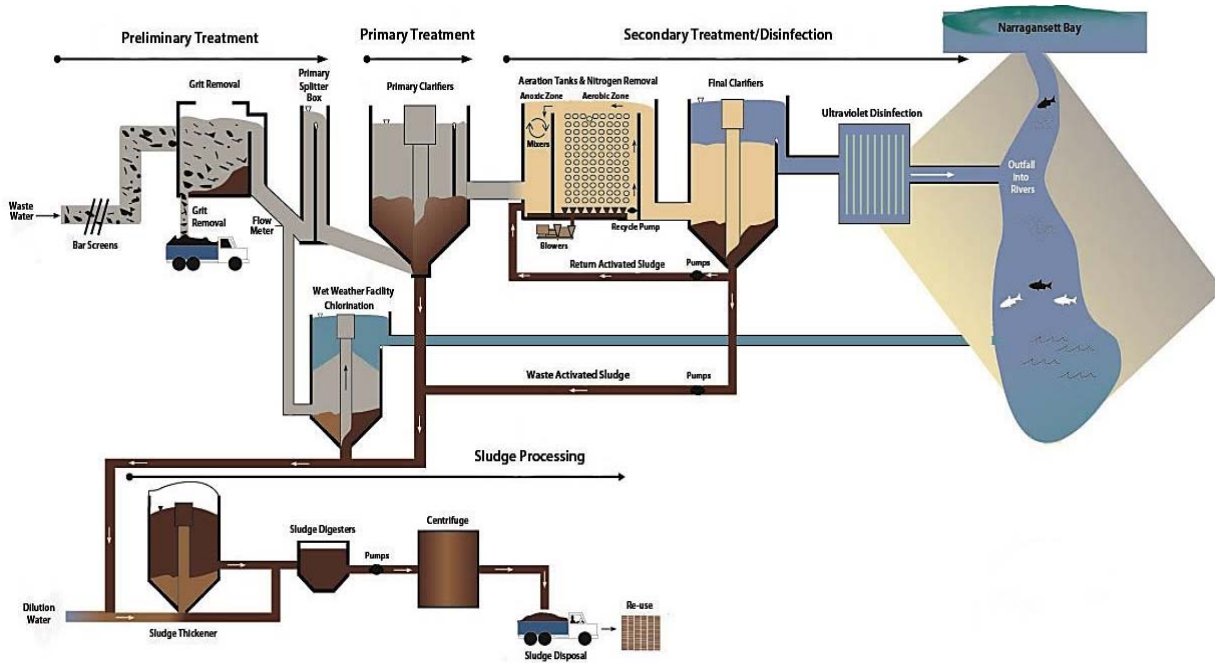
Three pump stations in the Bucklin Point service area are also owned and operated by NBC, including the Omega Pump Station (East Providence), the Saylesville Pump Station (Lincoln) and the Washington Highway Pump Station (Lincoln). NBC also owns and operates a Septage Receiving Station in Lincoln.

NBC is responsible for ensuring that the overflows from the 27 CSOs in the Bucklin Point service area comply with federal and State discharge requirements. NBC also owns and maintains 30 miles of interceptors.

## Wastewater Treatment Process

NBC works hard to protect the water quality of Narragansett Bay and its tributaries. NBC's task is to protect public health by taking billions of gallons of dirty water every year and making it clean. This is accomplished by operating 24 hours per day and 365 days per year.

The schematic below shows the state-of-the-art treatment process at the Bucklin Point WWTF.



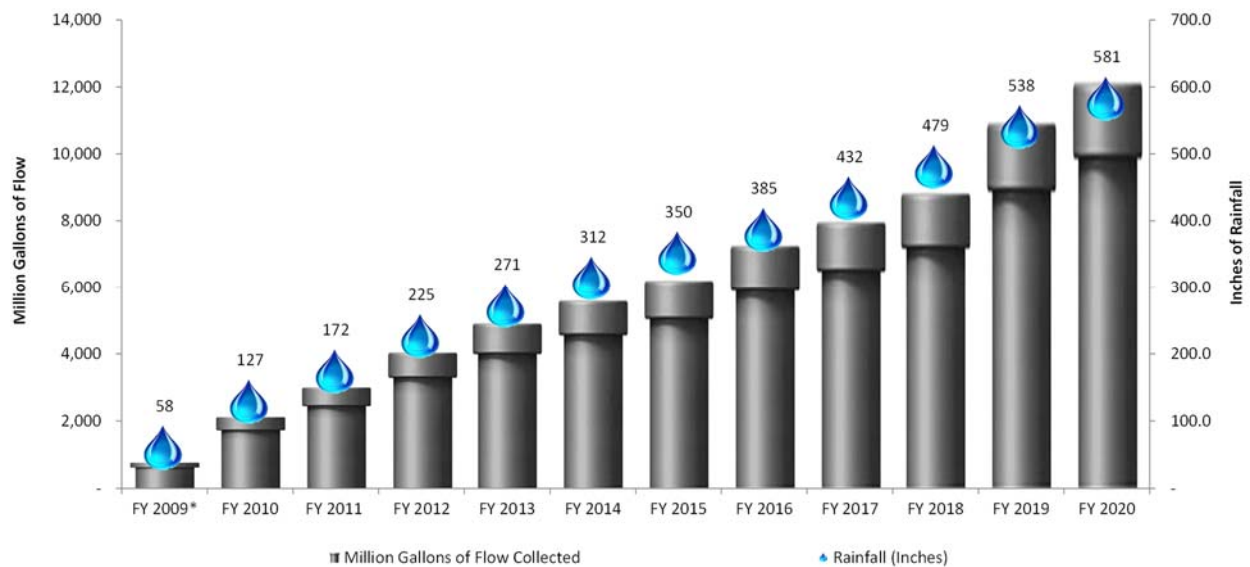
## Combined Sewer Overflow Abatement Program

NBC is under a Consent Agreement with RIDEM to implement a federally mandated CSO Program that will address the Commission’s 65 CSOs in both the Field’s Point and Bucklin Point service areas. The CSO Program will be completed in three phases.

### CSO Phase I Facilities and Tunnel Pump Station

NBC’s CSO Phase I Facilities became operational in FY 2009. The centerpiece of the Phase I facilities is a three-mile long, 250-foot deep tunnel. During periods of significant precipitation, drop shafts transport combined stormwater and wastewater from various locations into the tunnel for storage until the flows can be pumped to the Field’s Point WWTF for safe treatment and discharge. Since its inception, over eleven billion gallons of flow that previously would have overflowed directly into rivers and Narragansett Bay have been stored and treated. The graph below shows the millions of gallons of flow collected and rainfall from FY 2009 to date.

### CSO Phase I Facilities - Collection of Flow



\*Facilities operational in November 2008

### CSO Phase II Facilities

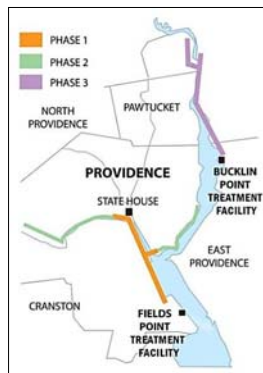
The CSO Phase II Facilities became operational in FY 2015. The most significant components of the Phase II Facilities are two main interceptors in the Field’s Point Service area and a wetlands treatment facility. The Seekonk Interceptor is approximately 7,000 feet along the Seekonk River and the Woonasquatucket Interceptor is approximately 17,200 feet along the Woonasquatucket River. The interceptors convey the flows to the CSO Tunnel constructed in Phase I. Additionally, a wetlands treatment facility was constructed to include a storage tank for small storm flows to be stored until the flow can be pumped into the collection system for treatment and for larger storms treatment is provided by the wetlands.



Photo: WCS01 Gate & Screening Structure



## CSO Phase III Facilities



The CSO Phase III Facilities represent the third and final phase of the federally mandated CSO Abatement Program required as part of a Consent Agreement between NBC and RIDEM. The Program includes four phases, A, B, C, and D, to be completed by 2041. Each phase includes expenditures of \$10.0 million for the construction of Green Stormwater Infrastructure (GSI) to reduce stormwater inflow to the existing CSO system.

Phase III A includes the design and construction of a 11,700-foot-long deep rock tunnel in Pawtucket along the Seekonk and Blackstone Rivers and a pump station to convey flow to the Bucklin Point WWTF in East Providence. Additionally, this phase includes design of the Upper BVI relief, the CSO No. 105 relief sewer, and the CSO No. 206 sewer separation, green stormwater infrastructure and regulator modifications.

The program incorporates facilities to be constructed in each of the four phases. A description of the facilities to be constructed in each of the four phases, as well as the estimated costs and schedules, are included in the Capital Budget CIP section of this document.

## Energy Conservation and Sustainable Energy

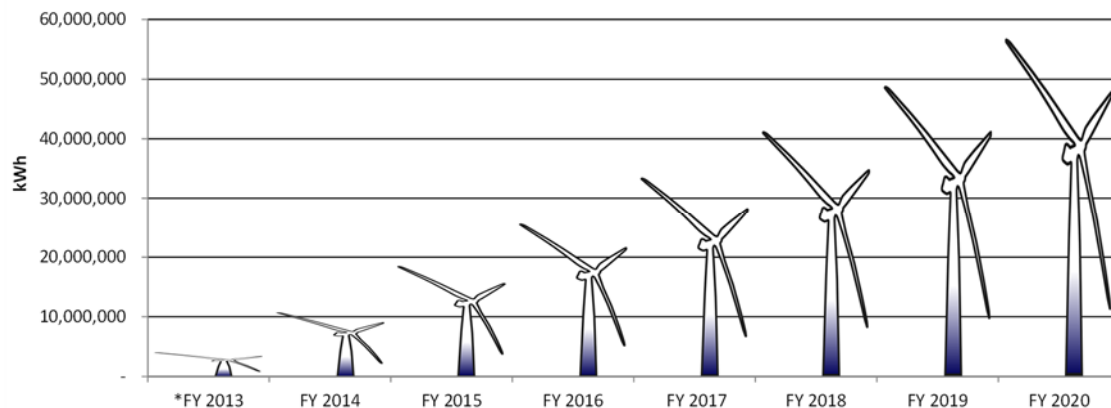
NBC plans to maximize energy efficiency and sustainable resources through its Energy Sustainability program. This program involves the identification and implementation of conservation methods, improved efficiency options and the generation of sustainable energy resources. NBC uses approximately 35.2 million kWh of electricity annually to convey and treat flows. This has presented NBC with an opportunity to mitigate environmental impact through energy conservation measures and the use of sustainable energy resources.



### Field's Point Wind Turbines

In October 2012, NBC began operation of three 1.5 MW wind turbines located at the Field's Point campus. The turbines convert wind energy into electricity which is used on-site to support facility operations. Any excess electricity is net metered to the state's electric grid to offset billable usage. Since they became operational in FY 2013, the wind turbines have generated more than 56.9 million kWh of electricity to date (see graph below), reducing electricity purchases, and generating Renewable Energy Credit (REC) revenue.

**Field's Point Wind Turbine Electricity Production**



\*Facilities operational in October 2012



## NBC's Wind Turbines in Coventry



*Photo: Coventry Wind Turbine 4*

In 2016, NBC purchased three 1.5 MW wind turbines at a remote site located in Coventry, RI. Two of the turbines, Coventry 3 and 4 were purchased in July 2016 and a third turbine, Coventry 1 was purchased in October 2016. The Coventry turbines have generated millions of kWh of clean wind energy which is net metered to the state's electric grid to offset NBC's electricity bills. The Coventry wind turbines also generate RECs which are sold by NBC.

## Bucklin Point Biogas Facility

In 2021, NBC's Biogas Facility at Bucklin Point became operational, subsequent to obtaining all of the required approvals. This facility converts the generated biogas comprised from a mixture of different gases produced by the breakdown of organic matter in the absence of oxygen, produced from sewage, into heat and electricity to support facility operations on-site. The project is also expected to generate RECs which will be sold by NBC.



*Photo: Bucklin Point Biogas Facility*

## Power Purchase Agreement (PPA)

In 2017, NBC executed a Power Purchase Agreement (PPA) for three solar power facilities located at off-site locations. In accordance with the 25-year contract, the electricity generated is net-metered on NBC's electric accounts. NBC will compensate the contractor based on 75% of kWh generated multiplied by the prevailing net metering rate and will retain the remaining 25% of the net metering credits. The projects also generate RECs to be sold by NBC. The two solar facilities are located in North Kingstown, RI and a wind turbine facility in Johnston, RI has been temporarily substituted for the third solar site until permitting issues are resolved.

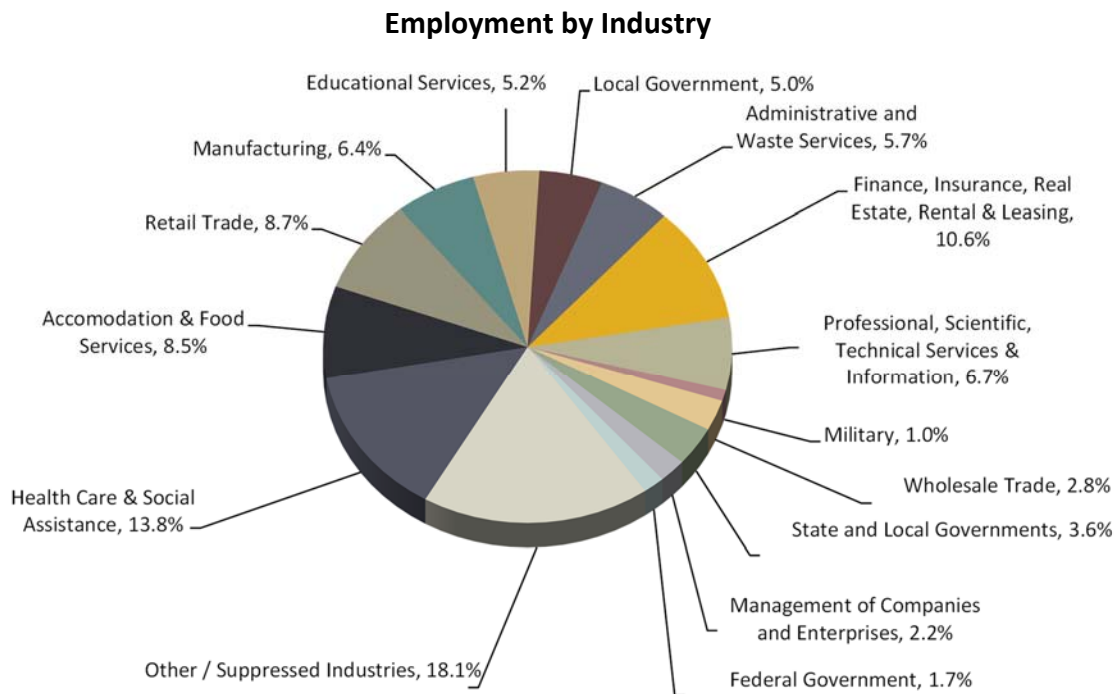


*Photo: NBC's Solar Facilities in North Kingstown, RI*

# Demographics

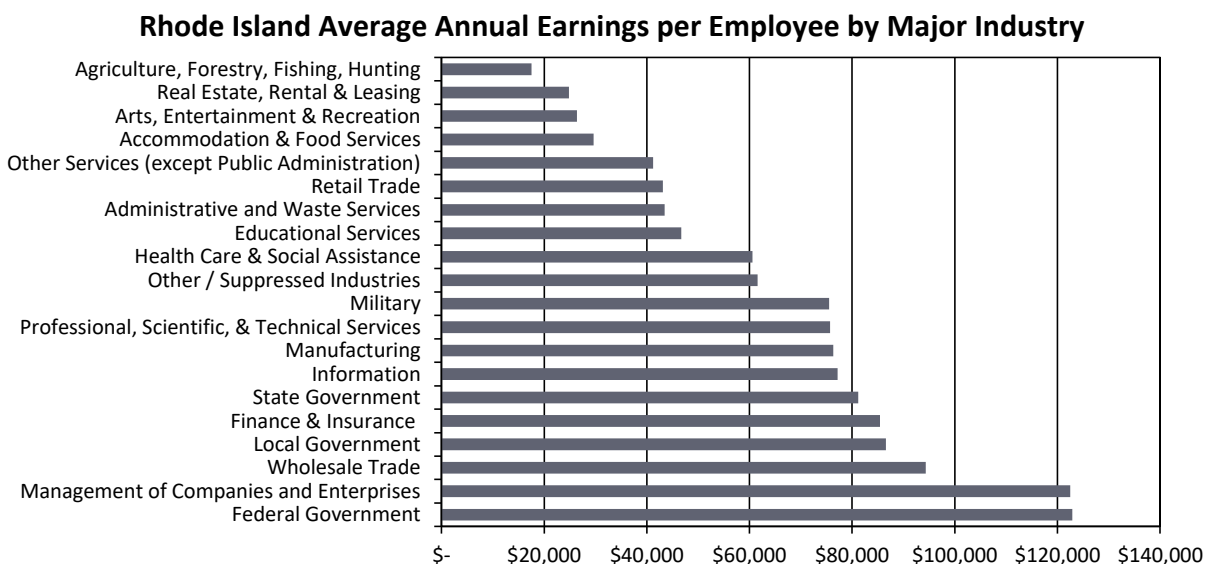
## Rhode Island Economy

According to the Rhode Island Department of Economic Development, the economic base of Rhode Island continues to shift from manufacturing and goods to service industries over the last decade. The chart below shows employment by industry for calendar year 2019.



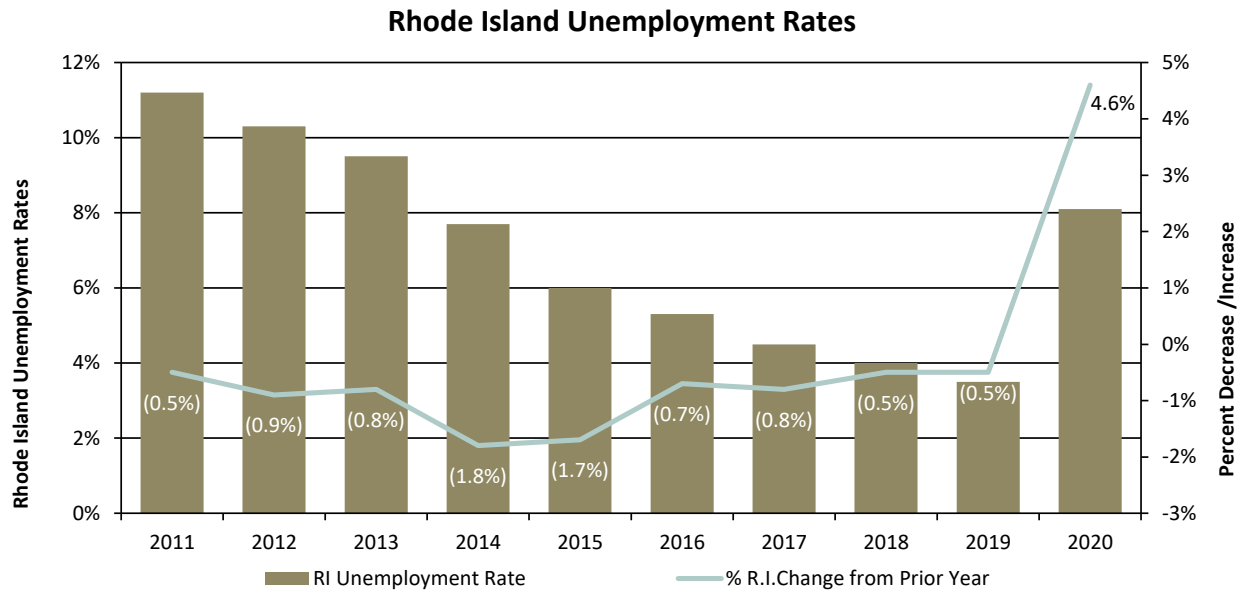
\*Source: United States Regional Economic Analysis Project Industries by State 2019

The chart below illustrates Rhode Island's 2019 average annual earnings per employee in each major industry.



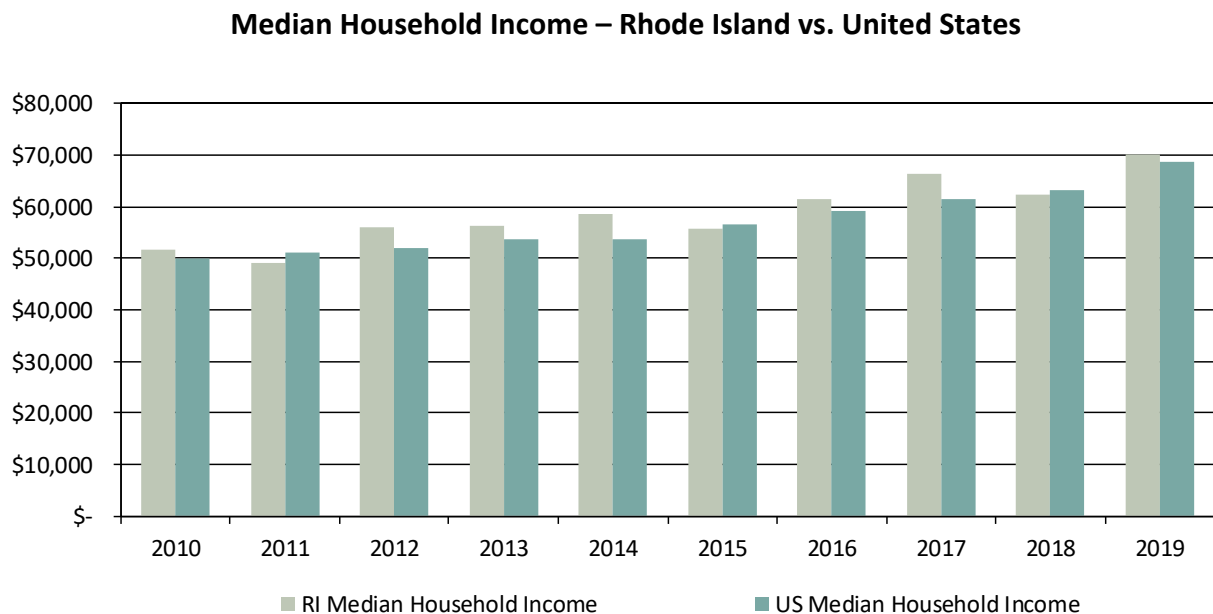
\*Source: RI Department of Labor and Training Labor Market Information 2019

The graph below, compiled from data from the Bureau of Labor Statistics, shows historical unemployment figures over the past ten years for Rhode Island. The Rhode Island unemployment rate decreased each of the past nine years since 2011 but increased by 4.6% from 2019 to 2020. In 2020, the Rhode Island unemployment rate was the highest that it has been since 2013 at 8.1%, likely due to impacts of the COVID-19 pandemic.



\*Source: Bureau of Labor Statistics. RI state-wide Unemployment Rates Seasonally Adjusted.

The graph below shows the median household income in Rhode Island for the years 2010-2019 compared to national statistics. In 2019, the Rhode Island median household income increased by approximately 13% or \$7,885 in 2019 CPI-U-RS (Consumer Price Index Research Series Using Current Methods) adjusted dollars, with median household income of \$70,151. Rhode Island's median household income was above the national level all ten years except 2011, 2015 and 2018 when it dropped below the national level by 4%, 1% and 1% respectively.

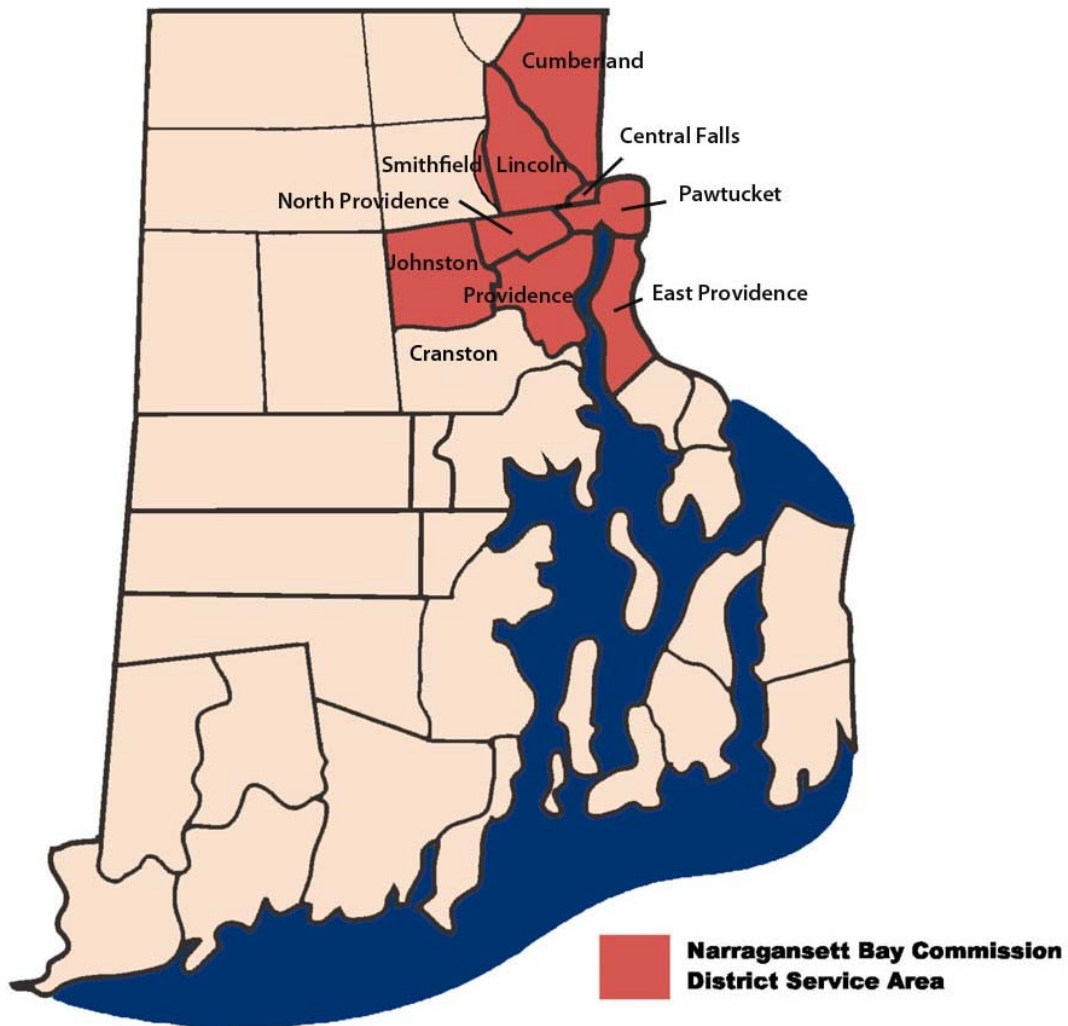


\*Source: United States Census Bureau – Median Household Income by State – 1984-2019

## NBC Service Area

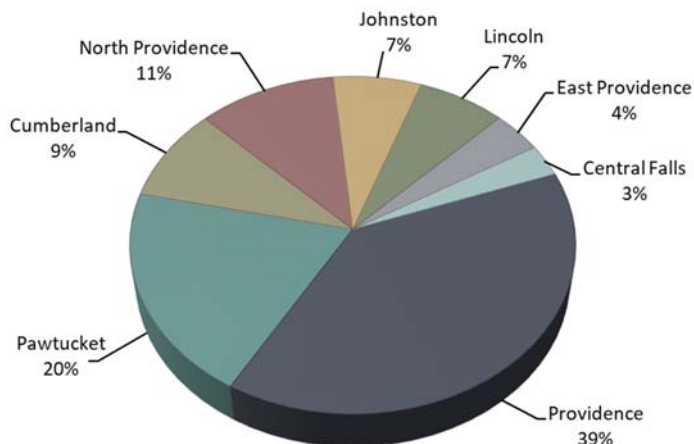
NBC provides reliable, cost-effective wastewater collection and treatment services to over 360,000 residents and approximately 7,700 businesses in the metropolitan Providence and Blackstone Valley areas. These communities include: Providence, North Providence, Johnston, Pawtucket, Central Falls, Cumberland, Lincoln, the northern portion of East Providence and small sections of Cranston and Smithfield. The map below shows NBC's service area.

### NBC Service Area



NBC’s customer base consists of residential and non-residential customer classes, which include commercial and industrial users. Of the eight major communities serviced by NBC, Providence, Pawtucket, Cumberland, and North Providence account for the majority of users with 79% of the accounts. The following chart illustrates the distribution of accounts across the eight communities.

### Percentage of Accounts by Community



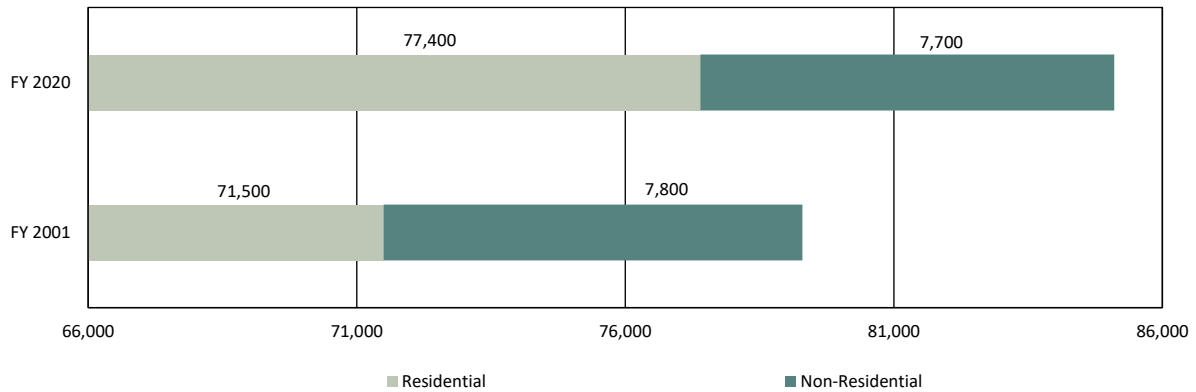
The residential customer class has approximately 77,400 accounts, while the non-residential customer class has approximately 7,700 accounts. The largest NBC customers are primarily service and education providers. The ten largest customers based on FY 2020 billings are also listed in the table below:

Top Ten NBC Customers			
	Customer	FY 2020 Billings	Percentage of Total Annual User Charges
1	Providence Housing Authority	\$ 1,702,819	1.68%
2	Rhode Island Hospital	1,626,719	1.60%
3	Brown University	1,303,943	1.29%
5	Rhode Island Resource Recovery	739,597	0.73%
4	City of Providence	721,372	0.71%
6	City of Pawtucket	683,587	0.67%
7	Providence College	424,151	0.42%
8	Providence School Department	415,130	0.41%
9	State of Rhode Island	388,852	0.38%
10	Johnson & Wales University	370,482	0.37%

Source: NBC’s FY 2020 Audit

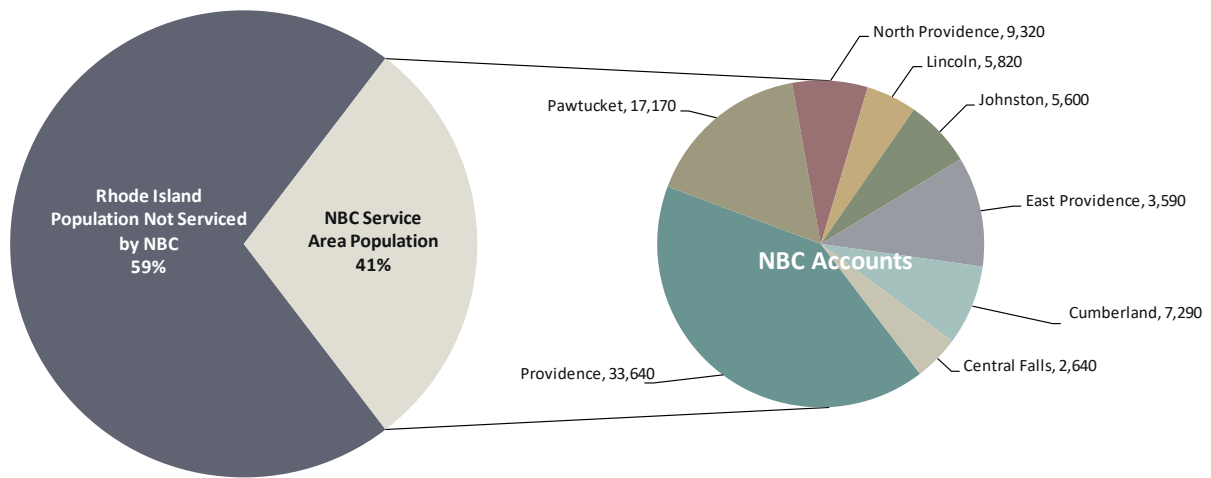
Over the last nineteen years, there has been a 7.3% increase in the number of customer accounts. This is the net effect of a 1.3% decrease in the number of non-residential accounts from approximately 7,800 to 7,700 and an 8.3% increase in the number of residential accounts from approximately 71,500 to 77,400.

### Number of Accounts by Customer Class



### NBC Service Area Population and Statistical Information

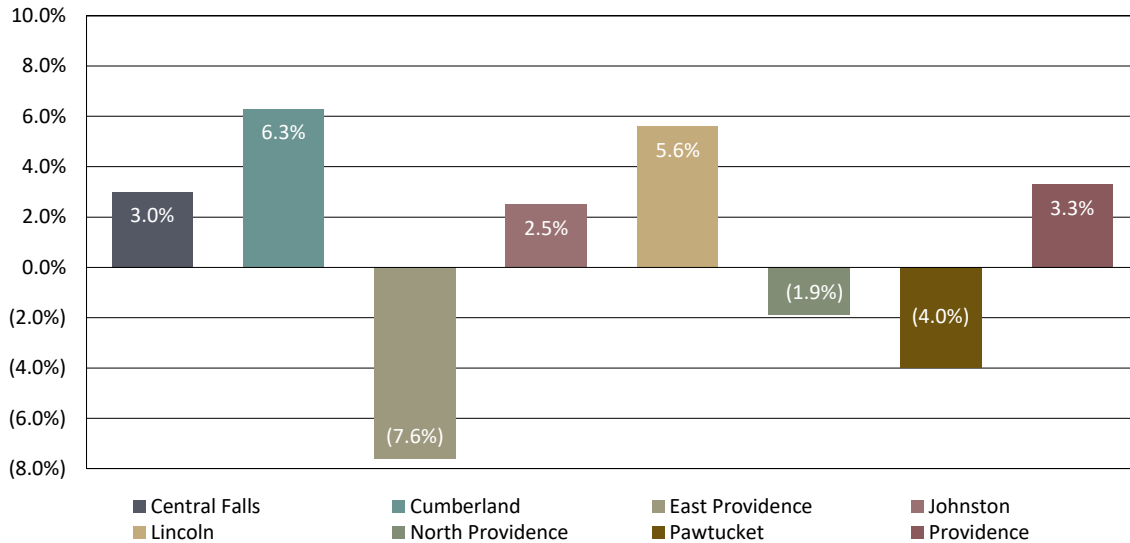
According to the Population Demographics for Rhode Island 2020, the total population of Rhode Island is 1,059,361. The graphs below show that NBC services approximately 41% of the State of RI population and that the majority of NBC’s customers reside in the City of Providence with approximately 33,640 accounts followed by the City of Pawtucket with approximately 17,170 accounts.





The Rhode Island Office of Statewide Planning projects the state population by city and town. The graph below displays the projected population growth for NBC’s service area for the years 2025 to 2040. The most significant percentage increases in population over the fifteen years is projected to be in the towns of Cumberland and Lincoln, in which the populations are projected to grow by 6.3% and 5.6% respectively. The populations of East Providence and Pawtucket are projected to decline by 7.6% and 4.0% respectively over this same period.

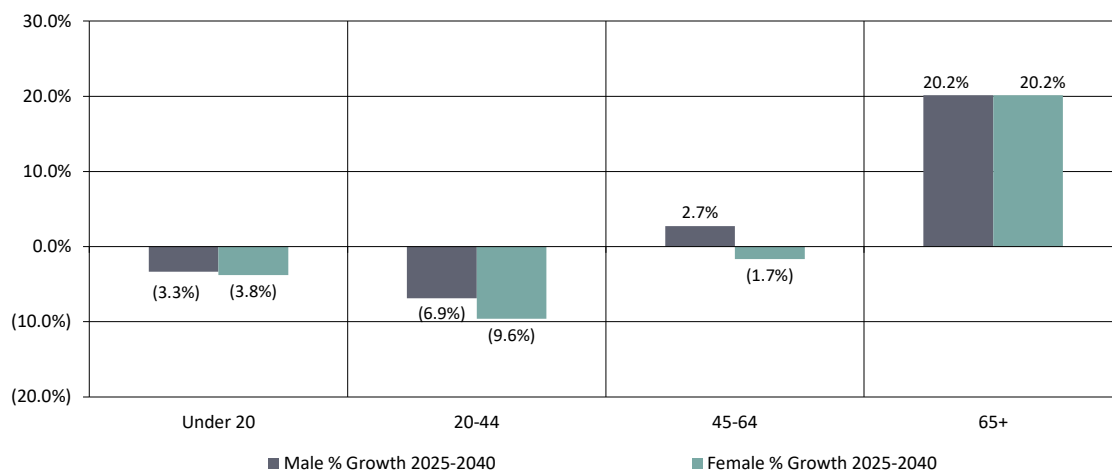
### Projected Population Growth by City/Town 2025-2040



\*Source: Rhode Island Statewide Planning- Population Projections

The graph below illustrates the projected population growth from 2025-2040 in Rhode Island by age group and gender. The population is projected to decrease in the 45-64 age groups for female and in both the male and female populations for both the under 20 and 20-44 age groups. The steepest decline will be among the female population in the 20-44 age groups at 9.6%. The population is projected to increase in the 45-64 age groups for male, and for both male and female in the 65+ age groups. The most significant increase will be for both male and female within the 65+ age group at 20.2%.

### Rhode Island Projected Population Percent Growth by Age Group and Gender 2025-2040



\*Source: Rhode Island Statewide Planning- Population Projections

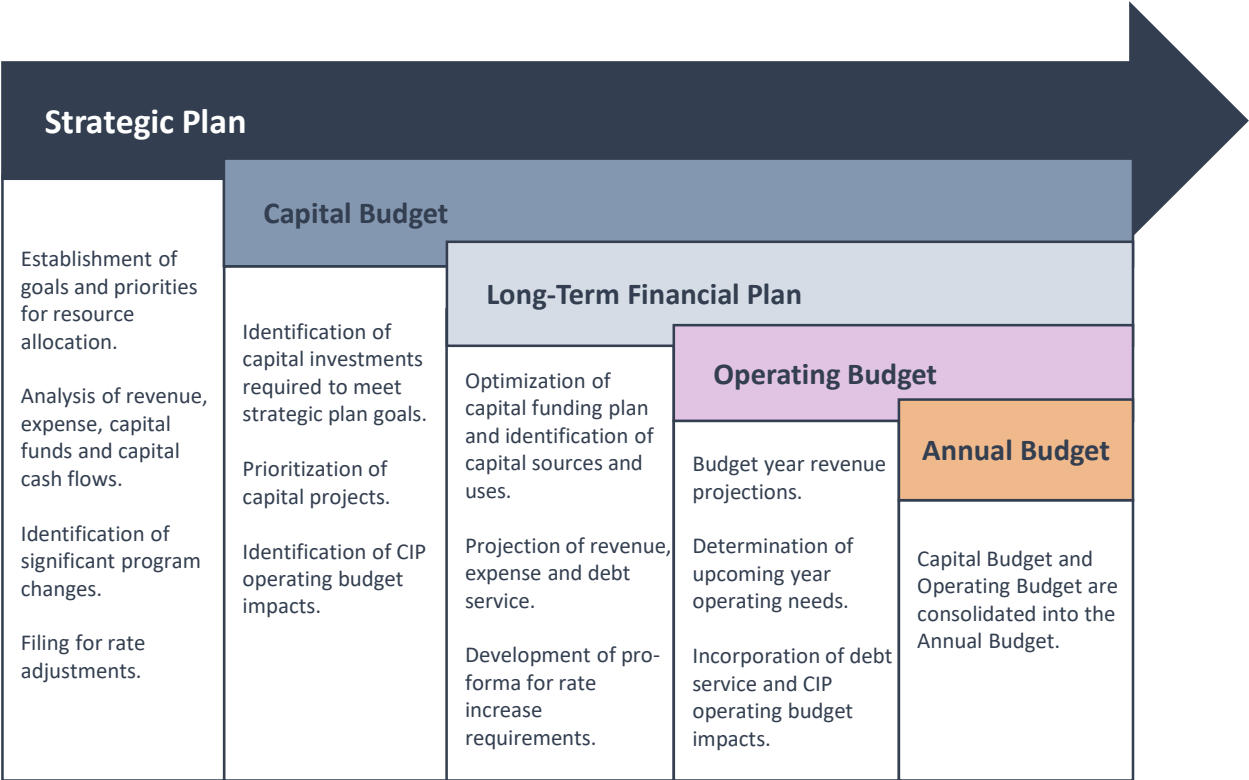
# Budget Process and Policies

## The Budget Process

The development of the Annual Budget is driven by the goals and objectives set forth in the Strategic Plan. Although NBC continuously analyzes its financial and operational needs, the budget cycle begins in July with analysis of revenue, expense, capital funds, and capital cash flows. Finance also seeks to identify any significant program changes that may have financial impact. Based on this information, the need to file for rate relief for the upcoming budget year is evaluated.

The Capital and Operating Budgets are developed on parallel tracks. The Capital Budget must be completed first so that the Long-Term Financial Plan may be updated. The Long-Term Financial Plan is used to determine capital sources and uses as well as debt service based on the Capital Improvement Program (CIP) cash draws. The CIP operating cost impacts are also incorporated into the Long-Term Financial Plan and outputs, including debt service, are incorporated into the Operating Budget. Operating revenue and expense for the budget year are then used to develop the Operating Budget. Once complete, the Capital Budget and the Operating Budget are combined into the Annual Budget.

An overview of the relationship between the planning process and the budget process is shown in the following graphic. Additional information regarding the budget process is provided in the budget calendar later in this section.



## The Strategic Plan and the FY 2022 Budget

This year’s budget was developed using the framework of the assumptions and guidelines discussed on the following pages. The service level objectives and performance levels were developed based upon NBC’s

Strategic Plan prior to the development of budget figures. Once NBC’s priorities were identified on a programmatic basis, program managers identified the resources required to meet these service levels. All programs submitted their budgets and identified variances between the proposed funding levels and the prior year budget. With guidance from the Executive Director, Finance staff assessed short and long-term requirements for each program. The budget was allocated based on these needs and the total resources available. This planning process has resulted in a budget document with an integrated Performance Data section for each program and a greater focus on resource allocation for both operating programs and CIP projects based on NBC’s strategic goals.

NBC’s first Strategic Plan was developed in 2004 with input from the outside stakeholders such as NBC’s Commissioners, Citizen Advisory Committee members, regulatory agencies, and other interest groups, as well as NBC staff. The Strategic Plan is a dynamic document and its content was expanded in 2005, 2006, 2011, 2016, and most recently in 2018. NBC strives to achieve the Strategic Plan Goals to demonstrate its environmental commitment and ensure compliance with current and future regulatory requirements.

## The Strategic Plan and the S.M.A.R.T. Goal Framework

The FY 2022 budget aligns the performance measures to the S.M.A.R.T goal framework of the GFOA. This goal setting framework “ensures the best chance of success for achieving goals” and transitions performance measures to the four types of performance indicators, input, output, efficiency, and outcome. This planning process ensures the allocation of budgeted resources are in line with each Program’s short-term service level objectives or target measures and the long-term strategic goals or Action for Achievement. Finance staff worked with each of the Program Managers to ensure that performance data aligned with the indicators in accordance with this framework as shown below.

<b>SPECIFIC</b>	A specific goal is more likely to be reached because people know precisely what the objective is
<b>MEASURABLE</b>	Establish standards of evidence for gauging progress toward the goal and whether intended benefits are being realized
<b>ATTAINABLE</b>	Goals should have a certain amount of “stretch” in them – achieving the goal should require going beyond current patterns of performance and ways of thinking
<b>RESULT-ORIENTED</b>	The goal should be focused on results that make a real difference to financial position
<b>TIME-LIMITED</b>	The goal should have a clear timeframe for achievement

Actions for Achievement or long-term goals are then linked to each Program’s target measures or short-term goals by one of four types of performance indicators. A unit of measure is then depicted by the Program Manager in order to track the budgeted goal and actual performance for each of the target measures within their section.



The following page shows the Goals of the Strategic Plan with their Action for Achievement by key code.

## Actions for Achievement by Key Code

**Strategic Plan Core Business Goal:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities

**Strategic Plan Environmental Performance Goal:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant, and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Strategic Plan Financial Management Goal:** *Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing, and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Strategic Plan Customer Focus Goal:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Strategic Plan Staffing Goal:** *Attract, develop, and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Strategic Plan Communication Goal:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

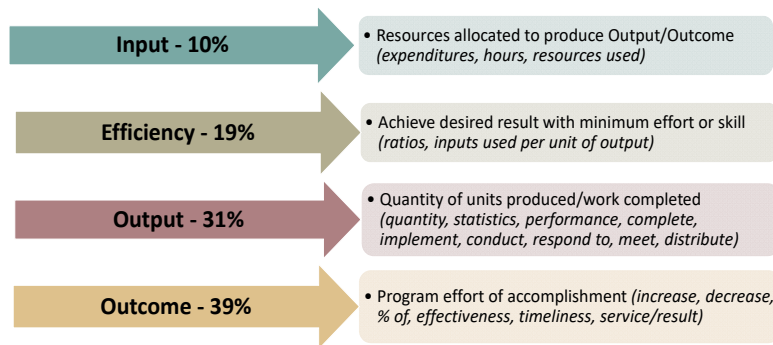
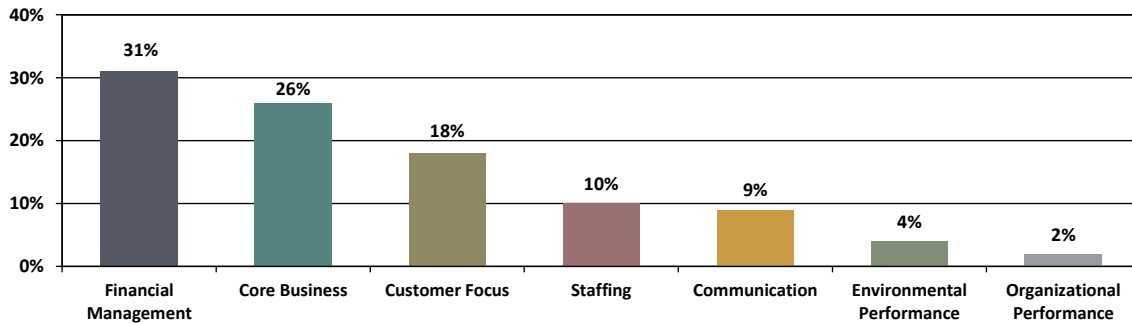
**Strategic Plan Organizational Performance Goal:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## Operating Budget Strategic Plan

Finance and program managers worked to identify and incorporate Actions for Achievement and key target measures into their budgets. The Actions for Achievement are linked to Target Measures and indicate a clear pathway between the long-term and short-term objectives. Program Managers determined that approximately 57% of the Actions for Achievement were aligned to Financial Management and Core Business goals. In addition, 18% of the Actions for Achievement relate to Customer Focus and 10% to Staffing. Each of the objectives and measures were reviewed and approved by the Executive Director. The following graph illustrates the percentage of Actions for Achievement by Strategic Plan Goal.

**Actions for Achievement by Strategic Plan Goal**

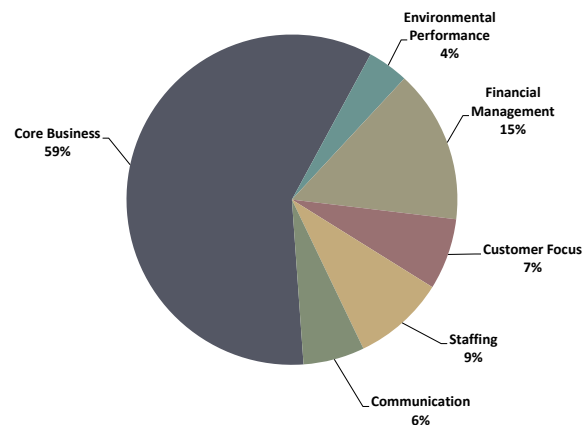


The schematic to the left represents the percentage of the target measures and short-term goals by S.M.A.R.T goal performance indicator for the entire NBC Organization. Of the 238 target measures, the majority or 39% are Outcome or result related whereas 31% of the measures are Output or quantifiable measures. The remaining 29% correlate to resources used or productivity and are either

Efficiency or Input related. Both the Actions for Achievement and the Target Measures are outlined in the Division Summaries section of this document. Each of the Division summaries includes a chart outlining their performance data by performance indicator.

## Fiscal Year 2022 Priorities

Each program included their top priorities for FY 2022 and indicated the corresponding Key Code according to the Strategic Plan Goal. Additional information regarding these priorities is included in the Division Summaries section of this document. The chart to the right shows the percentage of NBC's priorities by Strategic Plan Goal. Of the 68 priorities for FY 2022 for the NBC, 40 or 59% are categorized as Core Business followed by Financial Management at 15% or 10 priorities.

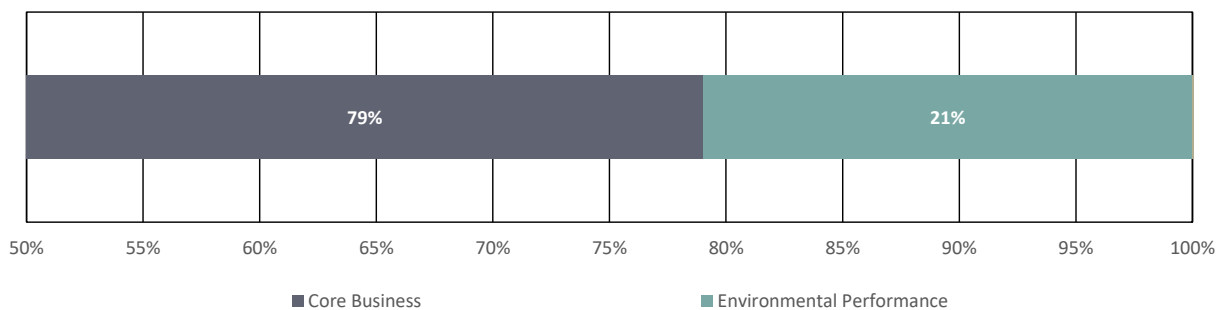


## Capital Budget Strategic Plan

The Strategic Plan is also integrated into the Capital Budget which includes the Operating Capital Program (OCP) and the Capital Improvement Program (CIP). NBC's Strategic Plan ensures NBC's ability to meet water quality objectives set forth by regulatory requirements through achieving short and long-term objectives at a reasonable cost.

Approximately 79% of programmed OCP assets support NBC's Core Business Strategic Plan Goal. These assets include infrastructure, applications, and compliance at \$3.4M. In addition, 21% of assets align with NBC's Environmental Performance Strategic Plan Goal and support sampling and laboratory analysis. The following graph shows the percentage of FY 2022 programmed capital assets by Strategic Plan Goal.

**Percentage of Operating Capital Program Assets by Strategic Plan Goal**



Due to the magnitude of the CIP and NBC's funding constraints, NBC evaluated proposed capital improvements based on strategic value. As part of the CIP development process, NBC identifies one or more Key Codes of the Core Business Strategic Plan Goal that a project will address. The highest percentage or 71%, are aligned with Key Code CB2, to manage the planning, design, and construction of capital improvements. Approximately 48% of the projects are aligned with Key Code CB1, to ensure compliance with State and Federal regulations, permits, consent agreements, certifications as well as NBC rules and regulations, guidelines, and reporting requirements. In addition, 25% of the projects in the CIP are aligned with Key Code CB3, to ensure operation and maintenance of NBC wastewater treatment and collection system. The remaining projects are aligned with Key Code CB5 at 19%, to ensure climate resiliency of NBC's existing and future facilities; and Key Code CB4 at 8%, to ensure continuous operation and the protection of assets through NBC's asset management program.

**Percentage of CIP Projects Aligned to Strategic Plan Core Business Goal**

Percentage	Key Code	Code Description
48%	CB1	Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
71%	CB2	Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
25%	CB3	Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
8%	CB4	Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
19%	CB5	Ensure climate resiliency of NBC's existing and future facilities.



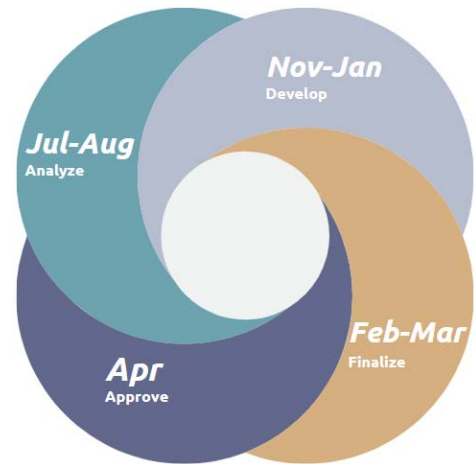
## NBC Budget Calendar

### July-August | Analyze

- Preliminary projections of FY 2022 revenue, expense, and financial obligations.
- Needs are compared to PUC Approved Cost of Service to determine if rate relief may be required.
- Review of updates to the Strategic Plan

### November-January | Develop

- Development of Short and Long-Term Budget Directives
- Operating Budget – Program Managers update mission, overview, and operational responsibilities for their programs. They submit major accomplishments for the prior year and top priorities for the new budget year, along with updates to the performance data.
  - FY 2021 year-to-date expense and FY 2022 projected personnel expense are input into budget workbooks by Finance and are distributed to Program Managers.
  - Finance reviews the performance measure data and sorts it by goal performance indicator of input, output, outcome, and efficiency. Division summary information is drafted and edited.
  - Demographic information is updated and the About NBC section is drafted.
  - The Budget Process and Policies section is updated and supporting schedules are drafted.
- Capital Budget
  - **Operating Capital Program (OCP)** - Program Managers submit their requests for the FY 2022 budget and subsequent five years. The FY 2022 requests include detailed information documenting the need, cost, type, and useful life of the asset. The assets are tied to the strategic goals and assigned a priority ranking.
  - **Capital Improvement Program (CIP)** - Project Managers identify new projects and provide updated information regarding ongoing capital projects including project overviews, cash flows, costs, schedule, and operating expense impact projections.
- Finance staff review the CIP and OCP submittals and prepare summary documents for internal review. The draft OCP plan is reviewed by Division Directors. The CIP information is presented to the CIP Review Committee for review and the assignment of priorities.



### February-March | Finalize

- Capital Budget - The FY 2022 capital sources and uses are determined and the Capital Budget is completed. The Capital Budget is presented to the Board for review and approval in February
- The long-term financial model is updated, and new debt service and CIP operating cost impacts are incorporated into the budget. The Long-Term Financial Plan section of the Budget is drafted.
- Operating Budget - Program Managers submit their detailed FY 2022 proposed budgets, including identification of program and personnel changes. Finance reviews the information and consolidates it into a single document which Program Managers use to make presentations to the Executive Director.
  - Finance drafts budgets for the large operating accounts including utilities, biosolids, and chemicals and prepares the revenue projections. Revenue and expense are adjusted to arrive at a balanced budget.
  - The Operating Budget Revenue and Expense profiles are prepared.
- The Operating Budget and Capital Budget are incorporated into the Annual Budget document and the remaining sections of the Budget are finalized including the Budget Message and the Budget Summary.
- The final Annual Budget document is prepared and printed.

### April | Approve

- The Annual Budget is presented to the Board for approval at the April Board meeting.

# Budget Monitoring and Amendment Procedures

## Operating Budget Monitoring

- Budget accounts are maintained by cost center. Budget transfers are required to prevent any account expense being significantly overrun to ensure overall spending is below budget.
- Finance reviews the budget versus actual report by cost center monthly and ensures budget transfers are completed if required.
- The monthly financial statements including the budget vs. actual report and Operating Capital Program changes are provided to the Board and presented to the Finance Committee.
- Revenue and expense accruals are made at the close of every accounting period in order to reflect the current financial status.

## Operating Budget Amendments

- NBC exercises strong financial management controls to ensure total expense does not exceed the amount approved in the current year's budget. The Program Manager and Division Director submit budget transfers which are reviewed and authorized by Finance staff. In accordance with the Budget Resolution, the transfer requests are then forwarded to the Chief Financial Officer (CFO) for final approval.
- Budget transfers from capital to operating expense are not permitted.
- All budget transfers are reviewed by Finance and tracked on NBC's computerized financial system.

## Operating Capital Program

- All OCP purchases shall be assigned an allocation number by Finance which must be referenced in purchasing documents.
- Program Managers may request reallocation of OCP funds for unanticipated or emergency items.
- Finance and Accounting shall review all OCP reallocation change requests.
- The CFO is authorized to approve changes to the OCP, adjust between line items and between cost centers for the budget year ensuring the total expenditures do not exceed the total amount approved in the budget year.
- All capital asset items are purchased in accordance with NBC's Capital Asset Policy and NBC's Purchasing Rules and Regulations.

## Capital Improvement Program

- The Executive Director (ED) is authorized to expend funds on capital projects for preliminary planning, staff time and other services in order to assess project need, scope and feasibility prior to project review and approval by the Board and inclusion in the CIP.
- Inclusion of a project in the CIP does not constitute Board approval. Once a project has been developed in scope and the basis for capital budget estimated, the ED must acquire Board Authorization to contract expenditures and ancillary costs.
- Finance reviews all Capital Budgets and Purchase Orders to establish funding and confirm authorization. The CFO must approve all CIP Purchase Orders and Amendments.
- The ED may authorize Change Order Requests (CORs) up to a maximum of 5% of the total contract amount. Once the 5% limit is reached, the ED must receive Board approval to raise the limit. In the case of an emergency or safety issue, the ED may exceed the 5% limit without Board approval and will notify the Board. The COR will be discussed at the next Board meeting.
- CIP budgets and expenses are tracked by funding source on NBC's computerized financial system.

# Financial Policies and Procedures

## Basis of Budgeting/Accounting

The accounting policies of NBC conform to Generally Accepted Accounting Principles (GAAP) as applicable to governmental proprietary fund types (enterprise funds). For enterprise funds, the intent of the governing body is that the expense of providing goods and services to the general public on a continuing basis will be financed or recovered through user charges. The financial statements of NBC are prepared using the accrual basis of accounting; however, the budget is adopted on a modified accrual basis of accounting consistent with GAAP. The major difference is how debt service and capital expenditures are reflected.

The NBC prepares its budget on a modified accrual basis. Accordingly, revenue must be both measurable and available for the current period. With respect to expense, there are a few differences between how certain items are treated in the financial statements and the budget. Although capital expenditures are depreciated in the financial statements, they are expensed in the budget. In addition, in the financial statements principal payments are shown as a reduction of a liability but they are budgeted as expense. Lastly, depreciation and bad debt expense are included in the financial statements, but they are not budgeted or expensed. See the table below for a summary of the differences.

	Basis of Accounting	Basis of Budget
	Full Accrual	Modified Accrual
<b>Revenue Recognition</b>	When earned	When measurable and available
<b>Expense Recognition</b>	When liability incurred	When liability incurred
Capital Expenditures	Increase Asset	Budgeted as expense
Depreciation	Expensed	Not Budgeted as expense
Principal Payments	Reduction of liability	Budgeted as expense
Bad Debt	Expensed	Not budgeted as expense

## Fiscal Year

NBC's fiscal year runs from July 1<sup>st</sup> through the following June and is numbered with the calendar year in which it ends. The FY 2022 budget year begins July 1, 2021 and ends June 30, 2022. The prior fiscal year or FY 2021 is the 12-month period that ends June 30, 2021.

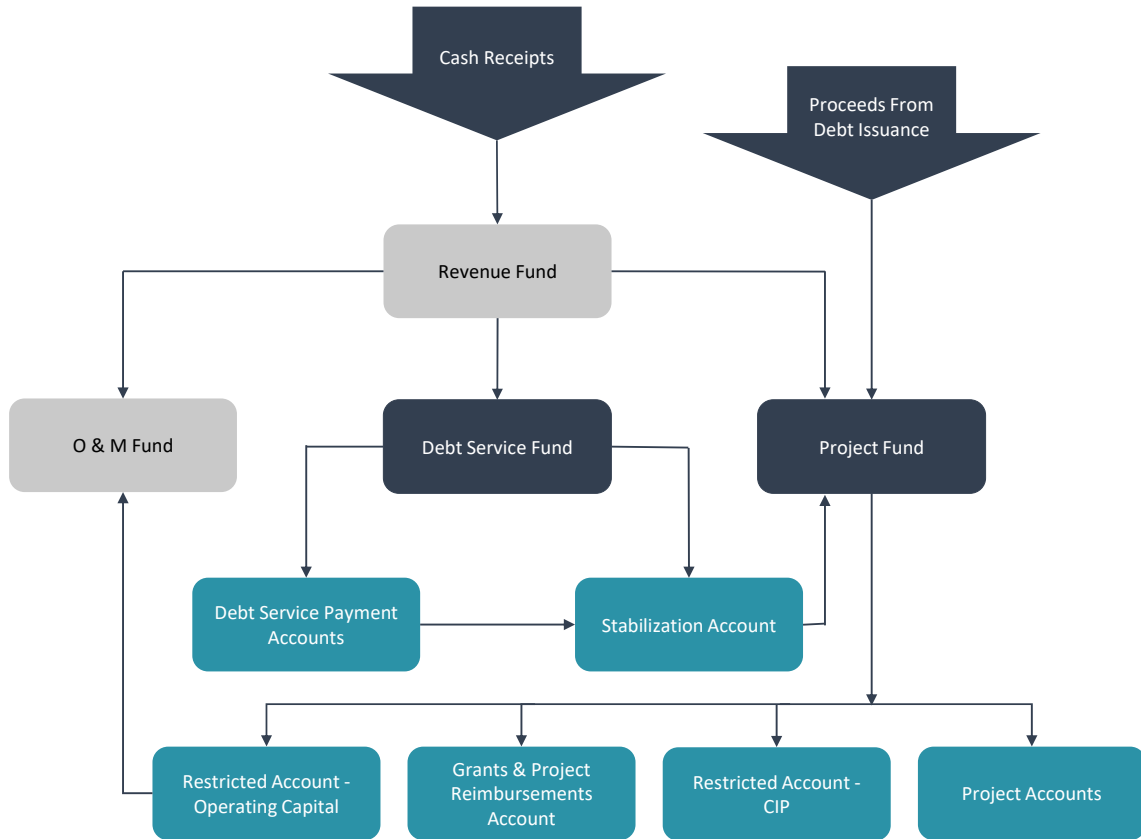
## Trust Indenture

On April 15, 2004, a Trust Indenture was executed by and between NBC and the Trustee providing for the issuance of NBC's revenue bonds pursuant to supplemental indentures thereto. Since that time, NBC has executed 29 Supplemental Indentures and collectively these are referred to as the "Trust Indenture." The 29 Supplemental Indentures are as follows:

Indenture Number	Date	Indenture Number	Date
1	April 15, 2004	16	November 28, 2012
2	December 30, 2004	17	March 21, 2013
3	August 4, 2005	18	June 6, 2013
4	December 15, 2005	19	December 12, 2013
5	December 21, 2006	20	March 6, 2014
6	February 8, 2007	21	October 28, 2014
7	October 15, 2007	22	May 5, 2015
8	December 12, 2007	23	July 30, 2015
9	July 1, 2008	24	June 2, 2016
10	November 1, 2008	25	April 4, 2019
11	October 6, 2009	26	August 27, 2019
12	February 12, 2010	27	March 19, 2020
13	June 24, 2010	28	October 26, 2020
14	March 29, 2011	29	October 26, 2020
15	June 28, 2012		

## Flow of Funds

The following schematic provides a general overview of the flow of cash as directed by the Trust Indenture. This diagram is not intended to be a complete representation of all transfer activity and the Trust Indenture is the governing document for specific questions.



\*Funds highlighted in gray are held by the NBC, all other Funds are held by the Trustee. Teal boxes are accounts.

## Funds

The following is a summary of the funds and their relationships. It should be noted that these are not the legal definitions and are provided for descriptive purposes only.

FUND	USE OF FUND and FUNDING STATUS
<b>Revenue Fund</b>	The Revenue Fund is the initial depository for all NBC user fee receipts and other miscellaneous receipts. These funds are transferred to the other funds as required once a month.
<b>Operation and Maintenance Fund</b>	The Operation and Maintenance (O&M) Fund is used to pay for current operations, administrative, maintenance, ordinary current repairs of NBC's facilities and infrastructure expense.
<b>Debt Service Fund</b>	The Debt Service Fund is designated for the payment of debt service and also includes the Stabilization Account where debt service coverage funds are held.
<b>Project Fund</b>	Funds from the Project Fund are designated to pay for improvements and additions to NBC's capital assets. This includes expenditures related to the Capital Budget for the Capital Improvement Program and Operating Capital Program.
<b>Operating Reserve for Revenue Stability Fund</b>	The Operating Reserve for Revenue Stability Fund may be used when there are insufficient funds in the Revenue Fund to make the monthly transfers to other accounts.
<b>Renewal and Replacement Fund</b>	The Renewal and Replacement Fund is used for the replacement or renewal of capital assets of the wastewater treatment system and related infrastructure when the expense is not covered by the Project Fund. This Fund is not currently permitted by the RIPUC to be funded.
<b>Debt Service Reserve Fund</b>	The Debt Service Reserve Fund is funded if a reserve fund is required as part of a debt issuance and used when there are insufficient funds in the Debt Service Fund to cover debt service. This fund has a \$3.0 M balance for the 2013 Series C Wastewater System Revenue Bond issue that was partially refunded in 2020.
<b>Operation and Maintenance Reserve Fund</b>	The O&M Reserve Fund is designated to pay current operating expense for NBC whenever monies on deposit in the O&M Fund are deemed insufficient. This Fund is currently not currently permitted by the RIPUC to be funded.
<b>Redemption Fund</b>	The Redemption Fund is used for redemption fees, and/or principal and interest on the redemption of bonds. This Fund is not funded except when bonds are redeemed.
<b>Insurance Reserve Fund</b>	The Insurance Reserve Fund is used should NBC determine that it cannot reasonably obtain required insurance. This Fund is not funded as NBC has obtained required insurance policies.
<b>Unrestricted Fund</b>	The Unrestricted Fund is the depository for any cash surplus once all funds and accounts established under the Trust Indenture are funded. These funds may be used for any deficiency in amounts required by other funds. This Fund is not funded.

The Environmental Enforcement Fund (EEF) is within the Revenue Fund and consists of monies recovered through administrative or civil enforcement action and cannot be used for normal operating expense in accordance with chapter 46-25 of the Rhode Island General Laws. Amounts in the EEF fund are insignificant and therefore the Fund is not included in the annual budget.

## Trust Transfers

The Trust Indenture establishes the flow of funds and all revenue, with minor exceptions, must be deposited into the Revenue Fund. On the third day prior to the last business day of each calendar month, the NBC must apply amounts from the Revenue Fund for certain purposes in a specific order as described below.

The first such amount applied is the transfer from the Revenue Fund and deposited into the Operation and Maintenance Account in the Operation and Maintenance Fund. NBC has calculated the FY 2022 monthly transfers for operating expense in accordance with Section 608 of the Trust Indenture. The transfer amounts are based on the actual operating expense in FY 2021 multiplied by the percentage increase in the FY 2022 budget. In accordance with Section 504(2) the following amounts shall be transferred from the Revenue Fund to the Operation and Maintenance Fund on the third day prior to the last business day of each calendar month set forth as follows:

Monthly transfers from the Revenue Fund to the Operations and Maintenance Fund		
Month		Amount
Jul 27, 2021	\$	4,425,767
Aug 27, 2021		3,433,783
Sep 27, 2021		3,598,217
Oct 26, 2021		3,999,082
Nov 26, 2021		3,806,597
Dec 28, 2021		3,694,396
Jan 28, 2022		3,444,553
Feb 25, 2022		3,983,413
Mar 28, 2022		4,629,712
Apr 26, 2022		4,629,712
May 27, 2022		4,629,712
Jun 27, 2022		4,629,712
<b>Total</b>	<b>\$</b>	<b>48,904,654</b>

In addition, each month, the NBC must transfer amounts from the Revenue Fund to Accounts held by the Trustee in the Debt Service Fund. The amounts below are the 1/6 of the interest payment due each six months and 1/12 of the principal. In addition, if there is sufficient cash in the Revenue Fund, NBC will deposit a percentage of receipts into the Stabilization Account. This percentage is calculated based on RIPUC restrictions of receipts for debt service. The funds in the Stabilization Account subsequent to fiscal year end that are not needed to fund the Debt Service Payment Accounts are transferred to the Restricted Accounts in the Project Fund and are used to fund the Capital Budget.

Monthly transfers from the Revenue Fund to the Debt Service Fund		
Month	Debt Service Payment Account	2008 A Debt Service Payment Account
Jul 27, 2021	\$ 3,360,881.35	\$107,754.04
Aug 27, 2021	3,360,881.35	107,754.04
Sep 27, 2021	3,245,946.62	191,087.38
Oct 26, 2021	3,245,946.62	191,087.38
Nov 26, 2021	3,245,946.62	191,087.38
Dec 28, 2021	3,245,946.62	191,087.38
Jan 28, 2022	3,245,946.62	191,087.38
Feb 25, 2022	3,245,946.62	191,087.38
Mar 28, 2022	3,245,946.62	191,087.38
Apr 26, 2022	3,245,946.62	191,087.38
May 27, 2022	3,245,946.62	191,087.38
Jun 27, 2022	3,245,946.62	191,087.38
<b>Total</b>	<b>\$ 39,181,228.87</b>	<b>\$ 2,126,381.83</b>



## Long-Range Planning

NBC’s financial policies guide the financial management and planning process of NBC. These policies encourage NBC to take a long-term, agency-wide approach to financial planning and incorporate various regulatory and legislative requirements. The Strategic Plan is periodically updated to ensure NBC meets current and future regulatory requirements at a reasonable cost.

NBC uses a Long-Term Financial Plan to assess the impacts of current and future operating and capital requirements. The plan is used to develop and support financing strategies that will provide stability, continuity and minimize ratepayer impact.

Each year, NBC shall update the multi-year Capital Budget for the current budget year and five subsequent fiscal years.

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
Review the Strategic Plan	Annually	Annually
Update Long-Term Financial Plan	Annually	Annually
Prepare multi-year Capital Budget	3/31/21	1/31/22
Update Capital Cash Draws	2 times	2 times

## Revenue, Rates and Charges\*

NBC estimates revenue conservatively based on historical data and trends, rate changes, and other factors. In addition, NBC annually updates a long-term financial plan (Plan) to project changes in user rates and the rate base, CIP impacts, capital funding and future needs. The Plan includes a constraint that net revenue (gross revenue less operating expense) is at least equal to 125% of the annual debt service and that rates and charges are adequate to meet the rate covenants as set forth in the Trust Indenture. Other revenue objectives include:

- NBC shall maintain a revenue recovery system that is fair and equitable
- NBC shall file for rate relief in a timely manner to ensure the adequacy of rates and charges
- Potential new revenue sources shall be reviewed annually
- Fees and charges shall be established to recover operating and/or capital costs if possible

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
File with PUC to maintain sufficient operating and capital funding	9/30/2020	No Filing
Trust Indenture Section 603(3) Compliance-Covenant as to Rates and Charges	12/31/2020	12/31/2021
Trust Indenture Section 603(2) Compliance – Debt Service Coverage	7/1/2020	7/1/2021
Prepare Annual State of RI Sewer User Fee Survey	Yes	Yes

*\*see also Long-Range Planning*

## Expense\*

NBC budgets expense conservatively to ensure that there are sufficient resources to operate NBC’s facilities safely and effectively. This involves the use of historical data and trends for the large operating accounts to estimate quantities and pricing as well as the incorporation of known process changes identified by operations and expense impacts of CIP projects.

NBC shall seek to lock-in the electricity and natural gas supply rates for the entire budget year and shall closely monitor the renewable energy portfolio.

Changes in the number of FTE's must be recommended by the Executive Director with benefits and compensation in conformance with union contracts. Key short-term guidelines are established annually as part of the budget process.

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
Complete Monthly Analysis of Large Operating Accounts	12	12
Prepare Monthly Budget Variance Analysis	12	12
Negotiation of Collective Bargaining Agreements	1	1
Manage benefit renewals	100%	100%
Monthly analysis of Renewable Energy Portfolio	12	12

*\*see also Long-Range Planning*

## Auditing, Accounting and Financial Statements

NBC will prepare financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB) and will prepare its Comprehensive Annual Financial Report in accordance with GFOA's standards for Excellence in Reporting. NBC shall also ensure the timely completion of the Single Audit (if applicable) and Non-Union Defined Benefit Plan audit each fiscal year.

NBC will issue timely and accurate monthly financial statements so that information is available to management and the public.

Restricted Account reporting required by the RIPUC shall be completed in a timely manner.

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting	19 Years	20 Years
Complete audit by September 30 <sup>th</sup>	9/30/2020	9/30/2021
Complete audit with clean opinion and no management letter	Yes	Yes
Complete single audit by March 21 <sup>st</sup>	3/21/2021	3/31/2022
Prepare monthly financial statements within five business days of month-end	≤5	≤5
Prepare the restricted account reporting within 25 days of month-end	≤25 days	≤25 days
Submit the monthly financial report to Executive within 15 days of month-end	11	11
Quarterly posting of financial statements on website within 15 days	4	4
Implement GASB pronouncements that apply to NBC	100%	100%
Submit restricted account reporting to RIPUC	4	4

## Budget

- NBC shall prepare its annual budget in accordance with the GFOA Distinguished Budget Presentation Award criteria, incorporating comments received from GFOA reviewers into the subsequent budget
- NBC shall prepare a balanced budget in which total revenue and source of funds equals the total expense and use of funds
- NBC will allocate resources to support the goals and objectives set forth in the Strategic Plan
- NBC will budget annual debt service based on the known costs for all fixed rate transactions. For variable rate debt, NBC shall budget based on the fixed principal amortization amounts, an assumed interest rate based on a historical average or other method consistent with industry standards, plus remarketing, letter of credit, or other applicable fees. Budgeted debt service shall also include projected new debt service for programmed bond issues at an assumed interest rate and principal amortization schedule.
- Operating budget transfers and OCP changes are reported to the Finance Committee monthly

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
Develop and administer a high-quality Annual Budget	1	1
Receive GFOA Distinguished Budget Presentation Award	19 Years	20 Years
Process 100% of budget transfers 5 days prior to month end	100%	100%
Report budget transfers and OCP changes to Finance Committee	12	12

## Debt

### General

The Narragansett Bay Commission is authorized to issue bonds, notes, and other revenue obligations pursuant to R.I.G.L. 46-25. NBC debt obligations will be issued in compliance with all applicable state and federal laws. All debt issuances shall be presented to NBC's Board of Commissioners (Board) for review and approval. The NBC shall:

1. Ensure sufficient financing is available to fund the Capital Improvement Program
2. Maintain a strong credit rating and provide information to the public to ensure continued access to the capital markets
3. Investigate and evaluate new funding options and strategies to mitigate ratepayer impact
4. Achieve the lowest cost of borrowing while minimizing the risk of market changes

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
Credit Rating with S&P Global	AA-	AA-
Credit Rating with Kroll Bond Rating Agency (WIFIA Loans only)	AA	AA
Submit audited annual financial statements and the Comprehensive Annual Financial Report to S&P Global	11/20/20	11/20/21
Post the audited financial statements and the Comprehensive Annual Financial Report on Narrabay.com	10/15/20	10/15/21

### Planning\*

NBC will at least annually, or more frequently if needed, update the long-term financial plan to determine the optimum financing strategy that takes into consideration the CIP, cash flows, market conditions, funding sources, tax constraints, debt service coverage, and ratepayer impact, and other relevant items. The long-term financial plan shall be used as the basis for the financing strategy including the timing, amount, and type of debt issuance.

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
Update Long-Term Financial Plan Annually	Annually	Annually

*\*see also Long-Range Planning*

### Debt Issuance Strategy

The Chief Financial Officer (CFO), in conjunction with NBC's Municipal Advisor (MA), will evaluate the options generated in the plan and make recommendations to the Executive Director and the Chairman. Based upon the review and approval of the Executive Director and the Chairman, the CFO and the MA will perform additional analysis and research market conditions and other factors. Bond Counsel review and advice will also be included as part of the evaluation. Once the type of issuance and a not-to-exceed debt issuance amount has been determined, an authorizing resolution shall be presented to NBC's Board for review and approval.

### Long-Term Debt Issuance

1. NBC shall consider ratepayer impact as part of the debt structuring process as well as market conditions. NBC's least cost of financing may change from time to time. NBC's current permanent financing options include:
  - a) The United Environmental Protection Agency (USEPA) Water Infrastructure Finance and Innovation Act (WIFIA) program
  - b) Subsidized loans from the Rhode Island Infrastructure Bank (RIIB)
  - c) Tax-exempt or taxable revenue bonds
  - d) Fixed or variable rate revenue bonds
2. Principal maturities for long-term debt are not to exceed the useful life of the assets financed through the bond issue.
3. In general, tax-exempt debt will include a call provision for maturities longer than 10 years. Taxable debt may include a make-whole call provision.

4. The CFO and the MA shall make a recommendation to the Executive Director and the Chairman whether the issuance will be competitively bid or negotiated. NBC may also choose a direct placement through a competitive process administered by its MA if it is determined to be in NBC's best interest. The method of issuance may be modified from time to time as NBC's needs change, new or modified financial market methods emerge, or if a lower effective market interest cost is expected to result.
5. NBC shall consider the use of credit enhancements to the extent that anticipated present value savings exceed the cost of the enhancement.
6. NBC shall consider the issuance of "Green Bonds" to the extent that the anticipated interest rate savings exceed the additional administrative compliance monitoring burdens.
7. NBC may issue variable rate debt subject to a thorough analysis and evaluation of savings and risks. Outstanding long-term maturity variable rate bonds are not to exceed a sum equal to 25% of total long-term fixed rate debt except for the inaugural issue.

**Refunding Transactions**

The CFO and MA shall monitor NBC's debt portfolio to take advantage of refunding opportunities that may generate sufficient savings. Advance refunding (If permitted by law) criteria guidelines include:

1. Overall net present value savings over 4% shall be considered.
2. Individual maturities with net present value savings in excess of 3%. However, a net present value savings threshold could be lower for current refundings.
3. Escrow efficiency (as determined by dividing the net present value savings by the negative arbitrage plus net present value savings) on the escrow should be greater than 60%.

An authorizing resolution for any refunding transaction shall be presented to NBC's Board for review and approval.

**Defeasance**

Subject to Board authorization, if it is determined to be in NBC's best interest to enhance coverage and mitigate the need for rate relief, NBC may elect to defease certain bonds if sufficient resources are available.

**Short-Term Borrowings**

Subject to Board authorization, NBC may issue short-term debt to meet cash flow needs for the capital program in anticipation of a bond issue or to meet temporary operating cash flow needs.

**Bond Compliance\***

NBC shall ensure compliance with the Bond Authorizing Resolution including the Trust Indenture and Supplemental Indentures. Compliance includes but is not limited to:

1. Compliance with the flow of funds including the funding of the debt service payment accounts and monthly certifications to the Trustee.
2. Compliance with rate covenants.
3. Compliance with the Additional Bonds Test.
4. Filing of all annual certifications and reporting to the Trustee.

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
Submit Section 603(4) and Section 610 CPA Certificate to Trustee within 180 days FYE	12/31/2020	12/31/2021
Submit Section 603(4) Certificate of No Default to Trustee within 180 days FYE	12/31/2020	12/31/2021
Submit Section 606(5) Insurance Certificate to Trustee every three years	6/30/2021	N/A
Submit Section 609(3) CIP Evaluation to Trustee every three years	6/30/2021	N/A
Complete Section 603(3) Compliance-Covenant as to Rates and Charges	12/31/2020	12/31/2021
Submittal of Annual Budget to Trustee per Section 608(1)	6/30/21	6/30/22
Submittal of CIP to Trustee per Section 609(1)	6/30/21	6/30/22
Submit Certification of Monthly Trust Transfers in accordance with Section 504(2)	12	12

Complete Monthly cash transfers in accordance with Section 504(2)	12	12
Reimburse the Operations and Maintenance (O&M) Fund for OCP Purchases	100%	100%
Reimburse the O&M Fund for non-O&M Fund Expenses	12	12
Prepare the restricted account reporting within 25 days of month-end	≤25 days	≤25 days
Completion of Additional Bonds Test prior to debt issuance	100%	100%

*\*see also Revenue, Rates and Charges, Auditing, Accounting and Financial Statements, and Cash Management*

### **Other Contractual Agreements\***

NBC will comply with all of the terms and conditions as set forth in other debt issuance related agreements such as WIFIA loan agreements, RIIB loan agreements, Direct Purchase Agreements, Letters of Credit, etc.

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
Section 603(4) and Section 610 CPA Certificate to USEPA same date as to Trustee	12/31/2020	12/31/2021
Section 603(4) Certificate of No Default to USEPA same date as EMMA	12/31/2020	12/31/2021
Comprehensive Annual Financial Report Posting		
Submittal of Quarterly Construction Progress Reports to USEPA	4	4
Submittal of Annual Budget to USEPA within 15 days of adoption	4/15/21	4/15/22

*\*see also Revenue, Rates and Charges, and Auditing, Accounting and Financial Statements*

### **Continuing Disclosure\***

NBC shall ensure compliance with the Continuing Disclosure Agreements (Agreements) executed upon the issuance of public debt in accordance with SEC Rule 15c2-12. As set forth in the Agreements, NBC shall provide the Comprehensive Annual Financial Report and annual operating information to the Dissemination Agent for posting on EMMA within the time limits set forth in the Agreements. Notice of the occurrence of certain material events as listed in the Agreements shall be filed within 10 business days of such occurrence. In accordance with the WIFIA Agreements, a link to the EMMA posting shall be e-mailed to the WIFIA compliance team on the same date that the posting is made on EMMA.

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
Posting of audited financial statements and the Comprehensive Annual Financial Report on EMMA	12/31/2020	12/31/2021
Posting of Annual Operating Data on EMMA	3/30/2021	12/31/2021
Same day notification to WIFIA portfolio of EMMA posting	100%	100%
Posting of Significant Events on EMMA within 10 days of Occurrence	<10 Days	<10 Days
Submittal of audited financial statements and the Comprehensive Annual Financial Report to RIIB	12/31/2020	12/31/2021
Submittal of Annual Operating Data to RIIB	12/31/2020	12/31/2021

*\*see also Auditing, Accounting and Financial Statements*

### **Tax-Exempt Compliance**

NBC will comply with all relevant federal tax law provisions including but not limited to spend-down expectations, arbitrage requirements, limitations on private use of tax-exempt bond financed facilities and recordkeeping requirements. NBC will take all appropriate actions to preserve the tax-exempt status of interest paid on its tax-exempt debt obligations to investors. NBC shall use the procedures set forth in the Post-Issuance Compliance Guide Regarding Use of Tax-Exempt Bond Financed Property and Proceeds to ensure compliance.

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
Completion of post-issuance tax compliance certificates	Annually	Annually
Ensure compliance with private-use restrictions	100%	100%
Proper storage of all documents related to tax-exempt bond issues	100%	100%
Timely submittal of information for determination of arbitrage liability	12	12
Tax Due Diligence Questionnaire Completion Prior to Issuance	100%	100%

### **Budgeting Debt Service**

NBC will budget annual debt service based on the known costs for all fixed rate transactions. For variable rate debt, NBC shall budget based on the fixed principal amortization amounts, an assumed interest rate based on a historical average or other method consistent with industry standards, plus remarketing, letter of credit, or

other applicable fees. Budgeted debt service shall also include projected new debt service for programmed bond issues at an assumed interest rate and principal amortization schedule.

## Cash Management

NBC employs practices that serve to strengthen NBC’s cash position, enhance collections, as well as efficiently and safely disburse funds. NBC will ensure compliance with restrictions on the Restricted Accounts in the Project Fund as set forth by the PUC and the Trust Indenture as well as with the flow of funds as set forth in the Trust Indenture.

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
Prepare monthly financial statements with five business days of month-end	≤ 5 Days	≤ 5 Days
Prepare trust transfers 3 days prior to the last business day of month-end	4 <sup>th</sup> Day	4 <sup>th</sup> Day
Perform monthly fund reconciliation with 25 days after month-end	≤ 25 Days	≤ 25 Days

The “prudent investor” standard shall be applied to the investment of financial assets. Investments shall comply with all legal requirements, preserve the value and safety of capital, maximize earnings and minimize risk, and shall be diversified to minimize the risk of loss that may occur due to concentration in a specific maturity, a specific issuer or a specific class of securities.

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
Evaluate any new investments to ensure they are Permitted Investments	100%	100%
Monitor Bank Deposit Collateralization Reports	N/A	Monthly

## Capital Expenditures (Capital Assets)

- Expense related to the Operating Capital Program (OCP) assets and the Capital Improvement Program projects (CIP).
- Capital expenditures shall be classified and recorded in accordance with GAAP. Capital expenditures are defined as assets with costs greater than \$5,000 and a minimum useful life of three years. Purchased assets shall be based on vendor invoicing and other supporting documentation.
  - OCP expenditures are defined as assets that are purchased on an annual basis and/or replaced as needed and includes new purchases, replacements, renovations, and betterments.
    - New asset purchases
    - Materially increase the value of the property
    - Put the property in a materially better operating condition
    - Restore the property to a “like new” condition
    - Materially extend or prolong the useful life of the property
    - Adapt the property to a new or different use
  - CIP expenditures are defined as significant constructed assets and includes all direct costs (including labor) associated with the construction project.
    - Planning, Design and Construction of new facilities
    - Rehabilitation of existing infrastructure
    - Replacement of existing infrastructure
    - Energy efficiency and sustainability projects
- NBC shall prepare its capital budget in accordance with the capital asset policy
- Each year, NBC shall update the multi-year Capital Budget for the current budget year and five subsequent fiscal years

Measure of Compliance	FY 2021 Goal	FY 2022 Goal
Develop and administer a Capital Budget	6/30/2021	1/31/2022
Review and revise the capital cash flow projected draw at least 2 times per year	2 Updates	2 Updates
Report budget transfers and OCP changes to Finance Committee	12	12





# Budget Summary

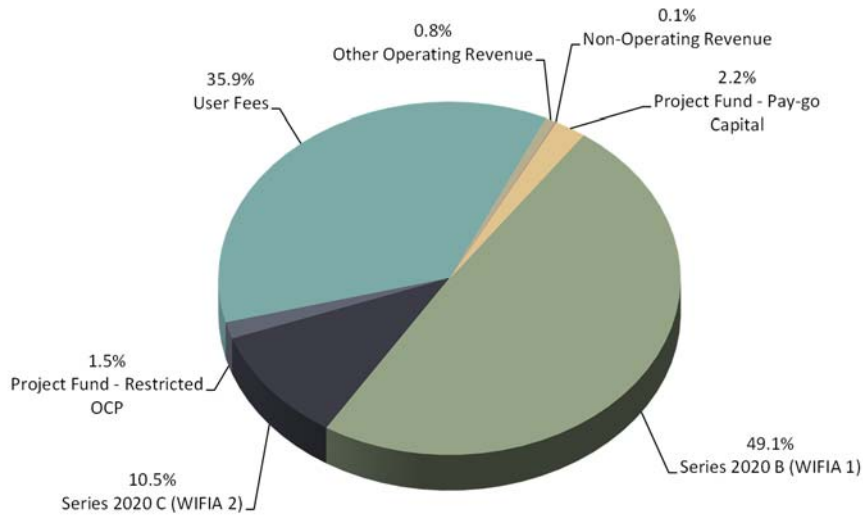
The FY 2022 Budget is \$285.6 million or \$124.9 million more than the prior year. The most significant change is in the increase in the Capital Budget related to the construction of the CSO Phase III A Facilities.

## Budget Summary

Revenue and Source of Funds	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference
<b>Operating Revenue</b>				
User Fees	\$ 101,208,246	\$ 101,851,912	\$ 102,476,288	\$ 624,376
Pretreatment Fees	61,354	65,000	80,000	15,000
Septage Fees	342,994	330,000	354,000	24,000
Connection Permit Fees	335,431	346,000	390,000	44,000
Late Fees	837,184	900,000	450,000	(450,000)
Customer Service Fees	182,474	190,000	200,000	10,000
Renewable Energy Credits	579,679	577,000	694,837	117,837
<i>Total Operating Revenue</i>	103,547,362	104,259,912	104,645,125	385,213
<b>Non Operating Revenue</b>				
Investment Income	205,334	243,000	100,000	(143,000)
Miscellaneous	136,971	146,000	91,000	(55,000)
<i>Total Non Operating Revenue</i>	342,305	389,000	191,000	(198,000)
<b>Sources of Capital Funds</b>				
Project Fund - Restricted OCP	2,280,520	3,863,000	4,327,000	464,000
Project Fund - Pay-go Capital	16,899,481	400,000	6,333,000	5,933,000
Refunding Revenue Bonds Series 2020 A	1,090,814	-	-	-
RIIB Loan Proceeds	31,809,901	3,500,000	-	(3,500,000)
Series 2020 B (WIFIA 1)	-	30,318,957	140,137,000	109,818,043
Series 2020 C (WIFIA 2)	-	18,030,668	30,008,000	11,977,332
<i>Total Sources of Capital Funds</i>	52,080,715	56,112,625	180,805,000	124,692,375
<b>Total Revenue and Source of Funds</b>	<b>\$ 155,970,382</b>	<b>\$ 160,761,537</b>	<b>\$ 285,641,125</b>	<b>\$ 124,879,588</b>
Expense and Use of Funds	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference
<b>Operating Expense</b>				
Personnel	\$ 24,434,222	\$ 27,273,209	\$ 27,975,072	\$ 701,863
Operating Supplies/Expense	14,939,913	18,588,660	19,042,787	454,127
Professional Services	1,213,868	1,550,490	1,886,795	336,305
<i>Total Operating Expense</i>	40,588,003	47,412,359	48,904,654	1,492,295
<b>Debt Service</b>				
Principal	24,317,022	29,902,698	28,170,271	(1,732,427)
Interest	15,658,984	13,961,081	13,297,646	(663,435)
<i>Total Debt Service</i>	39,976,006	43,863,779	41,467,917	(2,395,862)
<b>Transfer to Project Fund</b>	23,325,658	13,372,774	14,463,554	1,090,780
<i>Total Transfer to Project Fund</i>	23,325,658	13,372,774	14,463,554	1,090,780
<b>Uses of Capital Funds</b>				
Operating Capital Program (OCP)	2,280,520	3,863,000	4,327,000	464,000
Capital Improvement Program (CIP)	44,175,969	51,849,625	176,278,000	124,428,375
Cost of Issuance/Other	5,624,226	400,000	200,000	(200,000)
<i>Total Uses of Capital Funds</i>	52,080,715	56,112,625	180,805,000	124,692,375
<b>Total Expense and Use of Funds</b>	<b>\$ 155,970,382</b>	<b>\$ 160,761,537</b>	<b>\$ 285,641,125</b>	<b>\$ 124,879,588</b>

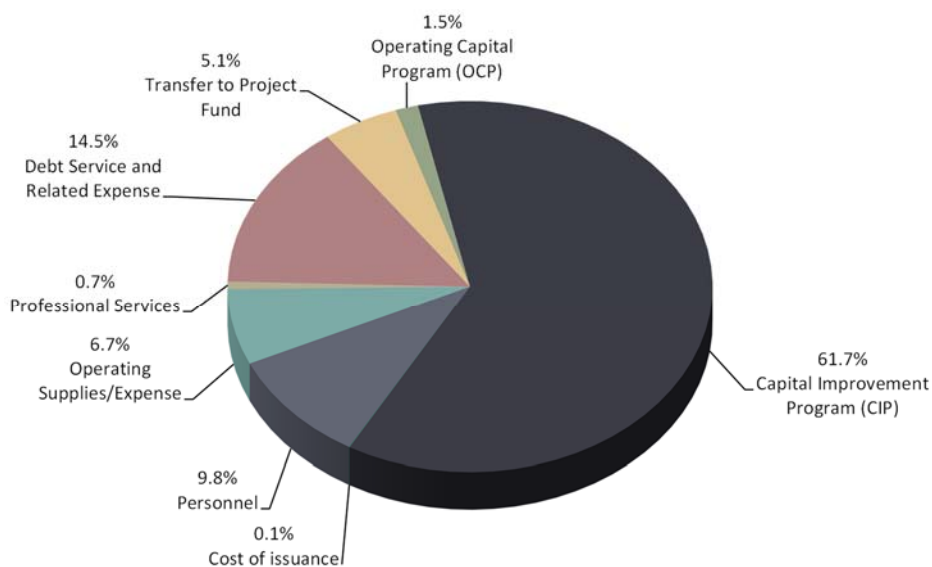
The FY 2022 budgeted revenue and sources of funds is shown in the graph below. FY 2022 budgeted 2020 Series B (WIFIA 1) funds are \$140.1 million and comprise the majority or 49.1% of the total revenue and sources of funds. User fee revenues are the second largest source of funds at \$102.5 million or 35.9% of the total.

### Revenue and Source of Funds



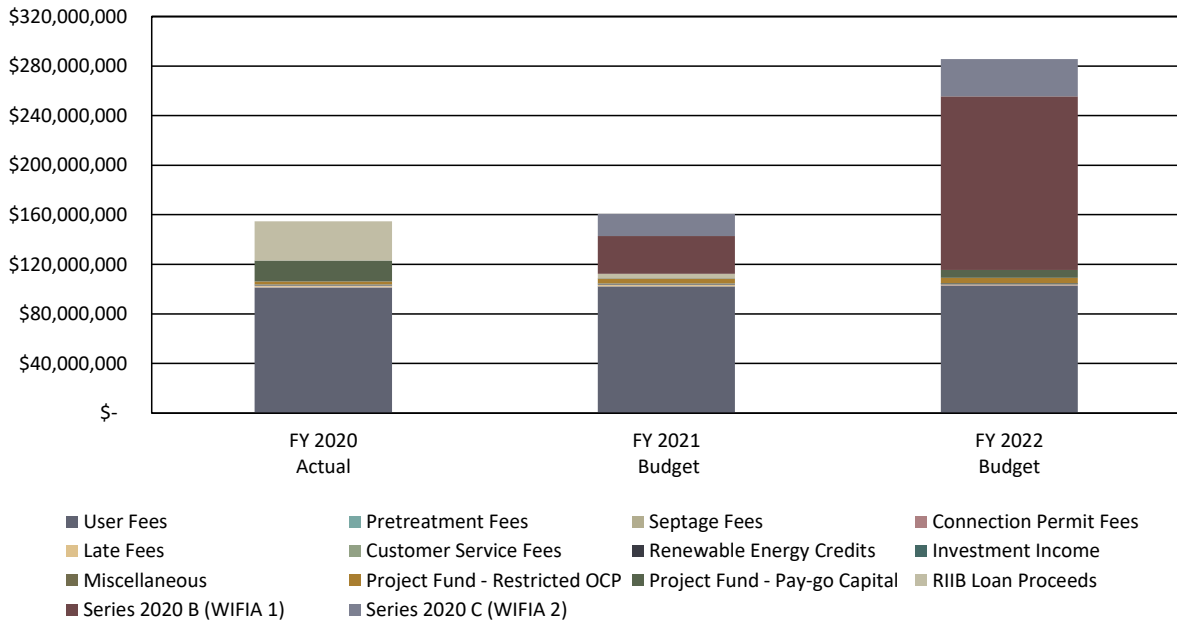
The graph below shows the FY 2022 budgeted expense and use of funds. The largest programmed line item is \$176.3 million or 61.7% for capital improvements which is followed by debt service at \$41.5 million or 14.5%. Operating expense consisting of personnel, operating supplies/expense and professional services is 17.2% of the total budgeted expense and use in FY 2022.

### Expense and Use of Funds



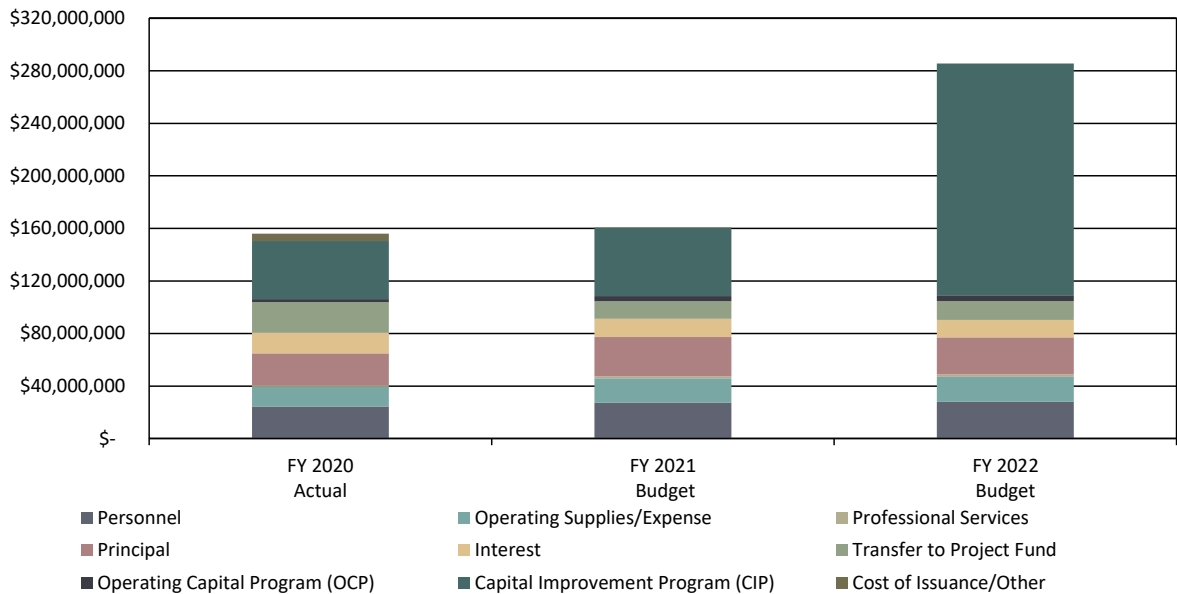
The following chart shows that the FY 2022 Budget is 77.7% higher than the prior year. The most significant increase relates to the Capital Budget, with capital sources 222.2% higher than the prior year. WIFIA funding increased 251.9% over the prior year from \$48.3 million to \$170.2 million. User fee revenue remains relatively unchanged from the prior year at \$102.5 million which is 0.6% higher than the prior year.

### Revenue and Source of Funds



NBC's increased investment in capital is also evident in the chart below which shows a large increase in expenditures in the CIP. The FY 2022 CIP is \$124.4 million or 240% higher than the prior year. Operating expense consisting of personnel, operating supplies/expense and professional services is \$1.5 million or 3.1% higher than the prior year.

### Expense and Use of Funds

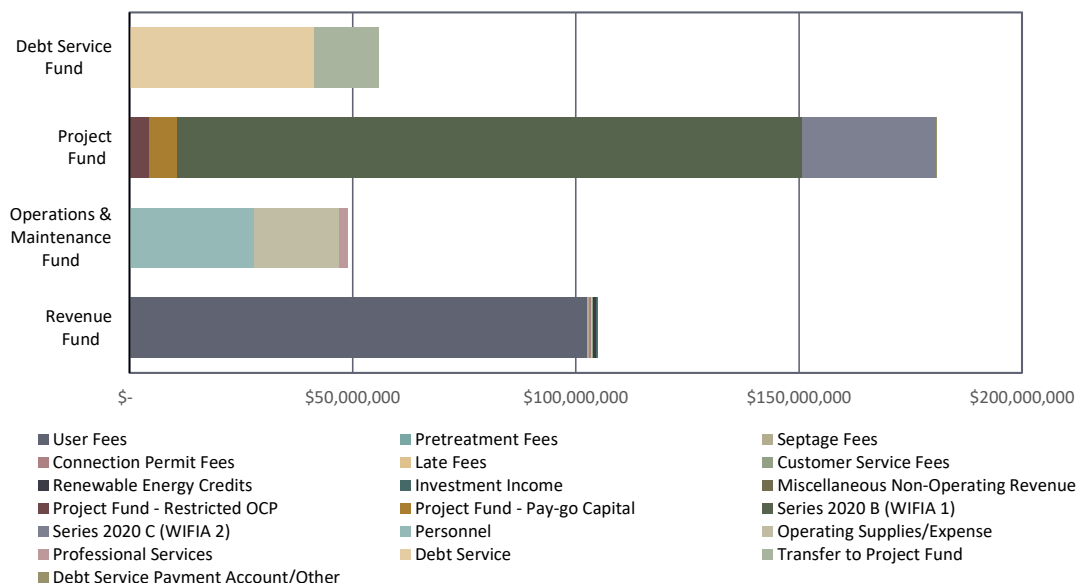


# FY 2022 Budget by Fund

Pursuant to GASB criteria, NBC is considered an Enterprise Fund for accounting purposes. In addition, NBC has several funds established pursuant to a Trust Indenture. Please refer to the Budget Process and Policies section of the Budget for detail regarding each of the funds. The following table and chart show the FY 2022 Budget by Fund. The amounts budgeted in the Project Fund reflect NBC’s programmed CIP activity in FY 2022.

	Revenue Fund	Operations & Maintenance Fund	Project Fund	Debt Service Fund	Total
<b>Revenue and Sources of Funds</b>					
User Fees	\$ 102,476,288	\$ -	\$ -	\$ -	\$ 102,476,288
Pretreatment Fees	80,000	-	-	-	80,000
Septage Fees	354,000	-	-	-	354,000
Connection Permit Fees	390,000	-	-	-	390,000
Late Fees	450,000	-	-	-	450,000
Customer Service Fees	200,000	-	-	-	200,000
Renewable Energy Credits	694,837	-	-	-	694,837
Investment Income	100,000	-	-	-	100,000
Miscellaneous Non-Operating Revenue	91,000	-	-	-	91,000
Project Fund - Restricted OCP	-	-	4,327,000	-	4,327,000
Project Fund - Pay-go Capital	-	-	6,333,000	-	6,333,000
Series 2020 B (WIFIA 1)	-	-	140,137,000	-	140,137,000
Series 2020 C (WIFIA 2)	-	-	30,008,000	-	30,008,000
<b>Total Revenue and Source of Funds</b>	<b>\$ 104,836,125</b>	<b>\$ -</b>	<b>\$ 180,805,000</b>	<b>\$ -</b>	<b>\$ 285,641,125</b>

<b>Expense and Use of Funds</b>					
Personnel	\$ -	\$ 27,975,072	\$ -	\$ -	\$ 27,975,072
Operating Supplies/Expense	-	19,042,787	-	-	19,042,787
Professional Services	-	1,886,795	-	-	1,886,795
Debt Service	-	-	-	41,467,917	41,467,917
Transfer to Project Fund	-	-	-	14,463,554	14,463,554
Operating Capital Program (OCP)	-	-	4,327,000	-	4,327,000
Capital Improvement Program (CIP)	-	-	176,278,000	-	176,278,000
Debt Service Payment Account/Other	-	-	200,000	-	200,000
<b>Total Expense and Use of Funds</b>	<b>\$ -</b>	<b>\$ 48,904,654</b>	<b>\$ 180,805,000</b>	<b>\$ 55,931,471</b>	<b>\$ 285,641,125</b>



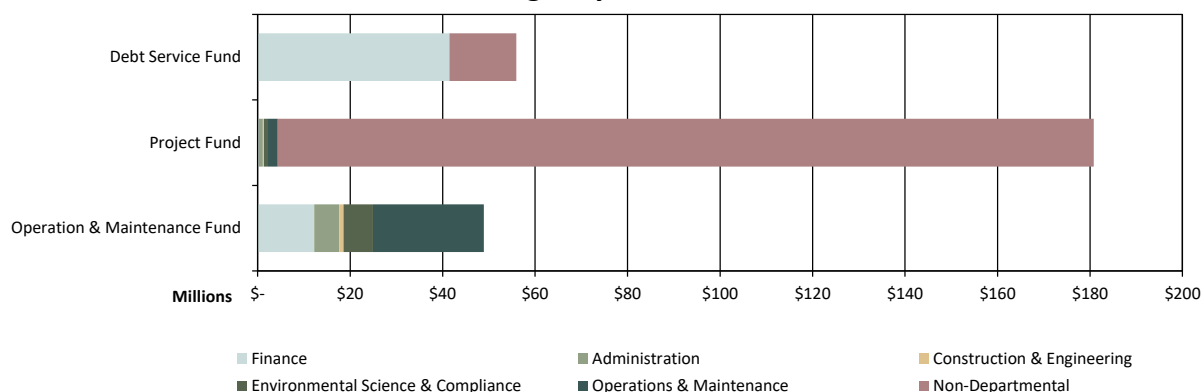
# FY 2022 Budget by Fund and Organization

The following table and chart show the relationship between major funds and the Divisions/Sections.

