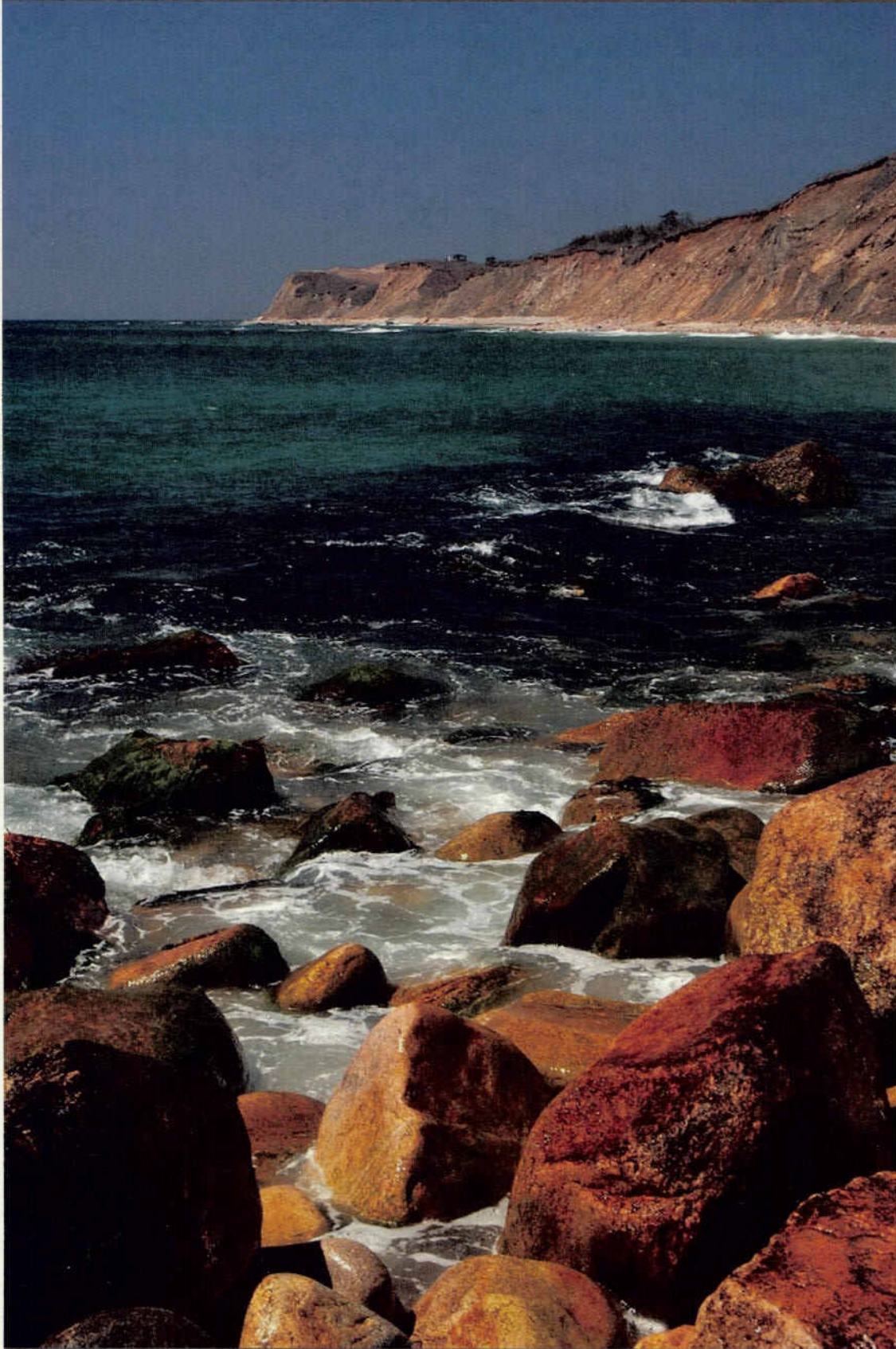


NARRAGANSETT BAY COMMISSION



OPERATING BUDGET FISCAL YEAR 2010

Vincent J. Mesoella, Chairman
Raymond J. Marshall, Executive Director



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, 2008


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, 2008. 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.

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Narragansett Bay Commission

Fiscal Year 2010 Budget

Board of Commissioners

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

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Richard D. Worrell

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



Photo: A swan takes flight over Narragansett Bay, Rhode Island

Narragansett Bay Commission

Fiscal Year 2010 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.

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Howard Schacter, Vice Chairman

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Jane Sherman

Kristen Sullivan

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Michele Zwerver



Photo: Sunrise over the Bay

Narragansett Bay Commission

Table of Contents

	Page No.
<u>I . Executive Director's Message</u>	
Executive Director's Message.....	1
NBC Outlook.....	3
FY 2009 In Review	7
<u>II . About the Narragansett Bay Commission</u> 11	
<u>III . Budget Summary Information</u>	
Budget Overview	23
Strategic Plan Development & Goals.....	25
FY 2010 Budget - Key Assumptions	31
Staffing Levels	32
Historical Overview	33
Revenue Profile	34
Expense Profile.....	41
<u>IV . Budget Philosophy, Process and Policies</u>	
Philosophy, Basis of Accounting, Budget Basis.....	53
The Budget Process.....	54
Budget Monitoring and Amendment Procedures	56
FY 2010 Budget Calendar.....	57
Financial Policies	58
Fund Definitions and Financial Data	61
<u>V . Long-Term Debt and Capital Improvement Program</u>	
Long-Term Debt Overview	65
CIP Impact Overview.....	71
Capital Improvement Program	76
Capital Project Cost Summary.....	92
Capital Projects Detail.....	95
<u>VI . Division Summaries</u>	
Executive Division.....	129
Administration and Finance Division.....	145
Operations and Engineering Division.....	177
Planning, Policy and Regulation Division.....	197
<u>VII. Supporting Schedules</u>	
Budget Resolution and Attachment	223
Budgeted Benefits Comparison	230
Historical Position Summary	231
FY 2010 Operating Capital Outlays	232
Five-Year Operating Capital Plan	234
Summary of Grants.....	238
Fund Organization Matrix.....	239
CIP Master Project Schedule	240
<u>VIII. Appendix</u>	
Acronyms Glossary.....	245
Glossary of Terms	249
Operating Budget Detail for FY 2010	256

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Executive Director's Message

Fiscal Year 2010 Budget Summary

The Narragansett Bay Commission's fiscal year 2010 Operating Budget represents a 6.9% increase over the prior year. Operating Revenue is projected to increase by 7.4% due to two separate user fee rate increases. The first rate increase is to take effect on July 22, 2009 and is designed to address the declining consumption rate base as well as increased operating expenses. The second rate increase is anticipated to take effect on September 1, 2009 and is required to enable NBC to take advantage of additional low-interest loans for capital improvements available as a result of the federal stimulus package. Non-Operating Revenue shows a decrease of 2.5% on a year-to-year basis.

With respect to expenses, Operating and Maintenance Expense is projected to increase by 5.8%, with the majority of the increase reflective of increased personnel and operating costs. Debt service is projected to increase by 11.1% as the result of debt issuance required to support the capital program, while Operating Capital Outlays will increase by 20.8%. The Restricted Carry-Forward shows a year-to-year decrease of 5.3%. The net effect of these changes is a 6.9% increase in total expense compared to FY 2009.

Year-to-Year Operating Budget Comparison

	FY 2009 Budget	FY 2010 Budget	Percent Change
Revenues			
Operating Revenue	\$ 73,925,509	\$ 79,390,000	7.4%
Non-Operating Revenue	3,626,543	3,535,600	-2.5%
Total Revenue	77,552,052	82,925,600	6.9%
Expenses			
Operating and Maintenance Expense	34,926,555	36,939,412	5.8%
Debt Service	31,258,664	34,737,793	11.1%
Operating Capital Outlays	1,871,466	2,260,600	20.8%
Restricted Carry-Forward	9,495,367	8,987,795	-5.3%
Total Expense	\$ 77,552,052	\$ 82,925,600	6.9%

“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: Fishing off Sachuest Point at low tide in Newport, R.I.

Introduction

The Narragansett Bay Commission (NBC) is pleased to present its FY 2010 operating budget. This year's budget reaffirms NBC's commitment to environmental leadership through a number of initiatives related to water quality improvement, effective operation of NBC's wastewater treatment and collection systems, and systematic water quality monitoring. The FY 2010 budget also supports continued investment in capital improvements while at the same time demonstrating its obligation to ratepayers to meet these challenges at a reasonable cost.

The Budget Document

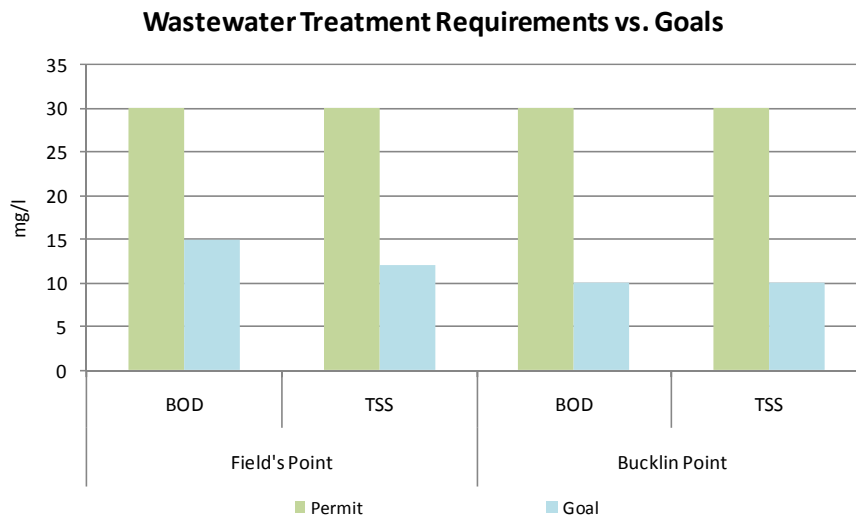
The FY 2010 budget document includes a number of changes and enhancements. In addition to the Rhode Island State economic data presented in previous budget documents, the demographic section is now focused more intently on statistical data related to NBC's specific service area. It is anticipated that this will serve to enhance the reader's understanding of the economic factors impacting NBC. Other revisions to this budget document include an expanded discussion regarding the impact of the capital program on the operating budget as well as expanded capital project descriptions, an enhanced glossary, a discussion of major changes to fund equity, and several new charts and other visuals. These enhancements are designed to present an informative and comprehensive picture of NBC's budget and financing needs for FY 2010 and beyond.

NBC Outlook

NBC has allocated resources based on the objectives and priorities highlighted in NBC's Strategic Plan. The Strategic Plan provides the framework of NBC's long-term priorities over the next ten years. As noted above, this year's budget has been developed based on two anticipated increases in user fees in FY 2010. The following narrative identifies the connection between NBC's short-term goals, and long-term goals of the Strategic Plan and the resource allocations in the FY 2010 operating budget.

Core Business

NBC's primary focus for FY 2010 and beyond is the successful operation and maintenance of the wastewater treatment and collection systems to ensure that federal and state requirements are met or exceeded. FY 2010 represents the first full year of operation of the new Combined Sewer Overflow (CSO) Phase I Facilities which will increase operating costs by nearly \$300 thousand for utilities at the new pump station as well as the treatment of the additional flow. The chart below reflects NBC's FY 2010 water quality goals which are to exceed the permitted treatment levels at both the Field's Point Wastewater Treatment Facility (WWTF) and the Bucklin Point WWTF.



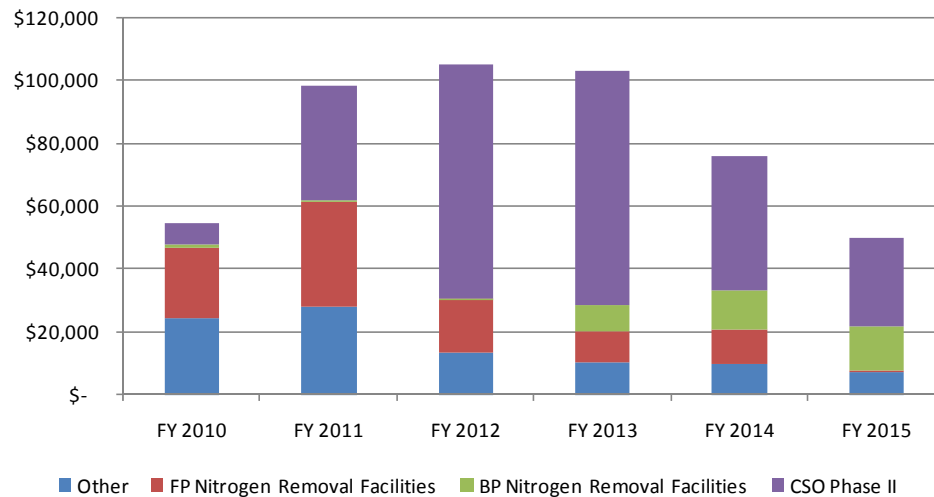
This year's budget devotes resources to the proper maintenance of assets with the completion of the final stage of the Asset Management System. The budget also reflects NBC's continuing commitment to the proper inspection, cleaning, and repairs to interceptors. NBC expects to complete the inspection and cleaning of all of NBC's sewers by the end of FY 2010. The table below shows the number of feet that have been cleaned annually since FY 2002 and the planned distance for FY 2010.

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Cummulative Feet Complete	60,545	85,281	123,650	178,348	273,348	382,348	477,348	563,948	586,748
Percent Complete	10.3%	14.5%	21.1%	30.4%	46.6%	65.2%	81.4%	96.1%	100.0%

As part of the core business objective, NBC has planned significant capital investments to meet current and future regulatory requirements. NBC has identified approximately \$55 million to be expended on capital improvements in FY 2010, and approximately \$432 million to be expended in fiscal years 2011-2015. The majority of these costs reflect work to be completed on the CSO Phase II Facilities, and nitrogen removal facilities at both the Field's Point and Bucklin Point WWTFs. The chart below illustrates the expenditures over the next six years by major project.

Capital Improvement Program

(in thousands)



The Field's Point WWTF nitrogen removal facilities project includes "green" components that include energy efficient design of the new operations building. NBC has also identified other "green" projects in the Capital Improvement Program (CIP) including the installation of Mega-Watt Class Wind Turbines at Field's Point, a bio-gas facility at Bucklin Point, the replacement of constant speed pumps with variable frequency drives at the Ernest Street Pump Station, and a new energy efficient Regulatory Compliance Building that will house NBC's EMDA, Lab, and Pretreatment departments.

Photo: Mega-Watt Class Wind Turbines such as NBC would install at the Field's Point WWTF

Environmental Performance

NBC will continue to allocate resources to NBC's comprehensive monitoring program which has expanded over the years in response to increasingly stringent state and federal mandates. The budget includes funds for increased sampling such as the collection and analysis of nutrient data that will be helpful in the design of the mandated nitrogen removal facilities. The budget also includes funding for two new Laboratory Technician positions to address the significant increase in the number of

parameters that NBC is required to analyze. The chart below shows the increase in the number of parameters analyzed since 2005 as well as the increased workloads in terms of the number of parameters analyzed per FTE.

	Parameters Analyzed			
	2005	2006	2007	2008
WWTF Monitoring	50,639	64,858	83,686	84,790
River & Bay Nutrient Monitoring	2,575	4,120	2,813	3,119
River & Bay Bacteria Monitoring	-	-	3,135	2,676
Significant Industrial User Monitoring	3,073	2,523	4,163	4,436
Manhole Monitoring	3,249	3,298	3,717	4,235
Septage Monitoring	1,503	1,309	1,113	1,243
Other	-	-	380	420
Total	61,039	76,108	99,007	100,919
Parameters per FTE	217	220	248	282

The FY 2010 budget also contains funding for the acquisition of real-time mapping capabilities of hypoxia through the use of GPS and sondes interconnected on NBC's monitoring boat. Finally, NBC has received a grant to create a Sustainable Energy Management System for Rhode Island's wastewater treatment facilities. As part of this effort, NBC and its partners will develop and implement an Environmental Results Program (ERP) designed to convert waste grease into a renewable fuel. This project is yet another example of NBC's proactive approach to protecting the environment.



Photo: NBC's monitoring boat, which will be used to measure hypoxia in Narragansett Bay

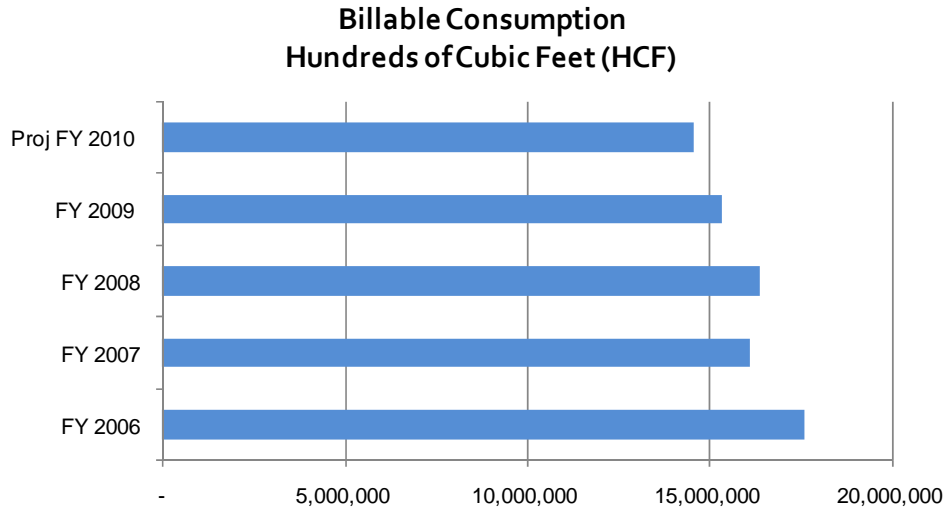
Staffing

NBC's strategic objective is to recruit, develop and retain highly qualified staff. In FY 2010 NBC will continue the sponsorship of Workplace Wellness programs, including one-on-one personalized fitness counseling sessions and a ten week program providing nutrition, stress and exercise information. NBC will also sponsor financial seminars from time to time to assist employees with retirement planning. This year's operating budget also includes funds for the mandated increases in employer contribution rates to two union programs which include the Rhode Island State Retirement System and the State Post-Retirement Health benefits. In addition, NBC's health insurance premiums are projected to increase in FY 2010 by approximately 8.5%.

Financial Management

One of the biggest challenges facing NBC in the near future is the financing of the Capital Improvement Program. As mentioned previously, NBC's CIP identifies more than \$485 million in capital expenditures over the next six years which is financed primarily through the issuance of long-term debt. Additional low-interest loans will be available from the Rhode Island Clean Water Finance Agency (RICWFA) in FY 2010 as a result of the American Recovery and Reinvestment Act. The FY 2010 operating budget includes an increase in the programmed new debt along with a 4% increase in user fee revenues to support this additional debt.

NBC is seeking to address revenue stability in this year's operating budget through three measures. First, a rate increase anticipated to be effective on July 22, 2009 will significantly adjust the consumption rate base, which will address NBC's declining billable consumption. Second, the cost recovery formula shall be revised such that a greater portion of the cost recovery will be shifted from the consumption fee to the fixed fee. Finally, NBC plans to convert to monthly billing from quarterly billing, which will serve to smooth out cash flows. The chart below shows the relative decline in billable consumption since FY 2006, as well as the projected billable consumption in FY 2010.



In FY 2010, NBC will continue to monitor its outstanding FY 2008 \$66.5 million Series A Revenue Bonds. These bonds are in variable rate demand bond (VRDBs) mode and are priced weekly. The municipal and financial markets experienced significant disruptions during the past fiscal year which caused unprecedented short-term interest rate fluctuations. NBC's VRDBs are backed by an Irrevocable Direct Pay Letter of Credit and Reimbursement Agreement that expires in July 2010.

Customer Service and Communication

The FY 2010 budget includes funding for an additional Field Investigator Position in the Customer Service section to support collection activity and field investigations. The Water Shut-Off process is an effective collection method but it is labor intensive due to noticing requirements and the need for frequent visits to properties. As is shown in the table below, there has been more than a 700% increase in the amount collected through the water shut-off (WSO) process over the last five years.

Water Shut-Off Statistics

FISCAL YEAR	AMOUNT COLLECTED	AMOUNT BUDGETED
	WSO	WSO
FY 2004	\$754,120	\$265,700
FY 2005	\$1,132,564	\$260,921
FY 2006	\$1,429,599	\$330,120
FY 2007	\$3,173,563	\$747,583
FY 2008	\$5,336,198	\$1,400,211
Percent Increase	708%	527%

The most significant enhancement to NBC's customer service effort in FY 2010, however, will be the conversion from quarterly to monthly billing. NBC believes the implementation of monthly billing will help make NBC's bills more affordable to ratepayers through the issuance of consistent, smaller bills for both flat and consumption charges. Under the current system, a customer is billed consumption only as frequently as their meter is read by one of the seven different water suppliers. NBC plans to estimate consumption on a monthly basis and will "true-up" the consumption once an actual meter reading is received. This budget contains approximately \$400,000 for the increased costs of monthly billing which include an additional Customer Service Representative position, printing, postage, and bank-processing fees. On a monthly basis this amounts to less than \$0.40 per customer account.

In terms of communication, NBC will also continue its public outreach program through the Woon Watershed Explorers educational program for area schools. The program takes place in the classroom and at various river locations, and culminates in an environmental education conference which all the students attend.

This year's budget also includes funding for the NBC's annual poster contest that solicits entries from various elementary schools within the service area. The NBC's budget also contemplates the Chairman's River Restoration Initiative which coordinates the work of more than 200 volunteers involved in removing trash and other debris from rivers in the NBC service area. As part of its public outreach program, NBC sponsors numerous public and educational forums, e-news letters and charitable campaigns.



Photo: Students from Anna McCabe Elementary School in Smithfield complete a site observation

Fiscal Year 2009 in Review

FY 2009 was a milestone year for NBC, with the launch of the CSO Phase I Facilities. The new facilities became operational in November 2008, and in the first six and a half months of operation, over 600 million gallons of combined water and wastewater were diverted to the tunnel for subsequent treatment at the Field's Point WWTF.



Photo: Former Governor Garrahy, for whom the new facilities are named, and Chairman Vincent J. Mesolella beside the plaque commemorating the opening of the CSO Phase I facilities

Several other milestones were reached as NBC moved forward with its capital program and met operating goals. In terms of capital investment, NBC made significant gains. The final design for the nitrogen removal facilities at the Field's Point WWTF was approved in April 2009, and construction is expected to begin in the fall of FY 2010. With respect to the Bucklin Point WWTF nitrogen removal facilities, NBC has made considerable progress in reducing effluent nitrogen loading. However,

additional facilities and modifications are required to achieve compliance with the seasonal total nitrogen level of 5 mg/l from May to October. NBC submitted the draft Facility Plan Amendment for these modifications to RIDEM in April 2009.

Design of Phase II of the CSO program progressed in FY 2009. 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. In August of FY 2009, NBC completed preliminary design and submitted the plans to RIDEM for review and approval. At the same time, NBC initiated final design, to ensure compliance with the schedule set forth in the Consent Agreement with RIDEM. Construction of this \$252 million project will begin in FY 2010.

In terms of wastewater treatment, this year NBC was again honored with the receipt of 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, the Bucklin Point WWTF received the Silver Award from NACWA. NBC also received the Environmental Achievement Award for its Stormwater Management Program from NACWA.

With respect to financial accomplishments in FY 2009, NBC's credit rating was upgraded to "AA-" from "A+" by Standard & Poor's. The credit upgrade has proven to be extremely important to NBC given the current uncertainty in the financial markets and the deterioration in the credit worthiness of bond insurers. In early July 2008, NBC refunded its \$70 million in VRDBs (2004 Series A) and replaced the insurer and liquidity provider with a Letter of Credit (2008 Series A). Standard & Poors' reaffirmed the short-term credit rating of "AAA/A-1+" for these debt instruments.

NBC received the GFOA Distinguished Budget Award for the seventh consecutive year with Special Recognition for Performance Measures for the fourth consecutive year. NBC also was awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for its FY 2008 Comprehensive Annual Financial Report, for the seventh consecutive year. NBC's consistently sound financial performance is evident with 17 consecutive years of operating surpluses.



In FY 2009 NBC continued its extensive monitoring initiatives. 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. NBC's monitoring efforts included 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.

Photo: EMDA staff performing key industrial manhole sampling in the field.

NBC also took several steps forward in terms of technology in FY 2009. NBC uses Oracle for its databases and ERP application, and this year NBC's systems were upgraded to the latest versions. This was a monumental effort which will also enable NBC to migrate the application and database to a single server environment. In addition, the IT department successfully completed the migration of all

NBC users to Office 2007 and upgraded the Exchange Server in order to provide a platform that will be more compatible with Office 2007.

From a public outreach perspective, NBC led its annual Chairman's River Restoration Initiative with cleanup activities along the banks of the Woonasquatucket River. NBC expanded its elementary educational program through the Woon Watershed Explorers Program that involved nearly six hundred elementary students in ten schools. NBC also conducted a pilot watershed program with a local high school. In addition, as part of NBC's Sustainable Energy Management Program for WWTFs, NBC held a workshop for other WWTFs to track and evaluate their energy usage, and receive an "energy rating" baseline for improvement.

From the human resources standpoint, NBC was the recipient of the Alfred P. Sloan Award for Business Excellence in Workplace Flexibility. In addition, NBC received the Outstanding Worksite Health Award from the Greater Providence Chamber of Commerce and several wellness programs were offered during the year. NBC also continued to provide workforce training on HR related and employment law issues. Given the unprecedented economic turmoil during the past year, NBC organized numerous group and individual financial planning seminars.

Summary

This year's budget serves to document NBC's continued commitment to environmental leadership and sound financial management, efforts which have been nationally recognized. FY 2010 will be an important year for NBC as we incorporate new green technologies, invest in large capital endeavors focused on creating a cleaner environment, and continue our commitment to sound financial management. As always, these priorities will be within the context of protecting ratepayers, the community, and Narragansett Bay.



Raymond J. Marshall
Executive Director

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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 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.

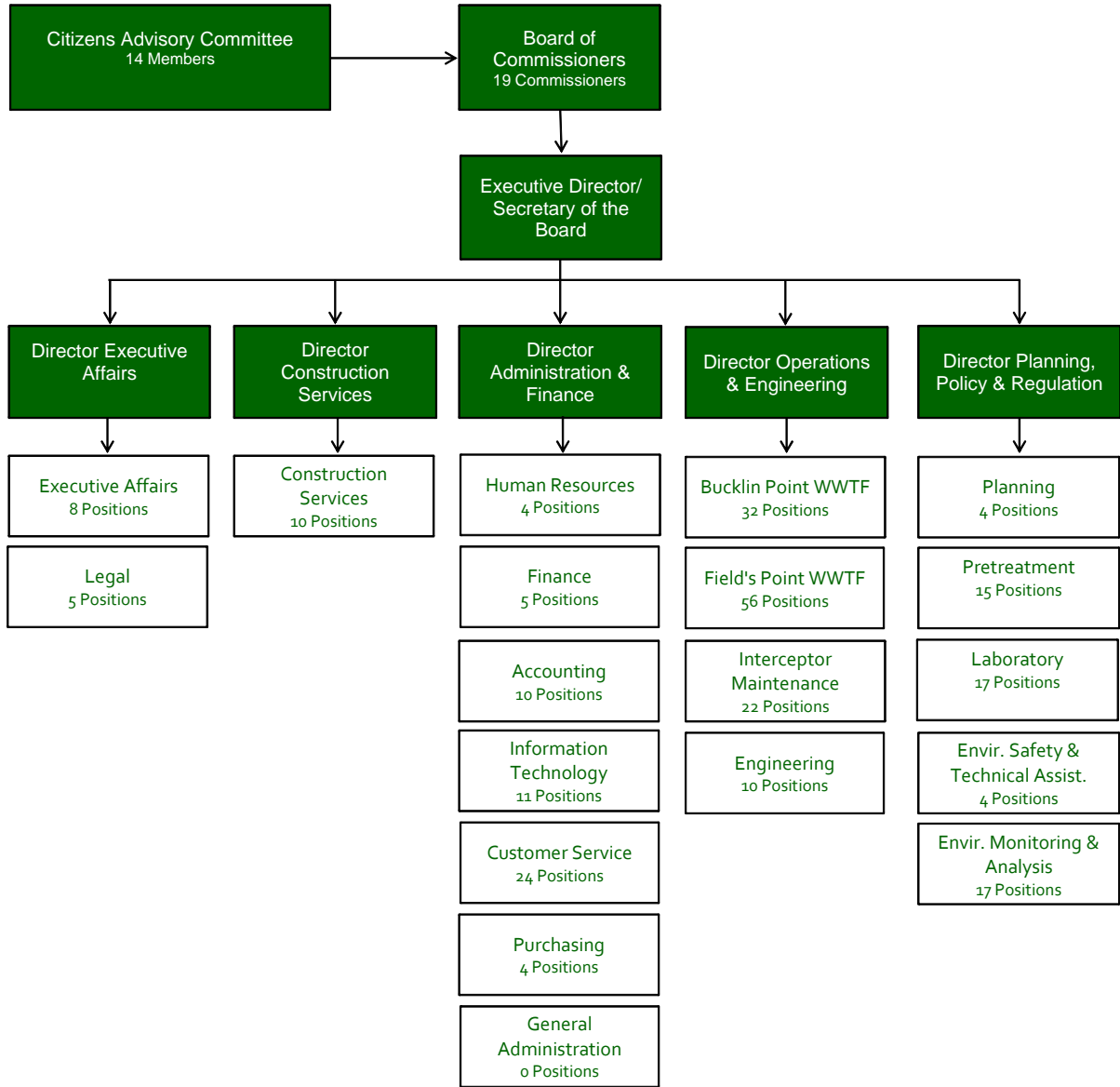
As of January 1, 2005, the effective date of the Rhode Island Constitutional amendment of Separation of Powers, legislators may no longer serve on quasi-public boards and commissions. In the future, such appointments may be made by other appointing authorities pursuant to the Separation of Powers amendment to the Rhode Island Constitution.

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 Division Directors who report to the Executive Director. Each Division is 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.

NBC Organization



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

Program Level Operational Responsibilities Overview

<p>Executive Division</p> <p>Legal</p> <p>Executive Affairs</p>	<p>Executive Division: Oversees all aspects of policy development, strategic planning, and agency management responsibilities.</p> <p>Legal: Provides legal advice to staff regarding issues that may arise in the course of NBC's business activities.</p> <p>Executive Affairs: Responsible for overall agency management responsibilities, public relations, and government affairs.</p>	<p>Engineering & Operations Division</p> <p>Interceptor Maintenance</p> <p>Engineering</p> <p>Bucklin Point WWTF</p> <p>Field's Point WWTF</p>	<p>Engineering & Operations Division: Responsible for planning and designing capital improvements to the NBC's system of interceptors, pump stations, and wastewater treatment facilities, as well as operating and maintaining all of NBC's infrastructure.</p> <p>Interceptor Maintenance: Responsible for maintaining interceptors and facilities which collect and transport wastewater to the NBC wastewater treatment plants within the Bucklin Point and Field's Point district.</p> <p>Engineering: Responsible for planning and design of facilities needed for the collection and treatment of wastewater within the NBC's service area.</p> <p>Bucklin Point WWTF: Responsible for operating and maintaining the Bucklin Point facilities that treat one fifth of the state's wastewater flow.</p> <p>Field's Point WWTF: Responsible for operating and maintaining the Field's Point facilities in a way that will produce the highest quality effluent in the most efficient manner.</p>
<p>Construction Services Division</p> <p>Construction Services</p>	<p>Construction Services Division: Responsible for overseeing the construction of capital improvements to NBC's system of interceptors, pump stations and wastewater treatment facilities.</p>		
<p>Administration & Finance Division</p> <p>Human Resources</p> <p>Finance</p> <p>Accounting</p> <p>Information Technology</p> <p>Customer Service</p> <p>Purchasing</p> <p>General Administration</p>	<p>Administration & Finance Division: Responsible for administrative and support functions, including the finance department, and the customer service, purchasing, information technology, human resources and accounting functions.</p> <p>Human Resources: Responsible for administration and processing of employee records, recruitment & retention, workers' compensation, benefits and collective bargaining agreements.</p> <p>Finance: Ensures that sound financial policies and practices are in place, manages the CIP, Operating budget and long-term debt and ensures compliance with the PUC.</p> <p>Accounting: Maintains NBC financial records, issues monthly financial statements in accordance with GAAP, and responsible for cash management and compliance with NBC's Trust Indenture and PUC restricted funds.</p> <p>Information Technology: Responsible for all aspects of networks, telecommunications, hardware, software, and databases for the entire enterprise.</p> <p>Customer Service: Responsible for the accurate and timely billing of approximately 83,000 accounts in the NBC service area and all other aspects of providing excellent customer service.</p> <p>Purchasing: Responsible for ensuring the legal, timely and cost-effective purchasing of goods and services.</p> <p>General Administration: Overhead section containing expenses such as debt service payments, insurance, workers' compensation, and various other expenses for the corporate office building.</p>	<p>Planning, Policy & Regulation Division</p> <p>Planning</p> <p>EMDA</p> <p>Pretreatment</p> <p>ESTA</p> <p>Laboratory</p>	<p>Planning, Policy & Regulation Division: Responsible for long-range agency planning and the issuance of new sewer connection permits, pretreatment, environmental monitoring and analysis and a state-of-the-art laboratory.</p> <p>Planning: Responsible for issuing sewer connection, storm water and sewer alteration permits.</p> <p>Environmental Monitoring & Data Analysis: Responsible for water quality monitoring throughout NBC's service district, at the two wastewater treatment facilities, throughout the collection system, at commercial and industrial facilities, and upper Narragansett Bay and its urban rivers.</p> <p>Pretreatment: Responsible for the federally mandated pretreatment program and the protection of the NBC's wastewater treatment plants from toxins and pollutants.</p> <p>Environmental Safety & Technical Assistance: Assists industrial and commercial customers in minimizing/eliminating the creation of waste and pollutants at the source.</p> <p>Laboratory: Responsible for ensuring the production of high quality analytical data through the use of diagnostic measurements in order to comply with federal and state regulations.</p>

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 addressed a significant portion of the sewage discharges from wet weather events, and was 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. The construction phase will begin in April 2010. In terms of the Biological Nutrient Removal (BNR) program, the construction phase at Field's Point is currently underway.

Financial Obligations

As part of the execution of certain long term debt obligations, the NBC has agreed to comply with the Continuous Disclosure requirement set forth in the agreement. Under this agreement NBC must provide certain financial information, operating data, timely notice of occurrence of certain enumerated events, and other such provisions.

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. The wet weather facilities at the plant provide primary treatment and disinfection for an additional 123 MGD of wet weather flows. Total wet weather 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. The Field's Point Service Area also operates the new Tunnel Pump Station.

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 37 Combined Sewer Overflows, 32 tide gates and 61 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

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.



Photo: Bucklin Point Wastewater Treatment Facility.

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.

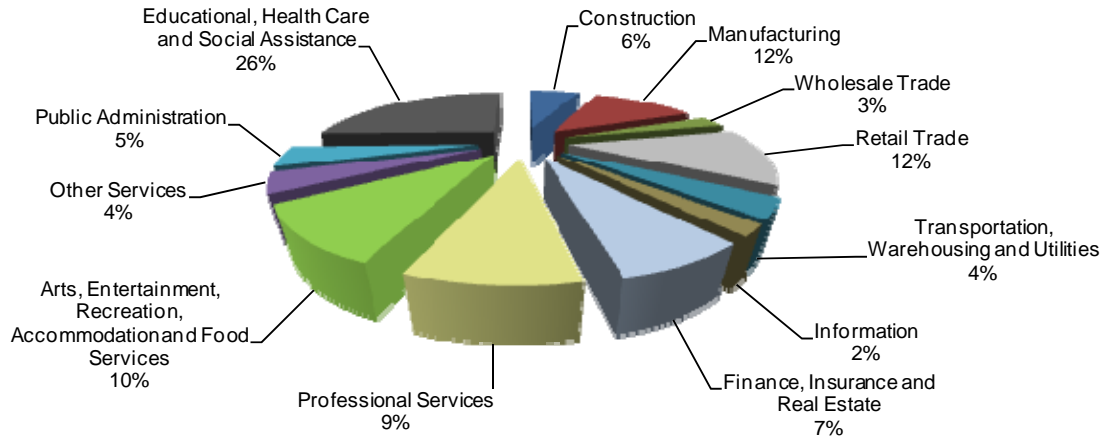
NBC also owns and operates three pump stations in the Bucklin Point Service Area including the Omega Pump Station (East Providence), Saylesville Pump Station (Lincoln) and Washington Highway Pump Station (Lincoln).

NBC owns and is responsible for the maintenance and correction of 26 Combined Sewer Overflows in the Bucklin Point service area as well as the North Diversion Structure and 31 miles of interceptors.

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 2007.

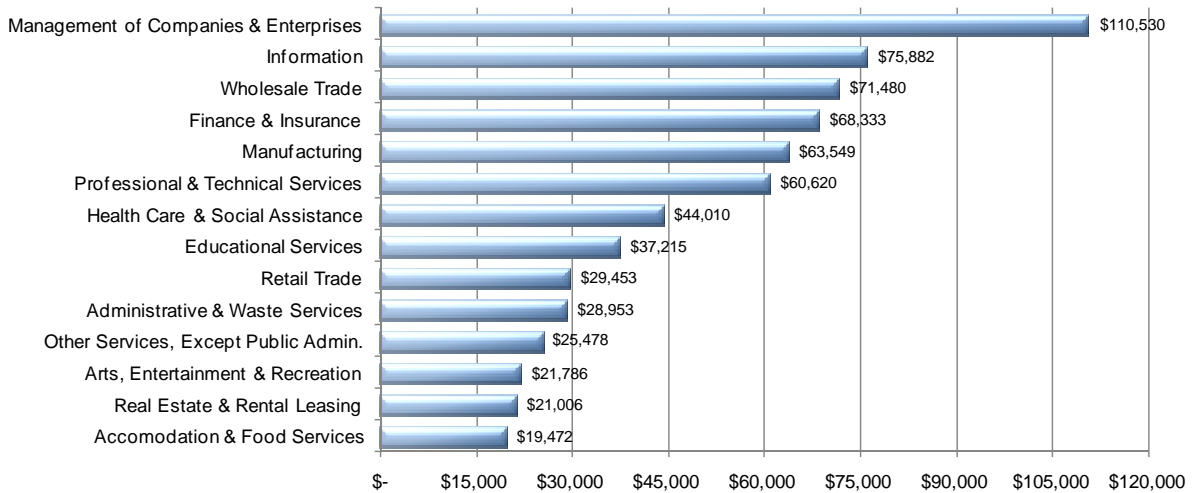
Estimated Employment by Industry



*Source: American Community Survey 2007

Employment in Rhode Island reflects the national trend towards increasing employment in the services sector. The chart below illustrates Rhode Island's annual earnings per employee in each major industry in 2007.

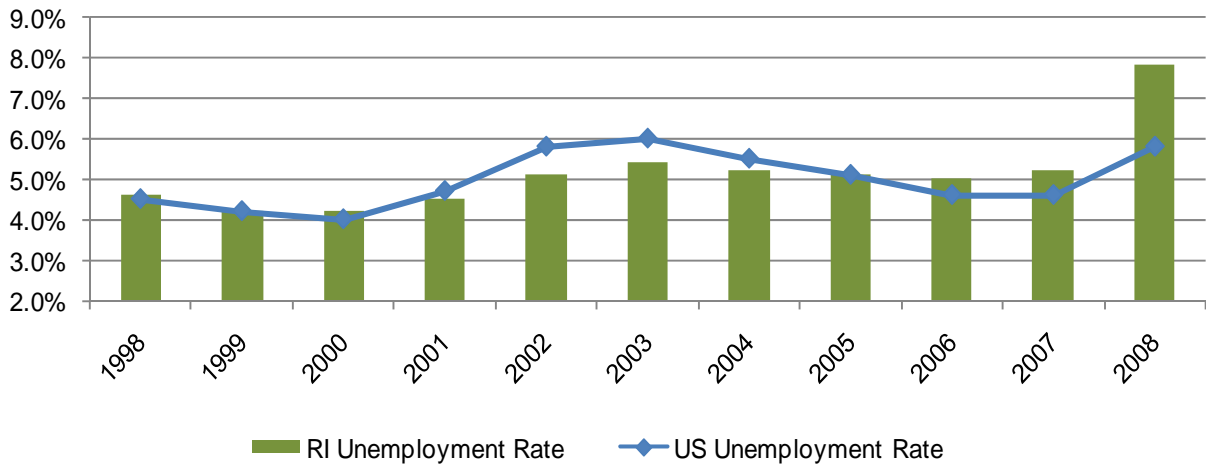
Rhode Island Average Annual Earnings per Employee by Major Industry



*Source: Bureau of Economic Analysis – Regional Economic Analysis Project

The graph below, compiled from data from the Bureau of Labor Statistics, shows historical unemployment figures for the United States compared to Rhode Island. It can be seen that the unemployment rate in Rhode Island remained relatively stable from 1998-2007, averaging approximately 5%. In 2008 the national unemployment rate increased significantly from 4.6% in 2007 to 5.8% in 2008. During this period Rhode Island experienced the highest increase in the United States, rising from 5.2.% in 2007 to 7.8% in 2008, an increase of 2.6%. According to the State of Rhode Island's Budget Office, Rhode Island's unemployment rate is projected to continue to rise in the short term, due to the difficult economy.

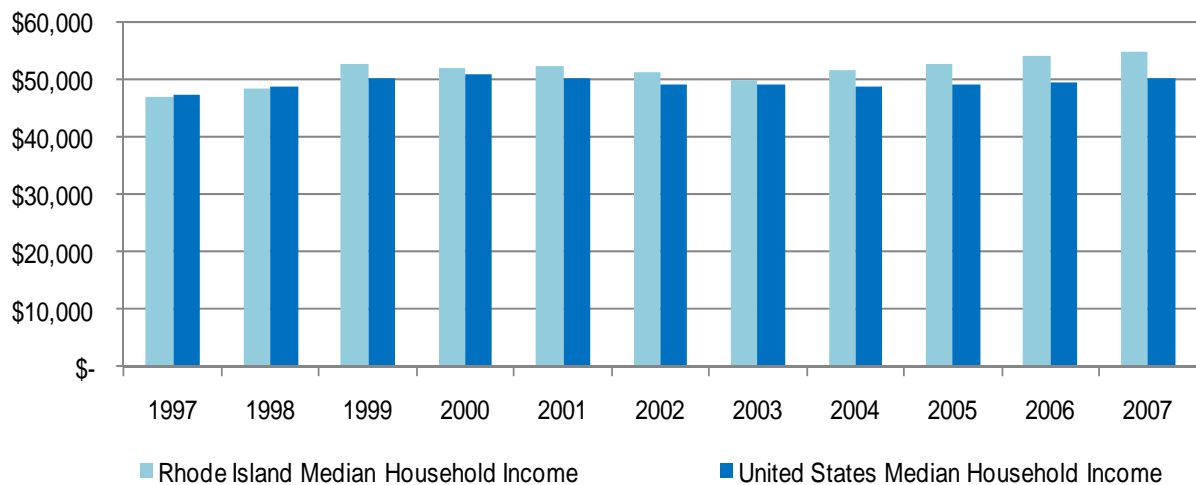
Average Annual Unemployment Rate – Rhode Island vs. United States



*Source: Bureau of Labor Statistics

The graph below shows the median household income in Rhode Island for the years 1997-2007, compared to national statistics. The graph illustrates that Rhode Island's median household income has been above the national average since 1999.

Median Household Income – Rhode Island vs. United States



* Source: United States Census Bureau - Historical Income Tables

NBC Service Area

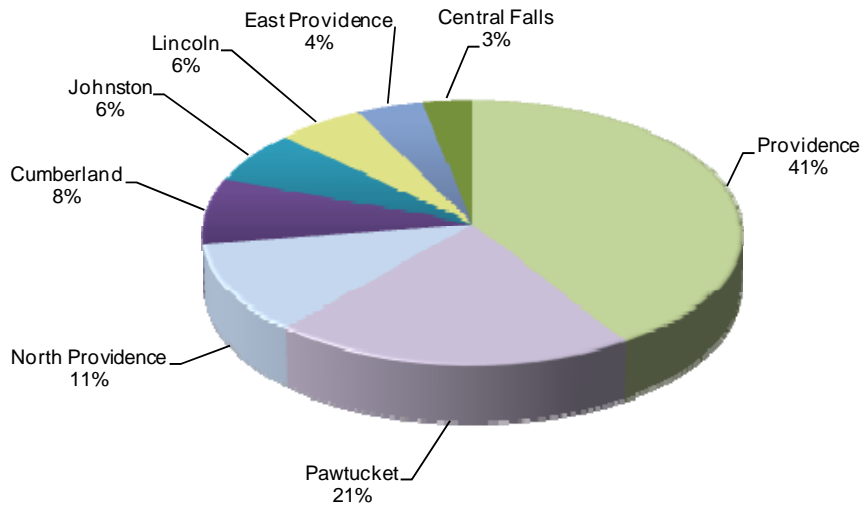
NBC provides reliable, cost-effective wastewater collection and treatment services to over 360,000 residents and approximately 8,000 businesses in ten Rhode Island communities in the metropolitan Providence and Blackstone Valley areas. These communities include: Providence, North Providence, Johnston, 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.

Number of Accounts by Community

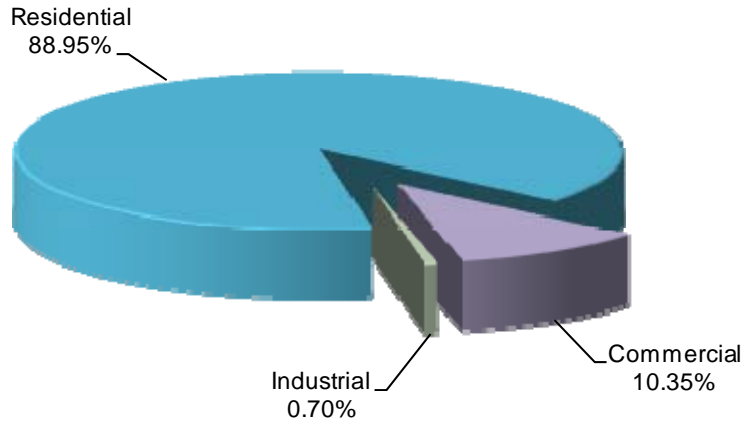


The residential customer class has approximately 75,000 accounts, while the non-residential class has approximately 8,000 accounts. The largest NBC customers are service and education providers and NBC's ten largest customers based on FY 2009 billings are listed in the table below:

Customer	Total Annual Billing FY 2009	Percentage of total Annual User Charges
Brown University	\$ 1,219,793	1.80%
Providence Housing Authority	1,158,229	1.71%
Rhode Island Hospital	1,093,390	1.62%
City of Providence	543,619	0.80%
City of Pawtucket	472,830	0.70%
Providence School Dept.	402,904	0.60%
Providence College	353,578	0.52%
Johnson & Wales University	282,369	0.42%
State of Rhode Island	252,115	0.37%
Rhode Island College	242,348	0.36%

The chart below illustrates the distribution of NBC customer accounts by class in FY 2009.

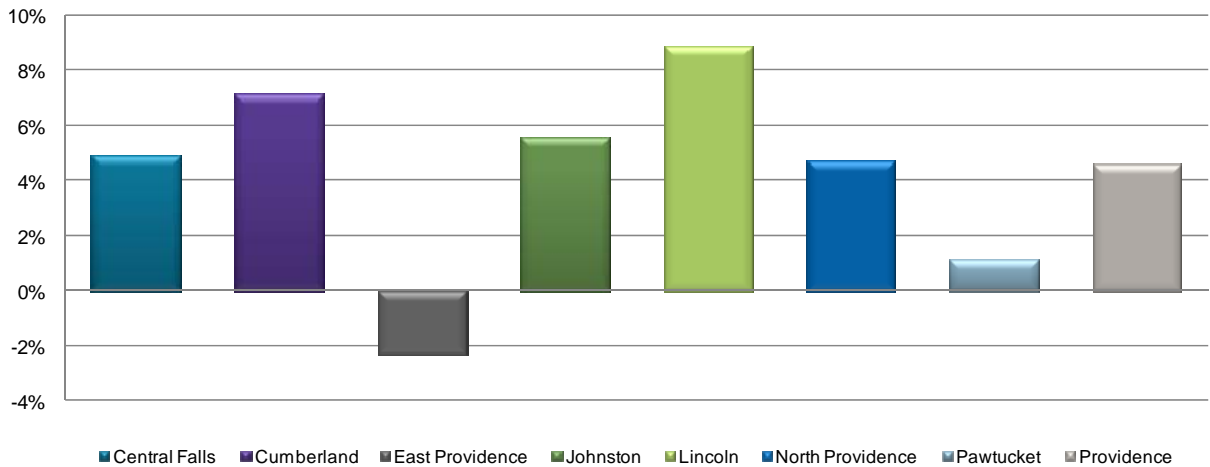
Percentage of Accounts by User Class



NBC Service Area Population and 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 2005 to 2020. The most significant percentage increase in population over the next fifteen years is projected to be in the towns of Cumberland and Lincoln, in which the populations are projected to grow by 7.1% and 8.9% respectively. The population in East Providence is projected to decline by 2.3% over this period.

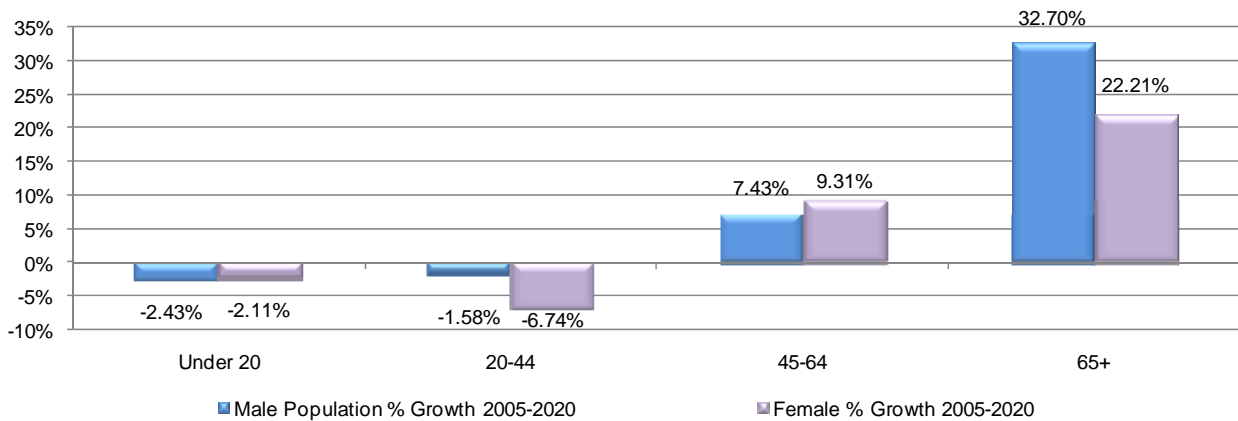
Projected Population Growth by City/Town 2005 – 2020



*Source: Rhode Island Statewide Planning – Population Projections

In 2007 Rhode Island had an estimated state-wide population of 1,057,832. NBC's service area had an estimated population of approximately 888,000 (approximately 84% of the total Rhode Island population). The graph below illustrates the projected population growth from 2005-2020 in the NBC service area according to age group and gender. Within NBC's service area, it is projected that the population will decrease in both the Under 20 and 20-44 age groups, with the steepest decline among the female population in the 20-44 age group at -6.7%. The population within the service area is projected to increase in both the 45-64 and 65+ age groups, with the most significant increase in the male population in the 65+ age group at 32.7%

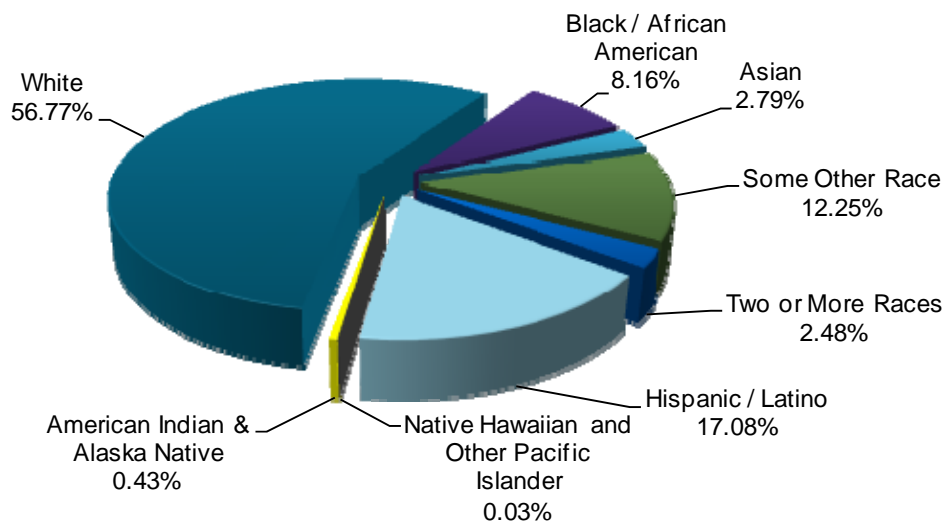
NBC Service Area Projected Population Growth by Age Group and Gender 2005-2020



* Source: Rhode Island Statewide Planning - population projections

The chart below illustrates the NBC's service area population by race. As is evident in the chart, 56% of the population is white and 17% is Hispanic/Latino. The rest of the population is spread across various ethnic groups.

