

NARRAGANSETT BAY COMMISSION

OPERATING BUDGET  
FISCAL YEAR 2009



Vincent J. Mesolella, Chairman

Raymond J. Marshall, Executive Director

*This page was intentionally left blank.*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Narragansett Bay Commission  
Rhode Island**

**Special Performance Measures Recognition**

For the Fiscal Year Beginning

**July 1, 2007**

President

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, 2007. The GFOA also awarded NBC Special Performance Measures Recognition. In order to receive this 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.

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.

*Contact Information:*

*Narragansett Bay Commission  
Division of Administration and Finance  
One Service Road  
Providence, Rhode Island 02905*

*Telephone: (401)-461-8848  
Fax: (401)-461-6540*

*[www.narrabay.com](http://www.narrabay.com)*

# Narragansett Bay Commission Fiscal Year 2009 Budget

---

## Board of Commissioners

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.

*Vincent J. Mesoella, Chairman*  
*Angelo S. Rotella, Vice Chairman*  
*Robert P. Andrade, Treasurer*

*Dr. Richard Burroughs*  
*Richard Brown*  
*Bruce Campbell*  
*R. David Cruise*  
*Michael DiChiro, Esq.*  
*Jonathan Farnum*  
*Leslie M. Gray III*  
*Joseph Kimball*

*John MacQueen*  
*Alessandro Montanari*  
*Allan Nathan*  
*Richard Oster*  
*Michael A. Salvadore*  
*Leo Thompson*  
*Richard D. Worrell*

*Raymond J. Marshall, Executive Director and Secretary of the Board*



*Canada Geese with gosling.*

# Narragansett Bay Commission Fiscal Year 2009 Budget

---

## Citizens Advisory Committee

The Narragansett Bay Commission's Citizens Advisory Committee (CAC) is a diverse group of dedicated individuals, representing municipalities throughout the Commission's service area, industrial and residential users, environmental organizations and the general public. This committee advises the Board of Commissioners on matters pertaining to sewer usage fees, sewer construction, industrial pretreatment, public awareness, and education.

*Harold Gadon, Chairman*  
*Howard Schacter, Vice Chairman*

*Lou Blais*  
*Ted Bragger*  
*Anthony Ferri*  
*Chris Hannifan*  
*Phillip Holmes*  
*Armand Oliver*

*George Redman*  
*Jane Sherman*  
*Curt Spalding*  
*Joseph Thibodeau*  
*Michele Zwerver*



*Falls in the Blackstone River, Rhode Island.*

# Narragansett Bay Commission

## Table of Contents

---

	Page
<b><u>I. Executive Director's Message</u></b>	
Message.....	1
FY 2008 in Review.....	3
NBC Outlook.....	8
<b><u>II. About the Narragansett Bay Commission</u></b> ..... 15	
<b><u>III. Budget Summary Information</u></b>	
Budget Overview.....	27
The Strategic Plan & the FY 2009 Budget.....	29
FY 2009 Budget - Key Assumptions.....	35
Staffing Levels.....	36
Historical Overview.....	37
Revenue Profile.....	38
Expense Profile.....	45
<b><u>IV. Budget Philosophy, Process and Policies</u></b>	
Philosophy, Basis of Accounting, Budget Basis.....	55
The Budget Process.....	56
Budget Monitoring and Amendment Procedures.....	58
FY 2009 Budget Calendar.....	59
Financial Policies.....	60
Fund Definitions and Financial Data.....	63
<b><u>V. Long-term Debt and Capital Improvement Program</u></b>	
Long-term Debt Overview.....	67
CIP Impact Overview.....	72
Capital Improvement Program.....	76
Capital Project Cost Summary.....	92
Capital Projects Detail.....	94
<b><u>VI. Division Summaries</u></b>	
Executive and Construction Services Divisions.....	129
Administration and Finance Division.....	145
Operations and Engineering Division.....	177
Planning, Policy and Regulation Division.....	197
<b><u>VII. Supporting Schedules</u></b>	
Budget Resolution and Attachment.....	223
Budgeted Benefits Comparison.....	230
Historical Position Summary.....	231
FY 2009 Operating Capital Outlays.....	232
Five-Year Operating Capital Plan.....	234
Summary of Grants.....	237
Fund Organization Matrix.....	238
CIP Master Project Schedule.....	240
<b><u>VIII. Appendix</u></b>	
Glossary of Terms.....	245
Operating Budget Detail for FY 2009.....	256

*This page was intentionally left blank.*



# Executive Director's Message

---

## Fiscal Year 2009 Budget Summary

The Narragansett Bay Commission's fiscal year 2009 Operating Budget represents a 4.6% increase from the prior year.

Operating Revenue is projected to increase by 4.8% due to an increase in sewer user rates, effective July 1, 2009. The rate increase is for an adjustment to the consumption rate base, increased operating expense, and increased debt service and debt service coverage associated with the financing of NBC's capital improvements. Non-Operating Revenue shows no net change on a year-to-year basis.

With respect to expenses, Operating and Maintenance Expense is projected to increase by 4.8%, with the majority of the increase reflective of increased personnel and operating costs. Debt service is projected to increase by 1.9%, while Operating Capital Outlays will decrease by 6.5%. The Restricted Carry-Forward shows a year-to-year increase of 16.1%. The net effect of these changes is a 4.6% increase in expenses compared to FY 2008.

### Year-to-Year Operating Budget Comparison

	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>	<b>Percent Change</b>
<b>Revenues</b>			
Operating Revenue	\$ 70,525,802	\$ 73,925,509	4.8%
Non-Operating Revenue	3,628,077	3,626,543	0.0%
<b>Total Revenue</b>	<b>74,153,879</b>	<b>77,552,052</b>	<b>4.6%</b>
<b>Expenses</b>			
Operating and Maintenance Expense	33,311,737	34,926,555	4.8%
Debt Service	30,663,602	31,258,664	1.9%
Operating Capital Outlays	2,002,000	1,871,466	-6.5%
Restricted Carry-Forward	8,176,540	9,495,366	16.1%
<b>Total Expense</b>	<b>\$ 74,153,879</b>	<b>\$ 77,552,052</b>	<b>4.6%</b>

*“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: A Waterfire exhibition in the Providence River at sunset.*

## **Introduction**

The Narragansett Bay Commission (NBC) is pleased to present its FY 2009 operating budget. In this document, NBC demonstrates its dedication to water quality improvement through continued investment in capital improvements and the effective operation of its wastewater treatment and collection system. This budget also reflects NBC’s commitment to mitigating ratepayer impact as resources are linked to the Strategic Plan and long-term financing strategies are used to meet NBC’s significant capital needs. NBC looks forward to FY 2009 with anticipation, as the first phase of the Combined Sewer Overflow (CSO) program becomes operational. This \$348 million project represents the largest public works project ever completed in the State of Rhode Island, and NBC proudly anticipates the positive environmental effects that will result from its implementation. Despite NBC’s achievements to date, NBC faces future challenges in terms of regulatory compliance and financial management.

## **The Budget Document**

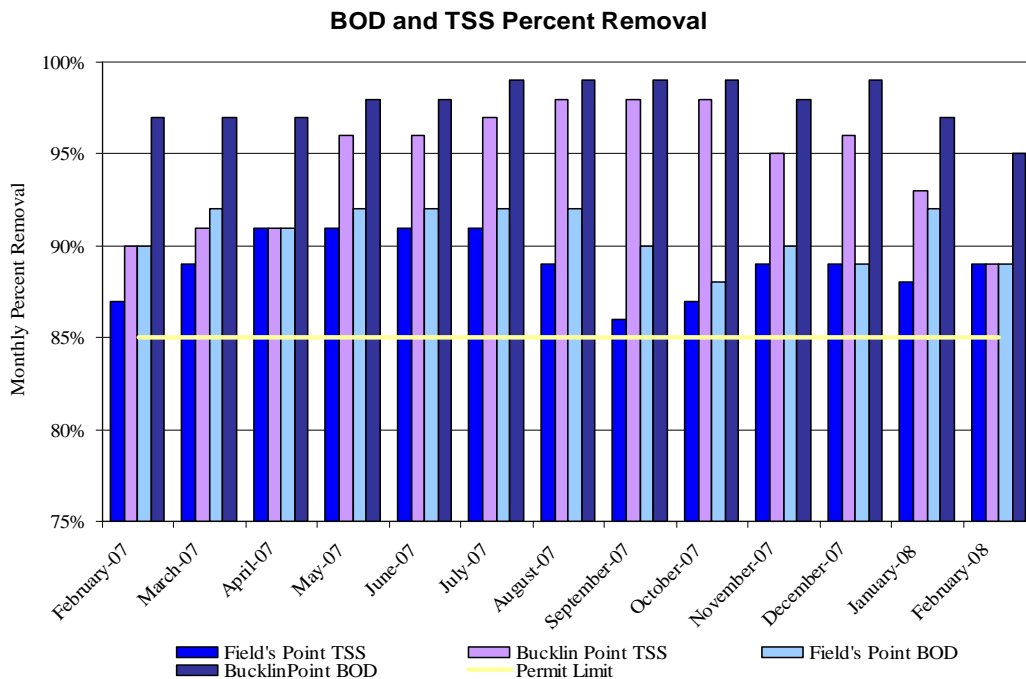
The FY 2009 budget document includes a number of changes and enhancements. In an effort to better define a “pathway” between NBC’s long-term strategic goals and each department’s short-term service level objectives, the main budget document now includes actions for achievement for each strategic objective.

Other revisions to this budget document include an expanded organizational overview which shows the number of positions on the organization chart and the operational responsibilities of each program. The demographic information has also been enhanced. In addition, ten year revenue and expense comparisons are included for trend analysis. It is anticipated that these enhancements will serve to present an informative and comprehensive picture of NBC's budget and financing needs for FY 2009 and beyond.

## Fiscal Year 2008 in Review

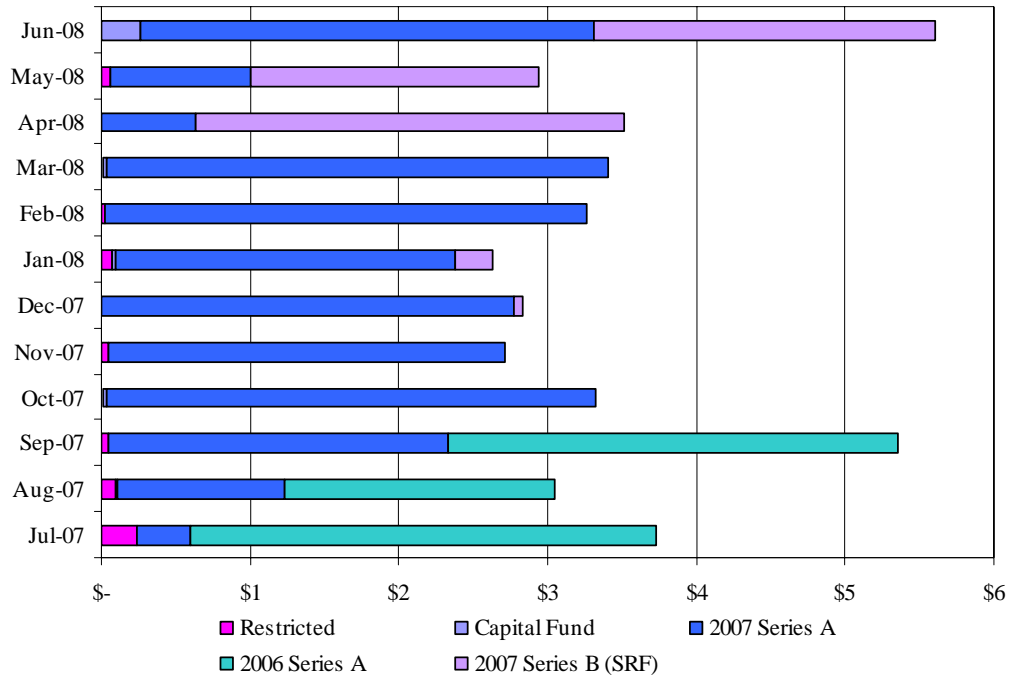
FY 2008 was both rewarding and demanding for NBC. Several milestones were reached as NBC progressed with its capital program and met operating goals.

From a wastewater treatment perspective, this year NBC was honored to receive a National Association of Clean Water Agencies (NACWA) Excellence in Management Award. The award recognizes NBC for its innovation and achievement in effective utility management. In addition, both the Field's Point and Bucklin Point WWTFs received Silver Awards for the excellent quality of their effluent. BOD and TSS levels in the influent and effluent are measured as indicators of pollution. The chart below shows BOD/TSS percent removals attained at both Field's Point and Bucklin Point with respect to the 85% BOD/TSS removal required by NBC's discharge permits. The graph shows that the NBC successfully removed more BOD/TSS than the permit requirements each month at both facilities.



FY 2008 marked a year of continued investment in capital improvements required to meet water quality standards and protect NBC's infrastructure. NBC expended more than \$42 million in capital improvements during FY 2008, primarily related to the construction of the CSO Phase I Facilities, various interceptor improvements and the design of Nitrogen Removal Facilities at Field's Point. Capital investment averaged about \$3.5 million per month from a variety of funding sources as is reflected in the graph on the following page.

### Capital Payments by Month and Source (In Millions)



As mentioned in the introduction, NBC is approaching the completion of the CSO Phase I Facilities. The \$55 million Field's Point Tunnel Pump Station is on schedule to become operational in October 2008 and overall the Phase I Facilities are 94% complete. NBC is pleased to have managed the construction of this complex series of contracts such that the project will be completed on-time and within budget. The table below shows the current progress of the CSO Phase I facilities.

### CSO Phase I Facilities As of March 31, 2008

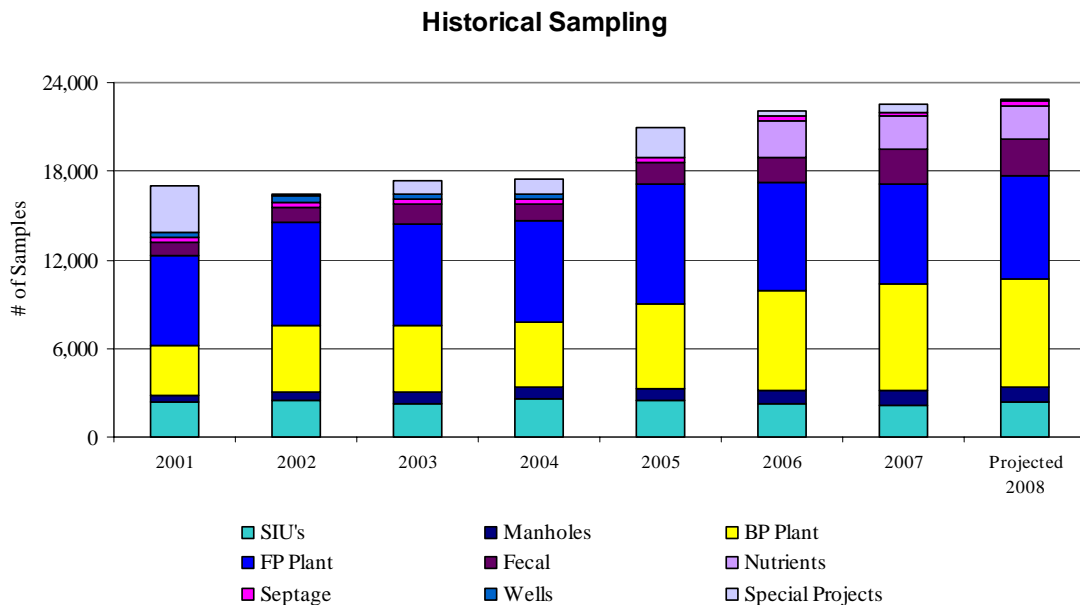
Project Name	Act./Proj. Project Cost	Expense to Date	Unspent Balance	Percent Complete
<i>Eleven Contracts Completed</i>	\$ 246,984	\$ 246,984	\$ -	100%
<i>Contracts In-Progress</i>				
Program Management and Construction Management	35,970	32,873	3,097	91%
Regulator Modifications	2,233	1,715	517	77%
Tunnel Pump Station Fitout and Startup	59,333	41,083	18,249	69%
CSO Construction Staff/Police Detail/Legal Costs	3,982	3,073	909	77%
<i>Subtotal Contracts In-Progress</i>	101,517	78,745	22,773	78%
<b>Total - CSO Phase I Facilities</b>	<b>\$ 348,502</b>	<b>\$ 325,729</b>	<b>\$ 22,773</b>	<b>94%</b>

In FY 2008, NBC began the update of the Facilities Plan for Phase II of the CSO program. Phase II consists of the construction of two interceptors to convey flows from combined sewer overflows in Providence along the Woonasquatucket and Seekonk Rivers to the Main Spine Tunnel. Construction of this \$186 million project will begin in FY 2011.

NBC made substantial progress in FY 2008 on the capital projects related to nitrogen removal, required as part of Consent Agreements with the Rhode Island Department of Environmental Management (RIDEM), at each of its wastewater treatment facilities. NBC received RIDEM approval of the nitrogen removal facilities plan for Field's Point on May 3, 2007 and has until November 30, 2008 to submit final design plans and specifications for RIDEM approval. In November 2007, NBC submitted a facilities plan to RIDEM outlining the additional facilities and necessary modifications for nitrogen compliance at Bucklin Point. The estimated pre-design construction cost for nitrogen and related upgrades is \$83 million for Field's Point and \$35 million for Bucklin Point.

Implementation of the Asset Management project, designed to identify and perform condition assessments of NBC's assets, continued in FY 2008. NBC successfully completed approximately 80% of the four phase program. Phases I through III identified, documented, and developed the necessary work processes into the asset registry for the high priority critical assets. Phase IV will incorporate the remaining NBC assets into the registry, as well as update procedures and manuals to manage the data, beginning in FY 2009. The system is scheduled to be online in FY 2010.

In FY 2008 NBC continued its comprehensive monitoring activities. The number of samples required to be collected by NBC's Rhode Island Pollution Discharge Elimination System (RIPDES) permits has increased over the past two years and additional sampling requirements are anticipated in FY 2009. NBC's monitoring efforts include routine plant sampling to determine compliance with standards, manhole, industrial user and septage monitoring and river, Bay monitoring to determine NBC's effect on the waters receiving its effluent. The chart below shows the types and amount of monitoring performed on an annual basis.

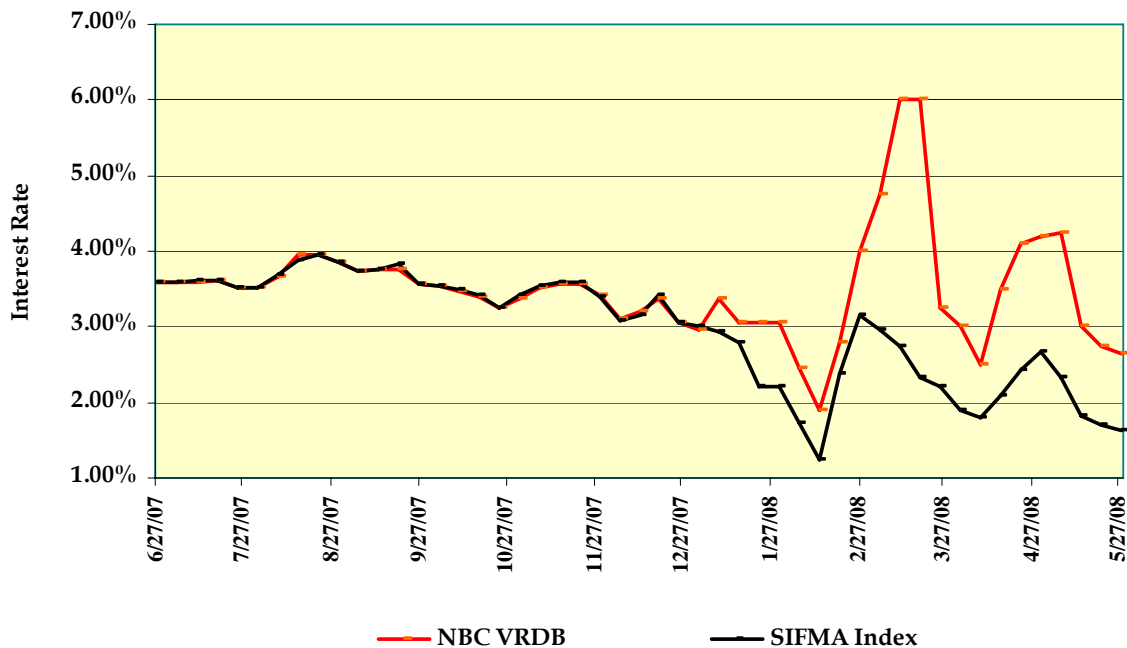


From a financial management perspective, NBC received the GFOA Distinguished Budget Award for the sixth consecutive year with Special Recognition for Performance Measures for the third consecutive year. NBC was also awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for its FY 2007 Comprehensive Annual Financial Report, for the sixth consecutive year. NBC’s consistently sound financial performance is evident with 16 consecutive years of operating surpluses.

NBC faced budgetary challenges resulting from lower than projected billable consumption for the second year in a row. In order to address this issue, NBC filed for rate relief with the Public Utilities Commission (PUC) on December 3, 2007. Adjustment of the consumption rate base was the single largest component of the rate increase although the request also incorporated increases for operating expenses, debt service and debt service coverage.

In FY 2008, NBC also felt the impact of the sub-prime mortgage market upon its outstanding \$65.8 million in Variable Rate Demand Bonds (VRDB) insured by the MBIA Insurance Corporation (MBIA) and backed by a Standby Bond Purchase Agreement. In early 2008, credit concerns shadowed MBIA and adversely impacted the pricing of the VRDBs which are in weekly mode. NBC began to see a significant divergence between the pricing of its VRDBs and the market index and although absolute rates have remained low, there is a concern about the viability of MBIA and the future of the short-term municipal market (see graph below). As a result, NBC explored a number of options and is in the process of refunding the bonds to replace the Standby Bond Purchase Agreement and Insurance with a Letter of Credit. The refunding is scheduled to close within the first two weeks of July, 2008. During the course of the year, Standard & Poor’s reaffirmed the rating of “AAA/A+” for these debt instruments.

**NBC VRDB vs. SIFMA Index  
FY 2008**



With respect to long term debt issuance in FY 2008, NBC planned on borrowing \$12 million in the form of a low-interest loan from the Rhode Island Clean Water Finance Agency (RICWFA). In the

fall of 2008, NBC was notified that the RICWFA had refined its loan capacity figures and that the amount available to NBC had increased to \$25 million. Due to the interest rate advantages of the program, NBC worked with its Financial Advisor to structure the loan such that NBC could borrow the full \$25 million while meeting its debt service coverage requirements. Standard & Poor's Rating Services reaffirmed NBC's "A+" standard long-term rating on this issue.

In terms of technology, FY 2008 was the first full year of operating with the new Customer Service application and it exceeded expectations. More modules for the application were developed in the past year along with increased reporting functionality. A further enhancement to customer service was made with the installation of two new point-of-sale terminals to track cash and credit card processing. Other areas of technological progress in FY 2008 included the implementation of a new backup, storage and disaster recovery solution, installation of a new phone system, implementation of a new document storage and management application as well as cutting edge communications between the Corporate Office Building and Bucklin Point through the use of microwave technology. This year also marked the development of a "paperless" Board system so that Commissioners can access all materials on-line, sparing the production of voluminous paper copies.

NBC recently received notification that the Planning section has received two awards for the success of its Stormwater Mitigation program. The first award is from NACWA, and it recognizes individuals and NACWA members who have made outstanding contributions to environmental protection and the clean water community. The second award the Planning section received was the Environmental Business Council of New England's Environmental Merit Award for Leadership by a Non-Profit Organization. The NBC Stormwater Mitigation Program requires contractors and builders to develop and implement Stormwater Management Plans as part of the sewer connection permit process. The management plans take advantage of low impact development technologies to redirect storm flows from the sewage system into the ground. Since 2004 the program has redirected an estimated 3.5 million gallons of stormwater away from NBC's collection system.

From a public outreach perspective, NBC continued to show environmental leadership in several areas. In April, NBC led its annual Earth Day cleanup along the banks of the Woonasquatucket River. Over 200 volunteers participated, and removed over 60 cubic yards of trash. In addition, NBC continued to enhance its educational programs for Rhode Island's school children regarding clean water. Children in over seven schools tested local rivers and learned about pollution and the importance of protecting our urban rivers. In FY 2008 NBC also hosted a rain barrel distribution event for the public in order to promote water conservation. The event was a great success. Finally, this past year NBC joined a program called the Rhode Island Water/Wastewater Agency



*Photo: The shallow waters of the Woonasquatucket River, where NBC recently led a successful Earth Day cleanup.*

Response Network (RIWARN), which consists of a mutual aid agreement between cities, towns, or agencies to provide assistance in the event of an emergency. The RIWARN program was recently awarded an Environmental Merit Award by the Environmental Protection Agency (EPA).

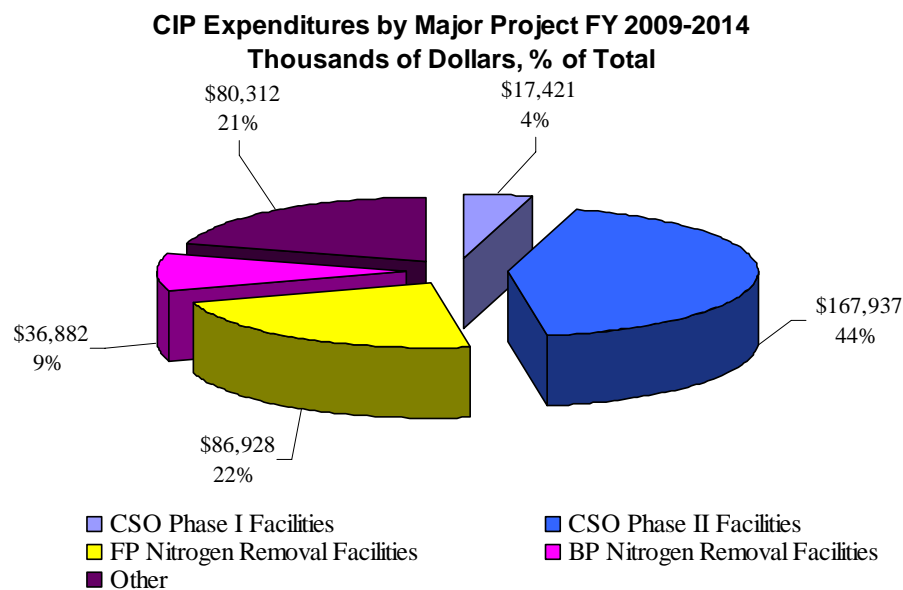
From a human resources standpoint, for the third consecutive year, NBC received the Superior Worksite Health Award from the Greater Providence Chamber of Commerce and continued to offer a number of Wellness programs throughout the year. In FY 2008 NBC implemented the results of a new compensation structure for union employees, based on a compensation study performed in a previous year. NBC also completed a compensation study related to the non-union employees during the past year. As part of its ongoing education efforts, NBC provided training and educational opportunities on topics ranging from sexual harassment to financial management.

## NBC Outlook

NBC has allocated resources based on the objectives and priorities highlighted in the Strategic Plan. The Strategic Plan forms the framework of NBC’s long-term priorities over the next ten years. This year’s budget has been developed based on an anticipated increase in user fees required to support both the operating and debt service needs of NBC in FY 2009. The following identifies the connection between NBC’s short-term goals, and long-term goals of the Strategic Plan and the resource allocations in the FY 2009 operating budget.

## Core Business

NBC’s primary focus for FY 2009 and beyond is the continued operation and maintenance of its infrastructure, and ensuring that all federal and state requirements are met or exceeded. In keeping with this strategic goal, NBC continues to implement its CIP. In FY 2009, NBC has identified \$33.8 million to be expended in capital improvements, with \$355.7 million to be expended in fiscal years 2010-2014. The majority of these costs reflect work to be completed on four major projects: the two phases of the CSO program and design and construction of nitrogen removal facilities at both WWTFs, as the chart below illustrates.





As noted above, Phase I of the CSO program is anticipated to commence operations in October of the upcoming fiscal year. This budget reflects an increase of approximately \$687,000 in operating costs for these new facilities at the Field's Point WWTF. These costs include the cost of gas and electricity at the new pump station as well as the treatment costs associated with the increased flow at the Field's Point WWTF.

*Photo: This unit is one of two 70 ton dehumidification systems which will use a significant amount of electricity as they run twenty-four hours a day, seven days a week, to dehumidify the air in the new tunnel pump station.*



During the FY 2010 timeframe, NBC will complete the design of the CSO Phase II Facilities, which began with the initiation of the facilities plan update in January 2007. This project entails the construction of two interceptors to bring flows from combined sewer overflows along the Woonasquatucket and Seekonk Rivers to the Main Spine Tunnel, completed as part of Phase I. Design is anticipated to be completed in FY 2010, and construction will begin in FY 2011. The CIP contains projected construction costs of \$158 million in the five year period FY 2010-2014.

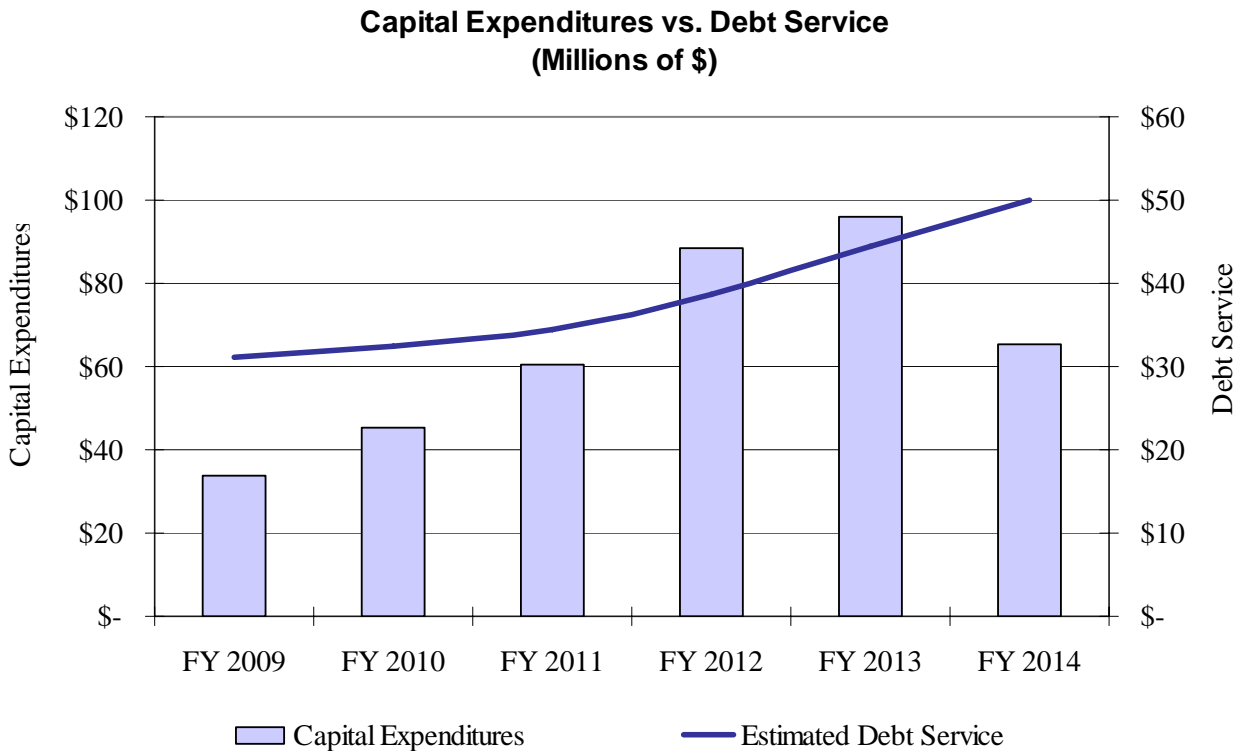


*Photo: This combined sewer overflow is located in the Providence River in Providence.*

In FY 2009, NBC plans on beginning the construction of the nitrogen removal facilities at Field's Point. In accordance with the completed facilities plan, nitrogen removal at Field's Point will be accomplished through the installation of a fixed film media in the existing aeration basins. This will convert the existing aeration tanks into aerobic and anaerobic zones to denitrify the wastewater. NBC must submit final design plans to RIDEM by November 30, 2008 and the construction phase, estimated at approximately \$83 million, is scheduled to begin in February of 2009. At Bucklin Point, significant nitrogen removal has been achieved; however, an engineering analysis submitted to RIDEM in November 2007 determined that additional nitrogen removal

facilities need to be constructed at Bucklin Point in order to meet the new permitted levels. NBC is scheduled to complete the design of the new facilities by January 2011, and the construction phase, estimated at \$35 million, is slated to begin in April 2011.

In order to finance the CIP, NBC will continue to borrow from the RICWFA to the extent that capacity is available and will also issue long-term revenue bonds. As of June 30, 2008, the NBC has outstanding debt of approximately \$441 million. Debt service is budgeted at \$31.2 million in FY 2009 which is an increase of 1.9% increase over FY 2008. The following chart shows the projected increases in debt service and capital expenditures, until FY 2014.

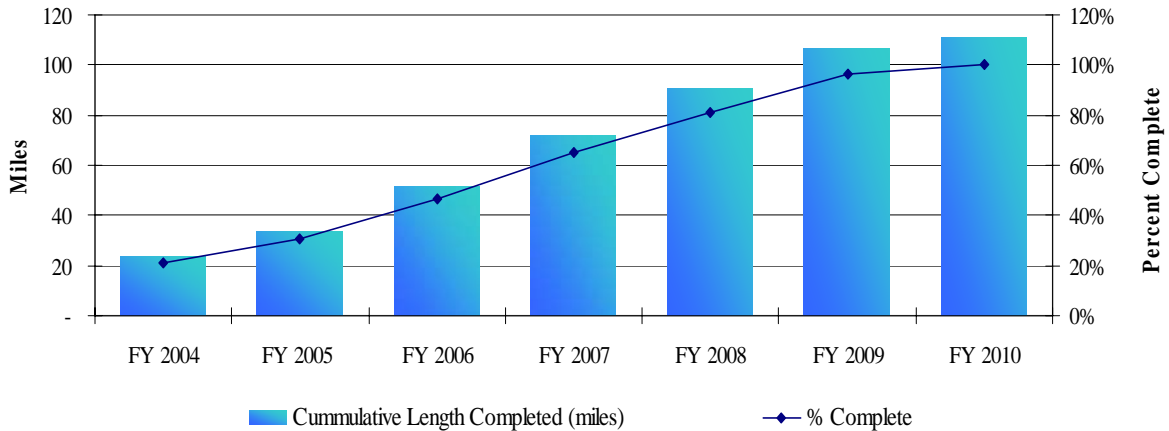


NBC continues to support its investment in infrastructure maintenance and replacement through implementation of a comprehensive Asset Management program. The Asset Management program capitalizes on NBC’s existing asset management software and incorporates inspection, cleaning, and improvements to the collection system infrastructure. The CIP includes \$573,000 to be spent in FY 2009, for a total of \$2.3 million when the project is completed in FY 2010.

NBC continues to program at least \$5 million annually for inspection, cleaning, and repairs to interceptors. The maintenance and construction projects originate from NBC’s inspections as well as emergency situations caused by root intrusion, structural damage, odor control, aging infrastructure, pipe damage, etc. NBC’s infrastructure maintenance and improvements are anticipated to be ongoing throughout the near future.

As part of this program, NBC expects to complete the inspection and cleaning of all 110 miles of sewers by the end of FY 2010. The chart on the following page shows the progress of the cleaning and inspection program.

### Inspection and Cleaning of Interceptors

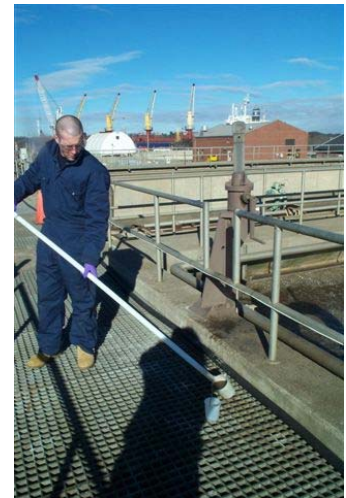


### Environmental Performance

NBC will continue to pursue a number of initiatives in FY 2009 and beyond as part of its ongoing effort to provide environmental leadership. NBC continues to monitor the rivers and Narragansett Bay in order to ensure compliance with the RIPDES, EPA and DOH requirements. As those requirements become more demanding, NBC must increase the amount of sampling performed and the number of analyses conducted. For example, more stringent nitrogen removal standards have made it necessary for NBC staff to collect and analyze special nutrient data at the Field’s Point WWTF in order to assist in the design phase of the new nitrogen removal facilities. The FY 2009 budget also contains funding for several other ongoing monitoring initiatives, including nutrients as part of the River Model Development project, hazardous waste, and mercury monitoring.

This year’s budget also supports the provision of stormwater discharge guidance to developers and builders. Through low impact design using greenery, dry wells and barrels to divert the stormwater run-off from the sewer collection system directly into the ground, less wastewater will need to be treated and energy will be saved.

NBC is pursuing environmental leadership activities on a number of fronts including the pursuit of renewable energy projects at each of its wastewater treatment facilities. At Bucklin Point, NBC is pursuing the conversion of methane biogas generated within the biosolids digestion tanks into a reusable energy source. Preliminary estimates indicate this system could produce a significant amount of the electricity used annually by Bucklin Point. At Field’s Point, NBC is investigating the conversion of wind energy into electricity by erecting a Mega-Watt (MW) Class Wind Turbine. Electricity generated from the turbine could be used to provide power for NBC’s Field’s Point WWTF. Construction of the biogas facility is estimated to cost \$1.9 million while construction of the wind turbine is estimated to cost \$3.5 million. Finally, NBC has been selected by the EPA’s State Innovation Grant Program to produce a final proposal package to obtain funding for a three year grant, beginning in FY 2009. The grant would be shared by NBC, RIDEM, and the University of Rhode Island, and would be used to create a Sustainable Energy Management



*Photo: Sampling at the Field’s Point WWTF.*

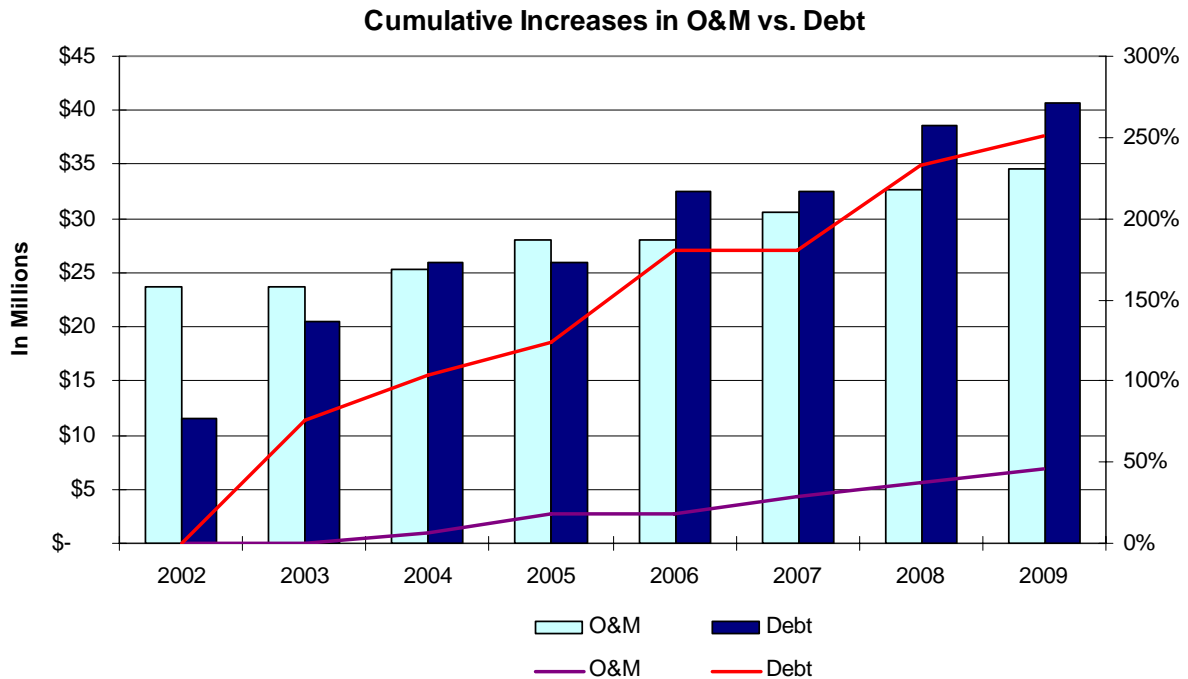
System for Rhode Island’s wastewater treatment facilities. As part of this effort NBC and its partners would develop and implement an Environmental Results Program (ERP) designed to manage and utilize waste grease, generated by restaurants and food processing operations, as a renewable fuel. This project is yet another example of NBC’s proactive approach to protecting the environment.

### Staffing

NBC’s strategic objective is to recruit, develop and retain highly qualified staff. NBC offers several incentives to develop and retain a qualified employee base including a comprehensive benefits package, tuition reimbursement and voluntary benefits. This budget reflects the implementation of new union compensation changes. In the future, NBC will continue the sponsorship of Workplace Wellness programs to educate and raise employee awareness of health issues such as weight loss, nutrition, and stress management. NBC will also sponsor financial seminars from time to time to assist employees with their retirement planning.

### Financial Management

The FY 2009 budgeted revenue is based on an across-the-board percentage rate increase which will be effective in July 2008. The rate increase is related to an adjustment to the rate base, increased operating expenses, and increased debt service and is projected to result in a rate increase of 11.68%. Over the last eight years, NBC has had to seek rate relief on an annual basis. As is evident in the chart below, the primary driver of the increase in user charges is the debt service associated with financing mandated capital improvements. Over the eight year period, the cumulative increase in debt service and debt service coverage was more than 250%. During this same time frame, NBC effectively managed its operating costs including utilities, chemicals, biosolids and personnel costs and held the average annual increase in O&M to less than 5.8%.



## Customer Service and Communication

The new Customer Service application implemented in FY 2007 continues to aid NBC's customer service representatives both in productivity gains and the ability to serve customers in a timely fashion. The FY 2009 budget contains funding for further enhancements to the system. In FY 2009, the new system will also incorporate the permitting and pretreatment billing functions.

NBC will also to continue its public outreach program through the Woonasquatucket Watershed Explorers educational program for area schools. The program has grown from 7 schools and 306 students in FY 2006 to 11 schools and 503 students in FY 2008. The program takes place in the classroom and at various river locations, and culminates in an environmental education conference attended by all the students.



*Photo: Students from Centredale Elementary complete a site observation of the Woonasquatucket River.*

As part of its public outreach program, NBC also sponsors numerous public and educational forums, e-news letter and charitable campaigns.

This coming year will also see a major public outreach effort as NBC announces the launch of the CSO Phase I facilities. NBC will be sponsoring a large celebration befitting Rhode Island's most important pollution prevention event of the decade.

## Summary

NBC continues to excel in environmental leadership and financial management and these efforts have been rewarded with national recognition. The awards reflect NBC's twenty-four-hours-a-day, 365-days-a-year cost-effective operation of the treatment facilities, extensive sampling efforts to ensure a clean bay and rivers, investment in state-of-the-art technologies and facilities, and commitment to mitigating ratepayer impact. NBC will continue to make these goals a priority as we approach the end of the first decade in the new century. We will diligently work to protect our community, customers, and all stakeholders in the pursuit of clean water.

A handwritten signature in black ink, reading "Raymond J. Marshall". The signature is fluid and cursive.

Raymond J. Marshall  
Executive Director

*This page was intentionally left blank.*

# **About the 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 as to be 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 then 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. NBC is considered a component unit of the State of Rhode Island for financial reporting purposes.

## **The Commission**

NBC is governed by a nineteen member Board of Commissioners (Board). Ten public members are appointed by the Governor, two by the Mayor of the City of Providence, one each by the Mayors of the Towns of North Providence, Johnston and Cumberland, and one each by the Mayors of the Cities of East Providence, Central Falls and Pawtucket and one by the Town Administrator of Lincoln. 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.

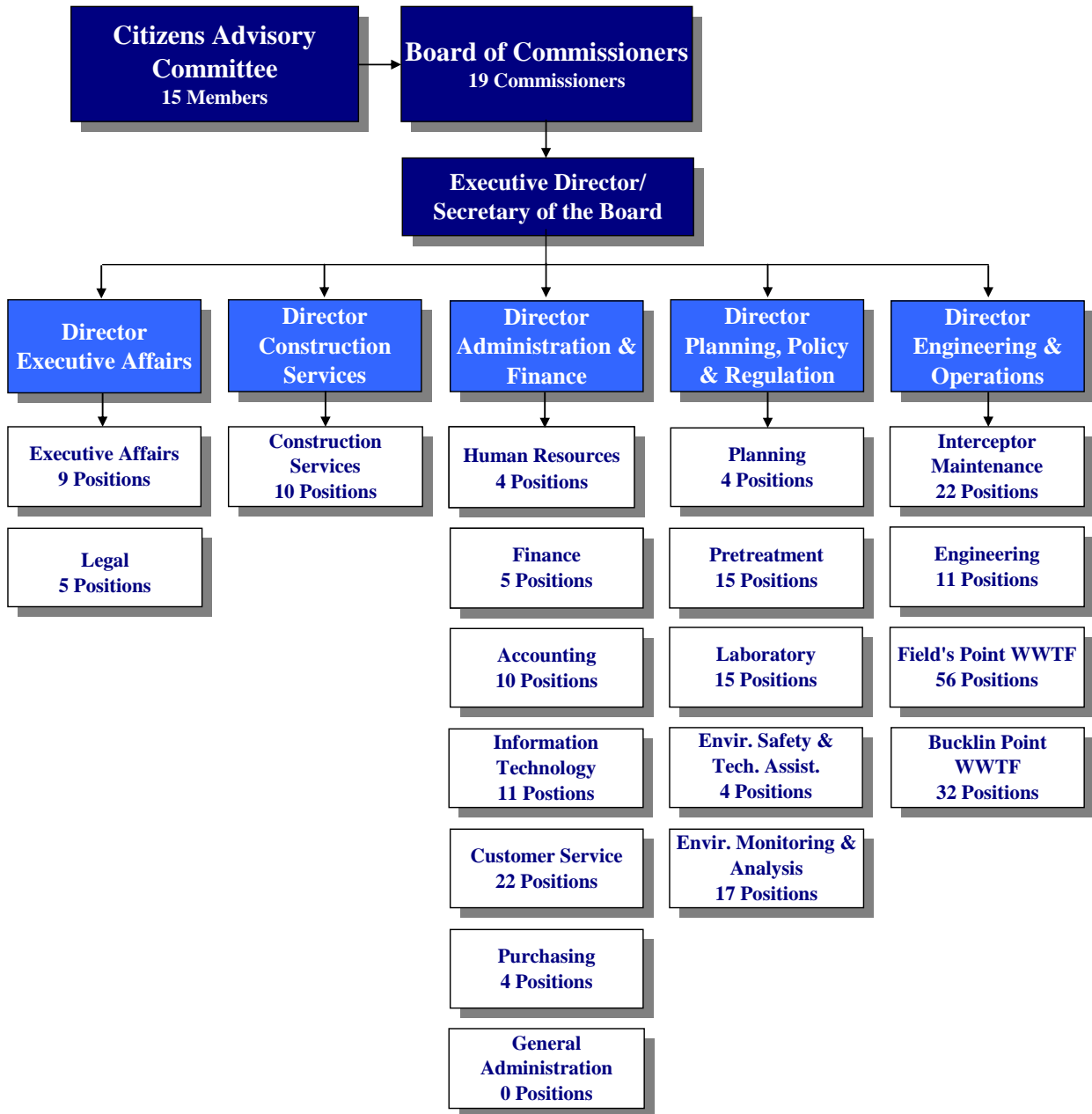
The NBC is regulated by the Rhode Island Public Utilities Commission (PUC). Accordingly, both the Board and the PUC must authorize adjustments to sewer user rates. NBC services its existing debt and will service future debt as well as its operations and maintenance costs through user rates.

## **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 a Division Director who report to the Executive Director. Most Divisions are comprised of several sections. An organizational chart of NBC is located on the following page, followed by a brief description of the Divisions and the responsibilities of each organizational entity.

In FY 2008, the Executive Division was split into the Executive Affairs Division and the Construction Services Division. This reorganization is reflected in the NBC's Organizational Chart on the following page. Additional information about each Division is provided in the Division Summaries section of this document.

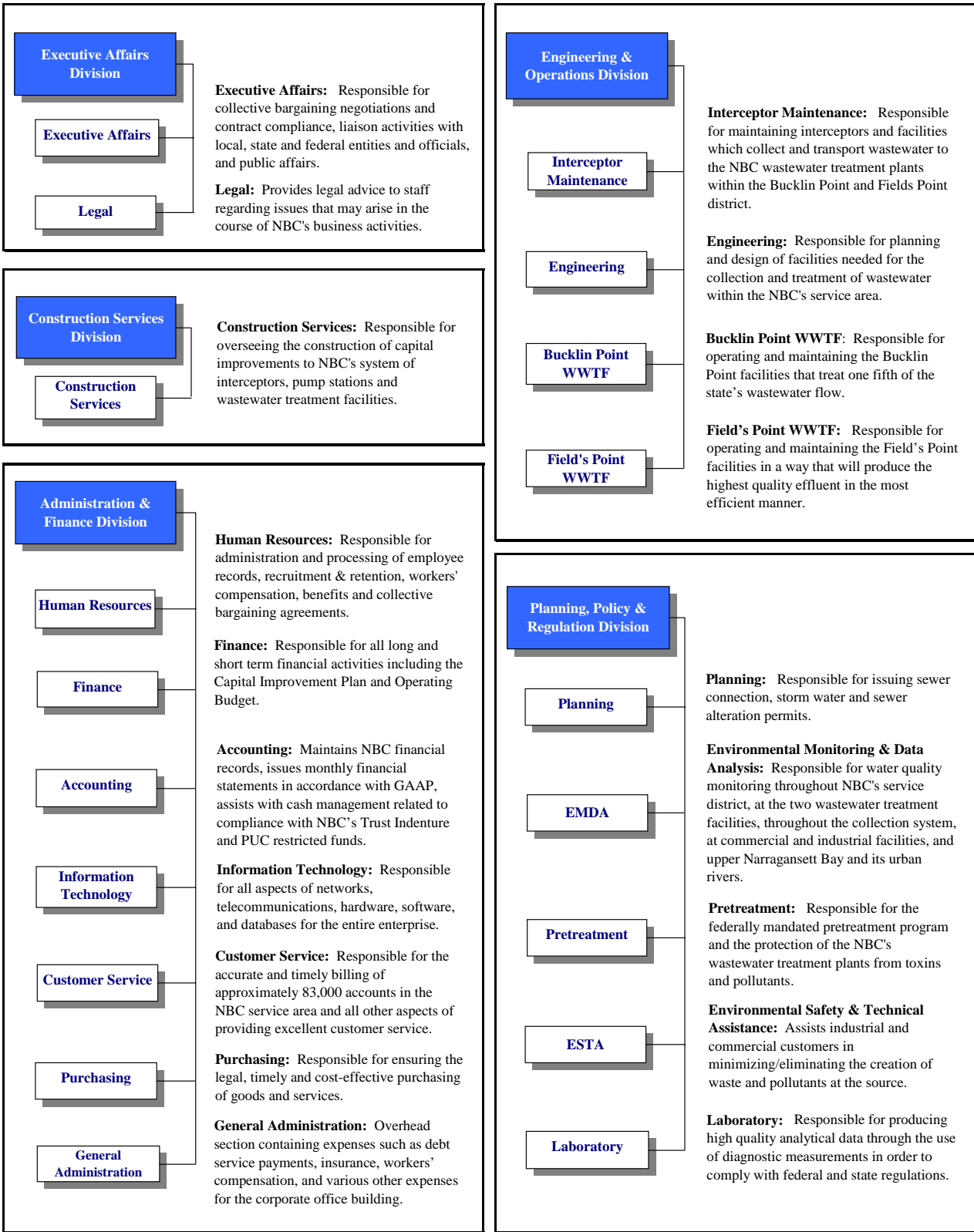
## NBC's Organizational Chart





## Program Level Operational Responsibilities Overview

The table below shows organizational responsibilities at each program, or section level.



## Governmental Regulation

In addition to PUC oversight, NBC is regulated by the Rhode Island Department of Environmental Management (RIDEM) and the U.S. Environmental Protection Agency (USEPA) to ensure compliance with State and federal Clean Air and Clean Water Acts. NBC has been issued Rhode Island Pollutant Discharge Elimination System (RIPDES) permits for each of its wastewater treatment plants.

## State and Federal Compliance Issues

NBC is under a Consent Agreement with RIDEM to implement a federally mandated Combined Sewer Overflow (CSO) program that will address NBC's CSOs. The first phase of the CSO abatement facilities addresses a significant portion of the sewage discharges from wet weather events, and is projected to be implemented in the fall of FY 2009. NBC will be required to construct additional CSO abatement facilities in Phase II and Phase III of the CSO program to address the remaining CSO volume. Design for the second phase of the CSO program began in January 2007. As discussed in the Executive Director's Message, NBC is under more stringent permit requirements for total nitrogen removal from RIDEM, and is in the design phase for new facilities needed to meet these requirements.

## Facilities

NBC owns and operates Rhode Island's two largest wastewater treatment plants along with an extensive infrastructure of interceptors, pump stations, tide-gates and combined sewer overflows. The location of the two wastewater treatment facilities is shown on the map below:



## Field's Point Service Area Facilities and Technology

Constructed in 1901 and reconstructed in the 1980s, the Field's Point Wastewater Treatment Facility (WWTF) provides secondary treatment to average dry weather flows of up to 65 million gallons per day (MGD), sustained wet weather flows of 77 MGD, and peak hourly flows of 91 MGD. With the addition of primary wet weather facilities, the plant provides primary treatment and disinfection for an additional 123 MGD of wet weather flows. Total treatment capacity at Field's Point is 200 MGD.



*Photo: Aerial photo of the Field's Point Wastewater Treatment Facility*

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 located within the City of Providence and the Central Pump Station in Johnston. The Ernest Street Pump Station is located adjacent to the Field's Point WWTF and handles 98% of the flow to Field's Point.

NBC maintains several flow metering stations to measure discharges from various areas. In addition, NBC owns and is responsible for the maintenance and correction of 38 Combined Sewer Overflows, 32 tide gates and 80 miles of interceptors in the Field's Point Service Area. NBC is engaged in a long-term construction program to minimize overflows from its combined sewers.

## Bucklin Point Service Area Facilities and Technology



*Photo: Bucklin Point Wastewater Treatment Facility.*

The former Blackstone Valley District Commission ("BVDC") was established by the Rhode Island General Assembly in 1947 to service the Blackstone Valley area. State legislation effectuated the merger of BVDC into NBC on January 1, 1992.

A comprehensive upgrade of the Bucklin Point WWTF was completed in 2006 making it the most technologically advanced treatment plant in the state. The facilities provide secondary treatment for flows of up to 46 MGD and primary treatment for flows up to 116 MGD.

NBC also owns and operates three pump stations in the Bucklin Point Service Area including the Omega Pump Station (East Providence), Saylesville Pump Station (Lincoln) and Washington Highway Pump Station (Lincoln).

NBC owns and is responsible for the maintenance and correction of 26 Combined Sewer Overflows in the Bucklin Point service as well as the North Diversion Structure and 30 miles of interceptors.

## General

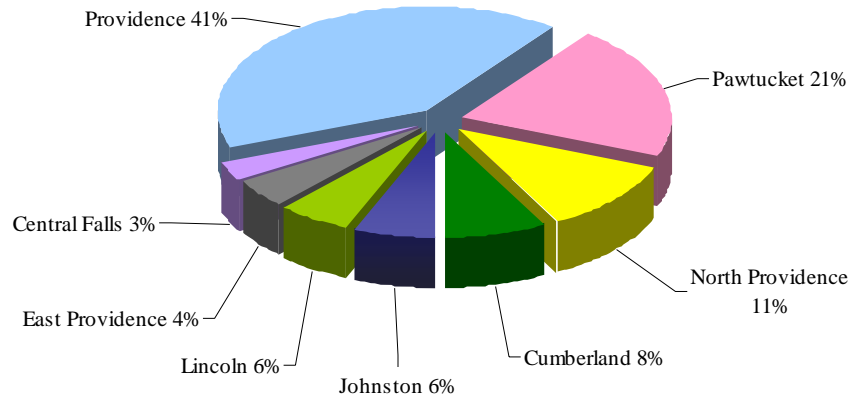
NBC provides reliable, cost-effective wastewater collection and treatment services to over 360,000 residents and approximately 7,900 businesses in ten Rhode Island communities in the metropolitan Providence and Blackstone Valley areas. These communities include: Providence, North Providence, Johnston, Pawtucket, Central Falls, Cumberland, Lincoln, the northern portion of East Providence and small sections of Cranston and Smithfield. The map below shows the 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 ten communities and partial communities serviced by NBC, Providence, Pawtucket and North Providence account for the majority of users with 73% of the accounts. The following chart illustrates the distribution of accounts across the eight communities with the largest number of NBC customers.

**Number of Accounts by Community**

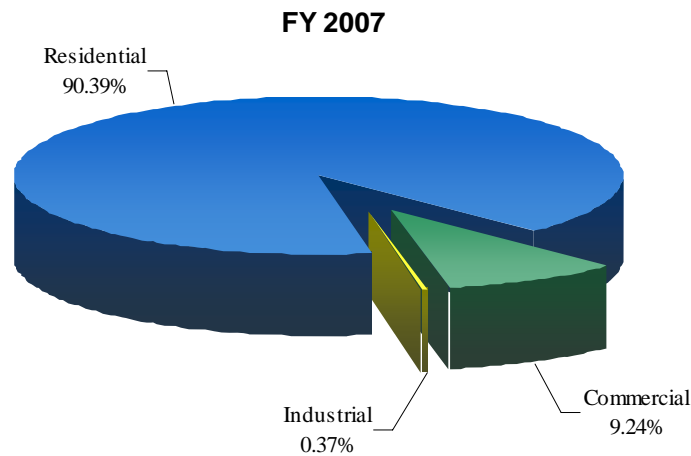


The residential class has approximately 75,000 accounts, while the non-residential class has approximately 7,900 accounts. The largest NBC customers are service and education providers. NBC’s ten largest customers based on FY 2007 billings are listed below:

<b>Customer</b>	<b>Total Annual Billing FY 2007</b>	<b>Percentage of Total Annual User Charges</b>
Brown University	\$ 1,132,110	1.98%
Providence Housing Authority	1,037,833	1.82%
Rhode Island Hospital	1,029,249	1.80%
City of Providence	603,171	1.06%
City of Pawtucket	428,785	0.75%
Providence School Department	339,108	0.59%
Providence College	321,778	0.56%
Johnson & Wales University	237,407	0.42%
State of Rhode Island	236,907	0.42%
Roger Williams Hospital	219,064	0.38%

The chart below illustrates the distribution of NBC customer accounts by class in FY 2007.

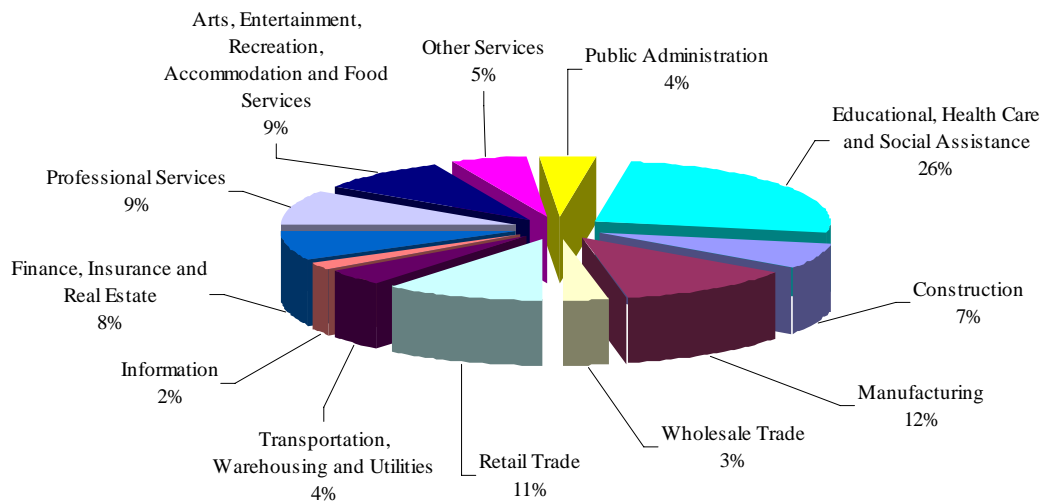
### Percentage of Accounts by User Class



### Rhode Island Economy

According to the Rhode Island Department of Economic Development, the economic base of Rhode Island has shifted from manufacturing and goods to service industries over the last decade. The chart below shows estimated employment by industry for the calendar year 2006.

### Estimated Employment by Industry

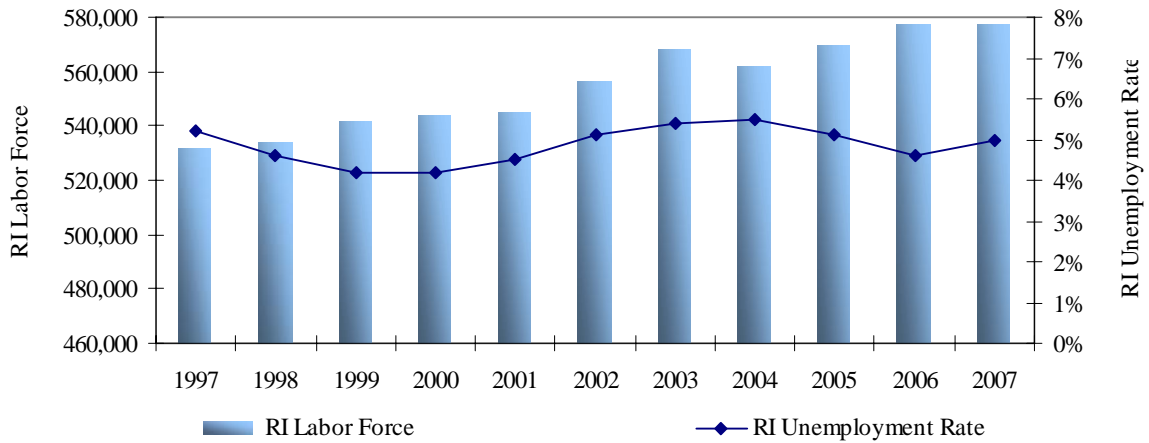


\* Source: U.S. Census Bureau 2006 American Community Survey

The graph on the following page, compiled from data from the Bureau of Labor Statistics, shows historical unemployment figures for the state of Rhode Island. It can be seen that the unemployment rate has remained relatively stable over the last decade, averaging approximately

5% while the state's labor force has grown over time. This may change, depending on what occurs due to the current economic situation.