## Fund - Organization Matrix

Division / Section	Operation & Maintenance Fund	Project Fund	Debt Service Fund	TOTAL
<b>Administration</b>				
Administration	\$ 1,087,474	\$ 130,000	\$ -	\$ 1,217,474
Human Resources	787,152	-	-	787,152
Legal	826,917	-	-	826,917
IT	2,707,461	819,000	-	3,526,461
<i>Subtotal</i>	5,409,004	949,000	-	6,358,004
<b>Construction &amp; Engineering</b>				
Construction	84,280	30,000	-	114,280
Engineering	822,078	176,000	-	998,078
<i>Subtotal</i>	906,358	206,000	-	1,112,358
<b>Finance</b>				
Finance	2,395,953	100,000	-	2,495,953
Accounting	826,173	10,000	-	836,173
Customer Service	2,942,697	85,000	-	3,027,697
Purchasing	373,202	-	-	373,202
General Services	5,706,533	-	41,467,917	47,174,450
<i>Subtotal</i>	12,244,558	195,000	41,467,917	53,907,475
<b>Operations &amp; Maintenance</b>				
IM	2,574,776	165,000	-	2,739,776
Operations & Maintenance Services	1,358,403	120,000	-	1,478,403
Fields Point	12,374,080	905,000	-	13,279,080
Bucklin Point	7,678,527	885,000	-	8,563,527
<i>Subtotal</i>	23,985,786	2,075,000	-	26,060,786
<b>Environmental Science &amp; Compliance</b>				
Technical Analysis & Compliance	957,721	-	-	957,721
Pretreatment	1,238,427	-	-	1,238,427
Lab	2,520,527	770,000	-	3,290,527
Environmental Monitoring	1,642,273	132,000	-	1,774,273
<i>Subtotal</i>	6,358,948	902,000	-	7,260,948
<b>Non-Departmental</b>				
Capital Improvement Program	-	176,278,000	-	176,278,000
Operating Capital Program	-	-	-	-
Transfer to Project Fund	-	-	14,463,554	14,463,554
Debt Service Payment Account/Other	-	200,000	-	200,000
<i>Subtotal</i>	-	176,478,000	14,463,554	190,941,554
<b>TOTAL</b>	<b>\$ 48,904,654</b>	<b>\$ 180,805,000</b>	<b>\$ 55,931,471</b>	<b>\$ 285,641,125</b>

## FY 2022 Budget by Fund and Division





## Net Position

Net position is defined as total assets and deferred outflows less liabilities and deferred inflows. The data in the FY 2022 Budget has been used to project net position by Fund for June 30, 2022, as shown in the table below.

Fund	Net Position FY 2020	Net Change	Projected Net Position June 30, 2021	Net Change	Projected Net Position June 30, 2022
Revenue Fund	\$ 28,027,948	\$ 770,898	\$ 28,798,845	\$ -	\$ 28,798,845
Operation and Maintenance Fund	(14,130,417)	4,175,418	(9,954,999)	-	(9,954,999)
Debt Service Fund	36,308,726	(1,291,720)	35,017,006	(1,291,720)	33,725,286
Project Fund	499,832,377	26,355,737	526,188,114	26,355,737	552,543,852
Operating Reserve for Revenue Stability Fund	4,502,371	(2,371)	4,500,000	-	4,500,000
Renewal and Replacement Fund	-	-	-	-	-
Debt Service Reserve Fund	2,987,306	(24,311)	2,962,995	-	2,962,995
Operation and Maintenance Reserve Fund	-	-	-	-	-
Redemption Fund	-	-	-	-	-
Insurance Reserve Fund	-	-	-	-	-
Unrestricted Fund	-	-	-	-	-
Rebate Fund	-	-	-	-	-
Environmental Enforcement Fund	73,977	10,000	83,977	10,000	93,977
<b>Net Position</b>	<b>\$ 557,602,288</b>	<b>\$ 29,993,650</b>	<b>\$ 587,595,939</b>	<b>\$ 25,074,017</b>	<b>\$ 612,669,956</b>

Significant changes in the net position are as follows:

**Revenue Fund:** The Revenue Fund net position is expected to increase by \$0.8 million or 2.8% from FY 2020 to FY 2021 as NBC did not budget for a surplus or a transfer for a prior year surplus in FY 2021 budget. No change to the Revenue Fund net position is projected between the FY 2021 and FY 2022 since the budget is balanced.

**Operation & Maintenance (O&M) Fund:** The FY 2020 negative net position reflects the net pension liability and OPEB liability recorded as a result of GASB Statements 68 and 75. From FY 2020 to FY 2021 the O&M Fund negative net position is projected to decrease by \$4.2 million due to FY 2021 O&M expense projected to be less than budgeted. No change to the O&M Fund net position is projected between the FY 2021 and FY 2022 since the budget is balanced.

**Debt Service Fund:** The Debt Service Fund net position is projected to decrease by 3.6% in FY 2021 and decrease in FY 2022 by 3.7%. The Debt Service Fund net position is calculated by determining the debt payment account cash balance (4/6 of the interest payments and 10/12 of the principal payments due in September), plus the coverage in the stabilization account, less the accrued interest.

**Project Fund:** In FY 2021, the Project Fund net position is projected to increase by 5.3% or \$26.4 million due to transfers from the Debt Service Fund. These changes are the net result of the annual outgoing transfer of prior year coverage to the Project fund and payment of principal less the transfer for the PUC restricted debt calculation. The net position is projected to increase by 5.0% or \$26.4 million in FY 2022, based on FY 2021 level.

**Operating Reserve for Revenue Stability Fund:** The PUC maximum cash balance allowed in this Fund is \$4.5 million. The net position is returned to this level at fiscal year-end with the transfer of interest earnings to the Revenue Fund.

**Renewal & Replacement Fund:** This fund has no assets or liabilities, and NBC does not plan on using this Fund.

**Debt Service Reserve Fund:** NBC funded a Debt Service Reserve Fund related to the 2013 Series C Wastewater System Revenue Bonds in the amount of approximately \$3.5 million and certain series of these bonds were refunded in FY 2020, reducing the amount held in the reserve to \$3.0 million. The net position is returned to this level at fiscal year-end with the transfer of interest earnings to the Revenue Fund.

**Redemption Fund:** This Fund has no assets or liabilities and NBC does not plan on using this Fund.

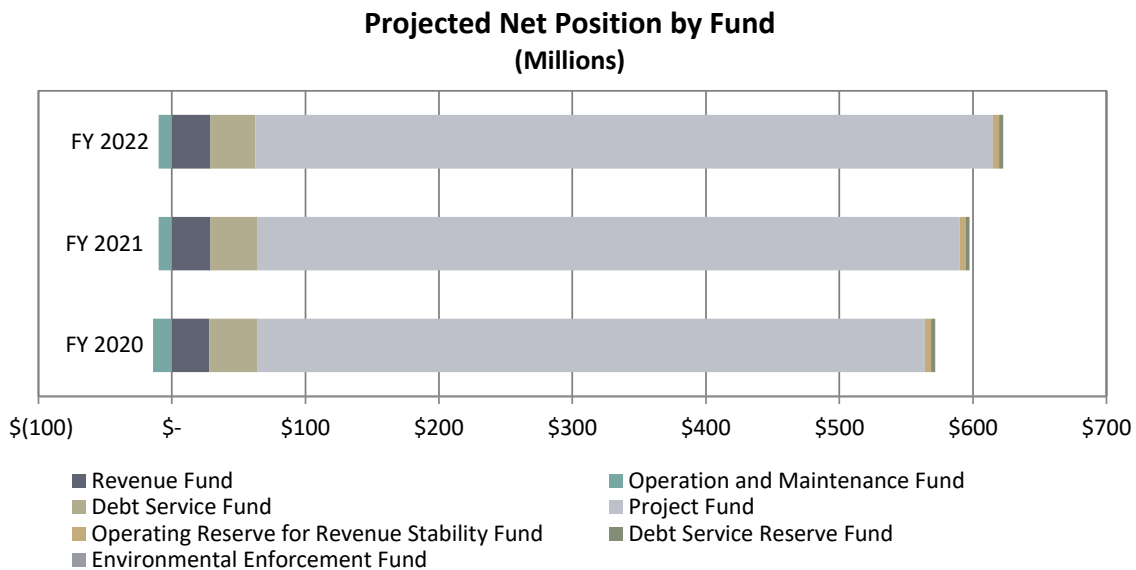
**Insurance Reserve Fund:** This Fund has no assets or liabilities and NBC does not plan on using this Fund.

**Unrestricted Fund:** This Fund has no assets or liabilities and NBC does not plan on using this Fund.

**Rebate Fund:** This Fund has no assets or liabilities and NBC does not plan on using this Fund.

**Environmental Enforcement Fund:** This Fund is not impacted by activity in the budget. A \$10,000 increase in net position is projected for FY 2020 and FY 2021. The net change from FY 2021 to FY 2022 is projected to be at the FY 2021 level.

The year-end projected net position for FY 2020, FY 2021 and FY 2022 is shown in the chart below. The Project Fund has the largest projected increase in Fund balance.



# FY 2022 Budget – Key Assumptions

The development of the FY 2022 budget was governed by the following:

## Key long-term guidelines:

- The Strategic Plan guides the development of priorities, as well as program objectives and measures; and also determines the strategic value of the capital projects in the Capital Improvement Program (CIP) and the capital assets in the Operating Capital Program (OCP).
- The operating capital policy defines operating capital assets as those with a cost greater than \$5,000 and a minimum useful life of three years that are new, replacements, betterments, or renovations.
- The operating budget incorporates the revenue, expense, and savings impact of capital projects.
- The long-term financial plan shall optimize the financing plan for NBC's CIP to ensure sufficient funding and mitigate ratepayer impact

## Key short-term guidelines:

- Flat Fee Revenue - The average annual growth from FY 2019 through FY 2021 was used as the basis for the FY 2022 budget. NBC projects that the number of dwelling units will increase by 397 over the FY 2021 projected level, resulting in 121,410 dwelling units. The number of FY 2022 budgeted non-residential meters was calculated by applying the average annual growth from FY 2019 through FY 2021 to each meter size.
- Consumption fee revenue is based on the 12-month moving total through February 2021, reflecting nearly a complete year of COVID-19 impacts.
- Miscellaneous revenue includes Renewable Energy Credit (REC) sales at an average rate of \$23.29/REC and assumes 29.8 million kWh of electricity production from renewable sources.
- Late fee charge suspension imposed by the PUC will be in effect through December 31, 2021.
- The budget includes projected COLA and contracted step increases for union employees and projected merit increases for non-union employees.
- NBC's FY 2022 budgeted contribution rate to the Rhode Island State Retirement System on behalf of participating union employees decreased from 28.57% to 28.01%.
- NBC's contribution rate to the State Retirement Health Benefit for participating union employees decreased from 5.87% to 5.28% in FY 2022.
- Health insurance reflects an 8.0% increase in the health insurance premium and NBC contributions of \$1,800 (individual) or \$3,600 (family) to the Health Reimbursement Arrangement (HRA).
- Dental and vision insurance premiums are unchanged from FY 2021, and fringe benefits are budgeted based on actual enrollment and a weighted average for unfilled positions.

- The FY 2022 budget includes FTEs as follows:

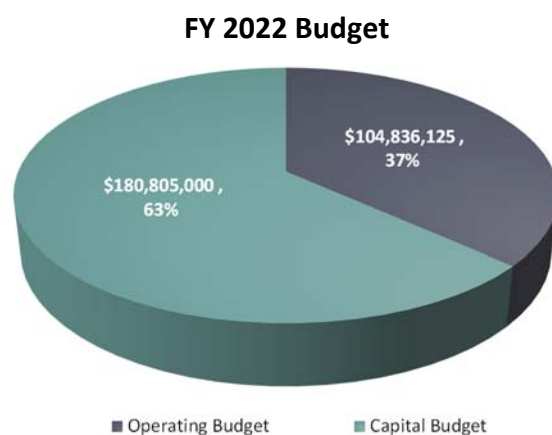
FY 2022 Budgeted FTEs	
FY 2021 FTEs	294.0
FY 2022 New FTEs	3.0
Less: Turnover	(8.0)
<b>Net FTEs</b>	<b>289.0</b>

- Biosolids expense reflects a projected Consumer Price Index (CPI) adjustment of 2.6% to the contracted biosolids disposal rate. Budgeted dry ton production is based on a 1.7% increase over the 24-month average at both WWTF's.
- The budgeted electricity supply rate remains unchanged at \$0.05786 per kWh.
- Electricity usage is based on a 24-month average and reflects a 3.0 million kWh or 7.8% decrease from the prior year.
- Electricity expense is 14.8% lower than the prior year and is based on use of 35.2 million kWh and on-site renewable energy production of 10.4 million kWh.
- On-site renewable energy production is budgeted at 7.6 million kWh from the Field's Point wind turbines and 2.8 million kWh from the Biogas Facility.
- Net Metering Credits (NMC) kWh production reflects a 0.6 million kWh or 2.9% increase from the prior year and no change in the budgeted NMC rate of \$0.1470/kWh.
- Natural gas expense reflects a 24-month average usage and a 27.7% increase in the budgeted delivery rate per therm. Therm usage has increased by 66.4% and includes 256,400 therms for the Biogas Facility for a total of 614,267 in FY 2022. The contracted natural gas supply rate is \$0.5360 through June 30, 2024.
- NBC will be required by the PUC to continue to absorb the cost of customer payment credit card convenience fees.
- Projected chemical rates through June 30, 2022 are based on a two-year average as follows:

	Price per Unit		
	FY 2021	FY 2022	% Change
Sodium Hypochlorite	\$ 0.6890	\$ 0.8068	17.1%
Sodium Bisulfite	1.2300	1.3444	9.3%
Sodium Hydroxide	1.9878	2.4370	22.6%
Carbon Feed	1.7600	1.7670	0.4%
Polymer-Liquid	1.2950	1.3468	4.0%
Polymer-Powder	1.8500	1.8167	(1.8%)
Soda Ash	451.44	454.60	0.7%

# Operating and Capital Budgets

NBC's FY 2022 Budget consists of the Operating and Capital Budgets. The Operating Budget is prepared annually for the upcoming budget year, and the detail is provided in the Operating Budget section. The Capital Budget is also prepared for the budget year and five following years. CIP impact on the Operating Budget, such as increased expense or savings, as well as debt service are incorporated into the Operating Budget. The Capital Budget, including the CIP impact, is discussed in detail in the Capital Budget Summary section of this document. The chart below shows that \$180.8 million or 63% of the FY 2022 Budget is for the Capital Budget.



Below are summaries of the FY 2022 Operating and Capital Budgets.

FY 2022 OPERATING BUDGET						
	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change	
<b>Revenue</b>						
Operating Revenue	\$ 103,547,362	\$ 104,259,912	\$ 104,645,125	\$ 385,213	0.4%	
Non-Operating Revenue	342,305	389,000	191,000	(198,000)	(50.9%)	
<i>Total Revenue</i>	103,889,667	104,648,912	104,836,125	187,213	0.2%	
<b>Expense</b>						
Operations and Maintenance	\$ 40,588,003	\$ 47,412,359	\$ 48,904,654	\$ 1,492,295	3.1%	
Debt Service	39,976,006	43,863,779	41,467,917	(2,395,862)	(5.5%)	
<i>Subtotal Operating Expense</i>	80,564,009	91,276,138	90,372,571	(903,567)	(1.0%)	
Transfer to Project Fund	\$ 23,325,658	\$ 13,372,774	\$ 14,463,554	\$ 1,090,780	8.2%	
<i>Total Expense</i>	\$ 103,889,667	\$ 104,648,912	\$ 104,836,125	\$ 187,213	0.2%	

FY 2022 CAPITAL BUDGET						
	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change	
<b>Sources</b>						
Project Fund - Restricted and Pay-go Capital	\$ 19,180,001	\$ 4,263,000	\$ 10,660,000	\$ 6,397,000	150.1%	
RIB and Revenue Bonds	32,900,715	3,500,000	-	(3,500,000)	(100.0%)	
WIFIA	-	48,349,625	170,145,000	121,795,375	251.9%	
<i>Total Sources of Capital Funds</i>	52,080,715	56,112,625	180,805,000	124,692,375	222.2%	
<b>Uses</b>						
Operating Capital Program (OCP)	2,280,520	3,863,000	4,327,000	464,000	12.0%	
Capital Improvement Program (CIP)	44,175,969	51,849,625	176,278,000	124,428,375	240.0%	
Cost of Issuance/Other	5,624,226	400,000	200,000	(200,000)	(50.0%)	
<i>Total Uses of Capital Funds</i>	\$ 52,080,715	\$ 56,112,625	\$ 180,805,000	\$ 124,692,375	222.2%	

## Budgeted Revenue

ACCOUNT NUMBER	ACCOUNT	FY 2021 BUDGET	FY 2022 BUDGET	DIFFERENCE	% CHANGE
41000	RESIDENTIAL FLAT FEE	\$ 28,657,617	\$ 28,823,882	\$ 166,265	0.6%
41100	RESIDENTIAL CONSUMPTION	30,130,369	33,593,590	3,463,221	11.5%
41501	COMMERCIAL FLAT FEE	14,558,596	14,784,854	226,259	1.6%
41502	INDUSTRIAL FLAT FEE	724,205	720,105	(4,100)	(0.6%)
41510	COMMERCIAL CONSUMPTION	25,507,633	22,724,378	(2,783,255)	(10.9%)
41511	INDUSTRIAL CONSUMPTION	2,273,492	1,829,478	(444,014)	(19.5%)
42001	PRETREATMENT APPLICATION FEES	65,000	80,000	15,000	23.1%
42500	SEWER CONNECTION PERMIT FEES	55,000	51,000	(4,000)	(7.3%)
42595	CAPACITY CHARGE FEES	291,000	339,000	48,000	16.5%
42599	REAL ESTATE CLOSING	158,000	176,000	18,000	11.4%
42600	ABATEMENT APPLICATION FEE	2,000	5,000	3,000	150.0%
42602	RETURNED CHECK FEE REVENUE	30,000	19,000	(11,000)	(36.7%)
42604	REC INCOME TURBINES	165,740	176,429	10,688	6.4%
42605	REC INCOME COVENTRY WIND	188,275	197,039	8,764	4.7%
42606	REC INCOME GREEN SOLAR/WIND	222,985	256,157	33,172	14.9%
42607	REC INCOME BIOGAS ELECTRIC	-	65,212	65,212	0.0%
43500	SEPTAGE INCOME	330,000	354,000	24,000	7.3%
45500	LATE CHARGE PENALTY	900,000	450,000	(450,000)	(50.0%)
<b>TOTAL OPERATING REVENUE</b>		<b>\$ 104,259,912</b>	<b>\$ 104,645,125</b>	<b>\$ 385,214</b>	<b>0.4%</b>
45100	INTEREST INCOME REVENUE	\$ 133,650	\$ 55,000	\$ (78,650)	(58.8%)
45200	INTEREST INCOME O & M	109,350	45,000	(64,350)	(58.8%)
49000	DISCOUNTS EARNED	4,380	2,730	(1,650)	(37.7%)
49002	MISCELLANEOUS INCOME	55,480	34,580	(20,900)	(37.7%)
49003	RENTAL REVENUE	86,140	53,690	(32,450)	(37.7%)
<b>TOTAL NON OPERATING REVENUE</b>		<b>\$ 389,000</b>	<b>\$ 191,000</b>	<b>\$ (198,000)</b>	<b>(50.9%)</b>
<b>TOTAL REVENUE</b>		<b>\$ 104,648,912</b>	<b>\$ 104,836,125</b>	<b>\$ 187,214</b>	<b>0.2%</b>



## Budgeted Operating Expense

ACCOUNT NUMBER	ACCOUNT	FY 2021 BUDGET	FY 2022 BUDGET	DIFFERENCE	% CHANGE
<b>PERSONNEL</b>					
52100	UNION - REGULAR	\$ 6,706,407	\$ 6,768,829	\$ 62,422	0.9%
52150	UNION OVERTIME	646,000	668,600	22,600	3.5%
52300	NON-UNION REGULAR	11,910,718	12,442,929	532,211	4.5%
52350	NON-UNION OVERTIME	207,050	236,730	29,680	14.3%
52400	NON-UNION LIMITED	55,900	63,600	7,700	13.8%
52800	UNION PENSION	1,916,189	1,965,668	49,479	2.6%
52810	FICA	1,493,744	1,543,820	50,076	3.4%
52820	UNEMPLOYMENT	40,000	45,000	5,000	12.5%
52920	NON UNION PENSION	1,241,776	1,304,330	62,554	5.0%
52940	UNION RETIREMENT HEALTH	393,666	357,393	(36,273)	(9.2%)
52950	HEALTH INSURANCE	4,699,080	4,837,702	138,622	2.9%
52970	DENTAL INSURANCE	355,046	354,943	(103)	(0.0%)
52980	VISION INSURANCE	53,545	53,681	136	0.3%
52990	DISABILITY INSURANCE	46,752	53,505	6,753	14.4%
53690	WORK. COMP. - OLD CLAIMS	5,000	-	(5,000)	(100.0%)
<b>TOTAL PERSONNEL</b>		<b>29,770,874</b>	<b>30,696,730</b>	<b>925,856</b>	<b>3.1%</b>
59000	SALARY REIMBURSEMENT	(1,611,397)	(1,755,908)	(144,511)	9.0%
59001	FRINGE REIMBURSEMENT	(886,268)	(965,750)	(79,482)	9.0%
<b>NET PERSONNEL SERVICES</b>		<b>27,273,209</b>	<b>27,975,072</b>	<b>701,863</b>	<b>2.6%</b>
<b>OPERATING SUPPLIES/EXPENSE</b>					
52610	MEDICAL SVCS.	14,265	14,500	235	1.6%
53210	POSTAGE	417,600	379,201	(38,399)	(9.2%)
53240	DUES & SUBSCRIPTIONS	85,845	90,066	4,221	4.9%
53250	FREIGHT	51,050	52,550	1,500	2.9%
53310	PRINTING & BINDING	172,035	146,985	(25,050)	(14.6%)
53320	ADVERTISING	20,300	18,800	(1,500)	(7.4%)
53330	RENTAL- EQUIPMENT	35,750	23,250	(12,500)	(35.0%)
53340	RENTAL- CLOTHING	30,000	30,000	-	0.0%
53350	RENTAL-OUTSIDE PROPERTY	10,900	26,100	15,200	139.4%
53360	MISCELLANEOUS EXPENSE	6,600	6,500	(100)	(1.5%)
53370	PUBLIC OUTREACH ED.	50,000	51,000	1,000	2.0%
53410	LOCAL TRAVEL	6,700	6,700	-	0.0%
53420	LONG DISTANCE TRAVEL	129,000	136,500	7,500	5.8%
53470	BLDG. & GRND. MAINT.	298,190	356,226	58,036	19.5%
53480	BIOSOLIDS DISPOSAL	5,646,504	5,352,447	(294,057)	(5.2%)
53490	SCREENING & GRIT DISPOSAL	268,909	297,590	28,681	10.7%
53510	VEHICLE FUEL & MAINTENANCE	190,650	203,650	13,000	6.8%
53610	REPAIRS BUILDING & STRUCTURE	470,253	508,938	38,685	8.2%
53615	REPAIRS PROCESS EQUIPMENT	612,847	685,847	73,000	11.9%
53620	REPAIR-HIGHWAY & WALKS	67,000	73,000	6,000	9.0%
53630	MAINTENANCE CONTRACTS	1,454,300	655,793	(798,507)	(54.9%)
53635	MAINT. CONTRACTS - OFFICE EQUIP.	148,193	183,268	35,075	23.7%
53640	SERVICE AGREEMENTS	189,267	444,418	255,151	134.8%
53645	SOFTWARE LICENSES & SUBSCRIPTIONS	-	871,838	871,838	0.0%
53650	HIGHWAY & LANDSCAPE	16,500	16,500	-	0.0%
53660	INSURANCE	790,918	876,055	85,137	10.8%
53680	WORK. COMP. INSURANCE	462,000	494,137	32,137	7.0%
53900	CENTRAL PHONE SVCS.	4,000	4,000	-	0.0%

## Budgeted Operating Expense

ACCOUNT NUMBER	ACCOUNT	FY 2021 BUDGET	FY 2022 BUDGET	DIFFERENCE	% CHANGE
54000	TELEPHONE	238,779	330,516	91,737	38.4%
54020	DIESEL FOR EQUIPMENT	29,000	44,000	15,000	51.7%
54060	FUEL-GAS	365,992	641,178	275,186	75.2%
54090	ELECTRICITY	4,025,251	3,429,346	(595,905)	(14.8%)
54091	NBC NET METERING CREDIT	(1,272,082)	(1,243,654)	28,428	(2.2%)
54092	FP TURBINES	231,000	237,000	6,000	2.6%
54093	COVENTRY WIND	499,096	499,150	54	0.0%
54095	GREEN PPA	1,130,090	1,212,596	82,506	7.3%
54096	GREEN PPA NET METERING CREDITS	(1,506,787)	(1,616,794)	(110,007)	7.3%
54097	BIOGAS	170,000	296,400	126,400	74.4%
54110	WATER	95,000	130,000	35,000	36.8%
54200	CLOTHING	51,825	58,325	6,500	12.5%
54332	CHLORINE/HYPOCHLORITE	582,927	587,411	4,484	0.8%
54333	CARBON FEED	47,663	47,854	191	0.4%
54335	POLYMER	150,599	141,906	(8,693)	(5.8%)
54336	SODIUM HYDROXIDE	69,084	84,697	15,613	22.6%
54337	SODIUM BISULFITE	412,839	425,306	12,467	3.0%
54338	SODA ASH	60,944	45,005	(15,939)	(26.2%)
54339	UV DISINFECTION	150,000	180,001	30,001	20.0%
54340	LAB SUPPLIES	430,000	483,000	53,000	12.3%
54370	SUPPLIES BUILDING & MAINT.	551,354	581,150	29,796	5.4%
54410	EDUCATIONAL SUPP. & EXP.	100,375	91,295	(9,080)	(9.0%)
54420	COMPUTER SUPPLIES	83,950	99,050	15,100	18.0%
54430	OTHER OP. SUPPLIES & EXP.	13,160	17,740	4,580	34.8%
54440	SAFETY EQUIPMENT	81,100	85,900	4,800	5.9%
54500	OFFICE EXPENSE	147,925	148,550	625	0.4%
<b>TOTAL OPERATING SUPPLIES/EXPENSE</b>		<b>18,588,660</b>	<b>19,042,787</b>	<b>454,127</b>	<b>2.4%</b>
<b>PROFESSIONAL SERVICES</b>					
52600	REGULATORY EXPENSE	534,100	545,405	11,305	2.1%
52630	EDUCATIONAL PROFESSIONAL SERVICES	50,000	46,000	(4,000)	(8.0%)
52650	SECURITY SERVICES	33,390	37,390	4,000	12.0%
52660	LEGAL SERVICES	240,000	240,000	-	0.0%
52670	MGMT/AUDIT SERVICES	288,500	283,500	(5,000)	(1.7%)
52680	CLERICAL SERVICES	21,900	35,400	13,500	61.6%
52690	OTHER SERVICES	382,600	699,100	316,500	82.7%
<b>TOTAL PROFESSIONAL SERVICES</b>		<b>1,550,490</b>	<b>1,886,795</b>	<b>336,305</b>	<b>21.7%</b>
<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>		<b>\$ 47,412,358</b>	<b>\$ 48,904,654</b>	<b>\$ 1,492,296</b>	<b>3.1%</b>
<b>DEBT SERVICE</b>					
	PRINCIPAL	\$ 29,902,698	\$ 28,170,271	\$ (1,732,427)	(5.8%)
	INTEREST	13,961,081	13,297,646	(663,435)	(4.8%)
<b>TOTAL DEBT SERVICE</b>		<b>\$ 43,863,779</b>	<b>\$ 41,467,917</b>	<b>\$ (2,395,862)</b>	<b>(5.5%)</b>
<b>TRANSFER TO PROJECT FUND</b>					
	TRANSFER TO PROJECT FUND	\$ 13,372,774	\$ 14,463,554	\$ 1,090,780	8.2%
<b>TOTAL TRANSFER TO PROJECT FUND</b>		<b>\$ 13,372,774</b>	<b>\$ 14,463,554</b>	<b>\$ 1,090,780</b>	<b>8.2%</b>
<b>TOTAL EXPENSE AND TRANSFER TO PROJECT FUND</b>		<b>\$ 104,648,912</b>	<b>\$ 104,836,125</b>	<b>\$ 187,214</b>	<b>0.2%</b>

### Budgeted Capital Sources of Funds

ACCOUNT NUMBER	ACCOUNT	FY 2021 BUDGET	FY 2022 BUDGET	DIFFERENCE	% CHANGE
11380	OPERATING CAPITAL ACCT PROJ FUND	\$ 3,863,000	\$ 4,327,000	\$ 464,000	12.0%
11381	OPERATING CAPITAL - RESTRICTED CIP	-	6,133,000	6,133,000	100.0%
11370	GRANT & PROJECT REIMBURSEMENT ACCOUNT	400,000	200,000	(200,000)	(50.0%)
11492	RECEIVABLE-RIIB-PL20	3,500,000	-	(3,500,000)	(100.0%)
11550	RECEIVABLE - WIFIA 1	30,318,957	140,137,000	109,818,043	362.2%
11552	RECEIVABLE - WIFIA 2	18,030,668	30,008,000	11,977,332	66.4%
<b>TOTAL SOURCES OF FUNDS</b>		<b>\$ 56,112,625</b>	<b>\$ 180,805,000</b>	<b>\$ 124,692,375</b>	<b>222.2%</b>

### Budgeted Capital Uses of Funds

ACCOUNT NUMBER	ACCOUNT	FY 2021 BUDGET	FY 2022 BUDGET	DIFFERENCE	% CHANGE
<b>OPERATING CAPITAL PROGRAM</b>					
16510	AUTOMOTIVE EQUIPMENT	\$ 40,000	\$ -	\$ (40,000)	(100.0%)
16515	AUTOMOTIVE EQUIPMENT REPLACEMENT	1,194,000	447,500	(746,500)	(62.5%)
16520	BUILDING & PLANT EQUIPMENT	175,000	143,000	(32,000)	(18.3%)
16525	BUILDING & PLANT EQUIPMENT REPLACEMENT	957,000	1,585,500	628,500	65.7%
16550	COMPUTER EQUIPMENT	235,000	336,000	101,000	43.0%
16555	COMPUTER EQUIPMENT REPLACEMENT	865,000	614,000	(251,000)	(29.0%)
16570	LAB & SAMPLING EQUIPMENT	-	564,000	564,000	0.0%
16575	LAB & SAMPLING EQUIPMENT REPLACEMENT	247,000	338,000	91,000	36.8%
16580	OFFICE FURNITURE & EQUIPMENT	150,000	190,000	40,000	26.7%
16586	OFFICE FURNITURE & EQUIPMENT REPLACEMENT	-	9,000	9,000	0.0%
16615	BUILDINGS & OTHER STRUCTURES REPLACEMENT	-	100,000	100,000	0.0%
<b>TOTAL OPERATING CAPITAL PROGRAM</b>		<b>\$ 3,863,000</b>	<b>\$ 4,327,000</b>	<b>\$ 464,000</b>	<b>12.0%</b>
<b>CAPITAL IMPROVEMENT PROGRAM</b>					
16700	WASTEWATER TREATMENT FACILITY IMPROVEMENTS	\$ 4,410,000	\$ 2,276,000	\$ (2,134,000)	(48.4%)
16700	BUCKLIN POINT RESILIENCY	10,165,000	22,772,000	12,607,000	124.0%
16700	FIELD'S POINT RESILIENCY	-	6,133,000	6,133,000	0.0%
16700	INFRASTRUCTURE MANAGEMENT	2,862,000	2,280,000	(582,000)	(20.3%)
16700	CSO PHASE III A FACILITIES	30,319,000	140,137,000	109,818,000	362.2%
16700	SEWER SYSTEM IMPROVEMENTS	1,476,000	1,239,000	(237,000)	(16.1%)
16700	INTERCEPTOR CLEANING & RESTORATION	660,000	1,319,000	659,000	99.8%
16700	INTERCEPTOR RESTORATION & CONSTRUCTION	1,957,625	122,000	(1,835,625)	(93.8%)
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>		<b>\$ 51,849,625</b>	<b>\$ 176,278,000</b>	<b>\$ 124,428,375</b>	<b>240.0%</b>
<b>COST OF ISSUANCE/OTHER</b>					
11277	COST OF ISSUANCE/OTHER	\$ 400,000	\$ 200,000	\$ (200,000)	(50.0%)
<b>TOTAL COST OF ISSUANCE/OTHER</b>		<b>\$ 400,000</b>	<b>\$ 200,000</b>	<b>\$ (200,000)</b>	<b>(50.0%)</b>
<b>TOTAL CAPITAL BUDGET</b>		<b>\$ 56,112,625</b>	<b>\$ 180,805,000</b>	<b>\$ 124,692,375</b>	<b>222.2%</b>

## Long-Term Debt

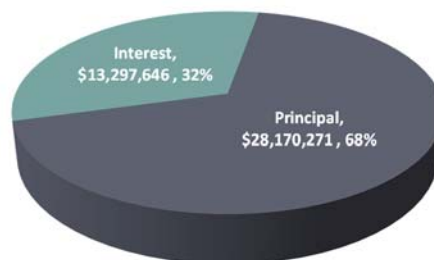
NBC recognizes the importance of planning for capital expenditures and is committed to minimizing ratepayer impact through an assessment of both operating expense and financing impacts. Increased revenue, increased expense, or cost savings that may result once capital projects are operational. The financing costs are identified through the use of the Long-Term Financial Model and are incorporated into the Budget as debt service.

NBC's credit ratings are shown in the following table.

	Rating/Outlook		
	Long-Term Rating	2020 Series B	2020 Series C
S&P Global Ratings	AA-/Stable	AA-/Stable	AA-/Stable
Kroll Bond Rating Agency	N/A	AA/Stable	AA/Stable

The chart below shows that \$28.2 million or 68% of the FY 2022 budgeted debt service is for principal payments and \$13.3 million or 32% is for interest payments.

### FY 2022 Debt Service



### Budgeted Debt Service

ACCOUNT NUMBER	ACCOUNT	FY 2021 BUDGET	FY 2022 BUDGET	DIFFERENCE	% CHANGE
<b>DEBT SERVICE</b>					
57903	INTEREST EXPENSE-2015 SERIES A	\$ 128,600	\$ 128,600	\$ -	0.0%
57905	INTEREST EXPENSE-2013 SERIES C	451,000	358,875	(92,125)	(20.4%)
57907	INTEREST EXPENSE-2008 SERIES A	1,293,049	1,293,049	-	0.0%
57912	INTEREST EXPENSE RIIB	7,425,891	6,673,058	(752,833)	(10.1%)
57917	INTEREST EXPENSE-2020 SERIES A	4,287,542	4,469,065	181,523	4.2%
57918	REVENUE ANTICIPATION NOTES	375,000	375,000	-	0.0%
57920	PRINCIPAL PAID	29,902,698	28,170,271	(1,732,427)	(5.8%)
<b>TOTAL DEBT SERVICE</b>		<b>\$ 43,863,779</b>	<b>\$ 41,467,917</b>	<b>\$ (2,395,862)</b>	<b>(5.5%)</b>

The following section shows NBC's FY 2022 budgeted principal and interest payments by bond issue, annual debt service principal and interest payments, outstanding debt, and debt issuance details.

## FY 2022 Budgeted Principal and Interest (Accrued)

FY 2022 Budget					
Series	Par Amount (Millions)	Purpose	Interest	Principal	Total
<b>RIIB Loans</b>					
2003 Series	\$ 40.000	Wastewater Treatment & Collections	\$ 160,237	\$ 2,247,000	\$ 2,407,237
2004 Series B	40.000	Wastewater Treatment & Collections	130,475	3,553,000	3,683,475
2005 Series B	30.000	Wastewater Treatment & Collections	109,959	1,653,000	1,762,959
2006 Series A	30.000	Wastewater Treatment & Collections	127,710	1,613,000	1,740,710
2007 Series B	25.000	Wastewater Treatment & Collections	139,149	1,411,000	1,550,149
2009 Series A	55.000	Wastewater Treatment & Collections	785,378	2,739,043	3,524,422
2010 Series A	2.000	Wastewater Treatment & Collections	21,064	85,754	106,819
2010 Series B	20.000	Wastewater Treatment & Collections	324,841	979,000	1,303,841
2011 Series A	30.000	Wastewater Treatment & Collections	544,387	1,329,838	1,874,225
2012 Series A	25.750	Wastewater Treatment & Collections	451,590	1,187,934	1,639,524
2013 Series B	25.000	Wastewater Treatment & Collections	453,713	1,145,258	1,598,971
2014 Series A	45.000	Wastewater Treatment & Collections	978,653	1,998,000	2,976,653
2015 Series B	41.754	Wastewater Treatment & Collections	1,117,605	1,092,844	2,210,448
2016 Series A	23.000	Wastewater Treatment & Collections	457,244	1,001,000	1,458,244
2019 Series A	35.000	Wastewater Treatment & Collections	705,261	1,441,600	2,146,861
2019 Series B	10.000	Wastewater Treatment & Collections	165,791	438,000	603,791
<b>Subtotal RIIB Loans</b>	<b>\$ 477.504</b>		<b>\$ 6,673,058</b>	<b>\$ 23,915,271</b>	<b>\$ 30,588,329</b>
<b>Revenue Bonds</b>					
2008 Series A	66.000	Wastewater Treatment & Collections	1,293,049	-	1,293,049
2013 Series C	34.970	Wastewater Treatment & Collections	358,875	1,875,000	2,233,875
2015 Series A	40.085	Wastewater Treatment & Collections	128,600	-	128,600
2020 Series A	196.360	Wastewater Treatment & Collections	4,469,065	2,380,000	6,849,065
<b>Subtotal Revenue Bonds</b>	<b>\$ 337.415</b>		<b>\$ 6,249,588</b>	<b>\$ 4,255,000</b>	<b>\$ 10,504,588</b>
<b>WIFIA Loans</b>					
2020 Series B	268.711	CSO Phase III A Facilities	-	-	-
2020 Series C	190.634	Wastewater Treatment & Collections	-	-	-
<b>Subtotal WIFIA Loans</b>	<b>\$ 459.344</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Long-Term Debt</b>	<b>\$ 1,274.263</b>		<b>\$ 12,922,646</b>	<b>\$ 28,170,271</b>	<b>\$ 41,092,917</b>
<b>Revenue Anticipation Notes</b>			<b>\$ 375,000</b>	<b>\$ -</b>	<b>\$ 375,000</b>
<b>Total Debt Service</b>	<b>\$ 1,274.263</b>		<b>\$ 13,297,646</b>	<b>\$ 28,170,271</b>	<b>\$ 41,467,917</b>

## Annual Debt Service

Fiscal Year June 30,	RIIB Loans <sup>(1)</sup>		Revenue Bonds		WIFIA <sup>(3)</sup>		Total
	Principal	Interest <sup>(2)</sup>	Principal	Interest	Principal	Interest	
2022	\$ 23,915,271	\$ 6,843,000	\$ 4,255,000	\$ 6,291,929	\$ -	\$ -	\$ 41,305,200
2023	23,102,903	6,332,785	5,325,000	6,151,644	-	-	40,912,333
2024	23,614,795	5,801,285	7,730,000	5,959,017	-	-	43,105,097
2025	23,040,162	5,254,656	8,150,000	5,730,363	-	-	42,175,181
2026	19,854,787	4,758,670	12,140,000	5,504,339	-	-	42,257,796
2027	18,528,178	4,310,638	13,570,000	5,260,382	-	-	41,669,197
2028	17,223,611	3,858,428	15,355,000	5,007,558	-	-	41,444,597
2029	17,708,377	3,368,051	15,670,000	4,596,142	-	-	41,342,570
2030	16,559,326	2,876,276	16,710,000	4,258,490	-	-	40,404,092
2031	16,979,609	2,449,467	16,935,000	3,899,355	-	-	40,263,431
2032	12,416,870	2,092,438	17,190,000	3,526,780	-	3,461,620	38,687,709
2033	10,831,979	1,769,163	17,095,000	3,142,159	-	5,671,727	38,510,029
2034	9,488,681	1,468,730	20,750,000	2,706,252	-	7,881,834	42,295,497
2035	8,153,363	1,210,570	15,375,000	2,283,079	-	7,881,834	34,903,846
2036	5,415,514	1,015,530	10,915,000	1,967,085	-	7,881,834	27,194,964
2037	5,566,029	859,765	11,900,000	1,681,244	-	7,881,834	27,888,872
2038	5,726,457	695,795	6,950,000	1,438,692	-	7,881,834	22,692,779
2039	4,424,829	546,277	7,150,000	1,243,225	249,026	7,880,066	21,493,423
2040	4,559,086	411,607	7,360,000	1,031,597	36,824,738	7,616,842	57,803,870
2041	1,921,000	310,686	7,575,000	813,770	39,283,871	7,076,471	56,980,798
2042	1,986,000	245,343	7,805,000	589,453	40,435,617	6,510,463	57,571,875
2043	2,052,000	177,908	8,035,000	358,426	41,618,491	5,927,879	58,169,704
2044	2,121,000	108,325	8,270,000	120,618	42,863,622	5,328,056	58,811,620
2045	2,192,500	36,505	-	-	52,855,795	4,648,448	59,733,248
2046	-	-	-	-	57,452,396	3,864,345	61,316,741
2047	-	-	-	-	6,427,624	3,404,741	9,832,365
2048	-	-	-	-	-	3,353,964	3,353,964
2049	-	-	-	-	-	3,353,964	3,353,964
2050	-	-	-	-	3,851,053	3,323,156	7,174,208
2051	-	-	-	-	19,385,074	3,137,267	22,522,341
2052	-	-	-	-	21,180,790	2,812,740	23,993,530
2053	-	-	-	-	21,440,412	2,471,770	23,912,182
2054	-	-	-	-	21,678,398	2,126,820	23,805,218
2055	-	-	-	-	21,959,655	1,777,715	23,737,370
2056	-	-	-	-	22,219,276	1,424,284	23,643,560
2057	-	-	-	-	22,478,898	1,066,698	23,545,596
2058	-	-	-	-	22,760,154	704,786	23,464,940
2059	-	-	-	-	22,976,506	338,893	23,315,398
2060	-	-	-	-	9,692,537	77,540	9,770,077
<b>Totals</b>	<b>\$ 277,382,327</b>	<b>\$ 56,801,899</b>	<b>\$ 262,210,000</b>	<b>\$ 73,561,599</b>	<b>\$ 527,633,933</b>	<b>\$ 126,769,425</b>	<b>\$ 1,324,359,182</b>

(1) Interest on the RIIB Loans and Revenue Bonds is shown at fully subsidized rates under the RIIB program. Under certain circumstances, such RIIB Loans and Revenue Bonds could require the payment of interest at unsubsidized market rates. The aggregate principal amount of \$311,291,039 of the RIIB Loans is shown net of principal and Reinvestment Act of 2009 and for certain "Green" related projects. Interest amounts include 0.50% fee paid to RIIB.

(2) Includes debt service savings achieved on RIIB Loan refundings.

(3) Wastewater System Revenue Refunding Bonds (CSO Phase III Project), 2020 Series B (Taxable Compound Interest Bonds) dated October 26, 2020. Refunded the Commission's Wastewater System Revenue Bonds (CSO Phase III Project), 2019 Series C (Taxable Compound Interest Bonds). Wastewater System Revenue Bonds (Bucklin Point Resiliency Improvements Project), 2020 Series C (Taxable Compound Interest Bonds) dated October 26, 2020. Principal payments include projected capitalized interest.



## Outstanding Debt to Maturity

Fiscal Year					
<u>June 30,</u>	<u>RIIB Loans</u>	<u>Revenue Bonds</u>	<u>WIFIA<sup>(1)</sup></u>	<u>Total</u>	
2022	\$ 253,467,056	\$ 257,955,000	\$ 462,599,864	\$ 974,021,920	
2023	230,364,153	252,630,000	527,633,933	1,010,628,085	
2024	206,749,358	244,900,000	527,633,933	979,283,291	
2025	183,709,196	236,750,000	527,633,933	948,093,128	
2026	163,854,409	224,610,000	527,633,933	916,098,342	
2027	145,326,231	211,040,000	527,633,933	884,000,164	
2028	128,102,620	195,685,000	527,633,933	851,421,553	
2029	110,394,243	180,015,000	527,633,933	818,043,176	
2030	93,834,917	163,305,000	527,633,933	784,773,849	
2031	76,855,308	146,370,000	527,633,933	750,859,240	
2032	64,438,437	129,180,000	527,633,933	721,252,370	
2033	53,606,458	112,085,000	527,633,933	693,325,391	
2034	44,117,777	91,335,000	527,633,933	663,086,709	
2035	35,964,414	75,960,000	527,633,933	639,558,347	
2036	30,548,900	65,045,000	527,633,933	623,227,833	
2037	24,982,871	53,145,000	527,633,933	605,761,804	
2038	19,256,414	46,195,000	527,633,933	593,085,347	
2039	14,831,586	39,045,000	527,384,906	581,261,492	
2040	10,272,500	31,685,000	490,560,168	532,517,668	
2041	8,351,500	24,110,000	451,276,297	483,737,797	
2042	6,365,500	16,305,000	410,840,680	433,511,180	
2043	4,313,500	8,270,000	369,222,189	381,805,689	
2044	2,192,500	-	326,358,568	328,551,068	
2045	-	-	273,502,773	273,502,773	
2046	-	-	216,050,377	216,050,377	
2047	-	-	209,622,753	209,622,753	
2048	-	-	209,622,753	209,622,753	
2049	-	-	209,622,753	209,622,753	
2050	-	-	205,771,700	205,771,700	
2051	-	-	186,386,626	186,386,626	
2052	-	-	165,205,836	165,205,836	
2053	-	-	143,765,424	143,765,424	
2054	-	-	122,087,026	122,087,026	
2055	-	-	100,127,371	100,127,371	
2056	-	-	77,908,095	77,908,095	
2057	-	-	55,429,197	55,429,197	
2058	-	-	32,669,043	32,669,043	
2059	-	-	9,692,537	9,692,537	
2060	-	-	-	-	

<sup>(1)</sup> Original WIFIA amortization schedule - will change due to variance between actual and projected capitalized interest

## Outstanding Debt – RIIB Loans

**Narragansett Bay Commission**  
**Wastewater System Revenue Bonds - RIIB**  
**As of June 30, 2021**

Fiscal Year	\$40,000,000 - 2003 Series RIIB Loan Dated November 13, 2003		\$40,000,000 - 2004 Series B RIIB Loan Dated December 30, 2004		\$30,000,000 - 2005 Series B RIIB Loan Dated December 15, 2005	
	Principal	Interest	Principal	Interest	Principal	Interest
Ending June 30,						
2022	\$ 2,247,000	1.640%	\$ 3,553,000	1.475%	\$ 1,653,000	1.515%
2023	2,295,000	1.650%	2,297,000	1.495%	1,686,000	1.525%
2024	2,344,000	1.670%	2,342,000	1.515%	1,720,000	1.535%
2025	2,397,000	1.670%	1,266,000	1.535%	1,755,000	1.555%
2026					1,793,000	1.565%
2027						
2028						
2029						
2030						
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2045						
<b>Total</b>	<b>\$ 9,283,000</b>		<b>\$ 9,458,000</b>		<b>\$ 8,607,000</b>	
<b>Details</b>						
Interest Payment Date(s)	March 1st	September 1st	March 1st	September 1st	March 1st	September 1st
Principal Payment Date(s)	September 1st		September 1st		September 1st	
<b>Issuance Details</b>						
Tax Status	Tax-Exempt		Tax-Exempt		Tax-Exempt	
Type of Sale	Private Placement		Private Placement		Private Placement	
UW/Purchaser	RIIB		RIIB		RIIB	
Purpose	Wastewater Treatment and Collections, CSO		Wastewater Treatment and Collections, CSO		Wastewater Treatment and Collections, CSO	
Original TIC or Loan Rate - Includes 0.5% RIIB Fee	1.849%		1.540%		1.897%	

**Non-callable**  
**Callable**

## Outstanding Debt – RIIB Loans

**Narragansett Bay Commission  
Wastewater System Revenue Bonds - RIIB  
As of June 30, 2021**

Fiscal Year	\$30,000,000 2006 Series A RIIB Loan Dated December 21, 2006		\$25,000,000- 2007 Series B RIIB Loan Dated December 13, 2007		\$55,000,000 - 2009 Series A* RIIB Loan Dated October 6, 2009 <small>*Principal Forgiveness: \$8,302,113.52</small>				
	Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest		
2022	\$	1,613,000	1.320%	\$	1,411,000	1.525%	\$	2,739,043	2.260%
2023		1,642,000	1.325%		1,440,000	1.545%		2,814,609	2.330%
2024		1,672,000	1.335%		1,469,000	1.565%		2,893,571	2.390%
2025		1,703,000	1.340%		1,500,000	1.585%		2,978,476	2.450%
2026		1,734,000	1.350%		1,531,000	1.600%		3,065,929	2.490%
2027		1,770,000	1.355%		1,563,000	1.615%		3,157,626	2.540%
2028					1,596,000	1.630%		3,252,720	2.590%
2029					1,629,000	1.645%		3,354,606	2.650%
2030								3,459,040	2.690%
2031								3,609,322	2.740%
2032									
2033									
2034									
2035									
2036									
2037									
2038									
2039									
2040									
2041									
2042									
2043									
2044									
2045									
<b>Total</b>	\$	<b>10,134,000</b>		\$	<b>12,139,000</b>		\$	<b>31,324,942</b>	
<b>Details</b>									
Interest Payment Date(s)		March 1st	September 1st		March 1st	September 1st		March 1st	September 1st
Principal Payment Date(s)		September 1st			September 1st			September 1st	
<b>Issuance Details</b>									
Tax Status		Tax-Exempt			Tax-Exempt			Tax-Exempt	
Type of Sale		Private Placement			Private Placement			Private Placement	
UW/Purchaser		RIIB			RIIB			RIIB	
Purpose		Wastewater Treatment and Collections, CSO			Wastewater Treatment and Collections, CSO			Wastewater Treatment and Collections, CSO	
Original TIC or Loan Rate - Includes 0.5% RIIB Fee		1.770%			1.975%			1.377%	

**Non-callable**

**Callable**

## Outstanding Debt – RIIB Loans

**Narragansett Bay Commission**  
**Wastewater System Revenue Bonds - RIIB**  
**As of June 30, 2021**

Fiscal Year	\$2,000,000 - 2010 Series A* RIIB Loan Dated February 12, 2010 <small>*Principal Forgiveness: \$301,895.04</small>		\$20,000,000 - 2010 Series B RIIB Loan Dated June 24, 2010		\$30,000,000 - 2011 Series A* RIIB Loan Dated March 29, 2011 <small>*Principal Forgiveness: \$1,845,345.21</small>				
	Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest		
2022	\$	85,754	2.170%	\$	979,000	2.510%	\$	1,329,838	2.620%
2023		89,151	2.240%		1,009,000	2.630%		1,372,070	2.790%
2024		91,698	2.310%		1,041,000	2.730%		1,417,118	2.920%
2025		95,094	2.370%		1,074,000	2.800%		1,464,981	3.050%
2026		97,641	2.440%		1,110,000	2.870%		1,517,536	3.140%
2027		101,037	2.500%		1,147,000	2.920%		1,571,968	3.230%
2028		104,433	2.560%		1,187,000	2.970%		1,632,031	3.270%
2029		108,679	2.620%		1,228,000	3.010%		1,692,095	3.310%
2030		112,924	2.680%		1,272,000	3.010%		1,756,850	3.340%
2031					1,315,000	2.990%		1,824,422	3.380%
2032								1,893,870	3.410%
2033									
2034									
2035									
2036									
2037									
2038									
2039									
2040									
2041									
2042									
2043									
2044									
2045									
<b>Total</b>	\$	<b>886,411</b>		\$	<b>11,362,000</b>		\$	<b>17,472,779</b>	
<b>Details</b>									
Interest Payment Date(s)	March 1st	September 1st		March 1st	September 1st		March 1st	September 1st	
Principal Payment Date(s)	September 1st			September 1st			September 1st		
<b>Issuance Details</b>									
Tax Status	Tax-Exempt			Tax-Exempt			Tax-Exempt		
Type of Sale	Private Placement			Private Placement			Private Placement		
UW/Purchaser	RIIB			RIIB			RIIB		
Purpose	Wastewater Treatment and Collections, CSO			Wastewater Treatment and Collections, CSO			Wastewater Treatment and Collections, CSO		
Original TIC or Loan Rate - Includes 0.5% RIIB Fee	1.022%			2.643%			2.759%		

**Non-callable**

**Callable**

## Outstanding Debt – RIIB Loans

**Narragansett Bay Commission**  
**Wastewater System Revenue Bonds - RIIB**  
**As of June 30, 2021**

Fiscal Year	\$25,750,000 - 2012 Series A* RIIB Loan Dated June 28, 2012 <small>*Principal Forgiveness: \$354,202.00</small>		\$25,000,000 - 2013 Series B* RIIB Loan Dated June 6, 2013 <small>*Principal Forgiveness: \$80,965.77</small>		\$45,000,000 - 2014 Series A RIIB Loan Dated March 6, 2014				
	Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest		
2022	\$	1,187,934	1.800%	\$	1,145,258	1.410%	\$	1,998,000	1.610%
2023		1,215,518	1.890%		1,166,186	1.530%		2,041,000	1.830%
2024		1,244,102	2.110%		1,191,114	1.820%		2,088,000	2.000%
2025		1,276,685	2.250%		1,218,042	2.000%		2,140,000	2.190%
2026		1,312,165	2.360%		1,247,970	2.170%		2,198,000	2.290%
2027		1,348,645	2.390%		1,280,826	2.310%		2,259,000	2.480%
2028		1,389,125	2.320%		1,316,754	2.400%		2,327,000	2.590%
2029		1,428,500	2.360%		1,355,610	2.470%		2,398,000	2.680%
2030		1,469,876	2.650%		1,396,466	2.420%		2,475,000	2.760%
2031		1,514,251	2.430%		1,436,322	2.450%		2,555,000	2.830%
2032		1,559,627	2.750%		1,480,178	2.480%		2,640,000	2.880%
2033		1,610,932	2.760%		1,523,034	2.510%		2,730,000	2.920%
2034					1,565,965	2.530%		2,823,000	2.790%
2035								2,917,000	2.800%
2036									
2037									
2038									
2039									
2040									
2041									
2042									
2043									
2044									
2045									
<b>Total</b>	\$	<b>16,557,360</b>		\$	<b>17,323,723</b>		\$	<b>33,589,000</b>	
<b>Details</b>									
Interest Payment Date(s)	March 1st	September 1st		March 1st	September 1st		March 1st	September 1st	
Principal Payment Date(s)	September 1st			September 1st			September 1st		
<b>Issuance Details</b>									
Tax Status	Tax-Exempt			Tax-Exempt			Tax-Exempt		
Type of Sale	Private Placement			Private Placement			Private Placement		
UW/Purchaser	RIIB			RIIB			RIIB		
Purpose	Wastewater Treatment and Collections, CSO			Wastewater Treatment and Collections, CSO			Wastewater Treatment and Collections, CSO		
Original TIC or Loan Rate - Includes 0.5% RIIB Fee	2.588%			2.258%			2.967%		

**Non-callable**

**Callable**



## Outstanding Debt – RIIB Loans

**Narragansett Bay Commission**  
**Wastewater System Revenue Bonds - RIIB**  
**As of June 30, 2021**

Fiscal Year	\$10,000,000 - 2019 Series B RIIB Loan Dated April 4, 2019	
Ending June 30,	Principal	Interest
2022	\$ 438,000	0.750%
2023	443,000	0.770%
2024	449,000	0.800%
2025	454,000	0.830%
2026	461,000	0.880%
2027	467,000	0.920%
2028	474,000	0.970%
2029	480,000	1.020%
2030	488,000	1.080%
2031	495,000	1.220%
2032	504,000	1.340%
2033	513,000	1.440%
2034	523,000	1.510%
2035	534,000	1.570%
2036	545,000	1.620%
2037	556,000	1.670%
2038	568,000	1.720%
2039	581,000	1.760%
2040	595,000	1.810%
2041		
2042		
2043		
2044		
2045		
Total	\$ 9,568,000	

**Details**

Interest Payment Date(s)	March 1st    September 1st
Principal Payment Date(s)	September 1st

**Issuance Details**

Tax Status	Tax-Exempt
Type of Sale	Private Placement
UW/Purchaser	RIIB
Purpose	Wastewater Treatment and Collections, CSO
Original TIC or Loan Rate - Includes 0.5% RIIB Fee	1.910%

**Non-callable**

**Callable**



## Outstanding Debt – Revenue Bonds

**Narragansett Bay Commission**  
**Wastewater System Revenue Bonds**  
**As of June 30, 2021**

Fiscal Year	\$66,360,000 - 2008 Series A NBC Wastewater System Refunding Revenue Bonds Dated July 17, 2008		\$34,970,000 - 2013 Series C NBC Wastewater System Revenue Bonds (Partially Refunded) Dated December 12, 2013		\$40,085,000 - 2015 Series A NBC Wastewater System Revenue Bonds (Partially Refunded) Dated May 5, 2015		
	Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest
2022		\$ -		\$ 1,875,000	5.000%	\$ -	
2023		1,000,000	2.290%	1,915,000	5.000%		
2024		2,500,000	2.290%	2,785,000	5.000%		
2025		3,500,000	2.290%	2,165,000	5.000%		
2026		4,700,000	2.290%				
2027		4,200,000	2.290%				
2028		4,200,000	2.290%			3,215,000	4.000%
2029		4,200,000	2.290%				
2030		5,000,000	2.290%				
2031		5,000,000	2.290%				
2032		5,000,000	2.290%				
2033		5,700,000	2.290%				
2034		5,700,000	2.290%				
2035		5,765,000	2.290%				
2036							
2037							
2038							
2039							
2040							
2041							
2042							
2043							
2044							
<b>Total</b>		<b>\$ 56,465,000</b>		<b>\$ 8,740,000</b>		<b>\$ 3,215,000</b>	

**Details**

Interest Payment Date(s)	March 1st	September 1st	March 1st	September 1st	February 1st	August 1st
Principal Payment Date(s)	September 1st		September 1st		September 1st	

**Issuance Details**

Tax Status	Tax-Exempt	Tax-Exempt	Tax-Exempt
Type of Sale	Private Placement	Negotiated	Negotiated
UW/Purchaser	JP Morgan Direct Purchase	US Bancorp, Barclays, Morgan Stanley	Morgan Stanley, Janney Montgomery Scott
Purpose	Wastewater Treatment and Collections, CSO	Wastewater Treatment and Collections, CSO	Wastewater Treatment and Collections, CSO
True Interest Cost	2.29%	4.13%	3.79%

**Non-callable**

**Callable**

## Outstanding Debt – Revenue Bonds

**Narragansett Bay Commission  
Wastewater System Revenue Bonds  
As of June 30, 2021**

Fiscal Year	\$196,360,000 - 2020 Series A NBC Wastewater System Refunding Revenue Bonds - GREEN Dated March 19, 2020	
	Ending June 30,	Principal
2022	\$ 2,380,000	1.398%
2023	2,410,000	1.448%
2024	2,445,000	1.440%
2025	2,485,000	1.497%
2026	7,440,000	1.597%
2027	9,370,000	1.764%
2028	7,940,000	1.864%
2029	11,470,000	1.964%
2030	11,710,000	2.044%
2031	11,935,000	2.094%
2032	12,190,000	2.184%
2033	11,395,000	2.264%
2034	15,050,000	2.344%
2035	9,610,000	2.404%
2036	10,915,000	2.464%
2037	11,900,000	2.544%
2038	6,950,000	2.624%
2039	7,150,000	2.917%
2040	7,360,000	2.917%
2041	7,575,000	2.917%
2042	7,805,000	2.917%
2043	8,035,000	2.917%
2044	8,270,000	2.917%
<b>Total</b>	<b>\$ 193,790,000</b>	

**Details**

Interest Payment Date(s)	March 1st	September 1st
Principal Payment Date(s)	September 1st	

**Issuance Details**

Tax Status	Federally Taxable
Type of Sale	Negotiated
UW/Purchaser	Barclays, Janney Montgomery Scott, J.P. Morgan, Ramirez & Co., Inc.
Purpose	Wastewater Treatment and Collections, CSO
True Interest Cost	2.51%

**Non-callable**

**Callable**

## Outstanding Debt – WIFIA

Narragansett Bay Commission  
Wastewater System Revenue Bonds - WIFIA  
As of June 30, 2021

Fiscal Year	\$268,700,000 - 2020 Series B NBC Wastewater System Revenue Bonds Dated October 26, 2020		\$190,633,824 - 2020 Series C NBC Wastewater System Revenue Bonds Dated October 26, 2020		
	Ending June 30,	Principal	Interest	Principal	Interest
2022		\$ -	1.42%	\$ -	1.60%
2023		-	1.42%	-	1.60%
2024		-	1.42%	-	1.60%
2025		-	1.42%	-	1.60%
2026		-	1.42%	-	1.60%
2027		-	1.42%	-	1.60%
2028		-	1.42%	-	1.60%
2029		-	1.42%	-	1.60%
2030		-	1.42%	-	1.60%
2031		-	1.42%	-	1.60%
2032		-	1.42%	-	1.60%
2033		-	1.42%	-	1.60%
2034		-	1.42%	-	1.60%
2035		-	1.42%	-	1.60%
2036		-	1.42%	-	1.60%
2037		-	1.42%	-	1.60%
2038		-	1.42%	-	1.60%
2039		249,026	1.42%		1.60%
2040		36,824,738	1.42%		1.60%
2041		39,283,871	1.42%		1.60%
2042		40,435,617	1.42%		1.60%
2043		41,618,491	1.42%		1.60%
2044		42,863,622	1.42%		1.60%
2045		52,855,795	1.42%		1.60%
2046		56,435,545	1.42%	1,016,851	1.60%
2047		715,950	1.42%	5,711,674	1.60%
2048		-	1.42%	-	1.60%
2049		-	1.42%	-	1.60%
2050			1.42%	3,851,053	1.60%
2051			1.42%	19,385,074	1.60%
2052			1.42%	21,180,790	1.60%
2053			1.42%	21,440,412	1.60%
2054			1.42%	21,678,398	1.60%
2055			1.42%	21,959,655	1.60%
2056			1.42%	22,219,276	1.60%
2057			1.42%	22,478,898	1.60%
2058			1.42%	22,760,154	1.60%
2059			1.42%	22,976,506	1.60%
2060			1.42%	9,692,537	1.60%
<b>Total</b>		<b>\$ 311,282,655</b>		<b>\$ 216,351,278</b>	

**Details**

Interest Payment Date(s)	March 1st	September 1st	March 1st	September 1st
Interest Payments Commence	September 1, 2031		September 1, 2031	
Principal Payment Date(s)	September 1st		September 1st	
<b>Issuance Details</b>				
Tax Status	Federally Taxable		Federally Taxable	
Type of Sale	Private Placement		Private Placement	
UW/Purchaser				
Purpose	USEPA		USEPA	
True Interest Cost	1.42%		1.60%	

**Non-callable**

**Callable**



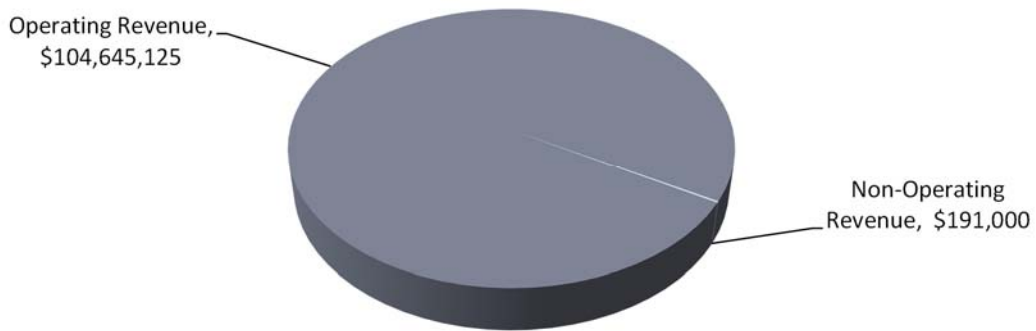
# Operating Budget

NBC's FY 2022 Operating Budget is \$104.8 million, which is 0.2% or approximately \$187 thousand more than the prior year budget.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Budgeted Difference	% Change
<b>Revenue</b>					
<b>Operating Revenue</b>					
User Fees	\$ 101,208,246	\$ 101,851,912	\$ 102,476,288	\$ 624,376	0.6%
Pretreatment Fees	61,354	65,000	80,000	15,000	23.1%
Septage Income	342,994	330,000	354,000	24,000	7.3%
Connection Fees/Capacity Charge	335,431	346,000	390,000	44,000	12.7%
Late Fees	837,184	900,000	450,000	(450,000)	(50.0%)
Customer Service Fees	182,474	190,000	200,000	10,000	5.3%
Renewable Energy Credits	579,679	577,000	694,837	117,837	20.4%
<i>Total Operating Revenue</i>	<i>103,547,362</i>	<i>104,259,912</i>	<i>104,645,125</i>	<i>385,213</i>	<i>0.4%</i>
<b>Non-Operating Revenue:</b>					
Investment Income	205,334	243,000	100,000	(143,000)	(58.8%)
Miscellaneous	136,971	146,000	91,000	(55,000)	(37.7%)
<i>Total Non-Operating Revenue</i>	<i>342,305</i>	<i>389,000</i>	<i>191,000</i>	<i>(198,000)</i>	<i>(50.9%)</i>
<b>Total Revenue</b>	<b>\$ 103,889,667</b>	<b>\$ 104,648,912</b>	<b>\$ 104,836,125</b>	<b>\$ 187,213</b>	<b>0.2%</b>
<b>Expense</b>					
<b>Operations and Maintenance Expense</b>					
Personnel	\$ 24,434,222	\$ 27,273,209	\$ 27,975,072	\$ 701,863	2.6%
Operating Supplies/Expense	14,939,913	18,588,660	19,042,787	454,127	2.4%
Professional Services	1,213,868	1,550,490	1,886,795	336,305	21.7%
<i>Total Operations &amp; Maintenance</i>	<i>40,588,003</i>	<i>47,412,359</i>	<i>48,904,654</i>	<i>1,492,295</i>	<i>3.1%</i>
<b>Debt Service</b>					
Principal	24,317,022	29,902,698	28,170,271	(1,732,427)	(5.8%)
Interest	15,658,984	13,961,081	13,297,646	(663,435)	(4.8%)
<i>Total Debt Service</i>	<i>39,976,006</i>	<i>43,863,779</i>	<i>41,467,917</i>	<i>(2,395,862)</i>	<i>(5.5%)</i>
<b>Total Expense</b>	<b>\$ 80,564,009</b>	<b>\$ 91,276,138</b>	<b>\$ 90,372,571</b>	<b>\$ (903,567)</b>	<b>(1.0%)</b>
<b>Transfer to Project Fund</b>	<b>\$ 23,325,658</b>	<b>\$ 13,372,774</b>	<b>\$ 14,463,554</b>	<b>\$ 1,090,780</b>	<b>8.2%</b>
<b>Total Expense and Transfer to Project Fund</b>	<b>\$ 103,889,667</b>	<b>\$ 104,648,912</b>	<b>\$ 104,836,125</b>	<b>\$ 187,213</b>	<b>0.2%</b>

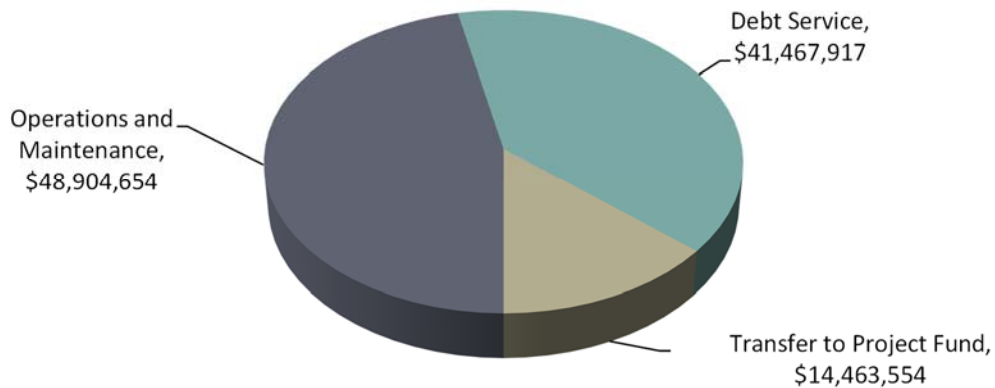
The FY 2022 budgeted revenue is \$104.8 million, which is \$187 thousand or 0.2% higher than last year’s budget. User fees are the most significant source of revenue at \$102.5 million or 97.8% of total revenue. User Fee Revenue reflects projected impacts of COVID-19 on consumption revenue. The chart below illustrates the sources of FY 2022 budgeted operating and non-operating revenue.

### Sources of Revenue



The largest category of expense in FY 2022 is Operations and Maintenance, which is approximately \$48.9 million and represents 46.7% of total uses of revenue. Budgeted Debt Service expense is \$41.5 million or 39.6%. The budget also includes a Transfer to the Project Fund of \$14.5 million. The chart below illustrates FY 2022 budgeted uses of revenue.

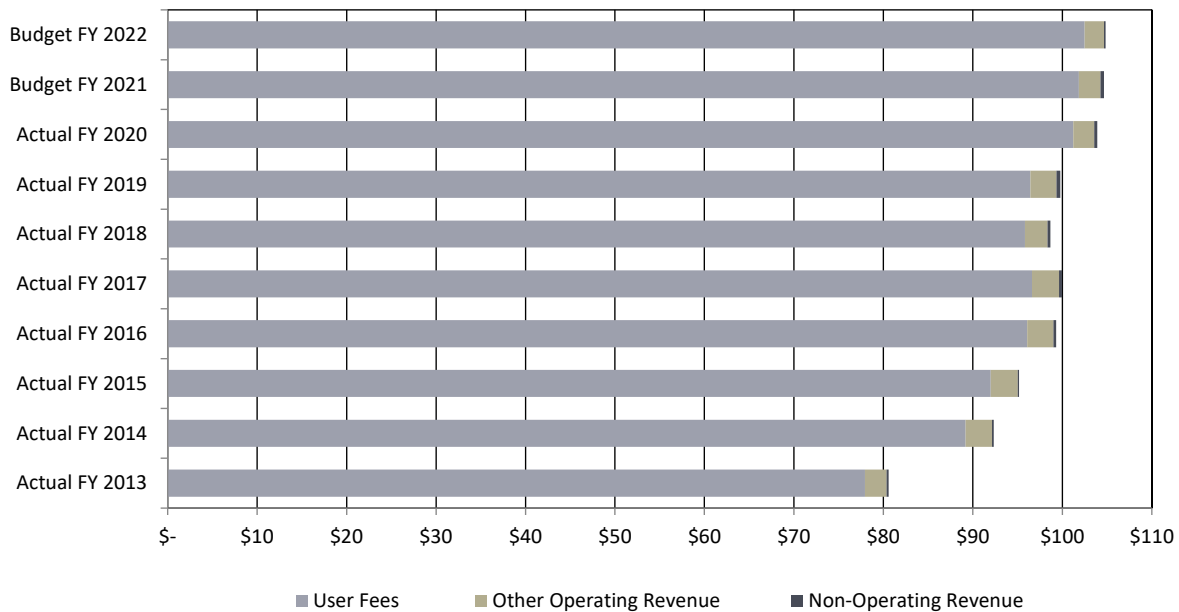
### Uses of Revenue



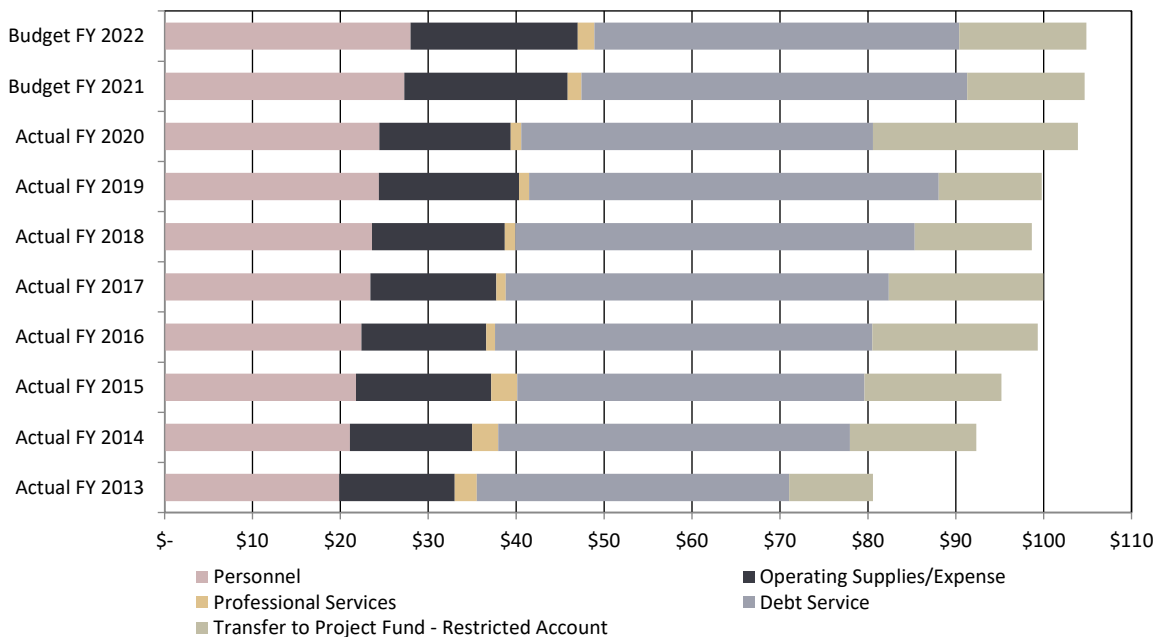
# Historical Overview

Revenue has grown significantly over the past ten years, primarily to support the Debt Service and Debt Service Coverage associated with NBC’s capital program. The charts on this page represent a ten-year historical overview of NBC’s revenue and expense.

### Ten-Year Historical Revenue Comparison (Millions \$)



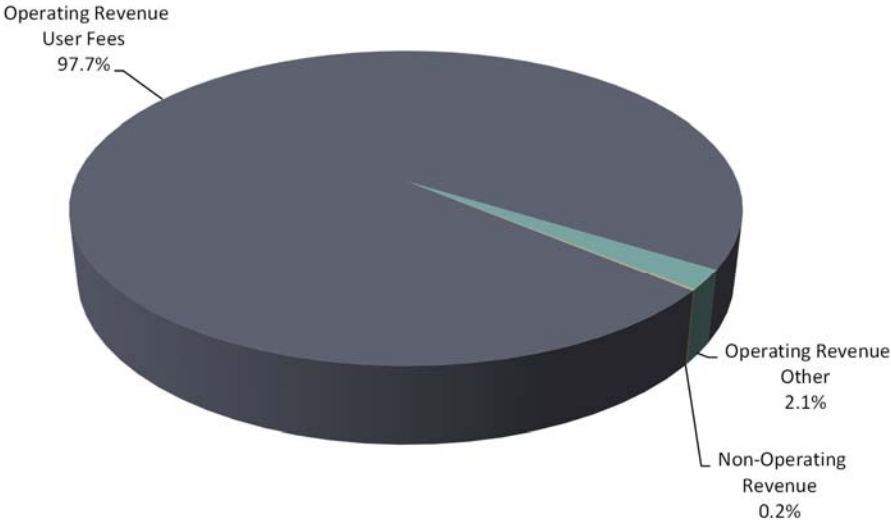
### Ten-Year Historical Expense Comparison (Millions \$)





# Revenue Profile

**Revenue by Category**



Budgeted revenue in FY 2022 is approximately \$187 thousand or 0.2% more than FY 2021. This is the net effect of a 0.4% increase in Operating Revenue and a 50.9% decrease in non-operating revenue. Of the \$104.8 million in total revenue, approximately \$102.5 million is from user fees, \$2.1 million is from Other Operating Revenue and \$191 thousand is from Non-Operating Revenue. Historical and budgeted revenue is shown in the table below.

Revenue	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Percent Change	Budgeted Difference
<b>Operating Revenue</b>						
User Fees	\$ 96,450,364	\$ 101,208,246	\$ 101,851,912	\$ 102,476,288	0.6%	\$ 624,376
Pretreatment Fees	1,066,369	61,354	65,000	80,000	23.1%	15,000
Septage Income	321,036	342,994	330,000	354,000	7.3%	24,000
Connection Fees/Capacity Charge	126,300	335,431	346,000	390,000	12.7%	44,000
Late Fees	1,052,671	837,184	900,000	450,000	(50.0%)	(450,000)
Customer Service Fees	195,460	182,474	190,000	200,000	5.3%	10,000
Renewable Energy Credits	150,596	579,679	577,000	694,837	20.4%	117,837
<i>Total Operating Revenue</i>	<i>99,362,797</i>	<i>103,547,362</i>	<i>104,259,912</i>	<i>104,645,125</i>	<i>19.4%</i>	<i>385,213</i>
<b>Non-Operating Revenue</b>						
Investment Income	290,251	205,334	243,000	100,000	(58.8%)	(143,000)
Miscellaneous	145,161	136,971	146,000	91,000	(37.7%)	(55,000)
<i>Total Non-Operating Revenue</i>	<i>435,412</i>	<i>342,305</i>	<i>389,000</i>	<i>191,000</i>	<i>(96.5%)</i>	<i>(198,000)</i>
<b>Total Revenue</b>	<b>\$ 99,798,208</b>	<b>\$ 103,889,667</b>	<b>\$ 104,648,912</b>	<b>\$ 104,836,125</b>	<b>0.2%</b>	<b>\$ 187,213</b>

## Operating Revenue

### User Fee Revenue

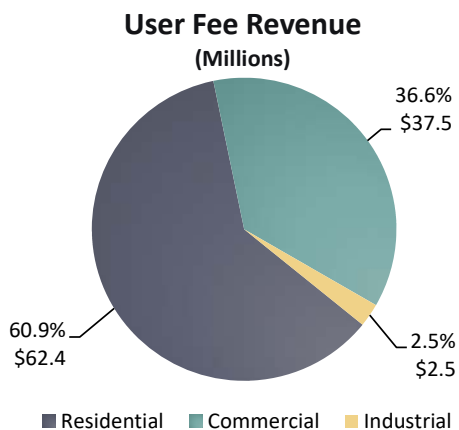
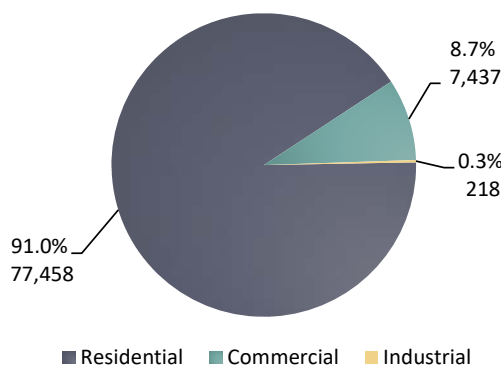
In FY 2022, User Fee Revenue represents 97.9% of the budgeted Operating Revenue and 97.7% of total revenue. Budgeted User Fee Revenue incorporates COVID-19 impacts that are anticipated to continue next fiscal year and other factors. The FY 2022 budgeted User Fee Revenue is \$102.5 million, which is \$624 thousand or 0.6% higher than the prior year.

### User Fee Revenue by Customer Class

NBC's user fee rate structure classifies users as residential, commercial, or industrial. NBC has approximately 77,458 residential accounts, which include residential structures up to and including six dwelling units and all residential condominiums regardless of the number of dwelling units. Residential accounts comprise 91.0% of total accounts.

Commercial and industrial users, NBC's non-residential accounts, include residential structures containing more than six dwelling units, commercial, mixed-use, and industrial properties. NBC bills approximately 7,437 commercial and 218 industrial accounts, comprising 8.7% and 0.3% of total accounts. Overall, non-residential accounts comprise 9.0% of total accounts.

### Number of Accounts



All customers are billed a flat fee and a consumption-based fee. Residential customers are charged a flat fee based upon the number of dwelling units. Budgeted residential user fees are \$62.4 million or 60.9% of FY 2022 budgeted user fee revenue. Non-residential customers are charged a flat fee based upon meter size. Budgeted user fee revenue for the commercial and industrial customer classes are \$37.5 million and \$2.5 million, respectively. Non-residential user fee revenue is \$40.1 million or 39.1% of total user fee revenue.

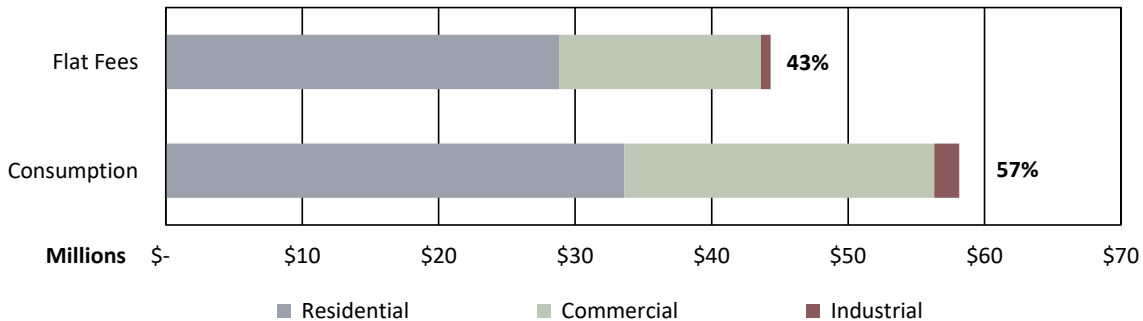
COVID-19 has changed customer behavior, shifting consumption based user fee revenue from the non-residential to the residential customer class. The FY 2022 budgeted user fee revenue reflects this change. The following table shows FY 2022 budgeted residential revenue is \$3.6 million or 6.2% higher than the prior year, while commercial revenue is \$2.6 million or 6.4% lower and industrial revenue is \$448 thousand or 14.9% lower than the prior year.

### Budgeted User Fee Revenue by Customer Class

	FY 2021	FY 2022	Difference	% Change
Residential	\$ 58,787,986	\$ 62,417,473	\$ 3,629,487	6.2%
Commercial	40,066,229	37,509,233	(2,556,996)	(6.4%)
Industrial	2,997,697	2,549,582	(448,115)	(14.9%)
<b>Total User Fees</b>	<b>\$ 101,851,912</b>	<b>\$ 102,476,288</b>	<b>\$ 624,376</b>	<b>0.6%</b>

## User Fee Revenue by Type

The following chart and table show the FY 2022 budgeted user fee revenue by consumption and flat fees. The FY 2022 consumption revenue is \$58.1 million or 57% of the total. Flat fee revenue is \$44.3 million or 43% of the total.



As is shown in the following table, on a year-over-year basis, budgeted revenue from flat fees is \$388 thousand or 0.9% higher than the prior year, and consumption revenue is \$236 thousand or 0.4% higher.

### Budgeted User Fee Revenue by Type

	FY 2021	FY 2022	Difference	% Change
Consumption	\$ 57,911,494	\$ 58,147,447	\$ 235,953	0.4%
Flat Fees	43,940,418	44,328,841	388,424	0.9%
<b>Total User Fees</b>	<b>\$ 101,851,912</b>	<b>\$ 102,476,288</b>	<b>\$ 624,377</b>	<b>0.6%</b>

## Consumption Revenue

Consumption Fee Revenue is based upon billable water usage, with distinct consumption rates for each customer class. On March 9, 2020, the Governor of the State of Rhode Island declared a state of emergency to support the State's response to the outbreak of COVID-19. As of December 14, 2020, the Governor had issued 99 additional Executive Orders with new directives to mitigate the health and economic impacts of COVID-19 including, but not limited to, stay-at-home orders, travel restrictions, limitations on places of public interaction and payment of unemployment benefits.

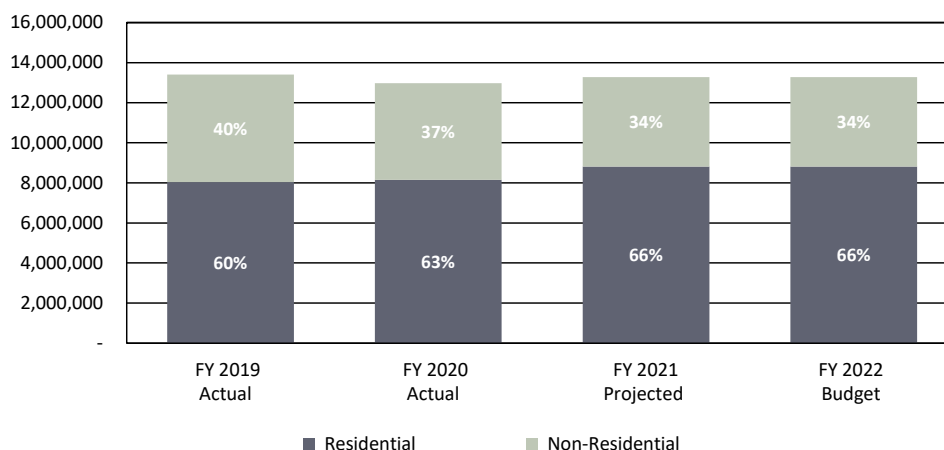
The response to COVID-19 resulted in a shift from non-residential to residential consumption, a trend that is anticipated to continue in FY 2022. The following table shows the actual, projected, and budgeted consumption in HCF by customer class. The last full year with no COVID-19 impact is FY 2019. The percentage change of the FY 2022 budgeted consumption to FY 2019 is shown in the last column. Residential consumption is 9.7% higher, whereas commercial and industrial consumption are 15.4% and 28.1% lower, respectively. This shift in consumption became more pronounced as the COVID-19 pandemic continued to impact the reopening of offices, schools, higher education facilities, and the disruption of other commercial activities.

### Billable Consumption (HCF)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	% Change 2022 vs. 2019
Residential	8,037,308	8,155,666	8,817,215	8,817,215	9.7%
Commercial	4,692,802	4,281,607	3,971,405	3,971,405	(15.4%)
Industrial	678,969	532,738	487,991	487,991	(28.1%)
<b>Total HCF</b>	<b>13,409,079</b>	<b>12,970,011</b>	<b>13,276,611</b>	<b>13,276,611</b>	<b>(1.0%)</b>

Given the uncertainties regarding COVID-19 impacts, NBC has taken a conservative approach estimating consumption revenue in FY 2022. Accordingly, the 12-month moving total consumption as of February 2021 is the basis for projecting billable consumption for both FY 2021 and the budget year. The 12-month moving total reflects nearly a complete year of COVID-19 impacts. The resulting budgeted consumption is higher than last year but below PUC approved levels. The chart below shows the impact that COVID-19 has had on billable consumption. Since FY 2019, residential consumption revenue increased from 60% to 66% of total billable HCF.

### Residential vs. Non-Residential Billable Consumption (HCF)



On a year-over-year basis, NBC is budgeting \$236 thousand or 0.4% more total consumption revenue than the prior year. The following table shows how COVID-19 has shifted consumption revenue from the non-residential to the residential customer class. FY 2022 budgeted residential consumption is \$3.5 million or 11.5% higher than the prior year. On the other hand, FY 2022 budgeted commercial consumption is \$2.8 million or 10.9% lower, and budgeted industrial consumption is \$444 thousand or 19.5% lower.

### Budgeted Consumption Revenue

	FY 2021	FY 2022	Difference	% Change
Residential	\$ 30,130,369	\$ 33,593,590	\$ 3,463,221	11.5%
Commercial	25,507,633	22,724,378	(2,783,255)	(10.9%)
Industrial	2,273,492	1,829,478	(444,014)	(19.5%)
<b>Total</b>	<b>\$ 57,911,494</b>	<b>\$ 58,147,446</b>	<b>\$ 235,952</b>	<b>0.4%</b>

### Flat Fee Revenue

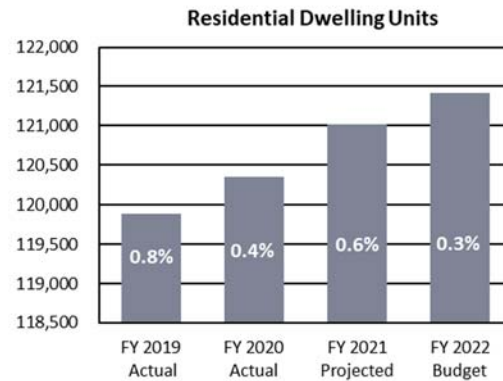
Flat fee revenue is based on the number of dwelling units for residential customers and billable meters by meter size for non-residential customers. NBC bills property owners, so there has been no significant COVID-19 impact on flat fees. FY 2022 budgeted flat fee revenue is \$388 thousand or 0.9% higher than the prior year due to 0.6% higher residential flat fee revenue of \$166 thousand and 1.6% higher commercial flat fee revenue of \$226 thousand. Industrial flat fee revenue is budgeted \$4,100 or 0.6% lower than the prior year.

### Budgeted Flat Fee Revenue

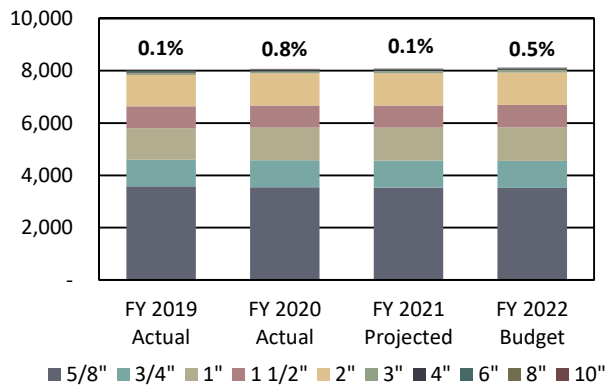
	FY 2021	FY 2022	Difference	% Change
Residential	\$ 28,657,617	\$ 28,823,882	\$ 166,265	0.6%
Commercial	14,558,596	14,784,854	226,259	1.6%
Industrial	724,205	720,105	(4,100)	(0.6%)
<b>Total</b>	<b>\$ 43,940,418</b>	<b>\$ 44,328,841</b>	<b>\$ 388,423</b>	<b>0.9%</b>

## Residential Flat Fees

FY 2022 budgeted residential flat fee revenue is based on the projected number of dwelling units. NBC has experienced continued, gradual growth in the number of dwelling units over the past several years. The average annual growth from FY 2019 through FY 2021 was used as the basis for the FY 2022 budget. NBC projects that the number of dwelling units will increase by 397 over the FY 2021 projected level, resulting in a total of 121,410 dwelling units. The chart on the right shows the number of dwelling units as well as the percent increase year-over-year.



## Non-Residential Meters



## Non-Residential Flat Fees

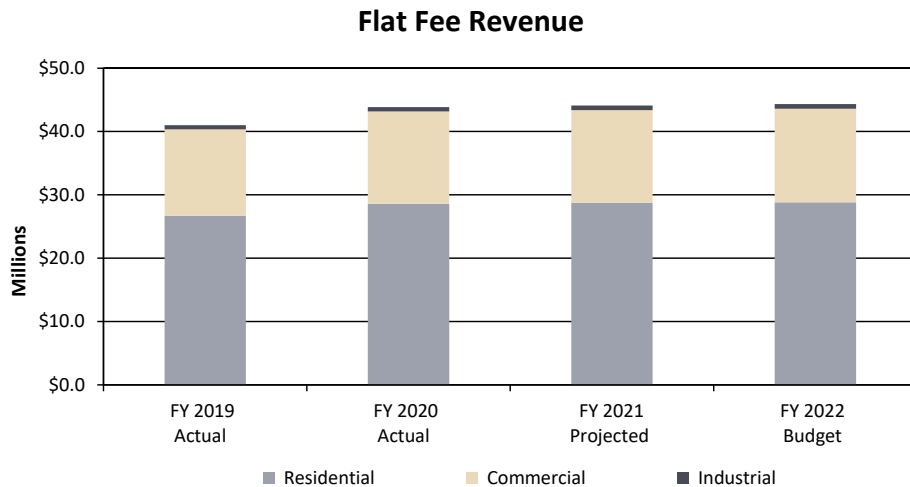
A similar method was used to determine the FY 2022 budgeted non-residential flat fee revenue. NBC bills non-residential customers based upon their meter size. The number of FY 2022 budgeted meters was calculated by applying the average annual growth from FY 2019 through FY 2021 to each meter size. The allocation between commercial and industrial meters is based on the change in flat fee revenue.

The following table shows flat fee revenue by fiscal year. The large increase from FY 2019 to FY 2020 reflects NBC's last rate increase on July 1, 2019, which generated additional revenue in FY 2020. The percent increase in flat fee revenue between FY 2020 and FY 2022 reflects changes in the rate base and shows that there has been growth in the residential and commercial flat fee rate base but not in the industrial rate base.

## Flat Fee Revenue by Fiscal Year

	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected	FY 2022 Budget	% Change 2022 vs. 2020
Residential	\$26,695,901	\$28,572,469	\$ 28,729,677	\$ 28,823,882	0.9%
Commercial	13,653,306	14,568,820	14,649,924	14,784,854	1.5%
Industrial	669,778	723,804	721,952	720,105	(0.5%)
<b>Total</b>	<b>\$41,018,985</b>	<b>\$43,865,093</b>	<b>\$ 44,101,553</b>	<b>\$ 44,328,841</b>	<b>1.1%</b>

The following chart shows flat fee revenue by fiscal year with budgeted flat fee revenue slightly higher than the prior year projected level.



### Sewer User Charge Rates

The following table below shows that three of the last four rate increases have been for debt service and debt service coverage. The July 1, 2019 rate increase was for operations and maintenance expense and a rate base adjustment. This year’s budget does not contemplate a rate increase. For more information regarding future rate increases, please see the Long-Term Financial Plan section of the budget.

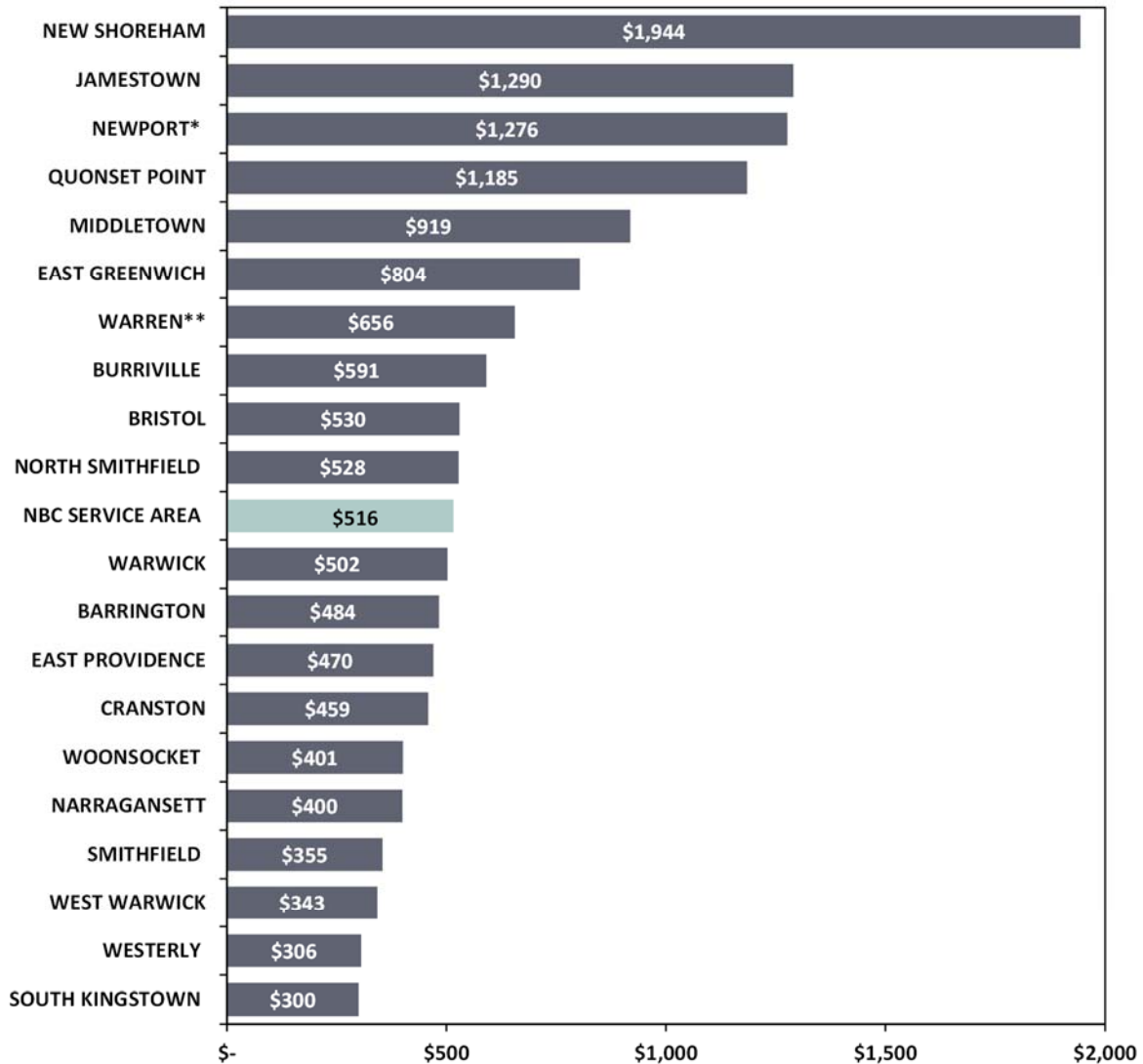
<b>Rate History</b>				
Effective Date	7/1/2015	7/14/2016	1/1/2019	7/1/2019
Type of Filing	Compliance	Compliance	Compliance	General
Purpose	Debt	Debt	Debt	O&M/Rate Base
Revenue Increase	2.29%	1.48%	2.88%	5.88%
User Rate Increase	2.40%	1.53%	2.98%	6.17%
Average Annual Residential Fee (150 gpd)	\$470	\$477	\$491	\$516

The table below shows NBC’s FY 2022 user rates for residential and non-residential users. At these rates, NBC’s estimated average annual residential sewer user fee based on annual usage of 150 gallons per day is \$516.

<b>NBC User Fees Effective July 1, 2019</b>			
Residential		Non-Residential	
Customer Charge:	based on number of Dwelling Units	<b>Meter Size</b>	<b>Annual Charge</b>
Residential Customer Charge:	\$ 237.41/dwelling unit	5/8"	\$ 563
Consumption Charge:	\$ 3.810/hcf	3/4"	\$ 845
Total Annual Average Residential Rate:	\$516	1"	\$ 1,408
(Based on 73.2 hcf* or 150 gallons per day)		1 1/2"	\$ 2,815
<b>Non-Residential</b>		2"	\$ 4,504
Customer Charge:	based on Meter Size	3"	\$ 8,445
Commercial Consumption Charge:	\$5.722/hcf	4"	\$ 14,075
Industrial Consumption Charge:	\$3.749/hcf	6"	\$ 28,150
		8"	\$ 45,040
		10"	\$ 64,745
*hcf = hundred cubic feet			

Since FY 2018, NBC has calculated the average annual residential sewer user fee based on the updated actual average consumption of 150 gallons per day per dwelling unit. The following table shows the results of NBC's 2020 annual sewer rate survey based upon usage of 150 gallons per day. The survey shows that despite NBC's large operation and significant capital improvements, NBC's average residential user rate of \$516 in 2020 was below the state average of \$679.

### 2020 Annual Rhode Island Residential Sewer Charges



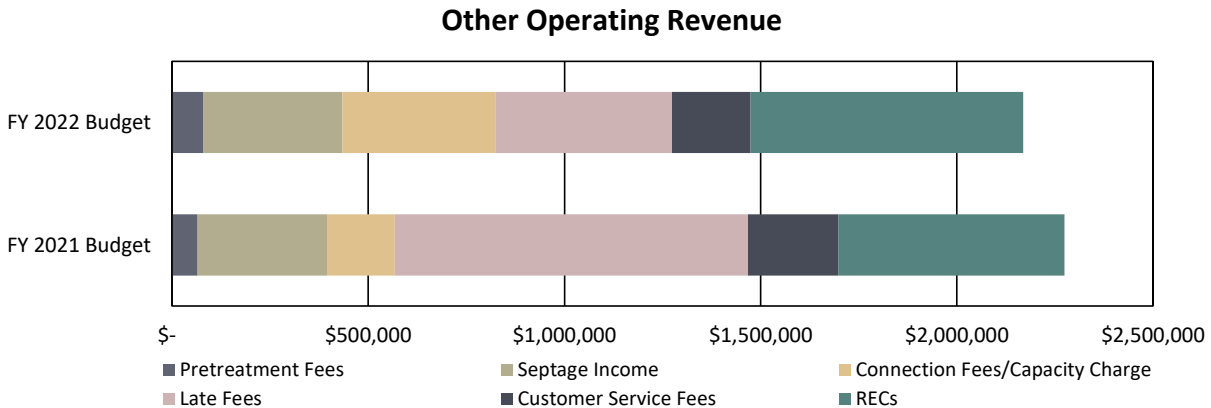
\* Newport includes stormwater fees

\*\* Warren sewer use fees include a component based on ad-valorem taxes. For purposes of this survey, the fee is based on the median home value of \$216,000



## Other Operating Revenue

While NBC's primary source of operating revenue is from user fees, NBC has other operating revenue, which represents the remaining 2.0%. The chart below shows sources of other operating revenue are late fees, new connection permit/capacity charge fees, customer service fees, renewable energy credit (REC) revenue, septage fees and pretreatment fees. As is shown in the chart below, budgeted other operating revenue is \$239,163 or 9.9% lower in FY 2022 than the prior year due primarily to lower late fee revenue.



Late fees are assessed at a rate of 1.0% per month on any unpaid balance past due 30 days from the billing date. Historically, NBC has earned late fee revenue equivalent to approximately 1.0% of annual user fee revenue. On June 2, 2020, however, the PUC issued an order ("Order 23836") requiring the suspension of the assessment of late fees effective June 1, 2020. This suspension remains in effect although the PUC indicated in Order 23866 that the continued suspension of the assessment of late fees would be reviewed again in September 2020. As of the date of the publication of this budget, NBC is not aware of any action taken to date by the PUC on this matter other than data requests issued by the PUC with responses due on October 15, 2020. NBC is projecting that late fee charges will continue to be suspended until December 31, 2021, resulting in budgeted late fee revenue of \$450 thousand or 50.0% less than the prior year.

NBC implemented a new sewer connection permit fee/capacity charge structure in FY 2020 based on whether the new service is a direct or indirect connection. The FY 2022 budgeted revenue from these fees and charges is \$390 thousand which is 12.7% higher than the prior year. Please see the following table for a comparison of the budgeted revenue from these fees.

### Connection Permit Fees/Capacity Charge

	FY 2021 Budget	FY 2022 Budget	Difference
Connection Permit Fees	\$ 55,000	\$ 51,000	\$ (4,000)
Capacity Charge	291,000	339,000	48,000
<b>Total</b>	<b>\$ 346,000</b>	<b>\$ 390,000</b>	<b>\$ 44,000</b>

The FY 2022 budget for customer service fees is \$10,000 more than the prior year. This is due to higher than budgeted real estate closing fees in FY2021. NBC is budgeting FY 2022 customer service fees at the projected FY 2021 level. Please see the following table for a comparison of the budgeted revenue from these fees.

### Customer Service Fees

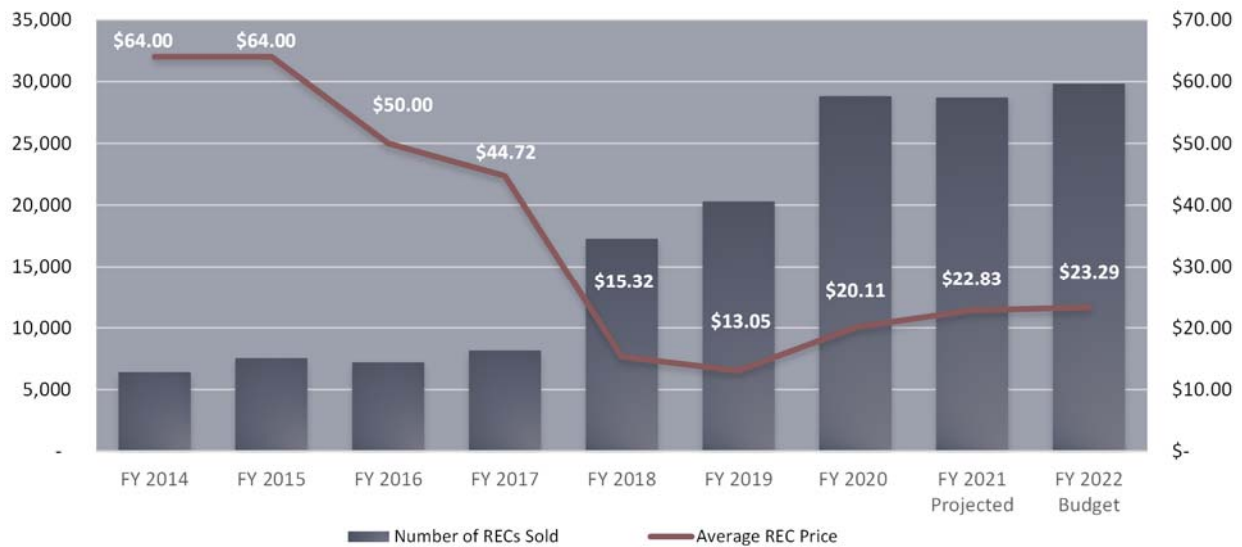
	FY 2021 Budget	FY 2022 Budget	Difference
Real Estate Closing Fee	\$ 158,000	\$ 176,000	\$ 18,000
Abatement Application Fee	2,000	5,000	3,000
Returned Check Fee	30,000	19,000	(11,000)
<b>Total</b>	<b>\$ 190,000</b>	<b>\$ 200,000</b>	<b>\$ 10,000</b>

The FY 2022 budget also reflects a \$117,837 or 20.4% increase in REC revenue over the prior year. This is the net effect of a 12.5% increase in RECs generated due to the new Biogas Facility projected and an estimated 7.0% increase in the price per REC from \$21.76/kWh to \$23.29/kWh. Total REC revenue budgeted in FY 2022 is \$694,837.