NBC Service Area Population by Race



* Source: American Community Survey 2005-2007 – 3 Year Estimates

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Budget Summary Information

Budget Overview

Revenues

	Actual FY 2008	Budget FY 2009	Budget FY 2010
Operating Revenue:			
User Fees	\$ 64,462,984	\$ 71,905,509	\$ 77,700,000
Pretreatment Fees	1,115,529	1,220,000	1,115,000
Septage	372,711	400,000	370,000
Connection Permit Fees	181,290	200,000	150,000
BOD/TSS Surcharges	116,096	150,000	45,000
Miscellaneous	6,423	50,000	10,000
Sub-total Operating Revenue	66,255,033	73,925,509	79,390,000
Non-Operating Revenue:			
Investment Income	354,743	465,000	200,000
Late Charges	741,834	820,000	900,000
Operating Grants	27,653	25,000	25,000
Miscellaneous	95,316	115,000	150,000
Previously Restricted	330,077	330,077	-
Transfer from Operating Capital Account	1,746,442	1,871,466	2,260,600
Subtotal Non-Operating Revenue	3,296,065	3,626,543	3,535,600
Total Revenue	69,551,098	77,552,052	82,925,600

Expenses

O&M Expenses:

Personnel Costs	17,052,860	18,499,033	19,720,309
Operating Supplies/ Expense	11,843,764	13,563,696	14,096,529
Professional Services	2,649,793	2,863,826	3,122,574

Total O&M Expenses	31,546,417	34,926,555	36,939,412
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Pledged Revenue/ Net Revenue (Restricted)	38,004,681	42,625,497	45,986,188
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Debt Service:

Debt Service	29,947,152	30,575,064	30,829,093
Programmed New Debt	-	683,600	3,908,700

Total Debt Service	29,947,152	31,258,664	34,737,793
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Operating Capital Outlays	1,746,442	1,871,466	2,260,600
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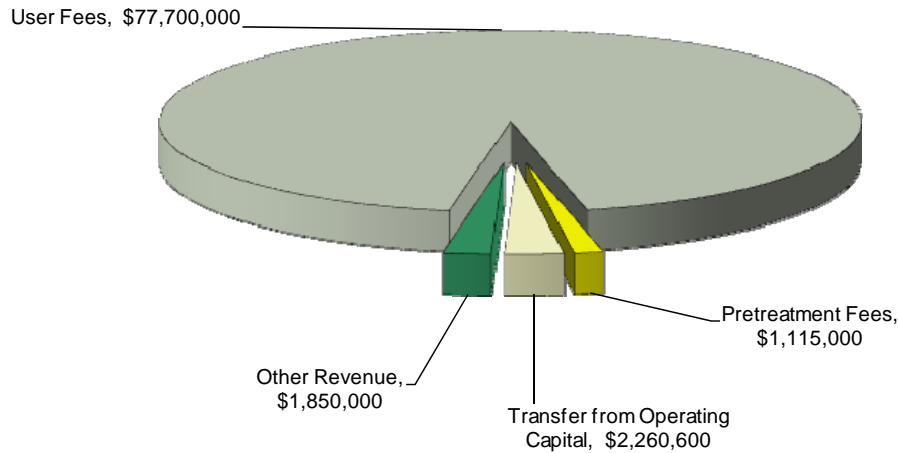
Restricted Carry-Forward	6,311,087	9,495,366	8,987,795
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Total Expense	\$ 69,551,098	\$ 77,552,052	\$ 82,925,600
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Debt Service Coverage Ratio:	1.27	1.36	1.32
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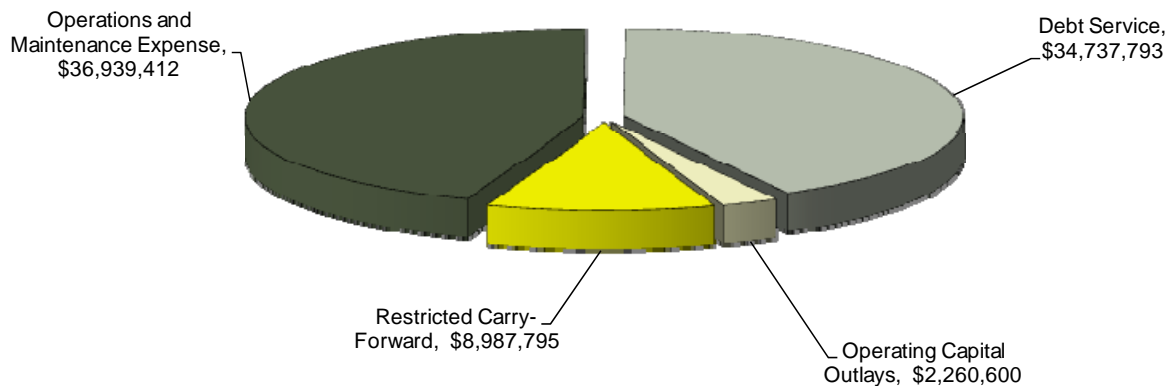
The Budget Overview table on the previous page shows that the FY 2010 budget is 6.9% higher than that of FY 2009. Projected revenue for FY 2010 is \$82.9 million and user fees are the most significant source of revenue, representing \$77.7 million, or 93.7% of total revenue. The chart below illustrates the sources of FY 2010 revenue.

Sources of Revenue



The largest category of expense in FY 2010 is NBC's Operations and Maintenance (O&M). In FY 2010, the O&M expense of \$36,939,412 represents 45% of total uses of revenue. The Pledged Revenue / Net Revenue (Restricted) line item of \$46 million in 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 1.32, ensuring compliance with NBC's rate covenants which require a 1.25% coverage ratio. Of the total \$46 million, \$34.7 million is designated for existing and programmed new debt service, and \$2.3 million is for operating capital. In addition, \$9 million is projected to be available to carry-forward to fiscal year 2011. The chart below illustrates FY 2010 budgeted uses of revenue.

Uses of Revenue



The Strategic Plan and the FY 2010 Budget

This year's operating budget was developed using the framework of the assumptions and guidelines discussed on the following pages. The service level objectives and performance levels were developed based upon NBC's Strategic Plan prior to the development of budget figures. Once NBC's priorities were identified on a programmatic basis, program managers identified the resources required to meet these service levels. All programs submitted their budgets and identified variances between the proposed funding levels and the prior year budget. With guidance from the Executive Director, Finance staff assessed short and long-term requirements for each program. The budget was allocated based on these needs and the total resources available.

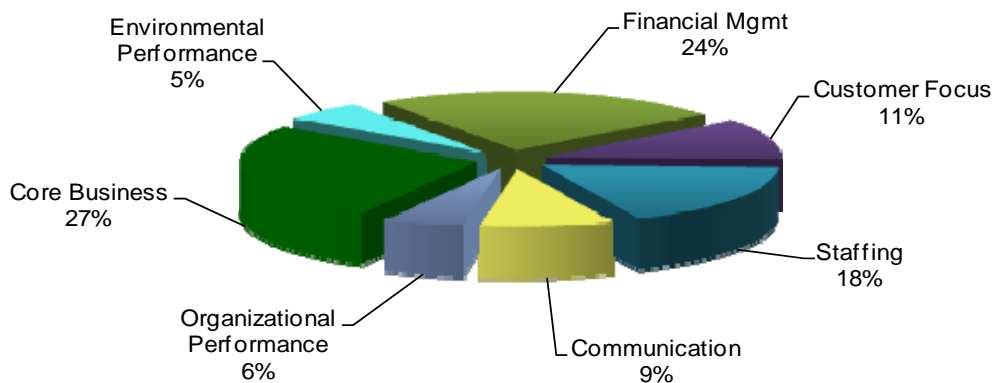
Narragansett Bay is Rhode Island's greatest resource, and the actions of NBC have a significant impact on its water quality. Water quality, in turn, has effects on aquatic life, recreational activities, tourism, waterfront development, and the livelihoods of many who make a living on or near Narragansett 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 program was again asked to fully integrate the Strategic Plan into their performance data for the operating budget. Finance and program 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 Objective.

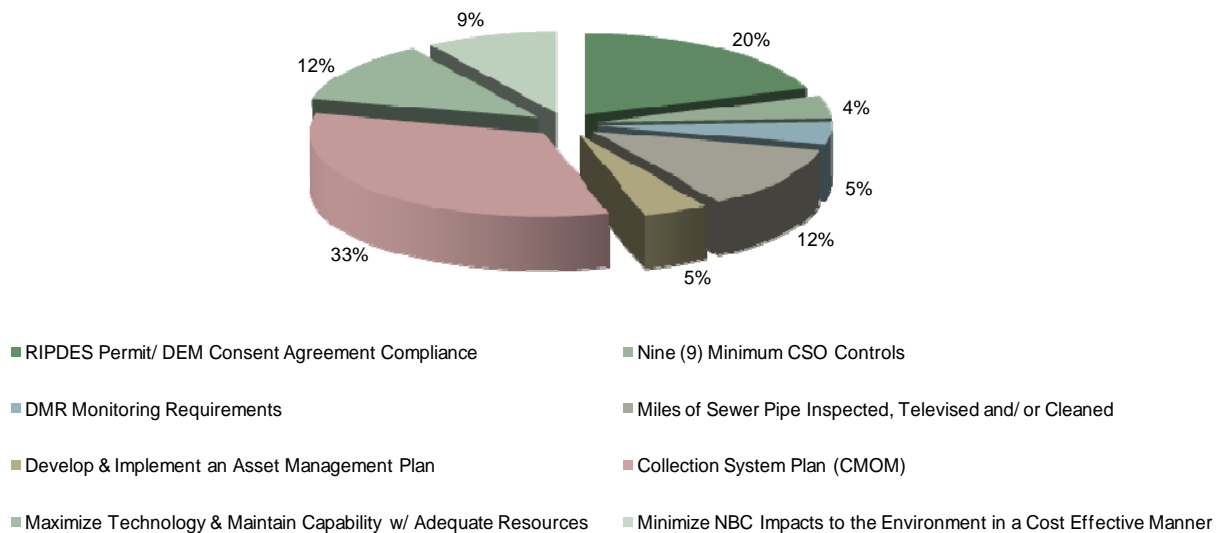


Percentage of Actions for Achievement by Strategic Objective



The Strategic Plan is also integrated into the CIP. Due to the increasing complexity of the CIP, NBC's 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, 33% are aligned with the Collection System objective and 20% are aligned to the Permit / Consent Agreement Compliance objective. The third largest categories of projects are aligned to the Miles of Sewer Pipe Inspected, Televised and/or Cleaned and Maximize Technology objectives, both representing 12% of the projects.

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 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
- Develop and promote "Shovel Ready" projects to secure funding from Economic Stimulus Package.
- Effectively manage employee benefits to maximize benefits and minimize costs
- Conduct lien sales to minimize outstanding accounts receivable and bad debt
- Maximize the efficiency and effectiveness of the billing and collection process
- 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
- Explore the development of new revenue sources

Strategic Plan Objectives and Actions for Achievement

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

Strategic Plan Objectives and Actions for Achievement

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

Strategic Plan Objectives and Actions for Achievement

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 2010 Budget – Key Assumptions

The development of the FY 2010 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:

- First full year of operations for the CSO Phase I facilities, impacting the Field's Point Wastewater Treatment Facility's budget.
- An increase in NBC's contribution rate from 21.13% to 25.03% to the Rhode Island State Retirement System on behalf of participating union employees (an increase of 18.5%).
- An increase in NBC's contribution rate from 5.46% to 7.67% for the State Retirement Health benefit for participating union employees.
- New planning rates for fringe benefits, including an 8.5% 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 3% COLA for union personnel effective FY 2010 and programmed step increases. Budgeted merit increases for non-union personnel are based upon 4.25% of budgeted non-union salaries.
- Projected CPI increase of .06% in the contracted biosolids disposal rate as of January 1, 2010.
- Projected 3.26% January 1, 2010 CPI increase in the Bucklin Point management contract.
- Increase in the electricity supply rate from \$0.07195 per kWh to \$0.08125 per kWh as of January 2010.
- Assumed conversion to monthly billing in October 2009.

* Impacts discussed in Expense Profile section of budget

Other Assumptions:

- FY 2010 Programmed New Debt is based on the long-term financial planning model that reflects the cash flow requirements in the FY 2011-2015 CIP.
- A projected 12.2% sewer user rate increase effective July 22, 2009 for an adjustment to the rate base, and increased Operations & Maintenance costs. A projected sewer user rate increase effective September 1, 2009 of 4.0% for debt service and debt service coverage.

These rate increases are 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 has authorized the use of the prior year restricted carry-forward for operating capital outlays, direct funding of capital projects, and funding of the Operating Reserve for Revenue Stability Fund. In FY 2010, \$2.3 million is projected to be available from the prior year restricted carry-forward to fund operating capital outlays.

- The budget is consistent with the flow of funds set forth in the Trust Indenture and ten Supplemental Trust Indentures (see Fund Definitions in Section IV).

Staffing Levels

The FY 2010 budget reflects an increase of four Full-Time Equivalent (FTE’s) positions from the FY 2009 budget, as illustrated in the following table:

NUMBER OF FTE's	Actual FY 2007	Actual FY 2008	Budget FY 2009	Budget FY 2010	Budgeted Changes 2009/2010
Union	127.0	127.0	128.0	130.0	2.0
Non-Union	127.0	127.0	126.0	128.0	2.0
Total	254.0	254.0	254.0	258.0	4.0

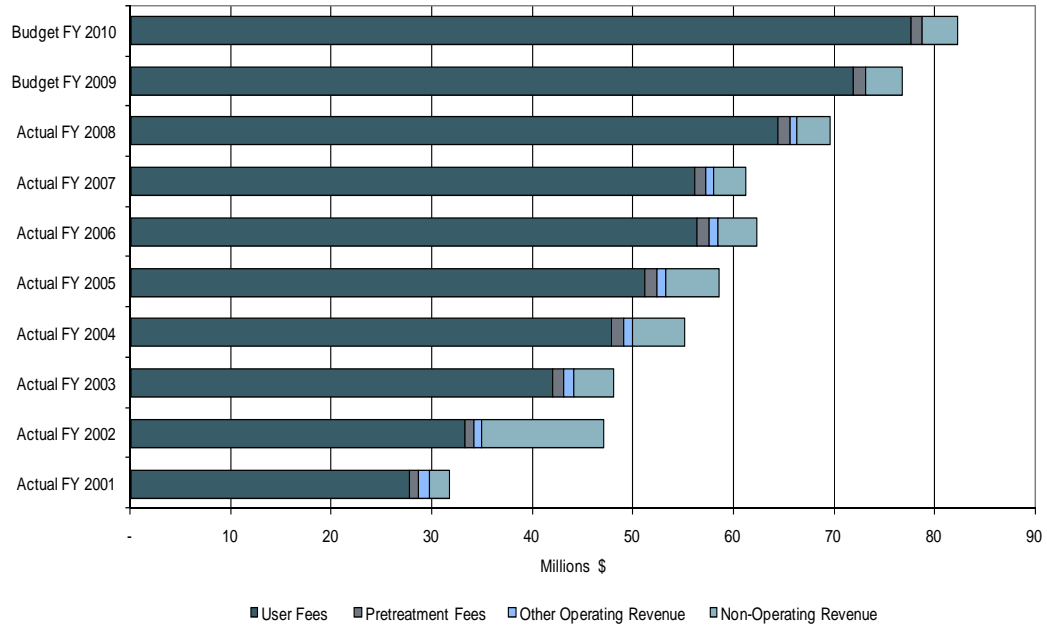
The NBC employs non-union employees and union employees. The NBC’s union employees are members of either the Rhode Island Laborers’ District Council Public Service Employees’ Local 1033 of the LIUNA AFL-CIO, or members of the Rhode Island Council 94, AFSCME AFL-CIO, Local 1010 and Local 2884. NBC has 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.

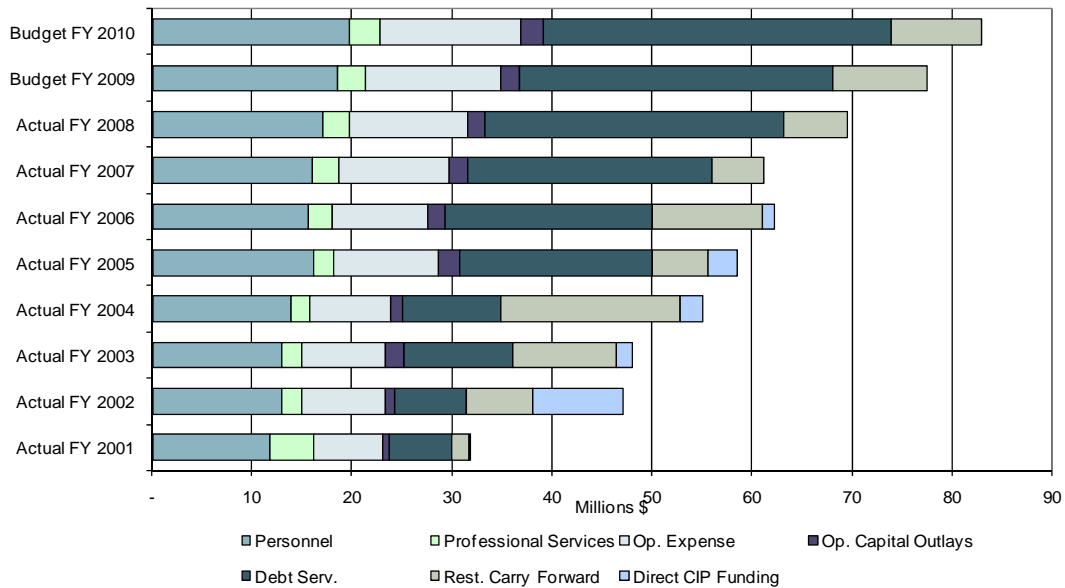
Historical Overview

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 2001-2010



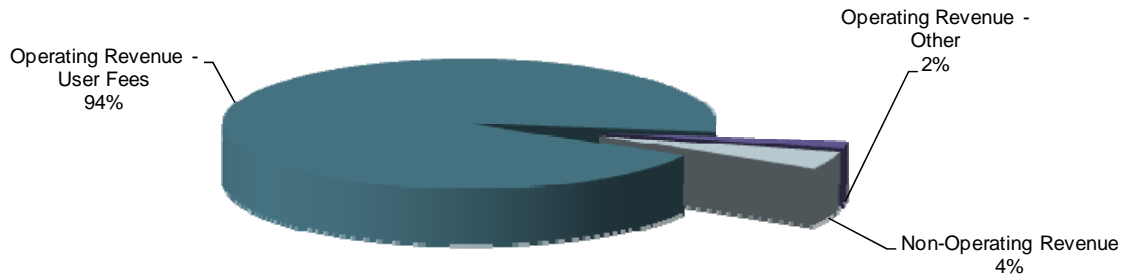
Historical Expense Comparison FY 2001-2010



Revenue Profile

Revenue By Category

FY 2010 Revenue by Category



Projected revenues for FY 2010 are \$82.9 million or 6.9% more than FY 2009 revenues as the result of two sewer user rate increases. An increase in user fee revenues of approximately 12.2% is anticipated on July 22, 2009 to address increased operating and maintenance costs as well as NBC's declining consumption rate base.

In addition, the NBC plans on filing a debt service compliance filing in July 2009 in order to effectuate the borrowing of \$53 million in low-interest and principal forgiveness loans available from the Rhode Island Clean Water Finance Agency (RICWFA) in FY 2010. NBC's long-term financial plan had incorporated a \$12 million borrowing from the RICWFA, but more funds will be available as a result of the federal stimulus money. The projected increase in user fee revenues required for debt service and debt service coverage is 4.0%.

The combined rate increase is 16.2%, but will result in an 8.1% increase in user fees over the prior year since a significant portion is devoted to the rate base adjustment. The table below shows the actual and projected decline in the billable consumption.

Billable Consumption FY 2010 (HCF)				
	Residential	Commercial	Industrial	Total
Actual FY 2008	9,964,506	5,713,560	569,139	16,247,206
Actual FY 2009	9,580,991	5,327,145	438,261	15,346,397
Projected FY 2010	9,114,443	5,071,297	389,608	14,575,348

Of the \$82.9 million in total revenues, approximately \$77.7 million is from user fees, \$1.7 million is from other operating revenues and \$3.5 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 is in user fee revenues at 38.5%.

Revenue Sources:	FY 2007 Actual	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Operating Revenue				
User Fees	\$ 56,094,973	\$ 64,462,984	\$ 71,905,509	\$ 77,700,000
Pretreatment Fees	1,163,397	1,115,529	1,220,000	1,115,000
Septage	357,206	372,711	400,000	370,000
Connection Permit Fees	205,589	181,290	200,000	150,000
BOD/TSS Surcharges	139,815	116,096	150,000	45,000
Miscellaneous	12,719	6,423	50,000	10,000
<i>Total Operating Revenue</i>	<u>57,973,699</u>	<u>66,255,033</u>	<u>73,925,509</u>	<u>79,390,000</u>
Non-Operating Revenue				
Operating Grant Revenue	49,037	27,653	25,000	25,000
Investment Income	513,603	354,743	465,000	200,000
Late Charges	631,183	741,834	820,000	900,000
Previously Restricted	330,077	330,077	330,077	-
Transfer from Operating Capital	1,917,853	1,746,442	1,871,466	2,260,600
Miscellaneous	111,703	95,316	115,000	150,000
<i>Total Non-Operating Revenue</i>	<u>3,553,456</u>	<u>3,296,065</u>	<u>3,626,543</u>	<u>3,535,600</u>
Total	<u>\$ 61,527,155</u>	<u>\$ 69,551,098</u>	<u>\$ 77,552,052</u>	<u>\$ 82,925,600</u>

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

Operating Revenue

In FY 2010, user fees represent 97.9% of projected operating revenue and 93.7% of total revenues. As noted above, user fees are projected to increase in FY 2010 due to implementation of new rates on July 22, 2010. The total increase in user fee revenues over the FY 2009 budget is 8.1%.

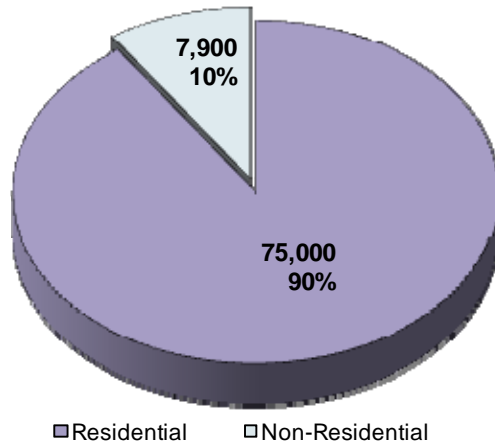
NBC has not made any adjustments to revenue for growth in the rate base in FY 2010, since any growth is expected to be insignificant.

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 2010 residential user fees will be billed to approximately 75,000 accounts with approximately 117,000 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 8,400 non-residential meters.

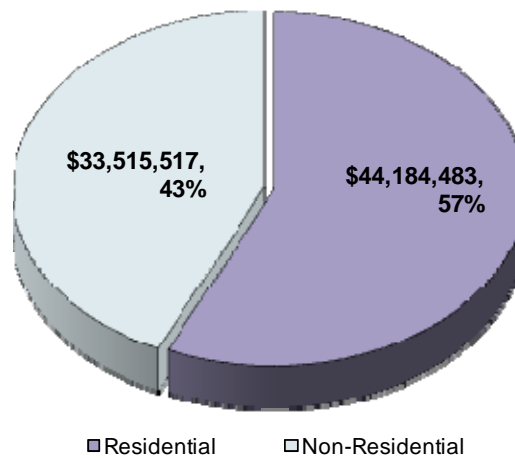
Residential customers make up 90% of NBC's sewer user accounts and generate 57% of total user fees. On the other hand, non-residential customers comprise only 10% of total sewer user accounts and generate 43% of total user fees. Although this may appear disproportionate, the revenue allocation between the residential and non-residential accounts is in alignment with their relative billable consumption which is 62% and 38%, respectively. The charts below show the residential versus non-residential split between the number of accounts and user fees billed.

**Residential vs. Non-Residential Accounts
Number of Accounts vs. User Fees Billed**

Number of Accounts

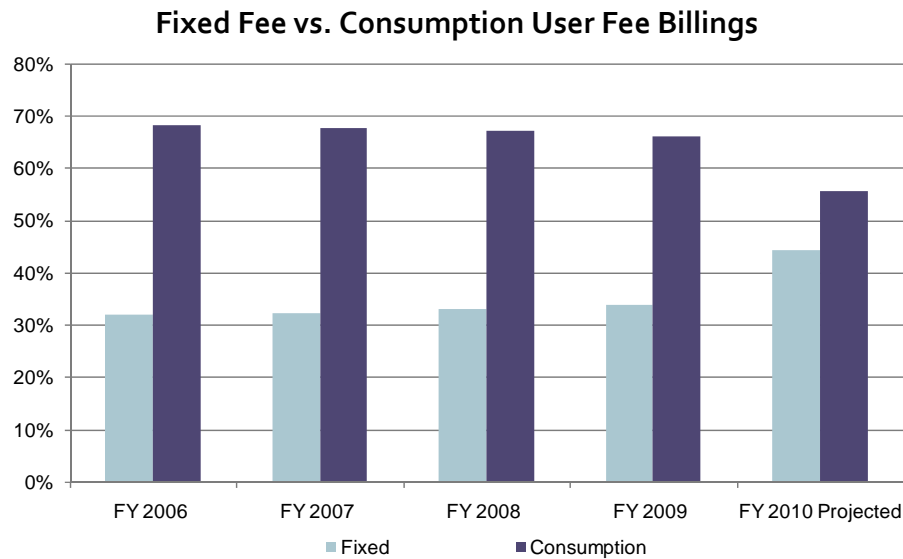


User Fees Billed



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. As NBC's sewer user rates have increased over the years to support operations and capital investments, they have traditionally been straight across-the-board percentage increases. This has resulted in proportional growth of consumption and fixed fee user revenue. However, it is anticipated that the FY 2010 rate increases will be on the fixed fee portion only of the user fee charge. This will serve to stabilize revenues through the shift in basis of cost recovery from consumption to dwelling units and meter size.

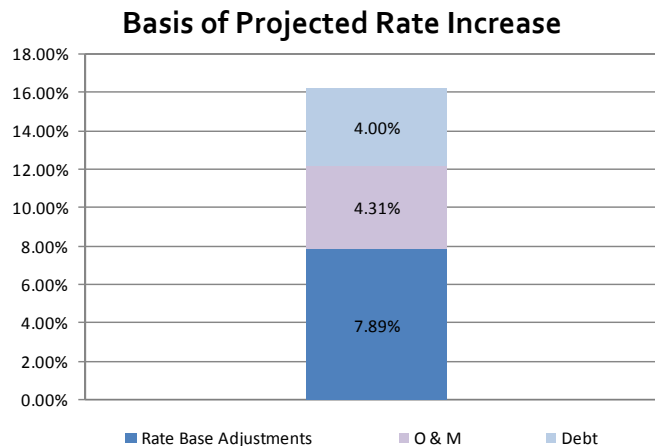
The chart below illustrates this relative growth of fixed vs. consumption user fee revenue over the past four years and the impact of the FY 2010 rate design methodology change.



NBC's has had five increases to sewer user rates during the past four years. The table below shows the effective dates of the rate increases, and the basis for the filing.

Effective Date	Basis for Filing	Revenue Increase	User Fee Increase
July 1, 2005	Debt	12.05%	12.76%
July 1, 2006	O & M	3.85%	4.06%
July 1, 2007	Debt	9.50%	9.99%
July 1, 2007	O & M	3.78%	4.01%
July 1, 2008	Debt, O & M, Rate Base	10.67%	11.24%

As previously indicated, NBC's budget is predicated upon two rate increases in FY 2010. The current filing is based on increases in O & M and also includes an adjustment to the rate base for consumption as well as the rate design change. The chart below shows the basis of the projected approximate 12% increase for O & M and consumption, and the additional 4% for debt service.

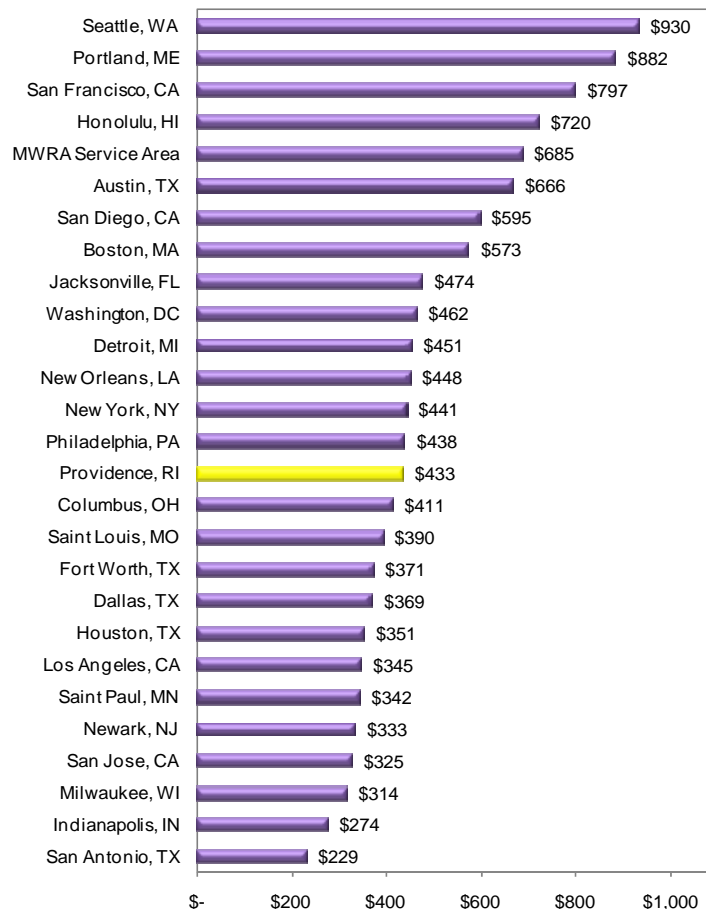


The table below shows NBC's FY 2010 projected user rates for residential and non-residential users. For residential customers the fixed fee is based on the number of dwelling units. For non-residential customers, the fixed fee is based on meter size. The consumption fee is based upon water usage and the assumption that 15% of water consumed is not returned to sewer. The projected average annual residential rate is \$427.

Schedule of Projected User Fees Effective 9/1/2009			
Residential:		Non-Residential (cont.)	
Customer Charge	\$176.65	Customer Charge (based on Meter size)	
Consumption Charge (per HCF*)	\$2.57	5/8"	\$431
		3/4"	644
Total Average Residential Rate	\$427.38	1"	1,072
(Based on 97.6 HCF usage)		1 1/2"	2,148
		2"	3,432
Non-Residential:		3"	6,431
Commercial Consumption (per HCF*)	\$3.73	4"	10,717
Industrial Consumption (per HCF*)	\$2.40	6"	21,441
		8"	34,306
		10"	49,316
* Hundred Cubic Feet			

This 2010 projected rate is slightly higher than the average 2008 rate in Rhode Island of \$405. In addition, the following 2008 survey completed by the Metropolitan Water Resource Authority (MWRA) in Boston, reported a national average of \$483 based on average usage of 120 HCF. If NBC's projected FY 2010 rate of \$427 is converted to 120 HCF, it would be \$485, slightly higher than the 2 year-old national average.

Annual Residential Sewer Charges for Major U.S. Cities – 2008 Survey



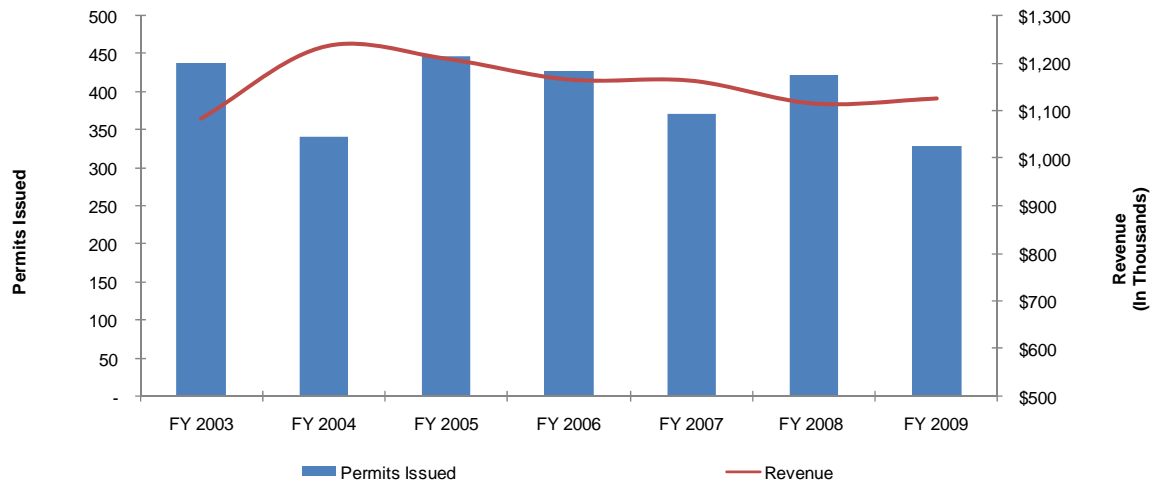
Other Operating Revenue

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 1.9% 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 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 and these fees have not increased since FY 2004, in order to keep fees consistent with industry standards.

Pretreatment Fee revenue is projected to decrease from the FY 2009 budgeted levels by 8.6%. This is the result of both a reduction in the number of Pretreatment Permits issued as well as the fact that there has been a shift to lower cost permits issued to smaller businesses with less complex manufacturing processes or zero discharge permits.

Pretreatment Revenue



Septage fees are paid by permitted haulers based upon the amount of septage that they discharge at NBC's Septage Receiving Station. Septage fees are budgeted at 7.5% lower than the prior fiscal year budget based upon actual revenues for the past three years.

BOD/TSS surcharge revenues, which are assessed to users with high BOD/TSS discharges, are projected to drop sharply in FY 2010, due to the fact that the single largest generator of BOD/TSS surcharges ceased operations in FY 2009. The revenue in this category therefore shows a decrease of 70% on a year-to-year basis.

NBC's Connection Permit Fees, for new direct or indirect sewer connections to NBC facilities is expected to decrease by 25% in the FY 2010 budget year based upon the steady decline in the Connection Permit Fee revenues over the past 3 years.

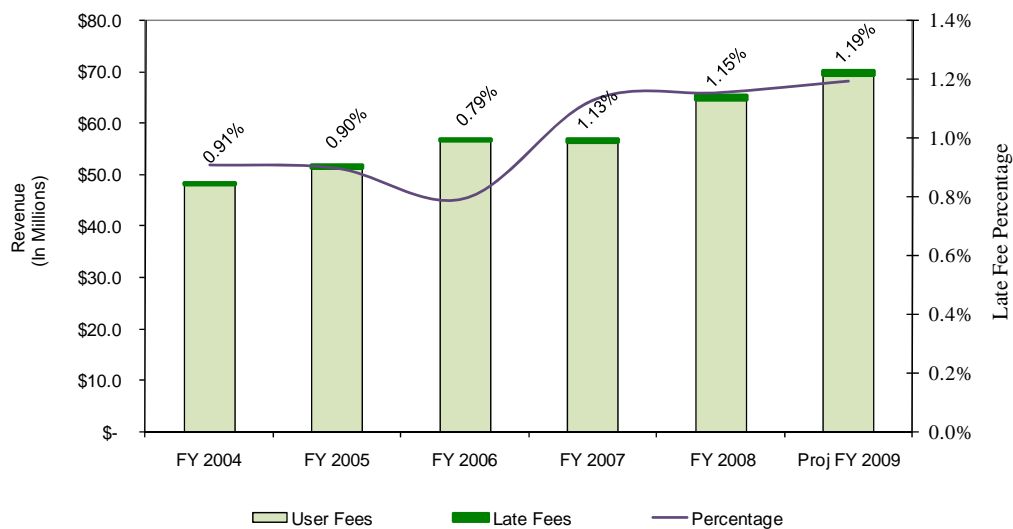
Miscellaneous revenues are projected to be 80% lower than last year's budgeted level at \$10 thousand. This figure is consistent with the miscellaneous revenues of the past 3 years.

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.

Total Non-Operating revenue is projected to be approximately \$3.5 million in FY 2010. Late charges are expected to increase by approximately 10% to \$900 thousand. The method for calculating late charges was modified in FY 2008 to include compounding. The amount budgeted this year is based upon NBC's experience in FY 2009 and the projected increase in user fee billings in FY 2010. 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 does not include \$330 thousand in Previously Restricted revenue, which was included in the prior two years' budgets. This line-item was 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, and the funds are no longer available.

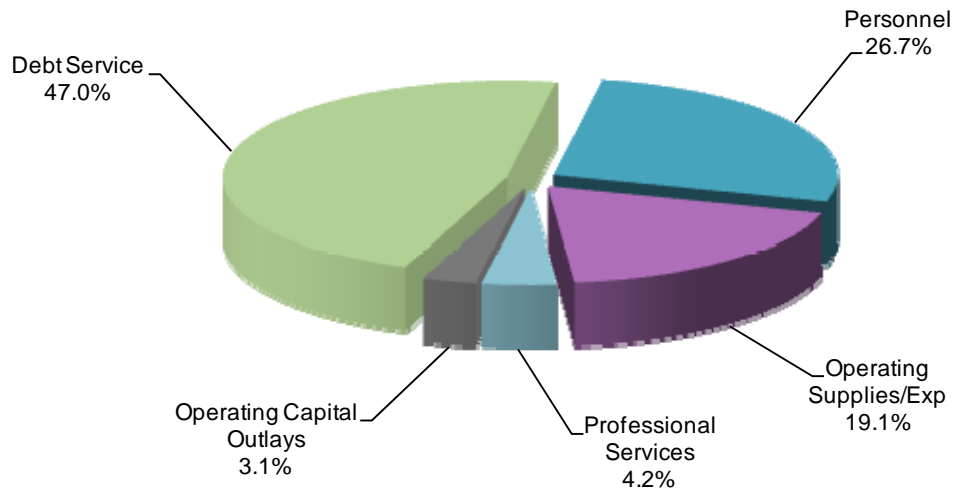
NBC's FY 2010 budget shows an increase of approximately \$389 thousand or 21% over FY 2009 in the Transfer from Operating Capital Account. This is a direct pass-through amount and matches the amount budgeted for Operating Capital Outlays.

Expense Profile

Expense by Element

The chart below shows the fiscal year 2010 operating expenses by element. Debt Service accounts for nearly half of the total budget, at 47.0%, followed by Personnel at 26.7%.

FY 2010 Operating Budget by Element of Expense

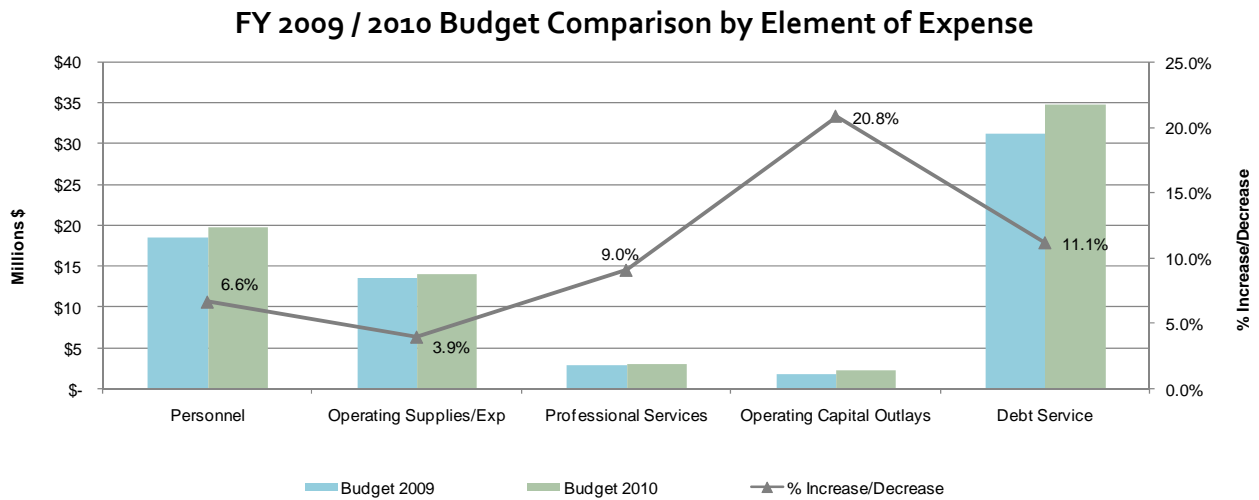


NBC's total Operating Expense Budget for FY 2010 is \$73,937,804 before Restricted Carry-Forward, an increase of \$5,881,118 or 8.6% from the approved FY 2009 budget. The table below shows historical and budgeted operating expense over a five-year period.

	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Budget 2010	FY09 - FY10 % Change
Personnel	\$ 15,677,850	\$ 16,041,898	\$ 17,031,269	\$ 18,499,033	\$ 19,720,309	6.6%
Operating Supplies/Exp	9,642,292	10,897,886	11,828,487	13,563,696	14,096,529	3.9%
Professional Services	2,280,597	2,644,601	2,649,793	2,863,826	3,122,574	9.0%
Sub-total Operations & Maint.	27,600,739	29,584,385	31,509,549	34,926,555	36,939,412	5.8%
Operating Capital Outlays	1,659,674	1,917,853	1,746,442	1,871,466	2,260,600	20.8%
Debt Service	20,766,929	24,431,390	29,947,152	31,258,664	34,737,792	11.1%
Total	\$ 50,027,342	\$ 55,933,628	\$ 63,203,143	\$ 68,056,686	\$ 73,937,804	8.6%

The graph on the following page compares budgeted expenses in fiscal year 2009 to 2010 and illustrates the increases for each element of expense. The most significant increase on a year-to-year basis is in Operating Capital Outlays, which is 20.8% higher than fiscal year 2009 followed by Debt

Service at 11.1%, Professional Services at 9.0%, Personnel Expense at 6.6%, and Operating Supplies Expense with an increase of 3.9%.



Major highlights by element of expense are as follows:

Personnel Costs

Personnel costs consist primarily of employee wages and 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 \$19.7 million, these costs represent 26.7% of the FY 2010 Operating Budget and are the second largest expense category. Due to increased workloads associated with laboratory analysis and program changes in Customer Service, this year's budget increases the FY 2010 staffing levels by four FTE's. It is important to note that despite significant increases in health insurance, union retirement costs, and four additional positions, the net increase in personnel costs is only \$1,221,276 or 6.6% over the prior year.

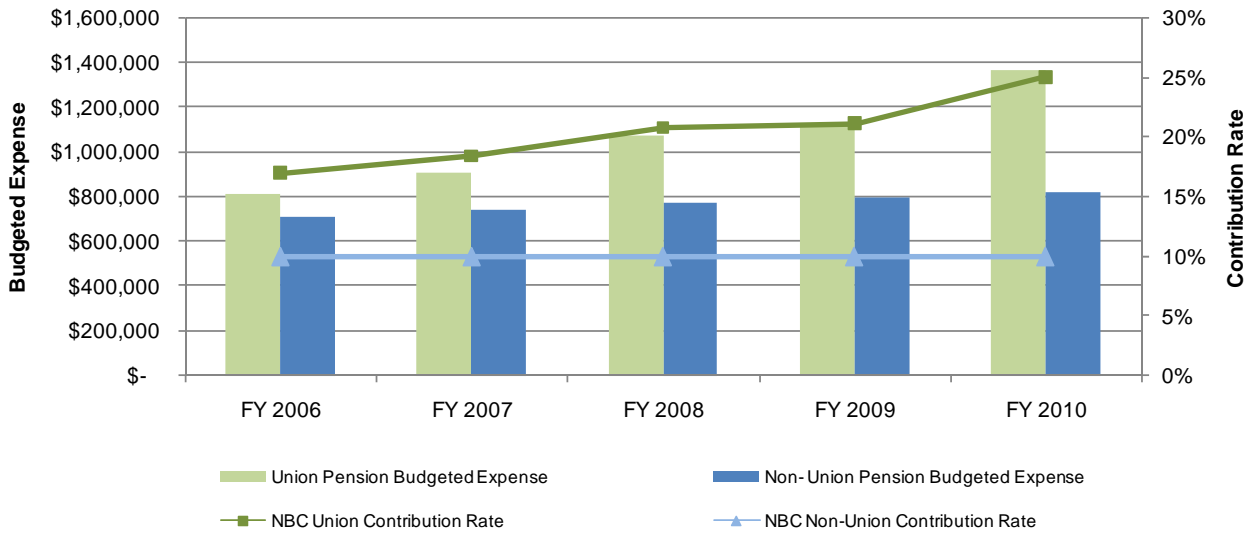
This budget reflects negotiated wages set forth in the Collective Bargaining Agreements (CBA) with a 3% cost-of-living adjustment (COLA) and step increases for all eligible union positions. Merit increases are included for NBC's non-union employees.

Like many other employers, NBC has faced increased costs for health insurance premiums. The FY 2010 health insurance premiums are based upon a projected 8.5% increase, which is somewhat offset by higher employee premium co-payments. (See Supporting Schedules for a historical view of Budgeted Fringe Benefit Rates Comparison). It should be noted that while there are reports of many employers in the country seeing double digit increases, NBC has been able to contain its health-care premium increases to the single digits.

Another significant factor exerting upward pressure on personnel costs is the increase in the NBC's contribution rate to the state retirement plan for union employees. This rate has increased by 18.5% on a year-to-year basis, from 21.13% to 25.03%. 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 \$239k, or 19.6% of the total personnel cost increase.

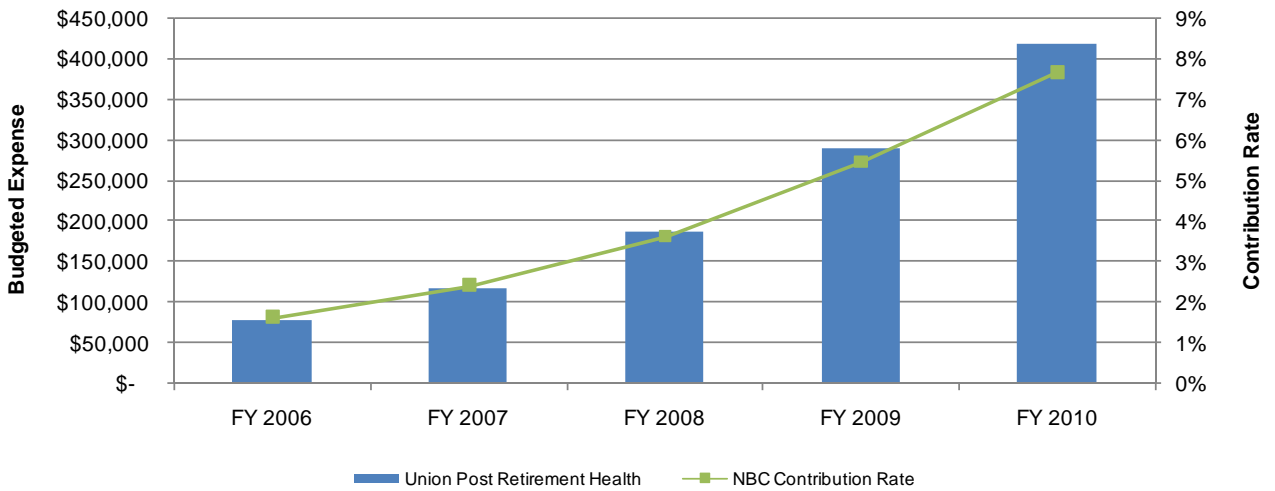
The graph on the next page illustrates the historical employer contributions mandated by the State Retirement Board for union employees, compared with the non-union employer contributions. It also shows the difference in budgeted expense as a result of these contribution levels. As can be seen, while the non-union pension contribution rate has remained level at 10%, the union pension contribution rate continues to increase over time.

Union vs. Non-Union Pension Expense



In addition, the employer contribution for the Post-Retirement Health benefit for union employees in the State Retirement Plan increased by \$127k up to 7.67% from 5.46%. The graph below illustrates budgeted expenses and employer contribution rates for Post-Retirement Health benefits from FY 2006 to FY 2010.

Post Retirement Health Budgeted Expense and Contribution Rate



New Positions

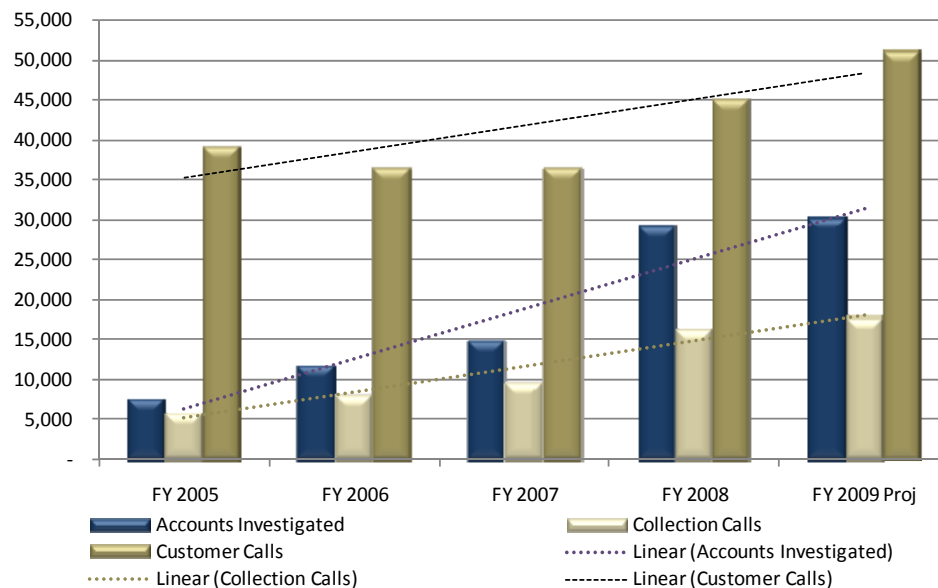
For the first time in four years, NBC's operating budget includes funding for additional FTEs. The Personnel budget includes funding for four new positions with a budget impact of approximately \$231k. Two of the new positions are Laboratory Technicians within the Laboratory section. These positions are needed to support the significant increase in the number of parameters that must be analyzed as a result of changes in NBC's RIPDES permit and other mandates.

In addition to the increase in the number of parameters that must be analyzed, NBC's permit requires that bacteria samples must be taken and analyzed within six hours of a wet weather event. Consequently, whenever it rains, staff must remain at work or be called in on mandatory overtime to perform the analysis within the sample retention time, or NBC risks violating the permit. This has resulted in numerous twelve day shifts including weekends which, in turn has impacted turnover. In calendar years 2006, 2007, and 2008, nine Laboratory Technicians terminated their positions at the NBC Lab resulting in annual turnover rates of 50%, 75% and 100% respectively.

The Laboratory Technician positions are critical to NBC in terms of maintaining compliance with the DEM RIPDES and DOH permit requirements. NBC therefore is budgeting funds for two new Laboratory Technicians. The addition of these two positions will reduce the number of parameters analyzed per FTE from 6,700 to 5,900 and enable shift coverage without overtime.

The other two new positions are in the Customer Service section. The Customer Service section is responsible for the efficient billing and collection of more than 83,000 accounts. Since FY 2006, the number of customer calls and field investigations has increased by 140% and 254% respectively. The number of collection calls has increased 118%. The following chart shows the increased customer service activity over the past few years and this upward trend is expected to continue, especially with the conversion to monthly billing.

Customer Calls, Collection Calls and Field Investigations



In addition, NBC's recently developed Customer Service application facilitates the management of past-due accounts including those that are eligible and selected for water termination. The water shut-off program is an effective means of collection, however it is very labor-intensive. The following table

shows the dramatic increase in the number of accounts selected, posted, and shut off as part of the water termination process since FY 2004.

Water Shut-Off Statistics

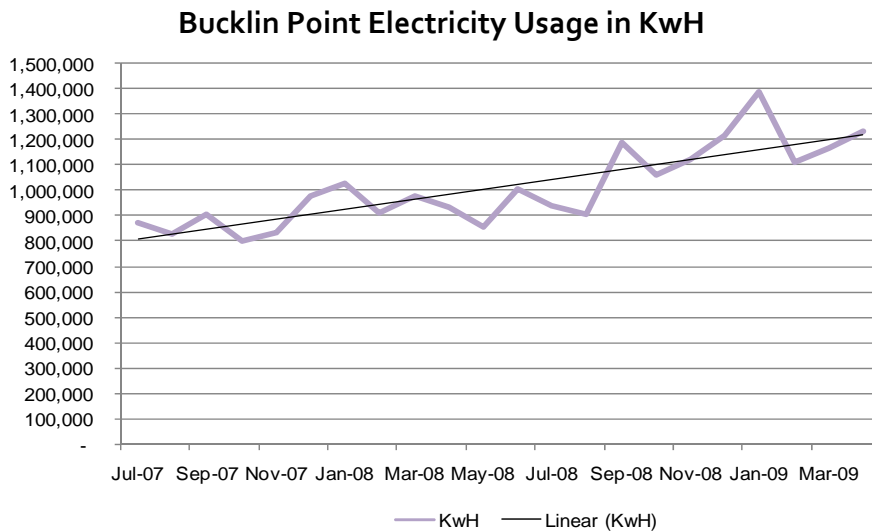
Fiscal Year	Accounts Selected	Accounts Posted	Accounts Shut
FY 2004	966	527	116
FY2005	1,347	780	119
FY 2006	1,439	859	146
FY 2007	2,088	1,004	209
FY 2008	3,586	2,156	481
Proj. FY 2009	4,180	2,508	543
Percent Increase	433%	476%	468%

As mentioned earlier in this document, the efforts devoted to water termination have been effective. Since FY 2004, the amount collected through water shut-off has increased by more than 700% to nearly \$5.4 million and the amount budgeted as a result of the water shut-off increased by more than 500% to \$1.4 million.

Operating Supplies and Expense

Operating supplies and expenses represent 19.1% of the total FY 2010 operating budget. These expenses are projected to increase by \$532,832 or 3.9% from FY 2009 to FY 2010. 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 cost of energy required to operate the wastewater treatment facilities is one of the most significant expenditures for NBC. The budget for electricity is approximately \$465k higher in FY 2010 due to higher usage at Bucklin Point, the impact of a full year of operations of the CSO Phase I Facilities, and a contracted supply rate increase in January 2010. The chart below illustrates the steady increase in electricity usage at the Bucklin Point facility over the past two years.

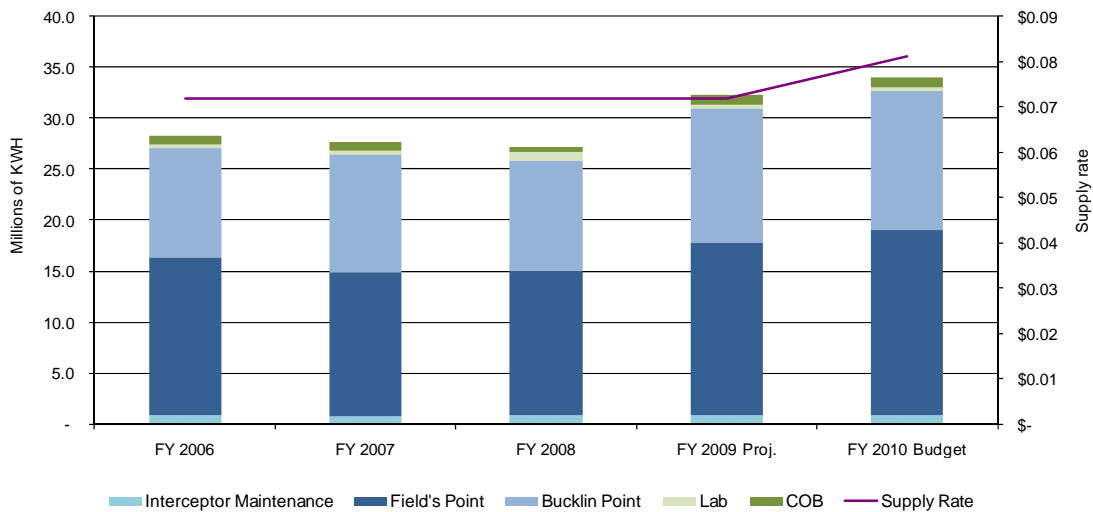


Other factors impacting electricity expense are the new supply rate, and the full year of operations for the CSO Phase I Facilities. The table below shows the impact of the new CSO facilities and the new supply rate.