### Rhode Island Average Unemployment Rate vs. Labor Force 1997-2007

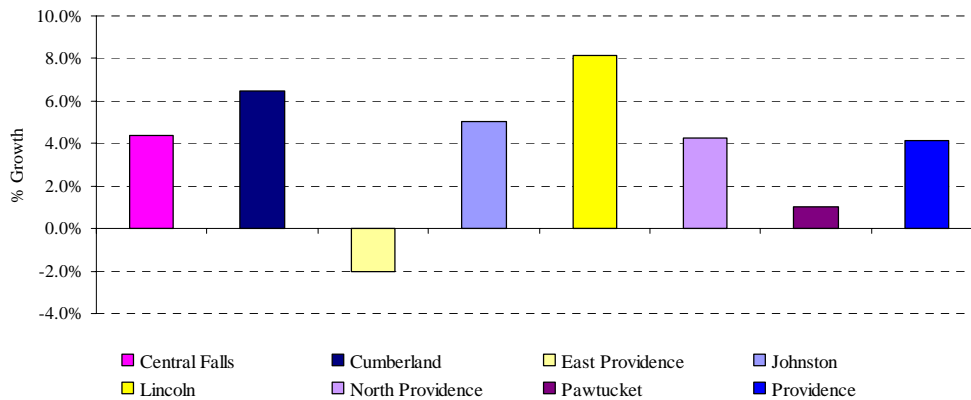


\* Source: Bureau of Labor Statistics

### Population and Household Statistical Information

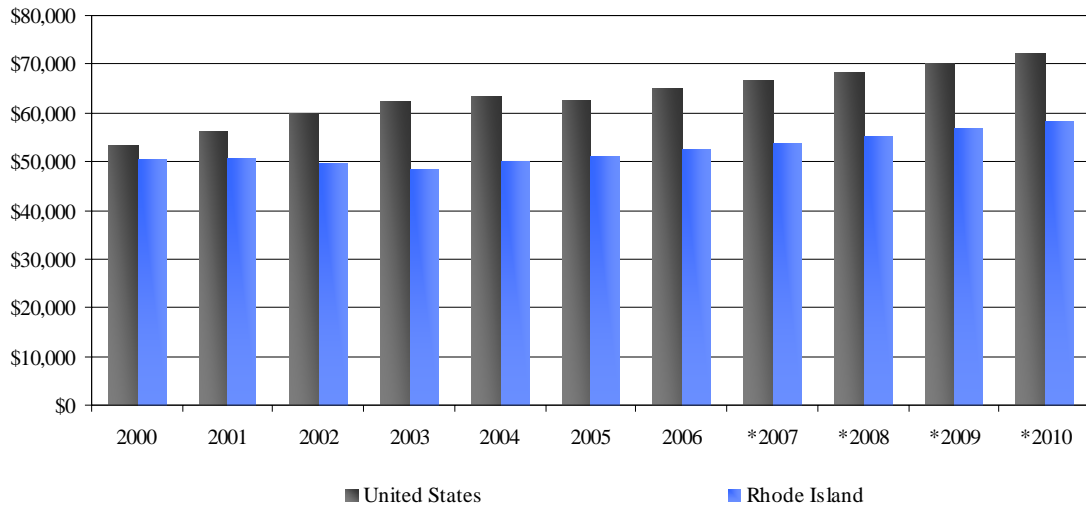
The Rhode Island Office of Statewide Planning projects the state population by city and town. The graph below displays the projected population growth for NBC's service area from the years 2000 to 2015. The most significant percentage increase in population over the next fifteen years is projected to be in the towns of Lincoln and Cumberland, in which the populations are projected to grow by 8.1% and 6.4% respectively. The population in East Providence is projected to decline by 2.0% over this period.

### Projected Population Growth by City/Town 2000 – 2015



The graph below shows annual actual (2000-2006) and projected Rhode Island Median Family Income compared to the national statistics. The graph illustrates that Rhode Island's median family income has been below the national average for the years 2000-2006 and RIPEC projects that it will continue to be below the national average.

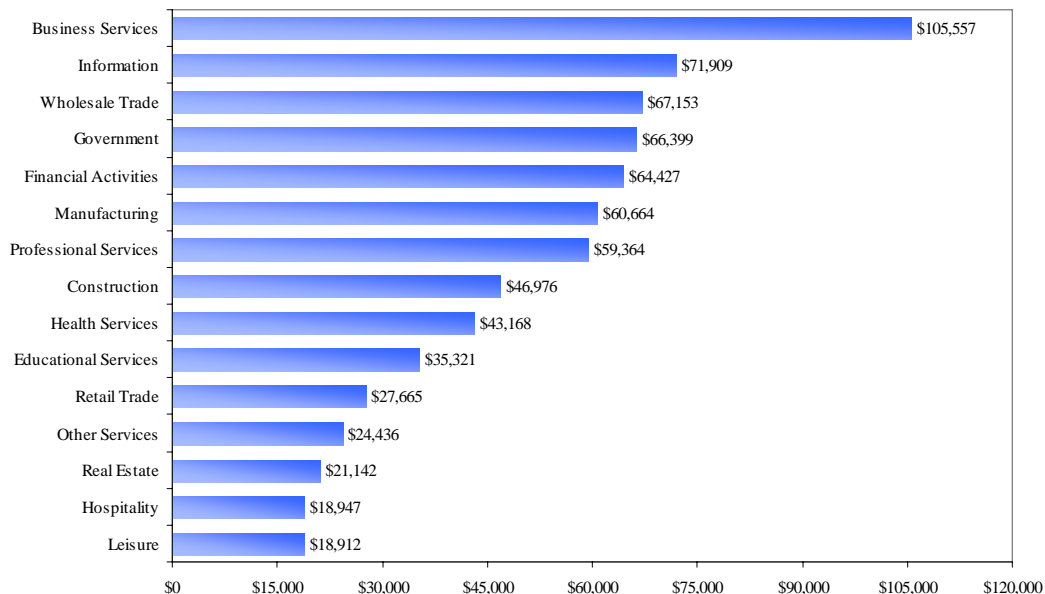
### Actual/Projected Median Family Income



\* Source: United States Census Bureau and forecast based on RIPEC , "RI 2010 - Charting a New Course" - 2.7% increase to projected median income per year.

NBC's service area reflects the national trend towards employment in the services sector since universities, hospitals and governmental accounts are NBC's largest customers. The chart below illustrates Rhode Island's average annual earnings per employee in each industry.

### Rhode Island Average Annual Earnings per Employee by Industry

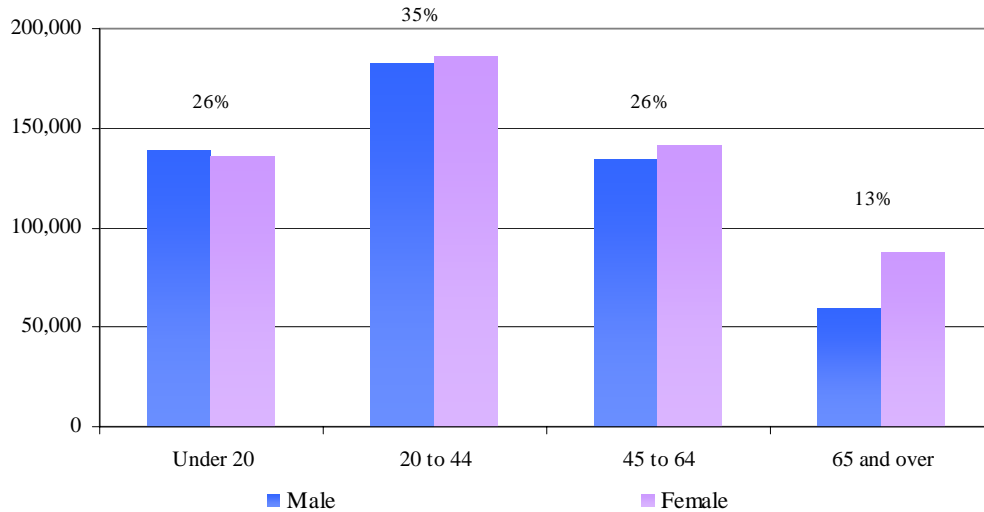


\* Source: Bureau of Economic Analysis



In 2006 Rhode Island had a total population of approximately 1,067,610. Males accounted for approximately 48% of the total population and females approximately 52%. The chart below illustrates the population in Rhode Island according to age group and gender. The largest age group in Rhode Island in 2006 was aged twenty to forty four, making up 35% of the population. In each age group the number of females exceeded males except for the “Under 20” group.

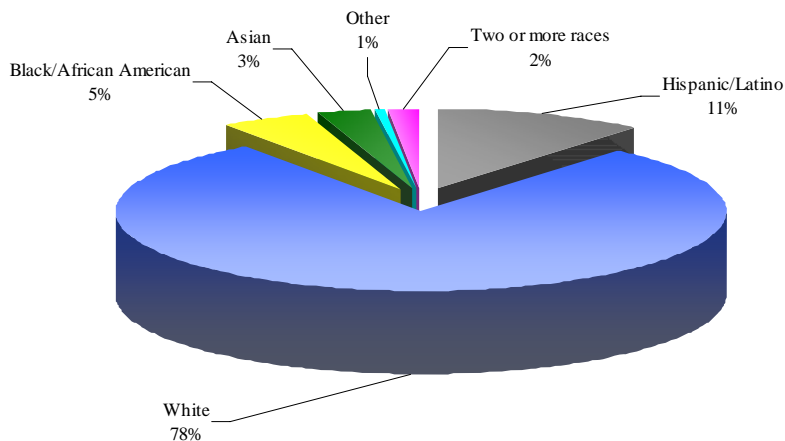
### 2006 Rhode Island Population by Age Group and Gender



\* Source: U.S. Census Bureau 2006 American Community Survey

According to the U.S. Census Bureau 2006 American Community Survey, the majority, or 78% of Rhode Island’s population was White, 11% was Hispanic/Latino, 5% was Black/African American, 3% was Asian, 2% was Two or More races, and 1% was Other.

### 2006 Rhode Island Population by Race



\* Source: U.S. Census Bureau 2006 American Community Survey

*This page was intentionally left blank.*

# Budget Summary Information

## Budget Overview

### Revenues

	Actual FY 2007	Budget FY 2008	Budget FY 2009
<b>Operating Revenue:</b>			
User Fees	\$ 56,094,973	\$ 68,424,204	\$ 71,905,509
Pretreatment Fees	1,163,397	1,200,000	1,220,000
Septage	357,206	400,000	400,000
Connection Permit Fees	205,589	300,000	200,000
BOD/TSS Surcharges	139,815	150,000	150,000
Miscellaneous	12,719	51,598	50,000
Sub-total Operating Revenue	57,973,699	70,525,802	73,925,509
<b>Non-Operating Revenue:</b>			
Investment Income	513,603	600,000	465,000
Late Charges	631,183	650,000	820,000
Operating Grants	49,037	15,000	25,000
Capital Grants	5,626	-	-
Miscellaneous	111,703	31,000	115,000
Previously Restricted	-	330,077	330,077
Transfer from Operating Capital Account	1,928,744	2,002,000	1,871,466
Subtotal Non-Operating Revenue	3,239,896	3,628,077	3,626,543
<b>Total Revenue</b>	<b>61,213,595</b>	<b>74,153,879</b>	<b>77,552,052</b>

### Expenses

#### O&M Expenses:

Personnel Costs	16,043,809	17,742,307	18,499,033
Operating Supplies/ Expense	10,935,941	12,766,738	13,563,696
Professional Services	2,715,257	2,802,692	2,863,826
Total O&M Expenses	29,695,007	33,311,737	34,926,555
Pledged Revenue/ Net Revenue (Restricted)	31,518,588	40,842,142	42,625,497

#### Debt Service:

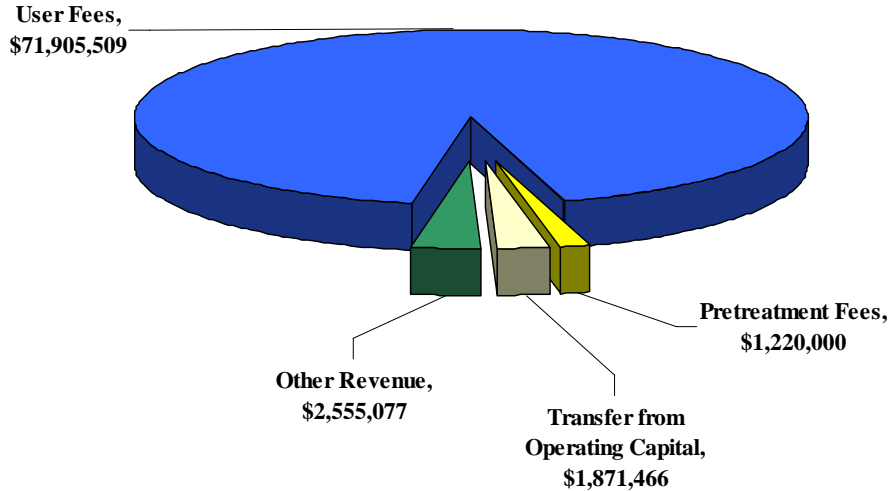
Debt Service	24,452,842	29,980,002	30,575,064
Programmed New Debt	-	683,600	683,600
Total Debt Service	24,452,842	30,663,602	31,258,664
Direct CIP Funding	5,626	-	-
<b>Operating Capital Outlays</b>	<b>1,928,744</b>	<b>2,002,000</b>	<b>1,871,466</b>
<b>Restricted Carry-Forward</b>	<b>5,131,376</b>	<b>8,176,540</b>	<b>9,495,366</b>

<b>Total Expense</b>	<b>\$ 61,213,595</b>	<b>\$ 74,153,879</b>	<b>\$ 77,552,052</b>
----------------------	----------------------	----------------------	----------------------

<b>Debt Service Coverage Ratio:</b>	<b>1.29</b>	<b>1.33</b>	<b>1.36</b>
-------------------------------------	-------------	-------------	-------------

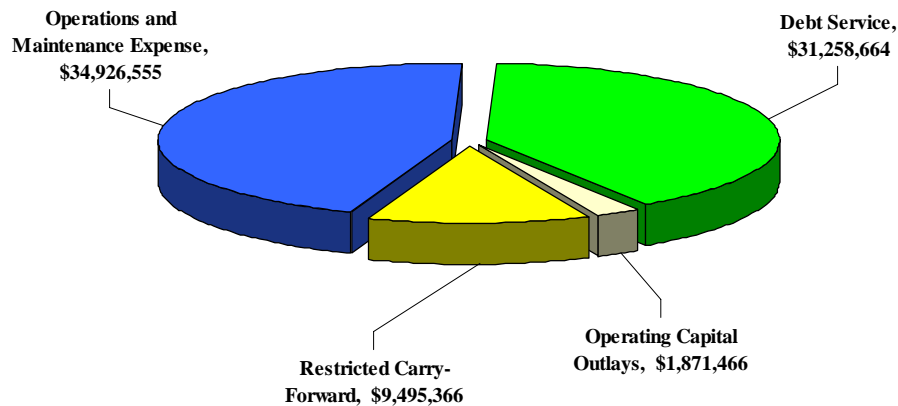
In the Budget Overview table on the previous page, the FY 2009 budget is 4.6% higher than that of FY 2008. The Budget Overview table reflects projected revenue for FY 2009 of \$77.6 million. User fees are the most significant portion of revenue, representing \$71.9 million, or 92.7% of total revenue. The chart below illustrates the sources of FY 2009 revenue.

### Sources of Revenue



The largest category of expense in FY 2009 supports NBC's Operations and Maintenance (O&M). In FY 2009, the O&M expense of \$34,926,555 represents 45% of total uses of revenue. The Pledged Revenue / Net Revenue (Restricted) line item of \$42.6 million on the Budget Overview is determined by subtracting O & M Expense from Total Revenue. This figure represents the net revenue available for debt service and results in a debt service coverage ratio of 1.36, ensuring compliance with NBC's rate covenants which require a 1.25 coverage ratio. Of the total \$42.6 million, \$31.3 million is designated for existing and programmed new debt service, and \$1.9 million is a restricted carry-forward from the prior year and will be used to fund the operating capital. In addition, \$9.5 million is projected to be available to carry forward to fiscal year 2009. The chart below illustrates FY 2009 budgeted uses of revenue.

### Uses of Revenue



# The Strategic Plan & the FY 2009 Budget

This year’s operating budget was developed within 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.

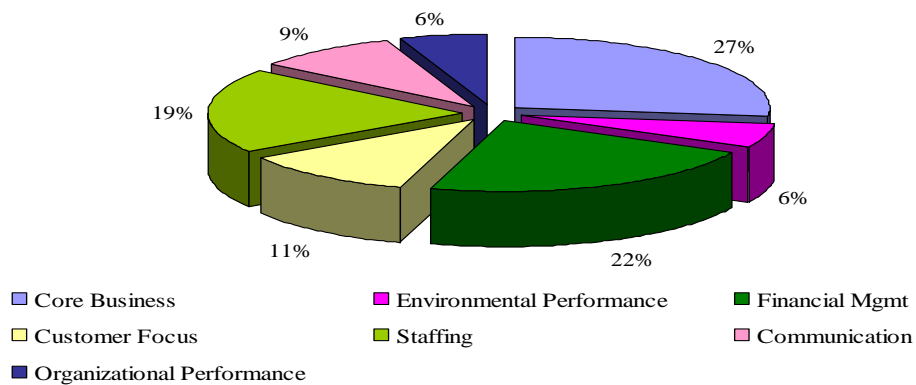
Narragansett Bay is Rhode Island’s greatest resource, and the actions of NBC have a significant impact on its water quality. Water quality, in turn, has effects on aquatic life, recreational activities, tourism, waterfront development, and the livelihoods of many who make a living on or near Narragansett Bay. In order to ensure NBC’s ability to meet its water quality objectives within the constraints of a regulated environment, NBC developed and adopted a Strategic Plan. The Strategic Plan is a dynamic document that was formally adopted in 2005 and is updated as needed.



In the fall of 2006 the Strategic Plan was again updated and approved by the Board of Directors.

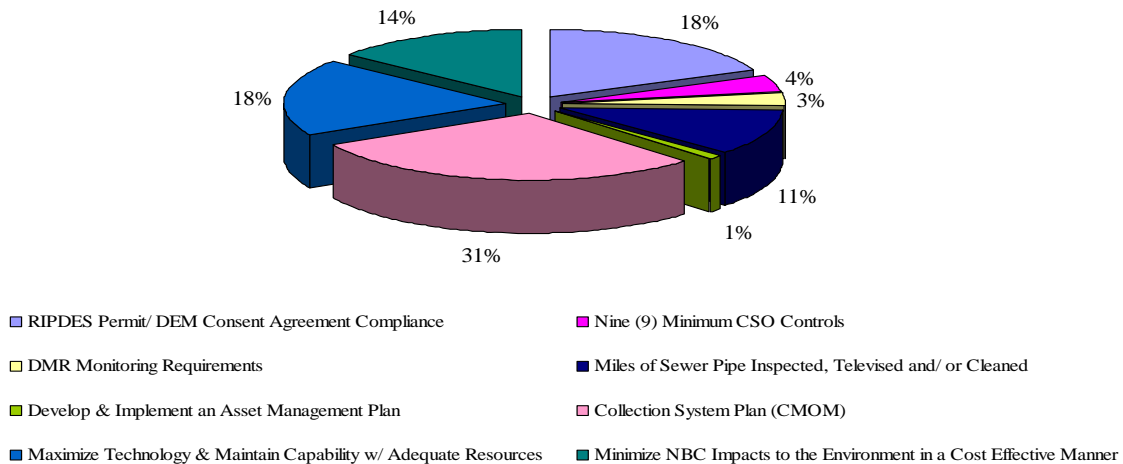
In this budget cycle, each cost center integrated the Strategic Plan into their performance data for the operating budget. Finance and section managers worked closely together, prior to any numerical budget generation, to identify and incorporate Strategic Plan driven actions for achievement, or service level objectives, and key target measures into their budgets. These objectives and measures were reviewed and approved by the Executive Director. The graph below illustrates the percentage of Actions for Achievement, or Service Level Objectives allied with each of NBC’s Strategic Objectives.

**Percentage of Actions for Achievement by Strategic Objective**



NBC also integrated the Strategic Plan into the CIP. Due to the increasing complexity of the CIP, funding constraints and multiple regulatory compliance issues, NBC evaluated proposed capital investments in light of their strategic value. As part of the capital budget process, project managers were required to identify the strategic goal each project addressed. In addition, all projects were assessed a priority ranking based upon their relevance to the Strategic Plan. The chart below illustrates the percentage of projects aligned with each strategic objective. It is important to note that some projects are aligned with more than one goal. Of the total number of CIP projects, 31% are aligned with the Collection System objective and 18% are aligned to both the Permit / Consent Agreement Compliance objective as well as the Maximization of Technology. The third largest category of projects is aligned to the Minimize NBC Impact to the Environment in a Cost Effective Manner objective.

**Number of Capital Projects by Strategic Objective**



This planning process has resulted in an operating 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. The Performance Data for each program can be found in the Division Summaries section, and the CIP Strategic Plan data is further discussed in the Capital Improvement Program section of this document.

## History of the Strategic Plan

In February of 2003, NBC issued a request for qualifications/proposals to facilitate and direct the planning process. An engineering consulting firm experienced with strategic plan development for wastewater utilities was selected. After initial meetings with the NBC Project Manager, the consultant conducted thirty-five interviews with a broad spectrum of NBC stakeholders. This included a “diagonal cross-section” of employees, from bottom to top levels, and across all job functions. In addition, attention was given to outside stakeholders such as NBC Commissioners, Citizen Advisory Committee members, regulatory agencies, and other interest groups. The results of these interviews were analyzed for common themes and areas of strategic focus. This information was summarized and distributed to members of a Strategic Planning workgroup comprised of thirty managers and employees. The Chairman of NBC’s Long Range Planning Committee also participated in the workgroup sessions. Preliminary goals and objectives were identified, as well as performance indicators to measure progress toward achieving objectives.

A draft Strategic Plan was then prepared and distributed to NBC staff for review. After much review and revision, the final plan was adopted by the NBC Board of Commissioners on June 15, 2005.

The goals of the Strategic Plan are listed below and on the following pages. Also included are the Actions for Achievement, or Service Level Objectives, for all NBC programs, which indicate a clear pathway between the long-term and short-term objectives. These Actions for Achievement are linked to Target Measures in the Division Summaries section of this document.

**Strategic Plan Objectives and Actions for Achievement**

**Core Business**

**Objective**

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

**Actions for Achievement**

- Complete projects on schedule, in cost-effective manner, and comply with RIDEM requirements
- Provide prosecutorial function to NBC staff to ensure compliance with NBC requirements
- Provide environmental legal assistance on regulatory compliance matters
- Continue the level of network stability with the highest level of service uptime
- Maximize productive use of automation and computerization throughout the agency
- Ensure IT maintains and improves security systems and applications
- Provide adequate training opportunities to ensure user comfort with our systems
- Provide cost-effective administration of the Corporate Office Building (COB)
- Maintain and repair COB annually and invest in capital improvements as needed
- Ensure facility inspections are completed on time and deficiencies corrected within 30 days
- Maintain on-going inspections and careful maintenance of NBC's collection system
- Comply with all State and Federal reporting requirements on reporting bypass events
- Maintain an asset management program for NBC's infrastructure
- Ensure safe and reliable wastewater processing through effective asset management
- Achieve 100% compliance on RIPDES permit
- Recondition facility buildings, structures, piping and equipment to extend their useful life
- Achieve higher performance for TSS and BOD removal than required by maximizing treatment
- Develop an SOP to integrate the new Tunnel Pump Station into routine Operations tasks
- Maximize safe, efficient and cost-effective operation of the treatment plant
- Meet the total nitrogen limit of 8 mg/L during the months of May through October
- Maintain full compliance with all requirements of Phase I Stormwater Permits for both WWTFs
- Meet the Pretreatment Program requirements of NBC's RIPDES permits for its two WWTFs
- Maintain compliance with requirements specified in RIPDES Permits and Consent Agreements
- Maintain NBC Laboratory quality and resources necessary to meet state and federal certifications, mandated environmental requirements, and ensure proper WWTF operations
- Ensure EPA, DOH, and regulations for calibration of instruments that generate regulatory data have been satisfied, including laboratory instruments at Field's Point, Bucklin Point, and EMDA
- Ensure compliance with regulations such as the Clean Air Act, Clean Water Act, Occupational Safety Health Act (OSHA), Resource conservation Recovery Act (RCRA), Emergency Planning and Community Right-to-Know Act (EPCRA), etc
- Ensure SIUs are sampled in accordance with RIPDES Permit Requirements
- Collect and analyze data of NBC's collection systems, treatment systems, and receiving waters to ensure all State and Federal requirements are met or exceeded

## Strategic Plan Objectives and Actions for Achievement

### Financial Management

#### Objective

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

#### Actions for Achievement

- Strengthen liaison with congressional delegation to secure funding for capital projects
- Effectively manage employee benefits to maximize benefits and minimize costs
- Conduct lien sales to minimize outstanding accounts receivable and bad debt
- Ensure sufficient operating budget and capital budget funding with least ratepayer impact
- Ensure NBC receives lowest cost of borrowing
- Effective arbitrage administration
- Develop and administer high quality annual operating budget and CIP
- Ensure audited financial statements comply with "Generally Accepted Accounting Principles"
- Compliance with flow of funds restrictions
- Increase efficiency and accuracy of user charge billing
- Ensure timely collection of accounts
- Ensure goods are purchased in a timely manner
- Evaluate utility and chemicals contracts
- Minimize unplanned capital expenditures
- Optimize efficiency of the Solids Handling area
- Reduce number of Workers' Compensation claims
- Maximize safe, efficient and cost-effective operation of the treatment plant
- Reduce emergency maintenance expenditures
- Administer the connection fee structure in a fair and accurate manner
- Minimize service contracts by providing preventative maintenance (PM) training to staff

### Communication

#### Objective

Improve and enhance internal and external communications.

#### Actions for Achievement

- Continue to expand public outreach regarding NBC's programs, especially CSO activities
- Expand the successful watershed education program for students
- Proactively manage public and legislative affairs related to NBC's ongoing activities
- Effectively communicate status of capital projects to NBC staff and board members
- Conduct or coordinate presentations to educate NBC staff and public about legal aspects of NBC projects/matters
- Enhance operating budget, CIP, and Compliance Reports as a communication device
- Maintain internal communication process for the permit program
- Educate internal and external customers on the Pretreatment program
- Strengthen and expand NBC's base of support for its program through continued positive relationships with key stakeholders (customers, Board, elected officials, regulatory officials and the public) to ensure NBC's mission and actions are well understood
- Meet routinely with Operations and other interested program personnel to ensure prompt dissemination of changes in plant operations status



## Strategic Plan Objectives and Actions for Achievement

### Staffing

#### Objective

Attract, develop and retain highly qualified employees.

#### Actions for Achievement

- Expand system of staff recognition to include team and group level accomplishment
- Foster a positive working relationship with employees through effective communication
- Initiate development of an agency wide Succession Plan
- Ensure compliance with Federal and State Labor Laws
- Encourage HR Staff Training
- Assist in retaining highly qualified employees
- Encourage and support an adequate level of staff training opportunities
- Provide training and equipment to ensure safe and environmentally sound management practices are followed
- Develop a pool of candidates for future supervisory positions
- Provide a healthy and safe working environment
- Maintain number of health and safety training hours per employee
- Provide ongoing technical training to optimize team performance
- Develop mechanisms and opportunities for continued growth and professional development

### Customer Focus

#### Objective

Maintain a customer-focused attitude throughout the organization.

#### Actions for Achievement

- Maintain programs that give back to the community
- Enhance internal communications to ensure consistency and reliability
- Provide prompt and efficient legal services
- Review customer accounts and develop relationships with large users
- Maximize Customer Focus attitude
- Ensure compliance with federal and state purchasing laws
- Work towards maximum satisfaction of internal customers
- Provide prompt courteous responses to all customer requests
- Work to create a customer-focused attitude to enhance the efficiency of the permitting program
- Conduct projects that give back to the cities/towns and state
- Provide excellent customer service and educate NBC permitted users regarding NBC regulations and requirements
- Maintain efforts of training and technical assistance provided NBC's Environmental Safety & Technical Assistance Program

## Strategic Plan Objectives and Actions for Achievement

### Environmental Performance

#### Objective

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

#### Actions for Achievement

- Take active role initiating an effective sampling & modeling effort that has the support of various stakeholders in the environmental science community
- Continuously evaluate the Pretreatment Program and report the data to the public
- Provide quality and expedient analytical service for all special studies and samples collected to evaluate impacts from nutrients and fecals in NBC's effluent to the Bay
- Document water quality data and improvements
- Provide quality and expedient sample collection service for all studies undertaken to evaluate NBC impacts from nutrients and fecals to the Bay

### Organizational Performance

#### Objective

The NBC organization is aligned with and supports our strategic goals.

#### Actions for Achievement

- Conduct NBC business in an open manner
- Ensure compliance with state ethics requirements
- Ensure compliance with regulatory agenda filing requirements
- Ensure compliance with requirements for disclosure of consultants
- Provide end-user technology and systems to meet NBC's strategic goals
- Develop and publish a formal statement of NBC's Strategic Plan Goals and communicate to employees

## FY 2009 Budget – Key Assumptions

The development of the FY 2009 budget was governed by the following:

### Key long-term guidelines:

- The Strategic Plan, as discussed above, guided the development of priorities, and program objectives and measures.
- An operating capital outlay policy with a minimum threshold of \$2,500 combined with a minimum useful life of two years.
- An asset management policy requiring the identification of short-term capital needs and a long-term (five years) asset replacement plan.

### Key short-term guidelines:

- Assumed newly constructed CSO Phase I facilities will become operational in October of FY 2009, impacting the Field's Point Wastewater Treatment Facility's budget. Operational impacts include significant increases in electricity and gas usage and increased costs for treatment of the incremental flow to the plant.
- An increase in NBC's contribution rate from 20.77% to 21.13% to the Rhode Island State Retirement System on behalf of participating union employees (an increase of 1.7%).
- An increase in NBC's contribution rate from 3.63% to 5.46% for the State Retirement Health benefit for participating union employees.
- New planning rates for fringe benefits, including an 8.45% increase in health insurance premiums, offset in part by employee co-payments (See Budgeted Benefits Comparison schedule in Supporting Schedules for more information).
- Four-year collective bargaining agreements with a 2.75% COLA for union personnel effective FY 2009. Non-union personnel are not eligible for step and longevity increases and will receive merit increases.
- Projected increases in insurance premiums of approximately 27% for Worker's Compensation and 1% for other insurance premiums.
- Projected CPI increase of 3.5% in the contracted biosolids disposal outsourcing rate as of January 1, 2009, which will affect both the Field's Point and Bucklin Point facilities' operating budgets.
- Projected 3% January 1, 2009 CPI increase in the Bucklin Point management contract.
- Assumed average 10% decrease in natural gas supply rate from FY 2008.

**Other Assumptions:**

- FY 2009 Programmed New Debt is based on the long-term financial planning model that reflects the cash flow requirements in the FY 2010-2014 CIP.
- A projected 11.68% sewer user rate increase effective July 1, 2008 for an adjustment to the rate base, debt service and debt service coverage, and O & M. This rate increase is reflected in the projected revenue and the assumptions regarding the percent of user fees restricted for debt service and debt service coverage. Rates are designed to generate revenues that are 125% of principal and interest. Principal and interest payments are funded from current year revenues and a “restricted carry-forward” is generated each year. The PUC allows the expenditure of the restricted carry-forward for operating capital outlays, direct funding of capital projects or “pay as you go capital,” and debt service. In FY 2009, \$1.9 million is projected to be available to fund operating capital outlays.
- The budget is consistent with the flow of funds set forth in the Trust Indenture and Supplemental Trust Indentures (see Fund Definitions in Section IV).

**Staffing Levels**

---

The FY 2009 budget reflects no increases or decreases in the number of Full-Time Equivalent positions from the FY 2008 budget, as illustrated in the following table:

<b>NUMBER OF FTE's</b>	<b>Actual FY 2006</b>	<b>Actual FY 2007</b>	<b>Actual FY 2008</b>	<b>Budget FY 2009</b>	<b>Budgeted Changes 2008/2009</b>
<b>Union</b>	<b>128.0</b>	<b>127.0</b>	<b>127.0</b>	<b>127.0</b>	<b>0.0</b>
<b>Non-Union</b>	<b>125.0</b>	<b>127.0</b>	<b>127.0</b>	<b>127.0</b>	<b>0.0</b>
<b>Total</b>	<b>253.0</b>	<b>254.0</b>	<b>254.0</b>	<b>254.0</b>	<b>0.0</b>

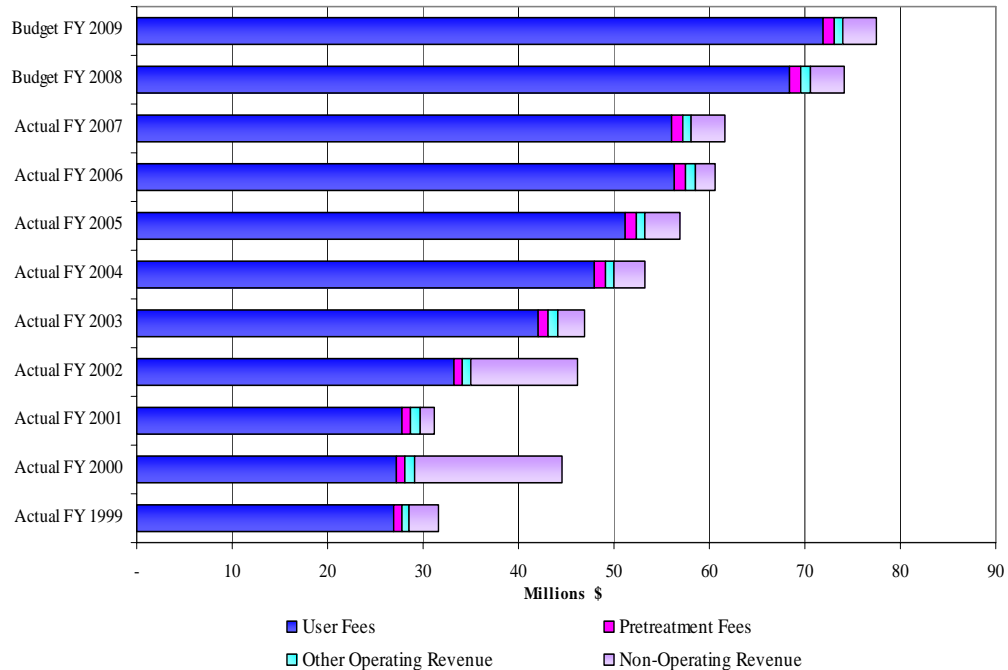
The NBC employs non-union employees and union employees. The NBC’s union employees are members of either the Rhode Island Laborers’ District Council Public Service Employees’ Local 1033 of the LIUNA AFL-CIO or members of the Rhode Island Council 94, AFSCME AFL-CIO, Local 1010 and Local 2884. NBC has a Collective Bargaining Agreement (CBA) with these two unions. The CBA for the term July 1, 2004 through June 30, 2008 had a re-opener clause effective July 1, 2006. As a result, the CBA has been extended until June 30, 2010, with negotiated health insurance design plan changes and wage adjustments for the additional two years.

A historical perspective of budgeted staffing levels is provided in the Supporting Schedules section of this document.

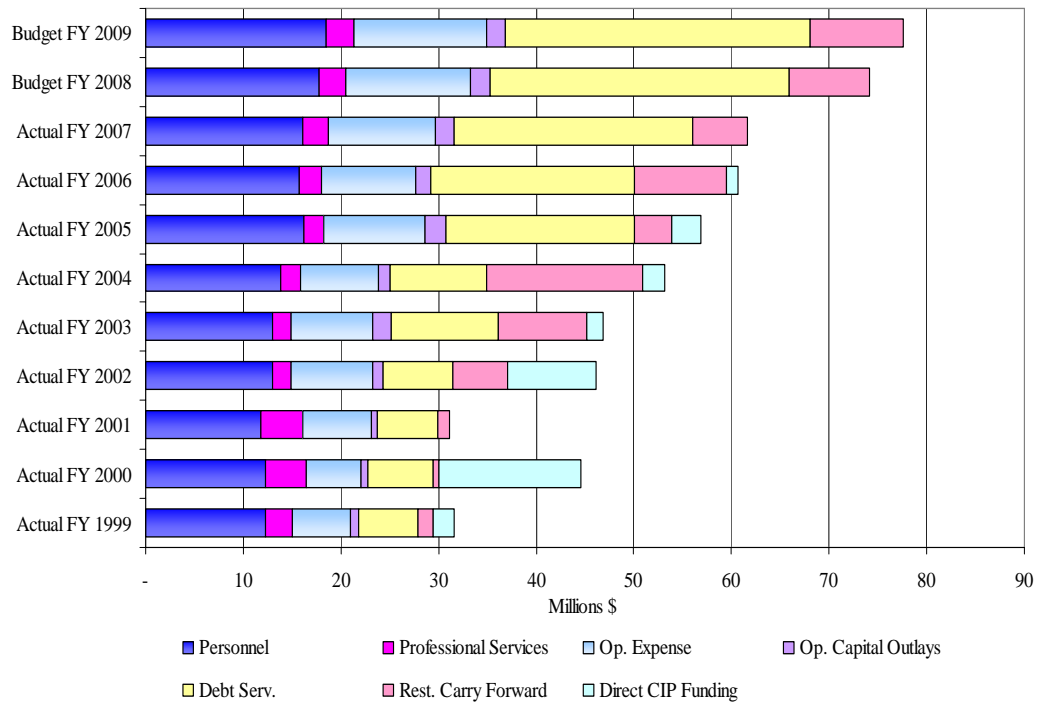
# Historical Overview

Revenues have grown significantly over the past ten years, primarily to support the debt service associated with NBC's capital program, and also to address increased operating and personnel costs. The charts below represent a ten year historical overview of NBC's revenue and expense.

### Historical Revenue Comparison FY 1999-2009



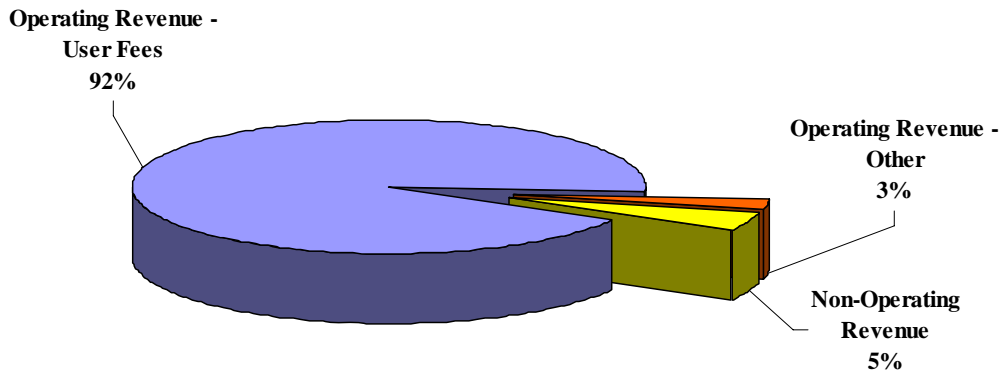
### Historical Expense Comparison FY 1999-2009



# Revenue Profile

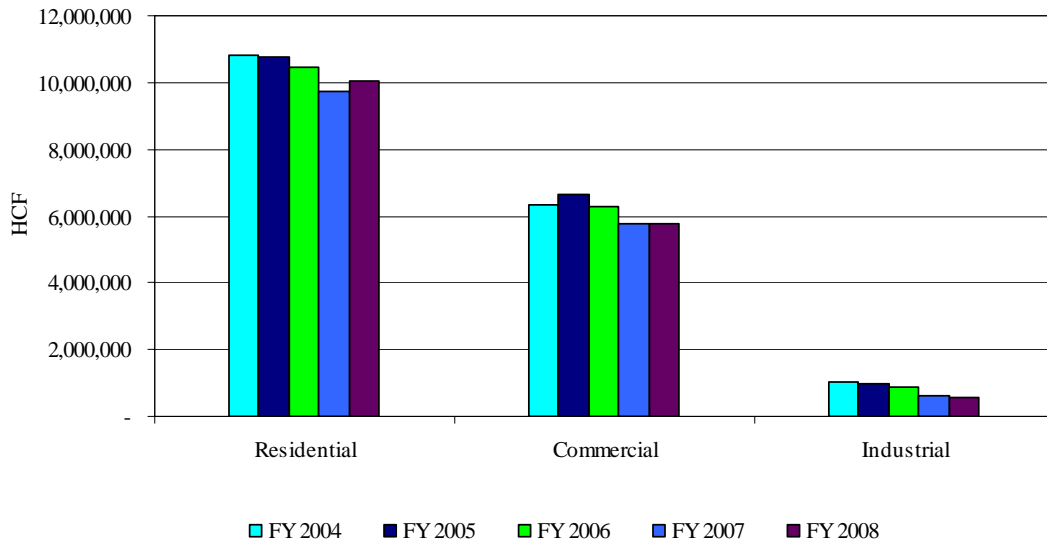
## Revenue By Category

**FY 2009 Revenue by Category**



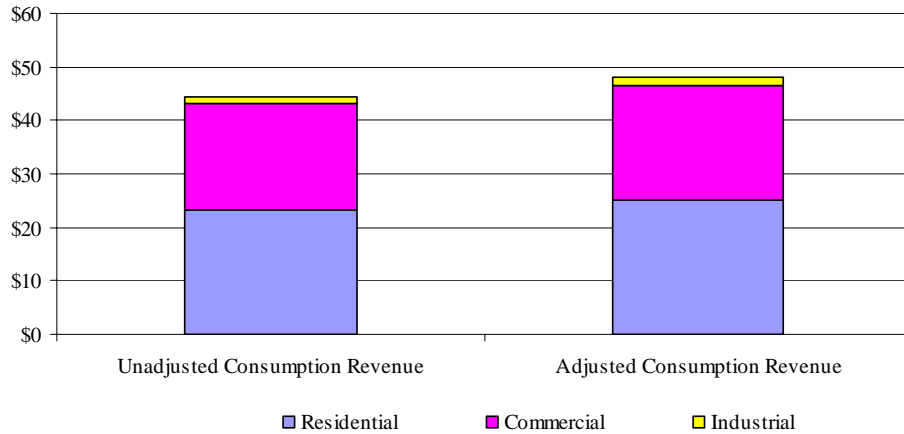
Projected revenues for FY 2009 are \$77.6 million or 4.6% more than FY 2008 revenues. This increase is due primarily to a user fee rate increase effective July 1, 2008. Although the rate increase is projected to be 11.68%, the net increase to revenues is only 4.6% due a reduction in the number of billable consumption units used as the basis for the rate calculation. The rate increase also addresses costs for operating expenses, debt service, and debt service coverage. As mentioned in the Executive Director’s Message, NBC has experienced a continuing decline in nearly all consumption user categories. The graph below illustrates this decline.

**Billed Consumption  
Hundreds of Cubic Feet (HCF)**



The adjustment to the rate base will alleviate the effect that this decline has had on revenues, as the following graph displays. The adjusted rate base will generate approximately \$3.9 million more in consumption revenue in FY 2009.

**Proposed Revenue Impact from Adjusted Rate Base  
(Millions of \$)**



Of the budgeted \$77.6 million in total revenues, approximately \$71.9 million is from user fees, \$2.1 million is from other operating revenues and \$3.6 million is from non-operating revenues. The table below provides a four-year historical comparison of NBC’s revenues by category. The most significant increase over the four years in total dollars is in the user fees line item at \$15.5 million. Late Charges show the most significant percentage increase over the four years at 83%.

<b>Revenue Sources:</b>	<b>FY 2006 Actual</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
<b>Operating Revenue</b>				
User Fees	\$ 56,395,730	\$ 56,094,973	\$ 68,424,204	\$ 71,905,509
Pretreatment Fees	1,165,749	1,163,397	1,200,000	1,220,000
Septage	387,068	357,206	400,000	400,000
Connection Permit Fees	357,496	205,589	300,000	200,000
BOD/TSS Surcharges	152,123	139,815	150,000	150,000
Miscellaneous	38,928	12,719	51,598	50,000
<i>Total Operating Revenue</i>	<i>58,497,094</i>	<i>57,973,699</i>	<i>70,525,802</i>	<i>\$ 73,925,509</i>
<b>Non-Operating Revenue</b>				
Operating Grant Revenue	20,695	49,037	15,000	25,000
Capital Grant Revenue	1,165,958	5,626	-	-
Investment Income	458,235	513,603	600,000	465,000
Late Charges	447,672	631,183	650,000	820,000
Previously Restricted	-	-	330,077	330,077
Transfer from Operating Capital	1,659,673	1,928,744	2,002,000	1,871,466
Miscellaneous	30,465	111,703	31,000	115,000
<i>Total Non-Operating Revenue</i>	<i>3,782,698</i>	<i>3,239,896</i>	<i>3,628,077</i>	<i>3,626,543</i>
<b>Total</b>	<b>\$ 62,279,792</b>	<b>\$ 61,213,595</b>	<b>\$ 74,153,879</b>	<b>\$ 77,552,052</b>

Trends and rationale for individual revenue sources are discussed in the following sections on Operating and Non-Operating Revenue.

### Operating Revenue

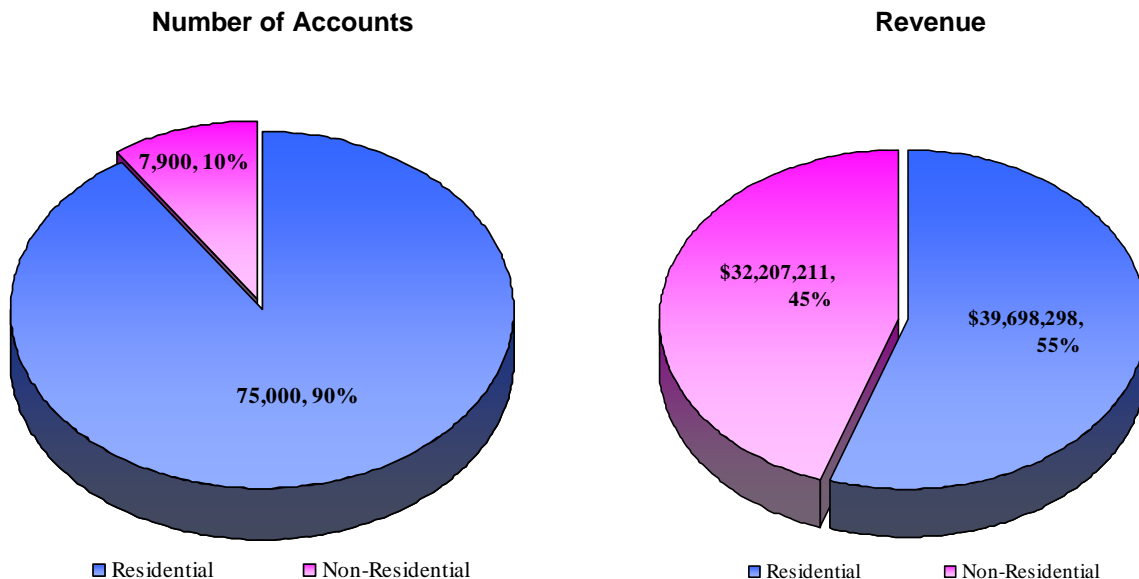
In FY 2009, user fees represent 97% of projected operating revenue and 92.7% of total revenues. As noted above, user fees are projected to increase in FY 2009 due to implementation of new rates on July 1, 2008. The total increase in user fees over the FY 2008 budget is 5.1%.

NBC has experienced modest growth in the number of residential accounts, but this has been offset by a decline in both the number of non-residential accounts and the number of large non-residential meters. Therefore, NBC has not made any adjustments to revenue for growth in the rate base.

Revenue projections are calculated based upon projected PUC approved user fees for residential and non-residential user classifications. Residential customers include residential structures up to and including six dwelling units, and all condominiums, regardless of the number of dwelling units. NBC projects that in FY 2009 residential user fees will be billed to approximately 75,000 accounts with approximately 116,500 dwelling units within the service area. Non-residential accounts include residential structures containing more than six dwelling units, commercial, mixed-use and industrial properties. There are approximately 7,900 non-residential accounts with over 8,500 non-residential meters.

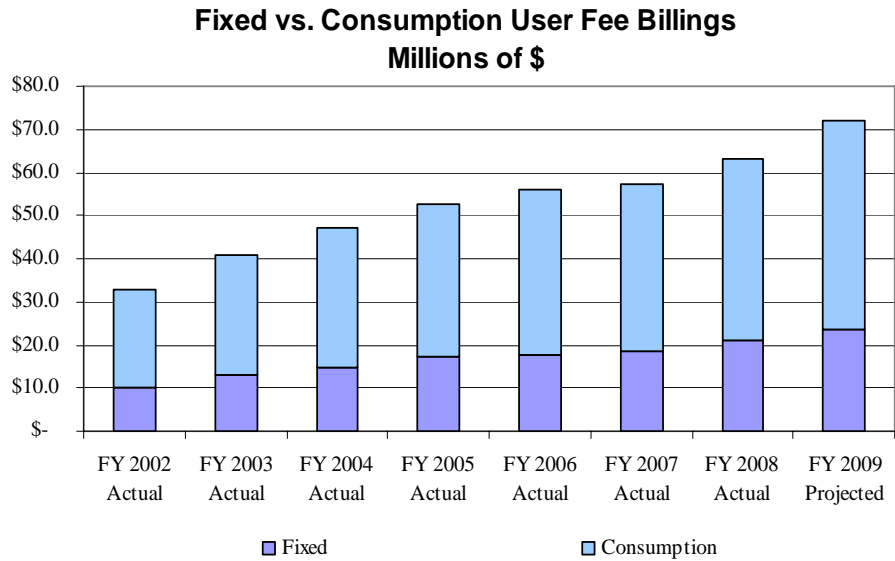
Residential customers make up 90% of NBC's sewer user accounts and generate 55% of total user fees. On the other hand, non-residential customers comprise only 10% of total sewer user accounts and generate 45% of total user fees. The chart below, based on projected FY 2009 revenue, illustrates this relationship.

#### **Residential vs. Non-Residential Accounts Number of Accounts vs. Amount of Revenue**

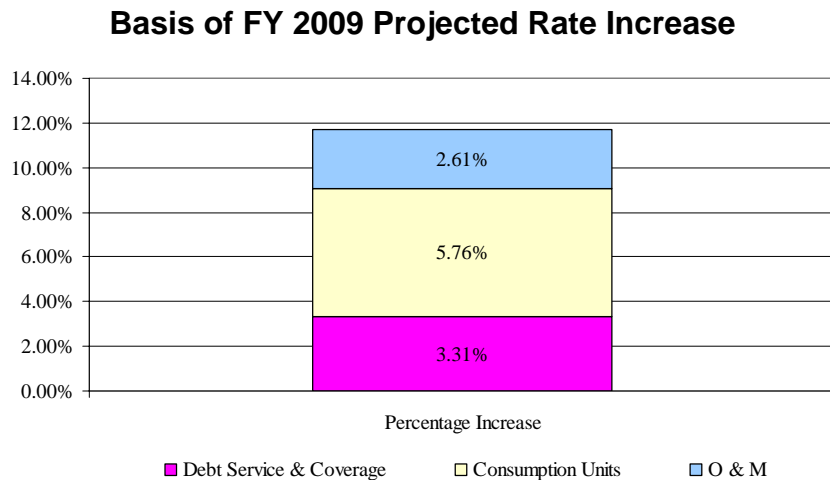




NBC's sewer user charges consist of a fixed fee that is billed quarterly and a consumption fee that is billed when NBC receives the meter reading from the water supplier. NBC's sewer user rates have increased nearly every year since FY 2002 in order to support NBC's capital plan and operations. The rate increases have been across the board percentage increases resulting in relatively equal growth of consumption and fixed fee sewer user revenue. The chart below illustrates this relative growth of user fee revenue.



NBC has had seven increases to sewer user rates during the past eight years. As previously indicated, NBC is currently anticipating another increase, to be effective July 1, 2008. The current filing is based on an adjustment to the rate base for consumption, and increases in both O & M and debt. The chart below shows the breakdown of the projected increase.

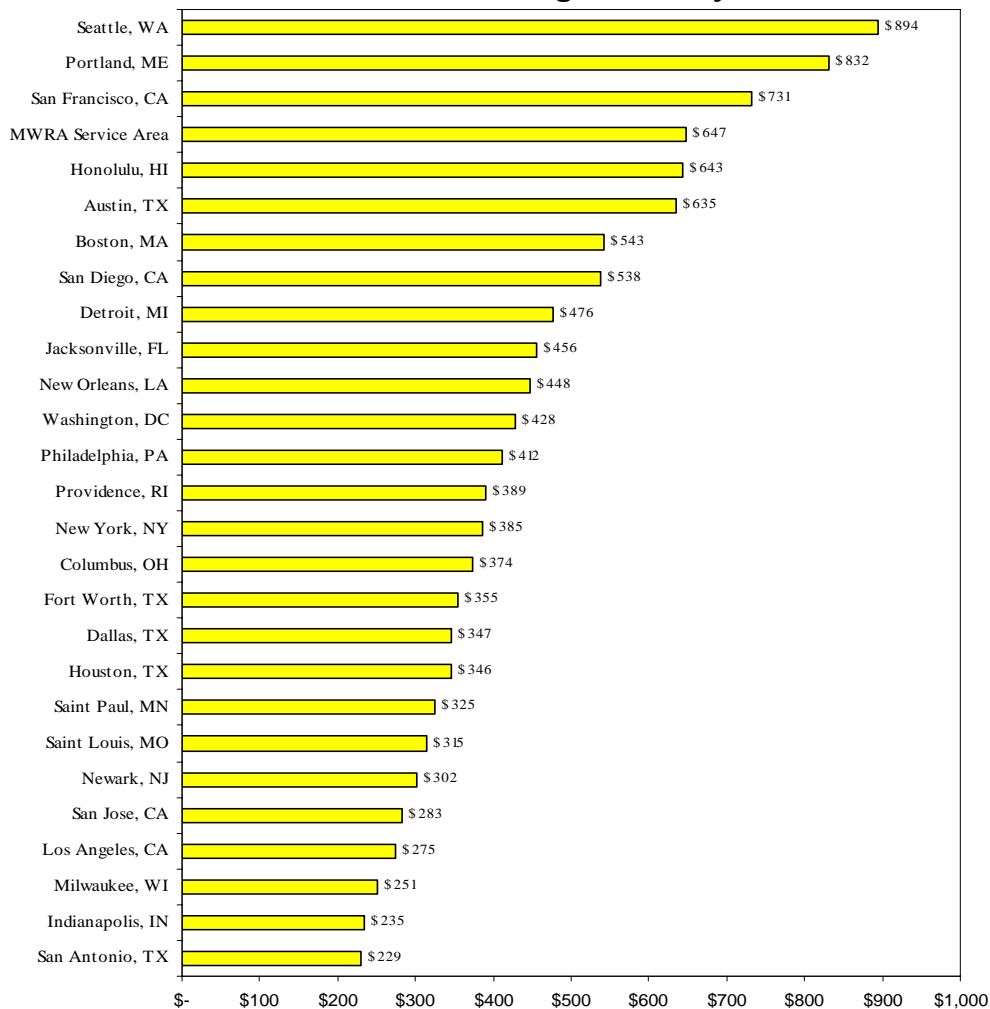


The table on the following page shows NBC's FY 2009 projected user rates for residential and non-residential property classifications. For residential customers the fixed fee is based on the number of dwelling units. For non-residential customers, the fixed fee is based on meter size. The consumption fee is based upon water usage and the assumption that 15% of water consumed is not returned to sewer. Under the new rates the projected average annual residential rate is \$377 (for the fixed fee and projected consumption combined).

Schedule of Projected User Fees Effective 7/1/2008			
<b>Residential:</b>		<b>Non-Residential (cont.)</b>	
Customer Charge	\$ 125.48	Customer Charge (based on Meter size)	
Consumption Charge (per HCF*)	\$ 2.579	5/8"	\$ 283
		3/4"	422
		1"	701
Total Average Residential Rate (Based on 97.6 HCF usage)	\$ 377.00	1 1/2"	1,406
		2"	2,248
		3"	4,212
<b>Non-Residential:</b>		4"	7,019
Commercial Consumption (per HCF*)	\$ 3.740	6"	14,043
Industrial Consumption (per HCF*)	\$ 2.405	8"	22,469
		10"	32,299
* Hundred Cubic Feet			

This 2009 rate is only slightly higher than the average 2007 rate in Rhode Island of \$369. In addition, the following 2007 survey, completed by the Massachusetts Water Resource Authority, reported an average annual rate of \$448 based on average usage of 120 HCF. If NBC's projected rate of \$377 is converted to 120 HCF, it would be \$435, lower than the 2007 national average.

### Annual Residential Sewer Charges for Major U.S. Cities

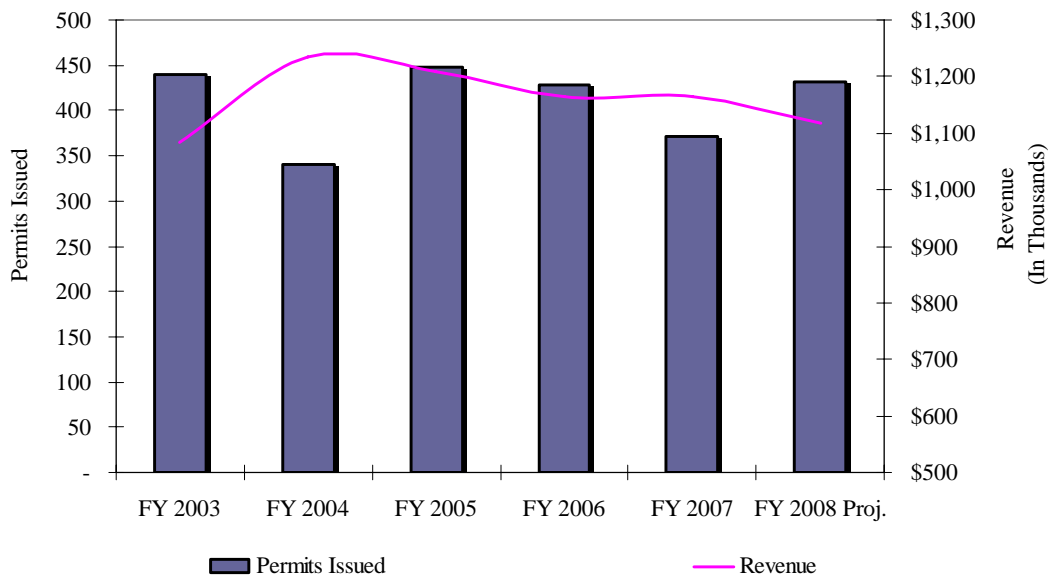


## Other Operating Revenue

While the primary source of operating revenue is user fees, NBC has other operating revenues such as Pretreatment Fees, Septage Fees, Biological Oxygen Demand (BOD) / Total Suspended Solids (TSS) surcharges, and Sewer Connection Permit Fees. The Pretreatment and Septage Fees represent approximately 2.1% of total operating revenue.

The NBC is federally mandated to have a pretreatment program that controls the discharge of metals and other toxic chemicals into the sewer system. To accomplish this, NBC requires certain commercial and industrial users to obtain a discharge permit so that NBC can limit and monitor permitted discharges into the sewer system. Customers are billed Pretreatment Fees based on a user classification system. NBC has not requested an increase in Pretreatment rates since FY 2004 in order to keep fees consistent with industry standards. Pretreatment Fee revenue has remained relatively constant at approximately \$1.2 million over the past few years.

### Pretreatment Revenue



Septage fees are paid by permitted septage haulers when they discharge at NBC's Septage Receiving Station. The FY 2009 septage revenues are projected to be \$400,000, representing no change over the FY 2008 budget.

Projected BOD/TSS surcharge revenues, which are assessed to users with high BOD/TSS discharges, also remain unchanged. NBC's Connection Permit Fees, for new direct or indirect sewer connections to NBC facilities increased dramatically during FY 2005 and FY 2006 as the result of an increase in building and a change in NBC's permitting structure. However, in FY 2008 the number of permits and associated revenue was significantly lower than the budgeted amount. NBC anticipates that this will continue in FY 2009 and therefore budgeted Connection Permit Fee revenues are 33% lower than the amount budgeted last year.

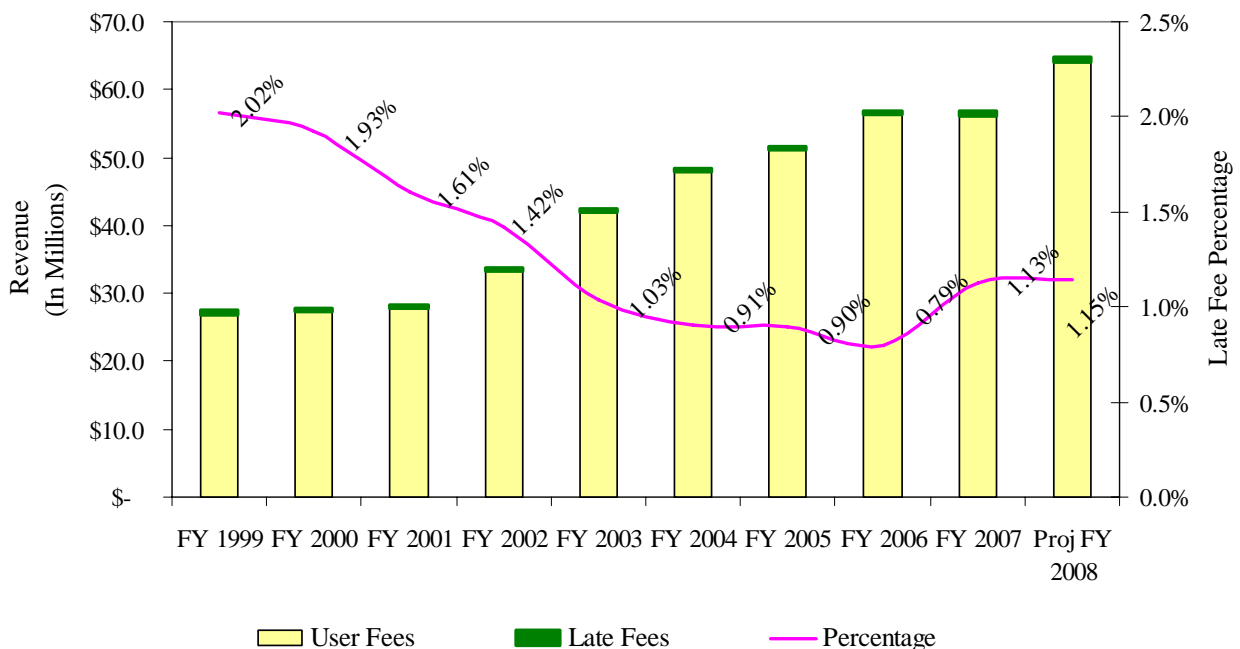
Miscellaneous revenues are difficult to predict and the FY 2009 budget amount has been left at FY 2008 budget levels.

## Non-Operating Revenue

Non-Operating revenue includes grant revenue, investment income, late charges, and other miscellaneous revenue. It also reflects the funding mechanism approved by the PUC on June 6, 2002, whereby a portion of the prior year's restricted debt coverage allowance is carried forward to fund operating capital outlays. This policy change was proposed by NBC and supported by the PUC as a means to mitigate ratepayer impact due to the capital program.