### Budgeted Renewable Energy Credits

	FY 2021	FY 2022	Difference
Renewable Energy Credits	\$ 577,000	\$ 694,837	\$ 117,837
Average Rate/REC	\$ 21.76	\$ 23.29	\$ 1.53
Number of RECs	20,485	29,834	9,349

### Number of RECs Sold and Average Price

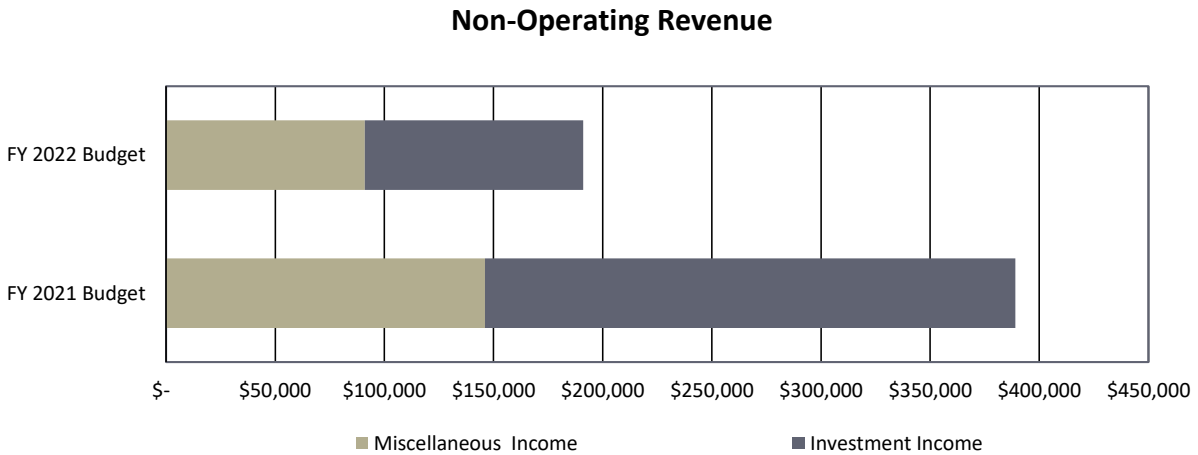


Pretreatment permit application fees are paid by users regulated under R.I.G.L. 46-25-25 and NBC's Rules and Regulations. The FY 2022 budgeted pretreatment permit application fees are \$80 thousand or 23% higher than the prior year based on the FY 2021 projected level.

Septage fees are paid by permitted haulers based upon the amount of septage that they discharge at NBC's Septage Receiving Station. The FY 2022 budgeted septage revenue is 7.3% higher than the prior year based on the FY 2021 projected level.

## Non-Operating Revenue

Non-Operating revenue includes Investment Income and Miscellaneous Revenue. As is shown in the following table, Non-Operating Revenue is projected to decrease \$198,000 or 50.9% from the FY 2021 budgeted level.



Investment Income is budgeted \$143,000 or 58.5% lower than the prior year due to lower interest rates. The budget also reflects a \$55,000 or 37.7% decline in Miscellaneous Income. This is driven by the anticipated sale of NBC property that previously generated Rental Income. The following chart shows the Non-Operating Revenue on a year-to-year basis.

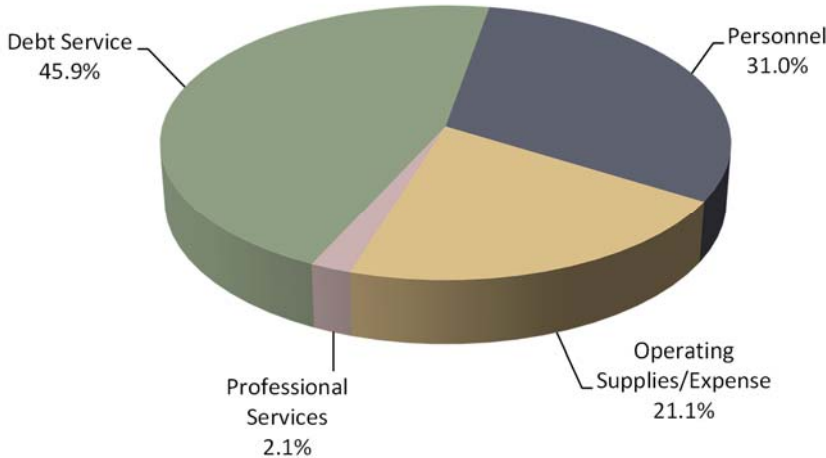
<b>Non-Operating Revenue</b>			
	FY 2021 Budget	FY 2022 Budget	Difference
Miscellaneous Income	\$ 146,000	\$ 91,000	\$ (55,000)
Investment Income	243,000	100,000	(143,000)
<b>Total</b>	<b>\$ 389,000</b>	<b>\$ 191,000</b>	<b>\$ (198,000)</b>

# Expense Profile

## Expense by Element

The chart below shows the FY 2022 operating expense by element. Debt Service comprises 45.9% of the Operating Expense. The next largest expense category is Personnel, at 31.0%, followed by Operating Supplies and Expense at 21.1% and Professional Services at 2.1%.

**FY 2022 Operating Budget by Element of Expense**



NBC’s Operating Budget expense for FY 2022 is \$90,372,571. This is a decrease of \$903,567 or 1.0% from the approved FY 2021 budget. Historical and budgeted expense is shown in the table below.

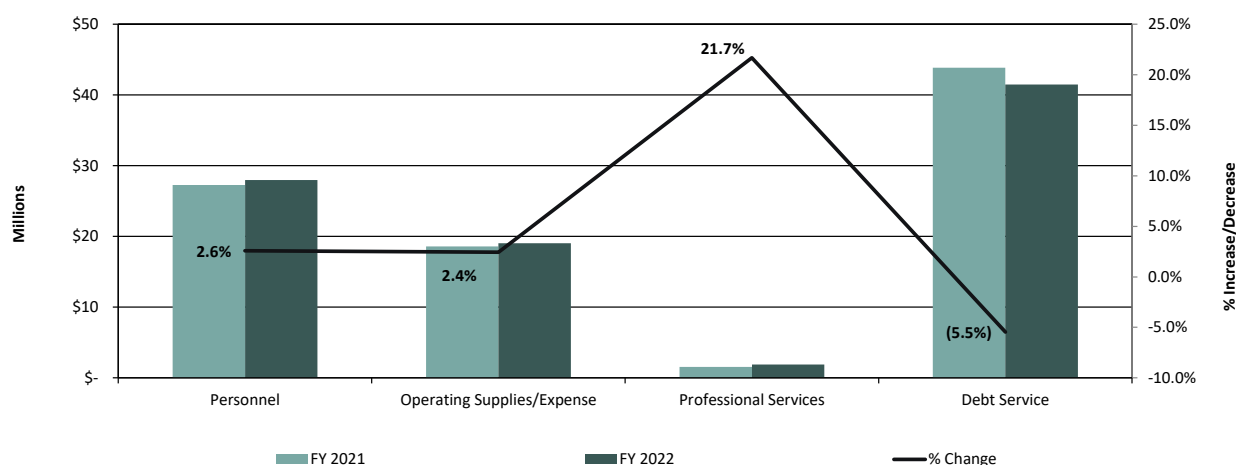
Expense	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	Budgeted Difference
<b>Operations and Maintenance</b>						
Personnel	\$ 24,382,524	\$ 24,434,222	\$ 27,273,209	\$ 27,975,072	2.6%	\$ 701,864
Operating Supplies/Expense	15,863,966	14,939,913	18,588,660	19,042,787	2.4%	454,127
Professional Services	1,076,295	1,213,868	1,550,490	1,886,795	21.7%	336,306
<i>Total Operations and Maintenance</i>	<i>41,322,785</i>	<i>40,588,003</i>	<i>47,412,359</i>	<i>48,904,654</i>	<i>3.1%</i>	<i>1,492,296</i>
<b>Debt Service</b>	<b>46,576,162</b>	<b>44,682,925</b>	<b>43,863,779</b>	<b>41,467,917</b>	<b>(5.5%)</b>	<b>(2,395,862)</b>
<b>Total Expense</b>	<b>\$ 87,898,947</b>	<b>\$ 85,270,928</b>	<b>\$ 91,276,138</b>	<b>\$ 90,372,571</b>	<b>(1.0%)</b>	<b>\$ (903,567)</b>
<b>Transfer to Project Fund</b>	<b>\$ 11,750,478</b>	<b>\$ 23,325,658</b>	<b>\$ 13,372,774</b>	<b>\$ 14,463,554</b>	<b>8.2%</b>	<b>\$ 1,090,780</b>
<b>Total Expense and Transfer to Project Fund</b>	<b>\$ 99,649,425</b>	<b>\$ 108,596,586</b>	<b>\$ 104,648,912</b>	<b>\$ 104,836,125</b>	<b>0.2%</b>	<b>\$ 187,213</b>

Budgeted debt service coverage, shown as a Transfer to the Project Fund is calculated as revenue less operating expense and is used to fund the Capital Budget. Please see the Long-Term Financial Plan section of the Budget for more information regarding this transfer.

Exemplified in the following table and chart, the largest percentage change to the Operating Expense in FY 2022 is a 21.7% increase in Professional Services, followed by a 5.5% decrease in Debt Service. Personnel expense increased by 2.6% or approximately \$702 thousand, and Operating Supplies/Expense increased by 2.4% or approximately \$454 thousand.

### Budgeted Operating Expense by Element

	FY 2021	FY 2022	Difference	% Change
Operations & Maintenance Expense				
Personnel	\$ 27,273,209	\$ 27,975,072	\$ 701,864	2.6%
Operating Supplies/Expense	18,588,660	19,042,787	454,127	2.4%
Professional Services	1,550,490	1,886,795	336,306	21.7%
<i>Total Operations &amp; Maintenance Expense</i>	47,412,359	48,904,654	1,492,296	3.1%
Debt Service	48,863,779	41,467,917	(2,395,863)	(5.5%)
<i>Total Operating Expense</i>	\$ 91,276,138	\$ 90,372,571	(\$903,567)	(0.1%)



The following section discusses the major components and changes by Element of Expense including Personnel, Operating Supplies/Expense, Professional Service and Debt Service.

## Operations and Maintenance

### Personnel

In FY 2022, personnel expense represents 31.0% of the total operating expense. The FY 2022 budgeted personnel expense is \$28.0 million, a net increase of approximately 2.6% or \$702 thousand over the prior year. Personnel expense consists of employee salaries and wages, retirement, benefits, and unemployment expense. Personnel expense is budgeted net of capital reimbursements to reflect staff working on capital projects.

The NBC employs non-union employees and union employees. NBC's union employees are members of either the Rhode Island Laborers' District Council Public Service Employees' Local 1033 of the Laborers' International Union of North America (LIUNA), American Federation of Labor - Congress of Industrial Organizations (AFL-CIO), or of the Rhode Island Council 94, American Federation of State, County and Municipal Employees (AFSCME), AFL-CIO, Local 1010 and Local 2884.

The table below shows the FY 2022 budgeted personnel expense by major component. Salaries and wages for union and non-union employees is \$654,613 higher than the prior year. This is the result of a net increase in budgeted positions of four FTEs as well as a projected COLA and contracted step increases for union employees and merit increases for non-union employees. FY 2022 budgeted overtime for union and non-union employees is \$52,280 higher than FY 2021. Budgeted retirement is \$125,836 or 2.5% higher and benefits are \$145,408 or 2.8% higher. The FY 2022 budgeted capital reimbursements are \$223,993 or 9.0% higher, a reduction in personnel expense.

### Budgeted Personnel Expense

	FY 2021	FY 2022	Difference	% Change
Salaries and Wages <sup>1</sup>	\$ 19,526,075	\$ 20,180,688	\$ 654,613	3.4%
Retirement <sup>2</sup>	5,045,375	5,171,211	125,836	2.5%
Benefits	5,154,423	5,299,831	145,408	2.8%
Other	45,000	45,000	-	0.0%
Capital Reimbursements	(2,497,665)	(2,721,658)	(223,993)	9.0%
<b>Total</b>	<b>\$ 27,273,209</b>	<b>\$ 27,975,072</b>	<b>\$ 701,864</b>	<b>2.6%</b>

<sup>1</sup> Includes overtime

<sup>2</sup> Includes FICA and Medicare

### Budgeted FTEs

The total number of FTEs included in the FY 2022 budget is 297, which is 3 more than the prior year budget. Because NBC has decreased the budgeted turnover from 9.0 FTEs in FY 2021 to 8.0 FTEs in FY 2022, the net increase is 4.0 FTEs for a total of 289. The following table shows the number of positions budgeted by cost center for the last ten years.

### Budgeted FTEs by Cost Center

Program	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Administration	8	8	8	8	8	8	8	6	7	7
Human Resources	4	4	4	4	4	4	4	6	6	6
Information Technology	12	12	12	12	12	12	12	12	13	13
Legal	5	5	5	5	5	5	6	7	7	7
Construction	13	13	13	11	11	10	10	9	10	11
Engineering	-	-	-	-	-	6	7	10	10	10
Finance	5	5	5	5	5	6	7	8	10	10
Accounting	10	10	10	10	10	10	10	10	10	10
Customer Service	24	24	24	25	25	25	25	27	28	28
Purchasing	4	4	4	4	4	3	3	2	4	4
Interceptor Maintenance	20	20	20	20	20	18	20	19	23	24
Operations & Maintenance Services	8	9	9	9	9	7	6	7	7	8
Field's Point	57	57	59	59	59	54	54	54	54	54
Bucklin Point	33	34	35	43	45	45	47	47	47	47
Technical Analysis & Compliance	5	5	5	5	5	4	4	10	10	10
Pretreatment	14	14	14	14	14	14	14	14	14	14
Laboratory	16	16	17	17	17	17	17	18	19	19
ESTA	4	4	4	4	4	4	4	-	-	-
Environmental Monitoring	17	17	17	17	17	17	17	15	15	15
<b>Total FTEs</b>	<b>259</b>	<b>261</b>	<b>265</b>	<b>272</b>	<b>274</b>	<b>269</b>	<b>275</b>	<b>281</b>	<b>294</b>	<b>297</b>
<b>Less Turnover</b>	<b>(3)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(4)</b>	<b>(2)</b>	<b>(6)</b>	<b>(9)</b>	<b>(9)</b>	<b>(8)</b>
<b>Net Budgeted Positions</b>	<b>257</b>	<b>259</b>	<b>262</b>	<b>268</b>	<b>270</b>	<b>267</b>	<b>269</b>	<b>272</b>	<b>285</b>	<b>289</b>

### New Positions

This year’s operating budget reflects three new positions. An Assistant Construction Manager was added to provide additional support to the management of NBC’s significant capital improvement program and for succession planning. The FY 2022 budget also includes two new positions to address staffing needs in the Operations & Maintenance Division. The IM Senior Inspector in the Interceptor Maintenance section will support and oversee work activities related to the collection system and coordinate with outside agencies and contractors. A Planning Manager is also budgeted to oversee the Sewer Connection Permitting and the Asset Management Programs.

### FY 2022 Budget Summary of New Positions

Title	Cost Center
Assistant Construction Manager	Construction
IM Senior Inspector	Interceptor Maintenance
Planning Manager	Operations & Maintenance Services

### Turnover

NBC budgets turnover based on the number of FTE terminations divided by the average number of FTEs employed. NBC has decreased the budgeted turnover from 9.0 FTEs in FY 2021 to 8.0 FTEs in FY 2022.

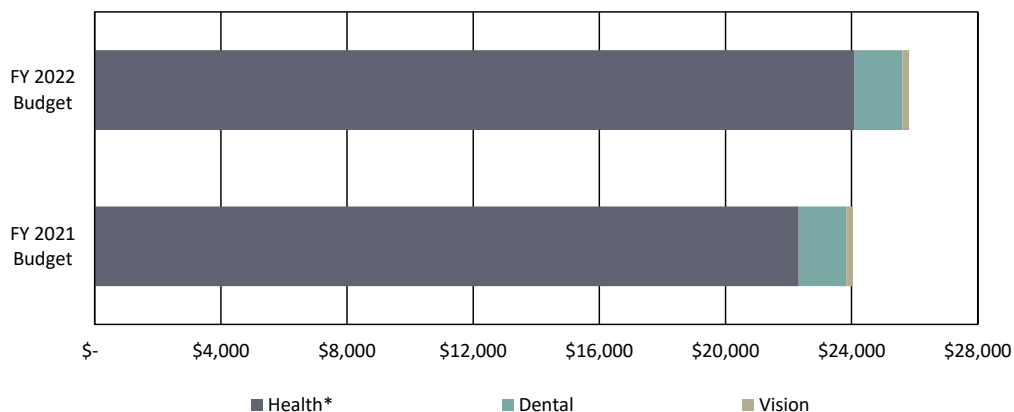
### Health, Dental and Vision Benefits

Health, dental and vision benefits are budgeted based on actual enrollment and a weighted average for unfilled positions. The FY 2022 budgeted health insurance family premium is 8.0% higher than the prior year. This is the combined result of a 6.5% increase in the health insurance premiums along with the fact that the FY 2021 actual increase in the family plan was 1.5% higher than the budgeted rate. The FY 2022 Budget also includes funding for the wellness initiative program offered by NBC to encourage wellness activities. The following chart and table show the budgeted health, dental and vision insurance expense for family coverage is \$25,827, or 7.4% more than the prior year.

### Budgeted Healthcare Benefits

Healthcare Benefits	FY 2021	FY 2022	Difference	% Change
Health*	\$ 22,321	\$ 24,100	\$ 1,779	8.0%
Dental	1,510	1,510	-	0.0%
Vision	217	217	-	0.0%
<b>Total</b>	<b>\$ 24,048</b>	<b>\$ 25,827</b>	<b>\$ 1,779</b>	<b>7.4%</b>

\*net of co-pay with HSA/HRA ER Contribution



\*net of co-pay with HSA/HRA ER Contribution



## Retirement

The following table shows the budgeted percentages for retirement benefits. Union employees participate in the Employees' Retirement System of Rhode Island (ERSRI). ERSRI sets the annual employer contribution rate for both the pension and retiree health benefits. The FY 2022 budgeted employer contribution to the union pension decreased from 28.57% to 28.01% and the union retiree health benefits decreased from 5.87% to 5.28%. NBC's non-union employees participate in a defined contribution plan and a defined benefit plan administered by NBC. The FY 2022 budget for non-union retirement expense is 10.0% of the budgeted non-union salaries and wages.

### Employer Retirement Contributions

Retirement Benefits	FY 2021	FY 2022	% Change
<b>Union</b>			
Retirement	28.57%	28.01%	(2.0%)
Retirement Health	5.87%	5.28%	(10.1%)
<i>Total Union</i>	34.44%	33.29%	(12.0%)
<b>Non-Union</b>			
Retirement	10.00%	10.00%	0.0%
<i>Total Non-Union</i>	10.00%	10.00%	0.0%

## Operating Supplies and Expense (OSE)

Operating Supplies and Expense (OSE) represent 18.2% of the total FY 2022 Operating Expense. The FY 2022 OSE budget increased by 2.4% or \$454,127 from the prior year. The largest operating expense line items relate to the wastewater treatment processes and utilities, and there are several significant changes in this year's budget that are shown in the table below. The following section outlines the components of these line items and shows the changes in the budgeted amount compared to the prior year.

### Budgeted Operating Supplies and Expense (OSE)

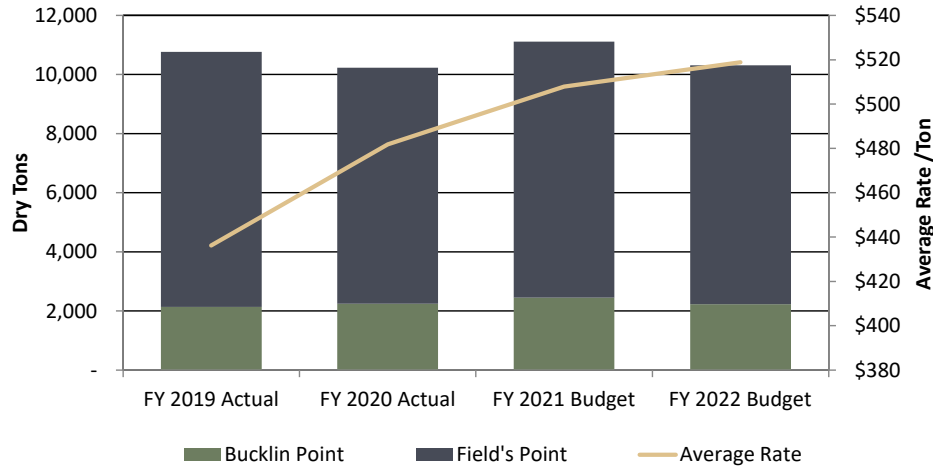
	FY 2021	FY 2022	Difference	% Change
Biosolids	\$ 5,646,504	\$ 5,352,447	\$ (294,057)	(5.2%)
Natural Gas	365,992	641,178	275,186	75.2%
Electricity	4,025,251	3,429,346	(595,905)	(14.8%)
Net Metering Credits	(2,778,869)	(2,860,448)	(81,579)	2.9%
Green PPA	1,130,090	1,212,596	82,506	7.3%
Biogas	170,000	296,400	126,400	74.4%
Chemicals	1,324,056	1,332,179	8,124	0.6%
Contracts & Service Agreements	1,791,760	2,155,317	363,557	20.3%
Repairs Accounts - Building & Process Equipment	1,083,100	1,194,785	111,685	10.3%
Supplies Accounts - Building & Maintenance and Lab	981,384	1,064,150	82,796	8.4%
Insurance <sup>1</sup>	1,252,918	1,370,192	117,274	9.4%
Other	3,695,513	3,854,645	258,132	7.2%
<b>Total</b>	<b>\$ 18,588,660</b>	<b>\$ 19,042,787</b>	<b>\$ 454,127</b>	<b>2.4%</b>

<sup>1</sup> Includes Insurance and Workers' Compensation Insurance

### Biosolids

Approximately 28.1% of NBC's FY 2022 budgeted OSE is for Biosolids Disposal at the WWTFs. The FY 2022 budget is amount of \$5,352,447 is \$294,057 or 5.2% lower than the prior year. This is due to lower dry ton production at both WWTFs which more than offsets the projected increase in the contracted biosolids rate of 2.6% or \$10.98 per dry ton. The number of budgeted dry tons is 802 less than the prior year based on a 1.7% increase over the 24-month average at both WWTFs.

#### Biosolids Dry Tons and Disposal Rate

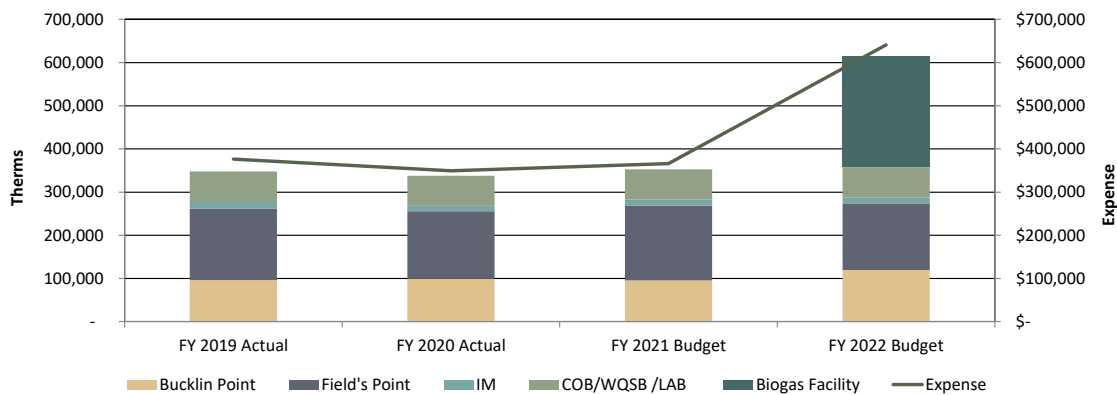


### Natural Gas

The FY 2022 budgeted Natural Gas is 3.4% of the FY 2022 OSE budget. The budget amount of \$641,178 is approximately 75.2% or \$275,186 higher than the prior year. This is primarily due to the budgeting of 256,400 Therms for supplemental fuel for the Biogas Facility along with 0.7% increase in the rate to \$1.044 per therm.

Therms	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Budgeted Difference	% Change
Field's Point	165,405	155,858	173,475	154,051	(19,424)	(11.2%)
Bucklin Point	96,103	99,668	95,548	119,524	23,976	25.1%
Biogas Facility	-	-	-	256,400	256,400	0.0%
IM	15,693	12,710	14,093	13,468	(625)	(4.4%)
COB/WQSB /LAB	70,514	69,601	69,949	70,824	875	1.3%
<b>Therms</b>	<b>347,715</b>	<b>337,837</b>	<b>353,065</b>	<b>614,267</b>	<b>261,202</b>	<b>74.0%</b>
<b>Expense</b>	<b>\$ 376,108</b>	<b>\$ 349,161</b>	<b>\$ 365,992</b>	<b>\$ 641,178</b>	<b>\$ 275,186</b>	<b>75.2%</b>

#### Natural Gas Usage and Expense



## Electricity

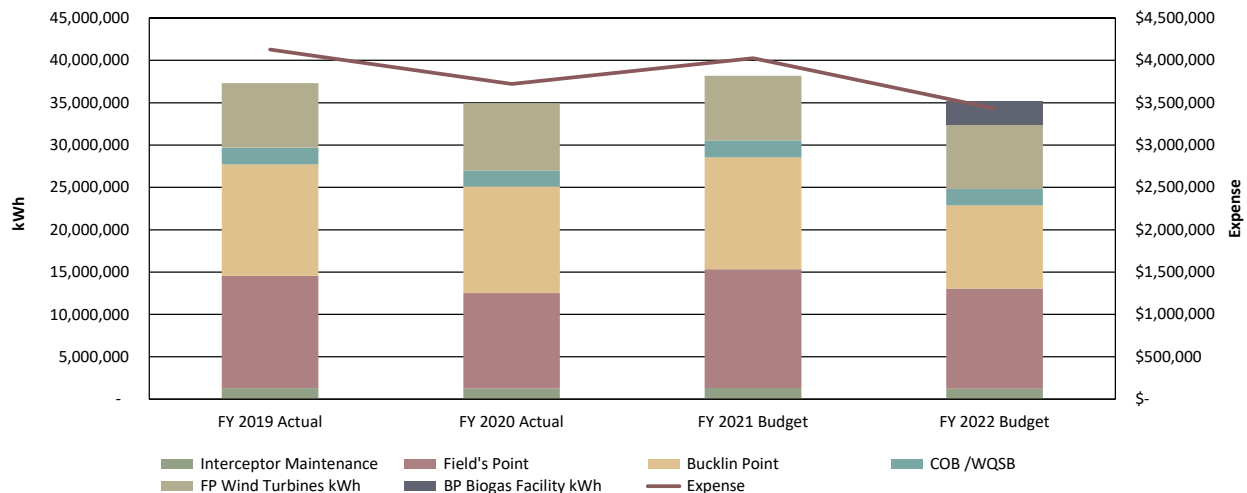
Purchased electricity is 18.0% of NBC's FY 2022 budgeted OSE. The budget for this account is calculated by applying the projected composite rate, which includes supply costs, to the kWh purchases by location. The budgeted electricity supply rate is \$0.05786/kWh which remains unchanged from the prior year. As is shown below, the FY 2022 budgeted electricity expense is approximately \$3.4 million, which is 14.8% or \$595,905 less than the prior year budget. The lower budget is attributable to reduced purchases based on trending usage and the operation of the Bucklin Point Biogas Facility. The Biogas Facility is projected to be online for the entire budget year with estimated production of 2.8 million kWh. Since the Biogas Facility is "behind the meter", its operation will reduce the amount of electricity that NBC must purchase. The FY 2022 budgeted electricity expense is based upon the following assumptions:

- Overall lower electricity use of 3.0 million kWh based on a 24-month average
- Purchased electricity 5.7 million kWh lower due to lower projected use and projected behind-the-meter production of 2.8 million kWh from the Biogas Facility
- Budget supply rate remains unchanged at \$0.05786 per kWh

The following table and chart show the historical and budgeted electricity use and purchases by location. Budgeted electricity purchases are 5.7 million kWh or 18.7% lower than the prior year.

### Electricity Use and Expense

Location	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Budgeted Difference	% Change
Interceptor Maintenance	1,289,891	1,237,674	1,313,132	1,223,331	(89,801)	(6.8%)
Field's Point	13,267,488	11,272,843	14,019,316	11,830,634	(2,188,682)	(15.6%)
Bucklin Point	13,150,000	12,580,000	13,210,957	9,813,836	(3,397,121)	(25.7%)
COB /WQSB	1,986,609	1,915,830	2,004,628	1,952,614	(52,014)	(2.6%)
<b>Purchased kWh</b>	<b>29,693,988</b>	<b>27,006,347</b>	<b>30,548,033</b>	<b>24,820,415</b>	<b>(5,727,618)</b>	<b>(18.7%)</b>
FP Wind Turbines kWh	7,622,877	7,923,698	7,618,057	7,575,302	(42,755)	(0.6%)
BP Biogas Facility kWh	-	-	-	2,800,000	2,800,000	0.0%
"Behind the Meter" kWh	7,622,877	7,923,698	7,618,057	10,375,302	2,757,245	36.2%
<b>Total kWh</b>	<b>37,316,865</b>	<b>34,930,045</b>	<b>38,166,090</b>	<b>35,195,717</b>	<b>(2,970,373)</b>	<b>(7.8%)</b>
<b>Expense</b>	<b>\$ 4,127,844</b>	<b>\$ 3,720,048</b>	<b>\$ 4,025,251</b>	<b>\$ 3,429,346</b>	<b>\$ (595,905)</b>	<b>(14.8%)</b>



### Net Metering Credits (NMC) and Green Power Purchase Agreement (PPA)

In addition to electricity expense, NBC budgets Net Metering Credits (NMCs) for renewable energy that is produced off-site and reduces NBC's expense. The calculation of the NMCs is based on a PUC approved rate per kWh, which is higher than the composite rate paid by NBC. The NMCs are applied to NBC's electricity invoices and are reflected in the budget as a credit. NBC earns NMC from turbines it owns in Coventry and through renewable energy that is purchased through a Power Purchase Agreement (PPA).

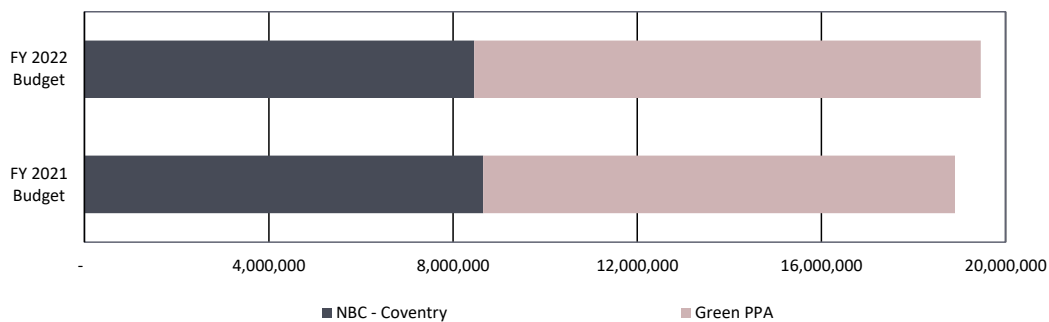
The NBC owns three off-site wind turbines and retains 100% of the NMC credits generated from those facilities. In addition, NBC has PPAs for two solar facilities and one wind facility that generate NMC and are located off-site. NBC retains 25% of the NMC generated from those facilities and pays the vendor 75% of the NMC.

As is shown in the following table, the FY 2022 budgeted kWh production from the net-metered sources is 19.5 million kWh which is 2.9% or 555 thousand kWh more than FY 2021. This is the net impact of 2.2% lower production from the NBC owned turbines in Coventry and 7.3% higher production from the PPA sources. The FY 2022 budgeted NMC rate is the same as prior year at \$0.147/kWh. The resulting total NMC budget is a \$2.9 million credit, which is approximately \$82 thousand or 2.9% more than was budgeted the prior year. The payment to the PPA vendor is budgeted at 75% of the NMC from the PPA facilities or \$1.2 million in the FY 2022 budget.

### Budgeted Net Metering Credits and PPA

	FY 2021	FY 2022	Difference	% Change
<b>kWh from NMC Sources</b>				
NBC Coventry	8,653,622	8,460,233	(193,389)	(2.2%)
Green PPA	10,250,251	10,998,601	748,350	7.3%
<i>Total Budgeted kWh</i>	18,903,873	19,458,834	554,961	2.9%
<b>NMC Earned (reflected in budget as reduction in expense)</b>				
NBC Coventry NMC	\$ (1,272,082)	\$ (1,243,654)	\$ 28,428	(2.2%)
Green PPA NMC	(1,506,787)	(1,616,794)	(110,007)	7.3%
<i>Total Budgeted NMC</i>	\$ (2,778,869)	\$ (2,860,448)	\$ (81,579)	2.9%
<b>PPA Payments to Green</b>				
75% of Green PPA NMC Earned	\$ 1,130,090	\$ 1,212,596	\$ 82,506	7.3%
<i>Net Retained NMC</i>	\$ (1,648,779)	\$ (1,647,852)	\$ 927	(0.1%)

### Budgeted kWh from Net-Metered Sources



## Biogas

The FY 2022 Budget for Biogas expense is \$296 thousand which is \$126 thousand or 74.4% higher than the prior year. This will be the first year of operation of the Biogas Facility; and in addition to higher natural gas, NBC is budgeting for media changeouts, testing, permitting, and preventive maintenance.

### Budgeted Biogas Expense

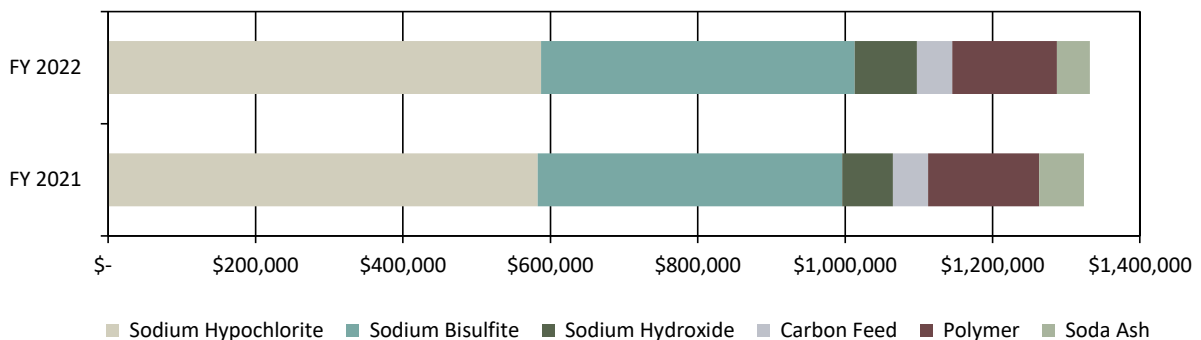
	FY 2021	FY 2022	Difference	% Change
Biogas	\$ 170,000	\$ 296,400	\$ 126,400	74.4%

## Chemicals

Chemical expense represents approximately 7.0% of the FY 2022 OSE budget. Budgeted chemical expense in FY 2022 is \$1,332,179 which is \$8 thousand or 0.6% higher than the prior year due to projected lower use at Bucklin Point which is offset by higher projected chemical prices. The table and chart below show the change in budgeted chemicals compared to the prior year.

### Budgeted Chemical Expense

Wastewater Treatment Facility	FY 2021	FY 2022	Difference	% Change
Field's Point	\$ 1,026,485	\$ 1,069,300	\$ 42,815	4.2%
Bucklin Point	297,570	262,879	(34,691)	(11.7%)
<b>Total</b>	<b>\$ 1,324,055</b>	<b>\$ 1,332,179</b>	<b>\$ 8,124</b>	<b>0.6%</b>



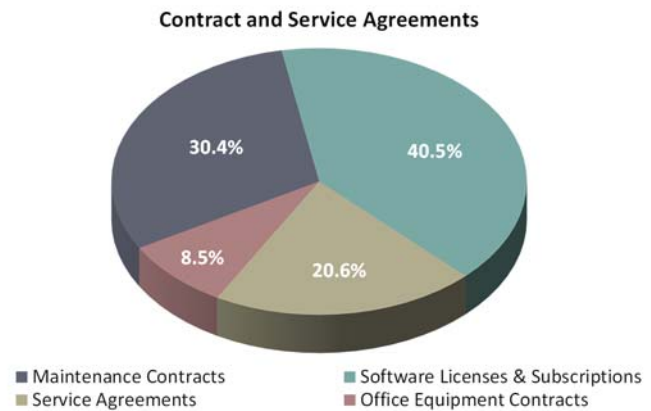
The following table shows the budgeted chemical quantities and rates for FY 2021 and FY 2022. The usage quantities are based on a two-year average and show that the use of four chemicals is expected to be lower, use of two chemicals is the same and one is higher. The budgeted price for each chemical is projected based on a two-year average. As is evident in the table, the price of all chemicals except polymer-powder is projected to be higher than the prior year.

### Budgeted Chemical Use and Rate

Chemical	Budgeted Chemical Use			Budgeted Chemical Rate			FY 2022 Budgeted Expense
	FY 2021	FY 2022	% Change	FY 2021	FY 2022	% Change	
Sodium Hypochlorite (Gallons)	846,047	728,076	(13.9%)	\$ 0.6890	\$ 0.8068	17.1%	\$ 587,412
Sodium Bisulfite (Gallons)	335,641	316,356	(5.7%)	1.2300	1.3444	9.3%	425,306
Sodium Hydroxide (Gallons)	34,754	34,754	0.0%	1.9878	2.4370	22.6%	84,697
Carbon Feed (Gallons)	27,081	27,081	0.0%	1.7600	1.7670	0.4%	47,853
Polymer-Liquid (Gallons)	72,520	76,600	5.6%	1.2950	1.3468	4.0%	103,165
Polymer-Powder (Lbs.)	30,641	21,325	(30.4%)	1.8500	1.8167	(1.8%)	38,741
Soda Ash (Tons)	135	99	(26.7%)	451.44	454.60	0.7%	45,005
<b>Total</b>							<b>\$ 1,332,179</b>

## Contract and Service Agreements

Approximately 11.3% or \$2.2 million of NBC's FY 2022 budgeted OSE is for four related expense accounts, referred to collectively as Contract and Service Agreements. The Contract and Service Agreements accounts consist of Maintenance Contracts, Software Licenses and Subscriptions, Service Agreements and Office Equipment Contracts. As is shown in the chart to the right, Software Licenses and Subscriptions expense is the majority, or 40.5% of the total. Maintenance Contracts are 30.4% of the total, followed by Service Agreements at 20.6% and Office Equipment Contracts at 8.5%.



The following table shows that the FY 2022 Budget for these line items is 20.3% higher or \$364 thousand more than the prior year. Combined, the Maintenance Contracts and Software Licenses and Subscriptions expense is \$1.5 million or 70.9% of the total and reflects the reallocation of budgeted expense from maintenance contracts to the new Software Licenses and Subscriptions Account. Budgeted service agreement expense increased \$255 thousand or 134.8% over the prior year. A discussion of each of the expense accounts is in the following section.

### Budgeted Contract and Service Agreements

	FY 2021	FY 2022	Difference	% Change
Maintenance Contracts	\$ 1,454,300	\$ 655,793	\$ (798,507)	(54.9%)
Software Licenses & Subscriptions	-	871,838	871,838	0.0%
Service Agreements	189,267	444,418	255,151	134.8%
Office Equipment Contracts	148,193	183,268	35,075	23.7%
<b>Total</b>	<b>\$ 1,791,760</b>	<b>\$ 2,155,317</b>	<b>\$ 363,557</b>	<b>20.3%</b>

### Maintenance Contracts

Maintenance contract expense represents approximately 3.4% of the FY 2022 OSE budget. NBC modified the definition of this account in FY 2022 to only include contracts for the physical servicing of equipment, such as blowers, mechanical systems, generators, and laboratory equipment. As shown below, FY 2022 reflects a decrease of 54.9% or \$798,507 on a year-to-year basis due to the creation of a new Software Licenses & Subscriptions account discussed on the following page. The majority of the maintenance contract expense is budgeted in the Operations and Maintenance Division at 65.8% of the total.

### Budgeted Maintenance Contracts

Division	FY 2021	FY 2022	Difference	% Change	% of Total
Administration	\$ 734,966	\$ 90,080	\$ (644,886)	(87.7%)	13.7%
Construction & Engineering	37,586	52,586	15,000	39.9%	8.0%
Finance	6,490	-	(6,490)	(100.0%)	0.0%
Operations & Maintenance	574,170	431,835	(142,335)	(24.8%)	65.8%
Environmental Science & Compliance	101,088	81,292	(19,796)	(19.6%)	12.4%
<b>Total</b>	<b>\$ 1,454,300</b>	<b>\$ 655,793</b>	<b>\$ (798,507)</b>	<b>(54.9%)</b>	<b>100.0%</b>

### Software Licenses & Subscriptions

The new Software Licenses and Subscriptions account was created for software licensing and virtual services expense, previously budgeted in the maintenance contracts account. The FY 2022 budget for this account is \$871,838 and includes expense for annual contracts for software subscriptions, support, and licensing. This expense represents approximately 4.6% of the FY 2022 OSE budget. The table below shows that the majority or 81.8% of the total FY 2022 budget for this line item is in Information Technology in the Administration Division.

#### Budgeted Software Licenses & Subscriptions

Division	FY 2021	FY 2022	Difference	% Change	% of Total
Administration	\$ -	\$ 713,245	\$ 713,245	-	81.8%
Construction & Engineering	-	1,226	1,226	-	0.1%
Finance	-	7,000	7,000	-	0.8%
Operations & Maintenance	-	150,367	150,367	-	17.2%
Environmental Science & Compliance	-	-	-	-	0.0%
<b>Total</b>	<b>\$ -</b>	<b>\$ 871,838</b>	<b>\$ 871,838</b>	<b>0.0%</b>	<b>100.0%</b>

### Service Agreements

Service Agreements are for services used on an as needed basis, or in conjunction with a maintenance contract in cases where certain parts and services not covered under the contract. This expense represents approximately 2.3% of the FY 2022 OSE budget at \$444,418, with the majority, \$347 thousand, for electrical testing at both WWTFs. Electrical testing is conducted on all transformers, motors, and underground high-power voltage lines, ensuring safe and uninterrupted operation of the facilities. The table below shows the change in budgeted expense for service agreement expense by division compared to the prior year.

#### Budgeted Service Agreements

Division	FY 2021	FY 2022	Difference	% Change	% of Total
Administration	\$ 2,500	\$ 2,500	\$ -	-	0.6%
Construction & Engineering	-	1,100	1,100	100.0%	0.2%
Finance	-	-	-	-	0.0%
Operations & Maintenance	186,767	440,818	254,051	136.0%	99.2%
Environmental Science & Compliance	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 189,267</b>	<b>\$ 444,418</b>	<b>\$ 255,151</b>	<b>134.8%</b>	<b>100.0%</b>

### Office Equipment Contracts

The final and smallest account in the Contract and Service Agreements Accounts group is Office Equipment Contracts at approximately 1.0% of the FY 2022 OSE budget. The FY 2022 budget is \$183,268, which is \$35,075 higher than the FY 2021 budget. The largest increase is in Information Technology within the Administration Division for expanded use of audio-visual equipment in conference rooms.

#### Budgeted Office Equipment Contracts

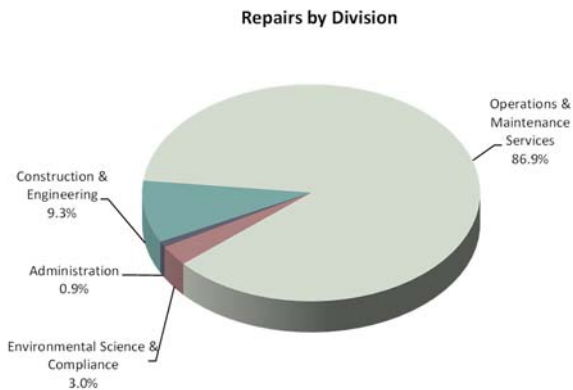
Division	FY 2021	FY 2022	Difference	% Change	% of Total
Administration	\$ 64,488	\$ 93,120	\$ 28,632	44.4%	50.8%
Construction & Engineering	21,280	22,102	822	3.9%	12.1%
Finance	2,375	4,260	1,885	79.4%	2.3%
Operations & Maintenance	60,050	61,786	1,736	2.9%	33.7%
Environmental Science & Compliance	-	2,000	2,000	100.0%	1.1%
<b>Total</b>	<b>\$ 148,193</b>	<b>\$ 183,268</b>	<b>\$ 35,075</b>	<b>23.7%</b>	<b>100.0%</b>

## Repairs Accounts

Approximately 6.3% or \$1.2 million of NBC's FY 2022 budgeted OSE is for two related expense accounts, referred to collectively as the Repairs Accounts. The Repairs Accounts consist of Repairs Building and Structure, and Repairs Process Equipment.

### Budgeted Repairs Accounts

	FY 2021	FY 2022	Difference	% Change
Repairs Building & Structure	\$ 470,253	\$ 508,938	\$ 38,685	8.2%
Repairs Process Equipment	612,847	685,847	73,000	11.9%
<b>Total</b>	<b>\$ 1,083,100</b>	<b>\$ 1,194,785</b>	<b>\$ 111,685</b>	<b>10.3%</b>



The Repairs Building and Structure Account budget increased by 8.2% or \$38,685 over the prior year and includes expense for maintaining and repairing items such as electrical generators, HVAC, fire alarm/suppression systems, and garage door operators. The Repairs Process Equipment Account increased by 11.9% or \$73,000 over the prior year and includes maintenance and repairs of wastewater process equipment such as pumps, grit tanks, survey equipment, and flow monitoring meters. The FY 2022 Budget also includes funding for the replacement of 26 dissolved oxygen sensors at Bucklin Point which are used to monitor the levels of dissolved oxygen in each aeration tank, critical to the nitrogen removal process.

The chart above shows the percentage by division budgeted in the Repairs Accounts. The majority, or 86.9% is budgeted in the Operations & Maintenance Division, followed by Construction & Engineering with 9.3%, Environmental Science & Compliance at 3.0%, and Administration at 0.9%.

## Supplies Accounts

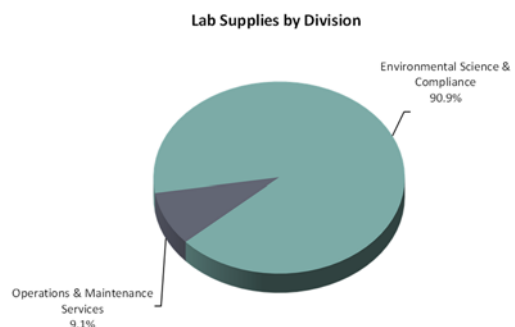
Approximately 5.6% or \$1.0 million of NBC's FY 2022 budgeted OSE is for two related expense accounts, referred to collectively as the Supplies Accounts. The Supplies Accounts consist of Supplies Building and Maintenance, and Lab Supplies.

### Budgeted Supplies Accounts

	FY 2021	FY 2022	Difference	% Change
Lab Supplies	\$ 430,000	\$ 483,000	\$ 53,000	12.3%
Supplies Building & Maintenance	551,354	581,150	29,796	5.4%
<b>Total</b>	<b>\$ 981,384</b>	<b>\$ 1,064,150</b>	<b>\$ 82,796</b>	<b>8.4%</b>

### Lab Supplies

Approximately 2.5% or \$483 thousand of NBC's FY 2022 budgeted OSE is for lab supplies, which is \$53,000 or 12.3% higher than the prior year. This account includes the purchase of small instruments, laboratory chemicals, laboratory testing and scientific utensils required to sample and test parameters including but not limited to TSS, cBOD, total residual chlorine, ph, fecal coliform and enterococci. NBC's Environmental Science & Compliance division accounts for 90.9% of the FY 2022 laboratory supplies total.

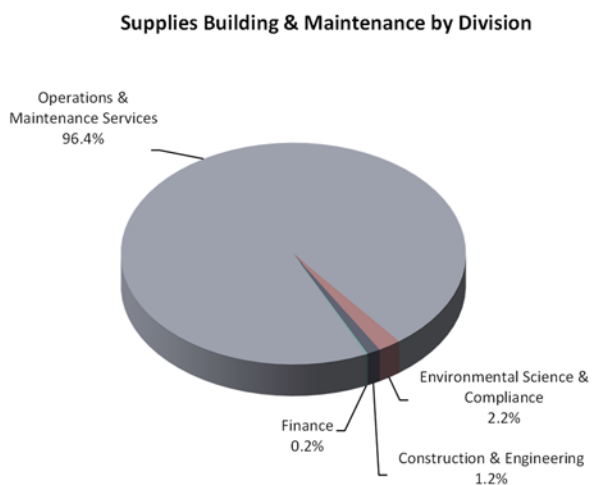




NBC uses these supplies to generate data to support proper operation of the wastewater treatment facilities, protection of receiving water quality, and RIPDES permit compliance. This account also includes the purchase of specialized chemicals, lab supplies, filtering apparatus, and pumps needed for preparing and testing of samples, and PFAS accessories for testing in the PFAS analyzer and for the purchase of sea urchins and shrimp for bioassay testing, a process in which sea urchins and shrimp survival is monitored in NBC’s effluent. In addition, this account includes the DI System unit filters, which are required to remove ions from the water, purifying it so particles will not contaminate the samples being collected and result in higher than actual analytical results. The DI water is used for sample dilutions, reagent chemical make-up and sample vessel rinsing activities. The Operations & Maintenance division accounts for the remaining 9.1% of laboratory supplies. NBC’s WWTFs require BNR testing and reagent chemical analysis testing to monitor the quality of effluent discharged into the receiving waters.

### Supplies Building & Maintenance Account

Approximately \$581 thousand of NBC’s FY 2022 budgeted OSE is for Supplies Building & Maintenance expense. This account includes expense for items such as CSO screening facility nets, plant cleaning supplies, small tools, hot water heaters, batteries, two-way radios, and welding rods. The FY 2022 Budget includes an additional \$29 thousand, or 5.4% for the purchase of additional CSO screening facility nets as well as general increases for all supplies used to maintain the WWTFs. The chart on the right shows budgeted Supplies Building & Maintenance expense account by division. The majority, or 96.4% is budgeted in the Operations & Maintenance Division, followed by Environmental Science & Compliance at 2.2%, Construction & Engineering with 1.2%, and Finance at 0.2%.

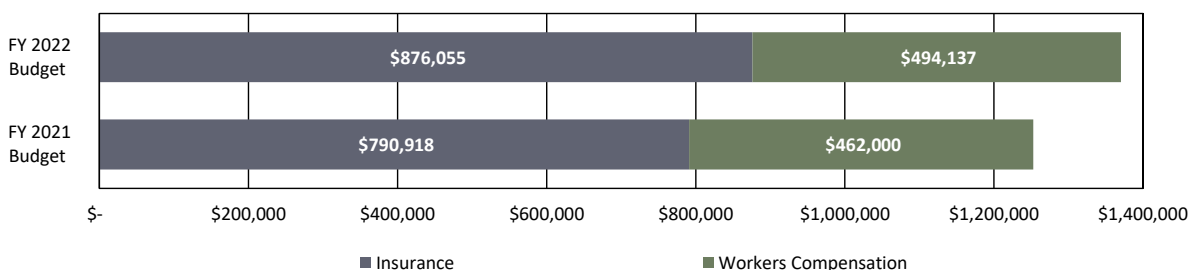


### Insurance

Approximately 7.2% or \$1.4 million of NBC’s FY 2022 budgeted OSE is for two related expense accounts, referred to collectively as Insurance. The Insurance account consists of Insurance and Workers’ Compensation Insurance. These accounts are \$117,274 or 9.4% higher in FY 2022. This year’s budget reflects increased policy premiums of \$85,137 for insurance and \$32,137 for workers’ compensation. The following table and graph show the total budgeted insurance and workers compensation expense on a year-to-year basis.

#### Budgeted Insurance Accounts

	FY 2021	FY 2022	Difference	% Change
Insurance	\$ 790,918	\$ 876,055	\$ 85,137	10.8%
Workers’ Compensation	462,000	494,137	32,137	7.0%
<b>Total</b>	<b>\$ 1,252,918</b>	<b>\$ 1,370,192</b>	<b>\$ 117,274</b>	<b>9.4%</b>



## Professional Services

Professional Services represent 3.9% of the total FY 2022 O&M Expense. The FY 2022 Professional services budget increased by 21.7% or \$336,305 from the FY 2021 budget. Much of the increase is for the payment of convenience fees mandated by the PUC in response to COVID-19. This increased the Other Services line-item budget by \$316,500 or 82.7%. Regulatory expense increased by 2.1% or \$11 thousand for a projected increase in the PUC regulatory assessment. Management & Audit Services has decreased by \$5,000 or 1.7% from the prior year. This is a net result of increased administrative retirement plan services of \$10,000 in FY 2022 and a \$15,000 reduction due to the completion of the salary compensation study in FY 2021. The following table shows the professional services expense on a year-to-year basis.

### Budgeted Professional Services Expense

	FY 2021	FY 2022	Difference	% Change
Regulatory	\$ 534,100	\$ 545,405	\$ 11,305	2.1%
Management & Audit Services	288,500	28,500	(5,000)	(1.7%)
Other Services	382,600	699,100	316,500	82.7%
Other Professional Services	345,290	358,790	13,500	3.9%
<b>Total</b>	<b>\$ 1,550,490</b>	<b>\$ 1,886,795</b>	<b>\$ 336,305</b>	<b>21.7%</b>

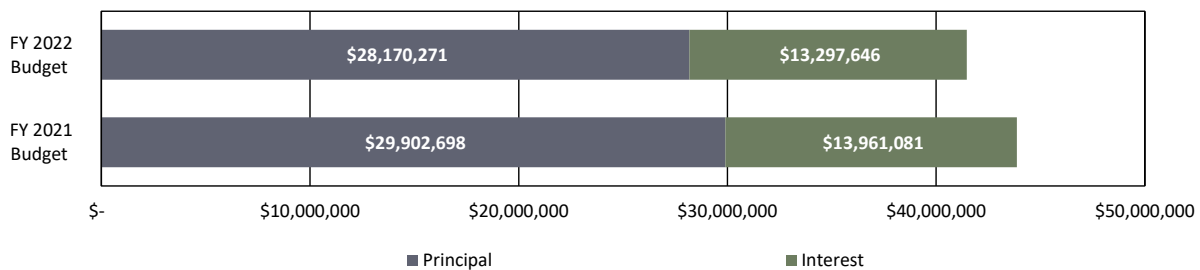
## Debt Service

Debt service represents 39.6% of the operating budget. Budgeted Debt Service in FY 2022 is \$41.5 million which is 5.5% or approximately \$2.4 million less than the prior year. The lower debt service is the result of the defeasance of the 2002 Series Bonds as well as debt amortization.

### Budgeted Debt Service

	FY 2021	FY 2022	Difference	% Change
Principal	\$ 29,902,698	\$ 28,170,271	\$ (1,732,427)	(5.8%)
Interest	13,961,081	13,297,646	(663,436)	(4.8%)
<b>Total</b>	<b>\$ 43,863,779</b>	<b>\$ 41,467,917</b>	<b>\$ (2,395,863)</b>	<b>(5.5%)</b>

### Budgeted Debt Service

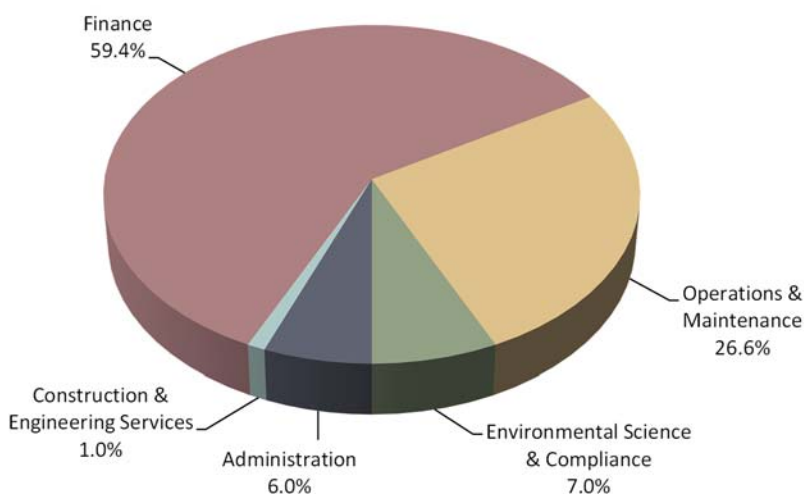


In light of potential COVID-19 impacts on collections, NBC has also budgeted \$375 thousand for interest on Revenue Anticipation Notes. Detailed debt service schedules including the 2022 budgeted principal and interest payments by bond issue are in the Budget Summary section of the Budget. In addition, please refer to the Long-Term Financial Plan section for more information regarding capital financing and debt service.



## Division Summaries

NBC is organized into five Divisions. The graph below depicts the percentage of the FY 2022 Expense Budget that the Divisions represent.



Division	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	% Change	% of Budget
Administration	\$ 3,675,990	\$ 3,532,209	\$ 5,293,370	\$ 5,409,004	2.2%	6.0%
Construction & Engineering Services	461,668	735,915	796,658	906,358	13.8%	1.0%
Finance	57,241,202	55,415,523	55,523,749	53,712,475	(3.3%)	59.4%
Operations & Maintenance	20,987,298	20,081,113	23,403,369	23,985,786	2.5%	26.6%
Environmental Science & Compliance	5,681,571	5,506,164	6,258,993	6,358,948	1.6%	7.0%
<b>Total</b>	<b>\$ 88,047,729</b>	<b>\$ 85,270,928</b>	<b>\$ 91,276,138</b>	<b>\$ 90,372,571</b>	<b>(1.0%)</b>	<b>100.0%</b>

A brief overview of the FY 2022 Budget changes from the prior year for each Division is discussed below.

### Administration Division

The Administration Division comprises 6.0% of the total FY 2022 Operating Budget and is \$115,634 or 2.2% higher than the prior year. Personnel decreased 2.0% due to increased budgeted salary reimbursements. Operating supplies and expense increased by 14.0% or \$201,992 compared to the prior year and includes increased maintenance contract expense line items for campus security, audio visual equipment and employee training as well as the transition to a hosted telephone solution. Professional services expense decreased by \$16,100 or 5.5% from the prior year and that is the result of the reallocation of employee training expense to maintenance contract expense within the operating supplies and expense from the prior year.

### Construction and Engineering Division

The Construction and Engineering Division comprises 1.0% of the total FY 2022 Operating Budget and is \$109,700 or 13.8% higher than the FY 2021 budget. Personnel increased by 13.1% and reflects the net increase of one additional FTE, an Assistant Construction Manager in the Construction section, and a decrease in budgeted salary reimbursements in the Engineering section. Operating supplies and expense increased by 13.7% or \$54,975 compared to the prior year and includes increased building and ground maintenance and maintenance contracts expense related to facilities management. Professional services expense increased by \$4,000 or 58.8% from the prior year and includes a new railroad permit fee.

## Finance Division

The Finance Division comprises 59.4% of the total FY 2022 Operating Budget and is \$1,811,274 or 3.3% lower than the FY 2021 budget. Personnel expense increased by 3.9% for employee benefits and the reduction of one FTE turnover in Customer Service. Operating supplies and expense increased by 0.4% or \$21,278 compared to the prior year and includes funding for NBC’s utilities and renewable energy facilities, including support costs for operation of the Biogas Facility in FY 2022. Professional services increased by \$359,805 or 34.4% compared to the prior year due to the absorption of convenience fees. Lastly, debt service decreased by 5.5% or approximately \$2.4 million as a result of the defeasance of the Series 2002 Bonds.

## Operations and Maintenance Division

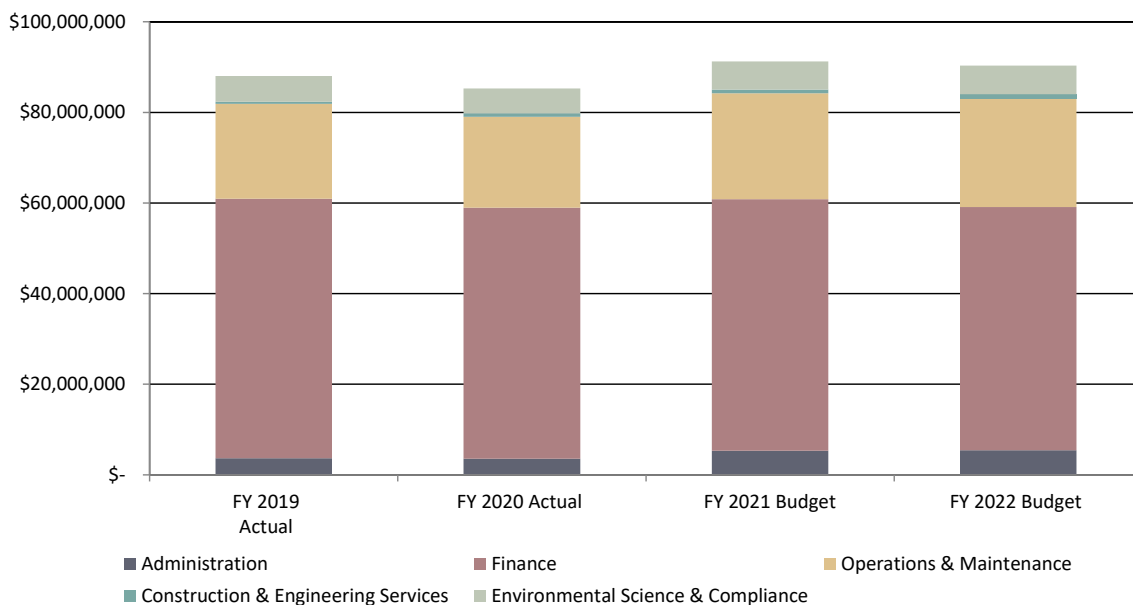
The Operations and Maintenance Division comprises 26.6% of the total FY 2022 Operating Budget and is \$582,417 or 2.5% higher than the FY 2021 budget. Personnel expense increased by \$436,194 or 3.4% and includes a net increase of two FTEs, a Planning Manager in Operations and Maintenance Services and an IM Senior Inspector in Interceptor Maintenance. Operating supplies and expense increased by \$136,223 or 1.3% and includes increased chemical costs, budgeted electrical testing, new DO sensors, increased expense for CSO screening nets, garage door operators, and software licenses and subscriptions for control systems at both WWTFs. Professional services expense increased by \$10,000 or 27.5% and includes a new permit fee for the Biogas Facility.

## Environmental Science and Compliance Division

The Environmental Science and Compliance Division comprises 7.0% of the total FY 2022 Operating Budget and is \$99,955 or 1.6% higher than the FY 2021 budget. Personnel expense increased by \$81,696 or 1.5% related to employee benefits and increased salary reimbursements. Operating supplies and expense increased by \$39,659 and includes maintenance contract expense, AED defibrillator purchases, increased lab and employee safety supplies and equipment. Professional Services decreased by \$21,400 or 12.7% and reflects the net reduction in outside lab services and increased expense for bioassays, and the midge fly mitigation program.

The following chart depicts the FY 2022 expense by division.

**Expense by Division**



## FY 2022 Operating Budget Account Detail by Division and Program

ACCOUNT NUMBER	ACCOUNT	FY 2021	FY 2022	DIFFERENCE	ADMINISTRATION				CONSTRUCTION & ENGINEERING		FINANCE				General Services
					Administration	Human Resources	Legal	Information Technology	Construction	Engineering	Finance	Accounting	Customer Service	Purchasing	
					CC 21	CC 23	24	CC 33	CC 22	25	CC 31	CC 32	CC 34	CC 36	CC 80
<b>PERSONNEL</b>															
52100	UNION - REGULAR	\$ 6,706,407	\$ 6,768,829	\$ 62,422	\$ -	\$ 51,521	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61,543	\$ 607,295	\$ -	\$ -
52150	UNION OVERTIME	646,000	668,600	22,600	-	-	-	-	-	-	-	-	5,000	-	-
52300	NON-UNION REGULAR	11,910,718	12,442,929	532,211	672,535	400,696	508,335	997,025	1,054,755	813,477	791,647	604,994	878,624	292,119	-
52350	NON-UNION OVERTIME	207,050	236,730	29,680	-	-	-	-	50,000	-	-	50	2,000	-	-
52400	NON-UNION LIMITED	55,900	63,600	7,700	15,000	-	1,500	-	5,000	5,000	-	-	6,000	-	-
52800	UNION PENSION	1,916,189	1,965,668	49,479	-	-	14,962	-	-	-	-	17,872	176,358	-	-
52810	FICA	1,493,744	1,543,820	50,076	52,596	34,595	39,002	76,272	84,896	62,613	60,561	50,994	114,667	22,347	-
52820	UNEMPLOYMENT	40,000	45,000	5,000	-	-	-	-	-	-	-	-	-	-	45,000
52920	NON UNION PENSION	1,241,776	1,304,330	62,554	68,754	40,070	50,984	99,703	110,976	81,848	79,165	60,504	88,662	29,212	30,000
52940	UNION RETIREMENT HEALTH	393,666	357,393	(36,273)	-	-	2,720	-	-	-	-	3,249	32,065	-	-
52950	HEALTH INSURANCE	4,699,080	4,837,702	138,622	125,218	76,491	68,494	191,212	158,610	115,292	116,170	108,684	424,559	20,176	708,524
52970	DENTAL INSURANCE	355,046	354,943	(103)	9,581	8,071	9,265	15,936	14,989	12,806	11,858	11,722	33,420	4,062	-
52980	VISION INSURANCE	53,545	53,681	136	1,403	1,186	1,369	2,222	2,203	1,904	1,802	1,938	5,046	636	-
52990	DISABILITY INSURANCE	46,752	53,055	6,753	-	-	-	-	-	-	-	-	-	-	53,505
53690	WORK. COMP. - OLD CLAIMS	5,000	-	(5,000)	-	-	-	-	-	-	-	-	-	-	-
	<b>TOTAL PERSONNEL</b>	<b>29,770,874</b>	<b>30,696,730</b>	<b>925,856</b>	<b>945,087</b>	<b>630,312</b>	<b>678,949</b>	<b>1,382,370</b>	<b>1,481,429</b>	<b>1,092,940</b>	<b>1,061,203</b>	<b>921,550</b>	<b>2,373,696</b>	<b>368,552</b>	<b>837,029</b>
59000	SALARY REIMBURSEMENT	(1,611,397)	(1,755,908)	(144,511)	(68,460)	-	(26,892)	-	(917,193)	(460,453)	-	(101,701)	-	-	-
59001	FRINGE REIMBURSEMENT	(886,268)	(965,750)	(79,482)	(37,653)	-	(14,790)	-	(504,456)	(253,249)	-	(55,936)	-	-	-
	<b>NET PERSONNEL SERVICES</b>	<b>27,273,209</b>	<b>27,975,072</b>	<b>701,863</b>	<b>838,974</b>	<b>630,312</b>	<b>637,267</b>	<b>1,382,370</b>	<b>59,780</b>	<b>379,238</b>	<b>1,061,203</b>	<b>763,913</b>	<b>2,373,696</b>	<b>368,552</b>	<b>837,029</b>
<b>OPERATING SUPPLIES/EXPENSE</b>															
52610	MEDICAL SVCS.	14,265	14,500	235	-	10,000	-	-	-	-	-	-	-	-	-
53210	POSTAGE	417,600	379,201	(38,399)	-	-	-	-	-	100	-	-	349,101	-	30,000
53240	DUES & SUBSCRIPTIONS	85,845	90,066	4,221	45,000	6,920	8,700	-	1,000	1,747	5,600	900	1,000	1,950	-
53250	FREIGHT	51,050	52,550	1,500	2,000	400	200	700	-	200	-	50	200	100	19,500
53310	PRINTING & BINDING	172,035	146,985	(25,050)	12,000	4,500	100	-	300	500	8,000	60	115,000	500	-
53320	ADVERTISING	20,300	18,800	(1,500)	3,000	500	1,500	500	2,000	-	2,500	-	-	-	-
53330	RENTAL- EQUIPMENT	35,750	23,250	(12,500)	-	-	-	1,600	-	650	-	-	-	-	-
53340	RENTAL- CLOTHING	30,000	30,000	-	-	-	-	-	-	-	-	-	-	-	-
53350	RENTAL-OUTSIDE PROPERTY	10,900	26,100	15,200	20,000	3,000	-	-	-	-	-	-	-	-	-
53360	MISCELLANEOUS EXPENSE	6,600	6,500	(100)	-	6,500	-	-	-	-	-	-	-	-	-
53370	PUBLIC OUTREACH ED.	50,000	51,000	1,000	51,000	-	-	-	-	-	-	-	-	-	-
53410	LOCAL TRAVEL	6,700	6,700	-	500	100	350	200	100	1,000	300	400	-	100	-
53420	LONG DISTANCE TRAVEL	129,000	136,500	7,500	25,000	7,500	10,000	45,000	1,500	6,000	10,500	-	7,500	-	-
53470	BLDG. & GRND. MAINT.	298,190	356,226	58,036	-	-	-	-	-	219,779	-	-	-	-	2,000
53480	BIO SOLIDS DISPOSAL	5,646,504	5,352,447	(294,057)	-	-	-	-	-	-	-	-	-	-	-
53490	SCREENING & GRIT DISPOSAL	268,909	297,590	28,681	-	-	-	-	-	-	-	-	-	-	-
53510	VEHICLE FUEL & MAINTENANCE	190,650	203,650	13,000	2,000	-	-	-	6,500	2,000	-	-	7,000	-	-
53610	REPAIRS BUILDING & STRUCTURE	470,253	508,938	38,685	250	-	-	10,000	-	105,600	-	-	-	-	-
53615	REPAIRS PROCESS EQUIPMENT	612,847	685,847	73,000	-	-	-	-	5,000	-	-	-	-	-	-
53620	REPAIR-HIGHWAY & WALKS	67,000	73,000	6,000	-	-	-	-	-	-	-	-	-	-	-
53630	MAINTENANCE CONTRACTS	1,454,300	655,793	(798,507)	-	-	-	90,800	-	52,586	-	-	-	-	-
53635	MAINT. CONTRACTS - OFFICE EQUIP.	148,193	183,268	35,075	50	-	100	92,970	-	22,102	-	100	2,160	-	2,000
53640	SERVICE AGREEMENTS	189,267	444,418	255,151	-	-	-	2,500	-	1,100	-	-	-	-	-
53645	SOFTWARE LICENSES & SUBSCRIPTIONS	-	871,838	871,838	-	33,370	-	679,875	-	1,226	-	7,000	-	-	-
53650	HIGHWAY & LANDSCAPE	16,500	16,500	-	-	-	-	-	-	-	-	-	-	-	-
53660	INSURANCE	790,918	876,055	85,137	-	-	-	-	-	-	-	-	-	-	876,055
53680	WORK. COMP. INSURANCE	462,000	494,137	32,137	-	-	-	-	-	-	-	-	-	-	494,137
53900	CENTRAL PHONE SVCS.	4,000	4,000	-	-	-	-	4,000	-	-	-	-	-	-	-
54000	TELEPHONE	238,779	330,516	91,737	-	-	-	314,916	-	-	-	-	-	-	-
54020	DIESEL FOR EQUIPMENT	29,000	44,000	15,000	-	-	-	-	-	-	-	-	3,000	-	-
54060	FUEL-GAS	365,992	641,178	275,186	-	-	-	-	-	-	-	-	-	-	641,178
54090	ELECTRICITY	4,025,251	3,429,346	(595,905)	-	-	-	-	-	-	-	-	-	-	3,429,346
54091	NBC NET METERING CREDIT	(1,272,082)	(1,243,654)	28,428	-	-	-	-	-	-	-	-	-	-	(1,243,654)
54092	FP TURBINES	231,000	237,000	6,000	-	-	-	-	-	-	-	-	-	-	202,000
54093	COVENTRY WIND	499,096	499,150	54	-	-	-	7,650	-	-	-	-	-	-	491,500
54095	GREEN PPA	1,130,090	1,212,596	82,506	-	-	-	-	-	-	-	-	-	-	1,212,596
54096	GREEN PPA NET METERING CREDITS	(1,506,787)	(1,616,794)	(110,007)	-	-	-	-	-	-	-	-	-	-	(1,616,794)
54097	BIOGAS	170,000	296,400	126,400	-	-	-	-	-	-	-	-	-	-	296,400
54110	WATER	95,000	130,000	35,000	-	-	-	-	-	-	-	-	-	-	5,000
54200	CLOTHING	51,825	58,325	6,500	2,000	-	-	-	2,000	2,500	-	-	2,100	-	-
54332	CHLORINE/HYPOCHLORITE	582,927	587,411	4,484	-	-	-	-	-	-	-	-	-	-	-
54333	CARBON FEED	47,663	47,854	191	-	-	-	-	-	-	-	-	-	-	-
54335	POLYMER	150,599	141,906	(8,693)	-	-	-	-	-	-	-	-	-	-	-
54336	SODIUM HYDROXIDE	69,084	84,697	15,613	-	-	-	-	-	-	-	-	-	-	-
54337	SODIUM BISULFITE	412,839	425,306	12,467	-	-	-	-	-	-	-	-	-	-	-
54338	SODA ASH	60,944	45,005	(15,939)	-	-	-	-	-	-	-	-	-	-	-
54339	UV DISINFECTION	150,000	180,001	30,001	-	-	-	-	-	-	-	-	-	-	-
54340	LAB SUPPLIES	430,000	483,000	53,000	-	-	-	-	-	-	-	-	-	-	-
54370	SUPPLIES BUILDING & MAINT.	551,354	581,150	29,796	100	-	-	-	500	6,750	-	50	50	-	1,000
54410	EDUCATIONAL SUPP. & EXP.	100,375	91,295	(9,080)	17,000	1,750	2,800	10,000	1,500	2,000	6,045	2,500	10,000	100	-
54420	COMPUTER SUPPLIES	83,950	99,050	15,100	500	-	150	60,000	1,000	200	-	200	-	-	-
54430	OTHER OP. SUPPLIES & EXP.	13,160	17,740	4,580	500	-	-	3,600	-	-	-	-	-	-	4,640
54440	SAFETY EQUIPMENT	81,100	85,900	4,800	100	-	-	-	500	2,500	-	-	1,000	-	800
54500	OFFICE EXPENSE	147,925	148,550	625	35,000	5,000	750	1,500	2,600	3,500	20,500	6,000	10,000	1,800	1,800
	<b>TOTAL OPERATING SUPPLIES/EXPENSE</b>	<b>18,588,660</b>	<b>19,042,787</b>	<b>454,127</b>	<b>216,000</b>	<b>79,540</b>	<b>24,650</b>	<b>1,325,091</b>	<b>24,500</b>	<b>432,040</b>	<b>53,445</b>	<b>17,260</b>	<b>908,111</b>	<b>4,650</b>	<b>4,849,504</b>
<b>PROFESSIONAL SERVICES</b>															
52600	REGULATORY EXPENSE	534,100	545,405	11,305	-	-	-	-	-	4,300	512,305	-	-	-	-
52630	EDUCATIONAL PROFESSIONAL SERVICES	50,000	46,000	(4,000)	-	46,000	-	-	-	-	-	-	-	-	-
52650	SECURITY SERVICES	33,390	37,390	4,00											

## FY 2022 Operating Budget Account Detail by Division and Program

ACCOUNT NUMBER	ACCOUNT	FY 2021	FY 2022	DIFFERENCE	OPERATIONS & MAINTENANCE				ENVIRONMENTAL SCIENCE & COMPLIANCE			
					Interceptor Maintenance	Operations & Maintenance Services	Field's Point	Bucklin Point	Technical Analysis & Compliance	Pretreatment	Laboratory	Environmental Monitoring
					CC 43	CC 44	CC 46	CC 47	CC 51	CC 52	CC 53	CC 55
<b>PERSONNEL</b>												
52100	UNION - REGULAR	\$ 6,706,407	\$ 6,768,829	\$ 62,422	\$ 533,235	-	\$ 2,271,726	\$ 2,090,350	\$ -	\$ 142,431	\$ 566,776	\$ 443,952
52150	UNION OVERTIME	646,000	668,600	22,600	44,000	-	252,350	283,250	-	1,000	36,000	47,000
52300	NON-UNION REGULAR	11,910,718	12,442,929	532,211	772,615	749,038	762,365	666,866	748,994	658,259	659,495	411,090
52350	NON-UNION OVERTIME	207,050	236,730	29,680	20,000	1,000	73,130	75,000	2,050	600	4,100	8,800
52400	NON-UNION LIMITED	55,900	63,600	7,700	2,000	-	-	-	7,000	2,000	10,000	10,100
52800	UNION PENSION	1,916,189	1,965,668	49,479	154,851	-	659,709	607,038	-	41,362	164,592	128,924
52810	FICA	1,493,744	1,543,820	50,076	104,947	57,378	257,007	238,333	57,990	61,528	97,642	70,452
52820	UNEMPLOYMENT	40,000	45,000	5,000	-	-	-	-	-	-	-	-
52920	NON UNION PENSION	1,241,776	1,304,330	62,554	79,462	75,004	83,550	74,187	75,804	66,086	67,360	42,999
52940	UNION RETIREMENT HEALTH	393,666	357,393	(36,273)	28,155	-	119,947	110,370	-	7,520	29,926	23,441
52950	HEALTH INSURANCE	4,699,080	4,837,702	138,622	390,640	127,397	790,435	616,913	123,948	203,888	271,271	199,780
52970	DENTAL INSURANCE	355,046	354,943	(103)	32,998	11,764	65,839	49,515	9,166	15,879	20,778	17,294
52980	VISION INSURANCE	53,545	53,681	136	4,840	1,702	9,904	7,642	1,474	2,424	3,195	2,791
52990	DISABILITY INSURANCE	46,752	53,505	6,753	-	-	-	-	-	-	-	-
53690	WORK. COMP. - OLD CLAIMS	5,000	-	(5,000)	-	-	-	-	-	-	-	-
	<b>TOTAL PERSONNEL</b>	<b>29,770,874</b>	<b>30,696,730</b>	<b>925,856</b>	<b>2,167,743</b>	<b>1,023,283</b>	<b>5,345,962</b>	<b>4,819,464</b>	<b>1,026,426</b>	<b>1,202,977</b>	<b>1,931,135</b>	<b>1,406,623</b>
59000	SALARY REIMBURSEMENT	(1,611,397)	(1,755,908)	(144,511)	(63,465)	-	(8,193)	(8,992)	(88,793)	-	-	-
59001	FRINGE REIMBURSEMENT	(886,268)	(965,750)	(79,482)	(34,906)	(6,472)	(4,506)	(4,946)	(48,836)	-	-	-
	<b>NET PERSONNEL SERVICES</b>	<b>27,273,209</b>	<b>27,975,072</b>	<b>701,863</b>	<b>2,069,372</b>	<b>1,005,045</b>	<b>5,333,263</b>	<b>4,805,526</b>	<b>888,797</b>	<b>1,202,977</b>	<b>1,931,135</b>	<b>1,406,623</b>
<b>OPERATING SUPPLIES/EXPENSE</b>												
52610	MEDICAL SVCS.	14,265	14,500	235	-	-	-	-	4,500	-	-	-
53210	POSTAGE	417,600	379,201	(38,399)	-	-	-	-	-	-	-	-
53240	DUES & SUBSCRIPTIONS	85,845	90,066	4,221	1,500	3,250	5,000	600	5,299	400	700	500
53250	FREIGHT	51,050	52,550	1,500	3,000	250	10,000	8,000	200	100	5,000	2,650
53310	PRINTING & BINDING	172,035	146,985	(25,050)	175	400	250	200	500	3,000	-	1,500
53320	ADVERTISING	20,300	18,800	(1,500)	500	-	2,000	1,000	100	3,000	2,000	100
53330	RENTAL- EQUIPMENT	35,750	23,250	(12,500)	1,000	-	5,000	15,000	-	-	-	-
53340	RENTAL- CLOTHING	30,000	30,000	-	2,000	-	15,000	13,000	-	-	-	-
53350	RENTAL-OUTSIDE PROPERTY	10,900	26,100	15,200	-	-	-	-	3,100	-	-	-
53360	MISCELLANEOUS EXPENSE	6,600	6,500	(100)	-	-	-	-	-	-	-	-
53370	PUBLIC OUTREACH ED.	50,000	51,000	1,000	-	-	-	-	-	-	-	-
53410	LOCAL TRAVEL	6,700	6,700	-	1,000	200	200	200	1,000	50	400	600
53420	LONG DISTANCE TRAVEL	129,000	136,500	7,500	4,000	3,000	2,000	-	5,000	2,000	6,000	1,500
53470	BLDG. & GRND. MAINT.	298,190	356,226	58,036	7,555	-	64,084	50,608	-	200	12,000	-
53480	BIOSOLIDS DISPOSAL	5,646,504	5,352,447	(294,057)	-	-	4,199,005	1,153,442	-	-	-	-
53490	SCREENING & GRIT DISPOSAL	268,909	297,590	28,681	49,650	-	165,975	81,965	-	-	-	-
53510	VEHICLE FUEL & MAINTENANCE	190,650	203,650	13,000	60,000	2,550	50,000	45,000	600	8,000	-	20,000
53610	REPAIRS BUILDING & STRUCTURE	470,253	508,938	38,685	42,388	12,500	216,000	115,000	-	200	7,000	-
53615	REPAIRS PROCESS EQUIPMENT	612,847	685,847	73,000	55,847	-	354,000	242,000	-	-	-	29,000
53620	REPAIR-HIGHWAY & WALKS	67,000	73,000	6,000	72,000	-	1,000	-	-	-	-	-
53630	MAINTENANCE CONTRACTS	1,454,300	655,793	(798,507)	5,460	131,241	201,858	93,276	-	-	81,292	-
53635	MAINT. CONTRACTS - OFFICE EQUIP.	148,193	183,268	35,075	5,299	-	40,457	16,030	2,000	-	-	-
53640	SERVICE AGREEMENTS	189,267	444,418	255,151	36,230	26,100	211,488	167,000	-	-	-	-
53645	SOFTWARE LICENSES & SUBSCRIPTIONS	-	871,838	871,838	4,800	-	145,567	-	-	-	-	-
53650	HIGHWAY & LANDSCAPE	16,500	16,500	-	9,000	-	3,500	4,000	-	-	-	-
53660	INSURANCE	790,918	876,055	85,137	-	-	-	-	-	-	-	-
53680	WORK. COMP. INSURANCE	462,000	494,137	32,137	-	-	-	-	-	-	-	-
53900	CENTRAL PHONE SVCS.	4,000	4,000	-	-	-	-	-	-	-	-	-
54000	TELEPHONE	238,779	330,516	91,737	6,000	-	-	-	-	-	-	3,600
54020	DIESEL FOR EQUIPMENT	29,000	44,000	15,000	-	-	9,000	35,000	-	3,000	-	-
54060	FUEL-GAS	365,992	641,178	275,186	-	-	-	-	-	-	-	-
54090	ELECTRICITY	4,025,251	3,429,346	(595,905)	-	-	-	-	-	-	-	-
54091	NBC NET METERING CREDIT	(1,272,082)	(1,243,654)	28,428	-	-	-	-	-	-	-	-
54092	FP TURBINES	231,000	237,000	6,000	-	-	35,000	-	-	-	-	-
54093	COVENTRY WIND	499,096	499,150	54	-	-	-	-	-	-	-	-
54095	GREEN PPA	1,130,090	1,212,596	82,506	-	-	-	-	-	-	-	-
54096	GREEN PPA NET METERING CREDITS	(1,506,787)	(1,616,794)	(110,007)	-	-	-	-	-	-	-	-
54097	BIOGAS	170,000	296,400	126,400	-	-	-	-	-	-	-	-
54110	WATER	95,000	130,000	35,000	3,000	-	35,000	80,000	-	-	7,000	-
54200	CLOTHING	51,825	58,325	6,500	8,300	700	9,000	15,000	725	2,000	6,000	8,000
54332	CHLORINE/HYPOCHLORITE	582,927	587,411	4,484	-	-	547,632	39,779	-	-	-	-
54333	CARBON FEED	47,663	47,854	191	-	-	44,362	3,492	-	-	-	-
54335	POLYMER	150,599	141,906	(8,693)	-	-	-	141,906	-	-	-	-
54336	SODIUM HYDROXIDE	69,084	84,697	15,613	-	-	84,697	-	-	-	-	-
54337	SODIUM BISULFITE	412,839	425,306	12,467	-	-	392,609	32,697	-	-	-	-
54338	SODA ASH	60,944	45,005	(15,939)	-	-	-	45,005	-	-	-	-
54339	UV DISINFECTION	150,000	180,001	30,001	-	-	-	180,001	-	-	-	-
54340	LAB SUPPLIES	430,000	483,000	53,000	-	-	30,000	14,000	1,000	2,000	350,000	86,000
54370	SUPPLIES BUILDING & MAINT.	551,354	581,150	29,796	95,000	200	250,000	215,000	5,500	500	-	6,500
54410	EDUCATIONAL SUPP. & EXP.	100,375	91,295	(9,080)	2,200	500	7,500	1,000	13,400	4,000	5,000	4,000
54420	COMPUTER SUPPLIES	83,950	99,050	15,100	300	25,000	2,000	3,000	700	500	5,000	500
54430	OTHER OP. SUPPLIES & EXP.	13,160	17,740	4,580	2,500	-	1,500	800	-	-	-	-
54440	SAFETY EQUIPMENT	81,100	85,900	4,800	10,000	400	20,000	28,000	9,600	2,500	1,500	9,000
54500	OFFICE EXPENSE	147,925	148,550	625	6,600	1,500	12,500	9,000	9,500	4,000	9,000	8,000
	<b>TOTAL OPERATING SUPPLIES/EXPENSE</b>	<b>18,588,660</b>	<b>19,042,787</b>	<b>454,127</b>	<b>495,304</b>	<b>353,358</b>	<b>7,027,617</b>	<b>2,850,001</b>	<b>66,924</b>	<b>35,450</b>	<b>497,892</b>	<b>181,450</b>
<b>PROFESSIONAL SERVICES</b>												
52600	REGULATORY EXPENSE	534,100	545,405	11,305	300	-	8,000	20,000	-	-	500	-
52630	EDUCATIONAL PROFESSIONAL SERVICES	50,000	46,000	(4,000)	-	-	-	-	-	-	-	-
52650	SECURITY SERVICES	33,390	37,390	4,000	9,500	-	5,000	3,000	-	-	1,000	-
52660	LEGAL SERVICES	240,000	240,000	-	-	-	-	-	-	-	-	-
52670	MGMT/AUDIT SERVICES	288,500	283,500	(5,000)	-	-	-	-	-	-	-	-
52680	CLERICAL SERVICES	21,900	35,400	13,500	-	-	-	-	-	-	-	-
52690	OTHER SERVICES	382,600	699,100	316,500	300	-	200	-	2,000	-	90,000	54,200
	<b>TOTAL PROFESSIONAL SERVICES</b>	<b>1,550,490</b>	<b>1,886,795</b>	<b>336,305</b>	<b>10,100</b>	<b>-</b>	<b>13,200</b>	<b>23,000</b>	<b>2,000</b>	<b>-</b>	<b>91,500</b>	<b>54,200</b>
	<b>TOTAL OPERATIONS &amp; MAINTENANCE</b>	<b>47,412,358</b>	<b>48,904,654</b>	<b>1,492,296</b>	<b>2,574,776</b>	<b>1,358,403</b>	<b>12,374,080</b>	<b>7,678,527</b>	<b>957,721</b>	<b>1,238,427</b>	<b>2,520,527</b>	<b>1,642,273</b>
<b>DEBT SERVICE</b>												
	PRINCIPAL	29,902,698	28,170,271	(1,732,427)	-	-	-	-	-	-	-	-
	INTEREST	13,961,081	13,297,646	(663,435)	-	-	-	-	-	-	-	-
	<b>TOTAL DEBT SERVICE</b>	<b>43,863,779</b>	<b>41,467,91</b>									

# ADMINISTRATION DIVISION

## Division Summary

ADMINISTRATION

HUMAN RESOURCES

LEGAL

INFORMATION TECHNOLOGY

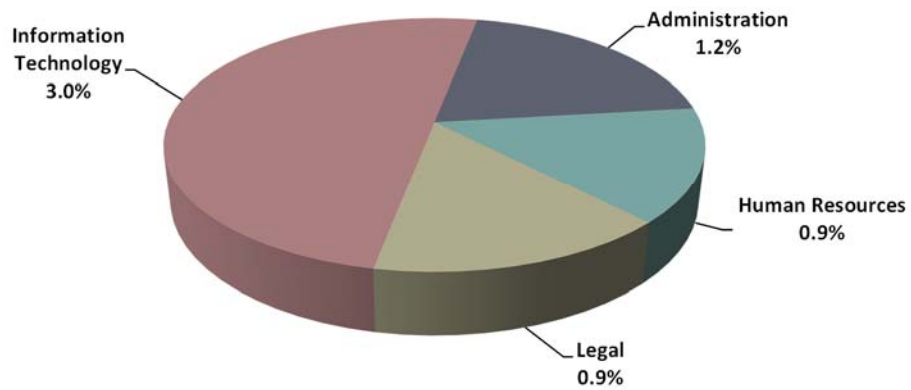
### The Program

The Administration Division is responsible for Administration, Human Resources, Legal Services and Information Technology.

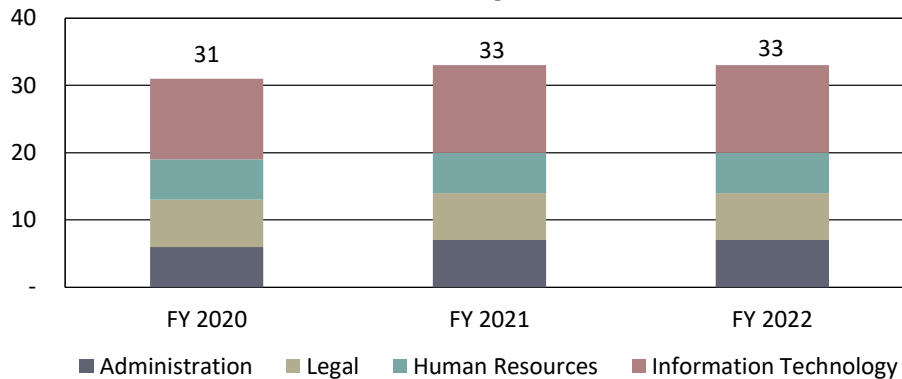
### FY 2022 Budget by Division



### Administration Division Budget By Section



### Administration Division Budgeted Positions (FTEs)\*



\*Does not include turnover



# ADMINISTRATION DIVISION

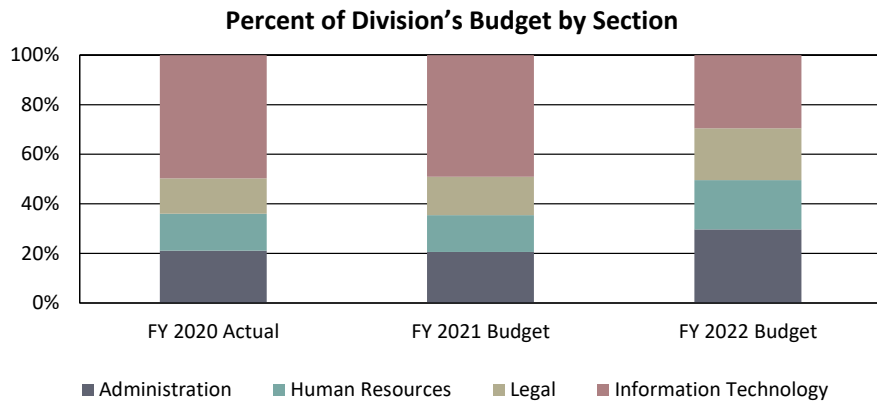
## Division Summary

### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 3,256,798	\$ 3,559,181	\$ 3,488,923	\$ (70,258)	(2.0%)
Operating Supplies/Expense	147,568	1,443,289	1,645,281	201,992	14.0%
Professional Services	127,843	290,900	274,800	(16,100)	(5.5%)
<i>Total O&amp;M</i>	<b>\$ 3,532,209</b>	<b>\$ 5,293,370</b>	<b>\$ 5,409,004</b>	<b>\$ 115,634</b>	<b>2.2%</b>
<b>Funding by Source - Revenue</b>	<b>\$ 3,532,209</b>	<b>\$ 5,293,370</b>	<b>\$ 5,409,004</b>	<b>\$ 115,634</b>	<b>2.2%</b>

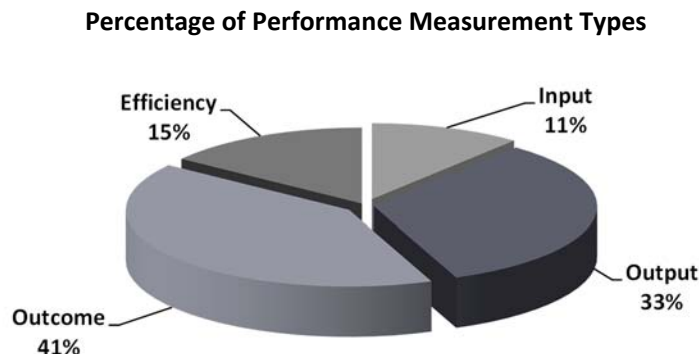
### Significant Budget Modifications

The FY 2022 Administration Division budget and is \$115,634 or 2.2% higher than the FY 2021 budget. Personnel has a slight decrease of 2.0% due to increased budgeted salary reimbursements. Operating supplies and expense increased by 14.0% or \$201,992 compared to the prior year and includes increased maintenance contract expense line items for campus security, audio visual equipment and employee training as well as the transitioning to a hosted telephone solution. Professional services expense decreased by \$16,100 or 5.5% from the prior year and that is the result of the reallocation of employee training expense to maintenance contract expense within the operating supplies and expense from the prior year.



### Administration Division Performance Data Summary

The chart below illustrates the Administration Division's Performance Data by type of measure. The measures can be found in the individual sections following this division summary. In this Division, Outcome and Efficiency make up 56% of the performance measures.



# ADMINISTRATION

## Section Summary

### The Program

The Administration section includes the Executive Director, Director of Administration, Public Affairs and Government Affairs. The Administration section is responsible for overall agency management responsibilities, including policy development, collective bargaining negotiations, contract compliance, liaison activities with local, state and federal entities and officials, legal oversight and maintenance of a strong public information program.

### The Budget

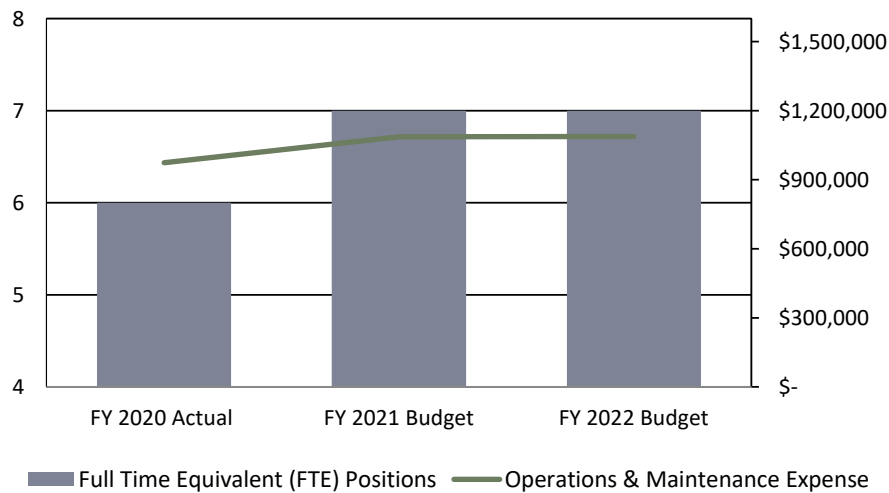
Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 817,068	\$ 852,118	\$ 838,974	\$ (13,144)	(1.5%)
Operating Supplies/Expense	135,303	202,000	216,000	14,000	6.9%
Professional Services	21,307	32,500	32,500	-	0.0%
<i>Total O&amp;M</i>	<b>\$ 973,678</b>	<b>\$ 1,086,618</b>	<b>\$ 1,087,474</b>	<b>\$ 856</b>	<b>0.1%</b>

<b>Funds by Source - Revenue</b>	<b>\$ 973,678</b>	<b>\$ 1,086,618</b>	<b>\$ 1,087,474</b>	<b>\$ 856</b>	<b>0.1%</b>
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### Significant Budget Modifications

The FY 2022 Administration budget is \$856 or 0.1% higher than the prior year. Personnel expense decreased by \$13,144 and includes increased budgeted salary reimbursements. Operating supplies and expense increased by \$14,000 and includes off-site facility rentals. Professional services expense remains unchanged from the prior year.

**Budgeted FTEs and Expense**



BUDGETED FTEs			
	FY 2020	FY 2021	FY 2022
Union FTEs	-	-	0
Non-Union FTEs	6	7	7
<b>Total FTEs</b>	<b>6</b>	<b>7</b>	<b>7</b>
<i>Less Turnover</i>	-	-	-
<b>Net FTEs</b>	<b>6</b>	<b>7</b>	<b>7</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## **ADMINISTRATION**

### **Performance Data**

#### **Major Accomplishments FY 2021 by Key Code**

- CB2** Selected the Design-Build Team for CSO Phase III A
- S2** NBC's Director of Administration completed the Water and Wastewater Leadership Training Program
- S2** Transitioned employees to remote work in response to COVID-19
- S3** Initiated market-based compensation study for Union employees
- S3** Implemented non-union market-based compensation modifications
- S4** Initiated NBC Leadership Training
- S4** Received Best Places to Work in RI Recognition
- C1** Conducted 42 educational tours of the WWTFs
- C1** Sponsored and participated in the Hack for Global Good program, a program for high school students motivated to make meaningful changes to real, global environmental challenges
- C2** Transitioned NBC Watershed Explorers Program to virtual platform
- OP3** Transitioned to remote Board Meetings in accordance with all State of RI requirements in response to COVID-19

#### **Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- CB2** Initiate construction of the Phase III A CSO facilities
- S4** Complete Leadership Training
- S5** Negotiate and execute Collective Bargaining Agreements with Local 1033 and Council 95 Locals 1010 and 2884
- C2** Develop an animated WWTF tour to enhance virtual education

## ADMINISTRATION

### Target Measures

## CORE BUSINESS

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed*

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**GOAL ACTION FOR ACHIEVEMENT:** Manage the planning, design and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements

**KEY CODE:** CB2

**TARGET MEASURE:** Conduct a minimum of 9 capital project meetings

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	9	9	9	9

## CUSTOMER FOCUS

*Maintain a customer-focused attitude throughout the organization*

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**GOAL ACTION FOR ACHIEVEMENT:** Maintain programs and participate in projects that give back to NBC's service area

**KEY CODE:** CF4

**TARGET MEASURE:** Grant 40 or more awards/scholarships

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	36	40	40	35

## STAFFING

*Attract, develop and retain highly qualified employees*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with Federal and State labor laws

**KEY CODE:** S1

**TARGET MEASURE:** Submit affirmative action plan to the Equal Employment Opportunity Commission by due date

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Due date	9/30/2019	11/1/2019	11/1/2020	11/1/2021

**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Meet 2 or more times with union and non-union staff

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	2 (Virtually)	2	2	2

**TARGET MEASURE:** Receive the Best Places to Work in RI Award

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Consecutive Years	10	10	11	12

**TARGET MEASURE:** Create NBC monthly newsletter and include a minimum of 50 NBC Staff articles

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	Monthly	Monthly	Monthly	Monthly
Quantity - Articles	35	50	35	35

**GOAL ACTION FOR ACHIEVEMENT:** Maintain positive relationships with collective bargaining units

**KEY CODE:** S5

**TARGET MEASURE:** Negotiation of Collective Bargaining Agreement

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
	N/A	N/A	6/30/21	N/A

## COMMUNICATION

*Improve and enhance internal and external communication to increase understanding of “who we are” and “what we do”*

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**GOAL ACTION FOR ACHIEVEMENT:** Strengthen and expand relationships with stakeholders and ratepayers to ensure support of NBC’s mission

**KEY CODE:** C1

**TARGET MEASURE:** Meet with RIDEM Officials quarterly

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	4 (Virtually)	4	4	4

**TARGET MEASURE:** Meet and/or correspond 4 or more times with Rhode Island’s Congressional Delegation

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	4	4	4	4

**TARGET MEASURE:** Conduct a minimum of 100 lessons at schools in the NBC service area

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Lessons Conducted	120	100	100	40 (Virtually)
Participating Students	780	480	480	100

**TARGET MEASURE:** Arrange a minimum of 20 water quality testing field trips for local schools

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	30	20	20	10 (Virtually)

**TARGET MEASURE:** Ensure 100% of participating schools attend the Watershed Explorer Environmental Education Conference

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	0% - 0 Schools (Cancelled due to COVID-19)	100%	100%	100%

**TARGET MEASURE:** Respond to 100% of requests for WWTF presentations/tours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 42 Tours	100%	100%	100%

**GOAL ACTION FOR ACHIEVEMENT:** Ensure updated information about NBC’s programs and projects is accessible to the public

**KEY CODE:** C3

**TARGET MEASURE:** Update website a minimum of once per week to provide current information on NBC activity

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	Weekly	Weekly	Weekly	Weekly

## ORGANIZATIONAL PERFORMANCE

*Ensure that the NBC organization is aligned with and supports our strategic goals.*

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**GOAL ACTION FOR ACHIEVEMENT:** Conduct NBC business in an open manner and in conformance with all state ethics standards

**KEY CODE:** OP3

**TARGET MEASURE:** Post NBC Board and/or Committee meeting notices 48 hours prior to meeting date on RI Secretary of State website, at State Library, RI State House, and NBC facilities. Post all draft/approved meeting minutes within 35 days on RI Secretary of State website

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Meeting Notices <i>&gt;48 Hours Prior to Meeting</i>	>48 hours	>48 hours	>48 hours	>48 hours
Draft Minutes <i>&lt;35 Days of Meeting</i>	<35 days	<35 days	<35 days	<35 days
Approved Minutes <i>&lt;35 Days of Approval</i>	<35 days	<35 days	<35 days	<35 days

# HUMAN RESOURCES

## Section Summary

### The Program

The Human Resources section is responsible for the administration and processing of employee records, employee recruitment and retention, workers' compensation, non-union retirement plans, and equal employment opportunity for union and non-union personnel. This section is also responsible for multi-union contract administration and compliance, along with collective bargaining negotiations, and the evaluation and administration of employee benefits. This section is also responsible for establishing and maintaining an in-house training program.

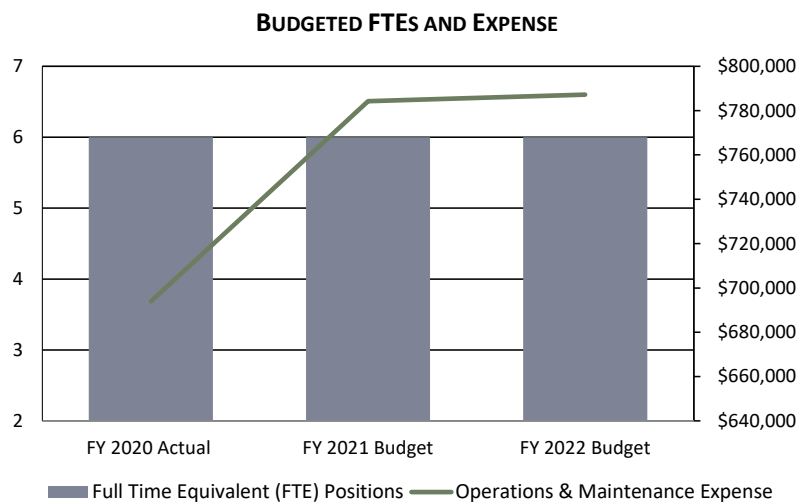
### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 591,037	\$ 616,322	\$ 630,312	\$13,990	2.3%
Operating Supplies/Expense	22,987	76,006	79,540	3,534	4.6%
Professional Services	79,961	91,900	77,300	(14,600)	(15.9%)
<i>Total O&amp;M</i>	<b>\$ 693,985</b>	<b>\$ 784,228</b>	<b>\$ 787,152</b>	<b>\$ 2,924</b>	<b>0.4%</b>

<b>Funds by Source - Revenue</b>	<b>\$ 693,985</b>	<b>\$ 784,228</b>	<b>\$ 787,152</b>	<b>\$ 2,924</b>	<b>0.4%</b>
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### Significant Budget Modifications

The FY 2022 Human Resources budget is \$2,924 or 0.4% higher than the prior year. Personnel expense increased by \$13,990 related to employee benefits. Operating supplies and expense increased by \$3,534 and includes a net reduction of training materials from the prior year and the reallocation of expense for employee training to maintenance contract expense from professional services. Subsequently, professional services decreased by \$14,600.