	Monthly Average Use		
	in kWh	Monthly Ave. Cost	12 Months Cost
Impact of TPS/CSO Facilities	346,000	\$ 38,060	\$ 456,720
	Updated Annual Use	Supply Rate Increase	Incremental Cost
	in kWh	Impact	increase for 6 months
Supply Rate Impact	34,019,420	\$ 316,381	\$ 158,190
Total			\$ 614,910

The graph below illustrates NBC's historical and projected electricity usage and the supply rate. The electricity supply rate will increase from \$.07195 per kWh to \$.08125 per kWh in January 2010. Budgeted electricity expense is approximately 28% of the total operating supplies expense budget in FY 2010.

Historical and Budgeted Electricity Usage and Supply Rate

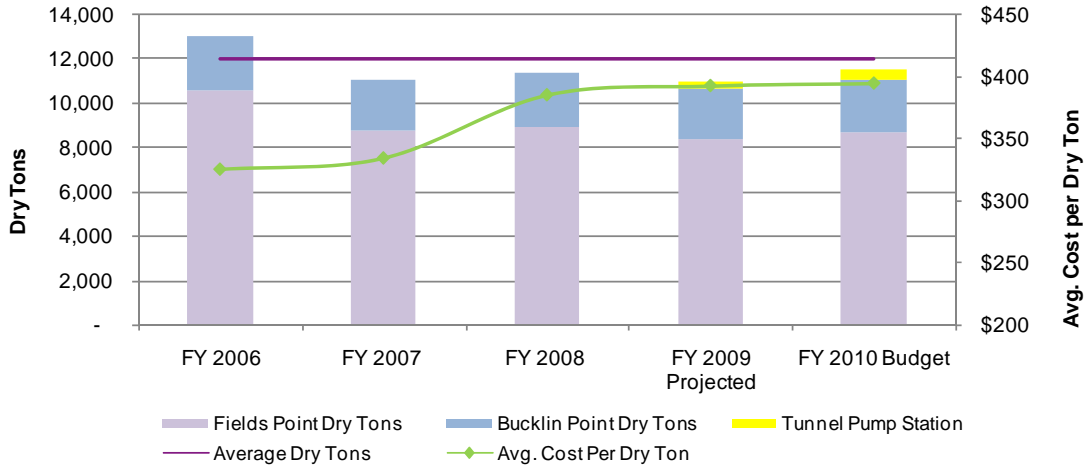


With respect to natural gas, the FY 2010 budget is higher than the FY 2009 budget by approximately \$98k. This is due to the increased usage at both treatment facilities and the new CSO Phase I facilities. Overall, the FY 2010 budget for energy is 14.3% higher than that of FY 2009.

FY 2010 will be the first full year of the operation of the CSO Phase I facilities. On a year-to-year-basis the FY 2010 budget has increased by approximately \$300k for the cost of Chemicals, Biosolids Disposal, Utilities and increased expense in several other accounts due to the impact of these facilities.

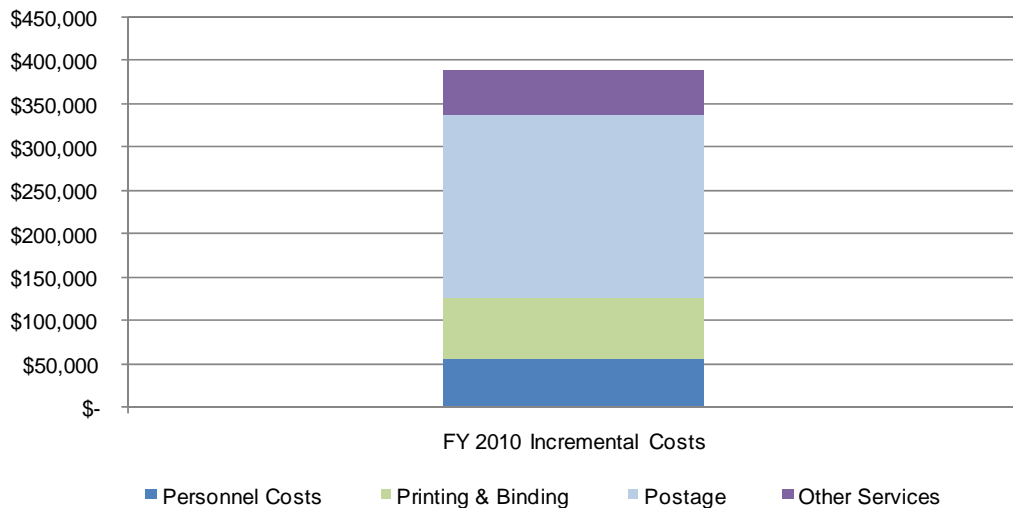
With respect to Biosolids Disposal, the FY 2010 budget is approximately \$232k lower than the FY 2009 Budget. Dry ton production at both WWTFs is anticipated to decrease due to a decline in production of dry tons in FY 2009. The graph below illustrates dry ton production vs. cost per dry ton.

NBC Biosolids Production vs. Cost per Dry Ton



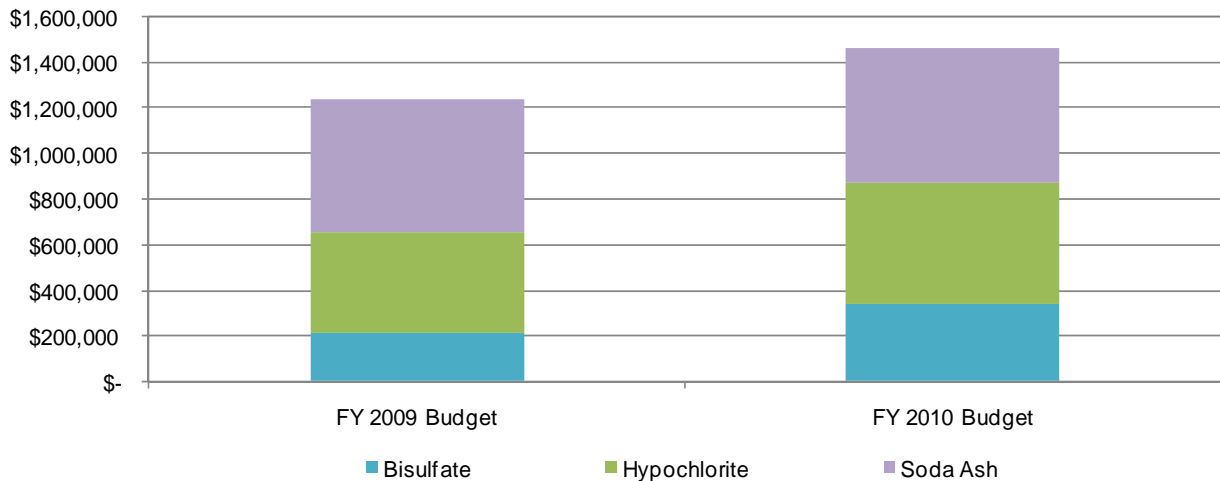
Transition from quarterly to monthly billing will increase the number of bills mailed annually from approximately 320,000 to more than 960,000. The conversion to monthly billing will impact personnel costs as well as several other operating expense accounts such as Printing & Binding, Postage, and Other Services. The chart below illustrates the impact of monthly billing on the FY 2010 budget.

Impact of Monthly Billing



Chemicals have an overall budgeted increase of approximately 18.6% or \$230k over the previous fiscal year. Budgeted Bisulfate expense has increased by approximately 62.1% or \$130k. Hypochlorite has increased by approximately 18.7% or \$83k and Soda Ash has an increase of 2.89% or \$16k. This is due to the increased usage due, in part, to the new CSO Phase I Facilities. The chart on the following page shows budgeted chemical expense for FY 2010 compared to FY 2009.

Chemical Summary FY 2009 vs. FY 2010 Budget



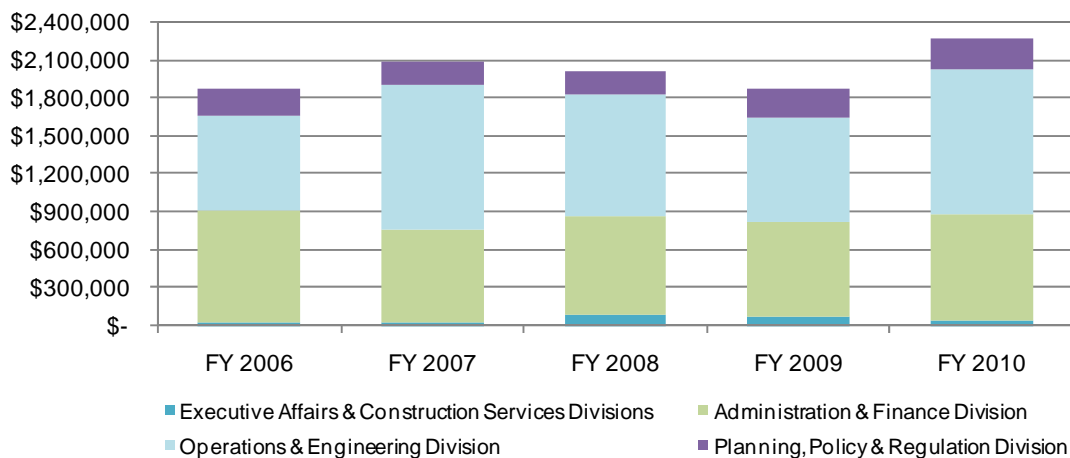
Professional Services

Professional Services make up 4.2% of the FY 2010 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 9%. Management and Audit Services are projected to increase due to the contracted CPI increase for the contractor’s management services at Bucklin Point. The contract includes a CPI adjustment in January of every year. This CPI increase also applies to the cost of chemicals.

Operating Capital Outlays

Capital outlays make up 3.1% of the FY 2010 operating budget. On a year-to-year basis this element of expense shows an increase of 20.8%, increasing from \$1,871,466 in FY 2009 to \$2,260,600 in FY 2010. Major items include the replacement of operational and laboratory equipment and investments in information technology. The chart below illustrates the budgeted operating capital outlays since FY 2006. The bulk of these budgeted expenses are in the Operations & Engineering Division and the Administration & Finance Division.

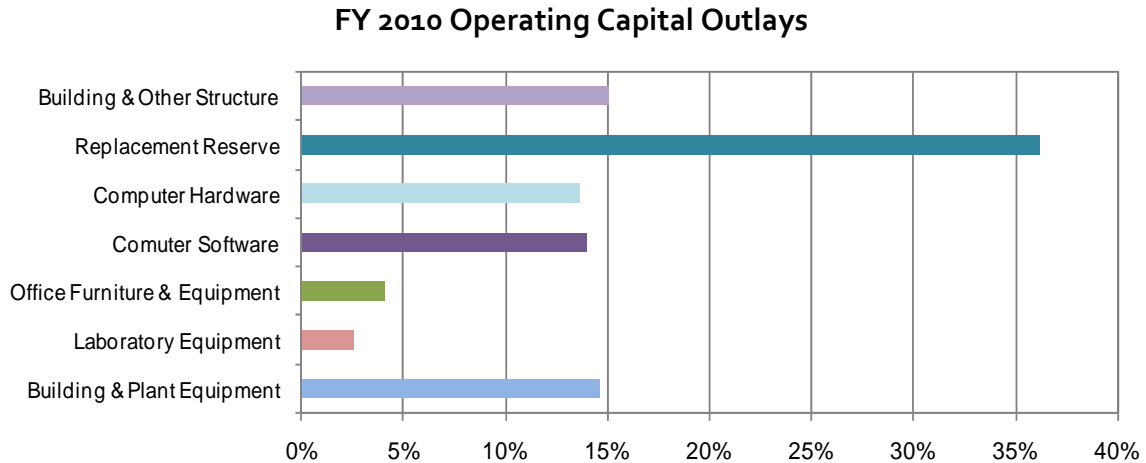
Budgeted Operating Capital Outlays by Division



The most significant capital outlays budgeted in the Operations Division are for the replacement of two major pieces of equipment at the Field’s Point WWTF that are expected to cost approximately

\$255,000. Within the Administration and Finance Division, the IT department plans to spend \$180,000 for software licensing upgrades and \$135,000 for the PC Lease Refresh program.

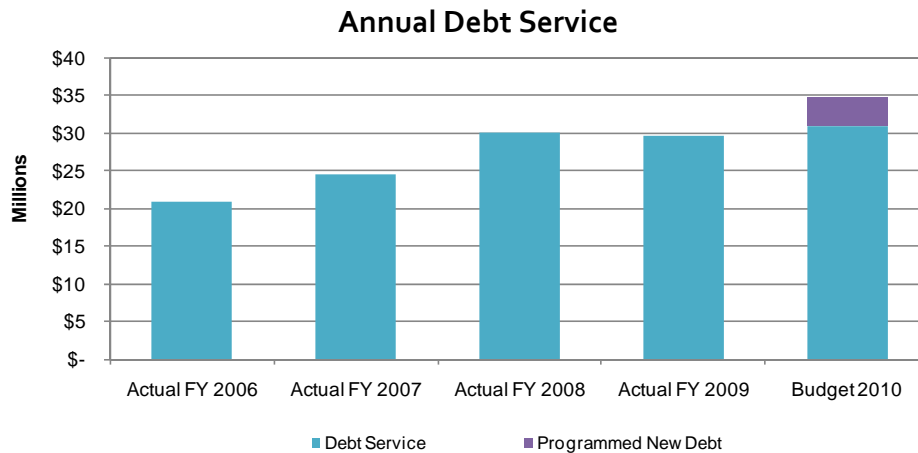
The allocation of NBC's FY 2010 Operating Capital Outlays budget by type of expenditure is illustrated graphically below. The most significant portion, or 36% of the FY 2010 Operating Capital outlays funding will be expended on the replacement of existing equipment and structures at the NBC's two wastewater treatment facilities, as well as on the interceptors, manholes and tidegates.



As noted previously in this discussion, Operating Capital outlays are funded by the restricted carry-forward from the previous year. Please see the FY 2010 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 budgeted debt service for FY 2010 is 11.1% higher than last year's budget. The total amount of debt service budgeted for FY 2010 is \$34.7 million, which includes \$30.8 million in principal and interest payments on existing debt as well as \$3.9 million for programmed new debt. The graph below shows actual and budgeted existing and programmed new debt for the five year period beginning FY 2006. It is interesting to note that debt service remained relatively stable in FY 2009 as a result of lower interest payments on NBC's VRDB.

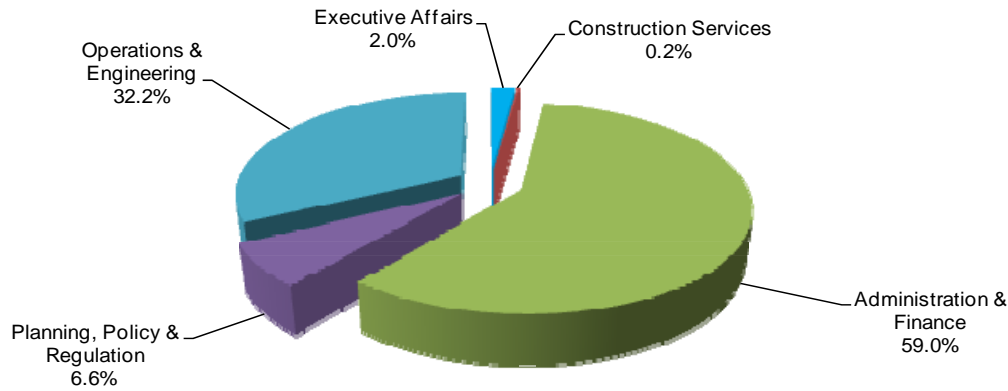


For more on the capital projects and related financing, please refer to the Long-Term Debt and the Capital Improvement Program in section five of this document.

Expenses by Division

NBC is organized into five Divisions. The graph below depicts the percentage of the FY 2010 budget each of the five Divisions represents.

FY 2010 Operating Budget by Division



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

	Actual 2006	Actual 2007	Actual 2008	Budget 2009	Budget 2010	% of Budget
Executive Affairs	\$ 1,325,014	\$ 1,351,499	\$ 1,300,930	\$ 1,431,145	\$ 1,463,122	2.0%
Construction Services	-	-	64,612	135,557	138,672	0.2%
Administration & Finance	27,312,999	31,355,747	37,271,620	39,559,670	43,610,712	59.0%
Planning, Policy & Regulation	3,949,245	4,009,977	4,321,478	4,592,480	4,897,370	6.6%
Operations & Engineering	17,440,084	19,216,406	20,244,502	22,337,834	23,827,928	32.2%
Total	\$ 50,027,342	\$ 55,933,628	\$ 63,203,143	68,056,686	73,937,804	100.0%

The Executive Affairs Division includes the Executive and Legal sections. This division makes up 2.0% of the total divisions' budget, and shows an increase of 2.2% from the previous year due to increased professional services expenses. The Construction Services Division makes up a small portion of the total operating 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 2.3% in FY 2010 due to slight increases in operating expense.

The Administration and Finance Division represents 59.0% of the FY 2010 operating budget, due mostly to the fact that debt service is contained in this 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 10.2% higher than last year. The major drivers for this increase are the increases in debt service, two new positions, union pension, retiree health and health insurance rates, regulatory expense, utilities, and the conversion to monthly billing.

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 6.6% of FY 2010's operating budget. On a year-to-year basis, this division has a budgeted increase of 6.6%. The FY 2010 PP&R budget reflects increased funding for monitoring and sampling supplies and equipment, and funding for two additional Laboratory Technicians.

The Operations and Engineering Division represents approximately 32.2% 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 6.7% higher in FY 2010 than the previous year. As noted previously, this division is facing large expenditure increases in FY 2010 due to the operating impact of the CSO Phase I facilities and increases in utilities.

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

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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 2010 to current fiscal year 2009 budget, and actual fiscal year 2008.

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

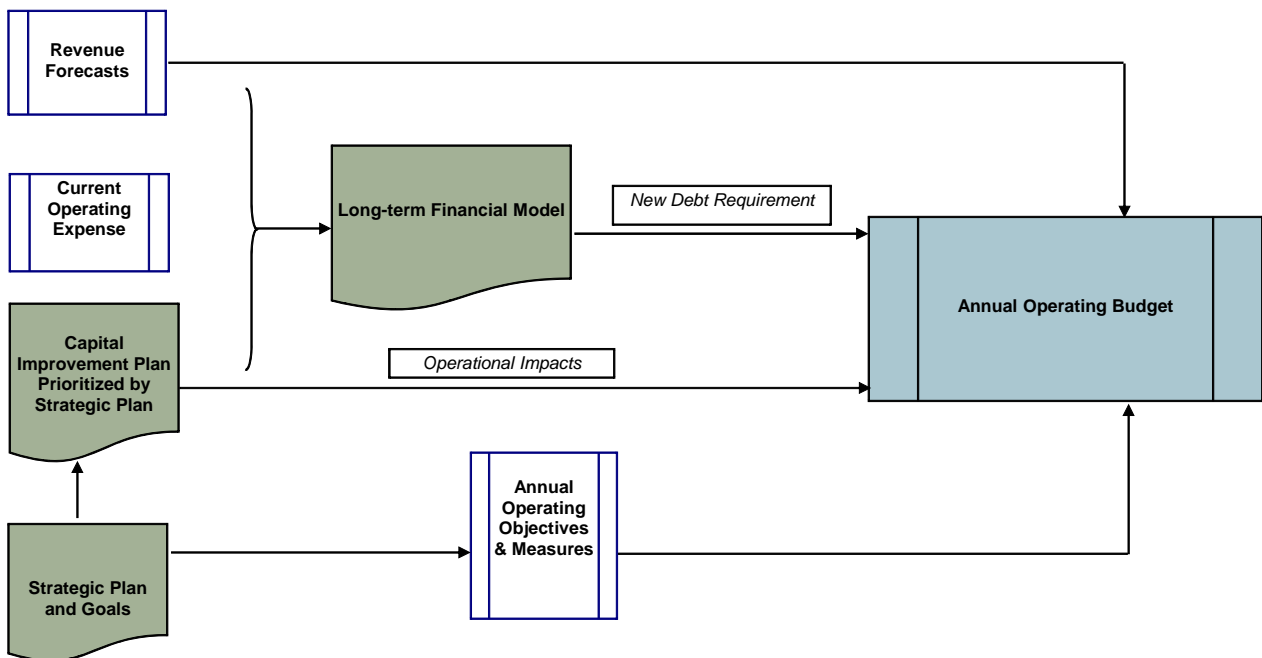
As a regulated agency, NBC maintains a broad understanding of financial and operational needs at all times of the year. However, NBC begins a formal review for its operating budget in November of each year. As part of this process, regulatory requirements are reviewed, as well as major program changes 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. 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 2010 Budget Calendar

October	Administration and Finance Fiscal Year 2010 Budget Overview presentation to Division Directors and Program Managers.
Month of November	Budget Input Sheet Preparation.
November – December	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.
December	All Performance Objectives and Measures and Five Year Capital Outlay Plans due to Administration & Finance.
January 17 - 18	Mid-Year FY 2009 Budget Reviews.
January 25	All divisions required to electronically submit budget work-files.
January 31 - February 1	Preliminary review meetings between divisions and Administration & Finance.
February 12 – 13	All divisions present budget requirements to Executive Director.
March	FY 2011-2015 Capital Improvement Program development: Capital Cash Flows updated and analyzed, Basis for Capital Budgets completed, CIP major project changes, CIP impact on operating budget, and CIP incorporated into the Long Term Financing Model.
April	CIP Review Committee Review of FY 2011-2015 Capital Improvement Program.
May 13	Finance Committee Review of Preliminary Operating Budget.
May 21	Board of Commissioners adoption of FY 2011-2015 CIP.
June 17	Finance Committee Review and Board of Commissioners adoption of Fiscal Year 2010 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 and 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

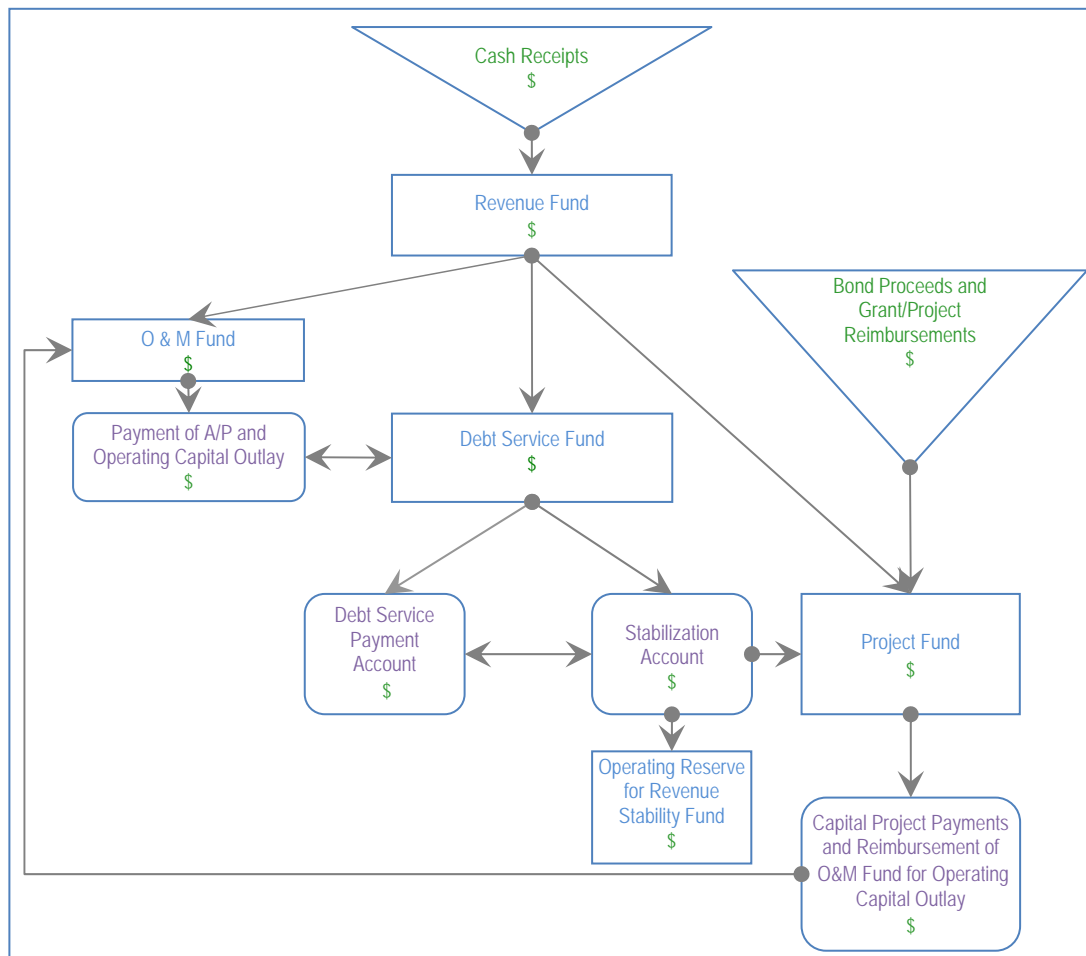
A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities 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 First Trust Indenture by and between NBC and the Trustee was executed, followed by:

- 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
- A Ninth Supplemental Indenture dated July 1, 2008
- A Tenth Supplemental Indenture dated November 1, 2008

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.

Flow of Funds



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 eleven funds established pursuant to the documents.

<p align="center">Revenue Fund (the Narragansett Bay Water Quality Management District Commission Fund)</p>	<p>The Revenue fund is the initial depository for all NBC user fee revenues and other miscellaneous fees. These funds are transferred to the other funds as required once a month. Also included in the Revenue Fund is the NBC Environmental Enforcement Fund.</p>
<p align="center">Operating and Maintenance Fund</p>	<p>The Operating and Maintenance (O & M) Fund is used to pay the current expenses of operations, administrative costs, maintenance and ordinary current repairs of NBC's facilities and infrastructure.</p>
<p align="center">Project Fund</p>	<p>Funds from the Project Fund are designated to pay for costs of improvements and additions to NBC's capital assets. This includes operating capital costs, project costs related to the Capital Improvement Plan, and costs of Bond Issuance.</p>
<p align="center">Debt Service Fund</p>	<p>The Debt Service Fund is designated to make debt service payments (principal and interest).</p>
<p align="center">Renewal and Replacement Reserve Fund</p>	<p>This fund is used for the replacement or renewal of capital assets of the Wastewater treatment system and its infrastructure when these costs are not covered by the Project Fund.</p>
<p align="center">Debt Service Reserve Fund</p>	<p>The Debt Service Reserve Fund is used when there are insufficient funds in the Debt Service Fund to cover debt service payments.</p>
<p align="center">Operating and Maintenance Reserve Fund</p>	<p>This fund is designed to pay current Operating expenses of NBC whenever the monies on deposit in the O & M fund are deemed insufficient.</p>
<p align="center">Redemption Fund</p>	<p>The Redemption Fund is used for redemption costs, and/or principal and interest on the redemption of bonds.</p>
<p align="center">Insurance Reserve Fund</p>	<p>The funds in the Insurance Reserve Fund are equal to an amount deemed adequate to cover the insurance reserve requirement, as determined by an insurance consultant retained by NBC. Deposits in this fund will be used for restoration, replacement, or reconstruction of property injured or damaged.</p>
<p align="center">Unrestricted Fund</p>	<p>The Unrestricted Fund is the depository for any cash surplus provided that all funds and accounts established under this indenture are funded, and NBC is in compliance with the indenture. These funds may be used for any deficiency in amounts required by other funds.</p>
<p align="center">Operating Reserve for Revenue Stability Fund</p>	<p>The Operating Reserve for Revenue Stability Fund is used when there are insufficient funds in the Revenue Fund to make the monthly transfers to other funds.</p>

The Environmental Enforcement Fund (EEF) consists of monies 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 year-end fund balances for FY 2010, as shown in the table below.

	Ending Balance		Projected Ending Balance		Projected
	FY 2008	Net Change	FY 2009	Net Change	Ending Balance FY 2010
Revenue Fund	\$ 28,662,050	\$ 2,856,768	\$ 31,518,818	\$ 834,838	\$ 32,353,656
Operating and Maintenance Fund	(1,013,107)	(1,315,679)	(2,328,786)	-	(2,328,786)
Project Fund	238,461,760	12,754,349	251,216,109	12,800,000	264,016,109
Debt Service Fund	20,449,716	3,927,635	24,377,351	4,778,810	29,156,161
Operating Reserve for Revenue					
Stability Fund	-	1,500,412	1,500,412	1,500,413	3,000,825
EEF	189,545	(7,957)	181,588	(8,000)	173,588
Total	\$ 286,749,964	\$ 19,715,528	\$ 306,465,492	\$ 19,906,061	\$ 326,371,553

Significant changes (10% or over) in the fund balances are as follows:

Revenue Fund: From FY 2008 to FY 2009 the Revenue Fund showed a net increase of approximately 10% as a result of two factors. First, a 14% increase in sewer user rates effective July 1, 2008 resulted in an increase in deposits into the Revenue Fund. Second, in accordance with the Trust Indenture, NBC withdrew from the Operating and Maintenance Fund (O&M Fund) amounts determined to be in excess of the fund requirements and deposited them into the Revenue Fund. This occurred as a result of NBC's spending below budget. The increase in the Revenue Fund balance enhances NBC's ability to make its required monthly trust deposits.

O & M Fund: In FY 2009 the O & M Fund decreased by approximately \$1.3 million as NBC withdrew from the Operating and Maintenance Fund (O&M Fund) amounts determined to be in excess of the fund requirements and deposited them into the Revenue Fund. There is no ongoing impact as a result of the decline in the O&M Fund balance as each year NBC makes monthly deposits into this Fund based upon budgeted monthly expenditures.

Debt Service Fund: In FY 2009 as well as FY 2010, the Debt Service Fund is projected to increase by nearly 20%. Deposits are made into the Debt Service Fund based upon a percentage of cash receipts from user charges. Increases in this fund balance reflect an increase in receipts from user charges as well as an increase in the relative percentage of user fees for debt service and debt service coverage versus operations and maintenance. The growth in the Debt Service Fund strengthens NBC's financial position and demonstrates sufficient debt service coverage.

Operating Reserve for Revenue Stability Fund: This is a new fund that was established through the execution of a Tenth Supplemental Indenture on January 2, 2009 subsequent to authorization by the Public Utilities Commission to establish and implement such an account. The fund is financed through transfers from the restricted carry-forward at a level of \$1.5 million per year, to a maximum of \$4.5 million which is the activity reflected in the table above. An increase in the fund balance demonstrates to creditors and other interested parties that NBC has the resources to meet its financial obligations during periods of revenue fluctuation.

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.

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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 are taken into consideration. NBC's objective is to manage capital financing such that ratepayer impacts are minimized and compliance with regulatory constraints is ensured. In general, NBC will maximize borrowings from the Rhode Island Clean Water Finance Agency (RICWFA) to the extent that there is funding available. The RICWFA, through the State Revolving Fund Program (SRF) subsidizes the interest rate on loans, resulting in a 1/3 or greater interest rate subsidy. If 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 authorized the use of the restricted carry-forward fund capital projects on a pay-as-you-go basis.
- NBC's revenue bonds are subject to arbitrage expenditure requirements.
- 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 reachable on the RIDEM Priority List may be funded by SRF.
- NBC must expend and manage its resources in accordance with the Trust Indenture and Ten Supplemental Indentures.

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

Funding Source	Description
Capital Fund	Grant or project reimbursements.
Restricted Fund	Prior year restricted carry-forward.
2007 Series A	Unspent Proceeds from NBC 2007 Series A
New Revenue Bonds	NBC Future Open Market Revenue Bonds.
New Revenue Bonds (SRF)	Future SRF Loans from the RICWFA backed by NBC Revenue Bonds.

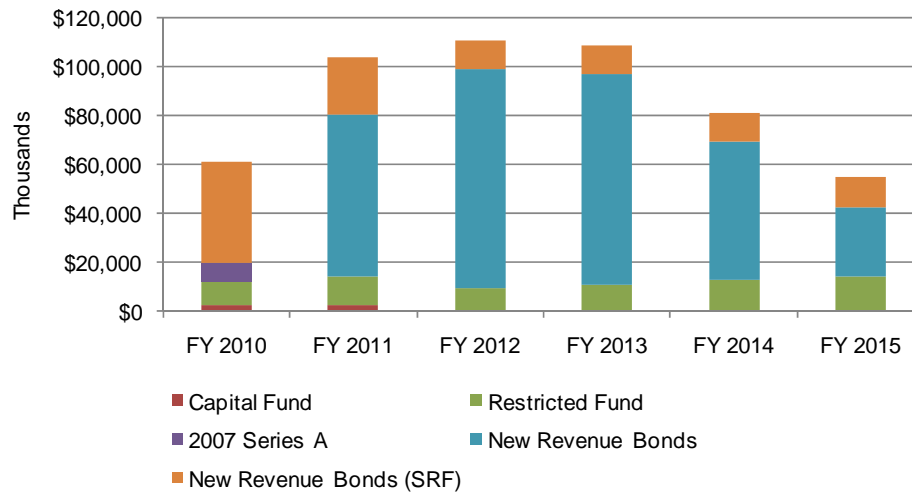
In FY 2010, NBC plans to fund the CIP with approximately \$7.4 million in unexpended revenue bond proceeds along with \$10.1 million in Restricted Funds and \$1.9 million in Capital Funds. The NBC also plans on borrowing the maximum amount available from the RICWFA over the next six years. SRF capacity is expected to increase to \$53 million in FY 2010 as a result of the federal stimulus package and will decline to \$12 million per year. The table on the following page shows the projected Sources of Funds over the next six years.

During the five-year period of the FY 2011 – 2015 CIP, the NBC plans on issuing \$326.3 million in revenue bonds, making it NBC's largest source of capital. Current borrowing plans also include \$71.8 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.

SOURCES OF FUNDS	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 2011-2015	Total FY 2010-2015
Capital Fund	\$ 1,913	\$ 1,913	\$ -	\$ -	\$ -	\$ -	\$ 1,913	\$ 3,826
Restricted Fund	10,065	11,733	9,149	10,560	12,237	13,696	\$ 57,375	\$ 67,440
2007 Series A	7,426	-	-	-	-	-	\$ -	\$ 7,426
New Revenue Bonds	-	66,110	89,420	85,665	56,485	28,655	\$ 326,335	\$ 326,335
New Revenue Bonds (SRF)	41,218	23,782	12,000	12,000	12,000	12,000	\$ 71,782	\$ 113,000
Total	\$ 60,622	\$ 103,538	\$ 110,569	\$ 108,225	\$ 80,722	\$ 54,351	\$ 457,405	\$ 518,027

The graph below illustrates the projected sources of funds from FY 2010 through FY 2015. NBC will rely heavily on revenue bonds to finance the CIP, with the revenue bond issuance peaking in FY 2012 at more than \$89 million.

Sources of Funds



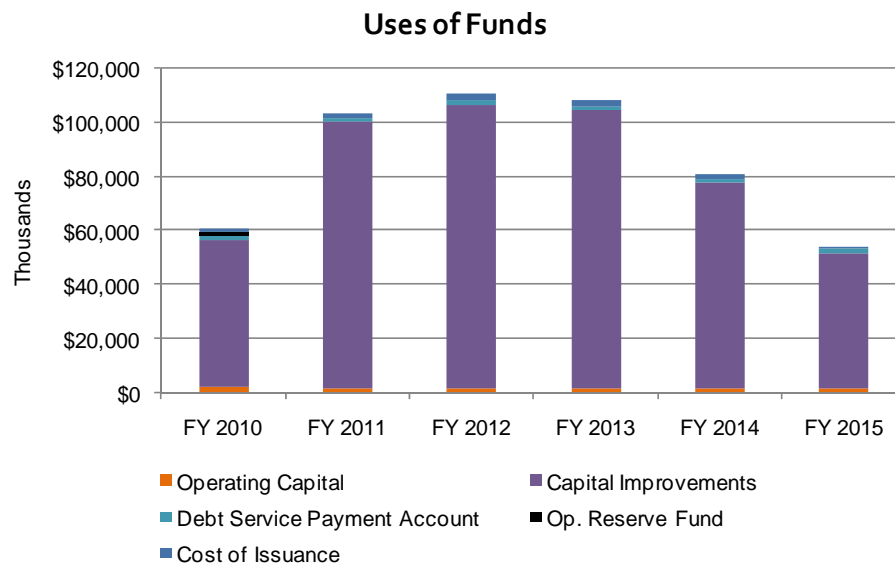
NBC must take into consideration the uses of capital funds as part of the planning process. The table below lists the individual funding uses along with their descriptions. In addition to payments for capital projects, the table identifies operating capital expenses and incremental increases to the debt service payment fund which are funded out of the Restricted Fund. The cost of issuance expenses are also shown and are financed from bond proceeds.

Funding Use	Description
Operating Capital	Annual Operating Capital Purchases
Capital Improvements	Projects identified in the Capital Improvement Program
Debt Service Payment Fund	Incremental increase in monthly deposits due to debt issuance
Op. Reserve Fund	Operating Reserve for Revenue Stability Fund - \$4.5 million total
Cost of Issuance	Costs for underwriting, bond counsel, financial advisory services, etc.

The following table clearly shows that the largest use of capital funds is for Capital Improvements at 94% of the total uses for the FY2011-2015 CIP window. The next largest use of capital funds has been identified as cost of issuance at 1.8% of the total.

USES OF FUNDS	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 2011-2015	Total FY 2010-2015
Operating Capital	\$ 2,260	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000	\$ 12,260
Capital Improvements	54,567	98,371	104,878	102,618	75,771	50,027	431,665	486,232
Debt Service Payment Fund	1,500	1,500	1,500	1,500	1,500	1,500	7,500	9,000
Op. Reserve Fund	1,500	-	-	-	-	-	-	1,500
Cost of Issuance	795	1,667	2,191	2,107	1,451	824	8,240	9,035
Total	\$ 60,622	\$ 103,538	\$ 110,569	\$ 108,225	\$ 80,722	\$ 54,351	\$ 457,405	\$ 518,027

The chart below shows the uses of capital funds by fiscal year. As is evident in the following chart, the expenditures on capital improvements will peak in FY 2011 through FY 2013, with average expenditures over the three years of \$102.0 million. Expenditures on capital improvements are expected to decline significantly in FY 2015.



As of June 30, 2009, NBC will have fourteen (14) SRF loans outstanding. Total outstanding principal at year-end FY 2010 is projected to be \$458.6 million. This includes the \$53 million low interest loan from the RICWFA which NBC plans to secure in FY 2010. The following table summarizes NBC's long-term debt as of June 30th for the years FY 2008, FY 2009, and FY 2010, including projected new debt.

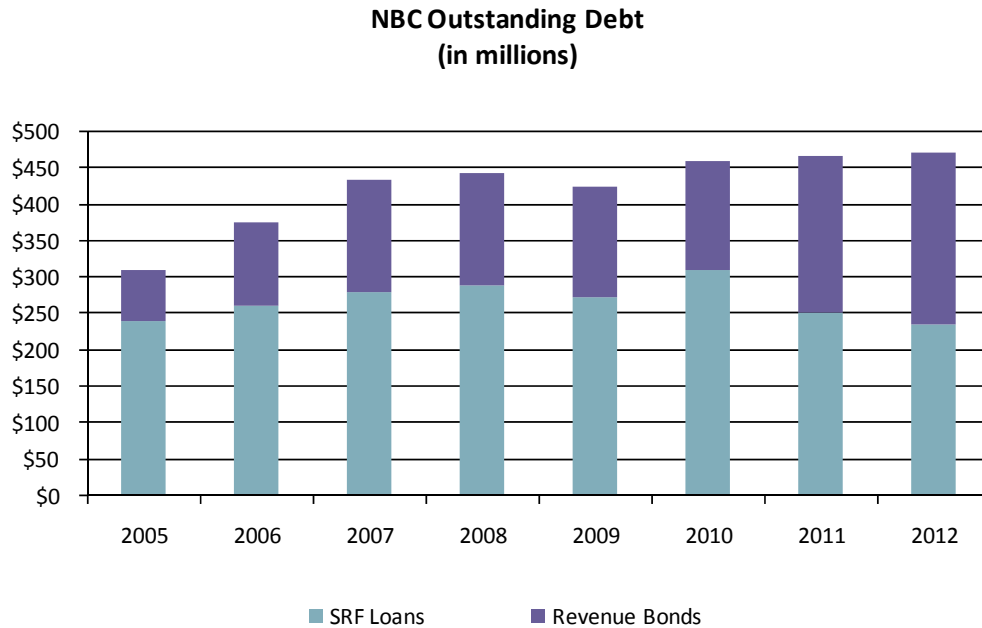
Long-term Debt Balances FY 2008 - 2010

Debt	Long-term Debt as of June 30, 2008	Net Additions/ (Payments)	Long-term Debt as of June 30, 2009	Net Additions/ (Payments)	Long-term Debt as of June 30, 2010
SRF Loans	\$ 287,323,065	\$ (15,942,042)	\$ 271,381,023	\$ 36,416,103	\$ 307,797,126
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)	65,765,000	(65,765,000)	-	-	-
Revenue Bonds Series A Variable Rate 2008	-	64,845,000	64,845,000	(1,565,000)	63,280,000
Total Long-term Debt	\$ 440,588,065	\$ (16,862,042)	\$ 423,726,023	\$ 34,851,103	\$ 458,577,126

The schedule below details NBC's outstanding debt as of year-end FY 2009.

Outstanding Debt by Issue as of 6/30/09		
Outstanding Debt	Interest	Principal
RICWFA (SRF Loans)		
SRF - NO. PROV. \$2.647M	\$ 30,117	\$ 530,388
SRF - WP/RA - \$3.694	69,488	1,100,335
SRF -BUTLER - \$1.662M	33,671	437,138
SRF POOL LOAN I - \$14.781M	858,870	6,422,500
SRF POOL LOAN II - \$17.279M	941,153	7,404,749
SRF POOL LOAN III - \$8.150M	1,108,678	5,191,949
SRF POOL LOAN IV - \$23.955M	3,944,626	19,675,000
SRF POOL LOAN V - \$57M	7,817,467	41,510,000
SRF POOL LOAN VI - \$57M	5,029,902	42,914,964
SRF POOL LOAN VII - \$40M	5,775,749	33,054,000
SRF POOL LOAN VIII - \$40M	6,197,089	34,658,000
SRF POOL LOAN IX - \$30M	4,668,914	26,040,000
SRF POOL LOAN X - \$30M	4,702,606	27,442,000
SRF POOL LOAN XI - \$25M	5,826,612	25,000,000
Revenue Bonds		
VRDO \$70M 2008 Series A Refunding (Includes fees)	34,842,165	64,845,000
\$45M 2005 Series A	50,401,750	45,000,000
\$42.5M 2007 Series A	49,218,876	42,500,000
Total	\$ 181,467,733	\$ 423,726,023

A historical and planning perspective of outstanding debt by fiscal year is shown in the graph below. As the graph illustrates, NBC has maximized its SRF borrowings from RICWFA, with recent supplemental revenue bond borrowings on the open market.



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

Debt Service Payments Fiscal Year 2010 *

Outstanding Debt	Interest	Principal
RICWFA (SRF Loans)		
SRF - NO. PROV. \$2.647M	\$ 16,583	\$ 170,371
SRF - WP/RA - \$3.694	24,665	209,378
SRF -BUTLER - \$1.662M	14,511	103,304
SRF POOL LOAN I - \$14.781M	220,590	821,000
SRF POOL LOAN II - \$17.279M	242,086	951,512
SRF POOL LOAN III - \$8.150M	182,093	391,752
SRF POOL LOAN IV - \$23.955M	654,304	2,300,000
SRF POOL LOAN V - \$57M	1,249,453	4,215,000
SRF POOL LOAN VI - \$57M	657,124	2,570,581
SRF POOL LOAN VII - \$40M	640,996	1,793,000
SRF POOL LOAN VIII - \$40M	651,206	322,000
SRF POOL LOAN IX - \$30M	494,168	1,200,000
SRF POOL LOAN X - \$30M	476,834	1,311,000
SRF POOL LOAN XI - \$25M	491,800	225,000
Revenue Bonds		
VRDO \$70M 2008 Series A Refunding (Includes fees)	2,343,321	1,565,000
\$45M 2005 Series A	2,250,000	0
\$42.5M 2007 Series A	2,065,562	0
	\$ 12,675,296	\$ 18,148,897

*Existing debt only

Outstanding Debt by Fiscal Year *

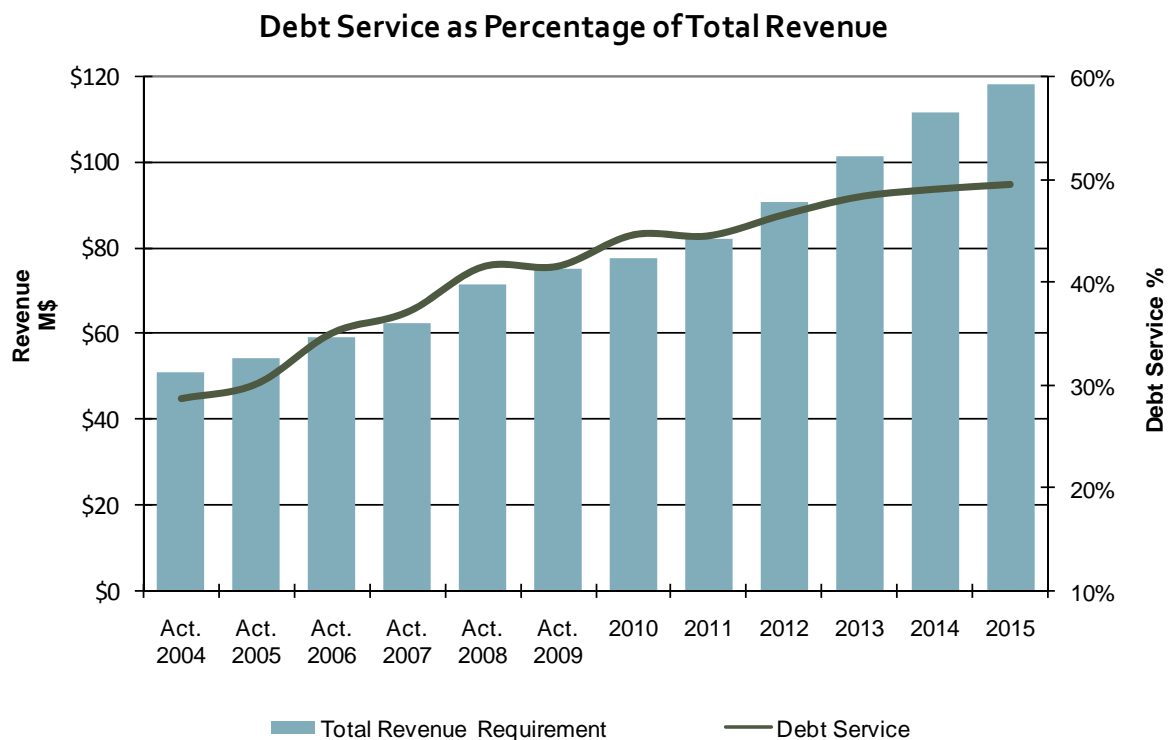
Fiscal Year	Total Outstanding Debt	Principal	Interest	Total Payment
2010	\$ 423,726,023	\$ 18,148,897	\$ 12,675,299	\$ 30,824,196
2011	405,577,125	18,632,657	12,184,453	30,817,110
2012	386,944,469	19,055,443	11,690,805	30,746,248
2013	367,889,026	19,513,503	11,197,786	30,711,289
2014	348,375,523	19,823,382	10,700,561	30,523,943
2015	328,552,141	19,874,142	10,199,839	30,073,981
2016	308,678,000	19,857,393	9,700,796	29,558,188
2017	288,820,607	19,932,466	9,207,538	29,140,004
2018	268,888,141	19,942,988	8,721,206	28,664,194
2019	248,945,153	19,984,366	8,236,496	28,220,862
2020	228,960,788	19,996,683	7,754,592	27,751,275
2021	208,964,104	20,007,090	7,275,682	27,282,773
2022	188,957,014	19,133,228	6,816,859	25,950,087
2023	169,823,787	15,444,787	6,427,189	21,871,976
2024	154,379,000	12,092,000	6,113,857	18,205,857
2025	142,287,000	11,256,000	5,831,693	17,087,693
2026	131,031,000	7,783,000	5,592,834	13,375,834
2027	123,248,000	9,733,000	5,316,248	15,049,248
2028	113,515,000	11,656,000	4,975,962	16,631,962
2029	101,859,000	12,149,000	4,468,673	16,617,673
2030	89,710,000	11,000,000	3,956,404	14,956,404
2031	78,710,000	11,505,000	3,438,655	14,943,655
2032	67,205,000	12,030,000	2,896,995	14,926,995
2033	55,175,000	12,580,000	2,329,910	14,909,910
2034	42,595,000	13,140,000	1,747,446	14,887,446
2035	29,455,000	13,730,000	1,140,650	14,870,650
2036	15,725,000	10,520,000	622,063	11,142,063
2037	5,205,000	5,205,000	247,238	5,452,238
		\$ 423,726,023	\$ 181,467,730	\$ 605,193,753

* Existing Debt Only

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 \$34.7 million in FY 2010 to approximately \$58.4 million in FY 2015. The chart below shows debt service as a percentage of projected revenues through FY 2015. Annual debt service as a percentage of total revenue has increased from 28.7% in FY 2004 to 41.6% in FY 2009 and is projected to reach 49.6% in FY 2015. All debt service projections are based on a number of assumptions including the cash flow estimates outlined in the CIP.



Impact of the CIP on the Operating Budget

Although the CIP's primary impact on the Operating Budget is debt service, certain capital improvements will also directly impact operating costs. These expenditures relate to the operation of the completed capital improvements and will be ongoing. For example, the operation of the CSO Phase I Facilities resulted in increased costs for electricity related to pumps, dehumidifying equipment as well as increased flow requiring treatment. In this CIP NBC's engineers have identified four capital projects that will impact NBC's operating budget once they become operational.

The table on the following page summarizes the four projects and their impact.

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

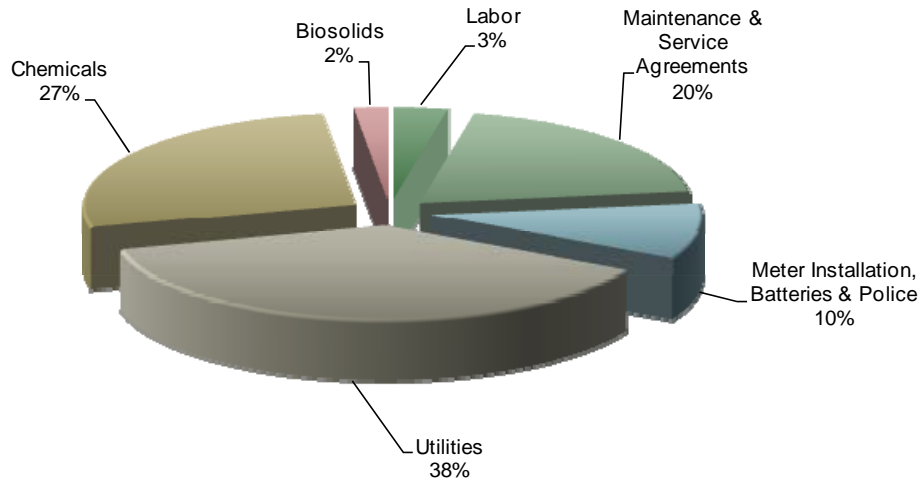
Project Name	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Percentage of Impact
CSO Flow and Water Quality Monitoring	\$ 415	\$ 432	\$ 449	\$ 466	\$ 494	33%
FPWWTF Nitrogen Removal Facilities	-	-	550	1,676	1,760	58%
BPWWTF Nitrogen Removal Facilities	-	-	-	110	300	6%
CSO Phase II Facilities	-	-	-	83	155	3%
Total	\$ 415	\$ 432	\$ 999	\$ 2,335	\$ 2,709	100%

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

The new facilities to be constructed as part of the Field’s Point Nitrogen Removal Project will increase electricity and chemical usage and are projected to have the highest annual operating impact of the four projects, with \$1.7 million. Beginning in FY 2011, the continuing expenditures for the CSO Flow and Water Quality Monitoring project will be incorporated into the operating budget. These annual expenses are for meter installations, upkeep, and maintenance and service agreements and are projected at nearly \$0.5 million. At Bucklin Point, operation of the nitrogen removal improvements will result in increased utility and chemical costs. Operation of the CSO Phase II Facilities will result in higher utility and biosolids disposal costs.

The following chart and table provide additional detail related to the operational costs of the CIP projects.