Total Non-Operating revenue is projected to be approximately \$3.6 million in FY 2009. In January 2007, NBC requested PUC approval to modify the late fee calculation from simple interest to 1% per month on any amount outstanding. In FY 2009, NBC projects late charge revenues of \$820,000 or 26% higher than last year as a result of the compound late fees and higher total user fee billings. The graph below shows late charges as a percentage of user fee revenues.

**Late Charge Fees as a Percentage of User Fee Revenue**



This year's budget includes \$330,000 in Previously Restricted revenue. This line-item is the result of a regulatory decision by the PUC to release restricted funds, previously set aside to finance an overseer for the CSO program, for funding of operations. This line-item will only be available to fund operations and maintenance for the current budget year. It should also be noted that NBC does not expect to receive any capital grant funding in FY 2009.

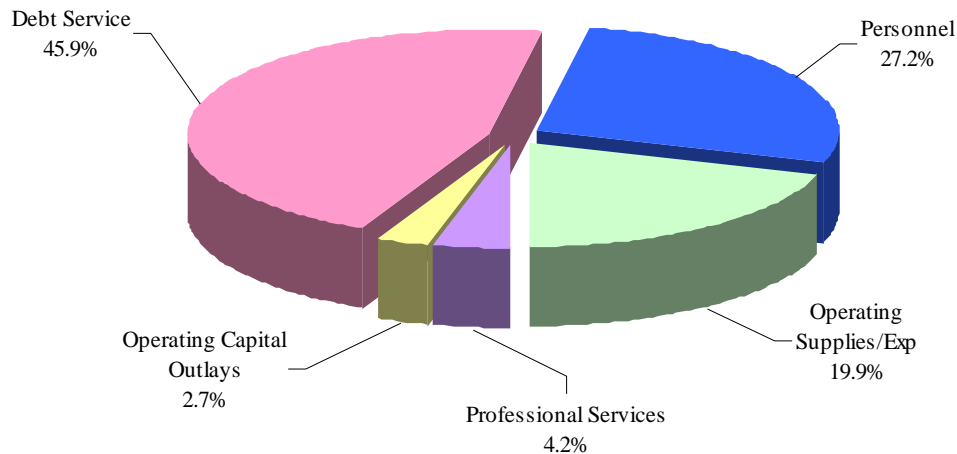
NBC's FY 2009 budget shows a decrease of approximately \$130,000 over FY 2008 in the Transfer from Operating Capital Account. As noted above, this transfer is funded by the FY 2008 restricted carry-forward, and is used to finance operating capital outlays.

# Expense Profile

## Expense by Element

The chart below shows the fiscal year 2009 operating expenses by element. Personnel Costs and Debt Service account for 73.1% of the total budget.

**FY 2009 Operating Budget by Element of Expense**

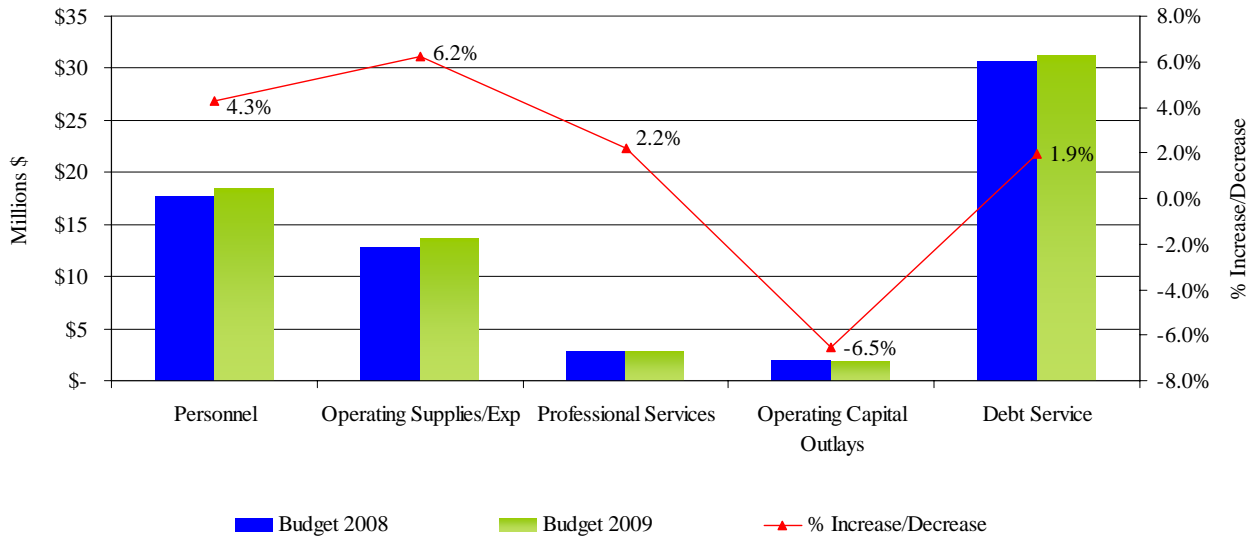


NBC's total Operating Expense Budget for FY 2009 is \$68,056,686, an increase of \$2,079,347 (3.2%) from the approved FY 2008 budget. The table below shows historical and budgeted operating expense over a five year period.

	Actual 2005	Actual 2006	Actual 2007	Budget 2008	Budget 2009
<b>Personnel</b>	\$ 15,361,176	\$ 15,677,850	\$ 16,041,898	\$ 17,742,307	\$ 18,499,033
<b>Operating Supplies/Exp</b>	8,924,254	9,642,292	10,897,886	12,766,738	13,563,696
<b>Professional Services</b>	1,830,305	2,280,597	2,644,601	2,802,692	2,863,826
<b>Sub-total Operations &amp; Maint.</b>	26,115,735	27,600,739	29,584,385	33,311,737	34,926,555
<b>Operating Capital Outlays</b>	1,696,684	1,659,674	1,917,853	2,002,000	1,871,466
<b>Debt Service</b>	16,349,371	20,766,929	24,431,390	30,663,602	31,258,664
<b>Total</b>	\$ 44,161,790	\$ 50,027,342	\$ 55,933,628	\$ 65,977,339	\$ 68,056,686

The most significant increase on a year-to-year basis is in Operating Supplies Expense, which is 6.2% higher than fiscal year 2008. Personnel and Professional Services costs together increased by 6.5%. Debt service shows a slight increase of 1.9%, while Capital Outlays decrease by 6.5% on a year-to year basis. A comparison of the FY 2008 and FY 2009 operating budgets by element of expense is shown in the graph on the following page.

## FY 2008 / 2009 Budget Comparison By Element of Expense



Major highlights by element are as follows:

### Personnel Costs

Personnel costs consist of employee wages, employee benefits, employer payroll taxes and unemployment expenses. They are also net of capital-related reimbursements for staff working on CIP projects. At a projected cost of \$18.5 million, these costs represent 27.2% of the FY 2009 Operating Budget and are the second largest expense category. In light of other rising expenses, this year NBC has acted to contain personnel cost increases by maintaining the FY 2008 staffing levels. It is important to note that despite increases in health insurance and union retirement costs, NBC has limited the net increase in personnel costs to only \$756,000 or 4.3%.

This budget reflects negotiated wages set forth in the Collective Bargaining Agreement (CBA) with a 2.75% cost-of-living adjustment (COLA) for all union positions and contracted step increases. Pay-for-performance increases are included for NBC's non-union employees.

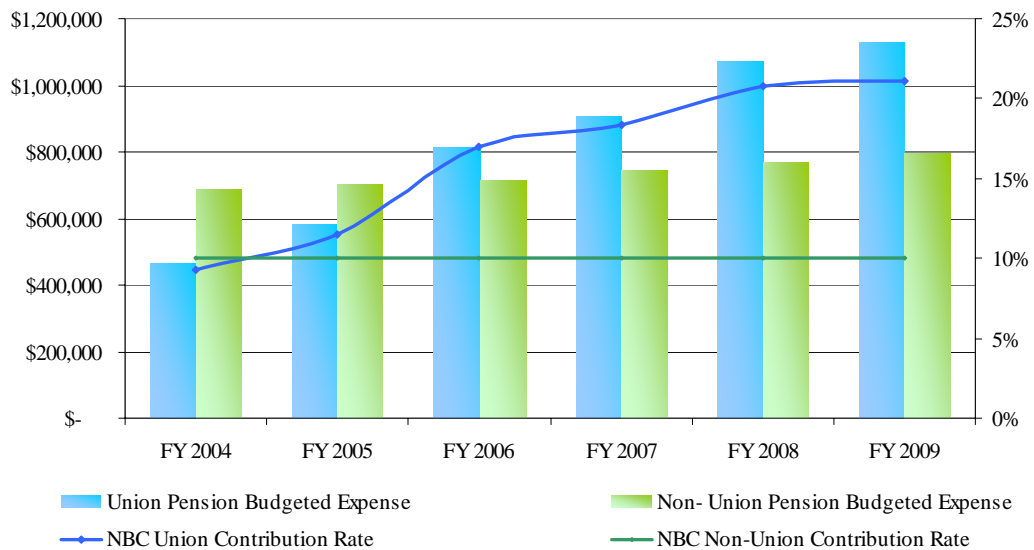
Like many other employers, NBC has faced increased costs for health insurance premiums. The FY 2009 health insurance premiums are based upon an 8.45% increase in the premiums, which is slightly offset by higher employee premium co-payments. Despite the regional trend of double digit increases, NBC has worked to control healthcare cost increases through a combination of plan design changes (red figures below), workplace wellness programs, and claims experience.

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09
<b>Premium Percent Increase</b>	17.60%	25.80%	7.20%	7.52%	6.85%	6.80%	8.45%
<b>Co-Pay Cap Percent of Premium</b>	0.00%	0.00%	0.00%	0.00%	5.00%	6.00%	7.50%

An additional factor exerting upward pressure on personnel costs is the increase in the NBC's contribution rate to the state retirement plan. Although on a year-to-year basis, the contribution rate at 21.13% has only increased by 1.7%, it is nearly double the contribution rate five years ago. The rate is established by the State Retirement Board, and is applied to eligible salaries and wages of NBC's union employees who participate in the plan. The increase in the employer contribution has a budgetary impact of approximately \$53,000, or 7% of the total personnel cost increase.

The graph below illustrates the historical employer contributions mandated by the State Retirement Board for union employees, compared with the non-union employer contributions. It also shows the difference in budgeted expense as a result of these contribution levels. As can be seen, while the non-union pension contribution rate has remained level at 10%, the union pension contribution rate has risen dramatically over time. The total budgeted contributions to the union retirement plan in FY 2009 exceed those to the non-union retirement plans by more than \$330,000 or approximately 42%.

### Union vs. Non-Union Retirement Expense



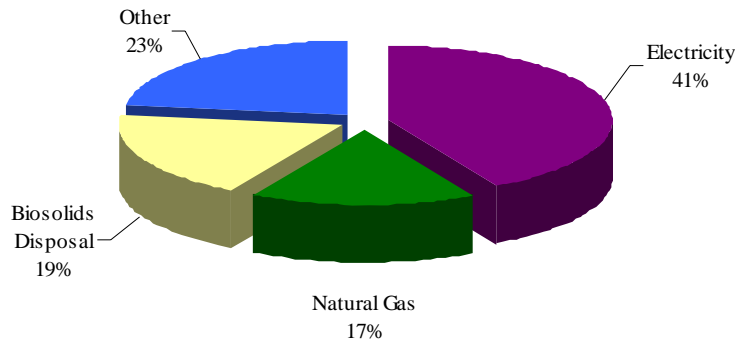
In addition, the Post Retirement Health employer contribution for union employees in the State Retirement Plan has increased from 3.63% of union salaries to 5.46%, or a 50% increase. This translates to an increase of approximately \$103,000. Please see Supporting Schedules for a historical view of Budgeted Fringe Benefit Rates Comparison.

### Operating Supplies and Expense

Operating supplies and expenses represent 19.9% of the total FY 2009 operating budget. These expenses are projected to increase by \$796,958 or 6.2% from FY 2008 to FY 2009. On an ongoing basis, the largest operational expenses relate to the support of the WWTFs and are the cost of biosolids disposal, utilities, repairs to building and structures, maintenance and service agreements, insurance, and chemicals.

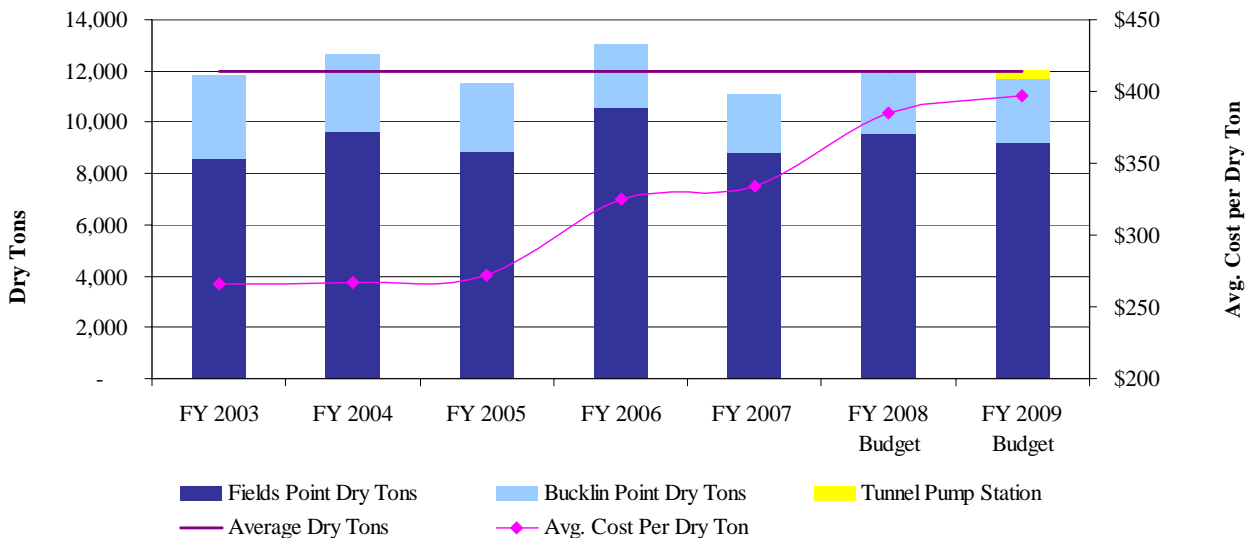
The most significant factor driving the budgeted operating cost increase in FY 2009 is the impact of the CSO Phase I facilities becoming operational in October 2008. This budget reflects approximately \$687,000 in increased operating costs, primarily for utilities usage at the new Tunnel Pump Station and at the Field's Point WWTF due to the incremental flow. The chart below depicts the operating cost increase due to these facilities being operational for nine months in FY 2009. The percentages indicate how much of the total increase is related to each element of expense.

### CSO Phase I Facilities Impact by Element of Expense



With respect to biosolids disposal, the FY 2009 budget is approximately \$170,000 higher than the FY 2008 budget as a result of projected increased sludge from operation of the CSO Phase I facilities and an increase in the cost per dry ton based on the contracted CPI adjustment. The graph below illustrates dry ton production vs. cost per dry ton.

### Total NBC Biosolids Production vs. Cost per Dry Ton

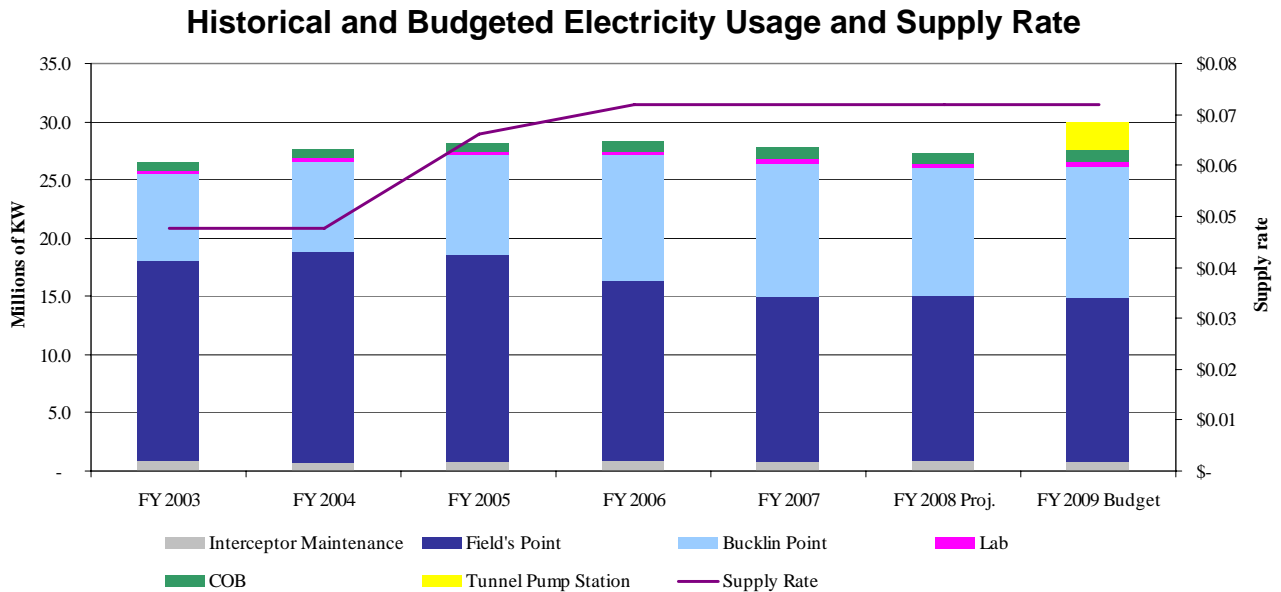


The cost of energy required to operate the wastewater treatment facilities is one of the most significant expenditures for NBC. The electricity supply rate will remain stable in FY 2009 as NBC is in the third year of a four-year contract. Electricity usage is expected to increase at Field's



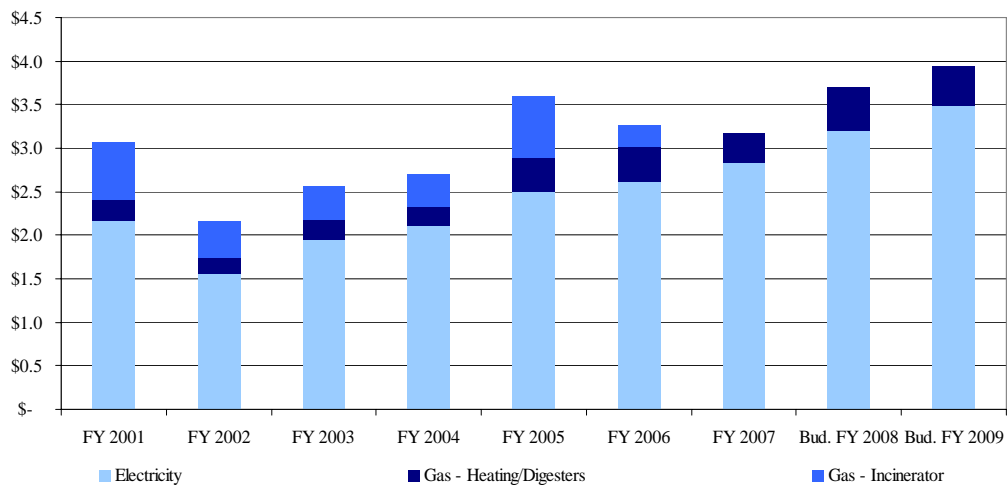
Point's due to the operational impact of the CSO Phase I facilities. As a result, electricity is budgeted at \$3.5 million, an increase of 7.3% from FY 2008.

The chart below illustrates NBC's historical and projected electricity usage and the supply rate. The impact of the CSO Phase I facilities on the FY 2009 budget is highlighted.



With respect to natural gas, the FY 2009 budget is slightly below the FY 2008 level at approximately \$447,000. This is due to the fact that despite the increase in usage due to the new facilities at Field's Point, Bucklin Point's usage has declined on an annual basis. Overall, however, lower gas usage is offset by higher electricity costs, and the FY 2009 budget for energy is 5.2% higher than that of FY 2008. The chart below illustrates NBC's utilities costs over time.

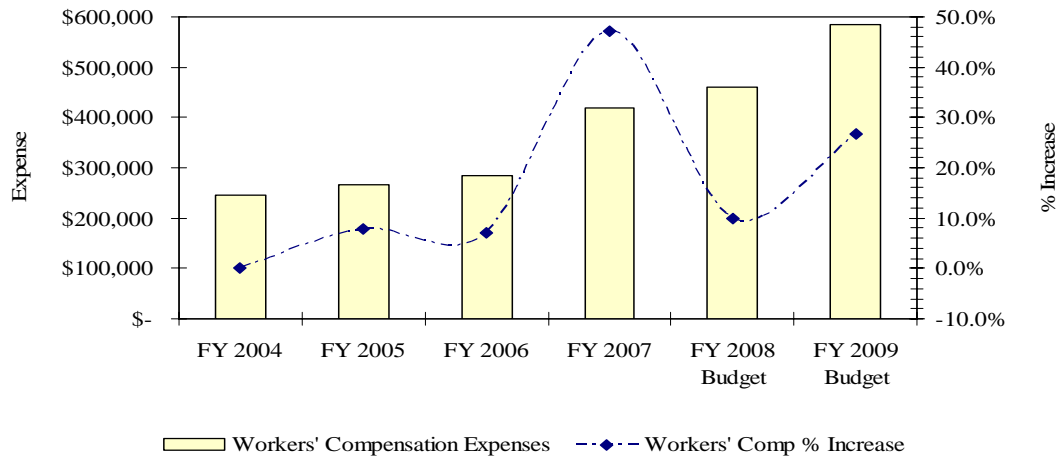
### Historical Energy Costs (M \$)



Another significant increase in operating expense is the cost of Worker's Compensation. These costs have risen since FY 2006 due to increased premiums. The chart on the following page shows historical costs for Workers' Compensation. Increases have been seen on an annual basis, with the

most significant jump occurring in FY 2007. Based on this historical rate of growth, NBC is projecting a 27% increase in premiums for the FY 2009 budget.

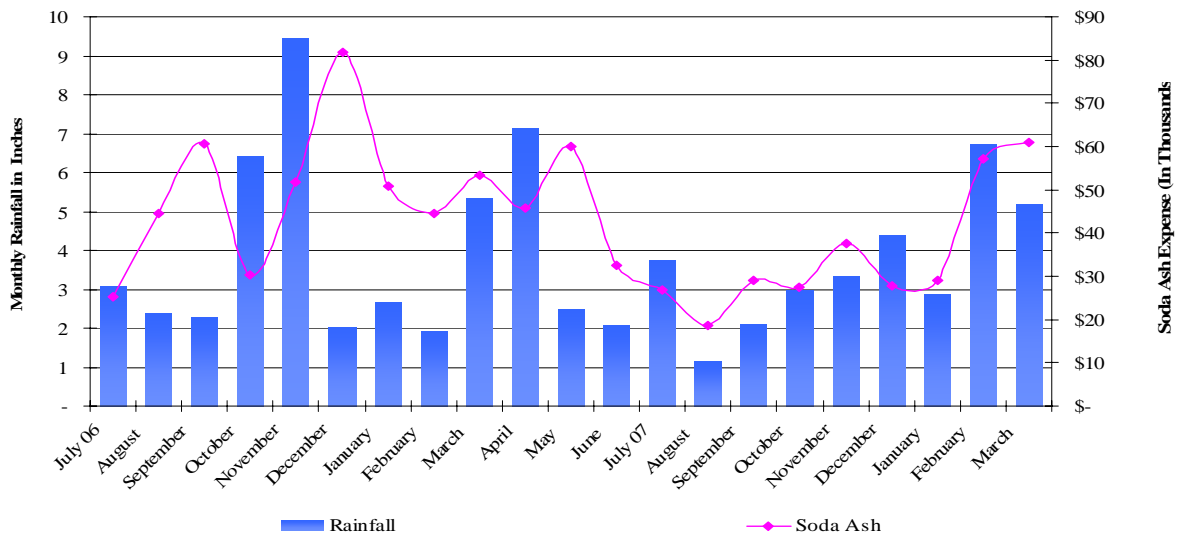
### Workers' Compensation Expense



### Professional Services

Professional Services make up 4.2% of the FY 2009 operating budget. These services include regulatory expense, security services, outside legal and clerical services and management/audit services. On a year-to-year basis Professional Services shows an increase of 2.2%. The most significant increase is due to a projected 9% increase in the regulatory assessment fee charged by the PUC to NBC. Management and Audit Services are also higher due to the contracted CPI increase of 3.07% for the contractor's management services at Bucklin Point effective July 1, 2008. The management contract also includes the cost of chemicals such as soda ash which is used as part of the nitrogen removal process. Although soda ash usage was lower last year, NBC has budgeted approximately \$537,000 based on a two year average, given the high correlation of soda ash usage to rainfall, as is evident in the chart below.

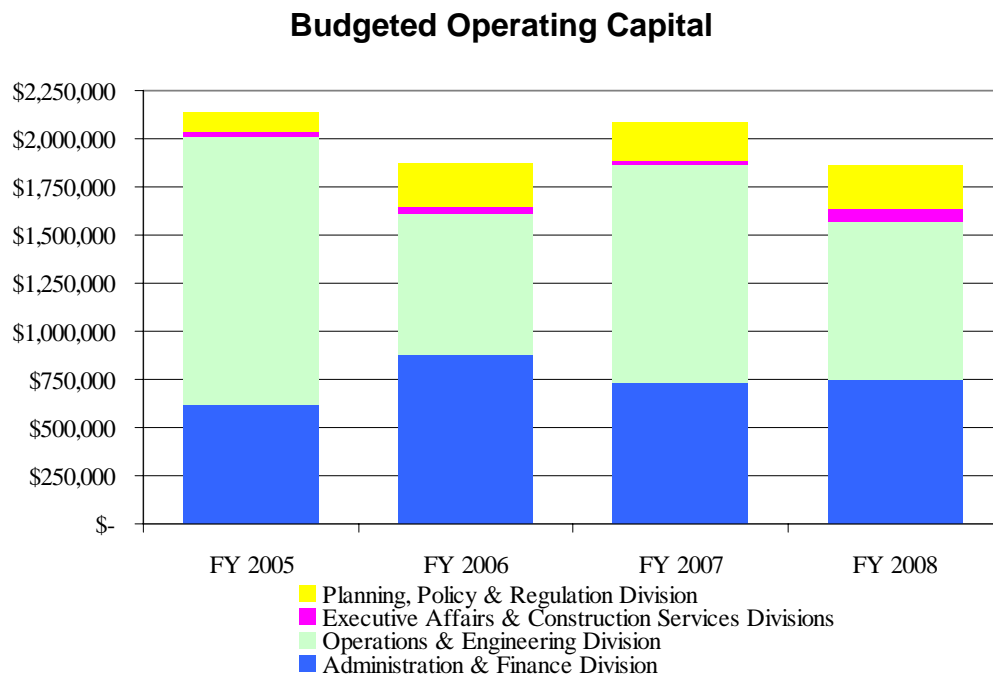
### Soda Ash vs. Rainfall



## Operating Capital Outlays

NBC classifies an expense as an Operating Capital Outlay if the item, or group of items, has a cost of \$2,500 or more, a minimum useful life of two years, and is not significant enough to be included in the CIP. Capital Outlays make up 2.7% of the FY 2009 operating budget. On a year-to-year basis this element of expense shows a decrease of 6.5%, decreasing from \$2,002,000 in FY 2008 to \$1,871,466 in FY 2009.

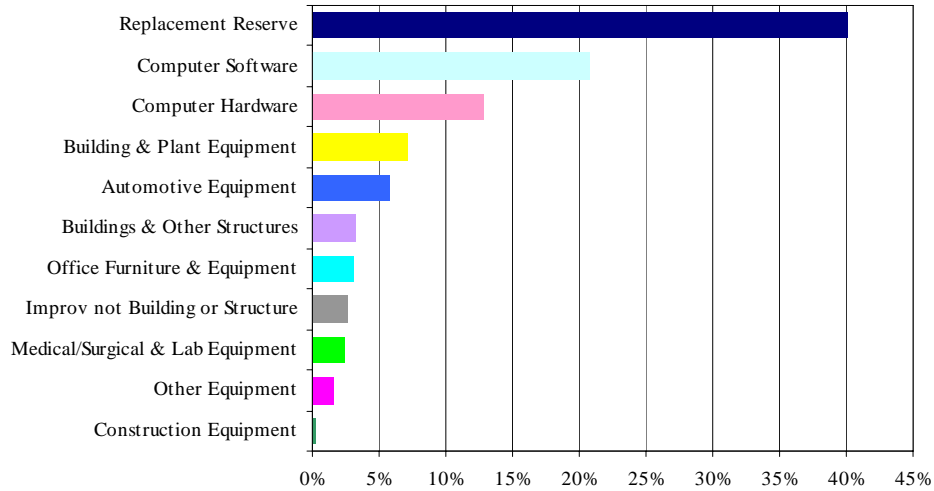
The chart below illustrates the fact that budgeted Operating Capital Outlays have remained around the \$2 million level since FY 2005.



The most significant Capital Outlays at Field's Point are the replacement of two major pieces of equipment at the WWTF expected to cost approximately \$244,000 dollars. The Information Technology section has planned Operating Capital Outlays plan that include approximately \$130,000 for software licensing upgrades and \$135,000 for the replacement of older Personal Computers (PCs) through its PC Lease Refresh program.

The allocation of NBC's FY 2009 Operating Capital Outlays budget by type of expenditure is illustrated graphically on the following page. The most significant portion, or 40%, of the FY 2009 Operating Capital Outlays funding is for the replacement of existing equipment and structures at the NBC's two wastewater treatment facilities, as well as the interceptors, manholes and tidegates which make up the rest of NBC's infrastructure.

## FY 2009 Operating Capital Outlays

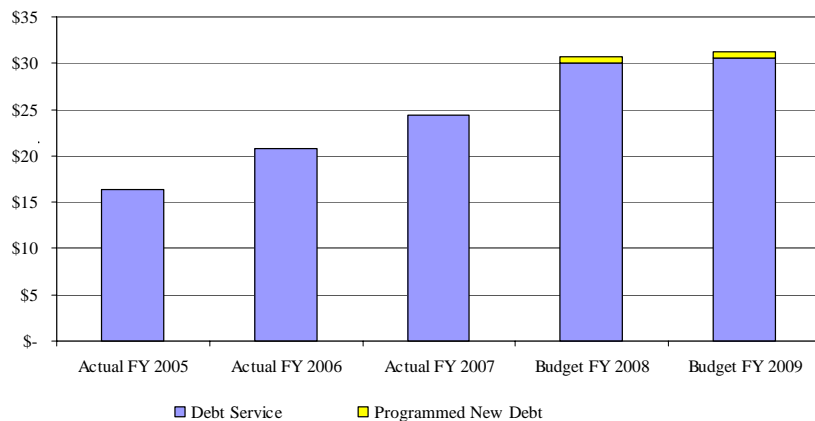


As noted previously in this discussion, Operating Capital Outlays are funded by the restricted carry-forward from the previous year. Please see the FY 2009 Operating Capital Outlays and the Five-Year Operating Capital Outlays Plan schedules in the Supporting Schedules section for more information on the actual items budgeted in this category.

### Debt Service

NBC's FY 2009 debt service is budgeted 1.9% higher than last year. NBC's capital investments have been financed primarily through the issuance of long-term debt and as a result debt service has increased significantly over time. As of June 30, 2008 NBC's outstanding debt is \$441 million. The total debt service budgeted for FY 2009 is \$31.3 million, which includes \$30.6 million in principal and interest payments on existing debt as well as \$0.7 million for programmed new debt. It's also worth noting that, NBC's rates must generate 125% of annual debt service, or an additional \$7.8 million, for debt service coverage. The graph below shows actual and budgeted existing and programmed new debt for the five year period beginning in FY 2005.

### Actual and Budgeted Debt Service (M \$)

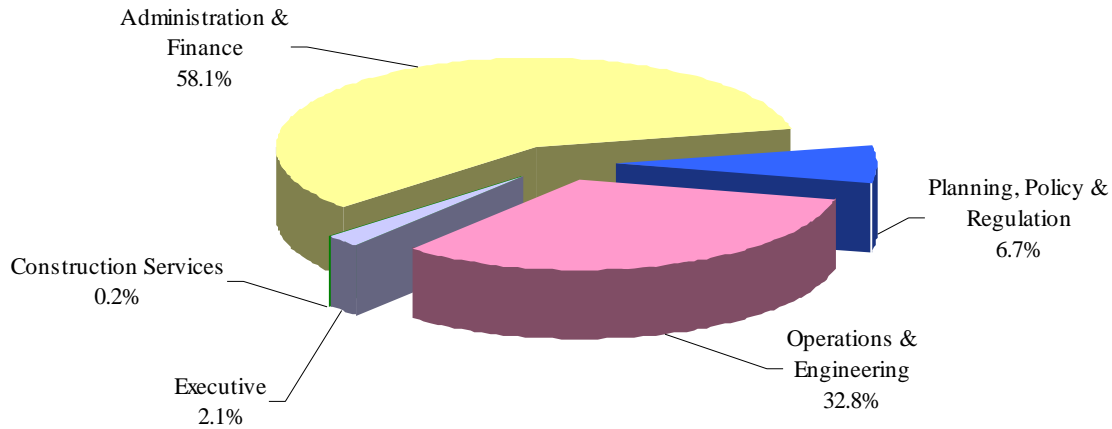


For more on the capital projects and related financing, please refer to the Long-Term Debt and the Capital Improvement Program in section five of this document.

**Expenses by Division**

NBC is organized into five Divisions. The graph below depicts the percentage of the FY 2009 budget each of the five Divisions represents.

**FY 2009 Operating Budget by Division**



The table below shows historical and budgeted expense by division, over a five year period.

	Actual 2005	Actual 2006	Actual 2007	Budget 2008	Budget 2009
<b>Executive</b>	\$ 1,283,764	\$ 1,325,014	\$ 1,351,499	\$ 1,617,373	\$ 1,431,145
<b>Construction Services</b>	-	-	-	-	135,557
<b>Administration &amp; Finance</b>	22,582,138	27,312,999	31,355,747	38,480,080	39,559,670
<b>Planning, Policy &amp; Regulation</b>	3,792,062	3,949,245	4,009,977	4,423,127	4,592,480
<b>Operations &amp; Engineering</b>	16,503,826	17,440,084	19,216,406	21,456,759	22,337,834
<b>Total</b>	\$ 44,161,790	\$ 50,027,342	\$ 55,933,628	\$ 65,977,339	\$ 68,056,686

The Executive Affairs Division includes Executive and Legal sections. This division makes up 2.1% of the total budget, and shows a decrease of 4.6% from the previous year, primarily due to personnel changes. The Construction Services Division makes up a small portion of the total budget, only .2%, since almost all of this division’s personnel expenses are reimbursed through capital projects. The Construction Services Division budget will increase by 15.9% in FY 2009 due to the transfer of one position from the Operations & Engineering Division.

The Administration and Finance Division represents 58.1% of the FY 2009 operating budget. This Division includes the Human Resources, Finance, Accounting, Information Technology (IT), Customer Service, Purchasing, and General Administration sections. The Administration and Finance Division budget is 2.8% higher than last year. The major drivers for this increase are the

increases in debt service, union pension, retiree health and health insurance rates, Worker's Compensation insurance, regulatory expense, and utilities.

The Planning, Policy and Regulation (PP&R) Division consists of the Planning, Environmental Monitoring and Data Analysis (EMDA), Pretreatment, Environmental Safety and Technical Assistance, and Laboratory sections. This division makes up approximately 6.7% of FY 2009's operating budget. On a year-to-year basis, this division has a budgeted increase of 3.8%. The FY 2009 PP&R budget reflects increased funding for monitoring and sampling supplies and equipment.

The Operations and Engineering Division represents approximately 32.8% of the total operating budget. Included in this division are the Field's Point and Bucklin Point WWTFs, as well as the Engineering and the Interceptor Maintenance sections. The budget for the Operations and Engineering Division is 4.1% higher in FY 2009 than the previous year. As noted above, this division is facing large expenditure increases in FY 2009 due to the anticipated operating impact of the CSO Phase I facilities. This division is also impacted by the increases in union pension, retiree health and health insurance rates.

More detailed data for each division may be found in the Division Summaries section of this document.

# **Budget Philosophy, Process and Policies**

---

## **Philosophy**

NBC is committed to the protection of Narragansett Bay and its surrounding rivers, and to providing a high level of service at a reasonable cost. To this end, in developing the annual Operating Budget, NBC strives to identify all potential impacts to revenue and expense for the upcoming fiscal year.

## **Fiscal Year**

NBC's fiscal year runs from July 1st through the following June, and is numbered for the calendar year in which it ends. The current fiscal year is the one which ends the coming June. The actual fiscal year is the year ending June of the previous year. In this budget, we compare the coming fiscal year 2009 to current fiscal year 2008 budget, and actual fiscal year 2007.

## **Basis of Accounting**

The accounting policies of NBC conform to generally accepted accounting principles as applicable to governmental proprietary fund types (enterprise funds). For enterprise funds, the intent of the governing body is that costs of providing goods and services to the general public on a continuing basis be financed or recovered through user charges. The financial statements of NBC are prepared using the accrual basis of accounting, with the exception of fine assessments and monitoring fees, which are recorded on a cash basis. Revenues are recorded when earned, and expenses are recognized when incurred.

## **Budget Basis**

The NBC prepares its operating budget on a modified cash basis. Accordingly, certain non-cash expenditures such as depreciation, bad debt, and amortization expense are not provided for in the operating budget.

The budget includes the debt service principal payments on all debt, including financing on the large capital projects listed in the Capital Improvement Plan. Replacement and other capital outlays related to NBC's existing infrastructure are also included in the operating budget.

All expenses are recorded upon date of invoice and goods received. Revenues are recognized when they are billable by NBC.

# The Budget Process

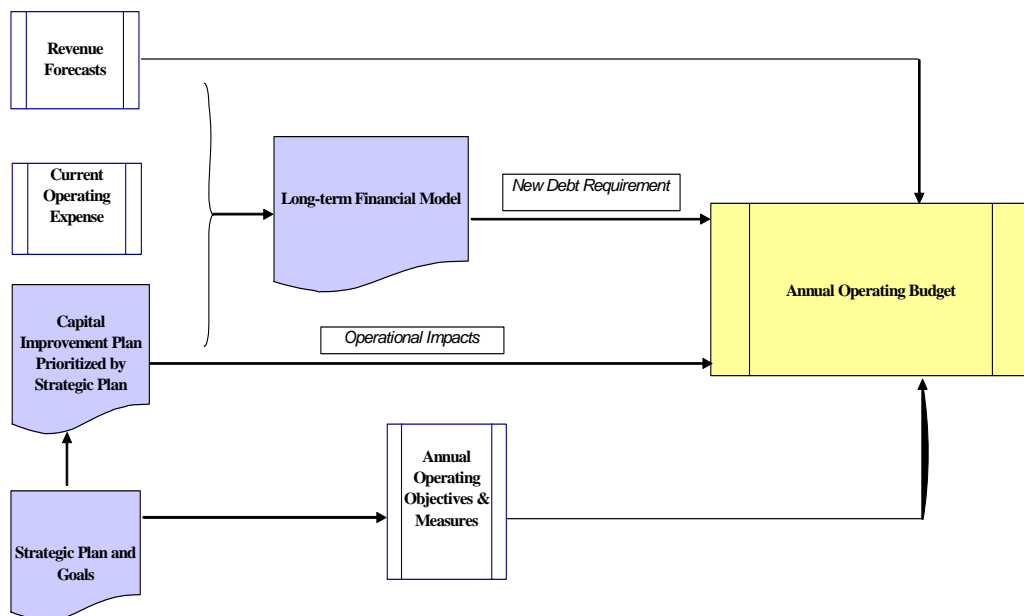
As a regulated agency, NBC maintains a broad understanding of financial and operational needs at all times of the year. However, NBC begins a formal review for its operating budget in November of each year. As part of this process, regulatory requirements are reviewed, as well as major program changes and capital needs. Large capital projects, requiring major changes to facilities and infrastructure, are identified in the Capital Improvement Program (CIP), which is developed in conjunction with the annual operating budget. The CIP identifies projects on a five-year basis. This plan, as well as known operating expense parameters and revenue projections, are integrated into the Long-term Financial Planning model in order to assess new debt requirements. The model identifies available funding sources and funding needs (see Long-Term Debt Overview for more details). The model details the existing and new debt service requirements which are included in the annual operating budget. Operational impacts of the CIP are also included in the operating budget.

Revenues for the upcoming fiscal year are determined based on projected user rates and factors affecting non-operating revenue, such as grants, collection rates, and the expected rate of return on cash balances.

If it is determined that user rates will not be sufficient to meet NBC's future financial obligations, the NBC applies for rate relief with the PUC. The rate filing is subject to a seven month review and approval process, which takes place before any new rates can be implemented.

A flow-chart illustrating the interaction of long-range plans and the basic budget process is shown below.

## Interaction of Budget Process and Long-Range Planning





In October, the Administration and Finance Division presents short and long-term budget directives to all Division Directors and Program Managers. The managers are given online operating budget work-files which include the following:

- Budget Calendar
- Detail expense budget worksheet
- Summary expense budget worksheet
- Division Overview Worksheet, which includes prior fiscal year Major Accomplishments, Program Objectives and Performance Measures
- Staffing increase justification forms
- New Equipment Cost/Benefit justification forms
- Budgeted Operating Capital Outlays for the budget year
- Operating Capital Outlays Plan for the budget year and four out-years (5 year plan)
- Rates and other budget guidelines
- Account Justification forms

In November, program managers are asked to develop their Performance Goals and Measures, and provide the measurement data. This year, for the first time, program managers also developed their five year Operating Capital Outlay plans in November. This upfront approach was adopted to allow management more time to assess their capital requirements.

The sections are given approximately two months to compile their actual budgets. The Finance section works with managers and staff throughout this timeframe. In January the Finance section also conducts Mid-Year Reviews for the current year budget, which provides program managers with trend analysis for use in their budget estimates.

After a preliminary review with Administration and Finance, the Division Directors and Program Managers present their requirements to the Administration and Finance Director in late January and to the Executive Director in early February. The Administration and Finance Division then produces a draft of the budget.

The budget then undergoes line-by-line examination by Finance staff and management, and several revisions may be produced until such a time as the Executive Director is satisfied the budget is ready to be submitted to the Finance Committee, which is a sub-committee of NBC's Board of Commissioners.

The first Finance Committee meeting is usually scheduled for the April/May timeframe. At this meeting, the committee reviews the budget and offers their guidance.

In May, the CIP is completed and presented to the Board of Commissioners for approval. The CIP is then integrated into the annual Operating Budget.

The NBC finance staff and Executive Director ensure needed modifications are incorporated into the final operating budget. The final budget is submitted for review to the Finance Committee in May/June.

The final budget document and resolution is submitted to the Board of Commissioners in the month of June, and the Board of Commissioners formally adopts the budget as the next year's operating budget.

## **Budget Monitoring and Amendment Procedures**

---

### **General**

- A line item budget is maintained for each individual section or program. Budget transfers are required for any significant expense overrun on any line item.
- Finance staff conducts a review of budget versus actual status on a monthly basis, and ensures needed budget transfers are made.
- At each monthly Board of Commissioners meeting a financial overview of current budget to actual status is submitted.
- Expense accruals are made at the close of every accounting period in order to reflect the most accurate portrait of the current financial status.

### **Budget Amendments**

NBC exercises strong financial controls to ensure total expenses do not exceed the amount approved in the current year's operating budget.

The Program Manager and Division Director approve budget transfers within a section. Finance staff then reviews all budget transfers. By resolution, the Director of Administration and Finance has authority to approve all budget transfers within sections and divisions. Finance then carries out the budget transfer.

No budget transfers shall be made from capital to operating expense under normal circumstances.

All budget transfers are documented by Finance and tracked on NBC's computerized financial system.

## FY 2009 Budget Calendar

---

<b>October</b>	Administration and Finance Fiscal Year 2009 Budget Overview presentation to Division Directors and Program Managers.
<b>Month of November</b>	Budget Input Sheet Preparation.
<b>November – December</b>	All programs develop and refine Performance Service Level Objectives and Target Measures to be in alignment with Strategic Plan. Also develop Five Year Capital Outlay Plans.
<b>December</b>	All Performance Objectives and Measures and Five Year Capital Outlay Plans due to Administration & Finance.
<b>January 17 - 18</b>	Mid-Year FY 2008 Budget Reviews.
<b>January 25</b>	All divisions required to electronically submit budget work-files.
<b>January 31 - February 1</b>	Preliminary review meetings between divisions and Administration & Finance.
<b>February 12 – 13</b>	All divisions present budget requirements to Executive Director.
<b>May 14</b>	Finance Committee Review of Preliminary Operating Budget.
<b>May 21</b>	Board of Commissioners adoption of FY 2010-2014 CIP.
<b>June 18</b>	Finance Committee Review and Board of Commissioners adoption of Fiscal Year 2009 Operating Budget.

## Financial Policies

---

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.

### Long-Range Planning

- NBC will update and modify the Strategic Plan as needed, in order to accurately reflect priorities and goals.
- NBC shall update and maintain the Long-term Financial Model, in order to assess the impacts of current and future operating and capital requirements. The model will be used to develop and support financing strategies that will provide stability, continuity and minimize ratepayer impact (for more detail, see Debt Policy).

### Revenue Policies

- NBC will develop and seek PUC approval of rates that will result in net revenues (gross revenues less operating expenses) at least equal to 125% of the annual debt service to meet the rate covenants as set forth in the Trust Indenture.
- NBC will continually review capital and operating needs to determine if a rate adjustment is required.
- Restricted receipts for debt service and debt service coverage shall be administered in accordance with the Orders from the PUC and the Trust Indenture.

### Expense Policies

- All purchases shall be in accordance with NBC's Purchasing Rules and Regulations and applicable State and Federal legislation.
- The Executive Director shall provide a report to the Finance Committee of all purchase requisitions greater than \$10,000 for items included in the budget. The Executive Director will present all purchase requisitions greater than \$50,000 not included in the budget for approval by the Finance Committee.
- The Finance Committee will review and approve the creation of new positions and the upgrading of existing positions not included in this budget. The Executive Director may post for vacancies of existing positions or newly created positions included in this budget.

## **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).
- An independent audit of NBC's financial statements is performed annually.

## **Budget Policy**

- NBC shall prepare a balanced operating budget in which total expenses are equal to total revenue.
- The Finance Committee will review and approve the monthly financial statements, including the status of the budget versus expenses, prior to the monthly Board Meeting.
- NBC will monitor the operating budget to ensure that sufficient resources are available to safely and effectively provide wastewater treatment.

## **Capital Budget Policy**

- NBC will adopt and maintain a five-year Capital Improvement Program and update it on an annual basis.
- The projects in the Capital Improvement Program will be prioritized based upon their strategic importance.
- NBC will adopt and maintain a five-year operating capital outlays plan and update it on an annual basis.

## **Debt Policy**

- NBC has a significant CIP and recognizes the importance of proper financial and debt management to ensure the successful implementation of its CIP, obtain the highest possible credit ratings and ensure that ratepayer impact is minimized. NBC may issue debt to finance capital improvements as well as to meet short-term operating and capital cash flow needs.
- NBC will maintain a Long-term Finance Model that takes into consideration the CIP, cash flows, NBC's annual operating revenues and expenses, debt service coverage, State Revolving Fund capacity and other relevant items. The long-term financial plan shall be used as the basis for determining debt issuance needs.
- There are a wide variety of financial products available. The Director of Administration and Finance, in conjunction with NBC's Financial Advisor, will evaluate the options and implement recommendations that will minimize risk and maximize benefits. NBC's lowest cost of permanent financing is through subsidized State Revolving Fund (SRF) loans from the Rhode Island Clean Water Finance Agency. NBC will use SRF if funds are available and may issue short or long-term debt in fixed or variable mode to finance its capital program. Variable

rate debt may be issued in various modes and NBC may use financial products that will result in either a synthetic variable or a synthetic fixed rate. Short-term debt may also be issued to meet operating cash flow needs.

NBC may employ one or more financial products to manage interest rate risk and maximize market benefit upon the recommendation of the Director of Administration and Finance and NBC's Financial Advisor.

- In accordance with RIGL 39-3-15, the Division of Public Utilities and Carriers must approve NBC's issuance of long-term debt.
- The Director of Administration and Finance will determine the issuance method (competitively bid or negotiated) in conjunction with NBC's Financial Advisor. The method may be modified from time to time as NBC's needs change or new or modified financial market methods emerge. The issuance method will be modified if a lower effective market interest cost is expected to result.
- Appropriate Ratio Levels:
  - Debt service coverage ratio minimum of 1.25 (calculated as Gross Revenues less Operating Expenses (excluding depreciation) divided by annual principal and interest.)
  - Principal maturities for fixed and variable rate debt are not to exceed thirty years.
  - 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.
- NBC does not have a statutory limit on debt issuance.

### **Investment Policy (in part)**

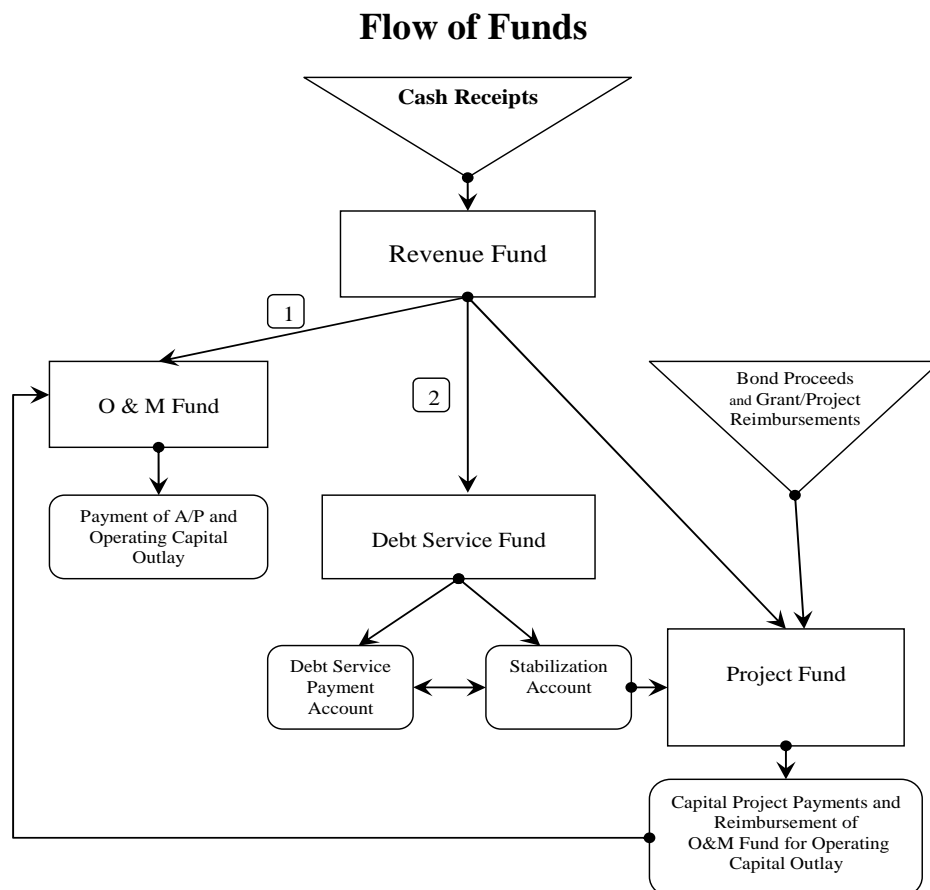
- The "prudent investor" standard shall be applied in the context of managing an overall portfolio.
- Investment of financial assets shall be diversified to minimize the risk of loss that may occur due to concentration in a specific maturity, a specific issuer or a specific class of securities.
- All financial assets shall be invested in a manner that will preserve the value and safety of capital.
- NBC shall invest funds in order to maximize earnings and minimize risk during the period of availability of the funds.
- NBC shall comply will all Federal, State and other legal requirements.

## Fund Definitions and Financial Data

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 limitation. NBC operates as an Enterprise Fund on its Financial Statements. On April 15, 2004 a Trust Indenture by and between NBC and the Trustee was executed, followed by:

- A First Supplemental Indenture dated April 15, 2004
- A Second Supplemental Indenture dated December 30, 2004
- A Third Supplemental Indenture dated August 4, 2005
- A Fourth Supplemental Indenture dated December 15, 2005
- A Fifth Supplemental Indenture dated December 21, 2006
- A Sixth Supplemental Indenture dated February 8, 2007
- A Seventh Supplemental Indenture dated October 15, 2007
- An Eighth Supplemental Indenture dated December 12, 2007

Collectively, these are the “Trust Indenture”. The schematic below provides a general overview of the flow of funds as directed by the Trust Indenture. It is not meant to be a complete representation of the Trust Indenture. The numbers refer to the order in which the funds are funded.



Due to the complexity of the documents, it is difficult to present a detailed description of all of the funds and their interrelationships. The following serves as a brief summary of the ten funds established pursuant to the documents.

<b>Revenue Fund</b>	All NBC revenues, with a few minor exceptions as stated in the Trust Indenture, are deposited as promptly as practicable into the Revenue Fund. A Narragansett Bay Environmental Enforcement Fund is also established within the Revenue Fund. On a monthly basis, funds are transferred from the Revenue Fund to the other Funds as required per the Trust Indenture.
<b>Operating and Maintenance Fund</b>	Funds are transferred from the Revenue Fund to the Operating and Maintenance Fund (O&M) monthly. The O&M Fund is used to pay operating expenses.
<b>Project Fund</b>	Proceeds from bond issues, bond anticipation notes, capital grants, project reimbursements and transfers from the Stabilization Account of the Debt Service Fund are deposited in the Project Fund. The Project Fund is designated to pay for capital project, operating capital outlays and related costs.
<b>Debt Service Fund</b>	The Debt Service Fund includes a Stabilization Account along with Debt Service Payment Accounts. PUC restricted debt service and debt service coverage amounts are transferred from the Revenue Fund into the Stabilization Account monthly. Debt Service and related payments are paid from the Debt Service Fund.
<b>Renewal and Replacement Reserve Fund</b>	The funding goal of the Renewal and Replacement Reserve Fund (R&R) is one percent of the depreciated value of the system as shown on the financials and is to be built up over time as allowed by the PUC.
<b>Debt Service Reserve Fund</b>	This Fund is not presently funded as the NBC purchased a Surety Bond for the VRDO program. Future issues may require the funding of the Debt Service Reserve Fund and the fund is to be used if there are insufficient funds in the Debt Service Fund to make any debt service payment.
<b>Operating and Maintenance Reserve Fund</b>	This fund will be built up over time as allowed by the PUC. The O&M Reserve Fund is designed to pay operating expenses of NBC if there are insufficient funds within the O&M Fund.
<b>Redemption Fund</b>	The Redemption Fund is not presently funded. The Fund is to be used for redemption costs, and/or principal and interest on the redemption of bonds.
<b>Insurance Reserve Fund</b>	Because the NBC is not self-insured, funding of the Insurance Reserve Fund is not presently required. The Insurance Reserve Fund will be used for restoration, replacement, or reconstruction of property injured or damaged.
<b>Unrestricted Fund</b>	The Unrestricted Fund is the depository for any cash surplus provided that all funds and accounts established under the Trust Indenture are funded, and NBC is in compliance with the Trust Indenture. These funds may be used for any deficiency in amounts required by other funds or for any lawful purpose of the NBC.



The Environmental Enforcement Fund (EEF) is within the Revenue Fund. Deposits into the EEF include funds recovered through administrative or civil enforcement action and cannot be used for normal operating expenses in accordance with Chapter 46-25 of the Rhode Island General Laws. This fund is insignificant and is not included in the annual operating budget.

The data in this budget has been used to project the year-end fund's balance for FY 2009, as shown in the table below. For an overview showing the relationship between major funds and Divisions / Sections please see the Fund – Organization Matrix in the Supporting Schedules section of this budget.

	<b>Ending Balance</b>		<b>Projected</b>		<b>Projected</b>	
	<b>FY 2007</b>	<b>Net Change</b>	<b>Ending Balance</b>	<b>Net Change</b>	<b>Ending Balance</b>	<b>FY 2009</b>
<b>Revenue Fund</b>	\$ 29,849,142	\$ 8,905,882	\$ 38,755,024	\$ 1,871,467	\$ 40,626,491	
<b>Operating and Maintenance Fund</b>	(1,525,473)	1,918,899	393,426	-	393,426	
<b>Project Fund</b>	226,344,779	14,126,032	240,470,811	1,039,524	241,510,335	
<b>Debt Service Fund</b>	14,819,731	(4,528,637)	10,291,094	6,584,376	16,875,470	
<b>EEF</b>	127,370	(11,058)	116,312	(4,000)	112,312	
<b>Total</b>	<u>\$ 269,615,549</u>	<u>\$ 20,411,118</u>	<u>\$ 290,026,667</u>	<u>\$ 9,491,367</u>	<u>\$ 299,518,034</u>	

*This page was intentionally left blank.*

## Long-term Debt Overview

---

As discussed in the preceding Financial Policies section, (see Debt Policy), NBC is authorized to issue debt to finance its CIP. NBC uses its Long-term Financial Model to project current and future operating and capital needs, and the resulting need for debt issuance.

### Capital Funding

In order to determine the appropriate funding mechanism for a capital project, a number of factors must be taken into consideration. NBC's objective is to manage its capital financing such that ratepayer impacts are minimized and compliance with regulatory constraints is ensured. In general, NBC will maximize its borrowing from the Rhode Island Clean Water Finance Agency (RICWFA) to the extent that there is funding available. The RICWFA, through its State Revolving Fund Program (SRF) subsidizes the interest rate on loans, resulting in a 1/3 or greater interest rate subsidy. When SRF funds are not available, NBC may issue short or long-term debt in fixed or variable mode.

Some of the other factors that must be considered include:

- The NBC is regulated by the Rhode Island Public Utilities Commission (PUC) and the PUC has restricted the use of the prior year debt service coverage allowance to fund operating capital and capital projects.
- NBC must take into consideration arbitrage expenditure requirements to avoid financial penalties.
- There are restrictions on the types of expenditures that may be financed through SRF. For example, land may not be financed through SRF and only projects that have been approved by RIDEM and meet certain DEM established priority may be funded by SRF.
- NBC must also expend and manage its resources in accordance with the Trust Indenture and eight Supplemental Indentures.

With respect to this year's CIP, a number of funding sources have been identified as part of the Long-Term Debt Model and they are listed in the following table.

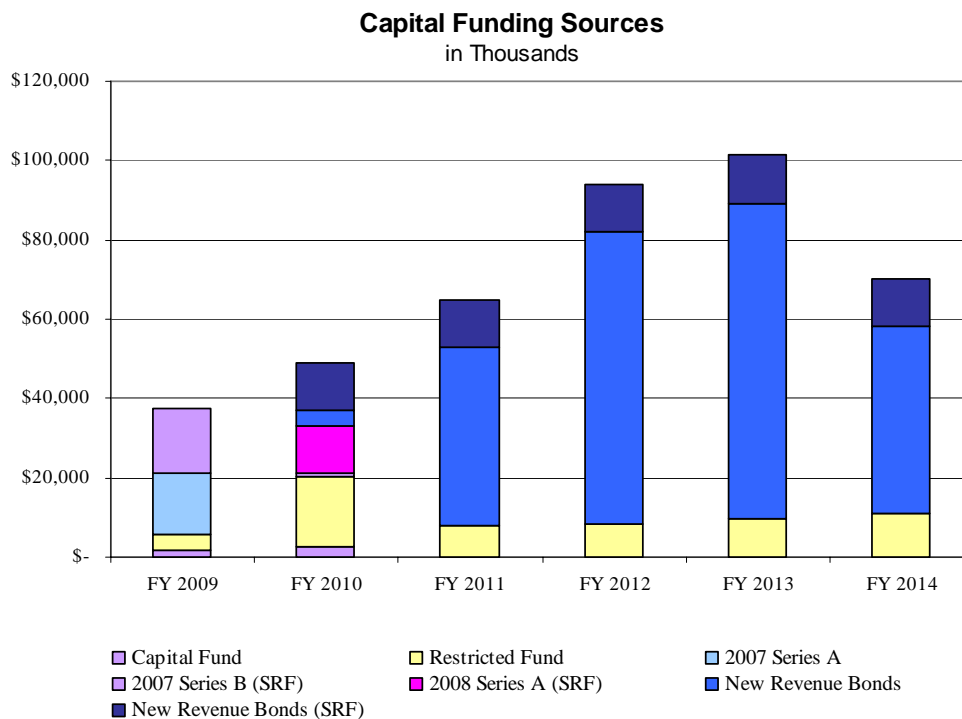
<b>Funding Source</b>	<b>Description</b>
Capital Fund	Federal grant or project reimbursements.
Restricted Fund	Prior year debt service carry-forward restricted by PUC for capital projects.
2007 Series A	Unspent Proceeds from NBC \$42.5M Open Market Issue, February 7, 2007.
2007 Series B	Available Balance from NBC \$25M SRF Loan, December 12, 2007.
New Revenue Bonds	NBC Future Open Market Revenue Bonds.
New Revenue Bonds (SRF)	Future SRF Loans from the RICWFA Backed by NBC Revenue Bonds.

In FY 2009, NBC plans to fund the CIP with approximately \$31.5 million in unexpended bond and SRF proceeds along with \$4.0 million in Restricted Funds and \$1.8 million in Capital Funds. The NBC also plans on borrowing the maximum amount available from the RICWFA over the next six years. SRF capacity is expected to remain at \$12 million per year. The table below shows the projected Sources of Funds over the next six years.

SOURCES OF FUNDS (in Thousands)	FY 2009 - FY 2014						Total FY	Total FY
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	2010-2014	2009-2014
Capital Fund	\$ 1,850	\$ 2,648	\$ -	\$ -	\$ -	\$ -	\$ 2,648	\$ 4,498
Restricted Fund	3,993	17,802	8,132	8,595	9,673	11,122	55,324	59,317
2007 Series A	15,288	-	-	-	-	-	-	15,288
2007 Series B (SRF)	16,196	821	-	-	-	-	821	17,017
2008 Series A (SRF)	-	12,000	-	-	-	-	12,000	12,000
New Revenue Bonds	-	3,875	44,935	73,350	79,620	47,130	248,910	248,910
New Revenue Bonds (SRF)	-	12,000	12,000	12,000	12,000	12,000	60,000	60,000
<b>Total</b>	<b>\$ 37,327</b>	<b>\$ 49,146</b>	<b>\$ 65,067</b>	<b>\$ 93,945</b>	<b>\$ 101,293</b>	<b>\$ 70,252</b>	<b>\$ 379,703</b>	<b>\$ 417,030</b>

The NBC plans on issuing \$248.9 million in new open market revenue bonds during the five-year period of the FY 2010 – 2014 CIP, making it NBC’s largest source of capital. Current borrowing plans also include \$60 million in SRF borrowings over this same period. The actual timing and type of debt issuance will be determined based upon cash flows, market conditions, SRF availability and other factors.

The graph below illustrates the projected sources of funds from FY 2009 through FY 2014.



The table below depicts the uses of the funds. In addition to payments for capital projects, the table identifies operating capital expenses and incremental increases to the debt service payment fund which are funded out of the carry-forward. The cost of issuance expenses are also shown and are financed from bond proceeds.