**BUDGETED FTEs**

	FY 2020	FY 2021	FY 2022
Union FTEs	1	1	1
Non-Union FTEs	5	5	5
<b>Total FTEs</b>	<b>6</b>	<b>6</b>	<b>6</b>
<i>Less Turnover</i>	-	-	-
<b>Total Net FTEs</b>	<b>6</b>	<b>6</b>	<b>6</b>



## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## **HUMAN RESOURCES**

### **Performance Data**

#### **Major Accomplishments FY 2021 by Key Code**

- FM7** Evaluated and renewed NBC's Dental Insurance and Cafeteria Plan
- FM7** Evaluated and renewed NBC's Life Insurance Plan with no rate increase
- FM7** Assisted with administration of the non-union retirement plans
- S1** Completed timely reporting of all state and federal required disclosures to staff and government agencies
- S3** Implemented the FY 2021 budgeted personnel changes, non-union salary increases, contracted union salary and step increases, and Personnel Committee approved personnel changes in Oracle
- S3** Provided workplace wellness and training programs to staff
- S3** Implemented the non-union compensation salary study
- S4** Received Best Places to Work RI Award
- S4** Initiated Leadership Essentials Training
- S4** Introduced a learning management system containing a large library of self-paced training courses
- S4** Calculated and administered the annual sick leave bank and bonuses for eligible employees

#### **Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- S3** Develop a revised non-union performance appraisal process
- S3** Evaluate union salary structure
- S3** Effectively manage NBC's employee benefits program

## HUMAN RESOURCES

### Target Measures

#### CUSTOMER FOCUS

*Maintain a customer-focused attitude throughout the organization*

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**GOAL ACTION FOR ACHIEVEMENT:** Maximize automation and computerization throughout the agency

**KEY CODE:** CF3

**TARGET MEASURE:** Provide up to date information on NBC's Benefits Webpage quarterly

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	Quarterly	Quarterly	Quarterly	Quarterly

#### STAFFING

*Attract, develop and retain highly qualified employees.*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with Federal and State labor laws

**KEY CODE:** S1

**TARGET MEASURE:** Submit annual EEO report by due date

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Due date	9/30/2019	11/1/2019	11/1/2020	11/1/2021

**TARGET MEASURE:** Submit State and Federal disclosures

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Due date	N/A	N/A	10/30/2020	10/30/2021

**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Implement a minimum of 1 employee training program

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	1	1	1	1

**TARGET MEASURE:** Attend a minimum of 2 outside HR related seminars

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	4	2	2	2

**TARGET MEASURE:** Education and learning programs that support vertical career progression

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Programs	5	5	3	3

**GOAL ACTION FOR ACHIEVEMENT:** Maintain competitive and cost-effective benefits, compensation and wellness programs to attract and retain qualified staff

**KEY CODE:** S3

**TARGET MEASURE:** Evaluate comparable benefit solutions six months prior to renewal

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100%	100%	100%	100%

**TARGET MEASURE:** Implement a minimum of 2 "Good Health" programs

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	2	2	2	2

**TARGET MEASURE:** Provide a minimum of 10 participant meetings with NBC's investment advisor

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Participant Meetings	10	10	15	10

**TARGET MEASURE:** Implement a minimum of 2 Wellness Incentive Programs

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Programs Offered	9	2	5	6
Participating Employees	82%	50%	50%	50%
Employees Reaching Wellness Maximum	50%	30%	30%	40%

**TARGET MEASURE:** Maintain a workers' compensation experience modification rating of 1.00 or lower

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Rating	1.5	≤1.00	≤1.00	≤1.00

**GOAL ACTION FOR ACHIEVEMENT:** Employ best practices to retain qualified employees and ensure succession planning

**KEY CODE:** S4

**TARGET MEASURE:** Investigate workers' compensation injuries and make recommendations to prevent reoccurrence

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	8 Investigations 100%	100%	100%	100%

**TARGET MEASURE:** Conduct exit interviews

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	8 Exit Interviews 100%	100%	100%	100%

**TARGET MEASURE:** Prepare and distribute employment postings within 1 week of approval

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	47 Postings 100%	100%	100%	100%

**TARGET MEASURE:** Receive the Best Places to Work in RI Award

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Consecutive Years	10	10	11	12

**TARGET MEASURE:** Maintain the number of grievances filed

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	8	≤10	≤10	≤10

**GOAL ACTION FOR ACHIEVEMENT:** Maintain positive relationships with collective bargaining units

**KEY CODE:** S5

**TARGET MEASURE:** Negotiation of Collective Bargaining Agreement

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
	N/A	N/A	6/31/2021	N/A

## LEGAL Section Summary

### The Program

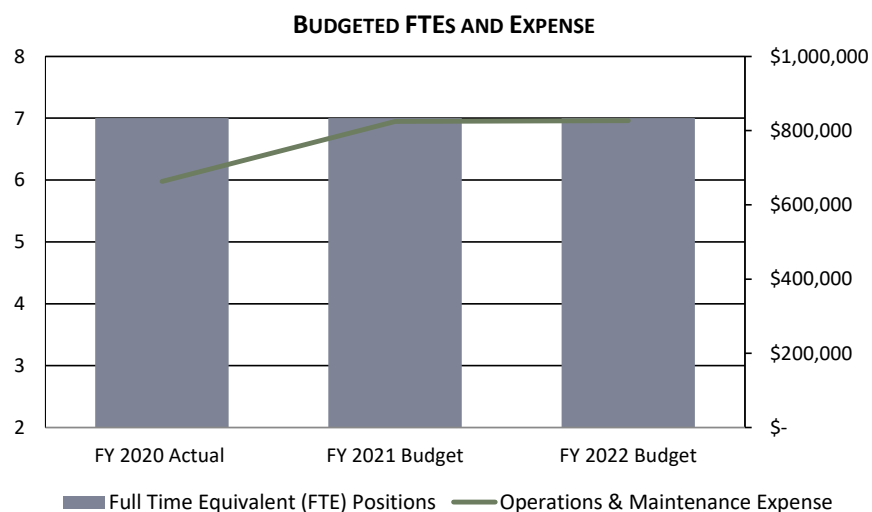
The Legal/Government Affairs section provides legal advice and services related to issues that arise in the course of NBC's business activities. NBC's legal staff has expertise in environmental, contractual, corporate, legislative, real estate, collections and bankruptcy law. Outside legal services are used to supplement in-house expertise as needed.

### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 544,016	\$ 634,502	\$ 637,267	\$ 2,765	0.4%
Operating Supplies/Expense	12,265	23,925	24,650	725	3.0%
Professional Services	106,536	166,500	165,000	(1,500)	(0.9%)
<i>Total O&amp;M</i>	<b>\$ 662,817</b>	<b>\$ 824,927</b>	<b>\$ 826,917</b>	<b>\$ 1,990</b>	<b>0.2%</b>
<b>Funds by Source - Revenue</b>	<b>\$ 662,817</b>	<b>\$ 824,927</b>	<b>\$ 826,917</b>	<b>\$ 1,990</b>	<b>0.2%</b>

### Significant Budget Modifications

The FY 2022 Legal budget is \$1,990 or 0.2% higher than the prior year. Personnel expense increased by \$2,765 related to employee benefits and the reallocation of intern expense from professional services. Operating supplies and expense increased by \$725 for legal staff dues and subscriptions as well as the reorganization of files. Subsequently, professional services decreased by \$1,500 with the reallocation of intern expense to personnel.



**BUDGETED FTEs**

	FY 2020	FY 2021	FY 2022
Union FTEs	-	-	-
Non-Union FTEs	7	7	7
<b>Total FTEs</b>	<b>7</b>	<b>7</b>	<b>7</b>
<i>Less Turnover</i>	-	-	-
<b>Total Net FTEs</b>	<b>7</b>	<b>7</b>	<b>7</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
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- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## LEGAL

### Performance Measures

#### Major Accomplishments FY 2021 by Key Code

- CB1** Lobbied, analyzed, and opined on pending State legislation that would impact NBC
- CB1** Responded to all public record requests within the statutory timeframe to the appropriate Rhode Island agencies/parties
- CB1** Executed a Consent Agreement with RIDEM for two outstanding Notices of Violations that were issued in FY 2020
- CB1** Ensured proper reporting with regard to NBC's continuous disclosure and post-issuance compliance documents
- CB1** Modified the Wastewater Rules and Regulations to incorporate new local limits
- CB1** Assisted with the transition to virtual Board meetings in conformance with the Governor's Executive Orders related to COVID-19
- CB1** Updated the Customer Service Rules and Regulations
- CB2** Assisted the Construction and Engineering Division with legal and regulatory aspects of the CSO Phase III Facilities project and finalized the Design-Build Agreement
- FM1** Assisted with the negotiation and finalization of two WIFIA Loan Agreements and associated documents
- FM1** Assisted with the development and implementation of the Sewer Tie-in fee for the Hartford Avenue Interceptor Extension
- CF3** Assisted with the implementation of receivership, bankruptcy and lien sale modules in the new Customer Service application.
- CF5** Assisted Customer Service with modification of language in customer bills, notices and letters to ensure compliance with rulings issued by the RI PUC and Division of PUC
- OP3** Filed all ethics and public records training compliance within the required timeframe

#### Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code

- CB1** Lobby, analyze, and opine on pending State legislation that will impact NBC
- CB1** Respond to all public record requests within the statutory timeframe to the appropriate Rhode Island agencies/parties
- CF3** Complete the implementation/integration of the lien sale, receivership and bankruptcy modules with respect to the Customer Service Application

## LEGAL

### Target Measures

## CORE BUSINESS

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines and reporting requirements

**KEY CODE:** CB1

**TARGET MEASURE:** Issue Enforcement Actions within two weeks of request

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	2 Enforcement Actions 100%	100%	100%	100%

## FINANCIAL MANAGEMENT

*Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.*

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**GOAL ACTION FOR ACHIEVEMENT:** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes

**KEY CODE:** FM2

**TARGET MEASURE:** Conduct a minimum of 1 lien sale annually

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	1 Partial Sale (Lien Sale Module incomplete)	1	1	1

**TARGET MEASURE:** Ensure at least 65% of accounts are paid prior to lien sale

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	47% (Lien Sale Module incomplete)	65%	65%	65%

**TARGET MEASURE:** Monitor 100% of bankruptcies and file proof of claims where appropriate

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Flagged Bankruptcies/Proof of Claims	48 Flagged - 100%	100%	100%	100%
Discharged Accounts	29 Accounts 100%	100%	100%	100%

## CUSTOMER FOCUS

*Maintain a customer-focused attitude throughout the organization*

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**GOAL ACTION FOR ACHIEVEMENT:** Establish agency-wide customer service focused training programs

**KEY CODE:** CF2

**TARGET MEASURE:** Maintain APRA Certification and respond to all public records requests within 30 days

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Certifications	4	4	4	4
Request Response Time	7 Days	≤30 days	≤30 days	≤30 days
Number of Responses	21 Responses 100%	100%	100%	100%



## STAFFING

*Attract, develop and retain highly qualified employees*

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**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Provide a minimum of 30 training hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	40	30	30	30

## COMMUNICATION

*Improve and enhance internal and external communication to increase understanding of “who we are” and “what we do”*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure updated information about NBC's programs and projects is accessible to the public

**KEY CODE:** C3

**TARGET MEASURE:** Review 100% of bills introduced

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	2,071 Bills Reviewed 100%	100%	100%	100%

**TARGET MEASURE:** Propose 100% of NBC related legislation amendments where appropriate

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	4 Proposed Amendments 100%	100%	100%	100%

**TARGET MEASURE:** Provide legislative reports to the Board on 100% of legislation of interest to NBC and present the Final Report in September

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Legislative Reports	8 Reports 100%	100%	100%	100%
Final Legislative Report	9/24/2019	9/2019	9/2020	9/2021

**GOAL ACTION FOR ACHIEVEMENT:** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission

**KEY CODE:** C1

**TARGET MEASURE:** Conduct/coordinate a minimum of 2 presentations

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	3	2	2	2

## ORGANIZATIONAL PERFORMANCE

*Ensure that the NBC organization is aligned with and supports our strategic goals.*

---

**GOAL ACTION FOR ACHIEVEMENT:** Conduct NBC business in an open manner and in conformance with all state ethics standards

**KEY CODE:** OP3

**TARGET MEASURE:** Complete 100% of conflict of interest forms for NBC staff/Board of Commissioners

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	1 Form 100%	100%	100%	100%

## INFORMATION TECHNOLOGY

### Section Summary

#### The Program

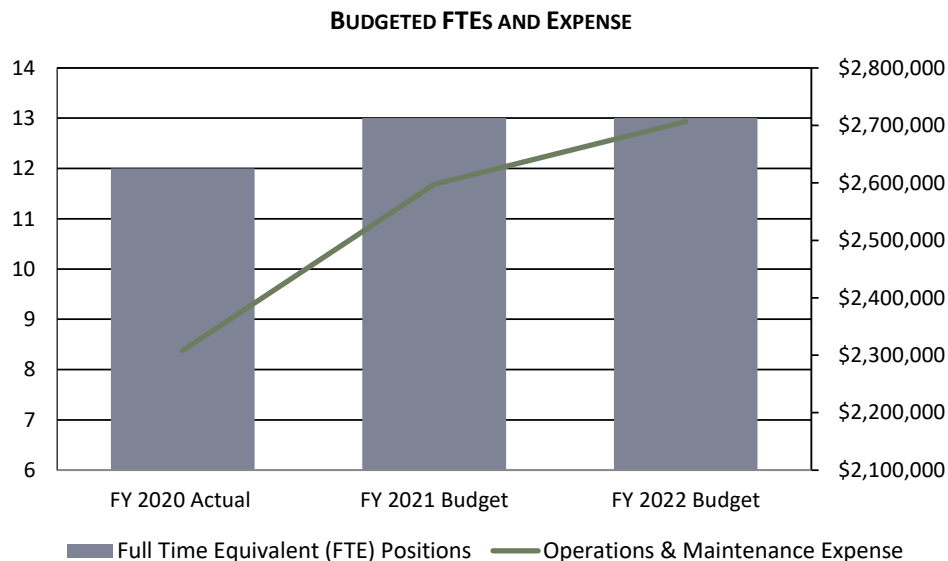
The IT section is responsible for NBC's networks, security, telecommunications, hardware, software and databases. IT ensures the agency has the technology needed to perform expected services efficiently with a level of 99% uptime.

#### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 1,304,677	\$ 1,456,239	\$ 1,382,370	\$ (73,869)	(5.1%)
Operating Supplies/Expense	1,003,317	1,141,358	1,325,091	183,733	16.1%
<i>Total O&amp;M</i>	<b>\$ 2,307,994</b>	<b>\$ 2,597,597</b>	<b>\$ 2,707,461</b>	<b>\$ 109,864</b>	<b>4.2%</b>
<b>Funds by Source - Revenue</b>	<b>\$ 2,307,994</b>	<b>\$ 2,597,597</b>	<b>\$ 2,707,461</b>	<b>\$ 109,864</b>	<b>4.2%</b>

#### Significant Budget Modifications

The FY 2022 Information Technology budget is \$109,261 or 4.2% higher than the prior year. Personnel expense is 5.1% lower than the prior year reflecting the partial funding of one FTE in FY 2022. Operating supplies and expense increased by \$183,733 and includes increased maintenance contract expense for campus security, audio visual equipment and the transitioning to a hosted telephone solution.



#### BUDGETED FTEs

	FY 2020	FY 2021	FY 2022
Union FTEs	-	-	-
Non-Union FTEs	12	13	13
<b>Total FTEs</b>	<b>12</b>	<b>13</b>	<b>13</b>
<i>Less Turnover</i>	-	-	-
<b>Total Net FTEs</b>	<b>12</b>	<b>13</b>	<b>13</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## **INFORMATION TECHNOLOGY**

### **Performance Data**

#### **Major Accomplishments FY 2021 by Key Code**

- CB1** Reviewed and created internal IT policies and procedures as needed
- CB1** Reviewed and revised the Cyber Security Plan to protect NBC's servers and applications
- CB3** Implemented a new data backup system to accommodate the increase in data volume
- CB3** Enabled and supported the move to remote work during COVID-19
- CB3** Moved to a managed services model for Network Support
- CB4** Streamlined the digital asset management tracking of software licenses and deployed hardware

#### **Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- CB3** Replace NBC door access systems with a more secure, easier to manage technology solution
- CB3** Implement a document management solution that is robust and easy to use
- CB3** Engage in the triennial security audit with an approved vendor
- CB3** Upgrade ADI Time and Attendance software

## INFORMATION TECHNOLOGY

### Target Measures

#### CORE BUSINESS

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines and reporting requirements

**KEY CODE:** CB1

**TARGET MEASURE:** Complete Bi-Annual Security audit and implement suggestions within 12 months

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Audit Complete	Yes	Yes	No Audit	Yes

**GOAL ACTION FOR ACHIEVEMENT:** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies

**KEY CODE:** CB3

**TARGET MEASURE:** Ensure 100% of servers are running current supported Applications and Operating systems

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	98%	100%	100%	100%

**TARGET MEASURE:** Ensure no more than 10 downtime hours to maintain system availability

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	≤10	≤10	≤10	≤10

**TARGET MEASURE:** Prevent 100% of security breaches into NBC email server

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% 3,029,217 Blocked 277 Blocked: Virus 8,488 Quarantined	100%	100%	100%

#### FINANCIAL MANAGEMENT

*Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure the timely, efficient and cost-effective purchase of goods and services

**KEY CODE:** FM6

**TARGET MEASURE:** Complete 100% of planned capital items

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Budgeted	100%	100%	100%	100%
Completed	100%			

## CUSTOMER FOCUS

*Maintain a customer-focused attitude throughout the organization*

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**GOAL ACTION FOR ACHIEVEMENT:** Enhance customer communication through consistent procedures and the implementation of new technologies

**KEY CODE:** CF5

**TARGET MEASURE:** Respond to 100% service desk requests within two hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100%	100%	100%	100%

## STAFFING

*Attract, develop and retain highly qualified employees*

---

**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Provide a minimum of 250 employee training hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	250	250	250	250

## ORGANIZATIONAL PERFORMANCE

*Ensure that the NBC organization is aligned with and supports our strategic goals.*

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**GOAL ACTION FOR ACHIEVEMENT:** Evaluate and optimize NBC's organizational structure, processes and practices to maximize agency performance

**KEY CODE:** OP1

**TARGET MEASURE:** Ensure computer hardware does not exceed 5-year Desktop lifecycle

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
PCs	98%	100%	100%	100%
Thin Clients	100%	100%	100%	100%

**TARGET MEASURE:** Ensure NBC software updates are at least one version behind the latest released version

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Oracle	100%	100%	100%	100%
Hansen	100%	100%	100%	100%
GIS	100%	100%	100%	100%

**TARGET MEASURE:** Ensure maximum number of current supported versions of application and operating systems are maintained

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
PCs	99%	100%	100%	100%
Thin Clients	100%	100%	100%	100%



# CONSTRUCTION AND ENGINEERING DIVISION

## Division Summary

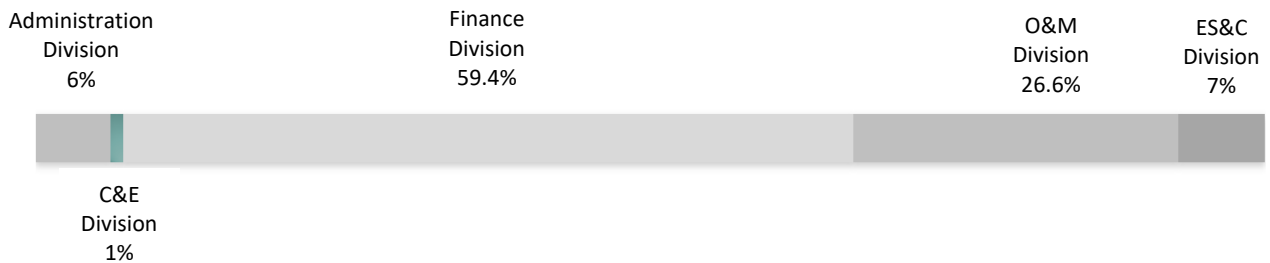
CONSTRUCTION SERVICES

ENGINEERING

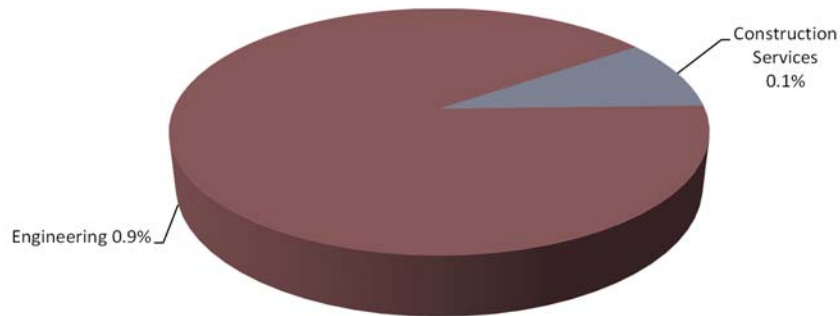
### The Program

The Construction and Engineering Division is responsible for the planning, design and construction of capital improvements necessary to comply with regulatory requirements, take advantage of technological advancements, ensure the integrity of NBC’s infrastructure and achieve operational efficiencies. These improvements represent construction of new facilities, rehabilitation and replacement of existing infrastructure as well as incorporating the needs identified through NBC’s Asset Management Program. This Division also provides facilities engineering and maintenance services for the entire NBC campus.

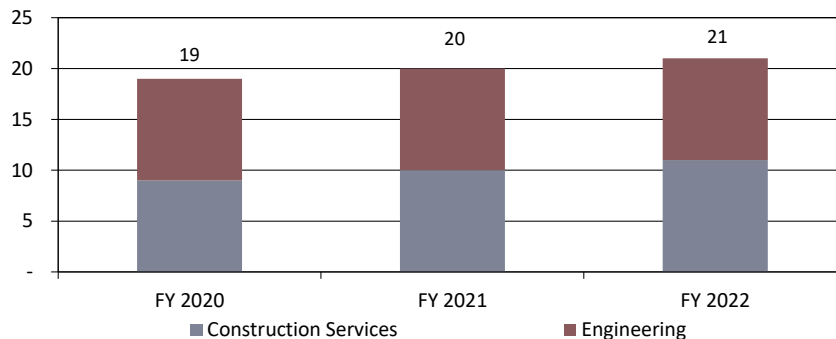
### FY 2022 Budget by Division



### Construction & Engineering Division Budget by Section



### BUDGETED POSITIONS (FTEs)\*



\*Does not include turnover



# CONSTRUCTION AND ENGINEERING DIVISION

## Division Summary

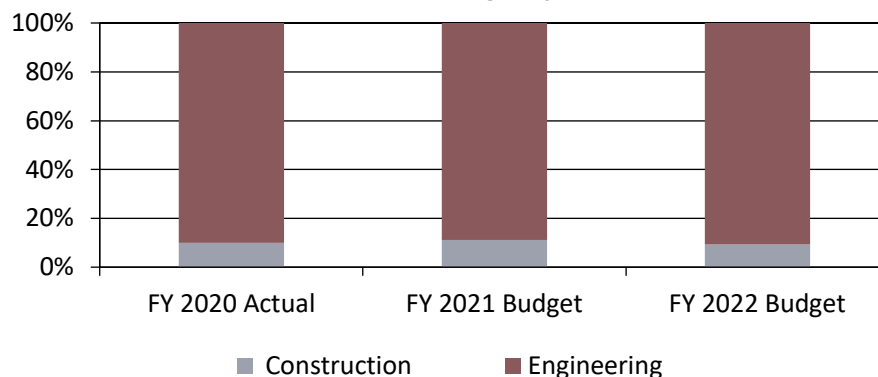
### The Budget

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Operations & Maintenance Expense					
Personnel Costs	\$ 484,395	\$ 388,293	\$ 439,018	\$ 50,725	13.1%
Operating Supplies/Expense	250,220	401,565	456,540	54,975	13.7%
Professional Services	1,300	6,800	10,800	4,000	58.8%
<b>Total O&amp;M</b>	<b>\$ 735,915</b>	<b>\$ 796,658</b>	<b>\$ 906,358</b>	<b>\$ 109,700</b>	<b>13.8%</b>
<b>Funds by Source - Revenue</b>	<b>\$ 735,915</b>	<b>\$ 796,658</b>	<b>\$ 906,358</b>	<b>\$ 109,700</b>	<b>13.8%</b>

### Significant Budget Modifications

The FY 2022 Construction and Engineering Division is \$109,700 or 13.8% higher than the FY 2021 budget. Personnel increased by 13.1% and reflects the net increase of one additional FTE, an Assistant Construction Manager in the Construction section, and a decrease in budgeted salary reimbursements in the Engineering section. Operating supplies and expense increased by 13.7% or \$54,975 compared to the prior year and includes increased building and ground maintenance and maintenance contracts expense related to facilities management. Professional services expense increased by \$4,000 or 58.8% from the prior year and includes a new permit fee.

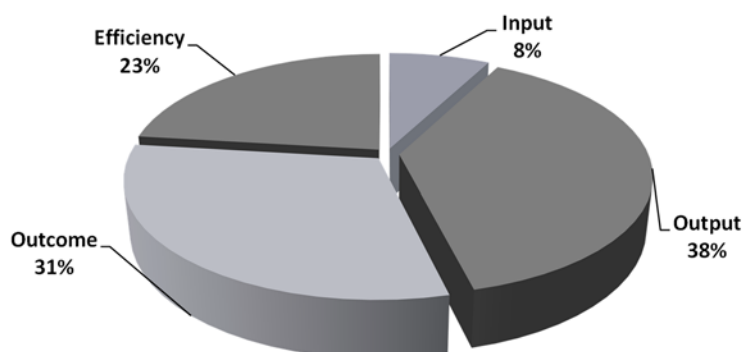
Percent of Division's Budget by Section



### Construction and Engineering Division Performance Data Summary

The chart below illustrates the Construction and Engineering Division's Performance Data by type of measure. The measures can be found in the individual sections following this division summary. In this Division, Outcome and Efficiency make up 54% of the performance measures.

Percentage of Performance Measurement Types



## CONSTRUCTION SERVICES

### Section Summary

#### The Program

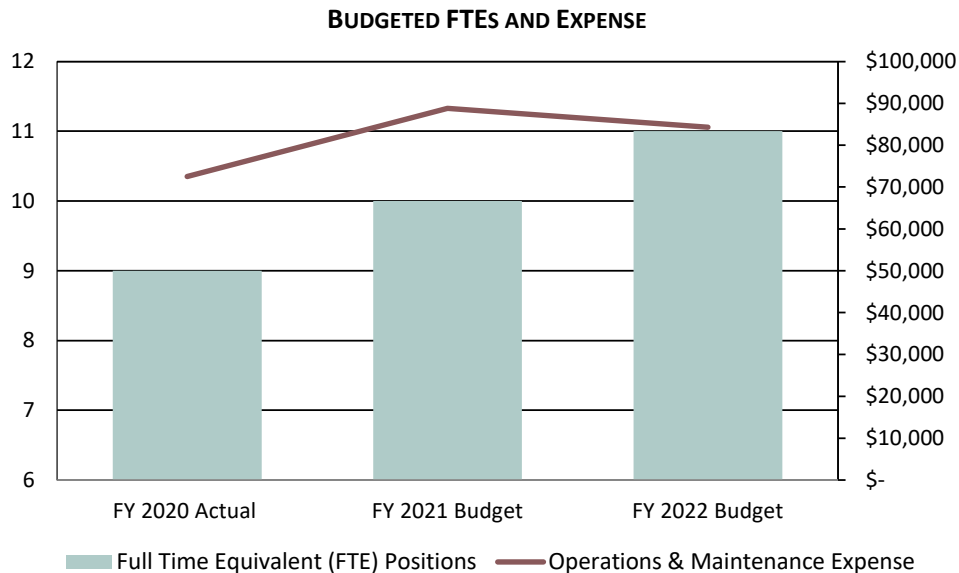
The Construction Services section is responsible for overseeing construction of capital improvement projects related to NBC's collection system and wastewater treatment facilities. Improvements to NBC's infrastructure are necessary to ensure proper collection and treatment of wastewater and stormwater in the service area.

#### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel Costs	\$ 64,466	\$ 64,602	\$ 59,780	\$ (4,822)	(7.5%)
Operating Supplies/Expense	8,069	24,200	24,500	300	1.2%
<i>Total O&amp;M</i>	<i>\$ 72,535</i>	<i>\$ 88,802</i>	<i>\$ 84,280</i>	<i>\$ (4,522)</i>	<i>(5.1%)</i>
<b>Funds by Source - Revenue</b>	<b>\$ 72,535</b>	<b>\$ 88,802</b>	<b>\$ 84,280</b>	<b>\$ (4,522)</b>	<b>(5.1%)</b>

#### Significant Budget Modifications

The FY 2022 Construction Services budget is \$4,522 or 5.1% lower than the prior year. Personnel expense decreased by \$4,822 and reflects the net increase of one additional FTE, an Assistant Construction Manager and increased salary reimbursements. Operating Supplies and expense increased by \$300 for construction staff dues and subscriptions.



#### BUDGETED FTEs

	FY 2020	FY 2021	FY 2022
Union FTEs	-	-	-
Non-Union FTEs	9	10	11
<b>Total FTEs</b>	<b>9</b>	<b>10</b>	<b>11</b>
<i>Less Turnover</i>	-	-	-
<b>Total</b>	<b>9</b>	<b>10</b>	<b>11</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## **CONSTRUCTION SERVICES**

### **Performance Data**

#### **Major Accomplishments FY 2021 by Key Code**

- CB1** Ensured the CSO Phase III A Facilities bid documents met WIFIA requirements
- CB1** Ensured that the Bucklin Point Resiliency Improvements Project met WIFIA requirements
- CB1** Assisted with the preparation of the second WIFIA loan application
- CB2** Assisted with the design of the CSO Phase III A Facilities
- CB2** Completed the Bucklin Point Biogas Project (Project 12000)
- CB2** Completed COB Facilities Improvements (Project 90900C)
- CB2** Completed COB Improvements Exterior Envelope Leak Project (Project 90900R)
- CB2** Completed the Moshassuck Valley Interceptor (Project 30444C)
- CB2** Completed the Improvements to Interceptors (Project 30467C)
- CB2** Completed the CSO Phase III Macomber Field GSI (Project 30809C)
- CB2** Completed the CSO Phase III 1304 High Street GSI (Project 30808C)
- CB2** Completed the CSO Phase III Site Demolition (Project 30813C)

#### **Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- CB2** Administer the design-build contract for the Bucklin Point Operations Building (Project 81700)
- CB2** Construct a new UV Disinfection Building at the Bucklin Point WWTF (Project 81000)
- CB2** Administer the design-build contract for the CSO Phase III A-Pawtucket Tunnel (Project 30801C)

## CONSTRUCTION SERVICES

### Target Measures

#### CORE BUSINESS

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed*

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**GOAL ACTION FOR ACHIEVEMENT:** Manage the planning, design and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements

**KEY CODE:** CB2

**TARGET MEASURE:** Resident engineering cost is 15% or less of construction cost (non-CSO contracts)

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	10%	≤15%	≤15%	≤15%

**TARGET MEASURE:** Contract cost is less than 8% higher than original bid amount on an annual basis

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	5%	≤8%	≤8%	≤8%

**TARGET MEASURE:** Ensure 85% of CIP contracts completed within six months of master schedule

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	75%	85%	85%	85%

**TARGET MEASURE:** Receive 100% WBE, MBE and EEO plans for approval prior to award of contract

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 7 Plans	100%	100%	100%

**TARGET MEASURE:** Collect, review and maintain certified payrolls

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	Monthly - 12	Monthly	Monthly	Monthly

**TARGET MEASURE:** Process 100% of Change Orders

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 18 Change Orders	100%	100%	100%

**TARGET MEASURE:** Ensure all Awards of Contracts are presented to the Board for Approval

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 7 Presented	100%	100%	100%

**TARGET MEASURE:** Conduct weekly meetings with all contractors for active ongoing projects

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	52	52	52	52

**TARGET MEASURE:** Apply for and receive a Certificate of Approval from RIDEM prior to Funding

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 2 Received	100%	100%	100%

**TARGET MEASURE:** Comply with MBE/WBE quarterly reporting requirements

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	4	4	4	4

**TARGET MEASURE:** Develop 100% of contract plans and specifications by NBC staff as requested

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 3 Plans	100%	100%	100%

**TARGET MEASURE:** Review constructability and bid ability of all design specifications

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 7 Reviews	100%	100%	100%

## FINANCIAL MANAGEMENT

*Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting

**KEY CODE:** FM4

**TARGET MEASURE:** Ensure CSO Phase III A quarterly construction reports are submitted to the EPA

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	3	N/A	Quarterly	Quarterly

**GOAL ACTION FOR ACHIEVEMENT:** Ensure the timely, efficient and cost-effective purchase of goods and services

**KEY CODE:** FM6

**TARGET MEASURE:** Review and process 100% of contractual capital invoices

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 64 Invoices	100%	100%	100%

**TARGET MEASURE:** Ensure Change Orders that exceed 5% of bid are presented to the Board for approval

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 4 Presented	100%	100%	100%

## STAFFING

*Attract, develop and retain highly qualified employees*

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**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Provide a minimum of 100 training hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	64	100	100	100

## COMMUNICATION

*Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do"*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure updated information about NBC's programs and projects is accessible to the public

**KEY CODE:** C3

**TARGET MEASURE:** Ensure ongoing construction updates are communicated to NBC staff, Board of Commissioners and the public

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 3 updates	100%	100%	100%

## ENGINEERING Section Summary

### The Program

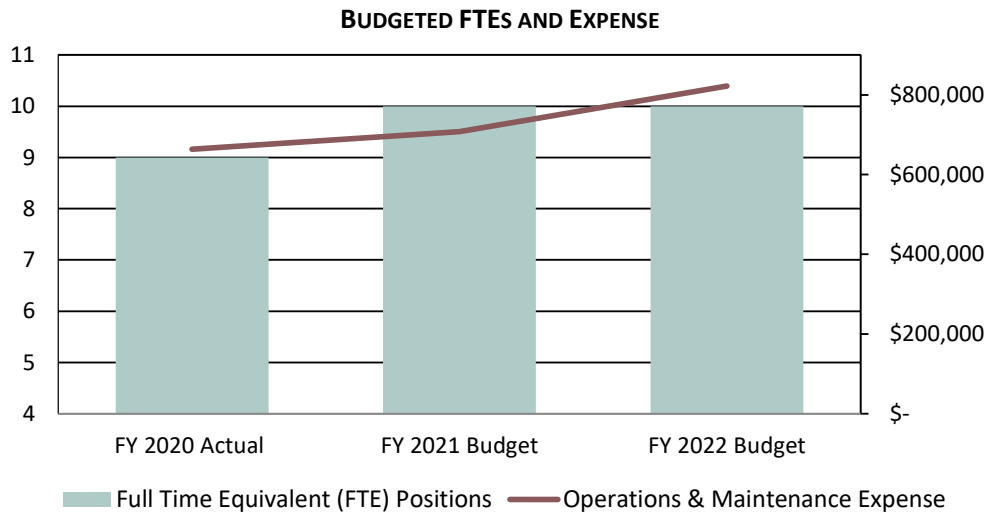
The primary responsibility of the Engineering section is to plan and design facilities, necessary for the collection, pumping and treatment of wastewater within NBC's service area. Projects designed by the Engineering section are identified in NBC's five-year Capital Improvement Plan include CSO facilities, improvements to the wastewater treatment facilities, sewer system improvement projects and CSO interceptor repair and construction projects. The Engineering section also provides facilities engineering and maintenance services for the NBC campus.

### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel Costs	\$ 419,929	\$ 323,691	\$ 379,238	\$ 55,547	17.2%
Operating Supplies/Expense	242,151	377,365	432,040	54,675	14.5%
Professional Services	1,300	6,800	10,800	4,000	58.8%
<i>Total O&amp;M</i>	<b>\$ 663,380</b>	<b>\$ 707,856</b>	<b>\$ 822,078</b>	<b>\$ 114,222</b>	<b>16.1%</b>
<b>Funds by Source - Revenue</b>	<b>\$ 663,380</b>	<b>\$ 707,856</b>	<b>\$ 822,078</b>	<b>\$ 114,222</b>	<b>16.1%</b>

### Significant Budget Modifications

The FY 2022 Engineering budget is \$114,222 or 16.1% higher than the prior year. Personnel expense increased by \$55,547 due to decreased budgeted salary reimbursements. Operating supplies increased by \$54,675 and includes increased building and ground maintenance and maintenance contracts expense related to facilities management. Professional services expense increased by \$4,000 or 58.8% from the prior year and includes a new permit fee.



**BUDGETED FTES**

	FY 2020	FY 2021	FY 2022
Union FTEs	-	-	-
Non-Union FTEs	10	10	10
<b>Total FTEs</b>	<b>10</b>	<b>10</b>	<b>10</b>
<i>Less Turnover</i>	-	-	-
<b>Total Net FTEs</b>	<b>10</b>	<b>10</b>	<b>10</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards



## **ENGINEERING**

### **Performance Data**

#### **Major Accomplishments FY 2021 by Key Code**

- CB1** Received RIDEM approval of NBC's Resiliency Plan
- CB2** Completed the Design-Build procurement process for the CSO Phase III A Tunnel and executed the associated Agreement with the selected vendor
- CB2** Advanced the design of the CSO Phase III A and B projects
- CB2** Completed design of certain CSO Phase III A and B projects and solicited bids for construction
- CB3** Completed pre-selection procurement of the Ultraviolet Light (UV) Equipment System and advanced design of the Bucklin Point WWTF UV Disinfection Project (Project 81000D)
- CB4** Developed engineering design solutions and managed projects to address aging infrastructure including several boiler units, HVAC systems, roofing system repairs, air handling units and temporary digester ventilation system improvements
- CB4** Researched and implemented a software solution that will combine GIS and AutoCAD files to enhance workflow between construction contracts, easements and other NBC assets
- CB4** Completed the conceptual design of a new Operations Building and new Maintenance/Storage Building at the Bucklin Point WWTF, developed a Design-Build Request for Qualifications/Proposals and initiated the procurement process in November 2020
- CB4** Completed the design of various capital improvements at Field's Point and competitively bid the projects for construction (FY 2019 Project No. 20200D). Continued with design of other related projects including the Gravity Thickener Ventilation System, CSO Storage Tunnel Odor Control System, a campus-wide Fire Alarm System and other projects, a total of 18 tasks.

#### **Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- CB2** Complete the detailed design of various Phase III CSO Program Phase A and B projects and solicit bids for subsequent construction
- CB3** Enhance Facility Management services through the expansion of the Buildings Management System to include the COB and IM facility and other NBC buildings and facilities
- CB4** Bid the construction for the Field's Point capital improvements project FY 2019 Improvements (Project 20200)
- CB4** Initiate the procurement of professional services to address various aging infrastructure needs at the Bucklin Point and Field's Point WWTFs (Projects 81600 and 20300)

**ENGINEERING**  
**Target Measures**

**CORE BUSINESS**

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed*

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**GOAL ACTION FOR ACHIEVEMENT:** Manage the planning, design and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements

**KEY CODE:** CB2

**TARGET MEASURE:** Complete design phase of projects to ensure integrity of NBC's infrastructure and achieve operating efficiencies

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Nutrient Removal	0	0	0	1
Sewer Collection System	0	2	2	2
Phase III Combined Sewer Overflow	2	4	3	2
WWTF Improvements	1	4	5	2

**TARGET MEASURE:** Planning and design contract expense is ≤10% of approved contract

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100 %	100%	100%	100%

**TARGET MEASURE:** Record 100% of file easements for projects

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100%	100%	100%	100%
	1 easement			

**GOAL ACTION FOR ACHIEVEMENT:** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies

**KEY CODE:** CB3

**TARGET MEASURE:** Update NBC's GIS database and application software

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Database Updates	1,015 Updates	100%	100%	100%
Software Updates	3 Updates	100%	100%	100%

**GOAL ACTION FOR ACHIEVEMENT:** Maintain NBC's asset management program to ensure continuous operation and the protection of assets

**KEY CODE:** CB4

**TARGET MEASURE:** Perform required facility inspections

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Elevators	4	Quarterly	Quarterly	Quarterly
Fire Alarms	4	Quarterly	Quarterly	Quarterly
Mechanical Equipment	36 Inspections	100%	100%	100%

**TARGET MEASURE:** Complete 85% of building maintenance requests within two weeks

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	207 Requests 89%	85%	85%	85%

## FINANCIAL MANAGEMENT

*Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure the timely, efficient and cost-effective purchase of goods and services

**KEY CODE:** FM6

**TARGET MEASURE:** Complete 100% of planned capital items

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Budgeted	0			
Completed	N/A	100%	100%	100%

**TARGET MEASURE:** Spend \$8/sq. ft. or less on NBC corporate office building maintenance

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Dollars per square foot	\$7.50	\$8.00	\$8.00	\$8.50

## STAFFING

*Attract, develop and retain highly qualified employees*

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**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Attend a minimum of 1 professional training session per year

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Sessions	1	1	1	1

## COMMUNICATION

*Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do"*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure updated information about NBC's programs and projects is accessible to the public

**KEY CODE:** C3

**TARGET MEASURE:** Conduct monthly capital project meetings

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	6	8	8	8

# FINANCE DIVISION

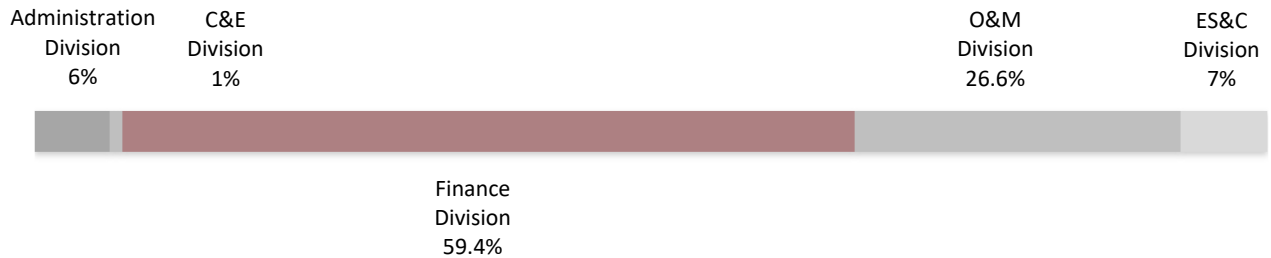
## Division Summary



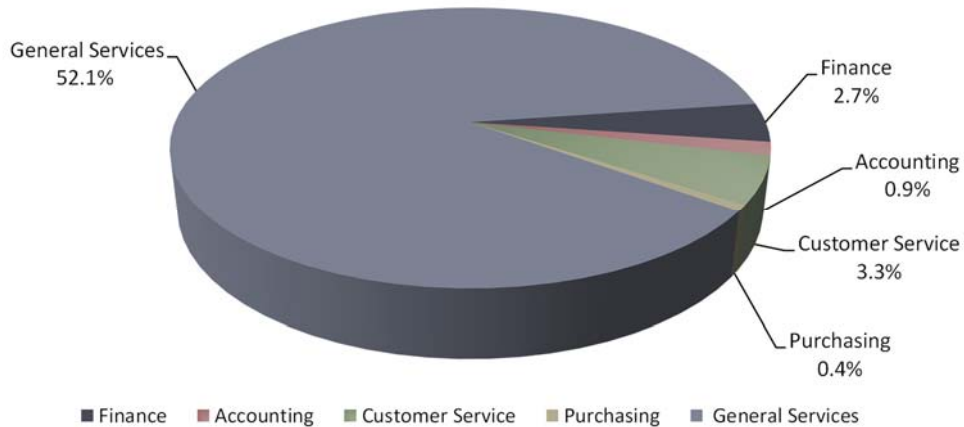
### The Program

The Finance Division is responsible for the Finance, Cash Management, Payroll, Administration of Retirement Plans, Accounting, Customer Service, and Purchasing functions at NBC. This Division is responsible for providing sound financial leadership and support to all areas of NBC, and for the production of monthly financial statements in accordance with "Generally Accepted Accounting Principles". The Division is also responsible for utilities, the issuance of long-term debt, rate filings, and ensuring compliance with applicable state and federal laws, rules and regulations.

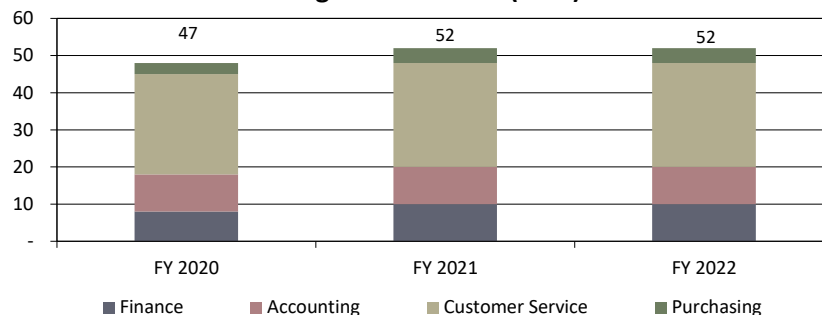
### FY 2022 Budget by Division



### Finance Division Budget by Section



### Budgeted Positions (FTEs)\*



\*Does not include turnover

# FINANCE DIVISION

## Division Summary

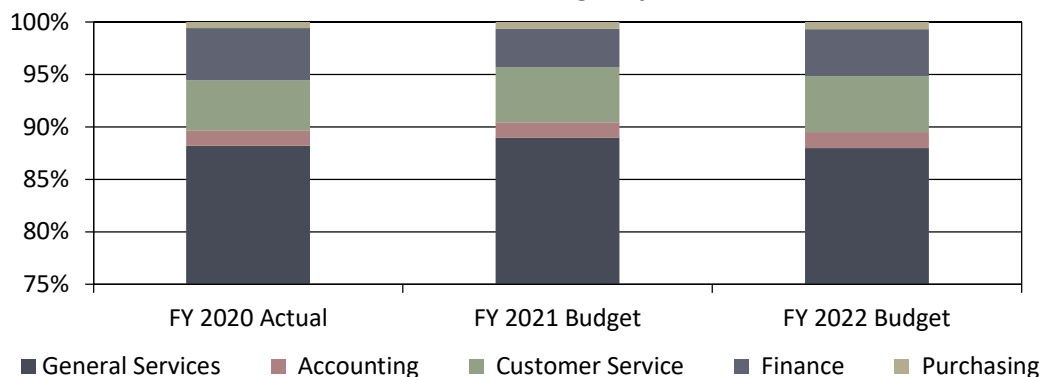
### The Budget

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
<b>Operations &amp; Maintenance Expense</b>					
Personnel	\$ 4,406,724	\$ 5,200,888	\$ 5,404,393	\$ 203,505	3.9%
Operating Supplies/Expense	5,346,317	5,411,692	5,432,970	21,278	0.4%
Professional Services	979,556	1,047,390	1,407,195	359,805	34.4%
<i>Total O&amp;M</i>	<i>10,732,597</i>	<i>11,659,970</i>	<i>12,244,558</i>	<i>584,588</i>	<i>5.0%</i>
<b>Debt Service</b>					
Debt Service	44,682,925	43,863,780	41,467,917	(2,395,863)	(5.5%)
<i>Total Debt Service</i>	<i>44,682,925</i>	<i>43,863,780</i>	<i>41,467,917</i>	<i>(2,395,863)</i>	<i>(5.5%)</i>
<b>Total Expense</b>	<b>\$ 55,415,523</b>	<b>\$ 55,523,749</b>	<b>\$ 53,712,475</b>	<b>\$ (1,811,274)</b>	<b>(3.3%)</b>
<b>Funds by Source - Revenue</b>	<b>\$ 55,415,523</b>	<b>\$ 55,523,749</b>	<b>\$ 53,712,475</b>	<b>\$ (1,811,274)</b>	<b>(3.3%)</b>

### Significant Budget Modifications

The Finance Division comprises 59.4% of the total FY 2022 budget and is \$1,811,274 or 3.3% lower than the FY 2021 budget. Personnel expense increased by 3.9% related to employee benefits. Operating supplies and expense increased by 0.4% or \$21,278 compared to the prior year and includes funding for NBC's utilities and renewable energy facilities, including the addition of the Biogas cogeneration in FY 2022. Professional services increased by \$359,805 or 34.4% compared to the prior year due to the absorption of convenience fees when customers pay with a credit card, as ordered by the PUC. Lastly, debt service decreased by 5.5% or approximately \$2.4 million as a result of the defeasance of one SRF issue.

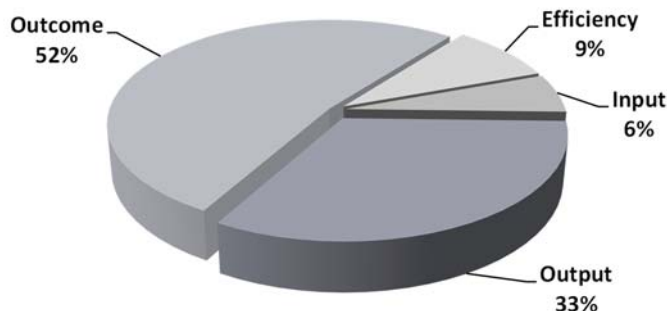
**Percent of Division's Budget by Section**



### Finance Division Performance Data Summary

The chart below illustrates the Finance Division's Performance Data by type of measure. The measures can be found in the individual sections following this division summary. In this Division, Outcome and Efficiency make up 61% of the performance measures.

**Percentage of Performance Measurement Types**



## FINANCE

### Section Summary

#### The Program

The Finance section ensures that NBC has sufficient resources and employs sound fiscal policies and practices to provide the highest quality service at a reasonable cost. The Finance section is responsible for development and management of the annual Operating Budget, the Capital Improvement Program, Operating Capital Program, the establishment of user charges and management of long-term debt. The Finance section ensures compliance with requirements of the RIPUC, the Trust Indenture and Supplemental Indentures, Continuing Disclosure, Post-Issuance Compliance and other regulatory requirements. This section is also responsible for cash management and NBC's retirement plans.

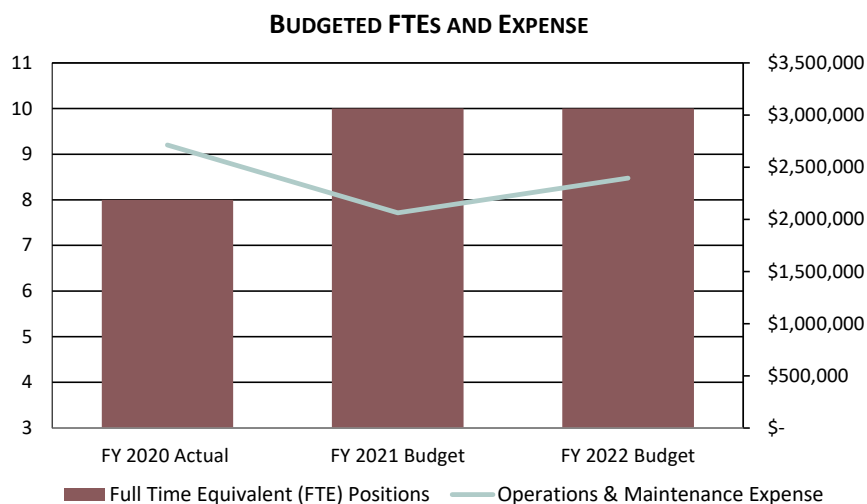
#### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	Perecent
Personnel	\$ 705,350	\$ 1,072,490	\$ 1,061,203	\$ (11,287)	(1.1%)
Operating Supplies/Expense	1,202,062	52,725	53,445	720	1.4%
Professional Services	805,759	936,000	1,281,305	345,305	36.9%
<i>Total O&amp;M</i>	<b>\$ 2,713,170</b>	<b>\$ 2,061,215</b>	<b>\$ 2,395,953</b>	<b>\$ 334,738</b>	<b>16.2%</b>

<b>Funds by Source - Revenue</b>	<b>\$ 2,713,170</b>	<b>\$ 2,061,215</b>	<b>\$ 2,395,953</b>	<b>\$ 334,738</b>	<b>16.2%</b>
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#### Significant Budget Modifications

The FY 2022 Finance budget is \$334,738 or 16.2% higher than the prior year. Personnel expense decreased by \$11,287 related to employee benefits. Operating supplies and expense increased by \$720 for finance staff dues and subscriptions. Professional services increased \$345,305 or 36.9% due to the absorption of convenience fees when customers pay with a credit card, as ordered by the PUC.



#### BUDGETED FTES

	FY 2020	FY 2021	FY 2022
Union FTEs	-	-	-
Non-Union FTEs	8	10	10
<b>Total FTEs</b>	<b>8</b>	<b>10</b>	<b>10</b>
<i>Less Turnover</i>	-	-	-
<b>Total Net FTEs</b>	<b>8</b>	<b>10</b>	<b>10</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
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**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## FINANCE

### Performance Data

#### Major Accomplishments FY 2021 by Key Code

- CB1** Completed the triennial NACWA financial survey and annual NACWA, MWRA, Merritt and NBC Sewer User surveys
- FM1** Received affirmation of the AA-/Stable Long-term rating and was assigned AA-/Stable Long-term rating for NBC's WIFIA loans
- FM1** Received affirmation of the AA/Stable rating and was assigned AA/Stable rating from Kroll Bond Rating Agency for NBC's two WIFIA loans
- FM1** Executed a rate reset of the WIFIA 1 loan, reducing the interest rate from 1.89% to 1.42% and achieving NPV savings of \$27.6 million
- FM1** Executed a second WIFIA 2 loan in the amount of \$190.6 million at a rate of 1.60%
- FM1** Complied with the PUC dockets regarding service terminations and collection activities and utility financial reporting requirements during the COVID-19 Pandemic emergency
- FM1** Researched eligibility of funding opportunities for NBC's COVID-19 related expense
- FM1** Assisted with the implementation the new debt management software and additional analysis of billings and collections
- FM3** Managed the Capital Improvement Program and capital funding
- FM3** Developed and administered the Operating Budget, finishing under budget for the 29<sup>th</sup> year
- FM3** Achieved a funding level of 106.75% and reduced the net pension liability for the Non-Union Defined Benefit Plan
- FM4** Created a WIFIA compliance checklist for monthly review and approval to support the payment requisition representation and warranty signoffs
- FM4** Prepared and submitted the Operating Budget and Capital Improvement Program budget to the State's Office of Management and Budget
- FM4** Prepared and submitted information to comply with Continuing Disclosure commitments, the Trust Indenture, RIPUC Orders, IRS regulations and other commitments
- FM4** Completed Post-Issuance Compliance procedures and forms including WIFIA reporting
- FM5** Developed a new allocation system to manage NBC's maintenance contracts
- FM5** Completed the FY 2020 Non-Union Defined Benefit Plan Financial Reports in conformance with GASB 67, GASB 68 and GASB 82
- FM5** Updated the internal Budget webpage with additional fillable forms and reference guides
- FM5** Modified Schedule B accounts to reallocate net metering credits
- C2** Received the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award

#### Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code

- FM1** Develop, manage and administer the annual operating and capital budgets in accordance with GFOA standards
- FM1** Maintain AA- ratings from S&P Global Ratings and AA rating Kroll Bond Rating Agency
- FM4** Ensure compliance with all applicable laws, rules and regulations, and agreements



## FINANCE

### Target Measures

#### FINANCIAL MANAGEMENT

Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure sufficient operating and capital funding with the lease ratepayer impact through the use of best practice

**KEY CODE: FM1**

**TARGET MEASURE:** Timely filing with PUC to maintain sufficient operating and capital funding by due date and spend .5% or less of Requested Revenue on Outside Rate Case Assistance

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
General Rate Filing	No filing	No filing	9/30/2020	No filing
Debt Service Filing	No filing	No filing	11/30/2020	No filing
Rate Case Assistance (Percentage)	0%	0.5%	0.5%	0.5%

**TARGET MEASURE:** Transmit compliance reports to the Public Utilities Commission

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Capital Projects	2	2	2	2
Restricted Accounts	4	4	4	4

**TARGET MEASURE:** Maintain at Least "A+" Unenhanced Credit Rating

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
S&P Credit Rating	AA-	AA-	AA-	AA-
Kroll Bond Rating Agency	AA	N/A	N/A	AA

**TARGET MEASURE:** Update Long-Term Financial Plan annually

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	1	1	1	1

**TARGET MEASURE:** Receive GFOA Distinguished Budget Presentation Award

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Consecutive Years	18	18	19	20

**TARGET MEASURE:** Process 100% of budget transfers 5 days prior to month end

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% (80 budget transfers)	100%	100%	100%

**TARGET MEASURE:** Prepare and transmit monthly finance report to Finance Committee

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	12	Monthly	Monthly	Monthly

**TARGET MEASURE:** Conduct monthly financial analysis

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Large Operating Accounts	12	12	12	12
Budget Variance	12	12	12	12
Renewable Energy Portfolio	12	12	12	12

**TARGET MEASURE:** Develop and administer Annual Budget

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Capital Budget	4/7/2020	6/30/2020	6/30/2021	1/31/2022
Operating Budget	5/27/2020	6/30/2020	6/30/2021	3/31/2022

**TARGET MEASURE:** Ensure total federal assistance for WIFIA funded projects does not exceed 80% of the total eligible project costs

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	N/A	N/A	<80%	<80%

**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting

**KEY CODE:** FM4

**TARGET MEASURE:** Compliance with Continuing Disclosure Commitments

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Annual Operating Data and the Comprehensive Annual Financial Report on EMMA	1/13/2020	3/30/2020	3/30/2021	12/31/2021
Audited financial statements and the Comprehensive Annual Financial Report on EMMA	12/13/20	12/31/19	12/31/2020	12/31/2021
Audited financial statements and the Comprehensive Annual Financial Report to S&P Global	10/24/19	11/20/19	11/20/2020	11/20/2021
Annual Operating Data and the Comprehensive Annual Financial Report to RIIB	1/15/2020	3/30/2020	3/30/2021	12/31/2021
Annual Operating and the Comprehensive Annual Financial Report with EPA	1/14/2020	3/30/2020	3/30/2021	12/31/2021
Material Events within 10 days of Occurrence	N/A	<10 Days	<10 Days	<10 Days
Same day notice to WIFIA portfolio of EMMA posting	100%	100%	100%	100%
Post audited financial statement the Comprehensive Annual Financial Report on Narrabay.com	10/2/2019	10/15/2019	10/15/2020	10/15/2021

**TARGET MEASURE:** Ensure compliance with federal and state statutory requirements

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Tax Due Diligence Prior to Issuance	100%	100%	100%	100%
RIGL 35-14 Fiscal Integrity & Accountability	12/5/2019	12/31/2019	12/31/2020	12/31/2021
RIGL 42-10-1-1 PFMB Debt Reporting	9/30/2019	9/30/2019	9/30/2020	9/30/2021
RIGL 42-90-1 Government Consultants	9/18/2019	10/1/2019	10/1/2020	10/1/2021
Governments Survey of Public Pensions	11/8/2019	12/31/2019	12/31/2020	12/31/2021

**TARGET MEASURE:** Perform Post-Issuance Compliance reporting

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Tax Exempt Spend Down Requirements	Monthly	Monthly	Monthly	Monthly
Due Date - Determine Arbitrage Liability	7/8/2019	8/31/2019	8/31/2020	8/31/2021
Provide Arbitrage Calculation Information	100%	100%	100%	100%
Completion of post-issuance tax compliance certificates	8/26/2019	Annually	Annually	Annually
Ensure compliance with private-use restrictions	100%	100%	100%	100%
Proper storage of all documents related to tax-exempt bond issues	1 100%	100%	100%	100%

**TARGET MEASURE:** Revise Capital Cash Flow Projected Draw a minimum of 2 times per year

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	2 Updates	2 Updates	2 Updates	2 Updates

**TARGET MEASURE:** Process 100% of operating capital transfer requests and provide monthly transfer summary to Finance Committee

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Total Transfer Requests	100% (16 requests)	100%	100%	100%
Frequency	8	8	12	12

**TARGET MEASURE:** Ensure compliance with the investment of financial assets

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Evaluate any new investments to ensure they are Permitted Investments	100%	100%	100%	100%
Monitor Bank Deposit Collateralization Reports	12	Monthly	N/A	Monthly

**TARGET MEASURE:** Compliance with the Authorizing Resolution including the Trust Indenture and Supplemental Indentures

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Submit Section 603(4) and Section 610 CPA Certificate to Trustee within 180 days FYE	12/6/2019	12/31/2019	12/31/2020	12/31/2021
Submit Section 603(4) Certificate of No Default to Trustee within 180 days FYE	12/6/2019	12/31/2019	12/31/2020	12/31/2021
Submit Section 606(5) Insurance Certificate to Trustee every three years	N/A	N/A	6/30/2021	N/A
Submit Section 609(3) CIP Evaluation to Trustee every three years	N/A	N/A	6/30/2021	N/A
Complete Section 603(3) Compliance-Covenant as to Rates and Charges	12/31/2019	12/31/2019	12/31/20	12/31/21
Trust Indenture Section 603(2) Compliance – Debt Service Coverage	100%	100%	100%	100%
Submittal of Annual Budget to Trustee per Section 608(1)	6/10/2020	6/30/2020	6/30/2021	6/30/2022
Submittal of CIP to Trustee per Section 609(1)	5/1/2020	6/30/2020	6/30/2021	6/30/2022
Submit Certification of Monthly Trust Transfers in accordance with Section 504(2)	12	12	12	12
Complete Monthly cash transfers in accordance with Section 504(2)	12	12	12	12
Reimburse the Operations and Maintenance (O&M) Fund for OCP Purchases	12	100%	100%	100%
Reimburse the O&M Fund for non-O&M Fund Expenses	12	12	12	12
Completion of Additional Bonds Test prior to debt issuance	100%	100%	100%	100%

**GOAL ACTION FOR ACHIEVEMENT:** Effectively administer NBC’s risk management and employee benefits programs  
**KEY CODE:** FM7

**TARGET MEASURE:** Prudently administer the non-union defined benefit plan

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Due Date - Actuarial Study	6/9/2020	3/31/2020	6/31/2021	6/30/2022
Percentage - Funded Minimum ARC	100%	100%	100%	100%
Due Date - GASB Financial Report	10/3/2019	8/31/2019	8/31/2020	8/31/2021

**TARGET MEASURE:** Review retirement plan investments quarterly

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	4	4/Year	4/Year	4/Year

## STAFFING

*Attract, develop and retain highly qualified employees*

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**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Provide a minimum of 100 Training/Seminars hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	80.25	30	100	80

## COMMUNICATION

*Improve and enhance internal and external communication to increase understanding of “who we are” and “what we do”*

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**GOAL ACTION FOR ACHIEVEMENT:** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC’s mission

**KEY CODE:** C1

**TARGET MEASURE:** Budget Receives a Proficient or Better Rating as a Communication Device by GFOA

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Received	Does Not Satisfy/Proficient/Outstanding	Yes	Yes	Yes

**TARGET MEASURE:** Complete Annual Sewer User Fee Survey

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
MWRA	2/28/2020	Yes	Yes	Yes
NACWA	1/08/2020	Yes	Yes	Yes
NBC Statewide	2/28/2020	Yes	Yes	Yes

# ACCOUNTING

## Section Summary

### The Program

The Accounting section is responsible for preparing and issuing monthly financial statements in accordance with “Generally Accepted Accounting Principles”. Accounting provides cash management support and ensures compliance with the flow of funds set forth in the Trust Indenture and PUC Orders. The Accounting section is also responsible for processing payroll, vendor payments, capital project expenditures, maintaining the general ledger and assisting with rate filings.

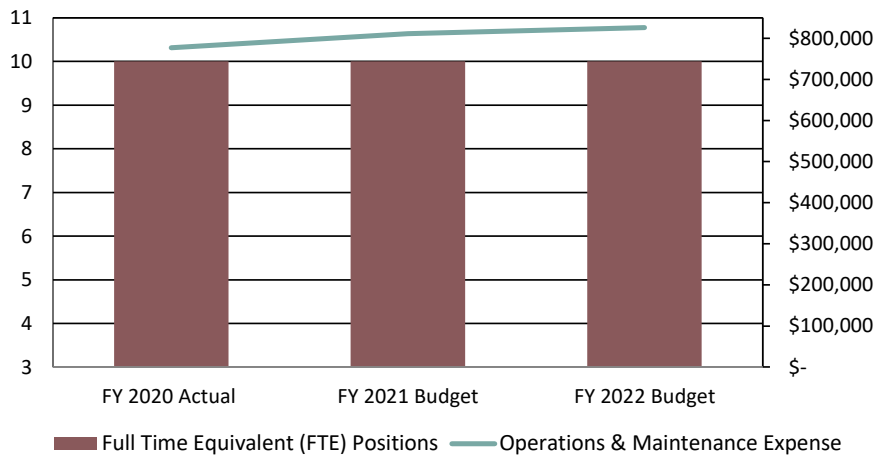
### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 728,521	\$ 749,397	\$ 763,913	\$ 14,516	1.9%
Operating Supplies/Expense	10,033	16,700	17,260	560	3.4%
Professional Services	38,028	45,000	45,000	-	0.0%
<i>Total O&amp;M</i>	<b>\$ 776,582</b>	<b>\$ 811,097</b>	<b>\$ 826,173</b>	<b>\$ 15,076</b>	<b>1.9%</b>
<b>Funds by Source - Revenue</b>	<b>\$ 776,582</b>	<b>\$ 811,097</b>	<b>\$ 826,173</b>	<b>\$ 15,076</b>	<b>1.9%</b>

### Significant Budget Modifications

The FY 2022 Accounting budget is \$15,076 higher than the prior year. Personnel expense increased by \$14,516 related to employee benefits. Operating supplies and expense increased by \$560 for debt management software expense and professional services remained unchanged from the prior year.

#### BUDGETED FTEs AND EXPENSE



#### BUDGETED FTEs

	FY 2020	FY 2021	FY 2022
Union FTEs	1	1	1
Non-Union FTEs	9	9	9
<b>Total FTEs</b>	<b>10</b>	<b>10</b>	<b>10</b>
<i>Less Turnover</i>	-	-	-
<b>Total Net FTE</b>	<b>10</b>	<b>10</b>	<b>10</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## ACCOUNTING

### Performance Data

#### Major Accomplishments FY 2021 by Key Code

- FM1** Modified the long-term debt schedules to reflect the defeasance of two RIIB loans, an advance refunding of two bond issues and partial refunding of two bond issues, the conversion of the variable rate demand bonds to a fixed rate, the rate reset of one WIFIA loan and a new WIFIA loan
- FM2** Transferred the old pretreatment accounts from the CIS system to the Oracle accounts receivable module to create bills for outstanding balances and write-off balances for the uncollectable accounts
- FM3** Completed the FY 2020 audit of the financial statements by the September 30th statutory deadline
- FM3** Completed the FY 2020 Single Audit by the November 30th deadline
- FM3** Received an unqualified opinion and no management letter for the 23rd consecutive year
- FM3** Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 18th consecutive year
- FM4** Calculated the monthly trust transfers, fund accounting and cash flow
- FM4** Prepared and distributed the IRS W-2, 1099, and ACA reporting for CY 2020
- FM4** Completed the monthly restricted account reporting required by the Public Utilities Commission
- FM6** Processed approximately \$2.3 million in P-Card payments and processed and submitted approximately \$42.6 million in capital invoices for payment
- FM6** Processed operating invoices and received \$3,155 in discounts for prompt payment and process biweekly payrolls
- FM6** Processed and submitted WIFIA payment requests for the first time for the WIFIA 1 and WIFIA 2 loans

#### Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code

- CB4** Establish a complete formal inventory of assets not placed in service
- FM3** Complete the FY 2021 audit and receive a clean audit opinion and no management letter
- FM4** Ensure proper calculation of the monthly trust transfer and prepare monthly financial statements
- FM6** Establish formal procedures to pay vendors through ACH

**ACCOUNTING**  
**Target Measures**

**FINANCIAL MANAGEMENT**

*Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized*

**GOAL ACTION FOR ACHIEVEMENT:** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards

**KEY CODE:** FM3

**TARGET MEASURE:** Implement Government Accounting Standard Boards (GASB) pronouncements that apply to NBC

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 0 pronouncements	100%	100%	100%

**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting

**KEY CODE:** FM4

**TARGET MEASURE:** Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Consecutive Years	18	18	19	20

**TARGET MEASURE:** Timely completion of financial audit

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Completion of the Comprehensive Annual Financial Report	9/30/2019	9/30/2019	9/30/2020	9/30/2021
Consecutive Years - No Management Letter	21 Years	21 Years	22 Years	23 Years
Address Findings within 5 days	0 Findings	0 Findings	0 Findings	0 Findings
Receive a clean opinion	Yes	Yes	Yes	Yes

**TARGET MEASURE:** Timely completion of single audit if required

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Completion of Single Audit	12/31/2019	3/21/2020	3/21/2021	3/21/2022
Address findings within 5 days	0 Findings	0 Findings	0 Findings	0 Findings

**TARGET MEASURE:** Prepare monthly financial statements within five business days of month-end

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Timeframe	3 Days	≤5 Days	≤5 Days	≤5 Days

**TARGET MEASURE:** Prepare the restricted account reporting within 25 days of month-end

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Timeframe	15 Days	≤25 Days	≤25 Days	≤25 Days

**TARGET MEASURE:** Prepare trust transfers 3 days prior to the last business day of month-end

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Timeframe	4 <sup>th</sup> Day	4 <sup>th</sup> Day	4 <sup>th</sup> Day	4 <sup>th</sup> Day

**TARGET MEASURE:** Perform monthly fund reconciliation within 25 days after month-end

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Timeframe	14 Days	≤25 Days	≤25 Days	≤25 Days

**TARGET MEASURE:** Prepare W-2s and 1099s at the end of the calendar year and the quarterly 941 payroll tax returns

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
W-2s	100%	100%	100%	100%
1099s	100%	100%	100%	100%
941s	100%	100%	100%	100%



**TARGET MEASURE:** Prepare and submit the consultant report for the RI Secretary of State by October 1<sup>st</sup> of each year

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Due Date	7/10/2019	10/1/2019	10/1/2020	10/1/2021

**TARGET MEASURE:** Post quarterly financial statements on NBC's website and submit the quarterly surcharge reports to RIDEM

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Financials Posted	4	4	4	4
Surcharge Reports Submitted	4	4	4	4

**GOAL ACTION FOR ACHIEVEMENT:** Ensure the timely, efficient and cost-effective purchase of goods and services

**KEY CODE:** FM6

**TARGET MEASURE:** Process 100% of invoices

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Operating Invoices	100%	100%	100%	100%
Capital Invoices	100%	100%	100%	100%

## STAFFING

*Attract, develop and retain highly qualified employees*

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**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Ensure accountants and payroll administrators complete a minimum of 50 training hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	135	50	50	50

## CUSTOMER SERVICE Section Summary

### The Program

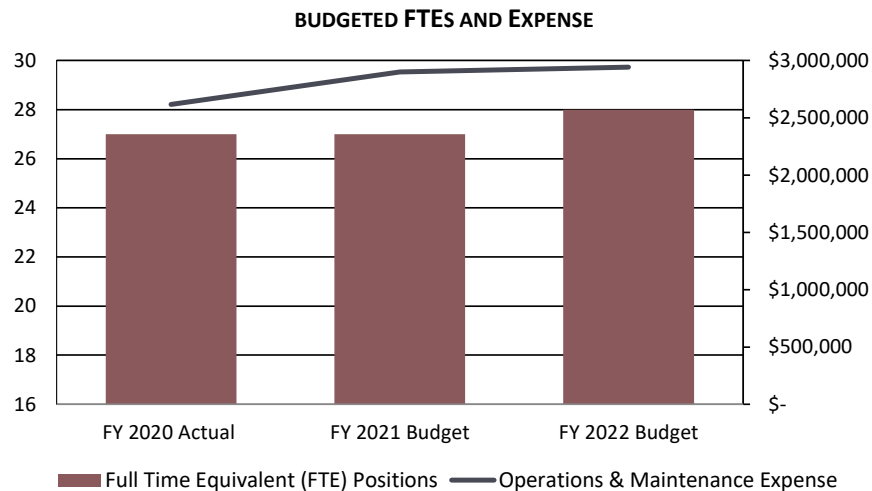
The Customer Service Section is responsible for the billing and collection of annual user charges in excess of \$100 million. Customer Service bills approximately 85,000 customers each month a flat fee and a consumption charge. More than half of the annually billed user charge revenue is based on water consumption and Customer Service receives meter readings from seven different water suppliers. The billing section also responds to customer inquiries such as real estate closing requests. Additionally, Customer Service has field investigators to conduct site visits, research accounts, post properties as part of the collection process and facilitate the abatement program. Customer Service processes cash and electronic payments at the corporate office building and through an on-line portal. Customer Service also manages user fee collection activity including phone calls, payment arrangements, water termination and support for the lien sale.

### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 2,090,196	\$ 2,287,894	\$ 2,373,696	\$ 85,802	3.8%
Operating Supplies/Expense	489,054	566,075	508,111	(57,964)	(10.2%)
Professional Services	37,348	46,390	60,890	14,500	31.3%
<i>Total O&amp;M</i>	<b>\$ 2,616,598</b>	<b>\$ 2,900,359</b>	<b>\$ 2,942,697</b>	<b>\$ 42,338</b>	<b>1.5%</b>
<b>Funds by Source - Revenue</b>	<b>\$ 2,616,598</b>	<b>\$ 2,900,359</b>	<b>\$ 2,942,697</b>	<b>\$ 42,338</b>	<b>1.5%</b>

### Significant Budget Modifications

The FY 2022 Customer Service budget is \$42,338 higher than the prior year. Personnel expense increased by \$85,802 related to employee benefits. Operating supplies and expense decreased by \$57,964 as a result of electronic billing and a reduction in the paper printing and mailing expense. Professional services increased by \$14,500 for temporary clerical services.



**BUDGETED FTEs**

	FY 2020	FY 2021	FY 2022
Union FTEs	13	13	13
Non-Union FTEs	14	15	15
<b>Total FTEs</b>	<b>27</b>	<b>28</b>	<b>28</b>
<i>Less Turnover</i>	(1)	(1)	0
<b>Total Net FTEs</b>	<b>26</b>	<b>27</b>	<b>28</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## **CUSTOMER SERVICE Performance Data**

### **Major Accomplishments FY 2021 by Key Code**

- CB3** Ensured that the new CIS system is performing to its capability
- CB3** Worked with Legal to finalize the implementation of the Customer Service receivership, bankruptcy and lien sale modules
- FM2** Audited and refined the collection process
- FM2** Billed more than \$100M in user fee revenue
- FM2** Created reports within CIS to track collections, revenue and task completed statistics
- FM2** Reorganized staff to support CIS system
- FM2** Created reports to track unbilled accounts to ensure timely billing of all active accounts
- FM2** Completed timely and accurate monthly billings of NBC's approximately 85,000 Accounts
- FM2** Worked with Accounting to transfer the old pretreatment accounts from the CIS system to the Oracle accounts receivable system to create bills for outstanding balances and write-off balances for the uncollectable accounts
- CF3** Implemented a new customer payment kiosk
- CF5** Received and responded to an average of 5,000 customer calls per month

### **Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- FM2** Ensure complete and accurate billing and streamline collection strategies to maximize results including billing all inactive accounts from the legacy system and current CIS system
- CF1** Provide excellent customer service and cross train staff for adequate coverage throughout the department
- CF2** Increase online enrollment with paperless billing and ACH payment options
- CF2** Implement Mobile Enterprise

## CUSTOMER SERVICE

### Target Measures

## FINANCIAL MANAGEMENT

*Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized*

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**GOAL ACTION FOR ACHIEVEMENT:** Maximize the efficiency, effectiveness, and accuracy of NBC's rate structures and collection processes to reduce accounts receivable

**KEY CODE:** FM2

**TARGET MEASURE:** Ensure a minimum of 98% of accounts have an actual meter reading within 12 months

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	98% - 83,000 Meter Readings	98%	98%	98%

**TARGET MEASURE:** Call a minimum of 75% of accounts with over 30-day balances

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	50% - 5,135 Accounts	90%	50%	75%

**TARGET MEASURE:** Create a minimum of 8% of Budget Agreements for accounts with over 30-day balances

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	27% - 1,568 Agreements	8%	8%	8%

**TARGET MEASURE:** Send foreclosure letters to 100% properties going into foreclosure

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 37 Accounts	100%	100%	100%

**TARGET MEASURE:** Ensure all accounts eligible for collection activity are brought through to Notice 5

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Sent Notice	N/A	N/A	N/A	100%
Posting of WSO eligible accounts	N/A	N/A	N/A	50%
Terminated	N/A	N/A	N/A	80%
Lien Eligible	N/A	N/A	N/A	100%

**TARGET MEASURE:** Average Days User fees outstanding

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
# of Days	51	N/A	N/A	50

**TARGET MEASURE:** Add new meters into the customer service application

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100%- 723 Meters	100%	100%	100%

**TARGET MEASURE:** Investigate new sewer connection permits

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100%- 236 Permits	100%	100%	100%

**TARGET MEASURE:** Process 100% of Abatement Applications

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 102 Applications	100%	100%	100%

## CUSTOMER FOCUS

*Maintain a customer-focused attitude throughout the organization*

**GOAL ACTION FOR ACHIEVEMENT:** Maintain programs and participate in projects that give back to NBC's service area

**KEY CODE:** CF4

**TARGET MEASURE:** Review 15 or more large user accounts and conduct a minimum of 500 manual site meter readings

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity - Reviewed	15	15	15	15
Quantity - Read	396	500	500	500

**GOAL ACTION FOR ACHIEVEMENT:** Enhance customer communication through consistent procedures and the implementation of new technologies

**KEY CODE:** CF5

**TARGET MEASURE:** Increase enrollment for online customers

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage of customers registered	24%- 23,545 Registered Customers	N/A	N/A	25%
Percentage of customers enrolled in Autopay	7%- 8,034 Customers enrolled in Autopay	N/A	N/A	5%
Percentage of customers enrolled in paperless billing	3.78%- 3,708 Accounts	N/A	N/A	3%

**TARGET MEASURE:** Resolve account disputes within 30 days

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	63.39% - 367 resolutions	96%	96%	96%

**TARGET MEASURE:** Process closing requests within 48 hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Total Closing Requests	2,458	95%	95%	95%
Processed within 48 hours	91.60% - 2,252 Accounts			

## STAFFING

*Attract, develop and retain highly qualified employees*

**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Provide a minimum of 1,500 employee training hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	1,500	1,500	1,500	1,500

## PURCHASING Section Summary

### The Program

The Purchasing section is responsible for ensuring the legal, timely, and cost-effective purchasing of goods and services. This section also oversees NBC's Insurance and Risk Management and coordinates the contracting of REC sales and assists with renewable energy projects.

### The Budget

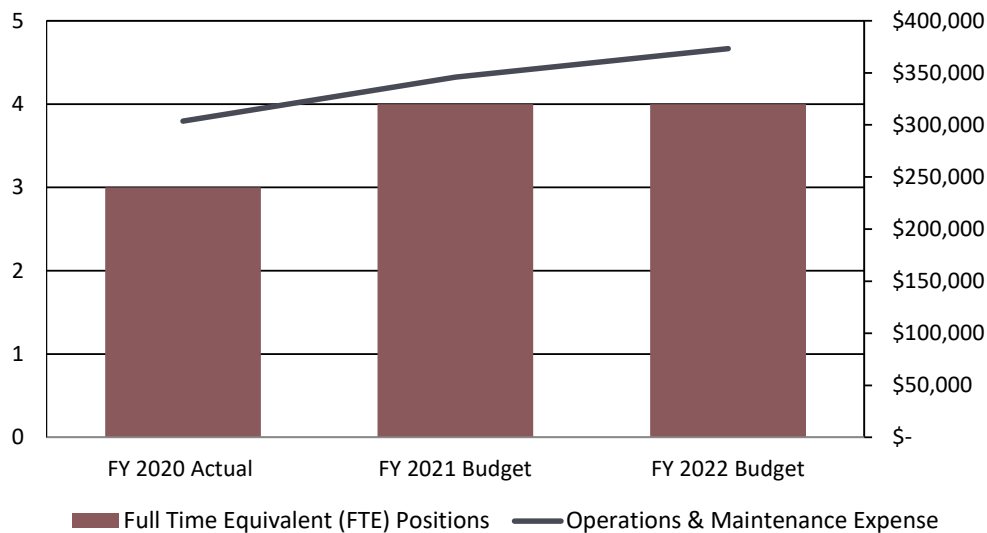
Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 301,334	\$ 341,055	\$ 368,552	\$ 27,498	8.1%
Operating Supplies/Expense	2,335	4,650	4,650	-	0.0%
<i>Total O&amp;M</i>	<b>\$ 303,669</b>	<b>\$ 345,705</b>	<b>\$ 373,202</b>	<b>\$ 27,498</b>	<b>8.0%</b>

<b>Funds by Source - Revenue</b>	<b>\$ 303,669</b>	<b>\$ 345,705</b>	<b>\$ 373,202</b>	<b>\$ 27,498</b>	<b>8.0%</b>
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### Significant Budget Modifications

The FY 2022 Purchasing budget is \$27,498 or 8.0% higher than the prior year. Personnel expense increased by \$27,498 related to employee benefits. Operating supplies and expense remained unchanged from the prior year.

#### BUDGETED FTEs AND EXPENSE



#### PROGRAM STAFFING (BUDGETED)

	FY 2020	FY 2021	FY 2022
Union FTEs	-	-	-
Non-Union FTEs	3	4	4
<b>Total FTEs</b>	<b>3</b>	<b>4</b>	<b>4</b>
<i>Less Turnover</i>	-	-	-
<b>Total Net FTEs</b>	<b>3</b>	<b>4</b>	<b>4</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards



## **PURCHASING Performance Data**

### **Major Accomplishments FY 2021 by Key Code**

- CB1** Trained NBC staff to ensure compliance with State of RI Purchasing Regulations
- CB1** Reviewed new legislation to ensure compliance
- CB1** Initiated the updating of NBC's Purchasing Terms and Conditions and process for the selection of construction firms and RFQ's/RFP's
- CB1** Renewed 25 insurance policies with premiums totaling approximately \$1.27 million
- FM4** Ensured that all purchases were in conformance with State of RI Law and NBC Purchasing Regulations
- FM4** Posted all bid requests and awards online
- FM6** Prepared 100% of received bid proposals and specifications within 30 days
- FM6** Assisted with emergency purchases
- FM6** Managed the P-Card program and processed 2,844 transactions totaling approximately \$2.3 million
- FM7** Initiated the development of a comprehensive Risk Management Program
- FM7** Developed an insurance coverage fillable form for new assets
- CF3** Added bid specifications and sole source documents to SharePoint
- S2** Ensured new employees were trained in the Oracle Purchasing System
- OP1** Documented purchasing policies and procedures
- OP1** Developed flow charts to document the steps and approvals required for different types of purchases
- OP1** Implemented digital signatures of Purchase Orders

### **Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- CB1** Prepare robust purchasing specifications to ensure competitive bids
- FM4** Ensure compliance with Federal and State purchasing laws
- FM5** Encourage vendor participation in NBC's P-Card Program
- FM6** Ensure the timely, efficient and cost-effective purchase of goods and services needed to operate, maintain and improve NBC's facilities

**PURCHASING**  
**Target Measures**

**FINANCIAL MANAGEMENT**

*Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting

**KEY CODE:** FM4

**TARGET MEASURE:** Provide Finance Committee with list of purchase requisitions greater than \$10,000

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	153 Requisitions	100%	100%	100%

**TARGET MEASURE:** Ensure NBC does not have more than 50 vehicles that weigh less than 8,500 tons

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	46	≤50	≤50	≤50

**GOAL ACTION FOR ACHIEVEMENT:** Ensure the timely, efficient and cost-effective purchase of goods and services

**KEY CODE:** FM6

**TARGET MEASURE:** Process 100% of purchase requisitions

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	880 requisitions	100%	100%	100%

**TARGET MEASURE:** Complete 85% of bid specifications within 30 days

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	97%-32 bid specifications	85%	85%	100%

**TARGET MEASURE:** Ensure contracts are awarded within 60 days of RFQP

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Timeframe	30 days-32 contracts	≤60 days	≤60 days	≤60 days

**TARGET MEASURE:** Review all contracts three months prior to expiration

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	6 contracts	100%	100%	100%

**GOAL ACTION FOR ACHIEVEMENT:** Effectively administer NBC's risk management and employee benefit programs

**KEY CODE:** FM7

**TARGET MEASURE:** Evaluate and ensure sufficient insurance policies are in effect prior to expiration

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	25 insurance policies	100%	100%	100%

**STAFFING**

*Attract, develop and retain highly qualified employees*

---

**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Provide a minimum of 24 employee training hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	24	24	24	24

## GENERAL SERVICES Section Summary

### The Program

The General Services section includes overhead items such as funding of the HDHP, Health Reimbursement Arrangement, unemployment, gas and electricity utilities, net metering credits and sale of RECs, and debt service.

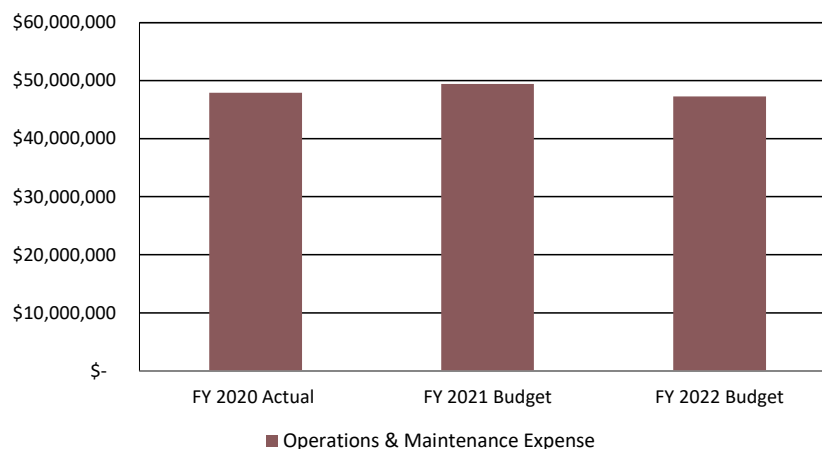
### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 581,323	\$ 750,052	\$ 837,029	\$ 86,977	11.6%
Operating Supplies/Expense	2,616,530	4,771,542	4,849,504	77,962	1.6%
Professional Services	18,460	20,000	20,000	-	0.0%
<i>Total O&amp;M</i>	<i>3,216,313</i>	<i>5,541,594</i>	<i>5,706,533</i>	<i>164,939</i>	<i>3.0%</i>
<b>Debt Service</b>					
Debt Service	44,682,925	43,863,780	41,467,917	(2,395,863)	(5.5%)
<i>Total Debt Service</i>	<i>44,682,925</i>	<i>43,863,780</i>	<i>41,467,917</i>	<i>(2,395,863)</i>	<i>(5.5%)</i>
<b>Total Expense</b>	<b>\$ 47,899,238</b>	<b>\$ 49,405,374</b>	<b>\$ 47,174,450</b>	<b>\$ (2,230,924)</b>	<b>(4.5%)</b>
<b>Funds by Source - Revenue</b>	<b>\$ 47,899,238</b>	<b>\$ 49,405,374</b>	<b>\$ 47,174,450</b>	<b>(2,230,924)</b>	<b>(4.5%)</b>

### Significant Budget Modifications

The FY 2022 General Services budget is approximately \$2.2 million or 4.5% lower than the prior year. Personnel expense increased by \$86,977 related to employee benefits. Operating supplies and expense increased by \$77,962 and includes funding for NBC's utilities and renewable energy facilities, including the addition of the Biogas cogeneration in FY 2022. Professional services remain unchanged from the prior year. Lastly, debt service expense decreased by 5.5% or approximately \$2.4 million as a result of the defeasance of one SRF issue.

#### GENERAL SERVICES EXPENSE



#### GENERAL SERVICES FTES

Responsibilities are executed by Finance Division Staff

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
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- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## **GENERAL SERVICES**

### **Performance Data**

#### **Major Accomplishments FY 2021 by Key Code**

- CB1** Reviewed documentation with the State of RI Archivist for record destruction
- CB3** Monitored the Net-Metering Credits associated with the renewable profile
- FM5** Secured competitive bids for electricity and natural gas supply
- FM6** Monitored the usage of electricity, natural gas and renewable energy and processed invoices for all NBC facilities
- FM8** Administered and negotiated the contracts and the sale of RECs including the new bio-gas facility
- CF5** Processed approximately 32,000 pieces of NBC outgoing mail and communications

#### **Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- FM5** Ensure NBC receives the lowest competitive supply rate for Electricity and multi-year contract for Natural Gas
- FM5** Ensure 100% of RECs are bundled and transferred prior to expiration
- FM5** Monitor net metering credits to ensure no net metering credits are lost
- FM5** Assist with the sustainable energy program

## GENERAL SERVICES

### Target Measures

#### CORE BUSINESS

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed*

---

**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines and reporting requirements

**KEY CODE:** CB1

**TARGET MEASURE:** Ensure 100% of NBC records are recorded and archived as required

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	0 records	100%	100%	100%

#### FINANCIAL MANAGEMENT

*Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting

**KEY CODE:** FM4

**TARGET MEASURE:** Ensure timely funding for monthly trust transfers

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	12 transfers	Monthly	Monthly	Monthly

**TARGET MEASURE:** Prepare and submit monthly trust transfer certifications to Trustee on the third day prior to the last Business Day of each month

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	12 certifications	Monthly	Monthly	Monthly

**TARGET MEASURE:** Ensure weekly funding of the Health Reimbursement Account

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	52 weeks	Weekly	Weekly	Weekly

**GOAL ACTION FOR ACHIEVEMENT:** Develop and administer programs to increase efficiency and cost-effectiveness of operations

**KEY CODE:** FM5

**TARGET MEASURE:** Submit the energy generation report to NBC's energy advisor each month

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	12 reports	Monthly	Monthly	Monthly

**TARGET MEASURE:** Ensure quarterly submission of energy generation report to the renewable energy consultants, which include kilowatt hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	4 reports	Quarterly	Quarterly	Quarterly

**TARGET MEASURE:** Review supply and delivery rates for Electricity and Natural Gas annually

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Electricity Supply Rate	\$0.05786/kwh	Annual	Annual	Annual
Natural Gas Supply Rate	\$0.5220/therm	Annual	Annual	Annual

**GOAL ACTION FOR ACHIEVEMENT:** Identify new revenue or debt financing opportunities

**KEY CODE:** FM8

**TARGET MEASURE:** Ensure renewable energy credits are bundled and transferred at least semi-annually

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
FREQUENCY	4	≥2	≥2	≥2

**TARGET MEASURE:** Ensure 100% of RECs are minted by the end of each fiscal year

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Field's Point Wind	7,816 RECs	100%	100%	100%
WED Wind	8,839 RECs	100%	100%	100%
Solar	11,637 RECs	100%	100%	100%

## CUSTOMER FOCUS

*Maintain a customer-focused attitude throughout the organization*

---

**GOAL ACTION FOR ACHIEVEMENT:** Enhance customer communication through consistent procedures and the implementation of new technologies

**KEY CODE:** CF5

**TARGET MEASURE:** Process 100% of outgoing mail daily

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	31,848 pieces of mail	100%	100%	100%

# OPERATIONS AND MAINTENANCE DIVISION

## Division Summary



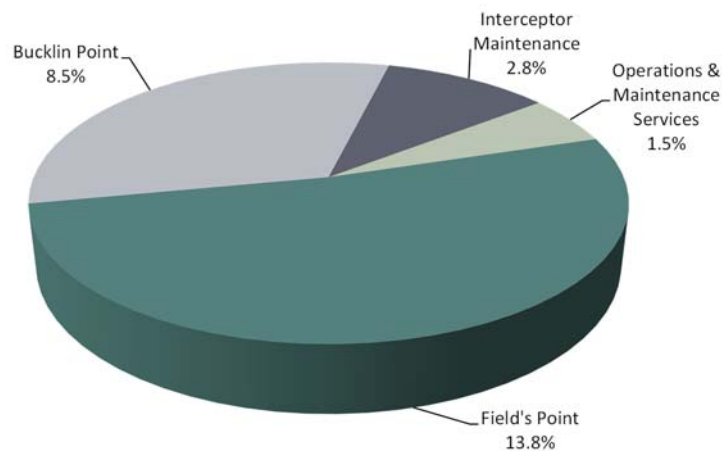
### The Program

The Operations and Maintenance Division is responsible for managing, operating and maintaining NBC's wastewater treatment facilities, infrastructure and collection system. This Division ensures process control for the continuous collection and treatment of wastewater throughout NBC's service area and within the treatment plants, in accordance with all State and Federal regulatory requirements. This Division also maintains the Asset Management Program to ensure proper maintenance, repair and replacement of NBC's assets.

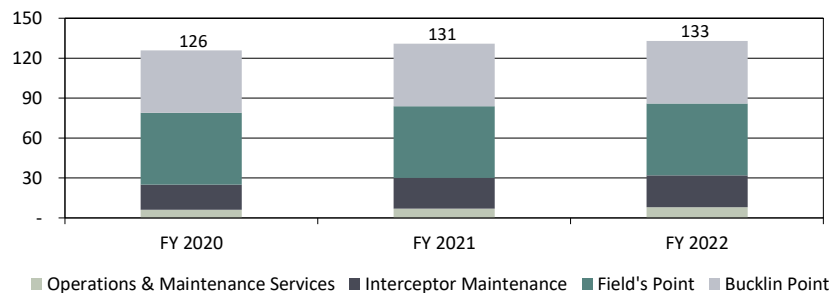
### FY 2022 Budget by Division



### Operations & Maintenance Division Budget by Section



### Budgeted Positions (FTEs)\*



\*Does not include turnover



# OPERATIONS AND MAINTENANCE DIVISION

## Division Summary

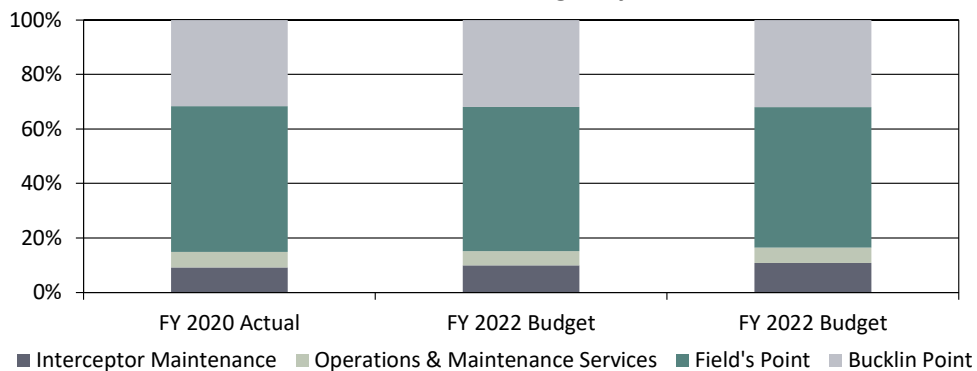
### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 11,437,420	\$ 12,777,012	\$ 13,213,206	\$ 436,194	3.4%
Operating Supplies/Expense	8,608,127	10,590,057	10,726,280	136,223	1.3%
Professional Services	35,566	36,300	46,300	10,000	27.5%
<b>Total O&amp;M</b>	<b>\$ 20,081,113</b>	<b>\$ 23,403,369</b>	<b>\$ 23,985,786</b>	<b>\$ 582,417</b>	<b>2.5%</b>
<b>Funds by Source - Revenue</b>	<b>\$ 20,081,113</b>	<b>\$ 23,403,369</b>	<b>\$ 23,985,786</b>	<b>\$ 582,417</b>	<b>2.5%</b>

### Significant Budget Modifications

The Operations and Maintenance Division comprises 26.5% of the total FY 2022 budget and is \$582,417 or 2.5% higher than the FY 2021 budget. Personnel expense increased by \$436,194 or 3.4% and includes a net increase of two FTEs, a Planning Manager in Operations and Maintenance Services and an IM Senior Inspector in Interceptor Maintenance. Operating supplies and expense increased by \$136,223 or 1.3% and includes biosolids and chemicals cost increases which is offset by lower budgeted production and usage. Professional services expense increased by \$10,000 and includes a new permit fee.

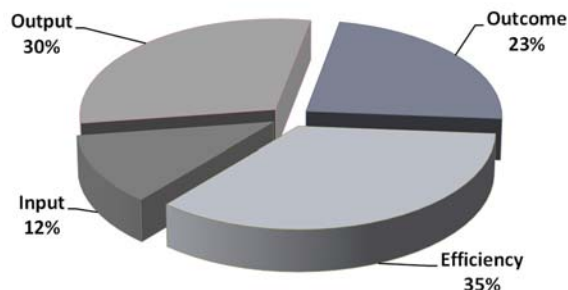
Percent of Division's Budget by Section



### Operations Division Performance Data Summary

The chart below illustrates the Operations and Maintenance Division's Performance Data by type of measure. The measures can be found in the individual sections following the division summary. In this Division Outcome and Efficiency make up 58% of the performance measures.

Percentage of Performance Measurement Types



# OPERATIONS AND MAINTENANCE SERVICES

## Section Summary

### The Program

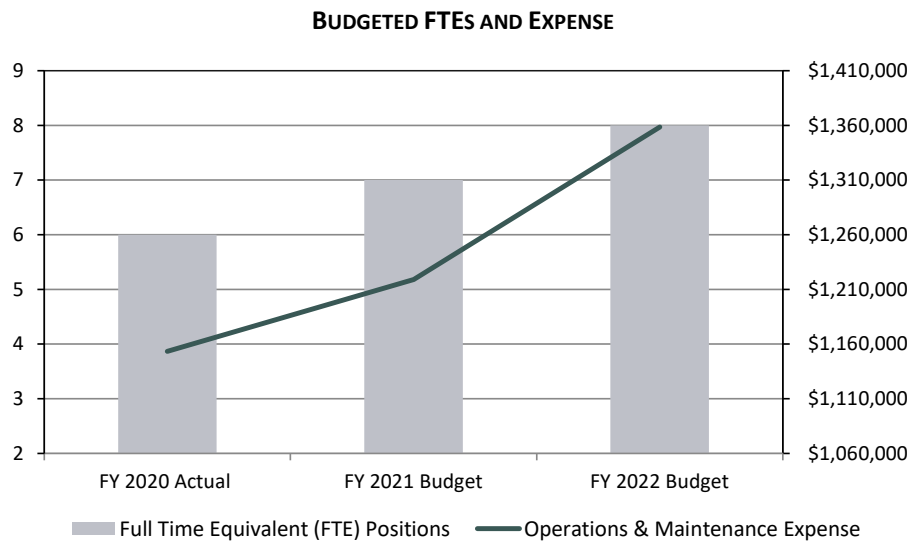
The Operations and Maintenance Services section provides support for the management of NBC's two wastewater treatment facilities and the interceptor collection system. This section ensures compliance with all State and Federal regulations, reporting requirements, consent agreements and permits. The Operations and Maintenance Services section maintains the Asset Management Program and the computerized control systems to allow for continuous operations and process control.

### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 820,160	\$ 885,768	\$ 1,005,045	\$ 119,277	13.5%
Operating Supplies/Expense	333,220	333,195	353,358	20,163	6.1%
<i>Total O&amp;M</i>	<b>\$ 1,153,380</b>	<b>\$ 1,218,963</b>	<b>\$ 1,358,403</b>	<b>\$ 139,440</b>	<b>11.4%</b>
<b>Funds by Source - Revenue</b>	<b>\$ 1,153,380</b>	<b>\$ 1,218,963</b>	<b>\$ 1,358,403</b>	<b>\$ 139,440</b>	<b>11.4%</b>

### Significant Budget Modifications

The FY 2022 Operations and Maintenance Services budget is \$139,440 or 11.4% higher than the prior year. Personnel expense increased by \$119,277 and reflects the one additional FTE, a Planning Manager. Operating supplies and expense increased by \$20,163 and includes increased software licenses and subscriptions for control systems at both WWTFs.



### BUDGETED FTES

	FY2020	FY2021	FY2022
Union FTEs	-	-	-
Non Union FTEs	6	7	8
<b>Total FTEs</b>	<b>6</b>	<b>7</b>	<b>8</b>
<i>Less Turnover</i>	-	-	-
<b>Total Net FTEs</b>	<b>6</b>	<b>7</b>	<b>8</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## **OPERATIONS AND MAINTENANCE SERVICES**

### **Performance Data**

#### **Major Accomplishments FY 2021 by Key Code**

- CB4** Implemented a bar code system to enhance the Asset Management Inventory Module
- CB4** Completed the upgrade and standardization of the panel controls for the CSO Tunnel Pump Station, the aeration blowers, the BNR and IFAS systems.
- CB4** Upgraded the pump automation and remote controls of Saylesville and Omega Pump Stations
- CB4** Reorganized the Bucklin Point Storage Building assets

#### **Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- CB4** Form an asset management committee to assist with the recording and tracking of assets
- CB4** Upgrade and replace fiber optic modems at FPWWTF to improve signal transmission and reliability to communication processors, ensuring a swift response to operational issues.
- CB4** Upgrade the CSO Tunnel licensed radio systems
- S2** Continue the development of a training program and guidelines for the Service Request and Work Order system

## OPERATIONS AND MAINTENANCE SERVICES

### Target Measures

#### CORE BUSINESS

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with all State and Federal regulations, permits, consent agreements, certifications, NBC regulations and reporting requirements

**KEY CODE:** CB1

**TARGET MEASURE:** Submit the annual dry ton report to RIDEM

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Timeframe	November 2020	Annual	Annual	Annual

**TARGET MEASURE:** Complete and submit the Coastal Resources Management Council (CRMC) annual report

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Due Date	12/10/2019	12/31/2019	12/31/2020	12/31/2021

**GOAL ACTION FOR ACHIEVEMENT:** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies

**KEY CODE:** CB3

**TARGET MEASURE:** Ensure 100% up-to-date supported levels of applications and operating systems and licensing requirements

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity-FP	4	100%	100%	100%
Quantity-BP	3	100%	100%	100%

#### STAFFING

*Attract, develop and retain highly qualified employees*

---

**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Director to attend a minimum of 1 professional training session per year

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	3	1	N/A	N/A

**TARGET MEASURE:** Attend a minimum of 1 professional training session per year

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	N/A	N/A	1	1

**GOAL ACTION FOR ACHIEVEMENT:** Employ best practices to retain qualified employees and ensure succession planning

**KEY CODE:** S4

**TARGET MEASURE:** Monthly planning/scheduling meeting with each WWTF manager

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	78	24	24	24

## INTERCEPTOR MAINTENANCE

### Section Summary

#### The Program

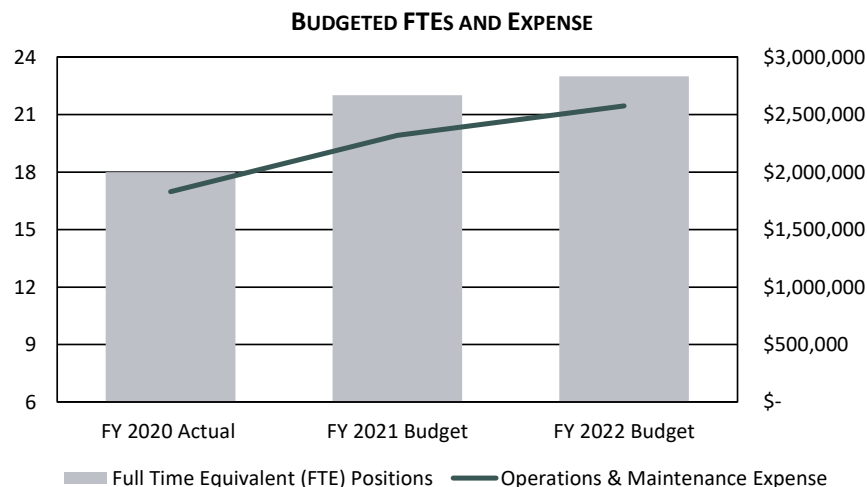
The Interceptor Maintenance (IM) section is responsible for operating and maintaining NBC's collection system to ensure flows are properly transported to the WWTF's in compliance with State and Federal requirements. The IM Section performs various maintenance and inspection tasks as mandated by the RIPDES permit; including visual inspections of flow and infrastructure conditions, video monitoring inspections, correction of infrastructure impediments, performing minor construction repairs, identifying Capital Improvements associated with CSO facilities, wastewater pumping facilities and general sewer system repairs and upgrades. The IM Department monitors new development projects that may impact the collection system and provides assistance to communities and the two NBC-Owned Wastewater Treatment Facilities as needed. IM also manages the NBC's Sewer Permitting Program and Collection System Flow Monitoring Program.

#### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 1,511,038	\$ 1,863,441	\$ 2,069,372	\$ 205,931	11.1%
Operating Supplies/Expense	315,429	447,076	495,304	48,228	10.8%
Professional Services	1,225	10,100	10,100	-	0.0%
<i>Total O&amp;M</i>	<b>\$ 1,827,692</b>	<b>\$ 2,320,617</b>	<b>\$ 2,574,776</b>	<b>\$ 254,159</b>	<b>11.0%</b>
<b>Funds by Source - Revenue</b>	<b>\$ 1,827,692</b>	<b>\$ 2,320,617</b>	<b>\$ 2,574,776</b>	<b>\$ 254,159</b>	<b>11.0%</b>

#### Significant Budget Modifications

The FY 2022 Interceptor Maintenance budget is \$245,159 or 11.0% higher than the prior year. Personnel expense increased by \$205,931 and reflects one additional FTE, a Senior Interceptor Maintenance Inspector. Operating supplies and expense increased by \$48,228 and includes increased expense for CSO screening nets and garage door operators. Professional services remain unchanged from the prior year.