**CIP Impact by Operating Expense
(In thousands)**



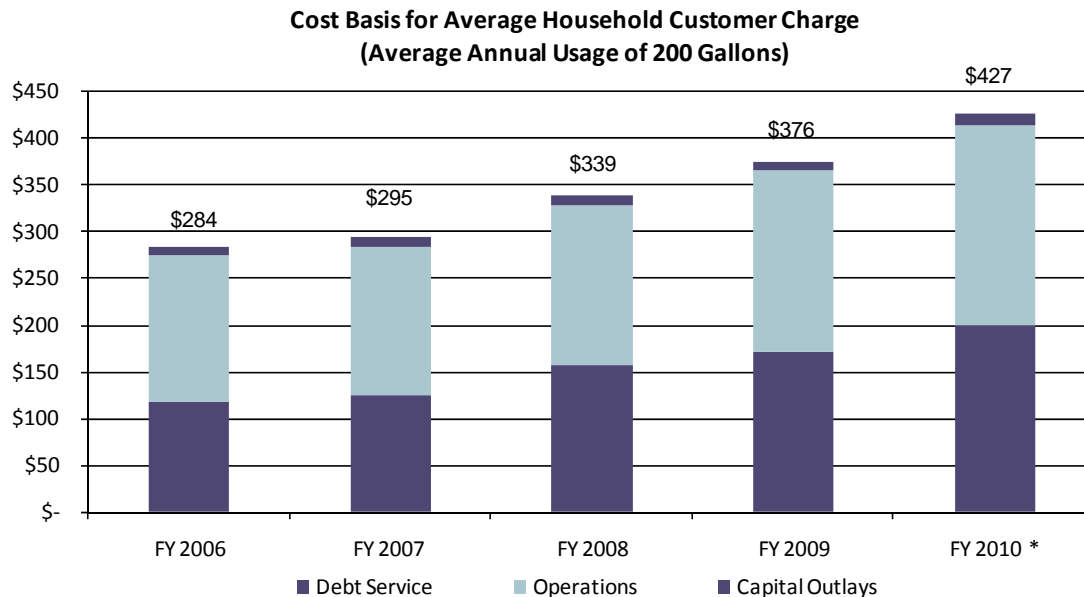
CIP Impact on Operating Budget (In thousands)

Project Name	Expenditure Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
CSO Flow and Water Quality Monitoring						
	Labor	\$ 40	\$ 42	\$ 44	\$ 46	\$ 49
	Maintenance & Service Agreements	250	260	270	280	300
	Meter Installation, Batteries & Police	125	130	135	140	145
	Subtotal	415	432	449	466	494
FPWWTF Nitrogen Removal Facilities*						
	Utilities	-	-	330	1,000	1,050
	Chemicals	-	-	220	676	710
	Subtotal	-	-	550	1,676	1,760
BPWWTF Nitrogen Removal Facilities						
	Utilities	-	-	-	50	100
	Chemicals	-	-	-	60	200
	Subtotal	-	-	-	110	300
CSO Phase II Facilities						
	Biosolids	-	-	-	45	90
	Utilities	-	-	-	38	65
	Subtotal	-	-	-	83	155
Total Impact on Operating Budget		\$ 415	\$ 432	\$ 999	\$ 2,335	\$ 2,709

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

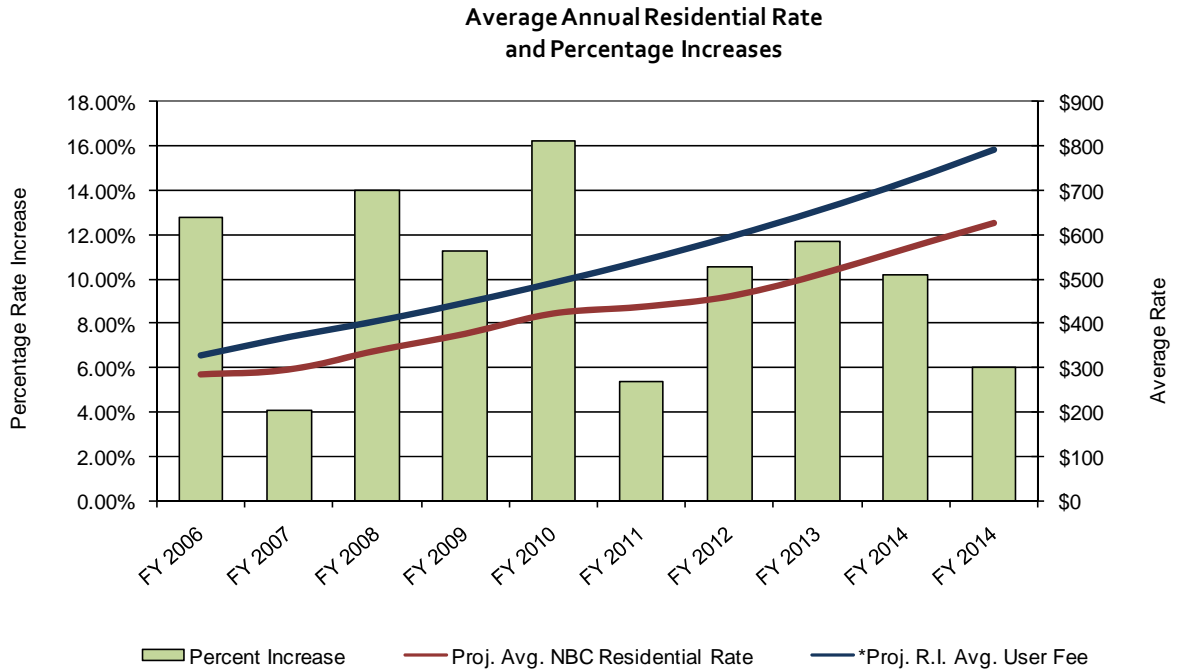
Impact of CIP on Sewer User Rates

NBC has required rate relief five 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 planned July 2009 rate filing with the PUC is based on the need to finance 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.



* Projected Rate

Sewer rates will increase over time due to the financing costs associated with the capital program and increased operating costs. The chart below 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 \$376 in FY 2009 to approximately \$626 in FY 2014. On a percentage basis, except for a larger increase in FY 2014, the rate increases in future years are projected to remain under 9%. 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.

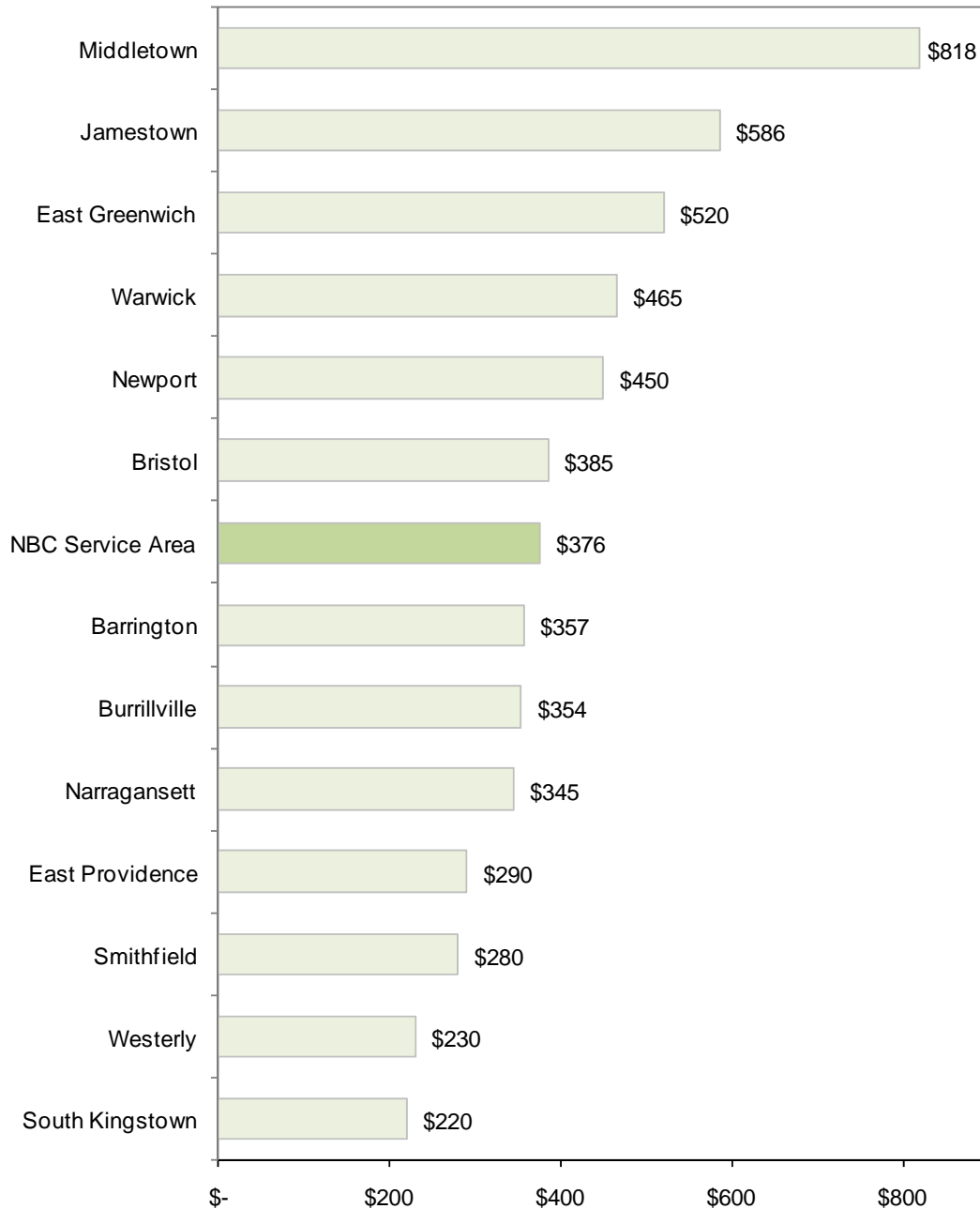


* The increases in Projected R.I. Avg. User Fee Rate data above is estimated at 10% per year.

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 2008 is the 8th lowest in the State of Rhode Island based upon average usage of 97.6 Hundreds of Cubic Feet (HCF). The \$376 rate is also lower than the average annual residential sewer user fee in Rhode Island of \$405.

Annual Residential Sewer Charges Rhode Island Cities & Towns

The survey displayed below, conducted by the Narragansett Bay Commission (NBC) in 2008, compares the annual residential sewer charges for participating Rhode Island Cities & Towns. The survey shows NBC, with its current fee structure, ranks 8th lowest among participants.



Source: 2008 Narragansett Bay Commission Residential Sewer User Survey

Notes: In this survey, all Annual Residential Sewer charges are based on 97.6 HCF. The average 2008 Annual Residential Sewer User Fee for Participating Rhode Island Cities & Towns is \$405.

Capital Improvement Program (CIP)

The Capital Improvement Program

The Narragansett Bay Commission's CIP identifies programmed capital investments necessary to comply with current and future regulatory requirements, take advantage of technological advancements, and ensure the integrity of NBC's infrastructure. The projects, schedules, and costs that are included in the CIP have been developed through a planning process involving NBC's engineering and construction staff, which also incorporates the needs identified through NBC's asset management program. These capital improvements represent expenditures of more than \$250,000 and are for new facilities as well as the repair and replacement of existing infrastructure. The CIP is a planning document and in addition to the depiction of costs for fiscal year 2010, the CIP shows programmed expenditures for fiscal years 2011-2015.

Capital Improvement Program Overview

This year's CIP identifies a total of 47 projects totaling approximately \$486 million that are either in progress, to be initiated, or to be completed during the fiscal years of 2010-2015. Of that total, approximately \$55 million of the programmed expenditures are in FY 2010 and approximately \$432 million are to be spent over the five-year period of FY 2011-2015.

The following table summarizes the CIP expenditures by cost category. At \$105 million, fiscal year 2012 has the largest amount of programmed expenditures during the six-year period. These costs are primarily related to the construction of Nitrogen Removal Facilities at the Field's Point Wastewater Treatment Facility (Field's Point) and construction of the CSO Phase II Facilities.

FY 2010-2015 CIP Costs by Category (In thousands)

Cost Category	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total FY 2011-2015	Total Costs 2010-2015
Administrative	\$ 2,944	\$ 3,496	\$ 3,953	\$ 3,766	\$ 3,558	\$ 1,286	\$ 16,058	\$ 19,002
Land	4,043	4,247	880	600	-	500	6,227	10,269
A/E Professional	9,847	5,169	5,645	6,282	6,266	1,867	25,230	35,077
Construction	31,672	84,115	91,690	89,093	51,411	18,040	334,350	366,022
Contingency	3,380	1,021	2,469	191	9,661	28,095	41,437	44,817
Other	2,682	323	241	2,686	4,875	238	8,363	11,045
Total Project Costs	\$ 54,567	\$ 98,371	\$ 104,878	\$ 102,618	\$ 75,771	\$ 50,027	\$ 431,665	\$ 486,232

Capital Improvement Program Assumptions

The CIP is a planning document and NBC's 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, once they become available.
- The CIP does not include the operating capital outlay expenses such as plant and equipment replacement required on an annual basis. These expenses are identified in NBC's annual operating budget and are outlined in the five-year Operating Capital Outlay 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 includes a 7% allowance for salary and fringe associated with project management, based on historical data.
- Financing costs and debt service associated with new debt for the CIP Program are not included in the CIP expenditures or the project cash flows. Financing costs are capitalized and amortized over the length of the debt payment schedule, and debt service is included as an expense in the annual operating budget.

Capital Improvement Program Development

Over the years, NBC has developed a comprehensive capital improvement planning process that incorporates program priorities, the permitting process, construction management availability, seasonal considerations, scheduling and other factors. The CIP drives NBC's long-term financing requirements, and therefore the particulars of each project are an essential component of NBC's financial plan. NBC's capital expenditures are expected to remain high over the next five years. The funding levels are primarily due to investments required to meet state and federal mandates for CSO abatement and biological nutrient reduction (BNR).

NBC's Project Managers begin the annual CIP process with the development of detailed justifications 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 also 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. A CIP Review Committee reviews the proposed capital project expenditures. Projects approved for inclusion in the CIP are subsequently analyzed to assess major program changes, overall capital funding needs, and the strength of the project's connection to the objectives in NBC's Strategic Plan.

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 fiscal years 2010-2015 are prioritized with an "A" ranking. These projects are primarily mandated or currently under construction and represent approximately \$420 million. In addition, 11% or approximately \$53 million of projects are identified with a "B" ranking, which includes projects imperative to ongoing NBC operations. Finally, 3%, or approximately \$13 million of the capital expenditures, are ranked as "C", for projects which are important but not critical to ongoing operations. The following table outlines the programmed expenditures according to each one of the three priority rankings.

Estimated Costs by Project Priority (In thousands)

Project Priority	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Costs FY 2010-2015	Ranking Percentage
A	\$ 40,950	\$ 72,768	\$ 93,698	\$ 96,966	\$ 70,771	\$ 45,027	\$ 420,179	86%
B	10,291	21,031	10,787	3,320	2,563	5,000	52,991	11%
C	3,326	4,572	394	2,333	2,437	-	13,062	3%
Total Project Costs	\$ 54,567	\$ 98,371	\$ 104,878	\$ 102,618	\$ 75,771	\$ 50,027	\$ 486,232	100%

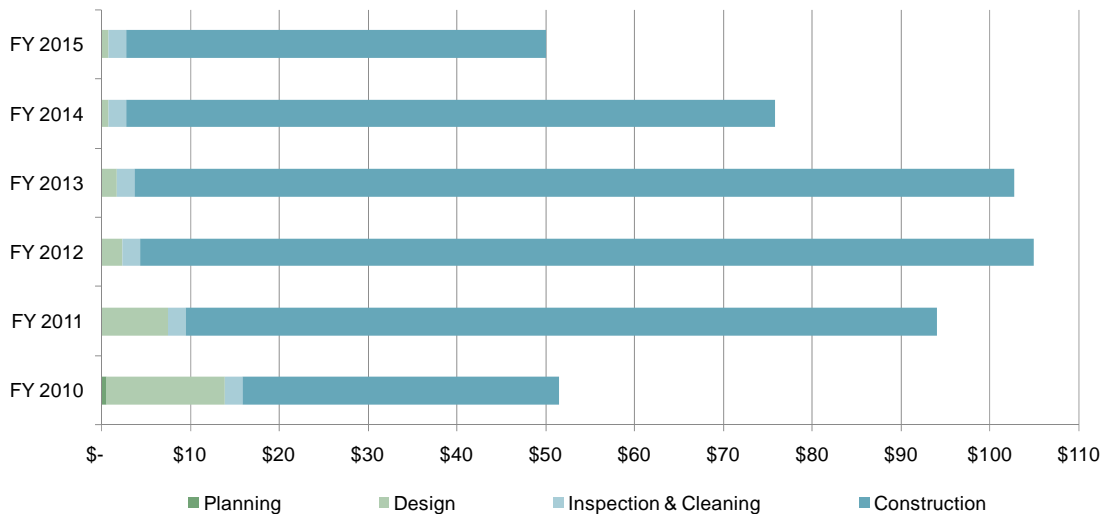
Capital Expenditure by Phase

To facilitate project management, NBC's large construction projects are delineated by phases, beginning with planning, 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 permits. Construction is the phase when facility improvements and infrastructure rehabilitation are actually completed. The CIP also includes programmed capital projects which are not broken down into phases, since they deal with the non-routine inspection, cleaning, and repair of NBC's miles of interceptors, and other special studies.

The following graph illustrates the programmed capital expenditures according to the project phase. The construction phase has the largest amount of expenditures during FY 2010-2015, with approximately 92% or \$447 million of the total expenditures. Design is the second largest phase with \$27 million or 5% of the capital expenditures. Finally, the inspection and cleaning and planning phase expenditures are approximately 3%.

Expenditures by Project Phase

**Project Cost by Year and Phase
(in millions)**

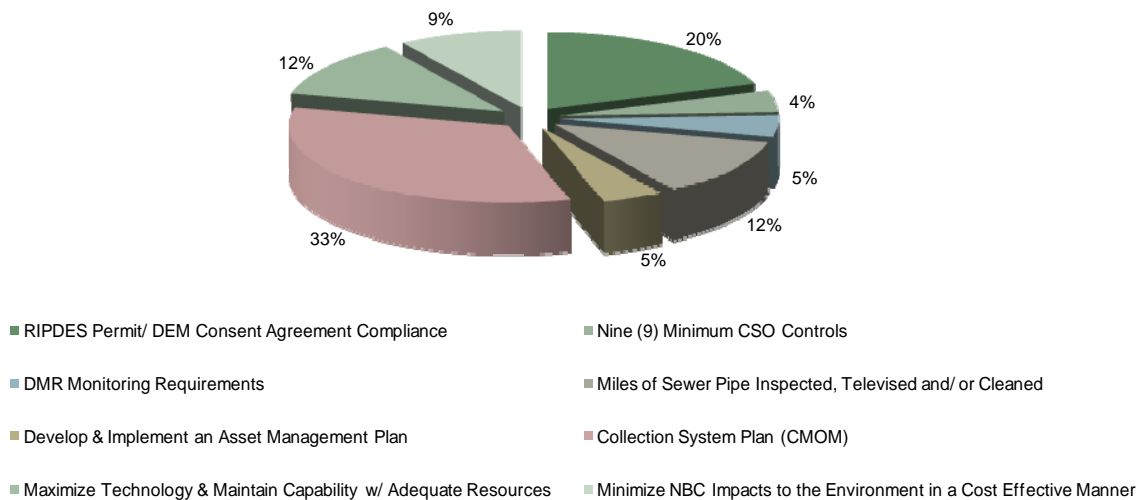


Capital Projects by Strategic Objective

NBC evaluates capital expenditures according to their strategic importance. As part of the CIP development process, Project Managers align each project with the specific strategic goal or goals that the project will address. Projects may be aligned with more than one objective as the project may be intended for multiple purposes.

Of the total number of CIP projects, 33% are related to the Collection System Objective which relates to capacity management as well as the operation and maintenance of NBC's collection and treatment system. In addition, 20% of the projects are aligned with the RIPDES Permit/ DEM Consent Agreement Compliance Objective, which includes projects needed to meet legal requirements, and 12% of the projects are aligned to the Miles of Sewer Pipe Inspected, Televised and/or Cleaned Objective. The following chart illustrates the percentage of projects aligned with each Strategic Objective.

Number of Capital Projects by Strategic Objective



Capital Improvement Program Project Cost Allocation

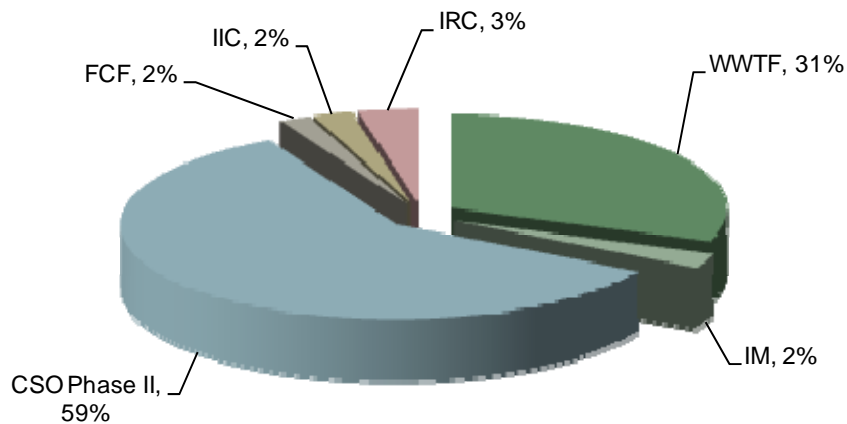
NBC classifies the capital expenditures by categorizing each capital project into one of eight functional areas, according to the scope and tasks involved within each capital project. The eight functional areas are described in the table on the following page.

Allocation of Projects by Functional Area

Functional Area	Definition
Wastewater Treatment Facility Improvements (WWTF)	Projects related to improvements at the NBC's Wastewater Treatment Facilities, including the Nitrogen Removal Facilities.
Infrastructure Management (IM)	This area includes Asset Management, Water Quality Monitoring, System-wide Facilities Planning, and Interceptor Easements.
Combined Sewer Overflow Phase II (CSO Phase II)	Projects related to the CSO Abatement Phase II Facilities.
Sewer System Improvements (SSI)	Projects related to pump 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.

The following graph shows the allocation of capital expenditures according to the functional area classification. Of the approximately \$432 million in capital expenditures scheduled over the five-year period of FY 2011-2015, \$256 million, or 59%, is for Phase II of the CSO Abatement Project. In addition, 31% or \$132 million is for Wastewater Treatment Facility Improvements, of which \$106 million will be spent on the nitrogen removal facilities at both Field's Point and Bucklin Point. Finally, 3% or \$15 million is for Interceptor Repair and Construction.

CIP Costs by Functional Area



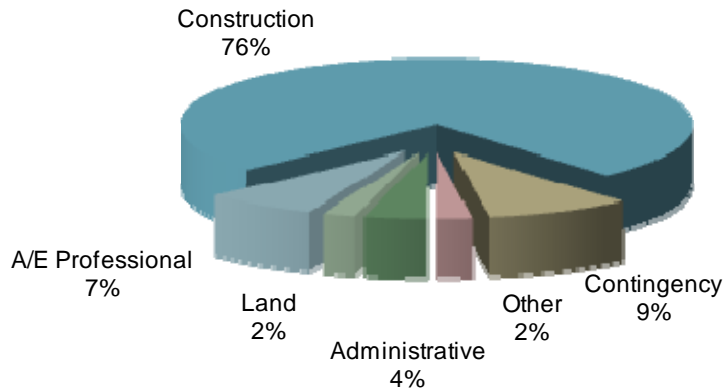
The following table shows a comparison of the capital expenditure costs by functional area on a year-to-year basis. It should be noted that much of the charge from year-to-year is due to the revised timeframe of the five year program. The programmed expenditures for the CSO Phase II Facilities are 56% or \$92 million higher than last year's CIP based on the completion of preliminary design. The

remaining functional areas show decreases from the prior year CIP, with the most significant decline reflecting the completion of the CSO Phase I Facilities. Overall, there is an increase of 21% in programmed expenditures for the current five-year period of FY 2011-2015 as compared to last year's five year CIP window.

Change by Functional Area (In thousands)			
Functional Area	Prior Year CIP (FY 2010-2014)	Current Year CIP (FY 2011-2015)	% Change
Wastewater Treatment Facility Improvements	\$ 138,141	\$ 131,839	-5%
Infrastructure Management	12,231	10,554	-14%
CSO Phase I Facilities	5,420	-	-100%
CSO Phase II Facilities	163,918	255,901	56%
Sewer System Improvements	3,178	558	-82%
Floatables Control Facilities	7,816	7,813	0%
CSO Interceptor Inspection and Cleaning	10,000	10,000	0%
CSO Interceptor Repair and Construction	15,000	15,000	0%
Total	\$ 355,704	\$ 431,665	21%

For planning purposes, the programmed expenditures within each project are classified into cost categories. Cost categories include the Administrative category, which includes NBC labor costs as well as police, legal, and advertising expenses. The Land category includes costs for easements, as well as land acquisition. The Architectural/Engineering (A/E) Professional cost category is comprised of the architectural and engineering services generally related to planning or design. The Construction cost category reflects contractor and construction management costs. Lastly, the Contingency cost category includes an allowance for construction cost increases based upon industry experience related to construction cost factors. As is shown in the following chart, construction costs, represent \$366 million, or approximately 76% of the total costs. Architectural and Engineering services represent approximately 7% or \$35 million of the costs during this same period.

CIP Costs by Type of Activity



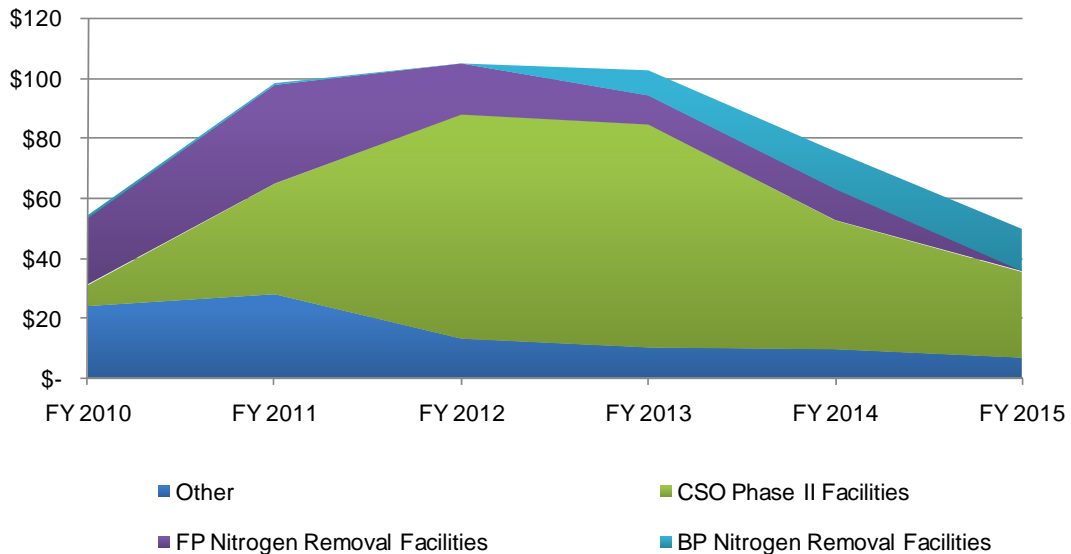
Significant Capital Improvement Projects

This year's CIP reflects costs for three major initiatives: the design and construction of the CSO Phase II Facilities and the nutrient removal facilities at both Field's Point and Bucklin Point. Costs for these three projects during the six-year period total \$393 million, or more than 80% of the CIP. Construction of the Field's Point nutrient removal facilities is scheduled to begin in FY 2010, the CSO Phase II Facilities in FY 2011 and the Bucklin Point nutrient removal facilities in FY 2013. NBC's investment in its other infrastructure projects is anticipated to remain fairly level in the near future as part of NBC's commitment to maintain infrastructure. The following table and graph show the programmed expenditures for NBC's major initiatives and other smaller projects included in this CIP over the next six years.

Expenditures by Major Initiative (In thousands)

Project	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Total Costs FY 2010 - 2015	Percentage of Six-Year Costs
CSO Phase II Facilities	\$ 6,941	\$ 36,585	\$ 74,305	\$ 73,930	\$ 42,648	\$ 28,433	\$ 262,841	54%
FP Nitrogen Removal Facilities	22,311	32,921	17,050	9,726	10,629	375	93,011	19%
BP Nitrogen Removal Facilities	1,047	673	47	8,411	12,522	14,042	36,742	8%
Other	24,268	28,192	13,476	10,551	9,972	7,178	93,638	19%
Total	\$ 54,567	\$ 98,371	\$ 104,878	\$ 102,618	\$ 75,771	\$ 50,027	\$ 486,232	100%

Expenditures by Major Initiative (Millions of \$)



Project 303: CSO Phase II Facilities

The CSO Phase II Facilities are the second phase of the three phase federally mandated CSO Abatement Program. To comply with the Consent Agreement between NBC and the Rhode Island Department of Environmental Management (RIDEM), NBC completed preliminary design and submitted the plans to RIDEM for review and approval on August 29, 2008. Concurrently, NBC initiated final design to ensure compliance with the submittal deadline for final design. NBC is required to submit the final design within one year of preliminary design approval by RIDEM. The current project schedule is consistent with the schedule set forth in the Consent Agreement.

The CSO Phase II Facilities consist of the construction of two interceptors to be located along the Seekonk and Woonasquatucket Rivers. These two interceptors will eliminate the discharge from the CSOs during wet weather events for most storms, and convey the flows to the CSO Tunnel constructed as part of Phase I.

Right: A photograph of India Point Park in Providence. The Seekonk Combined Sewer Overflow Interceptor (SCSOI) will run through the park beside the Providence River, and divert flows now discharged from CSOs to the CSO Tunnel built under Phase I.



The Woonasquatucket Interceptor will be 19,150 feet long and the Seekonk Interceptor will be approximately 8,000 feet long. This project also includes two sewer separation projects in Providence; each of these systems will separate the sanitary flow from the stormwater flow. Also included is a constructed wetlands treatment facility in Central Falls. This facility will hold rainfall from small storms in a tank, which will be subsequently released into the constructed wetland.

Design of the CSO Phase II Facilities is approximately 60% complete. The estimated costs for Phase II are approximately \$256 million, or 59% of the total costs included in the five-year window of FY 2011-2015. The project cost was updated based on construction cost estimates prepared by the design engineers upon completion of preliminary design. These estimates are based on the Engineering News Record Cost Construction Index (CCI).

Nitrogen Removal at Field's Point and Bucklin Point

In accordance with terms of the Consent Agreement between NBC and RIDEM, NBC submitted the final design for the facilities at Field's Point on November 5, 2008. NBC received the Order of Approval from RIDEM in April 2009, to proceed with the construction of these facilities at Field's Point. At Bucklin Point, additional facilities and modifications are necessary for BNR compliance with the nitrogen limit of 5 mg/l as set forth in the Consent Agreement. NBC submitted the draft Facility Plan Amendment for these modifications to RIDEM on April 1, 2009.

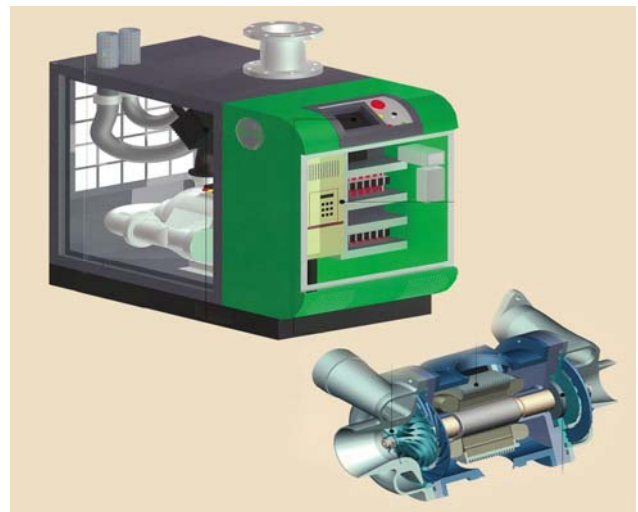
Field's Point

The construction cost estimate for the nitrogen removal facilities and related upgrades, is \$92 million, which is an increase of \$8.6 million over last year's CIP. The increase is a result of the completion of the final design for these facilities. These costs are reflected under Project 109.

As part of this project, significant structural and mechanical changes must be made to the existing aeration basins. 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, a process known as Integrated Fixed Film Activated Sludge (IFAS). Biofilm growth on the media effectively increases the aeration tank volume. An intermediate wastewater screening process is required to protect the media.

Several major additions and modifications are required in order to support the IFAS process, and attain the mandated nitrification / denitrification limits. The addition of turbo blowers will provide the necessary aeration into the aerobic zones. The existing screw pumps will be replaced and new piping will be installed to improve the distribution of the return activated sludge (RAS). Installation of a chemical pumping system will provide the supplemental chemicals necessary for the nitrification / denitrification process. In addition, upgrades will be made to the current electrical service to provide additional power.

Right: A schematic of the new turbo blowers. The blowers use an energy efficient jet engine technology which will provide the fresh air necessary for the nitrification process to occur.



A new Operations Building will be constructed at Field's Point and will house the new computer control systems for BNR, the Tunnel Pump Station, the Ernest Street Pumping Station and wastewater operations at the Field's Point Treatment Plant. A new Human Machine Interface (HMI) application will be provided to facilitate the monitoring and automatic control of the instrumentation and equipment for

the continuous treatment processes. These facilities operate 24 hours per day, 7 days per week, and 365 days per year. The new software will maximize NBC's efficiency.

Right: An architectural drawing of the proposed Operations Building at Field's Point, to be constructed under the nitrogen removal project.



Bucklin Point

NBC has worked diligently to maximize the efficiency of the current nitrogen removal facilities at Bucklin Point. NBC has made considerable progress in reducing effluent nitrogen loading; however, the current facilities are designed to achieve a limit of 8 mg/l. The current permit limit effective August 1, 2005, sets a seasonal total nitrogen limit of 5mg/l from May to October. Additional facilities and modifications are required to achieve compliance with the limit as set forth in the Consent Agreement.

Project 809 reflects the \$35 million pre-design construction estimate for new and upgraded facilities at Bucklin Point. The scope of the project includes further portioning of the existing tanks, which will provide the area for one additional anoxic zone and one additional aerobic zone. A number of existing process operations will also be upgraded. Improvements will also be made to existing tanks to accommodate the volume of excess flow prior to diverting it to the plant for treatment. In addition, a chemical pumping system will be added, for the additional chemical requirements.

Other Capital Projects

Project 115: Asset Management

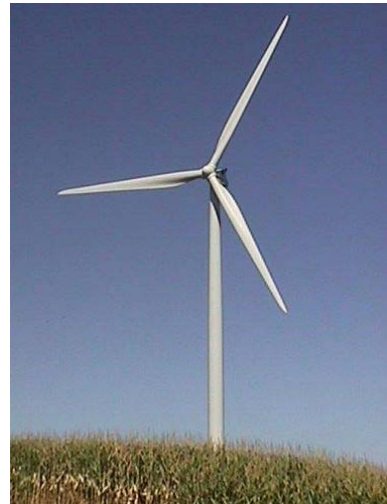
NBC is in the final stage of development of Phase IV of its Asset Management Program. This program has provided NBC with the pertinent data to manage its infrastructure and assist in the planning of capital expenditures. NBC is committed to maximizing the operational life of its collection and treatment facilities through proper maintenance.

This phase completes the asset management registry for NBC's Field's Point, Bucklin Point and Interceptor Maintenance Sections. This phase also includes the final integration of both NBC's Geographic Information System and the web based maintenance management computer software. In addition, program training and procedural manuals will be finalized. The estimated project costs are \$2.3 million.

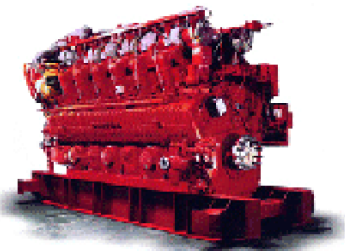
Renewable Energy / Green Technologies

A renewable energy source may be considered a green technology or “green” if no greenhouse gasses are produced or if it does not otherwise adversely impact the environment or compromise the ability for future generations to meet their own needs. NBC currently has three projects that meet this criterion.

NBC’s Wind Turbine energy project at Field’s Point will convert wind energy into electricity using two Mega-Watt (MW) turbines. This project is expected to generate clean sustainable energy for use on site within the facility wastewater treatment operations. In addition to reducing greenhouse gas emissions, the wind turbines will help to stabilize energy related operating costs. The project is expected to cost approximately \$5.7 million.



At Bucklin Point, NBC will convert the methane biogas generated within the biosolids anaerobic digestion tanks, as seen in the photo to the left, using a reciprocating engine, shown right, to generate electricity. While the use of bio-fuel does emit green-house gas, it is an environmentally superior alternative than the burning the biogas to generate electricity. Estimated project costs are approximately \$2.2 million.



Finally, Flow Control efficiencies will be employed to control the rate of the flow entering the Field’s Point WWTF and maximize energy efficiency. Four variable frequency drives will be installed on existing pumps to coordinate the flows from both the Ernest Street Pump Station and the Tunnel Pump Station. In addition, the generator at the Ernest Street Pump Station will be connected to Field’s Point, in order to provide the treatment power capabilities during a power outage, ensuring NBC maintains the necessary processes to treat incoming flow. The generator will also provide the electricity to pump flow from the pump station when the electrical demand becomes greater than the supply. The system is projected to cost approximately \$1.7 million.

Capital Improvement Program Changes

Completed Projects

NBC's CSO Phase I Facilities became fully operational on October 31, 2008. The Phase I Facilities represent a historical achievement in improving water quality in and around the greater Providence metropolitan area and the upper Narragansett Bay. These facilities were designed to reduce the discharge of sewage from the combined sewer overflows during and after wet weather events. In the first six months of operation, these facilities captured and pumped approximately 600 million gallons of flow to Field's Point for treatment. The following chart illustrates the costs associated with the CSO Phase I project, including those awaiting final payment.



This CIP also shows NBC's continued commitment 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 14 projects completed last year, the majority was for interceptor inspection, cleaning, and repair. These projects allow 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 the rehabilitation of its Washington Highway and Omega Pump Stations. These facilities were at the end of their useful life, and since they transfer the wastewater to the plant for treatment, are imperative to ongoing operations. The following table summarizes the completed projects and their total costs.

Completed Projects

Project #	Project Description	Total Cost (In thousands)
<u>Wastewater Treatment Facility Improvements</u>		
11600C	Field's Point WWTF Air Piping Improvements	\$ 1,299
11900P	Regulatory Compliance Building - Planning	391
12000P	BPWWTF - Biogas Microturbines - Planning	50
12100P	FPWWTF - Wind Turbine - Planning	39
9070000	Lab Building Repairs	180
Subtotal - Wastewater Treatment Facility Improvements		1,959
<u>Infrastructure Management</u>		
30410D	NBC System-Wide Facilities Plan - Design	224
Subtotal - Infrastructure Management		224
<u>Phase I CSO Facilities</u>		
30213C	Phase I CSO Facilities - Regulator Modifications	2,084
Subtotal - Phase I CSO Facilities		2,084
<u>Sewer System Improvement</u>		
70400D	Rehab. of Washington Highway and Omega Pump Stations - D	958
70400C	Rehab. of Washington Highway and Omega Pump Stations - C	6,120
Subtotal - Sewer System Improvement		7,078
<u>CSO Interceptor Inspection and Cleaning</u>		
30431M	Allens Ave. Interceptor and Siphons Inspection and Cleaning	135
30434M	Seekonk River Interceptor Inspection and Cleaning	379
30445M	Blackstone Valley Interceptor Inspection and Cleaning	81
Subtotal - CSO Interceptor Inspection and Cleaning		595
<u>CSO Interceptor Repair and Construction</u>		
30409C	Burrington Street and Grotto Brook Sewer Repairs Construction	3,135
30449C	NBC Sewer Repair Project No. 1	563
Subtotal - CSO Interceptor Repair and Construction		3,698
Total Completed Projects		\$ 15,637



Above: The OF 023 tidegate repair located on Pitman Street, in Providence. The existing tidegate was replaced to prevent the flow from the Seekonk River from entering the sewer system, shown left. As can be seen on the right, a new screening structure was installed to prevent floatables from entering the river during CSO events.

Program Changes

During the past year, NBC has completed a number of interceptor easement studies and facilities planning capacity analyses within NBC's service area. As a result, NBC has made some changes to the project numbering in this year's CIP which will enhance NBC's ability to track costs by area. Project 30500 is a placeholder for the easement projects and Project 30700 is a placeholder for facilities planning. When a new study or analysis is conducted in the service area, a unique project number will be identified and the funds will be reallocated from the placeholder.

New Projects

The FY 2011-2015 CIP identifies four new projects. NBC's engineers have identified a new project to increase efficiencies through the regulation of flows from the Ernest Street Pump Station. Two other new projects are the Johnston Facilities Plan and the System-Wide Facilities Plan for North Providence. Finally, a new interceptor lining and repair project has been identified for various areas in South Providence. The projects and estimated costs are outlined in the following table.

<u>Project #</u>	<u>Project Description</u>	<u>Estimated Cost (In thousands)</u>
New Projects:		
12200C	FPWWTF - Flow Control Efficiencies	\$ 1,740
30460P	Johnston Facilities Plan	600
30461P	System Wide Facilities Plan - North Providence	346
30452C	Improvements to NBC Interceptors FY 2009	4,307
Total New Projects		\$ 6,993

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, as well as the Revenue Stability Fund.
- 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 Ten Supplemental Indentures.

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Capital Projects

Capital Project Cost Summary

Project Number	Project Name	Project Priority	Pre-Fiscal Year 2010	Fiscal Year 2010	Fiscal Years 2011 - 2015	Post-Fiscal Year 2015	Total Estimated Project Cost
<u>Wastewater Treatment Facility Improvements</u>							
10901D	FPWWTF - Nitrogen Removal Facilities - Design	A	\$ 4,573	\$ 1,891	\$ -	\$ -	\$ 6,464
10901C	FPWWTF - Nitrogen Removal Facilities - Construction BP Code Upgrades, NBC Disaster Recovery and FP Security	A	391	20,421	70,700	-	91,512
11700BP	Regulatory Compliance Building - Design	A	2,997	50	-	-	3,047
11900D	Regulatory Compliance Building - Construction	B	403	2,029	-	-	2,432
11900C	Regulatory Compliance Building - Construction	B	-	132	20,980	-	21,112
12000D	BPWWTF - Biogas Microturbines - Design	C	15	175	-	-	190
12000C	BPWWTF - Biogas Microturbines - Construction	C	-	1,567	358	-	1,925
12100C	BPWWTF - Wind Turbine - Construction	C	31	1,584	4,083	-	5,698
12200C	FPWWTF - Flow Control Efficiencies	B	13	1,704	24	-	1,740
80900P	BPWWTF - Nitrogen Removal Facilities - Planning	A	255	10	-	-	265
80900D	BPWWTF - Nitrogen Removal Facilities - Design	A	-	1,037	683	-	1,720
80900C	BPWWTF - Nitrogen Removal Facilities - Construction	A	-	-	35,012	-	35,012
Subtotal - Wastewater Treatment Facility Improvements			\$ 8,679	\$ 30,598	\$ 131,839	\$ -	\$ 171,117
<u>Infrastructure Management</u>							
1100000	Site Specific Study	A	\$ 211	\$ -	\$ 246	\$ -	\$ 457
1140100	River Model Development	B	230	148	-	-	378
11500D	Asset Management	A	1,734	625	-	-	2,359
3022100	CSO Flow and Water Quality Monitoring	A	1,973	518	-	-	2,491
30221P	Hydraulic Systems Modeling	B	75	94	48	-	217
30700	NBC System-wide Facilities Planning	B	-	6	1,421	-	1,427
30460P	Johnston Facilities Plan	A	433	167	-	-	600
30461P	System Wide Facilities Plan - North Providence	A	7	339	-	-	346
30500D	NBC Interceptor Easements - Design	A	-	1	4,745	-	4,746
30500C	NBC Interceptor Easements - Construction	A	-	-	2,996	674	3,670
30438D	Interceptor Easements - Design	A	713	305	369	-	1,386
30438C	Interceptor Easements - Construction	A	-	612	730	-	1,342
Subtotal - Infrastructure Management			\$ 5,376	\$ 2,815	\$ 10,554	\$ 674	\$ 19,419
<u>Phase I CSO Facilities</u>							
30203RS	Phase I CSO Facilities - Program and Construction Management	A	\$ 35,467	\$ 503	\$ -	\$ -	\$ 35,970
30214C	Phase I CSO Facilities - Tunnel Pump Station Fitout and Startup & Overflow 067	A	55,910	2,935	-	-	58,846
CSO Admin	CSO Construction Staff/Police Detail/Legal Costs	A	3,929	53	-	-	3,982
Subtotal - Phase I CSO Facilities			\$ 95,306	\$ 3,491	\$ -	\$ -	\$ 98,797
<u>Phase II CSO Facilities</u>							
30301D	Phase II CSO Facilities - Design	A	\$ 6,548	\$ 6,529	\$ 4,075	\$ -	\$ 17,152
30301C	Phase II CSO Facilities - Construction	A	-	412	251,826	-	252,238
Subtotal - Phase II CSO Facilities			\$ 6,548	\$ 6,941	\$ 255,901	\$ -	\$ 269,390

Capital Project Cost Summary

Project Number	Project Name	Project Priority	Pre-Fiscal Year 2010	Fiscal Year 2010	Fiscal Years 2011 - 2015	Post-Fiscal Year 2015	Total Estimated Project Cost
<u>Sewer System Improvements</u>							
70500D	Central Avenue Pump Station - Design	B	\$ 164	\$ 9	\$ -	\$ -	\$ 174
70500C	Central Avenue Pump Station - Construction	B	6	607	374	-	987
70600C	Omega Pump Station Rack Room - Construction	B	2	588	178	-	768
70700C	Lincoln Septage Station - Lakeside Unit Replacement	B	18	588	6	-	612
Subtotal - Sewer System Improvements			\$ 190	\$ 1,793	\$ 558	\$ -	\$ 2,541
<u>Floatables Control Facilities</u>							
30600D	Floatables Control Facilities - Design	A	\$ 5	\$ -	\$ 1,245	\$ -	\$ 1,250
30600C	Floatables Control Facilities - Construction	A	-	-	6,568	-	6,568
Subtotal - Floatables Control Facilities			\$ 5	\$ -	\$ 7,813	\$ -	\$ 7,818
<u>CSO Interceptor Inspection and Cleaning</u>							
30400M	Inspection & Cleaning of CSO Interceptors Pleasant Valley Parkway Interceptor Inspection and Cleaning	B	\$ 1,882	\$ 1,234	\$ 10,000	\$ 2,000	\$ 15,116
30419M	Woonasquatucket Interceptor along Route 10 Inspection and Cleaning	B	41	241	-	-	282
30430M	Woonasquatucket Interceptor Inspection and Cleaning	B	-	310	-	-	310
30433M	Woonasquatucket Interceptor Inspection and Cleaning	B	77	50	-	-	127
30435M	East Providence Interceptor Inspection and Cleaning	B	-	165	-	-	165
Subtotal - CSO Interceptor Inspection and Cleaning			\$ 2,000	\$ 2,000	\$ 10,000	\$ 2,000	\$ 16,000
<u>CSO Interceptor Repair and Construction</u>							
30400C	Repair and Construction of CSO Interceptors	B	\$ -	\$ -	\$ 9,670	\$ 3,000	\$ 12,670
30417C	Construction	A	951	24	-	-	975
30421D	Louisquissett Pike Interceptor Replacement- Design	B	238	3	-	-	241
30421C	Louisquissett Pike Interceptor Replacement- Construction	B	-	2,382	-	-	2,382
30444D	Moshassuck Valley Interceptor - Design	C	-	-	523	-	523
30444C	Moshassuck Valley Interceptor - Construction	C	-	-	4,772	-	4,772
30451C	Improvements to NBC Interceptors FY 2008	A	1,943	289	-	-	2,232
30452C	Improvements to NBC Interceptors FY 2009	A	41	4,231	35	-	4,307
Subtotal - CSO Interceptor Repair and Construction			\$ 3,173	\$ 6,929	\$ 15,000	\$ 3,000	\$ 28,102
Total Capital Improvement Program			\$ 121,277	\$ 54,567	\$ 431,665	\$ 5,674	\$ 613,183

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

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10901 FPWWTF - Nitrogen Removal Facilities

The RIPDES permit for Field's Point requires a nitrogen limit of 5mg/l, from May to October. This project will modify the existing aeration basins to accommodate an Integrated Fixed Film Media process. The construction cost estimate has been revised from last year's CIP based on the costs developed in final design. The estimate for the increase in utility, chemical and maintenance costs associated with the operation of the new nitrogen removal facilities is approximately \$1.7 million for the first full year of operation. The subsequent years have a projected 5% increase in operating costs.



Photo: Aerial view of the FPWWTF

Project Overview:

Location: Field's Point WWTF (Providence, RI)
 Contractor(s): SEA Consultants
 Project Manager: Rich Bernier, P.E.
 Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	April-01	May-07	75 Months	\$872
Design	February-07	October-09	33 Months	6,464
Construction	March-09	August-14	65 Months	91,512
Total Project	April-01	August-14	162 Months	\$98,847

Projected Expenditures - 10901P

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 392	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 392
A/E Professional	413	-	-	-	-	-	-	-	413
Other	67	-	-	-	-	-	-	-	67
Total Project Costs	\$ 872	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 872

Projected Expenditures - 10901D

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 488	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 548
Land	20	1,381	-	-	-	-	-	-	1,400
A/E Professional	3,994	450	-	-	-	-	-	-	4,444
Other	72	-	-	-	-	-	-	-	72
Total Project Costs	\$ 4,573	\$ 1,891	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,464

Projected Expenditures - 10901C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 166	\$ 604	\$ 624	\$ 624	\$ 528	\$ 82	\$ -	\$ -	\$ 2,627
Land	-	-	-	-	-	-	-	-	-
A/E Professional	200	1,103	922	900	591	484	-	-	4,200
Construction	-	18,108	31,321	15,526	8,607	1,063	375	-	75,000
Contingency	-	-	-	-	-	9,000	-	-	9,000
Other	25	606	54	-	-	-	-	-	685
Total Project Costs	\$ 391	\$ 20,421	\$ 32,921	\$ 17,050	\$ 9,726	\$ 10,629	\$ 375	\$ -	\$ 91,512

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

Project 11700BP included improvements at both the Bucklin Point and Field's Point Wastewater Treatment Facilities. The Administration Building at Bucklin Point which was built in the 1950s, was in need of improvements to satisfy code requirements, remove asbestos, provide critical computer back-up for the Commission to remain operational in the event of a disaster to the primary facilities, as well as other general renovations. Additionally, the roofs at the Service Building were well over 20 years old and needed replacement. At Field's Point, a card admittance security system was installed in the remote buildings.



Photo: Bucklin Point Laboratory renovation

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	August-07	October-09	26 Months	\$3,047
Total Project	August-07	October-09	26 Months	\$3,047

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 11700BP

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 242	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 243
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	2,735	49	-	-	-	-	-	-	2,785
Contingency	5	-	-	-	-	-	-	-	5
Other	15	-	-	-	-	-	-	-	15
Total Project Costs	\$ 2,997	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,047

11900

NBC Regulatory Compliance Building and Related Upgrades

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 35,000 square feet and will be located on Service Road in Providence. This project also includes related site demolition, site access and security.



Photo: An architect's rendering of the Regulatory Compliance Building

Project Overview:

Location: Service Road (Providence, RI)

Contractor(s): N/A

Project Manager: Mark Thomas, P.E.

Project Priority: B

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	September-08	June-09	9 Months	391
Design	May-09	February-10	9 Months	\$2,432
Construction	March-10	July-12	28 Months	\$21,112
Total Project	September-08	July-12	47 Months	\$23,934

Projected Expenditures - 11900P

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 189	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 189
A/E Professional	199	-	-	-	-	-	-	-	199
Other	3	-	-	-	-	-	-	-	3
Total Project Costs	\$ 391	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 391

Projected Expenditures - 11900D

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 21	\$ 101	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 122
Land	250	1,250	-	-	-	-	-	-	1,500
A/E Professional	130	670	-	-	-	-	-	-	800
Other	2	8	-	-	-	-	-	-	10
Total Project Costs	\$ 403	\$ 2,029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,432

Projected Expenditures - 11900C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ 102	\$ 470	\$ 69	\$ 1	\$ -	\$ -	\$ -	\$ 642
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	25	275	-	-	-	-	-	300
Construction	-	-	14,300	3,500	200	-	-	-	18,000
Contingency	-	-	-	2,160	-	-	-	-	2,160
Other	-	5	5	-	-	-	-	-	10
Total Project Costs	\$ -	\$ 132	\$ 15,050	\$ 5,729	\$ 201	\$ -	\$ -	\$ -	\$ 21,112

12000 BPWWTF Biogas Microturbines

NBC is investigating the feasibility of converting methane biogas generated within the biosolids anaerobic digestion tanks at the Bucklin Point WWTF into electricity, using a reciprocating engine. Preliminary studies anticipate that this system could produce significant electrical cost savings at Bucklin Point.



Photo: A Caterpillar reciprocating engine

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	June-07	March-09	22 Months	50
Design	April-09	January-10	10 Months	\$190
Construction	February-10	November-10	10 Months	\$1,925
Total Project	June-07	November-10	43 Months	\$2,165

Projected Expenditures - 12000P

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25
A/E Professional	25	-	-	-	-	-	-	-	25
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50

Projected Expenditures - 12000D

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 9	\$ 21	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	150	-	-	-	-	-	-	150
Other	6	4	-	-	-	-	-	-	10
Total Project Costs	\$ 15	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 190

Projected Expenditures - 12000C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ 28	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	50	-	-	-	-	-	-	50
Construction	-	75	358	-	-	-	-	-	433
Contingency	-	198	-	-	-	-	-	-	198
Other	-	1,216	-	-	-	-	-	-	1,216
Total Project Costs	\$ -	\$ 1,567	\$ 358	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,925

12100 FPWWTF Wind Turbine

NBC has investigated the feasibility of converting wind energy into electricity using two Mega-Watt (MW) Class Wind Turbines at the Field's Point WWTF. Preliminary studies indicated that the turbine would result in decreased electricity costs. Currently NBC is determining the scale and number of turbines. Once this information is evaluated, NBC will be able to estimate the electricity savings. The design phase has been incorporated into the construction phase, since the wind turbines will be pre-built and then assembled on site.



Photo: A rendering of the wind turbines from across Narragansett Bay

Project Overview:

Location: Field's Point WWTF (Providence, RI)
 Contractor(s): N/A
 Project Manager: Rich Bernier, P.E.
 Project Priority: C

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	December-06	June-09	31 Months	39
Design	N/A	N/A	N/A	N/A
Construction	April-09	August-11	16 Months	\$5,698
Total Project	December-06	August-11	45 Months	\$5,737

Projected Expenditures - 12100P

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13
A/E Professional	-	-	-	-	-	-	-	-	-
Other	26	-	-	-	-	-	-	-	26
Total Project Costs	\$ 39	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12100C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 31	\$ 28	\$ 19	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 78
Land	-	1	-	-	-	-	-	-	1
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	1,555	3,437	25	-	-	-	-	5,017
Contingency	-	-	602	-	-	-	-	-	602
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 31	\$ 1,584	\$ 4,058	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ 5,698

12200C FPWWTF Flow Control Efficiencies

This project will add four Variable Frequency Drives (VFD) to existing constant speed pumps at the Ernest Street Pump Station. These VFDs will control the rate of flow entering the Field's Point WWTF and therefore maximize energy efficiency. This project will connect the existing Ernest Street Pump Station generator to the FPWWTF, in order to provide the treatment powering capabilities during power outages, ensuring NBC maintains the necessary processes to treat the incoming flow.