USES OF FUNDS (in Thousands)							Total FY	Total FY
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	2010-2014	2009-2014
Operating Capital	\$ 1,871	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000	\$ 11,871
Debt Service Payment Fund Increase	1,500	1,500	1,500	1,500	1,500	1,500	7,500	9,000
Capital Improvements	33,776	45,379	60,376	88,615	95,822	65,512	355,704	389,480
Cost of Issuance	180	267	1,191	1,830	1,971	1,240	6,499	6,679
<b>Total</b>	<b>\$ 37,327</b>	<b>\$ 49,146</b>	<b>\$ 65,067</b>	<b>\$ 93,945</b>	<b>\$ 101,293</b>	<b>\$ 70,252</b>	<b>\$ 379,703</b>	<b>\$ 417,030</b>

As of June 30, 2008, NBC will have fourteen (14) SRF loans outstanding. Total outstanding principal at year-end FY 2009 is projected to be \$435.1 million. This includes the \$12 million low interest loan from the RICWFA which NBC plans to secure in FY 2009. The following table summarizes NBC's long-term debt as of June 30<sup>th</sup> for the years FY 2007, FY 2008, and FY 2009, including projected new debt.

### Long-term Debt Balances FY 2007 - 2009

Debt	Long-term Debt as of June 30, 2007	Net Additions/ (Payments)	Long-term Debt as of June 30, 2008	Net Additions/ (Payments)	Long-term Debt as of June 30, 2009
SRF Loans	\$ 277,669,036	\$ 9,654,029	\$ 287,323,065	\$ (3,942,042)	\$ 283,381,023
Revenue Bonds 2007 Series A	42,500,000	-	42,500,000	-	42,500,000
Revenue Bonds 2005 Series A	45,000,000	-	45,000,000	-	45,000,000
Revenue Bonds 2004 Series A (variable rate)	67,220,000	(1,455,000)	65,765,000	(1,515,000)	64,250,000
<b>Total Long-term Debt</b>	<b>\$ 432,389,036</b>	<b>\$ 8,199,029</b>	<b>\$ 440,588,065</b>	<b>\$ (5,457,042)</b>	<b>\$ 435,131,023</b>

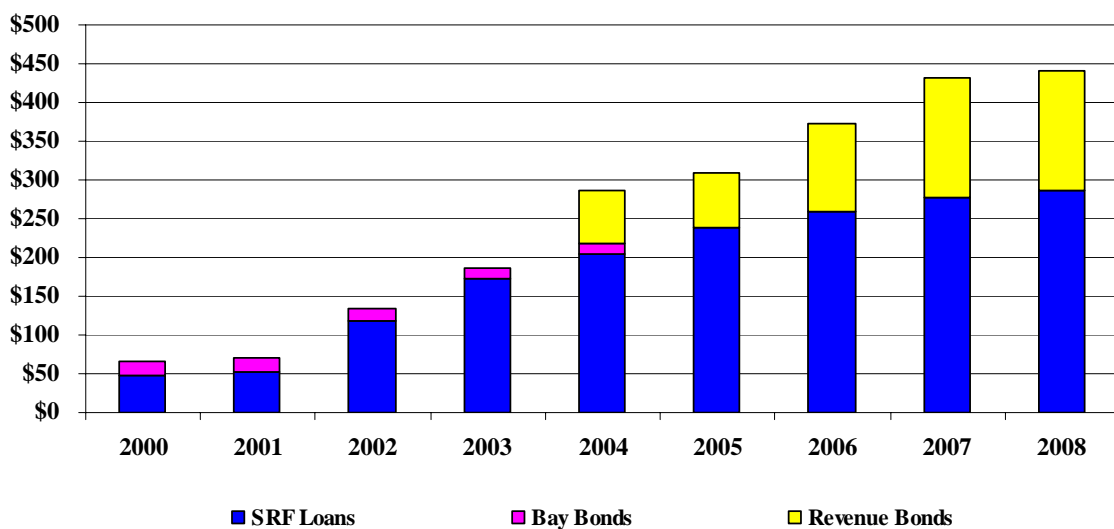
The schedule below details NBC's outstanding debt as of year-end FY 2008.

### Outstanding Debt by Issue as of 6/30/08

Issue	Interest	Principal
SRF - NO. PROV. \$2.647M	\$ 52,933	\$ 694,640
SRF - WP/RA - \$3.694	99,277	1,304,627
SRF - BUTLER - \$1.662M	52,000	536,694
SRF POOL LOAN I - \$14.781M	1,109,048	7,214,250
SRF POOL LOAN II - \$17.279M	1,215,918	8,323,983
SRF POOL LOAN III - \$8.150M	1,304,797	5,569,858
SRF POOL LOAN IV - \$23.955M	4,676,986	21,795,000
SRF POOL LOAN V - \$57M	9,197,168	45,510,000
SRF POOL LOAN VI - \$57M	5,727,078	45,419,012
SRF POOL LOAN VII - \$40M	6,443,014	34,822,000
SRF POOL LOAN VIII - \$40M	6,853,585	35,061,000
SRF POOL LOAN IX - \$30M	5,184,103	27,340,000
SRF POOL LOAN X - \$30M	5,201,386	28,732,000
SRF POOL LOAN XI - \$25M	6,097,389	25,000,000
<b>Revenue Bonds</b>		
VRDO \$70M 2004 Series A (Includes fees)	39,024,509	65,765,000
\$45M 2005 Series A	52,651,750	45,000,000
\$42.5M 2007 Series A	51,284,437	42,500,000
<b>Total</b>	<b>\$ 196,175,380</b>	<b>\$ 440,588,064</b>

A historical perspective of outstanding debt by fiscal year is shown in the graph below. In 2004 NBC defeased its remaining Bay Bonds, which were debt instruments issued by the State of Rhode Island on NBC's behalf. As the graph illustrates, NBC has maximized its SRF borrowings from RICWFA, with recent supplemental revenue bond borrowings on the open market.

**NBC Outstanding Debt  
(in millions)**



The following tables show debt service payments for FY 2009, and existing outstanding debt by fiscal year.

### Debt Service Payments Fiscal Year 2009 \*

Issue	Interest	Principal
<b>RICWFA (SRF Loans)</b>		
SRF - NO. PROV. \$2.647M	\$ 22,816	\$ 164,252
SRF - WP/RA - \$3.694	29,789	204,292
SRF -BUTLER - \$1.662M	18,329	99,556
SRF POOL LOAN I - \$14.781M	250,178	791,750
SRF POOL LOAN II - \$17.279M	274,765	919,234
SRF POOL LOAN III - \$8.150M	196,119	377,909
SRF POOL LOAN IV - \$23.955M	732,360	2,120,000
SRF POOL LOAN V - \$57M	1,379,702	4,000,000
SRF POOL LOAN VI - \$57M	697,176	2,504,048
SRF POOL LOAN VII - \$40M	667,265	1,768,000
SRF POOL LOAN VIII - \$40M	656,496	403,000
SRF POOL LOAN IX - \$30M	515,189	1,300,000
SRF POOL LOAN X - \$30M	498,781	1,290,000
SRF POOL LOAN XI - \$25M	270,777	
<b>REVENUE BONDS</b>		
VRDO \$70M 2004 Series A (Includes fees)	2,507,716	1,515,000
\$45M 2005 Series A	2,250,000	0
\$42.5M 2007 Series A	2,065,562	0
	<b>\$ 13,033,022</b>	<b>\$ 17,457,042</b>

\* Existing Debt only

### Outstanding Debt by Fiscal Year \*

Fiscal Year	Outstanding Debt	Principal	Interest	Payment
2009	440,588,064	17,457,042	13,033,022	30,490,064
2010	423,131,023	18,148,897	12,779,461	30,928,359
2011	404,982,125	18,632,657	12,285,729	30,918,386
2012	386,349,469	19,055,443	11,795,281	30,850,724
2013	367,294,026	19,513,503	11,293,213	30,806,715
2014	347,780,523	19,823,382	10,792,729	30,616,111
2015	327,957,141	19,874,142	10,288,721	30,162,863
2016	308,083,000	19,857,393	9,791,699	29,649,091
2017	288,225,607	19,932,466	9,289,690	29,222,156
2018	268,293,141	19,942,988	8,799,682	28,742,670
2019	248,350,153	19,949,366	8,312,284	28,261,649
2020	228,400,788	19,961,683	7,832,329	27,794,013
2021	208,439,104	19,972,090	7,346,289	27,318,379
2022	188,467,014	19,098,228	6,884,547	25,982,774
2023	169,368,787	15,409,787	6,491,869	21,901,655
2024	153,959,000	12,062,000	6,178,772	18,240,772
2025	141,897,000	11,226,000	5,889,683	17,115,683
2026	130,671,000	7,753,000	5,647,142	13,400,142
2027	122,918,000	9,703,000	5,366,746	15,069,746
2028	113,215,000	11,626,000	5,024,884	16,650,884
2029	101,589,000	12,119,000	4,511,111	16,630,111
2030	89,470,000	10,960,000	3,994,795	14,954,795
2031	78,510,000	11,465,000	3,472,905	14,937,905
2032	67,045,000	11,990,000	2,928,000	14,918,000
2033	55,055,000	12,540,000	2,355,300	14,895,300
2034	42,515,000	13,100,000	1,768,079	14,868,079
2035	29,415,000	13,690,000	1,152,119	14,842,119
2036	15,725,000	10,520,000	622,063	11,142,063
2037	5,205,000	5,205,000	247,238	5,452,238
	<b>\$ 440,588,064</b>	<b>\$ 196,175,380</b>	<b>\$ 636,763,444</b>	

\* Existing debt only

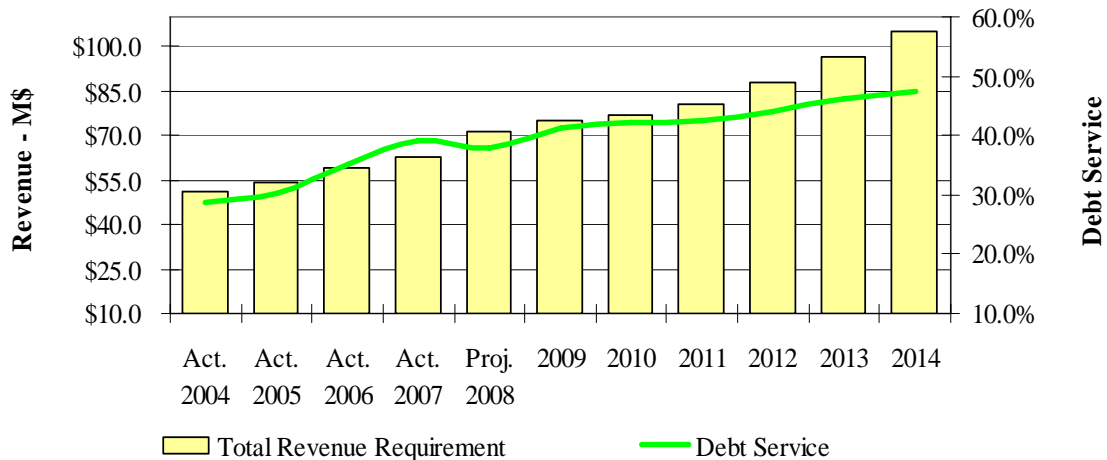
# Capital Improvement Program (CIP) Impact Overview

## Impact of CIP on Debt Service

Since the CIP is financed primarily through the issuance of long-term debt, the capital program’s impact on the operating budget is the payment of the associated principal and interest. Overall, debt service is anticipated to increase from approximately \$31.2 million in FY 2009 to approximately \$49.9 million in FY 2014. The annual debt service requirement as a percentage of total revenue has increased from 28.7% in FY 2004 to a projected 47.6% in FY 2014. All debt service projections are based on a number of assumptions including the cash flow estimates outlined in the annual CIP.

The chart below shows debt service as a percentage of projected revenues through FY 2014. Debt service as a percentage of Total Revenue has climbed steadily over the past five years, but is projected to level off in future years.

**Debt Service as Percentage of Total Revenue**



## Impact of CIP on Operation and Maintenance Costs

Although the CIP’s primary impact on the Operating Budget is debt service, certain capital improvements will also directly impact operating costs. For example, the Field’s Point Nitrogen Removal Facilities will have a considerable impact on the operating budget, as a result of the increased costs for utilities and chemicals needed as part of the nitrogen removal process. In FY 2013, the operating cost impact represents a partial year, as the facilities are projected to become operational in February 2013. FY 2014 will be the first full year of operation. The facilities plan estimates the increase in annual operating costs to be approximately \$1.7 million, beginning in FY 2014. The table on the following page lists the projects anticipated to have operating cost impacts over the next five years.



**CIP Impact on Operating Budget**  
(In thousands)

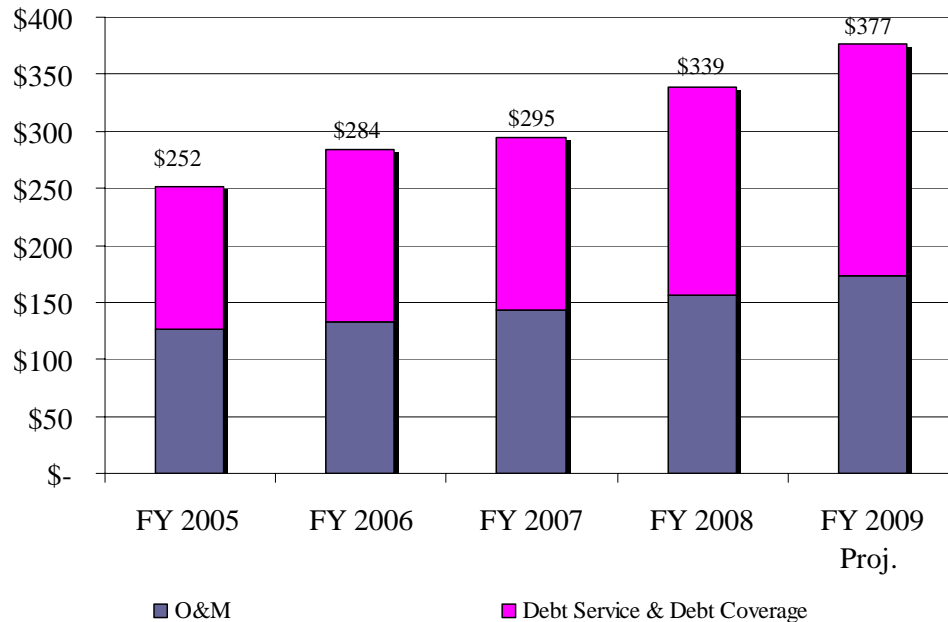
Project Name						Total Costs
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2010-2014
CSO Phase I Facilities	\$ 824	\$ 824	\$ 824	\$ 824	\$ 824	\$ 4,122
FPWWTF - Nitrogen Removal Facilities	-	-	-	550	1,676	2,226
BPWWTF - Nitrogen Removal Facilities	-	-	-	-	110	110
<b>Total</b>	<b>\$ 824</b>	<b>\$ 824</b>	<b>\$ 824</b>	<b>\$ 1,374</b>	<b>\$ 2,610</b>	<b>\$ 6,458</b>

\* FP Nitrogen impact in FY 2013 represents costs for 4 months, as this is the first year of operation.

**Impact of CIP on Sewer User Rates**

NBC has required rate relief six times since the beginning of FY 2005. The purpose of two of these filings has been to finance the CIP debt service costs only, and the current rate filing before the PUC is also partially based on the need to finance the debt service. The chart below illustrates how much of the average annual residential rate is due to debt service. As can be readily seen, growing debt service accounts for a greater percentage of the annual charge.

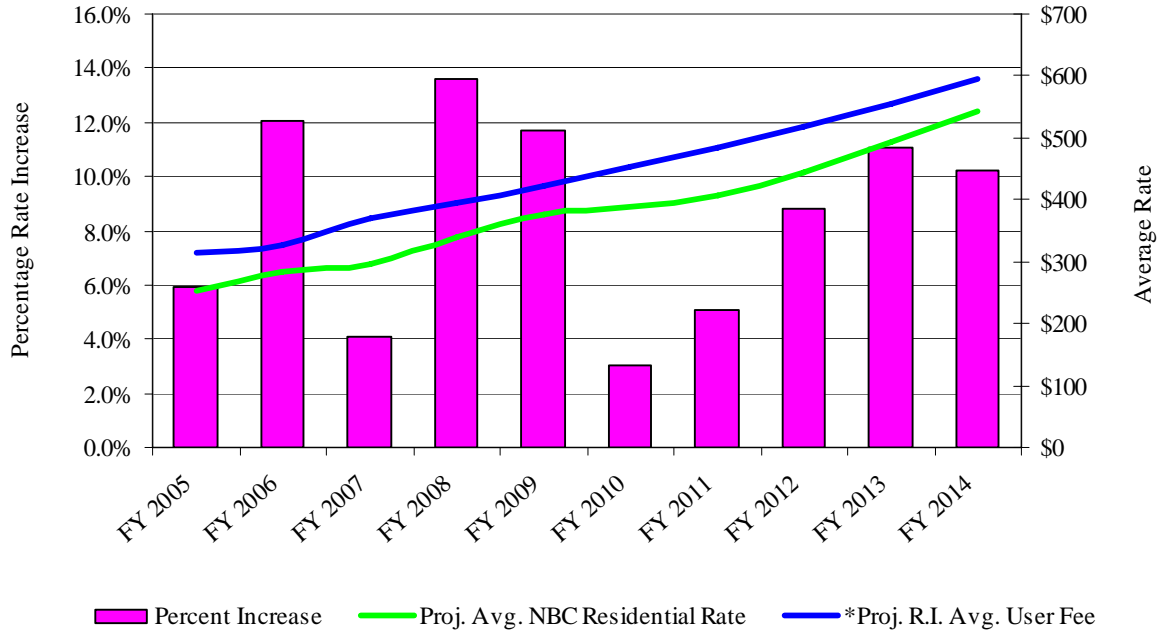
**Cost Basis for Average Household Customer Charge  
(Average Annual Usage of 200 Gallons)**



Sewer rates will increase over time due to the financing costs associated with the capital program and increased operating costs. The chart on the following page takes into consideration the projected impact on operation and maintenance costs associated with the programmed capital projects, including Phase II of the CSO program and the nitrogen removal projects at both WWTFs. Based on a number of assumptions, the NBC average residential user rates are projected to increase from approximately \$377 in FY 2009 to approximately \$544 in FY 2014. On a

percentage basis, except for a larger increase in FY 2013, the rate increases in future years are projected to remain under 10%. Ultimately, the magnitude of the rate increases will depend upon the financing mechanisms available to NBC, regulatory requirements, operational cost impacts of capital improvements, as well as other operating cost factors.

### Average Annual Residential Rate and Percentage Increases

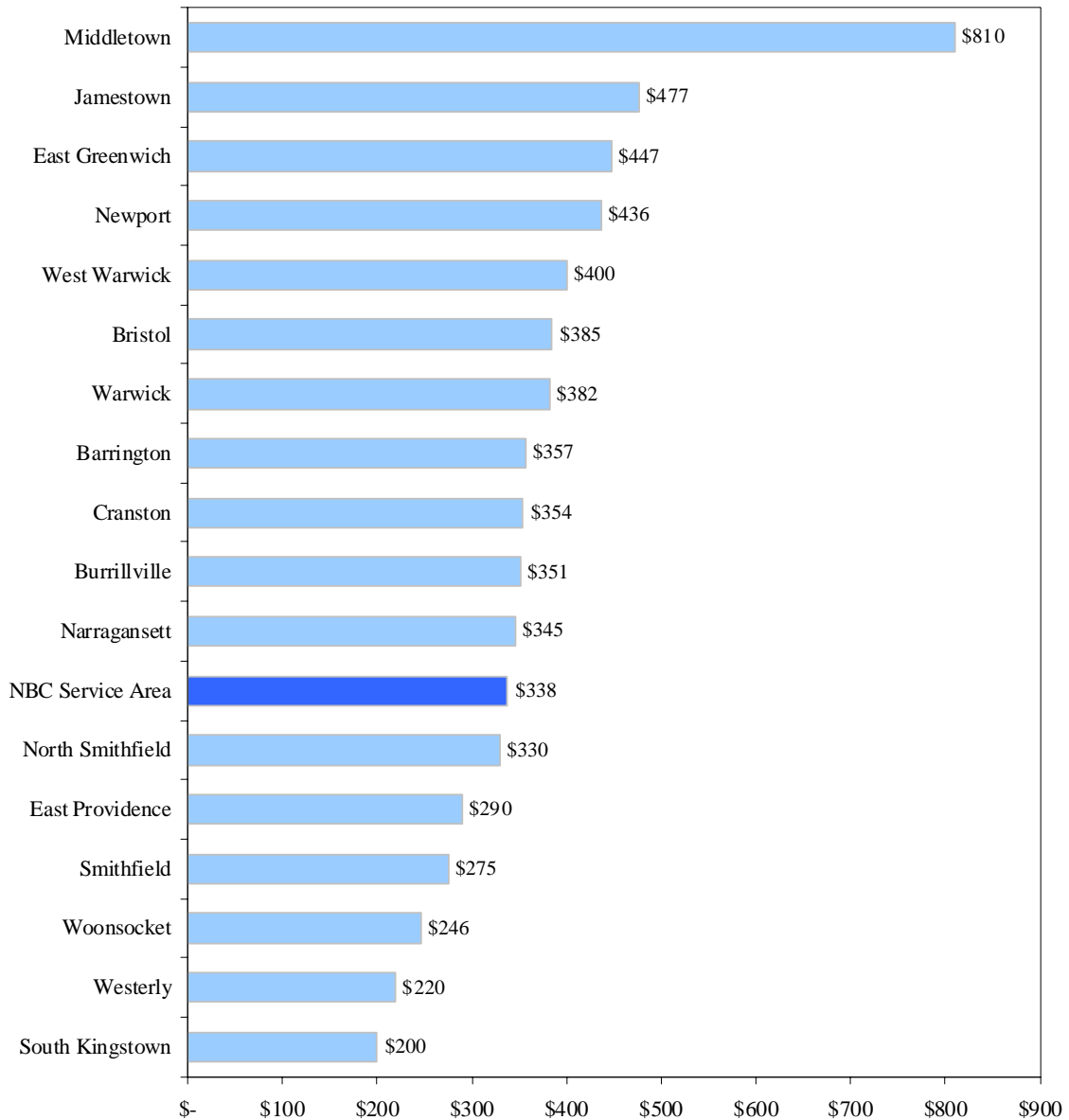


\* The increases in Projected R.I. Avg. User Fee Rate data above is estimated at 7% per year. This percentage is based on the state-wide average increase over the past 4 years.

Even with these increases, NBC’s sewer user rates remain competitive. The chart on the following page shows that NBC’s average annual residential user charge for 2007 is the 7<sup>th</sup> lowest in the State of Rhode Island based upon average usage of 97.6 Hundreds of Cubic Feet (HCF). The \$338 rate is also lower than the average annual residential sewer user fee in Rhode Island of \$369.

## Annual Residential Sewer Charges Rhode Island Cities & Towns

The survey shown below, conducted by the Narragansett Bay Commission (NBC) in 2007, compares the annual residential sewer charges for Rhode Island Cities and Towns. The survey shows NBC, with its current fee structure, ranks 7<sup>th</sup> lowest in the state.



**Source: 2007 Narragansett Bay Commission Residential Sewer User Survey**

**Notes:**

In this survey, all Annual Residential Sewer charges are based on 97.6 HCF.  
 Warren's sewer costs are built into municipal taxes and therefore do not appear on this chart.  
 The average 2007 Annual Residential Sewer User Fee for Rhode Island Cities and Towns is \$369.

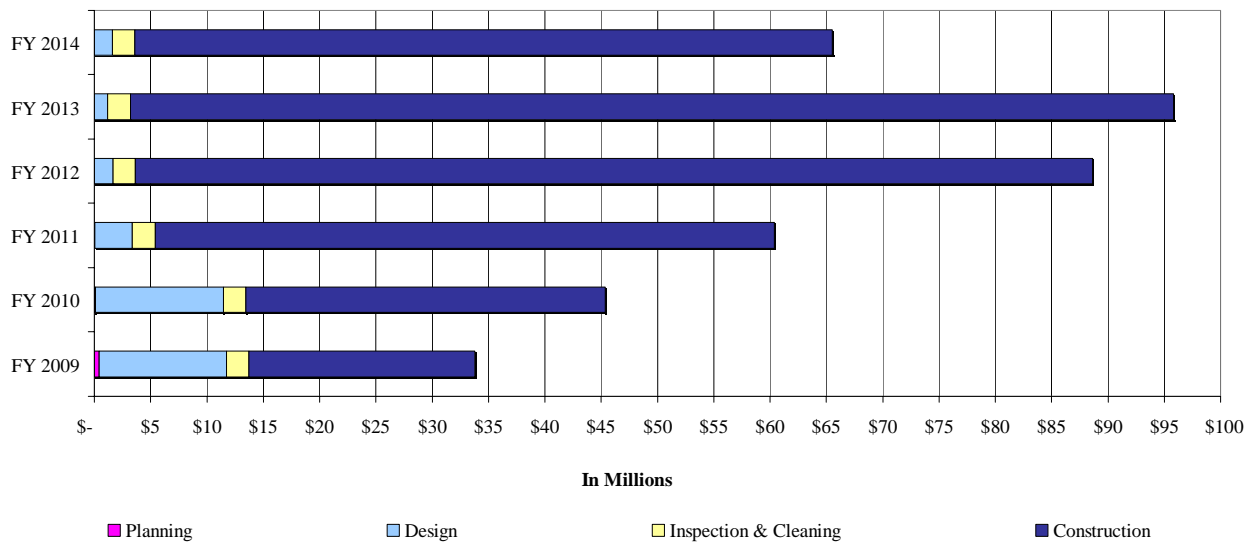
# CIP Definition and Overview

The expenses NBC identifies in the five-year CIP are capital expenditures. A capital expenditure is a non-recurring improvement with a significant expense. NBC's largest capital expenditures are for projects which comply with current and future regulatory mandates. The CIP program serves as a planning tool which identifies NBC needs for the coming year and the five-year window following. This year's five-year CIP window is fiscal years 2010-2014.

NBC's large construction projects are delineated by phases beginning with planning, then followed by design, and finally construction. Planning consists of feasibility studies, mapping, and completion of compliance items. Design incorporates the intended technology as well as the development of all plans and specifications, acquisition of easements, and obtaining permits. Construction is the phase which facility improvements and infrastructure rehabilitation are actually completed. NBC also has capital projects which deal with non-routine inspection, cleaning, and repair of NBC's miles of interceptors, and other special studies.

Total expenditures for the six year period of FY 2009-2014 are approximately \$389 million. Approximately \$346 million, or 89%, of this programmed expense is for construction, and consists primarily of the CSO Phase II facilities and the Nitrogen Removal facilities at both WWTFs. Design is the second largest phase with 8% of total programmed expenditures. The following graph illustrates these expenditures by phase.

**Expenditures by Project Phase**



## Capital Improvement Program Introduction

The Narragansett Bay Commission (NBC) 2010-2014 CIP identifies 38 projects totaling approximately \$356 million either in progress, to be initiated, or to be completed during the fiscal years of 2010-2014. In addition, it identifies approximately \$34 million of programmed expenditures in FY 2009, or approximately \$389 million over the six-year period. Expenditures on these capital improvement projects are necessary in order to comply with current and future regulatory requirements, take advantage of technological changes, and ensure the integrity of NBC's infrastructure.

The table below summarizes the CIP expenditures. Fiscal year 2013 has the largest amount of programmed expenditures over the six-year period with \$96 million. The majority of the expense is in the construction category, and is primarily composed of expense for construction of the Nitrogen Removal Facilities at both the Field's Point Wastewater Treatment Facility (Field's Point) and Bucklin Point Wastewater Treatment Facility (Bucklin Point), as well as the Combined Sewer Overflow (CSO) Phase II Facilities. Fiscal year 2009 is programmed to have the lowest construction expenditures due to the scheduled completion of the CSO Phase I Facilities.

### **CIP Costs by Year and Category (In thousands)**

Cost Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total FY 2010-2014	Total Costs 2009-2014
Administrative	\$ 2,222	\$ 2,709	\$ 2,418	\$ 3,177	\$ 2,820	\$ 2,078	\$ 13,202	\$ 15,424
Land	1,691	4,011	630	250	250	500	5,641	7,332
A/E Professional	10,598	6,897	5,401	6,899	7,167	5,672	32,037	42,635
Construction	17,143	24,570	49,871	74,227	73,537	50,838	273,043	290,186
Contingency	1,040	5,649	345	1,622	9,600	3,982	21,198	22,237
Other	1,083	1,543	1,710	2,441	2,447	2,442	10,584	11,666
<b>Total Project Costs</b>	<b>\$ 33,776</b>	<b>\$ 45,379</b>	<b>\$ 60,376</b>	<b>\$ 88,615</b>	<b>\$ 95,822</b>	<b>\$ 65,512</b>	<b>\$ 355,704</b>	<b>\$ 389,480</b>

## Capital Improvement Program Assumptions

The CIP is a planning document and the project managers have limited information upon which to base their cost estimates prior to completion of design and receipt of bids. Accordingly, NBC has based the figures in this CIP on a number of financial assumptions as follows:

- Costs and cash flows are based on engineering estimates as well as bid amounts if they are available.
- The CIP does not include operating capital projects such as plant and equipment replacement required on an annual basis. These projects are identified in the Operating Budget as part of the five-year Operating Capital Plan.

- Construction projects currently underway include a 10% contingency. The contingency for future construction projects is 12%, which reflects recent industry experience related to construction cost factors. The cost estimates for future design projects include an allowance of 7% for salary and fringe associated with project management, based on historical data.
- Financing costs associated with new debt for the CIP projects are not included in the project cash flows. Financing costs are included in the debt service element of expense in the Operating Budget and are reflected in the Long-Term Debt section of the budget.

## Capital Improvement Program Development

Although NBC is nearing completion of the CSO Phase I Facilities, NBC's capital funding needs are expected to remain high over the next five years. This is primarily due to federal mandates including the next phase of the CSO abatement program and increasing levels of biological nutrient reduction (BNR). Over the years, the magnitude of the capital program has led to the development of a comprehensive CIP development process. 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.

As part of the CIP development process, the Project Managers provide a detailed justification for each capital project including the project scope, the basis of the cost estimate, and the key factors impacting costs and schedules. The Project Managers explain modifications from the prior year's CIP and the overall project timeline. A chart illustrating the detailed project scheduling can be found in the Supporting Schedules at the end of this document. The CIP Review Committee reviews the proposed capital projects. Projects approved for inclusion in the CIP are subsequently analyzed to assess major program changes and overall capital funding needs.

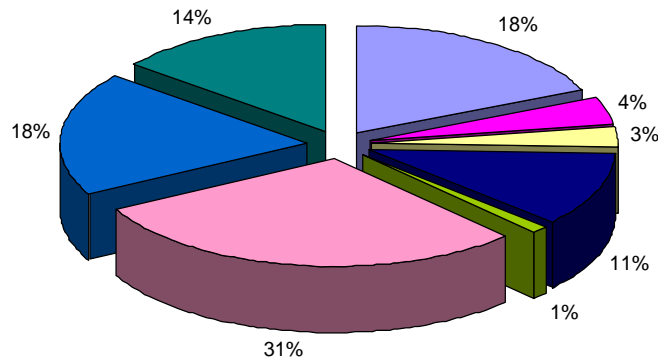
As part of the CIP program development, the criticality of each project is assessed and a priority ranking is assigned based on that assessment. Projects with an "A" ranking indicate the highest criticality. Approximately 86% of the projects identified in the fiscal year 2010-2014 CIP are prioritized with an "A" ranking. These projects are either mandated or currently under construction and represent approximately \$307 million in the five-year window. In addition, 11% of projects are identified with a "B" ranking, representing approximately \$37 million in improvements in the five-year window. These projects are imperative to ongoing NBC operations. Finally, 3%, or approximately \$11 million in the five-year window, are ranked with a "C", the classification for projects which are important but not critical to ongoing operations. The table on the next page outlines the programmed costs specific to each one of the three priority rankings.

### Estimated Costs by Project Priority (In thousands)

Project Priority	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total FY 2010-2014	Total Costs 2009-2014
A	\$ 27,415	\$ 32,159	\$ 43,444	\$ 81,000	\$ 90,335	\$ 60,512	\$ 307,450	\$ 334,865
B	6,075	7,477	16,559	5,138	2,699	5,000	36,874	42,949
C	286	5,743	372	2,477	2,788	-	11,380	11,665
<b>Total Project Costs</b>	<b>\$ 33,776</b>	<b>\$ 45,379</b>	<b>\$ 60,376</b>	<b>\$ 88,615</b>	<b>\$ 95,822</b>	<b>\$ 65,512</b>	<b>\$ 355,704</b>	<b>\$ 389,480</b>

The CIP development process also integrates the Strategic Plan into the CIP. Project Managers align each project with the specific NBC strategic goal or goals that the project will address. The chart below illustrates the percentage of projects aligned with each strategic objective. It is important to note that some projects are aligned with more than one goal. Of the total number of CIP projects, 31% are aligned with the Collection System objective and 18% are aligned to both the Permit / Consent Agreement Compliance objective as well as the Maximization of Technology objective. The third largest category of projects is aligned to the Minimize NBC Impact to the Environment in a Cost Effective Manner objective.

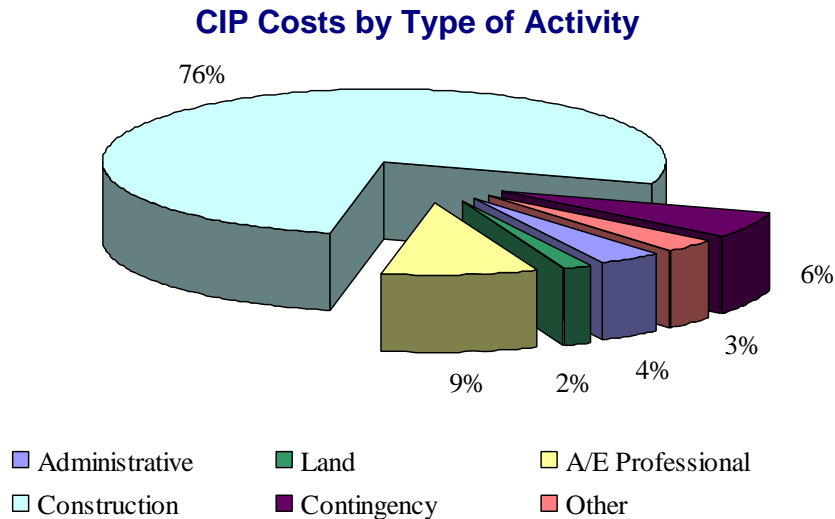
### Number of Capital Projects by Strategic Objective



- RIPDES Permit/ DEM Consent Agreement Compliance
- Nine (9) Minimum CSO Controls
- DMR Monitoring Requirements
- Miles of Sewer Pipe Inspected, Televised and/ or Cleaned
- Develop & Implement an Asset Management Plan
- Collection System Plan (CMOM)
- Maximize Technology & Maintain Capability w/ Adequate Resources
- Minimize NBC Impacts to the Environment in a Cost Effective Manner

## Capital Improvement Program Cost Allocation

The CIP categorizes costs based on the type of activity taking place. The chart below shows the programmed capital costs during the five-year planning period of FY 2010-2014. Construction, including contingency, represents \$294 million, or approximately 82% of the costs. Planning and design services represent approximately 9% of the costs during this same period, totaling \$32 million.



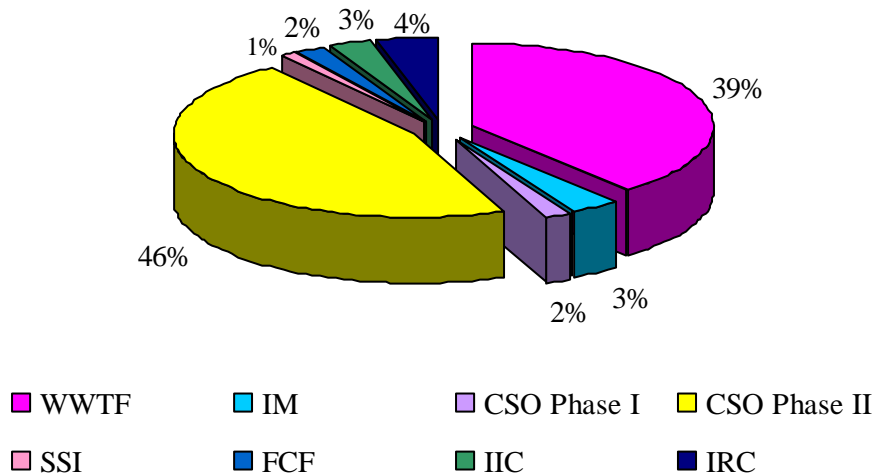
NBC further categorizes capital costs by classifying each capital project into one of eight functional areas, according to the scope and tasks involved within each capital project. The eight functional areas are described in the table below.

Functional Area	Definition
Wastewater Treatment Facility (WWTF)	Projects related to NBC's wastewater treatment facilities including Biological Nutrient Reduction.
Sewer System Improvements (SSI)	Projects related to pumping station improvements, and other sewer system related improvements.
Floatables Control Facilities (FCF)	This functional area includes all CSO Floatables Control Facilities projects.
CSO Interceptor Inspection and Cleaning (IIC)	This area includes projects related to interceptor inspection and cleaning.
CSO Interceptor Repair and Construction (IRC)	This area includes projects related to interceptor repair and maintenance.
Combined Sewer Overflow Phase I (CSO Phase I)	This category includes all projects related to the CSO Abatement Phase I facilities.
Combined Sewer Overflow Phase II (CSO Phase II)	This functional area includes the projects related to CSO Abatement Phase II facilities.
Infrastructure Management	This area includes Asset Management, Water Quality Monitoring, System-wide Facilities Planning, and Interceptor Easements.



The graph below illustrates the allocation of capital funds by functional area. Of the approximately \$356 million in capital improvements scheduled over the five-year period of fiscal years 2010-2014, the majority, or 48%, is for Phases I and II of the CSO Abatement Project. In addition, 39% or \$138 million is for Wastewater Treatment Facility Improvements, including the nitrogen removal facilities. Finally, 4% or \$15 million is for Interceptor Repair and Construction.

### CIP Costs by Functional Area



As seen in the table below, a comparison of functional areas on a year-to-year basis shows the largest increase in the planned expenditures for the Wastewater Treatment Facilities, followed by the CSO Phase II Facilities. The table reflects a significant decrease in the amount to be spent on CSO Phase I Facilities as construction concludes. Overall, there is an increase of 39% in programmed spending for the five-year period of this CIP compared to that of the prior year, as more of the construction costs for Nitrogen Removal projects and the CSO Phase II Facilities move into the five-year window.

### Annual Change by Functional Area

(In thousands)

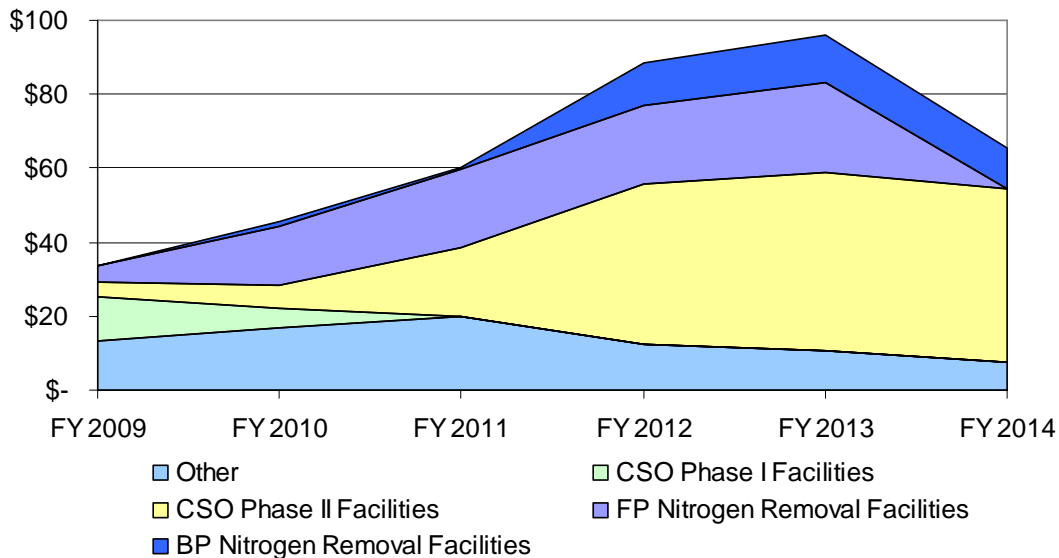
Functional Area	Prior Year	Current Year	% Change
Wastewater Treatment Facility	\$ 76,917	\$ 138,141	80%
Infrastructure Management	11,826	12,231	3%
CSO Phase I Facilities	10,281	5,420	-47%
CSO Phase II Facilities	119,868	163,918	37%
Sewer System Improvements	3,940	3,178	-19%
Floatables Control Facilities	8,500	7,816	-8%
CSO Interceptor Inspection and Cleaning	10,000	10,000	0%
CSO Interceptor Repair and Construction	15,009	15,000	0%
<b>Total</b>	<b>\$ 256,341</b>	<b>\$ 355,704</b>	<b>39%</b>

## Significant Capital Improvement Projects

This CIP includes four major projects in addition to numerous smaller projects. The major expenditures associated with the CSO Phase I Facilities will end as construction concludes in FY 2009. Design of the CSO Phase II Facilities will continue through FY 2010, and construction is scheduled to commence shortly thereafter. The most significant construction costs are projected for FY 2012-2014. Construction activity related to nutrient removal facilities at both Field's Point and Bucklin Point is programmed for FY 2010-2014, with the most significant costs in fiscal years 2010-2013. NBC's infrastructure maintenance and improvement projects are anticipated to be continuous throughout the near future as part of NBC's commitment to maintain infrastructure.

The following graph and table show the cash flows for NBC's four major projects over the next six years, as well as for the other smaller projects included in this CIP.

**Expenditures by Major Project  
(Millions of \$)**



**Expenditures by Major Project  
(In thousands)**

Project	Total Costs						
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2009 - 2014
CSO Phase I Facilities	\$ 12,001	\$ 5,420	\$ -	\$ -	\$ -	\$ -	\$ 17,421
CSO Phase II Facilities	4,019	6,091	18,732	43,598	48,224	47,273	167,937
FP Nitrogen Removal Facilities	4,255	16,041	21,183	21,179	24,271	-	86,928
BP Nitrogen Removal Facilities	150	1,037	755	11,507	12,522	10,912	36,882
Other	13,351	16,791	19,707	12,331	10,805	7,328	80,312
<b>Total</b>	<b>\$ 33,776</b>	<b>\$ 45,379</b>	<b>\$ 60,376</b>	<b>\$ 88,615</b>	<b>\$ 95,822</b>	<b>\$ 65,512</b>	<b>\$ 389,480</b>

## Contract 302: CSO Phase I Facilities

FY 2009 will represent a historical achievement for NBC with the launch of the CSO Phase I Facilities in the fall of 2008. Construction of Phase I included fourteen separate contracts, completed over a period of seven years. The CSO Phase I facilities are designed to improve water quality in and around the greater Providence metropolitan area and the upper Narragansett Bay by reducing the discharge of sewage from combined sewer overflows during and after wet weather events. The Main Spine Tunnel will collect and store the excess wastewater volume until it can be treated by Field's Point. The table below summarizes the CSO Phase I costs. The total project is expected to cost \$349 million, and at this point in time construction is approximately 94% complete.

CSO Phase I Facilities  
As of March 2008

<b>Contract #</b>	<b>Project Name</b>	<b>Cost (In Thousands)</b>	<b>Percentage of Total Costs Complete</b>
<b>Contracts Completed:</b>			
30204C	MRI	\$ 5,951	100%
30205C	Floatables Control	1,012	100%
3020600	OCIP (Owner Controlled Insurance Program)	16,487	100%
30206C	Main Spine and Ancillary Facilities	179,280	100%
30207C	Preparation of Workshaft Site Termination	193	100%
30208C	Overflows 004/061	8,397	100%
30209C	Overflow 009 and Emergency Overflow Structure	5,491	100%
30210C	Overflow 032	10,789	100%
30211C	Woonasquatucket Interceptor Relief	6,732	100%
30215C	Overflows 006-007	9,653	100%
30220C	CSO Land Acquisition (RIDOT)	3,000	100%
	<i>Subtotal - Contracts Completed</i>	<u>246,984</u>	
<b>Contracts In-Progress:</b>			
30203RS	Program Management and Construction Management	35,970	91%
30213C	Regulator Modifications	2,233	77%
30214C	Tunnel Pump Station Fitout and Startup	59,333	69%
CSO Admin	CSO Construction Staff/Police Detail/Legal Costs	3,982	77%
	<i>Subtotal - Contracts In-Progress</i>	<u>101,517</u>	
	<b>Total - CSO Phase I Facilities</b>	<u>\$ 348,502</u>	<u>94%</u>

The first construction contract for the CSO program was awarded in 2001 and eleven contracts have been successfully completed since that time. The current focus is on the tunnel pump station and includes instrumentation and controls as well as equipment testing. Start-up of the facilities is scheduled for October 2008.



*Left: The Tunnel Pump Station, located near Ernest and Ellis Streets in Providence. The cavern itself is 300 feet below ground and 70 feet high. It contains 4 pairs of pumps that will pump the combined wastewater and stormwater captured by the main spine tunnel during wet weather events to Field's Point for treatment.*

## **Contract 303: CSO Phase II Facilities**

The CSO Phase II Facilities are the second phase of the three phase federally mandated CSO Abatement Program. NBC began design of the Phase II Facilities in order to ensure compliance with the Consent Agreement with the Rhode Island Department of Environmental Management (RIDEM) and to meet additional regulatory milestones related to CSO abatement. Preliminary design of the Phase II Facilities must be completed and submitted for RIDEM review by August 29, 2008. NBC is required to submit final design within one year of approval by RIDEM.

The CSO Phase II Facilities consist of the construction of two interceptors to reduce the discharge from combined sewer overflows at approximately 17 active combined overflow locations during and after wet weather events. The interceptors will be located along the Seekonk and Woonasquatucket Rivers, and will convey flows to the Main Spine Tunnel constructed as part of Phase I.

The Woonasquatucket Interceptor will be 19,150 feet long and the Seekonk Interceptor will be 11,200 feet long. This project also includes two sewer separation projects in Providence as well as a constructed wetlands treatment facility in Central Falls.

Design of the CSO Phase II Facilities is approximately 15% complete. The costs for Phase II are estimated to be \$164 million, or 46% of the total costs included in the five-year window reflected in this year's CIP. It is important to note that the cost estimates are pre-design and are based on the following assumptions:

- Estimates for Phase II are based on the Engineering News Record Cost Construction Index (CCI) projected to October 2012, to reflect construction costs through the mid-point of Phase II construction.
- Cash flow start and end dates are consistent with the schedule set forth in the RIDEM Consent Agreement.

*Right: A photograph of the Seekonk River. This river is located along the eastern border of Providence. It combines with the Providence River and ultimately flows into Narragansett Bay. A new interceptor will be constructed along this river as part of the CSO Phase II program.*



## Nitrogen Removal at Field's Point and Bucklin Point

NBC has entered into Consent Agreements with RIDEM regarding nutrient removal at both Bucklin Point and Field's Point. NBC received RIDEM approval of the BNR facilities plan for Field's Point on May 3, 2007. NBC has until November 30, 2008 to submit final design plans and specifications for RIDEM approval. In November 2007, NBC submitted a facilities plan to RIDEM outlining the additional facilities and necessary modifications for BNR compliance at Bucklin Point.

### Field's Point

The estimated pre-design construction cost for BNR and related upgrades at Field's Point is \$83 million, an increase of \$46 million over last year's CIP. The cost increase reflects additional information resulting from the planning process as well as the incorporation of related facilities previously carried as part of Project 11700FP and the assessments resulting from the Asset Management Program. The estimate includes the planned BNR facilities and the costs associated with further upgrades including the replacement of the scum concentrator, grit washers and the drive mechanisms for the primary and final clarifiers and the gravity thickeners which are near the end of their useful life. It was also determined that a new operations building is required for all of the new computer control systems for BNR, the Tunnel Pump Station, the Ernest Street Pumping Station and wastewater operations. In addition, as part of this project, chemical storage tanks will be constructed for sodium hydroxide and methanol, the chemicals used in the nitrification / denitrification process. Furthermore, upgrades will be made to the current electrical service to provide additional power, and new energy efficient blowers will be added for the additional required process air.

At Field's Point, upgrades will be made within the ten existing aeration tanks in order to attain the nitrification / denitrification needed to meet the limits. Each aeration basin will be subdivided into a series of aerated and anoxic reactors with suspended plastic media in the aerated portion of each tank, otherwise known as the Integrated Fixed Film Activated Sludge (IFAS). These engineered plastic media or biocarriers allow a biofilm to grow protected within their interior structure. The biofilm break down and remove wastewater pollutants, by using them as a supply of food. The result is a reduced level of nitrogen in the discharged effluent. NBC will incorporate the free-floating K3 media from the contracted IFAS vendor. A photograph of the media has been included below. The existing screw lift pumps to the aeration tanks will also have to be replaced in order to get gravity flow through the modified aeration tanks.



*Left: A photo of the K3 biofilm media, which are extremely efficient and compact in size. They are 12mm in length and 25mm in diameter, the approximate size of a United States quarter.*

## **Bucklin Point**

Prior to entering into the Consent Agreement with RIDEM for BNR at Bucklin Point, NBC designed and constructed new nitrogen removal facilities at Bucklin Point that were designed to achieve a total nitrogen limit of 8mg/l. NBC has worked diligently to maximize nitrogen removal at Bucklin Point and has achieved significant reductions in nitrogen loading. However, NBC has determined that additional modifications are required to achieve compliance with the nitrogen limit of 5 mg/l as set forth in the Consent Agreement. Project 809 reflects the \$35 million pre-design construction estimate for the additional nutrient removal facilities required at Bucklin Point. These costs have been revised from last year's CIP based on an engineering analysis prepared in FY 2008, in accordance with the RIDEM Consent Agreement. The revised pre-design construction cost estimate of \$35 million is an increase of \$16 million over the prior year CIP.

## **Project 115: Asset Management**

NBC has made considerable progress in the advancement of its Asset Management Program. The Asset Management System has provided NBC with the pertinent data necessary to manage its infrastructure, and is assisting in the development of planning for capital expenditures. NBC is committed to maximizing the operational life of its collection and treatment facilities by maintaining and protecting them, while minimizing the financial impact of owning and operating them.

Currently NBC has successfully completed approximately 80% of the four phase program. Phases I through III identified, documented, and developed the necessary work processes into the asset registry for the high priority critical assets. Phase IV of the program will incorporate the remaining NBC assets into the registry, as well as update procedures and manuals to manage the data, beginning in FY 2009. NBC will also conduct Reliability Centered Maintenance workshops, an approach to develop efficient and reliable maintenance practices. Design and implementation costs are reflected under project 115 and are estimated to be \$2.3 million.

## **Capital Improvement Program Changes**

### **Completed Projects**

NBC continues its program to annually clean and inspect NBC's interceptors. Through this initiative, NBC is able to program its maintenance expenditures in an efficient manner. NBC allocates \$3 million a year to interceptor construction and repairs and \$2 million a year to interceptor inspection and cleaning. As projects are identified through the inspection process they are funded from the annual allocation.

Of the thirteen projects completed last year, seven of the projects were interceptor repair and construction projects and two of these were emergencies. NBC is prepared to fund emergency contracts through this annual allocation. This allows NBC to protect its infrastructure, as well as the health and safety of residents with minimal or no impact on the environment. NBC also completed two interceptor inspection and cleaning projects, one in the town of Johnston and the other in the vicinity of Lincoln and Smithfield. One wastewater treatment facility design project

and three infrastructure management projects were also completed. The following table summarizes the total project costs for the completed projects.

<b>Project #</b>	<b>Project Description</b>	<b>Total Cost (In thousands)</b>
<b><u>Wastewater Treatment Facility Improvements</u></b>		
11700D	FP & BP Architechtrual Improvements	\$ 478
<b>Subtotal - Wastewater Treatment Facility Improvements</b>		<b>478</b>
<b><u>Infrastructure Management</u></b>		
30410P	NBC System-Wide Facilities Plan - Planning	1,708
30424P	CMOM Plan Development	392
9030100	Geographic Information System Implementation	1,206
<b>Subtotal - Infrastructure Management</b>		<b>3,306</b>
<b><u>CSO Interceptor Inspection and Cleaning Projects</u></b>		
30432M	Washington Highway Interceptor Inspection and Cleaning	123
30436M	Johnston South Interceptor Inspection and Cleaning	181
<b>Subtotal - CSO Interceptor Inspection and Cleaning Projects</b>		<b>304</b>
<b><u>CSO Interceptor Repair and Construction Projects</u></b>		
30409D	Burrington Street and Grotto Brook Sewer Repairs - Design	347
30416C	Elmwood Interceptor Repairs - Construction	33
30423D	BVI Odor Control Facilities - Design	107
30446C	CIP Sewer Liner at Dudley Street and Manhole Rehabilitation	214
30447C	Sheridan, Hartford, and Oxford Repairs	38
30448C	O.F. 051/052 Emergency Repair	98
30450C	MRI Under Route 95 Emergency	356
<b>Subtotal - CSO Interceptor Repair and Construction Projects</b>		<b>1,193</b>
<b><u>Total Completed Projects</u></b>		<b>\$ 5,281</b>



*Before and After: The OF 051 emergency repair, located along the Woonasquatucket River, under the Manton Avenue Bridge. The headwall had disintegrated and there were severe voids in the masonry. To repair the pipe, it was lined with Hobas, a glass-fiber reinforced, high-density non-porous liner, which is resilient and abrasion resistant.*

## Program Changes

As part of the development of the nitrogen removal facilities program at Field's Point, it was determined that certain improvements previously contemplated as part of Project 11700FP would best be incorporated into Project 109. The primary advantage is related to the feasibility of integrating the electrical work and control systems that are required as part of the nitrogen removal facilities. It was further determined that NBC should plan, design and construct a separate project for the construction of a Regulatory Compliance Building, which will house the Pretreatment, EMDA, and Laboratory sections of the NBC. This building will unify NBC's efforts for environmental sampling and ever increasing volume and detection limits related to sample analysis and is carried under Project 11900.

In addition, this year's CIP reflects the elimination of construction for Project 30423: BVI Odor Controls Facilities. The project was eliminated because the installation of a new fan in the siphon inlet chamber between the Washington Highway Septage Receiving Facility and the Washington Highway Pump Station has provided the proper ventilation.

## New Projects

This year's CIP identifies the addition of the Regulatory Compliance Building discussed above, the replacement of the grit and rag removal system at the Lincoln Septage Station under Project 70700C and a number of repairs related to the interceptor maintenance and repair program in Providence and Johnston addressed in Project 30451C. A listing of the new projects and the estimated costs are shown in the following table.

<u>Project #</u>	<u>Project Description</u>	<u>Estimated Cost (In thousands)</u>
<b>New Projects:</b>		
11900	Regulatory Compliance Building	\$ 13,054
70700C	Lincoln Septage Station - Lakeside Unit Replacement	290
30451C	Improvements to NBC Interceptors FY 2008	2,432
	<u>New Projects</u>	<u>\$ 15,776</u>

## Capital Improvement Program Funding

NBC recognizes the importance of programming capital expenditures in the context of overall financial management. NBC is committed to obtaining the lowest cost of financing in order to minimize ratepayer impact, while ensuring compliance with regulatory constraints. NBC is authorized to issue debt to finance its CIP and uses a Long-Term Financial Model to identify capital funding needs and sources and to project debt issuance.

NBC maximizes its borrowing from the Rhode Island Clean Water Finance Agency (RICWFA) to the extent that there are loans available. The RICWFA, through the State Revolving Fund Program (SRF) provides interest rate subsidies on loans for eligible projects.

Other factors that must be considered include:



- NBC is regulated by the Rhode Island Public Utilities Commission (PUC) and the PUC has restricted the use of the prior year debt service coverage allowance to fund only operating capital and capital projects.
- NBC must take into consideration arbitrage expenditure requirements to avoid financial penalties.
- There are restrictions on the types of expenditures that may be financed through SRF. For example, land may not be financed through SRF, and only projects that have been approved by RIDEM and are reachable on the RIDEM's project priority list are eligible for SRF funding.
- NBC must also expend and manage its resources in accordance with NBC's Trust Indenture and Eight Supplemental Indentures.

*This page was intentionally left blank.*

# Capital Projects

# Capital Project Cost Summary

Project Number	Project Name	Project Priority	Pre-Fiscal Year 2009	Fiscal Year 2009	Fiscal Years 2010 - 2014	Post-Fiscal Year 2014	Total Estimated Project Cost
<b>Wastewater Treatment Facility Improvements</b>							
10901D	FPWWTF - Nitrogen Removal Facilities - Design	A	\$ 1,607	\$ 4,042	\$ -	\$ -	\$ 5,649
10901C	FPWWTF - Nitrogen Removal Facilities - Construction	A	-	213	82,674	-	82,887
11600C	Field's Point WWTF Air Piping Improvements BP Code Upgrades, NBC Disaster Recovery and FP Security	A	1,277	129	-	-	1,407
11700BP	Regulatory Compliance Building - Planning	B	-	240	-	-	240
11900D	Regulatory Compliance Building - Design	B	-	163	779	-	942
11900C	Regulatory Compliance Building - Construction	B	-	-	11,872	-	11,872
12000P	BPWWTF - Biogas Microturbines - Planning	C	48	2	-	-	50
12000D	BPWWTF - Biogas Microturbines - Design	C	-	134	56	-	190
12000C	BPWWTF - Biogas Microturbines - Construction	C	-	-	1,925	-	1,925
12100P	FPWWTF - Wind Turbine - Planning	C	14	25	-	-	39
12100D	FPWWTF - Wind Turbine - Design	C	-	125	40	-	165
12100C	FPWWTF - Wind Turbine - Construction	C	-	-	3,564	-	3,564
80900P	BPWWTF - Nitrogen Removal Facilities - Planning	A	115	150	-	-	265
80900D	BPWWTF - Nitrogen Removal Facilities - Design	A	-	-	1,720	-	1,720
80900C	BPWWTF - Nitrogen Removal Facilities - Construction	A	-	-	35,012	-	35,012
9070000	Lab Building Repairs	C	182	-	500	-	682
<b>Subtotal - Wastewater Treatment Facility Improvements</b>			<b>\$ 4,861</b>	<b>\$ 6,653</b>	<b>\$ 138,141</b>	<b>\$ -</b>	<b>\$ 149,655</b>
<b>Infrastructure Management</b>							
1100000	Site Specific Study	A	\$ 211	\$ -	\$ 246	\$ -	\$ 457
1140100	River Model Development	B	216	133	29	-	378
11500D	Asset Management	A	1,285	573	442	-	2,300
3022100	CSO Flow and Water Quality Monitoring	A	1,592	472	1,789	422	4,274
30221P	Hydraulic Systems Modeling	A	74	-	143	-	217
30410D	NBC System-Wide Facilities Plan - Design	B	283	397	1,592	-	2,272
30438D	Interceptor Easements - Design	A	771	941	4,440	-	6,152
30438C	Interceptor Easements - Construction	A	-	2	3,550	1,420	4,972
<b>Subtotal - Infrastructure Management</b>			<b>\$ 4,431</b>	<b>\$ 2,518</b>	<b>\$ 12,231</b>	<b>\$ 1,842</b>	<b>\$ 21,022</b>
<b>Phase I CSO Facilities</b>							
30203RS	Phase I CSO Facilities - Program and Construction Management	A	\$ 33,593	\$ 2,040	\$ 337	\$ -	\$ 35,970
30213C	Phase I CSO Facilities - Regulator Modifications	A	2,129	103	-	-	2,233
30214C	Phase I CSO Facilities - Tunnel Pump Station Fitout and Startup & Overflow 067	A	45,046	9,422	4,865	-	59,333
CSO Admin	CSO Construction Staff/Police Detail/Legal Costs	A	3,328	436	218	-	3,982
<b>Subtotal - Phase I CSO Construction</b>			<b>\$ 84,096</b>	<b>\$ 12,001</b>	<b>\$ 5,420</b>	<b>\$ -</b>	<b>\$ 101,517</b>
<b>Phase II CSO Facilities</b>							
30301D	Phase II CSO Facilities - Design	A	\$ 3,546	\$ 4,019	\$ 6,079	\$ -	\$ 13,644
30301C	Phase II CSO Facilities - Construction	A	-	-	157,839	27,752	185,591
<b>Subtotal - Phase II CSO Facilities</b>			<b>\$ 3,546</b>	<b>\$ 4,019</b>	<b>\$ 163,918</b>	<b>\$ 27,752</b>	<b>\$ 199,235</b>
<b>Sewer System Improvement Projects</b>							
70400D	Rehabilitation of Washington Highway and Omega Pump Stations - Design	A	1,028	18	-	-	1,046
70400C	Rehabilitation of Washington Highway and Omega Pump Stations - Construction	A	6,158	348	-	-	6,506
70500D	Central Avenue Pump Station - Design	B	-	163	207	-	370
70500C	Central Avenue Pump Station - Construction	B	-	-	2,940	-	2,940
70600C	Omega Pump Station Rack Room - Construction	B	-	737	31	-	768
70700C	Lincoln Septage Station - Lakeside Unit Replacement	B	-	290	-	-	290
<b>Subtotal - Sewer System Improvements</b>			<b>\$ 7,186</b>	<b>\$ 1,556</b>	<b>\$ 3,178</b>	<b>\$ -</b>	<b>\$ 11,920</b>

# Capital Project Cost Summary

Project Number	Project Name	Project Priority	Pre-Fiscal Year 2009	Fiscal Year 2009	Fiscal Years 2010 - 2014	Post-Fiscal Year 2014	Total Estimated Project Cost
<b><u>Floatables Control Facilities Projects</u></b>							
30600D	Floatables Control Facilities - Design	A	\$ 2	\$ -	\$ 1,248	\$ -	\$ 1,250
30600C	Floatables Control Facilities - Construction	A	-	-	6,568	-	6,568
<b>Subtotal - Floatables Control Facilities Projects</b>			<b>\$ 2</b>	<b>\$ -</b>	<b>\$ 7,816</b>	<b>\$ -</b>	<b>\$ 7,818</b>
<b><u>CSO Interceptor Inspection and Cleaning Projects</u></b>							
30400M	Inspection & Cleaning of CSO Interceptors	B	\$ 1,396	\$ 896	\$ 9,395	\$ 2,000	\$ 13,688
30419M	Pleasant Valley Parkway Interceptor Inspection and Cleaning	B	-	116	167	-	282
30430M	Woonasquatucket Interceptor along Route 10 Inspection and Cleaning	B	-	-	310	-	310
30431M	Allens Avenue Interceptor and Various Siphons Inspection and Cleaning	B	267	213	-	-	480
30433M	Woonasquatucket Interceptor Inspection and Cleaning	B	-	127	-	-	127
30434M	Seekonk River Interceptor Inspection & Cleaning	B	27	373	-	-	400
30435M	East Providence Interceptor Inspection and Cleaning	B	-	37	128	-	165
30445M	Blackstone Valley Interceptor Inspection and Cleaning	B	231	238	-	-	469
<b>Subtotal - CSO Interceptor Inspection and Cleaning Projects</b>			<b>\$ 1,921</b>	<b>\$ 2,000</b>	<b>\$ 10,000</b>	<b>\$ 2,000</b>	<b>\$ 15,921</b>
<b><u>CSO Interceptor Repair and Construction Projects</u></b>							
30400C	Repair and Construction of CSO Interceptors	B	\$ -	\$ -	\$ 8,883	\$ 3,000	\$ 11,883
30409C	Burrington Street and Grotto Brook Sewer Repairs - Construction	A	3,066	280	-	-	3,346
30417C	India St. Siphon Gate House Replacement - Construction	A	304	662	9	-	975
30421D	Louisquissett Pike Interceptor Replacement- Design	B	185	136	-	-	321
30421C	Louisquissett Pike Interceptor Replacement- Construction	B	-	1,817	540	-	2,357
30444D	Moshassuck Valley Interceptor - Design	C	-	-	523	-	523
30444C	Moshassuck Valley Interceptor - Construction	C	-	-	4,772	-	4,772
30449C	NBC Sewer Repair Project No. 1	A	553	11	-	-	564
30451C	Improvements to NBC Interceptors FY 2008	A	37	2,122	273	-	2,432
<b>Subtotal - CSO Interceptor Repair and Construction Projects</b>			<b>\$ 4,145</b>	<b>\$ 5,028</b>	<b>\$ 15,000</b>	<b>\$ 3,000</b>	<b>\$ 27,173</b>
<b>Total Capital Improvement Program</b>			<b>\$ 110,187</b>	<b>\$ 33,776</b>	<b>\$ 355,704</b>	<b>\$ 34,594</b>	<b>\$ 534,261</b>

Category	Project Priority
A	Mandated, emergency, or under construction, etc.
B	Not mandated but project is imperative to ongoing operation of facilities
C	Project is important but not critical to ongoing operations

**10901**  
**FPWWTF - Nitrogen Removal Facilities**

**Project Overview:**

Location: Field's Point Wastewater Treatment Facility (Providence, RI)  
 Contractor(s): SEA Consultants  
 Project Manager: Terry Cote, P.E.  
 Project Priority: A

The RIPDES permit for the Field's Point Wastewater Treatment Facility (FPWWTF) requires that the facility meets a new standard of 5mg/L nitrogen removal from May to October. The completed facilities plan amendment recommended installation of a fixed film media in the existing aeration basins. The construction cost estimate has been revised from last year's CIP based on the costs presented in the facilities plan amendment. The scope of the planned facilities has been broadened in this year's CIP to include a new operations building and improvements to the grit washers, the primary and secondary clarifiers, the scum concentrator, and the gravity thickeners.