#### BUDGETED FTEs

	FY 2020	FY 2021	FY 2022
Union FTEs	10	11	11
Non Union FTEs	9	12	13
<b>Total FTEs</b>	<b>19</b>	<b>23</b>	<b>24</b>
<i>Less Turnover</i>	<i>(1)</i>	<i>(1)</i>	<i>(1)</i>
<b>Total Net FTEs</b>	<b>18</b>	<b>22</b>	<b>23</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## **INTERCEPTOR MAINTENANCE**

### **Performance Data**

#### **Major Accomplishments FY 2021 by Key Code**

- CB1** Achieved 100% compliance with all RIPDES requirements for the collection system
- CB1** Issued a total of 287 sewer connection permits for residential and commercial users and 50 stormwater connection permits
- CB3** Maintained 469 catch basins to reduce grit deposit into the sewer system and convey stormwater to public sewers
- CB3** Inspected approximately 8 miles of collection system sewers
- CB3** Removed approximately 180 tons of sediment from the collection system sewers
- CB3** Captured and removed approximately 27 tons of floatable material at various CSO's prior to reaching water bodies
- CB4** Achieved substantial completion of baseline inspections for a majority of the NBC Collection System to ensure proper operations and to facilitate the Asset Management Program
- CF3** Eliminated 4,350 paper work orders utilizing a mobile computerized work tracking system
- CF4** Performed 10 hours of community assistance within the NBC service area
- S2** Completed 175 hours of IM staff trainings
- S2** Conducted four quarterly safety meetings

#### **Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- CB1** Ensure compliance with RIPDES Permit requirements for the collection system
- CB3** Remove at least 25 tons of floatable material at various CSO's prior to reaching water bodies
- CB4** Complete baseline inspections for the NBC Collection System to ensure proper operations and to facilitate the Asset Management Program



## INTERCEPTOR MAINTENANCE

### Target Measures

#### CORE BUSINESS

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed*

**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines and reporting requirements.

**KEY CODE:** CB1

**TARGET MEASURE:** Comply with RIPDES permit required inspections and reporting

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage - Event Reporting	100% - 6 Events	100%	100%	100%
Pump Station Inspections	52 – Weekly	Weekly	Weekly	Weekly
Regulators Inspections	6 – Bimonthly	Bimonthly	Bimonthly	Bimonthly
Tide Gates Inspections	12 – Monthly	Monthly	Monthly	Monthly
Sump Pumps Inspections	4 – Quarterly	Quarterly	Quarterly	Quarterly
Catch Basins Inspections	2 – Semiannually	Semiannually	Semiannually	Semiannually

**TARGET MEASURE:** Submit BMP report semi-annually and CMOM report by due date

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency - BMP Report	2	2	2	2
Due Date - CMOM Report	1/31/2020	1/31/2020	1/31/2021	1/31/2022

**GOAL ACTION FOR ACHIEVEMENT:** Maintain NBC's asset management program to ensure continuous operation and the protection of assets

**KEY CODE:** CB4

**TARGET MEASURE:** Address emergency situations within 24 hours of notification

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100%	100%	100%	100%
	6 Situations			

**TARGET MEASURE:** Perform at least 90% of work orders

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Preventative Work Orders Completed	3,472	90%	90%	90%
Corrective Work Orders Completed	843			
Quantity - Staff Hours	7,697	5,000	5,000	5,000

#### ENVIRONMENTAL PERFORMANCE

*Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner*

**GOAL ACTION FOR ACHIEVEMENT:** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact

**KEY CODE:** EP1

**TARGET MEASURE:** Respond to dry weather bypass within 6 hours of initial notification

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	0 Events	≤6	≤6	≤6

**TARGET MEASURE:** Remove pollutants from CSO trash nets within 72 hours of event

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	33.62 Tons – 100%	100%	100%	100%

## FINANCIAL MANAGEMENT

Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized

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**GOAL ACTION FOR ACHIEVEMENT:** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes

**KEY CODE:** FM2

**TARGET MEASURE:** Collect 100% of Permit Fees and Charges

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100%	100%	100%	100%
	\$324,430			

**GOAL ACTION FOR ACHIEVEMENT:** Ensure the timely, efficient and cost-effective purchase of goods and services

**KEY CODE:** FM6

**TARGET MEASURE:** Complete 100% of planned capital items

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Budgeted	3	100%	100%	100%
Completed	3			

## CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization

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**GOAL ACTION FOR ACHIEVEMENT:** Provide excellent customer service

**KEY CODE:** CF1

**TARGET MEASURE:** Provide Customer Service with 100% of new sewer connection permit data

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	287 - 100%	100%	100%	100%

**TARGET MEASURE:** Complete Stormwater Management Plan review within 20 business days

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Timeframe	28 Days	≤10 Business Days	≤10 Business Days	≤20 Business Days

**TARGET MEASURE:** Issue Commercial Connection Permits within 20 business days

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Timeframe	31 Business Days	≤10 Business Days	≤10 Business Days	≤20 Business Days

**TARGET MEASURE:** Issue Residential Connection Permits within 10 business days

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Timeframe	2.3 Business Days	≤10 Business Days	≤10 Business Days	≤10 Business Days

**TARGET MEASURE:** Issue Sewer Alteration Permits within 10 business days

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Timeframe	8 Business Days	≤10 Business Days	≤10 Business Days	≤10 Business Days

**GOAL ACTION FOR ACHIEVEMENT:** Maintain programs and participate in projects that give back to NBC's service area

**KEY CODE:** CF4

**TARGET MEASURE:** Provide collection system maintenance assistance to NBC communities

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	10	40	40	40

## STAFFING

*Attract, develop and retain highly qualified employees*

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**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Provide staff a minimum of 100 technical/standard operating procedures training hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	203	100	100	100

**TARGET MEASURE:** Schedule quarterly safety committee meetings with staff and post minutes

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	4	4	4	4

# FIELD'S POINT

## Section Summary

### The Program

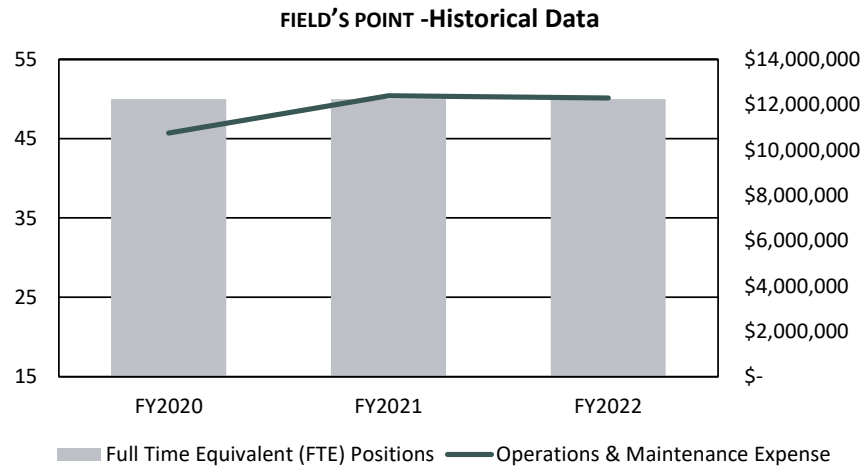
The Field's Point WWTF is the largest wastewater treatment facility in Rhode Island with capacity of receiving flows up to 77 MGD and ensuring they receive full tertiary treatment. Flows greater than 77 MGD are initially sent to the CSO Tunnel system for storage until the flows can be pumped from the Tunnel Pump Station to the treatment plant to receive primary treatment and disinfection. The staff efficiently and effectively operates these facilities to produce the highest quality effluent to meet or exceed RIPDES permit requirements. This section must ensure that all process functions are constantly optimized in order to meet each of the permit requirements.

### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 4,850,077	\$ 5,298,870	\$ 5,333,263	\$ 34,393	0.6%
Operating Supplies/Expense	5,877,717	7,085,341	7,027,617	(57,724)	(0.8%)
Professional Services	20,260	13,200	13,200	-	0.0%
<b>Total O&amp;M</b>	<b>\$ 10,748,054</b>	<b>\$ 12,397,411</b>	<b>\$ 12,374,080</b>	<b>\$ (23,331)</b>	<b>(0.2%)</b>
<b>Funds by Source - Revenue</b>	<b>\$ 10,748,054</b>	<b>\$ 12,397,411</b>	<b>\$ 12,374,080</b>	<b>\$ (23,331)</b>	<b>(0.2%)</b>

### Significant Budget Modifications

The FY 2022 Field's Point budget is \$23,331 or 0.2% lower than the prior year. Personnel expense increased by \$34,392 and reflects the net increase of employee benefits and budgeted salary reimbursements in FY 2022. Operating supplies and expense decreased by \$57,724 and includes the net impact of biosolids and chemicals cost increases which is offset by lower budgeted production and usage and budgeted electrical testing expense. Professional services remains unchanged from the prior year.



### PROGRAM STAFFING (BUDGETED)

	FY 2020	FY 2021	FY 2022
Union FTEs	42	42	42
Non Union FTEs	12	12	12
<b>Total FTEs</b>	<b>54</b>	<b>54</b>	<b>54</b>
<i>Less Turnover</i>	<i>(4)</i>	<i>(4)</i>	<i>(4)</i>
<b>Total</b>	<b>50</b>	<b>50</b>	<b>50</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

**FIELD'S POINT**  
**Performance Data**

**Major Accomplishments FY 2021 by Key Code**

- CB1** Achieved the seasonal RIPDES limit of 5.0 mg/L for total nitrogen
- CB1** Maintained exceptional effluent quality while navigating through COVID-19 challenges
- CB4** Completed the rebuild of the Ernest Street Pump Station bar rack and grit tank
- S2** Implemented skills training assessments to strengthen operations staff skill sets

**Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- CB1** Ensure compliance with the seasonal RIPDES limit of 5.0 mg/L for total nitrogen
- CB3** Continue to work with TAC to incorporate cost-effective operational changes for the NBC
- CB4** Add two dewatering pumps to the gravity thickener pumping station for redundancy
- CB4** Complete the relining of Hypochlorite tanks 1, 2, 3 and 4

## FIELD'S POINT Target Measures

### CORE BUSINESS

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed*

**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with all State and Federal regulations, permits, consent agreements, certifications, NBC regulations and reporting requirements

**KEY CODE:** CB 1

**TARGET MEASURE:** Meet or exceed discharge parameter permit levels

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
TSS (mg/l)	2.87	≤20	≤20	≤20
Enterococci (MPN/100ml)	6.42	≤35	≤35	≤35
CBOD (mg/l)	3.15	≤20	≤20	≤20
Nitrogen (mg/l)	2.31	≤5	≤5	≤5

**TARGET MEASURE:** Ensure residual chlorine complies with permit limit of 65 parts per billion

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Average Parts per Billion (ppb)	0	≤65	≤65	≤65

**TARGET MEASURE:** Achieve total seasonal nitrogen permit limit of 5 mg/l

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
mg/l	2.31	<5	<5	<5

**TARGET MEASURE:** Ensure treatment of wastewater and stormwater collected through the Tunnel Pump Station

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Gallons	1,286 MG 95.4%	100%	100%	100%

**TARGET MEASURE:** Process 100% of regulatory permits for treatment by due date

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	3 Regulatory Permits	100%	100%	100%

**GOAL ACTION FOR ACHIEVEMENT:** Maintain NBC's asset management program to ensure continuous operation and the protection of assets

**KEY CODE:** CB 4

**TARGET MEASURE:** Perform no less than 90% of work orders

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Preventative Maintenance Work Orders	92.4% (9,555)	90%	90%	90%
Corrective Maintenance Work Orders	7.6% (785)	10%	10%	10%
Total Man Days	75.1% (1,742)	80%	80%	80%

**TARGET MEASURE:** Integrate Asset Management into Operating Capital Program for treatment plants

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Budgeted Items	18	18	13	18
New Needs	11			
Completed Items	20			

## FINANCIAL MANAGEMENT

Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized

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**GOAL ACTION FOR ACHIEVEMENT:** Develop and administer programs to increase efficiency and cost-effectiveness of operations

**KEY CODE:** FM5

**TARGET MEASURE:** Limit gallons of chemicals added to treatment process

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hypochlorite	550,319	<600,000	<700,000	<700,000
Sodium Bisulfite	220,818	<219,000	<300,000	<300,000
Carbon Feed	1,200	<27,300	<27,300	<27,300
Sodium Hydroxide	1,500	<45,500	<45,500	<45,500

**TARGET MEASURE:** Produce less than 22 dry tons of sludge per day

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	21.73	<22 Dry Tons	<22 Dry Tons	<22 Dry Tons

**TARGET MEASURE:** Implement 100% of energy conservation initiatives

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	4 Initiatives	100%	100%	100%

## STAFFING

Attract, develop and retain highly qualified employees

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**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Offer a minimum of 300 training/safety hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	605	300	300	300



# BUCKLIN POINT

## Section Summary

### The Program

The BPWWTF is the second largest treatment facility in Rhode Island with the capacity of treating up to 116 MGD of flow through its treatment processes. The secondary treatment process can fully treat up to 46 MGD. Influent flows greater than 46 MGD and up to 116 MGD are diverted to the Wet Weather Treatment Facility, where they receive primary treatment, disinfection with sodium hypochlorite and de-chlorination with sodium bisulfite before being released into the Seekonk River.

### The Budget

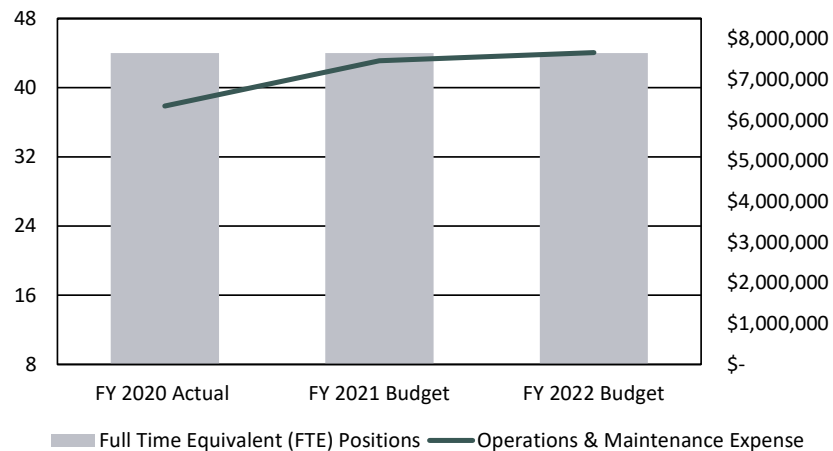
Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 4,256,145	\$ 4,728,932	\$ 4,805,526	\$ 76,594	1.6%
Operating Supplies/Expense	2,081,761	2,724,445	2,850,001	125,556	4.6%
Professional Services	14,081	13,000	23,000	10,000	76.9%
<i>Total O&amp;M</i>	<b>\$ 6,351,987</b>	<b>\$ 7,466,377</b>	<b>\$ 7,678,527</b>	<b>\$ 212,150</b>	<b>2.8%</b>

<b>Funds by Source - Revenue</b>	<b>\$ 6,351,987</b>	<b>\$ 7,466,377</b>	<b>\$ 7,678,527</b>	<b>\$ 212,150</b>	<b>2.8%</b>
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### Significant Budget Modifications

The FY 2022 Bucklin Point budget is \$212,150 or 2.8% higher than the prior year. Personnel expense increased by \$76,594 related to the net increase in employee benefits and budgeted salary reimbursements in FY 2022. Operating supplies and expense increased by \$125,556 and includes the net impact of biosolids and chemicals cost increases which is offset by lower budgeted production and usage, budgeted electrical testing, and DO sensor expense. Professional services expense increased by \$10,000 from the prior year and includes a new permit fee.

**BUDGETED FTEs AND EXPENSE**



**BUDGETED FTEs**

	FY 2020	FY 2021	FY 2022
Union FTEs	39	39	38
Non Union FTEs	8	8	9
<b>Total FTEs</b>	<b>47</b>	<b>47</b>	<b>47</b>
<i>Less Turnover</i>	(3)	(3)	(3)
<b>Total</b>	<b>44</b>	<b>44</b>	<b>44</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
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- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

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- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
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- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## **BUCKLIN POINT Performance Data**

### **Major Accomplishments FY 2021 by Key Code**

- CB1** Achieved the seasonal RIPDES limit of 5.0 mg/L for total nitrogen
- CB3** Installed two new double disc pumps at the gravity belt thickener
- CB3** Replaced the ultraviolet lamps in tank "B" on the UV disinfection system
- CB3** Completed inspections of two final clarifier tanks and replaced brushes
- CB4** Optimized inventory management procedures to ensure appropriate inventory levels and reduce work order processing time

### **Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- CB1** Ensure compliance with the seasonal RIPDES limit of 5.0 mg/L for total nitrogen
- CB2** Rebuild the effluent pump assembly and motor
- CB4** Continue to work on the inventory asset management reorganization and integrate a new bar code system
- CB4** Replace in excess of 2,000 aeration tank ceramic stones with new membrane discs

## BUCKLIN POINT

### Target Measures

#### CORE BUSINESS

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with all State and Federal regulations, permits, consent agreements, certifications, NBC regulations and reporting requirements

**KEY CODE:** CB1

**TARGET MEASURE:** Meet or exceed discharge parameter permit levels

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
TSS (mg/l)	5.46	≤30	≤20	≤20
Enterococci (MPN/100ml)	6.93	≤35	≤35	≤35
CBOD (mg/l)	1.42	≤25	≤20	≤20
Nitrogen (mg/l)	3.56	≤5	≤5	≤5

**TARGET MEASURE:** Achieve total seasonal nitrogen permit limit of 5 mg/l

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
mg/l	3.56	5.0	5.0	5.0

**GOAL ACTION FOR ACHIEVEMENT:** Maintain NBC's asset management program to ensure continuous operation and the protection of assets

**KEY CODE:** CB4

**TARGET MEASURE:** Conduct a minimum of 20 inspections of the UV Disinfection system per month

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	20	20	20	20

**TARGET MEASURE:** Perform no less than 90% of maintenance work orders

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Preventative Maintenance Work Orders	83.7% - 10,442	90%	90%	90%
Corrective Maintenance Work Orders	16.3% - 2,030	10%	10%	10%
Total Staff Hours	86.2% - 3,109	80%	80%	80%

**TARGET MEASURE:** Integrate Asset Management into Operating Capital Budget for treatment plants

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Budgeted Items	17			
New Needs	7	27	17	26
Completed Items	4			

## FINANCIAL MANAGEMENT

Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized

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**GOAL ACTION FOR ACHIEVEMENT:** Develop and administer programs to increase efficiency and cost-effectiveness of operations

**KEY CODE:** FM5

**TARGET MEASURE:** Limit gallons/pounds of chemicals added to treatment process

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Carbon Feed Gallons	0	<2,500	<2,500	<2,500
Powder Polymer Pounds	8,800	<9,000	<35,000	<35,000
Liquid Polymer Gallons	58,702	<40,000	<90,000	<90,000
Soda Ash Tons	98.65	<30	<50	<50

**TARGET MEASURE:** Produce less than 10 dry tons of sludge per day

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	6.03	<10 Dry Tons	<10 Dry Tons	<10 Dry Tons

**TARGET MEASURE:** Implement 100% of energy conservation initiatives

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100%	100%	100%	100%

## STAFFING

Attract, develop and retain highly qualified employees

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**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Offer a minimum of 200 training/safety hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	318	200	200	200

# ENVIRONMENTAL SCIENCE AND COMPLIANCE

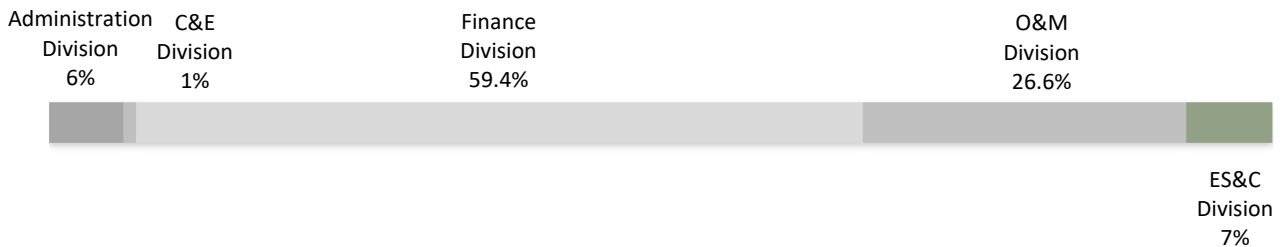
## Division Summary



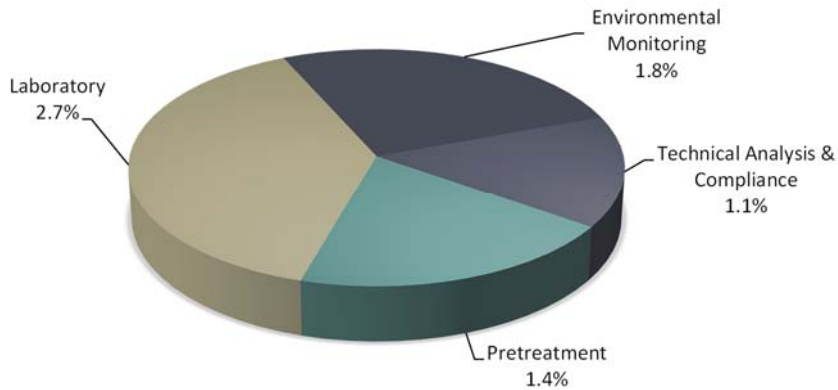
### The Program

The Environmental Science and Compliance Division is responsible for ensuring NBC compliance with all state and federal environmental permits and regulations, evaluating agency energy and environmental sustainability opportunities and evaluates and presents water quality science related to NBC activities. The Division includes Technical Analysis & Compliance, Pretreatment, Laboratory, and Environmental Monitoring sections. The Division provides agency-wide technical support and performs a variety of feasibility and special studies.

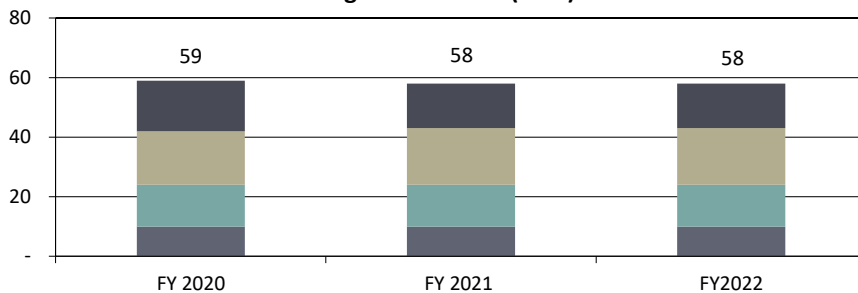
### FY 2021 Budget by Division



### ENVIRONMENTAL SCIENCE & COMPLIANCE BUDGET BY SECTION



### Budgeted Position (FTEs)\*



■ Technical Analysis & Compliance ■ Pretreatment ■ Laboratory ■ Environmental Monitoring

\*Does not include turnover

# ENVIRONMENTAL SCIENCE AND COMPLIANCE

## Division Summary

### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 4,848,884	\$ 5,347,836	\$ 5,429,532	\$ 81,696	1.5%
Operating Supplies/Expense	587,678	742,057	781,716	39,659	5.3%
Professional Services	69,603	169,100	147,700	(21,400)	(12.7%)
<b>Total O&amp;M</b>	<b>\$ 5,506,164</b>	<b>\$ 6,258,993</b>	<b>\$ 6,358,948</b>	<b>\$ 99,955</b>	<b>1.6%</b>

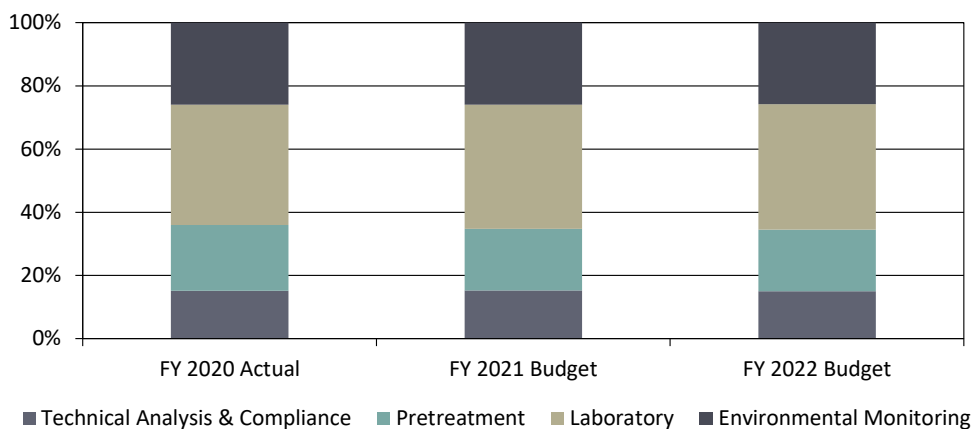
  

Total Expenditures by Source	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
	<b>\$ 5,506,164</b>	<b>\$ 6,258,993</b>	<b>\$ 6,358,948</b>	<b>\$ 99,955</b>	<b>1.6%</b>

### Significant Budget Modifications

The Environmental Science and Compliance Division comprises 7.0% of the total FY 2022 budget and is \$99,955 or 1.6% higher than the FY 2021 budget. Personnel expense increased by \$81,696 related to employee benefits and increased salary reimbursements. Operating supplies and expense increased by \$39,659 and includes maintenance contract expense, AED defibrillator purchases, increased lab and employee safety supplies and equipment. Professional Services decreased by \$21,400 and reflects the net reduction in outside lab services and increased expense for bioassays and the midge fly mitigation program.

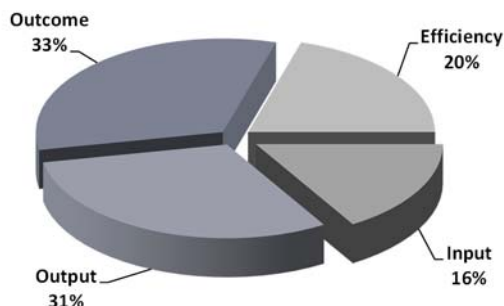
Percent of Division's Budget by Section



### Environmental Science and Compliance Division Performance Data Summary

The chart below illustrates the Environmental Science and Compliance Division's Performance Data by type of measure. The measures can be found in the individual sections following this division summary. In this Division, Outcome and Efficiency make up 53% of the performance measures.

Percentage of Performance Measurement Types



## TECHNICAL ANALYSIS & COMPLIANCE

### Section Summary

#### The Program

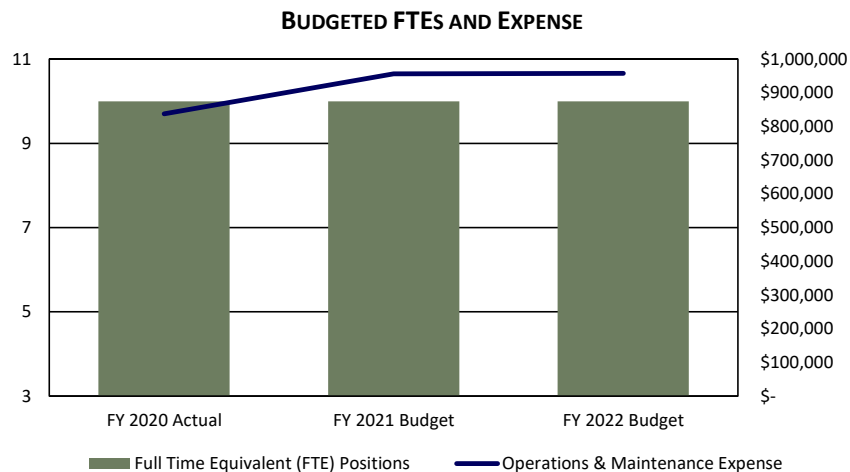
The Technical Analysis and Compliance (TAC) section is responsible for ensuring NBC's compliance with all Federal and State environmental permits and regulations. This includes permit negotiations, compliance and reporting required by RIDEM, US EPA, and OSHA. This section submits the Discharge Monitoring, Stormwater, Biosolids, Tier II and OSHA reports. This section performs technical data analysis, seeks grant and award opportunities, maintains, revises and issues NBC policies and is responsible for the periodic review and update of NBC's Strategic Plan. The TAC section provides environmental, health, safety and technical assistance to NBC staff, contractors and customers and routinely presents environmental findings to stakeholders, regulators, environmental organizations and the general public. The section works to identify and develop new and innovative ways to improve the environmental performance of NBC operations and ensure that operations are performed in a safe, efficient and sustainable manner.

#### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel Costs	\$ 792,062	\$ 891,380	\$ 888,797	\$ (2,583)	(0.3%)
Operating Supplies/Expense	44,536	63,669	66,924	3,255	5.1%
Professional Services	975	1,000	2,000	1,000	100.0%
<b>Total O&amp;M</b>	<b>\$ 837,573</b>	<b>\$ 956,049</b>	<b>\$ 957,721</b>	<b>\$ 1,672</b>	<b>0.2%</b>
<b>Funds by Source - Revenue</b>	<b>\$ 837,573</b>	<b>\$ 956,049</b>	<b>\$ 957,721</b>	<b>\$ 1,672</b>	<b>0.2%</b>

#### Significant Budget Modifications

The FY 2022 Technical Analysis & Compliance budget is \$1,672 or 0.2% higher than the prior year. Personnel expense decreased by \$2,583 related to the net increase in employee benefits and increased salary reimbursements. Operating supplies and expense increased by \$3,255 and includes staff dues and subscriptions, maintenance contract expense and the purchase of AED defibrillator units. Professional services increased by \$1,000 for employee training expenses.



#### BUDGETED FTES

	FY 2020	FY 2021	FY 2022
Union FTEs	-	-	-
Non Union FTEs	10	10	10
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>
Less Turnover	-	-	-
<b>Total Net FTEs</b>	<b>10</b>	<b>10</b>	<b>10</b>



## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

## TECHNICAL ANALYSIS & COMPLIANCE

### Performance Data

#### Major Accomplishments FY 2021 by Key Code

- CB1** Timely submission of the monthly Discharge Monitoring Reports and Biosolids Reports to USEPA and RIDEM
- CB1** Timely submission and approval of updates to the Evaluation of Technically Based Local Limits to RIDEM
- CB1** Timely submission of state and federal regulatory reporting requirements
- CB3** Participated in National Grid's Continuous Energy Improvement (CEI) program to identify, promote, and quantify energy efficient operational changes to earn rebates and reduce energy costs
- CB3** Implemented software to increase data handling efficiency and automatic data transfer into the Hach WIMS system
- EP1** Managed the Regional Ocean Modeling System project
- EP2** Provided treatment plant performance updates to optimize treatment effectiveness
- EP3** Maintained and expanded data in the stored in the Hach WIMS software and added automatic RIPDES permit violation email notifications
- CF4** Administered the NBC Earth Day Grant Program to 20 non-profit organizations in support of river cleanups throughout the NBC service area
- S2** Organized and conducted NBC safety training
- C3** Provided weekly updates to the NBC's "Snapshot of Upper Narragansett Bay" website
- C3** Updated the "Learn More" portion of the Snapshot website to provide NBC programs and presentations information to the public

## **TECHNICAL ANALYSIS & COMPLIANCE**

### **Performance Data**

#### **Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- CB1** Timely submission of EPA, RIDEM, and OSHA reports
- CB3** Identify and assess additional renewable energy opportunities and implement energy conservation measures
- EP1** Analyze wastewater treatment plants and receiving water data to produce reports for use by treatment plant Operations and stakeholders
- CF4** Continue the NBC Earth Day Grant Program to support river cleanups throughout the NBC service area
- C3** Provide weekly updates to the NBC's "Snapshot of the Upper Narragansett Bay" website

## TECHNICAL ANALYSIS & COMPLIANCE

### Target Measures

#### CORE BUSINESS

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with all State and Federal regulations, permits, consent agreements, certifications, NBC regulations and reporting requirements

**KEY CODE:** CB1

**TARGET MEASURE:** Compile and process annual OSHA 300 logs and Tier II reports two weeks prior to respective due dates

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Completion Date - OSHA 300 logs	1/14/2020	2/1/2020	2/1/2021	2/1/2022
Completion Date - Tier II Reports	2/27/2020	3/1/2020	3/1/2021	3/1/2022

**TARGET MEASURE:** Perform a minimum of 8 internal environmental health & safety audits

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	7 (COVID-19)	8	8	8

**TARGET MEASURE:** Submit RIPDES DMR Report by the 15<sup>th</sup> of each month

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	12	12	12	12

**TARGET MEASURE:** Submit the biosolids report to the EPA by February 19<sup>th</sup> of each year

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
EPA Due Date	2/19/2020	2/19/2020	2/19/2021	2/19/2022

#### ENVIRONMENTAL PERFORMANCE

*Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**KEY CODE:** EP3

**TARGET MEASURE:** Complete a minimum of 3 internal energy assessments to ensure NBC facilities are energy efficient

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Assessments	3	3	3	3

#### FINANCIAL MANAGEMENT

*Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized*

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**GOAL ACTION FOR ACHIEVEMENT:** Identify new revenue or debt financing opportunities

**KEY CODE:** FM8

**TARGET MEASURE:** Submit National Grid incentive program applications to seek incentive funds for energy projects

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Applications submitted	2	1	1	1

**GOAL ACTION FOR ACHIEVEMENT:** Develop and administer programs to increase efficiency and cost-effectiveness of operations

**KEY CODE:** FM5

**TARGET MEASURE:** Monitoring of NBC's energy use and renewable energy production

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Energy Produced on-site	52 - Weekly	Weekly	Weekly	Weekly
Energy Produced off-site	52 - Weekly	Weekly	Weekly	Weekly
Energy Purchased	12 - Monthly	Monthly	Monthly	Monthly

## CUSTOMER FOCUS

*Maintain a customer-focused attitude throughout the organization*

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**GOAL ACTION FOR ACHIEVEMENT:** Provide excellent customer service

**KEY CODE:** CF1

**TARGET MEASURE:** Conduct 100% of requested technical site visits

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	100% - 2 Visits	100%	100%	100%

**GOAL ACTION FOR ACHIEVEMENT:** Maintain programs and participate in projects that give back to NBC's service area

**KEY CODE:** CF4

**TARGET MEASURE:** Earth Day River Cleanup Event/Grant Program in NBC Service Area

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Event Date	7/11/2020	4/30/2020	4/30/2021	4/30/2022
Quantity - Grants	19	10	10	10
Total Grants	\$10,000	\$10,000	\$10,000	\$10,000

## STAFFING

*Attract, develop and retain highly qualified employees*

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**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Conduct a minimum of 2 CPR/Defibrillator training classes

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Classes	1 (COVID-19)	2	2	2
Attendees Certified	100%	100%	100%	100%

**TARGET MEASURE:** Provide a minimum of 50 Health & Safety training classes each year

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Classes	44 (COVID-19)	50	50	50

**GOAL ACTION FOR ACHIEVEMENT:** Foster a positive working environment through effective communication

**KEY CODE:** S1

**TARGET MEASURE:** Conduct monthly staff meetings

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	12	12	12	12

**TARGET MEASURE:** Conduct monthly data meetings to disseminate data and optimize operations

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	12	12	12	12

**GOAL ACTION FOR ACHIEVEMENT:** Maintain competitive and cost-effective benefits, compensation and wellness programs to attract and retain qualified staff

**KEY CODE:** S3

**TARGET MEASURE:** Conduct semiannual review meetings with staff to discuss professional development opportunities

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	2	2	2	2

## COMMUNICATION

*Improve and enhance internal and external communication to increase understanding of “who we are” and “what we do”*

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**GOAL ACTION FOR ACHIEVEMENT:** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC’s mission

**KEY CODE:** C1

**TARGET MEASURE:** Review 100% of NBC’s annual environmental merit awards program applications

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Merit Awards	100%	100%	100%	100%

**TARGET MEASURE:** Submit 4 technical papers/posters/abstracts for presentation/publication

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Papers	5	4	4	4

**TARGET MEASURE:** Submit 8 articles for publication in the ‘NBC Pipeline’ annually

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Articles	19	8	8	12

**TARGET MEASURE:** Educate the public and NBC stakeholders by giving presentations about the NBC and water quality improvements

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	6	4	5	5

**TARGET MEASURE:** Annual review of the Strategic Plan and update when necessary

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	1	1	1	1

**TARGET MEASURE:** Monthly updates of NBC Snapshot of the Upper Bay

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	12	12	12	12

## PRETREATMENT Section Summary

### The Program

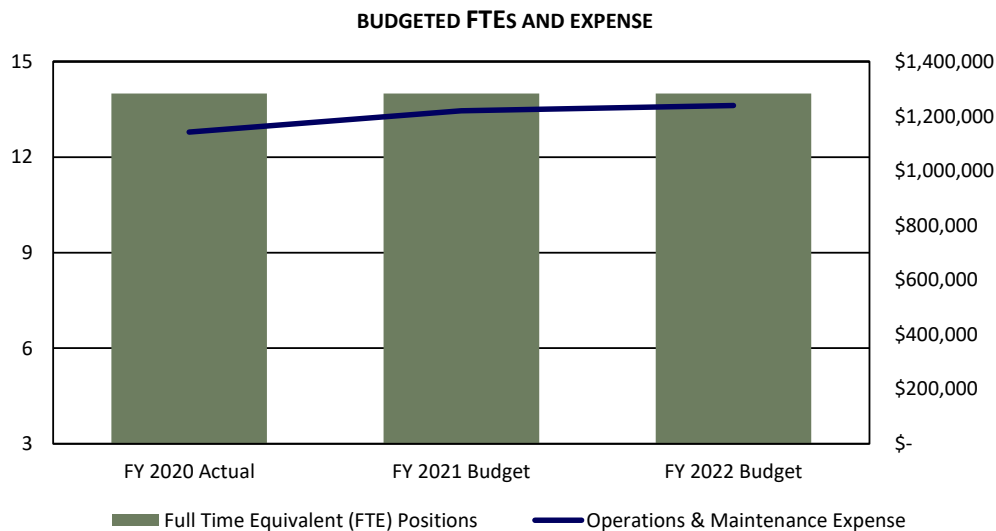
The Pretreatment section is responsible for administering the federally mandated pretreatment program. The primary purpose of the pretreatment program is to protect NBC's wastewater treatment plants and the infrastructure from toxins and pollutants that could disrupt and interfere with plant operations, as well as to protect the receiving waters, rivers and Narragansett Bay. The Pretreatment section uses various tools to accomplish this task, including the issuance of Wastewater Discharge Permits to industrial and commercial users. This section also performs site inspections of these users, responds to spills within NBC's service area and tracks toxic discharges through the sewer system to determine the source.

### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 1,127,015	\$ 1,183,821	\$ 1,202,977	\$ 19,156	1.6%
Operating Supplies/Expense	15,212	35,450	35,450	-	0.0%
<i>Total O&amp;M</i>	<b>\$ 1,142,227</b>	<b>\$ 1,219,271</b>	<b>\$ 1,238,427</b>	<b>\$ 19,156</b>	<b>1.6%</b>
<b>Funds by Source - Revenue</b>	<b>\$ 1,142,227</b>	<b>\$ 1,219,271</b>	<b>\$ 1,238,427</b>	<b>\$ 19,156</b>	<b>1.6%</b>

### Significant Budget Modifications

The FY 2022 Pretreatment budget is \$19,156 or 1.6% higher than the prior year. Personnel expense increased by \$19,156 related to employee benefits. Operating supplies and expense remain unchanged from the prior year.



### BUDGETED FTEs

	FY 2020	FY 2021	FY 2022
Union FTEs	3	3	3
Non Union FTEs	11	11	11
<b>Total</b>	<b>14</b>	<b>14</b>	<b>14</b>
<i>Less Turnover</i>	-	-	-
<b>Total</b>	<b>14</b>	<b>14</b>	<b>14</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards



**PRETREATMENT  
Performance Data**

**Major Accomplishments FY 2021 by Key Code**

- CB1** Submitted the Pretreatment Annual Report to DEM by 3/15/19 as required by the RIPDES Permits
- CB1** Inspected all Significant Industrial Users (SIU) multiple times within the 12-month period
- CB1** Continuously permitted all SIUs in accordance with federal and state regulations
- CB1** Issued 1,998 Notices of Violation for each incident of non-compliance
- CF1** Issued 11 educational form letters to permitted users
- C1** Participated in four presentations and workshops including the NAWCA Pretreatment Workshop

**Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- CB1** Complete and submit the Pretreatment Annual Report to RIDEM by March 15th in accordance with the RIPDES Permit
- CB1** Protect the treatment plants and collection systems from toxic and nuisance pollutant discharges that would adversely impact and interfere with NBC facilities and prevent pass through of these pollutants to the receiving waters
- CB1** Ensure the continuous permit and inspection of all SIUs in accordance with State and Federal requirements as well as goals established by the NBC

**PRETREATMENT**  
**Target Measures**

**CORE BUSINESS**

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with all State and Federal regulations, permits, consent agreements, certifications, NBC regulations and reporting requirements

**KEY CODE:** CB 1

**TARGET MEASURE:** Conduct EPA and RIDEM required annual site inspection for NBC facilities.

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
FPWWTF	6/8/20 - RIDEM 9/23/20 - EPA	Annually	Annually	Annually
BPWWTF	6/18/20 - RIDEM 9/16/20 - EPA	Annually	Annually	Annually

**TARGET MEASURE:** Conduct annual RIDEM mandated training for NBC staff

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	70 trainings – 100%	100%	100%	100%

**TARGET MEASURE:** Prepare annual Stormwater reports for both WWTF’s

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
FPWWTF Due Date	1/30/20	1/30/2020	1/30/2021	1/30/22
BPWWTF Due Date	1/30/20	1/30/2020	1/30/2021	1/30/22

**TARGET MEASURE:** Conduct non-sampling inspections of 100% Significant Industrial Users (SIUs) within the required 12-month period

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	68 inspections – 100%	100%	100%	100%

**TARGET MEASURE:** Complete and submit Annual Pretreatment Report to DEM

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Completion date	3/13/20	3/15/20	3/15/21	3/15/22

**TARGET MEASURE:** Issue Notices of Violations (NOVs) for 100% of incidents of non-compliance

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	1,998 NOVs - 100%	100%	100%	100%

**ENVIRONMENTAL PERFORMANCE**

*Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner*

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**GOAL ACTION FOR ACHIEVEMENT:** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact

**KEY CODE:** EP 1

**TARGET MEASURE:** Compile and publish in the newspaper a list of companies in significant non-compliance

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Date	2/27/20	2/28/20	2/28/21	2/28/22

## CUSTOMER FOCUS

*Maintain a customer-focused attitude throughout the organization*

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**GOAL ACTION FOR ACHIEVEMENT:** Provide excellent customer service

**KEY CODE:** CF 1

**TARGET MEASURE:** Review 100% of process operations and pretreatment system plan submittals

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	153 submittals - 100%	100%	100%	100%

**TARGET MEASURE:** Respond to 100% of reports of unusual influent, illegal dumping, spills and blockages

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	16 reports - 100%	100%	100%	100%

**TARGET MEASURE:** Process 100% Wastewater Discharge Permit Applications

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	429 applications - 100%	100%	100%	100%

**TARGET MEASURE:** Issue Wastewater Discharge Permits to previously unpermitted users within 30 days from the submittal of the permit application package.

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Timeframe	19 days	<30 days	<30 days	<30 days

**TARGET MEASURE:** Issue a minimum of 8 educational form letters

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	11 letters	8	8	8

**TARGET MEASURE:** Participate in a minimum of 3 public presentations/workshops

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	3	≥3	≥3	≥3

## COMMUNICATION

*Improve and enhance internal and external communication to increase understanding of “who we are” and “what we do”*

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**GOAL ACTION FOR ACHIEVEMENT:** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC’s mission

**KEY CODE:** C1

**TARGET MEASURE:** Complete pretreatment annual report and post on NBC’s website

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Date	3/13/20	4/15/20	4/15/21	4/15/20

## LABORATORY Section Summary

### The Program

The Laboratory section is responsible for producing timely, high quality analytical data with the use of state-of-the-art analytical instrumentation and the most current laboratory techniques that provide the most accurate, reliable and precise measurements possible in order to comply with Federal and State regulations. The Laboratory is certified by the State of RI and must comply with certification requirements by the Department of Health (DOH) and US EPA. The Laboratory section performs all RIPDES required analyses for the FPWWTF and BPWWTF, Pretreatment programs, monitoring activities, and impacts of nutrients and fecal coliform of the urban rivers and receiving water evaluations of the upper Narragansett Bay.

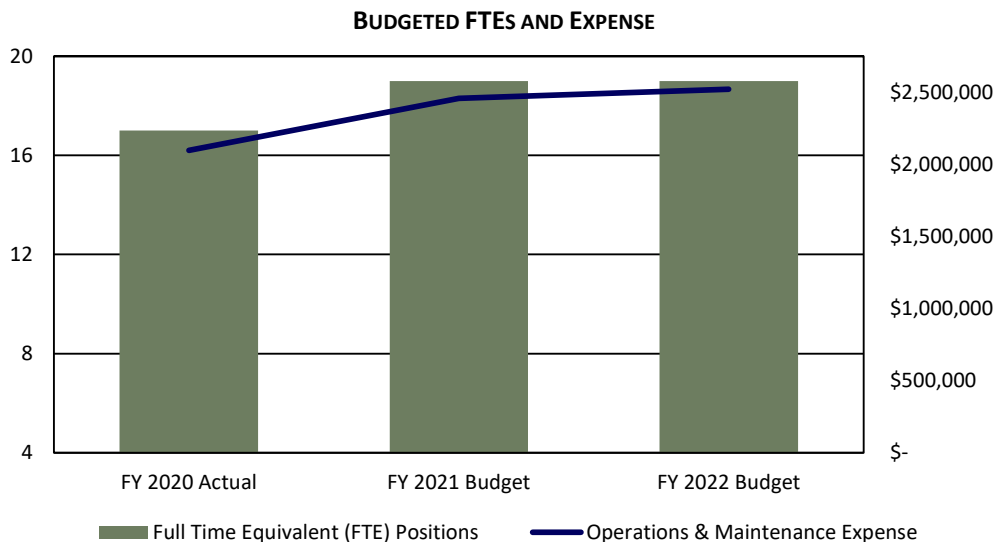
### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 1,691,357	\$ 1,874,539	\$ 1,931,135	\$ 56,596	3.0%
Operating Supplies/Expense	387,917	463,088	497,892	34,804	7.5%
Professional Services	17,907	121,100	91,500	(29,600)	(24.4%)
<i>Total O&amp;M</i>	<b>\$ 2,097,181</b>	<b>\$ 2,458,727</b>	<b>\$ 2,520,527</b>	<b>\$ 61,800</b>	<b>2.5%</b>

<b>Funds by Source - Revenue</b>	<b>\$ 2,097,181</b>	<b>\$ 2,458,727</b>	<b>\$ 2,520,527</b>	<b>\$ 61,800</b>	<b>2.5%</b>
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### Significant Budget Modifications

The FY 2022 Laboratory budget is \$61,800 or 2.5% higher than the prior year. Personnel expense increased by \$56,596 related to employee benefits. Operating supplies and expense increased by \$34,804 and includes increased lab supplies expense. Professional services decreased by \$29,600 to reflect a reduction in outside laboratory services.



### BUDGETED FTES

	FY 2020	FY 2021	FY 2022
Union FTEs	9	10	10
Non Union FTEs	9	9	9
<b>Total</b>	<b>18</b>	<b>19</b>	<b>19</b>
<i>Less Turnover</i>	-	-	-
<b>Total Net FTE</b>	<b>18</b>	<b>19</b>	<b>19</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
- CB2** Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
- CB3** Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
- CB4** Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
- CB5** Ensure climate resiliency of NBC's existing and future facilities.

**Environmental Performance:** *Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost effective manner.*

- EP1** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
- EP2** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements
- EP3** Ensure current, relevant and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects

**Financial Management:** *Manage NBC's finances through strong financial planning and controls such that sewer users charges are minimized.*

- FM1** Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice
- FM2** Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing and collection processes
- FM3** Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards
- FM4** Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting
- FM5** Develop and administer programs to increase efficiency and cost-effectiveness of operations
- FM6** Ensure the timely, efficient, and cost-effective purchase of goods and services
- FM7** Effectively administer NBC's risk management and employee benefits programs
- FM8** Identify new revenue or debt financing opportunities

**Customer Focus:** *Maintain a customer-focused attitude throughout the organization.*

- CF1** Provide excellent customer service
- CF2** Establish agency-wide customer service focused training programs
- CF3** Maximize automation and computerization throughout the agency
- CF4** Maintain programs and participate in projects that give back to NBC's service area
- CF5** Enhance customer communication through consistent procedures and the implementation of new technologies

**Staffing:** *Attract, develop and retain highly qualified employees.*

- S1** Ensure compliance with Federal and State labor laws
- S2** Provide professional, technical and safety training to maximize team performance and employee safety
- S3** Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff
- S4** Employ best practices to retain qualified employees and ensure succession planning
- S5** Maintain positive relationships with collective bargaining units

**Communication:** *Improve and enhance internal and external communication to increase understanding of "who are" and "what we do".*

- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

**Organizational Performance:** *Ensure that the NBC organization is aligned with and supports our strategic goals.*

- OP1** Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance
- OP2** Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals
- OP3** Conduct NBC business in an open manner and in conformance with all state ethics standards

**LABORATORY  
Performance Data**

**Major Accomplishments FY 2021 by Key Code**

- CB1** Obtained 100% accuracy for the laboratory's analytical proficiency tests for the EPA and RI State licensing requirements and the EPA's Discharge Monitoring Report
- EP2** Analyzed all RIPDES permit samples for the two WWTFs as well as other routine and non-routine chemical and biological tests
- EP2** Provided quality analytical tests for all NBC studies and samples collected to evaluate the impact of nutrients, enterococci, and fecal coliform on NBC receiving waters
- S2** Completed 20 hours of refresher biology & chemistry, HAZWOP and chain of custody training per staff member

**Top Priorities for FY 2022 and How They Relate to the Strategic Plan/Goals and by Key Code**

- CB1** Meet State and Federal requirements for RI State Licensing and EPA permit reporting
- EP2** Perform high quality analyses and produce accurate data to assist facility managers in optimizing their daily plant operations and decision making
- EP2** Provide quality and expedient analytical service for all studies and samples collected

**LABORATORY**  
**Target Measures**

**CORE BUSINESS**

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines and reporting requirements

**KEY CODE:** CB1

**TARGET MEASURE:** Annual calibration of all laboratory instrumentation

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Percentage	38 Calibrations – 100%	100%	100%	100%

**TARGET MEASURE:** Complete EPA or RIDEM mandated analyses

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
SIUs	5,290 analyses	100%	100%	100%
FPWWTF	52,316 analyses	100%	100%	100%
BPWWTF	25,101 analyses	100%	100%	100%
Manholes	3,327 analyses	100%	100%	100%
Septage	114 analyses	100%	100%	100%

**TARGET MEASURE:** Monthly audits of at least two laboratory procedures per month

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	14	24	24	24

**TARGET MEASURE:** Prepare and submit the Department of Health certification renewal application

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Date submitted	12/4/2019	12/1/2019	12/1/2020	12/1/2021

**GOAL ACTION FOR ACHIEVEMENT:** Maintain NBC’s asset management program to ensure continuous operation and the protection of assets

**KEY CODE:** CB4

**TARGET MEASURE:** Ensure laboratory equipment required maintenance is completed within 7 days

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Timeframe	≤7 days	≤7 days	≤7 days	≤7 days

**ENVIRONMENTAL PERFORMANCE**

*Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner*

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**GOAL ACTION FOR ACHIEVEMENT:** Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact

**KEY CODE:** EP1

**TARGET MEASURE:** Analyze 100% of collected samples for water quality monitoring

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Nutrients	9,640 analyses	100%	100%	100%
Fecal Coliform	2,496 analyses	100%	100%	100%

**STAFFING**

*Attract, develop and retain highly qualified employees*

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**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Provide a minimum of 300 training hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	150	300	300	300



## ENVIRONMENTAL MONITORING

### Section Summary

#### The Program

The Environmental Monitoring section is responsible for water quality monitoring throughout NBC's service area, including the two wastewater treatment facilities, the collection system and permitted pretreatment customers. Environmental Monitoring serves to ensure the health of area residents through its monitoring of the wastewater treatment plants and the quality of receiving waters. This section conducts significant industrial user and manhole sampling to ensure compliance with discharge permits and conducts daily wastewater treatment facility sampling. The Environmental Monitoring section designs and implements monitoring programs to assess the impact of constructed improvements and to respond to State and Federal mandates, including all RIPDES permit required monitoring.

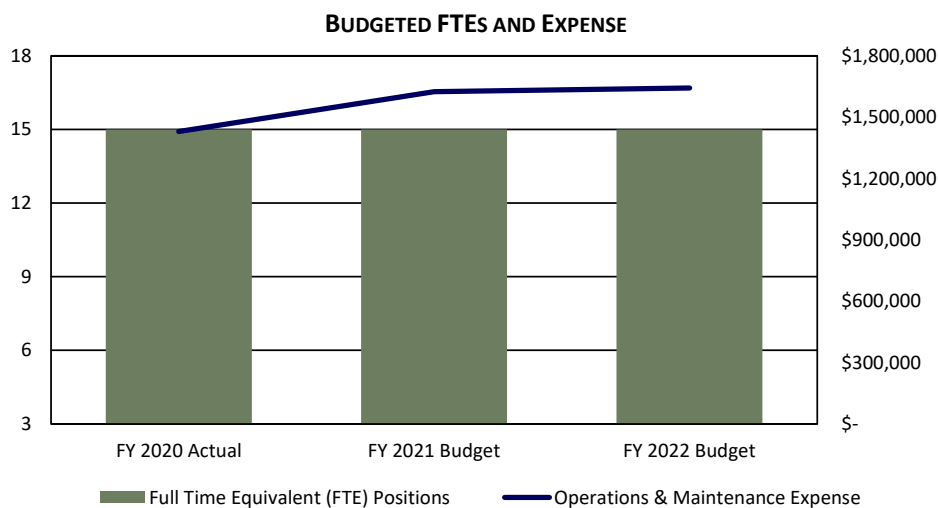
#### The Budget

Operations & Maintenance Expense	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Difference	% Change
Personnel	\$ 1,238,450	\$ 1,398,096	\$ 1,406,623	\$ 8,527	0.6%
Operating Supplies/Expense	140,012	179,850	181,450	1,600	0.9%
Professional Services	50,721	47,000	54,200	7,200	15.3%
<i>Total O&amp;M</i>	<i>\$ 1,429,183</i>	<i>\$ 1,624,946</i>	<i>\$ 1,642,273</i>	<i>\$ 17,327</i>	<i>1.1%</i>

Funds by Source - Revenue	\$ 1,429,183	\$ 1,624,946	\$ 1,642,273	\$ 17,327	1.1%
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#### Significant Budget Modifications

The FY 2022 Environmental Monitoring budget is \$17,327 or 1.1% higher than the prior year. Personnel expense increased by \$8,527 related to employee benefits. Operating supplies and expense increased by \$1,600 for lab supplies and personal protection equipment for employee safety. Professional services increased by \$7,200 for bioassays and the midge fly mitigation program.



**BUDGETED FTES**

	FY 2020	FY 2021	FY 2022
Union FTEs	9	9	9
Non Union FTEs	8	6	6
<b>Total</b>	<b>17</b>	<b>15</b>	<b>15</b>
<i>Less Turnover</i>	-	-	-
<b>Total</b>	<b>17</b>	<b>15</b>	<b>15</b>

## Strategic Plan Goal Action for achievement by Target Measures with Key Code

**Core Business:** *Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.*

- CB1** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
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## ENVIRONMENTAL MONITORING

### Performance Data

#### Major Accomplishments FY 2020 by Key Code

- CB1** Collected approximately 29,457 samples and ensured compliance with all Federal and State monitoring mandates
- CB1** Collected samples from all SIUs that discharged process wastewater
- CB1** Sampled the two WWTFs daily to ensure compliance with RIPDES permit monitoring requirements
- CB1** Conducted all Environmental Land Use Restriction (ELUR) inspections of NBC facilities
- CB1** Conducted stormwater inspections and sampling of NBC facilities to ensure agency regulatory compliance
- CF3** Implemented LIMS email notifications for single sample out-of-specification results, RIPDES limits, local limits, and operations parameters
- CF3** Improved LIMS sample collection and data validation through LIMS contract enhancements
- C1** Presented at a virtual tour to the URI senior Chemical Engineering class regarding the Environmental Monitoring Program
- C3** Maintained NBC's fixed site monitoring equipment and ensured all data was collected and transferred to NBC's Snapshot of Narragansett Bay web page for NBC and stakeholder use
- C3** Ensured all sampling data was accurately entered in the LIMS system, uploaded to the reporting software, and generated reports were distributed to end users to be used for scientifically based process and managerial decisions

#### Top Priorities for FY 2021 and How They Relate to the Strategic Plan/Goals and by Key Code

- CB1** Sample the treatment facilities 365 days/year to comply with RIPDES permit requirements, process and provide data and assistance to Operations needed to evaluate plant performance, optimize treatment plant processes and resolve operational issues
- CB1** Sample all discharging SUIs annually to meet established USEPA Pretreatment mandates
- CB1** Conduct all sampling necessary to protect the treatment plants, health of the receiving waters, and safety of the public
- CB1** Conduct all Environmental Land Use Restriction (ELUR) inspections of NBC facilities to ensure agency regulatory compliance
- CB1** Conduct stormwater inspections and sample collections of NBC stormwater facilities to ensure compliance
- C3** Ensure all sampling data is accurately entered in the LIMS system, uploaded to the reporting software, and generate and distribute reports to end users to be used for scientifically based process and managerial decisions
- C3** Maintain NBC's fixed site monitoring equipment, and ensure all data is collected and transferred to NBC's Snapshot of Narragansett Bay web page for NBC and stakeholder use

## ENVIRONMENTAL MONITORING

### Target Measures

#### CORE BUSINESS

*Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed*

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**GOAL ACTION FOR ACHIEVEMENT:** Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines and reporting requirements

**KEY CODE:** CB1

**TARGET MEASURE:** Collect EPA mandated samples

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
SIUs	1,085 samples	100%	100%	100%
WWTFs	18,169 samples	100%	100%	100%
Manholes	573 samples	100%	100%	100%
Septage	261 samples	100%	100%	100%

**TARGET MEASURE:** Prepare RIPDES DMR Report by the 15<sup>th</sup> of each month

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	12	12	12	12

**TARGET MEASURE:** Conduct annual Environmental Land Use Restriction (ELUR) inspections.

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	5	3	5	5

**TARGET MEASURE:** Conduct annual RIPDES storm water inspections of NBC facilities

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	2	N/A	2	2

#### ENVIRONMENTAL PERFORMANCE

*Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner*

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**GOAL ACTION FOR ACHIEVEMENT:** Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements

**KEY CODE:** EP2

**TARGET MEASURE:** Collect samples to support water quality monitoring efforts

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
River	4,293 samples	100%	100%	100%
Bay	2,256 samples	100%	100%	100%

**TARGET MEASURE:** Publish monitoring activities and analyses for prior year on NBC's website by due date

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Date	4/30/2020	4/30/2020	4/30/2021	4/30/2022

**TARGET MEASURE:** Annually deploy fixed site monitoring equipment at a minimum of 2 sites

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Quantity	3 sites	2	2	2

**TARGET MEASURE:** Determine impact of nutrient reductions on ecology through video monitoring a minimum of 4/year

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Frequency	5	4	4	4

**STAFFING**

*Attract, develop and retain highly qualified employees*

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**GOAL ACTION FOR ACHIEVEMENT:** Provide professional, technical and safety training to maximize team performance and employee safety

**KEY CODE:** S2

**TARGET MEASURE:** Provide a minimum of 250 training hours

Unit of Measure	FY 2020 Actual	FY 2020 Goal	FY 2021 Goal	FY 2022 Goal
Hours	253	250	220	220

# Capital Budget

NBC’s Capital Budget includes the Operating Capital Program (OCP) and the Capital Improvement Program (CIP). The FY 2022 Capital Budget is \$180.8 million which is \$124.7 million or 222.2% higher than the prior year. This is due to an increase in the programmed CIP from \$51.9 million in FY 2021 to \$176.3 million in FY 2022.

	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	Budgeted Difference
<b>Source of Funds</b>				
Restricted Account - OCP	\$ 2,280,520	\$ 3,863,000	\$ 4,327,000	\$ 464,000
Restricted Account - CIP	11,687,819	-	6,133,000	6,133,000
Grants and Project Reimbursements Account	5,211,662	400,000	200,000	(200,000)
Refunding Revenue Bonds Series 2020 A	1,090,814	-	-	-
RIIB Loan Proceeds	31,809,901	3,500,000	-	(3,500,000)
Series 2020 B (WIFIA 1)	-	30,318,957	140,137,000	109,818,043
Series 2020 C (WIFIA 2)	-	18,030,668	30,008,000	11,977,332
<b>Total Source of Funds</b>	<b>\$ 52,080,715</b>	<b>\$ 56,112,625</b>	<b>\$ 180,805,000</b>	<b>\$ 124,692,375</b>
<b>Use of Funds</b>				
OCP	\$ 2,280,520	\$ 3,863,000	\$ 4,327,000	\$ 464,000
CIP	44,175,969	51,849,625	176,278,000	124,428,375
Cost of Issuance/Other	5,624,226	400,000	200,000	(200,000)
<b>Total Use of Funds</b>	<b>\$ 52,080,715</b>	<b>\$ 56,112,625</b>	<b>\$ 180,805,000</b>	<b>\$ 124,692,375</b>

The CIP and OCP identify capital expenditures in the current budget year and subsequent five-years and are developed within the context of the Strategic Plan’s short-term and long-term goals. NBC staff identify capital needs based upon the Asset Management Program as well as system and facility inspections. In addition, NBC engineers and scientists identify improvements that may be required to meet new permit requirements such as more stringent discharge limits as well as consent agreements. Additional capital needs such as improvements to Information Technology hardware and software are also identified as new technologies become available.



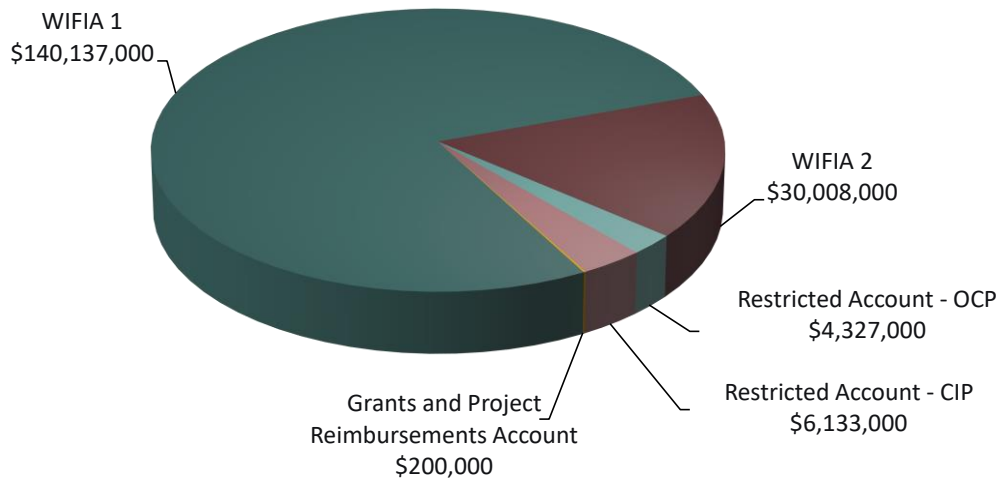
Items identified for inclusion in the Capital Budget must meet NBC’s criteria to be considered an asset. NBC’s asset criteria are further discussed in the OCP portion of this document. In general, assets that are to be purchased and installed by NBC staff within the fiscal year are included in the OCP. The highest priority items are included in the budget year with the remaining assets programmed into subsequent years. The CIP includes assets that will be completed over a number of years and are considered to be larger, more complex, and costlier. CIP items typically require the services of outside professional services to assist with planning, design and construction. The projects identified in the CIP are assigned priority codes and funding is allocated accordingly.

The Operating Budget includes debt service associated with the financing of the CIP. In addition, the Operating Budget line item “Transfer to Project Fund – Restricted Account” is used in the subsequent fiscal year to fund the OCP and pay-as-you-go CIP projects. Additional funding for the CIP is available from the Grants and Project Reimbursements Account in the Project Fund. NBC also funds the CIP with proceeds from the issuance of tax-exempt revenue bonds issued through the Rhode Island Infrastructure Bank (RIIB). NBC also finances capital

improvement through the Water Infrastructure Financing Innovation Act (WIFIA) program administered by the United States Environmental Protection Agency (USEPA) which provides long-term low-cost credit assistance for up to 49% of eligible project costs. NBC also uses taxable and tax-exempt revenue bonds to meet capital needs.

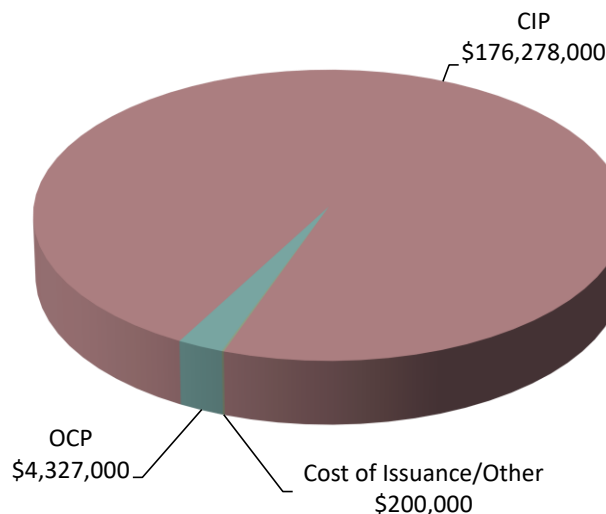
In Fiscal Year 2022, the total sources of capital funds are approximately \$180.6 million. The largest source of capital funding is the 2020 Series B (WIFIA 1) Loan at \$140.1 million or 77.6%. The second largest source is the 2020 Series C (WIFIA 2) Loan at \$22.8 million or 12.6%. The budgeted Restricted Account – CIP is \$13.4 million or 7.4%, followed by Restricted Account – Operating Capital of \$4.3 million or 2.4%. The following chart illustrates the capital funding sources by type.

### Sources of Funds



The largest category of capital budget expense in FY 2022 is for the CIP, which represents \$176.3 million or 97.6% of the total capital budget funds. The OCP represents \$4.3 million or 2.4% of the capital budget expense. The following chart illustrates the capital funding uses by type.

### Uses of Funds



The Fiscal Year 2022 Operating Capital Budget totals \$4.3 million, which is \$464 thousand higher than the prior year. The following table shows the FY 2022 budgeted Operating Capital by Division. Please refer to the OCP Overview tabs in this document for more information on the OCP including the program overview, five-year plan for FY 2023-2027 and FY 2022 budget detail.

### FY 2022 Operating Capital Program by Division

Division Cost Center	Fiscal Year 2022	Fiscal Years 2023-2027
<b>Administration</b>		
Administration	\$ 130,000	\$ -
Information Technology	819,000	1,540,000
<i>Subtotal</i>	<u>949,000</u>	<u>1,540,000</u>
<b>Construction &amp; Engineering</b>		
Construction Services	30,000	96,000
Engineering	176,000	77,000
<i>Subtotal</i>	<u>206,000</u>	<u>173,000</u>
<b>Finance</b>		
Finance	100,000	40,000
Accounting	10,000	-
Customer Service	85,000	125,000
<i>Subtotal</i>	<u>195,000</u>	<u>165,000</u>
<b>Operations &amp; Maintenance Services</b>		
Interceptor Maintenance	165,000	1,240,000
Operations & Maintenance Services	120,000	32,000
Field's Point	905,000	4,373,000
Bucklin Point	885,000	2,180,000
<i>Subtotal</i>	<u>2,075,000</u>	<u>7,825,000</u>
<b>Environmental Science &amp; Compliance</b>		
Pretreatment	-	135,000
Laboratory	770,000	1,465,000
Environmental Monitoring	132,000	746,000
<i>Subtotal</i>	<u>902,000</u>	<u>2,346,000</u>
<b>Total</b>	<b>\$ 4,327,000</b>	<b>\$ 12,049,000</b>

The table on the following page shows the CIP by functional area. The table shows that the Fiscal Year 2022 programmed CIP expense totals \$176.3 million, which is \$124.4 million higher than the prior year. In addition, NBC has programmed capital improvements of \$718.0 million over FY 2023 – 2027.



**Pawtucket Tunnel  
CDRA Route**

The majority of these costs relate to the CSO Phase III A Facilities, at \$140.1 million or 79.5% of the total programmed expense in FY 2022. The largest CSO Phase III A project is 30801, the design-build of the Pawtucket Tunnel and Pump Station, with programmed expense of \$109.2 million in FY 2022 along with \$333.5 million in FY 2023 -2027.

Please refer to the CIP tabs in this document for more information on the CIP, the individual projects, and the project operating budget impact of these improvements.



## Capital Improvement Program FY 2022 and FY 2023-2027

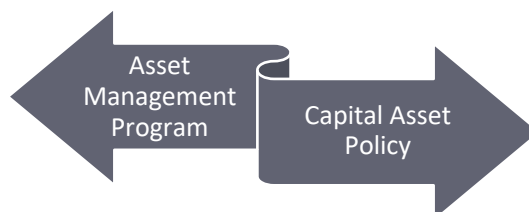
(In Thousands)

Project Number	Project Name	Fiscal Year	
		2022	2023-2027
<b>Wastewater Treatment Facility Improvements</b>			
20000	WWTF Improvements	\$ -	\$ 2,500
20200	FY 2019 WWTF Improvements	1,132	-
20700	Long-Range Biosolids Disposal	321	10,000
24000	NBC Facility Electrical Improvements	117	158
81800	BPWWTF Sludge Digestion Facility Improvements	677	4,339
90900	COB Facilities Improvements	29	-
	<i>Subtotal</i>	2,276	16,997
<b>Bucklin Point Resiliency</b>			
81000	BPWWTF UV Disinfection Improvements	5,485	10,889
81600	BPWWTF Improvements	1,814	2,993
81700	BPWWTF Operations & Maintenance Buildings	15,473	23,767
	<i>Subtotal</i>	22,772	37,649
<b>Field's Point Resiliency</b>			
20300	FPWWTF Improvements	2,450	10,409
20400	FPWWTF Ernest Street Pump Station Improvements	503	10,556
20500	FPWWTF Maintenance & Storage Buildings	1,849	16,317
20600	NBC Solar Carport	1,028	-
30315	Woonasquatucket CSO OF 046 Improvements	284	3,265
40101	FPWWTF Electrical Improvements & Standby Power	19	6,925
	<i>Subtotal</i>	6,133	47,472
<b>Infrastructure Management</b>			
1140100	River Model Development	60	-
1140300	Greenhouse Gas Study	71	-
1140500	NBC Energy Sustainability	132	132
1140600	RIPDES Compliance Improvements	499	109
1140800	Pilot Restoration Projects	58	74
30700	NBC System-wide Facilities Planning	28	726
40200	NBC System-wide Inflow Reduction	-	892
40300	Municipal Lateral Sewer Acquisition Impact	70	341
40400	FPWWTF Plan Update	119	97
40550	RIPDES Flow Monitoring System Implementation	1,243	298
	<i>Subtotal</i>	2,280	2,669
<b>CSO Phase III A Facilities</b>			
30800	CSO Phase III A Facilities - Design and Program Management	20,205	44,490
30801	CSO Phase III A Pawtucket Tunnel & Pump Station	109,205	333,452
30802	CSO Phase III A Tunnel Pump Station Fit-out	-	88,334
30803	CSO Phase III A OF 205	-	6,045
30804	CSO Phase III A OF 210,213,214	-	28,187
30805	CSO Phase III A OF 217	6,586	11,614
30806	CSO Phase III A OF 218	-	11,715
30807	CSO Phase III A Regulator Modifications	1,481	4,184
30808	CSO Phase III A GSI Demonstration	11	-
30809	CSO Phase III A GSI Projects	1,262	1,658
30810	CSO Phase III A BPWWTF Clarifiers & Flow Splitters	1,387	45,639
	<i>Subtotal</i>	140,137	575,318
<b>Sewer System Improvements</b>			
12400	Interceptor Maintenance Building	3	9,984
30500	NBC Interceptor Easements Restoration, Various Locations	209	1,129
30610	NBC System-wide Regulator Modifications	509	2,725
70900	Omega Pump Station Improvements	346	3,862
71000	Lincoln Septage Receiving Station Replacement	172	4,822
	<i>Subtotal</i>	1,239	22,522
<b>Interceptor Cleaning &amp; Restoration</b>			
30400M	Interceptor Inspection and Cleaning	-	2,500
30479	Siphon Inspection and Cleaning	998	-
30480	Completion of Baseline Siphon Inspections and Cleanings	321	642
	<i>Subtotal</i>	1,319	3,142
<b>Interceptor Restoration &amp; Construction</b>			
30400C	Interceptor Restoration and Construction	-	7,500
30421	Louisquisset Pike Interceptor Improvements	29	4,765
30444	Moshassuck Valley Interceptor	60	-
30467	Improvements to Interceptors FY 2019	33	-
	<i>Subtotal</i>	122	12,265
<b>Total</b>		\$ 176,278	\$ 718,034

# Operating Capital Program

NBC’s Operating Capital Program (OCP) identifies programmed asset purchases for the current budget year and subsequent five years. The OCP is based primarily on information from NBC’s Asset Management Program (AMP) and includes new assets, asset replacements, asset renovations and betterments. Examples of these assets include pumps, tanks, actuators, bar racks, cameras and testing equipment.

Other operating capital items are identified through facility inspections and established programmatic priorities. Examples of these assets include fleet vehicles and laboratory equipment as well as computer hardware and software licensing. In accordance with NBC’s Capital Asset Policy, all assets must have an acquisition cost greater than \$5,000 and a useful life of three years or more.



## Operating Capital Program Overview

This year’s OCP identifies 78 assets programmed for acquisition in FY 2022 at a total cost of approximately \$4.3 million. NBC has also programmed asset purchases in FY 2023 through FY 2027 of approximately \$12.0 million for a total of \$16.4 million over the six-year period reflected in the Program. As is shown in the following table, most of the asset purchases, \$9.9 million or 60%, are for items required to support the wastewater treatment and collection functions in the Operations and Maintenance Division.

**FY 2022 – 2027  
Operating Capital Program**

Division	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total FY 2023-2027
Administration	\$ 949,000	\$ 300,000	\$ 340,000	\$ 260,000	\$ 415,000	\$ 225,000	\$ 1,540,000
Construction & Engineering	206,000	77,000	-	32,000	32,000	32,000	173,000
Finance	195,000	75,000	35,000	35,000	10,000	10,000	165,000
Operations & Maintenance	2,075,000	1,642,000	1,670,000	1,618,000	1,475,000	1,420,000	7,825,000
Environmental Science & Compliance	902,000	554,000	569,000	407,000	336,000	480,000	2,346,000
	<b>\$ 4,327,000</b>	<b>\$ 2,648,000</b>	<b>\$ 2,614,000</b>	<b>\$ 2,352,000</b>	<b>\$ 2,268,000</b>	<b>\$ 2,167,000</b>	<b>\$ 12,049,000</b>

## Operating Capital Program Development

NBC is committed to making the investments needed to ensure continuous operation of its facilities, support services and core business functions. In order to achieve this goal, NBC adopted and implemented an Asset Management Program (AMP), which is the primary source used to identify operating capital needs. The AMP is a comprehensive and detailed document maintained by the Asset Management Administrator that identifies all of NBC’s assets. This includes assets acquired as part of a capital improvement project as well as assets purchased through the annual budget process.

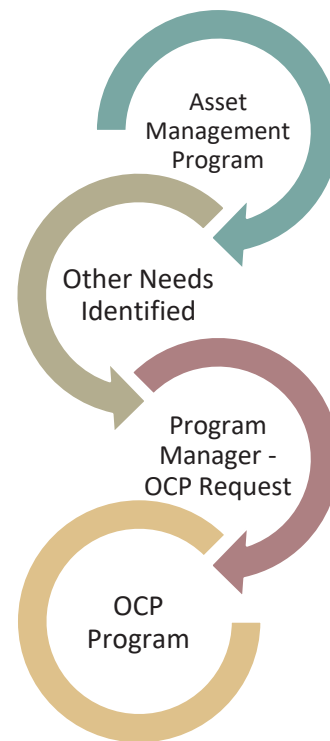
Detailed asset information is captured in the asset management system including an asset’s location, cost and useful life. In addition, each asset is assigned a criticality factor that takes into consideration redundancy. NBC’s computerized work order system is integrated into the AMP so that preventive and corrective maintenance activity is also captured for each asset. The asset maintenance history and useful

life information assists with the determination of whether an asset should be repaired or replaced. The information in the AMP enables NBC to produce a facilities and equipment condition analysis report that is used to identify and prioritize capital asset needs.

In addition to the AMP, other new assets or asset replacements are identified through the operation and inspection of facilities. Investment in Information Technology (IT) assets are typically programmed in advance to address specific needs such as refreshing employee workstations and laptops, enhancing the security of NBC’s technical infrastructure, or implementing additional functionality to current business systems. Laboratory and sampling equipment needs are often identified through the planning process to ensure compliance with new RIPDES permit or water quality sampling requirements.

Program managers use the information from the AMP and other sources as the basis for requesting funding for operating capital assets. The OCP includes requests for the upcoming budget year as well as the subsequent five years to align with the Capital Improvement Program window.

With respect to the upcoming budget year, as part of the annual budget process, each section submits detailed operating capital requests with supporting documentation for each asset. Each request is unique and includes the asset title, description, estimated cost, location, useful life, purchase justification, priority ranking and indicates if the asset is new, a replacement or a betterment. The requests are first reviewed by the Accounting staff to determine if the request meets the capital asset criteria. Once approved by Accounting, the requests are reviewed by Finance to ensure that the information is complete and that there is documentation to support the estimated cost. This year, all asset requests for new items over \$50 thousand were also required to be accompanied by a cost analysis to demonstrate that the purchase of new equipment is more cost effective than using an outside vendor. Once the asset has been confirmed to meet the OCP criteria, the information is compiled and included in the budget. Each asset included in the budget is assigned a unique asset allocation number which is referenced when the asset is purchased to ensure that it is authorized.

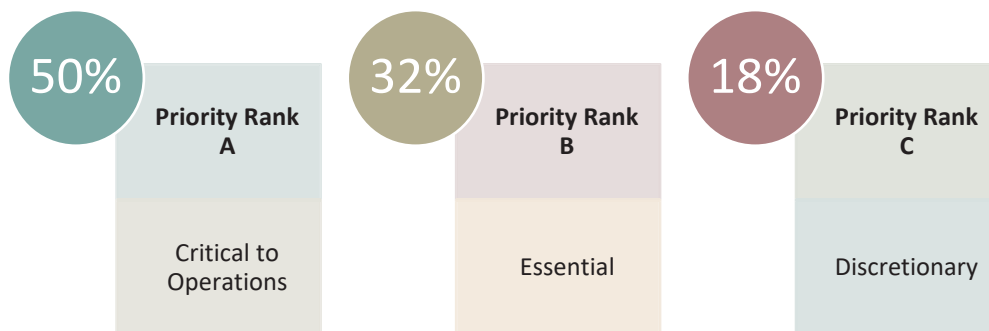


### Capital Assets by Priority

As part of the OCP program development, each asset request is assigned a priority ranking based on an assessment of its criticality. Assets with a priority Ranking “A” represent items critical to NBC operations and would include implementation of new technology, new permit requirement and the health and safety of NBC’s work environment. Approximately 50% of asset requests for FY 2022 are prioritized with an “A” ranking with a total cost of \$2.2 million.

In addition, 32% or \$1.4 million are identified with a “B” priority ranking, which include items essential to efficient operations such as the need of a specialized contractor and/or skilled workers to install a new

asset or availability of parts for critical equipment. Assets with a priority ranking “C” are asset needed, but not critical to ongoing operations of NBC’s facilities, such as new vehicles or office reconfiguration and represent 18% or \$791 thousand.



The OCP also reflects planned asset purchases for the subsequent five years. Although detailed information is required for all requested operating capital assets in the budget year, less specific information is needed to program future purchases. Each cost center submits a six-year operating capital needs form as part of the annual budget process. The first year ties into the budget year and must be accompanied by the operating capital request form discussed previously. Assets in subsequent years must include the asset title, location, a brief explanation of how the asset will be used, and justification. These requests are reviewed by Finance and are incorporated into the OCP.

### Fiscal Sustainability Plan

In order to borrow funds through the Rhode Island Infrastructure Bank (RIIB), NBC is required to have an established Fiscal Sustainability Plan (FSP) that complies with the Amendments to Titles I, II, V, and VI in the Water Resources Reform and Development Act under the Federal Water Pollution Control Act (Regulations). Under the guidance of NBC’s Board of Commissioner’s Fiscal Sustainability Plan Policy, the Asset Management Program (AMP), Capital Improvement Program (CIP), Annual Operating Budget and Operating Capital Program (OCP) were developed and implemented. These planning tools protect NBC’s significant capital investments and conservation efforts and have been formally incorporated into the FSP. The AMP provides direction in developing the OCP based on the identified needs that meet the criteria set forth in NBC’s Capital Asset Policy.



## Operating Capital Program Guidelines

The development of the FY 2022 Operating Capital Program is governed by the following:

- The operating capital policy defines operating capital items as those with costs greater than \$5,000 and a minimum useful life of three years.
- The Asset Management Policy requires the identification of short-term capital needs and the development of a long-term (five-year) asset replacement Program.
- The Accounting Manager must ensure that asset criteria is met and approve the capitalization of assets.

## Operating Capital Program Calendar

Development of the Operating Capital Program is as follows:

### NOVEMBER 2020

- Budget Forms Available
- FY 2022 – 2027 Operating Capital Submittals due to Finance

### DECEMBER 2020

- Review submittals with respect to Asset Criteria and GL account code

### JANUARY 2021

- Complete Operating Capital Schedules
- Draft Operating Capital Program Narrative

### FEBRUARY 2021

- Finalize Operating Capital Program Document
- Finance Committee and Board Review and Approval of OCP on February 23, 2021

## Operating Capital Program Amendment Procedures

During the fiscal year, there may be a need to make changes to the operating capital budget to accommodate those instances in which the actual bids received for items are higher than budgeted amounts, or where the installation of a new asset requires additional resources beyond what was anticipated. In addition, changes may be required to accommodate emergencies. In these cases, a Division Director may request a modification to the operating capital budget. If a modification to the operating capital budget is needed, it is preferred that an entire asset is reallocated to the new item. In some cases, this is not possible and partial reallocations are accommodated. The Chief Financial Officer may authorize changes in the operating capital budget if the total expenditures do not exceed the total amount approved for the fiscal year. Procedures for modifications to the operating capital budget during the year are as follows:

## Operating Capital Program Amendment Procedures

### Non-Emergencies:

- Prior to Purchase, the Operating Capital Reallocation Request Form is completed, signed by the Division Director, and accompanied by vendor quote for the estimated cost.
- The Form is reviewed by the Accounting and Finance Departments to determine if the item meets the criteria to be considered an asset in accordance with NBC's Capital Asset Policy.
- The Form then requires review and approval by the Chief Financial Officer.
- If approved, a new Asset Allocation number is assigned, and operating capital funding is transferred.

### Emergencies:

- The item is purchased in accordance with NBC's Purchasing Rules and Regulations for emergency purchases.
- The Operating Capital Reallocation Request Form is completed and signed by the Division Director and accompanied by a quote for the estimated cost.
- The Form is reviewed by the Accounting and Finance Departments to determine if the item meets the criteria to be considered an asset in accordance with NBC's Capital Asset Policy and is then reviewed by the Chief Financial Officer.
  - Capital Asset Criteria Met – funding is transferred in the operating capital budget and Asset Allocation number assigned.
  - Capital Asset Criteria Not Met – purchase will be expensed in the operating budget.

## Operating Capital Program by Strategic Objective

The Strategic Plan guides NBC operations and ensures facilities and infrastructure are maintained. As part of the OCP development, the budgeted capital assets have been categorized by the goal the asset will address. NBC has seven Strategic Plan Goals, two relate to this year's OCP and are listed below.

### NBC'S Strategic Goals

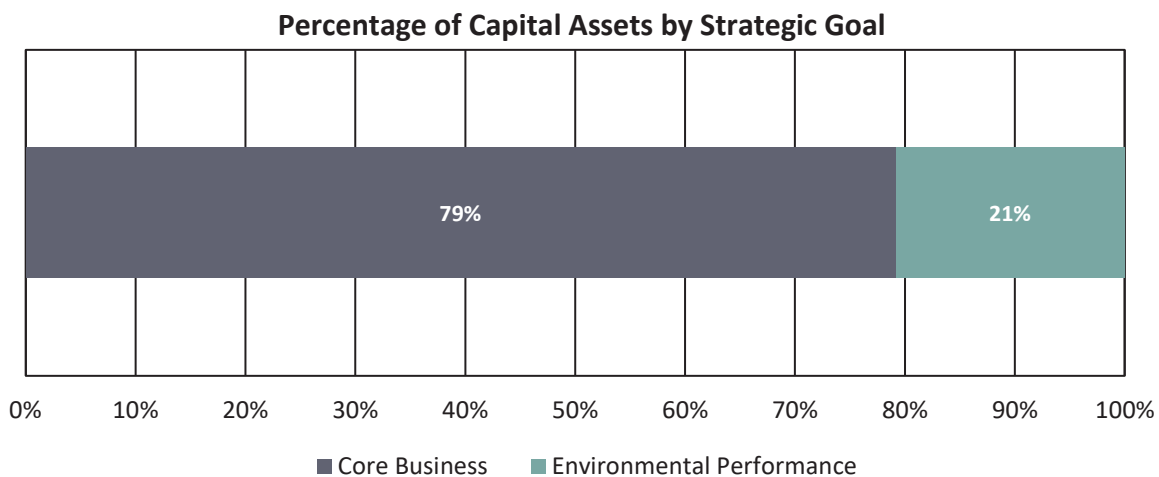
#### CORE BUSINESS:

Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.

#### ENVIRONMENTAL PERFORMANCE:

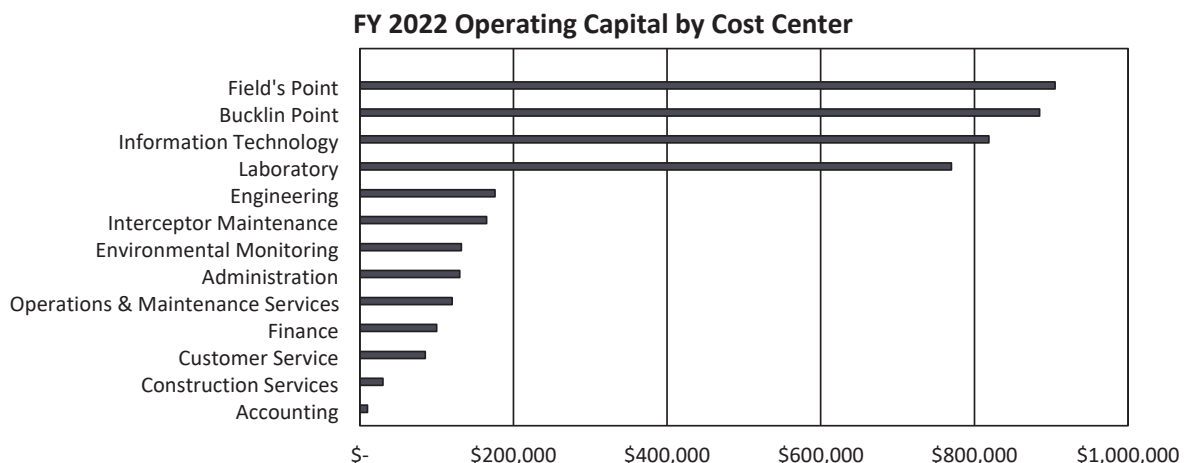
Continuously evaluate NBC's environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.

Of the 78 budgeted capital assets in FY 2022, \$3.4 million or 79% are related to NBC’s Core Business goal for infrastructure, applications and compliance. In addition, \$902 thousand or 21% relate to NBC’s Environmental Performance goal and represents sampling and laboratory analysis assets. The following chart illustrates the percentage of budgeted assets by strategic goal.



### Operating Capital Program by Cost Center

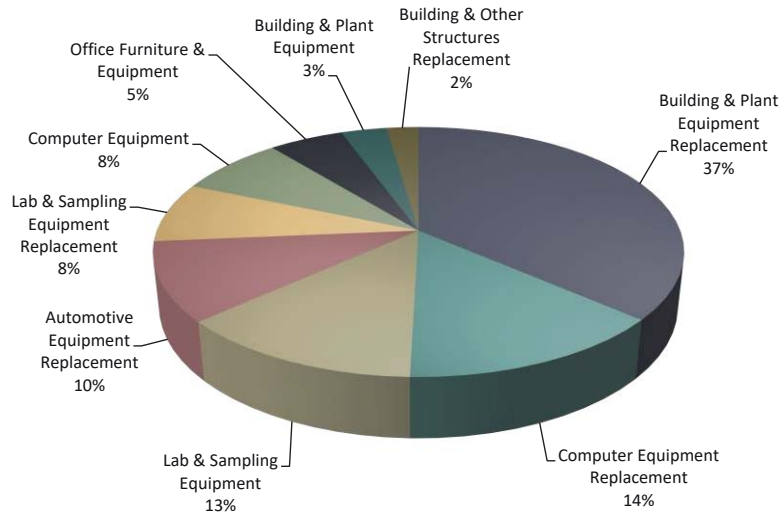
The largest percentage of the FY 2022 OCP is to support the wastewater treatment facilities (WWTF), representing a combined 41.4% of the programmed operating capital with \$905 thousand at Field’s Point and \$885 thousand at Bucklin Point. NBC has prioritized the replacement of numerous pumps, vehicles, tanks, bar racks, and other equipment required to operate the facilities and maintain infrastructure. The Information Technology (IT) section’s operating capital budget of \$819 thousand, or 18.9% of the total, includes \$319 thousand for perimeter security, \$150 thousand for enhancements to Oracle such as document management. This total also includes the annual PC refresh program along with hardware and software investments. The Laboratory section’s operating capital budget comprises 17.8% of the total or \$770 thousand. A Liquid Chromatograph-MS System at a cost of \$564 thousand is programmed for purchase in anticipation of new regulatory requirements related to the monitoring of a new parameter, Polyfluoroalkyl Substances (PFAS). The Laboratory is also replacing the ICP-Mass Spectrometer Analyzer used to test for ultra-low-level metal for the WWTFs to meet the RIPDES permit requirement. The current analyzer is over five years old and will cost \$206 thousand to replace. The FY 2022 operating capital by cost center is reflected in the following chart.



## Fiscal Year 2022 Operating Capital Program by Type

The FY 2022 OCP identifies asset purchases totaling approximately \$4.3 million. The largest asset category is Building & Plant Equipment Replacement at \$1.6 million or 37%. Computer Equipment & Computer Equipment Replacement represent 8% and 14% at a combined total of \$950 thousand. Automotive Equipment Replacement represents 10% or \$448 thousand. Lab & Sampling Equipment and Lab & Sampling Equipment Replacement represent 13% and 8% at a combined total of \$902 thousand. Building & Plant Equipment, Building & Other Structures Replacement and Office Furniture & Equipment comprise the remaining 10% of the FY 2022 asset acquisitions.

**FY 2022 Operating Capital by Type**



NBC's strategic goal of maximizing technology and maintaining capability is demonstrated through computer equipment purchases that are programmed in FY 2022. The majority, or 99%, is related to campus perimeter security, communication systems updates, hardware upgrades and software enhancements to existing business systems. In addition, the OCP includes new engineering software to optimize process pumping, aeration blower, HVAC, and other systems to conserve energy and enhance performance.

Computer Equipment	Total	% of Total
Door Access System	\$ 319,000	
Oracle ERP/Database	150,000	
PC Refresh Program	75,000	
Fiber Optic Communication Modules	70,000	
ADI Upgrade	50,000	
Edge Switch Upgrades	50,000	
Tunnel Licensed Radio Systems	50,000	
LIMS Enhancement	50,000	
Software Licensing Updates	40,000	
Computer Room Enhancements	25,000	
Conference Room Upgrades	25,000	
Hansen Upgrades	25,000	
Security Updates	10,000	
Enhancements/Upgrades	939,000	99%
Engineering Software	11,000	
New Software	11,000	1%
<b>Total</b>	<b>\$ 950,000</b>	<b>100%</b>



The following table illustrates NBC’s FY 2022 programmed replacement investments which ensure the protection of assets and continuous operation of the facilities. Most of the Replacement Reserve items, or 51%, are for building and plant equipment. This includes pumps, bar rack rebuilds, tanks and gear boxes, tunnel cameras and a server for the Ernest Street Pump Station as well as the HVAC control system for the COB and IM buildings. This is followed by computer hardware & software at 20%, vehicles at 13% and laboratory & sampling equipment at 11%. Other significant investments include items needed to operate other assets.

Replacement Assets	Total	% of Total
Building & Plant Equipment	\$ 1,585,500	51%
Pumps	327,000	
Bar Rack Rebuilds	215,000	
Tanks & Gearboxes	320,000	
Tunnel Cameras & Server	190,000	
Control System Upgrade	165,000	
Variable Frequency Drive Cells	100,000	
Grinders	92,000	
Computer Hardware & Software	614,000	20%
Vehicles	409,500	13%
Laboratory & Sampling Equipment	338,000	11%
Other	147,000	5%
<b>Total</b>	<b>\$ 3,094,000</b>	<b>100%</b>

Lastly, NBC plans on purchasing new assets in the laboratory equipment category. A new Liquid Chromatograph-MS System at a cost of \$564 thousand, or 80% of this category, is required to meet anticipated future PFAS regulatory requirements. NBC also intends to purchase new assets in the building & plant equipment category to support operations and ensure core business goals are met. Lastly, installation of new camera equipment at the Bucklin Point WWTF will monitor the bar rack, grit and sludge belt thickening areas totaling \$143,000 and represents 20% of the programmed new assets.

New Assets	Total	% of Total
Laboratory Equipment	\$ 564,000	80%
Building & Plant Equipment	143,000	20%
<b>Total</b>	<b>\$ 707,000</b>	<b>100%</b>

### Operating Capital Program Funding

Operating Capital is funded from the Restricted Account – Operating Capital in the Project Fund. In accordance with the Trust Indenture, subsequent to fiscal year end, a calculation is made to determine the amount that can be transferred from the Stabilization Account in the Debt Service Fund to the Restricted Accounts in the Project Fund to support the Capital Budgets. This is also consistent with the Order from the Rhode Island Public Utilities Commission. An additional calculation is performed to further allocate the funds to the Operating Capital and Capital Improvement Program Restricted Accounts. For the Operating Capital Program, the fund transfer at the beginning of each fiscal year to the Restricted Account – Operating Capital takes into consideration any unspent balance from the prior year (see calculation below).



The following table shows that in FY 2022, NBC plans to fund the OCP with \$4.3 million from the Restricted Account – Operating Capital in the Project Fund. NBC has also programmed funding of \$5.0 million per year for FY 2023 through FY 2027 for the OCP from this same source.

### OCP - SOURCES

Sources of Funds (Thousands)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total FY 2023-2027
Restricted Account-Operating Capital	\$ 4,327	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
<b>Total</b>	<b>\$ 4,327</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 25,000</b>

The FY 2022 programmed asset purchases total approximately \$4.3 million. In FY 2023 through FY 2027, NBC has programmed the acquisition of the assets identified in the OCP as well as an additional placeholder amount. This ensures that total programmed uses are \$5.0 million per year in the five-year window.