Photo: A schematic of a variable frequency drive unit

Project Overview:

Location: Providence, RI
 Contractor(s): N/A
 Project Manager: Rich Bernier, P.E.
 Project Priority: B

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	June-09	November-10	17 Months	\$1,740
Total Project	June-09	November-10	17 Months	\$1,740

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12200C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 11	\$ 39	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 54
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	1,480	20	-	-	-	-	-	1,500
Contingency	-	180	-	-	-	-	-	-	180
Other	2	5	-	-	-	-	-	-	6
Total Project Costs	\$ 13	\$ 1,704	\$ 24	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,740

80900 BPWWTF Nitrogen Removal Facilities

Although NBC's facilities at Bucklin Point were designed to reach a nitrogen loading level of 8mg/l, NBC has made considerable progress reducing the loading below that level. However, the current RIDEM nitrogen limit for Bucklin Point is 5 mg/l. NBC's Draft Facilities Plan Amendment recommended upgrading the existing Biological Nutrient Removal (BNR) processes, as well as constructing additional facilities and modifications in order to achieve compliance with the Consent Agreement limit. This project is for the planning, design, and construction of these facilities.



Photo: Aerial view of the BPWWTF

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	July-07	September-09	26 Months	265
Design	October-09	November-11	25 Months	\$1,720
Construction	December-11	June-15	43 Months	\$35,012
Total Project	July-07	June-15	96 Months	\$36,997

Projected Expenditures - 80900P

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 54	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57
A/E Professional	197	7	-	-	-	-	-	-	204
Other	4	-	-	-	-	-	-	-	4
Total Project Costs	\$ 255	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 265

Projected Expenditures - 80900D

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ 58	\$ 42	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	979	621	-	-	-	-	-	1,600
Other	-	-	10	10	-	-	-	-	20
Total Project Costs	\$ -	\$ 1,037	\$ 673	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ 1,720

Projected Expenditures - 80900C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ 37	\$ 315	\$ 378	\$ 322	\$ -	\$ 1,052
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	96	144	120	-	360
Construction	-	-	-	-	8,000	12,000	10,000	-	30,000
Contingency	-	-	-	-	-	-	3,600	-	3,600
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ 37	\$ 8,411	\$ 12,522	\$ 14,042	\$ -	\$ 35,012

1100000 Site Specific Study

The Site Specific Study required by NBC's RIPDES permit was completed in FY 2003 and final results were submitted to RIDEM in FY 2004. This study characterized the level of dissolved and total metals in the receiving waters at both Field's Point and Bucklin Point. The data obtained from this study was used for project 1140100, as well as by NBC and RIDEM in the joint development of new discharge permits and consent agreements for both plants. RIDEM is currently developing new RIPDES permits for each WWTF. As a result, new studies may be required as part of the re-permitting process.



Photo: The RV Monitor, NBC's sampling vessel

Project Overview:

Location: Field's Point WWTF (Providence, RI)
 Contractor(s): Microinorganics, Inc.
 Project Manager: John Motta
 Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	November-01	June-11	118 Months	\$457
Construction	N/A	N/A	N/A	N/A
Total Project	November-01	June-11	118 Months	\$457

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1100000

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 16	\$ -	\$ 234	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250
Land	-	-	-	-	-	-	-	-	-
A/E Professional	163	-	6	-	-	-	-	-	169
Other	33	-	5	-	-	-	-	-	38
Total Project Costs	\$ 211	\$ -	\$ 246	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 457

Projected Expenditures - Construction

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

1140100 River Model Development

NBC has partnered with the University of Rhode Island (URI) Graduate School of Oceanography (GSO) to develop a Regional Ocean Management System (ROMS) model of circulation and transport within the Providence and Seekonk Rivers and Upper Narragansett Bay. The first phase of the model development is nearly complete. The second phase will 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 the Total Maximum Daily Load (TMDL) for nitrogen that can be discharged from NBC's two wastewater treatment facilities without violating water quality standards.



Photo: The Providence River, the northern most part of Narragansett Bay

Project Overview:

Location: Field's Point WWTF (Providence, RI)
 Contractor(s): University of RI, Graduate School of Oceanography
 Project Manager: Tom Brueckner, P.E.
 Project Priority: B

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	March-05	January-10	60 Months	\$378
Construction	N/A	N/A	N/A	N/A
Total Project	March-05	January-10	60 Months	\$378

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1140100

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 23	\$ 18	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41
Land	-	-	-	-	-	-	-	-	-
A/E Professional	161	20	-	-	-	-	-	-	181
Other	46	109	-	-	-	-	-	-	156
Total Project Costs	\$ 230	\$ 148	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 378

Projected Expenditures - Construction

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

11500 Asset Management System

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. The Asset Management System (AMS) will evaluate all of NBC's collection and treatment facilities. It will provide the pertinent data to establish methods of accounting for and linking inventory, and providing the conditions, service levels, useful life, and repair costs for planned capital improvements.



Photo: Replacing of final clarifier splitter box gates, built in the 1980's

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	June-04	June-05	13 Months	200
Design	July-05	June-10	61 Months	\$2,359
Construction	N/A	N/A	N/A	N/A
Total Project	June-04	June-10	74 Months	\$2,559

Projected Expenditures - 11500P

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 36	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36
A/E Professional	164	-	-	-	-	-	-	-	164
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200

Projected Expenditures - 11500D

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 406	\$ 194	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600
Land	-	-	-	-	-	-	-	-	-
A/E Professional	946	223	-	-	-	-	-	-	1,168
Other	383	208	-	-	-	-	-	-	591
Total Project Costs	\$ 1,734	\$ 625	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,359

Projected Expenditures - Construction

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

3022100 CSO Flow & Water Quality Monitoring

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



Photo: The Smith Street Permanent Meter Enclosure

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	August-01	June-10	109 Months	\$2,491
Construction	N/A	N/A	N/A	N/A
Total Project	August-01	June-10	109 Months	\$2,491

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 3022100

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 475	\$ 54	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 530
Land	-	-	-	-	-	-	-	-	-
A/E Professional	1,159	294	-	-	-	-	-	-	1,454
Other	338	169	-	-	-	-	-	-	508
Total Project Costs	\$ 1,973	\$ 518	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,491

Projected Expenditures - Construction

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30221P Hydraulic Systems Modeling

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

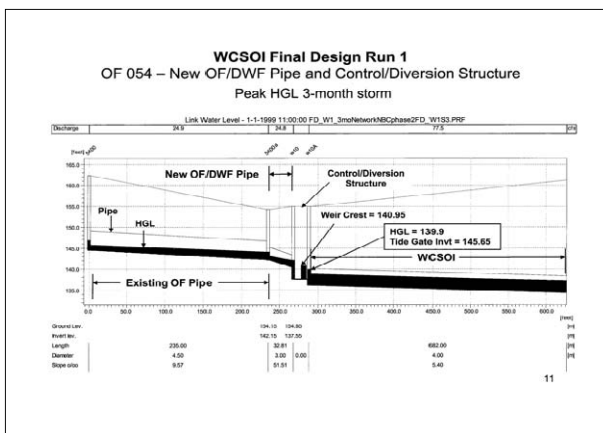


Photo: A graphic depicting the output from the WCSOI model

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
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
Total Project	June-06	October-10	53 Months	\$217

Projected Expenditures - 30221P

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 13	\$ 21	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46
A/E Professional	59	71	36	-	-	-	-	-	166
Other	2	3	-	-	-	-	-	-	5
Total Project Costs	\$ 75	\$ 94	\$ 48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 217

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30700 NBC System-wide Facilities Planning

NBC's interceptor sewers convey flow from local sewers in the district's eight cities and towns to the two NBC wastewater treatment facilities. Project 30700 will continue NBC's studies 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. As the evaluations begin for the remaining cities and towns, each will be given a unique project number and draw funding from Project 30700.

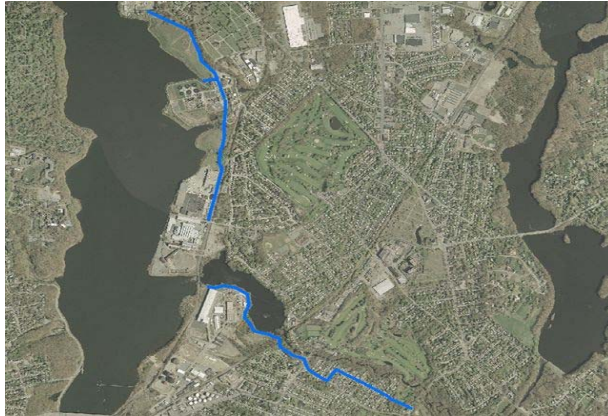


Photo: Proposed area for the East Providence capacity analysis

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	June-10	February-13	33 Months	\$1,427
Construction	N/A	N/A	N/A	N/A
Total Project	June-10	February-13	33 Months	\$1,427

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30700

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ 6	\$ 93	\$ 77	\$ 52	\$ -	\$ -	\$ -	\$ 228
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	450	349	400	-	-	-	1,199
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 6	\$ 543	\$ 427	\$ 452	\$ -	\$ -	\$ -	\$ 1,427

Projected Expenditures - Construction

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30460P Johnston Facilities Plan

This project is a continuation of the NBC's efforts to determine if there is adequate capacity, and if there is any excessive infiltration/ inflow (I/I) in its interceptors. The Johnston Facilities Plan study will determine if any improvements are needed to NBC's interceptors in order to accommodate future development and expansion in the town of Johnston's collection system. This project was funded from the allocation formerly within project 30438.

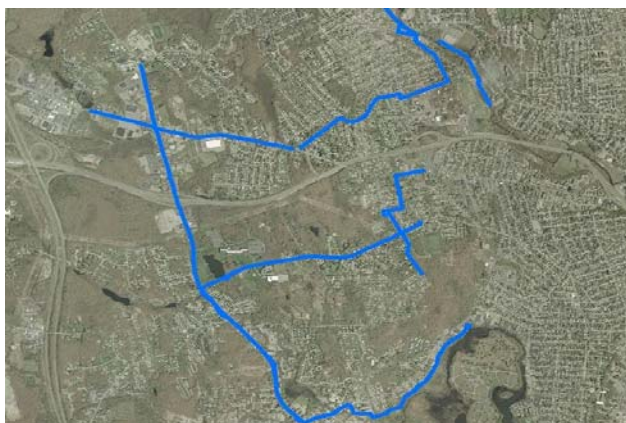


Photo: Portions of NBC's collection system in Johnston being studied

Project Overview:

Location: Johnston, RI
 Contractor(s): Pare Engineering Corp.
 Project Manager: Tom Brueckner, P.E.
 Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	August-08	October-09	15 Months	600
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
Total Project	August-08	October-09	15 Months	\$600

Projected Expenditures - 30460P

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 92	\$ 38	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130
A/E Professional	326	124	-	-	-	-	-	-	450
Other	15	5	-	-	-	-	-	-	20
Total Project Costs	\$ 433	\$ 167	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30461P System Wide Facilities Plan - North Providence

This project is a continuation of NBC's efforts to determine if there is adequate capacity, and if there is any excessive infiltration/ inflow (I/I) in its interceptors. The EPA recently issued an Administrative Order (AO) for the cause of Sanitary System Overflows (SSO's) in its system to the town of North Providence. NBC will study and investigate the sources of the wet weather inflow into the North Providence Sewer System, as it then flows into the NBC's interceptors.

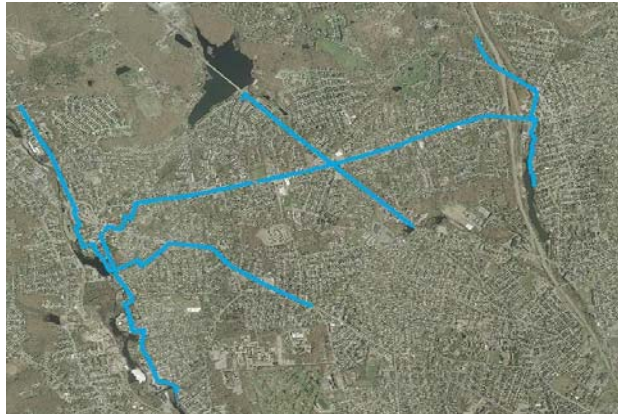


Photo: Portions of NBC's interceptors in N. Providence being studied

Project Overview:

Location: North Providence, RI
 Contractor(s): Dewberry Goodkind
 Project Manager: Kathryn Kelly, P.E.
 Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	February-09	January-10	12 Months	346
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
Total Project	February-09	January-10	12 Months	\$346

Projected Expenditures - 30461P

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 7	\$ 66	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 73
A/E Professional	-	203	-	-	-	-	-	-	203
Other	-	70	-	-	-	-	-	-	70
Total Project Costs	\$ 7	\$ 339	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 346

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30500 NBC Interceptor Easements

Many of NBC's interceptors are located in overland areas that run through private property. It is difficult to access these easements due to the terrain and vegetative growth. Many areas have become overgrown and the sewer is difficult to locate. The easements will be located through field survey and then cleared sufficiently to provide access for maintenance crews and equipment. Project 30500 will continue NBC's efforts to locate the interceptors and easements in each of the communities within the NBC service area. As the field surveys begin for the remaining cities and towns, each will be given a unique project number and draw funding from Project 30500.

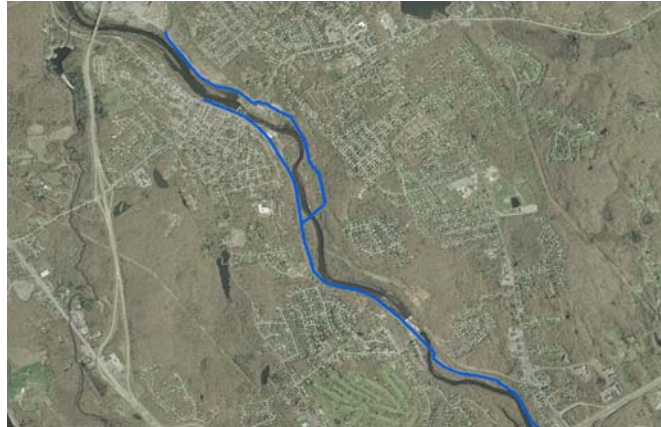


Photo: Blackstone Valley Interceptor in Lincoln

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	July-07	August-14	86 Months	\$4,746
Construction	October-11	November-15	50 Months	3,670
Total Project	July-07	November-15	102 Months	\$8,416

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30500D

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ 1	\$ 188	\$ 120	\$ 207	\$ 192	\$ 69	\$ -	\$ 777
Land	-	-	-	500	600	-	500	-	1,600
A/E Professional	-	-	540	360	540	673	237	-	2,350
Other	-	-	-	6	6	-	7	-	19
Total Project Costs	\$ -	\$ 1	\$ 728	\$ 986	\$ 1,353	\$ 865	\$ 813	\$ -	\$ 4,746

Projected Expenditures - 30500C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ 37	\$ 32	\$ 63	\$ 36	\$ 30	\$ 198
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	510	510	1,040	520	520	3,100
Contingency	-	-	-	-	124	124	-	124	372
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ 547	\$ 666	\$ 1,227	\$ 556	\$ 674	\$ 3,670

30438 Interceptor Easements

Much of the NBC sewer system in Cumberland is located in easements that cross private property. Current EPA guidelines call for sewer systems to be accessible for the purpose of routine inspection and maintenance. NBC is presently evaluating these easements, as to whether the access to the easements is sufficient for maintenance purposes, and where necessary, will be make improvements to ensure access is available.

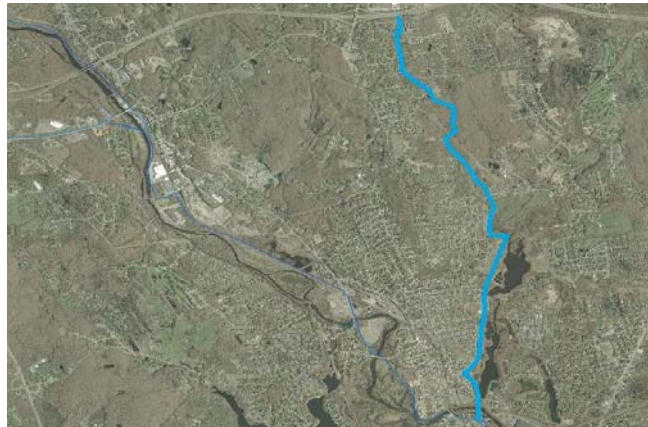


Photo: Cumberland sewer system easement locations

Project Overview:

Location: Cumberland, RI
 Contractor(s): VHB
 Project Manager: Thomas Grala, P.E.
 Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	October-05	December-10	63 Months	\$1,386
Construction	July-09	July-11	24 Months	1,342
Total Project	October-05	July-11	70 Months	\$2,728

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30438D

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 150	\$ 98	\$ 79	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 327
Land	153	-	247	-	-	-	-	-	400
A/E Professional	409	200	41	-	-	-	-	-	650
Other	0	7	2	-	-	-	-	-	9
Total Project Costs	\$ 713	\$ 305	\$ 369	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,386

Projected Expenditures - 30438C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ 32	\$ 35	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ 70
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	500	500	100	-	-	-	-	1,100
Contingency	-	60	-	72	-	-	-	-	132
Other	-	20	20	-	-	-	-	-	40
Total Project Costs	\$ -	\$ 612	\$ 555	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ 1,342

30203RS

Phase I CSO Facilities - Program Management & Construction Management

Project 30203RS provides Program Management and Construction Management of the Phase I CSO Facilities construction program, which consists of eleven separate projects. This project is underway and will continue until Phase I of the CSO Program is complete.

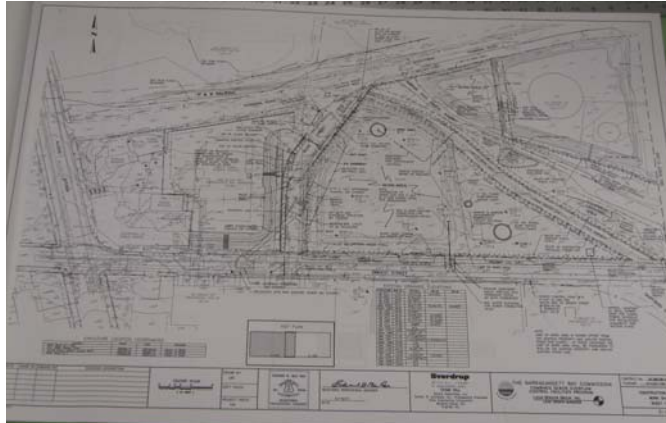


Photo: Plans of the CSO Phase I work shaft construction site

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	August-01	December-09	102 Months	35,970
Total Project	August-01	December-09	102 Months	\$35,970

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30203RS

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	35,467	503	-	-	-	-	-	-	35,970
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 35,467	\$ 503	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,970

30214C

Phase I CSO Facilities - Tunnel Pump Station Fitout, Startup & Overflow o67

Project 30214C constructed the tunnel pump station, gate and screening structures, a screening building and force-main. Also included was the installation of pumps, piping and the instrumentation and controls for all of the Phase I Facilities. The startup of the Phase I Facilities was also completed under this project.



Photo: Tunnel Pump Station, located near Ernest and Ellis Streets

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
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	58,846
Total Project	July-05	December-09	55 Months	\$58,846

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30214C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	55,910	824	-	-	-	-	-	-	56,734
Contingency	-	2,112	-	-	-	-	-	-	2,112
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 55,910	\$ 2,935	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 58,846

CSO Admin

CSO Construction Staff / Police Detail / Legal Costs

This project represents the annual cost estimates for administrative expenses incurred by NBC staff who work on the various CSO construction projects. Administration costs include salary and benefits, police detail, legal and reimbursement costs. CSO Administration will continue until Phase I is complete.



Photo: Police diverting traffic through construction near Atwells Ave.

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
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
Total Project	June-01	December-09	105 Months	\$3,982

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - CSO Admin

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 3,929	\$ 53	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,982
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 3,929	\$ 53	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,982

30301 CSO Phase II Facilities

CSO Phase II is the second phase of NBC's CSO Abatement Program. 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 Tunnel constructed in Phase I. The proposed length of the Woonasquatucket Interceptor is 19,150 feet and the Seekonk Interceptor will be approximately 8,000 feet. Phase II also includes two sewer separation projects in Providence, and a constructed wetlands treatment facility in Central Falls. Total cost estimates for CSO Phase II are updated in this year's CIP based on the construction cost estimates prepared by the design engineers, upon completion of preliminary design.

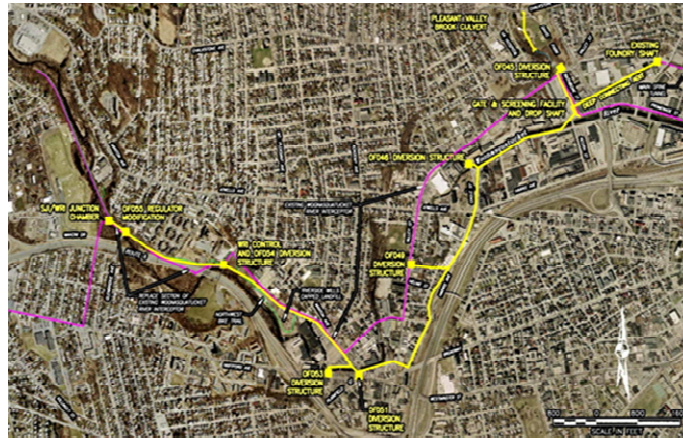


Photo: Proposed Woonasquatucket CSO Interceptor alignment

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	January-07	July-10	42 Months	\$17,152
Construction	April-10	September-14	54 Months	252,238
Total Project	January-07	September-14	93 Months	\$269,390

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30301D

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 249	\$ 421	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 745
Land	-	1,411	4,000	-	-	-	-	-	5,411
A/E Professional	6,239	4,657	-	-	-	-	-	-	10,895
Other	60	40	-	-	-	-	-	-	100
Total Project Costs	\$ 6,548	\$ 6,529	\$ 4,075	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,152

Projected Expenditures - 30301C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ 12	\$ 890	\$ 2,300	\$ 2,195	\$ 2,440	\$ 563	\$ -	\$ 8,400
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	1,620	3,600	4,480	4,800	1,500	-	16,000
Construction	-	400	30,000	68,405	64,755	30,710	2,730	-	197,000
Contingency	-	-	-	-	-	-	23,640	-	23,640
Other	-	-	-	-	2,500	4,698	-	-	7,198
Total Project Costs	\$ -	\$ 412	\$ 32,510	\$ 74,305	\$ 73,930	\$ 42,648	\$ 28,433	\$ -	\$ 252,238

70500 Central Avenue Pump Station

Project 70500 involves installation of a new force main to redirect 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 Atwood Avenue interceptor it is now able to accommodate the pump station flows. The pumps will also be replaced to match the new force main design. Redirecting the flow will result in lower pumping costs.



Photo: The Central Avenue Pump Station

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	January-07	June-08	17 Months	45
Design	June-08	July-09	13 Months	\$174
Construction	July-09	November-10	16 Months	987
Total Project	January-07	November-10	47 Months	\$1,206

Projected Expenditures - 70500P

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12
A/E Professional	33	-	-	-	-	-	-	-	33
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45

Projected Expenditures - 70500D

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 21	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24
Land	-	-	-	-	-	-	-	-	-
A/E Professional	137	2	-	-	-	-	-	-	140
Other	6	4	-	-	-	-	-	-	10
Total Project Costs	\$ 164	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 174

Projected Expenditures - 70500C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 6	\$ 71	\$ 20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 97
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	36	14	-	-	-	-	-	50
Construction	-	500	250	-	-	-	-	-	750
Contingency	-	-	90	-	-	-	-	-	90
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 6	\$ 607	\$ 374	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 987

70600C Omega Pump Station Rack Room - Construction

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 must be replaced. Further, the electrical, heating, and ventilation systems must be replaced, and fire code updates along with minor structural repairs need to be made to the building. Project 70600C will facilitate these improvements.



Photo: Bar screen in the Omega rack room

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	August-09	October-10	14 Months	768
Total Project	August-09	October-10	14 Months	\$768

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 70600C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 2	\$ 53	\$ 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	30	-	-	-	-	-	-	30
Construction	-	500	100	-	-	-	-	-	600
Contingency	-	-	72	-	-	-	-	-	72
Other	-	5	-	-	-	-	-	-	5
Total Project Costs	\$ 2	\$ 588	\$ 178	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 768

70700C

Lincoln Septage Station - Lakeside Unit Replacement

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. 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.



Photo: Lakeside Grit Removal Unit

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	March-09	July-10	15 Months	612
Total Project	March-09	July-10	15 Months	\$612

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 70700C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 18	\$ 33	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	495	5	-	-	-	-	-	500
Contingency	-	60	-	-	-	-	-	-	60
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 18	\$ 588	\$ 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 612

30600 Floatables Control Facilities

As part of the nine minimum controls required under EPA's CSO Control Policy, floatables control is to be provided at the Phase III CSO overflows. NBC completed the evaluation of a trash net floatables control facility and has submitted a plan for addressing floatables control for Phase III overflows to RIDEM. This project is for design and construction of floatables control facilities at approximately twenty-six outfalls.



Photo: Floatables Control Facilities at Bucklin Brook

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	January-10	June-12	29 Months	\$1,250
Construction	January-12	June-14	30 Months	6,568
Total Project	January-10	June-12	29 Months	\$7,818

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30600D

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 5	\$ -	\$ 145	\$ 70	\$ -	\$ -	\$ -	\$ -	\$ 220
Land	-	-	-	350	-	-	-	-	350
A/E Professional	-	-	512	168	-	-	-	-	680
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 5	\$ -	\$ 657	\$ 588	\$ -	\$ -	\$ -	\$ -	\$ 1,250

Projected Expenditures - 30600C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ 120	\$ 120	\$ 10	\$ -	\$ 250
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	120	120	10	-	250
Construction	-	-	-	-	2,640	2,640	236	-	5,516
Contingency	-	-	-	-	-	-	552	-	552
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ 2,880	\$ 2,880	\$ 808	\$ -	\$ 6,568

Projects 304 M Summary CSO Interceptor and Cleaning Projects

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 any problems which may be identified. Based on completed inspections to date, the cleaning is needed to remove accumulated grit. As new inspection and cleaning projects are identified from the TV inspections, they will be given a unique project number and draw funding from the funds available in Project 30400M.



Photo: Granite curbing removal from Ocean Street Interceptor

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Maintenance	July-09	Ongoing	Ongoing	16,000
Total Project	July-09	Ongoing	Ongoing	\$16,000

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Projects 304 M Summary

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 228	\$ 307	\$ 183	\$ 183	\$ 183	\$ 183	\$ 183	\$ 183	\$ 1,636
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Maintenance	1,627	1,526	1,651	1,651	1,651	1,651	1,651	1,651	13,061
Contingency	-	-	-	-	-	-	-	-	-
Other	145	167	165	165	165	165	165	165	1,303
Total Project Costs	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 16,000

30400C Repair and Construction Of CSO Interceptors

Project 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 projects 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 projects are identified they are given a unique project number and draw funding from the funds available in Project 30400C.



Photo: Removal of abandoned pipe at Atwells Ave. and Valley Street

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	July-09	Ongoing	Ongoing	12,670
Total Project	July-09	Ongoing	Ongoing	\$12,670

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30400C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ 353	\$ 364	\$ 23	\$ 19	\$ 103	\$ 103	\$ 965
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	2,138	1,973	562	474	2,528	2,528	10,204
Contingency	-	-	257	237	67	57	303	303	1,224
Other	-	-	62	58	15	12	66	66	277
Total Project Costs	\$ -	\$ -	\$ 2,809	\$ 2,631	\$ 667	\$ 563	\$ 3,000	\$ 3,000	\$ 12,670

30417 India Street Siphon Gate House Replacement

Project 30417 is for the construction associated with the India Street Siphon Gate House and seawall replacement. The India Street Siphon Gate House was rebuilt to architecturally match the original structure built one hundred years ago, and the seawall was rebuilt to match the original wall. This project also provides an addition to the structure to house an emergency generator for the CSO Phase I drop shaft gate.



Photo: The Siphon Gate House

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	July-04	August-07	38 Months	\$179
Construction	September-07	September-09	24 Months	975
Total Project	July-04	September-09	63 Months	\$1,154

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30417D

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 37	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37
Land	-	-	-	-	-	-	-	-	-
A/E Professional	139	-	-	-	-	-	-	-	139
Other	3	-	-	-	-	-	-	-	3
Total Project Costs	\$ 179	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 179

Projected Expenditures - 30417C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 123	\$ 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 129
Land	-	-	-	-	-	-	-	-	-
A/E Professional	49	-	-	-	-	-	-	-	49
Construction	778	8	-	-	-	-	-	-	785
Contingency	-	10	-	-	-	-	-	-	10
Other	2	-	-	-	-	-	-	-	2
Total Project Costs	\$ 951	\$ 24	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 975

30421 Louisquisset Pike Interceptor Replacement

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

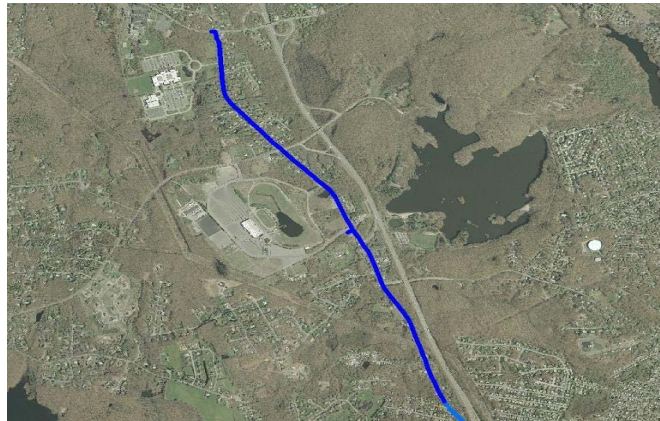


Photo: Proposed portion of Lincoln interceptor replacement

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	May-07	July-09	26 Months	\$241
Construction	August-09	June-10	10 Months	2,382
Total Project	May-07	June-10	37 Months	\$2,623

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30421D

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 37	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40
Land	-	-	-	-	-	-	-	-	-
A/E Professional	155	-	-	-	-	-	-	-	155
Other	46	-	-	-	-	-	-	-	46
Total Project Costs	\$ 238	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 241

Projected Expenditures - 30421C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ 92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 92
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	50	-	-	-	-	-	-	50
Construction	-	2,000	-	-	-	-	-	-	2,000
Contingency	-	240	-	-	-	-	-	-	240
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 2,382	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,382

30444 Moshassuck Valley Interceptor

Recent inspection of 2,600 feet of the Moshassuck Valley Interceptor from Higginson Street in Central Falls to Lockbridge Street in Providence revealed that this line has sunk from its original grade at numerous points, by as much as 2.5 feet. This settling is causing maintenance problems, and accumulation of grease and may result in structural problems as well. This project would replace this line in the public right of way.



Photo: Portion of the sinking Moshassuck Valley Interceptor

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	May-06	October-06	6 Months	22
Design	September-10	March-12	18 Months	\$523
Construction	July-12	November-13	16 Months	4,772
Total Project	May-06	November-13	91 Months	\$5,317

Projected Expenditures - 30444P

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2
A/E Professional	20	-	-	-	-	-	-	-	20
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22

Projected Expenditures - 30444D

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ 24	\$ 67	\$ -	\$ -	\$ -	\$ -	\$ 91
Land	-	-	-	30	-	-	-	-	30
A/E Professional	-	-	132	268	-	-	-	-	400
Other	-	-	-	2	-	-	-	-	2
Total Project Costs	\$ -	\$ -	\$ 156	\$ 367	\$ -	\$ -	\$ -	\$ -	\$ 523

Projected Expenditures - 30444C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ 2	\$ 110	\$ 80	\$ -	\$ -	\$ 192
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	55	45	-	-	100
Construction	-	-	-	-	2,168	1,832	-	-	4,000
Contingency	-	-	-	-	-	480	-	-	480
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ 2	\$ 2,333	\$ 2,437	\$ -	\$ -	\$ 4,772

30451C Improvements to NBC Interceptors FY 2008

Locations and work scope in Providence include Pitman Street - remove existing tidegates and weir walls and construct a new weir wall; Narragansett Avenue at Ardoene Avenue - complete two interceptor pipe spot repairs; Atwells Avenue at Valley Street - replace one manhole and approximately 25 ft. of pipe; Ocean Street Regulator - remove the weir wall and plug the interceptor end of 10' pipe; Point Street - reline approximately 570 ft. of pipe. Locations and work scope in Johnston include Borden Street - replace approximately 105 ft. of pipe; Teresa Street - line approximately 450 ft. of 36" pipe in the south interceptor; Glenbridge Street - construct a new diversion structure and manhole, and modify the regulator to connect to the Woonasquatucket River Interceptor (WRI).



Photo: New diversion structure, awaiting a roof cap

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
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	2,232
Total Project	April-08	February-10	22 Months	\$2,232

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30451C

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 302	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 303
Land	15	-	-	-	-	-	-	-	15
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	1,601	187	-	-	-	-	-	-	1,788
Contingency	-	101	-	-	-	-	-	-	101
Other	25	-	-	-	-	-	-	-	25
Total Project Costs	\$ 1,943	\$ 289	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,232

30452C Improvements to NBC Interceptors FY 2009

Project 304.52C will line approximately 9,800 linear feet of various size interceptors, both sanitary and CSO, to eliminate infiltration problems. Locations in South Providence include Hamilton Street, Sumter Avenue, Melrose Street and Longfellow Street.

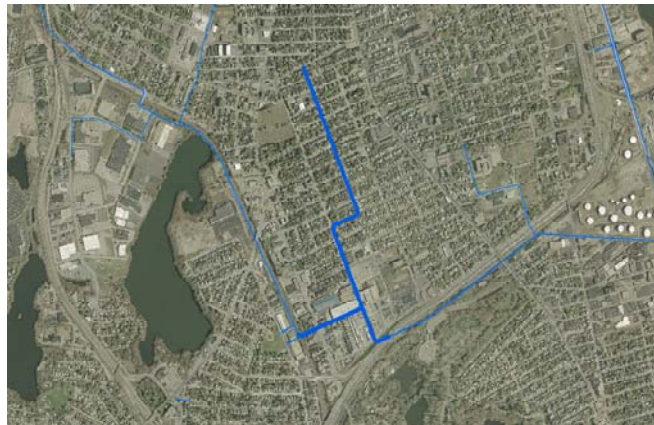


Photo: South Providence Interceptor repair locations

Project Overview:

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	March-09	January-11	22 Months	4,307
Total Project	March-09	January-11	22 Months	\$4,307

Projected Expenditures - Planning

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30452C

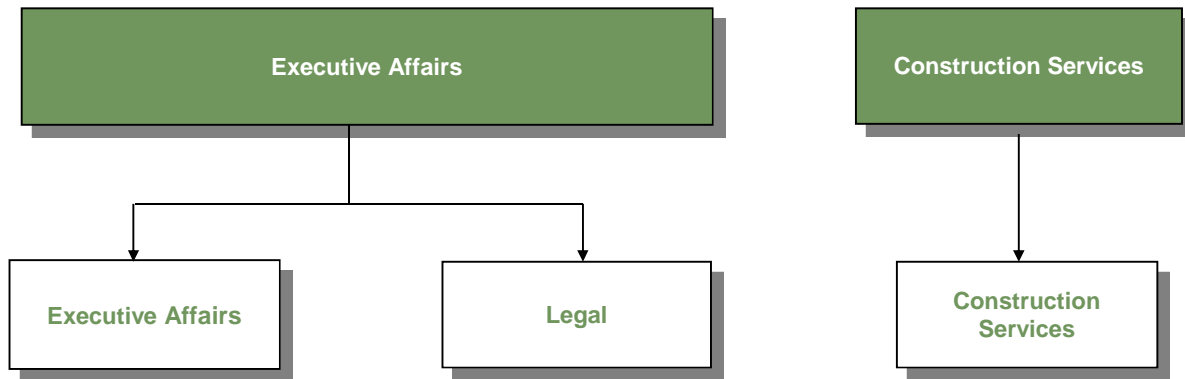
Cost Category	Pre-FY 2010	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Post-FY 2015	Total
Administrative	\$ 38	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 352
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	3,465	35	-	-	-	-	-	3,500
Contingency	-	420	-	-	-	-	-	-	420
Other	3	32	-	-	-	-	-	-	35
Total Project Costs	\$ 41	\$ 4,231	\$ 35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,307

Division Summaries

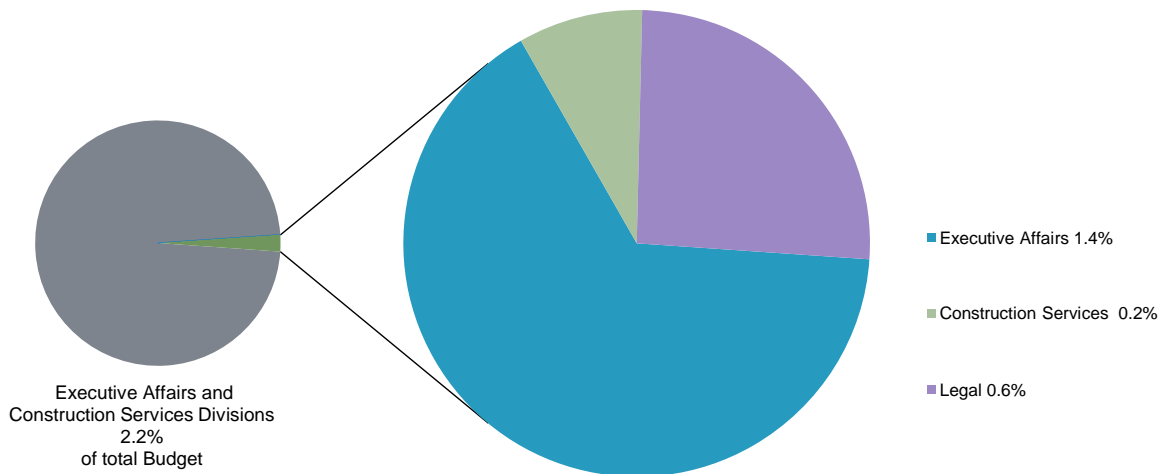
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Division Structure

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

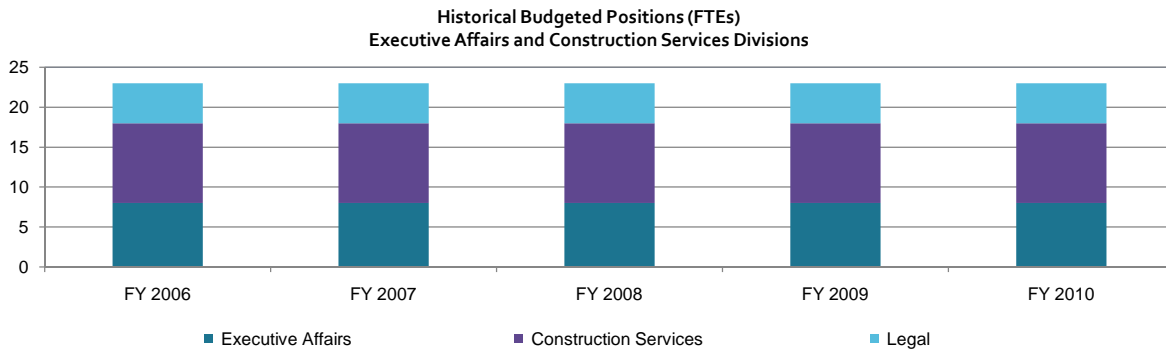
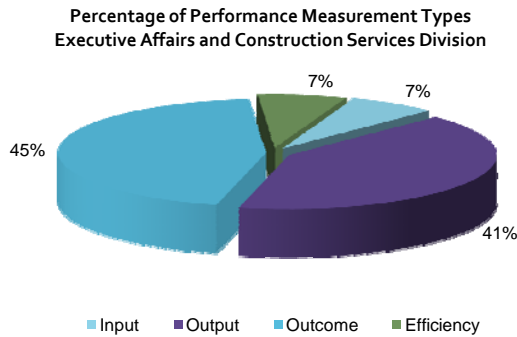
The Executive Affairs Division is responsible for Public Relations, Government Affairs, and Legal Services. The Construction Services Division is responsible for overseeing the construction of capital improvement projects.

Significant Budget Modifications

The FY 2010 Executive Affairs and Construction Services Divisions' budgets have experienced an increase of 2.3%, respectively over FY 2009. The Executive Affairs budget increased due to planned consulting expenditures, and the Construction Services Division's budget reflects some minor personnel expense increases.

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 52% of total performance measures.



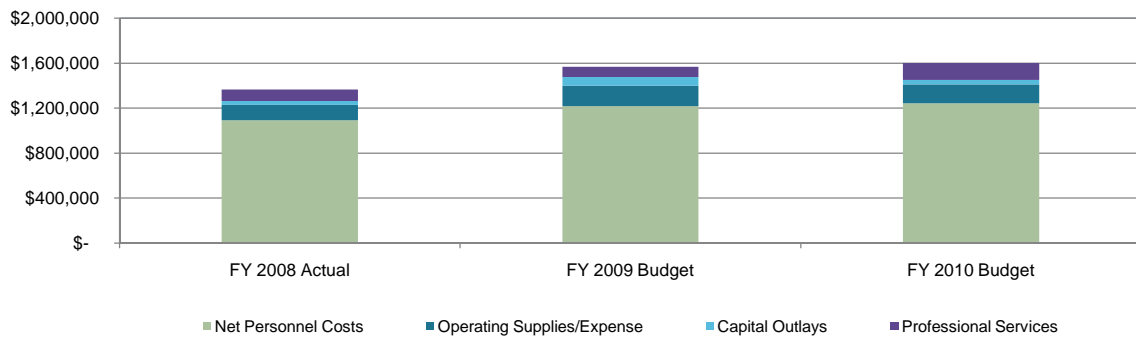
Division Budget

Executive Affairs and Construction Services Divisions

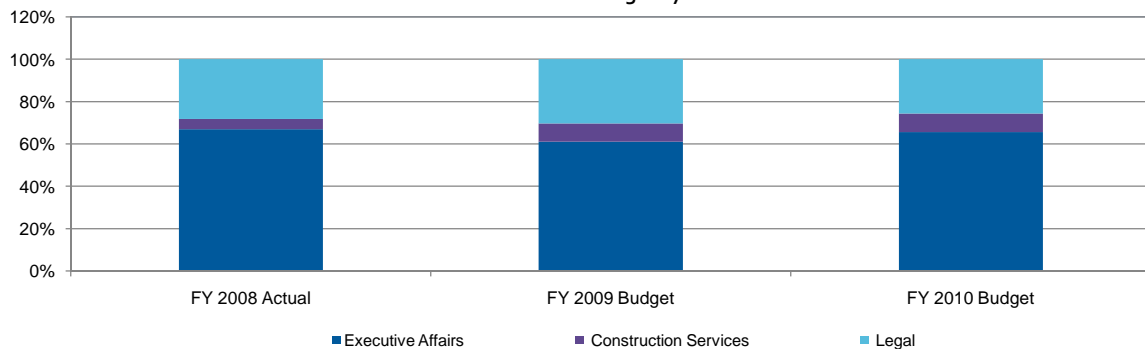
Division Summary

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 2,051,707	\$ 2,222,695	\$ 2,323,101
Less Capital Reimbursements	(958,009)	(1,006,113)	(1,080,486)
Net Personnel Costs	\$ 1,093,698	\$ 1,216,582	\$ 1,242,615
Operating Supplies/Expense	135,949	181,720	168,030
Professional Services	103,365	90,400	151,150
Capital Outlays	32,531	78,000	40,000
Debt Service	-	-	-
Total Expenditures	\$ 1,365,543	\$ 1,566,702	\$ 1,601,795
Expenditures by Funding Source			
Revenue	\$ 1,365,543	\$ 1,566,702	\$ 1,601,795
Grant	-	-	-
Total Expenditures by Source	\$ 1,365,543	\$ 1,566,702	\$ 1,601,795
Full time Equivalent (FTE) Positions	23.0	23.0	23.0

Divisions' Cost by Element



Percent of Divisions' Budget by Section



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

Established several "Shovel Ready" projects and coordinated with lobbyists and congressional delegation to take advantage of the Economic Stimulus package.

Lobbied for the creation of a Federal Trust Fund for wastewater infrastructure projects.

Expanded NBC's elementary education program.

Completed compensation study for non-union personnel and made appropriate adjustments where required.

Commenced design of future expansion of operations at Fields Point in conjunction with nitrogen removal project.

Acquired City of Providence properties for expansion of NBC regulatory activities.

Finalized paperless board initiative.

Expanded NBC rain-barrel program.

Successfully coordinated and executed CSO Commissioning activities.

Exceeded minority hiring goals in technical and skilled craft categories.

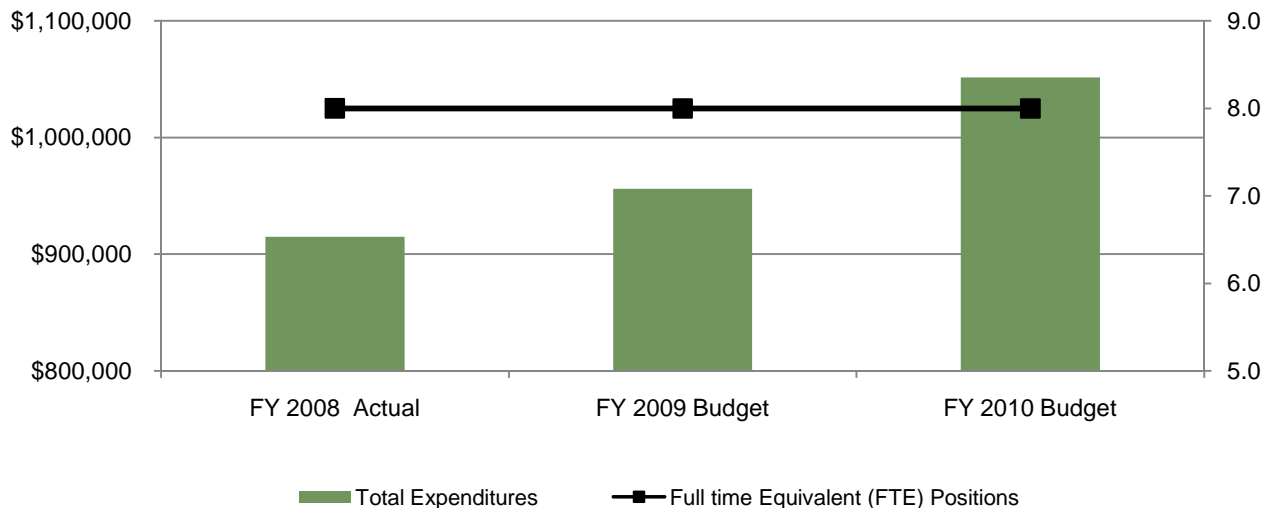
Program Staffing (Budgeted)			
Executive Director	1.0	Director of Executive Affairs	1.0
Executive Assistant	1.0	Government Affairs Manager	1.0
Public Affairs Manager	1.0	Environmental Education Coordinator	1.0
Public Affairs Multimedia Coordinator	1.0	Labor & Employee Relations Manager	1.0
8.0 FTEs			

The Program

Executive Affairs Division Executive Affairs

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 817,337	\$ 833,702	\$ 866,556
Less Capital Reimbursements	(45,205)	(76,113)	(77,500)
Net Personnel Costs	772,132	757,589	789,056
Operating Supplies/Expense	103,698	126,520	119,720
Professional Services	38,997	21,900	137,650
Capital Outlays	-	50,000	5,000
Debt Service	-	-	-
Total Expenditures	\$ 914,827	\$ 956,009	\$ 1,051,426
Expenditures by Funding Source			
Revenue	\$ 914,827	\$ 956,009	\$ 1,051,426
Grant	-	-	-
Total Expenditures by Source	\$ 914,827	\$ 956,009	\$ 1,051,426
Full time Equivalent (FTE) Positions	8.0	8.0	8.0

Executive Affairs - Historical Data



Performance Data

Executive Division

Executive

Strategic Objective	Actions for Achievement Service Level Objective
Environmental Performance: 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.
Financial Mgmt: 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. Develop and promote "Shovel Ready" projects to secure funding from Economic Stimulus Package.
Customer Focus: Maintain a customer-focused attitude throughout the organization.	Maintain programs that give back to the community.
Staffing: Attract, develop and retain highly qualified employees.	Foster a positive working relationship with employees through effective communication.
Communication: 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.
Organizational Performance: Ensure that the NBC organization is aligned with and supports our strategic goals.	Conduct NBC business in an open manner. Promote diversity in hiring practices.

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Oversee planning and design issues associated with nitrogen removal at Field's Point and Bucklin Point	3/30/2008	3/30/2009	3/30/2010
Attend PPR data review meetings and Governor's Watershed Committee meetings	10	10	10
Contacts with Rhode Island's Congressional Delegation	3	3	3
Number of projects submitted	N/A	N/A	2
Number of events held and awards/scholarships given	46	35	35
Meet with both Union and Nonunion staff	2/ year	2 / year	2 / year
Update website to provide current info on CSO	Weekly	Weekly	Weekly
Convene neighborhood meetings in all areas affected by CSO Phase II construction	N/A	1	2
Presentation of water quality findings from student participants of the WWE program to the Board of Commissioners	N/A	N/A	1
Number of school visits	60	48	50
Prepare and distribute briefing packets, including annual report, to members of General Assembly	1/31/2008	1/31/2009	1/31/2010
Distribute newsletter to public entities providing update of CSO projects	6/30/2008	6/30/2009	6/30/2010
Post all meetings as required and file meeting minutes with the Secretary of State within the required time limit	100%	100%	100%
Submit Affirmative Action Plan to the Equal Employment Opportunity Commission by July 15th deadline	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 \$1,000,000.

Conducted Lien Sales under new legislative scheme and streamlined notification procedures with Rhode Island Housing and RI Department of Elderly Affairs.

Filed 100% of all compliance filings (ethics, financial statements, disclosure of government consultants, regulatory agenda and public records request) within RI Secretary of State's required timeframe.

Reviewed, analyzed and opined on pending legislation.

Finalized Field's Point nitrogen removal contract.

Facilitated resolution with regard to micro-turbine energy savings project at the Bucklin Point facility.

Updated status of approximately 400 customer accounts subject to the US Bankruptcy Code.

Reinstated collection action against customer accounts no longer subject to the US Bankruptcy Code.

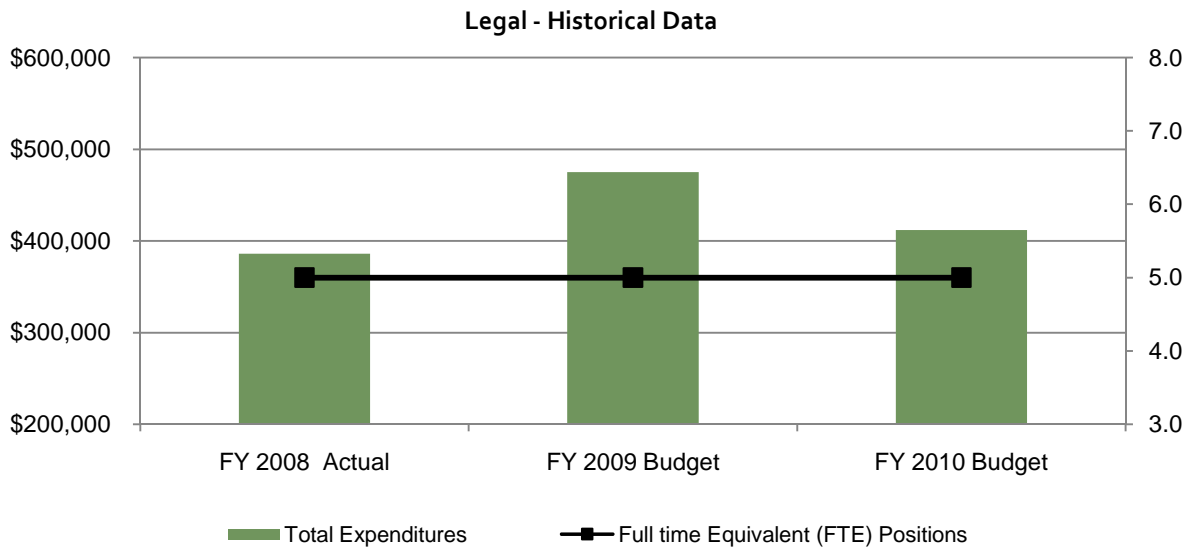
Developed procedures for tracking and monitoring customer accounts subject to the US Bankruptcy Code, including filing claims with the US Trustee.

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		
	5.0 FTEs		

The Budget

Executive Affairs Division Legal

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 306,538	\$ 391,686	\$ 387,250
Less Capital Reimbursements	-	-	(13,854)
Net Personnel Costs	306,538	391,686	373,396
Operating Supplies/Expense	9,665	14,950	14,800
Professional Services	64,368	68,500	13,500
Capital Outlays	5,533	-	10,000
Debt Service	-	-	-
Total Expenditures	\$ 386,104	\$ 475,136	\$ 411,696
Expenditures by Funding Source			
Revenue	\$ 386,104	\$ 475,136	\$ 411,696
Grant	-	-	-
Total Expenditures by Source	\$ 386,104	\$ 475,136	\$ 411,696
Full time Equivalent (FTE) Positions	5.0	5.0	5.0



Performance Data

Executive Affairs Division

Legal

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

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Percentage of Administrative Orders issued within two weeks of request submittal	100%	100%	100%
Percentage of environmental legal assistance provided on regulatory compliance matters within statutory time standards	N/A	N/A	100%
Number of lien sales conducted in budget year	2	2	2
Percentage of selected accounts brought to lien sale	21%	25%	35%
Percentage of accounts paid and/or removed prior to lien sale	79%	75%	65%
Prepare and file proof of claim within 30 days of receipt of notice.	N/A	N/A	100%
Respond to all public records requests within legal time frame	100%	100%	100%
Number of hours of training staff members receive	56	50	30*
Number of presentations conducted by legal staff	4	4	3
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%
Prepare and file disclosure of consultant submittals at required intervals	100%	100%	100%

*Decrease due to increased focus on lien sale and bankruptcy collection efforts

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 stormwater flows that enter the NBC system. This section is currently contractually responsible for approximately \$63.6 million of ongoing construction projects.