The facilities plan estimate for the increase in utility, chemical and maintenance costs associated with the operation of the new nitrogen removal facilities is \$1,700,000 for the first full year of operation. The subsequent years have an additional projected 5% increase in operating costs.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	April-01	May-07	75 Months	872
Design	February-07	January-09	24 Months	5,649
Construction	February-09	September-13	56 Months	82,887
<b>Total Project</b>	<b>April-01</b>	<b>September-13</b>	<b>151 Months</b>	<b>89,408</b>

**Projected Expenditures - 10901P**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	392	-	-	-	-	-	-	-	392
A/E Professional	413	-	-	-	-	-	-	-	413
Other	67	-	-	-	-	-	-	-	67
<b>Total Project Costs</b>	<b>872</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>872</b>

**Projected Expenditures - 10901D**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	298	250	-	-	-	-	-	-	548
Land	20	1,381	-	-	-	-	-	-	1,400
A/E Professional	1,289	2,211	-	-	-	-	-	-	3,500
Other	1	200	-	-	-	-	-	-	201
<b>Total Project Costs</b>	<b>1,607</b>	<b>4,042</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,649</b>

**Projected Expenditures - 10901C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	188	604	604	604	453	-	-	2,452
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	428	571	571	429	-	-	2,000
Construction	-	-	15,003	20,004	20,004	14,989	-	-	70,000
Contingency	-	-	-	-	-	8,400	-	-	8,400
Other	-	25	6	4	-	-	-	-	35
<b>Total Project Costs</b>	<b>-</b>	<b>213</b>	<b>16,041</b>	<b>21,183</b>	<b>21,179</b>	<b>24,271</b>	<b>-</b>	<b>-</b>	<b>82,887</b>

Note Cash Flow Basis in Thousands

**11600C**  
**Field's Point WWTF Air Piping Improvements**

**Project Overview:**

Location: Bucklin Point & Field's Point WWTFs (East Providence & Providence, RI)  
 Contractor(s): Hart Engineering  
 Project Manager: Mark Thomas, P.E.  
 Project Priority: A

Contract 11600C includes replacement of gaskets and pipe supports in the aeration tanks as well as cleaning of the tanks at the Field's Point WWTF. The air header piping is over 20 years old and leaking joints may be causing inefficiencies in the air flow distribution. It is cost effective to clean the tanks at this time, as they have to be dewatered in order to replace gaskets and pipe supports. The gates on Splitter Box D need replacement as they too are over 20 years old and have lost effectiveness in accurately distributing flows. A membrane covered salt storage structure has also been included.

At the Bucklin Point WWTF, the railings, gratings, masonry, and station monitors at the wet weather tanks need repair. A hydraulic closure for the UV disinfections system gate and a EFW strainer will be installed, as well as replacement of various meters and valves and bitumenous paving for additional parking.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	August-06	August-08	24 Months	1,407
<b>Total Project</b>	<b>August-06</b>	<b>August-08</b>	<b>24 Months</b>	<b>1,407</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - Design**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - 11600C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	50	-	-	-	-	-	-	-	50
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	1,228	12	-	-	-	-	-	-	1,240
Contingency	-	117	-	-	-	-	-	-	117
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>1,277</b>	<b>129</b>	-	-	-	-	-	-	<b>1,407</b>

Note Cash Flow Basis in Thousands

**11700BP**  
**BP Code Upgrades, NBC Disaster Recovery and FP Security**

**Project Overview:**

Location: Bucklin Point & Field's Point WWTFs (East Providence & Providence, RI)  
 Contractor(s): JJ Cardosi  
 Project Manager: Mark Thomas, P.E.  
 Project Priority: A

Contract 11700BP includes improvements at both the Bucklin Point and Fields Point Wastewater Treatment Facilities. At Bucklin Point, the Administration Building, which was built in the 1950s, is in need of improvements to satisfy code requirements, remove asbestos, provide disaster recovery facilities for the Commission, and other general renovations. Additionally, the roofs at the Service Building are well over 20 years old and need replacement. At Field's Point, the site security system is being upgraded with a card admittance system in the remote buildings and a new perimeter fence.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	August-07	July-09	24 Months	3,047
<b>Total Project</b>	<b>August-07</b>	<b>July-09</b>	<b>24 Months</b>	<b>3,047</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - Design**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - 11700BP**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	135	38	-	-	-	-	-	-	173
Land	-	-	-	-	-	-	-	-	-
A/E Professional	196	124	-	-	-	-	-	-	320
Construction	1,278	1,107	-	-	-	-	-	-	2,385
Contingency	-	155	-	-	-	-	-	-	155
Other	8	7	-	-	-	-	-	-	15
<b>Total Project Costs</b>	<b>1,616</b>	<b>1,431</b>	-	-	-	-	-	-	<b>3,047</b>

Note Cash Flow Basis in Thousands



**11900**  
**NBC Regulatory Compliance Building and Related Upgrades**

**Project Overview:**

Location: Service Road (Providence, RI)  
 Contractor(s): N/A  
 Project Manager: Mark Thomas, P.E.  
 Project Priority: B

This project will plan, design, and construct a Regulatory Compliance Building, which will house the Pretreatment, EMDA, and Laboratory sections of the NBC. This building will unify NBC's efforts for environmental sampling and related analysis. The building is anticipated to be approximately 32,000 square feet and will be located on Service Road in Providence. This project also includes related site demolition, site access and security.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	September-08	March-09	6 Months	240
Design	May-09	February-10	9 Months	942
Construction	March-10	July-12	28 Months	11,872
<b>Total Project</b>	<b>September-08</b>	<b>July-12</b>	<b>47 Months</b>	<b>13,054</b>

**Projected Expenditures - 11900P**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	40	-	-	-	-	-	-	40
A/E Professional	-	200	-	-	-	-	-	-	200
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	240	-	-	-	-	-	-	240

**Projected Expenditures - 11900D**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	21	101	-	-	-	-	-	122
Land	-	10	-	-	-	-	-	-	10
A/E Professional	-	130	670	-	-	-	-	-	800
Other	-	2	8	-	-	-	-	-	10
<b>Total Project Costs</b>	-	163	779	-	-	-	-	-	942

**Projected Expenditures - 11900C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	32	327	2	1	-	-	362
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	25	275	-	-	-	-	300
Construction	-	-	850	9,025	25	100	-	-	10,000
Contingency	-	-	-	-	1,200	-	-	-	1,200
Other	-	-	5	5	-	-	-	-	10
<b>Total Project Costs</b>	-	-	912	9,632	1,227	101	-	-	11,872

Note Cash Flow Basis in Thousands

**12000**  
**BPWWTF Biogas Microturbines**

**Project Overview:**

Location: Bucklin Point Wastewater Treatment Facility (East Providence, RI)  
 Contractor(s): SCS Engineering  
 Project Manager: James McCaughey, P.E.  
 Project Priority: C

The NBC is investigating the feasibility of converting methane biogas generated within the bio-solids anaerobic digestion tanks at the Bucklin Point Wastewater Treatment Facility into electricity, using a microturbine system. Preliminary studies anticipate that this system could produce significant electrical cost savings at Bucklin Point.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	November-06	October-08	24 Months	50
Design	November-08	September-09	10 Months	190
Construction	June-09	June-10	13 Months	1,925
<b>Total Project</b>	<b>November-06</b>	<b>June-10</b>	<b>45 Months</b>	<b>2,165</b>

**Projected Expenditures - 12000P**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	23	2	-	-	-	-	-	-	25
A/E Professional	25	-	-	-	-	-	-	-	25
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>48</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>

**Projected Expenditures - 12000D**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	24	6	-	-	-	-	-	30
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	100	50	-	-	-	-	-	150
Other	-	10	-	-	-	-	-	-	10
<b>Total Project Costs</b>	<b>-</b>	<b>134</b>	<b>56</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>190</b>

**Projected Expenditures - 12000C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	28	-	-	-	-	-	28
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	50	-	-	-	-	-	50
Construction	-	-	433	-	-	-	-	-	433
Contingency	-	-	198	-	-	-	-	-	198
Other	-	-	1,216	-	-	-	-	-	1,216
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>1,925</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,925</b>

Note Cash Flow Basis in Thousands

**12100**  
**FPWWTF Wind Turbine**

**Project Overview:**

Location: Field's Point Wastewater Treatment Facility (Providence, RI)  
 Contractor(s): N/A  
 Project Manager: James McCaughey, P.E.  
 Project Priority: C

The NBC is investigating the feasibility of converting wind energy into electricity using a Mega-Watt (MW) Class Wind Turbine at the Field's Point WWTF. Preliminary studies anticipate that the turbine would result in decreased electricity costs at the Field's Point WWTF.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	December-06	December-08	25 Months	39
Design	January-09	August-09	7 Months	165
Construction	August-09	May-10	9 Months	3,564
<b>Total Project</b>	<b>December-06</b>	<b>May-10</b>	<b>42 Months</b>	<b>3,768</b>

**Projected Expenditures - 12100P**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	10	3	-	-	-	-	-	-	13
A/E Professional	-	16	-	-	-	-	-	-	16
Other	4	6	-	-	-	-	-	-	10
<b>Total Project Costs</b>	<b>14</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>39</b>

**Projected Expenditures - 12100D**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	12	3	-	-	-	-	-	14
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	113	38	-	-	-	-	-	150
Other	-	1	-	-	-	-	-	-	1
<b>Total Project Costs</b>	<b>-</b>	<b>125</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>165</b>

**Projected Expenditures - 12100C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	13	-	-	-	-	-	13
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	51	-	-	-	-	-	51
Construction	-	-	3,125	-	-	-	-	-	3,125
Contingency	-	-	375	-	-	-	-	-	375
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>3,564</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,564</b>

Note Cash Flow Basis in Thousands

**80900**  
**BPWWTF - Nitrogen Removal Facilities**

**Project Overview:**

Location: Bucklin Point Wastewater Treatment Facility (East Providence, RI)  
 Contractor(s): Camp Dresser & McKee  
 Project Manager: Terry Cote, P.E.  
 Project Priority: A

New nitrogen removal facilities became fully operational at the Bucklin Point WWTF in 2006. These facilities were designed to provide a summer effluent concentration of 8 mg/L total nitrogen. However, the recently issued RIDEM nitrogen limit for the Bucklin Point WWTF is a more stringent 5 mg/L in the summer. An NBC Engineering Analysis submitted to RIDEM in November 2007 determined that additional nitrogen removal facilities will be needed at Bucklin Point to meet this limit. This project is for planning, design and construction of those facilities.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	July-07	May-09	22 Months	265
Design	June-09	April-11	22 Months	1,720
Construction	April-11	January-14	34 Months	35,012
<b>Total Project</b>	<b>July-07</b>	<b>January-14</b>	<b>79 Months</b>	<b>36,997</b>

**Projected Expenditures - 80900P**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	29	27	-	-	-	-	-	-	56
A/E Professional	86	118	-	-	-	-	-	-	204
Other	-	5	-	-	-	-	-	-	5
<b>Total Project Costs</b>	<b>115</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>265</b>

**Projected Expenditures - 80900D**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	58	42	-	-	-	-	100
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	979	621	-	-	-	-	1,600
Other	-	-	-	20	-	-	-	-	20
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>1,037</b>	<b>683</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,720</b>

**Projected Expenditures - 80900C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	72	375	378	228	-	1,052
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	132	144	84	-	360
Construction	-	-	-	-	11,000	12,000	7,000	-	30,000
Contingency	-	-	-	-	-	-	3,600	-	3,600
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>72</b>	<b>11,507</b>	<b>12,522</b>	<b>10,912</b>	<b>-</b>	<b>35,012</b>

Note Cash Flow Basis in Thousands

**9070000**  
**Lab Building Repairs**

**Project Overview:**

Location: NBC Laboratory Building (Providence, RI)  
 Contractor(s): N/A  
 Project Manager: Tom Brueckner, P.E.  
 Project Priority: C

Based upon additional information, it is anticipated that the Laboratory section will be moving to the Regulatory Compliance Building, to be constructed under project 119.00. The scope of this project has therefore been changed to reflect modifications to make the building suitable for storage, as part of NBC's disaster recovery program.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	June-11	March-13	21 Months	682
<b>Total Project</b>	<b>June-11</b>	<b>March-13</b>	<b>21 Months</b>	<b>682</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - Design**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - 9070000**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	24	-	-	-	5	10	-	-	38
Land	-	-	-	-	-	-	-	-	-
A/E Professional	158	-	-	7	43	-	-	-	208
Construction	-	-	-	-	94	281	-	-	375
Contingency	-	-	-	-	-	45	-	-	45
Other	0	-	-	-	5	10	-	-	15
<b>Total Project Costs</b>	<b>182</b>	<b>-</b>	<b>-</b>	<b>7</b>	<b>147</b>	<b>346</b>	<b>-</b>	<b>-</b>	<b>682</b>

Note Cash Flow Basis in Thousands

## 1100000 Site Specific Study

### Project Overview:

Location: Field's Point Wastewater Treatment Facility (Providence, RI)  
 Contractor(s): Marine Ecosystems Research Lab; Microinorganics, Inc.  
 Project Manager: John Motta  
 Project Priority: A

The Site Specific Study was required by NBC's RIPDES permit as part of the Metals Compliance Plan. This study characterized the level of dissolved and total metals in the receiving waters of the Field's Point and Bucklin Point WWTF's and determined a metals translator. Fieldwork and Lab analysis were completed in FY 2003. The final results were submitted to RIDEM at the end of FY 2004. Data has shown that the receiving waters for both NBC treatment facilities meet water quality criteria for metals and ammonia toxicity. As a result, the Providence River was removed from the list for trace metals in the RIDEM's 303(d) list. This data has been used to work with RIDEM on the development of new discharge permits and consent agreements for both plants. RIDEM is currently developing new RIPDES permits for each WWTF. New studies may be required as part of the re-permitting process. The data obtained from this contract has also been used for Contract 1140100.

### Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	November-01	June-10	105 Months	457
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>November-01</b>	<b>June-10</b>	<b>105 Months</b>	<b>457</b>

### Projected Expenditures - Planning

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Projected Expenditures - 1100000

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	16	-	235	-	-	-	-	-	250
Land	-	-	-	-	-	-	-	-	-
A/E Professional	163	-	6	-	-	-	-	-	169
Other	33	-	5	-	-	-	-	-	38
<b>Total Project Costs</b>	<b>211</b>	<b>-</b>	<b>246</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>457</b>

### Projected Expenditures - Construction

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</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

**1140100**  
**River Model Development**

**Project Overview:**

Location: Field's Point Wastewater Treatment Facility (Providence, RI)  
 Contractor(s): University of Rhode Island, Graduate School of Oceanography  
 Project Manager: Terry Cote, P.E.  
 Project Priority: B

The NBC partnered with URI-Graduate School of Oceanography (GSO) to develop a model (ROMS) of circulation and transport within the Providence and Seekonk Rivers and Upper Narragansett Bay. The first phase of the project is nearly complete. The second phase will be to run the model under varying conditions and loadings to determine the impact of nitrogen loads on the receiving waters. This analysis will assist in determining Total Maximum Daily Load (TMDL) for nitrogen that can be discharged from NBC's two wastewater treatment facilities without violating water quality standards.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	March-05	September-09	54 months	378
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>March-05</b>	<b>September-09</b>	<b>55 Months</b>	<b>378</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Projected Expenditures - 1140100**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	24	14	3	-	-	-	-	-	41
Land	-	-	-	-	-	-	-	-	-
A/E Professional	174	7	-	-	-	-	-	-	181
Other	17	112	26	-	-	-	-	-	156
<b>Total Project Costs</b>	<b>216</b>	<b>133</b>	<b>29</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>378</b>

**Projected Expenditures - Construction**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</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

## 11500 Asset Management System

### Project Overview:

Location: N/A  
 Contractor(s): Camp Dresser & McKee  
 Project Manager: Paul Nordstrom, P.E.  
 Project Priority: A

An Asset Management System (AMS) will evaluate the NBC's collection and treatment facilities, establishing methods to account for and link inventory, condition, service levels, useful life, and repair costs. This will produce insights regarding where, how much, and when to invest in system maintenance, rehabilitation and replacement. Asset Management Systems provide a means of managing infrastructure to minimize the cost of owning and operating wastewater collection treatment facilities while delivering the service levels customers expect. Any impact to NBC's operating budget will not be determined until subsequent phases of this project have been concluded.

### Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	June-04	June-05	13 Months	200
Design	July-05	June-10	61 Months	2,300
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>June-04</b>	<b>June-10</b>	<b>74 Months</b>	<b>2,500</b>

### Projected Expenditures - 11500P

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	36	-	-	-	-	-	-	-	36
A/E Professional	164	-	-	-	-	-	-	-	164
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200</b>

### Projected Expenditures - 11500D

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	300	150	150	-	-	-	-	-	600
Land	-	-	-	-	-	-	-	-	-
A/E Professional	683	292	292	-	-	-	-	-	1,268
Other	301	131	-	-	-	-	-	-	432
<b>Total Project Costs</b>	<b>1,285</b>	<b>573</b>	<b>442</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,300</b>

### Projected Expenditures - Construction

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</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



**3022100**  
**CSO Flow & Water Quality Monitoring**

**Project Overview:**

Location: Narragansett Bay Commission Service Area  
 Contractor(s): Environmental Sampling Technology, Hach Company  
 Project Manager: Kathryn Kelly, P.E.  
 Project Priority: A

This project includes the installation and maintenance of flow meters at CSO outfalls to determine frequency and volume of CSO discharges. It will also include the installation of monitoring devices that will provide an alarm in the event of a dry weather overflow at any of the combined sewer overflows. Water quality monitoring will also be conducted to determine the occurrence of dry weather overflows and establish baseline water quality conditions to determine the effectiveness of the CSO control program. Flow monitoring data will be used for design of floatables control facilities, for design of Phase II and Phase III CSO facilities and to provide an alarm in the event of a dry weather overflow. NBC will continue installing wireless communications at each flow meter location.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	August-01	June-15	169 Months	4,274
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>August-01</b>	<b>June-15</b>	<b>169 Months</b>	<b>4,274</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Projected Expenditures - 3022100**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	391	48	48	48	48	48	48	38	717
Land	-	-	-	-	-	-	-	-	-
A/E Professional	932	256	257	271	272	301	377	384	3,050
Other	269	168	71	-	-	-	-	-	508
<b>Total Project Costs</b>	<b>1,592</b>	<b>472</b>	<b>376</b>	<b>319</b>	<b>320</b>	<b>349</b>	<b>425</b>	<b>422</b>	<b>4,274</b>

**Projected Expenditures - Construction**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</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

## 30221P Hydraulic Systems Modeling

### Project Overview:

Location: Narragansett Bay Commission Service Area  
 Contractor(s): CH2M Hill  
 Project Manager: Kathryn Kelly, P.E.  
 Project Priority: A

This project involves the updating of a sewer system model that will allow NBC to determine the impact of changes to the sewer system and future development on flows in the sewer system. This information can then be used to determine where there is insufficient capacity in accordance with CMOM requirements established by the EPA.

### Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	June-06	October-10	53 Months	217
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>June-06</b>	<b>October-10</b>	<b>53 Months</b>	<b>217</b>

### Projected Expenditures - 30221P

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	13	-	21	12	-	-	-	-	46
A/E Professional	59	-	68	36	-	-	-	-	163
Other	2	-	6	-	-	-	-	-	8
<b>Total Project Costs</b>	<b>74</b>	<b>-</b>	<b>95</b>	<b>48</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>217</b>

### Projected Expenditures - Design

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</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 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</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

**30410**  
**NBC System-Wide Facilities Plan**

**Project Overview:**

Location: Narragansett Bay Commission Service Area  
 Contractor(s): Beta Engineering  
 Project Manager: Terry Cote, P.E.  
 Project Priority: B

NBC's interceptor sewers convey flow from local sewers in the district's eight cities and towns to the two NBC wastewater treatment facilities. The purpose of this study is to determine if there is adequate capacity for the next twenty years and if there is any excessive infiltration/inflow (I/I) in NBC's interceptors. The planning phase of the project has been completed and it has been determined that some areas of the system are subject to excessive I/I. The next phase of this project will be to evaluate the extent of the I/I in the system by sewer system evaluation surveys to determine the source of the I/I and if it is cost effective to remove it.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	October-04	July-07	33 Months	1,708
Design	June-07	May-12	59 Months	2,272
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>October-04</b>	<b>May-12</b>	<b>92 Months</b>	<b>3,980</b>

**Projected Expenditures - 30410P**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	122	-	-	-	-	-	-	-	122
A/E Professional	1,586	-	-	-	-	-	-	-	1,586
Other	1	-	-	-	-	-	-	-	1
<b>Total Project Costs</b>	<b>1,708</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,708</b>

**Projected Expenditures - 30410D**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	20	37	40	40	36	-	-	-	172
Land	-	-	-	-	-	-	-	-	-
A/E Professional	263	360	480	480	477	40	-	-	2,100
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>283</b>	<b>397</b>	<b>520</b>	<b>520</b>	<b>513</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>2,272</b>

**Projected Expenditures - Construction**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</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

## 30438 Interceptor Easements

### Project Overview:

Location: Narragansett Bay Commission Service Area  
 Contractor(s): N/A  
 Project Manager: Thomas Grala, P.E.  
 Project Priority: A

Many of NBC's interceptors are not located in public rights of way but in overland areas that run through private property. As a result of the difficulty in accessing these easements due to vegetative growth and terrain, these easements have become overgrown and the sewer is difficult to locate. The purpose of Contract 30438 is to locate these interceptors and easements through field survey and to then clear the easement sufficiently to provide access for maintenance crews and equipment. In urban areas where NBC interceptors run through private property, NBC will research and verify the locations of easements and access to these easements. It is anticipated that one community in the NBC service area will be completed each year.

### Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	October-05	June-14	106 Months	6,152
Construction	January-09	September-15	81 Months	4,972
<b>Total Project</b>	<b>October-05</b>	<b>September-15</b>	<b>121 Months</b>	<b>11,124</b>

### Projected Expenditures - Planning

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Projected Expenditures - 30438D

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	123	158	147	137	137	149	277	-	1,128
Land	250	250	250	250	250	250	500	-	2,000
A/E Professional	395	530	420	420	416	408	411	-	3,000
Other	3	3	3	3	4	4	5	-	24
<b>Total Project Costs</b>	<b>771</b>	<b>941</b>	<b>820</b>	<b>810</b>	<b>807</b>	<b>811</b>	<b>1,192</b>	<b>-</b>	<b>6,152</b>

### Projected Expenditures - 30438C

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	2	38	38	38	38	38	76	268
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	600	600	600	600	600	1,200	4,200
Contingency	-	-	72	72	72	72	72	144	504
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>2</b>	<b>710</b>	<b>710</b>	<b>710</b>	<b>710</b>	<b>710</b>	<b>1,420</b>	<b>4,972</b>

Note Cash Flow Basis in Thousands

## 30203RS

### Phase I CSO Facilities - Program Management & Construction Management

#### Project Overview:

Location: N/A  
 Contractor(s): Louis Berger Group  
 Project Manager: Rich Bernier, P.E.  
 Project Priority: A

Contract 30203RS provides Program Management and Construction Management of the Phase I CSO Facilities construction program, which consists of eleven separate construction contracts. Contract 30203RS is underway and will continue until Phase I of the CSO project is completed.

#### Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	August-01	September-09	98 Months	35,970
<b>Total Project</b>	<b>August-01</b>	<b>September-09</b>	<b>98 Months</b>	<b>35,970</b>

#### Projected Expenditures - Planning

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</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 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### Projected Expenditures - 30203RS

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	33,593	2,040	337	-	-	-	-	-	35,970
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>33,593</b>	<b>2,040</b>	<b>337</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,970</b>

Note Cash Flow Basis in Thousands

**30213C**  
**Phase I CSO Facilities - Regulator Modifications**

**Project Overview:**

Location: Providence, RI  
 Contractor(s): Rosciti Construction Company  
 Project Manager: Rich Bernier, P.E.  
 Project Priority: A

Contract 30213C involves construction of modifications to the regulator structures at overflows 012, 013, 016, 042, 043 and 044. These modifications will allow these overflows to be diverted to existing interceptors. This work will take place along the Woonasquatucket River, South Water Street and Market Square.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	April-07	June-09	N/A	2,233
<b>Total Project</b>	<b>April-07</b>	<b>June-09</b>	<b>27 Months</b>	<b>2,233</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - Design**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - 30213C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	2,019	40	-	-	-	-	-	-	2,059
Contingency	-	63	-	-	-	-	-	-	63
Other	111	-	-	-	-	-	-	-	111
<b>Total Project Costs</b>	<b>2,129</b>	<b>103</b>	-	-	-	-	-	-	<b>2,233</b>

Note Cash Flow Basis in Thousands

## 30214C

### Phase I CSO Facilities - Tunnel Pump Station Fitout and Startup & Overflow 067

**Project Overview:**

Location: Providence, RI  
 Contractor(s): Hart Engineering  
 Project Manager: Rich Bernier, P.E.  
 Project Priority: A

Contract 30214C includes construction necessary to complete the tunnel pump station, located near Ernest and Ellis Streets. This includes installation of pumps, piping and other necessary mechanical equipment into the tunnel pump station chamber, which was excavated under Contract 30206C. Also included in this contract is the installation of a screen at shaft S-1, the tunnel pump station above ground building, force main, and screening building. The instrumentation and controls for all the Phase I facilities, including startup of the facilities is also included. Contract 30214C also includes the construction of a tunnel, gate and screening structure, diversion chamber and consolidation piping for Overflow 067, work previously planned under Contract 30212C.

The addition of the tunnel pump station will create increased sludge disposal, grit removal and utility costs. Current estimates put these costs at \$825,000 per year.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	July-05	December-09	55 Months	59,333
<b>Total Project</b>	<b>July-05</b>	<b>December-09</b>	<b>55 Months</b>	<b>59,333</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</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 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Projected Expenditures - 30214C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	45,046	9,422	550	-	-	-	-	-	55,018
Contingency	-	-	4,315	-	-	-	-	-	4,315
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>45,046</b>	<b>9,422</b>	<b>4,865</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>59,333</b>

Note Cash Flow Basis in Thousands

**CSO Admin**  
**CSO Construction Staff / Police Detail / Legal Costs**

**Project Overview:**

Location: N/A  
 Contractor(s): N/A  
 Project Manager: N/A  
 Project Priority: A

CSO Administration represents cost estimates for annual administration costs incurred by the NBC staff who work on the various CSO construction contracts. Administration costs included salary and fringe, police detail, legal and reimbursement costs. CSO Administration costs will continue until Phase I is completed.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	June-01	December-09	105 Months	3,982
<b>Total Project</b>	<b>June-01</b>	<b>December-09</b>	<b>105 Months</b>	<b>3,982</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - Design**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - CSO Admin**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	3,328	436	218	-	-	-	-	-	3,982
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>3,328</b>	<b>436</b>	<b>218</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,982</b>

Note Cash Flow Basis in Thousands



## 30301 CSO Phase II Facilities

### Project Overview:

Location: Providence, RI; Central Falls, RI  
 Contractor(s): Louis Berger Group  
 Project Manager: Tom Brueckner, P.E.  
 Project Priority: A

CSO Phase II is the second of three phases of the NBC's CSO Abatement Project. It consists of the construction of two interceptors to convey flows from combined sewer overflows in Providence along the Seekonk and Woonasquatucket Rivers to the Main Spine Tunnel constructed in Phase I. The proposed length of the Woonasquatucket Interceptor is 19,150 feet. The proposed length of the Seekonk CSO Interceptor is 11,200 feet. This project also includes some minor sewer separation in Providence and a constructed wetlands treatment facility in Central Falls. Total cost estimates included in this CIP for CSO Phase II are pre-design estimates.

### Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	January-07	June-10	41 Months	13,644
Construction	April-10	September-14	54 Months	185,591
<b>Total Project</b>	<b>January-07</b>	<b>September-14</b>	<b>93 Months</b>	<b>199,235</b>

### Projected Expenditures - Planning

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Projected Expenditures - 30301D

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	133	130	370	-	-	-	-	-	633
Land	-	-	3,711	-	-	-	-	-	3,711
A/E Professional	3,413	3,829	1,958	-	-	-	-	-	9,200
Other	-	60	40	-	-	-	-	-	100
<b>Total Project Costs</b>	<b>3,546</b>	<b>4,019</b>	<b>6,079</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,644</b>

### Projected Expenditures - 30301C

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	12	500	1,400	1,275	1,200	400	4,787
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	2,220	4,800	5,680	4,800	1,500	19,000
Construction	-	-	-	14,500	35,130	39,000	39,000	9,070	136,700
Contingency	-	-	-	-	-	-	-	16,404	16,404
Other	-	-	-	1,512	2,268	2,269	2,273	378	8,700
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>12</b>	<b>18,732</b>	<b>43,598</b>	<b>48,224</b>	<b>47,273</b>	<b>27,752</b>	<b>185,591</b>

Note Cash Flow Basis in Thousands

## 70400 Rehabilitation of Washington Highway & Omega Pump Stations

### Project Overview:

Location: East Providence, RI; Lincoln, RI  
 Contractor(s): Beta Engineering; CB Utility  
 Project Manager: Rich Bernier, P.E.  
 Project Priority: A

The Washington Highway and Omega Pump Stations in the Bucklin Point service area are older stations nearing the end of their design life. Improvements to Omega Pump Station and replacement of Washington Highway Pump Station were designed under this contract and are currently being constructed under Contract 704.00C.

This project also includes design costs of the Omega Pump Station Rack Room. The rack room provides screening facilities for the Omega Pump Station. The self cleaning screen has reached its useful life and needs to be replaced. In addition, the electrical, heating, and ventilation systems need to be replaced, and fire code updates and minor structural repairs to the building must be made. The construction costs for these additional rack room improvements are under Contract 70600C.

### Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	February-02	August-08	79 Months	1,046
Construction	December-05	August-08	32 Months	6,506
<b>Total Project</b>	<b>February-02</b>	<b>August-08</b>	<b>80 Months</b>	<b>7,552</b>

### Projected Expenditures - Planning

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Projected Expenditures - 70400D

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	174	2	-	-	-	-	-	-	176
Land	167	-	-	-	-	-	-	-	167
A/E Professional	685	16	-	-	-	-	-	-	701
Other	2	-	-	-	-	-	-	-	2
<b>Total Project Costs</b>	<b>1,028</b>	<b>18</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,046</b>

### Projected Expenditures - 70400C

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	425	2	-	-	-	-	-	-	426
Land	-	-	-	-	-	-	-	-	-
A/E Professional	321	5	-	-	-	-	-	-	326
Construction	5,142	51	-	-	-	-	-	-	5,193
Contingency	-	291	-	-	-	-	-	-	291
Other	271	-	-	-	-	-	-	-	271
<b>Total Project Costs</b>	<b>6,158</b>	<b>348</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,506</b>

Note Cash Flow Basis in Thousands

**70500**  
**Central Avenue Pump Station**

**Project Overview:**

Location: Providence, RI  
 Contractor(s): Pare Engineering  
 Project Manager: Kathryn Kelly, P.E.  
 Project Priority: B

The purpose of this project is to evaluate the feasibility of redirecting flow from the Central Avenue Pump Station to the Atwood Avenue interceptor, which is closer to the station. The Atwood Avenue interceptor did not have sufficient capacity to handle flows from the pump station when the pump station was first built, but, because of an upgrade to the interceptor's capacity it should now be able to accommodate the pump station flows. The study would also determine improvements needed at the pump station to meet current code requirements and if the pumps should be replaced to match the new discharge requirements. Redirecting the flow will result in lower pumping costs and free up capacity in the 8 inch line.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	January-07	June-08	17 Months	68
Design	June-08	October-09	16 Months	370
Construction	October-09	August-11	22 Months	2,940
<b>Total Project</b>	<b>January-07</b>	<b>August-11</b>	<b>56 Months</b>	<b>3,378</b>

**Projected Expenditures - 70500P**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	25	-	-	-	-	-	-	-	25
A/E Professional	33	-	-	-	-	-	-	-	33
Other	10	-	-	-	-	-	-	-	10
<b>Total Project Costs</b>	<b>68</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>68</b>

**Projected Expenditures - 70500D**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	30	50	-	-	-	-	-	80
Land	-	-	50	-	-	-	-	-	50
A/E Professional	-	133	107	-	-	-	-	-	240
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>163</b>	<b>207</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>370</b>

**Projected Expenditures - 70500C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	27	120	26	-	-	-	172
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	14	54	13	-	-	-	80
Construction	-	-	399	1,599	402	-	-	-	2,400
Contingency	-	-	-	-	288	-	-	-	288
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>439</b>	<b>1,773</b>	<b>728</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,940</b>

Note Cash Flow Basis in Thousands

**70600C**  
**Omega Pump Station Rack Room - Construction**

**Project Overview:**

Location: East Providence, RI  
 Contractor(s): Beta Engineering  
 Project Manager: Mark Thomas, P.E.  
 Project Priority: B

The Omega Pump Station Rack Room provides screening facilities for the Omega Pump Station, which is located in the Bucklin Point service area. The self-cleaning screen has reached the end of its useful life and needs to be replaced. In addition, the electrical, heating, and ventilation systems need to be replaced, as well as fire code updates and minor structural repairs to the building. The design of these improvements was completed under contract 70400D. Contract 70600C is for the construction of these improvements.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	August-08	October-09	14 Months	768
<b>Total Project</b>	<b>August-08</b>	<b>October-09</b>	<b>14 Months</b>	<b>768</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - Design**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - 70600C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	60	1	-	-	-	-	-	61
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	30	-	-	-	-	-	-	30
Construction	-	570	30	-	-	-	-	-	600
Contingency	-	72	-	-	-	-	-	-	72
Other	-	5	-	-	-	-	-	-	5
<b>Total Project Costs</b>	-	<b>737</b>	<b>31</b>	-	-	-	-	-	<b>768</b>

Note Cash Flow Basis in Thousands

**70700C**  
**Lincoln Septage Station - Lakeside Unit Replacement**

**Project Overview:**

Location: Lincoln, RI  
 Contractor(s): N/A  
 Project Manager: Tom Brueckner, P.E.  
 Project Priority: B

The grit removal unit at the Lincoln Septage Station removes stone and sand from septage before it is discharged to the Bucklin Point sewer system. Removal of the grit at the septage station prevents buildup of grit in the downstream sewer, which could become a maintenance problem if not removed. The existing unit has reached the end of its useful life and needs to be replaced. This project involves the purchase and installation of the new unit.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	July-08	April-09	9 Months	290
<b>Total Project</b>	<b>July-08</b>	<b>April-09</b>	<b>9 Months</b>	<b>290</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - Design**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - 70700C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	10	-	-	-	-	-	-	10
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	250	-	-	-	-	-	-	250
Contingency	-	30	-	-	-	-	-	-	30
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	290	-	-	-	-	-	-	290

Note Cash Flow Basis in Thousands

## 30600 Floatables Control Facilities

### Project Overview:

Location: Providence, RI; Pawtucket, RI; Central Falls, RI  
 Contractor(s): N/A  
 Project Manager: Kathryn Kelly, P.E.  
 Project Priority: A

As part of the nine minimum controls required under EPA's CSO Control Policy, floatables control is to be provided at all CSO overflows. RIDEM will require that all CSO overflows to be addressed in Phase II and III of the CSO program must be provided with floatables control in the interim. NBC completed the evaluation of a trash net floatables control facility and has submitted a plan for addressing floatables control for Phase II and III overflows to RIDEM. This project is for design and construction of floatables control facilities at approximately forty outfalls. Two of the forty outfalls were constructed in the pre-fiscal year 2007 timeframe.

### Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	January-09	June-11	29 Months	1,250
Construction	January-11	June-13	30 Months	6,568
<b>Total Project</b>	<b>January-09</b>	<b>June-13</b>	<b>55 Months</b>	<b>7,818</b>

### Projected Expenditures - Planning

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

### Projected Expenditures - 30600D

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	2	-	88	130	-	-	-	-	220
Land	-	-	-	350	-	-	-	-	350
A/E Professional	-	-	512	168	-	-	-	-	680
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	2	-	600	648	-	-	-	-	1,250

### Projected Expenditures - 30600C

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	10	120	120	-	-	250
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	10	120	120	-	-	250
Construction	-	-	-	220	2,640	2,656	-	-	5,516
Contingency	-	-	-	-	-	552	-	-	552
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	240	2,880	3,448	-	-	6,568

Note Cash Flow Basis in Thousands

## Contracts 304 M Summary CSO Interceptor and Cleaning Projects

### Project Overview:

Location: Narragansett Bay Commission Service Area  
 Contractor(s): Various  
 Project Manager: Meg Goulet, P.E.  
 Project Priority: B

The 304 M projects continue NBC's program to clean and inspect all NBC interceptors. This program includes TV inspection of all interceptor sewers in the NBC's service area to determine their condition and to develop solutions to correct any problems which may be identified. Based on inspections done to date, the interceptors primarily need to have accumulated grit removed. Any necessary interceptor inspection and cleaning projects as identified from the TV inspections of the NBC's interceptor sewers are to be funded through the 304 M contracts.

### Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Maintenance	July-01	Ongoing	Ongoing	15,921
<b>Total Project</b>	<b>July-01</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>15,921</b>

### Projected Expenditures - Planning

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

### Projected Expenditures - Design

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

### Projected Expenditures - Contracts 304 M - Summary

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	273	277	292	184	184	184	184	184	1,765
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Maintenance	1,386	1,402	1,550	1,651	1,651	1,651	1,651	1,651	12,595
Contingency	-	-	-	-	-	-	-	-	-
Other	261	321	158	164	164	164	164	164	1,561
<b>Total Project Costs</b>	<b>1,921</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>15,921</b>

Note Cash Flow Basis in Thousands

## 30400C Repair and Construction Of CSO Interceptors

### Project Overview:

Location: Narragansett Bay Commission Service Area  
 Contractor(s): Various  
 Project Manager: Rich Bernier, P.E.  
 Project Priority: B

Contract 30400C estimates the unknown costs of interceptor repair and construction resulting from NBC's inspection and cleaning projects and emergency situations. Interceptor repair and construction contracts result from such issues as root intrusion, structural damage, odor control, aging infrastructure, inaccessible structures, pipe damage and emergency situations. As new repair and construction contracts are identified they are given a unique project number and draw funding from the funds available in Contract 30400C.

### Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	July-01	Ongoing	Ongoing	11,883
<b>Total Project</b>	<b>July-01</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>11,883</b>

### Projected Expenditures - Planning

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

### Projected Expenditures - Design

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

### Projected Expenditures - 30400C

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	69	91	96	80	103	103	541
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	1,742	2,272	513	427	2,587	2,587	10,127
Contingency	-	-	209	273	62	51	310	310	1,215
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	<b>2,020</b>	<b>2,635</b>	<b>670</b>	<b>558</b>	<b>3,000</b>	<b>3,000</b>	<b>11,883</b>

Note Cash Flow Basis in Thousands



**30409**  
**Burrington Street and Grotto Brook Sewer Repairs**

**Project Overview:**

Location: Providence, RI  
 Contractor(s): Rosciti Construction Company  
 Project Manager: Mark Thomas, P.E.  
 Project Priority: A

Contract 30409 is for the construction costs associated with the Burrington Street and Grotto Brook Sewer Repairs. As a part of the interceptor cleaning and inspection program, NBC found the Burrington Street Interceptor and the Grotto Brook Interceptor to be damaged and in need of repair/replacement. Part of the Burrington Street sewer needs to be relined and the remainder replaced to avoid failure. The Grotto Brook system needs replacement because of damage to the pipe, infiltration problems and difficulty in conducting maintenance due to inaccessibility in a wetland.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	July-02	September-07	63 Months	347
Construction	April-07	September-08	17 Months	3,346
<b>Total Project</b>	<b>July-02</b>	<b>September-08</b>	<b>75 Months</b>	<b>3,693</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Projected Expenditures - 30409D**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	133	-	-	-	-	-	-	-	133
Land	24	-	-	-	-	-	-	-	24
A/E Professional	189	-	-	-	-	-	-	-	189
Other	1	-	-	-	-	-	-	-	1
<b>Total Project Costs</b>	<b>347</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>347</b>

**Projected Expenditures - 30409C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	161	1	-	-	-	-	-	-	162
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	2,850	58	-	-	-	-	-	-	2,908
Contingency	-	221	-	-	-	-	-	-	221
Other	55	-	-	-	-	-	-	-	55
<b>Total Project Costs</b>	<b>3,066</b>	<b>280</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,346</b>

Note Cash Flow Basis in Thousands

**30417**  
**India Street Siphon Gate House Replacement**

**Project Overview:**

Location: Providence, RI  
 Contractor(s): Rosciti Construction Company  
 Project Manager: Mark Thomas, P.E.  
 Project Priority: A

Contract 30417 is for the construction costs associated with the India St. Siphon Gate House and seawall replacement. The India St. Siphon Gate House and seawall are in very poor condition and need to be rebuilt. The new Gate House will be designed to architecturally match the original structure built one hundred years ago. The seawall will be rebuilt to match the original wall.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	July-04	August-07	38 Months	183
Construction	September-07	October-08	14 Months	975
<b>Total Project</b>	<b>July-04</b>	<b>October-08</b>	<b>52 Months</b>	<b>1,158</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Projected Expenditures - 30417D**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	36	-	-	-	-	-	-	-	36
Land	5	-	-	-	-	-	-	-	5
A/E Professional	138	-	-	-	-	-	-	-	138
Other	3	-	-	-	-	-	-	-	3
<b>Total Project Costs</b>	<b>183</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>183</b>

**Projected Expenditures - 30417C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	38	35	1	-	-	-	-	-	74
Land	-	-	-	-	-	-	-	-	-
A/E Professional	14	35	-	-	-	-	-	-	49
Construction	250	502	8	-	-	-	-	-	759
Contingency	-	91	-	-	-	-	-	-	91
Other	2	-	-	-	-	-	-	-	2
<b>Total Project Costs</b>	<b>304</b>	<b>662</b>	<b>9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>975</b>

Note Cash Flow Basis in Thousands

**30421**  
**Louisquissett Pike Interceptor Replacement**

**Project Overview:**

Location: Lincoln, RI  
 Contractor(s): Beta Engineering  
 Project Manager: Terry Cote, P.E.  
 Project Priority: B

The Facilities Plan for this contract 30421 identified wet weather capacity problems with the Louisquissett Interceptor and recommended that the southern half of the interceptor in Lincoln be replaced with a larger pipe to accommodate present and projected flows.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	May-07	September-08	16 Months	321
Construction	August-08	July-09	11 Months	2,357
<b>Total Project</b>	<b>May-07</b>	<b>July-09</b>	<b>26 Months</b>	<b>2,678</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - 30421D**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	34	36	-	-	-	-	-	-	70
Land	-	50	-	-	-	-	-	-	50
A/E Professional	127	27	-	-	-	-	-	-	155
Other	24	23	-	-	-	-	-	-	46
<b>Total Project Costs</b>	<b>185</b>	<b>136</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>321</b>

**Projected Expenditures - 30421C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	41	26	-	-	-	-	-	67
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	26	24	-	-	-	-	-	50
Construction	-	1,750	250	-	-	-	-	-	2,000
Contingency	-	-	240	-	-	-	-	-	240
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>1,817</b>	<b>540</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,357</b>

Note Cash Flow Basis in Thousands

**30444**

**Replace / Rehabilitate Moshassuck Valley Interceptor**

**Project Overview:**

Location: Providence, RI  
 Contractor(s): Greeley and Hansen  
 Project Manager: Terry Cote, P.E.  
 Project Priority: C

Recent inspection of 2,600 feet 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 along the line by as much as 2.5 feet. This settlement is causing maintenance problems (accumulation of grease) and may result in structural problems as well. This project would replace this line in the public right of way.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	May-06	October-06	6 Months	22
Design	September-09	March-11	18 Months	523
Construction	July-11	November-12	16 Months	4,772
<b>Total Project</b>	<b>May-06</b>	<b>November-12</b>	<b>79 Months</b>	<b>5,317</b>

**Projected Expenditures - 30444P**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	2	-	-	-	-	-	-	-	2
A/E Professional	20	-	-	-	-	-	-	-	20
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>22</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22</b>

**Projected Expenditures - 30444D**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	26	65	-	-	-	-	91
Land	-	-	-	30	-	-	-	-	30
A/E Professional	-	-	132	268	-	-	-	-	400
Other	-	-	-	2	-	-	-	-	2
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>158</b>	<b>365</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>523</b>

**Projected Expenditures - 30444C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	107	85	-	-	192
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	55	45	-	-	100
Construction	-	-	-	-	2,168	1,832	-	-	4,000
Contingency	-	-	-	-	-	480	-	-	480
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,330</b>	<b>2,442</b>	<b>-</b>	<b>-</b>	<b>4,772</b>

Note Cash Flow Basis in Thousands

**30449C**  
**NBC Sewer Repair Project No. 1**

**Project Overview:**

Location: Providence, RI; Johnston, RI  
 Contractor(s): R. Zoppo Corp  
 Project Manager: Mark Thomas, P.E.  
 Project Priority: A

Contract 30449C includes the following repairs, identified as part of the NBC Interceptor Maintenance (IM) department sewer televising and inspection program:

The locations in Providence include Sheridan St., modifications to the regulator manhole; Hartford Ave., installation of approximately 245 ft of cured in place liner, masonry repairs, filling of voids, and televising; Oxford St., replacement of approximately 10 ft of clay sewer and lining of approximately 115 ft of overflow pipe; Vanderwater St., replacement of approximately 30 ft of pipe; Gallatin St., replacement of approximately 20 ft of sewer and chimney; and OF 51, installation of liner pipe within the existing brick sewer, within the limits of the river. George Waterman Rd. in Johnston includes replacement of approximately 90 ft of asbestos cement sewer with PVC pipe and replacing brick manholes with precast concrete.

**Total Project Duration/Cost**

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	January-07	November-08	23 Months	564
<b>Total Project</b>	<b>January-07</b>	<b>November-08</b>	<b>23 Months</b>	<b>564</b>

**Projected Expenditures - Planning**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - Design**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

**Projected Expenditures - 30449C**

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	91	1	-	-	-	-	-	-	92
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	456	9	-	-	-	-	-	-	465
Contingency	-	-	-	-	-	-	-	-	-
Other	6	-	-	-	-	-	-	-	6
<b>Total Project Costs</b>	<b>553</b>	<b>11</b>	-	-	-	-	-	-	<b>564</b>

Note Cash Flow Basis in Thousands

## 30451C Improvements to NBC Interceptors FY 2008

### Project Overview:

Location: Providence, RI; Johnston, RI  
 Contractor(s): N/A  
 Project Manager: Mark Thomas, P.E.  
 Project Priority: A

Locations in Providence include Pitman St., remove existing tidegates and weir walls and construct a new weir wall; Narragansett Ave. at Ardoene Ave., complete two interceptor pipe spot repairs at deep, difficult locations; Atwells Ave. at Valley St., replace one manhole and approximately 25 ft of pipe; Ocean St. Regulator - Remove the weir wall, plug the slot and plug the interceptor end of 10' pipe; Point St., reline approximately 570 ft of pipe;

Locations in Johnston include Borden St., replace approximately 105 ft of pipe; Teresa St., line approximately 450 ft of 36" pipe in the south interceptor; Glenbridge St., modify the regulator and construct a diversion structure and a new manhole and connect to the Woonasquatucket River Interceptor (WRI)

### Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	April-08	February-10	22 Months	2,432
<b>Total Project</b>	<b>April-08</b>	<b>February-10</b>	<b>22 Months</b>	<b>2,432</b>

### Projected Expenditures - Planning

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

### Projected Expenditures - Design

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total Project Costs</b>	-	-	-	-	-	-	-	-	-

### Projected Expenditures - 30451C

Cost Category	Pre-FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Post-FY 2014	Total
Administrative	36	148	3	-	-	-	-	-	187
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	1,970	30	-	-	-	-	-	2,000
Contingency	-	-	240	-	-	-	-	-	240
Other	1	4	-	-	-	-	-	-	5
<b>Total Project Costs</b>	<b>37</b>	<b>2,122</b>	<b>273</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,432</b>

Note Cash Flow Basis in Thousands

# **Division Summaries**

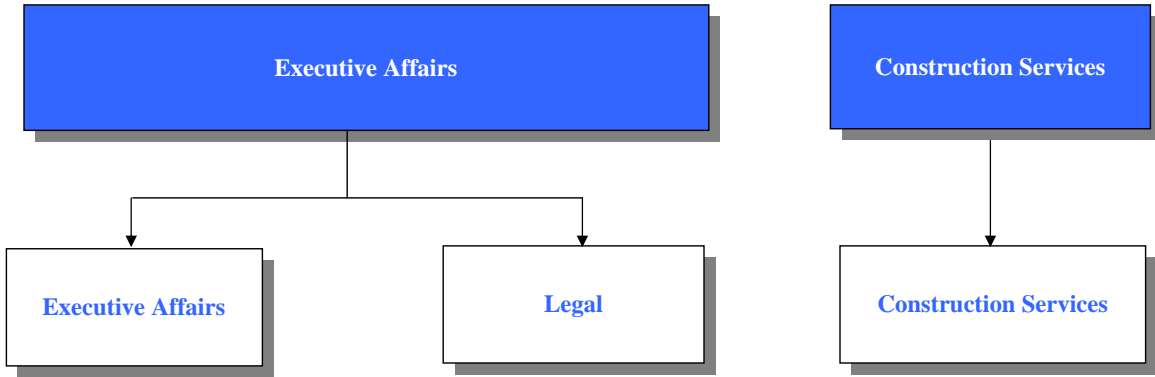
*This page was intentionally left blank.*



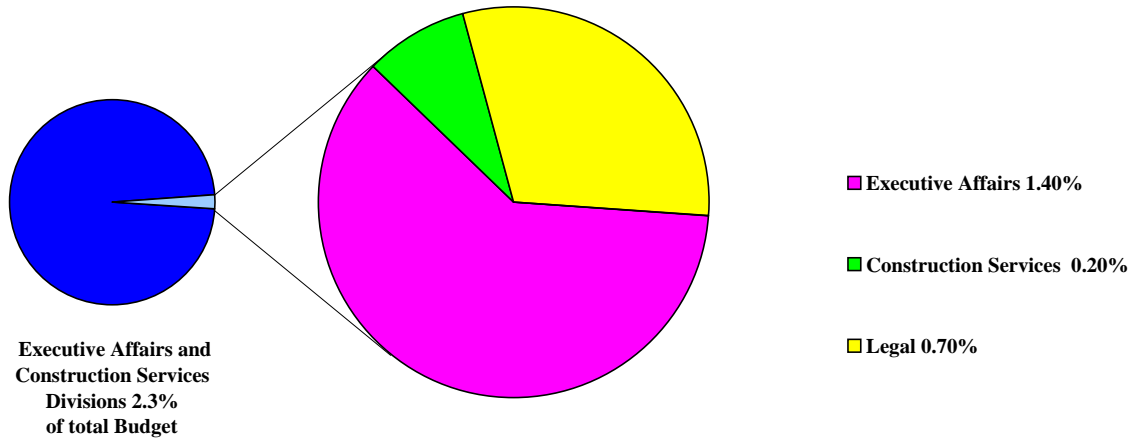
# Division Structure

## Executive Affairs and Construction Services Division Summary

---



## Executive Affairs and Construction Services Divisions



## Division Program

### Executive Affairs and Construction Services Divisions Division Summary

---

#### Purpose and Overview

The Executive Affairs Division is responsible for Public Relations, Government Affairs, and Legal Services. The Construction Services Division is responsible for overseeing the construction of capital improvement projects.

#### Significant Budget Modifications

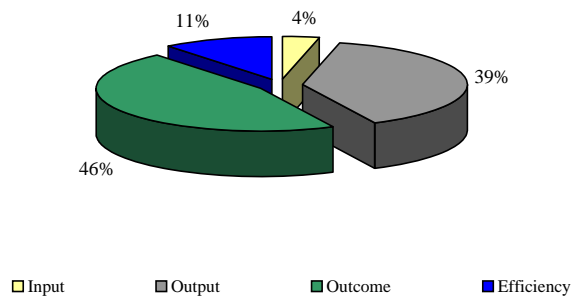
The FY 2009 Executive Affairs and Construction Services Divisions' budgets have experienced an overall decrease of 3.1% over FY 2008. This is primarily due to a transfer of funds for a compensation study from the Executive Affairs budget to the Administration budget.

#### Executive Affairs and Construction Services Divisions Performance Data Summary

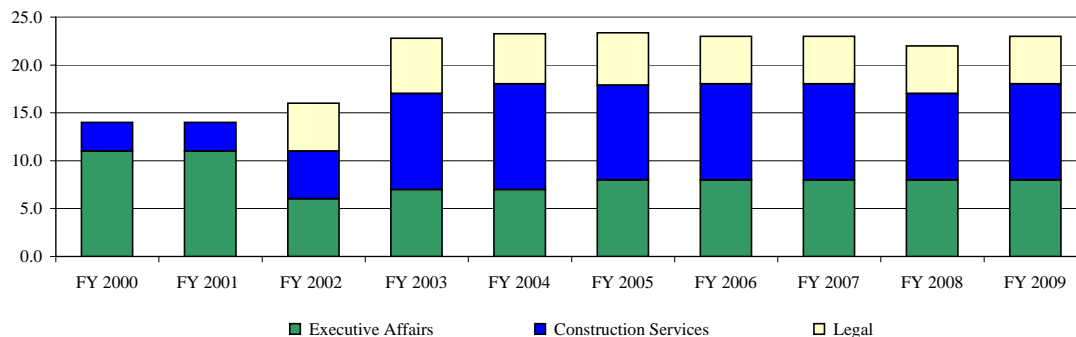
---

The chart below illustrates the Executive Affairs and Construction Services Divisions' Performance Data by type of measure. The measures can be found in the individual sections following this division summary. As can be seen, in these two divisions Outcome and Efficiency measures make up 57% of total performance measures.

**Percentage of Performance Measurement Types  
Executive Affairs and Construction Services Divisions**



**Historical Budgeted Positions (FTEs)  
Executive Affairs and Construction Services Divisions**



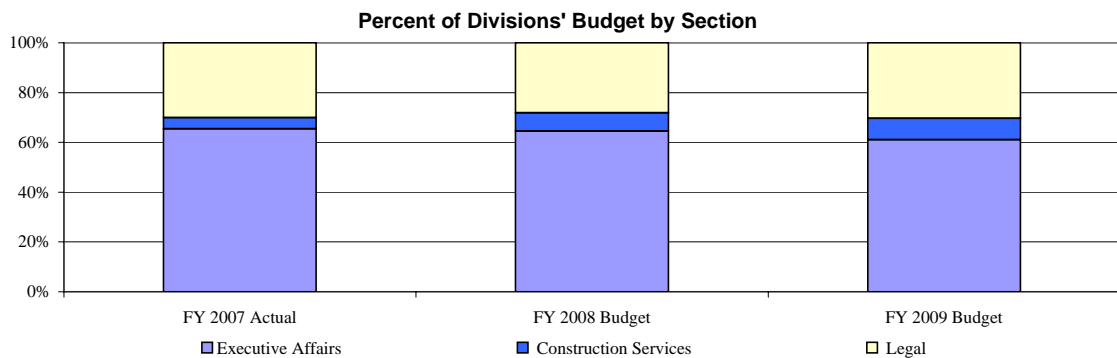
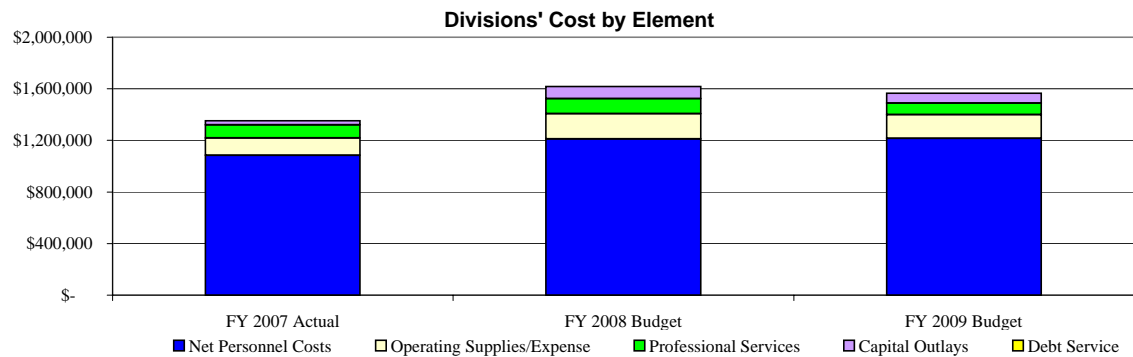
## Division Budget

### Executive Affairs and Construction Services Divisions Division Summary

<u>Expenditures by Element of Expense</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Budget</u>	<u>FY 2009 Budget</u>
Personnel Costs	\$ 2,080,256	\$ 2,149,996	\$ 2,222,695
Less Capital Reimbursements	(994,705)	(938,308)	(1,006,113)
Net Personnel Costs	1,085,551	1,211,688	1,216,582
Operating Supplies/Expense	132,977	194,485	181,720
Professional Services	102,170	118,000	90,400
Capital Outlays	30,803	93,200	78,000
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,351,500</b>	<b>\$ 1,617,373</b>	<b>\$ 1,566,702</b>

#### Expenditures by Funding Source

Revenue	\$ 1,351,500	\$ 1,617,373	\$ 1,566,702
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 1,351,500</b>	<b>\$ 1,617,373</b>	<b>\$ 1,566,702</b>
Full time Equivalent (FTE) Positions	23.0	22.0	23.0



# The Program

## Executive Affairs Division Executive Affairs

---

### Mission and Overview:

---

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

All of the agency divisions; Operations and Engineering; Administration and Finance; Planning, Policy and Regulation, Construction Services and Executive Affairs report directly to the Executive Director.

### Prior Year Accomplishments

---

Developed and implemented reorganization of the Executive Affairs division.

Lobbied for creation of federal trust fund for wastewater infrastructure projects.

Received excellence award from NACWA for expanded elementary education program.

Initiated compensation study for non-union personnel.

Developed plan for future expansion of Field's Point operations.

Commenced paperless board initiative.

Established comprehensive written procedures for monthly board meetings and cross-trained various staff to assist in process.

Initiated NBC rain barrel program for the capture of runoff.

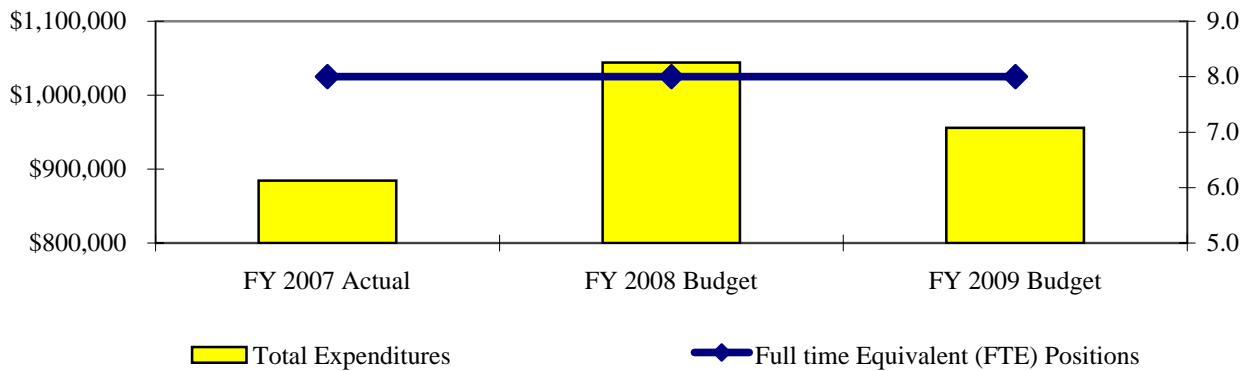
Program Staffing (Budgeted)			
Executive Director	1.0	Director of Executive Affairs	1.0
Executive Assistant	1.0	Government Affairs Manager	1.0
Public Affairs Manager	1.0	Environmental Education Coordinator	1.0
Public Affairs Multimedia Coordinator	1.0	Labor & Employee Relations Manager	1.0
<b>8.0 FTEs</b>			

# The Budget

## Executive Affairs Division Executive Affairs

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 847,286	\$ 868,887	\$ 833,702
Less Capital Reimbursements	(82,475)	(70,463)	(76,113)
Net Personnel Costs	764,811	798,424	757,589
Operating Supplies/Expense	98,291	139,810	126,520
Professional Services	21,403	56,000	21,900
Capital Outlays	-	50,000	50,000
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 884,505</b>	<b>\$ 1,044,234</b>	<b>\$ 956,009</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 884,505	\$ 1,044,234	\$ 956,009
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 884,505</b>	<b>\$ 1,044,234</b>	<b>\$ 956,009</b>
<b>Full time Equivalent (FTE) Positions</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

### Executive Affairs - Historical Data



# Performance Data

## Executive Affairs Division

### Executive Affairs

Strategic Objective	Actions for Achievement Service Level Objective
<b>Environmental Performance:</b> Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.	Take active role initiating an effective sampling & modeling effort that has the support of various stakeholders in the environmental science community.
<b>Financial Mgmt:</b> Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.	Strengthen liaison with congressional delegation to secure funding for capital projects.
<b>Customer Focus:</b> Maintain a customer-focused attitude throughout the organization.	Maintain programs that give back to the community.
<b>Staffing:</b> Attract, develop and retain highly qualified employees.	Foster a positive working relationship with employees through effective communication.
<b>Communication:</b> Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".	Continue to expand public outreach regarding NBC's programs, especially CSO activities.  Expand the successful watershed education program for students.  Proactively manage public and legislative affairs related to NBC's ongoing activities.
<b>Organizational Performance:</b> Ensure that the NBC organization is aligned with and supports our strategic goals.	Conduct NBC business in an open manner.