### OCP - USES

Uses of Funds (Thousands)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total FY 2023-2027
Operating Capital Program	\$ 4,327	\$ 2,648	\$ 2,614	\$ 2,352	\$ 2,268	\$ 2,167	\$ 12,049
Operating Capital Placeholder	-	2,352	2,386	2,648	2,732	2,833	12,951
<b>Total</b>	<b>\$ 4,327</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 25,000</b>

## Operating Capital Summary by Fiscal Year

Asset Type	Asset Title	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Cost
<b>ADMINISTRATION</b>								
<b>Administration</b>								
Replacement	Environmental Education Room	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	100,000
New	Office Furniture & Reconfiguration	30,000	-	-	-	-	-	30,000
<i>Subtotal Administration</i>		<u>130,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>130,000</u>
<b>Information Technology</b>								
Replacement	Door Access System	319,000	-	-	-	-	-	319,000
New	Oracle ERP/Database	150,000	-	40,000	-	40,000	-	230,000
Replacement	PC Refresh Program	75,000	75,000	75,000	75,000	75,000	75,000	450,000
New	LIMS Enhancement	50,000	-	50,000	-	50,000	-	150,000
Replacement	Edge Switch Upgrades	50,000	-	50,000	-	50,000	-	150,000
Replacement	ADI Upgrade	50,000	-	-	-	-	-	50,000
New	Software Licensing Updates	40,000	40,000	40,000	40,000	40,000	40,000	240,000
New	Conference Room Upgrades	25,000	25,000	25,000	25,000	25,000	25,000	150,000
New	Computer Room Enhancements	25,000	25,000	25,000	25,000	25,000	25,000	150,000
New	Hansen Upgrades	25,000	-	25,000	-	25,000	-	75,000
New	Security Upgrades	10,000	50,000	10,000	10,000	50,000	10,000	140,000
New	Customer Service Enhancement	-	50,000	-	50,000	-	50,000	150,000
New	Triennial Security Assessment	-	35,000	-	-	35,000	-	70,000
Replacement	Large Form Scanner/Printer	-	-	-	35,000	-	-	35,000
<i>Subtotal Information Technology</i>		<u>819,000</u>	<u>300,000</u>	<u>340,000</u>	<u>260,000</u>	<u>415,000</u>	<u>225,000</u>	<u>2,359,000</u>
<b>CONSTRUCTION &amp; ENGINEERING</b>								
<b>Construction Services</b>								
Replacement	Vehicle 388	30,000	-	-	-	-	-	30,000
Replacement	Vehicle 357	-	32,000	-	-	-	-	32,000
Replacement	Vehicle 343	-	-	-	32,000	-	-	32,000
Replacement	Vehicle 337	-	-	-	-	32,000	-	32,000
<i>Subtotal Construction Services</i>		<u>30,000</u>	<u>32,000</u>	<u>-</u>	<u>32,000</u>	<u>32,000</u>	<u>-</u>	<u>126,000</u>
<b>Engineering</b>								
Replacement	Control System Upgrade	165,000	-	-	-	-	-	165,000
Replacement	Engineering Software	11,000	-	-	-	-	-	11,000
Replacement	GPS Rover	-	25,000	-	-	-	-	25,000
Replacement	Survey Equipment	-	20,000	-	-	-	-	20,000
Replacement	Vehicle 326	-	-	-	-	-	32,000	32,000
<i>Subtotal Engineering</i>		<u>176,000</u>	<u>45,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>32,000</u>	<u>253,000</u>
<b>FINANCE</b>								
<b>Finance</b>								
New	Office Furniture & Reconfiguration	100,000	-	-	-	-	-	100,000
Replacement	Copy Machine	-	40,000	-	-	-	-	40,000
<i>Subtotal Finance</i>		<u>100,000</u>	<u>40,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>140,000</u>
<b>Accounting</b>								
New	Office Furniture & Reconfiguration	10,000	-	-	-	-	-	10,000
<i>Subtotal Accounting</i>		<u>10,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>10,000</u>
<b>Customer Service</b>								
Replacement	Vehicle 372	35,000	-	-	-	-	-	35,000
New	Office Furniture & Reconfiguration	50,000	-	-	-	10,000	10,000	70,000
Replacement	Vehicle 339	-	35,000	-	-	-	-	35,000
Replacement	Vehicle 335	-	-	35,000	-	-	-	35,000
Replacement	Vehicle 316	-	-	-	35,000	-	-	35,000
<i>Subtotal Customer Service</i>		<u>85,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>10,000</u>	<u>10,000</u>	<u>210,000</u>
<b>OPERATIONS &amp; MAINTENANCE</b>								
<b>Interceptor Maintenance</b>								
Replacement	Vehicle 355	45,000	-	-	-	-	-	45,000
Replacement	Vehicle 348	45,000	-	-	-	-	-	45,000
Replacement	Vehicle 367	35,000	-	-	-	-	-	35,000
Replacement	Garage Door Operators	17,500	-	-	-	-	-	17,500
Replacement	Equipment 851A	15,000	-	-	-	-	-	15,000
Replacement	Digger Bucket	7,500	-	-	-	-	-	7,500
Replacement	Vehicle 376	-	140,000	-	-	-	-	140,000
Replacement	Building Roof	-	55,000	-	-	-	-	55,000
Replacement	Vehicle 472	-	-	150,000	-	-	-	150,000
Replacement	Vehicle 341	-	-	40,000	-	-	-	40,000
Replacement	Vehicle 363	-	-	-	225,000	-	-	225,000
Replacement	Vehicle 334	-	-	-	35,000	-	-	35,000

## Operating Capital Summary by Fiscal Year

Asset Type	Asset Title	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Cost
Replacement	Copy Machine	-	-	-	12,000	-	-	12,000
Replacement	Vehicle 373	-	-	-	-	30,000	-	30,000
Replacement	Vehicle 459	-	-	-	-	16,000	-	16,000
Replacement	Fence Gate Controller	-	-	-	-	12,000	-	12,000
Replacement	Equipment 829A	-	-	-	-	10,000	-	10,000
Replacement	Equipment 656A	-	-	-	-	8,000	-	8,000
Replacement	Vehicle 346	-	-	-	-	7,000	-	7,000
Replacement	Vehicle 329	-	-	-	-	-	500,000	500,000
<i>Subtotal Interceptor Maintenance</i>		<u>165,000</u>	<u>195,000</u>	<u>190,000</u>	<u>272,000</u>	<u>83,000</u>	<u>500,000</u>	<u>1,405,000</u>
<b>Operations &amp; Maintenance Services</b>								
Replacement	Fiber Optic Communication Modules	70,000	-	-	-	-	-	70,000
Replacement	Tunnel Licensed Radio Systems	50,000	-	-	-	-	-	50,000
Replacement	Vehicle 336	-	-	-	-	32,000	-	32,000
<i>Subtotal Operations &amp; Maintenance Services</i>		<u>120,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>32,000</u>	<u>-</u>	<u>152,000</u>
<b>Field's Point</b>								
Replacement	Tunnel Cameras	190,000	-	-	-	-	-	190,000
Replacement	Bar Racks	145,000	150,000	152,000	152,000	152,000	155,000	906,000
Replacement	VFD Cells	100,000	100,000	-	-	-	-	200,000
Betterment	Grit Tank	95,000	95,000	100,000	100,000	110,000	110,000	610,000
Replacement	Large Screw Gear Box	60,000	-	-	-	-	-	60,000
Replacement	Vehicle 406	45,000	-	-	-	-	-	45,000
Replacement	Vehicle 495	45,000	-	-	-	-	-	45,000
Replacement	Small Screw Gear Box	35,000	-	-	-	-	-	35,000
Replacement	Sodium Bisulfite Pump	27,000	-	-	-	-	-	27,000
Replacement	Air Handling Unit Tool Crib	25,000	-	-	-	-	-	25,000
Replacement	GT Flow Meter Assembly	24,000	-	-	-	-	30,000	54,000
Replacement	Grit Pump w/ motor	22,000	-	35,000	-	-	-	57,000
Replacement	Equipment 0069	22,000	-	-	-	-	-	22,000
Replacement	Ammonia Probe Assembly	20,000	-	-	-	-	-	20,000
Replacement	Nitrate Prove Assembly	18,000	-	-	-	-	-	18,000
Replacement	Sludge Grinder	17,000	30,000	-	-	18,000	-	65,000
Replacement	Dezurik Valves	15,000	15,000	-	-	-	-	30,000
Replacement	Sewage Pump Cartridge	-	165,000	-	-	-	-	165,000
Replacement	Vehicle 379	-	55,000	-	-	-	-	55,000
Rehabilitation	Tunnel -1 Crane Recoating	-	50,000	-	-	-	-	50,000
Replacement	300 HP Pump Motor	-	45,000	-	-	-	-	45,000
Replacement	Vehicle 375	-	45,000	-	-	-	-	45,000
Replacement	Vehicle 486	-	45,000	-	-	-	-	45,000
Replacement	Return Sludge Pump	-	40,000	-	-	-	-	40,000
Replacement	Equipment 0024	-	25,000	-	-	-	-	25,000
Replacement	Sludge Pump	-	24,000	-	-	-	-	24,000
Replacement	Sludge Pump w/Motor	-	20,000	20,000	-	-	-	40,000
Replacement	Tunnel Bridge Crane Drive Unit, Hoist, Trolley	-	18,000	-	-	-	-	18,000
Replacement	Dewatering Pump	-	12,000	-	-	-	-	12,000
Replacement	Copy Machine	-	8,500	-	-	-	-	8,500
Replacement	Copy Machine	-	8,500	-	-	-	-	8,500
Replacement	Tank Level Indicator	-	7,000	-	-	-	-	7,000
Replacement	Hydroflow Screen	-	-	200,000	-	-	-	200,000
Replacement	Vehicle 353	-	-	155,000	-	-	-	155,000
Replacement	Vehicle 389	-	-	45,000	-	-	-	45,000
Replacement	Hydraulic Power System	-	-	30,000	-	-	-	30,000
Replacement	Wasting Pump	-	-	30,000	-	-	-	30,000
Replacement	Pepcon Unit	-	-	30,000	-	-	-	30,000
Replacement	Vehicle 434	-	-	30,000	-	-	-	30,000
Replacement	Exhaust Fans	-	-	25,000	-	-	-	25,000
Replacement	Equipment 0040	-	-	22,000	-	-	-	22,000
Replacement	Dewatering Pump Motor	-	-	19,000	-	-	-	19,000
Replacement	Sludge Grinder Cartridges	-	-	15,000	15,000	-	-	30,000
Replacement	Equipment 109A	-	-	15,000	-	-	-	15,000
Replacement	Variable Frequency Drive	-	-	10,000	-	-	-	10,000
Replacement	Flow Meter	-	-	6,000	-	-	-	6,000
Replacement	Fire Alarm Panel	-	-	5,000	-	-	-	5,000
Replacement	Dehumidifiers	-	-	-	200,000	-	-	200,000
Replacement	Sewage Pump Motor	-	-	-	100,000	-	-	100,000
Replacement	Vehicle 360	-	-	-	45,000	-	-	45,000
Replacement	Vehicle 366	-	-	-	45,000	-	-	45,000
Replacement	Sewage Pump & Motor	-	-	-	40,000	-	-	40,000
Replacement	Vehicle 464	-	-	-	40,000	-	-	40,000
Replacement	Equipment 0050	-	-	-	35,000	-	-	35,000

## Operating Capital Summary by Fiscal Year

Asset Type	Asset Title	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Cost
Replacement	Equipment 0070	-	-	-	22,000	-	-	22,000
Replacement	Fybroc Sump Pump	-	-	-	20,000	-	-	20,000
Replacement	Gearbox, Stem & Piston	-	-	-	14,000	-	-	14,000
Replacement	Copy Machine	-	-	-	12,000	-	-	12,000
Replacement	Dilution Flow Meter	-	-	-	10,000	-	-	10,000
Replacement	Variable Frequency Drive	-	-	-	10,000	-	-	10,000
Replacement	Equipment 0025	-	-	-	10,000	-	-	10,000
Replacement	Flow Meter	-	-	-	9,000	-	-	9,000
Replacement	Flow Meter	-	-	-	8,000	-	-	8,000
Replacement	Low Explosive Limit Gas Meter	-	-	-	6,000	-	-	6,000
Replacement	Sewage Pump	-	-	-	-	250,000	250,000	500,000
Replacement	Lower Bearing & Shaft	-	-	-	-	80,000	-	80,000
Replacement	Sluice Gates Gearboxes	-	-	-	-	40,000	-	40,000
Replacement	Vehicle 352	-	-	-	-	40,000	-	40,000
Replacement	Scum Dewatering Pump	-	-	-	-	36,000	-	36,000
Replacement	Plant Water Pump & Motor	-	-	-	-	35,000	-	35,000
Replacement	Sluice Gate Actuators	-	-	-	-	30,000	-	30,000
Replacement	Vehicle 345	-	-	-	-	28,000	-	28,000
Replacement	Screw Pump Motor	-	-	-	-	25,000	-	25,000
Replacement	Metering Pumps	-	-	-	-	25,000	-	25,000
Replacement	Water Champ	-	-	-	-	25,000	-	25,000
Replacement	Actuator for Butterfly Valve	-	-	-	-	20,000	-	20,000
Replacement	LEL Gas Meter	-	-	-	-	10,000	-	10,000
Replacement	Bisulfite Analyzer	-	-	-	-	9,000	-	9,000
Replacement	Butterfly Valve	-	-	-	-	-	40,000	40,000
Replacement	Flow Meter	-	-	-	-	-	40,000	40,000
Replacement	Froth Spray Pump & Motor	-	-	-	-	-	20,000	20,000
<i>Subtotal Field's Point</i>		905,000	958,000	944,000	893,000	933,000	645,000	5,278,000
<b>Bucklin Point</b>								
New	Cameras	143,000	-	-	-	-	-	143,000
Replacement	Bar Rack	70,000	90,000	90,000	90,000	95,000	95,000	530,000
Replacement	Actuators	68,000	-	-	-	-	-	68,000
Replacement	Vehicle 444	45,000	-	-	-	-	-	45,000
Replacement	Vehicle 479	45,000	-	-	-	-	-	45,000
Replacement	Air Filter Box	40,000	-	40,000	-	45,000	-	125,000
Replacement	Muffin Monster Grinder	40,000	-	-	-	-	-	40,000
Replacement	Vortex Collector Motor & Gearbox	35,000	-	35,000	-	-	-	70,000
Replacement	Scum Pump 1 Grinder & Mixer	35,000	-	-	35,000	-	-	70,000
Replacement	Flushing Water Pump w/AES Seal	30,000	30,000	30,000	30,000	-	-	120,000
Replacement	Dry Weather Dewatering Pump	30,000	-	-	-	-	-	30,000
Replacement	Sludge Recirculation Pump	30,000	-	-	-	-	-	30,000
Replacement	Hypo Pump	25,000	-	-	-	30,000	-	55,000
Replacement	Thickener Waste Pump	25,000	-	-	-	-	-	25,000
Replacement	OF 106 Grit Pump	25,000	-	-	-	-	-	25,000
Replacement	Grit Pump	22,000	22,000	25,000	25,000	25,000	30,000	149,000
Replacement	Scum Well 3 Scum Pump	20,000	25,000	-	30,000	-	30,000	105,000
Replacement	Wet Weather Dewatering Pump	20,000	-	-	25,000	-	-	45,000
Replacement	Shaftless Screw	20,000	-	-	-	-	-	20,000
Replacement	Chopper Pump	20,000	-	-	-	-	-	20,000
Replacement	Mower	20,000	-	-	-	-	-	20,000
Replacement	Aeration Tank Diffusers	17,000	-	-	-	-	-	17,000
Replacement	Polymer Feed Pump	16,000	-	-	-	-	-	16,000
Replacement	Centrate Pump	15,000	-	-	-	-	-	15,000
Replacement	Seal Water Tank	10,000	-	-	-	-	-	10,000
Replacement	30 Yard Container	10,000	-	-	-	-	-	10,000
Replacement	Copier	9,000	-	-	-	-	-	9,000
Replacement	Sludge Pump w/Grinder	-	60,000	60,000	-	-	70,000	190,000
Replacement	Sewage Grinder Cutting Assembly	-	50,000	-	-	-	50,000	100,000
Replacement	Sewage Grinder	-	40,000	40,000	-	45,000	-	125,000
Replacement	Recirculation Pumps	-	40,000	-	-	-	-	40,000
Replacement	Dewatering Pump	-	25,000	-	-	-	-	25,000
Replacement	Dry Weather Dewatering Pump	-	20,000	-	-	-	-	20,000
Replacement	UVT Probe	-	20,000	-	-	-	-	20,000
Replacement	Bisulfite Tanks	-	14,000	-	-	-	-	14,000
Replacement	Equipment 304A	-	12,000	-	-	-	-	12,000
Replacement	Disinfection Control System	-	10,000	-	-	-	-	10,000
Replacement	Equipment 0065	-	9,000	-	-	-	-	9,000
Replacement	Vehicle 455	-	8,000	-	-	-	-	8,000
Replacement	Equipment 106A	-	8,000	-	-	-	-	8,000

## Operating Capital Summary by Fiscal Year

Asset Type	Asset Title	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Cost
Replacement	Variable Frequency Device for Sludge Transfer Pump	-	6,000	-	-	-	-	6,000
Replacement	Screw Pump	-	-	70,000	-	-	-	70,000
Replacement	Vehicle 351	-	-	28,000	-	-	-	28,000
Replacement	Equipment 0065A	-	-	25,000	-	-	-	25,000
Replacement	Equipment 0067A	-	-	25,000	-	-	-	25,000
Replacement	Converyor Leveling Screws	-	-	20,000	-	-	-	20,000
Replacement	Low Explosive Limit Gas System	-	-	15,000	-	-	-	15,000
Replacement	Vehicle 344	-	-	8,000	-	-	-	8,000
Replacement	Equipment 802A	-	-	7,000	-	-	-	7,000
Replacement	East Providence Flume Meter	-	-	6,000	-	-	-	6,000
Replacement	Blackstone Valley Flume Meter	-	-	6,000	-	-	-	6,000
Replacement	UPS Battery Backup	-	-	6,000	-	-	-	6,000
Replacement	Vehicle 30	-	-	-	45,000	-	-	45,000
Replacement	Vehicle 331	-	-	-	45,000	-	-	45,000
Replacement	Flow Meter	-	-	-	26,000	-	-	26,000
Replacement	Turbo Blower 3 & 4	-	-	-	24,000	-	-	24,000
Replacement	Sump Pumps	-	-	-	20,000	-	-	20,000
Replacement	Actuators & Gearbox	-	-	-	15,000	-	-	15,000
Replacement	Control Panel & Power Monitoring System	-	-	-	14,000	-	-	14,000
Replacement	Voltage Regulator	-	-	-	12,000	-	-	12,000
Replacement	Equipment 910A	-	-	-	10,000	-	-	10,000
Replacement	Equipment 0102A	-	-	-	7,000	-	-	7,000
Replacement	Vehicle 368	-	-	-	-	85,000	-	85,000
Replacement	Vehicle 344	-	-	-	-	35,000	-	35,000
Replacement	Actuator Valves	-	-	-	-	15,000	-	15,000
Replacement	Total Suspended Solids Meter	-	-	-	-	10,000	-	10,000
Replacement	Meter & Transmitter	-	-	-	-	10,000	-	10,000
Replacement	Equipment 118A	-	-	-	-	10,000	-	10,000
Replacement	Gas Detection System	-	-	-	-	8,000	-	8,000
Replacement	Equipment 0102A	-	-	-	-	8,000	-	8,000
Replacement	Influent Flow Meter	-	-	-	-	6,000	-	6,000
<i>Subtotal Bucklin Point</i>		885,000	489,000	536,000	453,000	427,000	275,000	3,065,000
<b>ENVIRONMENTAL SCIENCE &amp; COMPLIANCE</b>								
<b>Pretreatment</b>								
Replacement	Vehicle 386	-	45,000	-	-	-	-	45,000
Replacement	Vehicle 371	-	-	-	45,000	-	-	45,000
Replacement	Vehicle 342	-	-	-	-	-	45,000	45,000
<i>Subtotal Pretreatment</i>		-	45,000	-	45,000	-	45,000	135,000
<b>Laboratory</b>								
New	Liquid Chromatograph-MS System	564,000	-	-	-	-	-	564,000
Replacement	ICP-Mass Spectrometer Analyzer	206,000	-	-	-	-	-	206,000
Replacement	Water Purification System	-	120,000	-	-	-	-	120,000
Replacement	ICP-OES Industrial Metals Analyzer	-	97,000	-	-	-	-	97,000
Replacement	Cyanide Analyzer	-	85,000	-	-	-	-	85,000
Replacement	Salt Water Nutrient Analyzer	-	85,000	-	-	-	-	85,000
Replacement	ICP-OES Trace Metals Analyzer	-	-	97,000	-	-	-	97,000
Replacement	Gas Chromatography Analyzer	-	-	85,000	-	-	-	85,000
Replacement	Fresh Water Nutrient Analyzer	-	-	85,000	-	-	-	85,000
Replacement	Total Organic Carbon Analyzer (TOC)	-	-	37,000	-	-	-	37,000
Replacement	Auto-Titration System	-	-	-	117,000	-	-	117,000
Replacement	Robotic Biochemical Oxygen Demand Analyzer (BOD)	-	-	-	97,000	-	-	97,000
Replacement	Analytical Balances	-	-	-	23,000	-	-	23,000
Replacement	Lab Dish Washers	-	-	-	-	70,000	-	70,000
Replacement	Mercury Analyzer	-	-	-	-	58,000	-	58,000
Replacement	Autoclave Sterilizer	-	-	-	-	49,000	-	49,000
Replacement	Microbiology Microscope	-	-	-	-	30,000	-	30,000
Replacement	Biological Media Dispenser	-	-	-	-	27,000	-	27,000
Replacement	ICP-Mass Spectrometer Analyzer	-	-	-	-	-	206,000	206,000
Replacement	ICP-OES Industrial Metals Analyzer	-	-	-	-	-	97,000	97,000
<i>Subtotal Laboratory</i>		770,000	387,000	304,000	237,000	234,000	303,000	2,235,000

## Operating Capital Summary by Fiscal Year

Asset Type	Asset Title	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total Cost
<b>Environmental Monitoring</b>								
Replacement	Fixed Site Sondes	55,000	55,000	55,000	55,000	60,000	60,000	340,000
Replacement	Vehicle 365	38,000	-	-	-	-	-	38,000
Replacement	Fixed Site Probes, Meters	32,000	32,000	32,000	34,000	34,000	34,000	198,000
Replacement	Refrigerated Autosampler	7,000	-	-	-	-	-	7,000
Replacement	Vehicle 358	-	35,000	-	-	-	-	35,000
Replacement	Vehicle 349	-	-	36,000	-	-	-	36,000
Replacement	Vehicle 340	-	-	-	36,000	-	-	36,000
Replacement	Vehicle 324	-	-	-	-	-	38,000	38,000
Replacement	Sampling Vessel	-	-	142,000	-	-	-	142,000
Replacement	Refrigerated Autosampler	-	-	-	-	8,000	-	8,000
<i>Subtotal Environmental Monitoring</i>		<u>132,000</u>	<u>122,000</u>	<u>265,000</u>	<u>125,000</u>	<u>102,000</u>	<u>132,000</u>	<u>878,000</u>
<b>Total</b>		<b><u>\$ 4,327,000</u></b>	<b><u>\$ 2,648,000</u></b>	<b><u>\$ 2,614,000</u></b>	<b><u>\$ 2,352,000</u></b>	<b><u>\$ 2,268,000</u></b>	<b><u>\$ 2,167,000</u></b>	<b><u>\$ 16,376,000</u></b>

## FY 2022 Operating Capital


Budget							Approved
Account	Allocation	Rank	Asset Type	Asset Title	Asset Description		Budget
<b>ADMINISTRATION</b>							
<b>Administration</b>							
16615	OC22-021-001	C	Replacement	Environmental Education Room	Space needed for environmental education		\$ 100,000
16580	OC22-021-002	C	New	Office Furniture & Reconfiguration	Office furniture needs to meet changes in Administration		30,000
<i>Subtotal Administration</i>							130,000
<b>Information Technology</b>							
16555	OC22-033-001	B	Replacement	Door Access System	Replace existing Door Access and Camera Security System with new hardware and software		319,000
16550	OC22-033-002	B	New	Oracle ERP/Database	Enhancements to Oracle		150,000
16555	OC22-033-003	B	Replacement	PC Refresh Program	Replace obsolete personal computers		75,000
16550	OC22-033-004	B	New	LIMS Enhancement	Enhancements to Laboratory Information Management System		50,000
16555	OC22-033-005	B	Replacement	Edge Switch Upgrades	Upgrade Edge Switches with new technology		50,000
16555	OC22-033-006	B	Replacement	ADI Upgrade	Convert ADI to Cloud based solution and upgrade the time clocks		50,000
16550	OC22-033-007	B	New	Software Licensing Updates	Purchase new software for use at NBC		40,000
16550	OC22-033-008	C	New	Conference Room Upgrades	Updating technology in the conference rooms		25,000
16550	OC22-033-009	C	New	Computer Room Enhancements	New hardware for computer room		25,000
16550	OC22-033-010	C	New	Hansen Upgrades	Enhancements to the Hansen System		25,000
16550	OC22-033-011	C	New	Security Updates	Upgrades to security		10,000
<i>Subtotal Information Technology</i>							819,000
<b>Subtotal Administration</b>							<b>949,000</b>
<b>CONSTRUCTION &amp; ENGINEERING</b>							
<b>Construction Services</b>							
16515	OC22-022-001	B	Replacement	Vehicle 388	Transport NBC personnel to construction sites		30,000
<i>Subtotal Construction Services</i>							30,000
<b>Engineering</b>							
16525	OC22-025-001	B	Replacement	Control System Upgrade	Controls heat and ventilation parameters to optimize performance of HVAC system		165,000
16550	OC22-025-002	B	New	Engineering Software	Analyze process (pumping/aeration blower sys/etc.) to allow energy use & performance optimization		11,000
<i>Subtotal Engineering</i>							176,000
<b>Subtotal Construction &amp; Engineering</b>							<b>206,000</b>
<b>FINANCE</b>							
<b>Finance</b>							
16580	OC22-031-001	C	New	Office Furniture & Reconfiguration	Office furniture needs to meet changes in Finance		100,000
<i>Subtotal Finance</i>							100,000
<b>Accounting</b>							
16580	OC22-032-001	C	New	Office Furniture & Reconfiguration	Furniture needs not purchased during remodel		10,000
<i>Subtotal Accounting</i>							10,000
<b>Customer Service</b>							
16580	OC22-034-001	C	New	Office Furniture & Reconfiguration	Office furniture needs to meet changes in Customer Service		50,000
16515	OC22-034-002	B	Replacement	Vehicle 372	Transport NBC personnel for Customer Service site visits		35,000
<i>Subtotal Customer Service</i>							85,000
<b>Subtotal Finance</b>							<b>195,000</b>
<b>OPERATIONS AND MAINTENANCE</b>							
<b>Interceptor Maintenance</b>							
16515	OC22-043-001	B	Replacement	Vehicle 355	Transport NBC personnel and equipment to various sites for inspections and repairs		45,000
16515	OC22-043-002	B	Replacement	Vehicle 348	Transport NBC personnel and equipment to various sites for inspections and repairs		45,000
16515	OC22-043-003	B	Replacement	Vehicle 367	Transport NBC personnel and equipment to various sites for inspections and repairs		35,000
16525	OC22-043-004	B	Replacement	Garage Door Operator	Operates garage doors		17,500
16525	OC22-043-005	B	Replacement	Equipment 851A	Push Camera Unit performs video inspections in smaller diameter pipes for short distances		15,000
16515	OC22-043-006	A	Replacement	Digger Bucket	Cleans catch basins and sumps		7,500
<i>Subtotal Interceptor Maintenance</i>							165,000
<b>Operations &amp; Maintenance Services</b>							
16555	OC22-044-001	A	Replacement	Fiber Optic Communication Modules	Allows NBC to communicate over the existing data highway		70,000
16555	OC22-044-002	A	Replacement	Tunnel Licensed Radio Systems	Provides long distance communications over licensed radio bands		50,000
<i>Subtotal Operations &amp; Maintenance Services</i>							120,000
<b>Field's Point</b>							
16525	OC22-046-001	A	Replacement	Tunnel Cameras	Tunnel cameras and servers		190,000
16525	OC22-046-002	A	Replacement	Bar Rack	Removes large amounts of debris from influent to protect downstream equipment		145,000
16525	OC22-046-003	A	Replacement	Variable Frequency Drive Cells	Controls influent pump speed		100,000
16525	OC22-046-004	A	Betterment	Grit Tank	Allows the grit to settle so it can be removed from influent		95,000
16525	OC22-046-005	A	Replacement	Large Screw Gearbox	Gearbox assists the motor in turning the screw that will carry influent to the IFAS Tanks		60,000
16515	OC22-046-006	C	Replacement	Vehicle 406	Transport NBC personnel and equipment		45,000
16515	OC22-046-007	C	Replacement	Vehicle 495	Transport NBC personnel and equipment		45,000
16525	OC22-046-008	A	Replacement	Small Screw Gearbox	Gearbox assists the motor in turning the screw that will carry influent to the IFAS Tanks		35,000
16525	OC22-046-009	A	Replacement	Sodium Bisulfite Pump	Sodium Bisulfite dechlorinates plant effluent		27,000
16525	OC22-046-010	C	Replacement	Air Handling Unit	To help control humidity in the tool crib area of the O&M Support building		25,000
16525	OC22-046-011	A	Replacement	Gravity Thickener Flow Meter Assembly	Measures flow in/out of gravity thickener tanks		24,000
16525	OC22-046-012	B	Replacement	Grit Pump w/Motor	Removes grit from influent to protect downstream equipment		22,000
16515	OC22-046-013	C	Replacement	Equipment 0069	EZ Go Cart to transport NBC personnel within the plant		22,000
16575	OC22-046-014	A	Replacement	Ammonia Probe Assembly	Reports the amount of ammonia in effluent		20,000
16575	OC22-046-015	A	Replacement	Nitrate Probe Assembly	Reports the amount of nitrates in effluent		18,000
16525	OC22-046-016	B	Replacement	Sludge Grinder	Macerate large chunks of sludge or other items found in biosolids		17,000
16525	OC22-046-017	A	Replacement	Isolation Valves	Isolates pumps		15,000
<i>Subtotal Field's Point</i>							905,000



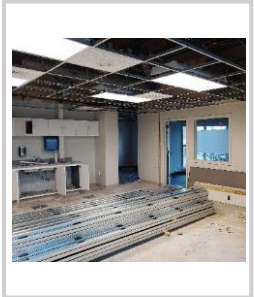
## FY 2022 Operating Capital

Budget							Approved
Account	Allocation	Rank	Asset Type	Asset Title	Asset Description		Budget
<b>Bucklin Point</b>							
16520	OC22-047-001	A	New	Cameras	Monitors Screening & Grit and GBT Buildings to ensure proper processing of influent		143,000
16525	OC22-047-002	A	Replacement	Bar Rack	Removes large amounts of debris from influent to protect downstream equipment		70,000
16525	OC22-047-003	A	Replacement	Aeration Tank Actuators	Control the amount of air flowing into aeration tanks		68,000
16515	OC22-047-004	C	Replacement	Vehicle 444	Transport NBC personnel and equipment		45,000
16515	OC22-047-005	C	Replacement	Vehicle 479	Transport NBC personnel and equipment		45,000
16525	OC22-047-006	C	Replacement	Muffin Monster Grinder	Shreds items in influent so equipment won't be damaged		40,000
16525	OC22-047-007	A	Replacement	Air Filter Box	Ensures air is blown into aeration tanks		40,000
16525	OC22-047-008	A	Replacement	Collector Tank Motor & Gearbox	Collects grit in tanks		35,000
16525	OC22-047-009	B	Replacement	Scum Pump Grinder & Mixer	Removes scum and grinds large objects		35,000
16525	OC22-047-010	C	Replacement	Dry Weather Dewatering Pump	Dewaters primary tanks		30,000
16525	OC22-047-011	C	Replacement	Flushing Water Pump	Supplies plant water to site buildings for reuse		30,000
16525	OC22-047-012	B	Replacement	Sludge Recirculation Pump	Moves sludge to digesters		30,000
16525	OC22-047-013	A	Replacement	Hypo Pump	Supplies sodium hypochlorite to effluent		25,000
16525	OC22-047-014	C	Replacement	Thickener Waste Pump	Moves thickened sludge to solids handling building for processing		25,000
16525	OC22-047-015	B	Replacement	Grit Pump	Removes grit from influent		25,000
16525	OC22-047-016	B	Replacement	Grit Pump	Removes grit from influent		22,000
16525	OC22-047-017	B	Replacement	Shaftless Screw	Moves grit from collector tank at the preliminary process		20,000
16525	OC22-047-018	C	Replacement	Wet Weather Dewatering Pump	Dewaters wet weather tanks		20,000
16525	OC22-047-019	B	Replacement	Scum Well & Scum Pump	Pumps scum from influent to wells		20,000
16525	OC22-047-020	C	Replacement	Chopper Pump	Grinds large objects to protect equipment in the pump station		20,000
16525	OC22-047-021	B	Replacement	Gravelly Mower	Maintenance of grass areas		20,000
16525	OC22-047-022	A	Replacement	Aeration Tank Diffusers	Diffuses air into aeration tanks to provide oxygen for bacteria to clean wastewater		17,000
16525	OC22-047-023	A	Replacement	Polymer Pump	Supplies polymer to sludge to help coagulate the sludge for processing		16,000
16525	OC22-047-024	C	Replacement	Centrate Pump	Process flow from digester		15,000
16525	OC22-047-025	B	Replacement	Seal Water Tank	Backup tank for city water system for equipment maintenance		10,000
16515	OC22-047-026	B	Replacement	30 Yard Container	Waste container for scrap metal, wood, etc.		10,000
16586	OC22-047-027	C	Replacement	Copy Machine	Copy machine for BP operations		9,000
<i>Subtotal Bucklin Point</i>							<u>885,000</u>
<b><i>Subtotal Operations &amp; Maintenance</i></b>							<b><u>2,075,000</u></b>
<b>ENVIRONMENTAL SCIENCE &amp; COMPLIANCE</b>							
<b>Laboratory</b>							
16570	OC22-053-001	A	New	Liquid Chromatograph-MS System	Test for PFAS compounds in samples from Field's Point and Bucklin Point		564,000
16575	OC22-053-002	A	Replacement	ICP-Mass Spectrometer Analyzer	Test for low level metals in samples from Field's Point and Bucklin Point		206,000
<i>Subtotal Laboratory</i>							<u>770,000</u>
<b>Environmental Monitoring</b>							
16575	OC22-055-001	A	Replacement	Fixed Site Sondes	Fixed site and buoy stations in upper Bay		55,000
16515	OC22-055-002	A	Replacement	Vehicle 365	Transport NBC personnel for field sample collections		38,000
16575	OC22-055-003	A	Replacement	Fixed Site Probes & Meters	Nutrient sampling probes, meters and associated equipment		32,000
16575	OC22-055-004	A	Replacement	Refrigerated Autosampler	Properly stores plant sample collections		7,000
<i>Subtotal Environmental Monitoring</i>							<u>132,000</u>
<b><i>Subtotal Environmental Science &amp; Compliance</i></b>							<b><u>902,000</u></b>
<b>Total Operating Capital FY 2022</b>							<b><u>\$ 4,327,000</u></b>


<b>Asset Allocation No.</b>	<b>OC22-021-001</b>		
<b>Asset Title:</b>	<b>Environmental Education Room</b>	<b>Cost Center:</b>	Administration
<b>Asset Location:</b>	FP Pretreatment Building	<b>Amount:</b>	\$100,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other As needed
<b>Asset Description:</b>	Create a space for Environmental Education.		
<b>Budget Account:</b>	16615 Building & Other Structures Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	9 Years
<b>Original date in service:</b>	1986	<b>Original estimated useful life:</b>	9 Years




<b>Asset Allocation No.</b>	<b>OC22-021-002</b>		
<b>Asset Title:</b>	<b>Office Furniture &amp; Reconfiguration</b>	<b>Cost Center:</b>	Administration
<b>Asset Location:</b>	COB	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other As needed
<b>Asset Description:</b>	Office furniture and reconfiguration to accommodate changes in Administration.		
<b>Budget Account:</b>	16580 Office Furniture & Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A



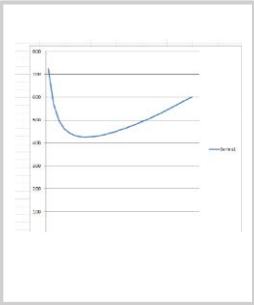
<b>Asset Allocation No.</b>	<b>OC22-022-001</b>		
<b>Asset Title:</b>	<b>Vehicle 388</b>	<b>Cost Center:</b>	Construction Services
<b>Asset Location:</b>	Field's Point	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Transport NBC personnel to construction sites. Current vehicle at useful end of life.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2009	<b>Original estimated useful life:</b>	9 Years



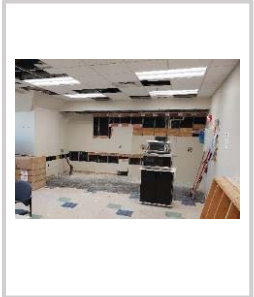
<b>Asset Allocation No.</b>	<b>OC22-025-001</b>		
<b>Asset Title:</b>	<b>Control System Upgrade</b>	<b>Cost Center:</b>	Engineering
<b>Asset Location:</b>	COB & IM	<b>Amount:</b>	\$165,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Controls heat and ventilation parameters to optimize performance of HVAC System. Current system is obsolete and cannot be integrated.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2000	<b>Original estimated useful life:</b>	3 Years



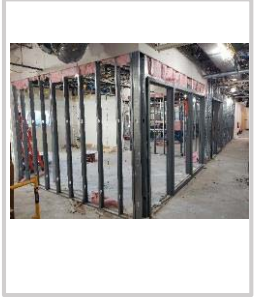
<b>Asset Allocation No.</b>	<b>OC22-025-002</b>		
<b>Asset Title:</b>	<b>Engineering Software</b>	<b>Cost Center:</b>	Engineering
<b>Asset Location:</b>	COB	<b>Amount:</b>	\$ 11,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other New technology
<b>Asset Description:</b>	Analyze/troubleshoot processes (pumping/aeration blower systems/HVAC system/ etc.) to allow energy use and performance optimization.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A



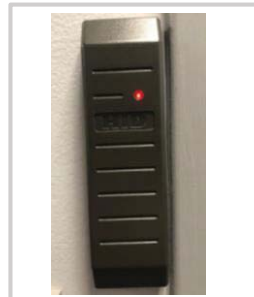
<b>Asset Allocation No.</b>	<b>OC22-031-001</b>		
<b>Asset Title:</b>	<b>Office Furniture &amp; Reconfiguration</b>	<b>Cost Center:</b>	Finance
<b>Asset Location:</b>	COB	<b>Amount:</b>	\$100,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other As needed
<b>Asset Description:</b>	Office furniture and reconfiguration to accommodate changes in Finance.		
<b>Budget Account:</b>	16580 Office Furniture & Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A




<b>Asset Allocation No.</b>	<b>OC22-032-001</b>		
<b>Asset Title:</b>	<b>Office Furniture &amp; Reconfiguration</b>	<b>Cost Center:</b>	Accounting
<b>Asset Location:</b>	COB	<b>Amount:</b>	\$ 10,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other As needed
<b>Asset Description:</b>	Office furniture needs to accommodate changes in Accounting .		
<b>Budget Account:</b>	16580 Office Furniture & Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A




<b>Asset Allocation No.</b>	<b>OC22-033-001</b>		
<b>Asset Title:</b>	<b>Door Access System</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	NBC-wide	<b>Amount:</b>	\$319,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Replace existing unsupported door access and camera security system with new updated hardware and software for each NBC building.		
<b>Budget Account:</b>	16555 Computer Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	17 Years
<b>Original date in service:</b>	2002	<b>Original estimated useful life:</b>	13 Years




<b>Asset Allocation No.</b>	<b>OC22-033-002</b>		
<b>Asset Title:</b>	<b>Oracle ERP/Database</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	NBC-wide	<b>Amount:</b>	\$150,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other      New Technology		
<b>Asset Description:</b>	New enhancements to Oracle to meet the changing needs of NBC, specifically DocuWare document management system.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	4 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A




<b>Asset Allocation No.</b>	<b>OC22-033-003</b>		
<b>Asset Title:</b>	<b>PC Refresh Program</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	NBC-wide	<b>Amount:</b>	\$ 75,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other      New Technology		
<b>Asset Description:</b>	Replace personal computers that are over the 5 years old.		
<b>Budget Account:</b>	16555 Computer Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2016	<b>Original estimated useful life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC22-033-004</b>		
<b>Asset Title:</b>	<b>LIMS Enhancements</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	COB/Laboratory	<b>Amount:</b>	\$ 50,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other      New Technology		
<b>Asset Description:</b>	New enhancements to the Laboratory Information Management System to meet the changing needs of NBC.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A




<b>Asset Allocation No.</b>	<b>OC22-033-005</b>		
<b>Asset Title:</b>	<b>Edge Switch Upgrades</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	NBC-wide	<b>Amount:</b>	\$ 50,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other      New Technology		
<b>Asset Description:</b>	Switches located at the meeting point of two networks will be upgraded with new technology to meet the needs of NBC.		
<b>Budget Account:</b>	16555 Computer Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2014	<b>Original estimated useful life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC22-033-006</b>		
<b>Asset Title:</b>	<b>ADI Upgrade</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	NBC-wide	<b>Amount:</b>	\$ 50,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other      New Technology		
<b>Asset Description:</b>	ADI is no longer supported in an on premise solution, move ADI to Cloud based solution and upgrade the time clocks.		
<b>Budget Account:</b>	16555 Computer Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	14 Years
<b>Original date in service:</b>	1999	<b>Original estimated useful life:</b>	14 Years




<b>Asset Allocation No.</b>	<b>OC22-033-007</b>		
<b>Asset Title:</b>	<b>Software Licensing Updates</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	NBC-wide	<b>Amount:</b>	\$ 40,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other      New Technology		
<b>Asset Description:</b>	New software for use at NBC.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A




<b>Asset Allocation No.</b>	<b>OC22-033-008</b>		
<b>Asset Title:</b>	<b>Conference Room Upgrades</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	COB	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other      New Technology		
<b>Asset Description:</b>	Conference room technology upgrades.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A




<b>Asset Allocation No.</b>	<b>OC22-033-009</b>		
<b>Asset Title:</b>	<b>Computer Room Enhancements</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	COB	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other      New Technology		
<b>Asset Description:</b>	New hardware for computer room to ensure systems run efficiently.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A



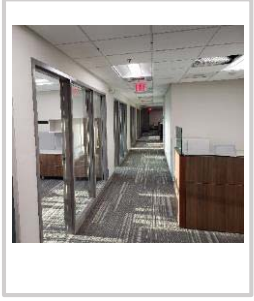
<b>Asset Allocation No.</b>	<b>OC22-033-010</b>		
<b>Asset Title:</b>	<b>Hansen Upgrades</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	NBC-wide	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other New Technology
<b>Asset Description:</b>	New enhancements to Hansen to meet the changing needs of NBC.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A



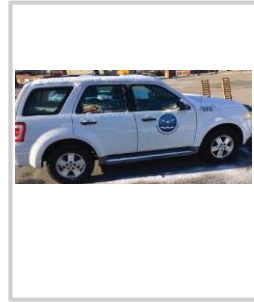
<b>Asset Allocation No.</b>	<b>OC22-033-011</b>		
<b>Asset Title:</b>	<b>Security Upgrades</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	NBC-wide	<b>Amount:</b>	\$ 10,000 <b>Priority Ranking:</b>
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other New Technology
<b>Asset Description:</b>	As new technologies are implemented new correlating antivirus protection is required.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A




<b>Asset Allocation No.</b>	<b>OC22-034-001</b>		
<b>Asset Title:</b>	<b>Office Furniture &amp; Reconfiguration</b>	<b>Cost Center:</b>	Customer Service
<b>Asset Location:</b>	COB	<b>Amount:</b>	\$ 50,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other As needed
<b>Asset Description:</b>	Office furniture needs to accommodate changes in Customer Service.		
<b>Budget Account:</b>	16580 Office Furniture & Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A



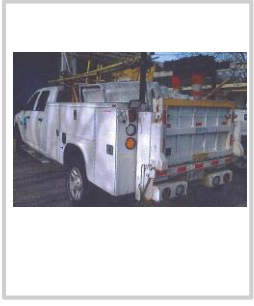
<b>Asset Allocation No.</b>	<b>OC22-034-002</b>		
<b>Asset Title:</b>	<b>Vehicle 372</b>	<b>Cost Center:</b>	
<b>Asset Location:</b>	COB	<b>Amount:</b>	<b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Vehicle used by Field Inspectors for customer site visits. Current vehicle at useful end of life.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2011	<b>Original estimated useful life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>OC22-043-001</b>		
<b>Asset Title:</b>	<b>Vehicle 355</b>	<b>Cost Center:</b>	Interceptor Maintenance
<b>Asset Location:</b>	Interceptor Maintenance Building	<b>Amount:</b>	\$ 45,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Ford F350 Utility Body/Lift-Gate Pickup. Used for daily inspections and field work. Current vehicle at useful end of life.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	8 Years
<b>Original date in service:</b>	2012	<b>Original estimated useful life:</b>	8 Years




<b>Asset Allocation No.</b>	<b>OC22-043-002</b>		
<b>Asset Title:</b>	<b>Vehicle 348</b>	<b>Cost Center:</b>	Interceptor Maintenance
<b>Asset Location:</b>	Interceptor Maintenance Building	<b>Amount:</b>	\$ 45,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Dodge Ram Pickup Truck. Used for daily inspections and field work. Current vehicle at useful end of life.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	8 Years
<b>Original date in service:</b>	2014	<b>Original estimated useful life:</b>	6 Years



<b>Asset Allocation No.</b>	<b>OC22-043-003</b>		
<b>Asset Title:</b>	<b>Vehicle 367</b>	<b>Cost Center:</b>	Interceptor Maintenance
<b>Asset Location:</b>	Interceptor Maintenance Building	<b>Amount:</b>	\$ 35,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Ford Escape. Used for inspections and daily work. Current vehicle at useful end of life.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2012	<b>Original estimated useful life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>OC22-043-004</b>		
<b>Asset Title:</b>	<b>Garage Door Operators</b>	<b>Cost Center:</b>	Interceptor Maintenance
<b>Asset Location:</b>	Interceptor Maintenance Garage	<b>Amount:</b>	\$ 17,500 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Heavy duty hoist jackshaft operator to lift and lower IM garage doors. Operators on garage doors 1, 3, 5, 6 and 7 are over 20 years old and need to be replaced.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	20 Years
<b>Original date in service:</b>	2000	<b>Original estimated useful life:</b>	20 Years






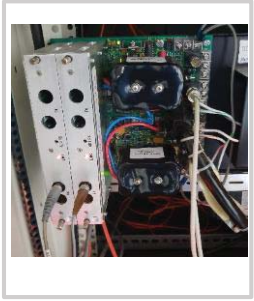
<b>Asset Allocation No.</b>	<b>OC22-043-005</b>		
<b>Asset Title:</b>	<b>Equipment 851A</b>	<b>Cost Center:</b>	Interceptor Maintenance
<b>Asset Location:</b>	Interceptor Maintenance Building	<b>Amount:</b>	\$ 15,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other As needed
<b>Asset Description:</b>	Sewer push camera unit performs video inspections in smaller diameter pipes for short distances. Current equipment is at useful end of life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	8 Years
<b>Original date in service:</b>	2000	<b>Original estimated useful life:</b>	8 Years




<b>Asset Allocation No.</b>	<b>OC22-043-006</b>		
<b>Asset Title:</b>	<b>Digger Bucket</b>	<b>Cost Center:</b>	Interceptor Maintenance
<b>Asset Location:</b>	Interceptor Maintenance Garage	<b>Amount:</b>	\$ 7,500 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Catch Basin Digger Bucket is used to clean permit required basins. Current unit at the end of useful life.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	8 Years
<b>Original date in service:</b>	2011	<b>Original estimated useful life:</b>	8 Years



<b>Asset Allocation No.</b>	<b>OC22-044-001</b>		
<b>Asset Title:</b>	<b>Fiber Optic Communication Modules</b>	<b>Cost Center:</b>	Operations & Maintenance Services
<b>Asset Location:</b>	Field's Point	<b>Amount:</b>	\$ 70,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Allows NBC to communicate over the existing data highway. Current fiber communications modules are outdated.		
<b>Budget Account:</b>	16555 Computer Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	18 Years
<b>Original date in service:</b>	1997	<b>Original estimated useful life:</b>	20 Years




<b>Asset Allocation No.</b>	<b>OC22-044-002</b>		
<b>Asset Title:</b>	<b>Tunnel Licensed Radio System</b>	<b>Cost Center:</b>	Operations & Maintenance Services
<b>Asset Location:</b>	Field's Point	<b>Amount:</b>	\$ 50,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Provides long distance communications over licensed radio bands. Current system is obsolete and not compatible with licensed radio system.		
<b>Budget Account:</b>	16555 Computer Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2008	<b>Original estimated useful life:</b>	10 Years







<b>Asset Allocation No.</b>	<b>OC22-046-001</b>		
<b>Asset Title:</b>	<b>Tunnel Cameras</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Ernest Street Pump Station	<b>Amount:</b>	\$190,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	The Ernest Street Pump Station is a remote building and the Influent Pumping Process requires monitoring by the process monitors. The current cameras and server are not working.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	8 Years
<b>Original date in service:</b>	2008	<b>Original estimated useful life:</b>	8 Years



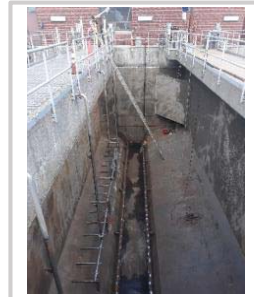
<b>Asset Allocation No.</b>	<b>OC22-046-002</b>		
<b>Asset Title:</b>	<b>Bar Rack</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Ernest Street Pump Station	<b>Amount:</b>	\$145,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Removes large items from influent to protect downstream equipment. Bar Rack #2 is in need of replacement.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2017	<b>Original estimated useful life:</b>	3 Years



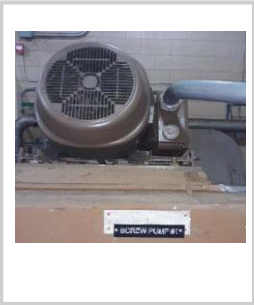
<b>Asset Allocation No.</b>	<b>OC22-046-003</b>		
<b>Asset Title:</b>	<b>Variable Frequency Drive Cells</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Ernest Street Pump Station	<b>Amount:</b>	\$100,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	The VFD cells control the influent pump speed at the pump station. Current cells in VFD #2 and #6 need to be replaced.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	8 Years
<b>Original date in service:</b>	2010	<b>Original estimated useful life:</b>	8 Years




<b>Asset Allocation No.</b>	<b>OC22-046-004</b>		
<b>Asset Title:</b>	<b>Grit Tank</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Grit Tank 1, Preliminary Process	<b>Amount:</b>	\$ 95,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Allows the grit to settle so it can be removed from influent. Grit Tank components (flights, chain, etc.) will be replaced.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	BETTERMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2015	<b>Original estimated useful life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC22-046-005</b>		
<b>Asset Title:</b>	<b>Large Screw Gear Box</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Blower Building/Biological Treatment	<b>Amount:</b>	\$ 60,000 <b>Priority Ranking:</b>
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Gear box assists the motor on the screw pump that lifts influent into the IFAS Tanks. Current gear box at end of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2010	<b>Original estimated useful life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>OC22-046-006</b>		
<b>Asset Title:</b>	<b>Vehicle 406</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Field's Point Maintenance Building	<b>Amount:</b>	\$ 45,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Pickup truck used to transport NBC personnel and equipment. Current vehicle at useful end of life.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2008	<b>Original estimated useful life:</b>	22 Years




<b>Asset Allocation No.</b>	<b>OC22-046-007</b>		
<b>Asset Title:</b>	<b>Vehicle 495</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Field's Point Maintenance Building	<b>Amount:</b>	\$ 45,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Instrumentation pickup truck used to transport NBC personnel and equipment. Current vehicle at useful end of life.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2008	<b>Original estimated useful life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>OC22-046-008</b>		
<b>Asset Title:</b>	<b>Small Screw Gear Box</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Blower Building Biological Treatment	<b>Amount:</b>	\$ 35,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Gear box assists the motor on the screw pump that lifts influent into the IFAS Tanks. Current gear box at end of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2010	<b>Original estimated useful life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>OC22-046-009</b>		
<b>Asset Title:</b>	<b>Sodium Bisulfite Pump</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Dechlorination Building	<b>Amount:</b>	\$ 27,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Sodium Bisulfite is used to dechlorinate the plant effluent. Current pump at useful end of life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	18 Years
<b>Original date in service:</b>	1999	<b>Original estimated useful life:</b>	25 Years




<b>Asset Allocation No.</b>	<b>OC22-046-010</b>		
<b>Asset Title:</b>	<b>Air Handling Unit</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Field's Point O&M Support Building	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Large through-wall air conditioners used to help control humidity in tool crib area of the O&M Support building. Current units are at end of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	12 Years
<b>Original date in service:</b>	2002	<b>Original estimated useful life:</b>	8 Years




<b>Asset Allocation No.</b>	<b>OC22-046-011</b>		
<b>Asset Title:</b>	<b>Gravity Thickener Flow Meter</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Gravity Thickener Pump Station	<b>Amount:</b>	\$ 24,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	The GT meters measure the amount of flow in and out of gravity thickener tanks. GT Pump Station 1-3 flow meter assembly is worn and approaching end of life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2015	<b>Original estimated useful life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC22-046-012</b>		
<b>Asset Title:</b>	<b>Grit Pump w/Motor</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Grit Building, Preliminary Process	<b>Amount:</b>	\$ 22,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Grit Pump removes grit from influent. Approaching end of life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2012	<b>Original estimated useful life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC22-046-013</b>		
<b>Asset Title:</b>	<b>Equipment 0069</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Administration Building	<b>Amount:</b>	\$ 22,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	EZ GO UTV transports NBC personnel within the plant. Current EZ GO UTV is worn and not running well.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2015	<b>Original estimated useful life:</b>	8 Years



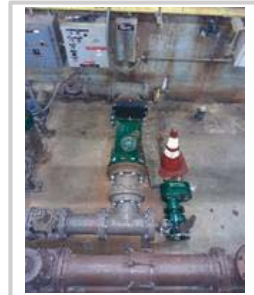
<b>Asset Allocation No.</b>	<b>OC22-046-014</b>		
<b>Asset Title:</b>	<b>Ammonia Probe Assembly</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Chlorine Contact Tank/Disinfection Process	<b>Amount:</b>	\$ 20,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Reports the amount of ammonia in the plant's effluent. Current assembly is worn and needs replacement.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	8 Years
<b>Original date in service:</b>	2014	<b>Original estimated useful life:</b>	8 Years




<b>Asset Allocation No.</b>	<b>OC22-046-015</b>		
<b>Asset Title:</b>	<b>Nitrate Probe Assembly</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Chlorine Contact Tank/Disinfection Process	<b>Amount:</b>	\$ 18,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Records the nitrate in the plant's effluent. Current assembly is worn and approaching end of life.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	8 Years
<b>Original date in service:</b>	2012	<b>Original estimated useful life:</b>	8 Years




<b>Asset Allocation No.</b>	<b>OC22-046-016</b>		
<b>Asset Title:</b>	<b>Sludge Grinder</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Gravity Thickener Pump Station	<b>Amount:</b>	\$ 17,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Macerates large chunks of sludge or other items found in biosolids. Current grinder is worn and approaching end of life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2012	<b>Original estimated useful life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>OC22-046-017</b>		
<b>Asset Title:</b>	<b>Isolation Valves</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Return Sludge Pump Station/2nd. Process	<b>Amount:</b>	\$ 15,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Valve isolates pump when they are in need of repair or cleaning. Current valves are approaching end of life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	14 Years
<b>Original date in service:</b>	1997	<b>Original estimated useful life:</b>	14 Years




<b>Asset Allocation No.</b>	<b>OC22-047-001</b>		
<b>Asset Title:</b>	<b>Cameras</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Screen & Grit Building	<b>Amount:</b>	\$143,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other Monitor Influent Process
<b>Asset Description:</b>	Cameras will be placed in bar rack areas, grinder area in Screening & Grit Building and in the GBT Building. Cameras will be monitoring the bar racks, grinders, GBT tanks and pumps.		
<b>Budget Account:</b>	16520 Building and Plant Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	8 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A



<b>Asset Allocation No.</b>	<b>OC22-047-002</b>		
<b>Asset Title:</b>	<b>Bar Rack</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Screen & Grit Building	<b>Amount:</b>	\$ 70,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Bar Rack removes large items from influent to protect downstream equipment. Bar Rack #2 is approaching end of life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2016	<b>Original estimated useful life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC22-047-003</b>		
<b>Asset Title:</b>	<b>Aeration Train Actuators</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Aeration Tank/Biological Process	<b>Amount:</b>	\$ 68,000 <b>Priority Ranking:</b>
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Actuators control the amount of air flowing into aeration tanks. Air is needed to supply oxygen to the bugs in the tanks so they can feed on the sludge in the tanks. Current actuators approaching end of life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2009	<b>Original estimated useful life:</b>	10 Years

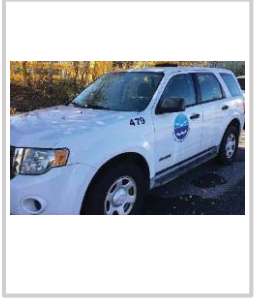





<b>Asset Allocation No.</b>	<b>OC22-047-004</b>		
<b>Asset Title:</b>	<b>Vehicle 444</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Bucklin Point Operations	<b>Amount:</b>	\$ 45,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Chevrolet Pickup used to move equipment and transport NBC personnel. Current vehicle at useful end of life.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2005	<b>Original estimated useful life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>OC22-047-005</b>		
<b>Asset Title:</b>	<b>Vehicle 479</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Bucklin Point Administration Building	<b>Amount:</b>	\$ 45,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Ford Escape used by plant management. Replacing with an electric vehicle.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2008	<b>Original estimated useful life:</b>	10 Years



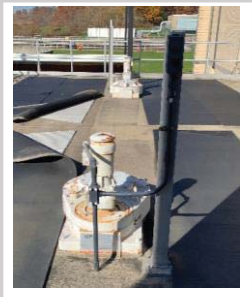
<b>Asset Allocation No.</b>	<b>OC22-047-006</b>		
<b>Asset Title:</b>	<b>Muffin Monster Grinder</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Dry Weather Primary Pump Station	<b>Amount:</b>	\$ 40,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Muffin Monster shreds items in influent. This is needed for redundancy in the pump station.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2005	<b>Original estimated useful life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>OC22-047-007</b>		
<b>Asset Title:</b>	<b>Air Filter Box</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Blower Building/Biological Process	<b>Amount:</b>	\$ 40,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Ensures air is blown into aeration tanks. Large filters at end of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2013	<b>Original estimated useful life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC22-047-008</b>		
<b>Asset Title:</b>	<b>Collector Tank Motor &amp; Gear Box</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Screen & Grit Building/Preliminary Process	<b>Amount:</b>	\$ 35,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Collect grit into tanks so grit can be removed by conveyor to dumpsters. Motor and gear box at end of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	14 Years
<b>Original date in service:</b>	2005	<b>Original estimated useful life:</b>	14 Years



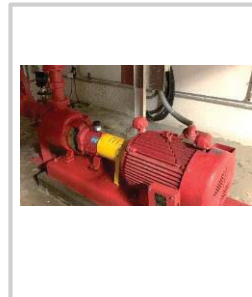
<b>Asset Allocation No.</b>	<b>OC22-047-009</b>		
<b>Asset Title:</b>	<b>Scum Pump Grinder &amp; Mixer</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Dry Weather Primary Pump Station	<b>Amount:</b>	\$ 35,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Scum Pump Grinder & Mixer removes scum and grinds large objects and grease balls before pumping out. At end of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	14 Years
<b>Original date in service:</b>	2007	<b>Original estimated useful life:</b>	14 Years



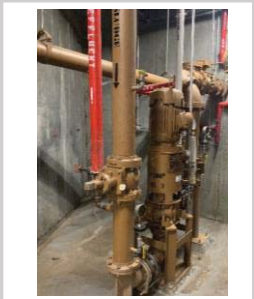
<b>Asset Allocation No.</b>	<b>OC22-047-010</b>		
<b>Asset Title:</b>	<b>Dry Weather Dewatering Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Dry Weather Primary Pump Station	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Dewaters primary tanks. At end of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	14 Years
<b>Original date in service:</b>	2005	<b>Original estimated useful life:</b>	14 Years




<b>Asset Allocation No.</b>	<b>OC22-047-011</b>		
<b>Asset Title:</b>	<b>Flushing Water Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Wet Weather Disinfection	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Supplies plant water to site buildings used for washing down equipment and areas where city water is not required. At end of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	14 Years
<b>Original date in service:</b>	2003	<b>Original estimated useful life:</b>	14 Years




<b>Asset Allocation No.</b>	<b>OC22-047-012</b>		
<b>Asset Title:</b>	<b>Sludge Recirculation Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Digester Control Building	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Sludge Recirculation Pump moves sludge to digesters. Needed for redundancy.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	12 Years
<b>Original date in service:</b>	2015	<b>Original estimated useful life:</b>	12 Years




<b>Asset Allocation No.</b>	<b>OC22-047-013</b>		
<b>Asset Title:</b>	<b>Hypo Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Wet Weather Disinfection	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Supplies sodium hypochlorite to effluent. Hypo Pump #4 at end of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	14 Years
<b>Original date in service:</b>	2003	<b>Original estimated useful life:</b>	14 Years



<b>Asset Allocation No.</b>	<b>OC22-047-014</b>		
<b>Asset Title:</b>	<b>Thickener Waste Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Gravity Belt Thickener Building	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Pumps move thickened sludge to solids handling building, where sludge is processed and disposed. Pump 3 is at end of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	8 Years
<b>Original date in service:</b>	2012	<b>Original estimated useful life:</b>	8 Years




<b>Asset Allocation No.</b>	<b>OC22-047-015</b>		
<b>Asset Title:</b>	<b>Grit Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	OF 106 Moshassuck Valley Interceptor	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Removes grit from the influent. There is currently only one pump at this station, need another for redundancy.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2014	<b>Original estimated useful life:</b>	5 Years







<b>Asset Allocation No.</b>	<b>OC22-047-016</b>		
<b>Asset Title:</b>	<b>Grit Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Screen & Grit Building	<b>Amount:</b>	\$ 22,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Removes grit from the influent. Grit Pump 4 is approached end of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	14 Years
<b>Original date in service:</b>	2005	<b>Original estimated useful life:</b>	14 Years



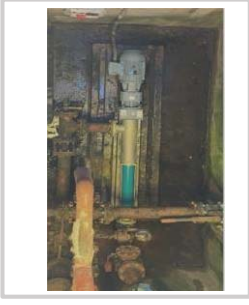
<b>Asset Allocation No.</b>	<b>OC22-047-017</b>		
<b>Asset Title:</b>	<b>Shaftless Screw</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Screen Grit Building	<b>Amount:</b>	\$ 20,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Moves grit from collector tank at the preliminary process. Needed for redundancy.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2015	<b>Original estimated useful life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>OC22-047-018</b>		
<b>Asset Title:</b>	<b>Wet Weather Dewatering Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Wet Weather Dewatering Pump Station	<b>Amount:</b>	\$ 20,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Dewaters wet weather tanks. Pump is approaching end of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	14 Years
<b>Original date in service:</b>	2003	<b>Original estimated useful life:</b>	14 Years




<b>Asset Allocation No.</b>	<b>OC22-047-019</b>		
<b>Asset Title:</b>	<b>Scum Well &amp; Scum Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Secondary Process	<b>Amount:</b>	\$ 20,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Pumps scum from influent to wells.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2013	<b>Original estimated useful life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>OC22-047-020</b>		
<b>Asset Title:</b>	<b>Chopper Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Washington Highway Pump Station	<b>Amount:</b>	\$ 20,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Grind large objects in the influent entering the pump station. Needed for redundancy.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2014	<b>Original estimated useful life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>OC22-047-021</b>		
<b>Asset Title:</b>	<b>Mower</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Grounds Maintenance	<b>Amount:</b>	\$ 20,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Maintenance of grass areas. Current mower is worn and needs to be replaced.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	8 Years
<b>Original date in service:</b>	2011	<b>Original estimated useful life:</b>	8 Years




<b>Asset Allocation No.</b>	<b>OC22-047-022</b>		
<b>Asset Title:</b>	<b>Aeration Tank Diffusers</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Aeration Tanks, Biological Process	<b>Amount:</b>	\$ 17,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Diffusers, located in the four aeration tanks, push air into tanks to provide oxygen to clean the wastewater. End of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2006	<b>Original estimated useful life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>22-047-023</b>		
<b>Asset Title:</b>	<b>Polymer Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Gravity Thickener Building	<b>Amount:</b>	\$ 16,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Supplies polymer to sludge to help thicken it so it can be processed.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	14 Years
<b>Original date in service:</b>	2007	<b>Original estimated useful life:</b>	14 Years



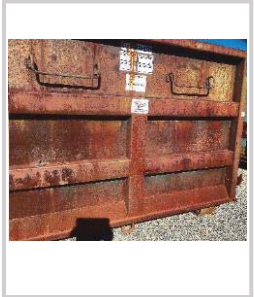
<b>Asset Allocation No.</b>	<b>OC22-047-024</b>		
<b>Asset Title:</b>	<b>Centrate Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Digester Control Building	<b>Amount:</b>	\$ 15,000 <b>Priority Ranking:</b>
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Processes overflow from digester. Pump needs to be replaced every 5 years due to buildup.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2015	<b>Original estimated useful life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC22-047-025</b>		
<b>Asset Title:</b>	<b>Seal Water Tank</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Screen & Grit Building	<b>Amount:</b>	\$ 10,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Seal Water Tank is a backup tank to the city water system for equipment maintenance. End of useful life.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	14 Years
<b>Original date in service:</b>	2005	<b>Original estimated useful life:</b>	14 Years




<b>Asset Allocation No.</b>	<b>OC22-047-026</b>		
<b>Asset Title:</b>	<b>30 Yard Container</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Screen & Grit Building	<b>Amount:</b>	\$ 10,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Waste container for scrap metal, wood, etc. Current container has holes and leaks.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2003	<b>Original estimated useful life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>OC22-047-027</b>		
<b>Asset Title:</b>	<b>Copy Machine</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Scada Building	<b>Amount:</b>	\$ 9,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Copy machine used to copy forms, work orders, etc. Current copy machine is at end of useful life.		
<b>Budget Account:</b>	16586 Office Furniture & Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2015	<b>Original estimated useful life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC22-053-001</b>		
<b>Asset Title:</b>	Liquid Chromatograph-MS System (PFAS)	<b>Cost Center:</b>	Laboratory
<b>Asset Location:</b>	Water Quality Science Building	<b>Amount:</b>	##### # <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other		
<b>Asset Description:</b>	Test wastewater and biosolids samples from Field's Point and Bucklin Point to monitor concentrations of PFAS entering and exiting each facility. EPA has identified PFAS as environmental contaminants.		
<b>Budget Account:</b>	16570 Lab & Sampling Equipment		
<b>Type:</b>	NEW	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	N/A	<b>Original estimated useful life:</b>	N/A




<b>Asset Allocation No.</b>	<b>OC22-053-002</b>		
<b>Asset Title:</b>	ICP-Mass Spectrophotometer Analyzer	<b>Cost Center:</b>	Laboratory
<b>Asset Location:</b>	Water Quality Science Building	<b>Amount:</b>	##### # <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other		
<b>Asset Description:</b>	The ICP-MS Spectrophotometer Analyzer is used to test for ultra low level metals for Field's Point and Bucklin Point to ensure NBC meets RIPDES permit requirements.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2015	<b>Original estimated useful life:</b>	5 Years



<b>Asset Allocation No.</b>	<b>OC22-055-001</b>		
<b>Asset Title:</b>	Fixed Site Sondes & Associated Equip.	<b>Cost Center:</b>	Environmental Monitoring
<b>Asset Location:</b>	Upper Narragansett Bay	<b>Amount:</b>	\$ 55,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other		
<b>Asset Description:</b>	Antiquated sondes and associated equipment in need of replacement. Necessary to conduct real-time water quality monitoring of NBC's receiving waters as required by our RIPDES permits. Equipment used at Phillipsdale fixed site and Bullock's Reach buoy.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2011	<b>Original estimated useful life:</b>	10 Years



<b>Asset Allocation No.</b>	<b>OC22-055-002</b>		
<b>Asset Title:</b>	Vehicle 365	<b>Cost Center:</b>	Environmental Monitoring
<b>Asset Location:</b>	Field's Point WWTF	<b>Amount:</b>	\$ 38,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other		
<b>Asset Description:</b>	Used to collect field samples within NBC's service district. Current vehicle is at end of useful life.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2012	<b>Original estimated useful life:</b>	10 Years



<b>Asset Allocation No.</b>	<b>OC22-055-003</b>		
<b>Asset Title:</b>	<b>Fixed Site Probes &amp; Meters</b>	<b>Cost Center:</b>	Environmental Monitoring
<b>Asset Location:</b>	Upper Narragansett Bay	<b>Amount:</b>	\$ 32,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other		
<b>Asset Description:</b>	Fixed site probes, meters, solutions & associated equipment. Necessary to conduct real-time water quality monitoring of NBC's receiving waters required by our RIPDES permits. Equipment used at Phillipsdale fixed site and Bullock's Reach buoy.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	5 Years
<b>Original date in service:</b>	2016	<b>Original estimated useful life:</b>	5 Years



<b>Asset Allocation No.</b>	<b>OC22-055-004</b>		
<b>Asset Title:</b>	<b>Refrigerated Autosampler</b>	<b>Cost Center:</b>	Environmental Monitoring
<b>Asset Location:</b>	Field's Point & Bucklin Point WWTFs	<b>Amount:</b>	\$ 7,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other		
<b>Asset Description:</b>	Used to collect RIPDES mandated plant samples. Current autosampler is worn out and reached end of useful life.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Useful life:</b>	10 Years
<b>Original date in service:</b>	2010	<b>Original estimated useful life:</b>	10 Years



# Capital Improvement Program

The Narragansett Bay Commission’s (NBC) Capital Improvement Program (CIP) is a planning document which identifies programmed capital investments necessary to comply with current and future regulatory requirements, take advantage of technological advancements, ensure the integrity of NBC’s infrastructure, and achieve operational efficiencies. The projects, schedules and costs that are included in the CIP have been developed through a planning process that involves NBC’s Engineering and Construction staff and incorporates needs identified through NBC’s asset management program. These capital improvements include construction of new facilities and rehabilitation and replacement of existing infrastructure, as well as energy efficiency and sustainability projects. The CIP shows programmed expenditures for the current Fiscal Year (FY) 2022 as well as the following five-year period of FY 2023-2027, which is referred to in this document as the “window”. Structuring the CIP this way enables NBC’s program to be easily incorporated into the State of Rhode Island’s capital budget.



*Photo: Field's Point Wastewater Treatment Facility*

## Capital Improvement Program Overview

This year’s CIP identifies a total of 52 projects that are either in progress, to be initiated, or to be completed during FY 2022-2027. The estimated costs for this year’s CIP window are \$718.0 million, with additional expenditures of \$176.3 million in FY 2022 for a total of \$894.3 million. The majority or 80% of the expenditures are related to the third and final phase of the Combined Sewer Overflow (CSO) Abatement Facilities. Other projects account for the remaining 20% of the CIP and reflect the continued investment in NBC’s wastewater treatment and collection system infrastructure.

### FY 2022-2027 CIP Costs

(In thousands)

Category	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2023-2027	Total
<b>Administrative</b>	\$ 5,539	\$ 6,610	\$ 5,227	\$ 3,045	\$ 1,013	\$ 474	\$ 16,369	\$ 21,908
<b>Land</b>	947	25	-	-	-	-	25	972
<b>A/E Professional</b>	15,077	7,382	9,113	3,420	165	5	20,085	35,162
<b>Construction</b>	151,941	267,465	178,533	89,931	43,894	13,730	593,553	745,494
<b>Contingency</b>	884	11,923	9,409	38,986	5,400	10,150	75,868	76,752
<b>Other</b>	1,890	4,077	3,212	2,464	1,596	785	12,134	14,024
<b>Total</b>	<b>\$ 176,278</b>	<b>\$ 297,482</b>	<b>\$ 205,494</b>	<b>\$ 137,846</b>	<b>\$ 52,068</b>	<b>\$ 25,144</b>	<b>\$ 718,034</b>	<b>\$ 894,312</b>

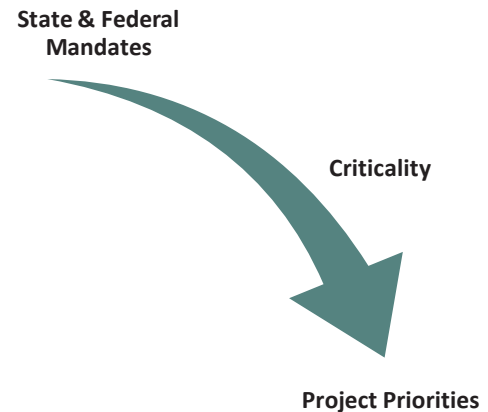
The CIP document reflects all phases of a construction project, including planning and design, as a single project. In addition, for planning purposes, projects that are substantially complete with only retainage and/or “punch-list” items remaining are considered complete and are not carried in the CIP summary or detailed project listing. These projects are, however, discussed in the completed projects section of the CIP. The CIP projects are also identified by classifications which rank them in terms of priority. The CIP includes additional information regarding changes in the CIP from the prior year, new projects, and the projected operating budget impact of each project.



## Capital Improvement Program Development

NBC’s comprehensive capital improvement planning process takes into consideration the project’s relationship to the strategic plan, program priorities, the permitting process, project readiness, scheduling and other factors. The CIP drives NBC’s long-term financing requirements, and therefore the particulars of each project are an essential component of NBC’s financial plan.

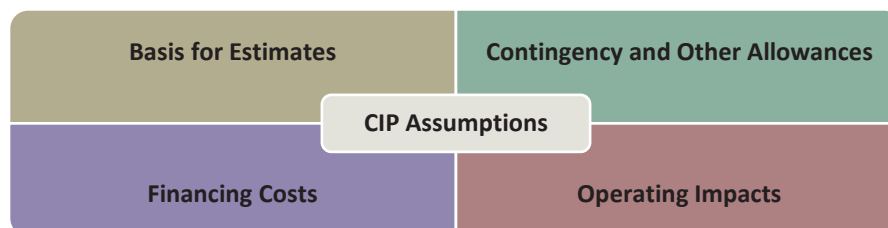
NBC’s Project Managers begin the annual CIP process with the development of detailed justifications for each capital project including project scope, basis for the cost estimate and key factors impacting costs and schedules. The Project Managers also explain modifications from the prior year’s CIP and provide the overall project schedule. The CIP Review Committee reviews the proposed capital projects including the assignment of priorities and schedules. Projects approved for inclusion in the CIP are subsequently analyzed to assess major program changes, overall capital funding needs, the strength of the project’s connection to the objectives in NBC’s Strategic Plan, as well as financing and operating cost impacts.



## Capital Improvement Program Assumptions

The costs and schedules included in this year’s CIP reflect NBC’s best estimates and are based on several assumptions as follows:

- Costs and cash flows are based on planning or design estimates and/or bids once available.
- Preliminary construction project cost estimates include a contingency based upon an engineering assessment of the complexity of the project and industry experience. Project contingencies may be subsequently modified based upon the bids and information obtained during construction. Cost estimates for new design and construction projects include an allowance for NBC staff salary and fringe associated with project management, based on historical experience.
- Financing costs and debt service associated with the CIP are not included in the CIP expenditures or the project cash flows. Financing costs are capitalized and amortized over the length of the debt payment schedule and debt service is included as an expense in the annual operating budget.
- The CIP does not include the acquisition or replacement of certain assets included in the five-year Operating Capital Program as part of the Capital Budget.
- Impacts of CIP projects on the Operating Budget are estimated based on prior experience and engineering estimates.



## Capital Projects Aligned to Strategic Plan Core Business Goal

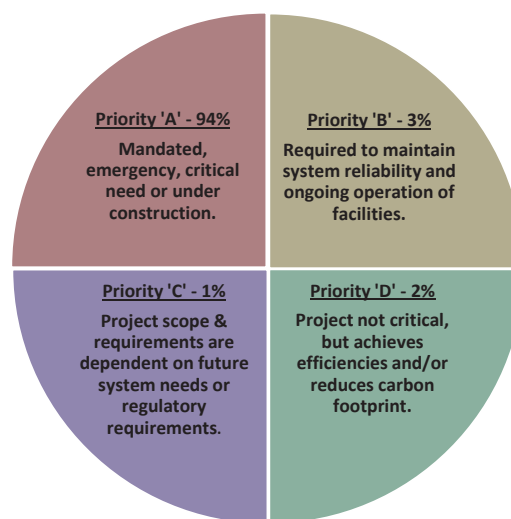
Due to the magnitude of the CIP and NBC’s funding constraints, NBC evaluated proposed capital improvements based on strategic value. As part of the CIP development process, NBC identifies one or more Key Codes of the Core Business Strategic Plan Goal that a project will address. The highest percentage or 71%, are aligned with Key Code CB2, to manage the planning, design, and construction of capital improvements. Approximately 48% of the projects are aligned with Key Code CB1, to ensure compliance with State and Federal regulations, permits, consent agreements, certifications as well as NBC rules and regulations, guidelines, and reporting requirements. In addition, 25% of the projects in the CIP are aligned with Key Code CB3, to ensure operation and maintenance of NBC wastewater treatment and collection system. The remaining projects are aligned with Key Code CB5 at 19%, to ensure climate resiliency of NBC’s existing and future facilities; and Key Code CB4 at 8%, to ensure continuous operation and the protection of assets through NBC’s asset management program.

Percentage	Key Code	Code Description
48%	CB1	Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements.
71%	CB2	Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
25%	CB3	Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
8%	CB4	Maintain NBC’s asset management program to ensure continuous operation and the protection of assets.
19%	CB5	Ensure climate resiliency of NBC’s existing and future facilities.

## Capital Project by Priority

As part of the CIP program development, a priority ranking is assigned based on an assessment of the project’s criticality. Projects with a priority ranking of “A” represent a critical need and are either mandated, an emergency or currently under construction. Approximately 94% of the project costs identified in the window are prioritized with an “A” ranking with a total estimated cost of \$677.9 million.

In addition, 3% or \$23.0 million are identified with a “B” priority ranking, which includes projects that are required to maintain systems reliability and ongoing operations of facilities. Projects with a priority ranking of “C” are dependent on future system needs or regulatory requirements and represent 1% or \$0.4 million. The remaining 2% or \$16.7 million are ranked as priority “D” and include projects that are not critical but achieve efficiencies and/or reduce NBC’s carbon footprint.



Percentage calculated on project cost.

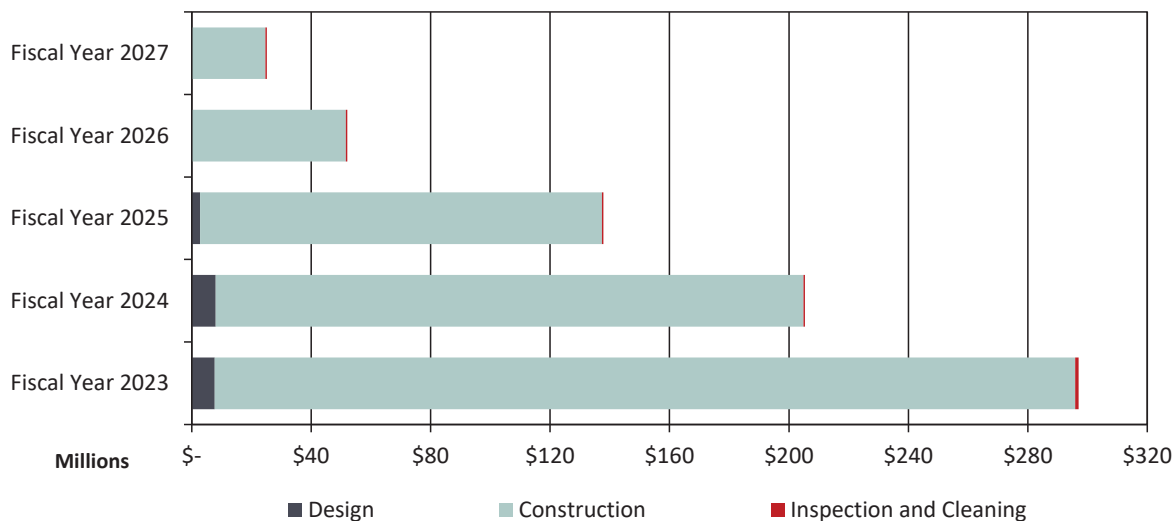
## Capital Expenditures by Phase

NBC’s construction projects are generally comprised of three phases including planning, design, and construction. Planning consists of tasks such as feasibility studies and determination of the technology to be implemented. The design phase includes the development of plans and specifications and the acquisition of



easements and permits. During the construction phase, facility improvements and infrastructure are constructed. The CIP also includes some programmed capital projects which are not broken down into phases, such as the inspection, cleaning, and repair of NBC’s interceptors, or other one-time special studies. As is evident in the chart below, the majority, or 97% of the programmed expenditures during the five-year CIP window, relate to the construction phase at \$696.0 million.

### Capital Expenditures by Phase

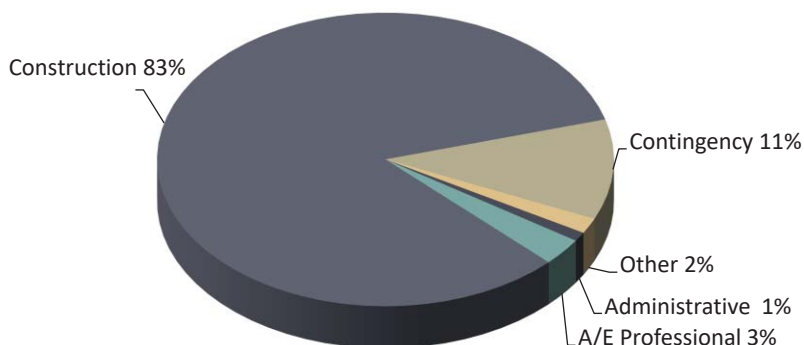


### Capital Expenditures by Cost Category

For planning purposes, the project costs are shown by categories including the Administrative category, which includes NBC’s project management costs as well as police, legal and advertising expense. The Architectural/Engineering (A/E) Professional cost category includes costs for professional planning or design services. The Construction cost category reflects contractor and outside construction management costs. Lastly, the Contingency cost category includes an allowance for construction cost increases based upon industry experience related to construction cost factors.

As shown in the chart below, Construction costs represent \$593.6 million or approximately 83% of the total costs within the FY 2023-2027 window. Contingency represents \$75.9 million or 11% and A/E Professional services represent approximately \$20.1 million or 3% of the costs during this same period.

### CIP Costs by Type of Activity

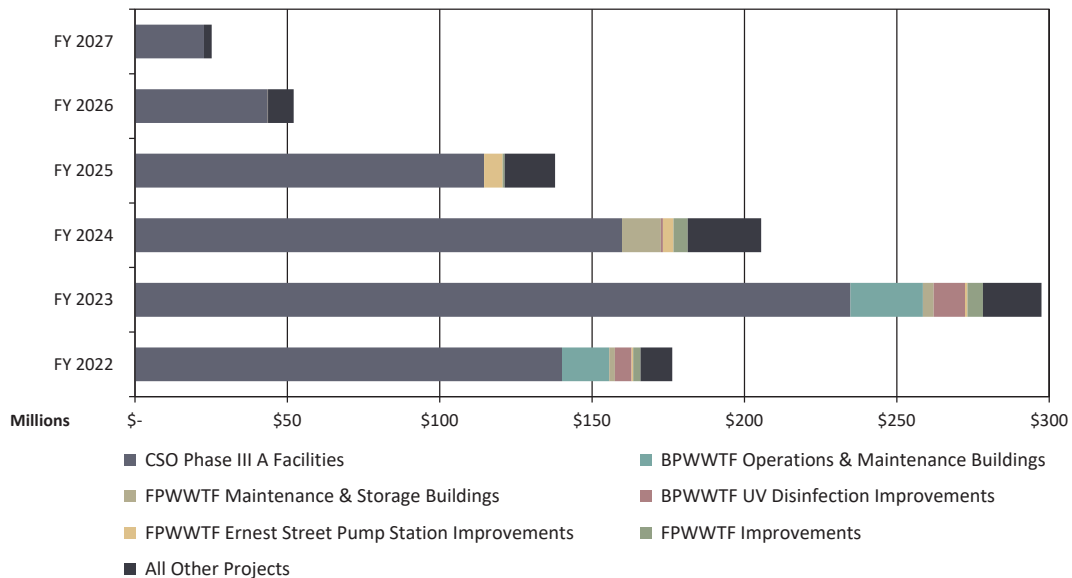


## Significant Capital Improvement Projects

The most significant project included in this year’s CIP is the CSO Phase III A Facilities which comprise \$575.3 million or 80.1% of the CIP’s programmed costs. Expenditures on this project significantly increase in FY 2023 as the project progresses with construction. There are five other projects with an estimated total cost more than \$10.0 million in the CIP window. The largest is the BPWWTF Operations and Maintenance Buildings at \$23.8 million or 3.3%, followed by the FPWWTF Maintenance and Storage Buildings at \$16.3 million or 2.3%. The costs carried in the CIP for the BPWWTF UV Disinfection Improvements, FPWWTF Improvements and the Ernest Street Pump Station range from \$10.4 to \$10.9 million or 1.5% of the total CIP each. The following table and graph show the programmed expenditures for the major projects included in the CIP window.

Largest Capital Projects (In Thousands)			
Project	Total Costs FY 2023 - 2027	% of Total	
CSO Phase III A Facilities	\$ 575,318	80.1%	
BPWWTF Operations & Maintenance Buildings	23,767	3.3%	
FPWWTF Maintenance & Storage Buildings	16,317	2.3%	
BPWWTF UV Disinfection Improvements	10,889	1.5%	
FPWWTF Ernest Street Pump Station Improvements	10,556	1.5%	
FPWWTF Improvements	10,409	1.5%	
All Other Projects	70,778	9.9%	
<b>Total</b>	<b>\$ 718,034</b>	<b>100%</b>	

FY 2022-2027 Expenditures by Major Project



## Capital Expenditures by Functional Area

For planning purposes, NBC also groups capital projects into functional areas, according to the scope and tasks involved with the capital project. This year's CIP includes two new functional areas, Bucklin Point Resiliency Improvements and Field's Point Resiliency Improvements. These categories include projects that have been identified as part of NBC's focus on ensuring that the facilities can meet future needs. The functional areas are described as follows:

Functional Area	Project Examples
Wastewater Treatment Facilities (WWTF)	WWTF Improvements, Sludge Digestion Facilities, Long-Range Biosolids Disposal
Bucklin Point Resiliency Improvements	UV Disinfection, Operations and Maintenance Buildings, WWTF Improvements and Standby Power
Field's Point Resiliency Improvements	Ernest Street Pumping Station, Maintenance and Storage Buildings, WWTF Improvements, Solar Carport and Standby Power
Infrastructure Management (IM)	Special Studies, Energy Sustainability, Flow Monitoring, RIPDES Compliance Improvements
CSO Phase III Facilities	CSO Phase III A, B, C and D
Sewer System Improvements	Easement Restoration, Sewer System, Pump Station, Septage Receiving Facility Improvements
Interceptor Inspection & Cleaning (IIC)	Remote Television Inspections, Grit/Debris Removal and Disposal
Interceptor Repair & Construction (IRC)	Expansion, Improvements, and Lining of Interceptors and Manhole Rehabilitation

The following table shows how the CIP costs have shifted by functional area on a year-to-year basis.

### Expenditures by Functional Area (In Thousands)

Functional Area	2022-2026 CIP	2023-2027 CIP	Change	% Change
Wastewater Treatment Facility	\$ 61,547	\$ 16,997	\$ (44,550)	(72%)
Bucklin Point Resiliency	-	37,649	37,649	100%
Field's Point Resiliency	-	47,472	47,472	100%
Infrastructure Management	1,799	2,669	870	48%
CSO Phase III A Facilities	513,418	575,318	61,900	12%
Sewer System Improvements	15,944	22,522	6,578	41%
Interceptor Inspection and Cleaning	2,500	3,142	642	26%
Interceptor Restoration and Construction	10,765	12,265	1,500	14%
<b>Total</b>	<b>\$ 605,973</b>	<b>\$ 718,034</b>	<b>\$ 112,061</b>	<b>18%</b>

On a year-to-year basis, the most significant percentage changes are the 100% increases in the BP Resiliency and FP Resiliency functional areas because they are new in this year's CIP. The next largest variation is a 72% decrease in Wastewater Treatment Facility Improvements. This is primarily the result of the reorganization of certain projects to the new resiliency functional areas and, also reflects two new projects, the Long-Range Biosolids Management Study and the BPWWTF Sludge Digestion Facility Improvements. The next largest change is a 48% increase in the Infrastructure Management category, reflecting increased cost estimates for RIPDES Flow Monitoring System Implementation and System-wide Facilities Planning.

In terms of total dollars, the CSO Phase III A Facilities are programmed at \$61.9 million or 12% more than last year’s CIP due to higher cost estimates and the higher bids for the largest element of the program, the design-build of the Pawtucket Tunnel. The Interceptor Inspection and Cleaning functional area shows a 26% increase over the prior year due to the new Baseline Siphon Inspection project. Lastly, the Interceptor Restoration and Construction category shows an increase of 14% from the prior year due to the addition of \$1.5 million for the placeholder in FY 2023. Overall, programmed expenditures are \$112.1 million or 18% higher than the prior year CIP.

## Wastewater Treatment Facility (WWTF) Improvements

This year’s CIP includes \$17.0 million in programmed funding for other WWTF projects unrelated to resiliency. NBC has programmed \$500 thousand annually or a total of \$2.5 million over the five-year CIP window as a placeholder for improvements at the treatment facilities Project (20000) required to comply with regulatory requirements and ensure continuous operations. After a scope of work is developed, the resulting project will be assigned a unique number. This WWTF Improvements category also includes \$10.0 million for the Long-Range Biosolids Disposal Project (20700) which involves planning and design of a long-term solution in anticipation of the expiration of NBC’s current contract for these services in FY 2026. The BPWWTF Sludge Digestion Facility Improvements Project (81800) is new this year and involves the improvements to the sludge digester complex including planning and design of improvements to the primary and secondary digesters, piping systems, valves, equipment, and related infrastructure that are required to address operational needs and methane leakage concerns. This year’s CIP also includes the NBC Facilities Electrical Improvements Project (24000) at a cost of \$158 thousand to evaluate electrical equipment/facilities and identify/implement needed improvements.

The following table shows the WWTF functional area projects and estimated costs in the five-year CIP window.

WWTF Improvements (In Thousands)			FY 2023-2027	
Project Number	Major Project		CIP	
20700	Long-Range Biosolids Disposal		\$	10,000
81800	BPWWTF Sludge Digestion Facility Improvements			4,339
20000	WWTF Improvements			2,500
24000	NBC Facility Electrical Improvements			158
<b>Total</b>			<b>\$</b>	<b>16,997</b>

## Bucklin Point Resiliency Improvements (BP Resiliency)

BP Resiliency was identified as part of NBC’s resiliency planning process and consists of three separate projects. Subsequent to the submittal of a Letter of Interest to USEPA, NBC was invited to apply for WIFIA funding of the BP Resiliency program. NBC submitted the application in May 2020 and the loan was closed on October 26, 2020 at an interest rate of 1.60%. The following table shows the BP Resiliency estimated costs by project. The costs over the five-year CIP window are \$37.6 million with an additional \$22.8 million in FY 2022 for a total estimated project cost of \$60.4 million.

BP Resiliency (In Thousands)		
Project Number	Major Project	FY 2023-2027 CIP
81700	BPWWTF Operations & Maintenance Buildings	\$ 23,767
81000	BPWWTF UV Disinfection Improvements	10,889
81600	BPWWTF Improvements	2,993
<b>Total</b>		<b>\$ 37,649</b>

The Ultraviolet (UV) Disinfection Improvements Project (81000) includes the construction of a new UV disinfection building and replacement of the UV disinfection equipment with an energy efficient system. The estimated cost for this project increased over the prior year due to the complexity of relocating the new UV building. The building has a relatively deep foundation and will be located on a highly congested site with numerous underground utilities, including multiple large concrete encased electrical duct banks which supply primary utility power to the back of the BPWWTF. The proposed work area also has many underground process pipelines and is in close proximity to the main outfall pipe.

The BPWWTF Improvements Project (81600) involves the installation of a redundant power system, as well as the repair or replacement of boilers, hydronic piping systems, and isolation gates. The estimated cost for this project increased over the prior year due to the higher than estimated bid for the standby generator, and new switchgear and related switchgear equipment involves complex integration with the biogas generator.



*Photo: Bucklin Point WWTF*

Project (81700) consists of both a new Operations Building and a new Maintenance Building to replace buildings that are more than 70 years old. To ensure reliable operation of critical process streams, the Supervisory Control and Data Acquisition (SCADA) computer system will be relocated to a higher elevation environmentally controlled space. The new Operations and Maintenance Buildings will replace obsolete and space-constrained facilities and will include a repair workshop for heavy equipment, new electrical, welding and instrumentation rooms along with offices and a briefing room for the maintenance staff. The estimated cost for this project increased over the prior year due to preliminary design work that determined a need for a 110% increase in size of the buildings to 50,443 square feet. This project is being completed through a design/build process.

## Field's Point Resiliency Improvements (FP Resiliency)

At Field's Point, NBC has identified the five projects shown in the following table that address resiliency concerns. The estimated costs for these projects over the FY 2023-2027 are \$47.5 million. FP Resiliency improvements also includes \$1.0 million for construction of a solar carport in FY 2022.

FP Resiliency (In Thousands)		
Project Number	Major Project	FY 2023-2027 CIP
20500	FPWWTF Maintenance & Storage Buildings	\$ 16,317
20400	FPWWTF Ernest Street Pump Station Improvements	10,556
20300	FPWWTF Improvements	10,409
40101	FPWWTF Electrical Improvements & Standby Power	6,925
30315	Woonasquatucket CSO OF 046 Improvements	3,265
<b>Total</b>		<b>\$ 47,472</b>

Apart from the Ernest Street Pump Station Improvements Project (20400) which was carved out of FPWWTF Improvements Project (20300), all the FP Resiliency projects identified were included in other functional areas in last year's CIP.

The FPWWTF Maintenance and Storage Buildings Project (20500) at an estimated cost of \$16.3 million are needed to replace two structures that are beyond their useful life. The FPWWTF Improvements Project (20300) focuses on several improvements and upgrades to the Field's Point WWTF. The most significant items are the disinfection and dechlorination systems, a new transformer, replacement of the water automatic strainer system and the odor control unit at the Gravity Thickener Building, and construction of three new Variable Frequency Drives (VFDs) for the return activated sludge pumps. The Field's Point critical electrical and control systems and standby power solution will be evaluated and implemented as part of the FPWWTF Electrical Improvements & Standby Power Project (40101) at a cost of \$6.9 million. Also included as part of FP Resiliency is Woonasquatucket CSO OF 046 Project (30315) at \$3.3 million, which may be required to eliminate surcharging from the Woonasquatucket CSO Interceptor during extreme wet weather events.



**FPWWTF Ernest Street Pump Station**

As mentioned above, a new project this year is the FPWWTF Ernest Street Pump Station Improvements Project (20400) at an estimated cost of \$10.6 million. This project includes improvements to NBC's largest and most critical pump station located adjacent to Field's Point that has a capacity of 200 MGD. Improvements include replacement of large diameter valves, gates, actuators, flow meters, pumps, VFDs, instrumentation and control units, influent screening, motor control centers, motor protectors, electrical power systems and a new standby power generator. In addition, the building requires modifications to the roofing system, air handling units and other infrastructure.

## Infrastructure Management

The Infrastructure Management functional area includes several smaller studies and projects. The two most significant projects identified are the NBC System-wide Inflow Reduction Project (40200) at \$892 thousand and the NBC System-wide Facilities Planning Project (30700) at \$726 thousand. Two new projects this year are the RIPDES Flow Monitoring System Implementation Project (40550) and the Pilot Restoration Projects Project (1140800). The total estimated cost for this category in the five-year CIP is \$2.7 million.

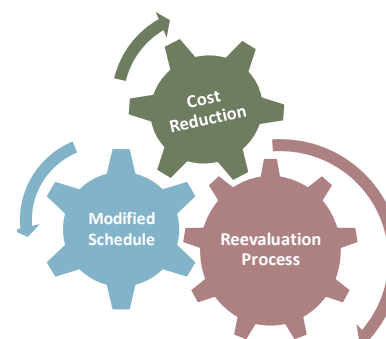
Infrastructure Management (In Thousands)			
Project Number	Major Project	FY 2023-2027 CIP	
40200	NBC System-wide Inflow Reduction	\$	892
30700	NBC System-wide Facilities Planning		726
40300	Municipal Lateral Sewer Acquisition Impact		341
40550	RIPDES Flow Monitoring System Implementation		298
1140500	NBC Energy Sustainability		132
1140600	RIPDES Compliance Improvements		109
40400	FPWWTF Plan Update		97
1140800	Pilot Restoration Projects		74
<b>Total</b>		<b>\$</b>	<b>2,669</b>

## CSO Phase III Facilities (Project 308)

NBC's single largest project in the CIP is the CSO Phase III Facilities at an estimated cost over fiscal years 2023 – 2027 of \$575.3 million. NBC is under a Consent Agreement with RIDEM to implement a federally mandated CSO Program that will address the Commission's 65 CSOs in both the Field's Point and Bucklin Point service areas. The CSO Program will be completed in three phases. The first phase was the construction of the Phase I facilities (the Main Spine tunnel, drop shafts, and pump station) at a cost of approximately \$360 million. Construction of the Phase I facilities began in June 2001 and became operational in October 2008. The Commission completed design of the CSO Phase II Facilities in 2010. Construction began in September 2011 and the facilities were placed in service by December 31, 2015.

NBC initiated the reevaluation of the Phase III Facilities in January 2014 with a focus on affordability issues, an evaluation of the significant improvements in water quality achieved through the first two phases, use of an integrated approach and an investigation of "green" technologies to determine if the third phase facilities, as originally developed, remained the most cost-effective approach.

Several alternatives were developed through this reevaluation process and a series of Stakeholder meetings were held to evaluate the alternatives and financial impacts. The affordability analysis based upon EPA criteria was thoroughly conducted to evaluate ratepayer impact on the various communities and census tracts in NBC's service area. The Commission selected an alternative on April 28, 2015 and the final reevaluation report was approved by RIDEM in December 2017. The Environmental Assessment ("EA") which was part of the Phase III evaluation was also approved in December 2017. NBC's Consent Agreement has been renegotiated based upon the approved plan.



As a result of the reevaluation process, the Phase III CSO Program was subdivided into four phases to be completed by 2041. The program also incorporates Green Stormwater Infrastructure (GSI) facilities to be constructed in each of the four phases to reduce stormwater inflow to the existing CSO system by implementing stormwater infiltration projects, with expenditures of \$10 million on GSI in each phase.

The current pre-design estimate, which includes "other" costs (NBC labor, police, etc.), for the four phases of the CSO Phase III Facilities is \$1.1 billion. A description of the facilities, estimated cost, start and completion dates for each of the four phases are as follows.

### CSO Phase III Program (In Millions)

Phase	Scope	Amount *	Start	Completion
<b>Phase III A</b>	Design and construction of a 11,700 foot long deep rock tunnel in Pawtucket, a tunnel pump station to convey flow to the Bucklin Point WWTF, drop shafts and consolidation conduits and improvements to the Bucklin Point WWTF. This project includes modifications to regulators and construction of GSI facilities. Design of the Phase III B facilities is also included in the cost of Phase III A.	\$ 813.7	4/1/2013	1/30/2028
<b>Phase III B</b>	Phase III B includes construction of the Upper BVI Gate and Screening Structure, Interceptor Relief, and Consolidation Conduit. These facilities will convey flow to the tunnel to be built in Phase III A. In addition, GSI facilities will be constructed as part of Phase III B. Regulator Modifications and one sewer separation project will be included as part of Phase III B.	\$ 28.5	12/1/2028	6/31/2031
<b>Phase III C</b>	Design and construction of a stub tunnel that will convey flow from CSO OF 220 to the Pawtucket tunnel constructed in Phase III A. GSI facilities will be constructed as part of Phase III C.	\$ 164.7	5/1/2032	6/30/2037
<b>Phase III D</b>	Design and construction of an interceptor to store flow from OF 039 and OF 056 and release flow as capacity allows. GSI facilities will be constructed as part of Phase III D.	\$ 83.5	4/1/2037	12/1/2041
<b>Total</b>		<b>\$1,090.3</b>		

\* Excludes costs incurred prior to FY 2020

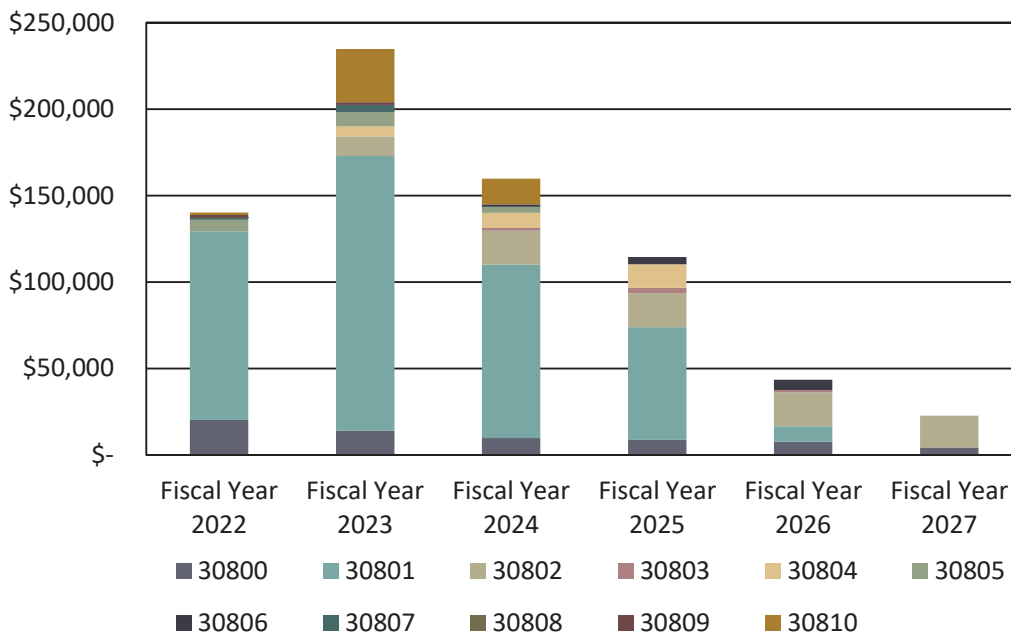


The Phase III A Facilities (the “Program”) consists of thirteen separate construction projects in addition to design and program management. This year’s CIP includes \$575.3 million in fiscal years 2023-2027 with an additional \$140.1 million in FY 2022 for a total of \$715.4 million over the six-year period.

CSO Phase III A Facilities (In Thousands)		
Project Number	Major Project	FY 2023-2027 CIP
30800	CSO Phase III A Facilities - Design and Program Management	\$ 44,490
30801	CSO Phase III A Pawtucket Tunnel & Pump Station	333,452
30802	CSO Phase III A Tunnel Pump Station Fit-out	88,334
30803	CSO Phase III A OF 205	6,045
30804	CSO Phase III A OF 210,213,214	28,187
30805	CSO Phase III A OF 217	11,614
30806	CSO Phase III A OF 218	11,715
30807	CSO Phase III A Regulator Modifications	4,184
30809	CSO Phase III A GSI Projects	1,658
30810	CSO Phase III A BPWWTF Clarifiers & Flow Splitters	45,639
<b>Total</b>		<b>\$ 575,318</b>

The following graph shows that the CSO Phase III A Facilities expense is projected to increase from \$140.1 million in FY 2022 to the peak for the program in FY 2023 of \$234.8 million. The estimated cost then declines to \$159.8 million in FY 2024, \$114.5 million in FY 2025, \$43.6 million in FY 2026, and \$22.6 million in FY 2027.

**CSO Phase III A Facilities Estimated Cost by Fiscal Year**  
(In thousands)



NBC secured funding from the United States Environmental Protection Agency (USEPA) Water Infrastructure Finance and Innovation Act (WIFIA) program for 49% of the Program’s estimated cost through the execution of two loans. The WIFIA program is by far NBC’s best capital infrastructure financing option and has the least impact on NBC’s ratepayers. The first WIFIA loan, executed on August 27, 2019 included



CSO funding of \$268.7 million at an interest rate of 1.89%. NBC secured an additional CSO funding of \$129.8 million in a second WIFIA loan at a rate of 1.60% on October 26, 2020. The interest rate on the first WIFIA loan was also reset to 1.42% on October 26, 2020. The estimated total project cost for the CSO Phase III A Facilities funded by the WIFIA loans is \$813.7 million. NBC must secure funding for the remaining 51% of the program from other sources. Please refer to the CIP Impact and Long-Term Plan section of the budget for additional discussion of capital funding and the impact on debt service and rates.

The largest CSO Phase III A program is the Pawtucket Tunnel and Pump Station Project (30801) with an estimated cost of \$488.3 million, or 60% of the total program. Due to the technical complexity of the project, NBC is using a design-build approach. The contractor was selected by the NBC’s Board of Commissioners at the September 2020 Board meeting. NBC completed negotiations with the vendor and the Notice to Proceed was issued on December 18, 2020. The estimated cost for this project has increased \$152.5 million or 45.4% over last year’s CIP based on the actual pricing received as part of the result of the competitive procurement process and reflects market conditions and risk. Design of all other construction projects as well as Program Management, and land acquisition is reflected separately in Project (30800). The estimated cost for this project increased by \$34.0 million due to additional design work and construction management services.

The GSI Projects (30808, 30809) are nearing completion. The CSO Phase III A Site Demolition Project (30813) is complete. The remaining projects are in the design phase. The following table shows the CSO Phase III A construction projects, their estimated cost, construction start and end dates, as well as the percent complete.

**CSO Phase III A Facilities Costs, Schedule and Percent Complete**  
(In Millions)

Project Number	Project Name	Estimated Cost*	Construction Start Date	Construction End Date	% Complete
30800	CSO Phase III A Facilities - Design and Program Management	\$ 108.2	Jan-21	Jan-28	0%
30801	CSO Phase III A Pawtucket Tunnel & Pump Station	488.3	Dec-20	Mar-26	7%
30802	CSO Phase III A Tunnel Pump Station Fit-out	88.3	Dec-22	Dec-27	0%
30803	CSO Phase III A OF 205	6.0	Jan-24	Jan-26	0%
30804	CSO Phase III A OF 210,213,214	28.2	Nov-22	May-26	0%
30805	CSO Phase III A OF 217	18.4	Jun-21	Aug-24	0%
30806	CSO Phase III A OF 218	11.7	Mar-24	Dec-26	0%
30807	CSO Phase III A Regulator Modifications	5.7	Sep-21	Feb-24	0%
30808	CSO Phase III A GSI Demonstration	1.8	May-19	May-21	95%
30809	CSO Phase III A GSI Projects	8.8	Sep-19	Jul-21	66%
30810	CSO Phase III A BPWWTF Clarifiers & Flow Splitters	47.0	Jan-22	Dec-24	0%
30811	CSO Phase III A High Street Demo	0.2	May-18	Mar-19	100%
30812	Incorporated into 30809	-			
30813	CSO Phase III A Site Demolition	1.1	Feb-20	Mar-21	100%
<b>Total</b>		<b>\$ 813.7</b>			

\* Excludes costs incurred prior to FY 2020

## Sewer System Improvements



*Lincoln Septage Station*

Included in the Sewer System functional area are projects related to the collection system. The CIP window includes five projects at a total estimated cost of \$22.5 million. The Lincoln Septage Receiving Station Replacement Project (71000) is for the replacement of the existing 30-year-old facility that is beyond its useful life. The new facility, estimated to cost \$4.8 million, will operate automatically and provide preliminary treatment and testing of septage prior to discharge into the collection system.

The Interceptor Maintenance Building Project (12400) at a cost of \$10.0 million is for the design and construction of a new Interceptor Maintenance building that will be needed if NBC is required by legislation to assume ownership of lateral sewers currently owned by local communities within its district. The Omega Pump Station Improvements Project (70900) is estimated to cost \$3.9 million and involves the replacement of equipment at the end of its useful life, implementation of new screening and grit technology and improvements to the motor control center to enhance reliability. The NBC System-wide Regulator Modifications Project (30610) at a cost \$2.7 million is to address hydraulic capacity limitations in NBC collection system and eliminate surcharges. Lastly, The CIP also continues to support NBC’s Easement Management program with the NBC Easement Restoration Project (30500) at a cost of \$1.1 million. Sewer System Improvements are shown in the following table.

Sewer System Improvements (In Thousands)		
Project Number	Major Project	FY 2023-2027 CIP
12400	Interceptor Maintenance Building	\$ 9,984
71000	Lincoln Septage Receiving Station Replacement	4,822
70900	Omega Pump Station Improvements	3,862
30610	NBC System-wide Regulator Modifications	2,725
30500	NBC Interceptor Easements Restoration, Various Locations	1,129
<b>Total</b>		<b>\$ 22,522</b>

## Interceptor Cleaning, Restoration and Construction

This CIP includes several collection system infrastructure projects, which total \$15.4 million. The major projects include increasing the capacity of the Louisquisset Pike Interceptor Project (30421) at a cost of \$4.8 million. The CIP also includes annual programmed allocations of \$500 thousand for Interceptor Inspection and Cleaning Project (30400M) and \$1.5 million for Interceptor Restoration and Construction (Project 30400C) in years that do not have specific projects identified to accommodate new needs that may be identified as part of asset management and inspection. The allowances programmed in the CIP for Project (30400C) and Project (30400M) total \$10.0 million. The CIP also includes \$642 thousand for the Completion of Baseline Siphon Inspections and Cleanings Project (30480).

Interceptor Cleaning, Restoration and Construction (In Thousands)		
Project Number	Major Project	FY 2023-2027 CIP
30400C	Interceptor Restoration and Construction	\$ 7,500
30421	Louisquisset Pike Interceptor Improvements	4,765
30400M	Interceptor Inspection and Cleaning	2,500
30480	Completion of Baseline Siphon Inspections and Cleanings	642
<b>Total</b>		<b>\$ 15,407</b>

## Completed and New Capital Projects

### Completed Projects

NBC considers a project complete when the project has been deemed substantially complete and has only retainage and/or “punch list” items remaining. In FY 2021, NBC completed two capital projects at a cost of \$1.4 million shown in the following table.

Completed Projects (In Thousands)		
Project Number	Project Name	Cost
30813	CSO Phase III A - Site Demolition	\$ 1,100
30478M	Large Diameter Interceptors Inspection and Cleaning	288
<b>Total</b>		<b>\$ 1,388</b>

The largest projected completed last year was the CSO Phase III A Site Demolition Project (30813). This project included the demolition of existing buildings to prepare sites for construction of the CSO tunnel launch shaft, pump station shaft and drop shafts. The Large Diameter Interceptors Inspection and Cleaning Project (30478M), which involved the cleaning and inspection services of selected large diameter interceptors throughout the NBC service area, was also completed at a cost of \$288 thousand.

### New Projects

This year's CIP includes four new capital projects totaling \$17.3 million. The new projects and their estimated costs are summarized in the following table. Please refer to the discussion of the capital projects by functional area of this document for information regarding the need for these projects along with their descriptions.

New Projects (In Thousands)		
Project Number	Project Name	FY 2022 - 2023 Estimated Cost
20400	FPWWTF Ernest Street Pump Station Improvements	\$ 11,069
81800	BPWWTF Sludge Digestion Facility Improvements	5,103
30480	Completion of Baseline Siphon Inspections and Cleanings	963
1140800	Pilot Restoration Projects	132
<b>Estimated Total</b>		<b>\$ 17,267</b>

### CIP Impact on Operating Budget

NBC recognizes the importance of planning for capital expenditures and is committed to minimizing ratepayer impact through an assessment of both operating costs and financing impacts. NBC has incorporated an expanded analysis and presentation of these impacts in the CIP. The project specific information is included in the following discussion rather than on the individual project sheets. Certain capital improvements will directly impact the operating budget either through increased revenue, increased expense, or cost savings. NBC has identified these impacts on a project-by-project basis. The following table describes the impact categories and should be used to interpret the figures in the detailed operating impact tables in this section of the CIP.

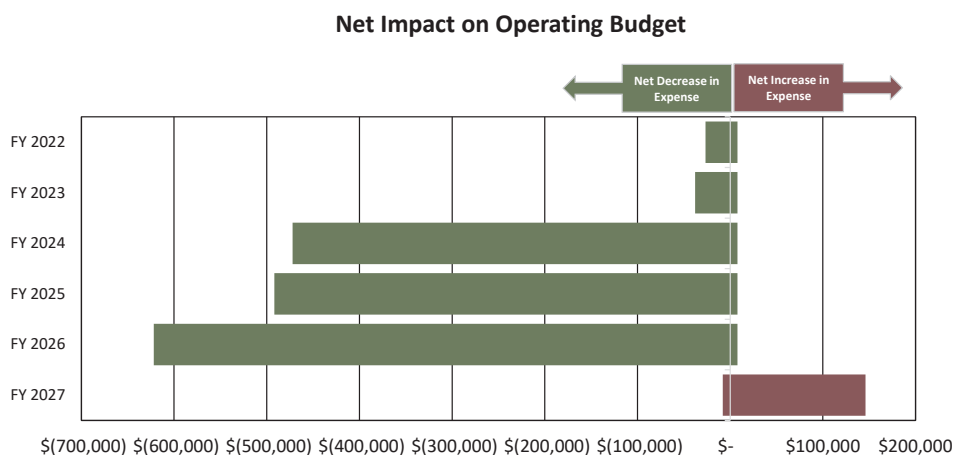
Impact	Description	Reflection in Tables
Savings	A reduction in operating costs resulting from facilities no longer in operation, reduced energy consumption, and/or the purchase of electricity	Shown as a reduction in Operating Costs
Increased Expense	An increase in operating costs resulting from new facilities becoming operational	Shown as an increase in Operating Costs
Increased Revenue	An increase in revenue through new user charges, incentives, and/or the sale of Renewable Energy Credits	Shown as an increase in Operating Revenue or Non-Operating Revenue

## FY 2022-2027 Revenue and Expense Impacts

The following table summarizes the projected impact of new capital projects scheduled to become operational in FY 2022-2027. Projects that involve inspection, studies, cleaning, and rehabilitation generally do not have operating cost impacts and are excluded from this list.