Prior Year Accomplishments

Completed the following contracts:

- 302.06C - Main Spine Tunnel. 302.13C - Regulator Modifications.
- 304.09C - Grotto Brook Siphon Replacement and Burrington Street Sewer Repair.
- 704C - Washington Highway and Omega Pond Pump Station Improvements.

Substantial Completion declared on the following contracts:

- 11700BP - Bucklin Point Facility Renovations, NBC Disaster Relief Area, Fields Point Security Upgrades.
- 302.14C - Tunnel Pump Station - Phase 1 of the CSO Program went on line on Nov. 1, 2008.
- 304.17C - Gate House India Street.
- 304.51C - Improvements to NBC Interceptors FY 2008.

Managed the design, put out to bid and awarded the following contracts:

- 304.51C - Improvements to NBC Interceptors FY 2008.

Put out to bid and awarded the following contract:

- 304.17C - Gate House India Street.

Put out to bid the following contract:

- 109.01C - FPWWTF Nitrogen Removal.

Initiated Contract 119.00DB - Design Build - City of Providence Animal Control Facility.

Oversaw Contract 119.00P - Regulatory Compliance Building.

Provided Resident Inspection Services for the following contracts:

- 11700BP - Bucklin Point Facility Renovations, NBC Disaster Relief Area, Fields Point Security Upgrades 302.13C - Regulator Modifications.
- 304.17C - Gate House India Street.
- 304.51C - Improvements to NBC Interceptors FY 2008.
- 704C - Washington Highway and Omega Pond Pump Station Improvements.

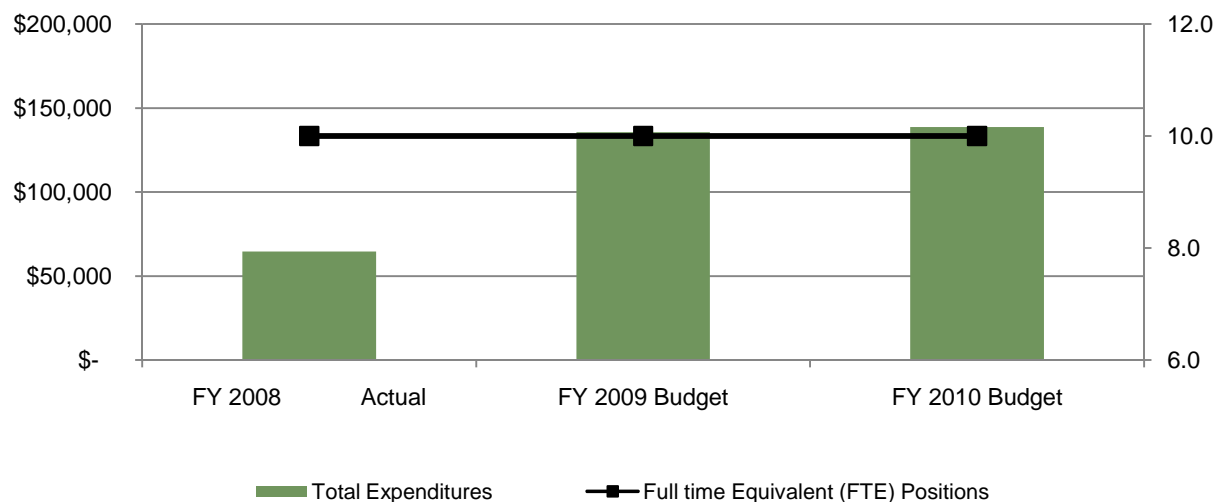
Program Staffing (Budgeted)			
Director of Construction Services	1.0	Senior Construction Coordinator	2.0
Construction Manager	1.0	Construction Office Coordinator	1.0
Assistant Resident Inspector	1.0	Chief Environmental Engineer	1.0
Civil Inspector	2.0	Mechanical Inspector	1.0
	10.0 FTEs		

The Budget

Construction Services Division Construction Services

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 927,832	\$ 997,307	\$ 1,069,295
Less Capital Reimbursements	(912,804)	(930,000)	(989,133)
Net Personnel Costs	15,028	67,307	80,162
Operating Supplies/Expense	22,586	40,250	33,510
Professional Services	-	-	-
Capital Outlays	26,999	28,000	25,000
Debt Service	-	-	-
Total Expenditures	\$ 64,612	\$ 135,557	\$ 138,672
Expenditures by Funding Source			
Revenue	\$ 64,612	\$ 135,557	\$ 138,672
Grant	-	-	-
Total Expenditures by Source	\$ 64,612	\$ 135,557	\$ 138,672
Full time Equivalent (FTE) Positions	10.0	10.0	10.0

Construction Services- Historical Data



Performance Data

Construction Services Division

Construction Services

Strategic Objective	Actions for Achievement Service Level Objective
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Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.

Complete projects on schedule, within budget, and in the most cost-effective manner.

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

Effectively communicate status of capital projects to NBC staff and Board members.

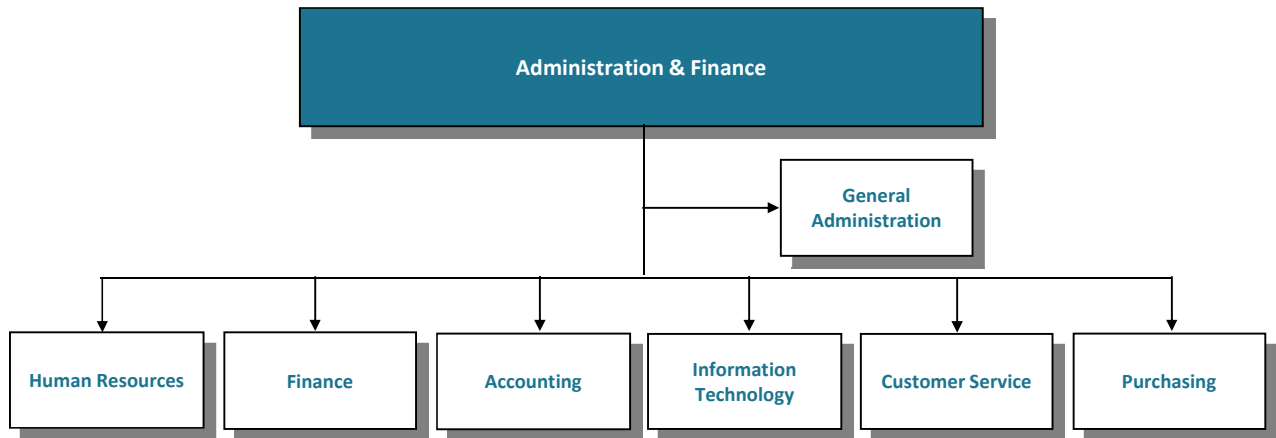
Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Resident Engineering cost as a percentage of construction cost (Non-CSO contracts)	10%	15%	15%
Percent of contract cost is over original bid amount on a yearly basis	2%	10%	8%
Percent of CIP contracts completed within six months of Master Schedule	100%	85%	85%
Number of updates given to NBC staff, Board members and public	6	4	4

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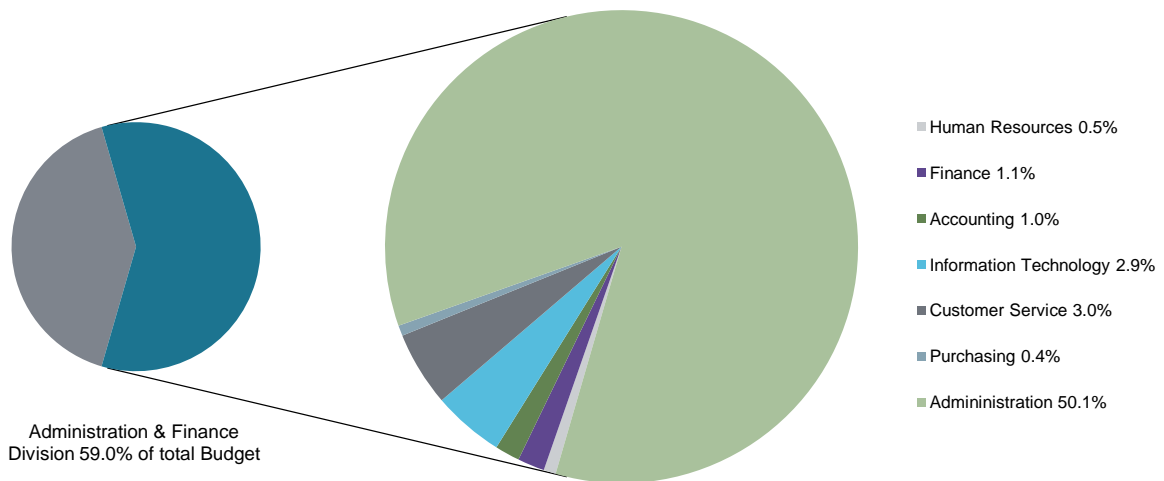
Division Structure

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.

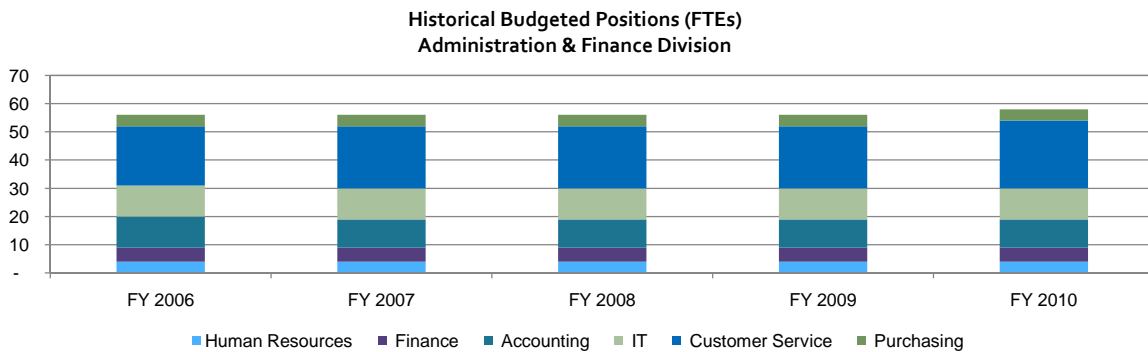
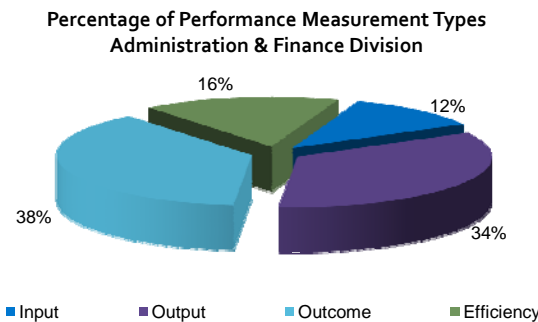
Significant Budget Modifications

The Administration & Finance budget has increased by 10.2% over the FY 2009 budget. The most significant increase is a \$3.5 million increase in debt service. An increase of 3.9% in operating expense is mostly due to the expected conversion from quarterly to monthly billing in FY 2010. Conversion to monthly billing has increased expenses in several accounts such as Printing and Binding, Postage, Professional Services and Personnel.

This division's budget shows an increase in the number of FTE's from the FY 2009 Budget. Customer Service has added a Field Service Investigator and a Customer Service Representative due to the increased workload associated with the conversion to monthly billing and increased collection efforts.

Administration & 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 54% of total performance measures.



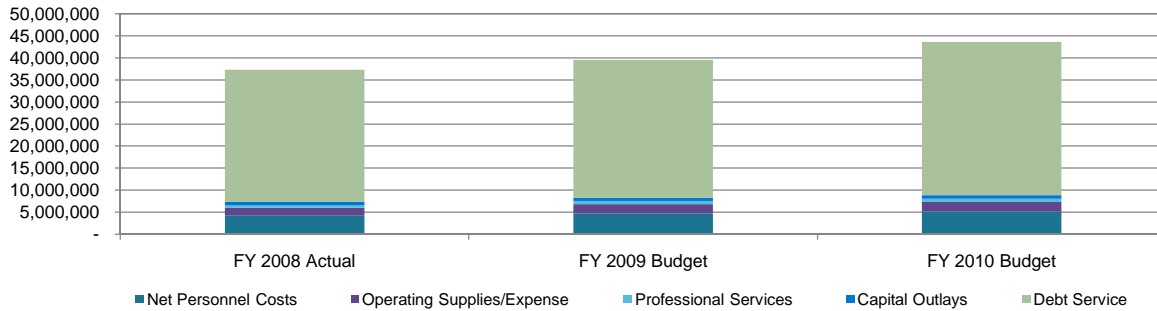
Division Budget

Administration & Finance Division

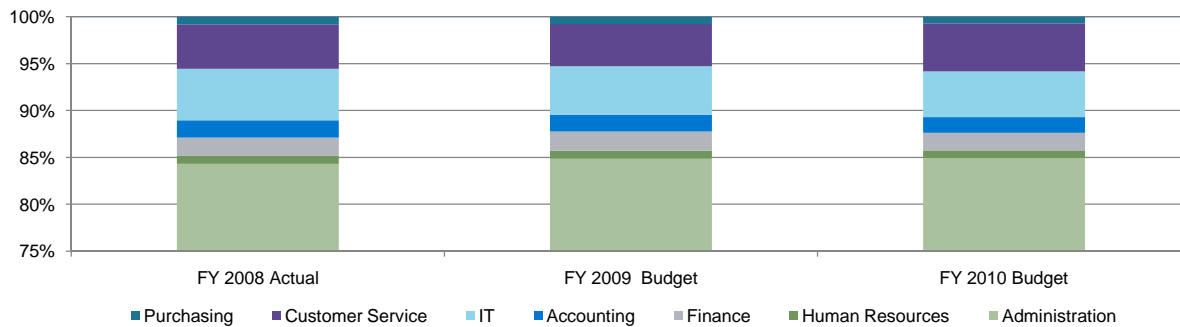
Division Summary

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 4,255,298	\$ 4,813,822	\$ 5,203,202
Less Capital Reimbursements & Turnover	(65,405)	(69,750)	(69,750)
Net Personnel Costs	4,189,894	4,744,072	5,133,452
Operating Supplies/Expense	1,837,183	2,102,106	2,184,567
Professional Services	525,911	708,828	720,401
Capital Outlays	771,480	746,000	834,500
Debt Service	29,947,152	31,258,664	34,737,792
Total Expenditures	\$ 37,271,620	\$ 39,559,670	\$ 43,610,712
Expenditures by Funding Source			
Revenue	\$ 37,271,620	\$ 39,534,670	\$ 43,585,712
Grant	-	25,000	25,000
Total Expenditures by Source	\$ 37,271,620	\$ 39,559,670	\$ 43,610,712
Full time Equivalent (FTE) Positions	56.0	56.0	58.0

Division Cost by Element



Percent of Division's Budget by Section



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 Alfred P. Sloan Award for Business Excellence on behalf of NBC.

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

Provided workplace wellness programs including Wellness and Flu Shot Clinics at 3 NBC locations.

Continued workforce training on Sexual Harassment, Financial Management, CDL Disqualification and presentations provided by EAP.

Assisted with the implementation of the Oracle Benefits self-service system and introduced the system to employees during the annual open enrollment period.

Evaluated and renewed health, dental and FSA plans.

Prepared the annual census for the non-union retirement plans and moved from annual to biweekly contributions to the Defined Contribution Plan.

Submitted the semi-annual and annual EEO report by the due date.

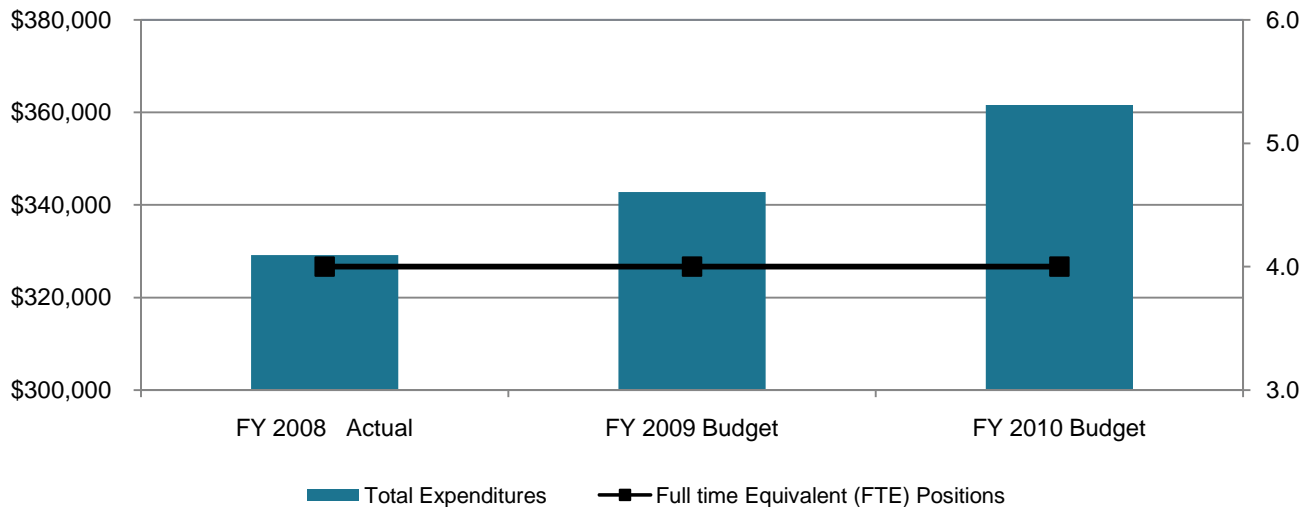
Program Staffing (Budgeted)			
Human Resources Manager	1.0	Human Resources Representative	1.0
Senior Human Resources Representative	1.0	Human Resources Clerk	1.0
4.0 FTEs			

The Budget

Administration & Finance Division Human Resources

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 310,696	\$ 304,749	\$ 319,852
Less Capital Reimbursements	-	-	-
Net Personnel Costs	310,696	304,749	319,852
Operating Supplies/Expense	8,103	12,050	8,750
Professional Services	10,412	26,000	23,000
Capital Outlays	-	-	10,000
Debt Service	-	-	-
Total Expenditures	\$ 329,212	\$ 342,799	\$ 361,602
Expenditures by Funding Source			
Revenue	\$ 329,212	\$ 342,799	\$ 361,602
Grant	-	-	-
Total Expenditures by Source	\$ 329,212	\$ 342,799	\$ 361,602
Full time Equivalent (FTE) Positions	4.0	4.0	4.0

Human Resources - Historical Data



Performance Data

Administration & Finance Division

Human Resources

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.	Effectively manage employee benefits to maximize benefits and minimize costs.
Customer Focus: Maintain a customer-focused attitude throughout the organization.	Enhance internal communications to ensure consistency and reliability.
Staffing: Attract, develop and retain highly qualified employees.	Ensure compliance with Federal and State Labor laws.
	Encourage HR Staff Training.
	Assist in retaining highly qualified employees.

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Evaluate alternative comparative benefit solutions within six months of renewal, as necessary	100%	100%	100%
% of HR forms on-line	100%	100%	100%
Annual EEO Report submitted by due date	07/15/07	07/15/08	07/15/09
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	5	1	1
Apply for and receive the Superior Worksite Wellness Award on behalf of NBC from the Greater Providence Chamber of Commerce	06/30/08	06/30/09	06/30/10
Apply for and receive the Wellness Councils of America (WELCOA) Well Workplace Award on behalf of NBC. (Apply every three years)	N/A	N/A	6/1/2010
Apply for and receive the Alfted P. Sloan Award on behalf of NBC for Workplace Flexibility	N/A	10/01/08	10/01/09

The Program

Administration & Finance Division

Finance

Mission and Overview:

The Finance section ensures NBC has sufficient resources to carry out its mission. The Finance section ensures that sound fiscal policies and practices are employed in order to maintain the highest credit rating possible. The Finance section is responsible for developing and managing the 5-year Capital Improvement Plan, the development and management of the annual Operating Budget, establishment of user charges and management of long-term debt.

The Finance section ensures compliance with the Public Utilities Commission, the Trust Indenture and other regulatory requirements. This section is also responsible for cash management and employee benefit programs, including retirement.

Prior Year Accomplishments

Upgraded to AA- by Standard & Poors'.

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

Filed rate filing with PUC to receive rate relief for O & M and an adjustment for reduced consumption.

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

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

Issued the 2008 Series A Refunding Bonds structured as VRDB's backed by a Letter of Credit.

Assisted in the development of a new NBC website.

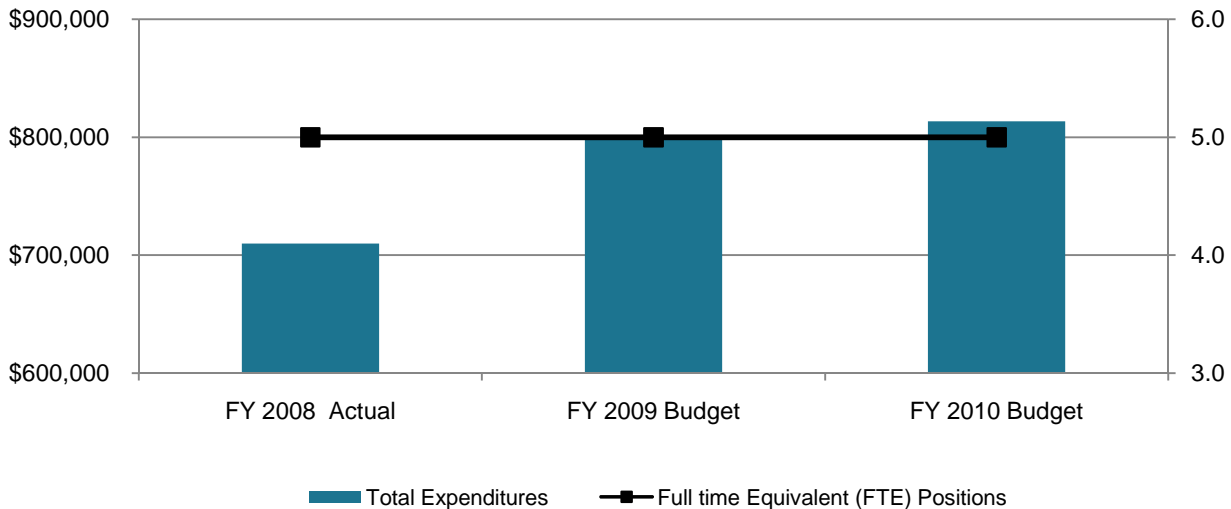
Program Staffing (Budgeted)			
Director of Administration & Finance	1.0	Budget Manager	1.0
Budget Analyst	1.0	Financial Analyst	1.0
Administrative Assistant - Finance	1.0		
	5.0 FTEs		

The Budget

Administration & Finance Division Finance

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 442,470	\$ 442,197	\$ 470,367
Less Capital Reimbursements	-	-	-
Net Personnel Costs	442,470	442,197	470,367
Operating Supplies/Expense	12,746	30,900	26,900
Professional Services	254,572	327,381	316,081
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 709,788	\$ 800,478	\$ 813,348
Expenditures by Funding Source			
Revenue	\$ 709,788	\$ 800,478	\$ 813,348
Grant	-	-	-
Total Expenditures by Source	\$ 709,788	\$ 800,478	\$ 813,348
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
Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.	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.
Staffing: Attract, develop and retain highly qualified employees.	Provide training to staff members.
Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".	Enhance operating budget, CIP, and Compliance Reports as a communication device.

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
File with PUC to maintain sufficient Operating and Capital funding	12/3/07	12/1/08	12/1/09
Spend .5% or less of revenue increase on outside rate case assistance	0.30%	0.50%	0.50%
Maintain at least "A+" credit rating with Standard & Poor's (S&P)	A+	A+	AA-
Update Long-term Financial Plan	Semi-Annually	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	Five Consecutive Years	Six Consecutive Years	Seven Consecutive Years
Notification of budget issues within 3 days of month end report	3 days	3 days	3 days
Number of hours of training / seminars attended	48.75	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 to the Public Utilities Commission	4	4	2
Transmit restricted accounts reports to the Public Utilities	-	-	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 2008 audit on a timely basis.

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

Received the GFOA Certificate of Achievement for Excellence in Financial Reporting award for seven consecutive years.

Ensured proper calculation and processing of monthly transfers as required by the Trust Indenture.

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

Assisted with the preparation and administration of the FY 2009 general rate filing.

Processed and submitted approximately \$35.5 million in capital invoices during the last twelve months.

Performed internal control audits on the debt deposit spreadsheet and the internal adjusting process.

Assisted in the implementation of the Oracle Advanced Benefits module.

Program Staffing (Budgeted)

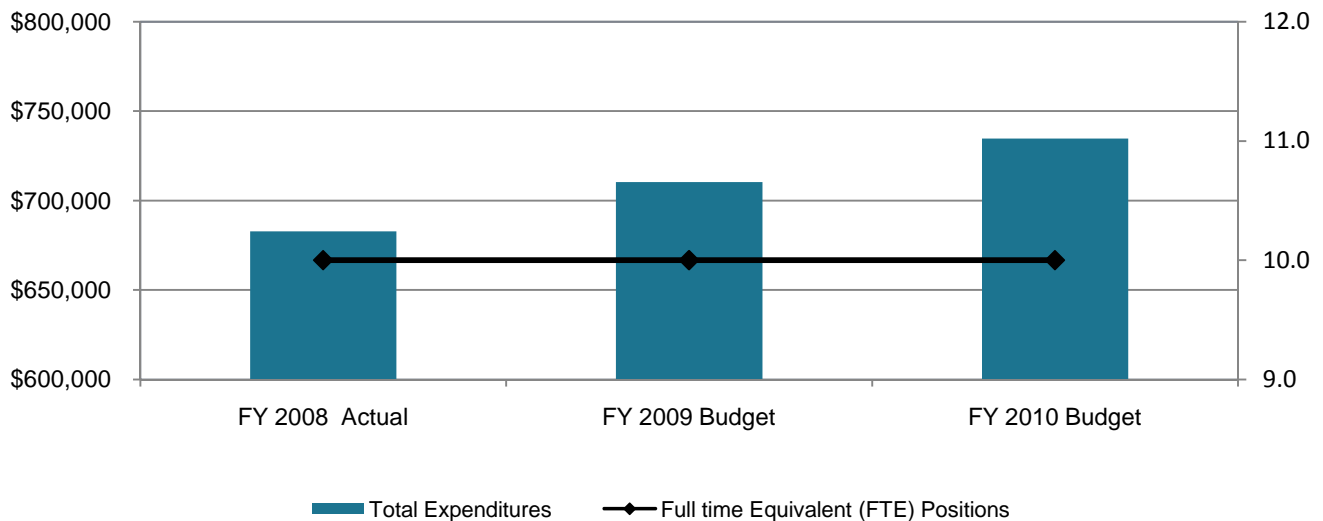
Controller	1.0	Staff Accountant	2.0
Capital Principal Accountant	1.0	Principal Accountant	1.0
Capital Accounting Assistance	1.0	Fiscal Clerk	2.0
Senior Payroll Administrator	1.0	Payroll Administrator	1.0
	10.0 FTEs		

The Budget

Administration & Finance Division Accounting

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 711,264	\$ 728,048	\$ 764,415
Less Capital Reimbursements	(65,405)	(69,750)	(69,750)
Net Personnel Costs	645,860	658,298	694,665
Operating Supplies/Expense	9,939	12,045	11,025
Professional Services	27,078	40,000	29,000
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 682,876	\$ 710,343	\$ 734,690
Expenditures by Funding Source			
Revenue	682,876	710,343	734,690
Grant	-	-	-
Total Expenditures by Source	\$ 682,876	\$ 710,343	\$ 734,690
Full time Equivalent (FTE) Positions	10.0	10.0	10.0

Accounting - Historical Data



Performance Data

Administration & Finance Division Accounting

Strategic Objective	Actions for Achievement Service Level Objective
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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.

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
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

Successfully upgraded our network backbone to 10 Gigabit throughput.

Began the process of increasing the desktop speed to 1 Gigabit. This enhancement will provide the capability to stream video and access data almost instantly.

Upgraded to Office 2007 as planned and even with the steep learning curve and a few incompatibilities it has been adopted by the users.

Completed a major upgrade of NBC's Exchange Server on schedule and under budget. This upgrade provided a platform that will prove to be more compatible with Office 2007, along with enhanced security features.

Planned major database and application upgrades to Oracle's latest revisions. This will enable NBC to migrate the application and database to a single server environment.

Spearheaded the development and implementation of a new NBC website.

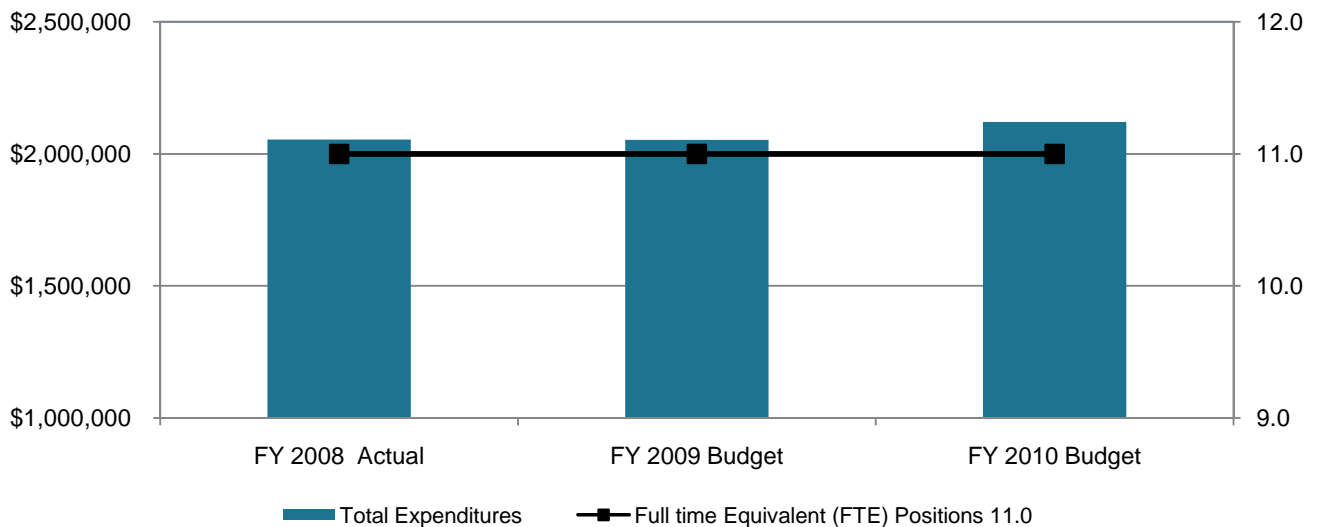
Program Staffing (Budgeted)			
Information Technology Manager	1.0	Network & Communications Administrator	1.0
Computer Training Applications Specialist	1.0	Senior Systems Administrator	1.0
Applications Systems Supervisor	1.0	Systems Design Programmer	1.0
Senior Data Base Administrator	2.0	Systems Administrator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

The Budget

Administration & Finance Division Information Technology

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 963,786	\$ 990,496	\$ 1,058,164
Less Capital Reimbursements	-	-	-
Net Personnel Costs	963,786	990,496	1,058,164
Operating Supplies/Expense	410,048	452,125	441,130
Professional Services	-	-	-
Capital Outlays	679,996	610,000	622,000
Debt Service	-	-	-
Total Expenditures	\$ 2,053,831	\$ 2,052,621	\$ 2,121,294
Expenditures by Funding Source			
Revenue	\$ 2,053,831	\$ 2,052,621	\$ 2,121,294
Grant	-	-	-
Total Expenditures by Source	\$ 2,053,831	\$ 2,052,621	\$ 2,121,294
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
Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.	<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>
Staffing: Attract, develop and retain highly qualified employees.	<p>Encourage and support an adequate level of staff training opportunities.</p>
Organizational Performance: Ensure that the NBC organization is aligned with and supports our strategic goals.	<p>Provide end-user technology and systems to meet NBC's strategic goals.</p>

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Level of system availability	98%	99%	99.9%
Percentage of systems migrated to latest installed operating systems and applications	99%	99%	99%
Number of security breaches into NBC servers and applications	0	0	0
Successful completion of IT budgeted projects	100%	90%	95%
Number of user training sessions	172	195	185
Response to Help Desk requests within two hours	100%	100%	100%
Percentage of staff participating in training sessions during the year	80%	65%	75%
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 approximately 67% of annual user charges and the NBC receives water consumption data from seven different water supply boards. NBC currently 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. 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 3,300 accounts for Water Shut-Off.

Billed more than \$65 million in user fees.

Investigated and completed 2,700 customer inquiries within 30 days.

Managed NBC's collection efforts and achieved late fees as a percent of user charges of <2%.

Continued to work with IT to refine some of the functions of the new Customer Service application.

Continued to focus on collection of past-due accounts, including a 9.7% increase in collection calls to past-due accounts.

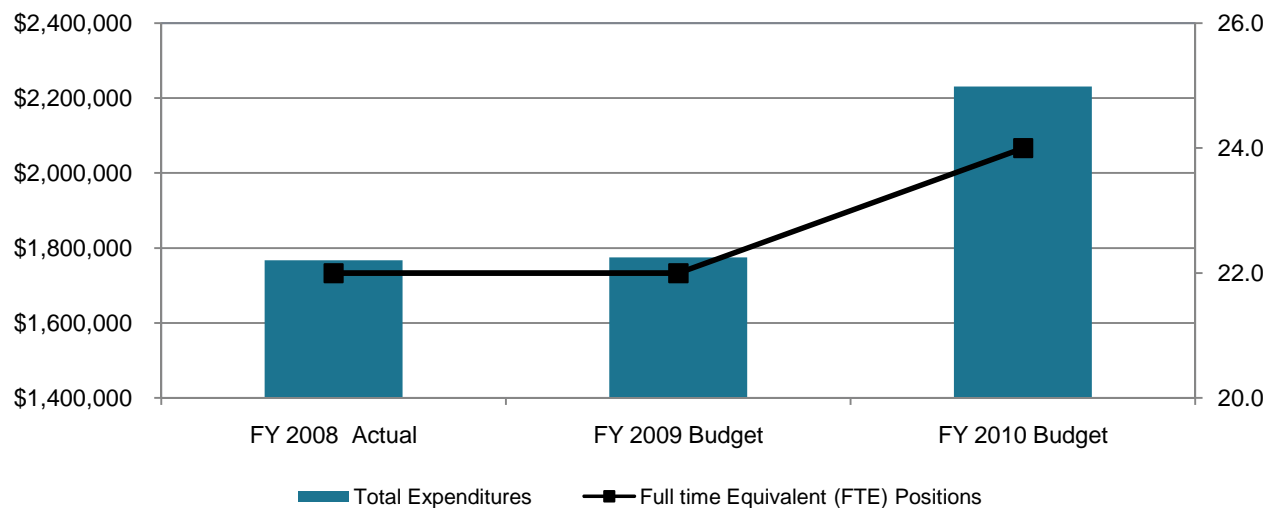
Program Staffing (Budgeted)			
Customer Service Manager	1.0	Special Account Coordinator	1.0
Customer Research Supervisor	1.0	Customer Service Analyst	2.0
Customer Service Statistical Analyst	1.0	Customer Service Associate	1.0
Field Investigator	3.0	Customer Service Representative	11.0
Fiscal Clerk	2.0	Billing Supervisor	1.0
24.0 FTEs			

The Budget

Administration & Finance Division Customer Service

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 1,410,536	\$ 1,476,458	\$ 1,650,929
Less Capital Reimbursements	-	-	-
Net Personnel Costs	1,410,536	1,476,458	1,650,929
Operating Supplies/Expense	300,880	229,825	464,225
Professional Services	29,732	38,620	36,120
Capital Outlays	26,279	30,000	80,000
Debt Service	-	-	-
Total Expenditures	\$ 1,767,427	\$ 1,774,903	\$ 2,231,274
Expenditures by Funding Source			
Revenue	\$ 1,767,427	\$ 1,774,903	\$ 2,231,274
Grant	-	-	-
Total Expenditures by Source	\$ 1,767,427	\$ 1,774,903	\$ 2,231,274
Full time Equivalent (FTE) Positions	22.0	22.0	24.0

Customer Service - Historical Data



Performance Data

Administration & Finance Division

Customer Service

Strategic Objective	Actions for Achievement Service Level Objective
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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.

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Percentage of accounts with meter reading within prior 12 months	96%	98%	98%
Percentage of over thirty-day receivables called	85%	90%	90%
Number of accounts selected for Water Shut Off	1400	2500	3200
Late fees as a percentage of billing	<1%	<2%	<2%
Number of large user accounts reviewed per year	12	15	15
Number of Customer Focus training sessions annually	7	8	8
Percentage of calls abandoned	<4%	<4%	<4%
Percentage of Connection Permits investigated	100%	100%	100%
Resolution of Disputes within 30 days	96%	96%	96%
Quarterly Reads on Large Customers	500	500	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

Ensured all bid specifications were added to Baynet.

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

Prepared the specification for the new color copier.

Assisted with the new policy and procedure on records retention and destruction.

Created new procedure for e-mail of vendor registration.

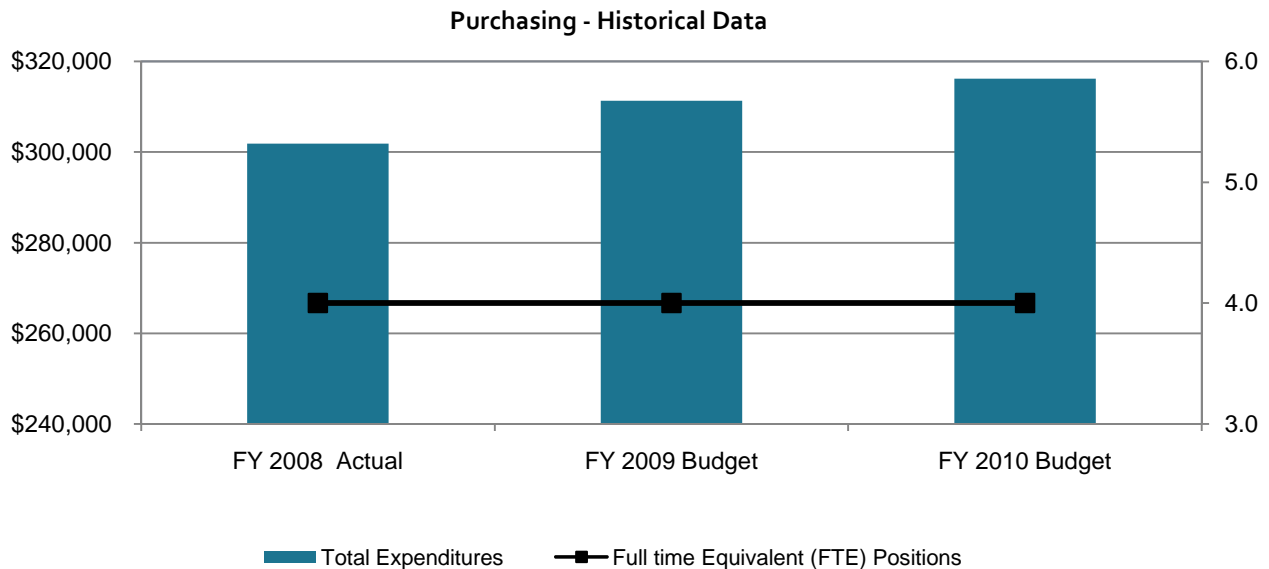
Prepared the specification for the purchase of electricity.

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

The Budget

Administration & Finance Division Purchasing

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 299,130	\$ 305,666	\$ 311,134
Less Capital Reimbursements	-	-	-
Net Personnel Costs	299,130	305,666	311,134
Operating Supplies/Expense	2,744	5,630	5,080
Professional Services	-	-	-
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 301,873	\$ 311,296	\$ 316,214
Expenditures by Funding Source			
Revenue	\$ 301,873	\$ 311,296	\$ 316,214
Grant	-	-	-
Total Expenditures by Source	\$ 301,873	\$ 311,296	\$ 316,214
Full time Equivalent (FTE) Positions	4.0	4.0	4.0



Performance Data

Administration & Finance Division

Purchasing

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 goods are purchased in a timely manner. Evaluate utility and chemicals contracts.
Customer Focus: Maintain a customer-focused attitude throughout the organization.	Ensure compliance with federal and state purchasing laws. Work towards maximum satisfaction of internal customers.
Staffing: Attract, develop and retain highly qualified employees.	Encourage and support adequate level of staff training opportunities.

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Percentage of purchase requisitions completed within two weeks	95%	97%	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

Completed a monthly analysis of the COB maintenance expenses to ensure overhead expense is at or below budget.

Ensured proper preventive and corrective maintenance of the COB was completed.

Coordinated with other NBC sections to ensure the continuous update and enhancement of security for NBC facilities.

Completed upgrades and changes required as part of the report from the State Fire Marshal.

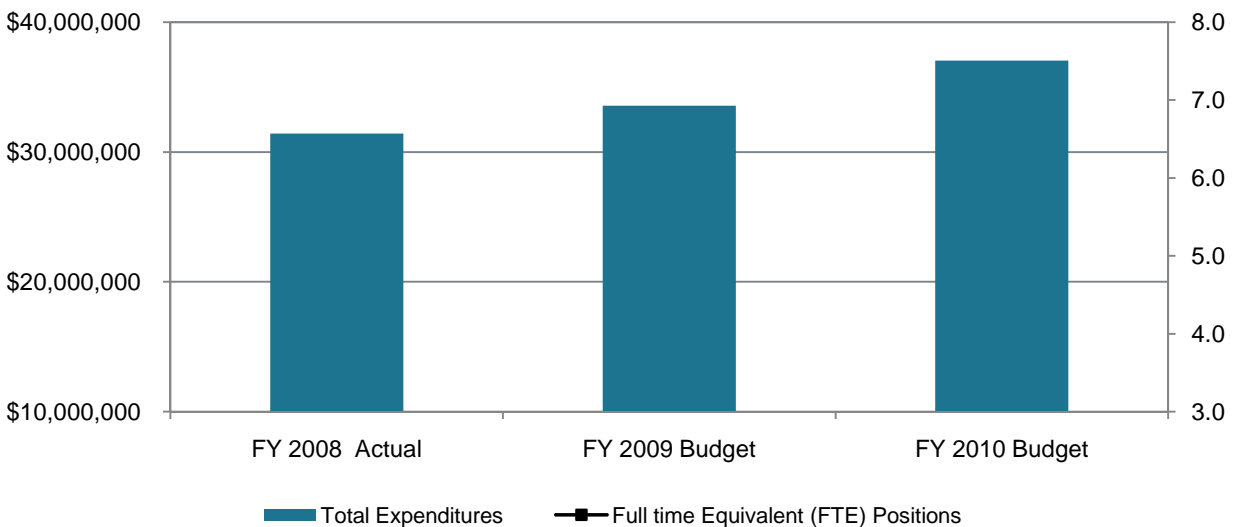
Program Staffing (Budgeted)
Responsibilities are executed by Purchasing staff

The Budget

Administration & Finance Division General Administration

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 117,416	\$ 566,209	\$ 628,340
Less Capital Reimbursements	-	-	-
Net Personnel Costs	117,416	566,209	628,340
Operating Supplies/Expense	1,092,724	1,359,531	1,227,457
Professional Services	204,117	276,827	316,200
Capital Outlays	65,205	106,000	122,500
Debt Service	29,947,152	31,258,664	34,737,792
Total Expenditures	\$ 31,426,613	\$ 33,567,231	\$ 37,032,289
Expenditures by Funding Source			
Revenue	\$ 31,426,613	\$ 33,542,231	\$ 37,007,289
Grant	-	25,000	25,000
Total Expenditures by Source	\$ 31,426,613	\$ 33,567,231	\$ 37,032,289
Full time Equivalent (FTE) Positions	0.0	0.0	0.0

General Administration- Historical Data



Performance Data

Administration & Finance Division

General Administration

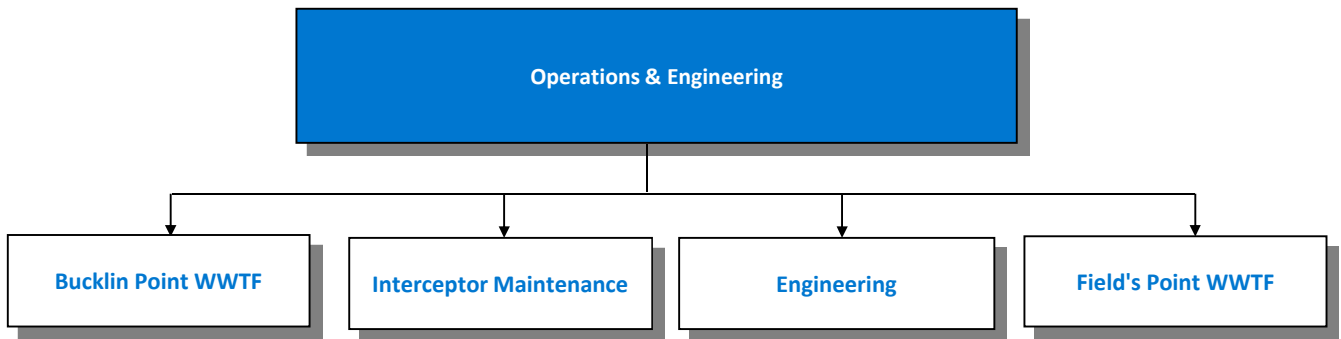
Strategic Objective	Actions for Achievement Service Level Objective
Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.	Provide cost-effective administration of the Corporate Office Building (COB). Maintain 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.

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
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

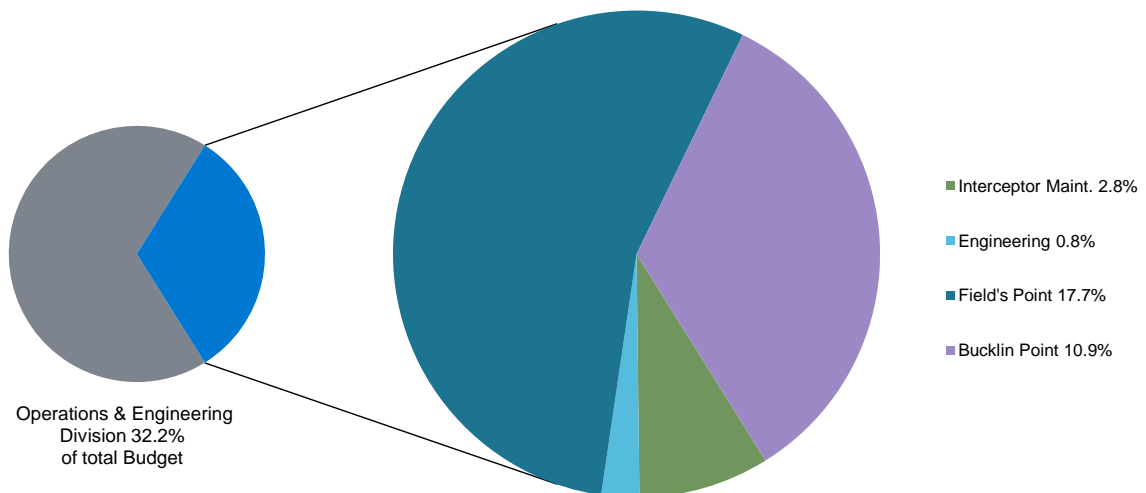
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Division Structure

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 operating and maintaining the treatment plants and the collection system. In addition, the 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 stormwater flows.

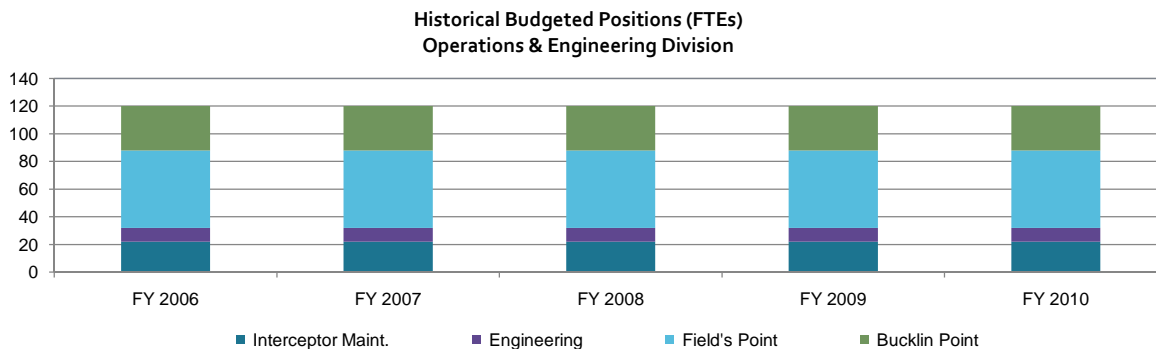
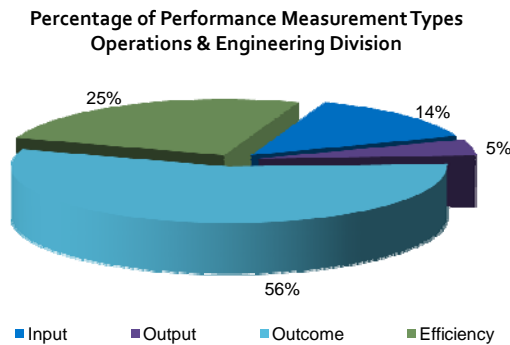
Significant Budget Modifications

The Operations and Engineering Division's budget has increased by 6.7% on a year-to-year basis. In FY 2010, Personnel expense will increase by 5.8%. This division has the greatest number of union positions in NBC, and is therefore significantly impacted by the increasing union pension and post-retirement health benefit employer contribution.

Several operating accounts have increased over FY 2009. Operating impacts of the CSO Phase I facilities that became 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. In addition, usage of both gas and electricity at the two WWTFs is projected to be higher in FY 2010. The usage of chemicals used for treatment of wastewater will also increase 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.



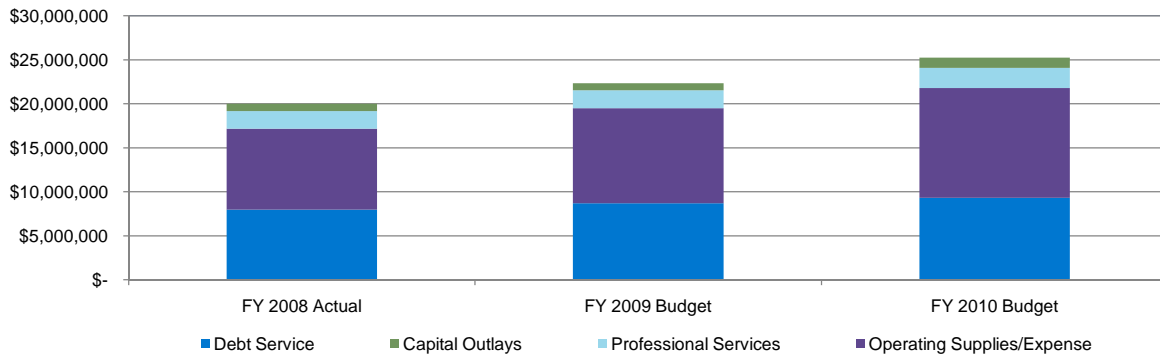
Division Program

Operations & Engineering Division

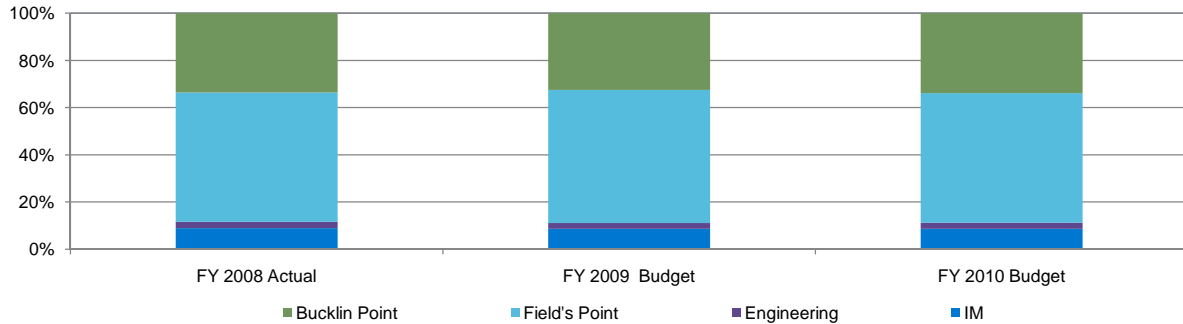
Division Summary

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 8,606,514	\$ 9,579,027	\$ 10,065,629
Less Capital Reimbursements	(497,017)	(876,276)	(858,963)
Net Personnel Costs	8,109,497	8,702,751	9,206,666
Operating Supplies/Expense	9,397,947	10,776,845	11,251,099
Professional Services	1,968,298	2,034,238	2,220,663
Capital Outlays	768,760	824,000	1,149,500
Debt Service	-	-	-
Total Expenditures	\$ 20,244,502	\$ 22,337,834	\$ 23,827,928
Expenditures by Funding Source			
Revenue	\$ 20,244,502	\$ 22,337,834	\$ 23,827,928
Grant	-	-	-
Total Expenditures by Source	\$ 20,244,502	\$ 22,337,834	\$ 23,827,928
Full time Equivalent (FTE) Positions	121.0	120.0	120.0

Division Cost by Element



Percent of Division's Budget by Section



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 within the Bucklin Point and Fields Point district to the NBC wastewater treatment plants. This section inspects and maintains approximately 92 miles of interceptor sewers, 6 pumping stations, 84 regulators, 22 meter stations, 45 sumps, 32 tidegates, approximately 605 catch basins, the Lincoln Septage Receiving Facility, and the six tunnel drop shafts. 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

Completed inspections of approximately 10 miles of interceptors in FY 2009.

Removed an estimated 263 cubic yards of grit from the collection system and an estimated 67 tons of floatable and grit material was removed from CSO discharges to the Seekonk River.

Completed an estimated 522 training hours during the first half of the fiscal year.

Responded to the sewer failure at Glenbridge Avenue, Providence quickly. As a result, the bypass volumes were minimal (<10% of the monthly average volume).

Successfully constructed a new sewer pipe off River Road to eliminate potential hydraulic restrictions from an old regulator/slot.

Quickly responded to the report of Providence Water breaking the NBC force main on Central Ave in Johnston, keeping the bypass volume to a minimal amount (~1% of the monthly average volume).