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Address design issues associated with nitrogen removal technology at Field's Point	N/A	N/A	11/30/2008
Oversee facilities planning for nitrogen removal at Bucklin Point	N/A	N/A	3/30/2009
Attend PPR data review meetings and Governor's Watershed Committee meetings	10	9	10
Contacts with Rhode Island's Congressional Delegation	N/A	N/A	3
Number of events held and awards/scholarships given	38	32	35
Conduct agency-wide training program regarding organizational behavior and management	N/A	N/A	2
Meet with both Union and Nonunion staff	2 / year	2 / year	2 / year
Update website to provide current info on CSO	Bi-weekly	Bi-weekly	Weekly
Number of public outreach functions	73	44	48
Prepare and distribute briefing packets, including annual report, to members of General Assembly	1/31/2007	1/31/2008	1/31/2009
Distribute newsletter to public entities providing update of CSO projects	6/30/2007	6/30/2008	6/30/2009
Post all meetings as required and file meeting minutes with the Secretary of State within the required time limit	100%	100%	100%

# The Program

## Executive Affairs Division Legal

---

### Mission and Overview:

---

The goal of the NBC Legal section is to provide prompt and accurate legal advice to agency staff with regard to issues that arise in the course of NBC's business activities. The in-house legal staff has expertise in the following legal areas: environmental, contractual, corporate, legislative, administrative, real estate, collections, and bankruptcy. Outside legal sources are available to supplement in-house expertise as needed.

### Prior Year Accomplishments

---

- Conducted 2 lien sales collecting approximately \$800,000.
- Developed written lien sale procedures and worked with IT on new lien sale application.
- Submitted 100% of all compliance filings (ethics, disclosure of government consultants, regulatory agenda and public records requests) within RI Secretary of State's required timeframes.
- Coordinated and oversaw all legal aspects of the CSO Project.
- Reviewed, analyzed and opined on approximately 100 pieces of pending legislation.
- Negotiated Field's Point nitrogen removal contract regarding the terms, planning and design.
- Coordinated Ethics training for NBC Board with RI Ethics Commission.
- Assisted in monthly board meeting process.
- Coordinated with Engineering and oversaw all legal aspects of NBC's easement project.

Program Staffing (Budgeted)			
Chief Legal Counsel	1.0	Executive Paralegal	1.0
Associate Legal Counsel	1.0	Executive Paralegal II	1.0
Legal Counsel	1.0		
	<b>5.0 FTEs</b>		



# The Budget

## Executive Affairs Division Legal

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 339,027	\$ 374,794	\$ 391,686
Less Capital Reimbursements	(29,644)	-	-
Net Personnel Costs	309,384	374,794	391,686
Operating Supplies/Expense	12,162	14,175	14,950
Professional Services	80,767	62,000	68,500
Capital Outlays	3,578	5,200	-
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 405,890</b>	<b>\$ 456,169</b>	<b>\$ 475,136</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 405,890	\$ 456,169	\$ 475,136
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 405,890</b>	<b>\$ 456,169</b>	<b>\$ 475,136</b>

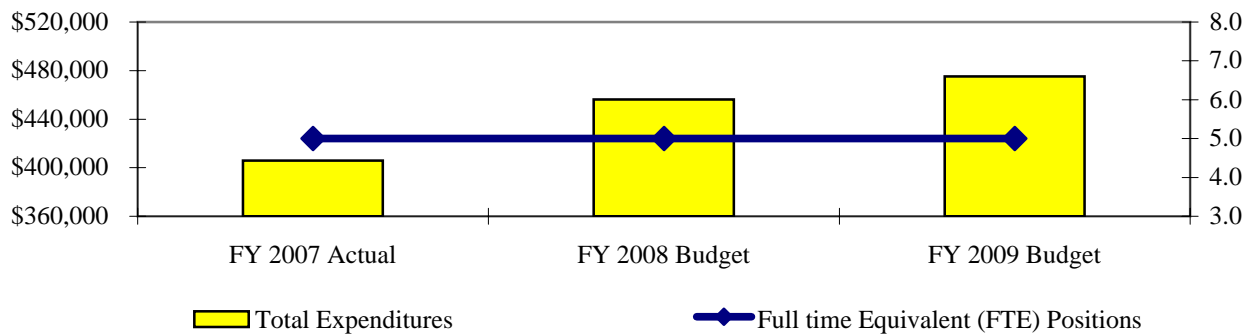
### Full time Equivalent (FTE) Positions

5.0

5.0

5.0

### Legal - Historical Data



# Performance Data

## Executive Affairs Division

### Legal

Strategic Objective	Actions for Achievement Service Level Objective
<b>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</b>	Provide prosecutorial function to NBC staff to ensure compliance with NBC requirements.  Provide environmental legal assistance on regulatory compliance matters.
<b>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</b>	Conduct lien sales to minimize outstanding accounts receivable and bad debt.
<b>Customer Focus: Maintain a customer-focused attitude throughout the organization.</b>	Provide prompt and efficient legal services.
<b>Staffing: Attract, develop and retain highly qualified employees.</b>	Retain skilled, experienced staff.
<b>Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".</b>	Conduct or coordinate presentations to educate NBC staff and public about legal aspects of NBC projects/matters.
<b>Organizational Performance: Ensure that the NBC organization is aligned with and supports our strategic goals.</b>	Ensure compliance with state ethics requirements.  Ensure compliance with regulatory agenda filing requirements.  Ensure compliance with requirements for disclosure of consultants.

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Percentage of Administrative Orders issued within two weeks of request submittal	100%	100%	100%
Percentage of environmental legal assistance provided on regulatory compliance matters	100%	100%	100%
Number of lien sales conducted in budget year	1	1	2
Percentage of selected accounts brought to lien sale	17%	16%	70%
Percentage of accounts paid and removed prior to lien sale	75%	80%	20%
Respond to all public records requests within legal time frame	100%	100%	100%
Number of hours of training staff members receive	132	50	50
Number of presentations conducted by legal staff	3	4	4
Prepare and file all NBC staff ethics reports within the required time periods	100%	100%	100%
Prepare and file regulatory agenda at required intervals	100%	100%	100%
File disclosure of consultant submittals at required intervals	100%	100%	100%

# The Program

## Construction Services Division Construction Services

---

### Mission and Overview:

---

The NBC Construction Services Division is responsible for overseeing construction of capital improvement projects to the NBC's system of interceptors, pump stations and wastewater treatment facilities. These improvements to the sewer system's infrastructure are necessary to ensure proper collection and treatment of wastewater and storm water flows that enter the NBC system. This section is currently contractually responsible for approximately \$67.5 million of ongoing construction projects.

### Prior Year Accomplishments

---

Completed the following emergency contracts:

- 304.48C - OF 051/052 Emergency Repair.
- 304.50C - MRI under Route 95 Emergency Repair.

Completed the following contracts:

- 116 - Miscellaneous Improvements to the Fields Point and Bucklin Point Facilities.
- 304.42C - CIP Sewer Lining at Various Locations.
- 304.46C - CIP Sewer Lining at Dudley Street and Manhole Rehabilitation.
- 304.47C - Sheridan, Hartford, Oxford and Vandewater Sewer Repairs.
- 304.49C - NBC Sewer Repairs Project No.1.

Substantial Completion declared on the following contracts:

- 302.06C - Main Spine Tunnel.
- 704C - Washington Highway and Omega Pond Pump Station Improvements.

Managed the design, put out to bid and awarded Contract 11700BP - Bucklin Point Facility Renovations, NBC Disaster Relief Area, Fields Point Security Upgrades.

Put out to bid and awarded the following contracts:

- 304.09C - Grotto Brook Siphon Replacement and Burrington Street Sewer Repair.
- 304.17C - Gate House India Street.

Program Staffing (Budgeted)			
Director of Construction Services	1.0	Senior Construction Coordinator	2.0
Construction Manager	1.0	Construction Office Coordinator	1.0
Assistant Resident Inspector	1.0	Chief Environmental Engineer	1.0
Civil Inspector	2.0	Mechanical Inspector	1.0
<b>10.0 FTEs</b>			

# The Budget

## Construction Services Division Construction Services

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 893,942	\$ 906,316	\$ 997,307
Less Capital Reimbursements	(882,587)	(867,845)	(930,000)
Net Personnel Costs	11,356	38,471	67,307
Operating Supplies/Expense	22,524	40,500	40,250
Professional Services	-	-	-
Capital Outlays	27,225	38,000	28,000
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 61,104</b>	<b>\$ 116,971</b>	<b>\$ 135,557</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 61,104	\$ 116,971	\$ 135,557
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 61,104</b>	<b>\$ 116,971</b>	<b>\$ 135,557</b>

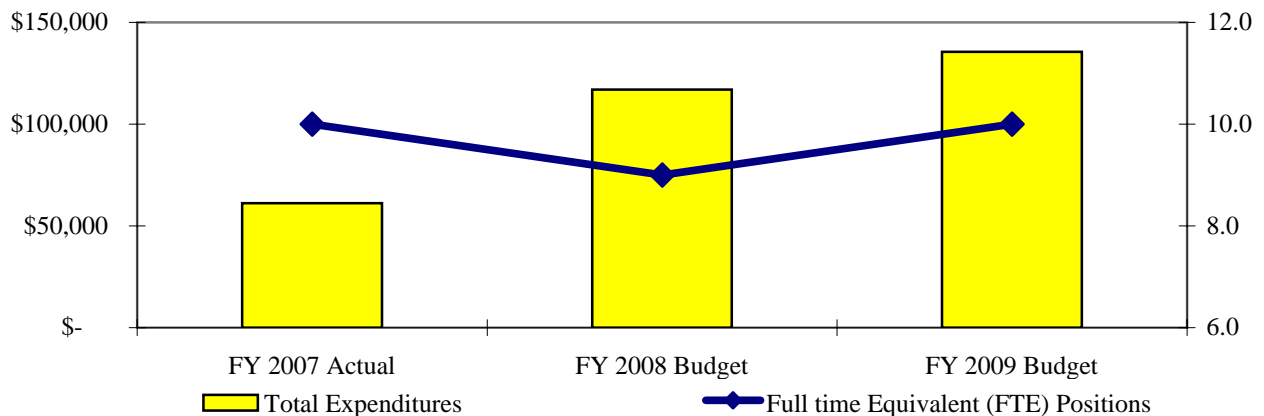
**Full time Equivalent (FTE) Positions**

**10.0**

**9.0**

**10.0**

### Construction Services - Historical Data



# Performance Data

## Construction Services Division Construction Services

Strategic Objective	Actions for Achievement Service Level Objective
<b>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</b>	Complete projects on schedule, within budget, and in the most cost-effective manner.
<b>Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".</b>	Effectively communicate status of capital projects to NBC staff and Board members.

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Resident Engineering cost as a percentage of construction cost (Non-CSO contracts)	9%	15%	15%
Percent of contract cost over original bid amount on a yearly basis	4%	10%	10%
Percent of CIP contracts completed within six months of Master Schedule	80%	90%	85%
Number of updates given to NBC staff, Board members and public	6	4	4

\* No non-CSO contracts completed

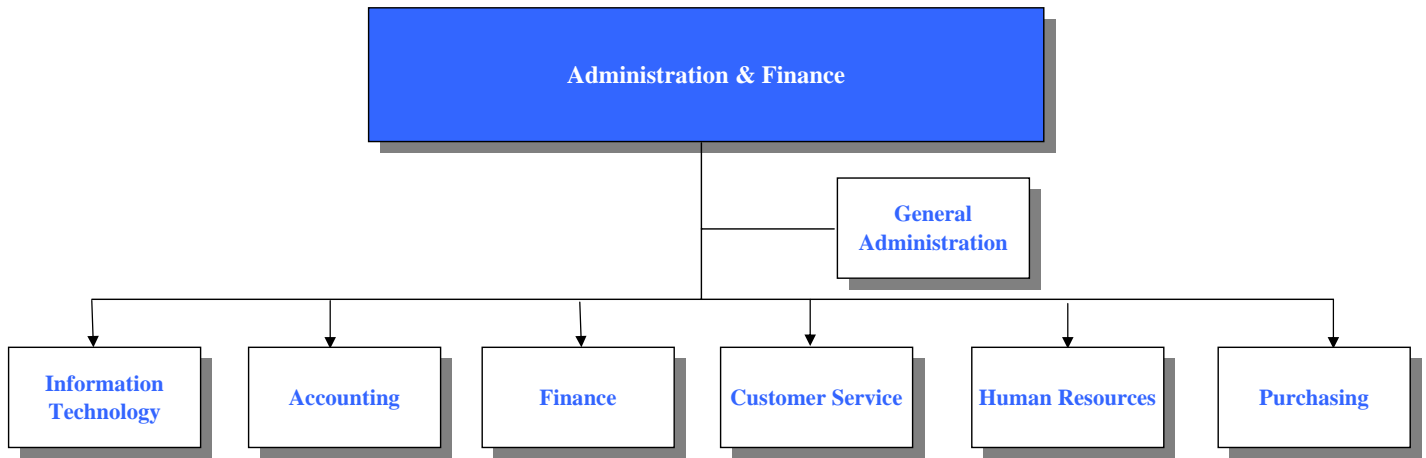
*This page was intentionally left blank.*



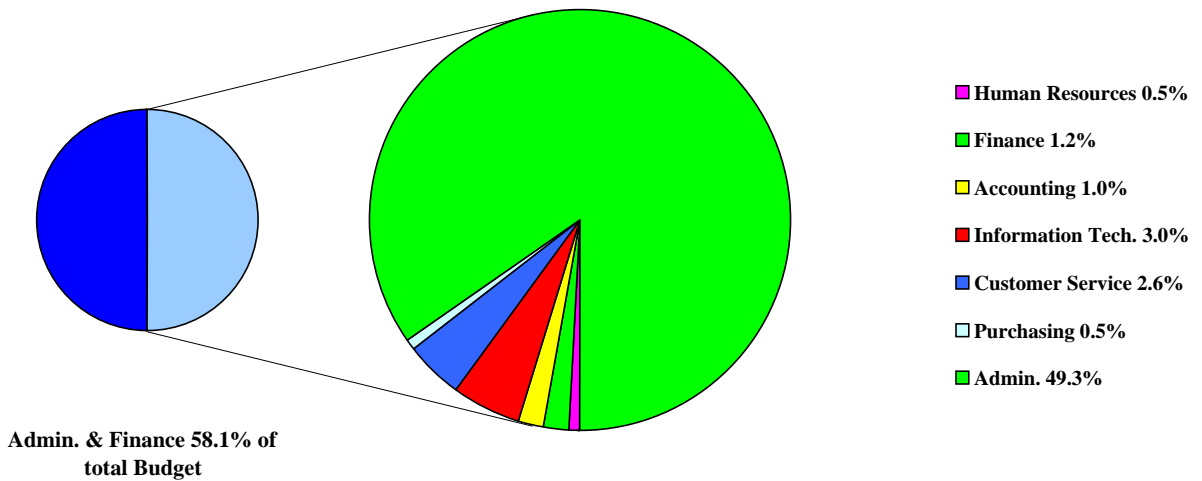
# Division Structure

## Administration & Finance Division Division Summary

---



## Administration & Finance Division



# Division Program

## Administration & Finance Division Division Summary

---

### Purpose and Overview

The Administration and Finance Division is responsible for the Financial, Cash Management, Payroll, Employee Benefits, Accounting, Customer Service, Purchasing, Human Resources and Information Technology (IT) 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 ensuring compliance with the Public Utilities Commission.

### Significant Budget Modifications

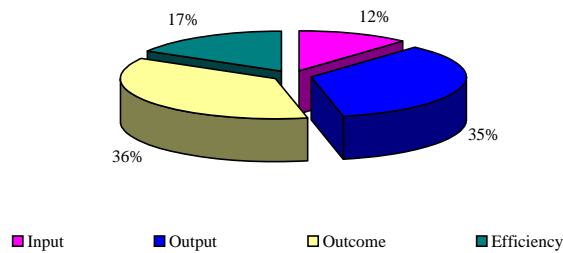
The Administration & Finance budget has increased by 2.8% over the FY 2008 budget. The most significant increase is a \$595,000 increase in debt service. A 26.7% increase in regulatory expense is primarily due to the annual increase in the PUC assessment. Several operating expense accounts have also increased including Workers' Compensation, electricity, and building and ground maintenance.

This division's budget shows no change in the number of FTE's on a year to year basis. However, net personnel costs have increased due to higher health insurance, union pension, and post-retirement benefits.

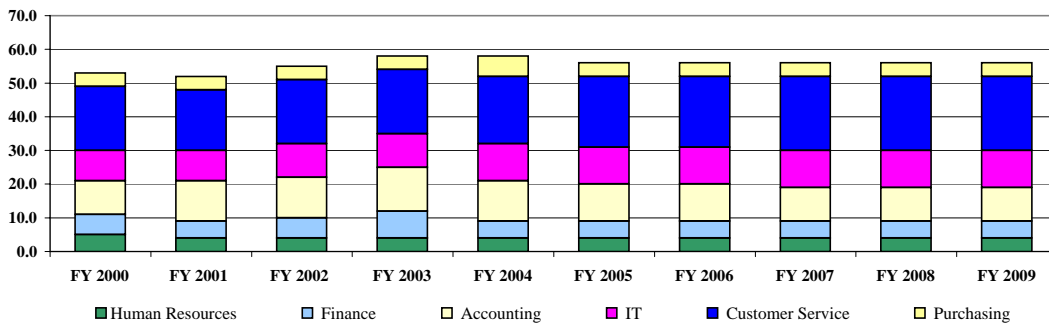
### Administration and Finance Division Performance Data Summary

The chart below illustrates the Administration and Finance Division's Performance Data by type of measure. The measures can be found in the individual sections following this division summary. As can be seen, in this division Outcome and Efficiency measures make up 53% of total performance measures.

**Percentage of Performance Measurement Types  
Administration & Finance Division**



**Historical Budgeted Positions (FTEs)  
Administration and Finance Division**





# The Program

## Administration & Finance Division Human Resources

---

### Mission and Overview:

---

The Human Resources section 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. This section is also responsible for the evaluation and administration of employee benefits, and for administering provisions of the two collective bargaining agreements.

### Prior Year Accomplishments

---

Received the Annual Worksite Health Award from The Greater Providence Chamber of Commerce.

Finalist for the Alfred P. Sloan Workplace Flexibility Award.

Provided several Workplace Wellness programs including:

Dermascan and Bone Density screenings at Open Enrollment Fairs.

One on One Nutrition Counseling program at Field's Point and Bucklin Point

7-week exercise series at Field's Point and Bucklin Point.

Flu Shot Clinics at Field's Point, Bucklin Point and the corporate office building.

Take Charge Program (one-hour workshop on how to navigate the healthcare system).

Implemented union compensation changes resulting from the Fox Lawson study, updated the Oracle database to reflect the changes, established salary guidelines, changed the former review schedule to an annual review schedule, and notified employees of the changes.

Compiled the annual EEO statistics and submitted the annual EEO report by the due date.

Revised and distributed to all employees the annual Creditable Coverage Notification for Medicare Part D as mandated by government regulations.

Continued to provide workforce training on HR related and employment law issues including:

Traffic Violations/CDL Disqualification training for employees in CDL required positions.

2 Financial Management Workshops.

Sexual Harassment Training.

Presentations provided by EAP.

Prepared the annual census for the Non-union Profit Sharing and Defined Benefit Plans.

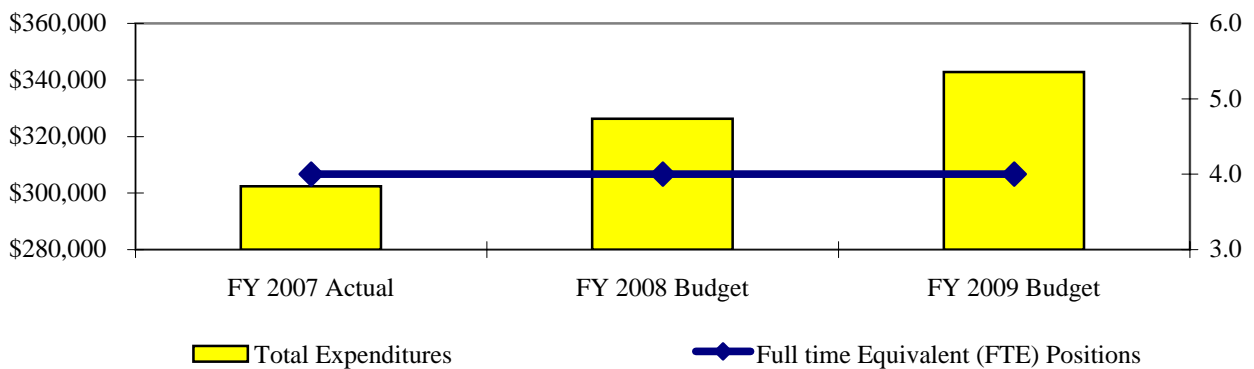
<b>Program Staffing (Budgeted)</b>			
Human Resources Manager	1.0	Human Resources Representative	1.0
Senior Human Resources Representative	1.0	Human Resources Clerk	1.0
<b>4.0 FTEs</b>			

# The Budget

## Administration & Finance Division Human Resources

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 282,445	\$ 287,728	\$ 304,749
Less Capital Reimbursements	-	-	-
Net Personnel Costs	282,445	287,728	304,749
Operating Supplies/Expense	7,886	12,550	12,050
Professional Services	12,029	26,000	26,000
Capital Outlays	-	-	-
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 302,361</b>	<b>\$ 326,278</b>	<b>\$ 342,799</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 302,361	\$ 326,278	\$ 342,799
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 302,361</b>	<b>\$ 326,278</b>	<b>\$ 342,799</b>
<b>Full time Equivalent (FTE) Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

### Human Resources - Historical Data



# Performance Data

## Administration & Finance Division

### Human Resources

Strategic Objective	Actions for Achievement Service Level Objective
<b>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</b>	Effectively manage employee benefits to maximize benefits and minimize costs.
<b>Customer Focus: Maintain a customer-focused attitude throughout the organization.</b>	Enhance internal communications to ensure consistency and reliability.
<b>Staffing: Attract, develop and retain highly qualified employees.</b>	Ensure compliance with Federal and State Labor laws.  Encourage HR Staff Training.  Assist in retaining highly qualified employees.

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Evaluate alternative comparative benefit solutions within six months of renewal, as necessary	100%	100%	100%
% of HR forms on-line	75%	75%	100%
Annual EEO Report submitted by due date	7/15/2006	7/15/2007	7/15/2008
One outside HR related seminar per representative	100%	100%	100%
Conduct exit interviews and gather data regarding employee attitudes and perceptions	100%	100%	100%
Percentage of postings prepared and distributed within forty-eight hours of approval	100%	100%	100%
Number of "Good Health" Programs implemented	4	2	2
Number of employee training programs implemented	3	1	1
Receive the Superior Worksite Wellness Award on behalf of NBC from the Greater Providence Chamber of Commerce	6/30/2007	6/30/2008	6/30/2009
Receive the Wellness Councils of America (WELCOA) Well Workplace Award on behalf of NBC ( Apply every three years)	6/30/2007	N/A	N/A

# The Program

## Administration & Finance Division Finance

---

### Mission and Overview:

---

The Finance section ensures NBC has sufficient operating and capital resources to carry out its mission. The Finance section ensures that sound fiscal policies and practices are in place in order to maintain at least an "A" credit rating. Finance is responsible for developing and managing the Capital Improvement Plan, the development and management of the annual Operating Budget, establishing user rates through rate filings with the PUC, and for managing NBC's long-term debt including Trust Indenture and Continuous Disclosure compliance.

The Finance section ensures compliance with the Public Utilities Commission. This section is also responsible for cash management as well as employee benefit programs including retirement.

### Prior Year Accomplishments

---

Again received A+ credit rating from Standard & Poors.

Received Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award for sixth consecutive year. Also received Special Performance Measures Recognition for third consecutive year (awarded to less than 2% of organizations submitting budgets).

Filed a general rate filing with PUC to receive rate relief for debt, O & M, and significant adjustment to the consumption rate base.

Executed a \$25 million loan from Rhode Island Clean Water Finance Agency (RICWFA).

Executed a Commitment Agreement with a large bank for a letter of credit to replace monoline insurance and standby bond purchase agreement for NBC's \$65.7 million outstanding variable rate bonds.

Prepared the 9th Supplemental Indenture to create an Operating Reserve for the Revenue Stability Fund.

Developed five year Capital Improvement Program and managed capital project funding.

Awarded 457 plan to incorporate a loan provision.

Ensured compliance with the Trust Indenture and related bond documents as well as with the PUC reporting requirements.

Program Staffing (Budgeted)			
Director of Administration & Finance	1.0	Budget Manager	1.0
Budget Analyst	1.0	Financial Analyst	1.0
Administrative Assistant - Finance	1.0		
	<b>5.0 FTEs</b>		



# The Budget

## Administration & Finance Division Finance

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 403,019	\$ 428,443	\$ 442,197
Less Capital Reimbursements	-	-	-
Net Personnel Costs	403,019	428,443	442,197
Operating Supplies/Expense	17,169	38,000	30,900
Professional Services	276,789	283,000	327,381
Capital Outlays	-	-	-
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 696,977</b>	<b>\$ 749,443</b>	<b>\$ 800,478</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 696,977	\$ 749,443	\$ 800,478
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 696,977</b>	<b>\$ 749,443</b>	<b>\$ 800,478</b>

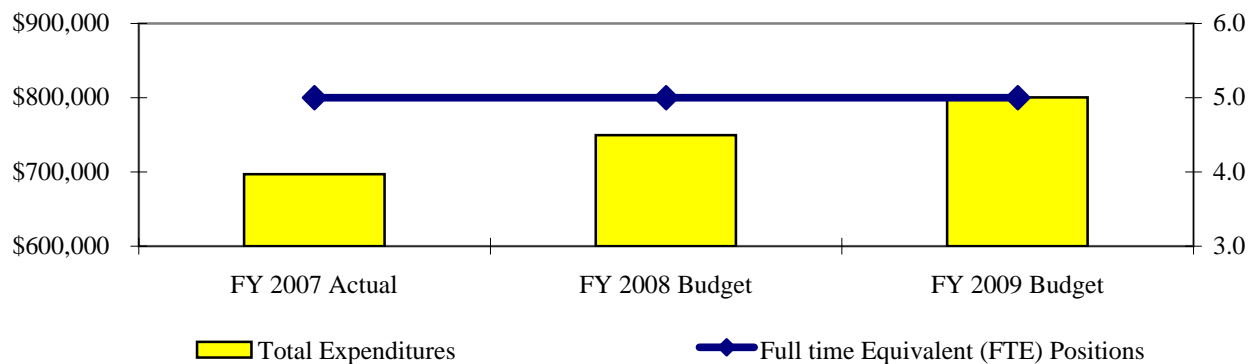
**Full time Equivalent (FTE) Positions**

**5.0**

**5.0**

**5.0**

### Finance - Historical Data



# Performance Data

## Administration & Finance Division

### Finance

Strategic Objective	Actions for Achievement Service Level Objective
<p><b>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</b></p>	<p>Ensure sufficient operating budget and capital budget funding with least ratepayer impact.</p> <p>Ensure NBC receives lowest cost of borrowing.</p> <p>Effective arbitrage administration.</p> <p>Develop and administer high quality annual operating budget and CIP.</p>
<p><b>Staffing: Attract, develop and retain highly qualified employees.</b></p>	<p>Provide training to staff members.</p>
<p><b>Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".</b></p>	<p>Enhance operating budget, CIP, and Compliance Reports as a communication device.</p>

Target Measure	FY 2007 Actual	FY 2008 Budget	FY 2009 Budget
File with PUC to maintain sufficient Operating and Capital funding	12/1/06	12/1/07	12/1/08
Spend .5% or less of revenue increase on outside rate case assistance	0.41%	0.50%	0.50%
Maintain at least "A+" credit rating with Standard & Poor's (S&P)	A+	A+	A+
Update Long-term Financial Plan	Quarterly	Semi-Annually	Semi-Annually
Continuous Disclosure when required	100%	100%	100%
Update of capital cash flows	4	2	2
Calculation of arbitrage liability performed annually	Yes	Yes	Yes
Receive GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes
Notification of budget issues within 3 days of month end report	3 days	3 days	3 days
Number of hours of training / seminars attended	41	50	50
Operating Budget receives a proficient or better rating as a communication device by GFOA	Yes	Yes	Yes
Complete MWRA and NACWA User Fee Survey Annually	Yes	Yes	Yes
Transmit compliance reports on capital projects and restricted accounts with the Public Utilities Commission	4	4	4

# The Program

## Administration & Finance Division Accounting

---

### Mission and Overview:

---

The Accounting section is responsible for preparing and issuing monthly financial statements in accordance with "Generally Accepted Accounting Principles". Accounting also 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, maintaining the general ledger, assisting in securing financing, rate filings and processing capital project expenditures.

### Prior Year Accomplishments

---

Completed the FY 2007 audit on a timely basis.

Received a clean audit opinion, and no management letter for the tenth year in a row.

Received the GFOA Certificate of Achievement for Excellence in Financial Reporting award for the sixth consecutive year.

Implemented a new union pay structure which involved the migration of the union employees from the existing pay grade and step scale to an eleven step compensation structure.

Changed the reconciliation procedures relating to the new customer service application.

Ensured compliance with the monthly transfer component of the Trust Indenture.

Ensured compliance with PUC's requirements relating to the restricted accounts.

Enabled union employees to purchase past service credits through payroll deduction.

Completed key components of NBC's general rate filing with the PUC.

Processed and submitted approximately \$48.5 million in capital invoices during the last twelve months.

Performed internal control audits on the Trust Indenture debt calculation and internal adjusting entries.

<b>Program Staffing (Budgeted)</b>			
Controller	1.0	Staff Accountant	2.0
Capital Principal Accountant	1.0	Principal Accountant	1.0
Capital Accounting Assistant	1.0	Fiscal Clerk	2.0
Senior Payroll Administrator	1.0	Payroll Administrator	1.0
	<b>10.0 FTEs</b>		



# Performance Data

## Administration & Finance Division Accounting

Strategic Objective	Actions for Achievement Service Level Objective
---------------------	--

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

Ensure audited financial statements are in compliance with "Generally Accepted Accounting Principles".

Compliance with flow of funds restrictions.

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

Continue to encourage accounting staff training.

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
Audit completed by September 30th	100%	100%	100%
Audit receives clean opinion and no management letter	Yes	Yes	Yes
Conduct internal audit	2 areas	2 areas	2 areas
Prepare the restricted account reporting on a monthly basis	100%	100%	100%
Completion of the fund transfers on the fourth business day before close of the month	100%	100%	100%
Perform a monthly fund reconciliation	100%	100%	100%
Each Accountant and Payroll Administrator to attend one outside accounting/payroll seminar	100%	100%	100%

# The Program

## Administration & Finance Division Information Technology

---

### Mission and Overview:

---

The IT section of NBC is responsible for all aspects of networks, telecommunications, hardware, software, and databases for the entire enterprise. As a group, IT provides the infrastructure to enable NBC to have a cohesive, productive workforce. IT is responsible for ensuring the agency has the technology to perform at the expected level of 99% uptime.

### Prior Year Accomplishments

---

The Customer Service application was enhanced and put into production providing the customer service representatives the ability to better communicate with our customers.

Developed a plan to house all of the production databases on a single Server, thus eliminating the need for multiple licenses. Not only did this save on licensing fees, but better consolidated the support and maintenance of our production data.

Currently implementing a point-to-point microwave link between NBC sites. This will improve the communications speed factor by 50 times and provide ample communications speed for at least the next 10 years.

<b>Program Staffing (Budgeted)</b>			
Information Technology Manager	1.0	Network & Communications Administrator	1.0
Computer Training Applications Specialist	1.0	Senior Systems Administrator	1.0
Applications Systems Supervisor	1.0	Systems Design Programmer	1.0
Senior Data Base Administrator	2.0	Systems Administrator	1.0
Senior Systems Programmer / Systems Administrator	1.0	Solutions Architect	1.0
<b>11.0 FTEs</b>			



# The Budget

## Administration & Finance Division Information Technology

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 900,474	\$ 949,703	\$ 990,496
Less Capital Reimbursements	-	-	-
Net Personnel Costs	900,474	949,703	990,496
Operating Supplies/Expense	453,944	465,929	452,125
Professional Services	-	-	-
Capital Outlays	564,033	630,000	610,000
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,918,451</b>	<b>\$ 2,045,632</b>	<b>\$ 2,052,621</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 1,918,451	\$ 2,045,632	\$ 2,052,621
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 1,918,451</b>	<b>\$ 2,045,632</b>	<b>\$ 2,052,621</b>

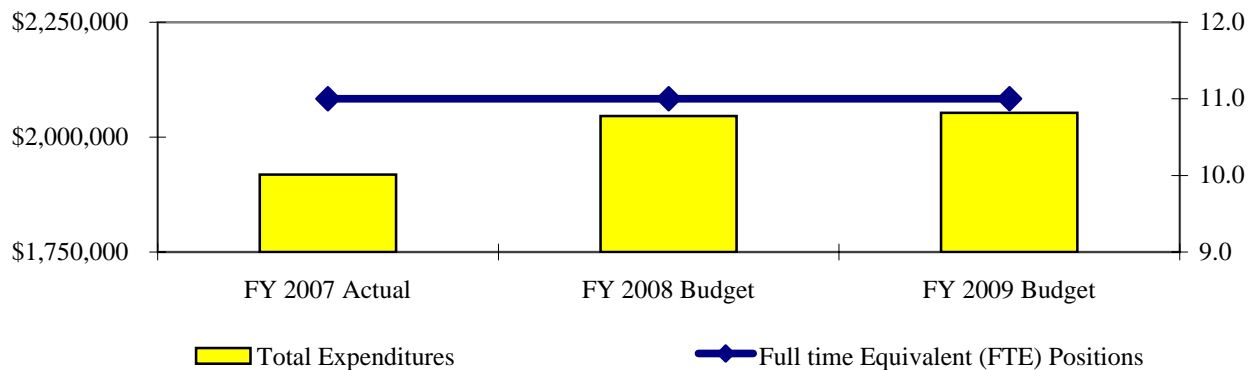
**Full time Equivalent (FTE) Positions**

**11.0**

**11.0**

**11.0**

### Information Technology - Historical Data



# Performance Data

## Administration & Finance Division

### IT

Strategic Objective	Actions for Achievement Service Level Objective
<b>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</b>	<p>Continue the level of network stability with the highest level of service uptime.</p> <p>Maximize productive use of automation and computerization throughout the agency.</p> <p>Ensure IT maintains and improves security systems and applications.</p> <p>Provide adequate training opportunities to ensure user comfort with our systems.</p>
<b>Staffing: Attract, develop and retain highly qualified employees.</b>	<p>Encourage and support an adequate level of staff training opportunities.</p>
<b>Organizational Performance: Ensure that the NBC organization is aligned with and supports our strategic goals.</b>	<p>Provide end-user technology and systems to meet NBC's strategic goals.</p>

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Level of system availability	99%	99%	99%
Percentage of systems migrated to latest installed operating systems and applications	98%	98%	99%
Number of security breaches into NBC servers and applications	0	0	0
Successful completion of IT Budgeted Projects	95%	98%	90%
Number of user training sessions	121	120	123
Response to Help Desk requests within two hours	100%	100%	100%
Percentage of staff participating in training sessions during the year	100%	65%	65%
Review all NBC systems and upgrade coinciding with lease expirations annually	100%	100%	100%

# The Program

## Administration & Finance Division Customer Service

---

### Mission and Overview:

---

The Customer Service section is responsible for the accurate and timely billing of approximately 83,000 accounts in the NBC service area. Water consumption billings comprise 70% of annual user charges and the NBC receives water consumption data from seven different water supply boards. NBC bills its customers quarterly, which includes Customer Service reading the meters of large customers. The billing section also responds to customer inquiries. Additionally, Customer Service has field investigators who research accounts and help with the abatement program. Our collection activity includes phone calls, dunning letters, water shut-off and the management of accounts in bankruptcy. Customer Service is committed to providing NBC's customers with excellent service.

### Prior Year Accomplishments

---

Selected 500 accounts more than the prior year for Water Shut-off for a total of 2,000.

Billed more than \$60 million in user fees.

Investigated 1,800 customer inquiries and completed the investigations within 30 days.

Managed NBC's collection efforts which resulted in late fees as a percent of user charges of approximately 1%.

Continued to develop effective working relationships with NBC's largest customers with multiple accounts.

Continue to work with IT to refine some of the functions of the new CS application implemented 2/1/07.

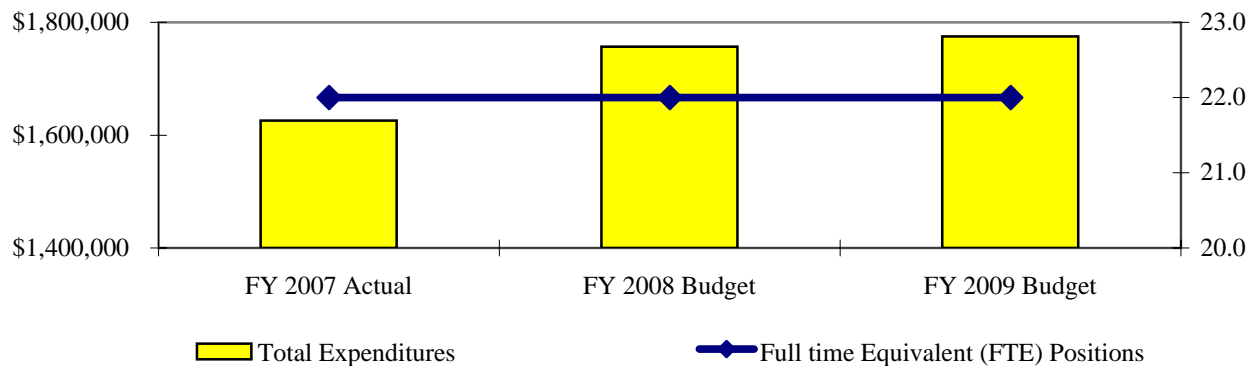
<b>Program Staffing (Budgeted)</b>			
Customer Service Manager	1.0	Special Accounts Coordinator	1.0
Customer Research Supervisor	1.0	Customer Service Analyst	2.0
Customer Service Statistical Analyst	1.0	Customer Service Associate	1.0
Field Investigator	2.0	Customer Service Representative	10.0
Fiscal Clerk	2.0	Billing Supervisor	1.0
<b>22.0 FTEs</b>			

# The Budget

## Administration & Finance Division Customer Service

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 1,317,574	\$ 1,413,982	\$ 1,476,458
Less Capital Reimbursements	-	-	-
Net Personnel Costs	1,317,574	1,413,982	1,476,458
Operating Supplies/Expense	247,298	275,630	229,825
Professional Services	34,649	37,320	38,620
Capital Outlays	26,142	30,000	30,000
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,625,662</b>	<b>\$ 1,756,932</b>	<b>\$ 1,774,903</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 1,625,662	\$ 1,756,932	\$ 1,774,903
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 1,625,662</b>	<b>\$ 1,756,932</b>	<b>\$ 1,774,903</b>
<b>Full time Equivalent (FTE) Positions</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>

### Customer Service - Historical Data



# Performance Data

## Administration & Finance Division

### Customer Service

Strategic Objective	Actions for Achievement Service Level Objective
---------------------	--

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

Increase efficiency and accuracy of user charge billing.

Ensure timely collection of accounts.

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

Review accounts and develop relationships with large users.

Maximize Customer Focus attitude.

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Percentage of accounts with meter readings within prior 12 months	95%	96%	98%
Percentage of over thirty-day receivables called	81%	85%	90%
Number of accounts selected for Water Shut Off	1400	1400	2500
Late fees as a percentage of billing	<1%	<1%	<2%
Number of large user accounts reviewed per year	10	12	15
Number of Customer Focus training sessions annually	4	7	8
Percentage of calls abandoned	2%	<4%	<4%
Number of Connection Permits investigated	100%	100%	100%
Resolution of Disputes within 30 days	95%	95%	96%
Quarterly Reads on Large Customers	529	529	500

# The Program

## Administration & Finance Division Purchasing

---

### Mission and Overview:

---

The Purchasing section is responsible for ensuring the legal, timely and cost-effective purchasing of goods and services. This section also provides support for NBC communications, security, and maintenance of the Corporate Office Building.

### Prior Year Accomplishments

---

Assisted with the RFQ/P for wind generated electricity.

Ensured all bid specifications were added to Baynet.

Prepared the annual energy usage and expenditure report for the Department of Administration.

Assisted in preparing response to the Senate Government Oversight Committee concerning NBC purchases in accordance with RI State law and NBC Policies and Procedures.

Prepared the natural gas bid for one, two and three year terms.

Re-bid both the sodium hypochlorite and sodium bisulfite chemicals.

Program Staffing (Budgeted)			
Purchasing Manager	1.0	Purchasing Coordinator	1.0
Office Administrator	1.0	Fiscal Clerk	1.0
4.0 FTEs			

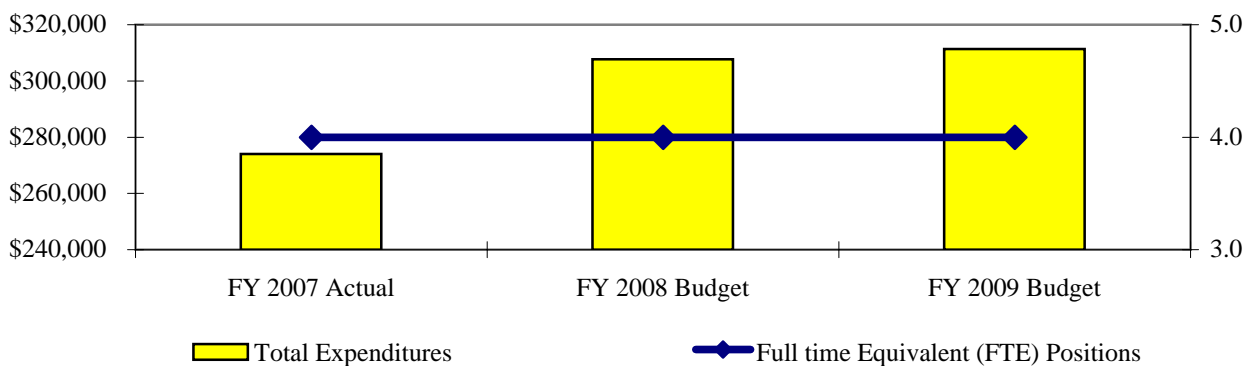


# The Budget

## Administration & Finance Division Purchasing

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 269,989	\$ 302,309	\$ 305,666
Less Capital Reimbursements	-	-	-
Net Personnel Costs	269,989	302,309	305,666
Operating Supplies/Expense	3,983	5,430	5,630
Professional Services	-	-	-
Capital Outlays	-	-	-
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 273,972</b>	<b>\$ 307,739</b>	<b>\$ 311,296</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 273,972	\$ 307,739	\$ 311,296
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 273,972</b>	<b>\$ 307,739</b>	<b>\$ 311,296</b>
<b>Full time Equivalent (FTE) Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

### Purchasing - Historical Data



# Performance Data

## Administration & Finance Division

### Purchasing

Strategic Objective	Actions for Achievement Service Level Objective
<b>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</b>	Ensure goods are purchased in a timely manner.  Evaluate utility and chemicals contracts.
<b>Customer Focus: Maintain a customer-focused attitude throughout the organization.</b>	Ensure compliance with federal and state purchasing laws.  Work towards maximum satisfaction of internal customers.
<b>Staffing: Attract, develop and retain highly qualified employees.</b>	Encourage and support adequate level of staff training opportunities.

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Percentage of purchase requisitions completed within two weeks	97%	95%	97%
Number of days to complete bid specifications	30	30	30
Percentage of contracts reviewed three months prior to expiration	100%	100%	100%
Percentage of non sole-source, non-emergency purchase requisitions over \$2,500 put out to bid	100%	100%	100%
Percentage of non sole-source, non-emergency purchase requisitions over \$2,500 listed on State of Rhode Island Vendor Information Program (website)	100%	100%	100%
Percentage of purchasing system users trained	100%	100%	100%
Number of training hours per employee	12 hours	12 hours	12 hours

# The Program

## Administration & Finance Division General Administration

---

### Mission and Overview:

---

The budget for the General Administration section contains expenses such as insurance, unemployment, workers' compensation, special studies, support for the corporate office building, telephones, and debt service payments. Debt service represents the most significant element of the General Administration budget.

### Prior Year Accomplishments

---

Assisted with the assessment and evaluation of the Corporate Office Building's HVAC system.

Assisted with the implementation of the Bucklin Point security system.

Installed night deposit box for customer service.

Enhanced the security of the COB with the installation of rooftop cameras.

Completed monthly measurement review of overhead accounts, ensuring overhead expense is at or below budget.

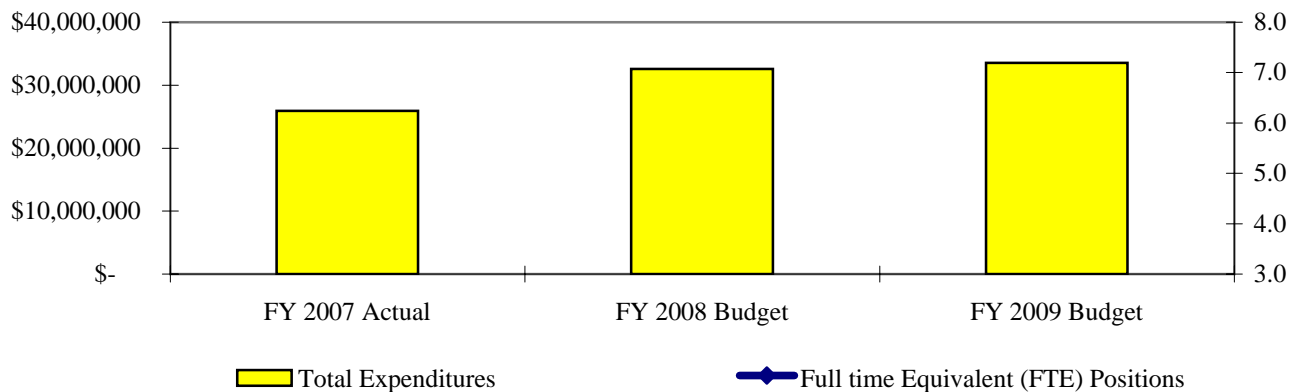
<b>Program Staffing (Budgeted)</b>
Responsibilities are executed by Purchasing staff
<b>0 FTEs</b>

# The Budget

## Administration & Finance Division General Administration

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 97,720	\$ 305,475	\$ 566,209
Less Capital Reimbursements and Turnover Allowance	-	-	-
Net Personnel Costs	97,720	305,475	566,209
Operating Supplies/Expense	1,178,360	1,213,415	1,359,531
Professional Services	142,217	307,819	276,827
Capital Outlays	68,690	106,000	106,000
Debt Service	24,431,390	30,663,602	31,258,664
<b>Total Expenditures</b>	<b>\$ 25,918,377</b>	<b>\$ 32,596,311</b>	<b>\$ 33,567,231</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 25,918,377	\$ 32,566,311	\$ 33,542,231
Grant	-	30,000	25,000
<b>Total Expenditures by Source</b>	<b>\$ 25,918,377</b>	<b>\$ 32,596,311</b>	<b>\$ 33,567,231</b>
<b>Full time Equivalent (FTE) Positions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

### General Administration - Historical Data



# Performance Data

## Administration & Finance Division

### General Administration

Strategic Objective	Actions for Achievement Service Level Objective
<b>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</b>	Provide cost-effective administration of the Corporate Office Building (COB).  Maintain and repair COB annually and invest in capital improvements as needed.  Ensure all COB facility inspections are completed on time and deficiencies corrected within 30 days.

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Percentage of building maintenance requests completed within two weeks	88%	80%	85%
Cost per square foot maintained	6.74/sq.ft.	\$7.00/sq.ft.	\$7.00/sq.ft.
Completion of budgeted operating capital projects	100%	100%	100%
Number of facility inspections	9	9	9

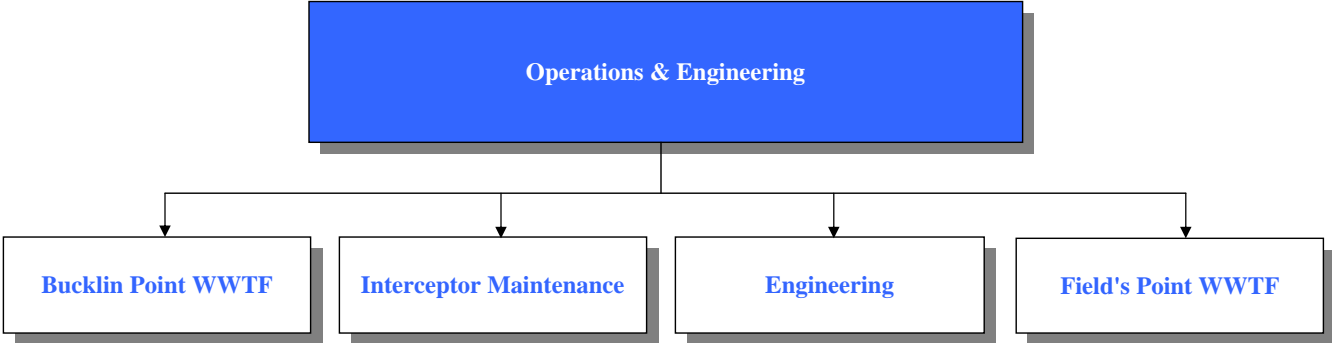
*This page was intentionally left blank.*



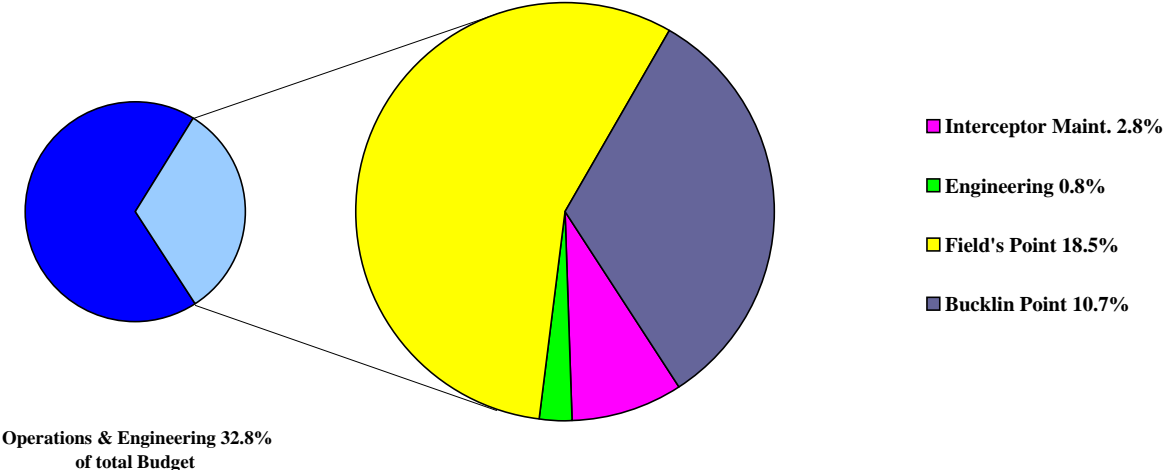
# Division Structure

## Operations & Engineering Division Division Summary

---



## Operations & Engineering Division



# Division Program

## Operations & Engineering Division Division Summary

### Purpose and Overview

The Operations and Engineering division is responsible for planning and designing capital improvements to the NBC's system of interceptors, pump stations, and wastewater treatment facilities. These improvements to the sewer system's infrastructure are necessary to ensure proper collection and treatment of the wastewater and storm water flows. In addition, the division is responsible for operating and maintaining the treatment plants and the collection system.

### Significant Budget Modifications

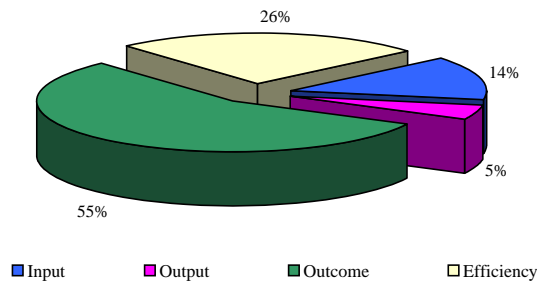
The Operations and Engineering Division's budget has increased by 4.1% on a year to year basis. In terms of personnel costs, the number of FTE positions in this division have not changed from FY 2008. However, this division has the greatest number of union positions in NBC, and is therefore impacted by the increasing union pension and post-retirement health benefit employer contribution.

Several operating accounts have increased over FY 2008. Operating impacts of the CSO Phase I facilities that will become operational in October 2008 include increases in electricity and gas usage and increased costs for treatment of the incremental flow to Field's Point's facilities. The price for chemicals used for treatment of wastewater has increased as well as the cost of biosolids disposal at both the Field's Point and Bucklin Point facilities.

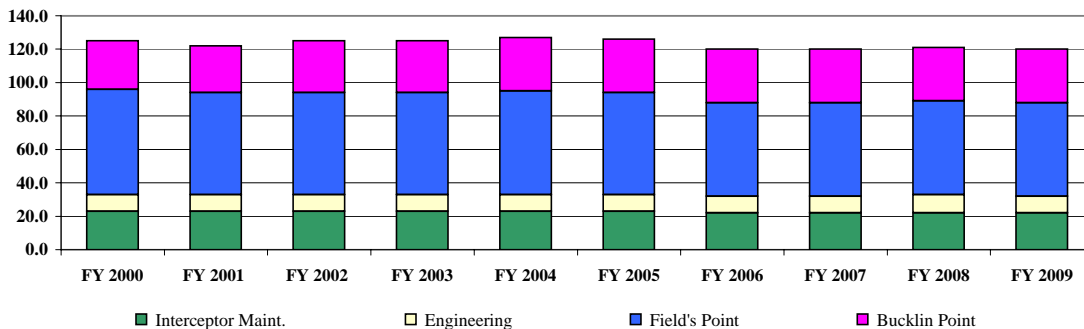
### Operations & Engineering Division Performance Data Summary

The chart below illustrates the Operations & Engineering Division's Performance Data by type of measure. The measures can be found in the individual sections following this division summary. As can be seen, in this division Outcome and Efficiency measures make up 81% of total performance measures.

**Percentage of Performance Measurement Types  
Operations & Engineering Division**



**Historical Budgeted Positions (FTEs)  
Operations and Engineering Division**





# The Program

## Operations & Engineering Division Interceptor Maintenance

---

### Mission and Overview:

---

The Interceptor Maintenance (IM) section is responsible for maintaining facilities which collect and transport wastewater to the NBC wastewater treatment plants within the Bucklin Point and Field's Point district. This section inspects and maintains approximately 93 miles of interceptor sewers, 6 pumping stations, 84 regulators, 22 meter stations, 48 sumps, 32 tidegates, approximately 550 catch basins, and the Lincoln Septage Receiving Facility. The purpose for the proper maintenance of these facilities is to ensure sufficient capacity is maintained within the collection system to maximize the amount of wastewater that is transported to the treatment facilities, while complying with applicable state and federal requirements.

### Prior Year Accomplishments

---

Inspected approximately 18 miles of interceptor.

Removed an estimated 295 cubic yards of grit from the collection system.

Removed approximately 24.7 tons of floatables and grit material that would have discharged to the Seekonk River during wet weather events.

Completed approximately 875 hours of training.

NBC began start up for the new Washington Highway Pump Station in December 2007. This pump station has replaced the original station built in 1972.

Substantial completion of the Omega Pump Station upgrades.

Reduced the average number of bypass events from 1.75 events per month to 1.42 events per month which may be due to more thorough inspections and maintenance.

### Program Staffing (Budgeted)

IM Manager	1.0	Technical Assistant	1.0
Assistant IM Manager	1.0	Dispatcher	1.0
IM Supervisor	1.0	IM Operator	13.0
Heavy Motor Equipment Operator	1.0	IM Inspector	1.0
Mechanic	1.0	IM Environmental Engineer	1.0

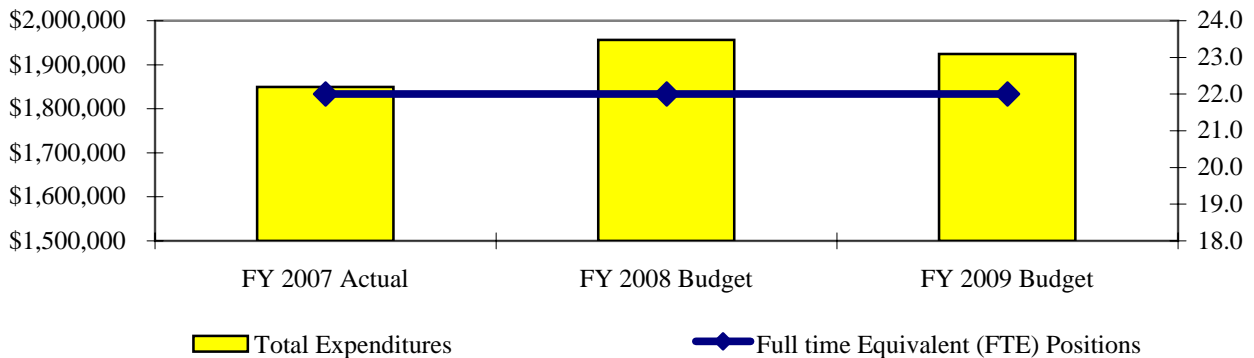
**22.0 FTEs**

# The Budget

## Operations & Engineering Division Interceptor Maintenance

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 1,225,090	\$ 1,443,033	\$ 1,520,047
Less Capital Reimbursements and Turnover	(51,925)	(120,256)	(137,555)
Net Personnel Costs	1,173,165	1,322,777	1,382,492
Operating Supplies/Expense	414,062	451,153	476,364
Professional Services	14,597	15,300	14,800
Capital Outlays	247,434	167,000	51,000
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,849,258</b>	<b>\$ 1,956,230</b>	<b>\$ 1,924,656</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 1,849,258	\$ 1,956,230	\$ 1,924,656
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 1,849,258</b>	<b>\$ 1,956,230</b>	<b>\$ 1,924,656</b>
<b>Full time Equivalent (FTE) Positions</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>

**Interceptor Maintenance - Historical Data**



# Performance Data

## Operations & Engineering Division Interceptor Maintenance

Strategic Objective	Actions for Achievement Service Level Objective
<b>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</b>	Maintain on-going inspection and careful maintenance of NBC's collection system.  Comply with all State and Federal reporting requirements on reporting bypass events.  Maintain an asset management program for NBC's infrastructure.
<b>Envir. Performance: Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.</b>	Minimize environmental pollution.
<b>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</b>	Minimize unplanned capital expenditures.
<b>Customer Focus: Maintain a customer-focused attitude throughout the organization.</b>	Provide prompt courteous responses to all customer requests.
<b>Staffing: Attract, develop and retain highly qualified employees.</b>	Provide training and equipment to ensure safe and environmentally sound management practices are followed.

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Number of miles of interceptors inspected and cleaned annually	18	10	10
Address emergency situations within 24 hours of notification	100%	100%	100%
Report all bypass events verbally within 24 hours and send a written report within 5 days	100%	100%	100%
Comply with DEM Best Management Practices (BMP) reporting requirements (Semi-Annually)	100%	100%	100%
Length of time required to alleviate dry weather bypass events from initial notification to end of bypass	2.4 hours	6 hours or less	6 hours or less
Tons of material removed from full trash nets within 72 hours in order to prevent pollution from entering receiving waters	45 tons	70 tons	70 tons
Percentage of capital expenditures spent on planned items	100%	100%	100%
Number of customer service training hours per employee completed annually	1.5 hour	1 hour	1 hour
Length of time to review sewer connection permits	2.7 business days	3 business days	3 business days
Number of optional training hours completed annually	446	75	75

# The Program

## Operations & Engineering Division Engineering

---

### Mission and Overview:

---

The primary responsibility of the Engineering section is the planning and design of facilities needed for the collection and treatment of wastewater within the NBC's service area. Projects are identified in the NBC's five-year Capital Improvement Plan. The types of capital projects designed by the Engineering section include CSO facilities, improvements to existing wastewater treatment facilities, sewer system improvement projects, and CSO interceptor repair and construction projects. The Engineering section also provides facilities engineering services to the FPWWTF.

### Prior Year Accomplishments

---

Completed preliminary design for Nitrogen Removal Facilities at the FPWWTF for Contract 109.01D.

Completed development of the Regional Ocean Model System (ROMS) receiving water model for Contract 114.01.

Completed evaluation of Biogas Microturbine for the BPWWTF for Contract 120.00P.

Completed update of hydraulic model for Contract 302.21D.

Initiated preliminary design for Phase II CSO Facilities for Contract 303.01.

Completed infiltration/inflow (I/I) analyses for Branch/Douglas Interceptor for contract 304.10.

Completed design of Louisquisset Pike Interceptor Replacement for Contract 304.21.

Completed Facilities Plan for Central Ave. Pump Station for 705.00P.

Completed Engineering Analysis for compliance with Nitrogen permit limits for the BPWWTF for Contract 809.00.

### Program Staffing (Budgeted)

Risk Management Coordinator / Engineering & Construction Coordinator	1.0	Administrative Assistant / Engineering & Operations Fiscal Administrator	1.0
Engineering Manager	1.0	Facilities Manager	1.0
Instrumentation Engineer	1.0	Principal Environmental Engineer	3.0
Environmental Engineer	1.0	Director of Operations & Engineering	1.0
<b>10.0 FTEs</b>			

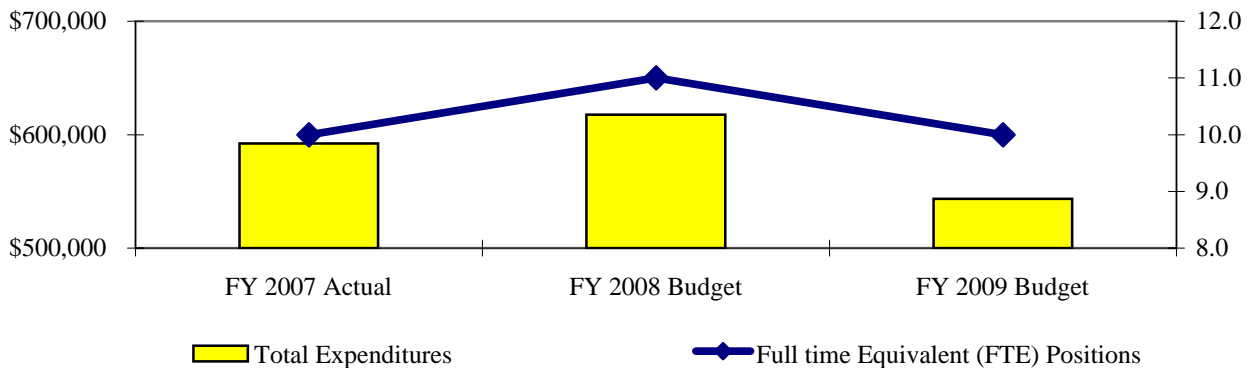


# The Budget

## Operations & Engineering Division Engineering

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 958,554	\$ 1,060,610	\$ 975,369
Less Capital Reimbursements	(400,318)	(459,501)	(459,501)
Net Personnel Costs	558,235	601,109	515,869
Operating Supplies/Expense	15,021	16,450	27,600
Professional Services	100	-	-
Capital Outlays	18,822	-	-
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 592,179</b>	<b>\$ 617,559</b>	<b>\$ 543,469</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 592,179	\$ 617,559	\$ 543,469
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 592,179</b>	<b>\$ 617,559</b>	<b>\$ 543,469</b>
<b>Full time Equivalent (FTE) Positions</b>	<b>10.0</b>	<b>11.0</b>	<b>10.0</b>

### Engineering - Historical Data



# Performance Data

## Operations & Engineering Division Engineering

Strategic Objective	Actions for Achievement Service Level Objective
---------------------	--

**Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.**

Complete the planning and design of all projects in accordance with the master schedule and in compliance with RIDEM requirements.