Projected Annual Operating Budget Impacts						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>Projected Annual Operating Revenue Impact</b>						
<b>Increased Revenue</b>						
NBC Solar Carport	\$ 4,366	\$ 4,366	\$ 4,366	\$ 4,366	\$ 4,366	\$ 4,366
Louisquisset Pike Interceptor Improvements	-	-	268,610	268,610	268,610	268,610
<b>Net Increase (Decrease) in Revenue</b>	<b>\$ 4,366</b>	<b>\$ 4,366</b>	<b>\$ 272,976</b>	<b>\$ 272,976</b>	<b>\$ 272,976</b>	<b>\$ 272,976</b>
<b>Projected Annual Operating Expense Impact</b>						
<b>Reduced Expense</b>						
FPWWTF Improvements	\$ -	\$ -	\$ -	\$ (37,500)	\$ (75,000)	\$ (75,000)
NBC Solar Carport	(14,188)	(28,377)	(28,377)	(28,377)	(28,377)	(28,377)
BPWWTF UV Disinfection Improvements	-	-	(196,780)	(236,136)	(236,136)	(236,136)
BPWWTF Sludge Digestion Facility Improvements	-	-	-	-	(103,500)	(103,500)
<b>Savings</b>	<b>\$ (14,188)</b>	<b>\$ (28,377)</b>	<b>\$ (225,157)</b>	<b>\$ (302,013)</b>	<b>\$ (443,013)</b>	<b>\$ (443,013)</b>
<b>Increased Expense</b>						
Interceptor Maintenance Building	\$ -	\$ -	\$ -	\$ -	\$ 9,183	\$ 110,194
NBC Solar Carport	-	2,990	2,990	2,990	2,990	2,990
FPWWTF Maintenance & Storage Buildings	-	-	-	51,327	51,327	51,327
Louisquisset Pike Interceptor Improvements	-	-	10,000	10,000	10,000	10,000
CSO Phase III A Facilities	-	-	-	-	-	596,447
FPWWTF Electrical Improvements & Standby Power	-	-	-	1,665	3,330	3,330
BPWWTF UV Disinfection Improvements	-	-	20,963	25,156	25,156	25,156
BPWWTF Improvements	-	2,498	3,330	3,330	3,330	3,330
BPWWTF Operations & Maintenance Buildings	-	4,277	51,327	51,327	51,327	51,327
<b>Increased Expense</b>	<b>\$ -</b>	<b>\$ 2,990</b>	<b>\$ 33,953</b>	<b>\$ 91,138</b>	<b>\$ 101,986</b>	<b>\$ 854,102</b>
<b>Net (Decrease) Increase in Expense</b>	<b>\$ (14,188)</b>	<b>\$ (25,387)</b>	<b>\$ (191,204)</b>	<b>\$ (210,875)</b>	<b>\$ (341,027)</b>	<b>\$ 411,089</b>
<b>Net Impact on Operating Budget</b>	<b>\$ (18,554)</b>	<b>\$ (29,752)</b>	<b>\$ (464,179)</b>	<b>\$ (483,850)</b>	<b>\$ (614,003)</b>	<b>\$ 138,113</b>

In FY 2027, the estimated impact as a result of these projects is increased annual revenue of \$272,976, savings of \$443,013 and increase in expense of \$854,102. The overall projected impact on the operating budget in FY 2027 is a net increase in the operating budget funding requirement of \$138,113. The following chart shows the projected impact of completed CIP projects on the annual operating budget. Projected increased revenue and reduced expense exceed increased expense each year until FY 2027 when the CSO Phase III A Facilities are scheduled to become operational. Projects with revenue, savings or expense impacts are discussed in the following section.



### NBC Solar Carport

The NBC Solar Carport Project (20600) involves the construction of a solar carport on the Field's Point campus. It is estimated the solar carport will produce approximately 218,282 kWh of electricity annually resulting in approximately \$28,377 in electricity savings and revenue of \$4,366 from the sale of Renewable Energy Credits. Annual maintenance costs are estimated to be \$2,990. Completion of this project is scheduled for FY 2022.

NBC Solar Carport				
	Savings	Increased Expense	Increased Revenue	
RECs Solar	\$ -	\$ -	\$	4,366
Electricity	28,377	-		-
Maintenance	-	2,990		-
<b>Total</b>	<b>\$ 28,377</b>	<b>\$ 2,990</b>	<b>\$</b>	<b>4,366</b>

### Louisquisset Pike Interceptor Replacement

The Louisquisset Pike Interceptor Replacement Project (30421) is scheduled to be completed in FY 2023. The project involves construction of a larger replacement interceptor in the northern section of the Town of Lincoln to accommodate additional flow. Preliminary estimates indicate that the flow will generate additional sewer user fee revenue of \$268,610 annually. The estimated operating expense is \$10,000 every five years for maintenance of the collection system estimated to begin in FY 2024. There are no start-up costs associated with the operation of this interceptor.

Louisquisset Pike Interceptor Replacement				
	Savings	Increased Expense	Increased Revenue	
User Fees	\$ -	\$ -	\$	268,610
Maintenance	-	10,000		-
<b>Total</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$</b>	<b>268,610</b>

### BPWWTF UV Disinfection Improvements

The BPWWTF UV Disinfection Improvements Project (81000) involves replacement of the UV disinfection system with new and more efficient technology and the construction of a new building to contain the system. The new technology is estimated to use 1.7 million kWh less per year and require less maintenance, resulting in combined savings of \$236,136 annually. The increased expense associated with the new building is \$25,156 annually for utilities and maintenance costs. Completion of this project is scheduled for FY 2024.

BPWWTF Improvements				
	Savings	Increased Expense	Increased Revenue	
Maintenance	\$ -	\$ 3,330	\$	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 3,330</b>	<b>\$</b>	<b>-</b>

### Interceptor Maintenance Building

The Interceptor Maintenance Building Project (12400) is scheduled for completion in FY 2026. This project includes the construction of a new building that will be necessary if NBC is required by legislation to assume ownership of lateral sewers currently owned by local municipalities within the service area. The new building includes an administrative area, garage area and storage yard. The increased expense associated with the new building is approximately \$110,194 annually for utilities and maintenance costs. All project startup costs, such as staff and equipment relocation, are included in the project cost.

Interceptor Maintenance Building				
	Savings	Increased Expense	Increased Revenue	
Electricity	\$ -	\$ 22,416	\$ -	
Natural Gas	-	45,243	-	
Water	-	10,500	-	
Maintenance	-	32,036	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ 110,194</b>	<b>\$ -</b>	

### FPWWTF Maintenance and Storage Buildings

The FPWWTF Maintenance and Storage Buildings Project (20500) involves the construction of both a new maintenance building and storage building at Field’s Point. The maintenance building will enhance preventive and reactive maintenance capabilities, replacing the current structure built in 1900. The new storage building is needed primarily to replace the IM storage facility that is beyond its useful life. The new facilities are scheduled for completion in FY 2024 and are estimated to result in increased expense of \$51,327 for utilities.

FPWWTF Maintenance & Storage Buildings				
	Savings	Increased Expense	Increased Revenue	
Electricity	\$ -	\$ 16,011	\$ -	
Natural Gas	-	32,316	-	
Water	-	3,000	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ 51,327</b>	<b>\$ -</b>	

### BPWWTF Operations and Maintenance Buildings

The BPWWTF Operations and Maintenance Buildings Project (81700) involves the construction of both a new Operations Building and a Maintenance Building at Bucklin Point. The Operations Building contains additional office space, training and locker rooms, and a new SCADA Control Room. The Maintenance Building includes a workshop, electrical, welding and instrumentation rooms along with offices and storage space. This new building will improve the efficiency of the plant maintenance services and ensure reliable operation and performance of critical infrastructure systems. The increased expense associated with the new building is approximately \$51,327 annually for utilities and maintenance costs. All project startup costs, such as staff and equipment relocation are included in the project cost.

BPWWTF Operations and Maintenance Buildings				
	Savings	Increased Expense	Increased Revenue	
Electricity	\$ -	\$ 16,011	\$ -	
Natural Gas	-	32,316	-	
Water	-	3,000	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ 51,327</b>	<b>\$ -</b>	

### BPWWTF Improvements

The BPWWTF Improvements Project (81600) involves miscellaneous improvements and upgrades to the Bucklin Point WWTF and will include the installation of a new redundant standby power generator. The increased expense is approximately \$3,300 annually for maintenance of the new generator.

BPWWTF Improvements				
	Savings	Increased Expense	Increased Revenue	
Maintenance	\$ -	\$ 3,330	\$ -	
<b>Total</b>	<b>\$ -</b>	<b>\$ 3,330</b>	<b>\$ -</b>	

### FPWWTF Electrical Improvements and Standby Power

The FPWWTF Electrical Improvements and Standby Power Project (40101) involves the evaluation and installation of redundant standby power capabilities at the FPWWTF to maintain uninterrupted operation of the treatment process. The increased expense is approximately \$3,300 annually for maintenance of the new generator.

FPWWTF Electrical Improvements and Standby Power					
		Savings		Increased Expense	Increased Revenue
Maintenance	\$	-	\$	3,330	\$ -
<b>Total</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>3,330</b>	<b>\$ -</b>

### CSO Phase III A Facilities

CSO Phase III A operating impacts are estimated to commence in FY 2027. Increased expense of \$1.2 million includes electricity to pump flow and provide dehumidification in the tunnel pump station, natural gas for heating, screening and grit disposal, biosolids disposal, water, treatment chemicals, maintenance, and labor costs. The start-up costs are included in this project phase.

CSO Phase III A Facilities					
		Savings		Increased Expense	Increased Revenue
Electricity	\$	-	\$	741,000	\$ -
Natural Gas		-		56,925	-
Screening & Grit		-		114,600	-
Biosolids		-		223,232	-
Water		-		1,036	-
Chemicals		-		17,067	-
Maintenance		-		29,033	-
Personnel		-		10,000	-
<b>Total</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>1,192,893</b>	<b>\$ -</b>

### BPWWTF Sludge Digestion Facility Improvements

The BPWWTF Sludge Digestion Facility Improvements Project (81800) addresses operational needs at the Bucklin Point sludge digestion facilities. The improvements include the design and implementation of concrete and piping system repairs required to address methane gas leakage concerns. This project is projected to reduce the amount of natural gas purchases required to heat the digesters and run the cogeneration facilities, resulting in savings of \$103,500 per year.

BPWWTF Sludge Digestion Facility Improvements					
		Savings		Increased Expense	Increased Revenue
Natural Gas	\$	103,500	\$	-	\$ -
<b>Total</b>	<b>\$</b>	<b>103,500</b>	<b>\$</b>	<b>-</b>	<b>\$ -</b>



## FPWWTF Improvements

The FPWWTF Improvements Project (20300) involves miscellaneous improvements associated with replacing aging infrastructure and equipment at the Field's Point facility with more modern equipment, with a focus on fixing leaks related to the disinfection and dechlorination systems. This project is projected to reduce the amount of chemical purchases required, resulting in savings of \$75,000 per year.

FPWWTF Improvements					
		Savings	Increased Expense	Increased Revenue	
Other	\$	75,000	\$	-	\$ -
<b>Total</b>	<b>\$</b>	<b>75,000</b>	<b>\$</b>	<b>-</b>	<b>\$ -</b>

## Project Financing

In addition to operating cost impacts, the debt service related to financing NBC's CIP also impacts the operating budget. NBC's Operating Budget includes principal and interest payments as well as a debt service coverage line item. NBC uses a long-term financial model to identify capital funding needs and sources and to project debt issuance. The debt service and user fee projections associated with financing the CIP are identified in the Long-Term Plan section of the Operating Budget. Traditionally, NBC has financed the CIP through the issuance of debt.

NBC has been able to utilize the EPA's WIFIA program to finance the capital program. The WIFIA program provides long-term, low-cost credit assistance for up to 49% of eligible project's costs. NBC has executed two loans through the WIFIA program. In August 2019, NBC closed on a \$268.7 million WIFIA loan to finance the CSO Phase III A Facilities at an interest rate of 1.89%. The interest rate on this loan was reset to 1.42% on October 26, 2020. NBC executed a second WIFIA loan of \$190.6 million with an interest rate of 1.60%. This second WIFIA loan is for the Bucklin Point Resiliency Improvements of \$31.6 million and additional CSO funding of \$129.8 million as well as previously incurred costs of \$12.8 million and financing costs of \$16.5 million. NBC plans to submit a Letter of Interest for a third WIFIA loan for the Field's Point Resiliency Improvements.

## Incentives and Reimbursements

It is anticipated that NBC will receive approximately \$1.2 million in energy efficiency incentives related to the BPWWTF Biogas Reuse Project and reimbursements for portions of the CSO Phase III A GSI Projects. The funds will be deposited into the Grants and Projects Reimbursement Account in the Project Fund to be used for capital improvements. The potential incentives and reimbursements are outlined in the following table.

Capital Investment Incentives				
Contract	Project	Source	Amount	
12000C	BPWWTF - Biogas Reuse	National Grid (balance of incentive)	\$	211,000
12000C	BPWWTF - Biogas Reuse	Regional Greenhouse Gas Initiative		200,000
12000C	BPWWTF - Biogas Reuse	RI Renewable Energy Fund		80,000
30808C	CSO Phase III - 1304 High Street	Bay Watershed Restoration Fund		400,000
30809C	CSO Phase III - Macomber Field	RIDEM Recreation Grant via Central Falls		300,000
			<b>\$</b>	<b>1,191,000</b>





**Capital Project Summary by Fiscal Year**  
(In Thousands)

Project Number	Project Name	Project Priority	Pre-Fiscal Year 2022	Fiscal Year 2022	Fiscal Years 2023-2027	Post-Fiscal Year 2027	Total Estimated Project Cost
<b>Wastewater Treatment Facility Improvements</b>							
20000	WWTF Improvements	B	\$ -	\$ -	\$ 2,500	\$ 500	\$ 3,000
20200	FY 2019 WWTF Improvements	A	3,182	1,132	-	-	4,314
20700	Long-Range Biosolids Disposal	A	150	321	10,000	-	10,471
24000	NBC Facility Electrical Improvements	C	-	117	158	-	275
81800	BPWWTF Sludge Digestion Facility Improvements	A	87	677	4,339	-	5,103
90900	COB Facilities Improvements	A	5,925	29	-	-	5,954
	<i>Subtotal</i>		9,344	2,276	16,997	500	29,117
<b>Bucklin Point Resiliency</b>							
81000	BPWWTF UV Disinfection Improvements	A	1,980	5,485	10,889	-	18,354
81600	BPWWTF Improvements	A	4,903	1,814	2,993	-	9,710
81700	BPWWTF Operations & Maintenance Buildings	A	631	15,473	23,767	-	39,871
	<i>Subtotal</i>		7,514	22,772	37,649	-	67,935
<b>Field's Point Resiliency</b>							
20300	FPWWTF Improvements	A	60	2,450	10,409	-	12,919
20400	FPWWTF Ernest Street Pump Station Improvements	A	10	503	10,556	-	11,069
20500	FPWWTF Maintenance & Storage Buildings	A	56	1,849	16,317	-	18,222
20600	NBC Solar Carport	A	31	1,028	-	-	1,059
30315	Woonasquackett CSO OF 046 Improvements	A	183	284	3,265	-	3,732
40101	FPWWTF Electrical Improvements & Standby Power	A	18	19	6,925	-	6,962
	<i>Subtotal</i>		358	6,133	47,472	-	53,963
<b>Infrastructure Management</b>							
1140100	River Model Development	C	536	60	-	-	596
1140300	Greenhouse Gas Study	C	108	71	-	-	179
1140500	NBC Energy Sustainability	C	405	132	132	-	669
1140600	RIPDES Compliance Improvements	A	861	499	109	-	1,469
1140800	Pilot Restoration Projects	C	-	58	74	-	132
30700	NBC System-wide Facilities Planning	D	-	28	726	-	754
40200	NBC System-wide Inflow Reduction	D	-	-	892	-	892
40300	Municipal Lateral Sewer Acquisition Impact	D	-	70	341	-	411
40400	FPWWTF Plan Update	B	205	119	97	-	421
40550	RIPDES Flow Monitoring System Implementation	A	109	1,243	298	-	1,650
	<i>Subtotal</i>		2,224	2,280	2,669	-	7,173
<b>CSO Phase III Facilities</b>							
30800	CSO Phase III A Facilities - Design & Construction Program Management	A	64,412	20,205	44,490	3,097	132,204
30801	CSO Phase III A Facilities - Pawtucket Tunnel & Pump Station	A	45,643	109,205	333,452	-	488,300
30802	CSO Phase III A Facilities - Tunnel Pump Station Fit-out	A	-	-	88,334	-	88,334
30803	CSO Phase III A Facilities - OF 205	A	-	-	6,045	-	6,045
30804	CSO Phase III A Facilities - OF 210, 213, 214	A	-	-	28,187	-	28,187
30805	CSO Phase III A Facilities - OF 217	A	200	6,586	11,614	-	18,400
30806	CSO Phase III A Facilities - OF 218	A	-	-	11,715	-	11,715
30807	CSO Phase III A Facilities - Regulator Modifications	A	1	1,481	4,184	-	5,666
30808	CSO Phase III A Facilities - GSI Demonstration	A	1,770	11	-	-	1,781
30809	CSO Phase III A - GSI Projects	A	5,834	1,262	1,658	-	8,754
30810	CSO Phase III A Facilities - BPWWTF Clarifiers & Flow Splitters	A	-	1,387	45,639	-	47,026
	<i>CSO Phase III A Facilities Subtotal</i>		117,860	140,137	575,318	3,097	836,412
30830	CSO Phase III B Facilities	A	-	-	-	28,484	28,484
30850	CSO Phase III C Facilities	A	-	-	-	164,660	164,660
30870	CSO Phase III D Facilities	A	-	-	-	83,500	83,500
	<i>CSO Phase III B, C &amp; D Facilities Subtotal</i>		-	-	-	276,644	276,644
	<i>CSO Phase III Facilities Total</i>		117,860	140,137	575,318	279,741	1,113,056
<b>Sewer System Improvements</b>							
12400	Interceptor Maintenance Building	D	-	3	9,984	-	9,987
30500	NBC Interceptor Easements Restoration, Various Locations	B	-	209	1,129	-	1,338
30610	NBC System-wide Regulator Modifications	A	93	509	2,725	-	3,327
70900	Omega Pump Station Improvements	B	17	346	3,862	-	4,225
71000	Lincoln Septage Receiving Station Replacement	B	-	172	4,822	-	4,994
	<i>Subtotal</i>		110	1,239	22,522	-	23,871
<b>Interceptor Cleaning &amp; Restoration</b>							
30400M	Interceptor Inspection and Cleaning	B	-	-	2,500	500	3,000
30479	Siphon Inspection and Cleaning	A	-	998	-	-	998
30480	Completion of Baseline Siphon Inspections and Cleanings	B	-	321	642	-	963
	<i>Subtotal</i>		-	1,319	3,142	500	4,961
<b>Interceptor Restoration &amp; Construction</b>							
30400C	Interceptor Restoration and Construction	B	-	-	7,500	1,500	9,000
30421	Louisquisset Pike Interceptor Improvements	D	-	29	4,765	-	4,794
30444	Moshassuck Valley Interceptor	A	13,308	60	-	-	13,368
30467	Improvements to Interceptors FY 2019	A	3,310	33	-	-	3,343
	<i>Subtotal</i>		16,618	122	12,265	1,500	30,505
	<b>Total</b>		<b>\$ 154,028</b>	<b>\$ 176,278</b>	<b>\$ 718,034</b>	<b>\$ 282,241</b>	<b>\$ 1,330,581</b>

Priority	Description
A	Mandated, emergency, critical need or under construction.
B	Required to maintain system reliability and ongoing operation of facilities.
C	Project scope and requirements are dependent on futures system needs or regulatory requirements.
D	Project not critical but achieves efficiencies and/or reduces carbon footprint.

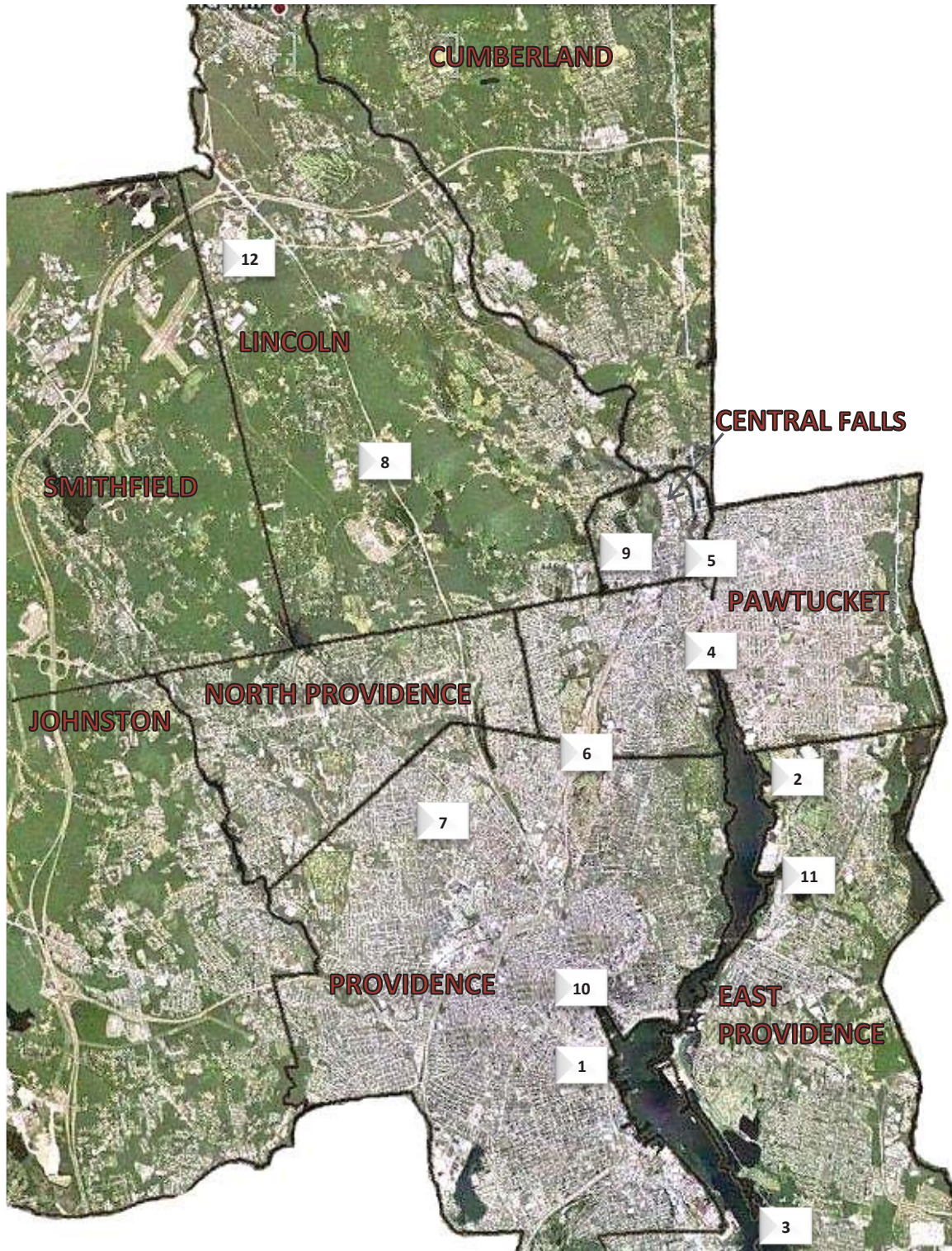
## Capital Improvement Program Project Locations

The capital projects identified in this year's CIP are shown on the map on the following page. The map highlights 12 project locations as identified below. Some projects are System-wide and noted as SW.

Legend Key	Project Number	Project Name
<b>Wastewater Treatment Facilities Improvements</b>		
	1	20000 WWTF Improvements
	1	20200 FY 2019 WWTF Improvements
	SW	20700 Long-Range Biosolids Disposal
	1, 2	24000 NBC Facility Electrical Improvements
	2	81800 BPWWTF Sludge Digestion Facility Improvements
	1	90900 COB Facilities Improvements
<b>Bucklin Point Resiliency</b>		
	2	81000 BPWWTF UV Disinfection Improvements
	2	81600 BPWWTF Improvements
	2	81700 BPWWTF Operations & Maintenance Buildings
<b>Field's Point Resiliency</b>		
	1	20300 FPWWTF Improvements
	1	20400 FPWWTF Ernest Street Pump Station Improvements
	1	20500 FPWWTF Maintenance & Storage Buildings
	1	20600 NBC Solar Carport
	10	30315 Woonasquatucket CSO OF 046 Improvements
	1	40101 FPWWTF Electrical Improvements & Standby Power
<b>Infrastructure Management</b>		
	3	1140100 River Model Development
	1, 2	1140300 Greenhouse Gas Study
	SW	1140500 NBC Energy Sustainability
	SW	1140600 RIPDES Compliance Improvements
	SW	1140800 Pilot Restoration Projects
	SW	30700 NBC System-wide Facilities Planning
	SW	40200 NBC System-wide Inflow Reduction
	1	40300 Municipal Lateral Sewer Acquisition Impact
	SW	40400 FPWWTF Plan Update
	SW	40550 RIPDES Flow Monitoring System Implementation
<b>CSO Phase III Facilities</b>		
	4	30800 CSO Phase III A Facilities - Design & Construction Program Management
	4	30801 CSO Phase III A Facilities - Pawtucket Tunnel & Pump Station
	4	30802 CSO Phase III A Facilities - Tunnel Pump Station Fit-out
	4	30803 CSO Phase III A Facilities - OF 205
	4	30804 CSO Phase III A Facilities - OF 210, 213, 214
	4	30805 CSO Phase III A Facilities - OF 217
	4	30806 CSO Phase III A Facilities - OF 218
	4	30807 CSO Phase III A Facilities - Regulator Modifications
	4	30808 CSO Phase III A Facilities - GSI Demonstration
	4	30809 CSO Phase III A - GSI Projects
	4	30810 CSO Phase III A Facilities - BPWWTF Clarifiers & Flow Splitters
	5	30830 CSO Phase III B Facilities
	6	30850 CSO Phase III C Facilities
	7	30870 CSO Phase III D Facilities
<b>Sewer System Improvements</b>		
	1	12400 Interceptor Maintenance Building
	SW	30500 NBC Interceptor Easements Restoration, Various Locations
	SW	30610 NBC System-wide Regulator Modifications
	11	70900 Omega Pump Station Improvements
	12	71000 Lincoln Septage Receiving Station Replacement
<b>Interceptor Cleaning/Restoration and Construction</b>		
	SW	30479 Siphon Inspection and Cleaning
	8	30421 Louisquisset Pike Interceptor Improvements
	9	30444 Moshassuck Valley Interceptor
	SW	30467 Improvements to Interceptors FY 2019



# Capital Improvement Program Project Locations





# 20000

## WWTF Improvements

Project Manager: David Bowen, P.E.  
 Contractor(s): N/A

Location: Field's Point & Bucklin Point WWTF's  
 Project Priority: B

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	March-18	Ongoing	Ongoing	\$3,000
<b>Total Project</b>	<b>March-18</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>\$3,000</b>



Photo: Aeration Tank Pumps

This project is a placeholder for facility improvements at NBC's WWTF's to comply with current and future regulatory requirements and ensure uninterrupted wastewater treatment processing, 24 hours per day and 365 days per year. NBC programs \$500 thousand annually for improvements to ensure resources are available in years that do not have specific projects identified. As new projects are identified, they will be given a unique project number.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,000

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ 58	\$ 58	\$ 58	\$ 58	\$ 58	\$ 58	\$ 348
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	422	422	422	422	422	422	2,532
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	20	20	20	20	20	20	120
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 3,000</b>

Note: Cash Flow Basis in Thousands

# 20200

## FY 2019 WWTF Improvements

Project Manager: David Bowen, P.E.  
 Contractor(s): Wright Pierce

Location: Field's Point (Providence, RI)  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	July-18	May-21	34 Months	\$942
Construction	April-20	May-22	19 Months	\$3,372
<b>Total Project</b>	<b>July-18</b>	<b>May-22</b>	<b>45 Months</b>	<b>\$4,314</b>



Photo: Field's Point Primary Pump Station

This project involves improvements and upgrades to the Field's Point WWTF, Ernest Street Pump Station and the Tunnel Pump Station including the rehabilitation of various isolation gates and actuators, air handling units, biological nutrient removal system switchgear and froth spray line. Other improvements include modifications to the aeration tank, screw lift pumping station, blower building. This project also addresses enhancements to the CSO tunnel odor control facility at the tunnel pump station adjacent to the WWTF.

### CIP Window Summary

	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
	\$ 3,182	\$ 1,132	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,314

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 178	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 178
Land	-	-	-	-	-	-	-	-	-
A/E Professional	738	-	-	-	-	-	-	-	738
Other	26	-	-	-	-	-	-	-	26
<b>Total</b>	<b>\$ 942</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 942</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 138	\$ 179	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 317
A/E Professional	118	60	-	-	-	-	-	-	178
Construction	1,788	765	-	-	-	-	-	-	2,553
Contingency	168	115	-	-	-	-	-	-	283
Other	28	13	-	-	-	-	-	-	41
<b>Total</b>	<b>\$ 2,240</b>	<b>\$ 1,132</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,372</b>

Note: Cash Flow Basis in Thousands



# 20700

## Long-Range Biosolids Disposal

Project Manager: David Bowen, P.E.  
 Contractor(s): TBD

Location: Fields Point and Bucklin Point WWTFs  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	January-21	November-24	47 Months	\$10,471
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>January-21</b>	<b>November-24</b>	<b>47 Months</b>	<b>\$10,471</b>



Photo: Sludge Dewatering & Handling Facility

This project involves the evaluation, planning and development of a reliable long-term sludge management strategy for sludge generated at NBC's WWTFs. The study will explore the requirements and relative benefits of various appropriate industry standard residual solids disposal and management practices to address NBC's needs. NBC will evaluate the relative benefits of continuing with similar disposal practices on a long-term basis for both WWTFs, as well as more capital-intensive options such as constructing new sludge processing facilities.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 150	\$ 321	\$ 556	\$ 6,667	\$ 2,777	\$ -	\$ -	\$ -	\$ 10,471

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 44	\$ 64	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 108
Land	-	-	-	-	-	-	-	-	-
A/E Professional	100	225	556	6,667	2,777	-	-	-	10,325
Other	6	32	-	-	-	-	-	-	38
<b>Total</b>	<b>\$ 150</b>	<b>\$ 321</b>	<b>\$ 556</b>	<b>\$ 6,667</b>	<b>\$ 2,777</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,471</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands



# 24000

## NBC Facility Electrical Improvements

Project Manager: David Bowen, P.E.  
 Contractor(s): N/A

Location: NBC Service Area  
 Project Priority: C

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	November-21	February-23	15 Months	\$275
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>November-21</b>	<b>February-23</b>	<b>15 Months</b>	<b>\$275</b>



Photo: Field's Point Electrical Facility

This project involves the evaluation of NBC's existing electrical equipment and facilities. Upon completion of the evaluation, improvements will be performed as necessary to ensure reliable and continuous operation of facilities throughout the NBC's service area.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ 117	\$ 158	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ 49	\$ 46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95
A/E Professional	-	53	102	-	-	-	-	-	155
Other	-	15	10	-	-	-	-	-	25
<b>Total</b>	<b>\$ -</b>	<b>\$ 117</b>	<b>\$ 158</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 275</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands

# 81800

## BPWWTF Sludge Digestion Facility Improvements

Project Manager: David Bowen, P.E.  
 Contractor(s): TBD

Location: Bucklin Point WWTF  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	January-21	February-24	35 Months	\$1,160
Construction	January-22	July-25	42 Months	3,943
<b>Total Project</b>	<b>January-21</b>	<b>July-25</b>	<b>54 Months</b>	<b>\$5,103</b>



Photo: Digester #2 Vent Hose #4

In order to mitigate and best manage known aging infrastructure concerns, NBC must address various operational needs at the Bucklin Point WWTF's Sludge Digestion Complex.

This project involves miscellaneous improvements and upgrades to the treatment plant's digester complex including; inspection and evaluation of primary and secondary digesters, piping systems and other process-related appurtenances, concrete and piping system repairs to address known problematic leakage concerns, and other related facility infrastructure improvement needs.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 87	\$ 677	\$ 1,627	\$ 1,422	\$ 1,223	\$ 67	\$ -	\$ -	\$ 5,103

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 65	\$ 54	\$ 78	\$ 52	\$ -	\$ -	\$ -	\$ -	\$ 249
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	270	135	137	-	-	-	-	542
Other	22	267	40	40	-	-	-	-	369
<b>Total</b>	<b>\$ 87</b>	<b>\$ 591</b>	<b>\$ 253</b>	<b>\$ 229</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,160</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ 69	\$ 179	\$ 182	\$ 180	\$ 15	\$ -	\$ -	\$ 625
A/E Professional	-	5	91	91	74	2	-	-	263
Construction	-	-	938	809	858	50	-	-	2,655
Contingency	-	-	116	86	86	-	-	-	288
Other	-	12	50	25	25	-	-	-	112
<b>Total</b>	<b>\$ -</b>	<b>\$ 86</b>	<b>\$ 1,374</b>	<b>\$ 1,193</b>	<b>\$ 1,223</b>	<b>\$ 67</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,943</b>

Note: Cash Flow Basis in Thousands

# 90900

## COB Facilities Improvements

Project Manager: Rich Bernier, P.E.  
 Contractor(s): Mill City

Location: COB and Lab  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	January-19	April-19	3 Months	\$99
Construction	March-19	November-21	32 Months	5,855
<b>Total Project</b>	<b>January-19</b>	<b>November-21</b>	<b>34 Months</b>	<b>\$5,954</b>



Photo: Window Replacement at COB

Replacement of carpeting, office furniture, painting and office reconfigurations for the 1st, 2nd and 3rd floors of the corporate office building which has not been updated since 2002. The office space at the Water Quality Science building will be reconfigured to accommodate the reorganization of NBC's staff. Replacement of HVAC units, windows and sections of the roof will also be completed as part of this project to address leaking.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 5,925	\$ 29	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,954

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 34	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 34
Land	-	-	-	-	-	-	-	-	-
A/E Professional	65	-	-	-	-	-	-	-	65
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 99</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 99</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 329	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 331
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	5,494	27	-	-	-	-	-	-	5,521
Contingency	-	-	-	-	-	-	-	-	-
Other	3	-	-	-	-	-	-	-	3
<b>Total</b>	<b>\$ 5,826</b>	<b>\$ 29</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,855</b>

Note: Cash Flow Basis in Thousands

# 81000

## BPWWTF UV Disinfection Improvements

Project Manager: David Bowen, P.E.  
 Contractor(s): TBD

Location: Bucklin Point WWTF (East Providence, RI)  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	April-17	May-21	49 Months	\$1,888
Construction	February-21	September-23	31 Months	16,466
<b>Total Project</b>	<b>April-17</b>	<b>September-23</b>	<b>77 Months</b>	<b>\$18,354</b>



Photo: Bucklin Point UV Disinfection System

This project involves the evaluation of the current Ultraviolet (UV) Disinfection system at the Bucklin Point WWTF and implementation of a system replacement/ upgrade along with the design and construction of a new building to contain the system. The current UV equipment is nearing the end of its useful life, and the medium pressure, high intensity lamps are expensive and less efficient than newer technologies.

### CIP Window Summary

	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
	\$ 1,980	\$ 5,485	\$ 10,269	\$ 620	\$ -	\$ -	\$ -	\$ -	\$ 18,354

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 215	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 215
Land	-	-	-	-	-	-	-	-	-
A/E Professional	1,516	-	-	-	-	-	-	-	1,516
Other	157	-	-	-	-	-	-	-	157
<b>Total</b>	<b>\$ 1,888</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,888</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 72	\$ 177	\$ 187	\$ 47	\$ -	\$ -	\$ -	\$ -	\$ 483
A/E Professional	20	363	260	73	-	-	-	-	716
Construction	-	4,850	7,750	500	-	-	-	-	13,100
Contingency	-	-	2,037	-	-	-	-	-	2,037
Other	-	95	35	-	-	-	-	-	130
<b>Total</b>	<b>\$ 92</b>	<b>\$ 5,485</b>	<b>\$ 10,269</b>	<b>\$ 620</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,466</b>

Note: Cash Flow Basis in Thousands

# 81600

## BPWWTF Improvements

Project Manager: David Bowen, P.E.  
 Contractor(s): TBD

Location: BPWWTF  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	November-20	January-23	27 Months	\$734
Construction	March-20	November-23	44 Months	8,976
<b>Total Project</b>	<b>March-20</b>	<b>November-23</b>	<b>44 Months</b>	<b>\$9,710</b>



Photo: Secondary Digester

This project involves miscellaneous improvements and upgrades to the Bucklin Point WWTF including the repair or replacement of boilers, hydronic piping systems, and isolation gates. Other improvements include modifications to HVAC systems, inspection and repairs to sludge digester tanks and related system appurtenances, miscellaneous concrete repairs, installation of a redundant standby power system, electrical manhole dewatering sump pump systems and other miscellaneous infrastructure needs.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 4,903	\$ 1,814	\$ 2,070	\$ 923	\$ -	\$ -	\$ -	\$ -	\$ 9,710

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 67	\$ 68	\$ 42	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 177
Land	-	-	-	-	-	-	-	-	-
A/E Professional	24	288	162	-	-	-	-	-	474
Other	21	55	7	-	-	-	-	-	83
<b>Total</b>	<b>\$ 112</b>	<b>\$ 411</b>	<b>\$ 211</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 734</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 142	\$ 171	\$ 180	\$ 64	\$ -	\$ -	\$ -	\$ -	\$ 557
A/E Professional	-	39	132	29	-	-	-	-	200
Construction	4,596	646	1,537	610	-	-	-	-	7,389
Contingency	40	475	-	220	-	-	-	-	735
Other	13	72	10	-	-	-	-	-	95
<b>Total</b>	<b>\$ 4,791</b>	<b>\$ 1,403</b>	<b>\$ 1,859</b>	<b>\$ 923</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,976</b>

Note: Cash Flow Basis in Thousands

# 81700

## BPWWTF Operations & Maintenance Building

Project Manager: David Bowen, P.E.  
 Contractor(s): TBD

Location: Bucklin Point WWTF  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	May-19	December-20	19 Months	\$395
Construction	November-20	June-23	32 Months	39,476
<b>Total Project</b>	<b>May-19</b>	<b>June-23</b>	<b>49 Months</b>	<b>\$39,871</b>



Photo: Current Operations Building

This project involves the design and construction of a new Operations Building and a Maintenance/Storage Building at the Bucklin Point campus.

The Operations Building will contain additional office space, training and locker rooms, and the WWTF's SCADA Control Room which is necessary to maintain system reliability and efficient operations.

The Maintenance/Storage Building(s) will improve the efficiency of plant maintenance services necessary to ensure the reliable operation and performance of critical infrastructure systems and address various storage needs at the BPWWTF.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 631	\$ 15,473	\$ 23,767	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,871

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 129	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 129
Land	-	-	-	-	-	-	-	-	-
A/E Professional	263	-	-	-	-	-	-	-	263
Other	3	-	-	-	-	-	-	-	3
<b>Total</b>	<b>\$ 395</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 395</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 99	\$ 180	\$ 133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 412
A/E Professional	37	145	118	-	-	-	-	-	300
Construction	100	15,075	19,976	-	-	-	-	-	35,151
Contingency	-	-	3,515	-	-	-	-	-	3,515
Other	-	73	25	-	-	-	-	-	98
<b>Total</b>	<b>\$ 236</b>	<b>\$ 15,473</b>	<b>\$ 23,767</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 39,476</b>

Note: Cash Flow Basis in Thousands

# 20300

## FPWWTF Improvements

Project Manager: David Bowen, P.E.  
 Contractor(s): TBD

Location: Fields Point WWTF  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	February-21	May-23	27 Months	\$1,186
Construction	March-21	October-24	43 Months	11,733
<b>Total Project</b>	<b>February-21</b>	<b>October-24</b>	<b>44 Months</b>	<b>\$12,919</b>



Photo: Primary Pump Station

This project is comprised of improvements and upgrades to the Field's Point WWTF, which include replacement of the Pepcon unit at the Gravity Thickener Building, evaluation and design of WWTF's Disinfection and Dechlorination systems improvements, a new transformer and replacement of the plant water automatic strainer. Other improvements include three new VFD's to allow simultaneous operation, handrail installation at the Blower/Screw Lift Building & Primary Pump Station and replacement of the HVAC unit at the Gravity Thickener Pump Station.

This project also addresses stormwater collection installation south of the O&M building as well as remediation of the retaining wall at the ESPS.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 60	\$ 2,450	\$ 5,123	\$ 4,669	\$ 617	\$ -	\$ -	\$ -	\$ 12,919

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 32	\$ 78	\$ 72	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 182
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	478	460	-	-	-	-	-	938
Other	6	45	15	-	-	-	-	-	66
<b>Total</b>	<b>\$ 38</b>	<b>\$ 601</b>	<b>\$ 547</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,186</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 21	\$ 157	\$ 204	\$ 308	\$ 47	\$ -	\$ -	\$ -	\$ 737
A/E Professional	1	99	177	153	20	-	-	-	450
Construction	-	1,575	2,375	3,775	275	-	-	-	8,000
Contingency	-	-	1,765	403	275	-	-	-	2,443
Other	-	18	55	30	-	-	-	-	103
<b>Total</b>	<b>\$ 22</b>	<b>\$ 1,849</b>	<b>\$ 4,576</b>	<b>\$ 4,669</b>	<b>\$ 617</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,733</b>

Note: Cash Flow Basis in Thousands



# 20400

## FPWWTF Ernest Street Pump Station Improvements

Project Manager: David Bowen, P.E.  
 Contractor(s): TBD

Location: Fields Point WWTF  
 Project Priority: A

### Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	May-21	May-23	25 Months	\$1,292
Construction	June-23	August-25	27 Months	9,777
<b>Total Project</b>	<b>May-21</b>	<b>August-25</b>	<b>52 Months</b>	<b>\$11,069</b>



Photo: Ernest Street Pump Station

This project involves improvements and upgrades to the historic 200 MGD Ernest Street Pump Station facility.

Evaluation, design and planned construction activities are primarily associated with the station's critical, aging infrastructure systems including: large-diameter valves, gates and actuators; flow meters; centrifugal wastewater pumps; variable frequency drive (VFD) units; instrumentation and control (I&C) systems; influent screening systems; motor control centers (MCCs), IQ-1000 motor protectors and electrical power systems; 1,750 kVA Standby Power Generator system and related appurtenances.

Other necessary improvements include modifications to the facility's miscellaneous building and roofing systems, air handling units and other infrastructure needs.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 10	\$ 503	\$ 792	\$ 3,530	\$ 6,122	\$ 112	\$ -	\$ -	\$ 11,069

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 10	\$ 93	\$ 91	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 194
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	370	661	-	-	-	-	-	1,031
Other	-	40	27	-	-	-	-	-	67
<b>Total</b>	<b>\$ 10</b>	<b>\$ 503</b>	<b>\$ 779</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,292</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ 11	\$ 145	\$ 180	\$ 27	\$ -	\$ -	\$ 363
A/E Professional	-	-	2	127	110	10	-	-	249
Construction	-	-	-	3,200	4,975	75	-	-	8,250
Contingency	-	-	-	-	825	-	-	-	825
Other	-	-	-	58	32	-	-	-	90
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13</b>	<b>\$ 3,530</b>	<b>\$ 6,122</b>	<b>\$ 112</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,777</b>

Note: Cash Flow Basis in Thousands



# 20500

## FPWWTF Maintenance & Storage Buildings

Project Manager: David Bowen, P.E.  
 Contractor(s): TBD

Location: Fields Point WWTF  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	January-21	July-22	16 Months	\$1,979
Construction	August-22	June-24	16 Months	16,243
<b>Total Project</b>	<b>January-21</b>	<b>June-24</b>	<b>41 Months</b>	<b>\$18,222</b>



Photo: Existing FPWWTF Maintenance Building

This project involves the planning, design and construction of a new Maintenance Building, an IM Storage Building and related support facilities at the Field's Point campus which is in-line with NBC's long-range planning goals to address known resiliency and aging infrastructure concerns.

### CIP Window Summary

	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
	\$ 56	\$ 1,849	\$ 3,555	\$ 12,762	\$ -	\$ -	\$ -	\$ -	\$ 18,222

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 56	\$ 135	\$ 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 197
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	1,614	65	-	-	-	-	-	1,679
Other	-	100	3	-	-	-	-	-	103
<b>Total</b>	<b>\$ 56</b>	<b>\$ 1,849</b>	<b>\$ 74</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,979</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ 155	\$ 312	\$ -	\$ -	\$ -	\$ -	\$ 467
A/E Professional	-	-	264	385	-	-	-	-	649
Construction	-	-	3,000	10,500	-	-	-	-	13,500
Contingency	-	-	-	1,475	-	-	-	-	1,475
Other	-	-	62	90	-	-	-	-	152
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,481</b>	<b>\$ 12,762</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,243</b>

Note: Cash Flow Basis in Thousands

# 20600

## NBC Solar Carport

Project Manager: Jim Kelly  
 Contractor(s): Various

Location: WQSB  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	January-20	September-21	9 Months	\$1,059
<b>Total Project</b>	<b>January-20</b>	<b>September-21</b>	<b>28 Months</b>	<b>\$1,059</b>



Photo: Solar Carport

This project will evaluate, design, and build a solar carport in the Water Quality Science Building parking lot. Constructing the carport would serve as an additional renewable energy source to help NBC achieve its goal of 100% renewable energy resources for the NBC. It would also protect vehicles and staff from ice shed from the wind turbines. This project may be eligible for up to \$200,000 in grant funding through the Rhode Island Renewable Energy Fund (REF) Commercial-Scale Program.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 31	\$ 1,028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,059

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 31	\$ 27	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 58
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	1,000	-	-	-	-	-	-	1,000
Contingency	-	-	-	-	-	-	-	-	-
Other	-	1	-	-	-	-	-	-	1
<b>Total</b>	<b>\$ 31</b>	<b>\$ 1,028</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,059</b>

Note: Cash Flow Basis in Thousands

**30315**

**Woonasquatucket CSO OF 046 Improvements**

Project Manager: Kathryn Kelly, P.E.  
 Contractor(s): TBD

Location: Providence  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	April-18	October-23	66 Months	\$3,732
<b>Total Project</b>	<b>April-18</b>	<b>October-23</b>	<b>66 Months</b>	<b>\$3,732</b>



*Photo: Surcharge area at Kinsley Ave, Providence*

This project includes construction of facilities to eliminate surcharging from the Woonasquatucket CSO Interceptor during extreme wet weather events.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 183	\$ 284	\$ 2,186	\$ 1,079	\$ -	\$ -	\$ -	\$ -	\$ 3,732

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 33	\$ 51	\$ 43	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ 149
A/E Professional	101	233	-	-	-	-	-	-	334
Construction	15	-	2,798	-	-	-	-	-	2,813
Contingency	-	186	186	-	-	-	-	-	372
Other	34	-	30	-	-	-	-	-	64
<b>Total</b>	<b>\$ 183</b>	<b>\$ 284</b>	<b>\$ 2,186</b>	<b>\$ 1,079</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,732</b>

Note: Cash Flow Basis in Thousands

**40101**

**FPWWTF Facility Electrical Improvements & Standby Power**

Project Manager: David Bowen, P.E.  
 Contractor(s): Various

Location: Providence, RI  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	January-16	May-20	52 Months	\$18
Design	December-21	December-23	25 Months	\$686
Construction	January-23	December-24	23 Months	6,258
<b>Total Project</b>	<b>January-16</b>	<b>December-24</b>	<b>107 Months</b>	<b>\$6,962</b>



*Photo: Field's Point Screw & Blower Generator*

This project involves the evaluation and installation of standby power capabilities for critical facilities at the FPWWTF in order to maintain uninterrupted operation of treatment processes.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 18	\$ 19	\$ 613	\$ 3,946	\$ 2,366	\$ -	\$ -	\$ -	\$ 6,962

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8
A/E Professional	10	-	-	-	-	-	-	-	10
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 18</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ 14	\$ 73	\$ 38	\$ -	\$ -	\$ -	\$ -	\$ 125
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	350	185	-	-	-	-	535
Other	-	5	20	1	-	-	-	-	26
<b>Total</b>	<b>\$ -</b>	<b>\$ 19</b>	<b>\$ 443</b>	<b>\$ 224</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 686</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ 34	\$ 134	\$ 79	\$ -	\$ -	\$ -	\$ 247
A/E Professional	-	-	11	135	37	-	-	-	183
Construction	-	-	125	3,400	1,725	-	-	-	5,250
Contingency	-	-	-	-	525	-	-	-	525
Other	-	-	-	53	-	-	-	-	53
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 170</b>	<b>\$ 3,722</b>	<b>\$ 2,366</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,258</b>

Note: Cash Flow Basis in Thousands

# 1140100

## River Model Development

Project Manager: Thomas Uva  
 Contractor(s): Kincaid Consulting

Location: NBC Receiving Waters  
 Project Priority: C

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	March-05	April-22	206 Months	\$596
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>March-05</b>	<b>April-22</b>	<b>206 Months</b>	<b>\$596</b>

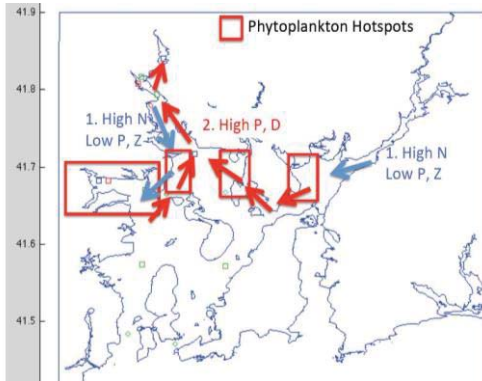


Photo: Map of phytoplankton flow dynamics seen in the ROMS biological model.

The Regional Ocean Modeling System (ROMS) for the Providence and Seekonk Rivers and Narragansett Bay tracks the circulation and transport of nutrients and determines how changing nitrogen loads affect the biology and water quality of the receiving waters. This project is for continued work on the model to improve predictions, validate accuracy, to prepare for regulatory issues and to evaluate if mandated capital expenditures are necessary to improve water quality.

### CIP Window Summary

	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
<b>Summary</b>	\$ 536	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 596

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 88	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 98
Land	-	-	-	-	-	-	-	-	-
A/E Professional	382	30	-	-	-	-	-	-	412
Other	66	20	-	-	-	-	-	-	86
<b>Total</b>	\$ 536	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 596

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

# 1140300

## Green House Gas Study

Project Manager: James Kelly  
 Contractor(s): University of Rhode Island

Location: Field's Point (Providence, RI)  
 Project Priority: C

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	October-14	March-22	90 Months	\$179
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>October-14</b>	<b>March-22</b>	<b>90 Months</b>	<b>\$179</b>



Photo: Bucklin Point Biogas System

The Greenhouse Gas Study is designed to quantify NBC's overall carbon footprint by measuring greenhouse gas emissions from wastewater collection and treatment operations. The study will ensure NBC can quickly address future regulatory requirements related to greenhouse gas emissions.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 108	\$ 71	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 179

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 30	\$ 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44
Land	-	-	-	-	-	-	-	-	-
A/E Professional	78	57	-	-	-	-	-	-	135
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 108</b>	<b>\$ 71</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 179</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands

# 1140500

## NBC Energy Sustainability

Project Manager: James Kelly  
 Contractor(s): Various

Location: Various Locations  
 Project Priority: C

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	January-16	June-23	90 Months	\$669
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>January-16</b>	<b>June-23</b>	<b>90 Months</b>	<b>\$669</b>



Photo: Coventry Turbines

The Energy Sustainability Program is designed to identify, measure, and implement ways of obtaining and using energy so that energy needs are met while minimizing environmental impacts and assuring sufficient energy sources are available to meet future needs. The Energy Sustainability Program will perform feasibility studies and evaluate methods to maximize conservation, efficiencies and employment of sustainable renewable energy resources in an economically viable and reliable manner with the ultimate goal of achieving 100% renewable energy resources for NBC.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 405	\$ 132	\$ 132	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 669

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 381	\$ 132	\$ 132	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 645
Land	-	-	-	-	-	-	-	-	-
A/E Professional	7	-	-	-	-	-	-	-	7
Other	17	-	-	-	-	-	-	-	17
<b>Total</b>	<b>\$ 405</b>	<b>\$ 132</b>	<b>\$ 132</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 669</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands



# 1140600

## RIPDES Compliance Improvements

Project Manager: David Bowen, P.E.  
 Contractor(s): TBD

Location: NBC District  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	March-18	November-22	57 Months	\$1,469
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>March-18</b>	<b>November-22</b>	<b>57 Months</b>	<b>\$1,469</b>



Photo: Aerial of the FPWWTF and the Providence River

This project includes improvements to the wastewater treatment and collections system that may be required to comply with new permit limits and mandates. Specific improvements shall be identified through a metals translator study, a technically based Local Limits Evaluation study, a site specific study, an upper bay dissolved oxygen evaluation, and the development of a climate resiliency plan.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 861	\$ 499	\$ 109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,469

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 607	\$ 404	\$ 77	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,088
Land	-	-	-	-	-	-	-	-	-
A/E Professional	230	70	25	-	-	-	-	-	325
Other	24	25	7	-	-	-	-	-	56
<b>Total</b>	<b>\$ 861</b>	<b>\$ 499</b>	<b>\$ 109</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,469</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands



# 1140800

## Pilot Restoration Projects

Project Manager: Tom Uva  
 Contractor(s): TBD

Location: Providence and/or Seekonk River Estuary  
 Project Priority: C

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	July-21	April-25	45 Months	\$16
Design	September-21	March-25	42 Months	48
Construction	June-22	June-24	24 Months	68
<b>Total Project</b>	<b>July-21</b>	<b>April-25</b>	<b>45 Months</b>	<b>\$132</b>



Photo: Artificial Reef being submerged in Providence River

This project will demonstrate the success of NBC facility upgrades and major capital expenditures as it relates to improving water quality in the Providence and/or Seekonk River estuaries.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ 58	\$ 8	\$ 58	\$ 8	\$ -	\$ -	\$ -	\$ 132

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ 4	\$ 4	\$ 4	\$ 4	\$ -	\$ -	\$ -	\$ 16
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 4</b>	<b>\$ 4</b>	<b>\$ 4</b>	<b>\$ 4</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ 4	\$ 4	\$ 4	\$ 4	\$ -	\$ -	\$ -	\$ 16
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	16	-	16	-	-	-	-	32
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 20</b>	<b>\$ 4</b>	<b>\$ 20</b>	<b>\$ 4</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	34	-	34	-	-	-	-	68
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 34</b>	<b>\$ -</b>	<b>\$ 34</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 68</b>

Note: Cash Flow Basis in Thousands

# 30700

## NBC System-wide Facilities Planning

Project Manager: David Bowen, P.E.  
 Contractor(s): N/A

Location: NBC Service Area  
 Project Priority: D

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	January-22	January-24	24 Months	\$754
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>January-22</b>	<b>January-24</b>	<b>24 Months</b>	<b>\$754</b>

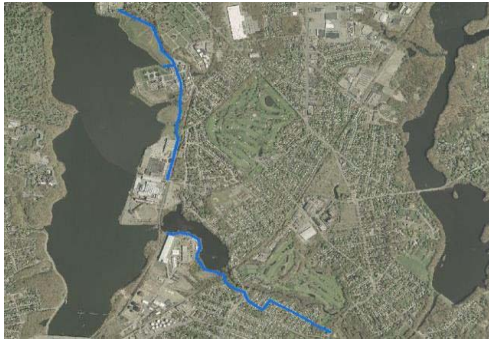


Photo: Proposed area for the East Providence Capacity Analysis

This project consists of planning activities that will determine if there is adequate system capacity for the next twenty years and determine if there is any excess infiltration/inflow in NBC's interceptors. As the evaluations begin for specific cities and towns, each will be given a unique project number.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ 28	\$ 549	\$ 177	\$ -	\$ -	\$ -	\$ -	\$ 754

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ 28	\$ 84	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ 157
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	205	90	-	-	-	-	295
Other	-	-	260	42	-	-	-	-	302
<b>Total</b>	<b>\$ -</b>	<b>\$ 28</b>	<b>\$ 549</b>	<b>\$ 177</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 754</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands

# 40200

## NBC System-wide Inflow Reduction

Project Manager: David Bowen, P.E.  
 Contractor(s): N/A

Location: NBC Service Area  
 Project Priority: D

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	August-22	August-24	25 Months	\$340
Construction	March-23	November-24	20 Months	552
<b>Total Project</b>	<b>August-22</b>	<b>November-24</b>	<b>27 Months</b>	<b>\$892</b>



Photo: Downspouts at NBC's Corporate Office Building

This project involves the development and implementation of an inflow reduction program to remove stormwater from sanitary sewers in the NBC's service area. This project is imperative to prevent surcharging of sewers that could cause illegal sanitary sewer overflows during wet weather events.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ -	\$ 190	\$ 484	\$ 218	\$ -	\$ -	\$ -	\$ 892

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ 64	\$ 68	\$ 13	\$ -	\$ -	\$ -	\$ 145
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	60	95	10	-	-	-	165
Other	-	-	20	10	-	-	-	-	30
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 144</b>	<b>\$ 173</b>	<b>\$ 23</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 340</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ 38	\$ 77	\$ 30	\$ -	\$ -	\$ -	\$ 145
A/E Professional	-	-	8	52	30	-	-	-	90
Construction	-	-	-	162	83	-	-	-	245
Contingency	-	-	-	-	22	-	-	-	22
Other	-	-	-	20	30	-	-	-	50
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 46</b>	<b>\$ 311</b>	<b>\$ 195</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 552</b>

Note: Cash Flow Basis in Thousands

# 40300

## Municipal Lateral Sewer Acquisition Impact

Project Manager: David Bowen, P.E.  
 Contractor(s): N/A

Location: NBC Service Area  
 Project Priority: D

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	December-21	June-24	30 Months	\$411
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>December-21</b>	<b>June-24</b>	<b>30 Months</b>	<b>\$411</b>



Photo: Municipal Sewer Manhole Cover

This project involves evaluating the impact of NBC assuming ownership of lateral sewers that are currently owned by municipalities within NBC's service area. If legislation is passed by the General Assembly mandating NBC to take over ownership and maintenance of local sewers within NBC's service area, this project will be required.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ 70	\$ 225	\$ 116	\$ -	\$ -	\$ -	\$ -	\$ 411

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ 50	\$ 65	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ 141
A/E Professional	-	20	150	90	-	-	-	-	260
Other	-	-	10	-	-	-	-	-	10
<b>Total</b>	<b>\$ -</b>	<b>\$ 70</b>	<b>\$ 225</b>	<b>\$ 116</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 411</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands

# 40400

## FPWWTF Plan Update

Project Manager: David Bowen, P.E.  
 Contractor(s): CH2M Hill

Location: Providence, RI  
 Project Priority: B

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	January-17	December-22	72 Months	\$421
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>January-17</b>	<b>December-22</b>	<b>72 Months</b>	<b>\$421</b>



Photo: Aeration Tanks at Field's Point WWTF

This project involves the update of the FPWWTF Plan and determining the maximum nitrogen and biochemical oxygen demand loads that can be accepted at the facilities while meeting RIPDES permit limits as well as resources required to review and ensure compliance with the RIPDES permit recently issued by RIDEM.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 205	\$ 119	\$ 97	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 421

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 177	\$ 104	\$ 82	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 363
A/E Professional	20	7	8	-	-	-	-	-	35
Other	8	8	7	-	-	-	-	-	23
<b>Total</b>	<b>\$ 205</b>	<b>\$ 119</b>	<b>\$ 97</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 421</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands

# 40550

## RIPDES Flow Monitoring System Implementation

Project Manager: Michael Caruolo, P.E.  
 Contractor(s): ADS Environmental Services

Location: NBC Service Area  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	June-21	September-22	16 Months	1,650
<b>Total Project</b>	<b>June-21</b>	<b>September-22</b>	<b>16 Months</b>	<b>\$1,650</b>



Photo: Flow Monitor

This project involves the replacement of existing flow monitoring equipment located throughout NBC's collection system to include purchasing, installing and maintaining all equipment in order to accurately monitor flow conditions and measurements in accordance with the RIPDES permit. In addition, for an initial one year period, all flow data shall be monitored and reported to the NBC.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 109	\$ 1,243	\$ 298	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,650

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 15	\$ 110	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	94	1,133	283	-	-	-	-	-	1,510
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 109</b>	<b>\$ 1,243</b>	<b>\$ 298</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,650</b>

Note: Cash Flow Basis in Thousands



**30800**

**CSO Phase III A Facilities - Design & Construction Program Management**

Project Manager: Kathryn Kelly, P.E.  
 Contractor(s): Stantec Consulting Services

Location: Pawtucket, RI  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	April-13	December-22	117 Months	\$74,566
Construction	January-21	January-28	84 Months	57,638
<b>Total Project</b>	<b>April-13</b>	<b>January-28</b>	<b>178 Months</b>	<b>\$132,204</b>



*Photo: Proposed alignment for the Pawtucket CSO Tunnel*

The purpose of Phase III A is to design and construct a deep rock tunnel in Pawtucket approximately 13,000 feet in length along the Seekonk and Blackstone Rivers, a pump station to convey flow to the Bucklin Point WWTF in East Providence, drop shafts and consolidation conduits, and improvements to the Bucklin Point WWTF. In addition, GSI facilities will be constructed to reduce stormwater inflow by infiltration of stormwater into the ground.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 64,412	\$ 20,205	\$ 13,939	\$ 9,814	\$ 8,704	\$ 7,629	\$ 4,404	\$ 3,097	\$ 132,204

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 3,620	\$ 675	\$ 365	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,660
Land	8,678	822	-	-	-	-	-	-	9,500
A/E Professional	47,223	9,924	2,500	-	-	-	-	-	59,647
Other	619	140	-	-	-	-	-	-	759
<b>Total</b>	<b>\$ 60,140</b>	<b>\$ 11,561</b>	<b>\$ 2,865</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 74,566</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	4,200	8,500	10,930	9,670	8,560	7,485	4,260	533	54,138
Contingency	-	-	-	-	-	-	-	2,500	2,500
Other	72	144	144	144	144	144	144	64	1,000
<b>Total</b>	<b>\$ 4,272</b>	<b>\$ 8,644</b>	<b>\$ 11,074</b>	<b>\$ 9,814</b>	<b>\$ 8,704</b>	<b>\$ 7,629</b>	<b>\$ 4,404</b>	<b>\$ 3,097</b>	<b>\$ 57,638</b>

Note: Cash Flow Basis in Thousands

**30801**

**CSO Phase III A Facilities - Pawtucket Tunnel & Pump Station**

Project Manager: Kathryn Kelly, P.E.  
 Contractor(s): TBD

Location: Pawtucket  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	February-21	March-26	61 Months	\$488,300
<b>Total Project</b>	<b>February-21</b>	<b>March-26</b>	<b>61 Months</b>	<b>\$488,300</b>



*Photo: Pawtucket Tunnel - CDRA Route*

This project includes the construction of a deep rock storage tunnel, launch and drop shafts, and adits. After construction of the tunnel, tunnel pump station, and associated near surface facilities, CSO flow which currently discharges to the Seekonk and Blackstone Rivers shall be diverted to the tunnel during storms smaller than or equal to a three-month design storm. The diverted CSO flow will be stored in the tunnel and will be pumped to the plant for full treatment when capacity becomes available.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 45,643	\$ 109,205	\$ 158,888	\$ 100,349	\$ 65,215	\$ 9,000	\$ -	\$ -	\$ 488,300

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 780	\$ 1,760	\$ 1,760	\$ 1,705	\$ 987	\$ -	\$ -	\$ -	\$ 6,992
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	44,838	107,385	157,068	98,584	32,935	9,000	-	-	449,810
Contingency	-	-	-	-	31,253	-	-	-	31,253
Other	25	60	60	60	40	-	-	-	245
<b>Total</b>	<b>\$ 45,643</b>	<b>\$ 109,205</b>	<b>\$ 158,888</b>	<b>\$ 100,349</b>	<b>\$ 65,215</b>	<b>\$ 9,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 488,300</b>

Note: Cash Flow Basis in Thousands



**30802**

**CSO Phase III A Facilities - Tunnel Pump Station Fit-out**

Project Manager: Kathryn Kelly, P.E.  
 Contractor(s): TBD

Location: Pawtucket  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	December-22	December-26	67 Months	\$88,334
<b>Total Project</b>	<b>December-22</b>	<b>December-26</b>	<b>49 Months</b>	<b>\$88,334</b>



*Photo: Inside Ernest St. Tunnel Pump Station*

This project includes construction of the CSO Tunnel Pump Station (TPS). The TPS shall be constructed on a site in Pawtucket near the Bucklin Point Wastewater Treatment Facility.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ -	\$ 11,411	\$ 19,561	\$ 19,561	\$ 19,561	\$ 18,240	\$ -	\$ 88,334

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ 312	\$ 534	\$ 534	\$ 534	\$ 286	\$ -	\$ 2,200
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	10,441	17,899	17,899	17,899	7,428	-	71,566
Contingency	-	-	-	-	-	-	10,000	-	10,000
Other	-	-	658	1,128	1,128	1,128	526	-	4,568
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,411</b>	<b>\$ 19,561</b>	<b>\$ 19,561</b>	<b>\$ 19,561</b>	<b>\$ 18,240</b>	<b>\$ -</b>	<b>\$ 88,334</b>

Note: Cash Flow Basis in Thousands

**30803**

**CSO Phase III A Facilities - OF 205**

Project Manager: Kathryn Kelly, P.E.  
 Contractor(s): TBD

Location: Pawtucket  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	January-24	September-25	20 Months	\$6,045
<b>Total Project</b>	<b>January-24</b>	<b>September-25</b>	<b>20 Months</b>	<b>\$6,045</b>



*Photo: Outfall 205 Location*

This project involves constructing near-surface facilities to direct flow from the existing CSO 205 outfall pipe to a drop shaft for the CSO storage tunnel during storms smaller than or equal to the three-month design storm. Flow will be diverted from the CSO 205 outfall pipe via a diversion structure. This flow will pass through a consolidation conduit and gate and screening structure which will screen the flow for large objects. From the gate and screening structure, the flow will pass into the drop shaft and then be directed to the tunnel through an adit. The drop shaft and adit will be constructed as part of another project.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ -	\$ -	\$ 1,590	\$ 3,177	\$ 1,278	\$ -	\$ -	\$ 6,045

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ 39	\$ 75	\$ 19	\$ -	\$ -	\$ 133
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	1,464	2,928	722	-	-	5,114
Contingency	-	-	-	-	-	500	-	-	500
Other	-	-	-	87	174	37	-	-	298
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,590</b>	<b>\$ 3,177</b>	<b>\$ 1,278</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,045</b>

Note: Cash Flow Basis in Thousands

**30804**

**CSO Phase III A Facilities - OF 210, 213, 214**

Project Manager: Kathryn Kelly, P.E.  
 Contractor(s): TBD

Location: Pawtucket  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	November-22	June-25	47 Months	\$28,187
<b>Total Project</b>	<b>November-22</b>	<b>June-25</b>	<b>31 Months</b>	<b>\$28,187</b>



*Photo: Outfall Locations*

This project includes the construction of consolidation conduits to direct flow to the tunnel via Drop Shaft 213 from CSO outfalls 210, 211, 213, and 214. Wet weather flow from the OF-210, OF-211, and OF-213 will be diverted to a new 48-inch consolidation conduit that will direct flow to Drop Shaft 213. Wet weather flow from OF-214 will be directed through a new 48-inch consolidation conduit to a new 60-inch consolidation conduit.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ -	\$ 5,807	\$ 8,710	\$ 13,670	\$ -	\$ -	\$ -	\$ 28,187

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ 159	\$ 237	\$ 197	\$ -	\$ -	\$ -	\$ 593
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	5,356	8,035	8,035	-	-	-	21,426
Contingency	-	-	-	-	5,000	-	-	-	5,000
Other	-	-	292	438	438	-	-	-	1,168
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,807</b>	<b>\$ 8,710</b>	<b>\$ 13,670</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,187</b>

Note: Cash Flow Basis in Thousands

30805

**CSO Phase III A Facilities - OF 217**

Project Manager: Kathryn Kelly, P.E.  
 Contractor(s): TBD

Location: Pawtucket  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	June-21	September-23	38 Months	\$18,400
<b>Total Project</b>	<b>June-21</b>	<b>September-23</b>	<b>27 Months</b>	<b>\$18,400</b>



Photo: Outfall 217

This project includes the construction of a consolidation conduit to direct flow to the tunnel via Drop Shaft 213 from CSO outfalls 217. Wet weather flow will be diverted from OF-217 to a new 48-inch consolidation conduit that will ultimately direct flow to Drop Shaft 213.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 200	\$ 6,586	\$ 8,197	\$ 3,417	\$ -	\$ -	\$ -	\$ -	\$ 18,400

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ 135	\$ 225	\$ 54	\$ -	\$ -	\$ -	\$ -	\$ 414
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	200	6,221	7,578	1,264	-	-	-	-	15,263
Contingency	-	-	-	2,000	-	-	-	-	2,000
Other	-	230	394	99	-	-	-	-	723
<b>Total</b>	<b>\$ 200</b>	<b>\$ 6,586</b>	<b>\$ 8,197</b>	<b>\$ 3,417</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,400</b>

Note: Cash Flow Basis in Thousands

**30806**

**CSO Phase III A Facilities - OF 218**

Project Manager: Kathryn Kelly, P.E.  
 Contractor(s): TBD

Location: Pawtucket  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	March-24	December-25	39 Months	\$11,715
<b>Total Project</b>	<b>March-24</b>	<b>December-25</b>	<b>21 Months</b>	<b>\$11,715</b>



*Photo: Outfall 218 Location*

This project includes the construction of a consolidation conduit to direct flow to the tunnel via Drop Shaft 218 from CSO outfall 218. Wet weather flow will be diverted from OF-218 to new consolidation conduit that will ultimately direct flow to Drop Shaft 218.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ -	\$ -	\$ 1,409	\$ 4,208	\$ 6,098	\$ -	\$ -	\$ 11,715

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ 45	\$ 114	\$ 50	\$ -	\$ -	\$ 209
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	1,280	3,841	1,921	-	-	7,042
Contingency	-	-	-	-	-	4,000	-	-	4,000
Other	-	-	-	84	253	127	-	-	464
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,409</b>	<b>\$ 4,208</b>	<b>\$ 6,098</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,715</b>

Note: Cash Flow Basis in Thousands

**30807**

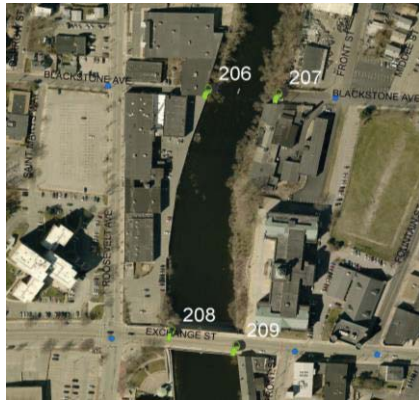
**CSO Phase III A Facilities - Regulator Modifications**

Project Manager: Kathryn Kelly, P.E.  
 Contractor(s): TBD

Location: Pawtucket  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	September-21	February-23	36 Months	\$5,666
<b>Total Project</b>	<b>September-21</b>	<b>February-23</b>	<b>17 Months</b>	<b>\$5,666</b>



*Photo: Outfall Locations*

This project includes modifications at regulators for CSOs 203, 204, 207, 208, 209, 212, 215, and 216. Modifications are required in order to direct flow to the tunnel through consolidation conduits constructed in other Phase III projects.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 1	\$ 1,481	\$ 4,184	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,666

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 1	\$ 40	\$ 32	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 73
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	1,361	1,089	-	-	-	-	-	2,450
Contingency	-	-	3,000	-	-	-	-	-	3,000
Other	-	80	63	-	-	-	-	-	143
<b>Total</b>	<b>\$ 1</b>	<b>\$ 1,481</b>	<b>\$ 4,184</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,666</b>

Note: Cash Flow Basis in Thousands

30808

**CSO Phase III A Facilities - Green Stormwater Infrastructure Demonstration**

Project Manager: Rich Bernier, P.E.  
 Contractor(s): Cardi Corp

Location: Central Falls  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	May-19	January-22	32 Months	\$1,781
<b>Total Project</b>	<b>May-19</b>	<b>January-22</b>	<b>32 Months</b>	<b>\$1,781</b>



*Photo: Dry wells used to promote infiltration of stormwater runoff*

This project entails construction of green stormwater infrastructure at 1304 High Street in Central Falls. Catch basins and storm pipes will be installed to convey stormwater to bioretention basins where stormwater will infiltrate to the groundwater table rather than be conveyed to the combined sewer.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 1,770	\$ 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,781

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 182	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 184
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	1,583	9	-	-	-	-	-	-	1,592
Contingency	-	-	-	-	-	-	-	-	-
Other	5	-	-	-	-	-	-	-	5
<b>Total</b>	<b>\$ 1,770</b>	<b>\$ 11</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,781</b>

Note: Cash Flow Basis in Thousands



**30809**

**CSO Phase III A - GSI Projects**

Project Manager: Rich Bernier, P.E.  
 Contractor(s): J. H. Lynch & Sons

Location: Central Falls  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	September-19	January-23	39 Months	\$8,754
<b>Total Project</b>	<b>September-19</b>	<b>January-23</b>	<b>39 Months</b>	<b>\$8,754</b>



*Photo: Example of Green Stormwater Infrastructure*

This project entails the construction of green stormwater infrastructure in the City of Central Falls. GSI will be constructed in the CSO 101 and 103 sewersheds and will include tree box filters, bio-retention basins, infiltration chambers, and other facilities to promote infiltration of stormwater runoff to the groundwater table.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 5,834	\$ 1,262	\$ 1,658	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,754

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 234	\$ 84	\$ 37	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 355
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	5,562	1,118	1,057	-	-	-	-	-	7,737
Contingency	27	-	500	-	-	-	-	-	527
Other	11	60	64	-	-	-	-	-	135
<b>Total</b>	<b>\$ 5,834</b>	<b>\$ 1,262</b>	<b>\$ 1,658</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,754</b>

Note: Cash Flow Basis in Thousands



**30810**

**CSO Phase III A Facilities - BPWWTF Clarifiers and Flow Splitters**

Project Manager: Kathryn Kelly, P.E.  
 Contractor(s): TBD

Location: East Providence  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	January-22	May-24	42 Months	\$47,026
<b>Total Project</b>	<b>January-22</b>	<b>May-24</b>	<b>28 Months</b>	<b>\$47,026</b>



*Photo: Existing Clarifiers at Bucklin Point*

This project entails the construction of two new final clarifiers, modifications to the flow splitting operation, construction of a new RAS pump station for the new final clarifiers, and improvements to the RAS piping system and influent pump station.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ 1,387	\$ 30,668	\$ 14,971	\$ -	\$ -	\$ -	\$ -	\$ 47,026

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ 40	\$ 851	\$ 275	\$ -	\$ -	\$ -	\$ -	\$ 1,166
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	1,274	28,353	9,173	-	-	-	-	38,800
Contingency	-	-	-	5,000	-	-	-	-	5,000
Other	-	73	1,464	523	-	-	-	-	2,060
<b>Total</b>	\$ -	\$ 1,387	\$ 30,668	\$ 14,971	\$ -	\$ -	\$ -	\$ -	\$ 47,026

Note: Cash Flow Basis in Thousands

# 30830

## CSO Phase III B Facilities

Project Manager: Kathryn Kelly, P.E.  
 Contractor(s): N/A

Location: Central Falls, RI  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	December-28	June-31	30 Months	28,484
<b>Total Project</b>	<b>December-28</b>	<b>June-31</b>	<b>156 Months</b>	<b>\$28,484</b>



Photo: Proposed CSO Phase III B Facilities

Phase III B includes construction of upper BVI gate and screening structure, interceptor relief, and consolidation conduit. These interceptors will convey flow to the tunnel to be built in Phase III A. In addition, GSI facilities will be constructed to reduce storm inflow to the combined sewer system, and one sewer separation project will be included as part of Phase III B.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,484	\$ 28,484

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 615	\$ 615
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	26,433	26,433
Contingency	-	-	-	-	-	-	-	1,356	1,356
Other	-	-	-	-	-	-	-	80	80
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,484</b>	<b>\$ 28,484</b>

Note: Cash Flow Basis in Thousands

# 30850

## CSO Phase III C Facilities

Project Manager: Kathryn Kelly, P.E.  
 Contractor(s): N/A

Location: Pawtucket, RI  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	May-32	June-34	26 Months	\$23,120
Construction	April-34	June-37	39 Months	141,540
<b>Total Project</b>	<b>May-32</b>	<b>June-37</b>	<b>62 Months</b>	<b>\$164,660</b>



Photo: Proposed CSO Phase III C Facilities

Phase III C is to design and construct a stub tunnel that will convey flow from CSO 220 to the tunnel to be constructed in Phase III A. In addition, GSI facilities will be constructed to reduce storm water inflow to the combined sewers.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 164,660	\$ 164,660

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 968	\$ 968
Land	-	-	-	-	-	-	-	2,500	2,500
A/E Professional	-	-	-	-	-	-	-	14,440	14,440
Other	-	-	-	-	-	-	-	5,212	5,212
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,120</b>	<b>\$ 23,120</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,160	\$ 2,160
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	135,040	135,040
Contingency	-	-	-	-	-	-	-	3,360	3,360
Other	-	-	-	-	-	-	-	980	980
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 141,540</b>	<b>\$ 141,540</b>

Note: Cash Flow Basis in Thousands

30870

**CSO Phase III D Facilities**

Project Manager: Kathryn Kelly, P.E.  
 Contractor(s): N/A

Location: Providence, RI  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	April-37	September-39	29 Months	\$13,180
Construction	August-39	December-41	28 Months	70,320
<b>Total Project</b>	<b>April-37</b>	<b>December-41</b>	<b>57 Months</b>	<b>\$83,500</b>



Photo: Proposed CSO Phase III D Facilities

Phase III D is to design and construct an interceptor that will store flow during a storm and later release the flow into the system as capacity allows. In addition, GSI facilities will be constructed to reduce storm water inflow to the combined sewer system. Storm sewers will be constructed to separate stormwater flow from the combined sewer.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 83,500	\$ 83,500

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,110	\$ 1,110
Land	-	-	-	-	-	-	-	1,000	1,000
A/E Professional	-	-	-	-	-	-	-	8,000	8,000
Other	-	-	-	-	-	-	-	3,070	3,070
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,180</b>	<b>\$ 13,180</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,010	\$ 1,010
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	67,760	67,760
Contingency	-	-	-	-	-	-	-	1,320	1,320
Other	-	-	-	-	-	-	-	230	230
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,320</b>	<b>\$ 70,320</b>

Note: Cash Flow Basis in Thousands

# 12400

## Interceptor Maintenance Building

Project Manager: David Bowen, P.E.  
 Contractor(s): N/A

Location: Field's Point (Providence, RI)  
 Project Priority: D

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	June-22	June-24	24 Months	\$875
Construction	June-24	June-26	24 Months	9,112
<b>Total Project</b>	<b>June-22</b>	<b>June-26</b>	<b>48 Months</b>	<b>\$9,987</b>



This project involves the design and construction of a new building that would be needed if NBC is required by legislation to assume ownership of lateral sewers currently owned by local communities within its district. The building will include an administrative area as well as a garage and storage yard.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ 3	\$ 327	\$ 553	\$ 3,281	\$ 5,823	\$ -	\$ -	\$ 9,987

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ 3	\$ 52	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ 95
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	255	495	-	-	-	-	750
Other	-	-	20	10	-	-	-	-	30
<b>Total</b>	<b>\$ -</b>	<b>\$ 3</b>	<b>\$ 327</b>	<b>\$ 545</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 875</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ 8	\$ 150	\$ 180	\$ -	\$ -	\$ 338
A/E Professional	-	-	-	-	266	148	-	-	414
Construction	-	-	-	-	2,800	4,700	-	-	7,500
Contingency	-	-	-	-	-	750	-	-	750
Other	-	-	-	-	65	45	-	-	110
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8</b>	<b>\$ 3,281</b>	<b>\$ 5,823</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,112</b>

Note: Cash Flow Basis in Thousands

# 30500

## NBC Interceptor Easements Restoration, Various Locations

Project Manager: David Bowen, P.E.  
 Contractor(s): N/A

Location: NBC Service Area  
 Project Priority: B

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	September-21	January-23	16 Months	\$439
Construction	November-22	July-24	20 Months	899
<b>Total Project</b>	<b>September-21</b>	<b>July-24</b>	<b>34 Months</b>	<b>\$1,338</b>



Photo: Easement clearing

This project involves verification of easement locations and clearing the easements in overland areas to ensure sufficient access and enable NBC to maintain the integrity of the collection system.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ 209	\$ 461	\$ 664	\$ 4	\$ -	\$ -	\$ -	\$ 1,338

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ 39	\$ 35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74
Land	-	25	25	-	-	-	-	-	50
A/E Professional	-	135	165	-	-	-	-	-	300
Other	-	10	5	-	-	-	-	-	15
<b>Total</b>	<b>\$ -</b>	<b>\$ 209</b>	<b>\$ 230</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 439</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ 18	\$ 55	\$ 4	\$ -	\$ -	\$ -	\$ 77
A/E Professional	-	-	3	49	-	-	-	-	52
Construction	-	-	200	450	-	-	-	-	650
Contingency	-	-	-	75	-	-	-	-	75
Other	-	-	10	35	-	-	-	-	45
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 231</b>	<b>\$ 664</b>	<b>\$ 4</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 899</b>

Note: Cash Flow Basis in Thousands



# 30610

## NBC System-wide Regulator Modifications

Project Manager: David Bowen, P.E.  
 Contractor(s): TBD

Location: Fields Point WWTF  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	December-20	August-22	20 Months	\$610
Construction	August-22	October-24	25 Months	2,717
<b>Total Project</b>	<b>December-20</b>	<b>October-24</b>	<b>46 Months</b>	<b>\$3,327</b>



Photo: OF 056 Regulator on Vandewater Street

This project involves the design and construction of various regulator structure modifications to address known hydraulic capacity limitations within the NBC collection system. Regulator structure and gravity piping system modifications are needed to eliminate surcharging at Pitman Street, Silver Spring, Vandewater and other miscellaneous locations throughout the century old combined sewer system.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 93	\$ 509	\$ 521	\$ 1,657	\$ 547	\$ -	\$ -	\$ -	\$ 3,327

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 43	\$ 107	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 158
Land	50	100	-	-	-	-	-	-	150
A/E Professional	-	250	-	-	-	-	-	-	250
Other	-	52	-	-	-	-	-	-	52
<b>Total</b>	<b>\$ 93</b>	<b>\$ 509</b>	<b>\$ 8</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 610</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ 107	\$ 191	\$ 39	\$ -	\$ -	\$ -	\$ 337
A/E Professional	-	-	41	81	8	-	-	-	130
Construction	-	-	350	1,350	300	-	-	-	2,000
Contingency	-	-	-	-	200	-	-	-	200
Other	-	-	15	35	-	-	-	-	50
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 513</b>	<b>\$ 1,657</b>	<b>\$ 547</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,717</b>

Note: Cash Flow Basis in Thousands

# 70900

## Omega Pump Station Improvements

Project Manager: David Bowen, P.E.  
 Contractor(s): TBD

Location: Omega Pump Station, East Providence, RI  
 Project Priority: B

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	May-21	October-22	17 Months	\$456
Construction	September-22	September-24	24 Months	3,769
<b>Total Project</b>	<b>May-21</b>	<b>September-24</b>	<b>40 Months</b>	<b>\$4,225</b>



Photo: Omega Pump Station

This project involves the evaluation, design and replacement of pumps, piping and valves at the Omega Pump Station, which were originally built in the 1950's and are nearing the end of their useful life. New screening and grit technology will shred and reduce the size of coarse solid materials of the wastewater and facilitate transport to the wastewater treatment facility. Additionally, the new technology will provide for the upgrade of the pump station to improve reliability of the motor control center and streamline operations.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 17	\$ 346	\$ 776	\$ 2,353	\$ 733	\$ -	\$ -	\$ -	\$ 4,225

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 17	\$ 66	\$ 23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 106
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	230	70	-	-	-	-	-	300
Other	-	50	-	-	-	-	-	-	50
<b>Total</b>	<b>\$ 17</b>	<b>\$ 346</b>	<b>\$ 93</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 456</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ 92	\$ 180	\$ 40	\$ -	\$ -	\$ -	\$ 312
A/E Professional	-	-	24	58	18	-	-	-	100
Construction	-	-	550	2,075	375	-	-	-	3,000
Contingency	-	-	-	-	300	-	-	-	300
Other	-	-	17	40	-	-	-	-	57
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 683</b>	<b>\$ 2,353</b>	<b>\$ 733</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,769</b>

Note: Cash Flow Basis in Thousands



# 71000

## Lincoln Septage Receiving Station Replacement

Project Manager: David Bowen, P.E.  
 Contractor(s): TBD

Location: Lincoln, RI  
 Project Priority: B

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	September-21	May-23	20 Months	\$547
Construction	March-22	June-25	40 Months	4,447
<b>Total Project</b>	<b>September-21</b>	<b>June-25</b>	<b>46 Months</b>	<b>\$4,994</b>



Photo: Septage Receiving Station

The existing Lincoln Septage Receiving Station has reached the end of its useful life and needs to be replaced. This project includes design and construction of a new septage receiving station equipped with a screening mechanism and sample collection capabilities in accordance with NBC's Standard Operating Procedures for monitoring septage.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ 172	\$ 414	\$ 1,493	\$ 2,915	\$ -	\$ -	\$ -	\$ 4,994

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ 65	\$ 69	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 134
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	83	267	-	-	-	-	-	350
Other	-	20	43	-	-	-	-	-	63
<b>Total</b>	<b>\$ -</b>	<b>\$ 168</b>	<b>\$ 379</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 547</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ 29	\$ 148	\$ 180	\$ -	\$ -	\$ -	\$ 357
A/E Professional	-	4	6	100	65	-	-	-	175
Construction	-	-	-	1,200	2,300	-	-	-	3,500
Contingency	-	-	-	-	350	-	-	-	350
Other	-	-	-	45	20	-	-	-	65
<b>Total</b>	<b>\$ -</b>	<b>\$ 4</b>	<b>\$ 35</b>	<b>\$ 1,493</b>	<b>\$ 2,915</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,447</b>

Note: Cash Flow Basis in Thousands

# 304 M Summary

## Interceptor Inspection and Cleaning

Project Manager: Mike Caruolo, P.E.  
 Contractor(s): Various

Location: NBC Service Area  
 Project Priority: B

### Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Inspection and Cleaning	July-09	Ongoing	Ongoing	5,265
<b>Total Project</b>	<b>July-09</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>\$5,265</b>



Photo: Interceptor Grit Removal

The 304 M project includes the inspection and cleaning of interceptors in order to maintain NBC's infrastructure and collection system. The inspections determine pipe condition and identify infrastructure issues. NBC allocates \$500 thousand annually for inspections and cleaning in years that do not have specific projects identified to ensure resources are available. As new inspection and cleaning projects are identified, they will be given a unique project number.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 304	\$ 1,319	\$ 1,142	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 5,265

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	33	\$ 56	\$ 83	\$ 55	\$ 55	\$ 55	\$ 55	\$ 55	\$ 447
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	241	1,080	910	370	370	370	370	370	4,081
Contingency	-	108	54	-	-	-	-	-	162
Other	30	75	95	75	75	75	75	75	575
<b>Total</b>	<b>\$ 304</b>	<b>\$ 1,319</b>	<b>\$ 1,142</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 5,265</b>

Note: Cash Flow Basis in Thousands

# 30400C

## Interceptor Restoration and Construction

Project Manager: Rich Bernier, P.E.  
 Contractor(s): Various

Location: NBC Service Area  
 Project Priority: B

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	July-01	Ongoing	Ongoing	9,000
<b>Total Project</b>	<b>July-01</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>\$9,000</b>



Photo: Proposed portion of Lincoln Interceptor Replacement

Project 30400C consists of funding programmed for potential restoration and construction to correct issues such as structural damage, aging or inaccessible infrastructure, odor control and emergency situations. NBC allocates \$1.5 million annually for interceptor restoration and construction, in years that do not have specific projects identified to ensure resources are available. As new projects are identified, they will be given a unique project number.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 9,000

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 450
A/E Professional	-	-	5	5	5	5	5	5	30
Construction	-	-	1,250	1,250	1,250	1,250	1,250	1,250	7,500
Contingency	-	-	150	150	150	150	150	150	900
Other	-	-	20	20	20	20	20	20	120
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 9,000</b>

Note: Cash Flow Basis in Thousands

**30421**

**Louisquisset Pike Interceptor Improvements**

Project Manager: David Bowen, P.E.  
 Contractor(s): N/A

Location: Lincoln, RI  
 Project Priority: D

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	February-22	June-23	16 Months	\$4,794
<b>Total Project</b>	<b>February-22</b>	<b>June-23</b>	<b>16 Months</b>	<b>\$4,794</b>



*Photo: Louisquisset Pike in Lincoln*

This project involves the construction of a larger diameter interceptor in the northern section of the Town of Lincoln. The larger capacity pipe will accommodate the additional flow resulting from expected development.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ -	\$ 29	\$ 4,765	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,794

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ 20	\$ 121	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 141
A/E Professional	-	9	44	-	-	-	-	-	53
Construction	-	-	4,000	-	-	-	-	-	4,000
Contingency	-	-	600	-	-	-	-	-	600
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 29</b>	<b>\$ 4,765</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,794</b>

Note: Cash Flow Basis in Thousands

30444

# Moshassuck Valley Interceptor

Project Manager: Rich Bernier, P.E.  
 Contractor(s): N/A

Location: Central Falls, RI  
 Project Priority: A

## Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	January-12	January-18	73 Months	\$508
Construction	February-18	November-21	46 Months	12,860
<b>Total Project</b>	<b>January-12</b>	<b>November-21</b>	<b>119 Months</b>	<b>\$13,368</b>



Photo: Construction on the Moshassuck Valley Interceptor

An inspection of the Moshassuck Valley Interceptor from Higginson Street in Central Falls to Lockbridge Street in Pawtucket revealed that this line has sunk from its original grade at numerous points, by as much as 2.5 feet. This project involves the design and construction of a new sewer to replace the existing sewer.

### CIP Window Summary

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 13,308	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,368

### Projected Expenditures - Planning

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 82	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82
Land	93	-	-	-	-	-	-	-	93
A/E Professional	324	-	-	-	-	-	-	-	324
Other	9	-	-	-	-	-	-	-	9
<b>Total</b>	<b>\$ 508</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 508</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 593	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 594
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	12,205	59	-	-	-	-	-	-	12,264
Contingency	-	-	-	-	-	-	-	-	-
Other	2	-	-	-	-	-	-	-	2
<b>Total</b>	<b>\$ 12,800</b>	<b>\$ 60</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,860</b>

Note: Cash Flow Basis in Thousands

30467

**Improvements to Interceptors FY 2019**

Project Manager: Rich Bernier, P.E.  
 Contractor(s): Insituform

Location: Providence, East Providence and Johnston  
 Project Priority: A

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	January-19	December-21	36 Months	\$3,343
<b>Total Project</b>	<b>January-19</b>	<b>December-21</b>	<b>36 Months</b>	<b>\$3,343</b>



*Photo: Rehabilitation of Interceptors*

This project consists of lining various diameter interceptors ranging from 8" to 42" and the rehabilitation of various manholes throughout the NBC service area.

**CIP Window Summary**

Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
\$ 3,310	\$ 33	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,343

**Projected Expenditures - Planning**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 22	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Post FY 27	Total
Administrative	\$ 338	\$ 18	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 356
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	2,968	15	-	-	-	-	-	-	2,983
Contingency	-	-	-	-	-	-	-	-	-
Other	4	-	-	-	-	-	-	-	4
<b>Total</b>	<b>\$ 3,310</b>	<b>\$ 33</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,343</b>

Note: Cash Flow Basis in Thousands





# Long-Term Financial Plan

Each year, NBC works with its Municipal Advisor (MA) to update the debt issuance optimization model (model) and update the Long-Term Financial Plan (Plan). This is especially important for NBC given the magnitude of NBC's CIP. The model takes into consideration existing capital funding, debt service, and annual revenues. The model layers on the CIP, annual transfers into the Project Fund, projected market conditions, debt service coverage requirements and funding options to optimize NBC's financing strategy. Model outputs include six-year capital sources and uses and projected annual outstanding debt and debt service by funding source. The results serve as inputs into NBC's proforma tool that is used to project operating revenue and expense as well as rate increases. The proforma tool also incorporates projected CIP impacts on the operating budget.

Outputs from the model are in the following Proforma for FY 2022 – 2027. The proforma is based upon the Capital Sources and Uses shown in the bottom portion of the table, optimized through the model. The information shows that NBC has significant capital investment planned over the next four years. It also shows that additional debt will be issued to finance the plan, and that the associated debt service begins in FY 2024. The proforma also incorporates the rate covenants with debt service coverage of 125% or greater each year.

Detailed discussion of the six-year revenue and expense is on the following pages.

## NBC Proforma FY 2022-2027

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>Total Revenue</b>	<b>\$ 104,836,125</b>	<b>\$ 113,577,246</b>	<b>\$ 113,857,791</b>	<b>\$ 120,105,101</b>	<b>\$ 122,332,847</b>	<b>\$ 126,584,278</b>
<b>Expense</b>						
Operating Expense	48,904,654	49,871,833	50,703,960	51,702,192	52,610,301	54,421,443
Debt Service	41,467,917	40,912,333	44,012,950	50,879,459	55,778,037	57,730,268
Transfer to Project Fund	14,463,554	22,793,081	19,140,881	17,523,450	13,944,509	14,432,567
<b>Total Expense</b>	<b>\$ 104,836,125</b>	<b>\$ 113,577,246</b>	<b>\$ 113,857,791</b>	<b>\$ 120,105,101</b>	<b>\$ 122,332,847</b>	<b>\$ 126,584,278</b>
<b>Debt Service Coverage</b>	<b>1.42</b>	<b>1.56</b>	<b>1.43</b>	<b>1.34</b>	<b>1.25</b>	<b>1.25</b>

## Capital Sources and Uses FY 2022-2027

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<b>Capital Sources</b>						
New Revenue Bonds	\$ -	\$ 23,270,241	\$ 119,828,549	\$ 122,476,866	\$ 8,139,130	\$ 16,326,695
New RIIB Loans	-	-	54,175,794	-	30,641,432	-
Existing WIFIA	170,145,000	226,851,196	-	-	-	-
New WIFIA	-	12,269,000	13,997,450	-	-	-
Project Fund - OCP	4,327,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Project Fund - Pay-go	6,333,000	35,454,704	20,427,143	17,295,519	14,031,518	9,083,954
<b>Total Capital Sources</b>	<b>\$ 180,805,000</b>	<b>\$ 302,845,141</b>	<b>\$ 213,428,935</b>	<b>\$ 144,772,385</b>	<b>\$ 57,812,079</b>	<b>\$ 30,410,649</b>
<b>Capital Uses</b>						
CIP	\$ 176,278,000	\$ 297,482,000	\$ 205,494,000	\$ 137,846,000	\$ 52,068,000	\$ 25,144,000
OCP	4,327,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Financing Costs	200,000	363,141	2,934,935	1,926,385	744,079	266,649
<b>Total Capital Uses</b>	<b>\$ 180,805,000</b>	<b>\$ 302,845,141</b>	<b>\$ 213,428,935</b>	<b>\$ 144,772,385</b>	<b>\$ 57,812,079</b>	<b>\$ 30,410,649</b>



## Projected Revenue

User fees are the largest source of NBC’s revenue. Significant growth in NBC’s user base is not projected in terms of number of customers or consumption. The most significant change over the six-year period is the projected 20.7% increase in user fee revenue due to user fee rate increases. The model includes a 5.5% rate increase in FY 2023, designed to smooth out rate increases that will be required to support NBC’s significant programmed debt issuance. In addition, the model projects rate increases required to support operations and maintenance costs.

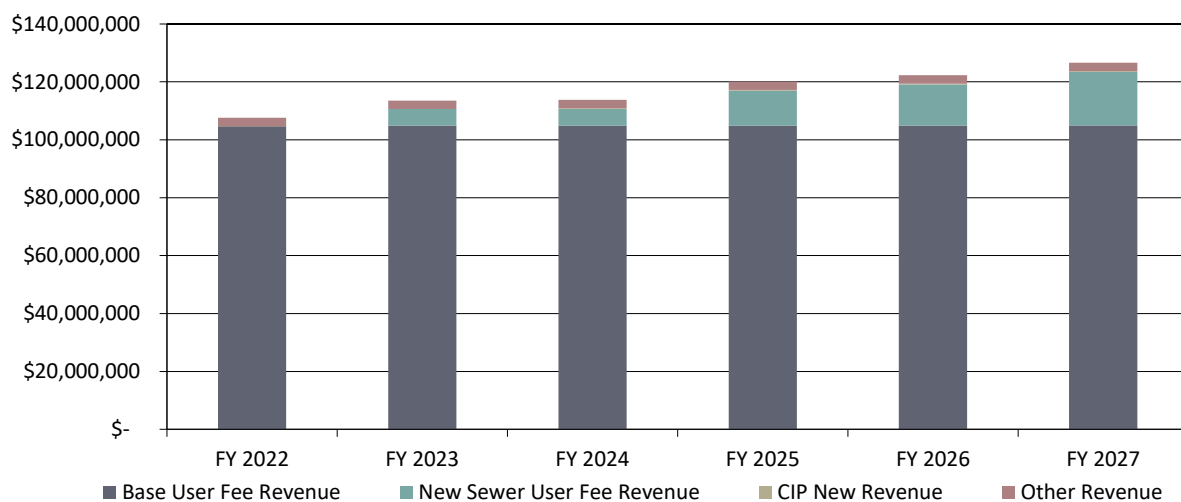
NBC has budgeted lower user fee revenue in FY 2022 related to COVID-19 impacts; however, revenue is anticipated to return to PUC approved levels in FY 2023. In addition, the proforma revenue in FY 2023 – 2027 includes growth of 0.2% per year based on this historical increase in flat fee revenue. The table below shows projected incremental changes in revenue assuming that all budgeted FY 2022 impacts are included in the base figures. With respect to the CIP, a new solar carport project is projected to generate annual revenue of \$4,366 and the collection system expansion is anticipated to generate additional user fees of \$272,976 beginning in FY 2024.

REVENUE	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Base User Fee Revenue	\$ 102,471,922	\$ 104,899,674	\$ 104,911,609	\$ 104,912,171	\$ 104,924,665	\$ 104,929,121
New Sewer User Fee Revenue	-	5,758,206	5,758,206	12,004,955	14,220,206	18,467,181
CIP New Revenue	4,366	4,366	272,976	272,976	272,976	272,976
<b>Total User Fee Revenue</b>	<b>102,476,288</b>	<b>110,662,246</b>	<b>110,942,791</b>	<b>117,190,101</b>	<b>119,417,847</b>	<b>123,669,278</b>
Other Revenue	2,359,837	2,915,000	2,915,000	2,915,000	2,915,000	2,915,000
<b>Total Other Revenue</b>	<b>2,359,837</b>	<b>2,915,000</b>	<b>2,915,000</b>	<b>2,915,000</b>	<b>2,915,000</b>	<b>2,915,000</b>
<b>Total Revenue</b>	<b>\$ 104,836,125</b>	<b>\$ 113,577,246</b>	<b>\$ 113,857,791</b>	<b>\$ 120,105,101</b>	<b>\$ 122,332,847</b>	<b>\$ 126,584,278</b>

\* Normalized for post-COVID-19 for rate making purposes

Other Revenue is also anticipated to increase to \$2.9 million in FY 2023 once the PUC ends the suspension of late fees. The following chart shows the increase in revenue over the six-year period.

## Projected Revenue



## Projected Expense

With respect to Operation and Maintenance (O&M) expense, a number of assumptions have been incorporated into the projections. NBC has inflated annual O&M at 2.0% per year. The incremental net impact of the CIP is anticipated to reduce O&M expense by \$14,188 in FY 2022, with additional changes in subsequent years to arrive at a net increase in O&M expense in FY 2027 of \$411,089 when the CSO Phase III A Facilities are operational. The net result is a projected 11.3% increase in O&M over the six-year period.

NBC's debt service is projected to increase \$16.3 million or 39.2% over the next six-years due to the issuance of debt required to support the capital program. NBC's model incorporates a third WIFIA loan in FY 2023 for the Field's Point Resiliency Improvements. Due to the flexibility of WIFIA program, debt service payments on the WIFIA loans will not begin until FY 2032.

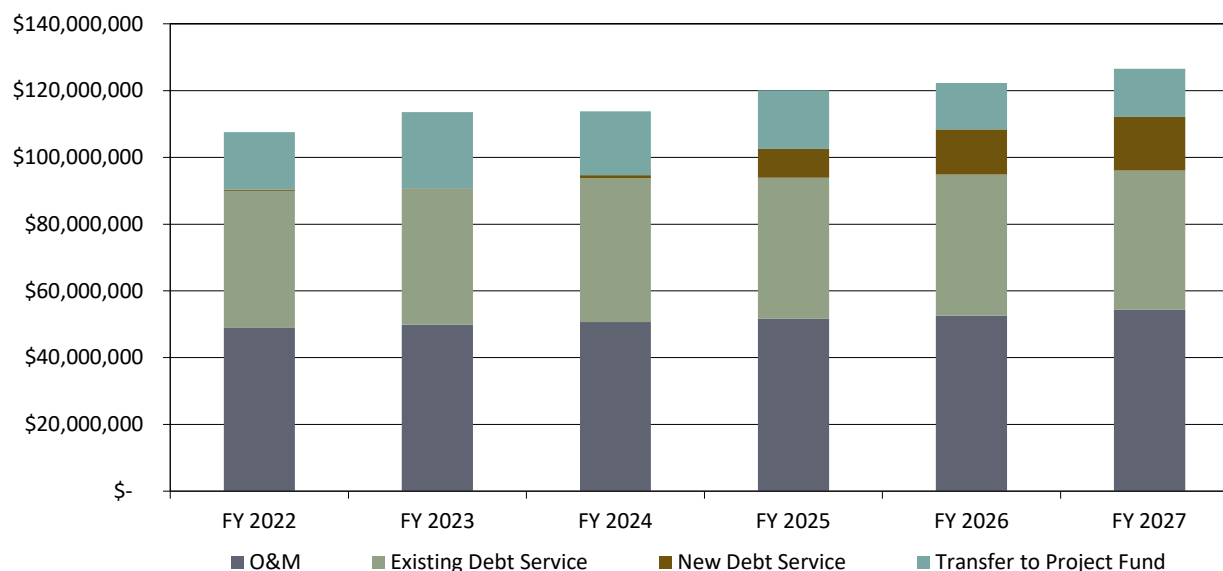
FY 2022 debt service is lower than the prior year due to the defeasance of the 2002 Series RIIB bonds and bond amortizations. The FY 2022 budget includes interest on RANs to address potential cash flow impacts of COVID-19. The long-term financial model reflects new debt service beginning in FY 2024 for debt issuance that will be required to support NBC's share of the CSO Phase III A Facilities and other capital projects.

EXPENSE	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Base O&M Expense with CPI @ 2%	\$ 48,918,842	\$ 49,897,219	\$ 50,895,164	\$ 51,913,067	\$ 52,951,328	\$ 54,010,355
CIP Net Expense Impact	(14,188)	(25,387)	(191,204)	(210,875)	(341,027)	411,089
<b>Total O&amp;M</b>	<b>48,904,654</b>	<b>49,871,833</b>	<b>50,703,960</b>	<b>51,702,192</b>	<b>52,610,301</b>	<b>54,421,443</b>
Existing SRF Debt Service	30,588,329	29,435,689	29,416,080	28,294,818	24,613,457	22,838,815
New RIIB Debt Service	-	-	-	3,167,877	3,167,877	4,959,605
Existing Revenue Bond Debt Service	10,504,588	11,476,644	13,689,017	13,880,363	17,644,339	18,830,382
New Revenue Bond Debt Service	375,000	-	907,853	5,536,401	10,352,364	11,101,465
WIFIA Debt Service	-	-	-	-	-	-
New WIFIA Debt Service	-	-	-	-	-	-
<b>Total Debt Service</b>	<b>41,467,917</b>	<b>40,912,333</b>	<b>44,012,950</b>	<b>50,879,459</b>	<b>55,778,037</b>	<b>57,730,268</b>
Transfer to Project Fund	14,463,554	22,793,081	19,140,881	17,523,450	13,944,509	14,432,567
<b>Total Expense</b>	<b>\$ 104,836,125</b>	<b>\$ 113,577,246</b>	<b>\$ 113,857,791</b>	<b>\$ 120,105,101</b>	<b>\$ 122,332,847</b>	<b>\$ 126,584,278</b>

\*Includes Revenue Anticipation Note Interest in FY 2022

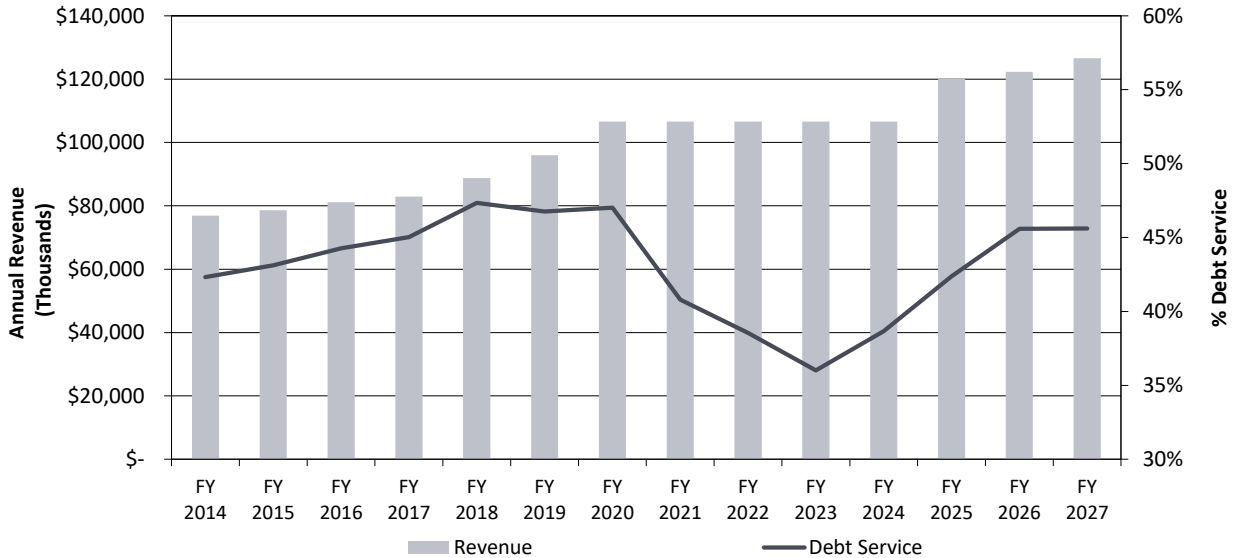
The following chart shows that existing debt service is relatively level over the next six years with increases for new debt beginning in FY 2025. Relatively modest increases in O&M are programmed over the six-year period.