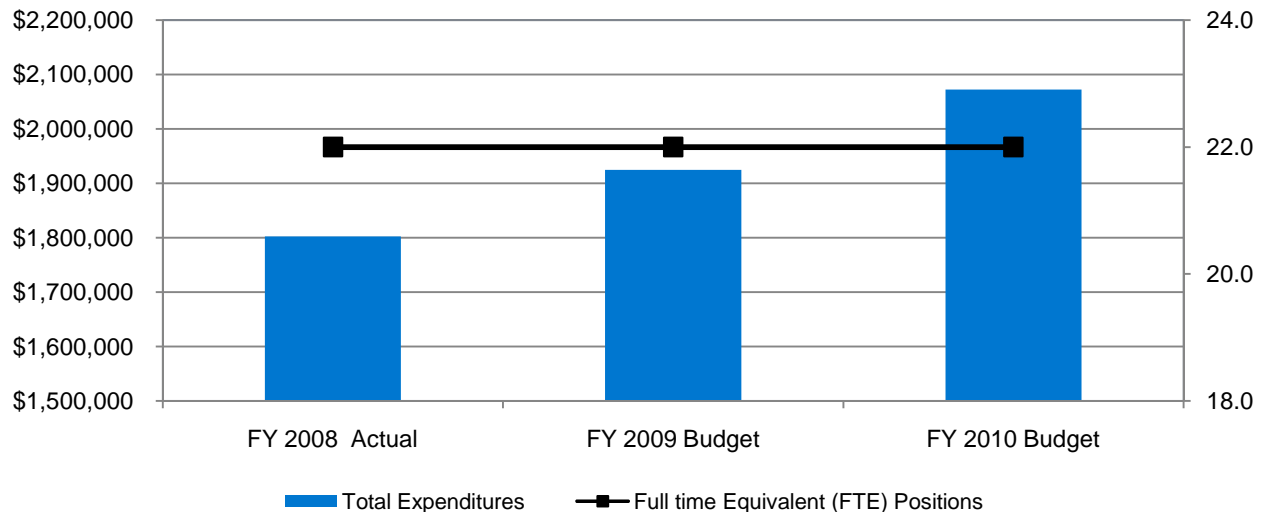
Program Staffing (Budgeted)			
IM Manager	1.0	Technical Assistant	1.0
Assistant IM Manager	1.0	Dispatcher	1.0
IM Operator	14.0	IM Inspector	1.0
Heavy Motor Equipment Operator	1.0	IM Environmental Engineer	1.0
IM Mechanic	1.0		
	22.0 FTEs		

The Budget

Operations & Engineering Interceptor Maintenance

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 1,254,594	\$ 1,520,047	\$ 1,584,208
Less Capital Reimbursements and Turnover	(61,797)	(137,555)	(188,005)
Net Personnel Costs	1,192,798	1,382,492	1,396,203
Operating Supplies/Expense	444,853	476,364	491,625
Professional Services	14,844	14,800	14,800
Capital Outlays	150,135	51,000	170,000
Debt Service	-	-	-
Total Expenditures	\$ 1,802,629	\$ 1,924,656	\$ 2,072,628
Expenditures by Funding Source			
Revenue	\$ 1,802,629	\$ 1,924,656	\$ 2,072,628
Grant	-	-	-
Total Expenditures by Source	\$ 1,802,629	\$ 1,924,656	\$ 2,072,628
Full time Equivalent (FTE) Positions	22.0	22.0	22.0

Interceptor Maintenance - Historical Data



Performance Data

Operations & Engineering Division Interceptor Maintenance

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.	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.
Envir. Performance: Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.	Minimize environmental pollution.
Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.	Minimize unplanned capital expenditures.
Customer Focus: Maintain a customer-focused attitude throughout the organization.	Provide prompt courteous responses to all customer requests.
Staffing: Attract, develop and retain highly qualified employees.	Provide training and equipment to ensure safe and environmentally sound management practices are followed.

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Number of miles of interceptors inspected and cleaned annually	10	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	6 hours or less	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	70 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 hour	1 hour	1 hour
Length of time to review sewer connection permits	3 business days	3 business days	3 business days
Number of optional training hours completed annually	75	75	150

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

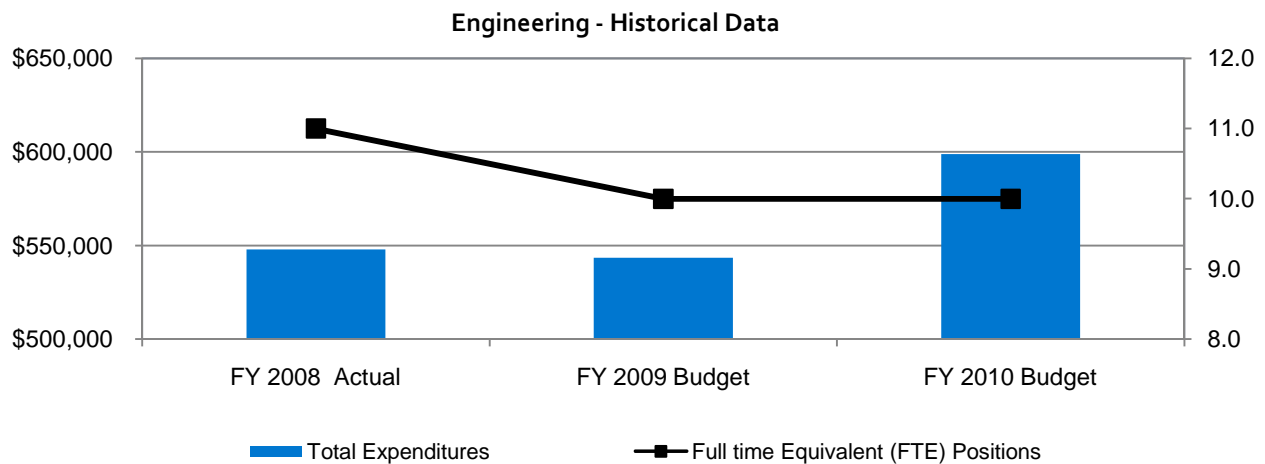
- Completed design of Biological Nitrogen Removal facilities and other Improvements at the Field's Point WWTF.
- Completed Preliminary Design of the Phase II CSO Control Facilities and initiated Final Design.
- Completed the Facilities Plan for the Bucklin Point WWTF for upgrade of the BNR facilities.
- Completed design of the improvements to the Central Ave. Pump Station.
- Completed design of the Louisquisset Interceptor Replacement.
- Completed design of the improvements to the Omega Pump Station Rack Room.
- Completed procurement of new turbo blowers for the FPWWTF.
- Completed design of improvements necessary to maintain easements for the Abbott Valley Interceptor.
- Completed a Sewer System Evaluation Survey for the Branch-Douglas Interceptor.
- Completed an update of the Facilities Plan for the NBC sewers in the Town of Johnston.
- Completed design of replacement of the tide gate at OF023 (Pitman St.).

Program Staffing (Budgeted)			
Engineering Construction Coordinator	1.0	Engineering & Operations Fiscal Administrator	1.0
Engineering Manager	1.0	Principal Environmental Engineer	1.0
Instrumentation Engineer	1.0	Facilities Engineer	3.0
Environmental Engineer	1.0	Director of Operations & Engineering	1.0
10.0 FTEs			

The Budget

Operations & Engineering Division Engineering

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 969,465	\$ 975,369	\$ 963,320
Less Capital Reimbursements	(435,220)	(459,501)	(407,248)
Net Personnel Costs	534,245	515,869	556,072
Operating Supplies/Expense	13,633	27,600	17,615
Professional Services	-	-	200
Capital Outlays	-	-	25,000
Debt Service	-	-	-
Total Expenditures	\$ 547,878	\$ 543,469	\$ 598,887
Expenditures by Funding Source			
Revenue	\$ 547,878	\$ 543,469	\$ 598,887
Grant	-	-	-
Total Expenditures by Source	\$ 547,878	\$ 543,469	\$ 598,887
Full time Equivalent (FTE) Positions	11.0	10.0	10.0



Performance Data

Operations & Engineering Division Engineering

Strategic Objective	Actions for Achievement Service Level Objective
<p>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</p>	<p>Complete the planning and design of all projects in accordance with the master schedule and in compliance with RIDEM requirements.</p> <p>Ensure safe and reliable wastewater processing through effective asset management.</p>
<p>Envir. Performance: Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.</p>	

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Number of project tasks completed related to nutrient removal and other improvements at wastewater treatment facilities	4	5	4
Implement Asset Management Program by phases	N/A	12/30/08 Phase III	6/30/2010 Phase IV
Number of project tasks completed related to the sewer collection system	3	2	4
Number of project tasks completed related to the development of GIS/Hansen sewer maintenance applications	3	2	2
Number of project tasks completed related to Phase II Combined Sewer Overflow Control in accordance with permit and consent order requirements	1	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 47 million gallons of wastewater per day. The goal and mission of the Operations staff at the facility 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 also. Over 1,300 tons of screenings and grit are removed in the treatment process and they are properly disposed of at the landfill. Approximately 25 dry tons of sludge are removed on a daily basis. Sludge in liquid form is either hauled to an incineration facility or dewatered on-site by a private contractor.

Prior Year Accomplishments

Produced an excellent quality effluent on a daily basis. There was one excursion of the daily maximum permit limit for fecal coliforms and three excursions of the daily maximum limit for effluent BOD experienced.

Maintained permit limits (daily maximum, weekly or monthly average) for the conventional pollutant total suspended solids (TSS) and for the daily maximum permit limit for total residual chlorine.

Commenced operation of new CSO Phase I facilities November 2008.

Scraped, cleaned, primed and painted all of the equipment in the Plant Water Pump Station last year as part of the facility-wide upkeep plan.

Rebuilt the Serpentix Conveyor system at the ESPS. This conveyor is critical for removal of screenings from the bar racks for disposal.

Completed several important projects involving the replacement of large circuit breakers and Automatic Transfer Switches for critical process equipment.

Program Staffing (Budgeted)

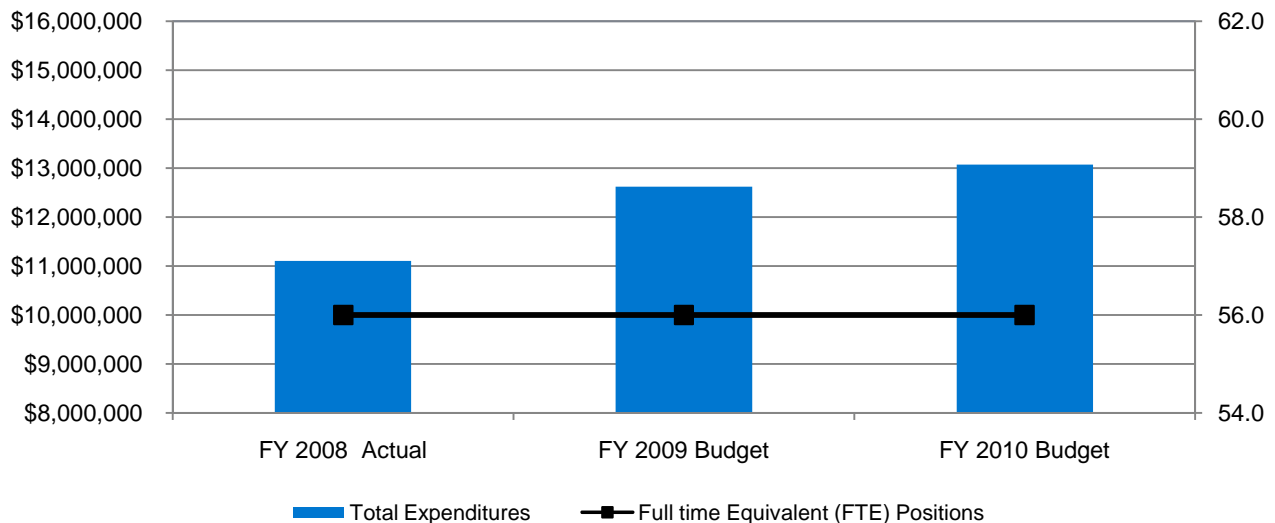
Operations Manager FP	1.0	Assistant Operations Manager	1.0
Control Systems Administrator	1.0	Assistant Control Systems Administrator	1.0
O & M Clerk	1.0	O & M Coordinator	1.0
Maintenance Manager	1.0	Fleet Mechanic	1.0
O & M Technician	1.0	O & M Supervisor	4.0
Process Monitor	9.0	Inventory Control Clerk	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		
56.0 FTEs			

The Budget

Operations & Engineering Division Field's Point Operations

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	3,997,130	4,527,863	4,794,340
Less Capital Reimbursements and Turnover	-	(226,237)	(221,944)
Net Personnel Costs	3,997,130	4,301,626	4,572,396
Operating Supplies/Expense	6,623,446	7,738,452	7,962,080
Professional Services	17,101	17,022	16,186
Capital Outlays	463,747	563,000	523,000
Debt Service	-	-	-
Total Expenditures	\$ 11,101,424	\$ 12,620,100	\$ 13,073,661
Expenditures by Funding Source			
Revenue	\$ 11,101,424	\$ 12,620,100	\$ 13,073,661
Grant	-	-	-
Total Expenditures by Source	\$ 11,101,424	\$ 12,620,100	\$ 13,073,661
Full time Equivalent (FTE) Positions	56.0	56.0	56.0

Field's Point - Historical Data



Performance Data

Operations & Engineering Division Field's Point Operations

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.	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 an SOP so as to effectively integrate the new Tunnel Pump Station into routine Operations tasks.
Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.	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.
Staffing: Attract, develop and retain highly qualified employees.	Develop a pool of candidates for future supervisory positions.

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 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	14	15	14
Yearly average BOD	15	12	12
Yearly average Fecal Coliforms	36	20	20
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	22 staff	22 staff
Keep daily average sludge production to less than or equal to 25 DT/day	24.5 DT/day	<25 DT/day	<25 DT/day
Reduce the number of accidents at Field's Point	36	<20	<20
Reduce the number of changes to the current year Operating Capital budget due to plan changes	10	<5	<5
Percentage of capital expenditures spent on planned items	74%	100%	90%
Number of Incentive Training courses taken by Operations and Maintenance employees	6	25	25

The Program

Operations & Engineering Division Bucklin Point

Mission and Overview:

NBC Bucklin Point is the second largest treatment facility in the state treating approximately one-fifth of the state's wastewater flow. The facility treats an average of 25 MGD per day with the ability to treat a dry weather flow up to 46 MGD. The facility also treats up to another 70 MGD of wet weather flow for a total treatment capacity of 116-MGD during wet weather events. The facility has treated over 85% of wet weather flow entering the facility by storing flow during lesser storms and pumping it back to the facility during low flow periods. This has resulted in a greater than 90% reduction in the number of permitted facility bypass events which previously would have resulted in the discharge of untreated wet weather flows. The facility continues to attain excellent treatment. Facility staff and management continue to seek ways to optimize treatment levels with the existing facility.

Prior Year Accomplishments

Provided safety training four times a month to all staff including extended training sessions for specialty topics.

Continued innovative treatment strategies to contribute performance data for future upgrade considerations.

Continued implementation of the utility-wide asset management program.

Worked with various sections to provide information and support for future design projects (e.g. energy efficiency and operational improvements) and supported other sections in pump station operation and start-up.

Provided tours to over 500 students and adults from all grade levels and college to further treatment understanding.

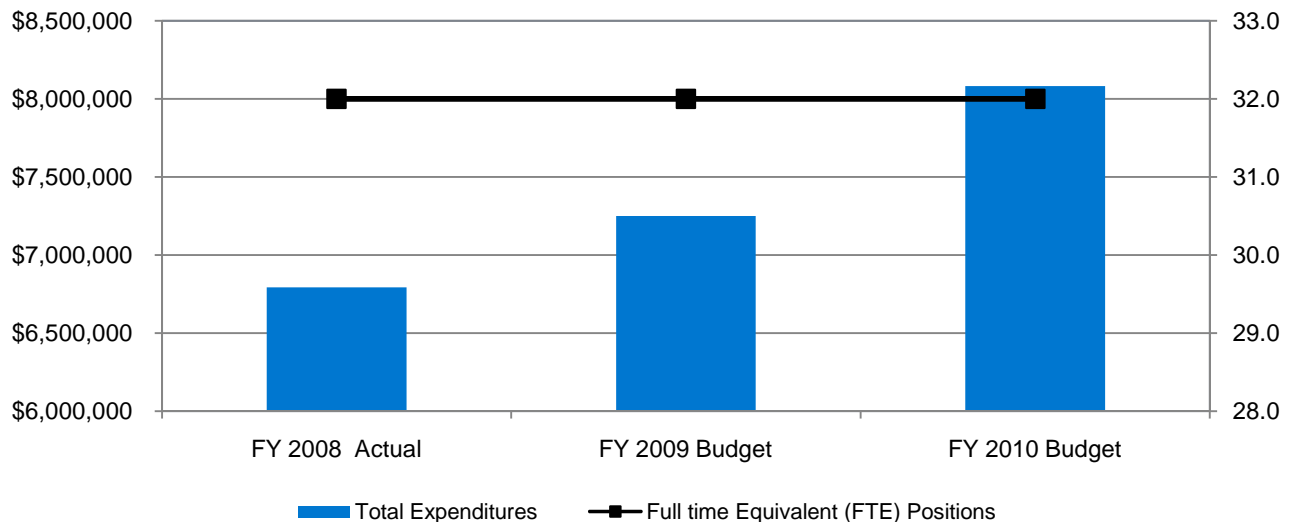
Program Staffing (Budgeted)			
Bucklin Point Contract Coordinator	1.0	Utility Crew Foreman	1.0
Scada System Operator	1.0	Process Monitor	5.0
Operator	12.0	Heavy Equipment Operator	1.0
Mechanic	5.0	E and I Technician	1.0
Electrical Foreman	1.0	Electrician	2.0
Inventory Control Clerk	1.0	Maintenance Scheduler/Planner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

The Budget

Operations & Engineering Division Bucklin Point Operations

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 2,385,324	\$ 2,555,747	\$ 2,723,761
Less Capital Reimbursements and Turnover	-	(52,983)	(41,766)
Net Personnel Costs	2,385,324	2,502,764	2,681,995
Operating Supplies/Expense	2,316,014	2,534,429	2,779,779
Professional Services	1,936,354	2,002,416	2,189,477
Capital Outlays	154,878	210,000	431,500
Debt Service	-	-	-
Total Expenditures	\$ 6,792,571	\$ 7,249,609	\$ 8,082,751
Expenditures by Funding Source			
Revenue	\$ 6,792,571	\$ 7,249,609	\$ 8,082,751
Grant	-	-	-
Total Expenditures by Source	\$ 6,792,571	\$ 7,249,609	\$ 8,082,751
Full time Equivalent (FTE) Positions	32.0	32.0	32.0

Bucklin Point - Historical Data



Performance Data

Operations & Engineering Division Bucklin Point Operations

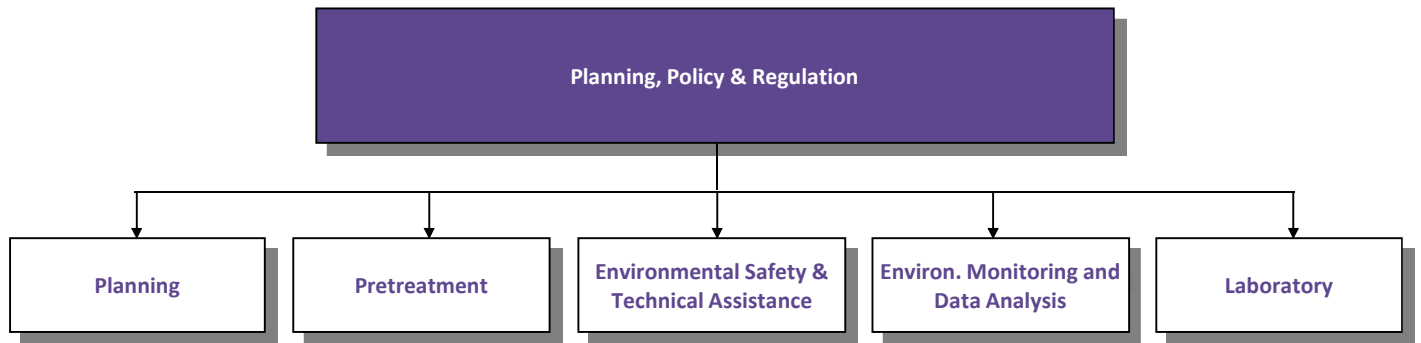
Strategic Objective	Actions for Achievement Service Level Objective
Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.	<p>Maximize safe, efficient and cost-effective operation of the treatment plant.</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. Meet the total nitrogen limit of 8 mg/l during the months of May through October.</p>
Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.	<p>Optimize efficiency of the Solids Handling area.</p> <p>Minimize unplanned capital expenditures.</p> <p>Reduce emergency maintenance expenditures.</p>
Staffing: Attract, develop and retain highly qualified employees.	<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>

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Completion of budgeted operating capital projects	75%	100%	100%
Compliance with all new equipment and treatment facility warranties	100%	100%	100%
Effluent Quality Goals:			
Monthly total Nitrogen average May - October	8 mg/l	8 mg/l	8 mg/l
Permit Level Nitrogen	8 mg/l	8 mg/l	8 mg/l
Yearly average TSS	7 mg/l	10 mg/l	10 mg/l
Yearly average BOD	4 mg/l	10 mg/l	10 mg/l
Yearly average Fecal Coliforms	14 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	7.21 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

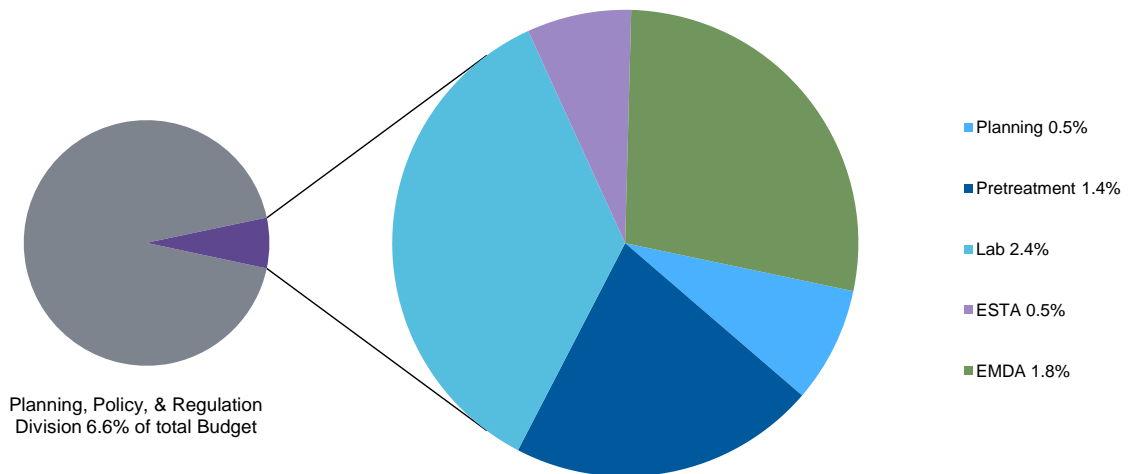
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Division Structure

Planning, Policy & Regulation Division 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 includes the Pretreatment program, Environmental Monitoring and Data Analysis, Environmental Safety and Technical Assistance, and the Laboratory. The Division provides technical support to the operating sections and performs a variety of special studies.

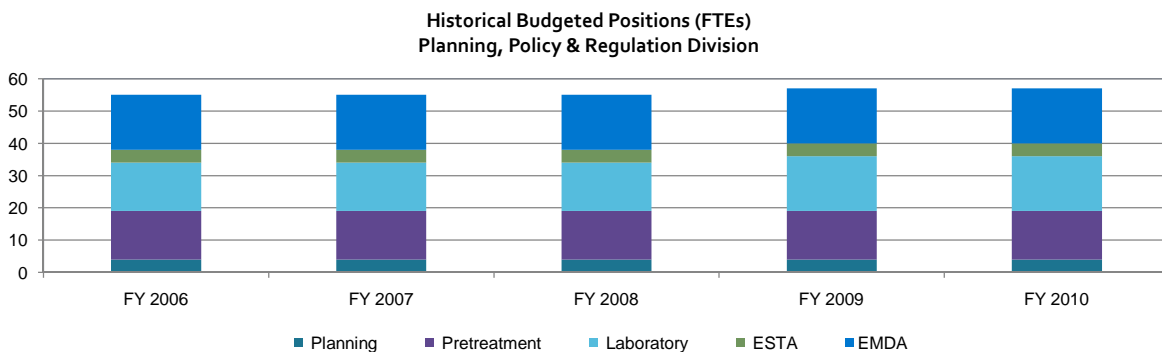
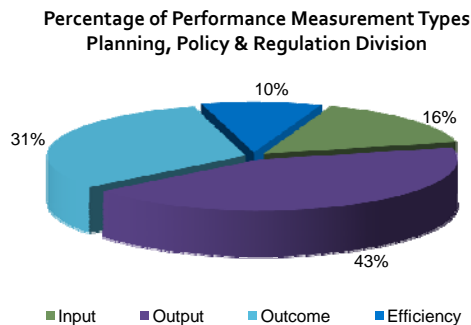
Significant Budget Modifications

The Planning, Policy & Regulation Division's budget increased by 6.6% on a year to year basis. Personnel costs rose by 7.8% due in part to two new positions in the Laboratory, which resulted in an increase to the Laboratory's personnel budget of approximately \$112K. These two positions have been added due to the increased amounts of sampling and the resulting analysis needed to be performed by the Lab.

In terms of operating costs, the lab supplies account has increased due to the more stringent requirements of nitrogen removal and other permitted sampling. Due to the rising costs of energy, gas and electricity expenses have also increased over FY 2009.

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 41% of total performance measures.



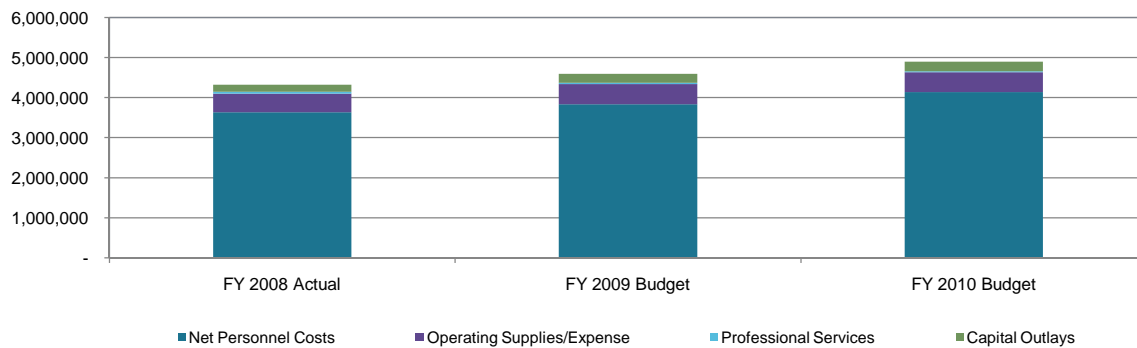
Division Program

Planning, Policy & Regulation Division

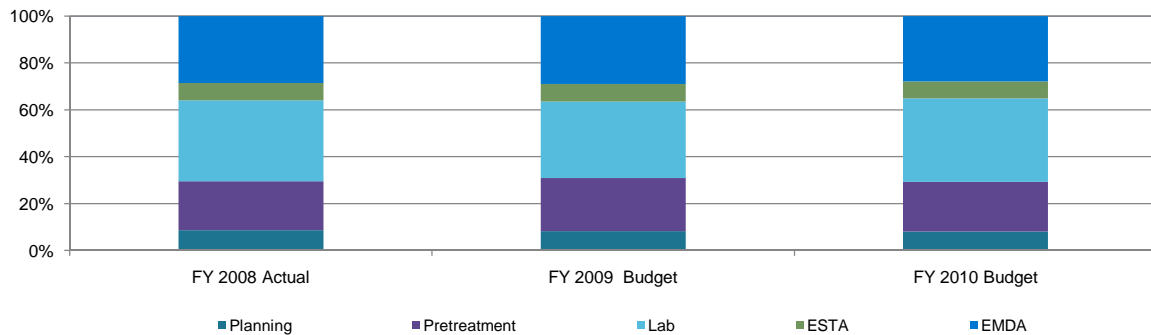
Division Summary

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 3,657,325	\$ 3,855,004	\$ 4,156,952
Less Capital Reimbursements	(19,145)	(19,375)	(19,375)
Net Personnel Costs	3,638,180	3,835,629	4,137,577
Operating Supplies/Expense	457,409	503,025	492,833
Professional Services	52,219	30,360	30,360
Capital Outlays	173,670	223,466	236,600
Debt Service	-	-	-
Total Expenditures	\$ 4,321,478	\$ 4,592,480	\$ 4,897,370
Expenditures by Funding Source			
Revenue	\$ 4,321,478	\$ 4,592,480	\$ 4,897,370
Grant	-	-	-
Total Expenditures by Source	\$ 4,321,478	\$ 4,592,480	\$ 4,897,370
Full time Equivalent (FTE) Positions	55.0	55.0	57.0

Division Cost by Element



Percent of Division's Budget by Section



The Program

Planning, Policy & Regulation Division Planning

Mission and Overview:

The Planning & Permits Section issues sewer connection, storm water and sewer alteration permits. It is also responsible for the issuance and maintenance of NBC policies. This section assists other sections with the enforcement of NBC Rules and Regulations, protection of NBC sewer easements, public outreach projects such as the Chairman's River Restoration Initiative, provides free water audits for businesses and provides technical assistance to the sewer abatement program. Permit Section staff maintain the RIPDES storm water 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 DEM and dealing with stakeholders and regulatory agencies on all types of environmental issues involving the NBC.

Prior Year Accomplishments

Collected approximately \$120k in connection permit fees.

Encouraged developers to use Low Impact Development (LID) techniques for stormwater disposal. A total of 13 projects in our district employed some type of LID techniques over the past year, diverting over 790,000 gallons of stormwater flow from the NBC sewer system.

Received two nationally recognized awards for the NBC Stormwater Mitigation Program, the NACWA Environmental Merit Award and the Environmental Business Council Merit Award for Leadership.

Organized and oversaw the Chairman's River Restoration Initiative Earth Day Clean-Up Event and the State's Shellfish Transplant Program.

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.

Assisted Customer Service in the review and field inspection of commercial abatement requests.

The PP&R Director served as Co-Chair of the Rhode Island Environmental Monitoring Collaborative, represented the NBC on the Ad-Hoc Subcommittee and represented the NBC on the RIRBW Coordination Team at meetings held throughout the year.

Incorporated GIS into the Permit Program, established a database on the NBC GIS system that includes over 1,925 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.

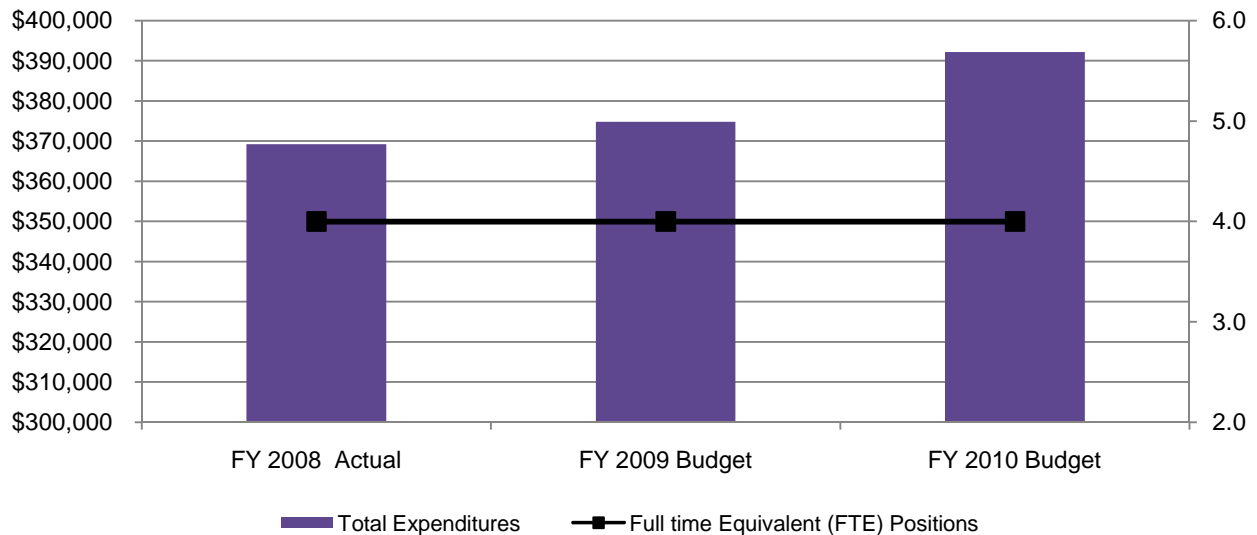
Program Staffing (Budgeted)			
Director of Planning, Policy, & Regulation	1.0	Administrative Assistant	1.0
Permits Coordinator	1.0	Permits and Planning Manager	1.0
4.0 FTEs			

The Budget

Planning, Policy & Regulation Division Planning

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 357,937	\$ 358,504	\$ 378,878
Less Capital Reimbursements	-	-	-
Net Personnel Costs	357,937	358,504	378,878
Operating Supplies/Expense	11,309	16,350	13,300
Professional Services	-	-	-
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 369,246	\$ 374,854	\$ 392,178
Expenditures by Funding Source			
Revenue	\$ 369,246	\$ 374,854	\$ 392,178
Grant	-	-	-
Total Expenditures by Source	\$ 369,246	\$ 374,854	\$ 392,178
Full time Equivalent (FTE) Positions	4.0	4.0	4.0

Planning - Historical Data



Performance Data

Planning, Policy & Regulation Division

Planning

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.	Maintain full compliance with all requirements of Phase I Stormwater Permits for both NBC WWTFs.
Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.	Administer the connection fee structure in a fair and accurate manner.
Customer Focus: Maintain a customer-focused attitude throughout the organization.	Work to create a customer-focused attitude to enhance the efficiency of the permitting program.
Staffing: Attract, develop and retain highly qualified employees.	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.
Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".	Maintain internal communication process for the permit program.
Organizational Performance: Ensure that the NBC organization is aligned with and supports our strategic goals.	Develop and publish a formal statement of NBC's Strategic Plan goals and communicate to employees.

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Prepare annual stormwater inspection report for each WWTF	12/19/2007	12/30/2008	12/30/2009
Apply for renewal of RIPDES Stormwater permits per RIDEM requirements	Renewal 5/31/11	Renewal 5/31/11	Renewal 5/31/11
Collect 100% of fees for every permit issued	100%	100%	100%
Meet the time limits for issuance of sewer and storm connection permits	10 Business days	10 Business days	10 Business days
Meet the time limits for issuance of sewer alteration permits	7 Business days	9 Business days	9 Business days
Conduct monthly survey of permit customers to evaluate the quality of service	12	12	12
Provide Director with summary results report of the permit customer survey and recommendations for improvements to program	4	4	4
Hold Earth Day River Cleanup Event	4/22/2008	4/30/2009	4/30/2010
Conduct biannual review meetings with staff to discuss professional development and tuition reimbursement programs	2 meetings/year	2 meetings/year	2 meetings/year
Provide staff with four hours of professional training	5 hours / employee	4 hours / employee	4 hours / 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	6/30/2008	6/30/2009	6/30/2010

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

All Significant Industrial Users (SIUs) were inspected 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.

The Pretreatment Annual Report was submitted to the DEM by March 15, 2009 as required by the RIPDES permit.

Pretreatment staff members participated in seven public presentations and workshops, exceeding the goal of three.

Eight educational form letters were issued to users over the past year, meeting the goal.

Assisted communities in Massachusetts, New Hampshire and Rhode Island to develop grease control programs.

Assisted other agencies in the training of their new Pretreatment personnel.

Program Staffing (Budgeted)

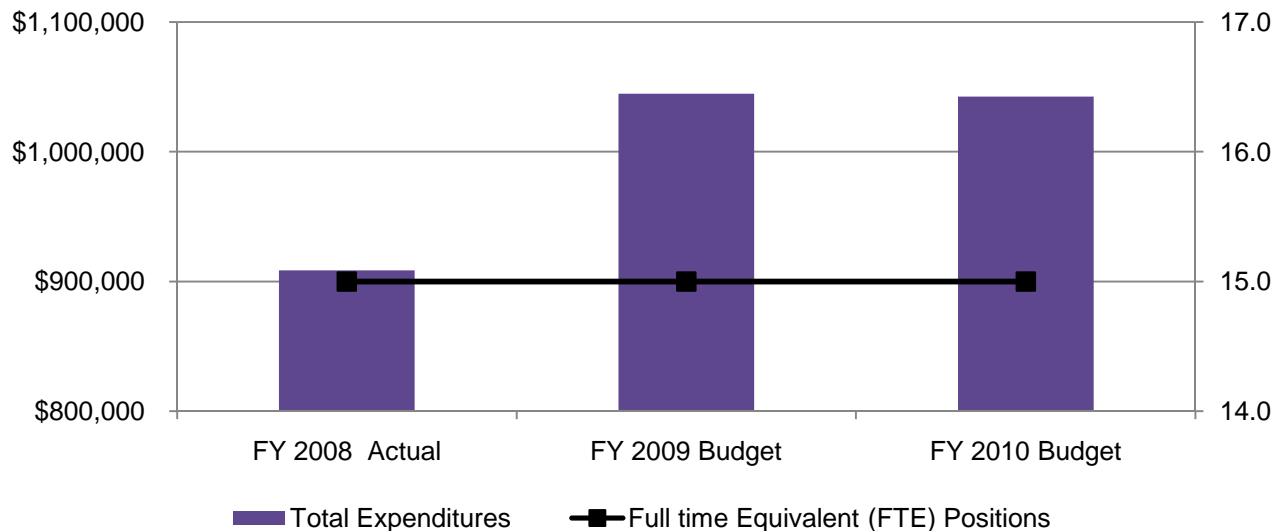
Pretreatment Manager	1.0	Assistant Pretreatment Manager	1.0
Principal Pretreatment Engineer	1.0	Pretreatment Engineer	2.0
Pretreatment Technician	5.0	Pretreatment Clerk	4.0
Senior Pretreatment Technician	1.0		
	15.0 FTEs		

The Budget

Planning, Policy & Regulation Division Pretreatment

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 881,393	\$ 954,381	\$ 989,417
Less Capital Reimbursements	-	-	-
Net Personnel Costs	881,393	954,381	989,417
Operating Supplies/Expense	27,070	40,051	32,980
Professional Services	-	-	-
Capital Outlays	-	50,214	20,000
Debt Service	-	-	-
Total Expenditures	\$ 908,464	\$ 1,044,646	\$ 1,042,397
Expenditures by Funding Source			
Revenue	\$ 908,464	\$ 1,044,646	\$ 1,042,397
Grant	-	-	-
Total Expenditures by Source	\$ 908,464	\$ 1,044,646	\$ 1,042,397
Full time Equivalent (FTE) Positions	15.0	15.0	15.0

Pretreatment - Historical Data



Performance Data

Planning, Policy, & Regulation Division

Pretreatment

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.	Meet the Pretreatment Program requirements of NBC's RIPDES permits for its two wastewater treatment plants.
Envir. Performance: Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.	Continuously evaluate the Pretreatment Program and report the data to the public.
Customer Focus: Maintain a customer-focused attitude throughout the organization.	Provide excellent customer service and educate NBC permitted users regarding NBC regulations and requirements.
Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".	Educate internal and external customers on the Pretreatment Program.

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Conduct non-sampling inspections of 100% Significant Industrial Users (SIUs) within required 12 month period	103 SIUs inspected (100%)	100%	100%
Complete and submit Annual Pretreatment Report to DEM	3/13/2008	3/15/2009	3/15/2010
Issue Notices of Violations (NOVs) for 100% of incidents of non-compliance	2382 NOVs issued (100%)	100%	100%
Compile data for the Pretreatment Annual Report and present findings to the Citizens' Advisory Committee	3/13/08 & 4/9/08	3/15/09 & 6/30/09	3/15/10 & 6/30/10
Compile the list of companies in Significant Non-Compliance to be published in newspaper	2/26/2008	2/28/2009	2/28/2010
Issue educational form letters	8 issued	8	8
Participate in Public Presentations / Workshops	6	3	3
Conduct User Surveys	N/A	2	2
Upload Pretreatment Annual Report to the Internet	3/30/2008	4/15/2009	4/15/2010

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 analytical proficiency on both the Proficiency Testing for State Certification and EPA's DMR reporting.

Completed and submitted the renewal application for the Department of Health's State Licensing requirements by November 30, 2008.

Performed approximately 9,400 more analyses over the previous year. A report on the number of analyses for each parameter has also been completed.

The minimum detection limit (MDL) was determined on all the laboratory procedures. Mercury and metal detection limits are in the parts per trillion ranges, which are amongst the lowest in this state.

Back-up equipment for vital permit analyses were placed on-line to improve agency compliance.

Supported several important investigative studies for EMDA, Operations, and Engineering.

Worked with IT and LabVantage on the project to complete the DMR report in the lab's LIMS system.

The minimum detection limit (MDL) was established on all the laboratory procedures.

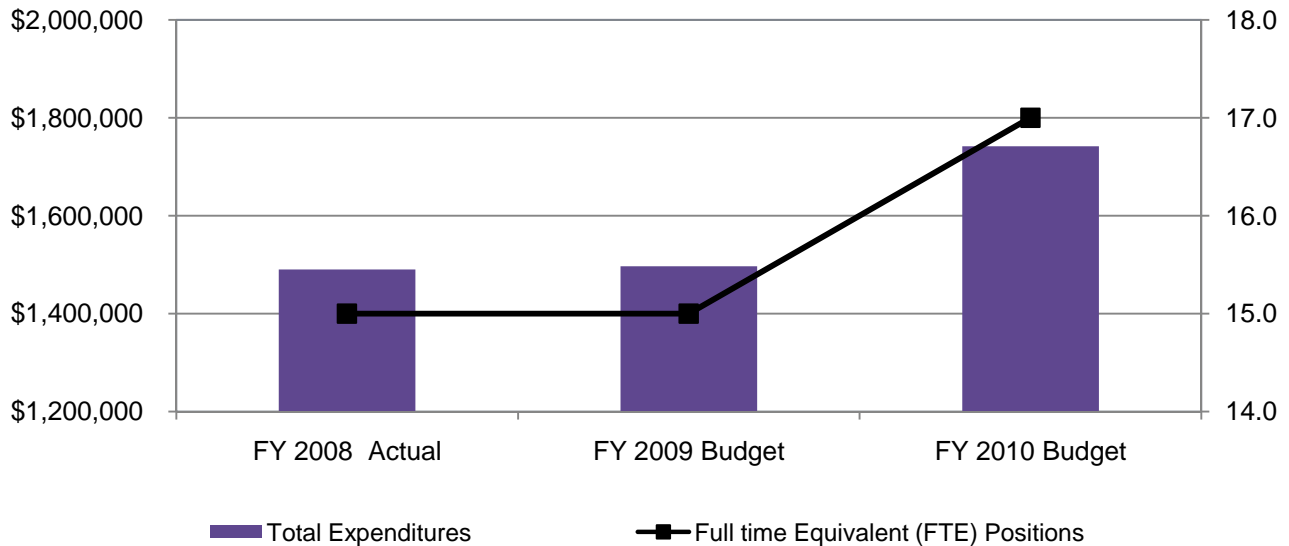
Program Staffing (Budgeted)			
Laboratory Manager	1.0	Assistant Laboratory Manager	1.0
Senior Organic Chemist	1.0	Senior Environmental Chemist	1.0
Biologist	1.0	Environmental Chemist	2.0
LIMS Administrator / Sample Coordinator	1.0	Chemist	2.0
Laboratory Clerk	1.0	Laboratory Technician	6.0
17.0 FTEs			

The Budget

Planning, Policy & Regulation Division Laboratory

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 1,027,506	\$ 1,079,267	\$ 1,242,762
Less Capital Reimbursements	-	-	-
Net Personnel Costs	1,027,506	1,079,267	1,242,762
Operating Supplies/Expense	285,881	296,144	299,928
Professional Services	47,304	26,860	26,860
Capital Outlays	129,738	94,500	172,600
Debt Service	-	-	-
Total Expenditures	\$ 1,490,429	\$ 1,496,771	\$ 1,742,150
Expenditures by Funding Source			
Revenue	\$ 1,490,429	\$ 1,496,771	\$ 1,742,150
Grant	-	-	-
Total Expenditures by Source	\$ 1,490,429	\$ 1,496,771	\$ 1,742,150
Full time Equivalent (FTE) Positions	15.0	15.0	17.0

Laboratory - Historical Data



Performance Data

Planning, Policy & Regulation Division Laboratory

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.	Maintain full compliance with all 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 all instruments that generate regulatory data have been satisfied, including the laboratory instruments at Field's Point, Bucklin Point and EMDA.
Envir. Performance: Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.	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.
Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.	Minimize service contracts by providing preventative maintenance (PM) training to in-house staff.
Staffing: Attract, develop and retain highly qualified employees.	Develop program with mechanisms and opportunities for continued growth and professional development.

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Analyze all RIPDES required parameters	100% (91,423 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	24 audits	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	Nov-07	Dec-08	Dec-09
Yearly calibration of all fume hoods and small instruments for the lab, EMDA, Field's Point and Bucklin Point by Caley & Whitmore	100%	100%	100%
Analyze all fecal, enterococci, and nutrient analyses on bay and river samples	100% (5,806 analyses performed)	100%	100%
Provide specialized training on 2 instruments for several Laboratory staff on annual basis	2 Instruments (Mercury, Autoclave- Sterilizer)	2 Instruments	2 Instruments
Provide a minimum 15 training hours to meet certification requirements by the National Registry of Environmental Professionals	24 hours / employee	15 hours / employee	15 hours / employee
Provide a minimum of 10 hours of training, cross-training for each employee	37 hours / employee	10 hours / employee	10 hours / 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

Conducted more than 30 Pollution Prevention Technical Assistance Site Visits.

Applied for two grants from the Environmental Protection Agency (EPA) - Education Grant \$25,000 and SIG \$375,000.

Continued siloxane study at Bucklin Point.

Continued work on a \$35,000 EPA Grant to investigate energy conservation technique applicable to WWTFs.

Continued to work with the Rhode Island Department of Environmental Management and the EPA on an Auto Salvage Yard Environmental Results Program.

Initiated work on \$275,000 EPA SIG Energy Management System Project.

Coordinated and participated in annual Port-of-Providence evacuation drill at Field's Point.

Presented Energy Management paper at the New England Water Environment Association (NEWEA) Conference in Boston - January 2009.

Continued efforts with other RI Water/Wastewater Agencies to develop a statewide Rhode Island Wastewater Agency Response Network (RIWARN) Program.

Received the Narragansett Water Pollution Control Association (NWPCA) Safety Award.

Received the Environmental Protection Agency award for work with RIWARN.

Safety presentation - NWPCA November 2008.

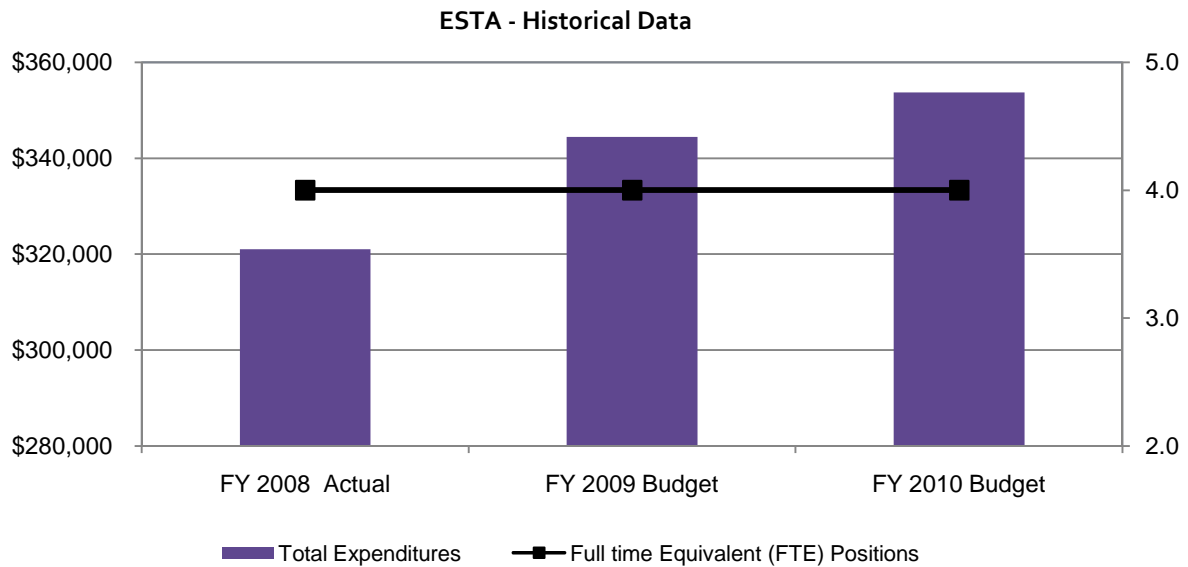
Program Staffing (Budgeted)

Environmental Safety & Technical Assistant Manager	1.0	Pollution Prevention Engineer	1.0
Safety Compliance Coordinator	1.0	Environmental Compliance Technical Assistant	1.0
4.0 FTEs			

The Budget

Planning, Policy & Regulation Division Environmental Safety & Technical Assistance

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 310,261	\$ 319,236	\$ 333,109
Less Capital Reimbursements	(4,209)	(3,875)	(3,875)
Net Personnel Costs	306,052	315,361	329,234
Operating Supplies/Expense	14,985	26,580	22,015
Professional Services	-	2,500	2,500
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 321,037	\$ 344,441	\$ 353,749
Expenditures by Funding Source			
Revenue	\$ 321,037	\$ 344,441	\$ 353,749
Grant	-	-	-
Total Expenditures by Source	\$ 321,037	\$ 344,441	\$ 353,749
Full time Equivalent (FTE) Positions	4.0	4.0	4.0



Performance Data

Planning, Policy & Regulation Division Environmental Safety & Technical Assistance

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.	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.
Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.	Explore the development of new grant funding sources.
Customer Focus: Maintain a customer-focused attitude throughout the organization.	Maintain training and technical assistance efforts provided by the NBC's Environmental Safety & Technical Assistance Program.
Staffing: Attract, develop and retain highly qualified employees.	Develop mechanisms and opportunities for continued growth and professional development.
Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".	Develop a culture within NBC for protecting employees with safety practices.
Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".	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 2008 Actual	FY 2009 Budget	FY 2010 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	9	8	8
Number of grant applications submitted	2	1	1
Amount of funds received as a % of program budget	7%	4%	4%
Number of Pollution Prevention technical assistance site-visits conducted	35	24	24
Number of presentations at colleges/schools and or public/business/trade association meetings	2	2	2
Number of OSHA required training sessions offered to NBC employees	N/A	24	24
Meet with staff on quarterly basis to identify professional educational opportunities	4	4	4
Number of classes/seminars	45 hours / employee	10 hours / employee	10 hours / employee
Conduct CPR / Defibrillator training	10 Classes (6 CPR 4 First Aid)	6 classes	6 classes
Number of employees certified in CPR / Defibrillator	69 Employees	50 employees	50 employees
Assist with coordinating NBC's Environmental Merit Awards Program and present awards	Jun-08	Jun-09	Jun-10
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, 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 every single day over the course of the year to ensure compliance with RIPDES permit requirements.

Sampled all SIUs a minimum of twice during the year, meeting NBC Pretreatment program goals and exceeding Federal EPA and state requirements to sample once per year.

Sampled 430 industrial and sanitary manholes.

EMDA staff collected 24,574 samples, an increase of 1,991 samples over fiscal year 2008.

Staff continued its weekly urban rivers and bi-weekly upper bay monitoring initiatives at a total of 40 sites to track the effects of CSOs and to evaluate the success of the CSO remediation project.

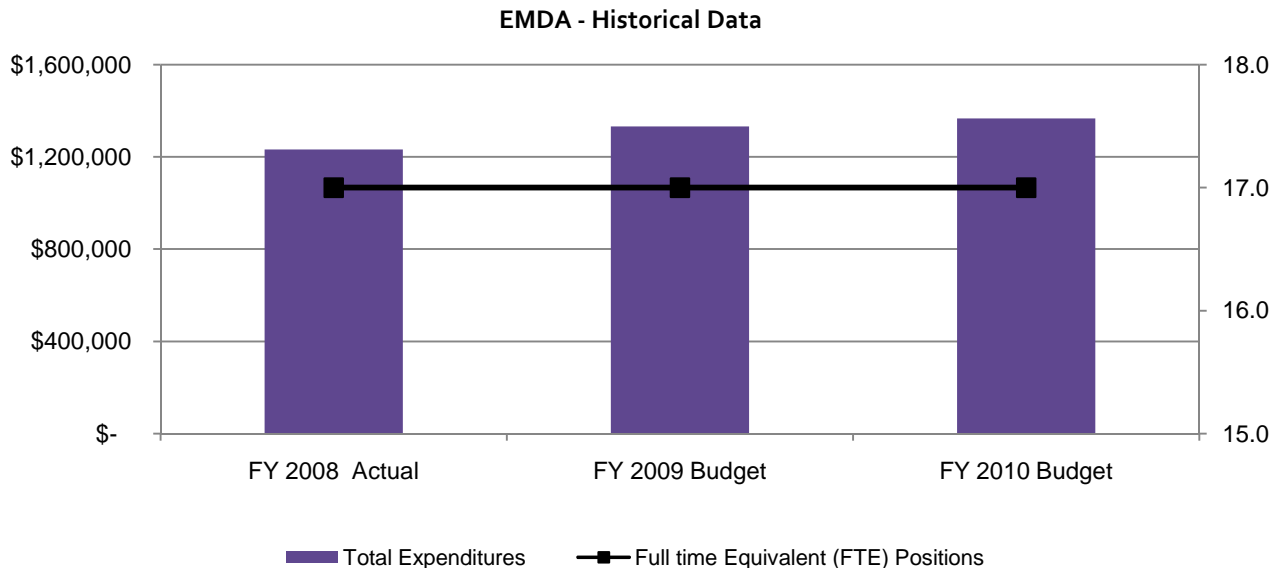
Continued to provide real time environmental data to the public from 2 upper Bay sites, via the internet.