Ensure safe and reliable wastewater processing through effective asset management.

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

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Number of project tasks completed related to nutrient removal and other improvements at wastewater treatment facilities	4/8	5	5
Implement Asset Mgt Program by completing required phases	6/30/07 Phase II	6/30/08 Phase III	6/30/09 Phase IV
Number of project tasks completed related to the sewer collection system	2/2	6	2
Number of project tasks completed related to the development of GIS/Hansen sewer maintenance applications	4/4	3	2
Number of project tasks completed related to Phase II Combined Sewer Overflow Control in accordance with permit and consent order requirements	2/4	2	2

# The Program

## Operations & Engineering Division Field's Point Operations

---

### Mission and Overview:

---

The Field's Point WWTF is the largest wastewater treatment facility in RI. It treats over 43 million gallons of wastewater per day. The goal and mission of the Operations staff is to operate the facility in a way that will produce the highest quality effluent in the most efficient manner. To accomplish this goal, Operations must ensure that all processes function at their optimum. Residuals removed from the wastewater must be disposed of and/or utilized in a cost-efficient manner. Roughly 500 tons of grit and 180 tons of screenings are removed in the treatment process and they are properly disposed of at the landfill. Approximately 26 dry tons of sludge are removed on a daily basis.

### Prior Year Accomplishments

---

Continued to produce an excellent quality effluent on a daily basis. There were no violations of daily maximum permit loads for TSS and BOD, and only one violation of permit levels for fecal coliforms.

Received Narragansett Water Pollution Control Association's 2007 Most Efficient Award for Advanced Treatment.

Rebuilt the scraper mechanism of the No. 2 Gravity Thickener

Assisted Hart Engineering in completing the installation of new Final Clarifier Influent Gates on Splitter Box No. 2.

Use the Emergency Response Plan guidance to limit a dry weather secondary bypass event to only 94,000 gallons, almost all of which was chlorinated.

Affixed labels using the new equipment identification system for all critical pieces of equipment in the Wet Weather Treatment Facility.

Updated and used the asset management application to identify equipment, track service requests and work orders, account for costs on work orders and to close out work orders.

Cleaned, scraped, primed and painted all pumps, pump bases, pipes and valves in the Gravity Thickener Pump Station and Primary Pump Station as part of the facility-wide asset management program.

Rebuilt the No.1 Bar rack at the Ernest St. Pump Station which included complete removal and reinstallation of the chains, flights, sprockets, rollers and all structural supports.

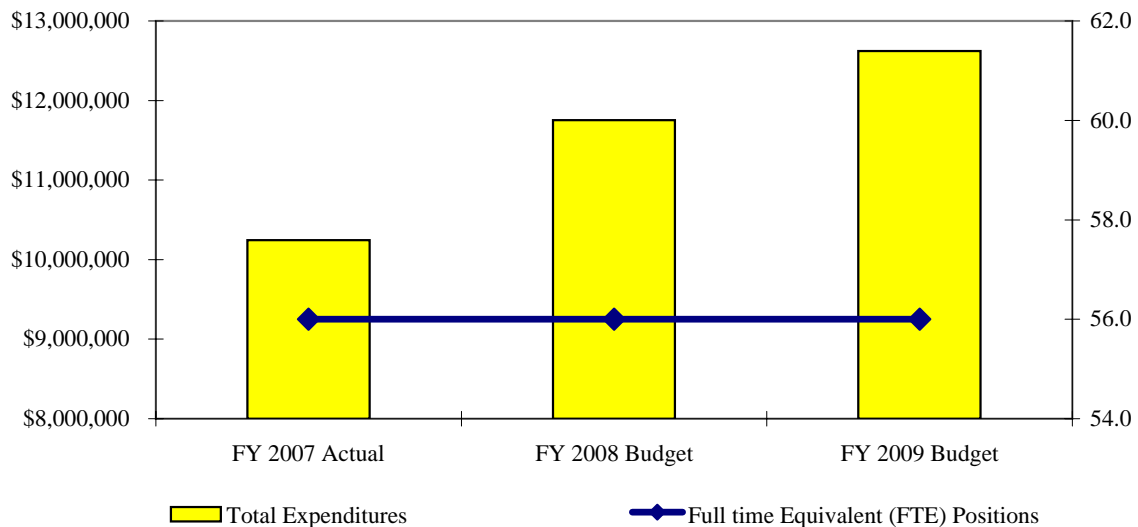
Program Staffing (Budgeted)			
Operations Manager FP	1.0	Assistant Operations Manager	1.0
Control Systems Administrator	1.0	Assistant Control Systems Administrator	1.0
O & M Clerk	1.0	O & M Coordinator	1.0
Maintenance Manager	1.0	Fleet Mechanic	1.0
O & M Technician	1.0	O & M Supervisor	4.0
Process Monitor	9.0	Inventory Control Clerk	2.0
Assistant Inventory Control Clerk	1.0	Operator	12.0
Mechanic	10.0	Carpenter	1.0
E and I Technician	1.0	Electrician	2.0
Master Electrician	1.0	O & M Support Supervisor	1.0
Maintenance Supervisor	1.0	Assistant E and I Technician	1.0
Senior Maintenance Supervisor	1.0		
<b>56.0 FTEs</b>			

# The Budget

## Operations & Engineering Division Field's Point Operations

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	3,787,873	4,381,094	4,527,863
Less Capital Reimbursements and Turnover	-	(219,055)	(226,237)
Net Personnel Costs	3,787,873	4,162,039	4,301,626
Operating Supplies/Expense	5,864,992	6,990,179	7,738,452
Professional Services	15,682	14,472	17,022
Capital Outlays	576,379	584,400	563,000
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 10,244,927</b>	<b>\$ 11,751,090</b>	<b>\$ 12,620,100</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 10,244,927	\$ 11,751,090	\$ 12,620,100
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 10,244,927</b>	<b>\$ 11,751,090</b>	<b>\$ 12,620,100</b>
<b>Full time Equivalent (FTE) Positions</b>	<b>56.0</b>	<b>56.0</b>	<b>56.0</b>

**Field's Point Operations - Historical Data**



# Performance Data

## Operations & Engineering Division Field's Point

Strategic Objective	Actions for Achievement Service Level Objective
<b>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</b>	Achieve 100% compliance on RIPDES permit.  Recondition facility buildings, structures, piping and equipment to extend their useful life.  Achieve higher treatment performance for TSS and BOD than is required by permit by maximizing effluent treatment. The limit for both these parameters is 30 mg/l.  Develop a Standard Operating Procedure so as to effectively integrate the new Tunnel Pump Station into routine Operations tasks.
<b>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</b>	Optimize efficiency of the Solids Handling area.  Reduce number of Workers' Compensation claims.  Maximize safe, efficient and cost-effective operation of the treatment plant.  Minimize unplanned capital expenditures.
<b>Staffing: Attract, develop and retain highly qualified employees.</b>	Develop a qualified pool of candidates for future supervisory positions.

Target Measure	FY 2007 Actual	FY 2008 Budget	FY 2009 Budget
Achieve 100% compliance rate by eliminating daily maximum, weekly average, and monthly average violations for TSS, BOD, fecal coliforms, and chlorine residuals (potentially 1,716 violations)	99.9%	100%	100%
Perform preventative maintenance tasks on 25 percent of the total number of buildings and structures within the facility on an annual basis	25%	25%	25%
Effluent Quality Goals:			
Yearly average TSS	11 mg/l	15 mg/l	15 mg/l
Yearly average BOD	14 mg/l	12 mg/l	12 mg/l
Yearly average Fecal Coliforms	20 MPN	20 MPN	20 MPN
Permit levels TSS & BOD	30 mg/l	30 mg/l	30 mg/l
Permit levels Fecal Coliforms	200 MPN	200 MPN	200 MPN
Provide a written Standard Operating Procedure (SOP) for this area and integrate the most important tasks into the present "Wet Train" SOP. Train all Operations staff on the revised SOP	N/A	N/A	22
Keep daily average sludge production to less than or equal to 26 DT/day	24 DT/d	<26 DT/day	<26 DT/day
Reduce the number of accidents at Field's Point (from OSHA reporting form)	20	<25	<20
Reduce the number of changes to the current year Operating Capital budget due to plan changes	6	<5	<5
Percentage of capital expenditures spent on planned items	84%	100%	100%
Number of Incentive Training courses taken by Operations and Maintenance employees	32	20	25

# The Program

## Operations & Engineering Division Bucklin Point Operations

---

### Mission and Overview:

---

The Bucklin Point WWTF is the second largest WWTF in the state, treating approximately one-fifth of the state's wastewater flow. The facility treats an average of 25/million gallons per day (MGD) with the ability to treat a dry weather flow up to 46/MGD. Since the completion of a major upgrade to provide advanced secondary treatment and biological nutrient reduction, Bucklin Point continues to post impressive treatment records in both the pre-existing permitted parameters and the new permitted nitrogen standard. In addition, this construction provided for fundamental treatment of wet weather flows by almost double the previous capacity, utilizing existing tanks and treatment technologies, reducing untreated flows into the Seekonk River by almost 90%.

### Prior Year Accomplishments

---

Provided safety training four times a month and completed the 18-month post-construction training provided by the design engineer.

Received the Narragansett Water Pollution Control Association's 2007 Most Efficient Award for Advanced Treatment.

Optimized dissolved air management system to attain nitrogen treatment at more consistent levels.

Continued implementation of utility-wide asset management program including work order streamlining and execution of work.

Implemented operational strategy changes that reduced grit and screenings process piping obstructions and reduced wear and tear on equipment.

Continued efforts to maintain effective anaerobic digester operation by fine-tuning heat exchanger boiler operation as well as managing siloxane issue.

Worked with Engineering to provide an array of technical projects including consent decree required activities.

Worked with Construction to provide support and coordination with on-site projects including new gates for UV system protection and tank upgrades.

Worked with the NBC departments to continue close collaboration of compliance and process monitoring program for operational parameters.

Worked with Public Relations to provide tours to over 500 visitors, and provided support for a successful Community Day Program.

<b>Program Staffing (Budgeted)</b>			
Bucklin Point Contract Coordinator	1.0	Utility Crew Foreman	1.0
Scada System Operator	1.0	Process Monitor	5.0
Operator	12.0	Heavy Motor Equipment Operator	1.0
Mechanic	5.0	E and I Technician	1.0
Electrical Foreman	1.0	Electrician	2.0
Inventory Control Clerk	1.0	Mechanical Foreman	1.0
	<b>32.0 FTEs</b>		

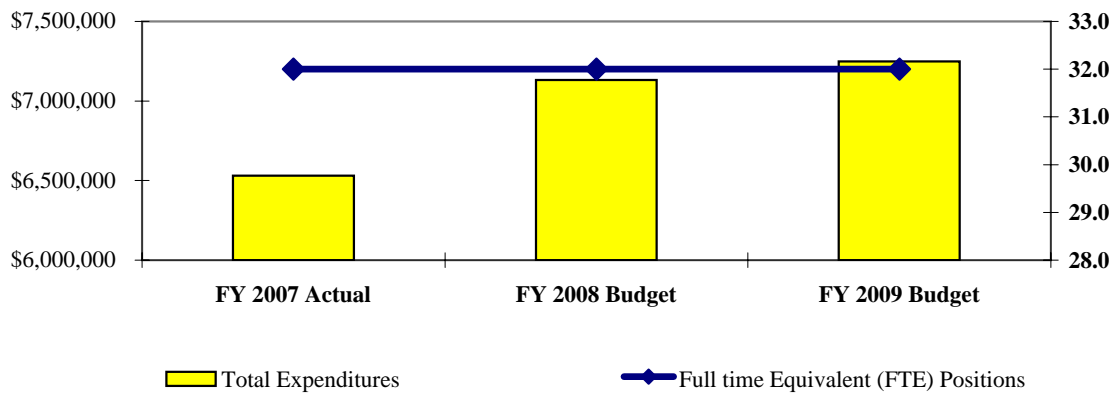


# The Budget

## Operations & Engineering Division Bucklin Point Operations

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 2,244,706	\$ 2,443,253	\$ 2,555,747
Less Capital Reimbursements and Turnover	-	(48,865)	(52,983)
Net Personnel Costs	2,244,706	2,394,388	2,502,764
Operating Supplies/Expense	2,125,896	2,601,991	2,534,429
Professional Services	1,968,123	1,925,501	2,002,416
Debt Service	-	-	-
Capital Outlays	191,318	210,000	210,000
<b>Total Expenditures</b>	<b>\$ 6,530,043</b>	<b>\$ 7,131,880</b>	<b>\$ 7,249,609</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 6,530,043	\$ 7,131,880	\$ 7,249,609
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 6,530,043</b>	<b>\$ 7,131,880</b>	<b>\$ 7,249,609</b>
<b>Full time Equivalent (FTE) Positions</b>	<b>32.0</b>	<b>32.0</b>	<b>32.0</b>

### Bucklin Point Operations - Historical Data



# Performance Data

## Operations & Engineering Division Bucklin Point Operations

Strategic Objective	Actions for Achievement Service Level Objective
<b>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</b>	<p>Maximize safe, efficient and cost-effective operation of the treatment plant.</p> <p>Achieve higher treatment performance for Total Suspended Solids (TSS) and Biological Oxygen Demand (BOD) than is required by permit by maximizing effluent treatment. The limit for both these parameters is 30 mg/l.</p>
<b>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</b>	<p>Optimize efficiency of the Solids Handling area.</p> <p>Minimize unplanned capital expenditures.</p> <p>Reduce emergency maintenance expenditures.</p>
<b>Staffing: Attract, develop and retain highly qualified employees.</b>	<p>Provide a healthy and safe working environment.</p> <p>Maintain number of health and safety training hours per employee.</p> <p>Provide ongoing technical training to optimize team performance.</p>

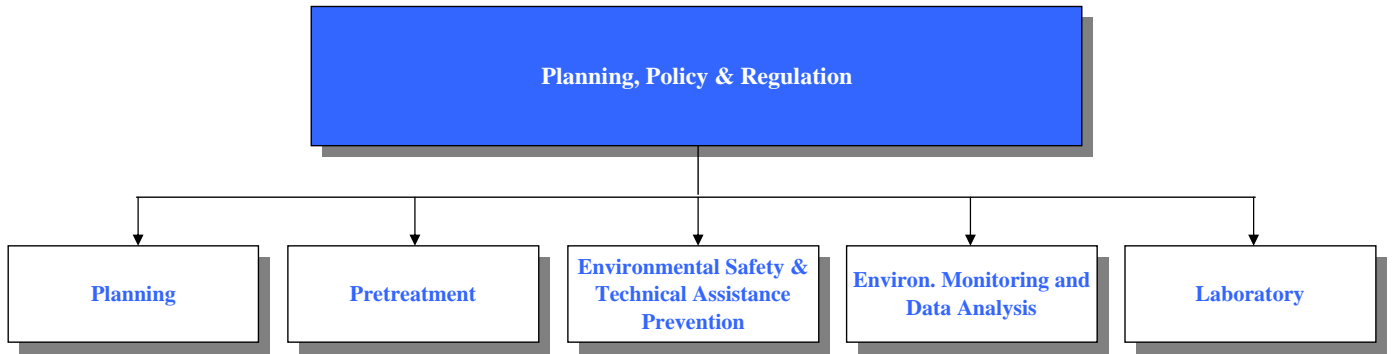
<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Completion of budgeted operating capital projects	100%	100%	100%
Compliance with all new equipment and treatment facility warranties	100%	100%	100%
Effluent Quality Goals:			
Yearly average TSS	7 mg/l	12 mg/l	10 mg/l
Yearly average BOD	3 mg/l	12 mg/l	10 mg/l
Yearly average Fecal Coliforms	13 MPN	30 MPN	30 MPN
Permit levels TSS & BOD	30 mg/l	30 mg/l	30 mg/l
Permit levels Fecal Coliforms	200 MPN	200 MPN	200 MPN
Keep daily average sludge production less than or equal to 6.8 DT/day	6.31 DT/day	6.8 DT/day	6.8 DT/day
Percentage of capital expenditures spent on planned items	100%	100%	100%
Reduction in Monthly Emergency Maintenance Orders due to more comprehensive use of asset management program	10%	10%	10%
Compliance with all state and federal health and safety regulations	100%	100%	100%
Maintain number of hours of training as per Safety and Health Training Hours report	24 hours / employee	24 hours / employee	24 hours / employee
One training session per month per employee (internal and external)	24 hours / employee	24 hours / employee	24 hours / employee

*This page was intentionally left blank.*

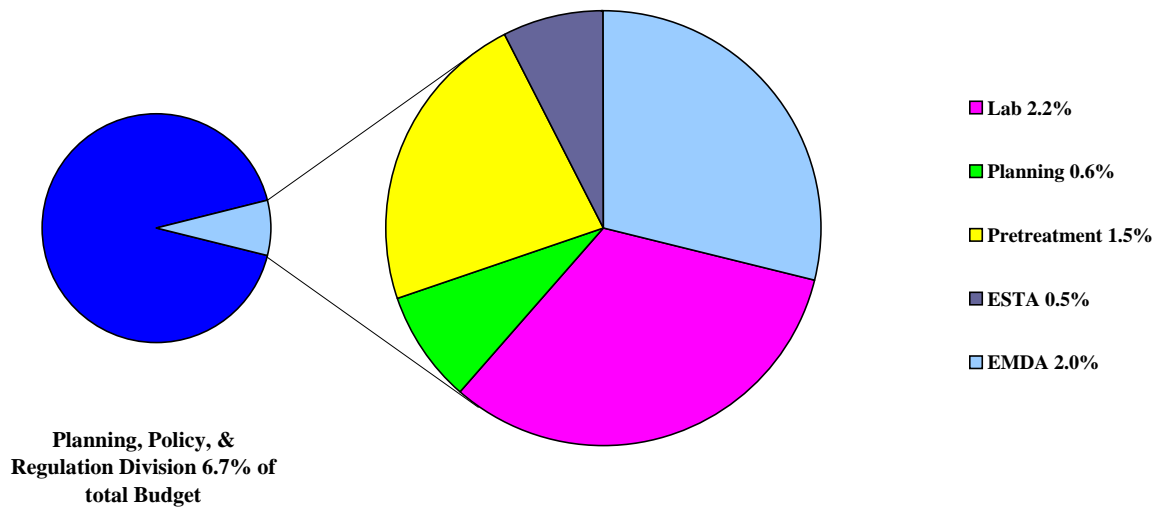
# Division Structure

## Planning, Policy & Regulation Division Summary

---



## Planning, Policy & Regulation Division



# Division Program

## Planning, Policy & Regulation Division Division Summary

---

### Purpose and Overview

The Planning, Policy and Regulation Division is responsible for long-range agency planning and the issuance of new sewer connection permits. The Division also includes the Pretreatment program, Environmental Monitoring and Data Analysis, Environmental Safety and Technical Assistance, and the laboratory. The Division also provides technical support to the operating sections and performs a variety of special studies.

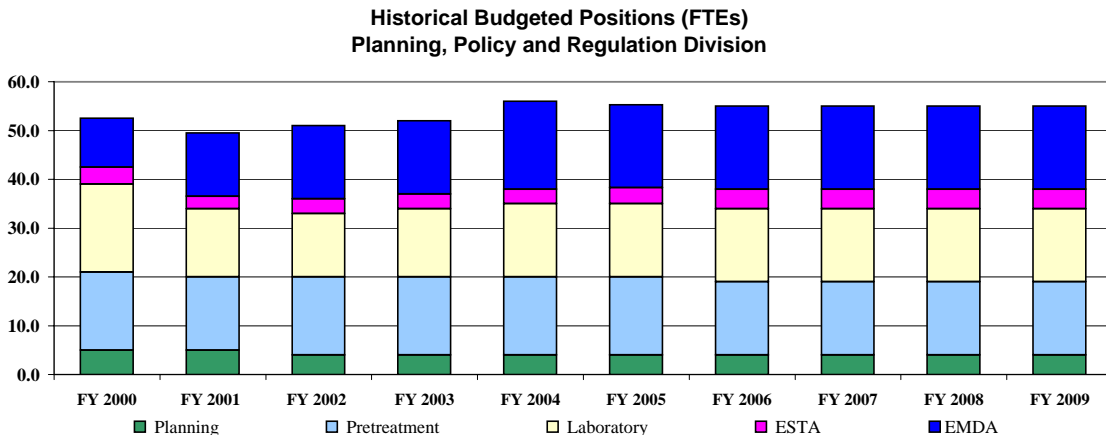
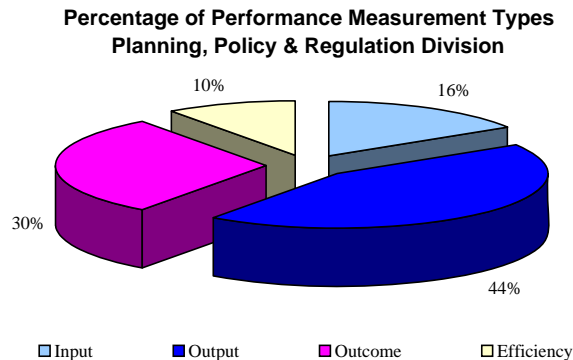
### Significant Budget Modifications

The Planning, Policy & Regulation Division's budget increased by 3.8% on a year to year basis. There are no changes in the number of FTE's, although Personnel costs rose slightly due the rising costs of health insurance and union related benefits.

In terms of operating costs, the lab supplies account have increased due to the more stringent requirements of nitrogen removal and other permitted sampling. Due to the rising costs of energy, vehicle fuel & maintenance and electricity expenses have also increased over FY 2008.

### Planning, Policy & Regulation Division Performance Data Summary

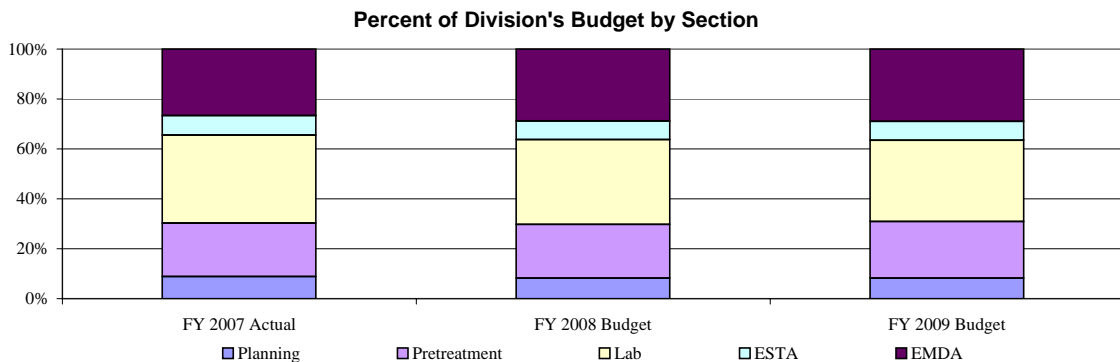
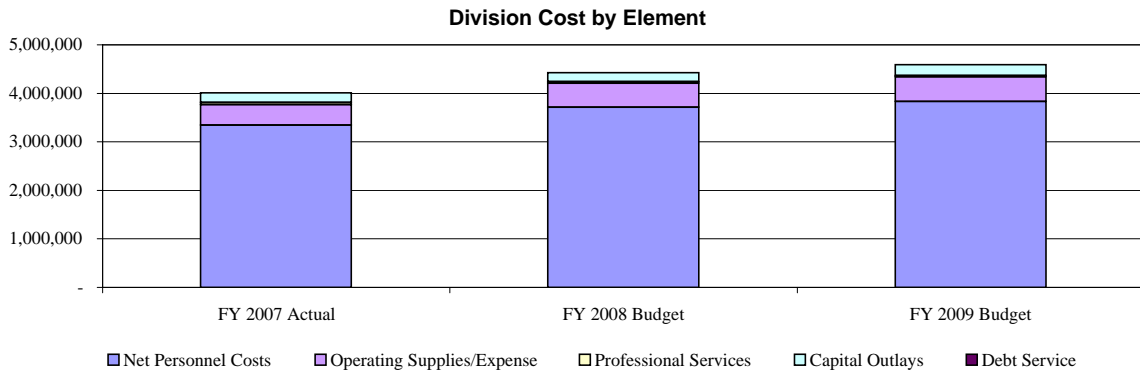
The chart below illustrates the Planning, Policy & Regulation Division's Performance Data by type of measure. The measures can be found in the individual sections following this division summary. As can be seen, in this division Outcome and Efficiency measures make up 40% of total performance measures.



# Division Budget

## Planning, Policy & Regulation Division Summary

<u>Expenditures by Element of Expense</u>	<u>FY 2007 Actual</u>	<u>FY 2008 Budget</u>	<u>FY 2009 Budget</u>
Personnel Costs	\$ 3,366,311	\$ 3,736,341	\$ 3,855,004
Less Capital Reimbursements	(24,768)	(19,375)	(19,375)
Net Personnel Costs	3,341,543	3,716,966	3,835,629
Operating Supplies/Expense	426,527	489,481	503,025
Professional Services	47,674	35,280	30,360
Capital Outlays	194,233	181,400	223,466
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 4,009,977</b>	<b>\$ 4,423,127</b>	<b>\$ 4,592,480</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 4,009,977	\$ 4,423,127	\$ 4,592,480
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 4,009,977</b>	<b>\$ 4,423,127</b>	<b>\$ 4,592,480</b>
Full time Equivalent (FTE) Positions	55.0	55.0	55.0



# The Program

## Planning, Policy & Regulation Division Planning

---

### Mission and Overview:

---

The Planning section issues sewer connection, stormwater and sewer alteration permits. It is also responsible for the issuance and maintenance of NBC policies, assisting other sections with the enforcement of certain NBC Rules and Regulations, protection of NBC sewer easements, and public outreach projects such as the Chairman's River Restoration Initiative. In addition, staff provides free water audits for businesses as well as technical assistance to the sewer abatement program. Planning section staff maintain the Rhode Island Pollution Discharge Elimination Program (RIPDES) stormwater permits for both the Field's Point and Bucklin Point Wastewater Treatment Facilities. This section is also responsible for NBC Planning activities, including developing and maintaining the NBC Strategic Plan, and negotiating RIPDES Permit issues with the Department of Environmental Management.

### Prior Year Accomplishments

---

Processed 489 applications for new sewer permit connections.

Encouraged developers to use Low Impact Design, (LID) techniques for stormwater disposal. A total of 16 projects in our district employed some of these LID techniques to reduce approximately 1,000,000 gallons of stormwater flow from the NBC sewer system.

Held the Third Annual Stormwater Award, presenting the 2006 award to RI Hospital for their stormwater design project that removed approximately 400 thousand gallons of stormwater from the public sewer system.

Directed and coordinated the Chairman's Woonasquatucket River Restoration Program's Earth Day Clean-Up Event, removing all types of pollution from the Woonasquatucket River.

Conducted annual site inspections of the Field's Point and Bucklin Point Wastewater Treatment Facilities as required under our General Stormwater Permits for these facilities.

Participated in the Rhode Island Environmental Monitoring Collaborative and the Ad-Hoc Subcommittee, two sub-panels of the Governor's Rivers, Bay and Watersheds Coordination Team.

Established a database on the NBC Geographical Information System (GIS) that includes over 1,600 applicant names, addresses, type of connection (residential or commercial), showing direct sewer connections to our facilities and indirect sewer connections to city or town owned sewer systems.

### Program Staffing (Budgeted)

Director of Planning, Policy, & Regulation	1.0	Administrative Assistant	1.0
Permits Coordinator	1.0	Permits and Planning Manager	1.0

**4.0 FTEs**

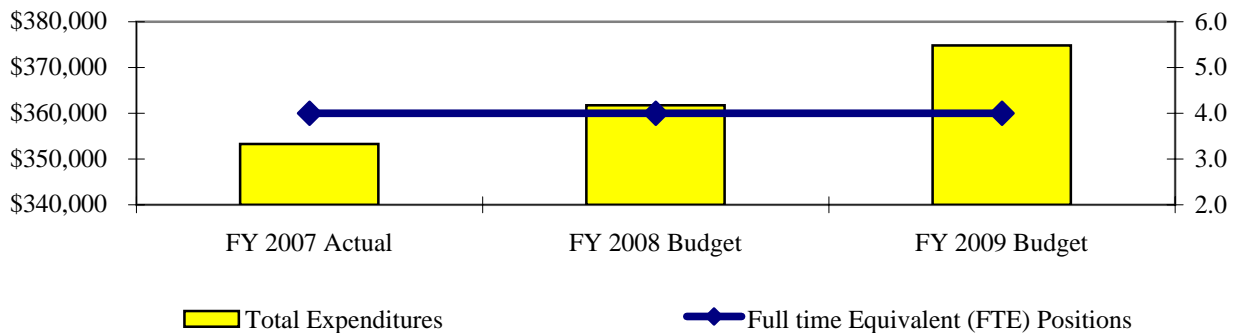


# The Budget

## Planning, Policy & Regulation Division Planning

Expenditures by Element of Expense	FY 2007 Actual	FY 2008 Budget	FY 2009 Budget
Personnel Costs	\$ 338,251	\$ 348,553	\$ 358,504
Less Capital Reimbursements	-	-	-
Net Personnel Costs	338,251	348,553	358,504
Operating Supplies/Expense	14,866	13,200	16,350
Professional Services	200	-	-
Capital Outlays	-	-	-
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 353,317</b>	<b>\$ 361,753</b>	<b>\$ 374,854</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 353,317	\$ 361,753	\$ 374,854
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 353,317</b>	<b>\$ 361,753</b>	<b>\$ 374,854</b>
<b>Full time Equivalent (FTE) Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

### Planning - Historical Data



# Performance Data

## Planning, Policy & Regulation Division Planning

Strategic Objective	Actions for Achievement Service Level Objective
<b>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</b>	Maintain full compliance with all requirements of Phase I Stormwater Permits for both NBC WWTFs.
<b>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</b>	Administer the connection fee structure in a fair and accurate manner.
<b>Customer Focus: Maintain a customer-focused attitude throughout the organization.</b>	Work to create a customer-focused attitude to enhance the efficiency of the permitting program.
<b>Staffing: Attract, develop and retain highly qualified employees.</b>	Conduct projects that give back to the cities/towns and state.  Work to create and establish opportunities for continued growth and professional development of staff.
<b>Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".</b>	Maintain internal communication process for the permit program.
<b>Organizational Performance: Ensure that the NBC organization is aligned with and supports our strategic goals.</b>	Develop and publish a formal statement of NBC's Strategic Plan goals and communicate to employees.

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Prepare annual stormwater inspection report for each WWTF	12/20/2006	12/30/2007	12/30/2008
Apply for renewal of RIPDES Stormwater permits per RIDEM requirements	5/18/2006	Renewal 5/31/11	Renewal 5/31/11
Collect 100% of fees for every permit issued	100%	100%	100%
Meet time limit for issuance of sewer and storm connection permits	9 Business days	10 Business days	10 Business days
Meet time limit for issuance of sewer alteration permits	9 Business days	9 Business days	9 Business days
Hold Earth Day River Cleanup Event	4/22/2007	4/30/2008	4/30/2009
Conduct biannual review meetings with staff to discuss professional development and tuition reimbursement programs	2 meetings/year	2 meetings/year	2 meetings/year
All staff complete four hours of professional training	16 hrs/employee	4 hrs/employee	4 hrs/employee
Meet monthly with customer service section to review status of new permits	12 meetings	12 meetings	12 meetings
Notify employees annually regarding updated Strategic Plan goals	5/31/2007	6/30/2008	6/30/2009

# The Program

## Planning, Policy & Regulation Division Pretreatment

---

### Mission and Overview:

---

The Pretreatment section is responsible for the federally mandated pretreatment program. The primary purpose of the pretreatment program is to protect the NBC's wastewater treatment plants from toxic chemicals that could disrupt and interfere with plant operations, as well as to protect the receiving waters of the metropolitan-area rivers and, ultimately, Narragansett Bay.

The Pretreatment section uses various tools to accomplish this task, including the issuance of wastewater discharge permits to industrial and commercial users. Additionally, this section performs site inspections of these users, responds to spills within the NBC district and tracks toxic discharges through the sewer system to determine the source.

### Prior Year Accomplishments

---

Inspected all significant industrial users (SIUs) multiple times within the 12 month period, achieving 100% of the goal.

All SIUs were continuously permitted in accordance with federal regulations, achieving 100% of the goal.

Submitted the Pretreatment Annual Report to the RIDEM on March 15, 2008 as required by the RIPDES permit.

Participated in six public presentations and workshop exceeding the goal of three.

Issued eight educational form letters to users over the past year.

### Program Staffing (Budgeted)

Pretreatment Manager	1.0	Assistant Pretreatment Manager	1.0
Principal Pretreatment Engineer	1.0	Pretreatment Engineer	2.0
Pretreatment Technician	5.0	Pretreatment Clerk	4.0
Senior Pretreatment Technician	1.0		
	<b>15.0 FTEs</b>		



# Performance Data

## Planning, Policy, & Regulation Division Pretreatment

Strategic Objective	Actions for Achievement Service Level Objective
<b>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</b>	Meet the Pretreatment Program requirements of NBC's RIPDES permits for its two wastewater treatment plants.
<b>Envir. Performance: Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.</b>	Continuously evaluate the Pretreatment Program and report the data to the public.
<b>Customer Focus: Maintain a customer-focused attitude throughout the organization.</b>	Provide excellent customer service and educate NBC permitted users regarding NBC regulations and requirements.
<b>Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".</b>	Educate internal and external customers on the Pretreatment program.

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Conduct non-sampling inspections of 100% Significant Industrial Users (SIUs) within required 12 month period	101 SIUs (100%)	100%	100%
Complete and submit Annual Pretreatment Report to DEM	3/15/07	3/15/08	3/15/09
Issue Notices of Violations for 100% of incidents of non-compliance	2,382 NOV <sub>s</sub> (100%)	100%	100%
Present findings to the Citizens' Advisory Committee	3/28/07	6/30/08	6/30/09
Compile the list of companies in Significant Non-Compliance to be published in newspaper	3/1/2007	2/28/2008	2/28/2009
Issue educational form letters	8	8	8
Participate in Public Presentations / Workshops	6	3	3
Conduct User Surveys	N/A	N/A	2
Upload Pretreatment Annual Report to the Internet	3/30/07	4/15/08	4/15/09

# The Program

## Planning, Policy & Regulation Division Laboratory

---

### Mission and Overview:

---

The Laboratory section is responsible for ensuring the production of high quality analytical data through the use of diagnostic measurements that are accurate, reliable, and yield the most precise result 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 United States Environmental Protection Agency (US EPA).

The Laboratory supports the Field's Point and Bucklin Point WWTFs and Pretreatment in their effort for regulated discharges through special studies relating to the rivers and Narragansett Bay. The Lab also supports the Engineering department with special studies at the WWTFs.

### Prior Year Accomplishments

---

Attained 100% accuracy for the lab's analytical proficiency on both the Proficiency Testing for State Certification and EPA's DMR reporting.

Completed and submitted the renewal application for the DOH's State Licensing requirements by November 28, 2007.

Performed approximately 23,000 more analyses than prior year.

Achieved improved nutrient analyses for the biological nutrient removal (BNR) studies.

<b>Program Staffing (Budgeted)</b>			
Laboratory Manager	1.0	Assistant Laboratory Manager	1.0
Senior Organic Chemist	1.0	Senior Environmental Chemist	1.0
Biologist	1.0	Environmental Chemist	2.0
LIMS Administrator / Sample Coordinator	1.0	Chemist	2.0
Laboratory Clerk	1.0	Laboratory Technician	4.0
	<b>15.0 FTEs</b>		

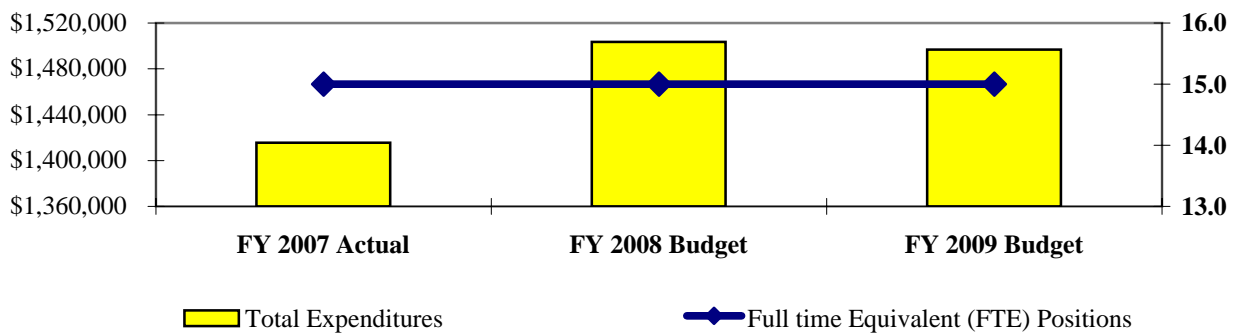


# The Budget

## Planning, Policy & Regulation Division Laboratory

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 994,197	\$ 1,056,925	\$ 1,079,267
Less Capital Reimbursements	-	-	-
Net Personnel Costs	994,197	1,056,925	1,079,267
Operating Supplies/Expense	261,546	298,313	296,144
Professional Services	38,952	28,930	26,860
Capital Outlays	120,820	119,400	94,500
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,415,515</b>	<b>\$ 1,503,568</b>	<b>\$ 1,496,771</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 1,415,515	\$ 1,503,568	\$ 1,496,771
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 1,415,515</b>	<b>\$ 1,503,568</b>	<b>\$ 1,496,771</b>
<b>Full time Equivalent (FTE) Positions</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>

**Laboratory - Historical Data**



# Performance Data

## Planning, Policy & Regulation Division Laboratory

Strategic Objective	Actions for Achievement Service Level Objective
<b>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</b>	<p>Maintain full compliance with all requirements specified in RIPDES Permits and Consent Agreements.</p> <p>Maintain NBC Laboratory quality and resources necessary to meet state and federal certifications, mandated environmental requirements, and ensure proper WWTF operations.</p> <p>Ensure EPA, DOH, and regulations for calibration of all instruments that generate regulatory data have been satisfied, including the laboratory instruments at Field's Point, Bucklin Point and EMDA.</p>
<b>Envir. Performance: Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.</b>	<p>Provide quality and expedient analytical service for all special studies and samples collected to evaluate impacts from nutrients and fecals in NBC's effluent to the Bay.</p>
<b>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</b>	<p>Minimize service contracts by providing preventative maintenance (PM) training to in-house staff.</p>
<b>Staffing: Attract, develop and retain highly qualified employees.</b>	<p>Develop program with mechanisms and opportunities for continued growth and professional development.</p>

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Analyze all RIPDES required parameters	100% (75,006 parameters analyzed)	100%	100%
Achieve 100% accuracy on Proficiency testing for EPA's Discharge Monitoring Report (DMR), reporting, and state licensing	100%	100%	100%
Monthly audits of two procedures per month	43/year	24/year	24/year
Complete and submit to Department of Health renewal application and a check for the laboratory License by December 1st of each year	11/30/2006	11/30/2007	12/1/2008
Yearly calibration of all instruments by Caley & Whitmore	100% (91 calibrations)	100%	100%
Analyze all fecal, nutrient and special study samples	100% (3,606 analyses)	100%	100%
Provide specialized training on 2 instruments for several of Laboratory staff on annual basis	2 Instruments (ICP-Trace, Nutrient analyzer salt)	2 Instruments (projected mercury, autoclave)	2 Instruments
Provide a minimum 15 hours to meet certification requirements by the National Registry of Environmental Professionals	19 hours per employee	15 hours per employee	15 hours per employee
Provide a minimum of 10 hours of cross-training for each staff member	94 hours per employee	10 hours per employee	10 hours per employee

# The Program

## Planning, Policy & Regulation Division Environmental Safety & Technical Assistance

---

### Mission and Overview:

---

The Environmental Safety & Technical Assistance (ESTA) section helps industrial and commercial customers minimize, and where feasible eliminate, the creation of waste and pollutants at the source. In addition, ESTA assists internal NBC sections to comply with environmental, health and safety regulations and improve NBC's overall environmental performance. These efforts protect NBC's employees, wastewater treatment plants and Narragansett Bay.

ESTA interacts regularly with various NBC sections, NBC customers, the RIDEM and the EPA to help identify and develop new and innovative ways of improving the overall environmental performance of NBC operations. The program makes pollution prevention information available to the general public.

### Prior Year Accomplishments

---

Applied for two \$275,000 grants from EPA.

Continued work on a \$35,000 EPA Grant to investigate energy conservation technique applicable to wastewater treatment facilities.

Completed work on a \$35,000 EPA Grant funded Stormwater Pollution Prevention project.

Completed Biogas Renewable Energy Feasibility Study.

Participated in siloxane study.

Erected a 2nd met tower at Field's Point.

Conducted more than 50 Pollution Prevention Technical Assistance Site Visits.

Continued to work with RIDEM and EPA on an Auto Salvage Yard Pollution Prevention/Environmental Results Program.

Coordinated and participated in a Port-of-Providence evacuation drill at Field's Point.

Presented Energy Conservation paper at Water Environment Federation (WEF) Conference in Providence RI - July/August 2007.

Coordinated efforts with other RI Water/Wastewater Agencies with developing a statewide Rhode Island Wastewater Agency Response Network (RIWARN) program.

### Program Staffing (Budgeted)

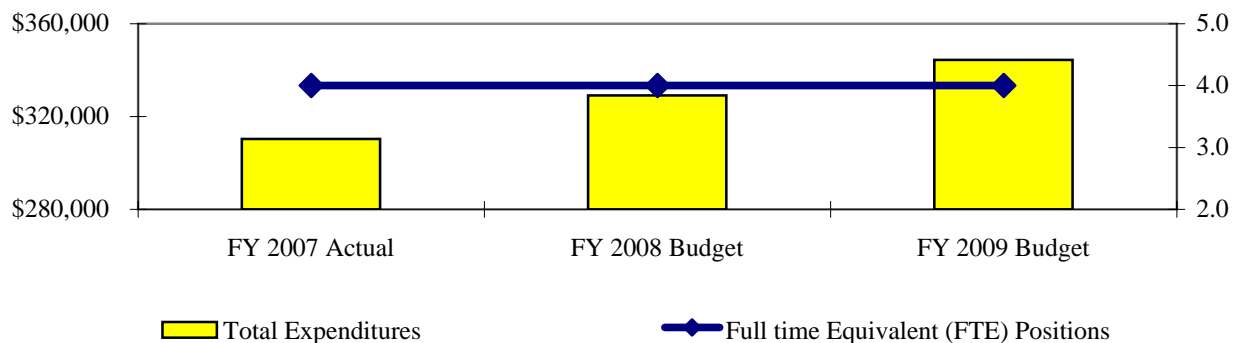
Environmental Safety & Technical Assistant Manager	1.0	Pollution Prevention Engineer	1.0
Safety Compliance Coordinator	1.0	Environmental Compliance Technical Assistant	1.0
<b>4.0 FTEs</b>			

# The Budget

## Planning, Policy & Regulation Division Environmental Safety & Technical Assistance

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 305,525	\$ 312,528	\$ 319,236
Less Capital Reimbursements	(10,651)	(3,875)	(3,875)
Net Personnel Costs	294,874	308,653	315,361
Operating Supplies/Expense	15,448	20,140	26,580
Professional Services	-	350	2,500
Capital Outlays	-	-	-
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 310,322</b>	<b>\$ 329,143</b>	<b>\$ 344,441</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 310,322	\$ 329,143	\$ 344,441
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 310,322</b>	<b>\$ 329,143</b>	<b>\$ 344,441</b>
<b>Full time Equivalent (FTE) Positions</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

### ESTA - Historical Data



# Performance Data

## Planning, Policy & Regulation Division Environmental Safety & Technical Assistance

Strategic Objective	Actions for Achievement Service Level Objective
<b>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</b>	Ensure full compliance with regulations such as the Clean Air Act, Clean Water Act, Occupational Safety Health Act (OSHA), Resource Conservation Recovery Act (RCRA), Emergency Planning and Community Right-to-Know Act (EPCRA), etc.
<b>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</b>	Investigate grant funding sources.
<b>Customer Focus: Maintain a customer-focused attitude throughout the organization.</b>	Maintain efforts of training and technical assistance provided by the Environmental Safety & Technical Assistance Program.
<b>Staffing: Attract, develop and retain highly qualified employees.</b>	Develop mechanisms and opportunities for continued growth and professional development.  Develop a culture within NBC for protecting employees with safety practices.
<b>Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".</b>	Strengthen and expand NBC's base of support for its programs through continued positive relationships with key stakeholders (customers, Board, elected officials, regulatory officials and the public) to ensure NBC's mission and actions are well understood.

Target Measure	FY 2007 Actual	FY 2008 Budget	FY 2009 Budget
Compile and process annual OSHA 300 Logs and Tier II Reports two weeks prior to respective due dates	100%	100%	100%
Number of Internal Environmental Health & Safety audits performed	10	8	8
Number of grant applications submitted	3	1	1
Amount of funds received as a % of program budget	7%	4%	4%
Number of Pollution Prevention technical assistance site-visits conducted	33	35	24
Number of presentations at colleges/schools and or public/business/trade association meetings	6	2	2
Number of OSHA required training sessions offered to NBC employees	N/A	N/A	24
Meet with staff on quarterly basis to identify professional educational opportunities	4	4	4
Number of classes/seminars	45 hrs/employee	10 hrs/employee	10 hrs/employee
Conduct CPR / Defibrillator training	9 Classes	6 classes	6 classes
Number of employees certified in CPR / Defibrillator	64 employees/year	50 employees/year	50 employees/year
Assist with coordinating NBC's Environmental Merit Awards Program and present awards	Jun-07	Jun-08	Jun-09
Number of technical papers submitted for publication	4	4	4
Number of articles submitted for publication in the NBC "Pipeline"	12	8	8

# The Program

## Planning, Policy & Regulation Division Environmental Monitoring & Data Analysis

---

### Mission and Overview:

---

The Environmental Monitoring and Data Analysis (EMDA) section is responsible for water quality monitoring throughout NBC's service district, including NBC's wastewater treatment facilities, the collection system, commercial and industrial facilities, and in upper Narragansett Bay and its urban rivers. EMDA serves to protect the health of area residents, our wastewater treatment plants and the quality of our receiving waters.

EMDA conducts significant industrial user and manhole sampling to ensure compliance with discharge permits. Wastewater treatment facility sampling is conducted daily. EMDA provides an analysis of the data obtained from monitoring projects in a timely manner to other sections of the NBC, to state and federal agencies and the public. This section designs and implements monitoring programs to assess major NBC projects, such as CSO Abatement and WWTF improvements, and to respond to state and federal mandates, such as the TMDL (Total Maximum Daily Load) program.

### Prior Year Accomplishments

---

Sampled both the Bucklin Point and Field's Point Wastewater Treatment Facilities 7 days per week, 365 days per year, to ensure compliance with RIPDES permit requirements.

Sampled all significant industrial users (SIUs) a minimum of twice during the year, exceeding Federal EPA and state requirements of annual sampling.

Sampled 456 industrial and sanitary manholes, an increase of over 16% from the prior year.

Collected approximately 23,000 samples.

Continued weekly urban rivers and biweekly upper bay monitoring initiatives, at a total of 40 sites, to track the effects of CSO's and to evaluate the success of the CSO remediation project.

### Program Staffing (Budgeted)

Environmental Monitoring Manager	1.0	Assistant Environmental Monitoring Manager	1.0
Environmental Monitor	8.0	Environmental Scientist	2.0
Environmental Monitoring Data Assistant	1.0	EMDA Clerk	1.0
Monitoring Field Supervisor	3.0		

**17.0 FTEs**

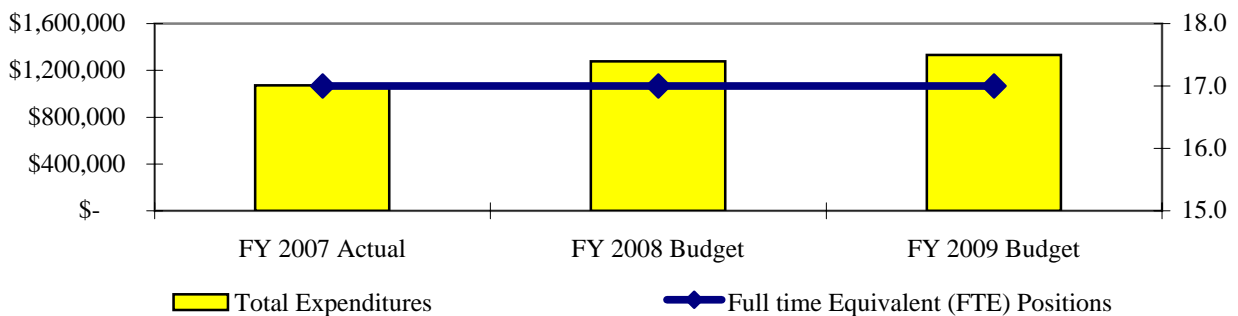


# The Budget

## Planning, Policy & Regulation Division Environmental Monitoring & Data Analysis

<b>Expenditures by Element of Expense</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Personnel Costs	\$ 928,816	\$ 1,104,840	\$ 1,143,616
Less Capital Reimbursements	(14,117)	(15,500)	(15,500)
Net Personnel Costs	914,699	1,089,340	1,128,116
Operating Supplies/Expense	104,467	120,275	123,900
Professional Services	-	6,000	1,000
Capital Outlays	51,618	62,000	78,752
Debt Service	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,070,783</b>	<b>\$ 1,277,615</b>	<b>\$ 1,331,768</b>
<b>Expenditures by Funding Source</b>			
Revenue	\$ 1,070,783	\$ 1,277,615	\$ 1,331,768
Grant	-	-	-
<b>Total Expenditures by Source</b>	<b>\$ 1,070,783</b>	<b>\$ 1,277,615</b>	<b>\$ 1,331,768</b>
<b>Full time Equivalent (FTE) Positions</b>	<b>17.0</b>	<b>17.0</b>	<b>17.0</b>

### EMDA - Historical Data



# Performance Data

## Planning, Policy & Regulation Division Environmental Monitoring & Data Analysis

Strategic Objective	Actions for Achievement Service Level Objective
<b>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</b>	Ensure all SIUs are sampled in accordance with RIPDES Permit requirements.  Collect and analyze data of NBC's collection systems, treatment systems, and receiving waters to ensure all State and Federal requirements are met or exceeded.
<b>Envir. Performance: Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective</b>	Document water quality data and improvements.  Provide quality and expedient sample collection service for all studies undertaken to evaluate NBC impacts on the bay from nutrients and fecals.
<b>Staffing: Attract, develop and retain highly qualified employees.</b>	Work to create and establish opportunities for continued growth and professional development.
<b>Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".</b>	Meet routinely with Operations and other interested program personnel to ensure prompt dissemination of changes in plant operations status.

<b>Target Measure</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Budget</b>
Sample all SIUs annually	100% (101)	100%	100%
Sample treatment plant 365 days per year	365	366	365
Notify Discharge Monitoring Report (DMR) compliance team within two hours of any regulatory monitoring issues to allow for timely rectification	100%	100%	100%
Publish all monitoring activities and resultant data analyses for prior year	4/30/07	4/30/08	4/30/09
Collect all fecal and nutrient samples for special studies (all Bay and river work)	(3,926) 100%	100%	100%
Meet with staff to encourage training and use of tuition reimbursement program	2 times/year	2 times/year	2 times/year
Minimum number of hours of training per employee	17.6 hrs/employee	8 hrs/employee	8 hrs/employee
Conduct monthly data meetings	12	12	12

*This page was intentionally left blank.*

# Supporting Schedules

*This page was intentionally left blank.*

**RESOLUTION 2008:20**

**FISCAL YEAR 2009 OPERATING BUDGET**

1. The Board of Commissioners adopts this budget based upon the following schedule of projected revenues:

**REVENUES**

**Operating Revenues**

User Fees	\$	71,905,509
Pretreatment Fees		1,220,000
Septage		400,000
Connection Permit Fees		200,000
BOD/TSS Surcharges		150,000
Miscellaneous		50,000
<b><i>Subtotal Operating Revenue</i></b>	\$	<u>73,925,509</u>

**Non Operating Revenues**

Investment Income	\$	465,000
Late Charges		820,000
Operating Grants		25,000
Capital Grants		-
Miscellaneous		115,000
Previously Restricted		330,077
Transfer from Operating Capital Account		1,871,466
Prior Year Surplus		-
<b><i>Subtotal Non-Operating Revenues</i></b>	\$	<u>3,626,543</u>

***Total Revenues***

***\$ 77,552,052***

2. The Board of Commissioners adopts this budget based upon the following schedule of projected expenses.

## EXPENSES

### Operating Expenses

Personnel	\$ 18,499,033
Operating Supplies and Expenses	13,563,696
Special Services	2,863,826
Capital Outlays	1,871,466
Debt Service	30,575,064
<b>Subtotal Operating Expenses</b>	<b>\$ 67,373,086</b>

### Other

Programmed New Debt	\$ 683,600
Direct CIP Funding	-
Restricted Carry Forward	9,495,366
<b>Subtotal Other</b>	<b>\$ 10,178,966</b>

<b>Total Expense</b>	<b>\$ 77,552,052</b>
----------------------	----------------------

3. The number of full-time equivalent positions funded in this budget is 254. A list of the funded positions is included as part of this Resolution as Attachment 1.
4. The Finance Committee and the Executive Director shall at all times seek to ensure that total operational expenditures do not exceed \$68,056,686 for the period July 1, 2008 to June 30, 2009.
5. The Executive Director shall administer this budget consistent with the restricted accounts imposed by the Public Utilities Commission until such time as the restricted accounts are modified, adjusted or amended.
6. The Executive Director shall administer this budget consistent with the Trust Indenture and all Supplemental Trust Indentures.



7. The Executive Director and Director of Administration and Finance are hereby authorized to finance FY 2009 Operating Capital Outlays and capital projects included in the NBC's 2010 – 2014 Capital Improvement Program from the Operating Capital Account of the Project Fund. The Director of Administration and Finance may authorize changes in Budgeted Operating Capital as long as the total expenditures do not exceed the total amount approved for Operating Capital Outlays. Any changes to the Budgeted Operating Capital Outlay in excess of \$50,000 shall also be approved by the Finance Committee.
8. The implementation of the health benefit plan modification regarding co-payments for Specialist Office Visits shall be postponed pending further evaluation.
9. For the period of July 1, 2008 to June 30, 2009:
  - a. The Executive Director shall provide a report to the Finance Committee of all purchase requisitions greater than \$10,000 for items included in this budget. The Executive Director will present all purchase requisitions greater than \$50,000 not included in the budget for approval by the Finance Committee.
  - b. 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. The Executive Director may post and fill vacancies of existing positions, modified positions or newly created positions included in this budget.
  - c. The Finance Committee will review and approve the monthly financial statements, including the status of the budget versus expenses, prior to presentation at the monthly Board Meeting.
  - d. This budget shall include a 5% 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.
10. The Director of Administration & Finance may make adjustments between line items within categories and adjustments between categories. The Executive Director shall notify the Finance Committee on a monthly basis of all such adjustments.