### Projected Expense



The chart below shows how debt service as a percent of total revenue is projected to decrease from a peak of approximately 47.3% of total revenue in FY 2018 down to 36.0% in FY 2023. As additional debt is issued, this percentage is projected to increase to 45.6% in FY 2026 and FY 2027. Although NBC plans to spend more than \$930 million during the six-year period, the flexibility offered through the WIFIA program significantly reduces the debt service impacts.

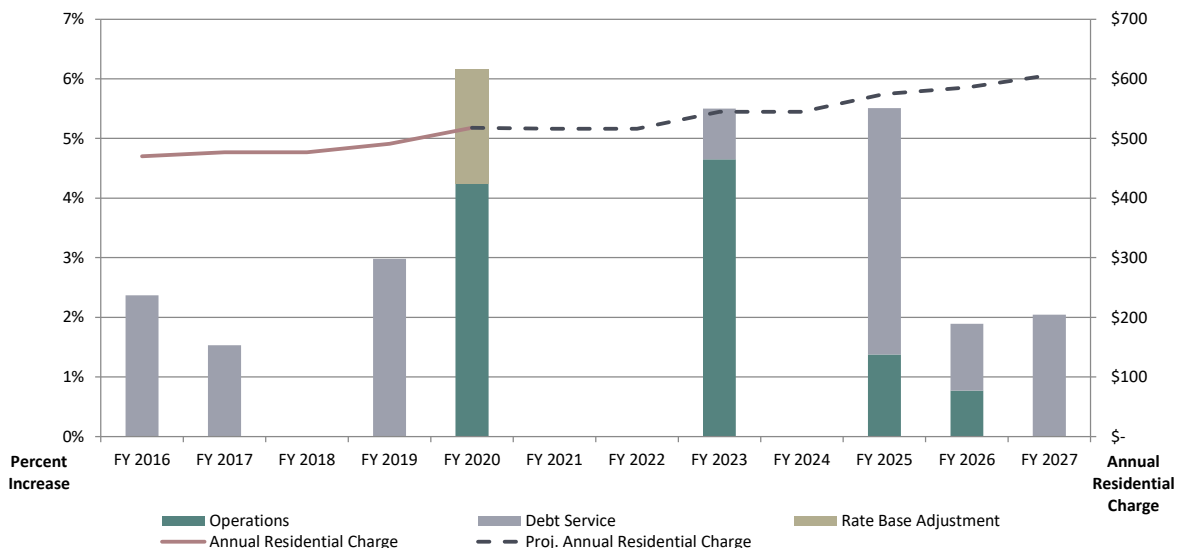
**Debt Service as a Percentage of Total Revenue**



**Sewer User Fee Rate Projections**

The following chart shows the actual and projected rate increases along with the annual residential charge for FY 2016 through FY 2027. The most recent adjustment in FY 2020 was for O&M costs and rate base adjustments. For modeling purposes, NBC has assumed a 2.0% inflation factor for O&M costs and has used the Long Term Financial Model for debt service projections. Current modeling includes a 5.5% rate increase in FY 2023 so that rates gradually increase to support programmed debt issuance. The chart shows the FY 2023 rate increase is for operations because NBC has used some of the excess debt service capacity resulting from debt management activities to eliminate the need to file for interim rate increases.

**Actual and Projected Rate Increases and Annual Residential Charge**



NBC's average annual residential user charge is projected to increase from \$516.30 in FY 2022 to \$606.36 in FY 2027. There are two 5.50% rate increase programmed over the six-year period, the first in FY 2023 and the second in FY 2025. These have changed significantly from last year due to the increase in the cost of the CSO Phase III A Facilities from \$600.6 million to \$836.4 million and the Bucklin Point Resiliency Improvements from \$46.6 million to \$67.9 million. In addition, this year's CIP identified a number of new projects. Smaller rate increases in FY 2026 of 1.89% and in FY 2027 of 3.56% are also programmed.

The projected rate increases are subject to change due to a number of factors including but not limited to additional changes in the schedule or scope of the CSO Phase III A Facilities or other capital projects, changes to operation and maintenance costs, differing CIP impacts, variances in renewable energy production, or changes in NMC or REC rates that may occur. The impacts may also change if there are changes to the rate base or other factors out of NBC's control including short and long-term interest rates, health insurance renewals, new regulatory requirements, etc.

PROJECTED INCREASE IN SEWER USER CHARGES						
	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Percentage Increase User Fees	0.00%	5.50%	0.00%	5.50%	1.89%	3.56%
Average Annual Single Family Home	\$ 516.30	\$ 544.70	\$ 544.70	\$ 574.65	\$ 585.52	\$ 606.36
<i>Debt Service Coverage</i>	1.42	1.56	1.43	1.34	1.25	1.25

Even with past rate increases required to support the CIP, operation and maintenance expense and rate base adjustments, NBC's sewer rates remain competitive. As can be seen in the following table, when NBC's 2020 rate is calculated based on consumption of 120 HCF, it is approximately 20.2% below the national average of \$805 for major U.S. Cities. Survey results for the State of Rhode Island are shown in the Operating Budget section of this document.

2020 Annual Residential Sewer Charges for Major U.S. Cities					
Seattle, WA	\$	1,747	Indianapolis, IN	\$	656
San Francisco, CA		1,695	Los Angeles, CA		650
Portland, ME		1,291	Houston, TX		648
Honolulu, HI		1,264	Providence, RI		642
Washington, DC		1,079	San Diego, CA		594
MWRA Service Area		1,036	Columbus, OH		592
New Orleans, LA		961	Fort Worth, TX		583
Boston, MA		938	Saint Paul, MN		563
Flint, MI		931	Dallas, TX		545
Austin, TX		896	San Jose, CA		505
Saint Louis, MO		846	San Antonio, TX		483
New York, NY		761	Philadelphia, PA		468
Detroit, MI		748	Newark, NJ		457
Jacksonville, FL		687	Milwaukee, WI		260
			Average	\$	805

# Financing of the Capital Budget

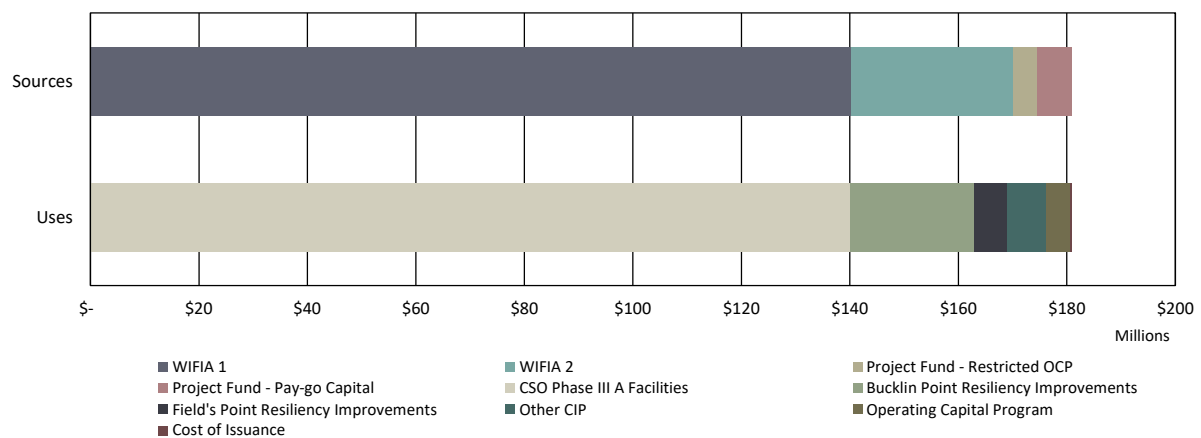
NBC recognizes the importance of planning for capital expenditures and is committed to minimizing ratepayer impact through an assessment of both operating expense and financing impacts. Increased revenue, increased expense, or cost savings that may result once capital projects are operational have been discussed on a project-by-project basis located in the Capital Budget CIP section of this document. The financing costs are identified through the use of the Long Term Financial Model and are incorporated into the Budget as debt service.

NBC’s Capital Budget was previously financed primarily through subsidized loans from the Rhode Island Infrastructure Bank (RIIB) and the issuance of revenue bonds. More recently, NBC has secured financing through USEPA’s WIFIA program which provides long-term, low-cost credit assistance for up to 49% of eligible project’s costs. NBC also has a limited amount of Pay-Go capital that may be used to fund the CIP.

As previously mentioned, NBC’s works with its Municipal Advisor to update the Long Term Financial Model and optimize the financing strategy.

The FY 2022 Capital Budget is \$180.8 million. The largest funding source is the 2020 Series B (WIFIA 1) loan at \$140.1 million or 78% of the total programmed funding in FY 2022, followed by the 2020 Series C (WIFIA 2) loan at \$30.0 million. NBC has also programmed \$6.3 million in Project Fund – Pay-go Capital, and \$4.3 million in Project Fund - Restricted OCP funds. In terms of uses, NBC plans to spend \$176.3 million on capital projects in FY 2022 including \$140.1 million on the CSO Phase III A Facilities, \$22.8 million on Bucklin Point Resiliency Improvements, \$6.1 million on Field’s Point Resiliency Improvements and \$7.2 million on other capital projects. NBC has also programmed \$4.3 million for the Operating Capital Program.

**FY 2022 Capital Sources and Uses**



## Capital Sources

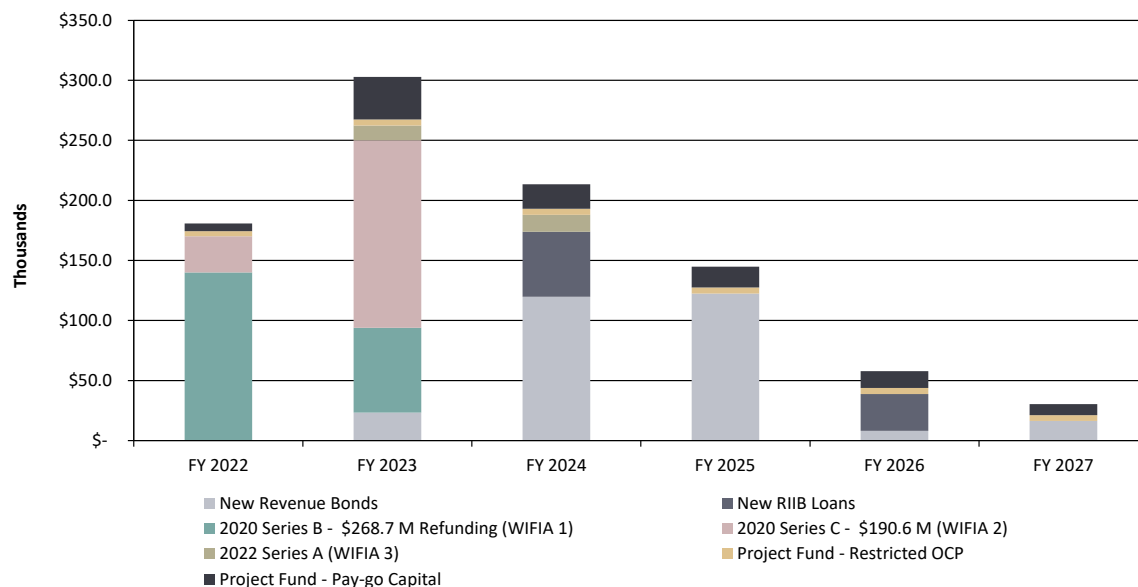
NBC has identified seven sources of capital funding including Project Fund – Restricted Operating Capital and Pay-go Capital, New Revenue Bonds, New Rhode Island Infrastructure Bank (RIIB) Revenue Bonds, and WIFIA loans, shown in the table below:

Capital Sources	Description
Project Fund – Restricted Operating Capital	Restricted Account – Operating Capital Account
Project Fund – Pay-go Capital	Restricted Account - CIP or Grants and Project Reimbursements Account
New Revenue Bonds	New NBC Revenue Bonds (taxable or tax-exempt)
New RIIB Loans	New Revenue Bond backed borrowings through RIIB
2020 Series B (WIFIA 1)	\$268.7 million Loan from USEPA
2020 Series C (WIFIA 2)	\$190.6 million Loan from USEPA
2022 Series A (WIFIA 3)	\$26.3 million Loan from USEPA

The table and chart below show that the largest funding source during the period of FY 2022-2027 period is \$423.3 million in WIFIA loans followed by new revenue bond proceeds of \$290.0 million. NBC also plans to use \$102.6 million of Project Fund – Pay-go Capital funds and \$84.8 million in new RIIB funds. Other identified sources of capital funds include the operating capital of \$29.3 million during the FY 2022-2027 period. The chart below shows that the WIFIA program is NBC’s primary capital funding source through FY 2023. Once the WIFIA funds are expended, NBC plans to issue revenue bonds of \$23.3 million, \$119.9 million and \$122.5 million in FY 2023, FY 2024 and FY 2025 respectively, as the primary method of financing NBC’s share of the WIFIA funded projects. The following table and graph show the sources of capital funds in FY 2022-2027.

### Sources of Funds

Sources of Funds (Thousands)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total FY 2022-2027
New Revenue Bonds	\$ -	\$ 23,270	\$ 119,829	\$ 122,477	\$ 8,139	\$ 16,327	\$ 290,041
New RIIB Loans	-	-	54,176	-	30,641	-	84,817
2020 Series B - \$268.7 M Refunding (WIFIA 1)	140,137	70,695	-	-	-	-	210,832
2020 Series C - \$190.6 M (WIFIA 2)	30,008	156,157	-	-	-	-	186,165
2022 Series A (WIFIA 3)	-	12,269	13,997	-	-	-	26,266
Project Fund - Restricted OCP	4,327	5,000	5,000	5,000	5,000	5,000	29,327
Project Fund - Pay-go Capital	6,333	35,455	20,427	17,296	14,032	9,084	102,626
<b>Total</b>	<b>\$ 180,805</b>	<b>\$ 302,845</b>	<b>\$ 213,429</b>	<b>\$ 144,772</b>	<b>\$ 57,812</b>	<b>\$ 30,411</b>	<b>\$ 930,074</b>



A discussion of the capital sources, the projects that were funded from these sources in FY 2021 along with the available balance in the budget year is on the following pages. In addition, a table with the outstanding debt is included in each long-term debt section.

**Project Fund – Restricted Operating Capital Account**

In accordance with the Trust Indenture and the directives of the Rhode Island Public Utilities Commission (PUC), NBC makes monthly deposits into the Stabilization Account in the Debt Service Fund. Subsequent to fiscal year end, a calculation is performed to determine the funds that may be transferred from the Stabilization Account to the Restricted Account – Operating Capital in the Project Fund for the purpose of financing the OCP.

**Project Fund – Pay-go Capital**

This funding category includes two accounts in the Project Fund, the Restricted – CIP Account and the Grants and Projects Reimbursements Account.

**Restricted – CIP Account**

In accordance with the Trust Indenture and the directives of the PUC, NBC makes monthly deposits into the Stabilization Account in the Debt Service Fund. Subsequent to fiscal year end, a calculation is performed to determine the funds that may be transferred from the Stabilization Account to the Restricted Account – CIP in the Project Fund to finance capital improvements. NBC typically uses these funds for interceptor cleaning and inspection, studies, land and other projects that may not be eligible for funding from the RIIB. NBC also plans to use these funds to meet NBC’s share of the funding requirement for the WIFIA loans.

**Grants and Project Reimbursements Account**

The Grants and Project Reimbursements Account is also in the Project Fund. In accordance with the Trust Indenture, Federal or State grants or reimbursements, Sewer Tie-In Fees, capital incentives, funds withdrawn from the Renewal and Replacement Reserve Fund (not presently funded by NBC), and certain other amounts are deposited into the Grants and Project Reimbursements Account and are used to fund capital improvements.

NBC estimates that approximately \$11.0 million of Project Fund – Pay-go Capital will be spent in FY 2021. The following table shows that the majority, or \$6.3 million will be spent on WWTF Improvements. Other projects with significant funding through Pay-go Capital in FY 2021 include the CSO Phase III A Facilities at \$1.8 million and collection system infrastructure at \$0.9 million. NBC also funded cost of issuance for the WIFIA loans from this account.

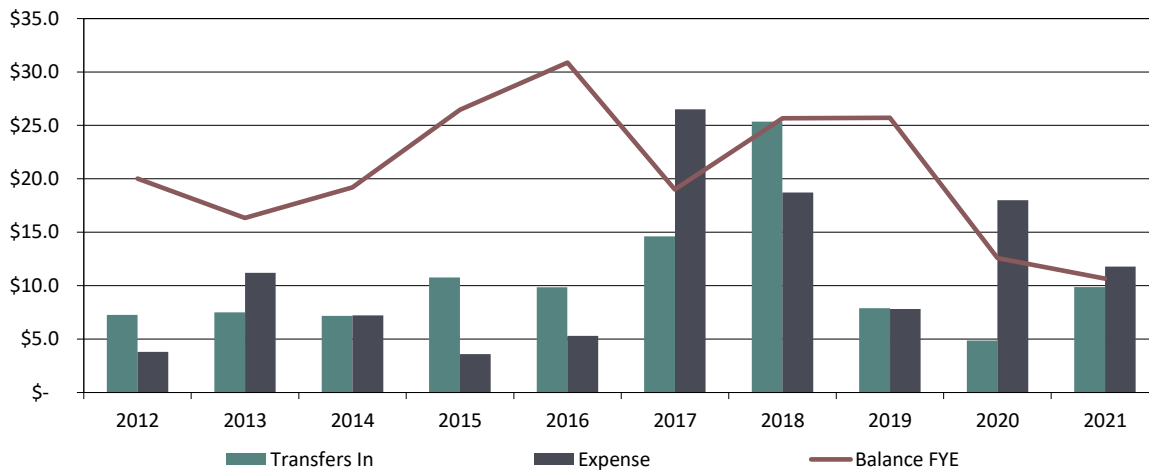
**Project Fund – Pay-go Capital**

Major Project	FY 2021 Projected
WWTF Improvements	\$ 6,323,061
CSO Phase III A Facilities	1,815,316
Bucklin Point Resiliency Improvements	454,537
Field’s Point Resiliency Improvements	231,924
Infrastructure Management	739,016
Collection System Infrastructure	919,202
Other <sup>(1)</sup>	471,073
<b>Total</b>	<b>\$ 10,954,129</b>

<sup>(1)</sup> Includes Cost of Issuance

The projected Pay-go Capital balance on July 1, 2021 is \$10.7 million and NBC projects that \$10.9 million will be available for transfer into the Restricted – CIP Account from the Stabilization Account in FY 2022. NBC plans to use the Pay-go Capital funds for NBC’s share of capital projects funded through the WIFIA program and other capital project expenses not eligible for RIIB funding. The following chart shows the investment earnings and transfers into the Project Fund - Pay-go Capital, Capital Projects expense and the Fiscal Year End (FYE) Project Fund - Pay-go Capital balance by fiscal year.

**Project Fund – Pay-Go Capital**  
(in Millions)



**FY 2022 Deposits into the Grants and Project Reimbursements Account**

Deposits into the Grants and Project Reimbursements Account are programmed to be used as Pay-go for capital projects, reducing the amount of the CIP that is financed through debt. NBC has identified two potential sources of deposits in FY 2022 totaling \$4.2 million. These include capital investment incentives of \$1.2 million and sewer tie-in fees of \$3.0 million. The capital investment incentives are reflected as available for Pay-go capital because they are well defined with a contract or other legal agreement. On the other hand, receipt of the Sewer Tie-in Fees are uncertain and have not been programmed as a capital source during the budget year.

In FY 2022, NBC plans to receive approximately \$1.2 million in capital incentives. Of this amount, \$491 thousand is related to energy efficiency incentives associated with the BPWWTF Biogas Reuse Project. In addition, \$700 thousand is related to grants for improvements made to property that was used by NBC as part of the Green Stormwater Infrastructure Projects included in the CSO Phase III A Facilities Program. The potential incentives and reimbursements are outlined in the following table.

Capital Investment Incentives			
	Project	Source	Amount
12000C	Bucklin Point WWTF Biogas Reuse	National Grid	\$ 211,000
12000C	Bucklin Point WWTF Biogas Reuse	Regional Greenhouse Gas Initiative	200,000
12000C	Bucklin Point WWTF Biogas Reuse	Rhode Island Renewable Energy Fund	80,000
30808C	CSO Phase III A - GSI Demonstration	Bay Watershed Restoration Fund	400,000
30809C	CSO Phase III A - GSI	RIDEM Recreation Grant	300,000
<b>Total Capital Investment Incentives</b>			<b>\$ 1,191,000</b>

In accordance with NBC’s PUC approved Terms and Conditions, property owners connecting to the NBC sewer system directly or indirectly through an NBC interceptor constructed as part of the NBC main sewer line Construction Extension Project (Project) shall be responsible for a Sewer Tie-in Expense associated with the Project. The Sewer Tie-in Expense for owners who choose to connect to the NBC system will be based on the



owner's parcel size. The FY 2022 figure is an estimate based on property owner inquiries and may or may not be received.

Sewer Tie-in Fees		
	Construction Extension Project	Amount
30464C	Johnston Sewer Improvements/Hartford Ave	\$ 3,017,868
	<b>Total Capital Investment Incentives</b>	<b>\$ 3,017,868</b>

## Rhode Island Infrastructure Bank (RIIB)

Prior to the inception of the WIFIA program, NBC's least cost of debt financing was through the RIIB. The RIIB provides subsidized loans to eligible borrowers with interest rates that are 1/3 off of the market rate. In some instances, these loans include an additional subsidy through a principal forgiveness component. Typically, NBC submits a loan application in April for a loan that will be executed in June of the following year. In order for a project to be eligible for RIIB funding, the project must be listed in the application and on the RIDEM's Project Priority List. In order for a project cost to be eligible for payment, NBC must receive a Certificate of Approval (COA) from RIDEM. NBC does not directly receive the loan proceeds, rather the invoices are submitted to RIIB for payment.

In FY 2021, NBC expended the remaining 2019 Series A proceeds of \$6.9 million. The table below shows that the majority, or \$5.2 million, was spent on the CSO Phase III A Facilities.

RIIB – CIP Expenditures	
Major Project	2019 Series A
CSO Phase III A Facilities	\$ 5,153,064
Moshassuck Valley Interceptor	971,910
Collection System Infrastructure	476,056
WWTF Improvements	317,562
<b>Total</b>	<b>\$ 6,918,592</b>

In FY 2021, NBC defeased the 2002 Series RIIB Bonds to eliminate a spike in annual debt service and the associated coverage constraints. As of June 30, 2021, NBC has outstanding debt of \$253.5 million from the RIIB. The following chart shows RIIB loans by issue and indicates the interest rate and final maturity.

RIIB Bond Issue	Interest Rate <sup>(1)(2)</sup>	Outstanding June 30, 2022	Final Maturity
2003 Series - \$40.0M	1.849%	\$ 7,036,000	September 1, 2024
2004 Series B - \$40.0M	1.540%	5,905,000	September 1, 2024
2005 Series B - \$30.0M	1.897%	6,954,000	September 1, 2025
2006 Series A - \$30.0M	1.770%	8,521,000	September 1, 2026
2007 Series B - \$25.0M	1.975%	10,728,000	September 1, 2028
2009 Series A - \$55.0M	1.377%	28,585,899	September 1, 2030
2010 Series A - \$2.0M	1.022%	800,657	September 1, 2029
2010 Series B - \$20.0M	2.643%	10,383,000	September 1, 2030
2011 Series A - \$30.0M	2.759%	16,142,941	September 1, 2031
2012 Series A - \$25.75M	2.588%	15,369,426	September 1, 2032
2013 Series B - \$25.0M	2.258%	16,178,465	September 1, 2033
2014 Series A - \$45.0M	2.967%	31,591,000	September 1, 2034
2015 Series B - \$41.7535M	3.049%	35,936,470	September 1, 2044
2016 Series A - \$23.0M	2.467%	19,068,000	September 1, 2037
2019 Series A - \$35.0M	2.300%	31,137,200	September 1, 2039
2019 Series B - \$10.0M	1.910%	9,130,000	September 1, 2039
		<b>\$ 253,467,058</b>	

(1) RIIB loans include a 0.5% service fee  
(2) Initial interest rate – does not reflect refundings

## Water Infrastructure Finance and Innovation Act (WIFIA)

The WIFIA program is administered through the United States Environmental Protection Agency (USEPA) and provides flexible, low-interest long-term loans for up to 49% of total project costs. The WIFIA program does not require the initiation of loan repayment until five years after substantial project completion, flexible loan structuring and an attractive low interest rate.

Both of the WIFIA loans are structured such that interest will be incurred as the funds are drawn down but payments will not commence until five years after substantial completion. This “capitalized interest” is then added to the outstanding principal. NBC’s financial statements reflect the outstanding debt based upon the actual draws. NBC submits disbursement requests to USEPA and the funds are deposited into an account in the Project Fund. Once the funds are received, NBC directs the Trustee to make payments to the vendors.

NBC plans to submit a Letter of Interest for a third WIFIA loan to fund the Field’s Point Resiliency Improvements Project when USEPA opens up the process for the next round of funding. More information about the two WIFIA loans is in the following section.

### 2020 Series B (WIFIA 1)

NBC executed a \$268.7 million loan at a rate of 1.89% through the WIFIA program on August 27, 2019 for the CSO Phase III A Facilities. NBC applied for a one-time rate reset of the WIFIA 1 loan that is available to borrowers if certain criteria are met. The USEPA approved NBC’s request and the rate reset was accomplished through a refunding, the 2020 Series B. The new interest rate is 1.42%, and resulted in net present value savings of \$27.6 million. NBC initiated draws against this loan in FY 2021 and the table below shows that NBC plans to spend \$57.9 million through June 30, 2021 on the CSO Phase III A Facilities, leaving a balance available of \$210.8 million on July 1, 2021.

#### 2020 Series B WIFIA 1 – CIP Expenditures<sup>(1)</sup>

Major Project	FY 2021 Projected
CSO Phase III A Facilities	\$ 57,868,356
<b>Total</b>	<b>\$ 57,868,356</b>

<sup>(1)</sup> Actuals through January - Cash draws (Feb - June)

### 2020 Series C (WIFIA 2)

NBC executed a \$190.6 million loan at a rate of 1.60% through the WIFIA program on October 26, 2020. This second loan included funding for the Bucklin Point Resiliency Improvements project and additional funding for the CSO Phase III A Facilities. The loan also finances previously incurred costs for both of those projects and financing costs. NBC projects expenditures of \$4.5 million on the Bucklin Point Resiliency Improvements in FY 2021.

#### 2020 Series C WIFIA 2 – CIP Expenditures<sup>(1)</sup>

Major Project	FY 2021 Projected
Bucklin Point Resiliency Improvements	\$ 4,469,272
<b>Total</b>	<b>\$ 4,469,272</b>

<sup>(1)</sup> Actuals through January - Cash draws (Feb - June)

### Available WIFIA Proceeds in FY 2022

NBC estimates that there will be unspent WIFIA proceeds from the 2020 Series B and 2020 Series C issues available for capital projects of \$397.0 million. As is shown in the table below, the funds are designated for specific purposes. As is shown in the following table, WIFIA funds of \$352.9 million are programmed for the

CSO Phase III A Facilities, \$30.1 million for the Bucklin Point Resiliency Improvements and \$14.0 million is available to fund other CIP projects.

### Projected WIFIA Funds Available July 1, 2021

	Series 2020 B WIFIA 1	Series 2020 C WIFIA 2	Total
CSO Phase III A Facilities	\$ 210,831,644	\$ 142,077,973	\$ 352,909,617
Bucklin Point Resiliency Improvements	-	30,067,681	30,067,681
Other	-	14,018,898	4,018,898
<b>Total</b>	<b>\$ 210,831,644</b>	<b>\$ 186,164,552</b>	<b>\$ 396,996,196</b>

As of June 30, 2022, NBC projects outstanding WIFIA debt of \$462.6 million, which includes capitalized interest of \$3.3 million. Below is a chart that shows the WIFIA loans by issue and indicates the interest rate and final maturity.

WIFIA Bond Issue <sup>(1)</sup>	Interest Rate	Outstanding June 30, 2022	Final Maturity
2020 Series B - \$268.7 M Refunding	1.42%	\$ 271,328,125	September 1, 2046
2020 Series C - \$190.6 M	1.60%	191,271,738	September 1, 2059
		<b>\$ 462,599,863</b>	

(1) Will differ from original WIFIA amortization schedule due to variance between actual and projected capitalized interest

### Revenue Bonds

Since the statewide demand for RIIB loans has periodically exceeded the RIIB lending capacity, NBC has issued revenue bonds to the extent that RIIB funds were not available. NBC has four outstanding revenue bond issues totaling approximately \$258.0 million.

Revenue Bond Issue	Interest Rate	Outstanding June 30, 2022	Final Maturity
2008 Series A - \$66.0M	2.29000%	\$ 56,465,000	September 1, 2034
2013 Series C - \$34.97M	4.68715%	6,865,000	September 1, 2024
2015 Series A - \$40.085M Refunding	4.94207%	3,215,000	February 1, 2028
2020 Series A - \$196.36M Refunding	2.51600%	191,410,000	September 1, 2043
		<b>\$ 257,955,000</b>	

### Total Outstanding Debt

As of June 30, 2022, NBC estimates total outstanding debt of approximately \$974 million. The WIFIA loans are 46.0% of the total, followed by RIIB loans at 27.8%, and Revenue Bonds of 26.2%. It is important to note that the WIFIA principal will increase as funds are expended and interest on the draw is capitalized.

### Total Outstanding Debt as of June 30, 2022<sup>(1)</sup>

Source	Amount	Percent of Total
RIIB Loans	\$ 253,467,058	27.8%
Revenue Bonds	257,955,000	26.2%
WIFIA Loans	462,599,863	46.0%
<b>Total</b>	<b>\$ 974,021,921</b>	<b>100.0%</b>

(1) Will differ from original WIFIA amortization schedule due to variance between actual and projected capitalized interest

## Capital Uses

NBC has identified six categories of capital funding uses including the CSO Phase III A Facilities, the Bucklin Point Resiliency Improvements, and other capital improvements. For planning purposes, NBC also reflects certain low priority or uncertain projects as unfunded. Other uses categories include operating capital and cost of issuance. The Capital Improvement Program, which includes project detail, as well as the Operating Capital Program, are included in the Capital Budget section of this document. The following table lists each use and description of funds.

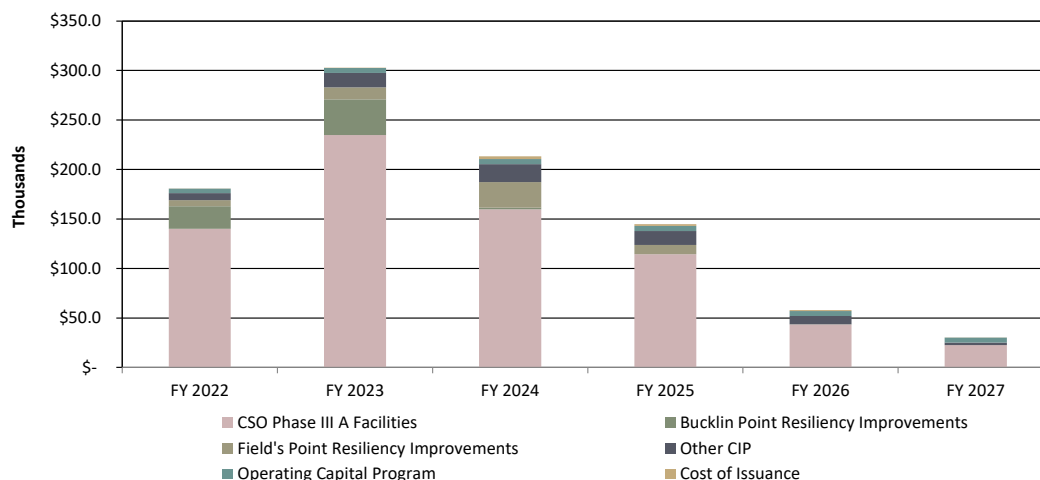
Capital Uses	Description
CSO Phase III A Facilities	Design and construction of the CSO Phase III A Facilities
Bucklin Point Resiliency Improvements	Design and construction of the Bucklin Point Resiliency Project
Field's Point Resiliency Improvements	Design and construction of the Field's Point Resiliency Project
Other Capital Improvements	All Other CIP Projects
Operating Capital	Asset purchases identified in the Operating Capital Program
Cost of Issuance	Costs associated with debt issuance

The following tables and charts show that the largest expenditures of capital funding are for capital improvements. NBC plans to spend \$176.3 million on capital projects in FY 2022 including \$140.1 million on the CSO Phase III A Facilities, \$22.8 million on Bucklin Point Resiliency Improvements, \$6.1 million on Field's Point Resiliency Improvements and \$7.2 million on other capital projects. NBC has also programmed \$4.3 million for the Operating Capital Program and \$200 thousand for Cost of Issuance.

During the six-year period of fiscal years 2022 through 2027, NBC plans to spend \$715.5 million, or 77% of all capital funds on the CSO Phase III A Facilities. In addition, \$60.4 million or 6% is programmed for the Bucklin Point Resiliency Improvements and \$53.6 million or 6% on Field's Point Resiliency Improvements. In addition, \$64.8 million or 7% is programmed for other CIP along with Operating Capital of \$29.3 million or 3% during the FY 2022-2027 period. The model also shows debt issuance costs of \$6.4 million during the six-year period. The following table and graph show the uses of capital funds in FY 2022-2027.

## Uses of Funds

Uses of Funds (Thousands)	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Total FY 2022-2027
CSO Phase III A Facilities	\$ 140,137	\$ 234,752	\$ 159,821	\$ 114,535	\$ 43,566	\$ 22,644	\$ 715,455
Bucklin Point Resiliency Improvements	22,772	36,106	1,543	-	-	-	60,421
Field's Point Resiliency Improvements	6,133	12,269	25,986	9,105	112	-	53,605
Other CIP	7,236	14,355	18,144	14,206	8,390	2,500	64,831
Operating Capital Program	4,327	5,000	5,000	5,000	5,000	5,000	29,327
Cost of Issuance	200	363	2,935	1,926	744	267	6,435
<b>Total</b>	<b>\$ 180,805</b>	<b>\$ 302,845</b>	<b>\$ 213,429</b>	<b>\$ 144,772</b>	<b>\$ 57,812</b>	<b>\$ 30,411</b>	<b>\$ 930,074</b>



## Long-Term Debt

Since the CIP is financed primarily through the issuance of long-term debt, the capital program's primary impact on the operating budget is through the payment of principal and interest. The table below shows the changes in outstanding debt at fiscal year-end for fiscal years 2020, 2021 and 2022. The Additions/Principal Payments column reflects the net effect of principal payment, new borrowings, refundings, and capitalized interest. Outstanding debt is projected to increase 18.2% or \$153.7 million from \$846.0 million at June 30, 2020 to \$999.7 million at June 30, 2021 reflecting the new \$190.6 million WIFIA loan. NBC is projecting a decrease in outstanding debt as of June 30, 2022 of 2.5% or \$25.3 million for a total of \$974.4 million. Projected capitalized interest on the WIFIA loans is reflected as additional debt in both FY 2021 and FY 2022.

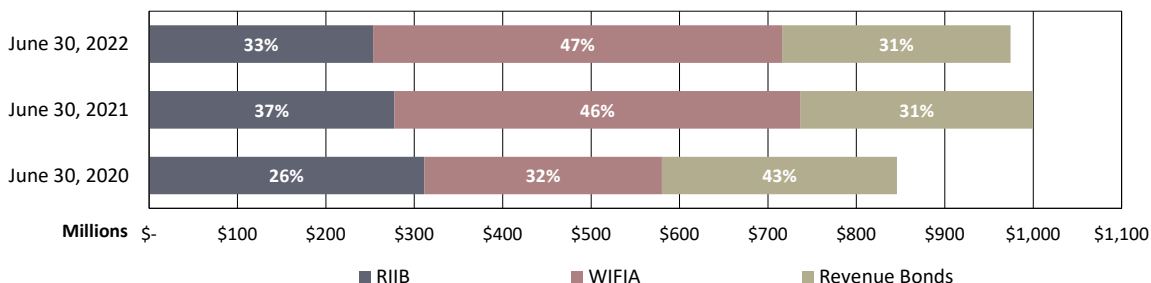
### Outstanding Debt

Issuance	Outstanding Debt as of June 30, 2020	Additions/Principal Payments	Outstanding Debt as of June 30, 2021	Additions/Principal Payments	Outstanding Debt as of June 30, 2022
<b>RIB Loans</b>					
RIB Loans	\$ 311,291,041	\$ (33,908,712)	\$ 277,382,329	\$ (23,915,271)	\$ 253,467,058
<i>Subtotal RIB</i>	311,291,041	(33,908,712)	277,382,329	(23,915,271)	253,467,058
<b>Revenue Bonds</b>					
2008 Series A - \$66.0M	56,465,000	-	56,465,000	-	56,465,000
2013 Series C - \$34.97M	9,300,000	(560,000)	8,740,000	(1,875,000)	6,865,000
2015 Series A - \$40.085M Refunding	3,215,000		3,215,000	-	3,215,000
2020 Series A - \$196.36M Refunding	196,360,000	(2,570,000)	193,790,000	(2,380,000)	191,410,000
<i>Subtotal Revenue Bonds</i>	265,340,000	(3,130,000)	262,210,000	(4,255,000)	257,955,000
<b>WIFIA <sup>(1)</sup></b>					
2020 Series B - \$268.7 M Refunding	268,710,610	239,917	268,950,527	2,377,598	271,328,125
2020 Series C - \$190.6 M	-	190,644,758	190,644,758	626,980	191,271,738
<i>Subtotal WIFIA</i>	268,710,610	190,884,675	459,595,285	3,004,578	462,599,863
<b>Subtotal Bonds</b>	<b>\$ 845,341,651</b>	<b>\$ 153,845,963</b>	<b>\$ 999,187,614</b>	<b>\$ (25,165,693)</b>	<b>\$ 974,021,921</b>
<b>Premiums</b>					
2013 Series C	343,706	(82,260)	261,445	(82,489)	178,956
2015 Series A Refunding Bonds	334,550	(43,994)	290,556	(44,116)	246,440
<b>Subtotal Premiums</b>	<b>\$ 678,256</b>	<b>\$ (126,254)</b>	<b>\$ 552,002</b>	<b>\$ (126,606)</b>	<b>\$ 425,396</b>
<b>Total Outstanding Debt</b>	<b>\$ 846,019,907</b>	<b>\$ 153,719,709</b>	<b>\$ 999,739,616</b>	<b>\$ (25,292,299)</b>	<b>\$ 974,447,317</b>

<sup>(1)</sup> Will differ from original WIFIA amortization schedule due to variance between actual and projected capitalized interest

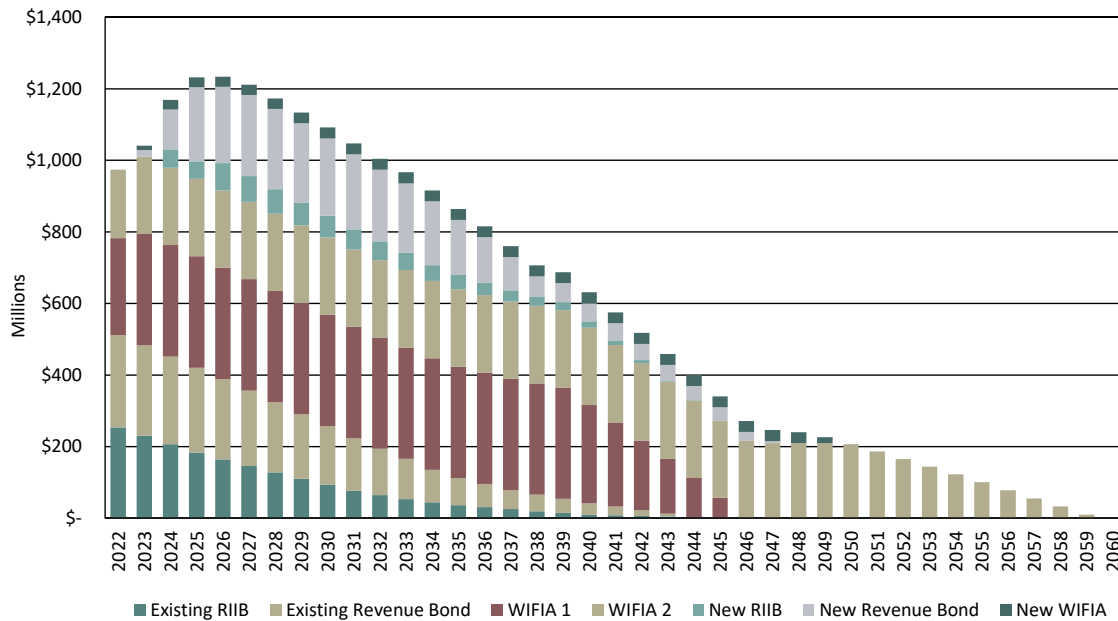
The chart below shows the projected change in outstanding debt over the next fiscal year. The WIFIA loans are expected to increase from 32% of the outstanding debt in FY 2020 to nearly half or 47% of the outstanding debt by the end of next fiscal year.

### Outstanding Debt by Issuance Type



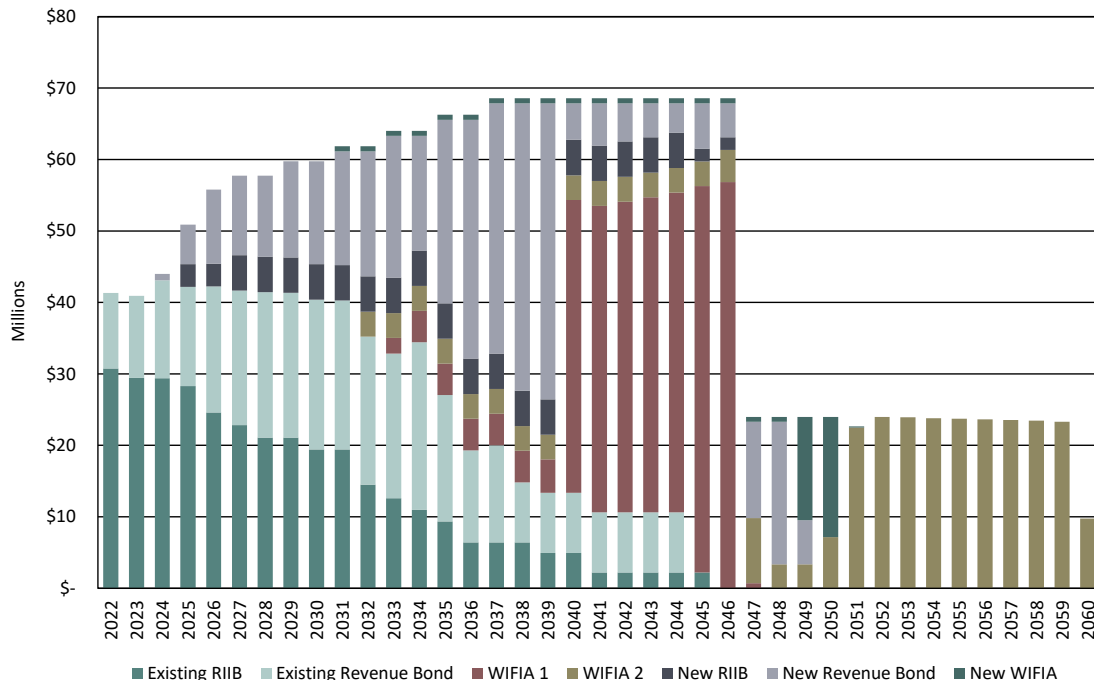
The following graph shows NBC's projected outstanding debt through maturity in FY 2060, incorporating existing debt service and the additional debt issuance required to finance the CSO Phase III A Facilities and the Bucklin Point Resiliency Improvements. Outstanding debt is projected to peak at \$1.23 billion in FY 2025. Please note that this graph is based upon the capitalization of interest in accordance with the preliminary schedules and the final outstanding amount will depend upon the amount and timing of disbursements.

### Existing and Projected Outstanding Debt



The following graph shows existing and projected debt service payments through maturity. Both of the WIFIA loan amortizations are wrapped around NBC's existing debt with new revenue bond amortizations wrapped around those maturities as well in an effort to mitigate ratepayer impact.

### Actual and Projected Debt Service Payments through Maturity





**RESOLUTION 2021:09**

**APPROVAL OF THE NARRAGANSETT BAY COMMISSION  
FISCAL YEAR 2022 BUDGET**

WHEREAS, the Narragansett Bay Commission Board of Commissioners (Board) adopts an annual budget; and

WHEREAS, the Board has adopted and approved the FY 2022 Capital Budget; and

WHEREAS, the Board has reviewed the Fiscal Year 2022 Budget;

NOW THEREFORE BE IT RESOLVED, that the Fiscal Year 2022 Budget is hereby approved as follows:

**Revenue and Source of Funds**

User Fees	\$	102,476,288
Pretreatment Fees		80,000
Septage Fees		354,000
Connection Permit Fees		390,000
Late Fees		450,000
Customer Service Fees		200,000
Renewable Energy Credits		694,837
Investment Income		100,000
Miscellaneous		91,000
Project Fund - Restricted OCP		4,327,000
Project Fund - Pay-go Capital		6,333,000
Series 2020 B (WIFIA 1)		140,137,000
Series 2020 C (WIFIA 2)		30,008,000
<b>Total Revenue and Source of Funds</b>	<b>\$</b>	<b>285,641,125</b>

**Expense and Use of Funds**

Personnel	\$	27,975,072
Operating Supplies/Expense		19,042,787
Professional Services		1,886,795
Debt Service		41,467,917
Transfer to Project Fund		14,463,554
Operating Capital Program (OCP)		4,327,000
Capital Improvement Program (CIP)		176,278,000
Cost of Issuance/Other		200,000
<b>Total Expense and Use of Funds</b>	<b>\$</b>	<b>285,641,125</b>



BE IT FURTHER RESOLVED; the FY 2022 Budget shall be administered as follows:

1. The Executive Director shall at all times seek to ensure that total operating and maintenance expense including debt service expense does not exceed \$90,372,571 for the period July 1, 2021 to June 30, 2022.
2. The number of full-time equivalent positions funded in the FY 2022 budget is 297. A list of the funded positions is included as part of this Resolution as Attachment 1.
3. Personnel Committee review and approval is required for the creation of new positions and the upgrading of existing positions not included in this budget. Finance Committee approval is also required if the action will result in a net increase in operating costs.
4. The Executive Director may post and fill vacancies of existing positions, modified positions or newly created positions included in this budget as well as positions added or modified in accordance with item 3 above.
5. The budget includes a 5.0% employer contribution to the non-union defined contribution retirement plan, funding of the employer share of the non-union defined benefit plan and an employer contribution to the union retirement plan at the rate established by the State Retirement Board. Budgeted operating and maintenance funds unspent at the end of the fiscal year may be used to increase the employer contribution to the non-union defined benefit plan as long the action does not impair NBC from meeting its coverage requirements.
6. The Executive Director shall administer this budget consistent with the restricted accounts as so ordered by the Public Utilities Commission until such time as the restricted accounts are modified, adjusted or amended.
7. The Executive Director shall administer this budget consistent with the Trust Indenture and all Supplemental Trust Indentures.
8. The Executive Director is hereby authorized to expend funds on capital projects for preliminary planning, staff time and other services in order to assess project need, scope and feasibility prior to project review and approval by the Board for inclusion in the CIP and/or as separate stand-alone projects.
9. The Chief Financial Officer is hereby authorized to finance the FY 2022 Operating Capital Program (OCP) and capital projects included in the NBC's FY 2023 - 2027 Capital Improvement Program from the Project Fund-Restricted Account. Capital payments by month and source shall be included in the monthly financial report submitted to the Board.
10. The Chief Financial Officer may authorize changes to the FY 2022 Operating Capital Program as long as the total expenditures do not exceed the total amount approved for the budget year. Any changes to the FY 2022 Operating Capital Program shall be presented to the Finance Committee as part of the monthly financial report.
11. The Chief Financial Officer is hereby authorized to modify budgeted Capital Improvement Program (CIP) funding sources as required to meet CIP cash draw needs, funding restrictions or emergencies.
12. The Chief Financial Officer shall prepare and submit a monthly Financial Report which shall include monthly financial statements, a detailed budget versus expense report, capital payments by month and source,

operating budget transfers and changes to the OCP, and other related information. The Financial Report shall be provided to the Board and Finance Committee monthly.

**ADOPTED ON:** \_\_\_\_\_

**SIGNED:** \_\_\_\_\_

**RESOLUTION 2021:09**  
Attachment 1  
FY 2022 Budgeted Positions

<b>Job Code</b>	<b>Title</b>	<b>FTE's</b>	<b>Non-Union vs Union</b>
<b>Administration</b>			
EX001	EXECUTIVE DIRECTOR	1	Non-Union
EX003	ADMINISTRATIVE COORDINATOR	1	Non-Union
EX004	PUBLIC AFFAIRS MANAGER	1	Non-Union
EX005	ENVIRONMENTAL EDUCATION COORDINATOR	1	Non-Union
EX006	PUBLIC AFFAIRS SPECIALIST	1	Non-Union
EX010	DIRECTOR OF ADMINISTRATION	1	Non-Union
EX011	ADMINISTRATIVE ASSISTANT	1	Non-Union
		7	
<b>Construction Services</b>			
CG001	DIRECTOR OF CONSTRUCTION AND ENGINEERING	1	Non-Union
CG002	CONSTRUCTION MANAGER	1	Non-Union
CG006	CONSTRUCTION OFFICE COORDINATOR	1	Non-Union
CG007	RESIDENT REPRESENTATIVE	1	Non-Union
CG010	MECHANICAL INSPECTOR	1	Non-Union
CG013	RESIDENT REPRESENTATIVE	1	Non-Union
CG015	ENGINEERING CONSTRUCTION COORDINATOR	1	Non-Union
CG017	SENIOR RESIDENT REPRESENTATIVE	1	Non-Union
CG018	SENIOR RESIDENT REPRESENTATIVE	1	Non-Union
CG019	RESIDENT REPRESENTATIVE	1	Non-Union
CG020	ASSISTANT CONSTRUCTION MANAGER	1	Non-Union
		11	
<b>Human Resources</b>			
HR002	SENIOR HUMAN RESOURCES REPRESENTATIVE	1	Non-Union
HR003	HUMAN RESOURCES REP./BENEFITS COORDINATOR	1	Non-Union
HR004	HUMAN RESOURCES CLERK	1	Union
HR005	HUMAN RESOURCES TRAINING FACILITATOR	1	Non-Union
HR006	HR MANAGER (EMPLOYEE/LABOR RELATIONS)	1	Non-Union
HR007	LABOR RELATIONS REPRESENTATIVE	1	Non-Union
		6	
<b>Legal</b>			
LE001	LEGAL COUNSEL	1	Non-Union
LE003	CHIEF LEGAL COUNSEL	1	Non-Union
LE004	LEGAL COUNSEL	1	Non-Union
LE005	GENERAL COUNSEL ASSISTANT	1	Non-Union
LE007	COLLECTIONS PARALEGAL	1	Non-Union
LE008	GENERAL COUNSEL	1	Non-Union
LE009	LEGAL ADMINISTRATIVE ASSISTANT	1	Non-Union
		7	
<b>Engineering</b>			
EC001	PRINCIPAL FACILITY ENGINEER	1	Non-Union
EC002	ENGINEERING MANAGER	1	Non-Union
EC003	PRINCIPAL ENVIRONMENTAL ENGINEER	1	Non-Union

EC004	ENVIRONMENTAL ENGINEER	1	Non-Union
EC005	ENVIRONMENTAL ENGINEER	1	Non-Union
EC007	CSO PROGRAM MANAGER	1	Non-Union
EC008	FACILITIES ENGINEER	1	Non-Union
EC009	FISCAL COORDINATOR	1	Non-Union
EC010	FACILITIES MANAGEMENT ADMINISTRATOR	1	Non-Union
EC011	PRINCIPAL ENVIRONMENTAL ENGINEER	1	Non-Union

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**Finance**

FI001	CHIEF FINANCIAL OFFICER	1	Non-Union
FI004	FINANCIAL ANALYST	1	Non-Union
FI007	SENIOR BUDGET ANALYST	1	Non-Union
FI012	SENIOR FINANCIAL ANALYST	1	Non-Union
FI013	SENIOR CAPITAL ANALYST	1	Non-Union
FI014	FINANCIAL ANALYST	1	Non-Union
FI015	ADMINISTRATIVE ASSISTANT - FINANCE	1	Non-Union
FI016	RETIREMENT BENEFITS SPECIALIST	1	Non-Union
FI017	TREASURY AND DEBT ANALYST	1	Non-Union
FI018	PRINCIPAL BUDGET ANALYST	1	Non-Union

10

**Accounting**

AC001	ACCOUNTING MANAGER	1	Non-Union
AC002	SENIOR FISCAL CLERK	1	Union
AC004	PAYROLL SUPERVISOR	1	Non-Union
AC005	PAYROLL ADMINISTRATOR	1	Non-Union
AC006	CAPITAL PRINCIPAL ACCOUNTANT	1	Non-Union
AC007	PRINCIPAL ACCOUNTANT	1	Non-Union
AC008	STAFF ACCOUNTANT	1	Non-Union
AC010	STAFF ACCOUNTANT	1	Non-Union
AC011	CAPITAL ACCOUNTING ASSISTANT	1	Non-Union
AC015	ASSISTANT ACCOUNTING MANAGER	1	Non-Union

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**Information Technology**

IT001	IT MANAGER	1	Non-Union
IT002	SENIOR NETWORK AND COMMUNICATIONS ADMINISTRATOR	1	Non-Union
IT004	SENIOR SYSTEMS ADMINISTRATOR	1	Non-Union
IT005	SENIOR APPLICATIONS SYSTEM SUPERVISOR	1	Non-Union
IT007	SYSTEMS ADMINISTRATOR/HELPDESK SUPERVISOR	1	Non-Union
IT008	SENIOR DATABASE AND LINUX ADMINISTRATOR	1	Non-Union
IT010	HELPDESK 1	1	Non-Union
IT012	SYSTEMS DESIGN PROGRAMMER	1	Non-Union
IT013	SENIOR SYSTEMS DEVELOPMENT PROGRAMMER	1	Non-Union
IT014	SENIOR .NET DEVELOPER	1	Non-Union
IT015	HELPDESK 1	1	Non-Union
IT016	CREATIVE ADMINISTRATIVE ASSISTANT	1	Non-Union
IT017	FACILITIES SYSTEMS ADMINISTRATOR	1	Non-Union

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**Customer Service**

CS001	CUSTOMER SERVICE MANAGER	1	Non-Union
CS003	CUSTOMER RESEARCH SUPERVISOR	1	Non-Union
CS005	CUSTOMER SERVICE ANALYST	1	Non-Union
CS006	CUSTOMER SERVICE SUPPORT SUPERVISOR	1	Non-Union
CS008	BILLING SUPERVISOR	1	Non-Union
CS009	FIELD INVESTIGATOR	1	Union
CS011	FIELD INVESTIGATOR	1	Union
CS013	CUSTOMER SERVICE REPRESENTATIVE	1	Union
CS014	CUSTOMER SERVICE REPRESENTATIVE	1	Union
CS016	CUSTOMER SERVICE REPRESENTATIVE	1	Union
CS017	CUSTOMER SERVICE REPRESENTATIVE	1	Union
CS018	CUSTOMER SERVICE REPRESENTATIVE	1	Union
CS019	CUST. SERVICE REP.-FISCAL CLERK	1	Union
CS020	CUSTOMER SERVICE REPRESENTATIVE	1	Union
CS021	SENIOR FISCAL CLERK	1	Union
CS022	FISCAL CLERK - CUSTOMER SERVICE	1	Union
CS024	CUSTOMER SERVICE REPRESENTATIVE	1	Union
CS026	CUSTOMER SERVICE REPRESENTATIVE-FISCAL CLERK	1	Union
CS028	COLLECTIONS ANALYST	1	Non-Union
CS030	ASSISTANT BILLING SUPERVISOR	1	Non-Union
CS031	ASSISTANT CUSTOMER RESEARCH SUPERVISOR	1	Non-Union
CS032	BILLING ANALYST	1	Non-Union
CS033	SENIOR PAYMENTS COORDINATOR	1	Non-Union
CS035	COLLECTIONS SUPERVISOR	1	Non-Union
CS036	CUSTOMER SERVICE SPECIAL PROJECTS COORDINATOR	1	Non-Union
CS037	ASSISTANT BILLING SUPERVISOR	1	Non-Union
CS038	ASSISTANT CUSTOMER SERVICE MANAGER	1	Non-Union
CS039	BILLING SUPERVISOR	1	Non-Union
		<u>1</u>	
		28	

**Purchasing**

PU001	PURCHASING MANAGER	1	Non-Union
PU002	ASSISTANT PURCHASING MANAGER	1	Non-Union
PU009	ASSISTANT PURCHASING COORDINATOR	1	Non-Union
PU010	PROGRAMS ANALYST	1	Non-Union
		<u>1</u>	
		4	

**Interceptor Maintenance**

IM001	IM MANAGER	1	Non-Union
IM002	ASST. IM MANAGER	1	Non-Union
IM004	IM INSPECTOR	1	Non-Union
IM005	SENIOR TECHNICAL ASSISTANT	1	Non-Union
IM011	OPERATOR III	1	Union
IM012	IM OPERATOR II	1	Union
IM014	IM OPERATOR II	1	Union
IM015	IM OPERATOR II	1	Union
IM019	IM OPERATOR II	1	Union
IM020	IM OPERATOR II	1	Union
IM021	IM OPERATOR II	1	Union
IM025	IM OPERATOR II	1	Union
IM027	ENVIRONMENTAL ENGINEER	1	Non-Union
IM029	IM OPERATOR IV	1	Union

IM030	IM OPERATOR III	1	Union
IM031	INSTRUMENTATION ENGINEER	1	Non-Union
IM032	IM SUPERVISOR	1	Non-Union
IM033	IM SUPERVISOR	1	Non-Union
IM034	TECHNICAL ASSISTANT	1	Non-Union
IM035	ASSISTANT PERMITS COORDINATOR	1	Non-Union
IM036	SENIOR PERMITS COORDINATOR	1	Non-Union
IM037	ASSET MANAGEMENT SPECIALIST	1	Non-Union
IM038	IM CLERK	1	Union
IM039	IM SENIOR INSPECTOR	1	Union
		<u>24</u>	

**Operations & Maintenance Services**

EN001	DIRECTOR OF OPERATIONS & MAINTENANCE	1	Non-Union
EN013	CONTROL SYSTEMS ADMINISTRATOR	1	Non-Union
EN014	ASST. CONTROL SYSTEM ADMINISTRATOR	1	Non-Union
EN015	ASSET MANAGEMENT ADMINISTRATOR	1	Non-Union
EN016	CONTROL SYSTEMS ASSOCIATE	1	Non-Union
EN018	CONTROL SYSTEMS ASSOCIATE	1	Non-Union
EN019	TECHNICAL ADVISOR FOR OPERATIONS	1	Non-Union
EN020	PLANNING MANAGER	1	Non-Union
		<u>8</u>	

**Field's Point**

FP001	OPERATIONS MANAGER FP	1	Non-Union
FP002	ASST. OPERATIONS MANAGER	1	Non-Union
FP003	CLERK	1	Union
FP005	O AND M TECHNICIAN	1	Non-Union
FP008	O AND M COORDINATOR	1	Non-Union
FP009	OPERATIONS SUPERVISOR	1	Non-Union
FP010	OPERATIONS SUPERVISOR	1	Non-Union
FP011	OPERATIONS SUPERVISOR	1	Non-Union
FP012	OPERATIONS SUPPORT SUPERVISOR	1	Non-Union
FP013	MAINTENANCE SUPERVISOR	1	Non-Union
FP015	OPERATIONS SUPERVISOR	1	Non-Union
FP016	PROCESS MONITOR	1	Union
FP017	PROCESS MONITOR	1	Union
FP018	PROCESS MONITOR	1	Union
FP019	PROCESS MONITOR	1	Union
FP020	PROCESS MONITOR	1	Union
FP021	PROCESS MONITOR	1	Union
FP022	SENIOR PROCESS MONITOR	1	Union
FP023	PROCESS MONITOR	1	Union
FP024	PROCESS MONITOR	1	Union
FP025	OPERATOR II	1	Union
FP026	OPERATOR I	1	Union
FP027	FP OPERATOR / HEO	1	Union
FP030	OPERATOR I	1	Union
FP032	OPERATOR I	1	Union
FP034	OPERATOR I	1	Union
FP038	E AND I TECHNICIAN	1	Union
FP043	OPERATOR I	1	Union
FP044	OPERATOR I	1	Union

FP045	MAINTENANCE MANAGER	1	Non-Union
FP046	INVENTORY CONTROL CLERK	1	Union
FP047	INVENTORY CONTROL CLERK	1	Union
FP049	MECHANIC II	1	Union
FP050	MECHANIC II	1	Union
FP051	MECHANIC II	1	Union
FP053	MECHANIC I	1	Union
FP054	MECHANIC I	1	Union
FP056	MECHANIC I	1	Union
FP057	MECHANIC I	1	Union
FP058	FLEET MECHANIC	1	Union
FP059	SENIOR E&I TECHNICIAN	1	Union
FP061	LEAD ELECTRICIAN (FP)	1	Union
FP063	ELECTRICIAN	1	Union
FP065	MECHANIC I	1	Union
FP066	MECHANIC II	1	Union
FP069	MECHANIC II	1	Union
FP070	E AND I TECHNICIAN	1	Union
FP072	SR. ELECTRICIAN	1	Union
FP073	MAINTENANCE SUPERVISOR	1	Non-Union
FP074	PROCESS MONITOR	1	Union
FP128	OPERATOR I	1	Union
FP129	OPERATOR I	1	Union
FP139	OPERATOR I	1	Union
FP541	MECHANIC I	1	Union
		<u>54</u>	

**Bucklin Point**

BP001	OPERATIONS MANAGER BP	1	Non-Union
BP058	OPERATIONS SUPPORT SUPERVISOR	1	Non-Union
BP005	PROCESS MONITOR	1	Union
BP006	PROCESS MONITOR	1	Union
BP007	PROCESS MONITOR	1	Union
BP008	PROCESS MONITOR	1	Union
BP009	PROCESS MONITOR	1	Union
BP011	OPERATOR II	1	Union
BP013	OPERATOR I	1	Union
BP016	OPERATOR I	1	Union
BP017	OPERATOR I	1	Union
BP021	HEAVY EQUIPMENT OPERATOR (BP)	1	Union
BP022	ELECTRICIAN	1	Union
BP023	MAINT. PLANNER/SCHEDULER (BP)	1	Union
BP024	MECHANIC I	1	Union
BP025	OPERATOR I	1	Union
BP026	MECHANIC I	1	Union
BP029	MECHANIC I	1	Union
BP030	E AND I TECHNICIAN	1	Union
BP031	ELECTRICAL FOREMAN - BP	1	Union
BP032	ELECTRICIAN	1	Union
BP033	INVENTORY CONTROL CLERK	1	Union
BP034	MECHANIC II	1	Union
BP035	MECHANIC II	1	Union
BP037	OPERATOR I	1	Union

BP039	ASST. MAINT. PLANNER/SCHEDULER (BP)	1	Union
BP040	ASST. E&I TECHNICIAN	1	Union
BP041	ASSISTANT OPERATIONS MANAGER - BP	1	Non-Union
BP042	MAINTENANCE MANAGER - BP	1	Non-Union
BP043	OPERATIONS SUPERVISOR - BP	1	Non-Union
BP044	OPERATIONS SUPERVISOR - BP	1	Non-Union
BP045	OPERATIONS SUPERVISOR - BP	1	Non-Union
BP046	OPERATIONS SUPERVISOR - BP	1	Non-Union
BP047	BP CLERK	1	Union
BP048	MECHANIC II	1	Union
BP049	SENIOR E&I TECHNICIAN	1	Union
BP050	PROCESS MONITOR	1	Union
BP051	PROCESS MONITOR	1	Union
BP052	PROCESS MONITOR	1	Union
BP053	PROCESS MONITOR	1	Union
BP054	MAINTENANCE SUPERVISOR	1	Non-Union
BP055	BP ASSET MANAGEMENT ASSISTANT	1	Union
BP056	OPERATOR I	1	Union
BP057	OPERATOR I	1	Union
BP103	SENIOR PROCESS MONITOR	1	Union
BP512	OPERATOR II	1	Union
BP519	OPERATOR I	1	Union
		<u>1</u>	
		47	

**Technical Analysis & Compliance**

PE001	DIRECTOR OF ENVIRONMENTAL SCIENCE & COMPLIANCE	1	Non-Union
PE002	ENVIRONMENTAL COORDINATOR	1	Non-Union
PE004	ENVIRONMENTAL COMPLIANCE TECHNICAL ASSISTANT	1	Non-Union
PE006	ENVIRONMENTAL SCIENTIST	1	Non-Union
PE007	TECHNICAL ANALYSIS & COMPLIANCE MANAGER	1	Non-Union
PE009	ENVIRONMENTAL SUSTAINABILITY ENGINEER	1	Non-Union
PE010	SAFETY COMPLIANCE COORDINATOR	1	Non-Union
PE011	ENVIRONMENTAL SCIENTIST	1	Non-Union
PE013	SENIOR ENVIRONMENTAL SCIENTIST	1	Non-Union
PE014	SUSTAINABILITY COORDINATOR	1	Non-Union
		<u>1</u>	
		10	

**Pretreatment**

PT001	PRETREATMENT MANAGER	1	Non-Union
PT002	ASST. PRETREATMENT MANAGER	1	Non-Union
PT003	PRINCIPAL PRETREATMENT ENGINEER	1	Non-Union
PT004	PRETREATMENT ENGINEER	1	Non-Union
PT008	PRETREATMENT ENGINEER	1	Non-Union
PT009	PRETREATMENT TECHNICIAN	1	Non-Union
PT010	PRETREATMENT TECHNICIAN	1	Non-Union
PT011	PRETREATMENT TECHNICIAN	1	Non-Union
PT012	PRETREATMENT TECHNICIAN	1	Non-Union
PT013	PRETREATMENT TECHNICIAN	1	Non-Union
PT014	PRETREATMENT CLERK	1	Union
PT015	PRETREATMENT CLERK	1	Union
PT016	PRETREATMENT CLERK	1	Union
PT018	SENIOR PRETREATMENT TECHNICIAN	1	Non-Union
		<u>1</u>	
		14	



**Laboratory**

LA001	LABORATORY MANAGER	1	Non-Union
LA002	ASST. LABORATORY MANAGER	1	Non-Union
LA003	SENIOR ORGANIC CHEMIST	1	Non-Union
LA004	SENIOR ENVIRONMENTAL CHEMIST	1	Non-Union
LA005	BIOLOGIST II	1	Union
LA006	ENVIRONMENTAL CHEMIST	1	Non-Union
LA007	LAB SAMPLE COMPLIANCE COORDINATOR	1	Non-Union
LA008	CHEMIST	1	Union
LA009	CHEMIST	1	Union
LA011	ENVIRONMENTAL CHEMIST	1	Non-Union
LA012	LABORATORY TECHNICIAN	1	Union
LA013	LABORATORY TECHNICIAN	1	Union
LA015	LABORATORY CLERK	1	Union
LA017	LABORATORY TECHNICIAN	1	Union
LA018	LABORATORY TECHNICIAN	1	Union
LA020	QUALITY CHEMIST	1	Non-Union
LA021	LABORATORY SUPERVISOR	1	Non-Union
LA022	BIOLOGIST I	1	Union
LA510	LABORATORY TECHNICIAN	1	Union
		19	

**Environmental Monitoring**

EM001	ENVIRONMENTAL MONITORING MANAGER	1	Non-Union
EM002	ASST. ENVIRONMENTAL MONITORING MANAGER	1	Non-Union
EM007	MONITORING FIELD SUPERVISOR	1	Non-Union
EM008	MONITORING FIELD SUPERVISOR	1	Non-Union
EM009	ENVIRONMENTAL MONITOR	1	Union
EM011	ENVIRONMENTAL MONITOR	1	Union
EM012	ENVIRONMENTAL MONITOR	1	Union
EM013	ENVIRONMENTAL MONITOR	1	Union
EM014	ENVIRONMENTAL MONITOR	1	Union
EM015	ENVIRONMENTAL MONITOR	1	Union
EM016	ENVIRONMENTAL MONITOR	1	Union
EM017	EMDA CLERK	1	Union
EM021	ENVIRONMENTAL MONITOR	1	Union
EM023	LIMS DATA COORDINATOR	1	Non-Union
EM506	MONITORING FIELD SUPERVISOR	1	Non-Union
		15	

Total FTE's 297

# Narragansett Bay Commission

## Acronyms Glossary

### **ACA - Affordable Care Act**

Commonly referred to as **Obamacare**, is landmark health insurance legislation passed by the 111<sup>th</sup> United States Congress in March 2010.

### **AFL-CIO - American Federation of Labor-Congress of Industrial Organizations**

### **AFSCME - American Federation of State, County & Municipal Employees**

### **AMP - Asset Management Program**

A technical plan for managing infrastructure and other assets to provide continuous, effective service.

### **AMS - Asset Management System**

The computer system that incorporates all the processes, tools, data and policies needed to effectively manage assets.

### **APRA - Access to Public Records Act**

The Rhode Island state law that gives individuals the right to see and obtain records. The law provides guidelines for obtaining access to these records and also defines which records are subject to public inspection and which are exempt.

### **BLS - Bureau of Labor Statistics**

The Bureau of Labor Statistics is the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics.

### **BMP - Best Management Practices**

The EPA defines a BMP as a “technique, measure or structural control that is used for a given set of conditions to manage the quantity and improve the quality of stormwater runoff in the most cost effective manner”.

### **BNR - Biological Nutrient Removal**

A biological process to remove nitrogen from wastewater, to prohibit excessive algal growth and low oxygen levels in receiving waters.

### **BOD - Biochemical Oxygen Demand**

An indicator of the amount of oxygen being depleted from the receiving waters by sewage, the greater the BOD, the greater the degree of pollution.

### **BVDC - Blackstone Valley District Commission**

### **BVI - Blackstone Valley Interceptor**

### **CAC - Citizens’ Advisory Committee**

An advisory group to NBC, CAC represents users, the general public and environmental groups.

### **CBA - Collective Bargaining Agreement**

Agreement reached between management and union representatives as to the terms of future union contracts.

**CBOD - Carbonaceous Biochemical Oxygen Demand**

A method defined test measured by the depletion of dissolved oxygen by biological organisms in a body of water in which the contribution from nitrogenous bacteria has been suppressed.

**CDL - Commercial Driver's License**

A license that meets certain "standards" uniform to all states, as required by federal law, and is mandatory for the operation of particular commercial vehicles.

**CIP - Capital Improvement Program**

A plan for major capital expenditures to be incurred each year over a fixed period of five years to meet capital needs arising from the long-term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

**CMOM - Capacity Management Operation and Maintenance Program**

A dynamic and adaptable system management approach that utilizes feedback regarding system performance, variable conditions and operating & maintenance practices to direct and adjust responses, routine activities procedures, and capital investments.

**CRMC - The Coastal Resources Management Council**

A management agency with regulatory functions responsible for the preservation, protection, development, and where possible, the restoration of the coastal areas of the state via the implementation of its integrated and comprehensive coastal management plans and the issuance of permits for work with the coastal zone of the state.

**COB** - The NBC's Corporate Office Building.

**COLA - Cost of Living Adjustment**

An annual adjustment made to the salary of a union employee of NBC to maintain the level of wages against inflation.

**COVID-19** – A strain of coronavirus not previously identified in humans that has caused a global pandemic beginning in December 2019. The virus's symptoms range from mild to severe illness and death.

**CPI - Consumer Price Index**

Measures changes in the price level of a market basket of consumer goods and services purchased by households.

**CS - Customer Service**

The section in NBC that is responsible for the billing, collection and payment processing of customer accounts in NBC's service area.

**CSO - Combined Sewer Overflows**

Areas along Rhode Island rivers where combined sewers overflow during significant rain events.

**DMR - Discharge Monitoring Report**

Reports required to be submitted to the RIDEM every month; these reports summarize the findings of daily samplings conducted at each wastewater treatment facility.

**DOH - Rhode Island Department of Health****DT/day - Dry Tons per Day**

**EAP - Employee Assistance Program**

An arrangement between a corporation, academic institution or government agency and its employees that provides a variety of support programs for the employees.

**EEF - Environmental Enforcement Fund**

Includes funds recovered through administrative or civil enforcement action that are not available for normal operating expense per Chapter 46-25 of RI General Laws.

**EEO - Equal Employment Opportunity**

In compliance with Federal and State legislation, NBC promotes fair and equitable treatment to all employees regardless of race, color, sex, age, national origin, handicap/disability status, veteran status, sexual orientation or gender identity or expression.

**ELUR - Environmental Land Use Restriction**

A declaration consistent with the regulations adopted by the Rhode Island Department of Environmental Management pursuant to R.I.G.L. § 23-19.14-1 which manages environmental risks associated with property containing soil and/or groundwater which is contaminated with certain hazardous materials and/or petroleum in excess of applicable criteria pursuant to the Rules and Regulations for the Investigation and Remediation of Hazardous Material Releases.

**EMMA - Electronic Municipal Market Access**

EMMA is a service of the Municipal Securities Rulemaking Board, which protects investors, state and local governments, and the public interest. Portions of EMMA data provided by Standard & Poor's Securities Evaluations, Inc., CUSIP Global Services & American Bankers Association.

**EMPACT - Environmental Monitoring for Public Access and Community Tracking**

Evaluates the quality of the receiving water at certain buoy and fixed station sites and provides the means to measure the water quality improvements resulting from NBC's nutrient removal and CSO facilities.

**EPCRA - Emergency Planning and Community Right-to-Know Act**

An Act passed by Congress in 1984 in response to concerns regarding the environmental and safety hazards posed by the storage and handling of toxic chemicals. As a result, Congress imposed reporting on hazardous and toxic chemicals and emergency planning requirements for federal, state and local governments, tribes and industries.

**ERP - Environmental Results Program**

An innovative environmental management approach that uses compliance assistance, self-audits/certifications, and statistically based inspections and performance measurements to help educate owners and operators of regulated facilities to more effectively meet or exceed regulatory compliance obligations, while enabling regulators to obtain long-term verifiable results at less cost and effort.

**FSA - Flexible Spending Account**

Also known as a flexible spending arrangement is one of a number of tax-advantaged financial accounts that can be set up through a cafeteria plan of an employer in the United States.

**FSP - Fiscal Sustainability Plan**

A fiscal sustainability plan is a living document that is regularly reviewed, revised, expanded, and implemented as an integral part of the operation and management of the system. A plan for maintaining, repairing, and, as necessary, replacing the treatment works and a plan for funding such activities.

**FTEs - Full-time Equivalents**

The number of hours worked, being equal to a full-time employee.

**FY - Fiscal Year**

The twelve-month financial period used by the NBC, that runs from July 1st through June 30th of the following calendar year. The year is represented by the end date.

**GAAP - Generally Accepted Accounting Principles**

The concepts, principles, and procedures developed to serve as the norm for the fair presentation of financial statements.

**GASB - Governmental Accounting Standards Board**

A private not-for-profit organization that seeks to establish and improve standards of accounting and financial reporting for U.S. state and local governments.

**GFOA - Government Finance Officers Association**

GFOA is the professional association of state/provincial and local finance officers in the United States and Canada and has served the public finance profession since 1906. Over 21,000 GFOA members are dedicated to the sound management of government financial resources.

**GIS - Geographic Information Systems**

A mapping technology that allows the user to create and interact with a variety of maps and data sources.

**GPS - Global Positioning Satellite System**

This system uses information obtained by satellites to indicate the coordinates of a specific location.

**HCF - Hundred Cubic Feet**

Unit of liquid measure, used to bill NBC's consumption fees.

**HDHP - High Deductible Health Plan**

A health insurance plan with lower premiums and higher deductibles than a traditional health plan.

**HR - Human Resources**

A section within the NBC that is responsible for the administration and processing of employee records, employee recruitment and retention, workers' compensation and equal employment opportunity for union and non-union personnel.

**HRA - Health Reimbursement Arrangement**

Employer-funded plans that reimburse employees for any incurred medical expense that is not covered by the company's standard insurance plan.

**HSA - Health Savings Account**

A tax-advantaged medical savings account available to taxpayers in the United States who are enrolled in a high-deductible health plan (HDHP).

**HVAC - Heating, Ventilating and Air Conditioning**

The mechanical systems that provide temperature and air quality control in an office space and are generally interconnected.

**IFAS - Integrated Fixed Film Activated Sludge**

A process of adding media, usually plastic, to aeration tanks to increase surface area for bacterial growth.

**IT - Information Technology**

The NBC section that is responsible for networks, communications, hardware, software, and databases.

**kWh - Kilowatt hour**

A unit of energy used to measure electricity usage and 1 kWh is equal to 1,000 watt hours and powers a 100 watt light bulb for 10 hours.

**LED - Light-emitting Diode**

A two-lead semiconductor light source, which emits light when activated. When a fitting voltage is applied to the leads, electrons are able to recombine with electron holes within the device, releasing energy in the form of photons.

**LEED - Leadership in Energy and Environmental Design**

A high performance green building's certification program created by the U.S. Green Building Council which focuses primarily on new, commercial building projects and based upon a points system. The more points you earn, the higher your rating.

**LID - Low Impact Design**

An approach to land development (or re-development) that works with nature to manage stormwater as close to its source as possible.

**LIMs - Laboratory Information Management System**

A software-based laboratory and information management system that supports a modern laboratory's operations. The system allows a way of tracking samples to be tested from the point of acquisition through the process of entering the results into the database.

**LIUNA - Laborers' International Union of North America****LOC - Letter of Credit**

A guarantee of payment issued by a bank on behalf of a client that is used as "payment of last resort" should the client fail to fulfill a contractual commitment with a third party.

**LOI - Letter of Interest**

A prospective borrower's demonstration of eligibility for a WIFIA loan administered through the EPA.

**LRP - Long Range Planning****Mgd/MGD - Million Gallons per Day****Mg/L - Milligrams per Liter. 1 mg/L can also be expressed as 1 part per million****ml - Milliliter**

A metric unit of volume that is equal to one thousandth of a liter.

**MPN - Most Probable Number**

Expressed as the number of organisms which are most likely to have produced the laboratory results noted in a particular test.

**MVI - Moshassuck Valley Interceptor**

**MW - Megawatt**

A megawatt is a unit of measure of electricity and one MW is equal to one million (10<sup>6</sup>) watts.

**MSRB - Municipal Securities Rulemaking Board**

The Municipal Securities Rulemaking Board (MSRB) protects investors, state and local governments and other municipal entities, and the public interest by promoting a fair and efficient municipal securities market.

**MWRA - Massachusetts Water Resource Authority**

**N/A** - The information is *Not Available* or *Not Applicable*.

**NACWA - National Association of Clean Water Agencies**

An organization which represents the interests of over 300 public agencies and organizations involved with wastewater treatment.

**NBEP - Narragansett Bay Estuary Program**

As part of the National Estuary Program, created in 1987 under the Clean Water Act, NBEP serves to protect and preserve Narragansett Bay and its watershed through partnerships that conserve and restore natural resources, enhance water quality and promote community involvement.

**NEWEA - New England Water Environment Association**

An organization of over 2,100 Water and Wastewater Professionals, who volunteer their time, energy and expertise in order to preserve, protect and manage New England's water environment.

**NESGFOA – New England States Government Finance Officers Association**

An association designed to cooperate with the Government Finance Officers Association of the United States and Canada, and similar organizations, in order to promote and encourage a closer relationship among those engaged in finance in the municipal, state and federal service. The association fosters understanding among public officials whose responsibilities and duties involve state and municipal problems; and to facilitate discussion, analysis and solutions of such problems under the laws existing in the New England States.

**NMC - Net Metering Credit****NWPCA - Narragansett Water Pollution Control Association**

Established in 1952, the NWPCA is a non-profit organization created to promote the advancement of knowledge concerning the nature, collection, treatment, and disposal of domestic and industrial wastewaters.

**O & M - Operations and Maintenance**

Expense related to performing the functions required to safely and effectively operate and maintain NBC's wastewater treatment and collection services.

**OCP - Operating Capital Program**

A plan for programmed asset purchases for the current budget year and subsequent four years. The OCP is based primarily on information from NBC's Asset Management Program and includes new assets, asset replacements, asset renovations and betterments.

**OSE - Operating Supplies and Expense**

Operating budget line item that includes the day-to-day operational and supplies expense necessary to run the wastewater treatment facilities and processes.

**OSHA - Occupational Safety and Health Act of 1970**

OSHA's role is to set and enforce standards that assist employers with their responsibility to promote workplace safety and the health of their employees.

**PFAS** - Polyfluoroalkyl substances are a group of man-made chemicals that have been manufactured and used in a variety of industries since the 1940s. These chemicals do not break down and they can accumulate over time and there is evidence that exposure can lead to adverse human health effects.

**PFMB - Rhode Island Public Finance Management Board**

The Rhode Island Public Finance Management Board (PFMB) is a nine-member volunteer body with a goal of promoting transparency in government and improving the financial health of municipal entities and quasi-public corporations in Rhode Island, the PFMB provides debt-related information which can be used to determine the feasibility of issuing bonds.

**PLC - Programmable Logic Controller**

An industrial computer control system that continuously monitors the state of input devices and makes decisions based upon a custom program to control the state of output devices

**PUC - Public Utilities Commission**

In accordance with RIGL, this state agency regulates certain public utilities in the State of Rhode Island, including the NBC.

**PPA - Power Purchase Agreement**

An agreement between two parties, one who generates electricity for the purpose (the seller) and one who is looking to purchase electricity (the buyer).

**RANs – Revenue Anticipation Notes**

A short term loan that usually is repaid within one year.

**RAS - Return Activated Sludge**

The settled activated sludge (which contains bacteria that feeds on the organic content in sewage) collected in the secondary clarifiers then returned to the aeration basins to re-seed the process for the incoming wastewater.

**REC - Renewable Energy Credits**

Tradable, non-tangible energy commodities in the United States that represent proof that 1 megawatt-hour (MWh) of electricity was generated from an eligible renewable energy resource (renewable electricity).

**RGGI - Regional Greenhouse Gas Initiative**

The first mandatory market-based program in the United States to reduce greenhouse gas emissions. RGGI is a cooperative effort among the states of Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New York, Rhode Island, and Vermont to cap and reduce CO2 emissions from the power sector.

**RIIB - Rhode Island Infrastructure Bank**

Formerly known as the Rhode Island Clean Water Finance Agency, this state agency administers the State Revolving Fund which finances wastewater related projects and other programs.

**RIDEM - Rhode Island Department of Environmental Management**

The environmental regulatory department of the State and serves as a delegated authority of the USEPA with respect to the federal Clean Water Act and other programs.



## **RIGL - Rhode Island General Laws**

### **RIPDES Permit - Rhode Island Pollution Discharge Elimination System**

A permit issued by the RIDEM which sets discharge limitation requirements for wastewater utilities.

### **RIPEC - Rhode Island Public Expenditure Council**

An independent, nonprofit and nonpartisan public policy research and education organization.

### **RIRRC - Rhode Island Resource Recovery Corporation**

A Rhode Island corporation dedicated to helping reduce, reuse, and recycle, compost, and properly dispose of waste.

### **RIWARN - Rhode Island Water/Wastewater Agency Response Network**

A mutual aid agreement between cities, towns, or agencies to provide assistance in the event of an emergency.

### **ROMS - Regional Ocean Model System**

A numerical hydrodynamic computer model in the public domain that is being applied to the Narragansett Bay by the URI-Graduate School of Oceanography. This model will predict circulation, thermal and pollutant transport for Narragansett Bay, including the Providence and Seekonk river systems.

### **S&P - Standard & Poor's Stock Market Index**

### **SEC - Security and Exchange Commission**

An independent agency of the United States Government that holds primary responsibility for enforcing the federal securities laws, proposing securities rules, and regulating the securities industry.

### **SIUs - Significant Industrial Users**

NBC's largest industrial customers.

### **SMART - SMART Goals**

S.M.A.R.T. is a framework for goal setting. Follow the framework to ensure the best chance of success for achieving goals. (Specific. Measurable. Attainable. Results-oriented. Time-limited.)

### **SOP - Standard Operating Procedure**

An SOP is a written procedure that promotes uniformity in operations and provides individuals with the information necessary to perform a task properly and facilitates consistency in the quality and integrity of the end result.

### **SRF - State Revolving Fund**

The Rhode Island Infrastructure Bank program which offers low cost financing to eligible qualified borrowers.

### **TAC - Technical Analysis & Compliance**

The NBC section that ensures compliance with state and federal regulations and develops sound environmental science and resultant data to support NBC's mission.

### **TMDL - Total Maximum Daily Load**

A calculation of the maximum amount of a pollutant that a body of water can receive and still meet water quality standards as established by the Clean Water Act, Section 303.

### **TSS - Total Suspended Solids**

The ratio of solid matter in the effluent in parts per million.

**URI - University of Rhode Island****USEPA – United States Environmental Protection Agency**

An agency of the federal government designated to oversee environmental protection in the United States.

**UV - Ultraviolet**

Of or relating to a light bulb that emits ultraviolet radiation

**VFD - Variable Frequency Drive**

A device that adjusts the speed of a pump in response to the amount of flow entering the pump station.

**VRDB - Variable Rate Demand Bonds**

NBC's long-term revenue bond that is multi-modal and currently is in weekly mode and backed with a direct pay letter of credit.

**VRDO - Variable Rate Demand Obligation**

A variable rate demand obligation (VRDO) is a municipal security for which the interest rate resets on a periodic basis and holders are able to liquidate their security through a "put" or "tender" feature, at par.

**W-2** - A wage and tax statement form used to report wages paid to employees and the taxes withheld from them for the year that they will use to file federal and state taxes.

**WIFIA - Water Infrastructure Finance and Innovation Act**

The WIFIA program accelerates investment in our nation's water infrastructure by providing long-term, low-cost supplemental loans for regionally and nationally significant projects.

**WEFTEC - Water Environment Federation Technical Exhibition and Conference**

An annual conference providing extensive education opportunities and unparalleled access to the field's most cutting-edge technologies and services.

**WQSB - Water Quality Science Building**

A 36,790 square foot state-of-the-art laboratory and environmental analysis facility. This facility has unified NBC's efforts for environmental sampling and related analysis by including the necessary laboratory equipment and monitoring capability required by the RIPDES permits and EPA.

**WWTF - Wastewater Treatment Facility**

A facility used to treat wastewater, so that the release of effluent poses no adverse impact on public health or the ecology.



# Narragansett Bay Commission

## Glossary of Terms

**Abatement** - A user charge credit for customers who can demonstrate that more than 15% of their measured water usage does not enter NBC's sewer system.

**Abatement Fee** - The fee charged as part of the Sewer User Fee Abatement Application.

**Abbreviated Rate Filing** - A simplified filing process with the Public Utilities Commission for a revenue increase available to non-investor owned utilities under certain circumstances.

**Accounting System** - A system of financial recordkeeping that records, classifies, and reports information on the financial status and operation of an organization.

**Accrual Basis of Accounting** - A method of accounting that recognizes the financial effect of transactions when they occur, regardless of the timing of related cash flows.

**Adopted Budget** - The operating budget approved by the NBC's Board of Commissioners.

**Allocation** - The distribution of available funds, personnel, buildings and equipment among various Commission divisions and/or cost centers.

**Amortization** - The allocation of the cost of an asset over its useful life.

**Anaerobic Biosolids Digestion** - A process by which microorganisms break down organic matter, producing various gases and a reduced volume of semi-solid residue. The gases produced, called "biogas" or "digester gas," include a high percentage of methane, which can be burned to produce heat and/or electricity.

**Annual Budget** - An estimate of expense to be used for specific purposes during the fiscal year (July 1 - June 30) along with the proposed means (estimated revenues) for financing those activities.

**Approved Budget** - The budget that has been approved by the NBC's Board of Commissioners.

**Arbitrage** - The investment of tax-exempt bond proceeds in higher yielding taxable securities, resulting in a profit.

**Asset Management Program** - A technical plan for managing infrastructure and other assets to provide continuous, effective service.

**Audit** - An independent systematic examination of the financial records to obtain reasonable assurance about whether the financial statements are free of material misstatement.

**Balanced Budget** - A budget in which the total revenue and source of funds equals the total expense and use of funds.

**Baynet** - NBC's internal webpage.

**Biosolids** (also referred to as Sludge) - The solids (heavy organic waste matter) resulting from the wastewater treatment process. This material is separated from the effluent, treated and appropriately discarded.

**Bioassay** - A method for the quantification of the effects on a biological system by its exposure to a substance.

**Biogas** - A renewal energy source comprised from a mixture of different gases produced by the breakdown of organic matter in the absence of oxygen, produced from sewage.

**Bisulfite** - Chemical used to adjust the alkalinity of wastewater.

**Board of Commissioners (Board)** - NBC's 19 member governing board comprised of nine representatives of the municipalities in the service area and ten gubernatorial appointments.

**Bond** - A certificate of debt containing a promise to pay a specified sum of money (face value or principal) on specified date/dates in the future (maturity date) together with periodic interest at a specified rate.

**Bond Trustee** - A bond trustee is hired by a bond issuer and oversees the implementation of a bond or trust indenture, which is a contract between a bond issuer and a bondholder. The trustee has a fiduciary responsibility to act on behalf of the issuer, rather than in its own interests.

**Budget** - A financial operating plan of all expected revenue and expense for a fiscal year.

**Budget Message** - A general discussion of the submitted budget presented in writing by the Executive Director as part of the budget document.

**Capital Budget** - A plan for the investment in long-term assets and the means of financing those acquisitions during the current fiscal period.

**Capital Expenditures** - Expense related to the Capital Improvement Program (CIP) projects and Operating Capital Program (OCP) assets.

**Capital Improvement Program (CIP)** - A plan that identifies programmed investments necessary to comply with current and future regulatory requirements, take advantage of technological advancements, and ensure the integrity of NBC's infrastructure. Capital needs are identified by project and fiscal year over a five-year period.

**Capital Reimbursements** - Labor and other expense related to capital improvement projects paid from NBC's Operating Fund and later reimbursed from the Project Fund.

**Carbon Feed** - A substance added to the treatment process to reduce total nitrogen.

**Cash Basis** - Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

**Catch Basin** - A structure designed to collect and retain solid runoff matter from streets to allow unobstructed flow of surface water into a storm sewer.

**Clarifiers** - The components of the wastewater treatment plant that separates sludge and scum from wastewater flows, also called sedimentation tanks.

**Clean Room** - A controlled laboratory testing environment that has a low level of pollutants such as dust, airborne microbes, aerosol particles, and chemical vapors.

**Collection System** - System of NBC owned wastewater collection and conveyance facilities that ties into NBC's wastewater treatment system including interceptors, pipes, tide gates, pumping stations, manholes, regulators, and catch basins.

**Combined Sewage** - A mixture of stormwater and wastewater.

**Combined Sewers** - Sewer systems in which stormwater and sanitary waste from industrial, commercial or residential sources are combined.

**Comprehensive Annual Financial Report**

A report completed by NBC which conveys the annual financial position and results of operations of the NBC and complies with the accounting requirements promulgated by the GASB.

**Consent Agreement** - An agreement between the Rhode Island Department of Environmental Management and NBC, which identifies specific compliance issues and stipulates corrective measures to resolve such issues.

**Consumption Revenue** - Revenue derived from sewer user fees based upon water usage.

**Coventry Wind Turbine** - Three 1.5 MW wind turbines purchased by NBC in 2016 at a remote site located in Coventry, RI

**Covid-19** – A strain of coronavirus not previously identified in humans that has caused a global pandemic beginning in December 2019. The virus's symptoms range from mild to severe illness and death.

**Debt Service** - Principal and interest payments on outstanding bonds.

**Debt Service Coverage** - Requirement of NBC's Trust Indenture that provides that net annual revenue available to pay debt service must exceed annual debt service by 25%.

**Debt Service Coverage Ratio** - A ratio that expresses the relationship of net revenue to debt service.

**Deionized Water Purification System** - Removes any impurities in the water, forming pure water (H<sub>2</sub>O).

**Depreciation** - Allocation of the expense of an asset over its useful life in a systematic or rational manner.

**Digester** - A component of the wastewater treatment facility where organic matter is broken down as part of the treatment process.

**Discharge Permit** - A permit issued by NBC's Pretreatment Program to regulate the users discharging into NBC's collection system. The permits ensure compliance with all EPA and State mandates and the protection of the treatment facilities and receiving waters.

**Dissolved Oxygen** - The level of oxygen dissolved in the water which is an important indicator of the health of the ecosystem.

**Diversion Chamber** - A chamber or box, which contains a device for diverting or drawing off all or part of a flow or for discharging portions of the total flow to various outlets.

**Dry Polymer** – In wastewater treatment processes, polymers are used to coagulate suspended solids and produce large curds of solid materials. This state of polymer is stored on site at Bucklin Point as backup if the liquid polymer system fails or to use as supplementation when liquid polymer cannot adequately support the final clarification process.

**Effluent** - The “cleaned” wastewater, or final liquid by-product of the wastewater treatment process, that flows out of a treatment facility.

**Enterprise Fund** - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full expense of providing the goods or services be financed primarily through user charges and fees.

**Expense** - Costs incurred for goods and services received.

**Facilities Plan** - An improvement plan that integrates new facilities, major rehabilitation, ongoing repairs, or the renewal of existing facilities.

**Financing Plan** - The estimate of revenues and their sources that will pay for the service programs outlined in the annual budget.

**Fiscal Sustainability Plan (FSP)** - A fiscal sustainability plan is a living document that is regularly reviewed, revised, expanded, and implemented as an integral part of the operation and management of the system. A plan for maintaining, repairing, and as necessary, replacing the treatment works and a plan for funding such activities.

**Flat Fee Revenue** - Revenue derived from sewer user charges based on the number of dwelling units for residential customers and the meter size for non-residential customers.

**Flow Meter** - A meter used to measure the flow of water.

**Force Main** - A sewer line fed by a lift station which carries pumped wastewater to a point where additional pumps or gravity can continue to convey the flow.

**Fringe Benefit** - A component of personnel costs other than salaries that include health insurance, retirement, payroll taxes and other employee benefits.

**Fund Accounting** - Governmental accounting systems are organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance (net position)** - Total assets and deferred outflows less liabilities and deferred inflows.

**GASB 67** - Government Auditing Standards Board Statement 67 – Financial Reporting for Pension Plans which replaces the requirements of Statement 25 as they relate to pension plans that are administered through trusts or similar arrangements meeting certain criteria.

**GASB 68** - Government Auditing Standards Board Statement 68 – Accounting and Financial Reporting for Pensions which replaces Statement 27 and requires governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual expense of pension benefits. The Statement also enhances accountability and transparency through revised and new note disclosures and required supplementary information.

**GASB 82** - Government Auditing Standards Board Statement 82 - an amendment of GASB Statements No. 67, No. 68, and No. 73 (GASB 82), providing guidance on three practice issues raised during the implementation period of the new pension standards issued in 2012. The presentation of payroll-related measures in required supplementary information (RSI), the selection of assumptions and treatment of deviations from the guidance in Actuarial Standards of Practice (ASP) issued by the Actuarial Standards Board (ASB), and the classification of payments made by employers to satisfy employee contribution requirements.

**Grant** - Financial contributions received from the state and federal government.

**Grit Chambers** - Grit chambers are part of the wastewater treatment process where flows are slowed long enough for the grit, gravel and sand to fall to the bottom. This is one of the primary treatment steps to physically remove large particles before biological treatment begins.

**Hypochlorite** - A disinfectant, commonly known as bleach, used to treat effluent and control bacteria and odors.

**Hypoxia** - A condition in which there is inadequate dissolved oxygen in the water. This condition has a negative impact on the health of the ecosystem.

**Infiltration** - The seepage of groundwater into a sewer system which may occur through defective or cracked pipes, pipe joints and connections, interceptor access risers and covers, or manhole walls.

**Inflow** - Water discharged into a sewer system and service connections from sources other than regular connections. This includes flow from yard drains, foundation drains and around manhole covers. Inflow differs from infiltration in that it is a direct discharge into the sewer rather than a leak in the sewer itself.

**Influent** - Water that flows into the treatment plant.

**Interceptor** - A large sewer that receives flow from several smaller sewers and conveys flow to a sewage treatment plant.

**Late Charge** - Compounded interest of 1% per month assessed on unpaid sewer user fee balances 30 days after the billing date.

**Letter of Interest** - A prospective borrower's demonstration of eligibility for a WIFIA loan administered through the EPA.

**Line-Item Budget** - A format of budgeting which organizes expense by type, such as supplies, equipment, maintenance or salaries.

**Liquid Polymer** - In wastewater treatment processes, polymers are used to coagulate suspended solids and produce large curds of solid materials. Bucklin Point began using this particular state of polymer in 2019 to achieve a more effective and better mixed solution to safely disperse into Final Clarifiers.



**Mission Statement** - Summation of NBC's purpose and goals.

**Modified Accrual Basis** - Basis of accounting that focuses on current financial resources. Revenues are recognized when they become measurable and available to finance expenditures of the fiscal period. Debt service expenditures and other accrued liabilities that are not normally liquidated with expendable available financial resources are not recognized until due. In addition, inventories and prepayments may be recognized when incurred rather than when used or during the period benefited by the prepayment.

**Net Metering** - A policy by which certain renewable energy electricity generators may deduct energy outflows from metered energy inflows.

**Net Metering Credit** - A reduction in electricity expense due to renewable electricity energy produced off-site resulting in credits applied to National Grid invoices.

**Net Position (Fund Balance)** - Total assets and deferred outflows less liabilities and deferred inflows.

**Net Revenue** - Total revenue less total operation and maintenance expense.

**Nitrogen Removal** - The removal of nitrogen from effluent of a wastewater treatment facility prior to discharge into receiving waters.

**Nutrient** - An organic or inorganic compound essential for the growth of organisms.

**Operating Capital Expenditure** - An expense in excess of \$5,000 for the acquisition or replacement of long-term assets that does not include repairs (unless extending the life of the asset by at least 3 years), land or CIP projects.

**Operating Capital Program (OCP)** - A plan for programmed asset purchases for the current budget year and subsequent four years. The OCP is based primarily on information from NBC's Asset Management Program and includes new assets, asset replacements, asset renovations and betterments.

**Operating Reserve for Revenue Stability Fund** - Reserve Fund established at a level of \$4,500,000 to support Operations & Maintenance expense in the event that actual revenue is less than the PUC authorized levels.

**Outfall** - A discrete location where quantities of water and/or wastewater are discharged into receiving waters generally through a pipe.

**Overflow** - Sewage flow that discharges directly from a sewer into receiving water because the total sewage flow exceeds the capacity of the sewer.

**Performance Budget** - A budget that bases expense primarily upon measurable performance of activities and work programs. A performance budget may also incorporate other bases of expense classifications, such as character and object class, but these are secondary to activity performance.

**Permit Fees** - Charges for NBC permits to connect to NBC's sewer system.

**Pipeline** - NBC's monthly publication designed to keep Narragansett Bay Commission staff up to date on internal current affairs.

**Planning** - The management function of preparing a set of objectives for future action.

**Policy** - A definite course of action adopted after a review of information and directed at the realization of goals.

**Polyfluoroalkyl substances** - A group of man-made chemicals that have been manufactured and used in a variety of industries since the 1940s. These chemicals do not break down and they can accumulate over time and there is evidence that exposure can lead to adverse human health effects.

**Power Purchase Agreement** - A contract between two parties, one who generates electricity for the purchase (the seller) and one who is looking to purchase electricity (the buyer).

**Pretreatment** - Reduction or elimination of pollutants from regulated wastewater dischargers prior to discharge into the sewer system.

**Priority** - A value that ranks goals and objectives in order of importance relative to one another.

**Procedure** - A method used in carrying out a policy or plan of action.

**Program** - Group activities, operations or organizational units directed to attaining specific purposes or objectives.

**Program Measures** - Variables measuring the degree of goal fulfillment achieved by programs.

**Projected Expense** - Estimate of what will be expensed, based on year-to-date performance.

**Pump Station** - An installation of pumps used to lift wastewater to a higher elevation in places where flat land would require excessively deep sewer trenches or to raise wastewater from areas too low to drain into available collection lines. These stations may be equipped with air operated ejectors or centrifugal pumps.

**Purchase Order** - A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated or estimated price.

**Rate Filing** - An application filed with the Public Utilities Commission to request approval of adjustments to NBC's rates.

**Ratepayer** - NBC customer who pays a user fee for wastewater treatment and collection services.

**Rating Agencies** - This term refers to the major agencies which issue credit ratings on municipal bonds.

**Receiving Water** - A body of water such as a stream, river, or ocean which receives stormwater and/or wastewater.

**Regulator Structures** - An underground structure which regulates the amount of flow entering interceptors.

**Renewable Energy Credit** - Credits obtained due to energy being produced from renewable sources such as wind and solar energy resulting in lower electricity expenses.

**Restricted Accounts** - Accounts that are restricted by the Public Utilities Commission for a specific purpose and are not available to directly fund operations and maintenance.

**Revenue** - An increase in financial resources and included as income to NBC.

**Sampling** - The act of taking water samples in order to determine water quality.

**Section** - NBC's lowest hierarchical level of allocating monies.

**Septage** - Waste that is disposed into a septage tank, and ultimately transported to a wastewater treatment facility center for treatment.

**Settling Tanks** - A holding area in the wastewater treatment process where heavier particles sink to the bottom for removal and disposal.

**Sewer User Fee** - Fees assessed to NBC customers for wastewater treatment collection and treatment services.

**Sludge** - See Biosolids.

**Soda Ash (Sodium Carbonate)** - A chemical used in the wastewater treatment process to adjust the alkalinity levels, as part of the nitrogen removal process.

**Sodium Hydroxide** - A chemical used in the wastewater treatment process to adjust the alkalinity levels, as part of the nitrogen removal process.

**Sodium Hypochlorite** - A chemical compound used for water purification.

**Sondes** - A collection of instruments that are used to profile and monitor water conditions in wastewater effluents and receiving waters.

**Special Master** - A PUC restricted cash account originally designated to be used to fund the hiring of a "Special Master" or overseer of the CSO Phase I Facilities by the PUC. NBC was not required to hire the overseer and the project has long been completed.

**Stormwater Runoff** - The portion of rainfall, melted snow or other precipitation that flows across the ground surface to a drain, sewer, lake, or river.

**Strategic Plan** - A plan created to outline the long-term goals and objectives of NBC.

**Supplemental Indenture** - A supplemental indenture is executed in connection with the issuance of one or more series of additional bonds under the master or bond contract. In some cases, a supplemental indenture amends terms of the master or bond contract without providing for the issuance of additional bonds.

**Therm** - A unit of measurement for natural gas used to monitor usage and determine usage related charges.

**Tide-gate** - A gate which opens and closes with tidal height to prohibit river water from entering the sewer system.

**Tertiary treatment** - The final cleaning process that improves wastewater quality before it is reused, recycled or discharged to the environment. The treatment removes remaining inorganic compounds, and substances, such as the nitrogen and phosphorus.

**Trust Indenture** - A contract between an issuer and a bond trustee for the benefit of bondholders.

**Ultraviolet Disinfection** - A wastewater disinfection method in which final effluent is exposed to ultraviolet light to kill pathogens and microorganisms.

**Wastewater** - The liquid-borne waste products of domestic, commercial and industrial activities.

**Wet Weather Flow** - The untreated discharges from wastewater treatment plants that occur during storm events.

**Wetland** - Any area in which the water table stands near, at, or above the land surface for at least part of the year. Such areas are characterized by plants that are adapted to wet soil conditions.

**Wind Turbine** - A device that converts the wind's kinetic energy and generates it into electrical energy for use.