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

Expenditures by Element of Expense	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Personnel Costs	\$ 1,080,228	\$ 1,143,616	\$ 1,212,784
Less Capital Reimbursements	(14,936)	(15,500)	(15,500)
Net Personnel Costs	1,065,292	1,128,116	1,197,284
Operating Supplies/Expense	118,164	123,900	124,610
Professional Services	4,916	1,000	1,000
Capital Outlays	43,933	78,752	44,000
Debt Service	-	-	-
Total Expenditures	\$ 1,232,303	\$ 1,331,768	\$ 1,366,894
Expenditures by Funding Source			
Revenue	\$ 1,232,303	\$ 1,331,768	\$ 1,366,894
Grant	-	-	-
Total Expenditures by Source	\$ 1,232,303	\$ 1,331,768	\$ 1,366,894
Full time Equivalent (FTE) Positions	17.0	17.0	17.0



Performance Data

Planning, Policy & Regulation Division Environmental Monitoring & Data Analysis

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.	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.
Envir. Performance: Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.	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.
Staffing: Attract, develop and retain highly qualified employees.	Work to create and establish opportunities for continued growth and professional development.
Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".	Meet routinely with Operations and other interested program personnel to ensure prompt dissemination of changes in plant operations status.

Target Measure	FY 2008 Actual	FY 2009 Budget	FY 2010 Budget
Sample all SIUs annually	100% (103)	100%	100%
Sample treatment plant 365 days per year	366	365	365
Notify 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	April-08	April-09	April-10
Collect all fecal and nutrient samples for special studies (all Bay and river work)	100% (4516)	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	22.3 hours / employee	8 hours / employee	8 hours / employee
Conduct monthly data meetings	12	12	12

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Supporting Schedules

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RESOLUTION 2009:16

FISCAL YEAR 2010 OPERATING BUDGET

1. The Board of Commissioners adopts this budget based upon the following schedule of projected revenues:

REVENUES

Operating Revenues	
User Fees	\$ 77,700,000
Pretreatment Fees	1,115,000
Septage	370,000
Connection Permit Fees	150,000
BOD/TSS Surcharges	45,000
Miscellaneous	10,000
Subtotal Operating Revenue	<u>\$ 79,390,000</u>
Non Operating Revenues	
Investment Income	\$ 200,000
Late Charges	900,000
Operating Grants	25,000
Miscellaneous	150,000
Transfer from Operating Capital Account	2,260,600
Subtotal Non-Operating Revenues	<u>\$ 3,535,600</u>
Total Revenues	<u>\$ 82,925,600</u>

2. The Board of Commissioners adopts this budget based upon the following schedule of projected expenses.

EXPENSES

Operating Expenses	
Personnel	\$ 19,720,309
Operating Supplies and Expenses	14,096,529
Special Services	3,122,574
Capital Outlays	2,260,600
Debt Service	34,737,793
Subtotal Operating Expenses	<u>\$ 70,029,105</u>
Other	
Restricted Carry -Forward	8,987,795
Subtotal Other	<u>\$ 12,896,495</u>
Total Expense	<u>\$ 82,925,600</u>

3. The number of full-time equivalent positions funded in this budget is 258. 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 \$70,029,105 for the period July 1, 2009 to June 30, 2010.
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 2010 Operating Capital Outlays and capital projects included in the NBC's 2011 – 2015 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. For the period of July 1, 2009 to June 30, 2010:
 - 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.

- 9. 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
		8	
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
		10	
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
		4	
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
		5	
31	ADMINISTRATIVE ASSISTANT	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
		5	
32	CAPITAL ACCOUNTING ASSISTANT	1	NON-UNION
32	CAPITAL PRINCIPAL ACCOUNTANT	1	NON-UNION
32	CONTROLLER	1	NON-UNION
32	FISCAL CLERK - ACCOUNTING	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
		10	
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	PC SUPPORT SPECIALIST / SYSTEMS ADMINISTRATOR	1	NON-UNION
33	SYSTEMS DESIGN PROGRAMMER	1	NON-UNION
33	SOLUTIONS ARCHITECT	1	NON-UNION
		11	

SECTION	TITLE	FTEs	UNION/NON-UNION
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	11	UNION
34	CUSTOMER SERVICE STATISTICAL ANALYST	1	NON-UNION
34	CUSTOMER SERVICE ASSOCIATE	1	UNION
34	FIELD INVESTIGATOR	3	UNION
34	FISCAL CLERK - CUSTOMER SERVICE	2	UNION
34	SPECIAL ACCOUNTS COORDINATOR	1	NON-UNION
		24	
36	FISCAL CLERK - PURCHASING	1	UNION
36	OFFICE ADMINISTRATOR	1	NON-UNION
36	PURCHASING COORDINATOR	1	NON-UNION
36	PURCHASING MANAGER	1	NON-UNION
		4	
43	ASSISTANT IM MANAGER	1	NON-UNION
43	IM INSPECTOR	1	NON-UNION
43	DISPATCHER	1	UNION
43	HEAVY EQUIPMENT OPERATOR - IM	1	UNION
43	IM MANAGER	1	NON-UNION
43	IM OPERATOR	14	UNION
43	IM ENVIRONMENTAL ENGINEER	1	NON-UNION
43	TECHNICAL ASSISTANT	1	UNION
43	MECHANIC	1	UNION
		22	
44	ENGINEERING & 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 ENGINEER	1	NON-UNION
44	INSTRUMENTATION ENGINEER	1	NON-UNION
44	PRINCIPAL ENVIRONMENTAL ENGINEER	3	NON-UNION
44	ENGINEERING CONSTRUCTION COORDINATOR	1	NON-UNION
		10	
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 (FP)	1	UNION
46	ELECTRICIAN	2	UNION
46	FLEET MECHANIC	1	UNION
46	INVENTORY CONTROL CLERK	2	UNION
46	MAINTENANCE 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
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
		56	

SECTION	TITLE	FTEs	UNION/NON-UNION
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 EQUIPMENT OPERATOR (BP)	1	UNION
47	INVENTORY CONTROL CLERK	1	UNION
47	MECHANIC	5	UNION
47	OPERATOR	12	UNION
47	PROCESS MONITOR	5	UNION
47	MAINTENANCE SCHEDULER / PLANNER	1	UNION
47	ELECTRICAL FOREMAN (BP)	1	UNION
		<u>32</u>	
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
		<u>4</u>	
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
		<u>15</u>	
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	6	NON-UNION
53	SENIOR ENVIRONMENTAL CHEMIST	1	NON-UNION
53	SENIOR ORGANIC CHEMIST	1	NON-UNION
53	LIMS ADMINISTRATOR / SAMPLE COORDINATOR	1	NON-UNION
		<u>17</u>	
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
		<u>4</u>	
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>	
	TOTAL NBC	<u><u>258</u></u>	

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Budgeted Benefits Comparison

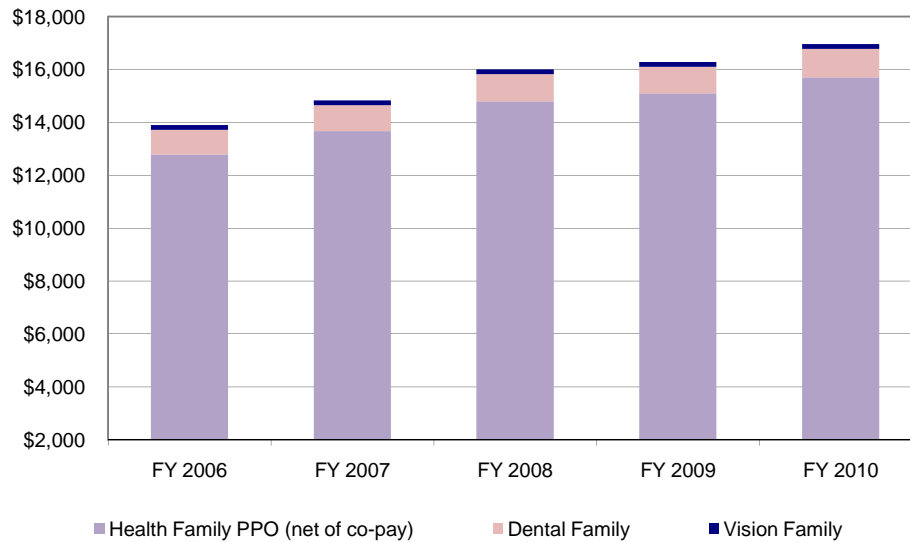
<i>Expense Category</i>	<i>FY 2006</i>	<i>FY 2007</i>	<i>FY 2008</i>	<i>FY 2009</i>	<i>FY 2010</i>
Health Family PPO (net of co-pay)	\$12,792	\$13,676	\$14,793	\$15,096	\$15,707
Dental Family	922	972	1,036	1,005	1,067
Vision Family	181	181	181	181	181
	\$13,895	\$14,829	\$16,010	\$16,282	\$16,955

Other Benefits:

State Retirement (Union)	16.96%	18.40%	20.77%	21.13%	25.03%
Non-Union Retirement	10.00%	10.00%	10.00%	10.00%	10.00%
FICA	6.20%	6.20%	6.20%	6.20%	6.20%
Medicare	1.45%	1.45%	1.45%	1.45%	1.45%
Retirement Health (Union)	1.63%	2.41%	3.63%	5.46%	7.67%

FICA is 6.2% on wages up to \$111,000

Total Budgeted Health Insurance per Employee

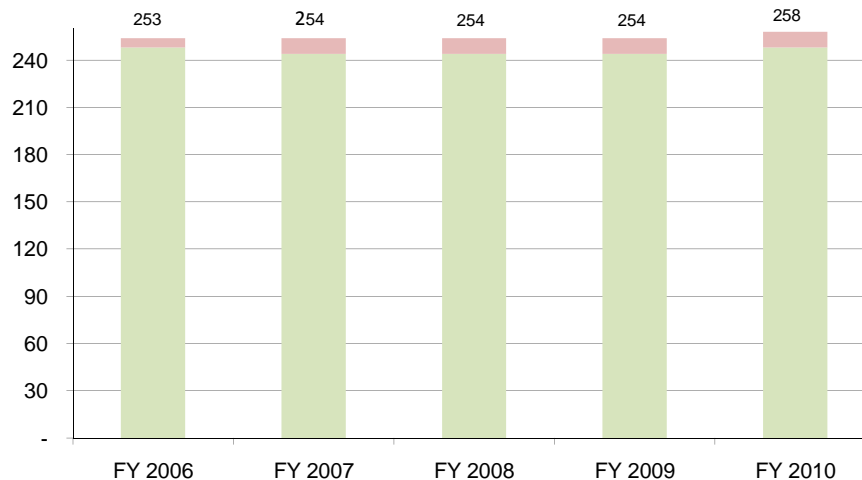


Historical Position Summary

FTEs

Program	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Executive Affairs	8.0	8.0	8.0	8.0	8.0
Construction Services	10.0	10.0	9.0	10.0	10.0
Human Resources	4.0	4.0	4.0	4.0	4.0
Legal	5.0	5.0	5.0	5.0	5.0
Finance	5.0	5.0	5.0	5.0	5.0
Accounting	11.0	10.0	10.0	10.0	10.0
IT	11.0	11.0	11.0	11.0	11.0
Customer Service	21.0	22.0	22.0	22.0	24.0
Purchasing	4.0	4.0	4.0	4.0	4.0
Planning	4.0	4.0	4.0	4.0	4.0
Pretreatment	15.0	15.0	15.0	15.0	15.0
Laboratory	15.0	15.0	15.0	15.0	17.0
ESTA	4.0	4.0	4.0	4.0	4.0
EMDA	17.0	17.0	17.0	17.0	17.0
Interceptor Maint.	21.0	22.0	22.0	22.0	22.0
Engineering	10.0	10.0	11.0	10.0	10.0
Field's Point	56.0	56.0	56.0	56.0	56.0
Bucklin Point	32.0	32.0	32.0	32.0	32.0
Total	253.0	254.0	254.0	254.0	258.0

Historical Number of Positions (FTEs) Budgeted by Fiscal Year



Represents number of FTEs charged to CIP projects

FY 2010 Operating Capital Outlays

<i>Section</i>	<i>Budget Account</i>	<i>Description</i>	<i>Cost</i>
<u>Executive Affairs</u>			
Executive Affairs	16580	Office Furniture	\$ 5,000
		<i>Subtotal Executive Affairs</i>	<u>5,000</u>
Legal	16580	Office Chairs	10,000
		<i>Subtotal Legal</i>	<u>10,000</u>
Subtotal Executive Affairs			15,000
<u>Construction Services</u>			
Construction Services	16600	Replace Vehicle (Unit 402)	25,000
		<i>Subtotal Construction Services</i>	<u>25,000</u>
Subtotal Construction Services			25,000
<u>Administration & Finance</u>			
Human Resources	16580	Fire Proof Filing Cabinets	10,000
		<i>Subtotal Human Resources</i>	<u>10,000</u>
Information Technology	16585	Annual PC Refresh Program	135,000
Information Technology	16583	Oracle ERP/Database Upgrades	50,000
Information Technology	16585	Server Infrastructure Replacement	50,000
Information Technology	16583	LIMS Phase IV	25,000
Information Technology	16583	Customer Service Enhancements	25,000
Information Technology	16583	Software Upgrades	30,000
Information Technology	16583	Security Analysis	75,000
Information Technology	16585	Computer Room Enhancements	25,000
Information Technology	16585	Facility Wireless Infrastructure Upgrade	40,000
Information Technology	16585	Email Archiving Project	87,000
Information Technology	16585	10Gigbit Network Completion	50,000
Information Technology	16583	Document Imaging Upgrades	30,000
		<i>Subtotal Information Technology</i>	<u>622,000</u>
Customer Service	16600	Replace Vehicle (Unit 404)	25,000
Customer Service	16520	Telephone Upgrade	30,000
Customer Service	16580	Office Chairs	20,000
Customer Service	16580	Office Furniture	5,000
		<i>Subtotal Customer Service</i>	<u>80,000</u>
General Administration	16520	Phone System Upgrades	10,000
General Administration	16520	HVAC System Upgrades	60,000
General Administration	16580	Miscellaneous	26,000
General Administration	16580	ADI Clock Upgrades	16,500
General Administration	16600	Copier Replacement	10,000
		<i>Subtotal General Administration</i>	<u>122,500</u>
Subtotal Administration & Finance			834,500
<u>Operations & Engineering</u>			
Interceptor Maintenance	16600	Replace Vehicle (Unit 417)	140,000
Interceptor Maintenance	16600	Replace Tag-Along Generator	30,000
		<i>Subtotal Interceptor Maintenance</i>	<u>170,000</u>
Engineering	16600	Replace Vehicle (Unit 421)	25,000
		<i>Subtotal Engineering</i>	<u>25,000</u>
Field's Point	16610	Bar Rack at MPS	145,000
Field's Point	16610	Ductile Iron Pipes for GTPS	110,000
Field's Point	16610	Misc. DeZurick Valves	25,000
Field's Point	16600	Replace GTPS Piston Pump with PVP	25,000
Field's Point	16520	Grit Pump	20,000
Field's Point	16520	RASI Pump Cartridge	27,000
Field's Point	16520	High Mast Lighting Fixtures	10,000
Field's Point	16520	Sludge Blanket Meters	32,000

FY 2010 Operating Capital Outlays

<i>Section</i>	<i>Budget Account</i>	<i>Description</i>	<i>Cost</i>
Field's Point	16600	RASPSII Underflow Actuators	9,000
Field's Point	16520	AT's Polysonics Flow Meters	8,000
Field's Point	16600	Replace Grit, Chain & Flight Mechanism	20,000
Field's Point	16600	Dump Truck w/ Tommy Lift	27,000
Field's Point	16610	Inventory Reach Stacker	10,000
Field's Point	16520	Spare Actuators EI-O-Matic EL 350	6,000
Field's Point	16520	Spare Actuators EI-O-Matic EL500	7,000
Field's Point	16600	Replace PSPS Mag Flow Meter	4,000
Field's Point	16600	Replace EZ-Go Carts	30,000
Field's Point	16600	Replace Vacuum Pump for Vehicle A/C	8,000
		<i>Subtotal Field's Point</i>	<u>523,000</u>
Bucklin Point	16600	Replace Distribution Building Roof	50,000
Bucklin Point	16600	Replace Service Building Doors	10,000
Bucklin Point	16610	Improve Building Masonry	50,000
Bucklin Point	16600	Replace Dissolved Oxygen Probes (8)	22,000
Bucklin Point	16600	Replace Operations Truck (Unit 7377)	30,000
Bucklin Point	16600	Replace Master Fire Control Panel	50,000
Bucklin Point	16600	Replace Venturi Pump	9,500
Bucklin Point	16600	Replace Thickened Sludge Pump (1)	30,000
Bucklin Point	16600	Replace Small Enclosed Utility Trailer	4,000
Bucklin Point	16600	Replace Railing at Digesters and Flumes	25,000
Bucklin Point	16600	Replace Fire Hydrants	30,000
Bucklin Point	16520	Rebuild Primary Sludge Pumps	25,000
Bucklin Point	16520	Ultraviolet Bulbs and Sleeves Spares	40,000
Bucklin Point	16520	600-HP Blower Motor Upgrades	20,000
Bucklin Point	16520	Refurbish Screenings Grinders (2)	36,000
		<i>Subtotal Bucklin Point</i>	<u>431,500</u>
		Subtotal Operations & Engineering	1,149,500
<u>Planning, Policy, & Regulations</u>			
Pretreatment	16600	Replace Xerox Copier	20,000
		<i>Subtotal Pretreatment</i>	<u>20,000</u>
Laboratory	16600	Replace Digital Refrigerators	9,000
Laboratory	16600	Replace Microscope DP 71	11,000
Laboratory	16570	Steris Autoclave	8,600
Laboratory	16600	Replace Nutrient Analyzer	50,000
Laboratory	16600	Replace Muffle Furnace	7,000
Laboratory	16600	Replace Auto Digester	31,000
Laboratory	16600	Replace Hach Spectrophotometer	7,000
Laboratory	16570	Automatic Titrator	24,000
Laboratory	16570	TOC/DOC Analyzer	25,000
		<i>Subtotal Laboratory</i>	<u>172,600</u>
EMDA	16600	Replace 1 SIU Auto Sampler	3,000
EMDA	16600	Replace 2 Refrigerated Auto Samplers	10,000
EMDA	16600	Replace 2 YSI Monitors	13,000
EMDA	16600	Replace YSI Monitor DCP	12,000
EMDA	16600	Replace YSI Probes	6,000
		<i>Subtotal EMDA</i>	<u>44,000</u>
		Subtotal Planning, Policy, & Regulations	236,600
		Grand Total Operating Capital Outlays FY 2010	<u>\$ 2,260,600</u>

Five-Year Operating Capital Outlays

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total Cost
Executive Affairs						
Executive Affairs						
Office Furniture	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Subtotal Executive Affairs	5,000	-	-	-	-	5,000
Legal						
Office Furniture	10,000	5,000	-	-	-	15,000
Subtotal Legal	10,000	5,000	-	-	-	15,000
Construction Services						
Construction Services						
Replace Vehicle (Unit 402)	25,000					
Replace Vehicle (Unit 424)		25,000				
Replace Vehicle (Unit 400)			25,000			
Replace Vehicle (Unit 427)				25,000		
Replace Vehicle (Unit 479)					25,000	25,000
Subtotal Construction Services	25,000	25,000	25,000	25,000	25,000	125,000
Administration & Finance						
Human Resources						
Fire-Proof Filing Cabinets	10,000					10,000
Subtotal Human Resources	10,000	-	-	-	-	10,000
Information Technology						
Annual PC Refresh Program	135,000	135,000	85,000	140,000	130,000	625,000
Oracle ERP/Database Upgrades	50,000	45,000		50,000		145,000
Server Infrastructure Replacement	50,000	200,000		500,000		750,000
LIMS Phase IV	25,000		25,000			50,000
Customer Service Enhancements	25,000		40,000			65,000
Software Upgrades	30,000		40,000		145,000	215,000
Security Analysis	75,000		50,000		30,000	155,000
Computer Room Enhancements	25,000		25,000		25,000	75,000
Facility Wireless Infrastructure Upgrade	40,000		25,000		25,000	90,000
Email Archiving Project	87,000		65,000		40,000	192,000
10Gigbit Network Completion	50,000				145,000	195,000
Document Imaging Upgrades	30,000			45,000		75,000
Data Warehousing Phase I		85,000		60,000		145,000
Expand Internet Connectivity		30,000		30,000		60,000
Hansen V8 Upgrades		30,000			50,000	80,000
Subtotal Information Technology	622,000	525,000	355,000	825,000	590,000	2,917,000
Customer Service						
Vehicle Replacement (Unit 404)	25,000					25,000
Telephone Upgrades	30,000					30,000
Office Chairs	20,000					20,000
Other	5,000	5,000	5,000	5,000	5,000	25,000
Vehicle Replacement (Unit 474)		25,000				25,000
Vehicle Replacement (Unit 403)			25,000			25,000
Vehicle Replacement (Unit 478)				25,000		25,000
Vehicle Replacement (Unit 404)					25,000	25,000
Subtotal Customer Service	80,000	30,000	30,000	30,000	30,000	200,000
General Administration						
HVAC System Upgrades	60,000					60,000
ADI Clocks Upgrades	16,500					16,500
Copier Replacements	10,000		40,000	10,000	10,000	70,000
Phone System Upgrades	10,000	10,000	10,000	10,000	10,000	50,000
Miscellaneous	26,000	50,000	50,000	50,000	50,000	226,000
Replace Carpet		80,000				80,000
Boardroom Furniture			50,000			50,000
Audio Visual Upgrades		50,000				50,000
Subtotal General Admin.	122,500	190,000	150,000	70,000	70,000	602,500

Five-Year Operating Capital Outlays

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total Cost
Operations & Engineering						
Interceptor Maintenance						
Replace Vehicle (Unit 417)	140,000					140,000
Replace Tag-Along Generator	30,000					30,000
Hardware for Field Crews		25,000				25,000
New CCTV Van		50,000				50,000
Shelving for IM Storage Building		8,000				8,000
Replace Vehicle (Unit 420)			250,000			250,000
Replace Vehicle (Unit 415)				150,000		150,000
Replace Vehicle (Unit 414)					35,000	35,000
Subtotal Interceptor Maintenance	170,000	83,000	250,000	150,000	35,000	688,000
Engineering						
Replace Vehicle (Unit 421)	25,000					25,000
Subtotal Engineering	25,000	-	-	-	-	25,000
Field's Point						
Bar Rack at MPS	145,000	150,000	160,000	170,000		625,000
Ductile Iron Pipes for GTPS	110,000					110,000
Misc. DeZurick Valves	25,000	25,000	25,000		30,000	105,000
Replace GTPS Piston Pump with PVP	25,000	25,000	25,000	25,000		100,000
Grit Pump	20,000		20,000		20,000	60,000
RASI Pump Cartridge	27,000		27,000		27,000	81,000
High Mast Lighting Fixtures	10,000		12,000		15,000	37,000
Sludge Blanket Meters	32,000					32,000
RASPSII Underflow Actuators	9,000					9,000
AT's Polysonics Flow Meters	8,000	9,000	10,000			27,000
Replace Grit, Chain & Flight Mechanism	20,000			20,000		40,000
Dump Truck w/ Tommy Lift	27,000					27,000
Inventory Reach Stacker	10,000					10,000
Spare Actuators El-O-Matic EL 350	6,000	7,000	7,000			20,000
Spare Actuators El-O-Matic EL500	7,000	8,000	8,000			23,000
Replace PSPS Mag Flow Meter	4,000					4,000
Replace EZ-Go Carts	30,000	30,000	30,000			90,000
Replace Vacuum Pump for Vehicle A/C	8,000					8,000
Replace Pump & Motor- Dechlorination Building			25,000		25,000	50,000
Replace Pump & Motor- Disinfection Building			25,000		25,000	50,000
Replace WWPS Sludge Pump and Motor		25,000	25,000		25,000	75,000
RASPS II WAS Pump cartridge		11,000	11,000		11,000	33,000
Replace RSPS II Scum Pump and Motor		11,000				11,000
Replace MPS Screenings Washer Monster				105,000		105,000
Rebuild Grit Tank - Chains, Sprockets, Etc.		55,000	55,000		60,000	170,000
New Grit Aeration Blower		5,000	5,000		5,000	15,000
New Grit Pump Cartridges		8,000	8,000	8,000	8,000	32,000
Grit Tank C+F Reducer				10,000	10,000	20,000
RASPSII Self-Priming Chopper Pumps		8,000				8,000
RASPSII - RAS Pumps Cartridges		16,000		20,000		36,000
Replace PSPS Sludge Pump		9,000				9,000
Replace PSPS Piston pump		16,000		20,000		36,000
Replace PWPS Spare pump			15,000		17,500	32,500
Spare Radars		5,000				5,000
Final Clarifier Turntable					60,000	60,000
Painting Projects		60,000				60,000
MPS - Serpentex Conveyor		15,000		40,000		55,000
Gould Pump Large Impeller		45,000			50,000	95,000
Relpace Gould Pump Small Impeller at MPS		25,000			35,000	60,000
Replace 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				25,000		25,000
Replace Copier/Fax/Printer				25,000		25,000
Subtotal Field's Point	523,000	584,658	545,500	528,000	423,500	2,604,658

Five-Year Operating Capital Outlays

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total Cost
Bucklin Point						
Replace Distribution Building Roof	50,000					50,000
Replace Service Building Doors	10,000					10,000
Improve Building Masonry	50,000					50,000
Replace Dissolved Oxygen Probes (8)	22,000					22,000
Replace Operations Truck (Unit 7377)	30,000					30,000
Replace Master Fire Control Panel	50,000					50,000
Replace Venturi Pump	9,500					9,500
Replace Thickened Sludge Pump (1)	30,000					30,000
Replace Small Enclosed Utility Trailer	4,000					4,000
Replace Railing at Digesters and Flumes	25,000					25,000
Replace Fire Hydrants	30,000					30,000
Rebuild Primary Sludge Pumps	25,000					25,000
Ultraviolet Bulbs and Sleeves Spares	40,000					40,000
600-HP Blower Motor Upgrades	20,000					20,000
Refurbish Screenings Grinders (2)	36,000					36,000
Replace Thickened Sludge Pump (1)		30,000				30,000
Wet Weather Influent Channel Pump		25,000				25,000
Replace Maintenance Truck (Unit 7378)		35,000				35,000
Backhoe Mounted Brush Cutter		15,000				15,000
Truck Mounted Salt/Sander		18,000				18,000
Replace Methane Gas Building System Valve		35,000				35,000
Rehab DAF Pumps and Air System		50,000				50,000
Rebuild Primary Sludge Pumps		25,000				25,000
Ultraviolet Bulbs and Sleeves Spares		40,000				40,000
Utility Tractor with Attachments		80,000				80,000
Replace Primary Sludge Pumps (2)		65,000				65,000
Digital Two- Way Radio System w/Radios			30,000			30,000
Final Clarifiers DOB Instruments			21,000			21,000
Rebuild/ Repair Perimeter Fenceline			75,000			75,000
Increase Pumping Capacity From WW Tank			50,000			50,000
Substations/Generators 1&2 Component Upgrades			50,000			50,000
Replace Operation Truck (Unit 7375)			25,000			25,000
Replace Fire Hydrants			48,000			48,000
Rebuild Primary Sludge Pumps			25,000			25,000
Ultraviolet Bulbs and Sleeves Spares			40,000			40,000
Thickened Sludge Pump Replacement (1)			32,000			32,000
Replace Primary Sludge Pumps (2)			65,000			65,000
Replace Polymer Storage and Feed System				50,000		50,000
Replace Sodium Bicarbonate Feed System				50,000		50,000
Steel Storage Building				45,000		45,000
Rebuild Wet Weather Effluent Pumps				50,000		50,000
Ultraviolet Bulbs and Sleeves Spares				40,000		40,000
Improve Building Masonry				65,000		65,000
600-HP Blower Motor Repair				22,000		22,000
Thickened Sludge Pump Spare (1)				32,000		32,000
UPS Batteries				19,000		19,000
Replace HMO Plow Truck (Unit 7383)					35,000	35,000
Small Trailer Mounted Generator					65,000	65,000
Replace Fire Hydrants					48,000	48,000
Rebuild Wet Weather Effluent Pumps					50,000	50,000
Ultraviolet Bulbs and Sleeves Spares					40,000	40,000
Rebuild DAF Screw Conveyor					75,000	75,000
Replace DAF Building Roof					60,000	60,000
Subtotal Bucklin Point	431,500	418,000	461,000	373,000	373,000	2,056,500
Policy, Planning & Regulation						
Pretreatment						
Replace Xerox copier	20,000					20,000
Replace vehicle (Unit 425)		25,000				25,000
Replace vehicle (Unit 429)				25,000		25,000
Subtotal Pretreatment	20,000	25,000	-	25,000	-	70,000

Five-Year Operating Capital Outlays

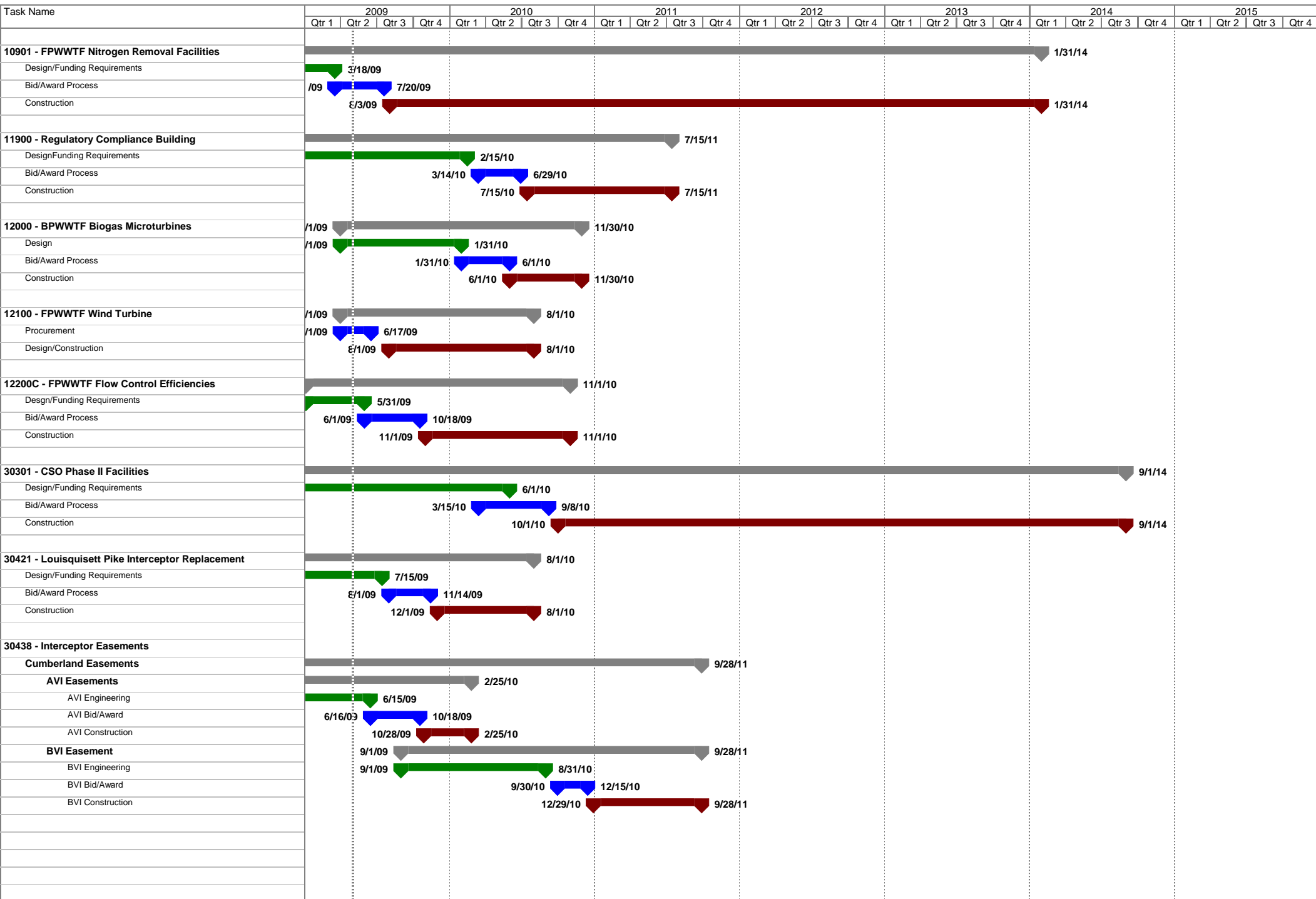
	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Total Cost
Laboratory						
Replace Digital Refrigerators	9,000					9,000
Replace Microscope DP 71	11,000					11,000
Steris Autoclave	8,600					8,600
Replace Nutrient Analyzer	50,000					50,000
Replace Muffle Furnace	7,000					7,000
Replace Auto Digester	31,000					31,000
Replace Hach Spectrophotometer	7,000					7,000
Automatic Titrator	24,000					24,000
TOC/DOC Analyzer	25,000					25,000
Replace ICP/MS		185,000				185,000
Replace Nutrient Analyzer			50,000			50,000
Replace 3 DI units			14,000			14,000
Replace HACH spectrophotometer			4,000			4,000
Replace ICP-IND			60,000			60,000
Ligant Exchange FI				40,000		40,000
Replace Cyanide analyzer				45,000		45,000
Replace Maxi Stirrers				4,000		4,000
Replace 3 Chillers				12,000		12,000
Replace HACH COD Reactor				35,000		35,000
Replace 3 Water Baths				10,000		10,000
Replace GC/MS with Auto Sampler					100,000	100,000
Replace Auto Digester					31,000	31,000
Subtotal Laboratory	172,600	185,000	128,000	146,000	131,000	762,600
EMDA						
Replace 1 SIU Auto Sampler	3,000					3,000
Replace 2 Refrigerated Auto Samplers	10,000					10,000
Replace 2 YSI Monitors	13,000					13,000
Replace YSI Monitor DCP	12,000					12,000
Replace YSI Probes	6,000					6,000
Replace Vehicle (Unit 7387)		25,000				25,000
Replace 3 SIU Auto Samplers		9,000				9,000
Replace 3 Refrigerated Auto Samplers		15,000				15,000
Replace 3 YSI Monitors		15,000				15,000
Replace YSI Probes		6,000				6,000
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 YSI Monitors			15,000			15,000
Replace Rhodamine Probe			3,500			3,500
Replace YSI Probes			6,000			6,000
Replace 2 manhole pH monitors			6,000			6,000
Replace 2 Deionizer units in FP Lab			15,000			15,000
Replace Vehicle (Unit 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 YSI Monitors				10,000		10,000
Replace YSI Probes				6,000		6,000
Replace 2 YSI Monitors				14,000		14,000
Replace Vehicle (Unit 8154)					25,000	25,000
Replace 2 SIU Auto Sampler					6,000	6,000
Replace 2 Refrigerated Auto Samplers					10,000	10,000
Replace 2 650 handheld Computers					6,000	6,000
Replace YSI probes					6,000	6,000
Replace 3 YSI Monitors					17,500	17,500
Subtotal EMDA	44,000	90,000	74,500	71,000	70,500	350,000
Total	\$ 2,260,600	\$ 2,160,658	\$ 2,019,000	\$ 2,243,000	\$ 1,748,000	\$ 10,431,258

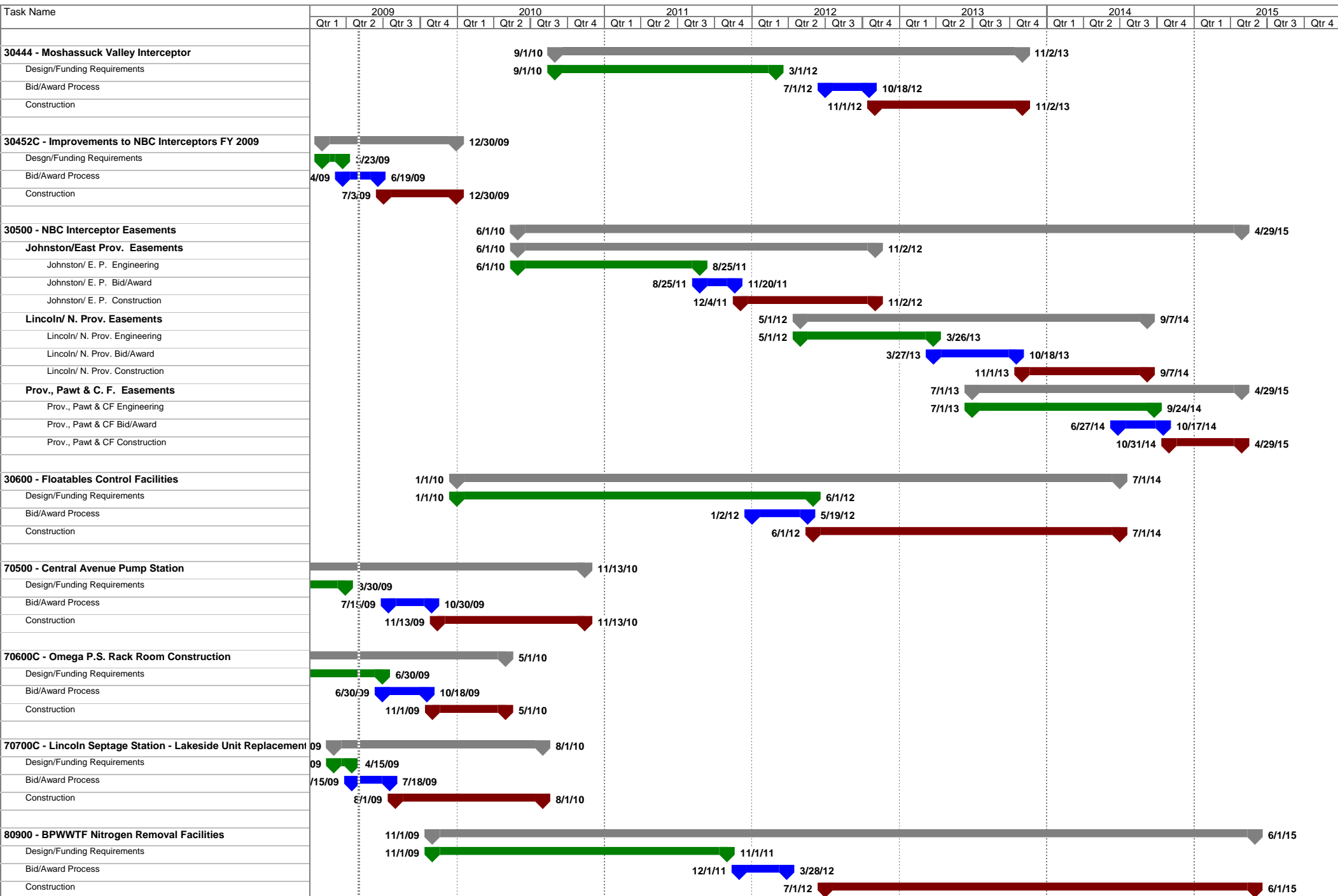
Summary of Grants

<i>Grant Program</i>	<i>CDF Number</i>	<i>Year Awarded</i>	<i>Award Amount</i>	<i>Amount Available FY 2010</i>	<i>Projected Revenue FY 2010</i>
RI Biogas Feasibility Study	N/A	2007	25,000	25,000	2,500
RI Wind Energy Feasibility Study	N/A	2007	25,000	25,000	2,500
SIG Grant	EI-97187901-0	2008	275,000	240,700	20,000
				<u>\$ 290,700</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	Operating Reserve for Revenue Stability Fund	TOTAL
Executive Affairs Division:													
Executive Affairs		\$ 1,046,426	\$ 5,000										\$ 1,051,426
Legal		401,696	10,000										411,696
Executive Affairs Division:		1,448,122	15,000	-	-	-	-	-	-	-	-	-	1,463,122
Construction Services Division:													
Construction Services		113,672	25,000										\$ 138,672
Construction Services Division		113,672	25,000	-	-	-	-	-	-	-	-	-	138,672
Administration & Finance Division:													
Human Resources		351,602	10,000										361,602
Finance		813,348	-										813,348
Accounting		734,690	-										734,690
IT		1,499,294	622,000										2,121,294
Customer Service		2,151,274	80,000										2,231,274
Purchasing		316,214	-										316,214
Administration		2,171,997	122,500	34,737,793									37,032,290
Administration & Finance Division		8,038,420	834,500	34,737,793	-	-	-	-	-	-	-	-	43,610,713
Planning, Policy & Regulation Division:													
Lab		1,569,550	172,600										1,742,150
Planning		392,178	-										392,178
Pretreatment		1,022,397	20,000										1,042,397
Environmental Safety & Technical		353,749	-										353,749
Environmental Monitoring		1,322,894	44,000										1,366,894
Planning, Policy & Regulation Division		4,660,770	236,600	-	-	-	-	-	-	-	-	-	4,897,370
Operations / Engineering Division:													
IM		1,902,628	170,000										2,072,628
Engineering		573,887	25,000										598,887
Fields Point		12,550,661	523,000										13,073,661
Bucklin Point		7,651,251	431,500										8,082,751
Operations / Engineering Division		22,678,428	1,149,500	-	-	-	-	-	-	-	-	-	23,827,928
Non-Departmental													
Direct CIP Funding													-
Carry-Forward					8,987,795								8,987,795
TOTAL	\$	- \$ 36,939,412	\$ 2,260,600	\$ 43,725,588	\$	- \$	- \$	- \$	- \$	- \$	- \$	- \$	\$ 82,925,600





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Appendix

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The Narragansett Bay Commission

Acronyms Glossary

AMS - Asset Management System

The computer system that incorporates all the processes, tools, data and policies needed to effectively manage assets.

BMA - Bond Market Association Index

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.

BNR - Biological Nutrient Removal

A biological process to remove nitrogen from wastewater, to prohibit excessive algal growth and low oxygen levels in receiving waters.

BOD - Biochemical Oxygen Demand

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.

BVI - Blackstone Valley Interceptor

CAC - Citizens' Advisory Committee

An advisory group to NBC, CAC represents users, the general public and environmental groups.

CAFR - Comprehensive Annual Financial Report

Communicates the annual financial position and results of operations of the NBC.

CBA - Collective Bargaining Agreement

Agreement reached between management and union representatives as to the terms of future union contracts.

CDL - Commercial Drivers License

A license that meets certain "standards" uniform to all states, as required by federal law, and is mandatory for the operation of particular commercial vehicles.

CIP - Capital Improvement Program

A plan for major capital expenditures to be incurred each year over a fixed period of five years to meet capital needs arising from the long-term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

CMOM - Capacity Management Operation and Maintenance Program

A dynamic and adaptable system management approach that utilizes feedback regarding system performance, variable conditions and operating and maintenance practices to direct and adjust responses, routine activities procedures, and capital investments.

COB - The NBC's Corporate Office Building.

COLA - Cost of Living Adjustment

Is an annual adjustment made to salary of union employees of NBC to maintain the level of wages against inflation.

CPI - Consumer Price Index

A measure of the average change over time in prices for selected consumer goods and services.

CSO - Combined Sewer Overflows

Areas along Rhode Island rivers where combined sewers overflow during significant rain events.

DMR – Discharge Monitoring Report

Monitoring reports required to be submitted to the RIDEM every month; these reports summarize the findings of daily samplings conducted at each wastewater treatment facility.

DOH – Rhode Island Department of Health**DT/day – Dry Tons per Day****EAP – Employee Assistance Program**

A confidential, professional resource for employees and their family members, who may need assistance with any type of personal concern.

EEF – Environmental Enforcement Fund

Includes funds recovered through administrative or civil enforcement action and are not available for normal operating expenses per Chapter 46-25 of RI General Laws.

EEO – Equal Employment Opportunity

In compliance with Federal and State legislation, NBC promotes fair and equitable treatment to all employees regardless of race, color, sex, age, national origin, handicap/disability status, veteran status, sexual orientation or gender identity or expression.

EPA - Environmental Protection Agency

An agency of the federal government designated to oversee environmental protection in the United States.

ERP – Environmental Results Program

An innovative environmental management approach that uses compliance assistance, self-audits/certifications, and statistically based inspections and performance measurements to help educate owners, and operators of regulated facilities to more effectively meet or exceed regulatory compliance obligations while enabling regulators to obtain long-term, verifiable results at less cost and effort.

FTEs - Full-time Equivalent

The amount of hours worked being equal to a full-time employee.

FY - Fiscal Year

The twelve-month financial period used by the NBC, that runs from July 1, to June 30 of the following calendar year. The year is represented by the end date. Example: July 1, 2009 to June 30, 2010 is FY 2010.

GAAP - Generally Accepted Accounting Principles

The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

GASB – Governmental Accounting Standards Board

An independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local government.

GFOA - Government Finance Officers Association

GFOA is the professional association of state/provincial and local finance officers in the United States and Canada, and has served the public finance profession since 1906. Over 15,500 GFOA members are dedicated to the sound management of government financial resources.

GPS - Global Positioning Satellite System

This system uses information obtained by satellite to indicate the coordinates of a specific location.

HCF - Hundred Cubic Feet

Unit of liquid measure, used to bill NBC's consumption fees.

IFAS – Integrated Fixed Film Activated Sludge

A process of adding media, usually plastic, to aeration tanks to increase surface area for bacterial growth.

Mgd/MGD - Million Gallons per Day.

Mg/L - Milligrams per Liter. 1 mg/L can also be expressed as 1 part per million.

MRI – Moshassuck River Interceptor

MWRA – Massachusetts Water Resource Authority

N/A - The information is **Not Available** or **Not Applicable**.

NACWA - National Association of Clean Water Agencies

An association which represents the interests of over 300 public agencies and organizations that deals with wastewater treatment.

O & M - Operations and Maintenance

Accounts related to the cost of operating and maintaining NBC's infrastructure.

OCIP – Owner Controlled Insurance Program

OSHA – Occupational Safety and Health Act of 1970

OSHA's role is to set and enforce standards that assist employers with their responsibility to promote workplace safety and the health of their employees.

PUC - Public Utilities Commission

Regulates all public utilities in the state of Rhode Island, including the NBC.

RICWFA - Rhode Island Clean Water Finance Agency

Administers the State Revolving Fund for projects relating to water and wastewater.

RIDEM - Rhode Island Department of Environmental Management

An environmental regulatory department of the State.

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.

RIPEC - Rhode Island Public Expenditure Council

An independent, nonprofit and nonpartisan public policy research and education organization

RIRRC - Rhode Island Resource Recovery Corporation

Administers waste and garbage disposal and recycling.

RIWARN – RI Water/Wastewater Agency Response Network

A mutual aid agreement between cities, towns or agencies to provide assistance in the event of an emergency.

ROMS – Regional Ocean Model System

A numerical hydrodynamic computer model in the public domain that is being applied to the Narragansett Bay by the URI-Graduate School of Oceanography. This model will predict circulation, thermal and pollutant transport for Narragansett Bay, including the Providence and Seekonk river systems.

SIFMA Index - Securities Industry and Financial Markets Association

A Short Term index which accurately reflects activity in the VRDO market.

SIUs - Significant Industrial Users

NBC's largest industrial customers.

SOP – Standard Operating Procedure

A written procedure that promotes uniformity in operations, SOPs provides individuals with the information necessary to perform a task properly and facilitates consistency in the quality and integrity of end result.

SRF - State Revolving Fund

Rhode Island Clean Water Finance Agency program which offers low cost financing to public agencies.

TMDL - Total Maximum Daily Load

A calculation of the maximum amount of a pollutant that a body of water can receive and still meet water quality standards, and allocation of that amount to the pollutant's sources. The Clean Water Act, Section 303, establishes the water quality standards and TMDL programs.

TSS - Total Suspended Solids

The measurement of the amount of solid matter in the effluent in parts per million.

VRDB – Variable Rate Demand Bonds

NBC's short-term bond issue which is reinvested weekly and is placed primarily with major institutional investors.

WWTF - Wastewater Treatment Facility

A facility used to treat wastewater.

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 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.

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.

Board of Commissioners - 19 member board which represent the municipalities in the district as well as ten gubernatorial appointments.

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.

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 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.

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.

Combined Sewage - A mixture of stormwater and residential sewage with or without industrial waste: combined sewage consists of liquid waste from home, industries, businesses, institutions, and stormwater runoff from streets and other surfaces.

Combined Sewers - Sewer systems in which the stormwater 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).

Consent Agreement - An agreement between agencies which identifies specific compliance issues and stipulates corrective measures to resolve such issues.

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.

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.

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.

FY 2010 Approved Budget - Numbers stated in the FY 2010 budget and approved by the NBC Board of Commissioners.

FY 2010 Projected - Estimate of what will be achieved in FY 2010 based on year-to-date performance.

Flow Meter - 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.

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.

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.

Hypochlorite - A disinfectant or bleaching agent, commonly known as bleach. This chemical is used to disinfect effluent, control bacteria, and control odors.

Hypoxia - Inadequate dissolved oxygen in the water. This condition has a negative impact on the health of aquatic life.

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.

Mission Statement - Summation of an Agency's purpose and goals.

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.

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.

Policy - A definite course of action adopted after a review of information, and directed at the realization of goals.

Pretreatment - Reduction or elimination of pollutants from industrial wastewater by use of various processes prior to its discharge into the sewer system.

Priority - A value that ranks goals and objectives in order of importance relative to one another.

Procedure - A method used in carrying out a policy or plan of action.

Program - Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Program Measures - Variables measuring the degree of goal fulfillment achieved by programs.

Proprietary Funds - Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds. NBC is an enterprise fund.

Pump Station - An 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 Poors' 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 stormwater 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.

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.

Sondes - A collection of instruments that are used to profile and monitor water conditions in wastewater effluents and receiving waters.

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.

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.

Wastewater - The liquid-borne waste products of domestic, industrial, agricultural and manufacturing activities.

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.

Narragansett Bay Commission
Operating Budget For Fiscal Year 2010

ACCT. NUMBER	BUDGET ACCOUNT	FY 2009 Budget	FY 2010 Proposed	Change +/(-) from FY 2009	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 35	GEN. ADM. CC 36	LAB. CC 43	PLN & POL CC 51	PT CC 52	ESTA CC 54	ENV. MON. CC 55	FIELDS PT. CC 45	BUCK. PT. CC 47	IM CC 43	ENG. CC 44	
PROFESSIONAL SERVICES																								
52600	REGULATORY EXPENSE	260,922	248,102	(12,820)	-	-	-	-	221,081	-	-	-	-	-	-	480	-	-	-	-	12,489	13,552	300	200
52620	ARCHITECT/ENG. SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
52630	LECTURES/ED. PROF. SVCS.	1,000	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
52650	SECURITY SERVICES	30,581	29,567	(1,014)	750	-	-	-	-	-	-	-	5,620	-	1,500	1,000	-	-	1,000	-	3,697	3,000	14,000	
52660	LEGAL SERVICES	179,500	190,000	10,500	55,000	-	10,000	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
52670	MGMT/AUDIT SERVICES	2,247,443	2,443,725	196,282	76,400	-	-	8,000	67,000	25,000	-	-	-	-	-	-	-	-	-	-	-	2,172,925	-	
52680	CLERICAL SERVICES	13,500	20,500	7,000	5,000	-	3,500	-	3,000	4,000	-	-	5,000	-	-	-	-	-	-	-	-	-	-	
52690	OTHER SERVICES	130,860	189,660	58,800	500	-	-	15,000	-	-	-	-	25,500	-	-	25,380	-	-	1,500	1,000	-	-	500	
TOTAL PROFESSIONAL SERVICES		2,863,826	3,122,574	258,748	137,650	-	13,500	23,000	316,081	29,000	-	-	36,120	-	316,200	26,860	-	-	2,500	1,000	16,186	2,189,477	14,800	200
TOTAL OPERATIONS & MAINTENANCE		34,926,555	36,939,412	2,012,856	1,046,426	113,672	401,696	351,602	813,348	734,690	1,499,294	2,151,274	316,214	2,171,997	1,569,550	392,178	1,022,397	353,749	1,322,894	12,550,661	7,651,251	1,902,628	573,887	
CAPITAL OUTLAYS																								
16500	EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16510	AUTOMOTIVE EQUIP.	107,966	-	(107,966)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16520	BLDG. & PLANT EQUIP.	208,000	331,000	123,000	-	-	-	-	-	-	-	-	30,000	-	70,000	-	-	-	-	-	110,000	121,000	-	
16530	CONSTRUCTION EQUIP.	5,000	-	(5,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16540	ED. AND REC. EQUIP.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16570	LABORATORY EQUIP.	49,500	57,600	8,100	-	-	-	-	-	-	-	-	-	-	-	57,600	-	-	-	-	-	-	-	
16580	OFFICE FURN&EQUIP. COMPUT.	63,000	102,500	39,500	5,000	-	10,000	10,000	-	-	-	-	25,000	-	52,500	-	-	-	-	-	-	-	-	
16583	COMPUTER SOFTWARE	365,000	235,000	(130,000)	-	-	-	-	-	-	-	235,000	-	-	-	-	-	-	-	-	-	-	-	
16585	COMPUTER HARDWARE	265,000	387,000	122,000	-	-	-	-	-	-	-	387,000	-	-	-	-	-	-	-	-	-	-	-	
16590	OTHER EQUIPMENT	5,000	-	(5,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16600	REPLACEMENT RESERVE	743,000	780,500	37,500	-	-	25,000	-	-	-	-	-	25,000	-	-	115,000	-	20,000	44,000	96,000	260,500	170,000	25,000	
16610	BUILDING & OTHER STRUCT.	60,000	367,000	307,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	317,000	50,000	-	-	
16630	IMP.-NOT BLDG OR STRUCT.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL CAPITAL OUTLAYS		1,871,466	2,260,600	389,134	5,000	25,000	10,000	10,000	-	-	622,000	80,000	-	122,500	172,600	-	20,000	-	44,000	523,000	431,500	170,000	25,000	
DEBT SERVICE																								
PROGRAMMED NEW DEBT		718,600	3,908,700	3,190,100	-	-	-	-	-	-	-	-	-	-	3,908,700	-	-	-	-	-	-	-	-	
PRINCIPAL		17,457,042	18,148,897	691,855	-	-	-	-	-	-	-	-	-	-	18,148,897	-	-	-	-	-	-	-	-	
INTEREST		13,083,022	12,680,195	(402,827)	-	-	-	-	-	-	-	-	-	-	12,680,195	-	-	-	-	-	-	-	-	
TOTAL DEBT SERVICE		31,258,664	34,737,792	3,479,128	-	-	-	-	-	-	-	-	-	34,737,792	-	-	-	-	-	-	-	-	-	
GRAND TOTAL																								
		68,056,686	73,937,804	5,881,118	1,051,426	138,672	411,696	361,602	813,348	734,690	2,121,294	2,231,274	316,214	37,032,289	1,742,150	392,178	1,042,397	353,749	1,366,894	13,073,661	8,082,751	2,072,628	598,887	

	July	August	September	October	November	December	January	February	March	April	May	June	Total FY 2010
O & M Monthly	3,240,000	3,290,000	2,530,000	3,430,000	2,880,000	3,010,000	3,360,000	2,920,000	2,550,000	3,540,000	2,950,000	3,239,412	36,939,412