**ADOPTED ON:** \_\_\_\_\_

**SIGNED:** \_\_\_\_\_

SECTION TITLE		FTEs	UNION/NON-UNION
21	EXECUTIVE ASSISTANT	1	NON-UNION
21	EXECUTIVE DIRECTOR	1	NON-UNION
21	DIRECTOR OF EXECUTIVE AFFAIRS	1	NON-UNION
21	GOVERNMENT AFFAIRS MANAGER	1	NON-UNION
21	LABOR & EMPLOYEE RELATIONS MANAGER	1	NON-UNION
21	PUBLIC AFFAIRS MANAGER	1	NON-UNION
21	PUBLIC AFFAIRS MULTIMEDIA COORDINATOR	1	NON-UNION
21	ENVIRONMENTAL EDUCATION COORDINATOR	1	NON-UNION
		<b>8</b>	
22	CONSTRUCTION MANAGER	1	NON-UNION
22	ASSISTANT RESIDENT INSPECTOR	1	NON-UNION
22	CIVIL INSPECTOR	2	NON-UNION
22	CHIEF ENVIRONMENTAL ENGINEER	1	NON-UNION
22	CONSTRUCTION OFFICE COORDINATOR	1	NON-UNION
22	DIRECTOR OF CONSTRUCTION SERVICES	1	NON-UNION
22	MECHANICAL INSPECTOR	1	NON-UNION
22	SENIOR CONSTRUCTION COORDINATOR	2	NON-UNION
		<b>10</b>	
23	HUMAN RESOURCES CLERK	1	UNION
23	HUMAN RESOURCES MANAGER	1	NON-UNION
23	HUMAN RESOURCES REPRESENTATIVE	1	NON-UNION
23	SENIOR HUMAN RESOURCES REPRESENTATIVE	1	NON-UNION
		<b>4</b>	
24	ASSOCIATE LEGAL COUNSEL	1	NON-UNION
24	EXECUTIVE PARALEGAL	1	NON-UNION
24	EXECUTIVE PARALEGAL II	1	NON-UNION
24	LEGAL COUNSEL	1	NON-UNION
24	CHIEF LEGAL COUNSEL	1	NON-UNION
		<b>5</b>	
31	ADMINISTRATIVE ASSISTANT- FINANCE	1	NON-UNION
31	DIRECTOR OF ADMINISTRATION & FINANCE	1	NON-UNION
31	BUDGET ANALYST	1	NON-UNION
31	FINANCIAL ANALYST	1	NON-UNION
31	BUDGET MANAGER	1	NON-UNION
		<b>5</b>	
32	CAPITAL ACCOUNTING ASSISTANT	1	NON-UNION
32	CAPITAL PRINCIPAL ACCOUNTANT	1	NON-UNION
32	CONTROLLER	1	NON-UNION
32	FISCAL CLERK	2	UNION
32	PAYROLL ADMINISTRATOR	1	NON-UNION
32	PRINCIPAL ACCOUNTANT	1	NON-UNION
32	SENIOR PAYROLL ADMINISTRATOR	1	NON-UNION
32	STAFF ACCOUNTANT	2	NON-UNION
		<b>10</b>	
33	APPLICATIONS SYSTEMS SUPERVISOR	1	NON-UNION
33	COMPUTER TRAINING APPLICATIONS SPECIALIST	1	NON-UNION
33	INFORMATION TECHNOLOGY MANAGER	1	NON-UNION
33	NETWORK & COMMUNICATIONS ADMINISTRATOR	1	NON-UNION
33	SENIOR SYSTEMS PROGRAMMER / SYSTEMS ADMINISTRATOR	1	NON-UNION
33	SENIOR DATA BASE ADMINISTRATOR	2	NON-UNION
33	SENIOR SYSTEMS ADMINISTRATOR	1	NON-UNION
33	SYSTEMS ADMINISTRATOR	1	NON-UNION

SECTION TITLE		FTEs	UNION/NON-UNION
33	SYSTEMS DESIGN PROGRAMMER	1	NON-UNION
33	SOLUTIONS ARCHITECT	1	NON-UNION
		<b>11</b>	
34	BILLING SUPERVISOR	1	NON-UNION
34	CUSTOMER RESEARCH SUPERVISOR	1	NON-UNION
34	CUSTOMER SERVICE ANALYST	2	NON-UNION
34	CUSTOMER SERVICE MANAGER	1	NON-UNION
34	CUSTOMER SERVICE REPRESENTATIVE	10	UNION
34	CUSTOMER SERVICE STATISTICAL ANALYST	1	NON-UNION
34	CUSTOMER SERVICE ASSOCIATE	1	UNION
34	FIELD INVESTIGATOR	2	UNION
34	FISCAL CLERK	2	UNION
34	SPECIAL ACCOUNTS COORDINATOR	1	NON-UNION
		<b>22</b>	
36	FISCAL CLERK	1	UNION
36	OFFICE ADMINISTRATOR	1	NON-UNION
36	PURCHASING COORDINATOR	1	NON-UNION
36	PURCHASING MANAGER	1	NON-UNION
		<b>4</b>	
43	ASSISTANT IM MANAGER	1	NON-UNION
43	IM INSPECTOR	1	NON-UNION
43	DISPATCHER	1	UNION
43	HEAVY MOTOR EQUIPMENT OPERATOR	1	UNION
43	IM MANAGER	1	NON-UNION
43	IM OPERATOR	13	UNION
43	IM SUPERVISOR	1	NON-UNION
43	IM ENVIRONMENTAL ENGINEER	1	NON-UNION
43	TECHNICAL ASSISTANT	1	UNION
43	MECHANIC	1	UNION
		<b>22</b>	
44	ADMINISTRATIVE ASSISTANT / ENG. & OPERATIONS FISCAL ADMINISTRATOR *	1	NON-UNION
44	DIRECTOR OF OPERATIONS & ENGINEERING	1	NON-UNION
44	ENGINEERING MANAGER	1	NON-UNION
44	ENVIRONMENTAL ENGINEER	1	NON-UNION
44	FACILITIES MANAGER	1	NON-UNION
44	INSTRUMENTATION ENGINEER	1	NON-UNION
44	PRINCIPAL ENVIRONMENTAL ENGINEER	3	NON-UNION
44	RISK MANAGEMENT COORDINATOR / ENG. & CONSTRUCTION COORDINATOR *	1	NON-UNION
		<b>10</b>	
46	ASSISTANT OPERATIONS MANAGER	1	NON-UNION
46	ASSISTANT INVENTORY CONTROL CLERK	1	UNION
46	CARPENTER	1	UNION
46	CONTROL SYSTEMS ADMINISTRATOR	1	NON-UNION
46	ASSISTANT CONTROL SYSTEMS ADMINISTRATOR	1	NON-UNION
46	E AND I TECHNICIAN	1	UNION
46	ELECTRICIAN	2	UNION
46	FLEET MECHANIC	1	UNION
46	INVENTORY CONTROL CLERK	2	UNION
46	MAINTENACE MANAGER	1	NON-UNION
46	MAINTENANCE SUPERVISOR	1	NON-UNION
46	SENIOR MAINTENANCE SUPERVISOR	1	NON-UNION
46	MECHANIC	10	UNION
46	O & M COORDINATOR	1	NON-UNION

SECTION TITLE		FTEs	UNION/NON-UNION
46	O & M SUPPORT SUPERVISOR	1	NON-UNION
46	O & M SUPERVISOR	4	NON-UNION
46	O & M TECHNICIAN	1	NON-UNION
46	O & M CLERK	1	UNION
46	OPERATIONS MANAGER - FP	1	NON-UNION
46	OPERATOR	12	UNION
46	ASSISTANT E AND I TECHNICIAN	1	UNION
46	PROCESS MONITOR	9	UNION
46	MASTER ELECTRICIAN	1	UNION
		<b>56</b>	
47	SCADA SYSTEM OPERATOR	1	UNION
47	BUCKLIN POINT CONTRACT COORDINATOR	1	UNION
47	E AND I TECHNICIAN	1	UNION
47	ELECTRICIAN	2	UNION
47	UTLILITY CREW FOREMAN	1	UNION
47	HEAVY MOTOR EQUIPMENT OPERATOR	1	UNION
47	INVENTORY CONTROL CLERK	1	UNION
47	MECHANIC	5	UNION
47	OPERATOR	12	UNION
47	PROCESS MONITOR	5	UNION
47	MECHANICAL FOREMAN	1	UNION
47	ELECTRICAL FOREMAN	1	UNION
		<b>32</b>	
51	ADMINISTRATIVE ASSISTANT	1	NON-UNION
51	DIRECTOR OF PLANNING, POLICY, & REGULATON	1	NON-UNION
51	PERMITS AND PLANNING MANAGER	1	NON-UNION
51	PERMITS COORDINATOR	1	NON-UNION
		<b>4</b>	
52	ASSISTANT PRETREATMENT MANAGER	1	NON-UNION
52	PRETREATMENT CLERK	4	UNION
52	PRETREATMENT ENGINEER	2	NON-UNION
52	PRETREATMENT MANAGER	1	NON-UNION
52	PRETREATMENT TECHNICIAN	5	NON-UNION
52	SENIOR PRETREATMENT TECHNICIAN	1	NON-UNION
52	PRINCIPAL PRETREATMENT ENGINEER	1	NON-UNION
		<b>15</b>	
53	ASSISTANT LABORATORY MANAGER	1	NON-UNION
53	BIOLOGIST	1	UNION
53	CHEMIST	2	UNION
53	ENVIRONMENTAL CHEMIST	2	NON-UNION
53	LABORATORY CLERK	1	UNION
53	LABORATORY MANAGER	1	NON-UNION
53	LABORATORY TECHNICIAN	4	NON-UNION
53	SENIOR ENVIRONMENTAL CHEMIST	1	NON-UNION
53	SENIOR ORGANIC CHEMIST	1	NON-UNION
53	LIMS ADMINISTRATOR / SAMPLE COORDINATOR	1	NON-UNION
		<b>15</b>	
54	ENVIRONMENTAL SAFETY & TECHNICAL ASSISTANT MANAGER	1	NON-UNION
54	SAFETY COMPLIANCE COORDINATOR	1	NON-UNION
54	POLLUTION PREVENTION ENGINEER	1	NON-UNION
54	ENVIRONMENTAL COMPLIANCE TECHNICAL ASSISTANT	1	NON-UNION
		<b>4</b>	

SECTION TITLE		FTEs	UNION/NON-UNION
55	ASSISTANT ENVIRONMENTAL MONITORING MANAGER	1	NON-UNION
55	EMDA CLERK	1	UNION
55	ENVIRONMENTAL MONITOR	8	UNION
55	ENVIRONMENTAL MONITORING DATA ASSISTANT	1	UNION
55	ENVIRONMENTAL MONITORING MANAGER	1	NON-UNION
55	ENVIRONMENTAL SCIENTIST	2	NON-UNION
55	MONITORING FIELD SUPERVISOR	3	NON-UNION
		<u>17</u>	
<b>TOTAL NBC</b>		<u><u>254</u></u>	

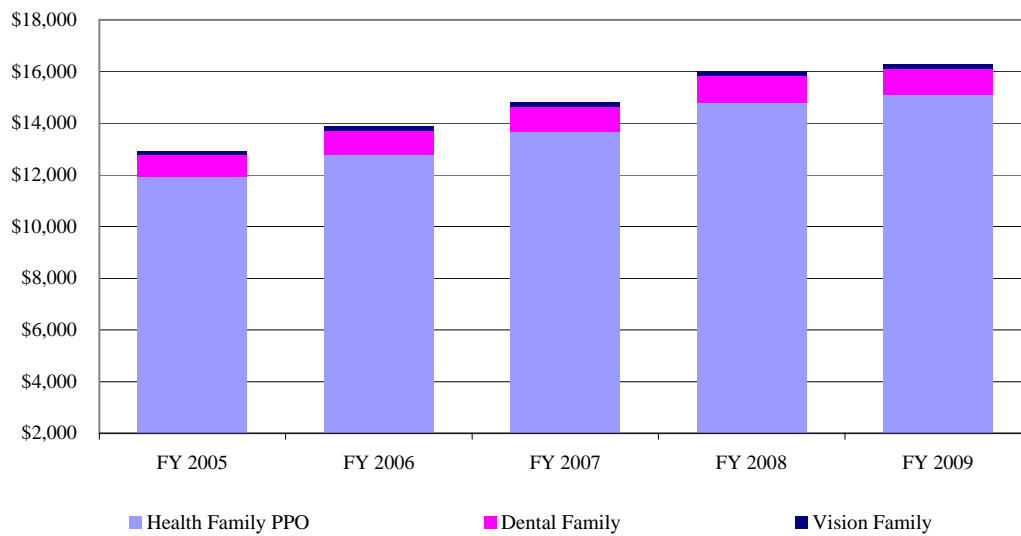
\* 2ND POSITION TITLE EFFECTIVE SEPTEMBER 2008

## Budgeted Benefits Comparison

<i>Expense Category</i>	<i>FY 2005</i>	<i>FY 2006</i>	<i>FY 2007</i>	<i>FY 2008</i>	<i>FY 2009</i>
<b>Health Family PPO</b>	\$11,908	\$12,792	\$13,676	\$14,793	\$15,096
<b>Dental Family</b>	879	922	972	1,036	1,005
<b>Vision Family</b>	138	181	181	181	181
<b>Other Benefits:</b>					
<b>State Retirement (Union)</b>	11.51%	16.96%	18.40%	20.77%	21.13%
<b>Non-Union Retirement</b>	10.00%	10.00%	10.00%	10.00%	10.00%
<b>FICA</b>	6.20%	6.20%	6.20%	6.20%	6.20%
<b>Medicare</b>	1.45%	1.45%	1.45%	1.45%	1.45%
<b>Retirement Health (Union)</b>	1.30%	1.63%	2.41%	3.63%	5.46%

FICA is 6.2% on wages up to \$102,000

**Total Budgeted Health Insurance per Employee**

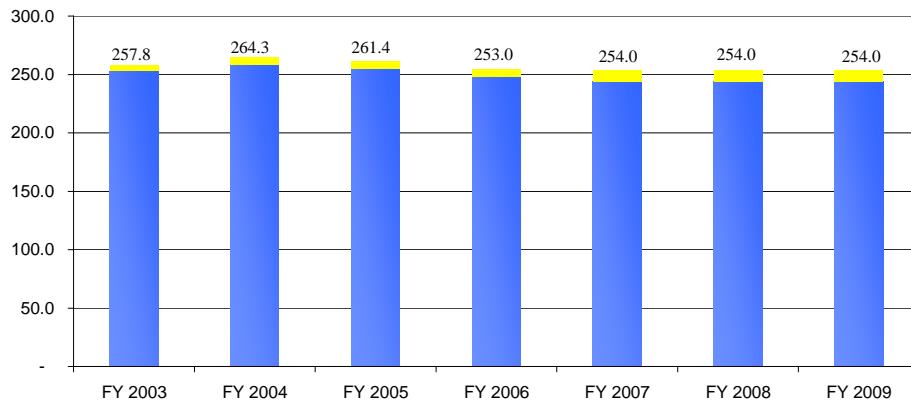


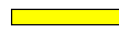
## Historical Position Summary

### FTE's

Program	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Executive Affairs	7.0	7.0	8.0	8.0	8.0	8.0	8.0
Construction Services	10.0	11.0	9.9	10.0	10.0	9.0	10.0
Human Resources	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Legal	5.8	5.3	5.5	5.0	5.0	5.0	5.0
Finance	8.0	5.0	5.0	5.0	5.0	5.0	5.0
Accounting	13.0	12.0	11.0	11.0	10.0	10.0	10.0
IT	10.0	11.0	11.0	11.0	11.0	11.0	11.0
Customer Service	19.0	20.0	21.0	21.0	22.0	22.0	22.0
Purchasing	4.0	6.0	4.0	4.0	4.0	4.0	4.0
Planning	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Pretreatment	16.0	16.0	16.0	15.0	15.0	15.0	15.0
Laboratory	14.0	15.0	15.0	15.0	15.0	15.0	15.0
ESTA	3.0	3.0	4.0	4.0	4.0	4.0	4.0
EMDA	15.0	18.0	17.0	17.0	17.0	17.0	17.0
Interceptor Maint.	23.0	23.0	23.0	21.0	22.0	22.0	22.0
Engineering	10.0	10.0	10.0	10.0	10.0	11.0	10.0
Field's Point	61.0	62.0	61.0	56.0	56.0	56.0	56.0
Bucklin Point	31.0	32.0	32.0	32.0	32.0	32.0	32.0
<b>Total</b>	<b>257.8</b>	<b>264.3</b>	<b>261.4</b>	<b>253.0</b>	<b>254.0</b>	<b>254.0</b>	<b>254.0</b>

Historical Number of Positions (FTEs) Budgeted by Fiscal Year



 Represents number of FTEs charged to CIP projects

## FY 2009 Operating Capital Outlays

<i>Section</i>	<i>Budget Account</i>	<i>Description</i>	<i>Cost</i>
<b><u>Executive Affairs</u></b>			
Executive Affairs	16510	<b>Van</b>	\$ 50,000
		<i>Subtotal Executive Affairs</i>	50,000
			<b>50,000</b>
<b><u>Construction Services</u></b>			
Construction Services	16600	<b>Replacement vehicles</b>	28,000
		<i>Subtotal Construction Services</i>	28,000
			<b>28,000</b>
<b><u>Administration &amp; Finance</u></b>			
Information Technology	16583	<b>Oracle ERP Phased Upgrades</b>	65,000
Information Technology	16583	<b>Hansen Upgrades</b>	80,000
Information Technology	16583	<b>Customer Services Rewrite Enhancements</b>	25,000
Information Technology	16583	<b>Document Imaging Upgrades</b>	50,000
Information Technology	16583	<b>Software Licensing Updates</b>	130,000
Information Technology	16583	<b>Intrusion Protection Upgrade</b>	20,000
Information Technology	16585	<b>Computer Room Console/Office Chairs</b>	25,000
Information Technology	16585	<b>Expand Internet Connectivity</b>	20,000
Information Technology	16585	<b>Server Infrastructure Replacement</b>	25,000
Information Technology	16585	<b>10GB Network Upgrade</b>	35,000
Information Technology	16585	<b>PC Lease Refresh Program</b>	135,000
		<i>Subtotal Information Technology</i>	610,000
Customer Service	16600	<b>Vehicle replacement</b>	25,000
Customer Service	16590	<b>Other</b>	5,000
		<i>Sub-total Customer Service</i>	30,000
General Administration	16520	<b>Phone System Upgrade</b>	10,000
General Administration	16520	<b>HVAC System Upgrades</b>	60,000
General Administration	16580	<b>Miscellaneous</b>	26,000
General Administration	16580	<b>Copier Replacement</b>	10,000
		<i>Sub-total General Admin.</i>	106,000
			<b>746,000</b>
<b><u>Operations &amp; Engineering</u></b>			
Interceptor Maintenance	16600	<b>Replace Unit 419</b>	36,000
Interceptor Maintenance	16600	<b>Replace Salt Spreader</b>	5,000
Interceptor Maintenance	16530	<b>Steel Construction Plates</b>	5,000
Interceptor Maintenance	16590	<b>Ladder &amp; Cage System AA Sewer gate</b>	5,000
		<i>Sub-total Interceptor Maintenance</i>	51,000
Field's Point	16600	<b>WWPS Sludge pump and motor assembly</b>	25,000
Field's Point	16520	<b>RASPS II WAS Pump cartridge</b>	11,000
Field's Point	16600	<b>RSPS II Scum pump and motor</b>	11,000
Field's Point	16600	<b>Replace Motorola Radios with Kenwood</b>	5,000
Field's Point	16600	<b>MPS Screenings Washer Monster</b>	105,000
Field's Point	16610	<b>Rebuild Grit Tank - Chains, Sprockets, Etc..</b>	50,000
Field's Point	16600	<b>New Grit pump cartridges</b>	8,000
Field's Point	16520	<b>Grit Tank C+F reducer (2)</b>	10,000
Field's Point	16600	<b>Replace GTPS piston pumps</b>	25,000
Field's Point	16520	<b>AT's Dual LDO systems HACH</b>	13,500
Field's Point	16520	<b>AT's Polysonics flow meters (5)</b>	6,500
Field's Point	16600	<b>RASPSII Self-priming chopper pumps (2)</b>	8,000
Field's Point	16520	<b>RASPSII Underflow actuators (2)</b>	8,000
Field's Point	16600	<b>PSPS Sludge pump</b>	17,000
Field's Point	16520	<b>Spare actuators El-O-Matic EL 350 (10)</b>	5,000
Field's Point	16520	<b>Spare actuators El-O-Matic EL500 (2)</b>	6,000
Field's Point	16610	<b>High mast lighting fixtures (24)</b>	10,000
Field's Point	16583	<b>PI licenses</b>	20,000
Field's Point	16520	<b>Spare radars (2)</b>	3,500
Field's Point	16590	<b>Misc. DeZurick valves</b>	20,000
Field's Point	16600	<b>Bar Rack at MPS</b>	139,000
Field's Point	16600	<b>Old Wet Well Sump Pumps (2)</b>	4,500
Field's Point	16600	<b>Replace Copier/Fax/Printer</b>	22,000
Field's Point	16600	<b>EZ-Go carts (3)</b>	30,000
		<i>Sub-total Field's Point</i>	563,000



## FY 2009 Operating Capital Outlays

<i>Section</i>	<i>Budget Account</i>	<i>Description</i>	<i>Cost</i>
Bucklin Point	16630	WAS Pump System Rehabilitation (2)	15,000
Bucklin Point	16630	EFW Pumps Rehabilitation	35,000
Bucklin Point	16600	DAF Building Roof Replacement	65,000
Bucklin Point	16580	4 Siemens SCADA Work Stations	22,000
Bucklin Point	16600	1 Hach UV UVT Transmitter Replace	23,000
Bucklin Point	16600	Venturi Pump Replacement (2)	10,000
Bucklin Point	16600	Replace Fire Hydrants	40,000
		<i>Sub-total Bucklin Point</i>	<u>210,000</u>
		<i>Sub-total Operations &amp; Engineering</i>	<b>824,000</b>
<b><u>Planning, Policy, &amp; Regulations</u></b>			
Pretreatment	16600	Replacement of 1997 Chevy Tahoe	35,000
Pretreatment	16510	Six GPS units for Pretreatment Vehicles	15,214
		<i>Sub-total Pretreatment</i>	<u>50,214</u>
Laboratory	16600	O&G Extractor & Evaporator	28,000
Laboratory	16600	Copier/FAX/Printer	8,000
Laboratory	16600	Refrigerators (metals, CN, misc)	8,000
Laboratory	16600	Balances (O&G, Chemist area)	5,500
Laboratory	16570	TSS oven (Back-up)	3,000
Laboratory	16570	Multiple distillation for ammonia	7,000
Laboratory	16570	Head space for GC/MS (siloxanes)	35,000
		<i>Sub-total Laboratory</i>	<u>94,500</u>
EMDA	16510	1998 Chevy Astro Van Replacement (7350)	25,000
EMDA	16510	Capitalized Cost 5-year lease for Teletrac GPS	17,752
EMDA	16600	Replace 4 Refrigerated Auto Samplers	20,000
EMDA	16600	Replace 1 SIU Auto Sampler	3,000
EMDA	16600	Replace 2 YSI Monitors w/6600s	13,000
		<i>Subtotal EMDA</i>	<u>78,752</u>
		<i>Sub-total Planning, Policy, &amp; Regulations</i>	<b>223,466</b>
		<b>Grand Total Operating Capital Outlays FY 2009</b>	<b><u>\$ 1,871,466</u></b>

# Five-Year Operating Capital Plan

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total Cost
<b>Executive Affairs</b>						
<i>Executive Affairs</i>						
Van	\$ 50,000	\$ -	\$ -	\$ -	\$ -	50,000
<i>Sub-total Executive Affairs</i>	50,000	-	-	-	-	50,000
<b>Construction Services</b>						
<i>Construction Services</i>						
Replacement vehicles	28,000	28,000	30,000	30,000	30,000	146,000
<i>Sub-total Construction Services</i>	28,000	28,000	30,000	30,000	30,000	146,000
<b>Administration &amp; Finance</b>						
<i>Information Technology</i>						
Oracle ERP Phased Upgrades	65,000		45,000		50,000	160,000
LIMS Phase IV		25,000		25,000		50,000
Hansen Upgrades	80,000		35,000			115,000
Data Warehousing Phase I			85,000			85,000
Customer Services Rewrite Enhancements	25,000	25,000	40,000			90,000
Document Imaging Upgrades	50,000	30,000		50,000		130,000
Software Licensing Updates	130,000	25,000	65,000	75,000	80,000	375,000
Intrusion Protection Upgrade	20,000			20,000		40,000
Computer Room Console/Office Chairs	25,000			25,000		50,000
Expand Internet Connectivity	20,000		30,000		35,000	85,000
Server Infrastructure Replacement	25,000	50,000	200,000		500,000	775,000
Facility Wireless Infrastructure		20,000		30,000		50,000
10GB Network Upgrade	35,000	50,000				85,000
PC Lease Refresh Program	135,000	135,000	70,000	140,000	135,000	615,000
<i>Sub-total Information Technology</i>	610,000	360,000	570,000	365,000	800,000	2,705,000
<i>Customer Service</i>						
Vehicle replacement	25,000	25,000	25,000	25,000	25,000	125,000
Other	5,000	5,000	5,000	5,000	5,000	25,000
<i>Sub-total Customer Service</i>	30,000	30,000	30,000	30,000	30,000	150,000
<i>General Administration</i>						
Phone System Upgrade	10,000					10,000
HVAC System Upgrades	60,000					60,000
Miscellaneous	26,000	26,000	26,000	26,000	26,000	130,000
Carpet Replacement			80,000			80,000
Copier Replacement	10,000	55,000		40,000	10,000	115,000
Audio Visual Upgrade				50,000		50,000
Boardroom Furniture			50,000			50,000
<i>Sub-total General Admin.</i>	106,000	81,000	156,000	116,000	36,000	495,000
<b>Operations &amp; Engineering</b>						
<i>Interceptor Maintenance</i>						
Replace Unit 419	36,000					36,000
Replace Salt Spreader	5,000					5,000
Steel Construction Plates	5,000					5,000
Ladder & Cage System AA Sewer gate	5,000					5,000
Replace Unit 417 (1998 Digger)		140,000				140,000
New hardware for field crews (Asset Mgmt)		25,000				25,000
Replace Unit 420 (PD sewer cleaner)			250,000			250,000
Replace Unit 415 (2001 Digger)				150,000		150,000
Replace Tag-Along Generator				30,000		30,000
Replace Unit 414 (2002 Crew Cab)					35,000	35,000
<i>Sub-total Interceptor Maintenance</i>	51,000	165,000	250,000	180,000	35,000	681,000
<i>Engineering</i>						
Engineering vehicle		25,000				25,000
GPS Equipment			35,000			35,000
<i>Sub-total Engineering</i>	-	25,000	35,000	-	-	60,000

# Five-Year Operating Capital Plan

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total Cost
<b>Field's Point</b>						
RASI Pump Cartridge		27,000		27,000		54,000
Grit Pump		20,000		20,000		40,000
Replace Grit, Chain & Flight Mechanism		20,000			20,000	40,000
Dechlor Bldg, One pump one motor				25,000		25,000
Disinfection Bldg, One pump and one motor				25,000		25,000
WWPS Sludge pump and motor assembly	25,000		25,000	25,000		75,000
RASPS II WAS Pump cartridge	11,000		11,000	11,000		33,000
RSPS II Scum pump and motor	11,000		11,000			22,000
ESPS drive gear/box turntable		25,000				25,000
Replace Motorola Radios with Kenwood	5,000	5,000	5,000	5,000	5,000	25,000
MPS Screenings Washer Monster	105,000				105,000	210,000
Rebuild Grit Tank - Chains, Sprokets, Etc..	50,000		55,000	55,000		160,000
New Grit Aeration Blower			5,000	5,000		10,000
New Grit pump cartridges	8,000	8,000	8,000	8,000	8,000	40,000
Grit Tank C+F reducer (2)	10,000				10,000	20,000
Replace GTPS piston pumps	25,000	25,000	25,000	25,000	25,000	125,000
AT's Dual LDO systems HACH	13,500	5,000				18,500
AT's Polysonics flow meters (5)	6,500	8,000	9,000	10,000		33,500
RASPSII Self-priming chopper pumps (2)	8,000		8,000			16,000
RASPSII Underflow actuators (2)	8,000	9,000				17,000
RASPSII - RAS pumps cartridges			16,000			16,000
RASI Self-priming chopper pump		8,000				8,000
PSPS Replace mag flow meter (2)		4,000				4,000
PSPS Sludge pump	17,000		9,000			26,000
PSPS - Replace piston pump (2)			16,000			16,000
PWPS Spare pump				15,000		15,000
FPWWTF - Spare actuators El-O-Matic EL 350 (10)	5,000	6,000	7,000	7,000		25,000
FPWWTF - Spare actuators El-O-Matic EL500 (2)	6,000	7,000	8,000	8,000		29,000
FPWWTF - High mast lighting fixtures (24)	10,000	10,000		12,000		32,000
FPWWTF - PI licenses	20,000					20,000
FPWWTF - Spare radars (2)	3,500		5,000			8,500
Final Clarifier Turntable		50,000				50,000
Misc. DeZurick valves	20,000	25,000	25,000	25,000		95,000
Painting projects (Grit, PSPS)			60,000			60,000
Bar Rack at MPS	139,000	145,000	150,000	160,000	170,000	764,000
MPS - Serpentex Conveyor Complete w/o frame			15,000		40,000	55,000
Old Wet Well Sump Pumps (2)	4,500					4,500
Gould Pump Large Impeller		45,000				45,000
Gould Pump Small Impeller at MPS		25,000				25,000
Cargo Van/Truck				27,500	30,000	57,500
SUV for FPWWTF				25,000	30,000	55,000
Replace #1 Grit Screw			16,658			16,658
Replace Copier/Fax/Printer	22,000				25,000	47,000
EZ-Go carts (3)	30,000	30,000	30,000	30,000		120,000
<b>Sub-total Field's Point</b>	<b>563,000</b>	<b>507,000</b>	<b>519,658</b>	<b>550,500</b>	<b>468,000</b>	<b>2,608,158</b>
<b>Bucklin Point</b>						
WAS Pump System Rehabilitation (2)	15,000					15,000
EFW Pumps Rehabilitation	35,000					35,000
DAF Building Roof Replacement	65,000					65,000
4 Siemens SCADA Work Stations	22,000					22,000
1 Hach UV UVT Transmitter Replace	23,000					23,000
Venturi Pump Replacement (2)	10,000					10,000
Fire Hydrants	40,000	30,000				70,000
Maintenance Truck Replacement		35,000				35,000
SCADA Software Upgrade for Tablet Capability		75,000				75,000
Distribution Building Roof Replacement		30,000				30,000
Service Building Doors Replacement		10,000				10,000
Masonry Repairs To Buildings		50,000				50,000
Grounds Keeping Mower Purchase			15,000			15,000
WW Influent Channel Pump Capability			45,000			45,000
Truck Mounted Salt/Sanded			15,000			15,000
Methane Gas Building System Valve Replace			35,000			35,000
DAF Pumps and Air System Rehabilitation			50,000			50,000
Final Clarifiers DOB Instruments				21,000		21,000
Rebuild/ Repair Perimeter Fenceline				50,000		50,000
Increase Pumping Capacity From WW Tank				50,000		50,000
Substations/Generators 1 & 2 Upgrade				50,000		50,000
Operation Truck Replacement				25,000		25,000
Replace Dump Truck					80,000	80,000
Replace Polymer Storage and Feed System					50,000	50,000
Replace Sodium Bicarbonate Feed System					50,000	50,000
Replace Primary Sludge Pumps					100,000	100,000
Steel Storage Building					45,000	45,000
<b>Subtotal Bucklin Point</b>	<b>210,000</b>	<b>230,000</b>	<b>160,000</b>	<b>196,000</b>	<b>325,000</b>	<b>1,121,000</b>

# Five-Year Operating Capital Plan

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total Cost
<b>Policy, Planning &amp; Regulation</b>						
<b>Pretreatment</b>						
Replacement of 1997 Chevy Tahoe	35,000	-				35,000
Six GPS units for Pretreatment Vehicles	15,214					15,214
Replacement of 2002 Ford Escape		-	25,000			25,000
Replacement of 2003 Ford Escape					25,000	25,000
<b>Subtotal Pretreatment</b>	<b>50,214</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>	<b>100,214</b>
<b>Laboratory</b>						
O&G Extractor & Evaporator	28,000					28,000
Copier/FAX/Printer	8,000					8,000
Refrigerators (metals, CN, misc)	8,000					8,000
Balances (O&G, Chemist area)	5,500					5,500
TSS oven (Back-up)	3,000					3,000
Multiple distillation for ammonia	7,000					7,000
Head space for GC/MS (siloxanes)	35,000					35,000
Microscope with video		11,000				11,000
Double door refrigerator (nutrients)		8,500				8,500
Nutrient analyzer (water)		35,000				35,000
ICP for Industrial metals		60,000				60,000
Muffle furnace (process)		5,000				5,000
auto digester (clean room)		25,000				25,000
HACH spectrophotometer		5,000				5,000
ICP/MS for low level metals			185,000			185,000
Nutrient analyzer for salt water				60,000		60,000
Precision low temp incubator				3,000		3,000
DO meters with probes				5,000		5,000
DI units with RO for pure water				14,000		14,000
Maxi stirrers for process work				4,000		4,000
HACH spec for TRC				4,000		4,000
Ligand Exchange FI CN				45,000		45,000
IDEXX Enterolert				4,000		4,000
GC/MS with auto sampler					100,000	100,000
Cyanide analyzer (LACHAT)					45,000	45,000
<b>Sub-total Laboratory</b>	<b>94,500</b>	<b>149,500</b>	<b>185,000</b>	<b>139,000</b>	<b>145,000</b>	<b>713,000</b>
<b>EMDA</b>						
Chevy Astro Van Replacement (7350)	25,000					25,000
Capitalized Cost 5-year lease for Teletrac GPS	17,752					17,752
Replace 4 Refrigerated Auto Samplers	20,000					20,000
Replace 1 SIU Auto Sampler	3,000					3,000
Replace 2 EMPACT Sondes w/6600s	13,000					13,000
GMC Van Replacement (7387)		25,000				25,000
Replace 1 SIU Auto Samplers		3,000				3,000
Replace 2 Refrigerated Auto Samplers		10,000				10,000
Replace 3 EMPACT Sondes		15,000				15,000
Replace EMPACT Probes		13,000				13,000
Replace EMPACT DCP		12,000				12,000
Replace 3 SIU Auto Samplers			9,000			9,000
Replace 3 Refrigerated Auto Samplers			15,000			15,000
Replace 3 EMPACT Sondes			15,000			15,000
Replace EMPACT Probes			13,000			13,000
Replace Outboard Motor on RV Monitor			20,000			20,000
Replace 2 Industrial Dishwashers				10,000		10,000
Replace 3 SIU Auto Samplers				9,000		9,000
Replace 2 Refrigerated Auto Samplers				10,000		10,000
Replace 3 EMPACT Sondes				15,000		15,000
Replace Rhodamine Probe				3,500		3,500
Replace EMPACT Probes				13,000		13,000
Chevy Astro Van Replacement (8101)					25,000	25,000
Replace 2 SIU Auto Sampler					6,000	6,000
Replace 2 Refrigerated Auto Samplers					10,000	10,000
Replace 2 EMPACT Sondes					10,000	10,000
Replace EMPACT Probes					13,000	13,000
<b>Subtotal EMDA</b>	<b>78,752</b>	<b>78,000</b>	<b>72,000</b>	<b>60,500</b>	<b>64,000</b>	<b>353,252</b>
<b>Total</b>	<b>\$ 1,871,466</b>	<b>\$ 1,653,500</b>	<b>\$ 2,032,658</b>	<b>\$ 1,667,000</b>	<b>\$ 1,958,000</b>	<b>\$ 9,182,624</b>

## Summary of Grants

---

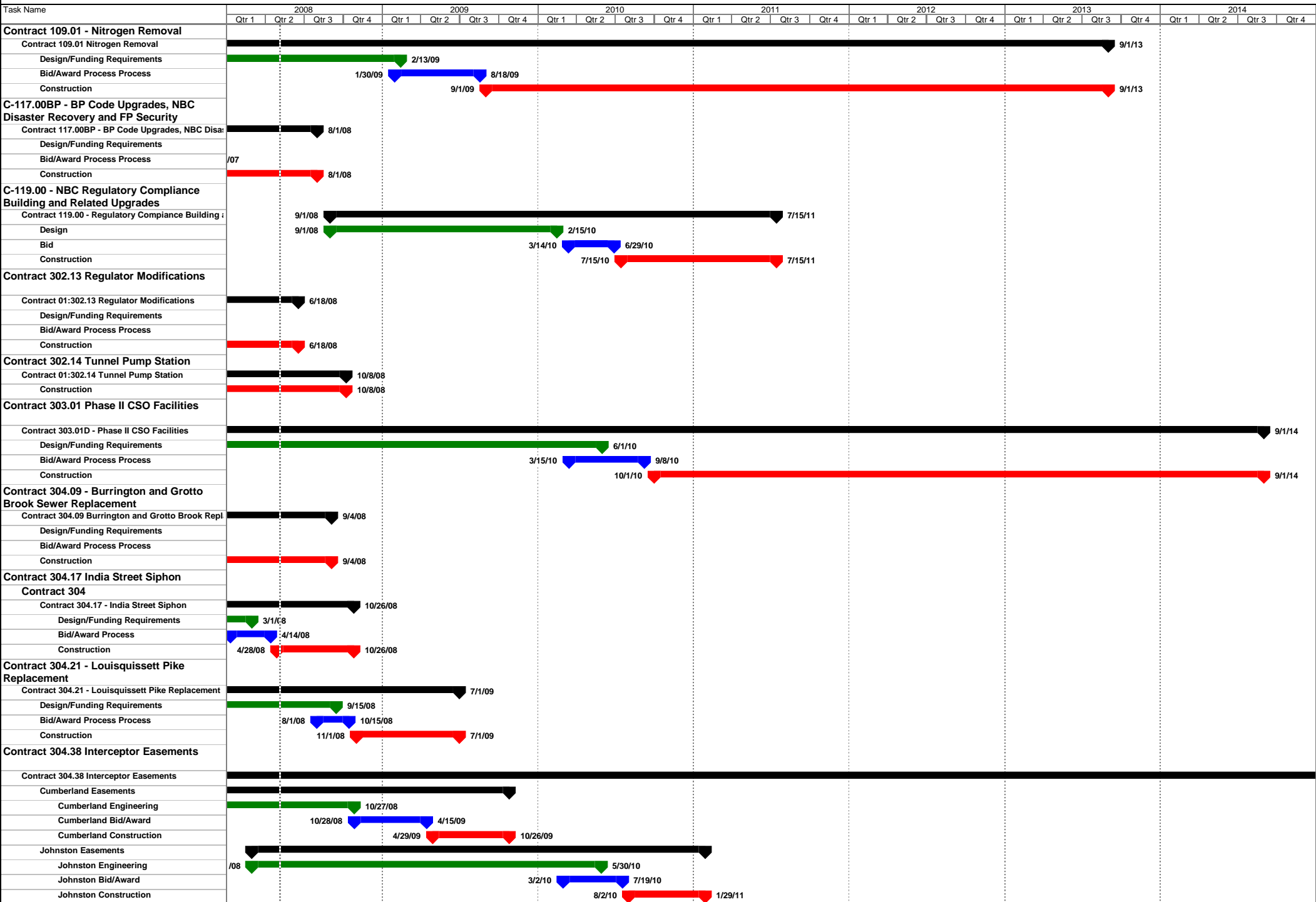
<i>Grant Program</i>	<i>CDF Number</i>	<i>Year Awarded</i>	<i>Award Amount</i>	<i>Amount Available FY 2009</i>	<i>Projected Revenue FY 2009</i>
Energy Conservation	66.708	2005	\$ 35,000	\$ 1,050	\$ 1,050
RI Biogas Feasibility Study	N/A	2007	25,000	25,000	12,500
RI Wind Energy Feasibility Study	N/A	2007	25,000	25,000	11,450
				<u>\$ 51,050</u>	<u>\$ 25,000</u>

## Fund - Organization Matrix

Division / Section	Revenue Fund	Operating and Maintenance Fund	Project Fund	Debt Service Fund	Renewal & Replacement Reserve Fund	Debt Service Reserve Fund	Operating & Maintenance Reserve Fund	Redemption Fund	Insurance Reserve Fund	Rebate Fund	Unrestricted Fund	TOTAL
<b>Executive Affairs Division:</b>												
Executive Affairs		\$ 906,009	\$ 50,000									\$ 956,009
Legal		475,136	-									475,136
<b>Executive Affairs Division:</b>		1,381,145	50,000	-	-	-	-	-	-	-	-	1,431,145
<b>Construction Services Division:</b>												
Construction Services		107,557	28,000									\$ 135,557
<b>Construction Services Division</b>		107,557	28,000									135,557
<b>Administration &amp; Finance Division:</b>												
Human Resources		342,799	-									342,799
Finance		800,478	-									800,478
Accounting		710,343	-									710,343
IT		1,442,621	610,000									2,052,621
Customer Service		1,744,903	30,000									1,774,903
Purchasing		311,296	-									311,296
Administration		2,202,567	106,000	31,258,664								33,567,231
<b>Administration &amp; Finance Division</b>		7,555,006	746,000	31,258,664	-	-	-	-	-	-	-	39,559,670
<b>Planning, Policy &amp; Regulation Division:</b>												
Lab		1,402,271	94,500									1,496,771
Planning		374,854	-									374,854
Pretreatment		994,432	50,214									1,044,646
Environmental Safety & Technical		344,441	-									344,441
Environmental Monitoring		1,253,016	78,752									1,331,768
<b>Planning, Policy &amp; Regulation Division</b>		4,369,014	223,466	-	-	-	-	-	-	-	-	4,592,480
<b>Operations / Engineering Division:</b>												
IM		1,873,656	51,000									1,924,656
Engineering		543,469	-									543,469
Fields Point		12,057,100	563,000									12,620,100
Bucklin Point		7,039,609	210,000									7,249,609
<b>Operations / Engineering Division</b>		21,513,834	824,000	-	-	-	-	-	-	-	-	22,337,834
<b>Non-Departmental</b>												
Direct CIP Funding		-										-
Carry-Forward				9,495,366								9,495,366
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 34,926,555</b>	<b>\$ 1,871,466</b>	<b>\$ 31,258,664</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 77,552,052</b>

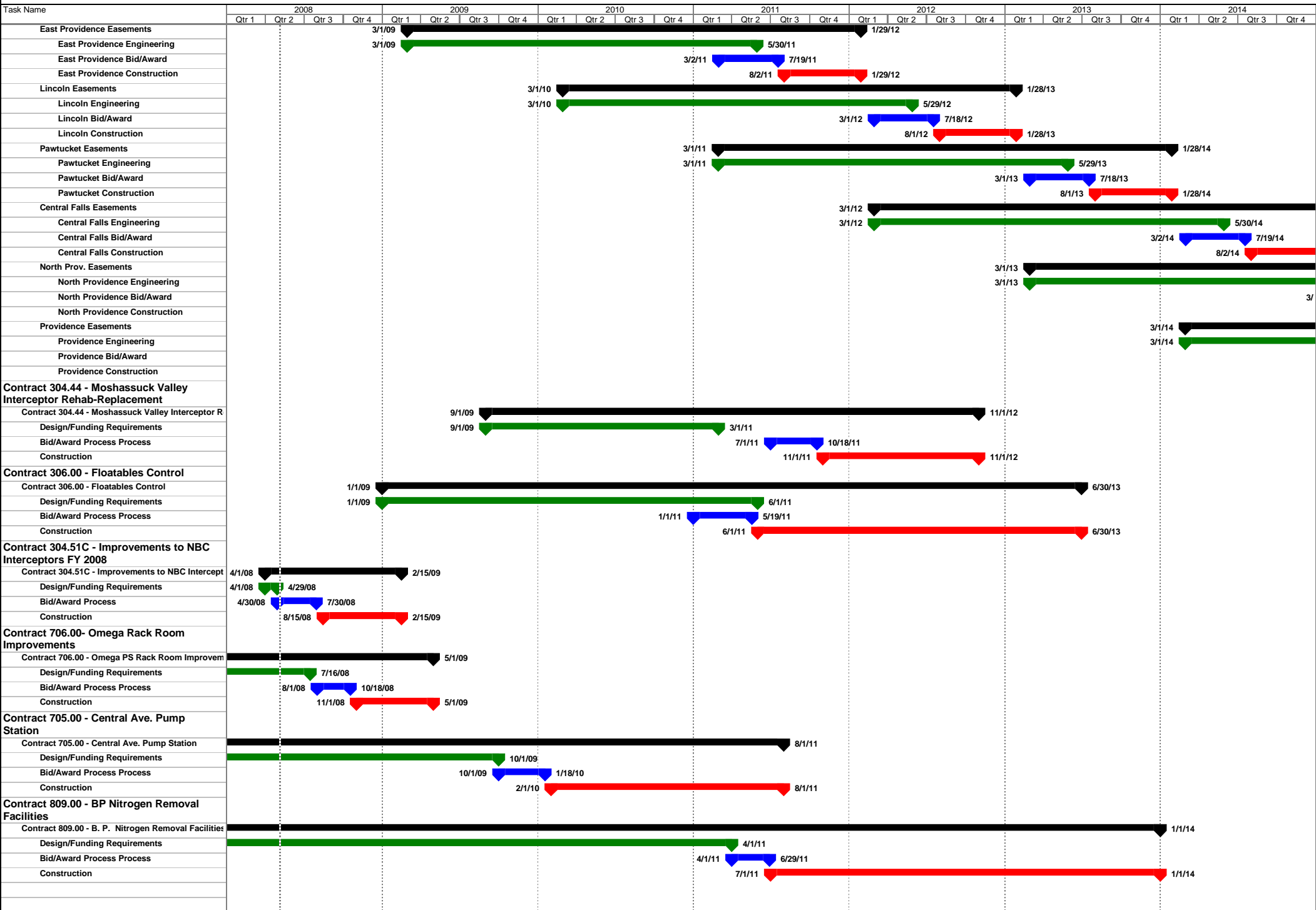
*This page was intentionally left blank.*

Master Project Schedule





Master Project Schedule



*This page was intentionally left blank.*

# Appendix

*This page was intentionally left blank.*

# The Narragansett Bay Commission

## Glossary of Terms

---

**Abatement** - A refund to users who can demonstrate that more than 15% of water consumed does not enter the sewer system.

**Abatement Fee** - See CSO Abatement Program/Fee.

**Abbreviated Rate Filing** - An adjustment to NBC's tariffs filed with the Public Utilities Commission. The rate increase cannot exceed 25%, and must relate to certain expense categories.

**Accounting System** - A system of financial recordkeeping that records, classifies, and reports information on the financial status and operation of an organization.

**Accrual** - An entry made to book an expense or revenue to the correct accounting period.

**Adopted Budget** - The budget approved by the NBC Board of Commissioners.

**Allocation** - The distribution of available monies, 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.

**Annual Budget** - An estimate of expenditures 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.

**Arbitrage** – Investing funds borrowed at a lower interest cost, in investments providing a higher rate of return.

**Asset Management Program** - Program established to document assets and provide the data necessary to manage NBC's infrastructure, including operational life and replacement history, in an order to assist with the allocation of resources over time.

**Audit** - A study of the Commission's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law.

**Balanced Budget** - A budget in which receipts are greater than /or equal to expenditures.

**Biochemical Oxygen Demand (BOD)** – Is an indicator of the amount of oxygen that is being consumed by sewage; the greater the BOD the greater the degree of pollution. Sewage robs oxygen from the receiving waters.

**Biosolids** (Also Sludge) -. The solids (heavy organic waste matter) resulting from the wastewater treatment process. This material is separated from the effluent, treated and appropriately discarded.

**Bisulfate** – Chemical used to adjust the PH of the wastewater.

**Bond** - A certificate of debt containing a promise to pay a specified sum of money (face value or principal) on a specified date/dates in the future (maturity date) together with periodic interest at a specified rate.

**Bond Market Association Index (BMA)** - The Bond Market Association Municipal Swap Index, produced by Municipal Market Data (MMD), is a 7 day high grade market index comprised of tax-exempt VRDOs from MMD's extensive database.

**Board of Commissioners** - 19 Member board which represent the municipalities in the district as well as ten gubernatorial appointments.

**Budget (Operating)** - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

**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 of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.

**Capital Improvement Program (CIP)** - 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.

**Capital Reimbursements** - The means by which NBC is reimbursed by the Rhode Island Clean Water Finance Agency (RICWFA) for labor and other expenses related to major Capital Improvement Program projects.

**Catch Basin** - A structure designed for the collection and retention of solid matter from streets, which allows an unobstructed flow of surface water into a storm sewer.

**Citizens' Advisory Committee (CAC)** - Advisory group to NBC. CAC represents users, the general public and environmental groups.

**Clarifiers** – The components of the wastewater treatment plant, that separates sludge (which sinks) and scum (which floats) from wastewater flows. Also called sedimentation tanks.

**Collection System** – System of NBC owned wastewater treatment facilities, including interceptors, pipes, tide gates, pumping stations, manholes, regulators, and catch basins.

**Collective Bargaining Agreements (CBA)** - Agreements reached between management and union representatives as to the terms of future union contracts.

**COB** - The NBC's corporate office building.

**Combined Sewage** - A mixture of stormwater and domestic sewage with or without industrial waste: combined sewage consists of liquid waste from home, industries, businesses, institutions, and storm water runoff from streets and other surfaces.

**Combined Sewers** - Sewer systems in which the storm water and sanitary waste from industrial, commercial or residential sources are combined. A benefit is that non-point pollution flushed from the watershed during moderate rain is treated, but the system can be overwhelmed during severe storms, resulting in untreated waste being flushed into the receiving waters as a combined sewer overflow (CSO).

**Combined Sewer Overflows (CSO)** - Areas along Rhode Island rivers where combined sewers overflow during significant rain events.

**Consent Agreement** – An agreement between agencies which identifies specific compliance issues and stipulates corrective measures to resolve such issues.

**Consumer Price Index (CPI)** – A measure of the average change over time in prices for selected consumer goods and services.

**CSO Abatement Program/Fee.** - A charge based on the amount of runoff that can be expected to leave eligible properties during rain events. This runoff contributes to CSO overflows. NBC does not currently charge a fee for this.

**Comprehensive Annual Financial Report (CAFR)** - Communicates the annual financial position and results of operations of the NBC.

**Cost of Living Adjustment (COLA)** - An annual adjustment made to salary of union employees of NBC to maintain the level of wages against inflation.

**Debt Service** - Payment of interest and repayment of principal to holders of the commission's debt instruments.

**Debt Service Coverage** - A measure of NBC's ability to meet debt service payments. The numerator is net revenue, and the denominator is current annual debt service.

**Deficit or Budget Deficit** - The excess of budget expenditures over receipts.

**Depreciation** - In accounting, depreciation is a term used to describe any method of attributing the cost of an asset across its useful life, roughly corresponding to normal wear and tear.

**Digester** - A treatment in which organic matter is broken down.

**Discharge Permit** – A permit issued by NBC to regulate the users discharging to 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. This measure is an important indicator of the health of aquatic life.

**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.

**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 costs of providing the goods or services be financed primarily through charges and fees, thus removing the expenses from the tax rate.

**Environmental Protection Agency (EPA)** - An agency of the federal government designated to oversee environmental protection in the United States.

**Expenditures** - The amount of money, cash or checks, actually paid or obligated for payment from the operating account.

**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 Year (FY)** - The twelve-month financial period used by the Narragansett Bay Commission, that runs from July 1, to June 30, of the following calendar year. The year is represented by the end date. Example: July 1, 2008 to June 30, 2009 is FY 2009.

**FY 2009 Approved Budget** - Numbers stated in the FY 2009 budget and approved by the NBC Board of Commissioners.

**FY 2009 Projected** - Estimate of what will be achieved in FY 2009 based on year-to-date performance.



**Flowmeter** - A meter used to measure the flow of water, effluent or influent.

**Force Main** - A sewer line fed by a lift station; carries pumped wastewater to a point where additional pumps or gravity can take over.

**Fringe Benefit** - A component of personnel costs: includes health insurance and other employee benefits.

**Full-time Equivalent (FTE's)** - The amount of hours worked being equal to a full-time employee.

**Fund Accounting** - Governmental accounting systems should be 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 limitation.

**Fund Equity** - The accumulative excess of assets over liabilities in a fund, at the end of the fiscal year.

**Generally Accepted Accounting Principles (GAAP)** – The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

**Global Positioning Satellite System (GPS)** - A system which uses information obtained by satellite to indicate the coordinates of a specific location.

**Government Finance Officers Association (GFOA)** - 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 15,500 GFOA members are dedicated to the sound management of government financial resources.

**Grant** - A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.

**Grit Chambers** - The grit chambers slow the moving water 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.

**Hundred Cubic Feet (HCF)** – Unit of liquid measure.

**Hypochlorite** – A disinfectant or bleaching agent, commonly known as bleach. This chemical is used to disinfect effluent, control bacteria, and control odors.

**Infiltration** - The seepage of groundwater into a sewer system, including service connections. Seepage frequently occurs 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 as it 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** – Penalty assessed on unpaid accounts, including any outstanding interest charges, over thirty (30) days from the billing date.

**License and Permit Fees** - The charges for permits to connect to the sewer system, granted by the Narragansett Bay Commission.

**Line-Item Budget** - A format of budgeting which organizes costs by type of expenditure, such as supplies, equipment, maintenance or salaries.

**Mgd.** - Abbreviation for million gallons per day.

**Mg/L.** - Abbreviation for milligrams per liter. 1 mg/L can also be expressed as 1 part per million.

**Mission Statement** - Summation of an Agency's purpose and goals.

**N/A.** - The information is not available or not applicable.

**National Association of Clean Water Agencies (NACWA)** - An association which represents the interests of over 300 public agencies and organizations which deal with wastewater treatment. The association plays a key role in the development of environmental legislation and regulations.

**Nitrogen Removal** – The removal of excess nitrogen in the discharged effluent of a wastewater treatment facility. Excessive nitrogen levels can adversely impact the aquatic environment.

**Nutrient** - An organic or inorganic compound essential for growth of organisms.

**Operating Budget** - See Budget (Operating)

**Operating Capital Outlays Plan** - A plan of proposed outlays for acquiring or replacing long-term assets and the means of financing those acquisitions during the current fiscal period.

**Operations and Maintenance (O & M)** –Accounts related to the cost of operating and maintaining NBC’s infrastructure.

**Outfall** - A discrete location where quantities of water and/or waste are discharged into lakes, streams or oceans, generally through a pipe.

**Overflow** - Sewage flow that discharges directly from a sewer into a receiving water because the total sewage flow is greater than the capacity of the sewer.

**Performance Budget** - A budget that bases expenditures primarily upon measurable performance of activities and work programs. A performance budget may also incorporate other bases of expenditures classification, such as character and object class, but these are secondary to activity performance.

**Planning** - The management function of preparing a set of decisions for future action.

**Pretreatment** - Reduction or elimination of pollutants from industrial wastewater by use of various processes prior to its discharge into the sewer system.

**Program Measures** - Variables measuring the degree of goal fulfillment achieved by programs.

**Policy** - A definite course of action adopted after a review of information, and directed at the realization of goals.

**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** - Collections of work-related activities initiated to accomplish a desired end.

**PUC** - Public Utilities Commission regulates all public utilities in the state of Rhode Island.

**Pump Station** - Installation of pumps 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 adjustment to NBC's user fee rates which is filed with the Public Utilities Commission for their approval.

**Ratepayer** – NBC customer who pays a fee for the collection and treatment of wastewater services provided in its service area.

**Rating Agencies** - This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch ICBA, Inc. These are the three major agencies which issue credit ratings on municipal bonds.

**Receiving Water** - A body of water such as, a stream, river, lake, or ocean which receives storm water and wastewater.

**Regulator Structures** – An underground structure, which regulates the amount of flow entering interceptors.

**Restricted Accounts** - Accounts that are legally restricted for a specific purpose or not available for appropriation and subsequent spending.

**Restricted Carry-Forward** – Funds which were restricted for debt service in the prior budget year and are now released to finance the Capital Improvement Program and operating capital outlays.

**Revenue** - Additions to the Commission's financial assets (such as user fees and grants) which do not in themselves increase the Commission's liabilities or cancel out a previous expenditure. Revenue may also be created by canceling liabilities, provided there is no corresponding decrease in assets or increase in other liabilities.

**Revenue Stability Fund** – Fund established in order to provide the necessary financing of Operations & Maintenance expenses in the event that realized revenue is less than had been projected.

**RIDEM** - The Rhode Island Department of Environmental Management. An environmental regulatory department of the State.

**RICWFA** - The Rhode Island Clean Water Finance Agency. Administers the State Revolving Fund for projects relating to water and wastewater.

**RIPDES Permit** - Rhode Island Pollution Discharge Elimination System. A permit issued by the Rhode Island Department of Environmental Management which sets forth discharge limitation requirements for wastewater utilities.

**RIRRC** - The Rhode Island Resource Recovery Corporation. Administers waste and garbage disposal and recycling.

**Sampling** - The act of taking water samples in order to determine water quality.

**Section** - The lowest hierarchical level of allocating monies.

**Septage** – Household waste that is disposed through a home’s plumbing system into a septage holding tank, and ultimately transported for treatment to a wastewater treatment facility center.

**Settling Tanks** - A holding area for wastewater, where heavier particles sink to the bottom for removal and disposal.

**Sewer User Fee** - The charges assessed on users of the sewer system provided by the Narragansett Bay Commission.

**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.

**Special Master** - A Rhode Island Public Utilities Commission appointed individual charged with the responsibility to oversee all phases of the CSO Abatement Program.

**Significant Industrial Users (SIUs)** - NBC’s largest industrial customers.

**State Revolving Fund (SRF)** - A Rhode Island Clean Water Finance Agency program which offers low cost financing to public agencies.

**Stormwater Runoff** - The portion of rainfall, melted snow or other precipitation that flows across the ground surface to a drain, sewer, stream, lake, pond, or river.

**Strategic Plan** - A plan created to outline the long term goals and objectives of the Agency.

**Tide-gate** – A gate which opens and closes with tidal height to prohibit river water from entering the sewer system.

**Total Maximum Daily Load (TMDL)** – A calculation of the maximum amount of a pollutant that a body of water can receive and still meet water quality standards, and allocation of that amount to the pollutant’s sources. The Clean Water Act, Section 303, establishes the water quality standards and TMDL programs.

**Total Suspended Solids (TSS)** - The measurement of the amount of solid matter in the effluent in parts per million.

**Trust Indenture** – A contract between an issuer and a bond trustee for the benefit of bondholders. In order to issue revenue bonds NBC is required to execute a trust indenture.

**Ultraviolet Disinfection** - A disinfection method in which final wastewater effluent is exposed to ultraviolet light to kill pathogens and microorganisms.

**Variable Rate Debt Obligation (VRDO)** - A long-term multi-modal debt instrument. NBC's current issue of VRDO sets interest rates on a weekly basis.

**Wastewater** - The liquid-borne waste products of domestic, industrial, agricultural and manufacturing activities.

**Wastewater Treatment Facility (WWTF)** - A facility used to treat wastewater.

**Wet Weather Flow** – The untreated discharges 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.

*This page was intentionally left blank.*

**Narragansett Bay Commission**  
**Operating Budget For Fiscal Year 2009**

ACCT. NUMBER	BUDGET ACCOUNT	FY 2008 Budget	FY 2009 Proposed	Change +/- from FY 2008	EXECUTIVE AFFAIRS				ADMINISTRATION AND FINANCE					PLANNING, POLICY & REGULATION					OPERATIONS						
					EXEC. AFFAIRS CC 21	CONSTR. SERV. CC 22	LEGAL 24	H/R CC 23	FINANCE CC 31	ACCT. CC 32	IT CC 33	CUST SVC CC 34	PURCH. CC 36	GEN. ADM. CC 38	LAB. CC 53	PLN & POL CC 51	PT CC 52	ESTA CC 54	ENV. MON. CC 55	FIELDS PT. CC 46	BUCK. PT. CC 47	IM CC 43	ENG. CC 44		
<b>PERSONNEL SERVICES</b>																									
52100	UNION - REGULAR	5,218,880	5,420,163	201,283	-	-	-	38,040	-	75,662	-	-	574,658	42,901	80,000	-	174,293	-	145,247	-	344,388	1,824,452	1,507,089	613,433	-
52150	UNION OVERTIME	420,200	400,200	(20,000)	-	-	-	-	-	-	-	-	2,000	-	-	-	3,000	-	200	-	35,000	215,000	105,000	40,000	-
52200	NON-UNION LIMITED	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
52250	UNION LIMITED O.T.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
52300	NON-UNION REGULAR	7,609,219	7,827,881	218,662	623,993	712,970	282,358	163,900	326,012	414,676	712,106	351,885	163,875	303,518	-	553,592	259,532	496,694	215,242	364,777	873,668	-	297,646	711,437	
52350	NON-UNION OVERTIME	60,425	81,800	21,375	500	10,000	-	-	-	100	-	-	2,000	-	-	15,000	400	500	1,000	1,300	50,000	-	1,000	-	
52400	NON-UNION LIMITED	22,600	36,200	13,600	4,200	-	2,000	3,000	-	4,500	-	-	5,000	-	-	3,000	6,300	1,000	-	7,200	-	-	-	-	
52450	NON-UNION LIMITED OVERTIME	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
52510	NON-UNION LIMITED (FULL TIME)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
52800	UNION PENSION	1,075,653	1,128,377	52,723	-	-	-	8,038	-	15,987	-	-	121,425	9,065	-	36,828	-	30,691	-	72,769	385,507	318,448	129,618	-	
52810	FICA	1,019,831	1,053,118	33,287	48,095	55,307	21,753	15,678	24,940	37,863	54,476	71,569	15,818	-	57,290	20,367	49,239	16,543	57,579	226,679	123,325	72,834	54,425		
52820	UNEMPLOYMENT INSURANCE	35,000	35,000	-	-	-	-	-	-	-	-	-	-	-	35,000	-	-	-	-	-	-	-	-	-	-
52840	EMPLOYEE BEN. GRP. LIFE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
52920	NON-UNION PENSION	769,104	794,588	25,484	62,869	72,297	28,436	16,690	32,601	41,928	71,211	35,889	16,388	30,352	-	57,159	26,623	49,819	21,624	37,328	92,367	-	29,865	71,144	
52940	UNION RETIREMENT HEALTH	187,993	291,573	103,580	-	-	-	2,077	-	4,131	-	31,376	2,342	-	-	9,516	-	7,930	-	18,804	99,615	82,287	33,493	-	
52950	HEALTH INSURANCE	2,842,723	3,057,407	214,684	85,975	136,645	52,094	53,291	53,599	123,112	141,607	258,461	51,241	-	154,456	41,247	157,929	60,791	187,320	704,083	387,317	279,963	128,275		
52970	DENTAL INSURANCE	219,149	215,569	(3,579)	6,790	8,487	4,243	3,395	4,243	8,487	9,336	18,671	3,395	-	12,730	3,395	12,730	3,395	14,428	47,527	27,158	18,671	8,487		
52980	VISION INSURANCE	38,639	40,671	2,032	1,281	1,601	801	640	801	1,601	1,761	3,523	640	-	2,402	640	2,402	640	2,722	8,967	5,124	3,523	1,601		
52990	DISABILITY INSURANCE	34,000	36,000	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
53000	STPP PENSION RETIREES	2,000	2,000	-	-	-	-	-	-	-	-	-	-	-	2,000	-	-	-	-	-	-	-	-	-	
53600	WORKMAN'S COMP. - OLD CLAIMS SLUDGE ADJUSTMENT	62,000	50,000	(12,000)	-	-	-	-	-	-	-	-	-	50,000	-	-	-	-	-	-	-	-	-	-	
<b>TOTAL PERSONNEL SERVICES</b>		<b>19,617,416</b>	<b>20,470,547</b>	<b>853,130</b>	<b>833,702</b>	<b>997,307</b>	<b>391,686</b>	<b>304,749</b>	<b>442,197</b>	<b>728,048</b>	<b>990,496</b>	<b>1,476,458</b>	<b>305,666</b>	<b>566,209</b>	<b>1,079,267</b>	<b>358,504</b>	<b>954,381</b>	<b>319,236</b>	<b>1,143,616</b>	<b>4,527,863</b>	<b>2,555,747</b>	<b>1,520,047</b>	<b>975,369</b>		
59000	SALARY REIMBURSEMENT	(1,004,312)	(1,043,057)	(38,745)	(49,105)	(600,000)	-	-	-	(45,000)	-	-	-	-	-	-	-	(2,500)	(10,000)	-	-	(40,000)	(296,452)		
59001	FRINGE REIMBURSEMENT	(552,372)	(573,681)	(21,310)	(27,008)	(330,000)	-	-	-	(24,750)	-	-	-	-	-	-	-	(1,375)	(8,500)	-	-	(22,000)	(163,049)		
59002	TURNOVER ALLOWANCE	(318,426)	(354,775)	(36,349)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(226,237)	(52,983)	(75,555)	-		
<b>NET PERSONNEL SERVICES</b>		<b>17,742,307</b>	<b>18,499,633</b>	<b>756,726</b>	<b>757,589</b>	<b>67,307</b>	<b>391,686</b>	<b>304,749</b>	<b>442,197</b>	<b>658,298</b>	<b>990,496</b>	<b>1,476,458</b>	<b>305,666</b>	<b>566,209</b>	<b>1,079,267</b>	<b>358,504</b>	<b>954,381</b>	<b>315,361</b>	<b>1,128,116</b>	<b>4,301,626</b>	<b>2,502,764</b>	<b>1,382,492</b>	<b>515,869</b>		
<b>OPERATING SUPPLIES/EXPENSES</b>																									
53010	MEDICAL SVCS.	18,668	21,130	2,462	100	600	150	3,500	-	100	150	375	-	1,000	1,500	250	970	4,265	800	2,000	1,500	3,820	50		
53210	POSTAGE	179,775	168,185	(11,590)	-	-	100	-	-	50	25	135,000	-	32,960	-	-	-	-	-	-	-	-	50		
53240	DUES & SUBSCRIPTIONS	66,836	63,341	(3,495)	30,820	1,250	5,650	2,400	2,400	1,500	5,700	4,000	750	700	1,000	500	521	1,700	750	2,000	-	700	1,000		
53250	FREIGHT	35,700	36,400	700	500	1,000	200	100	200	100	1,500	400	100	7,500	4,200	200	400	100	1,500	15,000	300	3,000	100		
53310	PRINTING & BINDING	113,900	92,100	(21,800)	10,000	100	100	50	16,000	50	300	50,300	1,500	4,500	300	2,800	2,600	2,600	2,100	-	-	1,200	200		
53320	ADVERTISING	21,000	24,000	3,000	2,500	1,200	1,000	1,000	1,000	1,350	100	-	-	-	1,000	1,200	4,300	3,600	2,900	2,350	1,400	1,000	-		
53330	RENTAL-EQUIPMENT	48,150	36,180	(11,970)	15,000	-	-	-	-	-	-	-	-	5,180	2,500	-	-	-	-	10,000	-	3,500	-		
53340	RENTAL- CLOTHING	57,600	54,500	(3,100)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	27,000	19,500	8,000	-		
53350	RENTAL-OUTSIDE PROPERTY	7,749	7,823	74	-	-	-	-	-	-	-	-	-	-	-	1,200	-	900	3,200	-	2,523	-	-		
53360	MISCELLANEOUS EXPENSE	29,100	1,100	(28,000)	-	600	-	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
53370	PUBLIC OUTREACH EDUCATION	14,000	15,000	1,000	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
53410	LOCAL TRAVEL	5,220	6,120	900	1,000	100	350	100	300	120	1,400	200	100	-	300	100	50	500	300	4,000	100	700	400		
53420	LONG DISTANCE TRAVEL	95,600	84,100	(11,500)	25,000	2,500	2,500	1,500	3,500	-	23,000	2,500	500	-	2,000	2,000	3,600	3,000	2,000	-	-	1,500	5,000		
53470	BLDG. & GRND. MAINT.	108,503	122,877	14,374	-	7,500	-	-	-	-	-	-	-	52,735	14,390	-	200	-	-	37,052	-	11,000	-		
53480	SLUDGE, ASH HAULING & DISPOSAL	4,601,229	4,771,714	170,485	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3,816,030	955,684	-	-		
53490	SCREENING & GRIT DISPOSAL	154,830	172,364	17,534	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	71,564	25,800	75,000	-		
53510	VEHICLE FUEL & MAINTENANCE	151,389	168,682	17,293	2,000	7,000	-	-	-	-	-	8,000	-	-	-	6,200	-	25,000	-	48,482	-	70,000	2,000		
53610	REPAIRS - BLDG, STRUCTURE & EQUIP.	567,520	591,881	24,361	-	-	-	100	-	-	-	-	38,500	-	42,300	200	10,000	-	460,781	-	30,000	10,000	-		
53611	SOLIDS HANDLING REPAIRS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
53620	REPAIR-HIGHWAY & WALKS	8,000	16,000	8,000	-	-	-	-	-	-	-	-	5,000	-	-	-	-	-	-	-	-	-	11,000		
53630	MAINTENANCE-SERVICE AGREE.	510,460	580,438	69,978	-	-	-	400	-	75	295,000	2,500	80	31,404	4,800	100	2,760	650	154,463	70,776	16,680	-			
53650	HIGHWAY & LANDSCAPE	12,000	11,154	(846)	-	700	50	-	-	-	-	-	-	-	-	-	-	-	-	4,154	-	7,000	-		
53660	INSURANCE	382,120	386,533	4,413	-	-	-	-	-	-	-	-	386,533	-	-	-	-	-	-	-	-	-	-		
53680	WORKMAN'S COMP. INSURANCE	460,529	583,978	123,450	-	-	-	-	-	-	-	-	583,978	-	-	-	-	-	-	-	-	-	-		
53900	CENTRAL PHONE SVCS.	3,000	3,000	-	-	-	-	-	-	-	-	-	3,000	-	-	-	-	-	-	-	-	-	-		
54000	TELEPHONE	132,000	149,565	17,565	2,700	4,000	-	-	1,000	-	37,975	13,900	500	36,500</											



